

The Advocacy Function in Area Management and Public Development Authority: A Case Study of IDEA Space, SCIDpda

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Abstract

Along with Community Development Corporations, Public Development Authorities (PDAs) are new key entities for revitalizing neighborhoods in the urban paradigm shift currently occurring in the US, Europe, and Japan. This article focuses on the “advocacy” function of PDAs, particularly the area management-type PDAs, and seeks to clarify 1) actual phases of PDA's works, 2) how effective these works function for the advocacy, through the case study of Seattle Chinatown International District Preservation and Development Authority (SCIDpda) and its IDEA Space Lab.

By examining actual aspects of how IDEA Space's work have committed/ facilitated to two projects (International Children's Park (2007-2012), and King Street Revitalization Project (2008-present) as test cases, we recognized SCIDpda's core role as “center as a catalyst”, “— as a resource”, and “— as a connecting entity for fundraising/funding.” In the implementation procedure the “envisioning - capitalizing- implementation”, trinity-processes have efficiently sustained the accomplishment of advocacy towards the vitalization and economic development of the neighborhood, i.e. in terms of substantial guide for participatory stakeholders such as neighborhood residents, neighborhood organizations, and neighborhood small business owners.

Keywords : Urban Paradigm Shift, Public Development Authority (PDA),
Community Development Corporation (CDC), Advocacy,
Seattle Chinatown International District Preservation and Development Authority (SCIDpda)

1 Present Perspective

A new institution in the urban paradigm shift: Public Development Authority

In the paradigm shift that has recently characterized urban management, Community Development Corporations (CDCs) have been recognized since the 1980s as the key economic entities for revitalizing neighborhoods—mainly through housing—across the US. Therefore, there are currently active discussions about their role—specifically, some studies indicate

that CDCs are losing the core mission as an activist organization (Stoecker 1997; Fisher 1984). On the other hand, some estimate that they are making substantial contributions to neighborhood economies (Walker and Weinheimer 1998).

Along with studies on the newly developed means and institutions such as CDCs, Public Private Partnership (PPP), and public corporations towards the symbolic method and actualization of the urban paradigm shift, researchers have begun to consider other new institutional entities (Reich 2004). One

that has emerged is the Public Development Authority (PDA). PDA has legal status as a special-purpose government established by city charter for functioning in some specific realm, such as area management, historic preservation, market management, the improvement of racial issues, or a mixture of these areas in which general governments (cities) generally are not skilled.

“PDA is half government and half private,” according to a PDA staff member. Along with specific skills (management, community organizing, etc.), PDAs have unique governance as they are “citizen-driven” entities with a citizen board system (Maeyama 2011, 2013a), giving them a peculiar status, with “citizen-initiative governance with governance status,” and a peculiar location in the urban paradigm shift.

Assumptions about the features of PDAs

Currently, PDAs are recognized as having certain categorical features. The following are clear assumptions at present:

- 1) Management of special facilities such as markets (maintenance of estates and buildings, treating tenants, etc.). The Pike Place Market PDA is an example.
- 2) Historical preservation (preservation of facilities, conducting historical preservation plans for municipalities, etc.), such as the Seattle Historical and Pike Place Market PDAs.
- 3) Improvement of racial issues (providing necessary shelters, evaluating consensus for specific racial issues) —for instance, the Indian PDA.
- 4) Funding provider or incubator for some entity, such as non-profits, or other entities, such as 4Culture.
- 5) Area management, which consists of two

realms:

- ① Housing and related problem solving in specific areas (some PDAs and CDCs are close in this realm, though there is a difference in legal status: PDAs have legal government status, whereas CDCs have non-profit status). The Capitol Hill Housing Authority is an example from this realm.
- ② Area management (advocacy for residents, facilitating the construction of neighborhood plans, community organizing). Seattle Chinatown International District Preservation and Development Authority (SCIDpda) is an example from this realm.

As for area management, our current focus is on 5) from the above list. Some scholars and studies have suggested that the development and activities of area management entities (including PDAs and CDCs) fall into the “developer” category, thereby losing their effective missions as area management entities. For PDAs, especially area-management type of PDAs, keeping that mission is overriding. However, how the works meet the mission in actual phases?

We recognized two main key elements (organizing/nest and advocacy) as the basis of maintaining mission in PDAs (Maeyama 2013b). Therefore, we must further clarify how processes are determined, how authorization works, and how the configuration is conducted based on the “advocacy” initiative. Through examining these procedures in the

case study of SCIDpda and its IDEA Space Lab in Seattle (Washington State, USA) we should clarify 1) actual phases of PDA's works, 2) how effective these works function for the advocacy.

SCIDpda

In 1975 SCIDpda was founded as a community development agency, as a city-charter entity (special-purpose government). By the charter the city authorized and established it. Revisions of the charter (1986, 2002) have defined the mission statement as the goal to "preserve, promote, and develop the Seattle Chinatown International District as a vibrant community and unique ethnic neighborhood" (the precise definition is in Article IV of the Charter)⁽¹⁾. Its range "fosters neighborhood renewal by bringing new projects to the neighborhood that increase the economic viability and quality of life within the Chinatown International District."

