Central Area Action Plan II
An Update of the 1992 Central Area Action Plan

a project of the
Central Area Action Plan * Implementation Team

FINAL PLAN
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Table of Contents

Executive Plan Outline

Chapter 1.0 Plan Vision and Background

1.1 The Action Plan's Vision .................................................. 1
1.2 Planning Background .................................................. 2
1.3 Action Plan Component .................................................. 2

Chapter 2.0 Narrative of Key Plan Activities

2.1 Introduction and Purpose ................................................ 7
2.2 12th Avenue/South Capitol Hill Urban Center Village Node .................. 8
2.3 Madison-Miller Neighborhood Master Plan ................................ 8
2.4 23rd and Jackson and Jackson Place ...................................... 9
2.5 23rd and Union- Crossroads of the Central Area ......................... 9
2.6 23rd Avenue Corridor .................................................. 10
2.7 Central Gateway .......................................................... 11
2.8 The Boulevard- Improving Martin Luther King, Jr. Way .................. 11
2.9 Central Area East-West Corridors ........................................ 11
2.10 Housing- Central Housing Resource Center ............................ 13
2.11 Economic Development- Recapitalizing Central Area Capital Fund Program .................................................. 13
2.12 Human Development- Central Area Health and Social Service Alliance .................................................. 13

Chapter 3.0 Land Use and Open Space

3.1 Introduction, Vision, and Planning Context ................................ 15
3.2 Factors of Land Use Planning ............................................. 19
3.3 Land Use and Zoning Amendments ....................................... 20
3.4 Areawide Land Use Recommendations ................................... 31
3.5 Open Space .............................................................. 32
Chapter 4.0 Urban Design

4.1 Introduction, Vision, and Planning Context ...................................................... 35
4.2 Central Area Design Guidelines ........................................................................ 37
4.3 Streetscape Improvements .............................................................................. 40
4.4 Historic Resources .......................................................................................... 41
4.5 Community Gateways, Public Art and Entry Statements .............................. 42

Chapter 5.0 Economic Development

5.1 Introduction ...................................................................................................... 45
5.2 Context and Findings ...................................................................................... 45
5.3 Capitalization Strategies/Accessing Capital .................................................... 47
5.4 Development of Business Nodes ................................................................... 49
5.5 Increase Employment opportunities for Central Area Youth ....................... 51
5.6 Increase Employment Opportunities for Central Area Residents ............... 53
5.7 Increase Business and Job Support Services ................................................. 53
5.8 Increase Job Creation ...................................................................................... 58

Chapter 6.0 Housing

6.1 Introduction, Vision, and Planning Context ...................................................... 57
6.2 Overall Housing Goals and Strategies ............................................................ 59
6.3 Mitigate Impacts of Gentrification ................................................................ 62
6.4 Increasing Homeownership ............................................................................ 63
6.5 Make Information & Programs Accessible ..................................................... 65
6.6 Encourage Market Rate Housing .................................................................. 66
6.7 Support for Seniors ....................................................................................... 67
6.8 Promoting Housing Diversity ....................................................................... 68
6.9 Improved Maintenance .................................................................................. 68

Chapter 7.0 Transportation

7.1 Introduction, Vision, and Planning Context ...................................................... 69
7.2 Comprehensive Plan Rationale ...................................................................... 70
7.3 Non-Motorized Modes: Pedestrian Safety ....................................................... 73
7.4 Non-Motorized Modes: Pedestrian and Bicycle Enhancements ................. 75
7.5 Key Pedestrian Streets .................................................................................. 76
7.6 Traffic Circulation: Traffic Calming ............................................................... 79
7.7 Traffic Circulation: Neighborhood Cut Through Traffic ................................ 79
7.8 Neighborhood Streets .................................................................................... 80
7.9 Arterials: MLK, Jr. Way Enhancements ........................................................ 81
7.10 Arterial Enhancements ................................................................................ 81
7.11 Arterial Streetscapes ..................................................................................... 83
Chapter 8.0 Human Development

8.1 Vision and Purpose ................................................................. 91
8.2 Existing Conditions ............................................................... 92
8.3 CAAP Related Goals and Actions ........................................... 95
8.4 Community Building ............................................................ 96
8.5 Education and Employment ................................................... 98
8.6 Health and Social Services .................................................... 102
8.7 Community Safety ............................................................... 105

