



BOARD MEETING AGENDA

Wednesday, July 13, 2016

5:30 - 7:30 p.m.

Legacy House

803 S Lane St

Seattle, WA 98104

5:30	Action	1. Call to Order - Scott Yasui
5:32	Action/ Approval	2. Board Action/Approval <ul style="list-style-type: none"> • Approve June 2016 Meeting Minutes Resolution • Accept Staff Reports
6:00	Presentation and Discussion	3. Program of All-Inclusive Care for the Elderly – Sam Wan, Kin On, and Teresita Batayola, ICHS
6:45	Discussion	4. Strategic Plan – Wendy Watanabe
7:30	Discussion	5. Board Discussion <ul style="list-style-type: none"> • Real Estate • Other Topics
7:50	Adjourn	6. Adjourn – Scott Yasui

Upcoming Meetings and Events:

Sat 7/16 – DragonFest
 Thurs 7/21 – CID Ballot Party (IDEA Space)
 Thurs 7/21 – Alley Party/JamFest/CID Foodwalk – 4-8pm
 Thurs 7/28 – IDEA Space Open House
 Tues 8/2 – National Night Out (King St. Dance Party) 5-8pm
 Fri 8/12 – Presidential Town Hall (Hing Hay Park)
 Thurs 8/18 – Alley Party/JamFest/CID Foodwalk – 4-8pm
 Sun 8/28 – Celebrate Little Saigon
 September – IDEA Space fundraiser
 Fri 10/21 – SCIDpda Fundraiser
 November/December – Legacy House Moon Festival

****Executive sessions may be held:**

- ☐ to consider site selection or real estate acquisition by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price;
- ☐ to consider the minimum price at which real estate will be offered for sale or lease public knowledge regarding such consideration would cause a likelihood of decreased price;
- ☐ to review negotiations on the performance of regarding such consideration would cause a likelihood of decreased price;
- ☐ to review negotiations on the performance of publicly bid contracts when public knowledge regarding such consideration would cause a likelihood of increased price;
- ☐ to receive and evaluate complaints/charges brought against a public officer or employee;
- ☐ to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee;
- ☐ to discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency is likely to become a party.

The mission of the Seattle Chinatown International District Preservation and Development Authority (SCIDpda) is to *preserve, promote, and develop the Seattle Chinatown International District as a vibrant community and unique ethnic neighborhood.*

SCIDpda Board Meeting Minutes

June 8, 2016
Legacy House
803 S Lane St
Seattle, WA 98104

Members Present: Scott Yasui, Wayne Lau, Karen Yoshitomi, Phillip Sit, Mark Gau, Casey Huang, Aileen Balahadia, Nelson Yong

Staff Present: Maiko Winkler-Chin, Vern Wood, Monica Lauw, Jamie Lee, Michael Omura, Arlyne Sevilla, Barbara Cole

1. Call to Order

The meeting was called to order by Scott Yasui, Board Chair, at 5:49 p.m.

2. Board Action & Approval

- a. **Resolution 16-06-08-01:** We, the Seattle Chinatown International District Preservation and Development Authority Board, approve the May 2016 Minutes.

Moved: Wayne Lau
Seconded: Mark Gau
Board approved unanimously

- b. **Resolution 16-06-08-02:** We, the Seattle Chinatown International District Preservation and Development Authority Board, accept the May 2016 Expenditure Reports.

Moved: Mark Gau
Seconded: Phillip Sit
Board accepted unanimously

c. Staff Reports

Mark Gau asked for clarification with regard to vacancy rates in the property management department, specifically, if the rate is common. Maiko Winkler-Chin explained that the vacancy rate is common, and that some spaces have needed tenant improvement work as well. She stated that part of the strategic plan work is to figure out how to best utilize these spaces. Barbara Cole explained that there are inquiries about smaller units as well.

- d. **Resolution 16-06-08-03:** We, the Seattle Chinatown International District Preservation and Development Authority Board, authorize that the SCIDpda move forward in the following transaction(s) where the consideration exchanged or received by the SCIDpda exceeds \$10,000, or the performance by the SCIDpda extends over a one year period:

Fiscal Agent Contract between the City of Seattle Office of Economic Development and Ethnic Business Coalition (\$225,000)

Lease of office space in the New Central Hotel to Brandon M Liu Medical Services for a 2 year period

Prior to approval of Resolution 16-06-08-03, Maiko Winkler-Chin explained the concurrence requests. Jamie Lee explained the first request and stated that the SCIDpda is a fiscal sponsor of the Ethnic Business Coalition and that they are providing business technical assistance across the city of Seattle. She clarified that this request is a renewal of an already existing contract. There was no discussion on the second request.