2 New strategies

Recession and the "vacant" community

Due to economic deterioration, many estate, building, and small shop owners suffered from a recession in 2000. In addition in the Chinatown/International District, they suffered an earthquake that caused damage to some buildings. From 2000 to 2003, many buildings were vacated, leaving no necessary maintenance. The Department of Construction and Land Use (DCLU) of the City of Seattle was concerned regarding building inspections. The Police Department was concerned about crimes associated with the vacant properties, as well as regarding threats to surrounding communities. Thus, they encouraged the owners to put up "No Trespassing" signs. Nevertheless, DCLU's guideline did not create a significant change in behavior. Fines were not sufficiently high to create financial incentive for change.

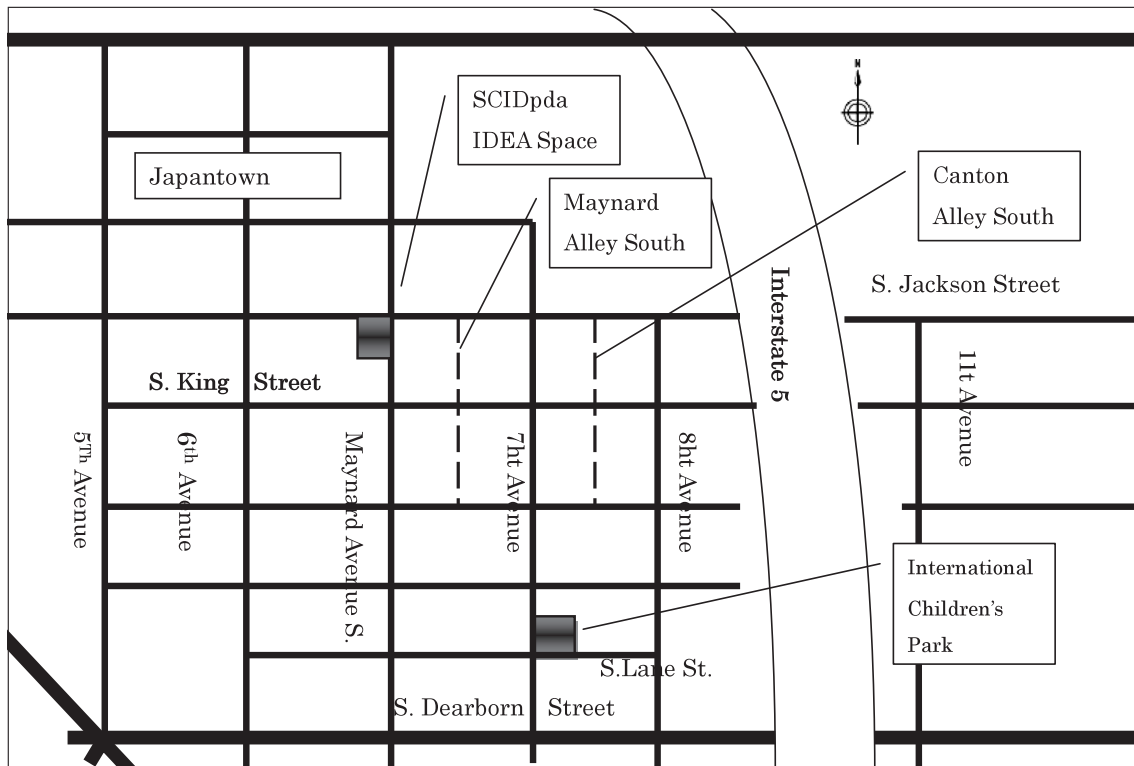
In 2003, towards the improvement of

buildings and community safety, DCLU issued the "International District Vacant & Partially Vacant Building Report." According to Michael Yee⁽²⁾, the former Director of Community Development for SCIDpda, "it was the start of new strategy for developing this area"⁽³⁾. "For years economic deterioration had increased the number of vacant houses and buildings, making revitalization a serious issue for the SCIDpda," according to Executive Director Maiko Winkler-Chin⁽⁴⁾.

SCIDpda adopted new community development strategies, which began under the Winkler-Chin, who was placed in Executive Director in 2009⁽⁵⁾, consisting of three main strategies: real estate (developing commercial space and community amenities), economic development (strengthening the business sector and improving public safety, transportation, and parking), and resident and client services (improving nutrition service, medical care, and other services, such as daycare for seniors)⁽⁶⁾. SCIDpda began focusing on strategies for developing the lines of local business, human services, and community safety development. As for the center or vessel for implementing these strategies, SCIDpda launched a new concept known as the Design and Resource Center (DRC). At that time, SCIDpda hired new staff for the DRC, such as Joyce Pisanont, who had worked with the ID Housing Alliance, and Ching Chan (Design Lab Coordinator), who was a university student (University of Washington, Landscape Architecture).

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 (Maeyama 2013b) in the Chinatown / International District

Figure 1 Map of Chinatown/ International District



(Figure 1) :

- Children's Park Redesign
- King Street Revitalization Project
- Database of ID properties
- Environmental Justice Project
- Public Safety Program

The present organizational layout of IDEA Space (DRC) consists of 1) the Design Assistance Lab ⁽⁷⁾, 2) the Neighborhood Safety Lab ⁽⁸⁾, 3) the Real Estate Lab ⁽⁹⁾, and 4) the Business Assistance Lab ⁽¹⁰⁾. According to Yee and Chan ⁽¹¹⁾, approximately 80 businesspeople are presently involved in the IDEA Space.

