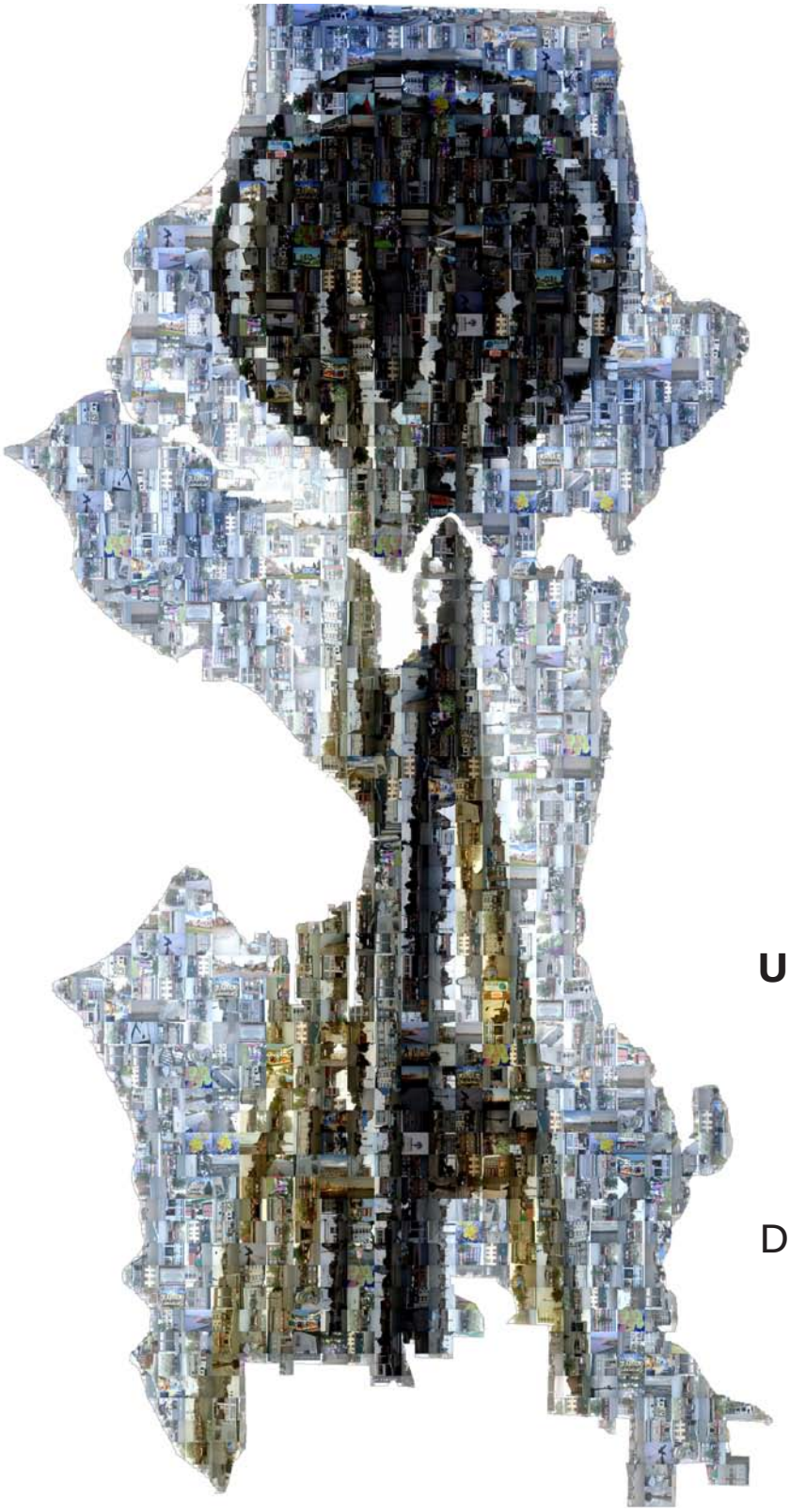
Planning for a Successful Process:

Updating Seattle's Neighborhood Plans



URBAN DESIGN & PLANNING
SEATTLE NEIGHBORHOOD PLAN UPDATE

City of Seattle

University of Washington
Urban Design and Planning

Prepared for:

City of Seattle
Department of Neighborhoods
Department of Planning and Development

JUNE 2008

[page intentionally left blank]

Planning the Process:
Updating Seattle's Neighborhood Plans

Table of Contents

Executive Summary

Focus Group Summary

Process

Housing

Transportation

Public Health and Safety

Urban Design

Appendix 1 - Sector Memo

Appendix 2 - Neighborhood Plans Summary Memo

Appendix 3 - Data Memo

Appendix 4 - Sustainability Memo

[page intentionally left blank]

Acknowledgements

Prepared For:

City of Seattle
Gregory J. Nickels, Mayor

Department of Planning and Development
Diane Sugimura, Director
Tom Hauger, Manager of Comprehensive and Regional Planning

Department of Neighborhoods
Stella Chao, Director
Kimberlee Archie, Director of Planning and Services
Ed Pottharst, District Coordinator

Special Thanks To:

Neighborhood District Coordinators (NDCs)

Ron Angeles, Delridge NDC
Jose Cervantes, East NDC
Leroy Chin, Acting North NDC
Ted Divina, Central NDC
Christa Dumpys, Queen Anne NDC
Tim Durkan, Lake Union NDC
Karen Ko, Northeast NDC
Stan Lock, Southwest NDC
Steve Louie, Greater Duwamish NDC
Rob Mattson, Ballard NDC
Beth Pflug, Northwest NDC
Yun Pitre, Southeast NDC
Thomas Whittemore, Acting Central NDC
Sara Wysocki, Downtown NDC

Prepared By:

University of Washington
College of Architecture and Urban Planning - Department of Urban Design and Planning

Graduate Students

So-Ra Baek
Tyler Benson
Wendy Buffett
Jami Carter
Grace Cho
Jaclyn Gault
Seth Geiser
Brady Gillham
Max Hepp-Buchanan
Edward B. Hill
Yang Jie
Katherine Killebrew
Jay Kipp
Lance Kollmann
Don Kramer
Jennifer Lail
Sander Lazar
Katie Lichtenstein
Ruth Lindberg
Adrian MacDonald
Kara Martin
Rachel Miller
Erin Montgomery
Yosuke Oi
Michael Pickford
Torence Powell
Kirk Rappe
Nicole Sanders
Sarah Squires
Orion Stewart
Victor Stover
Paul Symington
Tara Weaver
Scott Williamson
Joni Wilm
Melissa Young

Faculty
Branden Born, Assistant Professor of Urban Design and Planning
Rick Sepler, AICP
Alon Bassok, Teaching Assistant

Prepared In Cooperation With:
The Northwest Center for Livable Communities
Daniel J. Evans School of Public Affairs

[page intentionally left blank]

List of Figures

Focus Group Summary

Figure FG-1. *Neighborhoods represented in focus groups.* FG-4
Figure FG-2. *Occupations represented in focus groups.* FG-5
Figure FG-3. *Age of focus group participants.* FG-5
Figure FG-4. *Age of focus group participants.* FG-6
Figure FG-5. *Race of focus group participants.* FG-6
Figure FG-6. *Race of focus group participants.* FG-7
Figure FG-7. *Gender of focus group participants.* FG-7
Figure FG-8. *Length of residence in Seattle.* FG-7
Figure FG-9. *Length of residence in Seattle.* FG-8
Figure FG-10. *Length of residence in current neighborhood.* FG-8
Figure FG-11. *Length of residence in current neighborhood.* FG-9
Figure FG-12. *Number of participants from each sector.* FG-9
Figure FG-13. *Focus group locations.* FG-10
Figure FG-14. *Themes identified in each sector.* FG-13
Figure FG-15. *Top focus group themes by sector.* FG-14

Planning Process

Figure P-1. *Comparison of Planning Forum and Focus Group.* P-2
Figure P-2. *Percentage of Comments by Sector.* P-3
Figure P-3. *Focus Group Comments by Sector.* P-12

Housing

Figure H-1. *Seattle Area Median Income.* H-2
Figure H-2. *Cluster Plan Layout.* H-6
Figure H-3. *Zero Lot Line.* H-6
Figure H-4. *Z Lot.* H-6
Figure H-5. *Zipper Lot.* H-7
Figure H-6. *Questions for Policy Development.* H-14
Figure H-7. *Detached Accessory Dwelling Unit.* H-20
Figure H-8. *Cottage Development Site Plan.* H-20
Figure H-9. *ADU and Cottage Housing Concerns.* H-21
Figure H-10. *Seattle Downtown Zoning Changes.* H-24
Figure H-11. *Table of Seattle Downtown Zoning Changes.* H-25
Figure H-12. *The TIF Process.* H-39

Transportation

Figure T-1. *Motorized Transportation Tools by Implementation Method.* T-2
Figure T-2. *Transit-Accessible Areas in Seattle.* T-5
Figure T-3. *Levels of Service Table.* T-5
Figure T-4. *Transit shelter mural.* T-10
Figure T-5. *Transit Shelter in Sao Paulo, Brazil.* T-14
Figure T-6. *Transit Shelter in Scottsdale, Arizona.* T-14
Figure T-7. *Traffic Calming Circle.* T-16

Figure T-8. *Portland Traffic Circle Sign*. T-17
Figure T-9. *Parking Meter in Meter Revenue Zone*. T-19
Figure T-10. *Non-Motorized Transportation Tools by Implementation Method*. T-22
Figure T-11. *Seattle Bicycle Map*. T-23
Figure T-12. *Bicycle Service Shop.* T-24
Figure T-13. *Bicycle Locker Room.* T-25
Figure T-14. *Advanced stop line or "bike box" in Portland.* T-27
Figure T-15. *Republican Hill Climb.* T-28
Figure T-16. *Vegetation Obscuring Stair Climb.* T-29
Figure T-17. *Sidewalk Obstructions.* T-30
Figure T-18. *Wayfinding Sign in Portland*. T-31
Figure T-19. *Sidewalk Repaved Around Tree.* T-32
Figures T-20, T-21. *Sidewalk repair using the grinding method.* T-40

Public Health and Safety

Figure PH-1. *Group Bicycle Ride.* PH-8
Figure PH-2. *Secure Bicycle Facility.* PH-9
Figure PH-3. *Safe Routes to School.* PH-11
Figure PH-4. *Share the Road Signage.* PH-12
Figure PH-5. *Pea Patch - Current.* PH-15
Figure PH-6. *Pea Patch - Potentia.* PH-15
Figure PH-7. *Healthy Corner Store Network Table.* PH-21
Figure PH-8. *Seattle Parking Enforcement Officers.* PH-23
Figure PH-9. *SPD and community groups.* PH-25
Figure PH-10. *Gang Signal.* PH-29
Figure PH-11. *Life Choices and the Law.* PH-30
Figure PH-12. *National Night Out Open House.* PH-32
Figure PH-13. *Seattle Police Gang Unit.* PH-33
Figure PH-14. *Police Explorers.* PH-35
Figure PH-15. *Bicycle Patrollers.* PH-36
Figure PH-16. *Healthy Community Design Online Resources.* PH-39
Figure PH-17. *Health Impact Assessment Online Resources.* PH-41

Urban Design

Figure UD-1. *Disguising Bulk.* UD-3
Figure UD-2. *Separating Buildings*. UD-4
Figure UD-3. *Altering Massing*. UD-4
Figure UD-4. *Breaking-Up (Articulating) Long Facades*. UD-5
Figure UD-5. *Referencing Major Architectural Features*. UD-6
Figure UD-6. *Stepping Back Buildings from Street*. UD-7
Figure UD-7. *Moving Building Back from Street*. UD-8
Figure UD-8: *Monotonous Development in Pinehurst.* UD-8
Figure UD-9. *Sidewalk Zones.* UD-13
Figure UD-10. *Summary Table of Sidewalk Zone Widths and Uses.* UD-14
Figure UD-11. *Tree and Landscaping Design Guidelines.* UD-15
Figure UD-12. *Seattle Green Factor Weighting Matrix.* UD-17

Figure UD-13. *Table of Urban Village Open Space Goals.* UD-20
Figure UD-14. *Attractive water features*. UD-25
Figure UD-15. *Overhanging canopies.* UD-25
Figure UD-16: *Signage is out of scale with streetscape and neighborhood.* UD-31
Figure UD-18. *Context-sensitive Shell station (California's Coastal Highway).* UD-31
Figure UD-17. *Franchise signage fits the character of the neighborhood.* UD-31
Figure UD-19. *Adaptive-use (Princeton, New Jersey).* UD-31

[page intentionally left blank]

Executive Summary

[page intentionally left blank]

EXECUTIVE SUMMARY

Introduction to Planning the Process: Updating Seattle's Neighborhood Plan

In January 2008, the City of Seattle Department of Planning and Development (DPD) and Department of Neighborhoods (DON) enlisted the help of the University of Washington's Department of Urban Design and Planning to assist the City as it develops approaches for the future Neighborhood Plan update process. The University's General Urban Planning Lab focused on this practical, real-world application by undertaking a six-month interdisciplinary planning studio, aimed at collecting and analyzing data useful to the City in this process.

Most Seattle neighborhoods have experienced change since community members developed Neighborhood Plans nearly a decade ago. In response, the City asked the University to do the following:

- Gather information from community members about their perceptions of the previous neighborhood planning process, as well as both positive and negative changes they have witnessed since the original plans were adopted.
- Identify recurring issues of interest or concern to community members based on a series of focus groups conducted by the University.
- Identify key themes derived from these focus group conversations.
- Identify appropriate approaches to address these themes, offering the City and community members tools to consider as they update Seattle's Neighborhood Plans.

This report is the result of that effort. To accomplish these tasks, the University completed the following actions:

- Reviewed and analyzed each of the 38 existing Neighborhood Plans to identify key themes, issues and proposals. (See Appendices 1 and 2 for plan analysis memo.)
- Analyzed the types of data community members used to develop their adopted Neighborhood Plans. The University identified which information was used and what information would be useful in the plan update process. (See Appendix 3 for data memo.)
- Analyzed each of the 38 existing Neighborhood Plans to identify if and how community members addressed sustainability in their plans. (See Appendix 4 for sustainability memo.)
- Organized and facilitated a total of 18 focus groups (three in each of the six geographic sectors of the city) to gather information about the last planning process, changes that have occurred in neighborhoods since that time, and to identify recurring themes both within sectors and citywide.
- Developed white papers that present best practices and appropriate methods on a particular topic of interest. The University understands that not all methods will be appropriate in every Seattle neighborhood. These white papers offer the City and community members tools they can consider in addressing the five themes that

focus group participants discussed most often.

A summary of the focus group findings and ensuing white papers are included in this report. The report was presented by the University to the City of Seattle at the end of their planning lab in June 2008. Copies of this report are available in PDF format on the following web site: http://courses.washington.edu/studio67.

Introduction to the Report

This report presents a synopsis of the focus group process used by the University to gather information from community members. The report highlights the five key themes identified by the University based upon analysis of information from these focus groups, and the white papers that resulted. Following, is a summary of each section of this report:

Focus Group Summary Report

The Focus Group Summary describes the process by which the University identified issues of concern to community members. In April of 2008, the University organized and facilitated 18 focus groups in all six geographic sectors of the city.

- Outreach: The University used several methods to reach potential participants, including: community contacts from Neighborhood Coordinators, telephone calls, e-mail messages, announcements on community blogs, flyers, and attended community meetings.
- Methodology: The University conducted small focus groups (typically fewer than ten participants) to gather qualitative information about community residents' feelings toward the previous planning process and issues of neighborhood concern.
- Participation: Of the 115 focus group participants, 72 percent filled out voluntary participant information forms that provide basic information about the focus group participants. Forty-six percent of respondents have lived in Seattle at least 30 years and 69 percent of respondents have lived in their neighborhood at least 11 years.
- Analysis: This section describes and summarizes the University's analysis that identified the four key themes that are the basis for the white papers in this report. This section also includes the University's analysis of other issues discussed by focus group participants, including: business and economic development, community and civic involvement, development and density, socio-economic conditions and diversity, public spaces, and sustainability.

Planning Process White Paper

This Planning Process paper was prepared to assist both the City and neighborhoods in understanding which elements of the last planning process community members believed worked and which did not. This section consists of two parts:

<u>Process Guiding Principles</u>
University analysis of participant comments about the last neighborhood planning process,

expressed during the focus groups and the Evans School Neighborhood Planning Forum, resulted in the development of fifteen guiding principles for facilitating interaction between City of Seattle departments and neighborhoods. Though each principle is identified and discussed in this white paper, the following five were of greatest interest to participants:

- Implementation
- Administration
- Role clarification
- Accountability
- Cooperation

Community Members' Suggestions for Improvement of the Neighborhood Planning Process
While much of the focus groups and planning forum discussion was comprised of general comments about planning process, some participants mentioned specific tools or actions which might improve the process. These are examined in this white paper.

Housing White Paper

Focus group participants across the city were concerned about the decline of affordable housing in Seattle. The Housing paper focuses on tools to increase the availability of workforce housing (defined as housing accessible to those earning 80-120% of area median income). To identify appropriate methods and strategies to address housing issues, an in-depth analysis of the following nine approaches was completed:

- Incentives
  - Development Standards and Zoning Exemptions
  - Density Bonuses
- Transit Oriented Development
- Inclusionary Zoning
- Transfer of Development Rights
- Tax Increment Financing
- Community Land Trusts
- Affordable Housing Trust Funds
- Employer Assisted Housing
- Detached Accessory Dwelling Units and Cottage Housing
- Zoning and Code Changes

The Housing paper also offers resources for additional information about these strategies that could help community members advocate for approaches they believe would be most effective in their neighborhoods.

Transportation White Paper

Transportation issues are an increasing priority for Seattle community members. While major transportation planning and infrastructure decisions are generally made at the regional level, opportunities exist for neighborhood-level impact on transportation planning. This white paper examines neighborhood-scale best practices in transportation.

Due to the range of issues in the transportation field, this paper presents two sections:

- Motorized transportation addresses private vehicles and transit issues. Strategies include:
  - Mitigating congestion
  - Deterring pass-through traffic
  - Addressing residential and commercial parking "shortages"
  - Review of opportunities to enhance bus shelters
  - Identifying transit gaps
- Non-motorized transportation addresses pedestrian and bicycle issues. Strategies include:
  - Roadway and sidewalk repair
  - Pedestrian connectivity
  - Bicycle transportation improvements

Public Health and Safety White Paper

Public health and safety, though broad in scope, has been distilled into five primary categories based upon comments from focus group participants regarding issues pertinent to their communities. This paper addresses the following four areas of concern:

- Pedestrian safety
- Bicycle safety
- Crime and policing
- Food access

The analysis of these topics finds Seattle to already be a leader in addressing many of these issues. The City has previously recognized the need for infrastructure, policy and services to meet these health and safety needs. The report highlights many of Seattle's existing tools that could be better tailored to neighborhood-level planning, as well as tools successfully implemented in other cities that may prove useful to Seattle.

The paper also describes a framework that could be used to better integrate public health concerns into the neighborhood planning process in an effective and community-based manner.

Urban Design White Paper

This paper examines concerns of community members regarding a range of urban design topics, including physical design of new construction, streetscape environments, open space location and design and historic preservation. The paper focuses on the following eleven urban design issues:

- Transitions between tall buildings and single family residences
- New large buildings in formerly small parcel areas
- New buildings disregarding context and character especially in size

- Lighting, shadows, and the "canyon" effect from tall buildings
- Homogeneous developments
- Poor quality of building materials on new construction
- Streetscape environment, especially trees, landscaping, and pedestrian-scale lighting
- Lack of adequate open space location and design
- Preservation of historic, ethnic, and vernacular architecture
- Design that enhances and supports economic development in commercial corridors
- Level of neighborhood control in the design review process

Although focus group participants did not typically use the term "neighborhood character," each of these issues is ultimately related to maintaining or improving a neighborhood's character. This paper does not attempt to define the character of each neighborhood but does offer alternatives to address issues associated with development patterns and types that are not well-received by community members. The paper describes each issue, analyzes the current situation, and provides alternate or additional approaches to each issue. Seattle's current design guidelines are discussed throughout.

[page intentionally left blank]

Focus Group Summary

FG

[page intentionally left blank]

Focus Group Summary Table of Contents

Introduction.....FG-1
Purpose.....FG-2
Methodology.....FG-3
Focus Group Design.....FG-3
Focus Group Analysis.....FG-13
Focus Group Reports.....FG-13
Theme Identification.....FG-13
Summary of Focus Group Themes.....FG-15
1. Housing.....FG- 16
2. Transportation.....FG-18
3. Public Health and Safety.....FG-21
4. Urban Design.....FG- 23
5. Community and Civic Involvement.....FG- 26
6. Business and Economic Development.....FG-28
7. Development and Density.....FG-30
8. Public Spaces.....FG-32
9. Socio-Economic Conditions and Diversity.....FG-34
10. Sustainability.....FG-36
Conclusion.....FG-39
Appendices.....FG-41
Appendix FG-1: Focus Group Script.....FG-42
Appendix FG-2: Participant Information Form.....FG-49
Appendix FG-3: Sign-in Sheet.....FG-50
Appendix FG-4: Phone Call Script.....FG-51
Appendix FG-5: Focus Group Ice Breaker.....FG-52
Appendix FG-6: Recorder Template.....FG-53
Appendix FG-7: Focus Group Outreach Reporting Form.....FG-59
Appendix FG-8: Focus Group Reporting Template.....FG-60
Appendix FG-9: Moderator Tips.....FG-62

[page left intentionally blank]

Introduction

Seattle is often noted for the vitality of its neighborhoods. The city is also recognized for its neighborhood-level planning that responds to and informs future city growth. In the early 1990s the City of Seattle organized a substantial planning effort resulting in 38 neighborhood-level plans covering issues from housing, transportation and urban design to open space, community involvement and public safety. Seattle has since become a model for other cities looking to direct neighborhood planning efforts. In some cases, plans have resulted in neighborhood improvements and, more importantly, continued investment in community dialogue within and across Seattle's diverse set of neighborhoods.

Currently, a variety of stakeholders across Seattle – including City departments (Department of Planning and Development, Department of Neighborhoods, the Mayor's Office and City Council), a variety of neighborhood and community-based organizations and neighborhood residents – are preparing to initiate a process to update the plans. To help provide insight into this sizeable task, graduate students in the Department of Urban Design and Planning in the College of Architecture and Urban Planning at the University of Washington analyzed issues related to the past, present and future of neighborhood planning. The scope of this work has included reviewing existing plans, working to identify and document current issues and concerns, and researching, documenting and presenting best practices about key topics to provide tools for both the City and the neighborhoods as they embark on this next round of neighborhood planning.

The analyses of existing plans and the previous planning process are outlined in a series of memoranda covering the following topics:

- A discussion of existing plans, including the characteristics of the neighborhoods that participated in the last planning process and some successes, failures and outcomes of those plans (See Appendices A1 and A2)
- A summary of data sources provided or used in the existing plans, and recommendations for types of data that may be useful to provide to neighborhoods for future planning (See Appendix A3)
- A review of plans in light of principles of sustainability, a concept receiving increased attention since adoption of the last plans that will serve as one of the guiding principles for future planning efforts (See Appendix A4)

This chapter describes the process through which issues of current concern to neighborhoods were assessed. This assessment led to the development of a set of tools and techniques relevant to both neighborhoods and municipalities. To accomplish this, focus groups were conducted in all sectors of the city in order to generate a satisfactory range of perspectives regarding issues facing neighborhoods today. Information from focus groups was distilled and collected into key themes which formed the basis for white paper topics and are summarized in this chapter. Additionally, the chapter includes discussion of the outreach process and demographic composition for each focus group meeting to convey the context within which issues and themes were identified.

Purpose

To prepare for the neighborhood planning process, the Department of Planning and Development (DPD) and the Department of Neighborhoods (DON) asked the University of Washington to collect information from city residents about the neighborhood planning process and identify issues of importance to residents in all neighborhoods. To accomplish this, 18 focus groups were conducted throughout the city during two weeks in April 2008. Focus groups were used for several reasons:

- **Qualitative information about issues and process**: These focus groups captured the opinions, feelings and perceptions of city residents about issues in their neighborhoods and about the existing neighborhood planning process. Focus groups provide qualitative information that the City can add to quantitative information it may already have. Although the composition of the focus groups was not representative of all Seattle residents, students tried to include a range of participants (see Outreach section).
- **Focused discussions and group interaction**: Unlike a large "town hall" meeting format, focus groups facilitate an open discussion about specific topics in a relaxed, non-threatening environment.[1] Focus groups used a specific set of open-ended questions organized in a logical sequence during each focus group to allow participants to share their thoughts and to ensure consistency in the focus of all 18 groups (see Methodology section). The interactive nature of the focus group format allows participants to respond to each other without the goal of reaching consensus.[2] Unlike surveys, focus groups allowed the participants to explore unanticipated issues that arose during the discussions.
- **Broad geographic coverage**: By design, focus groups are small (typically fewer than ten participants) and conducted as a series of conversations, rather than a single large meeting. The University scheduled three focus groups in each of the six sectors of Seattle (see Figure FG-13). Most focus groups were conducted in neighborhood service centers or community centers. Unlike a one-time event at a single location, this focus group format moved the discussions out to the neighborhoods in locations familiar to residents and allowed for participation at more convenient times to the residents as they could choose any of the three groups in their sector.

What follows is an analysis of information collected during each of the 18 focus groups. The Focus Group Summary Team collected and analyzed detailed notes from each meeting to identify recurring themes. Five themes were deemed significant enough to all neighborhoods to generate technical white papers. An additional five themes were also distilled during analysis of focus group notes. This chapter summarizes the analysis of these ten recurring themes[3]. The chapter also includes a description and analysis of the outreach process students used to identify participants and reports on participant demographics.

1 Richard A. Krueger, Focus Groups: A Practical Guide for Applied Research (Newbury Park, California: Sage Publications, 1988), 18.
2 *Ibid.*
3 The Community and Civic Involvement theme described in this chapter overlaps with but is also distinct from discussion about planning process; see the Process white paper for in-depth discussion of the planning process.

Methodology

Focus Group Design

Participant Selection and Outreach Process

The studio divided into six teams; each was assigned to a sector of Seattle identified by DON. In four weeks, the class designed focus group questions and protocols, conducted citywide outreach, pilot tested the focus group instrument and held three focus groups in each of the six sectors of the city. Given the time constraint and limited experience most students had working directly with the neighborhoods, the class utilized an outreach process that built on existing social and organizational networks within neighborhoods and sectors to reach potential participants. The class strove to include a broad range of participants in terms of neighborhoods represented, racial and ethnic diversity, and people who have participated in neighborhood planning as well as those with no previous experience. To accomplish this, each sector team first contacted DON Neighborhood Coordinators to generate lists of local community leaders and organizations to contact. This "branching" outreach approach resulted in a total of 115 participants in 18 focus groups.

Five of the six sector teams reported that Neighborhood Coordinators provided lists of contacts in the community.[4] Using these contact lists, students made telephone calls, sent e-mail messages, posted announcements on community blogs, posted flyers, and attended community meetings. Each team used a different combination of these methods to reach residents in their sector. All six teams made telephone calls and contacted people they knew in their sector. Five teams sent personal e-mail messages to individuals. Students reached nearly 800 individuals and organizations across the city throughout the outreach process.

Demographics

One-hundred and fifteen people from all six sectors of the city participated in the focus groups. Of these 115 participants, 82, or 72 percent, filled out voluntary participant information forms. These provide basic information about the focus group participants. The following summary includes neighborhoods represented, occupations represented, age, race, and gender of participants, how long they have lived in their neighborhoods, how long they have lived in the city and the number of participants per sector.

4 The Southeast Sector Neighborhood Coordinator had recently transferred to a different agency and a replacement had not yet been hired. The Southeast team received a list of contacts directly from DON.

Neighborhoods Represented

Figure FG-1 shows the neighborhoods that were represented at the focus groups by sector. There were a total of 55 neighborhoods represented.

Southwest	Southeast	West
Admiral District	Columbia City	Belltown
Alaska Junction	Genesee	Cascade/South Lake Union
Alki	Hillman City	Eastlake
Delridge	Mt. Baker	International District
Duwamish	North Beacon Hill	Magnolia
Fauntleroy/Gatewood	North Rainier	Pioneer Square
Georgetown	Rainier Beach	Queen Anne
Morgan Junction	Seward Park	
Pigeon Point		
Puget Ridge		
Westwood		

East	Northwest	Northeast
Capitol Hill	Ballard	University District
Central Area	Bitter Lake	Laurelhurst
Cherry Hill	Broadview	Ravenna
First Hill	Crown Hill	Lake City/North District
Judkins	Fremont	Roosevelt
Leschi	Greenlake	Greenwood
Madison Valley	Greenwood	Wedgwood
Madrona	Licton Springs	University Park
Squire Park	Wallingford	Latona
		Viewridge
		Bryant

Figure FG-1. *Neighborhoods represented in focus groups.* Source: UDP Studio

Occupations Represented

Figure FG-2 lists the professions of the participants who filled out participant information forms. A wide variety of professions were represented.

Activist	Event Planner	Retired (22)
Administration	Health Analyst	Sales (2)
Apartment Superintendent	Homemaker	Self-Employed
Architect (3)	Information Systems	Social Services
Artist	Librarian	Social Worker
Attorney (4)	Manager	Software Engineer
Bookbinder	Non-Profit Director	Student (4)
Budget Analyst	Non-Profit Marketing/PR	Teacher
Business Owner	Ombudsman	Tech Writer
Caterer	Physical Therapist	Technical Support
Chef	Physician	Technology
Chemist	Planner (4)	Technology Professional
Community Activist	Professor (2)	Technology Consultant
Computer Consultant	Program Director	Therapist
Computer Systems Manager	Program Manager	Volunteer
Construction (2)	Project Manager	Wine Sales
Consultant (3)	Real Estate Analyst	
Engineer	Realtor	

Figure FG-2. *Occupations represented in focus groups.* Source: UDP Studio.

Age

Participants represented a wide age range, though it was skewed towards higher age. Sixty-four percent of participants were over the age of 50.

Age	Number of Participants	Percent of Participants
18-29	7	9%
30-39	10	12%
40-49	12	15%
50-59	26	32%
60-69	17	21%
70-79	6	7%
80+	3	4%
Total	81	100%

Figure FG-3. *Age of focus group participants.*
Source: UDP Studio.

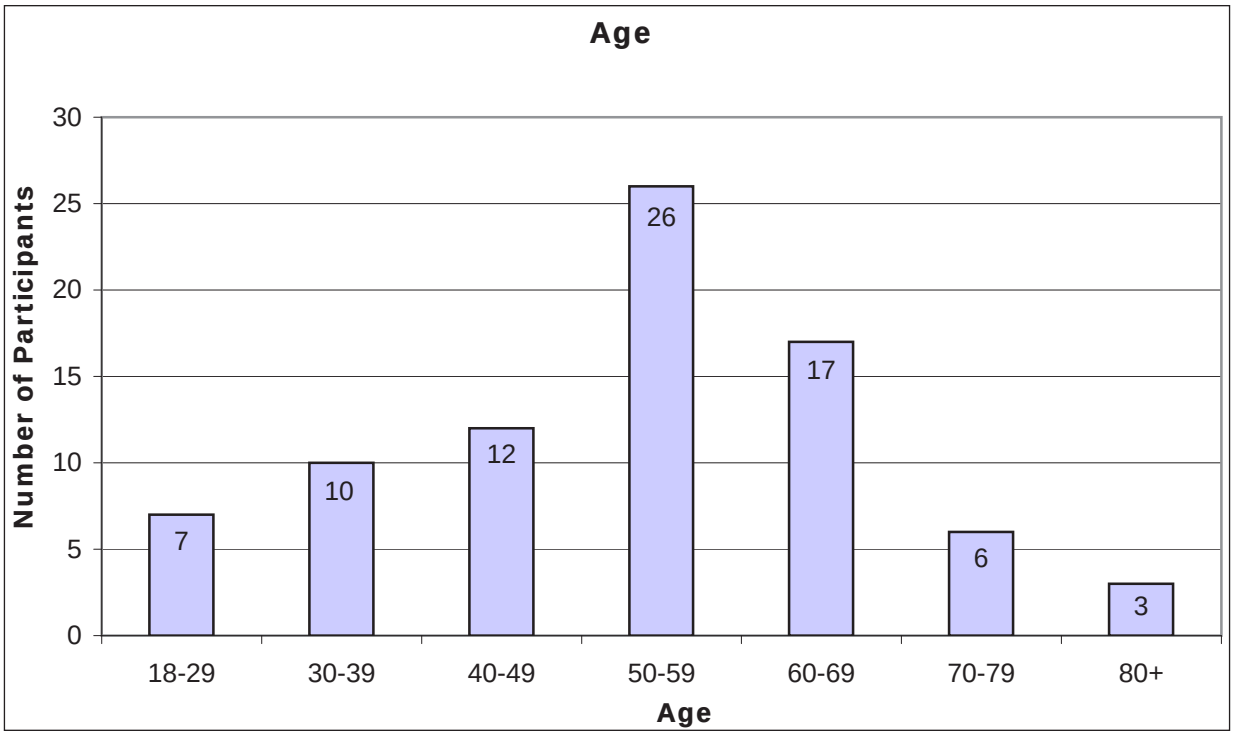


Figure FG-4. *Age of focus group participants.* Source: UDP Studio.

Race

The majority of participants who responded (83 percent) were white. Other races indicated included American Indian or Alaska Native, Asian, Black or African American and Other.

Race	Number of Respondents	Percentage of Respondents
American Indian or Alaska Native	1	1%
Asian	4	5%
Black or African American	2	2%
Native Hawaiian or Other Pacific Islander	0	0%
White	67	83%
Other	7	9%
Total	81	100%

Figure FG-5. *Race of focus group participants.* Source: UDP Studio.

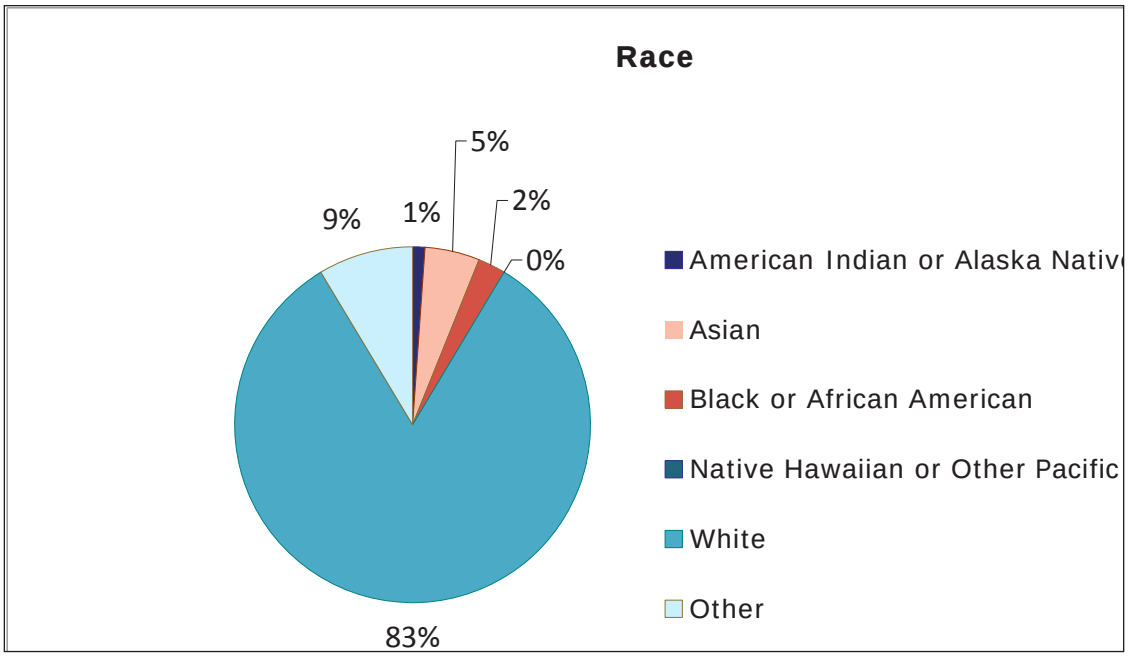


Figure FG-6. *Race of focus group participants.* Source: UDP Studio.

Gender

Fifty-seven percent of the participants were females; 43% were male.

Gender	Number of Participants	Percentage of Participants
Male	35	43%
Female	46	57%

Figure FG-7. *Gender of focus group participants.* Source: UDP Studio.

Length of Residence in Seattle

The participants tended to be long-term residents of Seattle. Forty-six percent, or nearly half, have lived in Seattle for at least 30 years.

Number of Years Residence in Seattle	Number of Participants	Percentage of Participants
0 to 5	9	11%
6 to 10	6	7%
11 to 15	10	12%
16 to 20	7	9%
21 to 25	4	5%
26 to 30	8	10%
30+	38	46%

Figure FG-8. *Length of residence in Seattle.* Source: UDP Studio.

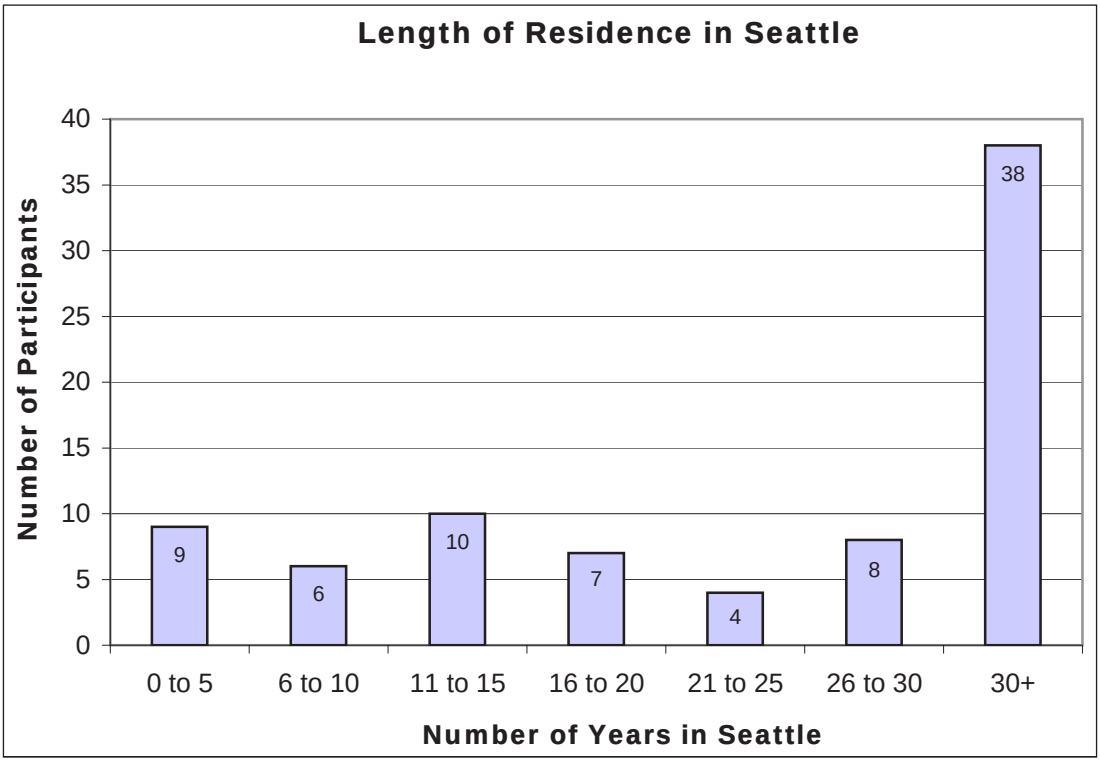


Figure FG-9. *Length of residence in Seattle.* Source: UDP Studio.

Length of Residence in Current Neighborhood

Most of the participants were long-term residents of their neighborhoods. Sixty-nine percent have lived in their neighborhoods for at least 11 years, and 24 percent over 30 years.

Number of Years Residence in Neighborhood	Number of Participants	Percentage of Participants
0 to 5	14	17%
6 to 10	11	13%
11 to 15	15	18%
16 to 20	10	12%
21 to 25	9	11%
26 to 30	3	4%
30+	20	24%

Figure FG-10. *Length of residence in current neighborhood.* Source: UDP Studio.

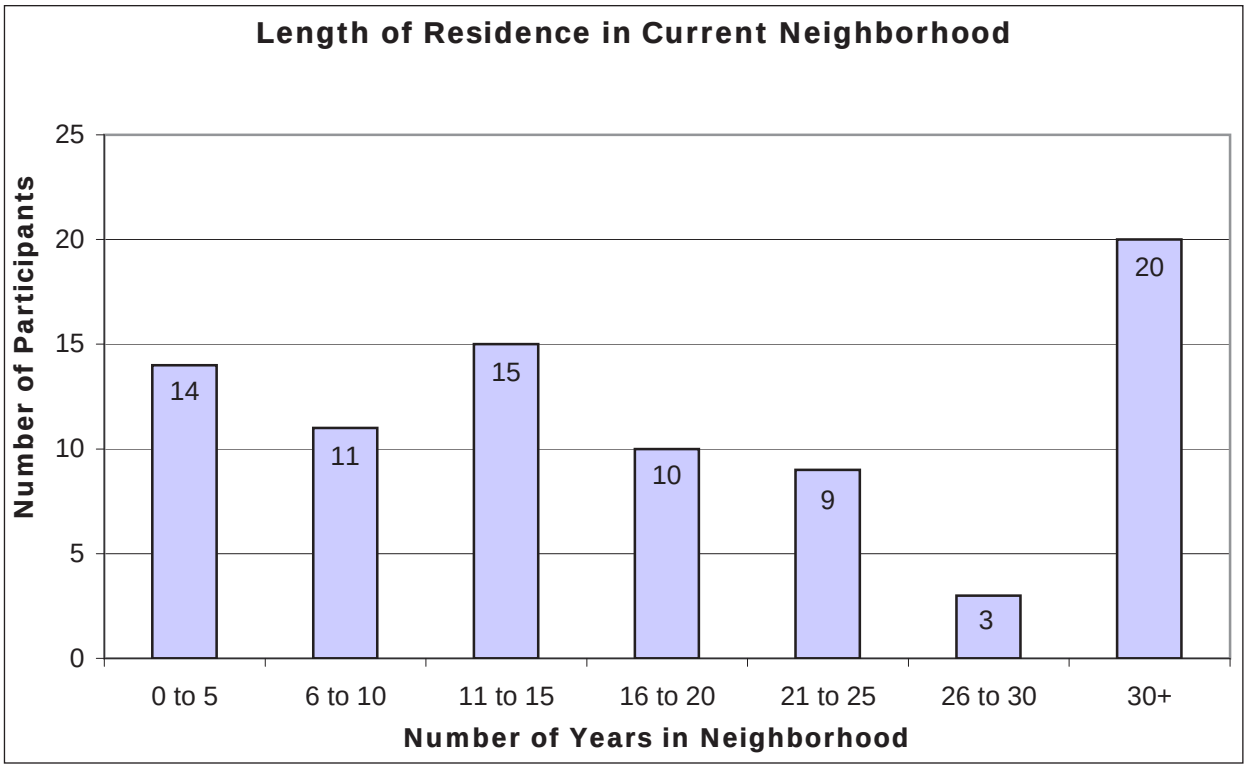


Figure FG-11. *Length of residence in current neighborhood.* Source: UDP Studio.

Number of Participants from Each Sector

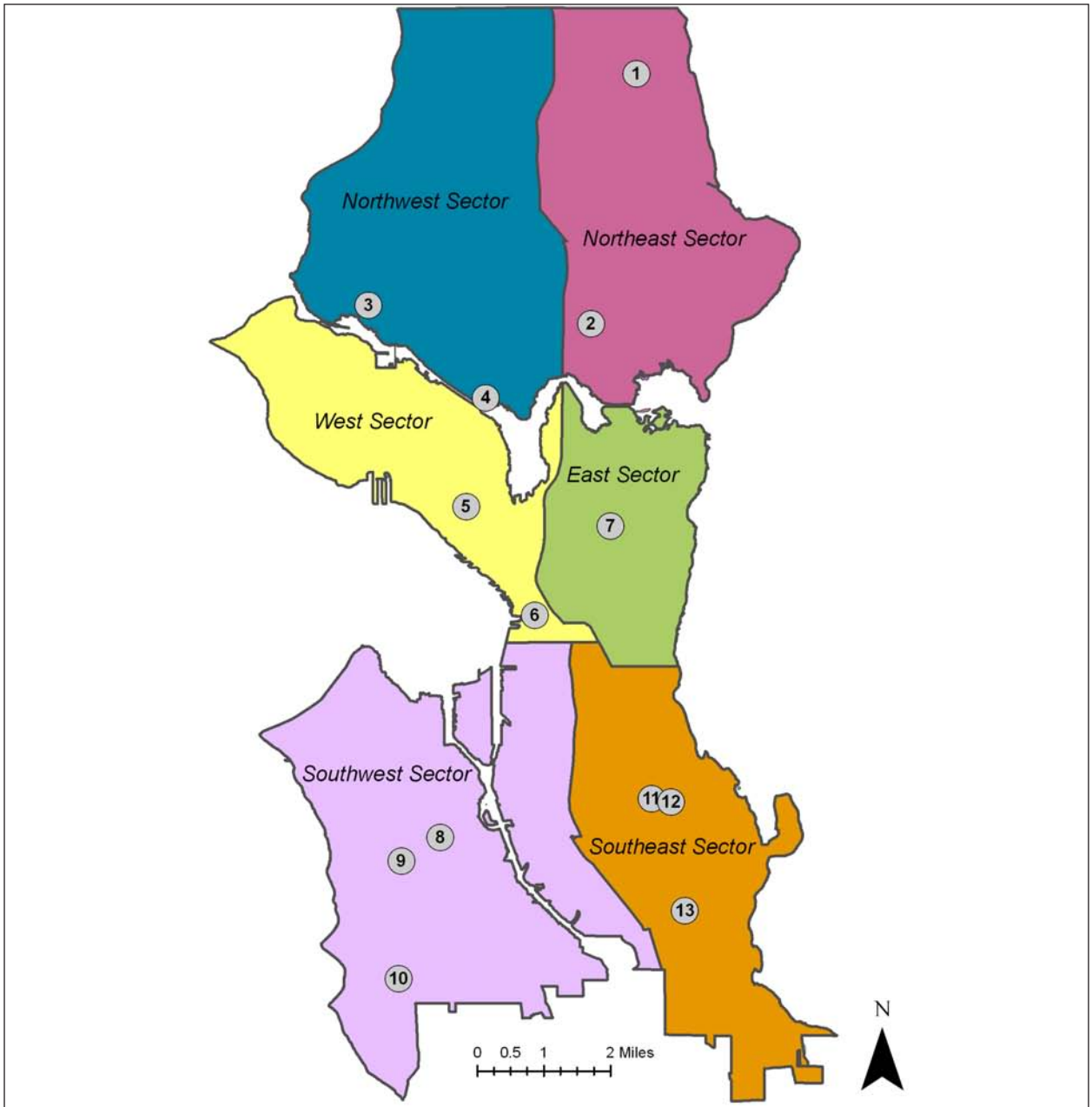
Every sector had at least 14 participants. The Northeast and Northwest sectors had the most participants at 25 each.

Sector	Number of Participants
Southeast	14
Southwest	20
East	15
West	16
Northeast	25
Northwest	25
Total	115

Figure FG-12. *Number of participants from each sector.* Source: UDP Studio.

Scheduling and Location of Focus Groups

Sector teams conducted three focus groups in their sectors during the weeks of April 13-19 and April 20-26. These focus groups were held in various locations throughout the sectors during both evening and daytime hours. Some sectors, such as the East sector, held all of their focus groups at the same location on different days while others held focus groups at two or three different locations throughout the sector. Libraries and community centers were the most commonly used focus group locations (see Figure FG-13). The majority of the focus groups were held on weekday evenings, though several were conducted on Saturday mornings.



Key	SITE	# of Meetings
1	Lake City Neighborhood Service Center	1
2	University Heights School	2
3	Ballard Neighborhood Service Center	2
4	Fremont Neighborhood Service Center	1
5	Queen Anne/Magnolia Neighborhood Service	2
6	Pioneer Square Community Association	1
7	Miller Community Center	3
8	Delridge Public Library	1
9	High Point Public Library	1
10	Southwest Public Library	1
11	Rainier Vista Housing	1
12	Rainier Valley Cultural Center	1
13	Southeast Neighborhood Service Center	1

Figure FG-13. *Focus group locations.* Source: UDP Studio.

Focus Group Script Design

The University used a script during the focus groups to ensure moderators asked a consistent set of questions in all focus groups. One team was responsible for designing the focus group scripts and accompanying materials. The five types of questions asked were the following:

1) *Opening Question* – An "icebreaker" question answered by everyone at the beginning of the focus group. Example: "What is the one word you would use to describe your neighborhood?"
2) *Introductory Questions* – Used to introduce the focus group topic (i.e. neighborhood planning) to the participants and to encourage participation by making people feel comfortable. Example: "What attracted you to your neighborhood?"
3) *Transition Questions* – Used to transition from introductory questions to key questions. Example: "What changes have you noticed in your neighborhood since you moved there?"
4) *Key Questions* – Questions revealing and elaborating the main neighborhood issues. Example: "What aspects about living in your neighborhood do you find most challenging?"
5) *Final Question* – Asked at the end of the focus group to make sure that everything was covered. Example: "Have we missed anything?"

The Focus Group Design Team eliminated questions that were subject oriented or leading (e.g. "Do you feel that you have enough parks in the area?"). The chosen questions focused primarily around what participants liked about their neighborhoods, what issues they were concerned about, how they felt about the previous neighborhood planning process and suggestions for future planning efforts.

A preliminary script was tested and then revised.[5] The final materials included: focus group script, moderator tips, participant information form, sign-in sheet, icebreaker sheet and recorder template (see Appendices FG1-FG9 for complete versions).

Three sector team members attended each focus group. One team member was the moderator who asked the questions from the script and facilitated the discussion. Another member was the assistant moderator who kept track of key themes, asked follow-up questions if necessary and summarized the discussion points for the focus group at the end. The third member was the recorder who took detailed notes of what was said during the focus group.

5 A question about sustainability and neighborhood planning was added to support a project being done by a graduate student in the Evans School of Public Affairs for DPD on the topic.

Limitations

Students made significant efforts to reach out to a range of Seattle residents across the city. Students scheduled focus groups at different times, days and locations to give residents different options to participate. Despite these efforts, however, the opinions, feelings and perceptions of the focus group participants may not be entirely representative of the city as a whole for several reasons:

- *Small sample size:* Only 115 residents participated.
- *Not all Seattle neighborhoods were represented:* Students sought participants from a broad geographic area. Participants came from 55 neighborhoods, but this may not include every Seattle neighborhood.
- *Not all racial/ethnic/cultural groups represented:* Students sought participants from a broad range of backgrounds, but this may not include all racial, ethnic or cultural groups in Seattle.
- *Focus groups were conducted in English:* Language translation may have increased participation by residents who speak languages other than English.

Despite these limitations, several consistent themes emerged from the focus group discussions, which did include a broad range of participants (see Demographics section above).

Focus Group Analysis

Focus Group Reports

The University analyzed information gathered during the focus groups and summarized the information in a standard format. Sector teams used focus group reporting forms to summarize what happened in the focus groups. These forms requested identification of the top three to six themes and summaries of the previous planning process discussion, description of group dynamics and demographics, key quotes and questions that were not answered. The sector teams also provided the recorder's notes from the focus groups.

Theme Identification

Upon completion of the first round of focus groups in each sector, sector teams drafted summary reports that were consolidated by the Summary Team into a matrix that listed the main topics of each focus group. The class as a whole then used this matrix to determine the white paper topics included in this document. The topics were selected based on the frequency they were mentioned and discussed in all sectors, also taking into consideration elements that DPD and DON staff were specifically interested in addressing during the upcoming neighborhood planning process. This process identified five topics for white papers: housing, transportation, urban design, planning process, and public health and safety.

After the all the focus groups were completed, the Summary Team compiled the data for analysis. Analytical methods included coding the notes from all of the focus groups to identify major themes in each session. These themes were first aggregated at the sector level through a comprehensive spreadsheet and then aggregated citywide. Figure FG-14 shows the ten major themes and which sectors they were most commonly discussed.

Theme	SW	SE	W	E	NE	NW
Business and Economic Development	x	x	x		x	x
Community and Civic Involvement	x	x	x	x	x	x
Development and Density	x	x	x		x	x
Housing	x	x	x	x	x	x
Public Health and Safety	x	x	x	x	x	
Public Spaces	x	x	x	x	x	
Socio-Economic Conditions and Diversity	x	x		x	x	x
Sustainability		x		x	x	
Transportation	x	x	x	x	x	x
Urban Design	x	x	x	x	x	x

Figure FG-14. *Themes identified in each sector.* Source: UDP Studio.

Figure FG-15 shows the top themes identified by the focus groups in each sector.

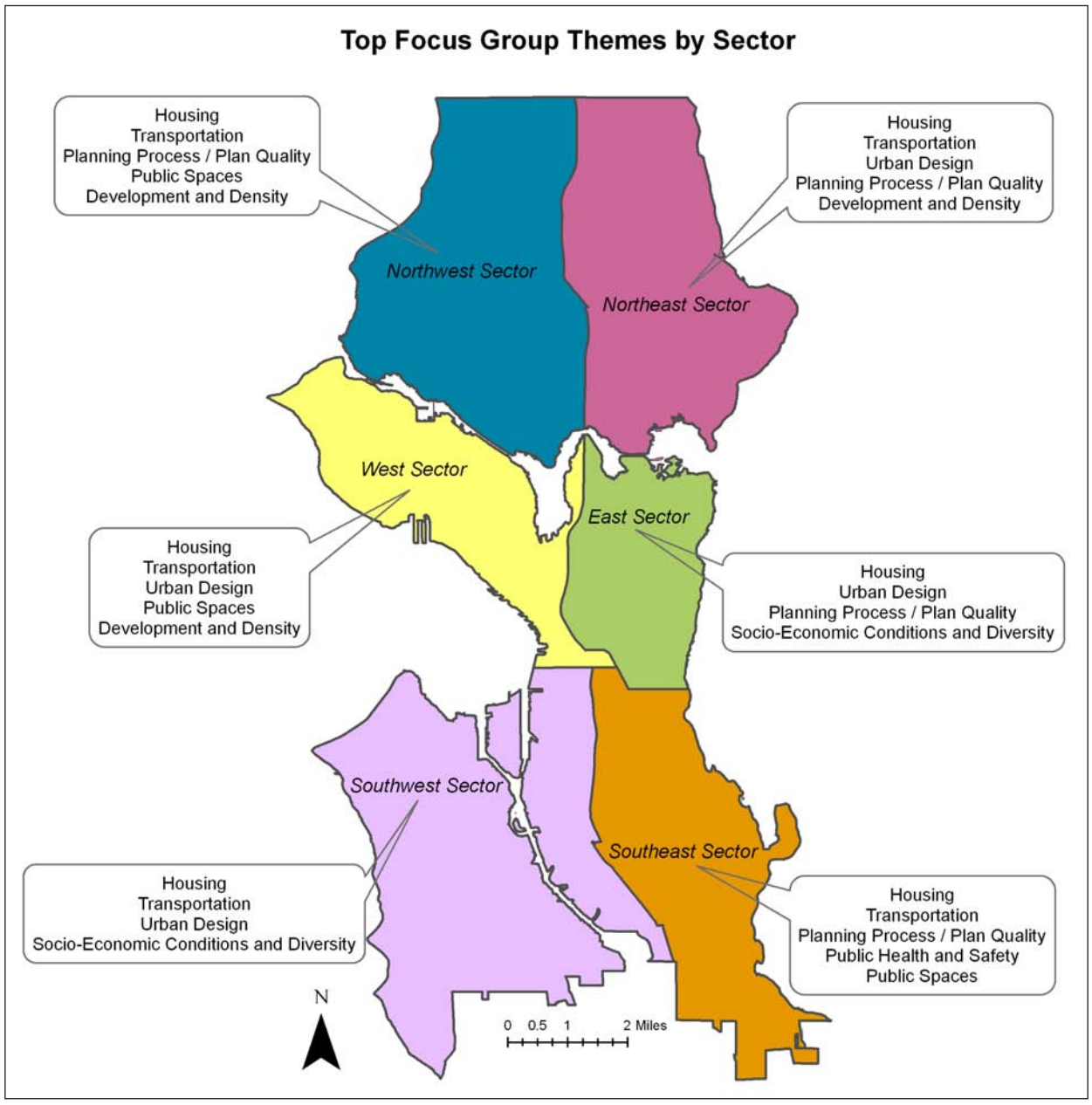


Figure FG-15. *Top focus group themes by sector.* Source: UDP Studio.

The results of the analysis include a summary of each theme outlining relevant discussion points, participant attitudes regarding the issue, and direct quotes and comments from the participants across the city.

Summary of Focus Group Themes

Themes

1) Housing*
2) Transportation*
3) Public Health and Safety*
4) Urban Design*
5) Community and Civic Involvement* *(the planning process component of this theme was identified as a white paper topic)*
6) Business and Economic Development
7) Development and Density
8) Public Spaces
9) Socio-Economic Conditions and Diversity
10) Sustainability

** White paper topic*

1. Housing

Housing was discussed in 13 of the 18 focus groups and was identified as a white paper topic (see Section H). Participants discussed issues related to changing character and affordability of housing, including issues related to new development, current trends in housing prices and availability. Housing affordability deals primarily with fear of rising costs as well as concerns about the uncertain future surrounding the outfall of the recent sub-prime mortgage crisis. A significant number of focus group participants identified "affordable housing" as an issue they would tackle if they could champion just one issue. In addition, participants suggested measures such as slowing down building affordable housing "mega projects" until more is known about whether they work, as well as creating design guidelines to help shape the character of new housing. Because housing is a major issue to neighborhoods, it is addressed in a white paper and is integral to discussions of many other themes.

Housing Character

Housing character is closely linked with discussions about development, density and urban design.

> "One big challenge I see is teardowns of older original homes – our neighborhood experiences a loss of character because old homes are being torn down."–Northeast Sector Participant

> "Lots of condos are being built; we are seeing high density in single-family neighborhoods." –West Sector Participant

> "The houses by the water and the troll are being torn down and converted from single-family homes to multi-family and triplexes, but there's no additional parking created, which is a problem." –Northwest Sector Participant

> "We could either have housing all over the place, or density. Density is the logical choice." –Northwest Sector Participant

> "We are concerned about Ballard becoming a 'bedroom community'." –Northwest Sector Participant

> "Some of the new stuff being built is bad because of the parking requirements. In the 70s and 80s it was worse than now. The neighborhood has way more power that didn't exist in the 70s and 80s when the houses were boxes on stilts with a garage and a blank wall on the first story. The builders are challenged to make economic sense out of their project, and the housing demand has made building a challenge, but we have to have density." –Northwest Sector Participant

> "We worry about density creating 'canyons' of apartments will put area into deep shade, with no light." –Southeast Sector Participant

Housing Affordability

Housing affordability discussion poses questions about how to handle rising costs of housing and the trend toward "unaffordability" in traditionally affordable neighborhoods and how and where to build controversial "affordable" housing, such as low-income subsidized units.

"Affordable housing has happened because of the plan. The Neighborhood Council acted on its own, but it was a direct result of the planning process. We haven't done as much to protect historical housing stock."

–Northwest Sector Participant

"Affordable – when we were in our 20s and buying our first home, we couldn't afford Wallingford. You could buy in Admiral in your 20s, though now it is not affordable for people in their 20s. We never expected our home's value to increase as it has."

–Southwest Sector Participant

"The Southeast sector has over 40 percent of city's section 8 housing, but 20 percent of [its] population. This is unfair."

–Southeast Sector Participant

"Ballard's density is all as planned, but we need more affordable housing. We're still working on Ballard affordable housing by the industrial area especially. It's ridiculous to live in Kent and drive to Ballard to work. The changes are all happening, but it's better because the GMA [Growth Management Act] gave citizens some control over change, before they had none over developers. It's better than it would have been without the GMA."

–Northwest Sector Participant

"Martha Rose Townhouses are an example of "green [sustainable] building" but they cost 10 percent more – many Valley residents can not afford to live there – need to weigh these issues and gentrification."

–Southeast Sector Participant

"New housing is not affordable, the city is not encouraging upgrade of existing housing stock; not everyone qualifies for subsidized housing, and we need to maintain existing stock."

–Southeast Sector Participant

"We worry about seeing vacancies rise due to the sub-prime crisis. We have a problem with slum lords and squatters in condemned buildings."

–Southeast Sector Participant

2. Transportation

Transportation was a major theme of discussion in 17 of the 18 focus groups throughout the city and was identified as a white topic paper (see Section T). Participants described attractive and good neighborhoods with features such as non-motorized transportation infrastructure for biking and walking, rapid transit availability and connectivity among sectors. All sectors mentioned transportation issues in their discussion of the most challenging aspects of their neighborhoods. The main issues or concerns include the following (order does not imply ranking):

Transportation Infrastructure
Participants from all six sectors expressed frustration with the city's transportation infrastructure not keeping pace with the growing population. The primary issues identified were a lack of city funding, political will or leadership, general maintenance of existing networks and implementation of new transportation options, such as rail or rapid bussing.

All sectors discussed the need to improve transit service by increasing frequency, redirecting routes, reducing transfers, reducing travel times and extending hours of service. While all sectors discussed the need to improve pedestrian infrastructure, biking infrastructure was predominantly addressed by the Northwest and Northeast sectors. In addition, sectors showed more concern with the reduced amount of parking resulting from increased densities.

Participants varied in their perspectives on how the aforementioned issues should be addressed. Views ranged from implementing regulations, to altering resident travel behaviors, to the City making transportation issues the main priority, to abandoning the urban village concept.

> "It's a question of infrastructure – the transportation infrastructure is not being built to accommodate the new density. It is Ron Sims' stated policy to make driving a car so inconvenient that people will do other things. But there are no "other things" to do!"
>
> –West Sector Participant

> "There's no excuse. If there were the will it would happen. Cities a quarter of the size of Seattle, hilly places, have trams every 15 minutes. There's no excuse, just a lack of political will."
>
> –Northwest Sector Participant

> "We don't have the same bus service as we used to; it's not as accessible. Transportation is the biggest sustainability issue; busses are much more crowded than six months ago."
>
> –Northeast Sector Participant

> "The density coming to our neighborhood is overwhelming: there is no parking, there is no Sound Transit. The infrastructure cannot support the number of people moving in. We have limited street space and the commuter population comes into our hub."
>
> –Southwest Sector Participant

"Infrastructure should not be addressed piecemeal. [It] should be addressed by corridors and networked."

–East Sector Participant

"The infrastructure was insufficient, and is not keeping pace with what was described in the [neighborhood] plan."

–Southwest Sector Participant

Transportation Connectivity

Participants expressed frustration with connectivity in terms of limited travel options, particularly transit to and from other neighborhoods. They noted that transit routing predominantly caters to downtown commuting and consequently reduces access to other parts of the city.

"Traveling North to South is easy but trying to go East to West is ridiculous, just try to get from Fremont to Capitol Hill."

–Northwest Sector Participant [All participants nodded in agreement.]

"You can't go anywhere without transferring downtown. Transit has to go East-West, not just North-South."

–West Sector Participant

"There need to be more direct lines, and they need to run more often."

–Northwest Sector Participant

"Taking the bus is too slow. [It's] annoying to transfer through downtown."

–East Sector Participant

"There aren't enough East-West connections."

–Northeast Sector Participant

Traffic Calming

Closely tied to developing a safe, pedestrian-friendly neighborhood is calming of traffic along main arterials and residential streets (refer to participant comments in regards to walkable communities in the Focus Group Theme: Urban Design). High-speed traffic and increased congestion were issues all sectors identified as having a significant impact at the neighborhood level. Lack of traffic calming measures such as speed bumps, traffic circles, crosswalks, traffic lights and improved sidewalk conditions were all cited as solutions to ensure safe and livable neighborhoods.

"[There] should be better pedestrian scale lighting on sidewalks and better marked and lighted crosswalks."

–East Sector Participant

"Walkability is hindered, especially in North Seattle. There [are] no sidewalks, so you have to walk on the street with cars speeding by or cut through people's yards. It keeps kids from riding their bikes."

–Northwest Sector Participant

"Access to services, merchants, pedestrian friendly walkways – all of these add to neighborhood safety."

–Southeast Sector Participant

"High speed and through car traffic cause safety problems – sidewalks or speed bumps are needed."

–Southwest Sector Participant

3. Public Health and Safety

Public health and safety was discussed in nine of the 18 focus groups and was identified as a white paper topic (see Section HS). The issue varied widely across city sectors; some focus groups discussed the theme and others did not. Furthermore, health and safety were typically not discussed concurrently. For example, the Southwest sector focused on public health only in terms of the lack of grocery stores in the Delridge neighborhood. The Southeast sector discussed both health and safety, while the remaining four sectors spoke only of safety.

Public Health.
The issue of public health and safety for the Southwest sector centered on the public health aspect of the theme, with discussion concerning the lack of grocery stores in the Delridge neighborhood. Public health was discussed briefly in the Southeast sector with respect to minority populations being disproportionately exposed to environmental pollution, and produced the quote below.

> "[I] would champion having Southeast [Seattle] treated with the same respect and dignity as the rest of Seattle."
>
> –Southeast Sector Participant

Public Safety.
Safety and crime, specifically in Pioneer Square, the International District, Capitol Hill and Rainier Valley, were stated as an issue to champion in numerous focus groups. Public safety issues revolved around police response and enforcement, problems with nightlife and parties in Capitol Hill and Fremont, lack of youth activities in the Rainier Valley and homelessness across the city. Complaints regarding police enforcement came in the form of both complaints related to poor response time and the lack of police officers per capita. For example, one Southeast sector participant described Columbia City as "teetering." Community gathering spaces were referenced as the solution to these problems.

Youth
Youth violence and community centers were both common issues to be championed by residents. Residents stated that the lack of activities for youth in the Rainier Valley resulted in boredom that in turn led to youth getting into trouble. One resident stated that while funding for community centers is active, there needs to be more concentration on involving kids in these places. Another added that more police presence is necessary to set a tone, but one that is both strong and fair.

Urbanization
One resident stated that the increasing urbanization of Seattle (since the previous plan twelve years ago) has presented problems associated with large urban areas, namely homelessness and crime. Furthermore, because of this increased development, the City of Seattle is neglecting hazards such as unsafe streets, trash and abandoned cars that can ultimately lead to unsafe neighborhoods.

"Safety on [Capitol] Hill is worsening. You need to preserve nightlife and vibrancy, but also need some quiet. Litter is becoming worse and there have been three gay bashings this last year. Meth has also become a problem. [However,] police enforcement has improved; there is a new captain who is great. The police are present when the bars are closing and the response is generally much faster."

–East Sector Participant

"The Mayor puts homeless housing for women and children in West Seattle where he lives but put a homeless flophouse in Columbia City."

–Southeast Sector Participant

"[The] Southeast [sector] needs to stop being the city's garbage pail."

–Southeast Sector Participant

"The neighborhood is not going to be a nice place to live anymore."

–Northwest Sector Participant

"Taking a walk in my neighborhood is scary. There needs to be more for teenagers to do."

–Southeast Sector Participant

"If the City is going to insist on density [they] need to provide the adequate public safety response… or stop the process."

–Northeast Sector Participant

4. Urban Design

Urban Design was a key issue addressed through language in 11 of the 18 focus groups and was identified as a white paper topic (see Section UD). Typically, focus group participants addressed this theme by identifying structures that they felt demonstrated "good" or attractive design and contrasted them with others they felt did not. Generally, elements that were described as favorable exhibited convenient and accessible location of services, "human" or small-scaled building structures, pedestrian-friendly walkways, and representation of the community's history and culture through architecture. Though the focus groups entertained a varied discussion with respect to urban design elements and concerns, three topics ultimately summarize the issues and concerns addressed in all the city sectors. They are as follows, with a summary of the issue followed by quotes from focus group participants.

<u>New Development</u>
New development and infill projects were commonly associated with poor aesthetic quality as well as "shoddy" construction. Large-scale construction was also continually referenced as having negative impacts on a neighborhood's identity. Specifically, participants identified townhomes, condominiums, so-called "McMansion" houses and big-box retail stores as building design that threaten the character and cultural identities of a neighborhood.

> "The biggest threat [to my neighborhood] is terrible architectural design. We are being 'Ballard-ized.' This is a very desirable place to live so the market is allowing developers to come in and bulldoze. They are creating canyons in our neighborhoods [with these big buildings]. Our shops and parks will be in a shadow."
>
> –Southwest Sector Participant

> "People want to 'Pottery Barn' it [Georgetown]…people are knocking down 1910 homes to put up faux Art Deco condos."
>
> –Southwest Sector Participant

> "We are in danger of losing unique character of our neighborhood because of speculation in buildings." –Southwest Sector Participant

> "A friend who has been all over the world came to visit, saw the new generic townhomes and said, 'What is this stuff? It doesn't make sense.' They're shoddily built, there's no sense of pride. Nobody's going to come back in 30 years and say, 'I built that!'" –Northwest Sector Participant

> "I think the… things being built are not sustainable; their massing is too huge, the design and quality of materials are bad – they don't age well. We are losing the character that originally drew us to particular neighborhoods – that's not sustainable." –West Sector Participant

> "Canyons of apartments and lack of playgrounds will put [my neighborhood] into deep shade – no light." –Southeast Sector Participant

Design Guidelines

Design guidelines, as well as the design review process, were consistently mentioned as being poorly used tools. Participants emphasized the need for communities to play a stronger role in the design review of development projects. In addition, some participants argued that current design guidelines do not meet the communities' standards and appear to prioritize the needs and preferences of large-scale business owners (i.e. big-box retail) and developers. Some participants noted that the design review process is a good tool in theory; however, it currently has "no teeth" in meeting a community's design standards.

Participants named several specific guidelines they felt needed to be changed or readdressed: insufficient setbacks (including zero setbacks), maximum building heights complementing neighborhood character and the inability to review small development projects.

> "Design Review is a good tool but it's weak."
>
> –Northwest Sector Participant

> "The GMA [Growth Management Act] amended the plan and we got Design Review. But the process is deficient. There are too many projects that are excluded and they don't have to do it because they're too small or the wrong type… It [Design Review] is too porous of a process. It gives neighborhoods some ability to influence development but not enough."
>
> –West Sector Participant

> "Design Guidelines aren't being adhered to at all. There is confusion about how binding they are. The City feels that they are not prescriptive and are instead discretionary. Most of the time, the public doesn't attend the meetings; people feel it would be a waste of time. It is not the guidelines that are the problem. The problem is that they are not being followed. The buildings being built are too modern and are out of character. I expected greater consistency with the industrial vernacular [in the Pike-Pine corridor]. Bulk [is] out of scale; buildings consistently take up half a block. Designers could make these look like two or three buildings [and] could also pay more attention to solar and wind orientation. The Design Review board told me that bulk and scale are not a design issue."
>
> –East Sector Participant

> "But, to be successful we've got to provide transit and infrastructure. Design is not being designed well. If you're going to encourage growth, do it in a proper way."
>
> –Southwest Sector Participant

Walkability

Participants from all sectors referred to "walkable" or "pedestrian-friendly" neighborhoods in their discussions of defining what makes a good neighborhood. Participants emphasized this point by highlighting numerous benefits, such as improved public safety (day and night time hours), enhanced accessibility to basic needs such as grocery stores and other services, increased community gathering and increased interaction with other residents.

Participants identified the following amenities to create a safe, pedestrian-friendly environment: well-maintained sidewalks, bike lanes, "well-cared for open spaces," street-

scaping, public gathering spaces, sunlit corridors, pedestrian-scaled lighting and bathroom facilities.

> "As a retired person I want to be able to walk everywhere. Living on Queen Anne is like living in a small town in a big city."
>
> –West Sector Participant

> "People are scared to walk anywhere except with sidewalks. People do want to walk – many people walk on their residential streets – but would question whether they actually feel safe doing so."
>
> –Northeast Sector Participant

5. Community and Civic Involvement

Focus group participants discussed community and civic involvement in ten of the 18 focus groups. The planning process component of this section was identified as a white paper topic (see Section P). Participants were concerned with the neighborhood residents' level of community engagement during planning processes, with ways of communicating with hard-to-reach populations, and with ways to encourage continued engagement in civic activities. A striking number of participants used the word "apathy" to describe the level of interest neighborhood residents have in maintaining involvement in the work to shape their communities. Participants shared stories of instances where even when broad, advanced public notice was given before project or planning activities residents would complain of having not been notified; similarly, participants noted also that only upon hearing about a crisis or very hot issue would residents finally become vocal. In sum, participants cited community and civic engagement as an issue that, if possible, neighborhoods would like guidance and resources to better understand and promote.

Community Involvement in Planning Processes.
Participants shared both concerns and suggestions for how to engage with community members during planning activities.

> "Neighborhoods were not invited to the Southeast Action Agenda process. Out of 30 [neighborhoods], [there were] 40 people and only two represented neighborhoods."
>
> –Southeast Sector Participant

> "We need places where people can know what is going on."
>
> –Southeast Sector Participant

> "One big change is the people and attitudes of people towards participating in their neighborhood. We are seeing a lack of participation in neighborhood meetings. [New] people don't own issues in the same way anymore. And the people who have been active are tired of fighting the City. When you are always in reactive mode, it's hard to get people engaged. Always defending is tiring, instead of being part of a positive building process. "
>
> –Southwest Sector Participant

> "My neighborhood is getting younger and younger. There is not a history with those people – we first need to educate them on 'what is a neighborhood plan,' and then get them on board."
>
> –Southwest Sector Participant

> "The most time consuming part of the last plan was notifying the community, but it was worth it."
>
> –Northeast Sector Participant

Activities Encouraging Civic Involvement.
Civic involvement was described as an important factor in creating community.

"Community-building activities are increasing – this has been shown by formation of new community councils and the increasing popularity in farmers' markets."
–Northeast Sector Participant

"Broad involvement or participation is essential for community.
–Southwest Sector Participant

"Not only living but also getting involved in activities makes good community."
–Southwest Sector Participant

Problems with Maintaining Civic Involvement.
Many neighborhoods described residents as showing apathy toward becoming involved; on the other hand, participants also noted that many people are interested but have trouble participating due to time and resource constraints.

"People don't know each other in their neighborhoods"
–Southeast Sector Participant

"It's not people's apathy, it is just some people work 2-3 jobs and don't have time to watch over the city."
–Southeast Sector Participant

"A major challenge is apathy; people aren't informed about meetings; unless there is a direct threat people don't get involved."
–Northeast Sector Participant

6. Business and Economic Development

Focus group participants discussed business and economic development in eight of the 18 focus groups. Comments connected economic development to a range of other issues such as employment, gentrification, affordability of housing and services in neighborhoods and transportation. Two common issues among the comments on this topic are the loss of small businesses and the need for more employment opportunities in the neighborhoods.

Loss of Small, Local Businesses.
Many participants commented on the loss of "mom and pop" businesses, many of which had provided neighborhood services for years. Several focus groups noted how small, locally-owned businesses are challenged to meet rising costs (i.e. rent) and also showed a general frustration with the types of new businesses moving into their neighborhoods. Participants frequently referred to small businesses as neighborhood assets and offered examples of successful economic development efforts.

> "The stores on Broadway are now less diverse; the rents went up and lots of small businesses closed."
>
> –East Sector Participant

> "The local businesses are leaving. A custom sign shop was just torn down yesterday, and sure, it looked shoddy, but where else could they afford to have that shop?"
>
> –Northwest Sector Participant

> "If I need a wedding gift or special dress, it is important for me to stay local to support my community. I have a 'mom and pop' preference – I have grown up walking to the Junction – we say, 'we're going into town.' I feel it is my own little hub."
>
> –Northwest Sector Participant

> "The funky local businesses have no room in this economy. They can't afford to stay here. There used to be a lot more junk stores, and now all the cheaper places can't afford the rent so they're being replaced by chains."
>
> –Northwest Sector Participant

> "New businesses [are] coming in and mom-and-pops are leaving. [We] want both old and new, but am concerned that some new businesses – like Moneytree, T-Mobile, etc. – aren't the same magnet draw as more unique businesses."
>
> –Northeast Sector Participant

Need for Neighborhood Employment Opportunities.
Participants discussed the lack of jobs in the neighborhoods. Some participants felt the City should invest in economic development, particularly to create jobs for young adults.

> "Rainier Valley is more than 50 percent subsidized housing – kids can't find good jobs – few opportunities. There's not enough investment from the City."
>
> –Southeast Sector Participant

"The City has not done a good job matching density with jobs. There has been an increase in residents and a decrease in job units. The mixed use development has been replacing industry and small business."

–Northwest Sector Participant

"Economic development – this means not only jobs, but also training and support. [We] need income levels to support businesses."

–Southeast Sector Participant

Efforts to Improve Business and Economic Development.
Participants also commented on some efforts to promote business and economic development in the neighborhoods that have been successful.

"The farmer's market creates a community feel and generates revenue during its four-month operation. This represents sustainable economic activity in the community, and also encourages people to walk and to eat locally."

–Northeast Sector Participant

"The light rail – construction, new businesses, more restaurants… [the] City did a good job of channeling funds to neighborhood priorities."

–Southeast Sector Participant

"Lake City is now employing a Business Improvement District to tax themselves to achieve a higher level of services. Want to find a way to support businesses among redevelopment."

–Northeast Sector Participant

7. Development and Density

Development and density in neighborhoods were discussed in 11 of the 18 focus groups. Participants shared a range of perspectives on the visible changes in their neighborhoods resulting from new development and higher density over the years. In addition, some focus groups identified the loss of neighborhood character as a critical issue.

Positive Impact of New Development.
Many participants talked about the positive impact that new development and density had in their neighborhoods. Comments focused on revitalization and the increasing diversity of housing and businesses.

> "Gentrification has become a dirty word. I don't think people are getting pushed out of Georgetown. I prefer the word revitalization. Businesses are coming in – much of this growth is cool."
>
> –Southwest Sector Participant

> "[We] need a commercial zone or node. Places people identify with and meet neighbors. That is why Columbia City is such a neat place. It has healthy business."
>
> –Southeast Sector Participant

> "Ballard's gotten more dense – density was built into the plan. Plus, we've gotten the library, the neighborhood service center, the park, and most of the amenities in our plan."
>
> –Northwest Sector Participant

> "I've seen more families with kids move in, and property values are going up: High Point has really pushed up values. I welcome it. We bought a new house in this neighborhood twice."
>
> –Southwest Sector Participant

> "Changes are definitely linked to planning process. We planned for height and density – and are realizing those. We had a specific intent to raise height in the central core to 85 feet. Would like to see development max out height; many new developments have not used full height and density capacity as zoned."
>
> –Northeast Sector Participant

Challenges of Increasing Density and New Development.
Many participants discussed the challenges of new development and greater density in their neighborhood. Challenges included the loss of neighborhood character and open spaces. Comments also reflect a sense that the City has not anticipated or planned for these issues and could do more to manage development.

> "Tearing down of old houses to build four new houses – forcing there to be increased density of a certain type is causing us to lose our open spaces. We're not going to stop sprawl with this kind of densifying."
>
> –West Sector Participant

"…balance between new development and maintenance of the neighborhood in a way that sustains neighborhood character. Developers tend to develop maximum bulk under zoning code, which may deprive the neighborhood of its character."

–Southwest Sector Participant

"Belltown has powerful edges – the Waterfront, Denny – it has no centrality to it. It's a "place between" – it doesn't have a central avenue – just lots of bars and restaurants. We can't get parks, schools, [or] a community center into our neighborhood… but it's perceived as successful from a real estate perspective because expensive condos are being sold there."

–West Sector Participant

"Our plan does not reflect the immense growth that has come to our neighborhood. We need to protect the transitional zoning – the buffer zones – that could be protecting single-family housing. All of the property around us sold and developed at the same time."

–Southwest Sector Participant

"This area has become more convenient to downtown, Renton, etc. as the area has built up around it – this affects traffic. Light rail will have an additional impact."

–Southeast Sector Participant

"No connection between dense growth and amenity growth."

–Northwest Sector Participant

"Seattle is reckless about development, a very immature city when it comes to height and setbacks."

–West Sector participant

Impact of Development on Traffic and Mobility.

Some participants commented on how new development impacted traffic and mobility in their neighborhoods.

"The Queen Anne Community Council has worked hard to put a stop to high rise development, but parking and traffic weren't planned for."

–West Sector Participant

"Rapid transit [light rail] impacts on the traffic density are expected – people trying to get to and from the station. Traffic is already increasing."

–Southeast Sector Participant

8. Public Spaces

Public space was a topic that was discussed in 12 of the 18 focus groups. Given the nature of discussion, public space as it is discussed here can be divided into two main categories: community gathering space, like plazas, and open space, like parks.

Community Gathering Space.
Focus group participants stated that community gathering spaces help make a good neighborhood, and that there are not enough of such spaces in Seattle. Participants stated that these spaces could be outside, like plazas, or inside, like community centers.

> "Community gathering spaces will help [solve] many problems. Infusion of gathering space is needed."
>
> –Southeast Sector Participant

> "The QFC on Broadway and Harvard replaced the Broadway Market; the market used to be a public area where people would hang out at the tables and chairs. When the owners started to remove the tables and chairs, the community mixing vanished."
>
> –East Sector Participant

> "In the 52nd Avenue corridor, pedestrian corridors and gathering places were not built. These were in the plan but not implemented."
>
> –Southeast Sector Participant

> "We need things for youths to do. There is nothing to do in Rainier Valley. I was at the New Holly community building when some teens were lounging around but the guards shooed them out. They weren't doing anything, just needed a place to hang out."
>
> –Southeast Sector Participant

Open Space.
Some participants mentioned the lack of open space for recreation and leisure. They stated that provision of green space would become increasingly important in the future as the city becomes denser. Others stated that existing open space was poorly designed.

> "The ID [International District] has the lowest parks-to-people ratio in the city. People in the ID can't afford private gyms. It is therefore critical to have public open space."
>
> –West Sector Participant

> "Parks and green space are important; we need to create a space to make the community; a place to be healthy and come together. You can't get it back once it's gone."
>
> –Northwest Sector Participant

> "A greenbelt, or creek, is a resource for the neighborhood. Without it, the characteristics of the neighborhood may be diminished."
>
> –Southwest Sector Participant

"Cal Anderson Park is not utilized efficiently, perhaps because of [its] design. There are water problems and the park is too linear. The benches are far apart so people can't cluster easily. There is lots of use in the play space, but not the park in general. This is mirrored in our way of life; our lives are more isolated, our living space encourages isolation. There is not enough open space; 87 percent of people on Capitol Hill are renters and don't have yards."

–East Sector Participant

"Open space was originally not a problem when the Central Area was a single family neighborhood. It has become more of an issue as the neighborhood has become denser because fewer people have yards."

–East Sector Participant

"The plan called for quality open space and active recreation space. We have seen this in the creation of new spaces at Meadowbrook, Nathan Hale, Summit, Cedar Park, Lake City School… we need open space concurrent with added density. Open space makes density more sustainable."

–Northeast Sector Participant

9. Socio-Economic Conditions and Diversity

Concern about neighborhood socio-economic conditions arose in eight of the 18 focus groups. As shown throughout the discussion of other themes many Seattle neighborhoods are currently undergoing large changes in demographics, housing affordability and availability, development densities, transportation and general "neighborhood character." All of these changes influence shifts in the socio-economic character of a neighborhood. Since socio-economic shifts are fairly inevitable results of city evolution, and tools to guide or plan for socio-economic concerns may in and of themselves be challenging to identify, socio-economic issues were not identified as a white paper topic. Instead, socio-economic considerations have been incorporated into discussion of other focus group themes and white papers.

Focus groups participants characterized socio-economic shifts in positive and negative ways:

Positive Characterization of Socio-Economic Shifts.
Some neighborhoods feel that socio-economic changes – such as changes in population characteristics and diversity, increased investment in local businesses, infrastructure improvements and redevelopment of deteriorating properties – are making positive contributions to their neighborhoods. In many cases, neighborhoods appear proud to be hubs of diversity and are excited about the potential that increased investment in infrastructure could bring to traditionally underserved populations.

> "Gentrification has become a dirty word . . . I prefer the word revitalization. Businesses are coming in. Much of this growth is cool."
>
> –Southwest Sector Participant

> "Our neighborhood is culturally fascinating."
>
> –Southeast Sector Participant

> "Diversity that has been formed by increases of people is impressive."
>
> –Southwest Sector Participant

> "Our neighborhood is a potpourri of people. I chose the word 'eclectic' because there is a wide range of socio-economic levels"
>
> –Southeast Sector Participant

> "Diversity is one of the things the neighborhood can be proud of."
>
> –Southwest Sector Participant

> "Little Saigon is building up, bringing new diversity: East Africans, Eastern Europeans – our community is becoming even more diverse than it once was."
>
> –West Sector Participant

Challenges with Socio-Economic Shifts.

Many neighborhoods cited challenges surrounding shifts in socio-economic conditions. Some neighborhoods that are in the process of becoming increasingly "urban" through population increases, increased density of housing, or large-scale redevelopment shared that these shifts bring with them a need for more social services and other amenities desired or required by changing demographics. Some neighborhoods found that while homelessness and crime appear to have risen with increased urbanization, the concurrent demand for services and police presence is not being met. However, neighborhoods with more diverse populations appeared wary of having a prominence of service centers located in their communities. Many neighborhoods were concerned about adequately reaching and serving populations with diverse backgrounds, ethnicities and language skills. Still other neighborhoods cited concern over potential negative implications of gentrification and loss of socio-economic diversity.

"With changes toward urbanization have come some challenges and issues – homelessness and crime is much higher than 12 years ago [when the plan was developed]. We just did our first homeless count; we hadn't ever needed to do this before."

–Northeast Sector Participant

"Rainier Valley is more than 50 percent subsidized housing – kids can't find good jobs…"

–Southeast Sector Participant

"Social services are being placed in neighborhoods – some are acceptable, others are not – this will kill some neighborhoods [example Columbia City]."

–Southeast Sector Participant

"How do you get people involved if ethnicities don't talk?"

–Southeast Sector Participant

"Communication barriers make it really difficult. The city originally wanted 90 business associations to represent all ethnicities in the Southeast rather than one. Multiple ethnic community centers is a problem."

–Southeast Sector Participant

"Many people in the ID [International District] don't speak English – they can't call police, don't have access to services to get issues addressed"

–West Sector Participant

"One problem and challenge in our neighborhood is lack of socio-economic diversity."

–Northeast Sector Participant

10. Sustainability

With the increased awareness of limited resources and global warming, sustainability is a principle that has been increasingly emphasized across the country, particularly in Seattle. Given its importance and likely inclusion in the next round of neighborhood planning, a question specifically addressing sustainability within neighborhoods was posed in each focus group. While many participants were able to respond to the question, others were not aware of the meaning of "sustainability" as a term.

Some participants questioned how the neighborhoods could help with sustainability:

> "Sustainability on the neighborhood level is different. Other than design, what is there? Storm water, transportation, and habitat – these are broader than the neighborhood. Not a neighborhood issue other than in visual ways."
>
> –Northwest Sector Participant

> "The neighborhood plan can help sustainability by prioritizing."
>
> –Southeast Sector Participant

While most participants focused on what needs to be done to be more sustainable, some noted the positive moves toward sustainability:

> "This recognition of and attention to environmental sustainability is a good [...] change."
>
> –Northeast Sector Participant

> "Well, we have more pea-patches, more parks in Ballard, and we've got Sustainable Ballard. All over the city there's a greater concentration on sustainability."
>
> –Northwest Sector Participant

Many participants' comments align with One Planet Living's model, which outlines ten guiding principles that underlie the general theme of sustainability: zero carbon; zero waste; sustainable transport; local and sustainable materials; local and sustainable food; sustainable water; natural habitats and wildlife; culture and heritage; equity and fair trade; health and happiness. While all of the principles were addressed, zero carbon, sustainable transport, and sustainable and local materials were mentioned more frequently.

<u>Zero Carbon</u>

> "Solar energy should be used in public, or all, buildings."
>
> –East Sector Participant

> "SUVs and conspicuous consumption is on the rise; people don't connect consumption with sustainability. New construction doesn't consider solar angles or solar energy."
>
> –East Sector Participant

"…not withstanding the statistic that the amount of miles driven and gas consumed in Washington is decreasing, but there are more people. If we accept more people, that's not sustainable. We're not developing infrastructure sustainably over time. Until we address limits to growth we won't stop burning carbon."

–Northwest Sector Participant

Zero Waste

"Zero waste [via] composting has been a good start, and local businesses have really embraced this. But there has been resistance on the part of the City due to contract restrictions. So, lack of City support has to be factored in. We have the local businesses invested in the idea and the City needs to get on board with it."
–Southwest Sector Participant

Sustainable Transport

"It's not sustainable when you have growth with a lack of amenities – you can't get around by bus. It's a big problem."

–Northwest Sector Participant

"The City's made it no secret that they don't want cars, but they're not providing options, and nobody's going to buy a $700,000 condo that doesn't have a car, and their job is probably not in Seattle anyway."

–Northwest Sector Participant

"Density is part of it – if you bring people in, you reduce how far people have to travel. This results in a needed energy reduction. Fifty percent of our regional energy use is on transportation."

–Northwest Sector Participant

Local and Sustainable Materials

"The building industry is training real estate agents on how to sell green homes. We also need to educate buyers on good design and create the demand."

–Northwest Sector Participant

"There is only one building in Ballard that I know of that is LEED certified. The City's excuse that they 'can't make the developer do that' is far too common. Portland is an example of building elements of sustainability into codes. The non-sustainable buildings in the area don't reflect the character of the neighborhood. Ballard is supportive of sustainable development."

–Northwest Sector Participant

Local and Sustainable Food

"The farmers market is a resource that activates the neighborhood."
–Southwest Sector Participant

Sustainable Water

"There is too much water draining into sewer and Lake Washington. We need more natural filtering."
–East Sector Participant

Natural Habitats and Wildlife

"We have parks, like Hiawatha and Lincoln Parks; these add to quality of life."
–Southwest Sector Participant

Culture and Heritage

"We are losing the character that originally drew us to particular neighborhoods – that's not sustainable."
–West Sector Participant

Equity and Fair Trade

"Low-income residents are already here, but new housing is not affordable. The City is not encouraging upgrade of existing housing stock. Not everyone qualifies for subsidized housing; we need to maintain existing stock."
–Southeast Sector Participant

"Tall pin towers [in South Lake Union] aren't oriented toward the sun. The poor can't afford those units anyway, so equity is compromised. I don't see sustainable practices incorporated in public buildings. Equity never comes up in discussion with the City."
–East Sector Participant

Health and Happiness

"Social services being placed in neighborhoods – some acceptable, others not – this will kill some neighborhoods."
–Southeast Sector Participant

Conclusion

The focus groups generated a wide variety of responses regarding neighborhood planning and issues considered important to the neighborhoods. In general, participants were fairly forthcoming in providing insight into issues of particular concern to their neighborhoods but in many cases also provided suggestions that could be relevant to citywide planning processes.

Themes appearing across neighborhoods are focused largely on changes stemming from factors that the city currently faces such as increases in population and major changes in the built environment. While many neighborhoods expressed uncertainty about what these changes hold, participants also discussed the many opportunities that could result from changes to the neighborhood form. Participants offered both simple statements about major concerns as well as sophisticated suggestions for how to effectively handle complex land use and planning questions. Most neighborhoods appear quite interested in learning more about how to best prepare for the next iteration of planning.

The focus group process appears to have generated a fairly representative sample of voices across the city. The range in size, location and demographics of focus groups provided variety in meeting outcomes while maintaining consistency in meeting methods. Because the goal of focus groups was to generate information rather than consensus, the information gathered and presented in this report offers a range of perspectives that should help both the City and the neighborhoods prepare for issues likely to appear during the next round of neighborhood planning.

[page left intentionally blank]

Appendices

Appendix FG-1: Focus Group Script FG-42
Appendix FG-2: Participant Information Form FG-49
Appendix FG-3: Sign-in Sheet FG-50
Appendix FG-4: Phone Call Script FG-51
Appendix FG-5: Focus Group Ice Breaker FG-52
Appendix FG-6: Recorder Template FG-53
Appendix FG-7: Focus Group Outreach Reporting Form FG-59
Appendix FG-8: Focus Group Reporting Template FG-60
Appendix FG-9: Moderator Tips FG-62

Appendix FG-1: Focus Group Script

Introductory Statement… memorize as much as possible
(If everyone is not accounted for, begin 5 minutes late: 00 minutes Assistant moderator will need to keep track of time and provide moderator with a nonverbal cue if segment is running long)

Suggested script:
"Hello everyone. I think we're about ready to get started. *(wait for people's attention)*

First of all, thank you all for coming tonight. I know you all have different things you could be doing today/tonight and we really appreciate your taking the time to come out and talk to us. ***We would like to state that your participation is voluntary. You are not obligated in any way to talk and you are free to leave at any time during the meeting. We hope you will stay and share your opinions.***

I'll start with **introductions**.
My name is__X__ , and I'll be moderating our discussion today.

The person sitting next to me is__X__ , who will be assisting and writing down a few notes to help me out.

Standing/sitting over there is__X__ . He / she will be writing down a *lot* of notes, but don't mind him / her, he / she is mostly here to make sure we **(*indicate self and assistant moderator)*** aren't making any mistakes.

We are graduate students with the University of Washington's Department of Urban Design and Planning, and we have partnered with the city for this project.

Our **goal** is to find out what people think about their neighborhoods now, in the past, and what people thought of the previous neighborhood planning process. From here this information will be used to provide the city with an overview of neighborhood issues. This will allow us to research how issues have been addressed in the United States before this next neighborhood planning process starts.

We and other students are holding conversations throughout the city with groups very similar to this one to ask people a series of questions. ***The answers we receive for these questions will be neighborhood specific, not person specific. To further protect your confidentiality, your names will not be included in any of our notes or official reports to the city. We hope that you'll feel comfortable enough to give us your most honest opinions***.

Our conversation today/tonight is going to be about an hour and a half long. Because we won't be taking any breaks today, please feel free to leave and use the restroom at any time.

The ground rules for our talk today are as follows:

First off, we are interested in everyone's opinion. There are **no** right or wrong answers, we are not trying to reach agreement, we just want to know what you think and feel about the questions being asked.

We want to hear everyone, so please only speak one at a time so we are able to hear what you have to say. Also, if any of you have cell phones if you could please turn off your ringers that would be greatly appreciated

Also, I should say that while we will be one a first name basis tonight, **no** names will be attached to your comments in our later reports, so everything said today/tonight is completely confidential.

Since we *are* running on a time budget, I might sometimes have to cut you off to go on to the next topic or another person.

Please don't be offended, I am still very interested in what you have to say. We just have a set of topics we have to cover in a limited time and I have been asked to keep the conversation flowing.

If I do have to cut you off, please just jot down a note on the paper provided and approach myself or one of the other group members afterwards. We would love to talk with you further on anything brought up today. You can also just give one of us a written note if you prefer.

Letsee, what else?
…Bathrooms are _____x____ (describe where they are). I think we posted signs to get to them, and please use them at any time you need to.

Also, feel free to get more refreshments at any time should you want them.

Everything sound good to you all?

Does anyone have questions before we get started?

Icebreaker
(5 minutes in: 05 – Assistant Moderator should hand out icebreaker cards).

"We're going to start with an exercise to help everyone in the group get to know each-other. You're going be introducing the person to your left. You have 3 minutes, so please make sure you leave time for the person on your right to get to know you.

You will be finding out their full name, what neighborhood they live in, if they were part of the last planning process and one word to describe their neighborhood.

Introductory Questions
(These occur 10 minutes in (10) and will last 15 minutes, or 5 minutes each)

A – In the icebreaker, you chose one word to describe your neighborhood. What made you choose that word?

B – In your opinion, what makes a good neighborhood?

C – What attracted you to your neighborhood?

NOTES:

Possible cues: (ONLY use these if the main question generates NO response!)

a: *Are there other words you would have chosen?*

b: *What makes you happy to live in a place?*

c: *Is there anything special about your neighborhood that made you want to move there?*

Transition Questions
(These occur 25 minutes in (25) and will last 20 minutes, or 5 minutes each)

D – What changes have you noticed in your neighborhood since you moved there?

E – Do you feel these changes were connected to the last planning process? Why?

F – Sustainability has been discussed a lot in the media lately and is a key component of the city's approach to the next round of plans. Have there been changes in your neighborhood that you would call sustainable? (Were the changes related to items in the previous plans?)

Possible cues: (ONLY use these if the main question generates NO response!)

d: Have you lost or gained anything in your neighborhood that you miss or really like.

e: What in your neighborhood has changed because of the plan?

f: Are there things that you think aren't sustainable?

Key Questions
(These occur 45 minutes in (45) and will last half an hour, or 6 minutes each)

G– Are there issues in your neighborhood now that were not covered in your previous neighborhood plan?

H – What aspects about living in your neighborhood do you find most challenging?

I – What worries you the most about your neighborhood's future?

J – If you could only champion or campaign for one issue in your neighborhood, what would it be?

Possible cues: (ONLY use these if the main question generates NO response!)

g: Do you have new problems in your neighborhood?

h: Is there anything that makes living particularly difficult for you in your neighborhood?

i: What changes are happening that you think could have bad consequences for your neighborhood down the road?

j: What do you most want to protect about your neighborhood?

"Serendipitous Questions" (if you have time)
(15 minutes to go: 75)

If you have spontaneous questions you think are good, but not necessarily related to the topic on hand, write them down. If you have time at the end, use it. ***Don't use it prematurely****, or it may take the conversation onto a different track; use the final 5 to 10 minutes on these serendipitous questions.*

"I had this question come up earlier but I didn't want to stop the flow of conversation…"

Summarizing question: *(Assistant Moderator. gives a short oral summary, 2-3 minutes, of the key questions and big ideas that emerged from the discussion. Assistant Moderator will also be posting the big themes/ideas onto GoPost.)*

(After the summary the participants are asked,)

"Is this an adequate summary?"

Final Question:
(10 minutes to go… it's best to have 10 minutes remaining before the promised end time: 80)

"Have we missed anything?"

CLOSING SCRIPT:
Well, we thank you all for coming and spending your time and energy on this valuable process. We appreciate your input and have enjoyed listening to your perspectives. We will be here for a little while longer if any of you have further comments or questions. Alternatively, please feel free to submit written comment on the questionnaire form, or email us at studio67@u.washington.edu.

