

MLK @ Holly Street Approval and Adoption Matrix

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Prepared by the MLK@Holly St. Neighborhood Planning Group and the City of Seattle Interdepartmental Review and Response Team
Compiled by the Strategic Planning Office. August 28, 1998. Revised by City Council Central Staff December 1, 1999.

Introduction

PURPOSE AND STRUCTURE OF THE APPROVAL AND ADOPTION MATRIX

Through the City of Seattle's Neighborhood Planning Program, 37 neighborhoods all over Seattle are preparing neighborhood plans. These plans enable people in neighborhoods to articulate a collective vision for growth and change over the next 20 years and identify activities to help them achieve that vision. The plans are also intended to flesh out the City's Comprehensive Plan. Because each plan is unique, this Approval and Adoption Matrix has been designed as a standard format for the City to establish its work program in response to the recommended activities proposed in the specific neighborhood plan.

The matrix is divided into three sections:

I. *Key Strategies*: usually complex projects or related activities that the neighborhood considers critical to the successful implementation of the neighborhood plan.

- II. *Additional Activities for Implementation*: clearly defined activities that are not directly associated with a Key Strategy, ranging from high to low in priority.
- III. *Activities for Longer Term Consideration*: activities that, for a variety of reasons, are not yet ready for a formal City response or are intended to be implemented several years in the future.

The neighborhood planning group or its consultant generally fill in the Activity, Priority, Time Frame, Cost Estimates and Implementor columns. The Executive Response and Executive Recommended Action columns are filled in by City departments. Staff from almost every City department have participated in these planning efforts and in the preparation of this Matrix. The Council Action Taken column is filled in by the City Council. Ultimately, the City Council will approve the Matrix by resolution along with the neighborhood plan.

I. Key Strategies

Each Key Strategy consists of activities for a single complex project or theme that the neighborhood considers critical to achieving its vision for the future. While the Key Strategies are high priorities for the neighborhood, they are also part of a twenty-year plan, so the specific activities within each Key Strategy may be implemented over the span of many years.

The Executive recognizes the importance of the Key Strategies to the neighborhood that developed them. Given the number of Key Strategies that will be proposed from the 37 planning areas, priorities will have to be set and projects phased over time. The Executive will coordinate efforts to sort through the Key Strategies. During this sorting process, departments will complete the next level of feasibility analysis. This may include developing rough cost estimates for the activities within each Key Strategy; identifying potential funding sources and mechanisms; establishing priorities

for the Key Strategies within each plan, as well as priorities among plans; and developing phased implementation and funding strategies. The City will involve neighborhoods in a public process so that neighborhoods can help to establish citywide priorities. The results of these efforts will determine which strategies and activities are to be given priority for City response in 1998-2000 versus later implementation.

The department most involved with the activities for a Key Strategy is designated as the lead. Otherwise, DON is designated as the lead. Other participating departments are also identified.

The Executive Response lists activities already underway, and other tasks that the Executive has committed to commence during the remainder of this year or the next biennium.

A. IMPROVE PUBLIC SAFETY

Description

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.

Integrated Executive Response

Public safety is part of the foundation of strong and healthy communities. This strategy is a collection of activities that would focus attention on public safety in the MLK@Holly neighborhood from several perspectives, including more visible law enforcement, and addressing the "broken window" syndrome through community and government partnerships. These activities are intended to make the community look more attractive and bring neighbors together in positive ways to lead to a community that feels safe. A community that feels safe and looks cared for is more likely to be

regarded as a good place to invest. These actions implement many of the policies of the Human Development Element *Community Safety* section.

The key to success for this strategy will be to develop an intensive, coordinated approach to public safety. There are several options for this: 1) the Neighborhood Action Team Seattle, or NATS, coordinated by the South Precinct allows DCLU, DHHS, SPD to work with the community on neighborhood condition problems that can lead to crime if not addressed; 2) DON, as the lead department for implementing neighborhood plans, may be able to be the coordinating agency if the scope of this strategy exceeds the mandate of the NATS team; or 3) coordination through Weed and Seed beginning in 1999.

This strategy will also benefit from having strong community partners involving the many diverse groups in the neighborhood to overcome language and cultural barriers.

Department responses included below: SPD, SCL, DHHS, DCLU, Health Department, SPU, SPO. Compiled by SPO.

Lead Department: SPD

Participating Departments: DON, DHHS, SCL, Health Department, SEATRAN, DCLU, SPU

Activities Already Underway

The City has many programs that can be applied in this neighborhood to improve public safety. For example:

1. SPD already has an Apartment-Condominium Watch program and has initiated an enhanced Block Watch program with the goal of having at least one crime prevention contact on every block in the city, including in business areas through Business Watch.
2. DHHS has an employer-assisted housing program, Home Town Home Loans, which has assisted police officers and firefighters to purchase homes in Seattle and is available in this neighborhood.
3. SPU has a grant program to support neighborhood clean-up projects.

Tasks to be Undertaken in 1998-2000

1. Bring the major implementors together to formulate a strategic approach to improving public safety in the MLK@Holly Street neighborhood. Existing programs that would be involved in these strategies include: the NATS, Neighborhood Power Project, Weed and Seed, Chronic Public Inebriates Program, Block Watch, station area planning, Neighborhood Revitalization Strategies and others. SPD will lead this effort and will work closely with DON and other departments.
2. Conduct initial feasibility evaluation:
 - a) Determine the appropriate existing programs to help the neighborhood meet its public safety goal(s) within existing resources.

