SEATTLE PARKS AND RECREATION

COMMUNITY CENTER
STRATEGIC PLAN 2016

SEPTEMBER 1, 2016

funded by
SEATTLE
PARK DISTRICT
INVESTING IN PEOPLE & PARKS

SEATTLE PARKS
AND RECREATION

seattle.gov/parks

CONTENTS

EXECUTIVE SUMMARY

Seattle's 27 community centers are the backbone of the Seattle Parks and Recreation system. In addition to enabling health, recreation, and fitness, they serve as anchors of many of our neighborhoods and support a healthy environment and strong communities. These centers must continue to evolve as Seattle's population changes and as the recreation needs and interests of residents change.

This Strategic Plan seeks to initiate changes to better meet residents' needs, to promote social equity, and to pilot new innovations and pilot projects to test exciting ideas. Seattle Parks and Recreation (SPR) has crafted this plan to guide programming and facility improvements at community centers over the next two years while we embark on a longer-term, system-wide planning process. When this more comprehensive planning process considers how SPR can best use all of its assets, including community centers, pools, parks, and trails to serve the Seattle community, the ideas and learning sparked in this plan will be essential inputs.

Community Center Strategic Plan Guiding Principles

The recommendations contained in this Strategic Plan are informed by the following Guiding Principles:

1. Meet the needs of a changing community. Every decision we make is grounded by a desire to meet the ever evolving needs of Seattle residents.

2. Promote social equity. With limited resources, we focus on meeting the needs of unserved and underserved people and communities, including communities with limited access to recreation alternatives.

3. Be effective and efficient. We use ongoing evaluation and learning to achieve the greatest gains from limited resources.

4. Ensure safety, cleanliness, and accessibility. We will ensure sufficient staffing to maintain a safe environment, and prioritize safety, cleanliness, accessibility, and other immediate needs.

5. Build and maintain our great team. While our facilities are important, our people are critical. Key to our success will be our ability to attract, develop, and retain the best staff.

Operations

The Plan makes several recommendations to improve community center operations, including:

- Improve access and affordability. Fees for programming and drop-in use can be barriers for lower-income visitors. To improve access, SPR will eliminate drop-in fees system-wide, simplify the scholarship application process, and offer free recreation programming at targeted centers.
- Adjust operating hours and staff capacity at select centers. Expand operating hours to better serve the community and extend staffing to develop and provide more programming.
- Hub Pilot. SPR will explore creation of "hubs" for programming geared to particular communities, such as an adult enrichment model or teen-focused center.
- Expand Partnerships. At targeted centers, SPR will partner with private organizations to expand operating hours and address capital needs in selected centers.
- These operations enhancements are estimated to cost $1.36 million per year, which will be funded through a transfer from the capital improvement budget.

Facilities

In the face of capital needs that far exceed current funding, SPR must priority and phase its capital investments to make the best use of limited resources. We will focus capital investment dollars on priority maintenance improvements identified at six community centers, at an estimated cost of approximately $12 million, as well as for select facility improvements to support operations. We will address larger facility needs during the coming long-term planning process.

Learning As We Go

It is essential that we learn from the ideas and strategies in this Strategic Plan, especially the innovations and pilot projects. This learning and evaluation will inform the comprehensive, systemwide planning to be completed in 2017-2018. We will need to know what is working and what is not working as we begin that comprehensive process of determining how best to use SPR resources.

In response to this need, we are revamping our performance management system and will use several tools to create a clear picture of results, including an annual report and an innovative Results Framework designed to measure the program participant achievements: linking changes in the knowledge, skills, and behaviors of participants in community center programs.

SECTION 1
ABOUT THE PLAN

1.1 CONTEXT AND PLAN PURPOSE

Seattle's 27 community centers are the backbone of the Seattle Parks and Recreation system. In addition to enabling health, recreation, and fitness, they serve as anchors of many of our neighborhoods and support a healthy environment and strong communities.

The role and function of Seattle's community centers has changed significantly since the opening of West Seattle's Hiawatha Field House, the first of Seattle's community centers, in 1911. Historically, they served as places for recreation, leisure, and socialization. Today's centers continue to provide recreation and leisure activities, and also provide support for youth development, social services, safety, neighborhood vitality, health, and education.

The Parks Legacy Citizen's Advisory Committee 2014 report identified four key issues facing the City's parks and recreation system overall. These challenges absolutely apply to our community centers as well:

- Changing needs of residents.
- Lack of funding for basic services.
- The need to leverage funds through partnerships.
- Backlog of deteriorating assets that need renovation.

In addition, residents have consistently asked for programming and staffing that reflect the community, more consistent hours of operation, and a renewed commitment to equity.

In response to these challenges and changes, Seattle Parks and Recreation (SPR) began work on the development of a planning process in 2015 to consider the future of Seattle's community centers. This resulting Strategic Plan sets a course for achieving the following goals established in the 2014 Parks Legacy Plan:

1. **Ensure community centers are the focal points in our neighborhoods and serve as places where people can connect, foster relationships, build community, and enhance their health and well-being by offering programs, activities, and events to Seattle's changing population.**

2. **Ensure community centers are physically and emotionally safe and welcoming places for individual enrichment and community growth.**

This Strategic Plan is an opportunity for SPR to initiate meaningful changes in our community center operations, and to launch an ambitious period of innovation and learning. The direction and energy established in this document will guide us for the next two years, bridging to a comprehensive long-term planning process. We will use the long-term planning process to evaluate how our full system—including parks, trails, pools, community centers, and other assets— can best serve Seattle residents. Learnings from the changes and innovations initiated by this Community Center Strategic Plan will inform the longer-term system-wide planning process as described in the next section.

This Community Center Strategic Plan:

1. **Establishes immediate changes to better meet residents' needs and promote social equity.**

2. **Launches targeted innovations and pilot projects to test exciting ideas.**

3. **Responds to two City Council Statements of Legislative Intent related to community centers as described below.**

This Plan recommends moving $1.36 million from community center capital improvement to operations. These funds will be used to improve access through free programming at some centers and eliminate drop-in fees everywhere, expand hours and staffing in communities with fewer recreation alternatives, and begin pilot projects with enhanced programming for target communities. Operations recommendations are detailed in Section 2.

Relationship to Upcoming System-level Planning

SPR manages a 6,300-acre park system of 465 parks and extensive natural areas. In addition to the focus of this plan – Seattle's 27 community centers – this system includes athletic fields, tennis courts, play areas, specialty gardens, more than 25 miles of boulevards and 120 miles of trails, eight indoor swimming pools, two outdoor pools, environmental education centers, two small craft centers, a stadium, and more.

SPR will undertake a comprehensive long-term planning process in 2017-2018 for the entire Parks and Recreation system. This system-level plan will consider how SPR can best use all of its assets, including community centers, pools, parks, and trails to serve the Seattle community. This plan will build on the work of the Legacy Plan, with additional public input, and will include evaluation of the community center innovations and pilot projects started in this Strategic Plan.

The outcome will be a comprehensive 20- to 30-year program master plan that will inform all capital and programmatic investments system-wide. As part of this effort, SPR will establish a funding strategy to best meet system-wide operations and facility needs, including significant capital needs that have been identified in our community centers. This will inform the next round of funding through the Seattle Park District and consider other options to best address our significant needs.

Response to Statements of Legislative Intent

This Plan responds to two Statements of Legislative Intent (SLI) issued by the City Council that relate to community centers:

*   **Community Center Strategic Plan and Capitol Hill Residents SLI (2015):** directed SPR to examine the needs of the Capitol Hill neighborhood and how the Miller Community Center can best be used to meet the recreation and social needs of this community. This topic is addressed in Section 2.5.

*   **Lake City Community Center SLI (2014):** directed SPR to outline the next steps for improvements at the Lake City Community Center, including a schedule for implementing the preferred option. Consideration of this issue is detailed in Section 3.4.

A Brief History of Seattle's Community Centers

The Olmsted Plan for Seattle's park system, renowned for its legacy of parks and boulevards, also included active recreation opportunities, with playgrounds, playfields, and field houses devoted to recreation. Hiawatha Field House (now the Hiawatha Community Center) opened in 1911 and was the first recreation center developed from the Olmsted Plan. Others soon followed, including a number of shelter houses designed for indoor recreation.

The next significant jump in the development of community centers occurred with the 1968 passage of the Forward Thrust bond issue which provided $65 million for park acquisition and development and new community centers. In 1991 and 1999 Seattle voters approved levies for community center development, providing significant upgrades to many centers as shown in **Exhibit 16**.

City plans and ballot measures through the decades provided financial support for community centers and policy support for continuing to operate publicly run centers, including:

- 1994 City of Seattle Comprehensive Plan: encourages the location of community centers in urban villages. Cites the value of community centers in helping students stay in school, promoting life-long learning for seniors and providing cultural programming venues.
- 1999 Community Center Levy: provided $36 million to improve 9 community centers.
- 2008 Pro Parks: provided $8 million to improve 4 community centers.

In 2011, faced with the need to cut $2 million from the community center budget, SPR looked at an array of options for changing the system. The outcome of the evaluation was the current model of geographic-based community center teams, and three tiers of operating hours.

In 2014, Seattle voters approved the creation of the Seattle Park District, providing authority to collect property taxes to fund City parks and recreation. The 2014 Park District 6-year financial plan invests $5.6 million annually in community center operations and facility development.

When the Seattle City Council approved the Park District's 6-year financial plan, it moved $1.36 million from community center operations to capital improvement. The City Council stipulated it would be willing to consider moving these funds back to operations after it reviews a community center strategic plan. This Plan provides recommendations for moving these funds to specific operational improvements to meet community needs and promote social equity.

1.2 PLANNING GUIDANCE

Development of this Strategic Plan for community centers was informed by a layered suite of governing statements. From relatively more general to relatively more specific, these include:

- The Mayor's Vision for Seattle
- Seattle's Race and Social Justice Initiative
- SPR's Mission, Values, and Desired Impacts
- Community Center Strategic Plan Guiding Principles

Community Centers and the Mayor's Vision for Seattle

This Community Center Strategic Plan aligns with Mayor Edward Murray's Vision for Seattle, ensuring our city is affordable and safe with a connected, cohesive, and healthy community. Each of these concepts is explored below.

An Affordable City

"Seattle is undergoing a period of record growth and development. Our burgeoning high-tech and life-sciences sectors are creating thousands of well-paying jobs. But for the middle class, families, artists, students, and immigrants new to the country, our city is becoming increasingly unaffordable. Seattle is at risk of pricing out the very diversity it thrives upon."

- Mayor Murray's Vision for Seattle

Seattle Parks and Recreation's vision is that any resident can walk in the door of any community center to find a variety of free or low-cost recreation and learning opportunities. Park District-funded scholarships help address affordability, although scholarship needs rise each year. Strategies in this Plan address affordability by eliminating drop-in fees at all centers, establishing free programming at five centers, expanding hours and staffing in lower-income neighborhoods, and recommending a restructuring of advisory council finances.

A Safe City

"Public safety is the foremost responsibility of city government. All Seattle residents deserve to be secure in their homes, safe in their neighborhoods, and able to explore our city without threat or intimidation."

- Mayor Murray's Vision for Seattle

Community centers provide safe places for children and youth to gather, learn, play, and be safe and secure. The Late Night Program for teens and the Great Night program for those aged 18 to 30 engage young people in safe recreation, learning activities and classes. Before- and after-school programs keep children from having to be home alone or on the streets while parents work.

A Vibrant City

"The urban village model – with livable, walkable, mixed-use neighborhoods and nearby parks – is a successful strategy for managing growth in Seattle's neighborhoods."

- Mayor Murray's Vision for Seattle

Community centers serve as the living rooms for the people who live nearby, creating places for neighbors of all generations to mix, talk, and learn. Strategies in this Plan seek to ensure a strong connection between centers and their neighborhoods by providing more time for staff to conduct outreach and develop partnerships with local community organizations.

Community Centers and Social Equity

Community centers should serve as the bedrock for a recreation system based on racial and social equity, with open doors for all, and free or low-cost community-centric programs. This is in keeping with the City of Seattle's Race and Social Justice Initiative (RSJI), a citywide effort to end institutionalized racism and race-based disparities. For underserved and vulnerable individuals and communities in our city, community centers provide a link to the neighborhood, opportunities for personal development and education, and a safe place. Relevant to the City's Equity & Environment Initiative (see text box), community centers connect people with culture, environmental education, health, and more.

SPR staff applied the RSJI Racial Equity Toolkit to community center operations to assess community centers on race and social justice issues. We found that while our community centers meet many of the basic tenets of an equitable recreation system, we are falling short in a number of areas. These findings are discussed in more depth in Section 2.2. A top priority of this Strategic Plan is making community centers more accessible to under-served communities with limited access to recreation alternatives.

The objective is of this plan is to recognize the individuality of our neighborhoods and our people. To do this we focus on strategies to achieve equitable outcomes rather than equal inputs. The philosophical difference between equality and equity is depicted in **Exhibit 1**.

Exhibit 1. Equality vs Equity

Source: groundswellcenter.org

The Mayor's Equity & Environment Initiative

In 2015, Mayor Ed Murray launched Seattle's Equity & Environment Initiative, a partnership of the City, the community, and private foundations to deepen Seattle's commitment to race and social justice in environmental work. The Equity & Environment Agenda lays out the following four goal areas, with recommended strategies in each:

• Healthy environments for all.

• Jobs, local economies, and youth pathways.

• Equity in city environmental programs.

• Environmental narrative and community leadership.

A cornerstone of the Agenda is changing how public policies are created, such that people from historically-excluded communities, including communities of color, immigrants, refugees, low-income residents, and people with limited English skills, are part of the decision-making process.

Over 800 people from many ethnicities and cultures participated in developing the Agenda. Several themes from the outreach directly relate to community centers, especially in areas with cumulative environmental impacts and large numbers of people of color, immigrants, refugees, people with low wealth, or with limited English proficiency. These themes include:

• Community centers should function as true community hubs that are responsive to the needs of local communities.

• Youth programming should be available year-round, at low or no cost.

• Create a sliding scale for fees based on household income.

• Hire local community members, including youth, to work at centers.

• Connect programming to city environmental justice programs and create pathways into environmental jobs and leadership.

• More multicultural, multi-lingual, multigenerational programming.

• Community members should have an opportunity to recommend programming and funding priorities.

• More connection to environmental programs, including more open hours and more programming to connect youth, culture, environmental issues, and family.

• The need for cultural and community gathering places that are accessible to everyone.

Many of these themes and requests are addressed in the Operating Recommendations, including eliminating drop-in fees and responding to community needs.

Community Center Strategic Plan Guiding Principles

In seeking to provide the best community center system possible for the Seattle community, we are open to change in everything we do; nothing is sacred. The following Guiding Principles inform the overall direction of this Strategic Plan and have been used as criteria to evaluate tough choices about how to use limited resources.

1. **Meet the Needs of a Changing Community.**

Every decision we make is grounded by a desire to meet the ever-evolving needs of Seattle residents. This overarching dedication has meaningful implications for how we operate:

- Programming and facilities are designed to respond to the needs of the surrounding neighborhood, with the shape and functioning of our facilities driven by programming.
- Targeted services for specific populations are offered in neighborhoods with concentrated needs. We balance this specialization with a commitment to provide consistent base services in all communities across the city.
- As our community changes, our services and facilities must adapt. While we seek to be nimble and adaptive to changing conditions, we strive to remain sensitive to the needs of current and past users.
- We collaborate with partners, including volunteers, sister agencies, small community-based organizations, and larger non-profit organizations to serve more community members.

2. **Promote Social Equity.**

With limited resources, we focus on meeting the needs of unserved and underserved people and communities, including communities with limited access to recreation alternatives. In this, we are guided by the City's Race and Social Justice Initiative. This principle means that centers in neighborhoods with fewer opportunities, lower incomes, and more barriers to access may be prioritized for public funding.

3. **Be Effective and Efficient.**

We have clear goals and look for the most effective way to achieve them. This requires a learning orientation, collection of usable data, and evaluation. In addition, we will strive to make the best use of available resources as we are always challenged by limited public resources in the face of high community needs.

4. **Ensure Safety, Cleanliness, and Accessibility.**

We will ensure sufficient staffing to maintain a safe environment, and prioritize safety, cleanliness, accessibility, and other immediate needs.

5. **Build and Maintain Our Great Team.**

While our facilities are important, our people are critical. Key to our success will be our ability to attract, develop, and retain the best staff with the cultural competencies to support all of our residents, with a focus on improving service delivery to low-income residents and clear commitments to these Guiding Principles.

1.3 SUMMARY OF PLANNING PROCESS

SPR used research, analysis, public outreach, and staff engagement to create this Strategic Plan, as described below.

Research Methods

SPR employed several methods to determine community needs, including a Recreation Demand Study, demographic research, and a Current Practices Review. These are described in more detail in Section 2, which focuses on community center operations.

Public Outreach

Community input for the Strategic Plan was gathered in several ways. A mini-summit with approximately 60 attendees was held in June 2015 at the Seattle Center and a teen meeting with approximately 90 attendees was held in July 2015 at the Langston Hughes Performing Art Institute. Summaries of input from these meetings are provided in **Appendix B**. Staff also solicited public input at various city events in 2015 and 2016. Written comments were received on the Plan, with common themes relating to increasing hours at community centers. SPR also heard from many Lake City residents calling for a full-service center to serve the diverse and changing needs of Lake City.

The Board of Park Commissioners played a significant role in the development of the Strategic Plan, receiving briefings and providing input on June 26, 2014, February 12, 2015, October 8, 2015, and March 10, 2016. The Board's retreat in August 2014 focused on community centers.

Staff Engagement

We engaged our staff in this planning process, asking them to leverage their expertise and day-to-day familiarity with the communities they serve.

Many of the ideas generated by staff are contained in this Strategic Plan, which addresses system-wide changes and implications for individual centers. Center-specific observations and recommendations are being captured in Business Plans for each community center that will guide center programming and outreach. These Plans are being finalized in 2016, and will be updated when necessary. Business Plans will inform evaluation of community center coordinators.

SECTION 2
OPERATIONS: TODAY AND TOMORROW

This section describes how community centers operate today, current needs and challenges, how Seattle residents and recreation patterns may change, and recommended actions to serve community needs and further social equity. A response to the Capitol Hill SLI wraps up the section.

2.1 OPERATIONS TODAY

Programming Model

Seattle Parks and Recreation has a unique programming model with community center programming done in concert with the Associated Recreation Council (ARC). ARC, in partnership with SPR, offers a variety of recreational and lifelong learning programs, classes, and activities.

ARC, incorporated in 1975 as an independent nonprofit organization, supports this work through the ARC Board of Directors and a system of 36 advisory councils. Citizen volunteers on the board and advisory councils help to enhance the mission and vision of SPR by providing a connection to the community and advocating for the success of citywide recreation services.

Each center has an ARC advisory council, made up of neighborhood volunteers who work with SPR staff to develop programming for the center. In addition, ARC operates pre-school and before- and after-school care programs at many community centers. ARC employs program instructors and daycare staff at community centers.

Hours and Staffing

Seattle Parks and Recreation operates 27 full-service community centers and contracts management of the Lake City Community Center to a partner. Through the 1990s and early 2000s, the centers operated with standard staffing and hours: they had five staff per facility and were generally open 53 hours per week during the school year and 47 per week during the summer.

The Great Recession in the late 2000s required deep cuts across the City budget and led to a thorough evaluation of center operations, with a reduction in operating hours and staffing.

The current model began in 2012 and includes geographic management with four "Geo teams" that are responsible for centers in different areas of the city. Furthermore, there are now three tiers of centers, with public operating hours as follows:

- **Tier 1:** Open to the public 70 hours per week.
- **Tier 2a:** Open to the public between 40 and 45 hours per week.
- **Tier 2b:** Open to the public 25-30 hours per week.

Community centers are "open to the public" for the hours they are budgeted to have City staff working in the facility. In addition to public hours, centers are also open for paid programming or rentals, called "non-public hours." During these hours, residents have access to centers only if they are enrolled in a program or participating in a rental event.

Exhibit 2 shows average weekly open hours by center, including public and non-public hours.

Exhibit 2. Average Community Centers Weekly Hours, 2014-2015
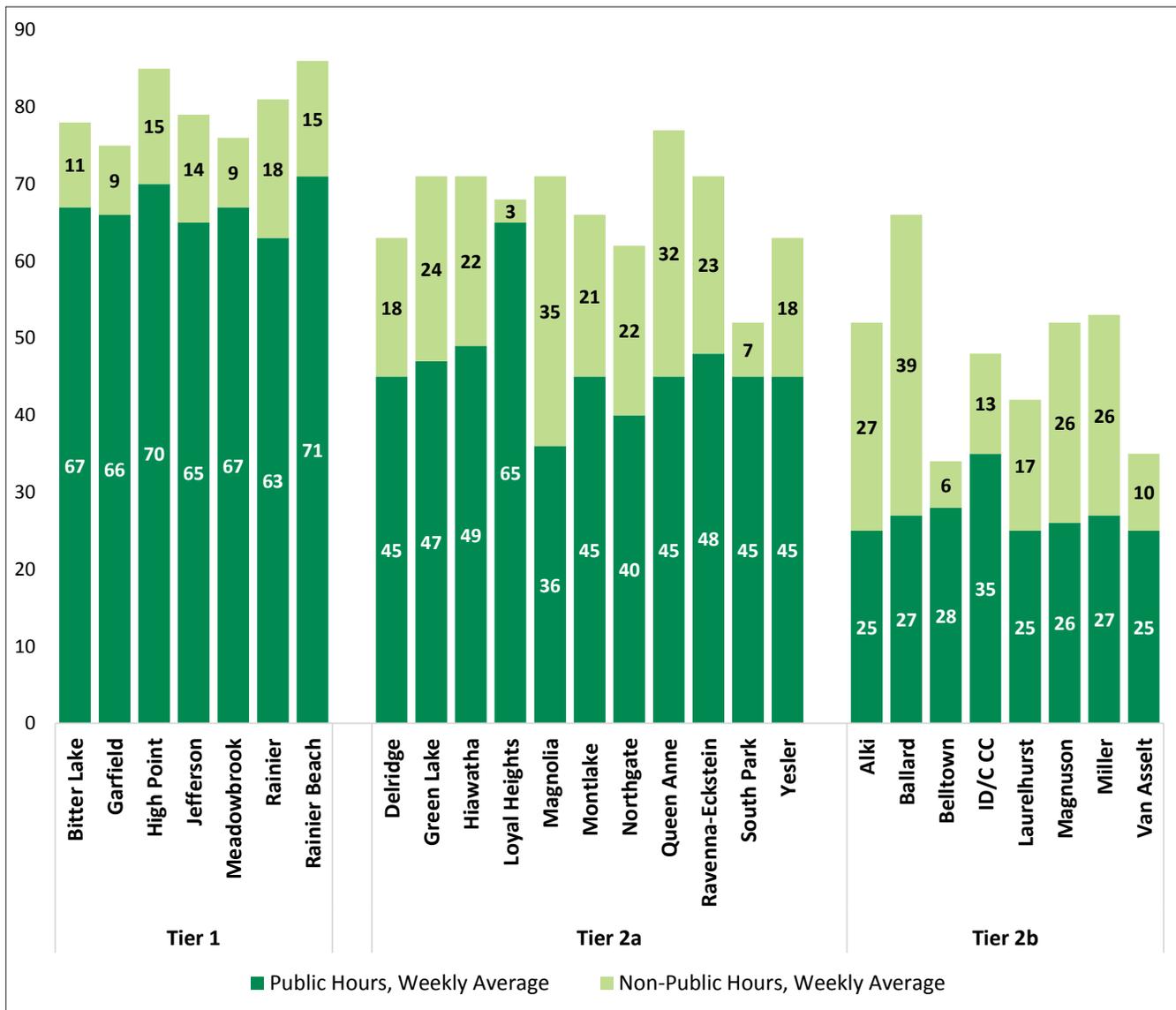
Source: Recreation Demand Study, 2016

Staff Roles and Responsibilities

SPR has four geographic (Geo) teams, with six to seven centers in each Geo district. Some staff roles are assigned to the Geo team, and others to individual centers. Each Geo team has a Recreation Manager, who supervises all community centers in that Geo district, and three to four Assistant Coordinators who program for multiple centers in the district. In addition to these Geo team members, each center is assigned four staff: a Center Coordinator, Recreation Leader, Recreation Attendant, and Custodian. The roles and responsibilities of these staff positions are further described in the text box below.

Geographic Team

- **Recreation Manager.** Responsible for overall supervision and coordination of community centers in a geographic team. This includes day-to-day decision-making; meeting with supervisors and subordinates to provide direction; and collaboration with other managers to develop consistent operational systems.
- **Assistant Recreation Coordinator.** This position develops programs, activities, and events; analyzes community and group recreational needs; selects and adapts programs to meet those needs; and procures materials and resources to implement programs.

Community Center Staff

Recreation Center Coordinator. Coordinates the daily operations of the center and its associated programs and facilities. This includes supervision of all permanent and temporary staff and volunteers and developing partnerships with community groups, personnel in other departments, and the general public to build programs to serve the neighborhood.

- **Recreation Leader.** Supports the programming needs of youth by organizing, planning, and leading recreation activities such as music, field trips, life skills programs, special events, and sports. This role also supports operations, including front desk work, registration, and public information, and makes recommendations for program development or revisions to meet community needs.
- **Recreation Attendant.** Provides information to customers about programs, registration, scholarships, and activities. Also enforces rules and helps with set up and clean up for programs.
- **Custodian.** Cleans and maintains the building. This includes light and heavy cleaning activities, trash collection, and removal, maintaining cleaning equipment, and moving furniture.

Programming and ARC Partnership

From Aikido to Zumba and everything in between, Seattle's community centers provide an array of recreation programs geared to meet the needs and interests of our diverse community. SPR staff create the mix of programs considering space, times and dates, community interest, and instructors, in collaboration with the advisory council.

ARC is SPR's key partner in providing recreation programs in community centers. ARC and SPR operate according to a ten-year master services agreement with the current agreement expiring on January 1, 2018. The partnership with ARC provides many benefits to the people of Seattle and to SPR, including the thousands of hours that advisory council volunteers devote each year to their community centers.

Community center staff work closely with their volunteer advisory council. Program instructors are hired by the advisory council and ARC handles most program finances, with four percent of program fee revenue paid back to SPR. The relationship between center staff and the advisory council is generally collaborative and supportive; for example, when staff request new equipment to run a new program, the advisory council purchases the equipment and hires the instructors; or when advisory council members request a specific program, staff find a time and space in the schedule to offer the program.

Visitation Levels

In 2012, Seattle Parks and Recreation began installing "people counters" at community center entrances to measure the number of visitors. This data is divided between three types of hours:

- **Public hours.** The center is open to all and the City pays staff to be at the building.
- **Non-public hours.** People can enter the building if they are registered for a specific paid program (including preschool and before and after school programs) or are participating in an event that has rented a room at the center. The doors are closed at these times to other members of the public.
- **Late night hours.** The center is open for teen programs late on weekend nights.

Exhibit 3 shows summary people counter data for 2015.

As shown in the exhibit, visits to community centers vary widely across the system. This is partly explained by the number of hours each center is open; Tier 1 centers that are open to the public 70 hours per week tend to have more visitors than Tier 2b centers that are only open 25 hours per week.

Community Centers in Other Cities

As part of the community center strategic planning process, SPR commissioned a survey of seven park and recreation agencies in the United States and Canada to learn how these agencies develop and manage their community centers. The cities are: Chicago, Dallas, Denver, Portland (Oregon),

San Jose, Vancouver, B.C., and Washington, D.C. Summary findings and a comparison to SPR operations are described below.

Role. Most of the cities surveyed have neighborhood-based community centers, primarily multi-purpose and multi-generational, and focused on recreation.

- This aligns with SPR's philosophy that centers should be primarily multi-functional and multi-generational.

Characteristics. Most of the cities surveyed have a large number of centers, in a variety of sizes. Multi-purpose rooms and gyms are the most common amenities.

Exhibit 3. Community Center Visits, 2015
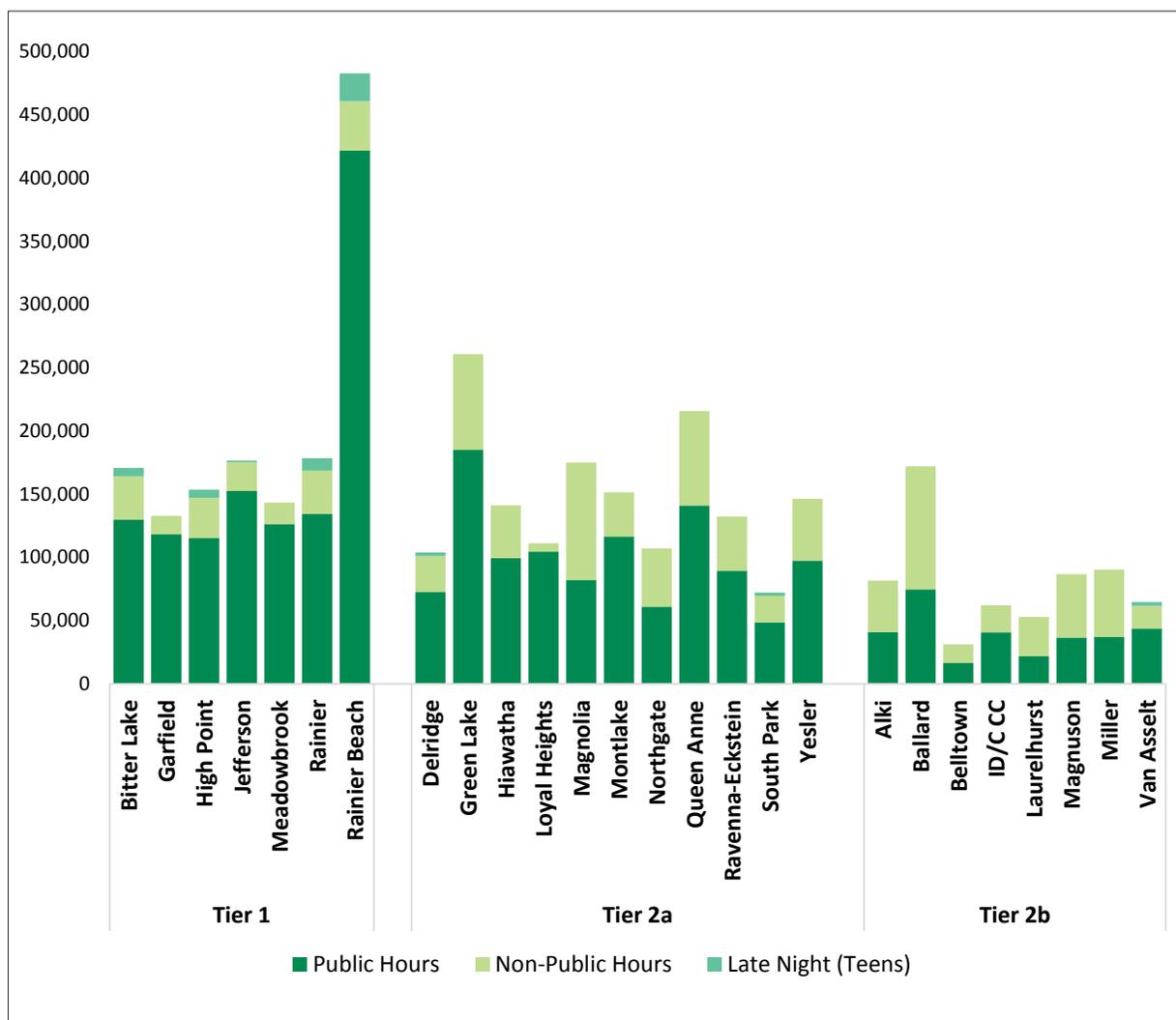
Source: Recreation Demand Study, 2016

Note: The counters measure every time someone comes into (but not out of) a facility. Centers with child care programs record care-givers bringing in a child and returning to pick them up.

- Similarly, Seattle community centers are a variety of sizes with varied amenities. SPR's goal is to tie center facility characteristics to programming needs; for example, centers with a teen emphasis should have a gym and a teen room.

Staffing. In most cities, centers have several full-time staff, including a supervisor, program coordinator, and custodial staff, and some part-time staff. Most cities operate community centers in-house, but some cities contract out the operations of their centers.

- As part of this Plan, SPR recommends moving some part-time staff to full-time to handle increased visitors and to implement more programming.

Programs and services. Most cities try to meet the needs of a cross-section of users by interest area and age, with services focused on recreation. Most programming is provided in-house.

- SPR differs from most cities with its partnership with ARC on programming. This Plan recommends the creation of pilot Hub centers, with enhanced programming for particular demographic groups such as teens or seniors.

Operating budgets and cost recovery. Most cities do not have cost recovery goals for their centers. Some charge fees for use of centers, and many have free programs. During the Recession, many cities cut staff and reduced hours, while some turned over management to other organizations.

- Unlike the other cities, SPR has cost recovery goals for centers, which can result in revenue-producing activities such as room rentals competing with community-based programming. This Plan includes several recommendations to make centers more accessible and community-oriented, including the Equity and Access pilot offering free programming, eliminating drop-in fees, and simplifying the scholarship process.

Anticipated changes. Most cities anticipate renovating centers, and some will add new facilities. New centers will be larger and more regionally based, but will remain multi-use and multi-generational. More emphasis on cost recovery is anticipated.

- With the recommendations in this Plan, SPR would move away from an emphasis on cost recovery. We are emphasizing providing free drop-in and free programming where possible rather than focusing on revenue generation. We plan to recover some of this revenue through additional partnerships, sponsorships, and donations.

2.2 NEEDS AND CHALLENGES

Key challenges facing Seattle's community centers today are staff coverage for non-public hours, barriers to use, and inequities among centers in different neighborhoods. These challenges make it difficult for SPR to meet community needs, promote social equity, ensure safety, and be effective and efficient.

Staff Coverage During Non-Public Hours

During non-public hours, when a center is closed to the public and access is provided only for program or rental participants, SPR staff are still needed for on-call duty, cleaning, and front desk support. This creates costs for SPR because program and rental fees only cover ARC staff time and not SPR staff. Ballard, Laurelhurst, Magnolia, Magnuson, and Miller community centers had more users enter during non-public hours than public hours in 2015, leading to staffing problems at these centers.

Recommendations in this Plan to expand public hours at several centers with many non-public hour users, including Ballard and Queen Anne, will help address the staffing gap.

Barriers to Using Community Centers

Surveys

Two recent surveys provide insights into use of community centers, including barriers to visitation and participation in programs. The 2016 Seattle Recreation Demand Study included surveys of the general public and community center users about parks and recreation issues.

The general population survey, publicized through email invitations and information distributed in community centers, was completed by 789 residents. A separate survey of community center users, publicized through postcards and fliers at community centers in English, Spanish, and Chinese, was completed by 569 people. The demographic characteristics of respondents to each survey are shown in **Exhibit 4**. While respondents to both surveys were primarily white, spoke English at home, and own their homes, the survey of community center users had a higher proportion of non-whites, persons who don't speak English at home, and persons under age 35.

In both surveys, people were asked to identify the reasons they don't use, or infrequently use, Seattle recreation programs. Respondents could choose the primary reason, major reasons, and minor reasons from a list of options. Results are shown in **Exhibit 5**. As the exhibit shows, the biggest reason for not using recreation programs among general population survey respondents is a lack of information. This is also a barrier for a significant proportion of community center users. SPR is addressing this barrier through several methods, including expanding partnerships with community groups and marketing. By inviting more community organizations to hold activities in community centers, SPR will gain access to the members and audiences of those organizations.

Other top responses are similar between both groups, including:

- Inconvenient schedule (and "center not open" choice for center users).
- Lack of time.
- Lack of programs.
- Affordability, including program and equipment cost.

SPR is making recommendations relating to operating hours, staffing to expand programming, and affordability, as detailed below.

Exhibit 4. Demographic Characteristics of General Population and Community Center User Survey Respondents
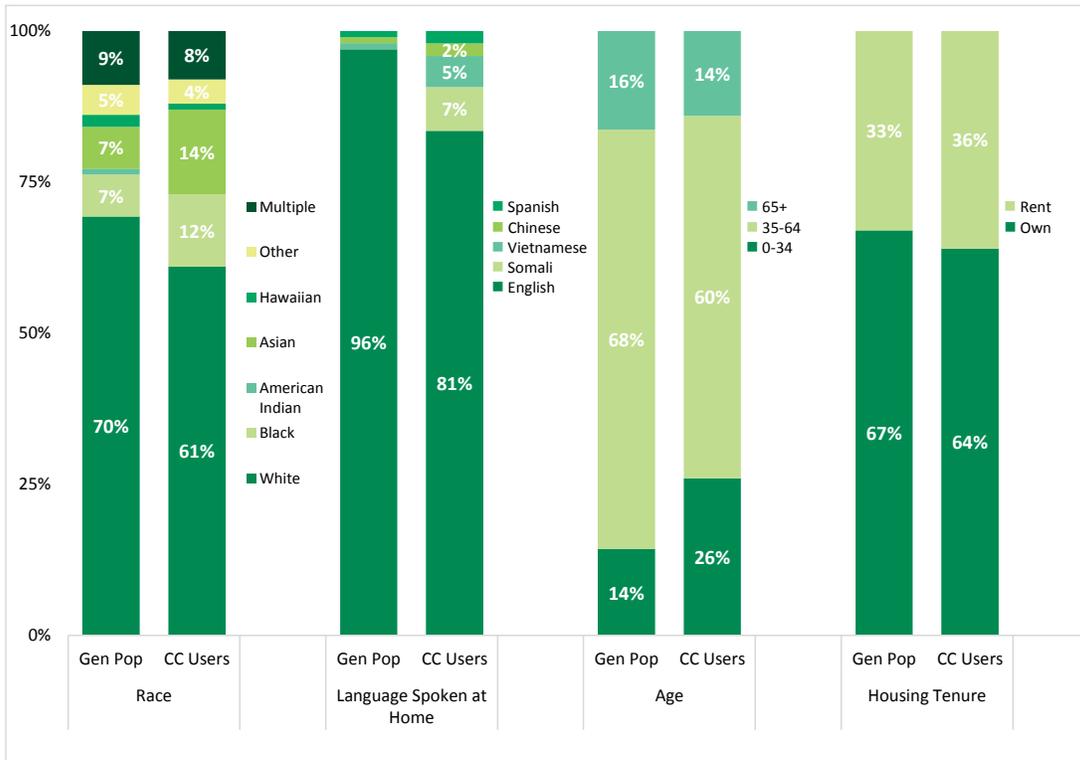
Source: Recreation Demand Study, 2016

Exhibit 5. Survey Responses: What are the reasons you don't currently or infrequently use Seattle recreation programs? Primary/Major Reasons
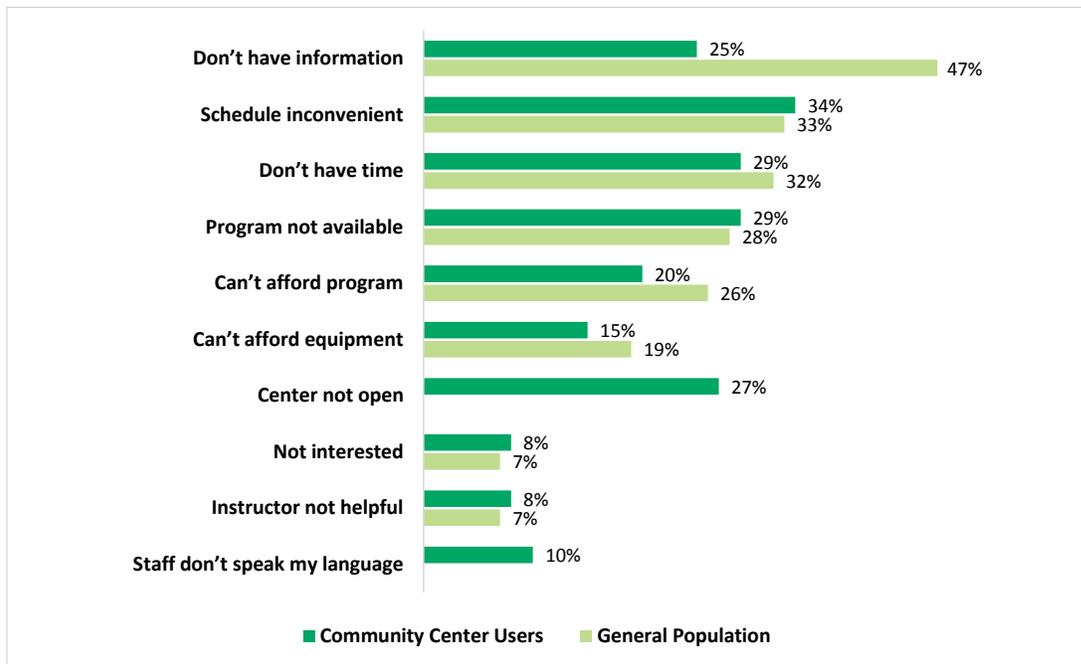
Source: Recreation Demand Study, 2016

Community Center Mini-Summit (June 2015)

At the June 2015 Community Center mini summit, participants were asked if there are barriers that keep them from using or visiting community centers, and if so, what they are. A number of barriers were mentioned repeatedly, including:

- Insufficient hours of operation.
- Language (unable to obtain information on what's provided).
- Cost.
- Poor customer service/unwelcoming staff.
- Safety.

