

Sustainability for Missions for Area Management Organizations and Public Development Authority (PDA): —Case Study on the Seattle Chinatown International District Preservation and Development Authority—

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This study addresses aspects of sustainability in the missions of citizen-based area-management organizations, particularly with regard to public development authorities(PDAs). I examine this issue according to two criteria derived informatively from the controversy surrounding community development commissions (CDCs): 1) organizing/nesting and 2) advocacy.

Through the examination on the test case of SCIDpda (Seattle Chinatown International District Preservation and Development Authority), the effectiveness of its mission -, as other organizations, backed with improvement and vitalization of dynamics of citizens and local stakeholders (local business persons etc) - is regarded to be closely combined with two matters : 1) SCIDpda organized and has been woven in the three layer nest of the area [Organizing/Nesting], and 2) it has peculiar system (IDEA space) that facilitates local business persons with visioning method and coordination for fundraising [Advocacy as "empathetic catalyst"]

Keywords : Public Development Authority (PDA), Community Development Corporation (CDC),
IDEA Space, SCIDpda, Advocacy

1 Objective

Since 2008, economic deterioration has descended upon the ordinary lives of citizens in communities and neighborhoods. The importance of organizations that treat and provide care for communities, neighborhoods and area management is being increasingly recognized in the US and Japan. In this study, I focus on "area management" and particularly one institution that is receiving attention : the public development authority (PDA).

In broad terms, a PDA is one type of public or government-owned corporation.

According to Rich et al. (2003), a PDA is a

public corporation that is created by a city or county to perform a particular public purpose or function, as specified in the ordinance or resolution creating the PDA and its charter. The right of municipalities (e.g., cities, councils) to create PDAs is established in state law. Although PDAs may be created for general purposes, they are more often created for specific projects or endeavors, which are reflected in the PDA charter.

The PDA structure is best suited for unusual endeavors that the "parent municipality" may not wish to undertake, for a range of reasons. The sectors in which PDAs are involved are relatively broad, including the empowerment of specific areas, the commercial management and historical preservation of historical

sites (e.g., the Pike Place PDA), and a bridging role with regard to fundraising for public hospital facilities (e.g., Pacific Hospital PDA). Other purposes include the redevelopment of distressed residential areas (e.g., the Tacoma Housing Authority), the empowerment of ethnic groups and neighborhoods (e.g., the Indian Service PDA), and area management for neighborhoods (e.g., SCIDpda and Capitol Hill PDA).

In contrast to other public corporations, one essential aspect of PDAs that forms its essence, compared with other public corporations, is that their governance structures are designed to be controlled by citizens. As stated in the municipally approved charter of the SCIDpda, the “management of all (Public Development) Authority affairs shall reside in the council” (SCIDpda Charter, Revised version, dated December 19, 1984). According to the charters approved by the City of Seattle, four of the 12 PDA council members are appointed by the Mayor, with 4 appointed by the PDA councils, and 4 elected by “Constituency” stakeholders. A PDA is placed under the control of volunteer citizen board members. In short, a PDA is a type of governmental body that has inherent management functions, which operates under the direct control of citizens.

This study investigates the substantive social aspects of PDAs. Based on the results of surveys regarding PDAs, I have focused on 1) the origin and development of PDAs, 2) the relationship between PDAs and public-private partnerships (PPPs), 3) the intergovernmental relationship between special-purpose government (e.g., PDAs) and general-purpose government (e.g., local government), and 4) the role of PDAs in the urban-management paradigm shift (Meyama 2013). This study clarifies the conditions of the missions of PDAs. In other words, I examine the conditions under which PDAs work for improving and vitalizing dynamics for citizens and local businesses in terms of “area management”.

2 Controversy concerning the sustainability of missions in citizen-based Area-management Organizations

I begin by considering aspects of sustainability in the missions of citizen-based area-management organizations, including CDCs and PDAs. The governance of CDCs and PDAs is relatively similar, in that it is based on citizen control, with a “citizen board” at the core. Specialized staff members (e.g., accountants and specialists for real estate, finance, and banking) work according to policies that have been discussed and determined by the citizen board, although the procedures for establishing regulations and legal positions differ. Despite the small number of existing studies on PDAs, I would like to consider arguments concerning the sustainability of missions in CDCs. These arguments may be instructive for extracting a framework that could be used to derive the conditions necessary for sustaining the mission and social functions of these bodies to empower local citizens and businesses.

The key role of CDCs in communities/neighborhoods has been the subject of considerable controversy. In the 1960s, CDCs emerged as “activist organizations” (Green & Haines 2002). Since the 1970s, and especially during the Reagan administration in the 1980s, a prominent shift was observed, in which “conservative bricks-and-mortar CDCs proliferated,” while CDCs focusing on “radical political agendas” declined (Murphy & Cunningham 2002). Associated with the rise of such national intermediaries as the Local Initiative Support Corporation (LISC), the Enterprise Foundation, and the Neighborhood Reinvestment Corporation (NRC), CDCs became more “professionalized.” In other words, they acquired specialized professionals and adopted missions and projects focusing on housing. Throughout the 1980s and 1990s, the number of CDCs increased to more than 2000 (Green & Haines 2002, p. 65f.), and there are currently more than 4000 in operation (NCCED 2006).