Karen Yoshitomi requested the following amendment to Resolution 16-06-08-03: that the first concurrence request clarify that this is not a new contract, but rather the extension of an existing contract.

Board then approved the Resolution.

Moved: Karen Yoshitomi
Seconded: Aileen Balahadia
Board approved unanimously

3. Board Discussion & Approval

a. Discussion & Acceptance of Finance Committee Role

Wayne Lau explained to the Board that it is not written in the bylaws that the SCIDpda must have a finance committee, but the Board is charged with the role of approving financials for the organization. The Finance Committee has decided to keep the committee with its sole purpose being to review the organization's financial information in detail and report back to the full Board for the Board to accept during monthly meetings. Aileen Balahadia asked about how this affects the approval process at the Board level, and Maiko Winkler-Chin explained that the Board is still required to accept expenditure reports, but the Finance Committee will review prior to the Board meeting in more detail. Vern Wood added that the document provided clarifies roles and gives more specific guidelines, including who is allowed to be part of the Finance Committee. The document also adds a committee term and is clearer on expenditure reports and the role of reviewing and recommending them for approval to the Board. It also clarified protocol on the various audits for the organization. Maiko Winkler-Chin stated that there needs to be three members to have a committee, and that this rule should be added to the document. The Board also agreed that the term "Governance Committee" be removed from the document. Scott Yasui clarified that the Finance Committee has two functions: oversight and procedural responsibility. The Board generally agreed on the reestablished Finance Committee role.

b. Discussion on Process to fill Upcoming Board Vacancies

Maiko Winkler-Chin explained that Karen Yoshitomi is leaving and has fulfilled her two terms on the SCIDpda Board and that it is time to discuss a nominating committee. She stated that there are three other terms expiring as well.

Scott Yasui also suggested that the Board consider moving meetings to another day of the week or to a later starting time to accommodate Board member schedules. Maiko-Winkler Chin stated that she will send out a poll to see what other times could work. Wayne Lau mentioned that the Board should also be aware of responsibilities and abide by them in order to be a Board Member in good standing, while Aileen Balahadia added that it is worth surveying to see if the Board can agree on another time that works.

Maiko Winkler-Chin stated that regarding upcoming Board vacancies, the Board can table the conversation for a later time but will need to revisit the issue during the August meeting. Maiko Winkler-Chin also asked if the Board wants to put a protocol or guideline in place for new Board members beyond the specific list that was created previously in the year. Mark Gau suggested an organizational/HR-related person to have on the Board to contribute to understanding and managing the complexity of the organization. Aileen Balahadia suggested creating a matrix (formal or informal) of people (e.g., demographic information, background, interest, etc.). Maiko Winkler-Chin added that the Board attempts to represent people who live or work in the neighborhood. Scott Yasui stated that it would be helpful to have someone who lives in the neighborhood or is related in some way. Further discussion ensued around potential Board Members. Maiko Winkler-Chin stated that she will draft a list of potential Board Members and send out. Karen Yoshitomi agreed to facilitate the process with Maiko Winkler-Chin's support.

c. Discussion & Approval of MOU between Forterra Equity Fund & SCIDpda

Resolution 16-06-08-04: We, the Seattle Chinatown International District Preservation and Development Authority (SCIDpda) Board, approve that the SCIDpda enter into a Memorandum of Understanding with Forterra Equity Fund.

Prior to approval of Resolution 16-06-08-04, Maiko Winkler-Chin gave a brief overview of the Board's discussion on working with Forterra Equity Fund at the last Board meeting in May and explained what the MOU entails. She explained that the MOU would last for a four-year term, so the Board will need to approve concurrence requests every year during that duration of four years but that the term will not commence until the SCIDpda acquires property. At that point in time, Maiko Winkler-Chin would consult with the Board to discuss further details. Wayne Lau asked if this MOU requires the SCIDpda to consult and/or work with Forterra Equity Fund primarily in the event the SCIDpda does acquire property, and Maiko Winkler-Chin said she would clarify that question and return to the Board with an answer.

Moved: Mark Gau
Seconded: Casey Huang
Board approved with one opposition (Wayne Lau)

d. Other Issues

There were no other issues discussed.

4. Adjourn

Scott Yasui adjourned the meeting at 7:13 p.m.

Resolution 16-07-13-01

RESOLUTION OF SEATTLE CHINATOWN INTERNATIONAL DISTRICT PRESERVATION AND DEVELOPMENT AUTHORITY

We, the Seattle Chinatown International District Preservation and Development Authority Board, approve the June 2016 Minutes.