The difference between survey responses and summit participants regarding language barriers and unwelcoming staff might be a result of the different demographics: mini summit attendees were a diverse group, speaking multiple languages; whereas 81% of community center user survey respondents and 96% of general population survey respondents self-identified as English speakers. (Demographic characteristics were not captured for mini-summit participants, but participants were recruited through outreach to ethnic community organizations, and attendees were a diverse group.)

SPR will address the perceived barriers of unwelcoming staff through professional development and customer service training for staff. We will also investigate additional measures to provide translation services or make centers as welcoming as possible to non-English speakers.

Inequity Between Centers

Community centers should serve as the bedrock for a recreation system based on racial and social equity with open doors for all, and free or low-cost community-centric programs. In our assessment, we are falling short in a number of areas, including unequal operating hours and funding.

Non-Public and Public Operating Hours

Community centers are open to the public for the hours they are budgeted to have City staff working in the facility. As described earlier, people also have access to centers during non-public hours if they are enrolled in a program or participating in a rental event.

The greater ability of some communities to pay for programming increases opportunities in those neighborhoods for recreation services. As shown in **Exhibit 2**, some centers, such as Ballard, have more non-public hours than public hours. Centers in more affluent neighborhoods offer more fee-based programs during non-public hours than centers in less affluent neighborhoods are able to support, creating inequitable access. This is contrary to SPR and community ideals.

An additional inequity of the system is the different levels of public support provided to community centers: with Tier 2b centers receiving funding for only about 35% of the hours enjoyed by Tier 1

centers. This differential in operating hours was instituted during the recession, when overall hours were cut. This was a strategy as part of the Geo management, to keep some centers with higher use in each geographic area open longer hours. While SPR is not interested in a one-size-fits-all approach, comments from communities receiving the lowest levels of support indicate community members do not believe they are receiving equitable treatment by the City.

ARC Funding

Disparities among ARC advisory council budgets create another barrier to an equitable system. The budgets come from program fees at each center. ARC advisory councils in more affluent neighborhoods, and those with robust programs, amass significant budget balances, while those in more modest neighborhoods, and those with less robust paid programs, have negligible or nonexistent balances. Because these balances stay with the individual advisory council and are not pooled, the system establishes a hierarchy of well-resourced community centers and under-resourced community centers. While advisory councils with healthy balances often share surplus funds with other centers, the model is flawed in that it requires some centers to request funds from another center on a case-by-case basis to provide programs. As described in the Operating Recommendations, SPR and ARC are developing a shared funding system so each advisory council's surplus funds (money not needed to pay staff and run programs) will be pooled in a shared account accessible to all centers.

2.3 DEMOGRAPHICS AND RECREATION TRENDS

Demographics

Seattle grew by over 77,000 new residents between 2000 and 2014, a growth rate of 13%, and is projected to grow by another 120,000 people by 2035.

While it is difficult to project what Seattle's population will look like in the future, we can look at past trends and county-level projections for insights about how Seattle's population may change. Understanding these demographic factors can help SPR plan for long-term programming needs, as recreation interests and participation can vary by age and other characteristics.

Age

Seattle has a significantly higher proportion of adults age 20-39 than King County as a whole, and a lower proportion of children under age 20, as shown in **Exhibit 6**.

Seattle's age distribution has been changing slightly. **Exhibit 7** shows the age distribution of Seattle residents as captured in the 2000 Census and the 2014 American Community Survey five-year estimates. The most noticeable change is in the proportion of people age 55-69, which as a whole increased from 10% to 16% of the population.

Projecting how Seattle's mix of resident ages will change in the future is difficult, as decisions for where to live depends on many factors, including housing types and supply, transportation options, schools, social services, health care options, etc.

Exhibit 6. Seattle and King County Age Distribution, 2010
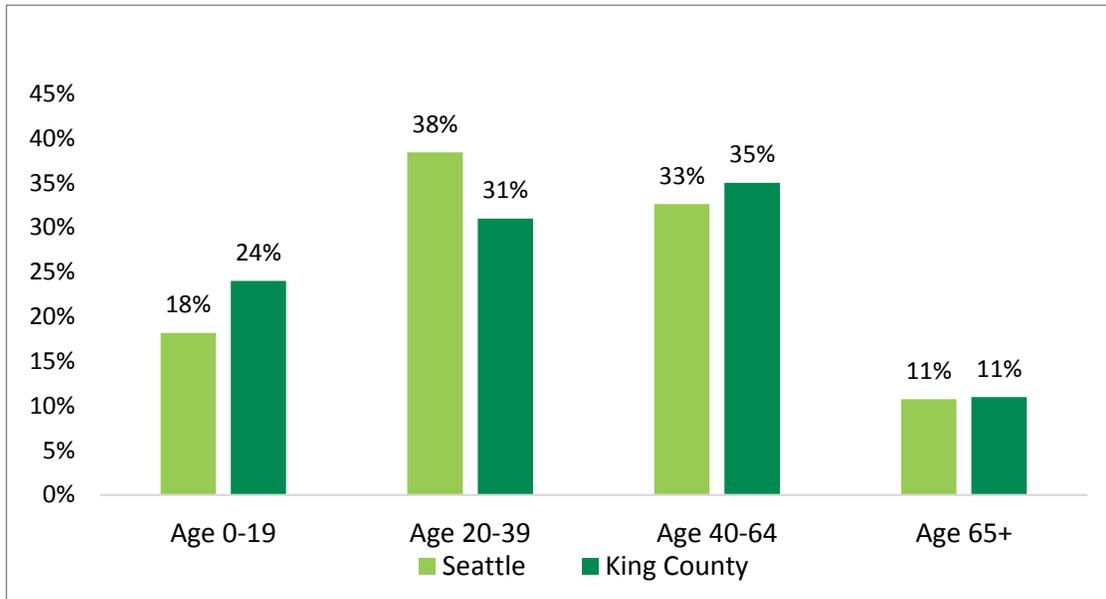
Source: U.S. Census 2010

Exhibit 7. Seattle Age Distribution, 2000 and 2014
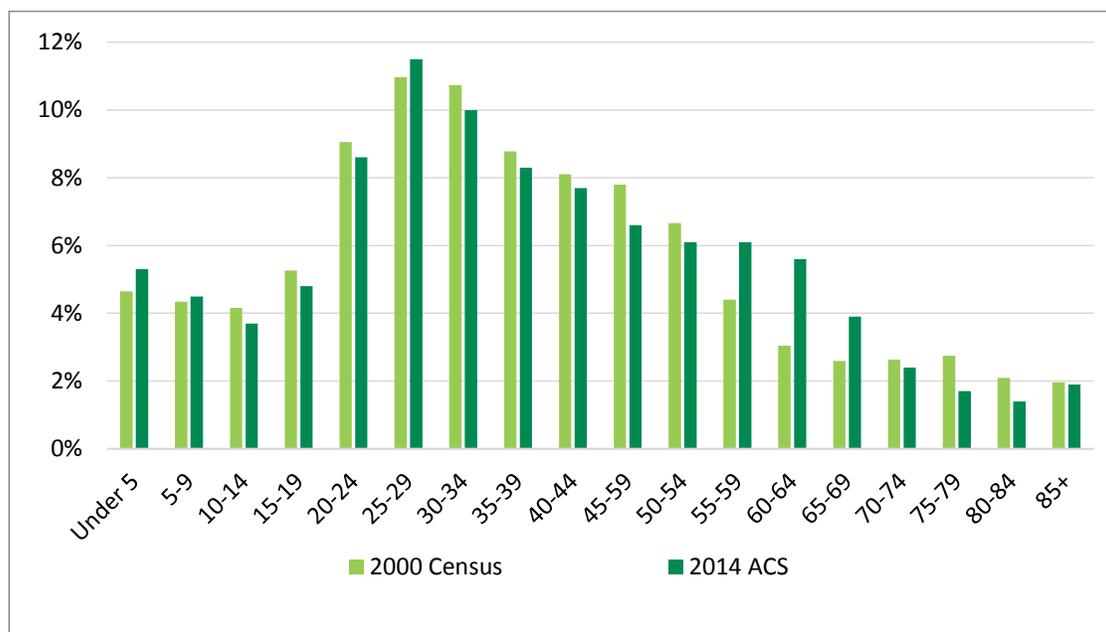
Source: 2000 Census; American Community Survey 5-Year Estimates, 2010-2014

While demographic population projections are difficult at the city level, they are available at the county level. The Washington State Office of Financial Management makes projections for age distribution in King County. Its projections for 2040 show a much higher proportion of seniors age 65 and older than today, as shown in **Exhibit 8**. While we can't know if Seattle will experience the same type of projected increase in its senior population as King County, it is a scenario that SPR will consider as it undertakes long-term planning.

Neighborhood Demographics

In addition to citywide demographic characteristics, it's important for SPR to understand resident demographics by neighborhood, so that each community center can best serve surrounding residents. SPR has analyzed demographic characteristics for populations near each community center. The profiles contained in **Appendix A** show characteristics for residents living within approximately five minutes' drive of each center, and include age, income, race, and other factors. Change over time and comparisons to the city as a whole are included.

Exhibit 8. King County Age Distribution, 2010 and Projected 2040
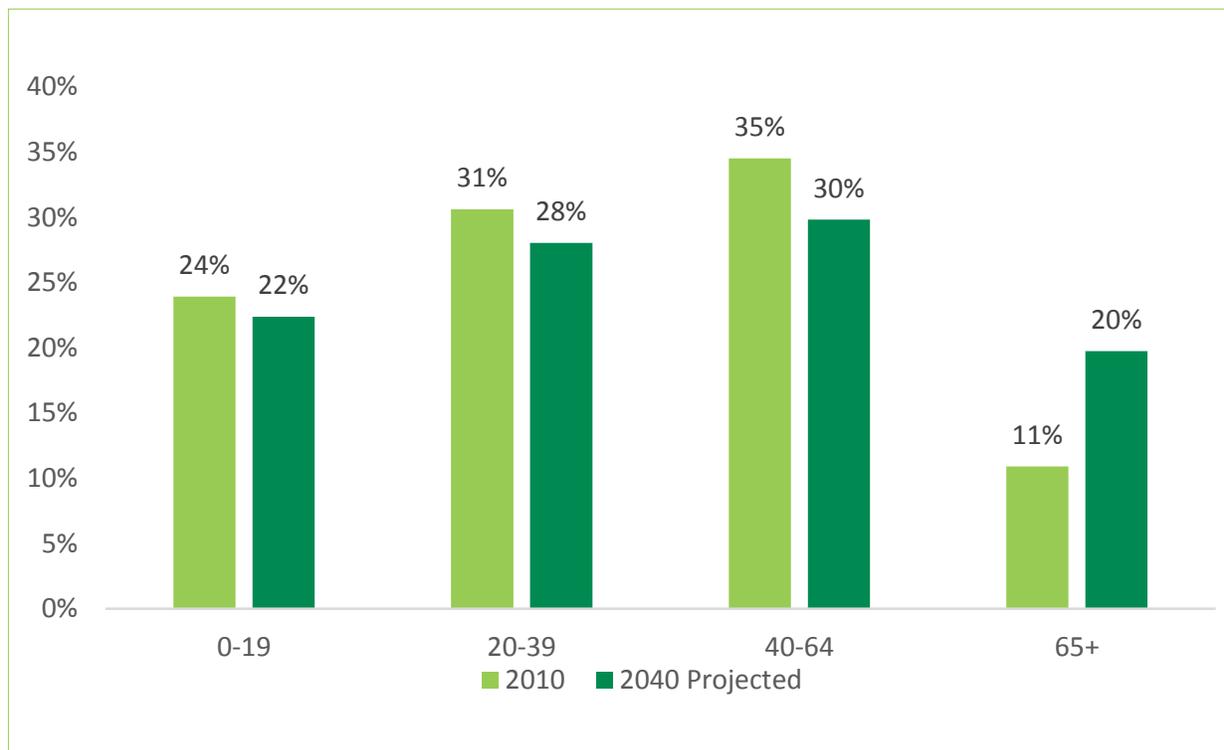
Source: 2000 Census; American Community Survey 5-Year Estimates, 2010-2014

Recreation Participation, Today and in the Future

Understanding how Seattle residents recreate today and how they may in the future can help SPR adjust programming and facilities to better meet community needs.

Recreation Demand Study

The Recreation Demand Study looked at recreation participation today and extrapolated trends to 2040. The study analyzed diary surveys conducted in 2006 by the Washington State Recreation and Conservation Office showing how people across the state recreate. Surveys showed participation rates in a variety of recreation activities, both statewide and for the Seattle-King County area. The activities with the highest participation rates in King County were: walking (63%), sightseeing (48%), picnicking (48%), riding a bicycle (38%), and walking with a pet (36%). Activities that could take place at a community center include:

- Social event indoors: 36% participation
- Playground activities: 34%
- Fitness activity: 33%
- Basketball: 15%
- Activity center indoors: 12%

The study collected recreation participation rates by age group, gender, race and ethnicity, and income.

Of note for activities likely to take place at community centers includes community center social event participation, which had an overall participation rate statewide of 31%. Statewide participation is highest for people age 65 and older (38%), compared to 36% age 50-64, 31% age 35-49, 26% age 20-34, 36% age 10-19, and 22% age 0-9.

To project future recreation participation rates in Seattle, the study correlated Seattle's projected population characteristics in 2040, focused on age groups, with results of the diary study, which showed participation rates by age group. (See activity rates by age group in the Recreation Demand Study on the SPR website:

Among activities projected for the highest growth rates are attending a social event (35% growth) and activity at a community center (32%). Among activities with the highest projected volume of use in 2040 are aerobics and fitness activities, coming in below walking, observing/photographing wildlife, and walking/jogging.

Given the projected growth in community center activity and the changing demographics in our city, this Plan includes recommendations for how SPR will adjust to changing community needs, including developing hub-centric programming to serve specific populations and expanding partnerships with community groups. SPR will further consider longer-term programming and facility needs in the 2017-2018 long-term planning process.

2.4 OPERATING RECOMMENDATIONS

Considering community center operations today and changing needs in the future, SPR is recommending the following actions to meet community needs, promote social equity, and test new ideas and innovations.

As a package, the recommendations cost $1.36 million per year which would be funded by moving Park District funds from the capital improvement budget to the operating budget.

Recommendations fall into three categories: 1) Staffing and Hours; 2) Innovations and Pilot Programs; and 3) System-wide Improvements. Each recommendation is described below, along with the estimated cost.

1) Staffing and Operating Hours

A) Staffing

Recreation Staffing

Within current operating hours, we will add recreation staff capacity at eight centers: Alki (Tier 2b), Belltown (Tier 2b), Bitter Lake (Tier 1), Delridge (Tier 2a), Jefferson (Tier 1), Laurelhurst (Tier 2b), Rainier (Tier 1), and Rainier Beach (Tier 1). Many of these centers are located in communities with fewer opportunities or resources and have high scholarship use.

These additional staff hours will be used to:

- Oversee participants at busy centers to improve safety.
- Develop and lead new programming.
- Reach out to community organizations to pursue and organize partnerships.

Increasing staff hours will allow SPR to be more responsive to community needs, including pursuing partnerships with community organizations and trying new programs tailored for local residents. Increasing capacity also can allow staff to attend community meetings, providing opportunities for networking and collaboration.

While all centers could benefit from additional staffing, there is not sufficient funding to extend staffing across the system. We have prioritized the above eight centers due to their location in communities with limited resources and alternatives for recreation, and their generally high scholarship use today. In addition, at centers with a high ratio of participants to staff, particularly youth participants, and/or a high ratio of facility space to staff, additional staffing is needed to maintain basic safety. Rainier Beach and Rainier both fall into this category.

Custodial Staffing

To address custodial needs at the Green Lake Community Center, SPR will increase the custodial position to full-time. This will help improve cleanliness and address custodial needs of the homeless and unsheltered population that uses the Center for showers.

Estimated 2017 Staffing Cost: $260,438

B) Operating Hours

We will expand publicly-funded hours at six Tier 2b and 2a centers to better serve the local community. The sites are: International District/Chinatown, Magnuson, Miller, South Park, Van Asselt, and Yesler. Current and proposed hours are shown in **Exhibit 9**.

Additional operating hours will allow SPR to be more responsive to community needs, including pursuing partnerships and trying new programs targeted to local residents. The goal is to increase participation, and we will evaluate strategies to determine what works and what does not.

Adding operating hours also provides opportunities to leverage already-funded programming options, such as "Get Moving" and "Recreation for All." These programs are funded and have participants, but need facility space, which community centers can provide if they are open more hours.

The centers chosen are in neighborhoods with fewer resources to pay program fees and where local residents have fewer options. While SPR would like to extend hours at all 2b sites, there is not sufficient funding at this time.

Estimated 2017 Cost: $330,199.

Exhibit 9. Operating Hours Recommendation: Current and Proposed Hours

Center	Current Hours	Proposed Change	Additional Hours / Week
International District/ Chinatown	Monday, Friday: 11am-9pm Tuesday: 3-6pm Wednesday: 12-9pm Thursday: 11am-2pm Sat-Sun: closed	Monday-Friday 10am-8pm	20
Magnuson	Monday-Friday: 9am-2pm Saturday-Sunday: closed	Monday-Friday 9am-9pm	35
Miller	Monday, Wednesday, Friday: 4-9pm Tuesday, Thursday: 9:30am-2:30pm Saturday-Sunday: closed	Monday-Friday 1-9pm	15
South Park	Monday-Thursday: 12-8pm Friday: 12-7pm Saturday: 9am-3pm Sunday: closed	Monday-Friday 10am-9pm	18
Van Asselt	Monday-Friday: 3-8pm Saturday-Sunday: closed	Monday-Friday 12-8pm Saturday, 9am-3pm	20
Yesler	Monday-Thursday: 1-9pm Friday: 1-7pm Saturday: 10am-5pm Sunday: closed	Monday-Friday 10am-9pm	17

Exhibit 10. Summary of Staffing and Hours Recommendations

Center	Additional Staffing	Additional Operating Hours	Guiding Principles and Rationale
Alki (Tier 2b)	✓		• Meet Community Needs: Additional staff capacity can be used to develop and lead programming, and to conduct outreach and build partnerships. This helps establish a greater community presence with more access to opportunities for the community.
Belltown (Tier 2b)	✓		• Meet Community Needs: Additional staff capacity can be used to develop and lead programming, and to conduct outreach and build partnerships. This helps establish a greater community presence with more access to opportunities for the community.
Bitter Lake (Tier 1)	✓		• Social Equity: This center serves participants with fewer resources and alternatives for recreation, as demonstrated by high scholarship use. Additional staffing will allow more programming and outreach to pursue partnerships. • Meet Community Needs: High youth participation; more programming needed to serve youth. • Safety: High ratio of youth participants to staff.
Delridge (Tier 2a)	✓		• Social Equity: This center serves participants with fewer resources and alternatives for recreation, as demonstrated by high scholarship use. Additional staffing will allow more programming and outreach to pursue partnerships. • Meet Community Needs: » Opportunities for youth, cultural, and intergenerational programming. » Partnership opportunities include Youngstown Cultural Arts Center and Southwest Youth and Family Services.
Green Lake (Tier 2a)	✓		• Ensure Safety, Cleanliness, and Accessibility/ Meet Community Needs: Additional custodial staffing will help improve cleanliness and address the needs of the homeless and unsheltered population that uses the center for showers.

Exhibit 10. Summary of Staffing and Hours Recommendations (continued)

Center	Additional Staffing	Additional Operating Hours	Guiding Principles and Rationale
International District (Tier 2b)		✓	• Social Equity: Community has insufficient recreation alternatives and lacks financial resources to pay for additional community center hours. • Meet Community Needs: » Partnership potential with local service providers; additional operating hours will allow greater use by other organizations. » Community demand for additional hours and programming, particularly from seniors.
Jefferson (Tier 1)	✓		• Social Equity: This center serves participants with fewer resources and alternatives for recreation, as demonstrated by high scholarship use. Additional staffing will allow more programming and outreach to pursue partnerships.
Laurelhurst (Tier 2b)	✓		• Meet Community Needs: Additional staff capacity can be used to develop and lead programming, and to conduct outreach and build partnerships. This helps establish a greater community presence with more access to opportunities for the community.
Magnuson (Tier 2b)		✓	• Social Equity: This neighborhood has limited community resources and limited alternatives for youth recreation. There are currently several low-income housing developments located adjacent to the center (with more in the works), leading to higher demand for programming from underserved populations. • Meet community needs: Expanding hours will help serve youth later in the day and on Saturdays.
Miller (Tier 2b)		✓	• Meet community needs: » Central location with good transit access provides access to community members throughout central Seattle. » Potential to act as a local hub for the LGBTQ community, adaptive sports, or other communities. » Meany Middle School (Seattle World School) is scheduled to re-open in fall of 2016 next to Miller, leading to higher demand for after-school programs for youth and teens.

Exhibit 10. Summary of Staffing and Hours Recommendations (continued)

Center	Additional Staffing	Additional Operating Hours	Guiding Principles and Rationale
Rainier Beach (Tier 1)	✓		• Ensure Safety, Cleanliness, and Accessibility: This center has been understaffed since it opened, considering the facility size, operating hours, and participant level. It has high youth attendance and the participant/staff ratio needs to be improved. • Social Equity: This center serves participants with fewer resources and alternatives for recreation, as demonstrated by high scholarship use. Additional staffing will allow more programming and outreach to pursue partnerships.
Rainier (Tier 1)	✓		• Ensure Safety, Cleanliness, and Accessibility: High ratio of participants to staff (particularly youth participants), and facility space to staff. Additional staffing will help maintain safety for all.
South Park (Tier 2a)		✓	• Equity: Located in an area with a diverse population and few alternatives for youth. • Meet community needs: » Opportunity to partner with non-profit Sea Mar Community Health Centers for programming to meet community needs. » There are programming opportunities for youth, intergenerational, and environmental. » Community requests for additional hours.
Van Asselt (Tier 2b)		✓	• Equity: Located in an area with limited community resources and a large teenage population with a lack of recreation alternatives. • Meet community needs: » Potential to become a youth-focused Hub. » Strong partnership opportunities with community organizations.
Yesler (Tier 2a)		✓	• Equity: Located in an area with a large youth population and people from a variety of cultures. • Meet community needs: » The changing neighborhood (due to Yesler Terrace redevelopment) provides opportunities to work with Seattle Housing Authority to transition programming. » Partnership opportunities with Seattle University and Yesler Community Collaborative.

2) Innovations and Pilot Projects

To meet community needs and promote social equity, we must try new ideas, test models, and learn what works. The ideas in this section include expanding access, enhancing programming for target populations, and additional partnerships with community groups. For all of these projects, we will set specific goals and a process to collect data and learn by evaluating outcomes to identify what has worked and what has not. We'll use these learnings to refine our operations and to inform the system-wide planning to come.

A) Equity and Access Pilot

Program fees of $60 to $80 or more keep people from using recreation services at community centers, with 20-26% of survey respondents citing program cost as a primary or major reason they don't currently or infrequently use recreation programs (see **Exhibit 5**). To expand access, we will make 8-9 recreational programs per quarter (not including childcare) free to everyone at five centers: Bitter Lake, Garfield, Rainier Beach, South Park, and Van Asselt. To help ensure high participation, staff will engage community and local non-profit organizations in program partnerships and marketing.

The five centers selected for this pilot are located in neighborhoods with less access to recreation, based on the following criteria:

- High number of scholarship applications.
- High area poverty rates.
- High levels of program cancellations due to low registration, likely caused by financial hardships.
- Relatively small advisory council fund balance. Centers with less private funding don't have money to support additional programming.

Exhibit 11 shows the 10 community centers with the most scholarship applications, which were all considered for this pilot. Also shown are area poverty rates and the number of hourly customer visits.

All 10 sites could benefit from free programming, but with limited resources, we selected five to pilot this initiative. Some centers that may be promising candidates for free programs (based on the criteria above) were not selected at this time for a variety of site-specific reasons. For example:

- Yesler is a promising site for free programs, but we elected not to pilot that approach during the redevelopment of Yesler Terrace; this will be reevaluated in the coming years.
- High Point is currently piloting other promising equity-focused initiatives, with partners such as the Seattle Housing Authority and the UW School of Public Health.

Several centers that rated slightly lower on the formal criteria above were selected for a variety of site-specific reasons. For example, while Bitter Lake has relatively fewer people below the poverty line than some other centers, it has a large number of families receiving support from Washington State Department of Social and Health Services (DSHS), and a large number of English language learners. We also wanted geographic diversity in the initial phase of the pilot.

Estimated 2017 Cost: $315,000

Evaluation: We will evaluate this pilot project at the five centers at the end of the first year (2017), to see the impact on our goals of expanding participation and access to people with fewer alternatives. Evaluation will include both quantitative measures and SPR's Results Framework (see Section 4).

B) Expanded Partnerships

We will explore a range of partnership models to help expand the reach of community centers, bring people to the centers, and leverage private financial resources.

i) Financial Partnerships

We will use partnerships with the private sector, including private and non-profit funding, to expand public operating hours and programming at select centers. This will start at centers with high-demand, high community resources, and a high number of non-public hours, and will use non-City dollars (such as from local business associations or from ARC) to fund expanded hours. This will meet the demand for hours, reduce reliance on non-public hours (and the resulting impacts on equity), and accomplish it efficiently through private or non-profit dollars. The first two centers will be Queen Anne and Ballard.

While the purpose of this recommendation is to leverage non-City funds, partnership development in Ballard will require some additional staffing, as a partner is not as immediately available as for the Queen Anne center. We will increase one Recreation Coordinator to full-time to leverage partnerships and provide a more efficient way of expanding hours in neighborhoods with more resources.

Estimated 2017 Cost: $20,931.

Exhibit 11. Centers Considered for Equity and Access Pilot

Top 10 Scholarship Request Sites	% Area Population Below 200% Poverty Line[1]	Scholarship Applications Jan-July 2016	Hourly Customer Visits
Rainier Beach*	43%	370	129
Jefferson	35%	88	51
Bitter Lake*	28%	71	48
Rainier	35%	56	53
High Point	27%	50	42
South Park*	48%	50	31
Van Asselt*	45%	50	49
Garfield*	28%	49	38
Delridge	28%	46	44
Yesler	43%	46	62
System-wide Average	27%	45	60

Notes: * Indicates sites selected for pilot program. [1] Area population refers to residents living within a 5-minute drive of the center. Source: American Community Survey, 5-year average, 2014.

Evaluation: We will evaluate this pilot project at Queen Anne and Ballard for the impact on increasing participation. Evaluation will include both quantitative measures and SPR's Results Framework.

ii) Programming Partnerships

Many community centers have opportunities to serve more residents by partnering with local non-profit organizations. Developing and expanding these partnerships will be a major focus of this plan. This work will be carried out in part by additional recreation staffing, as described in the Staffing and Operating Hours section, and through professional development of staff, described under System-wide Recommendations.

Estimated 2017 Cost: $0

Evaluation: Each community center will have specific goals for outreach and partnership building established in its Community Center Business Plan. We will also use the new Results Framework to measure results in a more qualitative way.

iii) Operating Partnerships

We will explore opportunities to partner with a private non-profit organization to manage the Green Lake Community Center's operations and programming. SPR would expect this organization to raise private donations to improve and upgrade the facility, addressing extensive facility needs that would be very difficult to cover with public funding. In exchange for this capital investment, our partner would operate the center according to guidelines established by SPR in adherence to our Mission and role as a public agency serving the Seattle community. SPR would develop non-negotiable principles for partner operation, including open public access. If SPR is able to identify a potential partnership that would meet these objectives, we will bring a proposal to the Mayor and the Council for review.

Estimated 2017 Cost: $0

Exhibit 12. Summary of Partnership Opportunities

Type	Description	Goals	Centers
Financial Partnerships	Engage with local organizations to raise private funds to expand public operating hours.	• Expand public operating hours. • Conserve public funds for areas without private resources.	Ballard and Queen Anne. These are centers with high participation, in wealthier areas where private financial partnerships are more feasible.
Programming Partnerships	SPR staff engage with community organizations to organize programming. No financial component.	• Bring the community to centers.	Multiple centers. For example, at South Park there are opportunities with SeaMar.
Operating Partnerships	Explore partnerships to manage a center in exchange for private funding for facility needs.	• Raise private funds for facility needs.	Green Lake. High facility needs.

C) Hub-Centric Pilot

Seattle's diverse community requires a differentiated approach with some services tailored for specific populations. Rather than providing one-sized fit all programming across the system, or spreading tailored programming thinly across the entire system, we will explore the idea of creating "hubs" for particular communities at select community centers. These hubs could take many different forms, such as an adult enrichment model, an international community center, or a teen- or senior-focused center.

The centers selected to serve as hubs would continue to serve all community members while offering enhanced programming for the target audience. This model allows us to balance the changing needs of neighborhoods with the needs of sub-populations, and provide more specialized services for these groups.

Locations

SPR will chose locations based on characteristics of the surrounding community, such as growing senior and youth populations. While no sites have been selected yet, potential locations include Van Asselt (teen/young adult hub), Miller (potential LGBTQ hub), and others.

Estimated 2017 Cost: $213,983 (for 2.0 Senior Recreation Coordinators).

Evaluation: SPR expects to lay the groundwork for the Hub-Centric Pilot in 2017, with several hubs operating by the end of 2017. Each hub pilot will have its own demographic evaluation criteria. We will also use the new Results Framework to measure results in a more qualitative way.

3) System-wide Improvements

In addition to the above strategies which apply to selected community centers, the following changes will apply system-wide.

A) Eliminate Drop-in Fees

Currently people pay a $3.00 drop-in fee to play basketball, use the toddler gym or fitness center, or participate in other drop-in activities. These drop-in fees limit access to recreation for too many Seattle residents. Public outreach and survey results have shown that affordability is a barrier to access. Eliminating these fees across all community centers will improve social equity in an integrated way throughout the city. In addition, it improves efficiency in our system, reducing staff time needed collect and process fees.

Estimated 2017 Cost: $174,500 (to replace the revenue SPR currently receives from drop-in fees)

Evaluation: We will evaluate this recommendation at the end of the first year (2017), to see the impact on expanding access to people with fewer alternatives. Evaluation will include both quantitative measures and SPR's new Results Framework.

B) Simplify Scholarship Application Process

We are exploring options for simplifying the scholarship application process to improve access for those with fewer means. One idea is to identify people as eligible for recreation scholarships if they are already enrolled in a program like Seattle's Utility Discount Program to make the process easier and more accessible for participants.

Estimated 2017 Costs: $0

Evaluation: We will evaluate this recommendation at the end of the first year (2017), to see the impact on expanding access to people with fewer alternatives. Evaluation will include both quantitative measures and SPR's new Results Framework.

C) Performance Management

A core part of this plan is trying and learning from new ideas. We will design a performance management system to create metrics, collect data, and evaluate strategies to determine what works and what doesn't. This learning will inform ongoing operations and future planning.

Estimated 2017 Cost: $20,000 for data collection.

D) Role of the Associated Recreation Councils

Several recommendations relate to the role of the Associated Recreation Councils.

i) Pool Advisory Council Surplus Funds

ARC is considering a shared funding system so each advisory council's surplus funds (money not

needed to pay staff and run programs) would be pooled in a shared account. The account would be accessible to all centers based on criteria being developed jointly by ARC and SPR. This would allow Parks to address the existing disparity between community-centers described above.

ii) Implement the American Recreation Coalition's (ARC) University of Washington (UW) Study Recommendations

ARC has embraced the recommendations of the UW student study of advisory councils and will be implementing the report's recommendations across the system.

Recommendations include: offering trainings and resources to councils; maximizing council visibility through additional outreach; lowering barriers to participation by simplifying the application process, translating materials and providing translators at meetings, varying meeting times and providing childcare at the meetings; identifying future community leaders; and increasing collaboration with other organizations working in community centers. An additional change may be to implement term limits to create more turnover in advisory council membership and a corresponding new mix of community participation.

Estimated 2017 Cost: $0

E) Professional Development for Staff

To better serve our customers and community, we will institute new staff training system-wide. This will include:

- Customer service training for Recreation Attendants, Coordinators, and Assistant Coordinators.
- Outreach and partnership training for Coordinators and Assistant Coordinators.

Front desk staff are the welcoming face of our community centers, and yet the staff hired for front desk work are not trained in or explicitly tasked with customer service. New training will improve customer service to help ensure that everyone feels welcome at a community center, and will strengthen the outreach and partnership work that is key to bringing the community to the centers.

This training will also support SPR's accreditation by the Commission for Accreditation of Park and Recreation Agencies.

Estimated 2017 cost: $30,000.

Summary of Operations Recommendations

The recommendations describe on the previous pages help SPR follow our Guiding Principles. We will take immediate steps to meet community needs through:

- Additional programming and hours.
- Partnerships to bring the community to centers.
- Hubs with enhanced programming for specific populations.

We will promote social equity through:

- Providing free programming at five centers.
- Eliminating the drop-in fee at all centers.
- Expanding hours and staffing in lower-income neighborhoods.
- Leveraging private funds to serve higher-income communities.

Exhibit 13 recaps operating recommendations and **Exhibit 14** summarizes associated costs.

Exhibit 13. Summary of Operating Recommendations by Community Center

Center	Staffing	Hours	Equity & Access Pilot	Expanded Partnerships
Alki	✓			
Ballard				✓
Belltown	✓			
Bitter Lake	✓		✓	
Delridge	✓			
Garfield			✓	
Green Lake	✓			✓
International District		✓		
Jefferson	✓			
Laurelhurst	✓			
Magnuson		✓		
Miller		✓		
Queen Anne				✓
Rainier	✓			
Rainier Beach	✓		✓	
South Park		✓	✓	
Van Asselt		✓	✓	
Yesler		✓		

Note: Under Expanded Partnerships, this table shows just financial and operating partnerships. Many community centers will have expanded programming partnerships.

Exhibit 14. Operations Recommendations Total Estimated 2017 Cost

Recommendation	2017 Cost
Staff and Hours	
Additional Staffing	$260,438
Operating Hours	$330,199
Sub-total	$590,637
Innovations and Pilot Projects	
Equity and Access Pilot	$315,000
Expanded Partnerships	$20,931
Hub-Centric Pilot	$213,983
Sub-total	$549,914
System-wide Improvements	
Eliminate Drop-in Fees	$174,500
Performance Management	$20,000
Professional Development	$30,000
Sub-total	$224,500
Total	**$1,365,051**

Creative Space

2.5 CAPITOL HILL SLI RESPONSE

This Statement of Legislative Intent directed SPR to examine the needs of the Capitol Hill neighborhood and how Miller Community Center could be optimally utilized to meet the recreation and social needs of this community.

Appendix A includes a demographic profile of the community living within a 5-minute drive of the Miller Community Center.

SPR has also considered the unique needs of the LGBTQ community living in Capitol Hill. While data from the U.S. Census is not comprehensive for the LGBTQ community, it does track unmarried, same-sex couple households. According to American Community Survey data for the period 2010-2014, there are 4,826 unmarried, same-sex couples in the city of Seattle as a whole. Of those households, 590, or 13%, live in the six census tracts that make up Capitol Hill and the area near the Miller Community Center. These 590 households correspond to 3.2% of all households in this area.

The preceding pages include several strategies to address the needs of the Capitol Hill community, including:

- Increasing operating hours by 15 hours each week to provide more programming responsive to community needs. Increased hours will also help address demand for after-school programs after Meany Middle School (Seattle World School), located next to Miller, re-opens in the fall of 2016.

- Testing new programming targeted to specific populations through the Hub-Centric Model.

SPR staff have considered the needs of the Capitol Hill population in its preparation of a draft Business Plan for Miller Community Center. This Business Plan, which is a living document that will continue to be revised, includes recommendations to reach out to new partners in the area such as First AME Child and Family Center, Lambert House, LGBTQ Counseling Services, GLSEN, Jubilee Women's Center, or Peace for the Streets by Kids from the Streets.

The SLI also requested that the Community Center Strategic Plan include recommendations for each of the 27 community centers based on: demographic information, information from users and non-users of community centers (obtained through surveys, and outreach activities) concerning needed/desired programs and services, and the Recreation Demand Study. Please see **Appendix A** for demographic profiles of each of the 27 centers and the Recreation Demand Study on the SPR website. SPR has used this information to develop the recommendations in this report.

Miller Community Center

SECTION 3
FACILITIES: TODAY AND TOMORROW

3.1 FACILITIES TODAY

Level of Service Assessment

The Seattle Parks and Recreation 2011 Development Plan establishes two distribution guidelines for recreation facilities including community centers:

- **Desirable:** A community center should be located within one mile of every Seattle household; and/or one full-service center to serve a residential population of 15,000-20,000 people. Each Urban Center of the City is to be served by a community center.

- **Acceptable Guideline:** A community center should be provided within 1 ½ miles of every Seattle household. Satellite facilities or less than full service facilities shall be considered to provide community gathering places, and to accommodate certain program activities, where conditions warrant. In order to control the number of new city facilities, programs may be provided in facilities owned by others in some cases.

In addition, the Development Plan states:

> *Priority will be given to the addition of new centers and improvement of existing centers in underserved areas of the city undergoing population growth, particularly those with expected and actual growth in Urban Center and Urban Village locations.*

Exhibit 15 shows how community centers conform to the Acceptable Guideline, as well as the proximity to other City of Seattle parks, schools, and libraries which provide other opportunities for public use and community gathering. The map shows that most of the Seattle community lives within 1 ½ miles of a community center. In 2016, the most significant gap is in the Wallingford neighborhood. If the Belltown Community Center, currently in leased space, were to close, it would leave a gap in the Belltown and South Lake Union neighborhoods.

