



23RD AVENUE ACTION PLAN (Union-Cherry-Jackson)

DRAFT



City of Seattle
Department of Planning and Development
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Acknowledgements

Everyone in the community has participated in this process to turn passion into action.

23rd Ave Advisory Core Team (ACT) Members who work together to hold the Central Area vision and ensure that the project planning and implementation reflect the voices and balanced interests of the community

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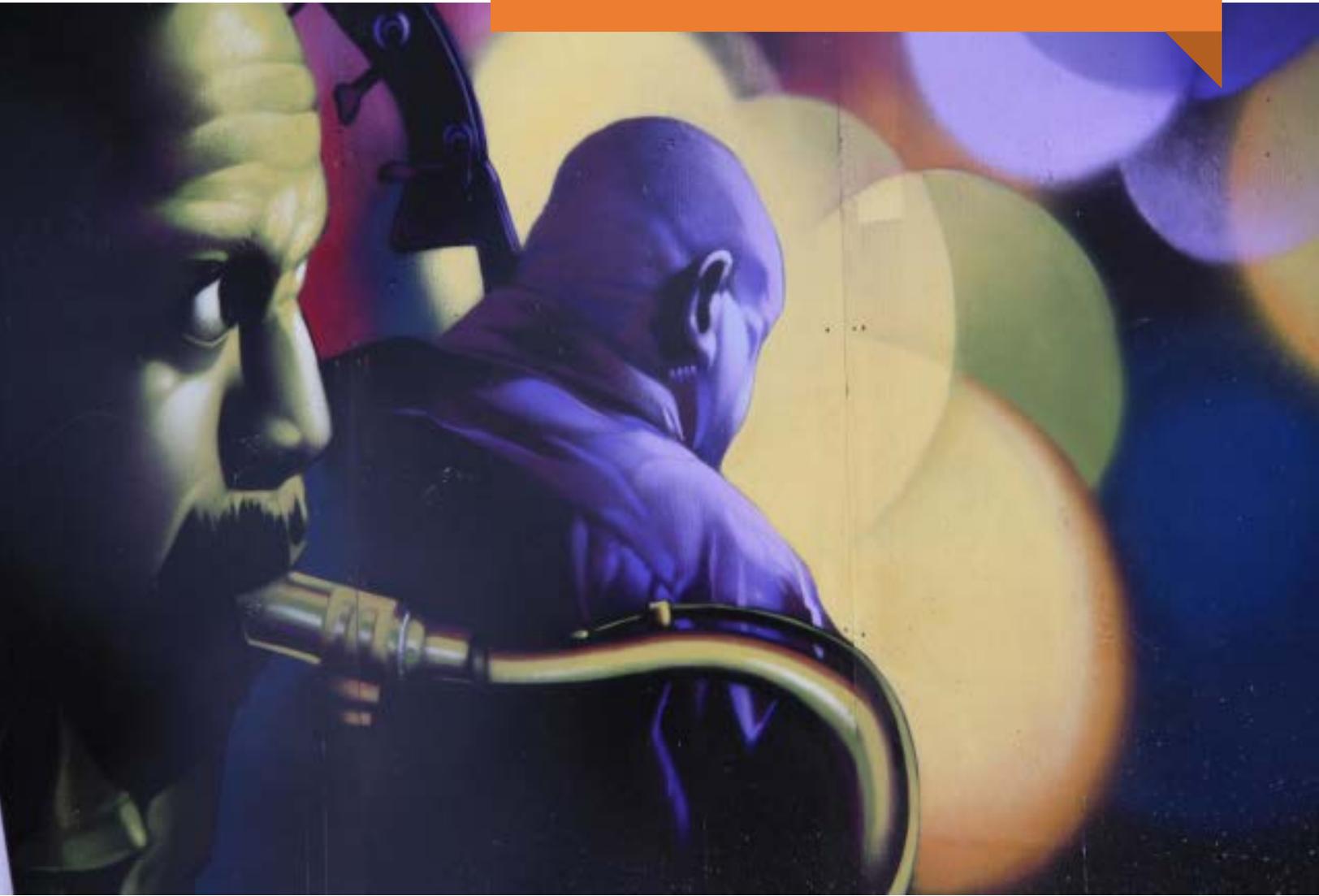
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| African American Veterans of Washington State | Jackson Place Community Council |
| Casey Foundation | Jackson Street Corridor Association |
| Catholic Community Services of Western Washington | Judkins Park Community Council |
| Centerstone | Leshi Community Council |
| Central Area Chamber of Commerce | Madrona Community Council |
| Central Area Cultural Arts Commission | Neighborhood Greenways |
| Central Area Development Association | Northwest African American Museum (NAAM) |
| Central Area Land Use Review Committee | Pratt Fine Arts Center |
| Central Area Youth Association | Seattle Neighborhood Group |
| Clean Greens | Seattle Public Schools |
| Coyote Central | Squire Park Community Council |
| Eritrean Community Center | The Central (Central Area Senior Center) |
| Friends of Jimi Hendrix Park | UFCW Local 21 |
| Garfield Community Council | Umoja Peace Center |
| Garfield Teen Life Center | United Black Christian Clergy of Washington |
| Jackson Commons | Urban League of Metropolitan Seattle |
| | Washington Hall |



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“THE CENTRAL AREA IS DIVERSE,
DYNAMIC AND UNIQUE”



Jackson Street Music History Project. Artist, Derek Wu

EXECUTIVE SUMMARY

The 23rd Avenue Action Plan (Union–Cherry–Jackson) will confirm and update priorities in previous Central Area action plans, and identify implementation mechanisms to turn passion into action.

The community worked together to create the Central Area Action Plan I (1992) and Action Plan II (1999) to manage growth and changes. Action Plan I “told the story of trying to recover a neglected neighborhood while keeping a wary eye on the human impact those changes might bring.” In Action Plan II, the primary vision is “about managing the changes that nearly all community members see on the horizon.” It also envisions “a multi-cultural community, proud of its African-American heritage as well as its many links to other cultures.” Physically it pictures the Central Area as “a series of unique individual urban villages and neighborhood magnets linked together in a common economy and a shared destiny.” These plans are living, breathing documents that reflect the vision, goals and character of the Central Area community.

This great neighborhood is full of history, character, shops, organizations, schools and most importantly a community of people from a broad diversity of backgrounds. The Central Area has experienced changes that have caused anxiety, fragmentation, and disappointment for some people while generating excitement and expectation for others. It is time to refocus efforts around the beating hearts of the Central Area along 23rd Avenue at Union, Cherry and Jackson. People gather, shop, work, go to school, worship and live around these community cores. It is of upmost importance for the community to honor Central Area’s history and shape its future.

The Action Plan II includes strategies to “strengthen 23rd & Jackson ... to ensure that [it] remains the Central Area’s shopping focal point and a true ‘urban village;’ ‘maintain 23rd and Union as the hub of the Central Area ... and the gathering place for the community;’ and focus on the 23rd Ave corridor to ‘link the area with its rich cultural history.’” The 23rd Avenue Action Plan (Union–Cherry–Jackson) is not a replacement of the previous action plans, instead, it intends to confirm and update priorities in previous Central Area action plans with focus on 23rd Ave. at Union, Cherry and Jackson, and identify implementation mechanisms to turn passion into action. This will help make this great neighborhood a healthier, more equitable and viable destination for all people who call the Central Area home.

The planning process utilized the Healthy Living Framework to facilitate conversation with the community. With valuable community input, support and passion through the intensive outreach and engagement process, five priorities are formed with focus around the three community cores at 23rd Ave & E. Union St, 23rd Ave & E. Cherry St, and 23rd Ave S. & S. Jackson St: that the Central Area is **a destination with unique identity** recognizes the Central Area as the historical heart of the African American community while welcoming all people in a multicultural, and layered environment that celebrates old and new; a neighborhood with **connected people and community** where community assets serve and reflect the community and are equitably accessed by all people including youth, seniors and people of color, and where people from all backgrounds connect, engage, and learn from one another; **a great business community** where commercial and community cores work together to provide a broad spectrum of goods and services, viable and sustainable commercial centers and proclaim the Central Area’s identity; a community with **livable streets for all** that includes an inviting street network that safely connects to key destinations for all transportation modes; a place that supports **a healthy and stable community** that provides a safe and comfortable environment, opportunities for physical activity, social interaction, and affordable as well as diverse housing choices.. Based on these priorities, associated goals, policies, strategies and potential implementation actions are developed based on community input, and confirmed and prioritized by the community.

The 23rd Avenue ACT (Advisory Core Team) was formed at the beginning of project to work with the City and the community to hold the Central Area vision and balance the differing community interests. The ACT helped to confirm these top five priorities, and continues taking the lead in turning them into action. Under the guidance of the ACT, the Action Teams—hands-on work groups/implementation bodies consisting of diverse community members—will work with the community and the City to take on projects that create lasting change.



“I LIKE THE CHARACTER AND HISTORY OF THE COMMUNITY”

HOW THE PLAN IS ORGANIZED

INTRODUCTION

This section provides background that initiates the action plan, as well as methods and procedures that involve in the plan development and implementation process.

COMMUNITY ENGAGEMENT

This section describes the process through which community members provided guidance and invaluable information. It includes the various methods used to reach out to and engage the Central Area neighbors and stakeholders

HEALTHY LIVING FRAMEWORK

This section describes the Healthy Living Framework and how the 23rd Avenue Action Plan project utilized this framework to facilitate conversation with the community, identify gaps and priorities in the community, and develop relevant strategies.

GOALS, POLICIES, & STRATEGIES

This section includes the key components of this Action Plan. The developed goals came about through confirming and updating those visions outlined in previous Central

Area action plans. The Goals, Policies and Strategies build upon one another to help fulfill the shared vision of the Central Area community. They are a refinement of what we heard from the community. The various components of the Action Plan will guide the City and community's work as well as inform future development that occurs in the neighborhood. Five priorities are laid out in this Action Plan including: *A destination with unique identity, a neighborhood with connected people and community, a great business community, a community with livable streets for all, and a place that supports healthy and stable community.* Each priority includes a vision discussion, associated goals, policies and implementation strategies.

APPENDIX

This section includes a **Strategy and Action Matrix**, a living implementation document that provides a list of potential strategies, the priority of each strategy identified through the community engagement process, and some examples of actions and their potential implementation parties and resources as suggested by the community and the City; a **Background Report** that includes a Healthy Living assessment, as well as some key sociodemographic data, community conditions, and development patterns; and a **Outreach and Engagement Summary** that includes a tracking record of project related meetings and participants.

INTRODUCTION

WHAT IS COMMUNITY DEVELOPMENT AND WHY?

In the 1990s, community members from 38 neighborhoods across the city created a 20-year vision for how each of their neighborhoods would grow. This work was done as part of the Seattle Comprehensive Plan initiative, a citywide effort that sought to “preserve the best quality of Seattle’s distinct neighborhoods while responding positively and

creatively to the pressures of change and growth.” The Neighborhood Plans developed strategies to ensure that the “creative response” to growth was informed by both City expertise and local knowledge and priority-setting.

In the decade after the plans were completed, there were significant changes in Seattle and its neighborhoods, including growth in housing and major investments in public

amenities. Also, during this time the population of the city greatly diversified, requiring new strategies for civic engagement. In 2008, the Mayor and City Council recognized the need to revisit the plans through broad and inclusive discussions with the community—to confirm the neighborhood Vision, refine the plan Goals and Policies in order to take into account current conditions, and to update work plans to help ensure that each community’s vision and goals are achieved through the implementation of the strategies and actions. A targeted approach was taken to specific areas where large-scale change was taking place. Since then thousands of Seattleites have been engaged in completing neighborhood plan updates in the North Beacon Hill, North Rainier, Othello, Broadview/Bitter Lake/Haller Lake, and Rainier Beach communities.

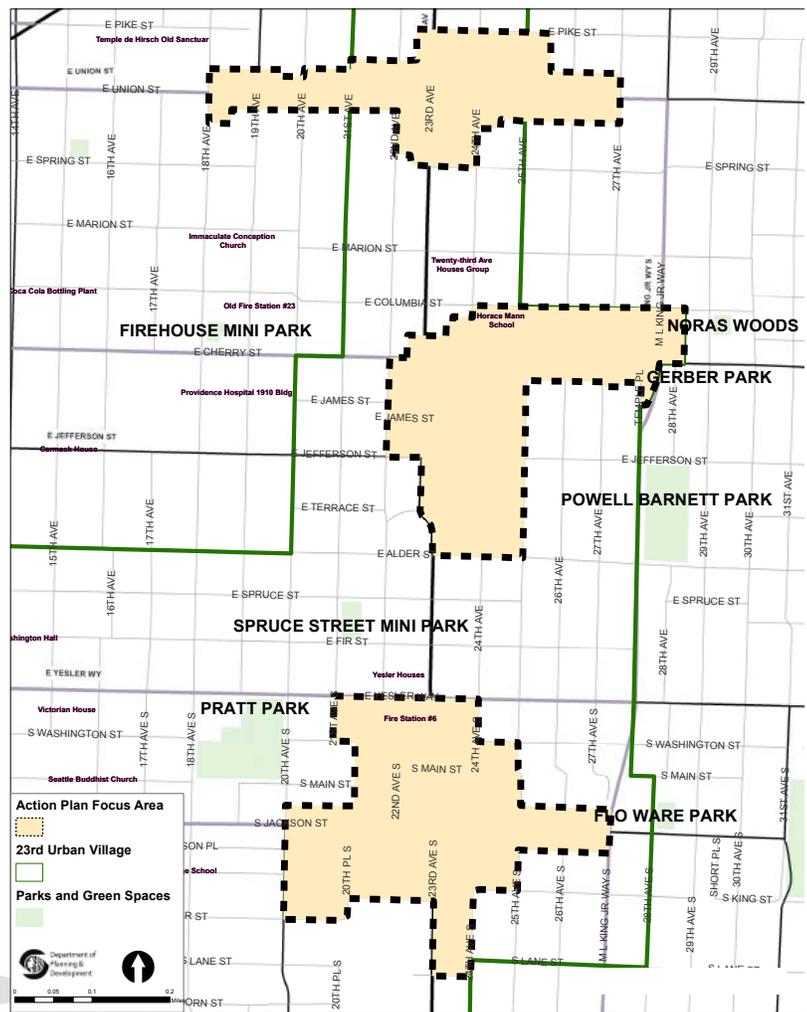
Through these planning updates, it was learned that the Plans are solid and continue to provide appropriate guidance for future planning and implementation. The Neighborhood Plan vision, goals and policies remain relevant, but increased focus is needed for detailed planning and implementation. The community’s primary interest is in tangible change. In addition to “visioning,” people want to address specific issues (e.g., sidewalks, open space, commercial district vitality) and/or broader social issues (e.g., displacement, access to services, education, youth opportunities). They are also focused on seeing implementation of projects that were identified in earlier neighborhood plans or plan updates. These are pressing issues that call for a more dynamic, community development-focused approach from the City. There is also a need to maximize the impact of public improvements, private investments and community will by leveraging these efforts to create greater change toward community and City goals. As a result, a new planning approach “Place-Based Community Development” was created to focus on implementing plans, and building community capacity to leverage change.

WHY THIS PROJECT?

The 23rd Avenue Action Plan is a placed-based community development project. Through an inclusive community engagement process, it aims to confirm and update visions in previous Central Area action plans with focus around the three community cores at 23rd Ave and East Union St, 23rd Ave and East Cherry St, and 23rd Ave South and South Jackson St., develop a shared vision, and create a framework for actions that leverage resources and investments.

It is important for the community and the City to work together to manage change and seize opportunities. This Action Plan

23rd Avenue Action Plan (Union-Cherry-Jackson) - Focus Areas



articulates community goals so that the City, developers and neighborhood residents can work together to bring about the neighborhood vision. Many projects are happening in this area. Private property owners are exploring redevelopment of several key properties in these three community cores. Seattle Department of Transportation (SDOT) is beginning a street improvement project that aims to improve the beauty and safety on 23rd Ave from East John St to South Jackson St. The Office of Economic Development also supports building partnerships with property owners and businesses to revitalize commercial districts. Over the past year, dedicated community members worked with City staff to assess and address those conditions that have changed since the 1998 Central Area Action Plan II. New neighbors and new voices work with those who participated in the planning over ten years ago. Together, community members discussed what they value in the neighborhood, and outlined their priorities and ideas about how to achieve their shared vision.

Central Area Goals and Policies in the City’s Comprehensive Plan will be updated to reflect current community discussion. The strategies and actions will be incorporated in a living document (see Appendix A) that defines priorities and responsibilities for next steps.

