

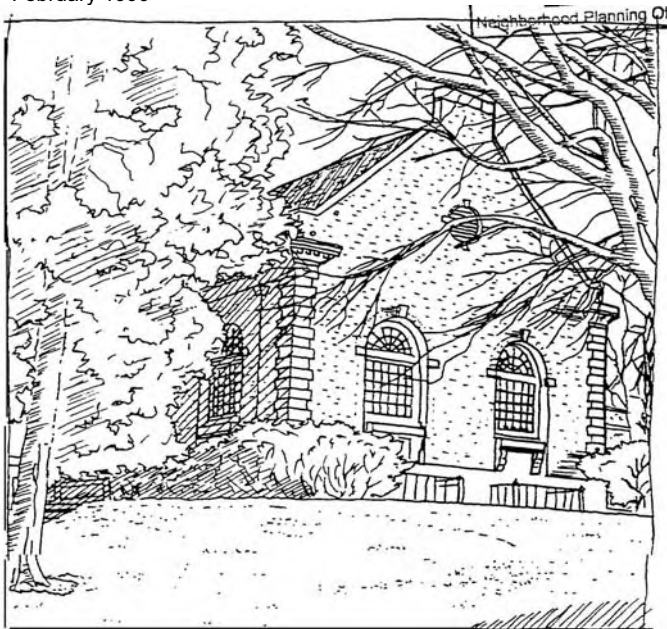


TIME TO REVISIT NEIGHBORHOOD PLAN IMPLEMENTATION

Background and Audit Objectives

The City of Seattle initiated an ambitious neighborhood planning effort in 1995 with City Council Resolution 29015, which called for a partnership between the City and its neighborhoods to improve the quality of life while accepting increased density. In 1999 the City Council adopted broad policies from each neighborhood plan into the Comprehensive Plan chapter on Neighborhood Plans. At the request of City Councilmember Sally Clark, the Office of City Auditor reviewed the City's implementation of neighborhood plans.

Columbia City • Hillman City • Genesee Neighborhood Plan cover February 1999



Summary of Significant Findings

The Neighborhood Planning and Implementation processes have been successful: The planning process has been praised by scholars as a model for citizen involvement in democratic processes and resulted in many tangible projects. Moreover, the City implemented many of the plans' recommendations. Ninety-three percent of the respondents to a citizen survey we conducted indicated that the neighborhood planning process produced positive impacts in their neighborhoods, particularly noted were large City capital investments (for example parks and libraries). In the early planning period, 1999-2002, there was heightened coordination across entities, for example: among City departments; between communities and the City; and among subsequent City planning efforts. Factors contributing to the success of the neighborhood planning process included:

- City employees dedicated to plan implementation;
- Leveraging City resources with external funding sources, non-profit initiatives, citizen volunteers and the business community;

- Aspects of neighborhood plans were adopted into City laws, regulations and/or procedures; and
- Neighborhood plan recommendations were incorporated into many subsequent City planning efforts.

After 2003, because of an economic downturn, the budget for the Department of Neighborhoods (DON) was reduced, as were the employee positions responsible for implementing neighborhood plans (see tables below). With the loss of focused staff positions, the energy in the neighborhoods galvanized by the planning process is dwindling or being redirected to other efforts.

The budget for implementing some recommendations continued to rise because of the voter-approved library bond and parks and community center levies.

City Staffing Dedicated to Neighborhood Planning				
City Staff	1999	2003	2004	2007
Sector Managers	6.0	3.0	0	0
Division Director	0.7	0.7	.01	.01
Database Assistant ¹	1.0	1.0	1.0	1.0
3 Geo-reps	3.0	0	0	0
Parks staff	0	Part	0	0
District Coordinator 1/5 time	0	2.6	2.6	2.6
Total NPI Staffing	10.7	7.3	3.61	3.61

Change in Selected City Budgets, 2000 and 2007 dollars in 000			
Department	2000 (In 2007 dollars)	2007	Percent change 2000 & 2007
Arts Commission	\$ 2,939	\$ 2,382	-19%
DON²	\$ 8,585	\$ 8,022	-7%
Mayor's Office	\$ 2,639	\$ 2,814	7%
Law	\$ 14,966	\$ 16,888	13%
Municipal Court	\$ 21,902	\$ 25,056	14%
Police	\$ 168,203	\$ 208,345	24%
Legislative	\$ 7,160	\$ 11,313	58%
Parks and Recreation ³	\$ 36,890	\$ 72,329	96%
Human Services	\$ 23,788	\$ 47,329	99%
Housing	\$ 574	\$ 2,928	410%

During this review, we identified the following issues regarding the planning process (1994-1999):

The City did not explain how the plans would be used. Some participants reported that they were deeply invested in the process before they understood how the City would be using the plans.

¹ This position has been vacant part of the time between 2004 and 2007.
² The DON budget for 2007 shown here does not include \$274,000 for the Office for Education, which was incorporated into DON in 2004.
³ The Parks Department figures include only General Subfund funding.

The variation in plan detail made implementing some plans difficult. A plan template would have facilitated responses to the plans by the City and others, while still allowing for variations that acknowledge the uniqueness of each neighborhood.

The decision-making process for including items in a plan was not clear. How conflict would be resolved and decisions made were not established up front.

Participants did not prioritize recommendations from the start. Because the City encouraged the planning groups to be as inclusive and broad as possible in their visioning for their communities it surprised some citizens later when they were asked to prioritize.

The City didn't establish how neighborhood planning fits with the City's numerous planning efforts, and what takes priority when recommendations conflict.

Items over which participants have actual control and those that require the action of other agencies were not distinguished. A number of recommendations were beyond the control of citizen groups or the City.

A process and resources for obtaining broad community input at regular intervals over the life of the plans was not developed.

Clear planning area boundaries were not established. Some adjacent neighborhoods included the same area in their planning boundaries, leading to conflict.

During the review, we identified the following 13 issues regarding the implementation phase. The first ten issues refer in particular to the later implementation phase (2003-2007) and the last three apply to the entire implementation phase:

Participants did not feel that their enormous time investment was fully appreciated and respected by the City.

The City did not provide regular reporting on plan accomplishments.

Plan implementation was slowed by the reduction in staffing dedicated to neighborhood plan implementation and decreases in the DON budget.

While initially the plans directed the departments, now the departments direct the plans, and the approach changed from a bottom-up to a top-down approach.

No one in the City "owns the plans." Some citizens feel that it is up to them to bring the plans to the City's attention.

With staff turnover and loss of committed staff, attention to and knowledge of plans is uneven within departments.

Citizens don't get routine updates on the status of neighborhood plan recommendations.

The quality and amount of information from the City regarding opportunities to implement plan recommendations varies by district.

Maintaining citizen involvement by all parts of the community is difficult. The effort to engage all citizens takes commitment of City time and resources that has not been consistently available since 2004.

The City's Capital Improvement Program Document creates cynicism. The City attributes capital projects to neighborhood plans if they "align with" plan goals. While this assessment may have merit, it creates cynicism among some citizens that the City might be stretching the facts to claim accomplishment of plan goals.

Where action by other government agencies is needed, City and citizen successes have been limited.

Transportation infrastructure has not kept pace with increased density.

Plans are starting to be dated. Some neighborhoods have seen a lot of development and change since plans were adopted; new planning would be useful.

In addition to addressing the above, as the City moves forward it will need to:

Be clear at the outset whether the update process will be City-directed or neighborhood-directed. City staff favor more City staff direction to improve the quality and consistency of plans while citizens desire meaningful input into the process.

Revisit the neighborhood recommendations from the plans adopted in 1999 to account for changes that have occurred over eight years and to identify additional recommendations that might be accomplished. Since 2000, the City has tracked fewer than half of the plan recommendations; the tracking system is outdated and inaccurate.

Plan for long-term management of plan recommendations needed. Assign City employees with sufficient stature and authority to marshal resources and maintain focus on plan recommendations.



I-5 Colonnade project was included in the 1998 Eastlake Neighborhood Plan. Photo courtesy of Seattle Department of Parks and Recreation

A copy of the Office of City Auditor's full report regarding Neighborhood Plan Implementation can be obtained at the Auditor's website at <http://seattle.gov/audit> or by calling (206) 233-3801. Please direct any questions or comments regarding this report, or suggestions for future audits to Susan Cohen, Seattle City Auditor, at (206) 233-3801 or susan.cohen@seattle.gov.

Office of City Auditor

Neighborhood Plan Implementation

September 2007



City of Seattle Office of City Auditor

Mission

To make City government as efficient, effective, equitable, and accountable as possible.

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Seattle voters established our office by a 1991 amendment to the City Charter. The Office is an independent department within the Legislative branch of City government. The City Auditor reports to the City Council and has a four-year term to ensure his/her independence in selecting and reporting on audit projects.

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City of Seattle
Office of City Auditor



Susan Cohen, City Auditor

September 19, 2007

The Honorable Greg Nickels
Seattle City Councilmembers
City of Seattle
Seattle, Washington 98104

Dear Mayor Nickels and City Councilmembers:

Attached is our report on Seattle's Neighborhood Plan Implementation. At the request of City Councilmember Sally Clark, the Office of City Auditor reviewed the City's implementation of neighborhood plans to determine to what extent the City still uses the plans, to determine after eight years if the plans are out of date, and to distill the lessons learned from the planning and implementation processes to inform decisions about where to go next.

We found overall, that many plan recommendations have been implemented through the efforts of the City, citizens, business groups and others. In the report we identify factors that contributed to the success of plan implementation, provide some critiques of the 1994-1999 planning and the 2000-2007 implementation processes, and suggest ways to improve the City's responses to neighborhood plans.

The Department of Neighborhoods (DON) collected comments from many City departments on a draft of our report, and provided formal written comments. We have incorporated many of these comments into the final report. We appreciate the assistance provided throughout the audit process by staff from DON, the Seattle Department of Transportation, The Seattle Department of Planning and Development, Seattle Department of Parks and Recreation, the Office of Economic Development, the Office for Housing, the Department of Finance, the Office of Planning and Management, the Law Department, City Council staff, neighborhood community members, neighborhood plan stewards, and members of the University of Washington and Brandies University faculty, all of whom provided us with valuable information and insights into the neighborhood plan implementation process.

If you have any questions or comments about this report, please call Mary Denzel, the Auditor in Charge of this project, at (206) 684-8158, or me at (206) 233-1093.

Sincerely,

A handwritten signature in cursive script that reads "Susan Cohen".

Susan Cohen

Attachment

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TABLE OF CONTENTS

Introduction.....	1
Scope and Methodology	2
Results in Brief	5
Background.....	5
Conclusions.....	9
I. Positive “side-effects” of the City’s neighborhood planning and implementation processes.	10
II. Factors contributing to the success of neighborhood plan implementation.....	16
III. Some areas where perceived progress has been slow or non-existent.....	26
IV. Critiques of the Planning and Implementation Processes.....	27
V. Suggestions for improvement if the City should decide to update the plans or initiate a new neighborhood planning effort.	32
Appendix I	Evaluation of a Sample of Plan Recommendations
Appendix II	Sample Results – Activities with Sub-Activities
Appendix III	Sample Results – Activities with No Sub-Activities
Appendix IV	Survey Results
Appendix V	Written Comments on the Survey
Appendix VI	Early Implementation Fund
Appendix VII	Projects Completed under the Neighborhood Street Fund
Appendix VIII	Pro-Parks Levy Projects
Appendix IX	Community Centers Levy Projects
Appendix X	Libraries for All Projects
Appendix XI	Neighborhood Involvement Structure
Appendix XII	Interview Subjects
Appendix XIII	Change in Selected Department Budgets 2000 Through 2007
Appendix XIV	Comments of Professor Carmen Sirianni on this report
Appendix XV	Comments of Jim Diers on this report
Appendix XVI	Change in Staff Focus on Neighborhood Plans, 1999 to 2004

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Introduction

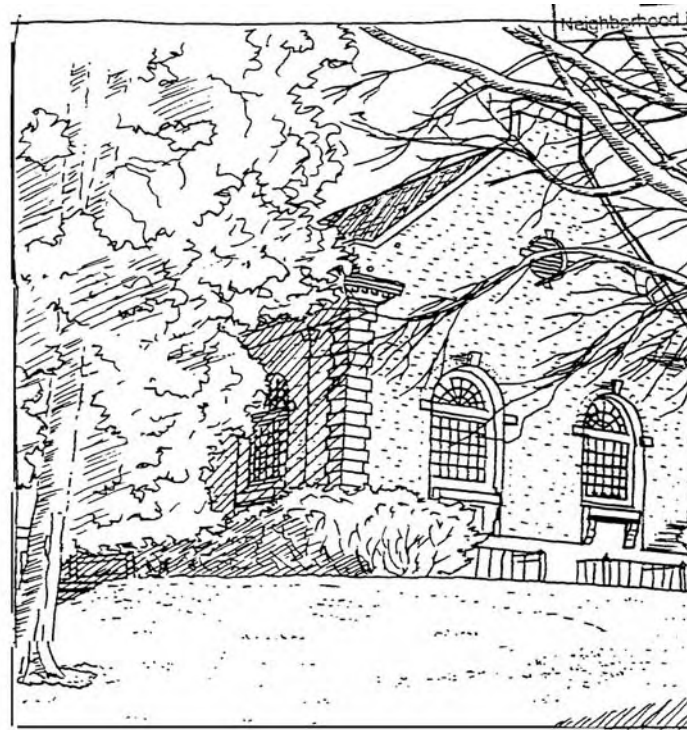
In 1994 the City initiated an ambitious neighborhood planning effort that would ultimately involve thousands of citizens developing 38 neighborhood plans. Scholars have described Seattle’s neighborhood planning process as a model for citizen involvement in the democratic process. The hallmark of this process was the “bottom-up” approach, which influenced the way the City developed land use regulations, roads, parks, other public facilities, and City activities for the next decade.

At the request of City Councilmember Sally Clark, the Office of City Auditor reviewed the City’s implementation of neighborhood plans to determine to what extent the City mobilized its resources to make neighborhood planning implementation a high priority effort after the adoption of the plans in 1999, whether the plans were out of date, and to distill the lessons learned from the planning and implementation process to inform decisions about where to go next.

The “bottom-up” planning approach the City used is quite rare, giving citizens the tools to create and publish a unique vision for their neighborhoods. It is far more common for governments to exert control over all phases of the planning process. The City’s approach galvanized a tremendous amount of citizen energy, and in the following report we identify many accomplishments stemming from the neighborhood plans. However, the City’s reduction in staff resources committed to plan implementation from 2002 on has slowed the process of implementing plan

recommendations. At the end of the report we offer some suggestions for improvements should the City decide to build upon its investment in neighborhood plans by updating the plans or beginning a new round of neighborhood planning.

Columbia City • Hillman City • Genesee Neighborhood Plan February 1999



A cover from one of the neighborhood plans

Scope and Methodology

The objective of this review was to evaluate the City's implementation of recommendations from the neighborhood plans since the planning process started in 1995. To accomplish this we:

1. Reviewed documentation related to neighborhood plans, the Comprehensive Plan, and subsequent City planning efforts dating roughly from 1994 to the present;
2. Conducted a non-random, Web-based survey to gauge citizen opinions about their knowledge of the neighborhood plans and the results of the planning efforts;
3. Reviewed a sample of 100 items from the more than 4,200 line-item recommendations in the neighborhood plans to assess their implementation status;
4. Interviewed 42 people;
5. Reviewed the City funding sources directed to neighborhood plan implementation; and
6. Where possible, obtained lists of City capital projects that implemented neighborhood plans.

Document Review. We located numerous documents tied to the neighborhood plans and the process surrounding them including City ordinances, resolutions, regulations, budgets, planning documents, and reports; reports by the Planning Commission and the League of Women Voters; two papers by university professors (one from 1996 evaluating the process established for neighborhood planning, and one from 2007 looking retrospectively at the process); and some limited information regarding planning processes in other jurisdictions.

Survey Methodology. We conducted a non-random survey to assess citizen awareness of the implementation of neighborhood plans. The survey was constructed on the Zoomerang.com site, which produces a Web-link that respondents can click on to enter and take the survey. We translated the survey into Spanish, but only one participant took the survey in Spanish.

We publicized access to the survey by emailing persons on the City Council's general mailing list, and on the personal mailing lists for Councilmember Sally Clark and Councilmember Richard Conlin. Councilmember Clark included notice of the survey in her newsletter, and publicized it at one or more of her committee meetings. We also conferred with the Department of Neighborhoods (DON) about distributing notice of the survey to citizens in contact with their office. Some of the DON Neighborhood District Coordinators sent the notice of the survey to selected citizens in their districts. All notices about the availability of the survey encouraged people to spread the word and encourage others to take the survey.

The survey was filled out 846 times, with 17 individuals filling it out twice and four filling it out three times to comment on multiple neighborhoods. After closing the survey the first time, we re-opened it to extend the response period by two weeks. A few months later, when requested by some of our interview subjects, we launched an identical survey, but only one additional respondent took it. See Appendix IV for the survey results and Appendix V for a compilation of written comments provided as part of the survey.

Evaluation of a Sample of Plan Recommendations. We tracked what happened with a sample of 100 plan recommendations from the City’s Neighborhood Plan Implementation Database. The audit office team engaged in a scoring exercise based on our collective, subjective assessments. We scored the results for relevance and responsiveness, assigning up to five points each for a possible total of 10 points. The relevance score assessed how well the implementing activity addressed the intention stated in the Approval and Adoption Matrix for the plan. The responsiveness score was a measure of the completeness and timeliness of the implementing action.



Mapes Creek 52nd Avenue Walkway, funded by the Pro Parks Levy
Photo Courtesy of Seattle Department of Parks and Recreation

Of the 100 items, there were 11 items for which we could not get sufficient information to score them. Eight of these would have required action by the community or another government agency, that is, the City did not have the power to implement them. We divided the other 89 items into two separate groups: 41 items for which the DON database tracked detailed information about City action on “sub-activities”, where the

average score was nine out of 10; and 48 items for which the database had no information on follow-up activities, where the average score was 8. Appendix II- Sample Results – Activities with Sub-Activities and Appendix III - Sample Results – Activities with No Sub-Activities show the 100 items in the sample with the score for each and comments about the score.

Interview Subjects’ Assessment of Plan Implementation. To provide balanced and objective information, we sought to interview knowledgeable people who represent a broad spectrum of perspectives on the City’s neighborhood planning process and its subsequent implementation. We interviewed 42 people: 24 of them current or former City staff who were involved in the process, 15 citizens who participated in the planning process or served as plan stewards, two employees of non-profits involved with neighborhood plan implementation, and a Brandeis University professor who conducted research on Seattle’s planning process. We provided each interview subject with a list of questions in advance, and then allowed the interview to focus on areas of particular relevance to each person’s involvement in the process. We then reviewed each interview to identify and create a summary of common themes. See Appendix XII for a list of our interview subjects.

Funding for Plan Implementation. We reviewed the City funding sources directed to neighborhood plan implementation. We reviewed the City’s budgets from 1999 through 2007, and legislation authorizing various funding measures. We obtained detailed information about annual expenditures under the Libraries for All program from the Library’s Finance Office, and information on the Pro Parks Levy expenditures from the Seattle Department of Parks and Recreation.

Lists of Projects Completed with Other City Funding Sources. Where possible, we obtained lists of capital projects that implemented neighborhood plans. See Appendix VI for lists of projects completed from the Early Implementation Fund, and Appendix VII for projects completed under the Neighborhood Street Fund. The citizens of Seattle passed three funding measures during the neighborhood planning process that provided funding for many of the recommendations made in the plans. Appendix VIII lists projects from the Pro-Parks Levy (passed in 2000); Appendix IX lists projects from the Community Centers Levy (passed 1999); and Appendix X identifies projects from the Libraries for All bond measure (passed 1998).

Results in Brief

The neighborhood planning process resulted in many tangible projects. Our sample analysis indicated the City accomplished many of the plans' recommendations. In addition, we identified:

- I. Positive "side-effects" of the City's neighborhood planning and implementation processes;
- II. Factors that stood out as contributors to the success of the neighborhood planning and implementation effort, and/or the perception of success on the part of plan participants;
- III. Some areas where perceived progress has been slow or non-existent;
- IV. Recurrent critiques of certain elements of the City's neighborhood planning and implementation process;
- V. Suggestions for improvement if the City should decide to update the plans or initiate a new neighborhood planning effort.

We found that there is not one answer to the question of whether the plans are out of date. The City's Comprehensive Plan was conceived as a 20-year plan, with a formal update after 10 years and provision for annual amendments. We were unable to find a specific life-expectancy for the neighborhood plans. At a maximum, we assumed they were not expected to cover more than the 20-year period (1994-2014) of the Comprehensive Plan of which they are a subset. Some neighborhoods have seen a lot of development and change since 1999 when the last of the plans were adopted, changing the context enough so that new planning would be useful. At least one neighborhood plan participant reported that most of their plan's viable recommendations have been implemented. Many neighborhoods have recommendations yet to be accomplished, and are still interested in having their plans implemented.

Background

In 1994 the City adopted the Comprehensive Plan in compliance with the State of Washington's Growth Management Act (GMA), found in RCW Chapter 36.70A.

The GMA requires state and local governments to manage Washington's growth by identifying and protecting critical areas and natural resource lands, designating urban growth areas, preparing comprehensive plans and implementing them through capital investments and development regulations. [<http://www.gmhb.wa.gov/gma/index.html>]

The City's Comprehensive Plan promotes an "Urban Village Strategy" to concentrate growth in areas of the city already zoned to accommodate substantial additional

development. As part of this process the City identified a number of Urban Centers and Urban Villages throughout the city where growth would be encouraged and concentrated. Subsequently, the City Council conducted “subarea planning” through an extensive neighborhood planning process for 38 neighborhoods. City Council Resolution 29015, adopted in October 1994, established the neighborhood planning process and its purposes:

The purposes of the neighborhood planning program are to enable the City and the community to work in partnership to improve the quality of life within the city by 1) helping people achieve their goals for their neighborhoods; 2) involving neighborhoods in determining the best way to achieve established citywide goals; and 3) creating an environment which will encourage building of community within neighborhoods.

The neighborhood planning process allowed residents of the Urban Villages and Urban Centers to identify a vision for their neighborhood that could include such things as increased social services and public safety, and infrastructure improvements such as roadway improvements, libraries, and community centers, which would make the densely developed areas more “livable.” The plans provided a focus for City and community efforts including funding, the time of paid City staff, and countless hours volunteered by community members.

The neighborhood planning process began in 1995 with Resolution 29015 calling for a partnership between the City and its neighborhoods to improve the quality of life while embracing the City’s Urban Village Strategy, and concluded in 1999 with the City Council’s adoption of broad policies from each neighborhood plan into the Comprehensive Plan chapter on Neighborhood Plans. The City also “recognized” the plans created by each neighborhood as “reflecting the wishes of the neighborhood,” and adopted an Approval and Adoption Matrix for each plan that listed the recommendations from the plan, identified a lead agency as “implementor”, and included a City response about the likelihood of implementation.¹

Towards the end of the formal planning process the City created six positions in the Department of Neighborhoods called Neighborhood Development Managers or Neighborhood Sector Managers (we will henceforth call these positions Sector Managers). These employees were charged with assisting neighborhoods in coordinating with City departments to implement selected parts of their plans. The Sector Managers were given substantial authority to bring together multiple City departments to incorporate elements from neighborhood plans into their regular activities, and to prioritize certain projects identified in the neighborhood plans. The Seattle Department of Transportation (SDOT) and the Department of Parks and Recreation (Parks) were two departments that assigned employees to participate in this process of identifying projects within their areas of responsibility that could contribute to neighborhood plan implementation. This specific implementation focus continued until the end of 2003,

¹ To view plans and their Approval and Adoption Matrices, see the Department of Neighborhoods Web site, Neighborhood Plans page and click on either “plan” or “matrix”:
<http://www.seattle.gov/neighborhoods/mpi>

when budget cuts eliminated the six Department of Neighborhoods positions as well as positions in SDOT and Parks.

The City established the Neighborhood Plan Implementation database² to track over 4,200 recommendations from the plans. The Department of Neighborhoods (DON) maintains the database. DON periodically asks other City departments to assist in updating the database. The database is divided into “activities” and “sub-activities.” The activities record the recommendation as it appeared in the original Approval and Adoption Matrix for each plan. The database left the original plan recommendations – the activities – untouched in the database as a permanent record. When the City tracked implementation action for an activity this information was recorded in the “sub-activity” category. Some activities had multiple sub-activities. Many activities have no sub-activity information recorded in the database.

Table 1 below lists the lead agency and the number of recommendations for each agency, with City departments first, followed by community groups and other government agencies. SDOT was identified as the lead agency for 29 percent of the recommendations (1,308 activities) – twice as many as any other lead agency, reflecting the importance of transportation issues in the neighborhood plans. The City’s Department of Planning and Development (DPD) and the community’s own stewardship groups have the next largest number of activities assigned to them at 13 percent each, followed by Parks (eight percent/340 activities) and King County/Metro (five percent/224 activities). Combined transportation issues (SDOT and King County/Metro, which runs the bus service) account for more than a third of plan recommendations.

² To view the City’s Neighborhood Planning Implementation database, see the Web site <http://www.seattle.gov/neighborhoods/mpi/planning/> and click a sector on the map.

Table 1. Lead Agencies Identified for Plan Recommendations

Lead Agency	Activities	Percent of Total Activities	Sub-Activities
SDOT	1308	29%	741
Planning and Development	569	13%	303
Parks & Recreation	340	8%	303
Neighborhoods	190	4%	315
Seattle Public Utilities	148	3%	244
Office of Economic Development	143	3%	65
Housing	133	3%	33
Police	110	2%	25
Human Services	61	1%	24
City Light	38	1%	10
Library	34	1%	50
Office of Arts & Culture Affairs	29	1%	58
Executive Services	21	>1%	0
Office of Policy and Management	20	>1%	2
Fleets and Facilities	13	>1%	41
Fire	8	>1%	0
City Council	5	>1%	22
Office for Education	5	>1%	0
Finance	5	>1%	0
Office of Intergovernmental Relations	5	>1%	0
Seattle Center	5	>1%	0
Executive Administration	3	>1%	0
Department of Information Technology	2	>1%	1
Strategic Planning Office	2	>1%	3
Office of Sustainability & Environment	1	>1%	2
Mayor's Office	0	0%	11
Community Organizations			
Community/Stewardship Organizations	583	13%	5
Community-Nonprofit	64	1%	4
Business Improvement Areas	46	1%	8
Private Developers	45	1%	0
Community-Other Private	35	1%	3
Community-Arts Organizations	24	1%	1
Community-Institutions	16	>1%	3
Community-Chamber of Commerce	13	>1%	0
Other Government Jurisdictions			
King County/Metro	223	5%	22
Sound Transit	54	1%	18
Schools	48	1%	6
WSDOT	33	1%	23
Government-Other	18	>1%	2
Health	14	>1%	0
Seattle Housing Authority	13	>1%	20
State	8	>1%	0
Port	2	>1%	0
Other Utilities (non-City)	1	>1%	0
Planning Commission	0	0%	1
Total Recommendations	4,438		2,392

Conclusions

The neighborhood planning process resulted in many tangible projects in response to the plans' recommendations. Nearly all of the 876 respondents to the survey we conducted as part of this review (more than 93 percent) indicated that the neighborhood planning process produced positive impacts in their neighborhoods. Respondents particularly noted large City capital investments (parks, libraries) and, to a lesser extent, improvements such as pedestrian facilities or traffic calming measures.

Nearly all of our interview subjects mentioned specific projects from the plans that had been completed. Our review of a sample of 100 recommendations from the Neighborhood Plan Implementation database indicated a high level of accomplishment of plan recommendations. We gave an implementation score of eight to nine points out of a possible 10 for the 89 items we were able to score. (Appendix I explains our methodology for scoring the projects, and Appendices II and III identify the information provided by the Executive Departments or through our own first-hand observation that was used to create the scores.) In addition to projects funded by the City, many recommendations were implemented by citizen groups, business groups, and others. The planning process itself – the visioning and prioritization process by the community – focused the energy and resources of the citizens and City government on the plans' recommendations. As a result many recommendations were implemented.

Towards the end of the neighborhood planning process and in the period following it, the City established and used a number of funding sources and prioritized City staff efforts to focus on implementing neighborhood plan recommendations. In the 1999 budget the City created an Early Implementation Fund, providing each neighborhood with \$50,000 to plan and initiate an immediate project. Appendix VI is the list of projects completed with the Early Implementation Funds. The Cumulative Reserve Fund portion of the Neighborhood Street Fund/Cumulative Reserve Fund dedicated \$1 million a year from 1999 to 2007 to implement plan recommendations. Appendix VII is a compilation of these projects from the City's budgets from 2001 through 2007. Many neighborhoods used the Neighborhood Matching Fund to complete plan recommendations, though this funding was not restricted to neighborhood plan recommendations. Citizens also voted for three major funding measures for parks, community centers and libraries in 1998, 1999 and 2000, totaling \$430 million over seven to eight years. **Many of the projects funded through these measures were either a direct result of the neighborhood plans' recommendations or were coordinated with plan implementation in order to further plan goals.** See Section II F, Money and Other Resources, below for a detailed list of the funds available for neighborhood plan implementation (though not used exclusively for projects named in plans).

I. Positive “side-effects” of the City’s neighborhood planning and implementation processes.

A. Coordination. Through the City’s investment in neighborhood planning and its implementation, coordination across organizational boundaries increased markedly. In the early period of implementation, 1999-2002, there was considerable coordination across lines that can ordinarily create barriers, for example:

- Among City departments;
- Between communities and the City;
- Among subsequent City planning efforts; and to a lesser extent
- Between the City and non-City government agencies.



Long Fellow Creek Construction

The 1999 City Budget includes a statement directing departments to coordinate their activities to maximize opportunities to implement neighborhood plans. The six Sector Manager positions in the Department of Neighborhoods were pivotal in the success of this effort. They were assigned explicit responsibility for working as a liaison between neighborhood plan stewards in the community and City departments to identify and further implementation efforts.

The Sector Managers were given sufficient authority to ensure that departments participated in plan implementation. While the City’s many departments tend to operate in isolation, several key departments – Parks and SCOT in particular – created positions to work with the Sector Managers in focusing on plan implementation.



Completed Longfellow Creek, a project of Seattle Public Utilities.

For the citizen participants, the Sector Managers provided access into the maze of the city bureaucracy and acted as internal lobbyists for plan recommendations. The Sector Managers identified opportunities to link plan recommendations with ongoing or routine City work in the neighborhoods. They also monitored City initiatives in every department to identify and integrate them with neighborhood plans. **This coordination resulted in a substantial amount of cross-department cooperation and collaboration on capital project planning and implementation.**

On a more limited scale, the plans also provided a focal point for City efforts with other government agencies and for concurrent and subsequent City planning efforts in land use, transportation, parks, utilities, and libraries. Separate planning efforts for Sound Transit's light rail stations and (while it existed) the Seattle Monorail were responsive to neighborhood plans and benefited from the input of highly-experienced and informed citizen participants from the neighborhood planning process.

B. Education. Early in the planning process the City paid for very practical training for planning participants, as noted in a 1996 evaluation of the neighborhood planning process by University of Washington professor Cy Ulberg:

Another valuable outcome of NPP [Neighborhood Planning Process] to date is provision of training to individual community members throughout Seattle. Trainings offered in the first two years have included organizing (outreach and involvement), facilitation, leadership, internet homepage design, and media relations, as well as topical trainings on housing and business development. . . . The trainings help neighborhoods accomplish their planning more effectively, and also increase the skills and capacities of community members for the future, building stronger communities. [Cy Ulberg report, page 13] Through both direct and indirect City efforts, the Neighborhood Planning process resulted in a large body of citizens educated about the City's policy direction and processes, and provided them with tools to participate effectively. The City Council put \$100,000 in the budget in 1999 to implement the Neighborhood Leadership Training Project.

In addition to receiving training in planning and leadership, merely by participating in the process citizens became better informed about the City's Urban Village Strategy – the plan to concentrate density within the developed areas to protect undeveloped and under-developed areas within and outside the city. This understanding of the trade-off of density in selected neighborhoods for preservation of less-dense development elsewhere won the support of many participants who value the natural environment surrounding the city, and were willing to make some sacrifices to contribute to its preservation. The tools the City offered for implementing neighborhood plan recommendations informed participants about such City programs as Design Review, the Neighborhood Matching Fund and other funding programs, and SDOT traffic management programs. At the end of the planning process there was a large cadre of citizens prepared to participate knowledgeably in the implementation of plan recommendations.

C. Community building. Community-building was one of the original goals of the

neighborhood planning process, and our work identified some enduring effects of the planning effort. Resolution 29015, which established the neighborhood planning process in October 1994, made community building one of three primary purposes of the planning and implementation effort. The City’s Neighborhood Planning Office (which was responsible for conducting the planning process) required the planning groups to conduct an extensive and inclusive outreach process and defend its adequacy to the City. The City held out the possibility of withholding funding if the process was not sufficiently inclusive. The outreach process has been documented in several places, and included a wide variety of efforts such as meetings with church groups and business groups, interviewing people who used soup kitchens in certain neighborhoods, and distributing copies of the plans to neighborhood gathering spots with stamped, self-addressed return envelopes to encourage comments.



The International District Plan called for creation of gateways into the community. The “Dragon Poles” were created through the efforts of the Chinatown-International District Business Improvement Area.

This quote from an academic article by Brandeis University Professor Carmen Sirianni provides details about the outreach effort:

During the initial phase, each neighborhood was eligible for a \$10,000 grant to involve the broad community and all major stakeholders in defining a neighborhood vision. To prevent well-organized, middle class, White homeowners from dominating the process each neighborhood had to show [the Neighborhood Planning Office] NPO a detailed stakeholder analysis (Berke, Godschalk, & Kaiser, 2006, p. 275-76) and outreach plan for engaging the full diversity of its residents. Minorities were 27% of Seattle's population by 2000, and recent immigrants had increased by 40% in the 1990s (Living Cities, 2003). The plans showed how these groups, people with disabilities, youth, renters and others would be brought into the process and whether affected businesses and other institutions were at the table. The planning office also supplied an "outreach tool kit" with ideas and resources (e.g., extra funds for language translation) to help engage those who might not otherwise participate. In the Delridge district, for instance, the planning group translated its survey and other materials into Spanish, Cambodian, and Vietnamese. In the Chinatown-International district, the neighborhood planning process faced a fundamental tension between Pan-Asian activists with modern, place-based interests and residents with a more traditional enclave mode of protecting ethnic interest and identity (Abramson, Manzo, & Hou, 2006).

NPO staff did not imagine they could overcome all of the familiar biases of participation in neighborhoods (Crenson, 1983; Skogan, 2006). Nor did they see the solution as simply packing meetings with those typically marginalized. The strategy was not quantitative, but qualitative. Each neighborhood was challenged to devise a way of finding out what those not at the table might want. If small business did not show up at meetings, then perhaps the neighborhood should design a survey just for small businesses. If homeless people did not come to officially sponsored events, then perhaps they should interview people at food banks. This "conceptual flip," as the NPO director characterized it, challenged each neighborhood planning entity to imagine and discover the diversity of stakeholder interests in its plan.

DON had worked with recent immigrants and communities of color through its matching fund, community gardens, and other programs, thereby sensitizing the department to different styles of public communication. Many of the traditional neighborhood activists also saw these programs, as well as neighborhood planning itself, as opportunities to become more inclusive and to create more bridging social capital (Putnam, 2000) in neighborhoods. In their stories, NPO and DON staff were quite sensitive to the kinds of problems with deliberative forums some political theorists of democracy and difference have identified (Young, 2000). As Rebecca Sadinsky, the first director of the matching fund, recalled,

In the first month, I expanded it [the matching fund] to people of color and immigrants. I told city and neighborhood leaders that the program can't just be for people who vote. These other communities had to come to the table.... And Jim [Diers], of course, knew them from his organizing days.

Bernie Matsuno, director of DON's community building division and one of the original staff of the matching fund, saw the challenge thus:

Building relationships and maintaining relationships truly happens when people work and do things side by side.... In neighborhoods, the way you build strong relationships and break down race and other barriers is to get them to work side by side, often on a physical project.

For new immigrant and refugee groups, who often seem averse to public meetings, deeply suspicious of government, and who may have brought with them old resentments and battle scars from their home countries, matching fund and community garden projects also provided the opportunity for DON staff to do "lots of one-on-ones" to build trust and establish respect, as Matsuno noted. Indeed, "in some cases, we would need to work six to eight months doing one-on-ones. And we often served as the go-between for different factions" in various refugee communities." Anne Takekawa, who has worked on DON's race and social justice initiative, envisioned her role this way: "When I do outreach, I am 'reaching in' to a whole culture It takes longer, but you can't shortcut it. You can't turn down tea."

Each neighborhood planning group was warned that their plan would unravel if factions they had not engaged later opposed it. ...

Neighborhoods were also told that if they excluded any major group, their planning dollars, which would be more substantial in the next phase, could be withheld. This happened, for instance, in the Queen Anne neighborhood when residents of the top of the hill, represented by the Queen Anne Community Council, tried to monopolize the visioning process at the expense of those living at the bottom, who faced greater problems, were less organized, and already had greater housing density. NPO informed the neighborhood planning group that the city's planning dollars belonged to everyone, not just those already active. The ensuing battle was fierce, but ultimately NPO's approach succeeded, and the Queen Anne neighborhood planning group developed a more inclusive process and a plan that reflected broader interests. Today, several common board memberships help bridge the Queen Anne Community Council and the Uptown Alliance, which formed in part to claim its seat at the table during the neighborhood planning process described here.

[Carmen Sirianni, *Neighborhood Planning as Collaborative Democratic Design: The Case of Seattle*, JAPA 73:3]

The Sector Managers carried the community-building effort forward by continuing to meet with neighborhood planning groups and plan stewardship groups, engaging them in implementing their plan recommendations. Sector Managers helped communities prioritize their recommendations and acted as plan sponsors in relation to City departments and other government agencies.



The Wallingford Steps were part of the vision of the Wallingford Neighborhood Plan. This project was combined effort of the City's Parks and Transportation departments and private developers. They provide a major pedestrian connection between Wallingford, the Burke-Gilman Trail and Gas Works Park.

D. Ongoing Citizen Participation. In the years since the formal neighborhood planning process, many people who were engaged in neighborhood planning continued active involvement with plan implementation, often through their community clubs or councils and/or with the City-sponsored groups (City Neighborhood Council and its District Councils). Many neighborhoods have retained communication links with former participants who dropped out of active involvement. Many of the neighborhood planning groups have established Web sites, newsletters (paper and electronic) and group email lists that are used to maintain the information flow about events that will affect the neighborhood. With the passage of time the remaining activists tend to be homeowners who aren't as diverse a group as the planning groups brought together during the height of the planning process. It is unclear from our work whether the email lists and other ongoing communication efforts reach all segments of each neighborhood.

As new residents come forward to get involved, some DON District Coordinators and current active citizens educate the newcomers about the neighborhood plans and about the current opportunities to implement plan recommendations that correspond to the individual's concerns or interests. (Several citizens who are active in the process noted that for a recommendation to be implemented, it takes a citizen with a passion for that issue.) This continuing engagement of the neighborhood plans seems more successful in some districts than others.

E. Quelling of Neighborhood Anger and Avoidance of Legal Battles. The neighborhood planning process was initiated at a time of considerable citizen anger over the pace of new development and the City's embrace of increased density in its Comprehensive Plan. A few years prior, the City Council had eliminated the right of someone to make an appeal to City Council about a specific development project, which had previously been allowed under the City's Environmental Policies and Regulations. This removed citizens' ability to bring individual development projects into the political arena and contributed to citizen unrest about their ability to participate in the rapid changes occurring in their neighborhoods.³ Richard Conlin, a City Councilmember at the time, believes the neighborhood planning process helped resolve this crisis. He has been quoted as saying:

Seattle's nationally recognized neighborhood planning process engaged business owners and community members in bridging the conflict between visions of compact urban growth and wary neighborhoods. As a result, every one of the 38 neighborhoods accepted growth targets. Conflicts and lawsuits have been dramatically reduced. We have learned that growth versus neighborhoods and progress versus process are false dichotomies. Big projects fail when communities aren't involved, and react with their anger, their votes, and their lawyers. It would be a major mistake to reopen the bitter battles of the mid-1990. Inclusion, not exclusion, is the way to get things done.

II. Factors contributing to the success of neighborhood plan implementation

A. City support in the form of employees whose responsibility is implementation of neighborhood plan recommendations: Many interview subjects cited the Neighborhood Sector Managers as a key support for implementing neighborhood plan recommendations in the years immediately following plan adoption. An essential factor in the effectiveness of the Sector Managers was the backing of the Executive administration to bring departments to the same table to coordinate responses and leverage resources. One of their responsibilities was to scrutinize City planning efforts, such as transportation sub-area plans, for common elements with neighborhood plans that could further high-priority plan recommendations. Sector Managers could ensure that broader City planning efforts considered neighborhood plan priorities and system-wide needs together, and meshed them where practicable.