Several authors have evaluated the role and mission of CDCs. For example, Stoecker (1997) criticizes the shift in the mission or orientation of CDCs from activism to professional/technical assistance. Fisher remarks that, in response to pressure from funders, CDCs have become “less like community organizations and more like small business and investment projects,” and that “CDCs were forced to become so oriented to economic success that they were unable to sustain their work for community empowerment” (Fisher 1984, 44). With regard to the tendency of CDCs to specialize in housing projects, Vidal (1997) contends that housing has less priority for poor neighborhoods, insisting that CDCs should become more committed to workforce development and the delivery of social services.

Defenders of CDCs have tried to respond to such criticism. Examining the work of 300 CDCs located in 23 major cities, as well as their funding over a 10 year period (1991–2001), Walker and Weinheimer (1998) focus on the stability and quality of management in CDCs. They conclude that the funding is inadequate, given the severe community distress faced by these organizations. They also note that “several states have made it harder for urban CDCs to compete for tax credits by applying allocation formulas that favor lower-cost jurisdictions and thinly capitalized projects”. They predict that CDCs could undergo positive evolution in the future but only with increased funding and intensified technical assistance, which would enable them to develop skilled staff and board members, with support from neighborhoods.

There have been positive evaluations as well. For example, Green and Haines remark that the unique position of CDCs enables them to build social relationships among various institutions and organizations within the community. According to their argument, these relationships can serve as assets for future development (Green & Haines 2002; Gittel & Vidal 1998). As observed by Simon (2001, p. 19), “the central institution in the theory and practice of

Community Economic Development (CED) has turned out to be the CDC.”

As demonstrated in the discussion above, these arguments (both for and against) can be instructive for creating a framework for identifying the effective social functions of PDAs and especially their “work to support active and sustainable dynamics of citizens and local businesses” that is related to their missions. Such a framework of arguments regarding CDCs could also be applicable to PDAs, which would probably be facing regulations as governmental entities, including strict auditing processes and similar measures. Such regulations could neutralize the ability of these bodies to empower distressed communities. With regard to a community-based organizations, Michael Yee, Director of the SCIDpda (to be discussed later), remarks that “It has changed into a developer, although it was doing great work before.”¹ On the other hand, he ensures that his PDA continues to empower distressed communities. It is important to identify the conditions under which PDAs can maintain this function.

The discussion suggests at least one common point. The focal points of these arguments (for or against, in the context of CDCs) vary widely, with some concentrating on the achievements of CDCs (e.g., insufficient achievement), while others on the circumstances faced by CDCs (e.g., insufficient funding, strict local-government procedures regarding CDCs). Nevertheless, these arguments appear to agree on one point: the basic function of CDCs and community-based organizations is not limited to housing (i.e., “bricks and mortar”), extending to include tenant counseling, housing for homeless people, child care, health care, and the arts.

Although these points may appear adequate, they could prove superficial when considering the criteria for the sustainability of missions in citizen-based area-management organizations. The explanation provided by Murphy and Cunningham could be

useful in this regard. According to them, the following fundamental values are required: reference for the poor, recognition of the pervasive threat of race to divide, the potency of reconciliation to heal. The usefulness of justice as an indicator, the importance of “owning” ideas as an incentive for invigorating collective activity, the wisdom of a dual perspective (both short and long terms), respect for the spiritual nature of individuals and groups, the reality that elite people can be helpful, but that elitism never is, the joy that is to be found in the principle of “subsidiarity,” which espouses the belief that the functions that local organizations can perform effectively belong more properly to them than to any dominant central organization, and the belief that no legitimate instrument or tactic of change should ever be ruled out of the collective bag of tools for organizing and advocacy (Murphy and Cunningham 2002,p45).

These discussions suggest two necessary functions for the empowerment of distressed communities: organizing and advocacy. The presence or absence of these conditions determines the sustainability of missions in organizations that are based on citizen initiative, including PDAs.

3 Benchmark

- Seattle Chinatown International Preservation and Development Authority (SCIDpda)

In this section, I examine the sustainability of PDA's missions for empowering local citizens and businesses, focusing on the case of the Seattle Chinatown International Preservation and Development Authority (SCIDpda) as a benchmark. The SCIDpda is an example of a PDA that emphasizes area management.