- b) Determine the resources necessary for a coordinated approach to implementation of this strategy. If additional resources would be necessary, prioritize with strategies from other neighborhood plans.
3. Use the Neighborhood Power Project to help implement this strategy. This community is within the boundaries of the next Neighborhood Power Project (NPP) which will start in January 1999. Through NPP City staff work together with a selected neighborhood for a year to promote community-building and natural resource conservation. The NPP is geared towards environmental education but takes direction from community members. For example, the NPP coordinates with Block Watch and would be able to provide energy-efficient porch lights to Block Watch groups, or print and mail materials to encourage people to join Block Watch or take part in other safety-related activities.
4. In 1999, the Weed and Seed program will be expanded to the South Precinct.
5. DHHS and Continental Bank will work together to increase participation by marketing the Home Town Home Loan program to City employees, including police officers, for home purchases in the MLK@Holly neighborhood.
6. City Light will install saturation lighting per Executive response for Activity A-8.
7. Identify next steps for continued implementation.

<p>Council Action Taken: Approve Executive's Recommended Actions.</p>
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A. Improve Public Safety

#	Activity	Priority	Time Frame (to begin implementation, per Plan)	Cost Estimate (or possible fund source)	Implementor	Executive Response
<i>Seattle Police Department Service Delivery</i>						
A-1.	Reinstate Community Police Team.	H	6 months	Budgetary implications of resource allocation currently being analyzed by SPD.	SPD, City Council, Planning Association	In the summer of 1998, Community Police Team (CPT) officers were temporarily assigned to patrol officer duties. By around Labor Day, 1998, they were back on duty as Community Policing officers. The Police Department no longer uses "Community Police Teams" as a separate entity, but is firmly committed to community policing and will still provide community policing officers, but in a different configuration. The goal is to broaden patrol sergeants' and officers' involvement in problem-solving and community policing.
A-2.	Develop police bike patrols for the Mixed Use Town Center and community plaza.	H	6 months	\$10,000 for equipment, training, and program development	SPD	Virtually all communities throughout the South Precinct have expressed their desire to have bicycle patrols in their neighborhoods. Though the South Precinct would like to provide every neighborhood with its own dedicated bicycle patrol, the current staffing situation does not permit it. To accomplish this goal would require creating new positions, at a cost much higher than the proposed \$10,000. Bicycle patrols work best in small areas with lots of activity, e.g., Downtown. SPD continually reevaluates its activities looking for ways to improve service to the community. Increasing bicycle patrols could be considered in the future, if resources are found and neighborhood conditions are such that bicycle patrols make sense.
A-3.	Expand local use of nuisance abatement program.	H	6 months	\$10,000 for community outreach and education.	SPD, Planning Association	The NATS team will address problem areas and will work with the community to prioritize requests. (see narrative above). (Note that the NATS team is being asked to address similar problems in other neighborhood plans and will need to develop some method of prioritizing requests.) The City will also explore the policy, legal and funding issues for nuisance abatement and code enforcement citywide.
A-4.	Expand existing DHHS program to encourage police officers to purchase housing in the community.	M	1 year	\$5,000 for marketing and outreach.	DHHS, SPD, Planning Association	DHHS is working to expand the City's employer-assisted housing program, Hometown Home Loans, administered through Continental Bank. DHHS is willing to work with Continental to publicize this program in the MLK@Holly neighborhood. To date, 329 home loans

A. Improve Public Safety						
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						have been closed in the city, of including 39 Seattle Police Department and 18 Fire Department employees.
Community Partnerships with Seattle Police Department						
A-5.	Expand local participation in existing Neighborhood Block Watch programs.	H		\$5,000 for community outreach and education.	Community, SPD	The Department will develop a plan and take the lead with the community in outreach and expansion of these programs.
A-6.	Expand local participation in existing Business Watch program.	H	3 months	\$5,000 for community outreach and education.	Merchants Association, SPD, SEED	The Department will develop a plan and take the lead with the community in outreach and expansion of these programs.
A-7.	Develop an Apartment Watch program for multi-family developments.	H	6 months	\$5,000 for community outreach and education.	SPD, Property Owners, SEED, Seattle Neighborhood Group	The Department will develop a plan and take the lead with the community in outreach and expansion of these programs.
Neighborhood Lighting						
A-8.	Implement City Light Neighborhood Power residential security lighting program.	H	3 months	\$25,000	City Light, Planning Association,	SCL no longer has its Security Lighting Program, but does have a variety of activities that respond to this strategy. SCL provides energy-efficient porch lights to Block Watch groups that request them. SCL has placed a streetlight on every utility pole on a street for saturation lighting. The area defined by South Kenyon to South Trenton Streets, 42nd Av. S to 45th is targeted for saturation lighting in 1998. SCL will work with the community to identify and implement this recommendation for other areas that need saturation lighting. SCL also provides speakers to meet with community groups to discuss security lighting. The Lighting Design Lab will assist individuals or groups with research of products and designs, or develop a class around a specific lighting issue for community attendance.
A-9.	Improve pedestrian scale street lighting in commercial areas along MLK Way South	H	1 year	\$40,000	SPO, SEATRAN, City Light, Potential LID,	This issue can be addressed as part of station area planning and should be coordinated with other street improvements. Local funding would probably be needed. City Light is working on

