Seattle
Office of Planning &
Community Development

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Seattle City Councilmember Rob Johnson, Chair
And Members of the City Council PLUZ Committee
600 4th Avenue, Floor 2
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July 2, 2018

Dear Councilmembers:

I am pleased to present to you the results of our work over the past year around OPCD's community planning work program. During the 2018 budget process, you issued a statement of legislative intent requesting that OPCD report on how the City will prioritize areas for community planning, including areas where we intend to begin planning in 2018. In addition, you requested information about how we intend to approach planning with Seattle's communities, including those with whom we will begin work in 2018.

This paper addresses the portion of OPCD's work program that is dedicated to neighborhood-specific planning and community development. We begin by describing our planning practices and policy directives that guide our work. Later in the paper, we present a summary of our geospatial analysis that is based on equity and growth considerations identified in the Seattle Comprehensive Plan. Finally, beginning on page 20, we present community planning priorities that resulted from our analysis, our work with agency partners, and discussions with the Mayor and with members of the City Council. These are summarized below:

Beginning in 2018:

- Crown Hill – urban village expansion area
- NE 130th/145th – light rail station area and possible urban village
- Imagine Downtown – a framework for long-range planning and urban design in the Center City

Next Community Planning Priorities:

- Westwood/Highland Park
- Aurora/Licton Springs
- Columbia City/Hillman City/Graham Station Area

Future Light Rail Station Focus Areas: Delridge, Avalon/West Seattle Junction, Duwamish Industrial Center, Smith Cove, Interbay, Ballard

We undertake all of our work in partnership with other City departments and other agencies. All of our work involves extensive involvement of community partners, including residents, business, institutions, and various community organizations.

We are happy to discuss the contents of this paper or any other issue regarding OPCD's community planning program. Thank you for your continued interest and dialogue!

Sincerely,

Sam Assefa
Director, Seattle Office of Planning and Community Development

community planning

PRACTICE + PRIORITIZATION

Report to Seattle City Council PLUZ Committee

JUNE 2018

Seattle
Office of Planning &
Community Development

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Statement of Legislation Intent 135-1-A-1

During the 2018 Budget Process, the Seattle City Council requested that the Office of Planning and Community Development (OPCD) report on its current approaches to community planning, including:

1) How the City will prioritize areas for community planning,

2) Which areas OPCD intends to begin working with in 2018 as resources are made available,

3) How OPCD intends to approach planning with Seattle's communities, and

4) How OPCD will approach working with each community that it will work with in 2018.

Introduction

OPCD's mission is to "…lead collaborative planning, advance equitable development and create great places." Our work is undertaken in partnership with community members and other City departments within the context of the Seattle Comprehensive Plan.

Throughout the first half of 2018, OPCD worked with Mayor Durkan's office and our department partners to confirm the direction of community planning, both in terms of our practices and our priorities over the coming years. While the City's practice of community planning is the focus of this paper, we note the ongoing work of department directors and staff to align capital investments with community planning activities.

In addition to community planning, OPCD partners with other City departments on citywide housing and livability policies, is initiating a major planning effort for the Center City, dedicates staff to the Equitable Development Initiative, coordinates urban design and investments in specific locations throughout the city, works on planning issues regionally, and supports other policy changes citywide.

1. Background

Community Plans focus on a neighborhood scale within the context of the City and region's comprehensive plans for growth.

Community planning is an opportunity for neighborhood stakeholders to come together to shape the future of an area of city—to ensure livable, healthy communities as Seattle grows and changes. The Office of Planning and Community Development initiates community planning processes with other departments, agencies and community members to:

- Work together to identify long-range visions, goals and policies for a neighborhood that are socially, economically and environmentally sustainable;
- Identify strategies for future community development to ensure that neighborhoods change as envisioned in the City's Comprehensive Plan;
- Provide analysis and guidance on issues affecting neighborhoods in more detail than citywide or regional policies can address;
- Implement actions or coordinate investments in neighborhoods consistent with community visions.

Regional and Historic Context

Community planning follows the Washington State Growth Management Act, regional planning policies and Seattle's Comprehensive Plan. The Seattle Comprehensive Plan identifies how the city intends to "…manage growth in a way that benefits all of the city's residents and preserves the surrounding natural environment." The Comprehensive Plan identifies areas where growth is anticipated and directs investments in infrastructure and programs to support growing areas. In addition, the *Community and Neighborhood Planning* chapter of the Comprehensive Plan guides how the City should undertake community planning.

Seattle has been engaged in neighborhood or community-based planning even before the City's adoption of the 1994 Comprehensive Plan. Many people remember planning in the 1990s, when each urban village neighborhood undertook planning that was staffed by the City's then-Neighborhood Planning Office. The multi-year processes resulted in the creation of 33 neighborhood plan documents that varied by geography and topical scope. These documents informed neighborhood-based goals and policies embodied in the Neighborhood Plans Element of the Comprehensive Plan.

Since the 90s, the City's community planning approach has continued to evolve in response to emerging needs. Of the original 33 neighborhood plans, over 22 have been the subject of additional, formal planning processes. In many cases, subsequent planning provided more focus by specific geography, topic, or by responding to changes in the neighborhood.

Urban Village & Urban Centers Map

Seattle 2035 Comprehensive Plan

2. Community Planning Today

Bell Street Park Boulevard is an example of a City investment that provides multiple community benefits resulting from a Community Plan. *Photo Credit: SvR Design*

Core Values

OPCD's community planning work program is guided by our department's mission and values . "Collaborative planning" is integral to our mission, which means that our planning is always a close partnership with many City departments and other partners. We also uphold the four core values that are embodied in the Seattle Comprehensive Plan:

- Race and Social Equity
- Environmental Stewardship
- Community
- Economic Opportunity and Security

Principles for our Community Planning Work

We seek to continuously improve our evolving community planning practices. The following principles guide our work and help shape the scope and number of the community plans we propose to undertake in coming years, described later in this report:

Inclusion: We seek participation by members of the *entire* community, including different language groups, ages, income levels and abilities. We meet people "where they are" not just physically, but in terms of issues that are important to them, in language they can relate to, and in places and formats that are familiar, comfortable and fun. We collaborate with the Department of Neighborhoods to ensure that a broad cross section of community voices are represented in the community plan.

Align with Citywide Plans and Investments: An increasing focus of community planning is the alignment of our city's investments and functional plans. Our work at a local level helps align resource commitments with the Comprehensive Plan and informs the City's investments by our partners in transportation, parks, utilities and programs.

Collaboration: We work with community, government, institution and business partners to tap into their expertise, resources and networks to serve our neighborhoods in ways that would otherwise not be possible. The success of our plans requires collaboration with our department partners, including the departments/offices of Neighborhoods, Parks, Transportation, Housing, Public Utilities, Arts and Culture, Economic Development, and many others. We increasingly act as conveners to foster collaboration.

Community Capacity: We support capacity building and leadership development of community partners so that they may take part in decision-making and lead their own community development efforts.

Responsibility: We use the public's limited resources wisely, by being intentional about the scope, duration and cost of any community planning process. We ensure that planning initiatives have a targeted scale, time frame, clear objectives to avoid stakeholder fatigue and move toward implementation faster.

Innovation: We seek inventive and effective approaches to planning challenges, we take advantage of new technology, and we borrow ideas from other planning organizations and other parts of the world. Flexibility: We tailor our approach to each community planning area so the plan matches the unique needs and aspirations of the neighborhood.

Reporting and Evaluating: We monitor the status of our community planning work program through our Urban Village Monitoring Report and by reporting to the Mayor and the City Council on the status of OPCD's work program annually.

Themes and Topics for Community Planning

We strive to balance long-range strategies with shorter-term actions to serve community needs within a citywide and regional context. Although each plan is unique, we understand that many of our planning projects will include a focus on some of the following themes and topics. Strategic planning in each topic area requires close coordination with partner agencies who often implement recommendations.

