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Appendix 1.1: Business Survey

Economic Development Business Survey:

Name of Business: _____

Name of Contact: _____ Position: _____

Email: _____ Phone: _____

Address: _____

1. In your opinion, is Delridge a good place to do business? Why?
2. Why did you locate your business in Delridge?
3. How long has your business been in Delridge?
4. Do you own or rent your business space? What is the square footage?
5. How many people do you employ (including yourself)? How many part-time, full-time?
6. Approximately how many customers do you have a day (or per week?)
 - Is there a time of day that when you are most busy?
 - Do your customers live nearby, or are they from outside the area?
7. What are your future plans for your business? Do you plan on expanding? Staying the same? Scaling back? Why?
8. Is anything going on in the neighborhood that you feel might help your business?
9. Is anything going on in the neighborhood that you feel could be threatening your business?
10. Which of these are concerns regarding your business:

___ availability of parking	___ too few businesses in neighborhood
___ access to new technologies	___ land prices or rents
___ appearance of neighborhood	___ nearby affordable housing
___ crime	___ ability of your business to access credit
___ traffic	for expansion or improvement
___ other	
11. Would you be interested in participating in a local business association?
12. Do you have enough parking? Too much?
13. How many parking spaces are occupied by employees?

NOTES:

- How many parking spaces were available?
- Physical state of façade, is there a sign?

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Multifamily Trends - Fall 2004 - ProjectWatch

An Urban Island in a Sea of Suburban Sprawl

It was once a dairy farm of rolling green pastures, quiet and pristine, some 20 miles south of Kansas City's downtown. In the 1940s, the site became the home of a prestigious riding facility and social center for a distinguished Midwestern equestrian club. As the years went by, the swell of the city's southern growth swirled nearby as an interstate highway, shopping centers, megaresidences, and corporate world headquarters gradually surrounded the picturesque setting.

By the late 1990s, with the riding club ready to relocate farther south, developer Saddle Ridge Land Company acquired the 27-acre site for a high-quality mixed-use development that would contribute positively to the suburban town of Leawood, Kansas. From a design standpoint, the challenge and inspiration was to create a clearly defined place in a highly suburbanized location. After receiving an initial design plan, the developers sought another, more distinctive approach.

Like other Midwestern cities of its size, Kansas City is searching for ways to revive its urban core. A rising interest in living downtown in recent years has spurred development of intown residences, now totaling 7,000 housing units and 15,100 residents, with 2,000 additional apartments and condominiums in progress. Young professionals, especially, are showing an interest in the urban environment, with its historic buildings, art galleries, and restaurants. A revised design concept for the new Leawood development integrates urban elements such as loft residences and corner cafés to appeal in part to frustrated urbanites marooned in the suburban sea of corporate headquarters to which they must drive each day.

Creating the development as an alluring destination, providing services, designing for unity and scale, and offering residential options were key objectives in planning an urban-inspired development in this Kansas City suburb.

Though the riding club's early culture has vanished from the site, the nostalgia of elegant equestrian events from the past still lingers. The project's history of place became the context for the thematic elements. The design has a regal equestrian theme, from its Tudor-inspired architecture to its scale, massing, organization, and street names. The project is even named Mission Farms.

By infusing this upscale equestrian concept with an urban sensibility, Mission Farms will offer south Kansas City an eclectic destination, including five three-story, mixed-use buildings, a single-story restaurant building, and 22 townhouses. Ground will be broken in January 2005 for the first two of the mixed-use structures, in which 64 condominium lofts are planned for the second and third floors. In the subsequent three buildings, a total of 115,000 square feet of office space will be constructed on the second and third floors. The first floor of all buildings will be occupied by shops and restaurants. Townhouses will be constructed on the site's perimeter, connected to the main street of shops and cafés by walking trails.

As a pedestrian-oriented community, Mission Farms was designed to offer a more urban, even 24/7, neighborhood experience—without the drive to downtown.

Planning the downtownlike streetscape required locating all the mixed-use buildings in an interconnected pattern, allowing for shared walkways, parking, and loading space. The two series of buildings face each other, with surrounding shared parking, and are perpendicular to Mission Road on the west, the main access point to the project. At the streetscape's east end will be the fifth mixed-use building and the one-story restaurant, overlooking a lake in the site's northeast corner. Several townhomes will also have waterfront views.

Because of the unified yet diverse nature of each of the mixed-use buildings, privacy and security are provided for residences and offices through vestibule entries, separate from shop doorways. Beneath the two residential loft buildings, below-grade parking will be provided for residents allowing for dedicated space and access via elevators and stairs.

Key to creating any thriving community is offering residential options. Mission Farms was designed to offer selections on each end of the spectrum—loft-style condos and villa-inspired townhomes. The first two buildings, 900 to 1,600 square feet in size and containing the residential lofts, are situated in the plan's center, buffering the residences from interstate traffic to the south. Railed

balconies and exterior alcoves, expansive mullioned windows to maximize interior natural illumination, pitched rooflines for interior atrium ceilings, and the use of such traditional old-world materials as stone and brick all lend to the residences' history-inspired ambience.

To support the loft residences, in particular, convenient access to shops such as a latte café, small grocery store, and bakery will give the resident the daily ease of, say, walking the dog and picking up a bagel before going to work. The 2,000- to 2,500-square-foot villa-style townhomes on the north side, with a private entry and street, are grouped in a series of pods, each with a shared courtyard. Sharing the same grid as the main street buildings, the townhomes are positioned in line with passageways connecting to shops and businesses.

Pedestrian linkages via brick-paved walkways allow various connections among the lofts, shops, offices, townhouses, and the lake, which will be complemented by a tower and a boardwalk where people can gather. By making walking easy and acceptable, Mission Farms will encourage pedestrian flow throughout, further emphasizing the urbanlike sense of a traditional neighborhood.

Can this suburban take on urbanism be successful? When completed and occupied, Mission Farms will answer that question and, in doing so, may well show how to offer the charm and community of an urban neighborhood in a location as accessible as a convenient suburb. —**David Rezac**

David Rezac is a principal at 360 Architecture Inc. in Kansas City, Missouri.

Multifamily Trends: Fall 2004

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Baltimore: a model of urban renewal.

by Ronald Turner

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No city has come back from the brink more dramatically than Baltimore. A crusading mayor, civic associations that encouraged development of some older neighborhoods, and a business community dedicated to the revitalization of the city have combined to create a model that many consider the epitome of urban renewal and that other cities have tried to emulate.

Baltimore's rebirth started after riots during the late 1960s left many neighborhoods looking more like war zones than the peaceful streets they had been in the beginning of the century. Even those city dwellers not hurt by the riots were frightened and began a mass exodus to the suburbs. To combat this flight, the city vowed to rebuild the downtown commercial district as well as neighborhoods near the inner harbor and other targeted commercial districts.

"The Baltimore renaissance started on the commercial side with the renewal of the inner harbor," says Ann Shepter, controller and unofficial historian of the Southeast Community Organization, an umbrella group containing 70 member organizations that range from block associations to merchants' groups to churches. "Commercial development provides jobs for people who live in the city, and also makes the city lifestyle more appealing by increasing leisure activities available. When people become accustomed to coming to the city for work and pleasure, they start to think about moving into the city."

To encourage returning residents to select targeted city neighborhoods, specifically the Fell's Point and Washington Hill areas that border the inner harbor, the city of Baltimore initiated a \$1 house program. Under this program, people were permitted to purchase abandoned houses for \$1. Most of these houses were owned by the city due to foreclosures on unpaid back taxes. The city was glad to unload the houses in hopes that the new owners would return the property to the tax rolls.

The new homeowners received from \$20,000 to \$50,000 in low-interest loans to rehabilitate the homes, and were not required to pay any property taxes while their loans were being paid off. This combination of benefits attracted young professionals into the city because they received more for their money than they did when purchasing a home in the suburbs.

The program revitalized some communities to the point where they became too trendy. Ethnic groups that had resided in these communities for generations watched the value of their property appreciate to the point where it

became difficult for long-time residents to pay property taxes. To maintain the older character of the neighborhood so that the old would mix with the new, some tax relief was offered to those potential victims of displacement.

Despite the revitalization, chain supermarkets have stayed away from the redeveloped neighborhoods because there are no sites in excess of 20,000 square feet. However, some independent grocers have moved into these communities and are using their skills as local merchants to garner impressive sales in these previously deteriorating communities.

Steven Lazarus, owner of Steve's Supermarket on South Charles Street, a stone's throw away from the inner harbor, has been operating a store at his present site for 20 years. His clientele has changed dramatically as the mix of people living in the neighborhood has changed. But he has adapted his product mix and merchandising techniques to attract a new segment of consumers while still keeping his appeal to the blue-collar families who remain the cornerstone of his customer base.

"We had three checkouts, a half dozen employees and a blue collar and lower income group of customers when we started," says Lazarus. When he opened the store, at the age of 25, he perceived a need to serve the community as it was. Most of his customers lived in row houses that had belonged to their families for generations and were valued at about \$3,000 apiece. He did not anticipate that the neighborhood would go through redevelopment.

But redevelopment came. Due to the proximity of the inner harbor, with its shops, restaurants and tourist attractions, developers moved in and remodeled many of the row houses. They also constructed new townhouses and luxury high-rises, in the process bringing a different type of customer to Steve's. Row houses now sell for \$80,000 to \$100,000 and the new townhouses and condominiums are priced as high as \$250,000.

Things changed at Steve's. "We merchandise veal scallopini next to port neckbones, avocados beside collard greens, and lump backfin crabmeat next to chicken pot pies," Lazarus says. "It's amazing that we can stock all the items we do in only 11,000 square feet of selling space. It's a constant fight to fit everything in the store."

Even though the market has only five checkout lanes, they are scanning. Along with the advantage of speeding checkout, scanning helps Lazarus determine what products are selling. With his diverse clientele and their differing tastes, there is no room for dead wood on the

Baltimore: a model of urban renewal.

shelves or in the refrigerated cases.

Yet Lazarus remains happy to special order products for people, particularly those moving into the neighborhood. "The Giant Rotunda store is the closest supermarket with a full selection of gourmet products, and it's a 25-minute ride away," Lazarus says. "People do not want to travel there unless they have no other choice. When we demonstrate our willingness to satisfy their requests, they become steady customers."

The primary problem for Steve's, as with many city stores, is parking. The capacity of the lot behind the store is merely 22 cars, and that number can only be squeezed in when an attendant at the parking lot guides people to parking places. The parking problem has become even more severe as the neighborhood has gentrified because the well-heeled are more likely to own automobiles.

While Steve's, Harbor Food and the Federal Hill Supermarket serve the community directly south of the harbor, the neighborhoods to the east of the harbor have suffered without a supermarket for years. The need for a supermarket in the community was so severe that it was slowing the redevelopment of the area.

Shepter of the community organization says it was definitely an important issue. "We conduct open community forums every year where people from the local associations tell us what they want in their neighborhood. At a meeting in the mid-1970s, the need for a supermarket was the most important thing discussed. The people who had moved into the neighborhood were tired of going to a butcher shop for meat, a fruit and vegetable stand for produce, a baker for bread and so on. They wanted the convenience of a supermarket."

Since no chain was interested in moving into Fell's Point on its own, the community organization decided to build a supermarket themselves. They formed a non-profit subsidiary--the Southeast Development Corp. (SEDCO)--and set out to find a grocer who would be interested in developing a supermarket for the community.

The group contacted Safeway, Giant and A&P, but none of the chains showed interest. So the group began talking to independents who operated grocery stores within the city of Baltimore. Santoni's, a store that had moved from a mom-and-pop to a small grocery store in another section of town, was very interested.

"At that point in the history of our company, we could not have lined up the financing to open a supermarket in Fell's Point," recalls Paul Santoni, president of the firm that now owns eight stores. "But we listened to the community

organization proposal because we hoped to be part of the resurgence of that section of the city. Our family had grown up with Baltimore, and it hurt to watch the city deteriorate."

The organization made Santoni's an offer that was too good to refuse. As a non-profit group, the community group could obtain special funding at interest rates considerably below the current market level. They put together a \$783,000 package to finance the construction of the store, and due to the low interest rates, were able to offer the store to Santoni's at a monthly lease payment that allowed the grocer to make a profit in the store. Santoni's will be charged a monthly lease fee for 20 years. Then Santoni's will own the supermarket. Quips Santoni, "After SEDCO explained the arrangement to us, we walked out of their offices thinking that Santa Claus was alive and well and living in Baltimore."

Although SEDCO actually owns the supermarket, the Santonis have complete control over its operation. They designed the store, and can sell whatever they desire. The grocer's only obligations to SEDCO are to pay the monthly fee and to meet with the organization annually to hear any suggestion or complaints from the community.

The 10,000-square-foot market is located along a side street that runs between two major thoroughfares. The store sits on the second level of the center--a laundromat and some stockroom space are underneath the selling floor. Although the supermarket does carry a full array of groceries, perishables are stressed.

Santoni's makes an extra effort to offer a product mix that appeals to the upwardly mobile as well as the poor and comfortable. In the meat case, steaks, lamb chops, veal and other costly meats are displayed next to pork chops and sausage. Seafood salad and Brie cheese are merchandised alongside the American cheese and bologna in deli. Quality and selection are stressed throughout and price is not as sensitive as at suburban stores.

"Lower and higher income people both demand quality in the products they purchase," says Santoni. "The retail price may vary considerably but quality is just as important in an inexpensive and an expensive cut of meat." Store employees are expected to treat all customers the same, whether they pay with food stamps or \$100 bills.

Supermarkets such as Santoni's and Steve's are helping to revitalize the inner city of Baltimore, by giving the people who move into these neighborhoods quality places to shop while still serving the less affluent. They are part of the renaissance of Baltimore.

PRODUCE HAS PRIDE OF PLACE

Dennis DeVlyder, an apple grower all his life, ventures into the world of retailing with a supermarket that emphasizes, naturally, fresh fruits and vegetables.

BY STEPHEN BENNETT

Dennis DeVlyder and Patrick Marks knew they would have to remodel the small supermarket they leased early in 1995 in Wolfeboro Falls, N.H., but they had not counted on having to pour a new concrete floor. Once the old fixtures and equipment had been torn out, and the partners were confronted with empty space, the need for a new floor became obvious.

"You could put a cart on one side of the store and it would roll to the other side," recalls DeVlyder. To level the floor, 6 to 8 inches of cement had to be poured on one side of the store, compared with 1 inch on the other side. Then the partners had to wait a week or so to allow the cement to cure.

The new floor was just part of a transformation the partners wrought—for the considerable sum of \$500,000—to turn the store into DeVlyder's Community Market, a 10,500-square-foot gem that presents a wealth of produce and other perishables in a handsome setting.

The store, which was closed for several weeks during the remodel, opened one week before Memorial Day. It is drawing locals, part-time residents and tourists. (By virtue of its location on the shore of Lake Winnepesaukee, Wolfeboro Falls fills to bursting with seasonal residents and tourists every summer. The full-time population is approximately 5,000; the summer population exceeds 40,000.) DeVlyder won't say what the store is doing in weekly sales, except to note that sales for the first summer ran at "about twice what we expected."

Produce occupies pride of place in the remodeled store, and that is hardly surprising, considering that DeVlyder literally grew up in the produce business, on his parents' apple orchard in central Connecticut. In 1978 he relocated to Wolfeboro Falls, where he oper-

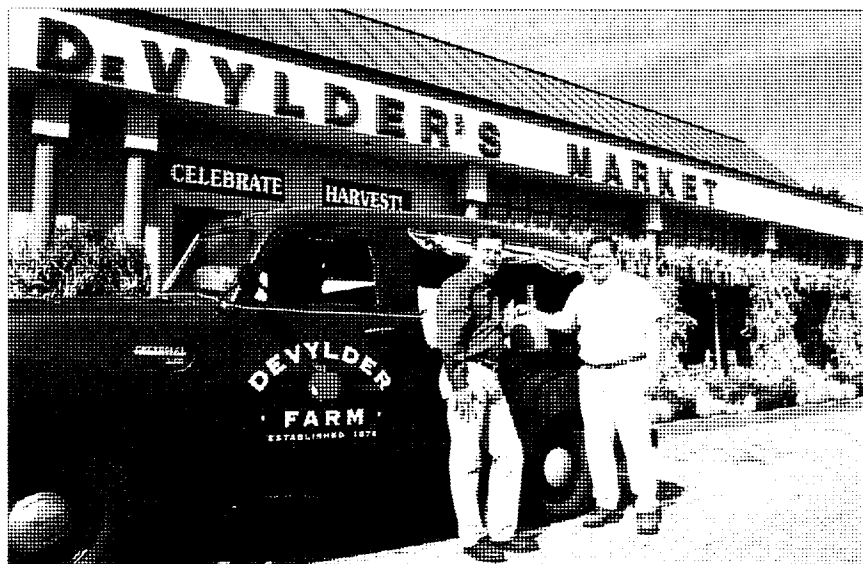
ates DeVlyder Farm, a 600-tree orchard producing five varieties of apples, including Cortlands, Empires and Rhode Island Greenings. DeVlyder also operates a produce and perishables buying service for 45-odd restaurants and hotels in the Wolfeboro Falls area.

To fill orders from these local busi-

nesses, and to supply the store, DeVlyder sends two 20-foot trucks to the New England Produce Center in Chelsea, Mass., an average of two times per week. "Everything is pre-sold," DeVlyder says of the produce procured for the restaurants and hotels. "We pick it out that morning, we deliver it that day." Working without a warehouse means "we don't have the overhead," notes DeVlyder.

DeVlyder's produce manager, David Whitkens, handles buying and is one of the employees who journeys to the New England Produce Center. Along with bulk produce, Whitkens procures packaged salads and other packaged convenience items at the center. "Anything easy," for consumers sells well, says Whitkens.

Despite space limitations—the sales floor measures only 7,500 square



Patrick Marks (left) and Dennis DeVlyder with DeVlyder's 1948 Chevrolet market truck in front of their new store in Wolfeboro Falls, N.H., where perishables take center stage.

PERISHABLES **PRODUCE**

feet—the produce department, which generates 15% of store sales and is first in the traffic pattern, packs in some 200 items and includes an iced display of store-made fruit salads. Single servings of the fruit salads are typically priced at \$1.89. To augment the produce presentation during the big-volume summer season, Whitkens relies on outdoor displays. During the fall, pumpkins and bins of apples are displayed outside. A 1948 Chevrolet market truck, with a special feature called a “canopy expression,” lends a distinctive produce merchandising touch (see photo, previous page).

Apple cider, made from apples from DeVylder Farm, is sold at the store, as are a great many locally grown produce items. Local squash, cucumbers and corn are steadily available through the summer. When DeVylder sends a truck south to East Hartford, Conn., to pick up corn, the driver steers the truck right into the field to be loaded. The fresh corn was priced from \$2.99 to \$3.50 per dozen ears last summer.

The store features a service meat counter, service seafood and a service deli. The meat counter offers a number of value-added, ready-to-cook items, such as stuffed chicken and stuffed pork chops.

The deli offers store-made items such as potato salad, meatballs, soups and sandwiches. Humus, paté and fresh, store-made salsa also are featured. The lunch trade is big, with sandwiches, fresh salads and juices merchandised in a self-service case.

Produce is a featured item in the regular advertising that DeVylder's Community Market runs in the local *Granite State News*. In October, for example, an ad invited “leaf peekers” to stop at the store to take advantage of the region's “largest colorful display of fall produce.” In September, an ad touting store-made apple pies noted that the apples were from DeVylder Farm. Also in September, mums grown at the farm were planted all around the shopping center to give it a festive look; they were also sold at the store, for \$2.79 apiece. During the summer, local peaches were advertised at 89 cents per pound; local tomatoes at 99 cents per pound.



Produce, the first department in the traffic pattern, generates 15% of the store's sales. Many of the featured items are from DeVylder's orchard and other local sources.

Sumner Harris, a friend of DeVylder's, handles the advertising for the store. “It's not unlike coming up with a lesson plan,” says Harris, who is principal of the local high school and has been an educator for 28 years.

Harris says that the inclusion of the word “community” in the name of the store is significant for a couple of reasons. The other store in town “concentrated on summer residents, which is fine,” he says, but DeVylder's wanted to appeal to locals as well. The store is active in supporting local programs. By donating a percentage of receipts, the store raised \$500 for the local high school's booster club; every Tuesday, senior citizens receive a 10% discount.

DeVylder met his partner, Patrick Marks, through the expansion of his buying service for local hotels and restaurants. Marks and two of his brothers run Paul W. Marks Co., a foodservice supplier located “right outside the New England Produce Center,” says Marks. DeVylder started procuring cheese and other dairy items from Marks Co., and became friendly with Marks, who has a home in the Wolfeboro Falls area. When the store became available, DeVylder asked Marks to be his partner in the venture.

The store is supplied by Associated Grocers of New England, Manchester,

N.H. Timothy Sweeney, director of retail services for AG New England, says of Marks and DeVylder, “They came to us and said, ‘We don't know anything about retail, what can you do to help us?’” Sweeney says the operation is succeeding because the partners take a “merchant-type attitude.”

“I always wanted to have a store,” says DeVylder. “I thought maybe it would just be a produce market, but then this opportunity came up, so we just took the plunge.” DeVylder is blunt about his lack of supermarket experience. “I'm green,” he says.

“He is,” agrees Mike Lampron, the veteran store manager that DeVylder hired to run the operation. Lampron has worked 23 years in the supermarket business. Born and raised in the Wolfeboro Falls area, his landing at DeVylder's Community Market is a homecoming of sorts; his father operated a small grocery store at the location when Lampron was a boy.

There is competition in town, in the form of an IGA store. But Lampron says that even in the winter, when the population plummets, there will be enough business for the two stores to thrive. He points out that the store DeVylder and Marks took over had not been competitive, thus driving many locals to shop outside of Wolfeboro. “We're bringing a lot of people back into town,” he says. ■

STORE OF THE MONTH

The Village Market offers gas, golf balls and groceries in a combination supermarket, c-store and gas station.

Shooting under par

by Richard Turcsik

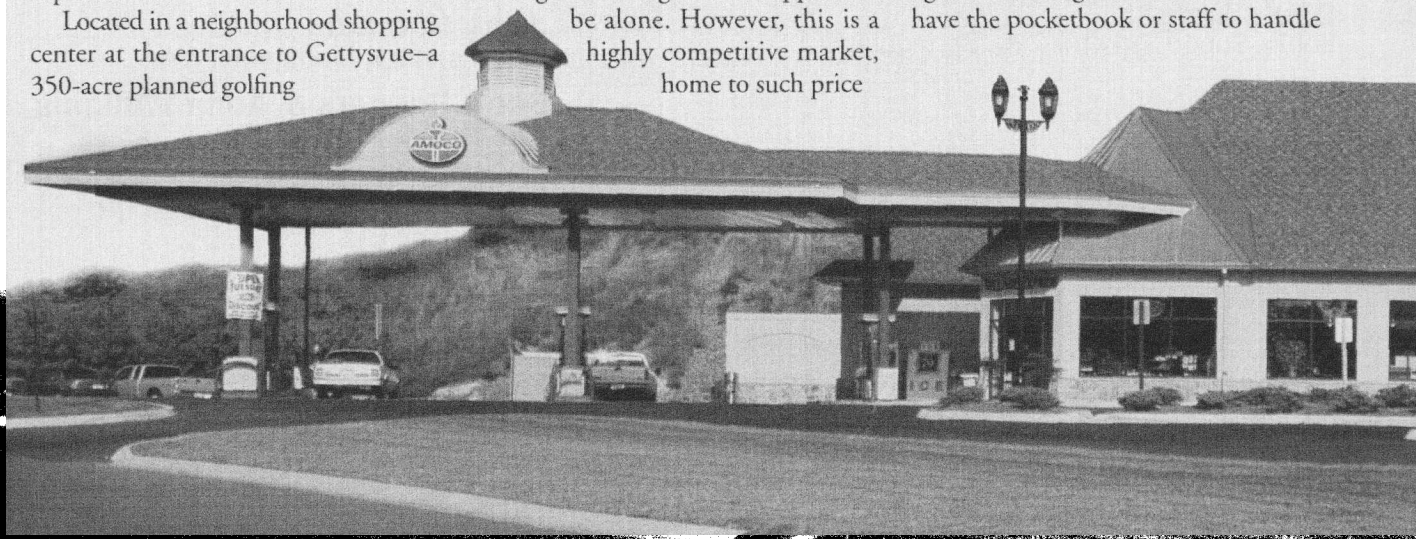
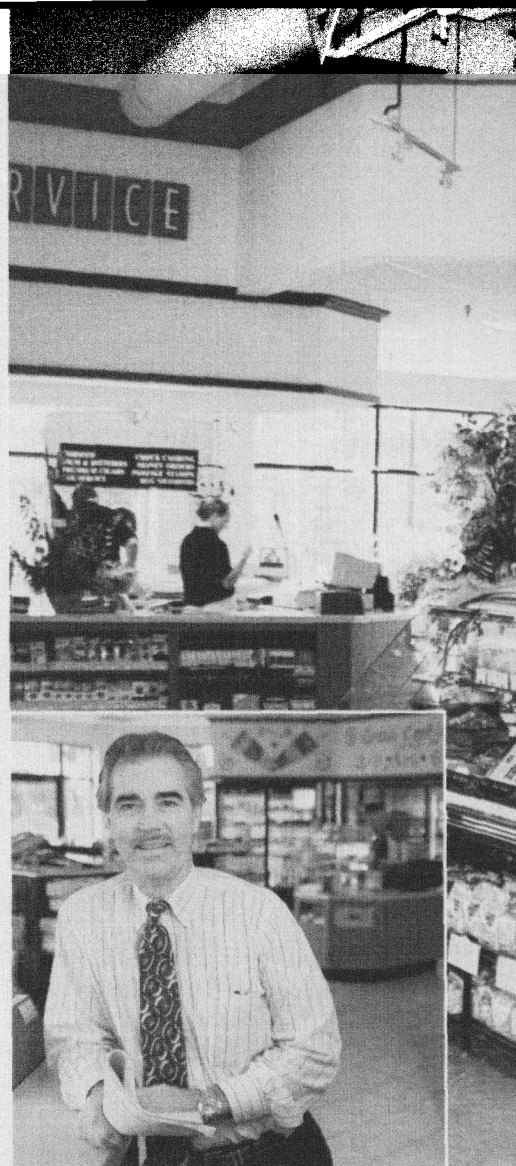
Dull up to the pumps in front of The Village Market and you can fill up on gas, soda, cigarettes, sandwiches, beer, a week's worth of groceries and some "almost new" golf balls too. It strives to offer convenience in every sense of the word by selling Amoco gasoline under a canopy directly connected to a convenience store that leads to a full-service supermarket.

Located in a neighborhood shopping center at the entrance to Gettysvue—a 350-acre planned golfing

community on the outskirts of Knoxville, Tenn.—Village Market is the first foray into upscale retailing by the 18-unit Smith & Woods chain. The links are directly across the street from the store, and an occasional stray golf ball has even made its way to the grassy median near the store's parking lot. This is still a largely rural area, and at first glance Village Market appears to be alone. However, this is a highly competitive market, home to such price

powerhouses as Bi-Lo, Food Lion, Winn-Dixie and Food City (K-VA-T Food Stores), along with two 70,000-square-foot Krogers. Smith & Woods also operates four other stores—two Food Centers and two Wholesale Foods—in the greater Knoxville metro area.

"We knew we couldn't build a 70,000-square-foot store and go up against a Kroger because we don't have the pocketbook or staff to handle





At The Village Market, people come in for gas, but stay for groceries, snacks and sandwiches, says Jim Woods (inset), president, Smith & Woods.

it," says Jim L. Woods, president of Smith & Woods Management Co., Maryville, Tenn. "But there are a lot of convenience stores in the area that sell everything, and we saw the opportunity to combine several formats. In the past, grocery store people didn't know any-

thing about gas. Convenience store people didn't know anything about perishables. But I've managed to combine all of them," he says.

The Village Market opened for business on June 17. It is the company's first store built from the ground up in 22 years. The company operates in a 400-mile swath running from the

south side of Atlanta to Liberty, Ky., just south of Lexington. At 17,000 square feet, Village Market is Smith & Woods' smallest store; a 54,000-square-foot unit near Atlanta is the largest.

Smith & Woods has been happy with the Village Market concept and plans on opening a second unit in Townsend, Tenn., early next year. "It will be the same decor, but I may change a few colors because that is going to be a store in a very rural, mountain area, and we'll want to blend in. I may tone it down some," Woods says. Townsend is in a tourist area, so Woods plans on having a large convenience store area, and already has plans to expand that unit a couple of years down the road if sales keep up with projections.

Village Market draws from some 20,000 residents in a three-mile radius in the Ebenezer Road area of Knoxville (a 15-minute drive from downtown), where farms are being razed to make room for subdivisions to house Knoxville's burgeoning white-collar population. Most area residents work at the University of Tennessee, the Tennessee Valley Authority, the Oak Ridge defense facility, or are lawyers and doctors who graduated from the university. Homes in the area are priced from \$150,000 to more than \$1.5 million. Both parents work in most households, and, as a result, the store is something of a ghost town during the day. "This is really an evening store," Woods says. "The mornings are dragging. We pick up at lunchtime with all of the construction workers in the area coming in for lunch. Per capita, this town probably eats out more than any other town its size that

The Village Market

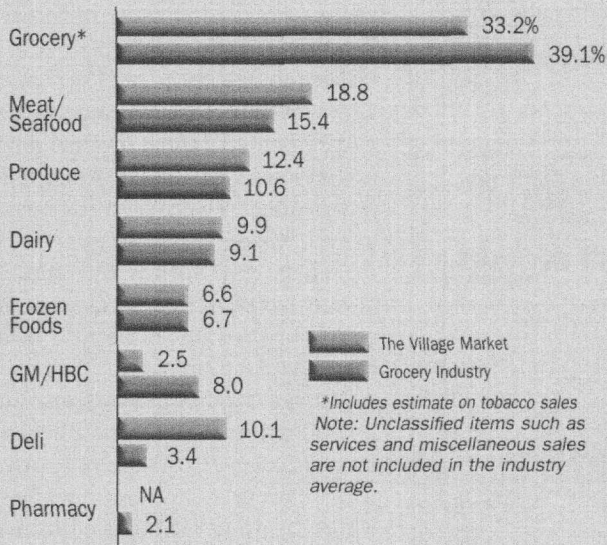


STORE OF THE MONTH

The Village Market 8923 Linksvue Drive, Knoxville, Tenn. 37922

The Village Market vs. Industry Average

% of sales by department



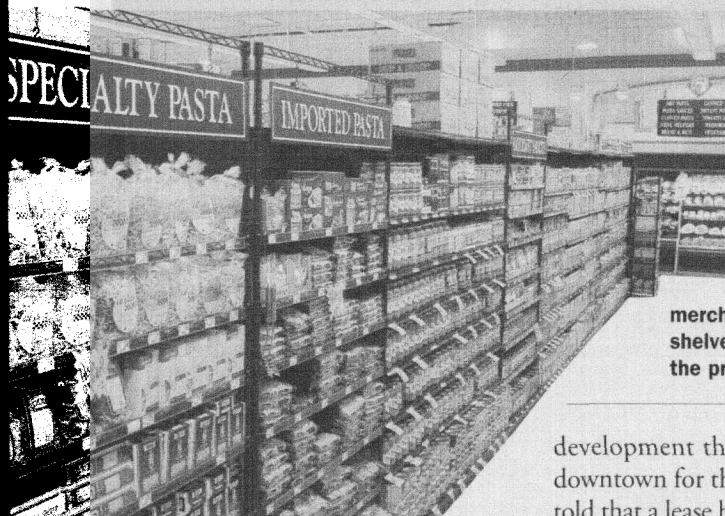
Opening date: June 17, 1999
 Total area: 17,000 square feet
 Selling area: 15,000 square feet
 Number of SKUs: 30,000
 Estimated weekly sales: \$80,000
 Employees: 50
 Number of checkouts: 8
 Hours of operation: 6 a.m. to midnight, 7 days a week

Trade Area Statistics

3-Mile Radius

Estimated population	36,884
Total households	15,567
Median age	36.6
Population age 25+	67.3%
Median household income	\$59,483
Available grocery dollars	\$1,316,660
Median home value	\$120,055
Households with children	33.3%
White adults (18+)	91.7%
Black adults (18+)	4.2%
Asian adults (18+)	2.7%
Hispanic adults (18+)	1.5%
White collar	33.0%
Service	33.5%
Blue collar	7.0%
Unemployed	26.0%

Source: Supermarkets Plus/Spectra



Specialty items are merchandised on wire rack shelves to draw attention to the products.

you will ever go to. We have a lot of restaurants, especially in West Knoxville," Woods says. Village Market addresses the home meal replacement issue by offering in its deli a complete line of entrees, salads and desserts that are manufactured by a concession called EaZyEatz [See sidebar on page 50]—Village Market's answer to EatZi's and sharp competition for Kroger's rotisserie chickens, banana pudding, macaroni and cheese and other HMR products.

Woods initially approached the developers of Gettysvue about building a small grocery store in a small commercial

development that was planned as the downtown for the community. He was told that a lease had already been signed with a convenience store chain. When the convenience store did not take up its option, the developer approached Woods, and the idea for a combination gas station/c-store/supermarket was born.

"I put the gas out here in the hopes that I would draw more numbers. If you come in to buy a pack of candy, a Coke and your gas, the next week you might come in for a head of lettuce," Woods says. "One item leads to the next and that is kind of the way it has worked. The gas really helps drive people to the store." Woods says the Amoco station, owned by Smith & Woods, is doing

"better than we thought." Woods says he promotes gas and uses it as a draw. Competitor Food City sells gas at some of its locations, although the pumps are set out at the edge of the parking lot. "When you have the pumps far out in the parking lot, the customers come in, buy gas and leave. We don't want that."

Development of the store did present some problems. The Metropolitan Planning Commission (MPC) said any gas station built on the site could not have a normal canopy. The result is a gray-shingled canopy with cupola and copper gutters, leads and trim that match those on the main store and neighboring shopping center. At the request of the landlord, the copper has been coated so that it will not develop a patina.

Village Market has two entrances—a main entrance to the supermarket that faces the parking lot, and a side entrance to the convenience store that is accessed

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from under the canopy. While the store is open from 6 a.m. to midnight, seven days a week, the main supermarket doors are open from 8 a.m. to 10 p.m.

The original plan called for a steel gate between the supermarket and con-

venience store areas because the convenience store was to be open longer. "That hasn't been a problem because anybody out at 6 in the morning really doesn't want a complete grocery store. We just keep the lights dim and keep the front

door closed. If they need a bottle of ketchup they can just go and get it and pay for it at the service desk," Woods says. That saves significantly on labor costs. "I can have an assistant manager run the store, and he is still stocking the

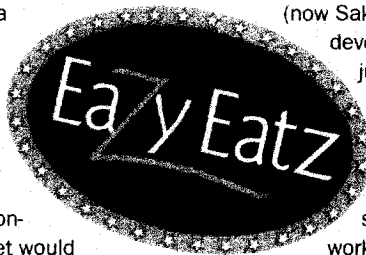
EaZy does it

Village Market shoppers in the mood for good, old-fashioned Southern cooking are checking out the EaZyEatz line of entrees, salads and desserts prepared from scratch, in-store, by Cindy Lay and her staff. Smith & Woods partnered with Lay—she leases about 200 square feet of space in back of the deli from the chain—to create a line of home meal replacement items. The delicacies include spinach chicken lasagna, black-eyed pea salad, sweet potato muffins, yellow squash casserole and a caramel cake with scratch icing that rivals any gourmet store.

"I always wanted to do the Eatzi's—the single-store concept. But it just became cost prohibitive. It was a new concept and it was uncertain how the market would respond," says Lay, president of EaZyEatz. The EaZyEatz concept is remarkably similar to Eatzi's, but on a much smaller scale. Merchandising is limited to two cases at the deli counter and half of a refrigerated case up front. And while Eatzi's employs about 100 chefs per store, EaZyEatz has five cooks in the kitchen.

Lay admits EaZyEatz sales were slow the first couple of weeks, but they have picked up every week since, and now account for 3% to 5% of total store sales. "There is a perceptual barrier that we are having to leap because of expectations of low-quality grocery store food. I believe they have been pleased," she says. Most customers start out with salads and other low-end items and work their way up to entrees and \$9.95 cakes once they experience the quality.

