

Details of Lessons Learned and Recommendations made in studies of Neighborhood Planning in Seattle

Ref #	page	Informs	Res item #	Lesson Learned / Major groupings	Detailed Recommendations
1	34	Implement			The Planning Commission strongly urges the City to make a significant and long term commitment to supporting and facilitating neighborhood planning, first as a major vehicle for implementing the Comprehensive Plan and as a means of establishing and maintaining long term collaborative relationships with neighborhoods throughout the city. This commitment must be accompanied by sufficient resources, both now and in the future to neighborhood planning
1	34	Not in NPAC scope?			The two main sources of City funding for neighborhood planning should not only be increased, but should work together to maximize their effectiveness. City General Funds should be targeted to carry out Urban Village / neighborhood planning across the City
1	35	Not in NPAC scope?			The Neighborhood Matching Fund should have a special category for neighborhood planning, with priorities and criteria established to encourage neighborhood initiated planning to contribute to or augment the City's planning efforts.
1	35	Outreach			...The Commission advocates a collaborated approach to neighborhood planning, regardless of whether it is initiated by the City or neighborhood generated
1	35	Scope			Neighborhoods should be permitted as much flexibility as possible in defining the scope and desired outcomes of a neighborhood initiated plan, but the Dept of Neighborhood should coordinate with the Planning department in giving assistance and guidance to assure that such efforts contribute to Comprehensive Plan implementation in the area.
2	19	Outreach			Neighborhood Planning Office (NPO) approves the process for conducting outreach, not the result. [related to contracts set in Phase I & II and the monitoring of completion of tasks in the contract]
2	19	Process			Provide substantial support for the development of approval and adoption packages
2	24	Outreach			Through NPAC [in 1996], convene a group of representatives from neighborhood committees to indentify new ways of disseminating information to planning committees.
2	24	Outreach			Document successful organizational models, decision-making models, and outreach strategies as references for neighborhoods.
2	25	Outreach			Increase opportunities for meeting and sharing experiences among neighborhoods in order to prevent each neighborhood from reinventing the wheel.

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2	28	Implement	12		To demonstrate city governments' commitment to follow-through on neighborhood efforts, as stated in the original neighborhood planning resolution, we suggest City officials:1) establish and communicate guidelines for prioritizing funding of capital projects recommended and approved through neighborhood planning; 2) establish departmental commitments to neighborhood planning projects for inclusion in the 1999-2000 budget - considering some base level of support to each planning neighborhood; 3) facilitate LIDs and BIAs, as appropriate; and 4) investigate the feasibility of a wide variety of methods to support new initiatives coming from neighborhood planning, making sure that neighborhood groups are aware of this process.
2	31	Outreach			Facilitate more direct contact between neighborhoods and Interdepartmental Teams.
2	31	Outreach			Organize a series of topical meetings with "experts" from relevant departments, to which all neighborhoods are invited to send representatives.
2	32	Outreach			Publish a directory of city staff supporting Neighborhood Planning
2	32	Process			Neighborhood Planning Office should seek to predict demand for City technical assistance for Phase II and develop efficient ways to involve departmental staff as soon as possible.
2	33	Outreach	11		Develop an "In-reach" program and implement in 1997 [to inform city depts. about NH Planning efforts]
2	33	Not in NPAC scope?			Market the Neighborhood Planning Office network as a resource for departments
2	34	Outreach			Further attention should be given to clarifying what is happening for citizens and a forum to promote regular communication and allow for ongoing negotiation of what roles should be created.
2	36	Outreach			Hire a consultant to assist in developing city-wide publicity
2	36	Outreach			Announce the Neighborhood Planning program through an insert in City Light bills
2	36	Outreach			Have a wide variety of elected officials demonstrate their support for neighborhood planning through public events, speeches, and interactions with neighborhood planning committees
2	36	Outreach			Use Channel 28 to publicize the accomplishments of various neighborhood groups.
2	36	Outreach			Develop Public Service Announcements (PSAs) to publicize the opportunity for citizens to be involved with planning