As part of the long-range planning process in 2017-2018, SPR will assess future expansion of community centers and/or development of new centers. This will be informed by current gap areas, as well as population growth and distribution projections. Population growth is anticipated to concentrate in Urban Villages and Urban Centers, and in neighborhoods with light rail stations.

Recent Investments in Community Center Facilities

SPR has been investing in community center facilities over many years, including renovations, upgrades, maintenance work, and new construction. A summary of major improvements made between 1996 and 2015 is shown in **Exhibit 16**.

Exhibit 15. Community Center Distribution and Level of Service Gaps

Legend:
- ● Community Centers
- 📘 Libraries
- 🏠 Public Schools
- — Trails
- ⌐ ⌐ One and a Half Mile Radius
- ▭ Existing Urban Center and Urban Village Boundary
- ▦ Potential Village Expansion Area
- ▮ Parks
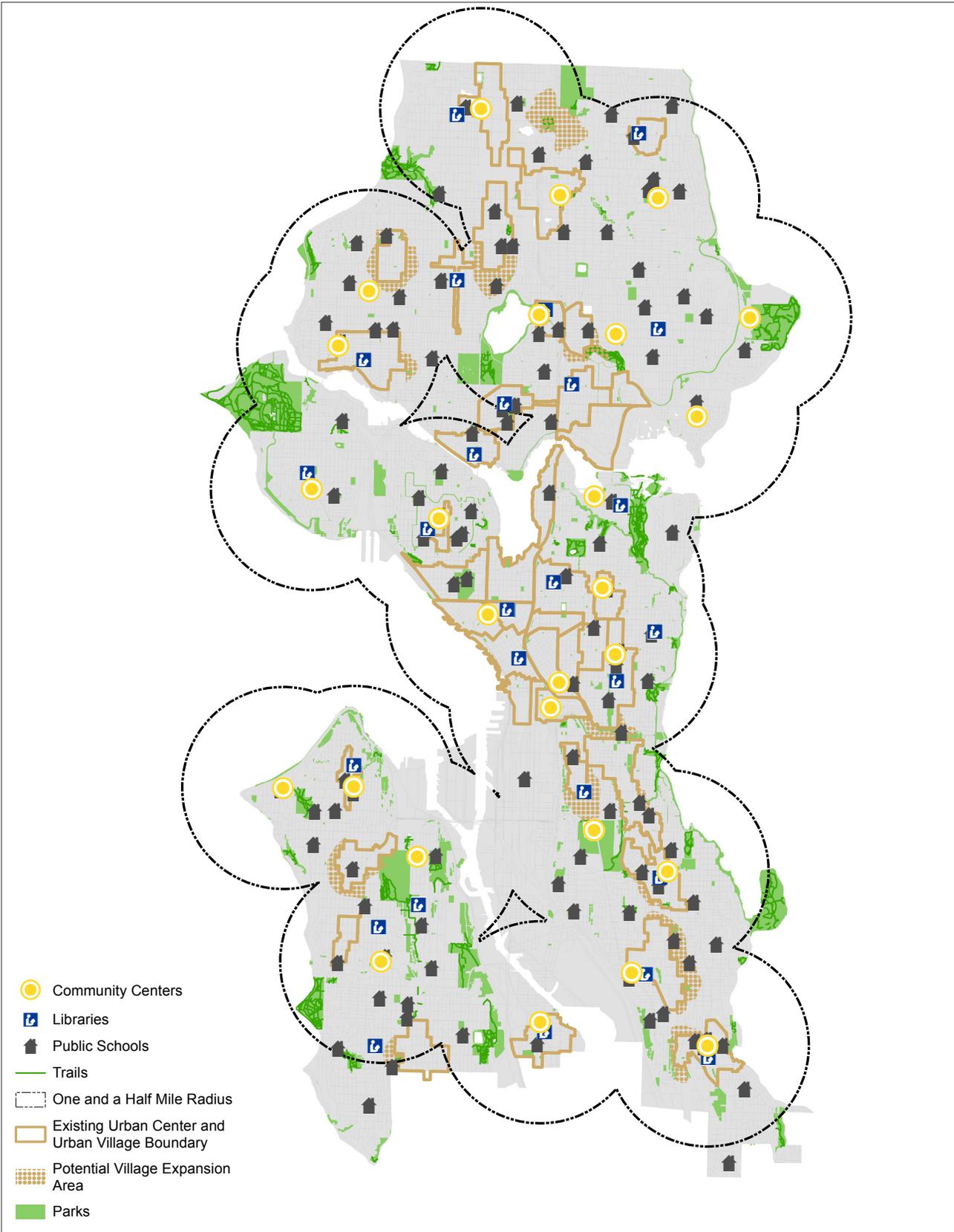
Exhibit 16. Investments in Community Center Facilities, 1996-2015

Center	Approximate Investments	Description
Alki	$364,000	General improvements, ADA upgrades and access.
Ballard	$773,000	Exterior finish repairs, landscape restoration, roof replacement, electrical systems retrofit.
Belltown	$2,224,000	General renovations.
Bitter Lake	$4,781,000	General renovations, lighting, emergency shelter generator renovations, roof replacement, landscape.
Delridge	$4,245,000	General renovations, exterior wall restoration.
Garfield	$5,335,000	Redevelopment, roof replacement, ADA improvements, pool connection.
Green Lake/ Evans Pool	$1,991,000	Plaza, wall and floor repair, elevator ADA, sprinkler system, electrical and mechanical renovation.
Hiawatha	$2,846,000	Renovation, roof replacement, access, ADA upgrade, sprinkler system.
High Point	$3,634,000	Center expansion.
International District/Chinatown	$2,531,000	Construction, room acquisition.
Jefferson	$4,674,000	Gymnasium, Seismic and shelter renovation, sprinkler system, fire alarms.
Laurelhurst	$3,084,000	General renovations.
Loyal Heights	$1,678,000	Roof repair, elevator, ADA access, sprinkler system, boiler and electrical system replacement.
Magnolia	$939,000	Repairs.
Magnuson	$4,017,000	Renovation.
Meadowbrook	$5,949,000	General renovations, roof sealing, lighting, emergency shelter generator renovations.
Miller	$5,486,000	Construction, play area, lighting renovation, parking lot paving, fountain.
Montlake	$3,526,000	General renovations, roof, electrical systems retrofit, play area swings.
Northgate	$11,155,000	Construction.
Queen Anne	$1,673,000	Roof repairs, sprinkler system, seismic renovation, floor improvements, lighting, ADA access, gym/game room floor renovation.
Rainier	$6,850,000	General renovations, second gym, emergency shelter generator renovations.
Rainier Beach	$24,973,000	Redevelopment.
Ravenna-Eckstein	$629,000	Partial roof replacement, architectural and engineering study.
South Park	$274,000	Siding repair, earthquake repair.
Van Asselt	$5,061,000	Expansion, gym roof replacement, fire alarms.
Yesler	$7,159,000	Construction, fire alarms, gym repair.

2015 Community Center Facility Study

The Seattle Park District's first six-year financial plan provides $4.3 million annually for capital investment in community centers. As described earlier, that includes $1.3 million originally intended for community center operations, which this Strategic Plan proposes to move back to operations. While capital funds are largely focused on renovations, SPR also recognizes that some facilities may be beyond their useful life and may need to be replaced.

SPR selected eight community centers for in-depth study and potential funding in the first six-year Park District funding period (2015-2020), based on the following criteria:

1. Centers that were the focus of architectural and engineering studies conducted in 2008, but for which the recommendations were only partially implemented (Green Lake, Hiawatha, Jefferson, Loyal Heights, and Queen Anne).

2. Centers that did not receive levy investment funding through the 1999 Libraries and Community Center Levy, the 2000 Pro Parks Levy, or the 2008 Parks and Green Spaces Levy.

3. Facilities with a special circumstance, such as a threat to the building envelope that could cause the entire building to fail or a compelling need for a public project to help spur community revitalization.

Based on these considerations, conditions of the following eight centers were evaluated:

1. Green Lake Community Center and Evans Pool

2. Hiawatha Community Center

3. Jefferson Community Center

4. Lake City Community Center

5. Loyal Heights Community Center

6. Magnolia Community Center

7. Queen Anne Community Center

8. South Park Community Center

Most of these eight centers are old and in need of major maintenance and upgrades that will extend their useful lives and increase their programming potential.

After identifying the eight centers, SPR commissioned architectural and engineering studies for Magnolia and South Park Community Centers (which were not part of the 2008 study), as well as a Community Center Replacement Study for the Lake City Community Center. This study was a companion study to an architectural and engineering study done for Lake City in 2014.

In addition, SPR updated the architectural and engineering studies conducted in 2008 by removing completed projects from the project need lists, talking with Recreation Division staff, and adding building code-required roof replacement/fall restraint protection projects where applicable.

SPR also collected data to get a better understanding of the extent and urgency of the identified facility needs for each center. This included data on age, size, energy usage, programmable space, distance from transit or bike improvements, ADA citations, and past funding. The studies concluded that two centers, Green Lake and Lake City, discussed in more detail below and at right, should be replaced, rather than renovated.

Based on the studies, the total cost for improving the six centers and replacing two centers comes to $62.6 million, as shown in **Exhibit 17**.

This cost far exceeds the funding provided in the Seattle Park District's Community Center Renovation and Redevelopment Initiative, and clearly indicates that SPR must prioritize and phase its capital investments to make the best use of limited resources.

The following section describes this approach.

Exhibit 17. Facility Maintenance and Improvement Costs

Facility	ADA Renovations	Facility Renovations	Programmatic/ Space Renovations	Renovation Sub-totals	Replacement Sub-total
Green Lake and Evans Pool					**$25,000,000**
Hiawatha[1]		$372,000		**$372,000[2]**	
Jefferson	$520,670	$418,055	$702,309	**$1,641,033**	
Lake City					**$16,500,000**
Loyal Heights	$60,070	$3,437,066	$2,213,694	**$5,710,830**	
Magnolia	$474,660	$2,318,220	$2,906,280	**$5,699,160**	
Queen Anne	$68,307	$1,273,155	$2,023,271	**$3,364,734**	
South Park	$429,300	$2,873,880	$978,480	**$4,281,660**	
Sub-total	**$1,553,007**	**$10,692,376**	**$8,824,034**	**$21,069,417**	**$41,500,000**
Total				**$62,569,417**	

[1] Hiawatha project is funded with Real Estate Excise Tax at $1,193,000. The roof and fall restraint protection have been added to the project.

[2] The total need for Hiawatha covers only the roof and fall protection.

3.2 FACILITIES RECOMMENDATIONS

In addition to the capital needs described above, SPR will assess what facility changes are needed in the long-term to respond to changing community needs and improve social equity. Evolving community needs will drive changes in programming, which will inform facility investments. This will be addressed comprehensively in the 2017-18 long-term planning process described in Section 1, considering community centers in the context of pools, parks, trails, fields, and other community resources. This process will address major facilities decisions such as how best to serve Belltown, South Lake Union, and other communities.

Given the need to be strategic when considering major capital investments, SPR is limiting capital investments in this Strategic Plan to immediate facility improvements, focusing on major maintenance, safety, and ADA compliance, as well as emerging facility needs to support additional programming. SPR will also invest some capital dollars in facility assessment and planning so we can begin the system-wide planning process with a current understanding of facility needs.

SPR has calculated basic major maintenance, safety, and ADA accessibility needs for the six centers that were studied and are appropriate for renovation, as opposed to replacement. These cost estimates, which total approximately $12 million, are shown in **Exhibit 18**.

Exhibit 18. Summary of Recommended Capital Investments Improvement Costs

Center	Cost
Hiawatha	$1,200,000
Jefferson	$1,200,000
Loyal Heights	$3,700,000
Magnolia	$2,800,000
Queen Anne	$1,600,000
South Park	$1,400,000
Emerging Needs*	To be determined
System-wide Facilities Assessment and Planning	$100,000 - $200,000
Total	**$12,000,000 +**

* Emerging Needs will be driven by programming, including innovations and pilot projects described in the previous section.

Green Lake Community Center

The 2015 architectural and engineering study concluded that the 86-year-old Green Lake Community Center building has exceeded its life span. The major building systems and components (roof, mechanical, and pool shell) are past their useful lives, and close to failure, which could cause a long-term closure. The estimated replacement cost is $25 million.

As discussed in the Operating section, SPR recommends exploring the idea of partnering with a non-profit organization to manage the Green Lake Community Center. SPR would expect this organization to raise private donations to improve and upgrade the facility.

SPR will use the Park District's Community Center Rehabilitation and Development Initiative funds for major maintenance at these facilities, as well as for emerging facility needs to support programming innovations, such as renovations at the Magnuson Community Center to support additional programming and be responsive to residents of expanding low income housing at Magnuson Park.

There is no on-hand funding source for the $25 million Green Lake replacement cost, or to replace Lake City with a full service center, and to provide more than ADA and major maintenance improvements.

3.3 LONG-RANGE FACILITY PLANNING

The long-term programmatic planning process scheduled to begin in 2017 will help SPR identify core, priority services and to evaluate the need for new or expanded SPR services. This may include more educational, young adult, or health programming. .

It will be essential to make facility improvements and adjustments align with these programming shifts. This could mean adding a teen room in a community where demographics show high concentrations of teens, adding a child care or preschool room where there are large concentrations of children, or adding a fitness center where commercial options are not prevalent. While tailoring buildings to local conditions, it will be important to maintain flexibility in the facilities so that on-going demographic changes can be accommodated over time.

In addition to aligning interior spaces with programming, priorities for facility expansion and redevelopment should follow population shifts and programming direction. Annual review of community center business plans is one method SPR will use to keep programs and facilities aligned.

Halloween at Bitter Lake Community Center, 2012

3.4 LAKE CITY SLI RESPONSE

Summary

This Statement of Legislative Intent directed SPR to outline the next steps for improvements at the Lake City Community Center. This includes proposed changes in use; alternatives for rehabilitating or rebuilding the facility, including a preferred alternative; cost and financing options for the preferred alternative; and a schedule for implementing the preferred alternative.

SPR has examined options for the Lake City facility, and recommends replacement with a 22,000 square foot option, rather than renovation, at an estimated cost of $16.5 million. However, there is no funding available for a new Center, as Park District funds for the first six years are already allocated.

Background

The Lake City Community Center building was built in 1955 by the Lions Club, and donated to SPR in 1964. SPR and the community funded an addition to the building in 1975. The facility is well-located in the heart of Lake City, next to the Lake City Library and Albert Davis Park on 25th Ave. NE.

The City currently leases the Lake City Community Center to the North Seattle Chamber of Commerce, which rents space for meetings and programs, including to an independent school, community groups, and a Saturday crafts market. The Chamber's lease expires December 31, 2017.

The facility, which contains meeting rooms and no gym, has very old building systems, a leaky roof, and heating problems. There is no elevator to reach the second floor, and the restrooms and front doors are not ADA accessible. SPR began making ADA improvements in 2016, including making the restrooms and front door accessible, and adding a hallway to provide ADA access to all areas of the first floor.

Analysis

Distribution Guidelines and Nearby Centers

Per the distribution guidelines of the 2011 Parks Development Plan, most of Lake City falls within the Acceptable Guideline of having a center within 1 ½ miles of every Seattle household, based upon the distance from Lake City to the Meadowbrook Community Center.

In addition, the Lake City Community Center, while limited, meets the Development Plan provision that "less than full service facilities shall be considered to provide community gathering places, and to accommodate certain program activities." However, without including the Lake City Community Center, there is an area north of NE 135th that falls outside the Acceptable Guideline, as shown on **Exhibit 15**.

While the majority of the Lake City neighborhood is not underserved because of the proximity to Meadowbrook Community Center, other factors play a part in serving the community. Many of the streets between Lake City and Meadowbrook don't have sidewalks and the route from Lake City to Meadowbrook is uphill – both resulting in actual and perceived barriers for Lake City residents to get to Meadowbrook.

Lake City Community

Lake City is a diverse, densely developed, low-income neighborhood. The neighborhood elementary schools have high percentages of children receiving free or reduced price lunches (Olympic Hills Elementary: 74% and Northgate Elementary: 88%), reflective of a low-income community. Projected growth between 2010 and 2035, as estimated by the Seattle Office of Planning and Community Development is 60%, in the mid-range for a Hub Urban Village.

Facility Assessment

An architectural and engineering study was completed for Lake City in 2014, and a replacement study was prepared in 2015. The 2014 architectural and engineering study described the building as generally in good condition. However, it further showed that some of the systems are deficient and/or are at the end of their serviceable life, including the roof, windows, heating, and structural support systems. Recommended renovations include a new roof, ADA improvements (some scheduled to begin this year), other upgrades to meet current codes, major systems (HVAC, plumbing and electrical) upgrades, and seismic improvements. Renovation costs are estimated at $4.3 million, as shown in **Exhibit 19**.

The replacement feasibility study looked at two options: a 12,400 square foot center and a 22,000 sq. ft. center. A 12,000 sq. ft. facility would be on one level, in approximately the current building location; this size facility would not include a gym. A 22,000 sq. ft.-facility would meet the Parks Development Plan guidance of a community center as having "approximately 20,000 sq. ft. of indoor space including a balanced combination of multi-purpose activity and gymnasium space." The facility would have two levels and underground parking.

Exhibit 19. Lake City Community Center Facility Improvement and Replacement Cost Estimates

Option	Cost
ADA Improvements	$250,000-$450,000 (cost estimation underway)
Renovation	$4,300,000
Replacement: 12,400 sq. ft., above-ground parking	$8,750,000
Replacement: 12,400 sq. ft., underground parking	$12,885,000
Replacement: 22,000 sq. ft. option	$16,500,000

Recommendation

SPR recommends replacing the Lake City building rather than renovating it, due to both facility lifespan issues as well as programming considerations. The estimated replacement cost is $16.5 million.

Neither renovation of the existing facility nor replacement with a small facility are feasible The deficiencies of the current facility make renovation impractical. The demographics of the community (which include having a large low-income school age population), plus SPR's size guideline that a full service community center should be around 20,000 square feet, recommend against a small facility without a gym. There is no funding currently available for a $16.5 million new center.

In addition to the question of funding, is the issue of priority for building a new community center. Most of the neighborhood is within the Acceptable Guideline of being 1½ miles from Meadowbrook Community Center – which is in close proximity to both the middle school and high school that most of the youth in Lake City attend. The low income, diverse characteristics of the neighborhood would place Lake City as a priority for a new center; the proximity of Meadowbrook Community Center decreases the priority.

SPR is committed to improving and increasing the connection between Meadowbrook and Lake City. The Meadowbrook Advisory Council currently includes Lake City residents. Implementation of the UW study recommendations for ARC advisory councils should result in more outreach to Lake City and increased diverse representation. In addition, SPR is committed to adding SPR-run programs at the Lake City Community Center, and to working with the North Seattle Chamber of Commerce to provide new programs at the facility. For seniors, SPR currently runs an Enhance Fitness exercise class and recently started a Sound Steps walking group; in the fall, SPR anticipates starting a senior art class. For youth, SPR runs a Lake City Young Leaders Program, the Thornton Creek Alliance (Environmental) Youth Program, and a Youth Employment Services program – all operated from the Lake City Community Center.

The expiration of the Chamber's lease at the end of 2017 provides an opportunity to explore alternate options for managing the center.

Multicultural Dinner, 2015

It is essential that we learn from the ideas and strategies in this Strategic Plan, especially the innovations and pilot projects. This learning and evaluation will inform the comprehensive, system-wide planning to be completed in 2017-2018. We will need to know what is working and what is not working as we begin that comprehensive process of determining how best to use SPR resources.

In response to this need, we are revamping our performance management system and will use several tools to create a clear picture of results, as described below.

Annual Report

SPR will prepare an Annual Report each year to track progress on key metrics, showing trends from year-to-year on a range of information. We have identified the following measurements to collect, assess, and report on annually:

- Number of building users.
- Number of program and event participants, including by demographic category.
- Percent of programs canceled.
- Participant satisfaction, as shown from user surveys.
- Number of repeat participants.
- Number of advisory council members and meetings.
- Number of volunteers and volunteer hours.
- Number of partnerships and co-sponsors.

Outcome-based Results

SPR programs focus on improving health and wellness, social connections, and life skill development. We are developing an outcome-based planning and evaluation framework to measure program results. At the heart of the framework is a focus on program participant achievements—that is, changes in the knowledge, skills, and behaviors of our participants.

Now in its initial phases, the Results Framework process is a full cycle of continuous improvement. Staff set program-specific goals focused on participant achievement, lead the program with these goals in mind, and use a standardized feedback process to measure the results. Staff then receive program-specific reports based on their participant feedback. See **Appendix C** for examples. This report forms the basis of a facilitated conversation on how to use information to lead innovation and program improvement. Staff are trained in the development and use of program logic models to drive program improvement.

The Results Framework will deepen the impact of our programs on our communities' health and wellness, social connections, and life skill development. It will also provide a way to measure and track our impact across programs and over time.

APPENDIX A
COMMUNITY CENTER DEMOGRAPHIC PROFILES

INTRODUCTION AND METHODOLOGY

By understanding demographic characteristics of residents living near each community center, SPR can plan for programming that will best meet the needs of the local community.

This Appendix contains demographic profiles of residents living within a 5-minute drive of each of Seattle's 27 community centers. Data for these profiles was provided by the National Recreation and Park Association (NRPA), through its Facility Market Reports. The reports were created by NRPA using Esri Business Analyst. Esri estimates community statistics using data from the Census and other sources. Their methodology is outlined in a white paper on their website.

Each profile includes the following components:

- A map showing the community that lives within a five-minute drive of the center. This is the "community" population used elsewhere on the profile.

- The population of the community in 2010 (from U.S. Census) and 2016 (Esri forecast), as well a comparison to population growth citywide.

- The racial makeup and ethnicity of the community in 2016 (Esri forecast), compared to citywide.

- The 2016 distribution of ages for the area population, the median age for area residents compared to citywide, and the percent of the community population ages 0 to 14 and 55+.

- A breakdown of housing tenure in 2016, with renter and owner-occupied housing in the community and citywide, as well as average household size for both.

- The 2016 income bands for households in the community compared to citywide, as well as a comparison of median household income.

- The number and percent of the community population living below 200% of the federal poverty line compared to the citywide population, using 2014 American Community Survey 5-year estimates.

The Appendix begins with a summary comparison of key demographic indicators for all communities before presenting profiles for each of the 27 community centers.

Exhibit A-1. Estimated 2016 Population Within 5-Minute Drive of Each Community Center

Community Center	Population
Garfield	50,198
Ravenna Eckstein	46,462
Yesler	46,077
Miller	45,701
Loyal Heights	40,605
Green Lake	38,498
Belltown	36,469
Lake City	33,934
Rainier Beach	32,466
High Point	32,007
Bitter Lake	31,831
Meadowbrook	31,358
Van Asselt	29,575
Northgate	29,330
Queen Anne	28,214
International District	27,731
Rainier	27,390
Ballard	26,890
Jefferson	26,076
Hiawatha	24,034
Magnolia	18,560
Delridge	18,255
Magnuson	14,196
Laurelhurst	13,736
Alki	13,457
Montlake	12,897
South Park	12,480

Exhibit A-2. Youth Age 0-14 As Percentage of Population, 2016

Community Center	Percentage
Belltown	3%
Yesler	8%
International District	8%
Miller	10%
Queen Anne	11%
Montlake	12%
Ravenna Eckstein	12%
Green Lake	13%
Seattle	13%
Ballard	14%
Bitter Lake	14%
Northgate	14%
Alki	15%
Lake City	15%
Hiawatha	15%
Loyal Heights	16%
Delridge	16%
Garfield	16%
Jefferson	16%
Magnolia	16%
Meadowbrook	16%
High Point	18%
Laurelhurst	19%
Magnuson	19%
Rainier	19%
Van Asselt	20%
South Park	20%
Rainier Beach	20%
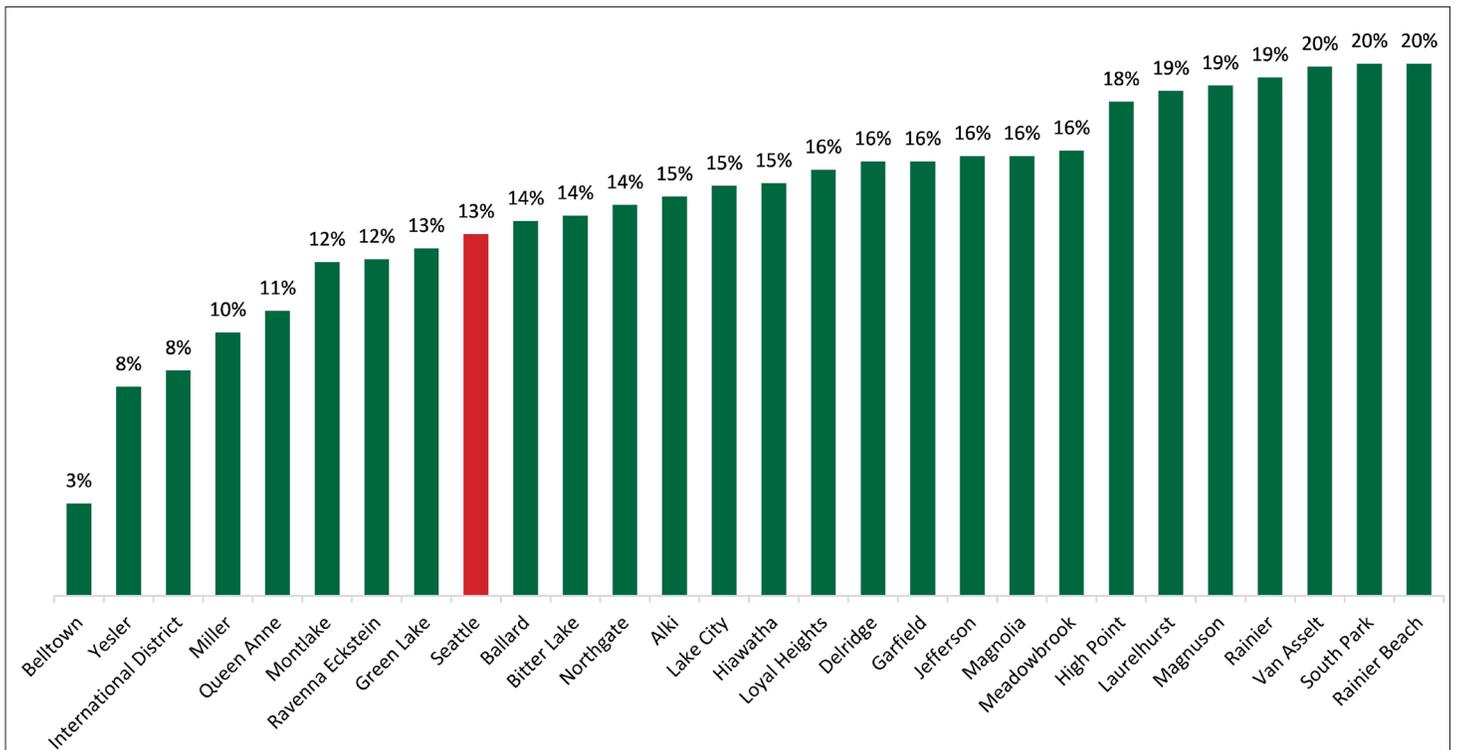
Source: National Recreation and Park Association, 2016

Exhibit A-3. Adults Age 55 and Older, as Percentage of Population, 2016
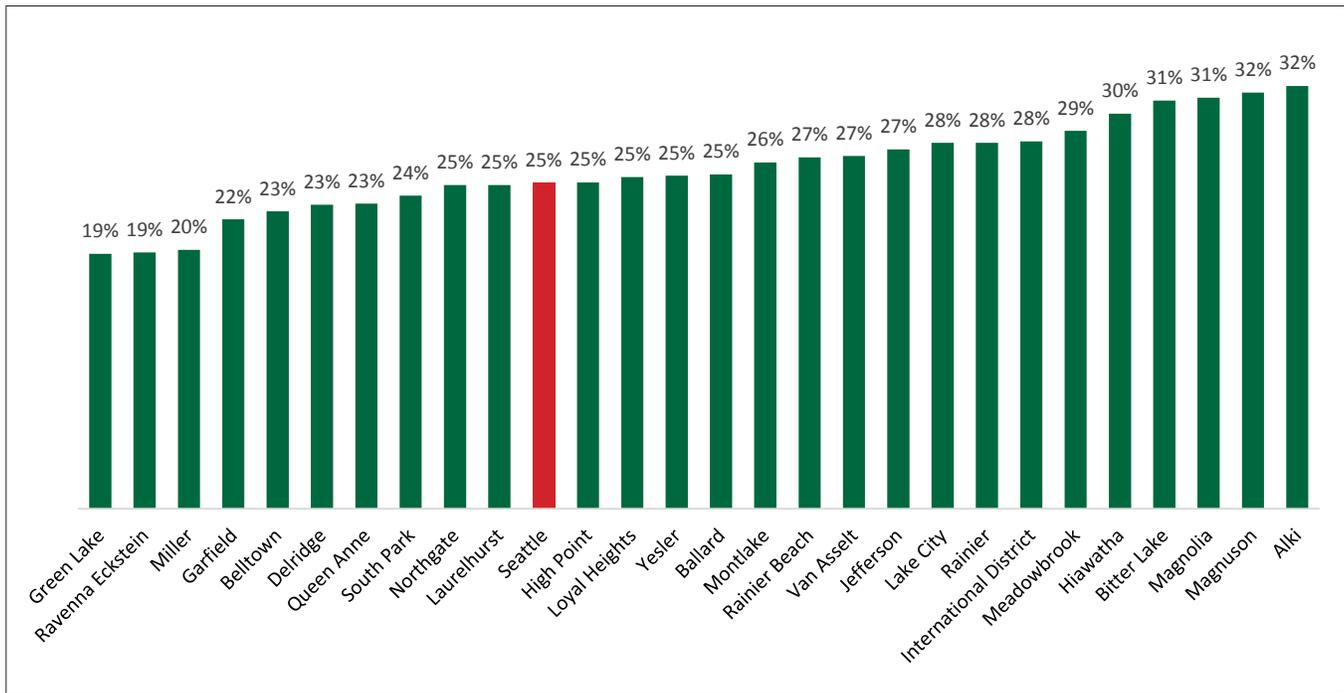
Exhibit A-4. Racial Composition of Residents, as Percentage of Population, 2016

■ White Alone   ■ Black Alone   ■ Asian/ Pacific Islander   ■ Other/ Two or More Races
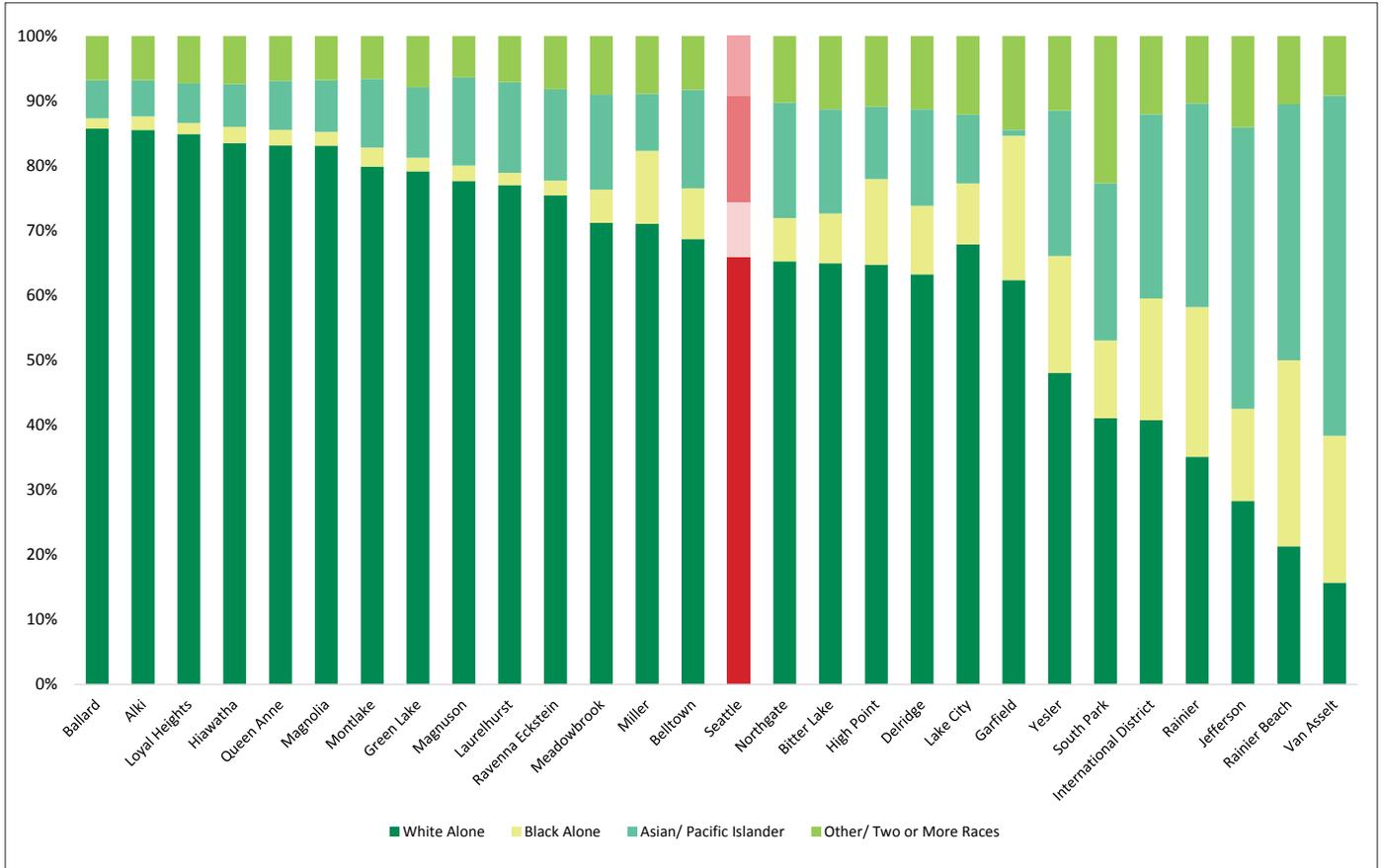
Source: National Recreation and Park Association, 2016

Exhibit A-5. Proportion of Residents of Hispanic Origin (Any Race), 2016

South Park 26%, Jefferson 13%, International District 11%, Delridge 10%, Yesler 10%, High Point 9%, Lake City 9%, Bitter Lake 9%, Rainier Beach 8%, Garfield 8%, Northgate 8%, Rainier 8%, Seattle 7%, Belltown 7%, Van Asselt 7%, Miller 7%, Meadowbrook 7%, Hiawatha 6%, Loyal Heights 6%, Green Lake 6%, Ravenna Eckstein 5%, Alki 5%, Ballard 5%, Queen Anne 5%, Magnolia 5%, Laurelhurst 4%, Montlake 4%, Magnuson 4%
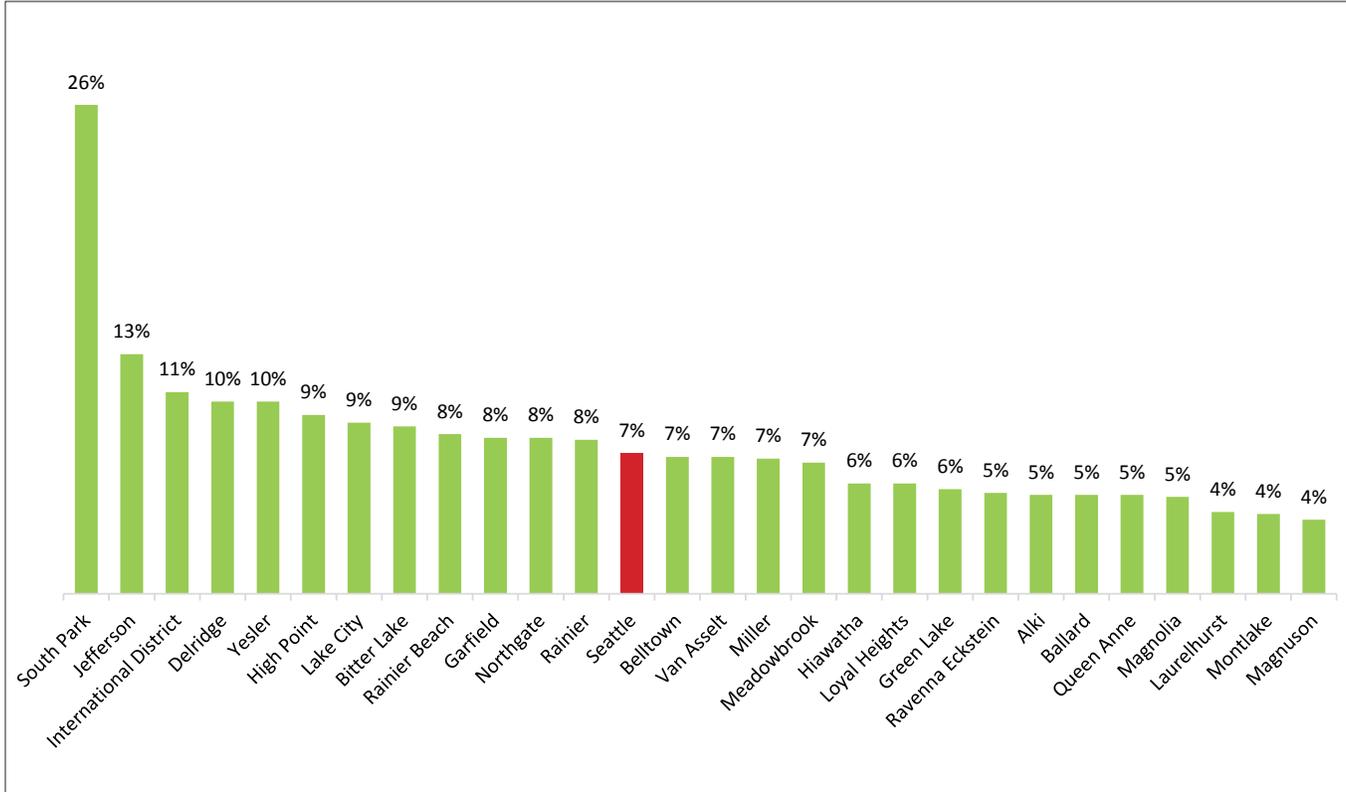
Exhibit A-6. Percent of Residents Below 200% of Federal Poverty Line
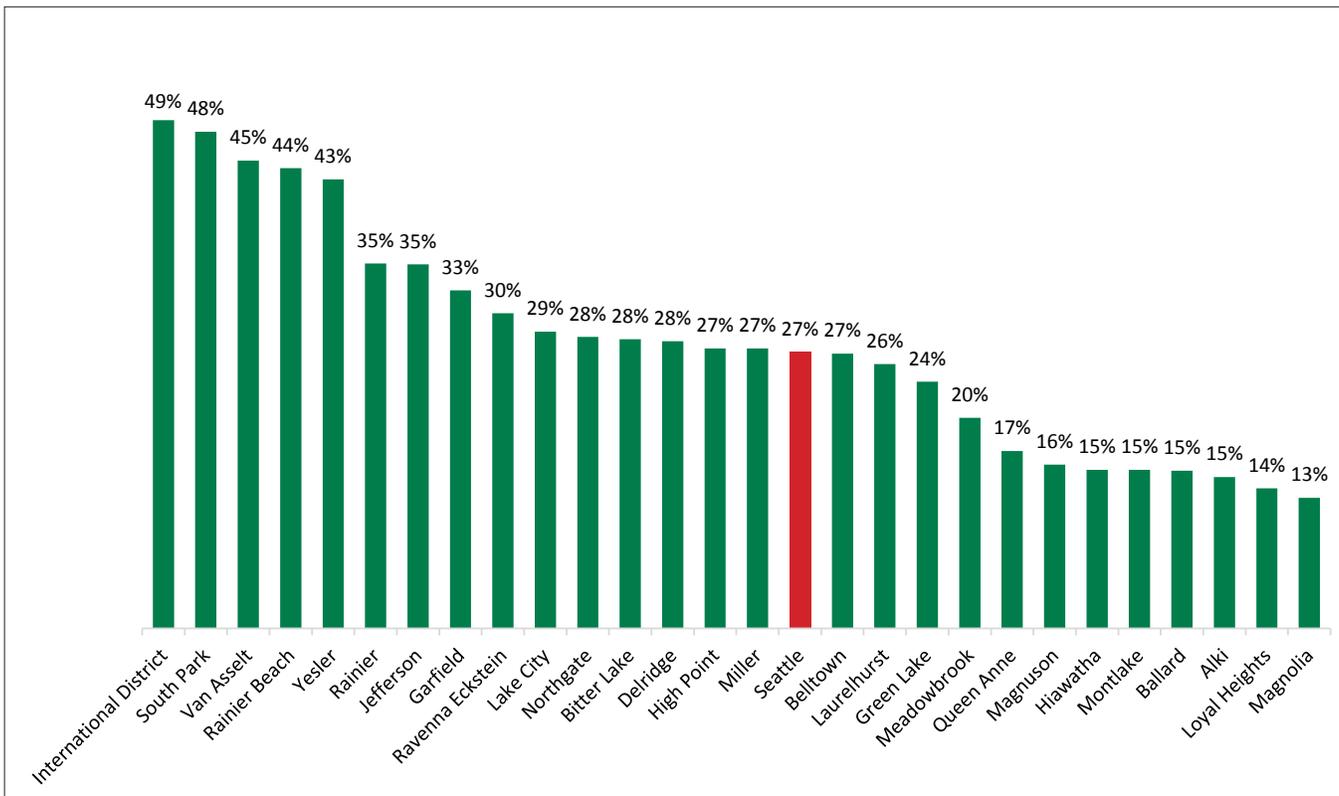
International District 49%, South Park 48%, Van Asselt 45%, Rainier Beach 44%, Yesler 43%, Rainier 35%, Jefferson 35%, Garfield 33%, Ravenna Eckstein 30%, Lake City 29%, Northgate 28%, Bitter Lake 28%, Delridge 28%, High Point 27%, Miller 27%, Seattle 27%, Belltown 27%, Laurelhurst 26%, Green Lake 24%, Meadowbrook 20%, Queen Anne 17%, Magnuson 16%, Hiawatha 15%, Montlake 15%, Ballard 15%, Alki 15%, Loyal Heights 14%, Magnolia 13%