Side dishes, such as pesto tortellini, cole slaw and tangy green beans, range from \$2.95 a pound to \$3.95 a pound. Most entrees range from \$5.95 a pound to \$8.95 a pound, although a special order beef tenderloin is \$21 a pound. Everyday entrees include spinach chicken lasagna, pot roast and sesame chicken with plum sauce,

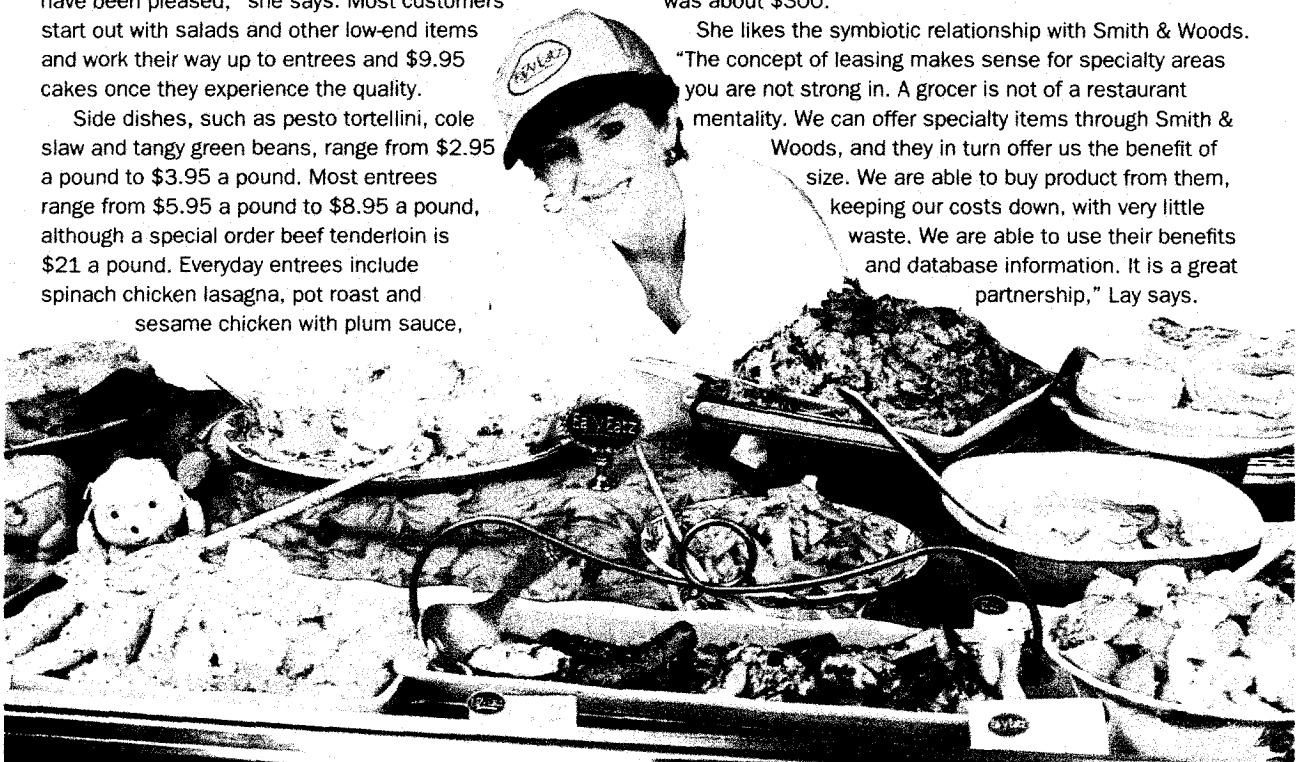


while weekend offerings tend to be "spiffed up" items such as a grilled chicken or fish with a homemade chutney, apple rum grilled pork chop and a sliced roast pork loin. "We have a person on our staff responsible for product development. A lot of our offerings also come from suggestions from customers who are craving a particular dish or have a hankering for something their grandmother used to make," Lay says.

Although she also owns the Eva's To Go restaurant in town, Lay is a relative newcomer to the world of HMR, having spent the bulk of her career as an executive at the Proffitt's (now Saks Inc.) department store chain where she developed its database marketing program. And just like a department store uses its database to alert its best customers about upcoming trunk shows, beauty makeovers, white sales and other merchandising opportunities, Lay is using the Smith & Woods database to build sales. "It's a nice benefit," she says. "We can work with our top customers and really be aware of their needs and trends."

While mass mailings have their place, Lay is a believer in "very, very micro, micro, micro marketing points," such as personally phoning her top 10 customers. "The lifestyle of somebody who is going to buy from us doesn't change. They have a constant daily need—as opposed to buying a new pair of slacks," Lay says. She cites one customer who received a phone call because she spent \$36 on EaZyEatz products. "I called her up, introduced myself and we talked. She came in and she's on this low-carb diet and had company coming. So we designed a meal for her and the sale was about \$300."

She likes the symbiotic relationship with Smith & Woods. "The concept of leasing makes sense for specialty areas you are not strong in. A grocer is not of a restaurant mentality. We can offer specialty items through Smith & Woods, and they in turn offer us the benefit of size. We are able to buy product from them, keeping our costs down, with very little waste. We are able to use their benefits and database information. It is a great partnership," Lay says.



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dairy case because he is only 50 feet from the front end. Because it is so compact, I hope to save some labor. I am running both the convenience store and grocery store with one set of managers. There is always someone in customer service because I've got to have that for the fuel sales anyway."

The convenience store area offers all of the trappings of a traditional c-store—cigarettes, milk, fountain service and cold bottles of soda, service deli, bread, snack cakes, salty snacks, single-serve canned goods and clean restrooms, complete with diaper changing tables. The notable exceptions are beer and health and beauty aids. "I don't have beer in the convenience store section, but if you just walk 15 feet I have a 30-foot beer section, compared with four doors in a c-store," Woods says. "If you are willing to walk another 15 feet and you are a c-store shopper, we open up a whole world that you can't get in most c-stores."

That world includes Black Angus meats, live lobsters, Boar's Head luncheon meats, pre-cut produce, prepared meals, bakery, and gourmet and specialty foods. To make shopping easier, the carts even have cup holders built into the seat, in a Shop Refreshed test program being conducted by Coca-Cola in select stores around the country.

feet tall—than a typical supermarket, and stores its excess stock on the top shelves.

At 2,000 square feet, the produce department manages to squeeze in as broad an assortment as Kroger's, which is about five times larger. "The upside of a small department is that we are probably as competitive, if not more so, than most chains," Woods says. And the department costs less to operate because it doesn't require a huge staff.

Sales of higher end, more upscale items, such as asparagus and artichokes, sell better at Village Market than Smith & Woods' other stores. Local items, including Grainger County tomatoes and Blount County okra, are big movers. Surprisingly, organic produce hasn't been a strong seller in Knoxville, although packaged salads are going strong. Sales of bananas and 10-pound bags of Idaho potatoes are "just fair" compared with other Smith & Woods stores. Village Market tries to build produce sales by sampling some of the more unusual items, including Asian pears and Pink Lady apples.

The bulk of Village Market's 30,000 SKUs are supplied from Laurel Grocery, London, Ky.

About 3,000 items are brought in

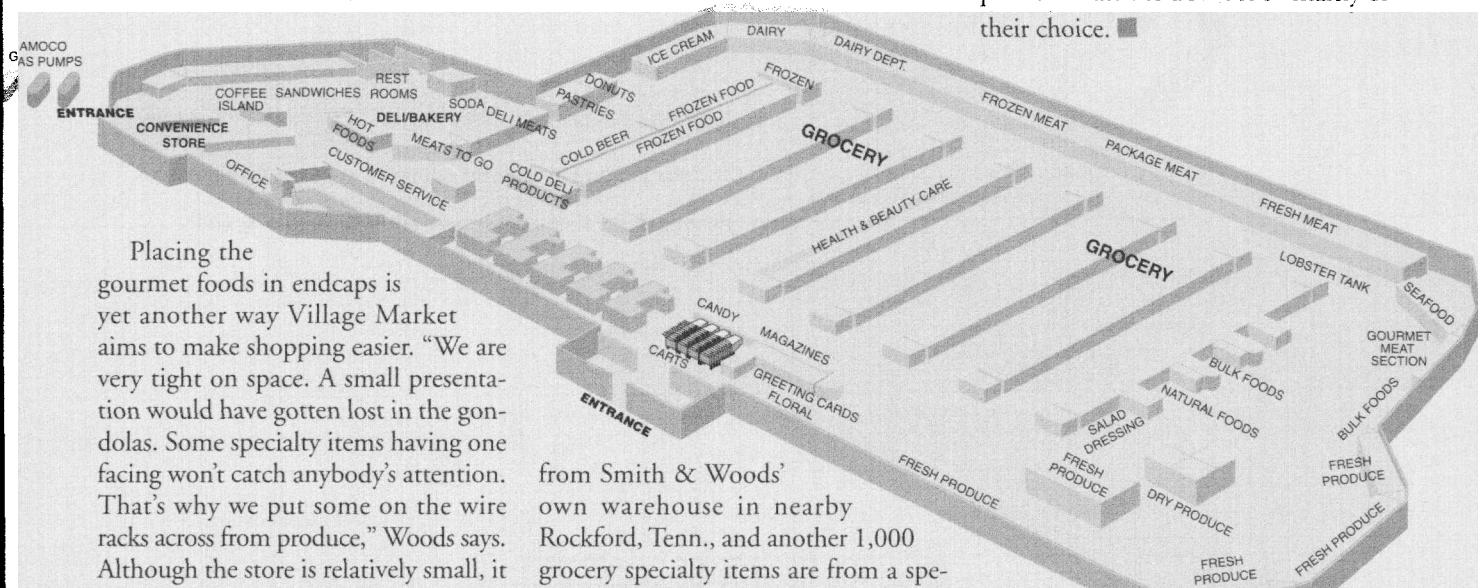
more room is in frozen. "We were running out of gondola space, so we just compacted that area of the store," he says. While the store has a complete deli and bakery, unlike most upscale supermarkets it does not offer a fresh pizza program. "Pizza is just too easy to come by. You can get pizza a mile from here all of the time. We would have ended up

with a dead department," Woods says. He admits sales at The Village Market were a little slow at the beginning, but they have been building each week as people discover it is more than a c-store. Woods projects sales will reach \$80,000 a week.

While that figure is low by supercenter standards, because of Village Market's compact design it doesn't need huge sales to be profitable.

At Village Market, most of the merchandising plans center on the frequent-shopper card. It is required for just about every sale item, and taking a cue from Sears, Discover Card and other loyalty programs, shoppers accumulate Bonus Shopper Points. Every \$1 spent results in one point, and when \$250 in purchases are accumulated a \$2.50 gift certificate is mailed for a future shopping trip. It can be redeemed for either groceries or gas. Shoppers can also elect to have their points donated to a school or charity of their choice.

"If you are willing to walk another 15 feet, we open up a whole world that you can't get in most c-stores."



Placing the gourmet foods in endcaps is yet another way Village Market aims to make shopping easier. "We are very tight on space. A small presentation would have gotten lost in the gondolas. Some specialty items having one facing won't catch anybody's attention. That's why we put some on the wire racks across from produce," Woods says. Although the store is relatively small, it offers a complete line of grocery products because it uses higher shelving—8

feet tall—than a typical supermarket, and stores its excess stock on the top shelves. from Smith & Woods' own warehouse in nearby Rockford, Tenn., and another 1,000 grocery specialty items are from a specialty wholesaler. Woods says the only area in the store where he really needs

Appendix 1.3: Gravity Model and Data Sources

Data Sources for Retail Gravity Model

Data	Source
<i>Distance</i>	Euclidean distance generated from ESRI GIS calculations based on Delridge Business Services Inventory and City of Seattle Blockgroup files on Washington GeoSpatial Data Archives, http://wagda.lib.washington.edu/ .(file contained to Delridge neighborhood block groups and turned to center points). King County Parcel Viewer: www.metrokc.gov/gis/parcelviewer/ , where subdivided data was not available from King County Parcel Viewer, estimates were established from building proportions based on information in www.lostinseattle.com . Information on the size of the West Seattle Junction Business district was derived from an area analysis of the City of Seattle zoning layer in GIS. Final estimate of building only size was approximated by assuming area to be the same as the upper decile of Super Regional Shopping Centers on the West Coast. This figure represents 1/9 the size of the original GIS estimate.
<i>Business Square Feet</i>	Block groups were derived from www.lib.wagda.washington.edu GIS files created by City of Seattle for 2000 US Census data.
<i>Block Groups</i>	Figures were derived from US Census Data joined to Block Group shapefile in GIS. Estimates of population were made on block groups that exceeded the neighborhood boundary to derive a population of residents living within the neighborhood in that block group. Validity of estimates was verified with population counted in the DCLU and PSRC estimates from 2000 US Census data. While the population exceeded the population noted in the neighborhood by a small amount, it was not adjusted to reflect the more likely higher number of present population in Delridge since the 1999 Census data was collected.
<i>Block Group Population</i>	Figures were derived from US Bureau of Labor Statistics 2004 Consumer Expenditure Report. Data extracted was based on the proportion spent by consumer units in the \$15,000 to \$19,999 income bracket. Delridge's median per capita income of \$18,500 was used from the DCLU and PSRC July 2003 Delridge Neighborhood Planning Statistics gathered from the 2000 US Census.
<i>Proportion of Income Spent on Good</i>	Median Per Capita Income for Block Groups from 2000 US Census, Summary File 3
<i>Block Group Income</i>	From <i>Dollars and Cents of Shopping Centers: 2000</i> , Urban Land Institute
<i>Operating Costs</i>	

Appendix 1.4: Tally of community business desires expressed in Q2 meeting

3/2/06 Community Meeting responses

Post office	0
Convenience store	1
Grocery store	19
Fast food restaurant	0
Sit-down restaurant	13
Bakery/Espresso	11
Gym/Health club	1
Bar/Night club	2
Video Rental	0
Florist	2
Clothing store	0
Movie Theater	11
Bank/ATM	2
Liquor/Wine store	0
Gift/Card shop	1
Bookstore	6
Electronics store	0
Thrift Store	1
Daycare	0
Hardware store	1
Toy store	0
Medical services	1
Beauty salon/Barbershop	2
Department store/Big box store	1
Self-storage lockers	0
Drugstore	1
Car dealership	0
Bike shop/sporting goods store	4
Game arcade	0
Ice cream parlor/novelty food	1

Appendix 1.5: Gap Analysis Tabular Data

Store type	# in surveyed community centers	%	# in Delridge Neighborhood	%	# in Brandon Node	%	Community requests	%	Social component?	Thru-traffic magnet?
Women's clothing	360	11%	0	0%	0	0%		0%	N	N
Thrift store	0	0%	0	0%	0	0%	1	1%	N	N
Storage	0	0%	5	6%	0	0%		0%	N	N
Special apparel	26	1%	0	0%	0	0%	4	5%	N	N
Shoe store	176	6%	0	0%	0	0%		0%	N	N
Restaurant w/liquor	166	5%	2	2%	0	0%		0%	Y	Y
Restaurant	130	4%	3	3%	0	0%	13	16%	Y	Y
Repair/Service	0	0%	2	2%	1	8%		0%	N	N
Record/Music store	37	1%	0	0%	0	0%		0%	N	N
Post office/mail/shipping services	26	1%	0	0%	0	0%		0%	N	Y
Pet shop	30	1%	0	0%	0	0%		0%	N	N
Other services	0	0%	5	6%	0	0%	2	2%	N	N
Movie rental	82	3%	1	1%	0	0%		0%	N	Y
Men's clothing	48	2%	0	0%	0	0%		0%	N	N
Liquor	45	1%	0	0%	0	0%		0%	N	N
Laundry/Dry cleaner	134	4%	5	6%	0	0%		0%	N	Y
Jewellery	99	3%	0	0%	0	0%		0%	N	N
Ice cream/Yogurt parlor	89	3%	0	0%	0	0%	1	1%	Y	N
Home furnishings	107	3%	4	5%	1	8%		0%	N	N
Hobby	195	6%	0	0%	2	15%		0%	N	N
Hardware/Building materials	31	1%	3	3%	1	8%	1	1%	N	N
Grocery/Supermarket/Produce	54	2%	3	3%	0	0%	19	23%	N	Y
Gift/Specialty	207	7%	0	0%	0	0%	1	1%	N	N
Gallery	0	0%	2	2%	0	0%		0%	Y	N
Florist	64	2%	1	1%	0	0%	2	2%	N	N
Fast food	149	5%	9	10%	0	0%		0%	N	Y
Fabric shop/Sewing/Notions	49	2%	2	2%	0	0%		0%	N	N
Drug store	138	4%	2	2%	0	0%	1	1%	N	N
Department store	0	0%	0	0%	0	0%	1	1%	N	N
Deli/Specialty food	94	3%	2	2%	1	8%		0%	Y	Y
Convenience store/Gas station	0	0%	13	15%	3	23%	1	1%	N	Y
Cinema	30	1%	0	0%	0	0%	11	13%	Y	N
Childrens's clothing	53	2%	0	0%	0	0%		0%	N	N
Café	0	0%	2	2%	1	8%	11	13%	Y	Y
Bookstore	0	0%	0	0%	0	0%	6	7%	Y	N
Beauty shop	140	4%	5	6%	0	0%	2	2%	Y	N
Barbershop/Hair salon	47	1%	6	7%	0	0%	2	2%	Y	N
Bar/Nightclub	0	0%	0	0%	0	0%	2	2%	Y	N
Bank/S&L/Finance	201	6%	0	0%	0	0%	2	2%	N	Y
Bakery/Commercial kitchen	40	1%	0	0%	1	8%		0%	Y	Y
Auto repair/sales	52	2%	8	9%	2	15%		0%	N	N
Audio/Visual retail	85	3%	1	1%	0	0%		0%	N	N
Totals	3184		86		13		83			

Appendix 1.6: Recommended Business Type Detail

Sit-Down Restaurant

While the restaurants could operate individual storefronts, they could also function as a collective. One collective strategy is to operate a central shared kitchen. Expensive capital for equipment purchases and food costs could be reduced through pooling resources in a shared kitchen. This option is especially feasible if the restaurants have their main rushes at different hours of the day. Orrapin on Queen Anne provides a working example of shared kitchens. The Orrapin nightclub operates on the west side of the building facing Queen Anne Avenue. It is a small club serving appetizers and light meals. On the south side of the same building, the Orrapin restaurant offers a full menu and a more traditional sit down restaurant. Some menu items are repeated between each place but they each offer unique meals, as well.

The businesses could operate independently. The first restaurant, Business A, could be relatively small, (about 1,000 square feet), and operate as an espresso bar/bakery with some pre-made sandwiches and salads. This restaurant would capture the lowest price point in the market, require little space and kitchen use, and could mainly operate during the day, capturing morning commuters and lunch-time crowds. The second restaurant, Business B, could overlap in the afternoon to early evening, serving mid-priced fare and no alcohol. This restaurant would focus on capturing family dining. The third restaurant, Business C could operate in the late afternoon through evening, offering the highest priced food and alcohol. This restaurant could also create larger draw by incorporating art and acoustic music. Both Businesses B and C could be in the range of 1,500 to 2,000 square feet. This model has the added benefit of being a potential restaurant incubator for start-up businesses and a magnet for other independent retail and restaurants to cluster nearby.

While it is important to be internally diversified within a retail node, it is also important to diversify businesses based on external competition. The West Seattle Junction offers many restaurant choices, including the following cuisines: American, Latin American, Caribbean, Mediterranean/Middle Eastern, Italian, Asian, Pacific Northwest, Seafood, Japanese, and Thai. Out of these options, there is no authentic Chinese food restaurant. Given the Sichuan gardens created in Delridge by the Chinese Garden Society, there might be opportunity to involve members of this community in establishing an authentic Sichuan style restaurant. Further market appeal and cost-effectiveness could be created if the restaurant takes advantage some of the ingredients grown in the gardens. Not only does this type of business provide services the community desires, it also enhances community and focuses economic gain locally.

Coffee Shop

The library is a synergistic use with coffee shops. Activities associated with libraries, like book clubs, can take advantage of a coffee shop located nearby to meet and adjourn to. This inter-joining of business types helps create a community image as a place of information and idea-exchange. A coffee shop represents a business type that will probably need the least amount of financial fostering in the Brandon Node. A coffee shop would have relatively low start-up costs and in this location could easily tap the commuter market, particularly if it includes a drive up function and/or easy parking. If space is limited, a coffee shop combines easily with a casual café or ice cream parlor.

Outdoor Cinema

West Seattle has operated a sidewalk cinema at the corner of California Avenue SW and Genesee Street. These shows are provided as a means to develop the community and they operate in conjunction with non-profits. The sidewalk cinema system is available for rent for \$900 per show. Aside from a straight rental, the Outside Cinema Network, (of which the West Seattle Sidewalk Theater is a member) provides business development strategies and all the necessary equipment for sale.¹ Information from the website indicates the average outdoor theater ticket price is \$5.95 and profit is generated not from ticket sales but concessions.

One option with the outdoor theater strategy would be to start a “Theater in the Park” summer cinema series, which would benefit nearby restaurants and also the ice cream parlor. If sidewalk cinemas prove successful in the summer and the Louisa Boren school becomes an available property, a second-run movie theatre could be developed in the auditorium. At this later phase, greater density and other retail might make an indoor year-round second run theater a viable option.

¹ <http://www.sidewalkcinema.com/>

Appendix 1.7: Alternative Grocery Store Model Detail

Introduction:

The demand for food is inelastic with respect to price and income, yet persons with lower incomes pay more for food products. This phenomenon, known as the ‘Grocery Gap’, is directly attributable to the lack of large scale supermarkets in low income areas. As large grocers tend not to locate in low income neighborhoods, with 30% fewer stores in low-income neighborhoods² residents are forced to shop at convenience stores that charge higher prices, sell less nutritious foods and foods with longer shelf lives³. In areas where small independent groceries with higher quality foods than convenience stores are available, prices are still higher than larger supermarkets due to increased costs that are minimized through economies of scale at the larger retailers. Further, low-income shoppers are forced to travel further for groceries increasing their transportation and time costs.

The grocery gap is especially troubling for persons without access to an automobile. In the absence of a grocery store, there are essentially two options for supplying food to residents: Bring them to the food and bringing the food to them. Several methods have been explored in bringing low-income residents to a nearby grocery store though none prove to be effective. Taxis do well to provide flexible service but have a high cost. Busses have been shown to be effective only when a transfer is not required and the amount purchased is relatively small (\$25). Finally, two van options have been shown to be effective but only under restrictive circumstances. A van service operated by a social service organization does well if they have a regularly scheduled trip to the grocery store and pickup customers from a centralized location such as an apartment building. However, this type of service does not account for residents who do not live in larger apartment complexes or those that have time constraints and cannot accommodate the specific trip time. The other type of van service is provided directly from the grocer. In Los Angeles, two grocers, Numero Uno and Ralph’s provide a free shuttle service to clients who purchase more than \$25 dollars during regular business hours⁴. The cost of the program is roughly one percent of the stores revenues, which while appearing small potentially cuts into grocery stores already small profit margins. Further, the service is only provided for the return trip, still requiring lengthy pedestrian, bicycle or bus trips to arrive at the store.

The most attractive option for bringing the food to residents is direct home delivery. Unfortunately, while home delivery services from online retailers are improving their efficiency in providing perishable items and captured roughly three percent of the

² Cotterill RW, Franklin AW. The Urban Grocery Store Gap. Storrs: Food Marketing Policy Center, University of Connecticut; 1995. Food Policy Issue Paper No. 8.

³ Ascribe Higher Education News Service. April 8, 2003 pNA. Free Shuttles Can Close Grocery Gap: How Inner-City Supermarkets Can Turn a Profit, Improve Customers’ Health.

⁴ UC Davis. Supermarket Shuttle Programs: A Feasibility Study for Supermarkets Located in Low-Income, Transit Dependent, Urban Neighborhoods in California.

market with \$11 billion in sales in 2003⁵, they have several problems both from the supply side and for a low-income consumer. The logistics of delivering products to multiple destinations under time constraints faces the problem referred to as the ‘Last Mile,’ raising issues of limited online sales potential, high costs of delivery, selection/variety tradeoffs and existing competition⁶. Last Mile issues aside, on-line retailing assumes that customers have both access to a computer and a credit card, and are sufficiently proficient with the computer in order to place an order.

Neighborhood Context:

Seattle’s Delridge neighborhood’s 9,500 residents have a 16% poverty rate as defined by the national poverty level (US Census, 2000). Considering household incomes in the Seattle area are much greater than the national ones, the number of people living in poverty would become much larger if other methods of analysis are employed, such as very low income (50% of median income) or extremely low income (25% of median income) measurements.

As seen in Appendix Figure 7.1, a large scale grocery store does not exist within Delridge, though there are several convenience stores located near the neighborhood’s central node, located at SW Brandon St. and Delridge Way, SW. Several large grocery stores are within two miles of the node. However, the neighborhood is topographically constrained by several ridges, making direct east-west trips by foot or bike virtually impossible and significantly lengthening auto trips due to the lack of direct routes. Table 1 illustrates the distance and drive times from the central node to all of the large grocers within four miles. Under Level of Service (LOS) “A” conditions the shortest trip from the Delridge central node to a grocery store by car is six minutes. The trip would clearly be longer during the morning or afternoon rush hours as the main arterial for the neighborhood serves as a commute route for 16,000 Vehicles Per Day (VPD). Further, the necessity to drive “translates into congestion, air pollution, wasted time, and lack of a focal point for the community.”⁷

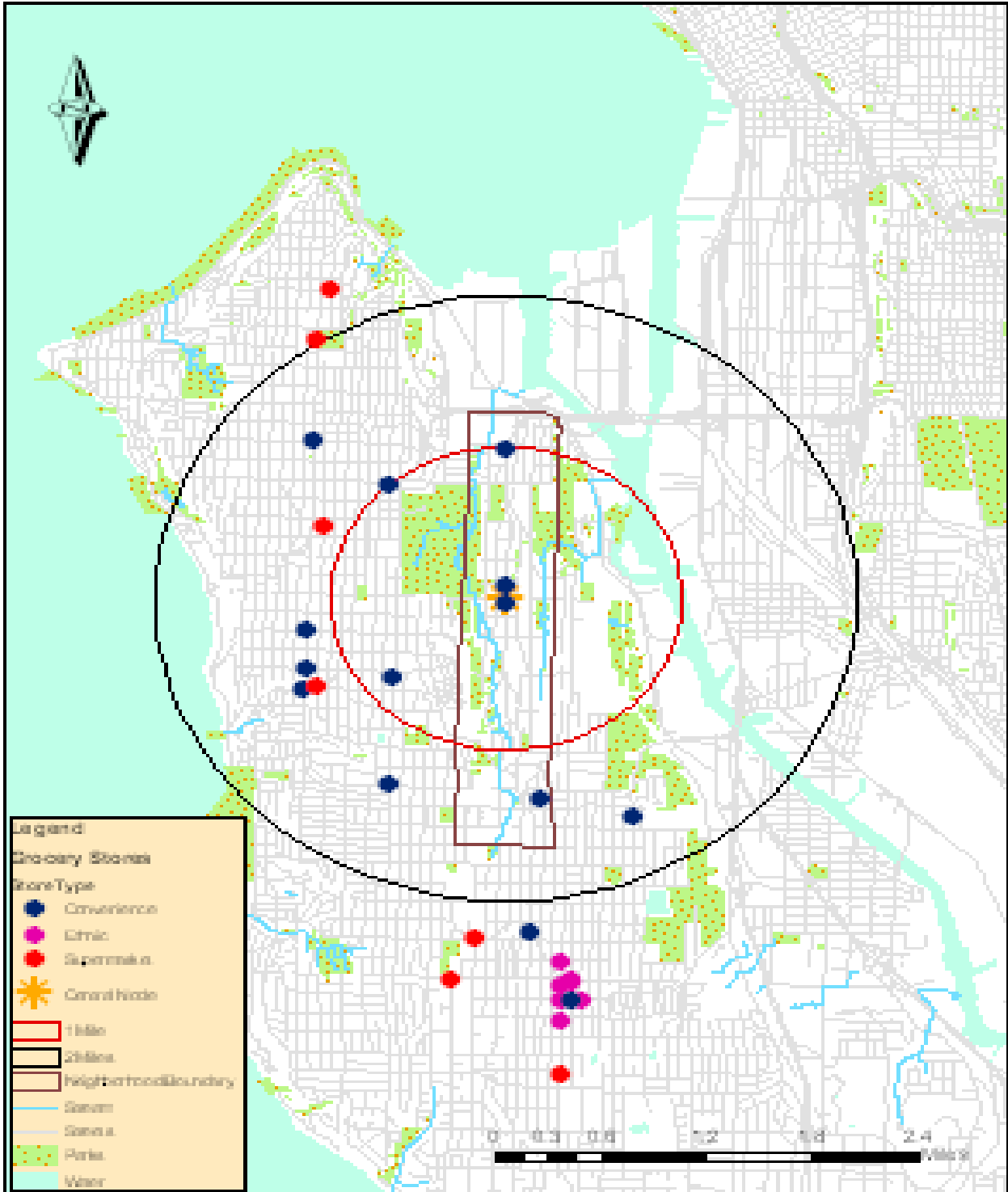
Appendix Figure a: Map, Grocery Stores within two miles of Brandon Node

The findings of Dunkley, Helling and Sawicki (2004) depict that people are unlikely to walk or bicycle to a grocery store and that those persons who do not own automobiles will borrow one for that trip purpose. However, the location of a grocery within the Delridge central node would alleviate some of the travel costs for residents, allow for the purchase of nutritious foods, and potentially aid in establishing a community gathering place centered on the store. A small store without the larger building footprint of a major retailer is particularly well suited for this purpose as it allows for retention of the residential neighborhood scale.

⁵ Kinsey, J. and Ashman, S. (2000). Information technology in the retail food industry. *Technology in Society*. 22: 83-96

⁶ Laseter, T. et al. (2000). The Last Mile to Nowhere. *Strategy + Business*. 20: 40-48

⁷ Stasiowski, K. and Riesman, S. (1995). Superstores Head Downtown. Urban Land Institute.



Appendix Figure b: Table, Time and Distance to Grocery Stores

There are reasons no grocery store has located in Delridge: the small population size, low population density, low median income and proximity to large groceries make the neighborhood unattractive for a new store. In addition, if a large grocer did wish to locate in the area, it would be unfeasible to site the store as there are no available vacant parcels large enough to accommodate the needs of a major grocer. Nevertheless, the community has clearly indicated their desire for a grocery store to be located in the neighborhood for convenient shopping and as a gathering place. This may not be entirely infeasible. The following proposal suggests a model that will accommodate community desires while overcoming the financial and topographical constraints of siting a grocery store in this area.

Proposal:

We propose the construction of a small grocery store (sales less than \$1 million annually) or superette (sales between \$1 and 2 million annually) of roughly 1000 square feet,⁸ with around 700 Stock Keeping Units (SKU's) along Delridge Way SW. The most important priority would be to provide a walkable grocery store to the neighborhood residents that sells grocery items not found in convenience stores (produce, dairy items, etc) at inexpensive supermarket prices. In order to accomplish this, the store should be a part of a large retail grocery chain (Albertsons, Safeway, etc) to capture the economy-of-scale and receive deliveries directly from the other store which would act as a distribution center as opposed to many deliveries from suppliers or distributors. Further, the store will provide Pick-Up service for orders placed in the store or made online from the larger store's inventory in order to supplement the small SKU size. Finally, through online ordering, the Pick-Up service should be expanded to capture the 16,000 VPD that travel along Delridge Way.

Economic Strategies of Small Grocery Stores:

While conventional wisdom suggests that small, independent grocery stores cannot survive in the era of Wal-Mart and the 24-hour Hypermarket, small stores continue to succeed in many markets. Typically, they do so by moving toward segments of the market not well served by larger stores, by adopting economy-of-scale strategies from larger stores, or by a combination of the two.

Although a small grocery store might not be able to compete head-to-head with a nearby big box supermarket, a small, neighborhood-oriented store has potential strengths that can allow it to coexist profitably.⁹ In fact, though large grocers certainly control a large share of the market with sales of \$337 billion in 2000, small groceries and

⁸ Taylor, S. (2003). Get Some Definition. *Progressive Grocer*.

⁹ Turock, Art, David Rogers. (2005). Competing with Wal-Mart & Son of Wal-Mart (aka the Supercenter). *Canadian Grocer*, /119/(1), 50-51,53,55,57,59. Retrieved May 14, 2006, from ABI/INFORM Trade & Industry database. (Document ID: 809388281).

Store Name	Address	Drive Time (Minutes)	Distance (Miles)
Admiral Thriftway	2320 42nd Ave SW Seattle, WA 98116	8	3.03
Albertson's Food & Drug	10616 16th Ave SW Seattle, WA 98146	9	3.24
Pcc Natural Markets	2749 California Ave SW Seattle, WA 98116	8	3.16
Q F C-Quality Food Centers Inc	26th Ave SW & SW Barton St	6	2.46
Safeway Food & Drug	4754 42nd Ave SW Seattle, WA 98116	6	1.98
Safeway Food & Drug	9620 28th Ave SW Seattle, WA 98126	8	2.85
Thriftway Stores	4201 SW Morgan St Seattle, WA 98136	6	1.81

superettes come in second with sales of \$72 billion followed by convenience stores with \$48 billion¹⁰.

Niche markets are strong continuing opportunities for independent grocery stores. By focusing on a particular customer demographic, or on a particular product type, a grocery store can offer customer service or product selection not available in a larger store. Common examples of a store focus on a demographic would be an Asian or other ethnic grocery, stocking items not available in mainstream stores. A grocery might focus on organic or healthful foods, like PCC, or specialize in high-end products (wines, imported foods). Often a grocery store will diversify into non-food items and move toward the model of a general store or bodega.

A grocery can also position themselves as a neighborhood market with an emphasis on community connections – personal relationships with local customers, responsiveness to requests, local delivery or even extending credit to regular customers.¹¹ There is some evidence that smaller retailers are finding success by providing customer service that is unparalleled at the larger retailers utilizing these types of concepts from Mom & Pop stores¹². A small grocery can also move toward the role of a convenience store – positioning itself as a “fill-in” store, providing daily necessities in small quantities to tide customers over until their weekly supermarket run. Any of these approaches can be seen as community responsiveness, building a connection with the neighborhood and loyalty from customers. The relationships created can overcome, to some extent, price or selection disadvantages versus a larger supermarket. It is important to note that small store size does considerably better at establishing or maintaining community and cultural relation than do larger retailers as seen for example in Latino Bodegas on the East Coast¹³.

For an independent grocery store, often the only way to compete with a chain is to adopt similar efficiency strategies. One way to accomplish this is to buy from a distribution center, rather than directly from a producer. A distribution center might be an independent company, or may be set up as a cooperative by area grocers. In addition, small producers may also create a coop to help bring products to market capturing the marketing and procurement needs of the larger retailers¹⁴.

By leveraging the purchases of many stores, a distribution center can get better prices from manufacturers and producers. Perhaps even more important for a small store, buying from a distribution center allows a small store to buy more frequent small orders, saving space in the store that ordinarily would be devoted to storage.¹⁵ The reduction in required space can be a major factor in the economic viability of the store. The reduction

¹⁰ Census of Retail Trade; ERS, USDA. U.S. foodstore sales, 2000

¹¹ Yonan, Joe (2004). *Small Grocery Stores Stay Competitive in Boston Area*. Knight Ridder Tribune Business News, 1. Retrieved May 14, 2006, from ABI/INFORM Dateline database. (Document ID: 635708711).

¹² Tosh, M. (1998). Size Isn't Everything. *Progressive Grocer*. 77: 53-60.

¹³ Kaufman, C. and Hernandez, S. (1991). The Role of the Bodega in a US Puerto Rican Community. *Journal of Retailing*. 67:4: 375-384

¹⁴ Kaufman, P. (2002). Food Retailing. Economic Research Service/USDA *U.S. Food Marketing System, AER-811*

¹⁵ Ketzenberg, Michael, Richard Metters, Vicente Vargas. (2002). *Quantifying the benefits of breaking bulk in retail operations*. International Journal of Production Economics, /80/(3), 249-263. Retrieved May 14, 2006, from ABI/INFORM Global database. (Document ID: 284168591).

in storage needs can be further capitalized upon by utilizing Just In Time (JIT) delivery systems and utilizing the delivery truck for direct pickup of customer items.