Thanks again and have a nice evening!

Appendix FG-2: Participant Information Form

Participant Information Form

Note: this information will not be distributed for the purposes of call lists.

EVENT, LOCATION DATE

Age	Race	Occupation	Gender (M/F)	# of years residence in neighborhood	# of years residence in Seattle

Please list Neighborhood Groups in which you actively participate, if any, and a general description of your role in these groups:

Briefly describe your past experience with focus groups such as these:

Appendix FG-3: Sign-in Sheet

	Full Name (please print)	Neighborhood	Email *(If you would like to receive future information)*
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			

Appendix FG-4: Phone Call Script

Neighborhood Coordinator

Hi, my name is _____ and I was referred to you by Kimberlee Archie at the Department of Neighborhoods. I'm a graduate student at the University of Washington, in the Urban Planning Department. Our class is working with the City of Seattle on the Neighborhood Plan Update Process. We've been asked by the Department of Neighborhoods and Department of Planning and Development to conduct several sector-wide focus groups across the city.

My group has been asked to focus on the _____ sector. We plan to hold ___(number)_____ focus groups with between 4-12 people in each group. As such, I am calling for a couple of reasons. I would like to get your suggestion for some good meeting places in your neighborhood, or in the _____ sector. Is there anywhere that community members regularly gather?

I'd also like to know if you have suggestions for neighborhood contacts who may agree to participate in one of the focus groups. I'd be happy to make the calls myself or send you the information if you would prefer to make the initial contact.

The last thing I need to find out is if you have other contacts outside your designated urban-village, but within in the _____ sector who may agree to participate. As many neighborhoods aren't classified as urban-villages, but the scope of our focus groups will be sector-wide, we'd like to ensure that all constituencies are represented. I appreciate your time, and I'll let you know when and where the meetings will be held. Thanks very much!

Note: If neighborhood coordinator wants to help set up the meetings, let them!

Focus Group Participant

Hi, my name is _____ and I was referred to you by _____(name)_____. I'm a graduate student at the University of Washington, in the Urban Planning Department. Our class is working with the City of Seattle on the Neighborhood Plan Update Process. We've been asked by the Department of Neighborhoods and Department of Planning and Development to conduct several focus groups in your area. The purpose of the focus group is to find out how neighborhood residents feel about the last neighborhood planning process, and identify issues that the City will need to consider during the neighborhood plan update process. I am calling to invite you to participate in a focus group. We are holding __(number)____ groups at the ____(location)_____ on ___(date)_____, ____(date)_____, and ___(date)_____ at __(time)____pm.

Would you be interested in participating? Which time would work best for you?

Do you need the address of the meeting location?

Thanks very much, we look forward to hearing your opinions on ____(date)____.

Appendix FG-5: Focus Group Ice Breaker

	Focus Group Ice Breaker Welcome and thank you for participating in this focus group!
1. What is the name of the person to your left?	
2. What neighborhood does he/she live in?	
3. Was he/she part of the previous neighborhood planning process?	
4. What is the one word he/she would use to describe their neighborhood?	

Appendix FG-6: Recorder Template

Recorder Template

Notes/Pointers:

- **Bring an extra pen** (pens die all the time, you don't want to be stuck without something to write with)
- **Bring extra paper**
- **Use your own shorthand** (for example: nbh = neighborhood, grp = group, b/c = because, w/ = with, re = about/regarding… develop your own.)

Introductory Statement… memorize as much as possible
(If everyone is not accounted for, begin 5 minutes late: 00 minutes)

Introductions and Names (write down clockwise from recorder, or however works)

	Name	Other Info (such as past involvement w/planning process, community grp membership)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		

Introductory Questions
(These occur 10 minutes in (10) and will last 15 minutes, or 5 minutes each)

A – In the icebreaker, you chose one word to describe your neighborhood. What made you choose that word?

B – In your opinion, what makes a good neighborhood?

C – What attracted you to your neighborhood?

NOTES:

Possible cues: (ONLY use these if the main question generates NO response!)

a: *Are there other words you would have chosen?*

b: *What makes you happy to live in a place?*

c: *Is there anything special about your neighborhood that made you want to move there?*

Transition Questions
(These occur 25 minutes in (25) and will last 20 minutes, or 5 minutes each)

D – What changes have you noticed in your neighborhood since you moved there?

E – Do you feel these changes were connected to the last planning process? Why?

F – Sustainability has been discussed a lot in the media lately and is a key component of the city's approach to the next round of plans. Have there been changes in your neighborhood that you would call sustainable? (Were the changes related to items in the previous plans?)

Possible cues: (ONLY use these if the main question generates NO response!)
d: Have you lost or gained anything in your neighborhood that you miss or really like.

e: What in your neighborhood has changed because of the plan?

f: Are there things that you think aren't sustainable?

Key Questions
(These occur 45 minutes in (45) and will last half an hour, or 6 minutes each)

G– Are there issues in your neighborhood now that were not covered in your previous neighborhood plan?

H – What aspects about living in your neighborhood do you find most challenging?

I – What worries you the most about your neighborhood's future?

J – If you could only champion or campaign for one issue in your neighborhood, what would it be?

Possible cues: (ONLY use these if the main question generates NO response!)

g: Do you have new problems in your neighborhood?

h: Is there anything that makes living particularly difficult for you in your neighborhood?

i: What changes are happening that you think could have bad consequences for your neighborhood down the road?

j: What do you most want to protect about your neighborhood?

"Serendipitous Questions" (if you have time)
(15 minutes to go: 75)

If you have spontaneous questions you think are good, but not necessarily related to the topic on hand, write them down. If you have time at the end, use it. ***Don't use it prematurely****, or it may take the conversation onto a different track; use the final 5 to 10 minutes on these serendipitous questions.*

"I had this question come up earlier but I didn't want to stop the flow of conversation…"

Summarizing question: *(Assistant Moderator. gives a short oral summary, 2-3 minutes, of the key questions and big ideas that emerged from the discussion. Assistant Moderator will also be posting the big themes/ideas onto GoPost.)*

After the summary the participants are asked,

"Is this an adequate summary?"

Final Question:
(10 minutes to go… it's best to have 10 minutes remaining before the promised end time: 80)

"Have we missed anything?"

[NOTE: Top 3 or 4 issues from the meeting – if not sure, get from Assistant Moderator]

[Other Notes and General Observations: Recorder, please note]

Appendix FG-7: Focus Group Outreach Reporting Form

Focus Group Outreach Process

Sector: East

1. **Did neighborhood coordinator(s) help you in the outreach process? If so, how?**

2. **Please check the types of outreach that your team used. Were some types more useful than others?**

   A. **Phone calls:**

   B. **Listservs:**

   C. **Personal emails:**

   D. **Blogs:**

   E. **Posting flyers:**

   F. **Attended community meetings:**

   G. **Contacted friends/neighbors: l**

   H. **Others?**

3. **Please estimate the number of residents and organizations contacted.**

4. **Please comment on anything you found pertinent or interesting about your team's outreach process.**

Appendix FG-8: Focus Group Reporting Template

Meeting Notes & Report Template

Sector:
Date:
Time:
Moderator:
Assistant Moderator: Recorder:
Number of participants:

After every focus group, please complete these two deliverables and post them on GoPost thread titled "Focus Group Summary Reports." Please complete and send the notes and summary report of your first focus group by noon on Sunday, April 20 to Don Kramer at djk5@u.washington.edu***. Notes and summary reports for your second and third focus groups should be completed by Monday, April 28 @ 5pm.***

1. **Detailed Meeting Notes**
   - These are exact notes recorded from meeting by the Recorder
   - Please type written notes
   - Please do not use shorthand; translate fragments into clear sentences
   - Keep *as much detail as possible*

2. **Focus Group Summary Report**
   - Prepare using Recorder's recorded notes and Assistant Moderator's key themes
   - Attempt to review by all 3 focus group staff to ensure accuracy
   - *See template below* for format

FOCUS GROUP SUMMARY REPORT TEMPLATE

General Guidelines:

- Replace all names with initials (e.g., Joe Jones becomes JJ)
- Be thorough and detailed; include quotes or other glimpses of dialogue
- Record consensus as well as conflict
- Be true to outcomes; be careful to not replace descriptions with broad judgments or personal opinion

II. **Main Issues.** What are the top 3-6 issues that appear most important to the focus group?

III. Responses to Questions / Key Themes. Please include all key themes discussed during the meeting plus a few sentences describing why you consider them key themes and the nature of the discussion about those themes.

IV. Process Themes. Please describe the discussion, if any, about the neighborhood planning process.

V. Group Dynamics. Please describe the nature of the group discussion and dynamics. Please note conflicts as well as consensus. Please include general demographics and neighborhoods represented.

VI. Key Quotes. Please list quotes that will help us understand main themes and discussion points.

VII. Questions. Please list any questions you did NOT get to answer, and why.

Appendix FG-9: Moderator Tips

Moderator Tips

When gesturing to call on a participant, do so with open, flat hands, rather than using a pointed finger. Finger pointing, even if done with a gentle tone of voice and kind words, carries an accusatory/unfriendly subtext.

Like this, or with the palm sideways

Not like this

Try not to stack questions. Though paired questions are good sometimes, do not group too many questions together at once, especially when trying to direct a discussion towards a certain end point. Participants will likely forget about one of the questions while answering another.

Don't be afraid of long pauses. Participants may be hesitant to respond at first, but given a moment or so of silence, it will become clear that you would like to hear from one of them, and you are likely to get an answer after a beat or two.

If someone is speaking too softly, and you want them to speak up, do not lean towards them (though it is generally one's natural instinct to do so). If you would like for someone to speak up, ask while taking a step or two away from them, maybe putting a hand behind your ear and standing taller.

Remember not to focus too much attention on one part of the room. It is often tempting to do so when you are getting good responsiveness from one set of participants. However, it is important to engage others as well, and doing so will help draw reticent attendees into the discussion.

Speak slowly. Take your time, and do not rush through instructions or questions. (Your sense of urgency may become contagious.) Possible exception: towards the end of a session, when time is short, you may need to speed up a bit.

Spell out the ground rules explicitly, emphasizing the openness of the forum. If initial comments are given with a distinct tone (negative, positive, detailed, general, etc), and you feel it might be beneficial to balance this out, in order to ensure expression of diverse opinion, don't be afraid to give an example of another type of (think of Brandon's example of the start to the focus group, where the first person gave an inordinate level of detail about what was good and bad about her neighborhood, and he stepped in to say

"you can also just keep it general – for example, what's good and bad about my neighborhood is the café: it was good when we had it, but now it's gone, which is a symptom of the high-rent type development that seems to be taking over, which I think is bad in some cases".)

Mark time, and keep the agenda moving, when needed. If a conversation is taking a long time, and you need to move on soon for time considerations, don't be afraid to let the group know. This is easiest if done with a little advance notice. Simply spell out the direction the discussion needs to head, and the timeframe in which it should do so. For example, you can say something like: "We are getting close to the end of this segment of the discussion, so let's continue with this for another 4-5 minutes, then start going over the final 2 or three points we all agree on regarding …."

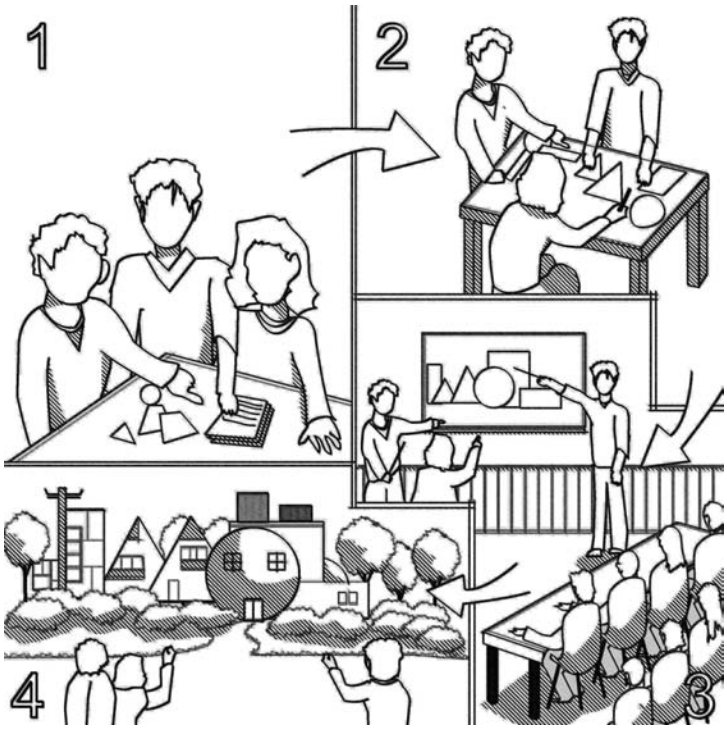
The moderator/facilitator should write summary points on the board, and review with the participants, getting their confirmation that what is written down is correct.

Try to keep your responses to participant feedback evenly neutral. Nod, and signify that you hear what they are saying, but try to avoid agreeing too wholeheartedly, or disagreeing. You don't want to subtly encourage any particular viewpoint.

In question design, avoid dichotomous (yes/no) questions to elicit participant feedback, and avoid "why" questions. (See Chapter 4 of Focus Groups book for more information)

[page intentionally left blank]

Process



P

[page intentionally left blank]

Process Table of Contents

Introduction P-1
Methodology P-1
Guiding Principles P-2
Process Improvement Suggestions.....P-9
Conclusion P-11

[page intentionally left blank]

Introduction

The neighborhood planning that took place in the late 1990s was the first of its kind in the City of Seattle. This process resulted in a range of outcomes that fell along a continuum of success in both process and outcome. As the city enters an update of neighborhood planning, understanding what was perceived by residents to work – and what did not – is an important part of designing the update process.

Dozens of participants in 18 focus groups across the city and in the Neighborhood Planning Forum held at the University of Washington Evans School of Public Affairs repeatedly discussed common themes, highlighting key areas of concern with the previous planning process. These issues provide insight into the possible future of the planning process, as well as the current relationship between neighborhood residents and City of Seattle departments responsible for planning. The purpose of this document is to inform decisions relating to the design of the neighborhood plan update process by conveying the opinions, concerns and suggestions of Seattle's residents.

Methodology

The planning process team began with a thorough reading of 18 sets of focus group notes and nine sets of table notes from the Neighborhood Planning Forum.[1] All process-related statements were coded by highlighting. Next, the documents were reviewed by the team a second time to identify any overlooked process-related statements. Lastly, the team identified broad themes that pervaded the process-coded statements in both documents.

Two overarching themes were identified from the notes: Guiding Principles – principles to consider during the upcoming neighborhood plan updates – and Process Improvement Suggestions – concrete suggestions to improve the upcoming neighborhood planning process.

Fifteen categories were derived as the Guiding Principles; they are extensive but not redundant. The team defined the Guiding Principles to provide a shared understanding of the categories for the team. The notes were re-read and each coded statement was labeled as representing one or more guiding principles. Comments that specifically mentioned tools or actions that could be labeled as Process Improvement Suggestions were also identified during this coding phase.

A total of 791 process-related comments were identified and coded. In the following Guiding Principles section, the five most frequently discussed Guiding Principles are defined and supported with quotes from the focus group and forum participants. The remaining ten Guiding Principles are also defined and analyzed, but to a lesser degree. The Process Improvement Suggestions are then described in detail. Both sections provide a snapshot of the main concerns and suggestions raised by focus group and Neighborhood Planning Forum participants.

1 Information on the Neighborhood Planning Forum and its summary document can be found at http://evans.washington.edu/node/713.

Guiding Principles

The Process Team derived fifteen Guiding Principles from the focus group and Neighborhood Planning Forum participants; these principles are based directly on participant statements regarding the interaction between the City of Seattle departments and the neighborhoods during and after the last neighborhood planning process. The statements reveal real or perceived issues between the City and the neighborhoods and are intended to help guide the next neighborhood plan process. Figure P-1 shows the fifteen Guiding Principles and the number of comments made by both the focus groups and the Planning Forum.

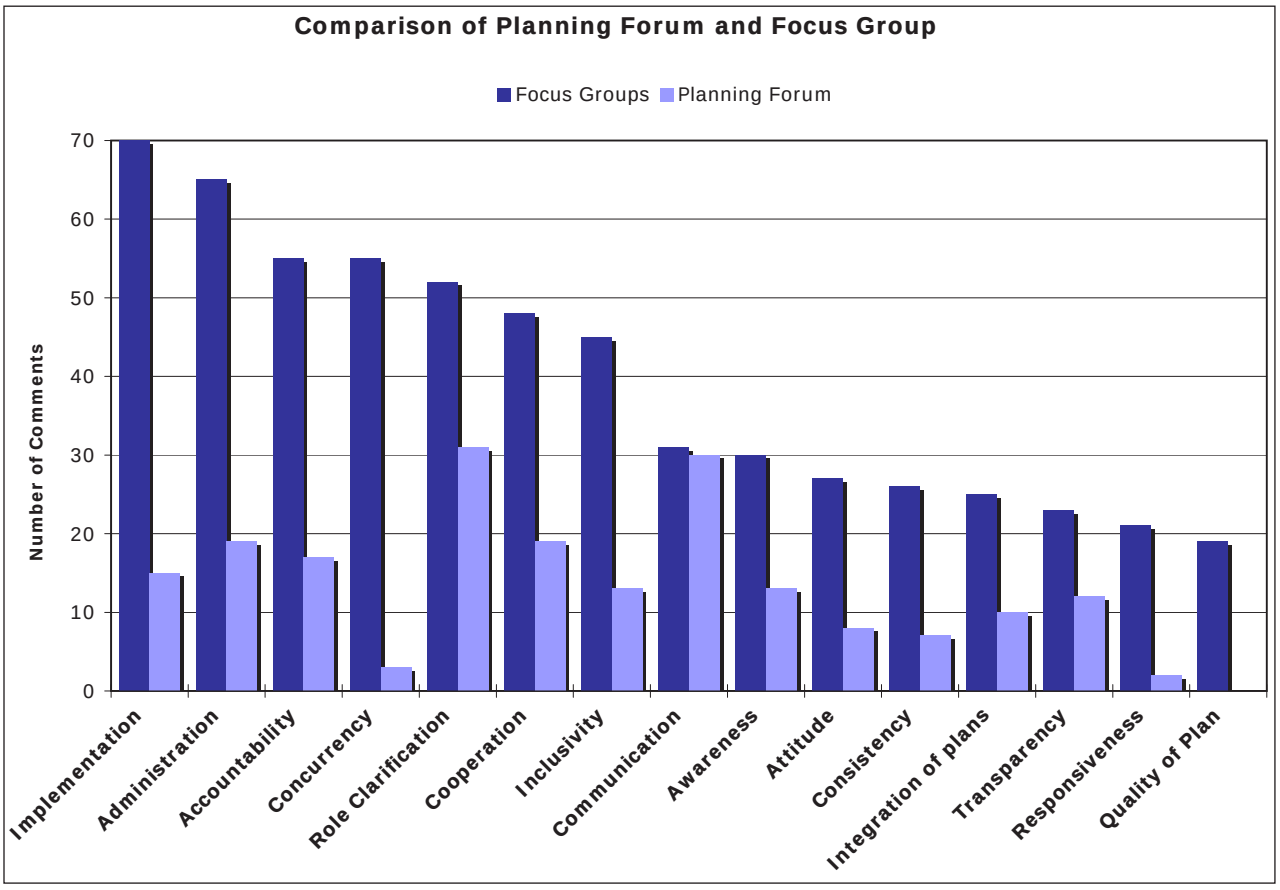


Figure P-1. *Comparison of Planning Forum and Focus Group.* Source: Focus Group and Planning Forum notes.

The analysis includes the sector of origin of the statements and attempts to clarify neighborhood residents' sentiments about the upcoming neighborhood plan update process. As seen in Figure P-2, comments on process are not equally distributed by sector. This is likely due to discrepancies in the data gathering process, specifically the varying styles of recording focus group statements. It is also likely that, in some sectors, process was not specifically discussed as frequently as in other sectors, due either to the number and types of people at each focus group, or due to lack of concern or awareness of process.

All statements are categorized by sector and rated according to residents' identification of strengths or weaknesses related to the previous planning process. Statements are divided into three columns. Column A tallies the statements indicating that a Guiding Principle was lacking, insufficient, or nonexistent. Column B tallies the neutral statements about the previous neighborhood planning process, not providing recommendations or judgments, and representing only ten out of 592 statements. Column C includes statements indicating that the Guiding Principle was successful or sufficient; in other words, what worked well and should be maintained 'as-is'. The analysis of these statements can be help focus attention on the most urgent issues to be addressed, as opposed to less essential issues or practices that are already working well. A detailed table of the comment tally by sector is provided in Figure P-3, at the end of this chapter.

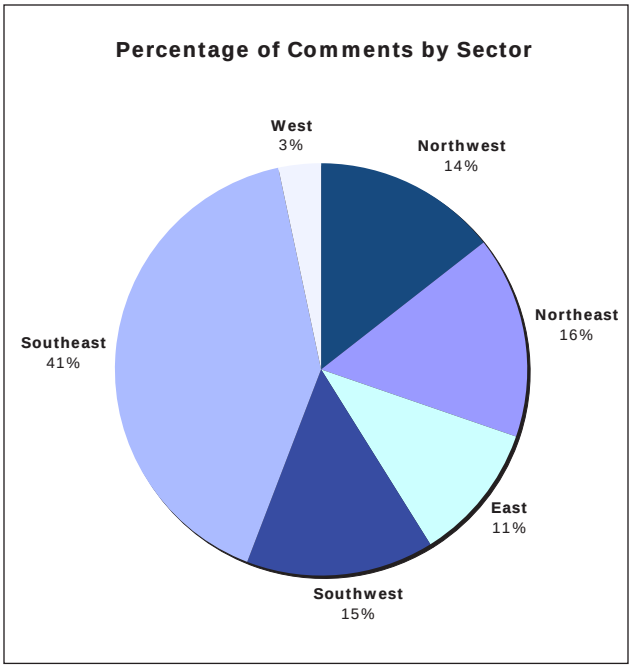


Figure P-2. *Percentage of Comments by Sector.* Source: Focus Group notes.

Of the fifteen Guiding Principles, five have the most focus group and Neighborhood Planning Forum participant interest: Implementation (85 times), Administration (84 times), Role Clarification (83 times), Accountability (72 times) and Cooperation (67 times). Due to their frequency, these top five are explained in detail below and the remaining ten are defined thereafter:

1. Implementation

Implementation had the highest number of overall comments and is a major point of discussion in all six sectors. Many comments from the Southwest and Southeast sectors appear to imply that more implementation is needed in the next planning process. The Northeast, East, and Southeast sectors each had over a dozen comments asking for increased implementation. This does not necessarily suggest that these sectors are dissatisfied with implementation of existing plans; in fact, many comments revealed that successful projects have resulted specifically from implementation of existing plan elements. Some sectors, such as Northeast, suggested that existing plans should continue to be implemented even in the midst of updates. Overall, every favorable statement from the sectors about plan implementation is balanced with one or more examples of what has not worked.

"Before no one could figure out where Lake City was and now we have a whole city core, a heart, and an identity."

-Northeast Sector Resident

"I thought the city did a great job channeling funds for the street lights in the business district, but the work on Jefferson Park was not done well, it seems the City water department was the slowest to change and contribute to the community."

-Southeast Sector Resident

"No one looks at neighborhood plans. DPD is pushing projects on us that have nothing to do with the plan. It is frustrating that we have the tools but no teeth."

-Southeast Sector Resident

"I lament that the implementation process fizzled. The public has limited amount of energy and attention. By the time the city gets to the point of getting the process going, you've lost a lot of good ideas (public input)."

-Southwest Sector Resident

"There was a plan to green up Olive Way, but the city doesn't have the staff to maintain…Lots of things in the plan weren't implemented, or were only partially attempted."

-East Sector Resident

2. Administration

The majority of administration-related comments express dissatisfaction with City departments, emphasizing: the Mayor, the Department of Planning and Development (DPD) and the Department of Neighborhoods (DON). Comments mention a variety of other governmental organizations, including: the Seattle City Council, Seattle Public Utilities, Seattle Parks and Recreation, the Seattle School District and King County Metro. In some cases, statements refer to particular struggles or staff structures in a single department. On the whole, however, statements refer to undefined "City staff" or just "the City", sometimes combining any number of different departments, or City/County government, into a single entity. It may be useful for staff members to note that many Seattle residents do not differentiate between discrete departments and may transfer a negative attitude derived from interaction with a single staff person on to all City or government employees. The Southeast sector data contains a higher number of comments about administration than any other subject area, with the majority indicating collaboration/interaction with the City administration as a negative experience.

"DPD did not do what DON said it should do – the green crescent is forever lost due to departmental rivalry. If these two departments are not on board together, it won't work for the process."

-Southwest Sector Resident

"I recall a time when DON once believed in grassroots planning and organization, but the administration has essentially been destroyed. DON is a mere skeleton of what it used to be. I miss the DON that believed in empowering the residents, was in tune with the community's needs, and believed we were all important."

-Northwest Sector Resident

"When the sector managers were laid off, we lost our voice and advocate."

-Southwest Sector Resident

"Having the Department of Neighborhoods in the neighborhoods is a big help – that connection is key."

-Southwest Sector Resident

3. Role Clarification

Of the comments regarding the City's role in the upcoming neighborhood plan update process, 15 specifically stated that there should be more neighborhood involvement, while only four stated that there should be more involvement from the City. Some residents specifically state that certain issues, such as transportation planning, cannot be efficiently addressed at the neighborhood scale. Some state that while certain types of guidance are welcomed to improve consistency of implementation, it is essential to involve residents and to realize that each neighborhood has unique goals and needs.

"I'm concerned that the new planning process will be top down more than before. The City shouldn't plan, it should let the neighborhoods figure it out, but I doubt that with the current administration."

-Northwest Sector Resident

"[The] City could have done a better job last time in providing key definitions, a clearer procedural road-map, and clearer expectations from the neighborhoods."

-Neighborhood Planning Forum Participant

"Sector basis is challenging because plan needs to represent 'commonly understood boundaries'. [A] plan can include more than one neighborhood – Lake City included many neighborhoods – but doesn't want a different plan for the whole sector. [It is] okay for [the] planning process to be at [the] sector level but not [the] final plan."

-Northeast Sector Resident

"If guidance is given from the start, communities would not waste time on projects the City won't fund."

-Neighborhood Planning Forum Participant

"Publish a budget for communities; tell communities up front what is possible."

-Neighborhood Planning Forum Participant

4. Accountability

Accountability refers to the follow-through and responsibility of City departments and neighborhood planning associations. Ideally, plan-making roles are well-defined and the neighborhood and City are responsive to each others' needs. In an article by Dr. Carmen Sirianni, he mentions accountable autonomy, where neighborhoods have autonomy to create their own plans but also have clear accountability to the City.[2] This topic is a source of principle concern for the Northeast and Southeast sectors. Residents in these sectors often state that they are unable to: 1) find information on the current status of projects proposed in the plan, 2) determine whether implementation has occurred, or 3) delineate the City's role in plan implementation. In many cases, the frustration is derived from a lack of clarification of the group responsible for completing, funding, or maintaining a project. There is also a general dissatisfaction with the Project Matrix as a tool for follow-up.

> "Make the process transparent by clarifying who is doing what for whom. Make 360 degree accountability a priority for all agencies and projects."
>
> -Neighborhood Planning Forum Participant

> "Both the City and the neighborhood should be held responsible for creating change."
>
> -Neighborhood Planning Forum Participant

> "There needs to be a better mechanism of accountability and tracking City implementation of the neighborhood plans. The A&A matrix was cumbersome and there wasn't anyone responsible for honoring it."
>
> -Neighborhood Planning Forum Participant

> "The City walked away as soon as the plans were adopted – the partnership was over and abandoned."
>
> -Southwest Sector Resident

5. Cooperation

Cooperation refers to improving how the neighborhoods and the city work together prior to, during, and after the neighborhood planning process. Cooperation involves individual actions of the neighborhoods or the City that lead to a partnership in crafting the neighborhood plans. Cooperation is also addressed frequently in the article by Sirianni.[3] A widespread complaint, particularly in the Southwest sector, is that the City did not work collaboratively with the neighborhoods, often "fighting" work done by the residents that was contingent with the neighborhood plan or City-stated goals. Several statements are about the City/neighborhood partnership during and after the neighborhood planning process:

2 Carmen Sirianni. "Neighborhood Planning as Collaborative Democratic Design," *Journal of the American Planning Association* 73:4 (Fall 2007), 373-387.

3 Carmen Sirianni. "Neighborhood Planning as Collaborative Democratic Design," *Journal of the American Planning Association* 73:4 (Fall 2007), 373-387.

"The people who have been active are tired of fighting the City. When you are always in reactive mode it's hard to get people engaged. Always defending is tiring, instead of being part of a positive building process."

-Southwest Sector Resident

"DON says they want to partner with community, but they never say anything concrete beyond that."

-Northwest Sector Resident

"We need to work on the continuity of neighborhood partnership with the City. There's a big hole in institutional memory. Mayors come and go, but the staff – why no firm link with the neighborhoods?"

-Northwest Sector Resident

"The City needs to facilitate but the neighborhoods have their own expertise."

-Northwest Sector Resident

6. Communication

Communication is mentioned in all six sectors in nearly equal consistency. Specific comments are made that the city should provide: 1) more data to neighborhoods before and during the planning process, 2) data that is accessible to non-experts and 3) information that is easy to locate.

7. Concurrency

Another universal complaint is that: 1) funding to implement the neighborhood plan is insufficient, or that 2) amenities and infrastructure needed to serve growing populations is provided late or not at all. Many residents specifically state that transit options, open space, and sidewalks should be built before additional residents move in, as it is cost-prohibitive to attempt to add new or retrofit existing infrastructure after the fact.

8. Inclusivity

Inclusivity is an issue in both the Southwest and Northeast sectors. The majority of comments note that broader and more consistent inclusivity of stakeholders is needed in the planning process. Suggested is the inclusion of: 1) business interests by getting developers to "buy-in" to the plan prior to its development/adoption, and 2) youth or recent immigrants groups through programmatic development/enhancement. The general sentiment from residents is that the City should initiate, or assist in, issues regarding inclusivity.

9. Awareness

Comments regarding awareness came mainly from the Southwest, Southeast, and Northwest sectors. There were multiple comments that when working with City staff, various departments, or developers, there was a lack of awareness about the existing

neighborhood plan. The lack of awareness in the neighborhoods about the plan or the planning process outside of activist groups was also mentioned by the focus groups.

10. Attitude

Attitude is discussed most often in the Southeast sector. The majority of statements indicate a belief that City staff has a negative attitude towards neighborhood residents in interpersonal interactions. These comments include specific phrases, such as being called "racist" when fighting against a low-income housing project, and more general phrases, including sentiments of being disrespected or ignored.

11. Integration of plans

Ensuring that plans are consistent across neighborhoods, and between neighborhood plans and the City Comprehensive Plan, is an issue evenly discussed throughout the six sectors. The general sentiment is that there needs to be more connection between: 1) neighborhood plans and 2) actions taken by different City departments, to ensure consistent actions.

12. Transparency

Many of the comments about transparency address issues about funding, including: knowledge of its availability, methods of access, or understanding of where funds are being distributed or allocated. Other comments mention that meetings and information are not sufficiently advertised or accessible to neighborhood residents.

13. Consistency

In respect to the City's response, funding, and implementation of plans, residents of the Southeast sector state that they feel "slighted" in comparison to other sectors. There is an agreement across the six sectors that certain neighborhoods have had more success when dealing with the City, and thus have accomplished more of their plan's goals. This is generally attributed to neighborhood groups being better organized, aggressive, and/or educated about City structures and processes.

14. Responsiveness

The Southeast and Southwest sectors both expressed the opinion that the response level or time of response by the City was insufficient or lacking. Statements were often geared to a specific project that took years to implement, phone calls that were ignored, or questions that were never answered.

15. Quality of Plan

A few of the comments generally stated whether existing plans are "good" or "bad", or if an issue was not covered in the plan. This can be interpreted as the residents acknowledging that the existing neighborhood plans vary in quality and scope.

Process Improvement Suggestions

While much of the discussion found in the focus groups and Planning Forum was comprised of general comments about the planning process, some participants mentioned specific tools or actions which might improve the process. Their repeated mentioning merits attention and should be considered when developing ways to improve the neighborhood plan update process.

The tools suggested by participants in the focus groups and Planning Forum are listed below in descending order based upon the frequency of their being mentioned. The improvement suggestions are accompanied by a brief discussion of how the tool would work and what guiding principles it would be intended to address. The frequency and location of mention have also been provided.

Neighborhood Ombudsman/Sector Manager

Location	NW	NE	E	SW	SE	W	NPF	Total
Comments	2	1	-	1	1	1	3	9

Guiding Principles Addressed: Administration, Attitude, Awareness, Cooperation, Information Sharing

Discussion: As the most frequently suggested process tool, there was a sense of strong desire in the comments for the neighborhoods to have a liaison in the City who is well-attuned to the characteristics and needs of the neighborhood. Four of the nine comments referred to the sector manager system which was in effect during the initial neighborhood plan process. However, the focus of all the comments is for the neighborhoods to each have a single point-person working in the City who can direct questions and concerns to the proper departments and staff and who is looking out for the needs and wants of the neighborhood.

Better Initial Information

Location	NW	NE	E	SW	SE	W	NPF	Total
Comments	-	2	-	2	1	-	2	7

Guiding Principles Addressed: Awareness, Information Sharing, Transparency

Discussion: While neighborhoods were provided with a large batch of information on various subjects during the initial neighborhood plan process, there were seven mentions of the need for more and better information during the coming update process. Of particular note was the want for information on the city scale and projections of future city actions so that neighborhoods could better match their plan proposals to the larger city goals and initiatives. There was also mention of increased awareness in the neighborhoods about the location and abilities of the neighborhood service centers. Suggested methods to achieve this end were checklists of usable resources, maps and educational mailings/fliers.

Sharing of Neighborhood Planning Successes

Location	NW	NE	E	SW	SE	W	NPF	Total
Comments	1	-	-	-	-	-	2	3

Guiding Principles Addressed: Awareness, Implementation, Information Sharing, Integration of Plans

Discussion: Some participants noted that valuable lessons can be learned based upon the actions made by surrounding neighborhoods and suggested that successes in some neighborhoods should be shared across the city. Rather than have each neighborhood operate independently, recommendations were made for the preparation of a summary document which would list actions made since the neighborhood plans were implemented so that successes could be repeated and failures could be avoided.

Improved Monitoring of Implementation

Location	NW	NE	E	SW	SE	W	NPF	Total
Comments	1	-	-	1	-	-	1	3

Guiding Principles Addressed: Accountability, Implementation, Transparency

Discussion: Because so much effort goes into creation of neighborhood plans, some participants suggested improvements in the monitoring systems which track implementation of those plans. Concerns regarding confusion about what has been/will be done by the City were noted. Although improvement of the current system of project matrices was specifically mentioned, other methods of monitoring could be envisioned.

Information Session on Planning History and Process

Location	NW	NE	E	SW	SE	W	NPF	Total
Comments	1	-	-	1	-	-	-	2

Guiding Principles Addressed: Awareness, Inclusivity, Information Sharing

Discussion: Recommendations were made for information sessions to familiarize new and old residents with the initial process and what has happened in the last ten years. Comments also suggested additional efforts to bring in neighborhood residents/groups which chose not to participate or were unable to participate in the initial plan process.

Strengthen Neighborhood Associations

Location	NW	NE	E	SW	SE	W	NPF	Total
Comments	-	-	-	1	1	-	-	2

Guiding Principles Addressed: Concurrency, Role Clarification

Discussion: Two participants mentioned the importance of their respective neighborhood associations and recommended that additional resources be provided to the associations. With additional resources, the neighborhood associations can better serve their neighborhoods and help to coordinate during the plan update process.

Planning Consultants for Plan Preparation

Location	NW	NE	E	SW	SE	W	NPF	Total
Comments	1	-	-	-	1	-	-	2

Guiding Principles Addressed: Role Clarification

Discussion: Two participants directly mentioned that they liked that each neighborhood was able to hire its own consultant to work with them to create the neighborhood plan, and that they would like the same flexibility during the plan update process.

Conclusion

When discussing the previous round of the neighborhood planning process, Seattle residents expressed a sincere appreciation for the way that it brought people together to improve their neighborhood. They explained ways in which the plan had improved the area in which they live and hope that future planning processes will be as, or more, effective. However, there is a definite feeling of frustration and even distrust with City staff. Much of it is directly connected to implementation failures, unrealistic expectations on behalf of the neighborhoods, or difficulties with communication.

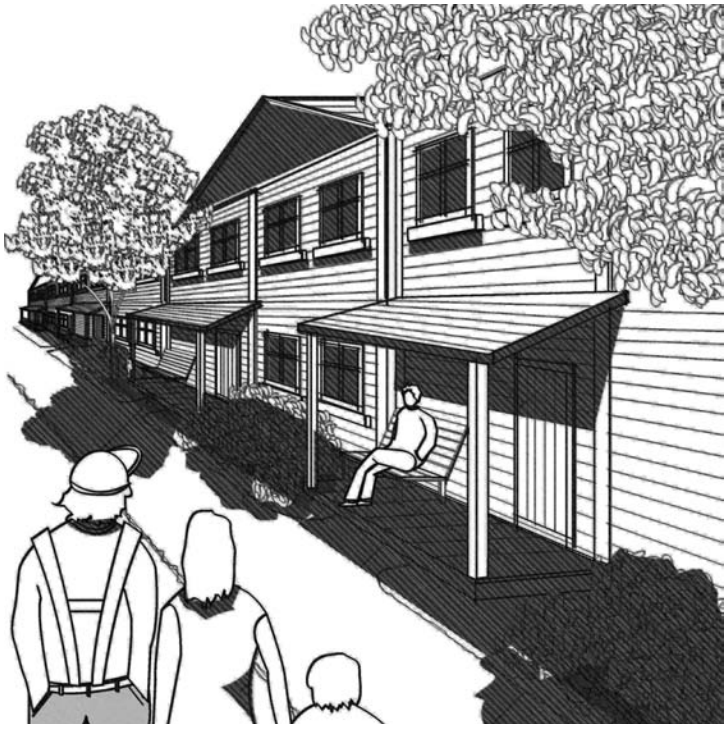
Residents appear willing to invest their time and effort into the neighborhood planning process and are willing to collaborate with City staff. Oftentimes residents specifically request that collaboration, realizing they alone are not equipped to perform City staffs' roles, and wish for additional guidance and support from the City. They want the City to assist them, but they are reluctant due to a perception that the City may try to control the planning process.

The data gathered from the focus groups, the Neighborhood Planning Forum and the research done by Professor Sirianni provide a wide overview of the issues facing City staff and planners during the upcoming update process. Yet, the residents' feedback can provide a unique source for guidance in deciding where to concentrate effort and focus on improvements during the forthcoming neighborhood planning update.

Focus Group Comments by Sector																		
		Northwest			Northeast			East			Southwest			Southeast			West		
	Categories	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
1	Implementation	6		1	12		2	13		1	7		6	15		3	4		
2	Administration	11			7			5			3		2	36			1		
3	Accountability	7			10			7			5		1	22		1	2		
4	Concurrency	10	1		9			7			3		1	21		1	2		
5	Role Clarification	3	1		9		2	4			8		1	18		1	5		
6	Cooperation	12			5				1		9		1	19			1		
7	Inclusivity	4			12		1	7	2		1		1	15		1	1		
8	Communication	3			4			3	1		5		4	9		1	1		
9	Awareness	6			1			1			7		2	12		1			
10	Attitude	5			5			1						15			1		
11	Consistency	1			6			3			4			11		1			
12	Integration of plans	2	1		4			2			7			9					
13	Transparency	5			2			2			2			12					
14	Responsiveness	2									5			13		1			
15	Quality of Plan	2	1	1	2	1	1	2	1		2			3		2	1		
	Subtotal	79	4	2	88	1	6	57	5	1	68	0	19	230	0	13	19	0	0
	Sector Total	85			95			63			87			243			19		
	Grand Total	592																	

Figure P-3. *Focus Group Comments by Sector.*
Source: Focus Group notes.

Housing



H

[page intentionally left blank]

Housing Table Of Contents

Introduction H-1
Background H-1
Methodology H-3
The Tools H-5
Incentives H-5
Inclusionary Zoning H-11
Accessory Dwelling Units and Cottage Housing H-20
Transfer of Development Rights H-24
Employer Assisted Housing H-28
Community Land Trusts H-33
Affordable Housing Trust Funds H-36
Tax Increment Financing H-38
Appendices H-43
Appendix H-1: Glossary of Affordable Housing Terms H-45
Appendix H-2: Existing Washington State Housing Trust Funds H-47

[this page intentionally left blank]

Introduction

In focus groups held throughout the city, participants shared concerns about the decline of affordable housing stock in Seattle. Housing affordability is not a new issue; however, the city is becoming less affordable for a larger number of people.[1] If this trend continues, the majority of people who work in the city will no longer be able to afford to live there. Due to the fact that several groups currently in Seattle are advocating for low-income affordable housing, this analysis focuses on an evaluation of tools to increase the availability of workforce housing, which is defined as housing accessible to those earning 80 percent to 120 percent of area median income. [2,3]

After narrowing the topic to workforce housing, the following strategies were identified through a literature review as the most commonly used tools to address a lack of affordable housing:

- Incentives
- Inclusionary Zoning
- Accessory Dwelling Units and Cottage Housing
- Transfer of Development Rights
- Employer Assisted Housing
- Community Land Trusts
- Affordable Housing Trust Funds
- Tax Increment Financing

Some tools, such as tax increment financing, were reviewed and included despite institutional challenges to implementing them in Seattle. These tools have remained in the report to provide background information and possible implementation strategies in the future.

The City plays a central role in maintaining and expanding housing options for residents. This does not mean, however, that this report cannot be useful to neighborhoods. This report provides selected strategies and resources for additional information, which could be helpful for citizens to advocate for programs and interventions they believe would be most effective in their neighborhoods.

Background

Between 2000 and 2040, the central Puget Sound region will see 1.7 million new residents, 1.2 million more jobs, and nearly 900,000 new households.[4] The City anticipates growth

1 Tyrone Beason, "Priced Out: Fleeing Seattle's costly core, they live on the edge," *The Seattle Times*, May 12, 2008.
2 Please see Appendix A for a glossary of relevant terms.
3 There are several definitions of workforce housing, ranging from 50 percent to 150 percent, this definition is based on the most frequently used range in the literature review. This definition also correlates with the federal definition of moderate income.
4 Urban Land Institute, *Developing Housing for the Workforce: A Toolkit,* Washington, DC: Urban Land Institute, 2007.

of about 47,000 new households and about 83,000 new jobs by the year 2024.[5] Meeting the Puget Sound Regional Council's goal of fair and equal access to housing for all persons depends on "ensuring the availability of a variety of housing types and densities, as well as an adequate supply of housing at all affordability levels, to meet the diverse needs of current and future residents."[6]

Focus groups throughout the city indicated that people are already concerned about the high cost of housing and considering the amount of people that are expected to emigrate to Seattle in the next few years, the demand for housing in Seattle will most likely to continue to grow. While increasing attention is being given to low-income housing,[7] little is being done about middle income households who are also feeling the financial stress of living in a desirable city. If current trends continue on their existing path, middle income households, who provide a large portion of Seattle's workforce, will no longer be able to afford a home or apartment within the city limits.[8] In Seattle, the majority of subsidized rental housing and first-time homebuyer assistance is limited to households earning up to 80 percent of the area median income (AMI). Considering these factors, this paper focuses on tools to promote the availability of workforce housing (defined as housing accessible to those earning 80 percent to 120 percent of the AMI).

The definition of affordable housing is an important factor in determining the housing needs of area residents. According to the federal office of Housing and Urban Development, housing is considered affordable if a household pays no more than 30 percent of its total income on housing costs. Therefore, what qualifies as affordable housing depends on the area under consideration. Seattle's current AMI is just under $70,000 for a household of three and the median home value is between $400,000 and $500,000. This would require a household income of over $100,000 to purchase a home.[9] Figure H-1 shows Seattle's current area median income ranges.

Number in household	80% of median	100% of median	120% of median
1	$43,050	$57,000	$68,400
2	$49,200	$61,500	$73,800
3	$55,350	$69,188	$83,025
4	$61,500	$76,875	$92,250
5	$66,400	$83,000	$99,600
6	$71,350	$89,188	$107,025
7	$76,250	$95,313	$114,375
8	$81,200	$101,500	$121,800

Figure H-1. *Seattle Area Median Income.* Source: Data extrapolated from Seattle Housing Authority, 2008

5 City of Seattle, *Seattle Comprehensive Plan,* "Urban Village Element," http://www.seattle.gov/DPD/static/Urban%20Village%20Element_LatestReleased_DPDP_021118.pdf.
6 Puget Sound Regional Council, *Vision 2040* (PSRC: 2008), 67.
7 For a partial list of low-income housing developers and managers in Seattle, please see the Seattle Office of Housing website, http://www.seattle.gov/housing/links.htm.
8 Middle Income Housing Alliance, *Workforce Housing Action Workshop: Action Report and Agenda*, 2008.
9 *Ibid.*

Methodology

Municipalities can use a variety of strategies to increase the supply of affordable housing. Strategies may include policies, removal of regulatory barriers, cost-saving incentives, cash subsidies, or other forms of assistance. Additionally, there are opportunities for public/private partnerships to create new affordable housing.

The tools mentioned in this report are some of the most commonly used strategies to address affordable housing. Given this paper's focus on workforce housing, strategies that apply only to low-income housing are not covered. However, many of these tools can also be applied to programs designed for households making less than 80 percent of the AMI and providing workforce housing should be viewed as merely one piece of the housing affordability issue.

Where possible, the case studies selected are comparable to Seattle's demographics, political structure, and geography; however data available regarding the use of certain tools was limited and therefore best practices were chosen as primary case studies regardless of their location of implementation. The intent is that all case studies presented will serve to stimulate discussion about possible workforce housing tools and implementation mechanisms for Seattle. Details regarding case studies and potential challenges regarding implementation in Seattle are discussed within each tool description.

Policies and tools included are:

- Incentives
  - Development Standards and Zoning Exemptions
  - Density Bonuses
- Inclusionary Zoning
- Accessory Dwelling Units and Cottage Housing
- Transfer of Development Rights
- Employer Assisted Housing
- Community Land Trusts
- Affordable Housing Trust Funds
- Tax Increment Financing

Provided for each tool is a description, explanation of intent, method of implementation, keys to success, challenges, case studies and a list of resources for further information. Some tools and policies (including Tax Increment Financing and a new Affordable Housing Trust Fund) are not a fit for Seattle at this time, due to regulatory or budget constraints. However, these policies are included as a way to stimulate thinking about how these tools may be adapted to the current Seattle situation, or for maintaining and increasing the supply of workforce housing in the future.

One tool that is not mentioned in this analysis but was covered in the literature review is transit oriented development (TOD). TOD is a method of encouraging compact mixed-use development near transit centers. Ideally, workforce housing should be located near

transit and employment centers to reduce vehicular trips and reduce commute time. Currently, Seattle's Comprehensive Plan supports TOD, promoting densities, mixes of uses and transportation improvements that support walking and use of public transportation.[10] In 2001, the City of Seattle adopted ordinances that established a permanent Station Area Overlay District rezoning certain properties near future light rail stations. The rezoning allows flexibility in existing multifamily areas by allowing for a greater variety of housing types and mixed residential and commercial uses, which have resulted in Seattle Housing Authority projects around the Othello station. Additionally, the recent success of for-sale housing at the New Holly developments suggests strong market potential for transit oriented development projects.[11]

Considering all that Seattle already has in place regarding transit oriented development, discussion of this tool is omitted from this document. It should be considered a complimentary policy when looking at the other tools mentioned in this report. Other cities that have similar TOD policies employ other affordability tools, such as incentives or inclusionary zoning, to maximize their affordable housing stock.[12]

10 City of Seattle, *Seattle Comprehensive Plan*, "Urban Village Element," http://www.seattle.gov/DPD/static/Urban%20Village%20Element_LatestReleased_DPDP_021118.pdf.
11 Seattle Department of Transportation, "Market Analysis of the Southeast Corridor Transit Station Areas Executive Summary," http://www.cityofseattle.net/transportation/SAP/BAE_Market_Study/Executive_Summary.pdf.
12 San Francisco Redevelopment Agency, "Projects and Survey Areas," http://www.sfgov.org/site/sfra_index.asp?id=4529.

The Tools

Incentives

Incentives are methods for encouraging developers to provide affordable housing by reducing associated development costs. Specific incentives could be offered by the City to provide workforce housing. Since providing workforce units is potentially less costly than providing low-income housing, it may be easier to incentivize their development. Cities use a variety of incentive types to encourage affordable housing including:

Development standards and zoning exceptions: Allow the developer to be exempt from certain regulations or requirements, such as parking, open space, lot coverage, etc.

Density bonuses: Allow the developer to build with greater density on the property than allowed by zoning or code regulations. The additional units compensate for the affordable units provided.

Fee waivers, reductions, or deferrals: Waive certain development or permitting fees that would normally be required on a project.

Expedited approval process: Offers a way for developers to have their permits expedited to cut costs incurred due to construction delay.

Monetary subsidies: If available, affordable housing funds can be used to compensate the developers for any loss they receive from allocating a certain number of affordable units.

Tax abatement: a reduction or exemption from taxes that the developer would normally pay (rare).

Growth control exemptions: Usually used only in a statewide policy, this allows developers to be exempt from certain growth management laws.13

These incentives are commonly used in conjunction with one another, in a variety of combined approaches. Since the first two incentives require the most programmatic change for implementation, and have been successful in producing affordable housing units at the city level, they are discussed in further detail below.

Incentive: Development Standards and Zoning Flexibility

What It Is
Development standards and zoning are rules that cities use to guide the design of residential communities. The elements of the planning and engineering standards include lot sizes, lot frontages, street pavement widths, right-of-way widths, setbacks, parking, amenity areas, and the location of sewer, water and utility facilities. Offering flexible

13 Douglas R.Porter, *Inclusionary Zoning for Affordable Housing* (Washington, DC: Urban Land Institute, 2004).

standards for providing affordable housing allows developers to build more units at a lower price, potentially increasing their profits.

Why It Is Used

The application of certain alternative standards promotes a more compact pattern of development and can reduce housing costs in new residential developments. Cities often use these incentives because they can be implemented at little or no cost, and create little political resistance, as they are optional for the developer.

Reduced parking requirements can significantly lower developers' costs by creating incentives for affordable housing production, since constructing parking stalls is costly. Lowering required parking can also promote transit use if the units are accessible to transit stops within walking distance.

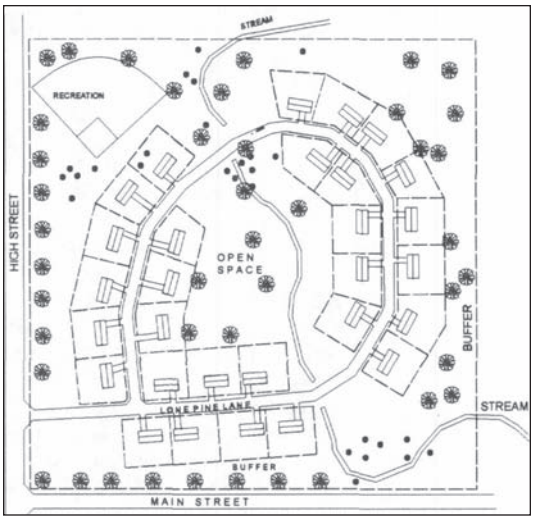


Figure H-2. *Cluster Plan Layout*. Source: John Alexopoulos, Impervious Surface Coverage, Journal of the American Planning Association,1996

How To Use It

There are several ways to encourage the development of affordable housing. These include the assembly of smaller pieces of land to form parcels appropriately sized for multifamily developments. The following lot design approaches create denser development and improve affordability.[14]

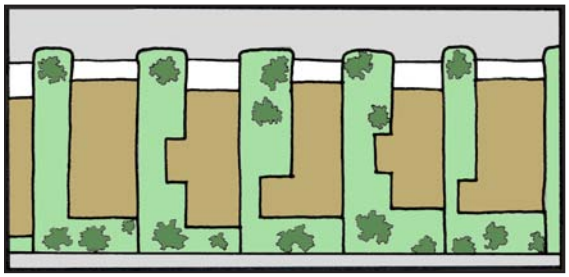


Figure H-3. *Zero Lot Line*. Source: UDP Studio

Cluster Designs: Small private lots with shared open space. This design reduces utility servicing needs as well as material and construction costs (less paving, sidewalks, curbs and gutters are needed). Figure H-2 shows and example of a cluster design.

Conventional Layout Using Narrower Lots: Reducing frontage width can achieve higher densities and produce more units per acre.

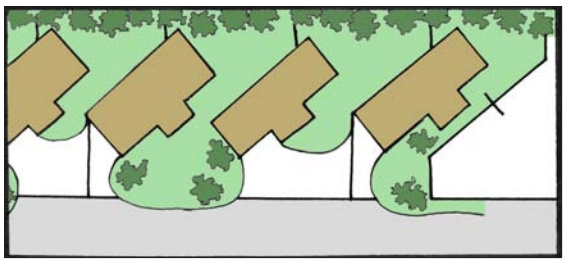


Figure H-4. *Z Lot*. Source: UDP Studio

Zero Lot Line and Z Lot Developments: Allowing the house to be situated on one of the side lot lines, preserves some of the privacy and yard usage, but still allows for greater densities. Figures H-3 and H-4 show and examples of each of these forms of lot design.

14 Canada Mortgage and Housing Corporation, "Increasing Density Through Lot Size and Design," http://www.cmhc-schl.gc.ca/en/inpr/afhoce/tore/afhoid/cohode/indethloside/indethloside_001.cfm.

Zipper Lot: The rear lot line alternately jogs back and forth creating shared open space in one portion of the lot. Figure H-5 shows and example of a zipper lot.

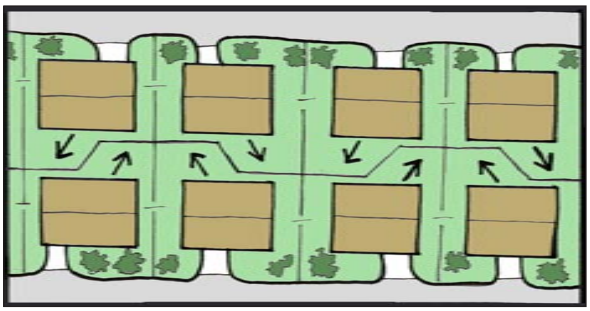


Figure H-5. *Zipper Lot*. Source: UDP Studio

In addition to the designs above, flexibility in floor area ratios (the amount of building compared to the amount of open space required) and parking requirements can also reduce developers' costs and therefore encourage them to produce more affordable units. In 2006, Seattle reduced parking requirements in mixed-use neighborhoods and eliminated minimum parking requirements in downtown areas. In addition to adopting maximum parking requirements for downtown office spaces, the city allows reduced parking for elderly and disabled housing, and for multifamily developments with car-sharing programs. This program could be expanded city-wide for all affordable housing projects.

Keys to Success

Modification of development standards tends to be used primarily in new suburban developments and it is not easy to find possibilities to create new subdivisions with alternative development standards within Seattle. However, modified development standards can also apply to larger infill or redevelopment sites in many low-density neighborhoods, such as neighborhoods outside of downtown near potential light rail stations, where sufficient infrastructure is provided.

Through Shared Parking Provision, the Station Area Overlay District allows buildings to provide off-site residential parking by leasing parking on nearby sites.[15] This lowers housing costs by reducing the amount of on-site parking. Cities can conduct parking studies to minimize the negative effects of flexible parking requirements on planned developments. Also, combinations of tools, such as affordable housing, density bonuses, and parking requirement reductions, can work together to create projects with profit margins comparable to full market rate "baseline" projects.[16] In addition, transportation demand management strategies to reduce demand for parking, such as increased parking fees, unbundled parking, priority parking for carpools, bike parking spaces or car sharing would support successful implementation of this tool.

Challenges

Right of way width is not easy to change and alteration of sewer, water and utility facilities needs long range planning. It can delay approvals due to the negotiating time for service responsibility, costs, and standards among the departments, or various levels

15 Seattle Department of Transportation, "Othello Station Area Overlay District and Rezone Recommendations," http://www.cityofseattle.net/transportation/SAP/Othello_LU_pack.pdf.

16 Bay Area Economics, "Affordable Housing Incentive Programs," http://www.metrokc.gov/ddes/gmpc/housing/affhsg_inctvprgms.pdf.

of local governments.[17] In redevelopment sites, coordination between multiple property owners might be difficult. Also, over time this method is not guaranteed because the units developed remain within the private market.[18]

Reduction in parking requirements with density bonuses in exchange for production of affordable units can work well in higher density or transit-oriented projects, as well as areas where cost of parking is high (such as in downtown and Urban Centers). Seattle Planning Commission's Affordable Housing Action Agenda states that "parking demand is almost always less than what the city requires." However, it also can lead to conflicts between developers and neighbors if the two have different opinions on the proper amount of parking. [19]

Case Studies

Pineglade Pilot Project - Gloucester, Ontario, Canada[20]

This case study demonstrates the difference between projects with conventional standards and alternative development standards, and how the latter can provide affordable housing options. The Pineglade Pilot Project is a 165-unit subdivision community in Ottawa built using alternative development standards. To increase affordability, right-of-way widths, pavement widths, lot frontage, lot sizes, setbacks, boulevard width and amenity areas were reduced. According to a committee's report, which compared the Pineglade project to adjacent, typical suburban development, Crestmont Place, housing costs in the Pineglade were $8,500 less per unit than in Crestmont Place ($4,400 in savings were due to modified infrastructure standards). The average price of houses in Pineglade is $13,000 less than houses in Crestmont due to the smaller lot and house sizes, which benefits first-time homebuyers.

Mississauga, Ontario

In Mississauga, Ontario, the Urban Development Institute found that most condominiums have more parking spaces than needed. Thus, parking standards are usually lower in assisted rental housing. Also, in the Region of Halton, Ontario, planning staff recommended a lower ratio of parking for non-profit buildings based on the current tenant mix.

Los Angeles, California

A Los Angeles provision allows for a reduction of 0.5 spaces per unit for deed-restricted affordable units and additional reductions for units within 1500 feet of a transit line. Santa Monica, California reduces parking from two spaces per unit to 1.5 for two-bedroom affordable housing units.[21]

17 Salmon Arm Economic Development Society, "Affordable Housing Project Final Report and Recommendations/Options," http://www.salmonarmedc.com/Affordable_Housing_Project_Final_Report.pdf.
18 *Ibid.*
19 Bay Area Economics, "Affordable Housing Incentive Programs," http://www.metrokc.gov/ddes/gmpc/housing/affhsg_inctvprgms.pdf.
20 Canada Mortgage and Housing Corporation, "Modifying Development Standards," http://www.cmhc-schl.gc.ca/en/inpr/afhoce/tore/afhoid/pore/modest/modest_005.cfm.
21 Boston Metropolitan Area Planning Council, "Sustainable Transportation Toolkit: Parking," http://transtoolkit.mapc.org/Parking/Strategies/flexiblerequirements.htm#EPA_PSCP

San Francisco, California
The new five-story building at 8th and Howard in San Francisco combines 74 affordable family apartments and 88 small studios, a childcare center and a market, providing 246 bedrooms and 24,000 square feet of commercial space on one acre. The building contains a 66-space parking garage, 0.38 spaces per unit, with parking rented separately from housing units. Unbundled parking freed up space for the childcare center and neighborhood retail and significantly reduced apartment rents.[22]

Incentive: Density Bonuses

What It Is
A density bonus is a voluntary incentive that allows developers to build at higher than allowed densities if the development includes a specified number of affordable units. Alternatively, developers may be allowed to contribute to an affordable housing fund in lieu of building the affordable units in their projects.

Why It Is Used
Density bonuses offer an incentive for developers to provide affordable units when developing or redeveloping a property. This is often viewed as an easy and inexpensive way for a local jurisdiction to provide affordable housing. "Developers can use the additional cash flow from these bonus units to offset the reduced revenue from the affordable units" and therefore do not lose money by providing the affordable units.[23]

How To Use It
Currently in Seattle, the Downtown Residential Bonus Program allows additional residential gross floor area in certain zones in exchange for a minimum amount of affordable housing. The developer can provide affordable housing in or adjacent to their development or contribute to a City fund for affordable housing. Rental units must be affordable to households with incomes below 80 percent of the area median income (AMI), and for-sale units should be affordable to households with below 100 percent of the AMI. Also, the Downtown Commercial Bonus Program provides the bonus floor area in a project that includes the requisite low-income housing or childcare facilities or making a contribution to the City fund. At least 20 percent of the number of childcare slots for which space is provided as a condition of bonus floor area must be reserved for families with 80 percent of AMI.[24] Both programs could potentially be expanded to cover workforce housing.

Keys to Success
Density bonuses tend to work well when market and economic conditions create a strong demand for market rate housing that has lower profit margins and higher development risk than for-sale units. Generally, market rate for-sale units offer a predictable profit margin, which are more attractive to developers but create economic challenges to very low-income

22 Todd Litman, "Parking Requirement Impacts on Housing Affordability," Victoria Transport Policy Institute, 2008, http://www.vtpi.org/park-hou.pdf.
23 Regulatory Barriers Clearinghouse, "Considerations for Density Bonus Ordinances," http://www.huduser.org/rbc/newsletter/vol2iss4more.html.
24 City of Seattle, Office of Housing, "Downtown Residential Bonus Program," http://www.seattle.gov/housing/incentives/residential_bonus.htm.

household targets. Thus an appropriate mix of affordable units with various income group targets (including over 80 percent of AMI) can offset the development costs and provide workforce affordable housing.[25] A key to a city's success is the "longstanding, unwavering commitment" of the city to "providing housing for all residents, from homeless single persons to first-time home buyers."[26]

Challenges
Density bonuses can be successful where developers are confident that additional units will be marketable. Where there are no density restrictions, density bonuses are not effective. Recent zoning changes in the Seattle downtown may have caused this problem, since in many areas the height restrictions have been completely removed. However, density bonuses can still be applied in areas of Seattle with height and lot coverage restrictions.

Density bonuses in cities facing development pressures and experiencing rapid growth can create affordable housing. To make density bonuses work voluntarily, incentives should reward the developer above a fixed return. This can be accomplished by using density bonuses in tandem with other incentive tools, such as streamlining the permitting process, reduction in parking requirements and impact fee waivers.[27] Other challenges include communities' willingness to accept affordable housing and parcels' limitations that prevent achievement of target density levels.

Case Study
San Juan County, Washington
San Juan County addresses an affordable housing shortage by adopting a density bonus program to encourage affordable housing development. This density bonus program includes standards for innovative site planning techniques that minimize road, sewer, water and other infrastructure costs, and standards to limit negative impacts of additional density on adjacent properties and uses.

Additional Incentive Resources
Municipal Research and Service Center of Washington, http://www.mrsc.org

Regulatory Barriers Clearinghouse, http://www.huduser.org/rbc

Bay Area Economics, Affordable Housing Incentive Programs, http://www.metrokc.gov/ddes/gmpc/housing/affhsg_inctvprgms.pdf

Boston Metropolitan Area Planning Council, http://transtoolkit.mapc.org/Parking/Strategies/flexiblerequirements.htm#EPA_PSCP

25 Bay Area Economics, "Affordable Housing Incentive Programs," http://www.metrokc.gov/ddes/gmpc/housing/affhsg_inctvprgms.pdf.
26 Marya Morris, *Incentive Zoning: Meeting Urban Design and Affordable Housing Objective* (Chicago: American Planning Association, 2000).
27 Bay Area Economics, "Affordable Housing Incentive Programs," http://www.metrokc.gov/ddes/gmpc/housing/affhsg_inctvprgms.pdf

Inclusionary Zoning

What It Is
Inclusionary zoning (sometimes called Inclusionary Housing) is a policy tool that requires developers to provide a percentage of new housing construction to be affordable to people with low to moderate incomes.

Inclusionary zoning policies can be either mandatory or voluntary, though voluntary programs are often referred to as "incentive zoning." Voluntary programs encourage development of affordable housing through incentives such as density bonuses, expedited permits, reduced fees or cash subsidies for developers.[28] The majority of this section deals with mandatory programs, since incentive tools are discussed in further detail in the "Incentives" section of this report. Both mandatory and voluntary inclusionary zoning work best when incorporating multiple affordability tools, including these incentives and is part of a regional comprehensive effort to provide affordable housing.

Why It Is Used
Inclusionary zoning has several benefits that make it a popular choice among jurisdictions. Local governments rarely have a substantial or consistent funding source for providing or maintaining affordable housing. It is also burdensome for cities to involve themselves in the housing market or in constructing units. By having the developer provide the units in a project that is already being designed, funded and constructed by the developer, the city avoids these issues.

Inclusionary zoning also provides mixed-income communities, rather than concentrating affordable housing in one area. This prevents the common phenomenon of clustering of income levels, avoiding any single area becoming overburdened with providing services and encouraging diversity.[29] Some also argue that inclusionary zoning also helps reduce sprawl when promoted with density bonuses, mixed use and/or transit oriented development.[30]

It is, however, a very complicated and often controversial tool to implement. Obstacles for implementing inclusionary zoning in Seattle are covered below under Challenges.

How To Use It
Currently over 300 inclusionary zoning programs are in place throughout the nation.[31] Programs can be implemented at the state, regional, county or city level. They are most commonly seen at the city level due to the complexity of implementation at larger scales. Often broad state policies are implemented first, requiring counties or cities to provide a "fair share" of affordable housing throughout the state. This allows local jurisdictions to

28 Douglas R.Porter, *Inclusionary Zoning for Affordable Housing* (Washington, DC: Urban Land Institute, 2004).
29 Policy Link, "Inclusionary Zoning" (2008), http://www.policylink.org/EDTK/IZ.
30 Robert Burchell, *Inclusionary Zoning: A Viable Solution to the Affordable Housing Crisis?*, The Center for Housing Policy, New Century Housing, Vol. 1, Issue 2 (2002).
31 Furman Center for Real Estate and Urban Policy, *The Effects of Inclusionary Zoning on Local Housing Markets: Lessons from the San Francisco, Washington, DC and Suburban Boston Areas,* New York University (2008), http://furmancenter.nyu.edu/documents/IZPolicyBrief_LowRes.pdf.

implement affordable housing techniques, including inclusionary zoning policies. Local policies can be set forth through city ordinance, executive order, zoning code, separate law or through a comprehensive plan. Typically comprehensive plans are not as enforceable as the other tools and therefore do not provide the most effective policies.[32]

Inclusionary zoning is highly adaptable. However, there are several standard elements that are addressed in most policies, which are discussed below.[33,34]

Threshold Size – The size limit for projects that apply to the policy. For example, in San Francisco, all projects with more than five housings units are subject to the city's inclusionary housing policy. The minimum thresholds range anywhere from two to 50, depending on the area. It is recommended that policies have a method to avoid burdening small projects, either by additional incentives or allowing exemptions.

Required Proportion of Units – The percentage of units built that must be made affordable. This is usually between ten and 20 percent; anything over this rate is usually seen as unrealistic. The number may vary according to whether the policy allows for building units off-site. For example, in Boston, Massachusetts, ten percent of the units must be set aside as affordable. The developer is offered the option of building the units off-site instead of on the property, but if they opt to do so, the developer must instead provide 15 percent affordable units.

Duration of Affordability – The length of time the units are to remain affordable. The majority of policies are between 30 to 50 years, but a few, like San Francisco, require the projects remain affordable indefinitely. This affects the type of re-sale controls and the amount of administrative resources that the policy requires.

Re-Sale Controls – Restrictions placed on the property for a specific duration of time. How can it be ensured that a unit remains affordable while still allowing individual property rights? Some cities require that housing remain affordable indefinitely and therefore people who bought affordable units are required to sell the property based upon the area's median income (AMI). Other policies have specific percentages that the price of the house may increase each year.

Unit Rates and Income Range of Tenants – The amount the units will be sold or rented for, which is dependent upon the target population and local needs. Thirty percent is the accepted amount of a person's income that should be dedicated to housing. Cities can dedicate a portion of the units to people with very low, low, or moderate incomes. Boston mandates that at least half of the affordable units be set aside for people making less than 80 percent of the AMI, while no more than half the units can be for those making between 80 percent and 120 percent of the AMI.

32 Douglas R.Porter, *Inclusionary Zoning for Affordable Housing* (Washington, DC: Urban Land Institute, 2004).
33 Enterprise Community Partners, *Inclusionary Zoning Program Design Considerations (with a Program Design Checklist)* (2004), http://www.practitionerresources.org/showdoc.html?id=26115.
34 Douglas R.Porter, *Inclusionary Zoning for Affordable Housing* (Washington, DC: Urban Land Institute, 2004).

General Unit Appearance – The general size and quality of the affordable units. To keep costs low, developers often provide fewer amenities in the affordable units or make them smaller than average. Although developers should receive some leeway, units should be of comparable size and quality.

Alternatives to On-Site Construction – Allowing the developer the option to build affordable units at an alternate site. The most common alternatives include off-site construction, in-lieu fees and land donation. Mixed-income communities are more likely to result from policies where developers are not allowed to build units off-site or pay in-lieu fees. Offering unrestricted off-site development usually results in an overall larger number of units. In-lieu fees provide a somewhat steady source of income for the city to pay for other aspects of their affordable housing policies, such as buying affordable housing once it is about to return to market rate to maintain affordability.

Some areas offer all options listed above, with no special restrictions. Others increase the amount of affordable units required if a developer chooses an alternative to building on-site. Other jurisdictions do not allow alternatives, forcing developers to build the units on-site only.

Incentives – Methods for encouraging a developer to provide affordable housing. In mandatory zoning policies, incentives are in essence methods of compensating the developer for their loss of profit in providing affordable units. Types of incentives offered to developers are covered in the "Incentives" section of this report.

Keys To Success
When coupled with other affordable housing solutions, inclusionary zoning can be a useful tool for increasing cities' affordable housing stock.

Case studies suggest that an inclusionary zoning policy is most effective in fairly large and desirable cities, with strong housing markets and a significant need for affordable housing. Inclusionary zoning is easier to implement in areas where other growth control and restrictions on land use are in place to guide development.[35]

Inclusionary zoning requires significant administrative resources for management and enforcement.[36] Enforcement is key to keeping units affordable and ensuring that the program is not being abused. Several departments are usually involved in implementation because inclusionary zoning programs can include housing, planning, zoning, codes, tax and transportation policies. Other programs, such as Affordable Housing Trust Funds, often work with the inclusionary program, especially when in-lieu fees are offered.
Mandatory programs are generally more effective than voluntary ones. Voluntary programs rarely produce many units, and in a desirable housing market, few developers opt to provide affordable housing, even with incentives offered. However, mandatory programs

35 Furman Center for Real Estate and Urban Policy, *The Effects of Inclusionary Zoning on Local Housing Markets: Lessons from the San Francisco, Washington, DC and Suburban Boston Areas*, New York University (2008), http://furmancenter.nyu.edu/documents/IZPolicyBrief_LowRes.pdf.

36 Institute for Local Self Government, *California Inclusionary Housing Reader* (2003), http://www.cacities.org/resource_files/20276.California%20Inclusionary%20Housing%20Reader.pdf.

with more incentives perform better than those with fewer.[37] Figure H-6 lists some questions to consider when creating an inclusionary zoning program.

Is the City more concerned with maximizing the number of affordable units or income mixing and diversity?	Allowing off-site units will most likely provide more units overall, but they may be concentrated in less expensive areas.
What incentives are possible in this particular environment?	The more incentives offered the better; however there may be some that are politically unfeasible, or simply not allowed.
Should a voluntary program be implemented first to test the system?	If the City is unsure how the program should be run, it could attempt a voluntary program first and then move to mandatory later on. However it is unlikely that a voluntary program would produce many units.
What is the affordability need?	Programs often consider very low, low and moderate income households, however at what level should each be provided?

Figure H-6. *Questions for Policy Development*. Source: UDP Studio

Challenges

Inclusionary zoning is often unpopular with developers and can face strong resistance. In weak housing markets, the tool is often not effective and developers will often attempt to get around building the affordable units. Developers will often opt to pay an in-lieu fee if it is offered. Alternatively, in some areas, developers will opt to build outside the area if the units will collect the same price. There are many arguments against inclusionary zoning; below are some of the most common.

Developers will opt to build outside the city limits. Currently, within the Puget Sound area, only Redmond has any mandatory inclusionary zoning and it only applies to senior housing and specific neighborhoods. Other cities in the area and unincorporated King County do not have any inclusionary requirements. Therefore, if Seattle implemented an inclusionary policy, it may be threatened with development being pushed outside the city boundary. However, since Seattle has a strong housing market and the state has strict growth management laws, this may be only a minor threat. One could also hope that by setting an

37 Home for Working Families, *Inclusionary Zoning: A Framework for Assessing the Advantages and Disadvantages* (2008), http://www.homesforworkingfamilies.org/resources.dyn/uncc_iz_national.pdf.

example of a successful policy, surrounding areas would be encouraged to adopt their own inclusionary zoning policies. Additionally, a housing study done in California has shown that there is no evidence that inclusionary zoning requirements dampen development.[38]

Many communities do not want more density. By offering density incentives to developers, the City would be increasing heights or floor area ratios in areas where communities may think development is already too dense.[39] This issue, however, did not come up in many focus groups as the main cause of concern. Primarily, people are concerned with "ugly" density. The city could require that projects with affordable units go through the same design review process that is required for any other project.

These programs increase the cost of housing for people of higher income levels. Although the developer pays initially and may be compensated by the City, the cost is at least partially passed on to the market rate buyer or renter. To pay for the less expensive units, it is true that developers often increase the prices of the market rate units. Some argue that this simply makes the affordability problem worse and expands the gap of rich and poor. This could be avoided by including moderate incomes in the inclusionary zoning's AMI range. Ideally, the incentives provided would make up enough of the developer's loss to prevent a severe increase in rates.[40]

It is the City's responsibility to provide affordable housing and developers should not be forced to pay for it. It is the city's responsibility to ensure affordable housing; however, with limited funds and resources available, cities must use whatever tools are available to do so. Often cities require that developers provide certain public amenities when building a new development (sidewalks, parks, etc.) that normally the city would be unable to provide. Given the right tools and incentives, developers should not end up "paying" for anything. The objective is to make it profitable for the developer to provide the affordable housing, not to force them to incur losses.[41]

Inclusionary zoning does not provide the units necessary to provide enough affordable housing. Inclusionary zoning is sometimes viewed as a panacea to the affordable housing problem. This is far from true. It is only one tool, and should only be considered as part of a larger toolbox filled with other policies, incentives and public and private agencies.

Legal Issues

In 2006 Washington passed House Bill 2984, which authorized "cities, towns, and counties to implement affordable housing incentive programs." This has opened the door for cities to implement inclusionary housing programs in Washington.[42] Unfortunately, this only applies to low-income units, defined as less than 50 percent of the AMI for rental housing and less

38 David Paul Rosen & Associates, *Inclusionary Housing Study provided for the Los Angeles Housing Department* (2002), http://lahd.lacity.org/InclusionaryHousingStudy/tabid/300/Default.aspx.
39 Institute for Local Self Government, *California Inclusionary Housing Reader* (2003), http://www.cacities.org/resource_files/20276.California%20Inclusionary%20Housing%20Reader.pdf.
40 *Ibid.*
41 Robert Burchell, *Inclusionary Zoning: A Viable Solution to the Affordable Housing Crisis?*, The Center for Housing Policy, New Century Housing, Vol. 1, Issue 2 (2002).
42 Housing Development Consortium, "Inclusionary Zoning in Washington . . . Really?" *Housing News,* Seattle, April 7, 2006.

than 80 percent of the AMI for ownership. It allows for some leeway in this, stating:

> "The legislative authority of a jurisdiction, after holding a public hearing, may also establish higher income levels for rental housing or for owner occupancy housing upon finding that higher income levels are needed to address local housing market conditions. The higher income level for rental housing may not exceed eighty percent of the county area median family income. The higher income level for owner occupancy housing may not exceed one hundred percent of the county area median family income. These established higher income levels must be considered "low-income" for the purposes of this section."[43]

Any policy that covers workforce housing would not necessarily be covered by this bill. It is unclear whether or not it would or could be deemed unconstitutional if an inclusionary housing program included both low-income and moderate income levels; however, it is important to note that there may be the possibility of legal challenges.

The most common challenges are that of "takings" as well as an "unfair tax." Often, developers claim that the inclusionary zoning programs constitute a legal taking if they are not fully compensated for their losses.[44] Legally it is difficult to prove that inclusionary zoning is a taking since it is not required that developers be able to make the greatest profit on their investment, but simply that they can make reasonable use of it.[45] Regarding unfair taxing, Washington State regulates how a local jurisdiction can tax private developers, and inclusionary zoning has often been cited as a potential problem in this area. There have been no statewide decisions in this matter, and it is unclear how a court would rule. The Supreme Court upheld inclusionary zoning policies, as long as appropriate compensation was provided, in the South Burlington Count N.A.A.C.P. v. Township of Mount Laurel, and so far this has held precedent.[46]

The most common method of preventing legal challenges in other states is providing a "nexus" argument. This consists of showing a relationship between "1) the construction of higher-priced housing or commercial properties and 2) the lack of affordable housing and the social and economic ills that have resulted from that."[47] Cities in California often conduct a nexus study when implementing or making dramatic changes to their inclusionary zoning programs.[48]

Case Studies

Four case studies are covered below: San Francisco, California; Boston, Massachusetts; Montgomery County, Maryland; and Bellevue, Washington. Each case has been selected for

43 House Committee on Local Government, *Washington State House Bill Report HB 2984* (2006), http://apps.leg.wa.gov/billinfo/summary.aspx?bill=2984&year=2005.
44 Robert Burchell, *Inclusionary Zoning: A Viable Solution to the Affordable Housing Crisis?*, The Center for Housing Policy, New Century Housing, Vol. 1, Issue 2 (2002).
45 Dwight Merriam et al., *Inclusionary Zoning Moves Downtown,* (Chicago: American Planning Association, 1985).
46 Alan Mallach, *Inclusionary Housing Programs, Policies and Practices* (New Brunswick: The State University of New Jersey, 1984).
47 Enterprise Community Partners, *Inclusionary Zoning Program Design Considerations (with a Program Design Checklist)* (2004), http://www.practitionerresources.org/showdoc.html?id=26115.
48 Institute for Local Self Government, *California Inclusionary Housing Reader* (2003), http://www.cacities.org/resource_files/20276.California%20Inclusionary%20Housing%20Reader.pdf.

a specific reason. San Francisco has many similarities to Seattle and also has a generally successful program. Boston has a more detailed method of identifying income levels for the units, and is therefore applicable to the workforce housing topic, even if the political climate there may be different. Montgomery County is included because it is the oldest program on record and has produced the most units nationwide; it is therefore useful to study, even though it is a county program in a suburban area. Bellevue is included as a local case study to help set up legal precedent for implementing inclusionary zoning in Washington State. Even though Bellevue no longer has a mandatory program in place, it is important to note that they are currently considering re-implementing one.

San Francisco, California

San Francisco has a population of approximately 750,000 and generally has a similar political climate to Seattle. Considering the amount of time its inclusionary program has been in place, and the amount of affordable housing it has created, this program is well-known. Recent changes made to it have built upon the existing framework of a successful policy, increasing the amount of units required and expanding the program to encompass workforce housing. Since Seattle would be forming an entirely new program, it would be advisable to provide additional incentives, such as density bonuses and zoning flexibility, rather than relying solely on fee waivers. It should be noted that many developers have chosen alternatives (off-site or in-lieu fees) to building units on-site, which may or may not be a desired outcome.

In California, a statewide law mandates that communities take on their fair share of affordable housing and inclusionary zoning has been common practice throughout the state since the 1970s. San Francisco has had its inclusionary housing program in place for several years. It has gone through a recent amendment and is now one of the most demanding policies in the country. The most recent incarnation of the city's inclusionary housing program applies to projects containing five or more units. It requires that 15 percent be aside as affordable, for up to 120 percent of the AMI. Off-site development and in-lieu fees are offered; however, the percentage of affordable housing increases to 20 percent, and off-site units must be within a one mile radius of the project. The units must remain affordable indefinitely, and there are strict re-sale controls to ensure the units affordability. The Mayor's Office of Housing runs the program, and helps developers market the units to ensure that they do not remain vacant. Very few incentives are offered to the developer, mostly consisting of fee waivers or reductions.[49]

Boston, Massachusetts

Boston is of a similar population size to Seattle and the tension between the "old city" and new growth is comparable. The primary strategy used successfully from Boston is the precise language regarding the amount of housing provided for different income groups, including workforce housing.

Boston's inclusionary zoning policy is very similar to San Francisco's, with a few key differences. Boston's is also a mandatory program with ten percent of the units being required as affordable. It also offers few incentives to developers and allows in-lieu and

49 San Francisco Planning Code, *Section 315*, "Housing Requirements for Residential and Live/Work Development Projects" (2007).

off-site construction as alternatives, with an increase in the number of units provided. However, Boston requires the units to remain affordable for 99 years and has restrictions on resale, specifically stating that the units cannot be sold during those 99 years for more than a five percent annual increase. The most important difference to note is that the policy specifically states that at least 50 percent of the affordable units provided must be for people making less than 80 percent of the AMI, no more than 50 percent can be for people making 80 percent to 120 percent of the AMI, and the average of all the affordable units provided cannot exceed 100 percent of the AMI.[50]

Montgomery County, Maryland

Montgomery County's inclusionary zoning program (called the Moderately Priced Dwelling Unit or MPDU program) is often referred to as the model for all others. It offers several interesting ideas not presented in the other case studies. Specifically, the County offers many different types of incentives and provides a sliding scale as to the number of units required and the density bonus offered. They also have shorter duration of affordability and less strict re-sale restrictions. Montgomery County's program is believed to have produced the most number of affordable housing units of any local jurisdiction in the nation, building over 12,000 units since its introduction.

The policy is mandatory and applies to all projects with 20 or more units. The required percentage of units is based upon the total number of units offered in the development, set by the Planning board, which reviews and approves each project. The percentage ranges from 12.5 percent to 15 percent with density bonuses offered accordingly. Alternatives are offered, including off-site units in the same policy area and payment through in-lieu fees or land of equal value. The program has 30-year re-sale controls, after which the unit can be sold at market rate; however, the seller only receives 50 percent of the profit, while the rest is provided to the program. The program is applicable to people making up to 65 percent of the AMI only.[51]

Bellevue, Washington

Inclusionary zoning in Washington is somewhat rare and, until 2006, was mostly viewed as unconstitutional. Bellevue was one of the few instances of mandatory inclusionary zoning, whose program was instated in 1991. The policy applied to people making between 80 percent and 140 percent of the AMI and required that 14 percent of the units be made affordable. Density bonuses of up to 15 percent were offered as incentive and in-lieu fees or undeveloped lands were offered as alternatives.

The policy was changed from mandatory to voluntary in 1996 and eventually became defunct (although they still offer density bonuses). Within the time period that it was mandatory, about 200 units were produced. During the time it was voluntary, only one developer took a density bonus in exchange for building affordable units. It is difficult to determine why the program ended up being dismantled, though there are several

50 Douglas R.Porter, *Inclusionary Zoning for Affordable Housing* (Washington, DC: Urban Land Institute, 2004).

51 Montgomery County, *Executive Regulation 13-05AM*, "Requirements and Procedures for the Moderately Priced Dwelling Unit Program" (2005), http://www.montgomerycountymd.gov/content/dhca/housing/housing_P/mpdu/pdf/execreg13-05am.pdf.

possibilities. It is rare to see such a strong initial push toward inclusionary zoning for a smaller city (Bellevue has a current population of about 120,000). Often, smaller cities first offer voluntary programs and then move toward mandatory once the administrative aspects are in place and the interest or resistance has been measured. Bellevue may have benefited from starting with a voluntary program, or by increasing incentives or decreasing the percentage of required affordable units. There may have been strong political resistance or the need for affordable housing may not have been strong enough. Whatever the reason, the City is now reconsidering their position and is once again looking at mandatory inclusionary zoning.[52]

Additional Inclusionary Zoning Resources

Robert Burchell et al., Inclusionary Zoning: A Viable Solution to the Affordable Housing Crisis?, The Center for Housing Policy, New Century Housing, Vol. 1, Issue 2 (2002), http://www.nhc.org/pdf/pub_nc_10_00.pdf.

Enterprise Community Partners, Inclusionary Zoning Program Design Considerations (with a Program Design Checklist) (2004), http://www.practitionerresources.org/showdoc.html?id=26115.

Institute for Local Self Government, California Inclusionary Housing Reader (2003), http://www.cacities.org/resource_files/20276.California%20Inclusionary%20Housing%20Reader.pdf.

Institute for Local Self Government, "Inclusionary Housing Resources" (2008), http://www.cacities.org/index.jsp?section=land&zone=ilsg&sub_sec=land_housing&tert=land_housing_inclu_sel2.

Home for Working Families, Inclusionary Zoning: A Framework for Assessing the Advantages and Disadvantages (2008), http://www.homesforworkingfamilies.org/resources.dyn/uncc_iz_national.pdf.

National Association of Realtors, "Field Guide to Inclusionary Housing" (2007), http://www.realtor.org/library/library/fg806.

Policy Link, "Inclusionary Zoning" (2008), http://www.policylink.org/EDTK/IZ.

52 Ashley Bach, "Bellevue Affordable Housing Plan Up For Discussion," *Seattle Times*, May 3, 2008.

Accessory Dwelling Units and Cottage Housing

What It Is

An accessory dwelling unit (ADU), often referred to as a second unit, carriage house, granny flat, or in-law apartment, is a separate living space that includes a kitchen, sleeping area and bathroom facilities. The ADU can be attached or detached (then referred to as a DADU) from the main residential structure, but is located within the same single-family lot.[53] An example of a detached accessory dwelling unit is shown in Figure H-7.

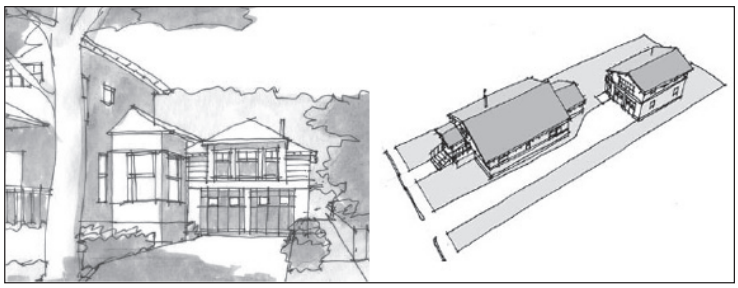


Figure H-7. *Detached Accessory Dwelling Unit*. Source: City of Santa Cruz, 2004

Cottage housing refers to small, detached houses, typically built in clusters, close together, with some common area, and without parking adjacent to each cottage, as shown in Figure H-8.[54]

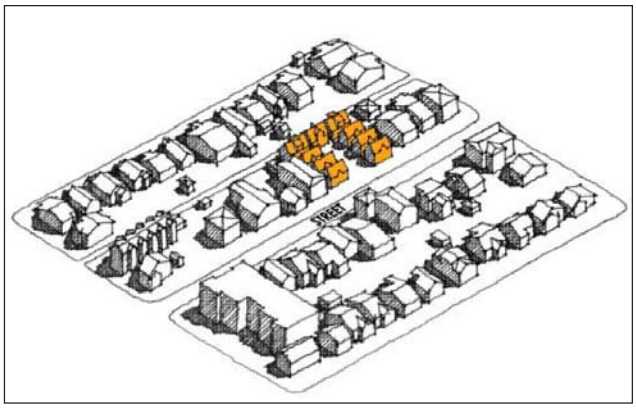


Figure H-8. *Cottage Development Site Plan*. Source: City of Seattle Department of Planning and Development, 2007

Why It Is Used

Focus group participants expressed concern about the proliferation of large-scale condominium and multifamily housing projects in their neighborhood. While acknowledging the need to increase density, residents feel that the scale and character of these projects is compromising neighborhood character. The twin goals of increased density and preserving a diversity of affordable housing options within the city could be addressed by zoning code changes that would allow Detached Accessory Dwelling Units and Cottage Housing in all Seattle neighborhoods.

How To Use It

The City of Seattle currently allows attached accessory dwelling units (also known as granny flats, or mother-in-law units) on any single-family lot throughout Seattle – as long as they are attached to the main home. DADUs are currently allowed only in Southeast Seattle (defined as south of I-90 and east of I-5). Several Seattle-area cities, including Shoreline, Redmond and Kirkland, have adopted zoning ordinances that allow increased densities for cottage projects. In Seattle, a staff draft proposal from the Department of Planning and Urban Development is expected later this year.

Certain types of alternative housing not currently allowed in Seattle's Land Use Code,

53 City of Seattle, *Department of Planning and Development*, "Alternative Housing Choices: Backyard Cottages," http://www.seattle.gov/dpd/Planning/Alternative_Housing_Choices/DetachedADUs/default.asp.

54 *Ibid.*

including DADUs and cottage housing, were constructed under a Demonstration Program for Innovative Housing Design held from 1998 to 2001. An evaluation of four detached accessory dwelling units and one cottage project, published in 2003, indicated that the projects were successful. The pilot highlighted issues that should be considered in establishing appropriate development standards for cottage and DADUs.[55] Major issues include compatibility of scale and character, parking and traffic impacts, and affordability.

Challenges
Potential problems with the tool are:
Scale and character compatibility
Noise concerns, effects on property values and change in neighborhood character
Traffic and parking

Figure H-9 displays potential responses to some of the above mentioned concerns.

Concern	Cottages	DADUs	Response
Scale Compatibility with surrounding homes and area	x	x	Limit number of developments per block. Establish min/max lot size. Limit lot coverage and require setbacks. Limit building height and bulk. Limit maximum floor area per unit.
Maintaining Neighborhood Character	x	x	Require design standards and review processes to ensure aesthetic compatibility with surrounding properties, including quality materials and attention to detail.
Parking Location and Design	x	x	Provide off-street parking in garages or screened parking onsite; extra parking may not be necessary if the units are near mass transit and retail uses.

Figure H-9. *ADU and Cottage Housing Concerns*. Source: Information compiled from City of Seattle, "Evaluation of the 1998 – 2001 Demonstration Program for Innovative Housing Design: Detached ADUs and Cottages," 2003

Keys to Success
Based on the case studies, it appears that this tool would be best used in the following situations:

- To distribute affordable housing options, compatible with low-rise, single family development, throughout the city

55 City of Seattle, *Department of Design, Construction, and Land Use,* "Evaluation of the 1998 – 2001 Demonstration Program for Innovative Housing Design: Detached ADUs and Cottages" (2003), 5-9.

- To support infill development and increased density that, in turn, supports high-capacity transit options and urban villages
- DADUs may increase the ability of families to better address elder care by providing living space in close proximity to family members, and may provide additional rental income that allows someone to offset their mortgage payment.

Case Study
Ravenna Cottages in Greenlake – Seattle, Washington
Site: 10,500 sq. ft.
Units: Nine, including alley garages
Product: Six cottages, 850 sq. ft.; three carriage houses, 830 sq. ft.
Shared space: 1,800 sq. ft. courtyard
Net density: 37 units/acre net
Sales: Cottages, $288,000-308,000; carriage houses, $258,000-268,000
Developer: Threshold Housing, Seattle

Threshold Housing, the non-profit demonstration arm of the Housing Partnership, created by the greater Seattle Chamber of Commerce to advocate on behalf of innovative housing, developed the Ravenna Cottages in Seattle's Greenlake neighborhood. Constructed under the City's demonstration program, Ravenna Cottages is a U-shaped development of six inward-facing cottages facing a shared courtyard and three carriage houses (small cottages built above garages). In additional to utilizing space above the off-street parking, the carriage houses provide a buffer from highway noise. The project was designed to visually match the style of the surrounding neighborhood. Each cottage is 850 square feet spread over two stories, with living/dining/kitchen space and a half bath on the first floor, and a full-size bath and two bedrooms on the upper floor.

With thoughtful architectural and landscaping design combined with demand analysis, Citywide Design Guidelines and Design Review Board guidance influenced the final design of the project. Amenities include a gas fireplace, high-speed Internet access, a laundry closet with stacked washer and dryer, hardwood floors downstairs and wall-to-wall carpeting upstairs. The project was a success for the developers, who sold the units right away; the city, which was able to show that creative infill can work without compromising existing neighborhood character; and neighbors, who indicated through post-completion surveys that the project had a good or neutral impact on the neighborhood.

Specific development standard departures included:
- 50 percent more density (beyond Land Use Code requirement of one dwelling unit per 1,600 square feet of lot area)
- Lot coverage departure of 45.5 percent, or 580 square feet over the allowed coverage (the maximum lot coverage for cottages is typically 40 percent)
- Floors one and two were allowed to be comparable in area (rather than second story being limited to 50 percent of the floor area of the ground floor)
- Open space requirements reduced to allow for shared common space[56]

56 City of Seattle, *Department of Design, Construction, and Land Use,* "Evaluation of the 1998 – 2001 Demonstration Program for Innovative Housing Design: Detached ADUs and Cottages" (2003), 59-65.

Additional ADU and Cottage Housing Resources

http://www.mrsc.org/Publications/textadu.aspx

http://www.Archhousing.org/adu2/index.html

http://www.mrsc.org/subjects/planning/cottagehousing.aspx

Cottage Housing in Your Community: A Guide to Drafting a Cottage Housing Ordinance (The Housing Partnership: 2001) http://www.mrsc.org/govdocs/S42CottageHousOrdGuide.pdf

Transfer of Development Rights

What It Is
Transfer of development rights (TDR) is generally the "exchange of zoning privileges from areas with low population needs, such as farmland, to areas of high population needs, such as downtown areas. These transfers allow for the preservation of open spaces and historic landmarks, while giving urban areas a chance to expand and experience continued growth."[57] The areas preserved by TDR are referred to as sending sites and the areas where the development rights are transferred are known as receiving sites.

A TDR program focused on affordable housing coordinates the transfer of development rights from sending areas to preserve specified parcels from redevelopment or new development (e.g. low-income housing, historic buildings, etc.) to eligible receiving areas where development rights may be purchased and applied as additional density allowances (e.g. downtown office and hotel developments).

Why It Is Used
Transfer of development rights redistributes development capacity from low to high-density areas. This practice allocates infrastructure more efficiently, preserves environmentally sensitive lands, open spaces, historic buildings, and existing affordable housing and provides compensation to landowners whose lands are restricted from using full capacity. It also provides residential density incentives, which lower the per-unit cost of affordable housing construction.

How To Use It
Since 1985, a TDR program has operated in Seattle's downtown core. The program was restructured in 2001 to maintain a supply of 7,311 low-income dwelling units in response to the loss of housing due to gentrification and replacement by non-residential uses.[58]

TDR sending sites can be located in most downtown districts, while receiving sites are properties within Downtown Office Core 1 and 2 (DOC1/2) and Downtown Mixed Commercial district (DMC) (See Figure H-10). The owner of a sending site can calculate the current floor area ratio (FAR) and allowed FAR and sell the difference as commercial

Figure H-10. *Seattle Downtown Zoning Changes*. Source: City of Seattle Department of Planning and Development, 2008

57 National Association of Realtors, "Field Guide to Transfer of Development Rights," http://www.realtor.org/library/library/fg804.
58 Rick Pruetz, *Beyond Takings and Givings* (Marina Del Rey: Arje Press, 2003).

square footage. This transfer remains with the land indefinitely and the rights cannot be exercised again. Purchasers (commercial developers) and sellers (owners of certified TDR) can negotiate sales directly, or the City can purchase the transfer of development rights and hold it in a TDR Bank for later resale.[59]

Keys to Success
Transfer of development rights can be successful where the receiving area has a strong real estate market and development restrictions create a strong incentive to sell development rights. If the base zoning already allows optimal conditions for development, then a developer has no economic incentive to purchase development rights.[60]

Affordable housing incentive programs have been doing very well in Seattle and three housing projects were negotiated directly between sending sites and receiving sites, resulting in 182 affordable housing units.[61] However, many are concerned that there is a lack of receiving areas in Seattle because downtown zoning changes in 2006 increased maximum floor area ratio (FAR) of receiving sites and allowed greater heights, as shown in Figure H-11. However, the increased maximum FAR expands potential capacity of receiving floor areas, because developers are encouraged to participate in a combination density bonuses and TDR options in order to receive additional square footage.

New Zoning	Base FAR	New Maximum FAR	New Height Limits
DOC1	6	20 (before rezoned:14)	Non-residential Uses: Unlimited Residential Uses: Base Height 450', Height with Bonus: Unlimited
DOC2	5	14 (before rezoned:10)	Non-residential Uses: 500' Residential Uses: Base Height 300' Height with Bonus: 500'
DMC340/290-400	5	10	Non-residential Uses: 340' Residential Uses: Base Height 290' Height with Bonus 400'
DMC240/290-400	5	7	Non-residential Uses: 240' Residential Uses: Base Height 290' Height with Bonus 400'

Figure H-11. *Table of Seattle Downtown Zoning Changes*. Source: City of Seattle Department of Planning and Development, 2008

59 City of Seattle, *Office of Housing*, "Downtown Transferable Development Rights (TDR) Program," http://www.seattle.gov/housing/incentives/TDRbonus.htm.
60 Capitol Region Council of Governments, *Livable Communities Toolkit*, "Transfer of Development Rights: Fact Sheets," http://www.crcog.org/publications/CommDevDocs/TCSP/Ch03_FactSheet_TDR.pdf.
61 Rick Pruetz, *Beyond Takings and Givings* (Marina Del Rey, California: Arje Press, 2003).

Also, one neighborhood plan noted that the bonus through TDR should be used to promote a mix of housing prices by providing "super bonuses," particularly for moderate-income housing.[62] Currently, transfer of development rights are providing housing units serving the low to moderate-income range. It could be extended to offer housing to households with incomes up to 120 percent of the area median income as Palm Beach County is trying to do. It would help developers have more feasible options because they currently must build a costly Leadership in Energy and Environmental Design (LEED) certified structure to participate in combination bonus/TDR options. Additionally, if expansion of TDR receiving zones is needed, the City can consider creating TDR receiving areas within neighborhoods or near Transit Stations and other multi-family zoned areas.

