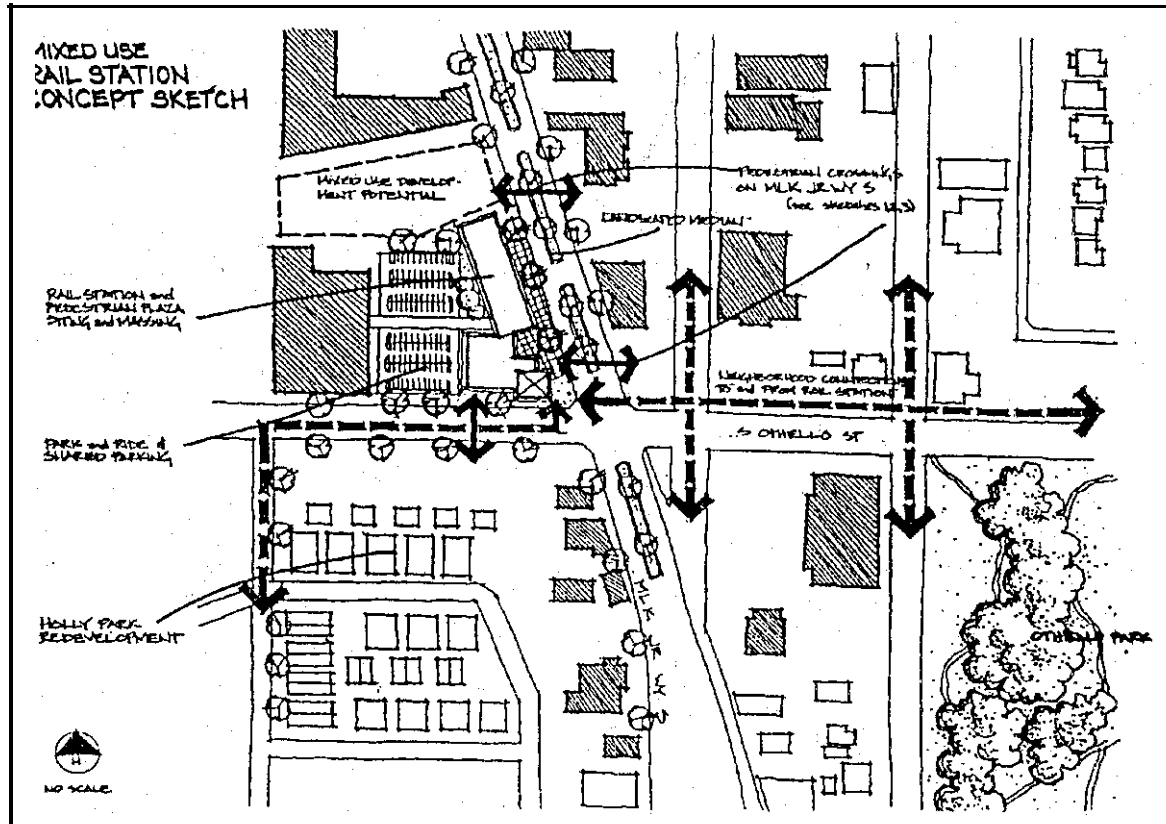


MLK @ HOLLY STREET



RESIDENTIAL URBAN VILLAGE PLAN



MLK @ HOLLY STREET
NEIGHBORHOOD PLANNING ASSOCIATION



DRAFT 2.2: JULY 7, 1998



July 7, 1998

Dear MLK @ Holly Street Community Member:

While the meeting location and participants have" changed, the MLK @ Holly Street Neighborhood Planning Association continues to shape the concerns, hopes and ambitions of residents into long-range planning.

At present, stakeholders expect to present those recommendations before the Seattle City Council in September.

Now the work of our volunteer task force is largely complete, as residents and businessmen in the urban village are being forwarded dre final proposals. These recommendations encompass public safety, economic development, land use, transportation and social services.

The Residential Urban Village Plan represents the culmination of our work: a draft presentation of our final recommendations. For those who wish to respond, there is yet time to forward your concerns to the association.

This work of gathering, articulating and prioritizing community concerns began three years ago, when about fifteen (15) stakeholders first gathered. They drafted operating guidelines and elected Bill Wippel as Chairperson. Wippel, the community outreach representative of Union Gospel Mission, was central to the early formation and conduct of the group.

During that time, he oversaw the visioning potion of our work. That work culminated in 1997 with an April meeting at the Trinity Life Center. In attendance were about seventy (70) residents who broke into small work groups to brainstorm and exchange ideas. Translation services were available for Chinese, Vietnamese and Laotian speakers.

From the work that was done at that meeting, Planning Association members were able to group issues and begin drafting our recommendations. Our visioning work concluded in July, 1997, after the Planning Association sent out a mailing to the entire neighborhood and gathered survey responses at area businesses.

That time also signaled a change in leadership for the second phase of our planning process. Stepping in were Karen Brawley and David Thomson. Brawley, who had worked with Wippel as a Co-Chair in the first phase, brought with a considerable familiarity with group processes and a special concern for housing issues. Thomson, a new resident to the community, agreed to work with Brawley in facilitating communication and drafting group correspondence.

Their leadership initiated the work to develop a neighborhood plan for MLK @ Holly Street. The far-reaching work of the Planning Association has put members in partnership

Planning Association members inspected **light railway designs**. We considered such **field tips** crucial because they gave us opportunity to envision how a **proposal route in Rainier Valley** would affect all **sectors** of the community and possibly even jump charge economic development. Ron NewtOn, manager of the MLK Washington Mutual Bank, and Kitty Gaines, the Planning Association **secretary**, assumed leading roles in articulating neighborhood concerns on the potential impacts of Sound Transit planning and development

Integrating the work of other community organizations were Ron Momoda, an activist for Friends of Othello **Park**, and **Nailah Evans-Eadom**, who has served as administrative assistant throughout the work of the, Planning Association. Momoda, who engineered the successful relegation of a proposed cell phone tower and rallied support against the location of a sexual offenders **half-way** house in **the** neighborhood often served as group historian. **Evans-Eadom**, founder of Single Mothers AU Raising Their Sons, never let the association **stray** far from public safety concerns through her work with the South Seattle Crime Prevention Council.

None of the work would have been possible, however, without the ongoing support of residents, businessmen and public servants. And while that work is concluding now, know we are **circulating** this Draft Plan with the understanding that community planning is an on-going task.

From here, review the Plan and address your support or reservations at the Validation Events currently scheduled **for**:

- . Saturday, August 8th from 9:30 a.m. to 11:30 p.m.; and,
- Monday, August 10th from 6:30 p.m. to 8:30 p.m..

These events will take place at Grace Apostolic Temple, located at 6818 **Martin** Luther King Jr. Way South.

For the future, look for the call to be involved with the day to day details of planning the Sound Transit route and rail station, as well as the redevelopment of **Holly Park**

It's an exciting **time** to get involved with the planning for our neighborhood. Beyond that, know it's never too late to make your voice heard.

Sincerely,

Karen **Brawley** and David Thomson
Co-Chairs
MLK @ Holly Street Neighborhood Planning Association



This Plan was prepared by the MLK @ Holly Street Neighborhood Planning Association in partnership with the City of Seattle Neighborhood Planning Office.

Executive Committee Members:

Karen Brawley, Co-Chair.
David Thomson, Co-Chair
Ron Newton, Treasurer
Kitty Gaines, Secretary
Nailah Evans-Eadom, Administrative Assistant

Neighborhood Planning Office:

Veronica Jackson, Project Manager

Contributing Consultants:

Madrona Planning and Development Services, Inc.
Nathanson & Associates, Inc.
Patty Molloy, Outreach Specialist

The Goals, Policies, and Recommendations of the MLK @ Holly Street Residential Urban Village Plan have been preliminarily reviewed by the MLK @ Holly Street Neighborhood Planning Association. However, they contain some new material and will be subject to further review and revision by the Planning Association.

The MLK @ Holly Street community will be notified of the Recommendations of the MLK @ Holly Street Residential Urban Village Plan in July, 1998. Community members will present their response to the Planning Association in August, 1998.

The City of Seattle Neighborhood Planning Review and Response Team will review the MLK @ Holly Street Residential Urban Village Plan in July, 1998. The City's response will be presented to the Planning Association in August, 1998.

Based upon community feedback and the City's response, the Planning Association will prepare an addendum to the MLK @ Holly Street Residential Urban Village Plan.

Table of Contents

- I. INTRODUCTION I-1
 - A. BACKGROUND I-1
 - 1. The City of Seattle Comprehensive Plan Urban Village Strategy
 - 2. Seattle’s Neighborhood Planning Program
 - 3. MLK @ Holly Street Neighborhood Planning Association
 - B. THE PLANNING PROCESS AND COMMUNITY INVOLVEMENT I-5
 - 1. Phase I
 - 2. Phase II
 - C. THE PLAN I-9
 - 1. Level of Detail
 - 2. Partnerships and Subsequent Planning Processes
 - 3. Plan Organization
- II. GOALS AND POLICIES II-1
 - A. VISION STATEMENT AND KEY ISSUES II-1
 - B. URBAN VLLAGE DESIGNATION II-2
 - 1. Community Objective
 - 2. Goals and Policies
 - C. LAND USE AND HOUSING II-3
 - 1. Community Objective
 - 2. Goals and Policies
 - D. ECONOMIC DEVELOPMENT II-7
 - 1. Community Objective
 - 2. Goals and Policies
 - E. TRANSPORTATION II-9
 - 1. Community Objective
 - 2. Goals and Policies
 - F. PUBLIC SAFETY H-11
 - 1. Community Objective
 - 2. Goals and Policies

G. COMMUNITY IMAGE AND APPEARANCE II-12

- 1. Community Objective
- 2. Goals and Policies

H. COORDINATION OF COMMUNITY IDEAS II-14

- 1. Community Objective
- 2. Goals and, Policies

III. RECOMMENDATIONS III-1

A. KEY INTEGRATED STRATEGY #1:
IMPROVED PUBLIC SAFETY III-2

- 1. Planning Background
- 2. Implementation Activities
 - a. Seattle Police Department Service Delivery
 - b. Community Partnerships with Seattle Police Department
 - c. Neighborhood Lighting
 - d. Neighborhood Order Programs

B. KEY INTEGRATED STRATEGY #2:
MIXED USE TOWN CENTER III-9

- 1. Planning Background
- 2. Implementation Activities
 - a. Mitigate Adverse Environmental Impacts
 - b. Access to Town Center
 - c. Incentives for Town Center Development

C. RECOMMENDATION CLUSTER #1:
COMMERCIAL AREA REVITALIZATION III-22

- 1. Planning Background
- 2. Implementation Activities
 - a. Partnerships to Improve Commercial Districts
 - b. Urban Design of Commercial Districts
 - c. Business Services

D. RECOMMENDATION CLUSTER #2:
AFFORDABLE HOUSING AND RESIDENTIAL STABILITY III-30

- 1. Planning Background
- 2. Implementation Activities
 - a. Homeownership Opportunities
 - b. Improve Existing Housing Stock
 - c. Housing Opportunities for Seniors
 - d. Non-Profit Housing Development, Rehabilitation., and Management

- E. RECOMMENDATION CLUSTER #3:
 - PLAN STEWARDSHIP III-36
 - 1. Planning Background
 - 2. Implementation Activities
 - a. Community Stewardship Capacity

- F. RECOMMENDATION CLUSTER #4:
 - COMMUNITY IDENTITY AND INTEGRATION III-39
 - 1. Planning Background
 - 2. Implementation Activities
 - a. Physical Connections within the Neighborhood
 - b. Appearance and Identity of the Neighborhood

- G. RECOMMENDATION CLUSTER #5:
 - CONNECTING PEOPLE AND SERVICES III-44
 - 1. Planning Background
 - 2. Implementation Activities
 - a. Schools as Centers of the Community
 - b. Coordinated Community Services

- IV. HOW TO GET INVOLVED IV- 1
 - A. PLANNING ASSOCIATION MONTHLY MEETINGS IV- 1
 - B. REQUESTS FOR PRESENTATIONS IV- 1
 - C. VALIDATION EVENTS IV- 1
 - D. FEEDBACK IV-2

I. INTRODUCTION

This report summarizes the work performed by the MLK @ Holly Street Planning Association during Phase II of the City of Seattle's neighborhood planning process. This program has been conducted with financial and staff support from the City of Seattle Neighborhood Planning Office and with technical assistance from consultants under contract to the Planning Association.

However, the Phase II neighborhood planning process has been, in essence, a volunteer, community-based effort." Scores of participants, including residents, business owners, employees, property owners, tenants, children, seniors, and institutional and organizational representatives have collaborated in this endeavor. The product is a shared vision which has been created by a broad cross-section of the community.

A. BACKGROUND

1. The City of Seattle Comprehensive Plan Urban Village Strategy

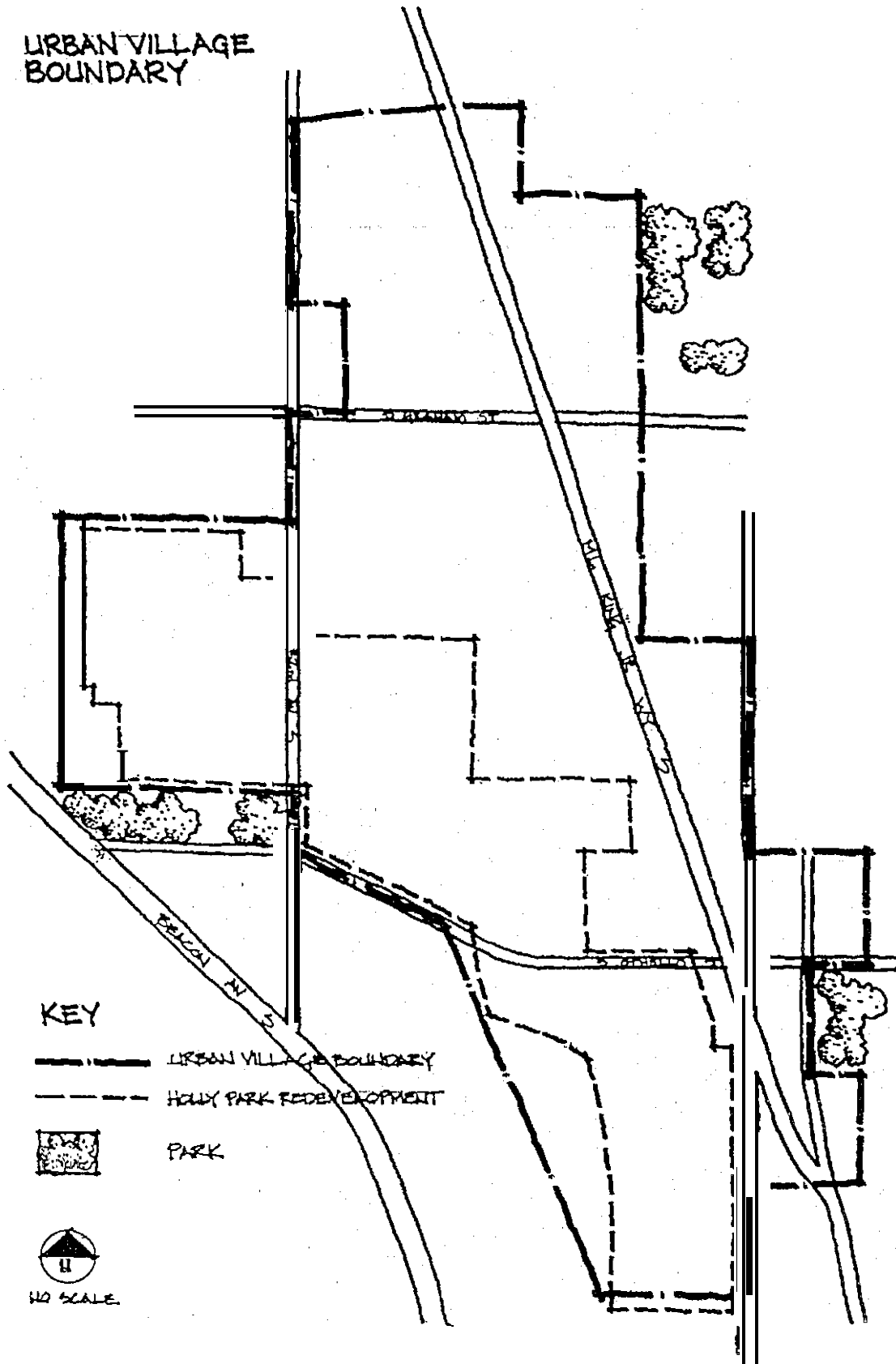
The City of Seattle Comprehensive Plan is a policy plan that provides a flexible framework for adapting to conditions of change over the twenty year planning period. The building blocks of the Plan are the elements required by the Growth Management Act: land use, transportation, housing, capital facilities, and utilities. The City of Seattle also included economic development, human development and neighborhood planning elements.

The component that unifies all the elements of the Comprehensive Plan is the Urban Centers and Villages Strategy. The Urban Centers and Villages concept is based upon the view that neighborhoods need to plan for sustainable development both locally and also within the context of larger regional growth trends and issues such as urban sprawl, transportation needs, and infrastructure costs. The objective of Urban Centers and Villages is to preserve the best qualities of Seattle's neighborhoods while responding to the pressures of growth and change.

The MLK @ Holly Street Neighborhood is designated by the Comprehensive Plan as a Residential Urban Village. As defined by the Comprehensive Plan, the goal of a Residential Urban Villagers to:

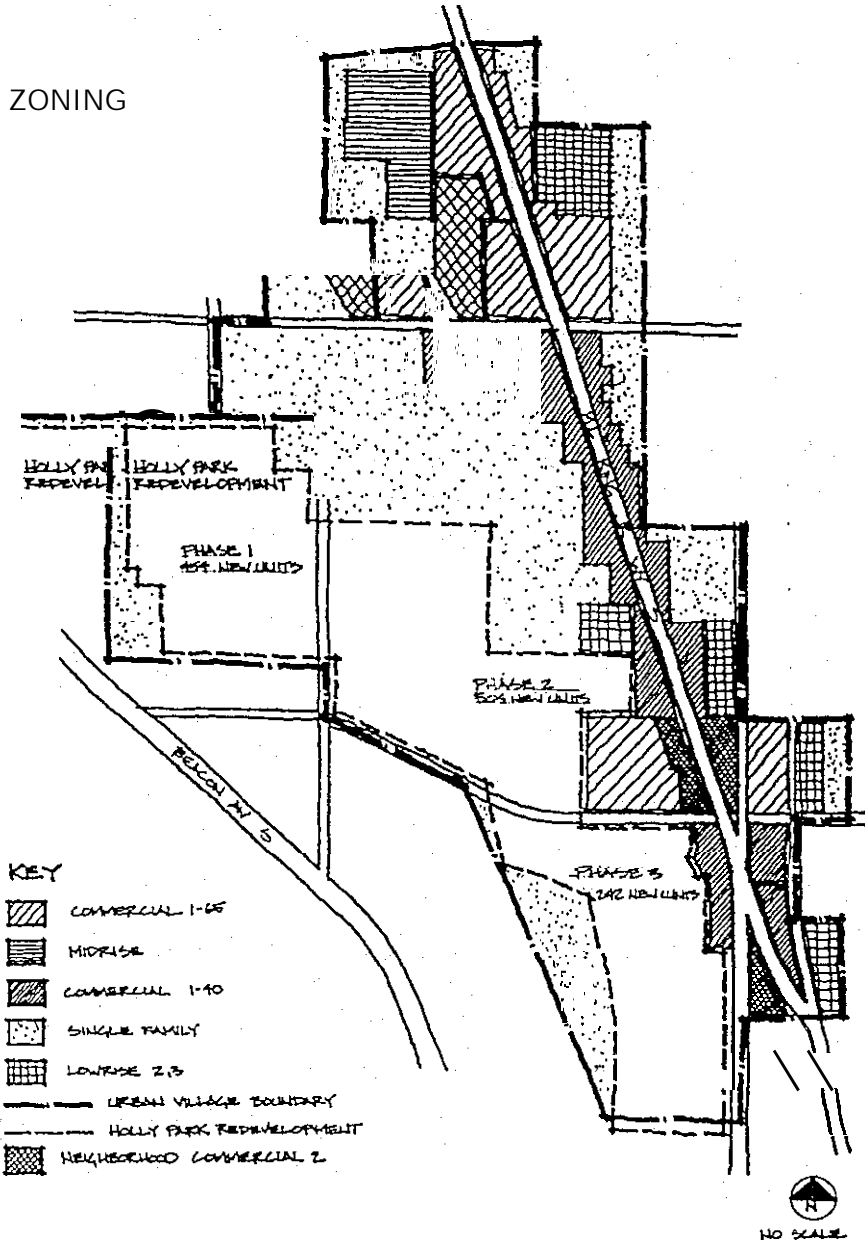
...function primarily as a compact residential neighborhood providing opportunities for a wide range of housing types. While residential use is emphasized, a mix of other compatible activities, especially those that support residential uses, is appropriate. Employment activity is also appropriate to the extent that it does not conflict with the overall function and character residential of the village, provided that a different mix of uses may established through a neighborhood plan approved by the City Council. (Land Use Goal G26)

Based upon analyses of existing zoning, development capacity, capital facilities, infrastructure, transportation, utilities, and open space, the Comprehensive Plan proposed boundaries, population growth targets, and residential densities for the MLK @ Holly Street Residential Urban Village.