Many of our interview subjects reported that the Sector Managers could help persuade department management that staff and funding resources were needed to bring a recommendation to fruition, e.g., to complete a scope and cost estimate for vague plan recommendations. They were able to keep the plan stewards in the neighborhoods enthusiastic and focused on the possible. This kind of organizational infrastructure helped keep the planning vision alive. The Sector Managers were sufficiently involved in

³ These appeals were heard by the City Council in its quasi-judicial capacity, and councilmembers were not legally permitted to engage a political process. Nevertheless, the elimination of SEPA appeals to the City Council closed one avenue of redress for citizen grievances about development.

each community that they could keep abreast of the shifting community priorities as circumstances changed or as new funding sources emerged. In 2002, with only three of the six Sector Managers remaining, their division director had the neighborhoods identify their top three priorities to better focus the dwindling City resources.

Though the Sector Manager positions were eliminated by 2003, several community participants we interviewed named some current DON Neighborhood District Coordinators as critical to plan implementation by helping citizens understand how things get accomplished in the City and by connecting citizens to the appropriate City employees. Some citizens also mentioned the important role of the District Coordinators in supporting the ongoing City Neighborhood Council and the District Councils – the City’s formal groups for connecting neighborhoods to the City government. While the District Coordinators do not have the same authority or high-level backing as the Sector Managers to command departments to provide representatives for interdepartmental coordinating efforts, they nevertheless represent a substantial commitment on the City’s part to support informed citizen participation in their local government. Appendix XI provides an organization chart of the City of Seattle Neighborhood Involvement Structure, a formal communication hierarchy.

Jim Diers, the Director of the Department of Neighborhoods during the first three years of plan implementation (1999-2001) reported that in addition to the staffing and funding resources we have identified in this report, “the City has invested many other resources in plan implementation by redirecting activities supported by the operating budget to those activities prioritized in the plans.” Bernie Matsuno, who was the DON Manager of the Neighborhood District Coordinators at the time of our work, also stated that the City has changed the way it does business in that neighborhood plans are now consulted regularly by City staff in many departments. However, it was difficult for us to document such changes. A number of staff we interviewed, especially those hired after the initial push to implement neighborhood plans, reported that they do not consult plans regularly nor have a working knowledge of them. So this effect may be diminishing with time.

Table 2 shows the number of staff positions in full time equivalents (FTE) dedicated exclusively to neighborhood plan implementation. The City ramped up quickly in 1999, creating one Division Director, the six Neighborhood Sector Manager positions, and an assistant to maintain the DON database; three positions called Geographic Representatives (geo-reps) in SDOT; and instructing managers in the Parks Department to spend part of their time coordinating with the Sector Managers. This allocation of staff resources continued from 1999 through 2001. In 2002, during a severe revenue shortage, three of the Sector Manager positions were cut. In 2003 the remaining Sector Manager positions were cut. By 2003 the geo-reps were also cut from the budget or re-directed in their assignments. The DON Neighborhood District Coordinators provide some level of support for neighborhood plan implementation by supporting the Neighborhood Plan Stewardship Groups in the neighborhoods where they remain active, and serve as liaisons between neighborhood groups and City staff. In practice, the District Coordinators vary considerably in their capacity to provide timely response to neighborhood plan issues, given their busy schedules and varied responsibilities.

From mid 2005 to the present, one position in the City’s Office of Policy and Management has been at least partly dedicated to the South Park neighborhood performing duties somewhat similar to those previously carried out by the Sector Managers. Her assignment is to facilitate implementing the South Park Action Agenda. The Action Agenda incorporated some elements from the South Park neighborhood plan, but had a more narrow focus on addressing gang violence, with no particular attention to mitigating the effects of added density. For this reason we did not include this position in Table 2.

Table 2. City Staffing Dedicated to Neighborhood Planning									
City Staff - FTE	1999	2000	2001	2002	2003	2004	2005	2006	2007
Sector Managers	6.0	6.0	6.0	6.0	3.0	0.0	0.0	0.0	0.0
Division Director	0.7	0.7	0.7	0.7	0.7	0.01	0.01	0.01	0.01
Database Administrator ⁴	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Geo-reps	3.0	3.0	3.0	3.0	0.0	0.0	0.0	0.0	0.0
Parks staff	0.0	0.0	some	some	some	0.0	0.0	0.0	0.0
District Coordinator 1/5 time	0.0	0.0	0.0	0.0	2.75	2.6	2.6	2.6	2.6
Total NPI Staffing	10.7	10.7	10.7	10.7	7.3	3.61	3.61	3.61	3.61

The City’s Finance Director provided the following explanation for the reduction in staffing from 2002 to 2004:

The City’s General Fund's base level spending was reduced by about \$120 million between 2001 and 2005. In other words, the 2005 General Fund budget would have needed to be \$120 million larger to keep all the services that were provided in 2001. The Mayor announced an approach to preserve direct services and cut support services instead. The Council adopted a similar approach. During the budget cut years of 2001-2005, DON's budget was reduced by 12.98%⁵. Thus in DON's budget, neighborhood service centers were preserved and Sector Managers were cut. Other administrative departments’ budgets were cut by a total of 13.27%. Some departments’ budgets continued to grow despite taking cuts: Parks was up 2.63%, Library was up 8.43%, Police was up 17%, and Fire was up 20.41%.

⁴ This position has been vacant during some of the time between 2004 and 2007.

⁵ The 12.98% reduction in the DON budget noted by the Finance Director above does not take into account that in 2003 three new responsibilities were added to DON along with \$397,000 in funding in 2005. Taking this into account, the reduction in DON was more like 18%.

To put these percentages in perspective we show the difference in total general fund budgets for selected departments in 2000 and 2007 in Table 3. DON is among several departments that show the least gain in funding between 2000 and 2007. See Appendix XIII for a year-by-year record of the budget for these departments between 2000 and 2007.

Department	2000 (In 2007 dollars)	2007	Difference in dollars 2007 & 2000	Percent difference 2000 & 2007
Arts Commission	\$ 2,939,000	\$ 2,382,000	\$ (557,000)	-18.95%
DON ⁶	\$ 8,585,000	\$ 8,022,000	\$ (563,000)	-6.56%
Mayor's Office	\$ 2,639,000	\$ 2,814,000	\$ 175,000	6.63%
Law	\$ 14,966,000	\$ 16,888,000	\$ 1,922,000	12.84%
Municipal Court	\$ 21,902,000	\$ 25,056,000	\$ 3,154,000	14.40%
Police	\$ 168,203,000	\$ 208,345,000	\$ 40,142,000	23.87%
Legislative	\$ 7,160,000	\$ 11,313,000	\$ 4,153,000	58.00%
Parks and Recreation ⁷	\$ 36,890,000	\$ 72,329,000	\$ 35,439,000	96.07%
Human Services	\$ 23,788,000	\$ 47,329,000	\$ 23,541,000	98.96%
Housing	\$ 574,000	\$ 2,928,000	\$ 2,354,000	410.10%

B. Neighborhood support in the form of dedicated community participants: Our interviews revealed active citizen participants as an important resource for accomplishing plan recommendations. This citizen participation multiplies the City's resources for getting things done. Many neighborhoods have one or more residents with significant organizing skills and knowledge of City processes. Individuals in many neighborhoods brought their professional planning, management, organizing, negotiating, budgeting and legal skills to the process of plan development and implementation. This resource is particularly effective when combined with City staff resources to accomplish mutual goals.

- ✓ In several neighborhoods citizens continuously monitor the implementation of key elements of their neighborhood plans and keep their neighbors regularly informed of the progress being made. Several citizen participants track the City's budget and Capital Improvement Program (CIP) for projects related to their plans. Some follow the Department of Neighborhoods' matching fund projects. Others review City Council legislative calendars, carefully follow any DPD zoning or regulatory proposals, and/or get on multiple email lists to stay current on City activities.

⁶ The DON budget for 2007 shown here does not include \$274,000 for the Office for Education, which was incorporated into DON in 2004.

⁷ The Parks Department figures include only General Subfund funding.



The Vine Street Cistern Steps were a recommendation from the Belltown Neighborhood Plan, constructed through a cooperative effort of the neighborhood citizens, private developers and the City's Transportation, Fire and Planning and Development departments.

- ✓ Residents often work together to prioritize the next recommendation from their plan for active community effort. They will then work with their contacts within the City to identify viable approaches to getting the recommendation implemented. Success in this effort builds trust and softens suspicion of the City's motives.
- ✓ Residents often work together to prioritize the next recommendation from their plan for active community effort. They will then work with their contacts within the City to identify viable approaches to getting the recommendation implemented. Success in this effort builds trust and softens suspicion of the City's motives.
- ✓ Several of the active neighborhood citizens are involved in other City committees, boards or district councils.
- ✓ Some citizens work closely with their DON District Coordinators who notify them of upcoming initiatives or projects they should be aware of in their neighborhood.

C. Leveraging resources such as other City projects, Neighborhood Matching Funds and other funding sources, non-profit initiatives, and business community efforts. Because of the coordinating function served by the Sector Managers and the interdepartmental teams active between 1999 and 2002, some neighborhoods became aware of opportunities to work with pre-existing or new City programs, nonprofit organizations, and other governments (Port, State, County), whose programs and independent funding could further neighborhood plan recommendations. Examples mentioned by our interview subjects include use of the City’s Neighborhood Matching Fund and Neighborhood Street Fund, use of funding and advice available through the City’s Office of Economic Development, business district collaboration with Sustainable Seattle’s program on “thriving business districts,” collaboration with Washington State on projects along state highways that traverse the City, and invitations to low-income housing providers such as the Low Income Housing Institute and HomeSight to locate projects in a particular neighborhood. One neighborhood business district participant pointed out that in some neighborhoods the local businesses took responsibility for implementing some plan recommendations.

D. Elements adopted into laws or procedures. Some aspects of neighborhood plans were adopted into City laws, regulations and/or procedures. Examples from DPD include reference to the plans in the City’s Environmental Policies and Procedures, incorporation of plan recommendations into Design Review Guidelines that affect development in neighborhoods, development of new land use regulations such as the work on “pedestrian overlays” currently underway and recent changes to regulations for neighborhood commercial areas. SDOT has a Right of Way Improvement Manual prescribing street design standards that incorporate some of the recommendations from neighborhood plans into requirements for new or renovated streets and sidewalks. To deviate from the manual’s requirements, the developer must demonstrate how the proposed improvement work is consistent with the City’s Comprehensive Plan, subarea transportation plans, or neighborhood plans relevant to the area. These regulations make certain recommendations of neighborhood plans virtually permanent.

E. Inclusion of neighborhood plan recommendations into subsequent City planning efforts. The City has completed numerous planning efforts since the neighborhood plans were adopted. Virtually all of these took neighborhood plan recommendations into consideration. Table 4 lists many of these plans and their relationship to neighborhood plans. The column “No Mention of Neighborhood Plans” means that neighborhood plans were not mentioned explicitly in the plan document. The column “Mentioned/Addressed Neighborhood Plan” means that the plan explicitly mentions one or more neighborhood plans, or the new project plan incorporates specific elements of the neighborhood plans.

The list of plans in Table 4 is not intended to be complete, but captures most of the large scale planning processes. The Executive has pointed out some site-specific planning efforts are not included in the list below, (i.e., Ballard Civic Center Plan, Civic Center

Master Plan, Growing Vine Street, Westlake Avenue Design Plan and specific Green Street projects). The Executive has provided further comment:

Recent major revisions to the City’s commercial areas zoning attempted to implement many recommendations from neighborhood plans to support pedestrian oriented commercial areas. In fact, specific recommendations from the Eastlake Neighborhood Plan were folded into the commercial areas project. Others continue to play a role in the ongoing Main Streets Pedestrian Mapping project underway in DPD. In addition, Station Area Plans were closely coordinated w/ neighborhood plans; in fact McClellan deferred to Station Area Planning on land use matters. Complete Streets and the Bicycle Master Plan implement many of the goals and requested items from neighborhood plans, such as improved bicycle and pedestrian facilities, and street trees. While as city-wide plans they may not mention individual neighborhood plans specifically, it should be recognized that they are responsive to desires expressed in the plans.



I-5 Colonnade is a 7.5-acre open space that results from the collaborative efforts of Seattle Parks and Recreation, the Eastlake and Capitol Hill communities, the Washington State Department of Transportation (WSDOT), and the mountain bike, road bicycle, and dog off-leash area communities, to create one of the most unique open spaces in Seattle. The project first came into focus in 1998 when the Eastlake Tomorrow Committee completed the 1998 Eastlake Neighborhood Plan. Photo courtesy of Seattle Department of Parks and Recreation

Table 4. Relationship of Subsequent City Planning Efforts to Neighborhood Plans		
City Planning Efforts	No Mention of Neighborhood Plans	Mentioned/ Addressed Neighborhood Plans
Revised Commercial Code (2007)		X
Seattle Bicycle Master Plan (2007)	X*	
Transportation Pedestrian Plan Resolution # 30951 (2007)		X
Urban Forest Management Plan (2007)		X
Center City Seattle (2007)		X
Comp Plan Annual Amendments (2007)		X
Green Factor linked to Neighborhood Business District Strategy (2007)		X
Industrial Lands (2007)		X
City Environmental Policies and Regulations Review (2007)		X
Neighborhood Main Street Mapping (2007)		X
Complete Streets (2007)	X*	
Downtown Zoning (2006)		X
Urban Center Plan for South Lake Union New Draft Neighborhood Plan (2006)		X
Transportation Plan for Northgate (2006)		
South Park Action Agenda (2006)		X
Southeast Seattle Action Agenda (2006)		X
Central Waterfront Plan (2006)		X
Livable South Downtown (2006)		X
Multifamily Zoning Updates (2006)		X
Broadway Economic Vitality Action Agenda (2006)		X
Transportation Strategic Plan (2005)		X
Transportation Transit Plans (2005)		X
Environmental Action Agenda (2005)		X
Comprehensive Drainage Plan (2005)		X
Right of Way Improvement Manual (2005)		X
Comprehensive Drainage Plan (2004)		X
South Lake Union Transportation Study (2004)		X
Stormwater Code Revisions (2004)		X
Northgate Revitalization (2003)		X
Sidewalks Improvement Initiative (2003)		X
Northgate Action Agenda (2003)		X
South Lake Union Action Agenda (2003)		X
Thornton Creek Draft Watershed Action Plan (2001)		X
2001 Parks Dept Annual Report		X
Parks Development and Acquisition Communications Plan (2001)		X
Sound Transit Light Rail Station Area Plans (1998-2001)		X
2000 Pro Parks Levy		X
University District Revitalization Plan (March 2004)		X

*These plans have no explicit reference to any particular neighborhood plan, though the Executive has told the Office of City Auditor that neighborhood plans were consulted in the process of developing both of these plans.

F. Money and Other Resources. Many of the neighborhood plan recommendations required funding. Over the eight years since the last of the plans was adopted, the City has made many sources of funding available. Table 5 shows the City's funding sources and amounts.

In 1999 and 2000 the funds designated specifically for neighborhood plan implementation were the Early Implementation Fund, the Cumulative Reserve Fund (CRF) portion (\$1 million) of the Neighborhood Street Fund/Cumulative Reserve Fund, Project Scoping Support, the Opportunity Fund, and the funds listed for Seattle Public Utilities (SPU), Parks and Seattle City Light. Other City resources funded both plan recommendations and other projects. In subsequent years portions of the Community Centers Levy and Libraries for All programs were used for neighborhood plan implementation. With the exception of the Neighborhood Matching Fund, we have attempted to split out just those portions applicable to neighborhood plan requests. The Cumulative Reserve Fund continued to have \$1 million per year dedicated to neighborhood plan implementation, while the Neighborhood Street Fund could be spent on plan recommendations or other projects. The totals at the bottom of Table 5 include all funds, even though some portions of the Neighborhood Street Fund and Neighborhood Matching Fund were spent on non-neighborhood plan projects, because many neighborhoods have used these fund sources to implement recommendations from their plans.

Starting in 2007, Bridging the Gap funding will also be available for both neighborhood plan recommendations and other projects, depending partly on today's priorities expressed by the community. Private funding and volunteer hours provided by community members have also contributed to plan implementation. This is especially significant for Neighborhood Matching Fund projects where, in many cases, the City's funding commitment was exceeded by the neighborhood match.

Table 5. City Fund Sources Available to Neighborhood Plan Implementation*Numbers in millions of dollars*

Fund/Resource	1999	2000	2001	2002	2003	2004	2005	2006	2007
Early Implementation Fund	1.1								
NMF* (w/o admin)	3.75	3.1	3.7	1.0	3.1	2.7	2.2	2.3 ⁸	2.5
NSF*/ CRF	1.0 1.0	1.0 1.0	0.5 1.0	.84	.25 1.0	1.0	.22 1.0	.23 1.56	.23 1.0
Project scoping support	.75	.10							
Opportunity Fund		1.4							
SPU	2.5	2.5							
Parks	0.5	0.5							
City Light	1.0	1.6							
Pro-Parks Levy			8.5	19.7	25.3	28.3	28.3	30.7	21.2
Libraries for All	0.4			7.4	3.9	19.2	7.1	6.4	4.8
Community Centers Levy						11.0	9.0	3.9	
Bridging the Gap Levy (BTG) ⁹									
BTG Safety Programs								1.7	1.7
BTG Pedestrian Program								2.0	2.0
BTG NSF								1.5	1.5
BTG Bicycle Program								2.9	3.0
Total Annual Funding Available for Neighborhood Plans	12.0	11.2	13.7	28.94	33.55	62.2	47.82	50.89	37.93

Source: City Adopted Budgets, levy ordinances and attachments

*These fund sources were not restricted to use on neighborhood plan recommendations, though neighborhoods were free to apply to use funds for that purpose.

⁸ For 2006 and 2007 the figures are budgeted, not expended.⁹ The Bridging the Gap Spending Plan (Attachment 2 to Resolution 30915) shows these amounts increasing by 2% to 5% per year through 2015.

III. Some areas where perceived progress has been slow or non-existent.

Responses to the survey and our interview subjects repeatedly mentioned certain areas where they felt neighborhood plan implementation had particularly fallen short:

Lack of Action by Other Government Agencies. Where action by other government agencies would be needed, the City and citizens have had limited success in implementing plan recommendations. Specific areas where the City has limited or no influence for implementing plan recommendations:

- Improved public transit (King County government)
- Airport noise (Port of Seattle)
- School issues (Seattle School District)

The City forwarded a list of neighborhood plan recommendations to King County in December of 2001, saying “Please add the attached summary of neighborhood planning transit recommendations to your list of potential subarea priorities for new or improved service.” Lack of perceived progress on these recommendations stood out in our interviews and survey results.

Lack of Transportation Infrastructure. According to some of our interview and survey subjects, infrastructure commensurate with increased density seemed slow to develop, especially public transportation, bicycle and pedestrian facilities. One interview subject noted that it is particularly difficult to get from single family residential areas to urban villages via public transit, and that parking in urban villages is limited, making it increasingly frustrating for residents of single family neighborhoods to use the urban villages. Thirty-four percent of the plan recommendations involved transportation issues, with either SDOT or King County/Metro as the lead agency (see Table 1). While many projects have been completed, especially by SDOT, the increased traffic and limited facilities for parking,¹⁰ pedestrians and bicycles in many neighborhoods contribute to a perception of lack of progress in this area.

No City Sponsor for the Plans. Some neighborhood citizens feel (and some resent) that since the elimination of the Sector Manager positions in 2003 it is up to them to bring the plans to the attention of the City. These respondents feel no one in the City any longer “owns the plans.” We found some City department staff were fully aware of the plans and consulted them regularly; others were less likely to do so. Our interviews with City staff indicated those who do not consult plans tend to be staff hired after the initial effort at plan implementation, i.e., after 2001. While they are aware the plans exist, they have

¹⁰ Limiting the availability of parking is a strategy for encouraging other means of travel such as public transit, walking or bicycling. However, many citizens who provided input to this report expressed frustration that facilities for these alternative modes of travel have not kept pace with growth and density.

not been provided training in how to use the plans. **As time passes and there is turnover among City staff and citizen activists, this declining trend in the use of the plans will likely continue unless there is a concerted effort to renew or refresh both the plan recommendations and the activism of local residents and City staff.**

Citizens who wish to see their plan recommendations implemented have dedicated countless hours of uncompensated time. Some feel the City has failed to live up to its half of the “partnership” in embracing growth and density in all the urban villages.

IV. Critiques of the Planning and Implementation Processes.

In our interviews we heard some recurrent critiques of certain elements of the City’s neighborhood planning and implementation processes. These are anecdotal, but may contribute to designing an improved process.

Critiques of the Planning Process

Unmanaged expectations. Participants in the planning process were encouraged to freely imagine what they envisioned for their neighborhood. Some citizen participants reported that only late in the process did the City introduce the need to consider budget constraints and prioritize recommendations. Some participants expected the City to initiate most of the energy to implement the plan recommendations; yet City staff expertise regarding the feasibility of the recommendations was not introduced until after the plans were completed. While the City has dedicated resources to plan implementation, some of the recommendations proved to be unworkable. The effort has been most successful when neighborhood residents took ownership of recommendations and pushed for and participated in their implementation. But even with dedicated sponsors, sweeping or vague requests in some plans like “improve and sustain adequate parks maintenance” have been subject to the uncertainties of the economy and consequent volatility of the City’s revenue streams. The City’s failure to establish clear and reasonable expectations from the outset has resulted in disappointment and frustration on the part of some citizen participants. This can have long-term consequences for the tone of the relationship between the City and its citizens.

Cross-boundary difficulties. During the planning process each neighborhood was allowed to define its planning area. In some instances the planning areas overlapped, resulting in conflicts that continue to this day about which plan should take precedence.

Latecomers issue. Some citizen participants complained that after countless hours of work over many years, including well-documented and extensive outreach efforts to include all interested persons in the community, some stakeholders appeared on the scene late in the process and opposed hard-won compromise decisions about elements of a plan. There was no framework for addressing this inequity.

Critiques of the Plan Implementation Process

The City reduced support infrastructure for plan implementation. As noted in Table 2 and the associated discussion above, the reduction in staffing dedicated to neighborhood plan implementation in 2002 and 2003 slowed the implementation of the plans. With the elimination of these positions there is no group of positions within the City explicitly charged with being champions of the plans. While the Neighborhood District Coordinators serve as a point of contact between City government and neighborhoods on neighborhood plan implementation, it is often up to the citizens to initiate action based in their plans; and we found the contact information for neighborhood plan stewards on the DON Web site to be out of date. When we contacted some people listed as stewards, some did not understand their role or had become disconnected from the process. To sustain the active engagement of a diverse and representative group of citizens would take substantial support from the City in the form of funding and dedicated staff support. Elimination of the Neighborhood Leadership Training program in 2004 ended the City's funding for the development of community leaders associated with neighborhood planning.

While initially neighborhood plans drove the departments, now the departments drive the neighborhood plans. Sector Managers were charged with implementing neighborhood plans. They were given authority to bring departments together and coordinate City responses to neighborhood requests across different departments and different government and other agencies. After the Sector Managers were eliminated in 2003, DON no longer had a central role in plan implementation. Each department was supposed to take plans into consideration in its day to day operations. However, we found knowledge of plans among department personnel with related responsibilities was uneven, and diminishing with staff turnover and the passage of time. Neighborhood plans are no longer a driving force in department operations, though departments do take them into consideration in some of their planning. See Appendix XVI for a diagram of this point.

With staff turnover and loss of committed staff, attention to and knowledge of plans is uneven in departments. According to executive managers we interviewed much of the responsibility for implementing neighborhood plans has now been delegated to departments, especially SDOT, Parks and DPD. From our interviews with staff in these departments it is clear that continued attention to neighborhood plan implementation is uneven. Some staff consult the plans regularly, especially in DPD where such consultation is required by various City regulations. In SDOT, while some staff consult neighborhood plans directly, other staff reportedly consult a list of projects derived from individual neighborhood plans that may be outdated. Parks staff report that the Parks and Open Space levy incorporated many projects from the neighborhood plans, most of which have been completed, and that project planning now relies more on current contacts with neighborhood groups rather than reference back to neighborhood plans. Neighborhood activists reported that their ability to work with City staff to get their projects implemented erodes over time because City staff they came to know during neighborhood planning are moving on, and they have no structured process for

developing working relationships to more recently hired staff. We also found in our interviews with City staff that newer employees who are charged with implementing neighborhood plans get little training regarding the plans and are simply not very familiar with them. Many staff who were deeply involved in the neighborhood planning process and who still work for the City are now in different positions and no longer responsible for plan implementation. The plans were meant to support increased density in the subject neighborhoods. As density has increased, these neighborhoods have many new residents who didn't participate in the planning for the neighborhood. All of this suggests a need to revisit and update the plans.

Lack of templates and consistent framework made the implementation process difficult. The neighborhoods that participated in neighborhood planning had only a very loose framework for creating their plans. The City's Planning Commission created a report on the planning process, Seattle's Neighborhood Planning Program, 1995 – 1999: *Documenting the Process*, which states:

Almost all plans included major strategies for housing, open space and parks, and transportation; several plans included strategies for improving human services, public safety, economic development, drainage, and developing neighborhood arts.

The same document states the broad, basic requirements for the plans:

The final neighborhood plan must:

- ✓ Be consistent with the Comprehensive Plan or identify where amendments are needed, justifying their rationale
- ✓ Be legal and valid under the State Environmental Policy Act and any other applicable laws
- ✓ Contain prioritized recommendations
- ✓ Be well-documented
- ✓ Be based on [Neighborhood Planning Office] NPO-approved methodology
- ✓ Be presented in an easily understandable format
- ✓ Document validation and outreach processes that demonstrate and measure effort, participation, and support for the plan
- ✓ Articulate a concrete strategy and identify available resources to realize each recommendation

Within these guidelines, the plans vary widely in their content and level of detail. This has made it difficult to demonstrate that plan recommendations have been addressed in a fair and equitable manner during the implementation phase because some plans with clearly detailed recommendations have seen more recommendations implemented than others with more vague recommendations.

Regular reporting on plan accomplishments did not occur.

There have been no routine updates on neighborhood plan recommendations. Citizen participants in neighborhood planning do not have routine access to updates about plan implementation. Information from updates of the DON Neighborhood Planning Implementation Database is not regularly shared with the public. In 2003 the City asked neighborhoods to prioritize their top three recommendations. Based on these responses, the City has posted 2004 and 2005 updates on those priority projects on the DON Web site. The Executive has provided update reports to a City Council committee during 2007, but these reports are not easily available to citizens (though they could be posted on the DON Web site).

The quality and amount of information from the City regarding opportunities to implement plan recommendations varies by district. Our interviews with citizen-participants revealed a varying quality and amount of information flow from the City. Some DON District Coordinators who take a particular interest in neighborhood plans reportedly provide frequent contact and direction to active citizens in their districts. In other districts citizens reported far more difficulty in finding out what was available in the way of City resources or opportunities. Another difficulty is that the Department of Planning and Development, whose actions regarding zoning changes and impending developments can create tremendous change in neighborhoods, often strictly limits its mailed notification to a 150' or 300' geographic radius around a project. This means citizens outside this area must themselves check the DPD Web site for information on important actions or otherwise rely on word of mouth. Among our survey respondents, the most frequently-named sources for information about City activities are word of mouth (57 percent); a daily newspaper (51 percent); neighborhood Web site, email or blog (46 percent); the City's Web site (44 percent); community newspaper (44 percent); directly mailed information (37 percent) and the District Council or Community Council (31 percent).

Maintaining activism by all parts of the community is difficult. In our interviews, current City staff regularly asserted that the neighborhood planning process was not inclusive, apparently because citizens who have continued to be active are primarily white homeowners. We found documentation that the neighborhood planning process involved concerted efforts to draw in all community members – renters as well as homeowners, members of minority and immigrant communities as well as white citizens, poor community members as well as affluent. However, it appears that this inclusiveness has been difficult to sustain. The effort to engage all citizens takes commitment of time and resources that have not been consistently available during this implementation phase.

The City's Capital Improvement Program Document (CIP) creates cynicism. Several interview subjects pointed out that the City's CIP names a neighborhood plan if a project is occurring within the plan boundaries, even if the project is not a recommendation from the neighborhood plan. We looked at 48 projects from City CIPs for the years 2001 through 2006 that were attributed to neighborhood plans. We found that 26 of them were projects mentioned in neighborhood plans, while 22 were not. The Executive reports that projects that align with the goals of neighborhood plans are attributed to neighborhood

plans in the City’s CIP. This subjective assessment of project “alignment”, while it may have merit, seems to create a certain cynicism that the City is claiming to implement plan recommendations when some citizens do not see the connection.

There are problems with the quality of the Neighborhood Plan Implementation Database. The City established a neighborhood plan implementation database to track over 4,200 recommendations from the plans. The database is divided into “activities” and “sub-activities.” The activities record the recommendation as it appeared in the original Approval and Adoption Matrix for each plan. The sub-activity category was created to record subsequent activity by the City on a specific recommendation. Only those activities that saw immediate City action had sub-activities created for them. In the years since, the items without early sub-activity action have not been updated even though many have been at least partially implemented, sometimes by residents or businesses in the community or by other government agencies. To maintain this complex record requires some level of technical expertise, sufficient time to research and follow-up on each plan recommendation, and the authority to command cooperation from the departments. Many of the City employees we interviewed have participated over the years in the effort to keep the database up to date. However, they also reported that it is a difficult tool to use, and over time most of them stopped using it as part of their regular duties. We tested the accuracy of the information in the database by researching a sample of database recommendations. We followed up on the plan recommendations corresponding to the activities in our sample to see whether they had actually been implemented. While our sample of 100 database items (see Appendices II and III) showed a good record of implementation – a score of eight to nine out of a possible 10, the database does not reflect this work, and still shows many of these activities as having no action. Unfortunately, the sample size we examined was too small to allow us to generalize our findings to the entire database.

Citizen participants are experiencing “burnout.” In several of our interviews with citizen participants who have been active in the process for 10 years or more, interview subjects explained that they are ready to pass the reins to new activists. It is also clear that many other participants dropped out of active participation years ago. Sixty-seven percent of the respondents to the survey did not participate in the previous neighborhood planning process. This may be some indication of the loss of interest and activism among former participants. At the same time the survey showed 83 percent of people who took the survey would be willing to participate in a new neighborhood planning process.

Subsequent planning issues overshadow neighborhood plans and contribute to cynicism among some citizen participants. Several of our interview subjects, both City staff and citizens, noted the large number of subsequent City planning efforts that seem to have taken precedence over the neighborhood plans before the neighborhood plans have been fully mined for their viable recommendations. As noted in Table 4 above, all but two of these planning efforts have directly addressed recommendations from neighborhood plans. But in these planning efforts the City has tended to work with more “focused” citizen groups. For example, to develop the Bicycle Master Plan the City

worked particularly with bicycle advocates. The City made a commitment to the neighborhoods when it adopted the Comprehensive Plan – that in exchange for accepting growth and density, the neighborhood would be engaged to participate in designing mitigating measures to make their communities more livable. This kind of engagement requires an ongoing City commitment to provide the resources to draw all interested community members into the process.

V. Suggestions for improvement if the City should decide to update the plans or initiate a new neighborhood planning effort.

The City deserves the high praise it receives from scholars and others regarding the neighborhood planning process. The neighborhood planning process has had lasting positive effects in the tangible projects, citizen education and participation, and orientation of City departments to neighborhood concerns. To strengthen future efforts, we offer these suggestions:

Be respectful of the enormous time investment of participants. Citizen participants are volunteers, usually with many other responsibilities. Many of them bring a variety of valuable skills and experience to the process that greatly augments the City’s limited resources. Because the planning process was long and drawn out and the “rules” changed mid-process, some citizens became frustrated and dropped out. To the extent possible, the City should plan the process to use citizens’ time efficiently, while still allowing for broad and active citizen participation.

Explain from the beginning how plans will be used. Several of the citizen participants we interviewed reported that they were deeply invested in the process before they understood how the City would be using the plans. This resulted in frustration when participants had to re-work their plans to fit the City’s requirements. This kind of miscommunication could be avoided by explaining the planning and implementation process to citizens from the beginning, and managing expectations by setting the context and tone for the process and its results. It would be wise to plan for some funding for implementation at the beginning, but also to set realistic expectations about the likely pace of implementation and how much of that responsibility will fall to the City or to other possible implementors.

Be clear at the outset whether the update process will be City-directed or neighborhood directed. In our interviews, many City staff commented that recommendations emerging from neighborhood plans were vague and/or difficult to turn into specific projects that could be implemented. In addition, City staff identified funding as the primary driver of successful plan implementation. The consensus among existing City staff is that a process led by City staff will result in more workable recommendations. On the other hand, the City’s neighborhood-directed process encouraged citizens to create a vision for their neighborhood based on input from a broad

spectrum of community members, and was not so constrained by “bureaucratic” concerns. The choice of approach is likely to produce different results.

City-Directed Process. When the City directs the process, the presumption is likely to be that the City is providing technical expertise to evaluate the feasibility of recommendations, and committing to implement the results. This centrally-directed planning is also likely to be more limited to those measures for which government is responsible. (Though if the process is carefully designed, this is not necessarily the case). An advantage of a City-directed process is that recommendations that emerge from the planning process that require district-wide and regional responses could be fed into those broader processes for planning and implementation. There is some evidence that a top-down process would not respect the work previously done or build on the momentum of that work. In the update process, linking recommendations from the previous neighborhood plans to new plan activities will help sustain trust and increase involvement.

Neighborhood-Directed Process. The neighborhood-directed process is likely to produce more varied results, and to include recommendations that would be implemented not just by government but also by residents, businesses, non-profits or others. There is some evidence that a neighborhood-directed process results in more buy-in and ownership of results by the citizens involved, which can leverage valuable resources for plan implementation. However, if City staff are not closely involved, this can lead to recommendations that are difficult or impossible to implement.

Be clear about the decision-making process for including items in a plan. Identify in advance how the final decisions will be made. Both City staff and citizen participants noted that when conflicts arose about exactly what could and would be included in the plans, neighborhoods had to develop their own process for resolving the differences. This contributed to some of the variability in plans. In some neighborhoods everyone’s ideas were included, making for some recommendations that had only one supporter. In other neighborhoods, only those recommendations with universal support from all factions – businesses, residents, non-profits – could be included. And at the end of the process it was the City staff who developed the Approval and Adoption Matrix officially recognized by the City Council. This final step caused some citizen participants to feel their plans were marginalized, and the final results were altered by City staff. It would be helpful to establish guidelines for how decisions will be made throughout the process.

Establish a process to ensure citizen participants and City staff are provided with consistent guidance. Some citizens complained that they were given different answers to questions about the planning process depending on which city staff person they were talking with. This can be very confusing and distressing for participants. The City should strive to provide consistent guidance.

Establish clear planning area boundaries. In at least one case two adjacent neighborhoods included the same area in their planning boundary. This resulted in

disputes that persist 10 years later about which plan should govern the vision for that area. Overlapping boundaries should be avoided, or a dispute resolution process created, for areas common to bordering neighborhoods.

Plan for long-term management of the plans from the beginning, including funding of the long-term effort.

- One of the major factors leading to the success of neighborhood planning was that the City established staff positions – the Neighborhood Sector Managers – empowered to forge cross-department coordination. This resulted in a cost-effective and efficient way to leverage resources from the many City departments to address projects in each neighborhood. The City tends to operate in “silos,” with each department functioning as a separate entity that has little need to coordinate with other departments. We recommend the City continue to use this effective process to sustain cross-department focus on neighborhood plan recommendations by establishing positions with sufficient stature and authority to sustain a focus on the plans and to bring the necessary resources together to coordinate plan implementation.
- The City provided training resources to citizen participants in the planning processes for many years. Many citizens, and all who have reviewed the Seattle process, remark on the importance of this training for enabling intelligent and efficient citizen participation. The last of these training programs, the Neighborhood Leadership Training program, was eliminated in 2003. We recommend the City re-establish and continue programs that teach citizens leadership and organizing skills, and to use such City programs as the Neighborhood Matching Fund, Design Review, and Seattle Department of Transportation programs. This will be particularly important for any process to update or renew the neighborhood plans.
- We recommend that the City prepare for the inevitable turnover in City staff and neighborhood participants, and develop ways to maintain the plan over its anticipated life. In our research we noted that there are many new City staff that have limited familiarity with neighborhood plans, and 67 percent of the respondents to our survey were not involved in the neighborhood planning process, but expressed interest in participating. In this context, the City needs to revisit and update the processes established for plan stewardship (Resolution 30011, September 1999) and amending plans or adopting new plans (Resolution 30238, October 2000) to clarify the process for maintaining and updating neighborhood plans. Some departments that were assigned responsibilities in these resolutions no longer exist; and neighborhood stewardship lists need to be refreshed.

Include a process for obtaining broad community input at regular intervals over the life of the plans. As the plans have aged, some dedicated citizens have remained actively involved; but many others have not. Consequently, some elements of the community (e.g., renters, immigrants, people of color) are no longer actively represented

in the process. The city needs to plan on using varied approaches for outreach such as mail, announcements, media, word of mouth, and direct outreach to churches, chambers, community groups, district councils and others. These methods require funding, and often expert assistance – especially to provide for “cultural competence” in reaching citizens of varied backgrounds, cultures and languages. Build this into the planning at the beginning.

Establish expectations and a plan for reporting on plan accomplishments. In the early years of plan implementation (1999-2001) the City assigned staff to work closely with the neighborhoods on plan implementation. These resources were cut back in 2002, and virtually eliminated in 2003. The last formal reports from the City on implementing plan recommendations were issued in 2004. In 2007 the Executive provided updates on some plans to a City Council committee. Reporting on what has been done and what has not allows a recommitment to the highest priority items by all the stakeholders. This can re-engage the variety of agents who contribute to implementing plans. The Department of Neighborhoods reports they are moving to fill a position to manage their current reporting system (the Neighborhood Plan Implementation Database) with a highly skilled Neighborhood Plan Implementation Coordinator. As noted above, many of our interview subjects reported that this tool is difficult to use and does not present an accurate picture of neighborhood plan implementation. Without funds to refine or create a more useful and up-to-date Web based database and funding for ongoing maintenance, the City will continue to lack an adequate management and reporting tool.

Revisit the recommendations from the plans adopted in 1999 to account for changes that have occurred over eight years. Since 2000, the City has tracked only those plan recommendations for which the City committed to immediate action. This system followed less than half of the plan recommendations, and is now outdated and inaccurate. The City may find it has the interest and resources to accomplish some of the recommendations that were passed over in the early response to the neighborhood plans. There are also many items in the database that appear to have had no response, when in fact there has been a response. In addition, so many planning initiatives and new regulations have occurred since the neighborhood plans that the context for their implementation has changed. The plans’ recommendations should be reevaluated in light of the current realities.

Establish a plan template that will facilitate response to the plans by the City and others, while still allowing for variations that acknowledge the uniqueness of each neighborhood. The City encouraged the neighborhoods to develop their own unique vision, and imposed very little structure on the resulting documents. Consequently the existing plans have varying levels of detail, and some citizens reported areas they inadvertently omitted that they wish they had included. In many cases more detailed plans were easier for the City to implement. To guide citizens in creating plans most likely to be viable, the City could provide models derived from plans that were most effectively implemented.

Set a timetable from the beginning, both a timetable for planning and an expected life cycle for the resulting plan. Plan for periodic updates and re-prioritizing of recommendations, as is done for the Comprehensive Plan. The neighborhood planning process took three to five years to complete. This was longer than originally anticipated. Furthermore, the City did not clearly establish the expected life of the plans during the planning process. The City can build on its experience during the previous process to establish reasonable time periods for the planning phases. To the extent possible, the City needs to set rough goals for accomplishing plan recommendations across the established life cycle of the plans, which will provide a measure of accountability and probably increase the chance of implementing the plans.

Ensure participants prioritize the recommendations from the start. The City encouraged the planning groups to be as inclusive and broad as possible in their visioning for their communities. Later in the process, when it became clear that the City had to adopt a reasonable approach to implementation, neighborhoods were asked to prioritize their recommendations. This came as a shock to some participants. This kind of surprise can be avoided by building it into the expectations from the beginning.

Distinguish items over which participants have actual control and those which require the action of other agencies. Because participants established broad visions for their neighborhoods, they included a number of recommendations that were beyond the control of citizen groups or the City. For example, several neighborhoods asked for reductions in aircraft noise; but since airport noise is controlled at the federal level, local jurisdictions have virtually no authority to effect change on this issue. The Approval and Adoption Matrices noted when other jurisdictions were implicated in plan implementation (see Table 1 above), and sometimes addressed the fact that the issue was not a City responsibility. But it might be more effective if these realities were discussed from the beginning of the process so that appropriate strategies could be developed along the way.

Consider and describe how neighborhood planning fits (or does not fit) with the City's multitude of planning efforts. The City conducts many planning exercises in its multiple departments. Some are required because of federal or other regulations (e.g., relicensing requirements for hydroelectric dams), or because of funding requirements (e.g., annual plans to qualify for federal housing or human services funding). Others are simply part of the way the City does business. Some of these can and do take precedence over neighborhood plans. To avoid confusion and to establish realistic expectations, the City should clarify where neighborhood plan recommendations fit in this scheme.

Appendix I. Evaluation of a Sample of Plan Recommendations.

We tracked what happened with a sample of 100 plan recommendations from the Department of Neighborhoods' Neighborhood Plan Implementation Database. The review team engaged in a scoring exercise based on our collective, subjective assessments. We scored the results for relevance and responsiveness, assigning up to five points each for a possible total of 10 points. The relevance score assessed how well the implementing activity addressed the intention stated in the Approval and Adoption Matrix for the plan. The responsiveness score was a measure of the completeness and timeliness of the implementing action.

