

# Central Area Action Plan II

An Update of the 1992 Central Area Action Plan

**CENTRAL FILES**  
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Neighborhood Planning Office

a project of the  
Central Area Action Plan \* Implementation Team

**FINAL PLAN**  
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- IV Legislative/Departmental Recommendation Details
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## “Under Separate Cover

The following documents are incorporated into the Central Area Plan by reference,

- Economic Development Technical **Reports** and Findings, Summer 1997
- Housing Profile, Fall 1997
- Human Development Technical Report, Fall 1997
- Madison-Miller Neighborhood Master Plan, April 1998
- Neighborhood Design Guidelines for the Central **Area**, April 1998
- Transportation Technical Report, Fall 1997
- Urban Design Technical Report, Fall 1997

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# Chapter 1.0

## Plan Vision and Background

### 1.1 The Action Plan's Vision

The original Central Area Action Plan (CAAP) was completed in 1992. It told the story of trying to recover a neglected neighborhood while keeping a wary eye on the **human** impact those changes might bring. The new Central Area Action Plan **II** **makes** a new assumption

**that the neighborhood *will* recover, and that, as the economic tide rises, the community *must* provide solutions for its existing residents so they will not be left behind.**

A good portion of that change in perspective, and the recovery of a once-beleaguered district, must be attributed to the success of the original CAAP itself- which laid out a road map for recovery in a number of different areas. Perhaps a more important function of that plan was its ability to get the neighborhood working toward a common agenda.

Action Plan **II** is the community's vision about **managing** the changes that nearly **all** community members see on the horizon. The city's new comprehensive plan, and its focus on creating special places in neighborhoods for business to flourish, for people to gather, for new residents to occupy in more sustainable ways, has provided an excellent organizing principle for the new Action Plan. **It** has added depth and long-term vision to a plan that was **action-oriented**, while benefiting from its predecessor's insistence on workable solutions.

Action Plan **II** has thrown a **wider** net, now gathering communities from the north of Madison, and more solidly focusing on the particular problems of the Squire Park/Spruce **Park/12<sup>th</sup>** Avenue area, while still considering its core the Union **and** Jackson **areas** along 23rd Avenue. **The** new plan focuses more clearly on urban form, with a long-term, yet still action-oriented master plan for the Madison Miller **area**, and an emphasis on urban **design**, zoning for appropriate density, **streetscape** improvements, and amenities at the other nodes.

Action Plan **II** envisions a vibrant multi-cultural community, proud of its **African-American** heritage as well as its many links to other cultures. It is a community taking pains not to shed its cultural **richness** as its economy and opportunity grow. Physically it is pictured as a series of unique individual urban villages and neighborhood **magnets** linked together **in** a **common** economy **and** a shared destiny. It is a community that cares about its youth, and about itself, and that sees an enormous **value** in joint community participation in decisions of consequence. And it is a community that is prepared to take a back seat to no other community in terms of access to capital, local ownership and investment, **and** regional respect. The community sees itself as a

critical player in the city's comprehensive development — being situated for strong, sustainable growth. It is a close-in neighborhood with affordable housing, **safe** streets, and a vibrant cultural life. It aims to capture the benefits of that growth for the good of the entire **community**. A **final** piece of the puzzle is insisting on access for all community members: access to capital to **start/expand** businesses and **buy/improve** homes, access to decision making on a community basis, access to the volunteer and educational assets of the entire community through partnering, and access to the information and **programs** that can help them in a pinch. By making **sure** that **opportunity** is spread not **just** for **the fortunate**, but for all, **the Central Area Community** lays out a plan for **all** of its members, to grow and prosper, and participate in the **community** and the economy for years into the **future**.

## 1.2 Planning Background

The Central Area Action Plan II **culminates** a process nearly three years in the making. An initial phase of the project identified key issues and organized the community into **planning** areas. The next phase of the project was to analyze previous planning efforts, especially the original **Central Area Action Plan**, and **identify** those elements that needed to be brought forward or studied in the new planning effort. A third phase focused narrowly” on four different neighborhood areas, essentially laying the groundwork for a neighborhood plan in each node. These nodes are **Madison-Miller**, 12th Avenue, 23rd& Jackson, and 23rd& Union. The **final** phase brought issues into a common framework that **allowed** them to be **studied** neighborhood-wide. **In** areas like Urban Design and Zoning, of course, the action continued to be focused at the “node” level.

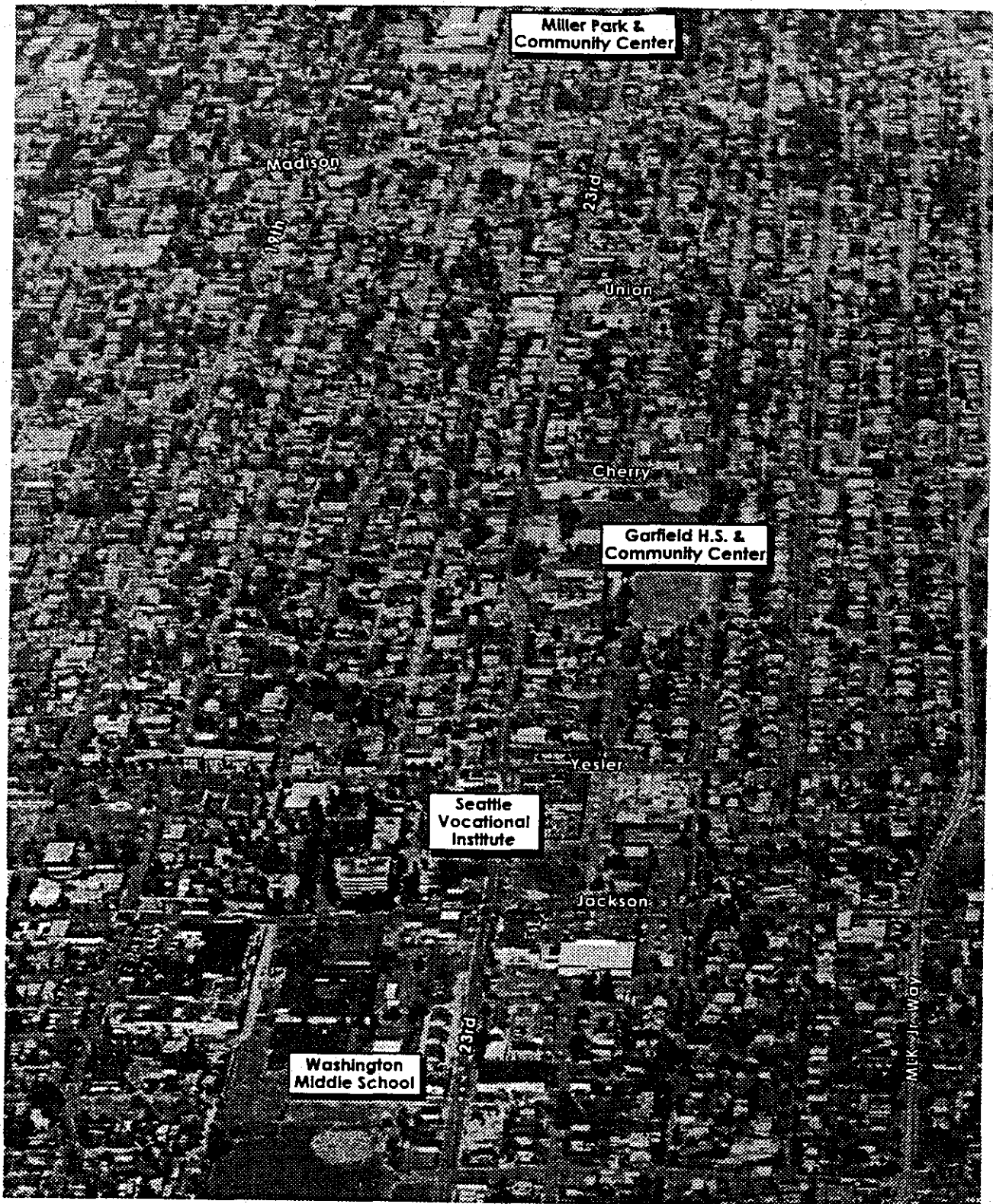
Throughout the planning effort, volunteers actively took charge of committees and **communities**, becoming true supervisors of the planning effort. Through community meetings, committee meetings, special workshops and events, and large **community** events, more than 2,000 people participated directly in the planning effort. In addition, three mailings, with key information about the plan in various stages, were sponsored by the City of Seattle to every household and business in the district. **Throughout**, a core group of dedicated volunteers framed **all** of this participation, with the help of equally dedicated **consultants**, into a comprehensive neighborhood plan and vision. For **the** last third of the planning **effort**, this group met **almost** weekly.

## 1.3 Action Plan Components

The following key points of the **Central Area Action Plan II** are accompanied in the various plan chapters with an action agenda designed to transform concepts and ideas into realities.

- **The Urban Village Ideal.** Most **growth** is planned to occur around business districts: combination retail and housing projects in the niche neighborhoods. Some rezoning of land accommodates more housing **around** business centers. This includes improving neighborhood **quality** and maintenance generally.





**CENTRAL AREA**  
 ACTION PLAN II

Figure 1  
 Aerial View of Central  
 Area- 23rd Avenue Corridor

- **Urban Design, transportation, and economic development improvements to create a series of distinct niche neighborhoods in the Central Area.** These niche neighborhoods are the focus of city investments in street and urban design improvements. They complement each other's services, are **linked** by **streets** that work, and are **filled** with better, more complete range of services for community members and **others**.
- **A Madison-Miller Neighborhood Master Plan** to improve conditions for walkers **and** shoppers, and to create interesting **streetscape** features. Economic development to create a vibrant shopping area that can **capitalize** on its strategic position, and use the angle of the Madison cut-through to design interesting urban spaces, improve overall **walkability**, and ensure sensitive and compatible **infill** development that works on both sides of **Madison**.
- **Union & 23rd Neighborhood.** Defined as the crossroads of the Central Area, with more activity and better district layout that makes use of the width and potential of East Union. Rearrange parking on the street and off to make better use of it, and emphasize the district as a convenience shopping area for local residents and workers.
- **Jackson & 23rd Neighborhood.** Continue and support recent efforts of the Central Area Development Association (CADA) and others to improve **streetscapes**, and increase economic activity in order to continue to bring it into focus as the shopping destination of the Central Area.
- **A 23rd Avenue Corridor project** consisting of lighting and design improvements to link all three of the above neighborhoods together, as well as to link the area with its rich **cultural** history. This may include parking during non-peak **hours** and would visually and functionally complement the **boulevard** envisioned for Martin Luther King, Jr. Way.
- **12th Avenue Neighborhood.** **Institute** street improvements derived from the 1991 12<sup>th</sup> Avenue Plan **and** add a P-2 zoning overlay to enhance **pedestrian** aspects of the 12<sup>th</sup> Avenue Corridor **from Yesler to Boren**. The commercial district will be built around educational and institutional shopping needs, and future improvements **will** be built on an improved relationship between the neighborhood Seattle University, and other minor institutions.
- **Addressing the human "cost of neighborhood improvement.** A **volunteer/staffed** project to identify people and families who maybe **displaced** by rising neighborhood values (and taxes and housing costs), linking them with programs that can help save their homes, and possibly allow them to purchase where they **currently** rent.
- **A focus on homeownership.** Home ownership in the Central Area has been steadily declining for the last three decades. The plan recommends a dramatic expansion **homeownership** programs to increase community investment in the area and particularly to increase access to **homeownership** for more levels of income.

- **Better access to loans for businesses and residents.** Working with **banks and** real estate professionals **to take** a closer look a **loan practices**, to reduce discrimination, **and** give more local residents and business owners greater access to money.
- **A major increase in the Central Area Capital Fund for new projects.** Community Development Corporations have been hobbled by tiny pools of capital. The plan **strongly** recommends that the city build the capital fund for the Central Area to over **\$5** million so that more money is available to implement economic development projects that benefit **the** neighborhood.
- **Streets that work for pedestrians, bikes, buses and cars.** Create Central' Area **streets** that hum **with** activity, shopping, walking, and alternate **transportation** that link **people** with employment and employment centers. **Streetscapes** will be filled with interesting design linked to a rich, **culturally-diverse** history. Corridors tie together the community, linked by greenery, amenities, and a sense of grace — suitable for strolling, biking, or driving.
- **Gateways, Spaces, and Gathering Places.** **Community** gardens, open **spaces**, gathering places throughout the many neighborhoods should be financed by the City to **support** the growth in families. The most ambitious of these is the Central Gateway project, which spans from the Lloyd's Rocket Property to developing a left turn at the corner of **Boren & Jackson**. This **would** dress up several critical entry points into the Central Area. These improvements increase **public** safety, community pride, and build a positive image, while encouraging involvement **through** joint projects for **the** good of the neighborhood.
- **Building a new Central Area image for the city and for the community.** It is not enough to have, an improving community: its story must be told. The Plan suggests marketing the Central Area, **telling** about its good news, changing its image in the city, both for business' sake and for residents' pride.
- **Integrating information resources, reducing duplication, and providing better access** to human services, housing programs, community resources, assistance and other services designed to assist community members.
- **A schedule of improvements and a follow-up program:** The plan will not gather dust. A list of prioritized projects, and a schedule for completion that is provided to the city **and** dreir guarantee to check in with the community on progress regularly. **In** the community, organizations are identified which will help keep the pressure on, and organize the community and financial resources to complete elements of the plan.

The Executive Plan Outline summarizes the key strategies, actions, and recommendations for each of these important plan components. The remaining chapters deal with each in greater detail.

# Chapter 2.0

## Narrative of Key Plan Activities

### 2.1 Introduction and Purpose

For the purposes of this discussion, key plan activities refer to those elements of the Central Area Action Plan II that are integral components to successfully implementing the priorities of the community-at-large. In essence, these activities serve as the fountainhead for achieving the future vision for the Central Area. The goal of this chapter is not to provide every detailed recommendation that encompasses a key plan activity. That can be found in the plan's accompanying "Adoption & Approval" matrix package. Rather, the effort here is to broadly describe the intent of the activity and the elements which comprise it.

Because of the outreach and planning structure of the Central Area Action Plan II, the key plan activities break out into three types: (1) those that are geographically-based i.e., 12th Avenue, Madison-Miller, (2) those that include multiple topics i.e., transportation, land use, and urban design integration, and (3) those that focus on specific plan issues, i.e., economic development, housing, and human development. The following summarizes the key plan activities for the Central Area.

#### GEOGRAPHICALLY-BASED PLAN ACTIVITIES

- 12th Avenue/South Capitol Hill Urban Center Village Node
  - . Madison-Miller Neighborhood Master Plan
- 23rd and Jackson and Jackson Place
- 23rd and Union- Crossroads of the Central Area

#### MULTI-ELEMENT PLAN ACTIVITIES

- 23rd Avenue Corridor
  - . Central Gateway

#### ISSUE-BASED PLAN ACTIVITIES

- The Boulevard- Improving Martin Luther King, Jr. Way
  - . Central Area East-West Corridors
- Housing- Central Housing Resource Center
- Economic Development- Recapitalizing Central Area Capital Fund Program
  - . Human Development- Central Area Health and Social Service Alliance

## 2.2 12th, Avenue/South Capitol Hill Urban Center Village Node

12th Avenue envisions its neighborhood as a thriving **mixed-use** residential and commercial area set near the intersection of several diverse neighborhoods, and major economic and institutional centers. The success of the 12th Avenue **community** hinges upon establishing the street as a “boulevard” friendly to pedestrians and bicyclists, yet still accommodating to **motorists** and transit riders. The vision for the future also, foresees a strong and vital **local** retail and service economy. 12th will be bordered by attractive, three-to five-story buildings, and a mix of lively **uses** at the street level. Shops, service businesses, bookstores, and cafes will offer a comfortable and inviting streetfront that caters to residents, **area** workers, and university students.

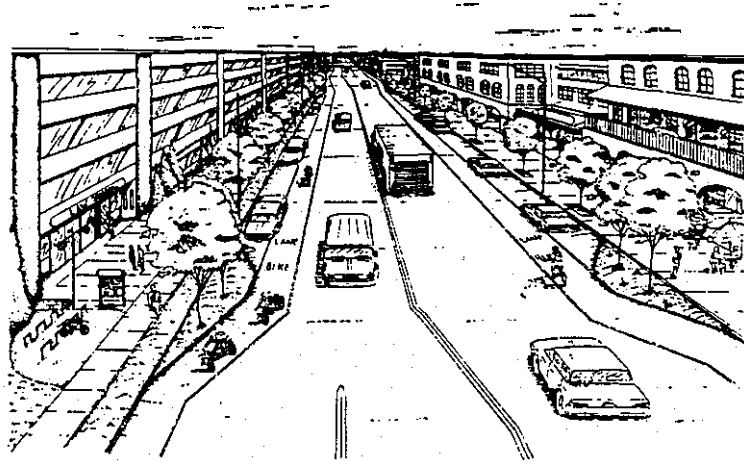


Figure 2  
Illustration of vision for 12th Avenue

**Integrated Elements** . . . To accomplish this, key planning activities in transportation, urban design, economic development, and land use must be integrated.

## 2.3 Madison-Miller Neighborhood Master Plan

The key element for improving the Madison-Miller neighborhood **focuses** on the revitalization of the East Madison Business District, extending **from** 16th to 24th Avenues. The goal for this area is to serve both **local** and destination shoppers with a variety of shops and services. The 19th Avenue commercial node stores and restaurants, north of Mercer, will principally serve local residents. The integral components for

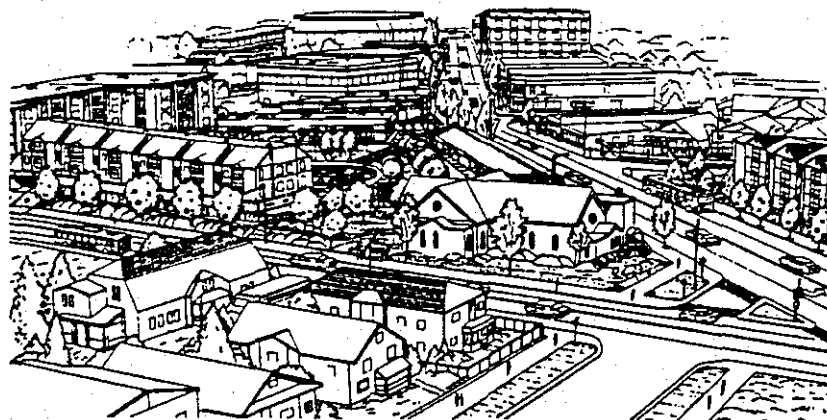


Figure 3  
Proposed Development Pattern for Madison-Miller

meeting the community vision includes investing in necessary **streetscape** and street capital improvements to create a pedestrian-oriented character, exploring the potential for an **incentive-based** East Madison “economic opportunity area”, approval of recommended land use and zoning changes, implementation of community-based amenity projects, and reinvigorating an overall sense of community **and** pride of **place** in Madkon-Miller.

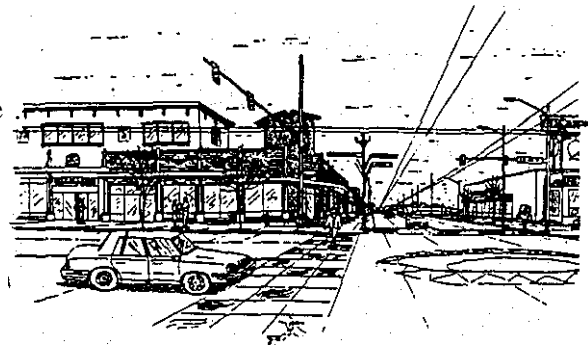
**Integrated Elements . . .** To accomplish this, key planning activities in economic development, land use, **streetscape** and street **capital** improvements, and urban **design/community** identity must be integrated.

## 2.4 23rd and Jackson and Jackson Place

23rd and Jackson has become the heart of commercial activity in the **Central Area**. Neighborhood **planning** recommendations set out to strengthen this economic node **and** plan for the necessary street improvements, land use and zoning amendments, and desired community amenities to ensure that 23rd and Jackson remains the Central Area’s shopping focal point, and a true “**urban village**”. **Within** this center, planning **recommendations** rdso made every effort to incorporate the concept of the Jackson Place neighborhood as a vital link that **transitions the Central Area to the North Rainier Valley**.

**The** urban village boundary has been adjusted to incorporate this area. Key to the success of this **diverse** and affordable community **is** the sensitive and compatible development of **the** city-owned Dearborn-Hiawatha properties located in the southwest corner of the neighborhood at the intersection of Rainier Avenue and Dearborn.

**Integrated Elements . . .** To accomplish this, key planning activities in land use, transportation, human development, and economic development must be integrated.



**Figure 4**  
23rd & Jackson- Commercial Shopping Center for the Central Area

## 2.5 23rd and Union- Crossroads of the Central Area

23rd and Union has long been considered **the** hub of the Central Area. Its smaller scale lends itself to less residential and commercial density. The vision for the neighborhood focuses on maintaining the cultural and ethnic diversity of the community. In the future, changes will be made thoughtfully, with respect for the **past**, pride in the **present**, and careful regard for sustainable development **in** the future. East Union Street will be the focus, both in terms **of** transportation systems and in becoming the gathering place for the community. To support this

vision, an integration of **streetscape**, **street** improvement, **land use/zoning** changes, and open space elements **will** need to come together.

**Integrated Elements . . . To accomplish this**, key planning activities in land use, transportation, and economic development must be **integrated**. **In addition**, incorporation of concepts developed for the Union Street corridor under a separate urban design and **streetscape** study should also be integrated into the development of the vision for this node.

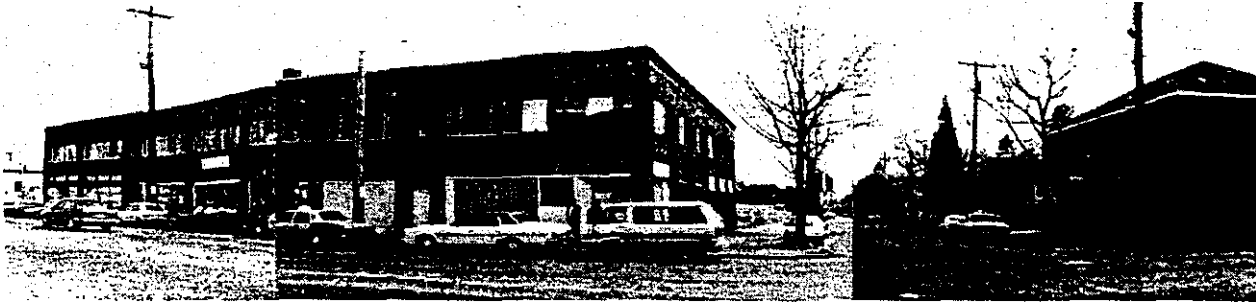


Figure 5

Existing Conditions on Union Street

## 2.6 23rd Avenue Corridor

The concept of the 23rd Avenue Corridor strives to **link** the Central Area's Hubs of Economic Activity. During neighborhood **planning**, the importance of 23rd Avenue as a transportation corridor and vital link between the heart of the Central Area's economic "niche" neighborhoods became very apparent as part of economic development and urban design discussions. Extending no more than two **miles** between **Madison** and Jackson, **revitalizing** and improving the appearance of the street in those stretches between the commercial hubs and at the hubs themselves stands out as an important key plan activity. The major hubs being **connected**, from north to south, are at 23rd and Madison, Union, and Jackson.

**Integrated Elements . . . The transportation, economic development and urban design recommendations all regard the importance of the 23rd Avenue Corridor.**

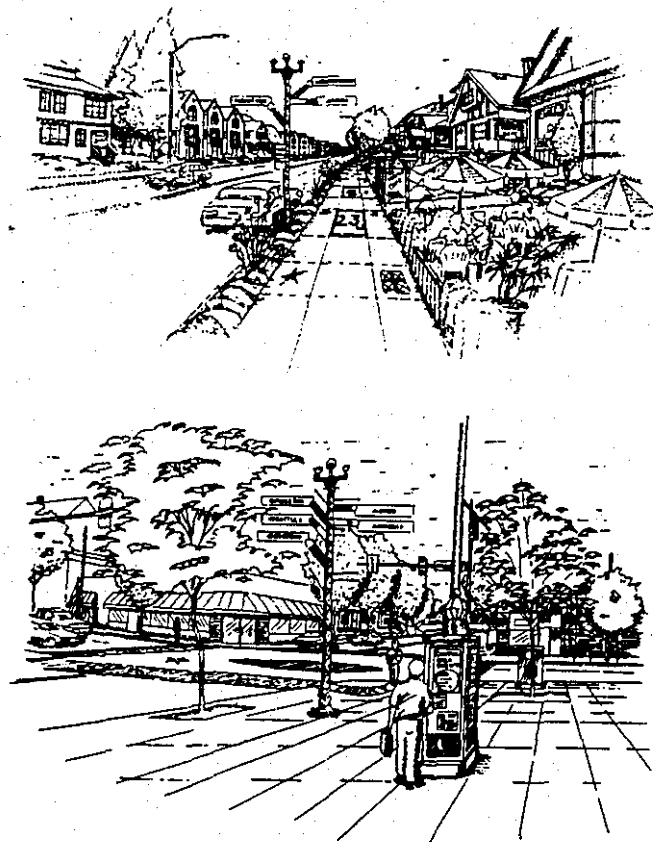


Figure 6

Examples of 23rd Avenue Corridor Proposals

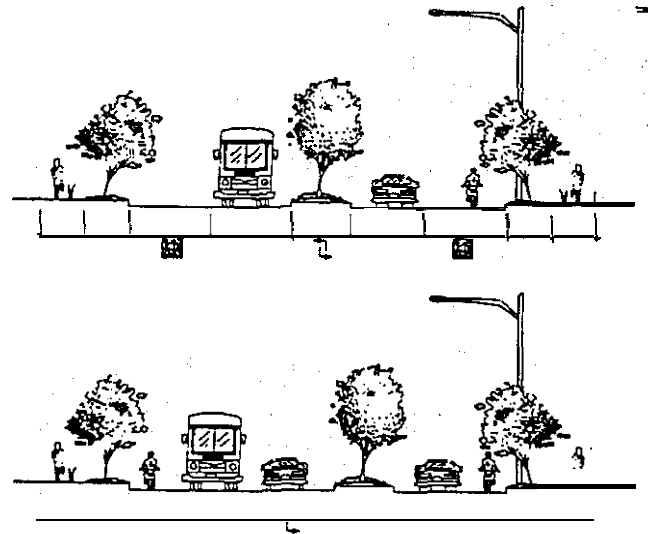
## 2.7 Central Gateway

Addressing confluence of 12th to 14th, around Boren/Yesler/Jackson/Rainier/Dearborn, represents one of the Plan's chief priorities (refer to Figure 8). This area creates an incoherent mess for motorists, transit, pedestrians, bicyclists and people trying to access the uses in and around this area. Because the "Central Gateway" serves as the meeting point for four urban villages (12th Avenue, First Hill, the International District, and Jackson & 23rd) as well as for the immediate neighborhoods such as Jackson Place, Squire Park, Spruce Park, Yesler Terrace, and Little Saigon, it is an important segment with respect to traffic flow and the physical identity and character of each of these communities. As such, special attention is merited

**Integrated Elements . . . Coordinating** and integrating transportation, streetscape, and other urban design recommendations are the key elements for the Central Gateway.

## 2.8 The Boulevard- Improving Martin Luther King, Jr. Way

MLK, Jr. Way connects the Central Area to the Rainier Valley. Its existing streetscape of trees and parks, and unique blend of land uses makes it an important transportation corridor for transit, bicyclists, autos, and pedestrians. The potential exists to create a landscaped boulevard that will create a safer, more attractive arterial for this section of the City of Seattle. Coordination with the adjacent communities, particularly the North Rainier Valley, will reveal a desire to see MLK becoming the boulevard it has long been planned for.



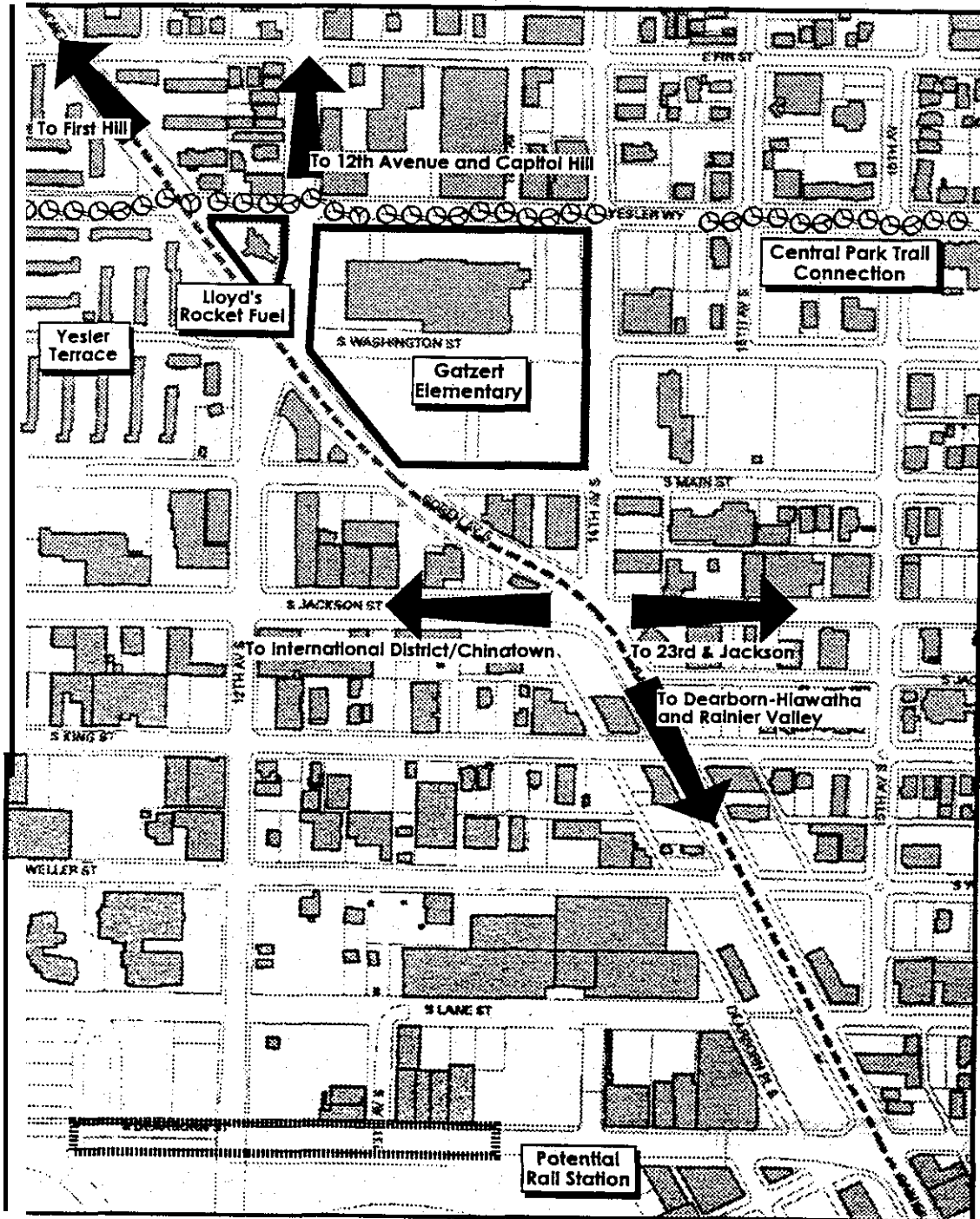
Left Turn at Intersections

Figure 7  
Proposed Median for MLK, Jr. Way

## 2.9 Central Area, East-West Corridors

Jackson, Union and Madison Streets are important major east-west corridors in that they provide the major east-west access in the community. Recommended activities are covered under the respective node descriptions above. Cherry Street and Yesler Way are important secondary east-west corridors in that they support their respective economic hubs at 23rd and Union and 23rd and Jackson. Like other major arterials that serve an east-west function in the Central Area, these two streets will require pedestrian and street improvements to accommodate all modes of transportation.





NO SCALE

**CENTRAL AREA**  
ACTION PLAN II

Figure 8  
Central Gateway  
Proposed Study Area

## 2.10 Housing- Central Housing Resource Center

Housing in the Central Area has been a focus of community concern for many years. Balancing the desire of the local community to preserve the current fabric and culture of the Central Area -- and a strong urge to resist the forces of gentrification -- with its desire to improve its housing stock and its general economy is fraught with political, racial and cultural impacts. While admitting that the economic forces at work are beyond controlling, the plan pro-actively focuses on strategies to mitigate the pain suffered by existing residents by linking them with more options for assistance, while leveraging economic factors for a better, broader array of housing options that help build a sense of community pride and involvement at the same time as building the lives of the individuals who inhabit them. As an integrated plan activity, housing recommendations recognize that there are a handful of actions that serve as the critical foundation for enhancing housing options, creating opportunities for ownership, and addressing the gentrification issue.

## 2.11 Economic Development- Recapitalizing Central Area Capital Fund Program

“How can the Central Area create a strategic economic action plan that enhances the area’s quality of life and stimulates economic vitality through the development of local jobs and increased business activity?” While economic development planning has covered a wide range of ideas, the crux and the very fiber of the plan focuses around three primary activities: (1) accessing capital, (2) marketing the Central Area and strengthening its local economic “niche” neighborhoods, and (3) providing job opportunities for the local workforce.