Source: National Recreation and Park Association, 2016

ALKI
Community Demographic Profile (5-minute drive area from community center)

POPULATION

12,533 — 2010
13,457 — 2016

Population Growth 2010 - 2016

COMMUNITY	7%
CITYWIDE	10%

RACE & ETHNICITY

Community:
- 5%
- 1%
- 6%
- 1%
- 2%
- 86%

Citywide:
- 6%
- 3%
- 16%
- 1%
- 9%
- 66%

Community | Citywide

- ■ Two or More Races
- ■ Asian Alone
- ■ Black Alone
- ■ Some Other Race Alone
- ■ American Indian Alone
- ■ White Alone
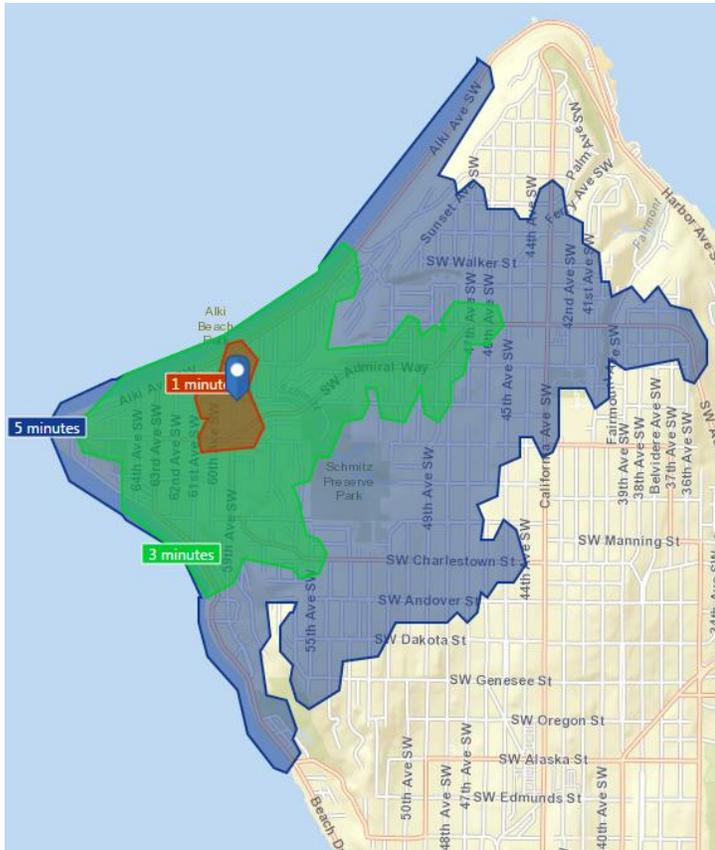
Hispanic Origin

COMMUNITY	700	5%
CITYWIDE	49,618	7%

AGE GROUPS
■ 2010 ■ 2016

COMMUNITY MEDIAN AGE
44.2

CITYWIDE MEDIAN AGE
36.9

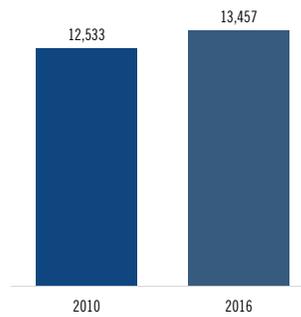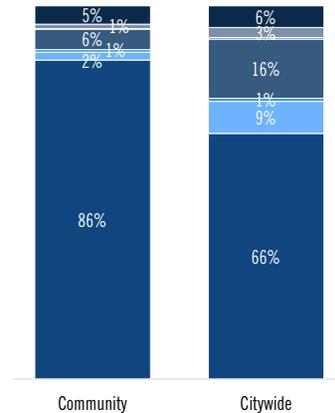| Age	2010	2016
0 - 4	5%	5%
5 - 9	5%	5%
10 - 14	4%	5%
15 - 19	4%	4%
20 - 24	4%	4%
25 - 34	15%	13%
35 - 44	18%	15%
45 - 54	18%	17%
55 - 64	15%	16%
65+	13%	16%
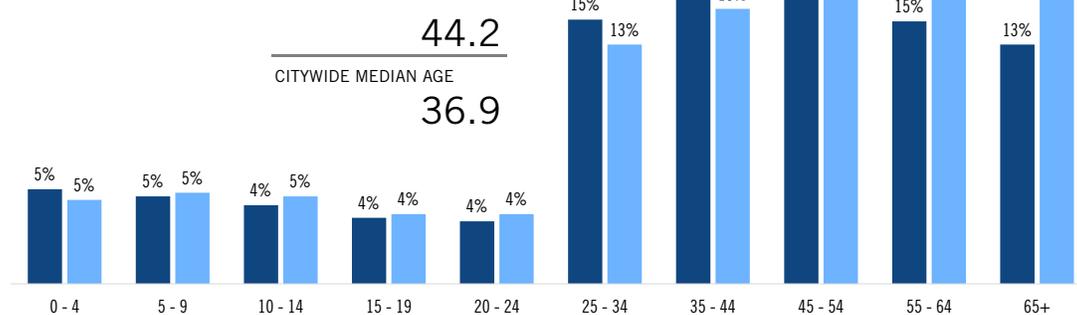
YOUTH 0-14	1,983	15%
ADULTS 55+	4,300	32%

HOUSING

Community:
- 43% (Renter Occupied Homes)
- 57% (Owner Occupied Homes)

Citywide:
- 54%
- 46%

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

Community | Citywide

HOUSEHOLD INCOME

Community:
- 25%
- 17%
- 12%
- 16%
- 11%
- 19%

Citywide:
- 18%
- 16%
- 12%
- 15%
- 11%
- 27%

Average Household Size

COMMUNITY	2.0
CITYWIDE	2.1

Median Household Income

COMMUNITY	$81,816
CITYWIDE	$66,886

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999
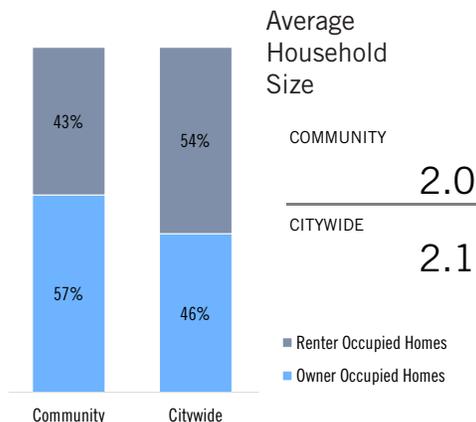
Community | Citywide
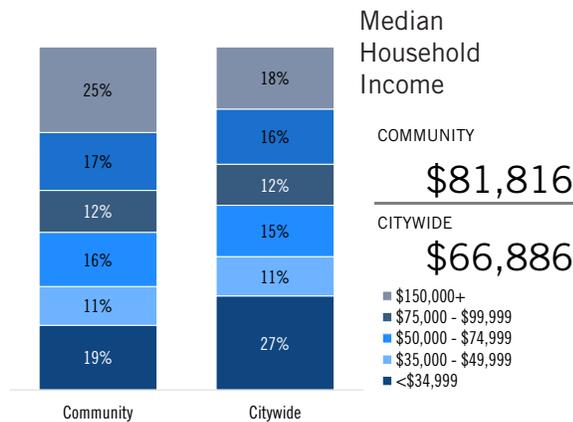
POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	2,046	15%
CITYWIDE	173,309	27%

**FPL = Federal Poverty Line*

BALLARD
Community Demographic Profile (5-minute drive area from community center)

POPULATION

24,279 (2010) · 26,890 (2016)
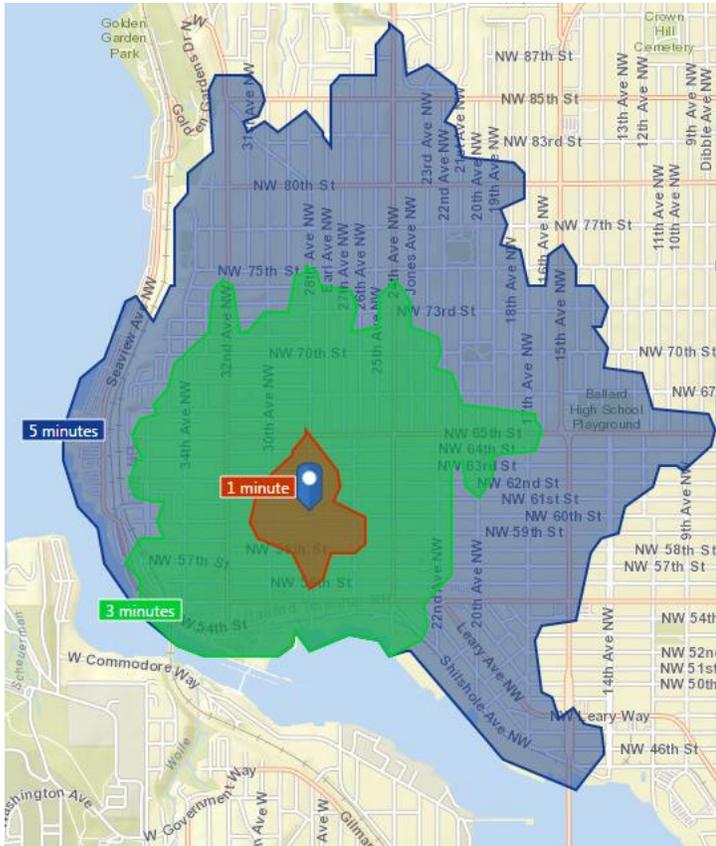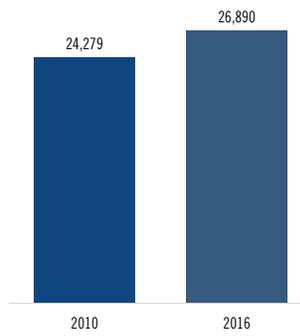
Population Growth 2010 - 2016

COMMUNITY	11%
CITYWIDE	10%

RACE & ETHNICITY

Community: 5%, 1%, 6%, 1%, 2%, 1%, 86%

Citywide: 6%, 3%, 16%, 1%, 9%, 66%

- ■ Two or More Races
- ■ Asian Alone
- ■ Black Alone
- ■ Some Other Race Alone
- ■ American Indian Alone
- ■ White Alone

Hispanic Origin

COMMUNITY	1,396	5%
CITYWIDE	49,618	7%

AGE GROUPS
■ 2010 ■ 2016

COMMUNITY MEDIAN AGE
39.3

CITYWIDE MEDIAN AGE
36.9

Age	2010	2016
0 - 4	6%	5%
5 - 9	4%	5%
10 - 14	3%	4%
15 - 19	3%	3%
20 - 24	5%	5%
25 - 34	24%	20%
35 - 44	20%	19%
45 - 54	13%	14%
55 - 64	13%	13%
65+	10%	12%
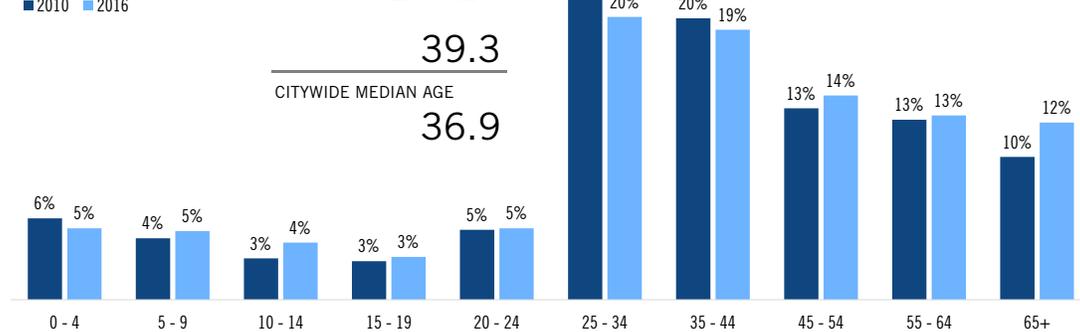
YOUTH 0-14	3,685	14%
ADULTS 55+	6,797	25%

HOUSING

	Community	Citywide
Renter Occupied Homes	50%	54%
Owner Occupied Homes	50%	46%

Average Household Size

COMMUNITY	2.0
CITYWIDE	2.1

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

HOUSEHOLD INCOME

Community: 17%, 21%, 13%, 14%, 11%, 23%

Citywide: 18%, 16%, 12%, 15%, 11%, 27%

Median Household Income

COMMUNITY	$76,950
CITYWIDE	$66,886

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999
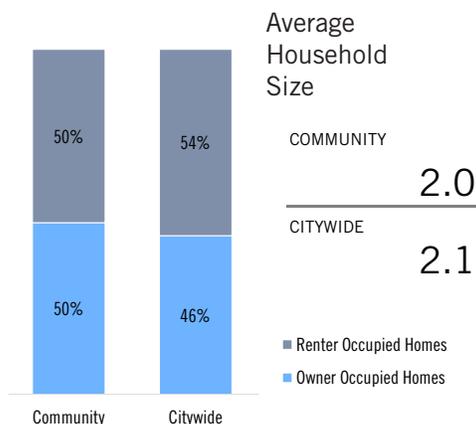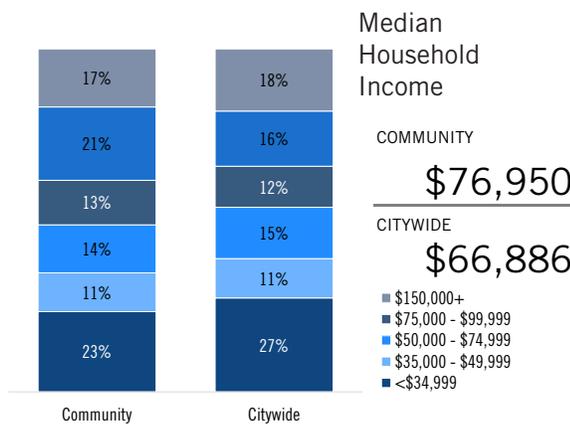
POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	3,893	15%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

BELLTOWN
Community Demographic Profile (5-minute drive area from community center)
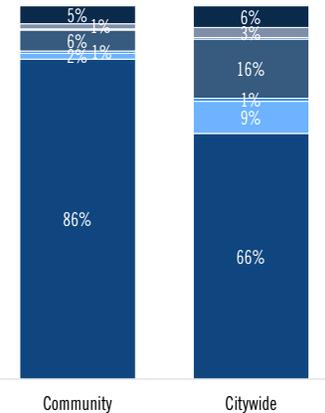

POPULATION

29,261 — 2010
36,469 — 2016
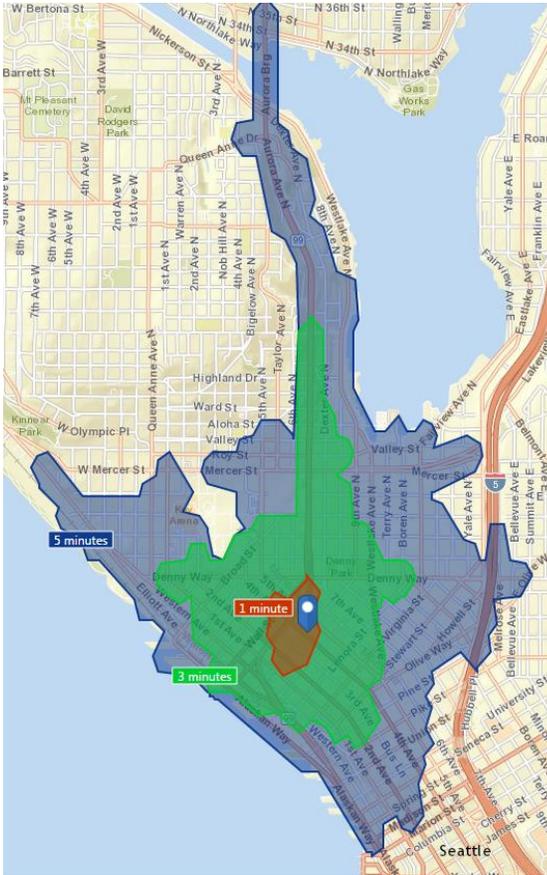
Population Growth 2010 - 2016

COMMUNITY	25%
CITYWIDE	10%

RACE & ETHNICITY

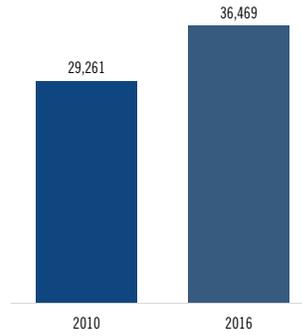|	Community	Citywide
Two or More Races	5%	6%
Asian Alone	2%	3%
Black Alone	15%	16%
American Indian Alone	1%	1%
Some Other Race Alone	8%	9%
White Alone	69%	66%

■ Two or More Races ■ Some Other Race Alone
■ Asian Alone ■ American Indian Alone
■ Black Alone ■ White Alone

Hispanic Origin

COMMUNITY	2,627	7%
CITYWIDE	49,618	7%

AGE GROUPS
■2010 ■2016
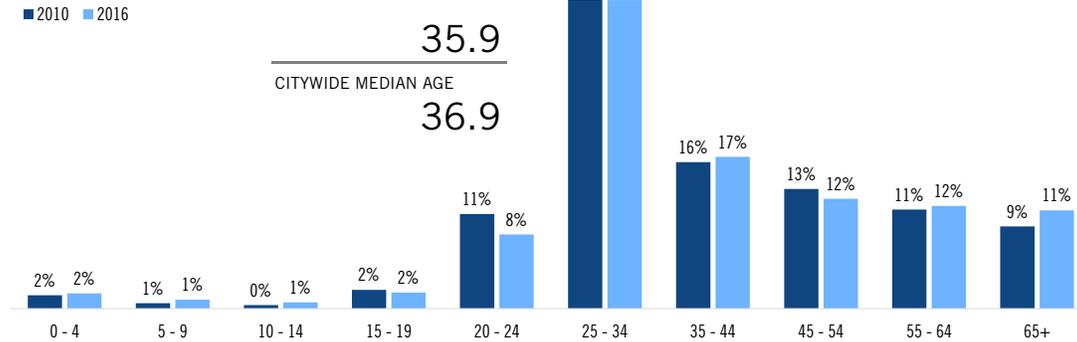
COMMUNITY MEDIAN AGE
35.9

CITYWIDE MEDIAN AGE
36.9

Age	2010	2016
0 - 4	2%	2%
5 - 9	1%	1%
10 - 14	0%	1%
15 - 19	2%	2%
20 - 24	11%	8%
25 - 34	35%	35%
35 - 44	16%	17%
45 - 54	13%	12%
55 - 64	11%	12%
65+	9%	11%

YOUTH 0-14	1,255	3%
ADULTS 55+	8,197	23%

HOUSING

	Community	Citywide
Renter Occupied Homes	79%	54%
Owner Occupied Homes	21%	46%

■ Renter Occupied Homes
■ Owner Occupied Homes
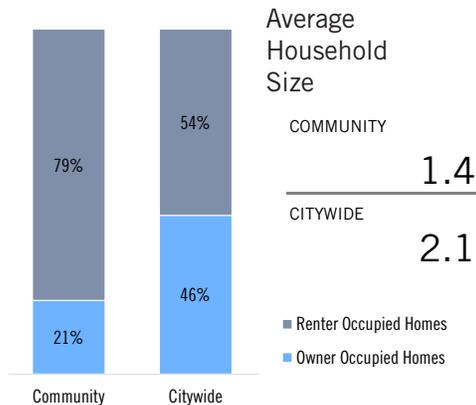
Average Household Size

COMMUNITY	1.4
CITYWIDE	2.1

HOUSEHOLD INCOME

	Community	Citywide
$150,000+	15%	18%
$75,000 - $99,999	13%	16%
$50,000 - $74,999	13%	12%
$35,000 - $49,999	14%	15%
	11%	11%
<$34,999	35%	27%

■ $150,000+
■ $75,000 - $99,999
■ $50,000 - $74,999
■ $35,000 - $49,999
■ <$34,999
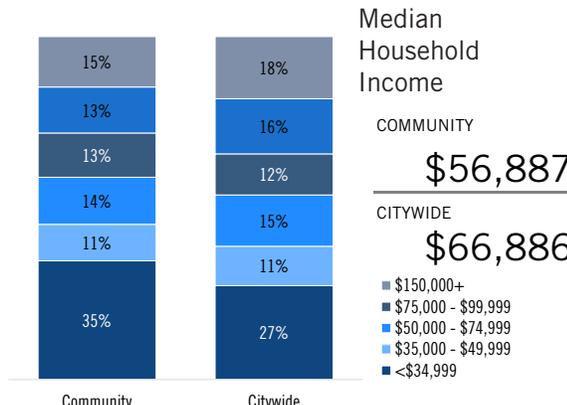
Median Household Income

COMMUNITY	$56,887
CITYWIDE	$66,886

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	8,232	27%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

BITTER LAKE
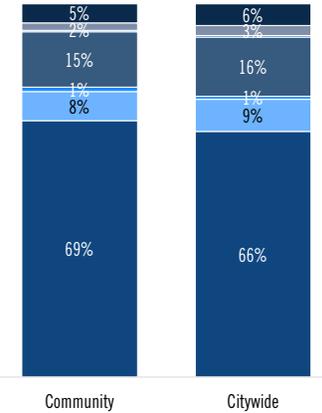## Community Demographic Profile (5-minute drive area from community center)

POPULATION

29,143 (2010)
31,831 (2016)

Population Growth 2010 - 2016

COMMUNITY	9%
CITYWIDE	10%

RACE & ETHNICITY

	Community	Citywide
	6%	6%
	4%	3%
	16%	16%
	1%	1%
	8%	9%
	65%	66%

- Two or More Races
- Some Other Race Alone
- Asian Alone
- American Indian Alone
- Black Alone
- White Alone

Hispanic Origin

COMMUNITY	2,787	9%
CITYWIDE	49,618	7%

AGE GROUPS

2010 / 2016
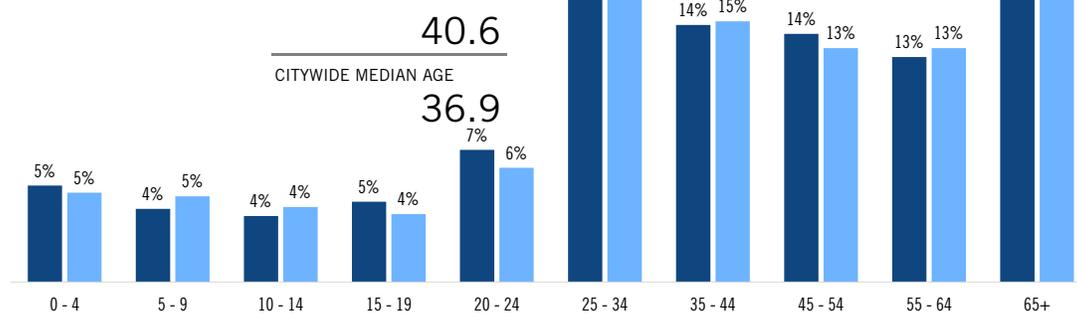
COMMUNITY MEDIAN AGE
40.6

CITYWIDE MEDIAN AGE
36.9

Age	2010	2016
0 - 4	5%	5%
5 - 9	4%	5%
10 - 14	4%	4%
15 - 19	5%	4%
20 - 24	7%	6%
25 - 34	18%	17%
35 - 44	14%	15%
45 - 54	14%	13%
55 - 64	13%	13%
65+	16%	18%

YOUTH 0-14	4,469	14%
ADULTS 55+	9,823	31%

HOUSING
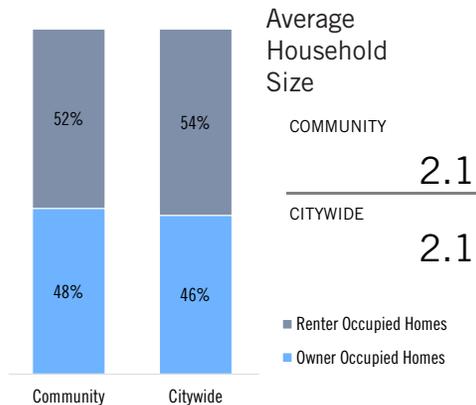
	Community	Citywide
Renter Occupied Homes	52%	54%
Owner Occupied Homes	48%	46%

Average Household Size

COMMUNITY	2.1
CITYWIDE	2.1

- Renter Occupied Homes
- Owner Occupied Homes

HOUSEHOLD INCOME

	Community	Citywide
	10%	18%
	14%	16%
	12%	12%
	16%	15%
	14%	11%
	34%	27%
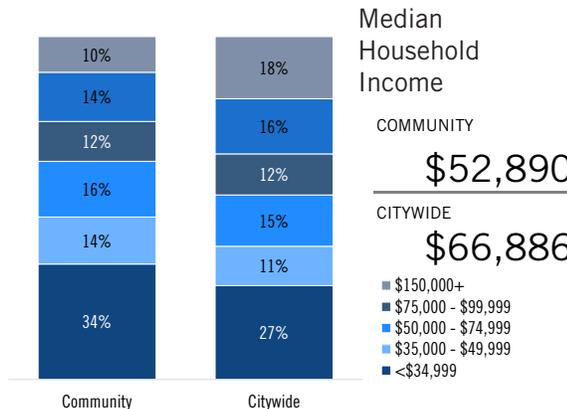
Median Household Income

COMMUNITY	$52,890
CITYWIDE	$66,886

- $150,000+
- $75,000 - $99,999
- $50,000 - $74,999
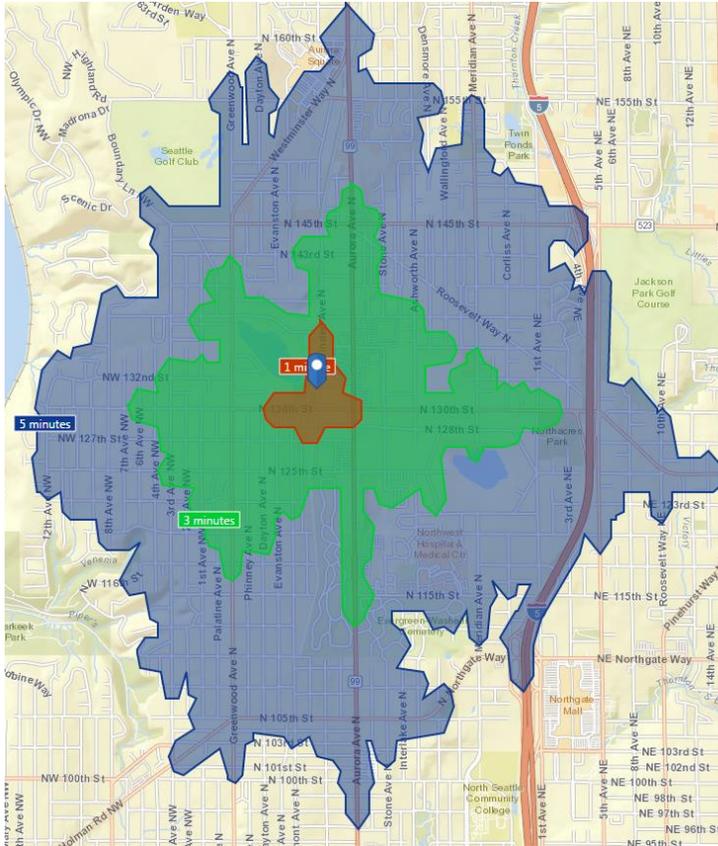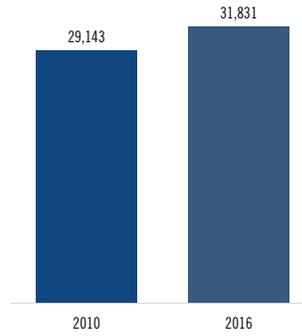- $35,000 - $49,999
- <$34,999

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	8,307	28%
CITYWIDE	173,309	27%
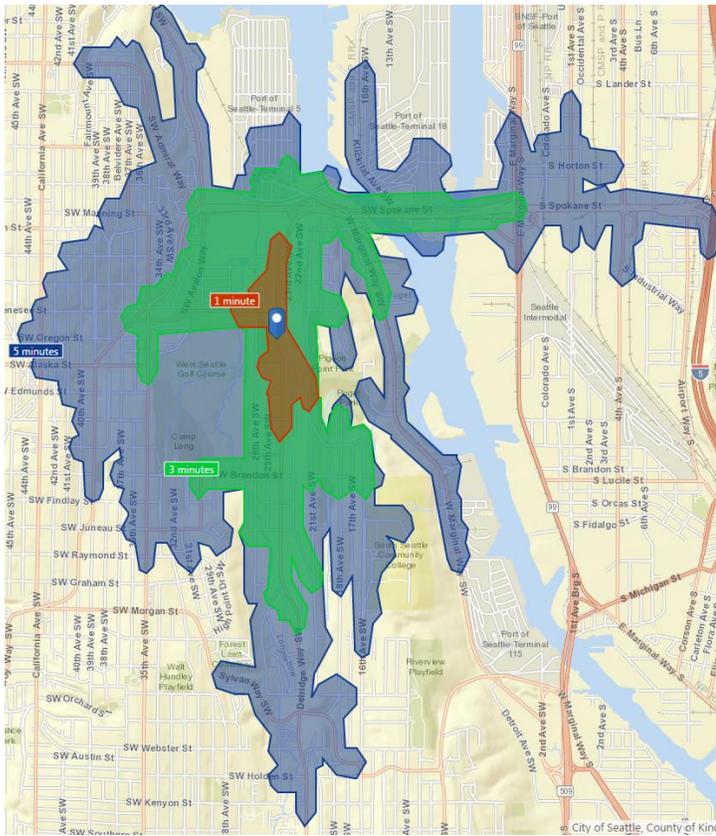
*FPL = Federal Poverty Line

DELRIDGE
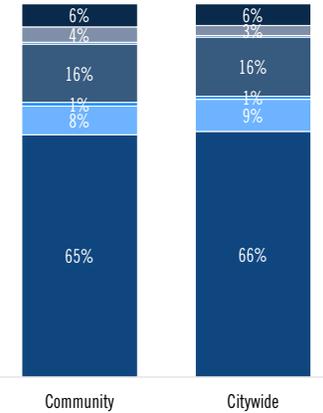## Community Demographic Profile (5-minute drive area from community center)

POPULATION

15,991 — 2010
18,255 — 2016

Population Growth 2010 - 2016

COMMUNITY
14%

CITYWIDE
10%

RACE & ETHNICITY

Community
- 6%
- 4%
- 14%
- 1%
- 11%
- 63%

Citywide
- 6%
- 3%
- 16%
- 1%
- 9%
- 66%

- ■ Two or More Races
- ■ Asian Alone
- ■ Black Alone
- ■ Some Other Race Alone
- ■ American Indian Alone
- ■ White Alone
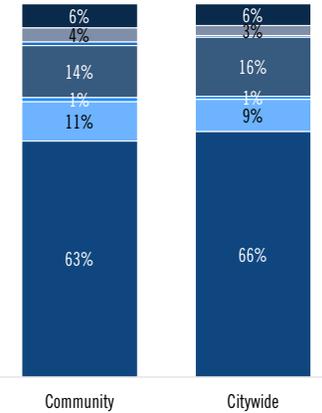
Hispanic Origin

COMMUNITY
1,847 **10%**

CITYWIDE
49,618 **7%**

AGE GROUPS
■ 2010 ■ 2016

COMMUNITY MEDIAN AGE
37.6

CITYWIDE MEDIAN AGE
36.9

Age	2010	2016
0 - 4	7%	6%
5 - 9	5%	6%
10 - 14	4%	4%
15 - 19	4%	4%
20 - 24	6%	6%
25 - 34	21%	19%
35 - 44	19%	18%
45 - 54	14%	14%
55 - 64	10%	11%
65+	10%	12%
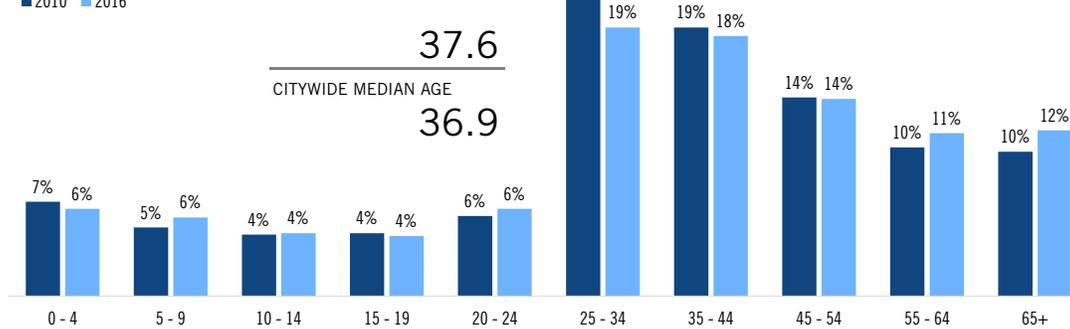
YOUTH 0-14
2,927 **16%**

ADULTS 55+
4,193 **23%**

HOUSING

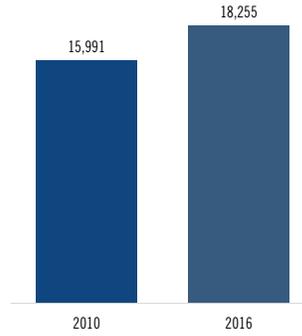**Community**
- 49% (Renter Occupied Homes)
- 51% (Owner Occupied Homes)

Citywide
- 54%
- 46%

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

Average Household Size

COMMUNITY
2.2

CITYWIDE
2.1

HOUSEHOLD INCOME

Community
- 17%
- 17%
- 11%
- 16%
- 13%
- 25%

Citywide
- 18%
- 16%
- 12%
- 15%
- 11%
- 27%

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999

Median Household Income
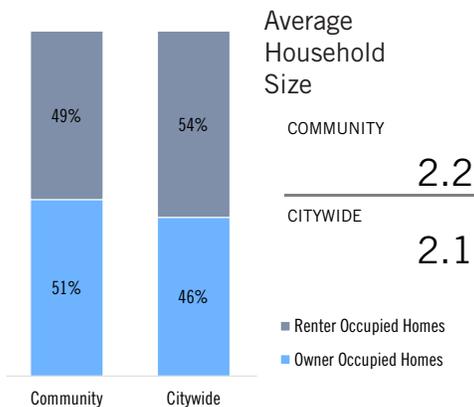
COMMUNITY
$66,072
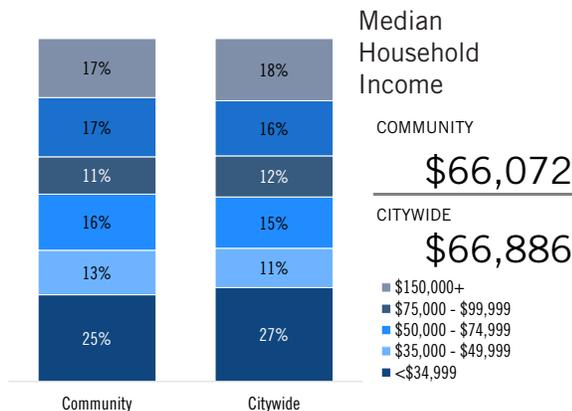
CITYWIDE
$66,886