Of the 100 items, there were 11 items for which we could not get sufficient information to score them. Eight of these would have required action by the community or another government agency, (that is, it is not within the City's power to implement them). We averaged the other 89 items in two separate groups: 41 items for which the DON database tracked detailed information about City action on "sub-activities", where the average score was nine out of 10; and 48 items for which the database had no information on follow-up activities, where the average score was 8.0. Appendix II- *Sample Results – Activities with Sub-Activities*, and Appendix III - *Sample Results – Activities with No Sub-Activities* show the 100 items in the sample with the score for each and comments about the score.

Appendix II. Scoring Matrix for Sample Activities with Sub-Activities

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Neighborhood	Activity#	Activity Description (some truncated)	Sub-Actv Count	Subactivity Name	Subactivity Department	City Relevance	City Responsiveness	Combined Score	Notes
						Score - How well did the sub-activity(ies) address the intention of the named activity?	Score - Did the City complete the sub-activity(ies) timely and completely?		
Admiral	1.6	To enhance the character of the Admiral neighborhood and improve the pedestrian experience, work with the community to identify pedestrian centers and the associated public and private improvements that are called for in the Admiral Residential Urban Village.	1 of 5	Install quality street furniture throughout the Admiral Residential Urban Village	OED	5	5	10	All elements of the activity addressed; Citywide Pedestrian Plan will address each major intersection.
Admiral	1.6	"	2 of 5	Add public trash receptacles and service for the Admiral Neighborhood	Parks				
Admiral	1.6	"	3 of 5	Evaluate pedestrian street crossing improvements throughout the Admiral Urban Village	SDOT				
Admiral	1.6	"	4 of 5	Complete the Citywide Pedestrian Master Plan	SDOT				
Admiral	1.6	"	5 of 5	Enhance the street canopy in the Admiral Residential Urban Village	SDOT				

Note on Rating Scale: 1=Poor, 2=Below Average, 3=Average, 4=Above Average, 5=Excellent

Appendix II. Scoring Matrix for Sample Activities with Sub-Activities

Admiral	2.16	Work with the City to choose a new passenger landing for the water taxi.	1	Work with King County/Metro to secure funding for dock construction, operations, and vessel procurement	SDOT	5	5	10	This has been a continuous effort for the City.
Admiral	2.8	Identify and implement incentives for people to walk, bicycle or ride buses while traveling within the Admiral Residential Urban Village.	1 of 2	Complete the City-wide Bicycle Master Plan	SDOT	3	3	6	This was difficult to score since there was no specific incentive program developed, but the City has made improvements to pedestrian crossings and sidewalk amenities. Bicycle Master Plan is a start towards improving bicycle facilities.
Admiral	2.8	"	2 of 2	Complete the Citywide Pedestrian Master Plan	SDOT				
Admiral	3.4	Encourage the City to adequately fund the maintenance of parks and playgrounds to achieve a high standard of excellence. Prioritize maintenance needs within the Admiral planning area.	1	Replace existing damaged totem pole at the Admiral Viewpoint with an authentic carved pole.	Parks	5	5	10	This was difficult to score because the activity was written broadly, but the City has done much to respond to the intent of the activity.
Admiral	4.14	Work with Metro to assure that bus routing, scheduling and transfer points keep pace with neighborhood needs. - Explore ways to document community needs and improve communications between local bus riders and Metro...	1	Work with Metro to assure that bus routing, scheduling and transfer points keep pace the neighborhood needs.	DON	3	3	6	An early effort was completed; there is no ongoing activity.
Admiral	LT4	Develop strategies to obtain desired bicycle, skateboard and pedestrian facilities while avoiding undesired facilities.	1 of 3	Participate in the City-wide Skatepark Plan process	Parks	5	5	10	The activity asked for strategies, and the City responded with three Citywide planning efforts that included this neighborhood's requests.
Admiral	LT4	"	2 of 3	Complete the Pedestrian Master Plan.	SDOT				
Admiral	LT4	"	3 of 3	Complete the Bicycle Master Plan.	SDOT				

Appendix II. Scoring Matrix for Sample Activities with Sub-Activities

Aurora-Licton	D-11	Identify important cultural and historic elements and visual landmarks. (Buildings, markers, bridges, signs etc.) Keep in mind the 'culture' of the highway.	1	Prepare a historic walking tour with signage for the Aurora Licton Neighborhood	DON	5	5	10	The community was responsible for this subactivity, the City made funds available.
Aurora-Licton	D-6	Develop and staff an Aurora Avenue North Task Force to coordinate the recommendations of Neighborhood Plans and the WSDOT Urban Mobility Study of SR 99.	1	Develop and Aurora Avenue North Task Force to coordinate the recommendations of Neighborhood Plans with the WSDOT Urban Mobility Study of SR 99	WSDOT	5	5	10	The subactivity directly reflected the activity, and it was completed in 2003.
Capitol Hill	CC3	Park Maintenance: Increase City staff and intensify programs to improve maintenance of all neighborhood parks and open spaces, especially Volunteer Park, the new Lincoln Reservoir/Park, and Miller Park...	1	Complete Volunteer Park Conservatory Renovations	Parks	5	5	10	This was hard to score because the activity asked for ongoing maintenance. The ProParks Levy funded major improvements to Volunteer Park and Cal Anderson. However funds for on-going maintenance are diminishing.
Capitol Hill	E3	Parking Lots: Optimize the use of existing surface and structured parking lots before increasing the supply of off-street parking. Encourage replacement of public parking spaces on-site when surface parking lots are redeveloped...	1 of 3	Evaluate existing parking regulations relating to shared parking	DPD	5	5	10	
Capitol Hill	E3	"	2 of 3	Work with SCCC to promote off-peak parking in their garage	SDOT				
Capitol Hill	E3	"	3 of 3	Promote FlexCar in conjunction with other ride share programs	SDOT				

Appendix II. Scoring Matrix for Sample Activities with Sub-Activities

Central Area	HD-22	Continued support for: Weed & Seed programs, Crime Prevention staffing, Community Police Teams, Block Watch Program...	1	Additional police support for key programs in the community specifically Weed and Seed Crime Prevention and Block Watch Programs	Police	5	4	9	Weed and Seed only continued through 2006.
Central Area	NA-13	Seek services and convenience retail that builds on the neighborhood's proximity to Seattle University. Encourage increased housing density on 12th Avenue and on Yesler Way.	1	Support Home Sight's development at 13th and Columbia	DON	5	5	10	This has received ongoing City support, and there has been significant development along 12th Avenue.
Columbia City	B4-b	Support the Rainier Valley Square II development as a mixed-use (commercial and residential) project with a pedestrian focus along Rainier Avenue S. (see D4-b)...	1	Support Southeast Effective Development's efforts with property acquisition.	OED	5	5	10	This has received ongoing City support.
Crown Hill/Ballard	II T3	Support consolidation and enhanced Metro bus stops on Market Street between 24th and 8th Avenues NW. Provide Metro bus stop consolidation and improved stops on Market Street east and west of Leary Way and on 24th NW.	1	Complete Route 44 speed and reliability study.	KC/Metro				Unable to Score; unable to confirm this with KC Metro.
Delridge	I-A-7	Coordination – coordinate with city departments and other public agencies to make publicly-owned land available for open space. Consider land swaps or transfers (interdepartmental and public/private) with privately owned sites to preserve important parcels and green corridors...	1	Create public open space between SW Holly/SW Morgan and 12th SW/15th SW	FFD	5	5	10	Many ProParks projects were done in this area.
Delridge	I-B2-29	Old Cooper School - consider developing additional housing on the north portion of the school site to offset the cost of redeveloping the historic school building.	1	Redevelop the Old Cooper School	Community	5	5	10	The City assisted the community through technical assistance and budget support from the Early Implementation Fund.

Appendix II. Scoring Matrix for Sample Activities with Sub-Activities

Delridge	I-B4-61	24th Avenue SW / SW Webster Street Crosswalk - extend curbing, create a crosswalk, and install furnishings to improve pedestrian access and visual amenity.	1	Install a crosswalk at 24th Ave SW/SW Webster Street	DON	5	5	10	
Delridge	II-B-20	Value/price distribution - with community residents, re-examine Special Objectives Area (SOA) policies on the development of new housing units serving households between 30% and 50% of the median income range.	1	Revise Special Objectives Area (SOA) policies as part of the 2004 Consolidated Plan for Housing and Community Development	Housing	5	5	10	Delridge is an investment area for the Housing Levy. Funds were made available for 34 new low income units in Delridge in 2005.
Duwamish	TP-1 Phase 1	SR 519 Intermodal Access Project Phase 1, South Atlantic Street grade separation. Grade separate S. Atlantic St. from 1st Ave. S. to 4th Ave S., construct on-ramps to I-90. Vehicular movement would be one-way eastbound once Phase II is complete...	1	Build a new freeway ramp, the State Route 519 Intermodal Access, to connect I-90 and I-5.	WSDOT	5	5	10	City provided ongoing support for this.
First Hill	II-B-7	Improve all Key Pedestrian Streets with pedestrian scale lighting, sidewalk improvements, landscaping, crossing improvements (crosswalks, signage and lighting) and curb bulbs where appropriate...	1 of 2	Repair sidewalk on the west side of the 100 block of Broadway between Spruce Street and Yesler Way	SDOT	3	3	6	Some work was completed on First Hill on Broadway. Development of the Citywide Pedestrian Master Plan is expected to start in Q3 2007
First Hill	II-B-7	"	2 of 2	Implement pedestrian crossing improvements on Boren Avenue	SDOT				
Fremont	CH8	Rebuild sidewalks from Fremont Avenue N. to adjoining buildings between 34th Street and 36th Street based on Mosaic toolbox approach.	1	Repair sidewalk on south side of Fremont Place N, in front of the Triangle Tavern	SDOT	2	2	4	Sidewalks are the responsibility of adjacent property owners.

Appendix II. Scoring Matrix for Sample Activities with Sub-Activities

Fremont	H1a	A Detached Accessory Dwelling Unit (DADU) project in accordance with the City of Seattle's proposed Demonstration Program for Innovative Housing should occur in the neighborhood. Revise Seattle Land Use Code to allow detached DADU as 'garage apartments' in Fremont.	1 of 2	Draft code amendments relating to ADU's	DPD	2	2	4	The City backed away from this when implementation became controversial in SE.
Fremont	H1a	"	2 of 2	Complete demonstration of ADU/DADU program	DPD				
Georgetown	GC-3.4	Community/Pedestrian Safety. Implement the following capital improvements, as funding becomes available. Because many of these also have transportation-related recommendations, they should be balanced against recommendations made in the Transportation Section...	1 of 2	Repair pedestrian island and improve pedestrian crossing of intersection at 13th Ave S and S Bailey Street	SDOT	5	5	10	This is an ongoing City effort.
Georgetown	GC-3.4	"	2 of 2	Install new traffic circle at the intersection of Orcas Avenue and Padilla Place S	SDOT				
Green Lake	C16	Enhance ADA recreational opportunities around the lake. Provide additional accessible paths from outside perimeter to the main trail, ensure accessible paths to swimming, boating and field and tennis court areas. Ensure accessibility to Bathhouse Theater.	1	Make ADA improvements to Field #1	Parks	5	5	10	This is an ongoing City effort.

Appendix II. Scoring Matrix for Sample Activities with Sub-Activities

MLK @ Holly Street	A-4	Expand existing DHHS program to encourage police officers to purchase housing in the community...	1 of 5	Hold homeownership forums in Key Tower	Housing				This is an ongoing City effort.
MLK @ Holly Street	A-4	"	2 of 5	Broadcast annual all-City e-mail with HomeStreet Bank information	Housing				
MLK @ Holly Street	A-4	"	3 of 5	Include HomeStreet Bank materials in new employee orientation materials	Housing	5	5	10	
MLK @ Holly Street	A-4	"	4 of 5	Home Street Bank staff will continue to attend new recruit orientations for Seattle Fire Department (SFD) and Seattle Police Department (SPD)	Housing				
MLK @ Holly Street	A-4	"	5 of 5	Place joint HomeStreet Bank/Windermere ads in SFD and SPD union publications	Housing				
Morgan Junction	KIS 1.12	Amend the Urban Village Boundary to be delineated as follows: The point of beginning is at the intersection of Fauntleroy Way SW and 39th Avenue SW (the northeast corner of the urban village)...	1	Amend the Urban Village Boundary as described	Council	5	5	10	This was completed as requested.
Morgan Junction	KIS 1.6	Redevelop and renovate the Lincoln Park Annex with a panoramic viewpoint and picnic area, natural terraced seating on the existing slope and interpretive signage.	1 of 2	Develop a community garden at Lincoln Park	DON				

Appendix II. Scoring Matrix for Sample Activities with Sub-Activities

Morgan Junction	KIS 1.6	"	2 of 2	Redevelop and renovate the Lincoln Park Annex with a panoramic viewpoint and picnic area, natural terraced seating on the existing slope, and interpretive signage.	Parks	5	5	10	This was completed as requested.
North Beacon Hill	CF4	Design a new library that relates well with the existing neighborhood scale and reflects the diverse cultures and history of North Beacon Hill. An important design consideration is that the new library should 'look like a library'...	1 of 4	Commence design work with a community "hopes and dreams" meeting at Beacon Hill Elementary School	Library	5	5	10	This was completed as requested.
North Beacon Hill	CF4	"	2 of 4	Present initial schematic designs to the community	Library				
North Beacon Hill	CF4	"	3 of 4	Acquire the current Wells Fargo Bank property	Library				
North Beacon Hill	CF4	"	4 of 4	Construct new Beacon Hill branch library.	Library				
North District	C12	Remediate steep slopes with bioengineering techniques whenever possible.	1 of 2	Conduct landslide workshops. Include information about using bioengineering techniques to restore slopes.	DPD	4	4	8	The City follows existing codes and best management practices.
North District	C12	"	2 of 2	Consider bioengineering techniques for remediating steep slopes in CIP projects and restoration projects	SPU				

Appendix II. Scoring Matrix for Sample Activities with Sub-Activities

North Rainier Valley	C-5.3	Develop alternative possibilities for Cheasty Boulevard to promote non-motorized use of the street and to calm existing traffic. Where feasible, extend non-motorized paths onto the landscaped shoulder of the right-of-way.	1	Design a concept plan for Boulevard improvements that includes pedestrian paths	SDOT	5	5	10	City response exceeded intention of activity.
Queen Anne	QACH10	Change official title of Seattle Center Urban Center to 'Uptown Queen Anne Urban Center' - This activity will provide a distinctive and dignified title to the Urban Center area which reflects the area's history...	1	Change the official title of Seattle Center Urban Center to "Uptown Queen Anne Urban Center"	Council	5	5	10	City addressed this as requested.
Roosevelt	IB-L-2	Explore the possibility of creating a new 'P3' zone that would allow uses such as professional offices. Extend the pedestrian overlay zone by applying the new designation beyond the existing P2 overlay along NE 65th St east to Brooklyn Ave NE...	1 of 2	Extend the pedestrian overlay with new P-3, if approved.	DPD	5	5	10	City addressed this as requested.
Roosevelt	IB-L-2	"	2 of 2	Review the goals of the new P3 zone, and determine if such a zone has citywide application	DPD				
Roosevelt	II-L-17	Develop business improvement strategies, including welcome packages for new businesses and community business directories.	1	Develop business welcome packages and directory (with assistance from Neighborhood Business Council and OED)	DON	2	3	5	This was not completed by the City. The City does not currently have a relationship with a business organization in Roosevelt as the Roosevelt Chamber of Commerce is inactive.
Roosevelt	II-U-28	Establish community involvement in the ongoing management and plans for renovations to Roosevelt High School...	1	Increase community access to meeting rooms at Roosevelt High School	DON	4	5	9	This City's Office for Education has worked with the School District on this.

Appendix II. Scoring Matrix for Sample Activities with Sub-Activities

South Lake Union	POS 04	Concur with the removal of the Neptune building; evaluate community/neighborhood needs for similar space.	1	Implement Neptune Building portion of Phase 1 of the South Lake Union Park Master Plan	Parks	5	5	10	This was completed as requested.
South Lake Union	T 33	Oppose use of ramp meters at Mercer.	1	Review improvements to the Mercer Street Corridor	SDOT	4	4	8	This is an ongoing City effort.
South Park	KA 5.01	Keep South Park Community periodically updated on the progress of annexation and boundary adjustment process. Continue to involve residents and businesses within the South Park Residential Urban Village in public processes related to annexation and boundaries...	1 of 2	Make regular updates to the stewardship group on work related to the South Park Bridge	DON	5	5	10	There is currently an action agenda to address this.
South Park	KA 5.01	"	2 of 2	Keep South Park Community periodically updated on the progress of annexation and boundary adjustment process.	OPM				
University	D30	Support the YMCA expansion in coordination with the University Heights Center and Seattle Parks Department as a way to fulfill indoor recreation needs. Consider incorporation of an expanded YMCA as part of a mixed-use development...	1 of 2	Prepare a site control and revitalization strategy for University Heights	DON	5	5	10	The City has exceeded the intention of the activity
University	D30	"	2 of 2	Work with YMCA and the stewardship group to ensure the recreational needs of the community	DON				

Appendix II. Scoring Matrix for Sample Activities with Sub-Activities

University	E5	Ensure that the community plays an important role in selecting and directing the artwork associated with major public projects including improvements associated with: the Sound Transit stations, Ave reconstruction,...	1	Develop public art component of University Way Street Improvement Project	OCA	5	5	10	The City has exceeded the intention of the activity
West Seattle Junction	LT-4	Elliott Bay 'Seabus' The existing Elliott Bay Water Taxi, begun in 1997, is a summer-season passenger-only ferry service connecting West Seattle and downtown Seattle. The Water Taxi service should be expanded into a permanent year-round system...	1	Extend Water taxi service to a year-round schedule	KC/Metro	5	3	8	
West Seattle Junction	NT-17	Encourage a sense of community pride as reflected in business promotions, advertising and community events through the following activities: - Update existing marketing packet including map, demographics, articles and newsletters...	1	Implement Business District Improvement Project	DON	2	3	5	An early effort was funded; there is no ongoing activity.
West Seattle Junction	NT-30	Establish a Police Precinct in West Seattle.	1	Establish a Police Precinct in West Seattle	FFD	5	5	10	City addressed this as requested.

Total Score 368
Average Score 9.0

Appendix III: Scoring Matrix for Sample Activities with No Subactivities

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Neighborhood	Activity#	Activity Description (some truncated)	City Department or Community	City Relevance Score - How well did the sub-activity(ies) address the intention of the named activity?	City Responsiveness Score - Did the City complete the sub-activity(ies) timely and completely?	Combined Score	Notes
				Note on Rating Scale: 1=Poor, 2=Below Average, 3=Average, 4=Above Average, 5=Excellent			
Ballard Interbay Manufacturing Industrial Center	T8	Mercer Corridor Improvements East of Seattle Center. Continue to pursue major improvements in this corridor east of Seattle Center, including: improved access between SR 99 and Mercer Street, continued access between the Mercer Corridor and Westlake Ave	SDOT	5	5	10	The South Lake Union Transportation Study, completed in 2004, identified improvements for the Mercer Corridor, as well other improvements in the area. Final design for the Mercer Corridor project is underway. The SLU Transportation Study was developed with participation from numerous stakeholders, including the Ballard-Interbay-Northend Manufacturing and Industrial Council.
Ballard Interbay Manufacturing Industrial Center	RG21	Use of BINMIC Programmatic EIS. The City shall adopt the BINMIC programmatic EIS to minimize the need for further environmental review for properties located in the BINMIC.	DPD	2	2	4	The City considered this, but was unable to substitute programmatic EIS for individual EIS.
Belltown (Denny Regrade - Belltown)	AA 16	Retain alleys for freight deliveries and garbage pickup. Keep alleys clear of obstacles (e.g., dumpsters, parked cars, etc.) that would prohibit truck access.	SDOT, SPU, SPD				Unable to score; have not been able to obtain information from SPU and SPD.
Broadview-Bitter Lake-Haller Lake	B-23	Use existing adjacent public rights-of-way and work with local property owners to provide a continuous east-west bicycle/pedestrian street/trail network between Meridian Ave. N. at Northgate Way and the Interurban Trail at Linden Ave. Provide a paved pedestrian and bicycle path along the existing wooded N. 110th St. right-of-way between Meridian Ave. N. and Ashworth Ave. N. The City will provide fencing for neighbors along the right-of-way. Provide an asphalt path along the N. 110th St. right-of-way between Aurora Ave. N. And North Park Ave. N. Remove ADA, pedestrian, and bicycle impediments on Aurora Ave. N. at or near N. 110th St.	SDOT	2	2	4	The original response indicated that the requested path in the street right of way on N. 110 th Street was not feasible, so no additional work was done on this concept. Relevant to the Aurora Avenue element of the request, SDOT has a capital improvement project planned on Aurora Ave N from N 109th to N 145th that will include pedestrian access improvements. Currently on the segment north of N 137th St has funding, but some funds for project development south of N 137th St have become available through Bridging the Gap. Relevant to the desire for east-west connections, the Draft 2007 Bicycle Master Plan identifies the crossing of Aurora Ave N and the identification and improvement of east-west routes on an extensive list of the critical bicycle facilities in each part of the city, based on field evaluations and community input. Specific projects to address these facilities have not yet been developed.
Broadview-Bitter Lake-Haller Lake	Cr-5	Review the flight pattern agreements between the City of Seattle and the Seattle-Tacoma Airport, King County Airport, and local seaplane airports to ensure that flight plan agreements are being followed.	OIR	2	2	4	The City does not have jurisdiction over or agreements regarding flight patterns, which is a federal activity. As flight patterns change, the City may have opportunities to provide input, but will need to balance the needs of the Broadview-Bitter Lake-Ha
Central Area	NE-5	Establish the Central Area Heritage Trail north of Yesler along 23rd Avenue or other appropriate streets depending on points of interest (also refer to Urban Design).	Community, SEATRAN	5	5	10	This seems to have happened, per Seattle Times article from May, 1998. There is a Central Area Heritage Trail as an in-city part of the Mountain-to-Sound greenway.
Central Area	HD-42	Implement SPLASH	SPD				Unable to score; information was unavailable from SPD.
Central Area	OI-15	Develop incentives for public and/or private shared "circulator vans" that can also serve the community		3	3	6	A pilot was tried and abandoned as unfeasible. The City has an Urban Village Transit Connections Report that states the intention of continually looking for ways to improve connections between urban villages.
Columbia City	C3-c	Support the activities of the Home Ownership Zone proposed by HomeSight and established by City Resolution. HomeSight is a non-profit Community Development Corporation (CDC) with a mission to revitalize neighborhoods through affordable home ownership. Ho	Homesight, OH	5	5	10	This federal funding program only existed for two years (1996-1997). While it existed the City supported HomeSight in getting a grant, and it was used to build Noji Gardens. HomeSight continues to implement programs in the Rainier Valley.

Appendix III: Scoring Matrix for Sample Activities with No Subactivities

Neighborhood	Activity#	Activity Description (some truncated)	City Department or Community	City Relevance Score - How well did the sub-activity(ies) address the intention of the named activity?	City Responsiveness Score - Did the City complete the sub-activity(ies) timely and completely?	Combined Score	Notes
Columbia City	D3-k	Improve bicycle access on S. Alaska Street/ S. Columbian Way, west of Rainier Avenue S. Although the steep hill west of MLK discourages most cyclists, this is one of the only through east-west roads in the immediate area and thus is important, particular	SDOT	4	4	8	The Bicycle Master Plan shows a bicycle facility on this corridor (climbing lane and/or bike lane).
Columbia City	E1-a	Install pedestrian activated signals along Martin Luther King Jr. Way S at S Edmunds (or S Ferdinand) and S Dawson streets, and at Rainier Vista, north of Columbian Way S. Include pedestrian islands to enhance safety.	SDOT	5	5	10	New signalized crossings are being installed at South Edmunds, South Dawson and South Oregon as part of the light rail construction project. Final completion of these signals is expected in July/August of this year (2007).
Columbia City	E1-c	Provide decorative gateway features along MLK to direct travelers to Columbia City's historic business district. Without such an informative feature, motorists and other travelers may be unaware that the unique business district exists. For northbound traf	SDOT, Sound Transit, cmmnty	5	5	10	The light rail project includes Columbia City Station, located between South Alaska and South Edmunds on MLK. Light rail construction included pedestrian improvements (sidewalk repairs, curb ramps, landscaping, and pedestrian lighting) along South Edmund
Columbia City	D3-i	Improve the east-west transit service. Particularly important is access to Lake Washington and West Seattle. At a minimum, improve the transfer between Route #39 and West Seattle routes.	Metro/KC				Unable to score; was unable to obtain information from SDOT and Metro.
Columbia City	F3-f	Support the continued efforts of the Southeast Seattle Arts Council (SESAC) in adding murals, sculptures, and other visual art to the community Specifically: - Support efforts of community cultural groups with facilities in which to work, perform, exhibit		5	5	10	The City awarded SEED a \$24k+ NMF grant in 2006, used to support a part time coordinator for the Southeast Arts Council. This funding will expire soon.
Commercial Core	LU-9	Historic Building TDR Create a TDR for historic buildings that allows the inherent, functional space inefficiencies (e.g., non-rentable area that is used for elevators, stairs, hallways, bathrooms, etc.) of renovated, designated historic structures to be		5	5	10	See SMC 23.49.070. Language was added to the SMC in 2001 under ord 120443.
Crown Hill/Ballard	III T10	Traffic Calming Construct curb bulbs at the following intersections; NW 59th St./22nd Ave. NW; NW 61st St./22nd Ave. NW; NW 65th St./32nd Ave. NW; NW 67th St. at 16th, 17th, 18th, 22nd Avenues NW; NW 77th St./32nd Ave. NW; NW 95th St./13th Ave. NW; NW Ma	SDOT	3	3	6	About 20% of this work has been completed based on field observations.
Crown Hill/Ballard	III OS9	Preserve remaining natural vegetated areas. Note: the community listed this activity in Section II: Near-Term Activities.		4	4	8	A Pro-Parks levy map shows the following: Bitter Lake Reservoir Open Space, Carkeek Park, 17th NW and NW 63rd Street acquisition, North Beach Ravine purchases
Crown Hill/Ballard	BMC-2	Provide assistance through existing open space funding as well as Conservation Futures for purchasing desired site on a timely basis. (for Ballard Municipal Center)		5	5	10	This project is complete.

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Delridge	I-B0-5	Design Guidelines - develop design guidelines specifying building standards, parking areas, signage, landscaping, and other furnishings to enhance street-front amenities and development potentials including controls over non-pedestrian activities like gas	Delridge, property owners, DCLU	1	1	2	Delridge is not among the 19 on the web page at http://www.seattle.gov/dpd/Planning/Design_Review_Program/Applicant_s_Toolbox/Design_Guidelines/DPD_001604.asp
Delridge	I-B1-10	Park-and-Ride - develop a facility at SW Andover St. to increase transit ridership capacity before entering the Spokane Street Bridge.		5	5	10	Metro's web site shows a P&R at 26th SW and SW Spokane (1 block from SW Andover). Seems to meet this request.
Delridge	I-B3-39	Puget Boulevard Commons: develop a public parking and plaza area with trees, landscaping, unique artworks, and other furnishings in the Puget Boulevard right-of-way on the west side of Delridge Way SW to provide space for a farmers market and other celebr		5	5	10	Completed and opened May 19, 2007. See Puget Boulevard Commons Development website http://www.seattle.gov/parks/proparks/projects/pugetblvd.htm
Downtown Urban Center	TR-17	Coordinate revision of truck parking and loading regulations with neighborhood plans to include: -On-street loading zones dedicated to trucks too big for accessing building loading docks. -Prohibit "truck plates" on passenger vehicles. -Protect alleys from competing uses. Adopt time limits for major deliveries.	SDOT	2	2	4	Loading zones area typically adjusted on a site-by-site basis in conjunction with the adjacent properties. Truck plate issues would be regulated by the State Department of Licensing. There is a 30 minute limit on commercial loading and unloading in alleys. (Passenger vehicles are not allowed to stop or park in alleys).
Downtown Urban Center	HS-4	Create a low-interest loan program for the renovation of non-subsidized housing currently serving downtown households earning less than 80% of median area income. Program should enable creative means to allow variances from seismic and other codes where		5	5	10	Completed.
Duwamish	TP-17	4th Avenue South Access. Provide direct access to 4th Ave. S. from heavy industrial properties south of East Marginal Way S. Improve signal and lane assignments to allow for direct movements from S. River St. to 4th Ave. S. across East Marginal Way S. to	SDOT				Unable to score; SDOT was not aware of this request.
Eastlake	OS 19.2	Raise public awareness of significant tree resources	Community, SDOT, DPR, SCL	1	1	2	See ordinance 120410, "to protect trees on undeveloped land and to provide for the added protection of trees during the development process." Interviews indicate: the City's tree ordinance is too narrowly focused, the Community's Open Space Committee wanted to call attention to the wildlife advantages of trees, and the City's effort was unsuccessful.
Eastlake	T 2.1	Make all crosswalks on Eastlake, Harvard, and Boylston Avenue marked crosswalks. Renew marked crosswalks that have faded.	SDOT	4	5	9	Some new crosswalks were installed and others were remarked.
Eastlake	T 2.2	Extend signaled walk time at Eastlake and Louisa; Eastlake and Fuhрман intersection; Eastlake and Roanoke intersection; Eastlake & Allison.	SDOT	5	5	10	These signals were retimed in 2001, and were most recently retimed in 2006, to provide sufficient crossing time for pedestrians.

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Eastlake	T 7.2	Oppose an additional light rail (or monorail) bridge crossing over the Ship Canal, or a nearby tunnel opening.		5	5	10	Current planning is for a tunnel across the ship canal. http://www.soundtransit.org/x1758.xml .
Fremont	CH-5	Identify and construct pedestrian-friendly improvements at 36th Street at Evanston based on the Mosaic toolbox approach. These would include at a minimum: 1. Pedestrian light; 2. Crosswalk		5	5	10	A new signal and crosswalks were installed at this location in 2006 as part of the work related to the Fremont Bridge.
Fremont	KSC	Community Center		1	1	2	Apparently no action.
Green Lake	E15	Seek funding to create and staff a program that would support the Community Building Blocks program.	Cmmnty, HSD, DON				Unable to score. The Community was the lead agency on this item. We had no response from Greenlake Community Council to allow us to determine if any action had been taken on this item.
Green Lake	C20	Develop a community network to monitor water quality, support outreach and educational activities and identify and evaluate opportunities for restoration of natural drainage areas.	Community, SPU				Unable to score. The Community was the lead agency on this item. We had no response from Greenlake Community Council to allow us to determine if any action had been taken on this item.
International District	C2	Work with downtown neighborhoods to split "fair share" of low income housing units.		5	5	10	done - new incentives, TDRs etc adopted 2006
Morgan Junction	AA 10	Protect the character and integrity of the existing single family areas through City adoption of the following policies: - Do not approve changes in zoning from single-family zone (all zones with SF prefix) to multi-family or commercial zoning in the		5	5	10	This is still City policy. See Complan Policy MJ-P13 in the Neighborhood plans chapter of the complan. http://www.seattle.gov/DPD/stellent/groups/pan/@pan/@plan/@proj/documents/Web_Informational/cos_004487.pdf
North District	A37	Initiate a comprehensive study of the 'triangle' formed by Lake City Way, Northgate Way and 24th Ave. NE. (See detail in Plan.) Include considerations of A24, A15, A41, and A30.	SDOT	4	4	8	Both signals described in the original response were installed. A full signal was installed at 24th Ave NE & NE Northgate Way and a half signal (pedestrian signal) at 24th Ave NE & Lake City Way. SDOT recently completed a major multi-modal improvement project on Lake City Way NE. Much of the work occurred outside the triangle area referenced in the plan, but the project was a significant commitment to the Lake City corridor and included the following elements: A new sidewalk with a planting strip and street trees on the west side of Lake City Way from Northgate Way to NE 123rd St.; Drainage improvements on the west side of Lake City Way from Northgate Way to NE 123rd St.; Asphalt resurfacing between NE 110th St. and NE 123rd St. (WSDOT resurfaced between I-5 and NE 110th St. and between NE 123rd St. and NE 145th St.); Access management improvements north of Northgate Way NE (medians and/or left-turn pockets that will prevent accidents caused by vehicles turning left across on coming traffic lanes); Traffic signal interconnect; Northbound right turn/business access/transit only (BAT) lane from NE 123rd St. to Northgate Way; Northbound right turn/business access/tr
North District	A40	Consider creation of a pedestrian bridge or overpass across Lake City Way at or near NE 105th St. (See detail in Plan.)	SDOT	3	3	6	As part of the recently completed Lake City Way NE project, SDOT made some pedestrian improvements at this location.
North District	2C-32	Work with the SPD Vice Department and the TASKFORCE to inventory sites that contribute to crime.		5	5	10	See North Precinct Crime Prevention coordinators: http://www.seattle.gov/police/Precincts/North/about.htm The SPD also maps crime statistics, available on their web site.
North Rainier Valley	C-4A.5	Retain the current lane capacity of two travel lanes in each direction and a center median. Where business access is not needed, consider developing landscaped islands in the center median.	SDOT	3	3	6	This request falls within the study area of the Southeast Transportation Study, which is being prepared by SDOT with input from community stakeholders. One of the initial tasks of the study was to review neighborhood plan requests. As this request was evaluated, opportunities for landscaped medians in this corridor were extremely limited due to the skewed angle of intersecting streets and the number of driveways. Instead, to incorporate landscaping and pedestrian safety improvements, the study will recommend "squaring up" the skewed intersections, thus reducing the crossing distances and allowing for landscaping.

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North Rainier Valley	C-7.3	Charlestown to Genesee Pedestrian Overlay Zone. Create a Pedestrian Overlay Zone (P2) along Rainier Avenue South from Charlestown to Dakota Streets to connect to the proposed P2 zone recommended by the Columbia City Neighborhood Plan.		5	5	10	DPD has planned out 5 or 6 ped overlays in Rainier Valley. See http://www.seattle.gov/dpd/Planning/Neighborhood_Main_Street_Mapping_Project/PhotographicInventory/SoutheastArea/default.asp . Though it does not appear to follow exactly the boundaries noted in the neighborhood plan, a pedestrian overlay has been laid out very near to this area.
Pike/Pine	ED 1.5	Develop a Directory of Pike/Pine Businesses that would include a foldout map, directory of businesses and restaurant guide.	Commnty, DON	4	4	8	It appears some of this type of work may have been done. There's an entry in Wikipedia for Capitol Hill, and the Stranger did an article in May 2007 about businesses in Pike/Pine being affected by condo developments.
Pike/Pine	PT 1.8	Change timing of signals to enable more crossing time for pedestrians at any intersection that serves elderly, children, or people with disabilities. Intersections that are in current need of timing change include, but are not limited to, Boren Avenue/Pi	SDOT	3	3	6	Madison St/14th Av was retimed in 1998 and is scheduled to be retimed again in 2007. Boren Av/Pike St is scheduled for retiming in 2007.
Pike/Pine	PK 2.0	Develop informational materials and petition form to conduct outreach to owners/tenants regarding changes in on-street parking. Changes would include consolidation of loading/restricted-parking zones and adding angle parking in accordance with Pike/Pine P	SDOT, Pike/Pine Cmnty	5	5	10	As part of the 2005 Pay Station implementation project, improvements were made to on-street parking management, including consolidation of load zones.
Pike/Pine	PT 3.6	Increase the maintenance program for transit shelters	Metro/KC				Unable to score; was unable to obtain information from SDOT and Metro.
Pike/Pine	PT 2.6	Expand bicycle facilities along neighborhood and arterial streets to encourage the safe and efficient travel of bicycles for commuting, non-work trips, and recreational trips. Work with DCLU, SEATRAN, and developers to ensure that all major new develop		5	5	10	See recent Bicycle Master Plan. http://www.seattle.gov/transportation/docs/bmp/FoldOutMap_FacilitiesSouth_033007.pdf
Pioneer Square	PS21	This specific activity was part of a broader strategy in the Pioneer Square plan to improve the "Occidental Corridor" (see Page 8 of the plan: http://www.seattle.gov/neighborhoods/npi/plans/psquare/Section1.pdf). This activity has been implemented and any remaining issues are associated with enforcement relative to parking. The issue of dumpsters was addressed through the "Dumpster Free" alley program operated by Cleanscapes. The Parks Department improvement effort from 2002-2004 (http://www.seattle.gov/parks/proparks/projects/PioneerSqReport6-22-04.pdf) addressed the issue of vehicles in the Occidental Square area and implemented the recommendations from that planning effort. Seattle Department of Transportation had a minor cooperating role in the implementation of this neighborhood plan item.	Private, SDPT	5	5	10	A pro-parks levy project re-did the mall: http://www.seattle.gov/parks/proparks/projects/pioneersquare.htm
Queen Anne	QAH13	Housing Finance - Expand and Promote Programs That Encourage Home Ownership and Provide Down-Payment Assistance - Work with the City to expand and promote programs sponsored by the City and others to encourage home ownership and provide down payment ass	New Housing Advocacy Group, QA plan Impl. Org, OH	5	5	10	See website for City Office of Housing homeownership assistance program: http://www.seattle.gov/housing/buying/default.htm

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Queen Anne	QACH2	Signage Program for Historical Features - Implement a signage program to recognize important historical features of the community, including historic Queen Anne Boulevard.	QA historical Society, DPR, DON/Office for Urban Conservation	5	5	10	See site of Queen Anne Historical Society http://www.qahistory.org/historic_sites.htm . They have a historical marker program: http://www.qahistory.org/hmp/QAHS_HMP_Research_Sources_v3.0_final.doc
Queen Anne	QAT52	Maintain Ballard Bridge Bicycle/Pedestrian Facilities Make certain that the existing 4 foot-wide bicycle/pedestrian facilities on the Ballard Bridge are clear for these uses. Maintenance equipment has blocked these facilities in the past. A means to pro	SDOT	5	5	10	This request appears to be related to retrofit work being done on the bridge at that time. SDOT now has a procedure in place so that when maintenance is occurring from the bridge deck level, at least one of two ped/bike walks is open for use at all times.
Rainier Beach	C-3.2.3	Maintain a curriculum reflective of and sensitive to the diversity of the students in the schools.	School District				Unable to score. The School District has many programs to address the diversity of students in the schools, but we did not feel qualified to score them.
South Lake Union	T 29	Maintain an east/west truck route from Eastlake Avenue East to Aurora Avenue on Harrison Street. Prohibit construction of traffic circles, curb bulbs and other features which may interfere with freight mobility.	SDOT	3	3	6	The South Lake Union Transportation Study was completed in 2004 and shows Harrison as accommodating all modes, but with an emphasis on non-motorized access. Mercer provides the primary corridor for freight and other traffic.
South Lake Union	POS 11	Consider a "hard-edge" shoreline for the northeast corner of waterway 3.		5	5	10	The schematic plan at http://www.seattle.gov/parks/proparks/projects/SLUplan.pdf shows a boardwalk at the northeast edge of waterway 3.
South Park	NT 16	Develop solutions to obstacles encountered by businesses desiring to increase their off-street parking. Rezone the following properties with split zoning to enable more efficient use of lots, including accessory use parking: See Figure 13 in the Improve	Property owners and DPD	2	2	4	It appears this item may no longer be fully pertinent. The City appears to be working actively with this community to support a viable business district through the South Park Action Agenda.
South Park	KA 3.10	Miscellaneous spot repairs on streets and sidewalks. Arterials have highest priority. See Figure 23 A-E in the Improve the Infrastructure Key Activities Element of the Plan for descriptions and locations of problems.	SDOT & property owners	4	4	8	From SDOT's South Park Action Agenda response (12/06): SDOT completed inspections of all street/sidewalk repair requests that had an address or location attached. SDOT made many of the repairs and is scheduling several other future repairs. SDOT encour
South Park	LT 57	Encourage educational and training institutions to provide education in foreign languages, geography and international affairs in order to enable people to better function in the international economy.	School District				Unable to score. We do not feel qualified to assign a score to this item.
South Park	LT 61	Provide more money in Concord's discretionary funds.	School District				Unable to score. The School Board is responsible for budget decisions, which are by their nature political decisions that cannot be audited.
University	E9	Establish a directory for visual, performing and literary arts, artists, art organizations, and space available. Establish additional exhibit space, where possible.	Local Arts Council, Chamber, University Heights Center, UW	5	5	10	website for chamber: http://www.udistrictchamber.org/ . See also U District Art Walk website http://www.udistrictchamber.org/

Appendix III: Scoring Matrix for Sample Activities with No Subactivities

Neighborhood	Activity#	Activity Description (some truncated)	City Department or Community	City Relevance Score - How well did the sub-activity(ies) address the intention of the named activity?	City Responsiveness Score - Did the City complete the sub-activity(ies) timely and completely?	Combined Score	Notes
West Seattle Junction	KS-1.17	Develop a program for retaining and recruiting businesses in the commercial district. Key actions include: - Developing a marketing packet and promotional video for the business district. - Developing a consumer survey to determine what goods and	Community Chamber, BIA, FOA, OED, NBC	3	3	6	The junction has a website, and the West Seattle Chamber also has a website.
Westwood/Highland Park	KS 3.5	Develop parking alternatives including on-street angle parking, and off-street options, as guided by the business association. - Work with property owners to seek parking solutions and pedestrian connections between the buildings and between Delridge Way	SDOT, community	4	4	8	SDOT has responded to specific requests for parking and curb use changes in this area.
Total Score						385	
Average Score						8.0	

Appendix IV. Zoomerang Survey Results City of Seattle - Neighborhood Plan- Audit Questionnaire

Survey Methodology. We conducted a non-random survey to assess citizen awareness of the implementation of neighborhood plans. The survey was constructed on the Zoomerang.com site, which produces a Web-link that respondents can click on to enter and take the survey. We translated the survey into Spanish, but only one participant took the survey in Spanish.