According to the Comprehensive Plan analyses, the MLK @ Holly Street Residential Urban Village is expected to grow by 800 new households by the year 2014. This Plan represents the MLK @ Holly Street community's preferred alternative for accommodating this population growth while preserving and enhancing the unique characteristics and quality of life of the neighborhood.

The MLK @ Holly Street Residential Urban Village Plan will be submitted to the Seattle City Council for approval and adoption in September, 1998. Through this approval and adoption process, priorities, will be established for the implementation of City policies and programs and the allocation of resources for capital improvements in the MLK @ Holly Street Residential Urban Village.



2. Seattle's Neighborhood **Planning** Program

The Seattle Comprehensive Plan provides the basic framework for guiding growth and development in the City of Seattle over the next twenty years. While the Plan focuses on regional growth management, it also emphasizes the need to support and improve the local conditions and characteristics of Seattle's neighborhoods. One of the main components of the city's comprehensive plan is the provision to allow community members to prepare their own Neighborhood Plans.

To address issues of growth in Seattle over a two decade period, the city developed the Urban Village Strategy discussed above. The Comprehensive Plan established guidelines for neighborhoods to develop their own plans to allow growth in ways that support and enhance a neighborhood's unique character, needs, and quality of life.

With the assistance of the Neighborhood Planning Office (NPO) and consultants, as needed, the City looked to the neighborhoods designated as Urban Centers and Urban Villages to envision a desired future for their communities and to create a plan to achieve it. The resulting neighborhood plans will help guide the City to deliver the desired support and services to these communities.

The neighborhood plan program follows a four-phase iterative process:

- **Pre-application:** Neighborhoods organize themselves, create an Organizing Committee, identify a fiscal agent, and prepare an application to the NPO consisting of a work plan, budget, and schedule for Phase I planning.
- Phase I: The Organizing Committee works to include the whole community in developing a vision for the future, identifying community issues, setting priorities for Phase II planning, preparing a Phase I and Phase II Scope of Work, and electing a Planning Committee to guide the preparation of the Phase II work program.
- Phase II: The Planning Committee carries out activities detailed in the Scope of Work, continues community outreach, develops goals, policies, and implementation strategies for community priorities, works with the city to analyze Problems and create solutions, coordinates with adjacent communities, and ensures community validation of the plan.
- Phase III: The Planning Committee coordinates and partners with City departments, agencies, community organizations, and stakeholders to ensure stewardship and implementation of the plan, including participation in subsequent planning processes that refine the plan recommendations.

B. THE MLK @ HOLLY STREET PLANNING PROCESS

1. Phase I

A community based planning organization for the MLK @ Holly Street Neighborhood began meeting in November of 1995. However, formal action on their Phase I project was initiated by the Holly Park Neighbors' Phase I application in January of 1996. While the group began with the title, "Organizing Committee," it soon voted to be referred to as the "Planning Association".

The primary objectives of Phase I were to allow the MLK @ Holly Street neighborhood to identify and scope community issues; to conduct outreach and education regarding the planning efforts within the community; to diversify and expand participation in the Planning Association; and to create a vision for the future of the community.

Extensive outreach to the community was performed during Phase I, including a neighborhood survey to identify planning issues and opportunities. Phase I culminated in a "Planning Party," which was held on February 1, 1997. In addition to attracting new people to the Planning Association, the Planning Party included numerous activities to identify and prioritize the issues and opportunities of greatest importance to the community.

Through a process of organizing these issues and opportunities into "clusters" of similarity, the Planning Association developed the primary work products of Phase I, including the following:

- . Vision Statement The MLK @ Holly Street Neighborhood Vision Statement was developed by the Planning Association to guide the neighborhood planning process. It is the distillation of the community values and objectives that emerged during the Phase I process.
- . Key Planning Issues: A total of six (6) Key Issues were identified based upon community input. These Key Issues are the substantive areas to be addressed in the MLK @ Holly Street Neighborhood planning process. It is important to note that a seventh Key Issue of the Urban Village Designation was later added during Phase II as requested by the Neighborhood Planning Office.
- Community Objective: A Community Objective was developed for each of the Key Issues to document specific community concerns and intentions. These Community Objectives provided a placeholder of issues and opportunities for each of these substantive areas as the planning process moved forward.

The final Phase I work product was a Phase II Scope of Work, which was organized around the issue clusters that the Planning Association had developed. The six Key Planning Issues and Community Objectives were incorporated as elements within the scope. The Scope of Work provided the organizational structure and foundation for Phase II, the next iteration of the neighborhood planning process.

2. Phase II

A measure of the success of Phase I was the energy and enthusiasm of the Planning Association during the development of the Phase II Scope of Work. The result was an ambitious Scope of Work that proposed separate planning committees and planning processes for each of the Key Issues.

One of the basic precepts of the City of Seattle's neighborhood planning process is that the Organizing Committee, or the Planning Association as it was called in this community, would be replaced by a Steering Committee to oversee the project through Phases II and into implementation. The Steering Committee should be comprised of members that broadly represent the diverse stakeholders of the community.

The Planning Association determined that the MLK at Holly Street Steering Committee would be headed by an Executive Committee with a co-chairpersons, a treasurer, secretary, and administrative assistant.

The Phase II Work Plan proposed that the six Key Issue groups, along with a recruitment and outreach work group, would be addressed by specific committees with individual work plans and planning processes. The committees would be comprised of members of the community from the representative stakeholder groups, including seniors, high schools, S. E.E.D., Rainier Chamber of Commerce, Rainier Lions, arts, Holly Park Merchants' Association, churches, social service agencies, language experts, and the Rainier Rotary Club.

In addition, the Work Plan proposed that a Round Table would be established in an effort to communicate with the surrounding neighborhoods. The Round Table would allow for informal gatherings of any interested parties and would provide for social contact with adjoining neighborhood groups.

After extensive consultation with the Neighborhood Planning Office, the Executive Committee determined that this organizational structure was too cumbersome and resource intensive to be successful in the MLK @ Holly Street community. Because of the limited history of neighborhood planning in this community, the Planning Association did not have the organizational capacity to manage such an ambitious Phase II program.

Residents of this neighborhood face significant challenges to participation in community based planning processes. Foremost among these challenges are the cultural and linguistic diversity of the community. Over sixty six (66) languages and dialects and seventy two (72) religions are represented in the neighborhood, and a significant proportion of residents are recent immigrants. Additional challenges include high levels of poverty and the transitional nature of the MLK @ Holly Street neighborhood.

The Executive Committee revised the Phase H planning process in an attempt to accommodate these challenges, minimize meeting requirements, and expedite the development of the Plan.

The result was a series of "Neighborhood Planning Work Sessions" that would allow all six Key Issue committees to meet at one time and operate simultaneously. Each committee would be facilitated by a consultant, who would assist the committee to organize and carry forward the work that had been done during Phase I.

Because of concerns regarding the time requirements for Planning Association volunteers and the ability to staff two additional committees, the recruitment and outreach group and the Round Table were eliminated. The Executive Committee determined that these functions would most efficiently be accomplished by the individual Key Issue committees.

After extensive outreach to the community to promote the Work Sessions, a Phase II Kick Off Meeting was held on January 26, 1998. The meeting was attended by more than twenty (20) people. The purpose of this meeting was to review the Phase I findings and work products with new and returning Planning Association members, introduce the revised Phase II Work Plan and planning process, organize the Planning Association into Key Issue committees, and demonstrate the format that would be used in future Work Sessions.

The Planning Association continued to perform community outreach to increase participation in the Work Session process. With the assistance of an outreach consultant, there were several one-on-one meetings and telephone calls to current or potential stakeholders averaging forty (40) weekly contacts. However, it became apparent that there would not be sufficient community participation to sustain six Key Issue committees simultaneously.

Therefore, the format of the Work Sessions was, modified in response to lower levels of participation. In lieu of six committees operating simultaneously, the Key Issues would be worked on individually with one facilitated group. This would allow all the participants to contribute to each of the Key Issues and allow for a broader cross-section of input regarding the Key Issues,

Work Session One was held on February 7, 1998, and was attended by twenty five (25) people. This meeting focused on Land Use and Housing and Public Safety. For both of these Key Issues, the Phase I findings provided a starting point for discussion. Through facilitated discussion, each of the findings was developed more fully. A series of facilitation questions allowed for the community to clarify and elaborate on the findings and to propose solutions to the findings.

Work Session Two was held on February 23, 1998, and was attended by twenty five (25) people. This meeting focused on Economic Development and Transportation. The format of the facilitated discussion of these Key Issues was the same as that used for Work Session One.

Because of the low participation level in these two Work Sessions, the Executive Committee determined that an alternative meeting format and planning process was necessary. As a result, the decision was made to cancel the third scheduled Work Session after consultation with the Neighborhood Planning Office.

At this time, the Executive Committee also determined that in order to develop a plan that would provide the sufficient detail and analysis necessary for implementation, it would prioritize two of the Key Issues. Consistent with this decision, the planning process was revised to focus on the Land Use and Housing and Economic Development Key Issues.

In order to complete the development of the Key Issues, the Executive Committee held a Work Session on March 16, 1998. This meeting focused on Community Image and Appearance and Coordination of Community Ideas. It followed the same format as the previous Work Sessions.

Utilizing the community input and information that was presented at the three Neighborhood Planning Work Sessions, the Planning Association developed Draft Goals and Policies and Draft Recommendations for the Residential Urban Village Plan. The result was the development of seven "clusters" of Plan Recommendations. The Goals and Policies and Recommendations form the core of the Residential Urban Village Plan and are discussed in greater detail in subsequent chapters.

In conjunction with the development of the Draft Goals and Policies and Draft Recommendations, the Planning Association organized a Panel Discussion with City and Agency staff. The objectives of the Panel Discussion were to receive input and responses from the organizations represented, to bring additional technical resources to the Phase II process, and to develop additional implementation strategies.

The Panel Discussion was held on April 27, 1998, and was attended by thirty (30), community members. A broad cross-section of City departments and agencies participated in the Panel Discussion, including the following:

- City of Seattle Strategic Planning Office;
- City of Seattle Office of Economic Development;
- City of Seattle Neighborhood Planning Office;
- City of Seattle Department of Transportation (SEATRAN);
- City of Seattle Department of Housing and Human Services (DHHS);
- City of Seattle Department of Construction and Land Use (DCLU);
- Seattle Neighborhood Group;
- Sound Transit/Regional Transit Authority;
- Seattle Housing Authority/Holly Park Redevelopment;
- Fannie Mae;
- Washington State Housing Finance Commission;
- * Southeast Effective Development (SEED); and
- Rainier Chamber of Commerce,

The format of the Panel Discussion was an interactive, facilitated discussion among the panelists and Planning Association members regarding the Preliminary Recommendations. The

discussion focused on existing resources, planned resources, and information requirements for implementation. The agenda was structured to address all of the seven clusters of Plan Recommendations. However, consistent with the previous decision of the Executive Committee, the discussion focused on those recommendations that addressed the Land Use and Housing and Economic Development Key Issues.

Using the input and information that was presented at the Panel Discussion, the Preliminary Recommendations were further refined by the Planning Association and their consultants. Consistent with the requirements of the Neighborhood Planning Office, the Preliminary Recommendations were presented to the City of Seattle Neighborhood planning Review and Response Team on May 22, 1998.

An Alternatives Fair was held by the Planning Association on June 8, 1998, to review and prioritize the Preliminary Recommendations. The Alternatives Fair was attended by thirty (30) community members. Following presentations of the seven clusters of Plan Recommendations, community members were first asked to rank the individual recommendations within each cluster. The community members were then asked to rank the seven clusters of Plan Recommendations.

The rankings were compiled by the Planning Association. The prioritization of the Plan Recommendations of the MLK @ Holly Street Residential Urban Village Plan reflects and are consistent with these community preferences.

C. THE PLAN

1. Level of Detail

As discussed above, the neighborhood planning process for the MLK @ Holly Street Neighborhood was forced to continually adapt to conditions of low community participation. Although extensive efforts were made to perform outreach and education to increase the membership of the Planning Association and participation in the planning process, it must be acknowledged that these efforts did not translate directly into quantifiable results.

This planning area is comprised of many recent immigrants from diverse ethnic, cultural, and linguistic backgrounds. Challenges to participation in community planning processes in the MLK @ Holly Street Neighborhood include rim-English speaking individuals; low levels of literacy; low levels of home and business ownership; and high levels of poverty, unemployment and economic distress. These factors are well documented to have high correlation with low participation rates.

Participation is the most powerful resource available to community planning efforts. Therefore, it must be acknowledged that the organizational capacity of the Planning Association has not been fully realized because of limited participation resources.

As a result, the Plan Recommendations could not be developed to the level of detail that would have been possible with large scale participation. Consistent with the direction of the Executive Committee, the resources available to the Planning Association have been allocated to focus on the issues of greatest importance to the community.

As discussed below, many critical decisions regarding the MLK @ Holly Street Neighborhood are the subject of ongoing planning processes. This has also effected the level of detail that was possible to develop in the Residential Urban Village Plan. Rather than to fully develop recommendations that may not be feasible, Plan Recommendations that involve ongoing or future planning processes are intended to serve as placeholders for consideration during subsequent decision making.

The community members who did participate must be commended for their involvement in the planning process. The input and information that community members provided during Phase II was unsurpassed in quality and presented with passion and respect. The Plan Recommendations are a direct product of their input and area reflection of their concern for the MLK @ Holly Street Neighborhood.

2. Subsequent Planning Processes

The MLK @ Holly Street Neighborhood is not a “traditional” or “organic” Seattle neighborhood, like Columbia City, Georgetown, Wallingford, Ballard, or West Seattle Junction. Despite their differences, these neighborhoods share certain attributes, such as a sense of place, definable character, an identifiable core, and recognized boundaries.

MLK @ Holly Street does not share these attributes of a traditional neighborhood. It does not have an established history as a neighborhood. It was created as a Residential Urban Village by the Comprehensive Plan because it met certain land use, infrastructure and capital facility criteria. It is actually comprised of portions of several traditional neighborhoods, including Brighton, Dunlap, and Beacon Hill, and the Seattle Housing Authority’s Holly Park Garden Community.

[n this sense, the Residential Urban Village Plan is intended to develop these traditional neighborhood attributes, to begin to define the “hole in the doughnut.”

However, in addition to the City of Seattle’s neighborhood planning process, the area that comprises MLK @ Holly Street Residential Urban Village has been the focus of multiple large scale planning efforts in recent years. Most prominent among these planning processes are the following:

- The Holly Park Redevelopment Plan by the Seattle Housing Authority, which proposes to demolish S71 public housing units and to replace these units with 1,200 units of mixed income housing for rent and home-ownership,

- . Light Rail System and Station Planning by Sound Transit, which proposes to provide serve light rail service and to develop a station within the MLK @ Holly Street Neighborhood.
- . The Neighborhood Revitalization Strategies (NRS) by the Seattle Office of Economic Development, which proposes to develop and implement comprehensive economic empowerment actions within Southeast Seattle.

These planning efforts provide tremendous opportunities to help to define the MLK @ Holly Street Residential Urban Village as more than simply an aggregation of Comprehensive Plan criteria. Because of this unprecedented commitment of public resources, the opportunity exists to create a sense of place, definable character, an identifiable core, and recognized boundaries in this neighborhood while preserving the fragile diversity that makes it unique.

However, these planning processes are overlapping in sequence and timeframe for implementation. As a result, there is a high degree of uncertainty regarding the details of the resulting projects. In this sense, to continue the metaphor, not only is the hole in the doughnut undefined, but the doughnut recipe is still under development.

Given these conditions of uncertainty, many of the Plan Recommendations are intended to serve as placeholders for subsequent planning processes to ensure that community objectives are factored into the decision making. Much of the supporting detail and analysis to determine the feasibility and design of these recommendations will be generated With Planning Association participation during these subsequent planning processes.

Because of the central importance of subsequent planning processes to determining the future of this neighborhood, it is impossible to overstate the importance of community stewardship and active partnerships between the community, the City, agencies, and other stakeholders to the implementation of the MLK @ Holly Street Residential Urban Village Plan.

3. Plan Organization

The MLK @ Holly Street Residential Urban Village Plan is organized in a hierarchy of components. Moving down through the hierarchy provides increasing levels of detail and specificity regarding how to the plan should be implemented. Moving up through the hierarchy provides increasing levels of amplitude and comprehensiveness regarding why the plan should be implemented.

The following matrix summarizes the organization of the MLK @ Holly Street Residential Urban Village Plan.

Chapter	Component	Discussion
Two	<i>Vision Statement</i>	At the top of the hierarchy is the most generalized component of the Plan, the Vision Statement. The Vision Statement summarizes the community principles and values upon which the Plan is based.
	<i>Community Objectives</i>	The Community Objectives document specific community concerns and intentions for each of the Key Planning Issues.
	<i>Goals</i>	The Goals are general statements of the community's desired future end or condition and provide a general direction for the community. The Goals are organized according to the Key Planning Issues.
	<i>Policies</i>	The Policies are more specific processes or guidelines for achieving the individual Goals of the Plan. In essence, the Policies implement the Goals.
Three	<i>Recommendations</i>	The Recommendations are the specific projects or programs necessary to implement the Goals and Policies. There are three (3) general categories of Recommendations based upon community priorities and timeframes for implementation. These categories of Recommendations are discussed in greater detail in Chapter Three.
Four		Chapter Four addresses how community members can become involved in Plan review, validation, approval and adoption, and implementation.