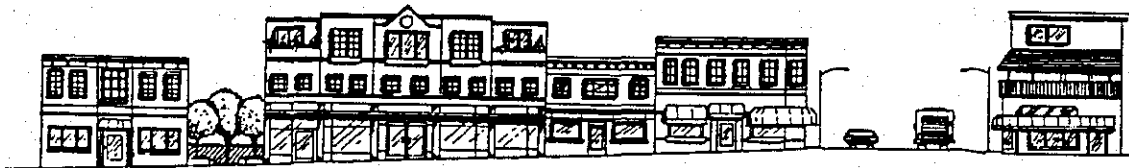


Figure 9

Example of pedestrian-oriented, mixed-use business district envisioned for Central Area

## 2.12 Human Development- Central Area Health & Social Service Alliance

Planning for health and human development encompassed community building, education and employment, health and social services, and community safety. While each of these are integral to the physical, social, and economic environment of the Central Area, the most dominant themes revolved around investing in the future of area youth and building a community alliance that addresses social, health, and human service needs.

# Chapter 3.0

## Land Use & Open Space

### 3.1 Introduction, Vision, and Planning Context

This element of the Central Area Action Plan II comprises the interrelated topics of land use and open space planning. These two were grouped together as part of the Central Area Action Plan, and have again been combined for consistency.

#### VISION

*The goal of this Element is to provide recommendations for limited changes to land use zoning designations within the Central Area to comply with the mandate of the Comprehensive Plan. These recommendations are generally focused on the urban villages within the planning area and are intended to foster increased economic potential by providing for greater retail and office commercial capacity and higher residential densities that will, in turn, promote increased shopping and employment. The Urban Design Element contains detailed plans for each of the nodes that illustrate this vision. The Economic Development Element contains further strategies associated with financial and operational implementation.*

#### PLANNING CONTEXT

The Central Area is a community of contrasts reflected by the diversity of population, topography, and community business districts and housing types which can be found within it. A similar diversity of current and projected changes in development to accommodate growth demands has recently become apparent. This plan element is based on considerable discussion of how these important contrasts “of supply and demand relate to the framing of neighborhood plans under the City of Seattle’s urban village planning concept.

Past.” Everyone acknowledges that there is a rich history of planning for the Central Area. In fact, many believe that the recent round of neighborhood planning has to some extent been redundant and that the community needs to be allowed to focus on implementation rather than planning. During Phase I of the Central Area planning, vision statements for the whole community as well as for each of the “emphasis areas” were drafted. These are summarized in the Executive Summary of this element.

Present. Currently, the Central Area is witnessing a *renaissance* of redevelopment. New housing, retail stores, and public facilities are being proposed and built. While the community is excited about the positive aspects of this growth, there is concern that some residents and businesses may be displaced as land values escalate.

Future. The projected **growth** that the Comprehensive Plan has assigned to the urban villages within the Central Area **can** easily **be** accommodated **within the** theoretical capacity of the existing zoning. However, the **community** wishes to guide this growth in more specific ways in order to leverage population, economic, and **infrastructure density** and create true centers inside the villages,

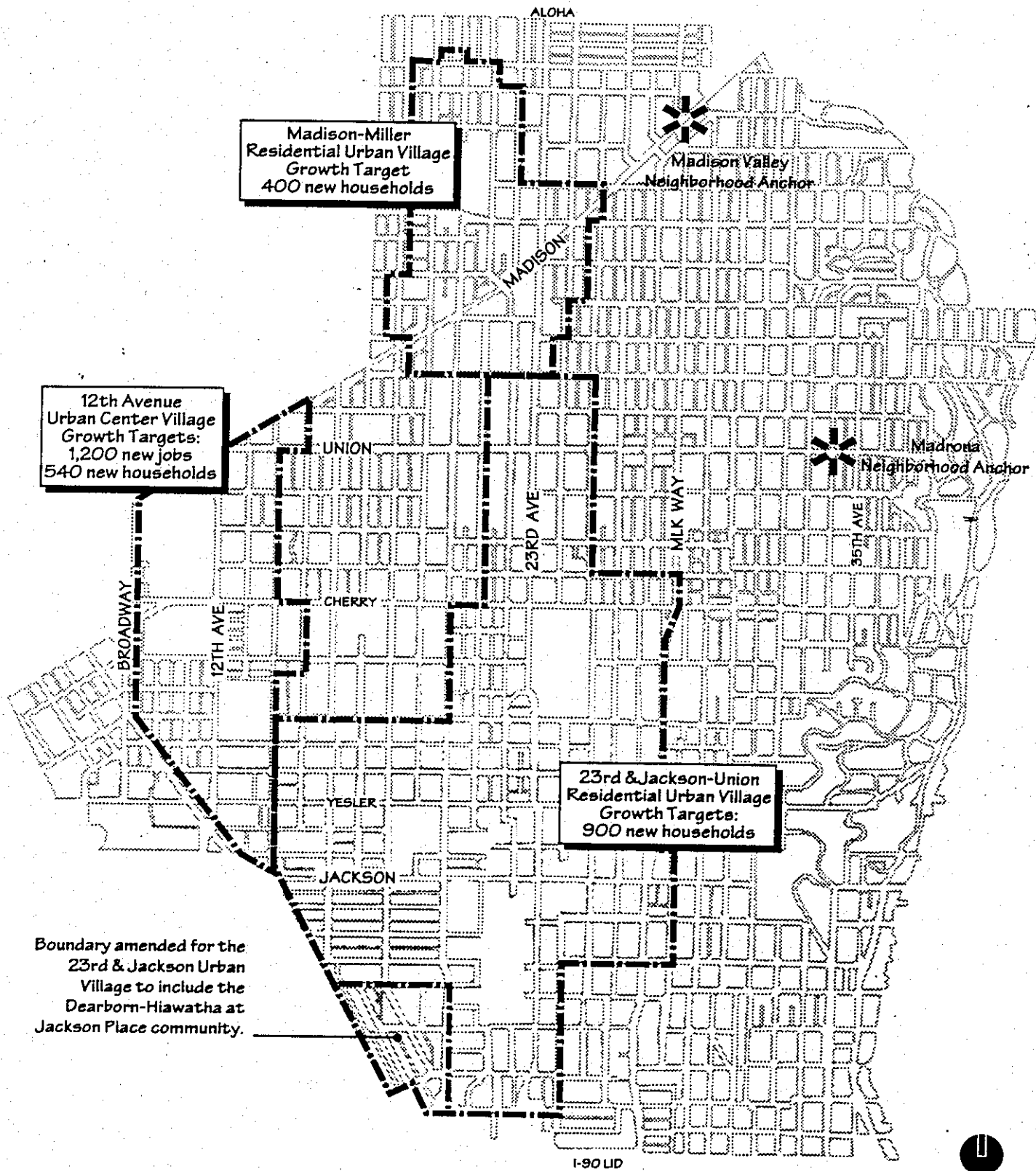
**COMPREHENSIVE PLAN RATIONALE**

The Seattle Comprehensive Plan is the official adopted 20-year guide for growth and development throughout the entire City. The **Plan** establishes targets for population, housing and job growth for urban centers and urban villages. Elements are functional parts of the Comprehensive Plan which address land use, housing, capital facilities, **utilities**, economic development, human services, *etc.* Neighborhood Planning is a second generation of the Comprehensive Plan through which the urban centers and urban villages can generate their own more detailed suggestions for land use, public facilities and **transportation** and “customize” the City’s plan to be more responsive to **local** issues. *Phase One* of the neighborhood planning process aimed at revisiting and refining the community vision **as** previously expressed in the **CAAP**, organizing a “pool” of volunteers, and defining a preliminary scope of work for Phase Two. *Phase Two* involves the actual refinement of the CAAP and the **drafting** of new and more specific elements related to the nodes and Human Development **all** as part of the community plan (**CAAP II**) for submittal to the Mayor and City Council.

The Central Area Action Plan (**CAAP**) has provided a **framework** for undertaking neighborhood planning in the Central Area. The **CAAP II Plan** is the **conversion** of the CAAP into the **neighborhood/urban** village plan component of the Seattle Comprehensive Plan and includes goals, actions, and strategies to undertake for the Central Area. It lists a large number of actions that range from current programs to desired actions aimed at community needs.

The Seattle Comprehensive Plan contains special definitions of types of Urban Villages. Two types of urban villages are **represented** in the *Central* Area neighborhood **planning** area urban center **village** and residential urban village. These are illustrated in Figure 10 on the following page, and described below. **Also note that the 23rd and Jackson Residential Urban Village Boundary has been amended to include the Dearborn-Hiawatha at Jackson Place area.**

12th Avenue & Cherry	South Capitol Hill urban center village
Madison-Miller	21st Ave. E & E Madison St. residential urban village
23rd & <b>Jackson/Union</b>	23rd Ave. S. & S. Jackson-Union residential urban village



**CENTRAL AREA**  
ACTION PLAN 11

NO SCALE

Figure 10  
Central Area  
Urban Villages

*Urban center villages* are subareas of urban centers, a designation given to areas of the city which are "...intended to be the densest areas with the widest range of land uses." The individual urban center villages within an urban center are given a functional designation to indicate which uses are intended to be emphasized (Comp Plan, Land Use G6). The South Capitol Hill urban center village has a functional designation of "mixed residential and employment" (Comp Plan Land Use L21).

*Residential urban villages* are "...intended for concentrations of low to moderate densities of predominantly residential development with a compatible mix of support services and employment" (Comp Plan, Land Use G6). Employment activity is also appropriate to the extent that it does not conflict with the overall residential fiction and character of the village. Neighborhood planning will determine an appropriate mix of uses (Comp Plan, Land Use G26).

The Comprehensive Plan also designates *neighborhood anchors*. These provide a service and transit focus for surrounding neighborhoods in areas where, overall, existing conditions are intended to be maintained (Land Use G29). Neighborhood anchors have been designated within the Central Area at 34<sup>th</sup> & Union and at Madison and Martin Luther King Jr. Way.

## WHAT ARE THE CHARACTERISTICS OF AN URBAN VILLAGE?

Policy L6 of the Comprehensive Plan's Land Use Element describes the following characteristics as appropriate to all urban village categories:

- Zoning can accommodate residential and employment growth targeted for that village,
- The ability to accommodate a range of employment activity compatible with the overall function, character and intensity of development specified for the village.
- Zoning that provides locations for commercial services convenient to residents and workers, and, depending on the village designation, serving a citywide and regional clientele.
- Zoning capable of accommodating a diversity of housing for a broad range of households.
- Zoning regulations that restrict those public facilities that are incompatible with the type of environment provided for in centers and villages.
- Most future households accommodated in multifamily housing.
- Additional opportunities for housing in existing single family areas, to the extent provided through neighborhood planning, and within other constraints consistent with this plan.
- Public facilities and human services that reflect the role of each village category as a focus of housing and employment and as the service center for surrounding areas.
- Open space ...A place, amenities or activities that serve as a community focus.
- A design review process supplemented by neighborhood design guidelines.
- Preservation of development having historic, architectural, or social significance within centers and villages.

Tire Comprehensive Plan goes on to describe urban villages as appropriate sites for "...the development of homes on small lots that maybe **attractive** and affordable to households with children and other households which might otherwise choose existing family housing" (Comp Plan, Land Use G48). A policy of retaining existing density **limits** in mixed-use commercial zones is also expressed (Comp Plan, Land Use L136).

Neighborhood Commercial **Residential (NC/R) Zones** are to be located in urban center villages. **These zones may** also be located in residentird urban villages, but ordy where "...it is desirable to accommodate a concentrated mix of shopping **activity** and residential support services at appropriate intensities, **while also** Promoting moderate and high density **housing development,**" as described by the neighborhood plan (Comp Plan, Land Use L107). .

**Finally,** the Comprehensive Plan considers it desirable for residential **urban** villages to be **structured** so that "... any **location** within the village be within easy walking distance of at least one center of activity and services" (Comp Plan, Land Use L46). .

In addition to the general characteristics just described, the Comprehensive Plan sets specific, quantifiable goals for urban villages in the areas of zoning, affordable housing, and open space and community facilities. Urban center zoning should promote the following minimum density targets: "...**overall** employment density of 50 jobs per **acre...overall** residential density of 15 households per acre" (Comp Plan, Land Use L16). Planning for the individual villages is accomplished within this context (Comp Plan, Land Use L17).

The Housing Element directs the City to "seek to provide for at least "one-quarter of the housing stock in each urban center and urban village.. **to** be affordable to households with incomes below 50% of median. " In those urban villages where the lack of existing housing stock creates a situation where after 20 years **most** of the housing stock will comprise new construction, **the** standard is reduced to at least 10% at this **affordability** level (Comp Plan, Housing H29).

### 3.2 Factors of Land Use Planning

**ZONING.** In general, neighborhood planning may make "...**recommendations** for the revision of zoning to better reflect community preferences for the development character of an **area,** provided that consistency between zoning and **this** plan is maintained" (Comp Plan, Land Use L9). Specifically, neighborhood **planning** is asked to "...**designate** and define **the extent** of principal commercial streets...those streets in the commercial area of each urban village which are accessible both to automobiles and to **transit** and provide the opportunity to meet a variety of residential needs..." (Comp Plan, Land Use L 10).

Within the residential urban villages, neighborhood **planning** may also decide the appropriateness of **high-density** multifamily zones (Comp Plan, Land Use L101) and Neighborhood **Commercial Residential (NC/R) Zones** (Comp Plan, Land Use L107). The general mix of uses within the village and subsequent level of employment activity should also be addressed through the neighborhood planning process (Comp Plan, Land Use G26).

**OPEN SPACE AND COMMUNITY FACILITIES.** Policy L149 of the Land Use Element directs the neighborhood planning process to “endeavor to provide, . . . at least one clearly defined community focus. The nature of this focus may vary according to different **conditions** in each village, as well as neighborhood preferences. **Through** siting and design emphasizing its public nature and function, the focus shall “provide a place to be shared by the village population for informal public gathering and other community events. The focus may be created by activities, public functions, or amenities. It may incorporate components such as public space, the center of commercial activity, a school, an historic district” or landmark, the **community** center, transit, center, public sidewalks or other publicly accessible place.”

**HOUSING.** Policy H12 of the Housing Element **directs** neighborhood **planning** to “...strive to have each urban village include some **ground-related** housing capacity, **with** the exception of **residential** urban villages and hub urban villages contiguous to downtown.”

**GROWTH PLANNING ESTIMATES (201 O).** The following tables summarize the Comprehensive Plan **growth** targets. for the Central Area urban villages.

Location	Existing HH	Existing Density	New HH Growth	2010 Density
<b>Residential/Household Growth</b>				
South Capitol Hill Urban Center village- 12th Ave	978	6.1 /acre	540	9.5/acre
23rd and Jackson Residential Urban Village	3,186	6.6/acre	900	8.4/acre
Madison-Miller Residential Urban Village	1,486	10.3/acre	400	13.1/acre
<b>Employment Growth</b>				
South Capitol Hill Urban Center Village- 12th Ave	3,520.	22.0/acre	1,200	30.0/acre
23rd and Jackson Residential Urban Wage	N/A	N/A	N/A	N/A
Madison-Miller Residential Urban Village	N/A	N/A	N/A	N/A

### 3.3 Land Use and Zoning Amendments

**ACTION** While no land use designation changes (**upzoning**) are necessary to achieve these targets, the community has developed some recommendations for zoning **changes** within and immediately adjacent to the urban village boundaries to help facilitate and promote tire vision for. each of@ node planning areas. The following maps and **charts** depict node-specific **recommendations**. There are no recommendations for changing the urban village boundaries themselves, and they are adopted herein by reference.



**Table 2  
Land Use and Zoning Amendments**

Item	Intention of Recommendation and Site Location	Existing Zoning	Proposed Zoning	CAAP-IT Steering Comm. Action	Comments Received, Including City Responses
<p>The following proposals fall into one of three designated priority categories. If it is a key integrated activity (KEY), it requires immediate action to help meet the overall land use vision of a planning node. If it is a near-term (NT) recommendation, it also has high priority based on its own level of importance. If it is long-term (LT), it will require City action as the plan proceeds in the future to meet the vision of a neighborhood. Please note that the numbering does not follow a numerical order, as some previous proposals have been removed from final consideration.</p>					
<p><b>MADISON-MILLER PROPOSED ACTIONS (Refer to Figure 11)</b></p>					
M2 KEY	Convert existing NC3-85 to NC3-65 in order to promote uniform building heights-Madison: 21st to 23rd.	NC3-85	NC3-65	Approve	Alternative proposed for height by East Madison property owner. See M2a.
M2a KEY	Convert the existing L3 zoning at property on NE corner of 21st and Madison neighborhood commercial zoning to promote site redevelopment.	L3	NC3-40 or NC3-65	Issue Remains Unresolved as of 27 June 1998	Site redevelopment will require vacation of alley located between the L3 and NC3 zones. Miller Park Neighborhood Association warns to see proposal from site owner prior to zone change approval.  A meeting will be arranged to determine final recommendation.
M3 LT	Convert existing NC2-40 and SF5000 to NC2-40 to increase available supply of neighborhood commercial land on south side of Olive Way (two lots deep) between 20th & 23rd.	NC2-40 SF5000	NC2-40	Action Deferred	CAAP-IT- Defer action on this until appropriate and conduct as a contract rezone. It can be considered as community meets its vision. Miller Park NA approved the
M4a LT	Convert existing L2 to more appropriate zone between Denny and Olive.	L2	L3		Defer action. Evaluate at later date as plan meets its vision.
M5 KEY	Increase residential density around major Madison-Miller commercial areas, 19th, 23rd, and Madison.	NC2-40	NC3.65	Approve	See previous response in Item M2. CAAP-IT- Recommends to work with property owners.
M6 KEY	Create an NC2-40 zone on 19th north of Madison to extend the commercial zone from 19th towards the NC 1 area at 19th and Mercer.	L3	NCR-40	Approved	Miller Park NA recommended this action for approval.  CITY: Suggests L3-R/C

**Table 2**  
**Land Use and Zoning Amendments**

Item	Intention of Recommendation and Site Location	Existing Zoning	Proposed Zoning	CAAP-IT Steering Comm. Action	Comments Received, including City Responses
<b>12TH AVENUE PROPOSED ACTIONS (Refer to Figure 12)</b>					
<b>T1</b> KEY	Change <b>C1-65</b> to <b>NC3-65</b> for more neighborhood Commercial uses on 12th from Jefferson to <b>Boren</b> Streets.	C1-65	NC3-65	Approve	
<b>T2</b> KEY	Make zoning changes to connect to <b>Yesler</b> Way neighborhood commercial activity. This would cover blocks facing <b>Yesler</b> to the north, Washington to the south, 16th to the east, and 12th to the west,	<b>C2-65</b> <b>C1-40</b> L3	NC3-65 NC2-40 NC2-40	Approve	
<b>T3</b> KEY	Create a <b>pedestrian-oriented</b> 12th Avenue. Establish a pedestrian overlay between Madison to <b>Boren</b> .	---	P1/P2	Approve, with support of further analysis	Comment from <b>Urban Design Committee- P1/P2</b> should perhaps <b>be explored</b> at all nodes, <b>as</b> appropriate, mtd could add <b>unifying</b> element for Central Area.
14 KEY	Change underlying <b>midrise</b> housing zoning ( <b>MR</b> ) on Seattle University's campus to neighborhood commercial in order to promote a development pattern of buildings meeting <b>the street</b> . Limit to half block facing 12th between <b>Marion</b> and <b>Spring</b> .	<b>MR</b> (su-MIMP overlay)	<b>NC3-85</b> (SU-MIMP overlay)	Action Needed	<b>NOTE- The SU Master Plan</b> (P. 63) states "setbacks are equivalent to, or <b>greater than</b> , <b>minimum</b> setback requirements in the underlying zone and the setback requirements applicable to structures on abutting lots or structures directly across the street..."
<b>T5</b> NT	13th Avenue between Union and Spring <b>Streets: Change</b> NC3-65 to L3 to allow compatible residential development on a street currently characterized by a <b>mix</b> of residential uses.	NC3-65	No Change	None to be taken	<b>Develop an agreement among</b> Seattle Academy of Arts & Sciences (SAAS) and owners, and those with a legal interest in property on eastern half of block bordered by Union, 13th, Spring, and 12th and owners of residences in L3 zone to lessen the inconsistency with adjacent L3 zone. The agreement's purpose will be to reduce shadows and other impacts on residences on 13th Avenue result from height, bulk, and scale of the NC3-65 zone. Downzoning to 40-foot height limit will be sought in event that SAAS is not the developer of the majority of property in this half block. The provision is an alternative to the earlier recommended down zone, and is based on the expectation that all parties continue in good faith to implement the agreement.

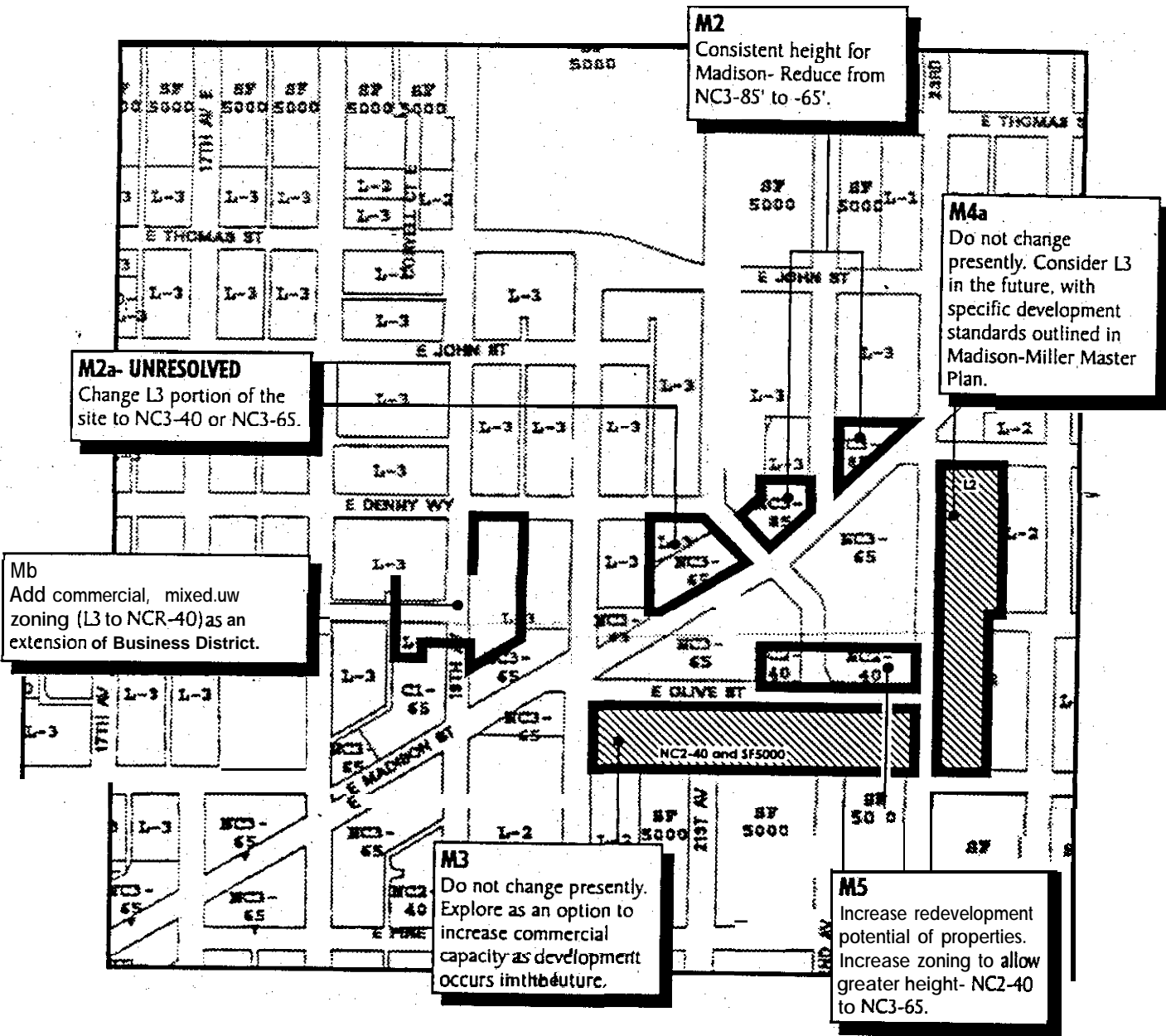
**Table 2  
Land Use and Zoning Amendments**

Item	Intention of Recommendation and Site Location	Existing Zoning	Proposed Zoning	CAAP-IT Steering Comm. Action	Comments Received, Including City Responses
<b>23RD &amp; UNION and MADRONA PROPOSED ACTIONS (Refer to Figures 13 and 15)</b>					
<b>U2 KEY</b>	Establish Union as a commercial, pedestrian-oriented street. Revise zoning from 20th to 22nd.	L1 L2 L3 R/C NC1-30	NC2-30	Approve, as revised.	CNA Land Use promoted extending the commercial character to connect through the intersection at 23rd and Union down to commercial activity at MLK and Union. <b>CITY:</b> Suggests L2-R/C <b>Question:</b> How does this affect recently developed sites?
<b>U2a KEY</b>	Evaluate a Pedestrian Overlay (P2) for existing commercial zone at intersection of 23rd and Union from 20th to 25th and Spring to Pike.	---	<b>P2 overlay</b>		CNA Land Use suggest adding the P1/P2 overlay to promote development that "meets the street."
<b>U2b LT</b>	Evaluate NC 1-30 from 18th to 20th and in conjunction, consider adding a P2 overlay.	L1, L2, L3, R/c, NC1-30	NC1-30 and P2 Overlay		
<b>U3 KEY</b>	Support Live/Work for homes on 23rd Avenue- From Cherry to the south to Spring to the north.	SF5000	Special overlay zone	Approve, with possible overlay to protect SFD homes.	City should conduct a Feasibility study to implement this action,
<b>U6 LT</b>	Consolidate commercial opportunities along Cherry Street to promote development at this ancillary commercial area. Refer to map for details.	P/c L2 NC1-30	NC2-30 and NC1-30 at Cherry & 30th	None Taken	
<b>U6a LT</b>	Revise zoning to support existing retail area.	12	NC1-30	None Taken	
<b>MA1 KEY</b>	<b>Madrona.</b> For southwest corner of Martin Luther King, Jr. Way and East Union, change L2 zoning to NC2-40.	L2	NC2-40	Approve	
<b>MA2 KEY</b>	<b>Madrona.</b> For the land extending along 34th Avenue from midway between East Union and East Spring and extending to Spring Street, change L2 zoning to NC1-30.	L2	NC1-30	Approve	<b>Madrona Community Council-</b> Letter received endorsing this zone change.

Land Use and Zoning		Table 2 Zoning Amendments			
Item	Intention of Recommendation and Site Location	Existing Zoning	Proposed Zoning	CAAP-IT Steering Comm. Action	Comments Received, Including City Responses
<b>23RD &amp; JACKSON PROPOSED ACTIONS</b>					
J1a KEY	Rezone block bordered by S. Main, 23rd and Yesler, and 24th to allow for increased commercial use in the future consistent with adjacent uses to the south.	L3	NC2-40	None taken	
J2 KEY	Increase residential density on the block from 22nd to 23rd and Yesler to Main Street from L3 to L4 to facilitate development of an assisted living housing project.	L3	L4	Approve, but may not be needed.	Rezone needed only if (1) assisted living project proponents are successful acquiring property and (2) Citywide code amendment not sufficient to allow desired development.
J2a LT	Increase residential density- Yesler between 18th and 22nd Neighborhood commercial zoning (NC) west of 20th will remain.	L3 P./c NC1-40	L4	Action deferred	
13	Branch Villa. To facilitate development of an assisted living housing project, change the zoning within the area show on the attached map (only for properties owned by A. Branch).	LDT L2	L3		
<b>DEARBORN &amp; HIAWATHA at JACKSON PLACE PROPOSED ACTIONS (Refer to Figure 15)</b>					
DH1 LT	Promote neighborhood commercial along "Rainier Avenue S- Rainier between Lane Street and Bush Place.	IC-65	NC3-65	Approve	Endorsed by Jackson Place Community Council; as amended on 21 May 1998.
DH3 KEY	Encourage a mixed-use, pedestrian-oriented urban village- Allow for increased density to support commercial retail use, change the C 1 zone between Charles and Norman Streets to NCR with a 40-foot height limit.	cl-10	NCR-40	Approve, to make this change possible, the urban village boundary must be extended to include this area	Endorsed by Jackson Place Community Council, as amended on 21 May 1998. Refer to notation on page 17 of this Chapter.
DH4 KEY	Change the City-owned block zoned IC-65 west of Hiawatha Place between Dearborn and Charles Street to NC3-65.	IC-65	NC3-65	Approve, see comments by Jackson Place	Endorsed by Jackson Place Community Council, as amended on 21 May 1998

**Table 2  
Land Use and Zoning Amendments**

Item	Intention of Recommendation and Site location	Existing Zoning	Proposed Zoning	CAAP-IT Steering Comm. Action	Comments Received, Including City Responses
DH4a KEY	Change the City-owned block zoned C I-40 east of Hiawatha Place between Dearborn and Charles Street to NC3-40.	C1-40	NCR-40	Approve	Endorsed by Jackson Place Community Council, as amended on 21 May 1998
DH4b KEY	Change the City-owned parcels zoned L2 to NC3-40.	L2	NCR-40	Approve'	Endorsed by Jackson Place Community Council, as amended on 21 May 1998



 Denotes future possibility. Not recommended for change at this time.

  
NO SCALE

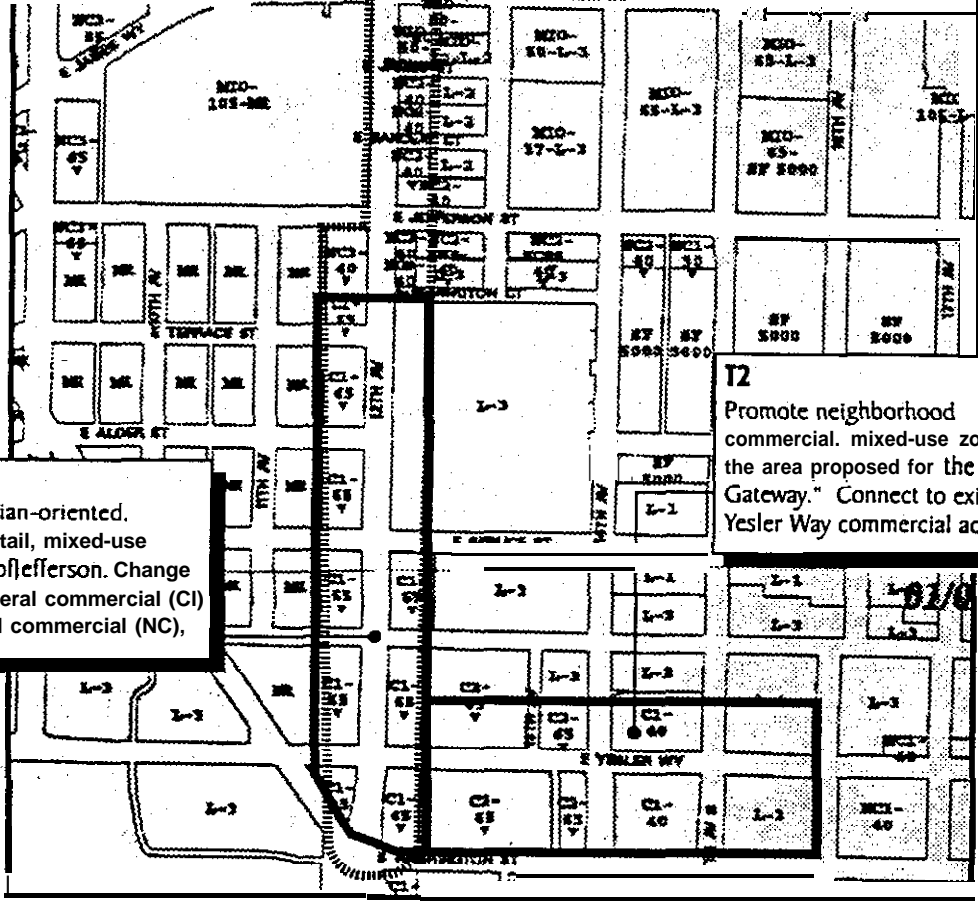
**CENTRAL AREA**  
ACTION PLAN II

Figure 11  
Madison-Miller Proposed  
Zoning Amendments

**13**  
 Recommend a Pvp2 Overlay Zone to create more pcde.striin-oriented 12th Avenue. Encourages among many things, buildings to meet the street, pedestrian amenities, and fewer curb cuts.

**T5**  
 No change recommended. Develop agreement between property owners and those with a legal interest on both sides of 13th to lessen potential impacts of development of half block between Spring and Union, in lieu of downzone.

**T4**  
 Consider changing underlying zoning from MR (midrise residential) to NC3-85 (neighborhood commercial) to ensure new buildings arc built out to the street property line. It maybe unnecessary, conflict with the SUJ Master Plan overlay zones, and be better controlled through building design review.



**T1**  
 Promote pedestrian-oriented, neighborhood retail, mixed-use buildings south of Jefferson. Change zoning from general commercial (C1) to neighborhood commercial (NC).

**T2**  
 Promote neighborhood commercial, mixed-use zoning in the area proposed for the "Central Gateway." Connect to existing Yesler Way commercial activity.