Board Chair

Date

Board Secretary

Date

SCIDPDA MONTHLY MANAGEMENT REPORT

July 2016

Property Management

Commercial Vacancy as of 06/30/2016

Property	Total Sq Ft	Vacant	Percent Vacant	Month to Month
IDVS 1	86,039	0	0.00%	0
IDVS II	5,899	334	5.66%	1,439
New Central	20,589	2,985	14.49%	6,346
Bush Hotel	28,178	5000	17.74%	0
Jackson	4918	806	16.38%	0
Portfolio Total	145623	7324	5.02%	7,785

Leasing Activity and Property Notes

We have now had 3 offers fall through on the 672 Jackson Space. I am working with Shanti to find a good retail tenant.

The BIA moved into Hing Hay Coworks and we have leased their vacated space to The Ethnic Business Coalition.

The Chinese Chamber combined with Seniors in Action and plan to rent space in the New Central.

We are working on a leasing plan for the remaining spaces.

Residential Vacancy as of 06/30/2016

	May 2016	YTD	2016 Budget
PDA-Owned Properties			
Bush Residential	1%	1.43%	3.00%
Domingo Viernes Apartments	0%	1.0%	1.50%
New Central Apartments	0%	0%	1.00%
PDA-Managed Properties			
Eastern Hotel	0%	.62 %	2.00%
Nihonmachi Terrace	0%	1.89%	3.00%
NP Hotel	0%	2.44%	3.00%
Jackson Apartments	0%	0%	1.00%

Our residential move outs seem to have slowed down. We have one resident at the DVA waiting for approval on financing to purchase a home. One residents of the Bush Hotel moved into a nursing facility the first of July.

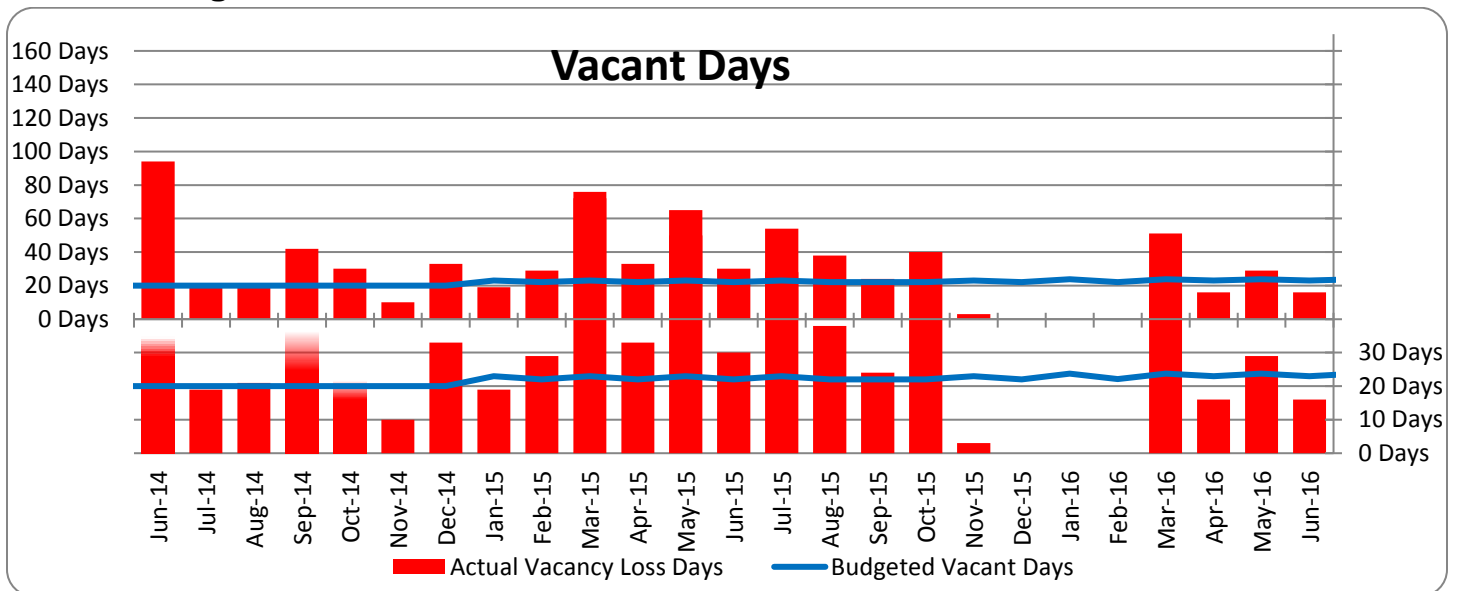
PDA Maintenance is doing great and speedy work getting the units ready for new tenants