Chapter 9.0 Infrastructure

9.1 Vision and Purpose ............................................................... 107
9.2 Planning Context ................................................................. 107
9.3 Transportation ................................................................. 108
9.4 Maintenance of Infrastructure ................................................. 108
9.5 Water Service ................................................................. 109
9.6 Drainage ................................................................. 110
9.7 Electrical ................................................................. 110
9.8 Telecommunications ........................................................... 111

Chapter 10.0 Capital Investments

10.1 Introduction, Vision, and Planning Context ................................ 113
10.2 Proposed Capital Investments ................................................ 116

Chapter 11.0 Implementation Plan

11.1 Introduction, Vision, and Planning Context ............................... To be completed
11.2 Proposals for Plan Implementation ................................. To be completed
11.3 Steering Nominee ............................................................... To be completed
Plan Appendices

I Transportation Corridor Improvement Summaries
II Comprehensive Plan Compliance
m Adoption and Approval Matrix
.IV Legislative/Departmental Recommendation Details
● Shared Equity Programs.
● Neighborhood Specific Design Guidelines and Design Review Process,

“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
List of Tables and Figures

FIGURES

1  Aerial View of the Central Area ................................................................. .3
2  Illustration of vision for 12th Avenue ......................................................... .8
3  Proposed Development Pattern for Madison-Miller ........................................... .8
4  23rd & Jackson- Commercial Shopping Center for the Central Area ......................... .9
5  Existing Conditions on Union Street ............................................................ 10
6  Examples of 23rd Avenue Corridor Proposals ................................................ 10
7  Proposed Median for MLK Jr. Way ................................................................. 11
8  Central Gateway ......................................................................................... 12
9  Example of Pedestrian-Oriented, Mixed-Use Business District ............................. 13
10 Central Area Urban Villages ............................................................................ 17
11 Madison-Miller Proposed Zoning Amendments ............................................... 26
12 12th Avenue Proposed Zoning Amendments ................................................... 27
13 23rd & Union Proposed Zoning Amendments ................................................ 28
14 23rd & Jackson Proposed Zoning Amendments ................................................ 29
15 **Dearborn-Hiawatha** at Jackson Place and **Madrona** Proposed Zoning Amendments ........ 30
16 Open Space Level of Service in the Central Area ............................................. 33
17 Central Area Planning Boundaries .................................................................. 38
18 Building Design Guidelines Examples .................................................................. 39
19 Central Area Gateways .................................................................................. 43
20 Madison Street Improvements ......................................................................... 50
21 12th Avenue Street Improvements .................................................................. 54
22 Central Area Housing Types .......................................................................... 60
23 Examples of Housing Options .......................................................................... To be completed
24 Central Area Housing Special Objectives Area ................................................. 64
25 Key Pedestrian Streets ................................................................................. 77
26 Pedestrian and Bicycle Trail System .................................................................. 78
27 Major Arterials and Improvement Focal Points ................................................. 85
28 Plan Implementation Diagram ......................................................................... 127

TABLES

1  Growth Targets for Central Area Urban Villages ............................................... .10
2  Land Use and Zoning Amendments .................................................................. .21
3  Summary of Health and Human Services in the Central Area ........................... .95
4  Reference to Human Development Acronyms .................................................. .95
5  Proposed Capital Investments for the Central Area ........................................... 116
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/12th 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 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 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.
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 199112th Avenue Plan and add a P-2 zoning overlay to enhance pedestrian aspects of the 12th 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 at 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.
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.

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
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 also 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.

### 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.

**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.
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.

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.
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 widerange 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.

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 tenant 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 redondant 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
Madison-Miller
23rd & Jackson/Union

South Capitol Hill urban center village
21st Ave. E & E Madison St. residential urban village
23rd Ave. S. & S. Jackson-Union residential urban village
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 34th & 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 region wide 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.
The 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 L10).

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 (2010). The following tables summarize the Comprehensive Plan growth targets for the Central Area urban villages.