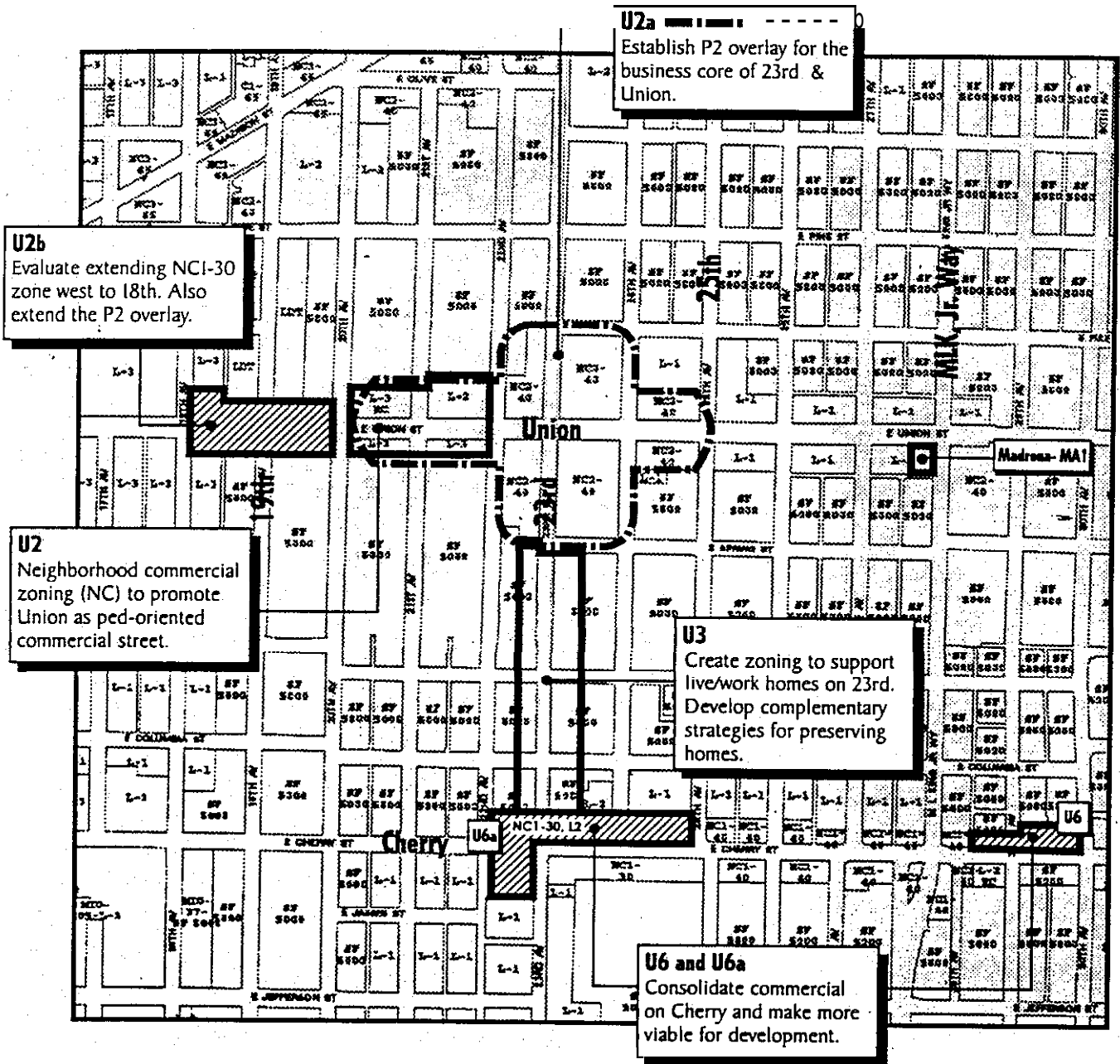


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# CENTRAL AREA

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Figure 12  
 12th Avenue Proposed  
 Zoning Amendments



# CENTRAL AREA

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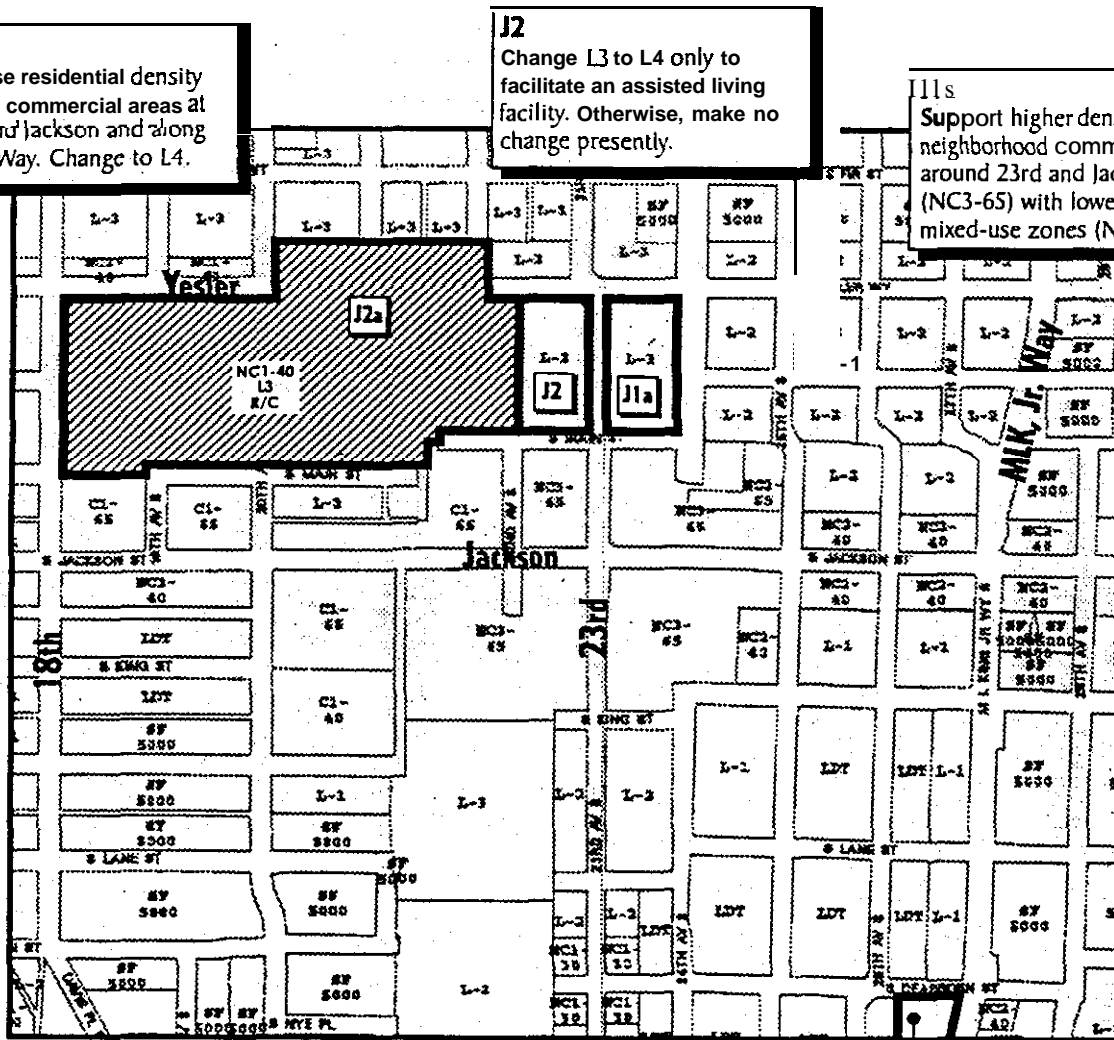
Figure 13  
23rd & Union Proposed  
Zoning Amendments



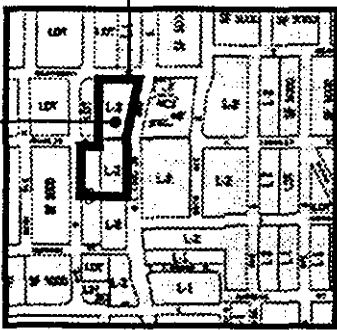
**J2a**  
 Increase residential density around commercial areas at 23rd and Jackson and along Yesler Way. Change to L4.

**J2**  
 Change L3 to L4 only to facilitate an assisted living facility. Otherwise, make no change presently.

**11s**  
 Support higher density neighborhood commercial around 23rd and Jackson (NC3-65) with lower density mixed-use zones (NC2).



**J3**  
 To facilitate the development of an assisted living project, change the zoning shown on the map, owned by A. Branch of Branch Villa, from LDT and L2 to L3.



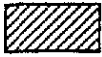
 Denotes future possibility. Not recommended for change at this time.

  
 NO SCALE

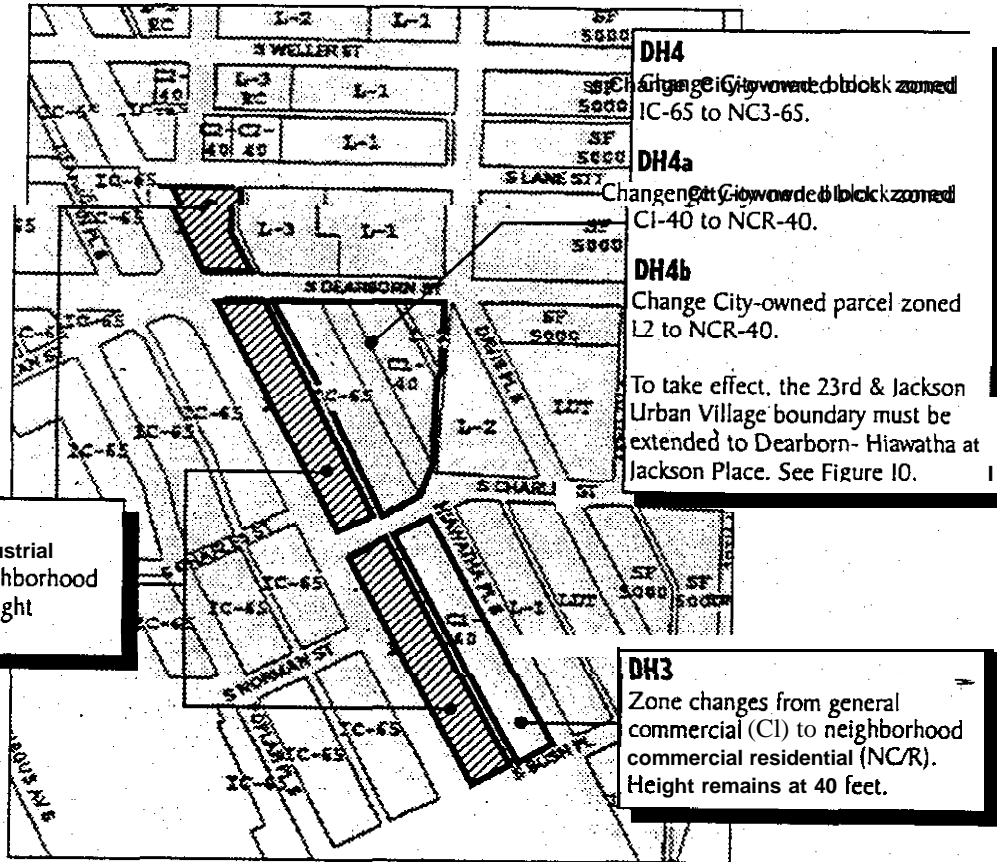
**CENTRAL AREA**  
 ACTION PLAN II

Figure 14  
 23rd & Jackson Proposed  
 Zoning Amendments

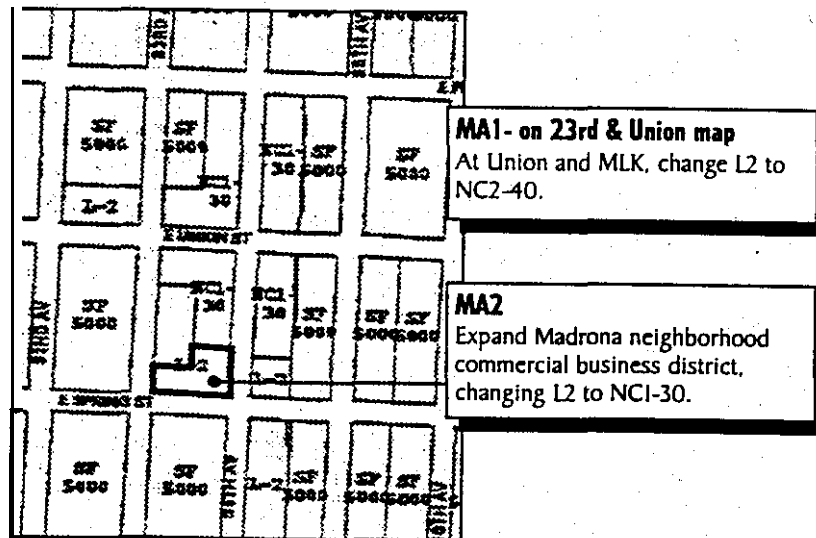
# Dearborn-Hiawatha at Jackson' Place



Denotes future possibility.  
Not recommended for  
change at this time.



# Madrona Neighborhood Anchor



NO SCALE

### 3.4 Areawide Land Use Recommendations

**ACTION** Some land use issues extend beyond the local neighborhood level and affect the entire Central Area, perhaps even the City of Seattle as a whole. Among these include home occupations and residential small lot. Specific actions are needed for these topics to deal with the changing face of housing, human development, and. ” economic development in the **Central Area**. The following recommendations are intended to apply areawide.

**LU-3.4.1** **Residential Small Lot Zoning.** The Housing Element contains recommendations related to the use of the Residential **Small Lot (RSL)** zoning **désignation** to provide for the potential of nominally increasing existing densities, promoting better economic use of property, and encouraging “low-impact” redevelopment of **low-density** multifamily zones currently developed as single **family**. The reference has been made here to ensure land use goals support housing objectives. Please refer to the Housing Element for more detail.

**LU-3.4.2** Home Occupations. Businesses are permitted in any housing unit in the City. The businesses must be in the “principal” structure (**not** a garage or separate building). Parking, deliveries, and **signage** are very much restricted. Advertising is not permitted. The Central Area wishes to promote home businesses arid would like to see these restrictions loosened. To”do this, the following potential alternative strategies should be explored

- 1 Some areas within the urban village boundaries could be designated under the “residential small lot” (**RSL**) zoning, which would permit the creation of more units where the development pattern is currently **single-family** even though the zoning is **multifamily**. This could have the effect of increasing development density, providing more housing and home business space while still maintaining the single-family character.
- 2 Alternatively, **townhouses** could be promoted in **lowrise duplex/triplex (LDT)** or **lowrise** zones (**L 1**, and **L2**). In this instance, businesses could be operated in the ground floors of townhouses with living units on the floors above.
- 3 **Another** approach to both the residential and home business issue could be liberalizing the accessory dwelling unit regulations to permit ADUs in **structures** other than the principal structure. This could enable garage housing in which home businesses could coexist with loft-type **dwelling** units.
- 4 With respect to the restrictions on home businesses themselves, the plan could recommend terrain areas for **relaxation** of home business **restrictions** providing for more off-street parking, bigger **signage**, advertising, etc. under some kind of design review procedure perhaps controlled by an association of business owners under a **CDC** or **BIA**.

### 3.5 Open Space

In many respects the **Central Area** is well served in terms of its amount of parklands, recreational facilities, school grounds, and community centers. Needs, however, **still** exist. In the future, open space opportunities should be sought for community gardening, neighborhood-oriented use, improved maintenance of existing facilities, and satisfaction of Comprehensive Plan open space goals.

- LU-3.5.1 Comprehensive Plan Goals.** Ensure that each of the three designated urban villages in the Central Area meet Comprehensive Plan goals for open space. These are:
- . **12th Avenue/South Capitol Hill Urban Center Village**
    - 1 acre of village open space per 1,000 new households, 2,500 total.
    - 1 indoor, multiple-use recreation “facility per Urban Center
    - 1 dedicated community garden for each 2,500 households.
  - . **Madison-Miller Residential Urban Village**
    - 1 acre of usable village open space when density is 10 **hhs/acre** or more. -
    - 1 indoor public assembly facility for villages **with** more than 2,000 **hhs**.
    - 1 dedicated community garden for each 2,500 households.
  - . **23rd and Jackson Residential Urban Village**
    - 1 acre of usable village open space when density is 10 **hhs/acre** or more,
    - 1 indoor public assembly facility for villages with more than 2,000 **hhs**.
    - 1 dedicated community garden for each 2,500 households.
- LU-3.5.2 Community Gardens.** Given the size of the **Central Area**, efforts should be made to expand the P-Patch program, particularly for neighborhoods such as Spruce Park, **Judkins Park**, Squire Park, and Madison-Miller. Each of these should have new or expanded community gardening facilities.
- LU-3.5.3 Improve Maintenance of Existing Facilities.** Maintenance should be expanded and improved upon for Central Area parks, including but not necessarily limited to parks along the Central Park Trail such as **Judkins** and Pratt Park, and the **Laviso** Amphitheater.
- LU-3.5.4 New Open Space Facilities.** New open space opportunities should be explored for community-oriented use and for increasing green spaces and natural **environments** in the **Central Area**. Possible new facilities include:
- . Properties along 23rd Avenue in support of the parkway concept
  - Coordinate elements of transportation, urban design, and open space as part of designing and implementing the “**Central Gateway**” project. ,

# Are the Central Area's Urban Villages Adequately Served To Meet Comp Plan Goals ?

As evident by the 1/4 mile boundary, 12th Avenue has few official open space and recreation facilities. Those that do exist are operated by Seattle University or King County.

Madison-Miller 1 Village is served by the new Miller Park Community Center & neighborhood level parks. The area is also close to Arboretum.

23rd & Jackson-Union has several parks, including those linked by the Central Park Trail. The area is also served by the Garfield Community Center and other multipurpose indoor facilities such as CAMP.

Gray shaded areas are Seattle Parks & Open Space Facilities.

NO SCALE

#

# CENTRAL AREA

A C T I O N P L A N I I

Figure 16  
Open Space Level of Service  
in the Central Area

- . Properties along 12th Avenue south of Jefferson Street.
- . City Adoption of the park developed at 14th and Alder.
- . Exploration of possible sites in Madison-Miller as **community** plazas.
- Continued development of an open space on 31<sup>st</sup> Avenue in” **Madrona**.
- . Exploration of joint use of Seattle University and Seattle school facilities.

**LU-3.5.5** **T.T. Minor Elementary School Open Space Project.** Support the efforts of the Seattle Parks and Recreation **Department** and **Seattle School District** partnership to enhance **T.T. Minor Elementary** as *a* shared use community open space facility. Support plan design and recommend as part of the Central Area Action Plan II, public investment in *the design* into reality.

# Chapter 4.0

## Urban Design

### 4.1 Introduction, Vision, and Planning Context

The urban design component of the Central Area Action Plan II encompasses the elements which would enhance the physical characteristics of the area's residential neighborhoods and commercial districts. The future vision for urban design in the Central Area is as follows:

*Urban design represents the piece of neighborhood planning which addresses the livability, identity, and physical quality of the community. It does not fall neatly into empirical categories such as traffic level of service, demographics, economic market trends, or projected population and employment growth. As a component of each of the other planning elements, urban design complements, other plan recommendations for transportation, housing, land use, and economic development, while striving to define the Central Area's social, economic, and physical character.*

*The urban design recommendations promote higher quality of residential life, enhanced commercial business districts, and a reinforced sense of community identity. Urban design does this by being the piece of transportation planning which strives to make streets suitable for pedestrians, transit, and automobiles; the part of housing and land use policies which help determine the compatibility and sensitivity of new development with existing structures; and the element of the economic development strategy which adds the public amenities, landscaping, and overall identity package.*

#### PLANNING CONTEXT

**Past.** As one of **Seattle's** oldest neighborhoods, the Central Area has a rich and diverse history of people and places. Developed near the turn of the century, the Central Area invokes a recollection of many things. It is known for affordable, in-city housing opportunities and its streetcar and **pedestrian** transportation network. Many also know of its legacy of Italian and Jewish settlement. However, the vast majority associate the **Central** Area with the roots of African-American homesteading and the fountainhead of Seattle's jazz entertainment industry. The Central Area also stands **out as** one of the neighborhoods hardest hit by national urban renewal programs of the late 1950s. and 1960s. These efforts to "redevelop neighborhoods" left many parts of the Central Area with dilapidated **buildings**, vacant lots, **and** a **lost** sense of community cohesion.

**Present.** Today, the Central Area strives to recover *from* urban **renewal**. New homes are being built, while older ones attract renovation. Commercial development has also returned, as evidenced by the activity at 23rd and Jackson. In addition, amenities, and neighborhood pride

have been reinvigorated through public investment in facilities such as the Garfield and Miller Park Community Centers and community-based projects like the Central Park Trail.

Future. Opportunities abound for enhancing the physical, social, and economic characteristics of the Central Area. The challenge will be to ensure its citizens demand that public and private investment consider the following urban design goals and objectives:

- . Promote a consistent vision for land use, economic development, and urban design.
- , Encourage “pedestrianism” where people will walk in their neighborhoods and have the facilities that support the activity.
- . Define and reinforce the identity and character of individual Central Area neighborhoods.
- ., Respect historic and cultural resources, and make them important aspects of the community.
- . Provide appropriate facilities and investment for Central Area streets.
- Identify and seek out opportunities for community spaces.
- . Ensure compatible new residential and commercial development through design guidelines.

#### UNRESOLVED / PENDING ISSUES

While the neighborhood planning work for urban design has accomplished much in terms of establishing recommendations, the following issues have not been resolved or await disposition:

- **12th Avenue Development Plan.** A decision must be reached on how to incorporate uncompleted recommendations of this 1992 adopted plan. Additional public investments are still desired, and its neighborhood specific guidelines for mixed-use development (which need minor amendments) have not been adopted by the Seattle City Council.
- **Union Street Urban Design Plan.** The Central Neighborhood Association is undertaking an urban design study for Union Street outside the scope of the Central Area Action Plan II. Once they complete their study, they are intended to be incorporated in this plan by existing reference.
- **Mini-Design Review Process.** In all likelihood, a number of other Seattle neighborhoods will raise similar issues regarding non-threshold projects that escape citywide design review (i.e., single-family housing, low-density townhomes). As more neighborhoods request review of non-threshold projects, a coalition “must be built to gain acceptance of or more specifically tailor the proposed “mini-design review” process.
- **Historic and Cultural Resources. Reference to the CAAP housing maintenance work has been included in this chapter.** However, the scope of this work did not include supplementing the inventory, recommending historic building designations, or covering commercial properties.



Sections 4.2 through 4.5 provide the range of **urban design** recommendations for the Central Area. To provide an understanding of how the urban design components cross through several of the other plan elements, plan cross references have been indicated where applicable, most particularly for the integrated plan activities in Chapter 2.0. The overall goal for urban **design**:

**OVERALL** Support the development of mixed-use, economically vibrant, and pedestrian-friendly Central Area neighborhoods by identifying pedestrian capital improvements; establishing a sense of identity for **the** entire district and individual neighborhoods; protecting historic and **cultural** resources; **identifying** and developing a **range** of open space opportunities (refer to Land Use; Chapter 3.0); and creating Central Area design guidelines to ensure **compatibility** between new commercial and residential development with the **Central Area's** existing built environment.

## 4.2 Central Area Design Guidelines

**ACTION** Ensure that new **infill** single-family, multifamily, commercial, and minor institutional developments remain compatible with and sensitive to the existing form of the individual neighborhood as a whole, with particular attention to nearby structures. Guidelines and solutions are needed for “tall and skinny” units, respecting existing building setbacks, promoting pedestrian qualities for commercial, multifamily, and mixed-use **projects**, and establishing positive developer incentives for implementing guideline recommendations. The Design **Guidelines** are published under separate cover, but are incorporated hereby reference.

**UD-4.2.1** Residential Development Design Guidelines. Prepare guidelines to address the following qualities and provide specific detail for a sub-planning area (refer to Figure 17 on page 38), as necessary:

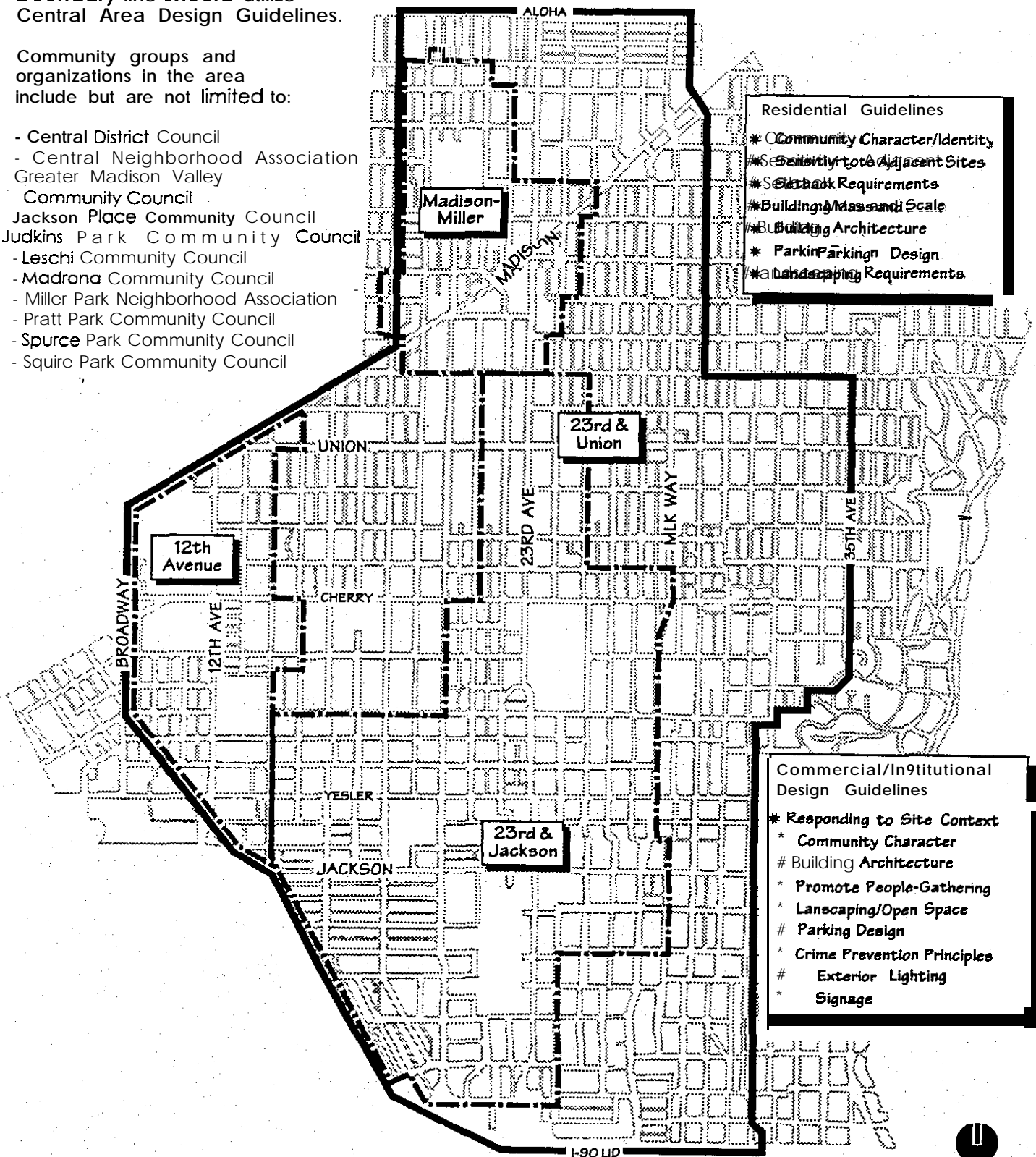
- “Community Character/ Quality
- Sensitivity to Adjacent Sites
- Setback Requirements
- Building Mass and Scale
- . Building Architecture
- . Parking Design
- Landscaping Requirements.

**UD-4.2.2** Commercial/Mixed-Use/Minor institution Development Design Guidelines. Prepare guidelines to address the following qualities and provide specific detail for a **sub-planning** area (see examples Figure 18, page 39), **as** necessary:

Projects within the planning boundary line should utilize Central Area Design Guidelines.

Community groups and organizations in the area include but are not limited to:

- Central District Council
- Central Neighborhood Association
- Greater Madison Valley Community Council
- Jackson Place Community Council
- Judkins Park Community Council
- Leschi Community Council
- Madrona Community Council
- Miller Park Neighborhood Association
- Pratt Park Community Council
- Spruce Park Community Council
- Squire Park Community Council



NO SCALE

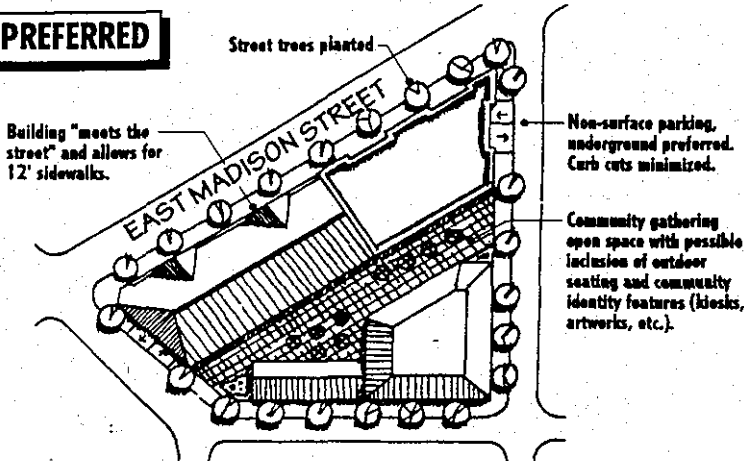
# CENTRAL AREA

ACTION PLAN II

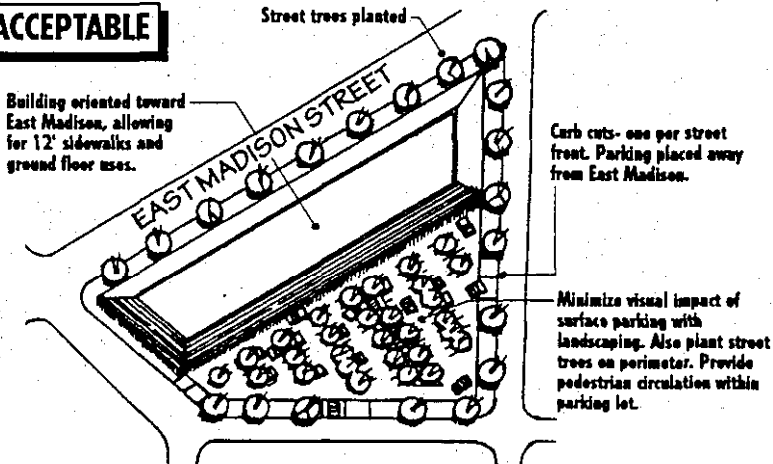
Figure 17  
Central Area Neighborhood  
planning Boundaries

# Site Planning

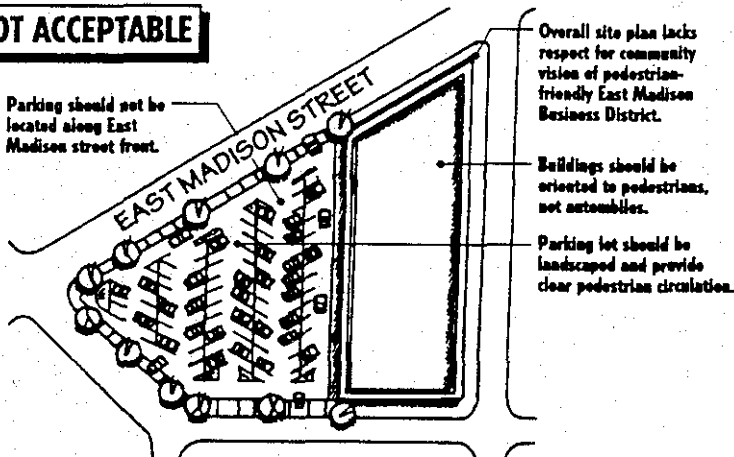
## PREFERRED



## ACCEPTABLE



## NOT ACCEPTABLE



# Storefronts and Streetscapes



Seattle, WA- Madison on First Hill

▲ Outdoor uses, pedestrian sites, trees



Seattle, WA- Fremont Avenue

▲ Pedestrian signs, building use connects to street



Los Angeles, CA- Crenshaw District

▲ Trees, interesting entries, large windows



San Francisco, CA- Dolanby Street

▲ Large windows, awning, planters, trees

- Responding to Site Context
- Consideration for Community Character
- Building Architecture
- Promote People Gathering- Site Amenities and Furnishings
- Landscaping and Open Space Requirements
- ∨ Parking Design
- ∨ Crime Prevention Through **Environmental** Design Principles
- ∨ Exterior Lighting
- ∨ Signage .

**UD-4.2.3** **Implementation.** Work with the, Seattle Department of Construction and Land Use to **design** and develop a program for assisting developers understand the aesthetic and compatibility preferences for non-threshold projects. These include single-family homes in **SF5000** zones, low-density multifamily projects in **LDT**, **L 1**, **arrd L2** zones, *and* minor institutions. The goal of this review is two-fold: to increase **design** compatibility with the surrounding neighborhood and to provide code flexibility and streamlining that encourages more affordable housing. ➔

### 4.3 Streetscape Improvements

**ACTION** Promote capital improvements that will encourage “pedestrianism” **among** residents, employees, and shoppers. Use all area streets and **sidewalks as** avenues to walk to, work, school, recreational facilities, shopping districts, and visit neighbors. **Identify** key **pedestrian** streets and **areas** where neighborhoods can be linked together. Refer to specific actions within Transportation, Chapter, 7.0.

**UD - 4.3.1** **Key Pedestrian Streets.** Designate the following street sections as areas of priority for pedestrian-oriented capital improvements that may include but would not be limited to painted crosswalks, curb bulbs, special paving, new signals, bus stop plazas, street trees, and bicycle routes. Designations of **individual** streets are made in the Transportation section of this plan, and have also been incorporated as part of the Integrated Plan Activities chapter.