A. Improve Public Safety						
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	and Othello Street.					developing standards for pedestrian scale lighting.
Neighborhood Order Programs						
A-10.	Expand Metro bus stop maintenance and clean-up programs.	H	3 months	\$10,000	KC/Metro	This is a KC/Metro responsibility. The Executive will forward this and related recommendations to KC/Metro on behalf of the community. Councilmembers serving on the Metro Transit Advisory Council are requested to take the lead in ensuring that this happens.
A-11.	Develop partnerships with Holly Park Merchants Association for regular clean-ups and graffiti paint-outs of commercial areas.	H	3 months	\$2,500 for staff/liaison costs.	Planning Association, Merchants Association	SPU has a Litter and Graffiti Matching Grant program which funds these types of projects up to about \$5000. Grant application deadlines are every two months.
A-12.	Implement King County Health Department Chronic Public Inebriation Program.	M	6 months	\$5,000 for staff/liaison costs.	DHHS, King Co. Health Dept.	The Health Department is very interested in working with the community on this. DHHS is working with the County to implement the Chronic Public Inebriate Program. Housing and services will be critical to implementation. Existing staff are fulfilling this role. Councilmembers serving on the Board of Health are asked to take the lead in ensuring that this happens.
A-13.	Develop residential and commercial recycling education programs that reflect the diversity of the community.	M	6 months	\$25,000 for program development and community outreach.	SPU. Private	For residential customers, the primary vehicle to inform customers about how to recycle is the Curb Waste Times, printed twice a year. Garbage, recycling, yard waste and waste reduction information is available in Chinese, Spanish, Vietnamese, Cambodian and Laotian. Current emphasis is on increasing recycling in apartment buildings. Staff make presentations to residents of multi unit buildings to educating the residents on what is and is not recyclable and on waste reduction. Most presentations have been in buildings with diverse populations. SPU will provide materials to support additional outreach by the community. As for commercial recycling, the City presently does not contract for or regulate commercial recycling. Commercial recycling is presently provided by numerous collection firms. The City's draft Solid Waste Comprehensive Plan does call for strong public information geared toward the commercial recycling. This emphasis will enable us to

A. Improve Public Safety

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						structure education programs toward diverse publics.
A-14.	Develop education program regarding property owner requirements for sidewalk, planter strip, and street tree maintenance in residential areas.	H	6 months	\$7,500 for staff costs.	Planning Association, SEATRAN, DCLU	Encroachment onto the sidewalks is typically a SEATRAN issue. A street use permit may be necessary. Litter, whether on private property or within the right-of-way, should involve the Health Department. DCLU is willing to be a participant in a comprehensive program including zoning or housing code enforcement. SEATRAN will provide materials to support neighborhood outreach programs.
A-15.	Develop education programs for businesses regarding property maintenance requirements, including sidewalk, planter strip, and street tree maintenance and repair.	M	6 months	\$5,000 for staff/liaison costs.	SEATRAN, DCLU, SEED, Chamber, Merchants Association	See response to A-14. SEATRAN will provide materials to support neighborhood outreach programs.
A-16.	Expand zoning code enforcement activities.	H	6 months	\$10,000 for portion of staff costs.	DCLU, Planning Association, SPD	<p>The City will explore the policy, legal and funding issues for nuisance abatement and code enforcement citywide. The City will also review enforcement issues related to SPD.</p> <p>Currently, DCLU has an inspector assigned to a larger area which contains the MLK @ Holly neighborhood. This inspector is available to meet with community members to take complaints about alleged code violations and discuss the code enforcement process. DCLU will respond to all registered complaints about code and permit condition compliance issues. The following approaches are recommended as potential ways to implement this proposal:</p> <ol style="list-style-type: none"> 1) A partnership between DCLU and community volunteers for a proactive, team approach to code compliance efforts. Such a program will get underway in the Central Area this summer and could be useful in MLK @ Holly too. 2) Neighborhood Action Teams (NATS) (see narrative above).
A-17.	Develop a mural program for youth to reduce graffiti.	M	1 year	\$20,000 for staff costs.	Planning Association, SPU, Merchants	A mural program could be a good candidate for a Neighborhood Matching Fund grant or the Litter and Graffiti Matching Grant (see A-11). The Street Smart Art program has evolved into a new program

A. Improve Public Safety

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					Association	called "Panels for Progress" which employs youth to paint panels for construction sites.
A-18.	Expand existing Weed and Seed programs.	M	1 year	\$10,000 for community outreach and education.	SPD, DHHS, Community	In 1999, the Weed and Seed program will be expanded to the South Precinct. SPD will work with the community to tailor emphasis patrols to the area to respond to specific law enforcement concerns. SPD and other City departments will work together to address other issues such as those specified in this strategy.

B. CREATE A MIXED USE TOWN CENTER

Description

The MLK @ Holly Street Residential Urban Village is not an “organic” neighborhood that has a traditional 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.” Proposed for the intersection of MLK Way South and South Othello, 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. 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.

Integrated Executive Response

The Mixed Use Town Center takes advantage of the potential light rail station near MLK and Othello for a variety of purposes:

- spurring economic development in this urban village;
- encouraging people to use modes of transportation other than the car;
- incorporating urban open space;
- increasing the supply of housing for households with a range of incomes;
- creating economic development opportunities;
- fostering a sense of place with public art and community kiosks; and
- encouraging public/private development partnerships.

This project not only addresses neighborhood goals, it also contributes to citywide goals for growth management and community building. It has the potential to be a terrific example of urban village development.

Planning for a Mixed Use Town Center can continue through station area planning and planning for Phase III of the Holly Park Redevelopment Project, scheduled to begin in 1999.

Department responses included below: SPO, OED, DPR, SEATRAN, DHHS. Compiled by SPO.

Lead Department: SPO

Participating Departments: SEATRAN, DCLU, DPR, DHHS, OED, DON

Activities Already Underway:

1. As part of station area planning, the City has a consultant contract to conduct a market analysis to identify the kinds of activities and services that might be attracted to light rail station areas in Southeast Seattle and the potential for market activity associated with the future light rail alignment through the area.
2. The City, in conjunction with the MLK@Holly neighborhood and community-based development organizations (such as SEED and HomeSight) is developing HUD Neighborhood Revitalization Strategies (NRS) for Southeast Seattle. The Southeast NRS, once adopted by the City Council and HUD will offer public agencies and community based-development organizations enhanced flexibility in undertaking activities, such as housing development, public service delivery, or job creation, with federal Community Development Block Grant (CDBG) dollars. The NRS will also be used to help prioritize CDBG spending and will help community service providers design programs and services that are best done on a smaller geographic basis where people live. The City is working with the MLK@Holly neighborhood planning group to ensure that the relevant portions of the neighborhood plan are incorporated into the Southeast NRS.