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2	36	Outreach			Through NPAC [in 1996], convene a committee of neighborhood representatives to consider how, or if, the City could assist neighborhoods with outreach.
2	37	Outreach			Establish additional ways of recognizing the volunteer efforts involved with Neighborhood Planning, designed to communicate the City's appreciation for citizen efforts.
2	38	Implement	11		Recommendation for a final Neighborhood Planning Office evaluation
3	2	Implement	11		Departments need to revise how they set priorities (this process will begin this year with Plan Adoption/Approval process)
3	2	Implement			Departments need to improve, streamline and coordinate how they interact with neighborhoods (while some are geographically based others are not; they are examining ways to increase consistency and coordination among departments for geographically based response/interaction with neighborhoods)
3	2	Implement			The City needs to develop systematic coordination among departments - so citizens are not forced to make sure it happens.
3	2	Implement			The City needs to develop and implement ways to assure continuous involvement and feedback with citizens in key City processes (budgeting process, etc)
3	2	Implement			Departments need to better integrate neighborhood plans into their department work plans so there is more than one person (Departmental staff or citizen) who take responsibility for plan implementation
3	3	Scope			A long-term stewardship strategy is an important part of each of the 37 neighborhood plans and should include ways to continue to build on the current planning
3	3	Outreach			Build on the neighborhood planning principle of bring all the key interests into the process, engaging a broad cross-section of community over time.
3	3	Scope			Remember that some plan elements are statements of intention and need further work to get to implementation of specific actions
3	3	Not in NPAC scope?			The community needs a place to focus its efforts; the city needs a place to interact with the community
3	3	Implement			Look at varied models for stewardship ideas (including expanded neighborhood planning group; new coalition of existing and any newly formed groups; strengthened/expanded District Council)

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3	3	Implement			Think about what is unique about each neighborhood; how each neighborhood may need or want to tailor its plan implementation/stewardship to meet special or unique characteristics of the neighborhood. (These are likely to have been identified in the neighborhood planning process)
3	3	Outreach			Inclusivity, broad reach, and openness to new players in the future are essential features of all plan stewardship strategies (e.g. as schools become more neighborhood based it is more likely they will be involved at the neighborhood level to a larger extent than most are now)
4	iii	Outreach			The Dept of Neighborhoods should refine the neighborhood involvement structure to improve accessibility and open communication among the City Neighborhood Council, District Councils, Neighborhood Planning Stewards and all other community groups. The improved structure should consider the actual time demands on neighborhood leads and grass roots community groups to participate effectively in City-initiated activities.
4	iii	Implement			The Budget Committee of the CNC should conduct a cost effective "validation" process after the initial neighborhood district ballots are tallied to ensure that all community groups have an additional opportunity to provide input on the initial prioritized listing of major maintenance projects in their neighborhoods. Similarly, as the neighborhood plans age, all neighborhood groups should be given the opportunity to review and discuss the prioritization of proposed capital investments.
4	iii	Scope			The Dept of Neighborhoods should clarify the roles and responsibilities for the existing neighborhood committees and community groups and establish appropriate communication links to better integrate new groups that are formed in response to City initiatives. Existing neighborhood committees and community groups should be encouraged to join new processes at any time.
4	iii	Process			Prior to initiating new citizen involvement processes, the City should ensure that the new processes are well defined and that adequate resources are available for citizen education/training as well as for the completion of significant activities. In addition, City applications for neighborhood resources should be streamlined to ensure that the demands on citizens are commensurate with the level of resources provided by the City for the neighborhoods

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4	iii	Outreach			The Dept of Neighborhoods should conduct a cost benefit analysis of the existing neighborhood processes to determine whether the process steps and outcomes are reasonable in relation to the time, costs, and resources provided to accomplish City and neighborhood objectives. The Department should be provided the resources necessary for the cost benefit analysis and for improved integration of neighborhood involvement processes and groups.
5	37	Process		Clearly establish and carry out City's expectation for City initiated and supported groups, ensuring that citizen groups receive fair and consistent treatment	Establish and implement clear guidelines for all City initiated and supported citizen participation groups and processes [additional details and sample guideline provided]
5	37	Process		Clearly establish and carry out City's expectation for City initiated and supported groups, ensuring that citizen groups receive fair and consistent treatment	Institute oversight and monitoring processes for all City initiated groups to assure that expectations are met, including specific steps to be taken when such expectations are not being met [additional details given]
5	37	Process		Clearly establish and carry out City's expectation for City initiated and supported groups, ensuring that citizen groups receive fair and consistent treatment	Ensure that roles are tied to expectations and support among City initiated and supported citizen participation groups. Assure consistency across departments in their efforts
5	38	Process		Establish clear expectations and capacity to support City initiated Citizen Advisory Groups and processes	Define clear roles and responsibilities for City officials and staff in City supported citizen participants
5	38	Process		Establish clear expectations and capacity to support City initiated Citizen Advisory Groups and processes	Ensure that City departments, as part of their performance and accountability measures, include specific goals, actions and results for citizen participation.
5	38	Process		Establish clear expectations and capacity to support City initiated Citizen Advisory Groups and processes	Establish a Citywide goal that all staff who work with citizens demonstrate appropriate skills and competency in working effectively with citizens and carrying out citizens participation processes. Implement through staff
5	39	Process		Establish clear expectations and capacity to support City initiated Citizen Advisory Groups and processes	Increase efficiencies of citizen participation processes where appropriate. Support DON's initiative to consolidate citizen participation in the Cumulative Reserve Fund (CRF) and major maintenance (MM) fund allocation process
5	39	Outreach		Establish clear expectations and capacity to support City initiated Citizen Advisory Groups and processes	Explore new models for carrying out City-sponsored citizen participation, including organizing it along geographic lines rather than departmentally. Keep focus on making citizen participation accessible and effective for citizens in participating in local government processes
5	39	Outreach		Establish clear expectations and capacity to support City initiated Citizen Advisory Groups and processes	Adopt a City of Seattle Commitment to Citizen Involvement [draft included]