**UD-4.3.2** **23rd Avenue Corridor.** Designate the stretch of 23rd Avenue from Madison Street to the *north* to Jackson Street to the south, as the **arterial** “backbone” of the Central Area, promoting the following elements:

- Street parking (limited segments) with restrictions during peak-hour travel. Consider instituting a demonstration project between Cherry and Union.
- Opportunities for green spaces, where **feasible**. These **could** include **temporary** improvements on vacant parcels **until** development occurs, youth artworks similar to those previously used at 23rd & Jackson and 23rd & Union parcels, pea-patches, or permanent open space acquisitions.
  - ∨ More pedestrian-oriented uses (coordinate with land use concepts).
  - ∨ Establishment of a Central *Area* heritage trail with interpretive kiosks, artworks, **community** bulletin boards. Use 23rd and adjacent side streets.
- Creation and installation of public art pieces.

#### 4.4 Historic Resources

**ACTION** Recognize the historical importance and significance of the Central Area's **single-** family residential housing stock, institutional buildings (old schools, etc.), and commercial structures as community resources. Incorporate their elements into **building** design guidelines, housing maintenance programs, and possible designation of historic **and** cultural resources.

**UD-4.4.1** **Building Design Guidelines.** Ensure that historic elements of Central Area homes and commercial structures (where appropriate) are referenced and considered. Do not require new buildings to mimic **older** homes, but rather complement them **with** compatible **building** features, types, and forms.

**UD-4.4.2** **Housing Maintenance Programs.** Utilize the survey of historic resources in **the** Central Area, prepared in 1990 and partly **updated in** 1997, to promote housing maintenance and rehabilitation **programs**. Review the survey **to** consider possible individual designations of National Register of Historic Places nominations, and work with the property owner to proceed. Continue to work with the Department of Neighborhoods' Urban Conservation Division on this issue.

**UD-4.4.3** **Commercial and institutional Structures.** Request that the City conduct a historic resources survey of commercial and institutional structures throughout the Central Area **planning** boundary. Ensure the work covers the commercial nodes of each planning area. Specifically, denote key African American landmarks that currently **exist** or have been demolished or hidden by other facades, including the Black and **Tan**, AME Church, the Deane's **Grocery** brick building, and the Hearing, Deaf, & Speech Center.

## 4.5 Gateways- Public Art and Entry Statements

**ACTION** Celebrate the Central Area's culture, heritage, and diversity of people and places by seeking opportunities for community-based public improvements that **would** create a sense of **identity**, establish pride of place, and enhance the overall image of the Central Area. Build upon the **CAAP's recommendations** for art and entry statement markers. To implement proposals, projects for public art and gateways **shall** be coordinated by the Central Area's **African** and African American Cultural Arts Commission.

**UD-4.5.1** **Theme and Identity.** Various theme and identity concepts mentioned by the community-at-large through the course of neighborhood planning include:

- Central Area Jazz and **Entertainment** History (Jackson and Madison).
- **Madison** after Dark (to promote area's history as entertainment hub).
- Central Area African-American Pioneers.
- . Heritage Trail to link the economic hubs along 23rd Avenue.
- . **African** and African American Cultural Arts

Theme and identity can play a role in building development, **community** gateways, public **artworks**, and other community-based projects. Theme and **identity should** be a complementary piece rather than a driving force in the development of new projects, public infrastructure investment, and **community-**directed improvement efforts.

**UD-4.5.2** **Identification Program.** Work with the City to establish a **signage**, banner, and/or kiosk **program** in the Central Area that identifies various neighborhoods and key landmarks. "10/0 For Art" set-asides should be included for every public **facilities/infrastructure** investment made in the Central Area.

Gateways should have a hierarchy, **with** major markers placed in the traditional entry points of the Central Area. The identification program components should be located at the entry points and within each of the major planning areas of **Madison-Miller**, 23rd & **Union**, 23rd & Jackson, and 12th Avenue. Appropriate locations have been mapped on Figure 19. Where existing master plans, **streetscape** plans, or other **local** plans have specific recommendations, those plan concepts **should also** be implemented. Relevant planning **efforts** include but are not limited *to*:

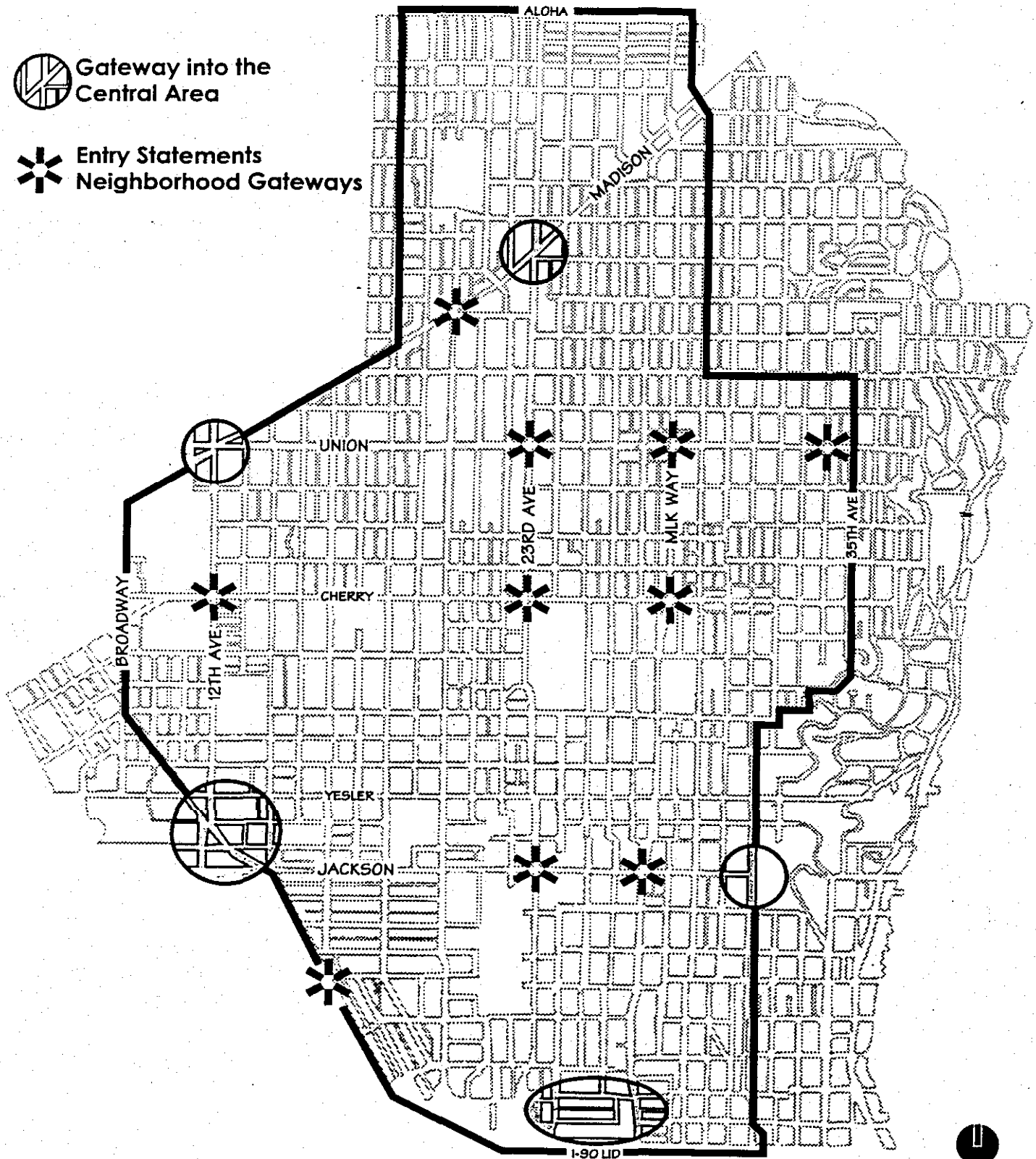
- **CAAP** Recommendations
- **Madison-Miller** Neighborhood Master Plan
- 12th Avenue Development Plan
- Jackson **Streetscape** Improvement Study
- Union Street Urban Design Plan (to be completed)
- Central Park Trail Master Plan



Gateway into the Central Area



Entry Statements Neighborhood Gateways



NO SCALE



# CENTRAL AREA

A C T I O N   P L A N   I I

Figure 19  
Central Area Gateways

- UD-4.5.3** **Public Art.** From both public and private development projects, seek funding for public art created by local Central Area artists that interpret the themes and identity of a neighborhood.
- UD-4.5.4** **Cultural Facilities and Amenities.** When feasible, build strong neighborhood cultural facilities that reflect the values and cultures of the Central Area community, serving as beacons of community pride.’ Build upon efforts in the CAAP that created partnerships with Seattle Department of Neighborhoods, Seattle Arts Commission, and the Seattle Police Department for site purchases, community events, and special programs. Incorporate elements established in the Human Development Chapter as well.
- UD-4.5.5** **Gateways.** Create a sense of entry for the Central Area and individual neighborhoods by developing “community gateways” that go beyond placing a sign on a utility pole. Develop landscaped areas, public art pieces, banners, and/or signage at locations that include but may not be limited to:
- **12th & Madison-** linking to Pike/Pine from 12th Avenue neighborhood.
  - **12th & Yesler/Jackson “Central Gateway” Project-** linking the communities of the Central Area, International District, First Hill, and North Rainier
  - **23rd & Madison-** linking to Capitol Hill
  - **23rd & Union-as determined** through Union Street project sponsored by the local Central Neighborhood Association urban design study.
  - **23rd & Jackson-** building on elements in the Jackson Streetscape Plan.
  - ∨ **23rd & 1-90 Lid-** linking to Rainier Valley
  - ∨ **MLK & Union or Cherry-** coordinating with median project
  - ∨ **MLK & Jackson-** coordinating with median project



# Chapter 5.0

## Economic Development

### 5.1 introduction

***“How can the Central Area create a strategic economic action plan that enhances the area’s quality of life and stimulates economic vitality through the development of local jobs and increased business activity?”***

The preceding question forms the basis for the Plan to **respond** to the following issues:

- . Central Area **Economic** “Niches”. **What** strategies can be **utilized to** strengthen the existing Central Area economy? What are the current markets **and** the potential markets? What are the area’s economic niches? How can niches be enhanced? How can the existing businesses be enhanced? How **can** more synergistic business relationships be created? →
- **Economic Programs**. What organizational resources are in **place** to assist with fostering the growth of existing businesses? How can these resources be leveraged through grants, financial tools, technical assistance programs, bonds, and other strategies? What training programs are needed?
- **Targeting Markets**. What economic development **opportunities should** be pursued? What types of businesses **should** be target and what are their siting requirements? What are the priorities of the community?

These questions are **analyzed** in greater **detail** in supporting appendices related to Economic Development. Appendix 3A shows complete results of the Central Area Business Survey. Appendix 3B is a thorough analysis of the Central Area Market **Analysis**. Appendix **3C** is a more complete version of a Business Action **Plan**.

### 5.2 Context and Findings

The Central Area, due to its location, growing household wealth and unique community resources (i.e. community development corporations) offers remarkable economic **possibilities**. There are exciting opportunities to capture additional local sales, as **currently** retail businesses capture only 12 percent of total trade sales. However, these market forces **will** significantly change the economic future of the neighborhood and will continue to **gentrify** the neighborhood’s housing and businesses.

In addition, the community appears faced with a number **significant** questions (and a corresponding **lack** of consensus) about the future shape of the neighborhood’s economy (and residential neighborhood). How **will** the community balance the need to retain and nurture

minority-owned businesses **with** tremendous market forces (i.e. rising rents and property values) and outside investment? How **will** the community balance the need to increase the neighborhood's household wealth (thereby stimulating retail business) **with** issues revolving around **gentrification**? How will the community balance an interest with creating primary, **well-paying** jobs with limited land supply and commercial space, rising property values, and market demand? **Finally**, some individuals question whether a neighborhood can do anything to influence the market or "stop a rising tide", as one community leader said.

The current neighborhood planning process has provided a tremendous opportunity to create a coordinated effort and shared commitment to an economic vision. The process offers the chance to create a common road map, a commitment to trust, openness, and communication, as well as a welcoming of new ideas and leadership. When the community reaches substantial agreement on ideas and the City of Seattle adopts the plan there then must be a commitment - by **all** public and private **stakeholders** - to follow and implement the **recommendations** of the plan and not a commitment to lip service, more studies, and business as usual.

The findings indicate that the Central Area and its community business organizations have never had the kind of financial and **in-kind** resources which allow them (and the community) to **achieve** their **full** potential. Efforts must be made to focus and mobilize area property owners and businesses, welcome new ideas and energy, and maxi-size community volunteer time. Currently, there is limited businesses and property owner participation in community economic organizations and in the overall neighborhood planning process. Part of this is inherent in the **character** of the neighborhoods businesses - small, fragile businesses whose owners have limited volunteer time and **financial** resources to join and actively participate. Part of the reason lies in the tremendous number of community organizations which serve the neighborhood, thereby spreading out volunteers and enhancing a perception that everyone is not on the same page. Part of it is a perception by some that new ideas and participation are not completely welcomed. Part of it lies in **frustration** that promises and **plans** are made, but commitments to implementation or the provision of adequate resources are rarely secured.

There also exists significant frustration by many of those interviewed through the economic development **outreach** component that the neighborhood planning process will simply result in another **plan, with** more promises and no commitment to significant resources for actual plan implementation. As a result, the strategies in this plan could have taken a different course - make a **few small** scale recommendation with a modest budget and then hope for success. However, the **Central** Area deserves a bolder course. The community is encouraged to communicate these **sentiments** and seek a commitment to implementation of the priorities recommended by the neighborhood and for the public and private sector to pay their fair shares of the plan.

Finally, "we need a Central Area Commons." This comment, by one **local** community leader, best exemplifies the need for the community to create "the big **idea**," and then mobilize the broad scale private and public sector support. An economic vision can get people excited **about** possibilities. **The** possibilities lay out a road map, with strategic steps that will **eventually** accomplish the good.

The findings indicate that there is substantial community agreement and a commitment to implement the **recommendations** of the existing Central Area **Action Plan**. This update to the Action Plan comes complete with excellent opportunities and strategies. It is also why this analysis focuses on recommending a series of strategies which will jump start the economy and allow the community to be in a position to be proactive regarding its economic future. As this new **Plan** has been developed, the original Action Plan recommendations have been reviewed. The relevant sections have been brought forward even as other ideas and options have been considered.

### 5.3, Capitalization Strategies / Access to Capital

- ACTION**      Develop new organizational and financial capacity within the community to stimulate economic development.
- ED-5.3.1      Support the **re-capitalization** of the Central Area Capital Fund Program; support funding for the” three major existing activity areas (and for additional activity **areas** that may develop).
- A. Commercial Facade Improvement Program. This program provides matching funds for **community-based** development organizations in the Central Area to sponsor facade improvements by private businesses **and/or** commercial property owners in the Central Area. The program will fund **materials** only with labor and any required permit costs being paid by the private **party**. Utilize the Central Area Contractor’s Plan Resource to link contractors with **façade** improvement projects.
- B. Project **Pre-Development** Financing. This program provides **pre-development financing** to Central Area CDCS to evaluate development feasibility or to conduct due diligence **and/or** acquire site control. Examples of eligible activities for funding include financial feasibility studies, market analyses, appraisals, **preliminary** design and environmental assessments.
- C. Community **Equity** Fund. This program provides **funding** for Central Area community development corporations to invest equity in real estate development projects providing access for small businesses to commercial spaces beyond their means. Funds are structured as short-term **subordinated** loans, which can be converted to a grant depending on the source and level of secured permanent **financing**. Organizations can seek funds for property acquisition, **architectural/engineering** fees or other components of project equity. A \$5 million fund should be **built** and sustained “for **equity** investment by the CDCS in the Central Area. A **semi-annual** report on the fund should be prepared and published for the community.

- ED-5.3.2 Capitalizing the **CDCs**. Provide community development corporations with **sufficient** funds to function as development organizations. These organizations should be **sufficiently** financed to function quickly and independently to identify important development projects, acquire property, and build projects. Work toward a consolidation of administrative **functions** and a reduction in duplication for Community Development Corporations without losing the special geographic foci the different organizations now provide. Funds would be utilized as equity investments for commercial, residential or mixed-use developments. Depending on the **degree** of consolidation, \$350,000-\$700,000 in **annual** operating support should also be **provided** to **CDCs**.
- Funds would be raised for operating support and capital **dollars** from the Seattle **Community** Development Partnership, foundation grants, and financial institutions.
- ED-5.3.3 Support the **Community** Capital Development Corporation in targeting funds to assist minority businesses to grow and expand in the Central Area. Funding to be provided from the City of Seattle, **financial** institutions, and foundations.
- ED-5.3.4 Explore investment vehicles (e.g. investment group model or credit union model or others) **.that** allow and encourage residents to invest in Central Area economic development and expansion. The **Community** Stewardship group for the Central Area **Action** Plan will work with financial institutions and existing credit unions to develop the model for these community investment vehicles.
- ED-5.3.5 Provide funding (including start-up funds) for the Central Area's African and African American Convention, Trade and Commerce Bureau. Support the Bureau's current efforts to develop the Conference Center at an appropriate Central Area vacant site.
- ED-5.3.6 **Input and Oversight Functions for Community Capital Development (CCD)**. Inform the community about new sources of capital available **from** source such as the Small Business Administration, and inform the community about CCD activities **that** respond to the Central Area's credit needs. All such **communication** should be at least once per year. The City Office of Economic Development **will** provide summary reports which will be published in CDC newsletters and annual reports.
- ED-5.3.7 Washington Reinvestment Alliance (**WRA**). Work with the Washington Reinvestment Alliance (**WRA**) to increase the flow of **Community Reinvestment Act (CRA)** funds into the **Central** Area. A **Community** Reinvestment Action **Roundtable** should be developed jointly for economic development and housing. (See H - **XX**) Maintain Central Area representation on **WRA**.

## 5.4 Development Of 'Business Nodes

**ACTION** Facilitate and support business associations for primary business districts. Treat the **Central** Area as one business district offering a series of successful economic niche neighborhoods within the overall community. Create a viable business base that will **attract** investment, focusing on neighborhood convenience retail, **professional** and personal services, **restaurants**, and entertainment. **Support** the urban design plan element that strengthens this development and enhances the pedestrian nature of each area

**ED-5.4.1** Develop an areawide Marketing Program for the Business **Districts**. The Central Area economy would be improved by coordinated communication and positive publicity. The area wide **marketing** program, which would operate within an **existing** "organization, would be **responsible** for coordinating communications between businesses, publicizing successes, coordinating the creation of shared marketing activities and other programs. **Link** this marketing and identification program with the residential community

**Recommended Annual Budget:** \$50,000, to be funded by the City of Seattle, private businesses, and foundations, Funds would be utilized for a staff person (with strong communication and marketing skills), printing or production of promotional materials, the mailing of press releases, advertising programs, the creation of a Central Area Business and Property Owner Newsletter and other marketing activities.

**ED-5.4.2** **Explore** Development of a Central Area Business Improvement Area. Local businesses and property owners must also participate in funding this initiative. Voluntary contributions are preferable. However, a more mandatory system, such as the establishment of a Business Improvement Area (**BIA**), or a Local Improvement District (LID) should **be studied**. Explore the phased implementation through a pilot project.

**ED-5.4.3** **Focus** the City's **economic** development **resources** toward primary business districts. Create a proactive program to develop the Central Area by implementing strategies that permit each node to **foster its** unique character by working with the viable Central Area CDCS, private" developers and node **planning** groups. **Strategies** could include increased public transportation connection between and to city/regional transit systems, land use and zoning flexibility (with community review and input), increased residential density, creative parking solutions, etc.

**23rd and JackSan Node-** The Community's Shopping Center. Continue adding convenience retail, restaurants, services, and **office space**. Encourage increased housing density in and around the commercial area. Support CDC efforts in this **area**, including the 23rd **and Main**, 23rd and King, **Yesler** Business

District, Yesler Houses, and Promenade North and South projects

**23rd and Union Node - The Community's Business Center.** Continue adding commercial office space and professional services. Encourage housing density in and around the commercial area. Support CDC development efforts in this area, including the Colman building and Richlen property re-development.

**23rd and Madison Node -The Destination/Entertainment Center.** Seek entertainment facilities (e.g. Arts complex), destination retail (upscale, grocery, restaurant, etc.), convention and conference facilities and other like businesses. Encourage increased housing density in and around the commercial area.

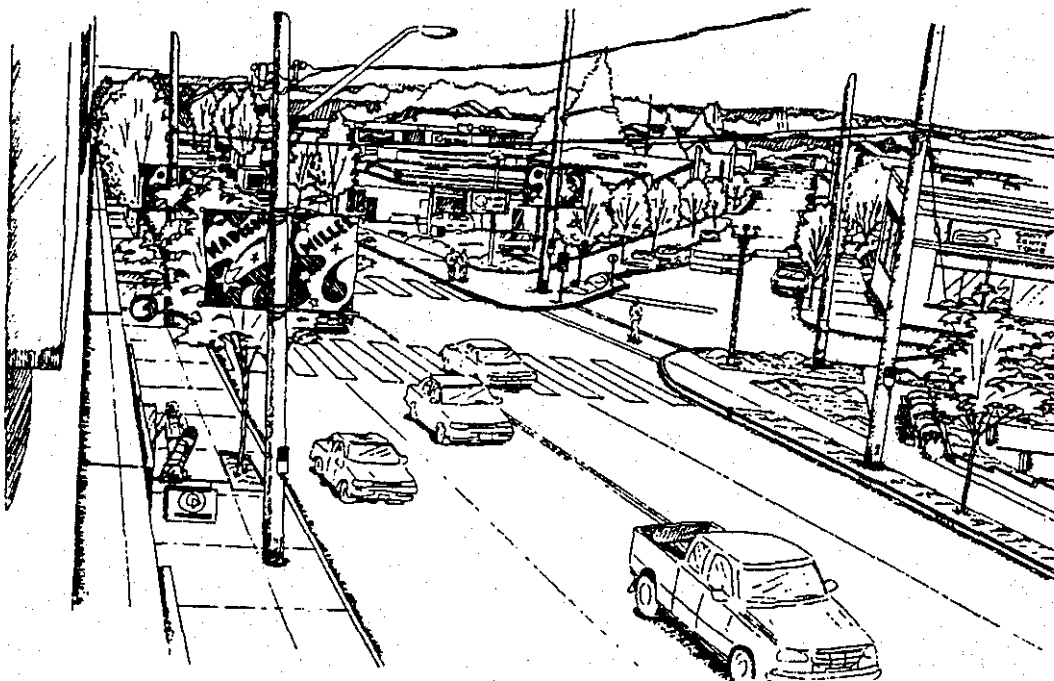


Figure 20,  
Street Improvements to make East Madison more pedestrian-friendly

**12th Avenue Area - The Education Center.** Seek services and convenience retail that builds on the neighborhood's proximity to Seattle University. Encourage increased housing density in and around the commercial area. Support current land development cooperation between the City, Seneca Properties, and Seattle University. Renew efforts to enhance CDC presence in the area in order to help foster the goals of the 12<sup>th</sup> Avenue Plan.

ED-5.4.4 Strategies identified in 5.4.3 should also be available to foster the economic development existing in several secondary business areas (34th and Union, 20th & Yesler, Martin Luther King and Cherry, 23rd and Cherry, Madison Valley and Hiawatha Place South).

ED-5.4.5 Encourage local ownership of redevelopment properties in the Central Area.

**Property Owners Forum.** Annually schedule a forum for Central Area **Commercial** Property Owners to discuss trends and opportunities. Forum participants would **include** leading area developers, **potential** investors, financial institutions, and the **City** of Seattle. Recommended budget: None at **this** time.

**Dispositions of City Properties.** Work with the Department of Neighborhoods' efforts to facilitate the disposition of commercial properties. Currently several parcels are being developed by businesses based in the **Central Area**, including Hiawatha Place South. Support for the **Yesler- Atlantic** and **12th Avenue** programs should be continued. The community should work with Department of Neighborhoods to balance the goal of **local** ownership with the goal of speedy disposition of property.

ED-5.4.6 **Opportunities for Local and Minority Contractors, and Central Area Employees.** Ensure that the City's economic development resources are **targeted** to support private sector development efforts to use local **and** minority contractors, employ **local** residents, and attract Central Area business tenants.

Provide financial and **technical** assistance for the creation of a Central Area Contractor's Plan and Resource Center (**CACPRC**) operated by **CAMP**. The **CACPRC** **will** serve as a one-stop shop for African- **American**, minority **and** Central Area contractors to access information about bid opportunities and to access technical assistance for business development. The **CACPRC** contains four specific components: 1) Plan and Resource Center, 2) Technical Assistance Program, 3) Job Linkage and Youth Placement 4) and Business Development and Incubation.

## 5.5 Increase Employment Opportunities For Central Area Youth

**ACTION** The following actions must be taken (1 ) Design a youth employment program for the **Central** Area involving the City, community-based agencies, and the business community. (2) Initiate a youth entrepreneurial consortium to teach **skills** and instill attitudes needed to start and sustain small businesses. (3) Develop meaningful vocational opportunities and viable career paths as an alternative to a 4-year college **degree**.

ED-5.5.1 **Youth Employment Program.** Work with the City, with service providers such as Boys and Girls Club, Rites of Passage Experience (ROPE), Central Area Youth Association (CAYA), the Junior Achievement and others to develop youth

employment program. The program should be multi-faceted, should include training to develop good interview and entrepreneurial skills, and should establish an ongoing job bank. Investigate creative funding sources for such a **program**, including private donations, in-kind contributions, and long-term contracts with the City.

- ED-5.5.2 **Employment Consortium.** Develop an employment consortium with major employers in the **Central** Area such as Providence Hospital; **Gai's Bakery**; schools such as Seattle University, Seattle Vocational Institute (**SVI**), Garfield **High** School, and the titan American Academy; and service providers **such** as the Central Area Motivation Program (CAMP), Boys and Girls Club, Black Dollar Days Task Force, **Central** Area Youth Association (CAYA), and others to develop training and to provide jobs and ongoing support services for youth. These programs should reach out to youth who are seeking **employment**. Include in this consortium local (Central Area and North Rainier Valley employers) and citywide small businesses that could employ youth.
- ED-5.5.3 Recruit **local** entrepreneurs, schools and programs such as ROPE to help design and implement this program.
- ED-5.5.4 **Programs for Youth.** Involve Greater Seattle, Chamber of Commerce to provide paid internships to graduates. of these programs to refine their business skills and facilitate mentor relationships.
- ED-5.5.5 Youth Entrepreneurship. Work **with community groups**, the **CDCs**, and organizations **like** the Student Conservation Corps to develop a youth nonprofit streetscape and **infrastructure** maintenance business. Investigate **long-term** contracts with the City to make street improvements and maintain vacant lots and parks in the Central Area.
- ED-5.5.6 **Youth Apprenticeship.** Work with the Seattle School District, Seattle Community College, Seattle Vocational Institute, and the health care industry to develop an apprenticeship program for Central Area high school seniors which would combine in-class instruction with training in marketable medical skills such as **radiology**, histology, hematology, dental assisting, medical assisting, medical records **management, and** other **auxiliary health** areas. Establish a quarterly meeting of City, school district, and community representatives to evaluate progress in meeting these objectives.
- ED-5.5.7 **Skill Development/Practical Work Experience.** Work with youth agencies, contractors, labor unions, State Apprenticeship Training Coordinators; the Seattle Housing Authority, the Urban League and the U.S. Department of Labor to provide worthwhile work experiences and develop **skill** in the construction **trades**.



## 5.6 Increase Employment Opportunities For Central Area Residents

**ACTION** Achieve the following actions: **(1)** Establish better linkages between job training and services/jobs available. **(2)** Ensure that Central Area residents receive a fair share of opportunities for employment **as** new jobs are grown in the area and in the City. **(3)** Encourage the **Office** of Economic Development's efforts to seek funds to assist entrepreneurial activities

**ED-5.6.1** **Seattle Outreach Alliance.** Expand the scope of effort and involvement with the Seattle Outreach Alliance (SOA) to improve linkages between **community-**based organizations, City **departments,** and the residents of the Central Area with a goal of improving health education, training, and the provision of programs and services.

**ED-5.6.2** **First-Source Hiring Agreement.** Require businesses that receive significant financial assistance **from** the City to sign a first-source hiring agreement. This **agreement** commits the employer to interview low and moderate-income Central Area residents and establish related hiring targets for **all** levels of the business. Where appropriate, these agreements also need to incorporate a requirement for occupation-specific training and diversity training to improve the business' employee retention rate.

**ED-5.6.3** **"Fair-Share" Job Opportunities.** Advocate for a "fair-share" allocation, based on demographics for the Central Area, of job opportunities generated by the Apprenticeship Opportunities **Program** and the **Office** of Port JOBS.

## 5.7 Increase Business And" Job Support Services

**ACTION** The following actions must be **taken:** **(1)** Study the development of a comprehensive business incubator program in the Central Area. **(2)** Develop innovative partnership programs that increase the community's economic vitality. **(3)** Increase **transportation** and linkage between Central Area and major employment centers. **(4)** Develop programs to facilitate job retention.

**ED-5.7.1** **Feasibility of Business Incubator Program.** Complete an analysis of the feasibility of a business incubator program in the Central Area. Create a task force made up of CDC representatives job development programs, entrepreneurial development programs and the City to do the analysis.

- ED-5.7.2 **implement a Clean and Safe Program.** Ensure the highest standards of public **safety**, maintenance, **and** design within commercial and residential areas. Commit public resources to **fix** and maintain streets, alleys, and sidewalks. Provide adequate street lighting of common areas. Add garbage cans. Earn a reputation as Seattle's safest neighborhood. Take care of the basics. Budget to be determined in cooperation with City of Seattle.
- ED-5.7.3 **Create a 23rd Avenue Corridor Project:** Create a volunteer-based program to clean and green 23rd Avenue between Jackson and **Madison**. The area now has a number of **vacant**, unattractive properties. Create an aggressive, on-going maintenance and beautification program (like the curb bulb **grant** received by **Central** Neighborhood Association. Add banners, amenities, and flowers. Recommended annual budget: \$25,000; potentially funded through a Local Improvement **District**, city neighborhood **grants**, and foundations.
- ED-5.7.4 **Create a 12th Avenue Corridor Project.** Create a volunteer based program to clean and green this major north/south corridor for improvement. Add banners, amenities, and flowers. Recommended annual budget: \$25,000; potentially funded **through** a Local Improvement District, City neighborhood grants, and foundations. Ensure that **funds from** the side of city properties from the 12th Avenue Development Plan and **from** the street vacations in the planning area be dedicated to projects in this corridor.

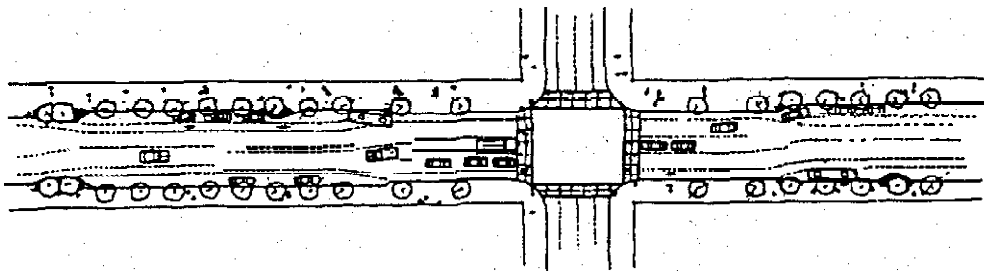


Figure 21  
Proposed street Improvements for **12th** Avenue

- ED-5.7.5 **Create a Madison Street Corridor Project.** Create a volunteer-based program to target this major east/west corridor for improvement. Add banners, amenities, and flowers. Recommended annual budget: \$25,000; potentially funded through a Local Improvement **District**, City neighborhood grants, and foundations.
- ED-5.7.6 **Advocate for local routes and access to RTA.** In particular recommend to RTA that that McClellan and Rainier light rail station be located to provide the most efficient bus access to the Central Area (either 23rd& Rainier or MLK & Rainier). Also, support alternatives **to** locate a light rail station in the Jackson Place community at Dearborn& Rainier.

- ED-5.7.7 **Monorail Alternatives.** Work with Elevated Transportation Company to study **and refine** monorail routes, particularly as it affects the Central Area.
- ED-5.7.8 Work **with** existing job training organizations to facilitate the relationship between the new employee, the employer, and the existing employee group.

## 5.8 Increase Job Creation

- ACTION** Develop **public/private** partnerships for job creation. **The** issue of job creation is best addressed through the expansion of existing businesses and the creation of new ones. Employment growth within the Central Area is dependent upon business growth. Emphasis should be placed upon creating efficient transportation linkages to other areas where employment is plentiful.
- ED-5.8.1 **New Financing Tools.** Work with the **City's Office of** Economic Development and the County to develop with the Washington State Legislature new financing tools (such as the Urban Stabilization Act) for use in redevelopment projects. Recommended budget: None at **this** time.
- ED-5.8.2 Maximize the **Regional Transit Area Project** and the monorail construction potential. Work closely with Regional **Transit Area**, the Elevated Transit Corporation and community organizations to **assure** that development of the **regional** system enhances and increases community revitalization efforts in the **Central Area**. Require that existing public transportation systems, including **east-west connections**, are also strengthened **as** the **alignment**, technology, and stations for the RTA are developed to ensure the quick access to mass transportation facilities **on** First **Hill** and on Rainier critical to economic vitality is achieved. The stations in the **Central Area** should be used to stimulate reinvestment in adjacent commercial development. Recommended budget: None at this time.
- ED-5.8.3 Leverage the **EDC**. Work with Economic Development Council of Seattle and King County to relocate displaced businesses, mobilize foreign **investment**, conduct a real estate brokers tour and increase regional **awareness** of investment **opportunities in** the district. Recommended budget None at this time.
- ED-5.8.4 Support the Seattle Jobs Initiative Program. The Seattle Jobs, Initiative Program focus is on low-income adults. It provides employment training designed to link its **participants** with family wage jobs in King **County and** the creation of new **family** wage jobs in the Central Area.
- ED-5.8.5 **New Jobs and Job Retention.** Create new and retain existing family wage jobs in the **Central Area** Encourage continued existence of **Central Area**

**manufacturing** and industrial firms offering family wage jobs. Working with **existing firms** (like Wonder Bread) and attract more to appropriately **zoned areas** of the Central Area.