Large grocery chains, like Tesco in the UK, and Wal-Mart Mexico, have adopted many of these small store strategies in order to capture portions of the market not served by their larger stores. In the UK (and soon along the west coast of the US) Tesco operates Express stores that serve a local population with convenience and fill-in products.¹⁶ In Mexico Wal-Mart's MercaMs model serves areas too small to support a full-size store.¹⁷ These chains are able to leverage the efficiencies of scale offered by their ordering and distribution infrastructure while also taking advantage of the localization possibilities and convenience of a smaller store.

Inventory Control Strategies:

A necessary complement to the strategy of small, frequent deliveries is an efficient, thorough inventory control system. While many small stores are resistant to the high initial costs of a computerized system, a point-of-sale (POS) inventory control system can reduce labor costs for order creation, stock management and price changes, can make cash register operations faster and more consistent, and can provide rich feedback on customer demographics and shopping patterns.

Perhaps most critically for a small store, an efficient and integrated inventory control system can reduce the amount of storage space needed by minimizing order size and tailoring the product mix for fluctuations in demand (often called ESA – Efficient Store Assortments). With good data on buying patterns and with a tightly integrated ordering system, a store can approach a point where back stock is not required.¹⁸

This type of system was pioneered by Seven-Eleven Japan, where each store uses an integrated POS system that records time, product mix, and demographic data for every sale.¹⁹ This data is used to generate an electronic restocking order, which is sent to a distribution center three times a day. This order can be tailored for daily or weekly fluctuation in demand. A focus on local supply for perishable goods and efficient picking and distribution of orders means that order turnaround for a store is often about two hours. This rapid replenishment and tightly tailored ordering further reduces stock and display space requirements. Although Seven-Eleven stores are very small (1500 SF for a typical store) they can stock 3000 SKU's²⁰, and this product mix is constantly adjusted and updated to focus on successful products.

¹⁶ Longo, Don (2006). *The British are coming*. Progressive Grocer, 85(6), 66,75. Retrieved May 22, 2006, from ABI/INFORM Global database. (Document ID: 1025456591).

¹⁷ Barclay, Eliza (2005). *A sizable question*: [2 STAR , 0 Edition]. Houston Chronicle, p. D.1. Retrieved May 22, 2006, from National Newspapers (27) database. (Document ID: 918930251).

¹⁸ Walsh, James (1995). *Shortening the supply chain: Grocery industry hopes new system will shelve inefficiency, stock profits*. Star Tribune, (D) p. 1. Retrieved May 14, 2006, from ProQuest Newsstand database. (Document ID: 6896347).

¹⁹ Kunitomo, Ryuichi (1997). *Seven-eleven is revolutionising grocery distribution in Japan*. Long Range Planning, /30/(6), 877-889. Retrieved May 14, 2006, from ABI/INFORM Global database. (Document ID: 25886423).

²⁰ Lee, Hau L. and Seungjin Whang (2001). *Demand Chain Excellence: A Tale of Two Retailers*. Supply Chain Management Review March 1, 2001. Retrieved May 15, 2006, from <http://www.manufacturing.net/scm/index.asp?layout=articleWebzine&articleid=CA150228>

Small inventories also benefit the attractiveness and salability of perishable items. For a small store trying to compete with both supermarkets and convenience stores it is important to provide attractive produce and dairy products. Good inventory management can help maintain the quality of these items.

A key to these inventory control benefits is an efficient relationship with a fairly flexible and technology-savvy distributor. Many of the efficiencies enjoyed by Seven-Eleven Japan, Wal-Mart, or other chain businesses are a result of their internal distribution systems and efficient connections with suppliers. An independent store is at a disadvantage in this regard, but the growing sophistication of independent distributors and the inherent efficiency of computerized ordering systems may help independent stores and distributors stay viable.²¹

Inventory Storage and Order Fulfillment:

There are three different inventory storage and order fulfillment strategies: Store Based Shelf Picking, Store Based Warehouses, and Central Distribution Centers. In the Store Based Shelf Picking System, inventory is located at a large superstore and individual orders are picked by professional shoppers right off the shelves. The harvesting of orders can be streamlined with the use of computerized route planning techniques and specialization strategies where pickers select only certain products/areas. The professional shoppers aided with these strategies and intimate knowledge of product location should be able to fulfill orders faster than an ordinary shopper. MyWebGrocer president Mike Spindler estimated that a picker can fulfill two \$100 orders in an hour with a labor cost of \$15.60 per hour or \$7.80 per order²². Tesco claims that they process one item in 30 seconds or about \$8.50 per order of 64 items²³. The disadvantages of this method are that the professional shoppers increase store congestion and inventory management and does not have the real-time data to ensure the accuracy of product availability.

Store Based Warehouses or *Warerooms* are dedicated storage rooms within the local superstore. They are usually around 1,000 sq. ft. in size with approximately 8,000 different products. The order fulfillment is handled within these rooms by pickers. Since the inventory is separate from the grocery store's regular inventory, this system is better equipped to handle the problems of real-time product availability²⁴. Not having personal shoppers on the grocery floor eliminates the increased congestion on the store floor. The

²¹ Allentuck, Andrew (2005). Association Tries to "Loosen" Distribution Supply Lines. *Canadian Grocer*, /119/(8), 10. Retrieved May 14, 2006, from ABI/INFORM Trade & Industry database. (Document ID: 924551931).

²² Spindler, Mark (10 June 2002). *Grocers Find Profitable Growth in the Darndest Places*. MyWebGrocer.com, June 10, 2002, Retrieved May 5, 2006, from http://www.mywebgrocer.com/news_06-14-02_GrocersFindProfitableGrowth.htm

²³ Boyer, Ken and Mark Frohlich (2002) *Ocado: An Alternative Way to Bridge the Last Mile in Grocery Home Delivery?*. European Case Clearing House Case #602-057-1, Retrieved May 5, 2006, from http://www.london.edu/assets/documents/PDF/2.3.3.7.6_OcadoLastMile.pdf

²⁴ Sandoval, Greg (1 February 2002). *Grocers make another go at home delivery*. CNET, Retrieved May 5, 2006, from http://news.com.com/Grocers+make+another+go+at+home+delivery/2100-1017_3-827899.html

small space requirements lead to faster order fulfillment due to less distance traveled for the pickers. These two methods should be utilized while building a consumer base for pickup service, but when the demand rises, a Central Distribution Center warehouse could be built to provide for the increased number of orders.

The distribution center removes a link in the supply chain by delivering the products to a distribution center dedicated to direct customer order fulfillment rather than a distribution center that serves a superstore which warehouses products that are then used to fill customer orders. Inventory can be centralized, providing more selection and quantity of products (due to larger storage space). Inventory tracking benefits from the same real-time inventory benefits of the warerooms. Even though the distribution center system has many advantages, the disadvantages in the past have proven difficult to overcome. Siting the distribution center in a central location increases the delivery distance to customers compared with the neighborhood superstore thus increasing costs. The most prominent disadvantage to the Distribution Center method is it requires a significantly larger investment than using an existing store as the distribution center in capital investments, logistics, and labor. Unless the demand requires a Central Distribution center, it is best not to have one.

The delivery of groceries is a tricky proposition due to the fresh, frozen, and chilled temperature requirements needed for typical grocery items. Currently, Safeway employs a segmented van for each of the temperature environments with a 21' 4" long body for their home delivery services. Each temperature compartment has a dedicated door for delivery access. The refrigerated compartments are located in the rear of the truck while a delivery access door for dry goods (the largest compartment) is located curbside for convenience. Since these trucks are under 10,000 GVW, a commercial driver license is not required – saving in skilled labor costs²⁵.

Pick-up Concept:

Though a small grocery store or superette may be the best sized fit for the Delridge neighborhood, the limited number of SKUs and traditionally higher pricing of such small scores would not satisfy the community's desire for large grocery store with low prices and plentiful selection. Creating the Delridge grocery store as an extension of a bigger retailer such as Albertson's will be beneficial to the chain, because "the ability to leverage the value of their existing brand, loyal current customer-base and preexisting infrastructure will result in lower costs and allow them to reach profitability at a faster rate."²⁶ Furthermore, since the concept we are proposing is a new idea, if it is brought to market by an established and trusted grocer such as Albertson's, it may be easier for customers to adjust to this change. As observed by T. Hayes et al regarding online grocers: "Most customers were not ready to change their shopping habits, and even if

²⁵ Macklin, Gary (1 July 2004). *Safeway.com reinvents home delivery using stores for inventory*. Refrigerated Transporter, July 1, 2004, Retrieved May 9, 2006, from http://refrigeratedtrans.com/mag/transportation_safewaycom_reinvents_home/index.html

²⁶ Pastore, Michael. (2001). "Online Grocery Stores Need a Little Marketing." ClickZ Networks: Solutions for Marketers. URL <http://www.clickz.com/stats/sectors/retailing/article.php/753121>.

they were, they preferred to buy from existing stores selling online, which they found familiar and more reliable.”²⁷

By creating this small store as an extension of a near-by Albertson’s, the shoppers are able to retain their usual shopping habits at the Delridge ‘express’ location. In the event that a customer seeks more specialized or less-common items not available among the limited SKUs in-store, he or she can order these items from the base store. Once an order is placed, the items are picked from the base store and delivered to the ‘express’ location, where the customer can return later that day at a designated time for pick-up.

The capability for customers to supplement their in-store shopping with extra orders expands the options of neighborhood shoppers. In addition, the order and pick-up process could potentially capture some of the 16,000 cars per day commuter traffic passing through Delridge Way every weekday. Commuter shoppers would be able to email or drop-off their grocery lists in the morning, and return in the evening to round-up their prepared grocery order before heading home.

The two types of order and pick-up customers, in-store shoppers and commuters, can initiate the ordering process in different ways. For the in-store shoppers wanting to complete a grocery order, two to three computer kiosks staffed by an Albertson’s customer service representative will allow direct access to the Albertson’s online shopping site. The site already exists at www.albertsons.com. This site allows shoppers to locate and purchase items grouped by type and category (for instance, Dairy: Yoghurt: Lucerne Non-Fat Vanilla Yogurt). The customer locates her desired item, places her order and pays for the order online²⁸. The customer will be given a confirmation code and told at what time she can expect the order to be ready for pick-up. A key factor to the success of this process is an accurate website representing real time available inventory in the Albertson’s main store.

Another way to place an order for pick-up would be to access the Albertson’s online shopping site from a home or office computer. This might be the preferred option for the commuter customers. Commuter customers would also have the option of creating a shopping list on the in-store kiosks. Customers who use this service frequently could create and save an online shopping list for quicker ordering.

Delivery and Pick-Up Process:

The delivery of orders to the Delridge small store, both for pickup and for restocking the store’s inventory, would happen once daily in a specialized delivery van, like the 21’4” van described above. In-store restocking would take place after the completion of the customer pickup timeframe.

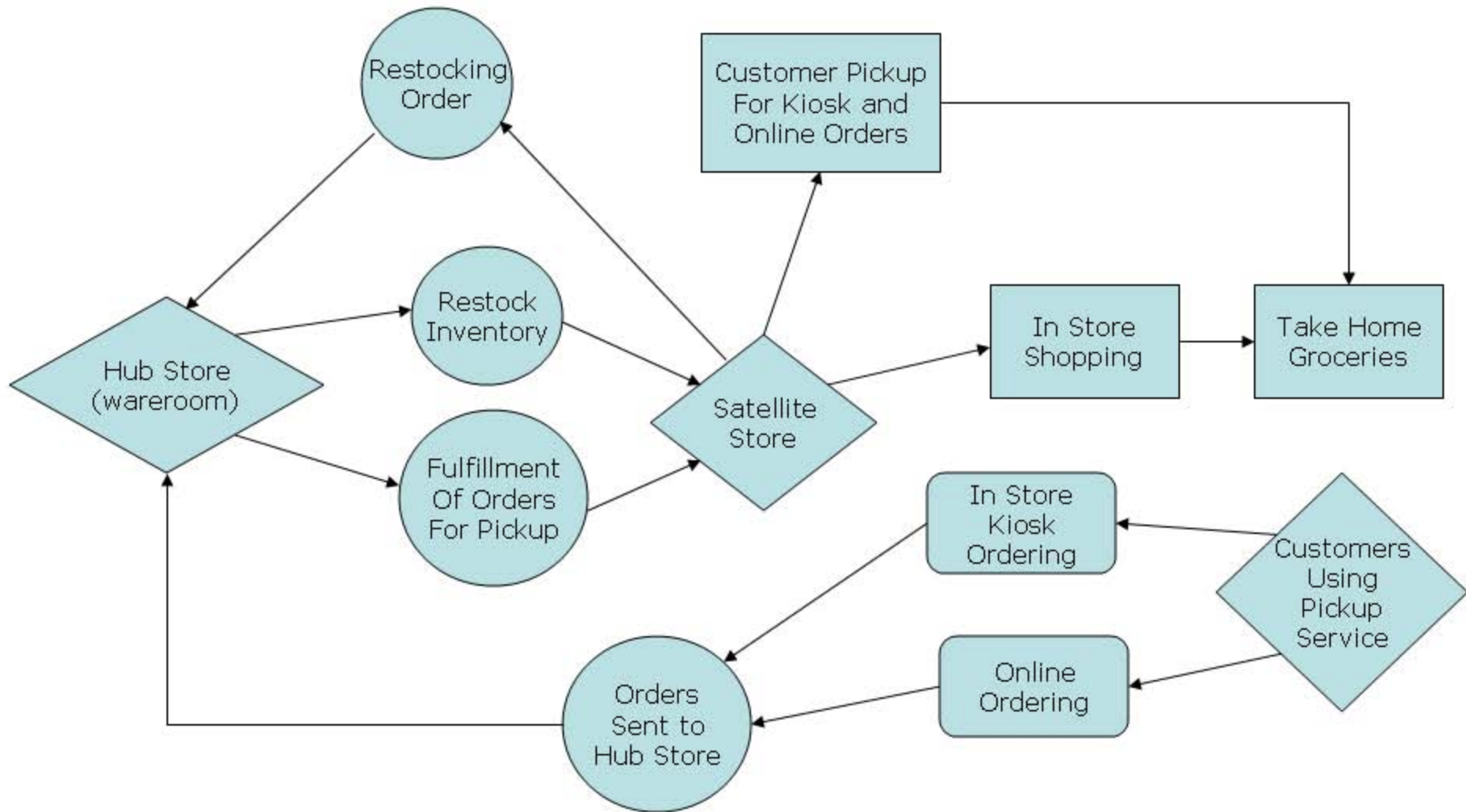
Appendix Figure c : Flow Chart, Alternative Grocery Store Flow Chart

When the delivery van reaches the store, we propose to save space by not having a storeroom, rather keeping the groceries in the van until the customers arrives to retrieve

²⁷ T. Hays, P. Keskinocak, and V. Malcome de Lopez. (2004). “[Strategies and Challenges of Internet Grocery Retailing Logistics](#),” Applications of Supply Chain Management and E-Commerce Research in Industry, Kluwer Academic Publishers, Dordrecht, The Netherlands.

²⁸ See “Shop Online/Getting Started” at www.albertsons.com

Alternative Grocery Store Model Flowchart



them. Not unloading the groceries into the store also saves time in labor costs. The groceries would be presorted in each of the van’s compartments (i.e. dry goods, frozen goods, and refrigerated goods) and a manifest would tell the driver which packages are needed for each customer. At the end of the pickup timeframe, orders that have not been retrieved would then go back to the superstore wareroom for future delivery.

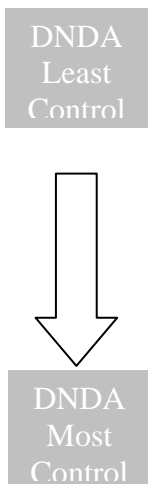
When customers arrive at the Delridge store to pickup their order, they will be directed by signs to the Pick-Up Area and to designated “Pick-Up Only” parking spots. There should be five to seven designated slots reserved for short-term parking. Imbedded sensors in the parking spaces could be installed to alert staff that a pick-up customer has arrived.²⁹ Customers can park and approach the parked delivery van with their confirmation code or receipt, or the van attendant may approach the customer’s car and request their order number or receipt. In both cases, the van attendant would retrieve the customer’s order, and load the already bagged order into the customer’s car.

This process requires at least one staff person to be at the delivery truck at all times during the afternoon pick-up time period. Busier times may require two or more workers.

Implementation:

As discussed in section 3.5 of the *Economic Development* section, DNDA could play several roles in helping this concept move forward. Since the proposal outlined here drastically deviates from any model a large grocer might be accustomed to, it will likely require a large investment from DNDA to bring this to fruition between the ranges of strategies B through D.

Strategy	Development	Ownership	Operation
Strategy A DNDA acts as recruiter and organizer.	Recruit developer and potential tenants for mixed-use development.	Commercial developer and/or anchor tenant (grocery store).	Grocery store and individual businesses would manage operations separately.
Strategy B DNDA acts as recruiter and developer.	DNDA develops project.	DNDA or anchor tenant. Sell grocery at incentive rate or hire external property manager to oversee operations.	Grocery store and individual businesses would manage operations separately.
Strategy C DNDA acts as recruiter, developer, owner and partial manager.	DNDA	DNDA owns and leases retail spaces at incentive rate.	Grocery store and individual businesses. DNDA could incent a cooperative, but it would be managed between



²⁹ Haber, Gary. (02 Jan, 2006). “Pressed for time? Buy groceries online?” *The News Journal*.

Strategy D	DNDA	DNDA owns and leases retail spaces at incentive rate.	DNDA acts as property manager and broker over restaurant and retail spaces. Cooperative operates under DNDA management.
DNDA acts as recruiter, developer, owner and manager.			

As an illustration of a successful relationship between a neighborhood organization and a grocer it is worthwhile to note that this type of arrangement has previously been utilized. The neighborhood of Fell’s Point in Baltimore, Maryland obtained special interest rates and secured funding to open a store, which was then leased to Santoni’s grocery on a monthly basis¹. This made it attractive and profitable for the grocer to begin operations in the neighborhood and once successful, Santoni’s switched to a market rate, 20-year lease.

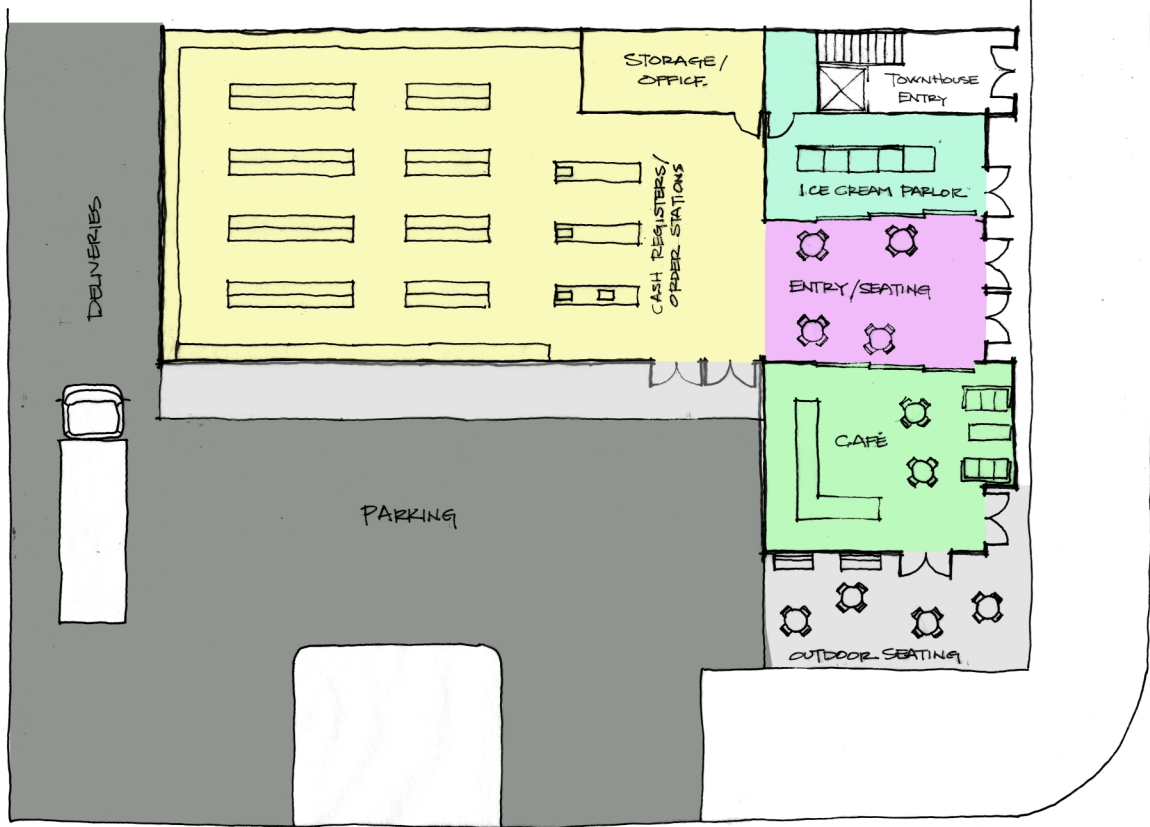
We propose that the grocery store would coexist in a newly developed building, or group of buildings, with other uses that the community has indicated a desire for as well as those that show a high likelihood for demand and economic viability. In the event that this store concept does not succeed, the small space given to the grocery would be relatively simple to use for other purposes. This is a stark contrast to developing a large format store, which in the event of failure would leave behind a considerably larger footprint making it difficult to alter the space for a new client.

On the other hand, if this model proves to be successful, not only would the neighborhood receive a service that they desire but the pioneer store could then serve as a model for the large grocer partner, for instance Albertson’s, to utilize through greater Seattle and elsewhere nationally. Albertson’s is being suggested as an ideal partner in this venture as they already employ the store pick up model, (as opposed to the other chains that focus on home delivery) and their implementation of small store concepts elsewhere², albeit larger than what this proposal suggests.

Appendix Figure d: Plan, Conceptual Grocery Store Complex Floor Plan
Appendix Figure e: Elevation, Grocery Store Complex North Elevation
Appendix Figure f: Elevation, Grocery Store Complex South Elevation

¹ Turner, R. (1985). Baltimore: a Model of Urban Renewal. *Progressive Grocer*. 64: 22-23

² Heller, W. and McTaggart, J. (2004). The search for growth: the past year has seen supermarkets re-evaluate store formats and merchandising strategies to keep ahead of--or, in some cases, keep up with—the competition. *Progressive Grocer*. 83; 6:31-38.



GROUND FLOOR PLAN



Appendix Figure e: Elevation, Grocery Store Complex North Elevation



Appendix Figure f: Elevation, Grocery Store Complex South Elevation



Appendix 2: Trail Connectivity

Trails History

Legacy Trail: Various segments of the trail were completed as part of several capital improvement projects (CIPs) funded by Seattle Public Utilities, Seattle Parks and Recreation, and the 2000 Pro-Parks Levy. In 2001, the community was awarded a City of Seattle Neighborhood Matching Fund grant to design a proposed route, incorporating the CIP sections and to construct a new portion. Through a series of community design meetings staffed by Pomegranate Center, the Longfellow Creek Legacy Trail Route Plan was created. An interdepartmental team of city staff has worked with the community to turn the plan into reality.

Riverview Trail: In the fall of 2000, the Riverview Trail Improvement Project (rTrip) was formed. They received two Department of Neighborhoods \$10,000 matching grants to produce a master plan and a feasibility study for a greenway trail linking Southwest Seattle with the Duwamish Trail and the regional trail network. The master plan designed the trail from Riverview Park to SSCC. The feasibility study showed that a dedicated trail to the north of SSCC through the greenbelt would be undesirable due to impacts on sensitive areas. Earthcorps was enlisted to explore the possibility of a wilderness trail through this sensitive area, and to assist with restoration work. In partnership with Earthcorps, rTrip was awarded a \$23,000 King County Natural Resource Stewardship Network grant for reforestation of over 20 acres in the West Duwamish Greenbelt adjacent to SSCC. In April of 2002 the Riverview Trail was made a priority in the *Delridge Neighborhood Plan*. In 2005, the trail was selected as a Green Seattle Partnership site, which is a collaboration between the City of Seattle (Seattle Public Utilities and Seattle Parks and Recreation) and the Cascade Land Conservancy to raise public awareness, attract increased financial and volunteer resources, remove ivy, replant, and restore public forests. Other partners have included the King County Department of Natural Resources and Parks, Washington Department of Natural Resources, the Natural Resource Stewardship Network, USDA Forest Service, Deloitte & Touche, the Nature Consortium, and SSCC.

Other Existing Conditions

Holly Street

A staircase ascends the east slope from Delridge Way to 21st Avenue and dead-ends. East of 16th Avenue, the street ascends with a social trail bridging the gap between 14th Avenue and 13th Avenue, ending at the Riverview Trail and Riverview Playfield. A traffic signal with marked crosswalks is located at the intersection with Delridge Way.

Holden Street

Holden Street is connected to Delridge and 21st Avenue by a stairway, which leads east into a residential area, then turns into an arterial at 16th Avenue and connects with Highland Park Way. As an automobile arterial, this street heads west from Delridge Way,

crossing the Legacy Trail, passing EC Hughes Playground, and connecting with businesses on 35th Avenue.

Thistle Street

From Delridge Way, this arterial heads west past the Legacy Trail, Roxhill Park, and Chief Sealth High School, to 35th Avenue. Heading east, this street acts as a bike route to 16th and 9th Avenues. A traffic signal with marked crosswalks is located at the intersection with Delridge Way.

April 2006 Delridge Rent Survey

Market Rate Apartment	Mgr First Name	Last Name	Yr built	# units	Address	Phone	tenant paid util	# of studios	\$ studio	# 1 BR	\$ 1BR	# 2BR/1BA	\$ 2BR/1BA	# 2BR/2BA	\$ 2BR/2BA	# 3BR	\$ 3 BR
8830 9th Ave SW			1968	14	8830 9th Ave SW			1		8		5		n/a		n/a	
900 SW Holden St			1967	23	900 SW Holden St			n/a		19		4		n/a		n/a	
909 SW Holden St			1968	10	909 SW Holden St			n/a		8		2		n/a		n/a	
Amanda Park				9	1407 Henderson						\$600		\$750				
Avalon West Apartments	Marilyn	Jones		25	3250 SW Avalon Way	932-1504		n/a		n/a		n/a		n/a		n/a	
Avalon Westhaven	Jan	Kostelecky	1987	190	2201 SW Holden St	767-6600	YES	n/a		94	\$680	82	\$885	6	\$915	8	\$1,195
											\$700						
											\$740						
Barton Court	Rigo		1988	29	9017 35th Ave SW	932-2565		n/a		9	\$670	20	\$780	n/a		n/a	
Carol Ann	Jim		1960	11	8815 9th ave SW	355-1494		n/a		11		n/a		n/a		n/a	
Coronado Springs	Paula			332	1400 107th Ave SW	244-7700		n/a	\$515	n/a	\$600	n/a	\$805	n/a		n/a	
											\$635		\$825				
Dakota House		Steeves	1980	12	8401 Delridge Way SW	244-0970		n/a		8	\$575	4	\$720	n/a		n/a	
Edgewood	Robin		1958	92	3101 SW Avalon Way	935-3860		n/a		92		n/a		n/a		n/a	
Fairway Apartments	Monica		1964	27	4511 35th Ave SW	579-8862		n/a			\$650			n/a		n/a	\$1,250
Henderson Manor	Paul			15	9001 17th ave Sw	762-0118					\$520		\$620				
Hill Villa			1967	33	900 SW Holden St												
Hillcrest Apartments	Bridget		1989	71	7524 35th Ave SW	932-6821		n/a		36	\$665	35	\$785	n/a		n/a	
											\$710		\$850				
Holden Lane	Gladys	Skinner	1997	19	2128 SW Holden St	763-3780		1						n/a		1	
Holden Vista				16	1212 SW Holden St	329-7303		n/a		3		10		n/a		3	
Leeward				12	615 S. Henderson	935-2411					\$525		\$675				
Longfellow Creek	Pat			83	5915 Delridge Way SW	935-3181		n/a		30		30		23		n/a	
Montridge Arms Apartments	Katherine		1968	33	9000 20th Ave SW	767-7179		n/a		15		18		n/a		n/a	
Rogene	Bill	Roecker		13	9043 35th Ave SW	935-8892		2		9	\$590	2	\$690	n/a		n/a	
Salvatore Court	Andy		1996	21	8835 Delridge Way SW	766-8604		n/a		7		14		n/a		n/a	
Sherwood Arms				14	8801 9th Ave SW	disconnected											
Skyline Apartments	Chris	Hunt				284-5650					\$800		\$995				\$1,750
Terrace Villa	Marilyn	Jones	1990	36	3230 SW Avalon Way	932-1504		n/a		n/a				n/a		n/a	
The Overlook @ Westridge	Kathryn	Muller	1988	156	600 SW Kenyon St	763-9982		12		15		104		103		18	
Trenton Court	John/Pat	Marshall	1991	16	8659 Delridge Way SW	932-9032		n/a		n/a		16	\$735	n/a		n/a	
Trenton Apartments					8801 Delridge	686-6362				12	\$550	3	\$725				
Village West Apartments	Ray	Weist		41	2200 SW Barton	767-4004					\$650		\$850				
West Ridge Apartments	Marilyn	Jones		25	3236 SW Avalon Way	932-1504		n/a								n/a	
West Ridge Park	Amy		1990	240	7901 Delridge Way SW	767-3300		n/a		44		52		43			
Westbrook Apartments	Virginia			17	8857 Delridge Way SW			n/a		13		4		n/a		n/a	
Westview Apartments			1974	36	6520 35th Ave SW			n/a						n/a		n/a	
Westwood Apartments	Kelly	Jackson	1970	18	8444 Delridge Way SW	767-8226		n/a			\$625		\$750	n/a		n/a	
Westwood Court			1989	56	2500 SW Barton St												
Westwood Heights East	Dianna	Jones	1997	42	9440 27th Ave SW	938-9866		n/a		8	\$650	58	\$850	n/a		n/a	
Willow Court	Christy		1987	105	6901 Delridge Way SW	762-7884		n/a		57		23		25		n/a	
Willow Crest	Barbara	Boe	1988	75	2425 SW Webster St	762-2713		n/a		33		42		na		n/a	
Wisteria Court	Kim		1987	96	7544 24th Ave SW	763-3076		n/a		48		48		n/a		n/a	
Total Units				2,063				16		579		576		200		30	
Delridge Low									\$515		\$520				\$915		\$1,195
Delridge Average									\$515		\$639		\$782		\$915		\$1,398
Delridge High									\$515		\$800		\$995		\$915		\$1,750

Delridge Development Statistics

Compiled from City of Seattle online permit database

12-Apr-06

Date range:

Start 14-Oct-05

Finish 15-May-05

Street #	Street	Category of Use	Zoning	Activity Type	Permit Status	Description	Prev DU	New DU	GIS Parcel Type	Closest Address	Project #
1253	Othello St.	SW	SF7200	Short Plat	Approved		1	2	1		2502100
1920	Brandon	SW	SF5000	Short Plat	Application		2	7	3		2503405
2112	Holden St.	SW	L2	New Construct	Approved	New TH	2	5	1		3004401, 2408715
2611	Nevada	SW	Single Family/Duplex	New Construct	Issued	New TH	0	2	1		
2635	Nevada	SW	Multi-Family	New Construct	Approved	New TH	1	2	1		
2700	Holden St.	SW	Single Family/Duplex	SF5000, L1	New Construct	Application	New TH	1	13	3	3004134
2803	Dakota	SW	Multi Family	New Construct	Approved	New TH	1	3	1		
2827	Dakota	SW	Multi Family	New Construct	Approved	New TH	0	2	1		
4040	26th Ave	SW	Multi Family	New Construct	Application	Apts		149	3	4065	
4104	26th Ave	SW	Single Family/Duplex	New Construct	Application	New SFD	0	1	2		
4106	Delridge Wa	SW	Vacant	Re-zone applic	Application	NC1-40			3	4120	
4108	26th Ave	SW	Single Family/Duplex	SF5000	New Construct	Application	New TH	1	2	1	6087309
4716	Delridge Wa	SW	Multi Family	New Construct	Construction	New TH	2	9	1		
4720	Delridge Wa	SW	Multi Family	New Construct	Construction	New TH	1	4	1		
4724	Delridge Wa	SW	Multi Family	New Construct	Construction	New TH	1	4	3	4728	
4736	Delridge Wa	SW	Multi Family	New Construct	Construction	New TH	1	4	1		
4835	Delridge Wa	SW	Multi Family	New Construct	Application	New TH	0	3	2		
4841	Delridge Wa	SW	Multi Family	L2	New Construct	Construction	New TH	1	6	1	3003965, 2503765
4849	Delridge Wa	SW	Multi Family	L2	New Construct	Construction	New TH	1	4	1	3004111, 2407833
5202	Delridge Wa	SW	Multi Family	New Construct	Construction	New TH	1	6	1		
5220	Puget Boule	SW	Multi Family	New Construct	Application	New TH	3	8	1		
5239	19th Ave	SW	Single Family/Duplex	Short Plat	Approved		2	6	1		
5401	26th Ave	SW	Multi-Family	New Construct	Approved	New TH	1	3	1		
5409	26th Ave	SW	Multi Family	New Construct	Application	New TH	1	2	2		
5437	30th Ave	SW	Single Family/Duplex	New Construct	Application	New SFD	1	1	3	5433	
5449	30th Ave	SW	Single Family/Duplex	New Construct	Application	New SFD	0	1	3	5443	
5459	30th Ave	SW	Single Family/Duplex	New Construct	Application	New SFD	0	1	3	5455	
5619	21st Ave	SW	Single Family/Duplex	New Construct	Application	New SFD	0	1	2		
5628	30th Ave	SW	Single Family/Duplex	New Construct	Application	New SFD	0	1	1		
6349	21st Ave	SW	Single Family/Duplex	SF5000	Short Plat	Approved	1	3	1		3001249
6517	18th Ave	SW	Single Family/Duplex	New Construct	Application	New SFD	0	1	2		
6546	18th Ave	SW	Single Family/Duplex	New Construct	Application	New SFD	0	1	2		
7041	Delridge Wa	SW	Multi Family	New Construct	Approved	New TH	1	6	1		3004053, 2406384
7049	Delridge Wa	SW	Multi Family	New Construct	Approved	New TH	1	8	1		2406385
9201	20th Ave.	SW	Single Family/Duplex	L3	New Construct	Approved	New TH	1	4	1	3004025

Total

29

275

Delridge Development Statistics

Compiled from City of Seattle online permit database

Date range:

Start 14-Oct-05

Finish 15-May-05

Street #	Street		Category of Use	Activity Type	Permit Status	Descriptio	Prev DU	New DU	Project #
1253	Othello St.	SW	Single Family/Duplex	Short Plat	Approved		1	2	2502100
1920	Brandon	SW	Single Family/Duplex	Short Plat	Application		2	7	2503405
2112	Holden St.	SW	Multi-Family	New Construction	Approved	New TH	2	5	3004401, 2408715
2611	Nevada	SW	Single Family/Duplex	New Construction	Issued	New TH	0	2	
2635	Nevada	SW	Multi-Family	New Construction	Approved	New TH	1	2	
2700	Holden St.	SW	Single Family/Duplex	New Construction	Application	New TH	1	13	3004134
2803	Dakota	SW	Multi Family	New Construction	Approved	New TH	1	3	
2827	Dakota	SW	Multi Family	New Construction	Approved	New TH	0	2	
4040	26th Ave	SW	Multi Family	New Construction	Application	Apts		149	
4104	26th Ave	SW	Single Family/Duplex	New Construction	Application	New SFD	0	1	
4106	Delridge Way	SW	Vacant	Re-zone application	Application	NC1-40			
4108	26th Ave	SW	Single Family/Duplex	New Construction	Application	New TH	1	2	6087309
4716	Delridge Way	SW	Multi Family	New Construction	Construction	New TH	2	9	
4720	Delridge Way	SW	Multi Family	New Construction	Construction	New TH	1	4	
4724	Delridge Way	SW	Multi Family	New Construction	Construction	New TH	1	4	
4736	Delridge Way	SW	Multi Family	New Construction	Construction	New TH	1	4	
4835	Delridge Way	SW	Multi Family	New Construction	Application	New TH	0	3	
4841	Delridge Way	SW	Multi Family	New Construction	Construction	New TH	1	6	3003965, 2503765
4849	Delridge Way	SW	Multi Family	New Construction	Construction	New TH	1	4	3004111, 2407833
5202	Delridge Way	SW	Multi Family	New Construction	Construction	New TH	1	6	
5220	Puget Boulevard	SW	Multi Family	New Construction	Application	New TH	3	8	
5239	19th Ave	SW	Single Family/Duplex	Short Plat	Approved		2	6	
5401	26th Ave	SW	Multi-Family	New Construction	Approved	New TH	1	3	
5409	26th Ave	SW	Multi Family	New Construction	Application	New TH	1	2	
5437	30th Ave	SW	Single Family/Duplex	New Construction	Application	New SFD	1	1	
5449	30th Ave	SW	Single Family/Duplex	New Construction	Application	New SFD	0	1	
5459	30th Ave	SW	Single Family/Duplex	New Construction	Application	New SFD	0	1	
5619	21st Ave	SW	Single Family/Duplex	New Construction	Application	New SFD	0	1	
5628	30th Ave	SW	Single Family/Duplex	New Construction	Application	New SFD	0	1	
6349	21st Ave	SW	Single Family/Duplex	Short Plat	Approved		1	3	3001249
6517	18th Ave	SW	Single Family/Duplex	New Construction	Application	New SFD	0	1	
6546	18th Ave	SW	Single Family/Duplex	New Construction	Application	New SFD	0	1	
7041	Delridge Way	SW	Multi Family	New Construction	Approved	New TH	1	6	3004053, 2406384
7049	Delridge Way	SW	Multi Family	New Construction	Approved	New TH	1	8	2406385
9201	20th Ave.	SW	Single Family/Duplex	New Construction	Approved	New TH	1	4	3004025