Challenges
The TDR program may be hampered by the fact that added density can be obtained in several other ways. The City allows maximum possible density on potential receiving sites to be achieved through Housing/Childcare Bonus program (a cash option or performance option is available), an option that may be more attractive to developers than TDR, which is intrinsically risky in terms of time delay and uncertainty.

Transfer of development rights are also complicated to manage and are not always politically popular. Since the city currently has certain TDR strategies already in place, the simplest way to include additional affordability requirements would be to expand upon systems already in place.

Case Studies
Many successful TDR programs preserve open spaces, critical wild habitat or historic structures, but there are few cases of affordable housing preservation through TDR. Palm Beach County, Florida has a Workforce Housing Requirement that relates to their TDR program, and Montgomery County, Maryland has been trying to solve the lack of receiving areas problem to stimulate a TDR program.

Palm Beach County, Florida
Palm Beach County has a TDR program currently being revised to provide workforce housing to further the goals and objectives of the Workforce Housing Program.[63] The mandatory Workforce Housing Program provides 50 percent of TDR density bonus units for 60 percent to 150 percent of area median income as a means to meet affordable housing needs and to disperse that needed housing in the unincorporated County. Incentives will be offered to all developments that have a minimum of ten permitted residential units and meet additional program criteria,[64] and all affordable units shall be constructed on site.[65] Also, this amendment will establish that 50 percent of TDR units will be provided at no cost to the developer in all of the identified TDR receiving areas.

62 Marya Morris, *Incentive Zoning: Meeting Urban Design and Affordable Housing Objectives* (Chicago: American Planning Association, 2000).
63 Palm Beach County, *Department of Planning, Zoning, and Building*, http://www.pbcgov.com/pzb/Planning/index.htm.
64 Palm Beach County, *Comprehensive Plan*, "Housing Element, Objective 1.5," http://www.pbcgov.com/pzb/planning/comprehensiveplan/housing_06_1.pdf.
65 Palm Beach County, *Unified Land Development Code*, "Ordinance 2008-003, Exhibit E, Article 5, Chapter G," http://www.pbcgov.com/PZB/uldc/articles/Article5.pdf.

Montgomery County, Maryland

The TDR program in Montgomery County is the most successful program in the country, preserving 43,145 acres of various land uses.[66] However, since 2001, the County has been concerned about the effect of insufficient receiving area capacity on TDR prices. A Transfer of Development Rights Task Force has looked into innovative approaches for stimulating the TDR program. The findings of the Task Force's 2002 report contain the following recommendations: the Master Plan development process must formally include the creation and/or expansion of TDR receiving zones, whenever any additional density is contemplated; creating TDR receiving versions of the Central Business District, Planned Development, Transit Station and Mixed Use Zones to use when they have existing or are designated for planned transit access; and exploring inter-jurisdictional transfers of TDRs.

Montgomery County recognizes that its TDR program should be modified to provide additional opportunities for property owners to sell their TDRs, and that it has an ongoing responsibility to maintain an adequate supply of receiving capacity. As new TDR receiving areas are sought and the version of receiving sites are diversified by the character of the projects or sites, the County will make sure that densities in all receiving areas do not exceed the carrying capacity of public infrastructure.[67]

Additional TDR Resources

Rick Pruetz, Beyond Takings and Givings (Marina Del Rey, California: Arje Press, 2003), http://www.beyondtakingsandgivings.com.

Pierce County Housing Affordability Task Force, Housing Affordability Final Report and Recommendations, http://www.co.pierce.wa.us/xml/services/home/property/pals/landuse/housing%20affordability%20final%20report.pdf

Best Practice Options for Housing in King County, http://www.metrokc.gov/ddes/gmpc/housing/hsg_toolkit.shtm.

66 Rick Pruetz, *Beyond Takings and Givings* (Marina Del Rey, California: Arje Press, 2003), http://www.beyondtakingsandgivings.com/montgom.htm.

67 Ad Hoc Agricultural Policy Working Group, "Final Report of the Ad Hoc Agricultural Policy Working Group" (2007), http://www.montgomerycountymd.gov/content/council/pdf/doc/aggroup_finalreport.pdf.

Employer Assisted Housing

What It Is
Employer-assisted housing (EAH) is a term used to describe a variety of benefits employers offer to help their workforce afford homes. An EAH program can be a cost-effective way to improve the persistent disparity between home costs and wages, long and costly commutes and the desire to achieve an improved work-life balance.

Why It Is Used
Employer assisted housing is designed to improve the bottom line for employers, enhance the quality of life for employees, and improve communities by providing housing for the employer's workforce. Employers providing EAH gain a stable workforce and employee base. By providing the housing near centers of employment, mixed-use development is encouraged, which reduces vehicle trips, increases transit use and walking, and in turn reduces costs of living for employees and the surrounding community.

How To Use It
EAH programs can be designed to work for any type of employer – private companies, public institutions and nonprofit organizations – in any type of market. In many cases, employers partner with third-party organizations to help then design and manage EAH programs.

Though the types of EAH programs are as varied as the employers who use them, benefits typically include one or more of the following elements:

Homebuyer Assistance: By far the most frequently employed feature in existing EAH programs, homebuyer assistance covers a wide range of benefits including mortgage guarantees, mortgage discounts, discounted closing fees and loans or grants for down payments or closing costs.

Education and Counseling: Homeownership education and counseling help employees understand the financial responsibilities of homeownership and are usually offered to complement homebuyer assistance programs.

Rental Assistance: Rental assistance is generally structured to assist with housing search costs, security deposits and rent subsidies.

New Construction: Options employers pursue to support new construction include land donations, participation in a land bank, investment in a loan pool and providing loans to developers of affordable homes.

Renovation: In renovation programs, employers provide loan or grant assistance to employees to help cover the costs of improving their homes. This type of assistance helps employees protect their assets and build wealth.[68]

68 Homes for Working Families, *Understanding Employer-Assisted Housing: A Guidebook for Employers* (Washington DC, 2007), 2-3.

Keys to Success

Communities have adopted a number of other strategies to engage employers in EAH. Local municipalities have utilized EAH programs themselves as large, regional employers. The same benefits of improving the bottom line for the employer, enhancing the quality of life for the employee, and improving local communities carry over from the private to the public sector. Additionally, a city's inability to house first-responder employees poses a unique challenge. An EAH program offered in Columbia, South Carolina encourages police officers to purchase their first homes in transitioning Columbia neighborhoods.

Under a second successful approach, states give employers who invest in EAH programs a credit against their state income taxes, providing a powerful incentive for employers to make this investment. The state of Illinois, for example, provides a state tax credit on qualified affordable housing investments made by employers that is equal to 50 percent of the employer's investment.[69] Practitioners report that the credit has been very effective in stimulating private EAH interest.

Another successful approach has been to enlist a local non-profit organization to manage EAH programs. Under this approach, communities assist the non-profit to build its capacity to handle EAH programs for multiple employers. A number of models have sprung up that use centralized servicers supported by a broad consortium of both public and private funders.

A fourth strategy for states and localities to consider is to use their bully pulpit to encourage employers to EAH programs as a benefit for their workers. For example, in 2005, Chicago Mayor Richard M. Daley met with over 120 business leaders at a breakfast to spotlight EAH.[70] By recognizing the business leaders that had already agreed to participate, and publicly encouraging other leaders to participate, Mayor Daley elevated the profile of EAH within the business community.

State and local leaders also can encourage the business community to assume a leadership role in efforts to increase the availability of affordable homes in their communities. Large employers, interested in providing EAH programs, can be a potent political force advocating for approval of affordable developments that might otherwise get hung up in the planning or zoning processes. Business leaders also can help support needed changes in state or local housing policy.[71]

Challenges

One of the main challenges of EAH is the unstable nature of the housing market. Currently, with tightening mortgage underwriting standards and increasing interest rates, it is difficult to convince employers to participate in this type of program. Additionally, as shown in the case study below, employer assisted housing often is complicated to implement. Since EAH

69 Metropolitan Planning Council, *Employer-Assisted Housing State Tax Credit: A New Financial Incentive* (Chicago, 2005), http://www.metroplanning.org/cmadocs/EAH-taxcredit.pdf.

70 Rita Padawangi, "Mayor Daley Supports Employer-Assisted Housing in Chicago," Metropolitan Planning Council, Feb. 22, 2005, http://www.metroplanning.org/articleDetail.asp?objectID=2639.

71 Jeffrey Lubell, *Increasing the Availability of Affordable Homes: An Analysis of High-Impact State and Local Solutions* (Washington DC: Homes for Working Families, 2007), 78-81.

is a rather new method for providing affordable housing, there are few examples to work from. There is a need for program evaluation metrics and possibly additional regulatory structure to make EAH a viable option.

Case Study
Though it is still a relatively young practice, EAH is gaining momentum with businesses and organizations across the country as a progressive and valuable employee benefit. The following case study provides one snapshot of an innovative and successful EAH program currently in place.

University of Chicago and University of Chicago Medical Center

Organization Background
The University of Chicago employs 8,150 people and the University of Chicago Medical Center employs 6,200 people. The organizations' employer-assisted housing program was launched in May 2003.

Situation Overview
As an engaged neighbor, the University of Chicago states that it is committed to improving the quality of life for its employees, students, and neighborhood residents alike. The University and University of Chicago Medical Center launched an employer-assisted housing in May 2003 to promote homeownership and investment in targeted redeveloping neighborhoods surrounding the University and, in tandem, to address home affordability concerns in the more established communities near campus.

EAH Program At-a-Glance
The University and Medical Center offer an EAH program that provides homebuyer assistance in the form of interest-free forgivable loans, as well as credit and homebuyer counseling services. As of September 2007, 158 employees had received loans to purchase homes near the University, and more than 450 employees had taken advantage of the homebuyer education and counseling programs.

Competitive Advantage
The program is a human resources benefit that provides employees with assistance that makes buying a home possible and the University and the Medical Center with an effective recruitment tool. Through the investment of employees who have purchased homes in the community, the University's EAH program has also contributed to the vibrancy of the neighborhoods on Chicago's mid-South Side.

Program Details
The University and Medical Center established two primary goals for their EAH program: help employees by providing assistance that makes homes close to the campus more affordable, and bolster community revitalization efforts by encouraging employees to purchase homes in transitioning neighborhoods surrounding the campus.

The program encourages employees to buy homes in the transitioning neighborhoods by permitting higher income (up to $106,000 for a family of three) and purchase price limits, as well as allowing repeat buyers to receive the assistance. First-time homebuyers with lower incomes (capped at $87,000 for a three-person household) are eligible to purchase in either zone.

Eligible employees receive an interest-free $7,500 loan toward payment and closing costs when they purchase a home within the program's target areas. The assistance is forgiven over five years provided the employee resides in the house as a primary residence, continues to be employed by the University or Medical Center and participates in homeownership counseling. In addition, an employee must contribute three percent of the purchase price of the home toward the down payment.

Employee Eligibility
Employees must be employed by the University of the University of Chicago Medical Center for one year, or relocating to accept a position.
Employees' household incomes must not exceed established program limits for household size.

Program Expenses
From May 2003 through September 2007, the University of Chicago and the University of Chicago Medical Center invested a total of $1,185,000 in interest-free loans to employees through the EAH program. The University and Medical Center also funded credit counseling and homebuyer education programs, which carry administrative costs of $100,000 per year. These costs cover the expense of one staff person from Neighborhood Housing Services of Chicago who has an office on campus, and meets with individual employees, markets the program and teaches homebuyer education classes.

Key Partners
Neighborhood Housing Services of Chicago: Provides educational workshops and one-on-one homeownership counseling, and helps package financial assistance for home purchases.

Metropolitan Planning Council: Designed the program, assisted with initial program implementation and remains involved as a technical advisor.

City of Chicago Department of Housing and the Illinois Housing Development Authority: Provides additional financial assistance to eligible homebuyers.

Private Lenders: Offer products with special, lower interest rates.

Outcomes
A total of 158 employees received interest-free loans ($7,500 each). Of the 158 homebuyers, 11 homebuyers received matching funds from the state of Illinois. More than 450 employees benefited from credit counseling and homebuyer education programs. The success of the EAH program led the University in 2006 to invest $1 million in a nonprofit

loan fund to preserve rental housing. These funds are available as low-interest loans for rental property owners to rehabilitate buildings in the EAH program's target areas.

Implementation Insight

As a part of the program launch, the University and Medical Center employed a variety of marketing techniques, including email notifications, brochures and media announcements, which garnered substantial program participation. After the initial outreach effort, however, participation decreased after the university realized promotional activities were critical to maintaining employee interest in the program. Marketing efforts were invigorated and currently include bus tours of the program's target areas and informational meetings.[72]

Additional Employer Assisted Housing Resources:

Employer Assisted Housing Website, http://www.eahousing.com.

Homes for working Families, http://www.homesforworkingfamilies.org/solutions/housing/

Metropolitan Planning Council of Chicago, www.metroplanning.org.

US Department of Housing and Urban Development, http://www.hud.gov/local/il/news/eah.cfm.

72 Homes for Working Families, *Understanding Employer Assisted Housing: A Guidebook for Employers,* http://www.homesforworkingfamilies.org/resources.dyn/EAH_Guidebook_FINAL.pdf, 30-31.

Community Land Trusts

What It Is
A Community Land Trust (CLT) is a private non-profit corporation created to acquire and hold land for the benefit of a community and provide secure, affordable access to land and housing for community residents.

Why It Is Used
Typically serving households earning 80 percent or less of AMI, CLTs allow people to enter the housing market by taking the cost of land out of the purchase price of a home. It protects long-term affordability by controlling the resale price of houses on CLT land through a ground lease and resale formula. A municipality might allocate city-owned land or Community Development Block Grant funds to a CLT. CLTs might assist residents with home repair, rehabilitation and/or financing. There are now 118 CLTs in 31 states, and the CLT movement has created more than 5000 permanently affordable homes.

How To Use It
Key features of a community land trust include:[73]

- Non-profit, tax-exempt corporation
- Dual ownership (land trust owns land, and homebuyer or other entity owns structure)
- Leased Land (long-term ground leases)
- Perpetual Affordability (CLT retains option to repurchase structure, and resale price is set by formula)
- Perpetual Responsibility (CLT may step in to force necessary repairs or stop foreclosure)
- Community Base (may encompass a neighborhood, group of neighborhoods, city or county)
- Resident Control (generally, two-thirds of a CLT board consists of people who live in the target area but do not live on CLT land)
- Tripartite Governance (leaseholder representatives, general representatives and public representatives)
- Expansionist Acquisition (committed to active expansion of holdings and increasing affordable housing supply)
- Flexible Development (CLT may assume various roles, including serving as a developer, partnering with non-profit or for-profit developers, focusing on one or more of types of housing construction or rehabilitation)

Challenges
The primary barrier to scaling up and making more homes available to qualifying buyers, faced by land trusts across the country (including Homestead Community Land Trust in Seattle) is funding for property acquisition.

73 Burlington Associates in Community Development, LLC, "Key Features of the 'Classic' Community Land Trust," http://www.bclt.net/pdf/clt-classic.pdf.

Keys to Success

The Homestead Community Land Trust's business plan identifies three ways to scale up and reach their goal of 100 homes per year, including partnering, promoting inclusionary zoning and finding more people to donate homes. If the city mandated inclusionary zoning, homes could be deeded to Homestead to ensure long-term affordability. Detached Accessory Dwelling Units (DADUs) and cottage housing can also be deeded to Homestead to ensure long-term affordability throughout Seattle neighborhoods.

Case Study

Seattle, Washington

Homestead Community Land Trust (HCLT), initially incorporated in 1992 as an all-volunteer organization, is a "grassroots, membership-based 501(c)(3) non-profit organization that partners with Seattle area neighborhoods. Homestead is dedicated to drawing together our diverse communities to build and permanently preserve decent affordable housing and real self-determination in the places where we live and work."[74]

HCLT hired its first part-time staff member with a small grant in 1999, and in 2002 the first homebuyer purchased a home. Homestead added seven new homeowners in 2005. With HCLT staff expanded to three, there are currently 28 homes in the Trust. The Board has set a goal of growing at a rate of 100 affordable homes each year by 2015. The Homestead model primarily provides $100,000 in public funds for down payment assistance, with eligibility limited to households earning up to 80 percent of AMI. A recent Seattle P-I article explains how a Homestead purchase works in practice.

To be eligible, Homestead buyers must make no more than 80 percent of the county median income; a single buyer could make up to $41,700 and a family of four, up to $59,600. The organization provides up to $100,000 in grants, largely from Seattle, King County and the state, toward the purchase, then keeps the title to the land, but not the house, charging homeowners $35 a month under a 99-year land lease. When it comes time to sell, Homestead figures out how much more the home is worth, then allows the owner to add a share of that to the original price, based on how much they paid in the first place and how long they lived there. For [one local couple], that meant they bought a $325,000 house for $181,290 and after the sale will get $11,578 of the $83,000 in value the house has gained. Put another way, they can add $11,578 to their original purchase price, plus a $1,929 land trust fee, to get the new sales price of $194,797.[75]

Homestead's annual report states, "We expect our homeowners to realize about $7,000 in equity [upon sale]."

Since Homestead focuses on first-time homebuyers earning up to 80 percent of AMI, it does not fit the definition of workforce housing targeted in this analysis. However, it is a model that meets the city's goal of creating affordable housing opportunities, and the organization sees the need for working with different populations, including university faculty, for example, who would not meet the current income cap. As it scales up in organizational

74 Homestead Community Land Trust, http://www.homesteadclt.org.
75 Aubrey Cohen, "Land trust helps keep home prices low," *Seattle Post-Intelligencer,* July 23, 2007.

capacity and assets, it may be able to expand its subsidy to a larger group of homebuyers, which would include those earning up to 100 percent of AMI.[76]

Additional Community Land Trust Resources

http://www.iceclt.org/clt

http://www.cltnetwork.org

http://www.burlingtonassociates.com/

76 Sheldon Cooper (Executive Director of Homestead Community Land Trust), conversation with author, May 10, 2008.

Affordable Housing Trust Funds

What It Is
Housing trust funds (HTFs) are "state, regional or local funds created by legislation, ordinance, or resolution to receive dedicated revenues for affordable housing development."[77] Housing Trust Funds exist at the city, county, multi-jurisdictional or state level. Typically funded by taxes or fees, trust funds are most commonly funded by a real estate transfer tax (state), linkage programs that require a certain number of affordable units or an in-lieu fee for new projects (city), or document recording fees (county). In Washington State, the Housing Trust Fund is the state's primary funding source for the creation and preservation of low-income housing.

Why It Is Used
Housing trust funds provide a steady stream of reliable revenue to support the complexities of the housing industry. Because the funds are dedicated, they are usually the most flexible money available for affordable housing and allow for maximum efficiency in the use of these funds as well as encourage leveraging of other public and private dollars.

How To Use It
In 1993, the Washington State Legislature passed an act allowing counties, cities and towns to "exceed statutory property tax limitations for the purpose of financing affordable housing for very low-income households." These levies may, in turn, be used to support local affordable housing trust funds. The legislation specifically cites the need for localities to provide matching funds in order to obtain certain federal grants for affordable housing, and indicates that without allowing for these levies, such funds would not be accessible to the towns.

Funds are allocated to affordable housing projects around the state through a competitive request-for-funding process, and eligible projects include assisted living facilities, boarding homes, emergency shelters (including shelters for survivors of domestic violence), group homes, homes for first-time homebuyers, multi-family rental housing, seasonal and year-round housing for farm workers and transitional housing. The majority of these funds are targeted to low-income rental units, with funds available only to projects serving people earning 80 percent of AMI.[78]

Challenges
Due to existing competition for scarce dollars, a significant political shift is required to free additional funding from this source for workforce housing (80 percent to 120 percent of AMI). However, there are examples of jurisdictions that have designated a percentage of Housing Trust Fund fees to households earning up to 120 percent of AMI, including Florida's State Housing Initiatives Partnership; the Housing Trust Fund of Santa Clara County, California; and the Fairfax County Housing Trust Fund in Virginia.

77 Urban Land Institute, *Developing Housing for the Workforce: A Toolkit* (Washington, DC: Urban Land Institute, 2007), 198.
78 For a list of Housing Trust Funds in Washington State, please see Appendix B.

Case Study

Santa Clara County, California

The Housing Trust Fund of Santa Clara County, California, serves a housing market similar to Seattle. Located in the heart of Silicon Valley, Santa Clara is home to technology firms, with a well-educated population and a high median income ($74,335).[79] Forty-three percent of the Housing Trust's funding comes from private sector firms such as Hewlett Packard and Intel, which have donated over $1,000,000 each to help create an endowment of $30 million. Other funding comes from individual donors, local municipalities, bond sales and Proposition 46 funds. The Trust runs three programs: the First-Time Homebuyer Assistance Program, the Multifamily Rental Housing Program and the Homeless and Special Needs Housing Program. A first-time homebuyer's income must not exceed 120 percent of the area median income for the county and the home price may not exceed $550,000.

79 Urban Land Institute, *Workforce Housing: Innovative Strategies and Best Practices* (Washington, DC: Urban Land Institute, 2006) 21-26.

Tax Increment Financing

What It Is
Tax Increment Financing (TIF) is a financing tool used by state and local governments for revenue generation in collaboration with the private development sector. TIF was first made legal in California in 1952, but did not spread as a general financing practice in other parts of the country until the 1970s when federal funding for capital projects began to decline.[80] Increasingly, state and local governments have used TIF for a wide variety of capital projects, yet it is not without controversy as a mechanism for economic growth.

Why It Is Used
When utilized by responsible governments and investors, TIF has produced successful projects. A 1999 study of tax increment financing concluded the following:

> "The empirical results show that TIF programs have statistically significant positive effect on local employment. This finding indicates that the targeted public investment in a TIF district yields substantial positive impact on local economic development. Therefore, TIF is an effective tool in creating more jobs and stimulating local economic activities."[81]

Analysis of Santa Cruz, California's post-disaster use of TIF also demonstrates the upside this type of financing has. After the 1989 Loma-Prieta earthquake caused over $7 billion of property damage, a Redevelopment Department was created to reconstruct Santa Cruz's damaged urban core and spark new development.[82] Through the use of TIF, the Redevelopment Department was able to generate funds to improve upon Santa Cruz's core. The result was an increase in office and retail space, as well as the development of a pedestrian-friendly promenade along Pacific Avenue. These developments have helped increase the city's livability and desirability as a tourist attraction.[83]

How To Use It
TIF is used primarily as a tool to spark redevelopment in areas requiring economic development. When designating TIF districts, new revenue is generated by raising taxes to reflect the anticipated increase in property values. This new revenue is used to fund the proposed public development (as opposed to funding general government services), and terminates once land improvements have been paid for.[84] Tax increment financing has been used in California, Texas and Indiana, producing developments such as the Circle Centre Mall in downtown Indianapolis, as well as Dallas' downtown City Center.[85]

---

80 Drew Klacik and Samuel Nunn. "A primer on tax increment financing," *Tax Increment Financing* (New York: State University of New York Press, 2001), 15-28.
81 Joyce Y. Man, "The impact of tax increment financing programs on local economic development," *Journal of Public Budgeting, Accounting & Financial Management* (1999), 417-431.
82 Jeff Chapman, "Tax increment financing and fiscal stress: The California genesis," *Tax Increment Financing*, (New York: State University of New York Press, 2001), 113-132.
83 Alan Gathright, "Shaken -- and then stirred: Santa Cruz capitalized on fate, working together to rebuild downtown after quake," *San Francisco Chronicle,* October 16, 2004.
84 Drew Klacik and Samuel Nunn. "A primer on tax increment financing," *Tax Increment Financing* (New York: State University of New York Press, 2001).
85 Enid Arvidson et al, "Tax increment financing in Texas: Survey and assessment," T*ax Increment Financing* (New York: State University of New York Press, 2001), 155-176.

TIF can be debt producing, allowing governments to issue bonds for improvements that they repay over a period of years. TIF can also operate without incurring debt through a "pay as you go" plan, where tax increases are levied prior to redevelopment. Like most taxes, tax increment financing requires public approval prior to implementation. Figure H-12 demonstrates the steps necessary in a generic TIF process.[86]

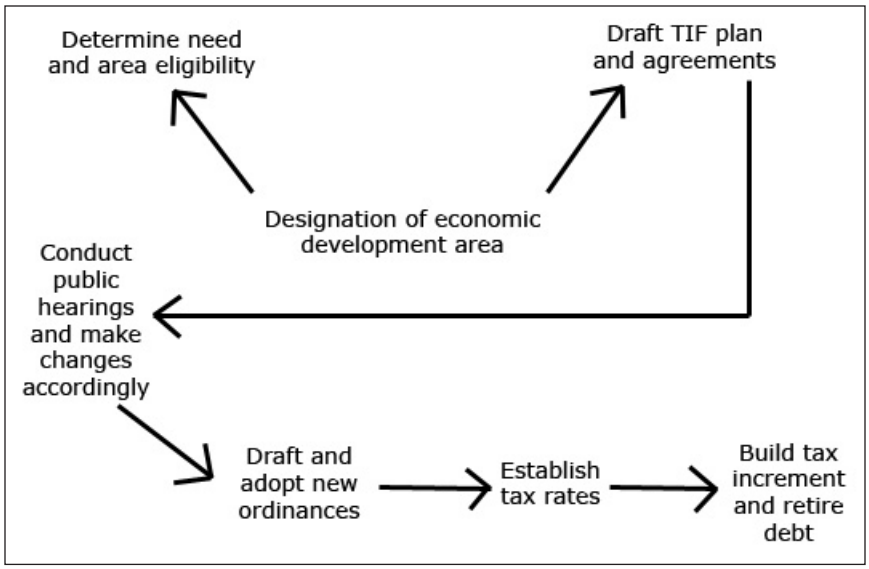


Figure H-12. *The TIF Process***.** Source: Adapted from Drew Klacik and Samuel Nunn, Tax increment financing, 2002

Challenges

TIF operates under the assumption that, through increasing property taxes to fund new development, the value of the land will increase, thereby justifying the increase in taxes. This assumption is significant, as a poorly implemented TIF strategy can result in a fiscal crisis for investors and governments. Tax increment financing matches private investment with public taxation, mandating that local governments "sponsor" the investors' use of TIF bonds. This means governments are liable for the repayment of bonds whether or not the goals are met.[87] In Washington State, a government's general funds could potentially be claimed to repay outstanding debt.[88] There are several potential pitfalls of assuming TIF debt, ranging from issues as minor as a delay in the construction schedule to those as serious as a failure of the project to produce anticipated economic growth.[89] This typically limits the actual implementation of TIF, as proposal with questionable ability to produce returns are usually rejected.

There are also administrative difficulties with the use of tax increment financing. Determining where the boundaries for a TIF district should begin and end is a challenge, as

86 Drew Klacik and Samuel Nunn. "A primer on tax increment financing," *Tax Increment Financing* (New York: State University of New York Press, 2001).
87 Jay A. Reich, "Tax increment financing: Questions and answers," *Preston Gates & Ellis Public Finance Alert* (2002), http://www.klgates.com/newsstand/Detail.aspx?publication=3478.
88 Jeff Nave, "Tax increment financing: why it isn't working here," *Foster Pepper & Shefelman* (2003), http://www.djc.com/news/co/11149492.html.
89 Drew Klacik and Samuel Nunn. "A primer on tax increment financing," *Tax Increment Financing* (New York: State University of New York Press, 2001).

areas adjacent to a TIF district, yet outside their tax jurisdiction, can receive the benefits of improvements without having to pay for them. This often necessitates a complex form of prorated taxation based on proximity to the TIF district, which requires many person-hours to properly enforce. Complaints of TIF as a form of regressive tax (taxing the poor at higher rates than the rich) are common, raising equity issues about the practice of increasing taxes in socioeconomically challenged areas.[90] Many states also place limits on the types of taxes than can be utilized as revenue in a TIF district.

Legal Issues

Tax increment financing was legalized in Washington in 2001, but has not been widely implemented because of preexisting financial laws. Washington limits TIF funding sources by restricting the ability to draw funds from many voter-approved taxes (e.g. school taxes).[91] Additionally, the Washington State TIF policy is so restrictive that, to produce $1 million in TIF revenue, approximately $18 million worth of taxes would need to be collected. This is partially attributed to Washington's practice of capping tax increases at one percent annually, whereas other states like California use the assessed value of the property to determine a more market-based TIF repayment schedule.[92] The Washington State legislature attempted to ease restrictions on tax increment financing locally through the 2006 passage of the Local Infrastructure Financing Tool (LIFT). LIFT allows for collaboration between local governments to establish long-term funding sources for bonds, and matches State funds with local funding.[93]

There were three projects guaranteed an opportunity to compete for LIFT funds as of 2006: the Bellingham Waterfront Redevelopment Project, the Spokane River District Project at Liberty Lake and the Vancouver River West Project.[94] Information for the Spokane and Vancouver River Projects was not readily available, but the Bellingham project is currently under-funded by $5.7 million.[95] This suggests that LIFT funding may not be enough to realize ambitious local redevelopment goals.

Case Studies

Dallas, Texas

In 1997, Dallas, Texas created a TIF district in their downtown, the goals of which were redevelopment, stabilization and economic growth.[96] These goals were to be realized through the creation of a shopping and entertainment district called the City Center. Redevelopment goals included the creation of 2,260 apartment units, 2,286 hotel rooms, over 276,000 square feet of retail space and 194,000 square feet of office space.

90 Drew Klacik and Samuel Nunn. "A primer on tax increment financing," *Tax Increment Financing* (New York: State University of New York Press, 2001).
91 Jeff Nave, "Tax increment financing: why it isn't working here," *Foster Pepper & Shefelman* (2003), http://www.djc.com/news/co/11149492.html.
92 *Ibid.*
93 Hugh Spitzer, "The new tax increment financing law is loaded with hurdles," *Puget Sound Business Journal*, Seattle edition (2006).
94 *Ibid.*
95 Washington State Department of Transportation, "Rail – Bellingham Waterfront Redevelopment" (2008), http://www.wsdot.wa.gov/Projects/Rail/PNWRC_BellinghamWaterfront.
96 City of Dallas Office of Economic Development, "Downtown redevelopment (TIF) program" (2008), http://www.dallas-edd.org/downtown_tif.html.

Redevelopment goals were actualized through the creation of 26 major projects in downtown. Results on the Dallas economy have been excellent; in 2005, the assessed tax value of the property increased by 36 percent.[97]

Sacramento, California

In 2006, the City of Sacramento proposed the creation of a TIF district to finance the creation of a new arena for their National Basketball Association (NBA) team, the Sacramento Kings. The proposal, which sought to generate $1.2 billion through the implementation of a one-fourth percent sales tax increase, earmarked 50 percent of the funds to finance a new arena for the Kings (the other 50 percent would fund municipal operations).[98] The proposal was rejected by over 80 percent of voters, largely because the voting public viewed it as an attempt for the billionaire owners of the Sacramento Kings to use a tool for urban redevelopment to avoid financing a new arena.[99]

97 City of Dallas Office of Economic Development, "Downtown redevelopment (TIF) program" (2008), http://www.dallas-edd.org/downtown_tif.html.
98 Sacramento County, "Smart Voter Review of Measure R" (2008), http://www.smartvoter.org/2006/11/07/ca/sac/meas/R.
99 Sacramento County, "Smart Voter Review of Measure R" (2008), http://www.smartvoter.org/2006/11/07/ca/sac/meas/R.

[this page intentionally left blank]

Appendices

Appendix H-1: Glossary of Affordable Housing Terms H-45

Appendix H-2: Existing Washington State Housing Trust Funds H-47

[this page intentionally left blank]

Appendix H-1: Glossary of Affordable Housing Terms

Accessory Dwelling Unit (ADU): A secondary living space that includes a kitchen, sleeping area, and bathroom facilities. The ADU can be attached or detached from the main residential structure, but is located within the same single-family lot

Affordable Housing: Housing is considered affordable if it does not exceed more than 30 percent of a household's income. Generally, the targeted income level for affordable housing does not exceed 150 percent of an area's median income.

Affordable Housing Trust Fund (HTF): State, regional or local funds created by legislation, ordinance, or resolution to receive dedicated revenues for affordable housing development.

Area Median Income (AMI): The federal government calculates the median income for communities across the country to use as guidelines for federal housing programs. The AMI are therefore set according to family size and vary region by region. Income categories used in federal programs, are calculated based on the AMI: Moderate Income (81-120 percent AMI), Low Income (51 to 80 percent AMI) and Very Low Income (below 50 percent AMI).

Cottage Housing: Small, detached houses, typically built in clusters, close together, with some common area, and without parking adjacent to each cottage.

Community Land Trust: A private non-profit corporation created to acquire and hold land for the benefit of a community and provide secure affordable access to land and housing for community residents.

Density Bonus: A voluntary incentive that allows developers to build at higher than allowed densities if the development includes a specified number of affordable units.

Employer Assisted Housing (EAH): A variety of housing benefits employers can offer to help their workforce afford homes.

Floor Area Ratio (FAR): The gross floor area of all buildings permitted on a lot divided by the area of the lot. In zoning, the permitted building floor area is calculated by multiplying the maximum FAR specified for the zoning district by the total area of the parcel.

Gentrification: A process in which low-cost neighborhoods experience physical renovation and an increase in property values, along with an influx of wealthier residents who typically displace the prior residents.

Incentives: Methods for encouraging developers to provide affordable housing by reducing the associated costs and thereby making it more profitable to do so. Incentives include increases in the permissible number of residential units or gross square footage of development, or waivers of the height, setback, use, or area provisions of the zoning ordinance.

Inclusionary Zoning/Housing: A policy tool that requires developers to provide a percentage of new housing construction to be affordable to people with low to moderate incomes. The program may be mandatory or voluntary.

Low-Income: According to the U.S. Department of Housing and Urban Development, 51 percent to 80 percent of the AMI.

Median Income: 100 percent of the AMI.

Moderate Income: According to the U.S. Department of Housing and Urban Development, 81 percent to 120 percent of the AMI.

Tax Increment Financing (TIF): A public financing tool used to assist economic development projects by capturing the projected property tax revenue stream to be created by the development and investing those funds in improvements associated with the project.

Transfer of Development Rights (TDR): The exchange of zoning privileges from areas with low population needs, to areas of high population needs. These transfers allow for the preservation of open spaces and historic landmarks, while giving urban areas a chance to expand and experience continued growth.

Transit Oriented Development (TOD): Residential and Commercial Centers designed to maximize access by Transit and Non-motorized transportation with other features to encourage transit ridership. A TOD neighborhood has a center with a rail or bus station, surrounded by relatively high-density development, with progressively lower-density spreading outwards.

Transportation Demand Management (TDM): A general term for strategies that result in more efficient use of transportation resources.

Very Low Income: According to the U.S. Department of Housing and Urban Development, below 50 percent of the AMI.

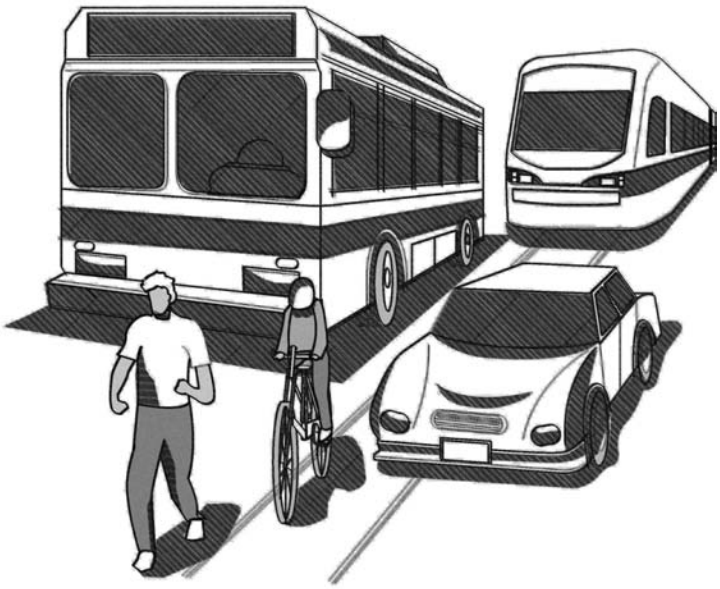
Appendix H-2: Existing Washington State Housing Trust Funds[100]

Type	Location	Name	Revenue Source
City	Bainbridge Island	Housing Trust Fund	Private contributions, dollar for dollar match of contributions by the City, small portion of building permit fees.
	Seattle	Housing Assistance Funds	HUD HOME funds and levy
County	Chelan County	Housing Trust Fund	HB2060 document recording surcharge program (passed 2002)
	Clallam County	Housing Trust Fund	
	Clark County	Housing Trust Fund	
	Grant County	Housing Trust Fund	
	Island County	Housing Trust Fund	
	Jefferson County	Housing Trust Fund	
	King County	Housing Opportunity Fund	
	Mason County	Housing Trust Fund	
	Pend Oreille County	Housing Trust Fund	
	Pierce County	Housing Trust Fund	
	Stevens County	Housing Trust Fund	
	Thurston County	Housing Trust Fund	
	Whitman County	Housing Trust Fund	
Multi-jurisdictional	ARCH (includes King County and the cities of Bellevue, Bothell, Issaquah, Kirkland, Mercer Island, Redmond, Woodinville, New Castle, Beax Arts Village, Clyde Hill, Hunts Point, Medina, and Yarrow Point)	Eastside Housing Trust Funds	Local general funds and CDBG
State	Washington	Housing Trust Fund	Legislative appropriation

100 Data compiled from the Center for Community Change, 2008

[page intentionally left blank]

Transportation



T

[page intentionally left blank]

Transportation Table of Contents

Introduction T-1
Criteria T-1
Motorized Transportation T-1
Transit Gaps T-2
Transit Shelters T-9
Traffic T-13
Parking T-16
Non-Motorized Transportation T-22
Improving Bicycle Transportation in Seattle T-23
Pedestrian Connectivity T-28
Neighborhood Street Maintenance and Repair T-35

[page intentionally left blank]

Introduction

Transportation issues represent an ever-increasing priority for City of Seattle's residents. While major transportation planning and infrastructure decisions are generally made at the regional level, opportunities exist for neighborhood-level impact on transportation planning.

To identify residents' planning-related concerns, including transportation issues, 18 focus groups were held across the city. A complete summary of the transportation-related comments received at the focus groups is available within the Focus Group Summary white paper.

This paper is a response to the transportation-related comments made by city residents. It examines neighborhood-scale best practices in transportation. Due to the range of issues in the transportation field, this paper is presented in two sections: Motorized Transportation, which addresses private vehicles and transit issues, and Non-Motorized Transportation, which addresses pedestrian and bicycle issues.

The topics explored in the Motorized section include: mitigating congestion, deterring pass-through traffic, addressing residential and commercial parking shortages, reviewing opportunities to enhance bus shelters, and identifying transit gaps. Within the Non-Motorized section, issues such as roadway and sidewalk repair, pedestrian connectivity, and bicycle transportation improvements are considered.

Criteria

Tools that represent best practices in neighborhood-scale transportation planning were selected to address each of the topic areas within this report. The selection was based upon the intention that implementation would be practical, financially feasible, and applicable to Seattle neighborhoods. Specific criteria for each individual tool are provided within each of the subsections.

Case studies were selected based how well they align with Seattle's relationships with its proponents of both motorized transportation (transit riders and vehicle operators) and non-motorized transportation (cyclists, neighborhoods, and bicycle advocacy groups). While the selection criteria varied for different case studies, the common theme was that people rely on different forms of transportation and that there is a need to improve transportation choices and infrastructure.

Motorized Transportation

Major motorized transportation issues identified by the focus groups included transit gaps, a need to improve transit shelters, traffic impacts, and parking shortages. The chart below summarizes the tools that may address each of these issues and at which level they may be implemented – by City agencies, through a City/neighborhood partnership, or by a neighborhood.

	Implementation		
Issues and Corresponding Tools	**City**	**City/ Neighborhood Partnership**	**Neighborhood/ Grassroots**
Issue: Transit Gaps			
M1-Density requirements and identification of areas without service			
M2-Link neighborhood and city-wide service improvements			
M3-Involve local organizations to fill the transit gap between neighborhood and regional transportation			
Issue: Transit Shelters			
M4-Sidewalk Extensions			
M5-Awnings as a replacement for shelters			
M6- City/County Agreements			
M7-Re-Use Cargo Containers			
M8-Contract with Artists for Shelters that Fit Character			
Issue: Traffic			
M9-Office Parking Reduction			
M10-Tolls and Congestion Pricing			
M11-Traffic Calming			
Issue: Parking			
M12-Commercial Meter Revenue Zones			
M13-Residential Parking Benefit Districts			

Figure T-1. Source: UDP Studio.

Transit Gaps

Focus group participants identified transit gaps and transit access to commercial centers providing services such as retail and entertainment as a concern. This section addresses issues of transit availability and accessibility. The focus is on assessing the relationship between routes, stops, and level of service to density to establish minimum requirements for neighborhood service levels and to enhance point-to-point linkages between origins and destinations.

Complicating the task of effectively linking community-based planning processes and the improvement of transit routes is the need to work across jurisdictional boundaries. While the Department of Planning and Development and Department of Neighborhoods lead the neighborhood planning process, King County Metro is responsible for transit planning in and around Seattle. A link between King County Metro and the neighborhood planning process would help make neighborhood planning efforts relevant to local transit planning activities.

With the exception of the new South Lake Union Street Car and Sound Transit's rail systems and transit hubs, the King County Metro (Metro) bus system provides the majority of transit service in Seattle. Metro's transit activities in Seattle are summarized in the King County Comprehensive Plan for Public Transportation. The plan suggests continued improvements in service in terms of market share, mobility, cost and efficiency, social, economic and political benefits, and financial feasibility.[1]

Strategies used in Seattle to improve transit service have included:

- Using a combination of express buses with limited-stop routes and local buses that serve all stops to improve commuting efficiency.[2]
- Using a fleet of diverse bus types, deployed at different times and routes, to meet fluctuations in demand.[3]
- Use of partnerships and coordination initiatives, including the UPass and ride to work programs.[4]
- Creation of the citizen Transit Advisory Committee, which reviews and provides feedback on the City's Strategic Transit Plan, shares information, and serves as a resource for inter-jurisdictional coordination efforts.[5]

1 King County, *King County Comprehensive Plan for Public Transportation*, Updated November 15, 2007, http://www.metrokc.gov/kcdot/tp/transit/ (accessed May 2008).
2 Transit Cooperative Research Program, *Transit Cooperative Research Report 100, Transit Capacity and Quality of Service Manual, 2nd Edition* Federal Transit Administration in Cooperation with the Transit Development Corporation, and the Transit Research Council (Washington, D.C.: National Academy Press, 2004), 4-32.
3 *Ibid,* 4-32.
4 Transit Cooperative Research Program, *Transit Cooperative Research Report 111 – Elements Needed to Create High Ridership Transit Systems*. (Washington, D.C.: National Academy Press, 2007).
5 King County Transit Advisory Committee http://www.metrokc.gov/kcdot/getinvolved/tac/ (accessed May 2008).

- A bus rapid-transit program, with tunnel access linking residential areas to the central business district.[6]
- A six-year plan from 1996 to 2001 to improve transit service, which used citizen involvement and state-of-the-art research and information gathering techniques and was cited as one of the two most successful large scale system redesign efforts.[7]

Current and planned improvements to King County's transit system are provided in the Transit Now initiative, which calls for a 15 to 20 percent expansion of service to keep pace with regional growth over the next ten years.[8] Improvements began with service increases for a total increase of 37,000 annual service hours in Transit Now's first year.[9] Other projects include:

- New bus rapid transit service ("RapidRide")
- Service expansions for high-ridership routes that connect residential, business and recreational centers
- Additional new bus services for growing residential areas
- Formation of partnerships with employers and cities to add new service in rapidly expanding employment centers

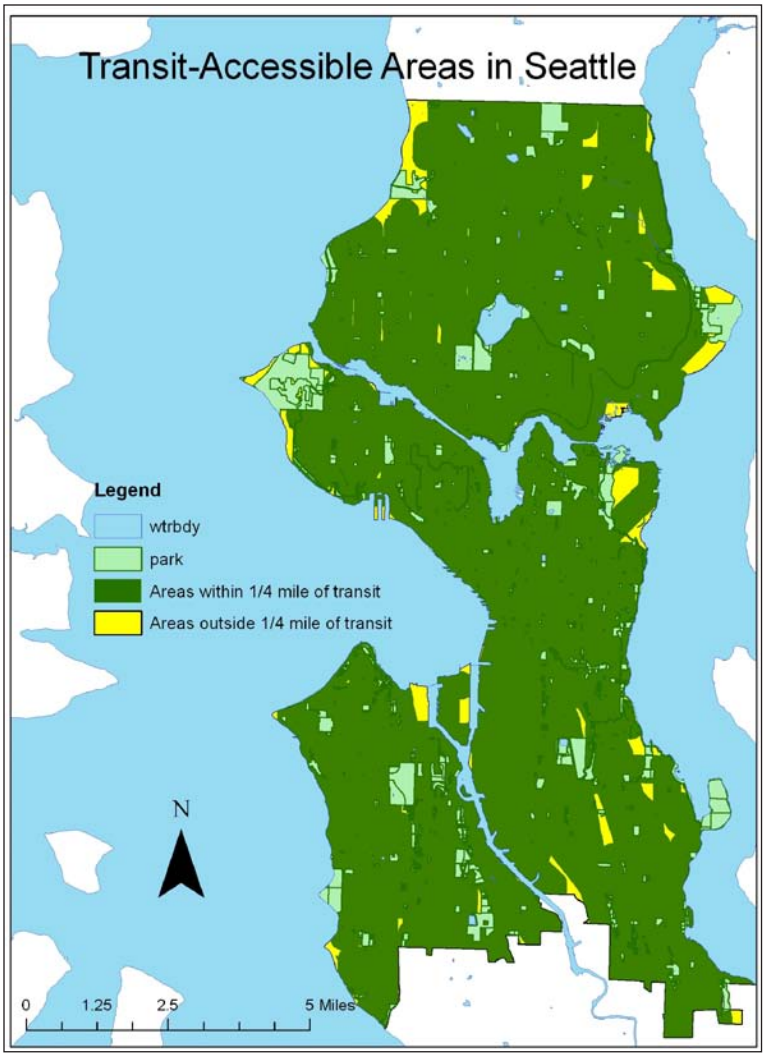
Metro also has an active transit-oriented development program, which promotes transit activities in tandem with development and infill to enhance transit accessibility.[10]

Despite the practices described above, focus group participants discussed the difficulty of riding public transit to neighborhood commercial centers, recreation sites and public facilities. Three additional tools for improving transit accessibility are provided below, along with guidelines for requesting additional or increased transit service. Also outlined are density considerations with respect to levels of service and the process a neighborhood can use to bring transit shortages to Metro's attention.

M1-Density requirements and identification of areas without service

A minimum residential density of 4.5 residential units per acre is required to make hourly transit service feasible, though most municipalities use a higher threshold.[11] An area is generally considered transit-accessible if it is located within one quarter-mile walking distance of a transit route.[12] Minimum levels of density should place a sufficient number of residents within a quarter mile of transit routes.

6 Transit Cooperative Research Program, *Transit Cooperative Research Report 100, Transit Capacity and Quality of Service Manual, 2nd Edition* Federal Transit Administration in Cooperation with the Transit Development Corporation, and the Transit Research Council (Washington, D.C.: National Academy Press, 2004), 10-62.
7 *Ibid,* 1-38.
8 King County, Transit Now Program http://www.metrokc.gov/kcdot/transitnow/index.stm (accessed May 2008).
9 *Ibid.*
10 King County Metro, Transit Oriented Development Program http://www.metrokc.gov/kcdot/tod/, (accessed May 2008).
11 Transit Cooperative Research Program, *Transit Cooperative Research Report 100, Transit Capacity and Quality of Service Manual, 2nd Edition* Federal National Academy Press (Washington DC, 2004). 3-33.
12 Untermann, Richard. "Adapting Neighborhoods for Walking and Bicycling" *Accommodating the Pedestrian*. Van Nostrand Reinhold (New York, 1984).



One method of identifying areas where transit service is lacking is to use GIS software to create a quarter-mile buffer around transit routes. Figure T-2 was created using ArcGIS software and data acquired from the Washington State Geospatial Data Archive (WAGDA). The highlighted area in the figure shows the portions of the city that are transit-accessible. The remainder of the city is outside of the area served by transit.

Figure T-2. *Transit-Accessible Areas in Seattle*. Source: Washington State Geospatial Data Archive.

The levels of service recommended by the Institute of Transportation Engineers for various residential densities and employment center sizes are as follows in Figure T-3:

Minimum Service Level	Residential Density Thresholds	Employment Center Thresholds
1 bus/hour	4-6 dwelling units/acre	5-8 million sq. ft. commercial/office space
1 bus/30 minutes	7-8 dwelling units/acre	8-20 million sq. ft. commercial/office space
Light rail and feeder buses	9 dwelling units/acre	35-50 million sq. ft. commercial/office space

Figure T-3. *Levels of Service Table.* Source: TCRP Report 16, 1996.

The figures provided above are general guidelines, not fixed rules. Transit agencies consider other factors when determining a level of service appropriate to a particular area, such as its proximity and connectivity to other areas and the financial feasibility of providing transit service. See below for additional information on how Metro determines whether to expand service.

Tool Selection Criteria
Information and guidelines provided above for requesting increased transit service are based on procedures and standard data used by King County Metro. Information provided directs interested parties to relevant agencies. Though some of the information given applies to transit-system standards in general, the guidelines for requesting increased transit service pertain directly to Seattle.

If an area appears to be underserved by transit service, residents may contact Metro's customer service line at 206-553-3060 or submit a comment online (http://transit.metrokc.gov/cs/metro-feedback.html) to report the gap in coverage and request an increase in service. To respond to such requests, Metro requires the following information:

- The route number and location where a service deficiency is noticed
- Type of vehicle (such as an articulated or regular bus)
- Time of day in which the shortage is noticed
- Number of people standing on the bus due to lack of available seats, and an estimate of the duration of the seat shortage

Metro's scheduling department reviews this information and decides whether to change the bus type or to increase frequency bus service. Generally, calls from multiple parties are more effective in getting a response than from single individuals. This also applies to establishment of new routes; the likelihood of a response is greater if a large number of people call to report the deficiency in service.[13] Metro's ability to enact improvements is constrained by the amount of funding allocated to each jurisdiction in which it operates.

<u>M2-Link neighborhood and city-wide service improvements</u>
Seattle's efforts to improve transit services, such as consolidating bus stops, are linked to broader regional efforts. In implementing transit service adjustments, Seattle could further coordinate local improvements with larger, system-wide changes, such as introducing bus rapid transit lane service to new areas. Local service improvements can be a first step in developing new bus rapid transit lines, which are planned in the future for Seattle.[14]

Tool Selection Criteria
Relevant examples were sought out in primarily auto-dependent cities with large residential areas developed after World War II. A suitable case study in Los Angeles was identified. Though Seattle has higher transit ridership rates than Los Angeles, many of the

13 King County Metro, Metro's Customer Service line, 206-553-3060, phone call, May 14, 2008.
14 Transit Cooperative Research Program, *Transit Cooperative Research Report 100, Transit Capacity and Quality of Service Manual, 2nd Edition* Federal Transit Administration in Cooperation with the Transit Development Corporation, and the Transit Research Council (Washington, D.C.: National Academy Press 2004), 4-32.

lessons learned in each city are applicable to the other, because of both cities' common history of auto-centered development on large-lot subdivisions.

Case study – Los Angeles
Los Angeles piloted two bus rapid transit lines on the Wilshire-Whittier and Ventura Boulevard corridors, starting by supplementing local buses with limited–stop service. This was implemented in conjunction with traffic signal priority given to busses and other service modifications. These steps produced a 23 to 29 percent reduction in run time (a measure of service efficiency), of which two-thirds was attributable to bus stop consolidation.[15]

Implementing these improvements in tandem with other service changes and transit programs targeting development and zoning, such as transit-oriented development, has produced tangible results in U.S. cities.[16] Neighborhoods could consider transit-oriented development guidelines when updating design standards and making land use choices.

M3-Encourage involvement of local organizations to fill the gap between neighborhood planning efforts and larger, regional transportation planning
A common challenge in ensuring a link between neighborhood and transportation planning efforts is a communication gap between transportation departments and neighborhood residents. Local groups can serve as effective intermediaries, combining knowledge of the neighborhood with an understanding of city processes and of the types of information transportation planners and city officials need. These groups can act as information conduits, informing residents of city efforts and needs and providing city officials with relevant information and guidance for design and implementation of effective projects.

Local groups and advisory boards can also help link multiple efforts, such as transit planning, affordable housing, and local beautification projects into an integrated push for neighborhood improvement. Following best practices in transportation planning for livable communities, according to the Transit Cooperative Research Program (TCRP), an emphasis on "place making" may improve the development of well-designed transportation systems. Engagement of local groups, many of which may already be involved in other interrelated land use efforts in the neighborhood, can bring this place-centered approach into the process.[17] These groups also help foster a sense of community ownership, encouraging local maintenance of transit features, and endowing infrastructure improvements with the community identity, making them a part of the neighborhood.

Tool Selection Criteria
A strategy linking neighborhood and city-wide service improvements is already being implemented in planned and ongoing transit system improvements for Seattle and can work well in conjunction with local improvements. By combining local and regional efforts, implementing agencies can obtain greater efficiencies, making implementation easier. In

15 *Ibid.*
16 Michael Mehaffy, "Making TODs Work: Lessons from Portland's Orenco Station," *Planetizen Contemporary Debates in Urban Planning*, Ed. Chavan, Abhijeet, et al (Washington D.C.: Island Press, 2007), 66-71.
17 Transit Cooperative Research Program, *Transit Cooperative Research Report 22*,The Role of Transit in Creating Livable Metropolitan Communities. Washington D.C.: National Academy Press, 1997. 10-11.

many cases, a phased implementation can also reduce the likelihood of public resistance by introducing smaller-scale changes up front and by demonstrating program effectiveness prior to implementation of larger changes. Similarly, synergistic effects of combining local and regional efforts can produce economies of scale, increasing savings as well as ease of implementation.

Case study - LANI
In a series of projects lasting six to 12 months, the Los Angeles Neighborhood Initiative (LANI) coordinated placement of bus shelters with other amenities, encouraged local businesses to put out vending carts and received donation of physical improvements and amenities from local businesses.[18] When coordinated with city programs, such local initiatives can be very effective in building support and sustainability for larger efforts.

The LANI project model involves integration of transit improvements with development efforts such as affordable housing and spillover to local business development. In each area in which LANI operates, the organization works directly with the local community and city council members to convene a representative stakeholder board made up of residents, business and property owners and leaders of community organizations.[19]

LANI works to improve transit access in transit-dependent neighborhoods, while also implementing community-driven neighborhood revitalization programs. These community-planned improvement projects stimulate economic development and improve quality of life for transit users, pedestrians and the community as a whole. Services LANI provides include: seed funding for community-planned improvement projects, training to community members in planning and implementation of projects and assistance to community organizations.[20]

Seattle is working to encourage involvement of local organizations to improve coordination between neighborhood planning efforts and larger, regional transportation planning. Successful examples of similar activities in other cities may provide relevant models for Seattle. Locally driven programs tend to build momentum once they are established, allowing for sustainability with minimal effort from the city. Neighborhood-based organizations are often the best sources of relevant local information and can assist in getting local activities implemented quickly. Non-profit organizations can leverage funds from state, federal and private sources, thereby helping achieve municipal goals and implementing programs. Seattle also has a strong tradition of civic activism and a large pool of local talent to assist in driving and organizing local efforts. In implementing these activities, however, policymakers should strive to balance creating an effective plurality with the risk of allowing decision-making processes to be overcomplicated by too many conflicting voices and parties.

18 Transit Cooperative Research Program, *Transit Cooperative Research Report 22*,The Role of Transit in Creating Livable Metropolitan Communities. Washington D.C.: National Academy Press, 1997. 10-11.
19 Marian Bell, "Successful, Substantive Community Participation: Los Angeles Neighborhood Initiative Model," *Transportation Research News*, Issue 220, May-June 2002.
20 Kathleen A. Bergero, "Lani and the Leimert Park Project" Public Roads, *US Federal Highway Administration*, Volume 64, No. 2, September/October 2000.

Transit Shelters

Given a wet climate and dim evening streets, attracting riders to Seattle's bus stops can be a difficult task. These disincentives present a challenge to increasing transit ridership in neighborhoods, as a bus stop is often the first public interface between potential users and the transit network.[21] A 1999 Transit Cooperative Research Program (TCRP) review of studies within Boston, Northern Virginia, New York, Chicago, Portland and Denver found that, after safety, reliability and frequency, riders' top priorities were transit shelters, padded seats, and lighting.[22] Opportunities are available for neighborhoods and the city to work with Metro to increase shelter availability across Seattle, to integrate shelters with the neighborhood character and to make shelters a safe, clean place to wait.

Within Seattle, King County is responsible for arranging all bus shelter installations and awning retrofits.[23] Under current County practice, a bus stop in Seattle must have 50 boardings per day to qualify for a bus shelter.[24]

King County has a backlog of approximately 400 qualified transit zones without shelters.[25] In late 2006, the King County Council adopted a budget proviso that would increase bus shelter installations from 70 to 100 per year.[26] King County sets a priority for bus stops receiving new shelters within its districts based on ridership, frequency of routes (riders must wait longer for infrequent buses) and ease of implementation. According to King County Transit Route Facilities, the county typically installs the "easiest ones first."[27]

Factors that complicate shelter installation are largely under City of Seattle control, including the availability of right-of-way, resistance from adjacent property owners (regarding increased loitering, etc.) and jurisdictional permitting requirements, which include Seattle Department of Transportation (SDOT) requirements. Currently, any new bus shelter must go through a permit process. According to SDOT specifications, installation of a transit shelter is a "Simple Street Use," which is typically characterized by a temporary use of the right-of-way during construction. Only King County employees may request the permit, which can be done online, but requires a deposit and basic information regarding exact location and dimensions of the shelter. Then, SDOT requires that Simple Street Use permit applicant also submit detailed plans, insurance information, and a Field Report

21 L.A. Bodmer and M.A. Reiner, *Approach to the Planning and Design of Transit Shelters*, Transportation Research Record No. 625 (Washington, D.C.: Transportation Research Board, 1977).
22 Transportation Research Board, National Research Council. The Role of Transit Amenities and Vehicle Characteristics in Building Transit Ridership: Amenities for Transit Handbook and the Transit Design Game Workbook. TCRP Report 46. Transit Cooperative Research Program (TCRP) Report 46 (Washington, D.C.: National Academy Press, 1999).
23 Ross Hudson, interview by Scott Williamson, Transit Planner, Transit Routes Facilities Group, King County, May 14, 2008.
24 Metropolitan King County Council. "Priorities for the People: 2007 Budget Enhances Bus Riding Experience with 'Next Stop' Readerboards, More Bus Shelters, No Bus Wraps over Windows: Letting in Sunshine, Keeping Out of the Rain," 2007 King County Budget, November 14, 2006. http://www.metrokc.gov/MKCC/News/2006/1106/BUDGET_transit.htm (accessed May 5, 2008).
25 Hudson, 2008.
26 King County Transit Advisory Committee, "King County Department of Transportation," Meeting Notes, December 13, 2006. (accessed May 9, 2008).
27 Hudson, 2008.

(a.k.a. scope of work). [28] On top of this, areas such as Pioneer Square also require a design review for bus shelters in an effort to preserve neighborhood character. Combined, such issues may delay bus shelter installation for up to a year.[29]

In addition to the provision of bus shelters, Metro has several programs to maintain and enhance the bus stop surroundings: the Bus Shelter Mural Program, Adopt-A-Stop, Graffiti Hotline and the solar lighting program. In its county-wide program to decorate bus stops, King County encourages schools, community groups, and individual artists to design creative products. These are done on variously sized panels of plywood. Figure T-4 shows a shelter mural at Roosevelt Way NE and NE 65th St. In some cases, various agencies commission artists to create products that extend beyond the walls of the bus shelter. Metro also offers 20 bus tickets per month to individuals who maintain shelters and pick up trash as part of the Adopt-A-Stop program. Similarly, by using Metro's Graffiti Hotline, citizens can report graffiti on bus shelters and other structures.[30] Finally, King County Metro continues to install solar-powered LED lights in shelters for the comfort of waiting passengers.[31]

Although King County is currently responsible for the provision of all transit shelters in Seattle, there are a number of opportunities for the city to insure greater shelter numbers and to provide these in a way that enhances neighborhood character, encourages safety, and minimizes cost to the city. Bus shelters last around 14 years and cost $20,000 to $25,000 due to surveying, planning, permitting and installation.[32] Furthermore, the county generally avoids putting stops on private property because typical legal agreements allow owners to require King County to vacate within 60 days.[33] Therefore, most shelters are installed in the city right-of-way, which gives the city some discretion.

Figure T-4. *This animal-themed transit shelter mural greets bus riders at Roosevelt Way NE and NE 65th St*. Source: UDP Studio.

28 Seattle Department of Transportation, Seattle Permits, Client Assistant Memo 2100, City of Seattle, September 2007.
29 Hudson, 2008.
30 Metro Transit, "Adopt-A-Stop Program," Metro Online. August 28, 2006. http://transit.metrokc.gov/prog/aas/adopt.html (accessed May 5, 2008). The Graffiti Hotline phone number is 206-263-6369.
31 Dale Cummings, "King County Environmental Purchasing Program," Environmental Purchasing Bulletin #94: Solar Powered LEDs for Bus Shelters, November 6, 2005. http://www.metrokc.gov/procure/green/bul94.htm (accessed May 5, 2008).
32 Hudson, 2008.
33 *Ibid.*

M4-Sidewalk extensions

Sufficient right-of-way was cited as a major barrier to transit shelter installation for King County.[34] The city typically owns the right-of-way in question and has established engineering standards for contractors installing the shelter footing. Additionally, the city has the ability to extend sidewalks in what is known as bus bulbs. The city could make the provision of shelters simpler for the County with these sidewalk extensions.

Tool Selection Criteria

This case study focuses on policies within Seattle that could be expanded throughout appropriate areas of the city. Furthermore, SDOT recommends lack of sidewalk space for a shelter as a secondary consideration for curb extensions.[35]

Case Study – University Way, Seattle

Sidewalk extensions, also known as bus bulbs, were installed on University Way in the University District of Seattle as part of a pilot study on improving transit efficiency. These areas provide additional space for bus shelters, as well as increasing average bus speed by seven percent, because buses do not experience the delays associated with reentering traffic. However, drainage, grading, and Americans with Disabilities Act policies may significantly increase the cost of such a project.[36]

M5-Awnings as a replacement for shelters

In some areas, new or remodeled buildings adjacent to transit stops are required to install protective awnings. This can eliminate the need for separate structures, cut costs to the city and smoothly integrate transit facilities into the city fabric.

Tool Selection Criteria

This case study focuses on policies within specific Seattle neighborhoods that could be expanded throughout appropriate areas of the city.

Case Study – Downtown Seattle

Waiting passengers in Seattle's downtown rely on awnings from nearby buildings for cover. Including awnings in the design guidelines for buildings located on major bus routes throughout the city could minimize public expenditures.[37] Currently, Downtown Seattle requires awnings for new buildings, but Metro arranges for passenger awnings retrofits on older buildings.[38]

M6-City/county agreements

Tool Selection Criteria

Redmond, Washington was selected because, similar to Seattle, it represents a large population and employment center operating within the King County Metro service area.

34 *Ibid.*
35 Seattle Department of Transportation, SeattleTransit Plan: To Get Seattle Moving. City of Seattle, Adopted August, 2005.
36 Transportation Research Board, National Research Council, Evaluation of Bus Bulbs, Transit Cooperative Research Program (TCRP) Report 65 (Washington, D.C.: National Academy Press, 2001).
37 See Urban Design white paper for discussion on design guidelines
38 Hudson, 2008.

Case Study – Redmond, Washington
The cities of Redmond and Bellevue have initiated permitting for bus shelters at specific locations.[39] Specifically, the City of Redmond collaborated with Metro Transit regarding bus shelter installation in front of Redmond Center along Redmond Way. The city used resources from its $295,000 Transportation Demand Management budget to reimburse the County for bus shelter installation and maintenance.[40] If installation of bus shelters in a particular area is high on the City of Seattle's priority list, but low on Metro's, the city could use this tool to speed installation at desired locations.

M7-Re-use cargo containers
Seattle could provide its own inexpensive shelters through the re-use of surplus cargo containers currently stored at the Port. "Cargotecture," is a term used by hybridseattle.com for architecture that utilizes these containers for unique building forms.[41] Although current cargotecture designs focus mostly on personal dwellings, these concepts are adaptable to bus shelters as well. The basic, rectangular structure of these containers could serve as a canvas for neighborhood art projects.

Tool Selection Criteria
No case studies specific to bus shelter construction were found.

M8-Contract with artists for shelters that fit character
Beyond the creativity of the paint-on-plywood murals, Seattle has the opportunity to make a broader impact on neighborhood character when designing new transit shelters. Shelters could be designed as neighborhood gateways helping to create a sense of place that reflects the unique style of the neighborhood.

Besides providing relief from the elements, transit shelters are a place for community to gather en route to their home, work, school and throughout the region. Seattle and other cities developed public art and Adopt-A-Stop programs to tie neighborhood identity to these gathering places.[42] However, neighborhoods and the city could encourage holistic structural designs in a few prominent locations that take advantage of both climate and neighborhood character to attract more riders.

Tool Selection Criteria
Best practices were sought out from all regions, as long as they reflected a distinct regional character. The examples were intentionally selected from outside of the Pacific Northwest, as the Seattle residents could help determine a meaningful design of their own which reflects the distinct character of their particular neighborhood.

39 Hudson, 2008.
40 Rosemarie Ives, "Agreement between King County and the City of Redmond for Installation and Maintenance of a Standard Metro Bus Shelter and Art at the Bus Stop in front of Redmond Center along Redmond Way," City of Redmond, March 15, 2005. http://www.ci.redmond.wa.us/insidecityhall/citycouncil/20050315pdfs/C7.pdf (accessed May 18, 2008).
41 "Cargotecture." *hybridseattle.com*, May 22, 2008. http://www.hybridseattle.com/ (accessed May 22, 2008).
42 See Urban Design white paper for a definition of neighborhood character.

Case Study –Sao Paulo, Brazil
Creative advertising by businesses can create a unique, culturally centered shelter design, as pictured in Figure T-5. However, given resistance to shelter advertising at the County level, such creative shelters may be best provided by contracted artists.

Case Study - Scottsdale, Arizona
The City of Scottsdale, Arizona has an extensive public arts program. The design by artist Kevin Berry, in Figure T-6, reflects the dry nature of the region and the reddish-tinge of the desert rock. Conversely, similar designs in Seattle could highlight the lush evergreen landscapes produced by a wet climate. Given a lack of funds, such an investment in public art may be appropriate for prominent locations, but need not be widespread.

Figure T-5. *Transit Shelter in Sao Paulo, Brazil.* This transit stop integrates advertising into a source of local and national unity: soccer. Source: Duda Propoganda 2006.

Figure T-6. *Transit Shelter in Scottsdale, Arizona.* This transit shelter exhibits the dry, red rock character of the area. Source: Berry 2006.

Traffic

Focus group participants identified non-residential traffic using residential streets (through-traffic) and the resulting congestion as two concerns. Through-traffic and congestion are most prominent during the increasingly long commuter rush hour occurring in the mornings and evenings and are compounded by the lack of east-west arterial routes within the city. A multi-faceted solution may be required to deal with neighborhood through-traffic and congestion. The tools discussed in this section include revisions in parking requirements near businesses, which require parking be available nearby; congestion pricing and tolls, which is a regional issue but could affect neighborhoods near downtown; and unique infrastructure solutions for traffic calming, which aims to slow traffic through neighborhoods and could require other infrastructure and mass transit improvements. The tools provided in this section were selected by finding similar problems in cities across the country with a primary focus on cities along the U.S. West Coast.

M9-Office parking reduction

Seattle is a primarily an auto-dependant city. As automobile dependency has increased, providing parking in Seattle's urban areas has become a significant expense and deterrent to infill development. Infill development reduces suburban sprawl and protects the environment by encouraging developers to invest within existing urban infrastructures.[43] Reduction of parking requirements in job centers throughout the city would reduce commuter traffic. This strategy would first require the cooperation of King County Metro to increase transit service to these areas. Specific parking strategies are discussed in the following section.

Tool Selection Criteria

To implement this tool, the city could first determine how many employees drive single occupancy vehicles to their jobs in the Central Business District and if a significant number of those employees have alternate options for transportation.

Case Study - Office Parking Reduction

Offices providing parking in the Central Business District to commuters are a major cause of traffic congestion. Reduction of parking requirements for offices would cause employees to find alternate modes of transit and organize carpools. Portland, Oregon reduced office parking requirements in the Lloyd District, across the Willamette River from Downtown Portland. The Lloyd District is home to many mixed-use activities, including the Oregon Convention Center and the Rose Garden arena. The Lloyd District is slightly less than one square mile and is comprised of a growing residential base and approximately 650 businesses and 17,000 employees with aggressive job growth goals over the next ten to 15 years. Local business leaders and property owners formed the Lloyd District Advisory Committee and set a goal for 20,000 new jobs by 2015. The committee quickly realized that the employment goal would be unachievable without a higher use of alternative modes of transportation due to inadequate roadways. A plan was created that combined travel choice programs in combination with parking management through parking passes. The transit agency agreed to establish new bus routes to the area for every 2,000 parking passes purchased. Additionally, an incentive exists for developers to incorporate provisions for alternative mode uses; for instance, every one square foot of bicycle facility permits an additional 40 square feet to be built above the normal Floor Area Ratio maximum.[44] This policy encourages development that promotes alternative modes of transportation and also spurs development.

The previous case study would require great cooperation from King County Metro and would have to be modified for Seattle. Rather than establishing new bus routes, King County Metro may agree to time bus service to more effectively meet the needs of commuter riders.

43 Donald Shoup, *The Trouble With Minimum Parking Requirements* (Los Angeles: Department of Urban Planning, University of California Los Angeles), 1999.

44 Lloyd District TMA Accomplishments, 2007, http://www.lloydtma.com/accomplish.htm (Accessed May 2008).

M10-Tolls and congestion pricing

Tolls and congestion pricing are not new concepts to cities like New York, London or San Francisco, but would be new to Seattle. Recently, HOV lanes in King County were opened to single occupancy vehicle drivers willing to pay for the use. The immediate results seem to show improvement in commute times. A combination of bridge tolls and tolls to enter the city center could encourage the use of mass transit, thereby reducing traffic through neighborhoods and providing funding for further transit improvements from the tolls. Downtown congestion pricing for Seattle is not feasible as of yet because it does not have the density or draw that London or San Francisco has, but the city could consider this strategy in the long-term. Bridge tolls have worked in San Francisco, which has similar geographic constraints as Seattle. While traffic volumes cannot easily be reduced, commuter habits can be changed and traffic flow can be made more efficient.

Tool Selection Criteria

State and federal agencies have jurisdiction over the implementation of bridge tolls. The State of Washington operates the 520 Bridge and the federal government operates the I-90 Bridge. These are the main routes into the Central Business District of Seattle.

Case Study - Tolls and Congestion Pricing

In the San Francisco Bay Area, bridge tolls have been required since the opening of the Golden Gate Bridge in 1937. While the tolls on the Bay Area bridges were originally meant to be in place until the bridges were paid off, the tolls have continued as a means to pay for bridge maintenance. As the bridges have aged, maintenance costs have risen, and the tolls have been adjusted accordingly. This has caused a dramatic increase in car pools, which are free to cross all bridges, as well as mass transit ridership. Large businesses in San Francisco coordinate vanpools with one another from outlying suburbs to minimize the commute cost and time for their employees.

M11-Traffic calming

Seattle's current traffic circle program is clearly outlined on the Seattle Department of Transportation website. SDOT receives over 700 requests for traffic circles per year, and it has a goal of installing 30 traffic circles per year, which is less than ten percent of the number requested. Traffic circles, as pictured in Figure T-7, can reduce congestion on arterials by managing traffic without impeding flow, which occurs with lights and stop signs. Other traffic calming measures that have been used include textured pavements, which warn drivers of a changing environment, speed mounds and chicanes. Speed mounds are three inch paved mounds that extend the width of the street and are most effective at reducing mid-block speeds reducing volumes. Speed mounds are best used when 15 percent of traffic exceeds 35 miles per hour, or when 400 vehicles or more per day pass through a specific area. Chicanes are a set of two or three curb bulbs that alternate from one side of the street to the other, creating a one-lane segment of roadway. They are most effective at reducing mid-block speeds and may reduce traffic volumes.[45]

45 City of Seattle, Neighborhood Traffic Control Program, 1998. http://www.seattle.gov/Transportation/ntcpprogram.htm (Accessed May 20, 2008).

Tool Selection Criteria
Criteria for constructing a traffic calming circle can be found on the Seattle Department of Transportation's website. The primary steps are (1) a community request, (2) a preliminary traffic safety analysis conducted by SDOT, (3) petition process, (4) traffic safety analysis, (4a) an optional community meeting, (5) design and construction overview of the proposed circle and (6) construction. Although SDOT oversees initial landscaping for traffic circles, neighbors are responsible for maintenance and additional planting after the circle has been constructed. Textured pavements, speed mounds and chicanes are evaluated and maintained in a similar fashion.

Case Study - Traffic Circles
Although Seattle has an active neighborhood traffic calming program that utilizes traffic circles, according to the Seattle Department of Transportation, less than ten percent of traffic circle requests are realized due to funding shortages. Many of Seattle's traffic circles are used improperly by drivers who go the wrong way around the circle, creating a dangerous short-cut for a left turn; this shortcut is illegal according to the Department of Licensing Washington Driver Guide. Portland, Oregon has clear signage to indicate the correct way to utilize the traffic circle, as shown in Figure T-8. Traffic circles increase the flow of traffic on major arterials and reduce neighborhood congestion by deterring non-residential traffic because of the lack of a straight route. The same effect is achieved through the use of curb bulb-outs and curvy roads.

Parking

Focus group participants identified lack of parking as a transportation concern. In both residential neighborhoods and small business districts, people felt that increased density was making it difficult to find available parking.

The City of Seattle's overall parking strategy is outlined in the 2005 Transportation Strategic Plan: "The City of Seattle strives to manage on- and off-street parking to maintain vitality of urban centers and villages, reduce single occupant vehicle trips, and to improve air quality."[46] The city's philosophy aligns with established parking best practices in that it focuses on parking management, or using available facilities more efficiently, rather

Figure T-7. *Traffic Calming Circle.* Source: Washington Department of Transportation.

46 City of Seattle, *The Transportation Strategic Plan Update*, Seattle Department of Transportation, 2005, 92.

than parking supply, building more spaces.[47] A study conducted in 2000 found that most Seattle neighborhoods are using between 40 and 70 percent of their available parking, although some areas were using more during peak periods.[48], [49] Based on current planning documents, the city's challenge is to more efficiently allocate existing parking and avoid the high financial costs, loss of neighborhood character, and environmental harm caused by building a large supply of new parking.

Seattle has implemented several parking management practices, including the following:

- Context-specific requirements – Rather than applying generic parking requirements across all neighborhoods, the city adjusts parking regulations in higher density, mixed-use areas. For instance, commercial zones in urban centers do not have a required parking minimum.[50] The city develops parking programs and policies by looking at neighborhood needs as a whole, rather than building-by-building.[51] By using context-specific requirements, the city seeks to mitigate the costs associated with an over-supply of parking.
- Residential permit zones – Seattle established its Residential Parking Zone (RPZ) program in 1979 to prevent long-term parking of non-residents in congested residential areas. The city now has 27 RPZs, which are created through a 6-month long, community-initated process.[52] RPZs strive to ensure an adequate supply of parking for neighborhoods with limited curb space or neighborhoods in close proximity to popular destinations.
- Parking pricing – Seattle has 10,400 pay meters throughout the city, and SDOT began a project in 2004 to convert mechanical pay meters to electronic meters that are more convenient for drivers.[53] Requiring drivers to pay for parking encourages people to use alternative transportation modes and ensures an adequate amount of short-term parking availability in commercial districts.[54]

Figure T-8. *Portland Traffic Circle Sign*. The sign clearly indicates the correct way to travel around a traffic circle. Source: Portland Office of Transportation.

47 Todd Litman, "Parking Management Strategies, Evaluation and Planning," (Victoria, British Columbia: Victoria Transport Policy Institute, 2008), 2.
48 SDOT recently began a neighborhood-by-neighborhood parking analysis. The study aims to evaluate parking needs in 35 neighborhoods over the next 7 years.
49 City of Seattle, "Your Guide to Parking Management," Strategic Planning Office, Seattle, 2001.
50 City of Seattle, Seattle Municipal Code 23.54.015, Seattle, 2008.
51 City of Seattle, *The Transportation Strategic Plan Update*, Seattle Department of Transportation, 2005, 92.
52 City of Seattle, "Seattle Residential Parking Zone Program: Background Information," Seattle Department of Transportation, 2008.
53 City of Seattle, "Parking Meters and Pay Stations," Seattle Department of Transportation 2008, http://www.seattle.gov/Transportation/parking/meterinfo.htm (Accessed May 2008).
54 Litman, 19.

- Shared parking – Various land uses can share parking facilities if their customers' demand for parking occurs at different times. For instance, a single parking lot can serve both a medical clinic, whose patients require parking during the weekday, with an adjacent bar or night club, whose customers come at night. The city currently grants a reduction in parking requirements to businesses that more efficiently use existing parking space by implementing this tool.[55]

Two additional parking tools that build on the city's current use of parking pricing and Residential Permit Districts have been identified. These tools, meter revenue zones and parking benefit districts, are strategies that the city could use to further promote its parking goals and alleviate citizens' concerns about parking shortages.

M12-Commercial meter revenue zones

Meter revenue zones are commercial areas where money generated from parking meters is returned to the district for streetscape and other infrastructure improvements. The tool would allow the city to charge for parking, which efficiently allocates parking space and alleviates apparent parking shortages, in a politically palatable way.

The underlying rationale behind meter revenue zones is that parking pricing is beneficial for commercial districts. In areas where parking is free, a high demand for a limited amount of parking space naturally leads to a parking shortage. Drivers must circle repeatedly for parking, creating congestion, frustration, and needless emissions. Charging market-rate pricing for on-street parking ensures that a few parking spots are always available.[56] This is attractive to drivers, who would often rather pay for short-term parking than spend time circling for it. By reducing the number of cars hunting for parking, traffic congestion in the area also improves.

Charging for parking, which many people are accustomed to having for free, is controversial. In most cities, opposition to parking charges usually comes in the form of political resistance or complaints about inconvenience.[57] Seattle has already overcome the practicality burden by adopting technically sophisticated, easy-to-use parking meters. The introduction of meter revenue zones could mitigate political opposition by providing businesses and residents with a direct benefit from paid parking.[58]

As Donald Shoup describes in The High Cost of Free Parking, on-street parking revenue "is a benefit in search of a beneficiary."[59] Rather than placing the money into the city's general fund, which frustrates residents who perceive parking fees as another tax, the city could instead return the parking revenues to support the neighborhood from which it was raised. The revenue could be spent on sidewalk cleaning and maintenance, landscape improvements, public artwork, new lighting, moving overhead utility wires underground, or a range of other streetscape enhancements.[60] In Old Pasadena, California, the city placed

55 City of Seattle, Seattle Municipal Code 23.54.015, Seattle, 2008.
56 Donald Shoup, *The High Cost of Free Parking* (Chicago: American Planning Association, 2005), 297.
57 *Ibid,* 379.
58 *Ibid*, 397.
59 *Ibid,* 401.
60 *Ibid*, 297.

signs on revenue meters to clearly communicate how revenue is being spent, as shown in Figure T-9. Using this model, Seattle could expand paid parking in a way that benefits local business owners and residents. The paid parking would ensure that parking is always available and provide relief from parking shortages.

Tool Selection Criteria

Meter revenue zones are appropriate in commercial districts that are well-served by transit. To ensure that widespread parking pricing does not negatively impact low-income people, the city should consider this tool only in neighborhoods in which alternative transportation options to and within the neighborhood are available for those who cannot afford to pay for parking.

Figure T-9. *Parking Meter in Meter Revenue Zone (Old Pasadena, California).* Source: emagazine.com.

The city could also customize the tool based on the amount of revenue it can afford to return to the neighborhood. Many commerical areas in Seattle already have paid meter parking, and city officials may feel hesitant to lose this general fund revenue. In these cases, the city could return a percentage of meter revenue. San Diego, which had 5,000 parking meters in the city when it implemented meter revenue zones, transfers 45 percent of funds generated in its Parking Meter Districts back to the neighborhoods.[61]

Seattle could also manage concern about loss in revenue by returning only the amount raised in meter revenue above and beyond current levels after the meter zone is formed. Transferring only the increment raised would preserve the city's budget while still providing local business owners an incentive to support metered parking.[62]

In addition to determining how much revenue to transfer to the neighborhoods, the city could also work with neighborhoods to decide who controls the funds. Old Pasadena, California created a neigbhorhood advisory board to manage funds from its meter revenue zone. The revenue board consists of business and property owners who work with the city to set parking policies in the zone and prioritize spending of meter revenue. Giving residents direct control over the revenue is a primary reason for the program's success, according to Old Pasadena residents.[63]

Other cities with meter revenue zones maintain control of the funds. Austin, Texas's Parking Benefit program places meter revenue into the city's capital improvement program fund. From there, the money is spent on pedestrian, bicycle, and transit improvements in the neighborhood from which it was raised.[64]

61 *Ibid.*
62 *Ibid.*
63 Douglas Kolozsvari and Donald Shoup, "Turning Small Change into Big Changes," Access 23, no. 1, 2003, 5.
64 Katie Larsen, "Parking Benefit Districts Pilot Program." Austin, 2005, 10.

M13-Residential parking benefit districts

The city can combine components of the Residential Parking Zone program and meter revenue zones to more efficiently use residential parking space. The city's RPZ program is intended to prevent parking spillover and discourage long-term, non-resident parking by reserving all on-street parking for neighborhood residents.[65] While the program may successfully achieve these objectives, it also leads to unused curb space during daytime hours.

The city could create parking benefit districts to balance the need for efficient use of all parking spots with the preservation of on-street parking for residents. In parking benefit districts, residents are still allowed to park in front of their homes using the standard permit system. In contrast to the RPZ program, however, non-residents can also park in these areas if they pay a fair-market price. The resulting revenue is returned to the neighborhoods using the meter revenue zone model.[66] This tool benefits both residents and non-residents; residents receive funds for additional public services or improvements above those normally provided by the city, and non-residents avoid the frustrating search for available parking.

Tool Selection Criteria

Neighborhoods that face major spillover problems, such as residential streets surrounding hospitals or universities, may be reluctant to open their streets to non-resident parking, regardless of the meter price. In these cases, the city could experiment with selling a limited number of guest parking permits rather than installing electronic meters. This approach would cap the amount of non-resident parking in the neigbhorhood, thus guaranteeing that residents can still find parking.[67]

In addition to determining the appropriate amount of revenue to return to the neighborhoods, the city could also customize the tool to local conditions by deciding how to spend the revenue. While many cities have chosen to allocate revenue to public improvements such as new sidewalks or drainage systems, others have used parking benefit district funds to reduce the price of parking permits for residents.[68] Seattle could make revenue decisions based on neighborhood need, resident input, or political climate.

Case Study - Boulder, Colorado

Boulder, Colorado's Neighborhood Permit Parking program is an example of a successful residential parking benefit district system. In Boulder, neighborhood residents can buy parking permits for $12 per year, and a limited number of commuter permits are sold to non-residents for $312 per year.[69] The city allocates permits on a block-by-block basis, and each permit is valid on one specific block only. No more than four permits are sold for one block. The city analyzes parking occupancy rates on different streets to gauge how many

65 City of Seattle, "Seattle Residential Parking Zone Program: Background Information," Seattle Department of Transportation, 2008.
66 Shoup, 434.
67 Shoup, 450.
68 Shoup, 452.
69 City of Boulder, "What is an NPP Zone?" February 27, 2007, http://www.ci.boulder.co.us/index.php?option=com_content&task=view&id=3595&Itemid=1296 (Accessed May 2008).

spaces are open during the day. Only blocks with vacancy rates greater than 25 percent between 9:00 am and 5:00 pm are eligible for non-resident permits. This guarantees that residents are not pushed out of neighborhood parking.

Similar to Seattle's RPZs, Boulder's Neighborhood Permit Parking zones were created through a citizen-initiated process. Non-resident permits are available on a first-come, first-served basis, and all revenues are used to reduce the price of resident permits.[70]

The two tools outlined above would create a market for parking and allow that market to efficiently allocate a scarce resource, parking. The potential for parking-generated revenues may persuade residents and business owners to agree to additional paid parking. These tools could help the city meet its goal for maximizing the utilization of existing parking spaces while avoiding the heavy cost of building new parking.

70 Shoup, 451.

Non-Motorized Transportation

The core non-motorized transportation issues identified by focus group participants included bicycle transportation, pedestrian connectivity, and neighborhood street maintenance and repair. Figure T-10 summarizes tools that could address each of these core issues.

Issues and Corresponding Tools	Implementation		
	City	City / Neighborhood Partnership	Neighborhood / Grassroots
Issue: Bicycle Transportation			
NM1- Online Bicycle Route Trip Planning System (or Wayfinding Program)			
NM2- Shower Facilities Sharing Program			
NM3- Increased Communication with Residents about New Bicycle Amenities			
Issue: Pedestrian Connectivity			
NM4- Proactive Maintenance of Existing Stair Climbs			
NM5- Strict Enforcement in Keeping Sidewalk Rights of Way Clear from Obstuction			
NM6- Improved Signage and Wayfinding			
NM7- Trail Expansion			
NM8- Alternative Forms of Sidewalks			
NM9- Identification of SElect Pedestrian Corridors			
NM10- Explore Opportunities to Use Space Beneath I-5			
NM11- Build New Infrastructure for Non-Motorized Transportation			
NM12- Roadway Re-allocation			
Issue: Neighborhood Street Maintenance and Repair			
NM13- Funding Street Improvements through Safe Routes to School			
NM14- Regulatory Changes			
NM15- Collaborative and Private Funding			
NM16- Regulatory Compliance with Americans With Disabilities Act			
NM17- Infrastructure Spot Maintenance			
NM18- Neighborhood Self-Taxing			

Figure T-10. *Non-Motorized Transportation Tools by Implementation Method.* Source: UDP Studio.

Improving Bicycle Transportation in Seattle

Focus group participants stated that increasing bicycle ridership is important to Seattle residents. Increasing bicycle ridership can be accomplished by encouraging residents to commute to work and school by bike, as well as to ride for recreational purposes. Increased bicycle commuting may relieve congestion on the roads, as well as reduce crowding in Metro buses during peak commute hours. Some major impediments to increasing the number of bicycle commuters are that cyclists often do not feel safe on the roads,[71] the limited amenities throughout the city for cyclists, and the lack of communication between the city and residents as to what programs and stages of the Seattle Bicycle Master Plan are being implemented and when they will be complete.

Figure T-11. *Seattle Bicycle Map. This is a portion of the current of the Seattle Bicycling Guide Map that can be used to develop the City's online wayfinding program.* Source: Seattle Department of Transportation.

The Seattle Bicycle Master Plan, approved in 2007, was called "one of the nation's most aggressive attempts to raise the popularity of bicycles."[72] However, it is often vague and lacks details on some issues that are important to residents, such as a concrete timeline for different phases of implementation. This section of the paper builds upon methods already described in the Bicycle Master Plan, which the City of Seattle, community leaders and residents can use as a tool to increase bicycle ridership at the neighborhood level.

NM1-Online bicycle route trip planning system (or wayfinding program)

Much like the King County Metro Bus Trip Planner website,[73] the City of Seattle can use its existing bicycle map (Figure T-11) and GIS technology to develop an online service for cyclists to plan their ideal commutes from point A to point B.

Action 3.6 of the Master Plan proposes working in conjunction with SDOT and Puget Sound Regional Council (PSRC) to develop such a program,[74] but lacks detail and can be further elaborated upon. Some possible elements that the wayfinding program can include are:

71 For more information on improving bicycle safety in Seattle, see the Public Health and Safety White Paper.
72 Mike Lindblom, "Seattle's big bike plan gets a green light," *The Seattle Times*. November 6, 2007, http://seattletimes.nwsource.com/html/localnews/2003996275_bikeplan06m.html
73 http://tripplanner.metrokc.gov/cgi-bin/itin_page.pl?resptype=U
74 City of Seattle, *Seattle Bicycle Master Plan* (Seattle, 2007), 49.

- Allow cyclists to enter their origin and destination, specifying certain criteria for the route, such as routes frequently used by other cyclists, maximum grade of hills, maximum distance of travel on major arterials or streets without bike lanes, maximum time of travel at an average pace and streets that are not under construction.
- Include various destinations of interest to cyclists planning a route, such as tourist spots, parks amenities, transit access information, school locations, recreational trails, bicycle service shops (see Figure T-12) and neighborhood service centers.
- Include warnings to cyclists planning a route, such as construction zones, railroad and streetcar tracks (a major source of accidents for cyclists) and stretches of road that are particularly rough or that contain potholes.
- Include information useful to commuters' destinations, such as locations of secure bicycle facilities, shower facilities and even local businesses that offer health food and/or ride-through windows for cyclists.

To ensure that the wayfinding program provides a state-of-the-art service in the area of bicycle route planning, the digital map could be updated on a regular basis and integrated with other city data sources including the police, fire, public utility and planning departments. The digital map could be constructed to provide construction-based detours, event-based detours, new cyclist amenities that have been added to the bicycle infrastructure, traffic patterns and even weather. While the city has already conceptualized a wayfinding program, there are additional ways to make this program one of the strongest in the country and create a useful tool for cyclists across the city. In time, the program could be expanded to include greater King County to encourage non-Seattle residents to commute into the city via bicycle.

Figure T-12. *Bicycle Service Shop. The Bikestation Seattle, located at 311 Third Ave. S. in Pioneer Square, is a ground breaking facility offering the public a range of resources to encourage the link between bicycling and public transportation.* Source: King County Metro.

Tool Selection Criteria

While the two websites described below are not city-specific, they are good examples of ways riders can plan recreational rides. Both of the websites would be more effective if they offered additional city-specific details. Most, if not all, of the information required to make a functioning bicycle route planner exists in the GIS data the City of Seattle currently owns and could be organized in a manner that is user-friendly and efficient.

Case Studies - Existing Route Planning Programs

The Map My Ride[75] planner offers practical features for cyclists and is useful for someone organizing a bike ride or tour. It features a drawing tool that allows the user to plant icons along the way for water stops, bathroom breaks and first-aid stations, making it simple to put together an easily readable handout, or cue sheet, for riders. Furthermore, the routes created on the Map My Ride planner can be saved and exported to GPS devices and Google Earth®.

The Bikely[76] planner offers a search feature that produces specific bike routes mapped by users around the world based on the user's input. While the Bikely planner requires that the user join the site to use its functions, there is no fee to register. One of its most notable features is that routes can be marked with tags like "scenic," "low traffic" and "steep," so that the user knows what to expect on his or her ride. In addition, users can upload photos to show the highlights of their favorite routes and give others a preview.

<u>NM2 - Shower facilities sharing program</u>

A recent study found that the "provision of showers at the destination has more modest but still significant positive effect on the attractiveness of cycling"[77] Action 2.6 of the Bicycle Master Plan is to "require office development and redevelopment projects to include shower and locker facilities."[78] However, many office structures and other places of work in Seattle do not offer shower facilities (see Figure T-13), and likely never will. Therefore, another useful tool for Seattle cyclists would be a Shower Facilities Sharing Program in which cyclists can locate nearby businesses that do offer these facilities and gain access to them.

Figure T-13. *Bicycle Locker Room. This is a quality example: there are good racks, the ability to hang bikes, plenty of room, video security and lockers. Showers are right across the hall.* Source: Sacramento Area Bicycle Advocates.

Such a program would likely need safeguards to prevent people who do not use active forms of commuting (walking, jogging, cycling, etc.) from taking advantage of shower facilities. One possibility of a safeguard is an application process that would require the applicant to prove that he or she commutes to a nearby workplace by bike. The businesses and organizations that participate in this program by offering their shower facilities to others could receive some kind of incentive for doing so.

75 Map My Ride, "Map Your Cycling and Mountain Bike Routes. Topo Maps, Elevation Profiles, GPS Support," http://www.mapmyride.com.
76 Bikely, "Bike Trails, Paths and Routes From Over 40 Countries at Bikely.com," http://www.bikely.com.
77 J.D. Hunt and J.E. Abraham, "Influences on bicycle use," *Transportation* 34 (2007), 470.
78 City of Seattle, *Seattle Bicycle Master Plan* (Seattle, 2007), 45.

Once the Shower Facilities Sharing Program is implemented, the locations of the participating businesses could also be displayed on the wayfinder map website. This would allow commuters without shower facilities at their work places to find nearby businesses that participate in the program and apply for access to their facilities.

Tool Selection Criteria
Because no city-wide shared shower facility programs were identified through research, the Smart Commute Mississauga case study is not specific to the Shower Facilities Sharing Program as a tool. What this case study is useful in illustrating, however, is the ability of a community to share commodities such as bicycles to serve their individual purposes. Furthermore, the policy of sharing one shower and locker facility for an annual small fee has become a success in Mississauga.

Case Study - Smart Commute Mississauga (Ontario, Canada)
Smart Commute Mississauga is a Transportation Management Association (TMA) that works with large employers in the city of Mississauga, Ontario to develop customized transportation solutions for their employees. Smart Commute Mississauga is part of a network of TMAs across the Greater Toronto and Hamilton area. Smart Commute Mississauga advocates for healthy sustainable transportation choices by reducing single occupancy vehicle travel, reducing air pollution and greenhouse gas emissions and promoting active modes of transportation such as walking and cycling.[79]

The Smart Commute Mississauga bike-share program offers a community of users a pool of bikes to borrow and return on a daily basis. These programs are especially promising for employees or students who need transportation for short trips throughout the day, but may not own a bike or are not able to ride their bikes to work or school. For $5 per year, city employees who cycle to work are allowed to use the shower facilities at the Civic Centre.

<u>NM3 - Increased communication with residents about new bicycle amenities</u>
As the Bicycle Master Plan is implemented, the city should notify cyclists of changes to the existing bicycle infrastructure. These changes can easily be reflected on a Seattle bicycle-oriented website, with a link to the wayfinder digital map, in addition to other websites.[80] For example, as a cyclist plans his or her route using the website, the site could pop up banners that alert cyclists to new bike lanes, shared lanes, signage, secured facilities and innovative bicycle facilities such as "bike boxes" (see Figure T-14).[81] These changes could also be reflected on the digital route planner website.

79 Smart Commute Mississauga, "About Us," http://smartcommutemiss.ca/home.php?content=2.
80 Examples of other links that could be included are the Cascade Bicycle Club, Seattle Likes Bikes, the Bicycle Alliance of Washington, the Seattle Department of Transportation, and community ride groups (see Public Health and Safety White Paper for more info on the Neighborhood Ride Safe Program and Safer Routes to School).
81 Bike boxes (or "advanced stop lines") are briefly addressed in the Seattle Bicycle Master Plan as a tool the City is considering for implementation in the future. They work by creating two stop lines at a traffic light. The first stop line is for motor vehicles. The second stop line, closer to the intersection, is for bicyclists. When the traffic light is red, bicyclists can then overtake waiting motor vehicles and cut in front of them. The bike box thus provides a visual cue to motorists to expect cyclists. It also positions a cyclist in front of a motorist, increasing visibility and reducing the chances of a "hook" crash.

Figure T-14. *Advanced stop line or "bike box" in Portland.* Source: BikePortland.org.

Motorists should also become aware of these changes to identify and respond to markings on the road that are either new or unfamiliar to them. The Bicycle Master Plan already identifies the city's intention to install temporary orange warning flags, flashing lights, or cones where all facilities are installed and to increase police patrols over a period of time as motorists adjust their behavior after a new facility is installed. One way to make this notification system stronger would be for the city to implement a public education campaign that runs parallel to implementation of the Bicycle Master Plan on traffic and transit-related websites, radio stations, and local news announcements, as new facilities are installed. One of the more common complaints regarding the Bicycle Master Plan is that it is vague and fails to provide a concrete implementation timeline. To address these complaints, the city can implement a rider notification system.

Tool Selection Criteria

Public communication can enhance awareness and use of bicycle facilities. A simple example of a transit-oriented public communication system is the Metro Bus Trip Planner. The Trip Planner system provides public transportation users with "rider alert" notices on the website in the event of a change of service, in addition to actual signage on the buses themselves.

Pedestrian Connectivity

Focus group participants identified pedestrian connectivity as a concern. While some Seattle neighborhoods are served by a street and sidewalk system out in the traditional grid-iron form, neighborhoods have incomplete networks challenging geography or lack of sidewalks. The city estimates 40 percent of Seattle streets lack full sidewalks on both sides of the road.[82] Generally, areas north of Interstate-90 and south of NW/N/NE 85th Street have a sidewalk network on both sides of all streets. Pedestrian connectivity is less available in parts of southeast and southwest Seattle and on most blocks north of 85th Street.

Highway improvements such as Aurora Avenue, Interstate-5, State Route-520 and Interstate-90 severed parts of the street-grid and pedestrian network that formerly linked much of the city, compounding the connectivity difficulties caused by missing pedestrian infrastructure. Figure T-15 shows the Republican street stair climb that formerly connected Eastlake and Capitol Hill. Its lower two sections were removed in the 1960s when I-5 was constructed.[83]

Figure T-15. *Republican Hill Climb. The Republican street stair climb formerly connected Eastlake and Capitol Hill.* Source: Dorpat, 1988.

Seattle has implemented several plans to improve pedestrian ease and connectivity, including: Bridging the Gap, the Sidewalks Improvement Initiative, the Seattle Parks Trails Program and the Transportation Strategic Plan. However, widespread expansion of the sidewalk network has been difficult due to soaring construction costs and engineering challenges.

While geographic obstacles present challenges to motorized transportation access, they also contain many of Seattle's natural open spaces in greenbelts and along creeks and shorelines. These areas present an opportunity to create new non-motorized corridors that showcase natural areas and connect previously separated areas of the city.

82 Sanjay Bhatt, "Giving everyone a sidewalk is no walk in the park," *Seattle Times*, http://seattletimes.nwsource.com/html/localnews/2003845912_sidewalks21m.html (accessed May 2008).
83 HistoryLink.org, "Seattle Neighborhoods: Republican Hill Climb between Capitol Hill and the Cascade Neighborhood completed on February 25, 1910," Essay 3261, http://historylink.org/essays/output.cfm?file_id=3261 (accessed May 2008.)