Tasks to be undertaken in 1998-2000

1. In March, 1999, Sound Transit will publish its “Locally Preferred Alternative.” For successful implementation of this project, the MLK and Othello Light Rail station must be included. The Locally Preferred Alternative will also set rail alignments, which will inform the next round of planning for station areas.
2. Station area planning will incorporate community goals, such as the creation of a mixed use town center, for the areas around light rail stations. It will include the market study described above as well as strategies to encourage that type of development in keeping with the community’s vision. Station area planning is being coordinated by the Strategic Planning Office and is beginning in 1998.
3. SPO and OED will work with SHA and existing community development organizations to determine how to build the capacity to focus on this area and

help make the mixed used town center concept work. SPO will start the process by calling a meeting of these agencies.

- The City of Seattle and King County will apply this fall for an Empowerment Zone designation to promote the revitalization of distressed communities, including Southeast Seattle. As part of the Empowerment Zone application process, OED and consultants will work with SEED to identify a ten-year plan

for priority capital projects, which may include land assembly and transit oriented development projects near light rail stations.

- Identify next steps for continued implementation.

Council Action Taken:
Approve Executive's Recommended Actions.

B. Create a Mixed Use Town Center						
<i>#</i>	<i>Activity</i>	<i>Priority</i>	<i>Time Frame (to begin implementation, per Plan)</i>	<i>Cost Estimate (or possible fund source)</i>	<i>Implementor</i>	<i>Executive Response</i>
Mitigation of Adverse Environmental Impacts						
B-1.	Evaluate adequacy of infrastructure (water, sewer, etc.) relative to future development of light rail station and associated transit oriented town center development.	H	6 months	Component of Sound Transit Environmental Review.	Sound Transit, SPO, DON	It is the City's responsibility under the Comprehensive Plan and GMA to analyze and ensure that adequate utility infrastructure is provided. An inventory and analysis of facilities and utilities serving MLK @ Holly Street has been developed and will be incorporated into the Neighborhood Plan Element of the Comprehensive Plan by ordinance. This inventory assesses infrastructure at a neighborhood plan level and factors in the 20-year planned growth. Any additional site or project specific infrastructure impacts will be evaluated in the development review process for those proposals. The Sound Transit Draft Environmental Impact Statement will be published in the fall of 1998. The City and community can submit comments to Sound Transit for further analysis.
B-2.	Evaluate future conditions of arterial streets relative to development of light rail station.	H	6 months	Component of Sound Transit Environmental Review.	Sound Transit, SPO, SEATRAN	The Sound Transit Draft Environmental Impact Statement will be published in the fall of 1998. If these issues are not addressed to the community's satisfaction, the Executive will work

B. Create a Mixed Use Town Center						
<i>#</i>	<i>Activity</i>	<i>Priority</i>	<i>Time Frame (to begin implementation, per Plan)</i>	<i>Cost Estimate (or possible fund source)</i>	<i>Implementor</i>	<i>Executive Response</i>
						with the community and Sound Transit to request further analysis.
B-3.	Coordinate public transit modes to minimize parking impacts.	H	3 years	Sound Transit mitigation.	Sound Transit, SPO, KC/Metro, SEATRAN, DON	The Executive will take the lead in ensuring that this coordination is done as part of station area planning.
B-4.	Develop Residential Parking Zone programs to mitigate parking impacts of light rail station.	M	4 years	Sound Transit mitigation.	SEATRAN, Planning Association, DON	The Executive is working on a parking management program for station areas, including those within the MLK@Holly Street planning area and will look at this recommendation in the context of that work. This program will include tools such as RPZs.
Access to Town Center						
B-5.	Require bicycle parking areas for transit oriented development.	M	1 year	Component of Transit Station Land Use Code development.	DCLU, SEATRAN	There are already requirements in the code for bicycle parking. These code requirements will be reviewed during station area planning. SEATRAN can provide bike storage facilities in public places, as well.
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.	L	2 years	\$10,000 for staff/consultant costs.	SPO, Planning Association, DCLU, SEATRAN, Sound Transit, DON	This will be addressed as part of station area planning and will require significant neighborhood involvement.
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.	M	3 years for planning; 5 years for development	Sound Transit mitigation. Neighborhood Revitalization Strategies.	SPO, SEATRAN, Sound Transit, SHA, DON	This will be addressed as part of station area planning.
B-8.	Plan and develop streetscape improvement program along MLK	M	3 years for planning;	Sound Transit mitigation.	SPO, SEATRAN, Sound Transit,	This will be addressed as part of station area planning.

B. Create a Mixed Use Town Center						
#	Activity	Priority	Time Frame (to begin implementation, per Plan)	Cost Estimate (or possible fund source)	Implementor	Executive Response
	Way South in the area of the Town Center to improve non-motorized access and the pedestrian environment.		5 years for development/		Merchants Association, SEED, DON	
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.	H	3 years for planning; 5 years for development	Sound Transit mitigation.	SPO, Planning Association, SEATRAN, Sound Transit, DON	This will be addressed as part of station area planning.
B-10.	Develop a community plaza as part of the light rail station.	M	4 years: Concurrent w/transit station development	\$150,000	SPO, Planning Association, Sound Transit, DON, OED, Parks, SEATRAN	This will be addressed as part of station area planning. It is likely that funding will need to be found.
B-11.	Develop community information kiosk in Sound Transit station.	M	4 years: Concurrent with transit station development	\$2,500	Planning Association, Sound Transit, DON, SEATRAN	The City Council has established a Community Kiosk Task Force that will investigate several issues including funding, and design and placement standards. Kiosks and other station signage (in and near station) should to be coordinated with Sound Transit design guidelines, currently under development.
B-12.	Plan and develop non-motorized and public transit connections to neighboring Urban Villages, including Columbia City and Rainier Beach.	M	3 years for planning; 5 years for development	Sound Transit mitigation.	SPO, SEATRAN, KC/Metro, Sound Transit, DON	This can be addressed as part of Sound Transit system planning. Public transit connections should be addressed by KC/Metro. The Executive will forward this and related requests to KC/Metro on the community's behalf.
<i>Incentives for Town Center Development</i>						
B-13.	Assemble a development team, secure financial resources, and identify appropriate property to build a mixed use, transit-oriented town	M	3 months	\$50,000 for staff/liaison costs.	SPO, Planning Association, Sound Transit, SEED, SHA, OED, Private	While the City will not assemble development teams, SPO and OED will facilitate partnerships that are consistent with station area planning goals. The City will work