Total 29 275

Seattle Housing Authority Delridge Scattered Sites Portfolio			
Address	Zip code	# units	Description
1417 SW Myrtle Street	98106	1	
1810 SW Dawson Street	98106	1	
4818 Delridge Way SW	98106	3	3-2bd apts
4822 Delridge Way SW	98106	3	
4825 Delridge Way SW	98106	4	
5025 Puget Blvd SW	98106	1	
5043 Delridge Way SW	98126	4	2 2-bd apts, 2-4bd apts
6025 21st Avenue SW	98106	1	
6038 17th Avenue SW	98106	1	
6042 17th Avenue SW	98106	1	
6741 18th Avenue SW	98106	1	
7533 15th Avenue SW	98106	1	
8113 17th Avenue SW	98106	1	
8117 10th Avenue SW	98106	1	
8124 Delridge Way SW	98106	2	
8137 11th Avenue SW	98106	1	
8411 8th Avenue SW	98106	1	
Total		28	

2006 Seattle Area Income and Rents (as published by HUD)

Income Limits

Family Size	30%	50%	70%	80%	100%	140%
1 Person	\$ 16,350	\$ 27,250	\$ 38,150	\$ 41,700	\$ 54,500	\$ 76,300
2 Persons	\$ 18,700	\$ 31,150	\$ 43,610	\$ 47,700	\$ 62,300	\$ 87,220
3 Persons	\$ 21,050	\$ 35,050	\$ 49,070	\$ 53,650	\$ 70,100	\$ 98,140
4 Persons	\$ 23,350	\$ 38,950	\$ 54,530	\$ 59,600	\$ 77,900	\$ 109,060
5 Persons	\$ 25,250	\$ 42,050	\$ 58,870	\$ 64,350	\$ 84,100	\$ 117,740
6 Persons	\$ 27,100	\$ 45,200	\$ 63,280	\$ 69,150	\$ 90,400	\$ 126,560
7 Persons	\$ 29,000	\$ 48,300	\$ 67,620	\$ 73,900	\$ 96,600	\$ 135,240
8 Persons	\$ 30,850	\$ 51,400	\$ 71,960	\$ 78,650	\$ 102,800	\$ 143,920

Affordable Rents

at 30% of household income

Unit Size	30%	50%	70%	80%
0 Bedrooms	\$ 408	\$ 681	\$ 953	\$ 1,042
1 Bedroom	\$ 438	\$ 730	\$ 1,022	\$ 1,117
2 Bedrooms	\$ 526	\$ 876	\$ 1,226	\$ 1,341
3 Bedrooms	\$ 607	\$ 1,012	\$ 1,417	\$ 1,549

Affordable Home Prices

at 40% of household income *

	100%	140%
3 person HH	\$308,072	\$ 431,300

* 30 year mortgage, 6.5% int, 30% of income on housing

**Appendix 4.1
Land Inventory**

Address	Parcel Number	Appraised Land Value	Appraised Improvement Value	Market Value
5950 Delridge Way	3438501230	\$3,015,700	\$4,411,100	n/a
7740 34th Avenue SW	1932300245	\$1,446,600	\$1,516,700	\$354,000.00
7302 35th Ave SW	8122100070	\$151,400	\$142,300	n/a
3808 18th Ave SW	7547300750	\$163,000.00	\$6,000.00	\$295,000.00
7517 Highland Park Way SW	2115200165	\$219,000.00	\$198,000.00	\$550,000.00
6537 35th Ave SW	0065000040	\$174,000.00	\$87,000.00	\$500,000.00
6541 35th Ave SW	0065000045	\$175,000.00	\$79,000.00	\$500,000.00
9011 16th Ave SW	7899801065	\$79,300.00	\$205,700.00	\$399,950.00
3817 17th Ave SW	7547300950	\$117,700.00	\$102,400.00	\$365,000.00
9015 16th Ave SE	7899801055	\$178,600.00	\$214,400.00	\$895,000.00

Address	Present Use	Deficiencies	Current Owner	Zoning
5950 Delridge Way	Interim School - Cleveland High (Code 184)	N/A	Seattle Public Schools	SF 5000
7740 34th Avenue SW	Vacant - Proposed Interim Site (Code 184)	N/A	Seattle Public Schools	SF 5000
7302 35th Ave SW	Fire Station	Avg. building quality	Seattle City of - FFD	SF 5000
3808 18th Ave SW	Single Family	40% Steep Slope	Pigeon Point LLC	IG2 U/85
7517 Highland Park Way SW	Single Family	40% Steep Slope	Warren M Riggs	SF 5000
6537 35th Ave SW	Single Family		Sean M Goff	NC2-40
6541 35th Ave SW	Single Family		Alejandro Fernandez	NC2-40
9011 16th Ave SW	Apartment		NW Investment LLC	L-3 RC
3817 17th Ave SW	Apartment (Mixed Use)	40% Steep Slope	Pigeon Point LLC	IG2 U/85, L-1
9015 16th Ave SE	Apartment		9015 LLC	L-3 RC

Appendix 2
Re-development Ratio

5429	Dev Ratio	Appraised Land Value	\$ \$	81,000
		Appraised Improvement Value	\$ \$	39,000
		Appraised Total Value	\$ \$	120,000
		Redevelopment Ratio		0.48
		Suitable for Redevelopment?		YES
1773101400	South of library			

5435	Dev Ratio	Appraised Land Value	\$ \$	81,000
		Appraised Improvement Value	\$ \$	20,000
		Appraised Total Value	\$ \$	101,000
		Redevelopment Ratio		0.25
		Suitable for Redevelopment?		YES
1773101405	South of above			

5435	Dev Ratio	Appraised Land Value	\$ \$	298,100
		Appraised Improvement Value	\$ \$	409,300
		Appraised Total Value	\$ \$	707,400
		Redevelopment Ratio		1.37
		Suitable for Redevelopment?		YES
1773101410	Gas station			

5455	Dev Ratio	Appraised Land Value	\$ \$	149,000
		Appraised Improvement Value	\$ \$	39,100
		Appraised Total Value	\$ \$	188,100
		Redevelopment Ratio		0.26
		Suitable for Redevelopment?		YES
1773101435	NW Corner Findlay and Delridge			

5455	Dev Ratio	Appraised Land Value	\$ \$	65,700
		Appraised Improvement Value	\$ \$	62,800
		Appraised Total Value	\$ \$	128,500
		Redevelopment Ratio		0.96
		Suitable for Redevelopment?		YES
1773101745	SW Corner Findlay and Delridge			

5455	Dev Ratio	Appraised Land Value	\$ \$	81,000
		Appraised Improvement Value	\$ \$	65,000
		Appraised Total Value	\$ \$	146,000
		Redevelopment Ratio		0.80
		Suitable for Redevelopment?		YES
1773101740	West of above			

5609	Dev Ratio	Appraised Land Value	\$ \$	149,000
		Appraised Improvement Value	\$ \$	79,000
		Appraised Total Value	\$ \$	228,000
		Redevelopment Ratio		0.53
		Suitable for Redevelopment?		YES
1773101750	South of above			

5611	Dev Ratio	Appraised Land Value	\$ \$	74,500
		Appraised Improvement Value	\$ \$	-
		Appraised Total Value	\$ \$	74,500
		Redevelopment Ratio		0.00
		Suitable for Redevelopment?		YES
1773101760	South of above (vacant)			

5621	Dev Ratio	Appraised Land Value	\$ \$	74,500
		Appraised Improvement Value	\$ \$	1,000
		Appraised Total Value	\$ \$	75,500
		Redevelopment Ratio		0.01
		Suitable for Redevelopment?		YES
1773101765	Tires shop			

5625	Dev Ratio	Appraised Land Value	\$ \$	81,000
		Appraised Improvement Value	\$ \$	124,000
		Appraised Total Value	\$ \$	205,000
		Redevelopment Ratio		1.53
		Suitable for Redevelopment?		YES
1773101770	South of Tires shop			

5631	Dev Ratio	Appraised Land Value	\$ \$	74,500
		Appraised Improvement Value	\$ \$	231,500
		Appraised Total Value	\$ \$	306,000
		Redevelopment Ratio		3.11
		Suitable for Redevelopment?		NO
1773101775	South of above			

5635	Dev Ratio	Appraised Land Value	\$ \$	149,000
		Appraised Improvement Value	\$ \$	11,000
		Appraised Total Value	\$ \$	160,000
		Redevelopment Ratio		0.07
		Suitable for Redevelopment?		YES
1773101780	South of above			

5230	Dev Ratio	Appraised Land Value	\$ \$	72,000
		Appraised Improvement Value	\$ \$	79,000
		Appraised Total Value	\$ \$	151,000
		Redevelopment Ratio		1.10
		Suitable for Redevelopment?		YES
1773101190	North of Below			

5232	Dev Ratio	Appraised Land Value	\$ \$	72,000
		Appraised Improvement Value	\$ \$	28,000
		Appraised Total Value	\$ \$	100,000
		Redevelopment Ratio		0.39
		Suitable for Redevelopment?		YES
1773101195	North of Below			

5236	Dev Ratio	Appraised Land Value	\$ \$	68,400
		Appraised Improvement Value	\$ \$	101,600
		Appraised Total Value	\$ \$	170,000
		Redevelopment Ratio		1.49
		Suitable for Redevelopment?		YES
1773101200	NE Corner of Brandon			

5402	Dev Ratio	Appraised Land Value	\$ \$	81,000
		Appraised Improvement Value	\$ \$	64,000
		Appraised Total Value	\$ \$	145,000
		Redevelopment Ratio		0.79
		Suitable for Redevelopment?		YES
1773101515	SE Corner of Brandon			

5404	Dev Ratio	Appraised Land Value	\$ \$	72,000
		Appraised Improvement Value	\$ \$	53,400
		Appraised Total Value	\$ \$	125,400
		Redevelopment Ratio		0.74
		Suitable for Redevelopment?		YES
1773101520	South of Above			

5408	Dev Ratio	Appraised Land Value	\$ \$	70,000
		Appraised Improvement Value	\$ \$	64,000
		Appraised Total Value	\$ \$	134,000
		Redevelopment Ratio		0.91
		Suitable for Redevelopment?		YES
1773101525	South of Above			

5414	Dev Ratio	Appraised Land Value	\$ \$	70,000
		Appraised Improvement Value	\$ \$	38,000
		Appraised Total Value	\$ \$	108,000
		Redevelopment Ratio		0.54
		Suitable for Redevelopment?		YES
1773101530	South of Above			

5416	Dev Ratio	Appraised Land Value	\$ \$	70,000
		Appraised Improvement Value	\$ \$	86,000
		Appraised Total Value	\$ \$	156,000
		Redevelopment Ratio		1.23
		Suitable for Redevelopment?		YES
1773101535	South of Above			

5420	Dev Ratio	Appraised Land Value	\$ \$	81,000
		Appraised Improvement Value	\$ \$	45,000
		Appraised Total Value	\$ \$	126,000
		Redevelopment Ratio		0.56
		Suitable for Redevelopment?		YES
1773101540	South of Above			

5424	Dev Ratio	Appraised Land Value	\$ \$	70,000
		Appraised Improvement Value	\$ \$	60,000
		Appraised Total Value	\$ \$	130,000
		Redevelopment Ratio		0.86
		Suitable for Redevelopment?		YES
1773101545	South of Above			

5428	Dev Ratio	Appraised Land Value	\$ \$	72,000
		Appraised Improvement Value	\$ \$	437,100
		Appraised Total Value	\$ \$	509,100
		Redevelopment Ratio		6.07
		Suitable for Redevelopment?		NO
1773101550	South of Above			

5434	Dev Ratio	Appraised Land Value	\$ \$	122,000
		Appraised Improvement Value	\$ \$	23,000
		Appraised Total Value	\$ \$	145,000
		Redevelopment Ratio		0.19
		Suitable for Redevelopment?		YES
1773101555	South of Above			

Appendix 2

Re-development Ratio

5643	Dev Ratio	Appraised Land Value	\$ \$	111,700
		Appraised Improvement Value	\$ \$	91,300
		Appraised Total Value	\$ \$	203,000
		Redevelopment Ratio		0.82
		Suitable for Redevelopment?		YES

1773101790 | South of above

5647	Dev Ratio	Appraised Land Value	\$ \$	105,000
		Appraised Improvement Value	\$ \$	136,000
		Appraised Total Value	\$ \$	241,000
		Redevelopment Ratio		1.30
		Suitable for Redevelopment?		YES

1773101796 | South of above

5653	Dev Ratio	Appraised Land Value	\$ \$	70,000
		Appraised Improvement Value	\$ \$	95,000
		Appraised Total Value	\$ \$	165,000
		Redevelopment Ratio		1.36
		Suitable for Redevelopment?		YES

1773101805 | South of above

5653	Dev Ratio	Appraised Land Value	\$ \$	74,500
		Appraised Improvement Value	\$ \$	155,700
		Appraised Total Value	\$ \$	230,200
		Redevelopment Ratio		2.09
		Suitable for Redevelopment?		NO

1773101810 | NW Corner of Juneau

5945	Dev Ratio	Appraised Land Value	\$	122,000
		Appraised Improvement Value	\$	163,000
		Appraised Total Value	\$	285,000
		Redevelopment Ratio		1.34
		Suitable for Redevelopment?		YES

3438501320 | Property across Boren

5953	Dev Ratio	Appraised Land Value	\$	122,000
		Appraised Improvement Value	\$	70,000
		Appraised Total Value	\$	192,000
		Redevelopment Ratio		0.57
		Suitable for Redevelopment?		YES

3438501331 | Property across Boren

5961	Dev Ratio	Appraised Land Value	\$	75,100
		Appraised Improvement Value	\$	159,900
		Appraised Total Value	\$	235,000
		Redevelopment Ratio		2.13
		Suitable for Redevelopment?		NO

3438501330 | Property across Boren

5638	Dev Ratio	Appraised Land Value	\$ \$	108,000
		Appraised Improvement Value	\$ \$	122,000
		Appraised Total Value	\$ \$	230,000
		Redevelopment Ratio		1.13
		Suitable for Redevelopment?		YES

1773101940 | South of above

5644	Dev Ratio	Appraised Land Value	\$ \$	72,000
		Appraised Improvement Value	\$ \$	158,000
		Appraised Total Value	\$ \$	230,000
		Redevelopment Ratio		2.19
		Suitable for Redevelopment?		NO

1773101945 | South of above

5652	Dev Ratio	Appraised Land Value	\$ \$	122,000
		Appraised Improvement Value	\$ \$	76,000
		Appraised Total Value	\$ \$	198,000
		Redevelopment Ratio		0.62
		Suitable for Redevelopment?		YES

1773101960 | South of above

5656	Dev Ratio	Appraised Land Value	\$ \$	81,000
		Appraised Improvement Value	\$ \$	50,000
		Appraised Total Value	\$ \$	131,000
		Redevelopment Ratio		0.62
		Suitable for Redevelopment?		YES

1773101965 | NE Corner of Juneau

5440	Dev Ratio	Appraised Land Value	\$ \$	81,000
		Appraised Improvement Value	\$ \$	54,000
		Appraised Total Value	\$ \$	135,000
		Redevelopment Ratio		0.67
		Suitable for Redevelopment?		YES

1773101555 | South of Above

5444	Dev Ratio	Appraised Land Value	\$ \$	81,000
		Appraised Improvement Value	\$ \$	37,000
		Appraised Total Value	\$ \$	118,000
		Redevelopment Ratio		0.46
		Suitable for Redevelopment?		YES

1773101570 | South of Above

5448	Dev Ratio	Appraised Land Value	\$ \$	122,000
		Appraised Improvement Value	\$ \$	10,000
		Appraised Total Value	\$ \$	132,000
		Redevelopment Ratio		0.08
		Suitable for Redevelopment?		YES

1773101575 | South of Above

5458	Dev Ratio	Appraised Land Value	\$ \$	81,000
		Appraised Improvement Value	\$ \$	93,000
		Appraised Total Value	\$ \$	174,000
		Redevelopment Ratio		1.15
		Suitable for Redevelopment?		YES

1773101585 | NE Corner of Findlay

5600	Dev Ratio	Appraised Land Value	\$ \$	72,000
		Appraised Improvement Value	\$ \$	13,500
		Appraised Total Value	\$ \$	85,500
		Redevelopment Ratio		0.19
		Suitable for Redevelopment?		YES

1773101890 | SE Corner of Findlay

5604	Dev Ratio	Appraised Land Value	\$ \$	72,000
		Appraised Improvement Value	\$ \$	11,600
		Appraised Total Value	\$ \$	83,600
		Redevelopment Ratio		0.16
		Suitable for Redevelopment?		YES

1773101585 | South of above

5608	Dev Ratio	Appraised Land Value	\$ \$	72,000
		Appraised Improvement Value	\$ \$	43,400
		Appraised Total Value	\$ \$	115,400
		Redevelopment Ratio		0.60
		Suitable for Redevelopment?		YES

1773101900 | South of above

5616	Dev Ratio	Appraised Land Value	\$ \$	72,000
		Appraised Improvement Value	\$ \$	48,900
		Appraised Total Value	\$ \$	120,900
		Redevelopment Ratio		0.68
		Suitable for Redevelopment?		YES

1773101910 | South of above

5618	Dev Ratio	Appraised Land Value	\$ \$	73,000
		Appraised Improvement Value	\$ \$	78,000
		Appraised Total Value	\$ \$	151,000
		Redevelopment Ratio		1.07
		Suitable for Redevelopment?		YES

1773101915 | South of above

5626	Dev Ratio	Appraised Land Value	\$ \$	72,000
		Appraised Improvement Value	\$ \$	163,000
		Appraised Total Value	\$ \$	235,000
		Redevelopment Ratio		2.26
		Suitable for Redevelopment?		NO

1773101925 | South of above

5628	Dev Ratio	Appraised Land Value	\$ \$	72,000
		Appraised Improvement Value	\$ \$	193,000
		Appraised Total Value	\$ \$	265,000
		Redevelopment Ratio		2.68
		Suitable for Redevelopment?		NO

1773101930 | South of above

5632	Dev Ratio	Appraised Land Value	\$ \$	108,000
		Appraised Improvement Value	\$ \$	59,000
		Appraised Total Value	\$ \$	167,000
		Redevelopment Ratio		0.55
		Suitable for Redevelopment?		YES

1773101935 | South of above

Appendix 4.3
Building Envelopes

5230 Delridge Way SW, Seattle, WA 98106

Zoning NC2-40

Neighborhood Commercial 2

Land 1	Gross Site Square Footage	SqFt	4,800
	Open Space Requirement	%	5%
	Height Limit	Feet	40
	Height per Story	Feet	10
	Lot Coverage Ratio	%	95.00%
	Bldg footprint	SqFt	4,560
	Open Space footprint	SqFt	240
	# Stories in Building	# St	4
	Building Gross Square Footage	SqFt	18,240

Proposed use: Mixed-Use development (residential-retail)

Improvements 2	Efficiency Factor		85%
	Rentable Footprint	SqFt	3,876
	Commercial Component Sq Footage		3,876
	Typical Housing Unit SqFt		900
	Number of Units		12.9
	Landscape	SqFt	240
	Commercial Component	SqFt	3,876
	Market Rate Housing	SqFt	11,628
	Common Areas	SqFt	2,736
	Rentable SqFootage	SqFt	18,240

Type of Parking: Surface/Underground

Parking 3	Parking Index/Commercial	per SqFt	2000
	Parking Index Housing	per Unit	1.1
	Parking Stall Size	SqFt	400
	Number of Stalls (Commercial)		2
	Number of Stalls (Housing)		14
	Total Number of Stalls		16
	Parking footprint		6,460

Summary 4	Commercial Component	15.54%	3,876
	Housing	46.62%	11,628
	Common Areas	10.97%	2,736
	Open Space	0.96%	240
	Parking	25.90%	6,460
	Total Site	100.00%	24,940

Memo

To: Branden Born
From: Katie Cote, Talia Henze, Casey Hildreth, Clay Veka
CC: Paul Fischburg & Kate Stannard
Date: March 8, 2006
Re: Delridge Neighborhood Research

Location

Delridge is located southwest of downtown Seattle, directly west of the Duwamish River, and south of the West Seattle Bridge. Delridge Way, the main north-south thorough-fare, lies in a narrow “dell” flanked to the east and west by parallel “ridges.” Bounded to the east by the Duwamish, the west by 35th Ave, the north by Spokane Ave, and to the south by Roxbury St, Delridge is a collection of several smaller historical neighborhoods including Pigeon Hill, Riverview, High Point, Roxbury, Highland Park, and north and south Delridge. Delridge is connected to Downtown Seattle via the West Seattle Bridge, Highway 99 and a network of roads under the bridge that wind through south downtown. In a car, this trip can take anywhere from 10 to 30 minutes depending on traffic on the West Seattle Bridge.

Community History

Delridge has a rich history dating back 10,000 years to the early native population, which can be found in detail in the Neighborhood Plan and at historylink.org (www.historylink.org/westseattle).

At the close of the 19th century, those who lived near the tide flats of Youngstown (today's Delridge) were mainly steel, paper, and flour mill workers, shipbuilders, fish cannery workers, bricklayers, shopkeepers, saloon regulars and outlying farmers. The Duwamish natives on the banks of the estuary had long been displaced, and it would be a few years before streetcars, annexation into Seattle, and an improved bridge across Spokane Street would work to fill in the area with new development. WPA projects such as the West Seattle Golf Course and Recreation Area (Camp Long) and an influx of military and steel workers during WWII provided additional build out, especially in the areas of High Point and Pigeon Hill. Postwar growth brought large numbers of Asians, Filipinos, and African Americans into the valley, and Korean and Samoan immigration followed in the 1980's and 90's.

Steep slopes, sensitive riparian lands, and limited transportation access (despite the construction of the West Seattle Bridge in 1980) have moderated the pace of development in Delridge, although its foothold on affordability will be difficult to maintain. The high profile

sustainable redevelopment of High Point, the restoration and reuse of the Old Cooper School, the ongoing restoration of Longfellow Creek, and other neighborhood investments signals a renewed development interest in the area.

Current Context

In the Neighborhood Comprehensive Plan developed in 1999, the community identified and planned for three focused nodes of activity along Delridge Way.

North Delridge Commercial Node: A number of small businesses are part of the Frye Commercial Center and various other businesses surround the Nucor facility, such as All Star Fitness and a number of small cafés, and a few human health services. They are somewhat spread out from each other, and some are officially located on the other side of Avalon from the Delridge Neighborhood.

Central Delridge (also known as the Brandon Node): This is where the Delridge branch of the Seattle Library and the DNDA are located. There are two gas stations/mini-mart stores and a small electronics repair store in this area as well.

South Delridge Commercial Node: There is a large Home Depot at the corner of Sylvan and Delridge Way as well as the nearby Tug Tavern, several gas stations and a public storage facility.

While the Delridge Neighborhood has no supermarket and few dining options, many amenities are available in the surrounding areas (see map, Attachment 1).

West Seattle Junction, the intersection of California Ave and Alaska St, is a commercial area with many restaurants, a few bars, a record store, and home furnishing stores typical of older Seattle retail; many small business owners here have formed a “business improvement area.”

Westwood Town Center is a large-lot commercial development (quite different from W.S. Junction) that would be more closely compared the University Village model. It is the closest supermarket (QFC) and post office to the Delridge neighborhood.

Alki Beach is a rather upscale commercial development, focusing on restaurants that surround the condominiums which facing downtown Seattle from across Elliott Bay. Though there are a number of amenities such as supermarkets, banks, and theaters here as well.

White Center and South Park, to the south of Delridge, also have a variety of commercial amenities.

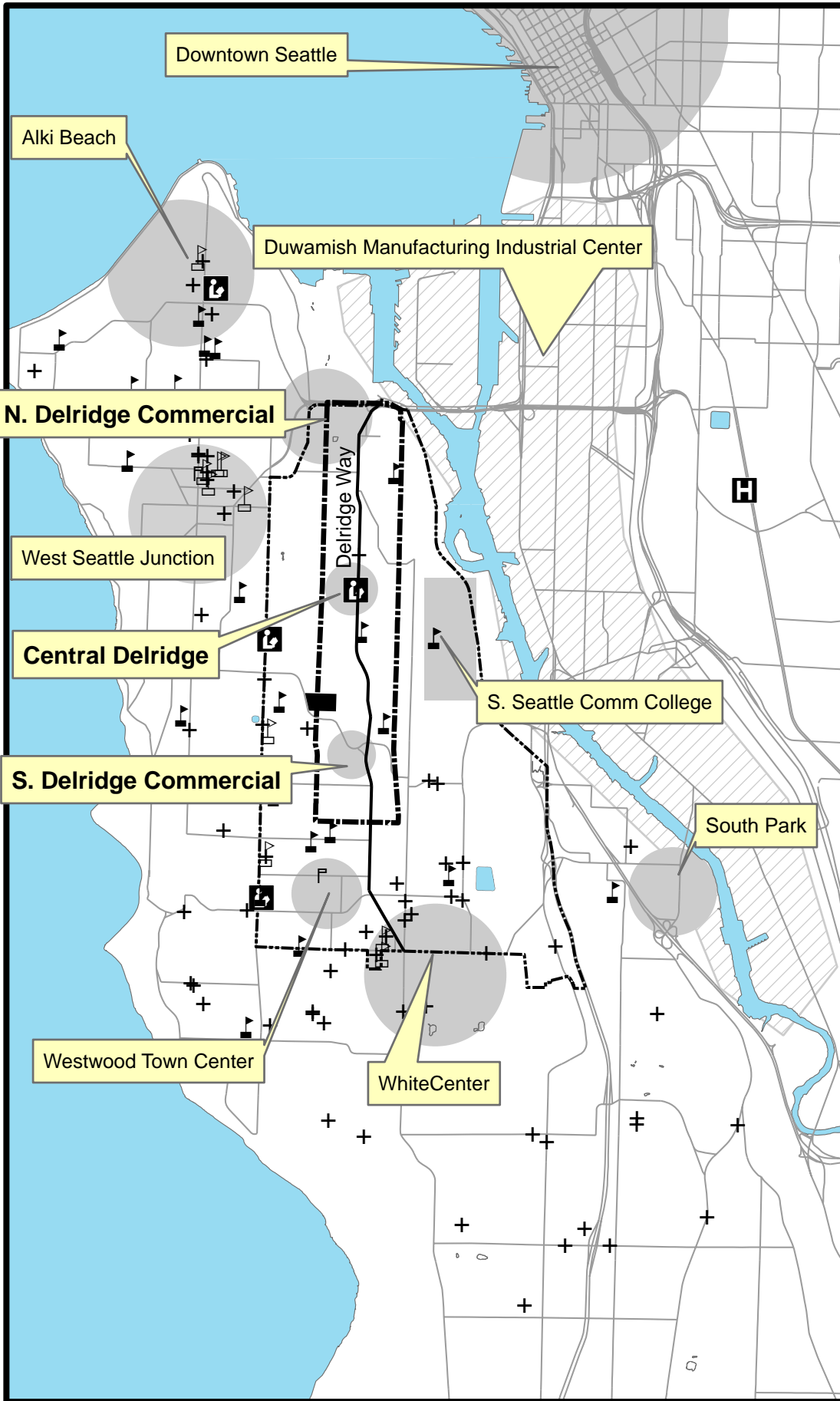
Community Organizations















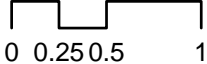

Several community organizations are active in the Delridge Neighborhood. The Delridge Neighborhoods Development Association (DNDA) has worked closely with the community to create its neighborhood plan and to develop three projects: Craft Place, Historic Cooper School, and the West Seattle Community Resource Center. Several organizations work to preserve and restore open space and trails, as well as to educate the community about critical environmental areas. Some of these organizations include: Dells and Ridges, Longfellow Creek Watershed Action Project, Cooper Elementary School @ Longfellow Creek, FOCUS – Friends of Creeks and Urban Salmon, and Camp Long. The City of Seattle also offers support to community organizations through the Delridge Neighborhood Service Center, the Delridge Library, the Parks Department, and the Office of Economic Development.

Media Sources

Aside from the *Seattle Times* and the *Seattle Post-Intelligencer*, the major source of local news is the *West Seattle Harold/White Center News* weekly newspaper. Several community organizations also publish periodic newsletters and have active websites. Other forums for public announcement exist on the internet, as well. The *West Seattle Harold/White Center News* has an extensive website and West Seattle's "Official Community Web Site" is located at www.westseattle.com. Though not primarily dedicated to Delridge, this website offers a directory of West Seattle (and Delridge) businesses, maps, links to government service websites and other services. There are no television or radio stations specifically local to Delridge, though network television and radio reception is available.

Delridge Context Map



-  Delridge Plan Area
 -  Delridge Neighborhoods
 -  Hospital
 -  Cemetery
 -  Library
 -  Private School
 -  Public School
 -  Post Office
 -  Church
 -  Delridge Way
 -  Arterial
 -  Industrial and Manufacturing
 -  Commercial Nodes
 -  College Campus
-  Miles
0 0.25 0.5 1
-  North

Memo

To: Branden Born
From: Kadie, Kate, Sean, Wes & Andy
CC: Paul Fischburg & Kate Stannard
Date: March 8, 2006
Re: Delridge Neighborhood Research

In our analysis of the Delridge community's sociodemographic information we focused on two specific study areas (see appendix for maps). First was the broad Delridge area ("Delridge") as defined by the City of Seattle: Census tracts 99, 107, 108, 112, 113, 114 and 115. We also collected data for the Neighborhood Plan Area: Census blocks 9900.2, 10700.1, 10700.2, 10800.2, 10800.3, and 11400.1. The majority of information within this memo is delineated by these two geographic areas, with the exception of certain data as noted.

It is also worth noting that the Census data below is from 2000 and therefore potentially dated. Whenever possible information was collected from more current sources as to most accurately describe Delridge as it is today.

Delridge Residents

According to the 2000 Census, the population of the larger Delridge community was 36,565, with the Neighborhood Plan Area containing 9,521 people. The ethnic makeup of the two areas was roughly similar: whites comprised about half the population with Asians and blacks following in prevalence respectively.

The gender of residents was split evenly between men and women in both study areas. The median age, which varied significantly amongst the seven Census tracts (and shows a relationship to household income), came to a blended average of around 33 years, with the Neighborhood Plan Area close at about 32 years. Over a quarter of the population in both study areas was aged 17 or younger.

Economic status, like many other characteristics, seemed to vary significantly across the seven Census tracts of Delridge. While the blended average for median household income was about \$42,000, it ranged from approximately \$28,000 in tract 107 to just over \$51,000 tract 115; the Neighborhood Plan Area revealed a median household

income of around \$44,000. According to the 2000 Census data the Delridge poverty rate was 15% while the Plan Area was 16% (as compared to 8.4% for all of King County).

Attainment of a bachelor's degree or higher (in the population above 25 years) hovered within a few percentage points of 25% for all men and women within Delridge and the Plan Area. This compared to an overall King County rate that stood at 40% in 2000.

Industry & Employment

The Delridge community contains over 15,000 jobs, with about a third of those within the Neighborhood Plan Area. Notably the character of industry varies greatly between the two study areas. About half of the jobs in Delridge belonged to the categories of manufacturing, wholesale, and transportation/warehousing, while the Neighborhood Plan Area contained far less heavy industry and its employment was dispersed more broadly across various fields.

Regarding rates of employment for residents themselves, 4.9% of men and 4.2% of women in Delridge were unemployed, while the corresponding rates in the Plan Area were 5.4% and 3.7%. Also worth noting was that 75% of employed persons in both study areas utilized a personal automobile to get to work, with about 17% taking public transportation. Only about 2% reported walking or traveling by bicycle to get to work.

Areas of Focus

Housing & Real Estate

Housing patterns provide a strong, tangible indicator of community ownership. In Delridge, this is particularly important because of the neighborhood's strong tendency to identify with community values that are centered around and defined by its diverse ethnic background. An informal survey taken of 30 Delridge residents at a community meeting in March, 2006 revealed that all were homeowners, most for over 10 years in the neighborhood. Although these numbers are certainly affected by sample bias, they do have some basis in strong historical trends of high home ownership rates and suggest a continuation of this trend. A separate random sample of transactions for single-family residences in the past three years yielded strong evidence of an ethnically diverse home ownership base, with little evidence to support a noticeable change in the neighborhood's ethnic composition. In order for such data to provide meaningful information, however, further research must be conducted in order to ascertain the true ethnic composition of the neighborhood as it relates to housing ownership patterns. This is admittedly difficult to determine, though we will explore means for accomplishing this task and work to find examples of similar research having been conducted in comparable communities in the United States.

Crime

Crime rates in Delridge are on average slightly higher than for the city of Seattle as a whole. Data for crime statistics were gathered from the City of Seattle from 1996-2005. Residential burglary has a higher frequency in Delridge than Seattle, with an average of 13.96 per 1000 in Delridge, compared to 8.61 per 1000 in Seattle; a difference of 48%.

Non-aggressive assault is also markedly higher on average in Delridge (17.91 per 1000) versus Seattle (11.92 per 1000), a difference of 43%. Auto theft has a slightly higher frequency in Delridge (16.39 per 1000) than in Seattle (14.82 per 1000), a difference of 10%. Aggressive assault occurs on average 22% more frequently in Delridge than Seattle, however the total number is relatively small with an average of 5.33 per 1000 between 1996-2005. Notably, the occurrence of theft is less frequent in Delridge (45.75 per 1000) compared to Seattle (52.98 per 1000), a difference of 14%.

Race & Ethnicity

The 2000 Census data discussed above notes that Delridge is a racially diverse community, but it is also important to recognize the long-term trends and conditions preceding this. According to Ron Angeles, Coordinator of the Delridge Neighborhood Service Center who grew up in the West Seattle area, the Delridge community was largely white in racial composition until the years following the conflict in Vietnam. Those events, he says, created a large influx of Southeast Asian immigration to Seattle, much of which flowed to Delridge. Though a significant amount of Southeast Asians settled in Delridge, it comprised a broad group of nationalities including Laotian, Vietnamese, Cambodian and others, leaving Delridge without singular ethnic enclaves that took shape elsewhere in Seattle.

The racial and ethnic composition of Delridge appears to be on a path towards further diversification when one compares 1990 and 2000 Census data. That information reveals that the white population decreased from around 67% to 53%, while the percentage of blacks remained nearly even; the Asian population increased from about 16% to 18%. One thing to consider in any possible analysis is changes to Census data collection methods and categories of identification that changed from 1990 to 2000; the most recent Census provided a far broader range of racial categories, such as multi-race identity, not previously included.

Looking forward, Mr. Angeles says his current observations of Delridge suggest continued racial diversity, with some potentially emerging groups such as East Africans. He says the relative affordability of housing in Delridge remains attractive to new residents who are often likely to be people of color.