<table>
<thead>
<tr>
<th>Location</th>
<th>Existing HH</th>
<th>Existing Density</th>
<th>New HH Growth</th>
<th>2010 Density</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential/Household Growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Capitol Hill Urban Center village - 12th Ave</td>
<td>978</td>
<td>6.1/acre</td>
<td>540</td>
<td>9.5/acre</td>
</tr>
<tr>
<td>23rd and Jackson Residential Urban Village</td>
<td>3,186</td>
<td>6.6/acre</td>
<td>900</td>
<td>8.4/acre</td>
</tr>
<tr>
<td>Madison-Miller Residential Urban Village</td>
<td>1,486</td>
<td>1.0/acre</td>
<td>400</td>
<td>13.1/acre</td>
</tr>
<tr>
<td>Employment Growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Capitol Hill Urban Center Village - 12th Ave</td>
<td>3,520</td>
<td>22.0/acre</td>
<td>1,200</td>
<td>30.0/acre</td>
</tr>
<tr>
<td>23rd and Jackson Residential Urban Wage</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Madison-Miller Residential Urban Village</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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 the village’s vision for each of the 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.
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 a 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 numbering does not follow a numerical order, as some previous proposals have been removed from further consideration.

### Madison-Miller Proposed Actions (Refer to Figure 11)

<table>
<thead>
<tr>
<th>Item</th>
<th>Intention of Recommendation and Site Location</th>
<th>Existing Zoning</th>
<th>Proposed Zoning</th>
<th>CAAP-IT Steering Comm. Action</th>
<th>Comments Received, Including City Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>M2</td>
<td>Convert existing NC3-85 to NC3-65 in order to promote uniform building heights-Madison: 21st to 23rd.</td>
<td>NC3-85</td>
<td>NC3-65</td>
<td>Approve</td>
<td>Alternative proposed for height by East Madison property owner. See M2a.</td>
</tr>
<tr>
<td>M2a</td>
<td>Convert the existing L3 zoning at property on NE corner of 21st and Madison neighborhood commercial zoning to promote site redevelopment.</td>
<td>L3</td>
<td>NC3-40 or NC3-65</td>
<td>Issue Remains Unresolved as of 27 June 1998</td>
<td>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.</td>
</tr>
<tr>
<td>M3</td>
<td>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 &amp; 23rd.</td>
<td>NC2-40 SF5000</td>
<td>NC2-40</td>
<td>Action Deferred</td>
<td>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</td>
</tr>
<tr>
<td>M4a</td>
<td>Convert existing L2 to more appropriate zone between Denny and Olive.</td>
<td>L2</td>
<td>L3</td>
<td>Defer action, Evaluate at later date as plan meets its vision.</td>
<td></td>
</tr>
<tr>
<td>M5</td>
<td>Increase residential density around major Madison-Miller commercial areas, 19th, 23rd, and Madison.</td>
<td>NC2-40</td>
<td>NC3.65</td>
<td>Approve</td>
<td>See previous response in Item M2. CAAP-IT- Recommends to work with property owners.</td>
</tr>
<tr>
<td>M6</td>
<td>Create an NC2-40 zone on 19th north of Madison to extend the commercial zone cm 19th towards the NC 1 area at 19th and Mercer.</td>
<td>L3</td>
<td>NCR-40</td>
<td>Approved</td>
<td>Miller Park NA recommended this action for approval. CITY: Suggests L3-R/C</td>
</tr>
</tbody>
</table>
## 12TH AVENUE PROPOSED ACTIONS (Refer to Figure 12)

<table>
<thead>
<tr>
<th>Item</th>
<th>Land Use Recommendation and Site Location</th>
<th>Existing Zoning</th>
<th>Proposed Zoning</th>
<th>Comments Received, Including City Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>T1</td>
<td>Change C1-65 to NC3-65 for more neighborhood Commercial uses on 12th St from Jefferson to Boren Streets.</td>
<td>CI-65</td>
<td>NC3-65</td>
<td>Approve</td>
</tr>
<tr>
<td>T2</td>
<td>Make zoning changes to connect to Yesler Way neighborhood commercial activity. This would cover blocks facing Yesler to the north, Washington to the south, 16th to the east, and 12th to the west.</td>
<td>C2-65, C1-40, L3</td>
<td>NC3-65, NC2-40</td>
<td>Approve</td>
</tr>
<tr>
<td>T3</td>
<td>Create a pedestrian-oriented 12th Avenue. Establish a pedestrian overlay between Madison to Boren.</td>
<td>-</td>
<td>P1/P2</td>
<td>Approve, with support of further analysis</td>
</tr>
<tr>
<td>T4</td>
<td>Change underlying midrise housing zoning (MR) on Seattle University's campus to neighborhood commercial in order to promote a development pattern of buildings meeting the street. Limit to half block facing 12th between Marion and Spring.</td>
<td>MR (SU-MIMP overlay)</td>
<td>NC3-85 (SU-MIMP overlay)</td>
<td>Action Needed</td>
</tr>
<tr>
<td>T5</td>
<td>13th Avenue between Union and Spring Streets: Change NC3-65 to L3 to allow compatible residential development on a street currently characterized by a mix of residential uses.</td>
<td>√NC3-65</td>
<td>No Change</td>
<td>None to be taken</td>
</tr>
</tbody>
</table>