B. Create a Mixed Use Town Center						
#	Activity	Priority	Time Frame (to begin implementation, per Plan)	Cost Estimate (or possible fund source)	Implementor	Executive Response
	center.				Developers, DON	proactively to identify development strategies that will attract developers and capital to station area locations.
B-14.	Complete SEPA Planned Action review of transit oriented development associated with light rail station.	M	6 months	Component of Sound Transit Station policy development.	SPO, DCLU, Sound Transit	The concept of the mixed use town center has not been developed sufficiently to determine whether SEPA planned action is the appropriate planning tool. This issue can be explored further as part of station area planning.
B-15.	Develop criteria for tax abatement program for transit oriented development.	M	6 months	Component of Sound Transit Station policy development.	DHHS, SPO, OED, SEED	DHHS is willing to work with other departments in promoting transit-oriented development that includes housing. There are various ways in which this goal can be achieved besides tax abatement; one approach currently being explored is "location efficient mortgages" that are designed for this exact purpose.
B-16.	Develop criteria for expedited permitting process for transit-oriented development.	M	6 months	Component of Transit Station Land Use Code development.	SPO, DCLU, DON	This will be analyzed as part of station area planning.
B-17.	Consider refining NC zoning district development standards to provide incentives for transit oriented development.	M	6 months	Component of Transit Station Land Use Code development.	SPO, DCLU, Community, DON	This will be addressed as part of station area planning and will require significant neighborhood involvement.
B-18.	Consider modifying NC zoning so that development necessary for a transit station can be allowed as a conditional use.	M	6 months	Component of Transit Station Land Use Code development.	SPO, DCLU, DON	This may not be necessary, as NC zoning requirements already allow uses transit-oriented development uses. DCLU will work with community to clarify recommendation as it works on station area planning.
B-19.	Evaluate rezoning the area of the intersection of MLK Way South and South Othello Street to encourage mixed-use, transit oriented development.	L	6 months	Component of Sound Transit Station policy development.	SPO, Planning Association, DCLU, SEATRAN, Sound Transit, DON	This will be addressed as part of station area planning and will require significant neighborhood involvement.
B-20.	Develop resources to assemble	M	1 year	\$10,000 for	SPO, OED, SEED,	This may be addressed as part of station area

B. Create a Mixed Use Town Center						
<i>#</i>	<i>Activity</i>	<i>Priority</i>	<i>Time Frame (to begin implementation, per Plan)</i>	<i>Cost Estimate (or possible fund source)</i>	<i>Implementor</i>	<i>Executive Response</i>
	large parcels along MLK Way South for transit-oriented development and regional retail and service uses.			staff/liaison costs.	Sound Transit, DON	planning. The City can work with other public agencies or community development corporations that may have more flexibility in development activities. Sound Transit, for instance, may need to purchase properties for construction staging or other purposes that, once the rail line is built, can be used for economic development projects.
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 during light rail station area planning.	M	2 years	Component of Neighborhood Revitalization Strategies.	OED, DHHS, SEED, Chamber, SPO, DON	Development of a regional economic plan is a community based activity. However, a market study will be a part of station area planning. This study will address comparative advantage of various station locations in Southeast Seattle. This work could be folded into a broader economic plan prepared by the community.

II. Additional Activities For Implementation

The activities listed in this section are not directly associated with a Key Strategy. For each activity, the City has identified next steps as a part of the City's work program in response to the neighborhood plan. Many of the next steps are actions to be taken by the City, but in some cases, the neighborhood or other agency will be able to take the next steps. As with the activities listed for each Key Strategy in Section I, these activities are intended to be implemented over the span of many years.

Council Action Taken for Additional Activities for Implementation:

Approve Executive's Recommended Actions.

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	Executive Response	Executive Recommended Action
<i>Commercial Area Revitalization: Partnerships to Improve Commercial Districts</i>							
C-1.	Expand SEED's Main Street program to include the MLK @ Holly Street Neighborhood.	H	3 mos	\$25,000 for staff costs.	SEED, Merchants Association, OED, Planning Association	SEED's Main Street Program started in 1997 and is focused on the Genesee, Columbia and Hillman City business districts. After the program is completed at the end of 1999, OED will evaluate the success of the program and consider expanding the program to the MLK@Holly planning area. The MLK@Holly planning group should work closely with SEED's Main Street Coordinator to discuss lessons learned to date and to coordinate future efforts.	Recommendation may be considered in the future, pending results of program evaluation, identification of fund source (subject to local, state and federal regulations and selection processes), and review of citywide issues, if any.
C-2.	Develop an area business directory and "shop locally" campaign.	M	1 yr	\$7,500 for staff/liaison costs.	Merchants Association, SEED, Planning Association	This project could be a good candidate for a Neighborhood Matching Fund grant.	Recommendation is a community-based activity.
C-3.	Expand existing programs for facade improvements for businesses on MLK Way South.	H	1 yr	\$25,000	OED, SEED, Merchants Association	OED: New funds have just been allocated to SEED's Good Neighbor Program (facade improvements) for the business district at MLK Way and South Othello St. Other parts of MLK Way within the Southeast Seattle Action Plan area boundaries can also be considered. The Good Neighbor Program allows business and	Recommendation can and will be implemented.