Poverty & Income

When comparing the 2000 Census data on poverty and income in Delridge to other geographic areas the socio-demographic characteristics of the community are apparent. In relation to the 4 areas listed below Delridge has a higher poverty rate. The following table shows the percentage of residents below the national poverty threshold. For single households this is \$8,350; for two people \$11,250; for three people \$14,150; for four people \$17, 050.

Washington	King County	Redmond	Seattle	Delridge
11%	8%	5%	11.8%	15.2%

These patterns are mirrored in household income. The table below lists the mean household income for the same areas as above. It illustrates that household incomes in Delridge are lower than King County and Washington as a whole, however there is not a remarkable difference between Seattle overall and Delridge.

Washington	King County	Redmond	Seattle	Delridge
\$45,776	\$53,157	\$66,735	\$45,736	\$44,000

Trends & Projections

The Puget Sound Regional Council's 2003 Sub-County Forecasts of Population and Employment were used to obtain trends and projections for Delridge from 1970 until 2030. Over the 30 past years there has been a very close jobs-population balance in the neighborhood; this is forecasted to remain in place over the next 30 years as well. The composition of the workforce has been rapidly changing though: manufacturing jobs have been decreasing and are forecasted to continue to decrease, both in terms of total jobs and percentage of total. Those jobs have been and are being replaced in wholesale, transportation services, communication, and services (WTCU) and finance, insurance, real estate, and services (FIRES), while retail, government and education jobs are remaining stagnant.

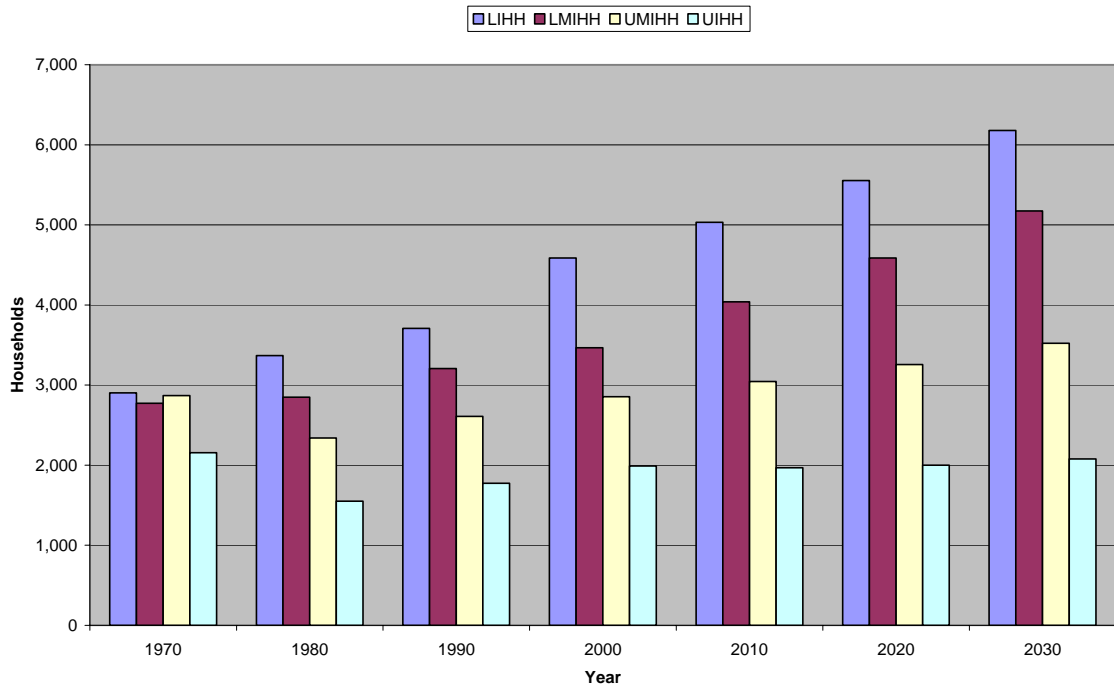
The character of housing in Delridge is also projected to change. The percentage of multi-family dwelling units in the neighborhood is expected to reach about 65% in 2030, up from just 25% in 1970. Also notable, the number of low and lower middle income households is projected to increase rapidly over that same 60 year period at a pace much faster than upper middle income households; the growth of upper income households should continue to remain stagnant.¹

(¹ Lower income households are considered to be below \$28,850; lower middle income households make \$28,851 to \$51,390; upper middle income households make \$51,391 to \$82,500; and upper income households make over \$82,500.)

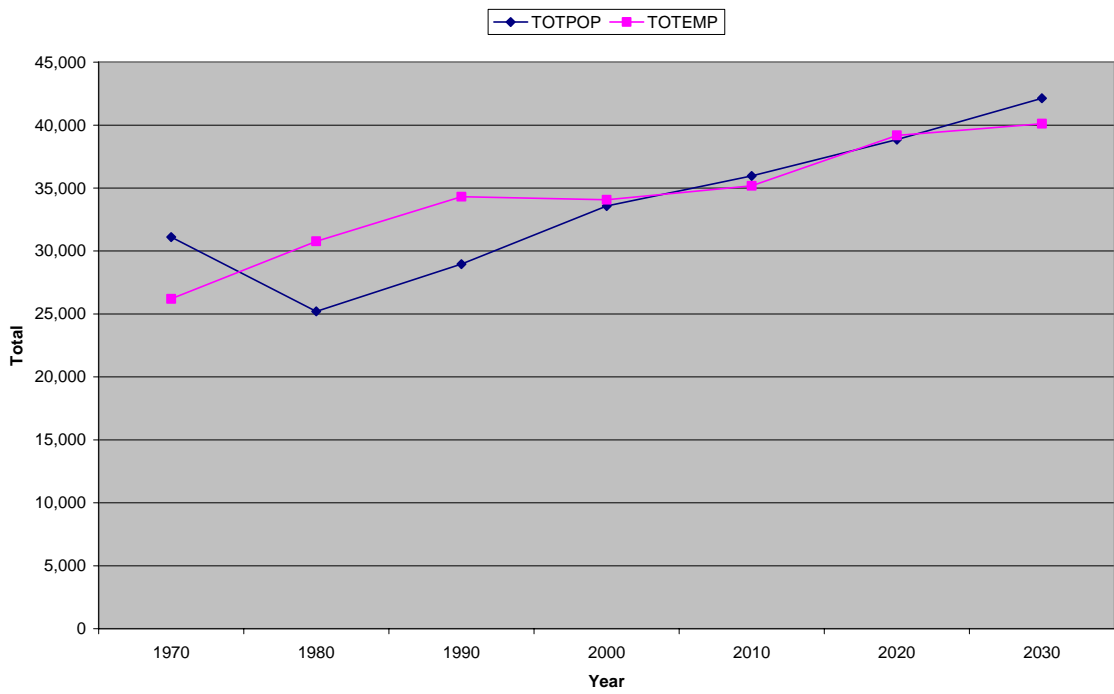
Appendix

TRENDS IN DELRIDGE

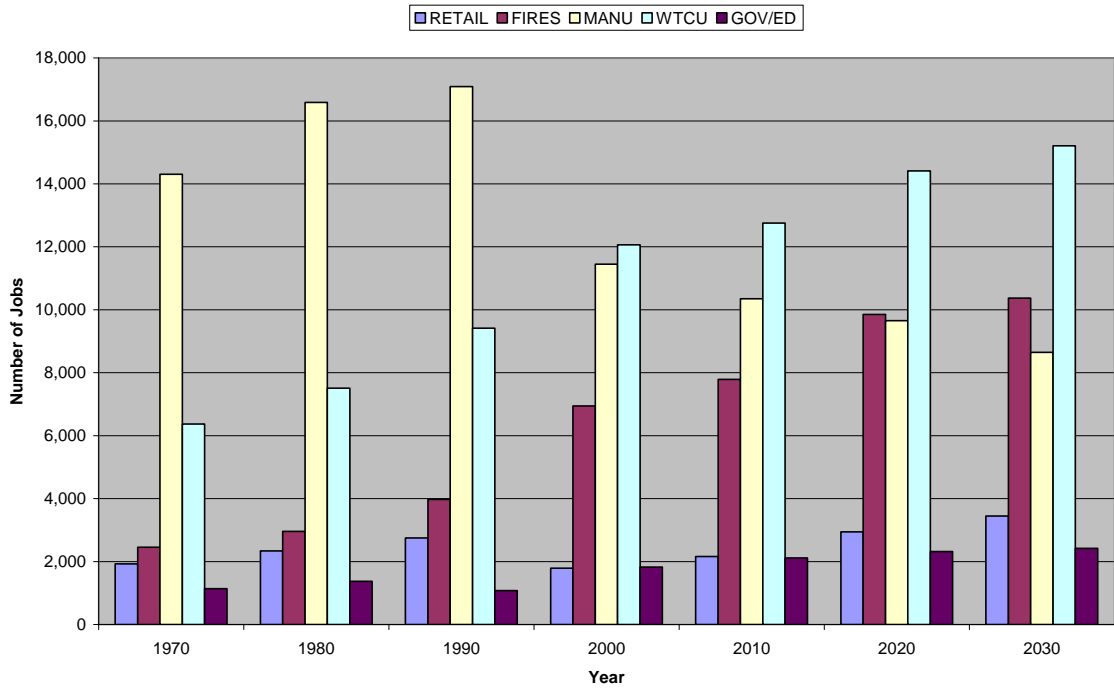
Household Income



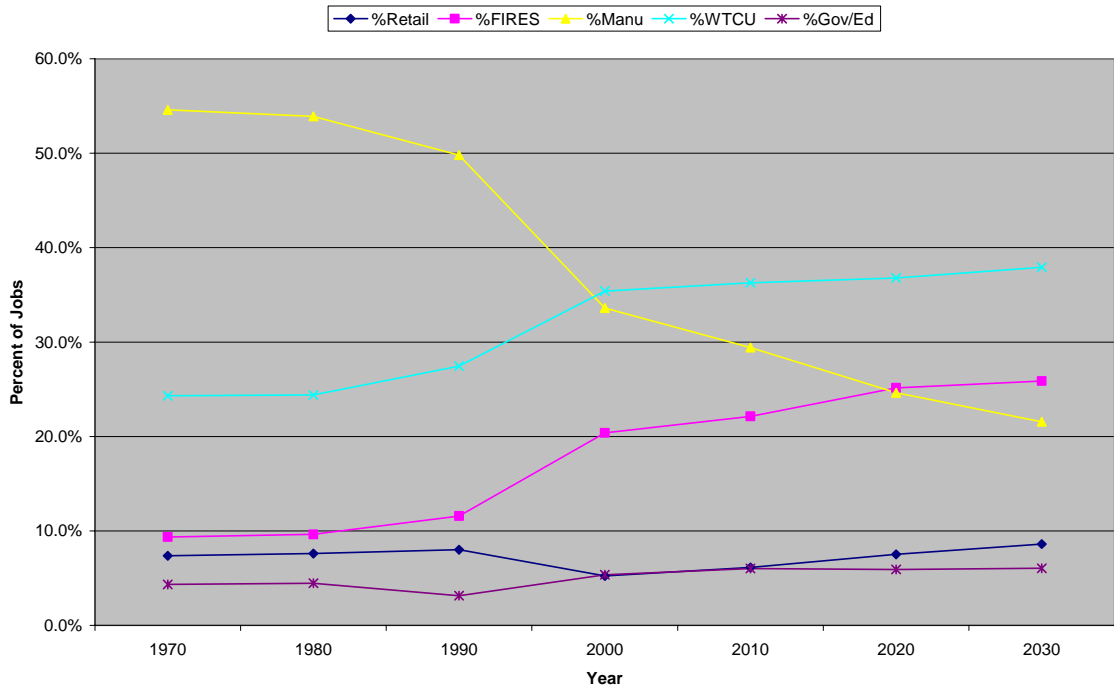
Population



Total Employment

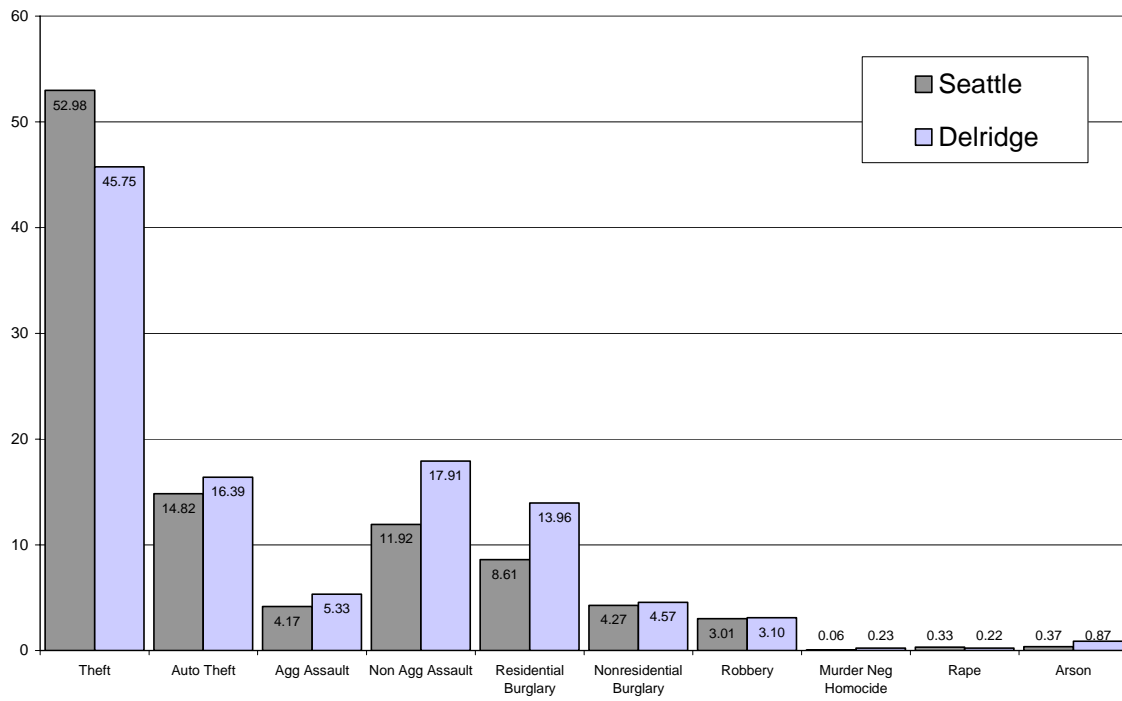


Percentage of Employment



CRIME

Crimes per 1000 (average 1996 - 2005)





Memo

To: Branden Born
From: Ion Arai, Doug Cox, Dave Major, Chris Meyer, Susan Radke-Sproull
CC: Paul Fischburg & Kate Stannard
Date: March 8, 2006
Re: Delridge Neighborhood Research

Community Services Overview

“Community services” are that mix of publicly-funded, non-profit, and community/volunteer programs that serve the needs of the neighborhood residents, as opposed to tangible goods for private consumption or public land use that might provide a use opportunity (e.g., a park) but not an associated program or service. These encompass:

- Social Gathering Places: Libraries (1 + High Point Library under construction), Community Center, Youngstown Cultural Center, Camp Long, Louisa Boren School property
- Neighborhood Service Center
- Delridge P-Patch Community Garden
- Places of Worship: Christian Churches 22, Islamic Centers 1
- Public Schools: 12 total – High School (1), Middle School (1), Elementary School (6), Alternative Schools (2), Other (2)
- Private Schools: 3 total
- Police Stations: (1)
- Fire Stations: (3) within the neighborhood boundary, (1) one mile from boundary edge
- Hospitals: (0) – the nearest hospitals are located on Beacon Hill about 2 miles away
- Libraries: (1) + High Point Library (under construction)
- Senior Care/Housing: (1)
- Daycare: (9)
- Transportation Services
- Government-Provided Utilities (especially relevant here are SPU’s surface water management/drainage services)
- Food Insecurity Services (food banks, congregate meals)

Selected services are described in more detail below.

Selected Services

Delridge Library (5423 Delridge Way SW):

- \$3 million branch library with low-income apartments built above it
- Branch offers programs for adults, teens and children, resources for lifelong learning, and a community meeting room
- 11 public computers offered with access to Word Processing, Excel, and Internet access (one hour per person per day)
- Offers Homework Help – volunteers at branch are there to assist students on a drop-in basis 5pm – 7pm, Monday, Tuesday, and Wednesday throughout the school year (focus on new English speakers)

Delridge Community Centre (4501 Delridge Way SW):

- Wide range of activities offered to users: salsa dancing, teen advisory groups, girls softball, ballroom dance, hip-hop, before school program, etc.
- Most activities run after-school and in the evening
- Attached to community centre is a wading pool open from May to September. Also, children's play area, soccer field, baseball fields, and large grass area.

Camp Long:

- 68 acre park offers visitors an opportunity to enjoy nature, hike in the forest, camp overnight in rustic cabins, rock climb, and learn about natural history.
- Rental facilities include a lodge with 1 mtg room, kitchen space, 10 cabins, 2 covered picnic areas, group fire ring, and climbing rock.

Youngstown Cultural Center (4408 Delridge Way SW):

- The building has 36 live/work studios for low income artists and 18,000 square foot Arts and Cultural Center – 1 year waiting list for apartment occupation.
- Target Market – young people and various cultures within Delridge community
- Free arts education classes will be offered in the building's classrooms, dance studio, and 150 seat performance theater.

Delridge Neighborhood Service Center (5405 Delridge Way SW):

- Payment Site For: Seattle City Light, Combined Utilities, Parking Tickets , Pet Licenses
- Also provides: Passport Applications, Information on Neighborhood Events and Services, City and other job opportunities, Community and Neighborhood Organization Contacts, Crime Prevention and Block Watch, Materials, Food Banks, Heating Bill Assistance, Land Use and Zoning Information, Metro Bus Schedules, P-Patch (community garden) program, Weatherization Services

P-Patch Community Gardens (Delridge Way SW and Puget Boulevard SW):

- Year round gardening
- 10 x 20 garden plots, Size: 9,400 sq ft,
- Established: 1974
- Number of Plots: 47
- Average length of waitlist: 17
- Average Wait: 0-6 mo
- Ownership of Land: City of Seattle Department of Parks & Recreation
- Requirements of P-Patch:
 - You must contribute a minimum 8 hours of P-Patch Community Time per year
 - You must give four of those hours at your P-Patch site.
 - You must care for your plot (keep it weeded, watered and harvested!) and paths
 - You must provide seeds, tools (some tools available for loan) and labor.

Louisa Boren School Property (5950 Delridge Way SW):

- Interim school site for Seattle School Board
- Cleveland High School is temporarily housed in the school while their school is under construction. Cleveland will move back to its new facilities in September 2007.

Transportation Services:

The study area encompasses over 250 bus stops and 17 different transit routes, 6 of which pass through our area and 11 which skirt the edges. There are two park and ride lots within our area, one at Holy Family Church along SW Roxbury St. and another at the intersection of Olson Pl. and Meyers Way. By creating a map that shows all of the transit routes within our study area, we have been able to identify 7 intersections (or transfer points) where 3 different routes intersect. Five different routes pass through the northwest corner of the area along Avalon Way, between the Alaska Junction transfer point and the park and ride lot at Spokane St. and 26th Ave SW. Most importantly, the intersection at 16th Ave SW and SW Roxbury St., located at the southern boundary of our study area, is a transfer point for 9 different routes. Key intersections such as these should be targeted for any initial improvements to bus rider facilities and services.

Government-Provided Utilities and Related Services:

Utilities are provided by Seattle City Light and Seattle Public Utilities (SPU). SPU supplies water, sewer and drainage, and solid waste (trash and recycling services). Both utilities have payment assistance programs for low-income and elderly customers. The nearest city transfer station is the South Recycling and Disposal Station, located south of the First Avenue South Bridge, just on/outside the western border of the Delridge Neighborhoods. Nearby that is also the site of an old city dump, the South Park dump, that has been capped for years and has been just recently deemed safe for development although significant cleanup will be required; public meetings got under way in November 2005.

Surface water management and drainage are issues due to the steep slopes and area streams, particularly Longfellow Creek, which is an important part of community identity. Drainage improvements are cited as a major issue in the Delridge Community Plan. It is SPU's role to provide drainage services. Almost half of the area is served by a combined sewer system, in which the sewer pipes carry both household wastewater and storm water. In periods of heavy rains, this combined system can overflow. In other parts of the neighborhood, there are separate storm drains that outfall directly into area ditches, culverts, or creeks. There are a number of drainage outfalls in the City of Seattle's inventory, managed by SPU, shown in an attached map. For existing customers, SPU has a public outreach service at 206-684-3000, and a web site at www.seattle.gov/util/services; Delridge area residents may get more information at the Neighborhood Service Center.

Food Insecurity Services:

The food banks and congregate meal sites in and around the Delridge Neighborhoods area are shown on an attached map. The Delridge Neighborhood Service Center no longer provides references to or vouchers for any hot meal programs, although a phone call to the Restoration Worship Center (360-373-5177) reveals their hot meal program to be open to anyone:

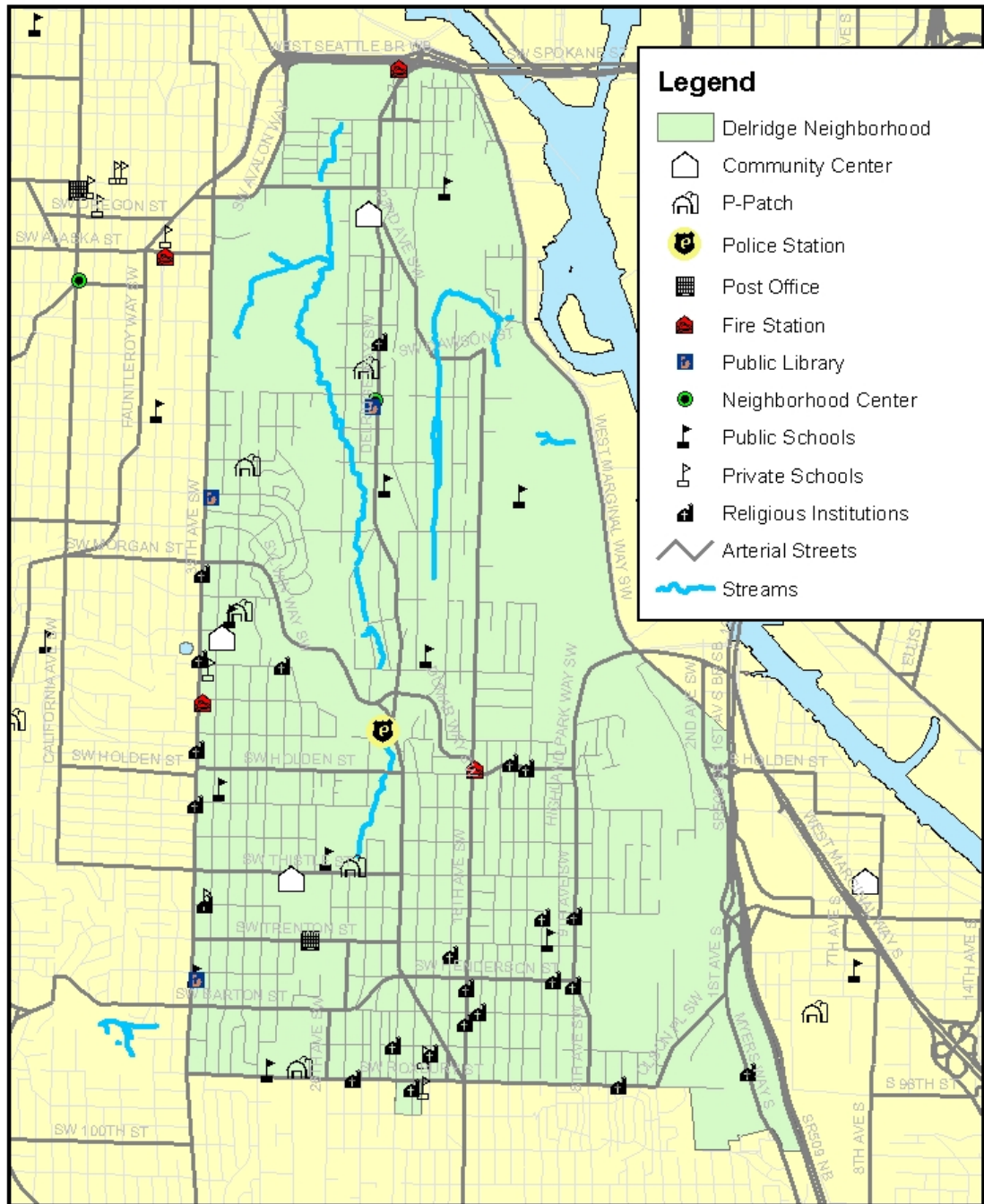
- Hot meal served after church on Sundays from 3pm at the West Seattle High Point YMCA (which also has other outreach programs such as a technology lab)
- Hot meal served on Wednesday evenings from 4pm at the Southwest Community Center

The Delridge Neighborhood Service Center refers people to three food banks: Salvation Army / White Center Food Bank, White Center Food Bank, and West Seattle Food Bank. Only the first one and one other – Paradise of Praise – are strictly within the Delridge Neighborhood boundary. Hours are (from the web):

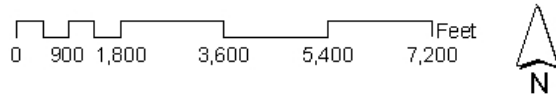
- Paradise of Praise Food Bank: Tuesday mornings (name & household size requested)
- Salvation Army White Center Food Bank: weekday afternoons (limited to area zip codes)
- White Center Food Bank: Monday, Wednesday, and Friday mornings, with a capacity of up to 100 persons per day
- West Seattle Food Bank recommends calling ahead and will provide assistance once per week.

Although it is not their primary role to address food insecurity, P-Patch gardens offer a way for residents to augment their food needs. An analysis of gardener surveys from all Seattle P-Patch and Community Gardens from the 2004 season suggests that over 50% of gardeners who say they rely on food banks use their P-Patch gardens to meet over 50% of their in-season produce needs. According to Laura Raymond of Seattle's Department of Neighborhoods, the Delridge P-Patch is being redeveloped along with the park it is associated with, but it will remain on the park lands.

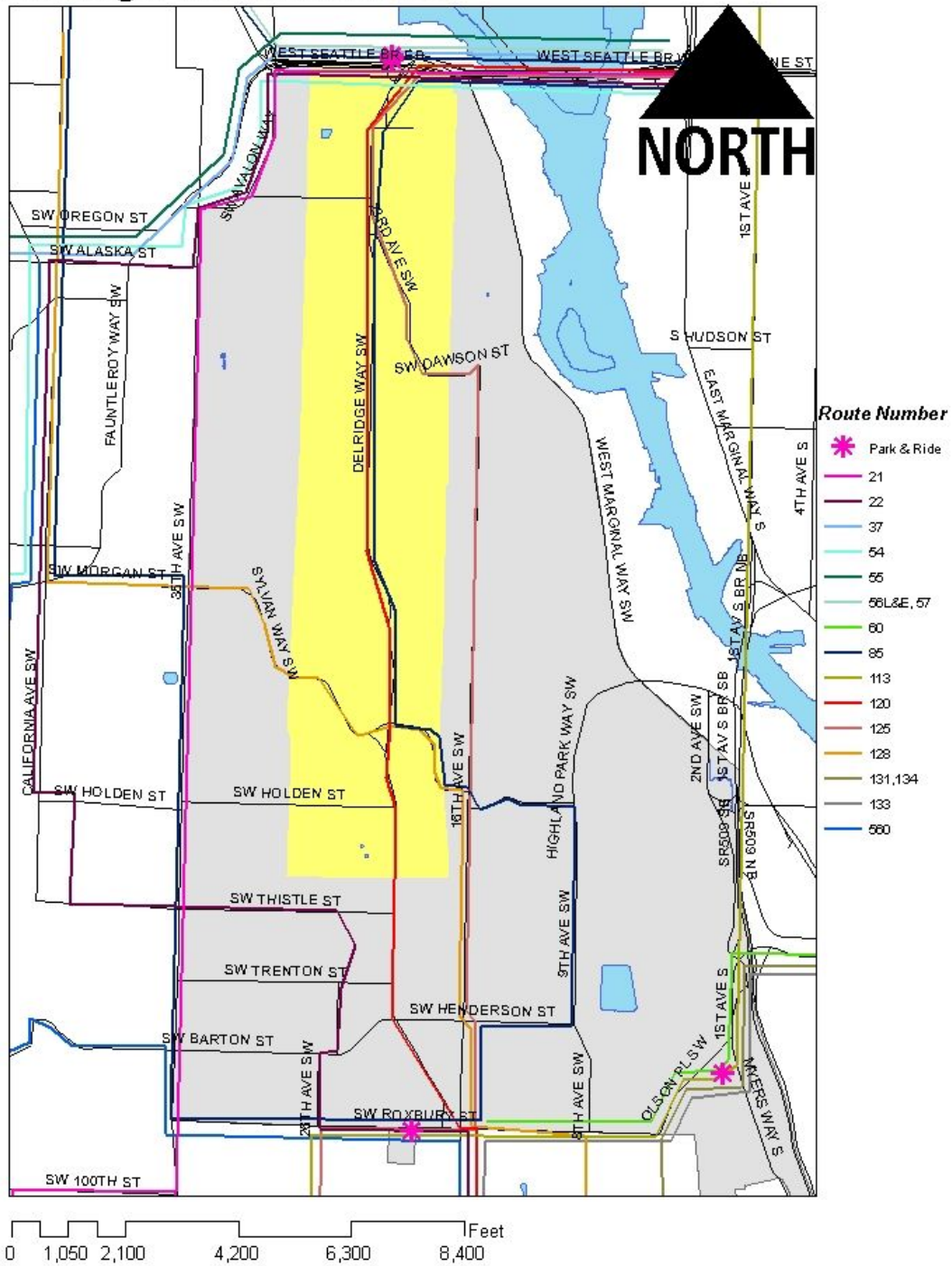
Delridge Community Services



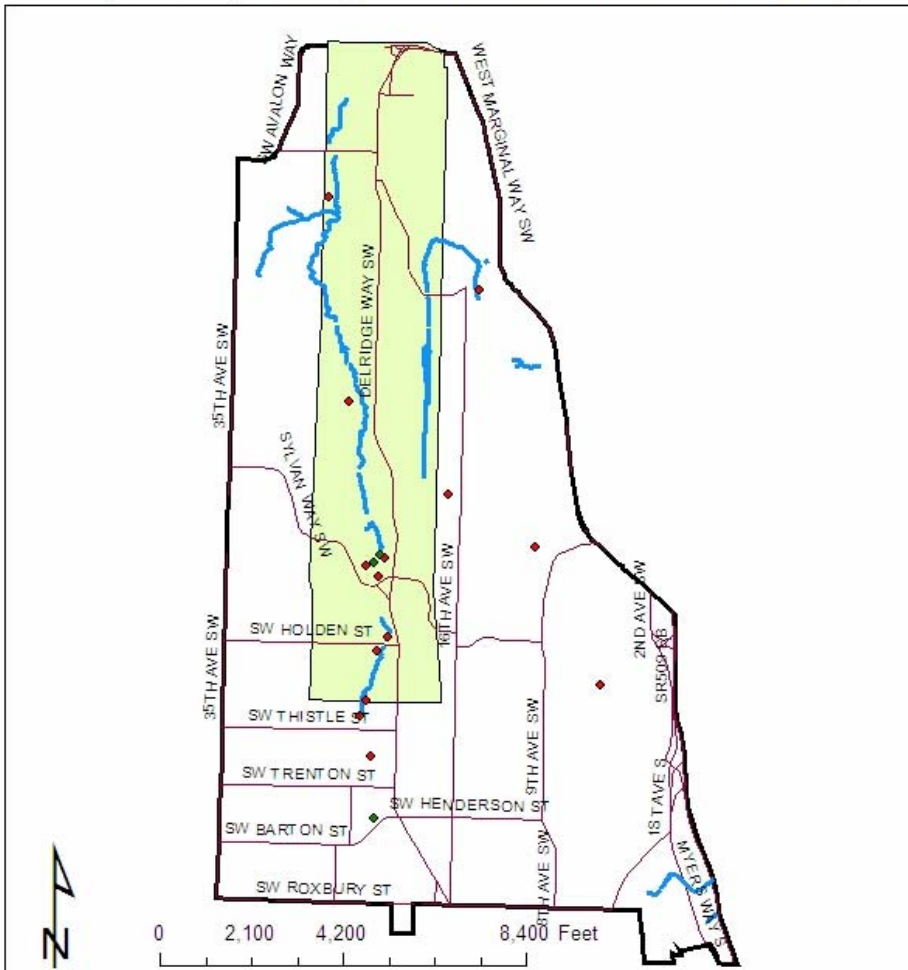
source: City of Seattle



Delridge Transit Routes



Delridge Area Drainage /Wastewater Outfalls (managed by Seattle Public Utilities)

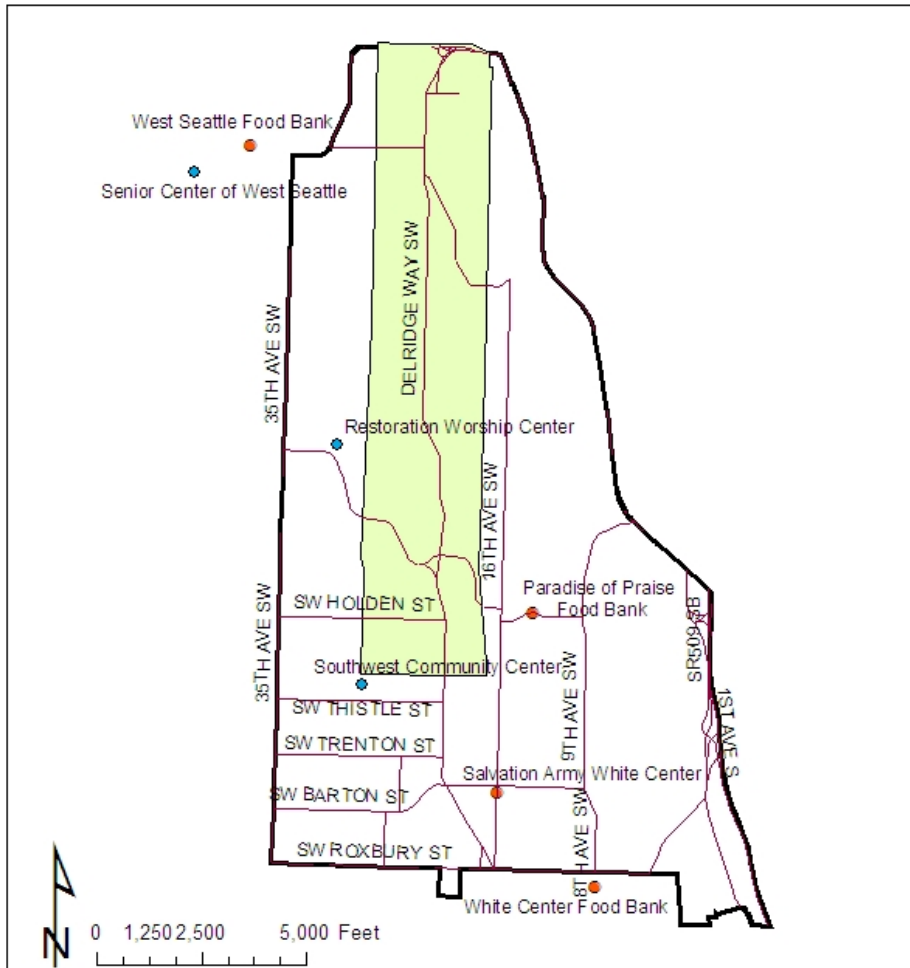


Legend

- ◆ Delridge Area Drainage Outfalls
- ◆ Delridge Area Regulated Outfalls
- Delridge Area Streams
- Delridge Business Area

Produced January 2005 by Susan Radke-Sproull from City of Seattle GIS data from WAGDA.

Delridge Area Emergency Food Services



Legend

- ◆ Congregate Meals
- Selected Food Banks
- Delridge Business Area

Produced January 2005 by Susan Radke-Sproull from City of Seattle GIS data from WAGDA.