Built Environment:

Community plans often include analysis and data collection to better understand a neighborhood's physical characteristics. The plans often result in a coordinated set of strategies to improve physical aspects such as:

- Urban design and neighborhood sense of place
- Transportation networks (pedestrian, bike, transit, freight, vehicle) and streetscapes
- Utilities and infrastructure (stormwater, green infrastructure, etc.)
- Parks and open spaces
- Preservation of historic and cultural resources
- Resilience

Policies and Regulations:

Community plans often result in adjustments to city policies and regulations so future actions better align with the community's aspirations, including:

- Zoning and land use regulations
- Comprehensive Plan policies
- Affordability and anti-displacement policies
- Health, sustainability or environmental policies

Implementation of Capital Investments:

Increasingly, community plans result in identification of specific capital improvements that the City can pursue in the short term for targeted small projects, or longer term for more complex investments. Examples include:

- Open space investments by Seattle Parks and Recreation, institutions and other property owners
- Negotiating with private developers for projects that are consistent with community visions
- Green Stormwater Infrastructure investments by Seattle Public Utilities and King County
- Guiding or refining streetscape or bicycle facility improvements in collaboration with SDOT
- Informing affordable housing resources investments to support multiple community benefits in partnership with Office of Housing
- Negotiate facilities identified by communities of color to support their cultural heritage and reduce displacement pressure

Transformative Projects and Focus Areas:

Some community plans focus on catalytic opportunities to achieve a community's vision such as:

- Transit Oriented Development at light rail stations or transit hubs
- Large private properties that are ready for development and centrally-located in a neighborhood
- Areas where multiple private or public investments can be coordinated for better community outcomes
- Thematic community priorities, such as a food and innovation, or community health.

Community Capacity Building

Community planning often supports the capacity of local groups to make change and address their needs on an ongoing basis, including:

- Investment in community organizations through the Equitable Development Initiative
- Business district capacity building in collaboration with Office of Economic Development
- Establishing new arts and culture districts and stewardship groups in collaboration with Seattle Arts & Culture
- In the Duwamish Valley, the Central Area, the U District, and other areas, a focus of our work included supporting and developing leadership and community organizations.
- We are scoping work with DON to support leadership development and organization capacity focused in under-represented communities.

Roberto Maestes Plaza is an example of a coordinated investment in affordable housing adjacent to the Beacon Hill light rail station.

Coordinating Community Planning and Capital Investments

In recent years, the City has emphasized the need to formally align its capital budget with community planning initiatives. The Mayor's Capital Subcabinet, co-chaired by directors of OPCD and CBO as well as Deputy Mayor, is currently looking at ways to better align infrastructure planning and investments with higher-level community planning.

The Duwamish Valley Action Plan was a pilot project that looked at how the City could integrate community-wide planning with capital investments. One of the lessons to emerge from that effort was the need to integrate the systems type planning (roads, utilities etc.) with the higher-level community planning from the beginning of the process. The planning horizon for capital investments can extend from one to ten years, which makes reprioritizing planned capital projects with new/emerging community planning efforts a significant challenge.

The Capital Subcabinet is also looking at ways to align, reprioritize and/or highlight current planned infrastructure investments with recently completed community plans. OPCD's Growth and Livability reports, published in 2017, explain how the City continues to prepare for growth with improved service levels and additional infrastructure investments in a number of neighborhoods.

Using the Racial Equity Toolkit

The Racial Equity Toolkit (RET) is a process developed as a part of the City's Race and Social Justice Initiative (RSJI) to help departments analyze the racial equity impacts of policies, initiatives, programs and budget issues.

Research shows that we are all subject to implicit bias and are prone to behave in ways that unintentionally reflect our biases. This can result in institutional decisions and actions that disproportionately impact communities of color, low-income communities, immigrant and refugee communities, women, and other disadvantaged groups. Applying the RET helps to avoid such biases by building in an intentional review for how a proposal will affect racial equity. An important part of a RET is to involve communities of color and all project leaders in the RET process itsef.

OPCD has applied the RET to several projects, including the Duwamish Valley Initiative co-managed with the Office of Sustainability and Environment (OSE). OPCD is committed to undertaking RETs for all projects, and is completing a RET for our overall community planning work program, summarized in this report.

Six Steps: Racial Equity Toolkit

Step 1: Set outcomes.

Step 2: Involve Stakeholders + Analyze Data.

Step 3: Determine Benefit and/or Burden.

Step 4: Advance Opportunity or Minimize Harm.

Step 5: Evaluate. Raise Racial Awareness. Be Accountable.

Step 6: Report Back.

Community Engagement

A community engagement strategy is tailored to the needs of each community plan area.

The Comprehensive Plan instructs us to "provide opportunities for inclusive and equitable community involvement." The involvement of community members is a central focus of any community plan, and OPCD staff design and carry out community engagement processes with our agency partners.

We begin community plans by conferring with Department of Neighborhoods (DON) and developing a scope of work/ project charter that includes a community engagement strategy. We use practices that are culturally appropriate, and mitigate barriers to participation. On some larger projects, DON may provide leadership around community engagement, while for many community planning projects, OPCD leads community engagement with consultation from DON. Additionally, OPCD contracts with DON's community liaison program, particularly in practicing culturally appropriate outreach and engagement in historically marginalized communities, engaging under-represented communities, in-language outreach, translation, and interpretation.

We use a diversity of community engagement and communications approaches including those listed below. Some combination of all these approaches were used in recent or ongoing planning areas such as Chinatown/ ID, Lake City, U District, and Duwamish Valley.

City Sponsored Engagement Approaches

- Advisory groups, working groups, or steering committees
- Large City-sponsored community meetings and open houses
- Tailored outreach to engage communities of color, immigrant and refugee communities, youth, seniors and others underrepresented groups
- Attend and present information at other agency or department events
- Charrettes or workshops with community members and design professionals
- Focus groups
- Co-sponsored events with communities of color and non-English speaking communities

“Meet People Where They Are” Approaches

- Attend community-sponsored events and standing meetings
- Collaborate with local community leaders to engage their constituencies
- Supporting community capacity
- Office Hours
- Pop-up presence at festivals, fairs and events

Electronic and Online Engagement

- Web-based survey tools, email feedback and comment forms
- Formal comment periods on draft planning documents
- Social media dialogues

Broadly Getting the Word Out

- Print and web-based information
- Media relations with publications, blogs, and radio stations
- Multi-media presentations and videos
- Speaker series
- Social media, email and mailing lists

Phases of Work

Community plans have a clear process to bring-together people, gather input, and report back to stakeholders. While our approach varies by community planning area, our planning processes often follow a recognizable pattern:

1. **Scoping—Learning, Aligning Partners**

   Before launching a planning process, we seek a broad understanding of neighborhood issues. We also seek to understand our available resources, including staff time within OPCD and other departments. Tasks during this phase of work include:

   - Existing Conditions Report, drawing on census and demographic information, property surveys, applicable plans and regulations, utilities, community resources, number and type of businesses,
   - Stakeholder interviews, particularly with members of historically underrepresented groups
   - Attend established community organizations regular meetings
   - Coordination with partner City departments and other agencies: including Seattle Department of Transportation, Seattle Public Utilities, Seattle Parks, Office of Economic Development, Department of Neighborhoods, King County and others
   - Scope of Work / Project Charter: the charter outlines project roles, time frame and resources and includes an outreach plan and likely outcomes.
   - Scope the projects Racial Equity Toolkit (RET) approach

2. **Vision—Focus, Frame**

   During this phase of work, OPCD and partner departments engage with community members to identify broad goals and strategies for the neighborhood area. Tasks during this phase may include:

   - Public kick-off events and stakeholder meetings
   - Detailed discussions about planning process outcomes
   - Identify the key topics or issues for focus in the plan
   - Draft vision statements, guiding principles or community priorities
   - Frame alternatives or options for consideration

3. **Strategy—Explore, Study, Refine**

   During this phase we work to refine strategies and actions with our community and agency partners and identify the strategies and actions that can achieve the community's vision. Activities include:

   - Public meetings that focus on key topics
   - Research best practices, case examples and approaches
   - Work with capital departments to explore possible funding sources for focused City investments
   - Preliminary recommendations, preferred option, or action steps
   - Refine recommendations, and draft action steps and agreements for implementation

4. **Finalize**

   During the final phase we document the community dialogue and the process, articulate the vision, and provide recommendations for future actions or policy changes. All of these are laid-out in a report or written document that can take on a variety of formats, depending on the community plan. Tasks during this phase include:

   - Draft and finalize the plan document and action steps
   - Receive final approvals of legislation or endorsement of recommendations by mayor and City Council
   - Craft agreements to implement investments or strategies by partner departments

Reports and Written Documents

Community planning reports and documents take a variety of forms depending on the specific community plan. Some of the reports or documents that result from community planning include the following:

Title of Report or Document	Purpose
Community Plan	Presents long-range recommendations for a neighborhood area, outlines a community vision consistent with the Comprehensive Plan, provides specific goals and policies for future changes and actions over time
Urban Design Framework	Presents vision and recommendations that focuses on the physical development of a neighborhood
Action Strategy or Action Plan	Catalogues actions to implement community vision, including responsibilities for the City and the community for carrying-out aspects of work
Historic Resources Survey	Provides an inventory of historic resources in a neighborhood
Legislation and Directors Report	Enacts regulatory changes that are adopted by mayor and council. Legislation is accompanied by a report from the OPCD director and involves formal processes that includes environmental assessment of proposed changes.
Resolution	A non-regulatory action by city council and/or mayor that expresses the City's intention to take action or develop policy
Design Guidelines	Provide non-regulatory recommendations for the design of future commercial and multi-family buildings and development projects; used by local design review boards involved in the design review process. New or revised guidelines are necessary where citywide guidelines do not adequately address special neighborhood character or circumstances or where development conditions have significantly changed.
Racial Equity Toolkit	Used to promote explicit, thoughtful consideration of racial equity in decision-making
Streetscape Concept Plan	A non-regulatory urban design document appended to the City's Right of Way Improvements manual that guides the preferred design and character of future streetscape improvements.