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY
4,623 **28%**

CITYWIDE
173,309 **27%**

*FPL = Federal Poverty Line

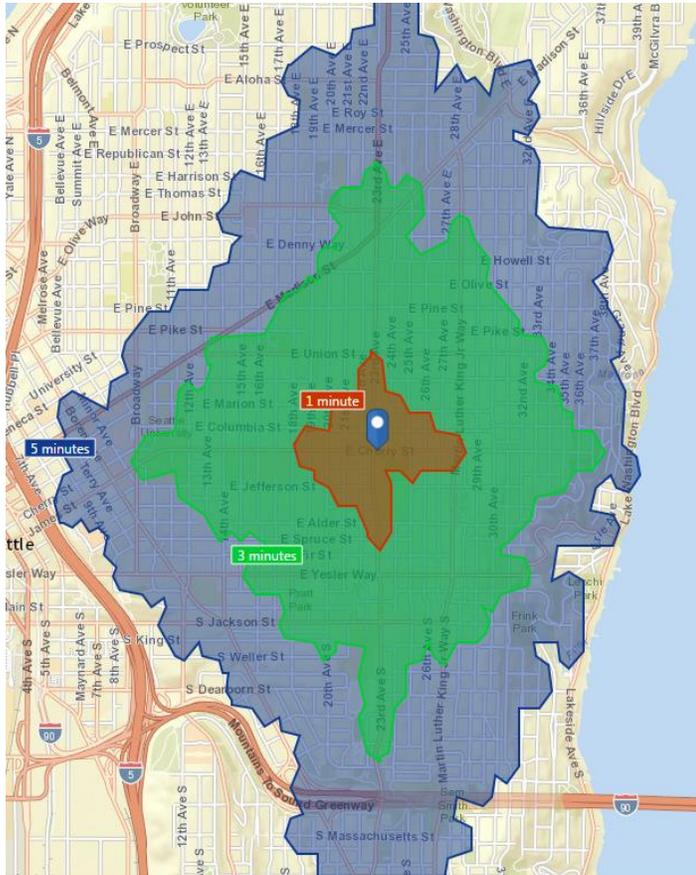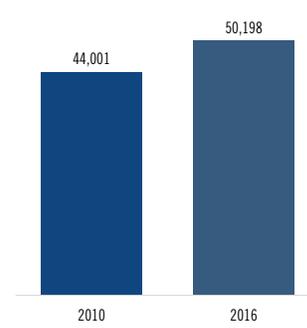# GARFIELD
Community Demographic Profile (5-minute drive area from community center)

POPULATION

44,001 (2010)
50,198 (2016)

Population Growth 2010 - 2016

COMMUNITY	14%
CITYWIDE	10%

RACE & ETHNICITY

Community
- 7%
- 3% / 0%
- 13%
- 1%
- 20%
- 56%
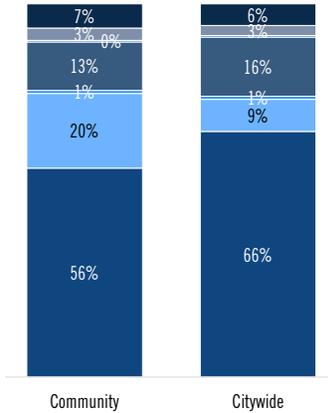
Citywide
- 6%
- 3%
- 16%
- 1%
- 9%
- 66%

Hispanic Origin

COMMUNITY	4,127	8%
CITYWIDE	49,618	7%

■ Two or More Races ■ Some Other Race Alone
■ Asian Alone ■ American Indian Alone
■ Black Alone ■ White Alone

AGE GROUPS
■ 2010 ■ 2016
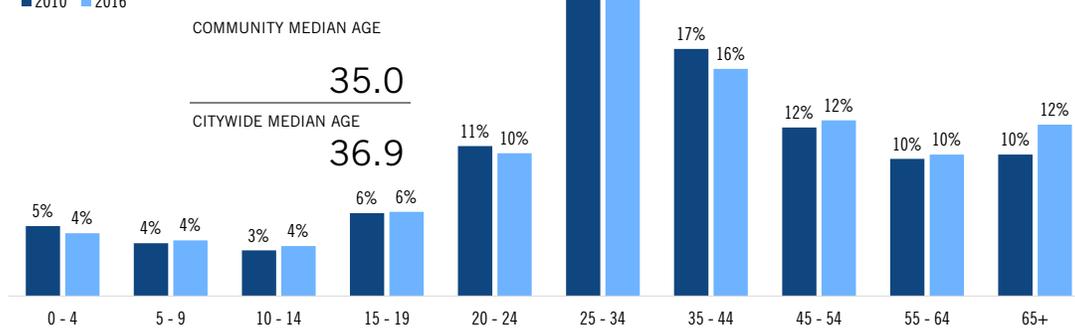
COMMUNITY MEDIAN AGE
35.0

CITYWIDE MEDIAN AGE
36.9

Age	2010	2016
0 - 4	5%	4%
5 - 9	4%	4%
10 - 14	3%	4%
15 - 19	6%	6%
20 - 24	11%	10%
25 - 34	23%	22%
35 - 44	17%	16%
45 - 54	12%	12%
55 - 64	10%	10%
65+	10%	12%

YOUTH 0-14	5,933	12%
ADULTS 55+	10,953	22%

HOUSING
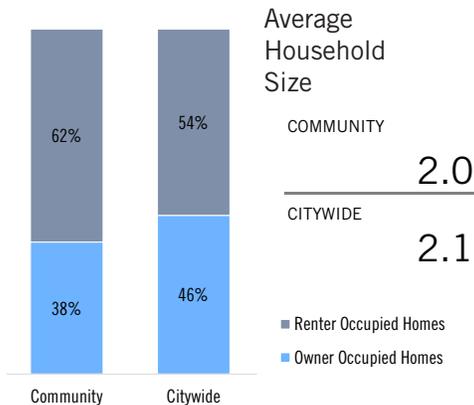
Community
- 62% (Renter Occupied Homes)
- 38% (Owner Occupied Homes)

Citywide
- 54% (Renter Occupied Homes)
- 46% (Owner Occupied Homes)

Average Household Size

COMMUNITY	2.0
CITYWIDE	2.1

■ Renter Occupied Homes
■ Owner Occupied Homes

HOUSEHOLD INCOME

Community
- 15%
- 15%
- 11%
- 13%
- 13%
- 34%

Citywide
- 18%
- 16%
- 12%
- 15%
- 11%
- 27%
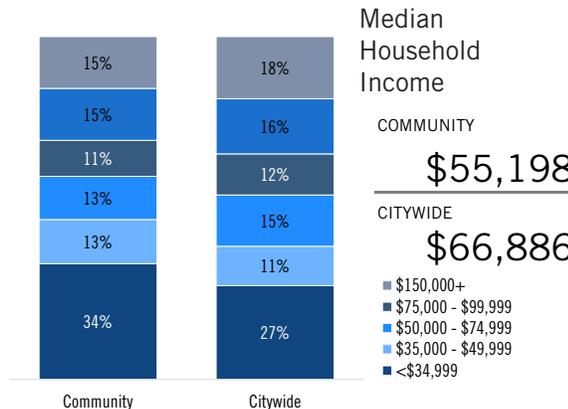
Median Household Income

COMMUNITY	$55,198
CITYWIDE	$66,886

■ $150,000+
■ $75,000 - $99,999
■ $50,000 - $74,999
■ $35,000 - $49,999
■ <$34,999

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	14,807	33%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

GREEN LAKE
## Community Demographic Profile (5-minute drive area from community center)

POPULATION

35,563 (2010)   38,498 (2016)

Population Growth 2010 - 2016

COMMUNITY	8%
CITYWIDE	10%

RACE & ETHNICITY

Community: 6%, 2%, 11%, 2% 1%, 79%
Citywide: 6%, 3%, 16%, 1%, 9%, 66%

- ■ Two or More Races
- ■ Some Other Race Alone
- ■ Asian Alone
- ■ American Indian Alone
- ■ Black Alone
- ■ White Alone

Hispanic Origin

COMMUNITY	2,100	6%
CITYWIDE	49,618	7%

AGE GROUPS
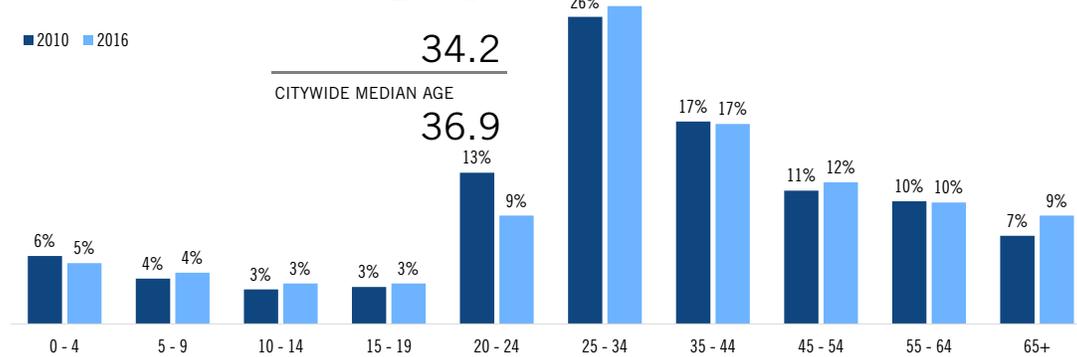
COMMUNITY MEDIAN AGE
34.2

CITYWIDE MEDIAN AGE
36.9

■ 2010 ■ 2016

Age	0-4	5-9	10-14	15-19	20-24	25-34	35-44	45-54	55-64	65+
2010	6%	4%	3%	3%	13%	26%	17%	11%	10%	7%
2016	5%	4%	3%	3%	9%	27%	17%	12%	10%	9%

YOUTH 0-14	4,939	13%
ADULTS 55+	7,420	19%

HOUSING
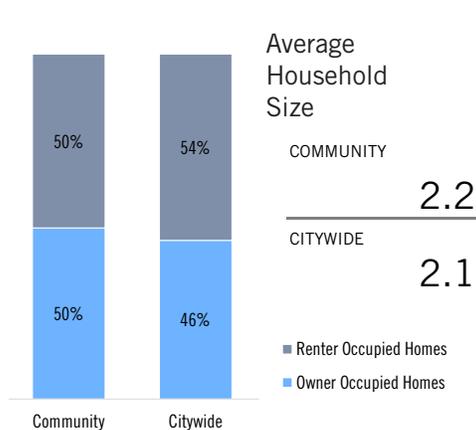
Average Household Size

COMMUNITY	2.2
CITYWIDE	2.1

Community: 50% / 50%
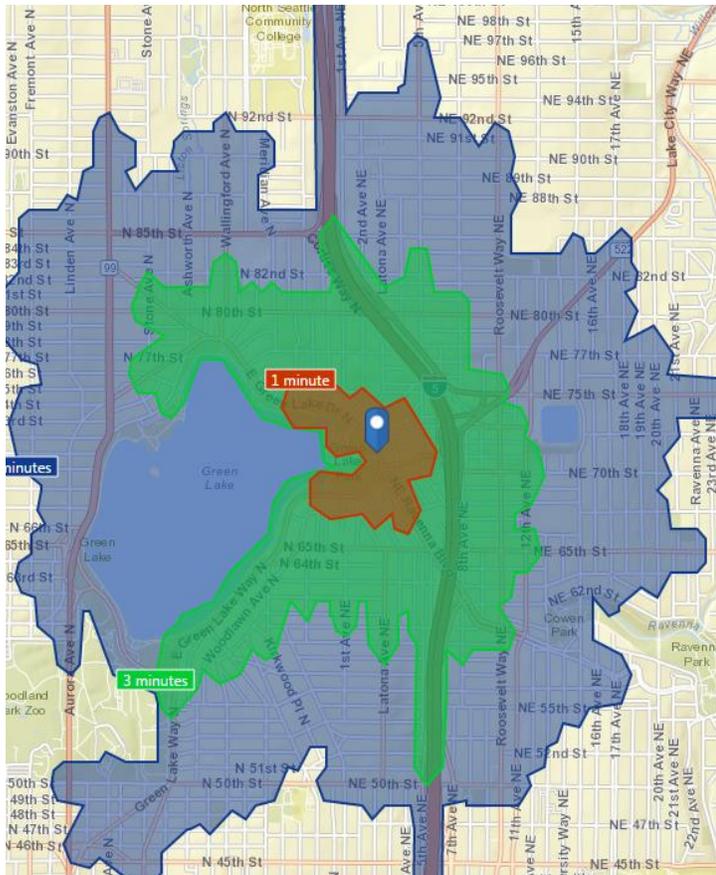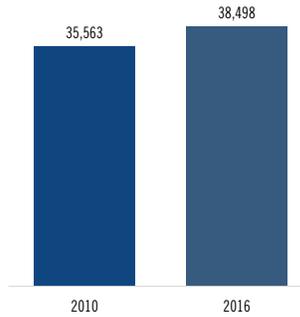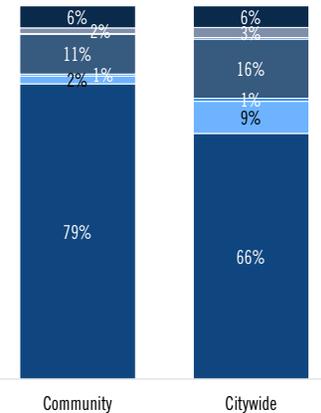**Citywide:** 54% / 46%

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes
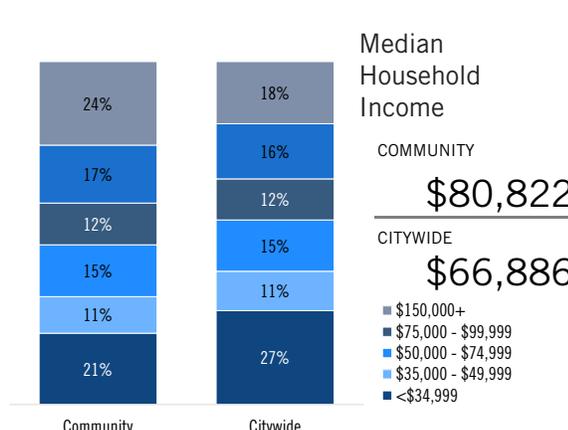
HOUSEHOLD INCOME

Median Household Income

COMMUNITY	$80,822
CITYWIDE	$66,886

Community: 24%, 17%, 12%, 15%, 11%, 21%
Citywide: 18%, 16%, 12%, 15%, 11%, 27%

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	8,865	24%
CITYWIDE	173,309	27%

**FPL = Federal Poverty Line*

HIAWATHA
Community Demographic Profile (5-minute drive area from community center)

POPULATION

22,188 (2010)   24,034 (2016)

Population Growth 2010 - 2016

COMMUNITY	8%
CITYWIDE	10%

RACE & ETHNICITY

Community: 83% (White Alone), 5%, 1%, 6%, 1%, 3%
Citywide: 66%, 6%, 3%, 16%, 1%, 9%
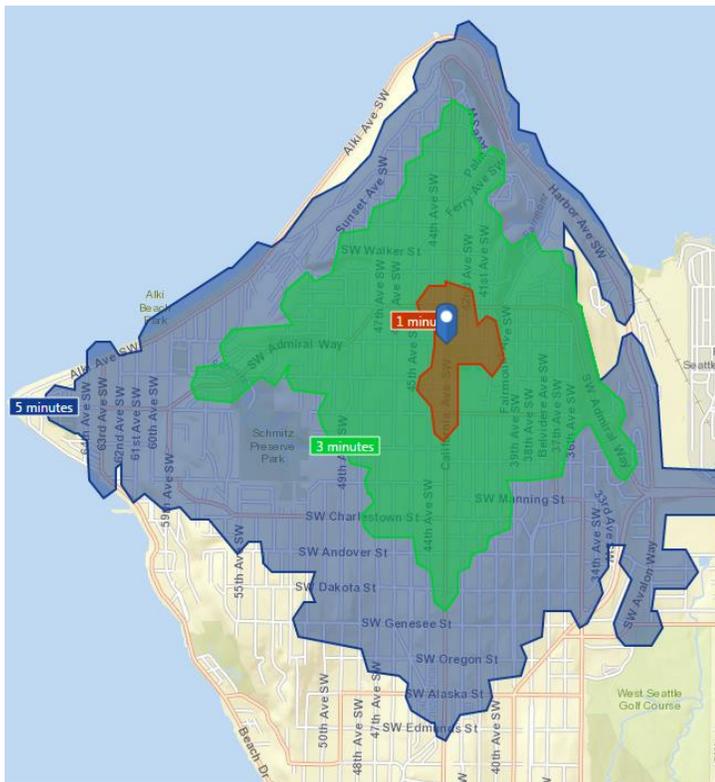
- Two or More Races
- Asian Alone
- Black Alone
- Some Other Race Alone
- American Indian Alone
- White Alone

Hispanic Origin

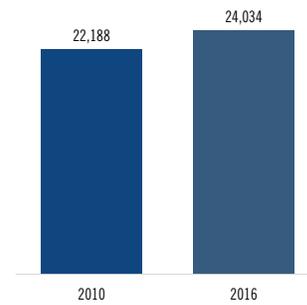|		
COMMUNITY	1,382	6%
CITYWIDE	49,618	7%

AGE GROUPS

■2010 ■2016

COMMUNITY MEDIAN AGE **42.9**
CITYWIDE MEDIAN AGE **36.9**

Age	0-4	5-9	10-14	15-19	20-24	25-34	35-44	45-54	55-64	65+
2010	6%	5%	4%	4%	4%	16%	19%	17%	14%	13%
2016	5%	5%	5%	4%	4%	14%	16%	17%	15%	15%
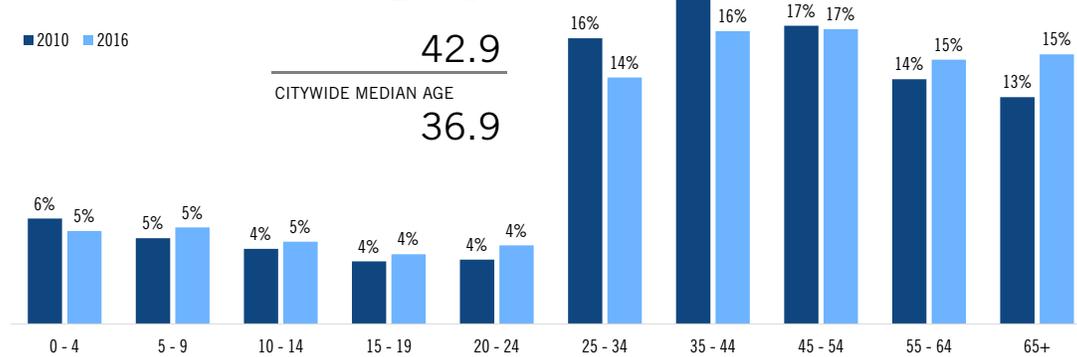
YOUTH 0-14	3,635	15%
ADULTS 55+	7,200	30%

HOUSING

Community: Renter 42%, Owner 58%
Citywide: Renter 54%, Owner 46%

- Renter Occupied Homes
- Owner Occupied Homes

Average Household Size
COMMUNITY **2.1**
CITYWIDE **2.1**

HOUSEHOLD INCOME

Community: 24%, 18%, 12%, 16%, 12%, 19%
Citywide: 18%, 16%, 12%, 15%, 11%, 27%

- $150,000+
- $75,000 - $99,999
- $50,000 - $74,999
- $35,000 - $49,999
- <$34,999

Median Household Income
COMMUNITY **$80,689**
CITYWIDE **$66,886**

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	3,662	15%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

HIGH POINT
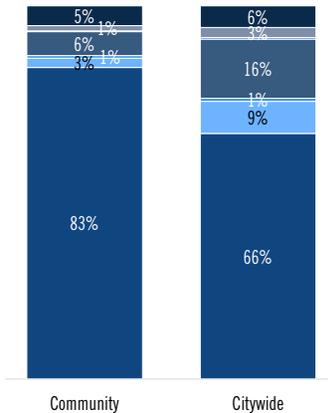## Community Demographic Profile (5-minute drive area from community center)
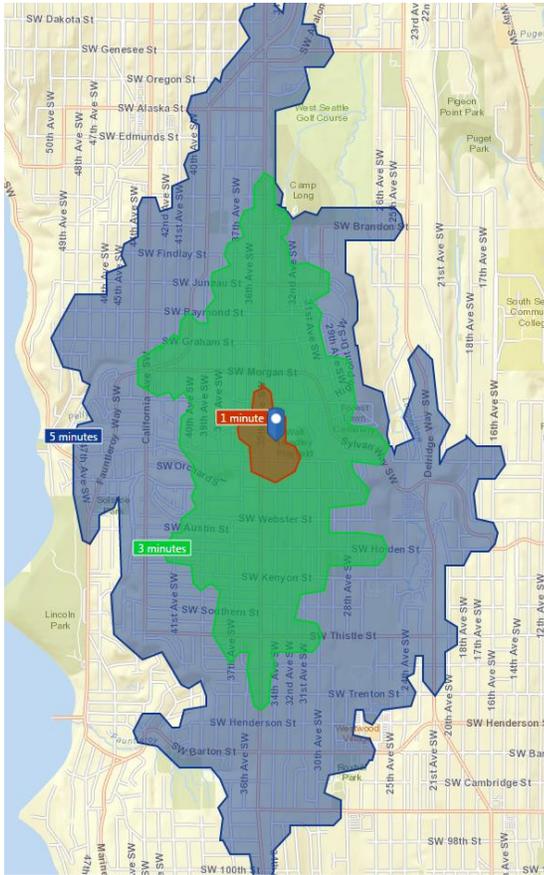
POPULATION

28,456 — 2010
32,007 — 2016

Population Growth 2010 - 2016

COMMUNITY	12%
CITYWIDE	10%

RACE & ETHNICITY

Community:
6%
4%
10%
1%
13%
65%

Citywide:
6%
3%
16%
1%
9%
66%

- Two or More Races
- Asian Alone
- Black Alone
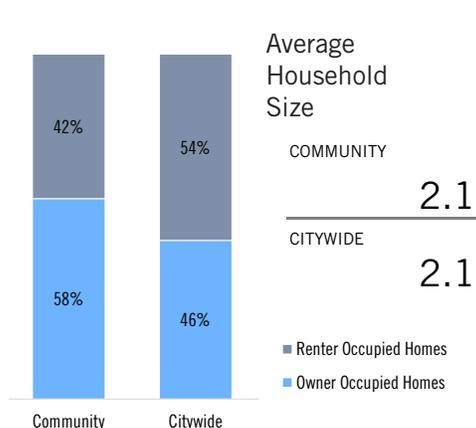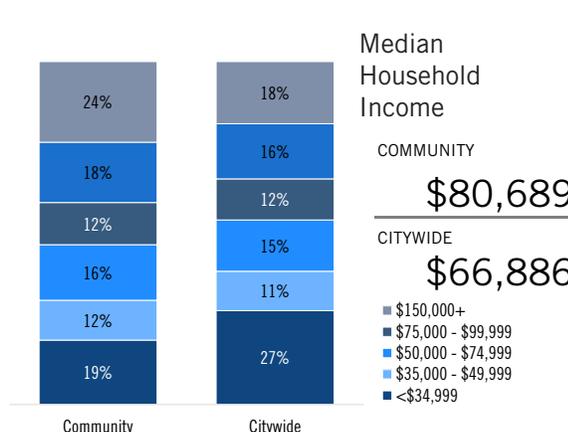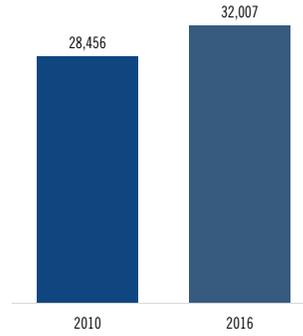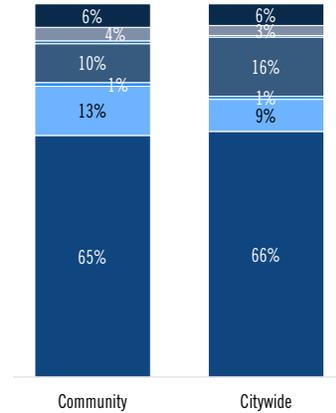- Some Other Race Alone
- American Indian Alone
- White Alone

Hispanic Origin

COMMUNITY	3,009	9%
CITYWIDE	49,618	7%

AGE GROUPS

■ 2010 ■ 2016

COMMUNITY MEDIAN AGE
38.1

CITYWIDE MEDIAN AGE
36.9

Age	2010	2016
0 - 4	8%	7%
5 - 9	6%	6%
10 - 14	4%	5%
15 - 19	4%	4%
20 - 24	5%	5%
25 - 34	18%	16%
35 - 44	18%	17%
45 - 54	15%	14%
55 - 64	11%	12%
65+	11%	13%
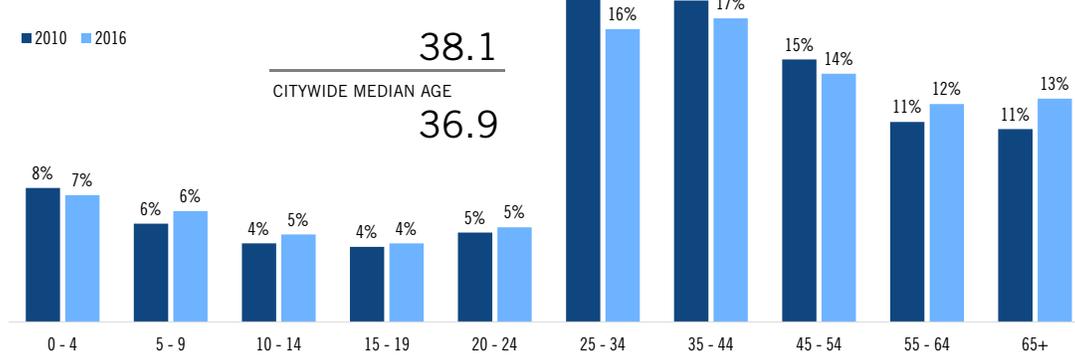
YOUTH 0-14	5,850	18%
ADULTS 55+	7,891	25%

HOUSING

Community:
47% Renter Occupied Homes
53% Owner Occupied Homes

Citywide:
54% Renter Occupied Homes
46% Owner Occupied Homes

Average Household Size

COMMUNITY	2.2
CITYWIDE	2.1

- Renter Occupied Homes
- Owner Occupied Homes

HOUSEHOLD INCOME

Community:
17%
15%
14%
19%
11%
24%

Citywide:
18%
16%
12%
15%
11%
27%

Median Household Income

COMMUNITY	$67,218
CITYWIDE	$66,886

- $150,000+
- $75,000 - $99,999
- $50,000 - $74,999
- $35,000 - $49,999
- <$34,999

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	7,831	27%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

INTERNATIONAL DISTRICT
Community Demographic Profile (5-minute drive area from community center)
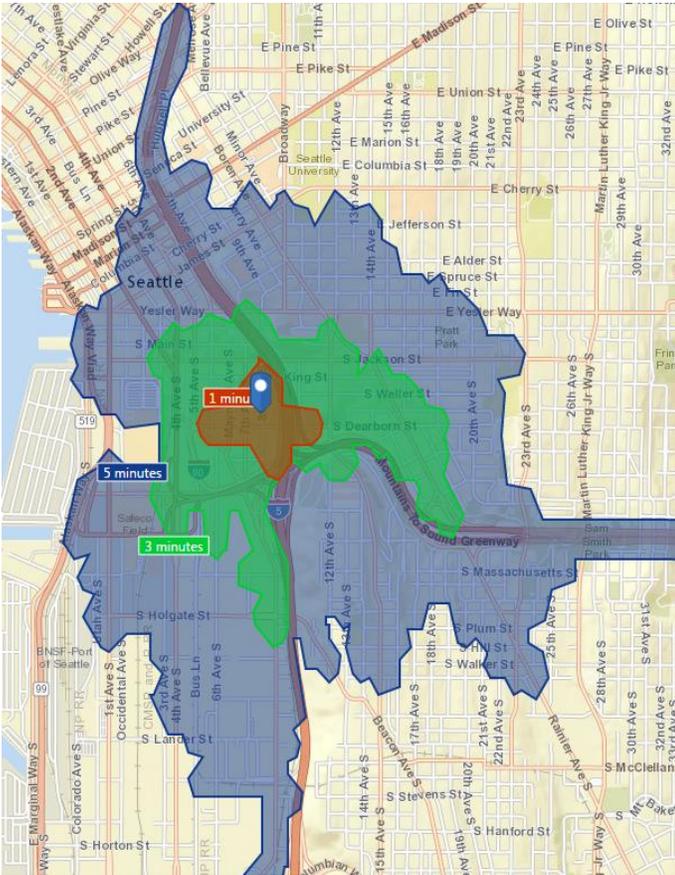
POPULATION

24,609 (2010)
27,731 (2016)

Population Growth 2010 - 2016

COMMUNITY	13%
CITYWIDE	10%

RACE & ETHNICITY

Community:
- 5% Two or More Races
- 5% Some Other Race Alone
- 28% Asian Alone
- 2% American Indian Alone
- 19% Black Alone
- 41% White Alone

Citywide:
- 6%
- 3%
- 16%
- 1%
- 9%
- 66%

■ Two or More Races   ■ Some Other Race Alone
■ Asian Alone   ■ American Indian Alone
■ Black Alone   ■ White Alone

Hispanic Origin

COMMUNITY	2,951	11%
CITYWIDE	49,618	7%

AGE GROUPS

■ 2010   ■ 2016

COMMUNITY MEDIAN AGE **38.3**
CITYWIDE MEDIAN AGE **36.9**

Age	2010	2016
0 - 4	3%	3%
5 - 9	3%	3%
10 - 14	3%	3%
15 - 19	5%	5%
20 - 24	10%	9%
25 - 34	23%	22%
35 - 44	16%	15%
45 - 54	13%	12%
55 - 64	11%	11%
65+	15%	17%
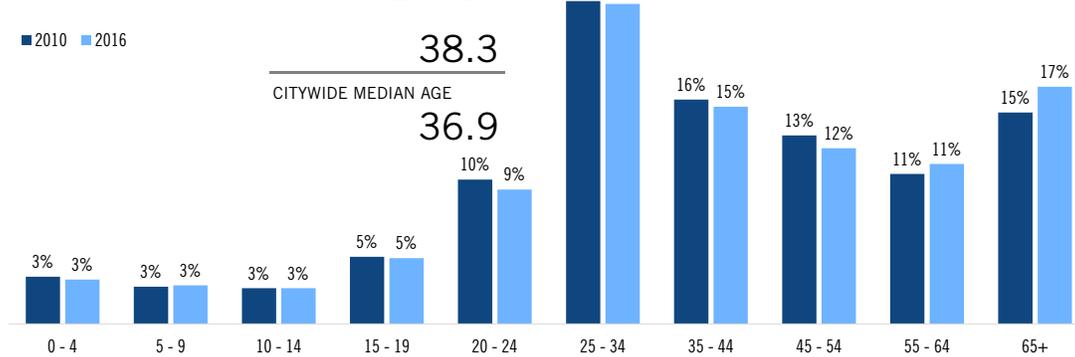
YOUTH 0-14	2,288	8%
ADULTS 55+	7,723	28%

HOUSING

■ Renter Occupied Homes   ■ Owner Occupied Homes

	Renter	Owner
Community	82%	18%
Citywide	54%	46%

Average Household Size

COMMUNITY	1.7
CITYWIDE	2.1

HOUSEHOLD INCOME

Community:
- 9% $150,000+
- 8% $75,000 - $99,999
- 9% $50,000 - $74,999
- 10% $35,000 - $49,999
- 10%
- 54% <$34,999

Citywide:
- 18%
- 16%
- 12%
- 15%
- 11%
- 27%

■ $150,000+
■ $75,000 - $99,999
■ $50,000 - $74,999
■ $35,000 - $49,999
■ <$34,999

Median Household Income

COMMUNITY	$30,615
CITYWIDE	$66,886
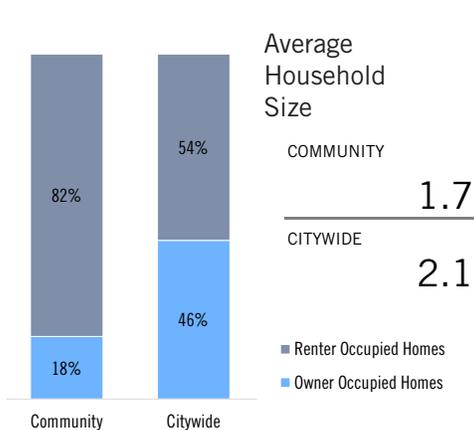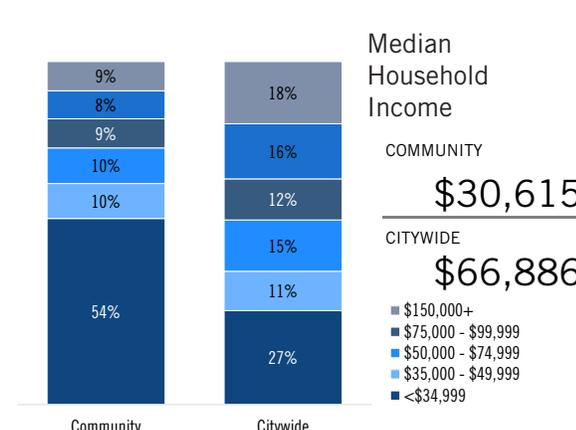
POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	11,339	49%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

JEFFERSON
Community Demographic Profile (5-minute drive area from community center)
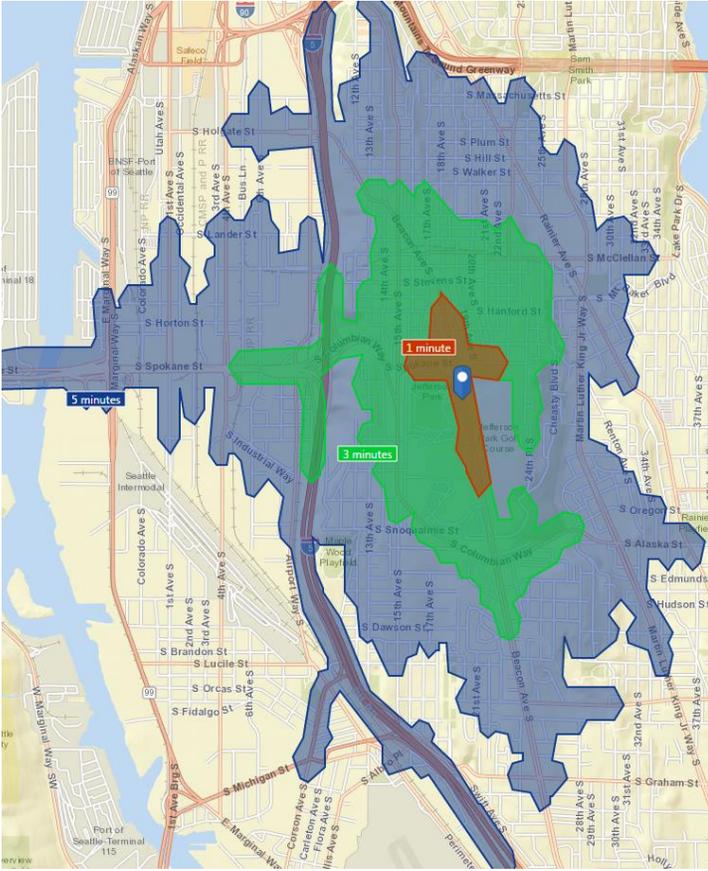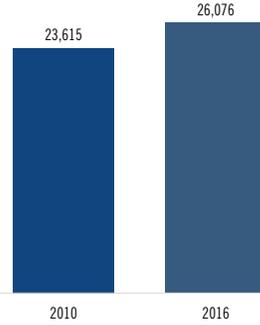
POPULATION

23,615 (2010)
26,076 (2016)

Population Growth 2010 - 2016

COMMUNITY	10%
CITYWIDE	10%

RACE & ETHNICITY

Community:
- 6%
- 7%
- 43%
- 1%
- 14%
- 28%

Citywide:
- 6%
- 3%
- 16%
- 1%
- 9%
- 66%

Legend:
- Two or More Races
- Asian Alone
- Black Alone
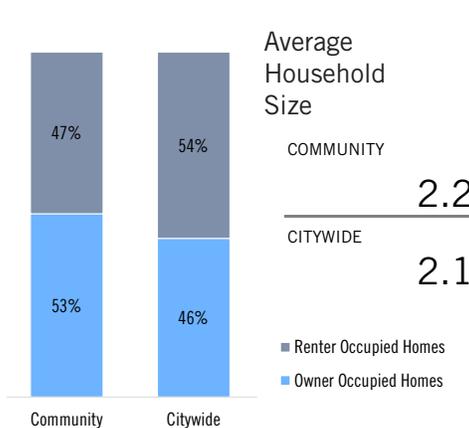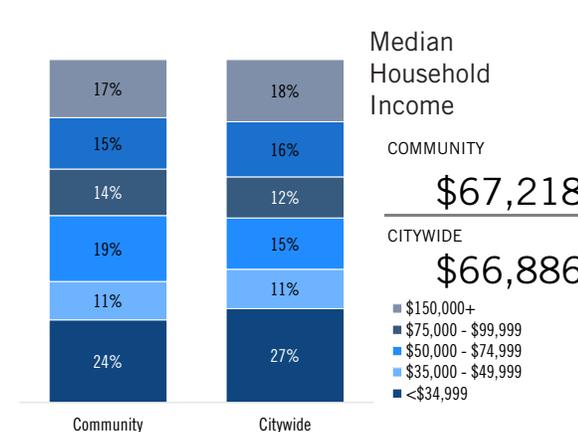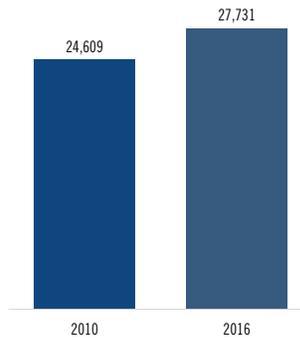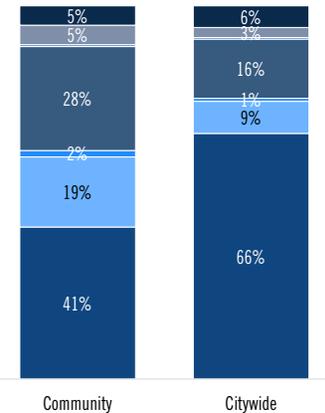- Some Other Race Alone
- American Indian Alone
- White Alone

Hispanic Origin

COMMUNITY	3,276	13%
CITYWIDE	49,618	7%

AGE GROUPS
■2010 ■2016
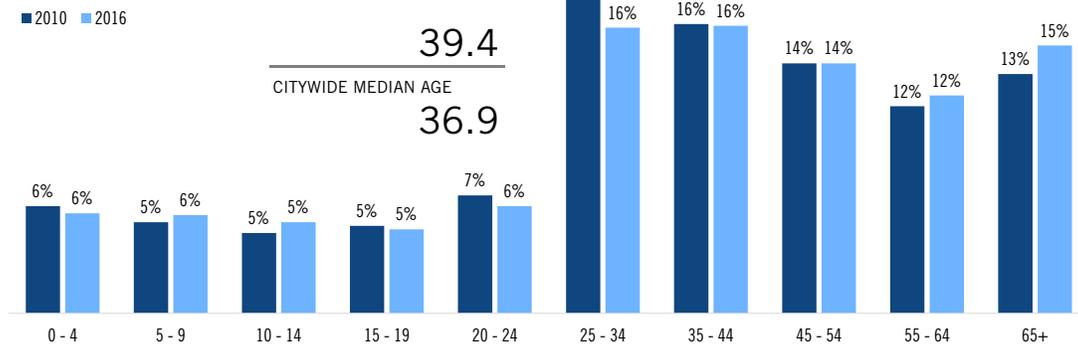
COMMUNITY MEDIAN AGE **39.4**
CITYWIDE MEDIAN AGE **36.9**

Age	2010	2016
0 - 4	6%	6%
5 - 9	5%	6%
10 - 14	5%	5%
15 - 19	5%	5%
20 - 24	7%	6%
25 - 34	18%	16%
35 - 44	16%	16%
45 - 54	14%	14%
55 - 64	12%	12%
65+	13%	15%