**NOTE:** The SU Master Plan (P. 63) states “setbacks are equivalent to, or greater than, minimum setback requirements in the underlying zone and the setback requirements applicable to structures on abutting lots or structures directly across the street…”
### Table 2

<table>
<thead>
<tr>
<th>Item</th>
<th>Intention of Recommendation and Site Location</th>
<th>Existing Zoning</th>
<th>Proposed Zoning</th>
<th>Comments Received, Including City Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U2 KEY</strong></td>
<td>Establish Union as a commercial, pedestrian-oriented street. Revise zoning from 20th to 22nd.</td>
<td>L1, L2, L3, R/C, NC1-30</td>
<td>NC2-30</td>
<td>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. <strong>CITY:</strong> Suggests L2-R/C <strong>Question:</strong> How does this affect recently developed sites?</td>
</tr>
<tr>
<td><strong>U2a KEY</strong></td>
<td>Evaluate a Pedestrian Overlay (P2) for existing commercial zone at intersection of 23rd and Union from 20th to 25th and Spring to Pike.</td>
<td>—</td>
<td>P2 overlay</td>
<td>CNA Land Use suggest adding the P1/P2 overlay to promote development that meets the street.</td>
</tr>
<tr>
<td><strong>U2b LT</strong></td>
<td>Evaluate NC 1-30 from 18th to 20th and in conjunction, consider adding a P2 overlay.</td>
<td>L1, L2, L3, R/C, NC1-30</td>
<td>NC1-30 and P2 Overlay</td>
<td>Approve, with possible overlay to protect SFD homes. City should conduct a Feasibility study to implement this action.</td>
</tr>
<tr>
<td><strong>U3 KEY</strong></td>
<td>Support Live/Work for homes on 23rd Avenue- From Cherry to the south to Spring to the north.</td>
<td>SF5000 Special overlay zone</td>
<td>Approve, with possible overlay to protect SFD homes. City should conduct a Feasibility study to implement this action.</td>
<td></td>
</tr>
<tr>
<td><strong>U6 LT</strong></td>
<td>Consolidate commercial opportunities along Cherry Street to promote development at this ancillary commercial area. Refer to map for details.</td>
<td>P/c, L2, NC1-30</td>
<td>NC2-30 and NC1-30 at Cherry &amp; 30th</td>
<td>None Taken</td>
</tr>
<tr>
<td><strong>U6a LT</strong></td>
<td>Revise zoning to support existing retail area.</td>
<td>L2</td>
<td>NC1-30</td>
<td>None Taken</td>
</tr>
<tr>
<td><strong>MA1 KEY</strong></td>
<td>Madrona. For southwest corner of Martin Luther King, Jr. Way and East Union, change L2 zoning to NC2-40.</td>
<td>L2</td>
<td>NC2-40</td>
<td>Approve</td>
</tr>
<tr>
<td><strong>MA2 KEY</strong></td>
<td>Madrona. 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.</td>
<td>L2</td>
<td>NC1-30</td>
<td>Approve <strong>Madrona Community Council:</strong> Letter received endorsing this zone change.</td>
</tr>
</tbody>
</table>
### Table 2: Zoning Amendments