ED-5.8.6 **Technology Infrastructure.** Advocate for installation in all homes and businesses of all current technology **infrastructure**; essential to support employment in information service jobs. Work with Seattle City Light, King County telephone service providers and cable companies to achieve fiber optic installation.

ED-5.8.7 **Local Arts Entrepreneurship.** Establish **an** organization (e.g. artist cooperative) and location (e.g. marketplace) to sell **handcraft** and art items produced by **local** Central Area artists.

ED-5.8.8 **Local Hiring.** Work with all Central Area employers to **hire** Central Area residents.

# Chapter 6.0

## Housing

### 6.1 introduction, Vision, and Planning Context

#### VISION

*Housing in the Central Area has been a focus of community concern for many years. Balancing the desire of the local community to preserve the current fabric and culture of the Central Area — and a strong urge to resist the forces of gentrification — with its desire to improve its housing stock and its general economy is fraught with political, racial and cultural impacts.*

*It is tempting — in the face of community ambivalence, the intensity of human feelings, as well as the sense of hopelessness that pervades many elements of the community as they watch their community change — to leave the housing element plan at the level of broad platitudes and let the market take its course. This was not the course chosen by the community in this plan.*

*While admitting that the economic forces at work are beyond controlling, the plan pro-actively focuses on strategies to mitigate the pain suffered by existing residents by linking them with more options for assistance, while leveraging economic factors for a better, broader array of housing options that help build a sense of community pride and involvement at the same time as building the lives of the individuals who inhabit them.*

*The Central Area community — which has often been at odds with government strategies that have been seen as detrimental to the neighborhood — is taking charge of the housing issue by assigning roles to community organizations, financial institutions, and community volunteers to implement each part of the strategy. By partnering with funders, organizing an annual housing summit to check progress, and getting commitments for city resources to organize the implementation of the plan, the Central Area hopes to take charge of their housing future.*

#### PLANNING CONTEXT

**Past.** The Central Area has seen several population shifts in the course of its housing history. It has several landmark structures relating to its history as an early concentration of African Americans in the Puget Sound region, which the community would like to see honored and preserved. After serving as a home to immigrant communities, and the Jewish Community through the early half of the century, it returned to a distinctly African American community after World War II.

As late as 1960, the Central Area was over 50% owner occupied and predominantly single-family structures. Today, owner-occupancy is estimated at 37% and is projected to drop further, barring intervention. This is believed by many in the community as a principle reason for the perceived decline the condition of housing stock, an impetus for a recent Housing Condition Analysis study. Because of relatively inexpensive land and a perception of community need, the Central Area through the 60's, 70's, and 80's, also became to frequent location for subsidized housing projects. Because of community complaints about becoming and "dumping ground" for city services and low-income housing, the Central Area in the late 1980's was designated a Special Objective Area, preventing the further construction of subsidized low-income housing using city funds unless tire project obtained prior community approval. This policy continues today, with exceptions for home ownership and housing renovation.

**Present.** In addition to Comprehensive Plan goals cited in the Housing Profile, several critical factors emerged through the community process and analysis leading to the plan that relate to special conditions and opportunities in the Central Area. Concerns were raised about class and racial composition changes in the community as new housing was built. The community endorsed the "urban village" strategy, welcoming it as a way to get business districts with more vitality.

At the same time, neighborhood residents are particularly concerned with the rapid decline in home-ownership and wanted to increase the ownership rate with innovative home styles and ownership programs. It was felt that 'mixed-use development projects favored by the urban village strategy should not be relied on to provide significant ownership-me options, since rental housing was more typical in such projects. Other housing options — such as residential small lot options — were welcomed throughout the neighborhood to supplement the urban village strategy with more realistic ownership options.

Community concerns are reinforced by statistics. Chief among these is the rapid rise in rental rates and home prices (over 300% in the last six years), the decline in housing availability (rental vacancy is at 34%) and the increase in average household incomes (from 65% of median to 82% of median) over just the last six years. At the same time, only about one-third (37%) of the units within the Special Objective Area in 1990 were owner-occupied. About one-third (31%) were subsidized units. Nearly one-third (28%) of the single-family homes were rental units.

These facts presented the Central Area with a dilemma improve housing stock or address gentrification. It decided it could do both, and the plan reflects that. optimism.

**Future.** The economic forces driving the housing market are expected to continue for at least five years, which means that strong influences on community change will continue unabated. Housing production, at a standstill in the late 80's, has significantly picked up with the priming by HomeSight and CADA. New appraisal methods and increasing acceptance of the Central Area as a renovating neighborhood, coupled with plentiful vacant and underutilized land should keep the housing development market active during those years. Still, housing prices can be expected to continue their increase in the Central Area over the next few years. As a near-to-downtown neighborhood it is likely to become increasingly desirable. Availability to meet all the

expected *range* of housing demand is not anticipated without regulatory or financial intervention. In particular, low-income, existing residents on fixed-incomes face tremendous pressure to move out. And new opportunities are not foreseen for moderate-income families.

CAAP housing strategies are intended to remedy the potential shortcomings of the market by prioritizing increasing ownership, **linkage** with existing programs, a variety of housing types for different kinds of housing needs, and new pro-active production strategies.

## UNRESOLVED / PENDING ISSUES

The **key** unresolved issue is whether the housing plan is currently, or will, in the future **remain**, adequate to address both ends of the housing conundrum in the Central Area: **balance** the forces of gentrification and the **desire** for neighborhood improvement. The Housing section of the plan, **while** receiving favorable response, was the *least* favorable of all the plan elements when the community was asked for input. The plan has been redrawn *to* better meet these needs, but the expectation is that these forces and the community reaction to them will continue to alter radical] y, as the composition of the community changes for several years to come. For this reason, we have built into the implementation strategy an annual housing summit to evaluate the effectiveness of certain programs and to “take the temperature” of **the** community for possible changes and alterations to the plan.

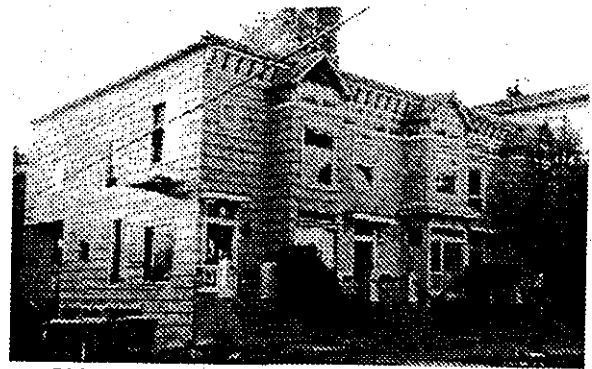
## 6.2 Overall Housing Goals and Strategies

Because of past history, and continuing need in the **Central** Area, effective housing strategies that appropriately meet **community expectations** to improve **the** neighborhood without *causing* extensive **gentrification**, are **difficult** to achieve. Existing housing strategies and new ones should be monitored and judged for effectiveness over time by the following criteria. **All** housing **strategies** should support the **following** goals for both the individual and the community:

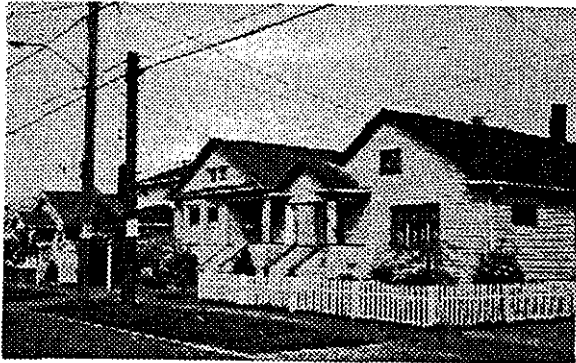
- Encourage Stability
- Increase safety
- Build **community**
- Provide a long-term link to the community
- Have **control** over future
- Promote upward housing mobility
- Foster community **responsibility/mentorship**
- **Link** to other services at the level needed.



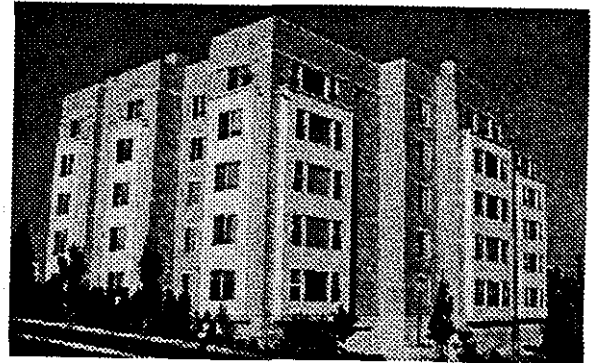
▲ New Single family home in Squire Park



▲ Older townhomes in 12th Avenue Urban Village



▲ Typical Central Area single family neighborhood



▲ High density midrise in Spruce Park neighborhood



▲ Pine Street Cottages bungalow/cluster housing



▲ Older high density apartments in Madison-Miller



▲ Higher density infill adjacent to single family home



▲ New rowhouses on 23rd south of Jackson

# CENTRAL AREA

A C T I O N P L A N | |

Figure 22  
Central Area  
Housing Types



**'INSERT FIGURE 23, Examples of Housing Options**

## 6.3 Mitigate Impacts of Gentrification

- ACTION** Mitigate the adverse impacts of an increasing free market in housing on existing moderate and low-income residents (i.e. the impacts of spiraling housing costs and property taxes (**gentrification**)).
- H-6.3.1 Ownership Assistance Programs.** Develop a range of ownership assistance programs to help create opportunities for low and moderate income residents to be able to afford or **maintain** ownership of their residences.
- H-6.3.2 Rental to Ownership Assistance.** Enable qualified tenants **of** assisted-rend housing, and existing residents who are renting housing to achieve an ownership stake in their own residence, Encourage Seattle Housing Authority to develop programs for home-ownership for **people** who have lived in a unit for more than four years.
- H-6.3.3A Accessory Dwelling Unit Development.** **Partner** with the **City** to support an assistance program for existing residents to develop Accessory Dwelling Units (ADUS or mother-in-law Apartments) in their own homes.
- H-6.3.3B Accessory Dwelling Unit Development.** Consider allowing detached Accessory Dwellings (such as carriage houses or alley houses) inside urban village boundaries.
- H-6.3.4 Tax Abatement. Enact** a pilot tax-abatement program with **the** City to reduce real estate taxes for low-income homeowners and those on fixed income.
- H-6.3.5 Shared Equity Housing.** Work with the city, employers, churches and other philanthropic organizations to develop an “Equity **Partnership** Investment Program” to share housing ownership and equity with moderate and low-income working residents.
- H-6.3.6 Co-Oping.** Strongly **support** trends toward **co-oping** of subsidized rental. **apartment** complexes, linking with **local and** national organizations. Develop a program of renovation assistance for **co-oping**. Challenge financial institutions to **develop** a **loan** pool for tenant-owned apartment buildings. At the same time, protecting tenants from displacement during **co-oping** is important.

## 6.4 Increase Homeownership

**ACTION Assistance Programs.** Develop a range of assistance programs to help make potential recipients aware of programs and opportunities to assist in rental housing for low and moderate income residents.

**H-6.4.1A Marketing Central Area Housing.** Implement an area wide identification and marketing and outreach program to *make* potential recipients aware of the range of programs available for both rental and ownership assistance and provide resistance in accessing programs. Encourage the City and funding agencies to continue to provide adequate funding support for existing programs.

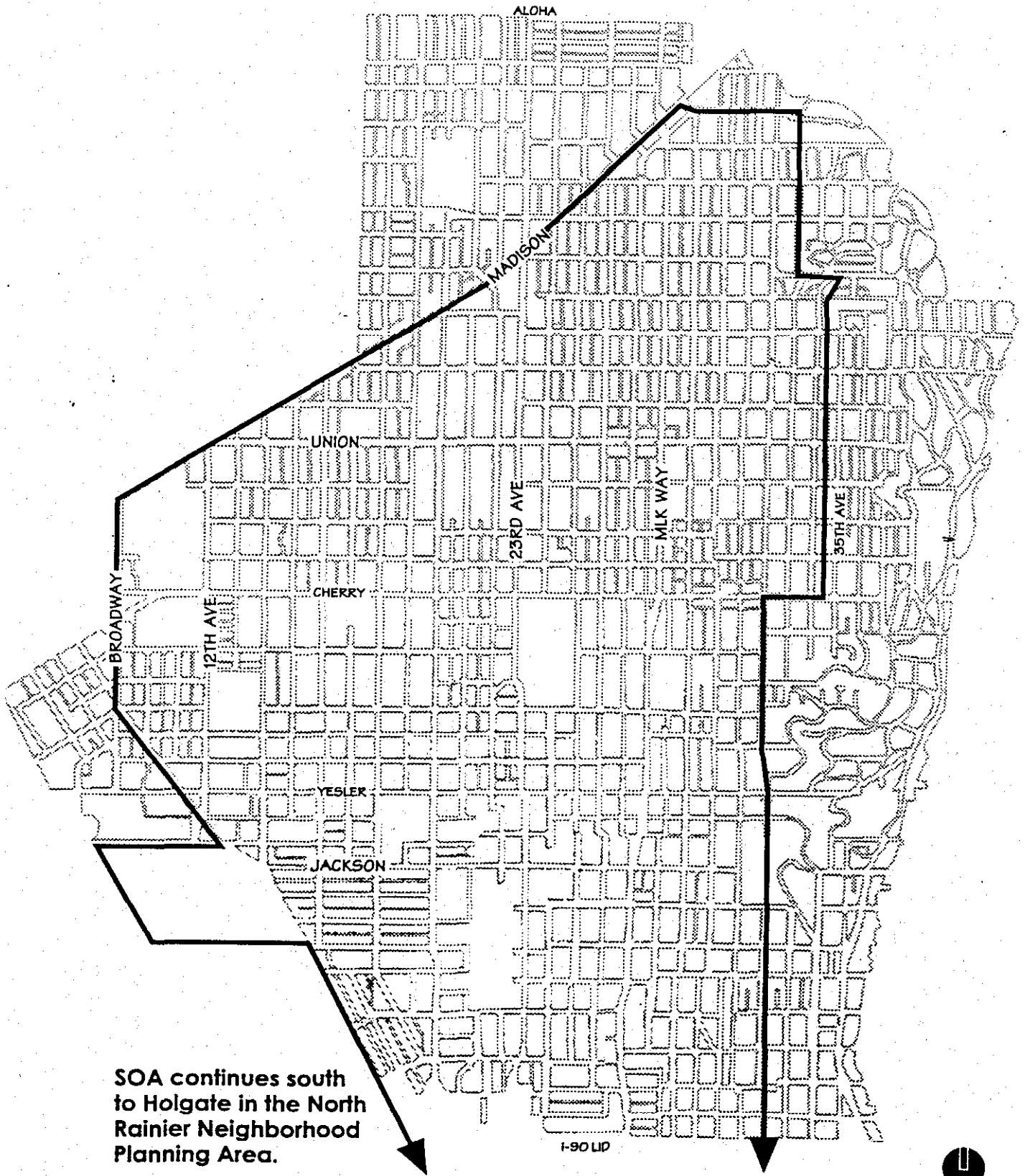
**H-6.4.1 B Renter Assistance Programs.** Develop, explore, encourage; and make accessible “new renter assistance programs in the community, including

- Mutual housing (tenant managed)
- Inclusionary zoning
- ∨ Requirements (where city money is involved) or incentives, including density incentives, for low and low-moderate rental multi-family unit construction using a neighborhood design review process.
- ∨ Where legislative and legal obstacles prevent community-favored action, develop a legislative action strategy to change state law.
- ∨ Mitigate the adverse impacts of an increasing free market in housing on existing moderate and low-income residents (i.e. the impacts of spiraling housing costs and property taxes (gentrification)).

**ACTION Middle-Class Owner Occupancy.** Develop a range of housing strategies that accommodate the revitalization of Central Area income base by encouraging development middle class owner-occupied housing, but also balance this goal with Goal 1

**H-6.4.2A Market Rate Housing.** Support and sustain the free market for housing development in all areas of the Central Area.

**H-6.4.2B Special Objective Area (refer to Figure 24).** Maintain the current map boundaries and designation of Special Objective Area (SOA) that limits development of city government-subsidized rental housing. However, maintain and increase the subsidized homeownership and rehabilitation exception under the SOA. Allow other exceptions to the SOA only on the basis that they strongly support the housing criteria and other goals of the Plan, and the adjacent “communities strongly support them.



SOA continues south to Holgate in the North Rainier Neighborhood Planning Area.

NO SCALE

# CENTRAL AREA

A C T I O N   P L A N   | |

Figure 24  
Central Area Housing  
Special Objectives Area

**H-6.4.2C Housing Demonstration Projects.** Work with developers, landowners and bankers to develop housing projects working under the Central Area Design Guidelines, and to help **streamline** the permit processes for such projects.

**ACTION Self-Help Homeownership.** Build & expand on successes of self-help home ownership programs.

**H-6.4.3A Housing by the Community for the” Community.** Continue, support and expand the efforts of religious, non-profit and other community **partners** to provide sweat-equity or other housing assistance programs to help develop and market ownership housing to local residents.

**H-6.4.3B CADA & HomeSight.** The Central Area Development Association will work with the HomeSight program to extend the positive impact of that program in the *Central Area*, and to expand it to include more multi-family ownership options such as townhouses, condominiums, and bungalows.

**H-6.4.4 Funding Support for CADA as Housing Implementor.** Provide annual city resources to CADA for a staff position to pro-actively pursue implementation of CAAP Housing Goals and Strategies.

## 6.5 Make Information & Programs Accessible

**ACTION** Increase community **awareness** of existing housing resources and programs, as well as **individual** opportunities for housing trade, sharing or other special opportunities

**H-6.5.1** Develop/expand a central Housing Information” Exchange Resource.

**H-6.5.2 Housing Resource Center.** Work with non-profits, banka, realtors developers, **landowners**, and the city to consolidate **all** local housing program information in the a single Housing Resource Center, located in the neighborhood, and **make** it **available** electronically as well.

**H-6.5.3 Community Barter Board.** Incorporate a “Community Barter Board” in the Resource Center for unique opportunities for housing exchange and special options for **local** residents.

- H-6.5.4 Annual Housing Summit.** Sponsor an **annual** housing summit to look” at emerging trends” sod solutions, and get the community and its institutions (including churches) organized around specific strategies to **meet** local housing needs, including monitoring current strategies and project, and using specific examples to increase ability to meet housing challenges.

## 6.6 Encourage Market Rate Housing

**ACTION Moderate Income Housing.** Encourage development of **market-rate** housing affordable to families of modest or moderate incomes. (80 - 120% of median)

- H-6.6.1 Market-Rate Housing Policy.** Develop and supplement existing programs and policies into an overall market-rate **housing** policy that will compensate for gaps in what the unfettered housing **market** can provide
- H-6.6.2 CDC-Private Sector Partnerships. Identify** Community Development Corporations to partner with private developers to develop housing designed and priced for specific demographic ranges desired by the community.
- H-6.6.3 Design Competition for Innovative Low-Cost Housing.** Hold a design workshop with developers, realtors, designers, **architects** and contractors working with homeowners and the community to develop innovative, low cost solutions that fit the neighborhood, and to study new technologies that may lower construction costs, and increase the quality of materials
- H-6.6.4 Capping of Housing Costs.** Establish upper price caps on “**Equity Partners**” program to encourage housing units costing no more than **120%** of the FHA maximum home sale price, or an amount deemed, after study to cover the needs of moderate income working families

**ACTION Access to Capital.** Work with banks, appraisers, and realtors to provide more reliable access to loans and capital for **innovative**, moderate-priced housing..

- H-6.6.5A Changing Lending Practices.** Advocate for changes to FNMA, and appraisal and lending practices of financial institutions to provide more flexible options for mortgage **financing**, and remove barriers to home-ownership and renovation **loans** for local residents.

- H-6.6.5B Pilot Projects. Work with** banks, developers, employers and other to develop pilot projects, **as well&** mortgage financing, savings matching funds, and other instruments for new or innovative housing types and styles.

**H-6.6.5C Community Reinvestment Act Roundtable.** Convene a Community Reinvestment Act Roundtable (including CAAP Housing Steward, Fannie Mae) to develop consistent and most effective practices for “portfolio” loans and appraisal practices for innovative housing types and to accomplish CAAP housing goals. This would include post-purchase counseling

**ACTION** Tools for Moderate-Cost, Owner-Occupied Housing. Use zoning and community/design review and negotiation to encourage flexible, higher-density land uses, and streamline permitting processes, in order to secure cost-savings that are passed on as moderate priced, owner-occupancy residential development

**H-6.6.6 Pilot Project.** Authorize a pilot project for a Community Design Review process that provides flexibility of development standards for developers meeting the design and housing goals of the CAAP, and which will apply to projects that do not currently reach thresholds for the city’s official Design Review Process. Pilot project should include a focus on home ownership or cooping an apartment

**H-6.6.7 Creative Parking Solutions.** Evaluate shared/reduced parking requirements and other parking flexibility to reduce costs of construction, pending an evaluation of community impacts, and establish agreements in such projects that savings will be passed onto consumers.

**H-6.6.8 Zoning Amendments.** Increase zoning designations in some areas to accommodate greater densities, to recognize existing densities, or to provide greater housing density around commercial districts, after a community process and approval for such changes.

**H-6.6.9 Residential Small Lot Potential.** Support zoning within the urban village boundaries for bungalow courts, small lot zoning, and tandem housing, & long as single-family design styles are maintained.

## 6.7 Support For Seniors

**ACTION** Develop housing programs that support independence for the Central Area’s elder population.

**H-6.7.1 Age Integration.** Support housing services that encourage age integration.

**H-6.7.2 Maintenance/Repair.** Enhance existing home maintenance and repair programs.

**H-6.7.3 Financial Support.** Target financial support to elderly homeowners.

**H-6.7.4 Zoning Amendments.** Change zoning in some areas to promote smaller residential options such as bungalow courts, ADUs, tandem housing, and small lot zoning.

**H-6.7.5 Assisted-living Housing Development.** Encourage and assist development of , senior housing including elderly assisted group living arrangements, with community review and approval, and appropriate zoning to make it feasible in the neighborhood.

## 6.8 Promotion Of Diversity

**ACTION** Promote and preserve racial, cultural, and economic diversity in the Central Area.

**H-6.8.1 Retention of Existing Residential Population Diversity.** To the extent possible, focus housing assistance programs, home-ownership assistance, rehab options and other measures on current residents in existing housing stock in order to provide them with viable options for staying in the Central Area. Market rate housing strategies can be accomplished largely through creation of new housing.

## 6.9 Improved Maintenance

**ACTION** Improve the condition of existing housing.

**H-6.9.1** Expand public and private programs that support owner occupancy.

**H-6.9.2** Improve livability by improving maintenance, correcting code violations, and undertaking long-term prevention measures.

**H-6.9.3** Improve rental housing maintenance.

**H-6.9.4** Undertake a follow-up analysis of the housing condition analysis to identify properties in poor condition, and work with DCLU and housing agencies to provide follow-up maintenance assistance or code enforcement where necessary.

**H-6.9.5** Advocate for improved code enforcement in the Central Area.



# Chapter 7.0

## Transportation

### 7.1 Introduction, Vision, and Planning Context

#### TRANSPORTATION VISION FOR THE CENTRAL AREA

*The goal of this Transportation Plan is to facilitate movement of residents, workers, visitors, and goods to, from and within the Central Area with a particular focus on increasing safety, supporting economic centers, encouraging a full range of transportation choices, and creating social gathering places that improve the quality of life and serve as the heart of the community.*

*The Central Area, because of its central location, existing infrastructure of streets, sidewalks and trolley and bus service, and high percentage of residents that do not own cars, has the potential to become a model community for transportation choices. A community where residents, workers, students and visitors alike can choose from a variety of comfortable and competitively convenient modes of transportation including walking, bicycling, and transit and where our reliance on cars for basic transportation needs is reduced or eliminated.*

*Each of the planning area “nodes” developed transportation vision statements during Phase I. These are contained in the October, 1997 Transportation Profile Report. There are some common threads that are important to emphasize from both the overall CAAP and the individual nodes. These place priorities on pedestrian and non-motorized travel modes and transit service. In particular, the design and function of the business areas is envisioned as one that supports safe and amenable havens for shoppers, strollers, and transit riders. Location and supply of parking supporting these business areas is also important.*

#### PLANNING CONTEXT

**Past.** The Central Area is fortunate to have been developed as streetcar neighborhoods beginning over 100 years ago. As a result the Central Area is served by an excellent network of backless trolleys providing direct access to downtown. In most areas streets and sidewalks were fully developed on a grid system by developers or through Local Improvement Districts funded by property owners.

**Present.** Generally the residential areas have six foot sidewalks in good condition, and in some areas have historic details like granite curbs, brick gutters, and brass addresses at the corners. Yet, there are areas where the infrastructure is crumbling and other areas that need improvements to meet the demands of new development and increased density. The pedestrian environment, particularly along arterials, needs improvement.

**Future.** The challenge is to build on the Central Area's history as a walking and transit neighborhood and create a community that encourages walking and bicycling by making those choices safe and attractive, and encourages transit ridership by providing convenient and frequent service with safe access. A further challenge is to provide good transit service linking Central Area neighborhoods to facilities within the Central Area as well as to outlying employment centers and to address the impact of traffic generators such as universities and hospitals within the Central Area.

## 7.2 Comprehensive Plan Rationale

The Seattle Comprehensive Plan is the official adopted 20-year guide for growth and development throughout the entire "City. The Plan establishes targets for population, housing and job growth for urban centers and urban villages as well as goals, policies and strategies for achieving these targets through the capital investment in facilities such as streets, pedestrian facilities, transit, and other transportation "hardware"... The Comprehensive Plan Transportation Element contains nine fictional areas that are important to touch on here.

**Changing and Managing Travel Demand and Travel Behavior.** An important aspect of achieving the vision of the plans is to reduce reliance on single-occupant auto travel. In 1990, nearly 60% of all Seattle work trips were in this mode. Carpools (12%) and public transportation (16%) comprised the other major - but much less significant - modes. In 2010, the objective is to reduce single-occupant vehicle work trips citywide to 35% by doubling transit work trip use to 27%. Other modes such as carpools, bicycling, and walking are also expected to increase. Through traffic is an important concern in the Central Area and changing the behavior of this travel moving through the community could have a very strong positive impact.

**Land Use and Transportation.** The success of mixed-use development and infill within the urban villages is critical to this vision. Currently, our public transportation system is not always directly supported by dense residential and employment populations conveniently located near transit corridors. People have to walk farther than they wish, or transfer to make proper connections. These factors inhibit effective use of transit. In addition, the development of employment opportunities in the Central Area accessible from the residential neighborhoods can reduce work trips generated now by area residents who must travel outside to work. New retail and service development in the urban Wages can also reduce trips or shift them from autos to pedestrian, bicycle or transit movement.

**Use Of Streets.** As a built city, Seattle has very little opportunity to increase transportation capacity by adding new streets or lanes to existing streets. The amount of real estate devoted to transportation is already very high. It is therefore very important to plan the use of this real estate to the maximum benefit for moving people and goods. Effective use of arterials for commuters by auto, bicycle and transit and for freight can have positive impacts on neighborhood streets. Arterial streets serving community business districts must accommodate through traffic, local business parking access and service as well as provide safe routes that encourage pedestrians and bicyclists.

**Level of Service.** Arterial and transit standards have been established based on the ratio of arterial street volumes and existing capacities. For the Central Area, the standards are 1.2, that is for p.m. peak hour traffic and transit, the volume maybe nearly 120% of the rated capacity of the arterials before new strategies would have to be employed. In 1990, the p.m. peak flows were about 70% of capacity.

**Parking.** “Long- or short-term parking is part of every car trip, and is a key factor in the choice of mode for a trip. The availability and price of parking influences people’s choices about where to live, work, shop, and conduct personal business. Parking policies can influence car use; the challenge is to provide enough parking to meet mobility and economic needs, while limiting supply and encourage people to use non-auto modes. In addition to these policies, policy H5 in the housing element provides guidance regarding parking.” (COMP) This statement emphasizes the intricate relationships between land use, transportation, and behavior that are so critical to urban village success. The key is to provide just enough parking to support business recognizing that parking is expensive to build and uses valuable street and/or building lot space. Building and business owners are concerned that a shortage of parking (or perceived shortage) will strain business success and neighbors are concerned that it may force parking onto adjacent residential streets. In addition to ensuring that sufficient parking can be provided, it is important to provide facilities that encourage use of the alternative transportation including walking, bicycling, and the use of transit so as to reduce the demand for parking.

**Transit and Public Transportation.** A “Transit Priority Network” has been established which identifies major corridors that are to receive major investments aimed at improving service capabilities. Other important relevant features of the Plan include integrating transit stops, stations and hubs with business districts, and the improvements to lighting, security, pedestrian amenities, and weather protection associated with transit facilities.

**Pedestrians and Bicycles.** Neighborhood planning has the opportunity to greatly increase the use of pedestrian overlays and bicycle lanes in- and between urban villages to create a network of facilities which will foster public non-motorized travel. Future street improvement programs should be designed to create or enhance these facilities. Providing better facilities for both modes is critical to meeting the transportation goals associated with reducing reliance on the automobile.

**Moving Goods and Services.** A network of major truck streets is established and all other arterials are designated truck streets with the intent of preserving access for freight throughout the City and region. Improvement programs must design projects so that truck movement is considered and accommodated.

**Transportation Financing.** The Plan contains methods for establishing priorities for funding improvements within the Six-Year Plan. The City is currently drafting a transportation strategies plan that is intended to direct short- and long-term planning and programming for all system improvements. A bond issue may also be used to finance needed maintenance programs and some new neighborhood planning-driven projects.

Policy L1 O of the Comprehensive Plan states: “*AS part of neighborhood planning designate and define the extent of principal commercial streets for each urban village. Principal commercial streets are those streets in the commercial area of each urban village which are accessible both to automobiles and to transit and which have or are planned to have sufficient quantity and variety of commercial uses, in sufficiently close proximity to provide the opportunity to meet a variety of residential needs and thereby constitute opportunities and incentives to using non-motorized modes of travel for work or shopping trips..*”

Other important transportation policies speak to:

- Designing transportation facilities to reflect the character of surrounding neighborhoods;
- ∨ Using neighborhood traffic control devices and strategies to protect local streets and collector arterials from through traffic;
- Reallocating street space among various uses (general traffic, trucks, carpools, bicycles, parking, pedestrians);
- Brdancing the removal of long- and short-term parking over time with the availability of non-auto modes and off-street parking to preserve the vitrdity of commercial areas;
- ∨ Allowing long-term parking on most collector arterials and local streets, limited by safety, street design, and property access needs. Use strategies such as parking duration and/or time-of-day limits or restricted parking zones (RPZs) where appropriate to discourage parking from commercial areas or other activity centers from spilling onto residential streets;
- ∨ Allowing flexibility in meeting long-term parking needs in commercial areas, urban centers, and urban villages, such as discouraging long-term accessory parking for single-occupant vehicles, while allowing principal use parking;
- ∨ Emphasizing short-term over long-term parking in commercial areas, both on- and off-street;
- ∨ Working toward a city-wide transit system that includes both limited-stop, frequent service connecting urban centers, urban villages, and manufacturing/industrial centers; and intra-community feeder service connecting homes and businesses with neighborhood transit facilities using small vehicles, flexible routes, demand-responsive or dial-a-ride service, subsidized taxis, night, shuttles;
- Integrating transit stops, stations, and hubs into existing communities and business districts to make it easy for people to ride transit and to reach local businesses. Provide adequate lighting, security, pedestrian amenities, and weather protection. Minimize the negative impacts of transit service and facilities on surrounding areas; and
- ∨ Through implementation of the comprehensive plan and/or neighborhood planning, designate Key Pedestrian Streets within the highest-density portions of urban villages and along logical connections between villages. Design and operate these streets to be safe and attractive for pedestrians, improve access to transit, encourage street-level activity, and facilitate social interaction. Integrate pedestrian facilities into street improvements on these streets. Consider strategies such as curb bulbs, mid-block crosswalks, benches, street trees, wider sidewalks, lighting, special paving, overhead weather protection, and grade-separated pedestrian walkways over or under major obstacles to pedestrian movement.

It is clear through the repetition of key words like “pedestrian, design, and transit” that the role of neighborhood **planning within the Comprehensive Plan urban village** concept is directed towards seeking balance between necessary **traffic flow and** the expansion of limited facility capacity by encouraging the use of modes which do not create congestion.

**UNRESOLVED/ PENDING ISSUES**

The primary **transportation** issues that have not been adequately addressed in the **transportation** plan is how Central Area residents, employees and students will be served by the Regionef Transit Authority and potentially by the proposed Monorail expansion. Resolution of where these systems will be located is outside the scope of this plan, but the intent remains to ensure that there be excellent connection” from the Central Area to any **future** stations of these high capacity systems.