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5	40	Outreach		Provide City resources for city supported citizen participation bodies and processes to ensure that expectations placed on both citizens and staff can be met	Provide adequate resources to each City-supported participation process to ensure it will meet the expectations placed on both citizens and City staff
5	40	Implement		Provide City resources for city supported citizen participation bodies and processes to ensure that expectations placed on both citizens and staff can be met	Fully fund the DON Leadership Program [in 2000] as an ongoing program. Include a focus on building leadership capacity among citizens in or considering leadership roles as well as members of underrepresented groups.
5	41	Implement		Provide City resources for city supported citizen participation bodies and processes to ensure that expectations placed on both citizens and staff can be met	Institute a biennial Community congress as an opportunity and regular mechanism for sharing accomplishments and challenges and addressing issues encountered in citizen/City working relationships
5	42	Implement		Provide ongoing City support for neighborhood planning stewardship efforts, ensuring that they have capacity necessary to carry out their roles in implementing neighborhood plans	Complete development and implement guidelines for neighborhood planning stewardship that clearly defines roles and responsibilities for stewardship efforts and for the City
5	43	Implement		Provide ongoing City support for neighborhood planning stewardship efforts, ensuring that they have capacity necessary to carry out their roles in implementing neighborhood plans	Allocate adequate resources to DON to support neighborhood planning stewardship efforts in carrying out their stewardship roles and responsibilities
5	43	Implement		Provide ongoing City support for neighborhood planning stewardship efforts, ensuring that they have capacity necessary to carry out their roles in implementing neighborhood plans	Establish a Neighborhood Planning Stewardship Advisory Group to provide ongoing advice to the City in neighborhood plan implementation
5	44	Implement		Provide ongoing City support for neighborhood planning stewardship efforts, ensuring that they have capacity necessary to carry out their roles in implementing neighborhood plans	Ensure that Neighborhood Matching Fund continues to be a significant funding source for neighborhood plan implementation projects.
5	45	Implement		Clarify and improve District Council/CNC and Neighborhood Planning Stewardship roles and responsibilities	Recognize and confirm the separate and complementary roles of Neighborhood Plan stewardship efforts and District
5	46	Implement		Clarify and improve District Council/CNC and Neighborhood Planning Stewardship roles and responsibilities	Validate the Neighborhood Planning Stewardship roles: to implement neighborhood plans for designated neighborhood planning areas, maintain an inclusive process and work collaboratively with the City and other community organizations