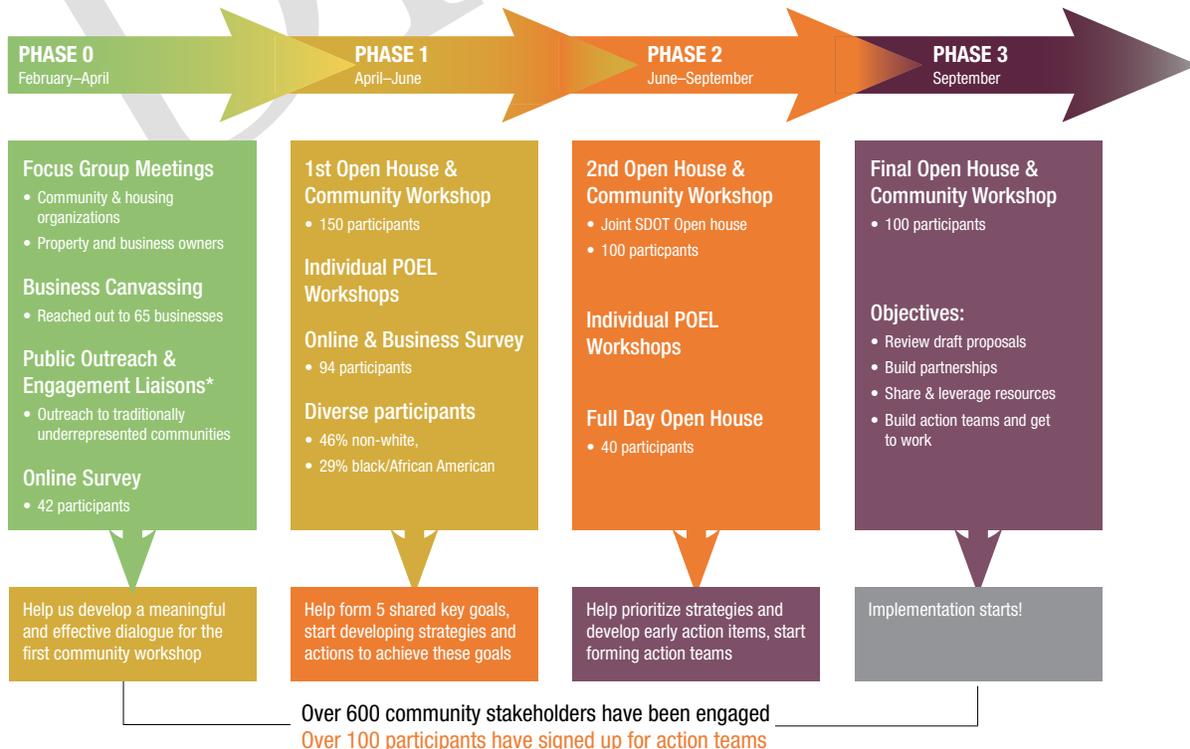
COMMUNITY ENGAGEMENT

Starting in early 2013, a broad cross-section of community members came together to engage in and support the project through both innovative and time-tested tools. From hands-on workshops and smaller-scale interactive meetings with community-based organizations, to online updates and questionnaires, neighbors used a variety of ways to become and stay involved in the project.

Inclusive outreach and engagement was a primary objective of the planning process. A broad range of community stakeholders who live, work, play, attend school, own property, own a business, worship or have other personal and/or professional interest in the planning area were engaged in the planning process. Bicultural and/or bilingual Public Outreach and Engagement Liaisons (POELs) also connected with seven historically underrepresented communities to hear the voices of youth, seniors, the African/Black American community, immigrants and refugees communities (with a focus on Afaan-Oromo, Amharic and Tigrinya languages), and the Latino community. The POELs helped to strengthen the bridge between the City, community members, organizations and businesses. This intensive effort was necessary in order to build relationships with those who were new to the planning discussion, and to provide sufficient background

information to help them participate effectively. POELs went beyond translation and interpretation to create culturally-appropriate opportunities for dialogue about planning, facilitate deeper understanding of community issues, and provide an atmosphere that promotes richer input. The Central Area community has shown great passion through different stages and levels of engagement.

At the initial phase 0 (inform phase) of the project from early February to April 2013, the community was informed about the project, asked for input and help with project outreach, and encouraged to recruit for the 23rd Ave Advisory Core Team (ACT). Project conversations started with hundreds of participants. These individuals were from a variety of backgrounds and included representatives from community-based and housing organizations, property owners, business owners, community members, and historically underrepresented community members. Input was received through various ways such as focus group meetings, individual workshops, in-person interviews, business canvassing, and online surveys. These conversations and feedback helped to reach the broader Central Area community, achieved a better understanding of the assets, issues, and opportunities, and developed a meaningful and effective dialogue for the first community





workshop. The 23rd Avenue ACT was formed to work in partnership with the City and the community to hold the Central Area vision while balancing the different interests of the community with the goal of developing a shared vision and implementation plan. The ACT consists of local leaders representing diverse ethnic background and interests including economic development, built environment, youth, art and culture etc. The ACT is also the leading entity for the implementation of the Action Plan and oversees the Action Teams. Action Teams are hands-on work groups/implementation bodies consisting of diverse community members. The Action Teams work with the community and the City to take on projects that create lasting change.

During Phase 1 (inspire phase) of the project in April 2013, the first community workshop was held at the Garfield Community Center to engage the community and generate passion. Over 150 participants with diverse backgrounds, race, ages, and interests were engaged in a dynamic discussion on the future of the Central Area. Among those, nearly 30% were Black or African American, and 46% were non-white participants. Instant polling surveys and map exercises were used to learn how people interact in the neighborhood; what is great and needs to be supported; what needs improvement; and what the future of the area should look like in order to reflect the needs of its residents. All community discussions helped form five priorities (a destination with unique identity, connected people and community, great business community, livable streets for all, and a place that supports healthy and stable community). Associated goals, strategies and actions were also developed as a result of this phase. Trust and collaboration were built between the community and the City.

During Phase 2 (ignite phase) from June to July 2013, two community open houses were held to share input, priorities and associated goals, strategies and actions. Over 140 participants confirmed the five priorities, and prioritized strategies and actions. Through this phase, the community started taking ownership and building partnerships. The action teams were formed by community members and organizations around the five identified priorities. The community was energized and ready to take actions.

During Phase 3 (implement phase) in September 2013, a final community meeting featured an open house and community action team workshop to refine goals and strategies, as well as build action teams. Over 100 participants reviewed and commented on the proposed goals and policies to ensure they reflect the shared community vision developed over the past year. The community also had the opportunity to connect with organizations already doing great work in the neighborhood at the Resource Fair. Action teams began discussion on work plans and how to join forces with community partners and City staff to start implementing specific projects.

Throughout the planning process, community stakeholders have been engaged and provided the project team with valuable input through meetings (20 project-hosted meetings, 10 community organization-hosted meetings), online surveys (127 participants), and business canvassing (67 businesses). Over 700 total participants and 33 community based organizations helped form priorities, goals, strategies, and actions for the project. Over 100 participants including representatives from community based organizations signed up for action teams and started working together to turn passion into action!

HEALTHY LIVING FRAMEWORK

When we plan neighborhoods with an eye toward the people who use them, we can direct our activities (regulations and construction) that impact the built environment to strengthen the people and communities who live there. In stead of emphasizing on physical environment, our planning needs to connect people and places, and make sure places serve people. The Healthy Living Framework was developed to bring a focused attention to how planning choices for our neighborhood can improve our health.

A healthy community includes strong community and organizations, healthy people and families, and a supportive physical environment.



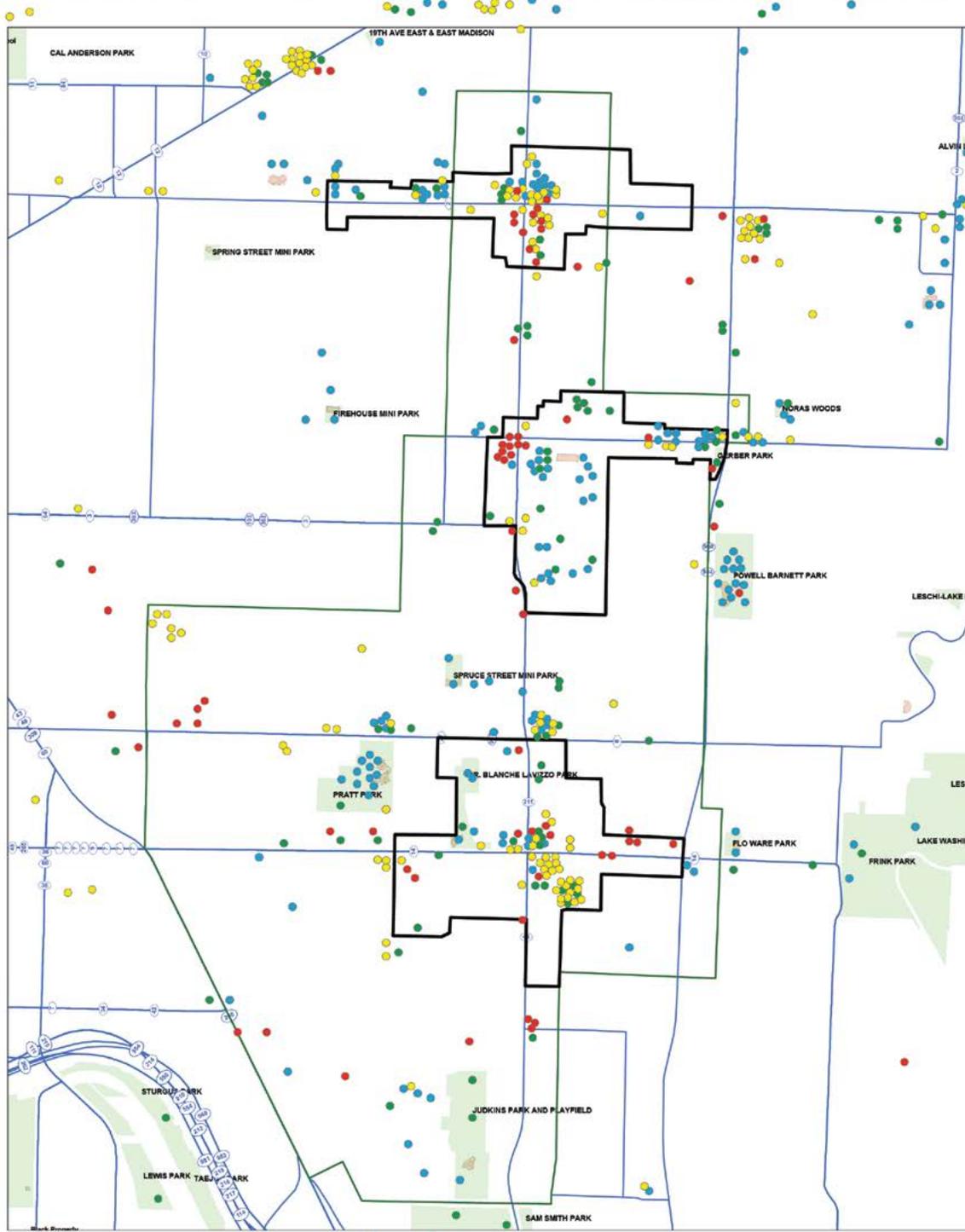
- **Strong Communities & Organizations:** A thriving and interconnected community that contains diverse households, supported by strong social and cultural institutions and services
- **Healthy People & Families:** A neighborhood that provides access to resources such as healthy food retail and commercial destinations necessary to live a healthful life
- **Supportive Physical Environment (great places) that Support our Community:** A natural and built environment that contains infrastructure supporting healthy activities such as parks, sidewalks, playgrounds, transit, shopping and services.

Healthy Living Assessment (HLA) was developed to assist in planning in response to the Healthy Living Framework. The HLA focuses on how people use their neighborhoods, specifically addressing areas of built and social infrastructure that have clear connections to people's health. The information about community health factors gathered through the HLA helps project teams see interconnections between various aspects of the built and social environments and to recommend actions that can improve the health of community members.

The HLA included three data gathering tools that were used to identify health assets and health gaps in the project area. These tools include census and other similar data sources; a neighborhood questionnaire; and a set of community discussion questions to identify assets to preserve and opportunities to be healthier.

During Phase 0 of the project, the project team conducted an HLA (included in Appendix B of this Action Plan) in the 23rd & Union-Jackson Urban Village in Central Area, within which the community cores of this Action Plan are located. From the indicators that were analyzed (including food access, active transportation, goods and services, recreation, access to economic opportunities, and access to high-quality affordable housing), this area is well-served with lots of community assets and services. However, this is inconsistent with input from community stakeholder conversations in Phase 0. Based on this finding, the project team developed a thoughtful neighborhood questionnaire, and a set of community discussion questions for Phase 1 community engagement to identify overall vision, gaps and linkage to achieve priorities. For example, the dot exercises help identify where people go for shops and services, social gathering, and the areas that need improvements. The neighborhood questionnaire helped identify how people get around, the uniqueness of each community core, how people use the place, and what improvements are priorities. The community discussion questions went into a further discussion on people's social connection with the community, and details on issues and opportunities. As a result, five community priorities were developed to help achieve a healthy community.

23rd Avenue Action Plan (Union-Cherry-Jackson) - Assets Map



● Shops and services
 ● Social and cultural gathering
 ● What is good and desired change
 ● What is bad and need to be fixed





Jimi Hendrix was a pioneer of experimental rock music and is considered the greatest electric guitarist of all time. He attended Garfield from 1960-61 before leaving to eventually pursue his legendary career.

Ernestine Anderson is an award winning jazz and vocalist who got her start as a student at Garfield. She and classmate Quincy Jones often played together in the many music clubs on Jackson street in the 1940's.

Jimi Hendrix and Ernestine Anderson both attended Garfield High. Hendrix, regarded by many as the greatest rock guitarist of all time, Anderson is known for her jazz and blues vocals and often appeared with fellow Garfield grad Quincy Jones in Jackson Street clubs

“IT IS CENTRALLY LOCATED,
INTEGRATED, AND BEAUTIFUL”



GOALS, POLICIES AND STRATEGIES

As a result of the intensive engagement process, the community identified five priorities for the Central Area:

- **A destination with unique identity** recognizes the Central Area as the historical heart of the African American community while welcoming all people in a multicultural, and layered environment that celebrates old and new
- A neighborhood with **connected people and community** where community assets serve and reflect the community and are equitably accessed by all people including youth, seniors and people of color, and where people from all backgrounds connect, engage, and learn from one another;
- **A great business community** where commercial and community cores work together to provide a broad spectrum of goods and services, viable and sustainable commercial centers and proclaim the Central Area's identity;
- A community with **livable streets for all** that includes an inviting street network that safely connects to key destinations for all transportation modes;
- A place that supports **a healthy and stable community** that provides a safe and comfortable environment, opportunities for physical activity, social interaction, and affordable as well as diverse housing choices.

For each priority, associated Goals, Policies, Strategies and Actions were developed based on community input. The goals are desired short-term or long-term outcomes that the City and the community are working toward; the policies are general principles to guide decisions and achieve goals; the strategies are specific guidelines to achieve goals; and actions are specific and tangible implementation steps that together form a strategy. They build upon one another to help fulfill the shared vision and priorities of the Central Area community. They are a refinement of what we heard from the community. The various components of the Action Plan will guide the City and community's work as well as inform future development that occurs in the neighborhood.

This section of the Action Plan includes goals, policies and strategies (correlated in shade) arranged by each priority. They were confirmed and prioritized by the community through workshop dot exercises and refined throughout the process. Some direct quotes from the community input were highlighted.

A detailed Strategy and Action Matrix is included in this document as Appendix A. This matrix is a living and working implementation document that provides a list of strategies, some examples of actions and potential resources as suggested by the community and the City during the project planning process. Potential resources in the matrix were listed as examples of the City's competitive grants and not likely to be inclusive. The implementation party/parties of any specific actions will need to verify the funding opportunities and requirements. Other funds may be available from other organizations and agencies.

A DESTINATION WITH A UNIQUE IDENTITY

VISION DISCUSSION

The Central Area is a neighborhood that requires you to believe in it. It is an inclusive multicultural fabric—that welcomes all people, while it is also the heart of the region’s African American community. It has a wealth of cultural heritage—arts, schools, library and recreation, while it also has the neighborly feel of a village. It is authentic—a gritty urban fabric, while full of mature trees and historic architecture. It is layered—new and old; youth and elders; a single neighborhood with multiple business districts—and to those who are committed to it, its richness is revealed.

GOALS

- a. The Central Area is a community proud of its culture, heritage, and diversity of people and places. This richness derives from the fact that this neighborhood has always been a place of welcome and it has been, and continues to be the center of the African American community.
- b. The three community nodes along 23rd Ave at Jackson, Union and Cherry are each distinct with a different niche, but together they exhibit or demonstrate the shared identity of the Central Area. These community nodes together serve the diversity of cultures in the Central Area and continue to be home to those businesses and institutions that are central to the African American community:
 - 23rd and Jackson - Shopping Center: the Central Area's shopping focal point, and a true “urban village.”
 - 23rd and Union - Business/Restaurant Center: A small scale commercial hub serving the neighborhood, providing a range of residential housing types
 - 23rd and Cherry - Community/Historic Center: A small scale community and commercial hub providing a variety of education, youth and other community activities
- c. The Central Area is a community that provides inclusive opportunities for everyone to participate in community projects.