II. GOALS AND POLICIES

A. VISION STATEMENT AND KEY ISSUES

The MLK at Holly Street Neighborhood Vision Statement was developed by the Planning Association to guide the neighborhood planning process. It is the distillation of the *community values* and objectives that emerged during the Phase One process, which was completed in 1997. As a result; the Vision Statement reflects the hopes and aspirations of the community that produced it.

The MLK at Holly Street Neighborhood Vision Statement

We the Residents, Merchants, and Friends of the MLK at Holly Street Neighborhood pledge to build and maintain a healthy, safe, and sustainable community.

Through our diversity, strength, and cooperation, we will realize our full potential as a thriving social, educational, and business community. We visualize:

- *The successful integration of open space with residential and commercial development.*
- . *Partnerships to encourage the location of retail and service outlets within the community.*
- . *A neighborhood that provides education and social resources for youth and adults.*
- . *Mixed use housing with opportunities for affordable private ownership.*
- *A coalition of merchants and residents who actively promote a safe and secure environment.*
- . *An accessible transit system that will adequately serve a diverse, growing community.*

The Vision Statement provides the over-arching framework for the specific goals, policies and recommendations that were developed by the MLK @ Holly Street community during the Phase Two process.

An additional product of Phase One was the identification of Key Issues to be addressed in the MLK @ Holly Street Neighborhood planning process. A total of six (6) Key Issues were identified based upon community input. An additional Key Issue of the Urban Village Designation was added as requested by the Neighborhood Planning Office. A Community Objective was also developed for each of the Key Issues to document specific community concerns and intentions.

The Key Issues are as follows:

- . Urban Village Designation;
- . Land Use and Housing;
- . Economic Development
- . Transportation;
- Public Safety;
- . Community Image and Appearance; and,
- . Coordination of Community Ideas.

The Key Issues provide the organizing principle for the goals and policies of the MLK @ Holly Street Residential Urban Village Plan. These goals and policies are presented in the following sections.

B. URBAN VILLAGE DESIGNATION

1. Community Objective

The MLK @ Holly Street Community Objective for the Residential Urban Village Designation is as follows:

The City of Seattle Comprehensive Plan designated the A4LK @ Holly Street Neighborhood as a Residential Urban Village. This designation was based upon analysis of land use capacity and available infrastructure. The Residential Urban Village will support concentrations of low to moderate densities of residential development which support transit use and have a compatible mix of support services and employment, The existing commercial district along MLK Way South and surrounding area provides the opportunity to create such a center for transit, services and residential development. We support the Residential Urban Village designation as a means of focusing public investment in this neighborhood.

2. Goals and Policies

Goal UVD-1: To adopt the City of Seattle 1994 Comprehensive Plan proposed boundaries and population allocations for the MLK @ Holly Street Residential Urban Village.

Policy UVD-1.1: As conditions change during the twenty year planning period, consider extending the Residential Urban Village boundaries consistent with the goals, policies, and criteria established by the City of Seattle Comprehensive Plan.

Goal UVD-2: To ensure that sufficient capital facility and infrastructure capacity is available to mitigate the impacts of development that is not anticipated by the City of Seattle 1994 Comprehensive Plan or assessed in the Comprehensive Plan Environmental Impact Statement.

Goal UVD-3: To prioritize infrastructure maintenance and enhancement within the MLK @ Holly Street Residential Urban Village relative to areas “outside the Urban “Village. Exceptions shall be made to this prioritization for infrastructure maintenance that is necessary to protect the public health or safety.

C. LAND USE AND HOUSING

1. Community Objective

The MLK @ Holly Street Community Objective for Land Use and Housing is as follows:

A broad range of land uses should be accommodated to respond to the diverse needs of the community and encourage neighborhood sustainability. There are currently significant shortages of affordable housing for single-family ownership, multi-family rental, and transitional housing. We seek to achieve a balance between those who want and those who do not want more rental property in the area. We support the development of a realistic strategy to encourage housing density, affordable lending, and land reclamation that meets local housing needs.

2. Goals and Policies

Goal LUH-1: Within the MLK @ Holly Street Residential Urban Village, to provide for a broad range of development and redevelopment opportunities which serve the future needs of the community, including residential, commercial, retail, service, cultural, and open space uses.

Goal LUH-2: To accommodate increased density while preserving the neighborhood character of existing residential areas.

Policy LUH-2.1: Encourage well designed residential infill development to increase the housing supply.

Policy LUH-2.2: Encourage mixed use residential development in the core of the MLK @ Holly Street Residential Urban Village,

- Policy LUH-2.3: Require new multi-family development to meet design standards to ensure that it is compatible” with the scale and character of existing development.
- Policy LUH-2.4: Promote accessory housing as a means to increase density and affordable housing supply while preserving existing single family residential areas.
- Policy LUH-2.5: Work cooperatively with the Seattle Housing Authority to ensure that the Holly Park Redevelopment is integrated into the surrounding community and minimizes adverse impacts.
- Goal LUH-3: To meet the needs of a diverse population by providing opportunities for adequate affordable housing supply and a range of housing types for residents of all income groups.
 - Policy LUH-3. 1: Increase opportunities for homeownership by working with Holly Park Redevelopment, HomeSight, lenders, and developers.
 - Policy LUH-3.2: Encourage the preservation of affordable housing resources through rehabilitation of existing single family residences.
 - Policy LUH-3.3: Work in partnership with lenders to ensure that mortgage programs and products meet the needs of a diverse community.
 - Policy LUH-3.4: Promote educational programs regarding housing, including financing, permitting, maintenance and rehabilitation.
 - Policy LUH-3.5: Encourage the development of senior housing and supportive services to allow elders to continue to live in the community.
 - Policy LUH-3.6: Work cooperatively with property owners to rehabilitate older multi-family structures to better serve the needs of a diverse community and to ensure compatibility with the surrounding community.
 - Policy LUH-3.7: In partnership with local, state, and federal agencies, ensure the preservation of subsidized housing units in the neighborhood,

- Policy LUH-3.8: Encourage service providers and managers to improve security and physical condition of existing homeless housing to better integrate this housing into the surrounding community.
- Goal LUH-4: To develop the retail and commercial core of the MLK @ Holly Street presidential Urban Village as an attractive and vibrant area for neighborhood residents and visitors.
- Policy LUH-4. 1: Encourage appropriate development and redevelopment that provides a greater range of products and services to serve the community.
- Policy LUH-4.2: Promote retail, restaurant and entertainment uses that are pedestrian oriented and provide a high level of street activity.
- Policy LUH-4.3: Develop pedestrian amenities to link commercial areas, transportation facilities, residential areas and parks.
- Policy LUH-4.4: Work cooperatively with property and business owners to maintain the appearance and cleanliness of retail and commercial areas.
- Policy LUH-4.5: New development and redevelopment should include unified landscape and streetscape improvements and be designed to improve pedestrian linkages within the community.
- Policy LUH-4.6: Encourage existing businesses to participate in facade improvement programs.
- Goal LUH-5: To encourage transit oriented, mixed use development in the vicinity of a light rail station in the MLK @ Holly Street Residential Urban Village.
- Policy LUH-5. 1: Mixed-use development should accommodate safe conditions for public transit and vehicular, pedestrian, and alternative modes of traffic.
- Policy LUH-5.2: Transit oriented development should incorporate a mix of businesses, large and small, to meet the needs of the local community and the regional population.

- Policy LUH-5.3: A range of affordable and market rate residential uses should be encouraged in the upper stories of the mixed use development in the vicinity of a light rail station,
- Policy LUH-5.4: The light rail station should be designed as a gateway to the MLK @ Holly Street Residential Urban Village and incorporate a public meeting area.
- Policy LUH-5.5: Provide zoning incentives and an expedited review and permitting process for transit oriented development which meets the criteria contained in this Neighborhood Plan.
- Policy LUH-5.6: Ensure that “around-the-clock” public safety is the highest priority at and around the light rail stations through defensible design, high levels of street activity, and lighting.
- Policy LUH-5.7: Minimize parking impacts of the light rail station on surrounding commercial and residential areas.
- Policy LUH-5.8: Provide fo appropriate transitions between the light rail station, associated transit oriented development, and the surrounding neighborhood.
- Goal LUH-6: To provide and maintain a balanced system of parks, recreational facilities, and open spaces that responds to the recreational, cultural, environmental, and aesthetic needs of all segments of the community.
- Policy LUH-6. 1: Coordinate with other public and private agencies, organizations, and individuals to plan, develop, operate, maintain and enhance park and recreational facilities.
- Policy LUH-6.2: Provide linkages to parks within the community and the region through a non-motorized trail system, bike lanes, and pedestrian improvements..
- Policy LUH-6.3: Work cooperatively with the Seattle Housing Authority to integrate the Holly Park recreation and open space system with the surrounding neighborhood.
- Policy LUH-6.4: Ensure the highest levels of public safety in parks through partnerships with local organizations and law enforcement, defensible design, lighting, and landscaping.

- Policy LUH-6.5: Encourage the development of pocket parks throughout the community in unopened rights-of-way "and other surplus public property,
- Policy LUH-6.6: Expand the existing P-patch program as a means of increasing open space and community amenities.

D. ECONOMIC DEVELOPMENT

1. Community Objective

The MLK @ Holly Street Community Objective for Economic Development is as follows:

We take economic development to mean an embrace of locally operated businesses that actively recruit and train neighborhood residents. We further embrace a business agenda that provides retail, service and entertainment opportunities, as well as one that offers operating hours complementary to the many lifestyles of the community. Among the businesses particularly sought are book stores, bakeries, movie theaters, health clubs, restaurants and retail clothing outlets. We recognize the symbiotic relationship that exists between the residential and business sectors. We support all business endeavors that promote autonomy (ability to shop and to provide jobs within our community), public service, and well-being, for we take a healthy business climate to be essential to the overall strength of our neighborhood.

2. Goals and Policies

- Goal ED-1: To support existing businesses and seek to attract new businesses and industries which diversify the economic base, improve wage and salary levels, increase the variety of employment opportunities, and utilize the resident labor force.
- Goal ED-2: To encourage the provision of a continuum of educational, training, skills enhancement, and placement opportunities that are responsive to the changing needs of the work place locally and regionally.
- Policy ED-2. 1: Partner with service providers to identify the scope and target population of existing programs available in the community to link residents with *services*.

- Policy ED-2.2: Work cooperatively with the Seattle Housing Authority to ensure that the Holly Park Campus of Learners is integrated with and serves the needs of the community.
- Policy ED-2.3: Utilize existing transportation systems and improvements to link residents to employment opportunities.
- Goal ED-3: To facilitate the establishment and development of small businesses as important contributors to the local economy.
- Policy ED-3. 1: Work with lenders and agencies to promote and enhance small business financing programs.
- Policy ED-3.2: Encourage the development of micro-lending programs to start small scale cottage industries.
- Policy ED-3.3: Promote technical assistance programs to small businesses, including business planning, accounting, and tax preparation.
- Policy ED-3.4: Partner with the Holly Park Merchants Association to market the products and services of locally owned and operated small businesses in the community.
- Goal ED-4: To enhance the core of the MLK @ Holly Street Residential Urban Village as a transit oriented retail, commercial, civic and cultural center that serves the surrounding region.
- Policy ED-4. 1: Work cooperatively with SEED, Sound Transit, the City of Seattle, and the private sector to assemble large parcels that meet the needs of developers and regional commercial and retail uses.
- Policy ED-4,2: Encourage a comprehensive approach to mixed use development in the vicinity of a light rail station that includes small businesses, anchor tenants, and a residential
- Policy ED-4,3: Utilize "Planned Action" provisions under the SEPA and the GMA, expedited review and permitting processes, and tax and zoning incentives to transit oriented development.
- Policy ED-4,4: Encourage adaptive reuse and redevelopment of vacant or underutilized commercial and retail sites to provide for greater pedestrian access.

- Policy ED-4.5: Ensure that transit oriented development is served with adequate infrastructure to mitigate adverse environmental impacts to the surrounding community.
- Policy ED-4.6: Encourage public-private partnerships that can access sufficient resources to produce the highest quality transit oriented development that is responsive to the needs of the community.
- Goal ED-5: To enhance the business climate by coordinating with local and regional organizations that both conduct economic development research and develop strategies which market the MLK @ Holly Street Residential Urban Village.
- Policy ED-5.1: Partner with existing local organizations, including SEED and the Holly Park Merchants Association, to develop a marketing strategy.
- Policy ED-5.2: Work with the Office of Economic Development and SEED to continue to develop regional strategies for Southeast Seattle.
- Policy ED-5.3: Maximize the benefits of local, state and federal economic development programs, including the Neighborhood Revitalization Strategies.

E. TRANSPORTATION

1. Community Objective

The MLK @ Holly Street Community Objective for Transportation is as follows:

A healthy transportation system is vital to the MLK @ Holly Street Neighborhood. It is essential to have a transportation system that is in good repair, well balanced, and affordable. If the system is incomplete, the needs of the community will not be served, people and goods will not flow properly, and the community will suffer as the population increases. The transportation infrastructure in the MLK @ Holly Street Neighborhood is in poor condition at present and is missing some elements entirely. We support the identification of specific areas in need of improvement and the development of a realistic plan for providing efficient transit service in the MLK @ Holly Street Neighborhood.

2. Goals and Policies

- Goal TRAN- 1: To provide a safe and efficient multi-modal transportation system which will support land use goals and adequately serve the future growth and development of the MLK @ Holly Street Residential Urban Village.
- Goal TRAP-2: To promote the development of safe and convenient pedestrian and bicycle transportation alternatives to and from residential areas to parks, schools, civic buildings, and commercial and employment areas.
- Policy TRAN-2. 1: Provide sidewalks and bike lanes to create safe non-motorized linkages throughout the community.
- Policy TRAN-2.2: Create a program of streetscape improvements in the commercial and retail core, including crosswalks, street trees, landscaping, street lighting, street furniture, and public art.
- Policy TRAIN-2.3: Implement a street tree program along the Othello Street and MLK Way to highlight linkages between Holly Park, Othello Park, and the light rail statinn.
- Goal TRAN-3: To improve circulation within the existing capacity of the arterial street system to provide cost effective mobility and minimal community disruption.
- Policy TRAN-3. 1: Mitigate the impact of arterial traffic on pedestrian activity and ensure the safety of pedestrians by providing pedestrian amenities along arterials.
- Policy TRAN-3.2: Encourage traffic calming techniques on residential streets, such as traffic circles, on-street parking, and street trees.
- Goal TRAN-4: To ensure that new public transportation improvements benefit the MLK @ Holly Street Residential Urban Village by improving transportation services and facilitating positive impacts on existing land uses and redevelopment opportunities.
- Policy TRAN-4. 1: Promote shared parking facilities to serve the transit oriented development in the vicinity of a light rail station.
- Policy TRAN-4.2: Develop a residential parking zone permit system to mitigate the impact of Sound Transit passenger parking.

Policy TRAIN-4.3: Work cooperatively with Sound Transit and the Holly Park Merchants Association to minimize impacts to existing businesses during construction of a light rail station.

Policy TRAP-4.4: Work cooperatively with Sound Transit and Metro to ensure that the integrated public transit system is well coordinated and serves the needs of the community.

Goal TRAN-5: To establish and maintain a reasonable balance between parking supply and demand and encourage creative solutions that provide for ample parking while minimizing impacts on surrounding uses.

Policy TRAN-5. 1: Off street parking for commercial and retail businesses should be designed to minimize visual impact. Parking should be located to the side or rear of buildings and utilize perimeter screens from the street and provide interior landscaping.

Policy TRAN-5.2: Off street parking for multi-family buildings should minimize impacts to surrounding residential areas through landscaping and screening.

F. PUBLIC SAFETY

1. Community Objective

The MLK @ Holly Street Community Objective for Public Safety is as follows:

Personal security, crime perception, and the presence of drug-dealing, gangs, and prostitution make public safety and crime prevention an important priority for the future of the MLK @ Holly Street Neighborhood. We support the creation of strategies to improve public safety, enhance the physical condition of areas that are local hot spots, and promote a feeling of a safe and secure community.

2. “” Goals and Policies

Goal PS-I: To improve the level of public safety in the MLK @ Holly Street Residential Urban Village through crime prevention and home and business security programs.

Policy PS-1. 1: Expand existing Neighborhood Block Watch programs to all single family areas of the community,

- Policy PS- 1.2: Work with property owners and managers to establish Apartment Watch programs in multi-family residential areas.
- Policy PS-1.3: Work with the Holly Park Merchants Association to expand the existing Business Watch program for commercial areas of the community.
- Policy PS-1.4: Partner with Seattle City Light to implement a security lighting program throughout the community.
- Policy PS-1 .5: Ensure the highest levels of personal and property safety and security in the vicinity of the light rail station.
- Policy PS-1 .6: Encourage businesses that produce “around-the-clock” pedestrian traffic to enhance the perception of security in the vicinity of the light rail station.
- Goal PS-2: To work in partnership with law enforcement agencies to identify public safety “hot spots” and appropriate courses of remedial action.
- Policy PS-2. 1: Encourage the City of Seattle Police Department to expand bike patrols in the community.
- Policy PS-2.2: Work with the Holly Park Merchants Association and the King County Health Department to implement Chronic Public Inebriation Systems Solutions to reduce public drinking and drunkenness.
- Policy PS-2.3: Work with the City of Seattle Police Department to educate community residents about nuisance abatement programs.

G. COMMUNITY IMAGE AND APPEARANCE

1. Community Objective

The MLK @ Holly Street Community Objective for Community Image and Appearance is as follows:

The health of a neighborhood is measured in part by the condition of its parks, playgrounds, open spaces, streets and traffic corridors, and sidewalks. If a community is littered with trash and graffiti, its parks and playgrounds neglected, then its image and self-respect suffer. Open spaces in the form of planting strips, street trees, and formal parks

connect all the elements of a neighborhood, and serve as buffers and unifiers. The MLK @ Holly Street Neighborhood is in need of assessment and improvement of its parks, open spaces, community gardens, traffic corridors and sidewalks, and overall appearance. We support efforts to create the successful integration of the natural environment with the built environment.

2 . Goals and Policies

Goal CIA- 1: To enhance the identity of the MLK @ Holly Street Residential Urban Village through unified urban design, streetscapes, landscaping, and other measures.

Policy CIA-1. 1: Develop “gateways” at the major entry points into the community, including a light rail station. The gateways should include plantings and signage that identify the MLK @ Holly Street Residential Urban Village.

Policy CIA-1.2: Work cooperatively with the Seattle Housing Authority to ensure that these design features further integrate the Holly Park Redevelopment into the community.

Goal CIA-2: To work cooperatively with property and business owners to enhance and maintain the cleanliness and appearance of residential and commercial areas.

Policy CIA-2. 1: Develop multi-lingual educational programs regarding the benefits of recycling and the legal requirements for property maintenance.

Policy CIA-2.2: Work with property and business owners to establish a “street art” program for youth to identify walls that can be used for mural painting,

Policy CIA-2.3: Organize a “quick response” team to remove graffiti from walls that are not part of the “street art” program.

Policy CIA-2.4: Work cooperatively with Metro to ensure the cleanliness, maintenance, and provision of trash receptacles at bus stops.

Policy CIA-2,5: Work cooperatively with the Holly Park Merchants Association to organize regular clean ups of commercial areas.