Memo

To: Branden Born
From: Hannah McIntosh, Alex Sandoval, Sterling Hamilton, Andrea Hoag, Lisa Dulude, and Drew Redman
CC: Paul Fischburg & Kate Stannard
Date: 3/10/2006
Re: Economic Development, Housing, and Environmental Progress Memo

Our group was tasked to review and summarize pertinent plans, regulations, and programs in existence in the Delridge neighborhood. We are divided our research into three categories: economic development, housing, and the environment. This memo shall serve as an introduction to our research thus far, to be finalized in March 2006.

ECONOMIC DEVELOPMENT

Delridge Community Capital Campaign (2004-present): Subtitled “Three Projects | One Community.” The three projects in question are the West Seattle Food Bank & Community Resource Center, Historic Cooper Cultural Arts Center and the Croft Place Townhomes. The latter two are virtually complete and their impact is being assessed. <http://www.onecommunitycampaign.org/>

Envisioning Centers of Delridge (2005): The Landscape Architecture program at the University of Washington held a design studio in Delridge in the summer of 2005. Their final project was titled “Envisioning Centers of Delridge” and identified three emerging centers for the neighborhood. The centers were “Monorail,” “Campus” and “Brandon.” <http://online.caup.washington.edu/courses/larc402/>

Delridge Neighborhood Plan (1999): The Economic Development portion of the Delridge Neighborhood Plan is the most extensive economic development plan available for Delridge. It focuses heavily on job support and opportunities for Delridge residents, with a secondary focus on business development and opportunity within the neighborhood. Like other Delridge plans, it sees commercial nodes along Delridge Way as the primary opportunity for business development. <http://www.cityofseattle.net/neighborhoods/npi/plans/delridge/Section4.pdf>

Neighborhood Revitalization Strategy (1999): A Neighborhood Revitalization Strategy for Delridge/Highpoint was prepared for the City of Seattle Office of Economic Development in 1999. It is available on the web in draft form. The plan was finalized and began implementation in late 1999, with OED tracking the process of implementation through 2005. <http://www.ci.seattle.wa.us/humanservices/director/ConsolidatedPlan/delrdigeNRSA.doc>

Impact Capital (2004): They have provided loans to DNDA for “early projects feasibility costs associated with the development of affordable housing or other community development programs,” as well as funds for Operating Expenses. The group is a non-profit corporation that receives public and private funds to provide financial support, technical training and other resources to local community development corporations. Source: Impact Capital 2005: Report to Investors http://www.impactcapital.org/impact_capital/resources/index.shtml

Matching Fund Program (1989-present): Through the Matching Fund Program, the City of Seattle provides funds to neighborhood groups and organizations for a broad array of neighborhood-initiated improvement, organizing or planning projects. Since 1989, Delridge has received numerous funds for a wide variety of projects including capital to develop drawings and construction documents for building permit submittal and construction of ground floor improvements to Historic Cooper School. http://www.seattle.gov/neighborhoods/nmf/database/nmf_post98.asp

HOUSING

EXISTING HOUSING CONDITIONS IN DELRIDGE

Current Affordable Housing in Delridge (200 Total Units)

- **Brandon Court:** City Light projects associated with Built Smart development. Brandon Court is one of the few projects focused on homeownership
- **Centerwood Apartments**
- **Croft Place Townhomes:** Energy efficient town homes built for City Light’s Built Smart program. Citizens are required to participate in community participation projects every month. Also accepts low income housing vouchers.
- **Delridge Heights Apartments:** High rise apartment styles. This apartment complex accepts section eight vouchers for subsidized rent. It is interesting to note that the Delridge Heights apartment complex is advertised as having no waiting list. <http://aptfinder.org/cgi-bin/property.pl/363>
- **Cooper School Artist Studios:** a live/work artist community that takes applications for large artists’ apartments/workspaces. The rental prices in Cooper are graduated depending on income. Units are offered at 30% below and 50% below median income.
- **Holden Manor:** High rise apartment styles. This apartment complex accepts section eight vouchers for subsidized rent.
- **Holden Vista Apartments**
- **Vivian McLean Place:** City Light projects associated with Built Smart development. Brandon Court is one of the few projects focused on homeownership
- **Providence Elizabeth House**

DNDA Annual Housing Fair (Current): Held in August, DNDA brings together dozens of housing providers, lenders, down payment assistance providers and others to make sure that our neighbors have access to resources that will help you improve your housing situation. (For more information or to get involved, contact Phillippia Goldsmith at (216) 923-0917 ext. 116 or [email](#))

Median Housing Price (Jan 2006): Through analysis using properties listed by ReMax, the current median price for housing is \$230,000, making Delridge one of the most affordable neighborhoods in Seattle. There is large concern about keeping this area affordable. Look into what is being done to support affordability from the private (profit and non-profit sectors). (ReMax Realty Website)

EXISTING HOUSING PLANS THAT INCORPORATE DELRIDGE

Comprehensive Plan 1994 (1994): City of Seattle Comprehensive Plan 1994 that outlines the overall goals of the City in regards to housing and residential development. Refer to Delridge Neighborhood Plan for specific community goals.

<http://www.seattle.gov/dpd/planning/comprehensive/overview/>

Delridge Neighborhood Plan & Implementation Status (1999 & 2002): Neighborhood plan outlines housing goals for the community and implementation ideas. Implementation status report outlines the status on current and past projects in Delridge. It was last updated in July 2002.

<http://www.seattle.gov/neighborhoods/npi/planning/default.htm>

Land Use Code (City of Seattle) (Current): Research the following; Inclusionary Zoning, mixed-use building, developers requiring sidewalks, residential uses on top of existing structures. Per 1999 Delridge Neighborhood Plan, increase variety of housing (detached single-family, detached lot line, duplex, townhouse, multiplex, garden apartments, etc) by use of overlay zoning or modify existing zoning. Increase density and housing options. Provide mixed-use structures, multi-story condominiums and apartments, accessory dwelling units, etc.

<http://clerk.ci.seattle.wa.us/~public/toc/t23.htm>

City of Seattle Buildable Lands Report (2002): Examines residential density, demand and capacity. This is for the City of Seattle. Need to determine if neighborhood specific information is available. http://www.metrokc.gov/budget/buildland/Seattle_final.pdf

2005-2008 Consolidated Plan for Housing and Community Development 2006 Multifamily NOFA Funding Application (Current?): The 2005-2008 Consolidated Plan for Housing and Community Development was voted out of the City of Seattle Council Committee for Housing, Human Services and Health on September 17, 2004. Verify if this a valid funding source. (Joanne LaTuchie, Seattle Office of Housing, (206) 615-0995 joanne.latuchie@seattle.gov) <http://www.cityofseattle.net/humanservices/director/ConsolidatedPlan/default.htm#2005ConPlan>

CITY OF SEATTLE POLICIES ADDRESSING DENSITY

Accessory Dwelling Units (Current): "The Mayor has forwarded legislation to City Council to allow detached accessory dwelling units (detached ADU's) in single family zones in SE Seattle." This does not encompass Delridge. <http://www.seattle.gov/dpd/CodeDev/HousingChoices/dadu.asp>

Transfer of Development Rights (Current): Only applies to Denny Triangle neighborhood in Seattle. <http://www.seattle.gov/dclu/planning/commdev/TDC/tdchome.htm>

POTENTIAL FUNDING SOURCES

Federal Funding Sources

Homeownership Zones (HOZ) (Current): The Homeownership Zone Initiative (HOZ) allows communities to reclaim vacant and blighted properties, increase homeownership, and promote economic revitalization by creating entire neighborhoods of new, single-family homes, called Homeownership Zones.

<http://www.hud.gov/offices/cpd/affordablehousing/programs/hoz/index.cfm>

Self-help Homeownership Opportunity Program (SHOP) (Current): SHOP provides funds for eligible national and regional non-profit organizations and consortia to purchase home sites and develop or improve the infrastructure needed to set the stage for sweat equity and volunteer-based homeownership programs for low-income persons and families.

<http://www.hud.gov/offices/cpd/affordablehousing/programs/shop/index.cfm>

HOME Investment Partnerships Program (Current): HOME provides formula grants to States and

Localities that communities use—often in partnership with local nonprofit groups—to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

<http://www.hud.gov/offices/cpd/affordablehousing/programs/home/index.cfm>

Community Development Block Grant (CDBG) Programs (Current): Community Development activities include many different programs that provide assistance to a wide variety of grantees.

<http://www.hud.gov/offices/cpd/communitydevelopment/programs/index.cfm>

State Funding Sources

Housing Finance Commission 2005 Local Communities, Local Solutions Annual Report (2005): Annual report outlining funding assistance opportunities offered by the State. The State of Washington Housing Finance Commission consists of the following divisions: Homeownership, tax credits, capital projects, and compliance and preservation, all which provide funding opportunities throughout the State. <http://www.wshfc.org/admin/2005AR.pdf>

Housing Finance Commission Housing Finance Plan 2004 through 2005 (2005): Outlines 2004 through 2005 accomplishments, current programs, and expenditures for the year.

<http://www.wshfc.org/admin/2004-05HousingFinancePlan.pdf>

City Funding Sources

HUD Median Income Limits, Affordable Rents & HOME Program Rents for Seattle (Current): Potential funding source for low-income rental assistance. <http://www.seattle.gov/housing/03-HousingDevelopers/IncomeGuide.htm>

HomeWise (Current): Low to moderate income Seattle homeowners have the opportunity to obtain home improvement services at a reduced rate. (HomeWise 3% interest home repair loans & HomeWise Weatherization grants will weatherize your home FREE).

<http://www.seattle.gov/housing/06-HomeWise/HomeRepair&.htm>

Homebuyer Assistance Programs & City Downpayment Assistance (Current): Website lists programs and assistance to first-time homeowners. <http://www.seattle.gov/housing/02-LookingForHousing/Buying&Owning.htm>

Community Land Trust (CLT) (2002): three years ago Seattle completed a one-home demonstration project in the Delridge neighborhood -- recently netted \$790,000 in state and city grants -- enough to add 10 houses. Verify where this is and if there if future intentions of development through CLT. (Seattle PI, January 22, 2005)

HUD Median Income Limits, Affordable Rents & HOME Program Rents for Seattle (Current): Potential funding source for low-income rental assistance. <http://www.seattle.gov/housing/03-HousingDevelopers/IncomeGuide.htm>

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Homebuyer Assistance Programs & City Downpayment Assistance (Current): Website lists programs and assistance to first-time homeowners. <http://www.seattle.gov/housing/02-LookingForHousing/Buying&Owning.htm>

Community Housing Resources Search Page (Current): Website lists 34 agencies that offer services in the West Seattle/White Center (North of SW100th). Services include emergency assistance for rent or mortgage, home repair and weatherization assistance, homebuying assistance, low-cost housing, and transitional housing.

<http://www2.ci.seattle.wa.us/crisisclinic/lev3/32.asp?indexno=9.3.%5B1-9%5D>

ENVIRONMENT

Longfellow Creek is located in the Delridge Valley of Southwest Seattle in the Duwamish Estuary sub-watershed. The creek is one of three remaining major year round stream systems which still flow freely in Seattle. It has been identified by the community and the City as a significant and valuable resource. Puget Creek starts in the West Seattle greenbelt and ends before meeting up with the Duwamish River. At the end of Puget Creek is a recently restored estuary area. The lower five miles of the Duwamish estuary has been declared a federal "Superfund" site from contamination due to storm-water discharges.

LONGFELLOW CREEK BACKGROUND INFORMATION

Delridge Watershed Boundaries: The Watershed is bounded on the north by Southwest Spokane Street, and on the south at Southwest Roxbury Street, the City Limit. At its west and east boundaries, the watershed boundaries vary between 35th and 41st Avenues SW, and 21st and 13th Avenues SW, respectively.

History: The headwaters of Longfellow Creek were historically located in a natural wetland and peat bog in what is now Roxhill Park. In the 1970s, the Duwamish Peninsula Community Commission (DPCC) became actively involved with Longfellow Creek. DPCC advocated strongly for the control of combined sewer overflows and stormwater adversely affecting the creek. Their efforts helped push the City to complete sewer separation, Combined Sewer Overflow (CSO) storage and stormwater detention facility improvements in the early 1980s.

Delridge Community Association (DCA) sponsored community-wide activities over the years, including an annual Longfellow Creek cleanup. The clean up indicates attitudes toward the creek, measured in the amount and type of debris that was hauled away each year. Household chemicals and paints were common articles found in the creek. DCA reported a decrease in the overall amount of trash cleaned out of the creek. Only one city dumpster was filled in 1991 compared with multiple dumpsters in previous years.

Currently, the upper 4,900 feet of the creek has been diverted into underground pipes and roughly one third of the total creek flow drains through pipes beneath shopping centers, houses and roads.

Current Issues

- Flooding

- Soil and bank erosion
- Loss of fish habitat, spawning areas, and fish stock
- Loss of native species and vegetation
- Invasive species
- Decrease in water quality

Relevance to Neighborhood Plan

- Priority in neighborhood plan: “Integrate with Nature”
- Vision: “Open space and natural areas are preserved, interconnected, well-maintained, and safe for wildlife, residents, and children and students who use these spaces as “natural classrooms”.
- Goals: 1) Protect natural open space areas, wetlands, drainage corridors and woodlands that contain prime wildlife habitat characteristics along Longfellow Creek, Puget Creek, and the Duwamish River drainage corridors and valley hillsides from development, and 2) Retain and enhance natural flora and fauna and re-establish natural areas and vegetation as buffers from development.

Relevance to Seattle Comprehensive Plan (1988): The citywide Comprehensive Drainage Plan guides storm-water management activities to address flooding, drainage and water quality problems. The plan outlines maintenance of existing drainage systems throughout Seattle, establishes a program of capital improvements for unimproved drainage areas, and establishes a program for monitoring pollutants. Capital improvement plans have been developed for five areas without formal drainage systems; the Delridge Drainage Basin is one of the five areas.

Fisheries/Water Quality Status (2005): Historically, Longfellow Creek contained populations of coho salmon, cutthroat trout and steelhead trout. In 1999, Seattle Public Utilities conducted spawning surveys on Longfellow Creek and noted the presence of adult coho salmon. In addition, juvenile rainbow trout and coho salmon were captured during surveys in 1999 by Washington Trout. Numerous groups have released coho fry into the creek over the years.

Longfellow Creek has two small-unnamed tributaries. These tributaries are believed to be too small for anadromous fish (fish that live in the sea and breed in fresh water) use, but may be important refuge for over wintering salmonids during periods of high flow.

Key findings identified extensive channelization, severely altered hydrologic regime, lack of instream structures, habitat barriers, quality and quantity of gravels, and poor water quality as some of the factors affecting anadromous fish in Longfellow Creek.

<http://dnr.metrokc.gov/wlr/waterres/streamsdata/Longfellow.htm>

Beginning 2001, NOAA's Northwest Fisheries Science Center has been studying coho pre-spawn mortality in urban streams of the Puget Sound Basin. Longfellow Creek is part of this study. Fish suffering from pre-spawn mortality show behavioral symptoms that are indicative of an underlying neurological or respiratory disorder. Fish with the disorder exhibit loss of orientation, followed by loss of equilibrium, and eventual death.

<http://www.nwfsc.noaa.gov/research/divisions/ec/ecotox/>

Seattle Post-Intelligencer article “Our Troubled Sound: Spawning Coho are dying early in restored creeks” February 6, 2003

“...study suggests that water in many urban streams runs dirty enough to quickly kill Coho salmon -- most before they can spawn. The culprit appears to be the stormwater gurgling off streets, parking lots and roofs, carrying with it oil, grease, pesticides and other pollutants, say federal scientists who conducted the study...killing 88 percent of the fish in the study last fall. The new study promises to raise thorny questions about the degree to which wide swaths of land around Puget Sound can be developed, and in what way. It also suggests that restoring creeks in cities is going to be harder than originally envisioned, requiring much more than cosmetic changes to the streams themselves. Pollution flowing off large areas of the city and its suburbs will have to be controlled...Coho appear to be particularly vulnerable. They are usually the first salmon species to head upstream after the first fall rains...The Coho die-offs don't mean creek restoration is a wholly losing proposition. Other fish survive in greater numbers to spawn.”

http://seattlepi.nwsourc.com/local/107460_coho06.shtml

King County conducts monthly baseline water quality monitoring at two sites in Longfellow Creek. Station C370 has been monitored since 1979 and is located at the footbridge on SW Yancy Street, near 28th Ave SW. Station J370 has been monitored since 1992 and is located upstream at Brandon Street. A 25-year (1979 – 2004) trend analysis was conducted with baseflow water quality data collected from station C370 in Longfellow Creek. This analysis shows some improvements in water quality since 1979. Temperatures have decreased and dissolved oxygen concentrations have increased significantly in this 25-year time period. However, nutrients (total phosphorus and total nitrogen) increased significantly and pH dropped creating more acidic conditions from 1979 to 2004 (see attached trend table). <http://dnr.metrokc.gov/wlr/waterres/streamdata/Longfellow.htm>

Washington state's Department of Ecology summarized Longfellow's overall water quality as “not meeting expectations and of highest concern.” (based on a 2004 assessment), a decrease from a 2000 assessment of “fair” water quality for aquatic life. Exceeded levels of fecal coliform bacteria were present when sampling occurred from 1990 through 2004. <http://www.ecy.wa.gov>

Urban Creeks Legacy (Current): Seattle Public Utilities (SPU) environmental education program restores creeks to improve drainage; prevent erosion and flooding; restore habitat and improve community open spaces and trails. The projects target water quality -- and quantity -- issues, such as flooding and non-point pollution; degraded habitat for salmon and other wildlife. They are active in restoring and improving fish habitat, removing fish passage barriers, increasing storm water detention to control creek volume and improve water quality, preserving open space adjacent to creeks, partnering with community groups to ensure long-term stewardship, and educating schoolchildren and adults about common activities that have an effect on salmon. For more Information contact the Watershed Educator, a joint position of SPU and Seattle Department of Parks and Recreation, at Sheryl.shapiro@seattle.gov. http://www.seattle.gov/util/About_SPU/Drainage_&_Sewer_System/Projects/Creek_Restoration/index.asp

Longfellow Creek Stewardship Committee and Watershed Council (Current): A combination of community and public agency representatives developed a Watershed Action Plan to ensure that the benefits of the creek and the watershed are not lost to the community or to the region. www.longfellowcreek.org

Creek Steward Program (Current): The Creek Steward Program works in partnership with Seattle Parks and other agencies, local community groups, businesses and schools. Contact bob.spencer@seattle.gov.

Camp Long Environmental Learning Center (Current): 68 acre park offering opportunity to enjoy nature, hike in the forest, camp overnight in rustic cabins, rock climb, and learn about natural history. www.camplong.org

Dells and Ridges Group (Current)

New group consisting of community members, interest groups, and Masters of Urban Planning students (Clay Veka, Lisa Dulude, Mark Daniel, Drew Redman). Draft visioning and goal resolution identified non-motorized trail improvements, maintenance, and expansion to connect West Seattle residents, businesses, schools, and parks.

POLICIES AND REGULATIONS AFFECTING LONGFELLOW CREEK

Federal

Endangered Species Act (ESA) (1973): Protects endangered and threatened wildlife and plants from hunting, collecting, and other activities that harm them or their habitats. Chinook salmon are listed as *threatened* under the ESA. Estuary habitat is particularly important for Chinook salmon. In the Duwamish Estuary sub-watershed (WRIA 9), citizens, scientists, businesses, environmentalists, and governments are working together on habitat projects and have developed a science-based Salmon Habitat Plan. Funding for the salmon planning effort is provided by the city. Thornton, Piper's, Taylor, Longfellow and Fauntleroy creeks are the five current salmon bearing stream systems in Seattle.

National Pollutant Discharge Elimination System (NPDES) (1987): A provision of the Water Quality Act (WQA) and Clean Water Act (CWA) that prohibits the discharge of any pollutant to water of the United States from a point source, unless that discharge is authorized by a NPDES permit.

State

State Environmental Policy Act (SEPA) (1971): SEPA requires environmental review of development projects and preparation of impact disclosures (environmental impact statements) for projects with significant adverse impacts on the environment.

Hydraulics Project Approval: A permit from the Washington Department of Fisheries or Wildlife is necessary for work in or near a stream to protect fish and wildlife resources.

***Shoreline Management Act** (1971): Longfellow Creek is not protected under the SMA. It is not considered a shoreline of the state according to Josh Kahan (WRIA 9 Steward) and most likely does not meet SMA requirements (mean annual flow greater than 20 cubic feet/sec, etc.).

Local

The Longfellow Creek Watershed is located entirely within the City Limits of Seattle, which has jurisdictional responsibility for land use decisions within the watershed.

Critical Areas Ordinance (CAO) (1995/updated 2005): Under the CAO, the City has adopted policies and regulations to control development in Environmentally Critical Areas (ECA's), which include riparian corridors like Longfellow Creek, steep hillsides, earthquake liquefaction-prone areas, flood-prone areas, and wetlands. On February 9, 2006 the Energy and Technology Committee recommended approval of nine proposed amendments to the update of the City of Seattle's Critical Areas Ordinance, and discussed but did not act on another amendment (see ECA attachment). The proposed amendments:

- Widen buffers around creeks and streams from 50' where anadromous fish (fish that live in the sea and breed in fresh water) are present to 75' and widen buffers around creeks and streams where anadromous fish are not present from 35'to 50'
- Clarify circumstances in which the Director can approve use of pesticides and fertilizers in a riparian buffer, shoreline habitat or shoreline buffer, or wetland habitat or wetland buffer
- Provide a definition of ecological function
- Provide additional provisions to encourage daylighting pipes (Discussed but no Action)

Public comment was open until March 6, 2006, when the city council discussed and voted on the recommendation.

http://www.seattle.gov/dpd/Planning/Environmentally_Critical_Areas_Update/COS_004292.asp

Seattle Environmental Action Agenda (1992/2004): An environmental action agenda was adopted by the City in 1992 to establish a framework for future environmental action and investment by the City, businesses, community groups, and individual citizens. The current (2004) Action Agenda outlines four themes for the City's environmental strategy: Provide Lean Green City Government, Encourage Strong Environmental Practices, Create Healthy Urban Environments, and Provide Smart Mobility.

http://www.cityofseattle.net/environment/action_agenda.htm

Seattle Stormwater Grading and Drainage Control Ordinance (1979/updated 1992): Drainage, grading, and erosion control are enforced by the Engineering Department and Department of Construction and Land Use, and are regulated under Title 22 (building and Construction) and Title 25 (Environmental Protection) of the Seattle Municipal Code, and was created to clarify responsibilities for the management of stormwater and pollution entering stormwater.

Side Sewer Ordinance: The City's Side Sewer Ordinance requires all buildings, plumbing outlets, and ditches be connected to the nearest accessible sanitary sewer, combined sewer system, or storm drain. The Sewer Outreach Program, run by the Seattle Engineering Department and the Seattle/King County Health Department, was developed to reduce environmental and health risks from failing septic systems. The Sewer Outreach Program identifies remaining septic systems within the City limits, evaluates their condition, and documents problem areas or potential system failures. When a failure occurs, the City requires property owners to connect to the sewer system, if it is accessible. If it is not, the City works with property owners to extend sewers. There are at least two active septic systems in the watershed; it is not known if there are more.

Illegal Dumping and Litter Control (1987): Litter and illegal dumping of large household items, garbage, and yard waste are a problem in the Watershed. The ordinance increased civil penalties for littering, included the police department in litter enforcement activities, empowered the Seattle Engineering Department for litter control in rights-of-way (including street ends), and DCLU for litter control on private property. The ordinance provides that if the illegal dumper cannot be identified, the owner is responsible for cleaning up the property. The City has also implemented curbside recycling of paper, glass, plastic, cans, and yard waste, while actively encouraging composting.

Puget Sound Water Quality Management Plan (1987/updated 1991): The Puget Sound Water Quality Management Plan's purpose is to protect and enhance the Sound's water and sediment quality, its fish and shellfish, and its wetlands. The plan establishes several water quality programs:

nonpoint source pollution control, stormwater, Combined Sewer Overflows (CSO's), and household hazardous waste.

Washington Administrative Code, Chapter 400 12 (1988/updated 1992): Developed by the Puget Sound Water Quality Authority in cooperation with the Department of Ecology, it provides guidance for local planning and management of nonpoint source pollution through the development of Watershed Action Plans.

Local Hazardous Waste Management Plan for Seattle - King County (2001): A comprehensive plan developed by King County, Metro, the City of Seattle, the Seattle-King County Health Department and suburban cities to reduce the amount of hazardous waste entering landfills, treatment plants and water bodies from households and businesses in the Seattle-King County region.

Source: <http://www.longfellowcreek.org/waplan/waplan.htm>

DELRIIDGE NEIGHBORHOOD PARKS AND RECREATION

Graham Street Steps

Address: *Graham Street, between 16th Ave SW and Delridge Way*

These informal steps are located on city right of way, and offer a prime opportunity for improved east-west connections in Delridge.

Puget Ridge Riverview Trail

Address: *between SW Holden in the north, SW Wilbur in the south, West Marginal Way on the east, and 16th Avenue SW on the west.*

The River View Neighborhood Council formed rTrip, the Riverview Trail Improvement Project, in 2000. The project has received continued funding for planning from the National Park Service, King County and the City of Seattle Department of Neighborhoods. The feasibility study is complete, and rTrip is currently working to create east-west Longfellow Creek Legacy Trail connections.

<http://www.rtrip.org/index.html>

Greg Davis Park, Brandon Mini Park, Puget Blvd. ROW

Address: *between Delridge Way SW and 26th Ave SW, north of SW Brandon St.*

The three parks are being integrated "to create one contiguous open space/park that includes passive and active recreational elements." The design for the combined spaces was scaled back in fall of 2005; bids for construction of Brandon Mini Park and upgrades to the existing open space had come in higher than expected. Anticipated completion date is summer, 2006.

<http://www.ci.seattle.wa.us/parks/proparks/projects/pugetblvd.htm>

West Seattle Golf Course

Address: *4470 35th SW*

This public, 18-hole course opened in 1940. The course covers 207 acres and was a WPA-funded project. It has no public plans for expansion. <http://www.westseattlegolf.com>

Longfellow Creek Legacy Trail

Address: *Runs for 3 miles along Longfellow Creek from Roxhill Park north to open water terminus at SW Yancy St.*

Planning for the trail began in 2001 and construction was completed in 2005. The trail was developed in conjunction with the Longfellow Creek Steering Committee, a community volunteer group, with ProParks Levy funds.

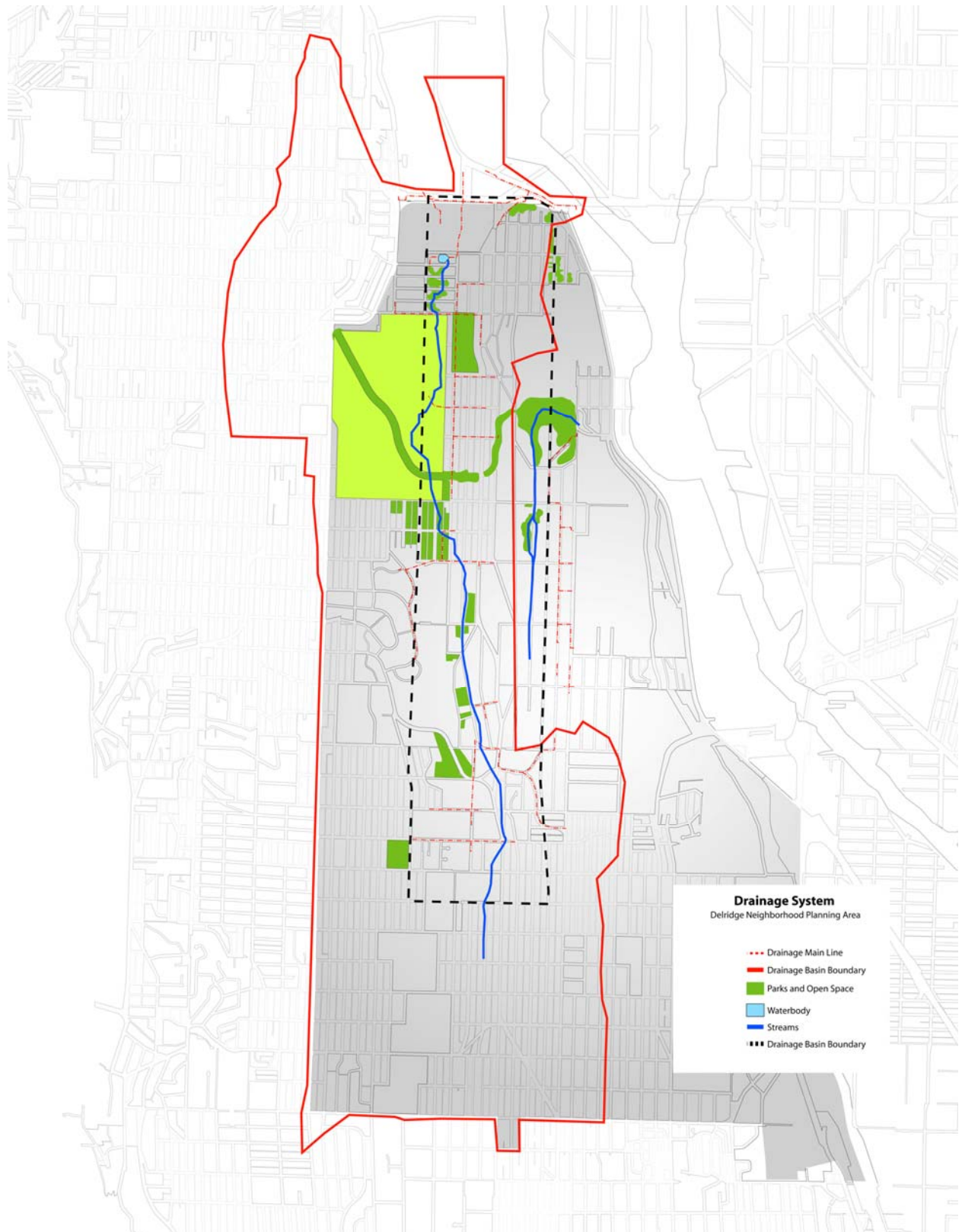
<http://www.ci.seattle.wa.us/parks/proparks/projects/longfellowcreek.htm>

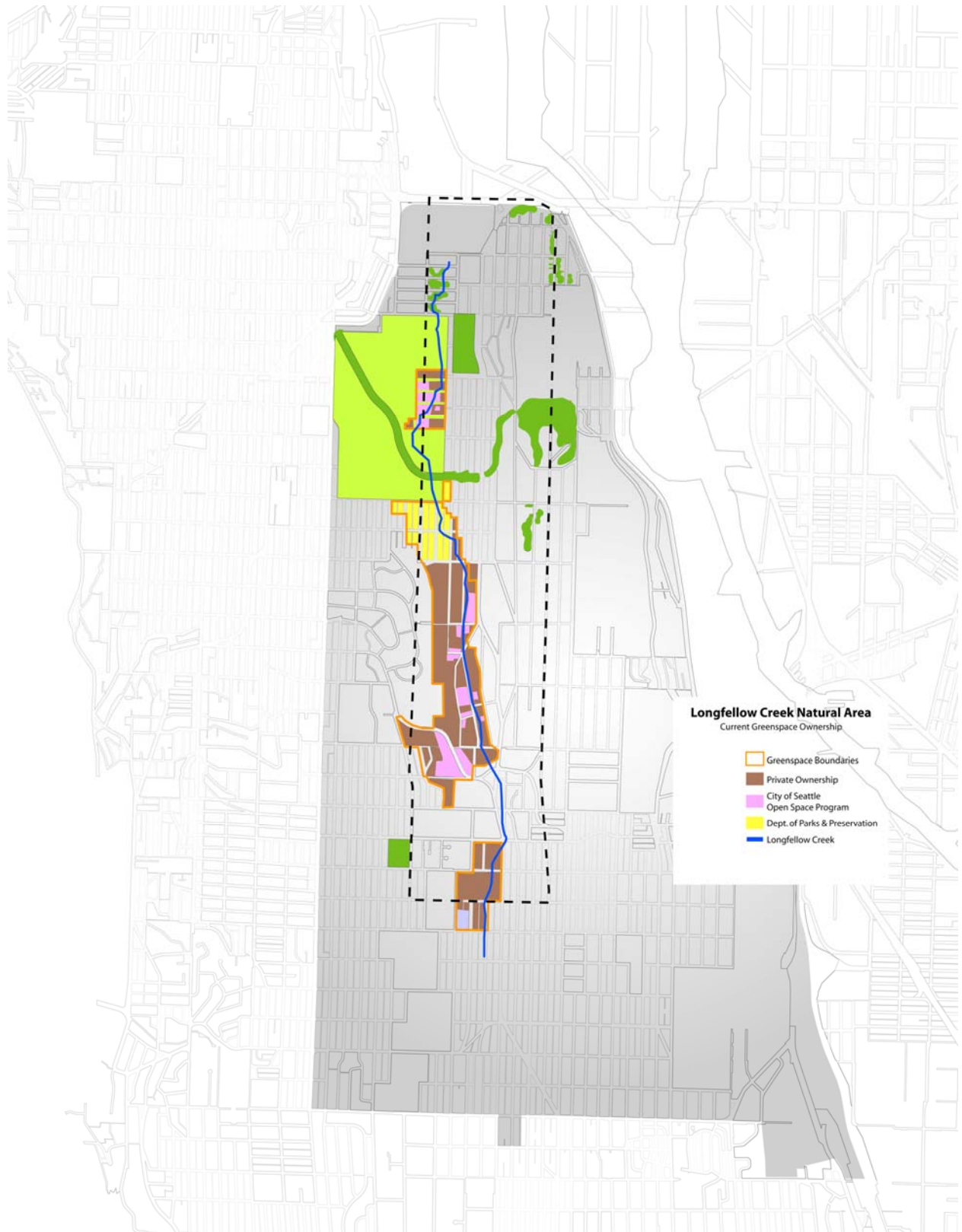
Puget Ridge Play Park

Address: 21st SW & Croft Pl. SW

This "pocket park" includes a children's play area and grassy open area.

<http://www.ci.seattle.wa.us/parks/parkspaces/playgrou.htm>







Memo

To: Branden Born
From: Rebecca Buttiitta, Mark Daniel, Valerie Felts, Chelsea Levy, Lee Roberts
CC: Paul Fischburg & Kate Stannard
Date: March 8, 2006
Re: Delridge Neighborhood Research

Topography and Hazardous Areas (Maps 1&9)

As suggested by its name, the Delridge neighborhood is characterized by dells and ridges. There are two primary ridges in the neighborhood, which run north-south, parallel to Delridge Way SW. These steep slopes frame the Delridge Neighborhood Plan planning area and create physical barriers to sections of the neighborhood located farther east and west. A plateau is situated above the central planning area to the east. This plateau slopes steeply down to the Duwamish River, which forms the easternmost border of Delridge.

The topography that defines the area also puts residents at risk. Many portions of the neighborhood's ridges have been identified by the City of Seattle as potential landslide areas. Additionally, Delridge's eastern boundary along the Duwamish River is considered to be the best site in the nation to study earthquake liquefaction. In the early 1900s, the Duwamish River was straightened using fill over sandy soil to better accommodate industrial uses along the river's banks. An earthquake could cause these components to shake so violently that the grains would lose strength, liquefy, and flow out as "sandy boils." The majority of potential liquefaction areas are outside of the area covered by the Delridge Neighborhood Plan. However, the banks of Longfellow Creek have also been identified as at risk of liquefaction in the event of a large earthquake.

Zoning (Maps 2&3)

There are six primary categories of zoning in Delridge: Multifamily Residential, Single Family Residential, Commercial, Neighborhood Commercial, Major Institutional, and Industrial. The majority of land in Delridge is zoned Single Family Residential. The Delridge Neighborhood Plan recommended rezoning some of the Single Family Residential areas surrounding the neighborhood nodes for increased density, and on December 13, 1999 the city adopted a rezoning ordinance approving this. Multifamily Residential zones are primarily located adjacent to Delridge Way SW and clustered on a ridge in the western portion of the neighborhood. Most of the Commercial and Neighborhood Commercial zones are either located along Delridge Way SW or at the perimeter of the neighborhood. A primary study site, Brandon Node, is zoned Neighborhood Commercial. A large area zoned Major Institutional is

on the plateau to east of the Delridge Neighborhood Plan planning area, but because of the drastic elevation change there is little opportunity for this area to interact with the residential areas below. In May of 2005, a portion of this Major Institutional area was rezoned to allow for the future construction of an authentic Sichuan-style garden by the Chinese Garden Society. This garden will be the first of its kind in the nation. Farther east, the area along the Duwamish shoreline is zoned Industrial and has been designated as a Superfund site.