“I LOVE THE CULTURAL DIVERSITY
AND DON’T WANT TO LOSE THAT”

POLICIES SUMMARY

COMMUNITY CHARACTER AND IDENTITY

- Strengthen the unique identity and recognize the historical significance through improvements to the physical and social environment.
- Identify gathering opportunities and support programs that embrace diversity.

APPEALING ENVIRONMENT FOR THE OLD AND NEW (URBAN DESIGN)

- Enhances the historic character while encouraging pedestrian friendly mixed use development that respect the distinct character of each community core
- Use land use tools such as zoning and design guidelines to create vibrant commercial districts

TOP PRIORITY STRATEGIES (1-3 YEARS)

A-1: Implement a cohesive identity for the Central Area using banners, amenities and flowers while also supporting an on-going maintenance and beautification program

A-3: Create public art and provide welcoming space to enhance its multicultural identity especially as the center of African American community

A-4: Support existing and provide new events, festivals and programs for all people to share and learn different cultures

A-10: Enhance pedestrian friendly streetscape and storefront activities

“I LOVE PUBLIC ART THAT
CELEBRATES DIVERSITY”



POLICIES

COMMUNITY CHARACTER AND IDENTITY

POLICY 1: Strengthen a unique identity for the Central Area that celebrates its culture, heritage and diversity; enhance the sense of community; and increase the feeling of pride among Central Area residents, business owners, employees, and visitors through excellent physical and social environments.

POLICY 2: Recognize the historical importance and significance of the Central Area's existing housing stock, institutional buildings (old schools, etc.), and commercial structures as community resources. Incorporate their elements into building design, and possible designation of historic and cultural resources.

POLICY 3: Seek 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.

POLICY 4: Create opportunities for public spaces, public art, and gateways that engage and express the Central Area's unique heritage and identity.

POLICY 5: Identify activities and spaces for people with diverse cultures, ages and background to meet, share, learn and strengthen community ties.

POLICY 6: Support existing and new Central Area community programs and expand on existing partnerships so these programs prioritize services to those who consider the Central Area to be central to their identity such as the African American community.

STRATEGIES

A-1. Implement a cohesive identity for the Central Area using banners, amenities and flowers while also supporting an on-going maintenance and beautification program

A-2. Celebrate existing neighborhood landmarks and facilities by increasing visibility and public events

A-3. Create public art and provide welcoming space to enhance its multicultural identity especially as the center of African American community

A-4. Support existing and provide new events, festivals and programs for all people to share and learn different cultures

A-5. Develop better advertising and marketing strategies for community events

A-6. Support cultural centers and programs that cater to the community

A-7. Strengthen collaboration on developing education and event programming for the community

A-8. Support the preservation of African American and other cultural base institutions

POLICIES

APPEALING ENVIRONMENT FOR THE OLD AND NEW (URBAN DESIGN)

POLICY 7: Create an appealing environment that enhances the historic character while providing opportunities for existing and new development to grow, and serve the emerging needs of the diverse community.

POLICY 8: Create a vibrant commercial district, encouraging dense urban development in the commercial areas and encouraging housing supportive of the community through land use tools, such as rezones, design guidelines and incentives.

POLICY 9: Encourage new pedestrian friendly mixed use development and increased housing density in and around the 23rd Avenue and Jackson Street commercial area. Includes small and large businesses, opportunities for startup businesses, and affordable housing while preserving existing gathering spaces.

POLICY 10: Support additional retail, restaurants, services, and office space at 23rd and Yesler to increase activity on the sidewalks.

POLICY 11: Encourage new pedestrian friendly mixed use development at 23rd and Union that includes neighborhood serving shops and services, opportunities for startup businesses, affordable housing and live/work housing while respecting the small scale and historic character of this node.

POLICY 12: Preserve small-scale neighborhood character, immigrant and refugee owned businesses while providing a greater variety of shops and services at 23rd and Cherry and an activated street frontage.

STRATEGIES

- A-9. Enhance pedestrian friendly streetscape and storefront activities
- A-10. Through processes that engage community members, consider and evaluate the application of zoning designations and related development regulations that are most likely to achieve the desirable community character.
- A-11. Work with property owners at key sites to encourage distinctive design, activates the sidewalk, retain locally owned business including African American and other ethnic businesses and gathering space, and create activity and visual interest at key intersections
- A-12. Maintain ongoing collaboration with property owners, and community members to stimulate and pursue redevelopment opportunities.
- A-13. Identify and publicize redevelopment opportunities in vacant/underutilized properties
- A-14. Define the roles and physical character of Union, Cherry and Jackson.
- A-15. Enhance the small-scale business and multifamily residential development
- A-16. Improve the ability of community to participate in design review process.
- A-17. Provide flexible spaces for small and large businesses & mixed-use development at Jackson
- A-18. Connect Shops and services with better grid street network at Jackson
- A-19. Preserve the small neighborhood business character at union
- A-20. Preserve existing historic characteristics at Union
- A-21. Provide mixed use and live/work spaces at 23rd and Union community core.
- A-22. Preserve the existing historic characteristics and neighborhood feel at Cherry
- A-23. Explore opportunities for sidewalk cafes along Cherry Street
- A-24. Create inviting environment to integrate the community around the Garfield campus (Community Center, Teen Life Center, Medgar Evers Pool) at Cherry

CONNECTED PEOPLE AND COMMUNITY

VISION DISCUSSION

The Central Area is rich in community assets. It has visual and performing arts programs; a continuum of educational facilities; and multiple business districts including some major employers. It is also a community with people from many different backgrounds. The opportunity here is to have the assets serve and reflect the community; and for communities to have meaningful connections with each other.

GOALS

- a. The Central Area is a connected and caring community that nurtures and supports all its members especially the children, youth and the elderly, and provides programs and services needed by its diverse community.
- b. The Central Area has strong schools with excellent programs and strong enrollment with no achievement gap, providing opportunities for all students to succeed and have bright futures.
- c. The Central Area is a neighborhood in which the community, community-based organizations, service organizations, education/training institutions and the City work together to create pathways to meaningful employment for all its youth.
- d. To support cultural diversity, there is improved access to education and employment training opportunities for all, especially for its diverse youth.
- e. All Central Area youth are empowered and have strong leadership skills.
- f. The Central Area has vibrant commercial districts with diverse economic opportunities for area residents, including career-path family-wage jobs for its residents.
- g. The Central Area has strong entrepreneurship that creates jobs and grows the local economy for the benefit of its residents.
- h. The Central Area has strong organizations and local leaders who work to anchor the cultural diversity of this neighborhood.



**“IT FEELS GOOD TO BE
CONNECTED TO A COMMUNITY”**

POLICIES SUMMARY

OPPORTUNITIES & PLACES FOR GATHERING

- Seek community gathering opportunities within the commercial districts and unused properties

MORE OPPORTUNITIES FOR YOUTH

- Provide youth with required skills, experience, job and education opportunities
- Improve youth engagement and leadership skills

JOB AND OTHER SERVICES

- Support local living wage jobs, healthy workplaces, and strong linkage between jobs and training
- Provide resources and support for seniors, the immigrant/refugee and African American communities.

COMMUNITY PARTNERSHIP, OWNERSHIP AND LEADERSHIP

- Provide life-long learning opportunities needed by the diverse community.
- Support local leadership

TOP PRIORITY STRATEGIES (1-3 YEARS)

B-1: Identify opportunities for existing and new gathering places

B-2: Provide employment opportunities and training for youth including apprenticeships, internships, and mentoring, especially those most in need

B-3: Provide more opportunities to engage and empower the youth

B-4: Improve academic achievement for Central Area students, especially those most in need

B-8: Improve access to living wage jobs, trades, as well as entrepreneurial skills

B-9: Develop strategies to employ and house local workforces for future development

“A SAFE COMMUNITY WILL HAVE LOTS OF COMMUNITY ACTIVITIES”



POLICIES

STRATEGIES

OPPORTUNITIES & PLACES FOR GATHERING

POLICY 1: Seek opportunities within the commercial districts to create open spaces for community gathering.

POLICY 2: Seek opportunities for public open space on unused or unimproved properties.

B-1. Identify opportunities for existing and new gathering places

MORE OPPORTUNITIES FOR YOUTH

POLICY 3: Provide all Central Area youth with required skills and experience needed for future careers. Maximize the capability of local institutions and program providers such as Seattle Vocational Institute to serve such needs.

POLICY 4: In the Central Area, support the growth of jobs for teenagers, especially those most in need of a path to a successful future.

POLICY 5: Encourage Central Area youth to actively engage in community activities and develop leadership skills, especially those most in need of such support.

POLICY 6: Provide the Central Area youth with cultural education and recreational opportunities that embrace its diversity.

POLICY 7: Enhance community pride through multicultural activities such as community festivals, youth mentoring and other youth programs.

POLICY 8: Support innovative and effective youth services.

B-2. Provide employment opportunities and training for youth including apprenticeships, internships, and mentoring, especially those most in need

B-3. Provide more opportunities to engage and empower the youth

B-4. Improve academic achievement for Central Area students, especially those most in need

B-5. Expand places and programs for children in after school and weekend hours

B-6. Advance art education that reflect the Central Area history and diversity

B-7. Assess capacity, needs and opportunities for current and future programs

JOB AND OTHER SERVICES

POLICY 9: Create strong linkages to tie job and vocational training, apprenticeship programs and jobs to members of the community in need of such services, especially youth.

B-8. Improve access to living wage jobs, trades, as well as entrepreneurial skills

POLICIES

POLICY 10: Build strong partnerships and support projects that provide opportunities for local jobs for Central Area residents and pathways to living wage jobs in the region's employment centers.

POLICY 11: Strive to develop healthy workplaces where employees are treated with respect, and have a voice in decisions that impact their jobs, lives and community.

POLICY 12: Provide seniors with needed resources and assistance and opportunities to engage with the community.

POLICY 13: Provide supportive services for the immigrant/refugee and African American communities.

COMMUNITY PARTNERSHIP, OWNERSHIP AND LEADERSHIP

POLICY 14: Encourage local institutions, community-based organizations, and other agencies to provide life-long learning opportunities needed by the Central Area's diverse community.

POLICY 15: Support programs and organizations that nurture local leadership within the Central Area.

STRATEGIES

B-9. Develop strategies to employ and house local workforces for future development

B-10. Support programs that provide resources and assistance for seniors

B-11. Identify opportunity for elder and youth mentor/tutoring programs

B-12. Improve information technology infrastructure to provide affordable services to help support programs for senior, youth, and immigrants etc.

B-13. Provide better networking and job assistance services for immigrants

B-14. Provide opportunities for immigrants to learn English

B-15. Provide support for homeless

B-16. Utilize schools for community uses after school hours

B-17. Identify and coordinate underfunded efforts with planned capital projects in order to leverage City investments and create transformative place-making changes

B-18. Strengthen coordination and engagement between schools and the community

B-19. Improve communication and partnership opportunities among community and organizations

B-20. Engage with district council to develop community websites/blogs and newsletters

B-21. Support community organizations that represent multifamily neighborhoods

B-22. Identify volunteer opportunities for the community

B-23. Support local community leaders

A GREAT BUSINESS COMMUNITY

VISION DISCUSSION

The Central Area is unique in that it has multiple discreet business districts, including 23rd Ave at Union, Cherry and Jackson. Working together they can provide a broad spectrum of the community's goods and services, including healthy foods. These districts have different characters and have the opportunity to strengthen and solidify as distinct nodes that also work together to clearly proclaim the Central Area identity.

GOALS

- a. The Central Area is a culturally and ethnically diverse and economically strong community. Its business districts provide the goods and services needed for the multicultural community who live, work, worship and shop there.



“IT IS A GOOD LOCATION FOR BUSINESS & A GOOD LOCATION TO SERVE THE COMMUNITY”

POLICIES SUMMARY

A GOOD MIX OF SHOPS AND SERVICES

- Provide a range of goods and services for the entire community.

EASY AND EQUITABLE ACCESS TO HEALTHY FOOD

- Support projects that increase affordable, culturally appropriate and healthy food.

BUSINESS DEVELOPMENT

- Support minority and locally owned businesses and culturally inclusive business associations to maintain the multi-cultural character.
- Provide opportunities and support to facilitate start-up small businesses.

TOP PRIORITY STRATEGIES (1-3 YEARS)

C-1: Provide a mix of small and large businesses that serve local and the larger community.

C-15: Encourage urban agriculture on city-owned and private properties

C-22: Provide ethnic/cultural and local small businesses with solutions to stay in the area and maintain the multicultural/diverse character

C-23: Market to the broader region the great resource of having such a variety of small businesses in the business districts.

C-24: Explore strategies to retain or add affordable commercial space to support diverse character

“THE BUSINESSES THAT HAVE DEVELOPED IN THE AREA ARE SO NICE TO SEE”



POLICIES

A GOOD MIX OF SHOPS AND SERVICES

POLICY 1: Support vibrant, diverse and distinct commercial districts that provide a range of goods and services for the entire community.



STRATEGIES

- C-1. Provide a mix of small and large businesses that serve local and the larger community.
- C-2. Preserve ethnic businesses
- C-3. Work with the property owners and developers on future redevelopment projects to attract the right types and forms of businesses and services that will serve the community needs including healthy food, affordable spaces, and preserve healthy social gathering place like Starbucks.
- C-4. Enhance opportunities to gather where businesses are part of the community fabric.
- C-5. Support small neighborhood businesses at Union core
- C-6. Support mixed use development at Union core
- C-7. Support entertaining and gathering opportunities at Union core
- C-8. Add a variety of businesses at Cherry core
- C-9. Preserve ethnic restaurants at Cherry core
- C-10. Promote gathering opportunities at Cherry core
- C-11. Support active businesses at Cherry core
- C-12. Create more community opportunities at Cherry core
- C-13. Support broad range of small and large businesses and living wage job opportunities with businesses at Jackson core
- C-14. Support culturally serving businesses at Jackson core

DRAFT

POLICIES

STRATEGIES

EASY AND EQUITABLE ACCESS TO HEALTHY FOOD

POLICY 2: Support projects that increase affordable, culturally appropriate and healthy food.



- C-15. Encourage urban agriculture on city-owned and private properties
- C-16. Increase availability of healthy food and products for the need of diverse community
- C-17. Support programs that help get more healthy food to children and youth
- C-18. Improve opportunities in the farmer's market
- C-19. Support stores and restaurants that provide culturally specific food
- C-20. Explore innovative options for providing healthy local food, such as community kitchen
- C-21. Promote healthy food through education and collaborative efforts

BUSINESS DEVELOPMENT

POLICY 3: Support efforts to encourage existing and new minority and locally owned businesses in the Central Area to grow and expand.

POLICY 4: Support implementation of coordinated long-term strategies to improve commercial districts including support for existing or expanding small businesses and ethnically based businesses in order to maintain the multi-cultural character.



- C-22. Provide ethnic/cultural and local small businesses with solutions to stay in the area and maintain the multicultural/diverse character
- C-23. Market to the broader region the great resource of having such a variety of small businesses in the business districts.
- C-24. Explore strategies to retain or add affordable commercial space to support diverse character.
- C-25. Explore legislative changes needed to remove structural barriers to supporting affordable commercial space.

POLICY 5: Provide opportunities and support to facilitate start-up small businesses.



- C-26. Identify opportunities and support for entrepreneurs to start and be successful

POLICY 6: Support strong, culturally inclusive business associations that support the vitality of business districts serving the entire community.



- C-27. Create an inclusive business organization to provide support for diverse businesses

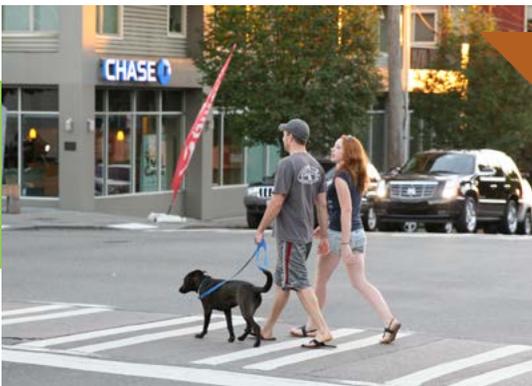
LIVABLE STREETS FOR ALL

VISION DISCUSSION

The Central Area neighborhood has an inviting street network that safely connects key destinations for transit riders, bicyclists and pedestrians. A principle arterial, 23rd Avenue, runs north-south and moves people and goods within and beyond the Central District. The intersections of 23rd Avenue with Union Street, Cherry Street, and Jackson Streets are identified as places that play important roles in the community. While we strive to accommodate and balance the needs of a variety of users throughout the neighborhood, improving the safety and the walkability of the connections to the three nodes along the corridor is paramount to their success.