We publicized access to the survey by emailing persons on the City Council's general mailing list, and on the personal mailing lists for Councilmember Sally Clark and Councilmember Richard Conlin. Councilmember Clark included notice of the survey in her newsletter, and publicized it at one or more of her committee meetings. We also conferred with the Department of Neighborhoods about distributing notice of the link to the survey to citizens in contact with their office. Some of the DON Neighborhood District Coordinators sent the notice of the survey to selected citizens in their districts. All notices about the availability of the survey encouraged people to spread the word and encourage others to take the survey.

The survey was filled out 885 times, with 17 individuals filling it out twice and four filling it out three times to comment on multiple neighborhoods.

Survey Results in Brief. Overall, the survey results showed that the respondents feel the neighborhood planning process was a positive endeavor that has positive impacts on the neighborhood. Below is our summary and analysis of the data. In Part I, we review the overall data and in Part II we examine the data looking at how respondents who were active in the original neighborhood planning efforts' perceptions are similar or different than individuals who did not participate in the original neighborhood planning efforts.

- Most believe the City uses the neighborhood plans in its decisions (63 percent of plan participants and 55% of non-participants)
- Nearly all believe the process produced specific positive results with the top impacts being in parks, libraries, and fire stations (93% of plan participants and 95% of non-participants).
- Nearly as many also note specific negative impacts, with the top areas being traffic, parking and housing affordability. This corroborates responses from the interviews with citizens who feel they have accepted rapid growth and density with associated impacts on traffic, parking and affordability without seeing the transportation infrastructure developing at the same rate.
- Substantially more respondents felt the plan had an overall positive effect as opposed to an overall negative effect (58% to 29% for those who participated in planning; 46% to 31% for those who didn't).
- More than half believe the plans at least need updating, and may be out of date (67 percent for participants, 56% for non-participants) .
- 83% would participate in an update process.

Survey Question ³	Respondents who <u>did</u> participate in the original NP planning effort		Respondents who <u>did not</u> participate in the original NP planning effort	
	Positive Response	Negative Response	Positive Response	Negative Response
Does the City use the NP?	63%	37%	55%	28%
Did the NP produce a positive impact on specific areas?	93%	7%	95%	5%
Top Positive Impact Areas				
Parks, Libraries, Fire Stations	57%		31%	
Pedestrian Facilities	30%		16%	
Character or design of new development	23%		14%	
Did the NP produce a negative impact on specific areas?	88%	12%	92%	8%
Top Negative Impact Areas				
Traffic	39%		27%	
Parking	38%		22%	
Housing Affordability	33%		16%	
NP impact on change in their Neighborhood?	58%	29%	46%	31%
NP Relevance	Needs updating or Out of Date	Still Accurate	Needs updating or Out of Date	Still Accurate
	67%	15%	56%	3%
Would an updated NP improve there Neighborhood? ⁴	Yes	No		
	83%	17%		
Would you be willing to participate in a NP update?	83%	17%		

¹ Neighborhood Plan (NP)

² Information source: Survey Analysis Summary Document G:\Audits 2007\2007-02 Neighborhood Plans\Analysis\Survey\Susan's analysis

³ 75% of the survey respondents were between the ages of 31 and 60, and 75% respondents owned their home, 67% of the respondents did not participate in the original planning efforts, Capitol Hill, Central, Greenwood/Phinney, and North Beacon Hill had the most respondents

⁴ The answer to the question of updating the NP and the willing to work on an update of the NP did not differentiate between participating and not participating in the original NP process

Part 1: Review of Overall Data:

The Seattle Office of City Auditor Question 1 Zoomerang survey was visited 1765 times. 885 respondents fully completed the survey and an addition 299 filled out parts of the survey. Question 1 allowed respondents to provide voluntary contact information. 504 citizens provided this information. The survey received respondents throughout the city with the largest response rate from the 98103 and 98144 areas. Question 3 asked the respondents' age. 75 percent of respondents were between the age of 31 and 60 (see Table 3). 79 percent of respondents owned their home:

Questions 5 examined how respondents participated in the original neighborhood planning process and Question 6 asked about current involvement. While most respondents had not been involved in the original effort, a majority were currently active.

Question 7 found that respondents are receiving City information through a variety of sources though the most frequent method is word of mouth.

While the survey received respondents concerning almost all the specific neighborhood plans, Capitol Hill, Central, Greenwood/Phinney, and North Beacon Hill had the most respondents.

Most of the respondents (53 percent) had been living in or using the neighborhood they used for the survey for more than 10 years (Question 11).

While only 22 percent of the respondents reported they know their neighborhood plan well or had read it several times, 66 percent reported some familiarity with it (Question 12). Almost half (49 percent) had never seen the approval and adoption matrix (Question 13). But 67 percent reported some familiarity with the City's comprehensive plan (Question 14).

Most respondents (Question 15) felt that the neighborhood plans had influenced City Decision makers and most (56 percent) believed that the plans were still relevant though may need some updating (Question 16). Half of the respondents reported that the plans had positively impacted their neighborhoods while only 31 percent reported that the plans had negatively impacted their neighborhoods (Question 17).

Among the issues most frequently identified as positively impacted by the plans included roads and streets; pedestrian facilities; public transportation; public safety/crime prevention; character of design of new development; and parks, libraries, and fire stations (Question 18 and 22).

Among those issues most frequently identified as negatively impacted by the plans included parking; traffic; roads and streets; public safety/crime prevention; character or

design of new development; zoning or land use code changes; and housing availability and affordability. (question 23)

Question 20 asked respondents to check areas in which they think the City has taken actions inconsistent with the plan for their neighborhood. While none of the issues were identified by over 50 percent of the respondents, many City actions regarding particular issues were perceived by over 20 percent as inconsistent with the plan.

Most respondents (83 percent) replied that the updated neighborhood plan would improve their neighborhood (Question 21). Eighty-three percent of the respondents would be willing to participate in the work needed for a neighborhood plan update.

The following pages are charts displaying responses to each question. For the written comments on questions that permitted that, please see Appendix V.

1. Individuals Who Provided Contact Information

504 Responses

2. Zip Code

98101	15	2%
98102	34	4%
98103	115	13%
98104	18	2%
98105	31	4%
98106	19	2%
98107	41	5%
98108	37	4%
98109	28	3%
98112	33	4%
98115	44	5%
98116	30	3%
98117	54	6%
98118	57	6%
98119	23	3%
98121	15	2%
98122	47	5%
98125	52	6%
98126	23	3%
98133	33	4%
98134	2	0%
98136	18	2%
98144	82	9%
98146	4	0%
98177	4	0%
98178	3	0%
98199	13	1%
Other	8	1%
Total	883	100%

3. Please tell us your age.

I'd prefer not to provide my age	26	3%
Under 20	0	0%
20-30	74	8%
31-40	243	28%
41-50	192	22%
51-60	213	24%
61-70	86	10%
71-80	40	5%
Over 80	4	0%
Total	878	100%

4. Do you rent or own your home?

Renter	158	18%
Homeowner	694	79%
Other, please specify	26	3%
Total	878	100%

5. How did you participate in the original neighborhood planning process between 1995-1999? (check all that apply)

Did not participate	591	67%
Went to one City-sponsored meeting about a specific neighborhood plan	69	8%
Went to a series of City meetings about a specific neighborhood plan	115	13%
Participated in neighborhood planning through my Neighborhood Planning Group	115	13%
Participated in neighborhood planning through my Community Council	82	9%
Participated through City Neighborhood Council or District Council	49	6%
Participated through a Chamber of Commerce or other Business Group	24	3%
Provided input to the City Council	74	8%
Wrote a letter/e-mail regarding my neighborhood plan	75	9%
Other, please specify (See Appendix V for comments)	55	6%

6. The City has several current planning or plan-implementation processes. How do you participate in current City planning or plan implementation processes? (check all that apply)

I do not participate	324	37%
Go to one City-sponsored meeting about a specific planning process	119	14%
Go to a series of City meetings about a specific planning process	156	18%
Participate through my Community Council	192	22%
Participate through City Neighborhood Council or District Council	160	18%
Participate through Chamber of Commerce or other business group	51	6%
Provide input to the City Council	164	19%
Write a letter/e-mail regarding planning or plan implementation	242	28%
Other, please specify	94	11%

. See Appendix V for comments

7. Getting Information - How do you get information from the City about neighborhood plans or City activities in a neighborhood? (check all that apply)

City website (www.seattle.gov)	387	44%
Daily newspaper	443	51%
Community newspaper	381	44%
District/Community Council	269	31%
City Office (e.g. Neighborhood Service Center, Library)	120	14%
Word of mouth	495	57%
Seattle Channel (Cable Channel 21)	91	10%
Directly mailed information	322	37%
Neighborhood website, E-mail lists, or blogs	403	46%
Radio	117	13%
Other, please specify	105	12%

See Appendix V for comments

8. Neighborhood - The City's neighborhood plans addressed the City's plan to concentrate increased development and density in 38 specific "urban villages" scattered throughout the City. We will now ask a series of questions about the 38 specific neighborhoods, and how they have adapted to increased development and density. Please pick one neighborhood your are familiar with for focused discussion. You may take this survey more than once if you are familiar with the effects of growth in more than one neighborhood.

Admiral	18	2%
Aurora Licton	10	1%
Ballard Interbay	43	5%
Broadview-Bitter Lake-Haller Lake	22	3%
Capitol Hill	67	8%
Central	52	6%
Columbia City	44	5%
Commercial Core	2	0%
Crown Hill/Ballard	34	4%
Delridge	13	2%
Denny Regrade/Belltown	11	1%
Denny Triangle	1	0%
Downtown Urban Center Planning Group	6	1%
Duwamish	7	1%
Eastlake	8	1%
First Hill	6	1%
Fremont	38	4%
Georgetown	14	2%
Greenlake	29	3%
Greenwood/Phinney	55	7%
International District	7	1%
MLK@Holly Street	10	1%
Morgan Junction	16	2%
North Beacon Hill	53	6%
North Neighborhoods (Lake City Way)	41	5%
North Rainier	4	0%
Northgate	34	4%
Pike/Pine	5	1%
Pioneer Square	11	1%
Queen Anne	43	5%
Rainier Beach	10	1%
Roosevelt	12	1%
South Lake Union	12	1%
South Park	12	1%
University	29	3%
Wallingford	21	2%
West Seattle Junction	29	3%
Westwood/Highland Park	17	2%
Total	846	100%

9. How do you use this neighborhood? (Check all that apply)

I live here	730	83%
I visit friends in this neighborhood	351	40%
I work here	205	23%
I shop here	556	63%
I visit parks in this neighborhood	487	55%
Other, please specify	168	19%
See Appendix V for comments		

10. Please indicate the number of times you have filled out this survey, counting this time. (You may answer this survey more than once if you are familiar with the effects of growth in more than one neighborhood).

This is the first time I have done this survey	850	97%
This is the second time I have done this survey	21	2%
This is the third time	4	0%
Fourth time	0	0%
Fifth time	0	0%
Other, please specify	1	0%
Total	876	100%

11. How long have you used this neighborhood for any purpose?

Less than one year	24	3%
One to five years	193	22%
Five to ten years	194	22%
More than ten years	468	53%
Total	879	100%

12. Neighborhood Plan - How familiar are you with the plan developed by this neighborhood? If you are not familiar with any specific neighborhood plan, please skip to question 22.

I've never looked at it	256	34%
Familiar:		
I've skimmed it	211	28%
I've read it once carefully	131	17%
I've read it several times	72	10%
I know it well	82	11%
Subtotal	496	66%
Total	752	100%

13. Approval and Adoption Matrix - How familiar are you with the "Approval and Adoption Matrix" for this neighborhood?

I've never looked at it	308	49%
Familiar:		
I've skimmed it	170	27%
I've read it once carefully	58	9%
I've read it several times	50	8%
I know it well	49	8%
Subtotal	327	52%
Total	635	100%

14. Comprehensive Plan Neighborhood Policies - How familiar are you with the City's Comprehensive Plan ?

I've never read it	207	33%
Familiar:		
I've skimmed it	257	41%
I've read it once carefully	83	13%
I've read it several times	51	8%
I know it well	33	5%
Subtotal	424	67%
Total	631	100%

15. Plan Influence on City Decisions - Do you believe the City has used the neighborhood plan for this neighborhood in its decisions affecting this neighborhood over the last seven years?

Yes	340	64%
No	188	36%
Total	528	100%

16. Relevance - Is the neighborhood plan matrix for this neighborhood out of date, given the issues facing this neighborhood?

Don't know	205	33%
It is totally out of date	64	10%
It needs some updating	313	50%
It is still accurate and doesn't need updating	39	6%
Total	621	100%

17. Neighborhood Changes - Overall, how has the neighborhood planning process impacted changes in your neighborhood?

Very negatively	39	7%
Somewhat negatively	138	24%
Neutral - no impact	110	19%
Somewhat positively	255	44%
Very positively	33	6%
Total	575	100%

18. Positive Neighborhood Impact - Below is a list of some common issues addressed in neighborhood planning to accommodate increased growth. Mark items that are better because of neighborhood planning. (Check all that apply.)

No Impact	52	9%
Parking	60	11%
Traffic	61	11%
Roads and Streets	123	22%
Pedestrian Facilities (benches, signage)	165	30%
Bicycle Routes/Facilities	102	18%
Public Transportation	116	21%
Public Safety/Crime Prevention	110	20%
Character or design of New Development	141	25%
Zoning or Land Use Code changes	96	17%
Utilities (electric, drainage, water)	38	7%
Social Services	44	8%
Housing Availability and Affordability	57	10%
Parks, Libraries, Fire Stations	319	58%
Environment (Air Quality, Water Quality)	32	6%
Other, please specify	71	13%

See Appendix V for comments

19. Negative Neighborhood Impact - Below is a list of some common issues addressed in neighborhood plans to accommodate growth. Mark those that are worse because of neighborhood planning. (Check all that apply.)

No Impact	76	15%
Parking	237	47%
Traffic	273	54%
Roads and Streets	164	32%
Pedestrian Facilities (benches, signage)	77	15%
Bicycle Routes/Facilities	84	17%
Public Transportation	75	15%
Public Safety/Crime Prevention	110	22%
Character or design of New Development	168	33%
Zoning or Land Use Code Changes	160	32%
Utilities (electric, drainage, water)	46	9%
Social Services	46	9%
Housing Availability and Affordability	176	35%
Parks, Libraries, Fire Stations	47	9%
Environment (Air Quality, Water Quality)	81	16%
Other, please specify	92	18%

See Appendix V for comments

20. Non-adherence to Plan - For any of the following issues, check all where you think the City has taken actions inconsistent with the plan for this neighborhood. (Check all that apply.)

Parking	139	34%
Traffic	157	38%
Roads and Streets	143	35%
Pedestrian Facilities (benches, signage)	96	23%
Bicycle Routes/Facilities	96	23%
Public Transportation	88	21%
Public Safety/Crime Prevention	81	20%
Character or Design of New Development	163	39%
Zoning or Land Use Code Changes	144	35%
Utilities (electric, drainage, water)	37	9%
Social Services	49	12%
Housing Availability and Affordability	127	31%
Parks, Libraries, Fire Stations	55	13%
Environment (Air Quality, Water Quality)	42	10%
All City actions have been consistent with the plan	16	4%
Please explain items checked or see question 25	108	26%

See Appendix V for comments

21. Neighborhood Plan Update - Would an updated neighborhood plan improve this neighborhood?

Yes	435	83%
No	92	17%
Total	527	100%

22. Positive Impacts of Development and Density. For the neighborhood you have selected to comment on, think about how increased development and density have impacted the neighborhood positively since 1999. In the following list of issues, check those where the neighborhood has gotten better as development has increased. (Check all that apply)

Parking	27	4%
Traffic	14	2%
Roads and Streets	88	12%
Pedestrian Facilities (benches, signage)	175	23%
Bicycle Routes/Facilities	104	14%
Public Transportation	144	19%
Public Safety/Crime Prevention	146	19%
Character or Design of New Development	175	23%
Zoning or Land Use Code Changes	71	9%
Utilities (electric, drainage, water)	42	6%
Social Services	42	6%
Housing Availability and Affordability	87	12%
Parks, Libraries, Fire Stations	373	50%
Environment (Air Quality, Water Quality)	27	4%
I have not been aware of any significant change	125	17%
Other, please specify	114	15%

See Appendix V for comments

23. Negative Impacts of Development and Density. For the neighborhood you have selected to comment on, think about how increased development and density have impacted the neighborhood negatively since 1999. In the following list of issues, check those where the neighborhood has gotten worse as development has increased. (Check all that apply)

Parking	502	63%
Traffic	605	76%
Roads and Streets	345	43%
Pedestrian Facilities (benches, signage)	155	19%
Bicycle Routes/Facilities	149	19%
Public Transportation	141	18%
Public Safety/Crime Prevention	233	29%
Character or Design of New Development	290	36%
Zoning or Land Use Code Changes	212	27%
Utilities (electric, drainage, water)	73	9%
Social Services	77	10%
Housing Availability and Affordability	332	42%
Parks, Libraries, Fire Stations	58	7%
Environment (Air Quality, Water Quality)	146	18%
I have not been aware of any significant change	42	5%
Other, please specify	101	13%

See Appendix V for comments

24. Future Participation - Successful neighborhood planning requires significant involvement from the community. Would you be willing to participate in the work needed for a neighborhood plan update?

Yes	664	83%
No	140	17%
Total	804	100%

25. Additional Information - Is there anything else that would be helpful for us to know about the City's neighborhood planning processes? The space for comments on the questionnaire form is limited. So, if you have additional comments or questions, please send them to: npi_audit@seattle.gov

287 Responses (see Appendix V for summary of comments)

Part II: Comparing Data from Respondents Who Participated in Original Neighborhood Planning with Respondents Who Did not.

Table 2 shows that a majority of citizens who participated in the neighborhood planning effort believe that the City used the plan in its decisions affecting the neighborhoods over the last seven years. As seen in Table 3 below, more citizens believe the neighborhood plans had a positive impact than those who believe it had a negative impact. Fifty-eight percent of those who did participate saw a positive impact in their neighborhood versus 29 percent who believe the impact was negative. For those who did not participate in the original neighborhood planning effort, 46 percent saw a positive impact in their neighborhood versus 31 percent who believe the impact was negative. Overall, citizens believe the plans are still relevant though could use some updating (see Table 4).

Table 2: Citizens Perception on Whether the City Has Used Neighborhood Plans In Decisions Over the Last Seven Years

Participation	City Used Plans	City Did Not Use Plans
Citizens Who Participated	63%	37%
Citizens Who Had Not	55%	28%

Table 3: Citizens Perception on How the Neighborhood Planning Process Impacted Changes in Their Neighborhood

Participation	Impact Positive	No Impact	Impact Negative
Citizens Who Participated	58%	13%	29%
Citizens Who Had Not	46%	23%	31%

Table 4: Citizens Perception on the Neighborhood Plan's Relevance

Participation	Do Not know	Out of Date	Needs Some Updating	Is Still Accurate
Citizens Who Participated	16%	11%	56%	15%
Citizens Who Had Not	40%	10%	46%	3%

Almost all the citizens who filled out the survey identified areas in where the neighborhood plans had positive effects and negative effects (see Tables 5-7). Less than 10 percent of the respondents replied that the plans had no positive impacts. Regarding negative impacts, less than 12 percent believed that the neighborhood plans had no negative impacts. Table 5 shows those areas, as a percentage of the total who answered the survey, who identified the various areas as positively impacted by the neighborhood plans. Table 6 shows those areas negatively impacted. Those areas most strongly

identified as positively impacted include parks, libraries and fire stations; pedestrian facilities; bicycle routes, and public transportation. Those identified as most negatively impacted include parking, traffic, housing availability and affordability and zoning or land use code changes.

Table 5: Citizens Perceptions on Where the Neighborhood Plans Had a Positive Impact on Various Areas

	Citizens Who Had Not Participated	Citizens Who Participated
No Positive Impact	5%	7%
Positive Impacts	95%	93%
Environment (Air Quality, Water Quality)	4%	4%
Utilities (electric, drainage, water)	4%	7%
Social Services	4%	7%
Parking	7%	10%
Housing Availability and Affordability	5%	11%
Traffic	6%	15%
Zoning or Land Use Code changes	9%	16%
Public Transportation	12%	17%
Public Safety/Crime Prevention	12%	17%
Roads and Streets	13%	20%
Bicycle Routes/Facilities	9%	21%
Character or design of New Development	14%	23%
Pedestrian Facilities (benches, signage)	16%	30%
Parks, Libraries, Fire Stations	31%	57%

Table 6: Citizens Perceptions on Where the Neighborhood Plans Had a Negative Impact on Various Areas

	Citizens Who Had Not Participated	Citizens Who Participated
No Negative Impact	8%	12%
Negative Impacts	92%	88%
Utilities (electric, drainage, water)	5%	8%
Parks, Libraries, Fire Stations	3%	9%
Social Services	3%	11%
Public Transportation	7%	12%
Pedestrian Facilities (benches, signage)	7%	13%
Environment (Air Quality, Water Quality)	8%	13%
Bicycle Routes/Facilities	8%	15%
Public Safety/Crime Prevention	10%	21%
Roads and Streets	16%	25%
Character or design of New Development	17%	25%
Zoning or Land Use Code Changes	14%	29%
Housing Availability and Affordability	16%	33%
Parking	22%	38%
Traffic	27%	39%

Table 7: Perception of Citizens on Impact of Plans on Particular Civic Issues

In table 7 we have taken the total number of respondents and separated those who participated in neighborhood planning and those who didn't. Within each category, we took the percent who responded positively and subtracted the percent who responded negatively, providing a "net negative" or "net positive" response for each category of impact such as parking or traffic. For example, for people who did not participate in neighborhood planning, 575 responded to questions 18 and 19 regarding the positive or negative impact of neighborhood planning on parking. 38 of these respondents (7%) said neighborhood plans had a positive impact on parking, whereas 127 (22%) said it had a negative effect, for a net of -15% (-22%, +7% = -15%).

This table shows the number of people who saw an issue positively affected subtracted from the percent of people who saw an issue negatively affected. When more people saw an issue as having a negative impact, the resulting number is a negative number. When more people saw an issue having a positive impact, compared to those who saw it as negative, the result is a positive number. The table shows that many more people saw neighborhood planning as resulting in negative effects on parking, traffic and housing affordability. In contrast, many more people noted the positive effects of neighborhood planning on libraries and park facilities. The impacts were consistently stronger in both the negative and positive direction for citizens who participated in neighborhood planning.

Table 7. Neighborhood Plans Impact on Specific Issues Addressed by Planning: Net Positive or Negative Response		
Note: Each cell is a separate data set; columns and rows do not add across or down		
	Citizens Who Had Not Participated	Citizens Who Participated
Parking	-15%	-28%
Traffic	-21%	-24%
Housing Availability and Affordability	-10%	-22%
Zoning or Land Use Code Changes	-6%	-13%
Environment (Air Quality, Water Quality)	-4%	-9%
Roads and Streets	-3%	-6%
Social Services	1%	-4%
Public Safety/Crime Prevention	2%	-3%
Character or design of New Development	-3%	-1%
Utilities (electric, drainage, water)	-1%	-1%
Public Transportation	5%	5%
Bicycle Routes/Facilities	1%	6%
Pedestrian Facilities (benches, signage)	8%	17%
Parks, Libraries, Fire Stations	27%	48%

Table 8 elaborates on Tables 6-7 by showing for the 38 neighborhood plans how respondents viewed whether the neighborhood plans had a positive or negative impact on various neighborhood issues.

This table shows the number of people who saw an issue positively effected (positive number) more then people who saw negatively effected ; or people who saw an issue negatively effected (negative number) more than people who saw it positively effected.

In the Admiral Neighborhood row for example a total of 16 people responded to the question of effects of development and density on their neighborhood. Beginning with the individual impact areas in Admiral, you will see that 14 negative votes were cast, and no one saw a positive impact of development and density. For parking in the Admiral Neighborhood, one person voted positive impacts had occurred based on development and density and 12 voted negative impacts, for a net of -11.

Table 8. Net Positive or Negative Response to Impacts of Development and Density by Neighborhood

Note: Each cell is a separate data set; columns and rows do not add across or down

	Total Number	Traffic	Parking	Roads and Streets	Housing Availability and Affordability	Zoning or Land Use Code Changes
Total		-568	-455	-243	-235	-134
Admiral	16	-14	-11	-8	-9	-3
Aurora Licton	10	-8	-7	-5	-1	-3
Ballard Interbay	40	-36	-31	-18	-21	-13
Broadview-Bitter Lake-Haller Lake	22	-15	-10	-12	1	-2
Capitol Hill	62	-40	-40	-30	-26	-2
Central	49	-33	-27	-12	-14	-4
Columbia City	41	-25	-21	-4	-7	-1
Commercial Core	2	-1	-1	-1	-1	0
Crown Hill/Ballard	32	-25	-23	-14	-14	-4
Delridge	13	-9	-3	-5	-3	2
Denny						
Regrade/Belltown	10	-9	-7	-2	-3	1
Denny Triangle	1	-1	0	-1	0	1
Downtown Urban Center Planning Group	6	-4	-4	-1	1	1
Duwamish	6	-4	-3	-5	0	-4
Eastlake	8	-3	-1	-2	0	-2
First Hill	6	-5	0	-2	0	-1
Fremont	38	-32	-34	1	-19	-11
Georgetown	14	-7	-8	-5	-1	-8
Greenlake	27	-21	-18	-6	-9	-5
Greenwood/Phinney	54	-45	-32	-24	-9	-7
International District	6	-3	-5	0	-1	0
MLK@Holly Street	8	-5	-4	1	-1	0
Morgan Junction	15	-10	-5	-6	-3	-4

North Beacon Hill North	49	-36	-25	-17	-12	-8
Neighborhoods (Lake City Way)	39	-27	-15	-8	-10	-4
North Rainier	4	-3	-2	-3	-2	0
Northgate	34	-25	-17	-12	-9	-7
Pike/Pine	4	0	0	0	-2	0
Pioneer Square	9	-3	-2	-1	1	-1
Queen Anne	41	-32	-29	-14	-17	-15
Rainier Beach	10	-6	-3	-3	-2	-1
Roosevelt	12	-9	-3	2	-1	-2
South Lake Union	11	-7	-9	-6	0	-1
South Park	12	-3	-3	-8	-4	-2
University	28	-18	-16	4	-12	-8
Wallingford	20	-15	-11	-5	-9	-6
West Seattle Junction	26	-18	-18	-3	-9	-5
Westwood/Highland Park	17	-11	-7	-8	-7	-5

	Total Number	Environment (Air Quality, Water Quality)	Character or Design of New Development	Public Safety/ Crime Prevention	Bicycle Routes/ Facilities	Social Services
Total		-115	-109	-78	-48	-32
Admiral	16	-5	-3	-5	-3	-2
Aurora Licton	10	-3	-7	-2	-2	-1
Ballard Interbay	40	-5	-15	-3	-2	-2
Broadview-Bitter Lake-Haller Lake	22	-2	-5	-6	-3	0
Capitol Hill	62	-6	-16	-2	-7	-7
Central	49	-8	-2	10	6	-4
Columbia City	41	-3	6	9	3	-3
Commercial Core	2	1	0	1	1	0
Crown Hill/Ballard	32	-8	-9	-6	-4	-3
Delridge	13	-3	1	8	0	3
Denny Regrade/Belltown	10	-5	2	-3	-1	-2
Denny Triangle	1	0	0	0	0	0
Downtown Urban Center Planning Group	6	-2	0	1	0	1
Duwamish	6	0	-2	3	0	0
Eastlake	8	1	-1	-1	0	0
First Hill	6	0	0	1	1	0
Fremont	38	-11	-10	-14	6	-3
Georgetown	14	-3	-10	-1	-2	0
Greenlake	27	-4	1	-1	2	1
Greenwood/Phinney	54	-5	-6	-9	-9	-1
International District	6	-2	3	-1	1	1

MLK@Holly Street	8	0	5	3	4	2
Morgan Junction	15	-1	-3	-2	0	0
North Beacon Hill North	49	-5	-11	-4	0	0
Neighborhoods (Lake City Way)	39	-5	-7	-9	-9	-4
North Rainier	4	-1	2	0	-1	-1
Northgate	34	-7	-5	-8	-5	3
Pike/Pine	4	0	-1	0	1	-1
Pioneer Square	9	2	1	-2	0	-1
Queen Anne	41	-5	-8	-4	-4	-2
Rainier Beach	10	-1	3	-5	-1	-1
Roosevelt	12	-3	0	-3	-1	-2
South Lake Union	11	1	0	0	-2	0
South Park	12	-1	-1	-2	-3	1
University	28	-6	-6	-5	-4	-5
Wallingford	20	-3	-3	-6	-2	-2
West Seattle Junction	26	-6	-3	-6	-5	2
Westwood/Highland Park	17	-1	1	-4	-3	1

Neighborhood	Total Number	Utilities (electric, drainage, water)	Public Transportation	Pedestrian Facilities (benches, signage)	Parks, Libraries, Fire Stations
Total		-28	5	21	297
Admiral	16	-2	-2	-3	3
Aurora Licton	10	0	-1	-2	-1
Ballard Interbay	40	3	-2	0	24
Broadview-Bitter Lake-Haller Lake	22	-2	1	-5	12
Capitol Hill	62	-6	9	4	30
Central	49	-7	2	2	25
Columbia City	41	-2	2	11	22
Commercial Core	2	0	0	-1	0
Crown Hill/Ballard	32	-3	-9	-6	11
Delridge	13	0	3	-1	9
Denny Regrade/Belltown	10	0	3	-1	0
Denny Triangle	1	0	1	0	0
Downtown Urban Center Planning Group	6	0	0	0	1
Duwamish	6	-1	0	0	0
Eastlake	8	0	0	-1	1
First Hill	6	-1	-1	2	1
Fremont	38	-2	-1	3	10
Georgetown	14	0	-1	-2	5
Greenlake	27	2	-1	2	1
Greenwood/Phin	54	-2	-5	0	25

ney					
International District	6	0	0	2	4
MLK@Holly Street	8	0	1	3	5
Morgan Junction	15	-2	0	0	4
North Beacon Hill North	49	-2	-4	-1	30
Neighborhoods (Lake City Way)	39	-1	2	-4	10
North Rainier	4	2	-1	-1	3
Northgate	34	0	6	4	25
Pike/Pine	4	1	-2	1	0
Pioneer Square	9	2	-1	0	3
Queen Anne	41	0	3	6	4
Rainier Beach	10	0	0	-1	3
Roosevelt	12	-1	0	0	-2
South Lake Union	11	0	-1	1	5
South Park	12	-3	-1	-2	7
University	28	0	5	3	1
Wallingford	20	-2	1	4	-1
West Seattle Junction	26	0	-1	3	7
Westwood/Highland Park	17	1	0	1	10

Appendix V: Comments on Survey Questions

Appendix V: Written Comments on Survey	
Additional Comments on Question 25	
	<i>Transportation As An Issue</i>
Neighborhood	
Admiral	Need transportation plan--water taxi in addition to buses
	Need improved traffic controls
Aurora/Licton	It is important to keep the traffic on the main roads and arterials and not run it through
	the neighborhoods. I am deeply concerned with the concentration of housing (multiple units replacing previously existing single family homes) that's taking place in a
	number of neighborhoods, not just my own. The impact on traffic can already be felt and is only expected to get worse as more multiple units
	are allowed to be built. Consider that where there were two houses with 2 cars each, there are now eight houses, with 2 cars each. The
	number of cars went from 4 to 16. The impact on traffic is dramatic and this scenario is played out block after block. In addition, most of the
	multiple units only have parking for 1 car. There are very few families who have only 1 car. It doesn't appear that the City has taken into
	consideration the impact of the zoning changes on both traffic and parking.
Ballard/Interbay	Need improved mass transit.
	Need more mass transit, pedestrian-friendly streets, bike lanes.
Broadview/BL/HL	Need improved pedestrian walkways, traffic control
	Need street improvements (2)
	Need sidewalks (2)
	Need bike lanes
Capitol Hill	Need greater emphasis on pedestrian safety
Central District	
Columbia City	
Crown Hill/Ballard	
Delridge	There is no real mass transit plan in light of the loss of the monorail
	There is a bottleneck at the access to the West Seattle Bridge at Delridge
Denny Regrade/BT	Streets are in disrepair
	Pedestrians are at risk in unlighted intersections
Downtown UPG	
Duwamish	
Eastlake	
First Hill	
Fremont	Poor attention to pedestrian safety during major development and building; not enough safe pedestrian crossings of Stone Way nor traffic calming from 50th to 34th
	Need more reliable bus service on the 358 to downtown
	Need traffic improvement
	Increase parking costs so people will use mass transit
Georgetown	
Green Lake	
Greenwood/Phinney	There needs to be a comprehensive public transportation plan to minimize traffic congestion around the high density housing and parking
	restrictions to limit parking to residents by street.

Appendix V: Comments on Survey Questions

	Need more pedestrian friendly and bicycle friendly roads or trails.
	It's incomprehensible to me that we don't have any sidewalks north of 85th in Greenwood. It's extremely unsafe for my family to walk down the street.
	We need to look a planning on a regional as well as neighborhood basis. East-west transit is abominable, and use of mass transit won't increase until service is better and vice versa. We have had virtually no transportation improvements over the last 35 years--a problem, given the rise in population over that time. We aren't breaking even.
	Very, very poor neighborhood planning specific to pedestrian/bike safety amidst the development.
	SDOT put in a new light at 90th and Greenwood (not part of neighborhood plan) and has created an arterial that essentially prohibits pedestrian/bike travel to Greenwood "urban village" as well as Greenwood Park for all residents north of 90th and between Greenwood and Aurora. All sidewalk development that has happened has occurred intermittently and randomly without neighborhood input. It is very dangerous for pedestrians and cyclists when public safety/infrastructure is not taken into account during the planning and permitting process.
	Basic infrastructure should come before neighborhood development. Automobile traffic has increased significantly in this neighborhood, making it harder for pedestrians and cyclists, yet these forms of transportation are supposedly City priorities. What is going on?
	As our neighborhood becomes denser and denser, there is a need to look at requirements for parking in new developments. Also, some streets should become one way to accommodate all the traffic and narrow streets being used.
MLK at Holly St.	
Morgan Junction	
North Beacon Hill	The City has used the plan to make zoning changes to allow more townhouses to be built and increased the density, but they haven't followed through on the road/pedestrian/transportation improvements. Many of the changes are not pedestrian-friendly. Our neighborhood plan calls for increasing pedestrian and public transportation usage and this has been occurring due to increased density. But buses are overcrowded and the City doesn't provide enough trash receptacles at bus stops.
	Too many cars speeding at 14th Ave S. and Massachusetts; need more speed bumps or a sign.
North Neigh (LCW)	Need light rail to truly achieve urban village concept
	Traffic a problem, need sidewalks and bike lanes
	Lake City Way needs better metro bus service
	Post Office access creates dangerous transportation problems
	Enhance public transportation
	Need speed bumps on 39th Ave NE between 105th and 110th.
North Rainier	
Northgate	Northgate needs light rail soon
Pike/Pine	
Pioneer Square	
Queen Anne	Public transportation is the region's biggest problem. We needed the monorail!

Appendix V: Comments on Survey Questions

	The City needs to work with the county and state on an effective transportation plan-- BUSES DO NOT WORK.
	Unfulfilled transportation items for QAP, funded, but not yet construction, include the connection under Emerson St. Bridge for bike route from Lake
	Washington Ship Canal Trail to Magnolia/Discovery Park/BGT/etc., bike/pedestrian Bridge at W. Thomas, and the Queen Anne Waterfront
	Access Bridge.
Rainier Beach	
Roosevelt	The current zoning is outdated by 30 years. If you want people out of their cars and on public transportation bring the zoning density (height) up-to-date for neighborhoods that will have light rail stations.
South Lake Union	Public transportation has not caught up to the needs of the area--not requiring parking has created an amazing mess on SLU streets.
South Park	
University	No viable public transportation options (biking is not a realistic alternative year-round.)
	I voted pro-Monorail. I do not appreciate Seattle residents' anti-car attitudes.
Wallingford	There have been significant improvements in my neighborhood streets, but with minimal benefits for pedestrians and mass transit users.
	I certainly hope that the plans for a road diet on Stone Way N. are progressing.
West Seattle Junction	Neighborhood needs transportation to replace lost monorail.
Westwood/HP	The idea of urban villages in West Seattle seems short-sighted in light of the whole Viaduct issue. Traffic is going to be a HUGE problem here when the Viaduct is closed down; why make it worse by adding more people?
Other neighborhoods	
<i>Additional Comments on Neighborhood Plans in Answer to Survey Question 25</i>	
<i>Neighborhood</i>	<i>Impact of Increased Density</i>
Admiral	
Aurora/Licton	
Ballard/Interbay	
Broadview/BL/HL	
Capitol Hill	
Central District	
Columbia City	Demographics have changed in my neighborhood, as well as increased density.
Crown Hill/Ballard	Infrastructure is not in place to support growth.
	Tear-down/rebuild strategy to increase density has destroyed Ballard's charm
Delridge	
Denny Regrade/BT	
Downtown UPG	All the increased development downtown has left the City with less affordability, less convenience and less character. We are not amused.
Duwamish	
Eastlake	
First Hill	
Fremont	
Georgetown	
Green Lake	Too much density building at the south end of the lake.
	In the end, neighborhood planning seems to benefit the developers more than anyone else. Density is insane. Cars are parked everywhere.