Youth 0-14	4,207	16%
Adults 55+	7,070	27%

HOUSING
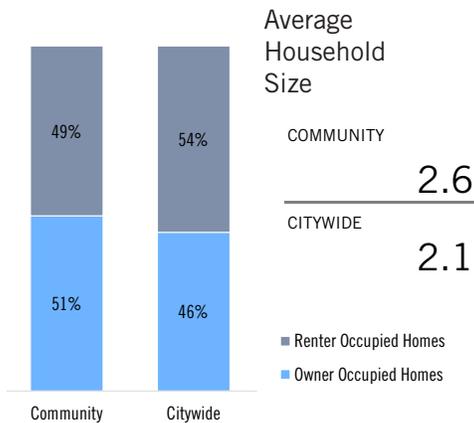
	Community	Citywide
Renter Occupied Homes	49%	54%
Owner Occupied Homes	51%	46%

Average Household Size
COMMUNITY **2.6**
CITYWIDE **2.1**

HOUSEHOLD INCOME

Community: 12%, 17%, 11%, 16%, 13%, 31%
Citywide: 18%, 16%, 12%, 15%, 11%, 27%

Legend:
- $150,000+
- $75,000 - $99,999
- $50,000 - $74,999
- $35,000 - $49,999
- <$34,999
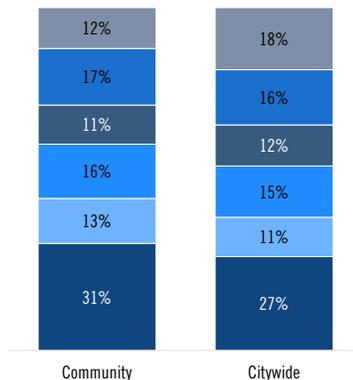
Median Household Income
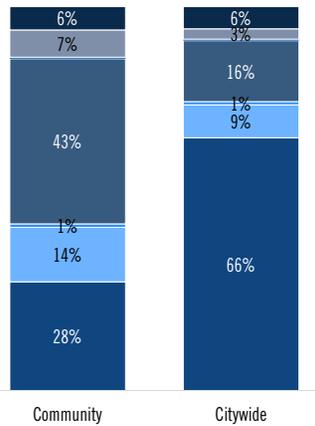COMMUNITY **$56,956**
CITYWIDE **$66,886**

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	8,615	35%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

LAKE CITY
Community Demographic Profile (5-minute drive area from community center)

1 minute
3 minutes
5 minutes

POPULATION

32,011 (2010)
33,934 (2016)

Population Growth 2010 - 2016

COMMUNITY	6%
CITYWIDE	10%

RACE & ETHNICITY

Community:
- 6%
- 3%
- 17%
- 1%
- 9%
- 63%

Citywide:
- 6%
- 3%
- 16%
- 1%
- 9%
- 66%

■ Two or More Races   ■ Some Other Race Alone
■ Asian Alone   ■ American Indian Alone
■ Black Alone   ■ White Alone

Hispanic Origin

COMMUNITY	3,061	9%
CITYWIDE	49,618	7%

AGE GROUPS

■ 2010   ■ 2016

COMMUNITY MEDIAN AGE
38.8

CITYWIDE MEDIAN AGE
36.9

Age	2010	2016
0 - 4	6%	6%
5 - 9	5%	5%
10 - 14	4%	4%
15 - 19	5%	4%
20 - 24	8%	7%
25 - 34	19%	18%
35 - 44	15%	15%
45 - 54	14%	13%
55 - 64	13%	13%
65+	12%	14%
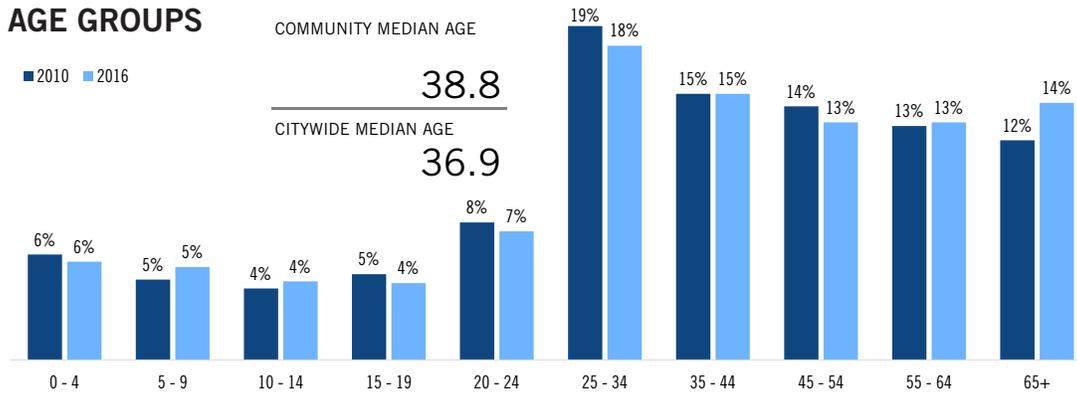
YOUTH 0-14	5,101	15%
ADULTS 55+	9,424	28%

HOUSING

Community: 51% (Renter), 49% (Owner)
Citywide: 54% (Renter), 46% (Owner)

Average Household Size

COMMUNITY	2.2
CITYWIDE	2.1

■ Renter Occupied Homes
■ Owner Occupied Homes

HOUSEHOLD INCOME

Community:
- 14%
- 16%
- 12%
- 16%
- 13%
- 30%

Citywide:
- 18%
- 16%
- 12%
- 15%
- 11%
- 27%

Median Household Income

COMMUNITY	$59,133
CITYWIDE	$66,886

■ $150,000+
■ $75,000 - $99,999
■ $50,000 - $74,999
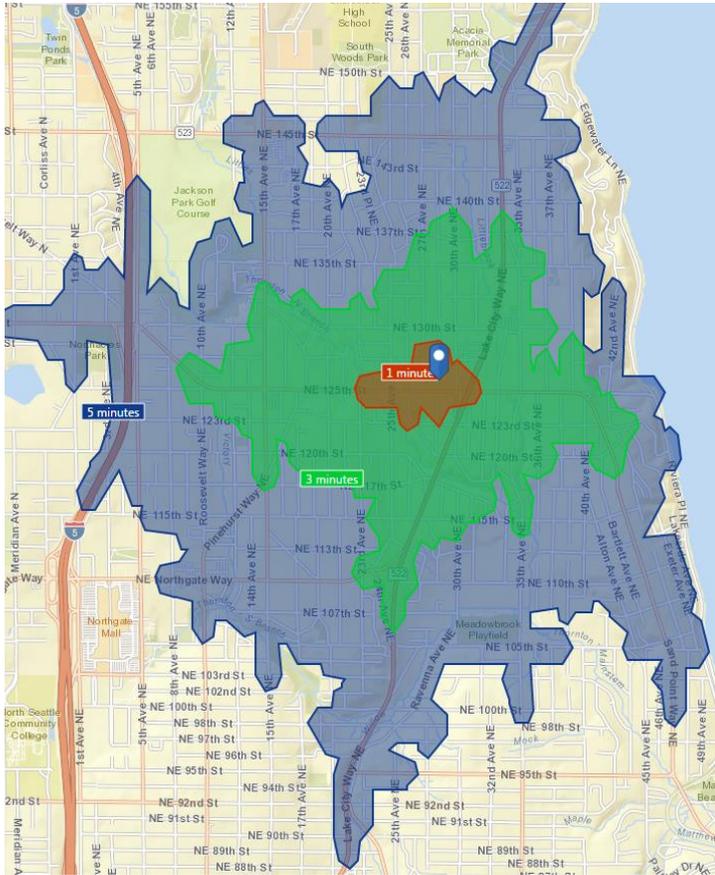■ $35,000 - $49,999
■ <$34,999
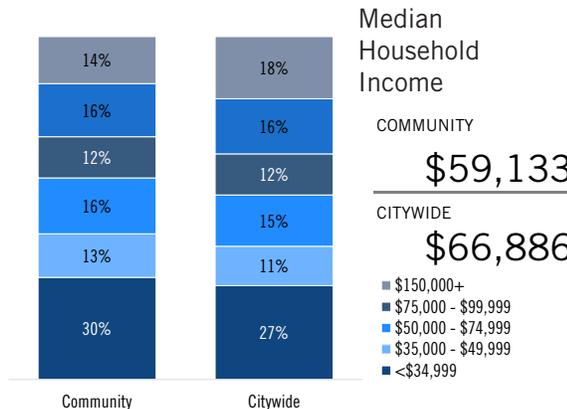
POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

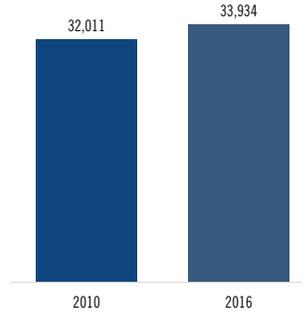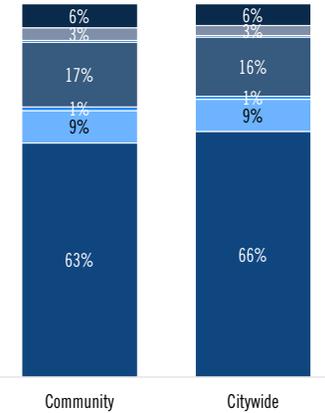|		
COMMUNITY	9,104	29%
CITYWIDE	173,309	27%

***FPL = Federal Poverty Line**

LAURELHURST
Community Demographic Profile (5-minute drive area from community center)
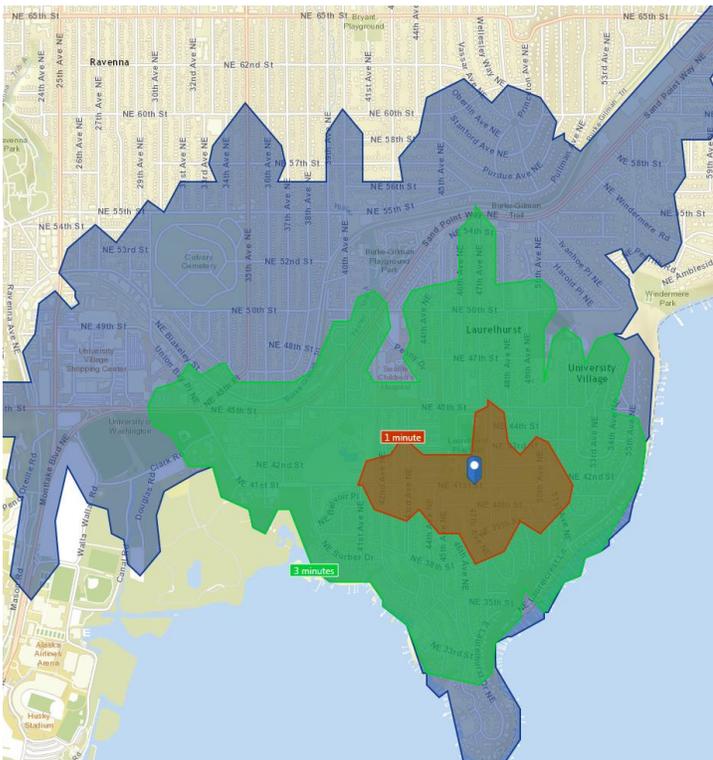
POPULATION

12,853 — 2010
13,736 — 2016

Population Growth 2010 - 2016

COMMUNITY	7%
CITYWIDE	10%

RACE & ETHNICITY

Community:
- 5%
- 1%
- 14%
- 2%
- 77%

Citywide:
- 6%
- 3%
- 16%
- 1%
- 9%
- 66%

Legend:
- ■ Two or More Races
- ■ Some Other Race Alone
- ■ Asian Alone
- ■ American Indian Alone
- ■ Black Alone
- ■ White Alone

Hispanic Origin

COMMUNITY	591	4%
CITYWIDE	49,618	7%

AGE GROUPS

■ 2010 ■ 2016
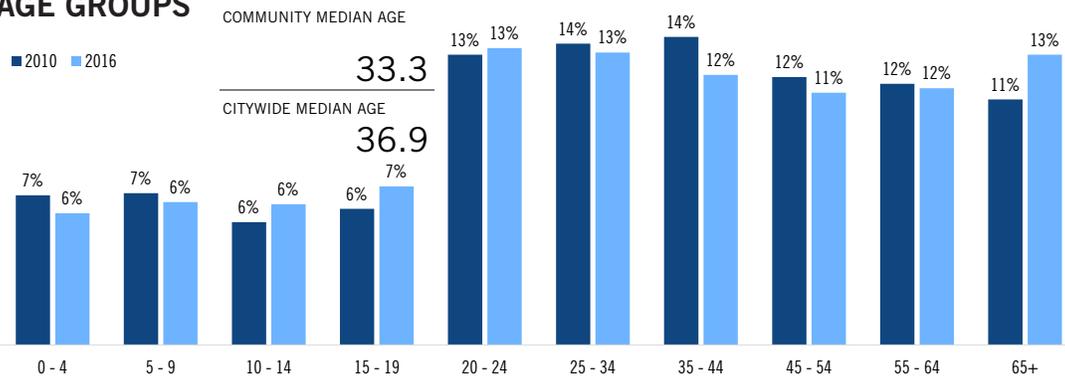
COMMUNITY MEDIAN AGE 33.3

CITYWIDE MEDIAN AGE 36.9

Age	2010	2016
0 - 4	7%	6%
5 - 9	7%	6%
10 - 14	6%	6%
15 - 19	6%	7%
20 - 24	13%	13%
25 - 34	14%	13%
35 - 44	14%	12%
45 - 54	12%	11%
55 - 64	12%	12%
65+	11%	13%

YOUTH 0-14	2,558	19%
ADULTS 55+	3,363	25%

HOUSING

Community:
- 38% Renter Occupied Homes
- 62% Owner Occupied Homes

Citywide:
- 54% Renter Occupied Homes
- 46% Owner Occupied Homes
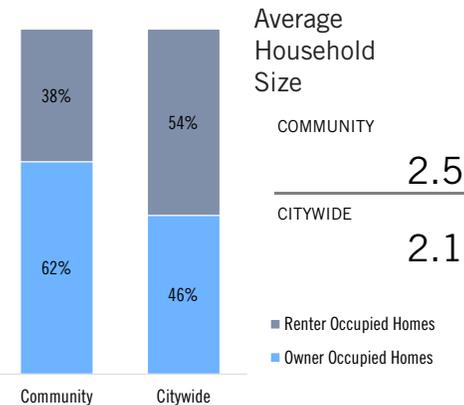
Average Household Size

COMMUNITY	2.5
CITYWIDE	2.1

Legend:
- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

HOUSEHOLD INCOME

Community:
- 38%
- 12%
- 8%
- 12%
- 7%
- 23%

Citywide:
- 18%
- 16%
- 12%
- 15%
- 11%
- 27%
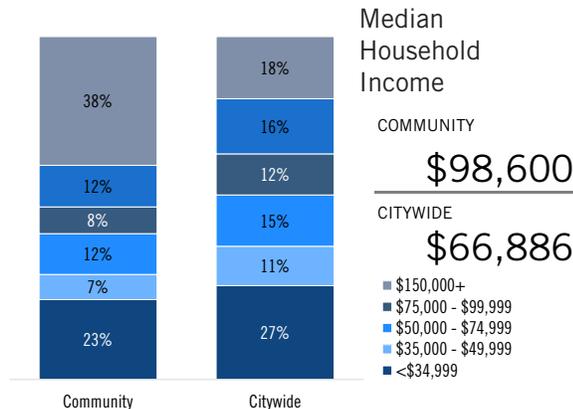
Median Household Income

COMMUNITY	$98,600
CITYWIDE	$66,886

Legend:
- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	3,264	26%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

LOYAL HEIGHTS
Community Demographic Profile (5-minute drive area from community center)
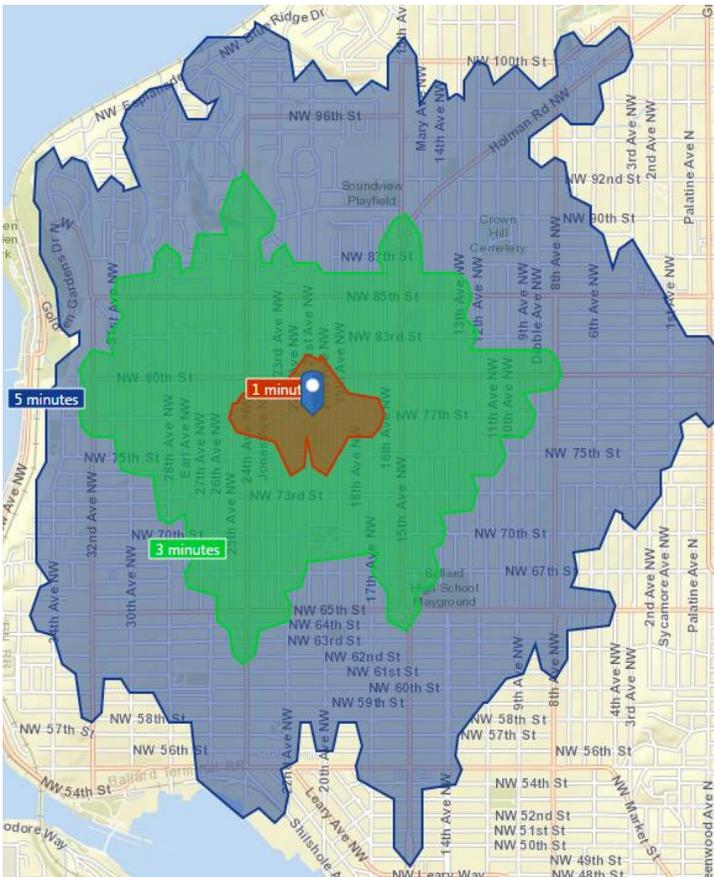
5 minutes
1 minute
3 minutes

POPULATION

36,931 (2010)
40,605 (2016)

Population Growth 2010 - 2016

COMMUNITY **10%**

CITYWIDE **10%**

RACE & ETHNICITY

Community
5%
2%
6%
2%
85%

Citywide
6%
3%
16%
1%
9%
66%

- ■ Two or More Races
- ■ Asian Alone
- ■ Black Alone
- ■ Some Other Race Alone
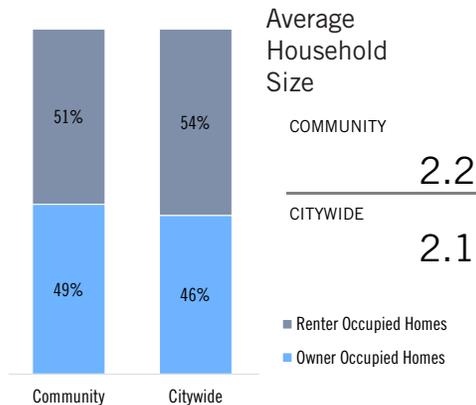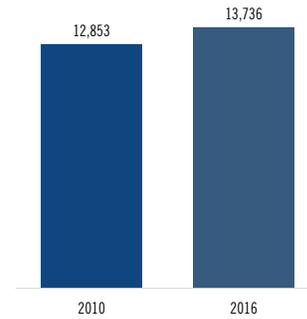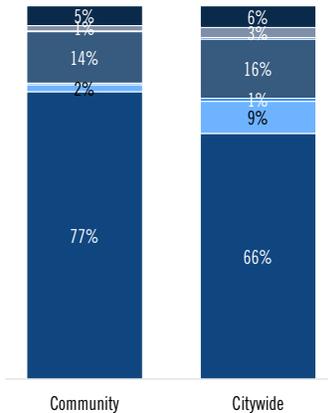- ■ American Indian Alone
- ■ White Alone

Hispanic Origin

COMMUNITY **2,374** **6%**

CITYWIDE **49,618** **7%**

AGE GROUPS
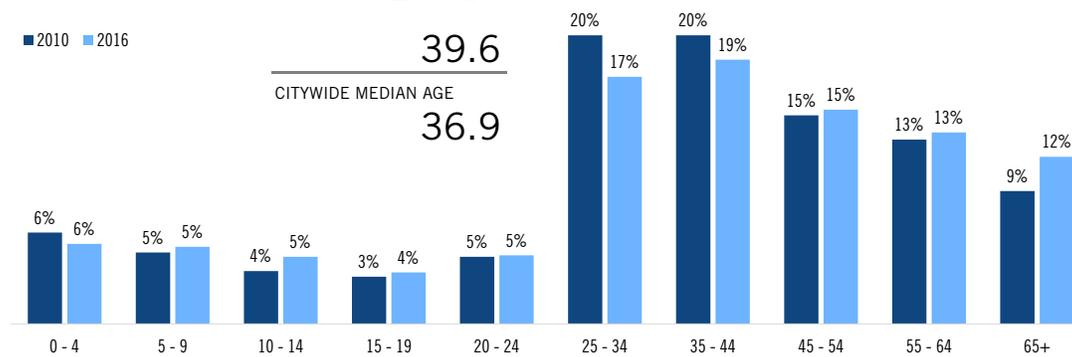
■ 2010 ■ 2016

COMMUNITY MEDIAN AGE **39.6**

CITYWIDE MEDIAN AGE **36.9**

Age	2010	2016
0 - 4	6%	6%
5 - 9	5%	5%
10 - 14	4%	5%
15 - 19	3%	4%
20 - 24	5%	5%
25 - 34	20%	17%
35 - 44	20%	19%
45 - 54	15%	15%
55 - 64	13%	13%
65+	9%	12%

YOUTH 0-14 **6,334** **16%**

ADULTS 55+ **10,196** **25%**

HOUSING
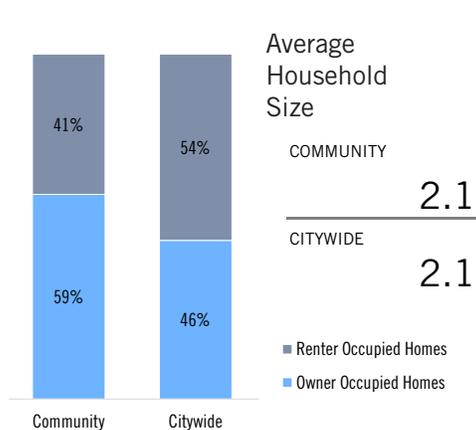
Community
41% Renter
59% Owner

Citywide
54% Renter
46% Owner

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

Average Household Size

COMMUNITY **2.1**

CITYWIDE **2.1**

HOUSEHOLD INCOME

Community
19%
23%
14%
16%
10%
18%

Citywide
18%
16%
12%
15%
11%
27%

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999
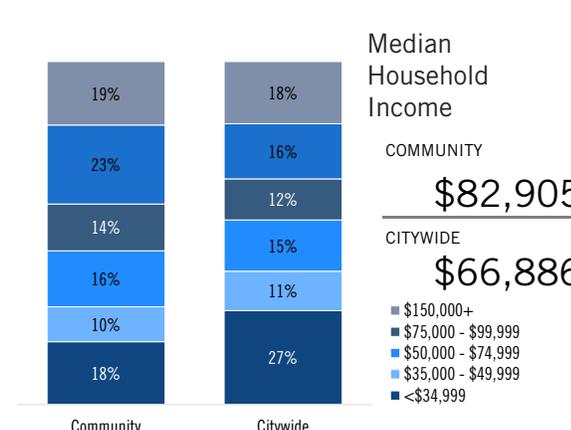
Median Household Income

COMMUNITY **$82,905**

CITYWIDE **$66,886**

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*
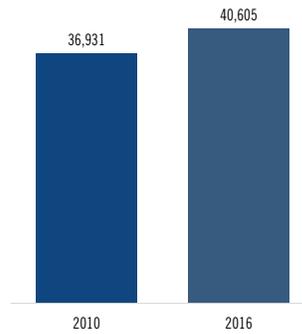
COMMUNITY **5,093** **14%**

CITYWIDE **173,309** **27%**

*FPL = Federal Poverty Line

MAGNOLIA
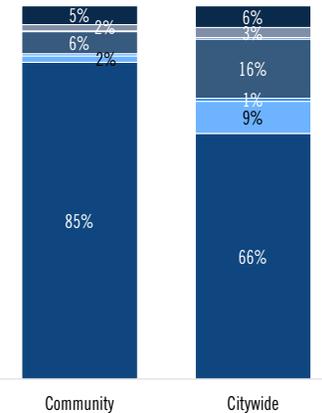## Community Demographic Profile (5-minute drive area from community center)

POPULATION

17,115 (2010)
18,560 (2016)

Population Growth 2010 - 2016

COMMUNITY	8%
CITYWIDE	10%

RACE & ETHNICITY

Community: 5%, 1%, 8%, 2%, 83%
Citywide: 6%, 3%, 16%, 1%, 9%, 66%

- ■ Two or More Races
- ■ Some Other Race Alone
- ■ Asian Alone
- ■ American Indian Alone
- ■ Black Alone
- ■ White Alone

Hispanic Origin

COMMUNITY	954	5%
CITYWIDE	49,618	7%

AGE GROUPS

COMMUNITY MEDIAN AGE
42.6

CITYWIDE MEDIAN AGE
36.9

■ 2010 ■ 2016

Age	2010	2016
0 - 4	6%	5%
5 - 9	5%	6%
10 - 14	5%	6%
15 - 19	4%	5%
20 - 24	6%	5%
25 - 34	14%	13%
35 - 44	17%	15%
45 - 54	15%	15%
55 - 64	15%	14%
65+	14%	17%

YOUTH 0-14	2,993	16%
ADULTS 55+	5,771	31%

HOUSING

Community: Renter 36%, Owner 64%
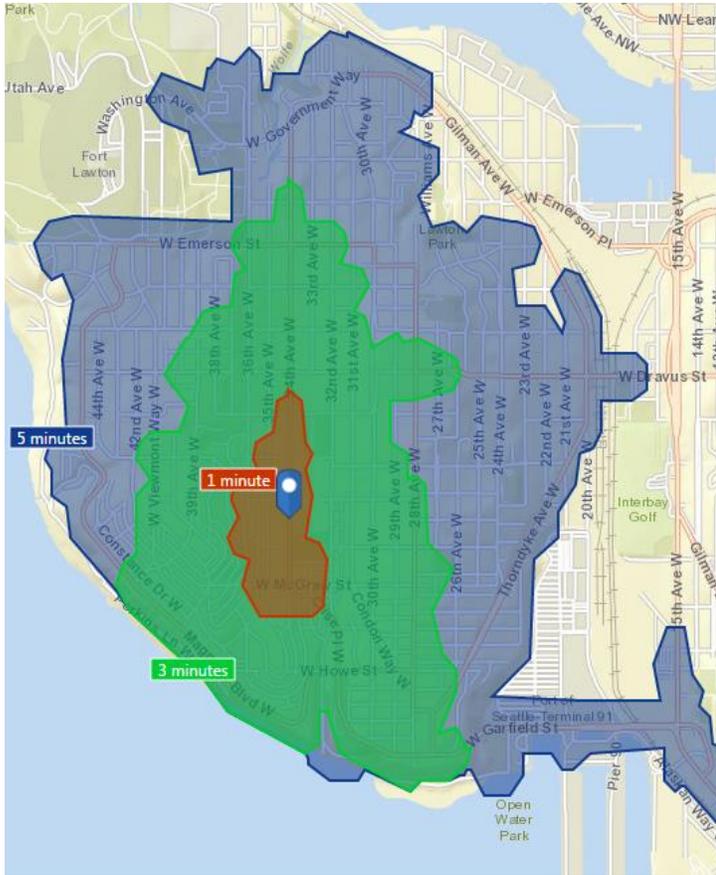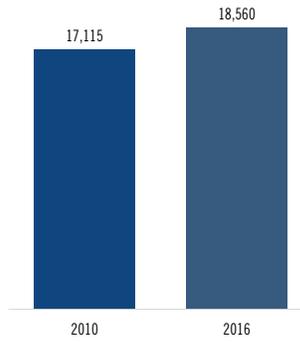**Citywide:** Renter 54%, Owner 46%

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

Average Household Size

COMMUNITY	2.2
CITYWIDE	2.1

HOUSEHOLD INCOME

Community: 31%, 19%, 11%, 14%, 10%, 15%
Citywide: 18%, 16%, 12%, 15%, 11%, 27%

Median Household Income

COMMUNITY	$98,340
CITYWIDE	$66,886

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	2,151	13%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

MAGNUSON
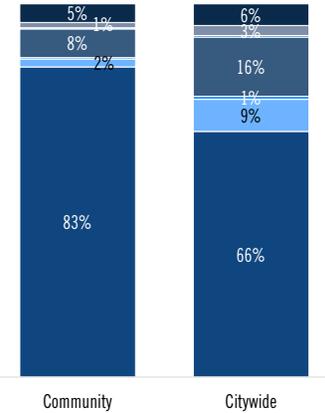## Community Demographic Profile (5-minute drive area from community center)

POPULATION

13,373 (2010)
14,196 (2016)

Population Growth 2010 - 2016

COMMUNITY: 6%
CITYWIDE: 10%

RACE & ETHNICITY

Community:
- 5%
- 1%
- 13%
- 2%
- 78%

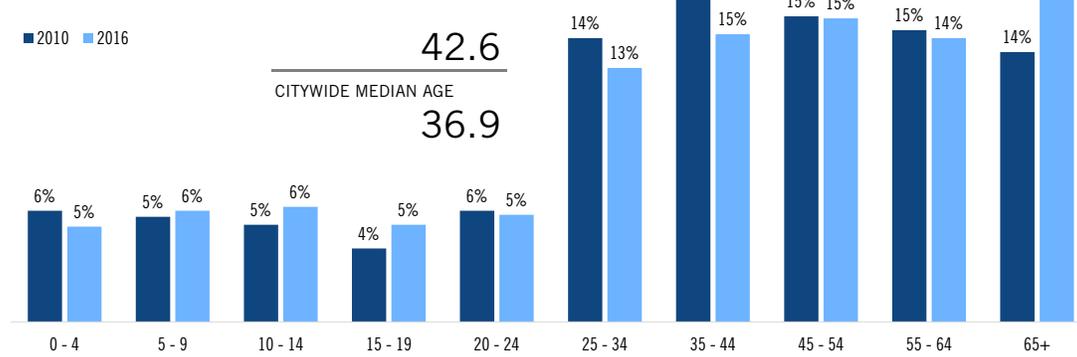Citywide:
- 6%
- 3%
- 16%
- 1%
- 9%
- 66%

Hispanic Origin

COMMUNITY: 557 4%
CITYWIDE: 49,618 7%

- ■ Two or More Races
- ■ Asian Alone
- ■ Black Alone
- ■ Some Other Race Alone
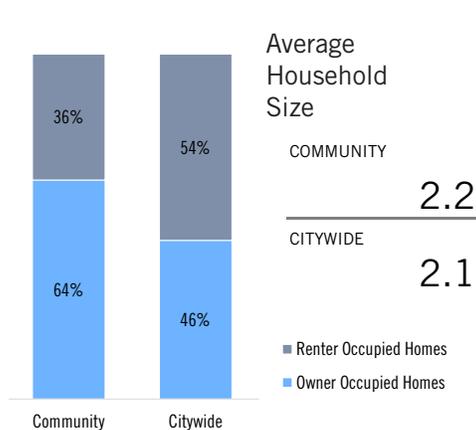- ■ American Indian Alone
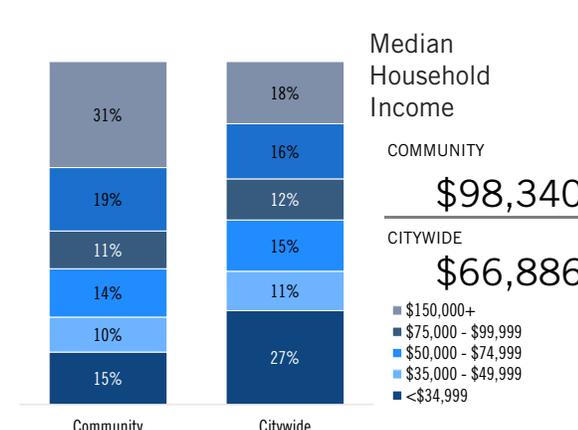- ■ White Alone

AGE GROUPS

■ 2010 ■ 2016

COMMUNITY MEDIAN AGE: 41.5
CITYWIDE MEDIAN AGE: 36.9

Age	2010	2016
0 - 4	6%	6%
5 - 9	7%	6%
10 - 14	6%	7%
15 - 19	5%	6%
20 - 24	5%	5%
25 - 34	12%	12%
35 - 44	15%	13%
45 - 54	15%	14%
55 - 64	15%	14%
65+	15%	17%
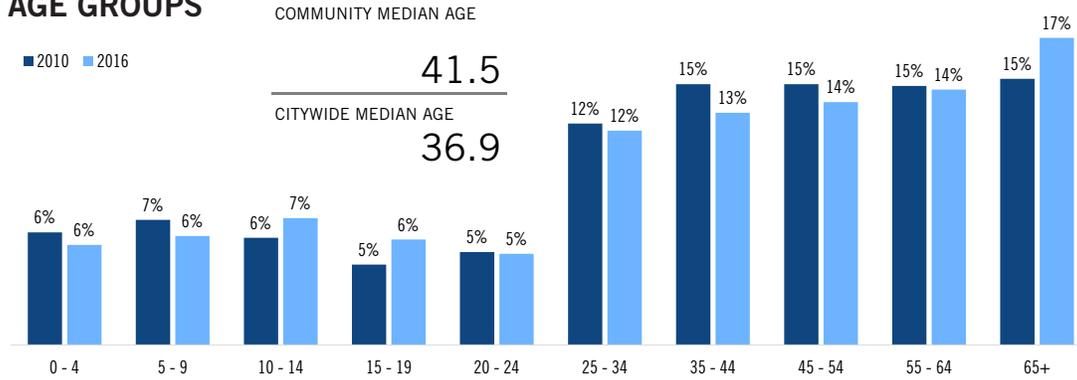
YOUTH 0-14: 2,673 19%
ADULTS 55+: 4,474 32%

HOUSING

Community: 28% / 72%
Citywide: 54% / 46%

Average Household Size
COMMUNITY: 2.3
CITYWIDE: 2.1

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

HOUSEHOLD INCOME

Community:
- 35%
- 16%
- 12%
- 11%
- 9%
- 18%

Citywide:
- 18%
- 16%
- 12%
- 15%
- 11%
- 27%

Median Household Income
COMMUNITY: $101,533
CITYWIDE: $66,886

- ■ $150,000+
- ■ $75,000 - $99,999
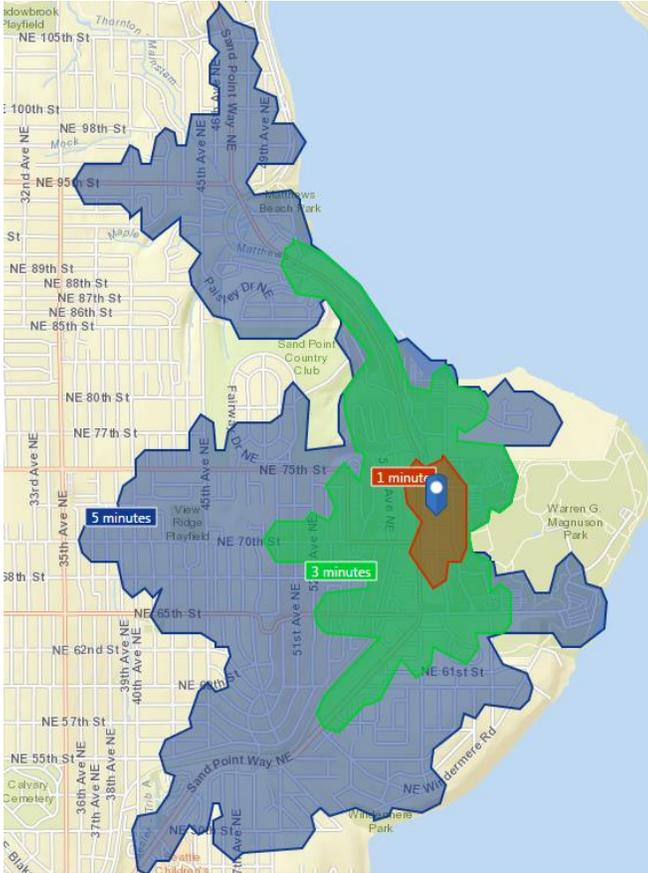- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999

POVERTY (2010 - 2014)

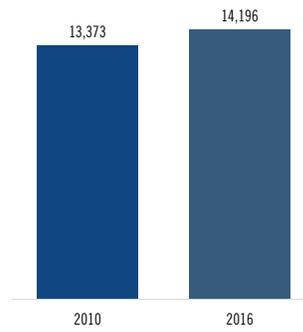Citywide Households living below 200% FPL*

COMMUNITY: 2,196 16%
CITYWIDE: 173,309 27%

*FPL = Federal Poverty Line

MEADOWBROOK
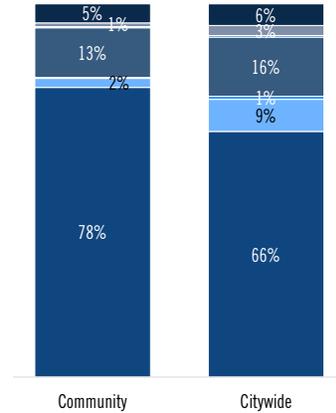## Community Demographic Profile (5-minute drive area from community center)

POPULATION

- 2010: 29,344
- 2016: 31,358

Population Growth 2010 - 2016

COMMUNITY	7%
CITYWIDE	10%

RACE & ETHNICITY

Community:
- 6%
- 2%
- 14%
- 1%
- 5%
- 71%

Citywide:
- 6%
- 3%
- 16%
- 1%
- 9%
- 66%

Legend:
- ■ Two or More Races
- ■ Some Other Race Alone
- ■ Asian Alone
- ■ American Indian Alone
- ■ Black Alone
- ■ White Alone

Hispanic Origin

COMMUNITY	2,165	7%
CITYWIDE	49,618	7%

AGE GROUPS

■ 2010 ■ 2016

COMMUNITY MEDIAN AGE: 39.8
CITYWIDE MEDIAN AGE: 36.9

Age	2010	2016
0 - 4	6%	6%
5 - 9	5%	6%
10 - 14	5%	5%
15 - 19	5%	5%
20 - 24	7%	6%
25 - 34	16%	16%
35 - 44	16%	15%
45 - 54	15%	14%
55 - 64	14%	14%
65+	12%	15%
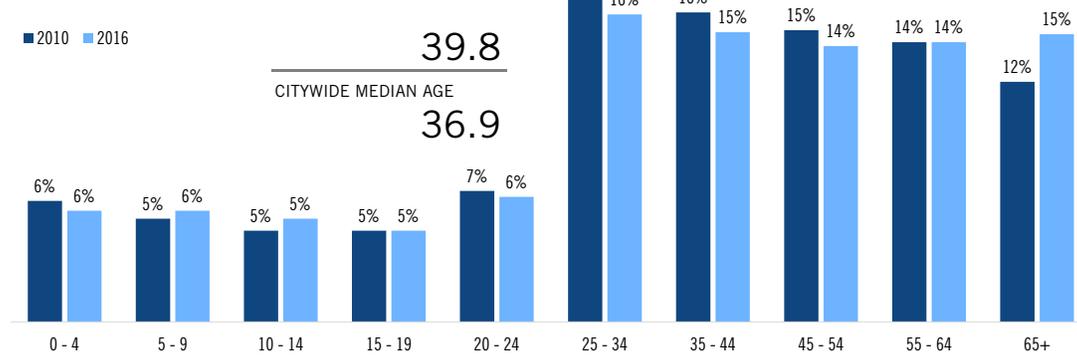
YOUTH 0-14	5,147	16%
ADULTS 55+	8,964	29%