H. COORDINATION OF COMMUNITY IDEAS

1. Community Objective

The MLK @ Holly Street Community Objective for Coordination of Community Ideas is as follows:

In order to make coordinated community action possible, two issues must be addressed:

- *Communication: Community residents feel a sense of isolation from both: (a) those making the decisions that directly impact upon their specific neighborhood, and (b) adjoining neighborhoods and the greater Seattle community. This sense of isolation impedes the establishment of a consolidated comprehensive plan and approach that includes the "buy-in" of resident stakeholders.*
- *Funding: The need exists to establish an aggressive approach to: (a) identify areas of concern; (b) identify funding opportunities to address and rectify those concerns; (c) ensure that funds obtained are indeed allocated according to local concerns; and, (d) provide true and meaningful linkages among the target area residents and service providers.*

We support the establishment of a means and mechanism of coordination, communication, and cooperation which fosters widespread participation and involvement in many areas including the procurement and allocation of funds and the delivery of services.

2. Goals and Policies

Goal CCI-1: To encourage coordination among social and community service providers that will result in efficient use of limited resources to meet the needs of a diverse resident population.

Policy CCI-1.1: Partner with service providers to identify the scope and target population of existing programs available in the community to link residents with services.

Policy CCI-1.2: Encourage local organizations to increase opportunities for youth education, recreation, and social activities.

Policy CCI-1.3: Increase opportunities for adult education, including pre-employment skills, job training, and placement.

- Policy CCI-1.4: Partner with other SE Seattle neighborhoods to identify opportunities to share social and community service resources.
- Goal CCI-2: To improve the availability of and access to community facilities for local organizations in the MLK @ Holly Street Residential Urban Village.
- Policy CCI-2.1: Develop an inventory of existing community facilities, including availability, size, cost, and reservation requirements.
- Policy CCI-2.2: Encourage partnership opportunities for co-location of public facilities and joint use agreements.
- Policy CCI-2.3: Work with the City of Seattle Parks Department to plan and design the redevelopment of the Van Asselt Community Center.
- Goal CCI-3: To work in partnership with institutional and agency stakeholders, including Holly Park Redevelopment, Sound Transit, and the Seattle School District to ensure that cooperative planning and project implementation results in positive benefits for the community.
- Goal CCI-4: Establish a representative organization that will participate in decision making processes for the implementation of the MLK @ Holly Street Neighborhood Plan.
- Policy CCI-4.1: improve communication of issues and opportunities facing the neighborhood through a public forum that is open to all members of the community.
- Policy CCI-4.2: Increase participation in the representative organization through community outreach and information exchange.
- Policy CCI-4.3: Seek partnerships with other stakeholder organizations in the community.

III. RECOMMENDATIONS

The MLK @ Holly Street Residential Urban Village Plan contains a broad range of recommendations. All of the recommendations are based upon and implement the Goals and Policies. However, it is important to note that while the Goals and Policies are organized according to the Key Planning Issues, the Plan Recommendations utilize a different organizing principle.

The Plan Recommendations are project level activities. For this reason, many recommendations address more than a single Key Planning Issue, satisfy several Goals and Policies, or are interrelated components of a larger project. Therefore, the recommendations have been organized into functional groupings of activities.

Consistent with Neighborhood Planning Office guidelines, the MLK @ Holly Street Residential Urban Village Plan contains two general categories of recommendations:

1. Key Integrated Strategies: These recommendations are not single projects that stand alone, but rather groupings of activities that respond to complex, interrelated quality of life issues. The planning process has identified the focus areas of highest priority to the MLK @ Holly Street community and presents two (2) groups of integrated recommendations as a response.

The Plan contains two (2) Key Integrated Strategies: Improved Public Safety and a Mixed Use Town Center. These integrated recommendations are catalysts for the success of the Residential Urban Village Plan to implement the vision of the community. Because of the complexity of these focus areas, these strategies contain several functional components.

2. Recommendation Clusters: The Recommendation Clusters are comprised of a series of functional components to address specific issues within the MLK @ Holly Street community. Each component contains several recommended activities that have been developed to respond to issues and opportunities identified through the planning process. The recommended activities within these components can be further broken down into the following hierarchy:

- . Specific Activities for Near Term Implementation: These are recommendations “” for discrete activities to be implemented within one to five years. Although these activities are not part of the Key Integrated Strategies, many are high priorities to the community and are vital to the success of the Plan. Although implementation is not guaranteed or automatic, they may be implemented through existing programs by the City, agencies, or community organizations.
- Activities for Long Term Implementation: These are ideas for future consideration by City departments, agencies, and community organizations. These activities involve significant technical considerations, policy implications,

or funding challenges. As a result, stewardship mechanisms, feasibility assessments, or additional analyses must be developed at a future time before implementation can be considered.

Each category of the Plan Recommendations includes a discussion of the planning background that guided the development of the recommended activities. This discussion is intended to summarize the existing conditions and planning issues that were identified by the community during the planning process.

Additionally, supporting analysis and detailed descriptions of the recommended activities is provided for each functional component of the Plan Recommendations. This includes a brief implementation strategy that explains the interrelationships between the recommended activities.

It is important to note that in order to conserve resources in the planning process, higher priority Plan Recommendations received more significant analysis. As a result, these higher priority Plan Recommendations are discussed in greater detail than others.

Finally, the recommended activities are presented in a matrix describing the implementors, estimated cost, and a time frame for implementation. Please note that the timeframe for implementation refers to the amount of time from City Council adoption of the Plan to begin implementation. It does not refer to the amount of time that will be required to complete the recommended activity.

Included with the timeframe for implementation is an acronym that indicates the category of recommendation for the activity. The acronyms are as follows: Key Integrated Strategy (ICE); Specific Activity for Near Term Implementation (SANTI); or, Activity for Long Term Implementation (ALTI). This assignment of acronyms is intended to allow for simplified cross-referencing from the Plan to the Approval and Adoption Matrix, which summarizes the Plan Recommendations for review by City Departments.

The recommended activities are also assigned a letter and number code which corresponds to the Section of this Chapter where they are presented (i.e. B-8 is the eighth recommended activity of Section B: Mixed Use Town Center). This numbering system is intended to allow for simplified cross-referencing from the Approval and Adoption Matrix to the Plan.

A. KEY INTEGRATED STRATEGY #1: IMPROVED PUBLIC SAFETY

1. Planning Background

Throughout the planning process, the MLK @ Holly Street community identified the improvement of public safety as its highest priority.

The community supports a broad and comprehensive approach to public safety that focuses on pro-active strategies to give residents a stake in the process of reducing crime. Public safety is a community responsibility, not simply a police response. It begins with the simple acts of getting to know your neighbor, interacting in community forums, and fostering a low tolerance for crime.

An important component in the planning process was the participation of community police officers (CPOs) from the Seattle Police Department (SPD), who presented information regarding the community policing program. The SPD should be recognized for its substantive participation in the planning process.

A philosophy and not a specific tactic, community policing is a proactive, decentralized approach, designed to reduce crime, disorder, and by extension, fear of crime, by intensely involving the same officer in the same community on a long-term basis, so that residents will develop trust to cooperate with police by providing information and assistance to achieve those three crucial goals.

Community policing employs a variety of tactics, ranging from park and walk to foot patrol, to immerse the officer in the community, to encourage a two-way information flow so that the residents become the officer's eyes and ears on the streets helping to set departmental priorities and policies. In addition, the CPO then carries this information back to the rest of the department so that problems can be solved and the quality of life improved. Unlike police public relations programs, improved police/community relations is a welcomed by-product of this approach, not its primary goal.

Community policing seeks to intervene directly in the twin problems of crime and disorder in communities by direct involvement in the community. The CPO acts as a uniformed annual presence to deter crime, but equally as important, he or she also takes action with citizen assistance to resolve problems before they erupt as crime. The officer performs a myriad of services, from educating citizens on preventing crime and organizing neighborhood organizations to gathering information that leads directly to the apprehension of criminals. In addition, the CPO also targets specific populations for special attention, typically children, women, and the elderly. The officers' efforts have concrete impact on the day-to-day lives of community residents.

Community policing can also be distinguished from other forms of policing because it derives its priorities in part from community input. In addition, because physical and social disorder correlate highly with crime, the CPO also acts as the community facilitator in dealing with these problems. In the CPO's role as liaison, the officer acts as the community's link to public and private agencies, acting as an ombudsman to deal with neighborhood decay.

The issue of neighborhood decay and disorder is critical in the MLK @ Holly Street community. Many residents feel that existing property maintenance codes and civility laws are not enforced, which results in unsafe conditions at specific locations in the

commercial district along MLK Way South. Many of these locations involve alcohol sales and public intoxication.

The “broken window” theory suggests that neighborhood order strategies such as the following help to deter and reduce crime.

- . Quick replacement of broken windows;
- Prompt removal of abandoned vehicles;
- . Fast cleanup of illegally dumped items, litter and spilled garbage;
- Quick paint out of graffiti;
- . Finding (or building) better places for teens to gather than street corners;
- Fresh paint on buildings; and,
- . Clean sidewalks and street gutters.

In order to implement these strategies, the community proposes to develop partnerships with the Seattle Police Department, City Departments, agencies, business owners and residents to improve the physical condition of neighborhood public spaces, including streets, alleys, and sidewalks. To the greatest extent possible, these partnerships will take advantage of existing programs.

Ultimately, the community would like to encourage around-the-clock, high activity, pedestrian oriented land uses in the commercial district as a means of improving public safety. By improving and developing secure pedestrian linkages within the neighborhood, residents can increase community interaction and discourage public safety hazards, disorder and crime.

Many supporting strategies to alter the mix of land uses and the built environment are contained in the Mixed Use Town Center Key Integrated Strategy, the Commercial Area Revitalization Recommendation Cluster, and the Community Identity and Integration Recommendation Cluster.

2. Implementation Activities

The Improved Public Safety Key Integrated Strategy is comprised of 4 Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from three (3) months to one (1) year.

The following sections provide a discussion of the Components and Recommended Activities of the Improved Public Safety Key Integrated Strategy.

Seattle Police Department Service Delivery

“Because of funding and resource allocation issues, Seattle community police officers (CPOs) were temporarily reassigned to other duties for the summer of 1998. As

previously discussed, the CPOS assigned to the MLK @ Holly Street community were invaluable participants in the planning process. The Planning Association recommends that the Community Police Team be reinstated at the earliest opportunity to “continue to improve public safety in the Residential Urban Village.

In conjunction with the reinstatement of the Community Police Team, the community supports the development of police bike patrols. These patrols should focus on the commercial district along MLK Way South. The bike patrols will allow for a more personal and responsive police presence in the community, which increases the effectiveness of the officers. These officers should focus on issues of disorderly conduct, parking and traffic violations, and property maintenance.

The community supports the expansion of the nuisance abatement program to identify and remediate specific locations and issues of concern. This program allows residents to report incidence of repeated nuisances, which are documented and assessed by police. This documentation allows legal remediation that would otherwise not be possible. However, many community members are unaware of this program and the effect it can have to improve public safety. Therefore, a community outreach and education program should be developed that will raise awareness of the provisions of this program and how it can be used to resolve public safety problems.

An additional strategy to increase the involvement of the police in the community is the expansion of the existing DHHS program to provide housing subsidies to police officers who live in the MLK @ Holly Street neighborhood. This strategy has been documented in other communities as an effective means of changing the perception of police officers from outsiders to neighborhood resources.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
A-1. Reinstatement of Community Police Team.	SPD, City Council, Planning Association	6 months/ KIS	Budgetary implications of resource allocation currently being analyzed by SPD.
A-2. Develop police bike patrols throughout community.	SPD	6 months/ KIS	\$10,000 for equipment, training, and program development
A-3. Expand use of nuisance abatement program.	SPD, Planning Association	6 months/ Krs	\$10,000 for community outreach and education.
A-4. Expand existing DHHS program to encourage police officers to purchase housing in the community	SPD, DHHS, Planning Association	1 year/ Krs	\$5,000 for marketing and outreach.

b. Community Partnerships with Seattle Police Department

The Block Watch Program is a tool that helps blocks to build community and solve neighborhood crime and disorder problems. The Block Watch Program is administered as a community partnership by the Community Crime Prevention Section of the Seattle Police Department.

Block Watch is neighbor helping neighbor. Households on a block form a communication chain aided by a block map of names, telephone numbers and addresses. They watch out for each others homes and report suspicious activities to the police and each other to reduce the likelihood of burglary and other crimes occurring on their street. The Block Watch Program has been so successful that it has been adapted to serve high rise and business districts as well.

Neighborhood Block Watch and Business Watch are already active in areas of the MLK @ Holly Street neighborhood. Apartment Watch is not currently utilized in the community.

However, because of the cultural diversity, low homeownership rate, and the transitory nature of the community, the Block Watch programs are not as widespread as in other neighborhoods. These programs should be expanded and developed through relatively low-cost community outreach and education programs

Recommended Activity	Implementor(s)	Time Frame/ Category	Estimated Cost
A-5. Expand existing Neighborhood Block Watch programs.	SPD, Crime Prevention Council	3 months/ Krs	\$5,000 for community outreach and education.
A-6. Expand existing Business Watch program.	SPD, Merchants Association, SEED	3 months/ KIS	\$5,000 for community outreach and education.
A-7. Develop an Apartment Watch program for multi-family developments.	SPD, Property Owners, SEED, Seattle Neighborhood Group	6 months/ KIS	\$5,000 for community outreach and education.

c. Neighborhood Lighting

Community residents expressed the fact that while most areas of the neighborhood are relatively safe during the day, many areas are unsafe at night. Because of this fear for personal security, few people are willing to walk in or between residential or commercial areas. The resulting low level of pedestrian activity further reduces safety and security.

Significantly, many residents of Holly Park expressed the fact that they felt safe at night because they knew their neighbors and the streets and sidewalks were well lit.

The community supports the improvement of neighborhood lighting throughout the residential areas through the implementation of the City Light Neighborhood Power Project. This program performs community outreach and education to improve residential security through lighting and other strategies. City Light should be recognized for their active and substantive participation throughout the planning process.

Although MLK Way South and Othello Street are well lit, the scale of the street lighting is not in scale with pedestrian uses. Because the street lighting is designed for cars, it does not adequately illuminate the sidewalks in the commercial districts. Additionally, the existing street lighting does not illuminate adjacent publicly accessible open spaces, such as driveway s, parking lots, or yards. This does not contribute to pedestrian safety or personal security.

The community supports the improvement of pedestrian scale lighting in the commercial areas to correct these public safety deficiencies. To distinguish the pedestrian network and to create a safe pedestrian environment, it is recommended that twelve (12) to fourteen (14) foot light standards be utilized in these areas.

A potential funding source for these pedestrian scale lighting improvements that should be reexplored is the Neighborhood Revitalization Strategy (NRS). The NRS is currently under development by the Seattle Office of Economic Development. The NRS are outcome based strategies to allocate Community Development Block Grant funds to develop and implement comprehensive economic empowerment actions within Southeast Seattle. The development and improvement of pedestrian scale lighting is consistent with the Urban Neighborhood Health and Safety Strategy of the NRS.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
A-8. Implement City Light Neighborhood Power residential security lighting program.	City Light, Planning Association,	3 months/ KIS	\$25,000
A-9. Improve pedestrian scale street lighting in commercial areas along MLKWay South and Othello Street.	SEATRAN, City Light, Potential LID	1 year/ Kis	\$40,000

d. Neighborhood Order Programs

Residents of the MLK @ Holly Street neighborhood expressed frustration with issues of neighborhood decay and disorder. Unmaintained property, litter, public intoxication, illegal parking, graffiti, and zoning code violations are in themselves significant adverse impacts to the quality of life in the community. As discussed above, these issues have also been documented to correlate highly with crime.

Litter in the MLK @ Holly Street neighborhood is predominantly discarded trash, such as fast food containers, rather than household goods, illegally dumped materials or junked

cars. The litter is concentrated along arterial streets in the commercial district. Regular maintenance of this area would alleviate this issue.

Bus stops were identified as areas with significant litter problems. While trash receptacles are provided by Metro, residents indicated that these receptacles were not picked up with sufficient frequency. Expansion of the existing bus stop maintenance program is recommended to correct this issue.

The community supports partnerships and education programs with business owners to sponsor regular clean-ups of commercial areas, including paint-outs of graffiti. However, business owners must recognize and accept that they are legally responsible for maintenance of their property, including sidewalk repair, trash pick-up and recycling. This is an important component of commercial area revitalization and could potentially be included in the implementation of the Main Street Program, which is recommended below (See Recommendation C-8).

Sidewalk repair and litter are also issues in residential areas of the neighborhood. Outreach programs should be implemented in residential areas regarding property maintenance, recycling, and environmental education. In order to be effective in this community, these programs will have to address issues of cultural and linguistic diversity.

In addition to sponsoring paint-outs of graffiti, the community supports the development of a mural project for youth. This program, modeled after the SODO Urban Art Corridor, would work with property owners to identify legal walls for painting, to design murals, and to install them. By providing a creative outlet and mentors for youth, similar programs have been documented as significant in reducing graffiti.

Public intoxication and sale of alcohol to minors are significant issues in the commercial district and are well documented in the community as encouraging crime, including shootings, DUIs, and assaults. The Chronic Public Intoxication program is a comprehensive approach to this issue that addresses product availability, law enforcement, human services, and housing. It has been successfully implemented in Pioneer Square, and the community supports its expansion to MLK @ Holly Street.

Weed and Seed is a cooperative effort of multi-jurisdictional public and private resources to reduce crime and preserve and restore the neighborhood in a specific target area. The MLK @ Holly Street neighborhood recently received a grant to implement this program. The goal of the program is to "weed out" crime within an area and then "seed" the area with a wide range of crime and drug prevention programs and human service agency resources to prevent crime from reoccurring. The community supports the expansion of this program through community outreach and education.

Recommended Activity	Implementors)	Time Frame/ Category	Estimated Cost
A-10. Expand Metro bus stop clean-up and maintenance programs.	Metro	3 months/ Krs	\$10,000
A-11. Develop partnerships with Holly Park Merchants Association for regular clean-ups and graffiti paint-outs of commercial areas.	Planning Association, Merchants Association	3 months/ Krs	\$2,500 for staff/liaison costs.
A-12. Implement King County Health Department Chronic Public Inebriation Program.	DHHS, King Co. Health Dept.	6 months/ KIS	\$5,000 for staff/liaison costs.
A-13. Develop residential and commercial recycling education programs that reflect the diversity of the community.	Seattle Public Utilities	6 months/ Krs	\$25,000 for program development and community outreach.
A-14. Develop education program regarding property owner requirements for sidewalk maintenance in residential areas.	Planning Association, SEATRAN, DCLU	6 months/ KIS	\$7,500 for staff costs.
A-15. Develop education programs for businesses regarding property maintenance requirements, including sidewalk maintenance and repair.	DCLU, SEED, Chamber, Merchants Association	6 months/ Krs	\$5,000 for staff/liaison costs.
A-16. Expand zoning code enforcement activities.	DCLU, Planning Association	6 months/ KIS	\$10,000 for portion of staff costs,
A-17. Develop a mural program for youth to reduce graffiti.	Planning Association, Street Smart Art, Solid Waste Utility, Merchants Association	1 year/ Krs	\$20,000 for staff costs
A-18. Expand existing Weed and Seed programs.	Weed and Seed, SPD	1 year/ KIS	\$10,000 for community outreach and education.