GOALS

- a. A community where residents, workers, students and visitors can choose from a variety of comfortable and convenient modes of transportation including walking, bicycling, and transit and where our reliance on cars for basic transportation needs is minimized or eliminated.
- b. The neighborhood has an efficient and effective network of transit including linkages to the proposed East Link light rail station that supports land use goals and adequately serves the community.



“I WILL WALK MORE IF THERE ARE MORE DESTINATIONS AND A SAFER WALKING ENVIRONMENT”

POLICIES SUMMARY

- Create, maintain and improve a multimodal transportation network with a focus on pedestrians and transit users that connects community destinations with high capacity transit stations.
- Facilitate safe movement of all modes through education, enforcement, and engineering.
- Coordinate transportation and infrastructure project planning and construction.
- Develop creative solutions for minimizing single occupant auto usage.

TOP PRIORITY STRATEGIES (1-3 YEARS)

- D-1: Provide high quality transit services on 23rd Ave that connects community destinations
- D-2: Identify needed improvement for bus stops on 23rd Ave
- D-5: Create a public art plan for the 23rd Avenue corridor
- D-7: Improve the walking environment by enhancing sidewalks, planting street trees, and installing pedestrian lighting where possible
- D-10: Identify parking concerns and strategies to manage on-street parking for businesses

**“I CYCLE MOSTLY AND
FEEL SAFEST ON THE
NEIGHBORHOOD STREETS”**



POLICIES

POLICY 1: Facilitate movement of residents, workers, visitors, and goods within the Central Area with a particular focus on increasing safety.

POLICY 2: Support a multimodal transportation network that connects community destinations such as economic centers, schools, recreational facilities, shopping nodes, and social gather places; and that links the Central Area to other neighborhoods.

POLICY 3: Consider traffic calming measures on Central Area arterial streets.

POLICY 4: Work with institutions/businesses to develop creative solutions for minimizing single occupant auto usage by employees and students.

POLICY 5: Maintain and improve pedestrian infrastructure including sidewalks, stairways, pedestrian underpasses, and planting strips and medians on arterial streets to enhance pedestrian safety, mobility and access.

POLICY 6: Consider improvements to unimproved rights of ways such as street ends or alleys to foster pedestrian access and mobility.

POLICY 7: Coordinate transportation and infrastructure project planning with adjacent neighborhoods if they are affected by these projects.

POLICY 8: Facilitate convenient transit access to local and regional employment centers for Central Area residents.

POLICY 9: Encourage shared parking at business nodes in order to meet parking demand while minimizing the size of surface parking lots and maximizing space for other uses.

POLICY 10: Encourage coordination of construction work within the street rights of way in order to maximize the public benefit and minimize the disruption of the street.

POLICY 11: Improve road safety through public education, targeted enforcement, and engineering measures.

STRATEGIES

- D-1. Provide high quality transit services on 23rd Avenue that connects community destinations
- D-2. Identify needed improvements for bus stops on 23rd Avenue
- D-3. Update and implement Bicycle Master Plan recommendations through city and community collaboration
- D-4. Examine the transportation modal plans and provide input on project prioritization and phasing
- D-5. Create a public art plan for the 23rd Avenue corridor
- D-6. Develop features to create identity and strengthen the “sense of place” at 23rd Avenue and Jackson, Union, and Cherry Street cores

- D-7. Improve the walking environment by enhancing sidewalks, planting street trees, and installing pedestrian lighting where possible
- D-8. Use the Pedestrian Master Plan as a tool for prioritizing pedestrian improvements and Neighborhood Street Fund projects to improve walkability
- D-9. SDOT, SPD and the community work together on public education and enforcement efforts to make sure people know and follow the rules of the road

- D-10. Identify parking concerns and strategies to manage on-street parking for businesses

POLICIES

POLICY 12: Develop a multi-modal access plan for proposed and future high capacity transit stations (Bus Rapid Transit, Light Rail) that serves or is near to the Central Area.

POLICY 13: Create safe pedestrian and bicycle access to bus and light rail service, and to the business districts.

POLICY 14: Encourage King County Metro to provide effective bus service through the neighborhood to the light rail stations and surrounding community facilities.

SAFE AND LIVABLE 23RD AVENUE (SEPARATE SDOT PROJECTS)

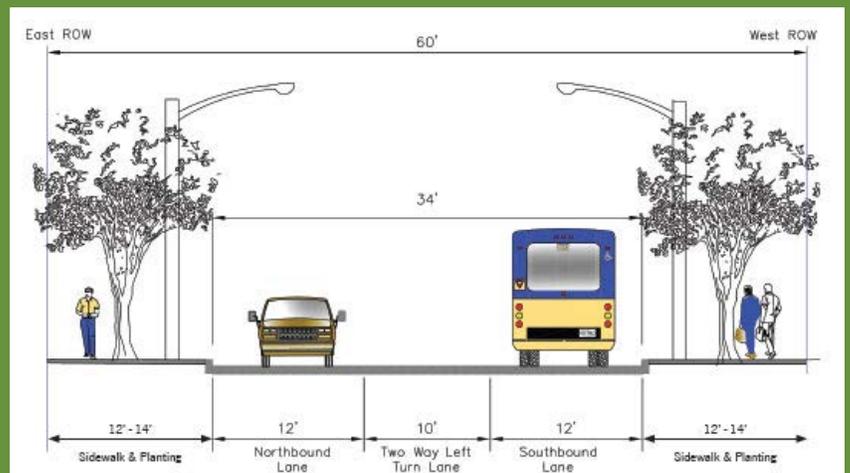
23rd Avenue Corridor Improvements Project

The pedestrian, cycling, and vehicular environment of 23rd Ave prompted a broader evaluation and community conversation about the needs and opportunities to improve the corridor that serves as a spine for Central Area. Guided by Complete Streets guidelines, community input, as well as the near-term needs for bike riders, pedestrians and transit users identified in the recent master plans, SDOT expanded the project's scope and area through several grants.

To balance the needs of users in the area, SDOT will be reconfiguring 23rd Ave between E John St and Rainier Ave S from the current four lanes (two lanes in each direction) to three lanes (one lane in each direction and a center turn lane). The corridor revisions aim to balance safety, mobility, and reliability needs for a variety of users in the area, as well as enhance the local community and natural environment.

Project will include benefits such as new pavement, wider sidewalk, lighting improvements, increased transit reliability, traffic signal improvements, public art, and implementation of an adjacent neighborhood greenway.

Proposed 3 Lane Configuration



Central Area Neighborhood Greenway

Though bike facilities will not be accommodated on the modified 23rd Avenue as part of SDOT's 23rd Avenue Corridor Improvement Project, a neighborhood greenway will be built near this busy arterial. Neighborhood greenways are non-arterial streets that prioritize bicycle and pedestrian travel by providing a more comfortable environment for people to walk, run, and bike. Potential features of the greenway include:

- Pavement markings and signage to alert motorists to expect people bicycling
- Improved crossings to make it easier for pedestrians and people on bicycles to cross
- Way-finding to let people know where and how far away the neighborhood destinations are located
- Median islands, traffic circles, curb bulbs and speed humps to help keep speeds low and drivers from using neighborhood streets to avoid main streets



http://www.seattle.gov/transportation/23rd_ave.htm

A PLACE THAT SUPPORTS HEALTHY AND STABLE COMMUNITY

VISION DISCUSSION

The Central Area is an inviting neighborhood that feels safe and comfortable to anyone to walk around at any time of day. Its many parks provide ample opportunities for physical activity and social interaction. People can live in the neighborhood long term and feel a strong sense of community.

GOALS

- a. This neighborhood is, and feels, safe and inviting for people and businesses
- b. The Central Area is a community with functional, well maintained and connected parks, open space, and recreational facilities to serve the Central Area's diverse population.
- c. The Central Area is a stable community that provides a range of housing types and affordable options to support the socio-demographic diversity of this neighborhood



“COMMUNITY GARDENS
BRING PEOPLE TOGETHER”

POLICIES SUMMARY

SAFE AND CLEAN ENVIRONMENT

- Support crime prevention programs and improve the appearance and cleanliness of commercial districts
- Strengthen partnerships Among businesses, the community and the Seattle Police Department

OPPORTUNITIES FOR ALL IN PARKS AND OPEN SPACE

- Promote community participation in park facilities, improvements and programming.
- Promote greening and beautification of the neighborhood

AFFORDABLE & DIVERSE HOUSING CHOICES

- Support affordable housing programs and services that encourage age integration, and assist low-income, senior and disabled renters and homeowners.
- Keep a range of housing prices and unit sizes including affordable family-sized units, and a balance of rental and owner-occupied housing.
- Encourage affordable housing near high-frequency transit and other community assets.
- Leverage publicly owned properties to produce affordable housing.

TOP PRIORITY STRATEGIES (1-3 YEARS)

E-1: Evaluate key concerned areas to reduce crime and unsafe activities

E-2: Provide pedestrian lighting on all streets in multifamily and mixed use areas, and on walkways through parks

E-3: Encourage more pedestrian traffic and “eyes on the street” by encouraging dense development in commercial districts

E-13: Improve the maintenance of existing parks and open space network

E-14: Identify improvements needed for existing gathering place

E-20: Develop affordable housing strategies, preserve existing and create new subsidized housing

E-21: Encourage green built affordable housing

E-22: Encourage and require a mix of home prices and sizes through incentives, direct funding, and surplus property programs

E-26: Ensure current resident keep and continue living in their home

E-29: Expand affordable multi-family housing in the core areas

POLICIES

SAFE AND CLEAN ENVIRONMENT

POLICY 1: Support crime prevention programs that create partnerships between the broad diversity of the community, the businesses and the City to decrease crime and to address underlying conditions that may encourage crime.

POLICY 2: Encourage partnerships among businesses to create a safe and active commercial district.

POLICY 3: Seek opportunities to strengthen partnerships between the community and the Seattle Police Department

POLICY 4: Support efforts to improve the appearance and cleanliness of business districts.

OPPORTUNITIES FOR ALL IN PARKS AND OPEN SPACE

POLICY 5: Facilitate community involvement such that park facilities, improvements and programming better reflect the needs of the neighborhood.

STRATEGIES

- E-1. Evaluate key concerned areas to reduce crime and unsafe activities
- E-2. Provide pedestrian lighting on all streets in multifamily and mixed use areas and on some walkways through parks
- E-3. Encourage more pedestrian traffic and “eyes on the street” by encouraging dense development in commercial districts
- E-4. Identify ways to increase positive activity in each of the three cores throughout the day
- E-5. Enhance space around the Garfield campus (Community Center, Teen Life Center, Medgar Evers Pool) to encourage healthy and positive activities
- E-6. Include public safety considerations in the design of public spaces and buildings
- E-7. Improve safety for children to travel to schools and other community facilities
- E-8. Activate public spaces with vendors

- E-9. Support opportunity for the police and community work together to reduce crime
- E-10. Improve SPD presence and responsiveness to create a safe community

- E-11. Support neighborhood cleanup to improve safety and cleanness
- E-12. Provide garbage and recycling opportunities in core business areas

- E-13. Improve the maintenance of existing parks and open space network
- E-14. Identify improvements needed for existing gathering place
- E-15. Improve nonmotorized connections to open spaces with lighting and benches
- E-16. Identify temporary opportunities on vacant parcels such as open space, recreational, arts, gardening and other purposes
- E-17. Use community garden as a means of increasing open space and neighborhood amenities

POLICIES

POLICY 6: Work with community members, organizations, schools and institutions to provide park stewardship.

POLICY 7: Promote greening and beautification of the neighborhood through local citizen participation.

AFFORDABLE & DIVERSE HOUSING CHOICES

POLICY 8: Advocate for more flexible options for mortgage financing, and strive to remove barriers to homeownership and renovation loans for local residents.

POLICY 9: Support sweat-equity housing programs.

POLICY 10: Support housing services that encourage age integration.

POLICY 11: Ameliorate the potential impacts of gentrification and displacement of existing residents through a variety of affordable housing programs including preserving existing multi-family affordable housing and producing new affordable housing.

POLICY 12: Maintain and create affordable housing to keep a range of housing prices and unit sizes including affordable family-sized units with amenities for families, and a balance of rental and owner-occupied housing.

POLICY 13: Assist low-income, senior and disabled renters and homeowners by encouraging supportive services that will allow them to continue to live in the neighborhood.

POLICY 14: Encourage affordable housing in close proximity or with easy access to community assets and amenities.

POLICY 15: Target affordable housing investments near investments in high-frequency transit to reduce the transportation costs of low-income households.

POLICY 16: Leverage publicly owned properties to produce affordable housing.

POLICY 17: Provide development incentives to multi-family housing developers for provision of affordable housing units within market rate housing projects.

STRATEGIES

E-18. Develop park stewardship groups

E-19. Keep owner-occupied housing affordable, and expand homeownership through assistance programs

E-20. Develop affordable housing strategies, preserve existing and create new subsidized housing

E-21. Encourage green built affordable housing

E-22. Encourage and require a mix of home prices and sizes through incentives, direct funding, and surplus property programs.

E-23. Achieve a balance of affordable rental and homeownership housing through incentives, direct funding, and surplus property programs.

E-24. Increase family size housing in both single family and multifamily stocks to support families

E-25. Track housing trends

E-26. Ensure current resident keep and continue living in their home

E-27. Provide rental assistance programs

E-28. Support homeowners who are low-income, senior and disabled

E-29. Expand affordable multi-family housing in the core areas

E-30. Utilize surplus sites for affordable housing

APPENDIX A: INITIAL URBAN DESIGN STUDY

This appendix includes an initial urban design study for the Union, Cherry and Jackson nodes along 23rd Ave. It summarizes the community desire for each node based on community input during the 23rd Ave Action Plan (Union-Cherry-Jackson) process. Diagrams here suggested the preservation of existing community assets, development potential in these nodes and possible transition between existing single family zones and future development. It provides initial urban design and zoning recommendations to start community discussion. These recommendations will be further discussed and refined through the Urban Design Framework and rezoning process through working with the community, businesses, property owners, developers, institutions and other stakeholders.

COMMUNITY CHARACTER

23rd and Union: This is a neighborhood scale destination with housing above businesses that draw customers from the larger neighborhood. It builds on what it already has: a cinema, churches and a major foundation that provides services. Plans are already underway on two key properties. This vision creates a cohesive fabric of buildings and uses by incorporating those two proposals to create a node that reads as a place – a place that draws people in – a destination.

23rd and Cherry: This is a smaller scale node with an abundance of community assets, especially for youth. It is home to a park, Garfield High School, community center, teen center, arts programs, and small businesses including culturally specific restaurants. The focus here is to improve safety through increased pedestrian activity on the sidewalks and more “eyes on the streets” and to create a finer grained place that allows those things that are special to this node, like Ezell’s, to stay and flourish.

23rd and Jackson: This is a larger scale node with regional destinations such as Pratt, the Wood Technology Center, Seattle Vocational Institute, and Langston Hughes nearby. It also has housing for a broad mix of people, social services and parks, with a library nearby. Finally, it is the place to shop for daily household needs. The proposal adds housing and businesses, and leverages a key site to improve community connections through the node.