Scale of Projects

At any given time, five to six OPCD staff are dedicated to working with communities around community planning projects. We are careful to scale projects appropriately to provide benefits to local communities and the city as a whole. In addition to the scales listed below OPCD also dedicates staff time to community-led or other agency led projects. In general, projects are scaled in the following ways:

Focused Projects – 9 to 12 Months

These projects focus on a few strategic actions and specific products or implementation steps. They require about 0.5 to 1 full time equivalent OPCD staff, plus work with partners from other agencies and departments. Recent planning in Judkins Park (2017), and anticipated planning in Crown Hill (2018) are examples.

Medium Projects – 12 to 24 Months

These projects include visioning and goal setting and result in priority implementation items for a range of several topics. They require from 0.5 to 2 full time equivalent OPCD staff, plus partners from other agencies and departments. The recently completed Uptown: Framework for the future (2016) is an example.

Expansive Projects – 2 to 5 Years

These projects include visioning, capacity building, action plans and early implementation, for the widest range of topics and issues identified in the process. They require 2 or more full time equivalent OPCD staff plus continuous commitment by partners from other agencies and departments. Ongoing integrated planning in the Chinatown/ID (2018/19) and recent planning in the University District (completed 2015) are examples.

* denotes follow-up work is occurring

Other Examples of Recent Community Planning Initiatives

OPCD and partner departments are conducting community planning on an ongoing basis. Some community plans are ongoing and others have been recently completed. The list below is a summary of recent community plans:

NE 130th/145th – Scoping
Crown Hill – Scoping
Duwamish Valley – Ongoing
Chinatown/ID – Ongoing
Capitol Hill Design Guidelines – 2018
Delridge – Wrapping-up
U District – 2016
Central Area – 2017
Uptown Urban Center – 2017*
Judkins Park – 2016
Lake City – 2016
Ballard – 2016*
Pike-Pine – 2016
North Rainier/Mt Baker – 2015*
Rainier Beach – 2015*
Bitter Lake – 2014
South Lake Union – 2013*
North Beacon – 2012
Othello – 2012
West Seattle (Triangle) – 2011
South Downtown: Pioneer Square, Chinatown/ID, Little Saigon, Stadium District – 2011
Northgate Urban Center – 2013
MLK @ Holly – 2012
North Beacon Hill – 2012
Roosevelt Urban Design Framework – 2012
Wallingford – 2008
Greenwood/Phinney Design Guidelines – 2006

(* denotes follow-up work is occurring)-

3. Data-Informed Decisions

Data and analysis informs the City's policy decisions including priorities for future community planning areas

In 2016, the Seattle City Council and Mayor approved *Seattle 2035*, the city's Comprehensive Plan. The Plan includes a "Community and Neighborhood Planning" chapter that provides guidance about where, when and how the City should undertake community planning. The Plan directs the City to "consider areas with the following characteristics when allocating City resources for community planning." We have organized the considerations—or criteria— into three categories:

Growth Considerations:

- Areas experiencing significant improvements in transit service
- Areas experiencing a growth rate significantly higher or lower than anticipated in the Comprehensive Plan
- Areas identified for multiple capital investments that could benefit from coordinated planning

Equity Considerations:

- Areas with high risk of displacement
- Areas with low access to opportunity and distressed communities
- Areas experiencing environmental justice concerns including public health or safety concerns

Planning Considerations:

- Areas designated urban centers or villages in the Comprehensive Plan
- Areas with outdated community or neighborhood plans that no longer reflect current conditions, a citywide vision of the Comprehensive Plan, or local priorities

In 2017, OPCD committed to undertaking a data-informed approach to prioritizing new community planning areas. The resultant analysis is intended to support more objective decision-making about priorities and helps ensure consistency with the Comprehensive Plan.

The approach also expresses our commitment to the Race and Social Justice Initiative. Consistent with the Comprehensive Plan's Growth and Equity Analysis, the Comprehensive Plan directs us to consider areas of the city with equity concerns such as areas with displacement risk, higher percentages of people of color, poor health outcomes and environmental justice concerns, and to consider the advantages of high access to opportunity areas. Additionally, using data to inform decision-making helps mitigate historic barriers that communities of color, low-income communities, and immigrant and refugee communities face in advocating for their needs.

The geospatial analysis, presented on the following pages, provides information to help policy makers decide where, when and how to plan. The analysis used census data along with information collected by City departments, King County, Sound Transit, Seattle Police Department, Seattle Public Schools, the Puget Sound Regional Council, Washington Office of Financial Management, EPA and other agencies. We also collected property and rent data, and used information developed by independent organizations. We surveyed past City community planning initiatives and current policy directions to understand where existing neighborhood plan goals and policies may benefit from being updated.

The analysis is not a substitute for decision-making, but it is intended to enrich our understanding of the criteria outlined in the Comprehensive Plan. In addition to the geospatial information, other factors are considered:

- Mayor Durkan's priorities
- Council and community input around community needs
- Consideration of future Sound Transit 3 station areas—decisions about station locations are likely in 2019, with opening dates between 2031 and 2035
- Consideration of other major planning and capital investment initiatives in the Center City and elsewhere
- Timing considerations and opportunities to collaborate with other agencies or major projects to achieve community outcomes

Applying the Criteria

In each category of Comprehensive Plan criteria, we collected and mapped relevant data sets to create a composition map that balances growth, equity and planning considerations. The following examples of information and data sets created the composite map that can be used to compare different areas of the city. A complete list of data sets and their relative weighting can be found in Attachment 3 of this report.

Growth Considerations

- Population growth
- Employment growth
- Housing unit growth
- Future sound transit and bus RapidRide investments
- Existing Density, such as existing population, employment and housing units

Equity Considerations

- "Access to opportunity" indicators such as proximity to parks and community centers, sidewalks, grocery; graduation rates; and property appreciation
- Public safety indicators such as police reports and pedestrian collisions
- Public health information such as asthma rates and life expectancy
- Environmental burden indicators such as contaminated sites, flood-prone areas and noise pollution
- "Displacement risk" such as household income, proximity to transit, proximity to services, median rent
- Marginalized populations, such as English language learners and poverty