Politically, property and business owners could resist proposals that would result in the loss of on-street parking, increasing the difficulty of allocating additional non-motorized right-of-ways. The following tools could be implemented in the short-term to make improvements in pedestrian connectivity.

NM4 – Proactive maintenance of existing stair climbs

Stair climbs significantly improve pedestrian connectivity between areas separated by steep slopes. Numerous stair climbs exist throughout the city, but many have suffered from deferred maintenance over the years, such as the one pictured in Figure T-16.
Small improvements such as clearing moss, graffiti, litter, vegetation and invasive weeds from stair climbs could help make them more accessible to citizens. A combination of funded city crews and volunteer neighborhood groups could work together to identify and rehabilitate stair climbs.

Tool Selection Criteria
Feedback obtained in neighborhood focus groups indicates many people have either forgotten about stair climbs or are afraid to use them for fear of the thick brush that often obscures them. Rehabilitation must be compliant with ADA requirements. New stairs are unfeasible because of the cost of ADA improvements and the destruction of additional green space associated with ramps.

Case Study - Bridging the Gap
Bridging the Gap calls for rehabilitation of approximately 50 stairways, including five to eight in 2008.[84]

Figure T-16. *Vegetation Obscuring Stair Climb. Overgrowth obscuring this stair climb contrasts with the open environment of the pre I-5 Republican Hill Climb.* Source: UDP Studio.

84 "Bridging the Gap – Building a foundation that lasts." Seattle Department of Transportation. http://www.seattle.gov/transportation/BridgingtheGap.htm (accessed May 2008).

NM5 - Strict enforcement to keep sidewalk rights-of-way clear from obstruction
Vegetation originating on private property is prohibited from obstructing the public right-of-way.[85] The Weeds and Vegetation Ordinance is enforced by the Department of Planning and Development. In many areas, enforcement has been unsuccessful. This is likely due to disinterest or unawareness on the part of the public and limited resources for city enforcement.

People forced to avoid obstructions, such as the one pictured in Figure T-17, can be put at risk of injury from cars and various obstacles. Particularly vulnerable populations include the elderly, people with disabilities and children.

Figure 17. *Sidewalk Obstructions. Invasive weeds and personal property obstructing a sidewalk.* Source: UDP Studio.

The city could extend outreach to neighborhood organizations, including various park and trail maintenance groups, to identify and clear public right-of-way obstructions. For example, reporting violations via the city website could be made easier, and signs with reporting information could be posted at public bulletin boards.

Tool Selection Criteria
Extending outreach to increase awareness of property owners' responsibility to keep the right-of-way clear is cost effective and helps keep citizens involved with their neighborhoods. See the case study for neighborhood street maintenance and repair for more details.

NM6 - Improved signage and wayfinding
Clear signage helps pedestrians find efficient routes to their destinations. Wayfinding signs could be expanded in the highest pedestrian traffic areas of the city.

Tool Selection Criteria
Providing additional signs for wayfinding is a cost-effective solution to increasing non-motorized accessibility and connectivity. Signs reinforce the sense of place, add interest and can help familiarize residents and visitors with the surrounding area.

Case Study – City of Portland
Portland began installation of wayfinding signs in the Central City in 2003.[86] An example is

85 "Seattle Municipal Code." City of Seattle. http://www.seattle.gov/dpd/stellent/groups/pan/@pan/@enforce/documents/web_informational/dpds_009827.pdf (accessed May 2008).
86 "Pedestrian Wayfinding Sponsorship Program," Portland Transportation. http://www.portlandonline.com/TRANSPORTATION/index.cfm?c=40500 (accessed May 2008).

shown in Figure T-18. Urban renewal areas provided the initial funding, and a sponsorship program is covering ongoing maintenance costs. The program has successfully improved the ease of pedestrian travel with minimal cost to taxpayers.

NM7 - Trail expansion

The number of miles of trails in Seattle is unknown, but a trail inventory is underway as part of Seattle's Trails Program. The trails system is fragmented, with some in good condition and others in need of repair.[87]

Targeting trail improvements at network gaps could provide improvements in connectivity. With direction and funding from the city, trail improvements and additions could be carried out at the neighborhood level. Neighborhoods organizations could identify priority locations for new trails, and with assistance from the city and volunteer labor from the neighborhood, a city-neighborhood partnership could be formed to construct new trails.

Figure T-18. *Wayfinding Sign in Portland. Wayfinding sign in Portland's Central City.* Source: City of Portland.

New trails through greenbelts and along shorelines and waterways could provide more direct connections between certain areas of the city. Wayfinding signage could be used to increase trail accessibility. As discussed in the previous section, proper signage informs citizens about where trails are located and where they connect. Signs also encourage people to use trails by informing them the trail is open for public use. Without signs, potential users may mistake trails for private property.

Tool Selection Criteria

Consistent with the criteria of being practical, financially feasible and applicable to Seattle neighborhoods, the organization of community partnerships could be implemented through the existing network of urban park and forest and trail volunteer groups. To leverage resources, improvements could be targeted in areas that would make the most significant impact in improving connectivity.

87 "The Trails Program General Information," Seattle Parks and Recreation, http://www.seattle.gov/parks/Environment/Trails/whatisthe.htm

Case Study – UW Delridge Studio
The 2006, the University of Washington Department of Urban Design and Planning studio's Visualize Delridge plan addressed trail improvement and wayfinding issues in the context of the Delridge neighborhood.[88]

NM8 – Alternative forms of sidewalks
The cost of installing concrete sidewalks and curbs, about $2 million per mile,[89] makes it prohibitive for the city to improve pedestrian connectivity in areas lacking sidewalks. Additionally, the increase of concrete sidewalks and other paved surfaces increases the percentage of impervious surface and storm water runoff and is contrary to Seattle's policy of reducing stormwater runoff. New paving surfaces are increasingly being utilized as an alternative to traditional concrete sidewalks. Commonly seen alternatives include asphalt, interlocking pavers, common brick and pavers and rubber bricks.
In Capitol Hill, Seattle repaved select sections of sidewalk around large trees, giving trees more room for root structure and to help ensure the long-term health of mature trees. An example is shown in Figure T-19. Using alternative methods for sidewalk construction can help minimize the maintenance costs associated with the damage caused by the roots of street trees.

Flexible paving is used in conjunction with root pruning when grade of the surface is no longer level and a consistent flat surface needs to be achieved. The flexible material helps to preserve street trees and provides a lower cost solution to resurfacing with concrete. Although the use of flexible paving does not prevent future damage, it does provide more time between repairs, making maintenance easier and less costly.[90]

Permeable materials are available that allow more water to seep into the ground compared to traditional concrete construction. Such materials include porous concrete, porous asphalt, interlocking pavers and grid or lattice systems.[91]

Figure T-19. *Sidewalk Repaved Around Tree. Sidewalk designed to accommodate growth of mature street trees.* Source: UDP Studio.

Tool Selection Criteria
See the short-term tool selection criteria below.

88 Visualize Delridge: Planning for the Future of the Neighborhood – Trails," Department of Urban Design and Planning (Washington), http://courses.washington.edu/wcstudio/Visualize_Delridge/Files/Delridge_Final_Draft/06%20Trails.pdf (accessed May 2008).
89 Sanjay Bhatt, "Giving everyone a sidewalk is no walk in the park," *Seattle Times*, http://seattletimes.nwsource.com/html/localnews/2003845912_sidewalks21m.html (accessed May 2008).
90 George Gonzalez, "Healthy Trees, Smooth Sidewalks," *Tech Transfer Newsletter*, http://www.techtransfer.berkeley.edu/newsletter/07-1/sidewalks.php?print=t (accessed May 8, 2008).
91 Seattle Department of Planning and Development, CAM 515: Green Parking Lots, September 30, 2005.

Case Study – Seattle's Edge Alternative Program
Seattle's Street Edge Alternative (SEA Streets) project has been used to add sidewalks in conjunction with street rehabilitation designed to limit stormwater runoff. Using existing programs to add pedestrian infrastructure may increase pedestrian connectivity without requiring additional municipal funding designations.

NM9 - Identification of select pedestrian corridors
Municipal funding is not available to complete the city's sidewalk network; as evidence, the city has failed to install sidewalks in areas annexed during the 1950s. As an alternative to widespread expansion, priority corridors could be identified and targeted for pedestrian right-of-way improvements. Such corridors could serve as primary pedestrian routes in areas currently lacking sidewalks.

Tool Selection Criteria
Focusing pedestrian activity along select corridors would allow the city to systematically improve the pedestrian network by creating new corridors linking residential areas with transportation and commercial nodes. This would save the city the expense of new sidewalk installation on all roads. Federal funding sources may be available through several programs for pedestrian right-of-way improvements.

Case Study – Safe Routes to School
One example of such a program is the Safe Routes to School Program. See the maintenance section for further discussion.

Short-Term Tool Selection Criteria
Elements of several of the proposed solutions are already part of existing programs. Based on the challenges discussed above, tools were identified that could be implemented within the geographic, financial and political framework of Seattle. Many of the tools could be implemented quickly, at minimal expense, and improve connectivity in a targeted manner. Where noted, proposed tools expand on, or work within, the framework of existing pedestrian programs.

The tools discussed below could be implemented in the long-term to make improvements in pedestrian connectivity. The tools are of a larger scale than the tools proposed above. While short-term implementation of these tools is likely infeasible, the tools may warrant long-term consideration due to the positive impacts they could have on non-motorized connectivity and quality of life in Seattle. They could be included as amendments to the Bicycle and Pedestrian Master Plans.

NM10 - Explore opportunities to use space beneath I-5

Case Study – Capitol Hill/Eastlake Colonnade Bike Park

The Capitol Hill/Eastlake Colonnade Bike Park is one example of reclaimed urban space. The park provides a pedestrian and bicycle corridor between the Capitol Hill and Eastlake neighborhoods. Opportunities to create similar public spaces and connections could be explored along other stretches of Interstate-5.

Tool Selection Criteria

See the long-term tool selection criteria below.

NM11 - Build new infrastructure for non-motorized transportation

The city could reconnect neighborhoods severed by highway construction during the 1950s. Priority areas would likely include Capitol Hill and Eastlake/Downtown along I-5, Wallingford and the University District along I-5, and Beacon Hill/International District/ Central Area/Rainier Valley along I-90.

Tool Selection Criteria

Reunification of urban centers such as Capitol Hill and South Lake Union is consistent with the city's goal of making Seattle one of the most walkable cities in the United States.[92] It aligns with goals outlined in sections C-2 and E of the Transportation Element from the Seattle Comprehensive Plan.[93]

Case Study – I-5 Convention Center

Locally, the I-5 Convention Center lid is a well-known example of reconnecting neighborhoods severed by I-5. Future lids could be built with more pedestrian friendly designs, inviting interaction between densely populated neighborhoods like the West Slope and Cascade Neighborhood.

NM12 - Roadway reallocation

On roads with excess lane capacity and a shortage of sidewalk space, part of the vehicle right-of-way could be reallocated for sidewalks or bicycle lanes.

Tool Selection Criteria

The impact of roadway reallocation would need to be studied to mitigate impacts to business and property owners who depend on vehicle capacity on roads fronting their land. Road safety impacts would also likely need to be studied. Improvements could be made within the framework of existing programs to expand bike lanes throughout the city.

Case Study – Stone Way

Part of the right-of-way on Stone Way North was reallocated from four car lanes to three.[94] Under pressure from local businesses, SDOT scaled back the improvements between 40th

92 "Seattle Pedestrian Master Plan Overview," Seattle Department of Transportation, http://www.seattle.gov/transportation/ped_masterplan.htm (accessed May 2008).
93 "Transportation Element," Seattle Comprehensive Plan, http://www.seattle.gov/DPD/static/transportation_element_LatestReleased_DPDP_021129.pdf (accessed May 2008).
94 "Stone Way North," Seattle Department of Transportation, http://www.seattle.gov/Transportation/cwp_stone.htm (accessed May 2008).

Street and 34th Street. Public outcry helped persuade SDOT to complete the bicycle and pedestrian project as originally intended.[95]

Long-Term Tool Selection Criteria
The long-term tools were included due to the significant impact they could make on pedestrian connectivity. While funding is likely not available at present, their inclusion in Pedestrian and Bicycle master plans would put them on track for eventual completion. Consistent with SDOT's goals, priority areas would likely include neighborhoods that are currently underserved by existing infrastructure and, once improved, could connect people with transit, employment, recreational facilities, schools and transportation centers.

Neighborhood Street Maintenance and Repair

Focus group participants identified neighborhood roadway repair and sidewalk maintenance as a major concern. The deteriorating condition of neighborhood infrastructure has led to concerns for safety and undesirable pedestrian environments. Improvements and maintenance of neighborhood right-of-ways are not considered by the city as a priority in the context of the greater transportation maintenance issues.

Each year, the general funding allocated from the city council to SDOT for maintenance and repair is primarily limited to arterials and collector streets. This is because the backlog of maintenance needs throughout the city is greater than the city's capabilities to repair; therefore, the city must prioritize the right-of-way maintenance projects.[96]

The lack of funding for residential motorized and non-motorized infrastructure has partially been addressed through the 2006 Bridging the Gap program, which funds projects at the neighborhood level. Examples of proposed or completed projects include planting 8,000 new street trees, repairing or restoring 144 blocks of sidewalks, and the Neighborhood Street Fund Program, which is a comprehensive neighborhood right-of-way improvement program.[97] By the completion of the Bridging the Gap program in 2014, the city's maintenance backlog will be reduced by half.[98]

Similarly to other municipalities throughout the country, neighborhood right-of-way (sidewalk) maintenance is considered the responsibility of the property owner, but is often neglected because property owners are unaware of their responsibilities. In Seattle, property owners are expected to remove hazards caused by snow and ice and repair cracks and damage to rights-of-ways.[99] Due to the city's lack of financial resources to enforce pedestrian infrastructure maintenance, the following tools for neighborhood-level right-of-way maintenance and improvements have been identified.

95 "Seattle Bridges the Stone Way Gap," Advocacy Issues Cascade Bicycle Club, http://www.cascade.org/advocacy/Stoneway.cfm (accessed May 2008).
96 "Sidewalk Maintenance Program," City of Seattle Department of Transportation.
97 "Bridging the Gap Program," City of Seattle Department of Transportation. http://www.seattle.gov/transportation/bridgingthegap.htm, (accessed May 2008).
98 *Ibid.*
99 "Private Property and Public Right of Way," City of Seattle Department of Transportation. http://www.seattle.gov/transportation/publicrow.htm#sidewalks (accessed May 2008).

NM13 - Funding street improvements through Safe Routes to Schools

Safe Routes to Schools (SRTS) is a federal program launched in 2001 to provide communities with funding support for efforts to promote walking or bicycling to school.[100] The program has been used in Seattle, in concert with the Bridging the Gap Program, to fund neighborhood right-of-way improvements, which include repairing deficient sidewalks, painting crosswalks and developing sidewalks to schools. In addition to providing neighborhood right-of-way maintenance, the SRTS is also a tool to attain pedestrian connectivity, as explained in tool NM9 - identification of select pedestrian corridors. The City of Seattle has implemented several successful Safe Routes to Schools programs including the Northgate Elementary sidewalks project and the Arbor Heights Elementary curbs, gutters and asphalt rehabilitation project.[101]

Funding opportunities available through the state SRTS program require the city and neighborhood to collaborate in order to fulfill the requirements of the program. Examples of the requirements of the program include that the project be located within two miles of a primary (kindergarten through eighth grade) or middle (sixth grade through eighth grade) school and that it identify school route gaps and crossings.[102] The amount of funding currently available in the State of Washington is $11 million.[103]

SRTS funding may be applied to the following projects:

- Engineering improvements: improvements that reduce potential pedestrian and bicycle conflicts with motor vehicle traffic; reduce traffic volume around schools; and/or establish safer and fully accessible crossings, walkways, trails or bikeways.
- Sidewalk improvements: new sidewalks, sidewalk widening, sidewalk gap closures, sidewalk repairs, curbs, gutters and curb ramps.
- Traffic calming and speed reduction improvements: roundabouts, bulb-outs, speed humps, raised crossings, raised intersections, median refuges, narrowed traffic lanes, lane reductions, full- or half-street closures, automated speed enforcement and variable speed limits.
- Pedestrian and bicycle crossing improvements: crossings, median refuges, raised crossings, traffic control devices (including new or upgraded traffic signals, pavement markings, traffic stripes, flashing beacons, bicycle-sensitive signal actuation devices, pedestrian countdown signals and pedestrian activated signal upgrades), pedestrian and bicycle lighting and sight distance improvements.
- On-street bicycle facilities: new or upgraded bicycle lanes, widened outside lanes or roadway shoulders, geometric improvements, roadway realignment, traffic signs and pavement markings.
- Off-street bicycle and pedestrian facilities: exclusive multi-use bicycle and pedestrian trails and pathways that are separated from a roadway.

100 "Safe Routes To Schools Program," National Center for Safe Routes to Schools. http://www.saferoutesinfo.org/, (accessed May 2008).
101 "Safe Routes to Schools," City of Seattle Department of Transportation. http://www.seattle.gov/news/detail.asp?ID=8133&Dept=19, (accessed May 2008).
102 "Safe Routes to Schools," Washington State Department of Transportation. http://www.wsdot.wa.gov/bike/safe_routes.htm, (accessed May 2008).
103 *Ibid.*

- Secure bicycle parking facilities: bicycle parking racks, bicycle lockers, designated areas with safety lighting and covered bicycle shelters.[104]

Tool Selection Criteria
The Safe Routes to School National program was selected as a feasible alternative for neighborhood right-of-way maintenance because it provides a strategy for partial right-of-way maintenance within neighborhoods without the use of city allocated funding. The City of Seattle has already seen success in participating in past Safe Routes to School programs and has the opportunities to utilize this tool to a greater extent.

NM14 - Regulatory changes
While national regulations and programs provide alternative funding sources for the maintenance and repair of neighborhood right-of-way, neighborhoods can advocate for changes in local regulations to require the private sector fund new or improved infrastructure. An area where neighborhoods have changed local policy effectively to include right-of-way maintenance is the regulation regarding new development. Several cities have implemented regulations to require the construction of sidewalks associated with any development. In Seattle, the regulation only applies to development within an Urban Center, Urban Village or adjacent to an arterial.[105] The City of Seattle has the ability increase the number of regulatory requirements to include maintenance beyond the regulations currently available.

Development regulations can include requirements for impact mitigation to adjacent streets and other right-of-way facilities as long as the city can demonstrate the connection between the impact and development.[106] For example, a city can require a private developer to fund the cost of improvements to an adjacent roadway and sidewalk if the city can illustrate that development will cause increased vehicle and pedestrian traffic. However, local governments and neighborhoods must be aware that maintenance by the private sector can only be enforced to a certain extent for repair of past deficiencies and future maintenance without facing legal consequences.

Other potential regulations to generate funding for improvements include neighborhood parking fees for non-residents, as outlined in tool M13.

Tool Selection Criteria
Regulatory changes provide another potential non-city related funding source for neighborhood right-of-way maintenance through the private sector. Like SRTS, the City of Seattle has already begun to utilize this tool and has seen improved infrastructure from new private developments.

104 *Ibid.*
105 City of Seattle, "Pedestrian Access and Circulation. Seattle" Seattle Municipal Code 23.53.006.
106 David L. Callies, Daniel J. Curtin, Julie A.Tappendorf. Bargaining for Development: A Handbook on Development Agreements, Annexation Agreements, Land Development Conditions, Vested Rights and the Provision of Public Facilities (*Environmental Law Institute*, 2003.), 42.

NM15 Collaborative and private funding

Sources of funding for right-of-way improvements in Seattle include neighborhood matching grants and private funding sources. In a neighborhood matching grant, a neighborhood will receive a certain amount of funding through a government source as long as the community is willing to participate in earning the funding.

The City of Seattle currently participates in a comprehensive and successful Neighborhood Matching Fund (NMF) Program run by the Department of Neighborhoods, where neighborhoods can apply for a large or small grant for right-of-way improvements and beautification programs.[107] The NMF sponsored 405 projects between 2005 and 2007 and requires a significant application process demonstrating all requirements by the community have been met.[108] Community Development Block Grants (CDBG) is another program sponsored by the Department of Housing and Urban Development program to provide funding for various types of community development projects. These funds are administered through a specialized application process.[109]

Tool Selection Criteria

The tool and case studies were selected because they demonstrate city and neighborhood collaboration for maintenance funding. The programs illustrate ways in which other cities have offset costs of neighborhood right-of-way maintenance while gaining neighborhood assistance and consensus. The city-sponsored Neighborhood Matching Fund has proved successful in bringing efforts of the neighborhoods and city together to implement and complete various right-of-way improvement projects.

Case Study - Los Angeles Sidewalk Reconstruction Program

The City of Los Angeles has developed multiple street maintenance programs that bring collaboration between the city and citizens to fund maintenance activities. The maintenance program, which includes fixing potholes, curbs, gutters and sidewalks, contractually places neighborhoods responsible for financing any overtime costs for city crews to perform these services.

Additionally, the Los Angeles 50/50 Voluntary Sidewalk Reconstruction program allows residents to pay for services above what the city's budget allows. The program has been successful and currently has a waiting list for maintenance projects. That program's success shows that Los Angeles residents are willing to contribute some of the costs of having specific improvements and beautification of public spaces done more quickly. It also shows that residents are interested in investing to expand and enhance community facilities programs.[110]

---

107 "Neighborhood Matching Fund," City of Seattle Department of Transportation. http://www.seattle.gov/neighborhoods/nmf/ (accessed May 2008).

108 *Ibid.*

109 CPD Appropriations Budget," United States Department of Housing and Urban Development. http://www.hud.gov/community/index.cfm (accessed May 2008) and "Community Development Block Grants," Washington State Department of Community, Trade, and Economic Development. http://www.cted.wa.gov/site/806/default.aspx (accessed May 2008).

110 "50/50 Voluntary Sidewalk Reconstruction Program," City of Los Angeles Bureau of Street Services. http://www.lacity.org/boss/SpecialProjects/5050/reconstruct.htm (accessed May 2008).

Case Study - Portland, Oregon Sidewalk Maintenance Program
The City of Portland's sidewalk maintenance program oversees and assesses the conditions of 8,600,000 square yards of city sidewalks. Portland has devised a 24-hour, seven-day a week maintenance hotline for citizens to call when a sidewalk or street maintenance issue is identified. However, like Seattle, Portland has determined that many of the sidewalks repairs are the responsibility of the adjoining property owner. The City of Portland has subsequently created an inspection program where inspectors assess sidewalks conditions and notify the property owner of needed repairs. In the event the property owner does not make the repairs in a timely manner, the maintenance department hires a private contractor to make the repairs and bills the property owner for the costs.[111]

For those property owners who are unable to fund a sidewalk improvement project entirely, the City of Portland also provides a sidewalk repair assessment loan. Borrowers have the option of selecting a five year, ten year, or 20 year monthly payment program at an interim interest rate of 7.25 percent.[112]

NM16 - Regulatory compliance with Americans with Disabilities Act
The national Americans with Disabilities Act (ADA) program requires public and private infrastructure right-of-ways to be maintained in conditions that are accessible to people with disabilities.[113] Neighborhoods may be able to utilize the ADA regulations to request street and sidewalk maintenance for neighborhoods by participating in the ADA regulation compliance identification system. Through this system, neighborhood residents may have the ability to collaborate with the city to identify infrastructure in need of repair and to request maintenance for handicap accessibility. Seattle's Wheelchair Ramp Program is one such opportunity that has been recognized as a tool by the Federal Highway Administration's guidebook to implement pedestrian infrastructure.[114]

Tool Selection Criteria
The ADA tool was selected as means to assist the City of Seattle to conduct neighborhood right-of-way maintenance to comply with the needs of physically disabled residents.

Case Study – State of Maine Neighborhood Reporting Program
The Maine Department of Transportation has a "Spot Me" program, which sends residents postcards requesting information regarding areas in need of maintenance or repair.[115]

NM17 - Infrastructure spot maintenance
Full right-of-way replacement may not be necessary for some right-of-way repairs. Instead, simple spot maintenance may be able to address the issue. For example, Seattle has a chip sealing program to repair deteriorating right-of-way. Chip seal is a cost-efficient road

111 "Sidewalk Maintenance Program Policy and Operating Guidelines," City of Portland Office of Transportation. http://www.portlandonline.com/TRANSPORTATION/index.cfm?c=38723 (accessed May 2008).
112 *Ibid.*
113 "Sidewalk Maintenance and Construction Site Safety Chapter 10," Federal Highway Administration. http://www.fhwa.dot.gov/environment/sidewalk2/sidewalks210.htm (accessed May 4, 2008).
114 *Ibid.*
115 *Ibid.*

surfacing product that provides a skid-resistant surface. Chip sealing is used on almost one quarter of Seattle's non-arterial streets.[116] Chip seal has the potential to be used on non-motorized infrastructure as long as the equipment needed to apply the seal can access the non-motorized right-of-way.[117]

A simplified method of sidewalk grinding can be enough to repair surface right-of-way issues. Sidewalk grinding is a temporary measure that restores paved surfaces to the original grade (see Figures T-20 and 21). Sidewalk grinding can be done to up to two inches before weakening the sidewalk slabs.[118]

Figures T-20, T-21. *Sidewalk repair using the grinding method in Redmond, Washington.* Source: UDP Studio.

Another method similar to chip sealing is to use a hot mix asphalt (HMA) overlay on pavements to prevent right-of-way damage and make minor repairs. HMA overlays can be used in all types of weather conditions and have a long treatment life.[119]

Fog seal is another inexpensive and effective way to repair minor right-of-way damage, including cracking and raveling. It can also be applied as a preventative maintenance seal to the surface. A fog seal is asphalt emulsion mixed with water that is applied in a thin layer over the right-of-way surface. It works well in all climate conditions, but is fairly slow to apply.[120] A slurry seal is a cold-mix combination of slow-setting asphalt emulsion, fine aggregate, mineral filler and water that serves similar functions as fog and chip seal. An advantage of a slurry seal is its versatility. It can be applied on multiple surface types and produces a smooth surface after application. However, like the fog seal, the slurry seal requires a long application time, resulting in potential traffic delays.[121]

116 "Chip Sealing in Seattle," City of Seattle Department of Transportation. http://www.seattle.gov/transportation/chipseal.htm (accessed May 2008).
117 Michelle Akin,Eli Cuelhoe, and Robert Mokwa, *Preventative Maintenance Treatments of Flexible Pavements: A Synthesis of Highway Practice* (Bozeman, MT: Western Transportation Institute, College of Engineering at Montana State University, October 2006), 16.
118 "Using Concrete Grinding For Sidewalk Trip Hazard Repair," Saber Concrete, Foundation and Leveling Solutions. http://www.saberleveling.com/grinding/trip_hazzards.ws (accessed May 2008).
119 Michelle Akin,Eli Cuelhoe, and Robert Mokwa, *Preventative Maintenance Treatments of Flexible Pavements: A Synthesis of Highway Practice*. (Western Transportation Institute, College of Engineering at Montana State University, Bozeman. October 2006), 18
120 *Ibid*., 31
121 *Ibid*., 33

Tool Selection Criteria
The infrastructure spot tools were selected because they are lower cost temporary alternatives compared to traditional standard methods of neighborhood right-of-way maintenance. These tools are also methods commonly utilized as future right-of-way damage prevention tools.

NM18 - Neighborhood self-taxing
While neighborhood right-of-way maintenance is a low priority project for many cities, neighborhoods have the ability to take initiative and implement neighborhood right-of-way improvement projects without the assistance of the city for funding. Neighborhoods have the ability to apply a self-imposed tax known as a business improvement district (BID) or a local investment district (LID). A BID and LID are similar tools in that they isolate a geographic area where the property owners agree to pay an additional tax for the purpose of providing funding towards improvement projects in the area.[122]

In Seattle, a BID is also known as a Business Improvement Area. These are special assessment districts that have been formed by neighborhood or local business communities in an effort to remain competitive in the marketplace.[123]A BID or a LID is an easily implementable tool in which residents within the proposed area for the improvement district cast a majority vote for the program. Funding is not limited to certain restrictions like other funding sources, and the BID or LID can choose the best projects to use the collected taxes, which include neighborhood right-of-way maintenance.[124]

Tool Selection Criteria
BIDs and LIDs can be completely initiated and controlled by neighborhoods. While the neighborhoods are ultimately choosing to fund an improvement program when implementing a BID or LID program, the neighborhoods have the greatest discretion regarding how to spend the funding and have the advantage of implementing projects more quickly than waiting for funding to become available.

Case Study – University District Business Improvement District, Seattle, Washington
The University District BID was established in 1995 to fund infrastructure project such as sidewalk cleaning, alley sanitizing, graffiti abatement, security and beautification.[125] The BID was approved by a 60 percent majority of all businesses and property owners within the specific boundaries established. The University District BID is funded by revenue collected by the City of Seattle from all businesses and property owners within the BID. Additional funding is acquired for specific programs through grants.[126]

122 City of Seattle, *Business Improvement Area (BIA) Handbook* (City of Seattle Finance Department, 2001), 2.
123 *Ibid.*
124 *Ibid.*
125 "University District Business Improvement Area," University District Chamber of Commerce. http://www.udistrictchamber.org/UDBIA/index.html (accessed May 2008).
126 *Ibid.*

[page intentionally left blank]

Public Health and Safety

PH

[page intentionally left blank]

Public Health and Safety Table of Contents

Introduction PH-1
Pedestrian Safety PH-3
Bicycle Safety PH-8
Food Accessibility PH-14
Crime and Policing in Seattle PH-22
Integrating Public Health & Neighborhood Planning PH-37
Conclusion PH-42

[page intentionally left blank]

Introduction

Although public health and safety is a broad topic, the major issues discussed in this section were chosen based on feedback received from the focus groups held throughout the City of Seattle. Of the many topics addressed, five most aptly fit into the public health and safety category:

Pedestrian Safety addresses residents' concerns that increased density and development in their neighborhoods has led to a corollary increase in traffic and diminished pedestrian safety.

Major findings:

- Best practices for managing this issue are currently available through the Seattle Department of Transportation.
- Distilling the City's existing comprehensive tools into an accessible pedestrian safety primer may prove helpful for neighborhood residents unfamiliar with broader pedestrian issues.

Bicycle Safety responds to concerns from residents regarding the safety of cyclists riding on busier streets in Seattle.

Major findings:

- One possibility for the City to increase bicycle education and encourage ridership is to work with residents to establish a Neighborhood Ride Safe Program.
- The City can become more involved in educating children about safe practices of commuting by bike to school through a Safe Routes to School program.
- One possibility for the City to expand upon their goal of reducing bicycle and motorist crashes is to implement a Share the Road Safety Class as an option for bicyclists, pedestrians, and motorists who receive a citation for violating specific laws related to bicycle and pedestrian safety. The class would provide first-time offenders direct education from experts in traffic and bicycle safety and the opportunity to avoid a conviction or a fine for certain non-criminal traffic violations.

Crime and Policing addresses community perceptions of increased crime in local neighborhoods, and programs that could successfully reduce neighborhood crime.

Major findings:

- Seattle crime is decreasing on the whole, and police performance appears to be improving. However, some people feel crime is actually increasing, and some neighborhoods have more crime than others.
- Increasing communication between neighborhoods and the Seattle Police Department would provide a forum for police to connect with community members, receive tips, and hear community concerns.
- Assessing current youth programs would provide insight on needed program additions or modifications to better support at-risk populations.

Food Accessibility refers to the ability of people to easily access nutritious and affordable food. Those who cannot – predominantly lower-income minority populations – are considered food insecure and have higher rates of obesity and other health problems. These issues have become more apparent as research and knowledge on the subject continue to grow.

Major findings:

- The recent adoption of the Local Food Action Initiative shows that the City is working to alleviate the high rates of food insecurity throughout Seattle.
- Farmer's markets and P-Patch programs have continued to grow and demand remains high throughout all neighborhoods.
- Utilizing local corner stores as sources of fresh, nutritious, affordable, and culturally appropriate food would be beneficial for the public health of Seattle residents. Assistance with funding, and relaxed permit regulations could facilitate the development of the 'Healthy Corner Store'.

Public Health and Neighborhood Planning provides a framework for integrating public health concerns into the neighborhood planning process in an effective and community-based manner.

Major findings:

- Planning agencies can build working relationships with public health departments to ensure that health concerns are addressed during planning activities.
- Plans that explicitly state public health goals and involve public health stakeholders during the planning process may better address public health issues.
- Tools, such as checklists or Health Impact Assessments, are available to ensure that public health is considered during planning and development.

Pedestrian Safety

Key Public Safety Issues Identified in Focus Groups

Multiple focus groups identified resident concerns regarding pedestrian safety in their communities as a result of neighborhood infill development and what they perceived to be a corollary increase in traffic. Participants felt the City had not "done its duty" – asking neighborhoods to accommodate its strategy of focused future growth in "urban villages," (i.e., their neighborhoods) without providing infrastructure to manage increased traffic on residential and arterial streets. Residents of each sector voiced similar concerns:

> "The Queen Anne Community Council has worked hard to put a stop to high rise development, but parking and traffic weren't planned for…It has actually become a hazardous issue…we have lots of children and our streets are so narrow…should we get rid of the parking on one side of the street?"
>
> -West Sector participant

> "Most people are scared to walk anywhere except major arterials with sidewalks. People do want to walk – many people walk on their residential streets – but would question whether they actually feel safe doing so."
>
> -Northeast Sector participant

> "The most challenging aspect of living in my neighborhood is people speeding on my street as an alternative to the arterial, we would like speed bumps…we have heard it could take 2-3 years for the city to install them."
>
> -Southwest Sector participant

The City of Seattle has already gathered numerous, useful tools capable of addressing increased traffic on city streets. Yet, tackling these issues may seem complex to residents, requiring them to navigate the city's Department of Transportation and Department of Neighborhoods. The majority of residents seemed uninformed about the neighborhood process required to effect change on their streets. Creating a primer of existing tools possessed by the city may help residents determine which of the city's tools will best resolve their neighborhood problem. A primer could address whether particular methods are not only fiscally feasible, but achievable from an engineering perspective as well, potentially mitigating specific questions such as "How can we slow down cars driving too fast on our residential street?" or "I'm afraid to cross my arterial because the walk-sign only lasts for a few seconds, how can we make it longer?" The task of crafting this document is greatly simplified by the excellent and extensive pedestrian safety resources already available through the City of Seattle.

Current Resources for Facilitating Pedestrian Safety

Seattle is currently in the process of creating a Pedestrian Master Plan with the objective of making Seattle the "most walkable city in the nation."[1] While numerous city initiatives

1 City of Seattle, "Seattle Pedestrian Master Plan," Seattle Department of Transportation, http://www.seattle.gov/Transportation/ped_masterplan.htm.

address fundamental aspects of pedestrian safety, their broad goals or all-inclusive nature may prove intimidating for pedestrian safety advocates at the neighborhood level. These initiatives include The Mayor's 10 Point Plan for Pedestrian Safety, updated street design guidelines in the Right-of-Way Improvements Manual and updates to the Transportation Strategic Plan. Empowering neighborhoods to clearly identify their own pedestrian safety issues, problem-solve potential solutions, and plot an efficient course through city departments could be a definitive "best practice" at the local level. The City's comprehensive workbook, Making Streets that Work (MSTW),[2] is a collaborative effort and an educational tool replete with all the necessary information required to improve Seattle's streets, foster neighborhood appreciation for their value as community assets and create a livable city.

Making Streets that Work
This lays the groundwork for neighborhoods to gain a balanced perspective of their task. It provides them with the tools to: analyze and prioritize areas of neighborhood concern; choose the appropriate tools for addressing challenges; understand a realistic timeline for the completion of projects; understand the scarcity of resources available to city residents for project funding.

Recognizing its exhaustive nature, MSTW may prove more effective for residents concerned with implementing local change if it were modified into a more accessible size, scope and format. Neighborhood residents felt their concerns regarding pedestrian safety would be best addressed by the city dealing with what they believed to be the origin of their problem – an increase in traffic resulting from population growth and infill development. MSTW could be amended into a pedestrian safety primer by focusing specifically on methods decreasing traffic and vehicle speeds on residential and arterial streets.

Creating an Accessible Primer from Making Streets that Work

A pedestrian safety primer for neighborhood residents would use MSTW as a foundation and entail the following key elements:

Context (Use)
Residents may not think beyond their own residential street or pedestrian access to nearby schools and services. MSTW compels residents to be aware of the larger demands placed on our city's transportation system. Concurrent with promoting safety, the city's Traffic Engineer is mandated to ensure the mobility of people and goods. Streets accommodate a variety of services and activities, and as stated in MSTW, "improvements are not really improvements if they shift the problem to the next block, or make it difficult for local businesses to receive customers or goods. If a neighborhood's proposed improvement solves a problem in their immediate area but creates a problem somewhere else, it is time to rethink its solution."[3]

2 City of Seattle, "Making Streets that Work, A Neighborhood Planning Tool," Seattle Department of Transportation, http://www.seattle.gov/transportation/pdf/mstw.pdf.
3 City of Seattle, "Making Streets that Work, A Neighborhood Planning Tool," Seattle Department of Transportation, http://www.seattle.gov/transportation/pdf/mstw.pdf, p. 22.

Context (Maintenance)

A daunting barrier to efficiently implementing changes for pedestrian safety in neighborhoods may be a lack of understanding of the various agencies involved in street maintenance. MSTW gives a thorough overview of these agencies and their domain, explaining that any time a change is proposed to a street, each agency, private business or homeowner responsible for the care and maintenance of the street must be consulted. For the purpose of pedestrian safety, it may be sufficient (and less confusing) to limit agency information to the departments that implement pedestrian safety and traffic speed-reduction tools – the Seattle Department of Transportation and Neighborhood Traffic Calming Program.[4]

Inventory and Assessment

Solutions cannot be implemented until the neighborhood has worked together to identify common concerns and values. The Department of Neighborhoods[5] provides important assistance in helping neighborhood residents identify the key street segments and blocks essential to the character and function of their neighborhood.[6] While MSTW does include a questionnaire and diagramming instructions intended to help a neighborhood create a street profile, residents may derive greater benefit from participating in something similar to the 'Walking Audit,' created by Dan Burden of Walkable Communities, Inc., or a 'Neighborhood Walking Survey'[7] produced for the Kansas City Walkability Plan.[8] Both the Walking Audit and Walking Survey are interactive, dynamic, and potentially inspirational tools for assessing pedestrian safety in a neighborhood. Walking audits have been successfully implemented in areas ranging from small towns (Crested Butte, CO) to mid and large size cities (Lacey, WA and Honolulu, HI). Though they have been used in Seattle neighborhoods, they are not currently recognized by MSTW as a potentially effective means of engaging the public and inciting them to effect change in their own neighborhoods.

Tools for Calming Traffic and Increasing Pedestrian Safety

While MSTW provides a comprehensive array of street-shaping tools, limiting the tools to those that directly mitigate increased traffic speeds and augment pedestrian safety may make them more accessible to neighborhood residents interested in this one aspect of street engineering. MSTW's format is helpful and effective, consisting of a description of the tool, the conditions under which the tool is best used or not used, an estimate of the tool's cost and available funding options as well as a summary of the process used to implement the tool. A primer could be crafted limiting potential tools to the following two categories:

4 For further information on services provided by the SED, see Ibid, p. 99.
5 For Neighborhood Planning Office and Department of Neighborhoods' contact information, see: Ibid, p. 160.
6 For MSTW's guide to "Making a Neighborhood Plan," see Ibid, p. 16.
7 For further information on Walking Audits, see: Walkable Communities, Inc., "Walkable Audits," http://www.walkable.org/.
8 For further on the Kansas City Walkability Plan, see City Planning and Development, "Kansas City Walkability Plan," http://www.kcmo.org/planning/walkplan/Bappendix.pdf.

1) Traffic Calming Tools[9]

Chicanes: Usually a set of three landscaped curb bulbs extending out into the street. Chicanes narrow the road to one lane and force motorists to decrease vehicle speed in order to maneuver between them.

Choker: A set of two curb bulbs extending out into the street. A choker narrows the road, sometimes down to one lane, and causes motorists to slow when entering and exiting the street.

Curb Bulbs: Curb bulbs extend the sidewalk into the street. The bulbs, which may be landscaped, improve pedestrian crossing by providing better visibility between pedestrians and motorists, shortening the crossing distance, and reducing the time that pedestrians are in the street. Curb bulbs located at the intersection also prevent people from parking in a crosswalk or blocking a curb ramp. Curb bulbs may encourage motorists to drive more slowly by restricting turning speeds and narrowing the roadway.

Curb Radius Reduction: The reduction of an existing curb radius at an intersection can slow motorists who do not stop completely to execute a turn. The current design standard for an arterial street curb radius is 25 feet – if a large number of trucks or busses turn at a corner, the standard is 30 feet. A reduced radius shortens the pedestrian crossing distance, improves visibility between pedestrians and motorists, reduces the speed at which motorists can turn, and may add parking spaces to the street.

Landscaping Options: Although the high cost of new curbs and sidewalks can be prohibitive, landscaping can minimize traffic impacts. A five-foot wide walkway made of packed dirt, gravel, and asphalt could be allocated for trees and ground cover. Temporary curbs made of 6x6 treated wood timbers anchored into the ground will create a barrier to protect pedestrians and visually narrow the street, decreasing vehicle speed.

Roundabouts: Roundabouts are large raised islands, usually landscaped, and located in the intersection of arterial streets. A roundabout is similar to a traffic circle, causing motorists to decrease speed to maneuver around the island.

Speed Humps: Speed humps are paved mounds extending the width of the street, rising approximately three inches, and spaced approximately 400 feet apart. Vehicles are forced to slow down to cross over the speed hump.

Traffic Circles: Traffic circles are raised islands constructed at intersections of residential streets. They cause motorists to decrease speed in order to maneuver around the circle, preventing accidents from occurring.

9 City of Seattle, "Making Streets that Work, A Neighborhood Planning Tool," Seattle Department of Transportation, http://www.seattle.gov/transportation/pdf/mstw.pdf, 35-82

2) Pedestrian Safety Tools[10]

Asphalt Walkway: In contrast to concrete sidewalks, asphalt walkways follow existing ground surface and do not require curbs and gutters. They can provide safe and accessible routes on streets without curbs.

Curb Ramps: Curb ramps provide a gradual transition between the sidewalk and roadway height. Curb ramps provide access for wheelchairs, walkers, strollers, and handcarts, and are installed at intersections and mid-block crossings.

Marked Crosswalks: Marked crosswalks alert motorists that they are approaching a high pedestrian location, and guide pedestrians to a safer crossing. Crosswalks are usually marked lines, but can also be textured or made of colored concrete. Midblock crosswalks are accompanied by signs or flashing beacons.

Medians: Medians are long, raised islands built in the center of a street. Medians can slow traffic, decrease accidents, and give pedestrians a safe place to stop as they cross the street.

Partial Street Closure: A partial closure is a curb bulb that physically blocks one direction of traffic at an intersection on an otherwise two-way street. It is best used if a street is used as a cut-through route.

Pedestrian Refuge Islands: Pedestrian refuges are raised islands in the center of the street, protecting pedestrians from traffic flow. They allow pedestrians an opportunity to cross one half of the roadway with a safe place to stop before crossing the second half of the roadway.

Contacting Appropriate City Departments for Guidance and Financial Resources

MSTW contains a helpful section entitled "Putting it All Together." This section may better serve neighborhood residents if it contained a flow chart depicting the process required to navigate city departments for general guidance and financial resources. Each flow chart box would represent a different step in the procedure, give the applicable city department's contact information, provide possible outcomes depending on the project proposed, and point to where "doubling back" or a new direction in the process may be required. Without a visual tool to keep residents on course, they are more likely to feel overwhelmed or discouraged by detours in the process. The City of Santa Monica provides an excellent example of a flow chart designed to navigate new business owners through the city's licensing, permitting, and public process.[11]

10 City of Seattle, "Making Streets that Work, A Neighborhood Planning Tool," Seattle Department of Transportation, http://www.seattle.gov/transportation/pdf/mstw.pdf, 35-82

11 For further detail on Santa Monica's permitting flow chart, see: City of Santa Monica, Economic Development Department, "Opening a Business in Santa Monica Flow Chart," http://www.smgov.net/business/SMBusinessdocFlowchart.pdf.

Bicycle Safety

Some topics that were identified through the focus group process as important to Seattle residents were improving bicycle safety and encouraging residents to commute to work and school by bike, as well as to ride for recreational purposes. While these topics did not come up in every focus group, they held great importance to the participants that did identify them as major issues. One major impediment to these activities is the ability of residents to feel safe on their bikes over the course of their ride from point A to point B. Improving bicycle safety throughout the City will increase the use of bicycles for commuting purposes and recreation, as well as help combat health problems such as obesity that currently impact some of Seattle's communities.

Tools and Strategies

The Seattle Bicycle Master Plan, approved one year ago, has been called "one of the nation's most aggressive attempts to raise the popularity of bicycles."[12] However, it is often vague and lacks details on some issues that are important to residents. This section builds upon methods already described in the Bicycle Master Plan, which the City of Seattle, community leaders, and residents can use to increase bicycle safety at the neighborhood level. The tools or strategies that are discussed in this section are followed by a case study of another city or organization that has implemented the policy with great success. Each of the case studies was selected based on criteria that fit well with Seattle's relationships with its cyclists, neighborhoods, and bicycle advocacy groups. While the selection criteria varied slightly for the different case studies, the common theme was that people use bicycles as a form of transportation and the local government has a commitment to their safety.

Neighborhood Ride Safe Program

Action 3.2 of the Bicycle Master Plan is to "Promote bicycle and pedestrian education and encouragement in Seattle through partnerships with community organizations."[13] Part of this Action includes hands-on bicycle safety training, commuter classes, and community rides. However, there is little detail written into the plan regarding these programs.

Figure PH-1. *Group Bicycle Ride; cyclists preparing to embark on a group bicycle ride through their neighborhood.* Source: City of Auburn, Alabama

12 Mike Lindblom, "Seattle's big bike plan gets a green light," *The Seattle Times*, November 6, 2007, http://seattletimes.nwsource.com/html/localnews/2003996275_bikeplan06m.html.
13 City of Seattle, "Seattle Bicycle Master Plan," Seattle Department of Transportation, http://www.seattle.gov/Transportation/bikemaster.htm, 47.

One possibility for the City to increase bicycle education and encouragement ridership is to work with residents to establish a Neighborhood Ride Safe Program. Through the program, an individual or small group of individuals, coordinated by the community councils or a similar organization, could lead residents on a ride through their neighborhoods (see Figure PH-1). Some elements that these rides could include are:

- *A presentation about bicycle safety:* All rides require that each participant wear a helmet and undergo a brief presentation about bicycle safety that demonstrates the appropriate hand signals, the use of lights and the safest ways to ride on busier streets.

- *A guide through the safest routes through the community:* Residents must feel that riding to work or school by bike is a safe and healthy way of commuting. This includes getting from one place to another in their own neighborhood, as well as best and safest routes to connect to neighboring communities.

- *A ride to locations that have secure bicycle facilities:* It is not only important for residents to feel safe on their bikes, but also for residents to feel that their bikes are safe within the community. This includes demonstrations on where and how to best lock your bike to ensure that it does not get stolen or vandalized.

Figure PH-2. *Secure Bicycle Facility; a well marked bike facility where cyclists can securely park their bikes.* Source: Wash-Cycle

- *A discussion about some of the more challenging questions:* It is essential that residents know how to respond in the incident of a serious crash or fatality, and how to best access transportation or police services.

These rides could be held on a regular basis (more frequently in the summer months), either sector-wide or in all neighborhoods across Seattle, and be provided free of charge.

Case Study Selection Criteria

The Bicycle Safety Leadership Workshops program in Portland, Oregon was selected as a case study in part because Portland has seven neighborhood districts, similar to Seattle's six sectors (although Seattle's sectors are larger). Furthermore, the Workshop effort has catalyzed neighborhood bike safety groups in several of the neighborhood districts. The City of Portland Office of Transportation hopes that these ad-hoc citizen groups will become strong enough to approach the district coalitions about formally becoming part of the neighborhood structure. Implementing a program similar to the Bicycle Safety Leadership

Workshops would be very feasible in a city like Seattle, some of which could occur at the neighborhood level and would be similar to Portland's arrangement of these programs.

Case Study: Bicycle Safety Leadership Workshops (Portland, Oregon)
During the summer of 2005, the City of Portland Office of Transportation conducted Bicycle Safety Leadership Workshops in each of the City's seven neighborhood district coalitions to create a network of community partners empowered with a common understanding about bicycle safety. These meetings are an important illustration of community bicycle efforts because they were attended by neighbors, Portland Transportation staff, and bicycle advocates; they also included elements similar to the ones recommended above. Outreach for these meetings were conducted through the neighborhood district coalitions and local bicycle advocacy groups. Through this effort, a number of people are becoming both active on their bicycles, and with their neighborhoods, for the first time.[14]

Seattle Safer Routes to School

Action 3.9 of the Bicycle Master Plan is to "Expand Safe Routes to Schools to encourage children to walk and bicycle to school."[15] There have been several successful Safe Routes programs implemented throughout the county, one of which by the Bicycle Alliance of Washington.[16]

City of Seattle Neighborhood Coordinators or neighborhood community council leaders could work with the school community to bring encouragement, education, engineering, and enforcement activities that meet the school's particular needs. These elements are known as the "Four Es" [17] and include the following:

- *Encouragement:* Make biking and walking more attractive by holding special events such as parties and sponsoring classroom activities and contests. Bike and walk to school days and clubs are popular. Beautifying biking and walking routes is another tactic, possibly by encouraging citizens to adopt sidewalks and bike lanes/paths, and to pick up litter.

- *Education:* Everyone that uses roads, multi-use paths, and sidewalks could be educated about traffic laws, bike safety and courtesy, as well as the health, safety, and environmental benefits of bicycling and walking. This could be done in several ways, including pilot projects, newsletters, and other promotional materials. Education related to the impacts of transportation on the environment can also be integrated. For example, creating "No Idling" zones around schools can provide cleaner air and serve as an example of the impacts of motor vehicles.

14 City of Portland, "Improving Bicycle Safety in Portland," Portland Office of Transportation, http://www.portlandonline.com/shared/cfm/image.cfm?id=185776.
15 City of Seattle, "Seattle Bicycle Master Plan," Seattle Department of Transportation, http://www.seattle.gov/Transportation/bikemaster.htm, 51.
16 Bicycle Alliance of Washington, "Starting your own Program," http://www.bicyclealliance.org/saferoutes/start.php.
17 *Ibid*.

- *Engineering:* Build a better environment for biking and walking. This can be accomplished by constructing or maintaining sidewalks and bike lanes, installing traffic signals or changing the design of streets through traffic-calming structures, such as chicanes and bulb-outs. In some communities, local government and school staff, parents, and children work together to identify dangerous areas that are part of their routes to school. They can then use this information to design and construct engineering improvements.

- *Enforcement:* Enforce existing laws and pass new ones to make sure it is safe for children and adults to bicycle and walk. For example, enforce the law that requires motorists to yield to pedestrians at street corners or observe the speed limit in school zones. Communities do this with pedestrian sting operations. Media coverage helps spread the message, even in those communities that don't have pedestrian sting operations.

Following these examples, the City of Seattle can encourage children to learn about bicycle safety and commute by bike to school. Students and families can be encouraged to bike or walk to school not only as a way to teach and raise awareness about bicycle and pedestrian safety, but also to get daily exercise and keep physically fit, and to relieve traffic congestion.[18]

Figure PH-3. *Safe Routes to School; kids gather in their schools gymnasium after participating in a Safe Routes to School Program.* Source: Bicycle Colorado's Safe Routes to School.

Case Study Selection Criteria

The Marin County, California Safe Routes to School program was selected due to its huge success story. [19] In 1999, two local residents began to increase the number of Marin County children walking and biking to school. By 2000, the Safe Routes to School program had been established and has been a leader in the Safe Routes to School movement for over six years. Safe Routes to Schools is now a program that is spreading across America and although each state is now required by law to hire a full time Safe Routes to Schools coordinator, a Safe Routes program can be implemented on almost any scale in any city.

The Bicycle Alliance of Washington case study was selected because of its current involvement in promoting bicycling and walking to school throughout Washington State. The Bicycle Alliance aided in making the 2006 International Walk to School Day a success, which involved the participation of two Seattle elementary schools.

18 For more information on encouraging bicycle ridership among residents, see the Appended Transportation White Paper.

19 Marin County not similar to Seattle in demographics: it is a middle and upper class community on the California coast just north of San Francisco. Its population of about 250,000 includes about 35,000 school-aged children.

Case Studies: Safe Routes to School (Marin County, California and Bicycle Alliance of Washington)

The Safe Routes to School program in Marin County has worked to promote walking and biking to school. This particular county's approach is important because it shows the ability of a small community of residents to organize behind a common goal of bicycle safety. Using a multi-pronged approach, the program identifies and creates safe routes to school by inviting communitywide involvement. Some of its methods included walk and bike to school days, frequent rider miles contest, classroom education, walking school buses and bike trains, and newsletters and promotions. By its second year, the program was serving 4,665 students in 15 schools. Participating public schools reported an increase in school trips made by biking of 114 percent; walking increased by 64 percent.[20]

The Washington State Safe Routes to School program was initially funded by a grant from the Washington Traffic Safety Commission, in 2005. In 2006, a grant from the Washington State Department of Transportation enabled the program to expand; it is now managed by the Bicycle Alliance of Washington in partnership with Feet First. The Washington State Safe Routes to School program integrates safety, fitness, health, traffic relief, and environmental awareness in an effort to get more children biking and walking to school across the state. Furthermore, the program encourages schools, communities, and local government to create a healthy lifestyle for children and a safer, cleaner environment for everyone.[21]

Seattle Shares the Road Safety Class

Action 3.3 of the Bicycle Master Plan is to "Increase enforcement of bicyclist and motorist behavior to reduce bicycle and motor vehicle crashes."[22] One possibility for the City of Seattle to expand upon this goal is to implement a Share the Road Safety Class as an option for bicyclists, pedestrians, and motorists who receive a citation for violating specific laws related to bicycle and pedestrian safety.[23] The class would provide first-time offenders direct education from experts in traffic and bicycle safety, and would provide the opportunity to avoid a conviction or a fine for certain non-criminal traffic violations. The goal of these types of classes is to improve traffic safety

Figure PH-4. *Share the Road Signage; stong, visible signage is used in Portland to remind drivers to share the road.* Source: BikePortland.org

20 Catherine E. Staunton, MD, Deb Hubsmith, BS, and Wendi Kallins, BA, "Promoting Safe Walking to School: the Marin County Success Story," *American Journal of Public Health* 93, no. 9 (2003): 1431-1434.
21 Bicycle Alliance of Washington, "What is Safe Routes to School?" http://www.bicyclealliance.org/saferoutes.
22 City of Seattle, "Seattle Bicycle Master Plan," Seattle Department of Transportation, http://www.seattle.gov/Transportation/bikemaster.htm, 48.
23 Examples of motor vehicle violations include: turning in front of bicyclists, parking or idling in bicycle lanes, opening doors of parked vehicles in front of bicyclists, and harassment. Examples of bicycle violations include: ignoring traffic control signals and signs, riding at night without lights or without a helmet, and reckless riding.

by increasing education of, and compliance with, Washington State law that applies to motorists, pedestrians, and bicyclists who share our roadways.

Case Study Criteria

Much like Seattle, each neighborhood district in Portland, Oregon has its unique challenges to bicyclists. These challenges include bridges, difficult intersections, and arterials that lack bike lanes. The Share the Road Safety Class in Portland was developed in part to help educate drivers and cyclists about how to handle their vehicle when confronting these unique challenges. The Share the Road Safety Class is provided through a partnership between the county district court, the City of Portland Office of Transportation, the Portland Police Bureau, and local organizations such as the Bicycle Transportation Alliance and the Willamette Pedestrian Coalition,[24] all of which are similar to Seattle in general organization.

Case Study: Share the Road Safety Class (Portland, Oregon)

Portland's Share the Road Safety Class was first offered in 2007. The Share the Road Safety Class (SRSC) was developed for drivers, pedestrians and bicyclists who have received a citation for being in the wrong place on the road (such as a car in a bicycle lane), failure to yield the right of way and/or defective equipment, or non-use of safety equipment. The class focuses on traffic law and safety issues as they relate to bicyclists, pedestrians and motorists needing to share the public right-of-way in a safe and lawful manner.

Cited persons who successfully complete this $30.00 class may be eligible to receive a dismissal (no conviction) or a sentence of discharge (conviction entered but no fine). One recent class participant (a bicyclist who ran a red light) says he's glad he took the class, "Not because I saved myself some money, but because I'm pretty sure it may have saved my life. Or someone else's."[25]

24 Legacy Health System, "Share the Road Safety Class," http://www.legacyhealth.org/body.cfm?id=1928.
25 *Ibid*.

Food Accessibility

Background

Food accessibility is an integral component of public health. It can be described as the economic and physical means of all people to access fresh, nutritious, and culturally appropriate foods at affordable prices. The 2006 Sound Food Report prepared for the City points out that Seattle has high levels of food insecurity as well as increasing levels of obesity.

> Recent surveys have found that between 12.5 and 19.7 percent of Seattle residents experience some degree of food insecurity. Approximately 63,000 Seattleites can be classified as food insecure, and 31,500 as hungry. Another 13.8 percent of Seattle residents reported that they could not always afford to eat balanced meals. Mean while, an obesity epidemic is happening both nationally and in Seattle, revealing a seemingly paradoxical relationship between simultaneous obesity and hunger.[26]

The Sound Food Report touched on many food security issues in Seattle, and the recent (2008) approval of the Local Food Action Initiative by the City Council has further addressed these concerns at the municipal level. Recent articles in the Seattle Post-Intelligencer have recognized the importance of food accessibility from a more local standpoint, addressing the link to public health and welfare.[27] In addition, feedback from community members involved in two of the 18 focus groups held across the city pointed out positive neighborhood impacts with regard to urban agriculture, such as Seattle's P-patch program.

Assessment of Current Practices

A food system is defined in the Sound Food Report as "the interconnecting set of people, policies, and technologies behind how food is produced, processed, distributed, consumed, and disposed of."[28] The following analysis briefly discusses the three main areas of a sustainable food system (production/processing, distribution/access, and disposal)[29] and what is currently being done regarding food security and accessibility in Seattle. The final section explores the benefits and means of promoting healthy corner stores. This method has been implemented in other major cities to ease food insecurity.

1) *Producing/Processing:* Seattle's Department of Neighborhoods (DON), along with the not-for-profit P-Patch Trust, have worked to "provide organic community garden space for over 70 Seattle neighborhoods".[30] Since 1993 the number of gardens in

26 Steven Garrett et al., "Sound Food Report: Enhancing Seattle's Food System," http://faculty.washington.edu/bborn/Sound_Food_Report2.pdf, 2.
27 Jennifer Langston. "No easy access to fresh groceries in many part of Seattle," *Seattle Post-Intelligencer*, May 1, 2008.
28 Garrett, 1.
29 Garrett, 72.
30 Rich Macdonald. "Part 3: 1993-2003" in *The History of the P-Patch Program*. http://www.seattle.gov/Neighborhoods/ppatch/history.htm#part3.

Seattle has grown from 30 to 65,[31] although, "the census tracts with the lowest third of median household incomes have roughly half as many P-patch plots as the middle and high income census tracts".[32] This form of urban agricultural production is not only a healthy source of food, but provides 7-10 tons of fresh produce to Seattle food banks each year.[33] In response to consistent public demand for additional P-patch sites, the Local Food Action Initiative requests that the DON, "submit a proposed process and outline for a new P-Patch Strategic Plan"[34] by the beginning of 2009, including an inventory of public lands for potential new sites. A professional project produced by a graduate student in the University of Washington's Department of Urban Design and Planning, in partnership with Laura Raymond at the City of Seattle, demonstrated such an analysis (see Figure PH-5 and 6).[35]

Figure PH-5. *Pea Patch - Current; Seattle's Existing Pea-Patches (2008).* Source: Horst, 13.

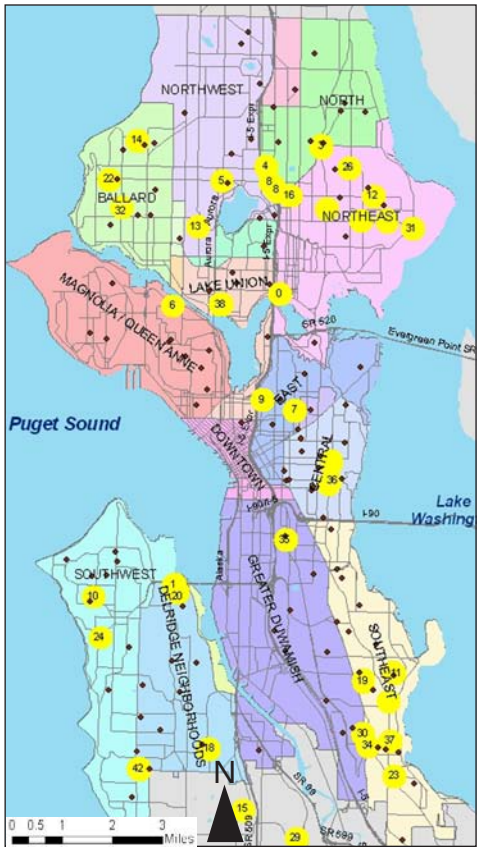


Figure PH-6. *Pea Patch - Potential; Potential Community Garden Sites By Neighborhood.* Source: Horst, 30.

31 Rich Macdonald. "Part 3: 1993-2003" in *The History of the P-Patch Program*. http://www.seattle.gov/Neighborhoods/ppatch/history.htm#part3.
32 Garret, Issue Evaluation Sheet #27, 1.
33 City of Seattle, "P-Patch Community Gardens" in *Department of Neighborhoods*. http://www.seattle.gov/Neighborhoods/ppatch/.
34 Seattle City Council, "Resolution Number: 301019" in *City of Seattle Legislative Information Service*, http://www.seattle.gov/council/attachments/2008madison_valleycb.pdf.
35 Megan Horst, "Unpublished draft" (Master of Urban Planning Professional Project, University of Washington, 2008).

2) *Distributing/Access:* The Local Food Action Initiative addresses distribution by supporting "new opportunities for distribution of locally and regionally produced foods"[36] as well as "assess[ing] the city's purchasing and procurement policies and identifying policy and procedure changes that would strengthen the city's support of the local food economy, in particular, by supporting local buying and selling".[37] Yet, this is an area where additional programs, regulations, and/or tools from other cities might prove useful in Seattle (see the 'Healthy Corner Stores' section below).

3) *Access/Consumption:* Farmers markets are another way to bring fresh food to the public. The Office of Economic Development (OED) and the Neighborhood Farmers Market Alliance have worked to establish seven farmers markets throughout Seattle.[38] The major problem facing these markets is long-term land tenure.[39,40] The City is aware of this issue and is working to come up with solutions. This effort is documented in the Local Food Action Initiative which requests the OED to identify possible permanent locations for existing farmers markets.[41]

   There are five alternatives municipalities can utilize to permanently accommodate farmers markets:

   - public land
   - private land
   - street closures
   - parks
   - government owned land

   Seattle currently makes use of both public and private land for its eight farmers markets (including Pike Place)[42], and has recently begun considering using street closures and/or park land specifically for the Lake City market.[43] The fifth option, locating markets on government owned land, is used in cities including Los Angeles and Philadelphia. In Philadelphia, Mayor Michael Nutter has recently organized a weekly produce market in the City Hall courtyard[44] which will eventually consist of 10 vendors.[45] This market was established through a contracted partnership between the city and the Farm to City organization.[46]

36 Seattle City Council, 4.
37 *Ibid.*
38 Chris Curtis, interview by Sarah Squires, May 15, 2008.
39 Debera Carlton Harrell, "Farmers markets may get an assist from city," *Seattle Post-Intelligencer*, Local Section, September 7, 2007.
40 Debera Carlton Harrell, "Farmers markets keep growing," *Seattle Post-Intelligencer*, Local Section, April 22, 2008.
41 Seattle City Council, 7.
42 Harrell, 2008.
43 Curtis, 2008.
44 Inga Saffron "Time to Transform City Hall into Philadelphia's Civic Meeting Place," *The Philadelphia Inquirer*, Daily News Section, May 8, 2008.
45 Bob Pierson, interview by Sarah Squires, May 10, 2008.
46 Saffron, 2008.

Once long-term land tenure is secured, permanent facilities may be built on the premises, if appropriate. These types of facilites would prove beneficial here in Seattle by providing protection from bad weather and its effect on market attendence. A successful example can be found in Davis, California,[47] where a covered area with adjoining parking was installed in a central city park.[48]

4) *Disposal:* In 2005 Seattle began a food and yard waste collection program; since inception participation has continued to rise. King County is also working to increase food scrap recycling rates through an educational media campaign[49]. The City of Seattle is working to alleviate food insecurity and create a more sustainable city, as illustrated in the programs listed above. However, there are other methods that have not yet been applied in Seattle to increase food accessibility to the food insecure.

Healthy Corner Stores

Corner stores are smaller than grocery stores and are scattered more frequently throughout urban areas. They are known for traditionally selling high-sugar foods, tobacco and alcohol. In contrast, healthy corner stores stock nutritious and fresh food at affordable prices. Programs to promote and facilitate the sale of more nutritious foods in 'healthy corner stores', include the use of relaxed building regulations, additional funding, and city assistance programs.

Benefits:
"Existing corner stores have the advantage of being centrally located and accessible to a pedestrian population and people using public transportation. They are often integrated into the urban fabric of the neighborhood".[50] These stores also tend to become a necessity within lower-income neighborhoods where transportation options are limited, and supermarket trips infrequent.[51] In addition to providing healthier food options for surrounding residents, corner stores that stock food essentials have the potential to cut down on local vehicular traffic. This decrease in trips and increase in nutritious food sold would help Seattle become more sustainable and food secure.

47 Davis Farmers Market, "At the Market," http://www.davisfarmersmarket.org.
48 For more information on permanent land tenure for farmers markets: Catherine Tove Jacobsen, "Planning for Additional Farmers Markets and Sustainable Food Systems," *The University of Victoria*, (2001), http://vancouver.ca/commsvcs/socialplanning/initiatives/foodpolicy/tools/pdf/Jacobsen_FarmersMkts.pdf.
49 Kristin Dizon, "Do You Know What Goes In a Yard-Waste Bin?," *The Seattle Post-Intelligencer*, Local Section, June 27, 2007.
50 Ed Bolen and Kenneth Hecht, *Neighborhood Groceries: New Access to Healthy Food in Low-Income Communities* (California Food Policy Advocates, 2003).
51 *Ibid*, 19.

Implementing this tool:
Implementation could consist of monetary assistance (from both public and private sources) to existing corner store owners, allowing them to purchase, operate, and maintain the necessary equipment needed to store fresh produce and other perishables. For prospective corner store owners, incentives, or an expedited permit process, could be made available for those looking to locate in food-insecure areas.

Keys to success and challenges:
A dense residential population within a half-mile radius to the store is important, since "[t]he success of a corner store is more dependent on the location relative to residential areas than proximity to other stores".[52] There are also high operating costs during the initial years of operation. "Corner stores are very labor-intensive. They generally do not receive bulk price breaks or partial cases. They also have a need for operating capital of as much as $40,000 a year until gross revenues can cover expenses, which can take up to three years."[53] Another challenge facing corner store owners is the loss in beer and wine profits due to reduced floor space from the refrigeration necessary to stock perishable goods.

Criteria:
"Prior to the development of the current standardized measure of the prevalence of household food insecurity in 1995, estimates of the prevalence of lack of access to food varied widely and there was little consensus over which measure was most accurate."[54] Food insecurity is an old issue in the United States, and recently innovative policies and programs have been piloted to address it in a more sustainable fashion. As case studies, there are few to choose from, and due to the new nature of these programs, success and best practice is difficult to determine. However this field/movement continues to gain momentum. There are some differences between the cities of the case studies selected; yet they are all like Seattle in that they have insufficient food access. In addition, our current policy framework could potentially be modified to support the options presented.

Case Study #1 (New Orleans and Chicago):
The City can look to New Orleans and Chicago for examples of regulatory tactics that address the issue of equitable food distribution. In 2006, the City of New Orleans Food Policy Advisory Committee published a report on the need to expand access to fresh food retail,[55] and included recommendations for the City as well as the State of Louisiana. The report outlines current unnecessarily strict regulatory barriers the City could reduce in order to attract new and keep existing businesses that distribute fresh food.

52 Ed Bolen and Kenneth Hecht, *Neighborhood Groceries: New Access to Healthy Food in Low-Income Communities* (California Food Policy Advocates, 2003).
53 *Ibid*, 20.
54 Committee on National Statistics, *Food Insecurity and Hunger in the United States: An Assessment of the Measure*, (Washington, D.C.: National Academies Press, 2006) http://books.nap.edu/openbook.php?record_id=11578&page=23 (accessed May 23, 2008), 23.
55 New Orleans Food Policy Advisory Committee, "Building Healthy Communities: Expanding Access to Fresh Food Retail," http://www.thefoodtrust.org/pdf/Final percent20New percent20Orleans percent-20Supermarket percent20Report.pdf.

Recommendations for this include:

> ...a one-stop shopping approach for businesses making inquires and submitting applications for licenses and permits, making explanatory information and forms available via the City's website, a fast-tracked permitting process for fresh food retailers planning to locate in underserved communities, and finally the City could offer technical assistance with inspections and permitting to small neighborhood stores that aim to expand their selection of fresh fruits and vegetables and other healthy foods.[56]

Retail Chicago is a program created by the City of Chicago Department of Planning and Development. Although regulatory tactics similar to those recommended in New Orleans are proposed to alleviate regulatory burdens placed on smaller retail shop owners for expansion and other site modifications needed to stock fresh produce, this program has more emphasis on incorporating the needs of neighborhoods into that process. Its main goal is to strengthen and stabilize existing neighborhood centers through the creation of a strategic plan.[57]

Case Study #2 (Pennsylvania):
The Fresh Food Financing Initiative is an ambitious statewide capitalization program in Pennsylvania used to increase the number of supermarkets within communities that are food insecure. This four-year-old program has drawn national attention and by 2006 the State had appropriated $30 million and $90 million was obtained through private funding.[58] Coordination between, and the support of, key stakeholders were critical components that helped secure this impressive amount of funding. The Fresh Food Financing Initiative is "supported by a partnership of The Reinvestment Fund, The Food Trust and the Greater Philadelphia Urban Affairs Coalition (GPUAC)."[59] The leadership of State Representative Dwight Evans was also instrumental in getting Pennsylvania to prioritize supermarket development.[60] Monetary support is provided to supermarket operators who plan to operate in underserved areas and provide nutritious food options.[61]

As of January 2008, the Fresh Food Financing Initiative "has committed $38.9 million in grants and loans to 50 stores across the state, ranging in size from 900 to 69,000 square feet. These projects are expected to bring 3,700 jobs and 1.2 million square feet of fresh

56 *Ibid*, 11.
57 City of Chicago, "Retail Chicago Program," http://cityofchicago.org/city/webportal/portalContentItemAction.do?blockName=Planning+And+Development percent2fPromo+Item&deptMainCategoryOID=&channelId=0&programId=0&entityName=Planning+And+Development&topChannelName=Dept&contentOID=536897571&Failed_Reason=Invalid+timestamp,+engine+has+been+restarted&contenTypeName=COC_EDITORIAL&com.broadvision.session.new=Yes&Failed_Page= percent2fwebportal percent2fportalContentItemAction.doc.
58 Amy Goldstein, "In Cities, Healthful Living Through Fresher Shopping", *The Washington Post*, Nation Section, October 15, 2006.
59 The Reinvestment Fund, "Commercial Real Estate: Pennsylvania Fresh Food Financing Initiative," http://www.trfund.com/financing/realestate/supermarkets.html.
60 *Ibid*.
61 The Food Trust. "Fresh Food Financing Initiative." Philadelphia, 2004.

food across Pennsylvania".[62] In addition to creating local job opportunities, the new grocery stores help build a stronger sense of community and spur economic development in underserved areas. Implementing a program such as the Fresh Food Financing Initiative at a smaller scale would comply with the Seattle's Local Food Action Initiative, in which the DON is asked to create recommendations to "increase access for all of Seattle's residents particularly children, people living with disabilities, seniors, and other vulnerable populations, to healthy, culturally appropriate, and local and regional food."[63]

Case Study #3 (New York City):
New York City has also been experiencing declining numbers of neighborhood grocery stores, particularly in areas with minority and low-income populations. A higher rate of health complications such as obesity, diabetes and heart disease have been documented in these neighborhoods lacking easy access to affordable nutritious foods. New York City officials, seeking to address these public health concerns, have considered a range of solutions including economic incentives and building permit requirement relaxations making it easier to set up stores in areas zoned for manufacturing. This particular case study is unique in that it singles out a particular land use.

Future Action:
There is a national, online network called the Healthy Corner Store Network (HCSN) that "supports the work of participant organizations to promote innovative retail models, policies and programs that can help corner stores become the backbone of healthy neighborhood food retail."[64] Joining this network would be a way for the City to learn about programs being implemented acress the nation. The list of national participants that have joined the Healthy Corner Store Network is intended to be a way for "interested individuals and organizations to network and find contact information on projects relevant to their own work."[65,66]

The following table (Figure PH-7) outlines those organizations and programs identified from the HCSN relevant to the City of Seattle:

62 The Reinvestment Fund, "Bringing Supermarkets to Underserved Communities" http://www.trfund.com/stories/supermarkets.html.
63 Seattle City Council, 6.
64 Healthy Corner Stores Network, http://www.healthycornerstores.org.
65 *Ibid*.
66 This can be done at the following webpage: http://www.healthycornerstores.org/participants.html

	Organization	Characteristics	Measurable Results	Contact Information	Website
Berkeley, CA	City of Berkeley, Division of Public Health	We are currently working with corner markets near our middle schools.	Our goal is for them to offer healtheir snack options for students and to have students be more likely to purchase those healthier options	Tanya Moore, tmoore@ci.berkeley.ca.us, (510) 981-5351	www.ci.berkeley.ca.us/publichealth/
San Francisco, CA	Literacy for Environmental Justice	The Good Neighbors Program provides local merchants with concrete economic incentives to engage in health promoting practices. Incentive include free in-store energy efficiency retrofits, local advertising, business training, and more.	The hope is to launch eight Good Neighbor Stores by mid-2007.	goodneighbor@lejyouth.org	www.lejyouth.org
Denver, CO	Denver Public Health (DPH)	DPH is a municipal department	Denver Public Health (DPH) is collaborating with Microbusiness Development (MBD) and Denver Urban Gardens (DUG) in a 3 month pilot program to make fruit and vegetables available to three corner stores in socio-demographically disadvantaged neighborhoods in West Denver.	Camila Romero, camila.romero@dhha.org, (303) 436-3264	
Washington, D.C.	D.C. Hunger Solutions	Beginning in the fall of 2007, D.C. Hunger Solutions will launch a healthy corner store initiative to bring healthy, affordable food to underserved, low-income communities.	Phase One of the Initiative focuses on a mapping of corner stores in DC in order to identify which corner stores operate in food deserts. Phase Two involves surveying 20 corner stores to identify what needs must be addressed in order to help corner stores stock healthier foods. Phase Three features a healthy snack campaign in three corner stores and surrounding communities	Alexandra Ashbrook, aashbrook@dchunger.org, (202) 986-2200 x3023	www.dchunger.org
New York City, NY	Bronx Health REACH	Operates a small grocer/bodega outreach program which has developed partnerships with four bodegas owners to stock and promote healthier food items.	A recent pilot intervention has focused on creating a link between schools and nearby bodegas to increase the purchase and consumption of healthy snacks by school-aged children and their parents.	Ruchi Mathur, rmathur@institute2000.org, (212) 633-0800 x1364 *AND* Neha Sachdev, nsachdev@institute2000.org, (212) 633-0800 x1328	www.bronxhealthreach.org
nation-wide	Food Co-op 500	Offers technical and financial assistance to groups of people organizing community-owned grocery stores.	Would like to network with other people and organizations interested in supporting the development of community-owned grocery stores	Richard Dines, rdines@ncb.coop, (703) 647-2319	www.foodcoop500.coop
nation-wide	National Conference of State Legislatures (NCSL)	Serves all 50 state legislatures and territories and is the preeminent research organization for all activities associated with state legislatures.	As part of our Access to Healthy Food Project, NCSL conducts research on state actions with regards to issues such as local food procurement, grocery retail development, and value-added agriculture. NCSL answers numberous questions regarding these issues and seeks to raise awareness and knowledge of possible state solutions by conduction site visits, answering information requests, and publishing written material for our in-house magazine and other publications.	Douglas Shinkle, douglas.shinkle@ncls.org, (303) 856-1482	**1)**www.ncsl.org/programs/health/publichealth/foodaccess/index.htm, **2)** www.ncsl.org/programs/environ/healthyCommunity/healthycommunity_bills.cfm, **3)** www.ncsl.org/programs/health/publichealth/foodaccess/groceryretailsitevisit.htm

Figure PH-7. *Healthy Corner Store Network Table; Healthy Corner Store Network Participants.* Source: http://www.healthycornerstores.org

Crime and Policing in Seattle

If you could champion one issue in your neighborhood, what would it be?

"Public safety and drug houses." – Northwest Sector participant

"Youth violence" – Southeast Sector participant

"Youth violence…and more police presence that is run well."
– Another Southeast Sector participant

Address understaffing of public services/police.

"If (the) city is going to insist on density it needs to provide the adequate public safety response…or stop the process"
– Northeast resident

What's one word you would use to describe your neighborhood?

"Teetering." – Southeast resident

Although public safety came up predominantly in terms of pedestrian safety and the general health of Seattle residents among focus groups, five of the 18 neighborhood focus groups indicated concerns over perceptions of increasing crime. As such, this section details the following information:

- The state of crime and policing in Seattle
- Focused types, trends or geographic areas of crime in the city
- The programs, tools, or policies might best address these elements

Although there are areas of concern, Seattle crime is decreasing overall and the performance of the Seattle Police Department appears to be improving, with indicators that this trend will likely continue.[67] This raises questions over whether some neighborhoods have more crime than others, or if there is a disconnection in communication between communities and local police precincts. In response, this analysis focuses on policies and programs that serve geographically concentrated crime trends and increase public communication. Police reports for the City show disproportionate levels of property theft in the north and violent crime in the south. The Seattle Police Department has already made large strides towards property theft in general, and auto theft particularly. As such, this paper addresses tools to deal with violent crime and what increases the tendency towards crime in individuals.

The main ways to increase communication with communities, increase geographic-area responses, and decrease individuals' propensity to criminality, are:

67 City of Seattle, "One Year: Seattle Police Department Annual Report", Seattle Police Department, http://www.seattle.gov/police/publications /AR/AR06_secure.pdf.

1) Establish beat meetings, or integrated service teams, to expand community involvement and communication regarding crime in local neighborhoods. The cities of Chicago and Vancouver provide models for these policy applications.
2) Assess current youth programs and policing involvement with local schools, following research of criminal development connected with impacted youth. Include a comparison of gang-tracking programs, such as those recently implemented in Boston.

Figure PH-8. *Seattle Parking Enforcement Officers; the Parking Enforcement Officers of Seattle Police Department, a small portion of the SPD force.* Source: SPD, Seattle Police Department Annual Report, 2004, 13.

Assessing the State of Seattle Crime and Safety: Promising Trends

Both public opinion and policing statistics depict a relatively safe city, backing the 2006 Gallup Poll that rated Seattle as the safest major city in the nation.[68] Police reports show improved public safety over the years; recent changes to police structure that could continue this trend. These changes make some aspects of analysis challenging: details on recent changes are included at the end of this report.

The most recent survey of the Community Assessment of Policing for Seattle was released in November 2007. The survey, which has been administered every-other year since 2003,[69] communicates public perception of police performance. Despite some discontent in past reports, the overall trend of the survey indicates improved opinions of Seattle police performance since the previous Community Assessment Reports in 2006 and 2003. Seventy-four percent of respondents feel the police respond promptly to emergency calls, effectively prevent crime and deal with neighborhood concerns.[70] Burglary (31 percent)

68 City of Seattle, "One Year: Seattle Police Department Annual Report", Seattle Police Department, http://www.seattle.gov/police/publications /AR/AR06_secure.pdf.
69 City of Seattle, "Biennial Survey: Community Assessment of Policing and Public Safety in the City of Seattle," Office of Policy and Management, http://www.seattle.gov/mayor/issues/ docs/2007_Biennial_Neighborhood_Policing_&_Crime_Survey_Report.pdf, 1.
70 *Ibid*, 6.

and auto theft (25 percent) were mentioned most for serious crime problems. Notable is that roughly one-fifth of those surveyed feel that crime is rising, as opposed to one-tenth who feel crime is falling (61 percent felt it remained the same). Yet 21 percent also believe that police protection has increased, while six percent believe the level of protection has decreased.[71] Also notable are the areas of the city where people avoid because of fear for their personal safety. 56 percent of respondents said there were such areas, and they were: Rainier Ave/Valley/Beach (15 percent); Downtown (12 percent); Pioneer Square (10 percent); Central District (nine percent); South Seattle (nine percent) and White Center (five percent).[72]

A valuable comparison to the Community Assessment of Policing is the Seattle Police Department's 2006 Annual Report. The report notes that in 2006 overall crime was reduced by 18 percent since the previous year, aided by a nine percent drop in property crime and a 15 percent drop in auto theft.[73] Concerning trends remain; however, such as an 18 percent increase in aggravated assaults with firearms since 2005 and a 46 percent increase since 2004.[74] The report also notes that Seattle had a resurgence of gang-related crimes in recent years.[75]

Although there has not been a release of the 2007 Annual Report initial figures released in a January 2008 police department report noted several areas of decreased crime, including rape (28 percent), vehicle theft (29 percent), burglary (20 percent) and aggravated assault (12 percent). Serious crime has decreased 13.7 percent, and the "2007 crime rate in Seattle was the lowest it has been in nearly 40 years."[76]

These figures show crime decreasing overall; yet crime trends, and areas where crime remains relatively concentrated, could be addressed with additional considerations.

Beat Meetings and Neighborhood Integrated Service Teams

The fact that some individuals feel crime has increased when it has actually decreased, and that there remain geographic concentrations of crime, could be partially mitigated through improved connection between neighborhoods and Seattle police. Community policing, a current national policing norm that became popular in the late 1980s,[77] emphasizes connections between police and the neighborhoods they serve.

71 City of Seattle, "Biennial Survey: Community Assessment of Policing and Public Safety in the City of Seattle," Office of Policy and Management, http://www.seattle.gov/mayor/issues/ docs/2007_Biennial_Neighborhood_Policing_&_Crime_Survey_Report.pdf, 1.
72 *Ibid*, 11.
73 City of Seattle, "One Year: Seattle Police Department Annual Report," Seattle Police Department, http://www.seattle.gov/police/publications /AR/AR06_secure.pdf, 18.
74 *Ibid*, 18.
75 *Ibid*, 7.
76 City of Seattle, "Greetings," Seattle Police Department, http://www.seattle.gov/police/publications/Community/08_Community_ Newspaper_insert.pdf, 1.
77 Archon Fung, "Accountable Autonomy: Toward Empowered Deliberation in Chicago Schools and Policing," *Politics & Society*, 29 No 1 (March 2001), http://www.archonfung.net/docs/articles/2001/ FungAccountAutonPS.pdf, 77.

Seattle has a long history with community policing. In a provocatively titled speech, "The End of Community Policing", Seattle Police Department (SPD) Chief Gil Kerlikowske pointed out that community policing is, "the end, the result" of policing rather than a program orientation. Rather than moving between policing program styles, he advocated that police programs should take the best aspects of policing styles of the last century and use them in a way that best continues to serve the community.[78]

Seattle Context: Existing Programs and Alliances

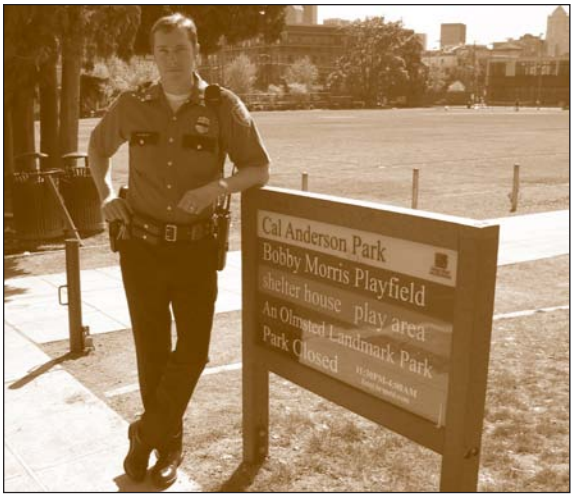


Figure PH-9. *SPD and community groups; 2004 East Precinct Captain Mike Meehan at Cal Anderson Park, one of many relationships the Seattle Police Department keeps with neighborhood community groups.* Source: SPD, Seattle Police Department Annual Report, 2004, 20.

In alignment with the principles of community policing, the Seattle Police Department (SPD) has already established multiple connections with various groups of Seattle residents. For neighborhood groups, this includes: Cal Anderson Park; Alki; Chinatown/International District; Central District; Greenwood Aurora Involved Neighbors (GAIN); Green Lake; Jackson Place; Seward Park; South Park; and the University District.[79] This complements another community-policing program called the Neighborhood Corrections Initiative (NCI), which works in neighborhoods to reduce chronic offenders with drug rehabilitation options.[80] SPD also seeks to develop relationships with non-geographically centered groups with Demographic Advisory Councils, with connections forged with the: African American, East African, Filipino, Korean, Southeast Asian, Latino, Native American, Muslim, Sikh, Arab and LGBTQ communities.[81]

Given the success of community partnering in other cities and how it has fostered trust in Seattle, an expansion of community partnerships could increase SPD's responses to some neighborhoods. A more systematic organization of SPD's community connection could be achieved with monthly beat or community meetings, or a form of Vancouver's neighborhood offices program. Regular beat or area meetings would provide a setting where all community members could collaborate in problem solving. This could be

78 Gil R. Kerilkowske, "The End of Community Policing", (speech delivered at the 2nd Annual National Community Policing Conference Office of Community Oriented Policing, U.S. Department of Justice, Washington D.C. June 18, 2003), https://www.seattle.gov/police/publications/Statements/COP/06_18_03_Comm_Pol.HTM.

79 City of Seattle, "Safe Neighborhoods," Seattle Police Department, http://www.seattle.gov/police/programs/technology/safeneighborhoods.htm.

80 Kery Murakami, "Program Aims to Get Drug Users off Street – and Keep them Out of Jail," *Seattle Post-Intelligencer,* Local Section, November 9, 2004; and City of Seattle, "NCI: Neighborhood corrections Initiative," Seattle Police Department, http://www.seattle.gov/police/programs/emphasis/NCI.htm.

81 City of Seattle, "Reaching Out to Muslim, Sikh and Arabs" *Seattle Police Department: A Report to Seattle Neighborhoods*, January 31, 2008 http://www.seattle.gov/police/publications/Community/08_Community_ Newspaper_insert.pdf, 4.

integrated with, or complement, existing community partnerships by regularly exchanging geographically based information. Also, by attending other group's community meetings, police provide limited time to present and receive information. A beat meeting dedicated to addressing citizen crime concerns would provide a more uninhibited and focused forum for problem solving with Seattle residents.

Tool Criteria

Chicago differs from Seattle in many different ways. It has a much larger population[82] and a very different array of crime concerns, local culture and history. However, the system they created in their police department has many similarities to the community policing style currently employed by SPD. The main difference is the number of neighborhood connections and the regularity and semi-formality of their program. Especially in areas of higher crime concern, regular area meetings might prove valuable in crime reduction and community building.

In contrast to Chicago, Vancouver, British Columbia parallels the City of Seattle in terms of population, climate, and local policing concerns. The most outstanding difference is that of governance; Vancouver policing systems will be very different due to national laws and political structure. As governing norms do not influence these aspects of the policing structures, these factors were not seen as prohibitive to implementing a comparable Neighborhood Integrated Service Team (NIST) program in Seattle.

Two case studies were selected due to slight variation in the models. Beat meetings could be initiated within the Seattle Police Department, researched further by the Department of Neighborhoods, or individual neighborhoods can take initiative to establish a partnership to meet with their local precinct. In contrast, the Vancouver NIST model would require wide interdepartmental cooperation, and/or an initiative from Seattle City Council.

Case Study: Chicago

In 1995, the Chicago Police Department (CPD) responded to increased public complaint by reorganizing their policing system to substantially increase neighborhood involvement. The theory was that a different system would make police better acquainted with neighborhood priorities, increase communication between citizens and the general policing body, and also increase police accountability. This was accomplished with regular monthly meetings for each of Chicago's police beats.[83] Patrols were reorganized into 279 "neighborhood-sized 'beat teams'," each holding open monthly "community beat meetings" for both officers and neighbors.[84] Meetings opened with brainstorming community crime problems, setting priorities among issues, and then pooling ideas and informational resources around the selected issues.[85]

82 City of Chicago, "Demographics". Fact Book 2005, http://egov.cityofchicago.org:80/webportal/ COCWebPortal/COC_ EDITORIAL/Demographics0607.pdf, 9.
83 Archon Fung, "Accountable Autonomy: Toward Empowered Deliberation in Chicago Schools and Policing" *Politics & Society,* Vol. 29 No 1, March 2001 http://www.archonfung.net/docs/articles/ 2001/FungAccountAutonPS.pdf (accessed May 8, 2008), 75
84 *Ibid*, 78
85 *Ibid*, 79

Results were an average of 17-21 residents and five to six beat officers per monthly meeting with low-income residents often participating more than wealthier ones, though the greatest predictor of attendance was the neighborhood crime rate. There were no official positions for residents in the system, allowing participation to be completely voluntary. Although a causal link would be premature from one case study alone, the city saw a steady decrease in violent crime following institution of the program.[86]

The beat meetings provided settings for citizens to learn more about legal options to discourage crime-inducing elements, and coordinate efforts to change their neighborhoods – such as writing letters to business owners and pursuing negligent landlords. They also built connections with schools and parks, helping to address youth violence and taking on the redesign of recreation areas with poor lighting. Regular beat meetings also provided a safe setting for residents to discuss concerns with police and become more directly informed of specific efforts police were taking to reduce crime in their area.[87]

Case Study: Vancouver
Citizens of Vancouver, British Columbia, became more active in their neighborhoods in the early 1990's due to frustrations with their city government. In 1994, one house in Mount Pleasant became a central source of community problems: "Over the course of two years police responded to the house 157 times, fire equipment responded on 43 occasions and other civic departments such as buildings and health responded on an almost weekly basis."[88] Eventually, angry citizens protested the situation at the Vancouver City Council.[89] A staff review revealed the departments had not communicated with each other about what was occurring. The council created a staff action team that quickly resolved the problem, but the city realized it needed to respond to community issues more efficiently.[90]

Over the next 18 to 24 months a new model of Neighborhood Integrated Services Teams (NISTs) was created.[91] NISTs are designed to pull individuals from multiple city services into one communication hub, with team members encouraged to be the single entry and follow up point for solving individual citizen concerns. Teams include members from police, fire, engineering, permit and licensing, libraries, and school and health officials as needed by the community. NIST members retain workload with their originating department, but are extended time for their NIST work. These eight to ten individual members gather once every two to four weeks in the representative neighborhood at a previously established community space, such as a school, library, police precinct, or community center. There,

86 Archon Fung, "Accountable Autonomy: Toward Empowered Deliberation in Chicago Schools and Policing" *Politics & Society,* Vol. 29 No 1, March 2001 http://www.archonfung.net/docs/articles/ 2001/FungAccountAutonPS.pdf (accessed May 8, 2008), 75
87 Archon Fung, "Beyond and Below the New Urbanism: Citizen Participation and Responsive Spatial Reconstruction," *Environmental Affairs* 28, (2001), http://www.archonfung.net/docs/articles/ 2001/Fung.BeyondBelow01.pdf, 625-628.
88 Paul Battershill, "Outline of Mr. Battershills's Presentation," (presented at "A More Cohesive Community" seminar, Central Policy Unit, the Government of the Hong Kong Special Administrative Region) http://www.cpu.gov.hk/english/conference_19981117.htm and http://www.cpu.gov.hk/english/ documents/conference/e-batter.rtf, 8.
89 *Ibid*, 8.
90 *Ibid*, 9.
91 *Ibid*, 14.

individuals can raise issues or concerns with city staff that house an array of knowledge and networking power for problem resolution. NIST members were also placed on private newsgroups to aid collaboration and were made easily accessible via the Internet, with public access at information kiosks within all libraries in the city.[92]

By involving public officials of several different departments, NIST teams have come up with multiple innovative problem-solving scenarios. In a speech to Hong Kong's Central Policy Unit, Deputy Chief Constable Paul Battershill related an interesting story of how varying departmental staff helped resolve a community problem in Southeast Vancouver. A house on a vacant lot, while awaiting the city process allowing for demolition, had become occupied by squatters partying at the location and selling drugs. After the problem had been raised to the NIST team, citizens worked with police to alert them of suspicious activity, who stepped up drug offense enforcement in the area. At the same time, fire and health became involved due to hazards, and the house was boarded up with orders not to occupy. The engineering department team member had the electricity shut off at the location and expedited the redevelopment process to get the permit issued, and demolition carried out, within three weeks of the complaint.

The City of Vancouver's NIST program was recognized three years after its inception by the Public Administration of Canada with an Innovative Management Gold Award,[93] and again in 2003 by the United Nations with an Innovations in Public Service Award.[94] As a model for Seattle, it would expand beyond the concept of beat meetings to involve other departments. Existing Neighborhood Service Centers might serve as a base from which to build more integrated and personalized city service provision. Deputy Chief Constable Battershill noted that the main thing to overcome was mindset. The program doesn't require additional resources or another layer of bureaucracy, just a more creative use of existing staff within a new framework. Yet, because it utilizes multiple departments in a new way, it does require strong report from central city governance.[95] The main impediment to this tool is that it creates a bureaucratic structure not yet tried in Seattle.

92 Paul Battershill, "Outline of Mr. Battershills's Presentation," (presented at "A More Cohesive Community" seminar, http://www.cpu.gov.hk/english/conference_19981117.htm and http://www.cpu.gov.hk/english/ documents/conference/e-batter.rtf, 8.
93 City of Vancouver, "City Wins National Award for Neighborhood Integrated Service Delivery Model," Press Release (May 6, 1997), http://vancouver.ca/ctyclerk/newsreleases1997/NRnist.html.
94 City of Vancouver, "Vancouver Wins Prestigious UN Award". Press Release (March 11, 2003), http://vancouver.ca/ctyclerk/NewsReleases2003/NRunaward.htm.
95 Paul Battershill, "Outline of Mr. Battershills's Presentation", (presented at "A More Cohesive Community" seminar, http://www.cpu.gov.hk/english/conference_19981117.htm and http://www.cpu.gov.hk/english/ documents/conference/e-batter.rtf, 16.

Researching Youth Programs

> "We need things for youth to do. There's nothing to do in Rainier Valley."
> – Southeast Sector participant

> ""We have a high youth population out here, and the biggest challenge is the continuation of youth violence, quite frankly"
> – Tom Byers, Recent Captain of the Seattle Police Department South Precinct[96]

International speaker and researcher Irvin Waller noted in a UN publication:

> Many of the same factors that precipitate persistent involvement in persistent fights, excessive alcohol use, or theft from cars, also precipitate illicit drug use. Like most of the crime discussed in this report, the most effective way to reduce the persistent use of drugs is through tackling the social situations that generate the persistent users – relative child poverty, failure in school, lack of job possibilities, etc. However, illicit drug use pushes persistent offenders both to additional violent crime involved in fights over trafficking and to crime to pay for the drugs.[97]

The Canadian Criminal Justice Association produced a report that stated, "Persistent and serious criminals tend to be males brought up in socially disadvantaged situations. Systematic studies that follow the development of young children can identify specific experiences which predispose some individuals to crime."[98]

Not only does failure in school lead to increased potential towards crime as an adult, but also increased tendency towards crime when young, including gang membership. In a Youth Gangs overview from the Juvenile Justice Bulletin, a Seattle-based study was referenced citing the most important factors leading to gang membership. For community factors, the most important influence was growing up in a neighborhood where drugs are readily available; for school it was lower grades, school commitment, education aspiration, test scores, and higher levels of antisocial behavior.[99]

Figure PH-10. *Gang Signal; young Guatemalan flashing gang member hand signal.* Source: "Ten Young Former Gangsters Start Businesses on Guatemala Reality Show" USAID Frontlines, March 2006.

96 Erik Hansen, "The South Precinct's Native Son Moves On," *Beacon Hill News & South District Journal*, May 16, 2008, Top Local Stories Section

97 Irvin Waller, "Policy Implications: Related to National and International Surveys" in *Understanding Crime: Experiences of Crime and Crime Control*, (Part of the Acts of the International Conference of the United Nationals Interregional Crime and Justice Research Institute, Rome, 18-20 November 1992) ed. Anna Alcazzi Sel Frate, Ugljesa Zvekic, Jan J.M. van Dijk, http://www.unicri.it/wwk/publications/books/ series/understanding/12_POLICY_IMPLICATIONS.pdf, 214.

98 Canadian Criminal Justice Association and the Canadian Council on Social Development, "Crime Prevention Through Social Development: A Discussion paper for Social Policy Makers and Practitioners," (1984) http://www.ccsd.ca/cpsd/ccsd/pdf/cptsd1984.pdf, 4.

99 Office of Juvenile Justice and Delinquency Prevention (OJJDP), "Youth Gangs: An Overview," *Juvenile Justice Bulletin*, (August 1998) http://www.ojjdp.ncjrs.gov/jjbulletin/9808/why.html.

Intervention and development projects are helpful for youth both during and before adolescence. Recent research corroborates theories that intervention at an early age might be more successful at reducing adult criminality than programs carried out later on.[100] In addition, gang recruitment itself can occur long before adolescence; some recruitment begins as early as age five.[101] As gang activity has recently increased in the City of Seattle,[102],[103] which has a strong correlation with youth involvement, programs dealing with gangs and youth interventions are addressed in this section.