Appendix V: Comments on Survey Questions

	Neighborhoods in this town are being ruined. Nice homes are being razed for expensive behemoth stucco condos.
Greenwood/Phinney	Too much density; growing too fast.
	Too much development. The City should slow growth.
	Density--which generally decreases the "livability" of a neighborhood--should be equally distributed throughout the City (2)
	The neighborhood is getting too urban with too many cars, condominiums, shops. It is growing too fast.
	We need to look at planning on a regional as well as neighborhood basis. Increased density could preserve undeveloped wilderness areas--but
	isn't.
	Change the zoning to prevent building huge, shed-like, zero-lot line McMansions. Limit the number and size of condos on arterials. Require
	developers to construct buildings that blend in with the architectural character of our neighborhood. As housing prices rise, long-time
	small merchants are being forced out of business. We are losing the charm, historic character, funkiness and affordability of the
	Phinney/Greenwood neighborhood. Our neighborhood is on the "hit list" for unwanted growth. Other neighborhoods in which the City is
	encouraging destruction include: Ballard, Wallingford, Fremont, Greenlake and West Seattle.
MLK at Holly St.	
Morgan Junction	
North Beacon Hill	
North Neigh (LCW)	
North Rainier	
Northgate	
Pike/Pine	
Pioneer Square	
Queen Anne	Housing density changes in Urban Villages are not appreciated by homeowners. The Urban Village concept is outdated. Need to learn how to
	build new while leaving 100 year old neighborhoods intact.
	Need to upzone single family housing to increase density.
	Allowing lot subdivisions and multiple buildings on single family lots is destroying the community.
	Too many condos and blocked views.
Rainier Beach	
Roosevelt	
South Lake Union	
South Park	
University	
Wallingford	
West Seattle Junction	
Westwood/HP	
Other neighborhoods	
<i>Additional Comments on Neighborhood Plans in Answer to Survey Question 25</i>	
<i>Affordable Housing</i>	
<i>Neighborhood</i>	
Admiral	Need more

Appendix V: Comments on Survey Questions

Aurora/Licton	Please, take low income families into consideration
Ballard/Interbay	Need more (2)
Broadview/BL/HL	
Capitol Hill	Need more affordable rental housing
Central District	Regret/fear loss of economic and social diversity
	Need workforce housing
Columbia City	
Crown Hill/Ballard	Lack of affordable housing and transportation options is forcing people out of the City; including needed workers such as SPS teachers
	The City is losing families due to lack of affordable housing, local services (within walking distance), and transportation options
Delridge	
Denny Regrade/BT	
Downtown UPG	
Duwamish	
Eastlake	
First Hill	
Fremont	
Georgetown	
Green Lake	Need low income housing
	Mayor, City and Parks Department don't listen to the neighborhoods; there is too much focus on being "world class" and not enough on affordable
	housing for families
	Affordable housing is gone.
Greenwood/Phinney	More affordable housing (2) - lack of affordable housing in alarming!
MLK at Holly St.	
Morgan Junction	
North Beacon Hill	
North Neigh (LCW)	I am concerned about gentrification and loss of affordable housing
North Rainier	
Northgate	The City needs to purchase land and make it available to low income housing developers
Pike/Pine	
Pioneer Square	
Queen Anne	The need for low income housing has to be addressed
Rainier Beach	
Roosevelt	
South Lake Union	Affordable housing for families has been completely ignored.
South Park	Senior taxing issues (property, sales, car tabs, levies,etc.) are forcing fixed income residents to leave South Park in search of adequate housing in less expensive regions of the country.
University	A lot of development was permitted in the U District with the guise of providing affordable student housing. With no follow-up, the housing was not affordable and therefore did not add to the stock of available student housing.
	Too many overpriced condos are being built. People at or below the median income are no longer able to afford quality housing within Seattle.
Wallingford	
West Seattle Junction	

Appendix V: Comments on Survey Questions

Westwood/HP	
Other neighborhoods	Build more affordable housing for low-income families.
Additional Comments on Neighborhood Plans in Answer to Survey Question 25	
	Specific Needs
Neighborhood	
Admiral	Need more parks
Aurora/Licton	
Ballard/Interbay	Keep 24th & Market Streets two lane
	More skateboard parks
	Against nightlife premises ordinance
	Need to support small business (2)
	Need more on-site parking in new multi-dwelling units
	Need to mitigate train noise and pollution
Broadview/BL/HL	Need own police precinct
	Am concerned for the safety and property value in specific area (Linden Ave) (2)
Capitol Hill	Too many businesses being displaced (2)
	Need more focus on homelessness and needs of low income population
	Need more police (2)
Central District	Low flying aircraft have a negative impact on the area
	Need more street cleaners
	Too many social services dumped in the Central Area
	Need to do something about 23rd & Union
	Need for focused effort to retain significance of Central Area as historic Black Community; need continued economic growth
	Concern about how vacant lots will be developed
Columbia City	Our neighborhood needs basics--crosswalks, sidewalks, road improvements (Hillman City)
	Our neighborhood's needs are not being addressed--only those of Columbia City (Hillman City)
Crown Hill/Ballard	I advocate the use of RT bus qualities found in the plans for Bogota, Columbia
Delridge	
Denny Regrade/BT	Primary concerns in Belltown are safety and cleanliness: the homeless and drug-addicted population causes huge problems
	Noise from the bars open late at night negatively impacts the quality of life for the neighborhood residents; it appears that the City prioritizes
	business needs over the needs of residents
	The City doesn't REALLY seem to consider Belltown a neighborhood. Despite the city-supported rapid population growth, services have not
	improved proportionately. More parks, green/eco-streets, pedestrian/bike focus.
Downtown UPG	
Duwamish	
Eastlake	
First Hill	
Fremont	More police support to continue progress that's been made on cleaning up the troublesome motels on Aurora below 46th St. (2)
	Preserve social services a new low income housing building at 45th & Stone so that this welcome low income housing community is

Appendix V: Comments on Survey Questions

	integrated into the larger community
	Prevent the spillage of homelessness and crime west from U District as liquor regulations are changing (this is starting to occur)
	More litter clean-up
	Encourage restaurants to stay open later
Georgetown	Don't want gargage dump in Georgetown
Green Lake	Need to change the zoning so industrial/commercial trucks can no longer be stored on our residential streets. These trucks are not servicing a
	a house in our neighborhood; and we cannot get out of our driveways because of the lack of visibility. They are a nuisance, a public safety
	hazard, and a noise violation.
	New buildings need setbacks to accommodate streetscaping with more trees.
Greenwood/Phinney	
MLK at Holly St.	
Morgan Junction	
North Beacon Hill	Urban noise, particularly sirens, is a problem
	More community parks; improve maintenance of medians, parks-owned land, and all beaches (those in wealthier areas geat better upkeep) (2)
	Improvements to Cheasty Blvd. are great; look forward to Jefferson park completion.
	Appreciate limits on cell phone towers and hope health and safety issues like this one stay visible and high on the agenda
	As development occurs, more should be done to protect mature trees and developers should be required to provide more landscaping than just
	some grass and a few spindly trees.
North Neigh (LCW)	Bill Pierre auto properties need to be redeveloped (2)
	Graffiti getting worse (2); homeless population a problem
	Lake City Way needs more independent businesses and fewer chains
	No more condos!
	Less restrictions on adult cabarets and strip clubs
	Need newer buildings along Lake City Way between NE 135th & NE 145th
	Like skateboard parks in neighborhoods
North Rainier	
Northgate	Could use more SEA street like projects
	Extend noise wall along I-5 to NE 98th
	Target complex design is horrible and has created a pedestrian hazard for people crossing Northgate Way to the mall
Pike/Pine	
Pioneer Square	
Queen Anne	
Rainier Beach	
Roosevelt	
South Lake Union	
South Park	
University	Public safety is a concern, as it is throughout the City.
	Small businesses should be welcomed and encouraged (not happening under current tax policies)
	Increase emphasis on convenience for the physically disabled, including wheelchair users, in getting around and using services in the University
	Community Urban Center

Appendix V: Comments on Survey Questions

Wallingford	We need a community center, better policing, more crosswalks, and new sidewalks on 45th St.
West Seattle Junction	Small businesses are being replaced by condos.
	The High Point Housing Development has had a huge impact on 35th SW (between Delridge and the Junction) and yet the City ignores our traffic
	problems, parks and growth. We need safe streets and places for the community to gather. Parks need to be brought up to code and
	supported.
	I would also like to see the City consider creating residential parking permit zones, given the increase of mixed-use projects in the
	California/Fauntleroy and Alaska/Oregon corridor. The development in this area needs to reflect the character of the neighborhood and
	consider the impact on the residents, given the current zoning.
Westwood/HP	
Other neighborhoods	Get the druggies and bums out of the area. Please.
	We need more backing from the police, and upper city government.
<i>Additional Comments on Neighborhood Plans in Answer to Survey Question 25</i>	
	<i>Questions on the Neighborhood Planning Process</i>
<i>Neighborhood</i>	
Admiral	How does zoning account for neighborhood planning and goals?
Aurora/Licton	
Ballard/Interbay	
Broadview/BL/HL	
Capitol Hill	How does the Comp Plan relate to neighborhood plans?
Central District	
Columbia City	
Crown Hill/Ballard	What are the plans for the old Crown Hill School--could it be a swimming pool?
Delridge	
Denny Regrade/BT	
Downtown UPG	
Duwamish	
Eastlake	
First Hill	
Fremont	
Georgetown	Where do we go from here?
Green Lake	
Greenwood/Phinney	
MLK at Holly St.	
Morgan Junction	
North Beacon Hill	
North Neigh (LCW)	
North Rainier	
Northgate	Where is the plan for Lake City?
Pike/Pine	Why were building height and restrictions changed without a public vote?
Pioneer Square	
Queen Anne	
Rainier Beach	It would be helpful to know if there are any mitigating efforts in place for residents suffering from price/tax increases, noise pollution, air quality degradation, increased traffic, overbearing police surveillance, etc.

Appendix V: Comments on Survey Questions

Roosevelt	
South Lake Union	
South Park	I would like to know if the City of Seattle has a coherent safety plan for the whole City.
University	When it comes to Neighborhood Plan versus the Design Review Board, who trumps whom?
	Why is Ravenna/Bryant not included?
Wallingford	
West Seattle Junction	
Westwood/HP	
Other neighborhoods	Why doesn't the City have an established process for doing this? Do we have to make this up as we go along?
Question 4: Do you rent or own your home?	
Aurora Licton	Commercial Property and Business Owner
Aurora Licton	lived in a weekly apartmnt. for last yr w/family
Ballard Interbay	work in area, not live
Ballard Interbay	Boat owner, liveaboard
Broadview-Bitter Lake-Haller Lake	Condominium
Broadview-Bitter Lake-Haller Lake	CONDO OWNER
Capitol Hill	rent in subsidized housing
Central	commercial property owner
Central	Own 4-unit appt bldg, occupying largest 2200 ft sq
Columbia City	rent room in house owned by housemates
Downtown Urban Center Planning Group	City Staff
Fremont	business
Fremont	property owner
North Neighborhoods (Lake City Way)	Business resides in Lake City
Northgate	Home home and apartments
Pioneer Square	Pioneer Square Business Operator
Queen Anne	apartment building owner
Queen Anne	Condo Owner
South Lake Union	work in the neighborhood
South Park	(leasing from brother who is homeowner)
South Park	Own property in South Park since 1967
Wallingford	purchasing new home
West Seattle Junction	Renting home, but also owner of investment property
	I'm also a landlord in this area
	non-profit association
	former resident 50 yrs in Seattle
Question 5: How did you participate in the original neighborhood planning process between 1995-1999?	
Neighborhood	Other, please specify

Appendix V: Comments on Survey Questions

Ballard Interbay	1999--2002, President of "The Advocates" for SSHP.
	Cair of Freeway Park Neighborhood Association
Greenlake	Chaired Neighborhood plan subcommittee
North Beacon Hill	Chaired Neighborhood Planning for Beacon Hill
Queen Anne	Chaired Transportation Committee for Queen Anne PI
Downtown Urban Center Planning Group	City of Seattle Staff
Downtown Urban Center Planning Group	City Staff
Fremont	City staff at the time - helped with plans
North Neighborhoods (Lake City Way)	Co Chaired North District Neighborhood Plan effort
Duwamish	Co-Chair of the Planning Committee
Wallingford	completed surveys & questionnaires
Greenwood/Phinney	Covered the plans as a newspaper reporter
	cruise ship pollution in Seattle, pier 66
Northgate	Did grant writing to benefit the project
Greenlake	Did not live in Seattle
Columbia City	Did not live in Seattle at that time
Fremont	Did not live in Seattle at that time
University	Did not live in Seattle at the time
Greenwood/Phinney	Did not live in the area in that time period.
Ballard Interbay	Didn't live here then
West Seattle Junction	didn't live in this neighborhood
Westwood/Highland Park	don't recall!
North Beacon Hill	don't remember
First Hill	DUCPG&denny triangle
North Beacon Hill	Failed to get support for higher densities
Columbia City	formation of the neighborhood planning process
MLK@Holly Street	helped conduct housing survey for the CentralArea
North Beacon Hill	i did it all
Capitol Hill	I did not live in the city at that time.
South Park	I didn't know about it and did not participate
North Neighborhoods (Lake City Way)	I lived in Portland, OR at the time.
Columbia City	I moved into my neighborhood in 1999
North Neighborhoods (Lake City Way)	I was Coordinator at Lake City NSC
International District	involved in neighborhood issue groups
Fremont	may have responded by letter or in some meetings
North Neighborhoods (Lake City Way)	Met w/City representatives re: speeding traffic
Northgate	moved to Beacon Hill in 2005
Aurora Licton	possibly through Aurora Merchants Association
Capitol Hill	provided input to mayor and administration
Broadview-Bitter Lake-Haller Lake	Responded to survey that was mailed to neighbors.
Greenlake	SDART emergency preparedness with block

Appendix V: Comments on Survey Questions

Broadview-Bitter Lake-Haller Lake	Seattle Public Utilities, Neighborhood Planning
Capitol Hill	sent friend with city planning knowledge
Capitol Hill	Served on the Seattle Planning Commission
Pioneer Square	SHARE Homeless
Crown Hill/Ballard	There was really no opportunity to participate.
University	Voiced concerns and issues directly to city staff
Wallingford	Wallingford Design Guidelines Committee
Greenlake	Was a chair of a working committee doing the plan
First Hill	Was chair and co-chair of Phase 1&2 for 1st Hill
Rainier Beach	Was City employee, staffed all nhoods
Wallingford	Was not living in Seattle at that time.
West Seattle Junction	Was not living in the state then
Admiral	Was not then a resident.
Crown Hill/Ballard	We bought our home in 2003
Question 6: The City has several current planning or plan-implementation processes. How do you participate in current City planning or plan implementation processes?	
Neighborhood	Question 6: Other, please specify
Georgetown	11 District Democrats mtg / DON grants
Eastlake	As developers active in Eastlake and Pike/Pine
Greenlake	Attend SkatePark Advisory Meetings
Ballard Interbay	Ballard Chamber of COMmerce; Sustainable Ballard
Capitol Hill	Cap Hill Neigh Plan Stewardship Council member
Denny Regrade/Belltown	Chair Belltown Housing and Land Use Committee
Georgetown	Chair of the Seattle Bicycle Advisory Board
Capitol Hill	charter review
Columbia City	citizen advisory group member for project
South Park	City Council ignores my input.
Columbia City	city listserv and husband has attended a few meeti
Downtown Urban Center Planning Group	City Staff
	Citywide Review Team
Queen Anne	Co-chair. informal Visioning Charettes re/SLU, QA
West Seattle Junction	Currently forming a neighborhood association.
Greenlake	don't know about any processes
University	email and direct comunication
Downtown Urban Center Planning Group	Feedback on Department related items
Queen Anne	follow citytv discussion, receive and send email
Broadview-Bitter Lake-Haller Lake	Formed a coalition with GAIN, and Broadview CC
Greenlake	Friends of Green Lake
University	Friends of University Heights
Greenwood/Phinney	GAIN
Wallingford	Go to Design Review public meetings
Crown Hill/Ballard	go to meetings about projects affecting Crown Hill
North Beacon Hill	have not decided

Appendix V: Comments on Survey Questions

Queen Anne	Help create a group to create Design Guidelines
Columbia City	I am answering this as a citizen.
Capitol Hill	I am just beginning my involvement
North Neighborhoods (Lake City Way)	I blog about my neighborhood
	I call the appropriate city offices for problems
Columbia City	I do carefully read update / various sources
Aurora Licton	I don't see the City implementing anything
Greenlake	I not aware of a plan before working for the city
Central	I read the list serv announcements
Capitol Hill	I share information with other neighbors
	I work at the CIDBIA
North Beacon Hill	I would like to go to meetings
Admiral	If necessary, provide input to the Mayor's office.
Central	Just starting to get involved.
Queen Anne	landscape design consultant for public greenspace
	letters and email stating the problem
North Beacon Hill	Letters to the Editor
Delridge	Liaison with watershed plan/council
North Neighborhoods (Lake City Way)	local subcommittee member
Duwamish	Manufacturing Industrial Council Board
	member of manufacture/industrial council
Queen Anne	Member of QA Community Council
Northgate	Member, Northgate Stakeholders Group
North Beacon Hill	neighborhood listserv, spokespersons participate
Capitol Hill	neighborhood meetings
Crown Hill/Ballard	No meaningful way to participate beforehand.
Central	Non-profit community boards
Pike/Pine	Non-profit organization
Rainier Beach	nonprofit staff work no. of avenues
Roosevelt	Occasionally attend community council meetings
MLK@Holly Street	Open Space Seattle 2100 + Seattle Great City Initi
Broadview-Bitter Lake- Haller Lake	organized a community group
Queen Anne	other neighborhood group -- Q A N R G
Central	Participate in Design Review Board process
Broadview-Bitter Lake- Haller Lake	participate in GAIN
Capitol Hill	participate in neighborhood email group re: issues
Columbia City	Participate though business association
First Hill	Participate through CAC memberships (hospitals)
Ballard Interbay	Participate through community association
Rainier Beach	participate through community events, vote, write
Ballard Interbay	participate through Groundswell
Central	participate through my neighborhood planning group
Capitol Hill	Participate through Nhood Plan Stewardship Council
North Neighborhoods (Lake City Way)	Participated in design guidelines development

Appendix V: Comments on Survey Questions

Ballard Interbay	Participated in the Citywide Skatepark Plan
Georgetown	Participated through another neighborhood
MLK@Holly Street	Participation is still possible?
Wallingford	Project Manager for Matching Fund projects
Denny Regrade/Belltown	Provide input to mayor's office
Queen Anne	Queen Anne Neighbors for Responsible Growth
Capitol Hill	receive information via neighborhood blog
Fremont	Recently retired from City. Helped as staff.
Broadview-Bitter Lake-Haller Lake	Seattle Public Utilities, Neighborhood Liaison
Wallingford	served on committee
International District	south downtown livability advisory group
South Park	South Park has no "authorized" Community Council
Northgate	spoke with community council members
North Beacon Hill	Steward the plan through JPA
Ballard Interbay	Sustainable Ballard
Ballard Interbay	talk to City Planners
Central	Through planning nodes.
Central	trying to figure out the best way to be involved
Central	Trying to understand and get involved
Duwamish	work for the MIC, steward of the GDMIC Plan
North Neighborhoods (Lake City Way)	work with a neighbor who is more involved in this.
Broadview-Bitter Lake-Haller Lake	write/send emails to city on monthly basis
Ballard Interbay	Written letters opposing parking/meter policies
Greenlake	your question is indecipherable bureaucratese

Question 7: How do you get information from the City about neighborhood activities?

Neighborhood	
Admiral	Local blogs
	I happened to look at a website and see a link.
Aurora/Licton	Aurora Avenue Merchants Association.
Ballard/Interbay	Not as involved as I used to be ...
	skatersforpublicskateparks.org
	Work
	Times & PI websites
	Ballard Chamber of Commerce; Sustainable Ballard
	Emails from Seattle Neighborhood Coalition
	Sustainable Ballard
Broadview/BL/HL	GAIN
Capitol Hill	City Council updates
	Don't really feel as though I get much information
	League of Women Voters
	City Council members newsletters
	Community council e-mail listserv

Appendix V: Comments on Survey Questions

	Taped onto utility poles
	Weekly newspaper: The Stranger
	Community member emails me & others
	Flyers in community
Central District	Through planning node leaders.
	Looked really hard, have not found how to participate
	Squire Park CC website
	A friend in the city office
Columbia City	Online news: yahoo, Earthlink ...
	Neighborhood association meetings
	Councilman's newsletter
Commercial Core	City email lists
Crown Hill/Ballard	POSA, Crosscut, Sightline, Earth Corps, Plant Amnesty
	Groundswell NW newsletter
	The city is not very good at communicating plans
	Most info is "after the fact" and too late.
Delridge	As City staff, sometimes receive internal mail
Denny Regrade/BT	Through business organizations
	I'm on city's e-mailing list
Downtown UPG	Meetings, City memos
Duwamish	M.I.C. Executive Committee Meetings
	City staff brief the MIC Board
	Manufacturing Industrial Council (2)
Eastlake	The Stranger
First Hill	Richard Conlin's email newsletter
Fremont	Chamber of commerce
	Department of Neighborhoods info
	Fremont Neighborhood Meetings
Georgetown	I gather info and pass it along
	Rarely given information
Green Lake	Personal observation
	SPAC Mailers
	Web chats
	Licton Springs newsletter
	Gossip among neighbors
Greenwood/Phinney	GAIN (4) (Greenwood Aurora Involved Neighbors www.gainseattle.com)
	City Council members' e-newsletters
	BlockWatch discussion
	Flyers stuck in my door is the best way.
	DON newsletter but not directly related to plan
	Friends who work in City Government
	Posted notices.
MLK at Holly St.	It's hard to understand.
	New Holly community organizer relays information
Morgan Junction	
North Beacon Hill	Contacting specific gov't agencies
	Block watch meetings
North Neigh (LCW)	46th District Democrats

Appendix V: Comments on Survey Questions

	Chamber of Commerce (2)
	Neighbors e-mail it to me
North Rainier	
Northgate	Emails from City Council, Mayor, City departments
	Condo Board
	Information is not mailed to me consistently
	Proposed Land Use Action posted notices
	Community neighborhood meetings
Pike/Pine	Usually it is after the fact
	Booths at community fairs
Pioneer Square	Email from Neighborhood Plan Implementation
	City Departments
Queen Anne	Various advocacy groups and Green Party of Seattle
	Very difficult to get, city website would be ideal
	Queen Anne Neighbors for Responsible Growth
Rainier Beach	Rainier Beach Community Club
Roosevelt	The Stranger
	City Council committee e-mail
South Lake Union	Participation as board member of community council
South Park	Community Council
University	Family and friends
	U. District Chamber of Commerce is first source (2)
	Email listings regarding planned projects
	Email
Wallingford	Wallingford Neighborhood Office
	Email newsletters from council members
	Design review web page
West Seattle Junction	West Seattle blog
	Neighbor's blog
	Neighborhood blog
Westwood/HP	Never heard of a plan before this survey
Other neighborhoods	Personal experience. I look out over Elliot Bay
	Chamber
	Manufacture/industrial council
	Work
	Neighborhood Email

Question 9: How do you use this neighborhood?

Neighborhood	
Admiral	This is the nearest urban village to Alki.
	Live adjacent to it
	I live in Alki
	Transit connection
	I live nearby (Fauntleroy)
Aurora/Licton	I own commercial property along Aurora
	My kids go to school here!!!
Ballard/Interbay	Living in this neighborhood for 18 years ...
	I have lived here for 32 years

Appendix V: Comments on Survey Questions

	Attend events and pass through.
	My kids go to school here
	I live north end of Magnolia.
	I walk nearly daily in the neighborhood
	I am a community activist in this neighborhood
	Housing Advocate in Ballard
	I have a business here
	I am involved in community groups here
Broadview/BL/HL	I used to live there when I worked on the plan
	Care for sidewalk (1 mile) and circle
	Advocating for welfare of 700 units of senior housing
	I walk and bike the Interurban trail
	Member of Adopt a Park Bitter Lake Open Space
Capitol Hill	Walking, cycling, attending cultural events
	My kids attend public schools
	I go clubbing here
	BIA
	Eat
	Live on the edge - in Montlake
	Just left after several years of residency.
	Work to get the city to see our needs
	I often visit the campus of Seattle University
Central District	I dine here & used to live here
	I live a few blocks from the CD
	I used to work there - also friends live there
	I recently moved, but lived in CD for 12 years
	Personal services - hair and nails
	I live in Mt. Baker
	Squire Park is not even listed above
	My daughter's preschool is here
	School here
	I manage 4-unit appt bldg (old convent)
	Live fairly close by
Columbia City	Attend arts and cultural events / gallery
	I live south, in Hillman City, which is a far cry
	Technically I live up Columbian on Beacon Hill
	I previously lived there
	I own commercial property here (Hillman city)
	I live nearby (Hillman City)
	I actually live in Hillman City just south
	I live in Hillman City, just south of CC
	Child attends preschool here
	I used to work here; most importantly, I eat here
	Active in schools here/volunteer here
	(I live in Hillman City.)
	Live NEAR here
Crown Hill/Ballard	Used to live there
	I am a community activist
	My children go to school here.

Appendix V: Comments on Survey Questions

	Kids school, Ballard pool, community centers
	Lived in Ballard but moved due to development impacts
	I bicycle to work and shopping.
	I would like to walk here.
Delridge	I use our library
Denny Regrade/BT	
Downtown UPG	
Duwamish	Property owner
	Commute thru, as well
Eastlake	I develop real estate here
	I used to live and work here
	Lived on first hill for past 3 years
First Hill	Board member of Neighborhood Business Group
Fremont	I own property here
	I now work from home...
	I recently moved from this area
	I organized neighbors for neighborhood safety
	Active in church and community organizations here.
Georgetown	I eat and drink here
	I steward & volunteer
Green Lake	I would use the skatepark if it ever gets built
	I worked there for 7 years until one month ago
Greenwood/Phinney	I ride bike for recreation/exercise on the streets
	I volunteer in this neighborhood
	Member of PNA, Phinney Eco-Village
	I volunteer at the Phinney Neighborhood Association
	Participate in neighborhood groups
	I live a half mile from the Ridge in North Ballard
	children attend school
MLK at Holly St.	I use public transportation here
Morgan Junction	Visit family and friends here
	Restaurants and bars
	I'm the president of the Morgan Community Association
North Beacon Hill	Community Activist
	I use the library
	I have to drive here too!
	I recreate here
	Eat at restaurants
	VP of Community Council
	Use the library
	I have my business here also
	I am part of the block watch program
	Walk Cheasty Blvd path; use library; eat out
North Neigh (LCW)	My child goes to school there
	Use Library
	I exercise here
	Retired
	My grown children have also purchased homes L.City

Appendix V: Comments on Survey Questions

	I attend Seattle Mennonite Church on 125th.
North Rainier	I own apartments there
Northgate	Go to the local coffee shop 3 times a week
	Use library, Transit Center, banking
	Park & Ride
	live in proximity to Pinehurst Playfield
	Maple Leaf not Northgate
	I live in nearby Maple Leaf - only 4blk to NG mall
	Transportation hub
	I live in the Maple Leaf neighborhood
Pike/Pine	Entertainment/museum
	I own property here.
	Go to clubs
	I own a business here
Pioneer Square	I perform here
	I own property
Queen Anne	I used to live here
	Our family utilizes Seattle Center often.
	Own apartment buildings
	My kids are in school here
	I lived here until April 2007
	I lived there from 1986 to 2006.
	We used to live there.
	I used to live in UPTOWN.
	I attend sporting and cultural events
Rainier Beach	I do volunteer work here.
	I attend church here
	I live nearby
	I live just over the border; I eat here
Roosevelt	Have rental property there
South Lake Union	Live near here
	I also worked here for 9 yrs. prior to 2006.
South Park	I own property here.
	Eat here.
	Library, Community Center, South Park Neighborhood
	I lived there until three years ago
	Student
University	Own rental houses
	Own commercial property in neighborhood
	Drive through regularly
	I live in Ravenna area.
	Impacted by traffic, parking, open space concerns
	I actually live in Ravenna
	I raise kids here.
	Farmers Market
	I frequently drive and cycle through this n'hood.
	Go to school here
Wallingford	I participate in community groups
	I volunteer in the schools and parks here

Appendix V: Comments on Survey Questions

	My children attend school here.
	I live in nearby Bryant neighborhood
	Church; lived in community for over 10yr, moved 05
	Travel through frequently.
	My children went to the local schools
	Our homeless shelter program has a site here
West Seattle Junction	I live in West Seattle
	Bike, exercise
	I live in West Seattle, but not in the Junction
Westwood/HP	
Other neighborhoods	Member of neighborhood council, adopt-a-street
	Non existent shopping, few pocket parks, no pool
	I walk 4 miles in my neighborhood, I use the library
	Par Association
Question 18: List things that are better because of neighborhood planning	
Neighborhood	
Admiral	No accommodations have been made for growth at all!
	All seem degraded to me, not improved.
	Nothing is "better" in Seattle since the plans
	City failed to build infrastructure for density
Aurora/Licton	Nothing has improved, all has gone down hill!!!
Ballard/Interbay	The negatives outweigh the positives ...
	Higher Density
	Nothing is improved, you have ruined my home neighborhood
	Neighborhood service center
Broadview/BL/HL	No implementation of a 1999 Plan
	I have seen no apparent benefit that offsets the s
	Extra housing is bad; first add sidewalks
Capitol Hill	Don't know
	New meter kiosks for pay parking, car sharing
	Parks (Cal Anderson, to be exact) have improved.
Central District	Some matching funds projects
	Coming of huge mall at Goodwill kills 12th Ave Development
	New library is great!
	Things are worse in all categories
Columbia City	Did planning affect any of these? -- hard to tell
	Lower quality of life
	Urban design features on main street
	Uncertain impact
Crown Hill/Ballard	I haven't lived in Ballard long enough to know
	Shops/merchants/services
	Nothing is better because of the city.
	Nothing in the plan has been done.
Delridge	Coordination with watershed plan
Denny Regrade/BT	
Downtown UPG	
Duwamish	

Appendix V: Comments on Survey Questions

Eastlake	Design Review
First Hill	
Fremont	There's more work to do!
Georgetown	Open spaces, additional trees planted
Green Lake	Almost nothing the plan has done has been a plus
	All the neighborhood plans are bs. Planning is not doing.
	Plan ideas do not seem to be applied to neighborhoods.
Greenwood/Phinney	I don't know.
	Not sure about most.
	Parks is indirect - influenced bond measure
MLK at Holly St.	In 7 years, none above have improved.
Morgan Junction	No change that would not have occurred w/o plan
North Beacon Hill	Light Rail
	Large projects (light rail, park) hard to tell yet
	Many of the improvements would have happened anyway
	A few low density multiples and park/community center
	No significant impact as of yet.
	#1 purpose: Community building, collective work
North Neigh (LCW)	The changes often negatively impact my area
	Re: above checked: only the library has improved
	There are more trees along Lake City Way.
North Rainier	I haven't seen it yet!
Northgate	They would all apply to GOOD neighborhood planning
	Art - very important
	Conlin-initiated "framework" is working OK.
	Haven't seen the positives promised yet....
Pike/Pine	
Pioneer Square	Likability
Queen Anne	I don't know
	Don't know the plan, but better with planning
Rainier Beach	Street lighting, pedestrian lighting.
	Will probably look nicer when it is done
Roosevelt	
South Lake Union	Will be positive IF they come to fruition!
South Park	After nearly 100 years, we finally got a library.
	Just the library.
	The streets in the industrial area are unpaved.
University	Little impact, little money to implement
Wallingford	Little impact
West Seattle Junction	I have no context for answering.
Westwood/HP	Better commercial shopping choices
Other neighborhoods	Meridian Park-wonderful
	Nothing above has improved
	I have no idea
	Process for the sake of process - does nothing.
	How do we know?

Question 19: Other areas that are worse due to neighborhood planning

Appendix V: Comments on Survey Questions

Neighborhood	
Admiral	TRASH TRASH TRASH
	Too many nightlife/bars allowed in residential are
	People are even less friendly
Aurora/Licton	Retail supporting dense development missing.
	We have collected the bad element from other areas
	We have increased density and nothing else
Ballard/Interbay	No easy answers. Negative human nature dictates.
	Aesthetics, architecture, design
	You have ruined Ballard!
	Buses to Magnolia very limited. Zero to U District
	Population density
	It's hard to say this is BECAUSE of neighborhood planning
Broadview/BL/HL	Not negative, just no real action on items
	The new SHAG building is monstrous and dominating.
	No implementation of the Plan
	DPD and SDOT is not adhering to plan guidelines.
	Pedestrian safety-NO skateboard park!!
Capitol Hill	Don't know
	None are worse, but many have not kept pace
	Loss of green space
	I am not sure exactly what the neighborhood plan is
	Homelessness, loud party goers, not enough police
Central District	Loss of numerous historic houses, trees, open space
	Too many social services placed in 1 location
	Hard to say what forces to blame; City inaction?
Columbia City	Lack of increase in police numbers and protection
	While uncertain of benefits, am sure it is not negative
Crown Hill/Ballard	Not enough room for comment
	Charm of Ballard is ruined due to teardown policy
Delridge	Lack of services for increased density
	Not sure
Denny Regrade/BT	
Downtown UPG	
Duwamish	Issue is changing conditions have changed the plan
Eastlake	
First Hill	
Fremont	Walled off from the canal that used to be open
	Few families, transitional neighborhood, noise
	Some new development excellent; some very bad
	Also noise quality
Georgetown	Problems especially along Airport Way!
Green Lake	Parking, traffic worse, probably not due to planning
	Again the question is indecipherable.
	WAAAAAY too many condo developments
	New development -no parking or traffic improvements
	Not a direct relationship to planning per se

Appendix V: Comments on Survey Questions

	Neighborhood destroyed by condos & McMansions
	Communication and involvement of community members
	Not sure about most
MLK at Holly St.	I don't know if so because of planning? or...?
Morgan Junction	The plan seems irrelevant.
North Beacon Hill	Pedestrian safety crossing Beacon
	Construction zone, maybe it'll get better
	Noise.
	New development is too concentrated and low density
	Mayor reducing Department of Neighborhood's mission and scope
North Neigh (LCW)	Transit is worse, housing is up, amenities far away
	No Sidewalks safe paths to schools, No concurrency
	Post office - dangerous!!!
	Lots of new housing, NO new infrastructure
	Loss of afford housing, local/immigrant businesses
	Awkward question. Some not due directly to planning
North Rainier	Not sure if Neighborhood Planning is to blame.
Northgate	They would all apply to POOR neighborhood planning
	Don't like design of Target Store
	Interim construction Noise/airborne particles
	Losing the GDP was a shame.
	Urban deforestation and lack of zoning enforcement
	No sidewalks, bus shelters
Pike/Pine	
Pioneer Square	Too much Dope dealing
Queen Anne	Urban Village designation is difficult on community
	I don't know
	Don't know
	Would have preferred other location than counterbalance
Rainier Beach	The planning is great if we FOLLOW it.
	Congested and alienated
Roosevelt	Only worse because of failure to stick to plan
South Lake Union	Development is inconsistent with the Neighborhood Plan/Sustainable Strategies
South Park	Mixing bicycles, tots with industry is unsafe.
	Bringing the neighbors together to solve community
University	Need to legalize small private fireworks
	Inadequate Zone 6 patrols/enforcement
	Has allowed large homes that house few people
	Code changes do not reflect planning efforts
	Increased noise from bars/taverns
Wallingford	Things are worse, but not because of Neighborhood planning
	Creating excellent schools is jeopardized.
	Tendency to be anti-density; pro-car
	Under grounding power lines, widening sidewalks, open
West Seattle Junction	Oppressive use of animated signage.
Westwood/HP	
Other neighborhoods	We seem to be the last to get help from the city.
	I have no idea

Appendix V: Comments on Survey Questions

	How do we know?
	Aurora N. is darned bleak with cheap motels & bums
Question 20: Examples of actions City has taken that are inconsistent with the neighborhood plan	
Neighborhood	The city says yes to often to developers.
Admiral	nightlife
	Bikes paths are needed and are not being built.
	These are the most egregious inconsistencies
	Increased density with no amenities
Aurora/Licton	There is no help or improvement in this area!!!
	Bus service doesn't seem to keep up with growth
Ballard/Interbay	City punted on constructing a new fire station here
	Plan is used incorrectly
	I don't know?
	We have overshot the housing, no jobs, no transportation
	I can't say, since I haven't seen the plan.
	not updating plan when growth ahead of schedule
	Housing units are out of scale 421 units on 3 acres
Broadview/BL/HL	Not enough space here to explain!
	Lack of sidewalks
	Don't know
Capitol Hill	The obstructions in the road do not slow traffic
	Affordable housing is needed, less condo conversions
	Affordable housing not meeting the need
	Homeless, drunks, not enough police around
	Crime and drug activity are increasing.
Central District	This is more a reflection of inaction.
	Allow DADU's, increase density and housing options
	Economic Development, Human Development & Youth
	DPD apparently did not look at Big Picture.
	Sound Transit did its own thing -- OK with me.
Columbia City	Start with the F2 problem
	Need more police, courts, jails for drugs, crime
	Stronger support for affordable housing
	Uncertain
Crown Hill/Ballard	Safeway gas station in residential zone
	The Safeway Mega gas station is not consistent
	Neither SDOT nor DPD have followed through on plan
	You've followed the plan, but with negative result
	Inaction on East/West public transportation in WS
Delridge	Gentrification
	Command center
Denny Regrade/BT	City allowed density of uses w/o infrastructure
Downtown UPG	The plan envisioned more pedestrians friendly intersections
Duwamish	Pussy-footing around Madison transit improvements
First Hill	Ped/bike amenities come last instead of first
	Less bike and transit in real terms; more homeless

Appendix V: Comments on Survey Questions

Fremont	Increase in bars close to residential areas.
	I haven't lived here long enough to really know.
	Plan called for more crosswalks, roundabout study,
Georgetown	Loss of open space at LWP - P30
Green Lake	Not enough public green space required by developers
	Parking & traffic inconsistent with development
	Greenwood Library should have been moved north
	Crowding & congestion up, no mitigation, resources
Greenwood/Phinney	Not sure.
	Only rich people can afford new housing
	The City allowed development to de-water.
	A lot of promises, but nothing has been done.
	Zoo parking garage may not be consistent with plan
	Economic development
MLK at Holly St.	Not qualified to say--City needs plan conveyance
	Shops and stores have parking lots in front
	The City should have supported the monorail.
Morgan Junction	The NBDS zoning process had some proposed changes
	City is allowing warehousing in pedestrian zone
North Beacon Hill	Density greater than capacity - will continue
	city agencies do what they want, period.
	See my earlier comments about
	Library EIR dumped parking on street, etc., ad infinitum
	Cottage zoning for SE only: discriminatory policy
	Out of scale development that is expensive
North Neigh (LCW)	Subsidized housing is concentrated not spread out.
	City charges no public fees on developers.
	Sidewalks-New one story commercial use building
	Sidewalks
	Plan is not complete, so how to answer this?
	Not enough improvements for pedestrians.
	How COULD the city have OK'd the Northgate N. disaster
Northgate	I'm not familiar enough with the plan.
	No promised web of ped/whlchair paths, no social services.
	We'll see what those new buildings look like 1st!
	The city has not met the transportation goals.
	More density! Smart design! 150' heights!
Pike/Pine	City has failed to make appropriate investments.
	The number of dope pushers is alarming
Pioneer Square	These text areas need to be expanded.....
Queen Anne	I don't know
	Fire Station 20 expansion would destroy single family residences
	Corner of Roy and Queen Anne.
	Don't know plan
	Parking is a problem, not a flaw in our behavior.
	Need to fully implement the plans
Rainier Beach	SHA buyout of Henderson & Douglas apartments.
	Unsure, project not finished
	No light rail station area planning

Appendix V: Comments on Survey Questions

Roosevelt	The City should require scrubbers on all incinerators
South Park	Don't understand a lot of these questions see above
	Need to return private fireworks to the people
University	Code and comp plan changes inconsistent
	Short plat/short subdivision, push increased height
	Not in area, fire station 38 relocation process bad.
	No action has been accomplished except by SDOT
Wallingford	Too much parking required; stiff zoning
	No Community Center for Wallingford
	Schools...Hamilton Expansion plans are bad
	Did not implement year round water taxi or bus recommendations
West Seattle Junction	No housing at Westwood village
Westwood/HP	We have more homeless people in this area than we
Other neighborhoods	Information is not in Chinese
	Buses are ALWAYS overfilled at commute times
	Too many halfway houses and rehab facilities
Question 22: Areas where the neighborhood has gotten better due to development	
Admiral	New parks trail at alike in late 90's
	Nothing is better
Aurora/Licton	Less homeless, low income, less crime
	I have not seen any positive changes
	Nothing has improved, the dad element is taking on
Ballard/Interbay	Overwhelmingly negative ...
	Skatepark
	More local businesses, economic stability
	None for the better
	No improvement. TOO CROWDED!
	There has not been a positive change.
Broadview/BL/HL	Nothing around haler lake area - area going down
	Replacing declining properties with new
	I am very excited about the new library!
	No implementation. New housing is too dense
	No positive changes have occurred
Capitol Hill	More buildings, fewer parking lots & "dead" zones
	Investments in these areas lags development volume
	With the exception of the new Capitol Hill Library
	Not truly sure
Central District	Fun restaurants
	More public uses - grocery stores, etc.
	NONE
	Shopping, restaurants, farmers market
	Much nicer business district on Madison
	I have only been here a few months so I don't know
	Zoning aside, these projects were in pipeline

Appendix V: Comments on Survey Questions

	Walkable to amenities
	Availability of commercial enterprises
	Housing is in better shape if more expensive
Crown Hill/Ballard	I support density but it requires public transport
	I have not been aware of any improvements.
	You're kidding, right?
	TOO little SAFE BIKE ROUTES improvement
Denny Regrade/BT	Sidewalk and Streetscape should be a category
Downtown UPG	Positive impact in bell town
Duwamish	Don't know enough, but very concerned
	More restaurants and employees retail services
Fremont	Mixed use development is generally good
	The bridge construction had tremendous impact
	Main positive aspect is density might ease sprawl
	Not enough of any of the above
	Places to eat and shop.
	I am not aware of the positive changes planned
	Better land use = better environment for region
	These have all gotten worse
	More commercial stores and more people around
	All categories are worse than when Plan started
	Increase in neighborhood jobs and small businesses
Georgetown	More people so we have more volunteers!
	More shopping and restaurants
	Coffee shops/restaurants/bars
	Lots of small businesses moved in which is good
Green Lake	Funds for the Lower Woodland Skatepark
	There are better restaurants and more of them now.
	It's nice that GL is developing.
	TOOOO Many Condo developments
	I am not aware of positive changes
Greenwood/Phinney	Less rundown housing stock
	Property values!
	Housing availability
	Fresh Flours bakery is only real benefit so far
	The increased growth has mostly been negative
	Housing (condos) more available, less affordable
	More diversity of residents and businesses.
International District	More and better businesses in community
	Improved economic environment
MLK at Holly St.	Increased # businesses, employment & customers.
Morgan Junction	Economic vitality, ethnic & eco diversity, threats
	Any positive changes are not related to the Plan
North Beacon Hill	More people are around, which is good for business
	Tax base
	Supposedly, when the transit tunnel opens.
	More residential at too low density

Appendix V: Comments on Survey Questions

Northgate	Good sense of community improving the area itself
	Urban village businesses
	Housing AVAILABILITY but NOT affordability
	Extra parking at the mall/transit center is a plus
Pike/Pine	There is a new library, but no new parks
Pioneer Square	I see no positives
Queen Anne	Dumpster free alleys
	Your density is ruining Seattle neighborhoods.
	Older decadent buildings have been replaced
	More citizen participation, due to negative impact
Rainier Beach	More density has more people walking, shopping
	Economic revitalization
Roosevelt	Will probably look nice when finished
South Lake Union	Vibrant commercial district
	Increased low income housing developed and protect
South Park	We now have a Vivace Coffee in the neighborhood!
	The building of the library is a positive impact.
University	Several projects in process. Outcome not known at this time.
	Density is NOT positive.
	The Ave Project and creek work was successful.
	More business for retail sector
	Potential increase to neighborhood businesses.
Wallingford	I have not found recent development as positive
	The city only listens to those who yell (\$)
	New retail businesses
	New library, but very few park improvements
	The Wednesday Farmers Market is great.
West Seattle Junction	Creates more vibrant retail area & recr. activity
	New Libraries and New Park on California Ave
	There is more housing but not necessarily affordable
	New businesses
Westwood/HP	More stores and restaurants
Other neighborhoods	More businesses (shops, restaurants) opening
	We have more private services closer than before
	More cruise ships - more pollution
	?
Question 23: Issues where the neighborhood has gotten worse as development increased	
Admiral	Alki is a special place and should be preserved
	Route 55 should terminate at SW Hill St.
Ballard/Interbay	Overwhelmingly negative ...
	Not enough non-motorized facilities for density
	Ballard is a destination for transients & misfits.
	I don't have a car so I don't know about parking
Broadview/BL/HL	Very dense housing planned-no Complete Streets
Capitol Hill	Closed sidewalks due to construction
	Loss of economic diversity