Land Use (Maps 4&5; Figures 1&2; Tables 1&3)

The vast majority of Delridge land use is in single-family housing. Indeed, approximately 40 percent of the entire neighborhood and 32 percent of the Delridge Neighborhood Plan planning area are in single-family housing. However, as noted previously, Delridge is increasing density in some areas. City of Seattle Land Use Bulletins indicate that in the year 2005 alone, at least 14 lots were subdivided to allow for construction of townhouses and multifamily developments. Curiously, roughly 20 percent of both the entire neighborhood and the Neighborhood Plan planning area are classified as vacant. Reasons for this are discussed further below. The third largest land use category for both study areas is parks and playgrounds.

With few exceptions, the actual land uses in Delridge match closely with the designated zoning. Schools and open spaces are the main discrepancies.

Vacant Properties (Maps 6&7)

As stated above, vacant properties make up a significant proportion of Delridge's total land area; it is unclear why this is the case. Possible explanations for this phenomenon include:

- The geographic information systems data provided by Washington State Geospatial Data Archive may be incorrect or outdated. An on-the-ground survey of properties would be necessary to accurately determine the actual number of vacant lots.
- The quantity of environmentally critical areas in Delridge may dictate that specific lands remain undeveloped. This explanation is particularly relevant to the vacant lands at the western edge of the Delridge Neighborhood Plan planning area (see map 7) that appear to border Longfellow Creek.

Open Space (Map 8)

Delridge is spotted with areas of open space. Longfellow Creek is a defining feature of the neighborhood and one of three remaining major, year-round streams which still flow freely within Seattle. The popular Legacy Trail is situated along the recently restored creek. Stretching from Roxhill Park to SW Andover, the three-mile trail was developed with a \$59,000 matching grant from the Department of Neighborhoods. A Watershed Action Plan has been established to protect the Longfellow Creek watershed. The plan defines the boundaries of the watershed, identifies accomplishments, and notes remaining problems.

Other open spaces in the neighborhood include the Puget Ridge Greenspace and the West Duwamish Greenbelt, which surround the neighborhood with wooded hillsides. Camp Long, a 64-acre nature center and children's summer camp, is located between SE Genesee Street and SW Brandon Street. The West Seattle Municipal Golf Course is adjacent to the camp's eastern border and south of Greg Davis Park. Additionally, funding was received from the Pro

Parks Levy to improve three neighborhood parks: Puget Boulevard Commons, Brandon Mini Park, and Greg Davis Park.

Proposed Commercial Nodes (Maps 10-12; Figures 3-5; Tables 2&3)

These maps show the existing land uses in the three areas that were proposed as commercial nodes in the Delridge Neighborhood Plan. Note that the circles have a radius of one-quarter mile, a length well within the range of distances that experts consider representative of a realistic walkingshed. The data in these maps is the same as that of the land use maps, but at a larger scale and in more detail.

The figures compare land use in the three nodes. While all three nodes appear to have large amounts of single-family dwellings and vacant parcels, each node has a different third contributor to its top three land uses. The third contributor is industrial, parks and playgrounds, and multi-family, for the north, central, and south nodes, respectively.

Table 2 presents various metrics of land use in the nodes and Table 3 gives land use location quotients relative to both the entire neighborhood and the planning area studied in the Delridge Neighborhood Plan. These tables were developed primarily to determine in what ways development in the nodes differs from that of the surrounding area. Conclusions drawn from this data are highly dependent on the metric considered.

Walkability to Neighborhood Commercial (Map 13)

This map is based on the work of the Urban Form Lab in the Department of Urban Design and Planning at the University of Washington. The lab, through the Walkable and Bikable Communities Project, has done extensive analysis of the relationship between urban form and non-motorized transportation. This map uses data from that project to identify areas in Delridge that are more or less conducive to walking.

The Walkable and Bikable Communities project is based on telephone interviews of more than 600 able-bodied residents of urbanized King County, which assessed walking and bicycling habits. This study focused on areas of King County with medium to high land use densities. The results of this survey were then correlated with an in-depth analysis of the urban form (e.g. sidewalks, walking trails, block size) and land use conditions (e.g. proximity of retail, grocery stores, schools) within three kilometers of each respondent's home. Through statistical analysis, the lab was able to identify a number of variables that impact the likelihood that a resident will walk or bicycle a sufficient amount (a health-based standard of 150-plus minutes per week). One of the most powerful predictors of non-motorized transportation is neighborhood commercial development – particularly a combination of grocery, retail, and restaurant uses in close proximity to each other.

This map shows the predicted likelihood of sufficient walking through a color gradient of the walkability 'score' of a location – the darker green areas are those places more conducive to non-motorized transportation. As mentioned above, this study focused on areas of relatively dense land use – the grey portions of this map are areas with insufficient density to be considered in this study. While the accuracy of this study in predicting behavior is not known, this map represents the agglomeration of considerable study on the relationship between urban form and walking and bicycling. If Delridge continues to pursue the goal of walkable commercial nodes, the data developed by the lab could be helpful in deciding on effective interventions and policies.

Resources

“Damaged chimneys and unexpected liquefaction from Nisqually temblor yield earthquake insights, UW scientists say.” 4/17/01

<http://www.uwnews.org/article.asp?ID=2334>

Delridge Neighborhood Plan, City of Seattle Department of Neighborhoods

<http://www.cityofseattle.net/neighborhoods/mpi/plans/delridge/>

Camp Long, City of Seattle Department of Parks and Recreation

<http://www.cityofseattle.net/parks/Environment/camplong.htm>

Council Bill No. 115250, Ordinance No. 121795, City of Seattle Legislative Information Service

<http://clerk.ci.seattle.wa.us>

Council Bill No. 112984, Ordinance No. 119796, City of Seattle Legislative Information Service

<http://clerk.ci.seattle.wa.us>

Land Use Information Bulletins

http://www.seattle.gov/dpd/Notices/Land_Use_Information_Bulletin/default.asp

Longfellow Creek Watershed Action Plan

http://www.longfellowcreek.org/waplan/waplan_03c.htm

Seattle Design Commission Meeting Minutes. January 6, 2005

<http://www.ci.seattle.wa.us/dpd/citydesign/projectreview/sdc/PDF/Minutes2005-01-06.pdf>

Seattle Emergency Management, Earthquakes

http://www.seattle.gov/emergency_mgt/hazards/earthquakes.htm

Walkable and Bikable Communities (WBC) Project Report

<https://faculty.washington.edu/moudon/Research%20docs/WBC%20Research04.doc>

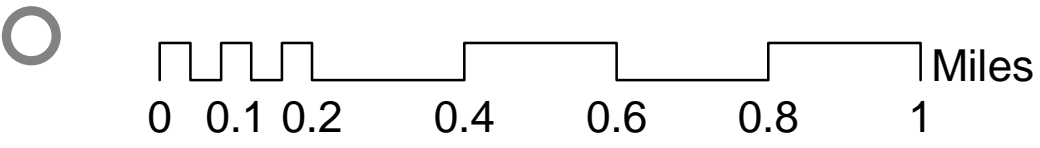
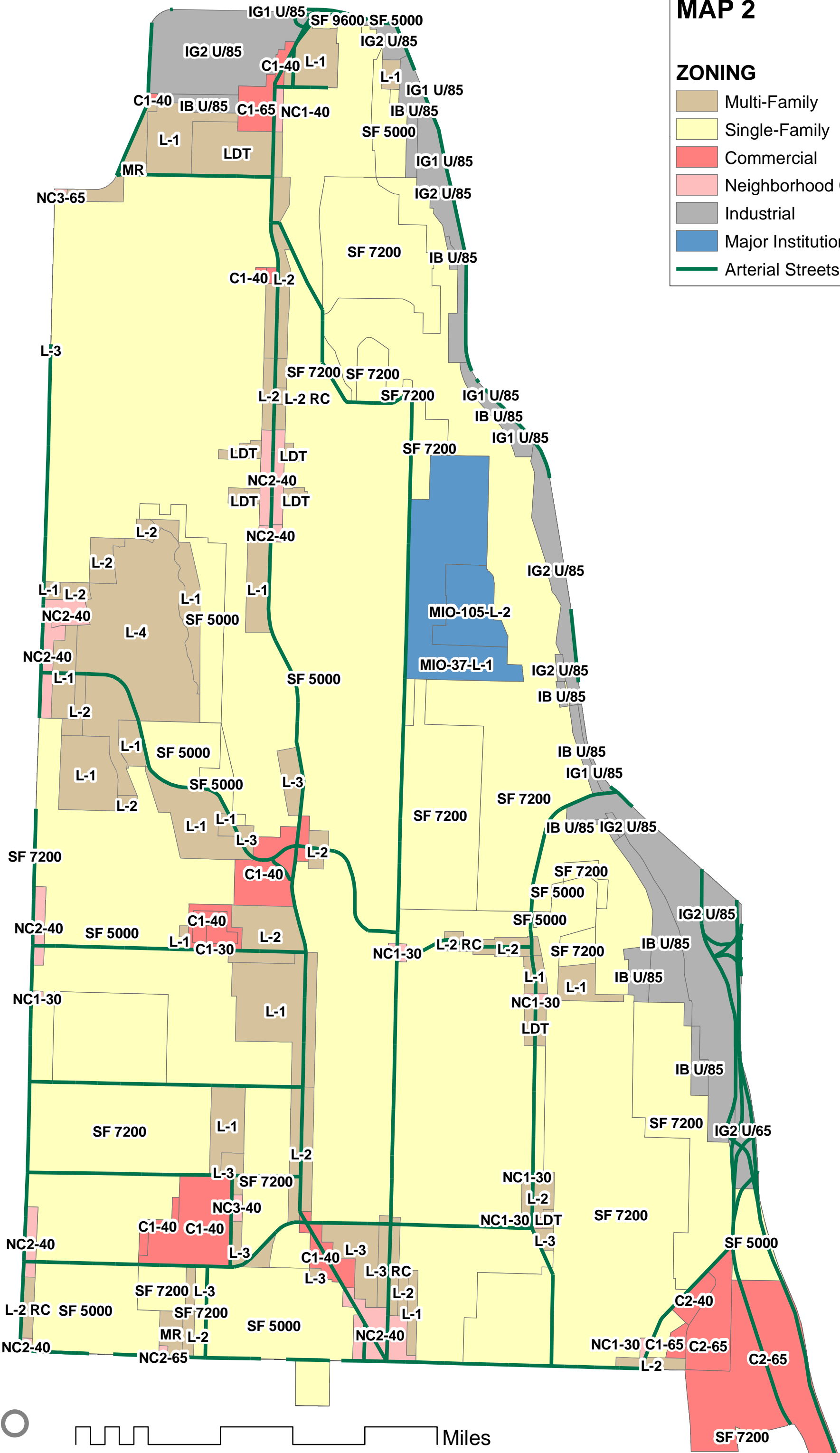
“What We’ve Accomplished Together.” Seattle Department of Neighborhoods. Delridge Neighborhood Fact Sheet

<http://www.seattle.gov/neighborhoods/mpi/factsheets/Delridge%20Neighborhood%20Plan%20Area06.10.03.pdf>

MAP 2

ZONING

- Multi-Family
- Single-Family
- Commercial
- Neighborhood Commercial
- Industrial
- Major Institutional
- Arterial Streets

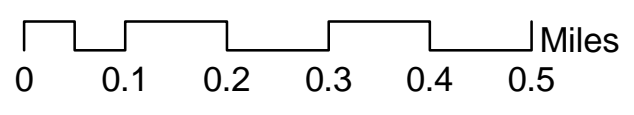
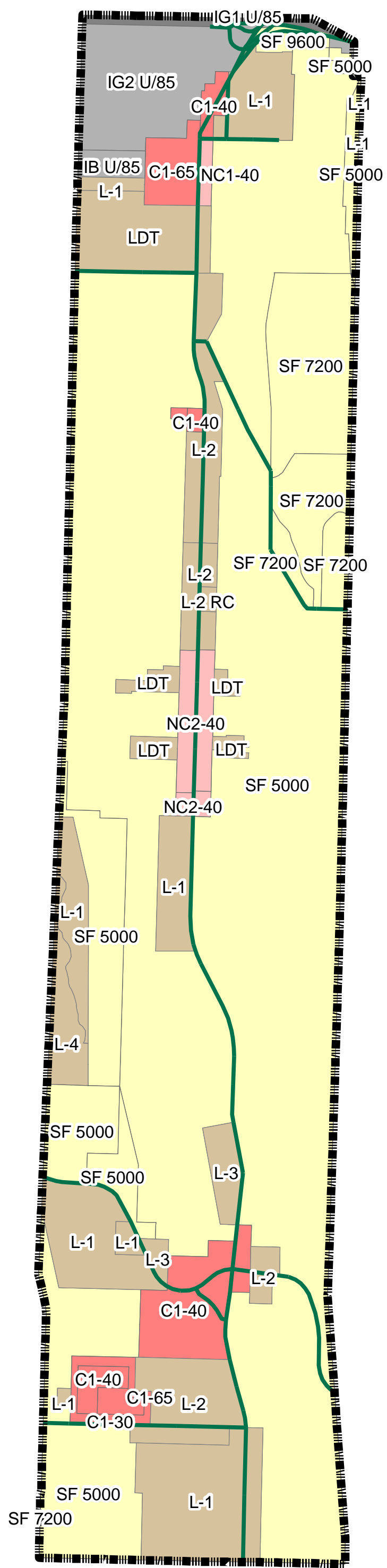


Sources: City of Seattle, King County GIS data, accessed through WAGDA, February 2006.
 WINTER 2006: ARCH 506 LAND USE

MAP 3

CURRENT ZONING

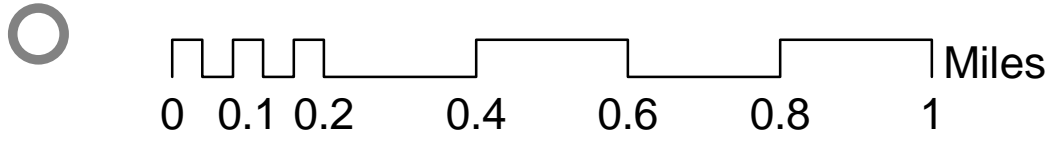
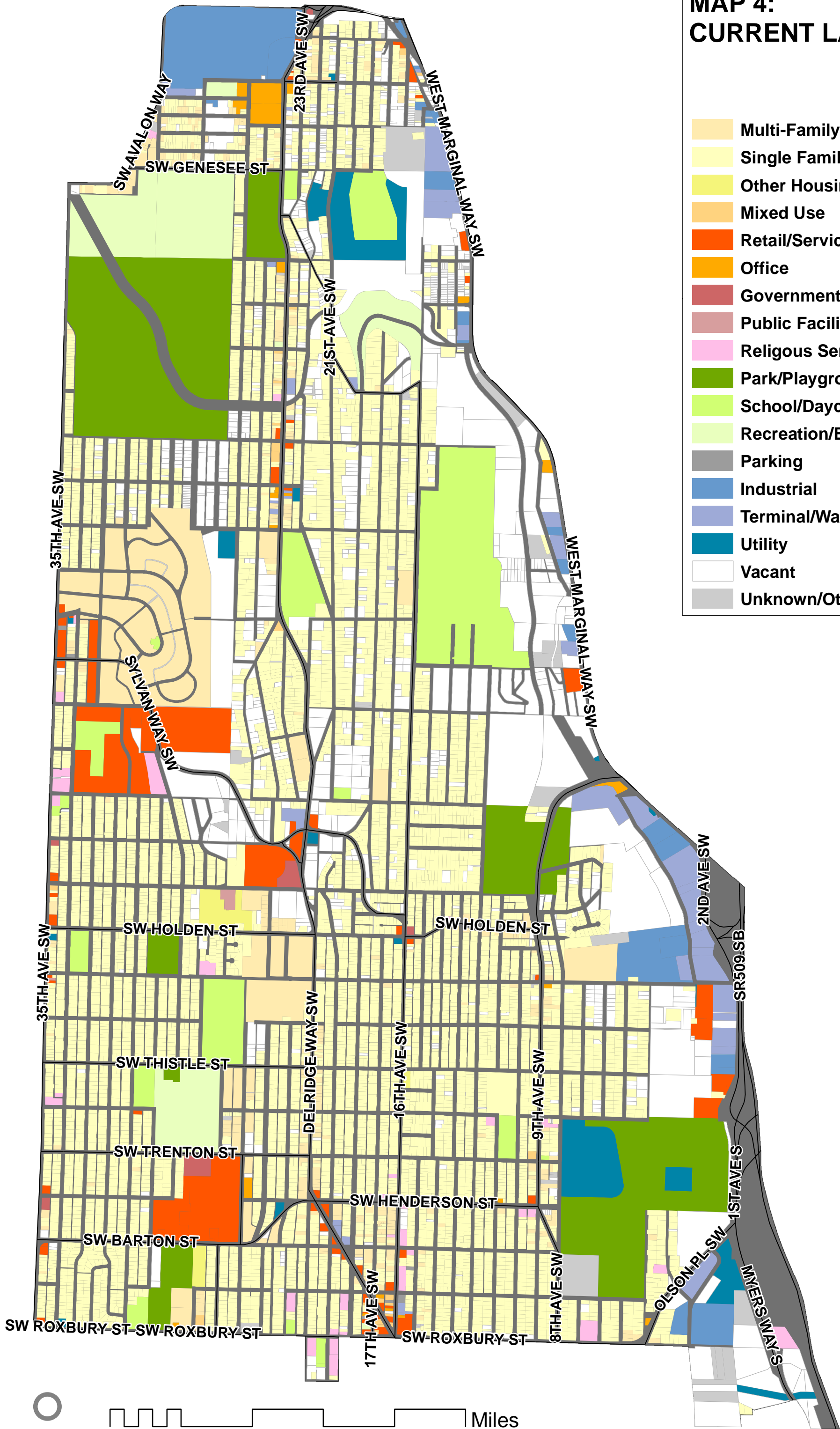
- Multi-Family
- Single-Family
- Commercial
- Neighborhood Commercial
- Industrial
- Major Institutional
- Arterial Streets



Sources: City of Seattle, King County GIS data, accessed through WAGDA, February 2006.
 WINTER 2006: ARCH 506 LAND USE

MAP 4: CURRENT LAND USE

- Multi-Family
- Single Family
- Other Housing
- Mixed Use
- Retail/Service
- Office
- Government Services
- Public Facility
- Religious Services
- Park/Playground
- School/Daycare
- Recreation/Entertainment
- Parking
- Industrial
- Terminal/Warehouse
- Utility
- Vacant
- Unknown/Other



Sources: City of Seattle, King County GIS data, accessed through WAGDA, February 2006.
WINTER 2006: ARCH 506 LAND USE

MAP 5: CURRENT LAND USE

- Multi-Family
- Single Family
- Other Housing
- Mixed Use
- Retail/Service
- Office
- Government Services
- Public Facility
- Religious Services
- Park/Playground
- School/Daycare
- Recreation/Entertainment
- Parking
- Industrial
- Terminal/Warehouse
- Utility
- Vacant
- Unknown/Other

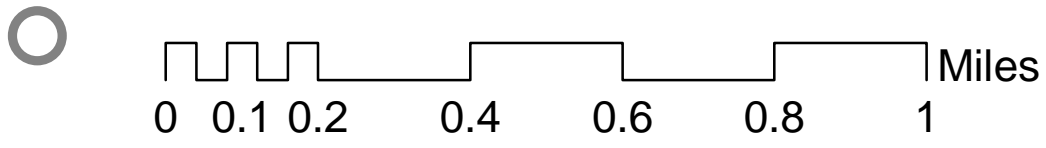
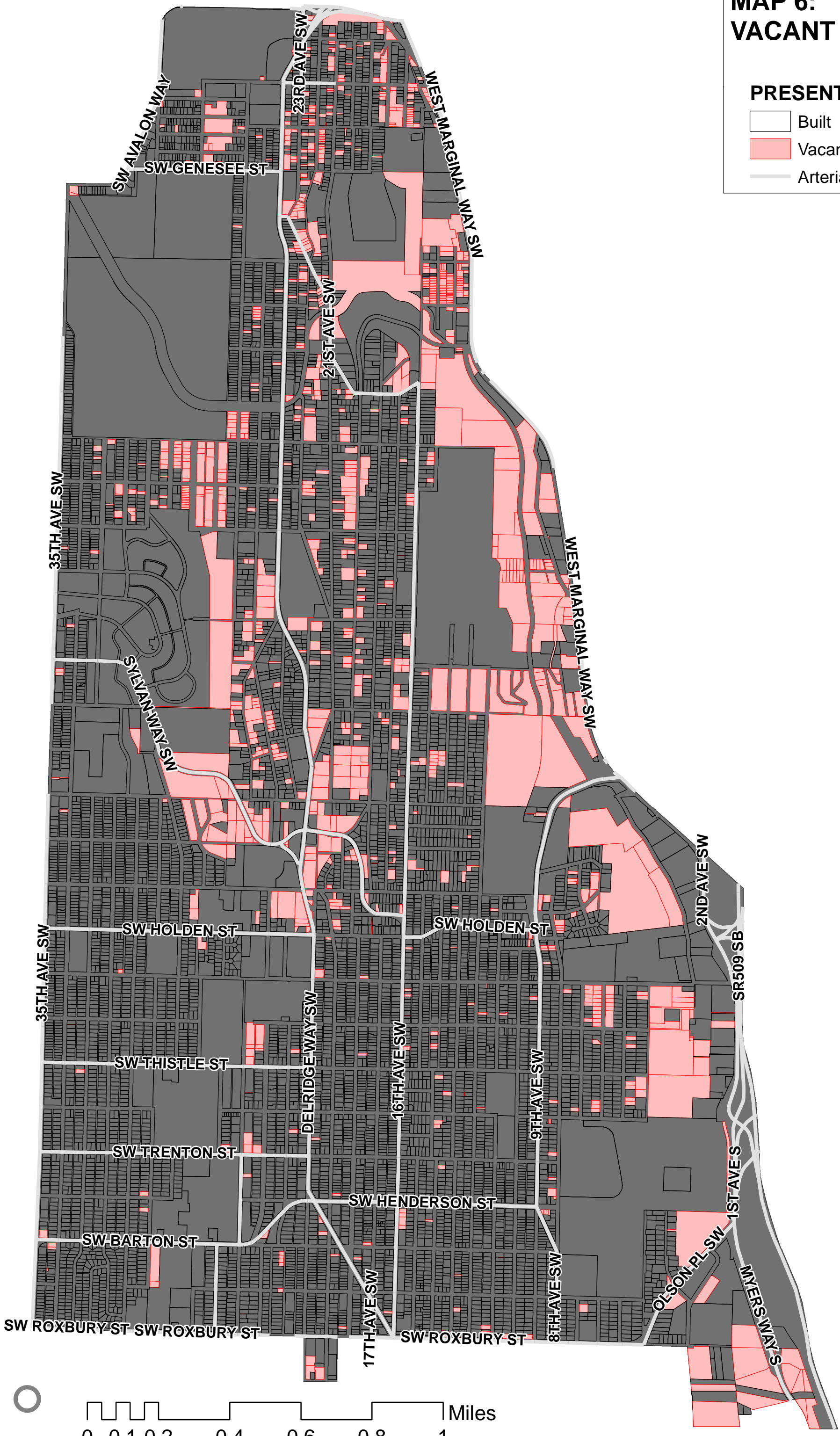


Sources: City of Seattle, King County GIS data, accessed through WAGDA, February 2006.
WINTER 2006: ARCH 506 LAND USE

MAP 6: VACANT LANDS

PRESENT USE




- Built
- Vacant
- Arterial Streets

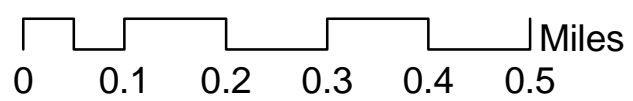


Sources: City of Seattle, King County GIS data, accessed through WAGDA, February 2006.
WINTER 2006: ARCH 506 LAND USE

MAP 7: VACANT LANDS

PRESENT USE

-  Built
-  Vacant
-  Arterial Streets



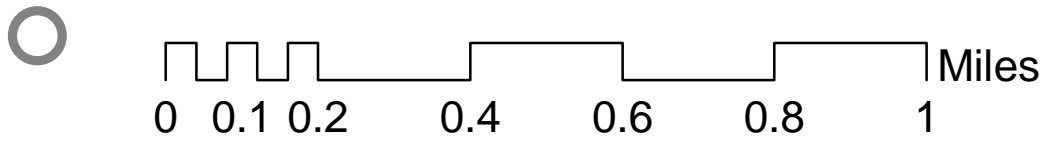
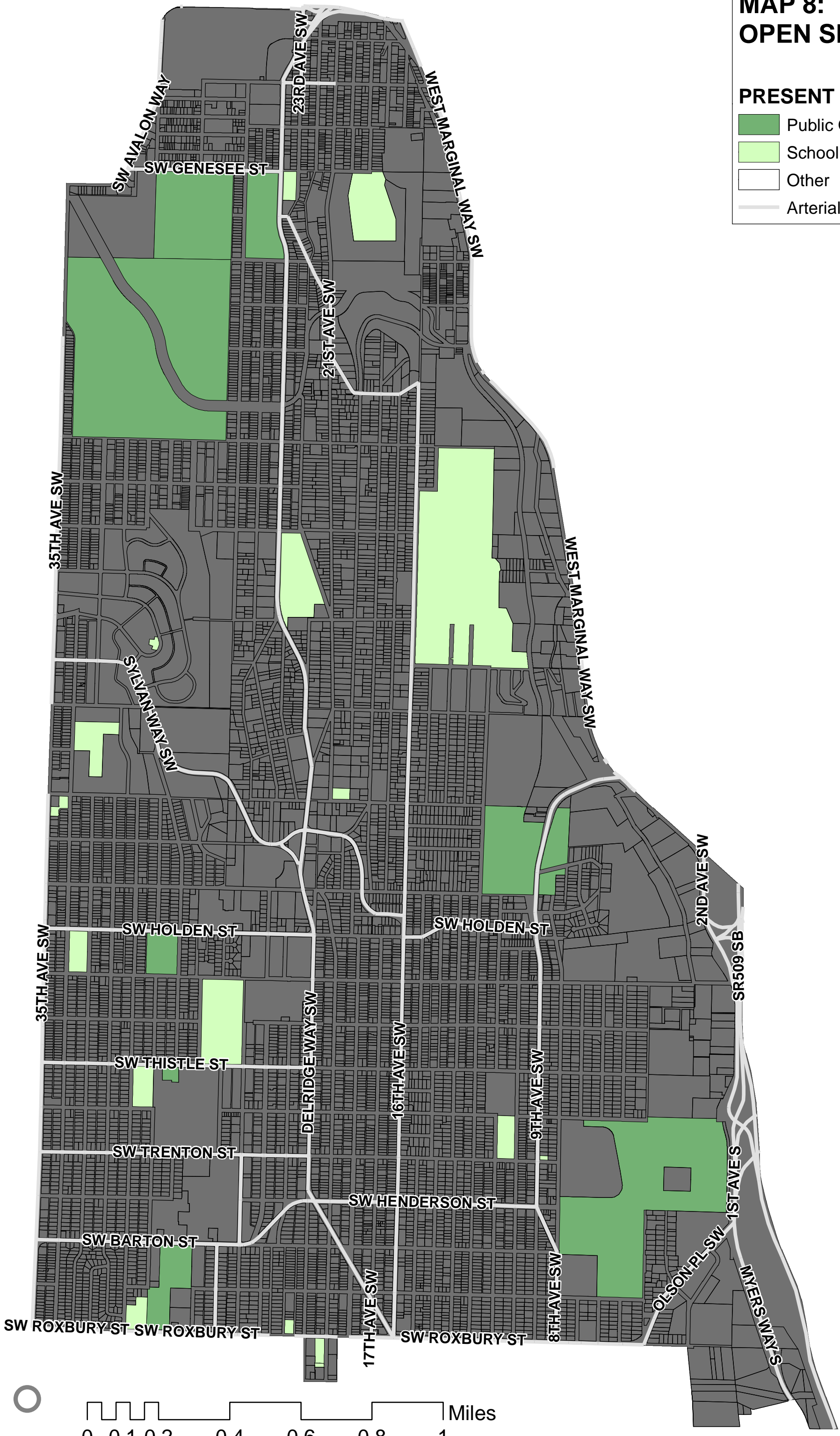
Sources: City of Seattle, King County GIS data, accessed through WAGDA, February 2006.

WINTER 2006: ARCH 506 LAND USE

MAP 8: OPEN SPACE





PRESENT USE

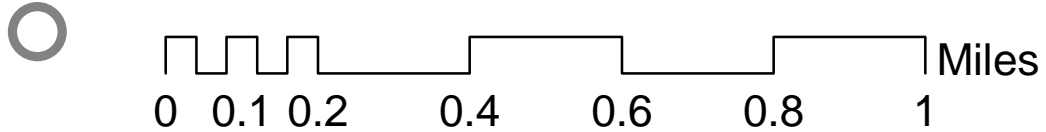
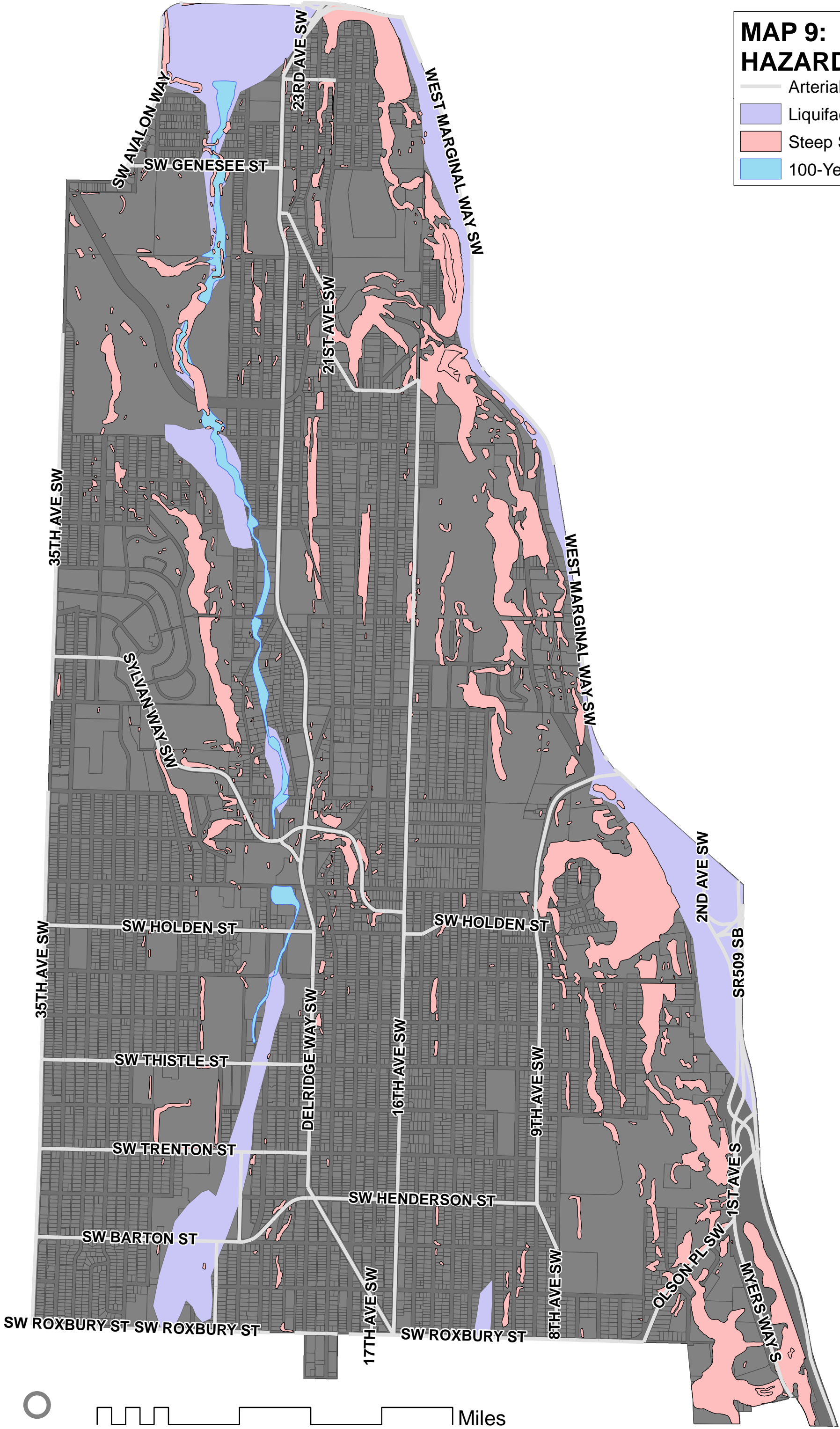
- Public Open Space
- School
- Other
- Arterial Streets



Sources: City of Seattle, King County GIS data, accessed through WAGDA, February 2006.
WINTER 2006: ARCH 506 LAND USE

MAP 9: HAZARD AREAS



















-  Arterial Streets
-  Liquifaction Risk Area
-  Steep Slope
-  100-Year-Flood Area

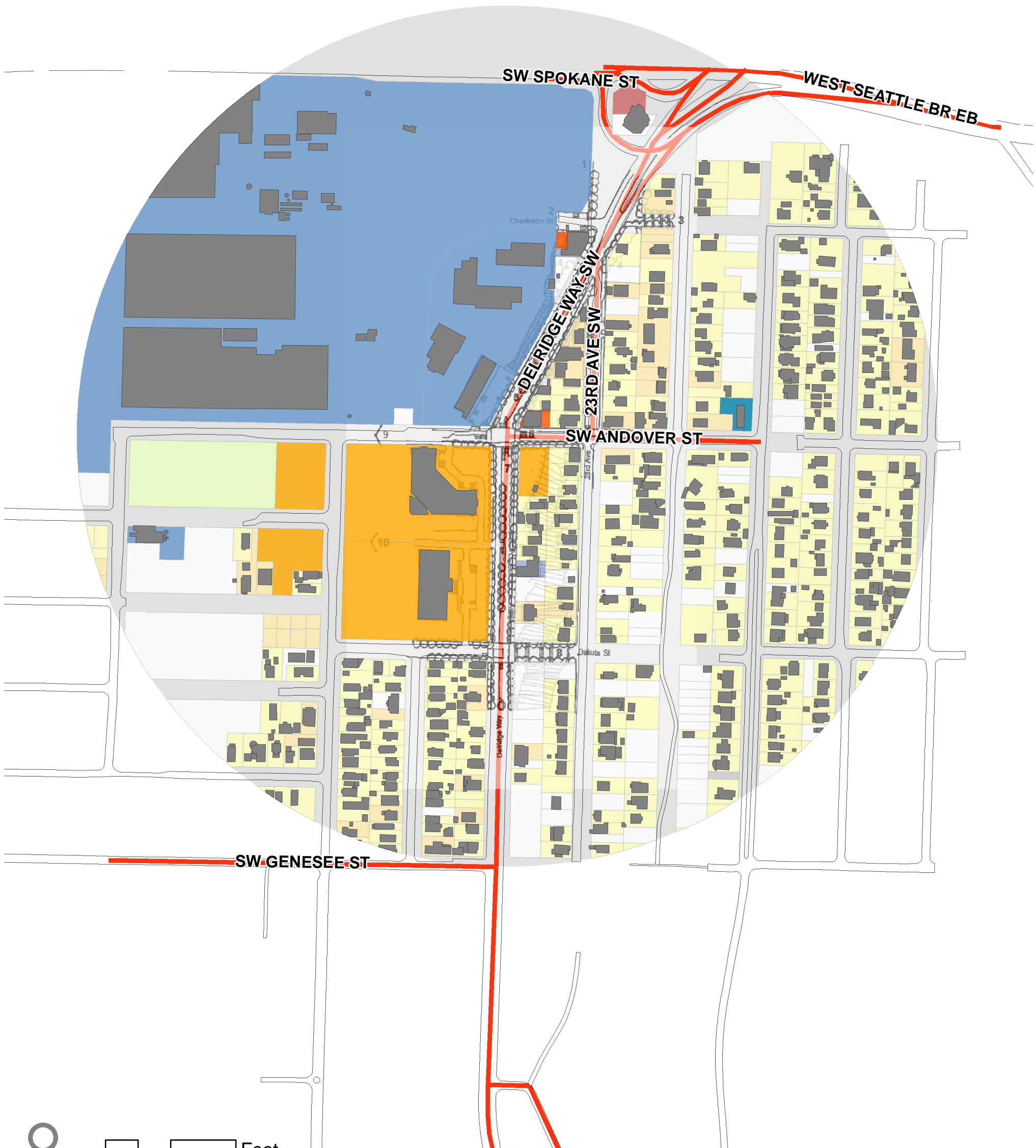


Sources: City of Seattle, King County GIS data, accessed through WAGDA, February 2006.
WINTER 2006: ARCH 506 LAND USE