<table>
<thead>
<tr>
<th>Item</th>
<th>Proposed Zoning</th>
<th>Existing Zoning</th>
<th>CAAP-IT Steering Comm. Action</th>
<th>comments Received, including City Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>J1a KEY</strong></td>
<td>L3</td>
<td>NC2-40</td>
<td>None taken</td>
<td>Rezone needed only if (1) assisted living project proponents are successful acquiring property and (2) Citywide code amendment not sufficient to allow desired development.</td>
</tr>
<tr>
<td><strong>J2 KEY</strong></td>
<td>L3</td>
<td>L4</td>
<td>Approve, but may not be needed.</td>
<td></td>
</tr>
<tr>
<td><strong>J2a L1</strong></td>
<td>L3, L4</td>
<td>NC1-40</td>
<td>Action deferred</td>
<td></td>
</tr>
<tr>
<td><strong>13</strong></td>
<td>L3, L4</td>
<td>LDT</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>DEARBORN &amp; HIAWATHA at JACkSON</strong></td>
<td><strong>ACE PROPOSED ACTIONS</strong> (Refer to Figure 15)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>DH1 L1</strong></td>
<td>IC-65</td>
<td>NC3-65</td>
<td>Approve</td>
<td>Endorsed by Jackson Place Community Council; as amended on 21 May 1998.</td>
</tr>
<tr>
<td><strong>DH3 KEY</strong></td>
<td>IC-65</td>
<td>NCR-40</td>
<td>Approve, to make this change possible, the urban village boundary must be extended to include this area</td>
<td>Endorsed by Jackson Place Community Council, as amended on 21 May 1998. Refer to notation on page 17 of this Chapter.</td>
</tr>
<tr>
<td><strong>DH4 KEY</strong></td>
<td>IC-65</td>
<td>NC3-65</td>
<td>Approve, see comments by Jackson Place</td>
<td>Endorsed by Jackson Place Community Council, as amended on 21 May 1998.</td>
</tr>
<tr>
<td>Item</td>
<td>Intention of Recommendation and Site location</td>
<td>Existing Zoning</td>
<td>Proposed Zoning</td>
<td>CAAP-IT Steering Comm. Action</td>
</tr>
<tr>
<td>------</td>
<td>---------------------------------------------</td>
<td>-----------------</td>
<td>----------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>DH4a KEY</td>
<td>Change the City-owned block zoned C I-40 east of Hiawatha Place between Dearborn and Charles Street to NC3-40.</td>
<td>C1-40</td>
<td>NCR-40</td>
<td>Approve</td>
</tr>
<tr>
<td>DH4b KEY</td>
<td>Change the City-owned parcels zoned L2 to NC3-40.</td>
<td>L2</td>
<td>NCR-40</td>
<td>Approve</td>
</tr>
</tbody>
</table>
Denotes future possibility. Not recommended for change at this time.

Figure 11
Madison-Miller Proposed Zoning Amendments
Recommend a PvP2 Overlay Zone to create more pedestrian-oriented 12th Avenue. Encourages among many things, buildings toward the street, pedestrian amenities, and fewer curb cuts.

Consider changing underlying zoning from MR (midrise residential) to NC3-85 (neighborhood commercial) to ensure new buildings are built out to the street property line. It may be necessary in conflict with the SU Master Plan overlay zones, and be better controlled through building design review.

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

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.

Promote neighborhood commercial, mixed-use zoning in the area proposed for the "Central Gateway." Connect to existing Yesler Way commercial activity.
Figure 13
23rd & Union Proposed Zoning Amendments

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

Central Area
Action Plan II

Action Plan II Zoning Amendments

U2a
Establish P2 overlay for the business core of 23rd & Union.

U2b
Evaluate extending NCI-30 zone west to 18th. Also extend the P2 overlay.

U2
Neighborhood commercial zoning (NC) to promote Union as ped-oriented commercial street.

U3
Create zoning to support live/work homes on 23rd. Develop complementary strategies for preserving homes.

U6 and U6a
Consolidate commercial on Cherry and make more viable for development.
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.

J1s  
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.

Figure 14
23rd & Jackson Proposed Zoning Amendments
Dearborn-Hiawatha at Jackson' Place

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

DH1
Zone changes from industrial commercial (IC) to neighborhood commercial (NC3). Height remains 65

DH2
Zone changes from general commercial (CI) to neighborhood commercial residential (NCR). Height remains at 40 feet.

Madrona Neighborhood Anchor

MA1- on 23rd & Union map
At Union and MLK, change I2 to NC2-40.

MA2
Expand Madrona neighborhood commercial business district, changing I2 to NCI-30.