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	Executive Response	Executive Recommended Action
						property owners to improve property exteriors in order to improve public safety and encourage private investment.	
C-4.	Develop a coordinated marketing strategy for the Urban Village with Holly Park Merchants, Holly Park Redevelopment, and SEED.	H	2 yrs	\$7,500 for staff/liaison costs.	SPO, OED, SEED, Merchants Association, SHA	This issue can be addressed as part of station area planning.	A market study will be a part of station area planning in Southeast Seattle. This study will consider appropriate ways to support the existing business community around light rail stations. A business marketing strategy for the businesses would be a separate community-based activity.
Commercial Area Revitalization: Business Services							
C-11.	Use tax-exempt bonds to develop below market rate loan programs for commercial property rehabilitation in Southeast Seattle.	M	2 yrs	\$15,000 for staff costs.	OED, SEED, WSHFC, Community Capital Development, Community	The City is prohibited from lending credit to private businesses. The Planning Group should talk to Community Capital (see below) about using small business loans for commercial property rehab. In addition, as part of the City's Empowerment Zone grant application to the federal government, the use of EZ Tax Exempt Bond Financing might be possible.	Recommendation may be considered in the future, pending the outcome of the Empowerment Zone grant application.
C-12.	Expand local participation in small business loan programs.	H	2 yrs	\$5,000 for outreach and education.	OED, SEED, Lenders, Community Capital Development (CCD)	The City has sold its small business loan portfolio and has contracted with Community Capital as a conduit for business assistance resources such as technical assistance and loans. Community Capital provides business assistance and loan funds and targets businesses in Southeast Seattle, the Central Area and the International District. The City can facilitate discussions between Community Capital and the local business community to	Recommendation is already being implemented. The Executive will forward the community's requests to Community Capital Development.

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	Executive Response	Executive Recommended Action
						discuss community needs.	
C-13.	Expand local participation in technical assistance programs to small businesses.	H	2 yrs	\$25,000 for staff costs.	OED, SEED, CCD	See above (C-12)	Recommendation is already being implemented.
Affordable Housing and Residential Stability: Home ownership Opportunities							
D-1.	Expand local participation in HomeSight's first time home buyer assistance program.	H	6 mos	\$10,000 for community education and out-reach. Neighborhood Revitalization Strategies for Capitalization.	HomeSight, DHHS	Both levy funds and HOME funding are currently available for new home buyer initiatives. In addition, new funds have been proposed in DHHS's budget for home buyer education in 1999 and 2000. Those funds would be provided to HomeSight or other vendors based on local, state and federal regulations and processes for selection of a provider for expanded homebuyer assistance.	Recommendation already being implemented. Expansion will be considered in the future, pending approval of 1999-2000 budget and subject to local, state and federal regulations and selection processes. DHHS is also continuing to pursue additional funds for down payment assistance and other mechanisms for increasing home ownership to the maximum extent possible. Additional fund sources might include an Empowerment Zone or Homeownership Zone, such funding would be available on a competitive basis.
D-2.	Expand local participation in DHHS's HOME New Home Buyer Assistance Program.	H	6 mos	\$10,000 for community education and out-reach. Neighborhood Revitalization Strategies for Capitalization.	DHHS	Both levy funds and HOME funding are currently available for down payment assistance. In addition, new funds have been proposed in DHHS's budget for home buyer education in 1999 - 2000. As part of its financial participation in the Holly Park Redevelopment Project, the City has set aside \$1.2 million in first time home buyer assistance funds.	Recommendation already being implemented. Expansion will be considered in the future, pending approval of 1999-2000 budget. DHHS is also continuing to pursue additional funds for down payment assistance and other mechanisms for increasing home ownership to the maximum extent possible. Additional fund sources might include an

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	Executive Response	Executive Recommended Action
							Empowerment Zone or Homeownership Zone, such funding would be available on a competitive basis.
D-3.	Expand local participation in private home ownership/first-time home buyer education and lending programs.	H	6 mos	\$5,000 for community education and outreach.	Planning Association, Lenders	DHHS: New funds have been proposed in DHHS's budget for home buyer education in 1999 - 2000. Those funds would be provided to HomeSight or other vendors based on local, state and federal regulations and processes for selection of a provider for expanded homebuyer assistance. As part of the Holly Park Redevelopment Project, SHA has begun a home buyer education program.	Recommendation already being implemented. Expansion will be considered in the future, pending approval of 1999-2000 budget and subject to local, state and federal regulations and selection processes.
Affordable Housing and Residential Stability: Improve Existing Housing Stock							
D-6.	Expand local participation in lending programs for single family and multi-family housing rehabilitation.	M	6 mos	\$10,000 for staff/liaison costs.	DHHS, SEED	DHHS: The single family rehab program is currently without a waiting list and is able to serve all eligible households. Multifamily rehab program, which converts unsubsidized housing to subsidized housing (or market rate to non-profit) is limited due to a lack of resources and, in some cases, the City's siting policies. It would be helpful if the neighborhood could be more specific about what multifamily rehab is desired.	Single family rehabilitation: Recommendation can be implemented, pending identification of eligible households. Multifamily rehabilitation Recommendation may be considered in the future, pending further refinement of the neighborhood's goals for use of this program and examination of the City's siting policies for this area.
D-7.	Use tax-exempt bonds to develop below market rate loan programs for rehabilitation of single-family and multi-family properties in	M	2 yrs	\$25,000 for program development.	DHHS, WSHFC	This is already a common source of financing in many DHHS-funded projects, along with tax credits.	Recommendation already being implemented.