The SCIDpda was established in 1975 for the “physical management” of a neighborhood known as the “Chinatown International District,” or ID district. This district has been the core of Asian ethnic communities composed of Chinese, Japanese, Vietnamese, and Pilipino residents for more than 100 years. Currently, 36% of the residents of the ID district

live below the poverty line, and the median household income is USD 17,000 (American Community Survey, 2005–2009). Most of the district residents speak limited English and have difficulty accessing traditional resources. As noted in the description of the SCIDpda on the homepage of the Seattle Foundation, “Our neighborhood suffers from a growing lower-income elder population, deteriorating housing stock, lack of resources and rising neighborhood crime.” The mission of the SCIDpda is to “preserve, promote and develop the Seattle Chinatown International District as a vibrant community and unique ethnic neighborhood.”

The SCIDpda was established in 1975 as a neighborhood movement. In the mid-1960s, the construction of Interstate Highway 5 cut through the ID district, and especially its central part. In addition, a multipurpose stadium named “Kingdome” (costing US\$ 40 million) was being planned by King County, and the voters approved it in 1968. The 1971 decision to locate the stadium on King Street, at the fringe of the ID district, triggered an immediate reaction from neighborhood activists, including Bob Santos, one of the best known neighborhood activists in Seattle, and whom Housing and Urban Development (HUD) hired as Regional Director of it (1994 to 2001) for his accomplishments. Various groups feared that the stadium would result in the loss of low-income housing, in addition to increasing crime, traffic problems, noise and light pollution, and competing restaurants. Attempts to locate a McDonald's restaurant in the area aroused fears of devastating impact on the small mom-and-pop restaurants that formed an inevitable part of the district's culture. By establishing strong ties with groups beyond their own ethnicity, and through efforts to communicate and negotiate with the city, King County, the state of Washington State, and several businesses (e.g., a company owned by Paul Allen), the ID was finally able to acquire a subsidy to improve the area, in addition to constructing a bus center in the neighborhood (Santos 2002).

In the early 1970s, this group of activists grew and merged into “Inter*Im,” the International District Improvement Association. After the issue related to the Kingdome, the group focused on low-income residential housing, the rehabilitation and conversion of facilities (hotels) into residential apartments, in addition to fundraising and lobbying efforts with HUD and other agencies. With other community groups (e.g., the Chinatown Chamber of Commerce), Inter*Im drafted a charter for the organization that specifically addressed low-income housing. This charter was adopted, and the Seattle Chinatown International Development preservation and development authority (SCIDpda) was established in 1975.

Santos and ID groups attempted to support other major projects for building a human-services complex for low-income senior citizens that would provide housing for the low-income elderly, a commercial kitchen and dining area for the elderly, office space for social-service agencies, in addition to a community center and branch library. Through long efforts for doing lobbying to Metro Council, US Senators, they were finally able to acquire a 1.66-acre property within the district, which was being used by Metro maintenance and parking. The “International District Village Square” complex, which cost US\$ 45 million, was opened on August 29, 1995.

Village Square, the five-story, 100,000-square-foot complex, which cost USD 19.5 million, is the single largest development ever to be realized in the neighborhood, and it forms an anchor for the ID district. It houses several social-service agencies and a day-care center, in addition to providing homes to 75 elderly people. In addition, the social-service agencies—with about 225 employees—are expected to annually serve 27,000 people, consisting largely of immigrants and people with low incomes (Seattle Times December 26, 1997). The SCIDpda has been managing the Village Square, in addition to

owning and managing affordable housing for more than 700 individuals, families, and seniors in the ID district, as well as more than 200,000 square feet of commercial/retail space. One relevant question thus concerns whether the SCIDpda is purely a matter of housing, or whether its mission extends to include community dynamics.