Planning Considerations

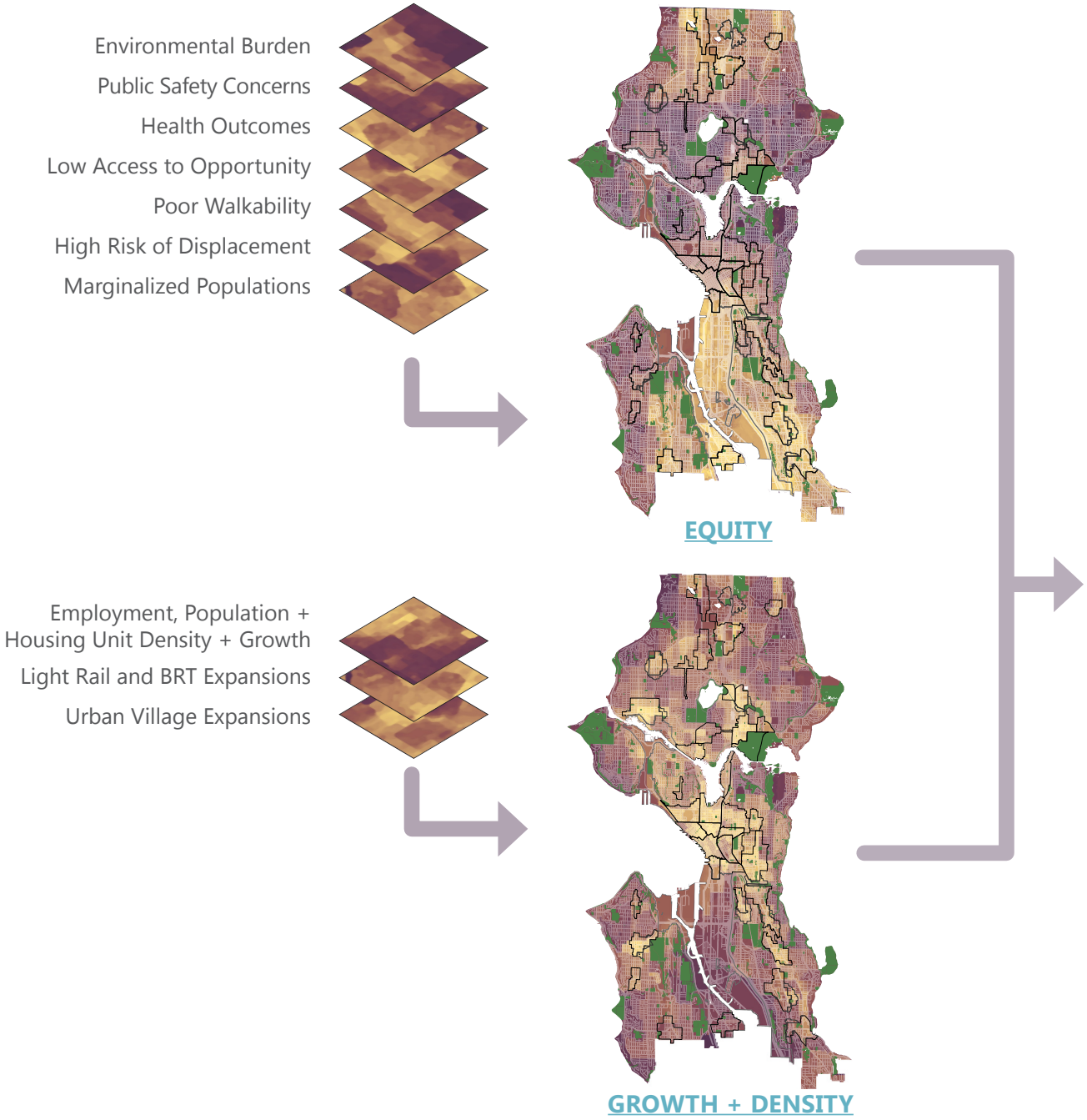
- Location of urban villages and urban centers appear as a discrete layer on the composite map
- We identified the length of time since a significant planning process was undertaken in the area (pg. 17)

Geospatial Analysis

Geospatial analysis is an approach that layers and analyzes a wide variety of data sets, arranged by geography on a set of maps. To identify areas of greatest relative priority, OPCD analyzed and weighted data that represents aspects of the Comprehensive Plan criteria or considerations for undertaking community planning. In general, the criteria focus attention on urban villages and urban centers, equity considerations, growth considerations, alignment between transit and growth, and opportunities to coordinate around capital investments.

After combining the all of the composite maps, the analysis results in one overall map that suggests where the City may prioritize planning activities based on the Comprehensive Plan considerations/ criteria. The graphic [on following page] illustrates the combination of geo-spatial data, the methodology, and the resulting community planning areas map.

Geospatial Analysis



Geospatial Analysis + Priority Mapping

Based on the neighborhood selection criteria set forth in the Comprehensive Plan, OPCD developed a geospatial analysis methodology for evaluating which areas of the city were top priorities for community planning efforts. The selection criteria were translated into layers of indicator data sets that were combined and organized under the categories of growth and equity. Though not part of the Comprehensive Plan Criteria, a "density" layer was also integrated into the analysis because it was seen as an important consideration, especially outside of urban villages. A full table of the layers, data, and weighting used to create the analysis is available as an attachment.

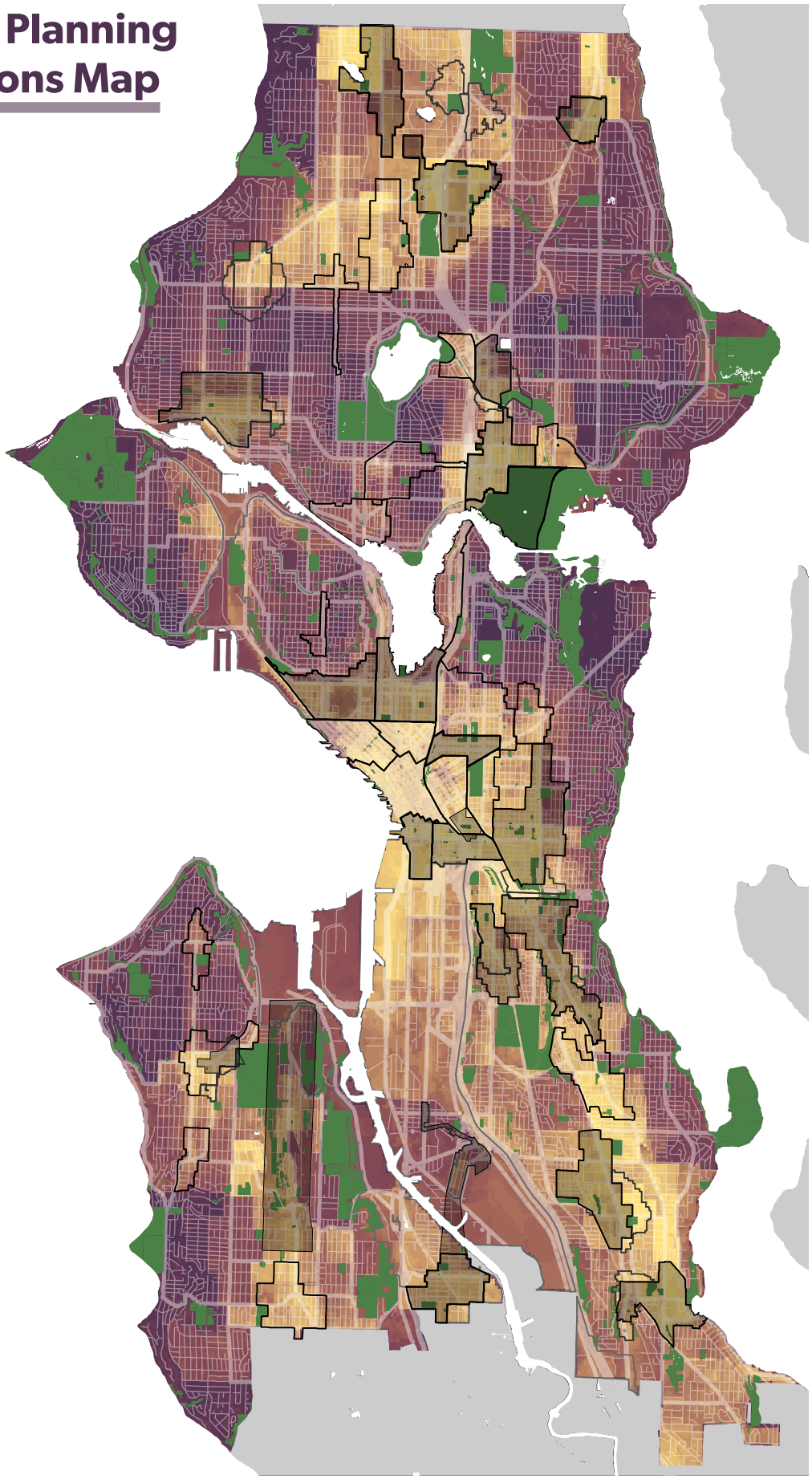
Community Planning Considerations Map

LEGEND

High Priority

Low Priority

Recently Planned (Last 6 years)



4. Priorities for Community Planning

New community plans in three areas are beginning now.

Based on our analysis of the Comprehensive Plan criteria and the considerations outlined on the previous pages, we recommend the following neighborhoods and sequence for future community planning.