To take effect, the 23rd & Jackson Urban Village boundary must be extended to Dearborn-Hiawatha at Jackson Place. See Figure 10.
3.4 Areawide Land Use Recommendations

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 designation 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 and 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 low-rise duplex/triplex (LDT) or low-rise zones (L1 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 Lavisso 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 Village is served by a new Miller Park Community Center & neighborhood parks. The area is also close to the 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.

CENTRAL AREA
ACTION PLAN II

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 31st 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 tig 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
- Squire Park Community Council

Figure 17
Central Area Neighborhood planning Boundaries
**Site Planning**

**PREFERRED**
- Building "meets the street" and allows for 12' sidewalks.
- Street trees planted.
- Non-surface parking, underground preferred. Curb cuts minimized.
- Community gathering open space with possible inclusion of outdoor seating and community identity features (blocks, artworks, etc.).

**ACCEPTABLE**
- Building oriented toward East Madison, allowing for 12' sidewalks and ground floor uses.
- Street trees planted.
- Curb cuts - one per street front. Parking placed away from East Madison.
- Minimize visual impact of surface parking with landscaping. Also plant street trees on perimeter. Provide pedestrian circulation within parking lot.

**NOT ACCEPTABLE**
- Parking should not be located along East Madison street front.
- Overall site plan lacks respect for community vision of pedestrian-friendly East Madison Business District.
- Buildings should be oriented to pedestrians, not automobiles.
- Parking lot should be landscaped and provide clear pedestrian circulation.

**Storefronts and Streetscapes**

- Outdoor uses, pedestrian signs, trees
- Pedestrian signs, building use connects to street
- Trees, interesting entries, large windows
- Large windows, awning, planters, trees

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**Central Area Action Plan II**

Examples of Central Area Design Guidelines
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, L1, and 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 end 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 mess 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
Figure 19
Central Area Gateways
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.

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.

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 - 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 targeted 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 goal.
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 jumpstart 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 facade 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 Properly 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 Jackson 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.

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 12th 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 sale 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.

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.
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 of the 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 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 a frequent location for subsidized housing projects. Because of community complaints about becoming and “dumping” 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 the 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 3.4%) 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 (310/0) 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. H 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 radically, 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
- Mow control over future
- Promote upward housing mobility
- Foster community responsibility/mentorship
- Link to other services at the level needed.
CENTRAL AREA
ACTION PLAN

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-rent 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.
**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” and 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.

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### 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.
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 350/0 by doubling transit work trip use to 27%. Other modes such as carpooling, 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 may be 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);
-Branding the removal of long- and short-term parking over time with the availability of non-auto modes and off-street parking to preserve the vitality 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 Region 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 TRANSPORTATION / 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 as 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 Ranier 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. (19th 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’s 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 31st, 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 (16th-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 lid 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.

Figure 25
Key Pedestrian Streets
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 and from 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 **cara**pools 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.

**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 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 the 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, especially 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

ACTIONS

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 pedestrian 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.
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 plan 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 commercials 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 1990 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**

<table>
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<tr>
<th>Agency Service Category</th>
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<td>Basic Needs Care and Service</td>
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<td>Older Adults</td>
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<tr>
<td>Organizational Support Services</td>
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<tr>
<td>People with HIV/AIDS</td>
<td>19</td>
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<tr>
<td>Veterans/Military</td>
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</tr>
<tr>
<td>Women</td>
<td>38</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>676</td>
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</table>

1 The total for all Central Area zip codes 98112, 98122, and 98144
2 Number serving older Youth- ages 18-21; ages 13-17: 50+

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### 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.

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### Table 4- Reference to Human Development Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>AAHM</td>
<td>African American Heritage Museum</td>
<td>Cso</td>
<td>Community Service Officers</td>
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<td>CAN</td>
<td>Community Assets Network</td>
<td>DHHS</td>
<td>Department of Housing &amp; Human Services</td>
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<td>C3</td>
<td>Communities of Color</td>
<td>DON</td>
<td>Seattle Department of Neighborhoods</td>
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<td>CAAP*IT</td>
<td>Central Area Action Plan*imp. Team</td>
<td>NPO</td>
<td>Seattle Neighborhood Planning Office</td>
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<td>Seattle Office of Economic Development</td>
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<td>Central Area Senior Center</td>
<td>SKCDPH</td>
<td>Seattle-King County Dept. of Public Health</td>
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<td>Central District</td>
<td>SPF</td>
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<td>Community Development Corporation</td>
<td>SV1</td>
<td>Seattle Vocational Institute</td>
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<td></td>
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<td>TAF</td>
<td>Technology Access Foundation</td>
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8.4 Community Building

ACTION 1  Build the community’s capacity to provide leadership, expand projects, and rake 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.