B. KEY INTEGRATED STRATEGY #2: MIXED USE TOWN CENTER

1. Planning Background

The creation of the Regional Transportation Authority (RTA) was approved by referendum in November, 1996. The goal of this organization is to develop an integrated public light rail transportation system throughout the greater Seattle metropolitan region. Subsequent to the referendum, the RTA organization became known as Sound Transit.

As of the writing of this Plan, Sound Transit is in the process of analyzing and developing its final alignment for environmental and feasibility analysis. In the area of the MLK @ Holly Street Residential Urban Village, the following two alignments are under consideration:

1. The first alternative runs either on or above MLK Way South to the Boeing Access Road at I-5, stopping at either South Alaska or South Edmonds Streets, South Othello, and South Henderson Streets.
2. The second alternative follows a route a half-block west of Rainier Avenue to Columbia City along an existing alleyway and private right-of-way. From Columbia City, this route would head west on South Alaska Street to MLK Way South and head south on the surface to Boeing Access Road, with stops at South Graham, South Othello, and South Henderson Streets.

Either of these alignments would provide a station location in the Residential Urban Village at the intersection of MLK Way South and South Othello Street.

Throughout the planning process, there was strong support for this location to serve the community. The station will offer tremendous benefits to the neighborhood as a transportation link, providing personal mobility to employment opportunities in other areas of the Seattle metropolitan region.

However, the community also strongly supports the development of a transit station that provides the opportunity for higher density, mixed uses that can foster a pedestrian oriented environment and economic development in the commercial district along MLK Way South.

As discussed in the Introduction Chapter, the MLK @ Holly Street Residential Urban Village is not an "organic" neighborhood that has a traditional, pedestrian oriented commercial core. The commercial district along MLK Way South is predominantly automobile oriented, with limited pedestrian amenities and poor pedestrian connections to the residential areas of the neighborhood. The commercial core is the hole in the Urban Village "doughnut."

The Sound Transit Station represents the opportunity to create a sense of place and an identifiable core while preserving the fragile diversity that makes it unique. The Mixed Use Town Center is the realization of this opportunity and, in this sense, a true Key Integrated Strategy for the Residential Urban Village Plan.

As illustrated in Figure III-1, the Mixed Use Town Center should serve to densify uses at the intersection of MLK and Othello. This densification should avoid the current "strip" pattern that dominates the commercial district in favor of a pedestrian oriented shopping environment. Examples that community members used to describe the Town Center included Broadway and University Village.

Using these areas as a model, the community expressed tremendous desire to work to remedy the existing retail and commercial deficiencies of the neighborhood by encouraging particular uses in the Town Center and its associated development. These desired uses include a grocery store, movie theater, bakery, bookstore, restaurants, and coffee shops. The community also supported the development of a community plaza as part of the Town Center. All of these uses are high traffic, round-the-clock facilities that encourage pedestrian activity and community interaction. ”

The Town Center should respect the existing residential character of the area and foster residential development that supports transit use and creates a high activity pedestrian environment. Ground floor commercial uses with second and third story residential uses was the preferred configuration of the Town Center and associated development.

Capitalizing on the potential for economic development is extremely important to the community. Strong support was voiced for locally owned small businesses rather than franchises or chain stores. As with new residential development in the neighborhood, community members want to avoid displacement of existing business, particularly those that contribute to the rich cultural diversity to the area. The community plaza could also foster economic development as an outdoor market for goods produced by local cottage industries.

One idea to accommodate new businesses while avoiding displacement was to develop a comprehensive approach to the business mix in the Town Center, similar to a mall. This would allow for the development of several large, “anchor” tenants to address the current deficiencies of the community, but provide for smaller retail spaces for local businesses.

Consistent with the discussion above regarding Public Safety, there were significant concerns expressed regarding the need for personal security at the Town Center. The community recognized the fact that the Town Center will be the gateway to the Urban Village and that it will form the initial impression of the community for visitors. Because public transit ridership is significant by the elderly and youth, particular safeguards will have to be taken for these groups.

As indicated *in* Figure III-1, if the Town Center is to be successful in the MLK @ Holly Street neighborhood, access to the station will have to be improved from the surrounding community. These improved connections should include pedestrian and non-motorized transportation infrastructure improvements, including sidewalks, bike lanes, and streetscape improvements.

Figure III-2 illustrates that, depending on the grade profile and alignment of the light rail system, different streetscape improvements will be necessary.”

If an elevated grade profile and alignment is selected, a pedestrian bridge could enhance connectivity and improve pedestrian safety. If the station is at grade, streetscape improvements could include a curb pull-out for buses, a pedestrian crosswalk, and a landscaped median to calm traffic. If the station is underground, streetscape improvements could include a curb pull-out for buses, a pedestrian crosswalk, a landscaped median to calm traffic, and a mixed-use/pedestrian plaza,

Additionally, physical connections to adjacent communities in Southeast Seattle should be provided to *increase* ridership and expand the target market for the Town Center.

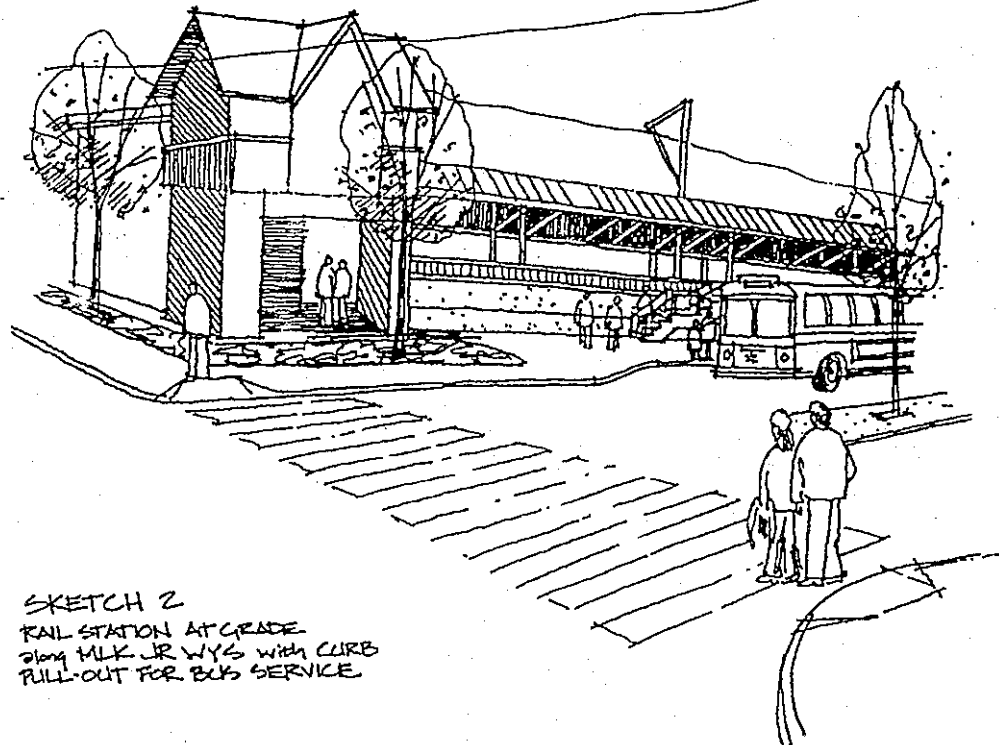
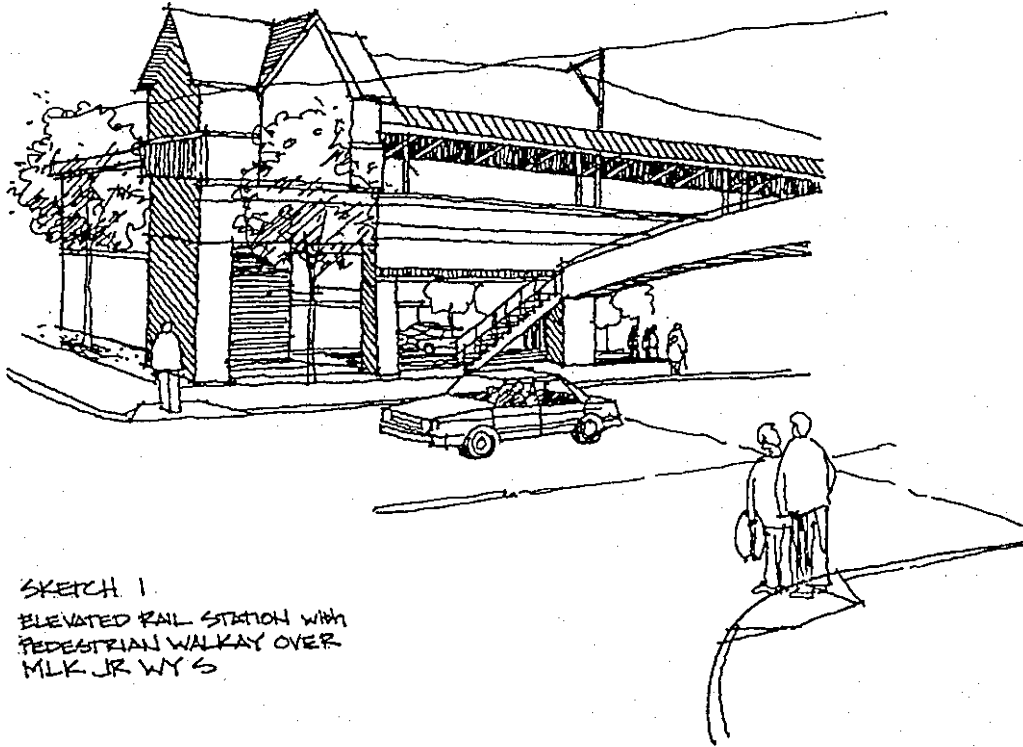


Figure III-2: Streetscape Views of Alternative Rail Station Configurations



Figure III-2 (Continued): Streetscape Views of Alternative Rail Station Configurations

The desired mix of land uses should be encouraged through programmatic incentives including refinement of existing zoning designations, potential rezones, tax incentives, below market rate financing, SEPA Planned Action review, and expedited project review.

However, in return for these incentives, the community has high expectations for *environmental* mitigations and quality design. The development of a light rail station was not anticipated by the Comprehensive Plan, and as a result, could cause adverse impacts that must be fully mitigated. These impacts can be mitigated through infrastructure mitigations and quality design that incorporates pedestrian orientation, appropriate mass and bulk, high degrees of facade transparency, and community amenities.

However, it is important to note that, at the writing of this Plan, Sound Transit has *only* begun the preliminary phases of the station area planning process. The Draft Environmental Impact Statement (DEIS) and Conceptual Design, which will define the preliminary route, profile and station location alternatives, is scheduled to be completed in the Fall, 1998. The Final Environmental Impact Statement (FEIS), which will identify the preferred route and specific station design and mitigation techniques, is scheduled for completion in Spring, 2000. Development of the light rail system is anticipated to begin in 2001.

Given the amount of analysis to be performed and the current conditions of uncertainty, many of these Plan Recommendations are intended to serve as placeholders for subsequent station area planning processes. Much of the supporting detail and analysis to determine the feasibility

and design of these recommendations will be generated during these subsequent planning processes. One of the primary purposes of this Key Integrated Strategy is to ensure that community objectives are factored into the decision making process.

Many supporting strategies to alter the configuration and design of the commercial district and improve physical connections within the community are addressed in the Commercial Area Revitalization Recommendation Cluster and the Community Identity and Integration Recommendation Cluster.

2. Implementation Activities

The Mixed Use Town Center Integrated Strategy is comprised of three (3) Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from three (3) months to greater than five (5) years.

The following sections provide a discussion of the Components and Recommended Activities of the Mixed Use Town Center Key Integrated Strategy.

a. Mitigate Adverse Environmental Impacts

The Comprehensive Plan Environmental Impact Statement did not assess the impacts of the development of a Light Rail Station in the MLK @ Holly Street Residential Urban Village. Therefore, Sound Transit is developing an Environmental Impact Statement to assess any potential significant adverse impacts.

The community supports the development of a Light Rail Station provided the development fully mitigates all environmental impacts. Of particular concern to the community are potential significant adverse land use, aesthetic, transportation, capital facilities, and public services impacts..

Consistent with City of Seattle environmental review procedures, impacts regarding land use and aesthetic impacts shall be presumed to be sufficiently mitigated through adopted regulations. As such, regulator issues are discussed in further detail below in the Incentives for Town Center Development component of this Key Integrated Strategy.

However, the community has concerns regarding the infrastructure impacts of the Light Rail Station and associated Town Center development. Therefore, the community recommends that the impacts to the water, sewer, and wastewater systems in the Urban Village be fully assessed to ensure sufficient capacity to support this development.

The community also recommends a complete evaluation of the impacts of the Light Rail Station and associated Town Center development on arterial streets in the Urban Village to ensure that level of service standards will remain within adopted parameters. While the north-south alignment should alleviate traffic flows on MLK Way South, the impacts on east-west connections is unclear, particularly for peak hour commuter traffic.

Significant amounts of parking in the area of the light rail station will not be compatible with the recommended pedestrian orientation of the Mixed Use Town Center. In order to reduce the need for automobile parking, it will be necessary to coordinate the public transit services of Sound Transit and Metro. This may also serve to mitigate traffic impacts on east-west arterials during peak hours.

An additional recommendation for the mitigation for parking impacts is the development of an on-street Residential Parking Zone system for residential areas within a *one* mile radius of the Light Rail Station. This will help to mitigate the traffic and parking impacts associated with commuters driving to use the light rail system. It is important to note that this proposed one mile radius may extend beyond the boundaries of the Urban Village.

Recommended Activity	Implementor(s)	Time Frame/Category	Estimated Cost
B-1. Evaluate adequacy of infrastructure relative to future development of light rail station and associated transit oriented town center development.	SEATRAN, Sound Transit, Seattle Public Utilities	6 months/ KIS	Component of Sound Transit Environmental Review.
B-2. Evaluate future conditions of arterial streets relative to development of light rail station.	SEATRAN	6 months/ KIS	Component of Sound Transit Environmental Review.
B-3. Coordinate public transit modes to minimize parking impacts.	Metro, Sound Transit	3 years/ KIS	Sound Transit mitigation.
B-4. Develop Residential Parking Zone programs to mitigate parking impacts of light rail station.	SEATRAN, Planning Association	4 years/ Krs	Sound Transit mitigation.

b. Access to Town Center

In order to support transit use in the Urban Village, non-motorized connections will have to be improved to link the Light Rail Station to the surrounding community, as indicated above in Figure ID-1. The existing pedestrian network is in poor repair in many areas and missing altogether in places. An inventory of existing pedestrian facilities and development of a non-motorized circulation plan is recommended to plan and develop the necessary improvements.

These pedestrian connections are of particular importance to the success of the Holly Park Redevelopment and its integration into the Urban Village. Pedestrian and bicycle connections along Othello and Holly Streets are recommended to connect Holly Park, Van Asselt Community Center, Othello Park and the Town Center. Additional physical connections should be made to Brighton Playfield and Sharples School.

Because most of the multi-family zones in the Urban Village are parallel to MLK Way South, separated by a commercial strip, it is recommended that these areas be linked to the pedestrian network along the commercial district.

The streetscape along MLK Way South should be improved in order to facilitate mixed-use transit oriented development in the area of the Town Center and Light Rail Station. Potential streetscape improvements include street trees; furniture; trash receptacles; pedestrian scale lighting; and, urban design features such as pavers, pocket parks, and public art.

A potential funding source for pedestrian connections and streetscape improvements that should be explored is the Neighborhood Revitalization Strategy (NRS), which is discussed above. The development and improvement of pedestrian connections and streetscape improvements in the area of light rail stations is consistent with the Urban Village and Land Use Strategy of the NRS.

MLK Way South carries significant peak hour traffic volumes and is documented as having a high accident rate in the area south of Atlantic Street to South 104th Place. Between 1992 and 1996, there were 1,109 injury car accidents, 74 pedestrian accidents, and 11 accidents involving bicyclists on this stretch. As densities and pedestrian activity increase along MLK Way South in the Urban Village, it is anticipated that these conditions will create significant public safety hazards.

Therefore, in addition to streetscape improvements, it is strongly recommended that crosswalks and a landscaped median be provided as indicated in Figures III-1 and III-2 to calm traffic in the area of the Town Center and Light Rail Station.

The community recognizes the opportunity to create a neighborhood center and gateway for the Urban Village with the development of the Mixed Use Town Center. Currently, community facilities and public open spaces are limited in the neighborhood due to poor pedestrian connectivity and public safety issues. Therefore, to better incorporate the Town Center into the fabric of community life, it is recommended that the design include a community plaza. The plaza could be utilized by shops or restaurants in the Town Center; the space could be used for a farmers' market or local craftspeople; or, community events could be held there.

Additionally, because of the high pedestrian and commuter traffic at the Rail Station, it is recommended that an information kiosk be developed in the Town Center to allow for community news and event information to be disseminated.

An analysis is recommended to determine if a P2 pedestrian overlay zone is appropriate in the area of the Light Rail Station to support mixed use development. AP2 zone preserves and encourages a pedestrian oriented shopping area where non-auto modes of transportation within the area are strongly favored, but where lower surrounding residential densities are less supportive of non-auto modes. In this zone, street level uses are restricted to pedestrian friendly commercial uses that have the potential to animate the sidewalk environment, and drive in or drive through businesses are prohibited.

This analysis should evaluate the area at the intersection of MLK Way South and South Othello St. This area has been identified by the community as the preferred area for a Town Center

Development. Additionally, the analysis should include extensive assessment of potential impacts of this overlay zone on existing businesses in this area of the commercial district.

Non-motorized connections should also be established to link the MLK @ Holly Street Urban Village with other urban villages in Southeast Seattle, including Columbia City and Rainier Beach. This recommendation inconsistent with the criteria of the Comprehensive Plan and would support compatible regional development.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
B-5, Require bicycle parking areas for transit oriented development.	DCLU	1 year/ Kfs	Component of Transit Station Land Use Code development.
B-6, Evaluate the establishment of a P2 overlay for the area surrounding the Town Center at the intersection of MLK Way South and South Othello Street.	Planning Association, DCLU, SEATRAN, Sound Transit	2 years/ KIS	\$10,000 for staff/consultant costs.
B-7. Inventory, plan and develop pedestrian and bike path connections between Sound Transit light rail station and Holly Park, multi-family zones, Othello Park, Van Asselt Community Center, Brighton Playfield and Sharples School.	SEATRAN, Sound Transit, SHA	3 year for planning; 5 years for development/ KIS	Sound Transit mitigation. Neighborhood Revitalization Strategies.
B-8. Plan and develop streetscape improvement program along MLK Way South in the area of the Town Center to improve non-motorized access and the pedestrian environment.	SEATRAN, Sound Transit, Merchants Association, SEED	3 year for planning; 5 years for development KIS	Sound Transit mitigation.
B-9. Plan and develop traffic calming strategies for MLK Way South and South Othello Street, including a landscaped median and crosswalks, in the area of the Town Center.	Planning Association, SEATRAN, Sound Transit	3 years for planning, 5 years for development KIS	Sound Transit mitigation
B-10, Develop a community plaza as part of the light rail station,	Planning Association, Sound Transit, DoN, OED, Parks	4 years: Concurrent w/ transit station development KIS	\$150,000
B-11. Develop community information kiosk in Sound Transit station.	Planning Association, Sound Transit, DoN	4 years: Concurrent w/ transit station development/ Kfs	\$2,500
B-12. Plan and develop non-motorized and public transit connections to neighboring Urban Villages, including Columbia City and Rainier Beach,	SEATRAN, Metro, Sound Transit	3 years for planning; 5 years for development KIS	Sound Transit mitigation.

c. Incentives for Town Center Development

The community recognizes the need to provide a package of incentives to attract developers to implement the Mixed Use Town Center. These incentives range from zoning provisions to expedited review processes to tax abatement to property assembly.