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5	46	outreach		Clarify and improve District Council/CNC and Neighborhood Planning Stewardship roles and responsibilities	Validate the District Councils roles to: act as a forum for communication with neighborhood organizations and with the City and in providing input to specific funding programs...Encourage District Councils to expand their membership (use Ballard as a model) to include a broader spectrum of organizations
5	46	Outreach		Clarify and improve District Council/CNC and Neighborhood Planning Stewardship roles and responsibilities	Develop specific goals for outreach and representation, and institute clear accountability measures for District Councils and the CNC related to specific advisory/decision making functions. Include a process for monitoring and assuring these goals are met.
5	46	Implement		Clarify and improve District Council/CNC and Neighborhood Planning Stewardship roles and responsibilities	Encourage District Councils and Neighborhood Plan Stewardship groups to participate in each other's organizations. At a minimum they should be appoint [sic] a representative to one another's organizations
5	46	Implement		Clarify and improve District Council/CNC and Neighborhood Planning Stewardship roles and responsibilities	Use the proposed Neighborhood Planning Stewardship Advisory Committee to host periodic forums for the CNC and NPS representatives to meet with City officials on topics of mutual interest
5	47	Outreach			Create a "Guide to Citizen Participation" to inform and orient citizens to opportunities for citizen participation in City of Seattle programs and decision making processes
5	47	Outreach			Ensure that each Department assigns a specific staff person to provide support to citizen advisory groups they initiate and operate and for City sponsored citizen participation processes in which they participate
5	47	Outreach			Continue to develop and provide access to City communications tools, and technical assistance in organizing effective outreach and communication to all community members
5	47	Outreach			Continue to develop and make available City Web sites that contain information and opportunities for input on specific City planning/decision making processes where citizen participation is sought.
5	48	Outreach			Explore a mentoring program that links active, successful stewardship groups with those having difficulties.
5	48	Outreach			Adopt and implement standardized methods for maintaining mailing lists for sectors that can be used by neighborhood planning stewardship groups and City departments
5	48	Implement			Carry out a biennial "review and validation" of Sector Implementation Plans, as proposed in the City's Stewardship "Star" document [?]
5	48	Implement			Consider adding a sector level review for certain NM[F] projects
5	48	Implement			Continue to hold periodic Sector Forums that bring together City-sponsored citizen groups and other community groups and interests

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5	49	implement			Encourage City departments to coordinate citizen participation efforts through Neighborhood Development Managers
6	39	Outreach		Improve and increase communication and coordination between stewardship groups and City departments	Maintain and make available a comprehensive list of neighborhood plan contacts. The City should maintain up-to-date information on NH plan stewards that can be shared with other stewardship groups, District Councils and City departments
6	39	Outreach		Improve and increase communication and coordination between stewardship groups and City departments	Notify plan stewards of projects and actions occurring in their neighborhoods
6	40	Outreach		Provide tools and resources to stewardship groups to help them carry out basic communications, plan monitoring and organization functions	Provide a small amount of ongoing funding for outreach and communication
6	40	Implement		Provide tools and resources to stewardship groups to help them carry out basic communications, plan monitoring and organization functions	Provide coordinated staffing support
6	41	Implement			Define the role of stewardship groups; link resources to responsibilities
6	41	Implement			Expand the capacity of the neighborhood development managers to support neighborhood plan implementation
6	42	Implement			Monitor the progress of neighborhood planning stewardship and make adjustments where needed
7	S-6	Not in NPAC scope?		New Infrastructure and amenities are lagging growth	
7	S-6	Not in NPAC scope?		City policies do not adequately manage the timing and scale of development	
7	S-7	Not in NPAC scope?		Despite a high rate of housing growth, "housing is still unaffordable for working families	
7	S-7	Not in NPAC scope?		Gentrification is occurring in Seattle	
7	S-7	Outreach		Neighborhood planning groups may not always be representative of their community	
7	S-7	Implement		Entities independent of the city do not cooperate with neighborhood plans, and indeed that even some city departments are difficult to work with.	

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7	S-8	Implement		There is no clear consensus definition for equitable funding or how to measure it	
7	S-8	Implement		The burden on ordinary citizens for neighborhood planning stewardship - such as applying for project funding (NMF) - requires skills, time and other resources that are not equally available across neighborhoods resulting in potential inequities in funding	
7	S-8	Scope		Neighborhood plans don't directly accommodate the needs of children	
8	5	Scope		When similar issues arise in more than one village, these case studies help illustrate that there can be several effective ways to tackle the same problem. This is because the physical circumstances vary from one place to another, and because people in different locations define problems in different ways. Local organizations can also provide unique opportunities for solving particular problems. Just as there is not such thing as a "typical" neighborhood, there is no single formula for enabling neighborhoods to grow comfortably. Instead, through neighborhood planning, each neighborhood has found what would work best for its residents and its identity	
8	5	Implement		Finally, the number of people engaged in neighborhood planning and plan stewardship has created a remarkable legacy of citizen participation. People in every urban village we studied said (usually before asked) that involvement and activism are still high today because of the neighborhood planning process that ended three years ago. They believe that their communities are better places because of that activism. In times of competing priorities and tight City budgets, this kind of activism and vigilance may be even more necessary to ensure continued funding and attention for improvements as the urban villages accept more growth	