Top Priority Planning Areas - Beginning Work Now

- Crown Hill
- NE 130th/145th
- Downtown/Center City

During the 2018 budget process, we made commitments to begin planning in two neighborhoods in late 2018. As a result, we are in the "scoping" phase, and are beginning dialogue with community in two neighborhood areas. In addition, we are beginning work in the center city as a part of the Imagine Downtown Initiative. These top priority areas ranked high in the data-informed analysis.

The Crown Hill urban village is proposed for a large urban village expansion, and has never had its own focused planning process. The NE 130th/145th is the location of a potential new urban village and two new light rail stations, scheduled to open as early as 2024.

The Center City long-term planning effort (Imagine Downtown) is currently being scoped, in collaboration with SDOT, the Downtown Seattle Association, Sound Transit and King County Metro. The project will respond to major changes in the transportation system (e.g., opening of the SR-99 tunnel, removal of the viaduct, ST3, etc.) as well as the evolving public space and mobility needs of the Center City's ten neighborhoods. The planning effort will define a long-term vision, key priorities and an action plan to guide next steps in public space and mobility improvements that support long-term health, vibrancy and livability in the Center City area.

Next Community Planning Priorities

- Westwood/ Highland Park
- Aurora-Licton Springs
- Columbia City/Hillman City/Graham Station area.

These three neighborhoods were highlighted in the data-informed analysis and have not experienced significant planning activities for a number of years. All three of these neighborhoods are characterized by having relatively high risk of displacement and vulnerable populations. Westwood/Highland Park and Aurora-Licton Springs are characterized by relatively low access to opportunity, and lag in recent placemaking and livability investments. The Columbia City / Hillman City / Graham Station area could experience change due to the addition of the Graham St. Station, and Columbia City is the only Southeast Seattle urban village that did not receive an urban design framework plan in the 2010's.

Future Light Rail Station Focus Areas Outside of the Center City - Background Work Now, Detailed Planning After 2019

- Delridge
- Smith Cove
- Avalon/West Seattle Junction
- Interbay
- Duwamish Industrial Center station areas
- Ballard

Throughout 2018 and 2019, we will be evaluating the timing and need for station area planning near new light rail stations that are planned to open along the West Seattle to Ballard light rail alignments. Sound Transit 3 expects to result in station openings in West Seattle in 2031, and Ballard in 2035. Plans for these areas will be phased. In the near term we are working with City departments and Sound Transit to advise alignment and station location decisions, which will be identified in 2019. We may wish to make some interim land use adjustments in the coming two years. The best timing for detailed station area planning for the ½ mile walkshed around the stations may be optimal 7-10 years in advance of light rail opening.

Flexibility for Emerging Issues and New Priorities

This paper embodies OPCD's current recommendations for community planning considering the existing policy context, Mayor and Council priorities, and budgeted resources. If policies or resource allocations change, OPCD could accommodate modified approaches, such as community planning in more areas, or planning in certain areas to a greater or lesser level of depth.

More Information on our 2018 Priority Neighborhoods

The following pages provide additional detail for two areas where we are scoping planning processes, following discussions with Mayor Durkan. We identify neighborhood-specific opportunities, investments and partnerships with other departments and agencies. We do not identify specific community groups. However, engagement with community groups, residents, businesses, visitors and others is a vital and ongoing part of our work.

Notes and Acronyms:

"**Planning partner**" identifies departments and agencies that have expressed interest in working as part of a planning project with OPCD and the community toward long-range planning, shorter-term project implementation and other efforts within the time frame we have identified. In some cases, other departments provide significant leadership with OPCD offering support to ensure sufficient breadth of issues.

GSI: SPU's Green Stormwater Infrastructure (GSI) in Urban Villages Program is a new initiative that will develop and implement GSI and stormwater conveyance projects in select Urban Villages. This initiative was added to the Strategic Business Plan Action Plans through council amendments, a $35M portfolio though 2023.

OIS: OED's Only in Seattle Initiative (OIS) provides resources to community stakeholders, business and property owners, and local organizations to implement activities in five key areas (business organization, business development, clean & safe, marketing & events, and placemaking.

NMF: refers to DON's *Neighborhood Matching Fund* grant program

YVYC: refers to DON's *Your Voice Your Choice* grant program

Crown Hill

TIMING: Late 2018. We have initiated an interdepartmental scoping process.

Description

The Opportunity/Need

- Large urban village expansion as a part of MHA
- Auto-orientation, need for pedestrian connectivity
- Need for public space connections and sidewalk / drainage improvements
- Crown Hill Neighbors and Crown Hill Business Association are combining into one organization to meet the challenges of the neighborhood; they are prepared to work with the City
- Need to assess future transit reconfiguration

Possible Scope

- Public spaces and supportive City investments, including drainage and pedestrian infrastructure
- Business district development and marketing issues
- Urban Design guidance to improve sense of place and walkability
- Could combine with Aurora-Licton, North Greenwood and other adjacent neighborhoods for longer scope
- Access to regional park assets

Plans, Projects and Investments (underway or planned)

KC Metro

- Fremont RapidRide (Downtown, Fremont, Crown Hill, Northgate) 2023

SDOT - *planning partner*

- Plans and Policies interested in working around frequent transit station
- NMF Holman Road pedestrian safety - SDOT plans to remove the pedestrian bridge that crosses over Holman Rd NW at 13th Ave NW and install a traffic signal at the intersection for walking and biking. Improvements are scheduled for completion in late 2019
- North Seattle Neighborhood Greenways and School Safety Project—improvements along 92nd St—will include speed humps, improved crossings, and prioritization for pedestrians and bicyclists
- North Seattle Neighborhood Greenway & School Safety Project

SPU - *possible planning partner*

- Assessment area for GSI in Urban Village Program 2018-2019

OED

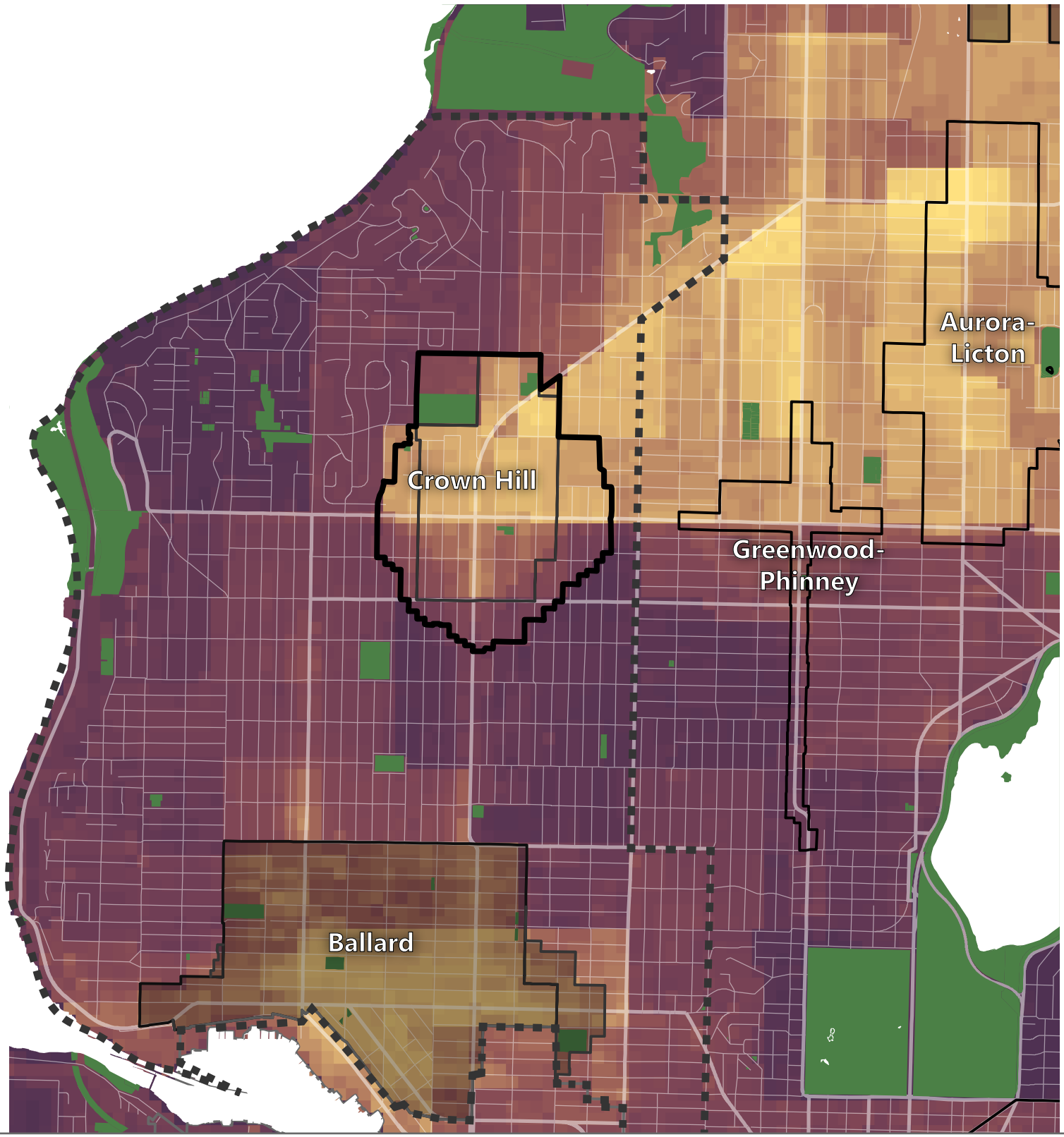
- $10,000 Only in Seattle (OIS) funding 2018 to support organizing businesses and community council