The initial step in developing this package of incentives is the assembly of a development team to oversee the Mixed Use Town Center project. This will require the participation of a broad range of stakeholders and technical resources, including representatives from the Planning Association, Sound Transit, SEED, Holly Park Redevelopment, City Departments, and private developers. It is recommended that this development team be assembled at the earliest opportunity to begin the planning, financing and development process.

Both SEED and Holly Park Redevelopment were active participants in the planning process and should be recognized for their substantive contribution to the Mixed Use Town Center Strategy and other plan recommendations.

Many of the recommendations regarding the incentives for a Mixed Use Town Center are policy oriented and must be implemented programmatically. These include the following:

- . SEPA Planned Action provisions, which are intended to obtain upfront local legislative approval to a given development proposal and to reduce or eliminate subsequent environmental review.
- . Zoning Incentives, including, but not limited to, the following: higher floor area ratios, higher densities, priority processing of transit oriented development permit applications, reduction of parking ratios, and bonuses for pedestrian oriented design.
- "Property Tax Exemptions" or Abatements, some of which could be implemented locally, while others could require approval by the State Legislature.

The community supports evaluation of all these tools as a means of encouraging appropriate mixed-use, transit and pedestrian oriented development in the area of the Sound Transit Light Rail Station. For example, DHHS and the Strategic Planning Office are in the process of developing a tax abatement program for new apartments or condominiums with four or more units that could potentially be put into place in the Urban Village.

Clearly, significant subsequent analysis will have to be performed by the City to determine the land use, environmental, and financial policy implications of these incentives.

An additional responsibility of the development team will be to assess the need for a potential rezone in the area at the intersection of MLK Way South and South Othello St. This area has been identified by the community as the preferred area for a Town Center Development. The objective of the potential rezone is to accommodate mixed use, pedestrian oriented development that is incompatible with the light rail station. Particular care should be given in

this analysis to assess the impacts to existing business in *the area and* surrounding residential land uses.

The development team should also take lead responsibility for assembling large parcels along MLK Way for the development of mixed use projects that are pedestrian oriented and support transit use.

The community also supports the continued refinement of a regional economic development plan for Southeast Seattle. This plan would continue the efforts of the Southeast Seattle Action Plan, which was initially developed in 1991 and updated in 1994 as the Southeast Seattle Overall Economic Development Program. This plan is currently being updated as the Southeast Seattle Neighborhood Revitalization Strategies (NRS) by the Seattle Office of Economic Development.

The NRS are outcome based strategies to provide greater flexibility in the allocation of Community Development Block Grant funds to develop and implement comprehensive economic empowerment actions within Southeast Seattle. The community supports the NRS and recommends that it be regularly updated to ensure compatibility of the economic development strategies of Southeast Seattle Urban Villages. This compatibility is essential to ensure that Southeast Seattle Urban Villages do not compete for limited economic development resources during light rail station area planning processes.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
B-13. Assemble a development team, secure financial resources, and identify appropriate property to build a mixed use, transit oriented town center.	Planning Association, Sound Transit, SEED, SHA, OED, SPO, Private Developer	3 months/ KIS	\$50,000 for staff/liaison costs
B-14. Complete SEPA Planned Action review of transit oriented development associated with light rail station.	SPO, DCLU, Sound Transit	6 months/ KIS	Component of Sound Transit Station policy development.
B-15. Develop criteria for tax abatement program for transit oriented development.	SPO, OED, DHHS, SEED	6 months/ KIS	Component of Sound Transit Station policy development.
B-16. Develop criteria for expedited permitting process for transit oriented development.	DCLU	6 months/ KIS	Component of Transit Station Land Use Code development.
B-17. Refine NC zoning district development standards to provide incentives for transit oriented development.	DCLU	6 months/ KIS	Component of Transit Station Land Use Code development,

Recommended Activity	Implementors	Time Frame/ Category	Estimated cost
B-18. Modify NC zoning so that development necessary for a transit station can be allowed as a conditional use.	DCLU	6 months/ KIS	Component of Transit Station Land Use Code development.
B-19. Evaluate rezoning the area of the intersection of MLK Way South and South Othello Street to encourage mixed-me, transit oriented development,	Planning Association, DCLU, SEATRAN, Sound Transit	6 months/ KIS	Component of Sound Transit Station policy development.
B-20. Develop resources to assemble large parcels along MLK Way South for transit oriented development and regional retail and service uses.	OED, SEED, Sound Transit	1 year/ KIS	\$10,000 for staff/liason costs.
B-21. Develop a regional economic development plan to address the regional economic development, encouraging compatibility and avoiding competition between Urban Villages in SE Seattle.	OED, DHHS, SEED, Chamber	2 years/ KIS	Component of Neighborhood Revitalization Strategies.

C. RECOMMENDATION CLUSTER #1: COMMERCIAL AREA REVITALIZATION

L Planning Background

Throughout the planning process, the community expressed strong support for enhanced and more complete commercial areas. As is illustrated in Figure III-3, the commercial district along MLK Way South is currently organized in a linear strip. Commercial buildings are typically set back from the street with parking lot access from MLK Way South. This configuration is primarily designed for automobile access, with few if any pedestrian amenities.

The existing configuration of commercial uses along MLK Way South is illustrated in Figure III-4. The majority of commercial uses are located at three major intersections along MLK Way South: at South Othello, Graham, and Juneau Streets. While these uses are in close physical proximity to each other, there is little or no relationship between the businesses.

Also illustrated in Figure III-4 is an alternative approach to organizing these commercial uses into “nodes” of activity. These nodes would allow for the development of physical and economic relationships between the business, such as shared property maintenance, parking, pedestrian amenities, and building renovation. Additionally, the creation of commercial nodes would allow for infill development of currently vacant parcels at the appropriate scale for adjacent commercial and residential uses.”

The community expressed strong preferences for a pedestrian oriented commercial district. As illustrated in Figure III-4, by creating nodes of commercial activity, it is possible to improve the physical pedestrian connections to residential areas. Streetscape concepts that were frequently noted included wider sidewalks, crosswalks, and bike lanes to improve access to businesses.

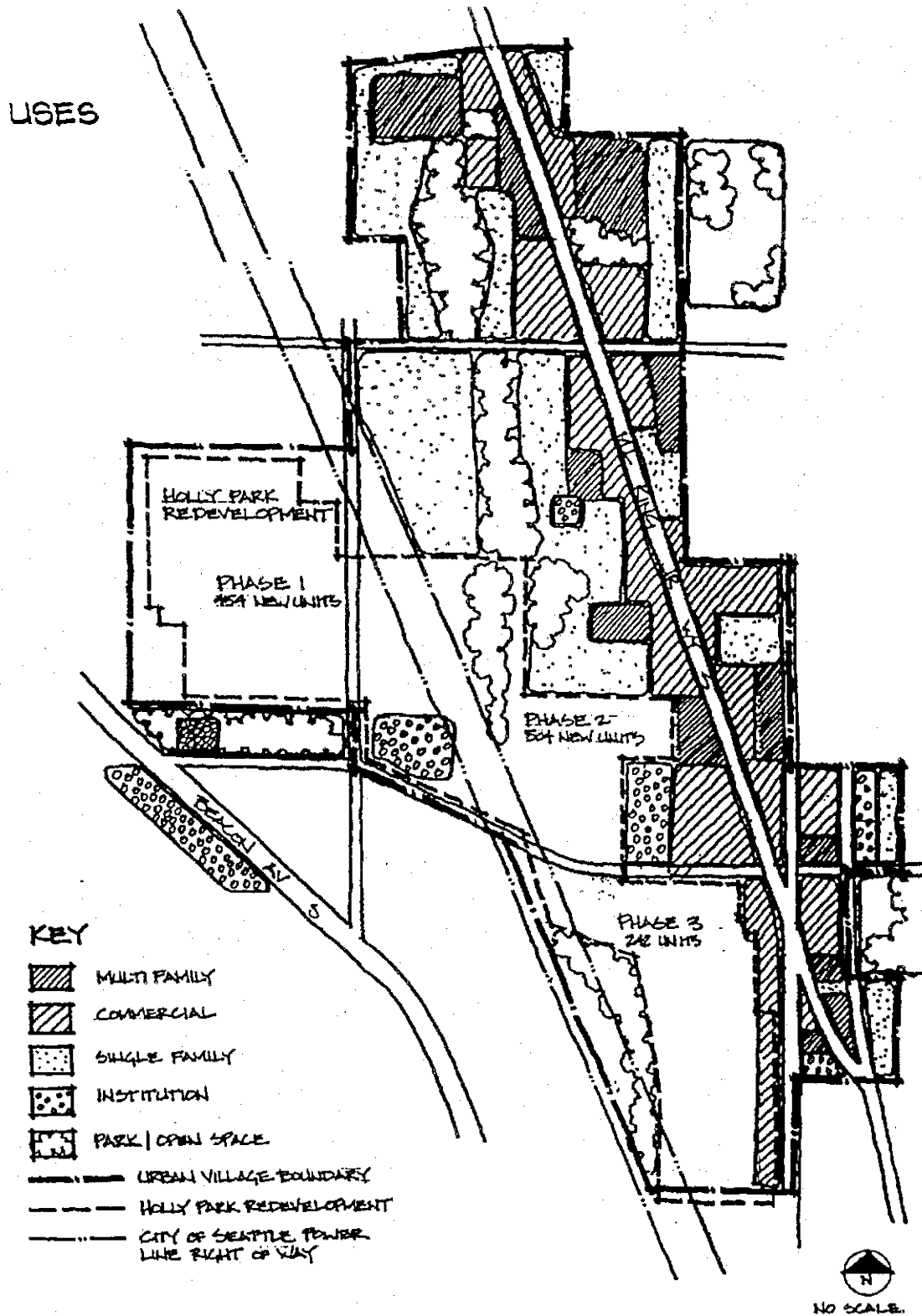
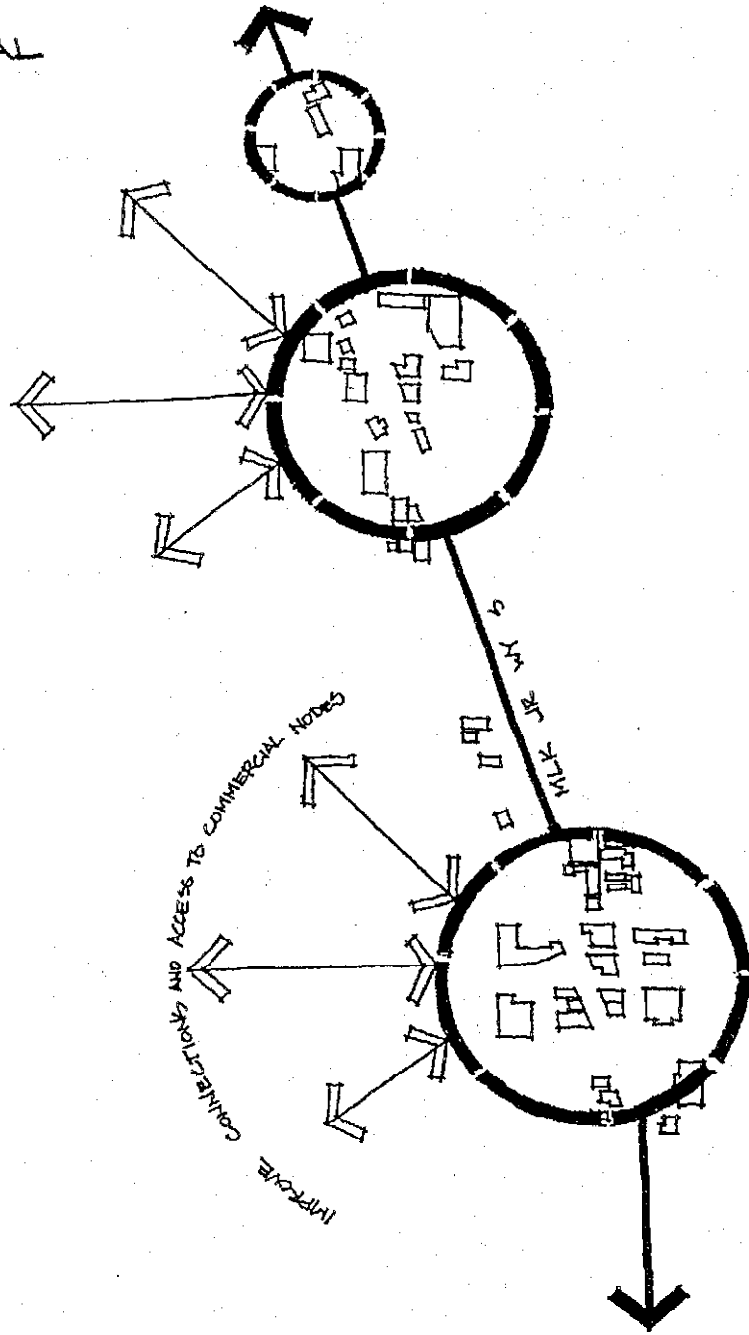


Figure III-3: Urban Village Laad Uses

COMMERCIAL
NODES



NO SCALE

Figure III-4: Existing Commercial Land Uses and Recommended Locations for Development of Commercial Nodes

Residents recommend that business owners should be encouraged to increase the “street appeal” of their buildings by improving the physical appearance of storefronts, entrances, fences, walls and parking. As discussed above in the Mixed Use Town Center Key Integrated Strategy, property maintenance in commercial areas is a high priority to community members.

Additionally, the diversification of the business mix serving the neighborhood is a high priority of the community. In the 1970s and early 1980s, the MLK at Holly Street Neighborhood suffered the loss of major retail and commercial businesses, including basic retail, such as grocery stores. The area’s economy slowed and growth in poverty further eroded the retail and commercial base. In recent years, retailers have begun reinvesting in the area, but a high level of retail leakage persists. Commercial and industrial property in the area are currently underutilized.

Most residents indicated that they had to travel to other neighborhoods on a regular basis for shopping, dining, and entertainment. The community is willing to support local businesses that meet their needs, but because of the existing retail deficiencies, residents feel that they must shop in other areas, such as Genessee, Southcenter, and Tukwila. As discussed above in the Mixed Use Town Center Key Integrated Strategy, the deficiencies that are of greatest importance to the community are a grocery store, movie theater, bakery, bookstore, restaurants, and coffee shops.

While higher rates of unemployment, poverty, and housing assistance are concentrated in the community, the surrounding neighborhoods contain high value lakeside and view property. Revitalization of the commercial areas of the Urban Village will have to capitalize on the capture of the spending capacity of these surrounding neighborhoods. Through the development of a Light Rail Station and associated Mixed Use Town Center, this may be possible as a spin-off benefit of the development of a center for transit linkages to employment centers.

However, in order for the revitalization of commercial areas to be successful, the organizational capacity of the business community will have to be developed. Improved business networks have been documented to increase access to capital. Businesses will also need to act collectively to respond to and capture the changing demands of the residents of the community. This is particularly true as the Holly Park Redevelopment becomes home to a mix of income groups.

One of the main operating principles of the Urban Village Plan is to avoid displacement of current residents and businesses as a means of preserving the unique and fragile diversity of the community. By developing a business network prior to the initiation of the light rail station area planning process, existing business will be better equipped to participate substantively. This will provide opportunities to develop their businesses by capitalizing on the large scale public investments in the commercial area.

Many supporting strategies to alter the configuration and design of the commercial district and improve physical connections within the community are addressed in the Mixed Use Town Center Key Integrated Strategy and the Community Identity and Integration Recommendation Cluster.

2. Implementation Activities

The Commercial Area Revitalization Recommendation Cluster is comprised of three (3) Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from three (3) months to greater than five (5) years.

As previously discussed, the Executive Committee of the Planning Association identified Economic Development as one of the two Key Planning Issues to be prioritized within the planning process. Consistent with this decision, the Commercial Area Revitalization Recommendation Cluster contains many high priority implementation activities.

The following sections provide a discussion of the Components and Recommended Activities of the Commercial Area Revitalization Recommendation Cluster.

a. Partnerships to Improve Commercial Districts

In order to steward this cluster of recommendations through implementation, it will be necessary to develop a series of partnerships within the community. The first step in this process is the development of the organizational capacity of business owners in the commercial district along MLK Way South. This is a high priority recommendation because it will provide leadership for the subsequent planning processes for the revitalization of the commercial areas.

The Main Street Program, administered by SEED, is designed to develop a network of business owners in a commercial district and build organizational capacity. The goal of the program is to facilitate collective action to build partnerships among business owners and between businesses and the community. This allows the community to provide input to the business owners regarding issues that prevent residents from shopping locally. By working together, business owners can better respond to the community's needs, which prevents retail leakage.

Using the Main Street Program as an organizational framework, it is further recommended that local businesses produce a directory for use by other businesses and the community. This directory should list each business, its location, what products and services it provides, the hours it is open, and any other information that may encourage residents to patronize the business.

The business directory should also be used as a tool to develop a "Shop Locally" campaign. It is recommended that an organizing committee of interested residents, businesses, and

government agencies design an outreach strategy that provides consumers with reasons to buy from local businesses and promotes the directory. In addition, the campaign should provide organized opportunities--such as Sidewalk Sales or Shop MLK Way weekends--for resident consumers to spend locally. Suppliers may also want to consider some type of discount for community -brtsed organizations with limited budgets to spend more of their funds locally.

An additional recommendation that should be implemented under the organizational umbrella of the Main Street Program is the existing financial assistance program for facade improvements. This program is also managed by SEED and has been used successfully in other Southeast Seattle commercial districts. Facade improvements would allow local businesses to address the community's concerns regarding "street appeal" of existing storefronts and to enhance the pedestrian environment in the commercial district.

The organizational capacity that is developed through these processes should be utilized to develop a coordinated marketing strategy for the community. This strategy should include the Holly Park Redevelopment, the Planning Association, SEED, and local businesses to promote the Urban Village to prospective residents and businesses. This strategy will be essential for both future economic development and the successful marketing of mixed income housing units within the Holly Park Redevelopment.

Recommended Activity	Implementor(s)	Time Frame/ Category	Estimated Cost
C-1. Expand SEED's Main Street program to include the MLK @ Holly Street Neighborhood.	SEED, Merchants Association, OED, Planning Association	3 months/ sANTf	\$25,000 for staff costs.
c-2. Develop an area business directory and "shop locally" campaign.	Merchants Association, SEED, Planning Association	1 year/ SANTf	\$7,500 for staff/liaison costs.
c-3. Expand existing programs for facade improvements for businesses on MLK Way South.	OED, SEED, Merchants Association	1 year/ SANTI	\$25,000
c-4. Develop a coordinated marketing strategy for the Urban Village with Holly Park Merchants, Holly Park Redevelopment, and SEED,	OED, SEED, Merchants Association, SHA	2 years/ SANTI	\$7,500 for staff/liaison costs.

b. Urban Design of Commercial Districts

The community recommends that additional planning and design analysis should be performed to establish nodes of commercial activity in the commercial district along MLK Way South.

Subsequent planning processes will be implemented in the area of the intersection of MLK Way South and South Othello Street as part of the Mixed Use Town Center Key Integrated Strategy. This will establish one node at the south end of the Urban Village.