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9	32	Outreach			Be respectful of the enormous time investment of participants.
9	32	Scope			Explain from the beginning how plans will be used.
9	32	Process			Be clear at the outset whether the update process will be City-directed or neighborhood directed.
9	33	Process			Be clear about the decision-making process for including items in a plan.
9	33	Process			Establish a process to ensure citizen participants and City staff are provided with consistent guidance.
9	33	Scope			Establish clear planning area boundaries.
9	34	Implement			Plan for long-term management of the plans from the beginning, including funding of the long-term effort. (sub-bullets of cross-department resource coordination, citizen training programs, and preparing for turnover in city staff and neighborhood participants)
9	34	Outreach			Include a process for obtaining broad community input at regular intervals over the life of the plans.
9	35	Scope			Establish expectations and a plan for reporting on plan accomplishments.
9	35	Scope			Revisit the recommendations from the plans adopted in 1999 to account for changes that have occurred over eight years.
9	35	Process	11		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.
9	36	Process	11		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.
9	36	Process	11		Ensure participants prioritize the recommendations from the start.
9	36	Not in NPAC scope?			Distinguish items over which participants have actual control and those which require the action of other agencies.
9	36	Not in NPAC scope?			Consider and describe how neighborhood planning fits (or does not fit) with the City's multitude of planning efforts.
10					<i>no clear summary section, will have to read and extract</i>
11	11	Process	11	Rebuild trust	Create a structured relationship of mutual accountability
11	11	Not in NPAC scope?		Rebuild trust	Honor the existing plans during the update process
11	11	Implement		Commitment to resources	Make a commitment to implementing plan recommendations
11	11	Implement		Commitment to resources	Make a commitment of resources to the process
11	12	Outreach		Communication and Outreach	Improve the lines of communications

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11	12	Scope		Communication and Outreach	Manage neighborhoods expectations appropriately
11	12	Outreach		Communication and Outreach	Engage a diverse and representative group of neighborhood residents

Ref #	Year	Authoring body	Title	Participants of study	Context
1	1994	Seattle Planning Commission,	"Neighborhood Planning and Assistance Program Evaluation Report: Looking at the First Five Years"	Interviewed staff , elected officials, surveys to District Councils and people involved with NH planning	Purpose was to provide guidance about NH Planning as related to the just started creation of the Seattle Comprehensive Plan
2	1996	Cy Ulberg, Research Associate Professor, Graduate School of Public Affairs, UW	Neighborhood Planning Program Evaluation	Info from interviews of people involved in NH Planning, both from community and City staff	Written as first plans were transitioning from Phase I to Phase II
3	1998	Joint committee of Seattle Planning Commission, Neighborhood Planning Advisory Committee & City Neighborhood Council	Joint letter	2 meetings of representatives from the 3 bodies.	Written as the first NH Plans were going into the Approval and Adoption process
4	1999	Office of City Auditor	City of Seattle Citizen Participation Process	Info from records study, interviews with elected officials, mangers, staff, citizens	Reviewed two citizen participation processes related to NH Planning and budgeting, during adoption of plans
5	2000	Seattle Planning Commission	Citizen Participation Evaluation	Focus groups and 3 citizen roundtables	First post-adoption review of citizen participation in NH planning
6	2001	Seattle Planning Commission	Neighborhood Plan Stewardship Survey	Surveyed 40 stewardship groups	Focused on how plan stewardship was faring at the NH level
7	2001	League of Women Voters	Neighborhood Planning and Vision of the City Update	Interviews of plan stewards	The "conclusions" were not succinctly defined, so I used a summary of this Study as described on page 11 of #8 "Urban Village Case Studies"
8	2003	Urban Village Case Studies	Dept of Design, Construction and Land Use (now DPD)	Involved NH Plan stewards, city staff, elected officials	Focused on 5 Urban Villages to see how the UV strategy was working 8 years after the start of NH planning
9	2007	Office of City Auditor	Neighborhood Plan Implementation	Used web based survey & 42 interviews	Conducted at the half way point of 20 year planning cycle
10	2007	Carmen Sirianni in "Journal of the American Planning Association"	Neighborhood Planning as Collaborative Democratic Design	Interviewed 33 current and former planners, officials and neighborhood activists	Focused on how local government can function as civic enablers and capacity builders for collaborative and accountable planning among neighborhood stakeholders and city government
11	2008	Evans School of Public Affairs	Neighborhood Planning in Seattle; A Community Forum Report	Summary of forum held March 2008, invitations extended	Focused on challenges and opportunities in going forward with NH plan updates
12	2008	Dept of Urban Design and Planning, UW	Planning for a Successful Process: Updating Seattle's Neighborhood Plans		Compared and contrasted NH plan processes, expectations and outcomes to date.