SPR

- Land-Banked Site #8 - Baker Park Addition
- Loyal Heights playfield turf replacement, play area renovation, community center renovation
- Soundview playfield renovation
- Park Greenway Initiative

DON - *planning partner*

- Advising on community engagement strategies
- NMF Just Garden Project- Community garden, workshops and celebrations
- NMF/CPF 2017 $87,000 - Whittier ES PTA - Replace the play structure at the school's playground.
- NMF 2015 $100,000 - Viewlands ES PTA - Construct a new play structure, track, and site and renovate the field and painted sport courts.
- NMF 2014 $25,000 - Viewlands ES PTA - Planning and design project to revitalize playground
- NMF 2013 $25,000 - Viewlands ES PTA - Vision/ Concept Plan for schools grounds
- YVYC 2017 $40,000 - Traffic Calming on 14th Ave NW between Holman Road NW & NW 95th St



LEGEND

Relative Priority

High

Low

Urban Villages

Parks and Campuses

Planned in last 6 years

Past/ Potential Planning Areas

Expanded Crown Hill UV Boundary

Potential Expanded Planning Area

'90s Neighborhood Planning Boundary

130th & 145th St Station Areas

TIMING: Late 2018. We have initiated an interdepartmental scoping process.

Description

The Opportunity/Need

- Two light rail stations are coming to the neighborhood in 2024 and 2031
- Transportation and development patterns need to be aligned to support the neighborhood and the region's investment in light rail

Possible Scope

- Some in the community have requested a new urban village designation; we should begin with general conversations about the neighborhood
- We will work with Sound Transit around the design and connections to the new stations
- We have begun conversation with Parks about expanding recreational uses at the large golf course for more inclusive amenities
- We will explore opportunities for TOD, affordable housing, neighborhood business, transportation connections, neighborhood amenities

Plans, Projects and Investments (underway or planned)

Sound Transit - *planning partner*

- Stations at 130th & I-5 and 145th & I-5 on the Lynnwood Link line; 2024 or 2031
- Bus RapidRide improvements between the 145th Station and Bothel, SR 522/523

SDOT - *planning partner*

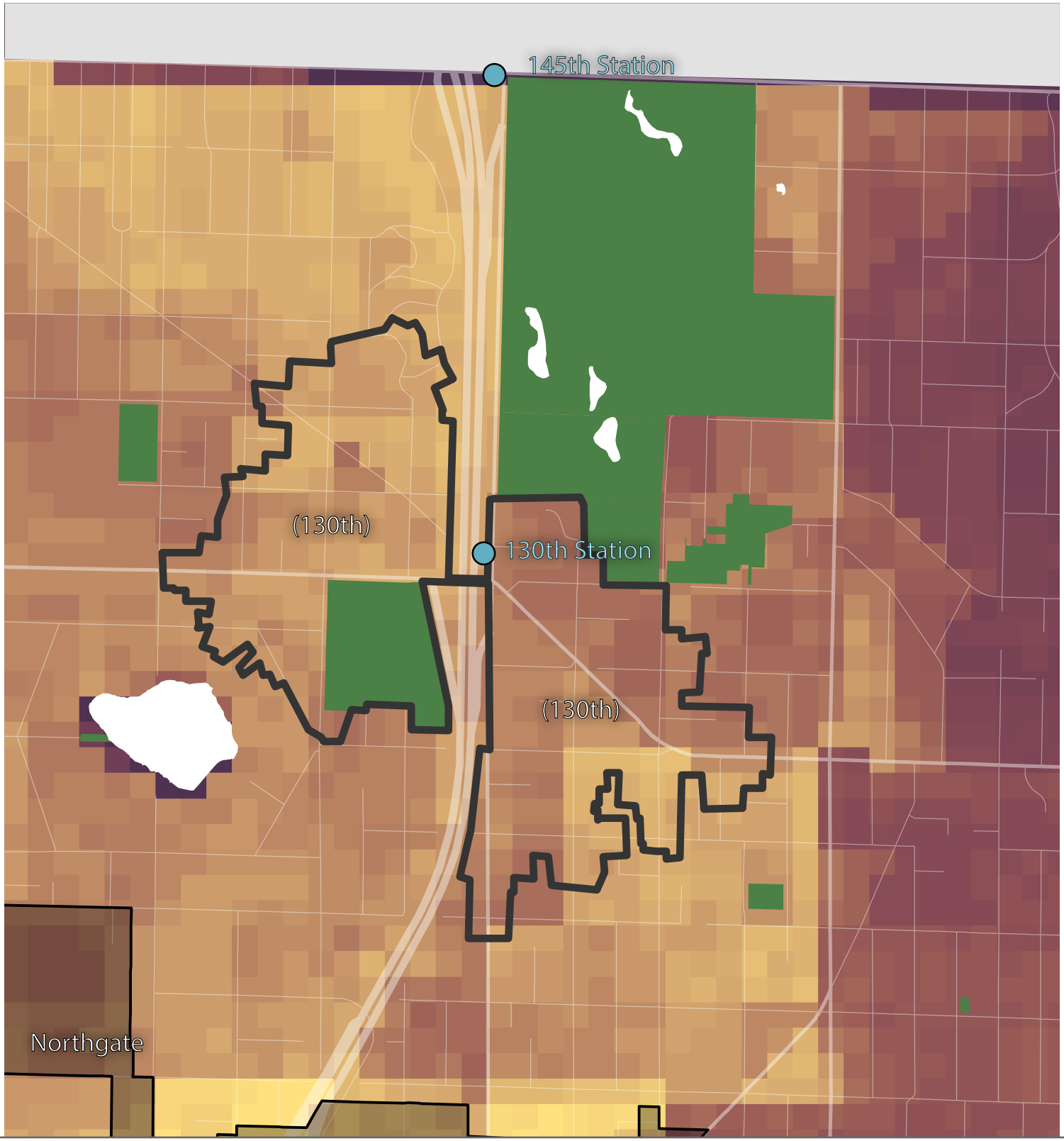
- Station access planning: transit/bike/ped connections
- 2018 Lakeside School Safe Routes to School Improvements
- Project Development Ingraham HS Speed Humps
- 2018 Ingraham HS N 137th St Low Cost Walkway
- SR-523 (N/NE 145th Street), Aurora to I-5 Improvements (lead: City of Shoreline)

SPR - *planning partner*

- Golf Course Study (includes Jackson Park)
- Helene Madison Pool renovation
- Priority neighborhood for SPR grants