**OVERALL TRANSP.ORTATION / CIRCULATION GOAL**

**GOAL** Facilitate movement of residents, workers, visitors, and goods within the Central Area with a particular focus on increasing safety, supporting economic centers, encouraging a full range of transportation choices, and creating social gathering **places** that improve the quality of life and serve es the heart of the community.

**7.3 Non-Motorized Modes: Pedestrian Safety (refer to Figures 25 and 26)**

**ACTION** Improve safety for **pedestrians** needing to cross Central Area arteriels to reach schools, perks, businesses, services, and transit.

**T-7.3.1 Street improvements..** Work with Seattle Transportation Department and Department of Parks and Recreation to ensure installation of street improvements **along** Martin Luther King, Jr. Way, so as to increase pedestrian safety, slow speeding **traffic**, reduce accidents, and provide safer bicycle routes.

- **Install** thermoplastic crosswalks at all intersections with bus stops and at parks.
- Reduce speed limit to 30 mph north of **McClellan** and propose striping with center turn **lane** and **bicycle lanes** so **channelization** is consistent (**Coordinate with North Rainier Neighborhood Plan**).

**T-7.3.2 Safety Improvements.** Work with Seattle Transportation Department to ensure **pedestrian** safety improvements along Madison, Union, Cherry, **Yesler**, and Jackson Streets.

- Provide for safe pedestrian crossing of Madison, particularly between 20th and 23rd. Install curb bulb **and thermoplastic** crosswalk at **20th** as highest priority to address safety needs related to the new elderly housing development.
- Provide extended curb bulbs at intersections to reduce crossing distance and provide planting area. (Jackson **IN PROCESS**, **Yesler** **FUNDED**)
- Install planted medians and/or pedestrian **refuge** islands where appropriate to provide safety zone for pedestrians. (Jackson **IN PROCESS**)
- Explore options for improving the safety of the existing mid-block crossings. (Cherry at **Garfield Community Center** **APPROVED(?)** and Jackson at **Central Park Trail** **IN PROCESS**).
- Install thermoplastic crosswalks or textured concrete crosswalks where funding allows at Key Pedestrian Street intersections so as to clearly and more permanently indicate pedestrian right-of-way.

T-7.3.3 Encourage Pedestrian Activity. Work with Seattle **Transportation** Department to ensure that pedestrian activity is encouraged, particularly at business nodes. **Do not** impede pedestrian crossings at fully signalized intersections with installation of **pedestrian** activated (push button) signals, which make street crossing more **difficult** and time-consuming for pedestrians.

- . Ensure that pedestrian convenience and priority are preserved at **all** signalized intersections. Do not use push buttons at fully signalized intersections.
- . Where pedestrian activated **signals are** installed, ensure that any buttons are conveniently located **within** a crosswalk right-of-way.
- . Run **pedestrian** signals on automatic recall (walk signal comes up whenever vehicle signal changes) unless significant **traffic** congestion can be documented. Change operation at **18th** and 20th on **Yesler Way** to automatic recall.
- . Consider all-way pedestrian crossing signals at business nodes when demand justifies.

T-7.3.4 **Safety Improvements. Work with Seattle Transportation Department to ensure pedestrian safety improvements** *along 12th (See T-8.1 ), 14th, and 19th Avenues.*

- Provide extended curb bulbs for pedestrian safety where appropriate. (1 9th at Cherry **UNDERWAY**, at **Yesler** **PLANNED**, 14th at **Yesler** (south side) **PLANNED**)

## 7.4 Non-Motorized Modes: Pedestrian & Bicycle Enhancements

- ACTION** Encourage non-motorized transportation by improving pedestrian and bicycle facilities.
- T-7.4.1 Encourage Walking and Biking.** Work with DCLU, Seattle Transportation Department and developers to ensure that all major new developments are designed to encourage pedestrian and bicycle access.
- . Improve **regional bicycle/** pedestrian trail route through Hiawatha Place and ensure safety of bicycles accessing the **Dearborn Street bicycle** lanes.
- T-7.4.2 Pedestrian Improvements.** Work with community and business organizations and Seattle Transportation Department% existing program to **identify** locations for wheelchair ramps and other pedestrian improvements.
- . Work with Seattle Transportation Department, City **Light** and Metro Transit to identify solutions for narrow sidewalks that are blocked by poles. Examples include Jackson Street.
- T-7.4.3 Key Bicycle Streets.** Designate Key Bicycle streets and work with Seattle Transportation **Department** to target improvements on these streets, adding lane stripping and/or bicycle symbols where possible, and to ensure that future **transportation** decisions do not degrade travel safety for cyclists. Key Bicycle **streets** currently identified include Martin Luther King, Jr. Way, 20th/19th, 14th, **12th**, Jackson, Cherry east of 23rd, and Union to 34th, Denny and **Madrona Drive** as well as the **regional** trail systems along Lake Washington Boulevard and Hiawatha Place to Dearborn.
- Maintain lane edge line on 12th until **street reconfigured** with **full** bicycle lanes.
  - . Where **channelization** allows, paint bicycle lanes (or bicycle symbols) on Jackson Street between 14th and 3 **1st**, on Union between 14th and 34th, and on **19th** between Union and Madison.
  - . Restripe Dearborn west of Rainier in order to provide full width bicycle lanes as **originally** intended. “Make other bicycle safety improvements as needed.
- T-7.4.4 Key Pedestrian Streets.** Designate a **network** of Key Pedestrian Streets for the Central **Area** so as to ensure that future transportation and development decisions do not degrade travel safety and environment for pedestrians along these **streets**. (See T.3) Key Pedestrian Streets: Jackson (**20th-MLK**), **Yesler**, Cherry, Union (**14th-MLK**), Olive (20th-23rd), Madison (1 **6th-24th**, **27th-LWB**), Martin Luther **King, Jr. Way**, 23rd, **19th**, 12th (Madison-Jackson), **Central Park Trail route.**,
- Support special efforts to improve pedestrian environment such as **along** Union Street.
  - . Include streets **with** pedestrian overlay zone **in** Key Pedestrian Street network.

- T-7.4.5 Heritage Trail.** Develop a Central Area Heritage Trail network linking major destinations and **highlighting** historic and other community resources along the routes. The network would include:
- Central Park Trail - connecting **from** I-90 to **Yesler**.
  - . **Yesler** Way - connecting **from** downtown to the lake.
  - . 23rd Avenue corridor - connecting from Jackson to Madison.
  - . Jackson Street - International District to **Frink** Park.
  - . **Martin** Luther King Jr. Way - Cherry to Martin Luther King Jr Park.
  - . 12th Avenue corridor - connecting from Jackson to Madison.

## 7.5 Key Pedestrian Streets

**ACTION** Designate key **Central** Area streets as “Key Pedestrian Streets” for the purposes of creating economic centers and social gathering places **that** improve quality of life and serve as the heart of a community.

**T-7.5.1** Designate the main thoroughfare in each planning area as Key Pedestrian Streets and prioritize **funding** for improvements along these sections. This includes:

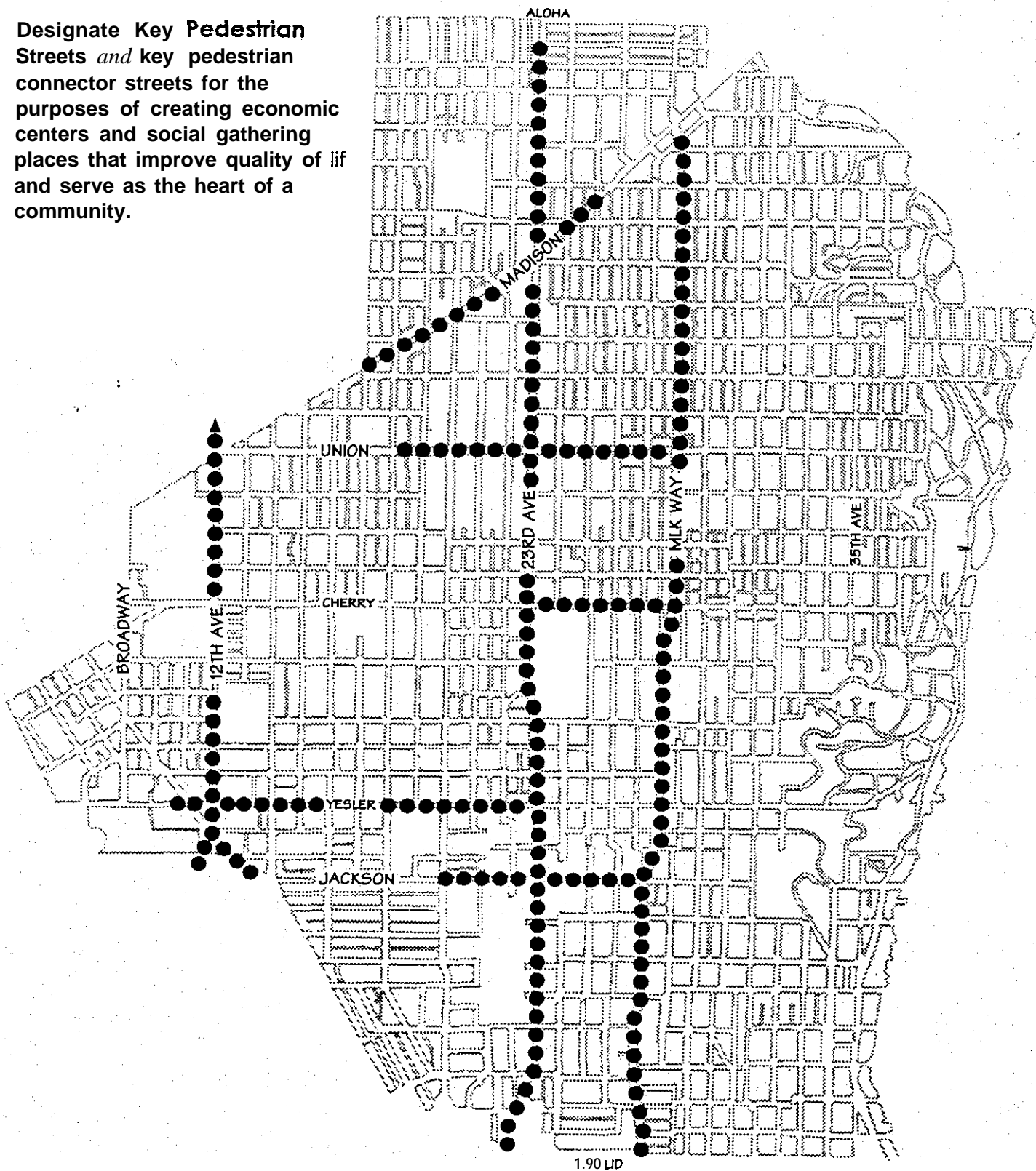
- Madison between 16th and 24th
- 12th Avenue between Jackson and Madison (**Coordinate with Capitol Hill Planning**)
- Jackson between 20th and **Martin** Luther King, Jr. Way
- . Union between 18th and **Martin** Luther King, Jr. Way

T-7.5.2 Designate other key **arterials** as Key Pedestrian Streets, including **Martin** Luther King, Jr. Way, 23rd Avenue, Cherry Street between 23rd and Martin Luther King, Jr. Way, and **Yesler** between **Boren** and 23rd Avenues.

T-7.5.3 To further facilitate **and** promote key pedestrian **streets**, **coordinate** with **land** use efforts to establish pedestrian overlay zones (Refer to Land Use Zoning Matrix, Table –, for **recommendations** concerning 12th Avenue and Union Street).



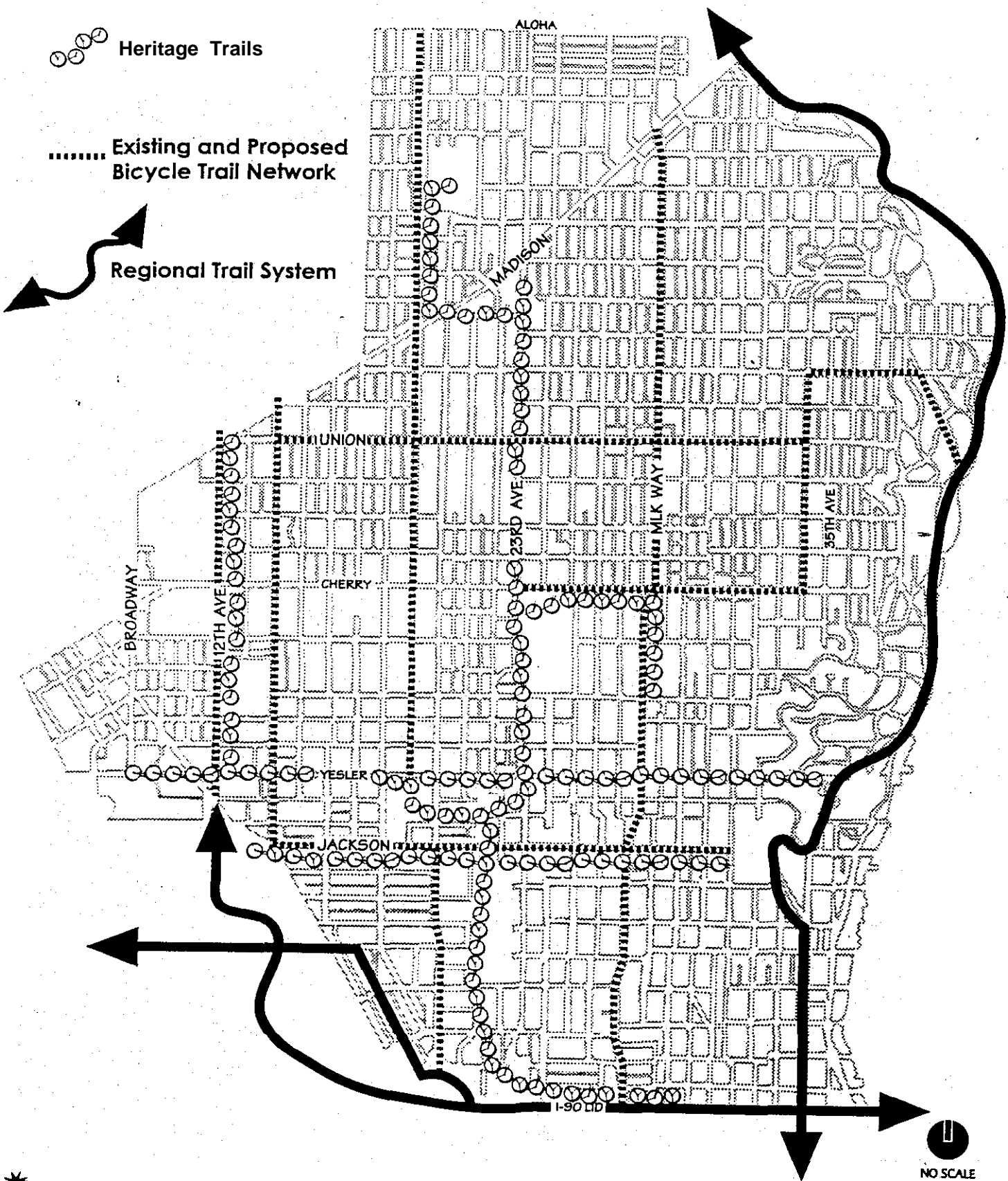
Designate Key Pedestrian Streets *and* key pedestrian connector streets for the purposes of creating economic centers and social gathering places that improve quality of life and serve as the heart of a community.



NO SCALE

**CENTRAL AREA**  
ACTION PLAN II

Figure 25  
Key Pedestrian Streets



NO SCALE

**CENTRAL AREA**  
 ACTION PLAN II

Figure 26  
 Pedestrian and Bicycle Trails

## 7.6 Traffic Circulation: Traffic Calming

**ACTION** Slow traffic speed on **arterials** and neighborhood streets.

**T-7.6.1 Reduce Speeds on Arterials and Neighborhood Streets.** At a neighborhood's request, work with the neighborhood and SeaTrans to identify and implement solutions to reduce speeding on **arterials** (See T-3.1.1) and neighborhood streets.

- For example, in the **Madison-Miller Neighborhood Master Plan**, specific recommendations call for calming **traffic** between 16th and 24th through the use of curb bulbs, **reconfiguring** intersections, *altering* lane channels, and synchronizing **traffic** light signalization.
- Implement the Jackson Place Community Council's **traffic** calming plans for 20th avenue between Jackson and **Judkins**, including curb bulbs and center islands.

**T-7.6.2 Education and Enforcement.** Work with the City to (1) educate residents about the purpose of parking laws that make it illegal to park on or across sidewalks or -planting strips and (2) enforce those parking laws.

**T-7.6.3 Traffic Calming at Business Nodes.** Examine **traffic calming** measures at major commercial nodes to promote stopping and shopping.

- Evaluate possibility of on-street, off-peak parking on 23rd Avenue.  
**Implement** a demonstration project between Cherry and Union.
- Consider designation a through transit and right-turn-only lane on Union at 23rd to improve safety of intersection.

**T-7.6.4 Speeding Enforcement.** Request more enforcement of speeding violations.

- Target enforcement on Martin Luther King, Jr. Way.

## 7.7 Traffic Circulation: Neighborhood Cut Through Traffic

**ACTION** Reduce impacts of commuters on Central Area neighborhoods and reduce neighborhood cut through traffic to and **from** the regional highway network by directing traffic to **arterials** and by restricting use of the Arboretum **SR520** ramps.

**T-7.7.1 Reduce Arboretum Cut-Through Traffic.** Evaluate and institute strategies to discourage use of Arboretum **SR520** ramps especially for drivers from and to downtown, including:

- . Restricting northbound left turn from Madison to Lake Washington Boulevard during peak hours.
- Designating Arboretum SR520 ramps for **carpools only**.
- . Recommending closure of Arboretum SR520 ramps when SR520 expanded.

**T-7.7.2 Madison Street.** Improve northbound left **turn from** Madison to 23rd Avenue:

- Add appropriate signage to encourage left turn at 23rd as access to SR520 (ONE?).

**T-7.7.3 Access Across Lake Washington.** Explore other options and routes to cross Lake Washington:

- . Explore the possibility of cross-lake water taxi service with increased bus service on Madison.

**T-7.7.4 Jackson Place Traffic Plan.** Implement Jackson Place Community Council's **traffic** plan to reduce cut-through traffic in the Jackson Place neighborhood:

- Refer to corresponding recommendations T-7.8.3 and T-7.12.5.

## 7.8 Neighborhood Streets: Local Circulation

**ACTION** **Reconfigure** constricted neighborhood **streets** by considering one-way routing or other vehicle movement restrictions when requested by a neighborhood, taking into consideration potential negative impacts such as **potential** increased speeds, diversion of problem to other streets, and possible **confusion**.

**T-7.8.1 Local Street Reconfiguration.** At a neighborhood's **request**, work with the Seattle Transportation **Department** to study neighborhood streets that would benefit by being converted to one-way or adding other **traffic** movement restrictions.

- . Work **with** neighborhoods to implement the proposed **reconfiguration** of **streets**, as feasible.

**T-7.8.2 Jackson Place Traffic Plan.** Implement the Jackson Place Community Council's **traffic** plan to reduce cut-through **traffic** in the Jackson Place neighborhood, specifically on Dearborn Street, 18th and 20th Avenues, through **the** use of traffic diverters, **turning** restrictions, and calming features. Assure access to tire new Hiawatha Place development while reducing neighborhood **cut-through traffic** in the Jackson Place community.

- T-7.8.3 Impacts of School Buses.** Review impacts of school bus access routes and loading and unloading and student parking on the **surrounding** neighborhoods, specifically the impact on 25th at **Garfield** High School and also at Meany School.

## 7.9 Arterials: Martin Luther King, Jr. Way Enhancements

**ACTION** Add safety improvement and a planted **median** so Martin **Luther** King, Jr. Way becomes a **community** resource, a **source** of pride, and a safer street. Coordinate with the North Rainier Neighborhood Plan *on its* recommendations for Martin Luther King, Jr. Way (See T-7.3.1 ).

- T-7.9.1** Installation of Median. Work with the City and State to ensure the installation of the proposed median on the 1-90 lid, improve safety for pedestrians, and slow the speed of vehicles.
- . Work **with** community and immediate residents to develop plan for planted **median** along Martin Luther King, Jr. Way.
  - . Work with the **State** to develop proposal for median on 1-90 lid.

- T-7.9.2 Funding for Median.** Work with City to **identify** funding for a planted median.
- Consider phasing project with sections along parks in **first** phase.
  - . Request funding **from** Regional Transit Authority as mitigation for increased **traffic** during **construction** of the RTA.

## 7.10 Arterial Enhancements (refer to Figure 27)

**ACTION** **Identify** other **arterials** where added improvements would help mitigate **traffic** problems, enhance business nodes and encourage pedestrian and *other* **non-**motorized transportation.

- “T-7.10.1 12th Avenue.** Designate 12th Avenue as the “Main **Street**” for the 12th Avenue Urban Center Village and implement the proposed 12th Avenue street improvement based on the 12th Avenue **Streetscape** Plan prepared as **part** of the neighborhood planning process. The proposal recommends **reconfiguration** of the right-of-way to widen sidewalks, improve planting strips, add designated bicycle lanes, provide intersection left turn lanes, and increase lane widths to accommodate public transit.
- . Realign street and widen sidewalk on east side.
  - . Work with the **City** to include **special pedestrian** scale lighting fixtures.

- Work with **the** City to add curb bulbs and textured crosswalk **treatment** at identified key intersections like Columbia, Cherry, Jefferson, and **Yesler**.
- Improve pedestrian access to Jackson Street along 12th. as part of the Central Gateway (See T-7.1 0.2).

**T-7.10.2** Central Gateway. Address the transportation needs and impacts of the Central Gateway (**Jackson/Rainier/Boren/12th/Yesler/14th area**). (See T-7.1 0.1 )

- Work with the City to identify a plan **and** funding to install a left turn from Boren to Jackson Street in order to improve access to the Jackson **Street** business node, reduce cut through **traffic**, especirdly for the Jackson Place neighborhood, and address the barrier between neighborhoods that this area has become.
- As an interim measure install signs indicating that for access to Jackson Street eastbound to turn left on **Yesler** and right on **14th**, and a sign to **indicate** there is a "**free**" left **turn** at Jackson Street.
- Develop a long term transportation plan for this area that addresses **transit**, vehicular, pedestrian and bicycle needs with a goal to make this an area that unites rather than separates the surrounding neighborhoods.

**T-7.10.3** **Union Street Improvements.** Improve street landscaping and street **furniture** and provide lane modification on Union at 23rd Avenue to reduce pedestrian accidents, improve parking, improve safety for bicycles, and enhance the business node.

**T-7.10.4** **Yesler/Boren Improvement Project. Work with Seattle Transportation Department on improvements to Yesler and Boren as part of the, signalization project.**

- . **Do not add** new pedestrian push buttons at intersections **included** in this project.
- . Install **pedestrian** lighting between 12th and 14th if funding available.
- . Add improvements as part of Central Park Trail link to downtown.

**T-7.10.5** **Jackson Streetscape. Work with Seattle Transportation** Department, CADA and I Love Jackson Street Business Association to improve the street **environment** along Jackson **from** 23rd to Martin Luther King, Jr. Way. (**IN PROCESS**)

**T-7.10.6** **Cherry Street Improvements. Work with** Seattle Transportation Department and Department of Parks and Recreation to plan and implement improvements on Cherry St. to complement the new Garfield Community Center development.

- Request on-street parking along Cherry between 23rd and 25th.

- T-7.10.7 Madison-Miller.** Work with the **community** and the **City** to **implement** the plan for Madison Street **from** 12th Avenue to **Lake Washington Boulevard** with improvements for pedestrians and surrounding businesses, with a focus on improving Madison Street **at** business nodes to allow better pedestrian access.
- Implement the proposed capital improvements **recommended** in the Madison-Miller Neighborhood Master Plan for the segment of Madison between 16th and 24th.
  - **Reconfigure** street and **traffic** flow at **Olive/Madison/20th** and improve **signal** timing at Madison and 22nd and Olive and 23rd in order to facilitate left turns.
  - Encourage community Adopt-a-Street efforts.
  - Explore possibility of pedestrian tunnel under Madison or an alternative solution to provide access to Washington Park Arboretum **from** Madison Valley and Harrison/ Denny neighborhood.

## 7.11 Arterial Streetscapes

**ACTION** Enhance the sense of community and increase the feeling of pride among Central Area residents, business owners, employees, and visitors by improving the physical and social environment of main thoroughfares.

**T-7.11.1 12th Avenue Streetscape.** Implement the 12th Avenue Streetscape Plan developed through the neighborhood **planning** process. Improvements include decorative **street** lighting, wider sidewalks with tree-lined planting strips, decorative treatment of curb bulbs and key intersections, and opportunities for small public plazas.

**T-7.11.2 23rd Avenue Corridor.** Recognize 23rd Avenue as the arterial backbone that links the Central Area’s major economic hubs, including Jackson, Cherry, Union, and Madison. Work **with** the Seattle Transportation Department, Department of **Parks** and Recreation and Seattle City Light Tree Planting **Program** to implement the “23rd Avenue **Central** Corridor” concept. Proposed improvements include:

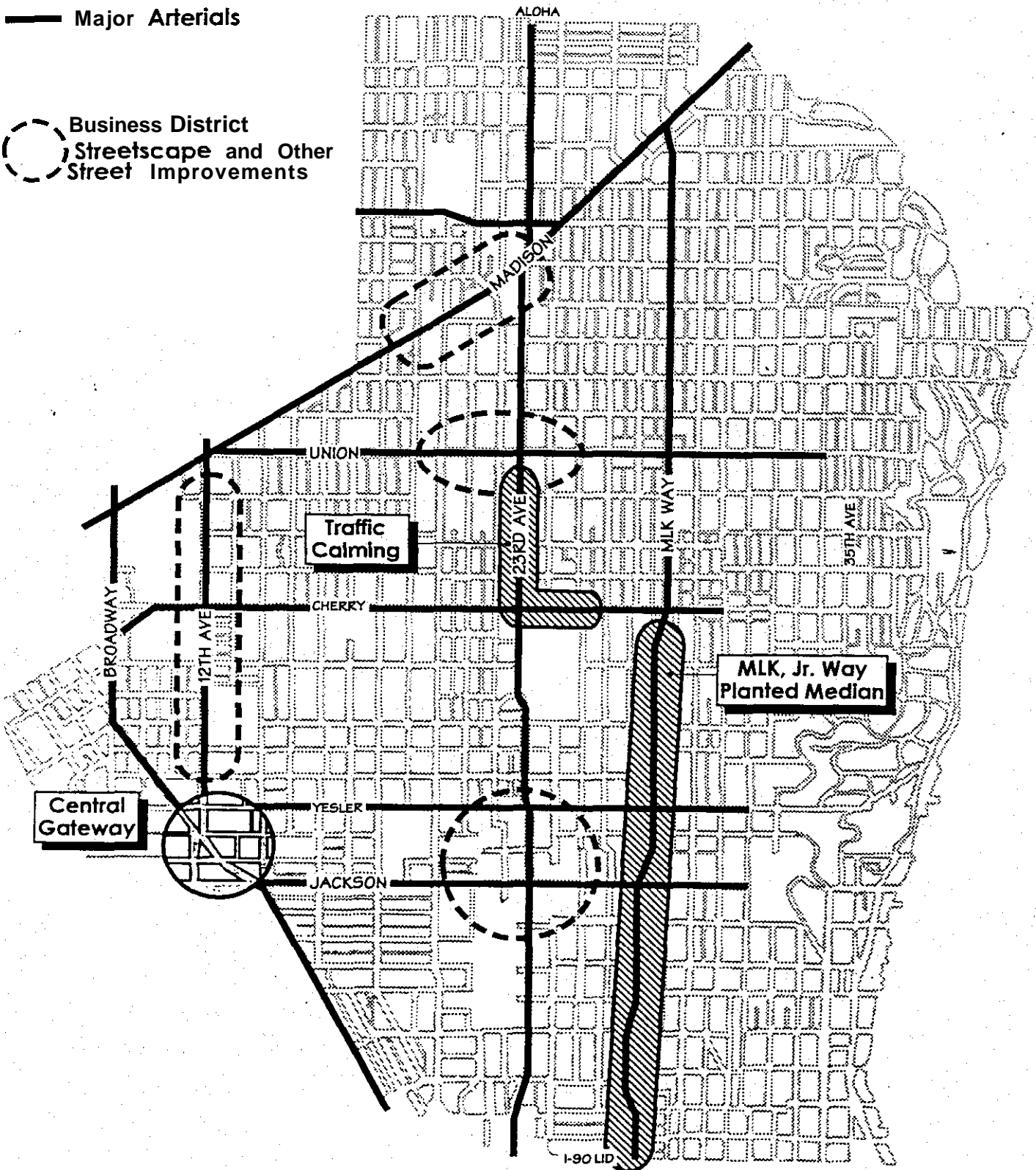
- **Identify** opportunities for planting trees where enough right-of-way exists and incorporating visible landscaped open space in new developments.
- **Install** textured crosswalks or other treatments at key intersections.
- Provide **directional** signage that leads the way to **different** neighborhoods and neighborhood facilities.
- Provide interpretive kiosks, exhibits, and community bulletin **boards** that **could** become part of a “heritage route” along 23rd Avenue between Jackson and Madison.

- T-7.1 .3 Jackson Streetscape.** Implement Jackson Street **streetscape** proposals as per the Jackson Street **Streetscape** Study, **including** possibilities for public art and other pedestrian features.
- T-7.1 .4 Union Streetscape and Urban Design.** Promote a pedestrian environment along Union between 19th and **Martin** Luther King, Jr. Way. Request Seattle Transportation, the Department of Neighborhoods, and Seattle City Light to work with neighborhood **associations** to establish **streetscape** features **such** as decorative street lighting, seating areas, intersection paving patterns, and community identity markers
- T-7.11.5 Cherry at 23rd. Work with Seattle Transportation and Parks and Recreation** to develop plans that will further enhance the pedestrian character at 23rd and Cherry Street, complementing the presence of the **Garfield** Community Center.
- T-7.11.6 Dearborn-Hiawatha.** Promote pedestrian features *on* 18th Avenue and on Dearborn to provide **pedestrian** connection between the new **Hiawatha Place** Development and Jackson Street and the Central Park Trail.
- T-7.11.7 Madison-Miller Neighborhood Master Plan Streetscape.** Implement proposed **streetscape** improvements for East Madison Street between 16th and 24th as per the Madison-Miller Neighborhood Master Plan. Key action items include:
- Improve ability of pedestrians to cross the street at 20th, 21st and 23rd.
  - Develop **public plazas** and community gathering spaces with new projects,
  - Add street trees where right-of-way allows.
  - Add ladder crosswalks and ped crossing lights at 20th and 21st.
  - Improve **configuration** of **Madison/20th/Olive** Way as a means of improving vehicular and pedestrian safety and facilitating left turn **from** 23rd to Madison.
  - Work with Metro to add bus bays and improve the overall **appearance** of East Madison bus stops.



— Major Arterials

○ Business District  
Streetscape and Other  
Street Improvements



NO SCALE

# CENTRAL AREA

ACTION PLAN II

Figure 27  
Major Arterials and  
Improvement Focal Points

## 7.12 Transit: Public Transportation

**ACTION** Improve residents' access to Central Area businesses, **services**, and institutions by using public transportation, thereby encouraging patronage of area businesses and reducing the need for cars.

**T-7.12.1 Improving Route 8 Bus Service.** Work with Metro and the City to improve and expand the new bus service on Martin Luther King, Jr. Way.

- . add special event service to Seattle Center (evenings and weekends)
- extend the hours (evenings and weekends) of service .
- . increase the frequency of service
- . add bus stops, benches and/or shelter: at transfer points as requested
- . designate as priority transit street

**T-7.12.2 Local Circulator and Regional Route Demonstration Project.** Explore **feasibility** of having a circulator bus or van service to improve access to area businesses, institutions and public facilities: Work with the City and Metro to plan and implement a demonstration project, such as the expansion of Route 944. **Identify** key destinations.

- Work with the City and Metro to develop community-based transit service **with** transit hubs at primary business nodes and community anchors.
- . Work with Central Area institutions, **Metro** and the City to develop *a* shared van program with a goal to maximize efficiency of private and public van use in the **Central** Area and to improve access to the RTA and Monorail (if expanded).

**T-7.12.3 Route 2 Re-routing. Explore future rerouting** of bus route 2 straight through on Union Street at 12th Avenue and installing a transit preemption **signal**. Study impact on Madison buses.

**T-7.12.4 12th Avenue Bus Service.** Work with Metro and the City to **pkm** for bus service on 12th Avenue connecting to the RTA stations on Rainier and Broadway.

- Plan for future designation of 12th as priority transit street.
- . Ensure 12th improvements **accommodate** buses.

**T-7.12.5 Route 4 Routing Concerns.** Work with Metro to address neighborhood concerns about the routing of Route 4 south of Dearborn. Consider link to **RTA** station.

**T-7.12.6 Transit Signal Pre-Emption. Install signal preemption** for transit along north south corridors of 23rd, Martin Luther King, Jr. Way, and 12th Avenue when bus service is added, in order to improve transit efficiency.  
 . Add Martin Luther King Jr. Way and 12th Avenue to transit priority network.

**T-7.12.7 Improving Off-Peak Bus Service. Work with Metro to** improve the frequency of service for routes 2, 3, 4, 8, and 27 during non-peak hours.

### 7.13, Transit: Connecting Commuters to Destination Centers

**ACTION** Improve access to employment centers for Central Area residents who use public transit and encourage Central Area employees and students to use public transit.