BUILDING EXAMPLES

Mixed Use Building Example in Neighborhood Commercial 40'



Mixed Use Building Examples in Neighborhood Commercial 65'



Mixed Use Building Example in Neighborhood Commercial 85'



CHERRY CORE

INITIAL LAND USE ANALYSIS

Will be refined along the UDF and rezone process

WHAT IS UNIQUE:

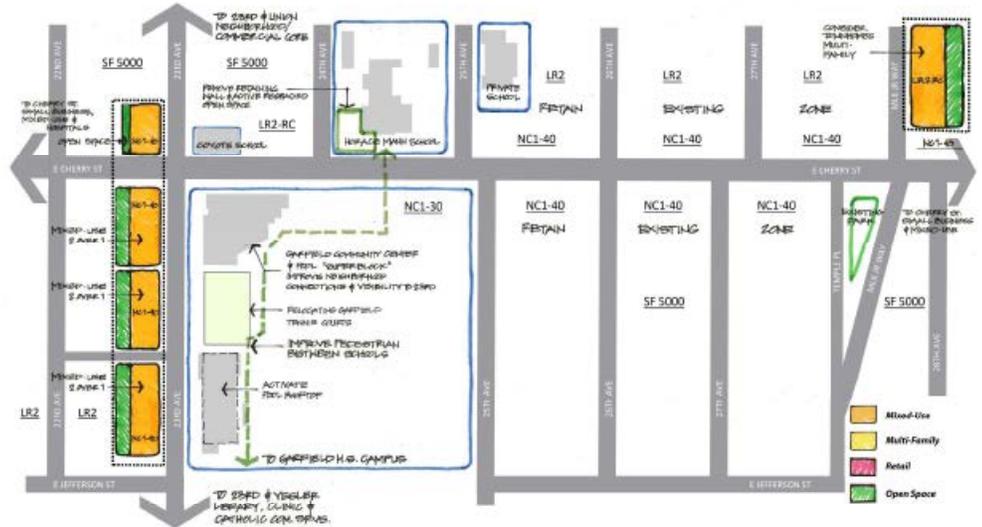
- A smaller scaled node with an abundance of community assets especially for youth
- Small scale commercial uses with a strong presence of Ethiopian restaurants along Cherry Street which provide shops and services as well as social gathering opportunities

WHAT IS DESIRED:

- Provides well-connected education, youth and other community activities and events
- A vibrant neighborhood scaled commercial district that respects the history and historic character
- Preserve existing culturally specific businesses while provide more variety of shops and services that serve the community,
- Investment on underutilized or vacant properties
- Improve streetscape to encourage positive street activities to reduce crimes

WHAT THE PROPOSAL DOES:

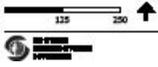
- Supports NC1 neighborhood commercial to preserve the small scale character
- Provide non-conforming non-residential uses west of 23rd Ave with the appropriate neighborhood commercial zoning
- Recommends a height limit of 40' to create a consistent height and unified identity
- Creates a pedestrian friendly streetscape with more "eyes on the street"
- Increases activity on the street with more people living and using this business core
- Supports LR2-RC residential commercial at the NE of Cherry and MLK to provide appropriate zoning for existing uses and transitional use to adjacent existing single family zones



DIA SRG 23RD AVE ACTION PLAN - Urban Design Study 2003.20.09

INITIAL ZONING RECOMMENDATION

Will be refined along the UDF and rezone process



DIA SRG 23RD AVE ACTION PLAN - Urban Design Study 2003.20.09

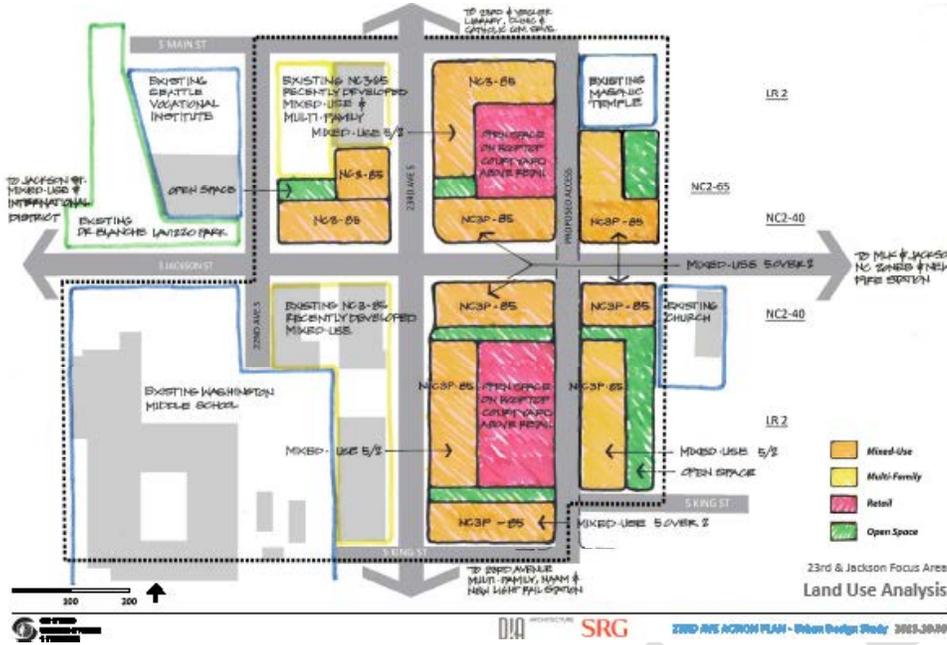
STREETSCAPE RECOMMENDATION

Respect the smaller scale neighborhood character and strengthen neighborhood identity with streetscape elements such as pedestrian lighting, street trees, sidewalk cafes, transparent storefronts, paving texture change at intersection, and public art, etc; connect community facilities and assets



INITIAL LAND USE ANALYSIS

Will be refined along the UDF and rezone process



INITIAL ZONING RECOMMENDATION

Will be refined along the UDF and rezone process



STREETSCAPE RECOMMENDATION

Strengthen neighborhood identity with streetscape elements such as pedestrian lighting, street trees, outdoor café, paving texture change at intersection, sidewalk paving, and other street furniture; Recognize existing great gathering places like Starbucks and incorporate it into future development.

JACKSON CORE

WHAT IS UNIQUE:

- a larger scaled node with regional destinations
- a mix of shops, services and housing that serve for a broader community
- Starbucks is a popular gathering place for African American community in the region.

WHAT IS DESIRED:

- A vibrant mixed use commercial district that provides opportunities for small and large businesses, and opportunities for startup businesses
- connect shops and services with better grid street network
- Provide pedestrian friendly and inviting storefronts and street frontage
- More shops and services that serve the community,
- Affordable housing;
- More welcoming gathering spaces and open space and less crimes

WHAT THE PROPOSAL DOES:

- Supports NC3 neighborhood commercial to provide opportunities for a variety of types and scales of shops and services
- Recommends a height limit of 85' around the intersection to create flexible development potential at this important intersection with transitions to lower zones at the edges
- Creates a pedestrian friendly streetscape with more "eyes on the street"
- Increases activity on the street with more people living and using this business core
- Support a pedestrian zone designation to provide more inviting street level uses and storefronts
- Considers opportunities for open space and community gathering

Additional Acknowledgements

Public Outreach and Engagement Liaisons

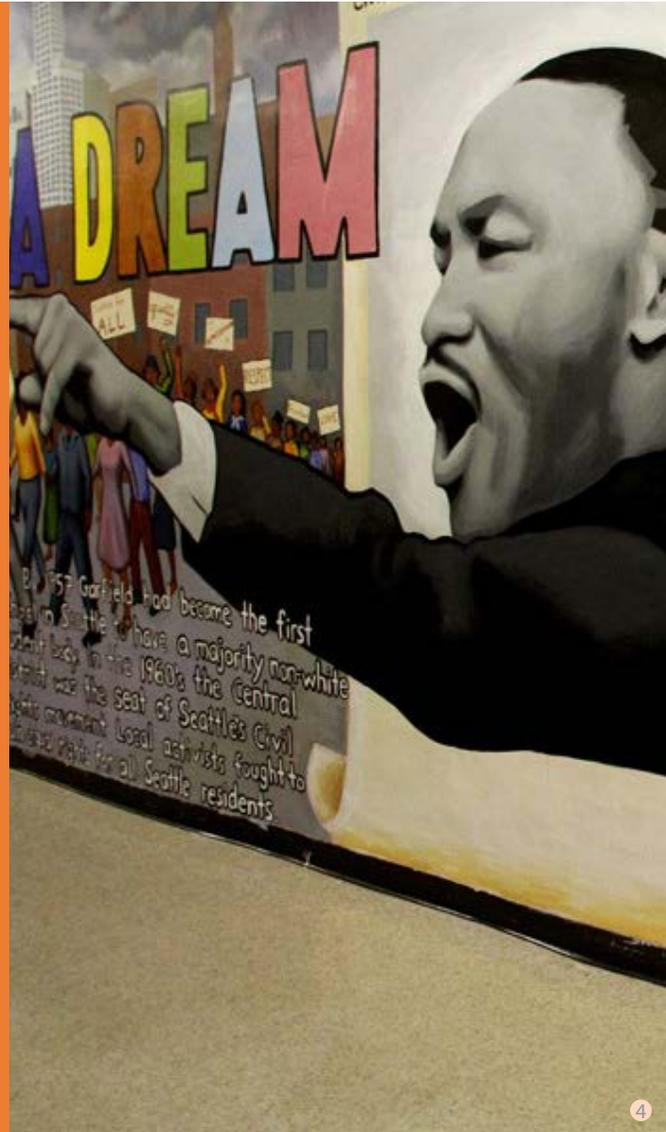
| | |
|-----------------------------------|-----------------------------------|
| Habtamu M. Abdi (Afaan-Oromo) | American) |
| Solomon Tibebu (Amharic) | Wanda Saunders (African American) |
| Neguse Naizghi (Eritrean) | American) |
| Dereje Negassa (Ethiopian) | Pam Carter (Seniors) |
| Maru Mora Villalpando (Spanish) | Erica Bush (Former for Youth) |
| Mary Williams (Former for African | |

City of Seattle and King County Lead Departments

| | |
|--|-----------------------------------|
| Department of Planning and Development | Office of Housing |
| Seattle Department of Neighborhoods | Seattle Police Department |
| Seattle Department of Transportation | Seattle Public Utilities |
| Seattle Parks and Recreation | Office of Economic Development |
| | Human Services Department |
| | Seattle&King County Public Health |

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| 2. Lori Kane | |



This Strategy and Action Matrix is a living breathing implementation document that provides a list of potential strategies and actions. Strategies in this matrix were confirmed and prioritized by the community participants through workshop dot exercise and refined throughout the process. Actions were some examples of specific implementation steps as suggested by the community and the City during the project planning process. Departments and organizations listed in this matrix are some suggested supporting parties whom may collaborate with the 23rd Avenue Advisory Core Team (ACT), Action Teams and other community stakeholder to take potential actions. Potential resources listed here are some examples of the City's competitive grants. This list is not exhaustive and is for demonstration only. These funding opportunities and requirements will need to be verified for each specific action. However, they are not inclusive for each specific action. The implementation party/parties of any specific actions will need to verify the funding opportunities and requirements from the City, or seek other non-city funding opportunities if needed. The timeline listed here is for the proposed project initiation of specific action. They are flexible and will be determined by the availability and deadlines of potential funding, or by the work plan of the implementation party/parties.

City of Seattle Grants and Funding (<http://www.seattle.gov/grants/>)

ARTS & CULTURE



COMMUNITY BUILDING AND ORGANIZING



ENVIRONMENT



PHYSICAL IMPROVEMENTS



TECHNOLOGY



YOUTH



City Artist Projects

Description: Supports research, development and/or presentation of art work. Project proposals are accepted from clusters of art forms in alternate years. In 2013 the application is open to Literary (excluding Scriptwriting), Media/Film and Visual artists. In 2014 the opportunity is open to Dance/Choreography, Music Composition and Theater (including playwriting).

Award: \$2,000 or \$4,000

Eligibility: Seattle-based individual artists or groups of individual artists

Category: Arts

Civic Partners

Description: Provides funding to support core programs and operations of arts, heritage and culture organizations, leverages additional resources, helps underwrite public access to a variety of quality arts and cultural opportunities.

Award: Based on organization's budget

Eligibility: Seattle arts, heritage, cultural and arts service organizations with a minimum 3-year history that provide accessible programming

Category: Arts

Cultural Facilities Funding Program

Description: Provides one-time funding to Seattle arts, heritage and cultural organizations, plus arts service organizations. Funding is awarded for urgent need capital projects.

Award: Up to \$25,000

Eligibility: Seattle arts, heritage and cultural organizations, plus arts service organizations with at least a three-year operating history as a legally established not-for-profit organization, who have control of the facility through ownership or a longer-term lease, and demonstrate a record of ongoing artistic or cultural accomplishments in Seattle.

Category: Arts; Physical Improvements

Neighborhood & Community Arts

Description: Supports groups producing recurring festivals or events that promote arts and cultural participation, build community, and enhance the visibility of neighborhoods through arts and culture.

Award: \$1,200

Eligibility: Neighborhood arts councils and neighborhood groups

Category: Arts; Community Building/Organizing

Neighborhood Matching Fund Large Projects Fund

Description: Provides matching funds to support groups in building community relationships around a project.

Award: \$20K to \$100K

Eligibility: Neighborhood-based groups, community organizations, ad-hoc or business groups

Category: Arts; Youth; Technology; Community Building/Organizing; Environment; Physical Improvements

Neighborhood Matching Fund Small Sparks Fund

Description: Provides funds to support community members in becoming civically engaged.

Award: Up to \$1,000

Eligibility: Neighborhood and grassroots community groups with annual organizational budgets of less than \$25,000

Category: Arts; Youth; Technology; Community Building/Organizing; Environment; Physical Improvements

City of Seattle Grants and Funding - Continued

Neighborhood Matching Small and Simple Projects Fund

Description: Provides matching funds to support groups in building community relationships around a project.

Award: \$1K to \$25K

Eligibility: Neighborhood-based groups, community organizations, ad-hoc and business groups; or groups that do not have a geographic base, such as an ethnic group.

Category: Arts; Youth; Technology; Community Building/Organizing; Environment; Physical Improvements

Neighborhood Park and Street Fund

Description: Provides funds for small-scale improvements to neighborhood streets or for major park maintenance projects.

Award: Up to \$90,000

Eligibility: Individuals or neighborhood groups

Category: Physical Improvements

Neighborhood Matching Small and Simple Projects Fund

Description: Provides matching funds to support groups in building community relationships around a project.

Award: \$1K to \$25K

Eligibility: Neighborhood-based groups, community organizations, ad-hoc and business groups; or groups that do not have a geographic base, such as an ethnic group.

Category: Arts; Youth; Technology; Community Building/Organizing; Environment; Physical Improvements

smART ventures

Description: Supports activities that encourage innovation and widen cultural participation, particularly by individuals or organizations that may not be served by OAC's other funding programs.

Award: From \$500 to \$1,000

Eligibility: Individuals, organizations or neighborhood groups

Category: Arts

SYVPI Community Matching Grant

Description: Provides matching funds for projects serving youth participating in the Seattle Youth Violence Prevention Initiative.

Award: Up to \$20,000

Eligibility: Neighborhood-based groups, community organizations, ad-hoc and business groups; or groups that do not have a geographic base, such as an ethnic group.

Category: Youth

SYVPI Mini Community Grant

Description: Provides funds for community-based projects serving youth in the Seattle Youth Violence Prevention Initiative

Award: Up to \$2,500

Eligibility: Neighborhood-based groups, community-based organizations, ad-hoc groups and business groups

Category: Youth

Technology Matching Fund

Description: Awards matching funds to community projects which increase resident access to information technology, increase literacy in using technology, and/or apply technology to foster civic engagement and community building.

Award: Up to \$20,000

Eligibility: Nonprofit organizations, ad-hoc groups, community councils or neighborhood associations

Category: Arts; Youth; Technology; Community Building/Organizing

Trees for Neighborhoods

Description: Provides free trees, watering bags, planting workshops, and ongoing care support to residents wishing to plant trees around their homes, both in yards and as street trees.

Award: Limit of 4 trees per household

Eligibility: Seattle residents planting on residential property

Category: Environment

Youth Arts Program

Description: Provides support to out-of-school art classes for Seattle middle/high school youth led by professional teaching artists in all art forms. Priority targets teens with limited to no arts engagement.

Award: Up to \$10,000

Eligibility: Individual artists, arts and cultural organizations or youth service agencies

Category: Arts; Youth

Only in Seattle Initiative

Description: The Only in Seattle Initiative is a partnership between OED, Impact Capital and neighborhood business districts to foster districts that:

- Allow small businesses to grow and flourish, making a

positive contribution to the city's economic health,

- Reflect the unique character of the neighborhoods where they are located and contribute to their vitality, and
- Empower business owners to organize around a common vision and attract investment

This initiative is based on proven methodologies for creating vibrant business districts. There are a set of core building blocks that are the critical components of any successful district. Business districts benefit most from comprehensive approaches that work simultaneously to build the following (5) strategy areas:

1. Organization - Neighborhood organizations, residents, property owners and business owners collaborate and work together toward a common vision for the business district.
2. Marketing & Promotion - The district has a positive, consistent image that helps draw more customers to visit it.
3. Business & Retail Development - Businesses prosper because they are organized, supported by the community and they receive the assistance they need to strengthen and grow their business. New businesses move into the district that complement and improve the business mix.
4. Appearance & Pedestrian Environment - The retail and pedestrian environment are attractive, inviting and easily accessible by multiple modes of transportation. Catalyst real estate projects rehabilitate or replace vacant or underutilized spaces, generating a sense of forward momentum and improvement in the district.
5. 5. Clean & Safe - The district is clean and customers feel safe and welcome

Award: Funding will be available in four tiers. Applicants will be evaluated against the criteria and competing applications to determine a final grant amount.

Eligibility: One Proposal per Business District

City of Seattle Departments

A&C: Office of Arts & Culture DOIT: Dept of Information Technology DON: Dept of Neighborhoods DPD: Dept of Planning & Development FAS: Dept of Finance and Administrative Services HSD: Human Service Dept P&R: Parks & Recreation
 OED: Office of Economic Development OFE: Office for Education OH: Office of Housing OIRA: Office of Immigrant and Refugee Affairs OSE: Office of Sustainability & Environment RJI: Restorative Justice Initiative Department
 (to be determined) SCL: Seattle City Light SDOT: Seattle Dept of Transportation SKPH: Seattle & King County Public Health SPD: Seattle Police Dept SPU: Seattle Public Utilities SYVPI: Seattle Youth Violence Prevention Initiative

A Destination with Unique Identity

The Central Area is a neighborhood that requires you to believe in it. It is an inclusive multicultural fabric -- that welcomes all people, while it is also the heart of the region's African American community. It has a wealth of cultural heritage -- arts, schools, library and recreation, while it also has the neighborly feel of a village. It is authentic – a gritty urban fabric, while full of mature trees and historic architecture. It is layered – new and old; youth and elders; a single neighborhood with multiple business districts – and to those who are committed to it, its richness is revealed.