Senior Services

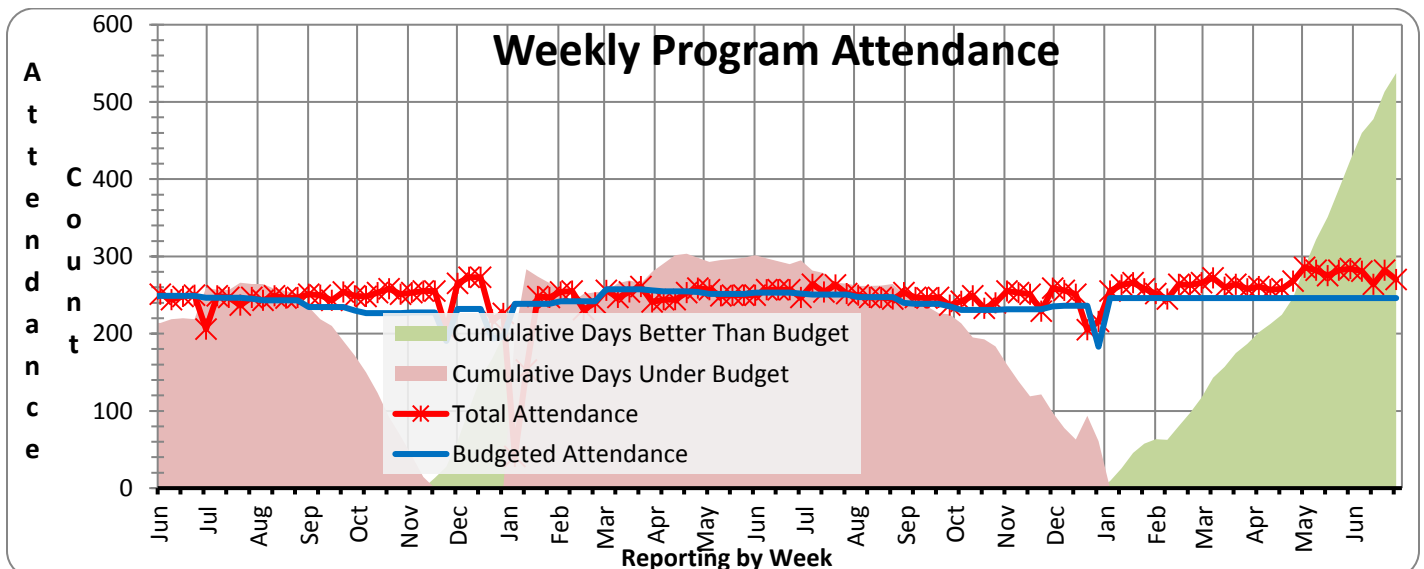
Vacancy Loss was underreported in last month's report due to staffing issues at Legacy House. Numbers now reflect actual vacancy through June. 139 days of vacancy were budgeted through June 2016 with an actual vacancy count of 112 days, resulting in a positive variance of 27 days. Vacancies are expected and the staff at Legacy House are focusing on controlling the amount of vacant days by turning units over quickly once a unit is vacated. In addition there continues to be a unit that houses a couple, thus allowing for additional revenue to be earned by the facility.

In other good news, ADS attendance is higher than budget by 537 days through June 27th. The ADS team has been working very hard to bring up attendance particularly by encouraging attendance of our own residents who qualify as ADS clients.

Assisted Living

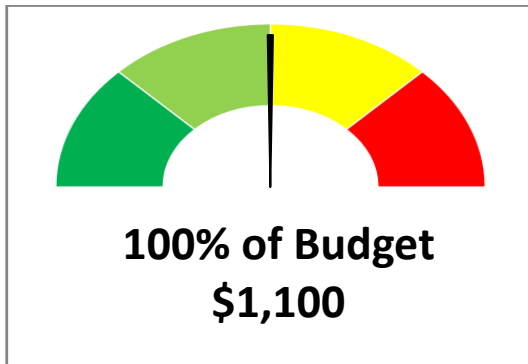


Adult Day Program

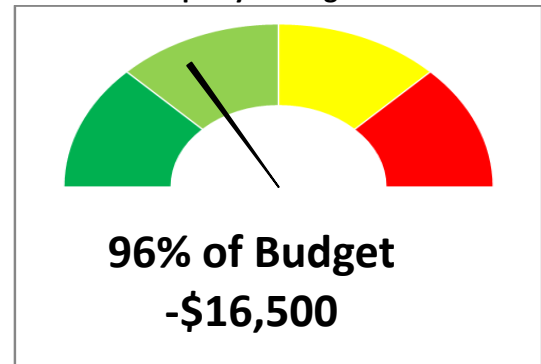


Payroll and Benefits Expense actual to budget through June 2016 total \$25.5K under budget, including Properties at \$600 over budget. The positive variance is due to the reduction in PTO accruals and benefits being under budget as well as not replacing a person in IDEA Space.