**T-7.13.1 Efficiency of Bus Service to Major Destination Points. Work with Metro and the City to** maintain efficiency of direct transit service to downtown, improve north-south transit service to regional job centers, and improve access to eastside transit service.

- Improve employee access to the Renton Transit Hub/Employment Center via Rainier Valley. Explore options of providing direct service through bus, van or subscription service.

**T-7.13.2 Access to Regional Rail System. Work with Metro and the City to** ensure Central Area residents' adequate access to the high-capacity transit system(s) when built.

- Ensure frequent bus service for Central Area residents to nearest RTA stations. (Note strong preference “for stations on Capitol Hill vs. South Lake Union, and at Rainier/I-90 or Dearborn)
- Improve access facilities for pedestrians and bicycles.
- Ensure construction of RTA at Rainier and Capitol Hill stations such that a future direct connection can be feasibly built between the two stations (generally under Boren Street).

**T-7.13.3 Van Pools. Work with Metro, SVI and major employers to set up”** van pools for employees from the Central Area.

- Conduct an origin and destination study to determine need.
- Establish a commuter bulletin board at the Library.



- T-7.1 3.4 Trip Reduction Efforts.** Work with **institutions/businesses** to develop creative solutions for reducing auto usage by employees and students and maximizing benefit for community.
- Convene a joint Transportation Demand management group with the institutions, City, Metro and community including First Hill to develop goals and priority actions to increase transit use by students and employees and reduce the reliance on cars.
  - Encourage City to develop incentives for **institutions/businesses** to develop joint transportation management plans.
  - Participate in Car-Share pilot project with focus on **12th** Avenue and Madison-Miller urban villages and surrounding institutions **including** Seattle University, Providence Hospital, **DHHS, DYS, CAMP,** and Group Health.
  - Encourage City to develop incentives for **institutions/businesses** to develop a shared “circulator van service that also can be used by community residents. Monitor Transportation Demand management compliance for Seattle University and the hospitals.
  - Provide service improvements for students attending night school, including night van service.
  - Reduce availability of parking at **Seattle** University and institute parking fees that subsidize a flexpass. Encourage local business discounts for flexpass use.
  - Work with School **District** to provide reduced” rate Metro passes for staff so as to reduce auto usage.

- T-7.13.5 Tourist Access to Central Area.** Work with Metro and the City to improve tourist access to Central Area.
- Explore opportunities for extending the waterfront trolley up Jackson to Martin Luther King, Jr. Way, or
  - Improve and promote route 14 trolley service.

## 7.14 Transit Facilities

**ACTION Transit Facilities.** Encourage use of public transit by improving **Metro** bus shelters for **patrons**.

- T-7.14.1 Bus Shelter Improvements.** Work with Metro, the City, and developers *to ensure* provision of comfortable bus shelters with the new developments at 23rd Avenue and Jackson, Cherry and Unions Streets.
- Work with the **Arts** Commission and Metro to incorporate **art** into bus shelter locations.

- . Develop a partnership between Metro and local community councils and business associations to undertake an ‘adopt-a-shelter’ program for bus shelters to create more pleasant, open space-style bus stop facilities.

## 7.15 Parking

- ACTION** Ensure adequate parking **capacity** without adversely impacting neighborhoods with a goal to reduce the need for surface parking lots **especially** along Key Pedestrian Streets.
- T-7.15.1 Shared Parking Opportunities.** Encourage shared parking at business nodes in order to meet parking requirements while maximizing space for other uses.  
. Work with DCLU to develop guidelines and mechanisms for shared parking.
- T-7.15.2 Van Pool Park- N'-Rides.** Identify van pool **park-n'-ride** sites. Explore use of Church parking lots.
- T-7.15.3 Residential Parking Zones.** Consider **expanding** the hours of enforcement of Residential **Parking** Zones surrounding major institutions to address evening hours.
  - Propose stepped up penalties for repeat offenders
- T-7.15.4 Truck Loading- Use of Streets.** Discourage storage of large **commercial** trucks on streets **in** the Central” Area.
  - Work with **Gai’s Bakery** to find alternative parking for their trucks that park on Jackson **Street** and to assure compliance with “engine of **laws** for trucks loading and waiting on 20th Avenue **and** on Weller **Street**.
- T-7.15.5 Parking Study.** Do a parking study for the area around the Garfield Community Center on Cherry Street between 23rd and 25th.
  - Address illegal parking on planting strips.
  - Recommend removal of “no parking” signs on Cherry.
  - Consider making 25th one way.

# Chapter 8.0

## Human Development

### 8.1 Vision and Purpose

*Without a vision people perish Health and Human Services is composed of the four major planning areas identified below. The following represent excerpts taken from the vision statements of the 1994 Central Area Action Plan as well as the four Planning Nodes: 23rd& Jackson/Union, Madison-Miller and 12th Avenue.*

Community Building. The Central Area is made up of communities that serve as a national model on how economic, racial, and cultural diversity can flourish successfully. Our neighborhoods, while diverse, include the cultural hub of Seattle's African American community. Its large active population of seniors is testimony to this essential Central Area heritage, and the continued presence and security of this heritage is a priority of the neighborhood's identity and vision. There will be gathering places, formal and informal, that invite community involvement, cooperation, communication and sharing of resources and ideas.

- . Encourage community-building opportunities that demonstrate and value diversity.
- Encourage healthy and mutual community relationships and partnerships.
- Strengthen and support ethnic, cultural, family values and traditions.
- . Develop meaningful skill based volunteer programs.
- . Organize diverse educational and recreational activities that appeal to all ages.
- . Develop community and public partnerships that create broader access and use of public facilities and spaces.

**Education and Employment.** Lifelong learning will be available to all residents, centered around excellent schools where residents, the public and private sectors are partners in education. Jobs, recreational and service opportunities are available to young people, which encourages their commitment and long term neighborhood residence.

- . Create more community and school partnerships that support community building.
- . Develop a relevant and broad spectrum of job skill training programs.
- . Create business opportunities through community and school partnerships.
- . Develop and implement the community school concept.
- . Evaluate the relevancy, quality, and effectiveness of educational programs being offered as related to what is needed in the community.

**Health and Social Services.** *A community where support services such as day care and health services are plentiful, and where recreational facilities are well-designed, safe, and utilized by the entire community Neighborhoods will welcome and provide opportunities and amenities for youth, elderly persons, and special needs populations.*

- Develop and expand options and methods of education, and access to program information,
- Encourage *community partnerships* and collaboration in the application *funding* process.
- Develop and enforce collaborative and mutually supportive organizational structures *and policies* within and between health and human service agencies.
- Create partnerships and collaboration between health and social service organizations for *community* service delivery programs and resources,
- Increase services for older youth.

**Community Safety.** *Our communities are safe, stable, and supportive of its citizens. Neighborhoods feel safe, clean and attractive, with well-lit streets, pleasant public spaces and plentiful greenways and plantings.*

- Expand and improve *public safety* education for *the* general public.
- Broaden educational scope of *public safety* to include health, social, and environmental concerns.
- Improve *community and police* relationships

## 8.2 Existing Conditions

### COMMUNITY BUILDING

**Population and Diversity.** In 1980, the Central Area's largest population by race was **African American**, representing 50 percent of the **total** population. By 1990 the White population showed a 22 percent *increase*, while African **American** population declined by 10 percent and now constitutes below 47 percent of the community. The fastest growing segments of the population are Hispanics, which have increased by 31 **percent**, and **Asian/Pacific** population **grew** by 28 percent.

In 1990, families represented about 5 percent of the Central Area's total population and experienced a 4 percent decrease between 1980 and 1990. With respect to age **distribution**, 18 percent of the Cereal Area's population is 15 years old and under and 14 percent is 65 years and over. The trend is an aging population due to the increasing number of **boomers** and their children. The indicators are the relative number of persons between 25 and 40 declining, while at the same time, households are getting smaller.

## EDUCATION AND EMPLOYMENT

The Central Area's **struggles**, social and economic problems, have been **directly** linked to high unemployment and inadequate skills training among the 18 – 35 years of age population. The 1990 Census indicate that the population in the Central Area is less likely to have completed high school compared to the city **as** a whole. 21 percent of the population's 25 years and older have less than a high school education compared to 13.6 percent citywide. The age group 25 and older represents 68 percent of the total population of the Central **Area**, which is **part** of the age group **having the** highest percentage of school drop out **and** unemployment.

Education: Demographics **of Central Area Schools. In 1997** people of color comprise 59 percent of the District's total **population**. Of this **African** American students represent 23 percent. White students represent 41 percent of the District's total population, a stable trend since 1993.

Student Social/Economic **Indicators**. According to the *Healthy Children, Youth & Families in King County* report, in 1990, a single unmarried parent headed 50 percent of families with children in the **Central** Area Health Planning Area. Nearly 30 percent of children in the Central Area lived below poverty in 1989.

**Outcome**. In 1997 **Garfield's** cumulative **G.P.A.** showed a 9 percent increased over 1993's 2.90 percent cumulative **G.P.A.** However, the **G.P.A.** for 96-97 and graduate assessments shows a consistent decline in test performance for **African** American students who also ranked last when compared to other ethnic groups within the same environment.

**Dropout/Graduate**. **Garfield** student dropouts have increased by 11 percent since 1995 compared to the District's 4 percent **decrease**. The Seattle Gifted Program makes **Garfield** one of the top three high schools of choice in the District. The 1996-97 Demographic Profile shows that **approximately half** of the District's high school population is enrolled at **Garfield** where White students make up 52 percent of the population and 78 percent of **all** the students **are** non-residents. African American students comprise 31 percent of **Garfield's** **population**, a decrease of 6 percent since 1993.

**Employment Characteristics**. According to **the** 1990 Census, employment in 'the Central Area is primarily related to **government**, finance, insurance, and real estate. The same source reports households and **families** living **in** the Central Area had slightly lower incomes on the average than Citywide. According to the 1997 City Response to the Central Area Action **Plan**, the Seattle Jobs Initiative (**SJI**) will serve 810 residents during the first Phase of the project and this **number** is expected to double in the second Phase **in** 1998. To date a total of 88 Central Area residents have enrolled in the **SJI** and 28 percent have been placed. in livable wage jobs. Income **levels vary across the Planning areas** with the largest difference occurring in **Madison-Miller**. According to more recent data in **the** 1997 **Central** Area Economic Development **Technical** Report, the average income in the **Madison-Miller** neighborhood is 180 percent greater than that of the 23rd & Union and 23rd & Jackson neighborhoods. The average income in the 12th Avenue neighborhood is just over \$.25,000 annually which is 260 percent less than the Madison-Miller **average** of more 'than \$65,000 **annually**.



## COMMUNITY SAFETY

One of the Central Area's greatest challenges focuses on overcoming negative perceptions that are the results of a history of high crime and gang activity. The 1994 'Too Many, Too Young Study', reported a 12 percent increase in homicide, rape, robbery, and aggravated assault in King County and 6 percent in **Seattle**. At the time of the 1994 study, homicide rates for youth ages 15 to 24 as well as rates of other serious violent **crimes**, was twice the King County average. African American youth were **particularly** vulnerable **and** their homicide rate tripled between 1989 and 1994. Violence was the **leading** cause of death among youth.

This **alarming** trend suggested that even more serious underlying social, educational, and economic issues and questions needed to be raised and addressed. Crime and violence required **being** viewed and approached from a much broader perspective as reported in the 1994 'Violence Prevention Recommendations to the Mayor and City **Council**' (VPWG). Mayor Norm Rice, the Seattle City Council, and the Violence Prevention Work Group applied a public health approach to developing concrete recommendations to strike at the root causes of **violence**.

**Crime on the Decrease.** Evidence of change as reported in the Seattle Police Department 1996 Annual Report shows a 7.5 percent decrease in the **frequency** of violent crimes between 1995 and 1996 and a 39 percent decrease since 1993. The SPD as well as many city, health, and social service institutions, community organizations, groups and residents have contributed to this decrease.

## HEALTH AND SOCIAL SERVICES

Health and social service programs are a natural response to **unemployment**, high crime, inadequate access to education and resources, and the number and type of agencies, programs and services found in a community often reflect the health and condition of its people and neighborhoods.

**Inventory/Demographic** Profile of Central Area. The Central Area has over 275 providers servicing the community, which quadruples when **considering** the number of agencies that may exist in one organization or institution: the Department of Social **and** Health Services (**DSHS**). DSHS, the largest funder/provider in the state, reports that 44 percent of **the** population residing in zip code 98122 **are** DSHS recipients compared to 10 percent in 98112 and 20 percent of the citywide. In zip code 98122, with an African American population of 10,611, 57 percent of their residents are DSHS recipients compared to 29.4 percent of the 12,447 White population' in the same **area**. On the other end of the scale, approximately 60 percent of Native Americans in 98122 and 98144 are DSHS recipients.

The table on the following page **illustrates** the depth and range of the health and human service provides in Seattle's Central Area. A complete inventory breakdown by service categories and total number of agencies appears in the Health and Human Services Technical Report.

Table 3 Summary of Health and Human Services in the Central Area	
Agency Service Category	Total
• Basic Needs Care and Service	45
• Children/Youth	71 <sup>2</sup>
• Disabled	34
• Education	43
• Environmental Quality	6
• Ethnic	33
• Health Care	81
• Income and Economic	27
• Individual and Family Life	87
• Law and Safety	45
• Men	3
• Mental Health Care	25
• Older Adults	30
• Organizational Support Services	69
• Sexual Minorities	19
• People with HIV/AIDS	19
• Veterans/Military	1
• Women	38
<b>TOTAL</b>	676
<sup>1</sup> The total for all Central Area zip codes 98112, 98122, and 98144	
<sup>2</sup> Number serving older Youth- ages 18-21:19 ages 13-17: 50+	

### 8.3 CAAP-Related Goals and Actions

The body of work in the following actions and recommendations section also consider the 1994 Central Area Action Plan (CAAP) and 1997 Annual Report & updating the works its progress. Several reference indicators and acronyms have been included in the following sections. These are shown below for use by the reader.

Table 4- Reference to Human Development Acronyms			
Acronym	Description	Acronym	Description
AAHM	African American Heritage Museum	Cso	Community Service Officers
CAN	Community Assets Network	DHHS	Department of Housing & Human Services
C3	Communities of Color	DON	Seattle Department of Neighborhoods
CAAP*IT	Central Area Action Plan*imp. Team	NPO	Seattle Neighborhood Planning Office
CAHCC	Central Area Health Care Center	OED	Seattle Office of Economic Development
CASC	Central Area Senior Center	SKCDPH	Seattle-King County Dept. of Public Health
Ccs	Carbolic Community Services	SNG	Seattle Neighborhood Group
CD	Central District	SPF	Seattle Police Department
CDC	Community Development Corporation	SVI	Seattle Vocational Institute
CPT	Community Police Team	SYIN	Seattle Youth Involvement Network
		TAF	Technology Access Foundation

## 8.4 Community Building

**ACTION 1** Build the community's capacity to provide leadership, expand projects, and take on new **initiatives** to further revitalize the Central Area.

**HD-8.4.1.1 A Partnerships for Accessing and Sharing Information. Health and Social Service Community Alliance** to work with DON funding **programs** and Department of Housing and Human Services (**DHHS**) / Interagency Staff Group to develop and implement strategies for accessing **and** sharing information and resources for funding, access sites, appropriate technology/equipment~ subject matter experts support.

**HD-8.4.1.1 B Business Coordination for Information/Marketing Strategy. Coordinate the efforts** of Central Area **community** and business associations to develop a information and marketing strategy that will promote community businesses, special interest sites, cultural and ethnic events through establishing community maps, bulletin boards, neighborhood newsletters, a community event directory, and increased local media coverage. Including continued support for projects such as:

- . DON projects
- . **UW** - Central Area Chamber/ **CAAP\*IT**;
- Alder Street Mitigation funds – Central Area Gateway Project (Lloyd's Rocket Fuel site **cleanup**).
- . **Alder** Street Mitigation Funds allocation for promotional materials to publicize accomplishments of community councils and projects such as **14th & Fir P-Patch**, Fire House Park, Junior Achievement entrepreneurial projects, and others.
- . SPD mural projects.
- . Parks & Recreation T. T. Minor, Central Area **History**, Central Park Trail.

**HD-8.4.1.2 Community Elders Volunteerism & Service Corps.** Work with “Central Area organizations for elders to assess the interests and capacities of individuals serviced to promote and encourage **partnerships** within the community that empower elders to define and manage their activities, classes, and special programs.

**HD-8.4.1.3 Community Funding and Resource Foundation through public funding. Acquire private and public** resources to **establish** a community **funding** and resource foundation that will support existing **community-based** partnership programs such as:

- . **CAAP\*IT** CAN, a skills exchange program designed to bring community members together to share **and** exchange skills.

- **Connecting Communities of Color**, community-based organizations that bring people of color together through technology.
- The **Village Schools Project** and similar **programs** that create community schools through partnerships to offer after school activities for community participation and give special attention to youth programs.
- The **Madison Valley Electrical Village**, youth technology and entrepreneurial program.

**HD-8.4.1.4 Job Re-Entry and Linkage to Social Service Providers.** Continue work with OED / Seattle Jobs Initiative program and **DHHS** to identify job re-entry funding resources and facilitate linkages between social service agencies to support community programs and business that provide on the job skills training for volunteers receiving public assistance.

**ACTION 2** Create **community building** opportunities and projects that demonstrate and value diversity and result in better relationships between individuals.

**HD-8.4.2.1 Celebrate Cultural and Ethnic Diversity through Community Events.** Work with Department of Neighborhoods, and Parks and Recreation utilizing the Neighborhood Matching Funds and Alder St. Mitigation Funds to expand, and continue coordinating culturally and ethnically diverse block parties, bazaars, and heritage celebrations that appeal to a broader segment of the community. This includes continued support and implementation of such projects and programs as:

- DON P-Patch projects / Neighborhood Matching Funds- Reference page 31 of the 1997 City Response to the Central Area Action Plan.
- Alder Street Mitigation Funds projects: Reference page 31 of the 1997 City Response to the Central **Area** Action Plan.
- Parks and Recreation projects / Seattle Open Space **Program**: Reference pages 32,33,41 of the 1997 City Response to the Central Area Action Plan.
- DON African American Heritage Museum and **Cultural** Center project.
- Central Area Black Festival.
- Seattle Arts Commission **funded** festivals: African **Harvest**, Chipupuwendere, Living **History** Program.
- **SPD-East** Precinct support in coordinating community ownership of the Central Area Community Festival.
- Seattle Public Library's community -based cultural exhibits program.
- DHHS / Interagency Staff **Group** Safe Futures history project.

**HD-8.4.2.2 Community Services and Facilities. Health and Social Services** Community Alliance to work with Seattle Parks and Recreation, Douglass Truth Library, Department of Neighborhoods, Department of Housing and Human Services and Central Area social service organizations to coordinate and maximize the use of existing neighborhood-based **support** for families, elders, and older youth to focus on developing and nurturing relationships. In part this **includes** Catholic Community Services' **African** American Family Center, YMCA Family Support Center / **youth** and **family** services, Central Area Senior Center, Central Area Youth Association, Seattle Youth Involvement Network, Solo Parenting and others. A complete listing of these organizations is located in the 'Central Area Health and Social Service Inventory document. Special **efforts** should be given to continue support for existing projects and programs:

- Parks and Recreation Teen Life, Langston Hughes Family Theater Series projects: Reference pages 49,57 of the 1997 City Response to the Central Area Action Plan.
- Seattle Public Library **programs**: Reference page 50 of the 1997 City Response to the Central Area Action Plan.
- DHHS Family& Education Levy programs and projects.

## 8.5 Education and Employment

**ACTION 1** Develop and implement the community school concept.

**HD-8.5.1.1** Partner with **School District to develop relevant curriculum and services.** Create and expand collaborations and **partnerships** between the Seattle **School** District and community to help develop relevant curriculum and services. This includes assessing how ethnic history and culture is presented and taught and reviewing possible **models** include the Columbia **City's Festival of Lights**, Powerful Schools, Village Schools Project, Sustainable Seattle stewardship programs, and adoption of specific community service learning and internship projects as selective course offerings. This may include **incorporating** materials and lesson learned from the following work in process:

- DON- **Upward** Bound, Saturday Program, REPSECT, M&D's Productions, Weed & Seed, Youth Voices programs.
- Parks and Recreation -Langston Hughes Family Theater Series and other programs.

**HD-8.5.1.2** Village **School Project. Adopt, support, and promote the Village School Project as a model** for developing partnerships between **schools and** community to shine . resources, experiences, skills, ethnic, cultural, and age relationships.

- HD-8.5.1.3 Communities of Color Model.** Continue to support Communities of Color as a model to work with other organizations in the community to **identify** technological needs, resources, and community access sites. Use organizing efforts for forming community-wide network for high tech programs and services. To ensure accountability and follow-through, the work plan should include an evaluative process that is clearly defined and measurable to be reviewed annually by **funders** and designated community organization(s) and/or representatives.
- ACTION 2 1994 CAAP Goal Modified.** Expand opportunities for meaningful employment for Central Area Youth and create business partnerships **between** school, organizations, institutions, and businesses.
- HD-8.5.2.1A Strengthen School to Work Program** Use OED/ Seattle Jobs Initiative, Weed & Seed, Alder *St.* Mitigation and other **funding** to evaluate and strengthen the **school** to work program.
- HD-8.5.2.1B Youth Mentoring- Garfield's KidsPlace and Key Project Programs.** **Increase** the number of opportunities for youth **mentoring** through Garfield's KidsPlace and Key Project programs, **career** "shadowing", and educational steps to career choices, i.e. high school recruitment, internships, scholarships for secondary education and post high school education.
- HD-8.5.2.2A Job Information for Older Youth.** Continue to develop and expand job information centers and performance spaces for older (17- 19) youth. This includes existing work in process:
- . DON/ Parks and Recreation performance **programs**.
  - . OED/ Seattle Jobs Initiative Programs.
  - . Black Dollar Day Task Force business and economic development programs.
- HD-8.5.2.2B Expand Community Employment/Job Training Partnerships.** Work with OED/**Community Network/Seattle Jobs** Initiative to assess and expand community partnerships, which develop and promote diverse and employable job training opportunities through *small* local and accessible programs. Encourage the development of inventing among youth.
- HD-8.5.2.3 Research Project to Determine Local Youth Employment Skills.** Work with support of OED/ **Seattle** Jobs Initiative program research job opportunities **in the** Central Area to determine the employable **skills** needed to fill those jobs and **develop** a six **months program** to teach those skills. To ensure accountability **and follow-through**, the work plan should include an **evaluation** assessment process that is clearly defined and measurable to be reviewed annually by **funders** and designated community organization(s) **and/or** representatives.

**ACTION 3** Encourage Seattle School District administration and operation to integrate community, social, and economic needs into policies, **programs**, and **curriculum**.

**HD-8.5.3.1 Participation in School Governance.** Develop opportunities for more effective community **participation** in school governance.

**HD-8.5.3.2 Curriculum and Social/Real Life Issues Connection.** Assess how effective **current** curriculum addresses social / **community issues** i.e. the cause of violence, **violence** prevention and with emphasis on domestic violence.

**HD-8.5.3.3 Community Services Learning Program.** Develop a **structure** and mechanism which **will** effectively institutionalize the" Community Service Learning program into school **curriculum**.

**HD-8.5.3.4 Youth Programs in Juvenile Justice System. Continue** to work with SPD Explorers, Parks & Recreation /DON anti-violence funded projects and DHHS / Safe Futures program to continue developing strategies specific to youth **involved** in the juvenile justice system.

**ACTION 4** 1994 CAAP Goal. Develop" educational **programs** to assist children and youth in each Central Area school, working closely with the Seattle School District and the City School Levy program to **promote** a **wider** range of non-traditional educational programs **and** programs that are no longer offered in the public schools, with special emphasis on programs for people with disabilities and in the **arts**.

**HD-8.5.4. Interagency Staff Group and the Social Service Community Alliance.** Expand the Interagency **Staff** Group to include other educational, health and social service providers to work with the Community Alliance of providers to better **coordinate** the implementation of programs and services. This should include continued and enhanced support **of**:

- . Work started by **DHHS**, Central Youth and Family Services, **Garfield** Family Services, Parks and Recreation to **identify** programs such as Safe Futures, tutorial services, parenting classes, Head Start and others.
- Identifying and publishing ESL resource programs and services in the Central Area.

**HD-8.5.4.2 Holistic Curriculum.** Develop a holistic, curriculum driven, skills and interests core linkages of services maps. This should include continued and enhanced support **for**:

- . Douglass Truth children **literacy**, information resources, **and** computer lab.
- . Parks& Recreation tutorial, peer **relations**, self-esteem, computer labs.

- Update the DHHS / MOST Initiative publications.
- SPD East Precinct Explorers.
- Community-based programs offered through **CAMP R. O.P.E.**, CAYA, Rotary Boys and Girls, East Madison YMCA, and others.
- **Networking** other Central Area technology sites and programs through local schools, SW, SU, **MidTown** Common, CADA, CAMP R. O. P.E., E. Madison YMCA, Communities of Color, and others.
- Improving transportation through the Family & Education Levy to provide access to youth programs.

**HD-8.5.4.3 Programs to Manage/Mediate Youth Violence and Gang Activity.**

Continue to work with Seattle School **District**, **DHHS**, SPD East Precinct, and Parks and Recreation to **expand** and maximize use of anger management, mediation, firearms, anti-violence / gang **programs** and services such as:

- Seattle School District curriculum based programs.
- Parks & Recreation **programs** – tutorial, peer relations, mediation management, and self-esteem programs offered through projects such as Teen Life Center, Urban Wilderness, Miller and **Garfield** Community Center, **Langston Hughes** programs.
- SPD East Precinct **Explorers** and **Drug** Education For Youth Program. School Team Officers and **Adopt-a-Cop** programs.

**HD-8.5.4.4 Ecology and Art Programs.** Continue to **support**, maximize, and better publicize ecological and art existing programs such as:

- **Parks** and Recreation Teen Life Center – Trek, Discovery Park program, Environmental Protection Agency - Urban Wilderness, performing and expression art programs, Lifeguard Aquatics,
- DHHS environmental **learning** field trips
- Seattle City Light **Skagit** Youth Camp, Hard **Hats**: Heroes
- SPD East Precinct Summer Day Hikes and mm-al projects

**ACTION 5 1994 CAAP Goal.** Develop and promote empowerment of Central Area youth.

**HD-8.5.5.1A Enhance Youth Social and Business Skills.** Assess and replicate services provided through **organizations** and programs such as CAMP R. O.P.E., Safe Futures, Cents-al Youth and Family Services, and King County Department of Youth Services to address basic social and business **skills**; i.e. resume writing, personal grooming and interviewing skills, social skills, and money management.



- HD-8.5.5.1B Give meaning to work by Youth Advisory Council.** DON to evaluate and publish the results of work accomplished by the Youth Advisory Council to determine if the group should be refunded or reorganized. This should include an assessment that defines how **CAAP** Goal 1 Action 1.1 has **been** accomplished and recommendation for any additional activities. Youth Development – Empowerment Action 1.1 Strengthen the already established Youth Advisory Council to provide meaningful input to the City and community on issues affecting youth,
- HD-8.5.5.2A Educational Peer Groups. Increase educational** peer group support programs provided through **DHHS/Upward** Bound, Seattle Youth Involvement Network, DON/Saturday Program and Weed & Seed funding, East Madison YMCA, Central Youth and Family Services, **CAMP R. O.P.E.**
- HD-8.5.5.2B Community History Project. Within 1 year continue and** expand Parks&, Recreation, Douglass Troth, Safe Futures projects to support youth in discovering the strength of their history and the value of people of other generations.

## 8.6 Health and Social Services

- ACTION 1** Expand and develop additional options and methods of education to improve access to **program** information for Health & Social Services in the Central Area Community.
- HD-8.6.1.1 Collaboration to inform public of available services.** Improve collaboration between Health & Social Services agencies to jointly educate the public on available services and resources. A recipient report card should be considered to help determine the value of services provided and to ensure accountability and **follow-through.**
- HD-8.6.1.2 Douglass Truth Library. Expand and maximize Douglass Truth library services to** enhance the education roles of various agencies.
- HD-8.6.1.3 Health and Social Services Education Promotion Policy. Develop a** collaborative community health and social services education promotion policy for events via **roundtables**, radio, television, videos and community health fairs. This” should include creative and **culturally** relevant projects:
- . DHHS - Upward Bound, DON - Matching Funds/ Alder St. Mitigation funded projects - Saturday For Youth, Youth Voices, “NOVA Mediation Training, **M & D’s** productions, Seattle Teen Anti-Violence Council, **NU** Black Arts West **Theatre.** It should also include Parks& Recreation projects,

**HD-8.6.1.4 Resource Guide of Services.** Develop a usable comprehensive resource of Health & Social Service organizations in the **Central** Area community, one that is updated to maintained current information.

**ACTION 2** Encourage community partnerships and collaboration in **the** allocation of public dollars to existing organizations, and the planning of new programs and services to service the Central Area.

**HD-8.6.2.1 Central Area Health and Social Service Roundtable. Coordinate a Central Area Health & Social Services Community Alliance to: .**

- Coordinate a **roundtable** to study the **feasibility** of community participation in developing **funding** policies and guidelines for agencies in the **Central Area**. Specird consideration should be given to developing and/or identifying a community-based infrastructure (fiscal agents), methods of allocation and use of private and public funding such as the Families & Education Levy and city matching funds.
- To coordinate the incorporation of **Health and Human Development** into **the Central Area Action Plan** and to manage the implementation of the adopted health and human service plan element.
- Expand and enforce siting guidelines and protocol.
- **Identify** service duplication and develop collaborative processes to decrease duplication.
- Identify service gaps and asset-based community solutions.
- Develop an information and referral/ resource network.
- To **serve** as a community agent for developing and/or participating in program and project assessments to ensure accountability and **follow-through**. This should include an evaluation assessment process that is clearly **defined** and measurable to be reviewed **annually** by finders and designated other **community** organization(s) **and/or** representatives.

**HD-8.6.2.2 Funding support for Department of Health and Human Services. Increased DHHS dollars will** be identified and accessed by community organizations meeting the health and social service needs of senior citizens and male youth ages 14-21. To ensure accountability and follow-through, the work plan should include an evaluation assessment process that is clearly defined and measurable to be reviewed annually by **finders** and designated community organization(s) **and/or** representatives.

**ACTION 3** Create **partnerships** and collaboration between Health& Social Service Agencies for **programs** and education specifically for seniors and youth.

**HD-8.6.3.1 Improved Programs for Seniors and Male Youths.** . Develop a community-accessible *central* repository of **programs** and resources for senior citizens and male youth ages 14-21.

**HD-8.6.3.2 Community Stewardship of Funding Allocation. Coordinate a stewardship.** Coordinate a stewardship process (**forums**, community **interviews**, etc.) whereby the community is an active **participant** in the planning and allocation of resources for programs and services meeting the health and social **service** needs of senior citizens and male youth ages 14-21.

**ACTION 4** Develop and enforce collaboration and mutually supportive organizational structure and policies within and between health & human service agencies. This should also include addressing environmental issues within the Central Area.

**HD-8.6.4.1 Interagency Staff Group.** Work with Interagency Staff Group and community alliance participation, improve collaborative work efforts within various government agencies in the **Central** Area.

**HD-8.6.4.2 Expand Interagency Staff Group participation.** Expand the Interagency Staff Group scope and organizational participation to develop a sustainable **infrastructure** that addresses:

- Program and funding policies and guidelines for agencies in the Central Area.
- Expand and enforce siting guidelines and protocol.
- . Identify **service** duplication and develop collaborative processes to decrease duplication.
- . Identify service gaps and asset-based community solutions.
- Better match employees of health facilities with the ethnic make-up of the communities they serve.

**HD-8.6.4.3 Health and Human Services Community Alliance.** Work with the HHS Community Alliance to develop a resource sharing process involving programs **in** the area that includes a profile of what each agency offers and identifies **opportunities** for sharing resources.

**HD-8.6.4.4 Environmental Health and Social Issues. Increase community education and** projects for environmental health and social issues.

## 8.7 Community Safety

**ACTION 1** Improve existing public safety education and training programs and broaden the scope to include” health, social, environmental concerns.

**HD-8.7.1.1 Community Safety Outreach and Education.** Expand and increase SPD support for community outreach and education. This includes continued support of Community Roundtables, placing more **emphasis** on *minority* participation in the Community Policing Action Council, East Precinct Crime Coalition, Seattle Team For Youth, and partnership participation in **community** festivals and events.

**HD-8.7.1.2 Crime Prevention Through Environmental Design. Incorporate Crime Prevention Through Environmental Design (CPTED) principles** in all new construction. This should include lighting for streets, public buildings, and land use spaces.

**HD-8.7.1.3 Cultural and Ethnic Awareness in Public Safety. Evaluate and modify** community and public safety programs and policies:

. Include cultural and ethnic orientation and relevance.

. **Incorporate** public/ community safety policies and practices in **all** Health and Human Development programs and services.

**HD-8.7.1.4 Emergency Preparedness.** Deliver information and training programs for emergency preparedness to block watch groups, religious organizations, schools, and community based health care facilities. Develop neighborhood emergency preparedness and post-vention response teams.

**ACTION 2** Improve community and police relationships through public safety projects and partnerships.

**HD-8.7.2.1 Public Safety Community Projects and Activities.** Expand participation in the Explorers Program, Adopt-a-Cop include a **campaign** to educate and increase opportunities for participating in community police projects and partnerships such as the Central Area Community Festival, and Summer Day Hikes.