HOUSING

Community:
- Renter Occupied Homes: 40%
- Owner Occupied Homes: 60%

Citywide:
- Renter Occupied Homes: 54%
- Owner Occupied Homes: 46%

Average Household Size

COMMUNITY	2.3
CITYWIDE	2.1

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

HOUSEHOLD INCOME

Community:
- 21%
- 18%
- 13%
- 15%
- 11%
- 22%

Citywide:
- 18%
- 16%
- 12%
- 15%
- 11%
- 27%

Median Household Income

COMMUNITY	$78,956
CITYWIDE	$66,886

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	6,049	20%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

MILLER
Community Demographic Profile (5-minute drive area from community center)

POPULATION

Bar chart: 2010 = 40,356; 2016 = 45,701

Population Growth 2010 - 2016

COMMUNITY	13%
CITYWIDE	10%

RACE & ETHNICITY

Community: 6%, 2%, 9%, 1%, 11%, 71%
Citywide: 6%, 3%, 16%, 1%, 9%, 66%

Legend:
- Two or More Races
- Asian Alone
- Black Alone
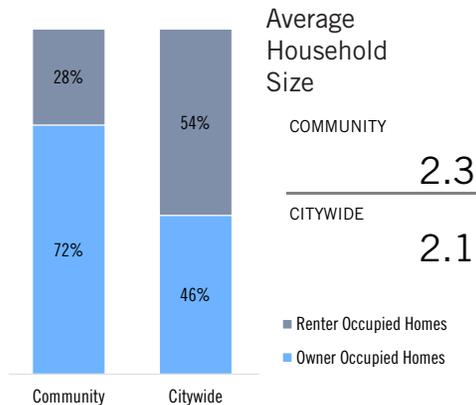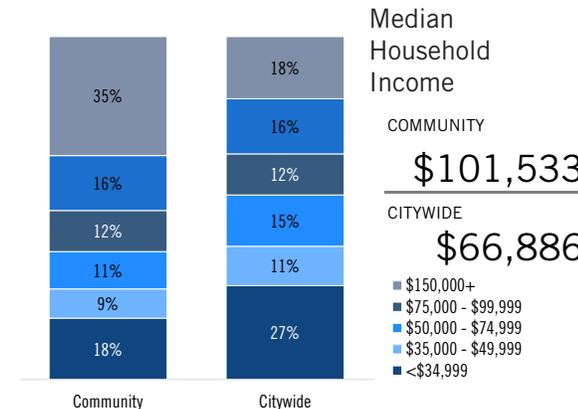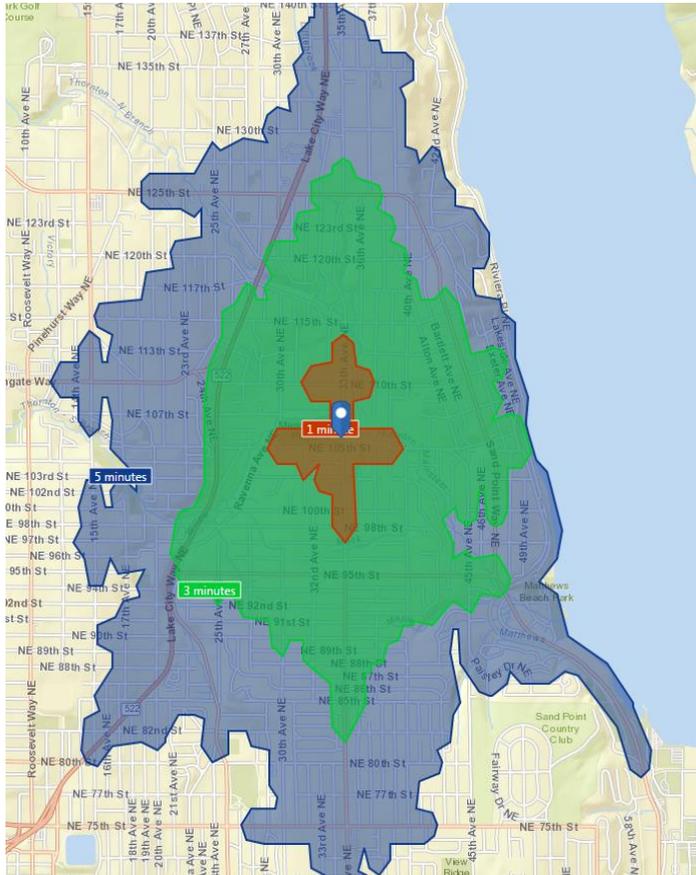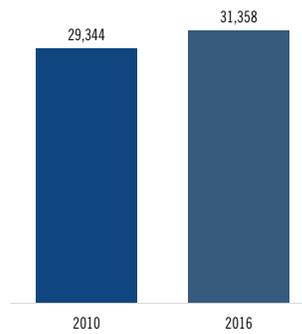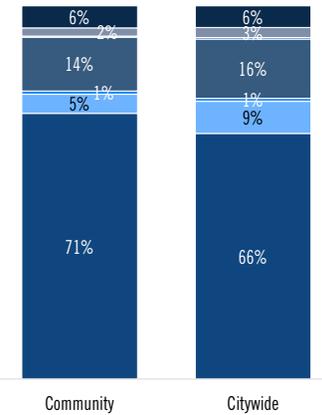- Some Other Race Alone
- American Indian Alone
- White Alone
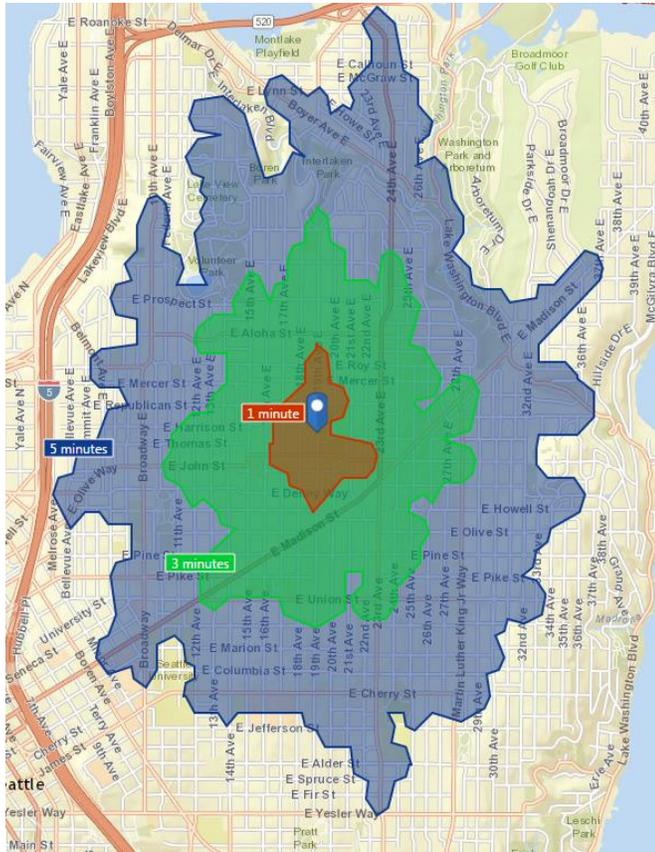
Hispanic Origin

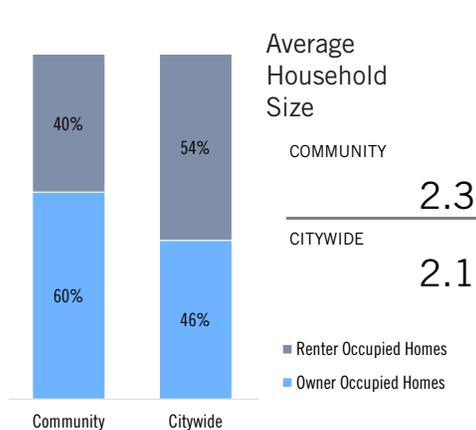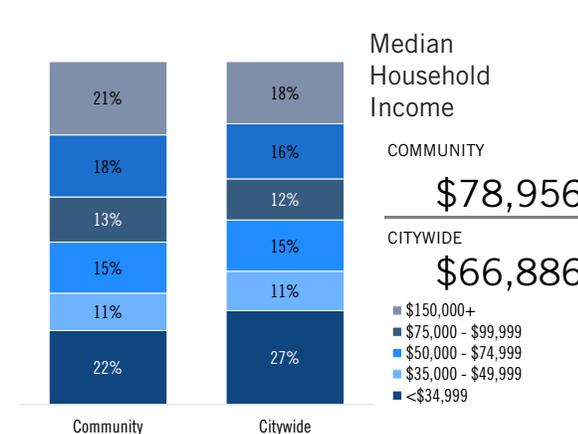|		
COMMUNITY	3,254	7%
CITYWIDE	49,618	7%

AGE GROUPS
2010 / 2016

COMMUNITY MEDIAN AGE 34.8
CITYWIDE MEDIAN AGE 36.9

Age	2010	2016
0-4	4%	4%
5-9	3%	3%
10-14	3%	3%
15-19	3%	4%
20-24	10%	9%
25-34	29%	28%
35-44	18%	17%
45-54	12%	13%
55-64	10%	10%
65+	7%	10%
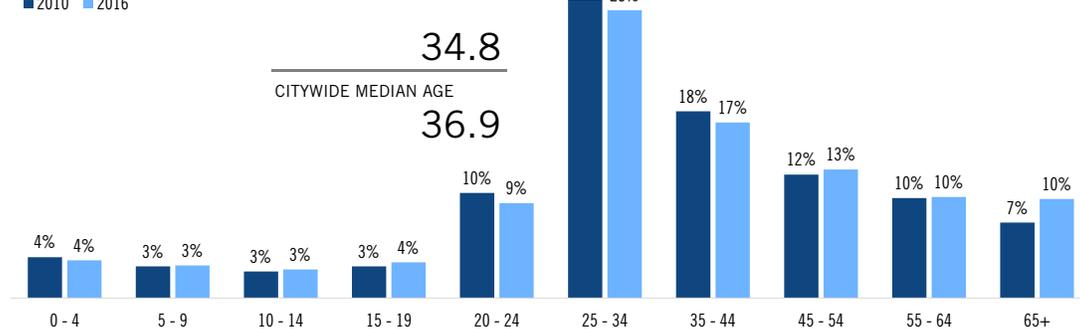
YOUTH 0-14	6,000	13%
ADULTS 55+	8,929	20%

HOUSING
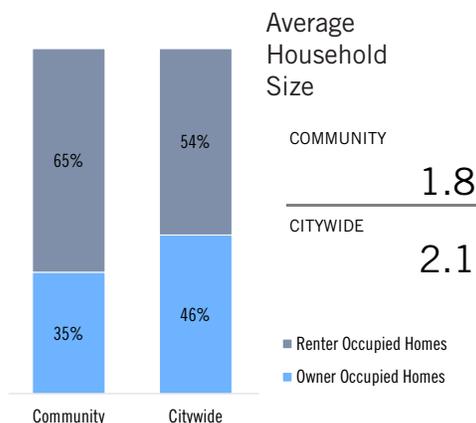
Average Household Size
COMMUNITY 1.8
CITYWIDE 2.1

Community: Renter 65%, Owner 35%
Citywide: Renter 54%, Owner 46%

- Renter Occupied Homes
- Owner Occupied Homes

HOUSEHOLD INCOME

Median Household Income
COMMUNITY $64,021
CITYWIDE $66,886

Community: 17%, 18%, 11%, 11%, 13%, 30%
Citywide: 18%, 16%, 12%, 15%, 11%, 27%

- $150,000+
- $75,000 - $99,999
- $50,000 - $74,999
- $35,000 - $49,999
- <$34,999
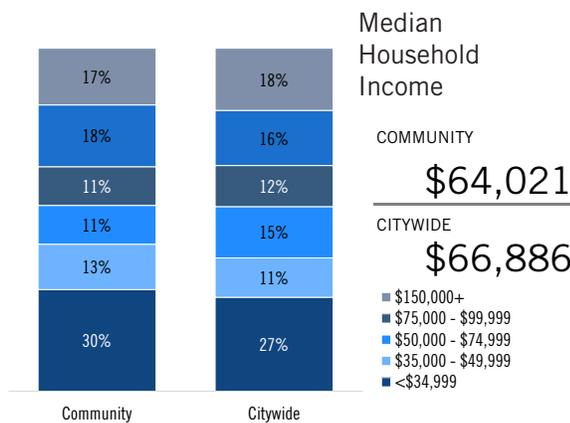
POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*
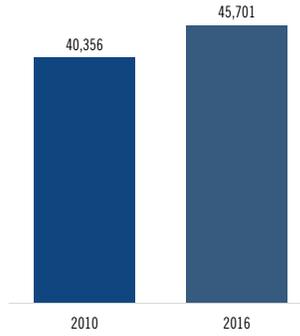
COMMUNITY	12,029	27%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

MONTLAKE
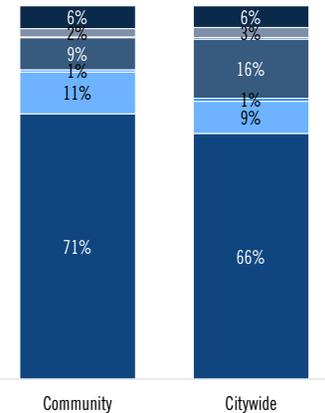## Community Demographic Profile (5-minute drive area from community center)
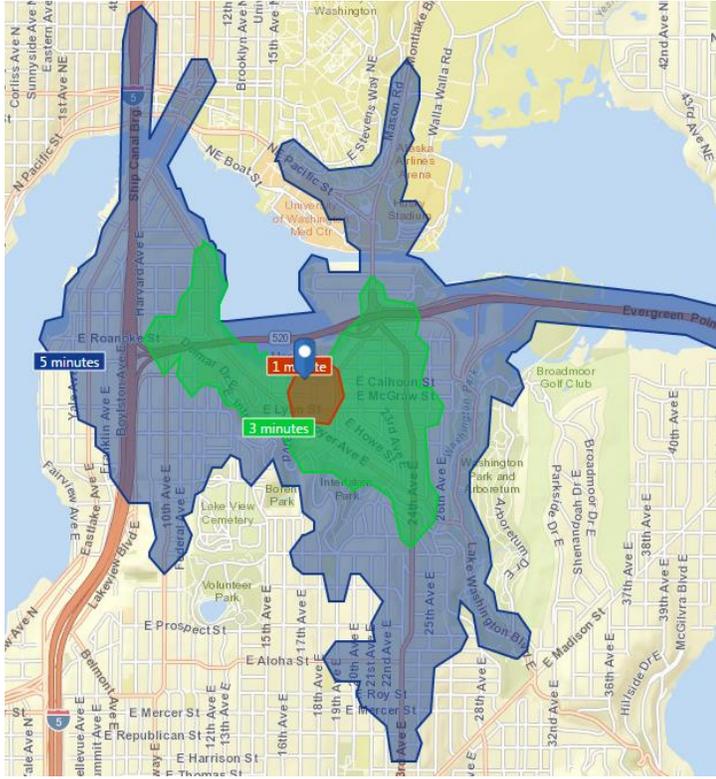
5 minutes
1 minute
3 minutes

POPULATION

11,925 (2010)
12,897 (2016)

Population Growth 2010 - 2016

COMMUNITY
8%

CITYWIDE
10%

RACE & ETHNICITY

Community:
- 5%
- 1%
- 10%
- 3%
- 80%

Citywide:
- 6%
- 3%
- 16%
- 1%
- 9%
- 66%

■ Two or More Races   ■ Some Other Race Alone
■ Asian Alone   ■ American Indian Alone
■ Black Alone   ■ White Alone

Hispanic Origin

COMMUNITY
547   **4%**

CITYWIDE
49,618   **7%**

AGE GROUPS
■ 2010   ■ 2016

COMMUNITY MEDIAN AGE
37.1

CITYWIDE MEDIAN AGE
36.9

Age	2010	2016
0 - 4	5%	4%
5 - 9	4%	4%
10 - 14	4%	4%
15 - 19	4%	4%
20 - 24	10%	10%
25 - 34	22%	21%
35 - 44	16%	14%
45 - 54	13%	13%
55 - 64	13%	12%
65+	11%	14%
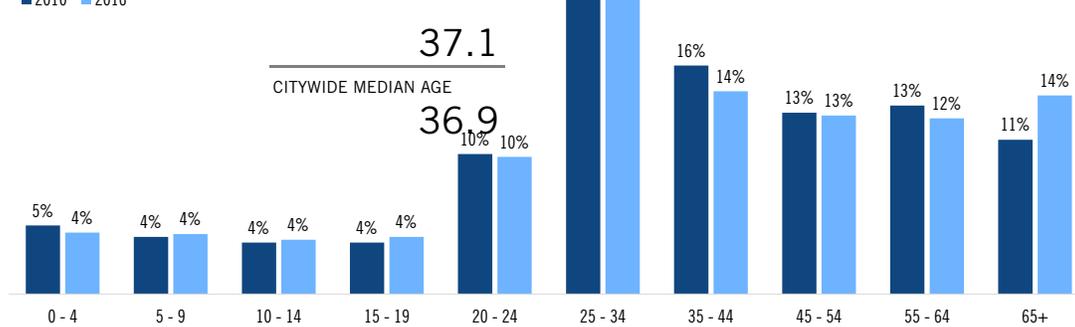
YOUTH 0-14
1,588   **12%**

ADULTS 55+
3,394   **26%**

HOUSING

Community: 46% / 54%
Citywide: 54% / 46%

Average Household Size

COMMUNITY
2.1

CITYWIDE
2.1

■ Renter Occupied Homes
■ Owner Occupied Homes

HOUSEHOLD INCOME

Community:
- 32%
- 15%
- 12%
- 15%
- 11%
- 16%

Citywide:
- 18%
- 16%
- 12%
- 15%
- 11%
- 27%

Median Household Income

COMMUNITY
$92,361

CITYWIDE
$66,886

■ $150,000+
■ $75,000 - $99,999
■ $50,000 - $74,999
■ $35,000 - $49,999
■ <$34,999
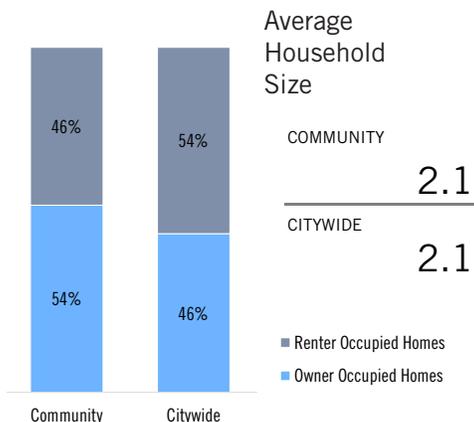
Community   Citywide
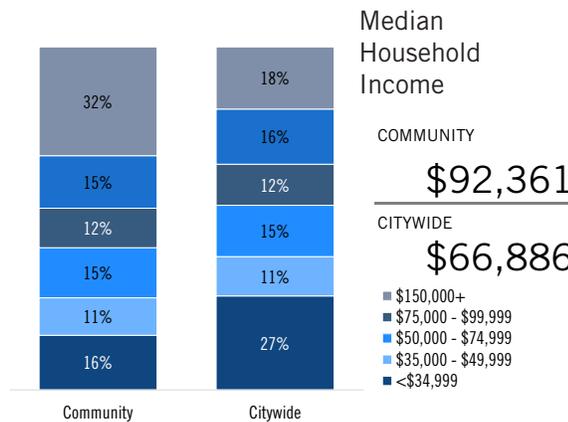
POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY
1,890   **15%**

CITYWIDE
173,309   **27%**

***FPL = Federal Poverty Line**

NORTHGATE
Community Demographic Profile (5-minute drive area from community center)

POPULATION

27,622 — 2010
29,330 — 2016

Population Growth 2010 - 2016

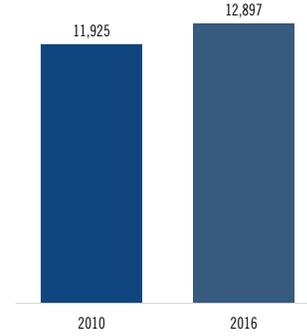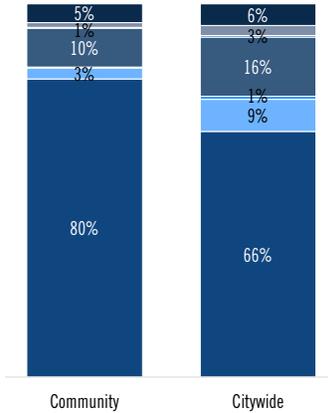|	
COMMUNITY	6%
CITYWIDE	10%

RACE & ETHNICITY

	Community	Citywide
	6%	6%
	3%	3%
	17%	16%
	1%	1%
	7%	9%
	65%	66%

- ■ Two or More Races
- ■ Asian Alone
- ■ Black Alone
- ■ Some Other Race Alone
- ■ American Indian Alone
- ■ White Alone

Hispanic Origin

COMMUNITY	2,394	8%
CITYWIDE	49,618	7%

AGE GROUPS
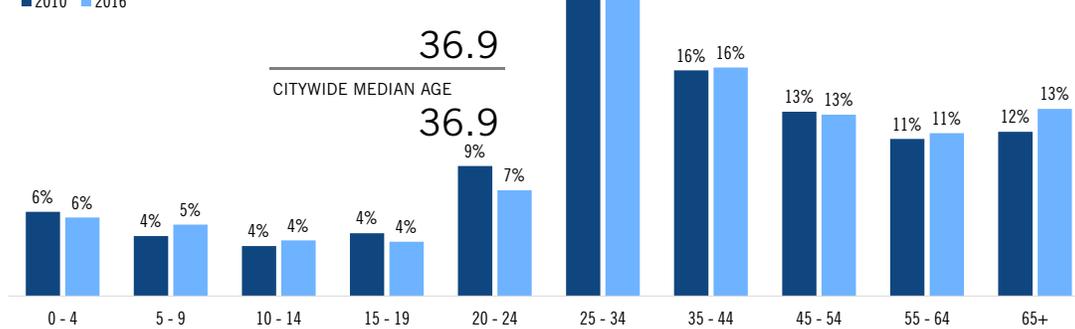
■ 2010 ■ 2016

COMMUNITY MEDIAN AGE
36.9
CITYWIDE MEDIAN AGE
36.9

Age	0-4	5-9	10-14	15-19	20-24	25-34	35-44	45-54	55-64	65+
2010	6%	4%	4%	4%	9%	22%	16%	13%	11%	12%
2016	6%	5%	4%	4%	7%	21%	16%	13%	11%	13%

YOUTH 0-14	4,248	14%
ADULTS 55+	7,196	25%

HOUSING
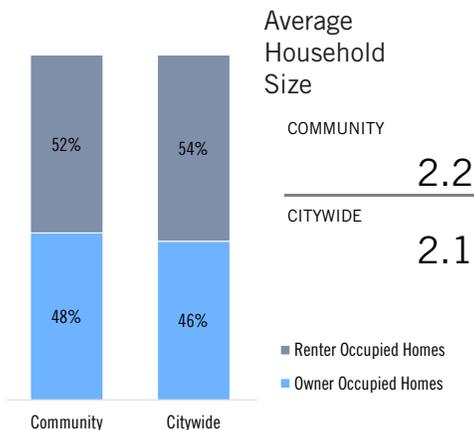
Average Household Size

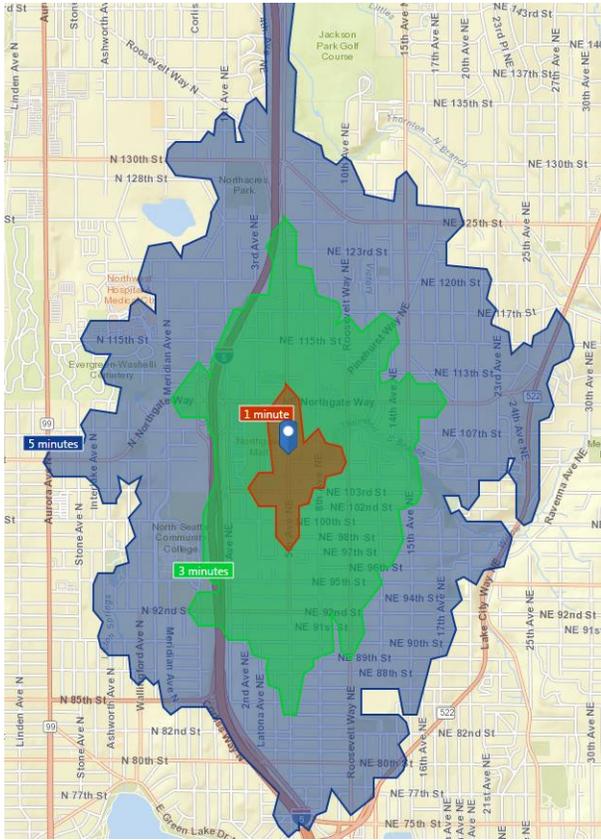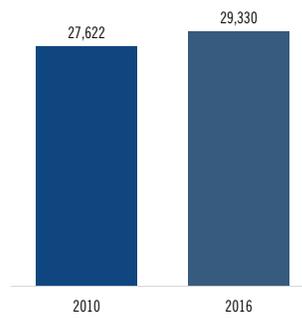|	
COMMUNITY	2.2
CITYWIDE	2.1

	Community	Citywide
Renter Occupied Homes	52%	54%
Owner Occupied Homes	48%	46%

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

HOUSEHOLD INCOME

	Community	Citywide
	15%	18%
	14%	16%
	11%	12%
	18%	15%
	14%	11%
	29%	27%
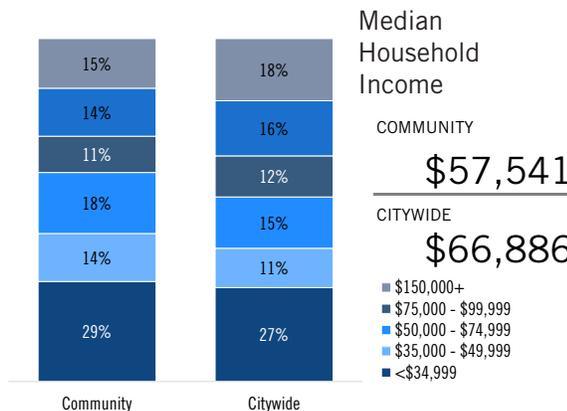
Median Household Income

COMMUNITY	$57,541
CITYWIDE	$66,886

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	7,961	28%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

QUEEN ANNE
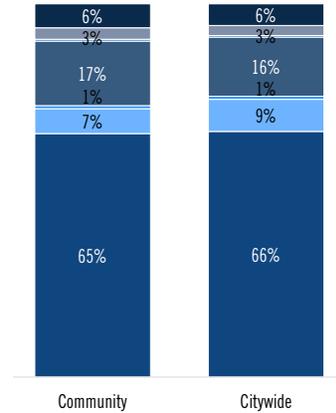## Community Demographic Profile (5-minute drive area from community center)

5 minutes
1 minute
3 minutes

POPULATION

25,863 (2010)
28,214 (2016)

Population Growth 2010 - 2016

COMMUNITY	9%
CITYWIDE	10%

RACE & ETHNICITY

Community
- 5%
- 7% / 1%
- 2% / 1%
- 83%

Citywide
- 6%
- 3%
- 16%
- 1%
- 9%
- 66%

- ■ Two or More Races
- ■ Some Other Race Alone
- ■ Asian Alone
- ■ American Indian Alone
- ■ Black Alone
- ■ White Alone

Hispanic Origin

COMMUNITY	1,463	5%
CITYWIDE	49,618	7%

AGE GROUPS
■ 2010 ■ 2016

COMMUNITY MEDIAN AGE
36.0
CITYWIDE MEDIAN AGE
36.9

Age	2010	2016
0 - 4	4%	4%
5 - 9	4%	4%
10 - 14	3%	3%
15 - 19	5%	5%
20 - 24	10%	9%
25 - 34	25%	24%
35 - 44	17%	16%
45 - 54	12%	13%
55 - 64	11%	11%
65+	10%	12%

YOUTH 0-14	2,958	11%
ADULTS 55+	6,528	23%

HOUSING

	Community	Citywide
Renter	59%	54%
Owner	41%	46%

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

Average Household Size

COMMUNITY	1.8
CITYWIDE	2.1

HOUSEHOLD INCOME

Community
- 24%
- 16%
- 13%
- 16%
- 11%
- 21%

Citywide
- 18%
- 16%
- 12%
- 15%
- 11%
- 27%

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999

Median Household Income

COMMUNITY	$78,605
CITYWIDE	$66,886

POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	4,523	17%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

RAINIER
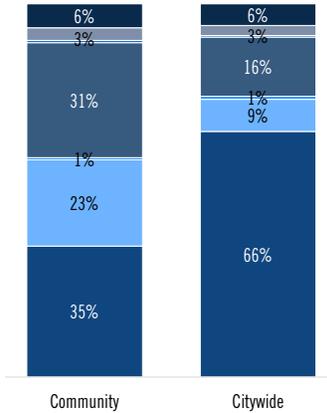## Community Demographic Profile (5-minute drive area from community center)

1 minute
3 minutes
5 minutes

POPULATION

24,920 (2010)
27,390 (2016)

Population Growth 2010 - 2016

COMMUNITY — 10%
CITYWIDE — 10%

RACE & ETHNICITY

Community:
6%
3%
31%
1%
23%
1%
35%

Citywide:
6%
3%
16%
1%
9%
66%

■ Two or More Races
■ Asian Alone
■ Black Alone
■ Some Other Race Alone
■ American Indian Alone
■ White Alone

Hispanic Origin

COMMUNITY — 2,211 — 8%
CITYWIDE — 49,618 — 7%

AGE GROUPS
■ 2010 ■ 2016

COMMUNITY MEDIAN AGE
40.1

CITYWIDE MEDIAN AGE
36.9

Age	2010	2016
0 - 4	7%	7%
5 - 9	6%	7%
10 - 14	6%	6%
15 - 19	5%	5%
20 - 24	5%	6%
25 - 34	14%	12%
35 - 44	17%	15%
45 - 54	14%	15%
55 - 64	13%	13%
65+	12%	15%
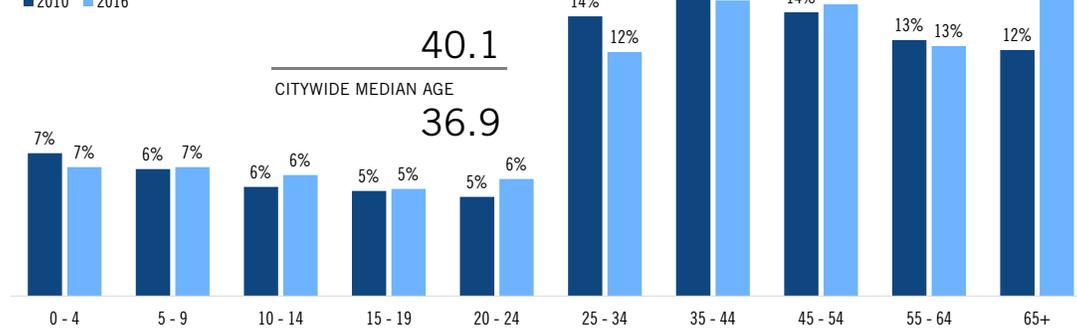
YOUTH 0-14 — 5,242 — 19%
ADULTS 55+ — 7,592 — 28%

HOUSING

Community:
41% Renter Occupied Homes
59% Owner Occupied Homes

Citywide:
54% Renter Occupied Homes
46% Owner Occupied Homes

■ Renter Occupied Homes
■ Owner Occupied Homes

Average Household Size
COMMUNITY — 2.6
CITYWIDE — 2.1

HOUSEHOLD INCOME

Community:
15%
17%
12%
16%
12%
28%

Citywide:
18%
16%
12%
15%
11%
27%

■ $150,000+
■ $75,000 - $99,999
■ $50,000 - $74,999
■ $35,000 - $49,999
■ <$34,999

Median Household Income
COMMUNITY — $64,682
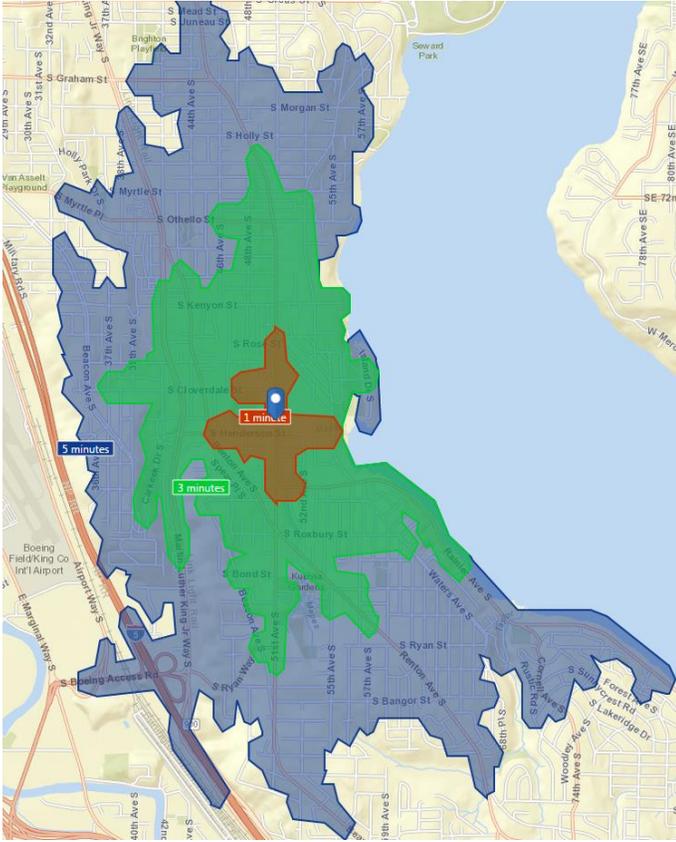CITYWIDE — $66,886
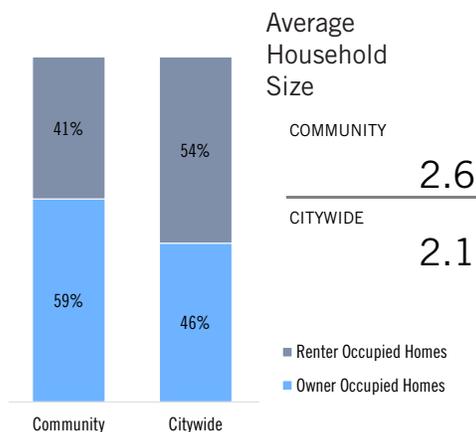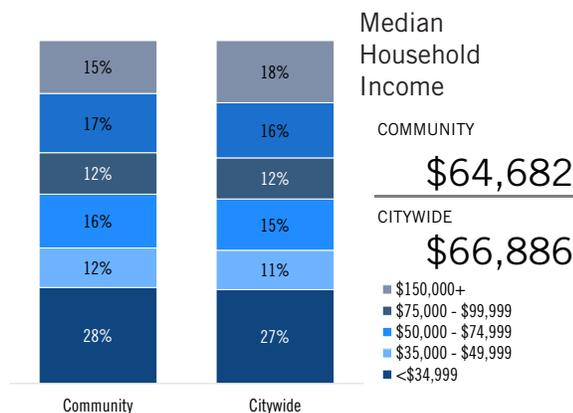
POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*
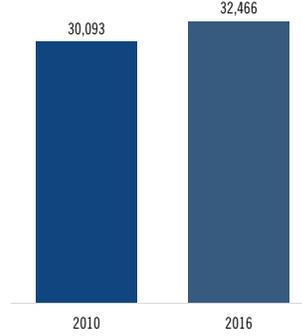
COMMUNITY — 8,451 — 35%
CITYWIDE — 173,309 — 27%

*FPL = Federal Poverty Line

RAINIER BEACH
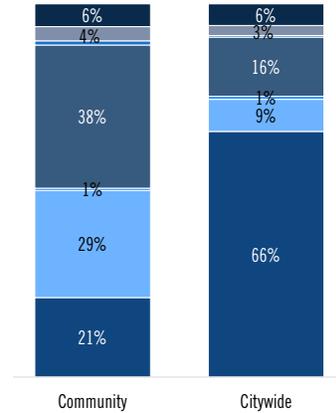## Community Demographic Profile (5-minute drive area from community center)

POPULATION

30,093 — 2010
32,466 — 2016

Population Growth 2010 - 2016

COMMUNITY	
	8%
CITYWIDE	
	10%

RACE & ETHNICITY

	Community	Citywide
	6%	6%
	4%	3%
	38%	16%
		1%
	1%	9%
	29%	66%
	21%	

Hispanic Origin

COMMUNITY		
2,734	8%	
CITYWIDE		
49,618	7%	

- ■ Two or More Races
- ■ Some Other Race Alone
- ■ Asian Alone
- ■ American Indian Alone
- ■ Black Alone
- ■ White Alone

AGE GROUPS

■ 2010 ■ 2016

COMMUNITY MEDIAN AGE
37.8

CITYWIDE MEDIAN AGE
36.9

	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
2010	7%	7%	6%	7%	6%	14%	15%	14%	12%	12%
2016	7%	7%	6%	6%	7%	14%	14%	13%	13%	14%
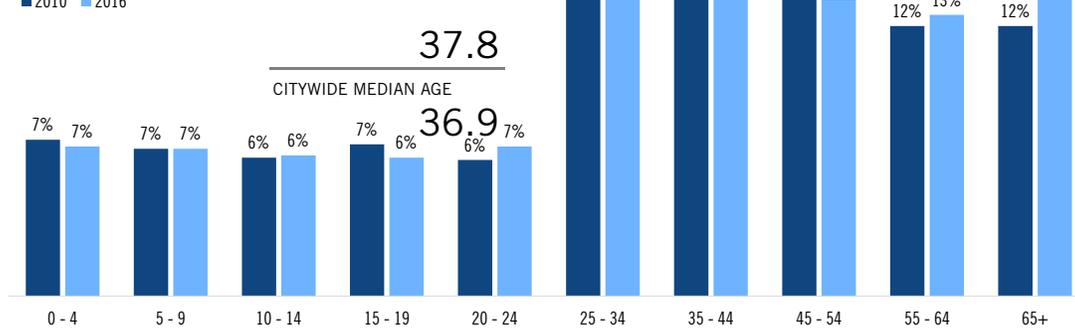
YOUTH 0-14		
6,374	20%	
ADULTS 55+		
8,642	27%	

HOUSING
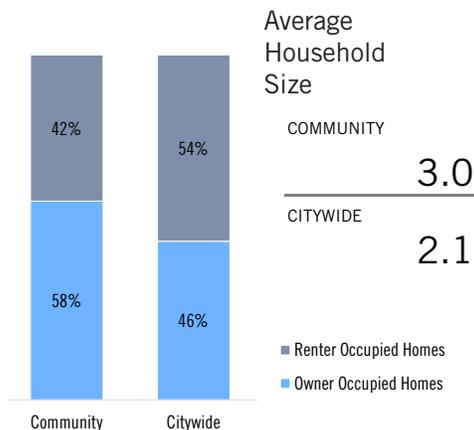
	Community	Citywide
Renter	42%	54%
Owner	58%	46%