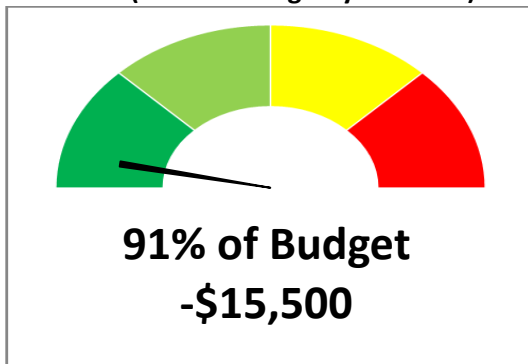
Admin



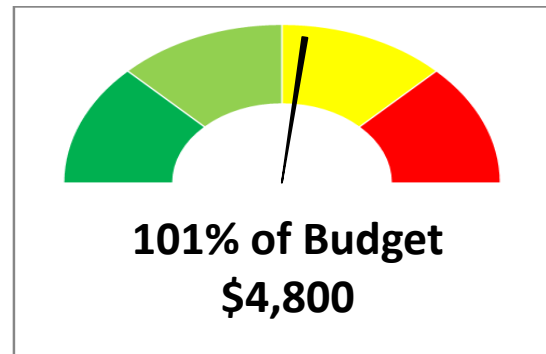
Property Management



IDEA (Includes Hing Hay Coworks)



Senior Services



Hing Hay CoWorks Dashboard

7/11/2016

June 2016

Next Month
Expectation

	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	June Budget	Var	YTD June	YTD June Budget	Var	July 2016 Budget
# of Members	11	12	14	12	18	0	26	(26)	0	26	(26)	27
# at Each Membership Level												
Day Pass	1	2	2	2	2	0	2	(2)	0	2	(2)	3
12 Hour	2	3	2	2	2	0	3	(3)	0	3	(3)	3
24 Hour	1	0	2	2	2	0	3	(3)	0	3	(3)	4
7-Day Flex	3	3	3	2	5	0	5	(5)	0	5	(5)	5
14-Flex	0	0	1	1	2	0	2	(2)	0	2	(2)	2
Weekend Plus	0	0	0	0	0	0	4	(4)	0	4	(4)	4
5-Days a Week	0	0	0	0	0	0	2	(2)	0	2	(2)	2
Full-in	3	3	3	2	3	0	3	(3)	0	3	(3)	3
Office	1	1	1	1	2	0	2	(2)	0	2	(2)	1
# of Events	1	2	3	1	1	0	N/A		8	N/A		N/A
Total # of Event Attendees	15	47	120	65	30	0	N/A		277	N/A		N/A
Conversions	0	0	0	0	0	0	N/A		0	N/A		N/A
Revenue												
Membership Revenue	\$1,791	\$2,773	\$2,177	\$2,274	\$4,206	\$0	\$6,449	(\$6,449)	\$13,221	\$26,984	(\$13,763)	\$6,021.50
Sponsorships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	(\$10,000)	\$0
Revenues	\$1,791	\$2,773	\$2,177	\$2,274	\$4,206	\$0	\$6,449	(\$6,449)	\$13,221	\$36,984	(\$23,763)	\$6,022
Avg Rev per Membership	\$163	\$241	\$167	\$175	\$280	\$0	\$293	(\$293)	\$401	\$333	\$67	\$446

* June Recap: CAPE Event on 5/25 had 30 attendees, no conversions yet.

Two 7 day memberships on hold from April to June due to vacations and travel commitments.

May Financials not complete, April Financials not yet closed. No sponsorships closed as of May.

* 60-90 Day Plan Overview: Pricing adjustments proposal developed, submitted, and under review to promote more competitive pricing and launch new website.

Forming HHC Advisory group with internal/external members (MS Ventures, Angel Investors) for program development.

More mentorship sessions, MS Ventures employee seminars are in consideration.

Develop workshops leveraging legal, accounting, and other service experts.

* July Initiatives: Upcoming Three for Free Promo Week (June 7-9) includes free coworking days and Pro bono consultations focused on Legal, Accounting, and Fundraising.

Scheduled two workshops: 1) Legal checklists for freelancers and startups, and 2) Elevate Your Startup Pitch.

Plan to continue these promos monthly, and shift evening events to quarterly (e.g. CAPE).

Implement new pricing plans if approved by Sr Management.

First Advisory meeting scheduled in mid-June to focus on strategic partnerships and sponsorships.

Recruiting Seattle Univ interns to assist with marketing and event planning.

SCIDpda Staff Reports

Senior Services

Emiko Mizuki

Assisted Living

- We are currently at 100% occupancy, with 3 out of the facility for rehabilitation. We had 2 unit turnovers and 16 vacant days in June.
- Open recruitment for Wellness/Health Services Manager, Part-Time RN, On-Call RN

Adult Day Services

- Closed on Monday, July 4th for holiday and scheduling make-up days during the remainder of the week
- Case manager resigned for a Seattle Housing Authority position at a much higher pay rate. We are hiring a returning case manager who was working for us in an on-call capacity to replace this position
- Transia (transportation company) continues to experience shortage of staffing and driver issues. Efforts are made to reschedule clients and arrange for alternative transportation wherever possible.