**ACTIONS 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:


- Alder Street Mitigation Funds projects: Reference page 31 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, Chipuwendere, 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:

- DHHS Family & Education Levy programs and projects.

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**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.
**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.

**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.

**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.

**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.

**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.

**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 month 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-8.5.4.1  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,
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.

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. Special 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 funders and designated other community organization(s) and/or representatives.

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 funders 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 environments 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.

HD-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 the Central Area.
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 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 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.

1.9.4.1 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 sidewalks. 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.
I-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.

I-9.5.2 Adequate Water Pressure. Monitor City’s steps to provide adequate water pressure to meet public safety needs.

I-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.

I-9.6.1 Dealing with problem drainage areas. Identify and respond to areas that have persistent flooding problems.

I-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.

I-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.

1-9.7.3 Incentives for Undergrounding Utilities. Develop an incentive for undergrounding 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

ACTIONS

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 as 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.
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 ret-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 comer 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 (12th 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>
<thead>
<tr>
<th>Project</th>
<th>Estimated</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECONOMIC DEVELOPMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loan fund endowment for CDCs. Target the Central Area Capital Fund form infusion of $5,000,000 over the next three years and sustain it at that level. Capital Fund helps community development corporations (like CADA, Midtown Commons) have the capital to implement economic development and housing projects to revitalize the area.</td>
<td>$100,000-500,000 annually</td>
<td>OED</td>
</tr>
<tr>
<td>“Main Street” Marketing Manager. Hire a manager and fund outreach and advertising to improve the image, acquaint the city and local residents with the Central Area’s shopping assets.</td>
<td>Under $100,000</td>
<td>OED</td>
</tr>
<tr>
<td>Market Information Resource. Develop a general, handbook of marketing information for new businesses and entrepreneur</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revolving Loan Fund endowment for small businesses. A fund to provide small loan for local entrepreneurs wanting to start businesses.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>HOUSING</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gentrification Outreach Project. Outreach to those Central Area citizens most susceptible to pressures of gentrification and link them to resources and programs to improve their ability to stay in the neighborhood.</td>
<td>Under $100,000</td>
<td>CAAP*IT DON DHHS SPO</td>
</tr>
<tr>
<td>Housing Resource Center program. Develop a housing resource center, which consolidates all public and private housing resources in the neighborhood. Conduct a bi-yearly outreach, identification and communication project.</td>
<td>$100,000-500,000</td>
<td>DHHS CADA SeaFirst/CRA banks</td>
</tr>
</tbody>
</table>
### Table 5
Proposed Capital Investments for the Central Area

<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated cost</th>
<th>Implementor(s)</th>
<th>Community Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shared Equity Fund/Investors.</td>
<td>$5,000,000</td>
<td>Employers, Philanthropic Organizations, City DHHS pilot project</td>
<td></td>
</tr>
<tr>
<td><strong>HUMAN SERVICES</strong></td>
<td></td>
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</tr>
<tr>
<td>Community Partnerships Alliance Function.</td>
<td>Under $100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund a staff person and communication tools to create an alliance of human development organizations and services (which is planned to become an integrated service network)</td>
<td>$100,000-500,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library- Expanded information /health &amp; human services information. Expand the health and human services available through library.</td>
<td>Under $100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>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:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>URBAN DESIGN AND OPEN SPACE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Madison-Miller Master Plan Projects. Refer to the proposed improvement projects for urban design, community amenities, streetscape, and transportation described in detail in the Madison-Miller Master Plan. Implement as funding becomes available for each proposed capital investment.</td>
<td>Refer to Madison-Miller Master Plan</td>
<td>Refer to Madison-Miller Master Plan</td>
<td>Refer to Madison-Miller Master Plan</td>
</tr>
<tr>
<td>Central Gateway Project. 12th/Yesler/Jackson/14th/Rainier/Dearborn</td>
<td>$500,000 to $1,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Gardens (P-Patches). Acquire sites to replace, expand, and build new facilities. Of particular immediate attention 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,</td>
<td>$100,000-500,000</td>
<td></td>
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</tr>
</tbody>
</table>
## Proposed Capital Investments