3 Children's Park redesign: Configuration and process

International Children's Park (a small 0.2 acre park at 700 South Lane Street, Seattle, WA 98104) was designed by a professional architect and is one of three public parks developed in the Chinatown/International District (Hing Hey Park, Kobe-Terrace Park, and Children's Park), and sustained during the 1970s through the efforts of neighborhood activists. However, in the 1990s and 2000s, attention was not given to its maintenance, and its budget was insufficient for proper upkeep. The economic recession played a role in this change. Furthermore, many residents reported safety problems.

In 2007, neighborhood residents, volunteers, and neighborhood organizations began

to discuss the issues and strategies for improvement as a grassroots movement. As for active entities the followings are included: residents, inhabitants of the "Asia" condominium, Wing Luke Asian Museum, the International District Chinatown Community Center, Denise Louie Education Center, International Community Development Association (Inter*Im)⁽¹²⁾, International District Housing Alliance, the University of Washington (UW) Landscape Architecture Program, and many others. Together, these individuals and organizations formed "The Friends of the International Children's Park" (FICP). Beginning in 2007, they could receive funding for 2008 totaling more than \$609,000⁽¹³⁾. SCIDpda, which had just established a new strategy and IDEA Space for the revitalization of this neighborhood, began to assist FICP. At the outset, SCIDpda set a c/o contact address on behalf of FICP ("c/o Joyce Pisanant, SCIDpda")⁽¹⁴⁾. FICP launched the public renovation process with the approval of the International Special Review District (ISRSD)⁽¹⁵⁾. The process and procedures were conducted as follows:

First Public Workshop (April 13, 2009)

The first public workshop was conducted to present key park elements and three reconstruction options to the community (circle case, big circle case, and oval case). The participants were invited to express their likes and dislikes regarding each scheme and their preferences for potential park elements (Kiest 2009). Approximately 60 people attended at the International Community Center, including the presenters, the SCIDpda volunteers—who translated for non-English speakers during the presentation—and city staff. Jeff Hou, professor of University of Washington (Landscape Architecture), introduced the project background and explained the project funding. He invited the participants to think about two major discussion topics during and after Karen Kiest's presentation: "What is the best option, and why?" and "What elements do you like, and why?" Attendees

discussed and provided comments for each option (Hou 2013, p. 228f).

International Special Review District

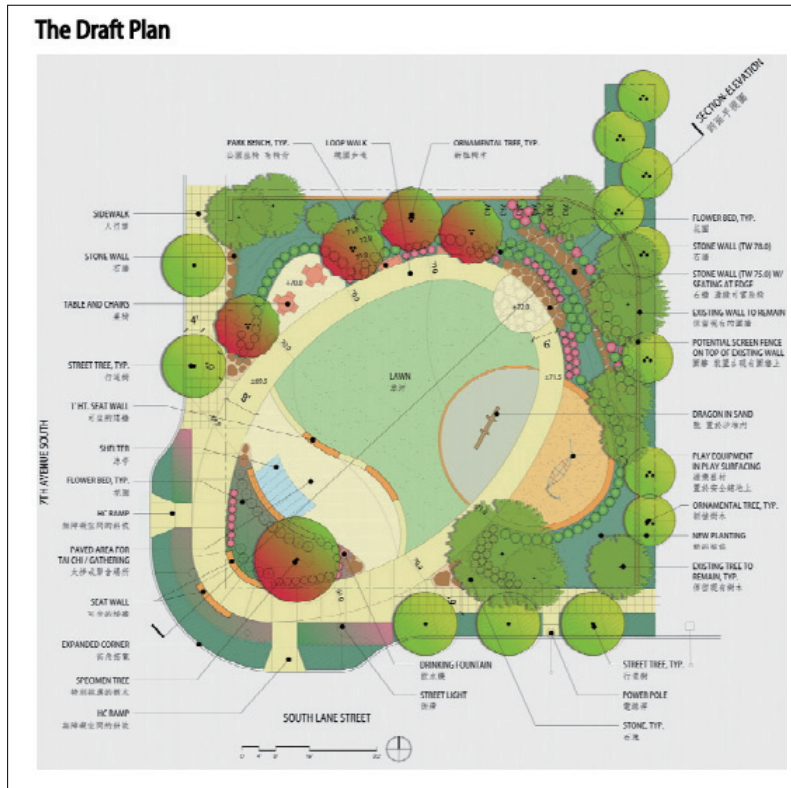
(April 28, 2009)

A prerequisite to begin planning was recognition or authorization. The ISRSD and its board represent the entity established by ordinance (SMC 23.66.302) to promote and preserve the cultural, economic, and historical qualities and peculiarities of the district. ISRSD affirmed the proposed park improvements. Questions regarding lighting, park maintenance, shelter design, double park entry points, quantity of park benches and their locations, and children's involvement were raised. The review board was not averse to the extensive changes proposed for the park and thought the new design to be a positive contribution to the community.