Community News

- Participated in the third meeting of the Health Care Workforce Development Continuum. This group will support and build on existing initiatives that provide access, training and assistance for people seeking employment and advancement in health care jobs in our community.
- Our congregate meal program numbers are down due to the reduction of bus tickets received from Senior Services. Based on our survey of current participants, we plan to increase the number and variety of activities offered and brainstorm with PDA Senior Management on strategies to increase these numbers.

Additional Information

- Due to open recruitment and staffing, the 2016 Moon Festival scheduled for September will transform into a Fundraising dinner/ Holiday party in November/December (to be confirmed).
- Attended the BECU Award Ceremony where SCIDpda/legacy House were presented a check for \$10,000. Some of the funding will be used to replace OT equipment, AL/ADS field trips and transportation (volunteers welcome), clothing, medical supplies and assisted devices that Medicaid and families cannot cover.

IDEA Space

Jamie Lee

Hing Hay Coworks/Business Lab—Pls see attached dashboard for HHC updates. As many of you may have heard, Quang is leaving SCIDPDA. We are working on different ways to continue to manage HHC with his departure without having to hire another individual. We will continue to offer consultations and workshops for businesses, starting in August.

Public Safety—The Mayor’s office released his Public Safety Action Plan on July 1. Please let me know if you need the link to it. We have started a public safety tracking system that allows community members to put incidents in as they come. Hopefully, it will help us with data. Additionally, we continue to work with different providers in the area (such as MID, LEAD, and SPD) to address a variety of issues in the neighborhood. Encampments is one issue that we know is difficult and going to take extensive community effort. For short term solutions, I encourage you all to call 684-CITY to put pressure on the City to clean up the area – especially as we near the 7/24 Chinatown Seafair parade.

Real Estate Lab—Cara Bertron has left SCIDPDA – she worked mostly with property owners on their buildings. We are in the process of hiring for her position and have gotten over 30 applications. Our current open projects are assisting with the Rex, Hip Sing, and Chong Wa buildings. Additionally, we recently finished the URM report and are finishing up the translations into Chinese for property owners. We have conducted outreach with property owners in the CID and just need to do so in Pioneer Square. This document will be important advocacy tool in our next steps.

Design Lab—Canton Ally has been approved through ISRD and should start construction this fall! Hing Hay Park is moving along quite nicely (and a little smelly) and is rumored to be complete at the end of next month! We are in the beginning stages for Maynard Alley and gathering a steering committee. Lastly, façade improvement projects at the Wing Luke, the Atlas, and the Panama are moving along. We are beginning projects for Osami’s Barber Shop at the Jackson Building, Tai Tung, and the Ngoc Bich building in Little Saigon.

Little Saigon—An Huynh, our new Public Space and Community Coordinator, has begun at the PDA. She has hit the ground running picking up a few façade projects, moving our Little Saigon placemaking projects along, and just learning a bunch of stuff in general! Our Vietnamese translated street signs should be up and running by the end of August.

Civic Engagement—Things are happening! We are hosting a Presidential Town Hall event in Hing Hay Park (date below). Also, we will have a ballot party for the August primaries on July 21 from 4-6pm here at IDEA Space. Ballots should be dropping in about a week! IDEA Space will continue to be a ballot drop –off location until our ballot box is installed in September.

July 16 – Pig Roast

July 16-17 - DragonFest

July 21 – CID Ballot Party (IDEA Space)

July 21 – Alley Party/JamFest/CID Foodwalk – 4-8pm

July 28 – IDEA Space Open House

August 2 – National Night Out (King St. Dance Party) 5-8pm

August 12 – Presidential Town Hall (Hing Hay Park)

August 18 – Alley Party/JamFest/CID Foodwalk – 4-8pm

August 28 – Celebrate Little Saigon

September ?? – IDEA Space Fundraiser

Real Estate Development

Mike Omura

Current Projects/Opportunities

Renovation of the Louisa Hotel

Due changes in the allocation of NMTC, the scheduled June allocation is being pushed back to the late fall, and will be twice the size of the normal allocation. We anticipate that Barrientos, the developer, will discuss this change with the owners, as well as back up plans for other financing scenarios. The SCIDpda's scope of work may change for this project depending on the financing.

IDVS 3 – PACE

Final Feasibility Study has been submitted and are waiting for City for their commitment. We are looking at various models to see if the temporary PACE can be accommodated at IDVS 1. No further discussions have taken place regarding the permanent site for PACE.