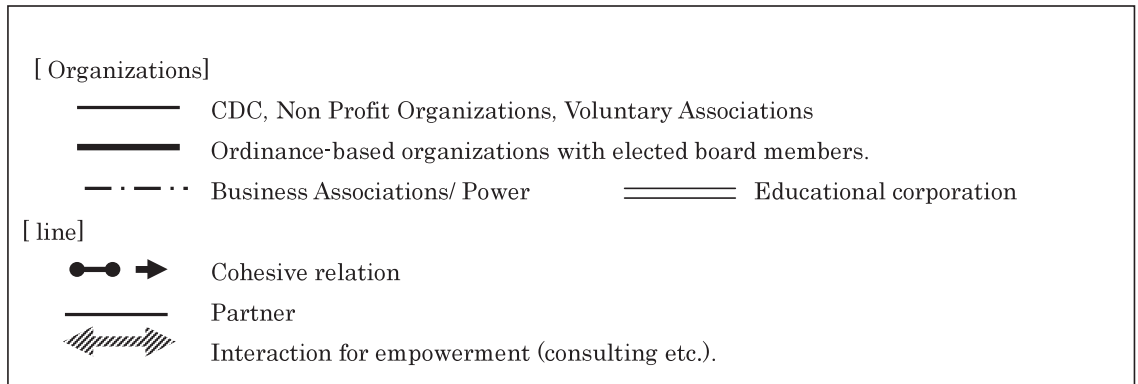
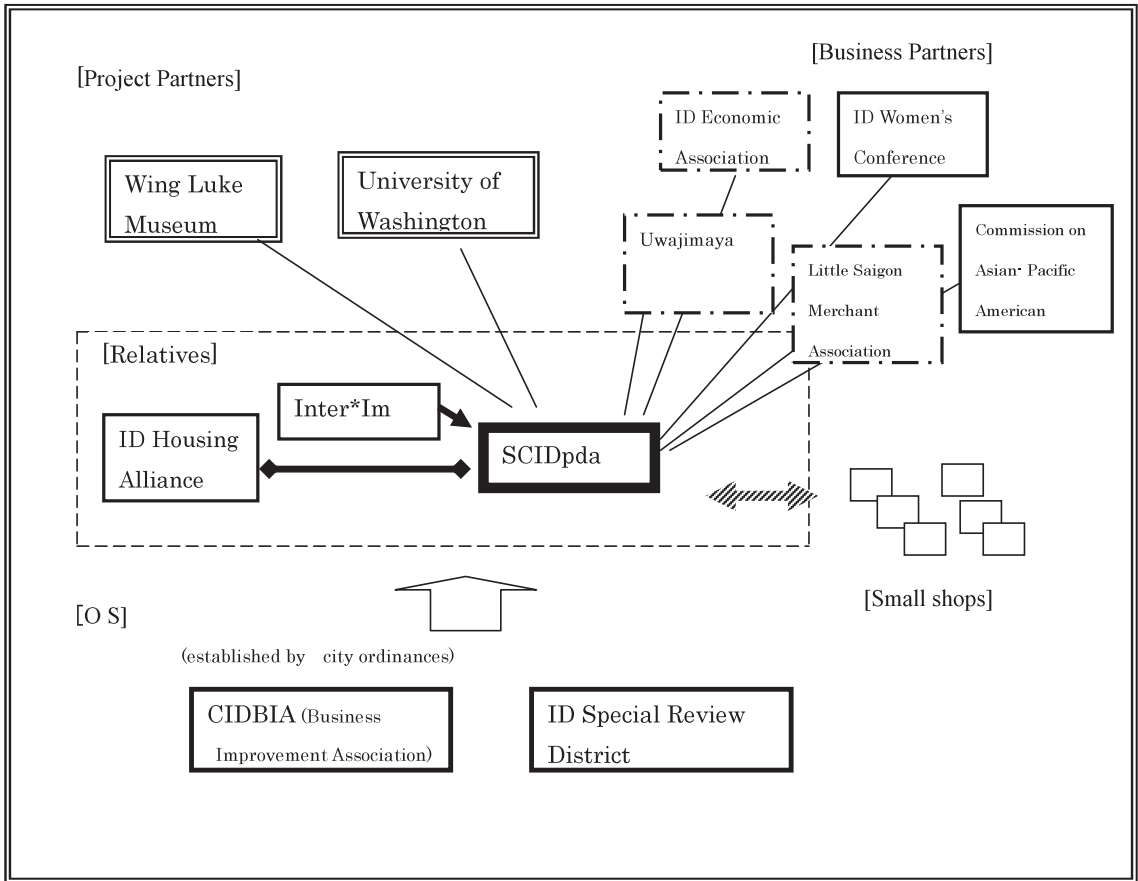
3.1 Organizing and Networking

One criterion for community development is organizing or, more precisely, the effective networking that is nested around the PDA. I examine two aspects in this regard: 1) PDA Council members (board members), and 2) the nest that surrounds PDAs.

In the ID district, there are many institutions, associations, CDC, and other bodies, as well as a considerable number of voluntary associations working for social improvement. Examples include the ID Women’s Conference and the Jackson Street Community Council. Business organizations include several associations (e.g., the Little Saigon Association), as well as relatively large business powers (e.g., “Uwajimaya,” a supermarket that owns estates and operates the apartment complex). The ID BIA has also been established as a type of Business Improvement District organization.

Examination of this network reveals largely three layers, which together comprise the nest that surrounds and is influenced by the SCIDpda (Figure 1). The first layer consists of the Chinatown International District Business Improvement Area (CIDBIA) and the ID Special Review District. Each of these bodies is established by ordinance of the City of Seattle. The CIDBIA was established in 1992 (officially in 1994), along with five other BIAs under Seattle City Ordinance 111244. This ordinance provides a mechanism through which businesses, property owners, or a combination can collectively obtain improvements within the district, using BIA funds collected from businesses and property owners. These funds can be used for a

Figure 1 SCIDpda and the nest of the Chinatown International District



variety of purposes, including parking, joint marketing, cleaning and maintenance, security, special events, beautification and management and administration.² In addition, the City of Seattle passed an ordinance in 1973 establishing the ID Special Review, with the goal of preserving the district's unique Asian-American character and encouraging the rehabilitation of areas for housing and pedestrian-oriented businesses. The review is conducted by seven board members, who are elected by voters. Analogous to an operating system, these institutional devices function as a foundation for the development of the ID district in the way like "Operating System".