Second Public Workshop (May 11, 2009)

The second public workshop was conducted to present the draft plan to the community. The purpose of the second public workshop/meeting was to summarize the first and to present the draft concept plan to obtain feedback. About 40 people were in attendance, including presenters, SCIDpda volunteers, and city staff. Participants were invited to express their likes and dislikes, as well as their thoughts on adding to, subtracting from, or changing any aspects of the presented plan in four tables. The project budget was also discussed (Kiest 2009). Students of University of Washington guided, and were responsible for, documenting and analyzing the designs that the participants produced. Skills such as a "buffet-style" design game and a photovoice technique were used (Hou 2013). General comments included prioritizing children, requiring both plaza and play, maintaining simplicity, and incorporating the symbol of the dragon. These evolved into the draft plan (Figure 2), for which an estimated amount was announced at \$530,000 in the co-presentation by Kiest and SCIDpda.

Figure 2 Draft plan



[Kiest 2009]

Figure 3 International Children's Park in January 2014



[Maeyama, January 2014]

Table 1 Formation of Friends of International Children's Park

Formation of Friends of International Children's Park in 2007	
	Asia (condominium)
	International Development of Housing Alliance (IDHA)
	International District/Chinatown Community Center
	Chinatown Chamber of Commerce
	University of Washington (Landscape Architecture)

Table2 Public workshop presenters and board members of the International Special Review District

1st Public Workshop (April 13, 2009)		
	Jeff Hou	Professor of Landscape Architecture, University of Washington
	Joyce Pisanont	SCIDpda, IDEA Space
	Monica Le	SCIDpda
	Shwu-jen Hwang	City of Seattle (Department Parks & Recreation)
	SCIDpda volunteers	
	Karen Kiest	Landscape Architect
2nd Public Workshop (May 11, 2009)		
	Jeff Hou	Professor of Landscape Architecture, University of Washington
	Liana Woo	Resident (Asia Condominium)
	Joyce Pisanont	SCIDpda, IDEA Space
	Monica Le	SCIDpda
	Pam Kliment	City of Seattle (Department Parks & Recreation)
	SCIDpda volunteers	
	Karen Kiest	Landscape Architect
International Special Review District (April 28, 2009)		
	Robert Ha	President of Asia Travel
	John Bisbee	Owner of Higo variety shop
	Joshua Osborne-Klein	Attorney at Ziontz Chestnut; member of FICP
	Bill Lee	Photographer
	Misun Chung Gerrick	Architect
	Weng Chan	Chong Wa Benevolent Association
	Rich Murakami	

With \$720,000 and \$75,000 in volunteer-match, construction began in 2010 and finished in 2012 (Figure 3)⁽¹⁶⁾.

Regarding the configuration of the project, the movement occurred at the grassroots level among residents⁽¹⁷⁾. Based on the existent discussion, in 2007 residents of the “Asia” condominium and neighborhood organizations such as IDHA, ID/Chinatown Community Center, and UW established FICP (Table 1). They then initiated several community meetings and workshops, with the help of Jeff Hou’s skills and studio.

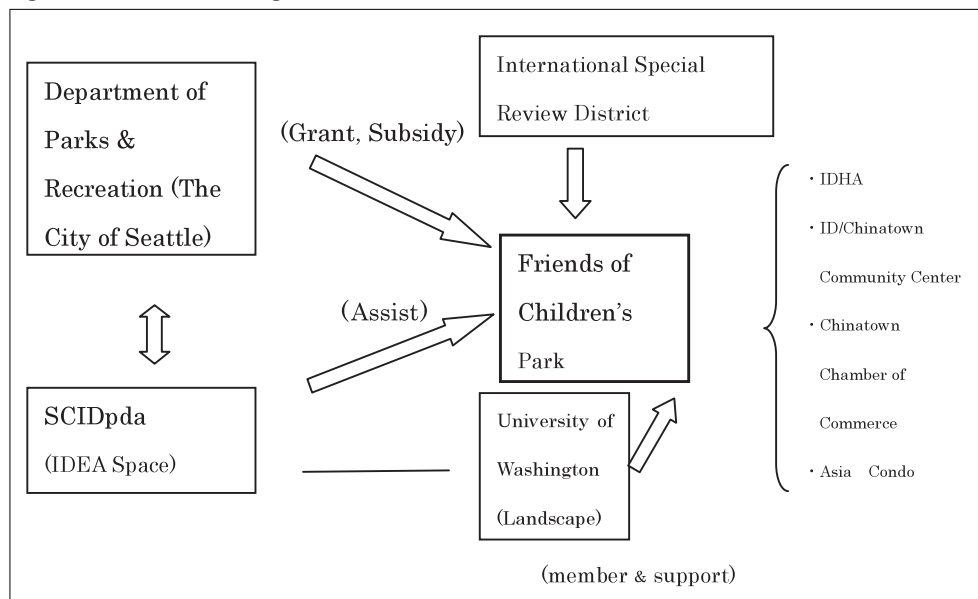
How did SCIDpda commit this movement? After building the IDEA Space Lab (2008), the staff at SCIDpda committed as members of the FICP committees (Steering Committee, Design Committee)⁽¹⁸⁾, but importantly, Pisanont worked in close relation with FICP (Table 2). Public workshops (public meetings) were conducted and provided with presentations by Jeff Hou, SCIDpda (Joyce Pisanont, Monica Le), and the city (Department of Parks & Recreation). Clearly, these factors worked as the core components of the

development.