Landmark Project – Little Saigon

By the time of this Board meeting a couple of things will have taken place:

- The PDA has been presented with a Purchase and Sales Agreement by the owners. This PSA has been sent to both buyers and is due on 7/8
- Maiko met with Seattle Office of Housing on 7/7. Details to follow

Inland Development – 10th & Jackson

Inland had their third briefing with the ISRD and received mostly favorable comments from the Board but will present with additional studies.

Jackson Apartments

We will be assisting the owners in replacing the windows which are now over 30 years old and are failing. We will also be looking at modernizing the elevator which will be an issue since replacement parts are not readily available. The REAC inspection went well so now we are trying to prioritize repairs with owners.

Future Projects/Opportunities

Panama Hotel

To date there has been no announcement on the selection of the team for the Panama. A decision was to have made by mid-March.

Charles Street

We are working with Yesler Community Collaborative (YCC) to identify public surplus property to develop affordable housing and commercial space. We looked initially at the Charles Street site north of the street car maintenance facility. YCC hopes to push the City to provide these sites for development of affordable housing.

Bing Kung

Some early internal discussions about the potential of the PDA involved in assisting the renovation of the Bing Kung Association building at 7th & King to convert from SRO's to studios. No further action in May.

Republic

We have been requested by the new owner and their architect to provide a proposal to assist them with the project. We are waiting for a detailed scope of work from the owners.

Developments on the Periphery of CID

Asian Plaza – A proposed new development with a 180 room hotel, 240 rental residential units, child care center, community performance theater and 600 stall garage. The project is located on a 2-1/2 acre site east of Pacific Rim Center and includes the existing Viet Wah Market. The Owners presented the project at the East Design Review meeting and there were a number of community members that raised concerns about the development relating to and representing Little Saigon.

“S” Project – A 990,000 SF office development on 6th Ave. S and Airport Way just south of Dearborn. The project has had 2 Early Design Guidance reviews through the South East Review District. One building of the complex is located in the ISRD and will go through the ISRD process.

Development & Communication

Monica Lauw

Development/Fundraising—I am working on procuring auction items, putting together a presentation before the Raise the Paddle, and procuring sponsorship for the SCIDpda Annual Fundraiser. We currently have \$21,800 in sponsorship with an additional pledge of \$2,500, **and I could use some help from the Board in getting more sponsorship support.** My sponsorship goal for 2016 is \$30,000 (last year we made \$48,000), so we’ve still got some left to procure. I have sent out sponsorship request information to you all on email. If you would like the information sent once more, please let me know.

With the transition among staff at Hing Hay Coworks, I will be helping Jamie and Eliza with managing branding as well as securing funds and sponsorship for the space. We are currently working with Quang before he departs to gather as much information around the progress of the space as we can, and we hope to use this information in our fundraising/sponsorship requests.

Grants—I’ve just submitted a proposal to U.S. Bank Foundation for a general operating grant.

Communication—Website redesign has been delayed on our web designer’s end, but it is still moving along. I will keep you all updated on the progress as soon as the next draft is finalized. I’ll also be taking over the managing role of the Hing Hay Coworks website, which is being created by the same web designer as the SCIDpda website.

PACE Presentation to the SCIDPDA Board July 2016

What is PACE (Program of All Inclusive Care for the Elderly)?

PACE is a program of **managed care for frail elderly** who are nursing home eligible to support the person safely living in the community

- Enrollees must be 55+, live in the PACE service area, be eligible for nursing home care and able to live safely in the community
- PACE offers a comprehensive package of services from managing a capitated amount (Medicare and Medicaid funds)
- Individualized care plans are created and managed by an interdisciplinary team
- Typically the plan includes regular weekly visits to a PACE center and offers a comprehensive package of services including:
 - primary care, social services, restorative therapies, home and personal care, supportive services, nutritional counseling, recreational therapy, meals, transportation
 - off-site services, e.g., dental care, specialty care, hospital care, home care, laboratory and diagnostic tests, prescription drugs

Why are ICHS and Kin On interested in PACE and what steps have they taken?

- PACE offers a model for responding to the broad care needs of the rapidly growing aging population while diversifying programs and revenues
- As founding partners and board members, ICHS and Kin On formed a new nonprofit in December 2015 called *Aging in PACE WA (AiP WA)* as a PACE program targeting service to the A/PI community
- A PACE application has been submitted by AiP WA for state and federal approval but must have a physical location for a PACE center in order for it to be considered
- If a location is obtained and the application proceeds, AiP WA could potentially open in 2018

How has the SCIDPDA been involved with the PACE planning?