There are currently many programs in the city focused on youth,[104] however the efficacy of the various programs does not appear to have been comprehensively researched; neither have potential program modifications to increase effectiveness been addressed. An assessment of current local youth programs either within the Seattle Police Department or by the Seattle Department of Neighborhoods, could point to where youth programs might be further refined.

Seattle Context: Local Programs for Youth

The Seattle Police Department and other departments in the city currently offer extensive programs offered for youth, both within the Seattle Police and in other Seattle departments. SPD Programs include Yo SPD! Youth Outreach, Police Explorers Program, Truancy mentors and School liaisons, Seattle Team for Youth and Drug Court.[105] Many of these house multiple other programs within them, each with slightly varying foci. For instance, the Youth outreach program has two liaisons that often work with kids directly to develop programs, including Gang Prevention in Refugee Communities, Truancy mentoring

Figure PH-11. *Life Choices and the Law; police officer interacting with youth at the "Life Choices and the Law" Youth Conference.* Source: Weed & Seed Seattle: Report to the Community, 2006, 12.

100 David Hawkins et al, "Promoting Positive Adult Functioning Through Social Development Intervention in Childhood". *Pediatrics and Adolescent Medicine*, 159 (January 2005) http://archpedi.ama-assn.org/cgi/reprint/159/1/25, 1.

101 Jennifer Sullivan and Lauren Vane, "Police, Sheriff's Units Tackle Growing Seattle-area Gang Problem," *The Seattle Times*, May 22, 2008, Front Page/Local Section.

102 City of Seattle, "One Year: Seattle Police Department Annual Report, " Seattle Police Department, http://www.seattle.gov/police/publications/AR/AR06_secure.pdf, 7.

103 Also reiterated in recent news. See the following:
- Jennifer Sullivan and Lauren Vane, "Police, Sheriff's Units Tackle Growing Seattle-area Gang Problem," *The Seattle Times*, May 22, 2008, Front Page/Local Section http://seattletimes.nwsource.com/html/localnews/2004430842_gang22m.html;
- Erik Lacitis, "Teens Talk, But is Mayor Listening?" *The Seattle Times*, May 5, 2008, Politics and Government, http://seattletimes.nwsource.com/html/politics/2004392642_kidstalk05m.html;
- Erik Hansen, "The South Precinct's Native Son Moves On", *Beacon Hill News & South District Journal*, May 16, 2008, Top Local Stories Section, http://www.pacificpublishingcompany.com/site/tab3.cfm?newsid=19697521&BRD=855&PAG=461&dept_id=515262&rfi=6.

104 Office of Juvenile Justice and Delinquency Prevention, "Weed and Seed," http://www.dsgonline.com/mpg2.5/TitleV_MPG_Table_Ind_Rec.asp?id=612.

105 City of Seattle, "Youth Programs," Seattle Police Department, http://www.seattle.gov/police/programs/youth.htm.

and monitoring and Athletic activities.[106] The school partnerships program offers a middle school curriculum dealing with gun violence, as well as School Resources Officers who work full-time in schools to provide mentoring and constructive outreach.[107]

Seattle Team for Youth is a collaborative program involving SPD, schools, courts, public health and local communities in case management for kids who are in gangs or at risk for joining gangs. Its connection with Human Services brings up a host of other city programs addressing other youth-related issues, including from academics, to homelessness. Human Services and SPD also coordinate on the federally initiated Weed & Seed program, which has three Seattle sites. SPD is the grantee and fiscal agent for these program sites, each of which receives $225,000 per year, including some allocation towards neighborhood restoration.[108]

Criteria
The City of Boston was selected because it is comparable to Seattle in both municipal characteristics and youth program background. Boston possesses a similar neighborhood orientation and population to Seattle. In addition, the Boston "Cease Fire" program not only targeted gangs (a recent youth-related problem in the local crime scene), but also was initiated in a context analogous to some specific Seattle programs in the last decade, with stricter prosecution and enforcement of firearm offenses.

Case Study: Boston
The city of Boston has had some noteworthy success in how it has handled youth in regard to dealing with gangs and has recently made news with newly installed regional gang tracking software. An article in 2006[109] detailed a particularly successful program following a year riddled with gang violence, when 2005 homicide rates rose to a 10-year high. Known gang members were gathered in vans, and had weapons and mobile phones removed so as to prevent ambush coordination. They were then brought to the city's JFK library, where with police, social workers and ministers, they negotiated terms to help minimize outbreaks of violence: staying out of rival turfs, no shooting other gang members outside of home turf and to call a minister before retaliating for slights. The truce was deepened over time with helping secure summer jobs for gang members, offering them school tutoring, putting money into a teen center, and even arranging for football tickets through the Police Athletic league.[110]

What some articles about this incident did not mention was that the initiative, called "Operation Ceasefire", was an extension of an earlier zero-tolerance comprehensive gang policy that included increased illegal firearms tracking and prosecution. The program was

106 City of Seattle, "Yo! SPD – Youth Outreach," Seattle Police Department, http://www.seattle.gov/police/programs/youth/YOspd.htm.
107 City of Seattle, "School partnerships," Seattle Police Department, http://www.seattle.gov/police/programs/youth/schools.htm.
108 City of Seattle, "Weed and Seed Seattle: A Report to the Community," Seattle Police Department, http://www.seattle.gov/police/ publications/Community/2006_WeedSeed_AR.pdf, 1.
109 Otis White, "(Attention, Condoleezza Rice) How Boston Ended a Gang War", *Governing.com*, (November 16, 2006) http://www.ucsur.pitt.edu/govdotcom.pdf, 2.
110 *Ibid*, 2.

initiated in 1995 with promising results; a study showed that it resulted in reduced youth homicides for the next two years as well as the number of gun assault incidents, and "shots fired" calls for service. The program has since been implemented in other cities, including Minneapolis, Minnesota; St Louis, Missouri; and Los Angeles, California.[111]

Boston has plans to follow up on its gang prevention strategy in August with a new gang database. Set to be implemented in August, the program is being developed to help track gang member movement statewide, joining local police department records into a central clearinghouse. The database is funded through a $12 million grant from the Department of Justice[112] and will take $100,000 per year to maintain.

Figure PH-12. *National Night Out Open House; officer lending a hand at the E-13 National Night Out Open House in Boston, one of a month-long series of events promoting an initiative that helps police bond with neighborhoods and increase awareness in the Neighborhood Watch Program.* Source: National Night Out Boston 2007, "Unity Through Community". Boston Police Department, 15.

This program is one of numerous youth programs across the country oriented towards crime prevention, intervention, and mitigation. The Office of Juvenile Justice and Delinquency Prevention has a Model Programs guide, offering 31 program types, each listing a variety of scientifically evaluated youth programs. Gang prevention alone, such as the Boston Ceasefire Case, is one of 13 programs listed; overall prevention programs number 175. Programs can also be searched based on special populations, problem behaviors, and target strategies.[113] This is not the only source for innovative programs; for instance, the Eisenhower Foundation has some interesting Youth possibilities, such as the four-year Quantum Opportunities Program, which offers stipends as incentives for graduation, or the development of full-service community schools.[114] The range of options, and their varying applicability, suggests that certain programs might serve some populations better than others.

Other Programs and the Seattle Connection

If some populations respond better with particular program types, it suggests that some areas of Seattle might benefit from adjusted programs for their area. However, research

111 Office of Juvenile Justice and Delinquency Prevention, "Operation Ceasefire", http://www.dsgonline.com/mpg2.5/TitleV_MPG_Table_Ind_ Rec.asp?id=371; and Anthony A. Braga, David M. Kennedy, Elin J. Waring, and Anne Morrison Piehl, "Problem-Oriented Policing, Deterrence, and Youth Violence: An Evaluation of Boston's Operation Ceasefire." *Journal of Research in Crime and Delinquency* 38(3) (2001).

112 Jessica Van Sack, "With new database, gangs can run but not 'hide'", *Boston Herald*, News & Opinion Local Coverage Section, May 5, 2008.

113 Office of Juvenile Justice and Delinquency Prevention, "Model Programs Guide", http://www.dsgonline.com/mpg2.5/mpg_index.htm.

114 The Eisenhower Foundation, "Quantum Opportunities Program 2003 Forum: Lessons Learned". (February 2005) http://www.eisenhowerfoundation.org/docs/QOPForumReport_v4.pdf, and "Replicating and Evaluating" http://www.eisenhowerfoundation.org/replicating.php.

has not indicated whether current program development has been compared with these models, or whether program efficacy has been evaluated on its own.

Likewise, gang prevention software has potential as a tool to address youth delinquency and gangs. In this arena, State patrol is currently developing a gang-tracking database that could link to a previous Seattle program. In 1994, the Seattle Police Department was awarded a grant from the US Department of Justice Office of Community Oriented Policing Services (COPS). The grant funded a SPD Youth Handgun Initiative, which increased the severity of consequences for youth committing gun crimes, initiated the middle school program on gun violence currently used by SPD, hired a prosecutor focus solely on juvenile firearm cases, established school enforcement teams, funded research for program progress and purchased a new crime analysis and mapping software system.[115] The software system focuses on juveniles who illegally possessed or used firearms, which included some gang information in the database. Although this system is not explicitly stated as active in SPD reports, it is believed to still be used.

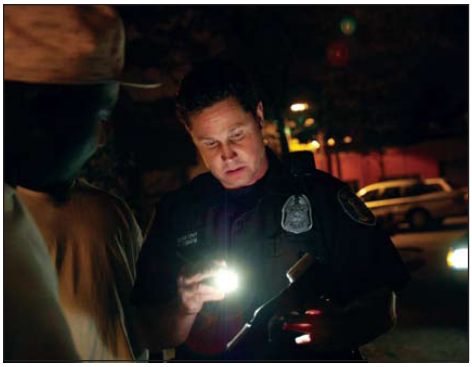


Figure PH-13. *Seattle Police Gang Unit; a detective of the Seattle Police Gang Unit checks a youth's identification during a Saturday night patrol of Ranier Avenue.* Source: SPD, Seattle Police Department Annual Report, 2006, 7.

A measure passed this year in State Legislature allowed the State patrol to begin building a gang database for the Washington state.[116] If the SPD system is still active, it could be linked or merged with the program being created. Seattle Police could then work with State patrol to compare the database organization to that being developed by Boston Police Department, or other potential programs being established in the United States.

In the Boston example, the program followed up first with more interpersonal negotiating with gangs, and then moved on to a computer database. In the Seattle model, it was paired with a database that focused not on gangs but firearm possession first, and more recently has been following up with more personalized gang programs. This can be seen with the conference in the East African community on gang prevention,[117] though this is not the direct intervention used in the Boston Ceasefire dealing with gang youth. The smaller variations indicate differences in program approach that may hinder or improve youth outreach.

115 Office of Juvenile Justice and Delinquency Prevention,"Seattle's Effective Strategy for Prosecuting Juvenile Firearm Offenders", *Juvenile Justice Bulletin*, (March 2000), http://www.ncjrs.gov/html/ojjdp/jjbul2000_03_5/intro.html, 2.

116 Jennifer Sullivan and Lauren Vane, "Police, Sheriff's Units Tackle Growing Seattle-area Gang Problem," *The Seattle Times*, May 22, 2008, Front Page/Local Section.

117 City of Seattle, "Yo! SPD – Youth Outreach," Seattle Police Department, http://www.seattle.gov/police/programs/youth/YOspd.htm.

Commentary on Violent Crime Concentrations

Policing programs are only one element affecting crime in neighborhoods and are only one type of remedy to a problem rooted in multiple sources. The connection between lacking social support and increased potential for delinquency becomes very apparent with continued research. For instance, the Canadian report, "Crime Prevention Through Social Development" noted that few subsidized housing projects include day-care, multi-service centers, and other social and recreational needs.[118] For every one dollar invested in children in need, it is estimated that five dollars will be saved in welfare and policing costs.[119] With the increased tendency towards delinquency with the association of delinquent peers, it becomes even more of an issue when low-income, poorly supported groups are crowded together with insufficient systemic support, such as with large public housing projects:

> Low income, in itself, is not necessarily a cause of delinquency. However, when multiple disadvantages in health care, education, family life and leisure activities accompany poverty, the possibility of persistent and serious delinquency increases. Large public housing projects can amplify the effects by concentrating families with multiple problems into one area. The concentration in high-density housing of large numbers of single-parent families, unemployed individuals, and physically or psychiatrically disabled citizens tends to overburden available community resources and compound feelings of isolation and deprivation. The concentration of potential delinquents can result in increased delinquency due to mutual reinforcement.[120]

Policies tending to balkanize income groups rather than keeping diverse income levels dispersed throughout a city might be of concern for crime. For instance, there has been a recent concentration of subsidized housing in southern sections of the city.[121] The provision of subsidized and low-income housing is both laudable and necessary for communities, yet it may lead to community stresses if disproportionately concentrated in certain parts of the city. Based on experiences from across the US, an argument can be built suggesting ways not to further concentrate low-income groups into this area. If a city sector has already reached its population density requirements and has a median income that is below city norms, it may be advisable to disperse low-income housing to other areas of the housing and allow low-income areas time for middle-class development with economic support programs.

Were it in the scope of research addressing youth programs, investigation of more specific policy actions in the city falling outside the strict realm of policing and youth programs may benefit areas with higher violent crime concentrations.

---

118 Canadian Criminal Justice Association and the Canadian Council on Social Development, "Crime Prevention Through Social Development: A Discussion paper for Social Policy Makers and Practitioners," http://www.ccsd.ca/cpsd/ccsd/pdf/cptsd1984.pdf, 7.

119 Irvin Waller, "Policy Implications: Related to National and International Surveys" in *Understanding Crime: Experiences of Crime and Crime Control*, (Part of the Acts of the International Conference of the United Nationals Interregional Crime and Justice Research Institute, Rome, 18-20 November 1992) ed. Anna Alcazzi Sel Frate, Ugljesa Zvekic, Jan J.M. van Dijk, http://www.unicri.it/wwk/publications/books/ series/understanding/12_POLICY_IMPLICATIONS.pdf, 195.

120 *Ibid*, 11.

121 City of Seattle, "Southeast Seattle Action Agenda (Includes City Responses)," http://www.seattle.gov/mayor/issues/sesaa/pdf/SESeattleActionAgenda-ReportResponses3-24-05-revised.pdf, 7.

Figure PH-14. *Police Explorers; Advisor Officer Brandon Jones with graduating police explorers, one of many youth-interaction programs active with the Seattle Police Department.* Source: SPD, Seattle Police Department Annual Report, 2004, 15.

Recent Changes, Reporting, and Other Hurdles in Assessment

On March 7, 2007, Mayor Greg Nickels released the new Neighborhood Policing Plan. In addition to the 49 officers that have been hired since 2005, it stated that 105 additional officers will be added between 2008 and 2012 (more than a 10 percent increase in sworn officers).[122] Police Officer retention and recruitment will likely be aided by a pending agreement to increase police wages equivalent to levels more competitive among major west-coast cities, in exchange for disciplinary changes proposed by the Mayoral Police Accountability Panel.[123] The plan also alters the police officer shift to balance workloads, and redraws police beats for the first time since the 1970s. These changes are aimed at deriving a more consistent response time and allowing further resources for proactive problem solving.[124] The plan shows that the overall number of beats has been reduced from 64 to 51 beats, yet correlating beats and work shifts to both when and where policing needs are greatest may lead to positive results.[125]

Analysis of what this reorganization implies for the city is presently premature. Current performance can partially be assessed by looking at concentrations of crime by type or geography, issues that might not be initially apparent with city averages. Some indication of geographic concentration can be derived from the 2006 census reporting method, which approximates crime averages per capita for areas of varying size, and what is beyond

122 City of Seattle, "Seattle Mayor Greg Nickels, Neighborhood Policing Staffing Plan, Executive Summary," Office of the Mayor, http://www.seattle.gov/mayor/issues/policing/PDF/Plan_ execsummary_FINAL.pdf, 1.
123 Scott Guttierrez, "Seattle Police Offered Top Pay in State" *The Seattle Post Intelligencer*, April 25, 2008. http://seattlepi.nwsource.com/local/360502_police25.html.
124 City of Seattle, "Seattle Mayor Greg Nickels, Neighborhood Policing Staffing Plan, Executive Summary," Office of the Mayor, http://www.seattle.gov/mayor/issues/policing/PDF/Plan_ execsummary_FINAL.pdf, 1.
125 City of Seattle, "Neighborhood Policing Staffing Plan 2008 – 2012," Seattle Police Department, http://www.seattle.gov/mayor/ issues/policing/PDF/NeighborhoodPolicing_2007_FINAL.pdf, 15,16.

city-level medians. For instance, more property crime "Considerably Above the Median" was prominent in what is currently the North Precinct, and concentrated in the current West Precinct. Violent crime, however, was notably low in the current North Precinct, but concentrated in the West, East and South precincts.[126] These assessments seem consistent with square-mile crime densities, as can be observed from the crime statistics maps on the SPD website.[127] If these observations remain relatively consistent with the future 2007 Annual report, it indicates potential for sectors to continue investing in programs specific to their geographic needs.

Future reporting of crime trends should take these changes into account. In addition, research can also be directed towards how effective these changes are at achieving their intended goals.

Tool Resources for the City

Already stated:

- Establish regular beat meetings for neighborhoods, so that communities can hear what police are doing, share concerns, and provide insights about red flag areas.
- Alternatively, establish monthly community service team meetings, with police officers participating as one of the city services. Police can then collaborate with other city officials about possible neighborhood concerns.
- Evaluate current youth programs to assess whether they are effectively addressing city needs.

Additional considerations:

- Consider offering a small reward for graffiti reporting (San Francisco) or develop graffiti removal kits (Vancouver) in addition to the Seattle free paint hotline.
- Consider incorporating citizens in stolen car recovery (Vancouver).
- Consider linking police website to Seattle most wanted program (Vancouver).
- Add statistics reporting map link to each precinct webpage.

Figure PH-15. *Bicycle Patrollers; Southwest Community Police Team bicycle patrollers for Alki Beach.* Source: SPD, Seattle Police Department Annual Report, 2004, 6.

126 City of Seattle, "One Year: Seattle Police Department Annual Report," Seattle Police Department, http://www.seattle.gov/police/publications /AR/AR06_secure.pdf, 23-25.
127 City of Seattle, "2007 Crime Statistics," Seattle Police Department, http://web1.seattle.gov/seastats/doStatistics.aspx.

Integrating Public Health & Neighborhood Planning

Thus far, this section has provided tools to address the most pressing of the neighborhood based public health and safety concerns present in Seattle as identified by neighborhood focus groups or recent research. It is not feasible, however, to address all identified and potential sources of environmental health impacts that may arise during the neighborhood plan update process. Integrating public health interests into the process itself is a more realistic means of ensuring all public health issues are identified and addressed.

Successfully integrating public health goals into the planning processes depends upon collaboration with public health professionals, specific planning activities, as well as methods to evaluate a plan or action's effect on public health.[128] Public Health – Seattle & King County (PHSKC) is the local public health agency in Seattle. It is nationally recognized for successfully advocating public health issues during planning activates. It has created a robust organizational infrastructure, as well as specific methods, to integrate public health issues into land use decision-making and built environment design processes. It is recognized nationally as a successful case study in this matter.[129] PHSKC's work is used as a case study to illustrate all strategies presented in this section.

Interdepartmental Collaboration

Building strong, lasting relationships between planning and public health departments is important to ensuring that health concerns are addressed during planning activities.[130] For maximum effectiveness, these ties should be present before the actual planning process even begins. The American Planning Association (APA) suggests the following methods for establishing and supporting such a relationship:

- Schedule regular meetings between Public Health and Planning Departments
- Form an interdepartmental public health working group
- Designate a staff person as an interdepartmental liaison
- Form external partnerships
- Collect data to support health recommendations
- Collect case studies
- Document collaborations
- Track meetings, new legislation, and studies related to healthy communities
- Write articles to gain public recognition/support
- Present public health efforts to other interested parties

<u>Interdepartmental Collaboration Case Study</u>
Public Health – Seattle & King County (PHSKC) has already taken steps to build interdepartmental connections, especially with planning agencies, to advance the

128 Morris et al., *Integrating Planning and Public Health (PAS 539/540)* (Chicago: American Planning Association Planning Advisory Service Report, 2006).
129 National Environmental Health Association. "Land Use Planning and Design," http://www.neha.org/research/landuseplanning.html.
130 Morris et al., 2006.

inclusion of public health measures into the design of the built environment.[131] In 2003, PHSKC's Environmental Health Division formed an internal interdisciplinary team called the Environmental Health Community Assessment Team (EHCAT). This group laid the groundwork for integrating public health measures into local planning practices. PHSKC has since developed partnerships with the Puget Sound Regional Council (PSRC) and municipal planning agencies throughout King County, including the City of Seattle. PHSKC has consulted with planners from these organizations on a routine basis and has jointly conducted outreach and advocacy activities. For example, PHSKC participated in planning meetings on the Seattle Neighborhood Business District Strategy and the Seattle Street Design Manual.

PHSKC Environmental Health staff has made joint presentations with planners to state and local decision-makers such as the Washington State Association of County Commissioners, King County Planning Directors and a variety of regional council policy boards. PHSKC has also worked with numerous community advocacy groups such as the Active Transportation Coalition, Transportation Choices, Feet First, and the International District Housing Alliance.

PHSKC has collected data and carried out research to support land use decisions that advance public health. It provided data for a "Land Use, Transportation, Air Quality and Health" (LUTAQH) study commissioned by the King County Executive, which supports the health goals of the King County comprehensive plan.[132] The study examined health implications and potential strategies for integrating health, land use, and transportation planning. Some of the findings of the study are as follows:

- Residents of the most walkable areas of King County were more physically active and less overweight than those in areas with fewer pedestrian-friendly amenities.
- Residents walk more when a variety of retail services are available nearby.
- People choose to walk more when transit choices are near.
- People drive less in areas of greater interconnectivity.
- Residents of the most walkable neighborhoods are 2.4 times more likely to get 30 minutes of exercise a day.

Resources that may be useful during the Seattle neighborhood plan update include information on the built environment's link to public health as well as the interdepartmental organizational infrastructure developed by PHSKC. To establish ties between public health agencies, such as PHSKC, and planning agencies, the APA recommends the following steps:[133]

131 Julie West, "Planning Ahead for Healthy Communities," *Northwest Public Health*. Spring/Summer 2008: 12-13, http://www.nwpublichealth.org/docs/nph/s2008/west_s2008.pdf, and National Environmental Health Association, "Public Health – Seattle & King County's Push for the Built Environment," http://www.neha.org/pdf/research/SeattleKingCountyfinalCaseStudy2006.pdf.

132 King County, "A Study of Land Use, Transportation, Air Quality and Health (LUTAQH) in King County, WA, King County Metro Transit, http://www.metrokc.gov/exec/news/2006/pdf/lutaqhupdated.pdf.

133 Worksheets to implement these steps are available from the American Planning Association. "Healthy Communities through Collaboration", http://www.planning.org/research/healthycommunities.htm.

1) Share agency missions and priorities
2) Develop goals for working together
3) Identify interest and ability for joint work
4) Create a collaborative map and timeline
5) Form group protocols and ground rules

Planning Process

Successfully incorporating public health goals into neighborhood plans will also involve action during the planning process.[134] These actions range from inviting public health officials to planning meetings to the completion of detailed paperwork.

From the outset of the planning process, public health experts should be included as stakeholders.[135] Another major initial step towards integrating public health into plans is to explicitly state public health as a goal of the plan. Neighborhood plans should include a narrative describing the link between the built environment and public health as a rationale for addressing public health issues.[136] Various organizations also make resources available to help facilitate public health concerns in the planning process (See Figure PH-16).

Organization	Web Address
Active Living By Design	http://www.activelivingbydesign.org/
Active Living Research	http://www.activelivingresearch.org
American Planning Association (APA)	http://www.planning.org/healthycommunities/
Municipal Research and Service Center of Washington (MRSC)	http://www.mrsc.org/Subjects/HumanServices/healthyLandUse.aspx
National Association of County and City Health Officials (NACCHO)	http://www.naccho.org/topics/hpdp/Land_Use_Planning.cfm

Figure PH-16. *Healthy Community Design Online Resources.* Source: UDP Studio.

Planning Process Case Study

PHSKC's Environmental Health Division staff members are ideal public health stakeholders. PHSKC has also successfully lobbied for the inclusion of Public health goals as a component of several of Puget Sound Regional Council's Vision 2020 regional plan sections. Public health considerations and concerns are also addressed in the King County Comprehensive Plan.

In Seattle, specific exercises also exist to assist planning participants explicitly address public health measures as they formulate plans. The Design for Active Living Workgroup, containing members of PHSKC along with other King County organizations, created a Design for Active Communities Checklist. This checklist is used to support incorporate

134 Morris et al. *Integrating Planning and Public Health (PAS 539/540).* Chicago: American Planning Association Planning Advisory Service Report. 2006, 12.
135 *Ibid*, 10.
136 *Ibid*, 12.

of active living design elements into plans.[137] It is designed for planners to use as they create and update land use plans, design projects, and create or update regulations and is potentially useful to neighborhood planning organizations and the City of Seattle to incorporate public health goals into the neighborhood plan updates.

A second Design for Active Communities Checklist is being created collaboratively with the development community.[138] Beyond the planning process, this may be a means for neighborhood groups to ensure that public health considerations are incorporated into new development projects.

Health Impact Assessments

In addition to Design for Active Communities Checklists, Health Impact Assessments (HIAs) are means to ensure that public health is considered during planning and development. Although the scope and structure of HIAs vary from case to case, they are defined as "a combination of procedures, methods, and tools by which a policy, program, or project may be judged as to its potential effects on the health of a population, and the distribution of those effects within the population." [139] HIAs offer an opportunity to raise awareness of the link between land use and health. They offer a set of recommendations that highlight practical ways to enhance the positive health effects of a proposal's outcomes and to remove or minimize its negative effects.

While HIAs are common in Europe and Australia, few have been carried out in the U.S. Local health departments, foundations, or federal agencies funded most HIAs completed in the U.S. They commonly addressed concerns about health disparities and range from informational checklists to multi-step processes. They have been used to address topics as precise as the policy of a local housing authority on the flooring options in public housing developments to topics as broad as the federal farm bill. And although the use of quantitative and qualitative methods varied, most HIAs presented recommendations for policy or project changes to improve health. HIAs are not regulatory.

Implementing an HIA usually involves the following steps:

- Screening – identifying projects or policies to be evaluated.
- Scoping – identifying which health impacts should be included.
- Risk assessment – Identifying how many and which people may be affected, as well as how they may be affected.
- Report results to decision makers – making report suitable to the intended audience.
- Evaluate impact on actual decision process.

137 Julie West, "Planning Ahead for Healthy Communities," *Northwest Public Health*. Spring/Summer 2008, http://www.nwpublichealth.org/docs/nph/s2008/west_s2008.pdf, 12-13, and National Environmental Health Association "Public Health – Seattle & King County's Push for the Built Environment," http://www.neha.org/pdf/research/SeattleKingCountyfinalCaseStudy2006.pdf.

138 Public Health – Seattle & King County. "King County Overweight Prevention Initiative," http://www.metrokc.gov/HEALTH/overweight/10pointplan.htm.

139 Dannenberg et al., "Use of Health Impact Assessment in the U.S:27 Case Studies, 1999 – 2007," *American Journal of Preventive Medicine*. 34.3 (2008): 241-56.

HIAs are an informal tool and the methods used to predict health outcomes vary. HIAs generally use quantitative measures of health status and environmental conditions to describe existing conditions and offer evidence of health priorities and needs. Most HIAs include an expert's judgment of the direction, but not necessarily the magnitude, of an effect on a health indicator, such as asthma morbidity, academic performance, personal safety, mental health, or social capital. Assessments are based predominantly on expertise and empirical research, often due to unavailability of quantitative forecasting methods or data inputs.

HIAs are often criticized for their lack of quantitative rigor and accurate models. There has also been little evaluation of their effectiveness at changing policy or development. However, due to their flexibility and non-regulatory nature, they are potentially useful in the neighborhood plan update process, either for assessing individual plan elements, overall plans, or development projects that result from neighborhood plans. HIAs offer a method to evaluate whether a neighborhood plan actually advocates healthy community design and if so, carries out its mandate. At the very least HIAs help facilitate informed decision making regarding public health and land use. More information on the range of HIAs that have been carried out nationally and nationally can be found through various HIA advocacy groups (See Figure PH-17).

Organization	Web Address
Human Impact	http://humanimpact.org/
National Association of County and City Health Officials (NACCHO)	http://www.naccho.org/topics/hpdp/land_use_planning/LUP_Tools_Links_to_HIA.cfm
University of California Los Angeles (UCLA)	http://www.ph.ucla.edu/hs/health-impact/
World Health Organization (WHO)	http://www.who.int/hia/en/

Figure PH-17. *Health Impact Assessment Online Resources.* Source: UDP Studio.

Health Impact Assessment Case Study

Through a Healthy King County grant, PHSKC's Environmental Health Services Division carried out an HIA in partnership with Feet First,[140] the Seattle Department of Planning and Development, and the neighborhood Beacon Hill Pedestrian Group.[141] The HIA examined development around a new Sound Transit Link Light Rail station in North Beacon Hill. HIA activities included gathering information about the community's assets (e.g., parks, recreational areas, community organizations, businesses, and transportation options), reviewing neighborhood planning guidelines and literature that link health and elements of the built environment, meeting with community members, facilitating a walking audit, and holding a collaborative design session with community and agency stakeholders. Health issues that emerged were opportunities for physical activity, pedestrian/cyclist safety, and community social cohesion and connectedness. The project team expects to deliver results of the HIA in the spring of 2008. PHSKC has also worked with the Montlake community on an HIA addressing the State Route 520 Bridge redesign project, as well as an HIA addressing a town center revitalization project in Burien.

140 A pedestrian advocacy organization, see http://www.feetfirst.info/.

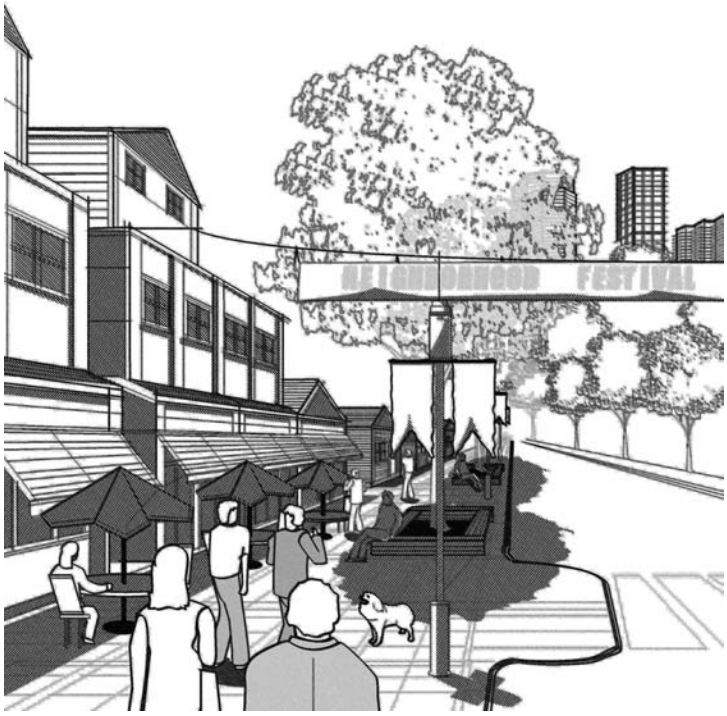
141 West, Julie, "Planning Ahead for Healthy Communities," *Northwest Public Health*. Spring/Summer 2008, http://www.nwpublichealth.org/docs/nph/s2008/west_s2008.pdf, 12-13, and National Environmental Health Association, "Public Health – Seattle & King County's Push for the Built Environment," http://www.neha.org/pdf/research/SeattleKingCountyfinalCaseStudy2006.pdf.

Conclusion

Improving the public health and safety of Seattle residents is no small task, but it is not impossible. With an understanding of the most pertinent issues, specific tools to address them, and knowledge of how these tools can be used in Seattle, neighborhood planners can begin to positively impact public health and safety in their neighborhoods and throughout Seattle.

As cities constantly change, programs must be adapted to serve local populations. Based on our focus group findings, the most pertinent public health and safety issues are pedestrian safety, bicycle safety, food accessibility, and crime and policing. We have found Seattle to be a leader in addressing these issues. The city often recognizes the need for infrastructure, policy, or services to meet these public health and safety needs. However, there are existing tools that could be better tailored to neighborhood-use and tools that have been successful in other cities that may also be successful in Seattle.

Urban Design



UD

[page intentionally left blank]

Urban Design Table of Contents

Introduction UD-1
New Building Development UD-3
Streetscape Environment and Open Space UD-13
Preservation and Economic Development UD-22
Improving Neighborhood Involvement in Design Review UD-32
Approaches Addressing Multiple Design Issues UD-35
Implementation Strategies UD-38
Conclusion UD-41

[page intentionally left blank]

Introduction

This paper focuses on urban design issues raised by Seattle residents during the sector focus groups. Overall, community members are not as concerned with increased density in their neighborhoods as with the look or feel of the new development (e.g. "cookie-cutter" condominiums). In other situations, the residents want to improve their neighborhood design amenities (e.g. add street trees).

Issues related to urban design fall into 12 topic areas. The first 11 topics are physical design issues, while the last deals with the process of urban design. To organize these issues, they are combined under larger categories as shown below:

- New Building Development
    1) Transitions between large and small buildings
    2) New large lot buildings in formerly small parcel areas
    3) New buildings disregarding context and character
    4) Lighting, shadows and the "canyon" effect from tall buildings
    5) Monotonous developments
    6) Poor quality of building materials in new construction
- Streetscape Environment and Open Space
    7) Trees and landscaping
    8) Pedestrian-scale lighting
    9) Inadequate open space location and design
- Preservation and Economic Development
    10) Preservation of historic, ethnic and vernacular architecture
    11) Design that enhances and supports economic development in commercial corridors
- Improving Neighborhood Involvement in Design Review
    12) Neighborhood control in the design review process
- Approaches Addressing Multiple Design Issues
- Implementation Strategies

Although focus group members did not typically use the term, all of the issues they raised are related to maintaining or improving "neighborhood character." Residents want new developments or neighborhood improvements to reflect the distinct character of their neighborhood. This paper does not attempt to define the individual neighborhood character, but offers suggestions to encourage new developments that will be well-received by residents.

Suggested Approaches

The final section explores broad approaches to resolving design-related issues that do not fall neatly into any of the previous sections. The approaches fall into two categories: evaluation or analysis methods and proven approaches from other cities throughout the country. All approaches referencing programs or strategies adopted by other cities are filtered based on their applicability to Seattle.

Applicability

To ensure the recommended approaches are appropriate to Seattle, cities already using these techniques were chosen based on similiarities to Seattle in:

- weather
- physical geography
- urban form
- political climate

Approaches from cities dissimiliar to Seattle are avoided - characterized by any of the following:

- international examples due to the differences in legal framework (excepting examples in which lessons to learn are more in the realm of design than regulation)
- those with very extreme climates due to differing climate-based design
- cities with most development occurring before 1800 due to different urban form and higher focus on preservation

Many of the suggested approaches are used in Bainbridge Island; Duvall; Gig Harbor; Portland, Oregon; San Francisco; Vancouver, British Columbia; Minneapolis and Chicago. These locations fit the above requirments with some exceptions, which are duly noted.

It is recognized that these approaches can be implemented on either the neighborhood or city-wide level and to various organizational or regulatory structures (e.g., design guidelines versus municipal code). Where applicable, the best level or organizational structure to implement approaches is suggested.

Seattle's current design guidelines are referenced throughout. Seattle's city-wide Design Guidelines for Multi-Family and Commercial Buildings are used - excluding the downtown design guidelines. This was done because concerns relating to neighborhood character and urban design primarily involve neighborhoods outside of the downtown core. In the following sections all 12 urban design issues are explained, supported with data from the focus groups and alternate or additional approaches for to the issue are suggested; approaches that address multiple design issues are discussed last in the paper.

New Building Development

Many focus group statements related to impressions of the size of new developments. Focus group participants indicated that new buildings were often out of scale with the character of their neighborhoods. In the urban design context, this is considered an issue of Height, Bulk and Scale. These terms are addressed under the existing Seattle Design Guidelines.[1] Yet, many focus group participants feel that the design review process was ineffective in realizing the intent of the guidelines ("Design Review is a good tool, but it's weak," said one Northwest Sector resident).

1. Transitions between Large and Small Buildings

Focus group participants expressed displeasure with new buildings they see as being too big next to smaller houses. For example:

> "Fremont was smarter—the heights of building step better from SF to commercial. The low-rise transition is hard. In Wallingford, they're slammed up against each other. With the bulk and scale—how to go back? Nobody wants to upzone or downzone."
>
> – Northwest Sector participant

Seattle Design Guideline B-1 (Height, Bulk, and Scale Compatibility) states that buildings, "should be sited and designed to provide a sensitive transition to near-by, less intensive zones," but also counters saying, "Design Review should not result in significant reductions in a project's actual height, bulk and scale unless necessary to comply with this guideline." The following examples are interpretations of the guidelines' suggestions. They balance the need to improve transitions between large and small buildings without significantly reducing a developer's ability to build to the zoning maximum.

<u>Disguising Bulk</u>

The guidelines first suggest attempting to disguise the bulk of a new building with architectural or landscaping details before altering the size of the building.

Figure UD-1. *Disguising Bulk.* Source: UDP Studio

1 City of Seattle. *Design Review Guidelines for Multifamily and Commercial Buildings.* http://www.seattle.gov/dpd/Planning/Design_Review_Program/Applicant_s_Toolbox/Design_Guidelines/

In Figure UD-1, the tall trees in front disguise the larger building and a context-sensitive facade material at street level deemphasizes the upper floors. The material extends roughly to the roof lines of neighboring structures to ease the transition.
Pro: Altering landscaping and façade materials is likely less expensive than redesigning the building.
Con: Simply disguising height is unlikely to satisfy critics of bulky buildings as it does not fundamentally address their concerns.

Separating Buildings
Depending on the size and shape of the property, the siting of the building may be modified, leaving open space between new and old buildings.

Figure UD-2. *Separating Buildings*. Source: UDP Studio

Figure UD-2 shows the new building moved away from the smaller existing structure, lessening the sense of a looming bulk overshadowing the small structure.
Pro: A buffer space between buildings may lessen the visual contrast between them and can create a larger open space amenity for the public and/or building residents.
Con: If open space is required for the development, positioning it between buildings may not encourage maximum use. Also, a large break between buildings may disrupt the rhythm of buildings on the street.

Altering Massing
If a building is altered to ease a transition, effort should be made to minimize impact on the developer who has a reasonable expectation of being able to build to the full extent allowed by zoning.

Figure UD-3. *Altering Massing*. Source: UDP Studio

Figure UD-3 shows how a building can be stepped down to a height that complements neighboring structures.
Pro: Stepping allows building heights to visually relate to one another, while allowing the developer to keep most of the building's desired square footage.
Con: Stepping requires the loss of square footage as sections of the buildings are lower in height than may have been anticipated by the developer. In addition, parts of a stepped building may remain too tall for some critics.

2. New Large Lot Buildings in Formerly Small Parcel Areas

Focus group participants were upset with new developments that occupied significantly larger parcels and had significantly larger footprints than traditional buildings in their neighborhoods.

> "All of the townhomes being built is frightening and starting to creep into our quiet little dead-end streets – it is 'not-so-hot' density, but land is cheap and, with very little coordination, the apartment building will go against everything the neighborhood has worked for."
>
> – Southwest Sector participant

Seattle Design Guideline B-1 addresses this issue. It states that height, bulk and scale mitigation may be required for "projects proposed on sites with unusual physical characteristics such as large lot size…"

<u>Breaking-up (Articulating) Long Façades</u>
If a large building must be adjacent to smaller buildings, a way to address concerns about size is to make the large building appear to consist of multiple smaller buildings.

Figure UD-4. *Breaking-Up (Articulating) Long Facades*. Source: UDP Studio

Figure UD-4 shows the façade of a large building set back on the upper levels with smaller sections on the lower levels extending out and continuing the line of façades established by a neighboring structure. This is especially effective when these sections function as separate buildings with individual street entries for ground floor units.
Pro: Articulation disguises the size of large buildings and can make them appear more human-scale.
Con: If the setback is particularly deep articulation reduces the total square footage and the added façade complexity will likely increase construction costs.

3. New Buildings Disregard Context and Character

Focus group participants felt new buildings did not respect the character of their neighborhoods.

> "Georgetown is moving too fast. People want to 'Pottery Barn' it. We like it gritty – people are knocking down 1910 homes to put up faux Art Deco condos."
>
> – Southwest Sector participant

Seattle Design Guideline C-1 states that new buildings should respect old patterns of development in areas with a "well defined and desirable character." While it doesn't specifically state who should determine well defined character, it does suggest the use of materials and architectural details similar to nearby buildings can minimize visual disruption. However, while context requirements can be used to enforce a certain styles desired by the neighborhood, they can unintentionally stifle architectural creativity by giving the impression that there is only one right way to design a building.

<u>Referencing Major Architectural Features</u>
This approach uses architectural elements as a collection of parts that can be mixed and matched.

The illustrations in Figure UD-5 show larger buildings that reference the rooflines of nearby houses in an attempt to blend in with them better.

Pro: Referring to existing architectural features gives deference to historic neighborhood structures and may help maintain emphasis on them.
Con: Referring to existing architectural features may result in "mimicry and the dilution of the authenticity of place," essentially, making a place look like the Disneyland version of itself.[2]

Figure UD-5. *Referencing Major Architectural Features*. Source: UDP Studio

2 Scheer, Brenda Case. "The Debate on Design Review." *The Urban Design Reader*, edited by Michael Larice and Elizabeth MacDonald, 498. New York: Routledge, 2007.

4. Lighting, Shadows, and the "Canyon" Effect from Tall Buildings

Focus group participants said that some arterial streets where redevelopment had occurred were negatively impacted by tall and massive new buildings.

> "This is a very desirable place to live so the market is allowing developers to come in and bulldoze. They are creating canyons in our neighborhoods [with these big buildings]. Our shops and parks will be in a shadow."
>
> – Southwest Sector participant

Citywide design guidelines do not specifically mention shadows, however, some other documents, such as neighborhood specific design guidelines, do. The North Beacon Hill neighborhood guidelines, for instance, state that "studies that document the shadows cast from proposed structures in order to maximize the amount of sunshine on adjacent sidewalks and residences throughout the year" should be included in building proposals.

Stepping Back Buildings from Street

One classic technique for lessening the shadows cast on the street is to simply step back the upper floors of a building

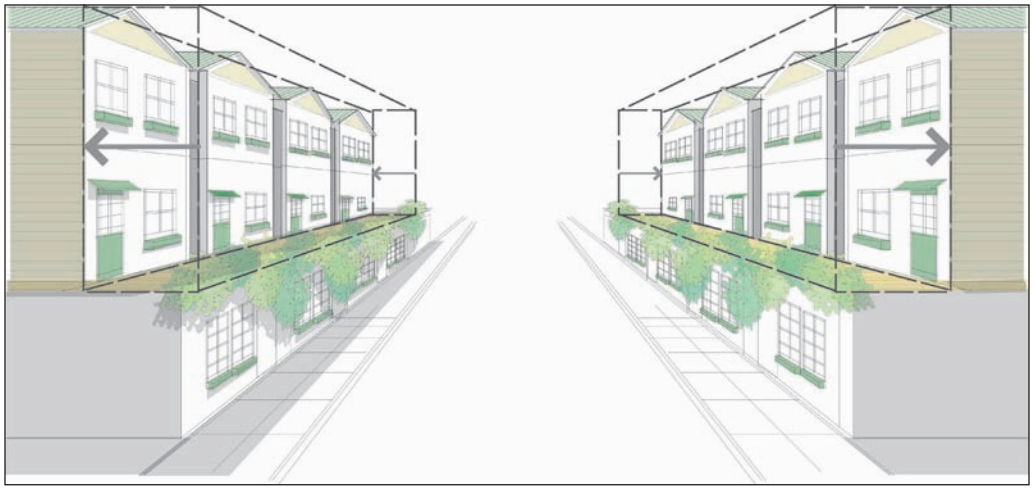


Figure UD-6. *Stepping Back Buildings from Street*. Source: UDP Studio

Figure UD-6 shows how the upper floors of large buildings step back to throw less of a shadow on the street, while maintaining the definition of the street edge that is typical of more urban neighborhoods.

Pro: Stepping minimizes street shadows, while allowing the developer to keep most of the building's desired square footage.

Con: Some loss of square footage is required (as shown by the dotted volume in the drawing). Parts of the building may remain too tall for some critics.

Moving Building Back from Street

Moving an entire building back from the street achieves the same end as stepping back the upper portion of a building when it comes to shadows, but results in a much different feel at street level

Figure UD-7. *Moving Building Back from Street.* Source: UDP Studio

Figure UD-7 shows how moving a building back separates the building from the street, creating a less urban feel.

Pro: If in a residential area, the open space may be used as semi-private yards for residences, creating a transition from public to private space.

Con: Moving buildings away from the street may be undesirable for ground floor retail businesses that want to have as close a relationship with passing pedestrians as possible.

5. Monotonous Developments

Monotonous development, usually referred to as "cookie-cutter" development at focus groups, was a common criticism throughout the city. Several city-wide design guidelines address the issue of visual interest of new developments, yet many residents report that builders are still erecting cookie-cutter developments in their neighborhoods (see Figure UD-8). Monotonous development is affecting many communities across the nation, and several municipalities have developed guidelines and standards specifically to address this issue.

Figure UD-8: *Monotonous Development in Pinehurst.* Source: Chan, Seattle Times

Several of Seattle's design guidelines for multi-family and commercial development address the level of visual interest of new developments. Guideline D-2 addresses the issue of blank walls by suggesting design modifications to enhance visual interest. Guideline C-3 lists "window patterns, building articulation and other treatments that help to identify individual residential units in a multi-family building" as a way to achieve better human scale. Somewhat contradictory to C-3 is Guideline C-2, which emphasizes internal consistency in architectural concept. Finally, application of the landscaping guidelines, such as E-2, can help camouflage cookie-cutter developments, particularly once trees mature.

Clarifying Existing Guidelines

As mentioned above, certain city-wide design guidelines are potentially internally inconsistent (e.g., C-2 and C-3). Cross-referencing these guidelines could assist design review board members in decision-making. For example, city staff could place a clause within guideline C-2 recognizing potential conflict with the recommendations of guideline C-3.

Pro: Potential guideline inconsistencies are made explicit, making them easier to apply.
Con: Too much cross-referencing could muddle the guidelines, potentially causing a loss of guideline focus.

Introducing Anti-Monotony Guidelines

Another approach would be to introduce anti-monotony guidelines. PAS report 528, Too Big, Boring, or Ugly,[3] is an excellent resource, offering a great variety of anti-monotony tools. Approaches to preventing monotony include appropriate detailing, clearly differentiated housing styles—e.g., tudor, colonial, etc., varying roof orientation and styles, varying building orientation, exposed basements, diverse fenestration, varying lot size and placement of building pad on lots. Several of these are tools that currently exist in Seattle's design guidelines and have already been applied to certain Seattle developments, but in an inconsistent manner. Introduction of anti-monotony guidelines would place this development style on the radar, and could result in more consistent application of available tools.

If Seattle chooses to focus more on preventing monotonous housing, enumerating all of these methods in the city-wide guidelines may be a good choice; however, since each of these methods of preventing monotonous housing has different impacts on neighborhood character, neighborhood guidelines may be the most appropriate place for designating preferred methods from the list above.

Pro: Introducing an anti-monotony guideline could bring more attention to developments repeating the same model.
Con: Applying such a guideline could be a challenge where monotony is not immediately obvious, such as where building models are replicated throughout a neighborhood in a more dispersed manner, and defining monotony in such cases could be a greater challenge.

Placing Anti-Monotony Standards in the Land Use Code

Considering that cookie-cutter developments are still being built despite existing guidelines and review process, it may be in the city's interest to consider including anti-monotony standards in the land use code, as certain other municipalities have done. The anti-monotony code in the Village of Lake Villa, Illinois,[4] states that "no single model or floor plan using the same elevation package shall be built on the first two lots on either side of the subject house or on the five opposing lots immediately across the street." Georgetown,

3 Lane Kendig, *Planning Advisory Service Report 528: Too Big, Boring, or Ugly,* Chicago, IL: American Planning Association, 2004.
4 *Village of Lake Villa, Illinois, Municipal Code*, sec. 11-5-1.

Texas' anti-monotony provisions[5] state that "no building permit shall be issued for any new single-family dwelling unit, which is similar in appearance to any dwelling unit near the proposed building…" Similar regulations could potentially be applied in Seattle. The challenge would be reaching consensus on a definition of monotony that could be applied city-wide. If this challenge were taken up, the input of all design review board members and concerned citizens would be invaluable.

Pro: Monotonous development would be prevented city-wide, and having a single blanket regulation like this could be easier for developers to apply.
Con: Clearly defining monotonous development city-wide would be a challenge as many opinions would need to be synthesized. The resulting standard may satisfy few.

In some cities monotonous housing is viewed as an asset rather than a problem; the brownstones in New York City and Chicago, for example, are well-liked and viewed as adding positive character to their neighborhoods. Taking into account the fact that certain monotonous developments are well-liked gives further justification for enabling neighborhoods to establish their own definition of monotonous. Perception of character-enhancing versus disruptive development is certainly due to a combination of factors; these include building materials, discussed below.

6. Quality of Building Materials

Building exteriors must be constructed of durable materials that are attractive even when viewed up close. Materials that have texture, pattern, or lend themselves to a high quality of detailing are encouraged by the City of Seattle.
Focus group participants stated that building material on new buildings makes them look cheap.

> "The buildings that are going up are disposable architecture – cheap and will be torn down in 15 years. The old architecture in West Seattle really had permanence, the new has none."
>
> – East sector participant

> "We are in danger of losing unique character of our neighborhood because of speculation in buildings."
>
> – East sector participant

<u>Addressing Building Material Preference in Neighborhood Design Guidelines</u>
Seattle city-wide design guidelines suggest a palette of example materials without a stated preference. Different neighborhoods can have their own more detailed design guidelines under the purview of city-wide design guidelines, which show their preference of materials based on consideration of fenestration, types of exterior façade, roofing, entry, etc..
Materials need to match or be compatible with the existing urban fabrics.

Considering the cost and maintenance of building material, developers need to collaborate with neighborhoods in decision-making on material selection. For example, for low income or subsidy housing projects, brick and wood are not a good choice due to high

5 Lane Kendig, *Planning Advisory Service Report 528: Too Big, Boring, or Ugly,* Chicago, IL: American Planning Association, 2004.

material costs and maintenance. Shingle, adobe and vinyl might be adequate substitutes; another sustainable option is material reuse. Neighborhoods can work with non-profit building material reuse organizations to keep usable materials out of landfills and resell to developers and individuals.

In San Francisco's Central Waterfront Neighborhood Plan, the section titled "urban design-building with a sense of place" lists specific material requirements for building façades, windows, and roofing. High quality building materials must be used on all visible facades and could include stone, masonry, ceramic tile, wood (as opposed to composite, cellulose based synthetic wood materials), pre-cast concrete, and high-grade traditional "hard coat" stucco (as opposed to "synthetic stucco" that uses foam). Rich detailing is encouraged to provide interest and create variation in wall planes. Materials and level of detail should be drawn from the best examples in the area. Base and top/cornice materials should be balanced in material and/or color. Building facades in the public realm (e.g. streets, parks, plazas) should be articulated with a strong rhythm of regular vertical elements; buildings should include a clearly defined base, middle, and top or cornice; building facades could include three-dimensional detailing such as bay windows, cornices, belt courses, window moldings, and to create shadows and add interest.[6]

The design guidelines of Village of Corinth, New York listed preference for materials and colors in different building parts such as roof, façade, and awning.[7]

Pro: The detailing requirements on new development contribute to and enhance the best characteristics of the plan area, and adhere to the principles of good urban design.
Con: The requirements are hard to implement due to financial infeasibility or real estate speculation.

Initial Inventory of Valuable and Reusable Materials
In Chapel Hill, North Carolina development projects create an initial inventory of valuable and reusable excess materials from the work site. The inventory lists hierarchically the options for old materials from most desirable to least desirable use: (1) reused in the new project, (2) salvage for use in other projects, or (3) recycle the material.[8]

Pro: Creating a tool box for material selection during back-evaluating brings uniformity to material evaluation.
Con: New projects tend to habitually use the material in the inventory, rather than being creative and updating the inventory with new materials.

6 San Francisco Planning Department, "Draft for Public Review :the Central Waterfront Neighborhood Plan San Francisco", City of San Francisco, http://www.sfgov.org/site/uploadedfiles/planning/neighborhoodplans/pdf/cw_dpr_chapter3_5.pdf
7 Master Plan Committee, "Village of Corinth, New York Design Guidelines Final Committee Draft September 2006", Village of Corinth, http://www.villageofcorinthny.com/corinth/policies/Policies_Proposals/CMPC%209-11-06%20final.pdf
8 Facilities Service, University of North Carolina, Chapel Hill, "OWRR Design Guidelines", University of North Carolina, Chapel Hill, http://www.fac.unc.edu/OWRRGuidelines/

Creating New Construction Guidelines

Los Angeles has new construction guidelines for the downtown area, which includes standards for building additions, in-fill development, and design enhancement in terms of façade, material, fenestration, window, entry, etc. New construction respects the authentic character of existing building stock, places its own contemporary stamp on the urban setting and establishes parameters for compatible infill construction.[9]

Pro: Sets the tone for new construction and harmonizes the new with the old.
Con: Real estate development makes guidelines hard to implement due to the developers desire to reduce construction costs as much as possible. This includes material costs.

Giving Special Consideration for Historic Property Building Material

There are general and specific standards for historic preservation projects. Specific standards include those used for acquisition, protection, stabilization, preservation, rehabilitation, restoration, and reconstruction, and their accompanying guidelines. According to different building exterior standards, different materials are suggested such as masonry, wood and architectural metals. Moreover, there are further requirements for roofing, windows, doors, entrances, porches and steps. In Washington DC and Los Angeles, historic district/building design guidelines that set limits for new construction are widely used.[10]

Pro: Improves older buildings in appearance and function.
Con: Options for new materials depends on decisions made regarding suitable interventions, which are sometimes hard to define due to the lack of documentation of building material. Often more than one intervention is used in the building.

9 Los Angeles Conservancy, "Design Guidelines for Historic Downtown Los Angeles", Los Angeles Conservancy, http://www.laconservancy.org/initiatives/guidelines.php4

10 Office of Planning, District of Columbia, "Historic Preservation Design Guidelines," http://planning.dc.gov/planning/cwp/view,a,1284,q,570650.asp

Streetscape Environment and Open Space

Focus group participants said that streetscape environments are unsatisfactory, particularly regarding trees, landscaping and pedestrian-scale lighting.

> "Improvement of streetscaping would be the one issue I would want to champion in my neighborhood—that makes the community much better."
>
> – Southwest sector participant

> "Pedestrian friendly walkways add to neighborhood safety."
>
> – Southeast sector participant

> "Walkability and good design help to make a good neighborhood."
>
> – Northwest sector participant

The City already supports initiatives to improve streetscapes, but community members are discontent because of a perceived or real lack of improvement or preservation.
The main guide for City streets is Seattle Department of Transportation's (SDOT) Seattle Right-of-Way Improvements Manual, which describes pedestrian streetscapes and encourages their implementation.[11] The manual breaks the sidewalk into a Landscape/ Furniture Zone, a Pedestrian Zone, and a Frontage Zone as shown in Figure UD-9, and Figure UD-10 shows the minimum widths required. These widths are similar to those required by Portland and San Diego, and delineating the zones and their uses shows care towards the streetscape.

Seattle's 2008 Standard Plans for Municipal Construction and 2008 Standard Specifications for Municipal Construction give detailed specifications for landscaping, paving, and lighting,[12] and the Washington State Department of Transportation's City and County Design Standards document describes state requirements.[13] Additionally, the Puget Sound Regional Council (PSRC), as mandated by the Washington State Growth Management Act, provides design guidelines for regional growth centers. PSRC intends for the guidelines to "address the relationship between transportation systems and urban design"[14]

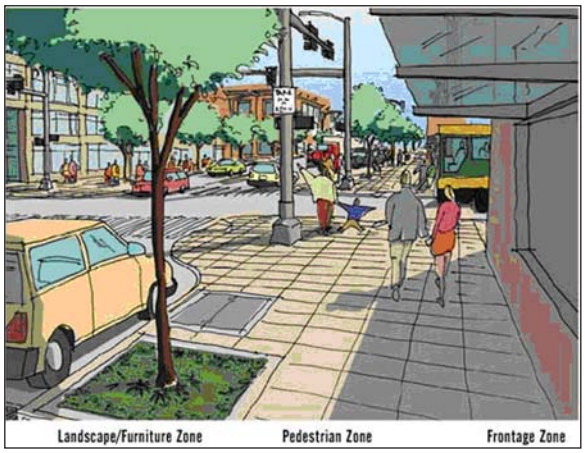


Figure UD-9. *Sidewalk Zones.* Source: Seattle Right-of-Way Improvements Manual, SDOT

11 Seattle Department of Transportation, *Seattle Right-of-Way Improvements Manual*, City of Seattle, http://www.seattle.gov/transportation/rowmanual/manual/4_11.asp
12 Seattle Department of Transportation, *2008 Standard Plans for Municipal Construction and 2008 Standard Specifications for Municipal Construction*, City of Seattle, http://www.seattle.gov/util/Engineering/Standard_Plans_&_Specs/index.asp
13 Washington State Department of Transportation, *City and County Design Standards*, http://www.wsdot.wa.gov/TA/Operations/LAG/LAG42.pdf
14 Puget Sound Regional Council, *Design Guidelines Manual*: Destination 2030 Physical Design Guidelines 2003, 2.

	Landscape/Furniture Zone	Pedestrian Zone	Frontage Zone
Minimum width	4 ft.	6 ft.	1 ft.
Exceptions to minimum width	▪ Locations adjacent to transit stations	▪ Locations adjacent to transit stations	▪ Locations without sufficient right-of-way ▪ Locations where the sidewalk corridor is adjacent to a landscaped space ▪ Locations adjacent to transit stations
Intended use	▪ Buffers pedestrians from the road ▪ Holds street furniture, art, landscaping, trees, pedestrian lighting, hydrants, below grade utility hatch covers, etc.	▪ Place for walking and standing—the travel route	▪ The area between the property line and walkway ▪ Holds sidewalk cafes, store entrances, retail displays, or landscaping
Notes	▪ Any landscaping or other objects proposed must comply with permitting requirements and design criteria	▪ Street furniture, plantings, and other fixed items should not protrude into this zone	

Figure UD-10. *Summary Table of Sidewalk Zone Widths and Uses.* Source: Compiled from Seattle Right-of-Way Improvements Manual, SDOT

7. Trees and Landscaping

Focus group participants would like to see more trees on their streets and better landscaping, and looked favorably upon cases in which the city had preserved trees.

"Loss of trees is one of the things that worry me most about my neighborhood's future."
– Northwest sector participant

"My neighborhood has a 'rural' feeling—partly because of steep slopes where trees grow naturally. That's what nature does for us here. It's amazing."
– Northeast sector participant

"Saving Ravenna woods was a good thing."
– Northeast sector participant

"There are no trees left; they have been taken out for views."
– Northeast sector participant

"Big trees would help make the neighborhood more sustainable."
– Northeast sector participant

"Urban forest canopy, street trees, planting strips, green things in both public and private spaces—these are issues I would like to champion."
– Northeast sector participant

"I'd like to see more trees, greener spaces."

– Southeast sector participant

"There was a plan to green up Olive Way, but the city doesn't have the staff to maintain it. It must be the "pioneer spirit"—if it is green, stamp it out before it grows into a forest."

– East sector participant

While SDOT provides the above mentioned guidelines, sets standards for street tree clearance below ground, planting strips, and tree grates, and requires a permit for tree removal or pruning, [15] the agency does not require street trees. In addition, the design guidelines address some trees and landscaping issues, but again, trees are not necessarily required.[16] Figure UD-11 shows how the guidelines encourage landscaping that enhances the streetscape but fall short of suggesting the addition of street trees.

Design Guideline	What it does for street trees and landscaping	Where it falls short
A-2 Streetscape Compatibility	Reminds the designer to keep the character of the right-of-way in mind.	
D-12 Residential Entries and Transitions	Encourages landscaping to enhances the character of the street front.	
E-1 Landscaping to Reinforce Design Continuity with Adjacent Sites	Talks about using street trees, but only in areas where they already are part of the neighborhood character.	Does not suggest adding more street trees in general, only where they previously existed.
E-2 Landscaping to Enhance the Building and/or Site	Encourages landscaping.	Does not mention street trees.
E-3 Landscape Design to Address Special Site Conditions	For greenbelts, asks to minimize the removal of trees and to replace removed trees with new ones.	Only addresses trees in greenbelts.

Figure UD-11. *Tree and Landscaping Design Guidelines.* Source: UDP Studio

The land use code sets out screening and landscaping standards by zone.[17] Most zones do not require street trees; downtown Seattle single family residential zones are exceptions. Existing trees are also well-protected by the Tree Protection Ordinance.[18] However, if a resident wants to plant a tree, she must follow SDOT's Seattle Street Tree Planting Procedures and apply for a permit. Although the application is free, it may be a hindrance for some.

15 Seattle Department of Transportation, *Seattle Right-of-Way Improvements Manual*, City of Seattle, http://www.seattle.gov/transportation/rowmanual/manual/4_14.asp

16 Seattle Department of Planning and Development, "Design Review Program," City of Seattle, http://www.seattle.gov/dpd/Planning/Design_Review_Program/Applicant_s_Toolbox/Design_Guidelines/

17 Seattle Department of Planning and Development, "Tree and Landscaping Regulations," City of Seattle, http://www.seattle.gov/dpd/Codes/Tree_Landscaping_Regulations/Codes_Regulations/default.asp

18 City of Seattle, Seattle Municipal Code, Chapter 25.11 Tree Protection, http://clerk.ci.seattle.wa.us/~scripts/nph-brs.exe?s1=25.11&s2=&S3=&Sect4=AND&l=20&Sect1=IMAGE&Sect3=PLURON&Sect5=CODE1&d=CODE&p=1&u=%2F%7Epublic%2Fcode1.htm&r=1&Sect6=HITOFF&f=G

Seattle is also taking measures to increase the number of trees through its Urban Forest Management Plan.[19] The plan seems in line with focus group participants' ideals for trees in the City. Seattle also has a couple of programs to aid community members in obtaining street trees. Through the Tree Fund, a street trees program associated with the Neighborhood Matching Fund (NMF), the City gives trees to neighborhood groups, and the neighbors plant and care for the trees.[20] SDOT is also providing free trees to neighborhoods through the Community Tree Program.[21]

Expanding the Tree Fund and Community Tree Program

Seattle already has two systems in place for providing trees to neighborhoods. With an analysis of the programs, the City could determine if expansion of the Tree Fund and/or Community Tree Program would be possible.

Pro: These are existing programs in Seattle, so changes may be easier to implement.
Con: An analysis will cost money and staff time. Expansion of the program will require a larger budget and staff time.

Monitoring and Adjusting the Seattle Green Factor

The Seattle Green Factor is a program that sets out landscaping requirements for new developments in neighborhood business districts. Applicants can use a combination of landscaping elements to reach the required score. Each element is weighted, for example, a tree is given fewer points than a vegetated wall (see Figure UD-12).[22] Currently this program only applies to commercial districts, but if it is found to be successful in enhancing green space, it could be expanded to more areas. The current weighting does not necessarily favor trees. With monitoring, the City could learn whether or not the program is advancing its urban forest goals. If it is not, the landscaping factors could be adjusted to encourage more trees in new developments.

19 City of Seattle, "Urban Forest Management Plan," http://www.seattle.gov/environment/documents/Final_UFMP.pdf
20 Seattle Department of Neighborhoods, *Neighborhood Matching Funds*, City of Seattle, http://www.seattle.gov/neighborhoods/nmf/treefund.htm
21 Ibid.
22 Seattle Department of Planning and Development, "Seattle Green Factor," City of Seattle, http://www.seattle.gov/dpd/Permits/GreenFactor/

SEATTLE×*green factor*

FINAL VERSION 3-9-07

		enter sq ft of parcel			You need at least 0.300
	Parcel size *(ENTER THIS VALUE FIRST)* *	1		SCORE	-
	Types of Area**		**Square Feet**	**Factor**	**Total**
A	**Vegetation planted with a soil depth of less than 24"**				
1	Lawn or grass pavers or ground covers		enter sq ft 0	0.2	-
2	Plants and shrubs 3' and higher at maturity	enter number of plants 0	0	0.3	-
B	**Vegetation planted with a soil depth of more than 24"**				
1	Lawn, grass pavers or other plants less than 3' tall at maturity		enter sq ft 0	0.7	-
2	Shrubs taller than 3' at maturity - calculated at 16 sq ft per plant (typically planted no closer than 18" on center)	enter number of plants 0	0	0.3	-
3	Tree canopy for "small trees" in SDOT's Street Tree Planting Schedule or equivalent canopy spread of 15' - calculated at 50 sq ft per tree	enter number of plants 0	0	0.3	-
4	Tree canopy for "small/medium trees" in Street Tree Planting Schedule or equivalent canopy spread of 20' - calculated at 100 sq ft per tree	enter number of plants 0	0	0.3	-
5	Tree canopy for "medium/large trees" in Street Tree Planting Schedule or equivalent canopy spread of 25' - calculated at 150 sq ft per tree	enter number of plants 0	0	0.4	-
6	Tree canopy for "large trees" in in Street Tree Planting Schedule or equivalent canopy spread of 30' - calculated at 200 sq ft per tree	enter number of plants 0	0	0.4	-
7	Tree canopy for preservation of "exceptional trees" or trees with trunk diameter exceeding 24" at four and one half feet above the ground. calculated at 250 sq ft per tree	enter number of plants 0	0	0.5	-
8	Permeable paving that drains only itself. It must be at grade. - calculated per square foot		enter sq ft 0	0.6	-
C	**Green roofs** - 4" minimum soil depth at time of planting		enter sq ft 0	0.7	-
D	**Vegetated walls**		enter sq ft 0	0.7	-
E	**Water features (fountains) or rain gardens** (where allowed by SPU)		enter sq ft 0	0.7	-
		sub-total of sq ft =	*0*		
Bonuses					
F	**Landscaping using drought tolerant plants or where at least 50% of annual irrigation needs are met from non-potable sources**		enter sq ft 0	0.1	-
G	**Landscaping visible to passers-by from adjacent public right of way or public open spaces**		enter sq ft 0	0.1	-
				green factor numerator =	-

**** Do not count public rights of way in parcel size calculation.***

***** To calculate your green factor score, you may count the landscape elements that are in public rights of way if they are contiguous with the parcel.***

SeattleGFfinal_1_36336_DPDP_019573.XLS Page 1

Figure UD-12. *Seattle Green Factor Weighting Matrix.* Source: Seattle Department of Planning and Development

Pro: This can be a powerful tool for encouraging street tree additions. The cost of the trees and the tree planting are covered by the developer.
Con: It will be costly in terms of staff time and resources.

8. Pedestrian Scale Lighting

Focus group participants expressed that they would like to see more pedestrian-scale lighting.

> "We need to activate the streetscapes with better lighting."
>
> – West sector participant

> "The small-scale environment should be maintained."
>
> – Southwest sector participant

> "We are losing a scale that is livable and humane."
>
> – West sector participant

SDOT guidelines describe typical pedestrian lighting and the types of streets where pedestrian scale lighting should be prioritized.[23] As much as SDOT supports pedestrian scale lighting, it never moves beyond "prioritizing" to "requiring." SDOT also provides visuals of pre-approved styles and colors of pedestrian scale lamps. There is a new pedestrian street designation in Seattle Municipal Code Chapter 23.47.040, but this chapter is currently not currently available online. In addition, the Office of Economic Development's (OED's) Create a Thriving Business District manual describes the process for neighborhoods to receive pedestrian-scale lighting.[24]

Overall, the design guidelines mention pedestrian-scale lighting but do not require it or provide much detail. Installing pedestrian-scale lighting is an important step for improving a downtown. The lighting must be neither too dark nor too bright; designers must pay attention to foot-candles, height, and spacing.[25] This sort of detail in one clear manual is difficult to find.

<u>Learning from Portland's Emphasis on Pedestrian Scale Lighting</u>

Portland has a strong pedestrian element in its design guidelines, especially in emphasizing the importance of sidewalk-oriented night-lighting systems within the guideline wording.[26] Seattle's comparable design guideline (D-1) only recommends providing sufficient lighting in pedestrian open spaces and building entrances. Pedestrian scale lighting is listed as an example. The strong stance of the Portland guidelines may make them more effective.

Pro: Similar design guidelines already exist in Seattle; only slight changes are needed to place more emphasis on pedestrian scale lighting.
Con: Legislative changes take time and resources. The City may not be prepared to enforce these guidelines. Some streets may not be suitable for pedestrian scale lighting.

---

23 Seattle Department of Transportation, "Seattle Right-of-Way Improvements Manual," City of Seattle, http://www.seattle.gov/transportation/rowmanual/manual/4_16.asp
24 Office of Economic Development, "Create a Thriving Business District," City of Seattle, http://www.seattle.gov/economicdevelopment/busguide.htm, 20-21.
25 Mark Brodeur, "Ten Tips for Designing a Consumer Friendly Downtown," Planning vol. 69, iss. 4, April 003, 24.
26 Bureau of Planning , *Central City Fundamental Design Guidelines*, City of Portland. Portland, Oregon. April 1, 2001, 67.

Implemention Strategies for Lighting

The greatest barrier to pedestrian scale lighting is probably funding. Community members know what they want, but are unable to achieve it even though the City supports their goals. Methods for organizing community members to achieve neighborhood improvements are discussed in the Implementation Strategies under the Approaches Addressing Multiple Design Issues section of this paper.

9. Inadequate Open Space Location and Design

Many residents expressed support for open space as an element that defines a neighborhood, strengthens sense of place, and provides areas for recreation, community gathering, and access to nature. However, focus group participants expressed a need for more open space to accommodate increases in population. Residents also want to preserve existing green networks and protect them from development.

> "The residents desire more open spaces … to accommodate increase of people due to new developments."
>
> - Southwest Sector participant

> "Another element of building a sense of community was the importance of open-spaces in the neighborhoods. In places in Fremont, these spaces are disappearing and are so essential for maintaining neighborhood social networks."
>
> - Northwest Sector participant

To address these issues, this paper will discuss open space location standards (or level of service) to supply new parks within an appropriate distance of residents, and addresses the allocation and networks of new and existing open space using clear standards and tools. Although Seattle has vibrant and rich open spaces and owns approximately 11 percent of its total land area, (including over 400 parks and open areas, and over 6,200 acres of park land)[27] a gap exists between the goals for open space and the existing usable open space, especially within urban village boundaries (See Figure UD-13).[28] Seattle's Parks and Recreation 2006 Development Plan[29] reports that urban villages are consistently deficient in usable open space and that the following urban villages still do not have enough usable open space: Northgate, Bitter Lake, Fremont, Denny Triangle, West Seattle Junction and North Rainier. The gap is clear when compared with open space goals and its location standards indicated below.[30]

27 Seattle Parks and Recreation, City of Seattle, "Seattle Parks and Recreation Strategic Action Plan: 2008-2012", http://www.seattle.gov/parks/Publications/SAP_Draft_%202008.pdf.
28 Seattle Parks and Recreation, City of Seattle, "Seattle's Parks and Recreation 2006 Development Plan: Appendix B", http://www.seattle.gov/parks/publications/Development/AppendB.pdf.
29 2006's Plan replaces "Seattle Parks and Recreation Plan 2000", and the latter plan is an update to the "Seattle Department of Parks and Recreation's Comprehensive Plan", which addressed frameworks of the city's open space, park and recreation services for a 10- to 20-year time, and which consists with the Seattle's Comprehensive Plan.
30 Seattle Parks and Recreation, City of Seattle, "Seattle's Parks and Recreation 2006 Development Plan: Appendix B", http://www.seattle.gov/parks/publications/Development/AppendB.pdf.

	Urban Center Villages	Hub Urban Villages	Residential Urban Villages
Urban Village Open Space Population Based Goals	One acre of Village Open Space per 1,000 households. For the downtown core one acre of Village Open Space per 10,000 jobs.	One acre of Village Open Space per 1,000 households.	Same as for Hub Urban Villages.
Urban Village Open Space Distribution Goals	All locations in the village within approximately 1/8 mile of Village Open Space.	Same as for Urban Center Villages.	For moderate and high density areas: All locations within 1/8 mile of Village Open Space that is between 1/4- and 1-acre in size, or within 1/4 mile of Village Open Space that is greater than 1 acre. For low density areas: All locations within 1/4 mile of any qualifying Village Open Space.
Qualifying Criteria for Urban Village Open Space	Dedicated open spaces of at least 10,000 square feet in size, publicly accessible, and usable for recreation and social activities.	Same as for Urban Center Villages.	Same as for Urban Center and Hub Villages.
	At least one usable open space of at least one acre in size (Village Commons) with growth target of more than 2,500 households.	At least one usable open space of at least one acre in size (Village Commons).	At least one usable open space of at least one acre in size (Village Commons) where overall residential density is 10 households per gross acre or more.

Figure UD-13. *Table of Urban Village Open Space Goals.* Source: Seattle Parks and Recreation 2006 Development Plan

Other methods for securing open spaces are design guidelines and zoning code, but they do not clearly regulate the sizes or configurations of open space locations. The Seattle's design guideline E-3 Landscape Design to Address Special Site Conditions[31] mentions landscape conditions of greenbelts, ravines, and natural areas. This guideline suggests detail design of trees, vegetation and material but does not refer to the location of open space. Additionally, Seattle Municipal Code requires open spaces in some zones, such as low-rise and mid-rise zones, but these spaces are not necessarily open to the public.

Some neighborhood plans have addressed open space networks and locations, but the degree of emphasis differs by plan. Some plans incorporate open spaces elements and mention Seattle's citywide open space plans. The Morgan Junction Neighborhood

31 Department of Planning and Development, City of Seattle, "Design Review Guidelines for Multifamily and Commercial Buildings: Guideline E-3: Landscape Design to Address Special Site Conditions", http://www.seattle.gov/dpd/Planning/Design_Review_Program/Applicant_s_Toolbox/Design_Guidelines/DPD_001531.asp.

Plan[32] refers to the Parks and Recreation Comprehensive Plan, which outlines the future development of open space in Seattle. Additionally, several neighborhood plans graphically display the current and/or desired distribution of open space (e.g. the West Seattle Junction Neighborhood Plan).[33] Not all open spaces and parks indicated in the plans will necessarily be implemented because of the prioritization of projects based on the neighborhoods' wishes and the City's budget.

Improving Responsiveness of Design Standards to Neighborhood Circumstances

Seattle's Department of Parks and Recreation sets standards for open space distribution, especially within urban village areas. However, as evidenced by focus group discussion, intensive development in certain areas has caused a rapid increase in population and increased demand for open space. To address this issue:

Design guidelines for each neighborhood could incorporate open space standards (level of service) to ensure their effectiveness.

The neighborhood planning process could include the review of open space standards, again to ensure their effectiveness.

Pros: Open space standards could be set according to each neighborhood's unique circumstances and the establishment of levels of service would increase accountability to residents.

Cons: The planning process will be time and staff intensive and the purchase of new open space would be difficult to fund. There may be a disconnect between neighborhood desires and City capacity.

32 Department of Neighborhoods, City of Seattle, "Morgan Junction Neighborhood Plan: Section 6", http://www.seattle.gov/neighborhoods/npi/plans/morgan/00000006.pdf.

33 Department of Neighborhoods, City of Seattle, "West Seattle Junction Neighborhood Plan: Section 6", http://www.seattle.gov/neighborhoods/npi/plans/wsj/Section6.pdf.

Preservation and Economic Development

10. Preservation of Historic, Ethnic, and Vernacular Architecture

Focus group participants were concerned about the loss of neighborhood identity due to the destruction or modification of the ethnic/vernacular/historic features of structures. They also indicated that new developments do not fit in visually with historical structures:

> "The architecture and urban design has also changed from the gentrification and developers- causing a loss of cultural identities."
>
> -East sector participant

> "People want to 'Pottery Barn' it [Georgetown] . . . people are knocking down 1910 homes to put up faux Art Deco condos."
>
> -Southwest sector participant

> "The buildings being built are too modern and are out of character. I expected greater consistency with the industrial vernacular (Pike Pine)."
>
> -East sector participant

> "In our neighbor hood, the small business, like local restaurants, bars, and cafés, operated by the East African American and other minority groups are facing gentrification, they are going to be replaced by condos, townhouses, the ethnic craftwork on the building will be gone, and we will not have place to meet folks and have our party."
>
> -East sector participant

Neighborhood identities are defined by the existing building environment and the preservation of vernacular structures. Yet, Seattle city-wide design guidelines do not have requirements or suggestions for preserving historic neighborhood buildings. Several other cities address the compatibility between new buildings and old ones. San Francisco has design guidelines requiring new development to have similar horizontal and vertical elements on the façades. Likewise, the Portland Design Guidelines have a section titled "Reuse/Rehabilitate/Restore Buildings" under the "Portland Personality Category." [34]

Incorporating historic preservation in the design guidelines is a concern particularly for buildings that may not be on the National or State Register of Historic Places.

<u>Designating Historic Districts and Landmarks</u>

Organized neighborhoods concerned with their historic identity can work with property owners to find ways to preserve these structures. One solution is a historic or conservation district that seeks to preserve major and minor buildings – essentially the majority of the urban fabric. This needs strong community support to accomplish. Another option is to pursue registering individual buildings. Examples of historic districts are Vieux Carre in New Orleans, Society Hill in Philadelphia and the Cities of Savannah and Charleston. Historic district designation has made these places economically viable. [35]

---

34 James M Fitch, *Historic Preservation: Curatorial Management of the Built World*, New York: University of Virginia Press, 1982, 37

35 Ibid.

Pro: Maintains neighborhood identity and creates a sense of belonging; also preserves ethnic groups' imprint on the landscape and addresses issues of social equity.
Con: Registration to become an historic district or conservation district can be a long process and needs to establish standards of documenting where current documentation of the historic or cultural significance of structures is inadequate.

Applying the Main Street Program for Historic Preservation
The National Trust for Historic Preservation's Main Street Program has been widely used to address the variety of challenges that face historic business districts. The program encourages economic development appropriate to a districts' historic character without severely limiting business options.

In Boston, the Main Street design program seeks to enrich and preserve the unique character of Boston's multiple commercial centers. A key feature of the Main Street commercial revitalization mission is economic restructuring – a planned approach to strengthening each local district's economic base by helping businesses grow and recruiting new ventures that respond to current market trends.[36]

Pro: The program encourages preservation of historic business districts.
Con: Not every neighborhood meets Main Street program's requirements:

- The neighborhood must be in an historic commercial district that has a good concentration of remaining historic structures.
- It is challenging to get stakeholders to commit to working together on each of the Main Street's four points (organization, promotion, design , economic restructuring).
- Attracting new business into a Main Street district can be difficult.
- Adequate human and financial resources needed to operate a Main Street program.

Revitalization through Adaptive-Use
Adaptive-use is another way to save historic buildings that can no longer be used for their original purpose. Oftentimes the buildings are very large – such as industrial buildings – that need to be rehabilitated for new uses. The main reason for preserving them is the aesthetic value they bring to the streetscape. Examples of adaptive-use include: the old city hall in Boston, water front rehabilitation in South Boston, river front rehabilitation in San Antonio and the entire downtown San Francisco.[37]

Old City Hall in Boston is one of the first examples of adaptive reuse. In the 1960's the idea of recycling outdated public buildings was untested. The successful conversion (1969-1971) of Boston's City Hall into a restaurant and first class office building heralded the beginning of a new preservation movement. It was widely publicized by the American Institute of Architects and became a model of successful adaptive-use for underutilized municipal property.[38]

36 Department of Neighborhood Development, City of Boston, "Boston Main Street Annual Report 2003" , http://www.mainstreet.org/MediaLibrary/BostonMainStreetsAnnualRpt2003.pdf
37 James M Fitch, *Historic Preservation: Curatorial Management of the Built World,* New York: University of Virginia Press, 1982 37
38 Architectural Heritage Foundation and Old City Hall Landmark Corporation, "Old City Hall, History, Adaptive Reuse of Public Landmark Building", http://www.oldcityhall.com/history.html

Pro: An option to preserve and reuse otherwise outdated buildings that contribute to neighborhood identity.
Con: Adaptive-use involves radical intervention, especially in the interior organization of space, which can be expensive.

Using Neighborhood-wide Rehabilitation Guidelines
A neighborhood based rehabilitation guidelines can help define neighborhood character in terms of relationship among buildings, streetscape and landscape features. Guidelines give recommendations on types of rehabilitation or restoration, building materials, maintenance, design for missing historic features, and alternation/additions for new use.[39]

Pro: This approach creates mandatory requirements for preservation to better maintain neighborhood identity.
Con: Inappropriate rehabilitation work may have a negative impact on the building's historic character in attempting to meet a new use requirement.

Learning from Yaletown, Vancouver, British Columbia: Enhancement of Historic Character Using Preservation Design Elements
Yaletown in Vancouver, B.C. is an example of how preserving the historic character of an area can enhance its value by including devices that improve walkability such as canopies and walkways (see Figures UD-14 and UD-15). Old Yaletown truck loading docks with characteristic overhanging canopies have been recognized as a unique architectural feature identifying the area. These canopies enhance pedestrian traffic and outside seating. Planners also worked hard to preserve Yaletown's maritime character. Attractive walkways and open spaces frame natural water features, inviting walking and exercising throughout the district. Through character preservation Yaletown was successfully transformed into a popular destination with offices, loft style residences, restaurants and trendy night spots.

39 US Department of the Interior, National Park Service Preservation Assistance Division Washington D.C., *The Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings,* Washington D.C.: US Department of the Interior, 1983 45

Figure UD-14. *Attractive water features combined with generous pedestrian walkways, ample lighting and varied landscaping help to define Yaletown as a pedestrian friendly maritime district with an active commercial scene.* Source: Wendy Waters.

Figure UD-15. *Overhanging canopies left over from Yaletown's industrial history add character and also improve walkability, storefront activity and provide rain shelter.* Source: City by Cycle.

11. Design that Enhances and Supports Economic Development in Commercial Corridors

Focus group participants stated they would like to know more about how to design commercial corridors to enhance economic development.

> "A good neighborhood needs a commercial zone or node—places people identify with and meet neighbors. That is why Columbia City is such a neat place. It has healthy business."
> -Southeast sector participant

> "Especially with chain stores, urban design is not the same as a shopping mall. We need version 'B' of MacDonalds or Walgreens for it to work in the urban setting."
> -Northwest sector participant

> "I was attracted to my neighborhood because of its scale, convenience, and the Jane Jacobs 'eyes on the street' theory."
> -Northeast sector participant

> "Developers should practically give away the 1st floor to retailers (in exchange for being allowed to build, or build up) to increase the charm and livability of the building."
> -Northwest sector participant

> "Business district character is one of the most challenging aspects of my neighborhood."
> -Northeast sector participant

> "One of the biggest changes I've seen is it used to be that people stayed put in their neighborhood [to shop]. Now, people look at the area as a whole instead of staying in their own area."
> -Southwest sector participant

Although the design guidelines touch on good commercial design, they do not cover basic urban design principles for great retail streets. The Office of Economic Development (OED) Creating a Thriving Business District: A Guide to City and Neighborhood Business District Resources, 2007 guides community members on how to go about beautification and enhancement projects such as flower planters, street trees, and pedestrian lighting and describes funding sources.[40]

The City also administers the Neighborhood Matching Funds (NMF) program to help neighborhoods pay for improvements.[41] The City will give a grant matching the value of the neighborhood's contribution 1:2 or 1:1, depending on the project. Contributions can be in the form of volunteer time, cash, material donations or professional services. A special component of the NMF program, the Tree Fund, is dedicated to providing new street trees in residential areas. Neighborhoods have used NMF grants to pay for parks, landscaping improvements, P-patches, and plazas.

40 Office of Economic Development, "Create a Thriving Business District," City of Seattle, http://www.seattle.gov/economicdevelopment/busguide.htm
41 Department of Neighborhoods, "Neighborhood Matching Funds," City of Seattle, http://www.seattle.gov/neighborhoods/nmf/

Missing from both OED's and DPD's documents is a discussion of retail placement, open space and transit integration with retail, capitalizing on neighborhood character, and mitigating franchise design. Well-designed public spaces attract private development interest and investment,[42] and "there's a new-found appreciation for true urbanism, for great streets, for a sense of place."[43] Building on the assets of the community is an effective way to make one city or neighborhood feel unique from another, and thus increase its marketability. Downtown management can use urban design to increase the vitality of the district, and its goal is "to not only attract people to the downtown, but also create a memorable and interesting experience that will result in an increased length of stay and an increased likelihood to return."[44] Benefits to thoughtful urban design include:

- Producing high returns on investment (good rental returns and enhanced capital values)
- Reducing management, maintenance, energy and security costs
- Contributing to more contented and productive workforces
- Supporting the 'life-giving' mixed-use elements in developments
- Differentiating places and raising their prestige
- Opening up investment opportunities, raising confidence in development opportunities and attracting grant monies
- Reducing the cost to the public purse of rectifying urban design mistakes[45]

Similarly, planning for high-quality public realm areas also "helps visualize a future market," "reduces uncertainty and risk," and "attracts consumers and occupiers leading to higher rental value." Costs include "higher up-front planning and design" and increases to infrastructure costs.[46] With evidence in favor of urban design to enhance economic development, this paper will proceed with the design elements that produce great retail streets.

Many urban designers agree that most great retail streets share fundamental characteristics. Crandall Arambula, an urban design firm in Portland, Oregon specializing in revitalizing downtowns, is representative of this group. This firm's work spurred economic development through such plans as the Santa Fe Downtown Vision Plan, New Mexico, the Racine Downtown Development Plan, Wisconsin, and the Portland Downtown Retail Strategy, Oregon. Crandall Arambula argues that five steps are necessary to enhance economic development: an advantageous retail configuration, an attractive storefront presentation, a high-quality pedestrian environment, shopper-friendly parking, and

42 Jill M. Frick "The Public Realm and Urban Design," in *Making Business Districts Work*, ed. David Feehan and Marvin D. Feit New York: The Haworth Press, 2006, 173.
43 Joan Greco. "We're So Cool!" Planning Vol. 73, Iss. 10 Nov 2007: 12.
44 Jill M. Frick "The Public Realm and Urban Design," in *Making Business Districts Work*, ed. David Feehan and Marvin D. Feit New York: The Haworth Press, 2006, 172.
45 Matthew Carmona, Great Britain Commission for Architecture and the Built Environment, Great Britain Dept. of the Environment, and Transport and the Regions, *The Value of Urban Design: A Research Project Commissioned by CABE and DETR to examine the value added by good urban design* London: Thomas Telford, 2001, 8.
46 Darren Bell, "The Emergence of Contemporary Masterplans: Property Markets and the Value of Urban Design," *Journal of Urban Design* vol. 10, iss. 1 Feb 2005, 95.

convenient automobile access.[47] This paper will discuss those five approaches, a Portland design guideline recommending flexible ground-floor design, and franchise design. Neighborhood-level strategies for implementation are discussed in Implementation Strategies under the Approaches Addressing Multiple Issues section.

Supporting Vital Retail Configuration

The right configuration of retail enhances the economy of the corridor. A mix of complementary and diverse uses such as office, retail, residential, cultural, entertainment, and restaurant in an area will create a more vibrant neighborhood for prolonged hours.[48] The main retail district for the downtown or neighborhood should be concentrated on a quarter-mile street. People are typically willing to walk a maximum of 1,250 feet or approximately one quarter of a mile. This five-minute walk is acceptable for most people and is a short enough distance to keep a shopper's attention. Within that walk there must be "continuous, uninterrupted retail storefronts and restaurants on both sides of the street."[49] Major destinations, such as grocery stores or cinemas, should be placed on the ends of the street. These "anchor stores" attract great numbers of people who may then wander along the street. Once again, the anchors should at most be about 1,200 feet apart.[50] Pedestrians should also be able to see a public plaza and amenities (e.g. libraries, open space, and cultural facilities) on adjacent streets.[51]

Pro: This configuration has supported economic development in many places, including Santa Fe, Racine, and Portland.
Con: It requires leadership from the city and community groups to integrate all the pieces and get all stakeholders involved, especially the business community.

Improving Storefront Presentation

To improve storefront presentation, design guidelines or zoning code should strongly emphasize the elements of facades on the retail street. Highly-transparent storefronts that engage the sidewalk will help maintain stimulation and interest. The window sills should be no higher than knee level. The community should have a system for maintaining their storefronts and window or sidewalk displays. The signs tend to fit into neighborhood character better if they are modest. Well-lit displays will foster after-hours window shopping, encouraging the twenty-four hour use of the area and increasing the feeling of safety for the pedestrian. Finally, non-retail uses (e.g. banks, offices and housing) on the ground floor of this section of the street should be avoided, especially on corner lots.[52] Retail-uses at the ground floor with stores and windows to attract the pedestrian's attention and doorways with people entering and exiting stimulate the pedestrian experience. Avoiding blank facades is especially important for buildings facing a plaza.[53]

47 Crandall Arambula, "Retail Street Fundamentals," http://www.ca-city.com/images/news/pdfs/Retail%20Street%20Fundamentals.pdf
48 Jane Jacobs, *The Death and Life of Great American Cities* New York: Vintage Books, 1992, 143-177.
49 Crandall Arambula, "Retail Street Fundamentals," http://www.ca-city.com/images/news/pdfs/Retail%20Street%20Fundamentals.pdf
50 Jonathon Barnett. *Redesigning Cities* Chicago: Planners Press, American Planning Association, 2003, 236.
51 Crandall Arambula, "Retail Street Fundamentals," http://www.ca-city.com/images/news/pdfs/Retail%20Street%20Fundamentals.pdf
52 Ibid.
53 William Whyte, The Social Life of Small Urban Spaces, Municipal Art Society of New York, 1981 57.

Pro: Neighborhood character may be maintained or improved. Jane Jacobs' "eyes on the street" theory suggests that this sort of engagement between private or semi-private space and public space will make the street safer.[54]
Con: This may be overly prescriptive. Businesses may not appreciate new guidelines. Activated streetscapes may push out other users.

Enhancing the Pedestrian Environment

Shoppers are attracted to pedestrian-friendly environments. A number of elements make a street more inviting to pedestrians. The sidewalks must be wide enough to have plenty of space to sit, rest and people-watch. They should have at least an eight foot width so that two couples can pass each other comfortably, an extra five feet for pedestrian amenities (e.g. street lights, trees, signs, parking meters, and street furniture), and an additional five feet where there are outdoor cafés, kiosks, or vendors.[55] Pedestrian friendly environments have crosswalks that are safe and pedestrian-friendly, landscaping that is attractive, and developers who provide weather protection such as awnings. The area has activities for children such as water features and public art and "bright nighttime lighting with a festive sparkle."[56] The street also has other amenities such as easy-to-read maps and directories and public restrooms.

Pro: These improvements would be in line with what the residents are already saying about trees, landscaping, and pedestrian-friendly lighting. These are typically encouraged in the current design guidelines.
Con: Many street widths are prohibitively narrow. Changes in right-of-way uses are difficult to implement and may require dedication by private property owners.

Providing Parking

Retailers often argue that parking should not be far from their shops. To meet parking demand, the district may need a variety of parking types, including: "parallel on-street parking, off-street parking in lots that do not obstruct the continuous retail flow, and off-street 'grandma-friendly' parking structures—no more than one half block from the retail street."[57] Parking must be convenient and efficient.[58] On-street parking is especially important for providing a buffer between pedestrians and moving automobiles and for getting customers to the adjacent businesses.[59]

54 Jane Jacobs, *The Death and Life of Great American Cities* New York: Vintage Books, 1992, 35-54.
55 Jonathon Barnett, Redesigning Cities Chicago: Planners Press, American Planning Association, 2003, 217.
56 Crandall Arambula, "Retail Street Fundamentals," http://www.ca-city.com/images/news/pdfs/Retail%20Street%20Fundamentals.pdf
57 Ibid.
58 Cy Paumier, *Creating a Vibrant City Center: Urban Design and Regeneration Principles* (Washington, DC: ULI—Urban Land Institute, 2004), 15.
59 Mark Brodeur, "Ten Tips for Designing a Consumer Friendly Downtown," Planning vol. 69, iss. 4 (April 2003), 24.

Pro: Shoppers who do arrive by car will have access to the retail street. On-street parking adds to the liveliness and mix of uses of a street.
Con: Existing surface lots that front the sidewalk and thus obstruct the "continuous retail flow" may be highly valued. If the existing urban form is not compatible with this type of parking, design and implementation is costly.

Providing Automobile Access

The community must carefully choose its retail street. Not all streets are fit for this type of use. There must be "at least 5,000 cars driving by every day, no more than two lanes of traffic—to minimize pedestrian crossing distances, limited left turn lanes—to maintain the two-lane pedestrian crosswalk distance, and truck loading zones and bus stops located on cross streets—to preserve on-street parking in front of shops."[60]

Pro: If the neighborhood's retail street already fits this description, it is in excellent shape to meet many of the other criteria for a great retail street. This configuration ensures automobile access while prioritizing the pedestrian.
Con: Many streets may have too little or too much traffic, too many lanes, or a bus route with many stops on the main retail street. These are extremely difficult to change.

Learning from Portland's Emphasis on Ground Floor Use Flexibility

A Portland design guideline states, "Develop flexible spaces at the sidewalk-level of buildings to accommodate a variety of active uses."[61] This guideline is especially important for commercial corridors, but is not mentioned in Seattle's design guidelines. As commercial areas evolve, ground floor uses must remain active for a vibrant street, which in turn spurs economic development. A ground floor that is only suitable for one use may sit empty if the business leaves, marring the face of the street for some amount of time.

Pro: Planning for change, rather than reacting to change, prevents unintended consequences and can ward off prolonged vacancies.
Con: This would require a legislative change to the guidelines, which is a difficult process.

60 Crandall Arambula, "Retail Street Fundamentals," http://www.ca-city.com/images/news/pdfs/Retail%20Street%20Fundamentals.pdf
61 Bureau of Planning , *Central City Fundamental Design Guidelines*, City of Portland. Portland, Oregon. April 1, 2001, 124.

Introducing Design Guidelines to Direct Franchise Design

The American Planning Association provides a guide to mitigating out-of-character fast food and gas station design in *Saving Face: How Corporate Franchise Design Can Respect Community Character* and offers alternatives and suggestions for design guidelines to address site planning, streetscapes, and context-sensitive solutions.[62] Developers can refer to a visual essay that shows examples of franchises that disregard community character and that work to fit into the context. Some examples follow in Figures UD-16 thru UD-19:

Figure UD-16: *Signage is out of scale with streetscape and neighborhood (Baltimore, Maryland).* Source: Fleming, 2002, 36

Figure UD-17. *Franchise signage fits the character of the neighborhood (Romantic Road, Germany).* Source: Fleming, 2002, 42

Figure UD-18. *Context-sensitive Shell station (California's Coastal Highway).* Source: Fleming, 2002, 63

Figure UD-19. *Adaptive-use (Princeton, New Jersey).* Source: Fleming, 2002, 75

Pros: Property values are likely to increase with the greater "community identity and visual integrity," and businesses gain an "improved reputation as a good neighbor and enhance their image through the endorsement of the community."[63]

Cons: The guidelines or zoning changes may be overly prescriptive.

62 Ronald Lee Fleming, "Saving Face: How Corporate Franchise Design Can Respect Community Character," *American Planning Association Planning Advisory Service Report 503/504* (March 2002)

63 Ibid.

Improving Neighborhood Involvement in Design Review

12. Neighborhood Control in the Design Review Process

"Design Review is a good tool, but it's weak."
–Northwest sector participant

"Design review gives neighborhoods some ability to influence development but not enough."
–West sector participant

These sentiments were echoed at many focus groups around the city. With undesired developments still being built despite the existing design review guidelines and process, many residents wanted greater neighborhood control over design review. Several factors may be contributing to a sense of lack of neighborhood control: insufficient review board representation, lack of locally targeted design guidelines, limited regulatory power of the guidelines, high threshold for design review, and post-review design changes. Potential remedies to address these indicated shortfalls are proposed below.

Enhancing Neighborhood Representation on Review Boards

The Seattle Municipal Code stipulates that design review board composition include representation from both local residents and local businesses, with local referring to the district rather than neighborhood level. Considering that focus group participants perceived a lack of control of the design review process, enhancing neighborhood representation by adding a neighborhood member or by altering the composition to include a neighborhood member may help to alleviate this lack of control, perceived or real. This neighborhood representative could function as the neighborhood guidelines steward in neighborhoods that have their own guidelines, or act as someone representing known local issues and preferred design alternatives in neighborhoods lacking their own design guidelines. This would give neighborhoods more control but might add complexity to the board selection process.

Pro: More control will be given to neighborhoods in design review.
Con: The neighborhood representative may have less familiarity with city-wide design guidelines, and bringing them up to speed on these guidelines could slow down review.

Creating More Neighborhood Design Guidelines

Most Seattle neighborhoods have no neighborhood-specific design guidelines. With the high development activity that is occurring here, many communities appear eager to have more influence over the design of new developments. As a component of the neighborhood plan update process, the City might consider encouraging neighborhoods to create their own design guidelines where they currently don't exist.

Pro: Neighborhoods that currently have no design guidelines would gain some control of design.
Con: City staff time will be required in public outreach to communities that currently have no guidelines of their own.

Minimizing Post-Review Design Changes

After design review has taken place, further modifications can be made to developments without going through design review. This appears to be true even in cases where modifications affect design. The effect on design review is less control for design review boards and neighborhoods. Measures taken to reduce this effect would give more control to neighborhood interests. The challenge would be in designating the threshold of post-review design change beyond which further input from the review board would be required. To address this, when post-review changes are made, city staff or review board members could check notes recorded at design review board meetings to ensure that the post-review changes didn't run directly counter to board findings and public opinion expressed at the meetings. If changes were to run counter to board findings, public opinion, or particular concerns mentioned in neighborhood design guidelines, another round of review by the design review board would be required.

Pro: Design review board members and involved citizens will be empowered knowing that no significant changes will be made after the design review process.
Con: It will likely be a challenge defining which changes could be allowed, if any, after design review.