Appendix V: Comments on Survey Questions

	Cherished businesses pushed out by new ones
	Less housing less services to most vulnerable
	Cost of living
	Panhandlers/homeless, loud partiers/drunks
Central District	Racially loaded L2 zoning
	Classism
	People of color are being pushed out
	Housing options are still problematic.
	Not enough space/cut off my explanation
	I have only been here a few months so I don't know
	TOO MANY SOCIAL SERVICES, NEEDS TO STOP
Columbia City	Expensive housing/air quality/litter
Crown Hill/Ballard	Expected the monorail and the city failed us.
	The bus service has lessened as population rises
	Over scaled buildings- poor tree retention
	Walgreens at 15th should have had residential
	Lack of monorail
Delridge	Affordable housing; erosion, -H2O quality
Denny Regrade/BT	Noise of bars and nightclubs in a residential area
	Noise
Duwamish	Much influence by developers and re-zone advocates
	Don't know enough, but very concerned
Eastlake	Inadequate/infrequent land use policy updates
Fremont	Character of condos is generally bad
	Homeless pushed here from downtown
	Erosion of historic inventory.
	Crime is way up.
	Does not plan and design to sustain families/kids
	Housing is costly! but parking prices should go up
	Too many bars=noise, property damage!
	Too many town homes are ruining character of area
Georgetown	Lack of design standards = very ugly, cheap dev.
	Airplane noise, trains 10 ft away from playground
Green Lake	Forced density is negatively impacting the n'hood
	This is not as peaceful an area to live in anymore
	Neighborhood lawsuit against skate park.
	Antigrowth folks should stop whining or move to EW
	Too many condo developments
	Increase park use requires increase enforcement
Greenwood/Phinney	No sidewalks north of 85th! We NEED THEM!!!
	No setback for multi-unit housing, less green area
	Housing affordability
	Stop allowing our old houses to be destroyed!
	Commercialization of parks and Woodland Park Zoo
	Road Noise, Traffic noise
	Need more pedestrian friendly/priority

Appendix V: Comments on Survey Questions

Morgan Junction	Services have not increased to meet growth
North Beacon Hill	Great library- inadequate parks
	These categories are too broad to answer this way
	Noise. No rest from planes & now development & rat
	Lost: bank, restaurant,/bar, Chinese bbq, Hiros
	High house prices - how can people afford to buy?
	36 bus is packed. zoning dumping ground.
	The elementary schools are decrepit
	Amenities several miles distant are not of benefit
	Park being converted to a skate park!
	Loss of Lake City's only bookstore.
North Neigh (LCW)	Loss of afford housing, local/immigrant businesses
	A BIG INCREASE IN CRIME and SPEEDERS on side street
	Light pollution; noise/violence & crime from bars
	Loss of trees and green spaces
	Northgate North is a design disaster!
Northgate	Housing AFFORDABILITY not availability is worse
	The garage is ugly and could have had stores below
	Graffiti increase because lots of vacant property
	Trees rapidly being lost, destroying livability
	Drug dealing is rampant around my neighborhood
	The rich are moving in, the poor are being ignored
Queen Anne	I feel less safe walking with so much traffic
	Noise is HORRIBLE. Density = loss of civility.
	Sound pollution, displacement of families
	City again locating homeless housing without notification
	Issue now is gentrification vs. economic ghetto
	Loss of culture and community
	Housing affordability
	Racial profiling/bias against homeless common
Rainier Beach	Except for the library, I have seen no major change
	Still unresolved issues, air quality, noise pollution
Roosevelt	Return private fireworks to the citizens
South Lake Union	City must preserve existing housing stock
	No visible improvement to infrastructure!!
	Losing housing affordability. Availability OK-\$\$
University	Graffiti, cigarette butts everywhere
	Bad townhouse designs in several areas, Live work
	Dislocating a lot of smaller businesses.
	Residue left behind by cruise ships



APPENDIX VI. EARLY IMPLEMENTATION FUND PROJECTS

Summit Reports
Revenues & Expenditures by Project Detail

Accounting Period: 11 - 2003
As of 11/20/03 8:09:38 AM

This report is extracted from the Summit database

Business
Unit: DON - Dept of Neighborhood
Project: INP11999 - NPI-Early Implementation Fund
Fund: 00165 - GENERAL-NEIGHBORHOOD MATCHING

Expenditure Detail - Grouped by (Activity)											
Org	ActivityNr	Description	LTD Budget	CP Actuals	YTD Actuals	LTD Actuals	Encumbrance	Balance	% Used	% Used Excluding Enc	
IP165	EIF99021	Uptown Alliance Combined Proj	0	0	0	0	0	0	0%	0%	
IP165	IEIF99004	Pioneer Square Comm EIP	30,000.00	0	0	30,000.00	0	0	100%	100%	
IP165	IEIF99008	Bradner Gardens Park EIFP	22,000.00	0	0	22,000.00	0	0	100%	100%	
IP165	IEIF99009	E QA Parks Project Phase I	20,000.29	0	0	20,000.29	0	0	100%	100%	
IP165	IEIF9901	Added for C02/GL Edit	49,781.00	0	0	49,781.00	0	0	100%	100%	
IP165	IEIF99010	Old Cooper Feasibility Study	45,000.00	0	0	44,087.35	912.65	0	100%	98% Delridge Neighborhood Dev Assoc - DA9900115B	
IP165	IEIF99011	Junction Com Bldg/EIF	12,989.42	0	548.33	12,989.42	0	0	100%	100%	
IP165	IEIF99012	West Seattle LYNCs	10,000.00	0	0	10,000.00	0	0	100%	100%	
IP165	IEIF99013	CH Human Dev Inform Specialist	4,502.00	0	0	4,502.00	0	0	100%	100%	
IP165	IEIF99014	Landscaping & Walking Trail	40,000.00	0	0	40,000.00	0	0	100%	100%	
IP165	IEIF99015	Pike/Pine Curb Bulb Art	50,000.00	0	9,910.48	49,348.96	651.04	0	100%	99% Merchants of Pike/Pine - DA200040	
IP165	IEIF99016	Phil Lincoln Park Annex Impr	34,805.49	0	0	34,805.49	0	0	100%	100%	
IP165	IEIF99017	Old Georgetown City Hall	10,000.00	0	0	10,000.00	0	0	100%	100%	
IP165	IEIF99018	Consolidated Central Arts	10,000.00	0	0	3,639.74	6,360.26	0	100%	36% Midtown Commons - DA9900143	
IP165	IEIF99019	Admiral Parking Garage	50,000.00	0	15,295.96	48,617.37	919.63	463	99%	97% West Seattle Chamber of Commerce - DA9900148. \$463 is Work Order Out SDOT for permit. SDOT will take this money when they are ready thru automatic activity billing.	
IP165	IEIF9902	Interim Community Dev Asso	49,709.38	0	0	49,709.38	0	0	100%	100%	
IP165	IEIF99020	Orca Elem School Play Area	30,000.02	0	0	30,000.02	0	0	100%	100%	
IP165	IEIF99021	Uptown Alliance	26,500.00	0	0	26,500.00	0	0	100%	100%	
IP165	IEIF99022	Belltown Early Implementation	45,000.00	0	0	45,000.00	0	0	100%	100%	
IP165	IEIF99023	Stewardship of N Neighborhoods	5,000.00	0	0	4,267.06	732.94	0	100%	85% Lake City Chamber of Commerce - DA200011	
IP165	IEIF99024	Greenwood Phinney Neighborhood	50,000.00	0	0	44,735.33	5,264.67	0	100%	89% Greater Greenwood Chamber - DA200021A	
IP165	IEIF99025	Roosevelt Neigh Signature Proj	35,000.00	0	0	35,000.00	0	0	100%	100%	
IP165	IEIF9903	Crown Hill/Ballard EIFP	50,000.00	0	0	42,585.18	7,414.82	0	100%	85% Crown Hill Ballard Neighborhood - DA990102	
IP165	IEIF99031	NE 56/55 St Master Plan	12,500.00	0	0	10,836.32	1,663.68	0	100%	87% Green Lake Community Council - DA9900163A	
IP165	IEIF99032	Fremont's Downtown Cir Plan	45,166.60	0	0	45,166.60	0	0	100%	100%	

APPENDIX VI. EARLY IMPLEMENTATION FUND PROJECTS

Org	ActivityNr	Description	LTD	CP	YTD	LTD	Encumbrance	Balance	% Used		
			Budget	Actuals	Actuals	Actuals			% Used	Excluding Enc	
IP165	IEIF99033	Mapes Creek/52nd Ave S Walkway	24,576.00	0	0	21,096.00	3,480.00	0	100%	86%	SEED - DA20002B
IP165	IEIF99034	Stewardship Support, etc	50,000.00	0	0	50,000.00	0	0	100%	100%	
IP165	IEIF99035	Public Art Treatments/Hillman	20,000.00	0	0	20,000.00	0	0	100%	100%	
IP165	IEIF99036	MLK & Holly Plan Implem News	7,000.00	0	0	0	7,000.00	0	100%	0%	SEED - DA200088
IP165	IEIF99037	Unified Public Art/MLK@Holly	28,000.00	0	7,991.85	28,000.00	0	0	100%	100%	
IP165	IEIF99038	East-West Path	50,000.00	0	0	50,000.00	0	0	100%	100%	
IP165	IEIF99039	Madrona Playfield Improvement	10,000.00	0	0	10,000.00	0	0	100%	100%	
IP165	IEIF99041	South Park Kiosk & Library	20,000.00	0	11,295.33	20,000.00	0	0	100%	100%	
IP165	IEIF99042	Rainier Beach Learning Triad	25,000.00	0	0	2,025.00	22,975.00	0	100%	8%	Associated Recreation Council - DA200048
IP165	IEIF99043	MoCA Stewardship Project	6,179.30	0	0	6,179.30	0	0	100%	100%	
IP165	IEIF99044	Rainier Beach N2014 Newsletter	0	0	0	0	0	0	0%	0%	
IP165	IEIF99045	Westwood/Highland Park Art	20,000.00	0	0	11,246.41	7,272.67	1,480.92	93%	56%	Delridge Neighborhood Dev Assoc - DA200147
IP165	IEIF99046	Greater Duwamish Implem	48,588.40	0	0	48,588.40	0	0	100%	100%	
IP165	IEIF99047	E Roy St Surface Improv Plan	7,500.00	0	0	7,500.00	0	0	100%	100%	
IP165	IEIF99049	FRIENDS OF COWEN PARK	15,000.00	0	0	15,000.00	0	0	100%	100%	
IP165	IEIF9905	Freeway Noise Mitigation	10,000.00	0	0	10,000.00	0	0	100%	100%	
IP165	IEIF99051	BELLTOWN GATEWAY SIGN	5,000.00	0	0	5,000.00	0	0	100%	100%	
IP165	IEIF99052	15th Ave E Urban Design Proj	13,000.00	0	0	13,000.00	0	0	100%	100%	
IP165	IEIF99053	The Union & Terry Walkway	3,000.00	0	0	3,000.00	0	0	100%	100%	
IP165	IEIF99054	Bagley School Native Habitat	7,500.00	0	0	7,500.00	0	0	100%	100%	
IP165	IEIF99055	Old Georgetown City Hall Renov	15,000.00	0	0	8,890.00	1,110.00	5,000.00	67%	59%	Georgetown Crime Prevention - DA01076
IP165	IEIF99056	MoCA P-Patch	13,785.08	0	0	0	0	13,785.08	0%	0%	\$4,964.38 from unallocated INPI1999 & \$8,820.70 bal from IEIF99043)
IP165	IEIF99057	EASTLAKE	20,000.00	0	0	0	0	20,000.00	0%	0%	\$16K from unallocated INPI1999; \$4K from IEIF99033.
IP165	IEIF9906	Delridge Critter Art Project	5,000.00	0	0	5,000.00	0	0	100%	100%	
IP165	IEIF9907	Junction Business Dist Improve	11,000.00	0	1,817.07	11,000.00	0	0	100%	100%	
IP165	IEIF99083	EXTERIOR PAINTING PHINNEY	0	0	0	0	0	0	0%	0%	
IP165	IEIF9945	Westwood- Never used, closed	0	0	0	0	0	0	0%	0%	
IP165	IEIF9948	First Hill Neigh Plab Pub Outr	7,423.00	3,485.78	3,485.78	7,412.38	0	11.62	99.8%	99.8%	
IP165	IEIF9950	CAPITOL HILL LIGHTING MASTER P	4,993.02	0	0	4,993.02	0	0	100%	100%	
IP165	INPI1999	1999 PLANNING IMPLEMENTATION	24,000.00	0	0	24,000.00	0	0.00	0%	0%	
Org SubTotals			1,209,500.00	3,485.78	50,344.80	1,103,002.02	65,757.36	40,740.62	97%	91%	
Totals			1,209,500.00	3,485.78	50,344.80	1,103,002.02	65,757.36	40,740.62	97%	91%	

Unallocated balance in INPI1999 (Early Implementation) \$0.00

% Used is Life-To-Date Actuals plus Encumbrances Over Life-To-Date Budget

% Used excluding encumbrance is Life-To-Date Actuals Over Life-To-Date Budget

Overview

Major Maintenance in Neighborhood Plans

(for more information, see Transportation Project "2001 NSF/CRF Neighborhood Program")

District	Projects	Fund Source	Amount
Ballard	Broken sidewalks along NW Market	CRF	\$50,000
	Chicanes on 12th NW between 85th and 87th	NSF	\$10,000
	Parking signs on NW Market	NSF	\$1,500
	31st NW Speed Control (or traffic circles on 70th)	NSF	\$9,000
	Shilshole & Vernon pedestrian crossing	CRF	\$15,000
	NW 24th & NW 61st sidewalk repair	CRF	\$10,000
	Subtotal		\$95,500
Central	Street improvement to Union Street - 18th to 24th Avenue	NSF/CRF	120,000
	Traffic circle at 32nd Avenue and E. Spring	NSF	9,000
	Subtotal		\$129,000
Delridge	Traffic calming on 21st Avenue near Cooper Elementary	NSF	10,000
	Traffic circle at SW Elmgrove and 27th SW	NSF	15,000
	Walking path along 21 st Avenue SW near Cooper Elementary	NSF/CRF	54,000
	Subtotal		\$79,000
Downtown	Create area in International District alley for dumpster storage	NSF	25,000
	Subtotal		\$25,000
East	Repair sidewalks at various locations on Pike/Pine	CRF	75,000
	Sidewalk repair on 8th Avenue	CRF	35,000
	Traffic Circle at Roy Street	NSF/CRF	19,000
	Subtotal		\$129,000
Greater Duwamish	Repair asphalt walkway on Cloverdale from MLK to Beacon	NSF/CRF	90,000
	Rose Street-Repair asphalt walkway	CRF	7,000
	Sidewalk repair at South Homer Street and Padilla Place South	CRF	34,000
	Subtotal		\$131,000
Lake Union	Irrigation/drainage at Rogers Playfield (Park Project)	CRF	76,000
	Safety improvements at Boylston/Lakeview/Newton/I-5 on-ramp	NSF	5,000
	Subtotal		\$81,000
North	Elongated traffic circle at Alton Avenue NE & NE 105th St	NSF	21,000
	Sidewalk repairs, NE 135th Street from 37th NE to 39th NE	CRF	15,000
	Asphalt walkway, Meadowbrook Playfields	NSF/CRF	75,000
	Subtotal		111,000
Northeast	Install curb on south side, install sidewalk on north side of Blakely between 25th and 29th	NSF	50,000
	University Playfield/Park infrastructure repairs (Park Project)	CRF	128,000
	Subtotal		\$178,000
Northwest	Linden Avenue & 143rd street construction	NSF/CRF	130,000
	Subtotal		130,000
Queen Anne/Magnolia	Soundview Terrace Park repair (Park Project)	CRF	160,000
	Subtotal		160,000
Southeast	Curb bulbs and crosswalk improvements 55th and 57th	NSF	50,000
	Mapes Creek/52nd Avenue walkway	NSF	50,000
	Traffic calming: 3600 block of Courtland Place South & Spokane Street	NSF	9,000
	Subtotal		109,000
Southwest	Fauntleroy large curb bulb	NSF	45,000
	Marked crosswalk on California between Genessee and Oregon	NSF	6,000
	Repair sidewalks on perimeter of Hiawatha Park	CRF	85,000
	Traffic circle at 39th SW and SW Ida Street	NSF	6,500
	Subtotal		142,500
	Grand Total		\$1,500,000

SEATTLE TRANSPORTATION

Neighborhood Street Fund

This program implements improvements identified through a neighborhood district process and is funded by the 2002 Neighborhood Street Fund (NSF) and Cumulative Reserve Subfund (CRF). The projects listed below are all new projects for 2002. Last year's projects are listed in the 2001-2006 CIP. A full list of Seattle Transportation and Parks Department projects funded by the NSF/CRF is printed in the CIP Overview at the beginning of this book. See also Seattle Transportation project TC365770 2002 NSF/CRF Neighborhood Program.

Due to the combined impact of the region's economic downturn and the passage of Initiative 747, \$500,000 of 2002 funding for the NSF was eliminated. As of this publication date, the Mayor has directed that Seattle Transportation reallocate \$500,000 to this program. This reallocation is not reflected in the table below

Seattle Transportation is responsible for building the following projects, with estimated costs:

District	Amount	Project
Ballard	\$40,000	Repairs sidewalk on NW 64th.
Central	\$58,900	Installs traffic circle at 24th Ave. S at Main and Washington; installs curb and gutter and repairs sidewalk at S Judkins between MLK Way and 26th S.
Delridge	\$23,000	Installs channelization at Delridge Way at 17th and Cambridge.
Downtown	\$115,000	Repairs sidewalk at 2nd Ave. S between Yesler and Washington and at Western Ave. between Blanchard and Bell; replaces sidewalk at Jackson St. between 4th and 10th.
East	\$50,000	Replaces sidewalks on University St. between 9th Ave. and Terry Ave.
Greater Duwamish	\$45,000	Repairs sidewalk at S Massachusetts between 14th Ave. and 15th Ave.; improves street surfacing on 3rd Ave. S.
Lake Union	\$65,000	Improves median and crosswalk at Bridgeway N.
Magnolia/Queen Anne	\$37,000	Installs curb bulbs and parking at W McGraw St from 32nd Ave. W to 35th Ave. W; repaves 10th Ave. W from W Armour St. to W Bothwell St.
North	\$70,000	Repairs or improves walkways at various sites in the District.
Northeast	\$82,600	Repaves the 1800 blocks of E Shelby, E Hamlin, and W Park Dr. E.
Northwest	\$84,500	Repairs existing walkways at various sites in the District; installs curb/walkway/planting strip on 87th NW; repairs sidewalk and installs traffic calming and pedestrian improvements on Dayton Ave. N and 90th.
Southeast	\$87,000	Installs traffic calming and repairs sidewalks on S Holgate; improves street surface of S Leo St.; installs curb extensions and trees at Wabash Ave. S at Rose Ave. and Rainier Ave.; repairs sidewalk on Rainier Ave.
Southwest	\$83,000	Repairs sidewalk at Lafayette School at Lander and California SW; installs curb bulbs at SW Genesee St., Hillcrest Ave. SW, and 55th Ave. SW.

2003-2008 CIP Overview

Center project S9701); fire and police station renovations and earthquake repairs at Park 90/5 (Fleets & Facilities projects A51542, A51638, and A12930E); and transportation projects including replacement of the Magnolia Bridge and resurfacing of asphalt and concrete arterial streets (SDOT projects TC366060 and TC365440).

2003 NSF/CRF Neighborhood Program

Beginning in 1999, the City set aside \$1 million per year of the Cumulative Reserve Subfund for major maintenance projects identified in neighborhood plans. The Seattle Department of Transportation (SDOT) also contributes "Neighborhood Street Fund"(NSF) to this program, to leverage the types and amounts of projects that can be completed. In 2003, \$250,000 of NSF brings the total allocation to \$1,250,000. Types of projects identified for this program include sidewalk repair and replacement, installation of curb bulbs or other traffic calming devices, and improvements to crosswalks. Cumulative Reserve Subfund dollars allocated to this program (in the Parks Department) can be used only for repairing or restoring existing facilities (not new construction) in neighborhood plan areas. These projects are identified by the community and selected for funding by the Department of Neighborhoods and the Department of Finance. The selection process for 2003 was completed in October 2002, and as a result \$433,000 of CRF was added to the Parks CIP and \$567,000 to the SDOT CIP for the projects listed below. SDOT's \$250,000 NSF allocation was included in the Mayor's Proposed budget.

Below and on the next page is a list of projects selected. See also SDOT project TC365770 NSF/CRF Neighborhood Program for more information.

2003 NSF/CRF Neighborhood Program

(For more information, see Seattle Department of Transportation Project TC365770 NSF/CRF Neighborhood Program)

District	Project Description	Fund Source	Amount	District Total
Ballard	Renovate Gilman Playfield shelterhouse	CRF	\$42,000	
	Repair sidewalk at 15th Ave. NW & NW 80th St.	CRF	\$15,000	
	Install traffic circle at 30th Ave. NW & NW 63rd St.	NSF	\$10,000	
	Repair sidewalks on Market St./Downtown Ballard	CRF	\$20,000	
District Total				\$87,000
Central	Restore curb at 23rd & Main	CRF	\$20,000	
	Renovate Powell Barnett basketball court	CRF	\$57,000	
	Repair sidewalk on 23rd between Cherry & Yesler	CRF	\$57,000	
District Total				\$134,000
Delridge	Make improvements to Longfellow Creek Trail	CRF	\$30,000	
	Upgrade Riverview Playfield asphalt path	CRF	\$35,000	
	Renovate EC Hughes basketball court	CRF	\$52,000	
District Total				\$117,000
Downtown	Install additional Vine Street improvements	NSF	\$22,000	
		CRF	\$16,000	
	Repair sidewalk at 1500 block 2nd Ave.	CRF	\$12,000	
District Total				\$50,000
East	Install curb bulbs at 19th & Republican	NSF	\$35,000	
	Resurface Bobby Morris tennis court	CRF	\$69,000	
District Total				\$104,000

2003-2008 CIP Overview

District	Project Description	Fund Source	Amount	District Total
Greater Duwamish	Install traffic circle at Flora Ave. S. & S. Eddy St	NSF	\$15,000	
	Repair island and improves intersection for pedestrians at 13th Ave. & S. Bailey	NSF	\$18,000	
		CRF	\$12,000	
	Repair portion of sidewalk at 8100 & 8300 block of 8th Ave S.	CRF	\$40,000	
District Total				\$85,000
Lake Union	Install traffic calming on 5th Ave NE & NE 43rd	NSF	\$15,000	
	Provide Fremont circulation improvements identified in Fremont Circulation Plan (36th & Evanston or other improvements)	CRF	\$90,000	
District Total				\$105,000
Magnolia/Queen Anne	Relocate Queen Anne Ave N. & W. Galer crosswalk with curb bulb	CRF	\$35,000	
	Repave portions of Queen Anne boulevard system (at 3 identified locations).	CRF	\$80,000	
District Total				\$115,000
North	Install extruded curb & landscaping strip at NE 95th Street near Olympic View school	CRF	\$60,000	
District Total				\$60,000
Northeast	Provide pedestrian safety improvement at sidewalk next to Roanoke Park	CRF	\$20,000	
	Install curb bulb and pedestrian improvement at Brooklyn Ave. NE & NE Ravenna	CRF	\$40,000	
	Resurface tennis courts at University Playfield	CRF	\$62,000	
District Total				\$122,000
Northwest	Install walkways on portion of N. 100th between Meridian & Ravenna	NSF	\$40,000	
	Install asphalt walkway on Dayton Ave. N. (85 th -87 th)	NSF	\$20,000	
	Repair west tennis court at Green Lake	CRF	\$31,000	
District Total				\$91,000
Southeast	Install extruded curb & landscaping on 36th Ave. S. from Horton to Hinds	CRF	\$50,000	
	Restore landscaping in Colman Park	CRF	\$55,000	
District Total				\$105,000
Southwest	Install walkways near Whale Tail Playground	NSF	\$75,000	
District Total				\$75,000
Total Allocated				\$1,250,000

Neighborhood Plan Projects in the CIP

The 2004-2009 CIP contains more than 125 projects that support elements of neighborhood plans. In 1999, the City Council finished the approval process for 38 neighborhood plans, created by nearly 20,000 citizens. The plans identify actions desired to ensure that the City's neighborhoods continue to thrive and improve as Seattle grows over the next 20 years and meet our commitments under the State's Growth Management Act. Projects supporting neighborhood plan recommendations are found throughout the CIP, and include parks, street and pedestrian improvements, libraries, community centers, and pedestrian and safety lighting. Projects that respond to or include elements of neighborhood plan recommendations are indicated by the appropriate neighborhood plan, just above the project description. Funding for these projects comes from voter-approved levies (the 1999 Seattle Center and Community Centers Levy and 2000 Parks Levy) and bonds ("Libraries for All"), the Neighborhood Matching Fund, the Cumulative Reserve Subfund, utility funds, and other public and private sources.

2004 CRF Neighborhood Program

Beginning in 1999, the City set aside \$1 million per year of the Cumulative Reserve Subfund (CRF) for major maintenance projects identified in neighborhood plans. In prior years, the Seattle Department of Transportation (SDOT) has contributed "Neighborhood Street Fund" (NSF – shown in the SDOT fund source table as "City Street Fund") money to this program as well, to leverage the types and amounts of projects that can be completed. CRF dollars allocated to this program (in the Parks Department and SDOT) can be used only for repairing or restoring existing facilities (not new construction) in neighborhood plan areas. These projects are identified by the community and selected for funding by the Department of Neighborhoods and the Department of Finance. The selection process for 2004 funds was completed in July 2003, and as a result \$146,900 of CRF was added to the Parks CIP and \$853,100 to the SDOT CIP for the projects listed on the following page. See also SDOT project TC365770 (NSF/CRF Neighborhood Program) and three projects in the Parks CIP: Admiral (Belvedere) Viewpoint - Totem Pole Replacement (project K732201); Dr. Blanche Lavizzo Park - Comfort Station Upgrade (project K732203); and Tennis Court Resurfacing (project K732246).

2004-2009 Adopted CIP Overview

2004 CRF Neighborhood Program				
District	Project Description	Amount	District Total	Department
Ballard	Sidewalk repair along NW Market Street between 17th NW and 24th NW	\$33,300		SDOT
Ballard	Surface street repair along Ballard Industrial waterfront (26th Ave NW)	\$35,500		SDOT
District Total			\$68,800	
Central	Dr. Lavizzo Park comfort station upgrade	\$41,800		Parks
Central	Rebuilding of 120' of curb and repair of sidewalks on Cherry between 23rd and 25th	\$43,000		SDOT
District Total			\$84,800	
Delridge	ADA accessible curb at bus stop on SW Thistle Street and 26th Ave. SW	\$5,000		SDOT
Delridge	Pedestrian crossing improvement on SW Barton St. between 29th and 26th Ave SW	\$8,000		SDOT
District Total			\$13,000	
Downtown	Sidewalk repair (Tashiro Kaplan)	\$80,000		SDOT
District Total			\$80,000	
East (First Hill/Capitol Hill/Madison Park)	Sidewalk repair on Broadway btwn Spruce St and Yesler Way	\$26,100		SDOT
East (First Hill/Capitol Hill/Madison Park)	Sidewalk repair along length of Broadway	\$73,000		SDOT
District Total			\$99,100	
Greater Duwamish	Surface street improvements to west entrance of Oxbow Park	\$45,000		SDOT
Greater Duwamish	Sidewalk repair on 8th Av S. in South Park	\$40,000		SDOT
District Total			\$85,000	
Lake Union	Sidewalk repair near N 45th & Stone Way N	\$50,000		SDOT
Lake Union	Sidewalk repair on south side of Fremont Place	\$21,500		SDOT
District Total			\$71,500	
Magnolia/Queen Anne	Surface street improvement (resurfacing) along 8th Place W between W Galer & 7th	\$75,000		SDOT
District Total			\$75,000	
North	Sidewalk repair along NE 110th	\$60,000		SDOT
North	Sidewalk improvement west side of 15th Ave. NE from NE 92nd St. to NE 106th St.	\$40,000		SDOT
District Total			\$100,000	
Northeast	Froula Playground tennis court repairs	\$43,500		Parks
District Total			\$43,500	
Northwest	Sidewalk repair along west side of Greenwood Avenue N btwn 85 th /87th	\$81,000		SDOT
District Total			\$81,000	
Southeast	Sidewalk Repair along Rainier Avenue S between S Plum and Bayview	\$56,700		SDOT
Southeast	Sidewalk repair along Rainier Avenue S between S Hill and MLK.	\$65,000		SDOT
Southeast	Sidewalk repair at Hitt's Hill Park	\$15,000		SDOT
District Total			\$136,700	
Southwest	Totem pole replacement at Admiral Viewpoint	\$61,600		Parks
District Total			\$61,600	
Grand Total			\$1,000,000	

2005 NSF-CRF Neighborhood Program

District Council	N'hood Plan	Project Title	Dept.	CRF Amount
Ballard	Crown Hill/Ballard	Ballard Community Center grounds landscape restoration	Parks	\$30,000
Ballard	BINMIC	Complete 26th Ave. NW/NW 54th repair	SDOT	\$10,000
Ballard	Crown Hill/Ballard	Phase II of sidewalk rehab on NW Market	SDOT	\$50,000
Ballard Subtotal				\$90,000
Central	Central Area	Curb bulbs on 31st Ave. S between Jackson & Judkins; 3 intersections	SDOT	\$50,000
Central	Central	Traffic calming on Dearborn btwn 23rd to MLK	SDOT	\$40,000
Central Subtotal				\$90,000
Delridge	Delridge	Phase I of sidewalk trail on SW Holly from 12th Ave. SW to 13th Ave. SW		\$45,000
Delridge	Westwood & Highland Park	Redesign intersection of Delridge Way SW, SW Roxbury Street and 16th Ave. SW to create gateway	SDOT	\$55,000
Delridge Subtotal				\$100,000
Downtown	Pioneer Square	Completion of sidewalk repair adjacent to Tashiro Kaplan building	SDOT	\$60,000
Downtown	International District	Phase I of streetscape improvement on eastside of S Maynard, south of Main St.	SDOT	\$40,000
Downtown Subtotal				\$100,000
East (First Hill/Capitol Hill/Madison Park)	Central/ Capitol Hill	Completion of pedestrian crossing improvements at 12th Ave./E Madison St.	SDOT	\$15,000
East (First Hill/Capitol Hill/Madison Park)	Capitol Hill	Repave E Republican St. between Harvard Ave. E & Summit Ave. E	SDOT	\$65,000
East Subtotal				\$80,000
Greater Duwamish	North Beacon Hill	Crosswalk improvement at Beacon Ave. S, S Forest, & 17th Ave. S	SDOT	\$50,000
Greater Duwamish	South Park	Phase II of 8th Ave. sidewalk repair on Dallas Ave. S from Elmgrove to Rose	SDOT	\$50,000
Greater Duwamish Subtotal				\$100,000
Lake Union	Fremont	N 36th St./Evanston Av N intersection improvements	SDOT	\$20,000
Lake Union	Wallingford	Pedestrian crossing improvement and sidewalk rehab on N 45th	SDOT	\$70,000
Lake Union Subtotal				\$90,000
Magnolia/Queen Anne	Queen Anne	5th Ave W from W Smith St to W Raye St. repaving		\$50,000
Magnolia/Queen Anne	Queen Anne	McGraw Pl. from Warren Ave. N to 2nd Ave. N repaving	SDOT	\$35,000
Magnolia/Queen Anne Subtotal				\$85,000
North	North District/Lake City Way	Phase II improvement on NE 110th, east of 35 th	SDOT	\$50,000
North	Northgate	Phase II of sidewalk improvements on west side of 15th Ave. NE btwn NE 92nd St. to NE 106th St.	SDOT	\$30,000

Overview

District Council	N'hood Plan	Project Title	Dept.	CRF Amount
North	North District/Lake City Way	Phase II of sidewalk installation on NE 130th St. from 30th Ave. NE to Lake City Way NE	SDOT	\$20,000
North Subtotal				\$100,000
Northeast	University	Phase I redesign intersections of Ravenna, 55th and 22nd	SDOT	\$40,000
Northeast	Roosevelt	Phase II pedestrian crossing Improvement on NE Ravenna Blvd and Brooklyn	SDOT	\$50,000
Northeast Subtotal				\$90,000
Northwest	Aurora-Licton	Phase II of sidewalk on North 100th St. btwn Aurora and North Seattle Community College	SDOT	\$60,000
Northwest	Greenwood/Phinney	Phase II sidewalk repair along Greenwood and Phinney	SDOT	\$40,000
Northwest Subtotal				\$100,000
Southeast	Columbia City/Hillman City	Curb installment on the 5200 block of 37th Ave. S	SDOT	\$30,000
Southeast	Columbia City/Hillman City	Sidewalk improvement 42nd Ave. S from S Hudson St. to Rainier Ave. S	SDOT	\$70,000
Southeast Subtotal				\$100,000
Southwest	Admiral	Belvedere Viewpoint landscape bed restoration	Parks	\$10,000
Southwest	West Seattle Junction (FOJ)	Glenn Way SW at 45th and Oregon	SDOT	\$85,000
Southwest Subtotal				\$95,000
Grand Total				\$1,220,000

Neighborhood Matching Subfund

A number of CIP projects, particularly in the Department of Parks and Recreation CIP, include funding from the Neighborhood Matching Subfund (NMF), a subfund of the City's General Fund. The NMF was created in 1989 to provide money to Seattle neighborhood groups and organizations for a broad array of neighborhood-initiated improvement, organizing, or planning projects. Many of these projects also support neighborhood plan recommendations. Grants are made for all phases of a capital project (with the exception of property acquisition) ranging in size from a few thousand dollars to \$100,000. Significant projects receiving NMF in the 2005-2010 Adopted CIP include the Alki Bathhouse project, Cal Anderson Park, and the Mt. Baker Rowing and Sailing Center Addition. NMF awards often add unfunded amenities to City or other-funded projects. All awards leverage other private and public contributions; a requirement of the NMF is that the City contribution is matched with volunteer time or money.

<p>080-1-C-6: Appropriate \$200,000 REET II funds for Dahl Playfield Renovation, adopt a Budget Proviso and rescind green sheet 80-1-C-3</p> <p>Of the appropriation for 2006 for the Department of Parks and Recreation’s K72441 - Parks Infrastructure BCL, \$100,000 is appropriated solely to pay for the construction of a playground and basketball court improvements at Dahl Playfield and may be spent for no other purpose.” The Council expects that the Executive will use these funds solely for the construction of a playground that adheres to the most recent edition of the Handbook for Public Playground Safety by the U.S. Consumer Product Safety Commission. Specifically, that the final playground design includes separate play areas with appropriately sized equipment designed for different age groups to serve the children’s different development levels and to ensure their safety.</p> <p>Of the appropriation for 2006 for the Department of Parks and Recreation’s K72441 - Parks Infrastructure BCL, \$100,000 is appropriated solely to pay for ballfield improvements at Dahl Playfield and may be spent for no other purpose.</p>	DPR
<p>082-1-D-2: Appropriate \$100,000 REET II funds for Denny Park Play Area and adopt a Budget Proviso</p> <p>Of the appropriation for 2006 for the Department of Parks and Recreation’s K72441 – Parks Infrastructure BCL, \$100,000 is appropriated solely to pay for the construction of the children’s play area at Denny Park and may be spent for no other purpose.</p>	DPR
<p>083-1-B-2: Reduce funding for improvements at City Hall Park but provide \$50,000 in funding for planning and design and adopt budget proviso</p> <p>Of the appropriation for 2006 for the Department of Parks and Recreation Parks Infrastructure BCL, \$50,000 is appropriated solely for planning and design activities for City Hall Park Restoration Project #K732297 and may be spent for no other purpose.</p>	DPR
<p>123-3-A-1: Allocate \$2,500,000 from REET I and REET II for Transportation Projects</p> <p>Of the appropriation for 2006 for the Seattle Department of Transportation’s Capital Projects BCL, \$2,500,000 is appropriated solely for additional projects (or additional funding for existing projects) not planned to be funded under the Mayor’s 2006 Proposed Budget and this amount may not be spent until authorized by future ordinance.</p>	SDOT

Support for Neighborhoods and Neighborhood Plan Projects

The 2006-2011 Adopted CIP contains more than 140 projects, with a total of nearly \$87 million of funding in 2006, in support of neighborhood plans. In 1999, the City Council finished the approval process for 38 neighborhood plans, created by nearly 20,000 citizens. The plans identify actions desired to ensure that the City’s neighborhoods continue to thrive and improve as Seattle grows over the next 20 years and meet commitments under the State’s Growth Management Act. Projects supporting neighborhood plan recommendations are found throughout the CIP and include parks, street and pedestrian improvements, libraries, community centers, drainage improvements, and pedestrian and safety lighting. Projects that respond to or include elements of neighborhood plan recommendations are indicated by the appropriate neighborhood plan, just above the project description. Each of these projects has been identified with specific Neighborhood Plan Matrix numbers that are now tracked in a database that contains department CIP submittals. Funding for these projects comes from voter-approved levies (the 1999 Seattle Center and Community Centers Levy and 2000 Parks Levy) and bonds (“Libraries for All”), the Neighborhood Matching Subfund, the Cumulative Reserve Subfund, utility funds, Community Development Block Grant Funds, and other public and private sources. Two specific programs, the NSF/CRF Neighborhood program and the Neighborhood Matching Subfund, are described in more detail below.

2006 NSF/CRF Neighborhood Program

Beginning in 1999, the City set aside \$1 million per year of the funds from the Cumulative Reserve Subfund (CRF) for major maintenance projects identified in neighborhood plans. In addition, SDOT had allocated

2006-2011 Adopted Capital Improvement Program

Overview

\$227,000 in 2006 for the Neighborhood Street Fund for a total of \$1.2 million. These projects are identified and prioritized by the community and selected for funding by the Department of Neighborhoods, SDOT, Parks, and the Department of Finance. The selection process for \$1.2 million of 2006 funding was completed in August 2005, and as a result \$105,000 of CRF was added to the Parks CIP, and \$1.1 million of CRF to the SDOT CIP. Additionally, Council added \$560,000 of REET II during the budget process for projects already identified through the 2006 outreach process. The following table lists all of the projects funded in 2006. See also SDOT project TC365770 (NSF/CRF Neighborhood Program) and three projects in the Parks CIP: Westcrest Park Trail System (project K732288), Roxhill Park ADA Comfort Station (project K732289), and Kobe Terrace Landscape Restoration (project K732290) for more detail.