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

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

<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated Cost</th>
<th>Implementor(s)</th>
<th>Community Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CENTRAL AREA OPERATIONAL BUDGET PRIORITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MLK, Jr. Way Transit Service.</td>
<td>$400,000 annually</td>
<td>Metro SeaTrans to coordinate</td>
<td></td>
</tr>
<tr>
<td>Increase bus service. Extend hours of the new Route 8 on Madison/MLK.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12th Avenue Brts Service. (extend/divert existing routes to serve)</td>
<td>$1,000,000</td>
<td>Metro SeaTrans to coordinate</td>
<td></td>
</tr>
<tr>
<td>12th Avenue particularly between Madison &amp; Jackson.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Routes Bus Service. From Central Area to Renton/Boeing.</td>
<td>$1,000,000</td>
<td>Metro SeaTrans to coordinate</td>
<td></td>
</tr>
<tr>
<td>Seattle University/First Hill Area - FirstPass (like UPass)</td>
<td>$100,000 to $500,000</td>
<td>Metro SeaTrans to coordinate</td>
<td></td>
</tr>
<tr>
<td>Work with institutions to implement a “FirstPass” (like UPass to reduce the need for cars/parking)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transit: Circulating van service. Develop circulating van service in Central Area to provide improved access to community facilities and transit centers.</td>
<td>$500,000 to $1,000,000</td>
<td>Metro SeaTrans to coordinate</td>
<td></td>
</tr>
<tr>
<td>General: Speeding and parking enforcement</td>
<td>Under $100,000</td>
<td>Under $100,000</td>
<td></td>
</tr>
<tr>
<td>MLK &amp; 23rd Avenue Speeding/ parking enforcement</td>
<td>Under $100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23rd Avenue: Improved street maintenance</td>
<td>Under $100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General: Ensure adequate and timely street paving, giving first priority to the Central Area’s major arterials.</td>
<td>$500,000 to $1,000,000</td>
<td>Metro SeaTrans to coordinate</td>
<td></td>
</tr>
<tr>
<td>Transportation Plan Steward.</td>
<td>Under $100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To monitor and assist citizens it getting necessary traffic improvements, including those listed in the plan. To organize a pool/bulletin board for links to employment centers and other demand management transportation strategies.</td>
<td>$100,000 to $500,000</td>
<td>Metro SeaTrans to coordinate</td>
<td></td>
</tr>
<tr>
<td>General: Improved park maintenance.</td>
<td>Under $100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>$100,000 and could be coordinated with existing processes or other neighborhoods.</td>
<td>Metro SeaTrans to coordinate</td>
<td></td>
</tr>
<tr>
<td>The potential exists to bare resources for this recess as other neighborhoods begin to set similar priorities on on-threshold projects.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project</td>
<td>Estimated cost</td>
<td>Implementor(s)</td>
<td>Community Responsibility</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------------</td>
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<td>----------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>ADU program. Develop a staffed outreach and identification program to help existing homeowners develop mother-in-law apartments</td>
<td>Under $100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>Under $100,000 and could be combined with ADU program</td>
<td></td>
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</tr>
</tbody>
</table>
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 also 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 II.
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 II --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 finding 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 forma 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 opportunites
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
- Coordinator is a non-voting member of Committee,
- Chairperson is elected from among the members

Meetings:
- Regularly scheduled meetings are every other month
  - Executive Committee meets monthly with Coordinator
  - Coordinator prepares and attends every meeting
  - Chair and Coordinator meet prior to every meeting to approve agenda

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
  Attend meetings as needed when committee members are not available
- Respond to community inquiries
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** also 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 II.
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 II --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 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
- Coordinator is a non-voting member of Committee,
- Chairperson is elected from among the members

Meetings:
- Regularly scheduled meetings are every other month
- Executive Committee meets monthly with Coordinator
- Coordinator prepares and attends every meeting
- Chair and Coordinator meet prior to every meeting to approve agenda

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
  Attend meetings as needed when committee members are not available
- Respond to community inquiries