DON - *planning partner*

- Advising on community engagement strategies associated with planning



LEGEND

Relative Priority

High

Low

Urban Villages

Parks and Campuses

Planned in last 6 years

Future Light Rail Station

Past/ Potential Planning Areas

130th Future Urban Village

Potential Expanded Planning Area

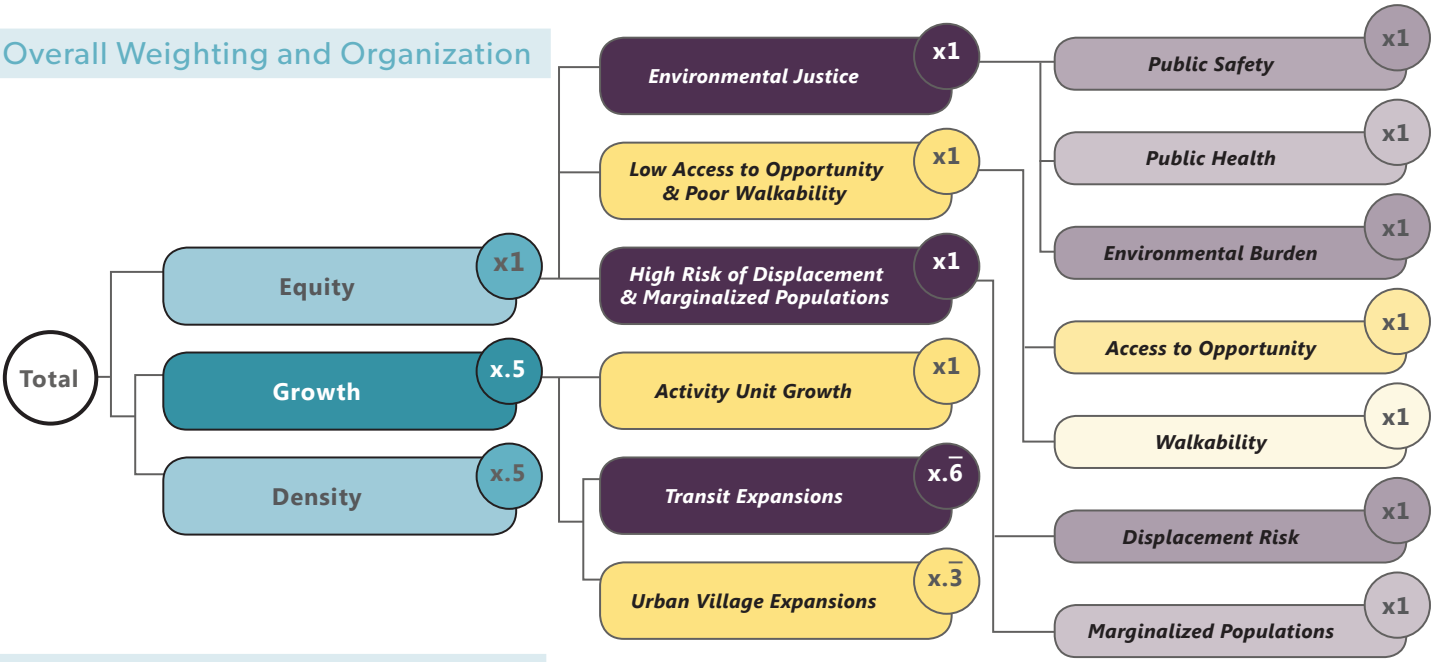
Acknowledgements

Part of OPCD's mission is to "lead collaborative planning." On an ongoing basis, our staff and managers explore opportunities to partner with other departments and agencies around planning initiatives. We are grateful for the opportunity to partner with our colleagues in other City departments and agencies, as well as our community partners.

Seattle
Office of Planning &
Community Development

Attachment 1: **Individual Data Layers and Weighting**

Overall Weighting and Organization



Individual Data Layers and Weighting

			Indicator	Indicator Description	Geography	Data Source	Weight
Equity	Environmental Justice	Public Safety	Police Reports	Number and type of police reports per acre. (Assaults and homicide ranked 2, property theft and other crimes ranked 1, reports unlikely to negatively impact others ranked 0).	Block	City of Seattle	0.33
					Block Group		0.33
					Census Tract		0.33
			Pedestrian Collisions	Number and severity of pedestrian collisions per acre. (Fatalities ranked 4, serious injuries ranked 3, injuries ranked 2, property damage ranked 1).	Block	City of Seattle	0.33
					Block Group		0.33
					Census Tract		0.33
		Public Health	Asthma	Current asthma among adults aged >=18 years, 2014.	Census Tract	CDC, 2014	1
			Diabetes	Diagnosed diabetes among adults aged >=18 years, 2014.	Census Tract	CDC, 2014	1
			Poor mental health	Mental health not good for >=14 days among adults aged >=18 years, 2014.	Census Tract	CDC, 2014	1
			No leisure physical activity	No leisure-time physical activity among adults aged >=18 years, 2014.	Census Tract	CDC, 2014	1
			Life expectancy	Life expectancy, 2010-2014.	Health Reporting Area	King County, 2010-2014	1
		Environmental Burden	Contaminated sites	Suspected or confirmed contaminated sites and leaking underground storage tanks	Block	WA DOE	0.25
					Block Group		0.25
					Census Tract		0.25
			Superfund sites	Areas within a mile of a superfund site	Raster	EPA	0.25
			Freight corridors	Areas within 500 meters of a freight corridor. Areas within 100 m rated twice as high as those within 300 m, and four times as high as those within 500 m. Major freight corridors and highways rated twice as high as minor corridors.	Raster	City of Seattle	0.75
			Noise pollution	Noise pollution from vehicle and airplane traffic	Raster	US DOT, BTS	0.25
			Lack of tree canopy	Percent canopy cover	Block Group	City of Seattle	1
			Sea level rise risk	Predicted sea level rise inundation. (2,3,4, and 5 ft above MHHW).	Raster	City of Seattle	0.5
			Flood prone	Flood prone and drainage-capacity constrained areas	Raster	City of Seattle	0.5
			Tsunami risk	Tsunami risk zone	Raster	City of Seattle	0.33
			Landslide risk	Landslide risk zone	Raster	City of Seattle	0.33
			Liquefaction risk	Liquefaction risk zone	Raster	City of Seattle	0.33

		Indicator	Indicator Description	Geography	Data Source	Weight
Equity	Low Access to Opportunity & Poor Walkability	Access to Opportunity	Proximity to light rail and streetcar	Location near a current and future light rail stations measured by walking distance	Raster	KCGIS	1
				Location near a current and future streetcar stops, measured by walking distance			1
			Proximity to a community center	Location near a City-owned and City-operated community center, measured by walking distance	Raster	City of Seattle	0.5
			Proximity to a park	Location near a City park, measured by as-the-crow-flies distance. (Proximity determined by the size of the park. Larger parks serve larger areas.)	Raster	City of Seattle	0.5
			Sidewalk completeness	Percentage of block faces within a quarter mile missing a sidewalk (excluding those SDOT has not identified should be improved)	Raster	City of Seattle	1.0
			Proximity to a health care facility	Location near a health care facility, measured by walking distance	Raster	King County Public Health (2010)	0.5
			Proximity to a location that sells produce	Location near a supermarket, produce stand, or farmers market, measured by walking distance	Raster	"ReferenceUSA Washington State Farmers Market Association"	0.5
			School performance	Math and reading proficiency for elementary schools	Seattle School District Attendance Area	Washington Office of Superintendent of Public Instruction (OSPI) (2012-2013 school year)	0.5
				Math and reading proficiency for middle schools			0.5
			Graduation rate	Attendance area of high school with above-average graduation rate (87.4%)			1.0
			College / university access	Within 30 minutes of a college or university by transit (bus and/or light rail)		"City of Seattle King County Metro GTFS Sound Transit"	1.0
			Proximity to a library	Network distance to a library	Raster	City of Seattle	0.5
			Proximity to employment	Number of jobs accessible in 30 minutes by transit	Raster	Puget Sound Regional Council 2014 Covered Employment Estimates	0.5
			Property appreciation	Change in median home value 2000-2013	Tract	"2000 Census 2009-2013 ACS"	1.0
			Proximity to frequent bus service	Number of unique transit trips within 0.25-mile walking distance of a location	Raster	King County Metro GTFS	0.75
		Walkability	Sidewalk density	Sidewalks per acre	Block Group	City of Seattle	1
			Block Length	Average block length	Block Group	City of Seattle	1
				Length of nearest street segment	Raster	City of Seattle	1
			Number of amenities	Number of amenities (daycare facilities, restaurants, stores, etc) per acre	Block Group	Open Street Map	0.5
					Block	Open Street Map	0.5
			Speed Limit	Speed limit of nearest street segment	Raster	City of Seattle	1
			Road width	Width of nearest street segment	Raster	City of Seattle	1
	High Risk of Displacement & Marginalized Populations	Displacement Risk	People of color	Percentage of population that is not non-Hispanic White	Census block	2010 Census	1
			Linguistic isolation	Percentage of households in which no one 14 and over speaks English only or no one 14 and over speaks both a language other than English and English "very well"	Census tract	2008-2012 ACS	1
			Low educational attainment	Percentage of population 25 years or older who lack a Bachelor's degree	Census tract	2008-2012 ACS	1
			Rental tenancy	Percentage of population in occupied housing units that are renters	Census block	2010 Census	1
			Housing cost-burdened households	Percentage of households with income below 80% of AMI that are cost burdened (> 30% of income on housing)	Census tract	CHAS (based on 2007-2011 ACS)	0.5
				Percentage of households with income below 80% of AMI that are severely cost burdened (> 50% of income on housing)			0.5
			Household income	Percentage of population with income below 200% of poverty level	Census tract	2008-2012 ACS	1
			Proximity to transit	Number of unique transit trips within 0.25-mile walking distance of a location	Raster	King County Metro GTFS (includes ST)	0.75
			Proximity to light rail and streetcar	Location near a current and future light rail stations measured by walking distance		Sound Transit	1
				Location near a current and future streetcar stops measured by walking distance		SDOT	1
			Proximity to core businesses	Location within a certain distance of supermarket/grocery (0.5 mi), pharmacy (0.25 mi), and restaurant/café/diner (0.25 mi)	Raster	ReferenceUSA	1
			Proximity to civic infrastructure	Location within a certain distance of a public or private school (0.25 mi), community center (0.25 mi) or park of at least 0.25 acre (distance varies based on park size), or library (0.5 mi)	Raster	KCGIS, City of Seattle	1
			Proximity to already-gentrified or affluent neighborhood	Census tract that (a) has median household income < 80% of AMI and (b) abuts a tract where median household income is > 120% of AMI	Census tract	2008-2012 ACS	1
			Proximity to regional job center	Travel time to designated King County Urban Centers and Manufacturing/Industrial Centers	Raster	KCGIS	1
			Development capacity	Parcels that allow residential uses identified as likely to redevelop in City development capacity model	Parcel	DPD development capacity model	1
			Median rent	Ratio of rent per neighborhood to Seattle average (by unit type in $/nrsf)	Dupre + Scott Neighborhood	Dupre + Scott (Spring 2016)	1