2006 NSF-CRF Neighborhood Program

District Council	Neighborhood Plan	Project Title	Dept.	CRF Amount
Ballard	Crown Hill/Ballard	Ballard Avenue NW Sidewalk rehabilitation	SDOT	\$75,000
Ballard	Crown Hill/Ballard	Improve shoulder parking and bicycle safety – on SW side of Shilshole Avenue	SDOT	\$50,000
Ballard Subtotal				\$125,000
Central	Central Area	Traffic circle – 26 th Avenue S and S Judkins	SDOT	\$23,000
Central	Central Area	Traffic circle – 26 th Avenue E and E Fir	SDOT	\$13,500
Central	Central Area	Curb bulbs – 31 st Avenue S between Jackson and Judkins; three intersections	SDOT	\$44,000
Central	Central Area	Concrete traffic circle at 29 th Ave S and S Judkins Street	SDOT	\$10,000
Central	Central Area	Concrete traffic circle at 31st Ave E and E Denny Street	SDOT	\$10,000
Central Subtotal				\$100,500
Delridge	Westwood & Highland Park	Westcrest Park Trail system renovation	Parks	\$31,650
Delridge	Westwood & Highland Park	Roxhill ADA comfort station improvements	Parks	\$57,000
Delridge	Westwood & Highland Park	Signal improvements at Roxbury and 16 th	SDOT	\$40,000
Delridge Subtotal				\$128,650
Downtown	International District/Chinatown	Kobe Terrace landscape restoration	Parks	\$15,888
Downtown	Belltown	Sidewalk rehabilitation – west side of 1 st Avenue, south from Blanchard to the Bell Tower Building	SDOT	\$39,056
Downtown	Belltown	Belltown Sidewalk rehabilitation	SDOT	\$39,056
Downtown	Pioneer Square	Downtown sidewalk rehabilitation	SDOT	\$20,000
Downtown Subtotal				\$114,000
East	Pike-Pine	Sidewalk repair – 700 block of E Pike Street, (south side); 1100 block of E Pine (north side)	SDOT	\$70,000
East	First Hill	Sidewalk repair on Broadway and Yesler	SDOT	\$38,000
East Subtotal				\$108,000

Overview

District Council	Neighborhood Plan	Project Title	Dept.	CRF Amount
Greater Duwamish	South Park	South Henderson sidewalk improvements between 7 th and 8 th	SDOT	\$75,000
Greater Duwamish	Duwamish/George town	Improve sidewalks, planting strip, curbing, and parking at 4 th Avenue S from S Michigan Street to Dawson Street	SDOT	\$148,000
Greater Duwamish Subtotal				\$223,000
Lake Union	Wallingford	Improve pedestrian walkway between Eastlake & Yale Avenue on Louisa Street	SDOT	\$3,500
Lake Union	Wallingford	Streetscape/street trees – N 45 th Street between Stone Way and 15 th	SDOT	\$110,500
Lake Union Subtotal				\$114,000
Magnolia/Queen Anne	Queen Anne	Sidewalk repair – Queen Anne Avenue N between Galer Street and McGraw Street	SDOT	\$54,000
Magnolia/Queen Anne	Queen Anne	Street surface restoration – 3 rd Avenue W between W McGraw Street and W Fulton Street	SDOT	\$60,000
Magnolia/Queen Anne Subtotal				\$114,000
North	North neighborhoods	Sidewalk improvement – NE 130 th between Lake City Way and 25 th Avenue NE	SDOT	\$33,000
North	North neighborhoods	Sidewalk improvement – NE 120 th , east of Lake City Way	SDOT	\$32,000
North	North neighborhoods	Sidewalk repair – west side of 35 th Avenue NW between 96 th and 97 th at the Meadowbrook Community Center	SDOT	\$11,000
North	North neighborhoods	Sidewalk improvement to NE 110 th	SDOT	\$50,000
North	North neighborhoods	Sidewalk improvement to 15 th Ave NE from 92 nd to 96 th	SDOT	\$50,000
North Subtotal				\$176,000
Northeast	University	Sidewalk installation – 30 th Avenue NE between NE 55 th Street and Blakely	SDOT	\$118,500
Northeast Subtotal				\$118,500
Northwest	Broadview – Bitter Lake – Haller Lake	Traffic circle at N 135 th Street between Meridian Avenue N and Ashworth Avenue North	SDOT	\$20,000
Northwest	Green Lake	Curb bulbs – NE 56 th and Latona Avenue NE	SDOT	\$44,000
Northwest	Licton Springs	Sidewalk installation on N 100 th	SDOT	\$30,000
Northwest	Broadview/Bitterlake	Pedestrian walkways – Greenwood Avenue N to 3 rd Avenue NW	SDOT	\$10,000
Northwest	Greenwood/Phinney	Greenwood Transportation Plan	SDOT	\$10,000
Northwest	Greenwood/Phinney	Sidewalk installation on Dayton from 86 th to 87 th	SDOT	\$70,000
Northwest Subtotal				\$184,000
Southeast	Rainier Beach	Curbs/traffic calming/landscaping – 5100 block of S Garden Street, 5100 block of S Orchard, 7200 block of Orchard Place S	SDOT	\$126,000
Southeast	Columbia City/Hillman City	Sidewalk improvement – 37 th Avenue S from Dawson to Hudson Street	SDOT	\$70,000

Overview

District Council	Neighborhood Plan	Project Title	Dept.	CRF Amount
Southeast	Columbia City/Hillman City	South Hudson walkway design	SDOT	\$5,000
Southeast Subtotal				\$201,000
Southwest	Admiral	Sidewalk repair – west side of California Avenue SW from SW Admiral Way to SW College Street	SDOT	\$23,000
Southwest	Admiral	Sidewalk repair – east side of California Avenue SW from SW Admiral to SW College Street	SDOT	\$50,000
Southwest Subtotal				\$73,000
City Wide	City Wide	Walkway Design – SvR contract		\$7,350
Grand Total				\$1,787,000

Neighborhood Matching Subfund

A number of CIP projects, particularly in the Department of Parks and Recreation CIP, include funding from the Neighborhood Matching Subfund (NMF), a subfund of the City's General Fund. The NMF was created in 1989 to provide money to Seattle neighborhood groups and organizations for a broad array of neighborhood-initiated improvement, organizing, or planning projects. Many of these projects also support neighborhood plan recommendations. Grants are made for all phases of a capital project (with the exception of property acquisition) ranging in size from a few thousand dollars to \$100,000. NMF awards often add unfunded amenities to City or other-funded projects. All awards leverage other private and public contributions; a requirement of the NMF is that the City contribution is matched with volunteer time or money.

Overview

("Libraries for All"), the Neighborhood Matching Subfund, the Cumulative Reserve Subfund, utility funds, Community Development Block Grant Funds, and other public and private sources. Two specific programs, the NSF/CRF Neighborhood program and the Neighborhood Matching Subfund, are described in more detail below.

2007 NSF/CRF Neighborhood Program

Beginning in 1999, the City set aside approximately \$1 million per year from the Cumulative Reserve Subfund (CRS) for major maintenance projects identified in neighborhood plans. In addition, SDOT had allocated \$233,000 in 2007 for the Neighborhood Street Fund for a total of \$1.2 million. These projects are identified and prioritized by the community and selected for funding by the Department of Neighborhoods, SDOT, Parks, and the Department of Finance. The selection process for \$1.2 million of 2007 funding was completed in August 2006, and as a result \$185,000 of CRS was added to the Parks CIP, \$798,000 of CRS to the SDOT CIP, and \$17,000 to the Fleets and Facilities Department (FFD). The following table lists all of the projects funded in 2006. See also SDOT project TC365770 (NSF/CRS Neighborhood Program) and three projects in the Parks CIP: Longfellow Creek Trail Maintenance (project K732357), Gas Works Park Entry Restoration (project K732358), and Kobe Terrace Landscape Restoration (project K732290) for more detail. See also the FFD project Community Based Facilities (project AIGM201). In 2007 \$1.5 million is provided by the Bridging the Gap funding package; funds have not yet been allocated to specific projects.

2007 NSF-CRS Neighborhood Program

District Council	N'hood Plan	Project Description	Dept.	CRF/NSF Amount
Ballard - 6001	Crown Hill/Ballard	Curb and sidewalk improvements where 38 th Ave NW meets at west side of Seaview Ave NW; ADA access ramps.	SDOT	\$46,000
Ballard - 6002	Crown Hill/Ballard	One block of sidewalk rehabilitation – Ballard Avenue NW from NW Market to 20 th Ave NW.	SDOT	\$50,000
Ballard Subtotal				\$96,000
Central - 6011	Central Area	Pedestrian crossing improvements on MLK at E Jefferson and E Alder.	SDOT	\$65,000
Central - 6013	Central Area	Curb bulb on 21 st Ave E at the intersection with E John.	SDOT	\$35,000
Central Subtotal				\$100,000
Delridge - 6014	Delridge	Maintenance on Longfellow Creek Trail at SW Juneau and SW Brandon, landscaping, irrigation, invasive removal, and plant understory renovation.	Parks	\$100,000
Delridge Subtotal				\$100,000
Downtown - 6021	Belltown	Sidewalk rehabilitation or one pedestrian curb bulb at intersection of 3 rd Ave. and Blanchard or Bell.	SDOT	\$25,000
Downtown - 6024	International District/Chinatown	Street resurfacing for the south side of S Washington St between 1 st Ave S and Occidental Way to correct drainage problems.	SDOT	\$70,000
Downtown Subtotal				\$95,000

Overview

District Council	N'hood Plan	Project Description	Dept.	CRF/NSF Amount
East - 6026	Pike-Pine	Sidewalk rehabilitation along Pike/Pine.	SDOT	\$95,000
East Subtotal				\$95,000
Greater Duwamish - 6027	Duwamish/Georgetown	Pedestrian safety improvements at the intersections of E Marginal Way S and 8 th Ave S and S Myrtle and 8 th Ave S.	SDOT	\$70,000
Greater Duwamish - 6030	Duwamish/Georgetown	Enhancements to S Lander St between 16 th and 17 th Ave S (contingent on Sound Transit partnership agreement).	SDOT	\$30,000
Greater Duwamish Subtotal				\$100,000
Lake Union - 6037	Wallingford	Improvements to the west entry to Gas Works Park including ADA path restoration and landscaping.	Parks	\$85,000
Lake Union - 6038	Wallingford	Planning and design for pedestrian crossing improvement on Pacific Ave. at N 37 th .	SDOT	\$10,000
Lake Union Subtotal				\$95,000
Magnolia/Queen Anne - 6042	Queen Anne	Sidewalk rehabilitation on Queen Anne Ave N between W Galer and W McGraw.	SDOT	\$45,000
Magnolia/Queen Anne - 6047	Queen Anne	Curb bulb, sidewalk improvements, ADA ramps, and pedestrian safety enhancements at NE corner of Thorndyke Ave and W Galer.	SDOT	\$31,000
Magnolia/Queen Anne Subtotal				\$76,000
North - 6059	North neighborhoods	Sidewalk along south side of NE 110 th between NE 28 th Ave. and NE 30 th Ave.	SDOT	\$68,000
North - 6061	Aurora Licton	Chicanes on the 2700 block of NE 143 rd and 30 th Ave NE.	SDOT	\$14,000
North - 6065	North neighborhoods	Planning and design of sidewalk on east-side of 8 th NE at 92 nd and 94 th .	SDOT	\$10,000
North Subtotal				\$92,000
Northeast - 6048	University	Planning and design for Sand Point Way NE between 45 th Ave NE and 47 th Ave NE	SDOT	\$20,000
Northeast - 6052		Traffic circles with curb bulbs at 50 th Ave NE and Nicklas Place NE and 50 th Ave NE and NE 52 nd St.	SDOT	\$70,000
Northeast Subtotal				\$90,000
Northwest – 6068	Greenwood/Phinney	ADA improvements to Greenwood Senior Center, 525 N 85 th St.	Fleets	\$17,000
Northwest – 6069	Aurora Licton	One block of sidewalk along 100 th street from College Way to Aurora Ave N.	SDOT	\$50,000
Northwest - 6070	Aurora Licton	Traffic circles at 93 rd St or 94 th St and Stone Way.	SDOT	\$18,000
Northwest - 6072	Northgate	Planning and design for walkway at NE 115 th St between 5 th Ave NE and Roosevelt Way NE.	SDOT	\$10,000
Northwest Subtotal				\$95,000

Overview

District Council	N'hood Plan	Project Description	Dept.	CRF/NSF Amount
Southeast - 6075	Rainier Beach	Improve existing sidewalks on S Orchard between Rainier Ave S and Seward Park S (1.5 block faces).	SDOT	\$70,000
Southeast - 6077	Columbia City/ Hillman City	Extruded curb on 36 th Ave S between S Hinds and S Spokane.	SDOT	\$30,000
Southeast Subtotal				\$100,000
Southwest - 6083	Westwood/ Highland Park	Extruded curb and sidewalk along 104 th St on south side between SW 35 th and SW 39 th (May extend along 35 th if funds are available).	SDOT	\$65,000
Southwest - 6084	Admiral	Special crosswalk paving treatment at intersection at SW Admiral Way and California Ave SW (Contingent on contractor price).	SDOT	\$24,000
Southwest - 6085	Admiral	Traffic circle at intersection of 40 th Ave SW and SW Findlay.	SDOT	\$10,000
Southwest Subtotal				\$99,000
Grand Total				\$1,233,000

Neighborhood Matching Subfund

A number of CIP projects, particularly in the Department of Parks and Recreation CIP, include funding from the Neighborhood Matching Subfund (NMF), a subfund of the City's General Fund. The NMF was created in 1988 to provide money to Seattle neighborhood groups and organizations for a broad array of neighborhood-initiated improvement, organizing, or planning projects. Many of these projects also support neighborhood plan recommendations. Awards are made for all phases of a capital project (with the exception of property acquisition) ranging in size from a few thousand dollars to \$100,000. NMF awards often add unfunded amenities to City or other-funded projects. All awards leverage other private and public contributions; a requirement of the NMF is that the City contribution is matched with volunteer labor, donated materials, professional services, or money.

Additional Policies Guiding the City's Capital Investments

City investments in capital projects are guided by a set of policies reflecting the City of Seattle's values and priorities. These policies shape how the City takes care of buildings and infrastructure; invests in capital projects in areas that have accepted growth as envisioned in the City's Comprehensive Plan; preserves the City's and greater Seattle's historic buildings and supports sustainable building practices; and ensures that all members of the community have access to the economic opportunities capital projects create. Policies also support investment in public art and ensure adherence to good design standards in all City projects. The following section details the asset preservation policy, and how it is reflected in the 2007-2012 Adopted CIP.

Asset Preservation

During 2002, the Executive undertook an assessment of the City's demands for major maintenance and facility improvement projects. This effort, which was an outgrowth of the City's update to its 2001 financial policies, was intended to develop an annual funding target for major maintenance (now called "asset preservation") investments that would reflect an updated assessment of the City's capital infrastructure. The Asset Preservation Study found that, despite achieving targets recommended by the Citizens' Capital Investment Committee in 1994,

SEATTLE.GOV City Services Departments Staff Directory About Seattle.gov City Contacts

SEATTLE.GOV
Greg Nickels, Mayor

SEARCH: Go
 Seattle.gov This Department

Seattle Parks and Recreation Home About Us Contact Us

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[Parks](#) [Centers & Pools](#) [Activities](#) [Reservations & Permits](#) [Projects & Planning](#) [A - Z Index](#)

Projects & Planning **Pro Parks Levy Development Projects**

Board of Park Commissioners ✓ = project complete

Pro Parks Levy **Click to skip down to:**
[A](#) | [B](#) | [C](#) | [D](#) | [E](#) | [F](#) | [G](#) | [H](#) | [I](#) | [J](#) | [K](#) | [L](#) | [M](#) | [N](#) | [O](#) | [P](#) | [Q](#) | [R](#) | [S](#) | [T](#) | [U](#) | [V](#) | [W](#) | [X](#) | [Y](#) | [Z](#)

- Project List
 - Project Map
 - Acquisition **✓=this project is complete**
[6th Ave NW Pocket Park](#) (formerly Whittier Substation) ✓ ([RETURN TO TOP](#))

- Development
A
[Alki Bathhouse Improvements](#) ✓
[Amy Yee Tennis Center](#) ([RETURN TO TOP](#))

- Environmental Stewardship, Maintenance & Programming
 - Opportunity Fund
 - Citizen Oversight
 - Pro Parks Levy History
B
[Ballard Commons Park Development](#) ✓
[Ballard Corners Park Development](#)
[Belltown Cottage/P-Patch Landscaping](#) ✓
[Belltown & Lower Queen Anne Waterfront Connections](#)
[Bellevue Substation Development](#)

Community Center Levy
 Major Maintenance [Bergen Place Park Improvements](#) ✓
 Neighborhood Matching Fund [Bitter Lake Reservoir Open Space Development](#) ✓
[Bradner Gardens Improvements](#) ✓

Horticulture [Brighton Playfield and Science Park](#)
 Sustainable Building & Development [Burke-Gilman Trail Improvements](#)
[Burke-Gilman University Area Improvements](#) ([RETURN TO TOP](#))

City-Wide Planning Documents **C**

Plans for Individual Parks [Cal Anderson Park Improvements On Lincoln Reservoir Cover](#) ✓
[Cal Anderson Park - shelter house project](#) ✓
 Parks Standards [Cal Anderson Park - Play Area and Other Improvements](#) ✓
[Capitol Hill Park Development](#)

Policies and Agreements [Carkeek Park Improvements](#) ✓
[Cascade People's Center](#)
 Requests for Proposals [Cascade Playground Improvements](#) ✓
 Seattle Parks Foundation [Cesar Chavez Park](#)

[Cheasty Blvd. Improvements](#) ✓
[Chief Sealth Trail Development](#) ✓
[Colman School Parking Lot](#) (now [Jimi Hendrix Park](#)) ✓



[Columbia Park Improvements](#) ✓

[Cottage Grove Park Development](#) ✓

[Cowen Park Improvements](#) ✓

[Crown Hill School Open Space Development](#)

([RETURN TO TOP](#))

D

[Dakota Place Park Development](#) (formerly California Substation)

[Denny Triangle Open Space Development](#)

[Dexter Pit Park Development](#)

([RETURN TO TOP](#))

E

[Ella Bailey Park Improvements](#) (formerly Magnolia Elementary Field) ✓

[Ercolini Property Development](#)

[Ernst Park Development](#) (formerly Fremont Park) ✓

([RETURN TO TOP](#))

F

[First Hill Park Development](#)

[Flo Ware Park Playground Renovation](#) ✓

[Fremont Peak Park](#)

([RETURN TO TOP](#))

G

[Gas Works Park](#) ✓

[Genesee Playfield Renovation](#) ✓

[Georgetown Playfield Development](#)

[Golden Gardens Bathhouse Renovation](#) ✓

[Graham Hill School Play Area](#) ✓

[Green Lake Park Plaza and Shade Garden](#)

[Greenwood Park Site Development](#) ✓

[Greg Davis Park Development](#) ✓

([RETURN TO TOP](#))

H

[Haller Lake Community Street End](#)

[Hiawatha Entry Improvements](#) ✓

[Hitt's Hill Reclamation Project](#) ✓

[Homer Harris Park](#) (formerly Central Area Park) ✓

[Horiuchi Park](#) (formerly Spruce & Squire) ✓

([RETURN TO TOP](#))

I

[I-5 Colonnade](#) (Open Space) ✓

[International District/Chinatown Community Center](#) ✓

[International District/Pioneer Square Open Space Development](#)

([RETURN TO TOP](#))

J

[Jefferson Park Expansion](#)

[Jefferson Park Pathway Development](#) ✓

[Jefferson Park Site Planning](#) ✓

[Jefferson Park Tennis Courts](#)

[Jimi Hendrix Park](#) (formerly Colman School Parking Lot) ✓

[John C. Little Sr. Park Development](#) (formerly 37th Ave. S) ✓

[Judkins Playfield](#) ✓[Junction Plaza Park Development](#)[\(RETURN TO TOP \)](#)**K**[Kubota Garden](#) ✓[\(RETURN TO TOP \)](#)**L**[Lake City Civic Core Development](#) ✓[Lake City Mini Park Development](#) ✓[Lake Union Park Development](#)[Lake Union to Elliott Bay Trail](#) (formerly Potlatch Trail)[Lake Union Trail](#)[Lake Washington Blvd Trail Improvements](#)[Laurelhurst Community Center](#) ✓[Licton Springs Habitat Restoration](#) ✓

Lincoln Annex SEE Solstice Park

Lincoln Reservoir (see Cal Anderson Park)

[Linden Orchard Park](#) (formerly Green Lake Open Space) ✓[Longfellow Creek Legacy Trail Improvements](#) ✓[Longfellow Creek Trail Improvements](#) ✓[Loyal Heights Playfield Improvements](#) ✓[\(RETURN TO TOP \)](#)**M**[Mapes Creek/52nd Avenue Walkway](#)[Maple Leaf Community Garden Development](#) ✓[Marra-Desimone Park](#)[Meadowbrook Playfield](#) ✓[Mineral Springs Park Improvements](#) (formerly North Seattle Park) ✓[MLK Jr Park Improvements](#) ✓[Montlake Community Center](#) ✓[Morgan Junction Park Development](#)[Mountain-to-Sound Greenway](#)[Mt. Baker Ridge Viewpoint Development](#)[Myrtle Reservoir Development](#)[\(RETURN TO TOP \)](#)**N**[Nantes Park Development](#) (Formerly Alki Substation-1) ✓[Northgate Park Development](#) ✓[Northlake Park Development](#) (Formerly 7th Ave NE Street End) ✓[North Teen Life Center](#) ✓[\(RETURN TO TOP \)](#)**O**[Orchard Street Ravine Improvements](#)[Oxbow Park](#) (formerly Georgetown Park) ✓[\(RETURN TO TOP \)](#)**P**[Pinehurst Pocket Park Development](#)Pioneer Square Area Park Improvements [Pioneer Square & Occidental Park](#) ✓ | [Occidental Kiosk/Structure](#)

[Plymouth Pillars Park Improvements](#) ✓ (Formerly Boren/Pike/Pine Park)

[Powell Barnett Legacy Project](#) ✓

[Puget Blvd Commons Development](#) ✓

([RETURN TO TOP](#))

Q

[Queen Anne Boulevard Improvements](#)

([RETURN TO TOP](#))

R

[Rainier Beach Public Plaza Development](#)

[Rainier Playfield Improvements](#) ✓

[Ravenna Creek Daylighting at Cowen](#) ✓

[Ravenna Creek Daylighting at Ravenna](#) ✓

[Ross Park Shelterhouse Improvements](#) ✓

[Roxhill Park Wetland Development](#) ✓

([RETURN TO TOP](#))

S

[Schmitz Park Improvements](#) ✓

[Seward Park Environmental and Audubon Center](#)

[Seward Park Hatchery Renovation](#)

[Solstice Park](#) (Formerly Lincoln Annex) ✓

South Lake Union Park SEE [Lake Union Park Development](#)

[Southwest Community Center Computer Room](#) ✓

[Southwest Community Center Teen Center](#) ✓

([RETURN TO TOP](#))

U

[University District Open Space Development](#)

[University Heights Open Space Improvements](#)

([RETURN TO TOP](#))

V

[Van Asselt Site Recreation Improvements](#) ✓

([RETURN TO TOP](#))

W

[Wallingford Playfield](#) ✓

[Wallingford Steps](#) ✓

[Ward Springs Park](#) ✓

[Warren G. Magnuson Building Improvements](#) ✓

[Warren G. Magnuson Community Garden](#) ✓

[Warren G. Magnuson Off-Leash Area](#) ✓

[Warren G. Magnuson Wetlands and Athletic Fields](#)

Washington Park Arboretum [Japanese Garden Entry](#) | [Pacific Connections](#) | [Irrigation](#)

[Westcrest Park Improvements](#) ✓

[West Seattle Stadium Improvements](#)

([RETURN TO TOP](#))

Y

[York Park Development](#) ✓ (Former York Substation)

Updated July 10, 2007

[Parks Home](#) | [Parks](#) | [Centers & Pools](#) | [Activities](#) | [Reservations & Permits](#) | [Projects & Planning](#) | [About Us](#) | [Contact Us](#)

[Seattle.gov: Services](#) | [Departments](#) | [Staff Directory](#) | [Mayor](#) | [City Council](#)



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PROJECTS & PLANNING

[Board of Park Commissioners](#)

[Pro Parks Levy](#)

[A-Z Project List](#)

[Acquisition](#)

[Development](#)

[Environmental Stewardship, Maintenance & Programming](#)

[Opportunity Fund](#)

[Citizen Oversight](#)

[Pro Parks History](#)

[Community Center Levy](#)

[Major Maintenance](#)

[Horticulture](#)

[Sustainable Building & Development](#)

[Neighborhood Matching Fund](#)

[City-Wide Planning](#)

[Documents](#)

[Plans for Individual Parks](#)

[Parks Standards](#)

[Policies and Agreements](#)

[Requests for Proposals](#)

[Seattle](#)

[Parks Foundation](#)

Pro Parks Levy Acquisition Projects

Click to skip down to:

[Neighborhood Parks](#) | [Green Spaces](#) | [Opportunity Fund Projects](#)

✓=this acquisition project is complete

NEIGHBORHOOD PARKS

[6th Ave NW Pocket Park \(Whittier Substation\)](#) ✓

[Ballard Corners Park](#) ✓

[Bellevue Substation](#) ✓

[Capitol Hill Park](#)

[Central Area Park - Homer Harris Park](#) ✓

[Dakota Place Park \(California Substation\)](#) ✓

[Delridge Open Space](#)

[First Hill Park](#)

[Lake City Civic Core](#) ✓

[Linden Orchard Park \(Green Lake Open Space\)](#) ✓

[Morgan Junction](#) ✓

[Nantes Park \(Alki Substation\)](#) ✓

[North Open Space](#)

[Northgate Park](#) ✓

[Queen Anne Park \(Uptown\)](#) ✓

[Smith Cove](#) ✓

[Sylvan Way](#)

[York Park \(York Substation\)](#) ✓

([RETURN TO TOP](#))

GREEN SPACES

[Duwamish Head Greenbelt](#)

[East Duwamish Greenbelt](#)

[Harrison Ridge Greenbelt](#)

[Kiwanis Ravine](#)

[Kubota Garden Natural Area](#)

[Leschi Natural Area](#)

[Maple School Natural Area](#)

[Me-Kwa-Mooks Natural Area](#)

[North Beach Natural Area](#)

[North East Queen Anne Greenbelt](#)

[St. Mark's Greenbelt](#)

[West Duwamish Greenbelt](#)

[Westlake Greenbelt](#)

([RETURN TO TOP](#))

OPPORTUNITY FUND PROJECTS

FIRST FUNDING CYCLE

[Ballard Corners Park](#) ✓

[Denny Triangle Urban Center](#)[Ercolini Property](#) ✓[Fremont Peak Park](#) ✓[Gateway North](#)[Greenwood Park Addition](#) ✓[Junction Plaza](#) ✓[Maple Leaf Community Garden](#) ✓[Mount Baker Ridge](#) ✓[Pinehurst Pocket Park](#) ✓[Pioneer Square/International District Urban Centers Acquisition](#)[University District Urban Center](#)**SECOND FUNDING CYCLE**[12th Avenue Village Gathering Place](#)[International District/Chinatown Community Center Expansion](#)[\(RETURN TO TOP \)](#)**Last Update June 7, 2007**[Seattle Parks & Recreation: home](#) | [calendar](#) | [a-z site index](#) | [jobs](#) | [contact us](#) | [faq](#)[Parks](#) | [Centers & Pools](#) | [Activities](#) | [Reservations & Permits](#) | [Projects & Planning](#)[Seattle.gov: Services](#) | [Departments](#) | [Staff Directory](#) | [Mayor](#) | [City Council](#)

SEATTLE.GOV	City Services	Departments	Staff Directory	About Seattle.gov	City Contacts
-----------------------------	-------------------------------	-----------------------------	---------------------------------	-----------------------------------	-------------------------------

SEATTLE.GOV
Greg Nickels, Mayor

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 Seattle.gov This Department

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Parks	Centers & Pools	Activities	Reservations & Permits	Projects & Planning	A - Z Index
-----------------------	-------------------------------------	----------------------------	--	---	-----------------------------

- Projects & Planning**
- Board of Park Commissioners
- Pro Parks Levy
 - Project List
 - Project Map
 - Acquisition
 - Development
 - Environmental Stewardship, Maintenance & Programming
 - Opportunity Fund
 - Citizen Oversight
 - Pro Parks Levy History
- Community Center Levy
- Major Maintenance
- Neighborhood Matching Fund
- Horticulture
- Sustainable Building & Development
- City-Wide Planning Documents
- Plans for Individual Parks
- Parks Standards
- Policies and Agreements
- Requests for Proposals
- Seattle Parks Foundation

Pro Parks Levy Environmental Stewardship, Maintenance, and Programming

Click to skip down to:
[Enhanced Maintenance](#) | [Environmental Stewardship](#) | [Recreational Programs](#) | [Woodland Park Zoo](#)

Environmental stewardship, enhanced maintenance, new teen programs, Learn to Swim, senior services and Zoo programs are all included in the Levy's program funding.

ENHANCED MAINTENANCE

Cleaner Parks, Comfort Stations, Community Centers and Pools: In 2003, we continued to provide cleaner parks and facilities by funding extra hours of maintenance during peak summer use of parks. Our park inspection program showed consistently higher ratings, i.e. cleaner parks, during the summer. We also spent some Pro Parks funds on "green" cleaning products, which were used effectively at many community centers.

Ballfield and Landscape Maintenance: Added staff has been instrumental in enhancing park landscapes and ballfields throughout city. Sites that were improved in 2003 include Alki Playfield, Gilman Playground, Loyal Heights Playfield, Seward Park, Ritchie Viewpoint, Hutchinson Playground, Matthews Beach, and Golden Gardens Park. Due to the record number of days without rain last summer, we needed to water recently renovated landscapes.

([RETURN TO TOP](#))

ENVIRONMENTAL STEWARDSHIP

Tree and Natural Area Crews: The added Pro Parks tree crew enables us to perform preventive maintenance on selected trees. In 2003, the crew worked at Mt. Baker Park, Mt. Clair Park, Beer Sheva Park, Gilman Playground, Rotary Viewpoint, Sunset Hill Viewpoint and many other sites. Among the accomplishments of the Natural Area Crew in 2003 was participation in 131 volunteer projects in 38 parks, cleaning out two transient encampments and two illegal dump sites, removing noxious weeds and planting more trees.

Environmental Stewardship: Our Pro Parks-funded [Environmental Stewardship](#) Unit continued working, in 2003, toward our goals of being a better environmental steward in our development and operations, and creating more environmental stewards among our



Making Bird Houses at Environmental Stewardship Summer Camp



Flowers at Green Lake



Teen Development Leader Idris Beaugard from Alki CC with youth, cleaning up Golden Gardens



The Mayor presented the 'Learn to Swim' poster contest winner, Melissa Carter, with a poster of her artwork, a swim pass, a recognition award, a Mayors T-shirt and Pen.



users. Highlights included more and better environmental education programming in summer day camps, a new program to reduce idling time for Parks vehicles, increased recycling at 43 facilities with the installation of 92 recycling stations, and increased the use of "green" cleaning products in all department facilities.

([RETURN TO TOP](#))

RECREATION PROGRAMS

The Levy is making a difference in the kinds and availability of myriad recreation programs. In particular:

Wading Pools: We used Pro Parks funds to extend the hours of wading pool operation at 10 sites in 2003. Overall we provided more than 2,000 additional hours and served 10,000 additional users.

Kids Program Access: In 2003, we provided 927 months of scholarship time for before- and after-school programs, serving a total of 123 elementary school-age children.
Senior Adult Programs: We exceeded our goal of increasing programs for senior adults by 5%.

Teen Programs: For 2003, programming for teens continued to grow. The Pro Parks-funded [Teen Development Leaders](#) offered a variety of programming with emphasis on alignment with Seattle Public Schools academic learning goals, building self-confidence among youth, and leadership skills. Program areas include but are not limited to sports and fitness, arts and culture and environmental stewardship. We serve primarily middle school-age kids with about 20,000 to 25,000 participants per year. All-city teen events included Week Without Violence, Youth Appreciation Week, and MLK Remembering the Dream. Our STEPS job readiness-environmental stewardship program (Steps Toward Environmental Partnerships) employed 54 teens, 14-17 years old, with 20 different funding partners. We also awarded 13 grants to aid youth and teen programs in 2003.

Learn to Swim: We initiated a voucher program for free swim lessons for third and fourth graders in both public schools and private schools. In 2003, we saw a 10% increase in vouchers used as compared to 2002. We served a total of 604 third graders and 472 fourth graders. Two thirds of these kids were totally new to swimming.

([RETURN TO TOP](#))

Woodland Park Zoo

Pro Parks at the Zoo: The Pro Parks Levy supports core operations at Woodland Park Zoo, including education programs, animal care, horticulture, admissions, facility maintenance, and security staff.

([RETURN TO TOP](#))



The Winning Poster!

Last Update June 7, 2007

[Parks Home](#) | [Parks](#) | [Centers & Pools](#) | [Activities](#) | [Reservations & Permits](#) | [Projects & Planning](#) | [About Us](#) | [Contact Us](#)

[Seattle.gov: Services](#) | [Departments](#) | [Staff Directory](#) | [Mayor](#) | [City Council](#)

SEATTLE.GOV City Services Departments Staff Directory About Seattle.gov City Contacts

SEATTLE.GOV
Greg Nickels, Mayor

SEARCH: Go
 Seattle.gov This Department

Seattle Parks and Recreation Home About Us Contact Us

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[Parks](#) [Centers & Pools](#) [Activities](#) [Reservations & Permits](#) [Projects & Planning](#) [A - Z Index](#)

Projects & Planning

- Board of Park Commissioners
- Pro Parks Levy
 - Project List
 - Project Map
 - Acquisition
 - Development
 - Environmental Stewardship, Maintenance & Programming
 - Opportunity Fund
 - Citizen Oversight
 - Pro Parks Levy History
- Community Center Levy
- Major Maintenance
- Neighborhood Matching Fund
- Horticulture
- Sustainable Building & Development
- City-Wide Planning Documents
- Plans for Individual Parks
- Parks Standards
- Policies and Agreements
- Requests for Proposals
- Seattle Parks Foundation

Pro Parks Levy Opportunity Fund

On May 23, 2005, the [Pro Parks Levy Oversight Committee](#) recommended projects to be funded by the second cycle of the Levy's Opportunity Fund. The Committee's recommendations were forwarded to Parks and Recreation Superintendent Ken Bounds, who forwarded his recommendations to the Mayor and City Council. Seattle City Council unanimously approved the recommended Opportunity Fund projects on September 26, 2005.

Pro Parks Levy Opportunity Fund – Second Cycle Projects			
Project	Amount	Start Date*	Project Type
Central East			
Mt. Baker Ridge Viewpoint	\$250,000	2006	Development
Powell Barnett Legacy Project	200,000	2007	Development
12 th Avenue Village Gathering Place	550,000	2007	Acquisition
Central West			
Cascade People's Center	250,000	2007	Development
ID/Chinatown Community Center	108,000	2005	Acquisition
Northeast			
Maple Leaf Community Garden	150,000	2006	Development
Pinehurst Pocket Park	100,000	2006	Development
Northwest			
Fremont Peak Park	250,000	2006	Development
Ballard Pocket Park	150,000	2006	Development
Haller Lake Community Street End	150,000	2006	Development
Southeast			
Amy Yee Tennis Center	200,000	2006	Development
Brighton Playfield and Science Park	100,000	2006	Development
Van Asselt Site Recreation Improvements	150,000	2005	Development
Southwest			
Ercolini Property	200,000	2006	Development
Junction Plaza	200,000	2006	Development
Cesar Chavez Park	100,000	2005	Development
Marra Farm Community Project	180,000	2005	Development
Subtotal: \$3,288,000			
Recommended by Committee July 2004 amended and confirmed by Committee May 23, 2005			
Northwest			
Fremont Peak Park	\$112,000	2004	Acquisition
Northeast, Central West			
Urban Centers: University District, Denny Triangle, International District/Pioneer Square	\$600,000	2007	Develop sites to be acquired through 1 st cycle, or supplement acquisition if needed.
Subtotal: \$712,000			
2nd Cycle Opportunity Fund Total: \$4,000,000			



[map of projects recommended by Oversight Committee for second cycle of Levy's Opportunity Fund](#)



* "Start Date" refers to year project will begin to receive funding. Funding may be spread over more than one year.

BACKGROUND INFORMATION

When Seattle voters approved the \$198.2 million Pro Parks Levy in 2000, it included the Opportunity Fund for unforeseen park development projects and land acquisition opportunities. The Pro Parks Levy Citizens Oversight Committee developed criteria for evaluating and choosing Opportunity Fund projects, based on City Council direction in the Levy ordinance.


In general, priority was given to projects that address a park or open space deficiency, and are in areas experiencing growth, particularly in City-designated "urban villages" or in "revitalization areas."

Second funding cycle: 2004-2005

- [Selection process timeline](#)
- [Selection criteria](#)
- [Applications received*](#)(PDF 2.5M)

More Information

- [First funding cycle: 2001-2002](#)
- [Levy ordinance language on the opportunity fund](#)
- [Seattle Parks Plan 2000](#)
- [Open Spaces Gap Report](#)

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([RETURN TO TOP](#))

Updated June 7, 2007

[Parks Home](#) | [Parks](#) | [Centers & Pools](#) | [Activities](#) | [Reservations & Permits](#) | [Projects & Planning](#) | [About Us](#) | [Contact Us](#)

[Seattle.gov](#): [Services](#) | [Departments](#) | [Staff Directory](#) | [Mayor](#) | [City Council](#)

Community Centers Built in Response to Neighborhood Plans			
Neighborhood Plan	Approximate year funded	Cost of Community Center in millions	Total Funding by Year
North Beacon	2004	\$2.5	
International District	2004	\$2.1	
First Hill	2004	\$6.6	2004: \$11.0m
Northgate	2005	\$8.9	2005: \$9.0m
MLK@Holly Street	2006	\$3.9	2006: \$3.9m
Total Funding for Community Centers from plans			\$24 million


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 Seattle.gov This Department

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[Parks Home](#) | [Jobs](#) | [News](#) | [Events](#) | [Contact Us](#) | [FAQ](#) | [A-Z Index](#)

Search Parks:



SEATTLE PARKS
AND RECREATION

PROJECTS & PLANNING

[Board of Park Commissioners](#)
[Pro Parks Levy](#)
[Community Center Levy](#)
[Major Maintenance](#)
[Horticulture](#)
[Sustainable Building & Development](#)
[Neighborhood Matching Fund](#)
[City-Wide Planning Documents](#)
[Plans for Individual Parks](#)
[Parks Standards](#)
[Policies & Agreements](#)
[Requests for Proposals](#)
[Seattle Parks Foundation](#)

Community Center Levy Program

In 1999, Seattle voters approved a renewal of the 1991 Community Centers and Seattle Center Levy, renewing Seattle Parks and Recreation's commitment to renovate and expand old facilities and provide new centers. The levy totals \$72 million spread over eight years. The nine community center and two neighborhood projects will receive a total of \$36 million from the levy.

THE LEVY WILL...

- Bring some existing public buildings up to code and make them safe
- Renovate old spaces to meet today's needs
- Expand community centers to provide more program space for children and youth, families, seniors and festivals
- Make our centers accessible to all, including the disabled
- Build new centers in areas currently under served

COMMUNITY PARTICIPATION

The [Park Development and Acquisition Communications Plan 2001](#) outlines the strategies and methods that will be used to involve and inform the public and City staff in Seattle Parks and Recreation improvement and acquisition projects.

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CURRENT PROJECTS

✓ - project complete!