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	Executive Response	Executive Recommended Action
	Southeast Seattle.						
Affordable Housing and Residential Stability: Housing Opportunities for Seniors							
D-10.	Expand existing transportation and support services for seniors.	M	1 yr	\$25,000 for portion of program(s) costs.	KC/Metro, DHHS, SHA, Planning Association	King County/Metro is the major funder of transportation services in King County. DHHS Aging and Disability Services (ADS) funds volunteer transportation services (to medical appointments and nutrition sites). ADS will continue to explore low cost ways to provide meal site and volunteer transportation services.	Recommendation is already being implemented. Expansion may be considered in the future, pending identification of a fund source.
D-11.	Develop a community-based program to perform outreach and to provide reverse mortgages to seniors to avoid displacement.	M	2 yrs	\$15,000 for program development.	DHHS, HomeSight	DHHS will work with the community to assess program potential, although we believe this is possible within existing staffing.	Recommendation can and will be implemented.
D-12.	Develop additional senior housing.	M	2 yrs	Development costs to be determined.	SHA, DHHS	As part of the Phase II of the Holly Park Redevelopment Project, an 100+ unit assisted living facility and an 100+-unit independent living apartment building for seniors will be built. Additional senior housing may be built as part of Phase III.	Recommendation is already being implemented through the Holly Park Redevelopment Project.
Affordable Housing and Residential Stability: Non-Profit Housing Development, Rehabilitation, and Management							
D-13.	Implement SEED's Southeast Apartment Improvement Program in the Urban Village for owners and managers of multi-family housing.	M	6 mos	\$25,000 for staff costs.	SEED, Seattle Neighborhood Group	SEED is currently operating a Southeast apartment improvement program for owners and managers of apartment buildings in Southeast Seattle. The community is encouraged to contact SEED to discuss how the program is being implemented in the MLK@ Holly Street urban village.	Recommendation is already being implemented.
D-14.	Develop a multi-family, mutual housing cooperative consistent with SEED's Villa Park model.	M	2 yrs	\$3 million development costs.	SHA, SEED, DCTED, DHHS	As part of the Phase II of the Holly Park Redevelopment Project, two 28-30 unit mutual housing developments modeled after Villa	Recommendation is already being implemented.

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	Executive Response	Executive Recommended Action
						Park are proposed.	
D-15.	Construct a single-family development for low- and moderate-income home ownership 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.	M	3 yrs	\$5 million development costs.	HomeSight, DHHS	DHHS submitted a Home Ownership Zone application for funding for this site, but it did not receive funding in 1998. DHHS will continue to work with HomeSight and OED to develop this site. OED has already provided HomeSight with a CDBG Float Loan to cover purchase of this site; DHHS provides funds for HomeSight admin. costs and down payment assistance.	Recommendation will be implemented in the future, pending identification of a fund source and subject to local, state and federal regulations and selection processes.
Plan Stewardship: Community Stewardship Capacity							
E-1.	Establish a representative organization to oversee plan implementation.	H	Concurrent with Plan Adoption	\$7.500 for staff/liaison costs.	DON, Planning Association, NPO	Appropriate funding for staffing of a community organization could come from Early Implementation Funds or the Neighborhood Matching Funds. The Executive supports funding only for start-up costs and not beyond the first year. Further organizational operating and staffing costs would need to come from other sources. (See Activity E-2 for further response regarding city staffing).	Recommendation may be considered in the future, if a proposal is well-developed by the community and meets funding guidelines. The Executive shall submit recommendations for ongoing stewardship of all neighborhood plans and continuing planning efforts for neighborhoods by June 1999. The Executive shall work with each of the neighborhood planning groups on the recommendations.
E-2.	Fund a project manager position to staff the plan oversight organization and represent the organization in subsequent planning processes.	H	3 mos	\$150,000 for 3 years of staffing.	DON	See E-1. Neighborhood plan implementation will be housed in DON. DON will have staff for neighborhood plan implementation, as well as continuing the ongoing role of providing staff assistance to neighborhood groups.	Recommendation will not be implemented as proposed by the neighborhood. DON's alternative recommendation can and will be implemented.

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	Executive Response	Executive Recommended Action
Community Identity and Integration: Physical Connections within the Neighborhood							
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.	H	3 yrs	Component of Holly Park Redevelopment EIS mitigation.	SHA, DPR	DPR is working with SHA and SPO on assessing the options (including the proposed land swap) to develop additional park property as part of the Holly Park redevelopment. DPR will continue working with the community to discuss and assess these opportunities.	Recommendation will be considered in 1998-1999 as part of City review and approval of Holly Park Redevelopment Phase II.
Community Identity and Integration: Appearance and Identity of the Neighborhood							
F-6.	Develop information kiosks in Holly Park and at intersection of MLK Way South and South Graham Street.	M	1 yr	\$5,000	Planning Association, DON, SEATRAN	The City Council has established a Community Kiosk Task Force that will investigate several issues including funding, and design and placement standards.	Recommendation will be considered in the future, following the work of the Community Kiosk Task Force.
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.	M	2 yrs	\$40,000	Planning Association, DON, SEATRAN	Recommendation could be a good candidate for a Neighborhood Matching Fund grant. The maintenance responsibilities for these gateways will need to be decided prior to gateway development.	Recommendation is a community-based activity.
F-8.	Plan and develop a unified public art campaign that reflects the diversity of the community.	M	2 yrs	\$10,000 for staff costs.	Planning Association, Arts Council, SHA, SAC, Merchants Association	SAC can assist the neighborhood in the creation of an Arts plan. A fee for this work would have to be negotiated with a sponsoring City Department. This project would be a good candidate for a Neighborhood Match Fund Grant.	Recommendation may be considered in the future, pending identification of resources. The neighborhood can take the next steps to initiate this project.
Connecting People and Services: Schools as Centers of the Community							
G-1.	Expand the Powerful Schools program to all neighborhood schools, including Dunlap, Brighton, Dearborn Park, Van	H	6 mos	\$50,000	Powerful Schools, SSD, DON, Planning	The Director of Powerful Schools is eager to expand the program to include the MLK @ Holly Street neighborhood.	Recommendation is a Powerful Schools responsibility. The Executive (via SPO) will ensure

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	Executive Response	Executive Recommended Action
	Asselt, and Wing Luke.				Association, SPO		that this recommendation is forwarded to the School District on the community's behalf.
Connecting People and Services: Coordinated Community Services							
G-3.	Support the Holly Park Campus of Learners and Family Center to meet the needs of the entire community.	H	6 mos	\$250,000	SHA, Planning Association	The Campus of Learners includes branches of the Seattle Public Library and South Seattle Community College which will be available to the entire community. Other services may be available for people other than Holly Park residents, most likely on a fee-for-service basis, depending on the capacity of the service and any requirements of the funding agencies. The Holly Park Board of Governors has not yet established a policy for this issue, but will need to address it before the community facilities open.	Recommendation will be implemented, pending Holly Park Board of Governor approval of SHA-funded services.
G-4.	Inventory existing social service programs in community and develop resource guide and referral system.	H	1 yr	\$50,000	Planning Association, DHHS, DSHS	This could be a good candidate for a Neighborhood Matching Fund grant. DHHS has information resources to help.	Recommendation is a community-based activity.