			Indicator	Indicator Description	Geogra-phy	Data Source	Weight
Equity	High Risk of Displace-ment & Marginalized Populations	Marginalized Populations	People of Color	Percentage of population that is not non-Hispanic White	Census Tract	2016 5-Year ACS	0.5
					Block	2010 Census	0.5
			English Language Learners	Percentage of population 5 and over who speak English less than "very well"	Census Tract	2016 5-Year ACS	1
			Poverty	Percentage of population whose income is under 200% of the poverty level	Census Tract	2016 5-Year ACS	0.5
					Block Group	2016 5-Year ACS	0.5
			Low educational attainment	Percentage of population 25 years or older who lack a Bachelor's degree	Census Tract	2016 5-Year ACS	1
Growth	Activity Unit Growth		Population Growth	Population change 2010-2016, percent change over Seattle median. Lower than average growth given low priority.	Block Group	OFM SAEP	1
			Employment Growth	Covered employment change 2010-2015, percent change over Seattle median. Lower than average growth given low priority.	Census Tract	OFM SAEP	1
			Housing Unit Growth	Units built since 2010 and active permits (as of 3/2018) over 2010 total units in block group, percentage over Seattle mean. Lower than average growth given low priority.	Block	City of Seattle	0.5
					Block Group	City of Seattle	0.5
	Transit Exp.		Future Sound Transit Stations	Mile and 1/2-mile walksheds from future light rail stations, weighted by target opening date.	Raster	Sound Transit	2
			Future Bus Rapid Transit Routes	1/2-mile and 1/4 mile buffers from future BRT routes, weighted by target opening date.	Raster	City of Seattle	1
	UV Exp.		Increase in Urban Village Area	Urban village expansions, ranked according to the percentage of the expansion area to the previous area.	Urban Village	City of Seattle	1
Density	Density		Population	Population per acre, 2016.	Block Group	OFM SAEP	1
			Covered Employment	Jobs per acre, 2016.	Census Tract	OFM SAEP	1
			Housing Units	Total housing units per acre as of 3/2018.	Block	City of Seattle	0.5
					Block Group	City of Seattle	0.5

Community and Neighborhood Planning

Discussion

Community planning is a specific type of community involvement process that produces plans for particular geographic areas. The City's approach to community planning has evolved over time to become more inclusive. The top-down approaches of earlier decades gave way to a "bottom-up" neighborhood planning process for unique areas, including "urban villages" and "urban centers" designated in the 1994 Comprehensive Plan. Between 1995 and 2000 the City funded neighborhood groups to draft goals, policies and actions that would encourage the pattern and distribution of growth outlined in the Comprehensive Plan. By 2000 City Council adopted policies and goals for 33 neighborhood plans (plus five urban center village plans within the Downtown urban center) into the City's Comprehensive Plan. In recent years, city staff has initiated planning processes in partnership with many neighborhoods to update neighborhood plans, develop implementation plans, and address other planning and development issues. Currently, the Neighborhood Plans section of the Comprehensive Plan contains the goals and policies that have emerged from different community planning initiatives, these goals and policies are the city's adopted "Neighborhood Plans."

Land Use and Community Planning over time

Community planning continues to evolve as the needs of communities, the city, and the region change over time. For example, race and social justice has become an important part of planning. Moving forward, community planning will be an integrated and equitable approach to identify and implement a community's vision for how their neighborhood will grow. Plans will reflect the history, character, and vision of the community but also remain consistent with the overall citywide vision and strategy of the Comprehensive Plan. Creating and implementing community plans can help residents apply this Comprehensive Plan at a local level and can provide more specific guidance than the citywide policies do for areas where growth and change are occurring or desired. In some cases, these plans address topics not covered elsewhere in the plan. In other cases, community plans give local examples for how a citywide policy would best be implement in that neighborhood. The City will undertake community planning to review and update current neighborhood plans, as well as to address ongoing and emerging issues.

GOAL

CI G2 Work with a broad range of community members to plan for future homes, jobs, recreation, transportation options and gathering places in their community.

POLICIES

CI 2.1 Use an inclusive community involvement process in all community planning efforts.

CI 2.2 Undertake community planning that will guide development and public investments within geographic areas.

CI 2.3 Consider areas with the following characteristics when allocating City resources for community planning.

- Areas designated urban centers or villages in the Comprehensive Plan
- Areas with high risk of displacement
- Areas with low access to opportunity and distressed communities
- Areas experiencing significant improvements in transit service
- Areas experiencing a growth rate significantly higher or lower than anticipated in the Comprehensive Plan
- Areas identified for multiple capital investments that could benefit from coordinated planning
- Areas experiencing environmental justice concerns including public health or safety concerns
- Areas with outdated community or neighborhood plans that no longer reflect current conditions, a citywide vision of the Comprehensive Plan, or local priorities

CI 2.4 Encourage transparency in the development and updating of community plans by:

- Establishing a project committee that reflects community diversity;
- Creating, with community involvement, a detailed project description with the purpose of defining the plan, tasks, timeline and anticipated products;
- Creating, with the project committee, a community involvement plan outlining the tools and methods to be used, and how results will be communicated;
- Monitoring implementation of plans over time; and
- Providing sufficient funding for each step.

CI 2.5 Determine, in collaboration with the community, which of the following topics should be addressed in a community plan or an update to a community plan:

- Land use and zoning
- Urban design and community character
- Parks and open space
- Housing, amenities and services to support a range of incomes and household types
- Transportation, utilities and infrastructure
- Economic development
- Community services, institutions and facilities
- Health

- Arts and culture
- Climate resilience and adaptation
- Emergency preparedness
- Community organizational capacity
- Equitable development and risk of displacement

CI 2.6 Use an integrated, interdepartmental planning approach to implement community plan recommendations such as capital improvement projects, affordable housing, services, zoning and other City investments.

CI 2.7 Collaborate with the community to implement community plans.

CI 2.8 Assess and report on the implementation of community plans periodically.

CI 2.9 Consult with the community to assess and refine implementation priorities as circumstances change.

CI 2.10 Use outcomes of the community planning process to update the goals and policies in the Neighborhood Plans section of the Comprehensive Plan.

CI 2.11 Maintain consistency between neighborhood plans and the Comprehensive Plan. In the event of a possible inconsistency between the Comprehensive Plan and a neighborhood plan, amend the Comprehensive Plan or the neighborhood plan to maintain consistency.

CI 2.12 Provide sufficient funding and resources to work with communities to update community and neighborhood plans to maintain their relevancy and consistancy with community goals and the citywide policies of the Comprehensive Plan.