**HD-8.7.2.2 Diversity In Police Force.** Increase participation and diversity on the East Precinct Crime Coalition by actively recruiting individuals from Asian, African/**African** American, and/or Hispanic communities.

I- ID-8.7.2.3 **Incentives for police officers serving in own communities.** Develop and promote policy changes and incentive programs, which encourage officers and public safety officials to serve within their own communities.

HD-8.7.2.4 **Block Watch and Other Public Safety Programs.** Develop policy for maintaining block watch groups, and incentives for developing others.

H D-8.7.2.5 **Central Area Crime Statistics Profile:** Compile and publish a Central Area crime statistics profile. analyze the information for trends to determine the reality of crime in tire Central Area.

# Chapter 9.0 Infrastructure

## 9.1 Vision and Purpose

### VISION

*The goal of this Infrastructure Plan is to encourage strategic management of infrastructure operation, maintenance and capital investment within the Central Area.*

*The Central Area, because of its history of early development, has an excellent but aging infrastructure of utility and transportation system. Investment, both public and private, is required to systematically replace, repair and/or upgrade basic infrastructure systems over time. Maintaining a high quality of infrastructure "in the Central Area both in regard to service needs and to the visual impact will encourage a higher quality of private development and will help to maintain the value of property owners' investments. New technology, especially in the rapidly changing telecommunications field, also requires upgrading of the Central Area's infrastructure so businesses, institution and residents alike have excellent access.*

## 9.2 Planning Context

Past. The Central Area was developed beginning over 100 years ago. An excellent water supply system that serves **all portions** of the Central Area developed at that time. There is also a good drainage system, although there have been some past problems with drainage. A **new** retention system was recently built to address the drainage problem in Madison Valley. In the 1970's there was a program to underground electrical service in Southeast Seattle and in some part of the Central Area, but **because** of the impact of costs on the property owners, especially low income property owners, the program was ended. Residents, especially low-income residents, have benefited over the years because of the public ownership of both the water and electrical utilities. Rates **have** been kept affordable for low income residents. (**Also** refer to the transportation chapter for that **infrastructure's** planning context).

Present. As a result of **early investment**, the **Central** Area has good basic **infrastructure** systems, but these are aging and will require replacement or repair. There are few blocks in the Madison/Miller area that experience **low** water pressure and Seattle Public Utilities monitors this. With an existing state funding source, most **of** the intersection traffic signals in the Central Area have been upgraded and interconnected in recent years.

Future. The challenge is to keep pace **with** the required repair, replacement and upgrading of the Central Area's aging **infrastructure**. **Seattle Public Utilities** **has** identified **priority** sections that will need **repair in the** next decade or two. **Repair** and replacement of property owners' connecting systems **will also** require increased private investment.

## UNRESOLVED PLANNING ISSUES

**Infrastructure** issues have not been **as** thoroughly researched and addressed as might be desirable, but the intention is that the Plan identifies a number of areas and concerns that can be further developed as time, interest, and funding allows. Because of the fast pace of **telecommunication** development, the specifics of providing the necessary quality of access has not been specified but **the** goal is clearly to provide the best service possible.

## 9.3 Transportation

**ACTION** **Coordinate Street** Construction. Encourage **coordination** of construction **work** within the **street** right of way **in** order to *maximize the* public benefit and minimize the disruption of the street surface.

1-9.3.1 Annual Report of Scheduled Construction Projects. Request an annual report **from** the City identifying the scheduled **construction** projects both public and private where known that will impact Central Area streets during the next biennium.

1-9.3.2 **Review Team** for Capital Improvement Plans. Establish a **Central Area** community review team to review City maintenance and capital improvement **plans** and identify opportunities for coordination.

1-9.3.3 Timely **restoration of rights-of-way** following construction. Ensure timely completion and restoration "of right-of-way facilities for all transportation modes following **construction** projects.

## 9.4 Maintenance of Infrastructure

**ACTION** **Maintenance of Transportation Infrastructure**. Provide regular maintenance of the transportation **infrastructure** in the **Central Area**, **including** consideration for enhancing the **condition** of alleys.

I-9.4.1 Repaving Scheduling. Work with Seattle Transportation to provide a schedule for repaving of **arterials**.

- 1-9.4.2 Resurfacing Scheduling. Work with Seattle Transportation to develop a schedule for resurfacing neighborhood streets that are deteriorated. Include community input to help identify paving needs and priority
- 1-9.4.3 **Identification** and Scheduling of Poor Sidewalks. Work with Seattle Transportation to identify deteriorated sidewalks and develop a **schedule** for repairing these sidewalks.
  - . Give priority to Key Pedestrian Streets.
  - . Develop a method of minimizing the costs of sidewalk repair for adjacent property owners, especially **low** income residents. .
- “ 1-9.4.4 Monitoring of Sidewalk Condition and Landscaping. Develop and monitor plan for **regular** maintenance of landscaping along sidewalks.
  - Provide regular maintenance along city-owned sidewalk. Centralize responsibility regardless of which City department has jurisdiction.
  - . Enforce codes that require sidewalks to be kept **clear**.
  - . Develop program to assist homeowners with sidewalk maintenance.
- 1-9.4.5 Replacement of Street Designation Signs. Work with Seattle Transportation to develop regular and predictable schedule for replacing missing or damaged street designation signs.
- 1-9.4.6 Street Cleaning. Work with Seattle Transportation to develop regular and thorough **street** cleaning program.
  - Develop program to ensure cars are moved from street at time of sweeping.
- 1-9.4.7 Alley Paving as needed. Work with Seattle Transportation and the Department of Finance to develop alley paving programs as needed.
  - . Focus efforts where ADU (Attached Dwelling Units) housing opportunities “exist(Refer to Housing chapter for ADUs information).
  - Encourage the development of Local Improvement Districts and **identify** ways that the City can share in the costs.

## 9.5 Water Service

**ACTION** Water Service Needs: (1) Develop a strategic plan for water main replacement in the Central Area, and (2) ensure adequate water pressure to **meet** public safety and user needs.



- 1-9.5.1 **Water Main Strategic Plan.** Work with Seattle Public Utilities to develop a strategic plan for water main replacement:
- **Overlay priority water main replacement areas with planned and/or requested street improvements and prioritize and coordinate construction.**
  - **Project schedule for replacement over next ten years and make the information publicly accessible.**
  - **Coordinate with private property owners' replacement of connecting service lines. Develop a program to assist low income residents.**
- 1-9.5.2 **Adequate Water Pressure.** Monitor City's steps to **provide adequate** water pressure to meet public safety needs.
- 1-9.5.3 **Annual Report on Water Pressure Conditions.** Request an annual report from Seattle Public Utilities on locations where water pressure does not meet City standards for public safety along with an action plan and **timeline to increase the pressure.**

## 9.6 Drainage

**ACTION** Actions will include (1) Addressing drainage issue hot spots, and (2) encouraging Seattle **Public** Utilities to develop a community adopt-a-drain program.

- 1-9.6.1 **Dealing with problem drainage areas.** Identify and respond to areas **that** have persistent flooding problems.
- 1-9.6.2 **Drain Care.** Work with the City to encourage development of a drain care program as part of the adopt-a-street program.
- 1-9.6.3 **Infrastructure Public Education Program.** Encourage a public education program **about** the **infrastructure** facilities, identifying hotspots and encourage community **monitoring**.
- . Explain why monitoring is in the self interest of adjacent property owners.

## 9.7 Electrical

**ACTION** **Undergrounding of Utilities.** In order to improve visual quality of the Central Area, especially along view corridors, **greenstreets** and boulevards, encourage **undergrounding** of utilities when the majority of costs can be born by the utilities.

**Public Ownership of Utilities.** Maintain public ownership of utilities in order to ensure the long term affordability for low income families.

- 1-9.7.1 Place utilities underground on key corridors. Work with the Seattle City Light to develop **program** and mechanism to **underground** utilities along major view corridors, greenstreets and boulevards, especially if the costs can be **primarily** carried by the utility as part of another project.
- 1-9.7.2 Ensure future utilities are placed underground. Develop plan to **systematically** incorporate **undergrounding** whenever major street work is planned.
  - . Plan to underground along 12th Avenue when street improvements are made.
  - . Work with fiberoptic/cable companies to develop joint uirdergrounding projects
- 1-9.7.3 Incentives for Undergrounding **Utilities**. Develop an incentive for mrdergourrding service lines for **all** new construction and remodel projects. .
- 1-9.7.4 Information on **Public Ownership of Utilities**. Develop information on the benefits of public ownership of the utilities.

## 9.8 Telecommunications

- ACTION** Telecommunication Infrastructure - Access and Facilities Ensure the Central Area is served by the most up to date communication technology and Minimize the impact of *new* telecommunication facilities such es towers on the visual quality of the neighborhoods.
- 1-9.8.1 Upgrade Telecommunication Access for the Central Area. Develop plan for **upgrading the telecommunication** access infrastructure for **business, education and** residential users.
  - 1-9.8.2 Community Review of Towers and Other Facilities. . Develop a community review process for **all** towers or other visible facilities that impact views and or the character of the neighborhood.
  - 1-9.8.3 Development Guidelines for Placement of Facilities. Establish guidelines for placement of towers and other facilities that impact views.

# Chapter 10.0

## Capital Investments

### 10.1 Introduction, Vision, and Planning Context

#### VISION

*Capital Facilities questions in the Central Area revolve around issues of fairness. Many people in the community do not believe that the city places a high priority on funding facilities in the area, and the way city funds have been allocated on a piecemeal basis has been perceived as often counterproductive,*

*While the planning effort revealed that the population of the neighborhood is reasonably well-served by community facilities, there is ongoing concern about quality and maintenance, And there is certainly evidence that all facilities are under extremely heavy demand for use — as any afternoon at the Garfield Community Center will attest.*

*Programmatic funding priorities must start with economic development and access to capital. For years local businesses and homeowners have been denied capital for vital fix-up and business start-up. If this trend continues as it has, even as the neighborhood improves, local residents could be largely shut off from the rising tide of economic good fortune. These pools of capital are seen by local residents as the essential ingredient that gives them the ability to compete in an entrepreneurial society, in which their functioning is currently being hobbled by culture, race, and current lending practices in their neighborhood.*

*Homeownership, chief collateral asset for most business startups, has been similarly inaccessible to many local residents. New pools of easier to access capital and opportunities are necessary to keep these issues from causing deep racial and cultural resentments, as the neighborhood improves,*

*The Central Area Neighborhood Plan calls out a range of investments that the community believes will enhance the health and happiness of the overall community. In some cases these investments are direct purchases of improvements to streets, parks and sidewalks; in other cases, the plan directs investments in programs and loan pools to assist long-term Central Area residents in facing the challenges of speculation, gentrification and economic development.*

*In some cases the community looks to the city to provide the capital, in other cases, other agencies, businesses, or other community partners are sought.*

*Capital purchases are focused on transportation and urban design — which shows the high priority the Central Area puts on its outdoor streetscapes and public places. In particular, it is the implementation of the neighborhood “clean and green” program with its linked economic niche neighborhood, streetscape improvements, and a new identity that lies at the core of the revitalization strategy,*

*The Central Area, because of its history of early development, has an excellent but aging infrastructure of utility and transportation systems. Investment, both public and private, is required to systematically replace, repair, and/or upgrade basic infrastructure systems over time. Maintaining a high quality of infrastructure in the Central Area both in regard to service needs and to the visual impact will encourage a higher quality of private development and will help to maintain the value of property owners’ investments. New technology, especially in the rapidly changing telecommunication field, also requires upgrading of the Central Area’s infrastructure so businesses, institutions and residents alike have excellent access.*

## PLANNING CONTEXT

**Past.** The City has had a long history of investment such as Model Cities and major housing and human service developments. The Central Area is also the beneficiary of many parks and public facilities. Still, the City is in a particularly delicate position vis-à-vis the Central Area. For years its policies seem to have had either no effect, or exactly the opposite effect of the intended ones. Until recent years, there was virtually no sign that anything but continued re-g blight was possible.

**Present.** With the advent of the Central Area Action Plan, which unified the community leadership, and with the growing list of successes of strong, developing Community Development Corporations and HomeSight, a corner appears to have been turned. These self-initiated successes suggest that neighborhood planning and action deserve to be supported with more capital investment and more flexible arrangements for that capital. The city’s role needs to be active involvement in the public facilities and infrastructure support, while keeping a least an arms length away in regard to programs and policies. Their most productive role, in this context, seems to be to provide support in assembling, at the neighborhood’s request, the elements of the continued revitalization.

**Future.** While the needs for continued upgrading of facilities and infrastructure will continue, it is the hope of the plan to encourage realization to the extent that the human challenges diminish, and the Central Area becomes a model community providing all the opportunities and amenities of inner city living. As long as money flowing in to the Central Area is in the form of

disproportionate investments in services and subsidized housing, this goal will be almost impossible to **achieve**. **The community** believes, however, by establishing a **strong** base of **homeownership**, capital access, and community strengthening investments, that allow community residents an **upwardly-mobile** economic **path**, such a **transformation** can **truly** be accomplished through the **community's own creativity, competitiveness and caring**.

## COMPREHENSIVE PLAN CONTEXT

The City's Comprehensive plan lays out a case for physical improvements to be concentrated in the area where the most growth will likely **occur**: the Urban Villages. With **three** major, linked, and **adjacent** urban villages in the planning **area**, the Central Area meets the city's **capital facility** preference standards. One of the villages is an urban center village (1 2th Avenue [**called** "South Capitol **Hill**" in the Comprehensive Plan]) which has even more rigorous standards.

The type and style of the named improvements **strongly** supports the urban village vision of the comprehensive plan — focusing on pedestrianism, **lively** streetscapes, mixed use neighborhoods, transit access and a reduced reliance on the automobile. Investments are needed (and noted) throughout to bring the urban villages up to standards **called** out in the comprehensive plan for community centers, gardens, open space and other amenities. In the 12th Avenue **area**, lack of bus service on **12th** Avenue is a prime deterrent to building a **pedestrian**, transit-based urban village — even though potential ridership in the neighboring institutions is enormous. We have suggested a "FirstPass" system modeled on the successful **UPass** program to kick-start transit usage in the area.

The rate of use currently being made of recreations facilities lead the community to believe that, as population increases nearly 35% in the next twenty years, it is vital to **make** investments that will stand the test of time, and serve the people **well**.

## UNRESOLVED PLANNING ISSUES

The Capital **Investments** table in Section 10.2 represents only a "first cut" of potential projects that meet needs articulated by the community **planning** committees. Prioritization of the list will be necessary and later action **will** define the list, the resources, and the community responsibility further. It is essential, that the stewards of the plan and the plan implementation component closely monitor the capital investment list to ensure their implementation.

## 10.2 Proposed Capital Investments

The following list of capital investments have been developed by the various geographic planning committees and topical subcommittees working on the Central Area Action Plan II. The list is meant to be comprehensive of the desired capital investments for the Central Area. However, volunteers who have helped shape the list recognize that some additional refinement and prioritization will need to take place. Where specific details have been provided, the City should strive to begin implementation immediately following the plan's validation.

**Table 5  
Proposed Capital Investments for the Central Area**

Project	Estimated		Community
<b>ECONOMIC DEVELOPMENT</b>			
Loan fund endowment <b>for CDCs-</b> Target the <b>Central</b> Area Capital Fund form infusion of \$5,000,000 over the next three years and sustain it at <b>that</b> level. Capital Fund helps community development corporations (like CADA, Midtown <b>Commons</b> ) <b>have</b> the capital to implement economic development and housing <b>proj ect</b> to revitalize <b>the</b> area.			
"Main Street" Marketing Manager. Hire a manager <b>and</b> fund <b>outreach and</b> advertising to improve the image, acquaint the city and local residents with the Central Area's shopping <b>assets</b> .	\$ 1 00,000-500,000 annually	OED	CDCS should help oversee this element and perhaps <b>combining staffing</b> with housing recommendations.
Market Information Resource. Develop a general, handbook of marketing information for new businesses and entrepreneur	Under \$ 100,000	OED	
Revolving <b>Loan</b> Fund endowment for small businesses. A fund to provide small loan for local <b>entrepreneurs wanting to start businesses</b> .	\$5,000,000 additional may be necessary	OED	
<b>HOUSING</b>			
<b>Gentrification Outreach</b> Project. Outreach <b>to</b> those Central Area citizens most susceptible to pressures of <b>gentrification</b> and <b>link</b> them to resources and <b>programs to</b> improve their ability <b>to</b> stay in the neighborhood.	Under \$100,000	CAAP*IT DON DHHS SPO	CAAP*IT will help lead the community-based effort for this investment project.
Housing Resource Center program. Develop a <b>housing</b> resource center, which <b>consolidates all public and private housing resources in the neighborhood. Conduct a bi-yearly outreach, identification and communication project.</b>	\$100,000-500,000	DHHS CADA SeaFirst/CRA banks	

**Table 5  
Proposed Capital Investments for the Central Area**

Project	Estimated cost	Implementor(s)	Community Responsibility
<p>Shared Equity <b>Fund/Investors</b>. Improve the ability of more <b>low-moderate</b> and <b>low-income</b> families to <b>own</b> homes and experience the economic benefits thereof, by linking them with co-investors who <b>will</b> share the payments for the home.</p>	<p>\$5,000,000</p>	<p>Employers, Philanthropic Organizations, City DHHS pilot project</p>	
<b>HUMAN SERVICES</b>			
<p><b>Community Partnerships</b> Alliance Function. Fund a <b>staff</b> person and communication tools to create an alliance of <b>human</b> development organizations and services (which is planned to become an <b>integrated</b> service network)</p>	<p>Under \$100,000</p>		
<p>Library- Expanded information /<b>health &amp; human</b> services information. Expand the health and human services available through library.</p>	<p>\$1 00,000-500,000</p>		
<p>Community information clearinghouse. An inventory and contact list for the services available in the Central Area. Keep it updated and use it to link services to people in need:</p>	<p>Under \$ 100,000</p>		
<b>URBAN DESIGN AND OPEN SPACE</b>			
<p>Madison-Miller Master Plan Projects. Refer to the <b>proposed</b> improvement projects for urban design, community amenities, <b>streetscape</b>, and transportation described in detail in the Madison-Miller Master Plan. implement as funding becomes available for each proposed <b>capital investment</b>.</p>	<p>Refer to Madison-Miller Master Plan</p>	<p>Refer to Madison-Miller Master Plan</p>	<p>Refer to Madison-Miller Master Plan.</p>
<p><b>Central Gateway Project</b>. 12th/Yesler/Jackson/ 14th/Rainier/Dearborn Fund a <b>feasibility</b> study to improve the Central Gateway area as a whole, including <b>recommendations</b> for specific <b>transportation</b> and <b>streetscape</b> capital investments. Explore options for <b>property improvements</b>.</p>	<p>\$500,000 to s 1,000,000</p>		
<p><b>Community Gardens</b> (P-Patches). Acquire sites to replace, expand, and build new facilities. Of particular immediate <b>attention</b> includes replacement of the 24th &amp; Marion P-Patch, and expansion and/or creation of new P-Patches in Spruce Park, Squire Park, Judkins Park, and Madison-Miller neighborhoods,</p>	<p>\$100,000-500,000</p>		



Table 5 Proposed Capital Investments		the Central Area	Community Responsibility
Project	Estimated cost	Implementor(s)	
Central Heritage Trail. Create Central Heritage Trail network <b>as an</b> expansion: <b>of</b> the Central Park Trail linking <b>neighborhood</b> resources. Seek funding to further develop <b>streetscape, signage,</b> and landscaping specifics, then set-aside implementation funding for public-private capital investment.	\$25,000 for feasibility study  \$1 00,000-250,00C implementation funding	DON SeaTram	The project must have the support and participation of local community councils from Jackson to Madison between 12th and 23rd Avenues.
23rd Avenue. <b>Acquire</b> and manage vacant lot on 23rd Avenue <b>as</b> temporary open spaces or <b>mini-parks,</b> with possible <b>future</b> commercial or residential development <b>as</b> per the Economic Development <b>element</b> of the Action Plan 11.	\$100,000-500,000	CDCS	
23rd Avenue "Clean and Green" Program. Spruce up the appearance of the business districts along 23rd Avenue through a coordinated program, including street <b>trees,</b> landscaping, decorative <b>signage,</b> kiosks, exhibits & street art. Also part of the economic development plan	\$1,000,000 to 3,000,000	Various City Departments CDCS	The project must have the support and participation of local community councils from Jackson to Madison between 12th and 23rd Avenues.
29th & Columbia Open Space. Provide <b>funding</b> to build <b>Nora Woods Park,</b>	Under \$100,000		
Douglass Truth Library <b>Improvements.</b> Remodel and renovate the <b>Douglass Truth Library</b> to add more space <b>and</b> community facilities. <b>projected to be</b> added to the City's library bond issue.	\$1,000,000 to 3,000,000		
<b>Spruce</b> Park Community Meeting Space. Site, locate, and <b>construct an</b> indoor, <b>multi-purpose</b> community facility for the <b>Spruce Park</b> Neighborhood.	Approximately \$250,000		
Hiawatha Place Street & Infrastructure. Assist <b>in</b> the implementation of the mixed <b>use</b> redevelopment project at Hiawatha Place by providing <b>offsite street &amp; infrastructure improvements</b>	\$640,000	DON SeaTram	
<b>IT.</b> Mittor Elementary School. Provide <b>staffing</b> and some <b>implementation funding</b> in support of the p	\$500,000 to \$1,000,000	Parks & Rec SSD	
<b>TRANSPORTATION</b>			
<b>12th Avenue Pedestrian Improvements.</b> Curb bulbs, signalization, crosswalks, <b>restriping,</b> sidewalk <b>repaving</b> to implement the 12th Avenue Development Plan, as	\$1,500,000 to \$2,500,000	SeaTrans	



**Table 5  
Proposed Capital Investments for the Central Area**

Project	Estimated cost	Implementor(s)	Community Responsibility
revised <b>through</b> the neighborhood planning process. Conceptual design <b>has</b> been forwarded to SeaTrans. <b>Proceeds of sale of City properties on 12th</b> shall be earmarked.			
Central Gateway <b>Traffic/Pedestrian</b> Capital Investments. Provide left <b>turn</b> from <b>Boren</b> to Jackson to <b>allow</b> greater access to the 23rd & Jackson Business <b>District</b> , decrease Jackson Place cut <b>through traffic</b> , and improve <b>pedestrian</b> access.	\$500,000 to \$1,000,000	SeaTrans DON	
23rd Avenue Off-Peak Parking Pilot. Test & evaluate on-street parking on 23rd Avenue ( <b>initially</b> between <b>Union</b> and <b>Cherry</b> ) to enhance the commercial district and pedestrian safety.	Under \$100,000	SeaTrans	
Madison Street Corridor Improvements. Follow the recommendations <b>outlined</b> by the Madison-Miller Master Plan.	Refer to the <b>Madison-Miller</b> Master Plan	Refer to the Madison-Miller <b>Master Plan</b>	
Madison/Union/20th Enhancement Reconfigure intersection to improve pedestrian crossing of Madison and enhance vehicular safety of this 5-point intersection.	Refer to the Madison-Miller Master Plan	SeaTrans	This improvement has been determined as a high community priority.
Union Street Pedestrian improvements. Curb bulbs, sidewalk, parking, bicycle <b>improvements, as determined</b> by the community-sponsored Union Street <b>Urban</b> Design Improvement Plan.	Approximately \$250,000	Sea Trans	
Washington Park <b>Playfield/Arboretum</b> Improved Pedestrian Access. Consider <b>future effort</b> to improve grade-level <b>pedestrian</b> access to the <b>Arboretum</b> from the Madison Valley via a tunnel under Madison.	\$500 k - \$1 m	Sea Trans Parks & Rec	
Martin Luther King, Jr. Way Planted Median and Other improvements Add safety <b>improvements</b> and planted <b>median</b> so MLK Way becomes a <b>boulevard</b> , source of pride and <b>safer street</b> .	\$1 m - \$3 m	Sea Tram	
General: <b>Pedestrian</b> improvements and enhanced accessibility.	\$500,000 to \$1,000,000 various projects	Sea Tram	
<b>General:</b> bicycle <b>improvements</b> , including <b>lane</b> striping, <b>street</b> painting, and <b>signage</b> .	Under \$ 100,000 various projects	SeaTram	
<b>General:</b> Signal <b>pre-emption</b> for transit on major <b>arterials</b> such as 23rd, 12th, and MLK.	\$100,000 to \$500,000	SeaTrans Metro	

**Table 5  
Proposed Capital Investments for the Central Area**

Project	Estimated Cost	Implementor(s)	Community Responsibility
<b>CENTRAL AREA OPERATIONAL BUDGET PRIORITIES</b>			
MLK, Jr. Way Transit Service. Increase bus service. Extend hours of the new Route 8 on Madison/MLK.	\$400,000 annually	Metro SeaTrans to coordinate	
12th Avenue Brts Service. institute bus service (or extend/divert existing routes) to serve 12th Avenue particularly between Madison & Jackson.	\$1,000,000	Metro SeaTrans to coordinate	
New Routes Bus Service. From Central Area to Renton/Boeing.	\$1,000,000	Metro SeaTrans to coordinate	
Seattle University/First Hill Area - FirstPass (like UPass) Work with institutions to implement a "FirstPass" (like UPass to reduce the need for cars/parking).	\$100,000 to \$500,000	Metro SeaTrans to coordinate	
Transit: Circulating van service. Develop circulating van service in Central Area to provide improved access to community facilities and transit centers.	\$500,000 to \$1,000,000		
General: Speeding and parking enforcement	Under \$100,000		
MLK & 23rd Avenue Speeding/ parking enforcement	Under \$100,000		
23rd Avenue: Improved street maintenance	Under \$100,000		
General: Ensure adequate and timely street paving, giving first priority to the Central Area's major arterials.	\$500,000 to \$1,000,000		
Transportation Plan Steward. To monitor and assist citizens in getting necessary traffic improvements, including those listed in the plan. To organize van pool/bulletin board for links to employment centers and other demand management transportation strategies.	Under \$100,000		
General: Improved park maintenance,	\$100,000 to \$500,000		
neighborhood Design Review. Implement and staff a community review process that allows up-front community input and negotiation in local development proposals that allows streamlined permit times and code flexibility for developers entering the process.	Under \$100,000 and could be coordinated with existing processes or other neighborhoods.		The potential exists to share resources for this process as other neighborhoods begin to meet similar priorities on on-threshold projects.

**Table 5  
Proposed Capital Investments for the Central Area**

Project	Estimated cost	Implementor(s)	Community Responsibility
ADU program. Develop a staffed outreach and identification program to help existing homeowners develop mother-in-law apartments	Under \$100,000		
Housing Plan Stewardship Fund a paid staff position to pursue and implement housing recommendations in the Action Plan, particularly as related to identifying and mitigating impacts of economic gentrification.	Under \$100,000 and could be combined with ADU program		

# Chapter 11.0

## Stewardship Plan

### 11.1 Introduction, Vision, and Planning Context

#### VISION

*The goal of this Stewardship Plan will be to ensure strategic implementation of the Central Area Action Plan II with the oversight of a committee representative of the community's stakeholders.*

*The Central Area has had a challenging history of development, investment and cooperation. In recent years, there has been a growing level of cooperation within the community. It is important to continue to support and expand this cooperation so that the full potential of the Central Area as a diverse, vibrant and caring community will be reached.*

#### PLANNING CONTEXT

Past. The Central Area has had a mixed history of cooperative planning and implementation, Strong leaders and personalities had often derailed attempts by the City to improve the community In the most recent past, a planning effort was begun in 1991 with a strong focus on bringing the community together. The result of this successful effort was the Central Area Action Plan which was recognized by City Council in early 1994, The plan called for an implementation strategy that included an implementation team. CAAP-IT (Central Area Action Plan - Implementation Team) was established with representatives from the community development corporations (CDCs), the community and district councils, business groups, churches, institutions, and residents, In addition to taking on specific projects, CAAP-IT rdso helped facilitate the next phases of neighborhood planning. The target planning area for this next phase of planning was enlarged to include the Madison-Miller area north of East Madison Street

Present. As part of the recent neighborhood planning effort, four node teams were established to help guide the development of the plan in their particular area. The node teams helped inform the issue teams about issues in their nodes, There developed a sense of positive cooperation between the nodes along with a greater understanding of the issues that affect each part of the greater Central Area. There are a number of different types of existing organizations and groups that are critical to help guide the Central Area's future. These include CDCS, community and district councils; business groups, churches, institutions, service organizations and residents. Many will have an important role in implementation of the Central Area Action Plan 11.



**Future.** The challenge is to continue and expand the positive working relationships that have developed and to implement the overall Central Area Action **Plan II** both through coordinated oversight and through action. It is anticipated that the actions **will** be carried out through a variety of implementors, including the City, other public agencies, 'CDCs, community and district councils, business groups, churches, institutions, service organizations, as well as residents. The coordination will be the responsibility of a Stewardship Team.

## UNRESOLVED PLANNING ISSUES

It is proposed that the Stewardship Team would be staffed as a project of% existing Central Area organization. Certain of the action committees, such as the Displacement Committee and Roundtable, maybe staffed as special projects at other organizations. It is proposed **that** a transition management team made up of representatives of CAAP-IT, the Urban League and CAMP working with DON develop a budget and staffing proposal. It is proposed that the management team with representatives of CAAP-IT and the District Council appoint the initial Stewardship Committee based on letters of interest. These 'details **will** be further worked out through conversations with participating organizations with a goal to make the transition from the existing CAAP \*IT structure on or before January 1999.

### 11.2 Proposal for Plan Stewardship

It is proposed that a coordinating body (or Stewardship Team) be accountable for stewarding the Central Area Action Plan H --in other words, to work together with the City and the community ., to make sure it happens but not to necessarily be the implementor of the plan elements.

Stewardship Team. A coordinating body (*or* Stewardship Team) should be formed to:

- , bring stakeholders and implementors together,
- . coordinate and oversee the Plan,
- . advocate on behalf of the community, and
- . connect the past to the future.

**Stewardship Team Structure.** 'This **Stewardship** Team would consist of a **Stewardship Committee**, an **Implementation Advisory Committee**, and two *or* more Action **Committees**. The Implementation Advisory Committee meetings would serve as the forum for implementors and stakeholders to come together with the Stewardship Committee to cooperatively guide the future of the Central Area, on a semi-annual basis. An appointed Stewardship Committee, meeting quarterly (or hi-monthly if needed) with its executive committee meeting monthly, would coordinate the overall implementation of the plan with specific **responsibilities** to:

- ensure continued outreach to and involvement of all segments of the community,
- . develop community resources,
- . serve as the central point of information,

- . disseminate information regarding **plan** implementation,
- . build **capability** of the community to improve itself continuously,” and
  - understand community concerns.

The Action Committees would include **outreach**, resource development, **and** others as identified from time to time. The action committees would have responsibilities as follows:

**Outreach Action Committee**

- create and manage communication to and from the community regarding the **plan’s** status and outcomes of implementation.
- ., encourage the community to provide feedback on the progress and quality of the implementation.

**Resource Action Committee**

- . identify and monitor sources of potential funding for plan implementation and stewardship.
- identify training and educational needs to help with plan implementation,

**Other Action Committees**

- . involve the community in monitoring, advocating for and in **some** cases undertaking plan implementation, examples could include **Transportation, Urban Design, Human Development,**

### 11.3 Implementation Advisory Committee,

**IMPLEMENTATION ADVISORY COMMITTEE**

**Composition:**

- Committee will include the Stewardship Committee as outlined below (11,4)
- Additional members (to form a committee up to a total of 25 members) will be identified and added by the Stewardship Committee to provide a representative committee of **implementors** and stakeholders to give guidance on overall implementation of the Central Area Action Plan II
- Sources for members: CAAP-IT, CDC’s, CAMP, District Council and Community Councils, Urban League, Black Dollar Days Task Force, Business, Corporate, **Foundation**, Action Committee members, community. members at large and government agencies.

**Meetings:**

- . Regularly scheduled meetings are held twice a year or quarterly if needed

**Function:**

- . Review mission and vision statements and **workplan**
- Give guidance to Stewardship Committee on overall **direction**
- Identify **opportunities**

- . Communicate and listen to the community

## 11.4 Stewardship Committee

### STEWARDSHIP COMMITTEE

#### Composition:

- Begin with five full-term members and four half-term members
  - . Term of Service is two years for all members
  - . Continuity: Committee turnover will be no more than five per year
- Form an Executive Committee of five members
- Members are appointed based on letters of interest and commitment
- Sources for members: CAAP-IT, CDC's, CAMP, District Council and *Community* Councils, Urban League, Black Dollar Days Task Force, Business, Corporate, Foundation, Action Committee members
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#### Function:

- Provide mission and vision statements
  - . Prepare annual workplan
- Communicate and listen to the community
  - . participate in hiring and evaluating Coordinator
- Direct Coordinator
- Serve as a resource for Coordinator

## 11.5 Action Committees

### ACTION COMMITTEES

#### Composition:

- Include one or more Stewardship Committee members
  - . Open to interested community members
- Chair appointed by Stewardship Committee

#### Meetings:

- Meetings are held as needed
  - . Notice of meetings posted at public location(s) as identified by the Outreach Action Committee

**Function:**

- . Identify next steps for implementation of plan elements
- . Provide *committee* work plan to Stewardship Committee

## 11.6 Coordinator

### COORDINATOR

**Job Description:**

- Staff committees -
  - Prepare and distribute meeting notices, agendas and minutes
  - Communicate with committee members between meetings
  - Assist committee members in preparing agenda items
- Prepare implementation updates -.,
  - Produce and distribute implementation update information using various means including existing media
- Track and report on implementation opportunities
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- Respond to community inquiries



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