City of Seattle
Michael McGinn, Mayor

Department of Planning and Development
Diane M. Sugimura, Director

M E M O R A N D U M

TO: Council President Richard Conlin, Chair, Regional Development and Sustainability
Sally Clark, Chair, COBE

FROM: Diane Sugimura, Marshall Foster, DPD

CC: Darryl Smith, Deputy Mayor
Ethan Raup, MO

DATE: August 3, 2010

SUBJECT: **Response to Council SLI 120.1.A.1 on Coordinated Community Development**

This memo outlines efforts underway to coordinate community development-related work across city departments and ensure we deliver more integrated service to communities. Since the beginning of 2010 we have refined our approach based on issues raised in Council SLI 120.1.A.1 and in consultation with the Mayor's Office. In this period of budget reductions, our focus has been on using existing staff resources as effectively as possible and not proposing strategies that would impose additional costs. This memo highlights three strategies we have found to be effective and plan to expand on over the next year:

1) Work with the leadership of key city departments (DPD, OED, OH, DoN, SDOT, Parks, SCL and SPU) to review our community-based work across departments and ensure we coordinate policy and investments to support integrated community development;

2) Establish a place-based community development framework to guide staff work in identifying issues that need to be addressed in working with communities; and

3) Expand use of staff-level IDTs to better implement various community-development-related projects at the neighborhood level.

Coordinated Leadership

To provide a coordinated approach to community development, first and foremost we need to establish shared priorities and coordinate city investments, both in terms of capital

improvements and staff time and expertise. There are numerous interrelated issues that are at the heart of effective community development, including planning and zoning, small business development, community infrastructure, public safety and health, education and access to jobs, all of which are interrelated and need to be approached holistically. To this end, the Mayor's Office has established a focus on building "Sustainable Communities" as a core value in our community-based work across the city, which is aligned well with the idea of coordinated community development. The Mayor's Office is convening city department heads on a regular basis to set priorities, align staff resources, and provide common policy direction across key city departments. In the short-term, this group will take a focused look at the North Beacon Hill, North Rainier and Othello neighborhoods, as well as Pioneer Square revitalization strategies and work with Capitol Hill on TOD at the Broadway ST station. In the future it will also look at areas where large-scale CIP investments present opportunities for better coordination, such as Ballard, Broadview/Bitter Lake/Haller Lake, and Rainier Beach.

Place-Based Community Development Framework

The place-based community development framework is a tool city staff developed to guide community development work at the neighborhood level. The framework was developed to capture and distill best practices from past work to create a common framework for what issues need to be addressed to ensure we do effective community development. The framework provides a context to understand the interrelated nature of each department's work and a checklist to guide community discussions as to key issues to address. There are three major components of the framework:

- Community Infrastructure (the built environment);
- Community Capacity (people, organizations, and institutions); and
- Community Anchors (creating secure, long-term tenure).

For each, the tool lists a series of strategies to consider. This tool is currently being used by city staff from a range of departments to organize workplans and develop shared priorities with community in the North Beacon Hill, North Rainier and Othello neighborhoods. A draft of the tool is attached as Attachment 1.

IDTs

Interdepartmental Teams (IDTs) focused on a particular neighborhood are effective in implementing complex cross-departmental strategies for community development. In South Lake Union, a staff-level IDT has played an instrumental role in coordinating day-to-day implementation of key priorities in the areas of planning and zoning, CIP coordination, and addressing construction impacts in the community. This approach worked largely because there were clear goals at the beginning and the IDT had a workplan, department support, and well-defined outcomes. We are now working to implement the same the same approach in Pioneer Square, as well as the North Beacon Hill, North Rainier and Othello neighborhoods as we move to implement neighborhood plan updates. These IDTs are led by DPD and DoN staff and engage staff from key capital departments as well as OED, SPD, HSD and others as needed.