Keeping the Design Review Threshold Appropriately Low

The development scale threshold beyond which design review is required has a significant impact on the success of any design review process.[64] Some developers have found a way to circumvent design review by submitting several land use permits rather than one, thereby avoiding the triggering of mandatory design review (and environmental review). This loophole, called "micropermitting" or "piecemealing," takes control away from neighborhoods and the City of Seattle. A nearly identical situation exists with environmental review: developers circumvent this review by developing lots below the threshold, but there are cumulative environmental impacts from the set of lots. To detect the potential for cumulative impacts from superficially disparite developments, parties with an economic interest in the development must be identified at the time of permit application. This would require additional investigation for city staff, but would result in environmental and design review in cases where it is appropriate.

Pro: Design review will be applied to more developments.
Con: More design review requires more of a time commitment on the part of design review board members.

Increasing the Power of the Guidelines

No single design guideline is mandatory; rather, the set of city-wide and neighborhood design guidelines are applied when developers go through the review process, and board members choose on a case-by-case basis which guidelines to prioritize. Neighborhood guidelines can prioritize specific guidelines, but cannot exceed the city-wide guidelines in their regulatory power. Enabling neighborhoods to make certain guidelines mandatory would give more power to individual neighborhoods in the design of new developments.

64 Seattle's threshold is specified in Client Assistance Memo 238. http://www.ci.seattle.wa.us/dclu/Publications/cam/cam238.pdf

Pro: Neighborhoods will gain control in reviewing design of proposed buildings.
Con: Regulatory complexity may increase with some guidelines mandatory and others not. A system clearly differentiating the regulatory level of different guidelines must be developed.

Making Guidelines More User-Friendly

Guidelines are more powerful when they are more user-friendly. The neighborhood guidelines range in size from 17 pages to 45, giving a significant breadth of specifics. Certain neighborhood guidelines have provided checklists showing whether supplemental guidance to the list of city-wide guidelines is provided or not. Standardizing this practice in new neighborhood guidelines and existing guideline updates would streamline their use, thereby increasing their power. These standardized checklists could be added to neighborhood guidelines currently lacking them as guideline updates occur.

Pro: Design guidelines will become more user-friendly, increasing their impact.
Con: Creating these checklists will require a bit of staff time.

Learning from the Portland Design Review Process

In Seattle, neighborhood review boards and the Design Commission (for public projects) are advisory, and the DPD director is decision-making. In Portland, however, its Historic Districts Advisory Board, Design Commission, and Landmark Commission are decision-making.[65]

Pro: Neighborhoods may feel that they have more power if their design review boards make the final decisions.
Con: This requires highly qualified and committed design review board members.

65 John Punter, *Design Guidelines in American Cities: A Review of Design Policies and Guidance in Five West Coast Cities*, Liverpool: Liverpool University Press, 1999, 17.

Approaches Addressing Multiple Design Issues

Conducting an Economic Analysis of Building Costs and Developer's Profit

Focus group participants see a discrepancy between what developers say is a reasonable profit and what they view as reasonable. Plans "must embody realistic assessments of economic return, market demand and appropriate development [densities], as well as acceptable levels of design regulation" for developers to agree to them.[66] City Councilmember Peter Steinbrueck commissioned a study of developer profit, looking specifically at how much a developer could afford to pay toward affordable housing.[67] A similar study would analyze building costs and developer's profits. If the city can show that higher quality buildings would still provide a profit and not drastically raise housing prices, the study would strengthen the city's ability to require high quality design and lasting buildings. The study would also give the city the credibility to require a minimum investment from developers.

Pro: Higher quality design and construction will remedy most of the physical design issues.
Con: The analysis costs money. Direct interference with the market may pose a philosophical problem.

Conducting Post-Occupancy Evaluations (POE's)

Post-occupancy evaluation (POE) is a methodological approach to evaluating building performance. It can focus on psychological comfort, aesthetic quality, and satisfaction. POE's are time-consuming and costly upfront, but "ideally, the information gained through POEs is captured in lessons-learned programs and used in the planning, programming, and design processes for new facilities to build on successes and avoid repeating mistakes."[68] POEs could provide confirmation or recommendations for existing design guidelines.

Pro: This method pinpoints exactly what is working and what is not and offers situation-specific solutions. It is a way to accumulate knowledge to inform and improve design.
Con: This approach may be prohibitively expensive, and it is unclear who pays for it. The process requires a number of specific skills.[69] It may be threatening to some because it passes judgment on professionals' work, revealing mistakes or oversights.[70]

Learning from Portland's Design Guidelines' Organization and Focus

Portland's design guidelines are renowned. Like Seattle, Portland has a city-wide set of guidelines, the Central City Fundamental Design Guidelines, and additional sets of design guidelines specific to Central City subdistricts, historic districts, and unique parts of the

66 John Punter, *Design Guidelines in American Cities: A Review of Design Policies and Guidance in Five West Coast Cities*, Liverpool: Liverpool University Press, 1999, 17.
67 Jennifer Langston, "City seeks cut of profits of high-rises for public," Seattle Post-Intelligencer, January 12, 2006.
68 Federal Facilities Council, *Learning from Our Buildings: A-State-of-the-Practice Summary of Post-Occupancy Evaluation*, Washington, DC: National Academy Press, 2001, 1
69 Ibid, 24.
70 Clare Cooper Marcus and Carolyn Francis, "Post-Occupancy Evaluation," in *People Places: Design Guidelines for Urban Open Space*, New York: Van Nostrand Reinhold, 1998, 345.

city.[71] The Portland Bureau of Planning Central City Fundamental Design Guidelines are organized around Portland Personality, Pedestrian Emphasis, Project Design, and Special Areas. The guidelines clearly states that "the set of applicable design guidelines is tailored to the size, scale and complexity of the proposal," and they provide a table delineating which guidelines apply to which types of projects. Seattle's guidelines do not clearly state this relationship between the guidelines and zoning. Portland's presentation of the document is clear and provides an overlay zones map, special districts maps, and a design guidelines location map.

Pro: More organized and focused guidelines may render them more effective.
Con: Reorganization of design guidelines takes staff time.

Giving Awards for Design Excellence: Portland

Portland highlights design through competitions to reward quality architecture, landscape architecture, and public art.[72] An award system may inspire designers and developers to produce higher quality work. The City could work in conjunction with the local American Institute of Architects (AIA) or American Society of Landscape Architects (ASLA) chapters to administer the award.

Pro: Recognizing good design is not expensive. The Department of Planning and Development (DPD) already looks at all major new development.
Con: An award system would require staff time if not done by the local AIA and ASLA chapters.

Learning from Chicago's CitySpace Program

Chicago is a good example of a city that is doing extensive work to improve its region through design. Chicago's CitySpace program targets open space reclamation and uses a three pronged approach to best achieve its goals. Three programs that make up the CitySpace program are its Building Green/Green Roof Initiative, Campus Park Program, and Chicago River Program. Through this program, Chicago is regaining large amounts of green space and making that space accessible to the public.

The Building Green/Green Roof Initiative encourages sustainable building practices throughout the city. Included in the initiative are policies that promote environmentally responsible design, construction and design techniques that can be applied to new and existing structures. The main objectives of this initiative are to provide buildings that improve well being, use fewer resources during building and maintenance, and can operate on a lower budget.

The Campus Park Program targets public school grounds. The program replaces playground asphalt or concrete with greenery, improved landscaping, play sets, trees, attractive fencing and new lighting. As of 2003, one hundred school playgrounds had been upgraded. This inspiring program not only improves environments for young people, but

71 Bureau of Planning , *Central City Fundamental Design Guidelines*, City of Portland. Portland, Oregon. April 1, 2001.
72 John Punter, *Design Guidelines in American Cities: A Review of Design Policies and Guidance in Five West Coast Cities*, Liverpool: Liverpool University Press, 1999, 103.

also invites them to get outside more often, increasing their overall activity and combating the childhood obesity epidemic that is taking over the country.

The Chicago River Program is regaining the quality of their valuable waterfront property. This program utilizes such design tools as setbacks, riverfront development zones, riverbank zones, an urban greenway zone, development zone and a Bubbly Creek development guideline to reclaim riverfront access and property. By acquiring land for fishing stations, canoe launches, nature trails and other recreational assets, the program has already claimed 36 acres of open space along 17,000 feet of river frontage and an additional 29,000 feet of river frontage at 31 new private real estate developments.

By coordinating key governmental agencies such as the Chicago Park District, the Forest Preserve District of Cook County and the City of Chicago, the CitySpace program is able a keen example of how utilizing multiple assets of government can achieve greater success in a shorter period of time. This program is especially successful at drawing support from community associations and special interest groups. Its main objective at targeting open space improvements in neighborhoods that display the greatest need had been well received by the community and with each new open space acquisition, ensure the continuation of the program.

Pro: This program is comprehensive and has the capacity to affect a large number of open space allotments. It also creates cohesiveness between various governmental factions which can all stand to gain from proposed projects.
Con: Because this program is so comprehensive it requires intense coordination to start and maintain its operation. It is best suited for larger cities that are equipped with the manpower to handle the many different tasks needed to facilitate it.

Learning from Duvall, Washington: Good Use of Visual Representation during the Plan Design Process

The city of Duvall, Washington needed to update their comprehensive plan. One design method that worked in Duvall was the use of charettes and visual presentations throughout the public process. This method was also mentioned several times in the focus groups conducted by UW students. Duvall used a private consultant to conduct brainstorming and visioning sessions. Later, the same consultant presented three different visual development scenarios to public planning participants, who were then able to select their preferred development plan. Visual representation is an effective tool that is helpful in quickly getting everyone on board with ideas and visions.

Pro: Visual representation is easily comprehended by the average person, allows individuals to attain a clear picture of development possibilities and is often times very enjoyable for people with little or no design background.
Con: This kind of representation may require the work of an outside professional to construct the visuals. Facilitation of the charette also usually requires the aid of a consulting team. Because of these factors, small budget projects would not be ideally suited for this type of representation.

Implementation Strategies

Many aspects of good urban design are expensive and city governments often do not have the resources to fully fund them. The most important factor in identifying and implementing these strategies is to develop leadership at the local level. The following examples are funding strategies or models for organizations that can advocate for better urban design and raise money for implementation:

Implementing a Two Percent Commercial Corridor/Commercial Nodes Loan Program
Obtaining grants from the Neighborhood Matching Fund (NMF) is highly competitive and geared toward neighborhood groups. In addition to the existing NMF, Seattle could consider a program like Minneapolis' Two Percent Commercial Corridor/Commercial Nodes Loan.[73] This program provides financing for small businesses (retail, service, and light manufacturing) to purchase equipment or make building improvements. Eligible improvements are:

- Lighting
- Roofing
- Entrances, doors, awnings
- Plumbing
- Streetscape and parking lot
- Electrical
- Signage
- Walls, ceilings, floors
- Cleaning, painting, staining
- Architectural changes
- Accessibility
- Windows, cornices
- Air Conditioning
- Masonry
- Production equipment

A private lender provides half of the loan (at market rate) and the city provides the other half (up to $75,000 and at 2 percent interest). The private lender sets the term, and it can be up to ten years. All businesses in the designated Commercial Corridors or Commercial Nodes and businesses that benefit low-to-moderate income persons by creating jobs or improving services are eligible.

The City of Seattle could consider a program like this to provide another avenue for small businesses to improve the appearance of their property, and thus improve the commercial corridor. A Seattle program could limit the eligible improvements to those enhancing neighborhood character and pedestrian environment as delineated in the above sections.

Pro: As a lending program, it would be cheaper for the city than grants, while still supporting urban design related economic development.
Con: The program would require more staff, would cost money, and the city would take on the role of lender.

73 Minneapolis Community Planning and Economic Development, "Two Percent Commercial Corridor/ Commercial Nodes Loans," City of Minneapolis, http://www.ci.minneapolis.mn.us/cped/two_percent_commercial.asp

Using the Main Street Approach

The National Trust Main Street Center provides assistance, information, and leadership to local organizations on historic preservation-based revitalization. This approach has been used widely in the United States. The Center sets out four main points for revitalizing business districts:[74]

Organization: A governing board, committee, and volunteers share the work load. This gets everyone working towards one goal and builds consensus among stakeholders.

Promotion: The community advertises itself as a great place to live, work, shop, and play. This builds confidence in the district, encouraging investment.

Design: The community capitalizes on its best design elements, improves maintenance programs, and ensures appropriate future design.

Economic Restructuring: The community strengthens its existing economic assets and attracts new businesses.

Pro: The program has hundreds of members, easily available case studies, and years of expertise to share with grassroots organizations.
Con: It may not be an appropriate approach where historic preservation is not a major goal. Revitalization efforts may unintentionally displace people.

Forming Business Improvement Districts

Business Improvement Districts (BIDs) are generally quasi-public non-profit organizations, authorized by the local government to assess fees similar to property taxes on businesses within a defined area. The BIDs then provide services, such as sidewalk maintenance, that are beneficial to all businesses.

BIDs can also be a powerful force in advocating for better urban design and in acting as stewards of the public realm. In Houston, Texas, the Houston Downtown District, a business organization, played a major role in planning and designing major streetscape improvements in the north part of downtown. The organization worked with a private foundation run by local businessmen to develop the vision for the project and convince the city of its importance. The Downtown District funded some smaller aspects of the work, such as wayfinding signage, itself and also brought in money from private foundations.[75]

Forming Local Improvement Districts

Local Improvement Districts (LIDs) and their close relatives Road Improvement Districts (RIDs) are similar to Business Improvement Districts. They are all formed by a group of property owners and, with the approval of the municipal government, assess fees on a small area (generally a majority of affected property owners must agree to the LID for it to be considered). A LID differs from a BID in that its purpose is to raise funds for specific

74 National Trust for Historic Preservation, "Main Street," http://www.mainstreet.org/content.aspx?page=47&section=2

75 Frick, Jill. "The Public Realm and Urban Design." In Making Business Districts Work, edited by David Feehan and Marvin Feit, 176. Binghamton, NY: The Haworth Press, 2006.

public capital projects, such as street improvements, while BIDs can raise funds for any type of project.[76] The city of Tacoma is currently using a LID to pay for ornamental streetlights along a small number of streets.[77]

Forming Neighborhood Associations

Neighborhood Associations have no official government ties; unlike BIDs they lack any sort of official taxing authority, but they can still fill an important role as advocates for community values.

In Boston, one particularly successful group is the Neighborhood Association of the Back Bay (NABB), established in 1955. The group lobbied for its neighborhood to be recognized by the state as a Historic District and to establish the Back Bay Architectural Commission, which reviews proposed construction and renovations. Further, the NABB fulfills a watchdog role that is perhaps uniquely appropriate for a neighborhood association:

Defending the unique character of residential Back Bay against those who strive to circumvent architectural and zoning regulations is one of NABB's major tasks, and is the responsibility of our Architecture and Zoning Advisory Committees.[78]

Conclusion

This paper has examined concerns brought up by focus groups relating to urban design. These concerns spanned a number of topic areas including physical design of new construction, streetscape environments, open space location and design and historic preservation. To gain perspective on these issues, case studies from other cities were reviewed and used to suggest alternative ideas that Seattle might consider implementing. In addition to case studies, working professionals in the design field were consulted and pertinent literature was reviewed.

The major findings include:

New Building Development

In our analysis we found first that Seattle's existing city-wide or neighborhood design guidelines address many of the issues raised by focus group participants. The reader will find analysis of the existing guidelines and design-related programs from other cities that could be applicable to Seattle.

Streetscape Environment and Open Space

Streetscape design is addressed by the city, but implementation is difficult. Neighborhood empowerment (through Neighborhood Associations, BIDs, LIDs, Main Street Associations, etc.) may be the key. Analysis of existing programs such as the Tree Fund and the Seattle

76 Municipal Research and Services Center of Washington and American Public Works Association - Washington State Chapter. *Washington State Local Improvement District Manual.* 2003 http://www.mrsc.org/Publications/walidmanual03.pdf
77 City of Tacoma. *Local Improvement Districts* (LID) FAQ. http://www.cityoftacoma.org/Page.aspx?nid=526
78 Neighborhood Association of the Back Bay. *NABB History*. http://www.nabbonline.com/historyofnabb.htm

Green Factor and resulting adjustments could make them more powerful.

Open space standards are addressed by the city, but a gap exists between the standards and currently available open space. Seattle's design guidelines and zoning code do not clearly regulate open space locations. To ensure effectiveness of the standard, open space standards could be incorporated into the design guidelines for each neighborhood, and a review of open space standards could be included in the neighborhood planning process.

Preservation and Economic Development

Comparable cities were found to have extensive historic preservation programs and their success demonstrates the benefits of historic preservation to city character and economic vitality. Main Street programs and additional landmark designations are two approaches that neighborhoods could use to enhance historic preservation.

Economic development of commercial corridors can be furthered through good urban design. A number of elements affect economic development, including retail configuration, storefront presentation, the pedestrian environment, parking, and automobile access. Once again, implementation strategies are vital to successfully improving business district urban design.

Neighborhood Involvement in Design Review

Seattle's design guidelines address many of the physical design issues, but not all guidelines are being applied to the extent desired by many participants. This appears to be largely a procedural question, and the analysis addresses possible areas for procedure changes, and options for these changes. Finally, examples of programs that can be initiated at the neighborhood level are provided.

Approaches Addressing Multiple Issues and Implementation Strategies

The final section explores broad approaches to resolving design-related issues that do not fall neatly into any of the previous sections. These include an economic analysis of construction costs, post-occupancy evaluations, awards for design excellence, open space reclaimation as seen in Chicago's CitySpace Program, and visual representation during participatory planning as used by Duvall, Washington. A loan program, a Main Street approach, Business Improvement Districts, Local Improvement Districts, and Neighborhood Associations are implementation strategies available to achieve neighborhood design goals.

[page intentionally left blank]

Appendix 1
Sector Memo

A1

[page intentionally left blank]

Department of Urban Design and Planning
University of Washington
Seattle Neighborhood Plan Update
2008 Planning Studio
http://courses.washington.edu/studio67
email: studio67@u.washington.edu

Memorandum

To: Tom Hauger and Ed Pottharst, City of Seattle
From: Urban Design and Planning Studio
Date: 2/27/2008
Subject: Neighborhood Plan Analysis

Table of Contents

	Page
Introduction	A1-1
Northwest Sector	A1-3
Northeast Sector	A1-7
West Sector	A1-11
East Sector	A1-16
Southwest Sector	A1-21
Southeast Sector	A1-26

Introduction

Ten years after Seattle's first neighborhood planning process, the city is poised to revisit the process and develop an approach for neighborhood planning for the next six years. To assist in this effort, graduate students from the Department of Urban Design and Planning of the College of Architecture and Urban Planning at the University of Washington have produced this report.

The purpose of this report is to compare and contrast Seattle's neighborhood plans' processes, expectations, and outcomes. Questions we considered were: How did each neighborhood undertake the planning effort? Did neighborhoods have realistic or impractical expectations about plan impacts? Have anticipated outcomes materialized?

To answer these questions, we first examined each neighborhood plan according to the above topics. We then analyzed the plans by sector and drew sector-wide conclusions about successes, failures, and common or unique features. Key findings from our analysis of plans include the following:

- Transportation was the one element addressed in all plans. Several plans outlined seemingly contradictory goals to increase both thru-traffic capacity and non-motorized accessibility.
- Preserving neighborhood character was a goal in most plans. Whether in the form of preserving historic buildings (Pioneer Square) or single-family housing (Green Lake), most sought to maintain the status quo.
- Plan purposes ranged from visioning documents (Georgetown and Queen Anne) to actionable implementation tools (Chinatown/International District). Many neighborhoods produced hybrids that incorporated vision with specific activities.
- Planning processes ranged from community-driven (North District/Lake City) to city-driven (Northgate). Community-driven plans tended to include a large number of smaller activities, while city-driven plans focused on fewer, larger goals. This difference made it difficult to evaluate plans on the basis of percentage of activities completed.

The following report contains our analysis of plans by sector. Individual neighborhood plan assessments are found in Appendix 2.

Northwest Sector Summary

The Northwest Sector stretches from the Lake Union shipping canal in the south to NE 145th Street in the north, and from Puget Sound on the west to Interstate 5 on the east (with Broadview-Bitter Lake-Haller Lake extending to NE 15th Avenue). This planning sector includes eight neighborhood planning areas: Aurora-Licton, Broadview-Bitter Lake-Haller Lake, Crown Hill-Ballard, Fremont, Green Lake, Greenwood/Phinney, Ballard-Interbay-Northend Manufacturing and Industrial Center, and Wallingford.

Neighborhood Comparisons

All of the neighborhoods within the Northwest Sector are designated by the City of Seattle as one of the following: a HUB Urban Village, a Residential Urban Village, or a Manufacturing and Industrial Center. These designations play a strong role in shaping the focus of these plans, resulting in plans that aim to create, maintain, or enhance vibrant and economically sound neighborhood centers.

Common elements among the eight neighborhood plans include:

- **Improved Pedestrian Accessibility and Connectivity**: The plans recommend a number of tactics to improve pedestrian safety and access, such as installing traffic calming measures, repairing and constructing sidewalks, and improving the connectivity of pedestrian walkways by either building or further developing open space.

- **Improved Bus and Cycling Transportation Infrastructure:** Tactics utilized within the plans include the consolidation and redistribution of bus stops as well as designating bicycle pathways and lanes that will integrate with the City's existing cycling infrastructure.

- **Preservation of Existing Neighborhood Character:** The neighborhoods within the Northwest Sector all take pride in their uniqueness and character. Despite their geographic proximity, the character and the specific focus of each of the neighborhoods are vastly different. For example, preserving neighborhood character in Fremont focuses on retaining space and support for local artists, while in Wallingford this indicates a focus on retention and enhancement of locally-owned, small businesses. From a planning perspective, this has important implications if the City of Seattle is contemplating encouraging the planning process to take place at the sector level.

Main differences between the plans include:

- **Plan Organization:** Plans tended to fall into one of two structure — those which are organized according to overarching goals, and those which are organized according to subject area (e.g. housing or transportation). The former plans often contained four or five Key Integrated Strategies, each with a broad vision statement, followed by more specific near-term goals and longer-term urban revisions. The latter plans also contained near-term and longer-term goals, but were organized according to specific topics.

- **Attitudes toward Multi-family Development:** Although the Northwest Sector is largely comprised of single-family housing, the neighborhoods' designations as Hub or Residential Urban Villages suggest the City of Seattle's intent to increase density and multi-family development within those Urban Villages. Reactions to this type of development varied widely across the plans. For example, the Green Lake plan emphasizes the intent to preserve existing moderate-income single-family housing within their neighborhood, while the Ballard plan specifically addresses how to encourage multi-family development.

- **Attention to Affordable Housing:** The plans within the sector varied widely in this realm. The Greenwood neighborhood specifically addresses the intent to preserve existing affordable housing in order to prevent the gentrification of the neighborhood. The Broadview-Bitter Lake-Haller Lake Neighborhood plan expresses the neighborhood's intent to preserve an existing affordable mobile home park. Other plans within the sector focus less attention on affordable housing issues and offer few tactics to address rising housing costs, despite vision statements that explicitly aim for a diversity of residents of all income levels.

Successes and Failures

The neighborhood planning process for Seattle's Northwest Sector has yielded a mix of results. On one hand, there have been a number of successes, with community members and stakeholders working together and engaging with each other to develop a coherent, viable action plan for their futures. However, shortcomings were also evident in the process. This summary seeks to review the process of developing the plans as well as assessing their outcomes to date.

The neighborhood planning processes has succeeded in the following ways:

- **Reader Accessibility:** The majority of the neighborhood plans were written in an easy-to-read style, avoiding excessive technical language and jargon. Most plans were also kept to a reasonable length (notably Ballard's plan at 11 pages), enabling community members to read, understand, and refer to the document easily.

- **Participation and Responsiveness:** The processes through which the plans were developed were participatory and inclusive, and reflected needs and goals of the community. Those involved in the planning process made clear efforts to publicize planning events, and large numbers of local residents and businesses participated in the process.

- **Productivity and Outcomes:** Perhaps the most basic measure of a plan's success is the extent to which its recommendations were carried out, i.e. whether the document led to concrete action on the part of the government and community, rather than slipping into obscurity. Though results have varied, the city has implemented some of the suggested actions in all of the Northwest Sector neighborhoods. These outcomes range from the installation of traffic calming devices to amendments of neighborhood Land Use Codes.

- **Clear Vision Statements:** Each plan was based on a clear vision statement for its neighborhood, derived from a participatory planning process. The programs and actions recommended in each plan stemmed from this core vision, and were internally consistent as a result. A clear vision statement often makes it easier to build consensus in the planning process, and allows for flexibility in deciding future actions.

- **Focus on Key Strategies:** Some plans included a section on priorities, or highlighted specific recommendations as high-priority. These plans gave city staff a clear idea of what the neighborhood wanted to achieve, and facilitated implementation. The Ballard-Interbay-Northend Manufacturing and Industrial Center plan's section on priorities and Wallingford's chapter on key projects are good examples of this type of prioritized planning.

The following shortcomings were found:

- **Unclear Roles of Major Players:** Though the planning processes in each neighborhood appeared participatory, there was often information missing that would have been helpful in verifying that the process was carried out in an open, transparent manner. For example, many plans were developed with guidance from a steering committee, but information on how committee members were selected was not always included. A description of the committee's roles and final authority in the process would have also been helpful. Adding this information would ensure transparency, and a representative decision making process.

- **Insufficient Levels of Prioritization:** In many cases, a failure to boil down contents of the plan into main or high-priority goals led to an overabundance of recommended action items. Core objectives were often drowned out by a multitude of sub-goals which were too broad in focus. This made it difficult for City staff to identify those goals that were most important to the community.

- **Inconsistency with City Strategies:** Some of the plans appeared to have been developed with little communication with the City. One indication of this is the fact that some plans' matrices, developed by the City in response to the plans, state that clarification is needed or that the action objectives are inconsistent with City strategies on many plans' recommendations. Measures to strengthen dialog with the City during the process would improve the neighborhood planning process and ensure that major goals included in the final plans are realistic and achievable.

- **Lack of Visual Content:** Though some plans contained useful pictures, diagrams and tables, many could have benefited from improved visual content. Some plans included visual aids which were neither clear nor helpful.

Northeast Sector Summary

Seattle's Northeast Sector is composed of four neighborhood planning areas, including the University Community Urban Center, the Roosevelt Residential Urban Village, the Northgate Urban Center, and the Lake City Hub Urban Village. Compared to Seattle's other sectors, the Northeast Sector has the fewest plans, with only four, though it covers a large area.

The Northeast Sector is characterized by several distinct components, including the presence of the University of Washington — the largest University in the Northwestern United States — and University Village, an upscale shopping center with many destination retailers. Northgate Mall and Roosevelt Square, both important commercial centers, are located in the Northeast Sector. Other notable areas include "Audio Row" — a concentration of high-end audio and video system retailers in the Roosevelt planning area, Lake City Way (SR 522), running through the core of Lake City — a prominent neighborhood center, and "Auto Row" — a concentration of automobile dealerships, also within the Lake City planning area. The Sector also contains the Thornton Creek Watershed, Seattle's largest, which runs throughout the Northgate and Lake City planning areas.

Neighborhood Comparisons

The Northeast Sector of Seattle consists of four urban centers, each with corresponding neighborhood plans. The scope of the neighborhood plans for North District/Lake City, Northgate, and the University District include multiple urban villages that make up each individual urban center. Roosevelt's neighborhood plan covers a much smaller area and only one neighborhood, but by no means do these urban centers exhaust the total number of neighborhoods found within the boundaries of this sector. North District/Lake City covers the largest area and is more of a loose grouping of multiple neighborhoods than the integrated and complementary characteristics found throughout the other three. The Roosevelt and University Districts in particular are much smaller and traditional.

Similarities and differences among these four neighborhoods and their plans have been influenced by geographic location, community demographics distinct to each neighborhood, as well as larger scale regional changes which will be further described below.

Geography, History, and Community

The University Community and Roosevelt Neighborhood are smaller neighborhoods generally characterized by residential areas surrounding a commercial core and within fairly

close proximity to downtown Seattle. They have both been defined as Seattle neighborhoods for over 100 years, ever since the University of Washington campus was relocated from downtown. The University has since had a large influence on the development of both areas, particularly regarding population and transportation issues. Landmarks such as the University Heights School, Roosevelt High School, unique single-family homes, and Ravenna Park give these neighborhoods a starting point for a clear vision built off a lasting sense of community and historical pride. These plans generally focus on maintaining and fostering strong business and residential activity (including affordable and multi-family housing options) within the neighborhood, and mitigating the negative effects of arterial streets while still maintaining connectivity to the surrounding region.

The Northgate Neighborhood and North District/Lake City Community cover larger areas further away from downtown Seattle, and are dominated by newer, larger retail establishments and major transportation corridors. The Northgate urban center is Northgate Mall, a major regional destination shopping center. North District/Lake City is spread out over six residential neighborhoods that surround a sprawling commercial area containing both small and major retail establishments. Both of these plans focus on the challenge of gracefully accommodating and intensifying commercial and population growth in already-developed urban centers that rely on connectivity with major highways. The plans are highly concentrated on mitigating the impact of major transportation corridors that bisect the communities, and on preserving and enhancing residential areas outside the retail cores.

Although the planning areas vary in size and character, all of the plans emphasize mitigating and managing the negative effects of transportation corridors and on enhancing non-motorized connectivity.

Plan Method/Organization

Based on an analysis of the methods used to prepare each plan, the plans appear to fall onto a spectrum from “grassroots” (community driven) to “top-down” (City-driven) approaches.

The North District/Lake City plan appears to have been developed largely from the ground up by community volunteers without the support of professional planners. The plan — while conversational and reader-friendly — is also extremely long, somewhat unfocused and lacks effective and powerful graphics and visuals. At the other end of the spectrum, the Northgate plan appears to have been written with more involvement from City staff.

Although the plan-makers did solicit community input, this plan is technical, short, and transportation focused.

Both the Roosevelt and University plans were prepared by teams comprising a mix of community members, professional planning consultants, and City staff. The resulting plans are mid-sized, portraying a mixture of community-driven visions and goals with projects developed in coordination with the City.

Successes and Failures

Each of the four neighborhood plans of the Northeast Sector have primary goals of improving mass transit access and capacity, and development a vibrant multifamily/commercial core. The percentage of projects completed ranges widely, from 20 percent completed in Northgate to more than 60 percent completed in the University District. The percentage completed has more to do with the number of projects planned for each neighborhood, which vary widely from 14 in Northgate to 129 in the North District/Lake City Neighborhood. The success or failure of implemented projects is yet to be seen.

In the Northeast District of the City there are three distinct types of plans: the North District/Lake City plan was written by members of the community, the University District and Roosevelt plans were a collaborative effort by members of the community and consulting firms, and the Northgate Plan was nearly entirely written by the Seattle Planning Department with input from the Northgate Advisory Committee. The number of punch items and the language used in the plans reflect the authors.

Roosevelt

The Roosevelt plan had lots of public input but was kept concise, easy to read, professional, and used pictures and graphics to better represent ideas. The plan uses a two phased implementation approach in order to outline how the plan would come to life. By stating the implementation approach, success of the plan is more likely because each project will be done in a consistent way. The goals are clearly laid out and none are unreasonable, which is reflected in the high percentage of punch list items completed. The plan also provides sufficient guidance through words, graphics, background studies, and design guidelines to provide a clear vision for developers. However, information on the Department of Transportation website needs to be updated.

University District

The University District, like Roosevelt, had lots of public input guided by professional planners, and uses a two phased implementation approach. The University District plan also provides a number of visuals throughout the plan to help illustrate a vision for the future. The area was split into eight sub areas in order to analyze each area more specifically and address the needed issues. The University District plan acknowledges the importance of partnerships and cooperation between local, city, regional, and private groups to accomplish many of the initial goals quickly and effectively.

North District/Lake City

The North District/Lake City plan was written in a conversational, reader-friendly language; however it lacks any visuals whatsoever. Because of the heavy community involvement without a consultant or planner, the plan lacks focus, as shown through the 129-item-long punch list. The plan is divided organizationally into four sections: introduction, planning goals, planning process, and appendices. The tone is conversational, with reader-friendly language. A major flaw in the plan, however, is that it is not visually easy to read and lacks visuals and graphics, with a few exceptions.

Northgate

The Northgate plan was nearly entirely developed by the City of Seattle Planning Department in cooperation with the Northgate Advisory Committee representing the desires of the neighborhood. The plan is well-written, easy to read, and sets a clear vision of what the neighborhood is to become. The main streets and largest projects are clearly outlined with a few visuals for guidance. The strongest aspect of the Northgate Plan is the financial section, which outlines proposals for financing each section of the plan. This section is also written very technically, however, and is therefore somewhat difficult for non-professionals to understand.

West Sector Summary

The West Sector includes the Belltown, Chinatown/International District, Commercial Core, Denny Triangle, Eastlake, Pioneer Square, Queen Anne, and South Lake Union neighborhoods. As one of the most actively traveled and populated areas of Seattle, the West Sector covers the area west of Interstate 5 between Interstate 90 and Salmon Bay, which leads to Lake Union and Lake Washington. Of the nine neighborhoods located within the West Sector, eight participated in the 1998 neighborhood plan development sponsored by the City of Seattle. Magnolia is the single neighborhood that did not participate in the City-funded neighborhood planning program.

Neighborhood Comparisons

The neighborhood plans of the West Sector address a number of similar themes, but differ greatly in the process and purpose for developing the plans. In general, grassroots neighborhood associations developed many of the neighborhood plans written during the 1998 program. The Commercial Core, Pioneer Square, Belltown, and Queen Anne neighborhoods relied on outside consultant services or City-appointed organizers from the Neighborhood Planning Office (NPO). The Chinatown/International District neighborhood plan also received assistance from two members of the NPO during the neighborhood planning process, but the neighborhood accomplished much of the planning and organizing on its own.

The dominant themes of the West Sector neighborhood plans are housing, urban design, transportation, and connectivity. Of the neighborhood plans to address housing, many state a desire for an increased, diversified, and affordable housing stock in the neighborhood to accommodate future growth. The Pioneer Square plan expresses concern over losing the artist community and small businesses due to rental prices. The Denny Triangle plan has key strategies involving zoning amendments and bonus programs to stimulate construction of new housing developments. Of the eight neighborhood plans, only one neighborhood — South Lake Union — did not include housing in their original 1998 neighborhood plan. The neighborhood has since added housing and sustainable development to the neighborhood plan update adopted by the City in November 2007.

Of the neighborhood plans to address transportation issues, many focused on key strategies to improve traffic circulation for single occupancy vehicles through the neighborhoods. The South Lake Union plan has many key strategies and actions involving the reconfiguration of the Mercer/Valley Corridor. Surprisingly, the Belltown, Eastlake, Pioneer Square, and South

Lake Union neighborhood plans all have provisions to increase surface parking or short-term parking allotments. The Denny Triangle and Eastlake neighborhood plans also address specific transit strategies.

Non-automobile connectivity and urban design are also two heavily emphasized themes for the West Sector neighborhood plans. Several of the neighborhoods, including Belltown, Chinatown/International District, and Pioneer Square, detail friendly and safe pedestrian environment strategies in their neighborhood plans to promote connectivity of non-motorized movement. The Eastlake neighborhood plan has traffic calming strategies included in the transportation section, as well as improved pedestrian signage and crosswalk striping to encourage pedestrian traffic. One of the plan strategies in the Queen Anne neighborhood — creation of a bicycle beltway — has been successfully implemented.

Each neighborhood plan in the West Sector outlined urban design guidelines to preserve or enhance the community character and the overall livability of the neighborhood. In the Belltown and Denny Triangle neighborhood plans, strategies include designing green streets and residential enclaves with public art. The Commercial Core plan calls on the City to create a master plan to guide design and maintenance of public spaces. The City recognized the growing theme of design and worked in conjunction with the neighborhoods to develop neighborhood-specific design guidelines. Currently in the West Sector, neighborhood design guidelines are available for Belltown and South Lake Union, with the possibility of more to come.

Despite many similarities, several plans differ in prominent themes and strategies. In the Pioneer Square, Belltown, and South Lake Union neighborhood plans, the theme of historic character distinguishes several of the strategies and actions from the rest of the document. The Richardson Romanesque architecture in Pioneer Square and maritime history of South Lake Union guide certain strategies to preserve neighborhood character. Additionally, public safety is a strong component of the Belltown, Chinatown/International District, and Pioneer Square plans. The South Lake Union neighborhood plan, as part of its recent update, incorporates a section of sustainable development strategies, a unique element among all plans reviewed.

The neighborhood plans also greatly differ in their purpose as a completed document. For several of the neighborhoods, such as Queen Anne, the neighborhood plan acts as a visioning document to provide reference for subsequent planning efforts. Others, such as the

Chinatown/International District and the Commercial Core plans, use the document as an implementation strategy device. Quoting from the Chinatown/International District plan, the document will "not become a 'shelf plan' but truly a vehicle for positive change."

The Commercial Core plan is unlike any of the other neighborhood plans, distinguished by a strong emphasis on economic development and only a fair amount of attention paid to the other themes. The unique characteristics of the Commercial Core plan are the regulatory changes to the Downtown Land Use Code, which includes a strong focus on zoning revisions to accommodate new jobs and housing. The Denny Triangle neighborhood plan also mentions using zoning and other regulatory devices in its plan, but by far the Commercial Core plan is the most technical of the neighborhood plans.

The overall comparison of the neighborhood plans in the West Sector illustrate that despite the neighborhoods' wide variety of characteristics, they share a number of similar themes and, to an extent, values. However, the neighborhood plans also differ greatly in approaches to achieving plan goals.

Successes and Failures

In evaluating the overall success of the plans in the West Sector, two categories were selected to determine measures of the neighborhood plans' success. These categories are:

- **The Planning Process:** This category addresses the extent to which the plans contain evidence of community collaboration in the planning effort as well as an evaluation of the success of participation.
- **The Outcomes:** This category measures the number of key strategies that have been implemented since the plans' creation.

While this section is not meant to discredit or question the merit or the effort involved in developing the neighborhood plans, it helps define a baseline for the City of Seattle to determine where to begin the neighborhood plan update process.

Process

The Chinatown/International District, Denny Triangle, Eastlake, Pioneer Square, Queen Anne and South Lake Union neighborhood plans contain strong evidence within the document of the extent to which community outreach conducted aided in development of the neighborhood plans. These plans also demonstrated the greatest success in bringing

together members of the neighborhood in the planning process. The plans in each neighborhood benefited from active neighborhood associations, which participated regularly throughout the creation of the plan document.

The Chinatown/International District and the Queen Anne neighborhood plans are the two most notable in engaging and organizing the community to participate in the neighborhood planning process. Interestingly, each used different approaches to stimulate community involvement. The Chinatown/International District followed an activist route with a 50-member community planning committee, 20 architects and urban designers, and a team of youth recruits. As stated previously, the Chinatown/International District planning community had two members from the NPO, but the community planning committee conducted the community outreach. The overall product of the process is a neighborhood plan with precise implementation strategies and a strong community connection.

The Queen Anne neighborhood planning process took a different approach by hiring outside consultants to facilitate the community outreach and engage the entire community. The result of the process is displayed through the nearly 200-page plan document that addresses virtually every theme possible. As noted in the Queen Anne neighborhood plan, planning was "such an inclusive process it required all participants to exercise tolerance."

The Belltown neighborhood plan documented fair evidence of conducting public outreach during the neighborhood planning process, but was much less successful in obtaining strong participation from the community throughout the plan. The Belltown Neighborhood Association, which drafted the document, struggled with participant involvement during both phases of plan organization and outreach. During the first phase participation was very weak, while in the second phase participation "ebbed and flowed."

The Commercial Core neighborhood plan had minimal intention to conduct outreach to residents in the neighborhood planning process. The representatives on the planning organization included developers, strategic planners, architects, some commercial property owners, and members from the NPO. Based on the heavily emphasized theme of economic development, the resulting goals of the plan focused little on fostering and supporting a community.

Outcomes

While the neighborhood plans outline key strategies and actions to achieve the goals of the neighborhoods, many of them have not been implemented. Several of the strategies are very complex and require significant coordination with other municipal agencies, such as the Seattle Department of Transportation, and as a result, progress has not been made. Other strategies require a certain amount of capital that the City was and is still unable to provide. In some neighborhood plans, such as Eastlake, the City of Seattle Neighborhood Plan Implementation Approval and Adoption Package vetoed several strategies of the neighborhood plan from receiving support because of feasibility issues and other various reasons. The Belltown, Denny Triangle, Eastlake, Pioneer Square, and Queen Anne neighborhood plans have had a minimal number of their key strategies implemented.

However, a significant number of the Chinatown/International District, Commercial Core, and South Lake Union key strategies have been implemented, with the greatest percentage implemented in the Commercial Core. Determining the successes rate by outcomes is quite difficult because of the multiple variables presented with each neighborhood plan and the long timeframes required for implementation. For example, the Commercial Core neighborhood plan has four key strategies for implementation while the Queen Anne neighborhood plan has 60. In attempting to compare the success of each neighborhood plan to one another, one must acknowledge that Queen Anne has more strategies to pursue and attempt to achieve.

After assessing the plans' process and outcomes, the 1998 West Sector neighborhood plans demonstrate an overall success in engaging community members in the planning effort. However, the rate of success in implementing strategies is unclear. As a result, due to the many variables, determining the outcome measure may be the focus for the City of Seattle in the neighborhood plan updating process.

East Sector Summary

Seattle's East Sector is located east of downtown Seattle, beginning at Interstate 5 and extending to the western border of Lake Washington. Portage Bay, the Montlake Cut, and Union Bay lie to the north and Interstate 90 forms the southern boundary. Four communities in the East Sector participated in Seattle's neighborhood planning program during the late 1990s, including Capitol Hill, Pike/Pine, First Hill, and the Central Area. A review of the adopted neighborhood plans reveals that the East Sector community is unusually diverse economically, culturally, and socially. The four neighborhoods which participated in the planning process account for approximately half of the land in the East Sector. Neighborhoods such as Madison Valley, Interlaken, Montlake, and Madrona did not choose to participate in the process.

Neighborhood Comparisons

This section compares the four adopted neighborhood plans. Because different communities created each plan, the plans may not be directly comparable.

Neighborhood Characteristics

The four planning areas of the East Sector are distinct in character, although all have common characteristics such as high population density. The Urban Center Village portion of Capitol Hill consists of multi-family housing and commercial corridors with street-front retail. This includes the popular Broadway East retail strip and others distributed throughout the area. The Pike/Pine neighborhood to the south is similar in composition to Capitol Hill, but with a more diverse mix of uses including a high concentration of bars, nightclubs, performance spaces, and artist studios.

First Hill is a small area characterized by a mix of residential and institutional uses. Residential portions consist primarily of high density housing, with a handful of Victorian-era single family homes still present. Many residential streets maintain a surprisingly quiet feel. Several large medical centers are located south of Madison. The areas near the medical centers experience a high volume of health care-related activity.

The Central Area, by far the largest of the four planning areas, represents still another shift in character. Encompassing four smaller neighborhoods, the district is predominantly single-family residential with commercial corridors. The diverse population includes a large African-American community.

The Planning Process

In all four planning areas, East Sector citizen committees worked with City of Seattle planners to develop their plans. The processes generally began by assessing the community's areas of concern and visions for the future, and then moved to technical plan elements and implementation. In all cases, the committees incorporated significant amounts of public involvement through hearings, workshops, meetings, charrettes, and other activities.

For Capitol Hill, the planning committee brought in a professional planning firm to assist in the process through the visioning and technical phases. First Hill formed two committees: one for organizing the vision phase and the second for the technical phase. Pike/Pine had already done a planning study in 1991, so the neighborhood coalition formed six committees to focus on different elements of the final plan. The Central Area community had similarly completed a plan in 1992, which they revised in the late 1990s. The Central Area has subsequently formed a non-profit organization to continue the efforts outlined in the plan.

Plan Characteristics

The plans for the smaller areas of Capitol Hill, Pike/Pine, and First Hill are all divided into two sections. The first part addresses the community vision, a synopsis of the planning process, and a breakdown of the areas of concern. The second section looks at specific technical elements and implementation strategies.

The Central Area plan brings together four discrete neighborhoods and is considerably more complex, with 127pages and eleven chapters. The first two chapters cover the overall community vision, background, and a synopsis of the planning process, and the remainder addresses specific areas of concern.

Expectations

Each plan articulates a community vision of keeping with existing character and heritage of the neighborhood. As a high-density urban center, Capitol Hill's plan focuses on historic preservation, affordable housing, open space, and considerations for pedestrians, bicycles, and public transit. The Pike/Pine community is largely concerned with promoting and encouraging a mixed-use neighborhood and preserving historic buildings that contribute to the community's character. The First Hill vision statement addresses the impacts associated with regional medical centers, while including the concerns of the rest of the community who live and work outside the medical facilities. In the Central Area, the community vision promotes multicultural diversity, the importance of building a strong community spirit, and neighborhood support services.

Successes and Failures

This section of the memorandum summarizes the results of the neighborhood planning process. In general, the plans have had successes and disappointments, with many elements still in progress or waiting to begin implementation.

Capitol Hill

The Capitol Hill plan has generally worked well. The document appears professionally developed and produced and many of its suggested improvements have been implemented. The Capitol Hill community has seen the renovation of Cal Anderson Park, select pedestrian crossing improvements, and an increase in building height limits along Broadway East. However, it has lost one proposed light rail station, and the other is behind schedule. Because construction of the light rail line through Capitol Hill has yet to begin, the actions associated with light rail construction should be evaluated in the next plan revision to ensure that the plan is integrated with the light rail system.

Initiatives from this plan which have worked include the Lincoln Reservoir/Park renovation (renamed Cal Anderson Park), as well as ongoing pedestrian improvements. Also, the community has worked with Sound Transit to plan and build a light rail station at Broadway East and East John Street. Parking improvements have been made to accommodate angled parking on some streets.

Other initiatives, however, have been less successful. Among these are the relatively small number of pedestrian improvements, which have failed to significantly improve pedestrian safety and ease of travel. Most intersections lack crosswalks and many lack curb ramps. More curb bulbs are also needed on select streets. Transit and bicycle improvements have also not been sufficient to reduce the automobile dependence of local residents. Planned efforts to improve housing affordability have not produced tangible results.

Pike/Pine

The Pike/Pine neighborhood's short-term recommendations have been satisfactorily achieved, with successful improvements to traffic circulation, parking, and pedestrian amenities. While the plan has had mixed success with action item implementation, Boren Park suggestions have provided the neighborhood with an improved recreational and community space. Additionally, public art displays and unique historic features have been preserved and Cal Anderson Park has undergone further renovation.

Programs which have been implemented as a result of the plan include some street improvements such as curb bulbs, sidewalks, and crosswalks. Parking changes, including the addition of more parking meters and two-hour parking zones have increased available parking. Improvements to Boren Park have enhanced available open space.

Less successful initiatives are the proposed traffic redirections, which were rejected by the Seattle Department of Transportation on the grounds that the proposed changes would reduce capacity. Streetscape improvement projects on Pike and Pine have also not been completed.

First Hill

First Hill's plan effectiveness has been diminished by the removal of a proposed light rail station, hampering the implementation of several strategies for transportation, economic development, and urban design. However, the neighborhood has received a new community center, and the Seattle Housing Authority is planning a large affordable housing project at Yesler Terrace. Other action items have been completed or are currently in progress, including elements related to the station.

Among the successes of the neighborhood planning process is construction of the new community center for Yesler Terrace residents. Redevelopment of Yesler Terrace public housing is in the planning stages. The First Hill Improvement Association has improved communication within the neighborhood by holding public meetings, creating a website, and providing a land use digest publicizing planned developments under review. Pedestrian safety and lighting deficiencies have been addressed through a partnership with the Seattle Department of Transportation and the Department of Neighborhoods.

However, efforts to improve transit service by extending the ride free zone between First Hill and downtown (creating a Downtown-First Hill circulator shuttle) have been unsuccessful. Traffic revisions and economic development associated with the formerly proposed light rail station need to be reassessed.

Central Area

The Central Area is the largest planning area in the East Sector and incorporates four distinct neighborhoods. As a result, the plan provides a large number of action items spread throughout the four neighborhoods. These action items have largely been completed or are in process. The Central Area Development Association, a non-profit organization formed

to oversee neighborhood housing, has purchased a significant amount of housing, making rental units and home-ownership opportunities available for low-income residents. A number of mixed-use developments are also nearing completion in the neighborhood. However, these developments have produced a rise in land values which appears to be gentrifying the area and possibly pushing out some residents, which is contrary to the plan's goals and expectations. The plan does include some actions that take place outside of the planning area and which may not be practical, such as removing the SR-520 "bridges to nowhere" in the Seattle Arboretum. Unresolved action items should be reevaluated during plan revision to ensure that feasible items are not overlooked.

The Central Area's planning successes include the formation of a non-profit organization dedicated to increasing the supply of low-income housing in the neighborhood. Through this organization, the community has purchased or constructed buildings which include condominium and apartment units. Mixed-use projects have been completed or are nearing completion, and streetscape improvements have helped make the area more attractive. Neighborhood websites and newsletters have also improved communication. However, results have been mixed. The plan's recommendations have been unsuccessful in keeping down housing costs for low-income residents and preventing out-migration of some multicultural populations.

Southwest Sector Summary

The Southwest Sector of Seattle contains the neighborhoods of Admiral, Delridge, Georgetown, Greater Duwamish Manufacturing and Industrial Center, Morgan Junction, South Park, West Seattle Junction, and Westwood/Highland Park. This area contains a diverse mix of both people and land uses. Many of the neighborhoods have a strong working class background and a history of industrial uses. The proximity to the Boeing plant made it especially susceptible to fluctuations in the company's economic health.

Currently, parts of the area are drawing the attention of developers due to its inexpensive land and large amount of residential real estate. Other neighborhoods, such as the Greater Duwamish Manufacturing and Industrial Center, are still struggling to overcome the environmental impacts of industrial uses. The Southwest Sector is difficult to summarize as a whole due to the conflicting nature of upper-class residential areas (i.e. West Seattle) and high crime, low-income areas (i.e. Westwood/Highland Park). Below is a comparison of the neighborhoods within the Southwest Sector through their neighborhood plans.

Neighborhood Comparisons

The Southwest Sector has two main features: an industrial eastern half, and a geographically isolated western half. The Greater Duwamish Manufacturing and Industrial Center dominates the eastern half of the sector. It consists of more than 4,000 acres of low-lying land along the Duwamish River devoted to manufacturing, warehousing, marine uses, transportation, utilities, construction, and other related industries. It provides the largest concentration of family-wage jobs in the Puget Sound region. Wages here are above the County average, with many jobs accessible to people with lower education levels or English as a second language. The Georgetown, South Park, and Delridge neighborhoods are within this planning area.

The western half of the sector lies on the higher ground extending north into the West Seattle Peninsula. The Admiral, Morgan Junction, West Seattle Junction, and Westwood/Highland Park neighborhoods are located in this area. Separated from Seattle's central business district by water and industrial lands, this area is primarily residential with a few recognized urban villages. The area maintains a small-town atmosphere, partially due to its geographic isolation and proximity to family-wage jobs. Neighborhoods to the north (Admiral, West Seattle Junction) are generally more affluent than neighborhoods to the south (Morgan Junction, Westwood/Highland Park).

Although transportation and connectivity, economic development, and open spaces were important issues across the entire Southwest Sector, the specific goals of the neighborhood plans may be generalized according to the east/west geographic divide. Neighborhoods on the eastern side seek to maintain and strengthen their industrial economy, maintain their single-family residential housing stock, and improve livability by improving the natural environment — increasing community services and addressing crime. Neighborhoods on the west side generally seek to preserve or improve their small-town character and strengthen local business districts while addressing congestion and improving connectivity to points throughout the Puget Sound region.

The majority of plans prepared in the Southwest Sector had an adequate public participation process. A possible exception may have been South Park, which did not describe the public participation process in its plan. Neighborhoods with strong community organizations, such as West Seattle Junction, Duwamish, and Georgetown, appeared to have greater community participation. However, the resulting plans often appear to be heavily influenced by these community organizations. For example, West Seattle Junction has an active community arts organization and a plan that focuses heavily on public arts. The Duwamish neighborhood plan was prepared primarily by members of the business community and features a first chapter on jobs and economics. Its final chapter focuses on public safety, primarily addressing theft of industrial materials, tools, and equipment. At the neighborhood level, the influence of these groups is understandable, as the groups may accurately represent the make-up of the community.

The majority of Southwest Sector plans organized general goals and/or specific recommendations around several key subjects or aspirations, such as transportation and land use or strengthening of the commercial core. Often goals, policies, objectives, and recommendations appeared to be organized without any clear hierarchy. The plans were inconsistently organized across the sector, which made comparison difficult. A standardized organizational structure and set of definitions across neighborhoods would likely assist the City in helping individual neighborhoods realize their plans and improve clarity. Several plans had chapters devoted to priority projects or activities that could easily be realized in the near future, which appeared to be helpful in focusing immediate attention. A few plans contained more general “wish lists” of specific projects but lacked any information on how these projects were to be realized. These lists may have given community members the impression that their demands were heard, but were likely of little practical value.

Successes and Failures

In general, plans prepared by neighborhoods on the eastern side of the Southwest Sector offer fine examples of attempting to achieve balance between industrial growth and community vibrancy. Georgetown, however, appears to have drafted the most successful of these plans. The neighborhood has an active community council, a strong sense of identity as a valuable manufacturing and industrial center, and a vibrant and affordable "in-city" residential community. Georgetown's planning process began with a series of focus groups, planning workshops, presentations, and informational brochures. This was followed by the formation of subcommittees, another set of public forums, and informational brochures. This process resulted in a plan that reflected shared community priorities while still addressing the specific needs of the area's manufacturing/industrial and residential populations.

In addition to several specific projects, such as upgrades to Old Georgetown City Hall and the relocation of Hat n' Boots icons to the updated Oxbow Park, numerous traffic safety improvements have been made and public safety efforts continue on an ongoing basis. Community involvement remains high. In 2004, Georgetown was named "Best Neighborhood Makeover" by the Seattle Weekly and in 2005 was recognized as one of Seattle's most livable neighborhoods by Seattle Magazine. Georgetown's neighborhood planning effort stands out as a successful case study.

Plans prepared by neighborhoods on the western side of the Southwest Sector offer examples of planning for the preservation of community character and encouraging vibrant commercial areas. The plans developed by West Seattle Junction and the Admiral neighborhoods may be the most successful for accomplishing this goal. West Seattle Junction had pre-existing neighborhood advocacy groups, such as FOJ (Friends of the Junction) and ArtWest, which likely contributed to the implementation of several projects that enhanced the commercial core — street furniture, open space improvements, etc. The Admiral Neighborhood plan developed a comprehensive set of design review guidelines for the urban core that encouraged community input in the review process. The success of these two plans may be in part due to the neighborhoods' relative affluence and a preexisting retail core. All plans on the western side of the sector called for improving or acquiring open space and parks. All western neighborhoods were successful in meeting this goal, with restoration and improvements along Longfellow Creek Corridor in the Delridge and Westwood/Highland Park neighborhoods as an outstanding example.

All plans prepared by neighborhoods in the Southwest Sector called for improvements to traffic congestion and better connectivity to the rest of the city. The Duwamish plan, however, is a notable exception to the trend of welcoming more transit options. The Greater Duwamish Planning Committee expressed its opposition to the Sound Transit C-l rail route, citing possible negative impacts of freight mobility within the area. Generally, the industrial east side of this sector is concerned about keeping freight traffic flowing while the more residential west side is concerned about general vehicle and pedestrian traffic.

Efforts to improve local transportation appear to be more successful than efforts to increase connectivity with the rest of Seattle. Many traffic studies have been carried out and some improvements, such as truck route signage in Duwamish, have been made within neighborhoods. It is, however, unclear whether these projects have reduced congestion and improved traffic flow.

It appears that little has been done to improve access between the Southwest Sector and the rest of Seattle. The South Park plan mentions the need to address the failing South Park Bridge, a vital link between East Marginal Way South and Highway 99 in the Duwamish industrial area, but remains unresolved due to the recent failure of Proposition 1. A few neighborhoods included plans for monorail stations and other forms of public transit that appear to be unfeasible without outside cooperation from numerous entities. Based on these observations, it seems that transportation planning regarding connectivity issues is a subject better addressed on the city level, rather than by neighborhoods that have little authority over transportation systems that stretch outside their boundaries, though it is admirable that community groups are thinking about this issue.

Lessons from the Southwest Sector

The neighborhood plans prepared in the Southwest Sector point to the following:

- Extensive public participation does not necessarily result in a high-quality plan.
- Neighborhoods should prepare plans using a standardized outline structure with clear and consistent definitions of terminology.
- Pre-existing community advocacy groups, an engaged public, and/or a politically active community lead to more successful plans.
- Pre-existing advocacy groups may use the planning process to advance their agenda.
- Plans that identify realistic goals, specific projects, and recommendations for their

realization tend to be more successful than those that identify vague goals or unrealistic desires.
- Transportation planning regarding connectivity is not effective at a neighborhood level. It is best addressed on a city-wide scale.

These statements are based on overall trends of Southwest Sector plans or anecdotal evidence from individual plans. They should be carefully compared to reviews of other Seattle neighborhood plans before any definitive conclusions are drawn.

Specific plans from the Southwest Sector may provide insight and examples to be emulated for specific planning topics. The following list indicates the topic on which each Southwest Sector neighborhood plans focused:

- Admiral: Community design guidelines.
- Delridge: Open-space planning.
- Georgetown: Neighborhood identity.
- Greater Duwamish Manufacturing and Industrial Center: Industrial economic development.
- Morgan Junction: Extensive public planning process.
- South Park: Industrial and residential balance.
- West Seattle Junction: Community arts.
- Westwood/Highland Park: Local transportation improvements.

Southeast Sector Summary

The Southeast Sector is approximately 12 square miles in area and has boundaries extending from Interstate 90 to the north, south to the city limits at Renton and Skyway, and west of Interstate 5 to the shores of Lake Washington. The area has approximately 48,700 residents, with people of color accounting for approximately 75 percent of the population.

The sector includes five primary neighborhoods: Columbia City, North Beacon Hill, North Rainier Valley, Martin Luther King at Holly Street, and Rainier Beach. Historical or secondary neighborhoods include a variety of names as diverse as the residents within them: Mount Baker, Madrona, Atlantic City, Seward Park, Genesee Park, South Beacon Hill, Brighton, Orchard Beach, Kildarton, Wildwood, Lakewood, Hawthorn Hill, Dunlap, Rainier View, Mid Beacon Hill, and Holly Park.

Neighborhoods south of downtown are currently undergoing immense changes brought on by the construction of Sound Transit's light rail. The Rainier Valley portion of the 14-mile line is approaching completion this year and several mixed-income housing redevelopments funded with state and federal dollars are nearing completion, aiding in the revitalization of this formerly under-serviced area of Seattle.

Between 1999 and 2007, the City invested more than $40 million to help close the educational gap in the Southeast Sector, targeting this region for the first time with the Seattle's Family and Education Levy, as well as $4.4 million for five rental housing projects, $2.1 million to create the Chief Sealth Trail, $2.5 million for a Community Center in the Rainier Vista community, and $50,000 to buy the historical Hillman City P-patch community garden.

Neighborhood Comparisons

Southeast neighborhood plans were evaluated based on their development and outreach process, outlined goals, and implementation strategies. Despite the variability of neighborhoods in general, there are some characteristics that universally help strengthen plans and their ability to respond to community needs. Although our representation does not include all of the neighborhoods in the Southeast Sector, we chose those neighborhoods that had established plans with the City of Seattle. These neighborhoods include North Rainier Valley, North Beacon Hill, MLK at Holly Street, Rainier Beach, and Columbia City.

To compare the goals of each plan, we decided on a set of criteria that we felt were important for effective goal setting. Specifically, we asked if the goals were clear, specific, innovative, reasonable for the neighborhood context, considered current as well as future goals, and whether the goals addressed sustainability. Largely, we found that all of the neighborhoods either met or exceeded these criteria. Each neighborhood did an admirable job of clearly delineating their goals. Although the goals were somewhat lacking in innovation, they were both realistic and reasonable. Some common themes were requests for new library funding, improving public safety, increased housing, and making room for projected populations with higher density developments and mixed use.

Although none of the plans addressed sustainability directly, each plan addressed improving the social and economic status of the neighborhoods, thereby meeting two of the three pillars of sustainability. Another common theme in the neighborhood plans was a heavy emphasis on planning around the effects of the addition of light rail stations. All of the neighborhoods, with the exception of MLK at Holly Street, focused on using the new light rail stations as catalysts for revitalizing downtown districts and increasing the attractiveness of the neighborhood.

The outreach process establishes the body of people that are able to contribute to their neighborhood plan. Plans that use different forms of media (i.e. radio and print), that contact a wide range of community entities (i.e. businesses, churches, and schools), and that utilize a wide volunteer base tend to have stronger community connections. Involving individuals from a range of ethnic and social backgrounds is key, as well as thoroughly recording the extent of community participation involved in the planning process of the final plan document.

We found that each of our neighborhood plans did an excellent job of reaching out to diverse cultural and economical groups to ensure that a cross-section of the community was represented in each neighborhood. Among the most common methods of outreach were: monthly meetings, personal business interviews, workshops, media outreach using radio and television, and grassroots-organizing targeting local churches and social groups. One of the more common yet remarkable methods of outreach was ensuring cultural representation by providing translation services at neighborhood meetings.

All five of the Southeast Sector neighborhood plans hired private urban design consultants, who helped structure the plan and implementation strategies.

The implementation process is the system that shepherds goals towards their realization. A sound implementation strategy is clear, specifies policies and projects to be implemented, and establishes a hierarchy that prioritizes these projects. Visuals such as maps, timelines, and flow charts often help communicate the strategy. Evaluating the financing around goals, assigning responsibility, and establishing monitoring programs are all important.

Out of the three points of individual plan focus — goals, process and implementation — the implementation sections of the Southeast Sector neighborhood plans consistently fell short. Although many plans included visuals and flow-charts, they could have been more clearly presented. Columbia City's implementation did a great job of mapping out goals with timelines. Only Columbia City and Rainier Beach had monitoring systems and established a hierarchy of projects. Most of the plans incompletely addressed financing and assignment of project responsibility. Overall, most of the goals seemed due to City efforts more than the implementation strategies of the individual neighborhoods.

Successes and Failures

Our evaluation of the successes and failures of the Southeast Sector neighborhood plans are based on the following five criteria:

- Was the plan successful at bringing people together, based on its range of outreach and participation methods?
- Was the plan culturally and economically representative of the neighborhood, based on whether goals and recommendations benefit the entire neighborhood?
- Have a majority of the goals been met, based on the implementation matrix?
- Does the plan show flexibility and include alternatives, based on whether the plan provides alternatives and specificity without being rigid?
- Has the community improved as a result of the plan, based on outreach, participation and project implementation?

Columbia City

The Columbia City plan was successful on many levels. Outreach included many community building activities, such as an informational, multi-language bureau to inform minorities of plan initiatives, local business meetings, and a youth photography project to pinpoint areas youth deemed fit for neighborhood improvements. The goals reflect the interests of cultural, social, and economic groups throughout the neighborhood, and the majority have been achieved or are underway. This includes 1,000 units of affordable mixed use housing, vari-

ous park and P-patch improvements, formation of neighborhood policing organizations to increase public safety, and $3.6 million for public library improvements. Because the goals reflect a diverse cultural, social, and economic cross-section of the neighborhood and most goals were achieved, we can say Columbia City has improved as a result of its neighborhood plan.

MLK at Holly Street

The MLK at Holly Street plan took many steps to establish this new neighborhood and successfully represented the various cultural and economic sections of the community. While several residents were involved in the process, overall participation was low. The plan does not say how media and community resources were used to promote planning events. The plan authors recognized that, due to other concurrent planning processes such as the light rail system and the New Holly housing redevelopment, the neighborhood plan needed to stay flexible, but no alternatives to the base recommendations were offered. Most recommended actions are completed or underway and it seems the community has improved immensely since the plan was adopted.

North Beacon Hill

The North Beacon Hill planning process used many methods to reach a broad cross-section of the neighborhood, including word of mouth, local media, translated information online, outreach to churches, library users, and local business owners, surveys, mailers, community events, and a local festival. Many goals, policies, and recommendations acknowledge the diversity of the neighborhood. Some recommendations were very specific (i.e. transportation) and others were more flexible (i.e. design guidelines). Most projects have been completed and others are underway. Advocacy and implementation organizations formed to focus on the library and Jefferson Park, while existing organizations were focused on open spaces in the urban village and transportation. Based on outreach, participation, and the number of completed projects, the community has improved as a result of the plan. Weaknesses include limited discussion of financing, accountability, and prioritization of projects in the urban village section.

North Rainier Valley

The North Rainier Valley plan included broad outreach, including workshops with local churches, translators for Cambodian, Vietnamese, and Filipino communities, and inclusion of vision-impaired residents. The resulting goals represented multiple groups with focuses on commercial revitalization, local business retention, support of their multicultural heritage, and proposals for safer streets. While the plan assisted the community by defining

goals and connecting neighbors, its implementation strategy needed improvement. Their strategy relied on formation of a stewardship group, which was never created. The strategy would have been stronger with clearly stated and prioritized projects, and assigning responsibility for follow-up to sub-groups. Many goals have materialized but this appears to be more due to City efforts to install the light rail station. Transportation elements were integrated extensively in the City implementation matrix, but less was done around public safety and the special needs community.

Rainier Beach

The Rainier Beach plan is successful in terms of its process, the plan itself, and implementation outcomes. Goals are clear, reasonable, and achievable, while alternatives and graphic illustrations make some goals very flexible. The goals and process reflect a diverse cultural and economic cross-section of the community. The outreach process was extensive and innovative, and included cultural organizations, churches and other local nonprofits. The planning committee hosted regular meetings, distributed monthly newsletters, and conducted the questionnaire and interviews with a wide range of residents to ensure sound feedback and keep community members informed. Community education goals reflect community needs for lifelong learning opportunities, English as a Second Language and Adult Basic Education, and vocational and pre-college programs. Most projects have been completed, except the light rail site and adjacent areas. The plan is well developed, based on strong research regarding community conditions, opportunities and threats, and is based on volunteerism and strong participation. The plan could be improved by considering environmental sustainability, an implementation timeline and flow chart, assigning project responsibility, and project funding.

Conclusion

Seattle's 37 neighborhood plans are as diverse as the neighborhoods themselves. The non-prescriptive nature of the City's neighborhood planning program allowed each neighborhood to create its own interpretation of the planning process and product. While this flexibility resulted in a wide variety of plans that make simple comparison difficult, the themes of transportation, economic development, and design stand out as primary elements in all of the plans.

Appendix 2
Neighborhood Plans
Summary Memo

A2

[page intentionally left blank]

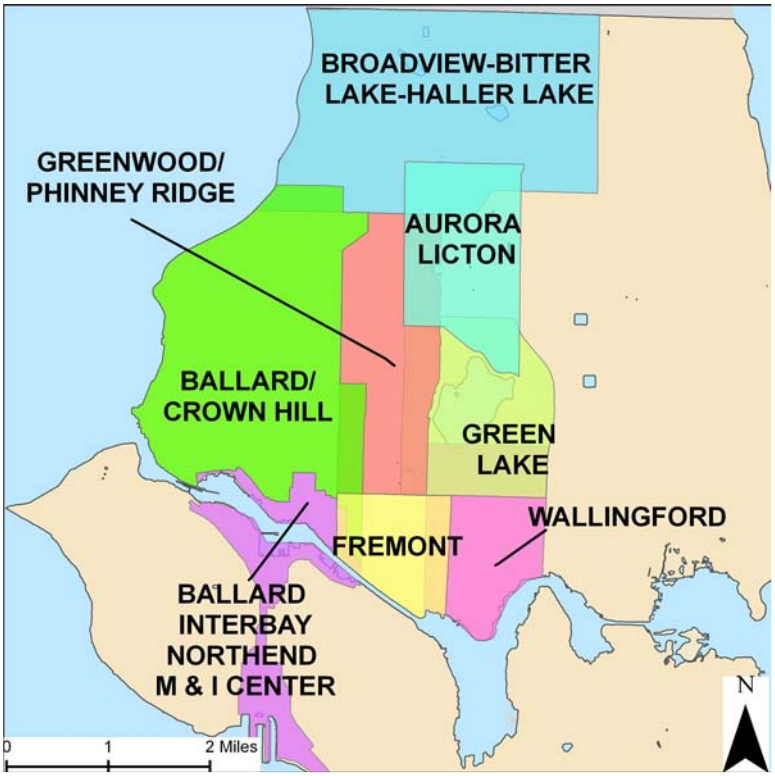
Appendix 2: Neighborhood Plan Summaries

Northwest Sector Neighborhood Plans **A2-1**
Plan Summary 1: Aurora-Licton A2-2
Plan Summary 2: Ballard-Interbay-Northend Manufacturing and Industrial Center A2-3
Plan Summary 3: Broadview-Bitter Lake-Haller Lake A2-4
Plan Summary 4: Crown Hill/Ballard A2-5
Plan Summary 5: Fremont A2-6
Plan Summary 6: Green Lake A2-7
Plan Summary 7: Greenwood/Phinney Ridge A2-8
Plan Summary 8: Wallingford A2-9
Northeast Sector Neighborhood Plans **A2-10**
Plan Summary 9: North District A2-11
Plan Summary 10: Northgate A2-12
Plan Summary 11: Roosevelt A2-13
Plan Summary 12: University District A2-14
West Sector Neighborhood Plans **A2-15**
Plan Summary 13: Belltown A2-16
Plan Summary 14: Chinatown/International District A2-17
Plan Summary 15: Commercial Core A2-18
Plan Summary 16: Denny Triangle A2-19
Plan Summary 17: Eastlake A2-20
Plan Summary 18: Pioneer Square A2-21
Plan Summary 19: Queen Anne A2-22
Plan Summary 20: South Lake Union A2-23
East Sector Neighborhood Plans **A2-24**
Plan Summary 21: Capitol Hill A2-25
Plan Summary 22: Pike/Pine A2-26
Plan Summary 23: First Hill A2-27
Plan Summary 24: Central Area A2-28
Southwest Sector Neighborhood Plans **A2-29**
Plan Summary 25: Admiral A2-30
Plan Summary 26: Delridge A2-31
Plan Summary 27: Georgetown A2-32
Plan Summary 28: Greater Duwamish Manufacturing and Industrial Center A2-33
Plan Summary 29: Morgan Junction A2-34
Plan Summary 30: South Park A2-35
Plan Summary 31: West Seattle Junction A2-36
Plan Summary 32: Westwood/Highland Park A2-37
Southeast Sector Neighborhood Plans **A2-38**
Plan Summary 33: N. Beacon Hill Residential Urban Village A2-39
Plan Summary 34: North Rainier Valley Hub Urban Village A2-40
Plan Summary 35: Columbia City A2-41
Plan Summary 36: Martin Luther King, Jr. Way @ Holly Street A2-42
Plan Summary 37: Rainier Beach Residential Urban Village A2-43

Northwest Sector Neighborhood Plans

The following is a list of neighborhoods within the Northwest sector of Seattle. This table rates each neighborhood plan based on 9 planning elements located along the top. Please note that these ratings are based upon whether each element was addressed by the neighborhood plan and, if so, the quality of information provided and coverage of each element.

The rating system used is as follows:
Good: the plan addresses the element and the content is satisfactory.
Fair: the plan addressed the element but the content is marginal.
Poor: the plan does not address the element.



Rating of Neighborhood Plans - Key Elements*

Good Fair Poor

	Population	Housing	Density	Design	Economic Development	Transportation	Open Space	Connectivity	Public Health
Aurora-Licton	Fair	Good	Good	Good	Fair	Good	Fair	Fair	Poor
BINMIC (Interbay)	N/A	Good	N/A	Poor	Good	Good	Poor	Good	Fair
Broadview-Bitter Lake-Haller Lake	Fair	Good	Fair	Good	Poor	Good	Good	Good	Fair
Crown Hill/Ballard	Fair	Good	Good	Good	Good	Good	Good	Good	Fair
Fremont	Fair	Good	Good	Good	Fair	Good	Fair	Good	Poor
Green Lake	Fair	Fair	Poor	Good	Fair	Good	Good	Good	Good
Greenwood/ Phinney	Poor	Fair	Fair	Good	Good	Good	Good	Poor	Fair
Wallingford	Poor	Fair	Good	Good	Good	Good	Fair	Good	Fair

Plan Summary 1: Aurora-Licton

Neighborhood Characteristics

The Aurora-Licton area sits just north of the Greenwood neighborhood, and northwest of Green Lake. Though identified as "Residential Urban Village" in the 1994 Seattle Comprehensive Plan, the neighborhood is bisected by Aurora Avenue (Highway 99). Aurora-Licton contains larger numbers of low- to mid-income residents than areas to its immediate south, and a substantial amount of multi-family housing. The area also has capacity for growth and increased density, and a significant number of assets on which to build.

The Planning Process

The plan was prepared by the Aurora-Licton Planning Group, formed in 1997. The planning process was divided into two phases. The first phase included outreach and identification of key neighborhood issues. The second phase consisted of developing possible solutions and responses to these issues. Data-gathering activities included a housing density study, a "land use walk" by the Planning Group, a safety audit, a crime risk assessment, and a planning survey. Issues identified in Phase 1 included: Division of the neighborhood by Aurora, Pedestrian access, Limited recreational space, Stagnant commercial areas, Crime, and Use of residential parking space by visitors to area institutions.

Four workshops were held in the Spring and Summer of 1998, covering the following subjects: 1) Public and open spaces, 2) Aurora Avenue North, 3) Transportation linkages, 4) Zoning, boundaries and design review. A plan was drafted based on information gathered from these workshops. Residents could get the plan from designated pickup locations, or review a summary version, which was mailed to residents and businesses for review. A meeting was held in December 1998 to validate the plan. Thirty four residents attended, and another meeting was held with local businesspeople to address their specific concerns.

Plan Characteristics

The plan is organized around goals for the neighborhood, with each section addressing the objective in a number of ways, in "Key Integrated Strategies". For example, the first section regarding the creation of a neighborhood center includes recommendations for land use, urban design, zoning, transportation and economic development. Each integrated strategy section includes a) a summary, b) a list of goals, c) recommended policies intended to support these goals, and d) recommended actions needed to bring the goal to fruition.

Expectations

Expectations and visions for the neighborhood included creation of a neighborhood center and improving pedestrian access around Aurora Avenue while maintaining its auto-centered character.

Outcomes

Parks improvements in the neighborhood are currently in process, and improvements to sidewalks have been made. Activities to develop the Wilson school site to include community facilities are ongoing.

Plan Summary 2: Ballard-Interbay-Northend Manufacturing and Industrial Center

Neighborhood Characteristics

As its name would indicate, the Ballard-Interbay-Northend Manufacturing and Industrial Center (BINMIC) is defined by its industrial nature and the plan that was developed was specifically designed to strengthen that focus. Unlike most traditional neighborhoods, the BINMIC is an area linked by a synergistic assembly of industrial and manufacturing business which wants to preserve its industrial character. The plan pursues this almost exclusively through transportation and infrastructure policy proposals. All other aspects of the neighborhood are secondary to the economic output that the BINMIC produces and the transportation network which facilitates the exchange and movement of goods.

The Planning Process

According to the plan, it is "a comprehensive blueprint for industrial sustainability in an urban setting developed by the industrial community itself". In Phase I of the plan process, the Organizing Committee applied to the City for funding and identified key issues for the neighborhood. Phase II formed the BINMIC Planning Committee which was comprised of business and property owners, business and labor associations, and assisting consultant firms. The language of the plan was developed through extensive stakeholder participation, neighboring community involvement public hearings, and issue specific focus groups.

Plan Characteristics

The plan is succinctly organized and clearly states policies and action items. After a well-defined vision statement, the plan lists all of the projects it would like to happen in the neighborhood. The projects are listed by priority and adequately explain the problem, propose an action, and detail the costs and time frame of implementation. A map showing the locations of the proposed actions which helps provide a context for the project proposals.

Expectations

Expectations and visions for the neighborhood include:

- Creating a transportation and utility infrastructure system which allows for efficient industrial operation and traffic flow and can support new development.
- Preserving land for industrial activities and necessary supportive uses only.
- Attract skilled workers to nearby areas to fill jobs and reduce commuter traffic.

The first three goals seem realistically achievable through the plan's proposed actions, but the last will require action from adjacent neighborhoods, which may or may not happen.

Outcomes

By 2002, two major infrastructure projects had begun to better route freight traffic and to improve the safety and flow of the Leary Way and 46th Street intersection. Study groups have also been formed to address the transportation network of South Ballard, the extension of the Burke-Gilman trail, and a neighborhood cooperative industrial newsletter to support information sharing and business interaction. It seems the BINMIC is putting its plan to use and is achieving most of what it set out to do by creating its neighborhood plan.

Plan Summary 3: Broadview-Bitter Lake-Haller Lake

Neighborhood Characteristics

The Broadview-Bitter Lake-Haller Lake Neighborhood Planning Area includes approximately the area from Puget Sound to 15th Avenue Northeast, and from 105th Street to 145th Street. The most notable land features in the area are Carkeek Park and Bitter and Haller Lakes. Aurora Avenue bisects the area, and has the greatest concentration of commercial development in the planning area; otherwise the area is primarily single family residential. Very limited information was given on neighborhood characteristics in the plan. The plan cited inadequate infrastructure as a cause for concern over the proposed 'Hub Urban Village' designation. There has been flooding and sewage backup into basements during flood periods, and sidewalks were nonexistent or of inadequate quality.

The Planning Process

A community survey was conducted to identify issue areas. The opening of the Bitter Lake Community Center in 1997 appears to have been a catalyzing event, bringing in a more geographically equal distribution of citizen participants to work on the plan. After this point planning group meetings regularly attracted 50-65 participants, including members of all three established communities, the Broadview Thomson School PTA, and others. There were three active committees: steering, transportation, and land use.

Plan Characteristics

The tone of the plan is somewhat formal and the language is reasonably accessible to the general public. The plan is broken down into the following sections: 1) Infrastructure, 2) Transporation, 3) Land Use and Housing, 4) Recreation, 5) Public Safety, 6) Natural Environment, and 7) Next Steps. Each section includes a 'Vision 2020 Goals' statement, a 'Summary of Issues' subsection, and a 'Policies and Actions' subsection. Most policies have associated actions, though some have none. Policies and Actions are coded, but it is not clear from the plan which issues are being addressed by each policy listed.

Expectations

Significant improvements are recommended in each of the plan sections. Some notable expectations include greatly improved infrastructure, pedestrian walkways, improvements to Linden Avenue (one block west of Aurora Ave), Bitter Lake Reservoir improvements, and open space acquisition and development.

Outcomes

Fifty-four out of the sixty-two tasks on the most recent implementation schedule were labeled as either completed, on-going or in-progress. It is difficult, though, to directly assess plan outcomes: whereas the original plan matrix shows 136 tasks to be undertaken, the plan implementation schedule shows only 62; additionally, these are coded differently than tasks listed in the plan. Finally, there is general incongruency between the progress labels given to tasks versus those given to their associated actions; for example, a task may be labeled as 'in progress' while all of its associated actions are labeled as 'completed'.

Plan Summary 4: Crown Hill/Ballard

Neighborhood Characteristics

Ballard, located at the junction of Salmon Bay and Puget Sound, is famous for its Scandinavian heritage and the Hiram-Chittenden Locks. It has a large, bustling commercial district in the area along Market Avenue and the waterfront. Crown Hill's smaller Urban Village lies several blocks northeast of central Ballard.

The Planning Process

The plan was crafted by the Crown Hill/Ballard Neighborhood Planning Association, who formed a number of citizen committees focused on specific aspects of the neighborhood. The process was guided by a 15 member Board of Directors elected by the community. The transportation committee also hired a private consulting firm to study and suggest improvements to the area.

Plan Characteristics

The 20-page plan is comprised of four main sections: introduction, area map, plan summary, and a list of amendments to the comprehensive plan. The plan summary includes seven subsections, each created by a separate committee:

- Ballard Municipal Center and Institutions
- Ballard Arts and Culture
- Strengthening Human Services
- Open Space & Recreation
- Economic Development
- Transportation
- Residential Development

The language is accessible and there are three small hand-drawn images. Each section varies in tone and structure, ranging from a list of specific projects to more general goals and visioning to be enacted by an existing or future group, such as Arts Ballard or a Community Business Corporation.

Expectations

The vision, decided early via public participation, emphasizes a single-family residential area surrounding a denser, arts- and culture-oriented urban hub. Many sections in the plan focus on multimodal transport, green spaces, public art, and the unique maritime and Scandinavian heritage of the area. There is a definite understanding of where population growth will be accommodated and how the resulting changes will fit into the existing fabric.

Outcomes

The major goals of the plan have almost all been realized, save for the 15th Ave corridor commuter rail design due to budgetary constraints. Affordable housing is also still being worked into the design for the Municipal Center. The success of the plan seems due to the ongoing committees it created, who were able to shepherd their specific goals through completion and continue the work begun during the planning process.

Plan Summary 5: Fremont

Neighborhood Characteristics

Funky Fremont is the self-proclaimed "Center of the Universe" and has historically been an artists' haven, filled with public art and artists' studios. The Seattle Comprehensive Plan (1994) designates downtown Fremont, predominantly a mixed-use zone, as a Hub Urban Village. Fremont houses the historic Fremont Bridge as well as the heavily trafficked Aurora Avenue North and borders the Lake Washington Ship Canal and Lake Union.

The Planning Process

The Fremont Urban Neighborhood Coalition (FUNC) was awarded a Phase I grant in 1995 to begin the planning process. Volunteers formed four committees, and FUNC contacted stakeholders and hired a professional planning consultant. During Phase I, FUNC developed a community survey (7.5 % response), held two public events (125 and 25 plus participants), started eight Fremont Interest Groups (90 participants), and conducted one-on-one interviews. Another consultant team was hired for Phase II, during which FUNC met many times and held two public events, culminating in the adoption of the plan in spring of 1999.

Plan Characteristics

The plan is organized, although often repetitive, and spelling errors abound. The cover is illustrated, and historic photographs pepper the plan. Components of the plan are: a brief Glossary, Introduction, the Neighborhood and Issues, Goals and Policies, Key Strategies, Recommended Actions (the matrix), and a Map (does not include zoning).

Expectations

The plan focuses on four major goals:

- Recognize and strengthen community character.
- Encourage a mix of housing types, a stable residential population, artists' studios, and design guidelines.
- Alleviate transportation issues around Aurora Avenue North and Stone Way, encourage multi-modes of transportation and car-sharing.
- Support, promote, and fund Fremont arts.

The matrix of 106 actions is organized around key strategies addressing circulation, sense of place (Mosaic Design), creation of a community center, and capitalizing on the Troll.

Outcomes

Notably, no action has focused on affordable housing, the "Mosaic" approach to designing public space, or a community center. Seven of the 107 action items have been addressed, including a Fremont Circulation and Parking Plan (SDOT, 2002), the preservation of the Red Door Pub, the renaming of Aurora Ave N to "Troll Way N" (2005), a Ballard to U-District bus stop study (BUDTI, ongoing), and regulations for signboards (SDOT and City Law Department, ongoing). Interestingly, open space was listed as a major issue for "Fremonsters," but was then practically dropped from the goals and key strategies. None-the-less, two public parks have been created (Ernst Park, 2004 and Fremont Peak Park, 2007).

Plan Summary 6: Green Lake

Neighborhood Characteristics

The definable character of Green Lake as a neighborhood is greatly tied to the presence of Green Lake and the surrounding park, which is the most used park in the state. The Green Lake neighborhood is classified as a Residential Urban Village by the City of Seattle.

The Planning Process

Green Lake 2020 was formed in May 1996 following a presentation made to the Green Lake Community Council by the Neighborhood Planning Office addressing concerns about the impacts of growth. Phase I of the planning process included development of a survey that assessed the needs and concerns of 8,000 Green Lake residents. Phase II of the planning process began in 1998 with the retention of A Northwest Collaborative (ANC), the consultant team to serve as a professional resource to the Green Lake 2020 Steering Committee and the community. The Steering Committee and volunteers engaged in extensive efforts to identify the community's ideas, challenges, and desired policies. These efforts included outreach activities, surveys, workshops, and town meetings. From this research and interactive process, the Steering Committee worked with ANC to develop the Green Lake 2020 Neighborhood Plan.

Plan Characteristics

The plan is divided into five Key Integrated Strategies (KIS), each of which identifies a vision, short-term goals, and longer-term urban revisions. It also contains a section on land use, community character, and the business community, which are largely the results of the Phase I survey. Much of the plan's content is focused on urban design characteristics, transportation, and preserving the community character.

Expectations

Expectations and visions for the Green Lake neighborhood include:

- Conserve qualities of the neighborhood that make Green Lake memorable.
- Improve the community's ecological awareness and health.
- Develop a Residential Urban Village while keeping the area's commercial pockets.
- Significantly improve public transit.
- Make walking and bicycling safer and easier.
- Provide moderate-income housing and take steps to build a stronger community.

Outcomes

The most current data available indicates three key elements have been implemented and completed since the plan was adopted in 1999:

1) Traffic Calming: installation of traffic calming measures such as roundabouts.
2) Linden Orchard Development: design and development of a 14,360 square-foot piece of undeveloped property into a park and community garden.
3) Pedestrian Improvements: installation of a variety of pedestrian improvements, including curb bulbs, wheelchair ramps, and new crosswalk markings.

Plan Summary 7: Greenwood/Phinney Ridge

Neighborhood Characteristics

The Greenwood/Phinney Ridge neighborhood lies north of the Ballard neighborhood and south of the Northgate neighborhood. Greenwood is characterized by its tree lined park-like streets and its historic shopping district along Greenwood Ave. Housing in Greenwood is a mix of single and multi-family units, and is more affordable than many surrounding communities.

The Planning Process

This neighborhood plan grew out of the necessity for Seattle to comply with the Washington Growth Management Act of 1990. The latest draft of this plan, published in 1998, is broken into two unique "Phases," Phase I being the initial data-gathering phase where community members were engaged to ascertain key areas for growth. Reoccurring themes present in Phase I are the need for improvements in non-motorized transportation access and traffic mitigation. Phase II began with the retention of the services of the consulting firm of A Northwest Collaboration (ANC). A "steering committee" was formed (the method of member selection was not stated), and together with ANC began to engage the neighborhood population through town hall meetings and presentations in the data gathering, review and editing processes.

Plan Characteristics

The plan is broken into four separate sections. Section One provides background to the plan creation process. Section Two and Three outline the specific goals and the methods to achieving these goals. These two sections are somewhat repetitive and redundant. Section Four outlines specific design strategies to achieving the goals.

Expectations

Plan expectations include: 1) Creation of a vital Greenwood that supports an economically viable main street and redeveloped Town Center. 2) Connecting the civic centers and the commercial areas with a "Main Street" Plan. 3) Creation of open spaces and walkways. 4) Improvement of mobility and accessibility regionally and within the community. 5) Support of infrastructure improvements in the northeast and northwest quadrants.

Outcomes

Actions undergone have largely been in the areas of transportation and parking enhancement proposals, as well as some infrastructure studies with regard to storm water drainage. Monies were allocated to conduct studies on improving transportation to the Greenwood Town Center, and the neighborhood is in negotiations with the City to address parking issues with Woodland Park Zoo visitors who currently cause parking issues at peak visitation times. Construction of sidewalks on the corner of N 87th St and Dayton were to begin in 2005, as well as sidewalk repairs to the west side of Greenwood Ave, just south of N 87th St. The improvement of sidewalk drainage is still contingent upon the outcomes of the proposal to redevelop Greenwood Town Center, which was still in negotiations in 2004.

Plan Summary 8: Wallingford

Neighborhood Characteristics

Wallingford is predominantly comprised of single-family homes with a strong sense of architectural character. In 1994, Wallingford was designated by the City as a Residential Urban Village. Wallingford's 45th Street corridor provides a center for essential neighborhood services, transit routes, and a retail district.

The Planning Process

"Team Wallingford" was developed to coordinate the planning process for the neighborhood. This team consisted of representatives from churches, community volunteer organizations, the Community Council, the Chamber of Commerce, and unaffiliated residents. Community involvement was a main goal for the team, and monthly open meetings, ongoing surveys, and frequent newsletters were commonplace throughout the planning process.

Plan Characteristics

The Wallingford plan is consists of twelve sections: Plan Overview, Wallingford Planning History, Key Projects, The Wallingford Urban Village, Housing, Transportation, Business Health, Community Building, Human Services, Capital Investments, Special Opportunities, and Next Steps.

Expectations

The plan contains three "key projects," that are designated for priority action:

1) Revitalizing and enhancing the 45th Street business district.
2) Building the sense and value of community.
3) Calming traffic and enhancing the pedestrian environment.

The Wallingford neighborhood aims to preserve and enhance the locally owned small businesses, to develop a sense of shared values among the community, and to develop a neighborhood that is pleasant for pedestrians.

Outcomes

Notable outcomes of the Wallingford Plan include:

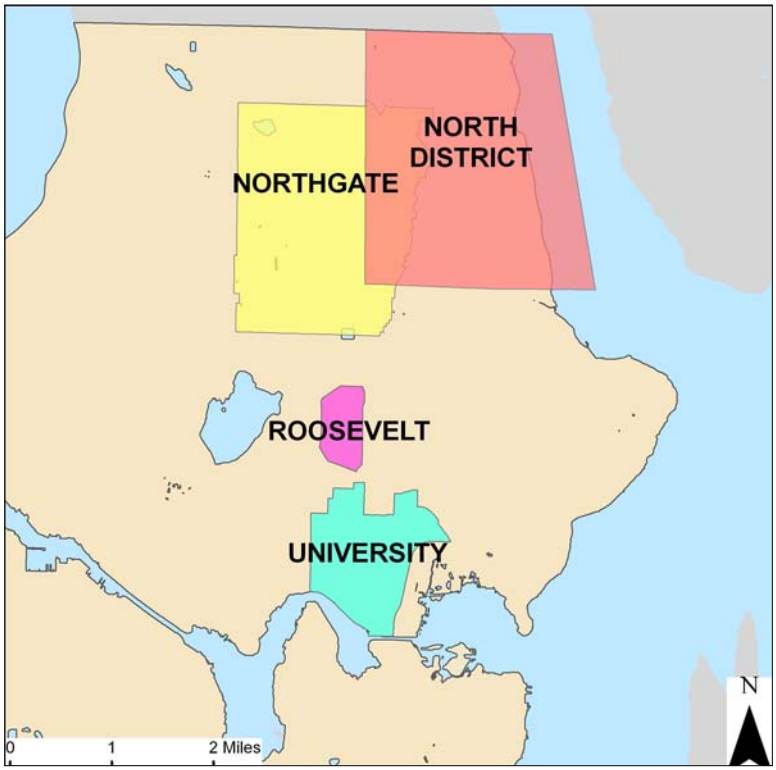
1) The completion of the Wallingford Steps project creating pedestrian access from the neighborhood to Gas Works Park.
2) Successful amendment of the Land Use Code to prohibit single-purpose residential development along the Urban Village section of the 45th Street corridor.
3) Streetscape improvements along the 45th Street corridor.
4) Bus stop consolidation to improve transit service along the corridor.

However, it should also be noted that many of the plan's objectives related to traffic calming and control as well as pedestrian network improvement are inconsistent with the City's strategy. Many of the objectives will not be implemented because they are considered inappropriate methods, infeasible, or not high priorities for funding. This suggests a lack of coordination with City staff to identify realistic objectives that would match with city strategies and priorities.

Northeast Sector Neighborhood Plans

The following is a list of neighborhoods within the Northeast Sector of Seattle. This table rates each neighborhood plan based on 9 planning elements located along the top. Please note that these ratings are based upon whether each element was addressed by the neighborhood plan and, if so, the quality of information provided and coverage of each element.

The rating system used is as follows:
Good: the plan addresses the element and the content is satisfactory.
Fair: the plan addressed the element but the content is marginal.
Poor: the plan does not address the element.



Rating of Neighborhood Plans - Key Elements*

Good Fair Poor

	Population	Housing	Density	Design	Economic Development	Transportation	Open Space	Connectivity	Public Health
North District	Fair	Fair	Fair	Fair	Good	Good	Good	Good	Poor
Northgate	Fair	Fair	Good	Fair	Good	Good	Good	Good	Fair
Roosevelt	Good	Good	Good	Good	Good	Good	Good	Good	Good
University District	Good	Good	Good	Good	Good	Good	Good	Good	Fair

Plan Summary 9: North District

Neighborhood Characteristics

The Lake City Community planning area, also known as the North District, includes a commercial center, surrounded by six residential neighborhoods. There are approximately 400 businesses in the planning area. Most are small single-owner businesses, while the remainders are fast food chains, auto dealerships, and destination retailers, such as Fred Meyer. Running through the center of the North District is SR 522 – Lake City Way. This "spine" to the area has significant impact and had led to transportation issues becoming top priority for local residents and businesses. The planning area includes the Thornton Creek watershed, which is the largest natural drainage system in the City of Seattle.

The Planning Process

The Lake City Community Plan process was exceedingly grass-roots and participation-oriented. The Plan, itself, appears to have been written by resident volunteers, as no explicit authorship is cited. The planning effort began in 1993 when the North District Council carried out an informal survey of merchants in the Lake City retail core. The results of this survey led to the formation of a Steering Committee composed of residents, merchants, property owners, and neighborhood activists. When the neighborhood planning process began in 1994, this group took the natural lead. The local community was engaged through multiple surveys sent by mail in 1995, 1996, and 1997 and a validation process. In total, 545 people attended at least one meeting of the public issue groups or work groups or the Planning Committee.

Plan Characteristics

The plan is divided organizationally into four sections: 1) Introduction, 2) Planning Goals, 3) Planning Process, and 4) Appendices. The tone is conversational, with reader-friendly language. However, the plan is not visually easy to read, lacking visuals or graphics, except in a few places. The Plan includes 12 goals, which were ultimately narrowed down into four Key Strategies and six remaining goals called Additional Activities for Implementation.

Expectations

The plan's main vision was "to protect and enhance the residential neighborhoods that surround the Lake City commercial district while the area designated for a hub urban village is developed with a unique, positive image." Additionally, seven elements of this vision were delineated in the plan, most of which were transportation-related.

Outcomes

The North District Neighborhoods' Plan was very ambitious in its goal setting and development of action items. The plan's "to do list" included 129 action items, which is significantly more than neighboring planning areas. At present, 34.88% of the action items are completed, 56.59% of the action items are On-Going or In Progress, 3.88% are Not Started, and 4.65% are Closed or On Hold. It appears that the Lake City Community has made progress. However, one could challenge that the neighborhood tried to do too much, with 129 action items, and perhaps should have been more focused from the start.

Plan Summary 10: Northgate

Neighborhood Characteristics

The Northgate area is very auto-oriented with easy freeway access in and out of the area. Northgate Mall is the obvious urban center and Northgate Boulevard is the main arterial, connecting the area to the freeway. The existing development is primarily low rise, with a few newer midrise buildings.

The Planning Process

The Northgate Comprehensive Plan was initiated in 1989 by the Seattle City Council as a plan for dramatic growth in the Northgate area and to address the escalating traffic congestion. It was developed by the City of Seattle Planning Department staff in collaboration with the Northgate Advisory Committee and the Office of the Mayor. The Plan is supplemented by a Final Environmental Impact Assesment. The final version of the Plan was adopted in June of 1993.

Plan Characteristics

The Northgate Area Comprehensive Plan is divided into sixteen policies covering the major elements (transportation, open space, financing, etc.) Each chapter clearly indicates adopted policies and specified implementation strategies. There is also an informative intriduction followed by a historical summary of the area. This provides a context for the next pages discussing the overall vision for the area and implementation strategies. The final section before the Plan Policies, overviews the relationship of the Northgate Comprehensive Plan to the citywide plan, existing city ordinances, and the area's Major Institutional Plans.

Expectations

The vision of the Northgate Plan is to turn the area from an auto-oriented, office/retail area into a vital, mixed-use center of concentrated development surrounded by single family neighborhoods. The Northgate area hopes to become a place where people live, work, shop, and play, all within walking distance. The Plan seeks to create a balance between the vehicular and pedestrian modes of transportation at the core, by providing visual stimulation at a pedestrian scale and creating safe and pleasant pedestrian connections. Transit access will be improved between the commercial/multifamily core and surrounding single family neighborhoods through new mass transit, bicycle and pedestrian networks.

Outcomes

In 2002 there was a Plan update published to show what has been accomplished and what was currently underway for 2003. The current mayor's Northgate Action Agenda consisted of legislation to expand public facilities in the Northgate area and encourage economic development. In 2005 a new library and Community Center opened, and in addition, the Maple Leaf section of Northgate has succeeded in raising the finds to develop a community garden, as laid out in the 1993 Northgate Comprehensive Plan. A traffic analysis is currently underway on NE 5th Street, which is also receiving much needed streetscape improvements. Thorton Creek is undergoing habitat restoration, and a transit oriented development near the Northgate Mall is in the design and analysis stage.

Plan Summary 11: Roosevelt

Neighborhood Characteristics

The Roosevelt planning boundary extends north from Ravenna Boulevard to 75th St NE and east from I-5 to 15th Ave NE, with the commercial core centered on 65th St NE and Roosevelt Way NE. The neighborhood has a residential area (mixed multifamily, rentable and modest but above-median priced homes) surrounding a commercial core (retail and mixed residential-commercial). The major arterials passing through the neighborhood connect the neighborhood with key regional destinations but also pose challenges to maintaining the "small town character" considered desirable by many residents. The neighborhood appears to have strong community cohesion. Citizen committees continue to be very involved in the City's planning, design and development decisions.

The Planning Process

The process was thorough and inclusive. Over a 3-4 year development period, a mix of citizen volunteers, professional consultants and agency partners convened a Steering Committee and subcommittees; held public meetings and workshops; conducted surveys; developed a clear vision; prepared plan recommendations; and identified key strategies intended to balance community interests and goals with City planning objectives and requirements.

Plan Characteristics

The plan is well organized. Its four main elements—Introduction, Plan Elements, Key Strategies and Appendices—provide appropriate detail on the impetus behind the planning process (population growth and development pressures, GMA requirements) and the adoption of key strategies and projects that would integrate and implement plan elements (land use, design, transportation and safety/livability) with the community vision.