The community recommends that similar planning and design processes be implemented for the area of the intersection of MLK Way South and South Graham Street. This would establish a second node in the north end of the Urban Village.

With these nodes established, it would be possible to encourage gradual expansion of the nodes over time to infill the area between them along MLK Way South. This strategy would allow sufficient capacity for development of larger, regional retail uses between the two nodes. Additionally, the pedestrian environment could be enhanced through the use of urban design features between the two nodes as a means of linking them together.

These recommendations for longer term implementation include analysis of potential rezones or establishment of overlay zones to encourage mixed-use, pedestrian oriented land uses within this node. It maybe necessary to provide for additional densities and intensity of land uses within the node to encourage the type of development that will result in a high-activity, pedestrian friendly environment.

In order to reduce the impacts of parking lots on the pedestrian environment, it is recommended that the parking requirements and parking lot design standards of the underlying zones be evaluated as part of the zoning analysis. Potential solutions include shared parking, landscaping and screening parking lots, or locating parking behind buildings.

Additionally, a planned program of streetscape and traffic calming improvements should be developed to ensure the safety of pedestrians within the commercial node. These improvements include street trees; furniture; pedestrian scale lighting; urban design features such as pavers, pocket parks, and public art; landscaped medians; and crosswalks.

	Recommended Activity	Implementor(s)	Time Frame/ Category	Estimated cost
c-5.	Evaluate potential rezones along MLK Way South to establish commercial "nodes" of activity.	Planning Association, Merchants Association, DCLU, OED, SEED	4 years/ ALTI	\$10,000
C-6.	Evaluate rezoning the area of the intersection of MLK Way South and South Graham Street to NC2/NC3 or alternative zoning designations to encourage mixed-use, pedestrian oriented development.	Planning Association, DCLU, OED, SEED, SHA	4 years/ ALTI	\$10,000 for staff/consultant costs.
c-7.	Evaluate the creation of a P2 overlay for the area of the intersection of MLK Way South and South Graham Street.	Planning Association, DCLU, OED, SEED	4 years/ ALTI	\$7,500 for staff/consultant costs.

Recommended Activity	Implementor(s)	Time Frame/ Category	Estimated cost
c-8. Evaluate refinement of parking requirements and parking lot design standards for C zones on MLK Way South to mitigate aesthetic and pedestrian impacts.	Planning Association, DCLU	5 years/ ALTI	\$7,500 for staff costs.
c-9. Plan and develop traffic calming strategies for MLK Way South and South Graham Street.	Planning Association, SEATRAN, Sound Transit	5 years/ ALTI	\$15,000
C-10. Develop resources and implement a program to plan and install streetscape improvements in the commercial district along MLK Way South and South Graham Street to help promote pedestrian activity in the area.	Planning Association, SEATRAN, SEED, Chamber	5 years/ ALTI	\$15,000

c. Business Services

Many business owners who participated in the planning process expressed the need to expand access to credit as a means of increasing the diversity of the current retail and commercial mix in the community.

Access to financing for property rehabilitation was identified as a high priority by business owners. Property rehabilitation that improves the built environment in the commercial districts was strongly supported by residents. Because existing programs are *under-capitalized*, it is recommended that the City develop a below market rate loan program that would utilize tax exempt bonds to encourage commercial property rehabilitation in areas of Seattle that suffer from chronic disinvestment. This program could be modeled after similar successful programs for multi-family housing rehabilitation.

Business owners also expressed the need for additional small business loan programs for purposes of start-up, expansion and cash flow. Ideally, these loan programs are combined with technical assistance, such as *management*, planning, or marketing, to help small businesses grow. Because of the existence of several small business loan and assistance programs, including Section 108, CDBG Float Loans, and Community Capital Loans, this perceived need may be a result of a lack of awareness of these programs. Therefore, it is recommended that an outreach and education program be developed to market these programs to local business owners. This could be accomplished through the Main Street Program discussed above.

An *additional* recommendation that will require significant subsequent analysis and development is the creation of a micro-lending program for cottage industries. There are a variety of models for this program, including the Grameen Bank in Pakistan. These loans, usually less than \$500, allow the start up of cottage industries and home based businesses, with *an* emphasis on women owned businesses. Because the demographics of the community

include numerous female headed households and recent immigrants, this program may be an appropriate solution in the Urban Village.

Recommended Activity	Implementor(s)	Time Frame/Category	Estimated Cost
C-11. Use tax-exempt bonds to develop below market rate loan programs for commercial property rehabilitation in Southeast Seattle.	SPO, OED, SEED, WSHFC	2 years/ SANTI	\$15,000 for staff costs.
C-12. Expand small business loan programs.	OED, SEED, Lenders, Community Capital Development (CCD)	2 years/ SANTI	\$5,000 for outreach and education.
C-13. Expand technical assistance programs to small businesses.	OED, SEED, CCD	2 years/ SANTI	\$25,000 for staff costs.
c-14. Develop micro-lending program for cottage industries.	OED, SEED	5 years/ ALTI	\$50,000 for capitalization and staff costs.

D. RECOMMENDATION CLUSTER #2: AFFORDABLE HOUSING AND RESIDENTIAL STABILITY

1. Planning Background

The MLK at Holly Street Residential Urban Village has a great diversity of housing types. Nearly thirty nine percent (38.7%) of the housing units are single family detached structures. Over twelve percent (12.7%) of the housing units are single family attached structures. Duplexes account for over sixteen percent (16.5%) of the housing stock. Small apartment buildings with less than ten units comprise nearly eleven percent (10.6%) of the housing units. Finally, over eleven percent (11.47%) of the housing is located in large apartment buildings with greater than ten units.

This existing diverse mix of housing types and residential areas received strong support from the community during the planning process. The community recognizes that a mixture of housing types and tenures is essential to supporting the existing cultural diversity of the neighborhood. Without this diversity, the community would become "just another suburb," in the words of one resident. The Holly Park Redevelopment, which proposes to mix housing types, tenures, and affordability levels, received strong support for enhancing this diversity.

However, the community expressed concern that the neighborhood exhibits a very low homeownership rate. Less than thirty percent (30%) of housing units are owner occupied. While it is important to note that this percentage is skewed by the large number of rental units in Holly Park, it documents the one of the greatest challenges to the community.

The MLK @ Holly Street neighborhood has traditionally been a transitional area. Because of the large number of rental, public housing and subsidized housing units, there is significant residential turnover. The transitional nature of the community is further characterized by the number of recent immigrants who are such an essential part of the neighborhood.

The community is not typically considered to be a residential destination, but rather a way-station, a place to live on a temporary basis until other, or permanent options can be found. The low homeownership rate is evidence of this pattern of transitional residency and associated residential disinvestment.

The challenge to the community is to increase residential investment and homeownership while preserving the affordability that allows a diverse population to make their homes in the community.

Throughout the planning process, the community recognized that there were no simple solutions to this challenge. Therefore, although housing is an extremely high priority to the community, the Affordable Housing and Residential Stability Recommendation Cluster opts for a series of interventions, rather than a single large scale solution.

It must be recognized that the Holly Park Redevelopment will accommodate over forty percent (40%) of the household growth projected for the Residential Urban Village by the Comprehensive Plan. As a result, the community did not feel it was appropriate to propose additional large scale housing development projects for the neighborhood.

Another factor that must be "acknowledged is that new construction of subsidized rental housing, with the exception of mutual housing projects and first-time homebuyer assistance, is prohibited in the Residential Urban Village, consistent with the Southeast Seattle Special Objectives Area policies, which were established by the 1997-1998 Consolidated Plan for Housing and Community Development.

Therefore, one of the priorities for the community is to develop the ability of existing residents to purchase housing in the community. Several excellent resources exist for first time home-buyer financial assistance, including Homesight, DHHS, and private lenders. Additionally, there are presently several homeownership education programs offered in the community, through Homesight, Holly Park Redevelopment, and private lenders. One of the challenges to these programs is the ability to translate financial and legal practices across "cultures and languages.

The community also expressed a strong desire to maintain and rehabilitate existing housing stock as a means of stabilizing residential areas and preserving affordability. The condition of multi-family housing was of particular concern to residents, due to the dated design and amenities of older units. Management and maintenance of multi-family developments was of great importance to the community, particularly in transitional areas between higher density and single family areas.

Seniors and elders were identified by the community as one of the segments of the neighborhood population that was most vulnerable to displacement. Ironically, many seniors own their homes, but fixed incomes do not allow them to retain their residences due to property taxes, utilities, and maintenance costs. The community views elder residents as a valuable community resource whose displacement outside the community should be prevented.

The community also recognizes the invaluable work of non-profit agencies who provide housing resources within the neighborhood. Homesight and SEED manage a variety of housing programs in the community. Both agencies should be recognized for their participation in the planning process. The community supports the work of by non-profit housing agencies to expand affordable housing opportunities in the Urban Village while remaining responsive to community input and concerns.

2. Implementation Activities

The Housing and Residential Stability Recommendation Cluster is comprised of four (4) Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from three (3) months to greater than five (5) years.

As previously discussed, the Executive Committee of the Planning Association identified Housing as one of the two Key Planning Issues to be prioritized within the planning process. Consistent with this decision, the Housing and Residential Stability Recommendation Cluster contains many high priority implementation activities.

The following sections provide a discussion of the Components and Recommended Activities of the Housing and Residential Stability Recommendation Cluster.

a. Homeownership Opportunities

Several homeownership education and assistance programs are offered in the community. The community supports the expansion of these programs to expand homeownership opportunities as a means of stabilizing the fragile single family areas of the Urban Village. Many single family areas, particularly east of MLK Way South are isolated pockets surrounded by higher density multi-family and higher intensity commercial uses.

Both Homesight and DHHS offer first time homebuyer education and assistance programs that should be expanded to reach and serve a broader range of the community. These programs could potentially be funded through the Neighborhood Revitalization Strategies, since they are consistent with the Housing Strategy of the NRS.

Additionally, private lenders offer first time homebuyer education and assistance programs that are funded through the Washington State Housing Finance Commission. The

community recommends that the Planning Association identify these lenders and partner with them to market these programs to neighborhood residents.

The community recommends a longer term strategy will require the development of education programs that can negotiate cultural differences in saving habits, family structure, income sources, and legal concepts of property. Additionally, in order to access conventional financing, these differences must be incorporated into mortgage underwriting criteria.

These long term strategies are essential to provide homeownership opportunities to the culturally diverse population of the community.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
D-1. Expand Homesight's first time homebuyer assistance program.	Homesight	6 months/ SANTI	\$10,000 for community education and outreach. Neighborhood Revitalization Strategies for capitalization,
D-2. Expand DHHS'S HOME New Home Buyer Assistance Program.	DHHS	6 months/ SANTI	\$10,000 for community education and outreach. Neighborhood Revitalization Strategies for capitalization.
D-3. Expand private homeownership/first-time homebuyer education and lending programs.	Planning Association, Lenders	6 months/ SANTI	\$5,000 for community education and outreach.
D-4. Develop homeownership education programs that reflect the diversity of the community,	Lenders, Homesight, SHA	4 years/ ALTI	\$10,000 for staff costs,
D-5. Modify the mortgage underwriting criteria to address the needs of a cultural diverse population.	Lenders, Fannie Mae, Freddie Mac	5 years/ ALTI	\$5,000 for staff/liason costs.

b. Improve Existing Housing Stock

In order to improve the quality of housing stock in the Urban Village, the community recommends that existing lending programs be expanded for rehabilitation,

DHHS'S REACH program provides low interest loans for single family housing rehabilitation and weatherization. The community recommends that the Planning Association partner with DHHS to market the program in the Urban Village.

As discussed above, the “Consolidated Plan for Housing and Community Development prohibits certain types of rehabilitation loans for subsidized housing in the Rainier Valley Impact Area. Therefore, the community recommends that the Planning Association, SEED, and DHHS work in partnership to focus multi-family rehabilitation resources through the existing micro-targeting program. This program targets specific blocks within the Impact Area for concentrated revitalization. It maybe possible to combine this rehabilitation program with the recommendation regarding SEED’s Southeast Apartment Improvement Program (Recommended Activity D-13), which is discussed below.

The community supports a longer term strategy for improving housing stock in the Urban Village by modifying the multi-family design review procedures to discourage land use incompatibility and encourage defensible design. This recommendation will require additional analysis by the Planning Association and DCLU prior to implementation.

The community also recommends that potential RSL or LDT rezones be investigated for implementation within the neighborhood. These are zones within an urban village that allow for the development of smaller detached homes, such as tandem houses or cottages, that may be more affordable than other housing types in single family zones. It is recommended that the Planning Association partner with Homesight to evaluate this recommendation.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
D-6. Expand lending programs for single family and multi-family housing rehabilitation.	DHHS, SEED	6 months/ SANTI	\$10,000 for staff/liaison costs,
D-7. Use tax-exempt bonds to develop below market rate loan programs for rehabilitation of single-family and multi-family properties in Southeast Seattle.	SPO, DHHS, WSHFC, SHA	2 years/ SANTI	\$25,000 for program development,
D-8. Evaluate expansion and refinement of multi-family design standards to mitigate parking, open space, and aesthetic impacts for all MF zones.	DCLU, SEED, Planning Association	5 years/ ALTI	\$7,500 for staff costs.
D-9. Evaluate rezoning limited areas of SF zoning district to RSL or LDT to encourage densification in scale with existing single family development.	Homesight, Planning Association	5 years/ ALTI	\$7,500 for staff/consultant costs.

c. Housing Opportunities for Seniors

The community support the expansion of transportation and support services for seniors in the Urban Village. This recommendation should be implemented through a partnership between the Planning Association and existing transportation and service providers. Metro is the major funder of transportation services in King County. DHHS funds volunteer transportation services for seniors to medical appointments and nutrition sites.

This recommendation may be implemented through the Senior Information & Assistance Program. This is a resource, referral and follow-up program available to seniors throughout Seattle and King County.

The community also recommends that DHHS and Homesight partner to develop a reverse mortgage program to allow seniors to live independently in their homes while on fixed incomes. The reverse mortgage provides a supplemental income stream for property maintenance, taxes, or medical expenses, which prevents displacement. "This recommendation could potentially be funded through the NRS, since it is consistent with the Housing Strategy.

The community supports the development of additional senior housing in the community, and specifically, the Senior Housing component that is proposed for Phase 2 of the Holly Park Redevelopment, provided that such housing does not exceed the existing zoning limit of L3. This proposal is for more than one hundred (100+) senior apartments, a one hundred (100) resident assisted living facility, and designated senior low-rise housing units.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
D-10. Expand existing transportation and support services for seniors.	DHHS, Metro, SHA, Planning Association	1 year/ SANTI	\$25,000 for portion of program(s) costs.
D-11. Develop a community based program to perform outreach and to provide reverse mortgages to seniors to avoid displacement.	DHHS, Homesight	2 years/ SANTJ	\$15,000 for program development.
D-12. Develop additional senior housing.	SHA > DHHS	2 years/ SANTI	Development costs to be determined.

d Non-Profit Housing Development, Rehabilitation, and Management

SEED has a proven track record as a responsible and responsive developer and manager of affordable multi-family housing. SEED also administers the Southeast Apartment Improvement Program, which provides technical and managerial assistance to apartment managers within the Special Objectives Area. The community supports the expansion of this program to multi-family developments in the MLK @ Holly Street Residential Urban Village.

The community also supports SEED's proposed development of an affordable multi-family mutual housing cooperative in the neighborhood. Using the Villa Park Coop as a model, the proposed mutual housing would contain between twenty (20) and fifty (50) units. The target income group for this development is below sixty percent (60%) of median income. Although the model is adaptable to a variety of housing types, townhouses are currently proposed by SEED.

This project is made unique by the cooperative management and maintenance of the development by the residents, which builds organizational capacity and results in a higher quality residential environment. Because of this blend of components of rental and ownership tenures, this proposed development is ideal for transitional areas between multi-family and single family residential uses. Mutual housing provides stability and enhancement of these areas through quality transitional scale development with responsible management and secure tenure.

The community also supports the development of the former Columbia Greenhouse site by Homesight for affordable homeownership. This site is located at the intersection of 32nd Avenue South and South Juneau Street. Homesight proposes to develop between fifty (50) and eighty (80) units of mixed housing types, including single family detached and condominiums. The target market for this development is moderate income households earning below one hundred twenty percent (120%) of median income. This development proposal is currently in the preliminary design phase.

Recommended Activity	Implementor(s)	Time Frame/ Category	Estimated Cost
D-13. Implement SEED's Southeast Apartment Improvement Program in the Urban Village for owners and managers of multi-family housing.	SEED, Seattle Neighborhood Group	6 months/ SANTI	\$25,000 for staff costs.
D-14. Develop a multi-family, mutual housing cooperative consistent with SEED's Villa Park model.	SEED, DCTED, DHHS	2 years/ SANTI	\$3,000,000 development costs.
D-15. Construct a single-family development for low- and moderate-income homeownership at the site of the former Columbia Nursery Greenhouse, located at the northeast corner of the intersection of 32nd Avenue South and South Juneau Street.	Homesight	3 years/ SANTI	\$5,000,000 development costs.

E. RECOMMENDATION CLUSTER #3: PLAN STEWARDSHIP

1. Planning Background

As discussed above in the Introduction Section, extensive efforts were made to perform outreach and education to increase the membership of the Planning Association and participation in the neighborhood planning process. However, due to linguistic and cultural diversity; low levels of literacy; low levels of home and business ownership, and high levels of poverty, unemployment and economic distress, participation was limited.

Therefore, because of limited participation resources, the organizational capacity of the Planning Association has not been fully realized.

Many critical decisions regarding the MLK @ 'Holly Street Residential Urban Village are the subject of ongoing planning processes. In addition to the City of Seattle's neighborhood

planning process, the area that comprises the MLK @ Holly Street Residential Urban Village has been the focus of multiple large scale planning efforts in recent years. As discussed in previous Plan Recommendations, these planning processes include the following:

- The Holly Park Redevelopment Plan by the Seattle Housing Authority, which proposes to demolish 871 public housing units and to replace these units with 1,200 units of mixed income housing for rent and home-ownership.
- Light Rail System and Station Planning by Sound Transit, which proposes to provide serve light rail service and to develop a station within the MLK @ Holly Street Neighborhood.
- Neighborhood Revitalization Strategies by the Seattle Office of Economic Development, which propose to develop and implement comprehensive economic empowerment actions within Southeast Seattle.

These planning efforts provide tremendous opportunities to help to shape the social and built environments of the MLK @ Holly Street Residential Urban. The Plan Recommendations attempt to capitalize and leverage these large scale public investments to the greatest extent possible.

However, these planning processes rue overlapping in sequence and timeframe for implementation. As a result, there is a high degree of uncertainty regarding the details of the resulting projects.

Given these conditions of uncertainty, many of the Plan Recommendations are intended to serve as placeholders for subsequent planning processes to ensure that community objectives are factored into the decision making. Much of the supporting detail and analysis to determine the feasibility and design of these recommendations will be generated with Planning Association participation during these subsequent planning processes.

Because of the central importance of subsequent planning processes *in* determining the future of this neighborhood, it is impossible to overstate the importance of community stewardship and active partnerships between the community, City Departments, agencies, and other stakeholders to the implementation of the MLK @ Holly Street Residential Urban Village Plan.