Configuration of the Children’s Park project,

As we have observed, SCIDpda provided substantial assistance for the FICP committees in the park development plan. Nevertheless, according to Michael Yee, ex-Director of Community Development, and Ching Chan, Design Lab Coordinator of SCIDpda, “SCIDpda does not run the project, but it does the role as to fiscal sponsor, or agent that treats application etc. for them”. SCIDpda provided FICP with financial management assist. (It did not provided money, however.) According to Jeff Hou, “IDEA Space, especially Joyce, promoted funding. So, our project succeeded to get \$10,000 as a Neighborhood Matching Fund.”⁽¹⁹⁾ Along with substantial assistance for FICP meetings, SCIDpda worked as the agency that implemented the proposed configuration (Figure 4).

Figure 4 Renovation configuration for International Children’s Park



4 King Street Revitalization Project (King Street Task Force)

The other early project facilitated by IDEA Space, SCIDpda was the King Street Revitalization Project.

SCIDpda changed its Design Center into IDEA Space as the Resource Center in 2008. Its concept involves not only design, but also the improvement and revitalization of the neighborhood, including public safety, creating a vibrant economy, and so on. Coupled with this new concept, IDEA Space began soliciting stakeholders (property owners, local businesses, etc.) to commit to the improvements and revitalization. In 2008 and 2009, IDEA Space began to initiate two main supporting projects—namely, the International Children’s Park Project and the King Street Revitalization Project.

Focusing on the King Street commercial corridor, the traditional and commercial core of the International/Chinatown District, IDEA Space began to facilitate the King Street Task Force to develop recommendations over the next several years on how to best spark and sustain commercial revitalization, including neighborhood marketing, streetscape improvements, and a mix of neighborhood businesses along King Street.

According to Yee⁽²⁰⁾, business people had factions, fighting for small pieces of the overall pie. At the beginning, 8-10 businesspeople participated in meetings, and since then, they have maintained the following subcommittees: Public Safety Subcommittee (monthly), Marketing Subcommittee (monthly), and the Streetscape Subcommittee (arbitrarily).

Initially, the agenda of the King Street Task Force meetings was as follows:

- Task Force Meeting (April 7, 2009)⁽²¹⁾
 Focused on prioritization of “potential marketing projects” (parking map and signs, history and heritage, website, night-out

events, media outreach).

- Business Mix/Property Owner Outreach Subcommittee (April 28, 2009)⁽²²⁾

Focused on potential activities to assist property owners in leasing out their spaces.

- Streetscape Subcommittee (May 20, 2009)⁽²³⁾

Discussed UW students’ presentation on their conceptual design ideas for the King Street corridor and alleyways.

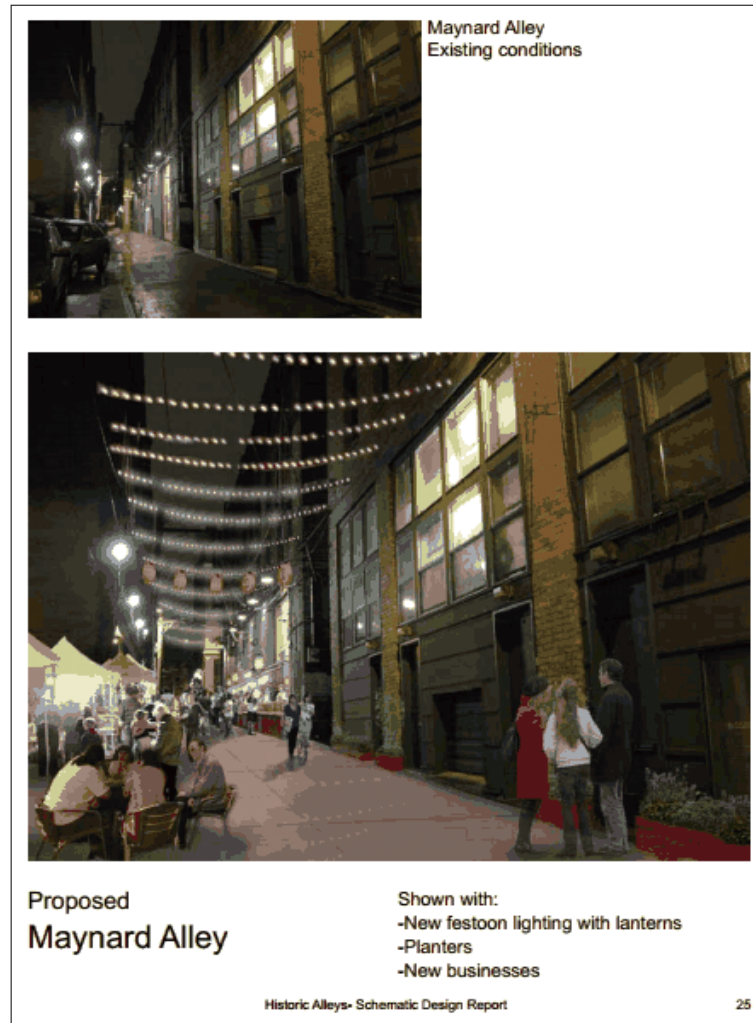
According to Chan, the concrete process has three phases: 1) Related individuals (corridor businesspeople, including Chinese and Little Saigon individuals) conduct “envisioning” for the improvement and development of open spaces, alleys, and marketing; 2) “capitalizing” is sought; and 3) finally, concrete action for their “economic development” is launched. The mentioned meetings of this term (Fall 2009) are related to the phase1⁽²⁴⁾.