Expectations

The consistent coordination between the community and the City and the high level of involvement among diverse neighborhood stakeholders has resulted in a plan with reasonable and achievable expectations. Recommended strategies are based on successes like joint fact-finding, extensive public outreach and clear guidelines for public and private development proposals.

Outcomes

The plan appears to be quite successful. It contains an appropriate balance of technical accuracy and community-based goals. Neighborhood recommendations were successfully adopted into the Seattle Comprehensive Plan. A high percentage of proposed projects and strategies are completed, underway or under consideration. The community remains highly involved in encouraging citizen engagement and guiding development that realizes the neighborhood vision.

Plan Summary 12: University District

Neighborhood Characteristics

The University Community Urban Center (UCUC) is a diverse and historical area that encompasses two smaller urban villages. The University of Washington is the most well known one, bordered by small businesses, and generating an eclectic population of transient students and more permanent families. The Ravenna Urban Village is the second, dominated by the recently built University Village Shopping Center, and otherwise comprised of apartment buildings and some single family homes. Topographical constraints have shaped and separated the area as well, causing transportation and connectivity challenges, along with residential hazards due to unstable steep slopes.

The Planning Process

In 1995 the UCUC was the pilot project for the Seattle Neighborhood Planning Office's (NPO) neighborhood planning program. Over the next three years a two phase approach was taken. Phase one involved preliminary research, the early establishment of local support, and the creation of a vision statement. Phase two involved more technical work, along with an impressive amount of community outreach including Street Fair booths, a web page, and flyers. Over 1,000 residents attended public discussions, seasonal forums and workshops throughout the entire process and the UCUC Association Planning Committee utilized this high level of community participation along with guidance from consultants and City staff to produce a successful plan for Seattle's University District.

Plan Characteristics

The UCUC Plan is organized around 8 sub-areas that separately address each plan element (transportation, land use, etc.) in order of importance for that area and its unique challenges and opportunities. This approach provides site-specific analysis molded around a single cohesive and overarching neighborhood vision. Recommendations for proposed actions recognize that implementation is dependent upon partnerships with the City, the University, surrounding neighborhoods, RTA, property owners and other key players.

Expectations

The expectations outlined in this plan are obtainable and detailed which says a lot about not only the Plan but organization within the community. The proposed actions are prioritized, clearly highlighting those that should be addressed by the City first, providing a recognizable place for implementation to start.

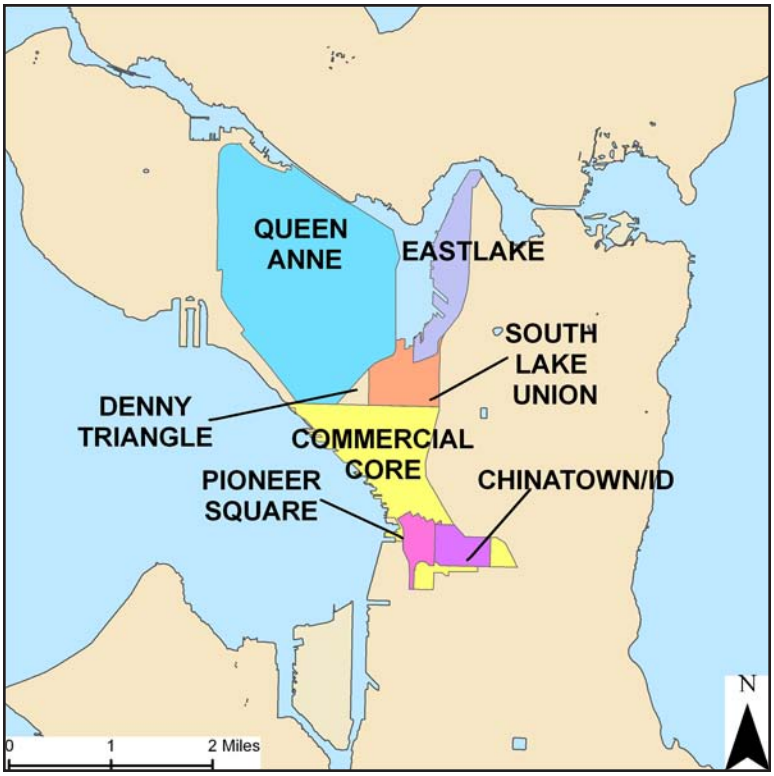
Outcomes

To date, 35 of the proposed 55 projects have been completed, most notably the reconstruction of University Way NE, including new sidewalks and infrastructure. This keystone project, labeled a top priority in the plan, was achieved through partnerships with the City, and has been a benefit to the community and local business owners. The completion of this project has increased cooperation among residents and spurred other smaller projects along 'The Ave', all successful outcomes stemming from the plan and the planning process.

West Sector Neighborhood Plans

The following is a list of neighborhoods within the West Sector of Seattle. This table rates each neighborhood plan based on 9 planning elements located along the top. Please note that these ratings are based upon whether each element was addressed by the neighborhood plan and, if so, the quality of information provided and coverage of each element.

The rating system used is as follows:
Good: the plan addresses the element and the content is satisfactory
Fair: the plan addressed the element but the content is marginal
Poor: the plan does not address the element



Rating of Neighborhood Plans - Key Elements*

Good Fair Poor

	Population	Housing	Density	Design	Economic Development	Transportation	Open Space	Connectivity	Public Health
Belltown	Fair	Good	Poor	Good	Poor	Good	Good	Good	Good
Chinatown/International District	Good	Good	Fair	Good	Good	Fair	Fair	Good	Good
Commercial Core	Fair	Fair	Good	Good	Good	Poor	Fair	Poor	Poor
Denny Triangle	Good	Good	Fair	Good	Poor	Good	Fair	Good	Poor
Eastlake	Good	Good	Fair	Good	Poor	Good	Good	Good	Poor
Pioneer Square	Fair	Good	Fair	Good	Fair	Good	Good	Good	Good
Queen Anne	Good	Good	Fair	Good	Good	Good	Good	Good	Fair
South Lake Union	Fair	Poor	Fair	Good	Fair	Good	Good	Good	Poor

Plan Summary 13: Belltown

Neighborhood Characteristics

Belltown, once known as Denny Regrade, is bordered by Denny Way to the north, Stewart St. to the south, and 5th/6th Avenue to the east and the waterfront to the west. Belltown describes itself as an "eclectic" neighborhood that "links" surrounding areas. The growing, diverse, mixed-use neighborhood is the second largest of five Urban Center Villages in the downtown.

The Planning Process

The Denny Regrade Planning Committee, consisting of volunteers and outside consultants, approached the plan in two phases. Phase I consisted of organizing and outreach, issue identification and visioning. After "weak" turnout in Phase I, the committee reached out to business interests and neighborhood groups. During Phase II, the neighborhood developed goals and policies, including actions to be undertaken by the neighborhood and the City. Participation "ebbed and flowed," with a core group of consistent attendees. The committee completed the plan in December of 1998 and it was approved in May of 1999.

Plan Characteristics

The plan is organized into six sections: Introduction, Key Strategies, Housing and Land use, Transportation, Pedestrian Environment, and Public Safety and Community Enrichment.

Expectations

The general desires of Belltown residents are to maintain and further develop a diverse, affordable, vibrant, accessible, and safe community. Specific strategies to implement this vision include developing green street connectors through the neighborhood and to the waterfront, preserving affordable housing, and mitigating the loss of surface parking.

Outcomes

Belltown's green streets proposal is consistent with the City's plans and continues to develop, with major work on a section of Vine St. completed in 2005. The goal to maintain community character is being addressed as a long-range effort, with many of the committees' creative suggestions being discarded in favor of current City directives, with the exception of design guidelines approved in August 2004. Belltown received a $1.9 million dollar levy to build a community center, but the cost of the envisioned project is unworkable with current funds, so the project is on hold. Meanwhile, in 2002, SDOT installed 117 parking meters to encourage more parking turnover in the area. The City relayed suggestions to Sound Transit and referred the Belltown committee to King County Metro with concerns regarding transit service. Bicycle initiatives have not been undertaken at this time. However, the completion of the Olympic Sculpture Park now allows pedestrian connection to the waterfront. Finally, public safety was dealt with, as the City committed to pursue grant funding for increased patrols in the Regrade Park and elsewhere.

Plan Summary 14: Chinatown / International District

Neighborhood Characteristics

The typical Chinatown/International District resident is elderly, low-income, and of Asian-Pacific Islander descent. The neighborhood enjoys a tight-knit social network comprised of longtime residents and a large number of small businesses and community development organizations. Its adjacent neighborhood is the rapidly growing South Downtown.

The Planning Process

The neighborhood produced a strategic plan during a six-month period in 1998. This plan built on key issues identified in a 1992 community plan. Actors involved in the planning effort included a 50-member community planning committee, a group of 15 youth, 20 architects and designers on a community design team, and 2 members of the Neighborhood Planning Office.

To create the plan, the community planning committee broke into small groups to review specific issue areas, while high school youth collected data. The community design team held a workshop to solicit citizen feedback, and outreach committee members surveyed the community for input once the plan was completed. The resulting changes are included in an addendum to the plan.

Plan Characteristics

The plan's introduction describes its purpose – to help the community develop according to its vision in the context of regional and local growth. To address this goal, the plan first lays out a vision of the community: 1) cultural and economic vitality, 2) affordable and diverse housing, 3) safe, dynamic, and pedestrian-friendly public spaces, and 4) accessible ways of traveling within and to the neighborhood. The plan takes these four characteristics as its primary elements. Each element section first outlines challenges facing these ideal characteristics ("some storefronts are unappealing"). Strategies to address these challenges follow, with specific, concrete activities included under each strategy ("develop a Façade Improvement Fund."). These strategies and actions are listed in the plan in a table format with simple neighborhood graphics relevant to each section.

Expectations

The plan outlines 36 activities, many of which are complex and require cross-department coordination. In the housing affordability section in particular, the city responded that some strategies need additional research in order to be considered.

Outcomes

Implementation is a main focus of the plan, with a major section devoted to ensuring that plan recommendations are enacted. All activities include notes about participants and a timeline for completion. According to the Department of Neighborhoods' website, the neighborhood has been moderately successful in implementing plan activities.

Plan Summary 15: Commercial Core

Neighborhood Characteristics

The Commercial Core serves as a major employment center, tourist destination, central shopping area, growing residential neighborhood, and regional cultural and entertainment hub. Of the five downtown neighborhoods, the Commercial Core is the largest and is expected to accommodate 60% of downtown jobs by 2014.

The Planning Process

The Commercial Core plan was completed in February 1999. Actors involved in the process included a 22-member planning committee, 6 architects, 1 member of the Ravenhurst Development Corporation, 2 Neighborhood Planning Office staff, and 1 Strategic Planning Office staff. The plan does not include information about the planning process, but the emphasis on complex technical strategies implies that the authors had planning expertise. The plan provides no evidence of wide community involvement in the planning effort.

Plan Characteristics

The plan's introduction provides the purpose of the plan: to accommodate job and housing growth targets dictated by the city's comprehensive plan while enhancing the area's character and development potential. The plan outlines 5 strategies for doing this:

1) Modify zoning and design standards to stimulate desirable development and promote architectural diversity.
2) Rework bonus and TDR programs to stimulate desirable development and promote architectural diversity.
3) Create development incentives to stimulate housing production.
4) Develop Green Streets and open space to enhance urban design character and to support population growth.
5) Create a master plan to guide the design and maintenance of downtown public spaces.

The strategy sections begin with a purpose of the strategy statement and continues with a goal statement, specific actions for enacting the strategy, and block-by-block maps that illustrate the recommendations. With the exception of the fifth strategy, each strategy focuses on using zoning, TDR programs, floor area ratio (FAR) limits, and exclusions to accomplish objectives. Much of the plan's language is very technical.

Expectations

The plan has high expectations for complex changes to the Downtown Land Use Code and many of these changes are in-line with the comprehensive plan.

Outcomes

While the plan does not specifically address implementation, its recommendations are specific enough that city policymakers can take action and move forward. The neighborhood has successfully implemented 3 out of 4 strategies for creating a strong mixed-use core.

Plan Summary 16: Denny Triangle

Neighborhood Character

Denny Triangle is located at the edge of downtown, but much of its land area is occupied by surface parking or is otherwise underdeveloped. The area lacks in the way of open or green space. Denny Triangle was not its own distinct neighborhood until defined as such by the 1994 Comprehensive Plan.

The Planning Process

After the Seattle Comprehensive Plan defined the Denny Triangle as a neighborhood, a neighborhood association was formed. In 1995, the neighborhood association received funding from the city to begin a planning process. The Denny Triangle Neighborhood Planning Committee advertised through newsletters and neighborhood meetings to gather public input. The 20 member planning committee also maintained contacts with adjacent neighborhood associations to coordinate planning efforts.

Plan Characteristics

The table of contents lists seven primary sections: Process, Key Integrated Activities, Housing, Housing Recommendations, Land Use Recommendations, Urban Form and Transportation.

Expectations

There are four key activities that can be seen as the primary expectations:

1) Amend zoning and bonus system to stimulate the construction of housing. Zoning height limits should be increased by 100ft throughout the neighborhood, setbacks decreased etc.
2) Residential Enclaves. These would be streets with limited auto access, possibly green streets with amenities such as public art and a pocket park.
3) Transportation and traffic circulation. Traffic flow entering I-5 should be improved to minimize impact on the neighborhood. Traffic should be routed away from the above residential corridors.
4) Convention Place Station should become a transportation hub for the neighborhood.

Outcomes

The City strongly supports efforts to develop more housing in Denny Triangle, however it believes that more study is need to assess the impacts of this development, especially with regard to adjacent neighborhoods. The City also feels that it is unrealistic that many of the neighborhoods transportation/traffic expectations will be met because of fundamental problems with the capacity of I-5 and Hwy 99 that cause bottlenecks in the neighborhood. While the City supports increased residential in the neighborhood's proposed residential enclaves, however, it does not believe that a green streets designation is appropriate for many of the proposed areas and any traffic revisions will require further study. As for the "transit village" at Convention Place station, the City encourages the neighborhood to negotiate with Sound Transit, King County Metro and other relevant agencies, but does not feel that it should be involved until the neighborhood has a clearer idea of what is possible.

Plan Summary 17: Eastlake

Neighborhood Character

Eastlake is one of the better defined neighborhoods in Seattle as it is mainly bordered by the hard edges of Lake Union and I-5. It is, however, very diverse in terms of zoning and land use with maritime industry along the lake, biomedical work in Fred Hutch and Zymogenetics, and a large variety of housing types. Seventy-five percent of residents are renters. There are 3500 residents and 3000 jobs in less than 300 acres.

The Planning Process

The neighborhood plan was prepared by the Eastlake Tomorrow planning teams and is an extension of previous planning efforts in the neighborhood. The plan is based on three years of discussion among neighborhood residents, business owners etc.

Plan Characteristics

There are seven primary foci of the plan: community design, open space, transportation, Eastlake Avenue as a "main street", diversity, housing (which was initially identified as part of the diversity topic), and Eastlake's north gateway. However, when it comes to the approval matrix, "Key Strategies" for Eastlake have been reduced to four: Encouraging Diversity in Eastlake, Eastlake Main Street, the Fairview Shoreline Corridor and Reducing I-5 Impacts.

Expectations

The primary concern of residents was traffic and parking. Eastlake Ave is a major thoroughfare, which should be made more pedestrian friendly by providing more crosswalks and better landscaping. Franklin Ave and Fairview Ave should both be designated "green streets". The plan accepts the comp plan's growth target of 380 housing units, however, Eastlake is concerned that it is growing at a faster rate than anticipated in the comp plan.

Outcomes

For encouraging diversity, the City gives vague responses that are generally supportive. Responses seem to be on the order of, "more specific study is needed" or "a letter has been sent in support of." However, the City does not seem to support eliminating parking bans during busy hours, which would reduce Eastlake Ave from two lanes in each direction to one, for Eastlake main street. The City agrees that light rail or a monorail would not be appropriate down Eastlake Ave. The City supports other amenities, but funding does not appear forthcoming. The City seems fairly supportive of the Fairview Shoreline Corridor proposals, with many receiving funding of some sort or efforts being made by city agencies to accomplish the community's desires. As for strategies regarding I-5, Washington DOT is the responsible part, so the executive agrees to make most of the neighborhood's concerns known to them.

Plan Summary 18: Pioneer Square

Neighborhood Characteristics

As the location where Seattle was founded in 1852, Pioneer Square is recognized today for its historic Richardsonian Romanesque buildings, quaint streets and small urban squares. The neighborhood's preservation efforts began with the creation of the Pioneer Square-Skid Road Historic District in order to highlight the historic character. Today, Pioneer Square is home to art galleries, independent bookstores, cafes, artist lofts, creative companies and boutiques.

The Planning Process

In 1991, the Pioneer Square Plan Update called for capital improvements, highlighting development opportunities and design guidelines for the neighborhood. Thus, the 1998 Pioneer Square Neighborhood Plan adapted those recommendations of the 1991 plan to current realities. The first phases of the 1998 plan occurred through 1995 to 1997 under the Pioneer Square Planning Committee. Phase II began the summer of 1997 with hiring J. Renee Tanner Consulting to develop the plan. In late 1997 a set of five public meetings entitled the Pioneer Square Partnership Summit took place to create and refine a shared neighborhood vision. Upon review and revision, the 1998 plan was brought to the City Council for adoption and approval.

Plan Characteristics

Four themes resulted that became the community goals:

- preserve and protect historic character
- beautify and maintain streets, parks and alleys
- sustain a safe and sanitary environment for all
- promote and develop housing, the arts, small business and quality social services.

The Pioneer Square Neighborhood Plan centers around five identified issue areas which seek to increase housing stock, strengthen the neighborhood's economic base, foster collaboration, and improve infrastructure and public spaces.

Expectations

Based on the priorities set by the neighborhood plan, five park projects in addition to seven specific planning or development projects were proposed for implementation. Generally, the seven projects identified focus on parking lot redevelopment opportunities, public safety concerns regarding homelessness and drug activity, urban design and cleanliness considerations, and connective linkages for both pedestrians and automobiles entering the neighborhood.

Outcomes

A decade later, success of the 1998 plan is somewhat difficult to assess. Many of the implementation goals associated with the plan are labeled as "on-going" or "in-progress" by the City. While much of the behind-the-scenes work has been completed, the Pioneer Square landscape remains unchanged. Thus, while the planning strategies are in place, specific actions to make the neighborhood's goals a reality have proved only minimally successful.

Plan Summary 19: Queen Anne

Neighborhood Characteristics

Queen Anne, as one of Seattle's oldest and most established neighborhoods, evolved from a once sleepy neighborhood to a trendy retail destination, home to families and young singles, alike. Known for its steep sloped topography, architecture, diverse mixed use housing, and views of the Space Needle, these characteristics all contribute to its "sense of place. Residents tend to be middle-aged households with higher incomes. As described in the Queen Anne Plan, "community priorities and points of view can vary considerably."

The Planning Process

The Queen Anne Plan is the result of three organizational entities: the Queen Anne community, the City of Seattle and a consultant planning team. The process was comprised of three phases; the first was the creation of an informal assembly of community members and hiring a consulting team to assist with issues identification, community outreach, and visioning. Following was Seattle's Neighborhood Planning Office assignment of a project manager and a formalized committee was established. An Executive Committee identified seven committees organized around major topics—Community Character, Human Services/ Housing, Land Use, Parks & Open Space, Traffic and Transportation, Business Districts and Public Safety—to organize the plan document and discussion. As noted by the Queen Anne Plan, "such an inclusive process required all participants to exercise tolerance" and strive for an appropriate balance to move forward. Guiding principles were established to aid in this endeavor and the plan was complete in three years time.

Plan Characteristics

The Plan is written in an informal style and easily accessible. It is based on three components: Goals & Policies provide a framework of articulated values for each major topic area. Planning Recommendations detail an extensive set of actions recommended by participants. Specific Plans comprise the third component, each conceptualized as a stand-alone community improvement as well as an integral part of the overall Queen Anne Plan.

Expectations

The vision statement expresses the community's self-image, providing a reference for subsequent planning processes. Their objectives are to achieve a future with: A unique community character, a sense of cohesiveness, active and engaged people, varied housing for a diverse population, pleasant and safe streets that encourage walking and bicycling, a sense of stewardship, vital commercial areas meeting local needs, attractive parks and natural areas, a feeling of safety and a vibrant Seattle Center.

Outcomes

The Queen Anne Approval and Adoption Matrix details 60 pages of Key Strategies generated by residents, with correlating "Executive Comments." The City of Seattle provided guidance as to which Offices and Departments could best implement Queen Anne's multiple strategies. Of the dozens of recommended actions within the strategies, Queen Anne's Bicycle Beltway appeared to have achieved the most action according to the Adoption Matrix.

Plan Summary 20: South Lake Union

Neighborhood Characteristics

The South Lake Union neighborhood, north of downtown Seattle, is predominantly a light industrial area with small sections of multifamily residential housing, biomedical research offices, and retail. Historically, South Lake Union evolved from the maritime industries. Currently, South Lake Union is undergoing a physical and cultural transformation into the next major urban center of Seattle.

The Planning Process

The South Lake Union neighborhood plan established in 1998 was a part of an on going planning process for the neighborhood since 1995. In 1995, a group of community members formed South Lake Union Planning Organization (SLUPO) to initiate a plan for the neighborhood after a major planning initiative failed earlier that year. SLUPO consisted of 35 members representing a many different interests in the community, including the Cascade neighborhood, South Lake Union Business Association, Maritime Heritage Foundation and property owners. The neighborhood organization sponsored outreach events, which included roundtable studies, opinion surveys and questioners regarding the future of the neighborhood. SLUPO had also worked closely with the Cascade Neighborhood Council in recognizing the goals and visions the neighborhood association wanted to see in South Lake Union.

Plan Characteristics

The original South Lake Union neighborhood plan addresses three specific characteristics: neighborhood character, open space and parks, and transportation. These characteristics were considered the greatest importance to neighborhood's growth and urban reformation at the time. Since the creation of the neighborhood plan in 1998, a number of changes have occurred to the plan due to certain events driven by the City of Seattle. The designation as an urban center in the comprehensive plan amendments has required an updated neighborhood plan. Completed in 2007, the updated neighborhood plan includes two new characteristics, housing and sustainable development. Nonetheless, the updated plan still reflects many of the original visions of the 1998 neighborhood plan.

Expectations

The 1998 neighborhood plan had outlined 54 actions pertaining to the three neighborhood characteristics addressed. Of the three neighborhood characteristics, transportation had the greatest amount of actions.

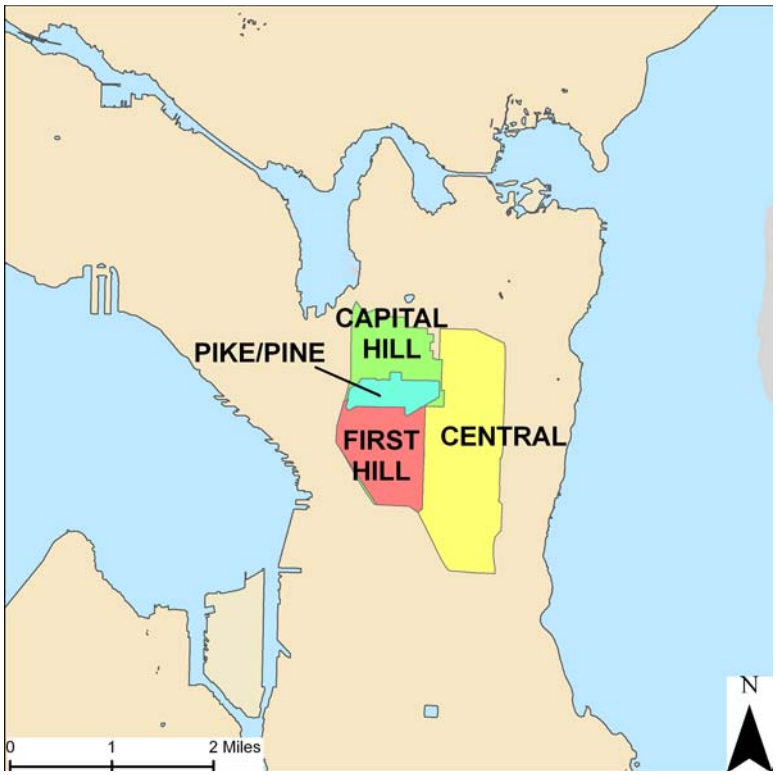
Outcomes

Since the completion of the plan a total of 18 key strategies have been implemented or in progress as of the end of 2007. Notable strategies outlined in the 1998 plan implemented include the neighborhood specific design guidelines for South Lake Union and the Mercer/Valley corridor reconfiguration to improve traffic circulation and pedestrian activity. Overall, the original South Lake Union neighborhood plan seemed to have instigated a number of planned development improvements to the rapidly changing neighborhood.

East Sector Neighborhood Plans

The following is a list of neighborhoods within the East Sector of Seattle. This table rates each neighborhood plan based on 9 planning elements located along the top. Please note that these ratings are based upon whether each element was addressed by the neighborhood plan and, if so, the quality of information provided and coverage of each element.

The rating system used is as follows:
Good: the plan addresses the element and the content is satisfactory.
Fair: the plan addressed the element but the content is marginal.
Poor: the plan does not address the element.



Rating of Neighborhood Plans - Key Elements

Good Fair Poor

	Population	Housing	Density	Design	Economic Development	Transportation	Open Space	Connectivity	Public Health
Capitol Hill	Fair	Good	Fair	Fair	Good	Fair	Good	Good	Fair
Pike / Pine	Good	Good	Good	Poor	Fair	Fair	Good	Fair	Fair
First Hill	Good	Good	Fair	Good	Good	Fair	Fair	Good	Poor
Central Area	Fair	Good	Good	Good	Good	Fair	Fair	Good	Good

Plan Summary 21: Capitol Hill

Neighborhood Characteristics

The Capitol Hill Urban Center Village encompasses 397-acres of densely populated multi-family housing and storefront commercial streets. The plan only covers a portion of the area normally considered Capitol Hill. The north and east boundaries of the Village roughly follow the border between multi-family and single-family housing zones. Interstate 5 and the Pike/Pine neighborhood comprise the western and southern boundaries respectively. For the purposes of the plan, the Village is divided into seven geographical areas: North Anchor, South Anchor, West Slope, East Core, and commercial corridors (Broadway, Olive Way and 15th Avenue). Major institutions in the area include Group Health Co-Op, Seattle Central Community College, and Cornish College.

The Planning Process

The plan was prepared by the Capitol Hill Neighborhood Planning Committee and MAKERS Architecture & Urban Design. The Capitol Hill Community Council began the neighborhood planning process in early 1995. Surveys, interviews, information booths, public workshops, and discussion groups were used to identify areas of concern and a vision for the future and are documented in the *Capitol Hill Urban Center Village Neighborhood Plan: Phase I Summary Report*. The Village's large population and high turnover made it challenging to conduct outreach. In 1997 a Planning Committee synthesized suggestions gathered during Phase I into the plan. During this stage, public involvement continued in the form of design charrettes, work sessions, public workshops, and meetings that included consultation from City of Seattle staff.

Plan Characteristics

The plan contains two major sections: Key Strategies and Technical Elements. The Key Strategies portion included a vision statement, an assessment of the existing conditions and opportunities, and recommendations for the seven geographic areas. The Technical Elements portion included an existing conditions analysis as well as strategies and recommendations for the following elements: land use and urban design, housing, open space, recreation and arts, transportation and street use, human development, and public safety.

Expectations

The plan calls for additional open space, preservation of historic housing and affordable housing, revised design guidelines, improved public safety, a more pedestrian-friendly environment, bicycle-route improvements, and public-transit enhancements.

Outcomes

Successes include pedestrian-crossing improvements at select intersections, the renovation of Cal Anderson Park, and increased building height limits on Broadway East. The University Link light rail line is currently behind schedule and one of two proposed light rail stations will not be built.

Plan Summary 22: Pike/Pine

Neighborhood Characteristics

The Pike/Pine neighborhood features the Pine Urban Center Village and is a community with a distinct identity comprised of a mix of uses including multi-family residential, small retail businesses, light manufacturing, auto retail, and local institutions. Connecting downtown Seattle to Capitol Hill, the Pike/Pine neighborhood is home to 3,064 people and is predominately white (75%). African-Americans constitute 13% of the population and Asians comprise 7%. The majority of the population (78%) is below the age of 44.

The Planning Process

Pine Planning Study was conducted by community groups, business associations, and numerous residents from the neighborhood. Building on earlier efforts, community volunteers formed the Pike/Plan Urban Neighborhood Coalition and created six committees, each focusing on the plan's key elements. The Steering Committee, consisting of each committee's chairperson, identified the plan's four key strategies that combined the ideas and recommendations from various committees. The Organizing Committee divided into four project teams; each was responsible for a specific outreach activity.

Plan Characteristics

The body of the plan is comprised of two parts. The plan first provides an overview of the planning process and defines the community's vision and goals. The plan then describes the purposes and detailed objectives of the four strategies. The plan focuses on nine elements which includes: land use, urban design, housing, economic development, arts and culture, historic structures, transportation, human development, and coordination with adjacent villages.

Expectations

As an urban village, Pike/Pine is to be developed as a mixed-use environment with 50% commercial and 50% residential land uses. The plan supports the continuation of light manufacturing, high-tech, and auto-related businesses to generate economic stability. The plan also encourages the concentration of artists' studios and galleries as well as music performance spaces that enhance the present neighborhood's identity. In addition, the plan's strategies include preserving the historic 'auto row' architecture and other historic buildings.

Outcomes

The plan has successfully preserved the neighborhood's unique historic and art features through the collaboration of local organizations. Recommendations regarding the circulation system, parking and pedestrian improvements have been addressed. Open space has been reached through the completion of the Cal Anderson Park and Boren Park. Portions of the proposal are still in progress or have not been started (i.e. street design).

Plan Summary 23: First Hill

Neighborhood Characteristics

The First Hill neighborhood is roughly delineated by Interstate 5 on the west and 12th Avenue on the east. The Pike/Pine and International District neighborhoods comprise the north and south borders, respectively. Three renowned regional medical centers control approximately 52% of the land and are responsible for the majority of the 20,600 jobs in the neighborhood as well as the 52,700 daily work and non-work related auto trips. The First Hill residential population is greater than 7,100 individuals split between the north and south areas. The north area's population is 74% white and has a 58% employment rate while the south area is ethnically diverse and has a 23% employment rate. Approximately 30% of the population is over the age of 65, 32% of the population lives with disabilities, and 90% of the households rent their homes.

The Planning Process

First Hill formed two committees to lead the planning process. The organizing committee generated a vision and goals for the neighborhood's future. The planning committee then conducted a technical analysis of each component as well as identifying key strategies and action items and was responsible for working with the City of Seattle, adjacent neighborhoods, and consultants to develop the plan. Both phases included a wide range of outreach activities, events, and mailings to engage community members.

Plan Characteristics

The First Hill Neighborhood Plan is a 44-page document separated into two sections. The Executive Summary provides a synopsis of the planning process and a detailed analysis of the plan's six identified elements. The elements include Economic Development, Human Needs, Housing, Transportation, Urban Design, and Public Safety. The Plan Recommendations identifies key strategies complemented with objectives and applied action items that are categorized by the six elements.

Expectations

The plan's vision statement is representative of the community's character in that it promotes a future that is inclusive of all the residents and businesses. The stated goals reflect the community's desired future, taking into consideration the plan's impact on adjacent neighborhoods as well as its role as a regional medical center.

Outcomes

Although the key strategies are relatively feasible within the 20 year timeframe, the plan's overall success is qualified by the removal the proposed light rail station. As a result, the implementation of transportation, economic development and urban design elements cannot be fully achieved. The plan has made progress in respect to affordable housing and human needs. A new community center has been built and Seattle Housing Authority is currently is in the planning phase of Yesler Terrace, community housing project.

Plan Summary 24: Central Area

Neighborhood Characteristics

The Central Area is located east of Capitol Hill and First Hill and stretches in a north-south direction from Madison Street on the north to Interstate 90 on the south. The Central Area plan incorporates four neighborhoods; Madison-Miller, Union and 23rd, Jackson and 23rd, and 12th Avenue. The Central Area has historically included Italian, Jewish, and African-American settlements. The area has a rich musical heritage of jazz, rock, and hip-hop. The population of the Central Area is predominantly African-American (47%) but has experienced growth in the White (22%), Asian/Pacific (28%), and Hispanic (31%) populations. Approximately 18% of the total population is 15 years old or younger and 14% is 65 years or older. The average income ranges from $25,000 per year (12th Avenue Neighborhood) to $65,000 per year (Madison-Miller Neighborhood). Housing in the Central Area includes multi-family and single-family residences. Approximately 1/3 of the units are owner-occupied, 1/3 is rented, and 1/3 is subsidized housing.

The Planning Process

The Central Area Action Plan II (CAAP2) is a revision of the Central Area Action Plan (CAAP) completed in 1992. The CAAP2 does not provide a list of participants in the planning process, but does mention that over 2,000 people participated in the planning effort including meetings, workshops, and mailings.

Plan Characteristics

The CAAP2 is a comprehensive, 127-page document and discusses the four neighborhoods in tandem. Chapters are organized by topic and presented in the following order; Vision and Background, Narrative of Key Plan Activities, Land Use and Open Space, Urban Design, Economic Development, Housing, Transportation, Human Development, Infrastructure, Capital Investments, and Stewardship Plan.

Expectations

The plan calls for the preservation of affordable housing, revised design and parking guidelines, improved public safety, a more pedestrian-friendly environment, a small-business friendly climate, economic and human development, and the preservation of places of cultural importance.

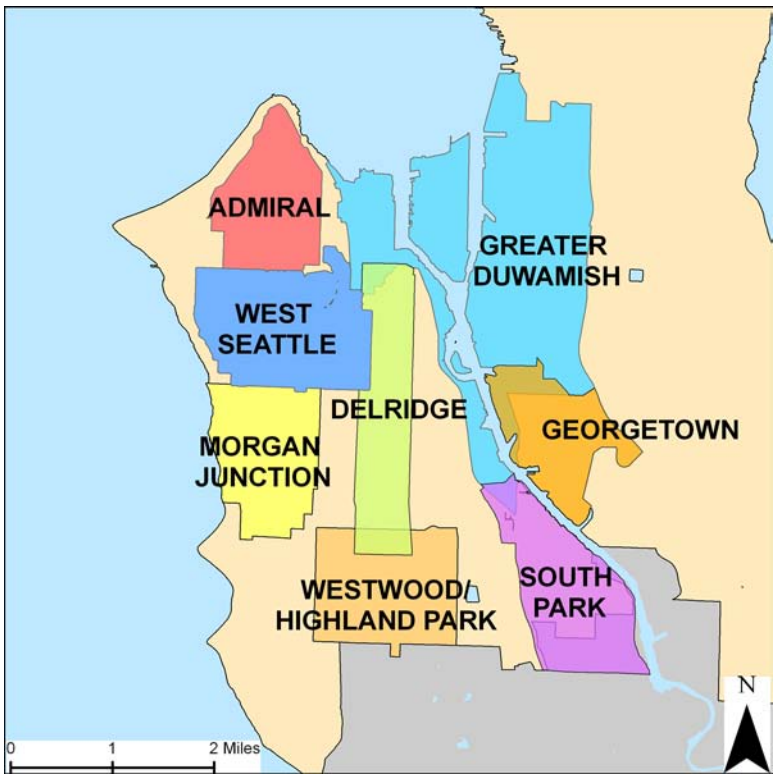
Outcomes

Practical action items have been completed or are currently in progress. An organization was formed to purchase and maintain housing available to low-income residents. A neighborhood has been created to help the residents stay informed. The land values in the neighborhood have risen and a number of mixed-use developments are nearing completion. Contrary to plan goals, gentrification has occurred, forcing long-time residents to seek lower-cost housing and changing the demographics of the resident population.

Southwest Sector Neighborhood Plans

The following is a list of neighborhoods within the Southwest sector of Seattle. This table rates each neighborhood plan based on 9 planning elements located along the top. Please note that these ratings are based upon whether each element was addressed by the neighborhood plan and, if so, the quality of information provided and coverage of each element.

The rating system used is as follows:
Good: the plan addresses the element and the content is satisfactory.
Fair: the plan addresses the element but the content is marginal.
Poor: the plan does not address the element.



Rating of Neighborhood Plans - Key Elements

Good Fair Poor

	Population	Housing	Density	Design	Economic Development	Transportation	Open Space	Connectivity	Public Health
Admiral	Poor	Poor	Good	Good	Fair	Good	Good	Fair	Good
Delridge	Poor	Fair	Fair	Fair	Good	Good	Good	Good	Poor
Georgetown	Good	Good	Poor	Poor	Good	Good	Good	Good	Poor
Greater Duwamish M & I Center	Good	Poor	Good	Fair	Good	Good	Poor	Good	Poor
Morgan Junction	Poor	Fair	Good	Good	Fair	Good	Good	Fair	Poor
South Park	Fair	Fair	Poor	Fair	Good	Fair	Poor	Good	Poor
West Seattle Junction	Poor	Fair	Fair	Good	Good	Good	Good	Fair	Fair
Westwood/Highland Park	Good	Fair	Fair	Poor	Fair	Good	Good	Good	Poor

Plan Summary 25: Admiral

Neighborhood Characteristics

The Admiral neighborhood is located at the northernmost point of the West Seattle peninsula. It is a stable community featuring a commercial core with apartment buildings surrounded by single-family houses. The plan describes it as an "ideal American town, a safe refuge from the hustle and bustle of big city life."

The Planning Process

The Admiral Planning Coalition, made up of volunteers from the community, created the plan over the span of two years. The coalition elected a Coalition Coordinator, Bob Shivas, to manage the process and hire and oversee an unnamed consultant. To elicit community feedback, a draft of the plan was placed at several public places. Newsletters informing citizens of the draft plan were sent to every address within the outreach area. Public comments, and changes based on them, are appended to the plan.

Plan Characteristics

The content of the plan is organized into four categories:

1) Key Strategies: Improve the existing character and enhance the community's identity of the Admiral residential urban village and the surrounding neighborhood; alleviate traffic and parking problems; protect existing open space and create and protect more open space; and improve existing city services.
2) Specific activities for near term implementation: business, transportation, and open space and natural environment.
3) Activities for longer term implementation: built environment, transportation, human environment, and natural environment.
4) Activities implemented during plan preparation (minor items such as saving trees).

Expectations

According to the vision statement, a vast majority of Admiral's residents enjoy the existing character and quality of life within the neighborhood and wish to preserve and enhance it as growth occurs. The plan seeks to realize this vision through regulations, zoning, and building codes.

Outcomes

Key strategy number one appears to have successfully helped preserve and enhance the neighborhood's "ideal American town" characteristics through its design and zoning policy recommendations. These resulted in design review guidelines that place primacy on community input. Additionally, according to the Approval and Adoption Matrix, a majority of design-related actions have been completed or are in progress. The Admiral plan could provide an excellent example of how to successfully plan for community design and preservation. However, more qualitative methods of inquiry are required for a complete evaluation of the plan's success. Only long-term community members can determine how well the community's character has been maintained over the past 10 years.

Plan Summary 26: Delridge

Neighborhood Characteristics

The Delridge neighborhood primarily follows Delridge Avenue, the main commercial thoroughfare. There is a fair amount of commercial activity in the area, but no major commercial center, and a mix of single and multi-family housing. The community is diverse, resulting from postwar immigration to the neighborhood (mainly African Americans, Asian and Pacific Islanders) and successive immigration of Koreans and Samoans.

The Planning Process

The plan was prepared by the Delridge Planning Committee with assistance from an extensive list of community members, business owners, various community groups, government officials, and outside consultants. The plan was developed in two phases. Phase One consisted of deciding the main vision of the community, key issues that should be addressed, and the boundaries of the planning area. This included several public meetings, focus groups, and outreach to specific community groups. Phase Two involved more community meetings and focused on more specific aspects of the plan, such as zoning, design concepts, and deciding the location of nodes of activity. Additional public meetings were held at the end of the process to approve the final plan. The final plan was adopted in 1999.

Plan Characteristics

The plan is organized into four sections: 1) Introduction, 2) Key Strategies, 3) Other Planning Elements, and 4) West Seattle Wide Issues.

The Introduction gives a history of the neighborhood and explains the planning process. The Key Strategies section identifies two main strategies for the area: integrating the community with nature and creating concentrated nodes of activity. Elements such as transportation and housing are listed in the Other Planning Elements section. The West Seattle Wide Issues section explores these elements beyond the Delridge neighborhood.

Expectations

The main goals of the plan were maintaining the neighborhood's unique identity, including a diverse mix of people, housing types, community facilities, and open space; to strengthen the relationship between residential and commercial areas; to improve access and connectivity in and around the neighborhood; and to create opportunities for interaction.

Outcomes

Based upon the updates on the City of Seattle website, the following projects have began and/or been completed:

- Planning and clean-up was organized for the length of the Longfellow Creek Trail.
- Riverview Trail was widened and made wheel-chair accessible.
- Old Cooper School was turned into an arts and cultural center.
- Southwest Precinct Police Station was completed in 2003.
- The new Delridge Library opened in 2003.

Plan Summary 27: Georgetown

Neighborhood Characteristics

Georgetown is an existing industrial/wholesale/distribution and design-trade related employment center served by major transportation infrastructure and home to an established residential community. The neighborhood has an active community council and a strong sense of identity. Georgetown is home to historic buildings, which function today in a variety of uses, and the Duwamish River, adjacent to Georgetown, remains a major salmon run.

The Planning Process

The Georgetown Neighborhood Plan was prepared by the Georgetown Planning Committee and consulting firm Urban Works. The plan was adopted by the City Council in February 2000. Planning was conducted over two phases. Phase 1 consisted of a series of eleven focus groups with various community constituents, two planning workshops, presentations to business groups, and a series of information brochures. Phase 2 consisted of the formation of five subcommittees to deal with scope of work, outreach to the Seattle Design and Gift Center, economic development interviews, a Public Safety outreach effort, three public forums to present plan recommendations, and a second series of information brochures.

Plan Characteristics

Five Cornerstone Goals structured the Georgetown Neighborhood Plan, reflecting community priorities and the needs of the manufacturing/industrial and residential populations:

1) Establish a focal point for economic development, transportation, and community amenities, while promoting the wholesale design/gift trades.
2) Create a framework for setting priorities that principally affect Georgetown's residential enclave. Elements include land use designations, community amenities, open space, and the environment.
3) Emphasize public safety as goal of Georgetown's businesses and residents.
4) Provide a framework for setting priorities for Georgetown's manufacturing and industrial areas, with specific emphasis on job growth, technology, and preservation of industrial lands for industrial uses.
5) Establish priorities for specific land use concerns that stand out as a shared interest of Georgetown's residential and business communities.

Expectations

Georgetown's vision is to be a strong, valuable, and high-wage manufacturing and industrial center that includes a vibrant and affordable "in-city" residential community.

Outcomes

Overall, the Georgetown Neighborhood Plan has been successfully implemented. Upgrades to Old Georgetown City Hall have been completed, the historic Hat n' Boots icons were moved to the updated Oxbow Park, traffic safety improvements have been made, public safety efforts continue, and community involvement remains high. In 2004 Georgetown was named 'Best Neighborhood Makeover' by the *Seattle Weekly* and in 2005 was recognized as one of Seattle's most livable neighborhoods by *Seattle Magazine*.

Plan Summary 28: Greater Duwamish Manufacturing and Industrial Center

Neighborhood Characteristics

In industrial use for over 100 years, the 4,138 acre Duwamish M & I Center is home to manufacturing, warehousing, marine uses, transportation, utilities, construction, and other related sectors, and provides the largest concentration of family wage jobs in the Puget Sound region. Wages are above the County average, with many jobs accessible to people with lower education or English as a second language. Industrial land is under pressure from conversion and incompatible uses. Water, truck, air and rail freight mobility is a priority. The Duwamish Waterway is on EPA's National Priority List of polluted sites.

The Planning Process

The 3-year planning process involved significant public input gathered through 3 public events in 1998 where community members discussed priorities, newsletters and questionnaires sent to every business, and informational presentations to local organizations. The consultant team provided technical analysis of area employment and jobs, land use and transportation. The GDM&IC Plan is the product of Phase 2; in order to allow for more comprehensive analysis and develop a more cohesive plan, the planning area was expanded beyond the North Duwamish Neighborhood.

Plan Characteristics

The Greater Duwamish Planning Committee had representation from a broad group of local business interests, and the plan's content and format reflects the guidance of the professional consultant team. The plan contains the following sections: 1) Introduction, 2) Jobs and Economics, 3) Land Use, 4) Transportation, 5) Utilities, 6) Environmental Remediation, and 7) Public Safety (focused primarily on theft of industrial materials and equipment). GDPC has expressed its opposition to both the Sound Transit C-l rail route and the M-l maintenance yard alternative, based on significant cumulative impacts to the land use, transportation, and freight mobility.

Expectations

The intent of the plan is to maintain and enhance the viability of the industrial area and to protect its vital employment base. The plan prioritizes the following objectives:

- Restrict incompatible or competing land uses within the M & I Center.
- Encourage manufacturing and industrial job retention and growth.
- Establish a growth target of 10,860 new family wage industrial jobs.
- Retain and improve access to, and transportation within, the M &I Center.
- Retain existing businesses and encourage new manufacturing and industrial development within the M & I Center.

Outcomes

Truck route signs were installed, Transportation Management Association was established, and discussions were initiated with City Council regarding industrial zoning. (No 2004 or 2005 update available online.)

Plan Summary 29: Morgan Junction

Neighborhood Characteristics

Located in the Southwest Sector of the City of Seattle, south of downtown and west of Interstate 5, Morgan Junction is designated as one of eighteen Residential Urban Villages by the City of Seattle. Morgan Junction is a small, predominantly single-family residential neighborhood with a mix of income levels and an existing commercial core. Parks and open space are minimal; several former dump sites are planned as future open space.

The Planning Process

Initial steps involved forming the Morgan Community Association (MoCA) to guide the planning process. A Planning Committee was established, comprised of seven representatives from local stakeholder groups. Monthly Planning Committee meetings reviewed subcommittee progress, and consultants conducted project scoping and topical research. Outreach efforts were extensive, involved, and produced useful results: adopting a "Vision," and identifying key issues to be addressed by the plan (completed on January 9, 1999).

Plan Characteristics

The plan is divided into two principle sections: The Planning Process and The Neighborhood Plan. The latter section addresses the goals, policies, and recommendations of the plan elements. Many inconsistencies in the document, including its narrative style, make the plan difficult to read and detract from its overall professional quality and credibility. There is no Conclusion section in the plan, no mention of feasibility of recommendations, and no mention of implementation strategies.

Expectations

The Vision describes a place that is attractive, green, with a strong community character, a range of housing options among single-family dominant neighborhoods, a vital commercial center, safe streets, and multi-modal transit options. Goals identified in the plan are far ranging: changing the urban village boundary, developing design guidelines, establishing a police precinct, reducing crime, limiting building heights and low-income housing, and building a library. The plan has high aspirations for Morgan Junction's future.

Outcomes

Many of the goals and policies in the plan, although laudable, are unrealistic to implement. Creation of green and open space is a priority, as is retrofitting the neighborhood with pedestrian and bike trails, landscaping, and other aesthetic enhancements. Many of the infrastructure enhancements are costly, many others are incompatible, and sufficient funding ideas are lacking.

Of the many goals established in the original plan, several have been met, or are in progress; the plan has been successful in carrying out a few of its principle objectives. However, the scope of the plan far exceeds the potential for implementation.

Plan Summary 30: South Park

Neighborhood Characteristics

South Park is a diverse blue-collar community located along Seattle's southern boundary on the west side of the Duwamish River. The 1990 income per capita was 52% of the city average and Spanish is the first language of one-third of residents. Originally a farming community, it became an industrial area when the Duwamish River was re-channeled starting in 1913, and expanded during WWII with Boeing workers. Residents protested when the area was rezoned industrial in the mid-60s, and the land was reclassified as low-density residential. Industrial pollutants are an ongoing concern.

The Planning Process

A Steering Committee was established to define a scope of work for the consultant and guide the process. Subcommittees met monthly to establish priorities in issue areas. There is limited process information in the written plan.

Plan Characteristics

The South Park plan is an "everything but the kitchen sink" plan that contains the neighborhood improvement wish list of many different citizens and groups: there are 83 items in the "Great Ideas for Future Consideration Element," and detailed implementation plans are included for some goals without evident prioritization. The plan prioritizes 5 key activities:

1) Provide a full-service library for South Park and Georgetown
2) Improve the 14th Avenue South business area
3) Improve the infrastructure (sidewalks, drainage, etc.) to promote walkability
4) Improve buffers between residential and industrial uses and along major highways
5) Encourage the annexation of a portion of unincorporated King County into South Park's Residential Urban Village Boundary to address fragmentation.

The Plan contains the following sections: Key Activities Element, High Priority Activities Element, Implemented Activities Element, Great Ideas for Future Implementation Element, Land Use, Transportation, Housing, Capital Facilities, Utilities, Economic Development, and Human Development.

Expectations

Residents envision South Park as "a great place to live and work," and want to maintain and enhance its affordable single family housing and de-emphasize its industrial heritage. The Plan specifies that zoning should remain SF5000 [1 house/lot, min. 5000 sq. ft. lot size].

Outcomes

A library opened in 2006; Cesar Chavez Park was developed; and some sidewalk, curb, lighting, and façade improvements have been initiated. The failing South Park Bridge, a vital link between East Marginal Way South and Highway 99 in the Duwamish industrial area, would have received Proposition 1 funding.

Plan Summary 31: West Seattle Junction

Neighborhood Characteristics

West Seattle Junction is an urban neighborhood which functions as the central retail district of the Southwest sector. The neighborhood has a retail core surrounded by a single-family residential area with lively communtiy activities.

The Planning Process

Intensive public involvement formulated the plan successfully with the aid of community groups. The Friends of the Junction Neighborhood Association, involved the whole community in creating a vision, identifying important issues, and developing goals, policies, and recommendations. Two efforts which contributed to plan development were the West Seattle Junction Economic Summit in 1995, which discussed ways to enhance the economic vitality; and the ArtWest Community Cultural Plan in 1996 , which encouraged and develop arts in West Seattle. The existence of ArtWest (a non-profit art agency based in West Seattle), and other local factors enabled incorporation of the Cultural Arts element in the plan.

Plan Characteristics

The plan is organized into two key strategies and six recommendations.

Key Strategies:

1) Strengthen the Mixed-Use Commercial Core
2) Improve the Fauntleroy Gateway into the Junction.

Recommendations:

1) Economic Development, 2) Transportation, 3) Housing and Land Use. 4) Parks and Open Space, 5) Cultural Arts, and 6) Human Development and Public Safety.

Expectations

The vision created through community outreach is summarized as follows:

- The neighborhood as a lively center of community life, to live, work, play, and shop.
- Preserve small town atmosphere, and have it as a model for future development.
- Make the Junction a family-friendly, safe, and attractive residential neighborhood.
- The business district as a vibrant center for shopping and cultural opportunities.
- Provide pedestrian friendly streets and transit center with convenient access.

The 2004 Priority Report also prioritized five specific projects:

1) Develop plan for the Monorail Station;
2) California Street Substation redevelopment for future park and/or plaza space;
3) Increase community participation in neighborhood plan implementation;
4) Provide upkeep of Junction Gateway Park; and
5) Maintenance and enhancement of area west of Urban Village Boundary.

Outcomes

Some priority projects have been completed, such as the acquisition of the California Street Substation, traffic flow studies through the commercial core, adding street furniture, and planting of green spaces in the commercial core.

Plan Summary 32: Westwood/Highland Park

Neighborhood Characteristics

Urban development began in Westwood and Highland Park in the early 20th century with the installation of a major rail line. The neighborhood grew in large part due to its proximity to the Boeing Company's operations. Currently the Westwood and Highland Park neighborhood contains a recently renovated shopping mall, an old downtown center, and a mix of single family and multi-family housing. As cited in the plan, this is an area that has a higher than average crime rate, creating a concern for public safety by many residents.

The Planning Process

The Westwood/Highland Park Neighborhood Plan was prepared by the Westwood/Highland Park Planning Committee with assistance from the neighborhood planning office and outside consultants. The plan was developed in two phases. Phase one consisted of the planning committee brainstorming and listening to the public input through meetings and workshops. Phase two involved the committee and consultants meeting twice a month to further refine solutions to the issues discussed in Phase One. Additional public meetings were held at the end of the process to approve the final plan.

Plan Characteristics

The plan is organized into four sections: Introduction and Summary; Parks, Recreation and Open Space; Transportation; and Land Use, Housing, and Community Development. The Introduction and Summary gives an overview of the area and its demographics. It also lists the primary goals, policies, and strategies identified in the plan, and explains the neighborhood planning process. The rest of the sections discuss each of the three elements in detail, listing out primary goals and policies, then citing specific projects they hope to prioritize.

Expectations

The main goals of the plan are to improve connectivity within the neighborhood as well as to West Seattle as a whole, protect and improve open space, preserve single family housing, improve multi-family housing, improve safety, and strengthen the economic core. The Key Strategies of the plan are:

1) Link Westwood/Highland Park together through the Longfellow Creek Legacy Trail,
2) Integrate the Denny/Sealth Southwest Recreation Complex Master Plan,
3) Revitalize the commercial core (the 16th Avenue SW Business District), and
4) Improve transportation on Delridge Way SW.

Outcomes

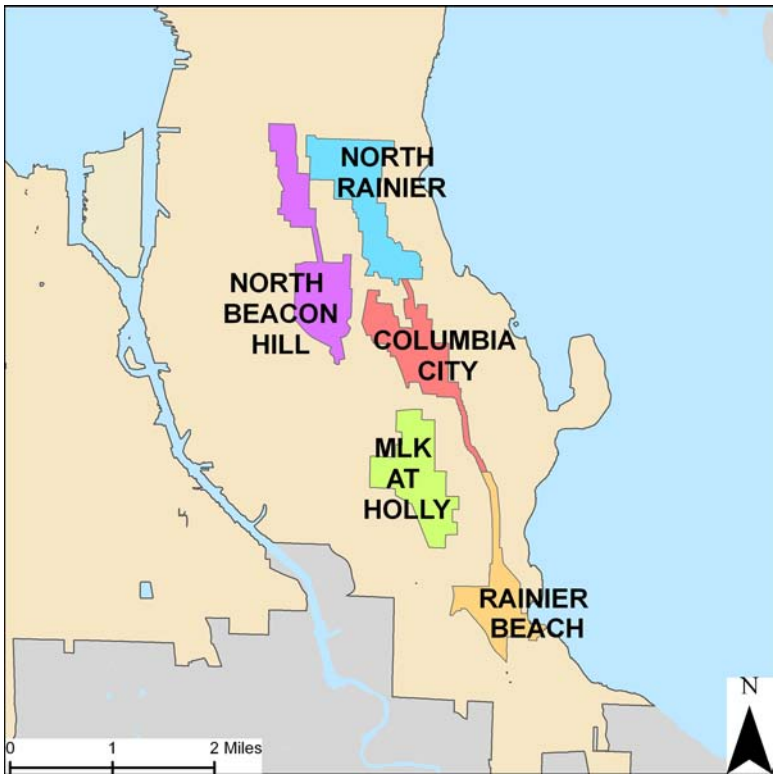
Based upon the updates on the City of Seattle website the following projects have begun and/or been completed:

- City Council designated funding for business district improvement.
- Construction on the Roxhill Park Bog completed in 2003.
- Longfellow Creek restoration project began.
- Traffic studies were conducted in the area.
- Revitalization of the Westwood shopping center.

Southeast Sector Neighborhood Plans

The following is a list of neighborhoods within the Southeast Sector of Seattle. This table rates each neighborhood plan based on 9 planning elements located along the top. Please note that these ratings are based upon whether each element was addressed by the neighborhood plan and, if so, the quality of information provided and coverage of each element.

The rating system used is as follows:
Good: the plan addresses the element and the content is satisfactory.
Fair: the plan addressed the element but the content is marginal.
Poor: the plan does not address the element.



Rating of Neighborhood Plans - Key Elements*

Good Fair Poor

	Population	Housing	Density	Design	Economic Development	Transportation	Open Space	Connectivity	Public Health
North Beacon Hill	Fair	Fair	Good	Good	Fair	Good	Good	Fair	Poor
North Rainier Valley	Poor	Fair	Fair	Good	Good	Fair	Fair	Good	Poor
Columbia City	Good	Good	Good	Good	Good	Good	Good	Good	Good
MLK @ Holly Street	Good	Good	Fair	Fair	Good	Good	Fair	Fair	Good
Rainier Beach RUV	Good	Good	Fair	Good	Good	Good	Fair	Good	Poor

Plan Summary 33: N. Beacon Hill Residential Urban Village

Neighborhood Characteristics

The plan area extends from I-90 south to S. Ferdinand Street. Beacon Ave. S. runs north-south through the center of the plan area. The southern half of the area encompasses Jefferson Park, a reservoir, and a VA medical facility. The plan makes reference to neighborhood diversity, the mix of housing types and densities, and other characteristics, but does not include a specific section with basic demographic and other data about the neighborhood.

The Planning Process

The plan was developed by the North Beacon Hill Planning Association and two consultants: Dennis Tate Associates and Murase Associates. Planning also included local nonprofit organization staff, community members, and consultation with city agency staff. Methods included committee work, public hearings, forums and other community outreach events, a final validation event, and surveys. El Centro de la Raza provided additional resources.

Plan Characteristics

The plan includes two parts: the North Beacon Hill Urban Village Plan and the Jefferson Park Concept Plan. Each of the two sections includes a vision statement to guide the planning process. The urban village section includes goals, policies and recommendations that address land use and zoning, library siting, transportation and pedestrian improvements, open space and urban design, and additional community recommendations developed following the validation event. The Jefferson Park Concept Plan includes goals that address park development, communications, park use expansion, improved access and aesthetics, and diversified financing opportunities. The plan also includes three design alternatives for the park, short-term recommendations, design and finance recommendations, and an alternative plan developed by community members.

Expectations

Goals, policies and recommendations in the urban village section address land use and zoning, library siting, transportation and pedestrian improvements, open space and urban design, and additional community recommendations developed following the validation event. Goals and recommendations in the Jefferson Park Concept Plan focus on development of the park, communications, park use expansion, improved access and aesthetics, and diversified financing opportunities.

Outcomes

56 actions were included in the City's Approval and Adoption Matrix. The Neighborhood Plan Implementation web site says 36 matrix items have been completed, 36 are in progress, 2 are closed, 1 is on hold, 2 are ongoing, 3 were not started, and 2 have no overall status listed. Of the three largest projects in the plan, two are completed: a Sound Transit LINK Light Rail station and siting a new library. Many of the Jefferson Park projects have been completed, while others are in progress. The planning process itself was successful in terms of outreach to and inclusion of a broad range of residents, using many different methods, and planning with Comprehensive Plan Urban Village requirements in mind.

Plan Summary 34: North Rainier Valley Hub Urban Village

Neighborhood Characteristics

North Rainier Valley is between North Beacon Hill and Mount Baker in the Southeast Sector of Seattle. The neighborhood is culturally diverse, has several local businesses and a high proportion of services and manufacturing jobs. It has almost twice the percentage of multi-family housing as the city of Seattle, but faces higher crime and poverty rates.

The Planning Process

The plan was organized by the North Rainier Planning Committee, aided by the consulting firm Urban Works. Monthly meetings occurred from February to September of 1998, with the plan submitted in February 1999. Extensive outreach included: distribution of printed material; media spots in local radio, television and papers; meetings with religious leaders; special flyers for disabled community members; plus live and printed translations for non-English speaking populations.

Plan Characteristics

The first section details the context of planning in Seattle, followed by an outline of the outreach process and a community profile, including: natural and built environment, demographics, housing, income, local economy, employment, public safety and crime, and transportation. The remaining sections are community vision, goals, and implementation plan.

Expectations

The plan was organized around seven cornerstones: developing a town center; housing development; pedestrians and bicyclists; arterial streetscapes; the Olmsted parks; addressing disabled population needs; and development of the Charlestown-Genesee corridor. Additional goals were listed under economic development, community life and transportation.

Outcomes

Of the 79 actions outlined by the city's accepted implementation matrix, 48 are completed, 25 in progress, 2 on-going, 3 not started, and 1 closed. Significant progress has been made around supporting bicyclists and pedestrians, streetscapes, and improving transit. Ongoing progress is noted in economic development, community life, and parks; not as many goals supporting the disabled have been met; there were few actions regarding public safety.

Much of the neighborhood plan was focused on the potential development of a light rail station. It remains to be seen if the desired town center materializes nearby, as matrix actions for this segment were in progress and not as specific. The implementation strategy could have been stronger, as some steps were embedded in the goals and not separately articulated. The plan implied reliance on three aspects for implementation: (1) Creating an official neighborhood stewardship body to monitor plan progress (no indication that this occurred) (2) Its designation as a Hub Urban Village providing more monetary support from the city (3) The funding it would receive as part of the Sound transit light rail mitigations. Plan strengths are in initial research, outreach, and the specificity of goals, though future efforts might consider provide stronger implementation strategies.

Plan Summary 35: Columbia City

Neighborhood Characteristics

Columbia City is located in the southeast quadrant of Seattle's neighborhoods, centered between Genesse to the north and Hillman City to the south. Its main transportation corridor runs parallel to MLK and the Alaska Way viaduct. Columbia City is designated as a Historic Landmark District in Seattle and maintains many historically preserved buildings. Columbia City demographics are largely minority based and is one of the most culturally diverse districts in Seattle.

The Planning Process

Columbia City's Urban Village Plan began in late 1997 and was designated to fall into 3 Phases. The first phase reviewed all recent plans affecting Columbia City and undertook outreach efforts to involve community members in the planning process. These efforts included business community interviews, a community-wide survey of over 400 people, an informational non-English speakers bureau to inform minority groups, a youth photography project to identify neighborhood areas that needed improvement, an issues forum and a validation event. The information gathered during phase I was used to develop a guiding vision, a decision process, and plan goals. Phase II centered on specific Light Rail Transit Planning and Phase III was implementation. This plan was largely developed and run by a locally designated Planning Committee, guided by the consultants at Makers Architecture and Urban Design.

Expectations

This plan was centered around 6 major key strategies that encompassed the priorities most critical to the Columbia City/Hillman City/Genesee neighborhoods. Strengthen the Columbia City Core as a historic, mixed-use, pedestrian oriented community focus. Enhance the Rainier Corridor as a series of commercial districts and neighborhood centers along an efficient transportation corridor. Strengthen the quality of existing residential areas and provide opportunities and incentives for market rate housing. Optimize opportunities to make Sound Transit's rail line a positive community asset. Improve the appearance of the MLK corridor while retaining its function as an efficient transportation corridor. Stabilize and enhance the Columbia City area as a safe and clean neighborhood in which to live, work, and recreate.

Outcomes

Since the plan's adoption in 1999, the neighborhood of Columbia City has seen new and improved curb and sidewalks along the Rainier corridor, improved pedestrian environment in the Ferdinand St. Hill Climb connection to MLK, improvement of Genesee P-Patch to discourage illegal dumping, $ 3.5 million dollar expansion project completed on the Columbia City Library, and the Rainier Vista Redevelopment: installation of 1000 mixed use income home units.

Plan Summary 36: Martin Luther King, Jr. Way @ Holly Street

Neighborhood Characteristics

The Martin Luther King (MLK) at Holly Street Residential Urban Village is composed of portions of the Brighton, Dunlap, and Beacon Hill neighborhoods and the Seattle Housing Authority's Holly Park Community. Many of the neighborhood residents are recent immigrants and speak over sixty six languages. High poverty rates and the transitory residents present challenges to neighborhood planning. There is no mention of commercial activity or housing stock in the plan, yet it does indicate growth of 800 new households by 2014.

The Planning Process

The plan process was organized around guidelines established in the Comprehensive Plan for Neighborhood Planning. Participation strategies included a kickoff meeting, a "Planning Party", ongoing meetings of a "Key Issue committee", and interviews with residents. The Key Issue committee was composed of representatives from local seniors, high schools, S.E.E.D., Rainier Chamber of Commerce, Rainier Lions, arts, Holly Park Merchants Association, churches, social service agencies, translators, and the Rainier Rotary Club.

Plan Characteristics

The introduction to the plan describes the Seattle Comprehensive Plan Urban Village strategy, Neighborhood Planning Program and the MLK @ Holly Street Neighborhood Planning Association as well as the two phases of plan creation. Goals and Policies presents the vision statement and seven goals which include Community Objective sections of community concerns and intentions. The third section, Recommendations, has two types: "integrated strategies" and "recommendation clusters" that present policies based on the seven goals.

Expectations

There are two integrated strategies and five recommendation clusters that include: public safety, a mixed use town center, revitalizing commercial centers on MLK Way South, increasing homeownership, affordable housing for seniors, creating a neighborhood planning organization, improving identity of the neighborhood, and coordinating community services. All of these expectations are understood to be part of a continuing planning process to be impacted by planning for the Holly Park redevelopment, light rail line, and the Neighborhood Revitalization Strategy by the Seattle Office of Economic Development.

Outcomes

Of 64 near-term and 18 long-term actions outlined in the MLK @ Holly Street Approval and Adoption Matrix, the 2006 progress-report indicates 1 is completed, 1 is on hold, and 3 are in progress. Several of the actions are indicated to be the responsibility of the community or already started, or soon to be started, by a city agency. It is somewhat misleading to read the 2006 progress-report literally. For instance, one activity on the progress-report, the Town Center project, is covered by 21 separate actions in the matrix. Overall, the expectations were quite ambitious and had unrealistic timelines, yet progress has been shown in a few areas.

Plan Summary 37: Rainier Beach Residential Urban Village

Neighborhood Characteristics

Rainier Beach Neighborhood is located in the southern section of Rainier Valley along Lake Washington. The neighborhood is diverse, but perceived as a place beset with commercial core decay, crime, and lack of basic city services. It has large portion of multi-family units (76.5%), renter-occupied units, and a high percentage of children living at poverty levels.

The Planning Process

Planning efforts started July, 1996 and completed in November, 1997. The location of future light rail station provided an initial focal point. The plan was organized by Rainier Beach Neighborhood 2014 Planning Committee, which performed extensive community outreach efforts: hosting regular committee meetings, distributing newsletters, conducting interviews and questionnaires, and leading a kick-off event. RBN 2014 continued to address the top community priorities, working in four sub-committees: Housing and Land Use, Community Education, Economic Development, and Transportation and Transit Facilities.

Plan Characteristics

The first section overviews the planning process and existing conditions of the neighborhood. Following 3 key strategies represent the main part of the plan. The remainder of the plan provides the additional activities for implementation.

Expectations

Goals were organized around 3 key strategies: building a better boulevard on Henderson Street, revitalizing the commercial core, and improving community education. Residents consider the light rail station as a good opportunity to revitalize the business district and to create pedestrian-friendly and multimodal boulevards with new town-homes.

Outcomes

They have completed numerous projects: crosswalk improvement, traffic calming circles, street curbs, a landscaping project, a walkway project, school building renovation, library expansion, Rainier Beach high school stadium redevelopment, technology training for youth project, and Pedestrian Safety Light Program. Currently proposed projects are mostly related to the light rail site and the adjacent areas. The city responded that some activities in the key strategies are good candidates for implementation in the future and they will consider the priority given each by the community.

It is good to take into consideration what the community wants before any decisions related to the light rail station are made. The planning process included outreach to a wide range of racial, ethnic, and social groups in the community. The goals of three key strategies well reflect the needs of underprivileged residents. However, the plan and activities tend to focus too much on the physical plan and funds from the city. Additionally, there is no part for the consideration of environmental sustainability issues, even though the neighborhood is situated along the waterfront and a number of wetland environments can be found throughout Rainier Beach.

Appendix 3
Data Memo

A3

[page intentionally left blank]

Data Memo

In our reading and analysis of neighborhood plans from the most recent Seattle neighborhood planning process, we observed wide variation in the usage of data by plan authors. Some neighborhoods employed a broad range of facts and figures while others used factual information to a more limited extent. The neighborhoods were free to use data to the degree that they saw fit; however, the City provided each neighborhood with a basic set of data relating to the following subject areas: demographics, zoning regulations, employment, development capacity, health, and capital facility projects. Overall, data used most consistently by the neighborhoods included information pertaining to demographics, employment, housing, zoning, and transportation. Data used most infrequently included information pertaining to capital facilities, utilities, and cultural resources.

For the upcoming round of neighborhood and/or sector planning, the above categories of data will still be useful to the neighborhoods. However, the City should consider providing the following additional information:

Category	**Type of Data**
Demographics	• Median income • Population growth estimates
Urban Village	• Existing / Future open space • Urban Village / Urban Center definitions
Land Use	• Existing zoning classifications and regulations, land use, historic districts and landmarks, critical areas • Proposed land use • Green streets policy
Transportation	• Transit ridership (e.g. origins and destinations) • Commute information (travel times and modes, origins, and destinations) • Existing/Planned bike, pedestrian, transit routes, sidewalk inventory • Safety and collision statistics • Road capacity
Housing	• Existing housing quality/condition • Affordability statistics (e.g. median rent, median house value) • Current/Future densities • Residential buildable lands analysis
Capital Facilities	• Proposed new or expanded facilities • Forecast of future need
Utilities	• Surface permeability percentage by parcel • Average consumption of City utilities by neighborhood • Forecast of future demand
Economic Development	• Jobs by industry, employment rates, number of businesses, number of jobs, regional and City job share, and growth projections • Percent of residents employed according to sector and neighborhood • Commercial buildable lands analysis

Neighborhood Planning	• Previous neighborhood plans • Explanation of goals, objectives, and roles of neighborhood plans in relation to City's comprehensive plan • Description of previous processes (i.e. who was involved, how plans evolved, and timeframe)
Health and Human Development	• Statistics (e.g. Health/Fitness, Homelessness, Food Security, and Crime) • Freeway Air Pollution Sheds (i.e. areas affected and air quality levels) • Food systems
Cultural Resources	• Historic buildings and criteria for designation • Inventory of arts community, churches, cultural and community centers • Education data (number of schools, children, school performance, graduation rates, and student demographics) • Local history
Environment	• Stormwater, sewage and waste generation data • Street tree inventory • Definition of critical areas • Carbon footprint of neighborhood • Topography • Freeway Air Pollution Sheds • Natural hazards
Financial	• City budget information, funding streams, and constraints • City assistance programs (e.g. Neighborhood Matching Grants, tax incentive programs, and the Neighborhood Traffic Circle Program)
Sustainability	• Definitions and examples of emerging concepts such as sustainability, New Urbanism, and Smart Growth (e.g. LEED standards, Seattle Green Streets, and Sustainable Seattle Indicators) • Information on other City plans such as the Climate Action Plan and Wastewater Systems Plan
Concurrency	• State-level policies and ordinances (e.g. State Environmental Policy Act and Growth Management Act) • Regional plans (e.g. Puget Sound Regional Council's Vision 2040) • Existing citywide infrastructure plans (e.g. Seattle Transit Plan, Transportation Strategic Plan, Bicycle Master Plan, and Pedestrian Master Plan) • Policy overviews on the different regulatory codes (e.g. zoning, land use codes, and design guidelines)

In general, the plans that used data in developing their goals and objectives tended to provide a more convincing argument and basis for their recommended action plans. In order to ensure that data are successfully utilized in the neighborhood planning process, the City should consider the following measures:

- Provide approachable data summaries in multiple formats: visual diagrams, presentations, approachable written summaries, etc.;

- Demonstrate how certain data may help planning to meet overarching City goals (e.g., sustainability);
- Advise neighborhoods on the importance of consistency with City and regional plans;
- Help neighborhoods determine what data sets are necessary to use before and during the planning process;
- Assist neighborhoods gather additional data (especially neighborhood-specific data) as necessary by either gathering the data or providing methodological support;
- Ensure that data sets are current and sources are transparent (e.g. offer web-based databases to provide up-to-date access);
- Explain technical information so that it can be understood by a lay audience;
- Translate data summaries into languages other than English when necessary;
- Ensure that data provided to the numerous neighborhoods are consistent and universal;
- Advise neighborhoods on how to use data effectively, especially for drafting current condition reports and formulating goals;
- Give examples of other neighborhoods' successful use of data;
- Offer to evaluate the neighborhoods' interpretation of data for technical accuracy;
- Encourage neighborhoods to explicitly cite data in the support of goals or policies; and
- Provide a data checklist to ensure neighborhoods have considered all data (this may also be useful in determining what data are useful in future planning processes).

Planners who are assisting with community-based plans should act as a facilitator and advisor— whose job is to aid community members in interpreting, accessing, and appropriately utilizing data. Strengthening communication between the City and neighborhoods as well as involving different communities in an ongoing process of determining useful data will help to improve the next phase of planning. Planners, active citizens, and city staff can all play a key role in actuating an effective planning process.

[page intentionally left blank]

Appendix 4
Sustainability Memo

A4

[page intentionally left blank]

Appendix 4
Sustainability Memo Table of Contents

Admiral A4-2
Aurora Licton A4-4
Ballard Interbay Northend A4-6
Belltown A4-8
Broadview-Bitter Lake- Haller Lake A4-10
Capitol Hill A4-12
Central Area A4-15
Columbia City A4-17
Commercial Core A4-19
Crown Hill/ Ballard A4-21
Delridge, Westwood and Highland Park A4-23
Denny Triangle A4-26
Duwamish A4-28
Eastlake A4-30
First Hill A4-32
FOJ West Seattle Junction A4-34
Fremont A4-36
Georgetown A4-38
Green Lake A4-40
Greenwood/Phinney A4-42
ID/China Town A4-43
Lake City/North District A4-45
Morgan Junction A4-49
MLK Jr. @ Holly A4-53
North Beacon Hill A4-56
North Rainier Valley A4-60
Northgate A4-62
Pike/Pine A4-63
Pioneer Square A4-66
Queen Anne A4-68
Rainier Beach A4-71
Roosevelt A4-73
South Lake Union A4-75
South Park A4-77
University A4-79
Wallingford A4-82

Memo

To: Alon Bassok

From: Orion Stewart

Date: February 22, 2008

Subject: Studio 67 – elements of sustainability in the Admiral neighborhood plan

---

The following elements, organized as they relate to various definitions of sustainability, were found in the Admiral neighborhood plan:

- Brundtland Report - none
- Zero Carbon
  - Objective NT2: preserve and extend the neighborhood's tree canopy (p. 61)
- Zero Waste
  - Recommendation 1.251: provide energy-efficient lighting in pedestrian light fixtures (p. 36)
- Sustainable Transport
  - Recommendation 1.4.1: improve pedestrian experience (p. 11)
  - Recommendation 1.14: Provide safer pedestrian access to businesses (p. 27)
  - Recommendations 1.17 to 1.22: Provide for more pedestrian amenities (pp. 29, 30)
  - Policy 1.9: do not allow land uses that are incompatible with pedestrian activity (p. 33)
  - Key Strategy 2 Vision Statement: …encourage alternate modes of transportation, such as the water taxi, bicycles, and foot traffic… (p. 41)
  - Goal 2.6: Encourage people to walk, bicycle, or ride buses when traveling inside the admiral neighborhood (p. 47)
  - Objective 2.9: Encourage the funding and operation of a permanent water taxi from West Seattle to downtown (p. 47)
  - Objective 2.10: improve and expand public transportation facilities and services (p. 48)
  - Policy 4.3: work with METRO to assure that bus routing, scheduling and transfer points keep pace with neighborhood needs (p. 57)
  - Objective LT2: Improve facilities for bicycles, skateboards and pedestrians (p. 64)
  - Objective LT3: Explore the possibilities presented by the Seattle monorail program (p. 64)
  - Objective LT4: increase community awareness of emerging transportation technologies and the possibilities for local demonstration projects (p.64)
- Local/Sustainable Materials - none
- Local/Sustainable Food - none
- Sustainable Water – none

- Natural Habitat/Wildlife
  - Key Strategy 1 Vision Statement: Places where we can experience nature are a critical part of our vision… (p. 3)
  - Recommendation NT6: Eradicate undesirable plant species (p. 60)
  - Recommendation LT17: identify government wildlife and habitat protection and policies that affect the neighborhood's natural environment (p. 66)
  - Goal LT3: identify wildlife populations to determine if there needs to be any controls established (p. 66)
- Culture & Heritage
  - Key Strategy 1 Vision Statement: our vision statement for the Admiral neighborhood is derived from our heritage as Seattle's first neighborhood (p. 3)
  - Objective NT1: Preserve the integrity of the olmstead design (p. 60)
  - Objective LT7: foster public art, which reflects our heritage and modern lifestyle (p. 65)
  - Recommendation 1.6: preserve facades of older structures (p. 11)
  - Recommendation 1.16: projects should support the preservation of historic buildings (p. 27)
  - Recommendation 1.24: discourage generic chain stores (p. 33)
- Equity and Fair Trade
  - Objective 4.12: provide parks and open space to under-served populations (p. 58)
- Health & Happiness
  - Key Strategy 3: protect existing open space and create and protect more open space (pp. 50 - 53)
  - Objective 4.1: support the development of public safety plans to meet growth demands (p. 54)
  - Goal 4.8: reduce the levels of pollution in the Admiral Neighborhood (p. 58)
  - Objective LT5: reduce pollution (p. 65)
  - Objective LT6: maintain a good quality of air (p. 65)
  - Goal 4.9: ensure desired community, educational, recreational, safety, and social services (p. 58)

To: Craig M. Benjamin
From: Tyler Benson
Re: Elements of Sustainability in Aurora-Licton Plan
Date: February 27, 2008

This memo identifies the elements of sustainability contained in the Aurora-Licton Neighborhood Plan.

Aurora-Licton's plan supports a number of sustainability goals related to transportation, community health, and preservation of natural features. The plan's emphasis on accessibility through improvements to the transit network (including light rail connections) and pedestrian and bicycle access support sustainable living. Community representatives who drafted the plan recommend shifting the focal point of the neighborhood village area away from auto-centered Aurora Ave, to a residential center (while allowing auto-oriented character of Aurora Ave to remain, since businesses there rely on vehicle traffic). The plan also calls for improved environmental education opportunities through its new community center.

The following chart compares the Aurora-Licton Plan to principles of One Planet Living (OPL).

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in Aurora-Licton Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle was not addressed in the Aurora-Licton plan.
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed in the Aurora-Licton plan.
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	Recommended shift of focal point of neighborhood village away from aut centered Aurora Ave, to residential center, while allowing auto-oriented character of Aurora Ave to remain, since businesses there rely on vehicle traffic (17) Establishment of comprehensive network of safe and attractive pedestrian connections among neighborhood elements (37)
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed in the Aurora-Licton plan.
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	This principle was not addressed in the Aurora-Licton plan.
Sustainable Water: *Achieve a positive impact on local water resources and supply*	Recommendation to bring Licton Creek, which is currently covered with impermeable surfaces, to aboveground level (24)
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	Redevelopment of Wilson-Pacific site into community center, with improved drainage through reduced impermeable surface area, and servin multiple roles as school and community center (23)
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	This principle was not addressed in the Aurora-Licton plan.
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	This principle was not addressed in the Aurora-Licton plan.

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in Aurora-Licton Plan
Health and Happiness: *Increase health and quality of life of OPL community members and others*	Support of the urban village concept – increased density, and improving pedestrian network, and creating a vibrant center, or "heart" of the community, as "a focus around which the City's proposed residential urba village can grow and thrive." This area will be East of Aurora Ave, and will support a mix of uses, including retail and multi-family housing (28) Recommendation for study to identify causes of high accident rate at intersection of Aurora Ave N, and N 90th St, along with implementation c improvements to this intersection to address this problem (45)

Additional Elements of Sustainability

The plan is aligned with Seattle's urban village strategy, in promoting increased density in designated areas to create a vibrant center, or "heart" of the community, as "a focus around which the City's proposed residential urban village can grow and thrive." This area will be East of Aurora Ave, and will support a mix of uses, including retail and multi-family housing. This component of the plan is designed to accommodate increasing neighborhood residential density caused by projected population growth in Seattle from 7.7 households per acre (1999) to 9.9 per acre in 2010. This densification goal supports environmental sustainability indirectly, through the reduced energy usage that accompanies compact settlement patterns.

Elements that Counteract Sustainability

None of the elements in the Aurora-Licton neighborhood plan are contrary to principles of sustainability.

Memorandum

To: Craig M. Benjamin Date: 2/26/2008
From: Seth Geiser, UW Urban Design and Planning
RE: Measures of Sustainability in the Ballard-Interbay-Northend Manufacturing and Industrial Center (BINMIC) Neighborhood Plan

---

This purpose of this memo is to detail the sustainability measures noted within the BINMIC Neighborhood Plan. This memo makes use of the ten sustainability principles provided by One Planet Living (OPL) as a means of determining the level of sustainability incorporated in the BINMIC Plan. The definition of sustainability supplied by Seattle's Comprehensive Plan is supported by the OPL principles and should be a part of each neighborhood plan:

> Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs.

As a neighborhood primarily composed of industrial uses, the BINMIC has specific needs and goals which are not typical of other neighborhoods which are composed of residential and commercial uses. While there is emphasis on sustainability in the BINMIC Plan, the focus on environmental sustainability is largely overlooked in favor of economic sustainability. As a prominent provider of jobs for the City, this focus on economic sustainability is highly important for the continued viability of the neighborhood, but environmental sustainability concerns should be included in any future neighborhood plan updates.

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in the BINMIC Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle is not addressed in the BINMIC Plan
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle is not addressed in the BINMIC Plan
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	• Incorporate needs of special need communities (10) • Support development of multi-modal transportation network (10)
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed in the BINMIC Plan.
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	This principle is not addressed in the BINMIC Plan
Sustainable Water: *Achieve a positive impact on local water resources and supply*	• Strictly enforce waterfront and shoreline regulations (36)
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	This principle was not addressed in the BINMIC Plan
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	• Preserve industrial character of the neighborhood (9)

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in the BINMIC Plan
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	• Provide living-wage jobs to full spectrum of workers (9)
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• Continue to be regional economic engine (9) • Encourage proximity of home and workplace for workers (9) • Increase pedestrian safety by segregating freight and pedestrian routes (10)

Additional Elements of Sustainability

Economic stability is not easily categorized within the OPL framework. While the Health and Happiness Principle can incorporate the BINMIC's focus on economic sustainability, it is not a very good fit and an entire new principle would be necessary to fully capture the BINMIC's idea of what sustainability means. City residents need manufacturing and industrial uses for employment opportunities and material goods. It is truly unfortunate that these essential uses are inherently in conflict with the low-impact, environmentally focused principles of the OPL.

Elements that Counteract Sustainability

The reliance on truck freight for the movement is problematic in terms of environmental sustainability as they produce large amounts of carbon and create congestion problems due to their size and lack of maneuverability.

Emphasis on maritime industries, while necessary, does limit the sustainability of carbon levels, water and habitat.

MEMORANDUM

To: Craig M. Benjamin
From: Scott Williamson
Re: Elements of Sustainability in the Belltown Neighborhood Plan
Date: February 27, 2008

Definition of "sustainability" from Seattle Comprehensive Plan:
"Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs."

Guiding Principles of One Planet Living:

1. **Zero Carbon:** Achieve net CO_2 emissions of zero from One Planet Living (OPL) developments.
2. **Zero Waste:** Eliminate waste flows to landfills and for incineration.
3. **Sustainable Transport:** Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport.
4. **Local and Sustainable Materials:** Transform materials supply to the point where it has a net positive impact on the environment and local economy.
5. **Local and Sustainable Food:** Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being.
6. **Sustainable Water:** Achieve a positive impact on local water resources and supply.
7. **Natural Habitats and Wildlife:** Regenerate degraded environments and halt biodiversity loss.
8. **Culture and Heritage:** Protect and build on local cultural heritage and diversity.
9. **Equity and Fair Trade:** Ensure that the OPL community's impact on other communities is positive.
10. **Health and Happiness:** Increase health and quality of life of OPL community members and others.

Present Elements of Sustainability
The Belltown Neighborhood Plan addresses culture and heritage, sustainable transport, equity and fair trade, and the health and happiness of the community.

Missing Elements of Sustainability
There are some elements of sustainability that the Belltown Neighborhood Plan does not address. These include: zero waste, local and sustainable material use, and natural habitats and wildlife.

Elements that Counteract Sustainability
There are few elements of the Belltown Neighborhood Plan that counteract definitions of sustainability. These include: a focus on preserving adequate parking (pp. 20) and hiding dumpsters (pp. 61). Unfortunately, these goals encourage personal car use and unconscious waste.

One Planet Living Goals	Score (0 - 5)*	Neighborhood Plan Policies and Actions	Locations in Plan	Suggestions for Improvement
1) Zero Carbon	3	HUB Urban Center Village designation, improve pedestrian & bike facilities, transit, live/work/shop/play without car	pp. 10, 36	Green buildings, support for alternative energy sources
2) Zero Waste	0			Don't "hide" dumpsters (pp. 61), eliminate need; up-cycling, recycling, composting
3)Sustainable Transport	5	Improve pedestrian, bike, and transit access (especially to waterfront), multi-modal transit hubs, increase use of alleys, pedestrian lighting, shared parking, limit all-day parking, eliminate unrestricted on-street parking, car & van-pools, car co-op, inter-neighborhood transit, support future streetcar/light rail, efficient bus & freight service	pp. 10, 13-14, 17, 20, 36-37, 42-44, 46, 50-62	Promote compact cars, focus more on mode choice than parking
4) Local and Sustainable Materials	0			Local and sustainable materials usage
5) Local and Sustainable Food	2	Expand P-Patch, secure a major grocery store	pp. 16, 18, 50-62	Specific policies to encourage local-produce grocers/markets
6)Sustainable Water	3	Green Streets (stormwater, watershed), P-Patch cistern	53, 58	Education about water use, water collection strategies
7) Natural Habitats and Wildlife	1	Green Streets (Bioregionalism, ecological education)	pp. 9, 53, 58	What structure/function can be expected from the Belltown urban ecosystem?
8) Culture and Heritage	5	Green streets, human-scale architecture, protect historic buildings, artist live/work space, small business, limit non-site advertising, participatory design review, view corridors, sense of ownership, waterfront, Belltown Streetscape Guidebook	pp. 11- 17, 33, 35-36, 50-62	Consolidate and rank proposals for preserving affordable and artist housing.
9) Equity and Fair Trade	4	Build & maintain affordable housing, assistance to non-profit developers, public/private investment, expand free-ride zone	pp. 9, 11, 22-32, 37	Focus on fair trade, outreach to homeless, the disabled, non-English speakers
10) Health and Happiness	4	Denny Regrade Action Team (DRAT) & Block Watch program, views corridors, sense of ownership, Crime Prevention Through Environmental Design (CPTED), Belltown Multi-Purpose Neighborhood Center with facilities & services, youth & family facilities, pedestrian activity, education & interpretation on green streets	pp. 12, 14-15,18-19, 50-64	Promotion of professional and career development, outreach to homeless

** Scores in the table above are based on both the presence of each element within OPL's principles and the thoroughness of coverage. Each score is within a 0-5 range, rated from poor (no-coverage) to broad, thorough coverage.*

Broadview - Bitter Lake - Haller Lake (BBH) Neighborhood Plan Sustainability Assessment

Sander Lazar

Assessment Criteria

I used One Planet Living (OPL) goals as criteria for my sustainability assessment of the Broadview – Bitter Lake – Haller Lake (BBH) Neighborhood Plan (see table below). The BBH Plan is rated 0-5 for its degree of inclusion of each of the ten One Planet Living goals. A rating of 0 means the goal is not at all addressed by the Plan's policies or actions; a rating of 5 means that goal is adequately addressed in the Plan's policies and actions.

BBH Plan policies and actions that satisfy the OPL goals are used for the assessment regardless of whether the specific OPL goal is mentioned. For example, there is no mention in the BBH Plan of a goal of zero carbon, but numerous Plan policies and actions, including increasing density through HUB urban village designation, improving pedestrian and bicyclist access, and increasing transit, help to satisfy this goal, so the plan is given a score of 3 for this goal.

Findings

I found that on the issue of Sustainable Water (OPL goal # 6), the BBH plan is adequate and worthy of a rating of 5. Throughout the plan, the authors express the need for environmentally sensitive methods of dealing with inadequate stormwater/sewage facilities. Policies and actions include bioswales, pervious pavement, and possible separation of stormwater and sewage systems. Reasons given include not only the avoidance of sewage back-up into basements, but also the improvement of water quality in creeks, lakes, and the Sound. Further actions include daylighting existing creeks and improving native habitat along creeks.

The only ranking of 0 is in the OPL goal of Local and Sustainable Materials. The plan provides no policies or actions related to this goal. All other rankings are from 1 to 4.

The sum of rankings is 28 out of a possible 50 total points, making this plan's success at addressing sustainability goals moderately good. Another possible criterion for sustainability is the Brundtland Commission's single definition: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." The same level of success of the BBH Plan is found when considering this definition.

Further Sustainability Criteria

At least three measures of sustainability are not sufficiently included in OPL's goals: 1) Air quality, 2) Locally owned and operated businesses, and 3) Sustainable economic practices. Although it is not my purpose here to argue for the inclusion of further OPL goals, I wish to note that the BBH Plan includes policies and actions for improving air quality, and this should be included in an assessment of this Plan's sustainability.

Broadview - Bitter Lake - Haller Lake (B-B-H) Neighborhood Plan Sustainability Assessment

One Planet Living Goals	Rating (0 - 5)	Neighborhood Plan Policies and Actions	Prominent Locations in Plan	Suggestions for Improvement
1) Zero Carbon	3	HUB urban village designation, improve pedestrian & bike facilities, transit	pp. 4-5, 10, 12-21, 26-27	Green buildings, support for alternative energy and fuel sources
2) Zero Waste	1	Promotion of clean alternatives to local medical waste incineration	pp. 50-52	Recycling, composting, reducing waste
3) Sustainable Transport	4	Improve pedestrian & bike facilities, transit	pp. 5, 10, 12-21, 26-27	Promotion of more environmentally friendly autos, carsharing programs
4) Local and Sustainable Materials	0			Local and sustainable materials usage
5) Local and Sustainable Food	1	Brief mention of possible P-patch garden	p. 33	Specific policies to promote community gardens, farmers markets
6) Sustainable Water	5	Improve water quality in local creeks, lakes, and the Sound; improve stormwater and sewage infrastructure;, promotion of bioswales, pervious pavement	pp. 4-6, 8-11	
7) Natural Habitats and Wildlife	4	Promotion of native species plantings, parks, improve and increase open space, water quality and natural habitat quality, plant trees	pp, 4-6, 8-11, 39, 43-45	More promotion of native plantings in parks, wetland conservation
8) Culture and Heritage	3	A couple mentions of heritage preservation, promotion of public art	pp. 5, 26, 33, 34, 43,	More focus on cultural heritage and promotion of cultural opportunities, art
9) Equity and Fair Trade	3	Frequent promotion of broad public participation in decision making and collaboration with city; education of ecological principles, intergenerational equity concerns, a couple mentions of affordable housing, ADA standards	Broad partiipation: throughout; other: pp. 4, 10, 15, 36, 42, 44	More focus on income equity and affordable housing
10) Health and Happiness	4	Improve pedestrian and bike facilities, promotion of air quality and reduced noise, public art, public safety improvements, views of mountains, promtotion of local coffee shops and other local amenities that enhance sense of community	pp. 12-21, 26-27, 29, 47-53	Promotion of professional and career development, more explicit promotion of health and happiness

To: Alon Bassok, Branden Born
From: Paul Symington
Date: February 27, 2008
Subject: Elements of sustainability in Capitol Hill Neighborhood Plan

---

The Capitol Hill Neighborhood Plan contains very few direct references to sustainability. The plan was adopted in December 1998, before sustainability was a widespread concept.

Indirectly, however, the plan addresses many elements of sustainability as defined in the Seattle Comprehensive Plan and by One Planet Living. The appendix to this memo outlines the definitions offered by the Seattle Comprehensive Plan and One Planet Living.

Elements of sustainability present in the Capitol Hill Neighborhood Plan:

Themes of sustainability found the in the neighborhood plan include promoting a pedestrian-oriented environment, increasing public (sustainable) transportation, building on (leveraging) existing assets, supporting independent culture & heritage, balancing the need for growth with the need for stability, providing opportunities for affordable housing, and establishing ecologically sustainable City policies pertaining to design and upkeep of parks, streets, and other public places .

Specifically the plan calls for:

- *Prioritizing pedestrian use of streets.* The plan suggests: green streets, curb bulbs, wider sidewalks, removing sidewalk obstructions, improving intersections, adding pedestrian-scale lighting, installing benches, and limiting curb-cuts and parking lots.
- *Improving public transportation service:* Expansion of Sound Transit light rail through the neighborhood is the cornerstone of the transportation element of the plan. Specifically, the plan calls for two light rail stations (at John and Roy streets). The plan also calls for improved bus service and suggests bus-responsive bus signals, bus stop bulbs, additional service on existing routes, and adding new direct routes to additional neighborhoods.
- *Expanding open space.* Efforts to expand open are intended to improve health & happiness, balance the need for growth with stability & prudent use of

resources, and promote community. The plan identifies parcels that are vacant or used for surface parking as targets for City acquisition for open space.

- *Promoting physical and economic security by:* Promoting street-level commercial use on select streets, better management of parking resources, enforcing civil public behavior,
- *Promote local and independent culture and heritage:* The plan offers neighborhood-specific design guidelines to reinforce human scale, architectural quality, and compatibility with surroundings. The plan calls for creation of an Arts Council to jointly serve as a resource for artists and to promote arts events in Capitol Hill and Pike/Pine.
  The plan recommends looking for public and private development opportunities to create needed arts facilities.

Elements of sustainability missing from the plan:

- An explanation of the reasoning behind sustainability.
- Efforts to reuse and recycle.
- Use resources effectively and effectively.
- Use existing local sources.
- Minimize exportation of environmental risk.
- No direct references to many goals of One Planet Living, including:
  Zero carbon, zero waste, local food, sustainable water, natural habitat & wildlife, equity & fair trade.

Appendix - Elements of sustainability in the Capitol Hill Neighborhood Plan

Seattle Comprehensive Plan definition of sustainability:

The four core values of the Plan (community, environmental stewardship, economic opportunity, economic opportunity and social equity) are identified as, "key components of sustainability."

According to the Plan, "Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs." It identifies sustainable cities as having efforts to:

- Reuse & recycle.
- Recognize constraints & build on assets.
- Use existing local sources.
- Minimize exportation of environmental risk.
- Provide physical & economic security (and distribute these benefits evenly).
- Balance the need for growth with needs for stability and prudent use of resources.

One Planet Living criteria for sustainability:

- Zero carbon
- Zero waste
- Sustainable transportation
- Local and sustainable materials
- Local and sustainable food
- Natural habitat and wildlife
- Maintaining local cultural heritage
- Promote equity and fair trade
- Promote health and happiness

To: Craig M. Benjamin Date: 2/26/2008
From: Jami Carter, UDP 506/507
RE: Sustainable Practices in the Central Area Neighborhood Plan

---

This memo describes the sustainability aspects captured within the Central Area Action Plan II (CAAP2) prepared by the Central District in Seattle, Washington. The memo has been organized to provide examples of sustainable goals, policies, or strategies found in the CAAP2 in the order that they are presented by One Planet Living (OPL). The Seattle Comprehensive Plan's definition of sustainability (below) is supported by the OPL principles.

> Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs.

The vision shared in the CAAP2 reflects the social and economic health components of the Comprehensive Plan's sustainability definition. The last sentence of the vision states, "By making sure that opportunity is spread not just for the fortunate but for all, the Central Area Community lays out a plan for all of its members, to grow and prosper, and participate in the community and the economy for years into the future". Key sustainable practices in the CAAP2 that correlate with the OPL principles are provided in the table below.

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in the CAAP2**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle was not addressed in the CAAP2.
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed in the CAAP2.
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	• Improve pedestrian environment and safety (73-76) • Encourage non-motorized transportation (75) • Improve bus, rail, van pool transit (88) • Reduce auto usage (88)
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed in the CAAP2.
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	This principle was not addressed in the CAAP2.
Sustainable Water: *Achieve a positive impact on local water resources and supply*	This principle was not addressed in the CAAP2.
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	This principle was not addressed in the CAAP2.
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	• Historic resources and African American landmarks (41) • Build strong neighborhood cultural facilities (44) • Develop Central Area Heritage Trail network (76) • Promote residential population diversity (68) • Celebrate cultural and ethnic diversity through community events (97) • Promote diversity in the local police force (105)

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in the CAAP2
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	• Community equity fund for small businesses (47) and minorities (48) • Utilize First Source Hiring Agreements (53)
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• Housing ownership assistance programs (62) • Support housing that encourages age integration (67) • Create social gathering places to improve quality of life (73) • Assess effectiveness of school curriculum to prevent violence (100) • Mediate youth violence and gang activity (101)

Additional Elements of Sustainability

Environmental considerations in the CAAP2 include those that could deter crime through "environmental design principles" (40, 105), and the desire to "clean and green" major traffic corridors (54). Strategy HD-8.5.4.4 supports the continuation of the ecology and arts program school curriculum; the ecology section of this program includes the EPA Urban Wilderness and environmental learning field trips (101). Strategy HD-8.6.4.4 promotes "community education and projects for environmental health and social issues" (104).

Elements that Counteract Sustainability

No practices that explicitly counteract sustainability were found in the CAAP2. However, the limited attention paid to carbon emissions, reduced waste streams, local and sustainable materials and foods, sustainable water practices, and habitat protection and preservation may indicate that environmental values are not a community priority.

To: Craig M. Benjamin
From: Joni Wilm: UDP 506/507
Re: Elements of Sustainability in Columbia City Plan
Date: 2/28/2008

This memo identifies the elements of sustainability contained in the Columbia City 1998 Neighborhood Plan. The memo has been organized to provide examples of sustainable goals, policies, or strategies found in the Columbia City Plan in the order that they are presented by One Planet Living (OPL). The Seattle Comprehensive Plan's definition of sustainability (below) is supported by the OPL principles.

> Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs.

Columbia City's 1998 Neighborhood Plan does not address sustainability directly. However, many of the community shared goals reflect a vision that incorporates several of the OPL principles. Many of the issues brought up by the Columbia City plan are centered around community safety and neighborhood aesthetic.