The community recognizes the need to develop the organizational capacity of the Planning Association “in order to ensure the successful implementation of the Plan Recommendations. While the Plan Recommendations for stewardship are limited in number, they are critical to the continued success of the planning effort,

2. Implementation Activities

The Plan Stewardship Recommendation Cluster is comprised of one (1) Component. This Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from concurrency with the Plan to greater than three (3) months.

The following sections provide a discussion of the Components and Recommended Activities of the Plan Stewardship Recommendation Cluster.

a. Community Stewardship Capacity

Given the limited organizational capacity discussed above, it will be necessary to greatly expand the membership and diversity of the Planning Association prior to plan adoption and implementation. Partnerships with existing neighborhood stakeholders and agencies must be established to build the organizational capacity and resources of the Planning Association.

The lessons of Phases I and II have taught the Planning Association that it is very difficult to engage the MLK @ Holly Street community to participate in a planning process. Because of the hurdles to participation described above, very few community members have the time to think pro-actively about a twenty year planning period. Most community members are primarily concerned about getting to work, raising their children, and making ends meet. As a result of extensive economic distress, this is not a community with discretionary time on its hands to attend a series of meetings.

Therefore, outreach to the community must be product oriented and operate through existing communication channels to be successful. This is the goal of the Phase II Validation Process

The Draft Residential Urban Village Plan provides the product that will allow community members to respond with their comments and ideas. It is a concrete starting point for engagement and discussion. As evidenced by the Phase I and II planning processes, the power of engaged community members is formidable,

In order to maximize the number of contacts during validation, the Planning Association will be making presentations to community stakeholders that were identified during the planning process. This is intended to engage the organizations and develop partnerships based upon their points of interest and concern. These partnerships are essential to identifying stewardship mechanisms for implementation.

However, an expanded and diversified Planning Association membership will still require additional organizational capacity. For this reason, the community strongly recommends that a project manager Position be established and funded to staff the Planning Association during the first three (3) years of implementation. This need for permanent staff is the result of the scale and time requirements of the subsequent planning processes, including meeting attendance, funding application, administration, and technical analysis.

It is recommended that the project manager report directly to the Executive Board of the Planning Association, with oversight and auditing responsibilities by the Department of Neighborhoods.

Recommended Activity	Implementor(s)	Time Frame/ Category	Estimated Cost
E-1, Establish a representative organization to oversee plan implementation.	Planning Association, NPO, DoN, SPO	Concurrent with Plan Adoption/ SANTI	\$7,500 for staff/liaison costs.
E-2. Fund a project manager position to staff the plan oversight organization and represent the organization in subsequent planning processes.	DoN	3 months/ SANTI	\$150,000 for 3 years of staffing.

F. RECOMMENDATION CLUSTER #4: COMMUNITY IDENTITY AND INTEGRATION

1. Planning Background

As previously discussed, the MLK @ Holly Street Neighborhood is not a “traditional” or “organic” Seattle neighborhood, like Columbia City, Georgetown, Wallingford, Ballard, or West Seattle Junction. Despite their differences, these neighborhoods share certain attributes, such as a sense of place, definable character, an identifiable core, and recognized boundaries.

MLK @ Holly Street does not share these attributes of traditional neighborhoods. It does not have an established history as a neighborhood. It was created as a Residential Urban Village by the Comprehensive Plan because it met certain land use, infrastructure and capital facility criteria-. It is actually comprised of portions of several traditional neighborhoods, including Brighton, Dunlap, and Beacon Hill, and the Seattle Housing Authority’s Holly Park Garden Community.

During the planning process, the community expressed strong desire to develop these traditional neighborhood attributes, to begin to define the character and unique identity of their community. Ideas included creating a sense of place, definable character, an identifiable core, and recognized boundaries.

But community members also recognized the fact that it is the cultural diversity of the residents and business owners of the neighborhood that makes the MLK @ Holly Street neighborhood unique.

As discussed in other sections of the Plan Recommendations, an important component of defining the community is improving the connectivity of the neighborhood to integrate residential and commercial uses. Because of topography and the City Light Power Line

Right-of-Way, east-west connections are limited within the neighborhood, as illustrated in Figure III-5.

This lack of connectivity has, until recently, been exacerbated by the curvilinear street pattern in the Holly Park Garden Community. The Holly Park Redevelopment will reconnect the internal street circulation of the development to the surrounding grid system. While this will alleviate *some* of the lack of connectivity, additional interventions will be necessary to reincorporate Holly Park into” the surrounding community.

Once established, these improved neighborhood connections and linkages should be highlighted and celebrated through urban design interventions.

Many supporting strategies to improve physical connections within the community and create community identity through urban design are addressed in the Mixed Use Town Center Key Integrated Strategy and the Commercial Area Revitalization Recommendation Cluster.

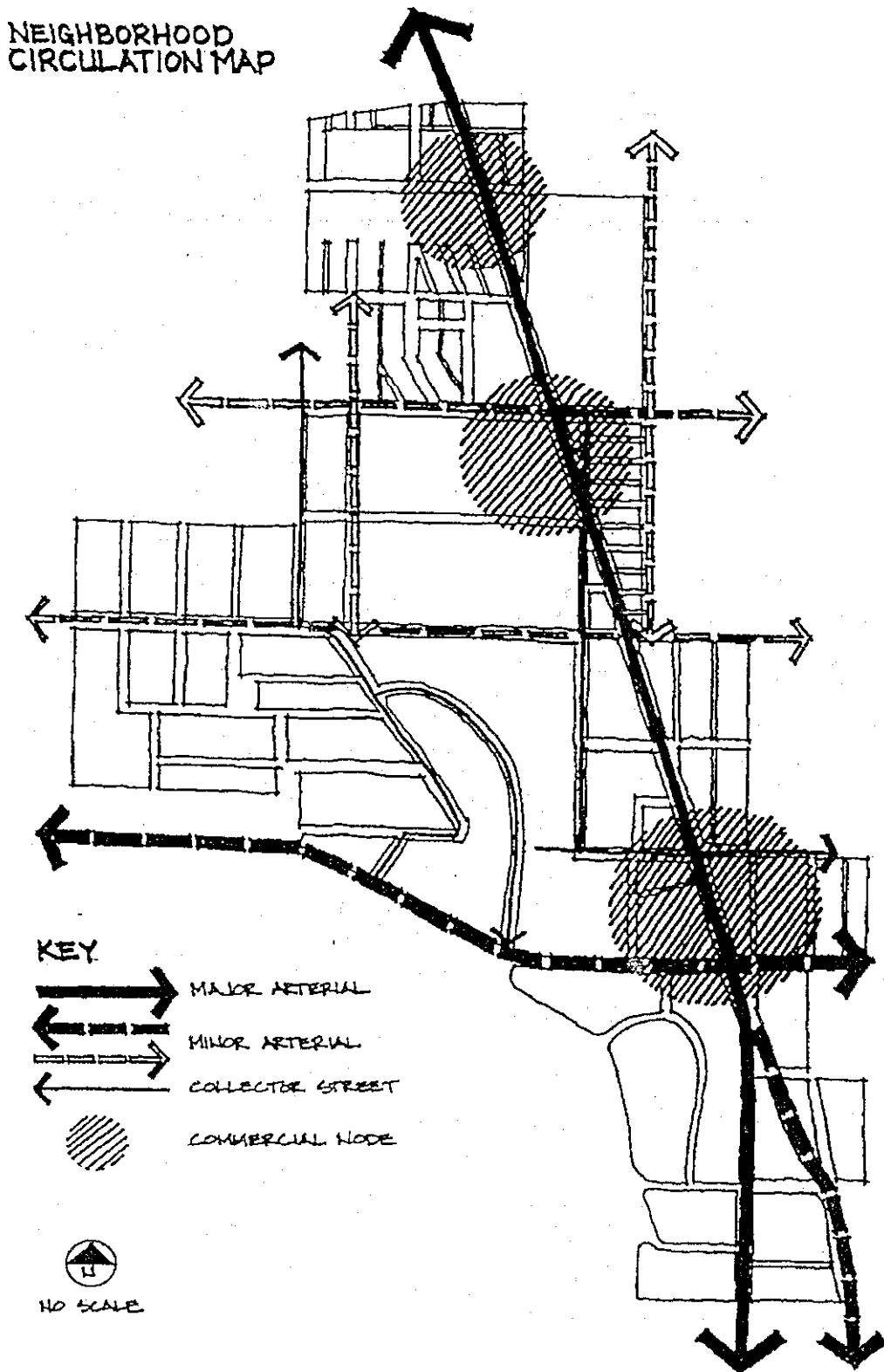


FIGURE HI-5: NEIGHBORHOOD CIRCULATIONMAP

2. Implementation Activities

The Community Identity and Integration Recommendation Cluster is comprised of two (2) Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from one (1) year to greater than five (5) years.

The following sections provide a discussion of the Components and Recommended Activities of the Community Identity and “Integration Recommendation Cluster.

a. Physical Connections within the Neighborhood

The community supports the proposed land trade between SHA and the Parks Department to relocate the existing 37th Avenue Park south to Othello. This relocation would make the park more observable by police, visible to the broader community, and connected *in* a “green ribbon” pedestrian connection with Van Asselt and Othello Park. Because of the complexity of the land swap and the need to identify funding options, this project is currently in the preliminary design stage.

The community also supports the integration of the Holly Park Redevelopment into the surrounding neighborhood through streetscape improvements along Othello Street to the commercial district along MLK Way South and continuing to Othello Park. Consistent with the creation of a “green ribbon” from Van Asselt to Othello Park, these streetscape improvements should include street trees,

Additional recommendations for long term implementation include the development of funding mechanisms for sidewalk development and the expansion of the existing sidewalk repair grant program. Because of the low income levels in the community, many residents do not feel that they could afford the additional assessment that an L.I.D. for sidewalk development would require. However, there was strong support for an enhanced pedestrian network throughout the community.

A potential funding sources for these long term sidewalk funding projects could be the Neighborhood Revitalization Strategies, which allow for flexible allocation of CDBG funds. Many communities utilize CDBG funds for infrastructure development, such as sidewalks, in low income neighborhoods.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
F-1. Support the proposed land swap between SHA and the Parks Department to relocate the existing 37th Avenue Park to along South Othello Street as part of the Holly Park Redevelopment.	SHA, Parks	3 years/ SANTI	Component of Holly Park Redevelopment EIS mitigation.
F-2. Integrate Holly Park Redevelopment into the community through streetscape improvements along South Othello and Holly Streets.	SHA, SEATRAN, DCLU	4 Years/ ALTI	Component of Holly Park Redevelopment EIS mitigation.
F-3. Develop funding mechanisms for sidewalk development and maintenance.	SEATRAN	5 Years/ ALTI	\$50,000 for staff costs.
F-4. Expand capacity of sidewalk repair grant programs.	SEATRAN	5 Years/ ALTI	\$1,000,000 capitalization costs.

b. Appearance and Identity of the Neighborhood

The community supports the installation of information kiosks to disseminate neighborhood news and to promote community events. Existing communication networks in the community are limited, and residents felt that these kiosks would allow for improved notification. The locations selected by the community were at two high traffic areas: the intersections of MLK Way South with South Othello Street and South Graham Street.

To highlight the boundaries of the Residential Urban Village for residents and visitors, the community recommends planning and designing "Village Gateways" at key intersections. The locations identified were MLK Way South and South Orcas Street, MLK Way South and South Kenyon Street, South Myrtle Street and 32nd Avenue South, and South Othello Street and 44th Avenue South.

The design of the gateways could be coordinated with the community's recommendation for the development of a unified public art campaign. The public art should reflect the cultural diversity of the community. This recommendation should also be coordinated with the Arts Master Plan for the Holly Park Community prepared for the Seattle Arts *Commission* and the Plan Recommendation for the development of a "Street Smart Art" mural program.

The community supports a long term recommendation for the development of a "Holly Park International Festival." which could be implemented in conjunction with the opening of the Light Rail Station or the dedication of the 'Mixed Use Town Center.

		Time Frame/ Category	Estimated Cost	
F-6.	Develop information kiosks in Holly Park and at intersection of MLK Way South and South Graham Street.	Planning Association, DoN	1 year/ SANTI	\$5,000
F-7.	Plan, design, and develop landscaped Urban Village gateways at MLK Way South and South Orcas Street, MLK Way South and South Kenyon Street, South Myrtle Street and 32nd Avenue South, and South Othello Street and 44th Avenue South.	Planning Association, DoN	2 years/ SANTI	\$40,000
F-8.	Plan and develop a unified public art campaign that reflects the diversity of the community.	Planning Association, Arts Council, SHA, Merchants Association	2 years/ SANTI	\$10,000 for staff costs.
F-9.	Establish a "MLK @ Holly Street International Festival" to "promote the community.	Planning Association, Merchants Association	5 Years/ ALTI	\$10,000 for staff costs.

G. RECOMMENDATION CLUSTER #5: CONNECTING PEOPLE AND SERVICES

1. Planning Background

The MLK @ Holly Street neighborhood is home to a dizzying array of social services. Because of the high levels of poverty, economic distress, low education attainment, subsidized housing, single mothers, and recent immigrants, the social safety net is spread thinly underneath a broad cross-section of the community.

Because of the cultural and linguistic diversity in the community, social service delivery is fractured into many small programs with limited client base. While, at initial glance, this situation may seem to present an opportunity to achieve economies of scale by consolidating programs, this is not the case.

Importantly, the community did identify one *common* denominator for the provision of social services to a great majority of neighborhood residents--the public school system.

However, MLK @ Holly Street is clearly not a one-size-fits-all community. The diversity of the social service delivery system is a response to the diversity of the resident population. This is exacerbated by the fact that this community has been a transitional residence for many years, with a regular turnover of recent immigrants replacing households who have moved to other areas of the region.

In this context, consolidation of services is not a viable option. However, coordination of services is possible through the use of referral networks.

2. Implementation Activities

The Connecting People and Services Recommendation Cluster is comprised of two (2) Components. Each Component contains several Recommended Activities. The timeframes for implementation of the Recommended Activities vary from six (6) months to greater than five (5) years.

The following sections provide a discussion of the Components and Recommended Activities of the Connecting People and Services Recommendation Cluster.

a. Schools as Centers of the Community

Powerful Schools is an award winning coalition of public schools and community organizations in urban Seattle. Powerful Schools is a non-profit organization committed to creating world-class schools and strengthening the local community. Participating member organizations include Hawthorne Elementary, Whitworth Elementary, John Muir Elementary, ORCA at Columbia Elementary, Mt. Baker Community Club, and Columbia City Neighborhood Association.

The three major goals of the Powerful Schools program are to improve academic performance, strengthen the community, and replicate the successes of the program elsewhere. A variety of programs are offered, including parent involvement programs, after-school community school programs, teacher training, and student mentoring.

The community strongly supports the expansion of the Powerful Schools program to all schools that serve the neighborhood, including Dunlap, Brighton, Dearborn Park, Vim Asselt, and Wing Luke.

The community also recommends a long term strategy to partner with the Seattle School District to establish a formal policy and procedure for use of school facilities by community groups. Community members feel that the investment made in school facilities is not fully realized when these facilities are vacant during evening hours.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
G-1. Expand the Powerful Schools program to all neighborhood schools, including Dunlap, Brighton, Dearborn Park, Van Asselt, and Wing Luke.	Powerful Schools, SSD, DoN, Planning Association	6 months/ SANTI	\$50,000
G-2. Expand availability of public school facilities for use by community organizations.	Planning Association, SSD	4 Years/ ALTI	\$5,000 for staff/liaison costs,

b. Coordinated Community Services

The community recommends that the Holly Park Campus of Learners and Family Center include programming to meet the needs of the entire community. Residents would like to take advantage of the facility and the programs that are offered, particularly job training, computer literacy, and community college programs. There is also a lack of public meeting space for community groups in the neighborhood, which could potentially be partially alleviated through the use of the Campus of Learners facility.

A partnership with DHHS to inventory existing social service programs is also recommended for the Urban Village. This inventory would be used to identify gaps in the service delivery system, to develop a resource guide for the community, and establish a referral system between providers.

Based upon the success of the social service inventory, the community recommends a long term strategy to inventory job training and placement services in the same manner through a partnership with OED and DHHS. With the development of the light rail system, neighborhood residents will have personal mobility to access other employment centers, which may significantly expand the opportunities for job training and placement. The inventory and referral system should be coordinated with schedule for the development of the light rail system.

As discussed above, there is a shortage of community facilities within the neighborhood, which results in competition between groups for existing space. In order to address this issue, the community recommends a long term strategy to conduct an inventory and develop a coordinated scheduling process that is based on a first-come, first-served protocol.

Recommended Activity	Implementors	Time Frame/ Category	Estimated Cost
G-3. Support the Holly Park Campus of Learners and Family Center to meet the needs of the entire community.	SHA, Planning Association	6 months/ SANTI	\$250,000
G-4. Inventory existing social service programs in community and develop resource guide and referral system.	Planning Association, DHHS, DSHS	1 year/ SANTI	\$50,000
G-5. Inventory existing job training and placement services provided in community and develop a coordinated referral system.	Planning Association, OED, DHHS	5 Years/ ALTI	\$50,000
G-6. Inventory existing community facilities and develop coordinated scheduling process.	Planning Association, Parks	5 Years/ ALTI	\$7,500

IV. HOW TO GET INVOLVED

The MLK @ Holly Street Planning Association is working hard to develop and communicate our vision of the future for our community. We have accomplished a great deal, but there is much more work to be done. We invite your participation in shaping the foundation for our Urban Village.

If you have missed the planning process to this point or have dropped out for some reason, now is the perfect time *to* get involved. The Planning Association *welcomes* your participation during this critical and exciting time in the life of our community.

There are several ways you can comment and learn more about the Draft MLK @ Holly Street Residential Urban Village Plan. The input we gather from you will be included in the MLK @ Holly Street Residential Urban Village Final Plan, which is scheduled for completion in September, 1998.

Your comments are essential to us as we move forward with our planning process. Whatever forum you choose, we need to hear from you!

A. PLANNING ASSOCIATION MONTHLY MEETINGS

The MLK @ Holly Street Planning Association holds its regular monthly meetings on the third Monday of each month. The meetings begin at 6:30 p.m. and generally run to 8:30 p.m. The meetings are held at the Grace Apostolic Temple, located at 6718 MLK Way South, which is between Willow and Holly Streets. For more information or to reserve your space, please call the Planning Association at 725-2557.

B. REQUESTS FOR PRESENTATIONS

You may contact the Planning Association to schedule a special presentation for your organization, association, business or special interest group. Planning Association members are available to answer questions, explain the process, and incorporate your comments about the Residential Urban Village Plan. To arrange for a special presentation, please call the Planning Association at 725-2557.

C. VALIDATION EVENTS

The Planning Association is sponsoring two events to present the Residential Urban Village Plan to the community and to solicit your comments. The first validation event will be held Saturday, August 8th from 9:30 a.m. to 11:30 a.m. The second validation event is scheduled for Monday, August 10th from 6:30 p.m. to 8:30 p.m.

About two weeks prior to the validation events, you will be receiving a mailer from the Planning Association to remind you, The mailer will summarize the recommendations of the Residential Urban Village Plan and provide a form for you to complete and mail back to the Planning Association. You may mail the form back if you cannot attend the Validation Events, or simply bring it with you when you come.

D. FEEDBACK

Of course you may always contribute your comments and suggestions in writing, Please return comments by mail to the Planning Association at the following address:

MLK @ Holly Street Planning Association
P.O.Box 28009
Seattle, WA 98118-1009

If you prefer, you may bring your written comments to one of our monthly meetings or to the Validation Events.