Historic Alley Project as a result of the King Street Project

As a result of the Task Force Project, a few projects were born, such as “The Historic Alley Project” and the “Maynard & Lane Green Street Project.”

Since the 1970s, the neighborhood has suffered greatly from the loss of residents and deterioration. Buildings have also inevitably lost renters and for a long time were nearly vacant. During the envisioning process, led by the UW students’ presentation, improvement of the historic alley became recognized as an important development. For the alley revitalization, the Chinatown Historic Alley Partnership (CHAP) was founded by SCIDpda in 2009. With some funds, it has promoted the revitalization of the alley by improving lighting, paving, drainage, storefronts, and

Figure 5 Proposed “Maynard Alley”



[SCIDpda, 2012. Canton Alley and Maynard Alley—Historic Alleys in Seattle’s Chinatown. Schematic Design Report.]

conducting several fun events (Figure 5).

5 IDEA Space work

Along with International Children’s Park, IDEA Space facilitated the King Street Task Force and the Historical Alley Project.

Examining the “update” sheet of the Design

Center/IDEA Space (as of the end of March 2009), it indicates four issues that reflect the considerable commitments made towards enhancing the neighborhood:

1) Center as a Catalyst

As for “catalyst” the typical project is King Street Project. (Fifty property owners, business representatives, and community members

attended open house on March 19, 2009.)
 Prioritizing and fundraising were supposed to be the next actions. The role of IDEA Space is regarded as a catalyst for community development.

2) Center as a Resource

As for “Center as a Resource” the typical project is FICP.(Comment on public meetings on April 13, 2009, and May 11, 2009; also, skills for limited English speakers. IDEA Space understands itself as a Resource Center—human resources, fund resources, etc.

3) Center as Technical Assistance (TA) Provider

Pipeline to companies interested in supporting small businesses (referral program).

4) Funding

Four funding sources acquired for various projects (National Endowment for the Arts for \$100,000 (general support) ; Seattle Technology Marching Fund for \$20,000, and so forth.)

Here, we can grasp the fundamental functions of IDEA Space. One is to consult and facilitate clients in creating and actualizing their own vision. Examples of these cases come from Children’s Park and, particularly, the King Street Task Team project. The second is to assist with “financial/fundraising management assist”. In particular, they consult clients and help them acquire funding using their skills and/or networking power.

From the “special-purpose government” perspective

On the other hand, with the charters, PDAs are created as special-purpose government entities by municipalities, and receive an audit from the state for their internal fiscal situation, investments, interest rate of bonds (issued by PDAs), and related management of estates and projects. Among area management agencies or institutions, including non-profits, CDCs, and so forth, PDAs are fundamentally different⁽²⁵⁾ from others.

The Washington State Auditor’s Office Accountability Audit Report, Seattle Chinatown International District Preservation and Development Authority (February 14, 2013, Report No. 1009337) officially reported on IDEA Space as the main property/property-related function of SCIDpda in terms of its status as a special-purpose government⁽²⁶⁾ as follows:

“•IDEA Space, which serves as a catalyst for responsible neighborhood investment and a vehicle for strengthening community involvement in revitalization efforts.”

6 Conclusion

Through the analysis of configuration of projects to which IDEA Space is committed, what conclusions can be made regarding the substantial “advocacy” function of PDAs that is the focus of the present article?

For Children’s Park, IDEA Space assisted with the development of this location. IDEA Space assisted FICP, which had formed before IDEA Space’s establishment. However, IDEA Space assisted FICP by working as the core members of the Steering Committee, Design Committee, and especially as “financial management assist” agency, connecting with funding sources, such as the Neighborhood Matching Fund and Levy monetary source.

On the other hand, in the case of the King Street Revitalization Project, IDEA Space took the quintessential “initiative” for organizing a network of business persons (King Street Task Force and its subcommittees), inducing them to devise ideas regarding questions such as “what makes a business good for this neighborhood?” and inducing them to generate further baby projects, such as the Historic Alley Project, in addition to coordinating funding sources.

The styles and weight assumed by IDEA

Space are slightly different among each project. However in those projects we could grasp two core aspects that have efficiently sustained “advocacy function”. Two aspects are co-related so closely.

One aspect is the implementation procedure “envisioning-capitalizing-implementation” that is carried out by hands of stakeholders (such as small business persons, residents in the district). This common procedure in each project aims at assisting local stakeholders to realize their vision.

For the actual realization, the substantial role of entity is as “vessel” so closely combined to the procedure (second aspect). Namely extracting from IDEA Space’s self-definition, three elements help us to understand the substantial role, and it is commensurate with the actual aspects in the projects: 1) “Center as a Catalyst” (catalyze the residents and businesspeople towards formation and consensus building), 2) “Center as a Resource” (the resource that provides a meeting place, an opportunity, and a core of neighborhood interaction, such as language interpreter for residents), and 3) “Center as a connecting entity for fundraising/funding (financial management assist)” These three roles comprise the trinity role assumed by IDEA Space. Those three roles of the SCIDpda have sustained the advocacy function that assists local stakeholders to generate their visions, to implement them by “Catalyst” works, by way of being deeply combined to the above sited procedure.