MAP 10: NORTH NODE



















CURRENT LAND USE

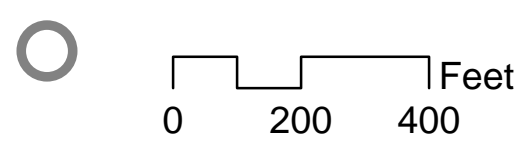
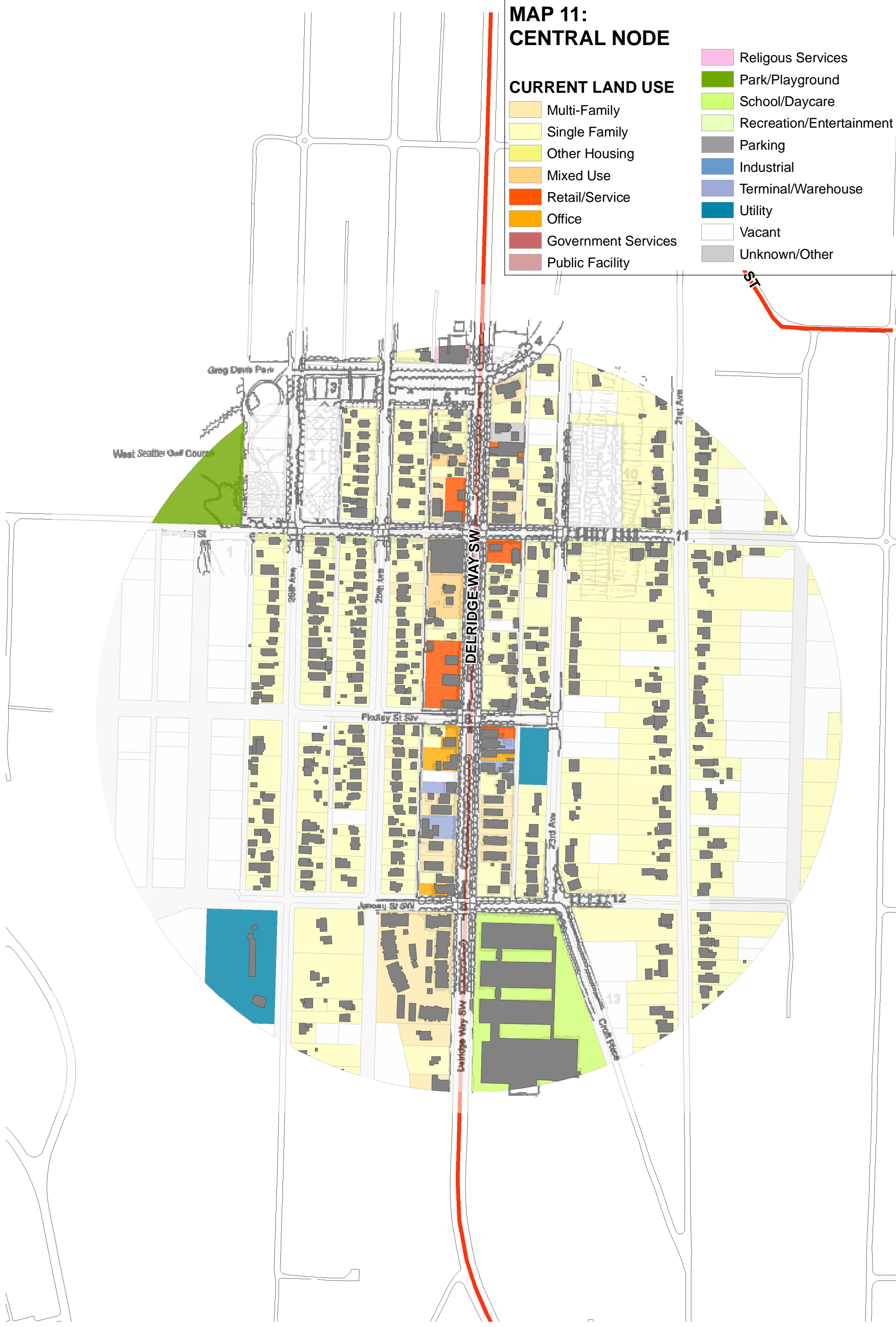
- | | |
|---|--|
|  Multi-Family |  Religious Services |
|  Single Family |  Park/Playground |
|  Other Housing |  School/Daycare |
|  Mixed Use |  Recreation/Entertainment |
|  Retail/Service |  Parking |
|  Office |  Industrial |
|  Government Services |  Terminal/Warehouse |
|  Public Facility |  Utility |
| |  Vacant |
| |  Unknown/Other |



MAP 11: CENTRAL NODE

CURRENT LAND USE



















- | | | | |
|---|---------------------|---|--------------------------|
|  | Multi-Family |  | Religious Services |
|  | Single Family |  | Park/Playground |
|  | Other Housing |  | School/Daycare |
|  | Mixed Use |  | Recreation/Entertainment |
|  | Retail/Service |  | Parking |
|  | Office |  | Industrial |
|  | Government Services |  | Terminal/Warehouse |
|  | Public Facility |  | Utility |
| | |  | Vacant |
| | |  | Unknown/Other |

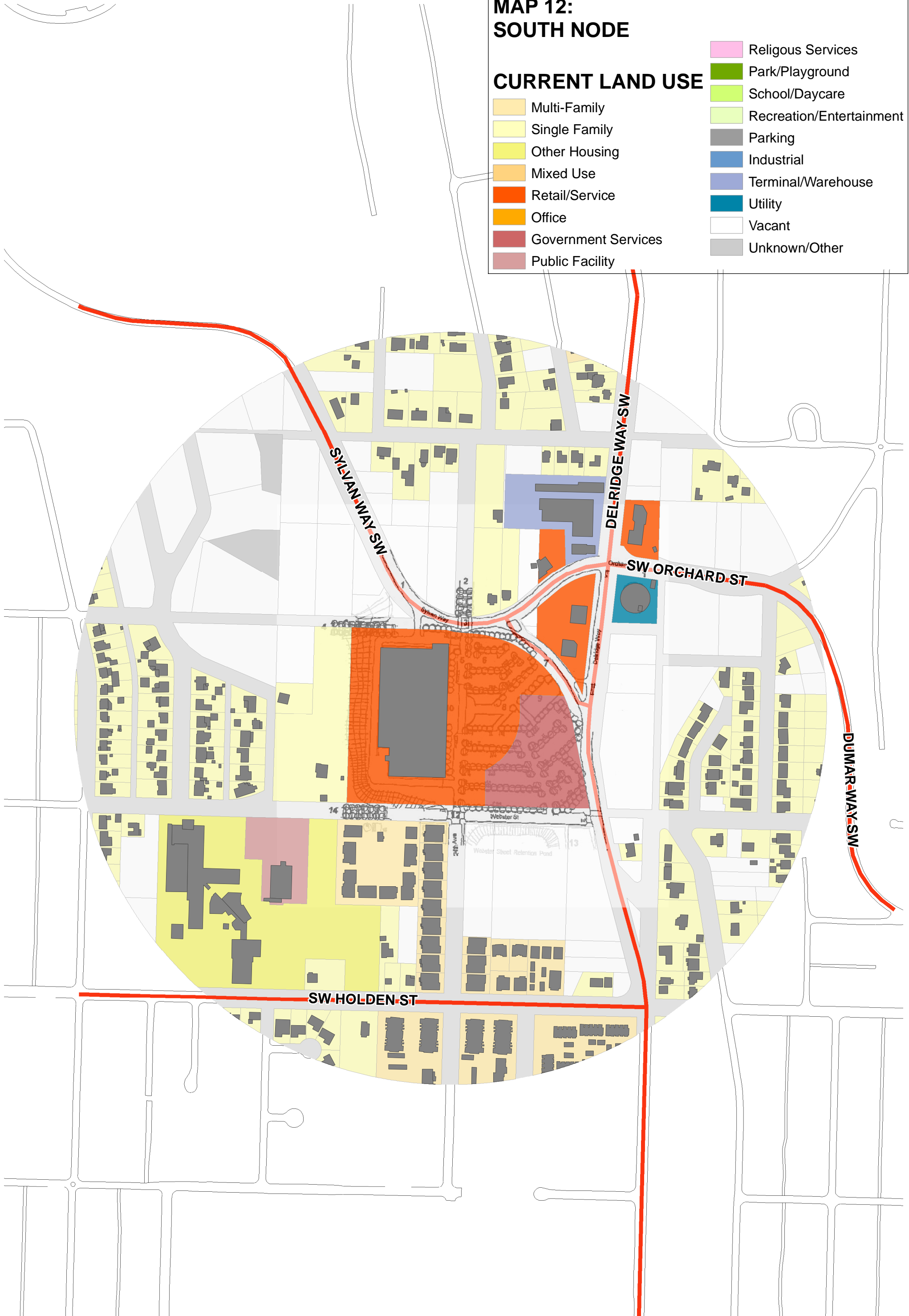


Sources: City of Seattle, King County GIS data, accessed through WAGDA site.
WINTER 2006: ARCH 506 LAND USE

MAP 12: SOUTH NODE

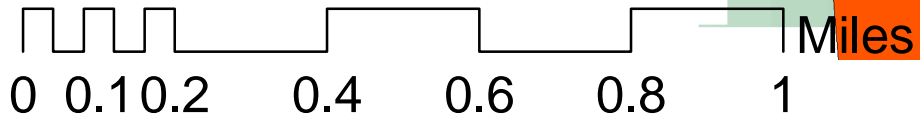
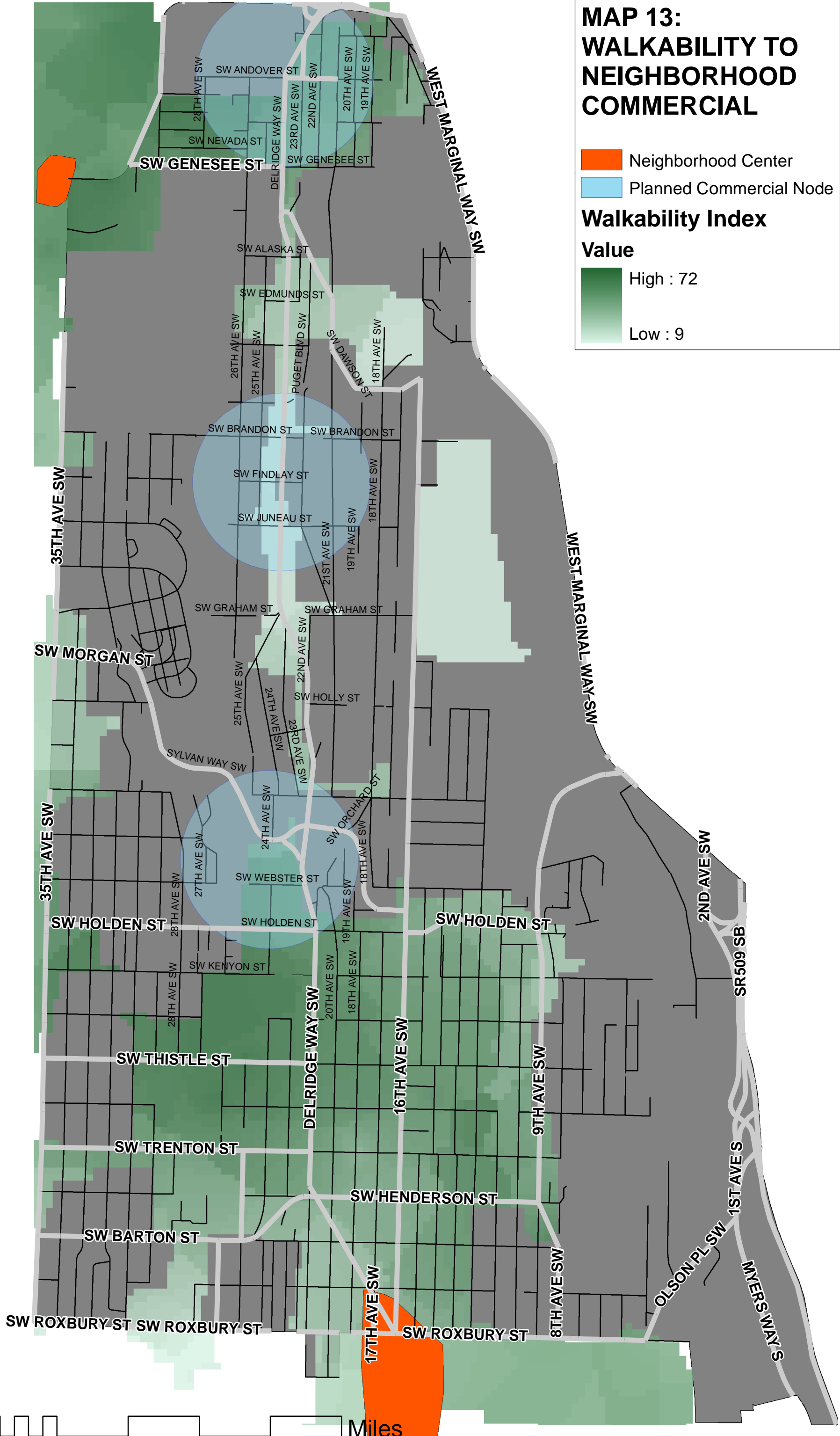
CURRENT LAND USE

- | | |
|---|--------------------------|
|  | Religious Services |
|  | Park/Playground |
|  | School/Daycare |
|  | Recreation/Entertainment |
|  | Parking |
|  | Industrial |
|  | Terminal/Warehouse |
|  | Utility |
|  | Vacant |
|  | Government Services |
|  | Unknown/Other |
|  | Public Facility |
|  | Multi-Family |
|  | Single Family |
|  | Other Housing |
|  | Mixed Use |
|  | Retail/Service |
|  | Office |



MAP 13: WALKABILITY TO NEIGHBORHOOD COMMERCIAL

Neighborhood Center
 Planned Commercial Node
Walkability Index
Value
 High : 72
 Low : 9



Sources: University of Washington Urban Form Lab, Walkable and Bikeable Communities study, accessed February 2006. WINTER 2006: UDP 506 LAND USE

Figure 1

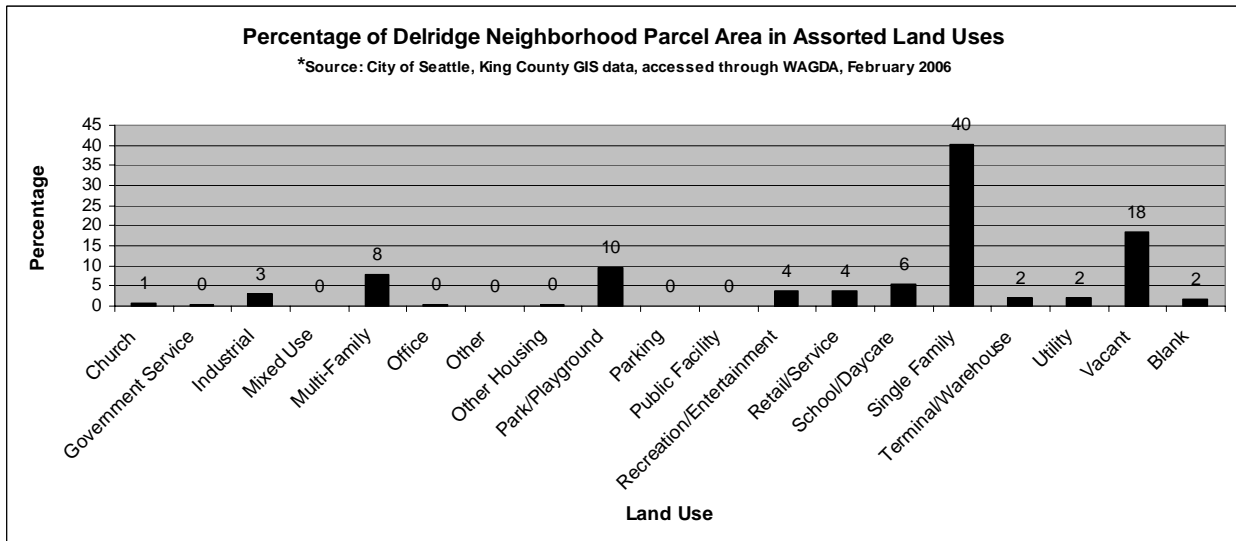


Figure 2

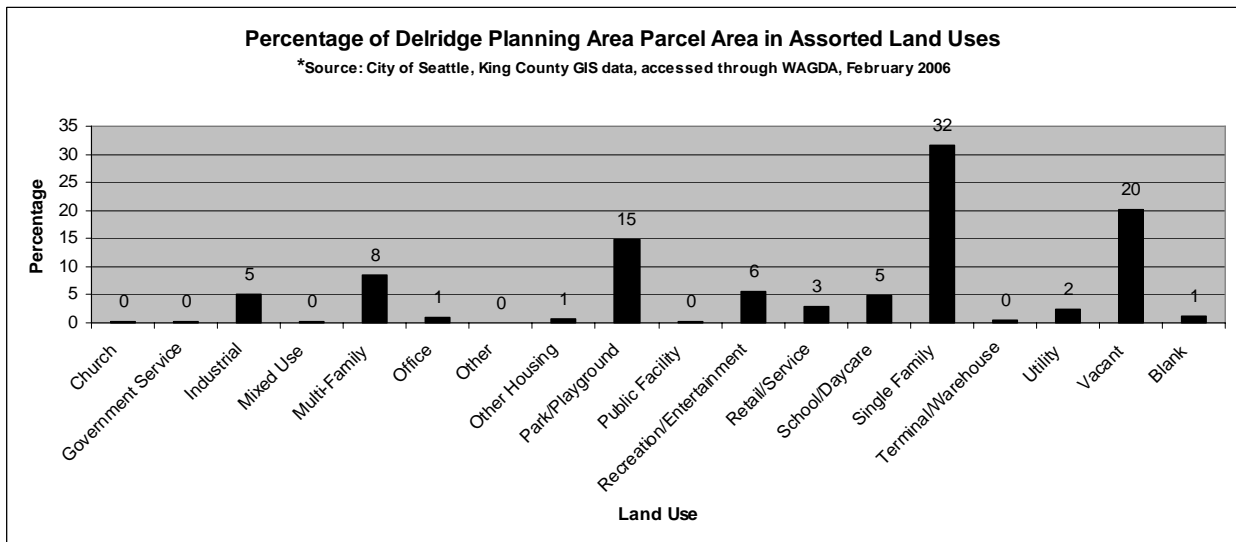


Figure 3

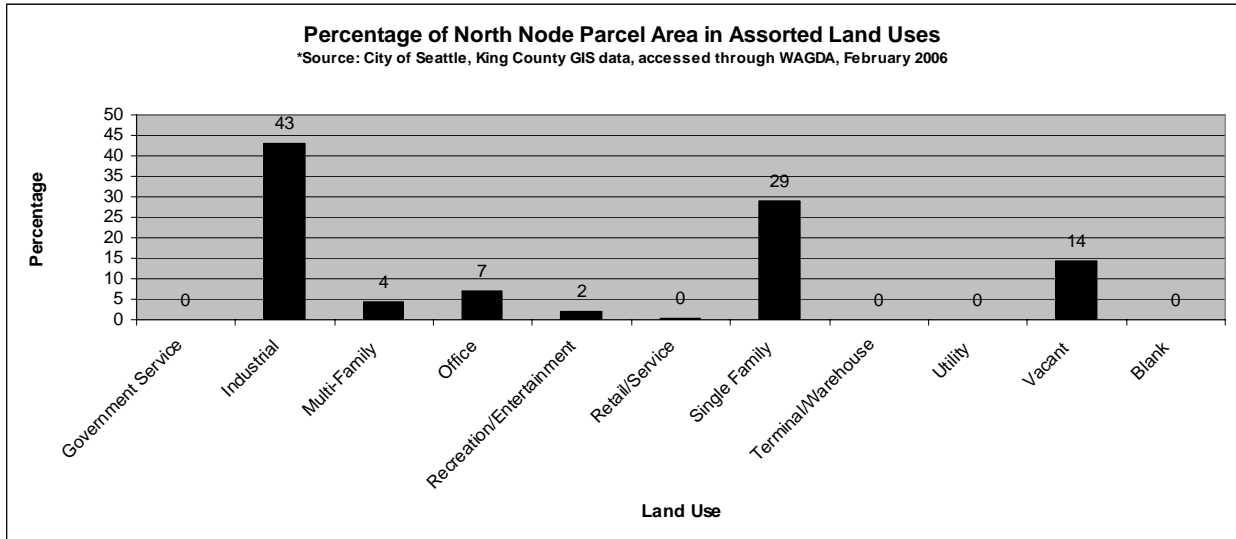


Figure 4

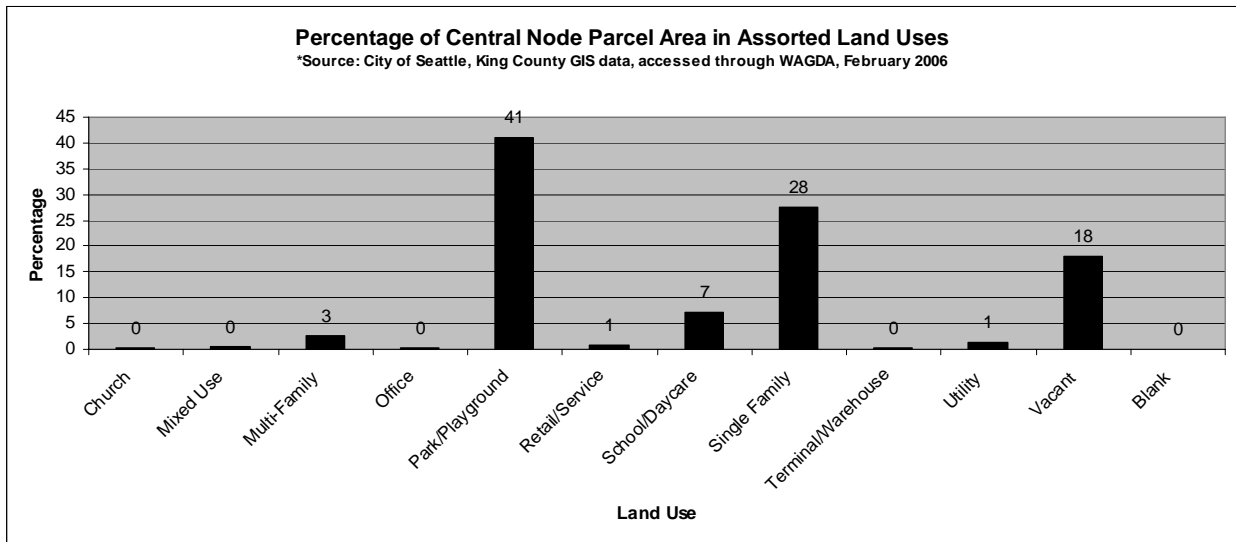


Figure 5

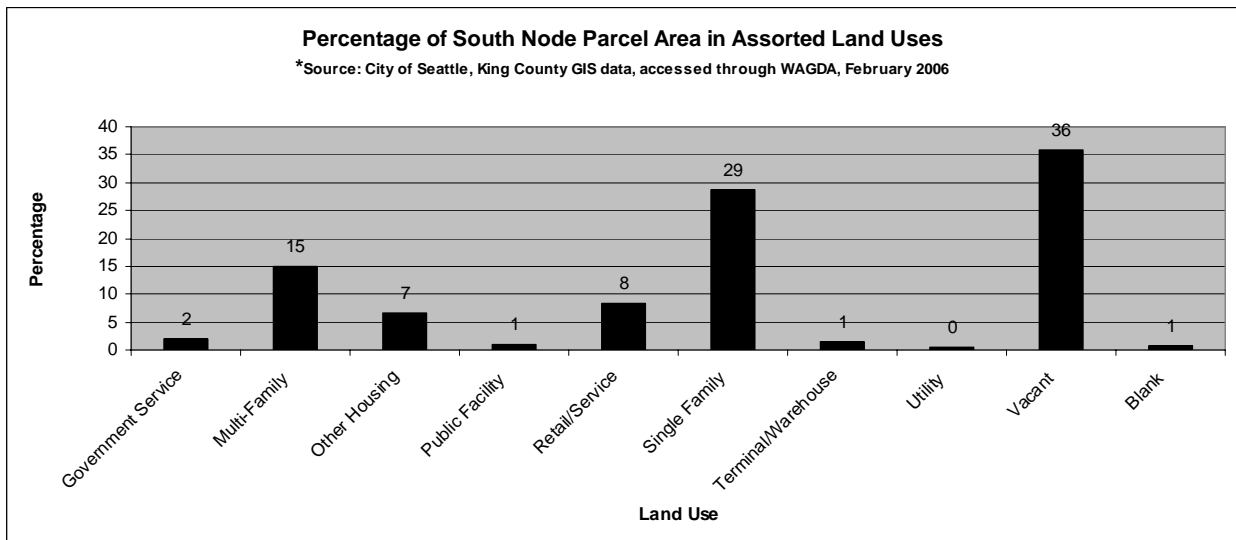


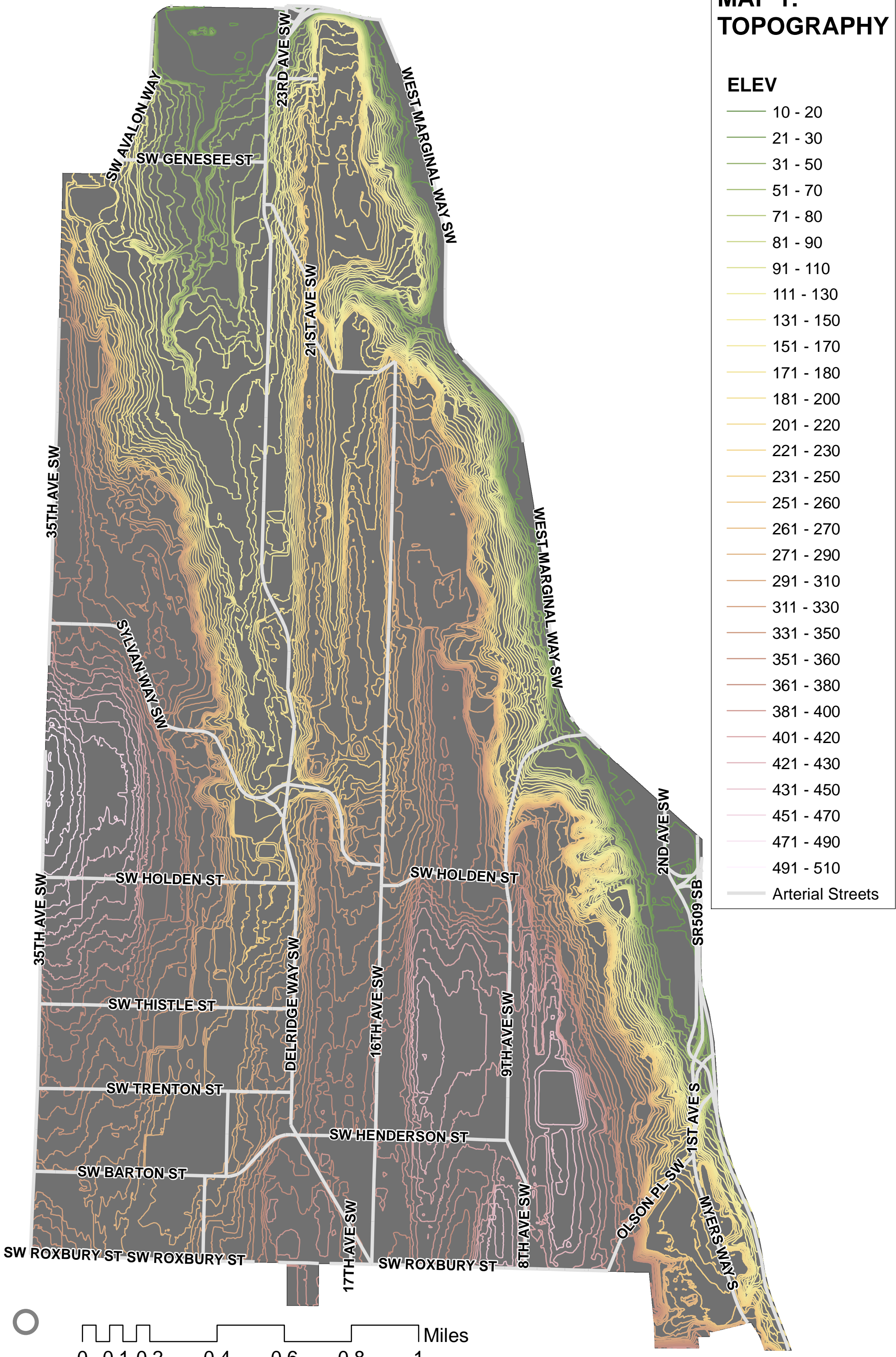
Table 1

	Church	Government Service	Industrial	Mixed Use	Multi-Family	Office	Other	Other Housing	Park/Playground	Parking	Public Facility	Recreation/Entertainment	Retail/Service	School/Daycare	Single Family	Terminal/Warehouse	Utility	Vacant	Blank	Total
Delridge Neighborhood																				
Percentage (by count)	0	0	0	0	5	0	0	0	0	0	0	0	1	0	80	0	0	11	1	100
Percentage (by area)	1	0	3	0	8	0	0	0	10	0	0	4	4	6	40	2	2	18	2	100
Count	35	6	24	22	419	23	1	3	10	8	2	10	86	18	7367	42	19	1011	59	9165
Average Parcel Area (sq. ft.)	26462	45708	167546	8593	23087	24373	4967	163965	1209522	6321	30923	462430	53785	384136	6873	60698	135537	22892	34949	13691
Count/Total Parcel Area (sq. mi.)	7.8	1.3	5.3	4.9	93.1	5.1	0.2	0.7	2.2	1.8	0.4	2.2	19.1	4.0	1636.8	9.3	4.2	224.6	13.1	2036.2
Delridge Planning Area																				
Percentage (by count)	0	0	0	0	5	0	0	0	0		0	0	1	0	73	0	0	18	1	100
Percentage (by area)	0	0	5	0	8	1	0	1	15		0	6	3	5	32	0	2	20	1	100
Count	2	2	3	7	134	10	1	1	3		1	5	15	5	1814	11	6	449	16	2485
Average Parcel Area (sq. ft.)	29900	55262	712323	9349	26787	39154	4967	351649	2118892		57050	468263	82742	419220	7409	14851	176560	19057	33377	17125
Count/Total Parcel Area (sq. mi.)	1.3	1.3	2.0	4.6	87.8	6.6	0.7	0.7	2.0		0.7	3.3	9.8	3.3	1188.4	7.2	3.9	294.1	10.5	1627.9

Table 2

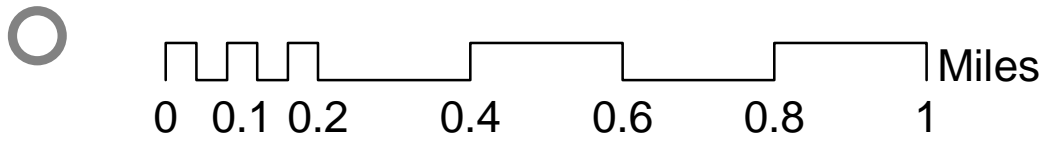
	Church	Government Service	Industrial	Mixed Use	Multi-Family	Office	Other	Other Housing	Park/Playground	Parking	Public Facility	Recreation/Entertainment	Retail/Service	School/Daycare	Single Family	Terminal/Warehouse	Utility	Vacant	Blank	Total
North Node																				
Percentage (by count)		0	1		10	1						0	1		67	0	0	19	0	100
Percentage (by area)		0	43		4	7						2	0		29	0	0	14	0	100
Count		1	3		44	5						1	3		289	2	1	84	1	434
Average Parcel Area (sq. ft.)		7908	712323		4903	68522						91866	3384		5023	3269	7944	8411	2370	11475
Count/Total Parcel Area (sq. mi.)		5.6	16.8		246.3	28.0						5.6	16.8		1617.7	11.2	5.6	470.2	5.6	2429.4
Central Node																				
Percentage (by count)	0			1	5	1			0				2	0	69	1	0	20	0	100
Percentage (by area)	0			0	3	0			41				1	7	28	0	1	18	0	100
Count	1			3	20	4			1				7	1	289	4	2	85	1	418
Average Parcel Area (sq. ft.)	13194			13248	11376	6023			3485955				8814	603501	8126	6128	60009	18103	8400	20325
Count/Total Parcel Area (sq. mi.)	3.3			9.8	65.6	13.1			3.3				23.0	3.3	948.3	13.1	6.6	278.9	3.3	1371.6
South Node																				
Percentage (by count)		0			8			0			0		1		62	0	0	26	1	100
Percentage (by area)		2			15			7			1		8		29	1	0	36	1	100
Count		1			21			1			1		4		170	1	1	72	2	274
Average Parcel Area (sq. ft.)		102615			38449			351649			57050		111398		9050	78509	24485	26836	20211	19629
Count/Total Parcel Area (sq. mi.)		5.2			108.9			5.2			5.2		20.7		881.2	5.2	5.2	373.2	10.4	1420.3

MAP 1: TOPOGRAPHY



ELEV

10 - 20
21 - 30
31 - 50
51 - 70
71 - 80
81 - 90
91 - 110
111 - 130
131 - 150
151 - 170
171 - 180
181 - 200
201 - 220
221 - 230
231 - 250
251 - 260
261 - 270
271 - 290
291 - 310
311 - 330
331 - 350
351 - 360
361 - 380
381 - 400
401 - 420
421 - 430
431 - 450
451 - 470
471 - 490
491 - 510
Arterial Streets



Sources: City of Seattle, King County GIS data, accessed through WAGDA, February 2006.
WINTER 2006: ARCH 506 LAND USE

Table 3

Area Location Quotients (Delridge Neighborhood Reference Area)																				
	Church	Government Service	Industrial	Mixed Use	Multi-Family	Office	Other	Other Housing	Park/Playground	Parking	Public Facility	Recreation/Entertainment	Retail/Service	School/Daycare	Single Family	Terminal/Warehouse	Utility	Vacant	Blank	Total
Delridge Planning Area	0.19	1.19	1.57	1.02	1.09	2.06	2.95	2.11	1.55		2.72	1.49	0.79	0.89	0.78	0.19	1.21	1.09	0.76	1.00
North Node		0.73	13.39		0.56	15.40						0.50	0.06		0.72	0.06	0.08	0.77	0.03	1.00
Central Node	0.21			3.11	0.35	0.63			4.26				0.20	1.29	0.68	0.14	0.69	0.98	0.06	1.00
South Node		8.73			1.95		1651.84				21.52		2.25		0.71	0.72	0.22	1.95	0.46	1.00
Area Location Quotients (Delridge Planning Area Reference Area)																				
	Church	Government Service	Industrial	Mixed Use	Multi-Family	Office	Other	Other Housing	Park/Playground	Parking	Public Facility	Recreation/Entertainment	Retail/Service	School/Daycare	Single Family	Terminal/Warehouse	Utility	Vacant	Blank	Total
North Node		0.61	8.54		0.51	7.48						0.34	0.07		0.92	0.34	0.06	0.71	0.04	1.00
Central Node	1.11			3.04	0.32	0.31			2.75				0.25	1.44	0.88	0.75	0.57	0.90	0.08	1.00
South Node		7.35			1.78		560.21				7.91		2.84		0.91	3.80	0.18	1.79	0.60	1.00

Visualize **Delridge**
“Planning for the Future of the Neighborhood”

University of Washington
Department of Urban Design and Planning
in partnership with
Delridge Neighborhoods Development Association

Seattle, Washington
Spring 2006