The second layer consists of the close collaboration of the SCIDpda with Inter*Im and the ID Housing Alliance. Inter*Im prepared the draft of the SCIDpda charter in 1973 contributing to its substantive development in 1974. The SCIDpda also maintains a cohesive relationship with the ID Housing Alliance, based on the exchange of personnel. Inter*Im and the ID Housing Alliance have thus constituted a group of "relatives" for the activities of the SCIDpda.

The third layer consists of two sorts of partners of the SCIDpda. Several of the SCIDpda's projects, including ID Space, the University of Washington Architecture Department, and the Wing Luke Museum, involve practical collaborative work.³ In addition, the SCIDpda has several partners, including other ID associations. Although these groups largely tend to observe each other, they sometimes collaborate when demanded by particular situations.

The SCIDpda operates within this nest. In the ID district, there are 440 businesses (e.g., supermarkets, bookshops, small grocery stores, travel agencies), 100 of which are small, mostly mom-and-pop restaurants. Within this three-layer nest, the SCIDpda is committed to providing housing for residents, in addition to playing a role as a consultant and catalyst in empowering residents and local small businesses.

We could conclude that the SCIDpda has

operated within a social three-layer nest, which was established and developed by the long-standing residential and activist movement.

3.2 Advocacy

Earthquake: Time to Change

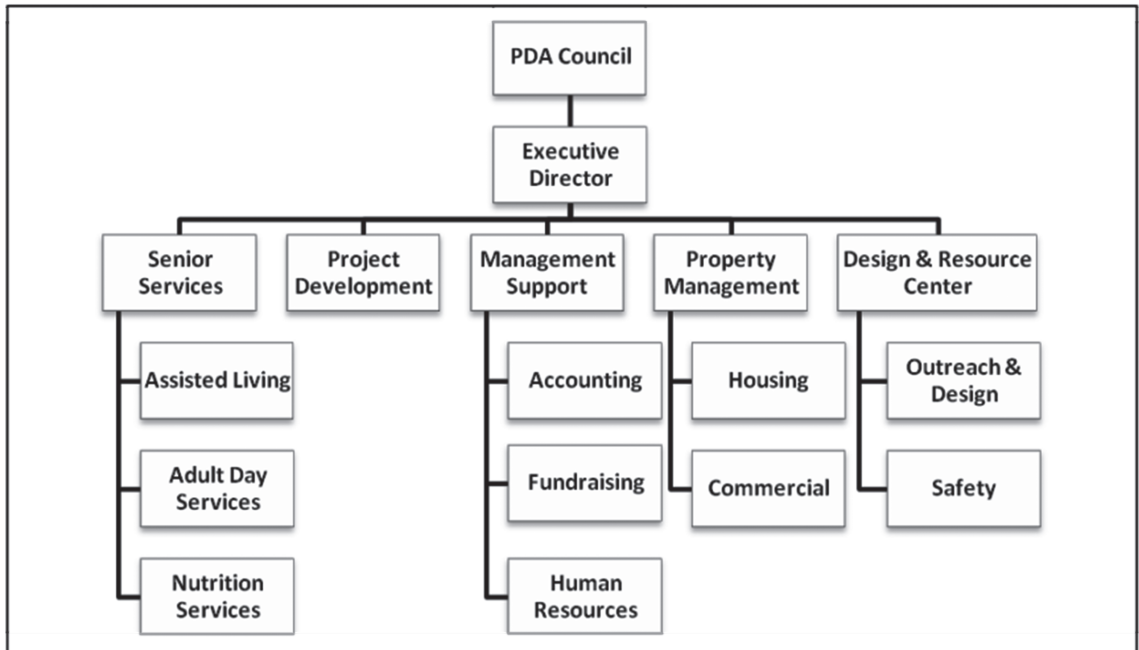
At this point, I would like to examine the "advocacies" that have been incorporated in the SCIDpda. According to its director, Michael Yee, the SCIDpda was bolstered by the earthquake that struck the Northwest, especially Seattle, in 2011, causing damage to 11 buildings. At the time, the Community Action Partnership conducted a detailed investigation of damages and maintenance possibilities, based on communications with owners. The report on this investigation, entitled International District Vacant & Partially Vacant Building Report contained a list of apartment buildings that had suffered damage and those that appeared impossible to recover for residential housing. Along with the deterioration of district economy, this report had considerable impact on many ID residents, including the SCIDpda and the author of the report. On his return from Vancouver, Yee felt that the SCIDpda should commit additional effort to services beyond housing, including health and human services, as well as public safety. The earthquake and the associated damage to buildings and housing facilities had caused many people to start thinking in "new directions". It represented a turning point for the SCIDpda, launching the active developments that lead to the advocacy.