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Chinatown International District Preservation and Development Authority, February 14, 2013, Report No. 1009337

NOTE

1 City of Seattle, Charter of the Seattle Chinatown-International District PDA (1986: Comptroller File No. 294720), Article IV:

"The purpose of the Authority is to provide a legal entity under RCW 35.21.730 and City of Seattle Municipal code Ch.3.110 through which persons will be afforded a structure to work for the conservation and renewal for the unique cultural and ethnic integrities characteristic of the area historically known as the Chinatown-International District.

Employing the unique power and capabilities conferred by State and City law, the Authority intends to promote, assist and encourage the renewal, rehabilitation, preservation, restoration and development of structures and open spaces in the area coincident with that described in the City of Seattle Special Review District Ordinance 102455. These efforts will be conducted in a manner that affords a continuing opportunity for local businessmen, property owners, merchants, residents, community organizations, shoppers, and visitors to carry on their traditional, as well as developing, upgrading structures and public amenities in and around the Chinatown-International District, the Authority will encourage programs to expand food retailing in the District especially the sale of ethnic products; to expand and preserve the residential community, especially for low-income people; to promote the survival and predominance of small shops, ethnic businesses and other enterprises, activities and services which are essential to the functioning and vitality of the Chinatown- International District."

2 Interview: Michael Yee (Director of Community Development), Ching Chan (Design Lab Coordinator) : January 27, 2014, IDEA Space office. This is the second interview. For first interview, see note 11.

3 Carolyn Hyman (Community Action Partnership), 2003, International District Vacant & Partially Vacant Building Report—Earthquake Damaged &

Vacant/Partially Vacant Building List: Courtesy of City of Seattle Office of Housing (written by Eric Pravitz with commentary by Eugenia Woo).

- 4 Interview with Maiko Winkler-Chinn, Executive Director: August 22, 2013, in SCIDpda Office.
- 5 Maiko Winkler-Chin, Executive Director of SCIDpda (2009-present).
- 6 Maeyama, 2013b.
- 7 *It helps community members to plan and implement aesthetic improvements within the neighborhood* (Idea Space, Resource, Collaboration, Development (brochure) p. 2).
- 8 *It helps community members to coordinate and implement strategies to improve public safety in the neighborhood* (ibid, p. 2).
- 9 *It helps property owners and developers to jump-start their efforts to rehabilitate buildings and vacant properties* (ibid, p. 3).
- 10 *It works with community members to improve conditions for local businesses and the commercial corridor as a whole* (ibid, p. 3).
- 11 Interview with Michael Yee, Director of Community Development: August 22, 2013, in IDEA Space Office (first interview).
- 12 International Community Development Association. This is the “mother” organization for the neighborhood organizations and movement. SCIDpda was generated from Inter*Im. (Santos 2002).
- 13 Funding provided:

(amount)	(funding)	(purpose)
2007		
\$15,000	Neighborhood Matching (Fund NMF)	for planning
2008		
\$15,000	NMF in 2008	for schematic design
\$79,700	Large Project Fund NMF	
\$81,779	Community Matching Fund	
\$500,000	Parks and Green Spaces Levy (Proposition 2)	

[website of Parks & Recreation, City of Seattle:

http://www.seattle.gov/parks/projects/nmf/international_childrens_park.htm] (as of 28 February, 2014)

- 14 Friends of International Children’s Park, 2008, Request for Qualification. Renovation of the International Children’s Park, 2008 December.
- 15 Amy Hang, July 7, 2010, “A Children’s Park Finds Meaning in Its Legacy,” *International Examiner*.
- 16 “SCIDpda’s ‘IDEA Space’—a resource center where community members and stakeholders, such as police officers, can come together to plan and implement neighborhood projects—is one symbol of how these partners have mobilized people and institutions in the International District. As a result of their collaborative work and community outreach, public spaces like International Children’s Park have been reclaimed through a \$750,000 renovation, and property crime in the district has dropped 30%.”
(Chinatown/International District Partnership to Receive National Award, Impact Capital: <http://www.impactcapital.org/PressRelease91712-SCIDpdaCSIAward.html>) (as of 28 February, 2014)
- 17 Informal discussions were held with IDHA, ID/Chinatown Community Center, Chinatown Camber of Commerce, Asia Condo, and UW (Hou, PowerPoint).
- 18 Among nine FICP Steering Committee members, four persons from SCIDpda committed as members. Among 12 FICP Design Committee members, three persons were from SCIDpda (below).