COMMUNITY CHARACTER AND IDENTITY

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNITY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME-LINE**** |
|-----|--|----------|--|--|--|-----------------|----------------------|--|---|---------------|
| | | | | POTENTIAL | | | DEPARTMENTS | ORGANIZATIONS | | |
| A-1 | Implement a cohesive identity for the Central Area using banners, amenities and flowers while also supporting an on-going maintenance and beautification program | High | Neighborhood spring cleanup | Develop the maintenance and beautification program through Business Improvement Area (BIA) | | L | OED | | Only in Seattle | 1-3 years |
| | | | | Work to expand Neighborhood spring clean-up | | L | DON, SPU | District Council | | 1-3 years |
| | | | | Work with SPD for better reporting of property crimes / damage | | C, PI | SPD | | | 1-3 years |
| | | | | Develop a citywide anti-litter campaign | | C, PI | SPU | | | 1-3 years |
| | | | | Develop signature lighting for safety and identity | | AF, C | SDOT, SCL | | | 1-3 years |
| A-2 | Celebrate existing neighborhood landmarks and facilities by increasing visibility and public events | Med | | Consistent way finding scheme to highlight community assets, points of interest etc. | | L, AF, C | OED, SDOT, A&C | | Only in Seattle Neighborhood Matching Fund | |
| | | | | Install visible historic markers of identity and culture etc. | | AF, C | | | | |
| A-3 | Create public art and provide welcoming space to enhance its multicultural identity especially as the center of African American community | High | Central District Art Plan | Define distinctive community expressions and appropriate to each node through public art that is relevant to the specific location | | AF, C | A&C, SDOT, DPD | ALTSpace, Pratt, coyote central, Schools, Central Area Cultural Arts Commission | Smart Ventures, Youth Arts Program, Neighborhood Matching Fund | 1-3 years |
| | | | | Work with area art and community groups on temporary art and community art projects such as 23rd corridor project | | C, PI | | | | |
| | | | | Integrate public art into projects wherever possible to engage and express the diversity of the Central Area community | | L, AF, C, PI | | | | |
| | | | | Involve the area's youth and other community member in creating and integrating art at neighborhood locations | | L, C | | | | |
| | | | | Include more interpretive sites in the built environment that tell the story of the neighborhood's history in engaging ways. (e.g. William Grose's Ranch by the YMCA, Jackson St Jazz Scene, Jimi Hendrix's childhood home etc.) | | L, AF, C | | | | |
| | | | | Engage in the Garfield campus renovation project | | L, AF, C, PI | | | | |
| | | | | Engage with the Central Area Cultural Arts Commission | | L, C, PI | | | | |
| A-4 | Support existing and provide new events, festivals and programs for all people to share and learn different cultures | High | Central District Community Street Fair Seafair Umojafest Madrona Mayfair Central Area Community Festival | Revive the Central District Art Walk and develop heritage trail | | L, AF, C | DON, A&C | ALTSpace Pratt Coyote Central, PNW African American Museum: Quincy Jones Performing Art Center | Neighborhood matching fund Neighborhood & Community Arts | 1-3 years |
| | | | | Promote neighborhood events such as Neighborhood Night Out, Summer Streets | | L, AF, C | DON, SDOT, SPD | | Neighborhood Matching Fund | 1-3 years |
| | | | | Revive the Seafair Mardi Gras Parade on Cherry Street | | L, AF, C | DON, A&C, SDOT | | Neighborhood Matching Fund | 1-3 years |
| | | | | Incorporate music venues in gathering places such as local businesses and parks to celebrate the history of Central Area | | L, AF, C, PI | | | Neighborhood Matching Fund | 1-3 years |
| | | | | Support Garfield High School's Performing Arts Events | | L, C | | | Neighborhood Matching Fund | 1-3 years |
| A-5 | Develop better advertising and marketing strategies for community events | Low | | Develop community event calendar and newsletters | | L, AF, C | DON, OED | | Neighborhood Matching Fund, Only in Seattle | |
| A-6 | Support cultural centers and programs that cater to the community | Low | | | | L, AF, C | DON, A&C | Washington Hall, Langston Hughes Performing Arts | | |

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(continued)

COMMUNITY CHARACTER AND IDENTITY (continued)

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
|-----|--|----------|----------|-----------|--|----------------------|----------------------|---------------------------------|------------------------|-------------------|
| | | | | POTENTIAL | | | DEPARTMENTS | ORGANIZATIONS | | |
| A-7 | Strengthen collaboration on developing education and event programming for the community | Med | | | | L, C, PI | P&R, A&C | Langston Hughes Performing Arts | | |
| A-8 | Support the preservation of African American and other cultural base institutions | Med | | | | L, AF, C, A | A&C | | | |

APPEALING ENVIRONMENT FOR THE OLD AND NEW (URBAN DESIGN)

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
|------|--|----------|----------|--|----------|----------------------|--|--|------------------------|-------------------|
| | | | | POTENTIAL | | | DEPARTMENTS | ORGANIZATIONS | | |
| A-9 | Enhance pedestrian friendly streetscape and storefront activities | High | | Work with business owners to improve storefront and encourage grade level entry | L, AF | OED, SDOT | | | | 1-3 years |
| | | | | Develop coordinated public realm plan that improves the physical connections (streets, sidewalks) between the smaller centers of activity (schools, library, community center, grocery stores, ethnic stores) Addresses: <ul style="list-style-type: none"> Wayfinding, and public art. Business and cultural identity Streetscape elements including: cross-walk markings, lighting fixture style and quality, and bus shelter design, and landscaping. As part of the public realm plan include guidance on: <ul style="list-style-type: none"> Creating a sense of place, an identity expressing the cultural richness Accentuating this area as a specific destination Considering how art, landscaping might reflect the cultures and origins of community members using this area Activating sidewalks and storefronts by creating gathering spaces and outdoor seating, lighting. | C, PI | DPD, SDOT | Central Area Land Use Review Committee | | 1-3 years | |
| | | | | Evaluate pedestrian street designation in suitable areas | C, PI | DPD | Central Area Land Use Review Committee | | underway | |
| | | | | Provide smaller width stores fronts which will create a mix of character and potentially provide small business incubator space | C, PI | DPD, OED | | | 1-3 years | |
| | | | | Provide pedestrian improvements that support businesses and improve walkability at nodes. | PI | DPD, SDOT | | Neighborhood Parks & Street Fund; Neighborhood Street Fund | 1-3 years | |
| | | | | Ensure buildings are designed to reflect the racially, economically and age mixed character of community. | C, PI, A | DPD | Central Area Land Use Review Committee | | 1-3 years | |
| | | | | Promote retail, restaurant and entertainment use that are pedestrian oriented and provide a high level of street activity | C, PI | DPD | | | 1-3 years | |
| | | | | Encourage development with buildings along the street front | C, PI | DPD | | | 1-3 years | |
| A-10 | Through processes that engage community members, consider and evaluate the application of zoning designations and related development regulations that are most likely to achieve the desirable community character. | High | | Amend zoning and development regulations on key opportunity sites to enable higher density residential and mixed-use development at 23rd and Union, Cherry and Jackson to encourage development that is beneficial for the community by creating employment opportunities; offering housing affordable across a range of incomes; and creating a destination | C, PI | DPD | Central Area Land Use Review Committee | | underway | |

(continued)

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APPEALING ENVIRONMENT FOR THE OLD AND NEW (URBAN DESIGN) (continued)

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNITY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME-LINE**** |
|------|--|----------|--------------------------------------|---|--|-----------------|----------------------|--|----------------------------|---------------|
| | | | | POTENTIAL | | | DEPARTMENTS | ORGANIZATIONS | | |
| A-11 | Work with property owners at key sites to encourage distinctive design, activates the sidewalk, retain locally owned business including African American and other ethnic businesses and gathering space, and create activity and visual interest at key intersections | High | Central Area Design Guideline (1998) | Develop an urban design study to evaluate zoning, building height and density, building features, and streetscape and site context | | C, PI | DPD | Central Area Land Use Review Committee | | underway |
| | | | | Incorporate in Urban Design Framework. Update the Central Area Design Guideline | | C, PI | DPD | Central Area Land Use Review Committee | | underway |
| | | | | Conduct an urban design walking tour | | L, C, PI | DPD, SDOT | Central Area Land Use Review Committee | | |
| | | | | Work with the property and business owners to redevelop the key sites into mixed-use buildings with residences above active street-level businesses | | C, PI | DPD, OED | Central Area Land Use Review Committee | | |
| A-12 | Maintain ongoing collaboration with property owners, and community members to stimulate and pursue redevelopment opportunities. | High | | Collaborate with property owners and community members on urban design framework and zoning proposal | | C, PI | DPD, OED | Central Area Land Use Review Committee | | underway |
| A-13 | Identify and publicize redevelopment opportunities in vacant/underutilized properties | Med | | Develop an inventory of vacant and underutilized properties and identify redevelopment opportunities | | PI | DPD, OED | | | |
| | | | | Work to activate vacant retail spaces such as Offer space to artists to use as studio | | C, PI | OED, A&C | | | |
| | | | | add p-patches / community gardens for gardening | | C, PI | DON | | | |
| A-14 | Define the roles and physical character of Union, Cherry and Jackson. | Low | | Address in urban design framework | | C, PI | DPD | | | underway |
| A-15 | Enhance the small-scale business and multifamily residential development | Low | | | | C, PI | OED, OH, DPD | | | |
| A-16 | Improve the ability of community to participate in design review process. | Low | | Get people engage in the design and development process | | C, PI, A | DPD | Central Area Land Use Review Committee | | |
| | | | | Develop online and public communication resources to planners | | L, C | | | | |
| A-17 | Provide flexible spaces for small and large businesses and mixed use development at Jackson | Low | | Address in urban design framework | | C, PI | DPD, OED | | | underway |
| A-18 | Connect Shops and services with better grid street network at Jackson | Low | | Strengthen through-block connections to knit back the street grid | | C, PI | SDOT, DPD | | | underway |
| | | | | Address in urban design framework | | | | | | |
| A-19 | Preserve the small neighborhood business character at union | High | | Address in urban design framework | | C, PI | DPD | | | underway |
| A-20 | Preserve the existing historic characteristics at Union | High | | Ensure future development reflect the current diverse character as well as the history of African American at 23rd and Union core | | C, PI | DPD | | | |
| | | | | As part of the recommended public realm plan (sidewalks, art, wayfinding, lighting, landscaping), include a marker of a "gateway feature" along 23rd and identify streetscape elements that enhance the sense of place, expressing the African-American community | | C, PI | DON | | | |
| A-21 | Provide mixed use and live/work spaces at 23rd and Union community core. | Med | | Support local artists and provide flexible spaces at 23rd and Union core | | C, PI | DPD, A&C | | | |
| A-22 | Preserve the existing historic characteristics and neighborhood feel at Cherry | High | | Explore the opportunity for a festival or community event street on Cherry Street. If feasible, apply for grants to implement it. | | L, AF, C | DPD, SDOT, DON | | | |
| | | | | Tailor economic development approaches as the location for small, minority-owned businesses like restaurants, and cafes that have active day and evening use to create a vibrant atmosphere. | | C, PI | DON, DPD, OED, SDOT | | | |
| A-23 | Explore opportunities for sidewalk cafes along Cherry Street | High | | Work with business owners to encourage sidewalk cafes along Cherry Street | | L, C, PI | DPD, SDOT, OED | | Neighborhood Matching Fund | |
| A-24 | Create inviting environment to integrate the community around the Garfield campus (Community Center, Teen Life Center, Medgar Evers Pool) at Cherry | Low | | Address in urban design framework | | C, PI | DPD | | | underway |

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Connected People & Community

The Central Area is rich in community assets. It has visual and performing arts programs; a continuum of educational facilities; and multiple business districts including some major employers. It is also a community with people from many different backgrounds. The opportunity here is to have the assets serve and reflect the community; and for communities to have meaningful connections with each other.

OPPORTUNITIES & PLACES FOR GATHERING

| | STRATEGIES | PRIORITY | ACTIONS | | COMMUNITY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME-LINE**** |
|-----|--|----------|-----------------------------|---|-----------------|----------------------|---|------------------------|---------------|
| | | | EXISTING | POTENTIAL | | DEPARTMENTS | ORGANIZATIONS | | |
| B-1 | Identify opportunities for existing and new gathering places | High | Community Nights at Schools | Work with Seattle Public Schools to identify potential spaces for community uses | L, C, PI | DON | Seattle Public Schools | | 1-3 years |
| | | | | Create an inventory that identifies and promotes free spaces that are available for community gathering and cultural celebration such as The Central, churches, and private schools | L, C, PI | A&C | | | 1-3 years |
| | | | | Create incentives for businesses to open after hours for example with mentorship programs | C, PI | HSD, OED | | | 1-3 years |
| | | | | Work with property owners to provide public accessible open space on private properties | C, PI | DPD | | | 1-3 years |
| | | | | Identify space where Restorative Practices and Restorative Circles can be held | C, PI | RJI, P&R, SYVPI | Community Centers, community councils, Seattle Public Schools | | 1-3 years |

MORE OPPORTUNITIES FOR YOUTH

| | STRATEGIES | PRIORITY | ACTIONS | | COMMUNITY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME-LINE**** |
|-----|--|----------|--|---|-----------------|----------------------|---|------------------------|---------------|
| | | | EXISTING | POTENTIAL | | DEPARTMENTS | ORGANIZATIONS | | |
| B-2 | Provide employment opportunities and training for youth including apprenticeships, internships, and mentoring, especially those most in need | High | The Student Teen Employment Preparation Program - a job readiness program designed to provide youth with education, job skills and career development training. (Parks) The Youth Career Training Program - a pilot program designed to increase employment readiness opportunities for youth through programming in the areas of employment certifications, youth/teen advocacy, aquatics/tennis training, maintenance, urban design and environmental education and college preparation. (Parks) Seattle Youth Violence Prevention Initiatives (OFE) Seattle Youth Employment Program (HSD) | Explore training and employment opportunities with the Seattle Youth Employment Program, SVI, Wood Tech Center, Pratt and local companies | L, C, PI | HSD, P&R, SYVPI | Trade unions, community college, Pratt | | 1-3 years |
| | | | | Work with unions and other organizations that include diverse members to establish apprenticeships (such as the Coalition of Black Trade Unions, IBEW, electricians) for living wage jobs | L, C, PI | HSD, OFE | Trade unions, community councils, community college, churches | | 1-3 years |
| | | | | Work with community councils to identify apprenticeship and internship opportunities through existing established relationship | L, C | DON | community councils | | 1-3 years |
| | | | | Identify mentoring opportunities to educate kids (and others) outside of schools such as Building Bridges program | L, C, A | HSD | | | 1-3 years |
| | | | | Include "trades" in high schools | L | | Seattle Public Schools | | 1-3 years |
| | | | | Work with local companies or programs to provide youth opportunities such as door-to-door canvassing to promote products/services that benefit the community | C, PI | HSD | | | 1-3 years |
| | | | | Create mentorships with local businesses that teach leadership and entrepreneurship rather than continuing the "fast food employment" mentality | C, PI | HSD | | | 1-3 years |
| | | | | Support a program like the Promise Zones to holistically approach building the Central Area community so that its children succeed in college and go on to the job market | L, C | HSD, DPD | | | 1-3 years |
| | | | | Develop learning opportunities, internships and/or paid employment for youth 24 and under to serve as facilitators and peacemakers in schools and community through programs such as Community Restorative Justice Pilot Project. | C, PI | RJI, P&R, HSD, SYVPI | Seattle Public Schools | | 1-3 years |

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(continued)