3.2.1 New Strategy

In 2002, the SCIDpda's mission and vision statements were established according to the organization's charter, adding the goal "to preserve, promote and develop the Seattle Chinatown International District as a vibrant community and unique ethnic neighborhood." In 2005, the organization's first three-year Strategic Plan was issued. Following the resignation of the first Executive Director, Sue Taoka, the organization

Figure 2

Organization Chart by Function



(Seattle Chinatown International District Preservation and Development Authority, 2008 Strategic Business Plan, p. 7)

embarked on a full-scale effort to prepare the second Strategic Plan (for 2009–2014), under the leadership of the new Executive Director, Paul Mar. The new formation started with five departments and about 100 staff members⁴ (Figure 2).

New strategies were adopted. The Community Development Strategy involved a real estate strategy (developing commercial space and community amenities), an economic development strategy (strengthening business sector; improving public safety, transportation, and parking), and a resident and client service strategy (improving nutrition service, medical care, and other services for day care for seniors. Combined with the necessity of strengthening human services, the ID district was struck by a major recession. According to Maiko Winkler-Chin, Executive Director of SCIDpda from 2008 to present, economic deterioration had increased the number of vacant houses and buildings, making revitalization a serious issue for the

SCIDpda⁵ (Figure 3). The organization, therefore, began focusing on strategies for developing the lines of local business. Taking a hint from Vancouver’s China Town, which was conducting a social experiment with a center like the one developed and managed by SCIDpda, the organization launched a new concept known as the “Design and Resource Center” (DRC).

Figure 3 Survey of vacant facilities

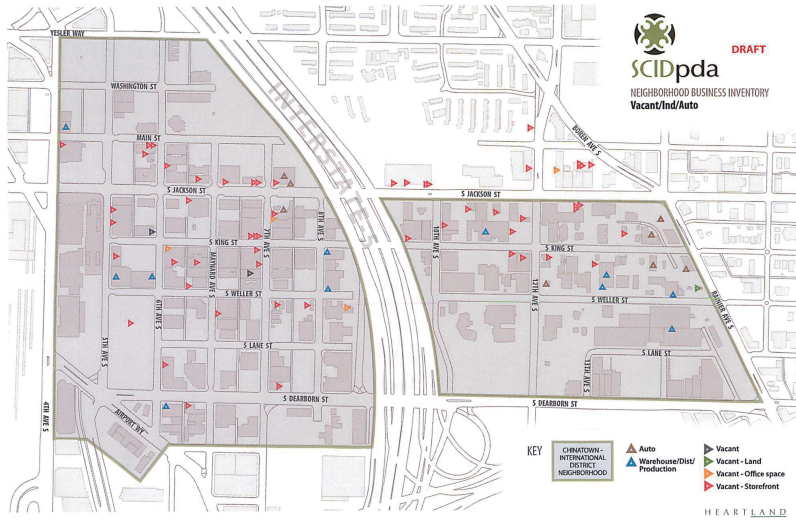


Figure 4 Timeline for the “Design and Resource Center” in the 2008 Strategic Business Plan

2009	2010	2011	2012	2013	2014
Fully Implement the operational and organizational plan	Large grants leveraged	Large grants leveraged	\$X invested into community drive projects	\$X invested into community drive projects	\$X invested into community drive projects
Innovative visual communications created and implemented in space	DRC utilized by multiple user groups	Staff capacity increased to meet increased demands	Staff capacity increased to meet increased demands		
Complete formula retail study	Implement business TA program, specially focusing on façade improvement	Implement business TA program, specially focusing on façade improvement	Implement business TA program, specially focusing on façade improvement	Implement business TA program, specially focusing on façade improvement	
One family association works with DRC to develop conceptual design	One family association receives TA from DRC for project development	One family association receives TA from DRC for project development	Complete one development project in historic Chinatown Core		Complete one development project in historic Chinatown Core

(2008 Strategic Business Plan, p. 34f.)

3.2.2 Catalyst and Place for Community Revitalization

The DRC is characterized by helping its “user groups” to navigate the design and development process for community revitalization. Instead of emphasizing the development of housing or construction, it focuses on revitalizing the community through these processes. During the first 18 months, the DRC was to promote the following projects (as of this writing in 2013, almost all the projects had been completed).

- King Street Revitalization Project:
- Children’s Park Re-design
- Database of ID properties
- Environmental Justice Project
- Public Safety Program
- Little Saigon

The DRC was separately located from the other PDA offices, and it had the appearance of a storefront that was visible and easily accessible from the street. It was designed to function as an active hub for generating ideas to stimulate the active engagement of people in dialogue and action (including community workshops). The name “IDEA space” was adopted for the DRC.