III. Activities For Longer Term Consideration

The activities in this section are not yet ready for a detailed City response, for a number of reasons: 1) because the neighborhood needs to develop the idea further; 2) the activities are of interest for the longer-term; and/or 3) the activities were proposed as a result of validation and the City did not have time to develop a detailed response. As a result, the City is not likely to work proactively to implement the activities in this section. Instead, the activities will be included in the City's database for monitoring neighborhood plan implementation. Should an opportunity arise to further develop the activity, the City will work with neighborhood representatives to consider the activities for implementation. Opportunities might include combining the activity with another City project, or finding a source of funding through a new or expanded federal or state grant program.

If the neighborhood or City staff further develop any of these activities to a level sufficient for a more detailed City response, they will be considered relative to the neighborhood's priorities for other activities being considered for implementation. For items requiring Council approval, an amendment to the City's approved work program for the neighborhood plan may be presented to the City Council for approval.

#	<i>Activity</i>	<i>City Department Comments</i>
<i>Commercial Area Revitalization: Urban Design of Commercial Districts</i>		
C-5.	Evaluate potential rezones along MLK Way South to establish commercial "nodes" of activity.	Requires further planning and development of a more specific proposal by the neighborhood before the City can respond.
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.	SPO: Can be addressed as part of station area planning.
C-7.	Evaluate the creation of a P2 overlay for the area of the intersection of MLK Way South and South Graham Street.	Requires further planning and development of a more specific proposal by the neighborhood before the City can respond.
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.	SPO: Can be addressed as part of station area planning.
C-9.	Plan and develop traffic calming strategies for MLK Way South and South Graham Street.	Requires further planning and development of a more specific proposal by the neighborhood before the City can respond.
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.	Requires further planning and development of a more specific proposal by the neighborhood before the City can respond.
<i>Commercial Area Revitalization: Business Services</i>		
C-14.	Develop micro-lending program for cottage industries.	Community Capital provides microcredit funding, and OED will evaluate increased funding for microcredit program in 1999.

#	Activity	City Department Comments
<i>Affordable Housing and Residential Stability: Home ownership Opportunities</i>		
D-4.	Develop home ownership education programs that reflect the diversity of the community.	DHHS supports and is helping HomeSight and others to implement.
D-5.	Modify the mortgage underwriting criteria to address the needs of a cultural diverse population.	Requires further planning and development of a more specific proposal by the neighborhood before the City can respond. This issue pertains to a much larger area than the MLK@Holly neighborhood.
<i>Affordable Housing and Residential Stability: Improve Existing Housing Stock</i>		
D-8.	Evaluate expansion and refinement of multi-family design standards to mitigate parking, open space, and aesthetic impacts for all MF zones.	Requires further planning and development of a more specific proposal by the neighborhood before the City can fully respond, but City will be looking at design review in 1999 and will consider this recommendation.
D-9.	Evaluate rezoning limited areas of SF zoning district to RSL or LDT to encourage densification in scale with existing single family development.	Requires further planning and development of a more specific proposal by the neighborhood before the City can respond.
<i>Community Identity and Integration: Physical Connections within the Neighborhood</i>		
F-2.	Integrate Holly Park Redevelopment into the community through streetscape improvements along South Othello and Holly Streets.	This issue will be addressed as part of Phases II and III of the Holly Park Redevelopment project.
F-3.	Develop funding mechanisms for sidewalk development and maintenance.	SPO: Can be addressed as part of station area planning.
F-4.	Expand capacity of sidewalk repair grant programs.	Requires further planning and development of a more specific proposal by the neighborhood before the City can respond.
<i>Community Identity and Integration: Appearance and Identity of the Neighborhood</i>		
F-9.	Establish a "MLK @ Holly Street International Festival" to promote the community.	This is a community-based activity.
<i>Connecting People and Services: Schools as Centers of the Community</i>		
G-2.	Expand availability of public school facilities for use by community organizations.	In general, the City/School District partnerships work to support greater community access of school facilities. The proposal needs further development for a more detailed response. The Executive (via SPO) will ensure that this recommendation is forwarded to the School District on the community's behalf.

#	<i>Activity</i>	<i>City Department Comments</i>
<i>Connecting People and Services: Coordinated Community Services</i>		
G-5.	Inventory existing job training and placement services provided in community and develop a coordinated referral system.	<p>The Coordinated Funders Group, a group of non-profit and public agencies (including the Seattle Jobs Initiative) involved in job training and referral issues, is creating a work group to focus on issues regarding referrals between various agencies and programs. A referral handbook has been created for non-profits and public agencies and an updated handbook will be available from OED in early 1999.</p> <p>SHA should be contacted about its Campus of Learners program at Holly Park.</p>
G-6.	Inventory existing community facilities and develop coordinated scheduling process.	<p>DPR provided an inventory of its facilities to this community in the <i>Neighborhood Fact Sheet</i>. DPR can provide additional information about joint use facilities and explain its scheduling process. If the SHA allows for public use of some of the Holly Park facilities, DPR may be able to coordinate scheduling through the Van Asselt Community Center.</p>

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