- [Belltown](#)
- [High Point](#) ✓
- [ID/Chinatown](#) ✓
- [Jefferson](#) ✓
- [Northgate](#) ✓
- [Sand Point](#) ✓
- [Southwest](#) ✓
- [Van Asselt](#) ✓
- [Yesler](#) ✓

CONTACT INFORMATION

For more information please call Erin Devoto, Planning and Development Division Director, at 206-233-7937 or e-mail her at erin.devoto@seattle.gov

Last Update June 7, 2007

[Seattle Parks & Recreation: home](#) | [calendar](#) | [a-z site index](#) | [jobs](#) | [contact us](#) | [faq](#)

[Parks](#) | [Centers & Pools](#) | [Activities](#) | [Reservations & Permits](#) | [Projects & Planning](#)

[Seattle.gov: Services](#) | [Departments](#) | [Staff Directory](#) | [Mayor](#) | [City Council](#)

Libraries Coordinated with Neighborhood Plans			
Neighborhood Plan	Approximate year funded	Cost of Library in millions	Total Funding by Year
Wallingford	1999	0.4	1999: \$0.4 m
Capitol Hill	2002	4.4	
Delridge	2002	3.0	2002: \$7.4m
Admiral	2003	0.8	
Rainier Beach	2003	3.1	2003: \$3.9m
Columbia City	2004	3.2	
Crown Hill/Ballard	2004	6.5	
Greenwood	2004	6.5	
Morgan Junction	2004	3.0	2004: \$19.2m
Lake City	2005	2.0	
Northgate	2005	5.1	2005: \$ 7.1m
Centra.	2006	3.5	
South Park	2006	3.0	2006: \$6.5m
North Beacon	2007	4.8	2007: \$4.8m
Total funding for libraries mentioned in plans			\$49.3 million


[Libraries for All Index](#)
[Library Home Page](#)

Key Contacts, Libraries for All Capital Projects

Libraries for All Capital Program Office:

(206) 615-1698

email: capital.program@spl.org

Return to Libraries for All [Capital Project Information](#) page

Suggested print format: landscape

LIBRARY PROJECT/CIRP SUBCOMMITTEE	SCHEDULED COMPLETION DATE	<u>Citizen Implementation Review Panel</u> (CIRP) STEWARD(S)	<u>LIBRARY BOARD</u> STEWARD	LFA PROJECT MANAGER	FRIENDS OF THE LIBRARY CONTACT
Ballard Branch (REPLACE) NEW SITE: 5614 22nd Ave. N.W. Seattle, WA 98107 (206) 684-4089	Opened May 14, 2005		Linda Larson	David Kunselman	
Beacon Hill Branch (REPLACE) NEW SITE: 2821 Beacon Ave. S. Seattle, WA 98144 (206) 684-4711	Opened July 10, 2004	Amy Kaminishi	Gordon McHenry Jr.	David Kunselman	Liz Walsh-Boyd (206) 324-6351
Broadview Branch (EXPAND) 12755 Greenwood Ave., N. Seattle, WA 98133 (206) 684-7519	2007	Dennis Ross, Stephen Lundgren	Eric Liu	Glenn Osako	---

Appendix X: Libraries for All Bond Projects

Capitol Hill Branch (REPLACE) 425 Harvard Ave. E. Seattle, WA 98102 (206) 684-4715	Opened May 31, 2003	Monica Moravec, Suzanne Kotz	Greg Maffei	Douglas Bailey	---
Citizen Implementation Review Panel	---	Joseph Smith, chair Emily Wheeler, vice chair	Marie McCaffrey	Marilynne Gardner, chief financial and administrative officer	---
Central Library (REPLACE) 1000 Fourth Ave. Seattle, WA 98104 (206) 386-4100	Opened May 23, 2004	Joseph Smith, Cher Ravagni, Monica Moravec	All; Building Committee	Alex Harris, former capital program director	---
Columbia Branch *2 (EXPAND) 4721 Rainier Ave. S. Seattle, WA 98118 (206) 386-1908	Opened Aug. 22, 2004	Denise Harnly	Linda Larson	Justine Kim	---
Delridge Branch (NEW) 5423 Delridge Way S. W. Seattle, WA 98106 (206) 733-9125	Opened June 29, 2002	Vivian McLean	Greg Maffei	David Kunselman	---
Design & Construction Efficiency Subcommittee (CIRP)	---	Ellen Judson, Monica Moravec, Gary Frisch	---	---	---
Douglass-Truth Branch¹ (EXPAND) 2300 E. Yesler Way Seattle, WA 98122 (206) 684-4704	Opened Oct. 14, 2006	Amy Kaminishi	Gordon McHenry Jr., Michael Parham	Frank Coulter	---
Finance Subcommittee (CIRP)	---	Amy Kaminishi, Kevin Patrick	---	---	---

Appendix X: Libraries for All Bond Projects

Fremont Branch *2 <i>(RENOVATE/ ADDITION)</i> 731 N. 35 th St. Seattle, WA 98103 (206) 684-4084	Opened April 16, 2005	Suzanne Kotz, Tim Baker	Gordon McHenry Jr.	Justine Kim	---
Green Lake Branch *2 <i>(RENOVATE)</i> 7364 E. Green Lake Dr. N. Seattle, WA 98115 (206) 684-7547	Opened March 6, 2004	Elizabeth Umbanhowar	Linda Larson	Frank Coulter	
Greenwood Branch <i>(REPLACE)</i> 8016 Greenwood Ave. N. Seattle, WA 98103 (206) 684-4086	Opened Jan. 29, 2005	Elizabeth Umbanhowar	Gilbert W. Anderson	Frank Coulter	
High Point Branch <i>(REPLACE)</i> 3411 S.W. Raymond St. Seattle, WA 98126 (206) 684-7454	Opened June 19, 2004	Vivian McLean, Dennis Ross	Gilbert W. Anderson	Justine Kim	---
International District / Chinatown Branch <i>(NEW)-</i> Village Square II 713 Eighth Ave. S. Seattle, WA 98104 (206) 386-1300	Opened June 11, 2005	Emily Wheeler	Eric Liu	David Kunselman	---
Lake City Branch² <i>(EXPAND)</i> 12501 25 th Ave. N.E. Seattle, WA 98125 (206) 684-7518	Opened Oct. 22, 2005	Emily Wheeler	Eric Liu	Frank Coulter	
Madrona-Sally Goldmark Branch <i>(RENOVATE)</i> 1134 33 rd Ave. Seattle, WA 98122 (206) 684-4705	2008	Suzanne Kotz, Joseph Smith	Michael Parham	Justine Kim	---

Appendix X: Libraries for All Bond Projects

Magnolia Branch² (RENOVATE) 2801 34 th Ave. W. Seattle, WA 98199 (206) 386-4225	2008	Monica Moravec	Michael Parham	Justine Kim	
Montlake Branch (REPLACE) NEW SITE: 2401 24 th Ave. NE Seattle, WA 98112 (206) 684-4720	Opened Aug. 12, 2006	Ellen Judson, Suzanne Kotz, Valerie Wonder	Gilbert W. Anderson	Justine Kim	---
NewHolly Branch (RELOCATE) 7058 32 nd Ave. S., Suite 104 Seattle, WA 98118 (206) 386-1905	Opened Nov. 20, 1999		Greg Maffei	Douglas Bailey	---
North East Branch² (EXPAND) 6801 35 th Ave. N.E. Seattle, WA 98115 (206) 684-7539	Opened June 26, 2004		Eric Liu	Frank Coulter	Sidney Hallam (206) 525- 0456
Northgate Branch (NEW) 10548 Fifth Ave N.E. Seattle, WA 98125 (206) 386-1980	Opened July 15, 2006	Ellen Judson, Monica Moravec, Julia Airyang Park	Greg Maffei	David Kunselman	---
Opportunity Fund Subcommittee - 2000 (CIRP)	---	Amy Kaminishi, Joseph Smith	Gordon McHenry Jr.	Douglas Bailey	---
Opportunity Fund Subcommittee - 2003 (CIRP)	---	Monica Moravec, Dennis Ross, Elizabeth Umbanhower, Emily Wheeler	---	---	---
Queen Anne Branch ^{*2} (RENOVATE) 400 W. Garfield St. Seattle, WA 98119 (206) 386-4227	2007	Monica Moravec, Gary Frisch	Gilbert W. Anderson	Julie Lawton	

Appendix X: Libraries for All Bond Projects

Rainier Beach Branch (<i>EXPAND</i>) 9125 Rainier Ave. S. Seattle, WA 98118 (206) 386-1906	Opened Jan. 17, 2004	Emily Wheeler, Denise Harnly	Gordon McHenry Jr.	Frank Coulter	---
Sand Point Branch (<i>NEW</i>)	Project canceled	Cher Ravagni, Dennis Ross, Emily Wheeler	Eric Liu	---	---
South Park Branch (<i>NEW</i>) 8604 Eighth Ave. So. at South Cloverdale Street. Seattle, WA 98108	Opened Sept. 9, 2006	Joseph Smith, Emily Wheeler, Gary Frisch	Linda Larson	Frank Coulter	---
Southwest Branch (<i>EXPAND</i>) 9010 35 th Ave. S.W. Seattle, WA 98126 (206) 684-7455	Opened March 10, 2007	Joseph Smith, Dennis Ross	Greg Maffei	Justine Kim	Sarel Rowe (206) 937- 3499
University Branch *2 (<i>RENOVATE</i>) 5009 Roosevelt Way N.E. Seattle, WA 98105 (206) 684-4063	2007	Ellen Judson	Gilbert W. Anderson	Julie Lawton	---
Wallingford Branch (<i>RELOCATE</i>) 1501 N. 45th St. Seattle, WA 98103 (206) 684-4088	Opened Jan. 29, 2000		Gilbert W. Anderson	David Kunselman	---
West Seattle Branch *2 (<i>RENOVATE/ ADDITION</i>) 2306 42 nd Ave. S.W. Seattle, WA 98116 (206) 684-7444	Opened April 3, 2004	Joseph Smith, Vivian McLean, Dennis Ross	Linda Larson	Frank Coulter	---

*Indicates Carnegie-funded library

1 Indicates Carnegie-era, but not Carnegie-funded library

2 Indicates local landmark status

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Content modified: 31 May 2007

05/31/2007

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 **City of Seattle**
Neighborhood Involvement Structure

Department of Neighborhoods



City Neighborhood Council

Representative from each District Council

1. Recommend Neighborhood Matching Fund Projects to Mayor and City Council
2. Oversee Budget Priority Process
3. Implement Neighborhood Planning and Assistance Program



Thirteen District Councils

1. Rate Neighborhood Matching Fund Projects
2. Funnel for Budget Requests
3. Forum for Community Issues



**Representatives from Organizations
such as:**

- Community Councils
- Local Chambers of Commerce
- PTSA's
- Non-Profit Organizations

Appendix XII. Interview Subjects

Interview Subjects for Neighborhood Plan Implementation Audit			
	City/Former City	Neighborhood	Non-profit/other
1	Ann Sutphin	*Cheryl Klinker	Carmen Sirianni
2	Bernie Matsuno	*Chris Leman	Michelle Bates-Benetua
3	Bob Tobin	*Cindi Barker	Sharon Lee
4	Catherine McCoy	Denise Gloster	
5	Rebecca Herzfeld	*Irene Wall	
6	Jason Wachs	*Jody (Haug) Grage	
7	Jennifer Winkler	*Karen Buschow	
8	<i>Jim Diers**</i>	* <i>Charlie Cuniff**</i>	<i>Jim Diers**</i>
9	John Skelton	*Mimi Sheridan	<i>Charlie Cuniff**</i>
10	John Rahaim	Pat Murakami	
11	John Eskelin	*Suzie Burke	
12	Kevin Stoops	*Lise Kenworthy	
13	Kristen Simpson	Tony To	
14	Anne Fiske-Zuniga	Dawn Blanch	
15	Nathan Torgelson	*James Luster	
16	Nora Liu		
17	Rick Hooper		
18	Scott Minnix		
19	Steve Johnson		
20	Tom Hauger		
21	Tony Mazella		
22	Vince Lyons		
23	Claudia Arana		
24	Phyllis Shulman		

*These neighborhood representatives worked on the original planning groups developing their neighborhood plans.

**Listed in two capacities

Appendix XIII. Change In Selected Department Budgets 2000 Through 2007

SELECTED CITY DEPARTMENT BUDGETS 2000 - 2007 converted to 2007 dollars via http://woodrow.mpls.frb.fed.us/research/data/us/calc/										
Dollars in 000										
Department	2000	2001	2002	2003	2004	2005	2006	2007	difference in dollars 2007 - 2000	% difference 2007 - 2000
Arts Commission	\$ 2,939	\$ 3,722	\$ 2,392	\$ 2,648	\$ 2,543	\$ 1,915	\$ 2,052	\$ 2,382	\$ (557)	-19%
City Auditor	1,154	1,367	1,329	1,186	1,180	1,069	1,068	1,071	\$ (83)	-7%
DON w/o new programs	8,585	9,123	8,843	7,964	6,659	6,777	6,975	8,022	\$ (563)	-7%
Mayor's Office	2,639	2,582	2,063	2,633	2,551	2,489	2,508	2,814	\$ 175	7%
Law	14,966	15,127	14,455	14,087	13,722	13,672	14,765	16,888	\$ 1,922	13%
Municipal Court	21,902	22,814	22,266	21,721	21,219	19,947	20,365	25,056	\$ 3,154	14%
Police	168,204	177,326	182,897	188,563	189,603	188,024	193,940	208,345	\$ 40,141	24%
Legislative	7,160	7,582	8,014	8,196	9,369	9,386	9,710	11,313	\$ 4,153	58%
Parks and Recreation*	36,890	39,415	40,261	37,328	38,825	34,905	68,146	72,329	\$ 35,439	96%
Human Services	23,788	29,213	29,611	27,031	26,124	36,441	40,006	47,329	\$ 23,541	99%
Housing	574	618	1,493	-			2,523	2,928	\$ 2,354	410%

Appendix XIV. Comments of Professor Carmen Sirianni

September 5, 2007

To: Rich Richmire, Assistant City Auditor, City of Seattle

From: Carmen Sirianni, Professor of Sociology and Public Policy,
Brandeis University: sirianni@brandeis.edu

Re: Seattle Neighborhood Plan Implementation, September 2007, Draft4a.doc

First, sorry for the delay in responding. I was at the American Political Science Association annual meetings in Chicago. In fact, one of my presentations was on neighborhood planning in Seattle, and there was a great deal of interest, as well as clear recognition by several leading political scientists (e.g. Jeffrey Berry, author of the now classic *Rebirth of Urban Democracy*, Brookings Institution Press, 1993) who have written about systems of neighborhood systems of representation across the U.S. that Seattle is, indeed, a very prominent model in the field, as you note in this draft. A long conversation with Professor Archon Fung of Harvard's Kennedy School of Government, whom I consider to be the single most important scholar in the U.S. today on urban systems of citizen participation as "accountable autonomy" (Archon Fung, *Empowered Participation: Reinventing Urban Democracy*, Princeton University, 2004), also confirmed the importance of the Seattle model. I hope those who read your report can fully appreciate what a gem of an innovation neighborhood planning in Seattle has been, despite its imperfections.

Overall, I found this audit to be very consistent with the research I have done on Seattle's neighborhood planning ("Neighborhood Planning as Collaborative Democratic Design: The Case of Seattle," *Journal of the American Planning Association* 73:4, Fall 2007), as well as for the more extended analysis of Seattle's neighborhood system that is chapter 3 in my forthcoming book, *Investing in Democracy: Government as Civic Enabler*). What you have done deepens considerably our understanding of plan implementation and grounds it more firmly in important new data. This report is a major accomplishment, certainly in terms of adding to the knowledge-base of scholars like myself and others focused on these kinds of questions, but also for the City of Seattle seeking to understand accomplishments and problems to date and committed to moving forward.

Let me comment on a few things, more or less in the order that they appear in this draft, broken down into 3 broad (but overlapping) categories:

Analysis

1. **Introduction** (7): perhaps also list the number surveyed here.
2. **Table 1** (11): very useful. Might it be possible to make some very rough estimates of resource claims associated with each category?
3. **Funding streams** (12): also nice that you have this in a comprehensive overview. I think few people know this.
4. **Coordination** (13): the marked increase you found during the earlier phases of implementation is very impressive, especially alignment of department and neighborhood plans, as well as new staff positions in Parks and SDOT to work with sector managers.
5. **Education** (13-14): one of the most important components of participatory democratic theory and research over the past four decades is its educative capacity (Berry, noted above, reviews much of this research and theory). It is important that you call attention to this in the design of the planning itself before 1999, as well as the budget (\$100,000) to support the Neighborhood Leadership Training Project in 1999, and especially the results that you find: enhanced citizen understanding of the tradeoffs needed to protect the environment surrounding the city, for instance, and greater understanding of related funds and programs by engaged citizens, who could then participate more knowledgeably.
6. **Community building** (14-16): very important, and you can certainly quote my own work here. I must reiterate that while all such efforts at inclusion have been imperfect in other cities as well, I was enormously impressed (during my own interviews) by the staff at Seattle DON in terms of their sensibilities and approaches, which incorporated the best practices of “relational organizers” in multi-racial and multi-ethnic initiatives across the U.S. As Wesley Skogan (Northwestern University), the foremost authority on participatory forms of community policing, shows in his latest book, based on more than a decade of rigorous evaluation work in Chicago (*Police and Community in Chicago*, Oxford University Press, 2006), it is possible to be effective and inclusive in such systems of participation, *if the city is willing to invest in training and outreach*. Some communities (immigrants, refugees) are harder to involve than others, to be sure, but I don’t know any department of neighborhoods that is doing a better job than Seattle’s.
7. **Ongoing citizen participation** (16-17): important, but uneven, as you say.
8. **Quelling of neighborhood anger and avoidance of legal battles** (17): Conlin is certainly right overall, but is there comparative data on the number of suits? Probably very hard to come by, but it might be worth a try at a later date, or to try to devise a way of tracking trends in specific kinds of litigation from here on out.

- 9. Staff support (17-20):** emphasis on neighborhood sector managers is very much on target. Their role was critical in moving and coordinating among department staff, keeping neighborhood stewards focused and enthusiastic. I would stress also their role in *building trust* across the networks of stakeholders *within* neighborhoods, as well as *within* city departments, and also generating credibility in the City's commitments. As one of the neighborhood planning group chairs during planning and implementation told me, it was the sector manager's role in facilitating these networks that was so critical to the work they were able to accomplish. In my own research across various cities, states, and federal agencies, I found the sector manager's role as "relational pivots" in what Harvard University's Robert Behn (*Rethinking Democratic Accountability*, Brookings Institution Press, 2001) calls "360-degree accountability," to be the most robust I have found to date. The district coordinators, who took up some of their responsibilities after sector managers were eliminated, as you so correctly point out, never have had the authority, time/focus, and (in some cases) skills to be a good substitute. Your discussion of the other staff (Geographic Representatives in SDOT and instructing managers in Parks) could have a bit more on what they did, but your emphasis on the impact of cutting such positions, as well as Table 2 on the full range of staff positions and trends/cuts from 1999-2007, is very revealing. The drop is quite dramatic and shows a serious decline in the city's commitment to invest in an important part of the institutional infrastructure for effective collaboration with citizens. I believe that, while the decision to preserve direct services over support services in this area might make short-term political sense, letting the infrastructure contract so much (especially given such a notable model) is not very wise for the longer run, and almost certainly weakens the City's capacity to do its business in a way that engages citizens energetically and productively.
- 10. Neighborhood support in form of dedicated community participants (20):** the report brings out a very important point that is often missed in studies of citizen participation, especially in neighborhoods, namely, that some citizens have very high-level skills (professional planning, management, budgeting) that adds to the overall skill set for complex problem solving, having a multiplier effect for the City's resources and (I would add) enabling other less skilled citizens to also participate more effectively (e.g. in a team, stewardship group). In some of my recent interviews with neighborhood planning activists, for instance, I was struck by their high skill levels in a way that vividly brought out for me a larger finding in multi-national political science studies (e.g. Ronald Inglehart, *Culture Shift in Advanced Industrial Society*, Princeton University Press, 1990), namely: citizens utilizing post-industrial organizational skills on their jobs, such as a Boeing manager with years of experience working on complex collaborative projects, not only have an enormous amount to contribute to neighborhood planning, but find it very hard to swallow when the City fails to design the process to allow them to bring such skills fully to bear on concerns dear to their hearts in their own neighborhoods. It is like being treated as a fully effective adult citizen at work and then being infantilized by City planning routines in your own neighborhood. This can generate a lot of anger. Oddly, in a sense, the Neighborhood Matching Fund counts such skilled contributions as part of the match, and yet it is too easily missed that they also are part of effective neighborhood planning and implementation as well. Even more reason to calculate the

losses from staff cuts (sector managers etc) in the preceding point. If any city is at the cutting edge of post-industrial job skills that are transferable to neighborhood planning and other collaborative civic projects, certainly it must be Seattle. Not building upon that potential as much as possible would be incredibly short-sighted. Sometimes it is easy for the City, operating with good commitments to diversity and social justice, to perhaps simply see white homeowners, when it ought to see potential leaders with the kind of skills that can be utilized for the broad public good in a complex environment crying out for such skills.

- 11. Leveraging other resources (20-21):** also a critical point, adding to the multiplier effects, though less so for leveraging NMF-type funds (since internal to city), more so for external sources of funding (businesses, community development corporations and national CDC funders and intermediaries, foundations). It would be good if the City could begin to calculate this, even roughly (it would be hard to separate out other factors helping to attract external funding, of course), and also to restore sector managers with a more proactive and accountable role in ensuring that such leveraging occurs. More on this below.
- 12. Elements adopted into laws and procedures (21):** very good to point this out, and previous discussions of neighborhood planning miss this.
- 13. Inclusion of neighborhood plan recommendations into subsequent City planning efforts (21-22):** it is a very important finding that virtually all of the other subsequent planning efforts took the neighborhood plans into consideration. Of course, we still need to know how seriously they were considered, with what impact, but this would take a lot more research. More importantly, it seems clear from Table 3 that neighborhood planning established and has sustained an important *norm* of aligning with democratically generated neighborhood plans. Such norms are a critical step in changing the culture of planning agencies and governance networks (see Robert Agranoff, *Managing Within Networks: Adding Value to Public Organizations*, Georgetown University Press, 2007; Carmen Sirianni, “Can a Federal Regulator Become a Civic Enabler? The Case of the U.S. Environmental Protection Agency,” *American Behavioral Scientist*, forthcoming, Winter 2008).
- 14. Money and other resources (24-25):** Table 4 is very useful for showing the trends in each City source of funding since 1999. Perhaps some discussion of why the empty cells in SPU, City Light after 2000 would be helpful.
- 15. Perceived progress has been slow or non-existent in some areas (25-26):** all good points, each with a different dynamic/rationale, but reinforcing a larger skeptical view among some residents and especially citizen activists. I found similar views in my more recent interviews. The perception of lack of ownership is serious, and almost inevitable in some departments, especially with staff turnover and other changes in the overall environment. Inevitable, i.e., unless sector managers were to be restored or a good substitute found, combined with more leadership from the top.

Critiques

- 16. Reducing support infrastructure (27):** a point that is very consistent with my own analysis in Seattle and elsewhere and that of much of the best research in the field (Fung, Skogan, various recent articles in the *Journal of the American Planning Association*, *Public Administration Review*, and similar journals). The more complex and dynamic the issues and the overall environment, the more that staff support is essential for sustained, collaborative, and effective citizen engagement.
- 17. Aging of the Implementation Process (27):** important points distinguishing the various departments, yet with the larger point that there has been serious overall erosion. Virtually all of the scholarly literature on city (and other) bureaucracies would predict the reversion to old procedures in the absence of staff support that is part of a larger culture change strategy (for example, see the work of one of our most distinguished public service scholars, Paul Light, *Sustaining innovation: Creating nonprofit and government organizations that innovate naturally*, Jossey-Bass, 1998).
- 18. Communication, reporting, seeking input (27-28):** good that you point to the lack of routine access to implementation updates, limited information from city departments, unevenness of DON District Coordinators' performance on this (keeping in mind that they are overloaded with other responsibilities), and inflated claims in the City's Capital Improvement Program. All these erode trust, which is such an essential ingredient for productive collaboration of citizens and City departments.
- 19. Maintaining activism by all parts of the community (28):** this is a challenge in all cities that have substantial diversity in terms of race/ethnicity, homeownership, income etc. Chicago's community policing program (the best large city one in terms of engaging residents and the most thoroughly studied and evaluated) shows that city government can make real progress (in this case, with very positive outcomes on the engagement and effectiveness of joint problem solving among African Americans, less so in immigrant Latino communities) *IF* the city is willing to commit the resources (staff support, training, communication/outreach budgets). This does not mean that the typical white home-owning activists in the community councils and district councils in Seattle don't have to make some changes, which (from my interviews) seem to have less to do with exclusionary or racist attitudes, than genuine conundrums of how the district councils (plan stewardship groups, etc.) involve staff-based service organizations (serving/representing some of those traditionally excluded) without at the same time compromising the ethos of democratically elected neighborhood representatives. In an earlier interview with DON district coordinators, I could see some creativity in expanding the kinds of organizations represented in the district councils, and what appeared to be a longer-term inclusion strategy. In my more recent interviews with some citizen activists, however, it seemed that they themselves might be a bit stuck on this issue. It is hard for me to believe that there aren't workable solutions to this problem of representation/inclusive engagement, since all activists I have interviewed seemed to truly share inclusive values.

Again, as you note, staff support for more consistent outreach is a critical ingredient. In a dynamic and increasingly diverse city like Seattle, it is not possible to achieve democratic inclusion (Iris Young, *Inclusion and democracy*, Oxford University Press, 2000) on the cheap. If Seattle does not build upon the noteworthy efforts of inclusion of DON generally, and neighborhood planning in the 1990s in particular, it could too easily become part of the larger trend where *all* groups (whites homeowners as well as immigrant renters) become less engaged as a result of the challenges of diversity, as Robert Putnam of the Kennedy School of Government at Harvard University has demonstrated in his most recent work (Robert D. Putnam, “*E Pluribus Unum: Diversity and Community in the Twenty-first Century*,” *Scandinavian Political Studies* 30:2 (2007), 137-74). Perhaps there are some “deals” that can be made here: giving the typical white home-owning activists more of what they want in the new planning revisions in return for more robust ways of engaging those typically less involved in neighborhood representation systems (including nonprofits serving them), along with ways of overseeing, evaluating and revising, as necessary. There is a lot of room for restoring some of the trust that has dissipated over the last several years.

20. Problems with the quality of the implementation database (28-29): also an important finding, one that helps explain both decline in citizen enthusiasm/trust and the decline of staff orientation to the plans. The selected sample of 100 database items, though unrepresentative, is very encouraging.

21. Lack of templates and consistent frameworks, and unmanaged expectations (29-30): important points, but also inevitable that the first round of such an ambitious innovation as Seattle’s neighborhood planning would produce unevenness (also given unevenness of civic capacity in neighborhoods). The issue is the learning that emerged (e.g. some of the good design components only emerged in the process from 1994-99), and that informed the sector manager design later, and that can still go forward. The complaint of some citizen activists of late emergence of the need to consider budget constraints and prioritize recommendations, while legitimate in the sense that their process was distorted at the back end as a result, can also be read as a story of the glass half full: the City *did* do the right thing in requiring prioritization and consideration of limited resources, learned in the process, and by-and-large recovered from its initial short-sightedness. The City did not have a budget beforehand for all the envisioned recommendations (as, say, Minneapolis did when it launched its Neighborhood Revitalization Program around the same time (as Elaine Fagotto and Archon Fung analyze in “Empowered participation in urban governance: The Minneapolis neighborhood revitalization program,” *International Journal of Urban and Regional Research*, 30(3) (2006), 638-55). The City of Seattle took a leap that, by and large and under the circumstances, turned out to be very wise: engage residents in visioning and planning, then come back and ask them whether they would support bonds and levies to help implement some of their wishes, and work from there to get departments to begin collaborating with neighborhoods in a different way that promised to move beyond much of the contentiousness of previous years. The mayor and city council took a big risk in 1994 that proved wise on many fronts, even though some expectations would rise beyond what could realistically be managed.

Of course, future rounds of neighborhood planning should build in more budget realism and self-prioritization from the beginning, and also challenge neighborhood organizations and their various partners to engage in more consistent asset-based community development (but, again, with support of City staff). Perhaps one way of expanding the diversity of organizations represented in the district councils is to create incentives and expectations for nonprofits to contribute broadly to the community in terms of asset-based community development, so that traditional community councils can better recognize nonprofits' broad contributions in their districts, and (even better) their efforts to engage their "clients" as "citizens" (as John McKnight of Northwestern University has so famously put it in developing the asset-based approach). More clients acting as citizens in asset-based community development could lessen the concern of some community councils about expanding representation in the district councils, since nonprofit staff could then point to ordinary citizens who are engaged and contributing, and not just themselves as representing "narrow" or "staff-dominated" interests. In short, traditional neighborhood forms of representation need to open up, but so do traditional forms of non-profit staff-dominated action in communities.

- 22. Burnout, and latecomer issues (30):** these are critical issues that need to be addressed, and "remedies" designed into the system very intentionally and systematically. In any process that is designed to be long-term, such as neighborhood planning and all its related planning sisters, it is simply inevitable that citizens move on to different things, sometimes become exhausted, staff in departments turn over, new people move into the neighborhood or become newly engaged in certain issues – and that issues and priorities will themselves change in such a dynamic environment. The intentional design for how to manage such inflow/outflow and turnover should also be normatively justified in terms of values of diverse democracy and social justice. Burnout and latecomer issues should not be used to justify reversion to top-down planning practices. Robert Dahl, our most prominent democratic theorist for many decades and still *emeritus* at Yale, once famously wrote that all participatory democratic designs need to first address the question, "what *demos*?" – i.e. which citizens constitute a specific polity, such as neighborhoods or watersheds? If democracy means rule by the *demos*, "which people" are to rule? This question is no less relevant for neighborhood planning in Seattle today: which citizens, community councils, nonprofits are to be part of the essential mix of devising workable and fair plans that serve the larger public good?
- 23. Subsequent planning issues overshadow neighborhood plans and contribute to cynicism among some citizen participants (30-31):** a good point to note but, again, requires a more imaginative solution than some citizen activists may be prone to contemplate. They are right to worry about the displacement of the democratically constituted community councils and district councils in favor of nonprofit representation through privileged nonprofit channels and financial connections to the City, but (as noted above), such groups also need some form for collaborative representation in the neighborhood planning system.

Suggestions for update process

The many points in this section are good ones, though perhaps the most critical ones could be highlighted more. I would only comment:

- 24. Plan for long-term management of the plans from the beginning, including funding of the long-term effort (32):** all the points you make here are most critical, as I have indicated in one way or another above. Establishing positions with sufficient stature and authority to bring the necessary resources together to implement the plans, as in the original design of the sector manager role (or some robust substitute), is indispensable for: generating trust and 360-degree accountability (which entails managing expectations, effective systems of reporting in the implementation database, restraining everyone's tendency to revert to silos); coordinating among departments; continually identifying new staff in departments as others move on (i.e. a broad network-building strategy across city government and among new hires who may have community organizing and collaborative facilitation skills); maintaining organizational/plan memory. Also, of course, training new staff. (U.S. EPA headquarters, for instance, is currently designing training for its middle managers in DC and the regional offices to enable them and the staff they supervise to learn how to work more collaboratively with communities and other stakeholders. I have just reviewed for the headquarters team the second draft of their new training manual. This is hardly an issue peculiar to Seattle.) The budgetary cost of sector managers (or robust substitutes) could be justified partly in terms of their role in helping neighborhood planning groups leverage outside funding (federal, state, foundations), as well as other types of assets, with support to help them do this and an accountability system to measure their success (or not) in doing so. Sector managers never had enough time to prove their full potential in this way, even though they did in other important ways.
- 25. Include a process for obtaining broad community input at regular intervals over the life of the plan (32):** critical point, especially outreach to a full array of groups (perhaps built upon more inclusive district council design), and generating cultural competence (with appropriate resources/training etc). Restoring DON's Neighborhood Leadership Training Project could certainly help here. Indeed, one could see the leadership program as helping nonprofits learn asset-based rather than deficit-driven and client-dependent modes of operating, thereby enhancing diversity of representation.
- 26. Establish a plan template (33):** this seems much needed, though with some flexibility. It should be noted that the community policing beat plans in Chicago and the school improvement plans in its local school councils represent such templates, and not only are enabling of better citizen work, but also serve the purpose of citizen accountability for their work – for results. (On this, see especially Fung, *Empowered Participation*).
- 27. Ensure participants prioritize recommendations from the start (33):** essential, if not from day one, at least as an expectation that they will build this into their mindset and process. One neighborhood plan leader mentioned that their consultant developed a very nice exercise for prioritization (with Monopoly-type dollars in a game-like format), and there are certainly other ways for citizens to do this.

28. Aligning neighborhood and the multitude of other planning efforts (33): absolutely critical for effective work, sustaining citizen trust (e.g. that their plans are not submerged in the maze of all the other planning efforts and bureaucratic avoidance strategies), and building a broad *collaborative planning culture*, rather than just separate incidents or processes of collaboration (as planning theorist Patsy Healey argues in *Collaborative planning: Shaping places in fragmented societies*, Palgrave Macmillan, 2006).

Appendix XV. Comments of Jim Diers, former Director, Department of Neighborhoods

Neighborhood Plan Implementation

Comments by Jim Diers on Draft Report by Office of City Auditor

Thanks to Councilmember Sally Clark for requesting this much-needed report on neighborhood plan implementation and kudos to the Office of City Auditor for doing such good work! It seems to me that you did a thorough and fair job of reviewing neighborhood plan implementation and that you have made some helpful recommendations. My concerns/suggestions are very limited.

Your survey results were fascinating. I was amazed that 821 people took time to complete the survey and I was pleased to note that 93 percent of respondents indicated that the neighborhood planning process had produced positive impacts in their neighborhoods. I was surprised, however, that such a high percentage of people identified negative impacts from the plans. It would have been interesting, I think, if you had asked people to compare their experience with plan implementation before and after the current administration.

On page 19, I wish that you would have done more analysis of the budget cuts and their impact on plan implementation. Yes, there was a large budget gap during the first year of the new administration (even though the budget of the mayor's office increased- do they provide a direct service?) but, as I recall, the cuts fell disproportionately on the Department of Neighborhoods and neighborhood plan implementation in particular. I think that the 12.98% cut cited by the finance director would have been much larger if the Office of Education (which had a pre-existing budget) hadn't been added to the Department. And, I don't believe that the large cut to the Neighborhood Matching Fund (about 30% as I recall) is reflected in that percentage. You do mention that the sector manager positions were cut from the budget but you don't mention the elimination of the leadership training program and the deep cuts to the Matching Fund (which are much higher than they appear, because the staff costs for the fund now all come out of the fund rather than being budgeted separately). As your report states, these were key elements of neighborhood plan implementation. It is also important to note that none of this funding has been restored as the city's finances have improved. Meanwhile, the mayor has found plenty of money to support planning of the top-down variety.

You did a great job of identifying dedicated funding sources for plan implementation on page 25. I think you should note, though, that the city has invested many other resources in plan implementation by redirecting activities supported by the operating budget to those activities prioritized in the plans.

Regarding page 26, I believe that neighborhood plans have had a greater impact on other jurisdictions than you give them credit for. Georgetown may not have stopped airport noise, but the organizing they did through the planning process put them in a good position to successfully oppose the King County Executive's proposed addition of Southwest Airlines to Boeing Field. I also think that neighborhood plans had a fairly large impact on the School District. Despite a policy against selling its property, the District sold old Cooper School to DNDA which redeveloped it as the Youngstown Cultural Center; this wouldn't have happened without the planning process. Similarly, the District entered into longer term leases with PNA and University Heights; the Council allocated money for the purchase of these buildings as a result of the plans. I believe that the Roosevelt Plan helped to convince the district to preserve their high school building. True, the city needs to be clear that it has no ability to deliver on recommendations

outside of its jurisdiction, but I contend that the community often has leverage with other jurisdictions that the city does not; that's part of the power of bottom-up planning.

Your recommendations on pages 31 and 32 are very helpful. However, I do have a few quibbles:

-The evidence shows that plans are more likely to be implemented when they are community-driven rather than city-directed. In the introduction, you rightly note "some citizens remember with bitterness previous neighborhood planning processes in the early 1970's and again in the 1980's with scant implementation." Those city-led planning efforts contrasted sharply with the more recent community-driven plans that, as you conclude, resulted in "a high level of accomplishment of plan recommendations." Not only did broad-based citizen engagement hold the city accountable for implementation, but widespread ownership of the plans led the community to take responsibility for following through on 19 percent of the recommendations themselves; these are resources that weren't tapped in previous planning efforts. This should be emphasized in your conclusion.

-No matter how committed the city is to the plans it develops, those plans will be difficult to implement unless there is community buy-in. Broad-based engagement and ownership cannot be achieved through the old "Seattle process" of task forces and public hearings in which the city maintained all of the control; the result was much more heat than light. The most recent neighborhood planning program showed the value of a true partnership in which the community was empowered to develop its own plans in the context of citywide goals

-I don't believe that planning is any more realistic when it is top-down. How much money did the city spend on planning for the waterfront tunnel? Bottom-up planning, on the other hand, has the power to accomplish what might otherwise prove to be unrealistic. There were no resources for new and expanded libraries, community centers and parks prior to neighborhoods requesting them; the plans resulted in voters approving \$470 million for the recommendations that they had requested. Other "unrealistic" recommendations that have been implemented include: Growing Vine Street, low income housing above the Delridge Library, Youngstown Cultural Center, Wallingford Steps, the Ballard Commons, Rainier Beach Computer Center, substantial streetscape improvements on University Avenue and in the Alaska Junction, and the daylighting of the Thornton Creek segment buried under the parking lot of Northgate Mall. These recommendations had no pre-existing funding sources identified and they never would have emerged from a city plan. Yes, neighborhood-directed plans (as with city plans) "can lead to recommendations that are difficult or impossible to implement" but they can also lead to innovations and stretch the city beyond what it thinks it is capable of. In managing expectations, the city should be clear about its limitations while encouraging neighborhoods not to be constrained by those limitations.

-Planning doesn't have to be city-directed in order for it to be coordinated with other jurisdictions. In fact, the light rail alignment and station-area recommendations that were part of many of the neighborhood plans had a major influence on Sound Transit.

-It's hard to plan for long term management and funding of plans. Whether the plans are community or city driven, elected officials and their priorities change. There's actually more likelihood of continuity when the plans are owned by the community.

-I agree that it is important to identify resources for updating the plans. However, I wish you would recommend that the updates be done through a bottom-up process similar to the one through which the plans were developed. This would keep faith with the 30,000 people who invested so much time in developing the plans. I believe that it would also result in far greater buy-in and implementation.

Thanks so much for the opportunity to participate in this review. I'm sorry that I couldn't do a more in depth review, but I've been on the road at the invitation of other cities across North America and around the world who have been inspired by the Seattle Way of building community and renewing democracy. Many cities are working to replicate our programs of community empowerment.

The cash-strapped municipality of Golden Plains, Australia, recently completed 23 community-driven plans. One quarter of Golden Plains' 16,000 residents participated in the planning process. Plan implementation is being managed by 600 volunteers. As a result, 96% of the plan recommendations have been implemented and the local government enjoys the highest citizen satisfaction rating in the State of Victoria. They were able to do this, not because they had a lot of money, but because their elected officials understand that their real wealth lies in their community.

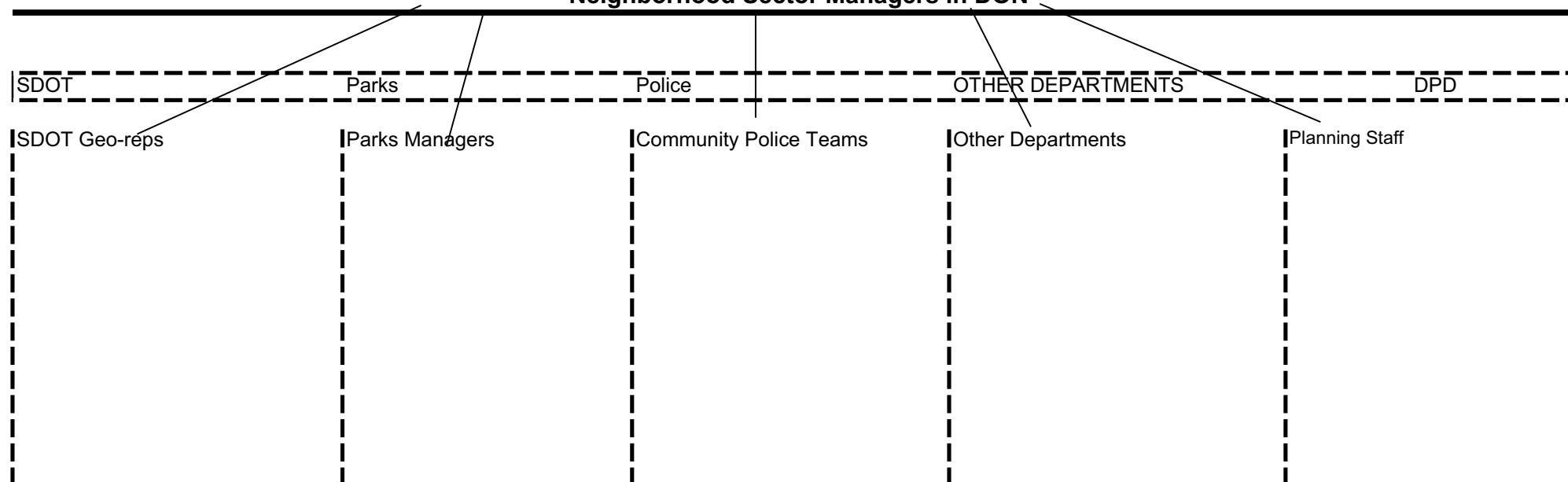
Appendix XVI Change in Staff Focus on Neighborhood Plans

NPI 1999 - 2002

Neighborhood Sector Managers were charged with implementing neighborhood plans. They were given authority to bring departments together and coordinate City responses to neighborhood plan requests across different departments. Transportation and Parks had staff assigned to work closely with the NDMs to implement plan recommendations.

Neighborhood Plans

Neighborhood Sector Managers in DON



NPI 2003 - 2007

After the Neighborhood Sector Managers were eliminated in 2003, DON no longer had a central role in plan implementation. Each department was supposed to take plans into consideration in its day to day operations. However we found knowledge of plans among department personnel with related responsibilities was uneven, and diminishing with staff turnover and the passage of time. The City does, however, form interdepartmental teams from time to time to work on projects. We have indicated this with broken lines between the "silos."

SDOT	Parks	Mayor's Office	DPD	DON	SPU
Subarea Plans	Levy Projects	Action Agendas	Revised Commercial Code (2007)	Participate in Action Agendas	Comprehensive Drainage Plan (2005)
Right of Way Improvement Manual (2005)	2001 Parks Dept Annual Report	Southeast Action Agenda	Comp Plan Annual Amendments (2007)	Liaison between Communities and City	Stormwater Code Revisions (2004)
Transportation Pedestrian Plan Resolution #30951 (2007)	Parks Development and Acquisition Communications Plan (2001)	Broadway Economic Vitality Action Agenda	Urban Center Plan for South Lake Union New Draft Neighborhood Plan (2006)	Convene citizen advisory committees for Major Institution Master Plans	Thornton Creek Draft Watershed Action Plan (2001)
South Lake Union Transportation Study (2004)	Parks Development and Acquisition Communications Plan (2001)	Environmental Action Agenda	Green Factor linked to Neighborhood Business District Strategy (2007)	Convene citizen committees for landmarks	Comprehensive Drainage Plan (2004)
Complete Streets (2007)		Northgate Action Agenda	Industrial Lands (2007)	Convene citizen committees for historic preservation	
Transportation Plan for Northgate (2006)		South Lake Union Action Agenda	City Environmental Policies and Regulations Review (2007)	Support for neighborhood plan stewardship groups	
Transportation Strategic Plan (2005)			Neighborhood Main Street Mapping (2007)		
Transportation Transit Plans (2005)			Downtown Zoning (2006)		
Seattle Bicycle Master Plan (2007)			Central Waterfront Plan (2006)		
			Livable South Downtown (2006)		
			Center City Seattle (2007)		
			21 sets of Design Guidelines		
			Urban Forest Management Plan (2007)		
			Multifamily Zoning Updates (2008)		
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