The primary functions of IDEA space (DRC) are as follows: 1) the Design Assistance LAB,⁶ 2) the Neighborhood Safety LAB,⁷ 3) the Real Estate LAB,⁸ and 4) the Business Assistance Lab.⁹ According to Yee, Director of Community Development, and Ching Chan, Design Lab Coordinator, about 80 business people are involved or committed in the IDEA Space. As noted by Yee, the three most important functions of the IDEA Space are public safety, design improvement (e.g., awnings for shops and restaurants), and assisting with business plans (business assessment and credit issues). Not only in the period following the earthquake but also recently, due to strict regulations concerning building inspections, many property owners are experiencing difficulty with rebuilding or redevelopment efforts.

3.2.3 A case of a shop refinement based on the IDEA Space process

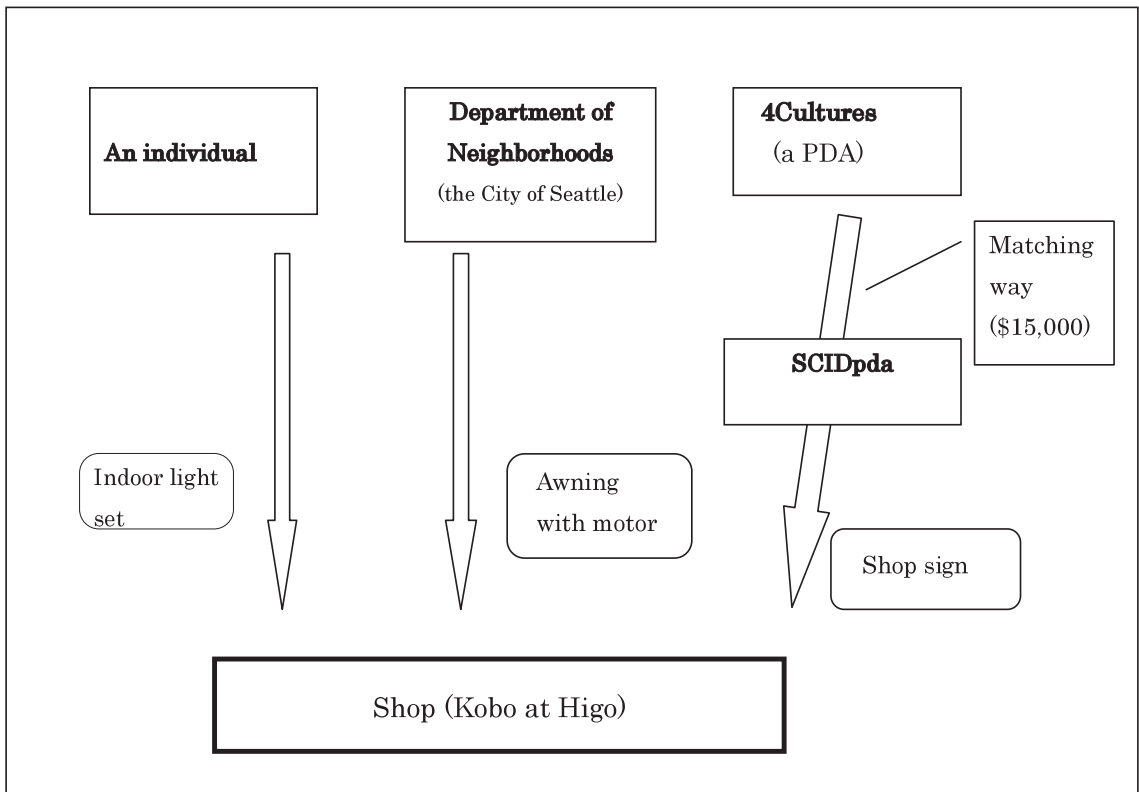
John Bisbee provided information about the improvement of his variety shop, “Kobo at Higo” (肥後工房), which is located at the Jackson street (at the corner of Jackson Street and 6th Street). After he met a director of SCIDpda at a meeting of the International Special Review District board, Bisbee communicated and consulted about a difficult situation he was encountering in his efforts to improve his shop, and he discussed the need to preserve the unique atmosphere of Nihonjinmachi (Old Japan Town) located near his shop.

During their talk, Bisbee and the SCIDpda director realized that traditional-style awnings would be well suited to his shop, as well as for the atmosphere that surrounds it. The next process involved consultation about fund-raising.

This visioning and the associated search for funds resulted in Bisbee’s ability to acquire three types of improvements (Figure 5). First, he acquired the shop sign from 4Culture, a Public Development Authority established by King County, which provided it through a matching-funds construction. Bisbee paid US\$ 15,000. In this case, the SCIDpda acted as a coordinator for his shop. Second, Bisbee acquired funding for a motorized awning from the Seattle Department of Neighborhoods (Bisbee is unsure about the amount). When he ordered the awning, he was careful to specify the old Japanese letter font. The third improvement involved an indoor lighting set, funded by a donation from an individual. All these funds were sought and identified by SCIDpda, which also acted as an operational agency in connection with 4Culture.¹⁰

Of the 440 businesses in the ID district, 80 are involved in IDEA Space. It has a positive impact on the improvement of the neighborhood. More importantly, several of these effects could be observed during the shop’s process of raising funds for improvement. The

Figure 5 Funding stream through IDEA Space



IDEA Space of SCIDpda was successful in sketching the image and vision of the shop owner. The fundraising proceeded from this visioning process.