The main sustainability elements present in the Columbia City plan have to do with alternative transportation, sustainable food policies, preservation of open space and socio-economic equity. The addition of the light rail station through Columbia City's main commercial corridor is the most obvious sustainable element in the plan. This new rail station will provide alternative transportation to many community members and significantly decrease carbon emissions through decreasing vehicular travel. The rail station will also increase pedestrian flow throughout the commercial corridor, revitalize the district and increase activity while improving the health of community members. The Columbia City plan strives to increase the number of farmers markets in the district thereby promoting local and sustainable food practices. The plan also focuses on upgrading existing parks, maintaining existing natural corridors to increase bike and pedestrian activity, and encouraging local employment and training through business local-hire incentives and job training facilities.

The following chart compares the Columbia City Plan to principles of One Planet Living (OPL).

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in Columbia CityPlan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle is indirectly addressed through the proposal of the new light rail station that will be routed through Columbia City's commercial district.(4)
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed in the Columbia City plan.
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	This principle is indirectly addressed through the proposal of the new light rail station that will be routed through Columbia City's commercial district. (4)

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in Columbia CityPlan
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed in the Columbia City plan.
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	This principle was addressed through encouragement of local farmer's markets in Columbia City's downtown core. (70)
Sustainable Water: *Achieve a positive impact on local water resources and supply*	This principle was not addressed in the Columbia City plan.
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	This principle was addressed through creation and preservation of park land and open space, primarily through pea patches and corridor preservation. (60
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	As a result of the planning process Columbia City neighborhood organizations secured funding for a culture and heritage community center (60)
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	The Columbia City plan stressed policies that encourage hiring locally, promoting local businesses and funding local employment and training resource facilities. (70)
Health and Happiness: *Increase health and quality of life of OPL community members and others*	This principle was not addressed in the Columbia City plan.

Elements that Counteract Sustainability

There are no elements of the Columbia City Neighborhood Plan that directly counteract sustainability. All of the Columbia City Neighborhood vision goals can be adjusted to fit within the bounds of sustainable practices.

MEMORANDUM

To: Craig M. Benjamin
From: Katherine Killebrew
Re: Elements of Sustainability in the Commercial Core Neighborhood Plan
Date: March 5, 2008

This memo identifies the elements of sustainability contained in the 1999 Commercial Core Neighborhood Plan. While the Plan placed a large focus on pedestrian, quality of life, and cultural character, it paid less attention to environmental sustainability objectives.

The City of Seattle Comprehensive Plan defines sustainability as "the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs." The following chart compares the Commercial Core Plan to principles of One Planet Living (OPL).

OPL Principle and Goal	**Sustainable Strategies in the Commercial Core Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle was not addressed in the Commercial Core Plan.
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed in the Commercial Core Plan.
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	• Pedestrian Streetscapes Implementation and Funding (Strategy 4): Designate a city department to oversee the construction of pedestrian-oriented streets; devise a funding mechanism (pg. 30 - 31). • Transit Streets (Strategy 5): As part of the Urban Design Plan, mitigate negative effects of surface street transit on pedestrian flow (pg. 37).
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed in the Commercial Core Plan.
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	This principle was not addressed in the Commercial Core Plan.
Sustainable Water: *Achieve a positive impact on local water resources and supply*	• Landscape Elements (Strategy 5): As part of the Urban Design Plan, establish policies for the use of street trees and other vegetation to filter storm water run-off and provide other environmental and aesthetic benefits (p. 39).
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	This principle was not addressed the Commercial Core Plan.

OPL Principle and Goal	Sustainable Strategies in the Commercial Core Plan
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	• Small Site Development (Strategy 1): Promote the development of new small buildings to enhance architectural diversity and character (pg. 12). • Small Building TDR (Strategy 2): Use TDR to promote the retention of small, unique buildings to enhance architectural character (pg. 18). • Historic Building TDR (Strategy 2): Use TDR to promote retention of historic buildings (pg. 20). • Public Art (Strategy 5): As part of the Urban Design Plan, develop public art that reflects the area's unique character (pg. 38).
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	This principle was not addressed in the Commercial Core Plan.
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• Housing Super Bonus (Strategy 3): Allow developers to increase FAR in exchange for building low- and moderate- income housing (pg. 24). • Open Space TDR (Strategy 4): Allow sites developed as open space to sell unused development capacity (pg. 29). • Downtown Urban Design Plan (Strategy 5): Develop an urban design plan to enhance the architectural character, public spaces, and civic facilities in downtown (pg. 33 - 41). – *this section is extensive and discusses many strategies to improve downtown quality of life.*

<u>Elements that Counteract Sustainability</u>

No elements of the Commercial Core Plan specifically counteract sustainability. However, as seen above, the Plan lacked many sustainability components such as reduction in emissions and waste, use of local food and materials, and promotion of healthy environmental habitat. While the Plan focused extensively on improving pedestrian accessibility, it made little reference to transit or cycling. A more multi-modal perspective would have made the plan more aligned with sustainability objectives.

To: Craig M. Benjamin Date: 2/27/2008
From: Wendy Buffett, UDP 506/507
RE: Sustainability in the Crown Hill/Ballard Neighborhood Plan

---

The following is a summary of elements of sustainability based on the ten goals for One Planet Living as established by the Bioregional Development Group. The majority of these goals are not specifically addressed but many are supported by recommended policies and actions in the plan. Page numbers are included after each goal for reference.

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in the CH/B Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	• Not addressed
Zero Waste: *Eliminate waste flows to landfills and for incineration*	• Not addressed
Sustainable Transport: *Reduce reliance on private vehicles and* *achieve major reductions of CO_2 emissions from transport*	• Making the hub area attractive to new residents becomes critical to achieving the densities which make mass transit efficient (7) • New Municipal Center must be located near mass transit (8) • Municipal Center access to mass transit and pedestrian options must be safe and friendly, including pedestrian links to business core (8) • Completion of Burke-Gilman trail through Ballard (13) • Ensure consistent levels of transit to Crown Hill playfield (14) • Green Links: Pedestrian friendly walkways connecting primary open space & recreation facilities to each other and transit facilities (15) • Development of trails in addition to Burke-Gilman (15) • Completion and upgrading of sidewalks (15) • Transportation improvements include pedestrian safety & connections, bicycle lanes, enhanced bus stops, consolidate bus stops to improve service, improving multimodal access, additional crosswalks, connect bike lanes to trails, and traffic calming (17-18) • Supports a commuter rail station in the area (18)
Local and Sustainable Materials: *Transform materials supply to the point* *where it has a net positive impact on the environment and local economy*	• Not addressed
Local and Sustainable Food: *Transform food supply to the point where it* *has a net positive impact on the environment, local economy and peoples' well-being*	• Not addressed
Sustainable Water: *Achieve a positive impact on local water resources and supply*	• Not addressed
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	• Removal or replacement of existing trees during park renovation only allowed after careful public consideration (11) • Increase number of street trees to expand urban forest (14) • Retain existing open space & vegetated areas (14) • Purchase additional open space for parks & recreation (14) • Encourage residents not to use turf in their yards, to support local wildlife and native plant species (14)

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in the CH/B Plan
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	• Publicize Scandinavian heritage through marketing (5) • Creation of an Arts & Science council to identify & promote the arts, improve connections & communication between groups, and provide funding (9-10) • Support of art spaces & activities (10) • Creation of a human services network to link support services for minorities, LGBT, elderly, people with disabilities, homeless, and single-parent families (12) • Support of artists with live/work projects (19) • Municipal Center to include mixed-income & multifamily (18) • Attract industrial uses that relate to arts community (22)
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	• Not addressed
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• Inclusion of public art and fountains in parks to create gathering places (6, 10-11) • Creation of Ballard Family Center and Human services network to support elderly & other underserved populations, including youth, transients; education & abuse assistance programs (12) • Improvement of open space and playfields (13) • Retention of street ends for water views & accessibility (14-15) • Surveyed residents to determine preferred infill designs (19)

Additional Elements of Sustainability

The residential Development committee supported densification in multi-family zones and suggested a matching fund to support increased density in single-family areas via accessory dwelling units. It also supported live/work spaces for artists. The entire plan referenced a vibrant urban area to support mass transit.

Of the new projects proposed, such as the new library and Municipal Center, no mention of green building was made. However, it should be noted that the new library was selected as one of the top ten green projects in the country by the American Institute of Architects' Committee on the Environment.

Elements that Counteract Sustainability

The Economic Development committee, while focused on greening the roadways and connecting the area to pedestrian networks, was also focused on parking accessibility. Parking needs were also considered in the design for the new Municipal Center.

No mention was made of the fishing population, including any migrant workers who may increase during a particular season, and what their needs or issues are. No mention of supporting the fishing industry or the sale of fresh fish (other than capitalizing on the already popular Farmer's Market by placing a park nearby) was made. Very little discussion of the water was actually included, other than its aesthetic value to residents & tourists and the need for residents to access water areas.

MEMORANDUM

To: Craig M. Benjamin
From: Jaclyn Gault
Re: Sustainability Elements in the Delridge and Westwood/Highland Park Neighborhood Plans
Date: February 27, 2008

The definition of sustainability from Seattle Comprehensive Plan is "the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs."

DELRIDGE NEIGHBORHOOD PLAN

The Delridge Neighborhood Plan focuses heavily on certain aspects of sustainability, most notably natural habitats and sustainable transportation.

Zero Carbon	This is not addressed in the plan.
Zero Waste	This is not addressed in the plan.
Sustainable Transport	Key Strategy #2: Concentrating Node of Activities to encourage a more pedestrian friendly environment and improve transit (30-44) Transportation Strategy: Goals regarding Transit, Bikeways, and Streetscape (47 - 54)
Local and Sustainable Materials	Economic Development Strategy: Create local jobs, shopping, and services (62-63)
Local and Sustainable Food	This is not addressed in the plan.
Sustainable Water	Key Strategy #1: Integrate the Community with Nature, Protect, Improve and Maintain Creeks and Rivers in the area (14-15)
Natural Habitats and Wildlife	Key Strategy #1: Integrate the Community with Nature, Goals regarding Ecology, Environmental Critical Areas, Open Space, Nature Related Parks and Recreation, Trails, Environmental Stewardship (13-27)
Culture and Heritage	Community history and culture is discussed (1-6) Key Strategy #2: Concentrating Node of Activities to provide "community focus" (29) People and Community Services Strategy: Goals regarding community diversity, security and safety, and Human Development (57-61)
Equity and Fair Trade	Housing Strategy: Goals to promote diversity in housing choice and affordability (55-56)

Elements that Counteract Sustainability

There are very few elements of the Delridge Neighborhood Plan that actually counteract definitions of sustainability. However, the prohibition of less than 30% below median income housing (55) could be interpreted as an issue of excluding a specific group and could be seen as an equity issue.

WESTWOOD/HIGHLAND PARK NEIGHBORHOOD PLAN

The Westwood/Highland Park Neighborhood Plan focuses heavily on certain aspects of sustainability, mostly sustainable transportation.

Zero Carbon	This is not addressed in the plan.
Zero Waste	This is not addressed in the plan.
Sustainable Transport	Parks, Recreation & Open Space: Creating pedestrian and streetscape improvements (11, 15-16) Transportation: Improve pedestrian access and safety as well as improved transit (20-26)
Local and Sustainable Materials	This is not addressed in the plan.
Local and Sustainable Food	This is not addressed in the plan.
Sustainable Water	Parks, Recreation & Open Space: Reclamation and enhancement of local streams (12)
Natural Habitats and Wildlife	Parks, Recreation & Open Space: Improve trails and access to open space, including natural habitat (12-16)
Culture and Heritage	Land Use, Housing & Community Development: revitalize local community (35)
Equity and Fair Trade	This is not addressed in the plan.

Elements that Counteract Sustainability

There are no apparent elements of the Westwood/Highland Park Neighborhood Plan that actually counteract definitions of sustainability.

To: Craig M. Benjamin
From: Michael Pickford
Re: Elements of Sustainability in the Denny Triangle Plan
Date: 5-29-2008

This memo identifies the elements of sustainability contained in the Denny Triangle Neighborhood Plan. This plan does not directly address many issues of sustainability, as it is mainly focused on development; however, there is emphasis on creating livable residential areas that are compatible with sustainability goals.

The City of Seattle Comprehensive Plan defines sustainability as "the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs." The following chart compares the Denny Triangle Plan to principles of One Planet Living (OPL).

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in Denny Triangle Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	Not addressed in the Denny Triangle Plan
Zero Waste: *Eliminate waste flows to landfills and for incineration*	Not addressed in the Denny Triangle Plan
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	Improve pedestrian amenities – Pg 6 Consider convention center mass transit hub as critical focal point of the neighborhood – Pg 7 Alternative transportation method incentives – Pg 18-22
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	Not addressed in the Denny Triangle Plan
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	Not addressed in the Denny Triangle Plan
Sustainable Water: *Achieve a positive impact on local water resources and supply*	Not addressed in the Denny Triangle Plan
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	Not addressed in the Denny Triangle Plan
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	Proposed public art in residential enclaves – Pg 6
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	Emphasis on building housing for a wide range of income levels – Pg 8
Health and Happiness: *Increase health and quality of life of OPL community members and others*	Proposed residential green streets – Pg 17 Street trees and parks – Pg 14-15

Additional Elements of Sustainability

Perhaps the foremost focus of the plan is the construction of high-density housing and the restructuring of the neighborhood away from surface parking lots and toward a walkable residential area.

Elements that Counteract Sustainability

The plan suggests significant roadway improvements to aid automotive traffic and reduce congestion, which may or may not encourage more automobile use.

MEMORANDUM

To: Craig M. Benjamin
From: Jennifer Lail
Re: Elements of Sustainability in the *Greater Duwamish Manufacturing and Industrial Center Plan*
Date: February 27, 2008

Definition of "sustainability" from Seattle Comprehensive Plan:
"Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs."

Guiding Principles of One Planet Living [underlined if apply to this Plan]:

1. **Zero Carbon:** Achieve net CO_2 emissions of zero from OPL developments.
2. **Zero Waste:** Eliminate waste flows to landfills and for incineration.
3. **Sustainable Transport:** Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport.
4. **Local and Sustainable Materials:** Transform materials supply to the point where it has a net positive impact on the environment and local economy.
5. **Local and Sustainable Food:** Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being.
6. **Sustainable Water:** Achieve a positive impact on local water resources and supply.
7. **Natural Habitats and Wildlife:** Regenerate degraded environments and halt biodiversity loss.
8. **Culture and Heritage:** Protect and build on local cultural heritage and diversity.
9. **Equity and Fair Trade:** Ensure that the OPL community's impact on other communities is positive.
10. **Health and Happiness:** Increase health and quality of life of OPL community members and others.

Plan and Neighborhood Overview
The Greater Duwamish Manufacturing and Industrial Center Plan focuses heavily on protecting industrial lands. In industrial use for over 100 years, the 4,138 acre M & I Center is home to manufacturing, warehousing, marine uses, transportation, utilities, construction, and other related sectors, and provides the largest concentration of family wage jobs in the Puget Sound region. Wages are above the County average, with many jobs accessible to people with lower education or English as a second language. Water, truck, air and rail freight mobility is a priority. The Duwamish Waterway is on EPA's National Priority List of polluted sites.

The stated intent of the plan is to maintain and enhance the viability of the Greater Duwamish industrial area and to protect its vital employment base. Emphasis is placed on stopping the conversion of industrial lands to other commercial uses. The GD Planning Committee emphasizes its opposition to Sound Transit's [proposed] C-l rail route and the M-l maintenance yard alternative, based on significant cumulative impacts to the land use, transportation, and

freight mobility. These two concerns illustrate the tension between the need to support manufacturing jobs, many of which meet the social equity component of the city's sustainability definition, while promoting clean, non-polluting businesses and sustainable infrastructure city-wide. The nature of this plan lends itself to evaluation of *existing sustainability elements* and *elements that counteract sustainability*. *The social, environmental, and economic categories are subjective; many points below could fit all three areas.

Existing Sustainability Elements

Social and *Economic*

- Commitment to maintaining and increasing living wage jobs, with focus on workers with lower education levels and non-native English speakers.
- Proposes to grade separate major east-west corridors within the M & I Center to reduce or eliminate conflicts between vehicular and rail modes and to improve safety and mobility for pedestrians, bicycles, vehicles and trucks.
- Proposes drainage improvements to improve safety, structural integrity, and visual character of the roadway systems in M and I Center and . . . . increase the durability and life expectancy of paved structures through this district, therefore decreasing life cycle costs by reducing pavement rehabilitation needs.

Environmental

- Proposes investigating the feasibility of using reclaimed water for non-food production industrial processes.
- Concedes that the issue of industrial land contamination seriously threatens the viability of many land parcels within the M & I Center, but they are concerned about remediation costs, not ecological or health impacts.
- Acknowledges need to separate industrial processes from residences and general public.
- Desire to reduce vehicular traffic in the area [but this is driven by freight mobility needs, not walkability goals].

Elements that Counteract Sustainability

Environmental

- Plan states opposition to waterfront development which includes public access, while seeking to preserve a working waterfront that provides local, family-wage jobs and economic growth for the state.
- Plan promotes following code language: "within 20 feet of the Duwamish Waterway shoreline, water-dependent and industrial uses shall be the highest priority in the Land use Code and Shoreline Master Program."
- Low electricity rates have incented businesses to remain or move to the area; Plan seeks to protect this [countering efforts to promote green power].
- Stormwater and drainage problems are considered from perspective of being a business barrier, rather than opportunity for "cradle-to-cradle" thinking.
- Plan discourages conversion of industrial lands to other [potentially clean industry] uses.

To: Craig Benjamin
From: Victor Stover
Date: 2/27/08
RE: Sustainability in the Eastlake Neighborhood Plan

Part I: Elements of Sustainability Present in the Plan

The Eastlake neighborhood plan has a number of pieces that focus on sustainability. The following are specific goals and recommendations in the plan that are related to sustainability.

Goals and recommendations that relate to the Seattle Comprehensive Plan definition of sustainability:

1. Social Health
   - "Promote diversity among Eastlake's residents and strengthen their relationship with the TOPS program (Eastlake's public school)." (p. IX-5)
   - "Build ties between Eastlake's business and residential communities." (p. IX-6)
2. Economic Health
   - "Market Eastlake to new businesses and customers." (p. VII-5)
   - "The Eastlake Tomorrow affordable housing goal is for City funds and regulations to help expand housing opportunities in Eastlake for those with incomes under 80 and especially for those under 50 of the citywide median income." (p. X-6)
3. Environmental Health
   - See One Planet Living section for examples.

Goals and recommendations that relate to the One Planet Living definition of sustainability:

3. Sustainable Transport
   - "Make it Safer and More Convenient for Pedestrians to Cross the Street." (p. VI-7)
   - "Add and Improve Sidewalks and Walkways." (p. VI-10)
   - "Improve Bicycle Conditions" (p. VI-16)
   - "Improve Bus Service for Eastlake Residents, Employees and Customers." (p. VI-17)
   - "Reduce Freeway Related Noise, Air and Water Pollution and Visual Blight through Technology and System Modifications; Mitigate the Impacts that Cannot Be Eliminated." (p. VI-19)
   - "Ensure that Any Light Rail or Monorail System Is a Net Benefit to the Neighborhood." (p. VI-21)
   - "Create and enhance pedestrian connections within Eastlake and to nearby neighborhoods, using both physical pathways and view corridors." (p. V-1)
   - "Improve bus service, traffic, and parking." (p. VII-5)

5. Sustainable Water
   - "Conduct a neighborhood-based plan for the redevelopment of NOAA and other major properties along the Fairview shoreline in a way that strengthens Eastlake's existing maritime uses, recreational uses, shoreline habitat and floating home community." (p. IV-52-54)

6. Culture and Heritage
   - "Adopt a design guideline that provides incentives for the preservation, renovation and continued use of existing structures." (p. IV-23-27)

7. Natural Habitats and Wildlife
   - "Prepare development standards and guidelines to increase the amount and
   - creative use of vegetation on public and private properties and buildings." (p. IV-49-50)
   - Identify and protect open spaces suitable for wildlife and plant habitat." (p. V-1)

10. Health and Happiness
   - Improve the use of open spaces for passive recreation needs." (p. V-1)
   - Maintain and enhance open spaces suitable for active recreation needs. (P. V-1)

Part II: What Elements of Sustainability are Missing?

- Zero Carbon
- Zero Waste
- Local and Sustainable Materials
- Local and Sustainable Food
- Culture and Heritage
- Equity and Fair Trade

Part III: What Goes Counter to Sustainability?

- Nothing stood out as going counter to sustainability.

To: Craig Benjamin, Masters of Public Administration Candidate

From: Kara Martin, Masters of Urban Planning Candidate

Date: February 27, 2008

Subject: Sustainability Principles in the First Hill Neighborhood Plan

---

The following memo provides an overview of the sustainability principles applied in the First Hill Neighborhood Plan. As part of the First Hill / Capitol Hill Urban Center, First Hill neighborhood is adjacent to downtown on the eastward side of Interstate-5. Three regional medical centers control approximately 52% of the land and are responsible for the majority of the 20,600 jobs located in the neighborhood as well as the 52,700 daily work and non-work related auto trips. The residential population is over 7,100.[1]

First Hill's plan meets the basic sustainability tenets—long-term social, environmental and economic health—as defined in the City of Seattle's Comprehensive Plan. However, the plan only alludes to several standards of One Planet Living's ten guiding sustainability principles while the remaining principals unaddressed.

One Planet Living Principles Included in the First Hill Plan

- Zero Carbon *and* Sustainable Transport: The plan focuses on developing a multi-mode transportation network to reduce the dependency of single occupancy vehicles. Goals and recommendations concentrate on improving pedestrian mobility, bus routing, and the development of a light rail station (p. 31). *The station was removed from the light rail route due to construction risks in 2005*.
- Natural Habitats and Wildlife: As one of Seattle's densest neighborhoods, the plan addressed the need for open space by identifying potential land for park use (p. 34).
- Equity and Fair Trade: The plan recognizes the economic disparities between the north and south sections of the neighborhood. Establishing a job training program that prioritizes neighborhood residents and upgrading the community center provision of social service programming are two strategies addressing the social inequities within the community (p. 34).
- Health and Happiness: This was touched upon with the community's concern around existing gaps in social services (p. 14) and public safety (p. 27).

One Planet Living Principles *Not* Included in the First Hill Plan

- Zero Waste: Utilities was not addressed in the plan.
- Local and Sustainable Materials: The planning committee held a developers' forum and feasibility study of the area's expected development, however, the plan did not discuss the type of materials for these projects.
- Local and Sustainable Food
- Sustainable Water

[1] First Hill Neighborhood Plan. 1999. http://www.seattle.gov/neighborhoods/npi/plans.htm (accessed January 22, 2008).

- Culture and Heritage: Though the community has a diverse population, there was no mention of preserving cultural resources.

To: Craig M. Benjamin
From: Yosuke Oi
Date: February 27, 2008
Re: Elements of Sustainability in the West Seattle Junction Neighborhood Plan

---

This memo describes the condition of sustainability achieved in the Neighborhood Plan, based on the principles of sustainability both in the City of Seattle Comprehensive Plan and One Planet Living. The elements in the plan were mainly extracted from abstract level such as visions and goals because they generally articulate neighborhood's values. The summary is shown in the table below.

In sum, the Plan skillfully articulates values for sustainability about Community, Social Equity, and Economic Opportunity and Security, with neighborhood identity in terms of cultural, business and walkable environment. However, values related to Environmental Stewardship, such as health, water, and emission etc., are not sufficiently described.

Principles for Sustainability		**Sustainability in the Neighborhood Plan**	
Comp Plan (Core Values)	**OPL**	**Elements Presented**	**Elements Missed**
Community	**Culture and Heritage**	. Our small town atmosphere will be preserved and will serve as a model for future development. (P.6) . Improve neighborhood identity and aesthetics, including the urban forest and native habitat. (P.47) . Develop the Junction as a community that has a distinctive flavor in arts and culture. (P.51)	. (Well articulated.)
Community **Social Equity**	**Health and Happiness**	. The Neighborhood Planning process challenged to involve the whole community. (P.1) . Encourage a sense of community pride through business promotions, advertising and community events. (P.15) . Neighborhood is envisioned as a lively center of community life and an inviting place to live, work, play and shop. (P.6)	. No mention about Health problems.
Social Equity **Economic Opportunity and Security**	**Equity and Fair Trade**	. The Junction will be a desirable place for families with a safe and attractive residential neighborhood served by a variety of park and recreation facilities. (P.6) . The Junction business district will be a vibrant	. (Well articulated.)

Principles for Sustainability		Sustainability in the Neighborhood Plan	
Comp Plan (Core Values)	**OPL**	**Elements Presented**	**Elements Missed**
		center of shopping, dining, and cultural opportunities. (P.6) . The West Seattle Junction business district as a safe, attractive and inviting commercial district that supports a balance of retail and professional jobs, daytime and evening activities. (P.15) . A neighborhood that recognizes and supports the diverse human development needs and safety concerns of its changing population. (P.52)	
Environmental Stewardship **(Economic Opportunity and Security)**	**Sustainable Transport**	. Pleasant pedestrian and bicycle-friendly streets and a transit center will provide convenient access. (P.6) . It is critical to the future health and vitality of West Seattle neighborhoods and commercial districts to expand and improve all forms of public transportation. (P.35)	. Pedestrian friendly oriented. The plan does not mention environmental issues, such as the emission from cars.
	Local and Sustainable Materials	. (The West Seattle Junction business district) provides quality goods and services that meet the everyday needs of the community. (P.15)	. There is no description, such as recycle, water resources, etc.
	Local and Sustainable Food		
	Sustainable Water		
	Zero Carbon	-	. As a whole, description is inadequate.
	Zero Waste		
	Natural Habitats and Wildlife	-	

Note: each item of principle is combined with both Seattle's comp plan and OPL principles that seems to match each other.

To: Craig M. Benjamin Date: 2/26/2008
From: Rachel Miller, UDP 506/507
RE: Sustainable Practices in the Fremont Neighborhood Plan

This memo describes the sustainability aspects captured within the Fremont Neighborhood Plan. The memo has been organized to provide examples of sustainable goals, policies, or strategies found in the plan in the order that they are presented by One Planet Living (OPL). The Seattle Comprehensive Plan's definition of sustainability (below) is supported by the OPL principles.

> Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs.

The following table shows where the Fremont Plan addressed sustainability principles.

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in the Fremont Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle was not addressed.
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed.
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	• Improve safety and convenience for pedestrians and bicyclists (11, 19, 21-23, 26-28) • Improve connections between bicycle routes/trails in Fremont (23, 27-28) • Reduce reliance on personal autos by promoting alternatives (22-23, 26) • Improve efficiency of bus operations, connectivity, and accessibility (22)
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed.
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	This principle was not addressed.
Sustainable Water: *Achieve a positive impact on local water resources and supply*	This principle was not addressed.
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	• Reference to the SEPA checklist (13) • "Ship canal cleanup" identified as an issue in the Phase I planning process (17) • "Environment" identified as an issue in the Phase I planning process (17) • Protect view corridors to Lake Union and the Ship Canal from development (30
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	• Identify and promote the cultural and historic identity of Fremont through the arts (24) • Support development of community arts and cultural facilities (24) • Support existing neighborhood art organizations in funding public art and arts groups (21, 24) • Encourage arts-related employment and small business development (24) • Encourage the development of artists' live/work space (21, 25) • Recognize Fremont's unique character and provide unique opportunities to experience Fremont as the "Center of the Universe" (19, 29-31) • Create a neighborhood community center (31)

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in the Fremont Plan
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positiv*	• Maintain existing and create new affordable housing (10, 20)
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• Vision statement: "clean, healthy, natural environment … safe, vibrant, and friendly" (10) • Ensure that design review process includes a review for Crime Prevention through Environmental Design and defensible space principles (31) • Assure safe uses Fremont parks and open space (31) • Maintain adequate lighting at the Troll and other public art sites to ensure publi safety (34) • Increase opportunities for home ownership (20) • Encourage the development of senior housing (20) • Seek a mix of housing types and affordabilities (20)

Additional Elements of Sustainability

- "Sustainability" identified as an issue in the Phase I planning process (17)
- Strong interest in more open space/green space in Fremont (17)
- Small business and business diversity (18, 24)
- Implement a system which assures that the impacts of new growth are mitigated (20)

Elements that Counteract Sustainability

No practices that explicitly counteract sustainability were found in the Fremont Plan. However, the limited attention paid to carbon emissions, waste, local and sustainable materials and foods, sustainable water practices, and equity and fair trade may indicate that although community members listed sustainability as an issue, they were not well-equipped or ready to fully address it in their plan.

To: Craig M. Benjamin Date: 2/27/2008
From: Jay Kipp, UDP 506/507
RE: Sustainable Practices in the Georgetown Neighborhood Plan

---

This memo describes the sustainability aspects captured within the Georgetown Neighborhood Plan prepared by the Georgetown Neighborhood Association in Seattle, Washington. The memo has been organized to provide examples of sustainable goals, policies, or strategies found in the Georgetown Neighborhood Plan in the order that they are presented by One Planet Living (OPL). The Seattle Comprehensive Plan's definition of sustainability (below) is supported by the OPL principles.

> "Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs."

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in the Georgetown Neighborhood Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	• Strive to raise overall awareness of environmental quality issues such as air (G8P21)
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed in the Georgetown Neighborhood Plan.
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	• Improvements to road and sidewalk conditions (G7P18) • Promote opportunities for non-motorized facilities in Georgetown (G7P19) • Explore ways to provide convenient and efficient transit mobility throughout Georgetown (G7P20)
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed in the Georgetown Neighborhood Plan.
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	This principle was not addressed in the Georgetown Neighborhood Plan.
Sustainable Water: *Achieve a positive impact on local water resources and supply*	• Balance the needs of water dependant uses and natural/environmental habitat goals for the Duwamish Waterway. (G4P12) • Work with other jurisdictions to protect the environmental quality of the Duwamish Watershed. (G8P22)
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	• Balance the needs of water dependant uses and natural/environmental habitat goals for the Duwamish Waterway. (G4P12) • Work with other jurisdictions to protect the environmental quality of the Duwamish Watershed. (G8P22) • Seek ways to monitor…environmentally…the impacts of the [King County International] airport. (G8P23)
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	• Historic landmarks and historic preservation (G2P4) • Recognize Georgetown's historic character and buildings (G2P6)

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in the Georgetown Neighborhood Plan
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	• Connecting the local workforce with Georgetown Employers (G4P13)
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• Retain Georgetown's residentially zoned lands as a means of providing affordable homeownership opportunities. (G2P3) • Creating recreational facilities (G2P5) • Crime prevention programs and community policing (G3P7)

Elements that Counteract Sustainability

No practices that explicitly counteract sustainability were found in the Georgetown Neighborhood Plan. However, the limited attention paid to carbon emissions, reduced waste streams, and local and sustainable materials and foods were not a community priority.

MEMORANDUM

To: Craig M. Benjamin
From: Max Hepp-Buchanan
Re: Elements of Sustainability in the Green Lake 2020 Neighborhood Plan
Date: February 27, 2008

Definition of "sustainability" from Seattle Comprehensive Plan:
"Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs."

Guiding Principles of One Planet Living:

11. **Zero Carbon:** Achieve net CO_2 emissions of zero from OPL developments.
12. **Zero Waste:** Eliminate waste flows to landfills and for incineration.
13. **Sustainable Transport:** Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport.
14. **Local and Sustainable Materials:** Transform materials supply to the point where it has a net positive impact on the environment and local economy.
15. **Local and Sustainable Food:** Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being.
16. **Sustainable Water:** Achieve a positive impact on local water resources and supply.
17. **Natural Habitats and Wildlife:** Regenerate degraded environments and halt biodiversity loss.
18. **Culture and Heritage:** Protect and build on local cultural heritage and diversity.
19. **Equity and Fair Trade:** Ensure that the OPL community's impact on other communities is positive.
20. **Health and Happiness:** Increase health and quality of life of OPL community members and others.

Present Elements of Sustainability
The Green Lake 2020 Neighborhood Plan focuses heavily on certain aspects of sustainability, most notably sustainable transport, natural habitats, and the health and happiness of the community.

Specific elements include:

- Key Integrated Strategy #1: Create a vibrant Green Lake residential urban village (page 15).
    - Create a pedestrian-friendly network of streets that improve pedestrian safety, comfort, and access (page 20).
    - Give priority to projects that encourage the use of public transportation and discourage the use of single occupancy vehicular use (page 22).
- Key Integrated Strategy #2: Create a first-class public transportation system (page 26).
    - Minimize the impact of transit on the neighborhood (page 28)

- Key Integrated Strategy #3: Enhance the environmental health of the Green Lake community (page 30).
    - Preserve, enhance, and increase the number of pea patches, pocket parks, and open space (page 34).
    - Enhance the extent and quality of the urban forest (page 35).
    - Preserve, protect, and create an abundance of native habitat that supports wildlife (page 35).
    - Provide environmental education opportunities and increase awareness of natural environment (page 36).
    - Increase the opportunities for recreation for people with disabilities (page 37).
    - Restore protected natural drainage systems including the streams and wetlands within the planning area (page 37).
- Key Integrated Strategy #4: Improve transportation mobility and safety in residential areas (page 39).
    - Reduce traffic impacts in residential areas (page 41).
    - Enhance bicyclist safety (page 42).
    - Improve pedestrian safety, access, and enjoyment (page 44).
- Key Integrated Strategy #5: Create a 'Community Building Blocks' Program (page 52).
    - Create a comprehensive community building and outreach project that accounts and cares for every resident and envisions a day when all residents feel connected to their community (page 53).
- Goal: A pedestrian network of streets, districts, and corridors highlighted by designated "Green" or "Key Pedestrian" Streets throughout the neighborhood, creating safe and attractive pedestrian and bicycle corridors and fostering a sense of community (page 59).
- Goal: The 'Treasured Places' are protected and/or enhanced and remain defining elements of the character of Green Lake (page 64).

<u>Missing Elements of Sustainability</u>
There are some elements of sustainability that the Green Lake 2020 Neighborhood Plan does not address.

These elements include:

- The goal of zero waste flowing to landfills, including recycling programs.
- The consumption of local and sustainable food by the community.
- The use of local and sustainable materials by the community.

<u>Elements that Counteract Sustainability</u>
There are very few elements of the Green Lake 2020 Neighborhood Plan that actually counteract definitions of sustainability. However, there are elements that can be interpreted as such, depending on which definition of sustainability they are set against.

These elements include:

- The elimination of a density bonus system from the proposed recommendations (page 16).
- The rejection of any more low income housing units in the neighborhood (page 68).

MEMORANDUM

To: Craig M. Benjamin
From: Torence Powell
Re: Elements of Sustainability in the Greenwood/Phinney Ridge Neighborhood Plan
Date: February 27, 2008

One Plant Living (OPL) Sustainable Goals Discussed

- Transportation: Sustainable transport is treated tangentially in discussion about improving pedestrian and bicycle access and safety. Pedestrian and bicycle accessibility is a reoccurring theme throughout the plan (p 8, 10, 11, 14, 27-28).

- Health and Happiness: Health and Happiness is discussed in the neighborhood's desire to promote walking, open green spaces and a vibrant pedestrian-friendly commercial core. This is another reoccurring theme throughout the plan (p 11, 14-18, 28-29)

- Natural Habitats and Wildlife: Habitat preservation is mentioned with regard to creating more greenspace (p 14), preserving existing greenspace (p 28) and "greening" existing arterials and neighborhood streets through tree planting (p 29).

- Sustainable Water: The plan discusses the need to create more natural filtration of water through "more permeable substances." This is to be achieved through the creation of "urban forests" along arterials and residential streets (p 16-17).

- Culture and Heritage: Preservation of building facades and existing neighborhood character is discussed at length in the Design Appendix (Section 4). Strict design guidelines are also laid out for future redesign of the commercial district.

OPL Sustainable Goals not Addressed

- Zero Carbon
- Zero Waste
- Equity and Fair Trade
- Local and Sustainable Materials
- Local and Sustainable Food

Sustainable Goals that Contradict

- Transportation: The Greenwood Plan calls for the construction of "generous number of parking spaces" in the commercial district, as well as a re-designation of existing parking zones to promote more timed commercial parking (p 27). The emphasis on creating free commercial parking with time restrictions would presumably increase the number of car trips the area accommodated per day.

MEMORANDUM

To: Craig M. Benjamin
From: Katherine Killebrew
Re: Elements of Sustainability in the Chinatown/International District Neighborhood Plan
Date: February 27, 2008

This memo identifies the elements of sustainability contained in the Chinatown/International District (ID) 1998 Neighborhood Plan. While the Plan placed a large focus on economic and equity issues, it paid less attention to environmental sustainability objectives.

The City of Seattle Comprehensive Plan defines sustainability as "the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs." The following chart compares the Chinatown/ID Plan to principles of One Planet Living (OPL).

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in the Chinatown/ID Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle was not addressed in the C/ID Plan.
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed in the C/ID Plan.
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	• Safe and Dynamic Public Spaces Objective – improve pedestrian amenities and safety (p. 23) • Accessibility Objective – encourage decreased dependence on cars and greater use of transit, cycling, and walking (p. 31)
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed in the C/ID Plan.
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	This principle was not addressed in the C/ID Plan.
Sustainable Water: *Achieve a positive impact on local water resources and supply*	This principle was not addressed in the C/ID Plan.
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	This principle was not addressed in the C/ID Plan.
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	• Cultural and Economic Vitality Objective – promote the marketing of neighborhood cultural opportunities, encourage greater patronage of small businesses, create a community recreation center (pg. 7)
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	• Housing Diversity and Affordability Objective – diversify housing stock to include low-income and family housing (pg. 15) – *this could provide housing opportunities for low-income residents from other areas.*

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in the Chinatown/ID Plan
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• Cultural and Economic Vitality Objective – promote lively and safe nighttime activities, create a community recreation center (pg. 9) • Housing Diversity and Affordability Objective – diversify housing stock to include low-income and family housing, support upgrading of substandard housing (pg. 15) • Safe and Dynamic Public Spaces Objective – maintain and build new parks, prevent crime through increased police presence, improve pedestrian amenities and safety (pg. 21)

Elements that Counteract Sustainability

The only element of the Chinatown/ID Plan that might specifically counteract the definition of sustainability is the goal to increase on-street and off-street short-term parking (pg. 33). Additional parking would increase the convenience of auto use, possibly leading to greater vehicle miles traveled in the neighborhood. However, the Plan's lack of attention to carbon emissions; waste; and sustainable materials, food, and water indicates that environmental sustainability is not a neighborhood priority.

To: Craig M. Benjamin
From: Tara C. Weaver
Re: Elements of Sustainability in the Lake City/North District Plan
Date: February 27, 2008

Sustainability is not an explicit theme within the Lake City/North District Plan. It only arises sporadically when "environmental objectives" are referenced. The planning goals do, however, implicitly, address many of the issues of sustainability, including environmental, business, and community preserving goals. Notably, there is also significant attention given to issues surrounding the Thornton Creek Watershed.

The following chart compares the Lake City/North District Plan to principles of One Planet Living (OPL).

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in Lake City/North District Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	• Planning Goal 8: Open Spaces (additional green spaces reduce $C0_2$) (49-53)
Zero Waste: *Eliminate waste flows to landfills and for incineration*	• Planning Goal 11: Human Services: Strategy 2, Action I: Provide collection bins for recycling of glass and plastics at visible, central locations. (59)
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	• Planning Goal 1: Streets, Pedestrian and Bicycle Ways: Policy 2: Ensure safe pedestrian ways…& Policy 4: Enhance opportunities for non-motorized travel (17) • Strategy 3: Enhance pedestrian-related amenities to encourage both "walk-to-shop" and recreational walking & Strategy 4: Enhance bicycle-related amenities to encourage both commuter and recreational use of bicycles. (20-23)
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed in the Lake City/North District plan.
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	This principle was not addressed in the Lake City/North District plan.
Sustainable Water: *Achieve a positive impact on local water resources and supply*	• Planning Goal 7: Natural Systems: Strategy 1: Use local successes in environmental restoration and protection as a foundation for further efforts. These successes include reduced dumping/disposal in streams, preventing development on steep slopes, and protecting riparian corridors along stream banks. • Planning Goal 7: Natural Systems: Strategy 2: A: Rather than allowing surface runoff, employ design standards that encourage natural water filtration, such as bioswales, and recharge of ground water as near as possible to the entry point of contaminants into watersheds.

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in Lake City/North District Plan
Sustainable Water: (Continued) *Achieve a positive impact on local water resources and supply*	• Planning Goal 7: Natural Systems: Strategy 2: C: Through public process, establish special environmental overlay protection areas, where appropriate, to protect environmentally critical areas and sensitive ecosystems, including stream corridors. • Planning Goal 7: Natural Systems: Strategy 2: D: Preserve, protect and enhance wetland and riparian areas and "daylight" streams and creeks wherever possible. • Planning Goal 7: Natural Systems: Strategy 2: H: Coordinate local stream restoration efforts between state fish habitat recovery programs and local organizations. • Planning Goal 7: Natural Systems: Strategy 2: K: Establish local environmental education and awareness programs in conjunction with a community environmental stewardship program to protect confluences and outlets of local streams and remove trash from streams and riparian zones. (46-48)
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	• Planning Goal 7: Natural Systems: Policy 1: Prevent degradation of natural systems • Planning Goal 7: Natural Systems: Policy 2: Avoid all land-use action that negatively affect sensitive ecosystems and natural systems. Where avoidance is not possible, employ the most effective natural mitigation method possible. • Planning Goal 7: Natural Systems: Policy 3: Encourage and support businesses and industries that employ sound environmental practices. • Planning Goal 7: Natural Systems: Strategy 1: Use local successes in environmental restoration and protection as a foundation for further efforts. These successes include reduced dumping/disposal in streams, preventing development on steep slopes, and protecting riparian corridors along stream banks. • Planning Goal 7: Natural Systems: Strategy 2: Protect natural systems from adverse impacts of development and encourage integration of natural features in new development. • Planning Goal 7: Natural Systems: Strategy 2: A: Rather than allowing surface runoff, employ design standards that encourage natural water filtration, such as bioswales, and recharge of ground water as near as possible to the entry point of contaminants into watersheds. • Planning Goal 7: Natural Systems: Strategy 2: B: Demand compliance and strengthen policies and requirements concerning development near critical sensitive areas. • Planning Goal 7: Natural Systems: Strategy 2: C: Through public process, establish special environmental overlay protection areas, where appropriate, to protect environmentally critical areas and sensitive ecosystems, including stream corridors. • Planning Goal 7: Natural Systems: Strategy 2: D: Preserve, protect and enhance wetland and riparian areas and "daylight" streams and creeks wherever possible. • Planning Goal 7: Natural Systems: Strategy 2: E: Permit conditional uses in planned new developments that enhance the natural environment, maintain a balanced urban ecology and protect and prevent harm to critical areas. • Planning Goal 7: Natural Systems: Strategy 2: F: Promote habitat and native plant enhancement in sensitive areas.

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in Lake City/North District Plan
Natural Habitats and Wildlife: (Cont.) *Regenerate degraded environments and halt biodiversity loss*	• Planning Goal 7: Natural Systems: Strategy 2: G: Through design guidelines, promote use of native species plants that are drought-tolerant, maintenance free and attractive. • Planning Goal 7: Natural Systems: Strategy 2: H: Coordinate local stream restoration efforts between state fish habitat recovery programs and local organizations. • Planning Goal 7: Natural Systems: Strategy 2: I: Establish funding mechanisms and programs that can support acquisition, protection and management/maintenance of important natural features. • Planning Goal 7: Natural Systems: Strategy 2: J: Remediate steep slopes with bioengineering techniques whenever possible. • Planning Goal 7: Natural Systems: Strategy 2: K: Establish local environmental education and awareness programs in conjunction with a community environmental stewardship program to protect confluences and outlets of local streams and remove trash from streams and riparian zones. • Planning Goal 7: Natural Systems: Strategy 2: L: Repair and re-establish riparian and wetland systems on public property, including, but not limited to: Homewood Park and upstream fish habitat; the south fork channel in the Ravenna/Blindheim natural area at … • Planning Goal 7: Natural Systems: Strategy 2: M: Seek ways to acquire property or work with property owners to repair and re-establish riparian and wetland systems (e.g. on the North Fork of Thornton Creek, fish ladder restoration and channel east of Lake City Wy.. (49-53) • Planning Goal 8: Open Spaces: ”Lake City and the surrounding neighborhoods, because of the abundance of natural features, have the opportunity to be an environmental steward role model for the rest of the City of Seattle. Natural resource management and reclamation now, will reduce long-term liability for environmental clean-up, protect our investments in the public open space infrastructure, and encourage participation in environmental management by our local businesses.” (49)
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	• “Fortunately the volunteers for this effort also included long-time residents and business owners. Their collective memory has been ver helpful for lodging the planning effort in a firm sense of place and history.” (7-8)
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	• Planning Goal 10: Housing Demand: Strategy 2: Ensure sufficient affordable housing to meet the need of Planning Area residents, including special-need and diverse populations such as senior citizens, dependent and independent families, young people, singles, new immigrant families, disabled individuals, low income households, and the displaced. (58)

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in Lake City/North District Plan
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• Planning Goal 3: Civic Core: A. Expand Library, C. Develop new or expanded community center, & E. Develop a public gathering space or plaza linking the library and community center (28-31) • Planning Goal 5: Community Networks:"The institutionalization and nurturance of social systems are critical to the success of the Planning Effort. The extent to which stakeholders communicate and work cooperatively will drive the implementation of strategies and actions to achieve the goals and policies enunciated in this plan. Building community and creating a sense of community where it has been absent are fundamental objectives underlying the North District Neighborhoods' Planning Effort." (38-39) • Planning Goal 6: Public Safety and Crime Prevention (40-45) • Planning Goal 8: Open Spaces: Strategy 2: Provide a wide variety of open space types and uses throughout the Planning Area. • Planning Goal 8: Open Spaces: Strategy 2: A: Negotiate with Seattle School District to permit sports field activities, community activities and recreation on school grounds after school hours. • Planning Goal 8: Open Spaces: Strategy 2: B: Include, wherever appropriate, exercise stations and passive use areas along urban trails, pedestrian corridors, and in parks. • Planning Goal 8: Open Spaces: Strategy 2: C: Set up agreements to permit and encourage large parking lots to be used after hours for court games such as basketball, tennis, pickleball and volleyball. Paint court markings and post signs. • Planning Goal 8: Open Spaces: Strategy 3: Use and develop open spaces to promote healthy living through walking, active recreation, places of retreat, improved air and water quality, and safe pedestrian passages. • Planning Goal 8: Open Spaces: Strategy 3: B: Provide educational and recreational opportunities for people of all ages, backgrounds and physical abilities. • Planning Goal 8: Open Spaces: Strategy 3: C: Keep public open spaces, except those designated as special protection for ecosystem conservation, available and accessible to anyone visiting, working, and/or living in the Planning Area, including those with disabilities, to enhance daily living, encourage interaction between people and contribute to building sense of community. (49-53) • Planning Goal 9: Hub Urban Village:"Create, and allow for development of, a unique urban area that fosters business vitality, sense of community, and strong connections to surrounding neighborhoods and businesses."(54-56) • Planning Goal 11: Human Services: Strategy 2: Work to expand or develop programs and services needed by a diverse population to deal with mental illness, addictive dependencies, as well as the need for day care for young and old, a job resource bank, language services, recycling, a central family service center and other needed social services.(59-60)

MEMORANDUM

To: Craig M. Benjamin
From: Erin Montgomery, UDP 506/507
RE: Sustainable Practices in the Morgan Junction Neighborhood Plan (MJNP)
Date: 3/12/2008

Definitions of Sustainability

--In the Seattle Comprehensive Plan--

"Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs." (p. viiii)

--From BioRegional's One Planet Living Programme—

Sustainability is defined according to ten supporting principles of a bioregional approach to living. These principles are outlined in the left hand column of the below chart.[1]

Sustainability in Morgan Junction

In the Morgan Junction Neighborhood Plan (MJNP), sustainability is not directly addressed. It is, however, indirectly addressed through mention of several goals, policies, and strategies. Below is a chart detailing the elements of sustainability that are *included* and *missing* from the MJNP, and reflecting the principles of One Planet Living (OPL).

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in the MJNP**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	• When Seattle City Light upgrades the electric grid: encourage underground wiring (wire burial) if and when all residents agree to bear costs (8) • Concentrate commercial development in the commercial core (73)
Zero Waste: *Eliminate waste flows to landfills and for incineration*	• This element was not addressed in the MJNP

1 http://www.bioregional.com/programme_projects/opl_prog/opl_programme.htm

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in the MJNP
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	• Promote use of transit to reduce parking and traffic congestion (64) • Create a pedestrian friendly environment to encourage walking to and through the business district (64) • Improve pedestrian and bicycle mobility, safety (57) • Create a "green streets" link for bicycles and pedestrians from MJ to surrounding neighborhoods (50, 64) • Improve bus stops, crosswalks (59) • Ensure new transit improvements (Metro Bus, Sound Transit) benefit MJ in terms of impacts on local activities and environmental conditions (61) • Improve speed and efficiency of existing and future bus service by enabling buses to avoid traffic congestion (61) • Expand transit network to provide better linkages between West Seattle and other parts of the city/region (61) • Develop new, alternative modes of public transportation to provide additional non-auto access to West Seattle (61) • Expand Metro bus hours, frequency of service, number of routes (61) • Develop, implement a comprehensive "action program" of transportation system improvements and actions, to fully address existing/future access needs of the West Seattle Community, in entirety (61)
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	• This element was not addressed in the MJNP
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	• Develop a Community Garden (49)
Sustainable Water: *Achieve a positive impact on local water resources and supply*	• This element was not addressed in the MJNP
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	• Construct a "Green Crescent" to circumscribe the neighborhood and provide: greenway trails and linkages, open space, and urban forest/native habitat restoration, enhancement (44) • Restore and preserve native plant and wildlife habitat, ecosystems, and species (44, 49) • Enhance "natural separation" from ravines (49) • Study the ecological, geotechnical and economic feasibility of recreating the historic salmon stream w/in the SW Eddy Street Ravine (50) • Make better use of existing public spaces (49) • Develop long-term street tree planting program (50) • Enhance existing forest health (50) • Reintroduce native species, i.e. tree frogs, to appropriate habitats (50)

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in the MJNP
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	• Maintain "small-town character" by developing design guidelines specific to MJ (63) • Maintain appropriate scale of multifamily housing (73) • Preserve character of urban village by focusing new commercial & MF development into cohesive core (73) • Assess incorporation of public art where new public/open space is created (76) • Work with *ArtsWest* to bring arts and cultural activities to MJ (76) • Work to identify "unique identity" of MJ (76) • Explore feasibility of building a community center (77) • Provide public congregation spaces (76), community plazas (44, 52) • Build facilities that enhance arts and culture (e.g., theater, community center) (10)
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	• Develop a needs assessment and human development strategic plan to guide public service delivery and funding (77) • Work with MJ youth programs and projects to incorporate positive public safety behavior (79) • Encourage and promote home ownership for a broad range of income levels and cohorts (75) • Encourage preservation of well-managed low-income housing both inside and outside the urban village boundary (75) • Consider proximity and impact of the High Point public housing project on the MJ Residential Urban Village when considering citywide distribution of low and moderate income housing" (75)
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• Develop a pocket park where Eddy St. meets California Ave. SW (45) • Increase # of street lights in high crime areas (8) • Enhance physical appearance of Business District, "so that it is an attractive place . . . to live, work, and shop" (63) • Encourage creation of public gathering spaces/plazas (64, 49) • Improve streetscapes with landscaping, street trees (64) • Establish a police precinct in West Seattle (78) • Distribute a crime prevention newsletter (79) • Develop a Human Service Provider Information Network (77) • Have SPD review adequacy of lighting in parks and on pedestrian trails (79) • Work with the school district, Parks and Rec, & SPD to increase availability of youth and family activities (79) • Pursue future open space acquisition for the purposes of providing additional "Breathing Room" in MJ (48) • Create neighborhood trail maps and signage for Green Crescent (50) • Develop neighborhood gateways (50) • Redevelop and renovate Lincoln Park Annex with a panoramic viewpoint and picnic area (49)

Additional Elements of Sustainability

- Develop a long range comprehensive master plan for facilities and services, on both sides of Elliott Bay (62)
- Identify unused and unimproved public rights-of-way with clear public signage to encourage public use (49)

Elements that Counteract Sustainability

- Overarching goal to keep the community "conveniently accessible by . . . automobile", with the contradictory goal of a community "where walking and biking are easy and enjoyable" (i)
- Improve traffic flow but also improve pedestrian and bicycle safety (41)
- Preserve and maintain single family zoning and housing; do not approve changes in zoning from SF to MF within the MJ planning area (72)
- Limiting building heights (73, 74)
- "Encourage developers of new commercial, mixed-use, & MF buildings to provide sufficient off-street parking, over and above code requirements" (74)
- Increase parking requirements for MJ buildings (74)
- Explore methods to widen sidewalks without decreasing existing traffic and parking capacity (74)

Memorandum

To: Craig M. Benjamin

From: Kirk Rappe

Re: Sustainability elements in the Martin Luther King at Holly Street Neighborhood Plan

Date: February 27, 2008

The Seattle Comprehensive Plan and the One Planet Living Sustainability Principles treat sustainability is very differently. The Comprehensive Plan defines sustainability rather loosely and focused principally on social and economic rather than environmental concerns. Only the "Toward a Sustainable Seattle" section specifically addresses sustainability in the Comprehensive Plan. Seattle's definition of sustainability (page viii):

"Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs."

The One Planet Living Sustainability Principles are much more explicit and lean strongly towards the environmental element of sustainability. The One Planet Living Sustainability Principles are:

Zero Carbon	*Achieve net CO2 emissions of zero from OPL developments.*
Zero Waste	*Eliminate waste flows to landfills and for incineration.*
Sustainable Transport	*Reduce reliance on private vehicles and achieve major reductions of CO2 emissions from transport.*
Local and Sustainable Materials	*Transform materials supply to the point where it has a net positive impact on the environment and local economy.*
Local and Sustainable Food	*Transform food supply to the point where it has a net positive impact.*
Sustainable Water	*Achieve a positive impact on local water resources and supply.*
Natural Habitats and Wildlife	Regenerate degraded *environments and halt biodiversity loss.*

Culture and Heritage	*Protect and build on local cultural heritage and diversity.*
Equity and Fair Trade	*Ensure that the OPL community's impact on other communities is positive.*
Health and Happiness	*Increase health and quality of life of OPL community members and others.*

II. Sustainability Elements Present and Missing in Neighborhood Plan

The elements of the OPL sustainability principles present in the Martin Luther King at Holly Street (MLK @ Holly Street) plan are:

Sustainable Transport – The plan covers transportation improvements under the Land Use and Housing Community Objective. A focus on pedestrian-oriented transportation is predominant in policies LUH-4.2, LUH-4.3, and LUH-4.5 (page II-5). Policy LUH-6.2 touches on non-motorized trail systems and bicycle lanes (page II-6) as well as the goals and policies in the Transportation Community Objective under Goal TRAN-1, TRAN-2, and TRAN-4 (page II-11).

Local and Sustainable Food – Only one mention under Goal LUH-6, related to parks, is Policy LUH-6.6: "Expand the existing P-patch program as a means of increasing open space and community amenities"(page II-7).

Culture and Heritage – MLK @ Holly Park Street is both a widely diverse and relatively new neighborhood compared to Seattle's more established neighborhoods. In this context, it is not surprising that Culture and Heritage was barely addressed. Under the Community Image and Appearance Community Objective, only Policy CIA-2.2, to establish a "street art" program for youth to create murals, involved any sort of cultural, heritage, or diversity emphasis (page II-13).

Health and Happiness – It could be argued that many of the goals and policies in the MLK @ Holly Street plan directly relate to citizens sense of belonging and security and therefore happiness. Yet, specific goals and policies to directly increase health and quality of life are non-existent and those that touch on health and happiness are geared more towards public safety, a primary issue for the neighborhood in 1998.

The other six OPL sustainability principles are not addressed in this plan.

III. Plan Goals and Policies Running Counter to Sustainability

None of the policies or goals adopted specifically or intentionally run counter to the principles of sustainability, but all do not go far enough. Even in comparison to the definition of sustainability in the Comprehensive Plan the MLK @ Holly Street neighborhood falls short. This is due to a fixation on public safety and economic welfare rather than outright rejection of the Comprehensive Plan sustainability goals. To give

credit, there is an Urban Village Designation objective (pages II-2 – II-3) and parts of the Land Use and Housing Objective that emphasize increased density such as LUH-2 (page II-3). Yet, overall, the definitions of sustainability as outline above were not well integrated and accounted for in the Martin Luther King at Holly Street Neighborhood Plan.

MEMORANDUM

TO: Alon Bassok
FROM: Don Kramer
DATE: February 26, 2008
SUBJ: Sustainability Principles in 1999 North Beacon Hill Neighborhood Plan

What elements of sustainability are evident in the 1999 North Beacon Hill Neighborhood Plan? (implicit/explicit)

Seattle Sustainability Principle (from Comp Plan)	**North Beacon Hill Plan**	**Implicit/Explicit**
Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs.	• Plan focuses specifically on achieving goals related to City's urban village strategy (higher density, mixed-uses.) • Land use goal specifically refers to "future households." • Transportation improvements include transit, pedestrian and bicycle. • Jefferson Park improvements. • Encouraged participation by wide range of residents. • Library siting and community center improvement. • Promotes small business development in commercial core through rezones in commercial district and mixed uses close to residential areas. • "Civic space" recommendations that increase public open spaces. • Jefferson Park plan includes specific recommendations to address funding for maintenance and improvements.	Explicit and implicit
OPL Principle	**North Beacon Hill Plan**	**Implicit/Explicit**
Zero Carbon	• Improving bike and ped facilities and transit options could lead to a decrease in car use which could reduce carbon.	Neither – plan includes transportation improvements, connection to carbon emissions not mentioned.
Zero Waste	• Recommendation to start an "Adopt-a-Street" program with volunteers to help with litter at bus shelters.	Explicit

Sustainable Transport	• Bike, ped and transit improvements. (Bike improvements linked to "popular mode of transport" and ped improvements linked to safety but both are sustainable.) • Bus recommendations focus on improving mobility in neighborhood, connectivity to other neighborhoods and to light rail stations, and access to work and shopping. • Recommendation to examine using smaller vehicles at night.	Explicit and implicit
Local and sustainable materials	No specific reference to local materials in plan.	N/A
Local and sustainable food	No specific reference to food in plan.	N/A
Sustainable water	• Jefferson Park recommendation to close VA Medical Center waste incinerator. VA is located adjacent to park. Incinerator near uncovered City reservoir. Would eliminate release of dioxins, other hazardous materials.	Explicit
Natural Habitats and Wildlife	• Jefferson Park recommendations to improve overall landscape of park. • Jefferson Park recommendation to encourage community stewardship of park. • Jefferson Park recommendation to decommission North reservoir to be used for arboretum.	Explicit and Implicit
Culture and Heritage	• Encouraged participation by broad range of residents. • Translated planning materials into other languages. • Recommendation to "design new library that fits in with neighborhood scale and reflects the diverse cultures and history of North Beacon Hill." • Goal to create a "sense of place" through open space and urban design elements. • "Civic space" recommendations that increase public open spaces. • Used local historian as resource for Jefferson Park planning. • Collaborated with El Centro de la Raza	Explicit and implicit.

	on planning process. • Jefferson Park recommendation to "pursue public art in the development of the park." • Jefferson Park recommendation to make existing north-south path through the park a "culture walk" with plantings, artist enhancements, monuments that reflect historic and active culture of neighborhood.	
Equity and Fair Trade	• Land use/zoning recommendations that specifically refer to affordability • Recommendation to support proposed Seattle Housing Action Agenda options for affordable housing (incl. ADUs) • Discussion of limited vacancies in commercial areas and large number of owner-operated small businesses that serve diverse community, and desire for even more businesses that serve residential population.	Explicit and Implicit
Health and Happiness	• Recommendations for bike and ped improvements in business district and Jefferson Park– not specifically linked to health. • Transportation improvements in business core to make streetscapes "lively, friendly places, and where roadways are seen as public access for walkers, bikers, and buses as well as cars." • Several recommendations for Jefferson Park improvements to make park more usable for residents • Additional recommendations for playground improvements. • Recommendations to install track at Mercer Field for recreation and physical education at Asa Mercer Middle School. • Recommendation to site the library in the "heart" of core as anchor of mixed-use area and way to "support educational and informational mission of the library system." • Jefferson Park recommendation to close VA Medical Center waste incinerator.	Explicit and Implicit

	VA is located adjacent to park. Incinerator near uncovered City reservoir. Would eliminate release of dioxins, other hazardous materials. • Jefferson Park "active edge" concept recommends capping one reservoir to make space for ballfields and recommendations for golf course improvements. • Recommendation to change Municipal Code to include Jefferson Park on list of of parks and buildings with protected views.	
Other	Recommendations to Sound Transit for new station development that considers "construction and post-construction impacts, parking, litter control, aesthetics, noise and air pollution…"	

What elements of sustainability are missing?

- Recommendations that refer to local and sustainable materials or food.
- Connecting non-motorized transportation alternatives to health benefits.
- Specific connections between transportation improvements and carbon reductions.

North Rainier Valley ~ Nicole Sanders

Although the initial round of Seattle's neighborhood plans often did not reference sustainability by name, some current issues of sustainability were thematically addressed within the initial planning round. One Planet Living, a joint project of World Wildlife Fund (WWF) and BioRegional, articulates ten specific principles that underlie the general theme of sustainability, which the city as a whole has long embraced. The North Rainier Valley neighborhood did not directly address several of the sustainability principles within its plan, though it did indirectly address several which are worth mentioning.

The North Rainier Valley plan did **not** address these One Planet Living principles:
(#2) Zero Waste, addressing product packaging and waste management
(#4) Local and Sustainable Materials, encouraging green buildings & local materials
(#5) Local and Sustainable Food, encouraging a strong, healthy, local food system
(#6) Sustainable Water, supporting clean water and water conservation

The North Rainier Valley plan **did**, in some manner, address these principles:
(#1) Zero Carbon & (#3) Sustainable Transport: A central point within the North Rainier Valley Plan was its potential housing of a future light rail stop. Not only was this stop as very desirable for the neighborhood, residents viewed it as an opportunity to increase commercial activity and improve the aesthetic character of the locality. The light rail stop, in addition to the predicted population increase, stimulated interest in support for the pedestrian circulation system and bike paths (see C-1 and C-3).

(#7) Natural Habitats and Wildlife: Although "wild" natural environments were not addressed, the plan did make recommendations to support the local parks system, the only habitat equivalent for their area (see C-5).

(#8) Culture and Heritage: North Rainier Valley is a highly multicultural area. The planning process had an impressive outreach process, which included written and spoken translations of planning meetings and the plans themselves. The plan also articulated a desire to support its multicultural heritage. The only polices that seems to support this are: (a) supporting local businesses and (b) supporting the arts, which it has made significant progress towards, with the city's aid (3.4, 3.5).

(#9) Equity and Fair Trade: Although fair trade went unaddressed in the plan, equity was embedded in the plan's nature. North Rainier Valley has notably high poverty levels than the rest of Seattle. Local businesses and working class jobs were both noted as important, as were affordable homes (see C-2.4, C-6)

(#10) Health and Happiness: It is difficult to scientifically outline all the factors that help sustain happiness, however some supporting attributes are more obvious. Beyond the factors addressed above, which all contribute to happiness in some way, public safety was also addressed as a concern. Feeling unsafe counters happiness, so the fact that North Rainier touched on this aspect can be said to contribute to happiness (see CL2).

To: Craig M. Benjamin
From: Brady Gillham
Re: Elements of Sustainability in the Northgate Comprehensive Plan
Date: February 27, 2008

This memo identifies the elements of sustainability contained in the Northgate Neighborhood Plan. The Northgate Comprehensive does not address sustainability issues directly, with the exception of transportation. The Northgate Plan seeks to reduce the number of single occupancy vehicle trips per person and encourage the use of mass transit. This is the only direct mention of sustainability. This can be seen in the *Reduction of Vehicle Trips* section and the *High Capacity Transit Station* section of the Northgate Plan. The *Drainage* section addresses the reduction of potential runoff into Thorton Creek and seeks to restore the creek to enhance the aquatic habitat and absorb more runoff. Missing components of the plan include, carbon footprint reduction of local businesses, specific groundwater recharge goals, the consumption of local and sustainable products, the use of sustainable materials in new construction, and green/LEED buildings.

The following chart compares the Northgate Plan to principles of One Planet Living (OPL).

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in the Northgate Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle was not addressed in the Northgate Plan
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed in the Northgate Plan
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	• Improve mass transit access(24-29) • Reduction of vehicle trips through mixed use development(14-18) • Reduction of vehicle trips (18-23)
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed in the Northgate Plan
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	This principle was not addressed in the Northgate Plan
Sustainable Water: *Achieve a positive impact on local water resources and supply*	Contribute to the City's water quality objectives by advancing watercourse maintenance, public awareness, and public education (59).
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	Reduce the potential runoff into Thorton Creek and restore the creek's aquati habitat (64-65)
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	This principle was not addressed in the Northgate Plan
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	This principle was not addressed in the Northgate Plan
Health and Happiness: *Increase health and quality of life of OPL community members and others*	This principle was not addressed in the Northgate Plan

To: Craig M. Benjamin

From: Jie Yang

Re: Elements of Sustainability in Pike/Pine Neighborhood Plan

Date: 2/26/2008

This memo identifies the elements of sustainability contained in the Pike/Pine1998 Neighborhood Plan.

The following chart compares the Pike/Pine Neighborhood Plan to principles of One Planet Living (OPL).

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in Pike/ Pine Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle was not addressed in Pike/Pine Neighborhood Plan
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed in Pike/Pine Neighborhood Plan
Sustainable Transport: *Reduce reliance on private vehicles and* *achieve major reductions of CO_2 emissions from transport*	• Use Traffic Calming measures to enhance pedestrian and bicycle travel, pike/pine neighborhood plan, (67-68) • Designate key pedestrian linkage as Green Street (69) • Non-Motorized Transportation: (1) Improve the sidewalk system and pedestrian connection; (2)Complete and expand the urban bicycle trails system (69-71)
Local and Sustainable Materials: *Transform materials supply to the point* *where it has a net positive impact on the environment and local*	This principle was not addressed in Pike/Pine Neighborhood Plan

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in Pike/ Pine Plan**
economy	
Local and Sustainable Food: *Transform food supply to the point where it* *has a net positive impact on the environment, local economy and peoples' well-being*	This principle was not addressed in Pike/Pine Neighborhood Plan
Sustainable Water: *Achieve a positive impact on local water resources and supply*	This principle was not addressed in Pike/Pine Neighborhood Plan
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	This principle was not addressed in Pike/Pine Neighborhood Plan
Culture and Heritage: *Protect and build on local cultural heritage* *and diversity*	● Establish a community-based Arts Organization (63) ● Continue to create, support and promote arts events and projects (64) ● Criteria for Conservation District (65) ● Establish a Special Review Board (66)
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	• Housing Affordability: to preserve existing house or financing new housing (53) • Support and promote the business district to improve its economic vitality (55) • Collaborate with other organizations in the creation of an attractive, safe, clean, pedestrian friendly environment in which business thrive (55) • Housing Affordability (76) • Human Services (76) • Commercial Space Affordability (76)
Health and Happiness:	• Neighborhood Personality / Character • Streetscape Treatmens (50)

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in Pike/ Pine Plan
Increase health and quality of life of OPL community members and others	• Intersection Treatments (50) • Lighting (50)

Additional Elements of Sustainability

None

Elements that Counteract Sustainability

None

To: Craig M. Benjamin
From: Lance Kollmann, Urban Planning Studio 506
Re: Elements of Sustainability in the 1998 Pioneer Square Neighborhood Plan
Date: February 27, 2008

This memorandum identifies the elements of sustainability contained in the 1998 Pioneer Square Neighborhood Plan. As part of the Seattle Comprehensive Plan ten-year update, seven indicators have been identified to aid the city in assessing its progress with respect to sustainability. In addition, *One Planet Living*, a joint venture between the World Wildlife Fund and BioRegional, provides a more holistic list of indicators in hopes of fostering sustainability on a global scale. While there are differences between the two sets of indicators, there are general commonalities that can be used to assess the 1998 Pioneer Square neighborhood plan's success in addressing sustainability. The following chart compares the 1998 Pioneer Square Plan to principles of One Planet Living (OPL).

OPL Principle and Goal	Goals, Policy, and Strategies in Pioneer Square Plan
Zero Carbon: Achieve net CO2 emissions of zero from OPL developments	**This principle was not addressed in the plan.**
Zero Waste: Eliminate waste flows to landfills and for incineration	**This principle was not addressed in the plan.**
Sustainable Transport: Reduce reliance on private vehicles and achieve major reductions of CO2 emissions from transport	• Increase in public transit options (13, 20 – 22)
Local and Sustainable Materials: Transform materials supply to the point where it has a net positive impact on the environment and local economy	**This principle was not addressed in the plan.**
Local and Sustainable Food: Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being	**This principle was not addressed in the plan.**
Sustainable Water: Achieve a positive impact on local water resources and supply	**This principle was not addressed in the plan.**
Natural Habitats and Wildlife: Regenerate degraded environments and halt biodiversity loss	**This principle was not addressed in the plan.**
Culture and Heritage: Protect and build on local cultural heritage and diversity	• Historical heritage, related to preservation of the neighborhood's character through continued restoration of historical structures (4 – 5, 16)
Equity and Fair Trade: Ensure that the OPL community's impact on other communities is positive	**This principle was not addressed in the plan.**
Health and Happiness: Increase health and quality of life of OPL community members and others	• Public health, via initiatives relating to public safety and conduct in neighborhood parks [pp. 4, 12]

Additional Elements of Sustainability

Sustainability was not a central focus of the 1998 Pioneer Square Neighborhood Plan. Thus, there were no additional elements of sustainability to discuss.

Elements that Counteract Sustainability

No practices that explicitly counteract sustainability were included in the Plan. But, as demonstrated in the table above, sustainability initiatives were not widely addressed by the 1998 Pioneer Square Neighborhood Plan. Perhaps because the neighborhood is wholly urbanized, there was no discussion of indirect effects that planning decisions made by the neighborhood may affect natural systems, wildlife, or water quality in the area. Also, there was no mention of sustainability initiatives more applicable to a regional context, such as fair trade, local food, sprawl or carbon reductions.

A lack of knowledge regarding sustainability may be at the root of its omission from the Pioneer Square plan. Indeed, the omission of sustainable tenets from the 1998 plan may reflect its age, given that it was drafted ten years ago when sustainability, green building and LEED certification were unknown or new concepts. In addition, neighborhood residents were in charge of drafting this plan. Given that many may not have had experience in the realms of architecture, planning or urban design they may not have been aware of incorporating sustainability measures into a neighborhood plan.

MEMORANDUM

To: Craig M. Benjamin
From: Melissa A. Young
Re: Elements of Sustainability in the Queen Anne Neighborhood Plan
Date: February 27, 2008

Purpose

This memo is intended to inform the manner in which the Queen Anne Neighborhood Plan (QANP) addressed the goal of sustainability as it is expressed by Seattle's Comprehensive Plan:

> "Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs."

and as the QANP specifically aligned with the sustainable goals, policies, or strategies described by One Planet Living's **10 Guiding Principles.**

Key sustainable practices in the QANP correlating to One Planet Living's Guiding Principles are detailed in the subsequent table:

One Planet Living Guiding Principle	**Sustainable Goals, Policy, and Strategies in Queen Anne's Neighborhood Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle was not addressed in the QANP
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed in the QANP
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	• Create/Maintain pedestrian-oriented streetscapes (24) • Facilitate establishment of high-capacity transit/multi-modal nodes (27) • Link upper and lower QA by developing an east-west and north-south pedestrian corridor • Complete planning, design, construction of pedestrian and bicycle circulation projects (30) • Diversify modes of transportation (31)
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	• Encourage Development of "green" streets with associated multifamily housing (25)
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, loca economy and peoples' well-being*	This principle was not addressed in the QANP

One Planet Living Guiding Principle	Sustainable Goals, Policy, and Strategies in Queen Anne's Neighborhood Plan
Sustainable Water: *Achieve a positive impact on local water resource and supply*	This principle was not addressed in the QANP
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	• No net loss of open space (29) • Support neighbor initiatives to participate in city green-space programs such as Green Streets, Gray-to Green Initiatives (30) • Prepare and Implement comprehensive habitat plans in area's open spaces and parks (31) • Encourage habitat-supportive of wildlife of wildlife, through planning, plant selection and ongoing maintenance (31) • Protect integrity of critical areas through habitat restoration planning (31) • Revise Drainage Code to ensure drainage improvements in open space (31) • Prevent erosion, maintain urban forest (31)
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	• Promote historic preservation, community historic legacy, encourage renovation of buildings through tax credits and other financial incentives (25) • Preserve Historic QA Boulevard as park/recreation/pedestrian trail
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positive*	• Help locally-owned business succeed (34) • Promote patronage of local business by the community (34)
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• Encourage a range in housing types and affordability levels, preserve existing low-income housing through tax incentives and financial assistance to low-income homeowners (25,26) • Encourage information exchange and community building, access to human services (25)

Issues Identified

The Queen Anne Neighborhood Plan identified key issues that informed its objectives. They are as follows:

Character:

- Environmental Deterioration, such as air pollution (13)
- Unpleasant streets, lacking trees (13)
- Potential loss of older buildings, threats to unique historic character (13)
- Changes to the character of the Historic Boulevard (13)
- Too little public/community art (13)

Parks:

- Potential loss of open space/natural/environmental critical areas (14)
- Lack of Public Open space, P-Patches and green spaces (14)

Traffic:

- Too much auto use (14)
- Decreased pedestrian friendliness/poor scale of streets (14)
- Too few bicycle paths and inadequate bicycle/pedestrian connections (14)

Human Services/Housing:

- Lack of affordable housing and increasing rents (13)
- Decreasing sense of community and caring (14)
- Potential decrease in population diversity and simultaneous gentrification (14)
- Decreasing range of option in housing types (14)
- Relatively little cultural diversity (14)
- Inadequate access to human services (14)

Missing Elements of Sustainability

Missing elements are addressed in the preceding table.

Elements that Counteract Sustainability

The QANP attempts to please everyone by identifying well intentioned, but conflicting issues:

- "Too much auto use" is noted on the same page as "inadequate parking for shops/office and inadequate parking for multifamily and single family areas" (14)
- "Threats to single-family neighborhoods" are noted along with "lack of affordable housing" and "decreasing range of option in housing types." (13,14)

Generally speaking, the QANP touched on a broad spectrum of sustainable goals over the course of its neighborhood plan.

MEMORANDUM

To: Craig M. Benjamin
From: So Ra Baek
Re: Elements of Sustainability in the Rainier Beach Neighborhood Plan
Date: February 27, 2008

This memo presents the elements of sustainability in the Rainier Beach Neighborhood Plan (RBNP) prepared by the Rainier Beach Neighborhood 2014 Planning Committee. The RBNP has been developed to establish a blueprint for a vibrant and sustainable future – socially, economically, culturally, and demographically. However, the plan focuses too much on certain aspects of sustainability: sustainable transport, the health and happiness of the community, and the physical and economic security with even distribution.
The key sustainability goals and recommendations in the RBNP that correspond to the 10 principles of One Planet Living (OPL) are provided in the table below.

OPL principle and goal	**Sustainable goals and recommendations in the RBNP**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle was not addressed in the RBNP.
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed in the RBNP.
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport*	• Goal C-1.1 Support development of the light rail transit station and ensure that the capital investments results in the sustainable redesign and redevelopment of Henderson Street into a pedestrian boulevard accommodating bicyclists, walkers, and transit riders (p.33) • Goal C-1.3 Develop strategies and make necessary land use and standards recommendations to take advantage of transit-oriented development opportunities (p.38) • Goal C-1.4 Support opportunities to create higher-density housing and transit-supported, ground floor commercial development (p.39) • Goal C-2.2 Facilitating the crossing of streets by pedestrians, and establish a safer and more orderly street environment (p.42) • Goal T-1 Promote nonmotorized modes as sustainable alternatives to automobile travel (p.63)
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed in the RBNP.
Local and Sustainable Food: *Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being*	This principle was not addressed in the RBNP.
Sustainable Water: *Achieve a positive impact on local water resources and supply*	This principle was not addressed in the RBNP.
Natural Habitats and Wildlife: *Regenerate degraded environments and halt biodiversity loss*	This principle was not addressed in the RBNP.
Culture and Heritage: *Protect and build on local cultural heritage and diversity*	This principle was not addressed in the RBNP.

OPL principle and goal	Sustainable goals and recommendations in the RBNP
Equity and Fair Trade: *Ensure that the OPL community's impact o other communities is positive*	This principle was not addressed in the RBNP.
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• Goal C-1.2 Develop streetscape proposals that will improve the safety and aesthetic quality of the street that create a sense of place and community pride (p.36) • Goal C-1.5 Build upon the successful presence of the civic core (p.39) • Goal C-2.4 Promote the development of housing in commercial core as a means of putting "eyes on the street" at all hours of the day, creating a stronger sense of safety and personal security in the shopping area (p.47) • Goal C-2.5 Addressing shoreline development issues, the proposal's site plan should preserve public access to the waterfront and views of Lake Washington (p.47) • Goal C-3.1 Ensure and maintain the quality and access of education programs provided in the schools and the integration of the concepts of life long learning in the approach (p.50) • Goal C-3.5 Facilitate the participation of parents and adults in the schools in the community. Because of the large limited English speaking populations in the community, special strategies for outreach and inclusion are essential to meet their needs culturally and logistically (p.52) • Goal C-3.6 Churches and other influential organizations in the community will be actively recruited to participate in advocating for and in working to ensure sustainable system change in education for Rainier Beach (p.52) • Goal LUH-2 Address derelict properties and illegal uses which promote the perception of crime and lack of personal safety (p.57)

Additional Elements of Sustainability

Some goals in the RBNP correlate with the Seattle Comprehensive Plan's definitions of what sustainable cities do. The goals correspond to this definition, "Sustainable cities provide physical and economic security, and they distribute these and other benefits evenly," are listed below.

- Goal C-2.1 Commercial core revitalization and economic development. Establish a stronger local employment base for area youth and strengthen the physical and social environment of Rainier Beach (p.40)
- Goal LUH-3 Promote affordable housing as a means to retaining the diverse population that defines Rainier Beach (p.57)

Missing Elements of Sustainability

Even though no goals counteract sustainability in the RBNP, there are several elements of sustainability that the Rainier Beach Neighborhood Plan does not address: zero carbon, zero waste (reuse and recycle goal in the Comprehensive Plan), local and sustainable materials and foods by the community, sustainable water, natural habitat and wildlife, culture and heritage, and equity and fair trade.

To: Craig M. Benjamin Date: 2/27/2008
From: Kate Lichtenstein, UDP 506/507
RE: Sustainable Practices in the Roosevelt Neighborhood Plan

This purpose of this memo is to describe the sustainability aspects captured within the *Tomorrow's Roosevelt Neighborhood Plan* prepared and adopted in 1999 by the Roosevelt Neighborhood Planning Committee in Seattle, Washington.

The City of Seattle Comprehensive Plan provides one definition of sustainability:

> Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs.

In addition, the organization One Planet Living provides more detailed principles of sustainability. A brief description of how the Roosevelt Plan handles attention paid to both concepts are provided below.

The plan's clearest reference to sustainability is its guiding strategy of "growing gracefully." This concept forms the basis from which most plan elements are developed and is clearly tied to the Seattle Comprehensive Plan goals to sustainably manage urban growth for both present and future generations.

In addition, the plan's three "Key Strategies" – Roosevelt Town Center, Roosevelt's Key Pedestrian Streets, and Roosevelt: Growing Gracefully each contain several One Planet principles. The table below shows specific references to sustainable plan elements.

10 BIOREGIONAL PRINCIPLES	**Plan Element**	**Reference**
Zero Carbon	N/A. No explicit reference to carbon, though some emphasis on creating walkable communities and good transit	
Zero Waste	N/A	
Sustainable Transport	- Station-area planning for compact mixed-use development around light rail station - Roosevelt "Town Center" concept based on transit-oriented development - Proposes measures to mitigate traffic impact and transportation demand (TDM) and enhance pedestrian and bike access, including: signage, signal timing, curb bulb installation, planting strips, wider sidewalks - Identification of key pedestrian streets	- Light Rail Station planning recommendations (p 12-14, 51-55) - Key Strategy A: Roosevelt Town Center (p 57) - Section C: Transportation (p 46-55) - Key Strategies (p 60-61)
Local and Sustainable Materials	N/A	
Local and Sustainable Food	N/A	
Sustainable Water	N/A	
Natural Habitats and Wildlife	- The plan includes natural landscaping recommendations and park improvements (though improvements are focused more on recreation)	- Neighborhood Profile and History (p 7)
Culture and Heritage	- Vision includes statement about neighborhood ethic, strong community foundations and creation of public art, open space and gathering spaces - Design Guidelines provide graphic representation of community's vision of a sustainable built environment	- Neighborhood Vision: An Identity in Progress (p 11) - Appendix 1: 1992 Proposed Neighborhood Design Guidelines

Equity and Fair Trade	- Roosevelt "Town Center "concept designed to form a "vital, creative and interesting business district"	- Key Strategies (p 57-59)
Health and Happiness	- Strong community engagement measures were undertaken during plan development - Community vision includes strong neighborhood ethic	- Section B. Process (p 9-10, 12-14) - Neighborhood Vision: An Identity in Progress (p 11)

Additional Elements of Sustainability

The plan has a strong focus on creating a viable and congenial community and for maintaining a strong local business core – key elements to sustaining a healthy community and economy.

Elements that Counteract Sustainability

No practices that explicitly counteract sustainability were found in the plan. In general, the plan appears to embrace sustainable principles to guide actions affecting residents at the neighborhood level.

Memorandum

To: Craig Benjamin, Masters of Public Administration Candidate
From: Grace Cho, Masters of Urban Design and Planning Candidate
Subject: South Lake Union Neighborhood Plan – Sustainability Elements

The purpose of this memorandum is to address the multiple definitions of sustainability and assess the prior integration of the sustainability concept in the Seattle neighborhood plans. In this memorandum, the 1998 South Lake Union (SLU) Neighborhood Plan and the 2007 South Lake Union Urban Center Neighborhood Plan are used to assess the presence of sustainability concepts based on two definitions of sustainability. The City of Seattle Comprehensive Plan and the BioRegional organization definitions of sustainability were used

Based on the definition of sustainability created from the Seattle comprehensive plan, the plans were assessed for sustainability through the 10 principals of One Planet Living. The One Planet Living principles incorporate a greater framework of sustainability than the definition given by the Seattle Comprehensive Plan and therefore is a tool to assess how the Seattle neighborhood plans perceive sustainability.

1998 South Lake Union Neighborhood Plan

The South Lake Union Neighborhood Plan did not directly address principles of sustainability as a component of the document. However, the neighborhood plan did tangentially incorporate minor elements of the 10 principles of sustainability. The sustainability concepts are illustrated in the following sections.

Plan Element: Neighborhood Character

Sustainability Principle	Statement/Vision/Goal/Policy	Reference Page
Culture & Heritage	Preservation of maritime and industrial character and diverse uses through implementation of design guidelines.	15
Sustainable Transportation	Pedestrian friendly access to Lake Union.	15
Health & Happiness	Consideration of concurrency requirements for new development to include open space amenities, transit facilities, and community facilities to have features of a livable neighborhood.	18

Plan Element: Parks & Open Space

Sustainability Principle	Statement/Vision/Goal/Policy	Reference Page
Natural Wildlife Habitats	Water quality of Lake Union and existing habitats should be preserved. Restoration of previous natural areas and increasing open space by meeting the 1 acre per 100 residents goal of the city comprehensive plan.	21
Sustainable Water	Water quality, shoreline preservation, and restoration of natural areas	21

Local & Sustainable Food	Increasing green roof gardens and P-Patches as a part of meeting the comprehensive plan goal of 1 acre per 100 residents.	21, 24
Heritage & Culture	Promoting and preserving the eastern section of Lake Union Park for maritime heritage programming.	21
Sustainable Transportation	Promoting pedestrian access to activities to parks and open spaces. Creating connections with the Potlatch trail.	22
Health & Happiness	Preservation of views and beauty of natural features in the neighborhood.	22

Plan Element: Transportation

Sustainability Principle	Statement/Vision/Goal/Policy	Reference Page
Sustainable Transportation	Improve streetscapes, sidewalks, lighting, landscaping, at grade street crossings in through corridors to address visual and pedestrian needs.	27
Sustainable Transportation	Encourage King County Metro to install highly visible transit station for neighborhood awareness of transit options, safety, and visibility.	29

2007 South Lake Union Urban Center Neighborhood Plan

The South Lake Union Urban Center Neighborhood Plan directly addresses sustainability as one of the plan elements, while incorporating the original elements of the 1998 neighborhood plan. The sustainability element of the urban center plan addresses a neighborhood goal with policy measures and key strategies for implementation. Additionally, the urban center plan includes a history of sustainability measures and actions taken on by the neighborhood since 1996. The sustainability element and the history timeline have been appended to this memorandum for reference.

Conclusion

The role of sustainability in planning for the future of South Lake Union goes beyond the scope of the two planning documents assessed. Recent activities, including the neighborhood's participation in the Congress for New Urbanism and U.S. Green Building Council LEED Neighborhood Development program as a pilot project, places South Lake Union at the forefront of becoming a sustainable neighborhood. Other sources, including the partnership between the University of Washington Urban Design and Planning and the City of Seattle, have conducted research and analysis of sustainable planning measures for the neighborhood. With the strong emphasis on sustainability, South Lake Union will serves as a strong model for other neighborhoods in Seattle.

To: Craig M. Benjamin
From: Jennifer Lail
Re: Elements of Sustainability in the *South Park Residential Urban Village 1998 Plan*
Date: March 4, 2008

Definition of "sustainability" from Seattle Comprehensive Plan:
"Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs."

Guiding Principles of One Planet Living (underlined topics addressed in Plan):

21. **Zero Carbon:** Achieve net CO_2 emissions of zero from OPL developments.
22. **Zero Waste:** Eliminate waste flows to landfills and for incineration.
23. **Sustainable Transport:** Reduce reliance on private vehicles and achieve major reductions of CO_2 emissions from transport.
24. **Local and Sustainable Materials:** Transform materials supply to the point where it has a net positive impact on the environment and local economy.
25. **Local and Sustainable Food:** Transform food supply to the point where it has a net positive impact on the environment, local economy and peoples' well-being.
26. **Sustainable Water:** Achieve a positive impact on local water resources and supply.
27. **Natural Habitats and Wildlife:** Regenerate degraded environments and halt biodiversity loss.
28. **Culture and Heritage:** Protect and build on local cultural heritage and diversity.
29. **Equity and Fair Trade:** Ensure that the OPL community's impact on other communities is positive.
30. **Health and Happiness:** Increase health and quality of life of OPL community members and others.

Impacts from the Third Runway and other SeaTac infrastructure, and the neighborhood's proximity to the Duwamish Manufacturing and Industrial Center South Park and other heavy industrial uses, appear to have influenced the neighborhood planning process in South Park, with environmental and social fabric concerns front and center in the plan. The Plan notes that personal income per capita in 1990 was 52.6% of the City average.

Primary Sustainability Goals

The vision statement of the South Park Residential Urban Village 1998 Plan includes "South Park as a community where residents and businesses practice responsible stewardship of the environment." Five of fifteen priority activities identified for near-term implementation have an environmental focus:

- Implement the ECOSS South park/Duwamish Area Environmental Program to decrease the amounts of hazardous chemicals in the area.
- Implement an environmental health education program.

- Work with county, regional and state agencies to improve programs and management strategies designed to prevent and reduce contamination of street runoff and storm water.
- Identify means to help landowners and businesses clean up soil contamination and other environmental redemption problems associated with the redevelopment or expansion of sites on 14th Avenue S.
- Continued development of multi-use urban trails and improvement of bicycle routes.

Other Elements of Sustainability

This plan emphasizes the importance [to South Park] of maintaining affordable stand-alone detached single-family housing as the "predominant and socially significant development pattern," which could preclude infill that would increase density. However, this plan also heavily emphasizes the social dimension of sustainability [or, in the One Planet Living words, "protecting local cultural heritage and diversity"]. Eighty-three Activities* are identified for future consideration, and many address specific environmental or social concerns. Notable inclusions:

- Initiate and support public awareness campaigns that focus attention on the societal and environmental impacts and costs of travel choices
- Enable the public to see the airborne particle monitoring station at the SPARC building
- Support the work of organizations working to create a healthier environment
- Improve the quantity and quality of green space through various mechanisms
- Keep South Park a "people place" [delineating needs of low-income people, children and youth, the elderly, people with disabilities, businesses, and residents]
- Respect South Park's human scale, history, and sense of community identity

**There is a great deal of overlap in the list, and topics could be grouped into a much smaller number of categories related to environmental, social and economic planning goals. Utility and infrastructure planning sections emphasize the need for coordination, a cornerstone of sustainability.*

University Community Urban Center Plan – Sustainability Principles

February 27, 2008
Sarah Squires

10 Sustainability Principles	**Excerpts from the UCUC Plan relating to each principle**
1) ZERO CARBON	
	"The University Community will be a hub of efficient, environmentally sound multi-modal transportation serving the needs of residents, students, customers, and visitors" (II-1)
	"Encourage redevelopment that supports and derives benefit from public transportation systems, including bus and rail transit." (IV-4)

	"Encourage innovative parking measures such as a joint-use policy, off-site parking, and parking structures." (IV-4)
	"Provide improved mobility and access by public transportation to services, jobs, businesses, residences, educational opportunities, and other destinations both within and outside of the UCUC, including local shuttle." (IV-6)
2) ZERO WASTE	
	none
3) SUSTAINABLE TRANSPORT	
	"Carefully manage parking to ensure adequate supply to support uses while working to limit dependence on parking and the impacts of large parking lots." (II-6)
	"Establish and improve pedestrian and bicycle facilities in the UCUC to provide safe, convenient, and desirable surroundings that encourage walking and bicycling." (IV-6)
	"Give priority to projects that improve transit reliability and/or promote pedestrian and bicycle safety and circulation." (IV-6)
	"Ensure that new public transportation improvements – including Metro bus service, RTA light rail stations, and, if implemented, the monorail – benefit the local community in terms of transportation services and impacts on local activities and environmental conditions." (IV-8)
	"Improve the pedestrian and bicycle connections from neighborhoods to parks and recreational resources as a high priority." (IV-17)
4) LOCAL AND SUSTAINABLE MATERIALS	
	none
5) LOCAL AND SUSTAINABLE FOOD	
	"Secure public ownership of the University Heights building as a community center." "Improve the University Heights grounds. Provide a permanent site for the University Farmers' Market on the University Heights Center grounds."(IV-18)
6) SUSTAINABLE WATER	
	none
7) NATURAL HABITATS AND WILDLIFE	
	"Employ a variety of strategies to increase open space, including park acquisition, improvements of and better access to existing assets, and creation of small spaces with new development." (II-8)
	"Daylight Ravenna Creek through Ravenna Urban village, providing environmental restoration, preservation, and education." (II-8)
	"Pursue the Comprehensive Plan goal of development of 12.25 to 14.3 acres of new parks and P-patches." (IV-16)
	"Retain and restore environmental amenities." (IV-18)
	"Improve security in parks and open spaces by encouraging legitimate uses and a sense of ownership of these spaces." (IV-23)
8) CULTURE AND HERITAGE	
	"Coordinate and expand the community's arts and cultural activities to be an important aspect of the community's identity." (II-11).
	"Conserve the historic resources and other elements that add to the community's sense of history and unique character." (II-13)
	"Secure public ownership of the University Heights building as a community center." (IV-18)
	"Support cultural opportunities appealing to a diverse and changing population of the University Community Urban Center area. " (IV-19)
	"Build and enhance a unique community identity based on the community's attributes, including, the community's diverse ethnic and cultural groups – the international quality of its changing population; its history and current dynamism; its historic, architectural, and cultural landmarks." (IV-19-20)
9) EQUITY AND FAIR TRADE	

	"Ensure that local children receive their 'fair share' of school resources, including after-school activities and facilities and safe and convenient transportation to their schools." (II-13)
	"Provide housing for a mix of demographic and income groups." (IV-12)
	"Increase access to educational resources, such as computer terminals." (IV-22)
10) HEALTH AND HAPPINESS	
	"The University Community will be an inviting and welcoming, people-oriented urban community, meeting the social, educational, residential, and commercial needs of a diverse array of people in an environmentally pleasing setting." (II-1)
	"Build on present youth-oriented activities and organizations to provide an integrated social service delivery network that serves the entire community." (II-12)
	"Increase public security and lower the crime rate as both a necessary ingredient and an outgrowth of a high quality of life in the community." (II-13).
	"Enforce existing building and housing codes and regulations to promote the health, welfare, and quality of life of all community members and increase the level of public civility." (II-13)
	"Assure that lifelong learning opportunities are accessible for all ages and increase local education resources." (IV-22)
	"Ensure that the needs of local children are met in terms of convenient and safe transportation to schools, after-school activities, and access to resources." (IV-22)

The University Community Urban Center Plan does an impressive job of addressing 5 of the 10 sustainability principles outlined on the BioRegional website; zero carbon, sustainable transport, natural habitats and wildlife, culture and heritage, and health and happiness. Two others that were mentioned, just not to the degree as the previously mentioned 5, were local and sustainable food, and equity and fair trade. Equity was touched on throughout the plan in regards to housing, education, and safety, but fair trade was not.

There weren't any goals or policies that focused on zero waste, local and sustainable materials, and sustainable water. Although, Karen Ko, the University District Neighborhood Service Coordinator, mentioned in an interview that this community was looking at implementing a program that would eliminate alleyway garbage cans. This program would require business owners to sort their trash and bag it separately for pick up every day. The UCUC Plan did not address this, as it is a recent addition to the project list.

Sustainable water is a principle that should be looked at more often within all planning frameworks. Contaminated storm-water runoff and groundwater pollution are two related issues that should definitely be addressed through goals and policies dedicated to minimizing the amount of pollutants percolating into the ground. Indirectly there is an attempt to create more permeable surfaces in the form of open space and parks.

To: Craig M. Benjamin
From: Ruth Lindberg
Re: Elements of Sustainability in the Wallingford Neighborhood Plan
Date: February 27, 2008

This memo describes the elements of sustainability addressed in the Wallingford Neighborhood Plan. Two definitions of sustainability were used to guide the assessment of the plan document. The City of Seattle's Comprehensive Plan defines sustainability as follows:

> "Sustainability refers to the long-term social, economic and environmental health of our community. A sustainable culture thrives without compromising the ability of future generations to meet their needs."

The One Planet Living (OPL) principles and goals for sustainability were also used to guide the assessment of the Wallingford plan and are outlined in the table below.

Present Elements of Sustainability

The Wallingford Neighborhood Plan addresses certain aspects of the sustainability definitions, most notably culture and heritage, transportation, health and happiness, and economic health. The table below presents the OPL principles and goals and aspects of these addressed in the Wallingford Neighborhood Plan.

OPL Principle and Goal	**Sustainable Goals, Policy, and Strategies in the Wallingford Plan**
Zero Carbon: *Achieve net CO_2 emissions of zero from OPL developments*	This principle was not addressed in the Wallingford Plan.
Zero Waste: *Eliminate waste flows to landfills and for incineration*	This principle was not addressed in the Wallingford Plan.
Sustainable Transport: *Reduce reliance on private vehicles and achieve major reductions of CO_2 emission from transport*	• The plan aims to provide and promote transportation alternatives (p.5). • The plan aims to generate improvements in the pedestrian networks that provide increased access and safety (p.16).
Local and Sustainable Materials: *Transform materials supply to the point where it has a net positive impact on the environment and local economy*	This principle was not addressed in the Wallingford Plan.
Local and Sustainable Food: *Transform food supply to the point where has a net positive impact on the environment, local economy and peoples' well-being*	This principle was not addressed in the Wallingford Plan.

OPL Principle and Goal	Sustainable Goals, Policy, and Strategies in the Wallingford Plan
Sustainable Water: *Achieve a positive impact on local water resources and supply*	This principle was not addressed in the Wallingford Plan.
Natural Habitats and Wildlife: *Regenerate degraded environments and h biodiversity loss*	• The plan envisions Wallingford as a community "where citizens practice responsible stewardship of the…natural environment" (cover page).
Culture and Heritage: *Protect and build on local cultural heritag and diversity*	• The plan envisions Wallingford as a community "where people…welcome residents of all ages, incomes, and cultures" (cover page). • The plan envisions Wallingford as a community "where citizens practice responsible stewardship of the architectural [and] cultural… environment" (cover page). • Wallingford aims to provide housing for individuals of a wide range of incomes and ages (p.32-33). • Wallingford aims to increase the percentage of non-whites in their population, to encourage the participation of racial and ethnic minorities in community events, and to promote racial tolerance in the community (p.33). • The plan aims to reexamine the neighborhoods' inventory of historical buildings and to develop strategies to preserve these buildings (p.98).
Equity and Fair Trade: *Ensure that the OPL community's impact on other communities is positi*	This principle was not addressed in the Wallingford Plan.
Health and Happiness: *Increase health and quality of life of OPL community members and others*	• One of Wallingford's key strategies in the plan is to "build the sense and value of the community" (p.15). • The plan includes a concept called "WEaving Wallingford," which focuses on building relationships in the community and decision-making through substantial consensus among community members (p.62). • Wallingford aims to create a human services network, a neighbor network, and a community resource network in the community (p.68-69). • Wallingford aims to provide a full spectrum of human services in the neighborhood (p.72).

In addition to the OPL principles and goals that are addressed in the plan, the Wallingford Plan also addresses the "long-term economic health" of the community as desired in Seattle's Comprehensive Plan. The plan has a strong focus on strengthening and supporting local businesses, as well as suggesting the development of a local business network (p.55 and p.68).

Elements that Counteract Sustainability

The main element that stands out as counteracting the One Planet Living Principles and Goals of sustainability is Wallingford's approach to motor-vehicle transportation. Although the plan aims to improve alternative transportation options and to make the neighborhood safer and more accessible for pedestrians, it also aims to provide an improved environment for cars. Thus, although the plan addresses portions of the

sustainable transportation goals, it does not specifically focus on reducing motor-vehicle transportation and instead promotes improved and more efficient travel in all forms, including cars.

[page intentionally left blank]

[page intentionally left blank]

Planning the Process:
Updating Seattle's Neighborhood Plans

University of Washington
Department of Urban Design and Planning

Seattle, Washington
Spring 2008