MORE OPPORTUNITIES FOR YOUTH (continued)

| | STRATEGIES | PRIORITY | ACTIONS | | COMMUNITY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME-LINE**** | | | | |
|-----|---|----------|---|---|-----------------|----------------------|--|---|---------------|--------------------|------------------------|-----------|-----------|
| | | | EXISTING | POTENTIAL | | DEPARTMENTS | ORGANIZATIONS | | | | | | |
| B-3 | Provide more opportunities to engage and empower the youth | High | The Youth Engaged in Service Program - Participants (ages of 13 and 18) volunteer 120 hours in a Seattle Parks and Recreation program or facility or a community based organization. Sixty hours of the required 120 can be used to meet the Seattle public high school service learning graduation requirement with proper pre-approval from the school. (Parks) | Develop multi-generational engagement strategies that encourage engagement of youth and other age groups including seniors on projects, mentoring, sharing of knowledge and experience etc. | L, C | HSD, DON, RJI | CAYA, Pratt, Northwest African American Museum, Coyote Central | | 1-3 years | | | | |
| | | | | Include youth activities in community meetings, events and programs to increase opportunities to learn about youth concerns and to engage youth in the community | L, C | HSD, DON, RJI | | | 1-3 years | | | | |
| | | | | Utilize existing organizations to outreach and engage youth | L, C | HSD, DON, RJI | | | 1-3 years | | | | |
| | | | | | | | Youth Empowerment Program | Develop incentives to get youth involved and have adults take an interest in the kids | C, PI | P&R, HSD, RJI | | 1-3 years | |
| | | | | | | | | Re-engage youth who have been out of school for a while to help them transition to jobs | C, PI | HSD, SYVPI, RJI | | 1-3 years | |
| | | | | | | | | Partner with existing youth leadership work | C, PI | HSD, SYVPI, RJI | | 1-3 years | |
| | | | | | | | | Support basic social and business skills workshops designed and delivered by youth | C, PI | HSD, P&R, RJI | | 1-3 years | |
| | | | | | | | | Develop and implement Youth Empowerment Program tailored for Central Area youth | C, PI | P&R, DON, DPD, RJI | | underway | |
| | | | | | | | | Develop a Central Area action plan for youth | L, C, PI | HSD, OFE, DON, RJI | Seattle Public Schools | | 1-3 years |
| | | | | | | | | Design and implement programs such as the Community Restorative Justice Pilot Project to empower youth to engage conflict and crime, prevent escalation of violence, promote peacemaking, and provide alternatives to the criminal justice and school disciplinary systems. | C, PI | P&R, RJI, SYVPI | Seattle Public Schools | | underway |
| B-4 | Improve academic achievement for Central Area students, especially those most in need | High | | Community, community based organizations, and school district work together to obtain City's Family and Education levy funding for programs needed by Central Area students | L, AF, C, PI | OFE | Seattle Public Schools | Family and Education levy | 1-3 years | | | | |
| | | | | Form partnerships including community members, community based organizations, the City and Seattle Public Schools so that the neighborhood's schools have excellent programs, strong enrollment, no achievement gap and produce exceptional students | L, AF, C, PI | OFE | Seattle Public Schools | Family and Education levy | 1-3 years | | | | |
| | | | | Design educational support programs that promote positive peer group assistance | C, PI | OFE | Seattle Public Schools | | 1-3 years | | | | |
| | | | | Support development and implementation of a Restorative System as an alternative to school discipline and suspension to keep students in school, improve academic achievement and graduation, and prevent engagement in criminal justice system, such as through Community Restorative Justice Pilot Project. | C, PI | P&R, RJI | Seattle Public Schools (Garfield High School and Washington Middle School) | | | | | | |
| B-5 | Expand places and programs for children in after school and weekend hours | Med | | Schools, organizations, and the community center work together to identify and provide more youth programs & activities at Cherry core | L, C, PI | P&R, A&C | Seattle Public Schools | | | | | | |
| B-6 | Advance art education that reflect the Central Area history and diversity | Med | The Creative Advantage launches in the Central Pathway in 2013-2014 for art education in Central Area schools. Work Readiness Arts - a program providing out-of-school programming that links arts learning and work experiences for Seattle youth ages 14 to 18. | Assist youth to find the strength of their history and the value of people of different cultures | C, PI | A&C, OFE | Seattle Public Schools | | | | | | |
| B-7 | Assess capacity, needs and opportunities for current and future programs | Med | | Inventory and evaluate existing youth programs and services | L, AF, C, PI | HSD | Seattle Public Schools | | | | | | |
| | | | | Conduct survey with youth to get input on what programs are missing in regards to their interests | L, AF, C, PI | DON, HSD | Seattle Public Schools | | | | | | |
| | | | | Develop a stewardship group for local schools that review school assignment & program placement and ensure equitable access | L, C, PI | OFE | Seattle Public Schools | | | | | | |
| | | | | Improve access to youth programs through better public information, program expansion, and transportation | C, AF, PI | OFE | Seattle Public Schools | | | | | | |

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JOB AND OTHER SERVICES

| | STRATEGIES | PRIORITY | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
|------|--|----------|----------------------|---|----------------------|----------------------|--|------------------------|-------------------|
| | | | EXISTING | POTENTIAL | | DEPARTMENTS | ORGANIZATIONS | | |
| B-8 | Improve access to living wage jobs, trades, as well as entrepreneurial skills | High | | Promote job training through programs such as Seattle Vocational Institute | C, PI | OED, HSD, OFE | SVI | | 1-3 years |
| | | | | Give grants to retired business people who can mentor and advise new business owners, such as through SCORE program | AF, C | HSD | | | 1-3 years |
| | | | | Promote and develop job training programs through the SYVPI and the Human Services Department | C, PI | OED, HSD, OFE, SYVPI | | | 1-3 years |
| B-9 | Develop strategies to employ and house local workforces for future development | High | | Encourage local hiring in the city contracting process and through Local Hire program | C, PI, A | FAS, OED | | | 1-3 years |
| | | | | Preserve local historic/existing businesses who are more likely to hire locally | C, PI, A | OED | | | 1-3 years |
| | | | | Identify and survey local businesses, organizations to determine job skill requirements. | L, AF, C, PI | OED | | | 1-3 years |
| | | | | Encourage local hiring by local institutions and community organizations. Work with business organizations to expand employment opportunities for area residents. | L, C | OED | | | 1-3 years |
| B-10 | Support programs that provide resources and assistance for seniors | Med | Home Delivered Meals | Conduct more outreach to seniors to identify needed resources and assistance Support and seek fundings for senior employment programs and meal programs | L, AF, C | HSD | The Central (Central Area Senior Center) | | |
| B-11 | Identify opportunity for elder and youth mentor/tutoring programs | Med | | | L, AF, C | HSD | The Central (Central Area Senior Center) | | |
| B-12 | Improve information technology infrastructure to provide affordable services to help support programs for senior, youth, and immigrants etc. | Low | | Engage tech providers and work with SDOT 23rd Ave improvement project to incorporate tech infrastructure (eg. Free Wi-Fi, transit info, way finding etc.) Raise awareness of how tech infrastructure supports neighborhood programs and increase educational training opportunities for families with better internet access | C, A | SDOT, SPU, DOIT | | | |
| B-13 | Provide better networking and job assistance services for immigrants | Med | | | L, C | HSD, OIRA, OED | | | |
| B-14 | Provide opportunities for immigrants to learn English | Med | | | L, C | HSD, OIRA | | | |
| B-15 | Provide support for homeless | Low | | | L, C, A | HSD | | | |

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COMMUNITY PARTNERSHIP, OWNERSHIP AND LEADERSHIP

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
|------|--|----------|--|--|--|----------------------|----------------------|---------------------------|------------------------|-------------------|
| | | | | | PROPOSED | | DEPARTMENTS | ORGANIZATIONS | | |
| B-16 | Utilize schools for community uses after school hours | High | Agreement for the Joint Use of Facilities between The Seattle School District and Seattle Parks and Recreation | Identify how other locations have made it work (case study/best practice) Work with Seattle Public Schools to increase community use of school space throughout the year, such as: | <ul style="list-style-type: none"> • Hosting community college or extension classes. • Hosting adult education, especially in coordination with teen learning and tutoring. • Hosting space for community meetings. • Providing a safe environment for teen activities, etc. • Providing space for Restorative Practices for projects such as Restorative Justice Pilot Project | L, AF, C | OFE, P&R, RJI | Seattle Public Schools | | |
| B-17 | Identify and coordinate underfunded efforts with planned capital projects in order to leverage City investments and create transformative place-making changes | High | | | | C, PI | DPD | | | |
| B-18 | Strengthen coordination and engagement between schools and the community | Med | | Strengthen community participation to support school programs such as tutoring, fundraising, etc. Support events that bring together students, parents, teachers and community members to celebrate the achievement of Central Area students. | | L, AF, C, PI | DON, HSD | Seattle Public Schools | | |
| B-19 | Improve communication and partnership opportunities among community and organizations | Low | | Convene regular meetings of the community's religious/spiritual leaders to work together on shared community issues. Partner with faith-based communities | | L, C | DON | | | |
| | | | | Community groups should actively engage community members and organizations in implementation of the Action Plan through means such as: | <ul style="list-style-type: none"> • Develop and renew a "Call to Action" that defines short-term community actions. • Provide early notification of projects and schedules and how to engage. • Identify "host" organizations to spearhead community input. | L, C | DPD, DON | | | |
| | | | | Seek public, foundation (non-profit), and private investment in areas critical to this community such as employment, education and housing. | | L, AF, C | DPD, OED | | | |
| | | | | Encourage City departments to meet with community organizations early in a project or program to increase collaboration and linking with community-driven projects. | | L, C, PI | DPD | | | |
| | | | | Provide anti-discrimination / race and social justice workshop to the general public and small businesses | | C, PI | DON | | | |
| B-20 | Engage with district council to develop community websites/blogs and newsletters | Low | | Work with newspapers and online blogs to emphasize the positive activities (school events, arts and cultural celebrations) in the Central Area. | | L, C, PI | DOIT, DON | District Council | | |
| B-21 | Support community organizations that represent multifamily neighborhoods | Low | | | | C | | Seattle Housing Authority | | |
| B-22 | Identify volunteer opportunities for the community | Low | Seattle Parks Volunteers program | | | L, C | P&R | | | |
| B-23 | Support local community leaders | Low | PACE program | Develop Central Area Neighborhood District Council as a forum for local leadership | | L, C | DON | | | |

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A Great Business Community

The Central Area is unique in that it has multiple discreet business districts, including 23rd Ave at Union, Cherry and Jackson. Working together they can provide a broad spectrum of the community's goods and services, including healthy foods. These districts have different characters and have the opportunity to strengthen and solidify as distinct nodes that also work together to clearly proclaim the Central Area identity.

A GOOD MIX OF SHOPS AND SERVICES

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
|-----|--|----------|---|--|---------|----------------------|----------------------|-----------------------------|-----------------------------|-------------------|
| | | | | POTENTIAL | | | DEPARTMENTS | ORGANIZATIONS | | |
| C-1 | Provide a mix of small and large businesses that serve local and the larger community. | High | The ACT received \$42,000 Only in Seattle 2014 grant to help organize and develop an action plan. | Develop a comprehensive action plan for business district development. This plan can include 1) The development of a business attraction plan using local market data, current business mix and current gaps in products and services. 2) The development of a coordinated marketing plan to support current and future businesses at each node. 3) Conduct a market analysis to evaluate supply and demand of goods and services in the community for each core. The analysis would provide more of a basis for determining the types of businesses that could be attracted to the area. The analysis can include specific interests from the community like grocery coop, cultural food items, and places to gather, etc. 4) Create a database of businesses and commercial spaces for outreach and communication and to assist with business attraction and retention | | L, AF, C, PI | OED | | The Only in Seattle program | underway |
| | | | | Submit an application to Only in Seattle to secure funding for 2014 | L, AF | OED | | The Only in Seattle program | underway | |
| | | | | Explore the formation of a Business Improvement Area (BIA) | L, AF | OED | | The Only in Seattle program | 1-3 years | |
| | | | | Support the continued presence of a grocery store with healthy and affordable foods that meet the needs of this neighborhood's diverse community | L, C, A | DPD | | The Only in Seattle program | 1-3 years | |
| C-2 | Preserve ethnic businesses | Med | | Work with new and existing organizations who can support and recruit new businesses that are reflective of the cultural groups in the Central Area. | L, C | OED | | The Only in Seattle program | | |
| | | | | Feature ethnic and minority-owned businesses in Central Area marketing programs | L, C | OED | | The Only in Seattle program | | |
| | | | | Help ethnic businesses understand advantages of reaching out to customers beyond their ethnic group and how to do this | L, C | OED | | The Only in Seattle program | | |
| C-3 | Work with the property owners and developers on future redevelopment projects to attract the right types and forms of businesses and services that will serve the community needs including healthy food, affordable spaces, and preserve healthy social gathering place like Starbucks. | Med | | Same as C1 actions | L, C | OED | | | | |
| C-4 | Enhance opportunities to gather where businesses are part of the community fabric. | Low | | Same as C1 actions | L, C | OED | | | | |
| C-5 | Support small neighborhood businesses at Union core | High | | Same as C1 actions | C, A | OED | | | | |
| C-6 | Support mixed use development at Union core | Low | | Same as C1 actions | C, A | DPD, OED | | | | |
| C-7 | Support entertaining and gathering opportunities at Union core | Low | | Same as C1 actions | C, A | DPD, OED | | | | |
| C-8 | Add a variety of businesses at Cherry core | High | | Same as C1 actions | C | OED | | | | |

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A GOOD MIX OF SHOPS AND SERVICES (continued)

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
|------|---|----------|----------|------------------------------|--|----------------------|----------------------|---------------|------------------------|-------------------|
| | | | | POTENTIAL | | | DEPARTMENTS | ORGANIZATIONS | | |
| C-9 | Preserve ethnic restaurants at Cherry core | Med | | Same as C1 actions | | C, A | OED | | | |
| C-10 | Promote gathering opportunities at Cherry core | Low | | Same as C1 actions | | C, PI | DPD, OED | | | |
| C-11 | Support active businesses at Cherry core | Low | | Same as C1 actions | | C, PI | OED, DPD | | | |
| C-12 | Create more community opportunities at Cherry core | Low | | Same as C1 actions | | L, AF, C, PI | OED | | | |
| C-13 | Support broad range of small and large businesses and living wage job opportunities with businesses at Jackson core | Med | | Support a good grocery store | | C, A | OED | | | |
| C-14 | Support culturally serving businesses at Jackson core | Low | | Same as C1 actions | | C | OED | | | |

EASY AND EQUITABLE ACCESS TO HEALTHY FOOD

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
|------|--|----------|---|--|--|----------------------|----------------------|-----------------|------------------------|-------------------|
| | | | | POTENTIAL | | | DEPARTMENTS | ORGANIZATIONS | | |
| C-15 | Encourage urban agriculture on city-owned and private properties | High | Citywide Food Systems team is looking at making city-owned land available for urban agriculture (specifically, commercial farming) | Identify gardening opportunities on minor arterials and the greenway | | L, AF, C, PI | DON, OSE, P&R, SDOT | | | 1-3 years |
| C-16 | Increase availability of healthy food and products for the need of diverse community | Med | | Utilize community programs such as Tilth to help grow and teach gardening and make food healthy and affordable | | L, AF, C | SKPH, DON, OSE | | | underway |
| | | | | Include the community's desire for better grocery options, healthier restaurants, culturally specific food in the market study. | | L, C, PI | SKPH, OED, OSE | | | |
| | | | | Conduct customer questionnaire to evaluate customer needs and concerns for healthy food with diverse background | | L, AF, C, PI | OED, OSE | Only in Seattle | | |
| | | | | Conduct questionnaire with existing grocery stores, markets and restaurants to collect demand and supply data and understand concerns and limitation | | L, AF, C, PI | OED, OSE | | | |
| C-17 | Support programs that help get more healthy food to children and youth | Med | Free Summer Meal Program | | | C, A | SKPH, OSE, HSD | | | |
| C-18 | Improve opportunities in the farmer's market | Med | The Fresh Bucks program - a nutrition incentive program launched in 2012 that doubles the purchasing power for low-income Seattle residents who use their federal food stamp benefits to purchase fresh fruits and vegetables at Farmers Markets. | | | L, C, PI | OED, OSE | | | |
| C-19 | Support stores and restaurants that provide culturally specific food | Low | | | | C | | | | |
| C-20 | Explore innovative options for providing healthy local food, such as community kitchen | Low | | Work with community center and organizations such as Coyote Central to identify community kitchen/cooking opportunities | | L, C, PI | SKPH, OSE | Coyote Central | | |
| C-21 | Promote healthy food through education and collaborative efforts | Low | | Support sustainable food systems and urban agriculture education for teens, adults, seniors and children. Partner with Seattle Parks and Recreation's Urban Food Systems program, and community organizations like Alleycat Acres and Green Plate Special (as well as larger organizations like Seattle Tilth) | | C, PI | SKPH, OSE | | | |