FICP Steering Committee	
Joyce Pisanont(Co-Chair)	<u>SCIDpda</u>
Liana Woo(Co-Chair)	Asia Condo(resident)
Ching Chan	<u>SCIDpda</u>
Vivian Chan	
Amallia Gozalez-Kahn	
Jeff Hou	UW
Richard Hule	
Monica Le	<u>SCIDpda</u>

Michael Yee SCIDpd

FICP Design Committee

Jeff Hou(Chair)	UW
Paul Chang	
Jerry Chihara	
Kay Chinn	
Sean Kakigi	
Monica Le	<u>SCIDpda</u>
Diana Lui	
Anna Parks-Chen	
Joyce Pisanonnt	<u>SCIDpda</u>
Liana Woo	Asia Condo (resident)
Michael Yee	<u>SCIDpda</u>
Julie Yuan	

19 Interview with Jeffery Hou, Associate Professor at University of Washington, Landscape Architecture, January 29, 2014, in the office of Landscape Architecture.

Liana Woo, Co-Chair of FICP (and comes from Asia Condo) indicates similar ideas in a article in SCIDpda “Five Years” brochure: “FICP was able to get a clear picture of what neighborhood stakeholders wanted from the revamped park. That’s where IDEA Space’s Design Lab stepped in. ‘IDEA Space was our fiscal agent and really helped lead the way,’ explains Woo, ‘We wouldn’t have been able to renovate the park without IDEA Space.’ Leveraging over \$720,000 in cash and \$75,000 worth of volunteer much, IDEA Space was able to work with the city on behalf of FICP and make their vision for the park a reality” (SCIDpda, “IDEA Space Celebrating Five Years of Collaboration” (brochure).

20 See note 2.

21 King Street Task Force Meeting (April 7, 2009) (meeting record).

22 King Street Task Force, Business Mix/Property Owner Outreach Subcommittee (April 28, 2009) (meeting record).

23 King Street Task force Streetscape Meeting (May

20, 2009) (meeting record).

24 The timeline for their report (envisioning) was as follows:

4/27-5/1	Scoping, base maps, form teams
5/4-5/8	Data collection
5/11-5/15	Design concepts
5/18-22	Meeting with subcommittee, review
5/25-5/29	Concept development
6/1-6/19	Review and complete project report
6/22-6/26	Submit report to SCIDpda and Inter*Im

25 Auditor report of 2009 (Washington State Auditor’s Office Accountability Audit Report, Seattle Chinatown International District Preservation and Development Authority (Report Date December 11, 2009; Report No. 1002720)) indicated a problem to be resolved for SCIDpda regarding “additional compensations to employees,” suggesting they paid greater rewards for their employees, which exceeded state regulations. It was announced to have been resolved in a 2012 report (Report No. 1007270).

26 “The Authority owns or manages 353 low-income residential units and 130,000 square feet of commercial and retail space. The majority of the residential properties provide low-income housing. The most significant properties are:

- Bush Annex, which houses the Northwest Asian America Theater
- Legacy House, which provides multicultural senior housing and services
- International District Village Square, which provides centralized resources for health care, mental health, social services, preschool and childcare, employment services, senior advocacy, supportive care, and housing
- IDEA Space, which serves as a catalyst for responsible

neighborhood investment and a vehicle for strengthening community involvement in revitalization efforts” (Washington State Auditor’s Office, 2013, Accountability Audit Report, Seattle Chinatown International District Preservation and Development Authority, Report Date (February 14, 2013; Report No. 1009337)).

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Michael Yee	Ex-Director of Community Development, SCIDpda
Joyce Pisanant	Ex-IDEA Space Manager, SCIDpda
Ching Chan	Design Lab Coordinator, SCIDpda
Kenny Pittmann	Senior Policy Advisor, The Office of International Relations, City of Seattle
Carlton Sew	Section Director, Law Department, City of Seattle

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エリアマネジメントにおけるアドボカシー機能と公共開発機構 (PDA)

—SCIDpda法人IDEA Spaceのケーススタディー—

前山 総一郎

要旨

米国, ヨーロッパ諸国においてすすむ都市のパラダイム転換において, (コミュニティ開発法人 (C D C) と並び, 公共開発機構 (Public Development Authority: PDA) が, コミュニティ活性化のための基幹的機構と目されている。本稿は, 公共開発機構の「アドボカシー」機能, とりわけエリアマネジメント型公共開発機構のそれに焦点をあて, 1) PDA の事業実施がいかなる位相を持つのか, 2) その事業実施が「アドボカシー」にいかの有効に機能しているのかを探る。そのために, シアトル市におけるインターナショナル地区をマネージする SCIDpda という公共開発機構とその IDEA Space ラボがテストケースとして扱われた。

地域住民および地区団体, 商工諸団体が推進する二つのプロジェクト (インターナショナル・チルドレンズパーク (2007~2012年), キングストリート活性化プロジェクト (2008年~現在)) と, そこへの IDEA Space の事業実施と関わりの実際の位相が検討された結果, SCIDPda のコア機能が「触媒としてのセンター」「資源としてのセンター」「資金調達コーディネーターとしてのセンター」にあること, そしてその具現化たる「ビジョン化—資金投下—実施」の三位一体的発動が, 参加ステークホルダーとのかかわりにおいて当該地区の活性化と経済開発を的確にすすめ, 「アドボカシー機能」を保障していることが確認された。

キーワード: 都市のパラダイム転換, 公共開発機構 (Public Development Authority),
コミュニティ開発法人 (C D C), アドボカシー,
SCIDpda (シアトルチャイナタウン・インターナショナル地区保全開発機構)

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