4 Findings

In this study, I address aspects of sustainability in the missions of citizen-based area-management organizations, particularly in the context of public development authorities (PDAs). I examine this issue according to two criteria derived informatively from the controversy concerning the evaluation of CDCs: 1) organizing/nesting and 2) advocacy.

As for the effectiveness of mission, it is backed with improvement and vitalization of dynamics of citizens and local stakeholders (local business persons etc.) in the cases of area-management

organizations, including CDCs and PDAs. And through the examination on the test case of SCIDpda (Seattle Chinatown International District Preservation and Development Authority), we recognized that the actual effectiveness of mission is regarded to be closely combined with tow matters : 1) SCIDpda organized and has been woven is the three layer nest of the area [Organizing/Nesting], and 2) it has peculiar system (IDEA space) that facilitates local business persons with visioning method and coordination to fundraising [Advocacy as "empathetic catalyst"].

Figure 6 Kobo shop before and after construction (awnings)



(Photo: 4Culture (<http://www.4culture.org/>))



(Photo: Author)

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- 1 Interview with Michael Yee, Director of Community Development: August 22, 2013 in the SCIDpda Office
- 2 CIDBIA is based on the activities of the International District Economy Association (IDEA). Its primary activities currently include cleaning (four times a week), events (e.g., the Dragon Festival), and public safety (Interview with Ben Grace, Program Manager, Chinatown International District Business; August 22, 2013 in the SCIDpda Office).
- 3 Wind Luke Museum is associated and committed to the ID neighborhood. The museum provides "Neighborhood Tours" (30-minute tours, five times a day). The tour takes attendees, including children, to the main spots and shops in ID, and it has instructive effects with regard to the historical context (e.g., the oldest hotel and a shop that was rebuilt after internment). Each year, 30,000–40,000 visitors have the opportunity to attend the neighborhood tour (Interview with Jessica Rubenacker, Exhibit Specialist, Wing Luke Museum of the Asian Pacific American Experience; August 22, 2013 in the SCIDpda Office).
- 4 In 2007, the total operating revenues amounted to US\$ 5,462,106, with total operating expenses amounting to US\$ 4,850,501.
- 5 Interview with Maiko Winkler-Chinn, Executive Director: August 22, 2013 in the SCIDpda Office.
- 6 It helps community members plan for improvements to the neighborhood. (Idea Space, Resource, collaboration, Development (brochure) p.2).
- 7 It helps community members to coordinate and implement strategies to improve public safety in the neighborhood. (ibid, p. 2).
- 8 It helps property owners and developers to jump start their efforts to rehabilitate buildings and vacant properties. (ibid, p. 3).
- 9 It works with community members to improve conditions for local businesses and the commercial corridor as a whole. (ibid, p. 3).
- 10 Interview with John Bisbee, owner of Kobo at Higo Shop; August 23, 2013 in the Kobo at Higo Shop.

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エリアマネジメント組織とPDA（公共開発機構）のミッションの持続可能性について —— Seattle Chinatown International District Preservation and Development Authority (SCIDpda)のケースを基に ——

前山 総一郎

要旨

本稿は、市民を基盤とする、エリアマネジメント組織のミッションがどのように持続しうるのかについて、市民理事のガバナンスに基づく特別目的政府という、変動に脆弱性をもちやすいPDA（公共開発機構）を基に検討した。CDCの議論から導出された「組織化／組織網」と「アドボカシー」を規準として、SCIDpda（シアトルインターナショナル地区公共開発機構）という公共開発機構をベンチマークとして検討した。尚、CDC、PDAを含むエリアマネジメント組織のミッションは、地域の市民とステークホルダーのダイナミックスの改善と活性化に基点をもつことから、「組織化／組織網」と「アドボカシー」の展開の実態が探られる必要がある。

SCIDpdaに関する調査の結果、1) 組織間の安定的な組織網が、根底的に市民の公共善とつながる事業と理念に資すること〔組織化／組織図〕、2) 同機構の新たな経済開発手法たる「IDEAスペース」を通じて、ビジョニング手法と資金調達マッチングへのコーディネートにより地区のビジネスパーソンと地区を活性化し、共感的触媒（empathetic catalyst）としての役割が見られること（「アドボカシー」）、が確認された。

これら二つの要素、安定的な諸組織間ネットワークの現成および地区関係者への「触媒」（資金調達マッチング）の二つが、他のエリアマネジメント組織を含めPDAのミッションの持続可能性に根幹的である。

キーワード：Public Development Authority (PDA) 公共開発機構

Community Development Authority (CDC) IDEAスペース SCIDpda ビジョニング

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