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| BUSINESS DEVELOPMENT | | | | | | | | | |
|----------------------|--|--------------|---|---|----------------------|----------------------|---|-----------------------------|-------------------|
| | STRATEGIES | PRIORITY | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
| | | | EXISTING | POTENTIAL | | DEPARTMENTS | ORGANIZATIONS | | |
| C-22 | Provide ethnic/cultural and local small businesses with solutions to stay in the area and maintain the multicultural/diverse character | High | | Street fair that features local businesses | L, AF, C | OED | | | 1-3 years |
| | | | | Attract businesses that complement existing and that are engaged in the community | L, AF, C | OED | | | 1-3 years |
| | | | Central District Neighborhood On Foot Map | Walking map with local businesses identified | L, AF, C | SDOT, OED | Feet First | | 1-3 years |
| | | | | Help local business thrive through technical and financial support and business organizational development, especially ethnic or culturally based businesses. | C | OED | | | 1-3 years |
| | | | | Assess need of target businesses and connect them to available resources and case management | C | OED | | | 1-3 years |
| | | | | Seek strategies to provide incentives for established businesses to stay in the area. | C, PI | OED | | | 1-3 years |
| | | | | Promote use of limited-equity commercial condos to maintain affordable commercial space in support of the multicultural commercial district. | C | OED | | | 1-3 years |
| | Promote opportunities for cross-cultural meetings among business owners as well as among the broader community | L, AF, C, PI | OED | | | 1-3 years | | | |
| C-23 | Market to the broader region the great resource of having such a variety of small businesses in the business districts. | High | | Develop business district communication/marketing materials to target current as well as future residents <ul style="list-style-type: none"> • Market local businesses • Business owners and commercial district supports form and host tours of key businesses at 23rd and Union/Cherry/Jackson • Businesses start using social media for marketing: Yelp campaign, short promotional videos; Facebook for four businesses in each node • Implement a Buy Local program to bring customers to the district | L, AF, C | OED | | The Only in Seattle program | 1-3 years |
| C-24 | Explore strategies to retain or add affordable commercial space to support diverse character. | High | | Help independent businesses buy commercial property, or a share in commercial property | C, PI | OED | SCORE/Small Business Development Center | | 1-3 years |
| | | | | Explore options for modifying zoning in Urban Design Framework to support affordable commercial space | C, PI | DPD | | | 1-3 years |
| C-25 | Explore legislative changes needed to remove structural barriers to supporting affordable commercial space. | Med | | | C, PI, A | DPD | | | |
| C-26 | Identify opportunities and support for entrepreneurs to start and be successful | Med | | | C, PI | OED | | | |
| C-27 | Create an inclusive business organization to provide support for diverse businesses | Med | | Develop a comprehensive action plan for business district development. This plan can include <ol style="list-style-type: none"> 1) An inclusive business organization to provide support for existing and future businesses 2) A plan to connect local businesses to services such as nonprofit lenders and business technical assistance. 3) Coordinated marketing, business networking, and other support for local businesses. 4) Identify grants and programs to support existing and bring new small and immigrant owned businesses 5) Create a database of businesses and commercial spaces for outreach and communication and to assist with business attraction and retention. | L, AF, C, PI | OED | | | |
| | | | | Support the ability for one business association to be a venue for business owners to work together and for its members to raise their concerns to the City as well as pursue grants and technical assistance. | L, AF, C, PI | OED | | | |
| | | | | Encourage membership in local business associations | L, C | OED | | | |
| | | | | Encourage peer support and mentoring | L, C | OED | | | |

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Livable Streets for All

The neighborhood has an inviting street network that safely connects key destinations for transit riders, bicyclists and pedestrians.

A NETWORK THAT CONNECTS DESTINATIONS

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNITY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME-LINE**** |
|------|---|----------|---------------------------|-----------|--|-----------------|----------------------|--|--|---------------|
| | | | | POTENTIAL | | | DEPARTMENTS | ORGANIZATIONS | | |
| D-1 | Provide high quality transit services on 23rd Avenue that connects community destinations | High | | | Explore ways to keep bus route #27 | C, PI, A | SDOT | Metro | | 1-3 years |
| D-3 | Update and implement Bicycle Master Plan recommendations through city and community collaboration | Med | Bike Master Plan | | Partner with organizations like Cascade Bicycle Club, Seattle Neighborhood Greenways, and Feet First to host neighborhood walks and bike rides to show people that getting around by bike and foot is a healthy and easy way to access community assets and other neighborhood amenities | L, C, PI | SDOT | Cascade Bicycle Club, Seattle Neighborhood Greenways, Feet First | | |
| D-4 | Examine the transportation modal plans and provide input on project prioritization & phasing | Low | | | Support buses services that cross 23rd Ave including #2, 3,4,27 & 14 | A | SDOT | Metro | | |
| D-7 | Improve the walking environment by enhancing sidewalks, planting street trees, and installing pedestrian lighting where possible | High | Pedestrian Master Plan | | Organize walking group audit to address safety and place making opportunities | L, AF, C | SDOT, DON, P&R | Feet First, Seattle Neighborhood Group | | 1-3 years |
| | | | | | Request SDOT to evaluate crosswalk and traffic calming needs around community cores and near schools, parks and other destinations. Once need is determined, apply for grant to implement | L, C, PI | SDOT | | Neighborhood Matching Funds, NSF, NPSF | 1-3 years |
| | | | | | Work with Red Apple for safer pedestrian path/access | C, PI | DPD | | Neighborhood Matching Funds, NSF | 1-3 years |
| | | | | | Tree canopy coverage map Trees for Neighborhoods program (DON) Community Tree Program (SDOT) | L, C | DON, SDOT | | | 1-3 years |
| D-8 | Use the Pedestrian Master Plan as a tool for prioritizing pedestrian improvements and Neighborhood Street Fund projects to improve walkability | Med | Pedestrian Master Plan | | to be identified by the ACT/Action Teams | C, PI | SDOT | | | |
| D-9 | SDOT, SPD and the community work together on public education and enforcement efforts to make sure people know and follow the rules of the road | Low | Road Safety Action Plan | | to be identified by the ACT/Action Teams | C, PI | SDOT, SPD | | | |
| D-10 | Identify business parking concerns and explore possible solutions | High | Community Parking Program | | Explore on-street parking alternatives such as off-peak parking and parking on one side of the street Evaluate parking use and determine the need for adding parking management tools to support customer parking access for existing and future development | C, PI | SDOT, OED | | | 1-3 years |

SAFE AND LIVABLE 23RD AVENUE (A SEPARATE SDOT PROJECT)

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNITY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME-LINE**** |
|-----|--|----------|----------|-----------|--|-----------------|----------------------|---------------------------------------|------------------------|---------------|
| | | | | POTENTIAL | | | DEPARTMENTS | ORGANIZATIONS | | |
| D-2 | Identify needed improvements for bus stops on 23rd Avenue | High | | | Provide real time bus arrival information and system maps at bus stops Evaluate bus stop locations such as Alder & 23rd Ave | C, PI | SDOT | Metro | | Underway |
| D-5 | Create a public art plan for the 23rd Avenue corridor | High | | | Engage youth and artists of color for creating public art | C, PI | SDOT, A&C | Central Area Cultural Arts Commission | | 1-3 years |
| D-6 | Develop features to create identity and strengthen the "sense of place" at 23rd Avenue and Jackson, Union, and Cherry Street cores | Low | | | Work with developers and property owners to incorporate features that will enhance identity | L, AF, C, PI | SDOT, DPD, SDOT, A&C | Central Area Cultural Arts Commission | | |

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A Place That Supports Healthy And Stable Community

The Central Area is an inviting neighborhood that feels safe and comfortable to anyone to walk around at any time of day. Its many parks provide ample opportunities for physical activity and social interaction. People can live in the neighborhood long term and feel a strong sense of community.

SAFE AND CLEAN ENVIRONMENT

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
|-----|--|----------|-----------------------------|--|--|----------------------|-----------------------|--|------------------------|-------------------|
| | | | | POTENTIAL | | | DEPARTMENTS | ORGANIZATIONS | | |
| E-1 | Evaluate key concerned areas to reduce crime and unsafe activities | High | Neighborhood Policing Plan | Focus resources on hot spots and after school activities for youth community service officers return. For example: | | C, PI | SPD, RJI | | | 1-3 years |
| | | | | <ul style="list-style-type: none"> Ensure open access for community to initiate Restorative Practices and engage conflicts and tensions to prevent crime and escalation of conflict as part of Community Restorative Justice Pilot Project. Develop Restorative Practices learning opportunities after school for youth as part of projects such as Community Restorative Justice Pilot Project. | | | | | | |
| E-2 | Provide pedestrian lighting on all streets in multifamily and mixed use areas and on some walkways through parks | High | | | | C, PI | SDOT, SCL | | | 1-3 years |
| E-3 | Encourage more pedestrian traffic and "eyes on the street" by encouraging dense development in commercial districts | High | | | | C, PI | DPD | | | 1-3 years |
| E-4 | Identify ways to increase positive activity in each of the three cores throughout the day | Med | | Work with the community to explore opportunities to incorporate Crime Prevention Through Environmental Design (CPTED) principles | | C, PI | SPD, DPD | Seattle Neighborhood Group, Feet First | | |
| E-5 | Enhance physical space around the Garfield campus (Community Center, Teen Life Center, Medgar Evers Pool) to encourage healthy and positive activities | Med | | | | L, AF, C, PI | DPD, P&R, SDOT, SPD | | | underway |
| E-6 | Include public safety considerations in the design of public spaces and buildings | Low | | Explore opportunities for applying Crime Prevention Through Environmental Design principles (CPTED) | | L, AF, C, PI | SPD, DPD | Seattle Neighborhood Group | | |
| E-7 | Improve safety for children to travel to schools and other community facilities | Low | | Work with the community and schools on Safe Route to School program | | C | SDOT | Seattle Schools District | Safe Route to School | |
| E-8 | Activate public spaces with vendors | Low | | Create more opportunities for mobile vending on rights of way | | C, PI | DPD, SDOT | | | |
| E-9 | Support opportunity for the police and community work together to reduce crime | Med | East Precinct Captain's log | Increase community information through twitter, blog and neighbors | | L, AF, C | SPD, OFE | | | |
| | | | | Fund Crime Prevention and Community Policing programs to improve communication between SPC and community members. | | C | SPD | | | |
| | | | | Conduct a series of SPD-sponsored Living Room Conversations for the different cultural communities. | | C, PI | SPD | | | |
| | | | | Secure Central Area representation on the Police Department's Advisory Councils and support these representatives to have regular meetings so they may share information and safety concerns | | C, PI | SPD | | | |
| | | | | Creating positive bridges between SPD and Central Area youth by engaging them in the programs and activities arising from the Youth Violence Prevention Initiative | | C, PI | SPD | | | |
| | | | | Using School Emphasis Officers to focus on violence prevention and intervention in collaboration with all schools to address gang resistance, violence prevention education and training, truancy and suspension reduction | | C, PI | SPD | | | |
| | | | | Implement projects such as Community Restorative Justice Pilot Project as a way for police and community to work together to prevent escalation of violence and reduce crime as well as to promote understanding, ensure accountability, and meet needs of individuals and the community after conflict and crime occurs | | C, PI | SPD, RJI, OFE (SYVPI) | | | |

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SAFE AND CLEAN ENVIRONMENT (continued)

| | STRATEGIES | PRIORITY | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
|------|--|----------|--------------|-----------|----------------------|----------------------|---------------|------------------------|-------------------|
| | | | EXISTING | POTENTIAL | | DEPARTMENTS | ORGANIZATIONS | | |
| E-10 | Improve SPD presence and responsiveness to create a safe community | Low | | | C, PI | SPD | | | |
| E-11 | Support neighborhood cleanup to improve safety and cleanness | Med | Spring Clean | | L, C | SPU | | | |
| E-12 | Provide garbage and recycling opportunities in core business areas | Low | | | L, C, PI | SPU | | | |

OPPORTUNITIES FOR ALL IN PARKS & OPEN SPACE

| | STRATEGIES | PRIORITY | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
|------|---|----------|----------|--|----------------------|----------------------|------------------|------------------------|------------------------|
| | | | EXISTING | POTENTIAL | | DEPARTMENTS | ORGANIZATIONS | | |
| E-13 | Improve the maintenance of existing parks and open space network | High | | Increase community capacity to raise funds / grant writing | L, AF, C | P&R, DON | | | 1-3 years |
| | | | | Improve ADA accessibility to all area in parks where needed | L, AF, C, PI | P&R | | NPSF | 1-3 years |
| | | | | Evaluate and improve lightings in parks where needed | L, AF, C, PI | P&R | | NPSF | 1-3 years |
| | | | | Evaluate and improve existing spray parks | L, AF, C, PI | P&R | | NPSF | 1-3 years |
| | | | | Evaluate and improve capacity and safety of public restrooms in parks | L, AF, C, PI | P&R | | NPSF | 1-3 years |
| | | | | Explore opportunity to add new amphitheater to existing parks or improve existing amphitheater | L, AF, C, PI | P&R | | NPSF | 1-3 years |
| | | | | Provide more programming at night in parks | L, AF, C, PI | P&R | | NPSF | 1-3 years |
| | | | | continue working on Central Area Park trail Seattle parks volunteer program | L, AF, C, PI C | P&R, SDOT P&R | | | 1-3 years 1-3 years |
| E-14 | Identify improvements needed for existing gathering place | High | | Provide more trees and greening areas in parks | L, AF, C, PI | P&R | | NPSF | 1-3 years |
| E-15 | Improve nonmotorized connections to open spaces with lighting and benches | Med | | Evaluate lighting need at Judkins skate park | L, AF, C, PI | P&R | | NPSF | |
| E-16 | Identify temporary opportunities on vacant parcels such as open space, recreational, arts, gardening and other purposes | Med | | | L, AF, C, PI | P&R, A&C, SDOT | | | |
| E-17 | Use community garden as a means of increasing open space and neighborhood amenities | Med | | | C, PI | DON, P&R | | | |
| E-18 | Develop park stewardship groups | Med | | Parks stewardship group/committee | L, AF, C | P&R | District Council | | |

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AFFORDABLE & DIVERSE HOUSING CHOICES

| | STRATEGIES | PRIORITY | EXISTING | ACTIONS | | COMMUNI- TY ROLE* | SUPPORTING PARTIES** | | POTENTIAL RESOURCES*** | TIME- LINE**** |
|------|---|----------|--|---|--|----------------------|----------------------|---------------|------------------------|-------------------|
| | | | | POTENTIAL | | | DEPARTMENTS | ORGANIZATIONS | | |
| E-19 | Keep owner-occupied housing affordable, and expand homeownership through assistance programs | Med | | Use programs such as revolving loans funds and land trusts to keep owner-occupied housing affordable. | | C | OH | | | |
| | | | | Use federal funding to provide low-interest loans to low-income residents to purchase foreclosed homes. | | C | OH | | | |
| E-20 | Develop affordable housing strategies, preserve existing and create new subsidized housing | High | OH provided funding to LIHI for a two phase development on 21st and Jackson Capitol Hill Housing's planned affordable housing development at 24th Ave and Union. | Use City funding to leverage other funding and in partnership with local, state and federal agencies to preserve existing and create new subsidized housing | | C | OH | | | 1-3 years |
| E-21 | Encourage green built affordable housing | High | | | | L, C | OH, OSE | | | 1-3 years |
| E-22 | Encourage and require a mix of home prices and sizes through incentives, direct funding, and surplus property programs. | High | | | | L, C, PI | OH | | | 1-3 years |
| E-23 | Achieve a balance of affordable rental and homeownership housing through incentives, direct funding, and surplus property programs. | Med | | | | L, C, PI | OH | | | |
| E-24 | Increase family size housing in both single family and multifamily stocks to support families | Med | | Achieve affordable family-sized units through incentive zoning, direct City funding and/or surplus property programs | | L, C | OH | | | |
| E-25 | Track housing trends | Low | | Conduct a baseline analysis of neighborhood housing characteristics and compare them to the housing goals established in the Comprehensive Plan. | | C, PI | OH, DPD | | | |
| | | | | Periodically review and adjust action steps to address gaps. | | C, PI | OH, DPD | | | |
| E-26 | Ensure current resident keep and continue living in their home | High | | Community outreach (by community) to neighbors to make aware of programs to lower housing costs such as utilities, taxes and loans | | L, C | OH, DON | | | 1-3 years |
| | | | | Increase foreclosure prevent program awareness | | L, C | OH | | | 1-3 years |
| | | | | Check on weed & seed abatement properties | | L, C | OH | | | 1-3 years |
| E-27 | Provide rental assistance programs | Med | | Identify and engage homeowners who could possibly benefit from the Human Services Department's emergency rental assistance program. | | L, C | HSD | | | |
| E-28 | Support homeowners who are low-income, senior and disabled | Low | Homewise Home Repair, Weatherization program, King County property tax exemption program | Coordinate a community outreach effort to identify and engage homeowners who could possibly benefit from the Office of Housing weatherization, home improvement loan and/or foreclosure prevention programs, as well as King County's property tax exemption program and the Human Services Department's emergency rental assistance program etc. | | L, AF, C | OH, DON | | | |
| E-29 | Expand affordable multi-family housing in the core areas | High | | Encourage well-designed multi-family infill development to increase the housing supply and contribute to the mixed use commercial district development | | C, PI | OH, DPD | | | 1-3 years |
| E-30 | Utilize surplus sites for affordable housing | Med | | Work with federal, state and local government agencies to identify surplus properties that are appropriate for affordable housing | | C, PI | OH, FAS | | | |
| | | | | Identify potential mixed-use opportunity sites to co-locate compatible uses that market cannot provide | | C, PI | OH | | | |

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