Average Household Size

COMMUNITY
3.0

CITYWIDE
2.1

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

HOUSEHOLD INCOME

	Community	Citywide
$150,000+	10%	18%
$75,000 - $99,999	16%	16%
$50,000 - $74,999	12%	12%
$50,000 - $74,999	17%	15%
$35,000 - $49,999	13%	11%
<$34,999	33%	27%

Median Household Income

COMMUNITY
$54,731

CITYWIDE
$66,886

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999
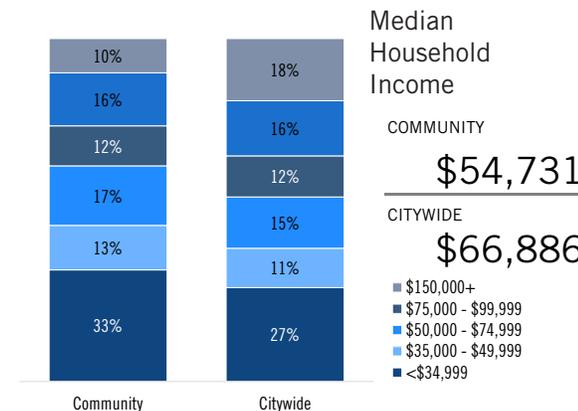
POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY		
14,267	44%	
CITYWIDE		
173,309	27%	

*FPL = Federal Poverty Line

RAVENNA ECKSTEIN
Community Demographic Profile (5-minute drive area from community center)

POPULATION

42,761   46,462

2010   2016

Population Growth 2010 - 2016

COMMUNITY
9%

CITYWIDE
10%

RACE & ETHNICITY

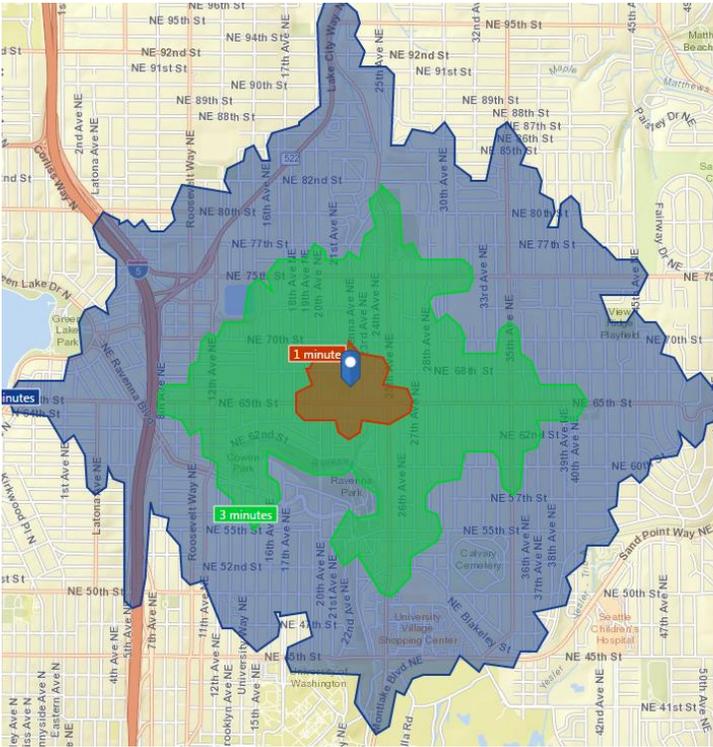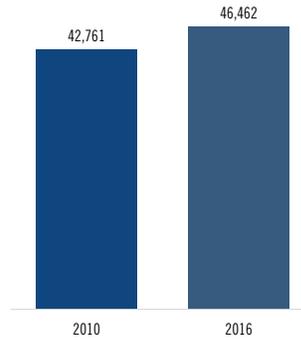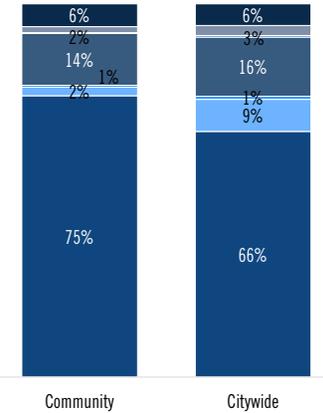|	Community	Citywide
	6%	6%
	2%	3%
	14%	16%
	1%	1%
	2%	9%
	75%	66%

- ■ Two or More Races
- ■ Asian Alone
- ■ Black Alone
- ■ Some Other Race Alone
- ■ American Indian Alone
- ■ White Alone

Hispanic Origin

COMMUNITY
2,463   **5%**

CITYWIDE
49,618   **7%**

AGE GROUPS

■2010 ■2016

COMMUNITY MEDIAN AGE
30.7

CITYWIDE MEDIAN AGE
36.9

Age	0-4	5-9	10-14	15-19	20-24	25-34	35-44	45-54	55-64	65+
2010	5%	4%	3%	6%	20%	19%	14%	10%	10%	8%
2016	5%	4%	4%	7%	19%	20%	13%	10%	10%	10%
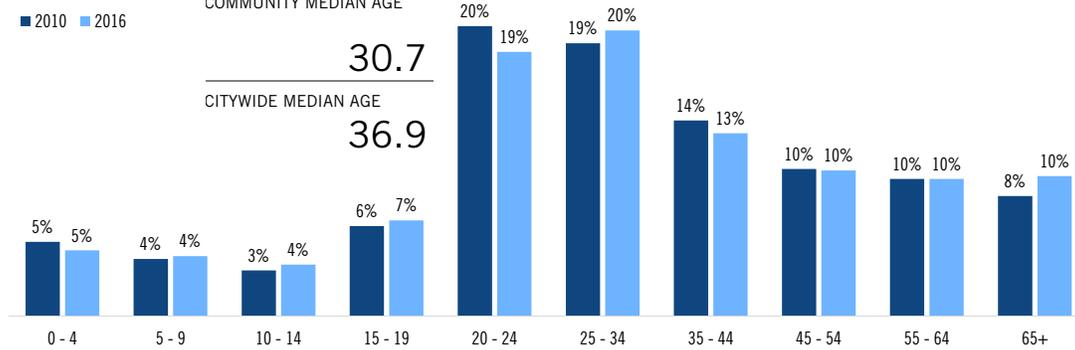
YOUTH 0-14
5,783   **12%**

ADULTS 55+
8,999   **19%**

HOUSING
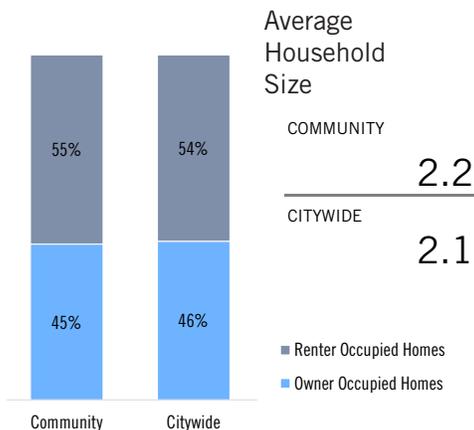
Average Household Size

COMMUNITY
2.2

CITYWIDE
2.1

	Community	Citywide
Renter	55%	54%
Owner	45%	46%

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

HOUSEHOLD INCOME

Median Household Income

COMMUNITY
$69,112

CITYWIDE
$66,886

	Community	Citywide
	22%	18%
	15%	16%
	11%	12%
	13%	15%
	11%	11%
	29%	27%

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
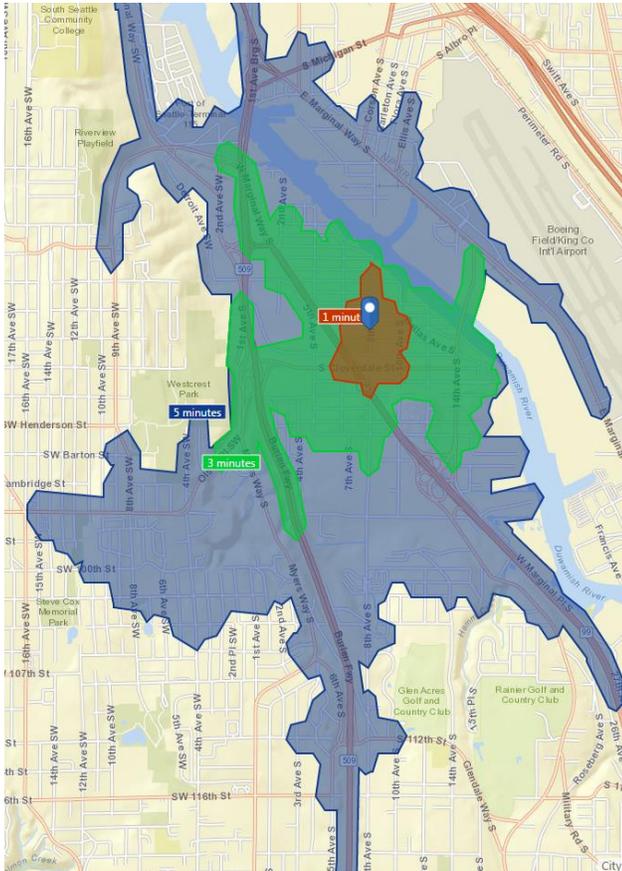- ■ <$34,999
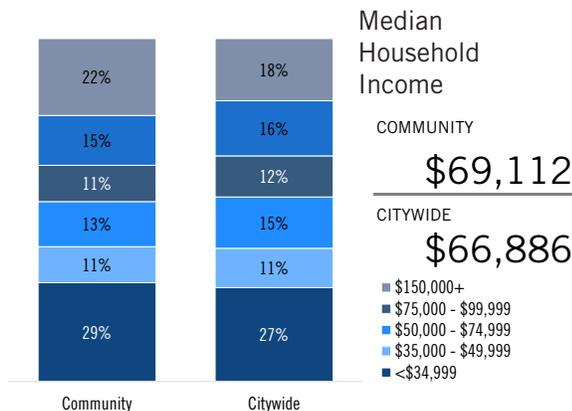
POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY
12,666   **30%**

CITYWIDE
173,309   **27%**

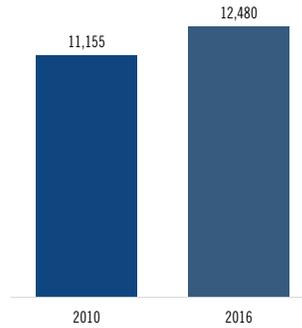*FPL = Federal Poverty Line

SOUTH PARK
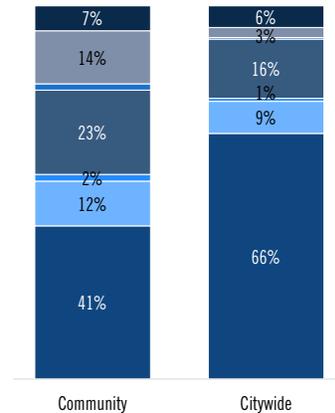**Community Demographic Profile** (5-minute drive area from community center)

POPULATION

11,155 (2010) 12,480 (2016)

Population Growth 2010 - 2016
COMMUNITY **12%**
CITYWIDE **10%**

RACE & ETHNICITY

Community	Citywide
7%	6%
14%	3%
	16%
23%	1%
2%	9%
12%	
41%	66%

- Two or More Races
- Asian Alone
- Black Alone
- Some Other Race Alone
- American Indian Alone
- White Alone

Hispanic Origin
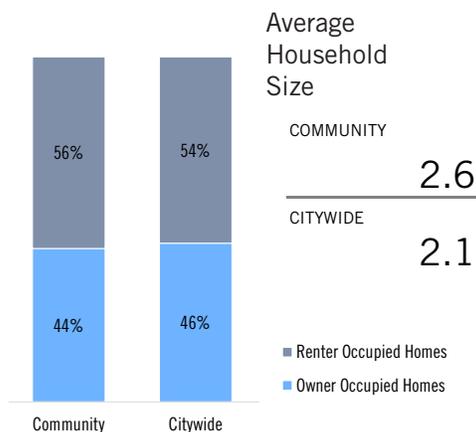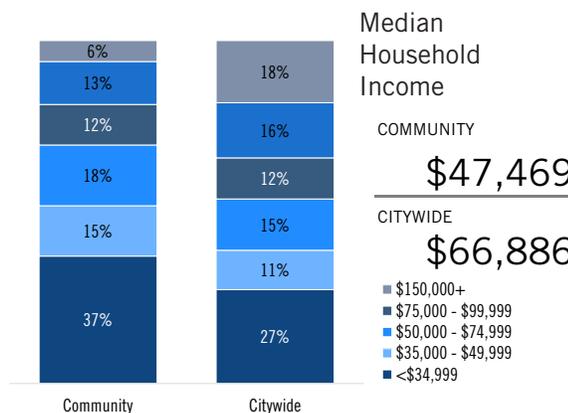COMMUNITY 3,212 26%
CITYWIDE 49,618 7%

AGE GROUPS
2010 / 2016

COMMUNITY MEDIAN AGE **36.5**
CITYWIDE MEDIAN AGE **36.9**

Age	2010	2016
0-4	7%	7%
5-9	6%	7%
10-14	6%	6%
15-19	7%	6%
20-24	7%	7%
25-34	16%	15%
35-44	16%	15%
45-54	14%	13%
55-64	11%	12%
65+	10%	12%
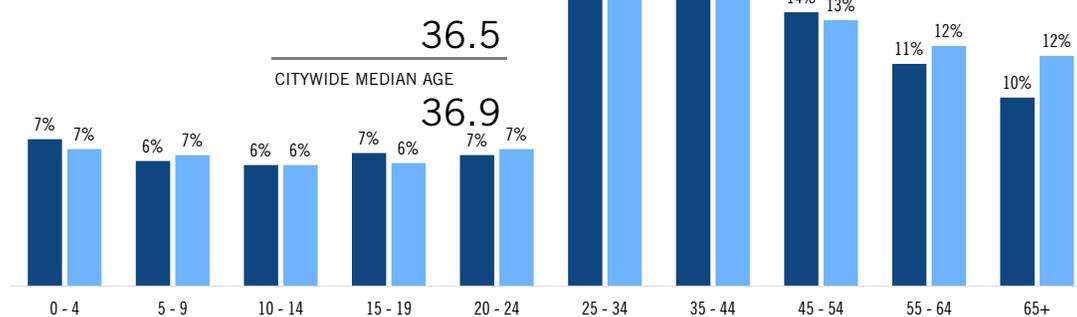
YOUTH 0-14 **2,439 20%**
ADULTS 55+ **2,965 24%**

HOUSING
Average Household Size
COMMUNITY **2.6**
CITYWIDE **2.1**

Community: 56% Renter / 44% Owner
Citywide: 54% Renter / 46% Owner

- Renter Occupied Homes
- Owner Occupied Homes

HOUSEHOLD INCOME
Median Household Income
COMMUNITY **$47,469**
CITYWIDE **$66,886**

Community	Citywide
6%	18%
13%	16%
12%	12%
18%	15%
15%	11%
37%	27%

- $150,000+
- $75,000 - $99,999
- $50,000 - $74,999
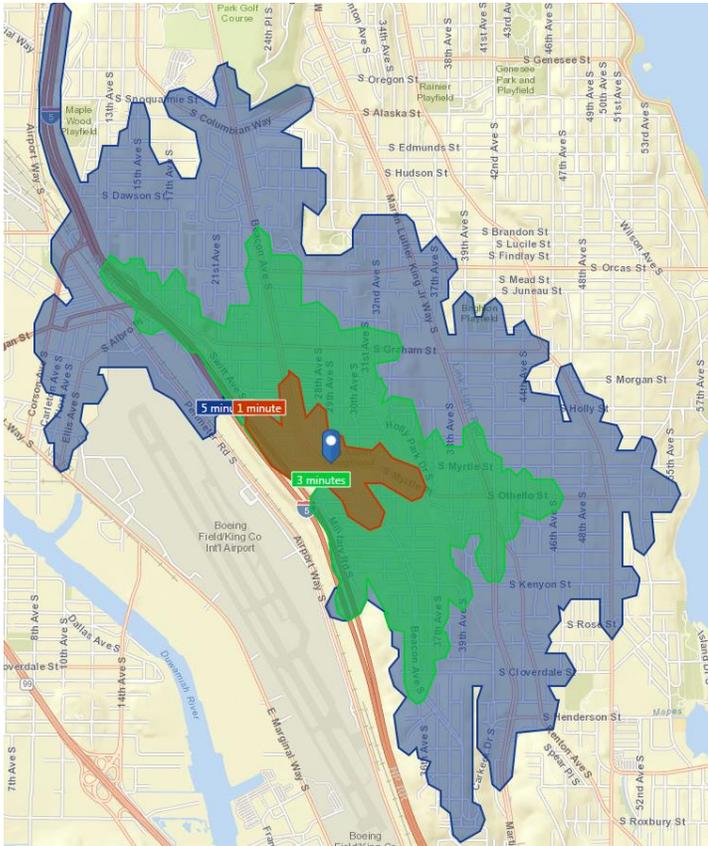- $35,000 - $49,999
- <$34,999

POVERTY (2010 - 2014)
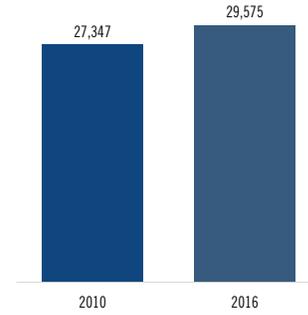Citywide Households living below 200% FPL*
COMMUNITY **5,658 48%**
CITYWIDE **173,309 27%**

*FPL = Federal Poverty Line

VAN ASSELT
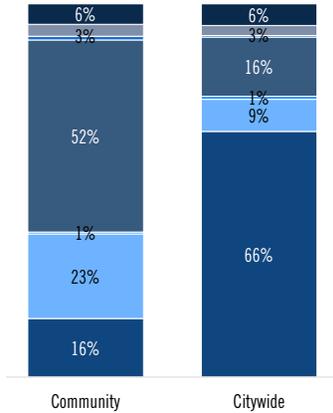## Community Demographic Profile (5-minute drive area from community center)

POPULATION

27,347 (2010), 29,575 (2016)

Population Growth 2010 - 2016
COMMUNITY 8%
CITYWIDE 10%

Hispanic Origin
COMMUNITY 2,117 7%
CITYWIDE 49,618 7%

RACE & ETHNICITY

Community: 6%, 3%, 52%, 1%, 23%, 16%
Citywide: 6%, 3%, 16%, 1%, 9%, 66%

Legend:
- Two or More Races
- Some Other Race Alone
- Asian Alone
- American Indian Alone
- Black Alone
- White Alone

AGE GROUPS
2010 / 2016

COMMUNITY MEDIAN AGE 37.6
CITYWIDE MEDIAN AGE 36.9

Age	2010	2016
0 - 4	7%	6%
5 - 9	7%	7%
10 - 14	6%	6%
15 - 19	7%	6%
20 - 24	7%	6%
25 - 34	14%	14%
35 - 44	15%	14%
45 - 54	14%	13%
55 - 64	12%	12%
65+	13%	15%
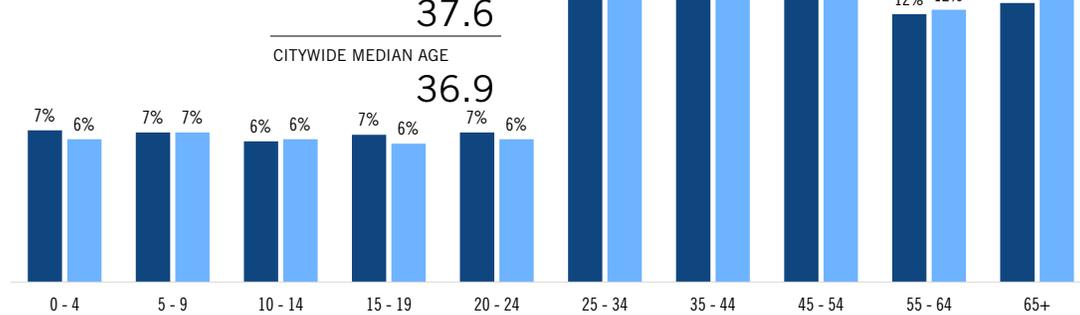
YOUTH 0-14 5,758 20%
ADULTS 55+ 7,904 27%

HOUSING

Community: Renter 45%, Owner 55%
Citywide: Renter 54%, Owner 46%

Average Household Size
COMMUNITY 3.1
CITYWIDE 2.1

Legend:
- Renter Occupied Homes
- Owner Occupied Homes

HOUSEHOLD INCOME

Community: 9%, 15%, 12%, 16%, 13%, 35%
Citywide: 18%, 16%, 12%, 15%, 11%, 27%

Median Household Income
COMMUNITY $52,032
CITYWIDE $66,886

Legend:
- $150,000+
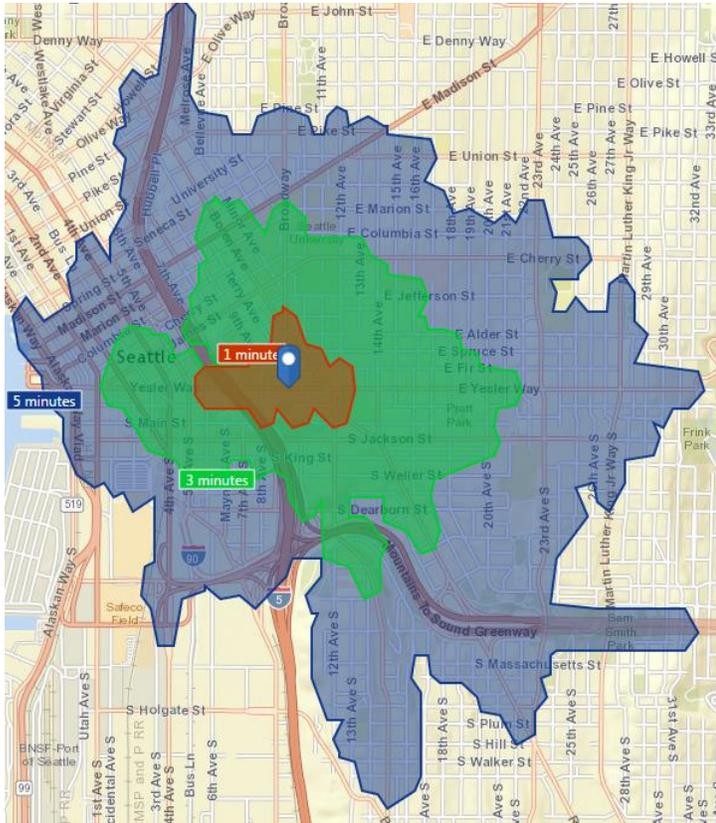- $75,000 - $99,999
- $50,000 - $74,999
- $35,000 - $49,999
- <$34,999
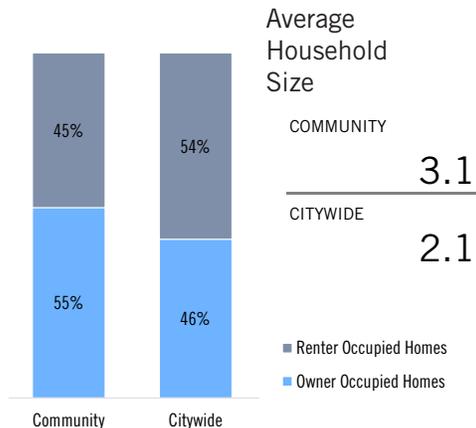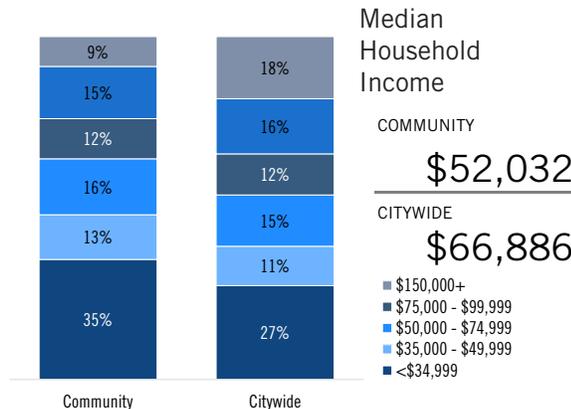
POVERTY (2010 - 2014)
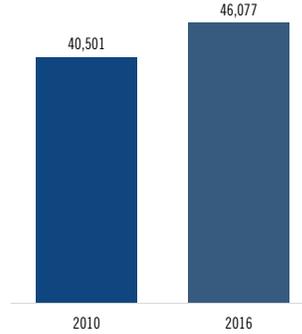
Citywide Households living below 200% FPL*

COMMUNITY 13,566 45%
CITYWIDE 173,309 27%

*FPL = Federal Poverty Line

YESLER
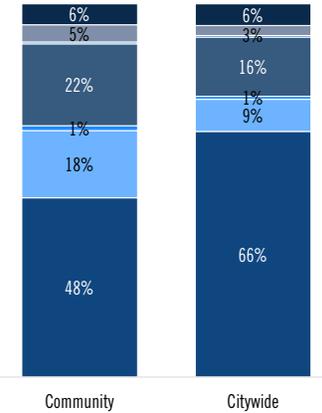## Community Demographic Profile (5-minute drive area from community center)

POPULATION

40,501 (2010)
46,077 (2016)

Population Growth 2010 - 2016

COMMUNITY	14%
CITYWIDE	10%

RACE & ETHNICITY

Community:
6%
5%
22%
1%
18%
48%

Citywide:
6%
3%
16%
1%
9%
66%

- ■ Two or More Races
- ■ Some Other Race Alone
- ■ Asian Alone
- ■ American Indian Alone
- ■ Black Alone
- ■ White Alone

Hispanic Origin

COMMUNITY	4,649	10%
CITYWIDE	49,618	7%

AGE GROUPS
■ 2010 ■ 2016

COMMUNITY MEDIAN AGE
36.1

CITYWIDE MEDIAN AGE
36.9

Age	0-4	5-9	10-14	15-19	20-24	25-34	35-44	45-54	55-64	65+
2010	3%	2%	2%	6%	12%	24%	16%	12%	9%	14%
2016	3%	2%	2%	6%	11%	24%	15%	12%	10%	15%
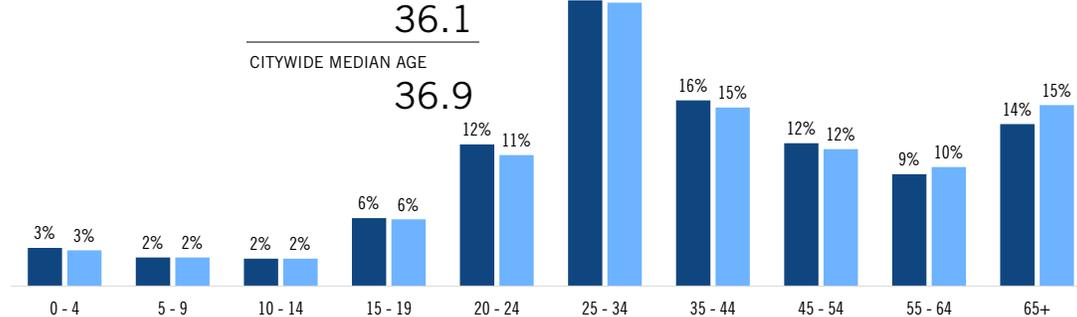
YOUTH 0-14	3,552	8%
ADULTS 55+	11,657	25%

HOUSING

Community: 79% / 21%
Citywide: 54% / 46%

- ■ Renter Occupied Homes
- ■ Owner Occupied Homes

Average Household Size

COMMUNITY	1.7
CITYWIDE	2.1

HOUSEHOLD INCOME

Community: 10%, 11%, 10%, 11%, 11%, 48%
Citywide: 18%, 16%, 12%, 15%, 11%, 27%

Median Household Income

COMMUNITY	$37,805
CITYWIDE	$66,886

- ■ $150,000+
- ■ $75,000 - $99,999
- ■ $50,000 - $74,999
- ■ $35,000 - $49,999
- ■ <$34,999
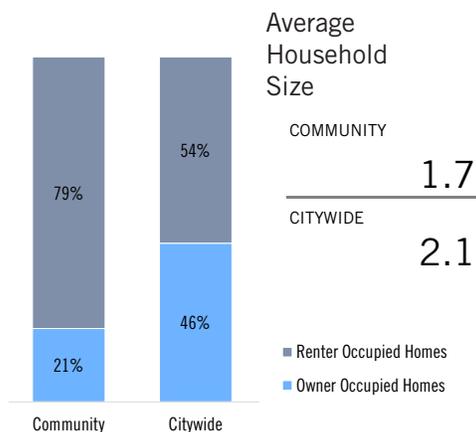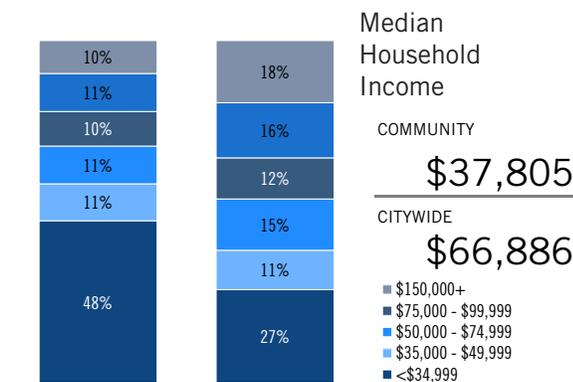
POVERTY (2010 - 2014)

Citywide Households living below 200% FPL*

COMMUNITY	16,756	43%
CITYWIDE	173,309	27%

*FPL = Federal Poverty Line

APPENDIX B
PUBLIC OUTREACH

MINI-SUMMIT SUMMARY

Approximately 60 people attended the June 20, 2015 meeting, with invited representatives from the Chinese, East African, and Latino communities. After a short introductory presentation, table discussions addressed six questions; the questions and a brief summary of comments follow.

1. In a big picture sense, what makes you want to use or visit community centers?

People like to use community centers because they provide a range of activities and programming, and provide a space to meet and gather with neighbors and community.

2. What programs, services, activities and/or events are most important to you, and why?

Participants discussed a wide range of programs, services, activities, and events that were important to them. Those most frequently mentioned included: programs for teens/youth (physical activities, tutoring opportunities and a safe place to gather informally); fitness programs for all ages; and special events (family, seasonal, culturally specific).

3. Are there barriers that keep you from using or visiting community centers? If so, what are they?

A number of barriers to community center use were mentioned repeatedly across the groups, including:

- Insufficient hours of operation.
- Language (unable to obtain information on what's provided).
- Cost (too high for individual and group/room rental use).
- Poor customer service/unwelcoming staff.
- Safety.

4. Without considering specific community centers, does it make sense for some community centers to be open more hours than others? Why or why not?

Most, if not all, participants agreed that all community centers needed additional operating hours. Most participants felt that hours of operation for individual community centers should be decided based on the needs of that community and the programs it provides, even if that means some centers are open more hours than others.

5. If programs and services could be enhanced through partnerships with other for profit or nonprofit organizations, what types, if any, are appropriate?

Participants supported partnerships with community-based organizations which are welcoming to all users. There was little to no support for partnerships with for-profit organizations and businesses.

6. What improvements to programs, services, and activities would you like to see? If you could pick one thing to improve, what would it be?

Participants suggested a wide range of improvements. Some of the more frequently mentioned were:

• Employ and train a more diverse, welcoming and culturally competent staff.

• Implement longer operating hours.

• Provide more translated information on programs/services.

• Pursue partnerships with community-based organizations.

TEEN MEETING SUMMARY

The July 16, 2015 teen meeting included about 60 teens participating in the Langston Hughes Performing Art Institute's summer musical program, plus approximately 30 more from Seattle Parks and Recreation's teen programs. After a short introductory presentation, table discussions addressed similar questions as were asked at the mini-summit (question 1 from the mini-summit was eliminated, as it elicited the same responses as question 2). The questions and a brief summary of comments follow.

1. What programs, services, activities and/or events are most important to you, and why?

Participants mentioned a wide range of programs, services, activities, and events that were important to them. Most frequently mentioned were:

- Sports and other physically active programs.
- Educational programs, such as tutoring for young children, SAT/ACT prep, life skills, and career development.
- Community building events, such as barbecues, movie nights, family activities.
- Late night options for teens.

Other programs mentioned were cooking, visual and performing arts, and outdoor exploration programs.

2. Are there barriers that keep you from using or visiting community centers? If so, what are they?

Barriers mentioned most frequently were:

- Lack of transportation options. (No transit, no one to drive.)
- Cost of transportation. (The School District has cut back on distribution of ORCA cards to students, and ORCA cards that are distributed are not valid in the summer.)
- Perception that areas around some community centers are not safe.

Other barriers mentioned:

- Not enough activities that are interesting for teens.
- Community center hours are limited.

3. Without considering specific community centers, does it make sense for some community centers to be open more hours than others? Why or why not?

Most participants agreed that all community centers need additional operating hours. Some said that all community centers should be open the same number of hours, while others said hours should depend on neighboring community needs. A number of teens mentioned that community centers hours should complement school hours and schedules (programs before and after school, late night and increased hours over school vacations).

4. **If programs and services could be enhanced through partnerships with other for profit or non-profit organizations, what types, if any, are appropriate?**

The teenagers had many ideas for how partnerships might improve community center operations.

The most frequently suggested partnerships were with:

- Sports-related organizations to provide funding, sports equipment, discounted sporting event tickets and improved sports programming.
- Technology-based organizations or companies, such as Microsoft or Google, to provide funding, equipment and instructional assistance.

Other suggested partnerships included:

- Environmental education groups.
- Food banks.
- Physical and mental health organizations.

At least one group said that it was important to make sure partnerships do not raise community center user costs.

5. **What improvements to programs, services, and activities would you like to see? If you could pick one thing to improve, what would it be?**

The most frequently mentioned improvement was the need for food assistance programs during the school year and the summer. Another commonly suggested improvement was more activities and programs for teens (after school and during summer).

One group identified funding for Teen Life Centers as their number one priority. Other improvements discussed were tutoring programs, safety measures, more staff, and more operating hours. One teenager described the importance of making community centers across the city more equitable. His perception is that centers in north end of the city are better equipped than those in the south end.

Homeschool Program
LOYAL HEIGHTS COMMUNITY CENTER

WINTER 2016

21 RESPONDENTS

What Did Our Participants Achieve?

CUSTOMER SATISFACTION

90%

Highly satisfied

INCREASED SOCIAL CONNECTIONS WITH OTHER PARTICIPANTS & PARENTS
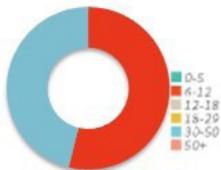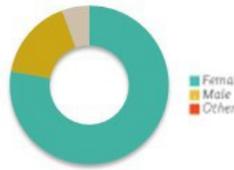
95%

Fully Achieved

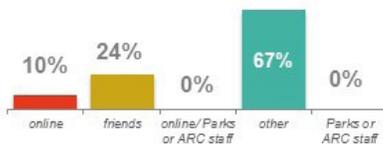**GAINED A NEW SKILL**

90%

Fully Achieved

DEMOGRAPHICS

AGE
- 0-5
- 6-12
- 12-18
- 18-29
- 30-50
- 50+

GENDER
- Female
- Male
- Other

RACE
- Asian
- Black
- White
- Other
- Mixed

KEY THEMES

Participants say learning, applying what they learn, and exposure to new skills and activities is most important.
- Photography, drawing, journaling
- Chess, writing essays, print making
- Listening to different types of music, kickball

Participants say they want to continue friendships at LHCC
- Play with more homeschool friends
- Seeing friends, form groups to develop activities
- Register for more community events

Participants say the best part is:
- Sense of community with other homeschoolers
- Fun, playing, making new friends
- Different teachers and different class choices

Participants say the least valuable part is:
- Limited classes because of limited rooms available
- Sometimes learning is tough
- No food offered

HOW DID YOU HEAR ABOUT US?

online	friends	online/ Parks or ARC staff	other	Parks or ARC staff
10%	24%	0%	67%	0%

67%
Live in Northeast Seattle

SEATTLE PARKS AND RECREATION

WINTER
2016

21 RESPONDENTS

3 ways participants applied what they learned

- My art class inspired me to draw lots more. I want more classes so I can learn more.
- I have learned a lot in many classes, about music, writing...I love LH
- We will definitely continue to take classes here at Loyal Heights on Wednesdays. My kids have learned so much & have applied that learning at home.
- Doing more art inspired by class, getting together with friends met at LH. taking more classes in the future

- seeing friends, playing kickball
- coming to more programs, having new friends, form groups to develop other classes or activities, applying skills learned at home
- chilling with more folks
- I play with more homeschool friends
- coming to more classes and programs...
- I keep my Wednesdays free to sign up for classes. Joined a chess club and tournaments as a result of chess classes at LH.
- Gave my son an email account to communicate with teachers and friends.
- print making
- Register for more classes & community events 2. Attend local education events w/other families we met here with the homeschool classes 3. Teach a class
- We sign up for interesting classes I otherwise would not have thought to sign up for. We discuss homeschooling related issues and share resources and advice. we have broadened our community & peer group
- More art projects at home, more social experiences, more math games at home
- Keep coming! Ask for new fresh classes for 12 year olds each time!
- entering a chess tournament, taking pictures at a new angle, listening to more classical music
- continue taking more classes
- I like photography now. I think printmaking is fun
- I am inspired to write essays, work on my art journal and other.
- Coming to more programs, and applying things I learned.
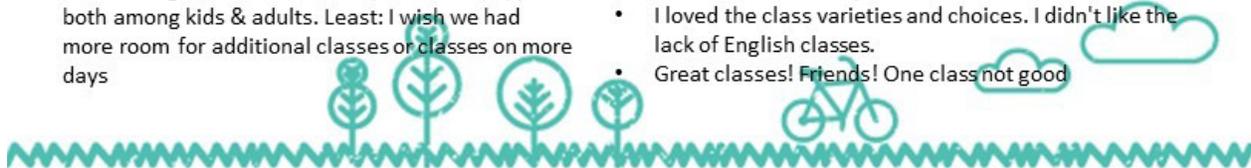
Best & Worst part of the program

- I enjoyed making new friends here. I learned about some hard stuff but I will figure it out at some point
- I love taking classes, and having fun and getting exercise with my friends.
- It varies from class to class, but one of the best parts is just being here in community with other homeschoolers. We love the opportunity to learn from a variety of teachers.
- Having time together with others in our community, being limited in our classes by the number of rooms available
- playing
- Best: learning new thing, Least: can't think of anything
- I can only think of the best part which is chilling with the homeschool buds.
- I think the most valuable thing about LHCC is the community and the skills that were strengthened
- Meeting friends and learning together. Least valuable: classes for some age group @ same time idk:)
- Best: exposure for my 2 children to different teaching styles, subject matter, group interaction w/children of different ages, heritages, family practices, problem solving approaches & large community encouraging tolerance.
- best: strong sense of community & mutual support both among kids & adults. Least: I wish we had more room for additional classes or classes on more days

Best & Worst Continued

- Best part is the community and fun classes, being together as a community in the wonderful LHCC space. Thank you!
- The best part meeting new friends, the least not being able to do it more
- I can play with friends. I can do crafts. I didn't like that there wasn't any food
- I loved the class varieties and choices. I didn't like the lack of English classes.
- Great classes! Friends! One class not good

PARTICIPANT TAKEAWAYS

Big Pumpkin Bash, 2015