- The SCIPDA was involved in early discussions about acting as a potential partner or contract provider of elder services but opted not to continue
- The SCIDPDA has been locating potential sites in the ID for an initial interim site PACE site and/or a site that the PDA would develop as a mixed use project that would include a permanent AiP WA program

What is being proposed to the PDA by the AiP WA partners (ICHS and Kin On)?

- That the PDA consider exploring the option of Legacy House as a PACE site for *AiP WA*, with a decision based on consideration of results from a due diligence process in the coming months

SCIDPDA STRATEGIC PLAN 2017 – 2020

Mission: To preserve, promote and develop the Seattle Chinatown International District (CID) as a vibrant community and unique ethnic neighborhood.

2020 Vision: Through its stewardship of the physical and social environments of the CID, including Little Saigon, the PDA has created:

- **a more affordable community** with new housing options for residents of all ages and incomes
- **a more economically thriving community** with new business entrepreneurship alongside long time home-grown mom and pop stores
- **a more safe, walkable, livable, community** that offers services, amenities and supports for all who live, work and play in the neighborhood
- **a more socially connected community** that comes together to preserve the unique neighborhood legacy and cultural identity
- **a model for attracting, developing and retaining its own workforce** as a vital community asset

Values: collaborative (working together, not a major power dynamic between parties), equitable, , integrity, steward (taking care, growing in strength, nurturing - but in a kind of non-emotional way)

Implementing our 2020 Vision:

OBJECTIVE	STRATEGY	ACTIVITIES	METRICS	RESPONSIBLE
1. PDA's organizational and human resource sustainability is strengthened	<p>A. Strategy of overall financial SCIDpda sustainability</p> <p>B. Broaden staff LOB knowledge base and create operational efficiencies</p> <p>C. Develop systems for attracting/retaining staff and succession planning</p> <p>D. Foster key relationships relevant for PDA sustainability</p>	<p>1) Develop financial modeling to chart financial impacts of growth and/or change</p> <p>2) Provide LOB cross-training (Real Estate, Property Management, Asset Management) and standardize operations protocols (this is interdepartmental training)</p> <p>3) Develop and implement supportable employee compensation/benefit/recognition model (this includes a clearer description of benefits)</p> <p>4) Develop infrastructure for compensation, professional development and advancement pathways (this is considered outside training)</p> <p>5) Investigate and develop relationships, and advocate for resources (RE Transactions, operations, capital needs)</p> <p>6) An Activity tied to mission / vision! What!</p>	<ul style="list-style-type: none"> Develop 3 year planning (budget) forecast Increased # of staff with targeted capacities?? Policy and Procedure manuals developed & used regularly for Property Management, Accounting, Senior Services, and IDEA Space Salary and COLA increases and benefits are equitable and sustainable Regular employee feedback, performance reviews tied to strategic priorities and professional development New funding source? Diversification? Increase to accommodate raises 	<ul style="list-style-type: none"> Board Management team Finance/Accounting Human Resources Line of Business Leads
2. More housing units and options are available for all ages and income levels	<p>A. Target PDA development on market workforce housing and family units in mixed use projects</p> <p>B. Proactively influence other developers' ID projects for PDA mission-aligned commercial use/design and tenancy</p> <p>C. Ensure PDA frail senior residents continue to have affordable housing and access to supports for aging in place</p>	<p>1) Identify, explore, purchase/negotiate targeted properties in the CID and Little Saigon</p> <p>2) Adapt PDA role in response to development opportunities through joint ventures/PDA project-related services (TA, project management, outreach/ marketing)</p> <p>3) Identify options and develop sustainability plan for PDA senior supportive service programs</p>	<ul style="list-style-type: none"> Growth in 100 units for 60-100% AMI and 50 2-3 bedroom Little Saigon property purchased Charles St negotiated Louisa under construction; influence of design/tenancy/ control of Asian Plaza, Bush Garden & Panama Senior services sustainability plan created and implementation underway 	<ul style="list-style-type: none"> RE and IDEA space team Board Senior Services Line of business leads

3. CID historic properties are better maintained/preserved/retained and properties are more fully used	<p>A. Prevent displacement of current property owners and desirable tenant types</p> <p>B. Promote CID building upgrades to enable full occupancy</p>	<p>1) Advocate to influence policies, options, funding and tools for unreinforced masonry rules</p> <p>2) Provide project-related services (TA, project management, resource development) to CID owners to assist them in maintaining historic properties and meeting codes/standards for full occupancy</p>	<ul style="list-style-type: none"> • ID user-friendly tools created to meet government requirements (unreinforced masonry) • Owners aware of government requirements (10-15), trained (8) and feasibility analysis conducted (2) • Republic plan and process started for meeting codes 	<ul style="list-style-type: none"> • RE team • IDEA space • Board
4. More positive businesses and increased commercial occupancy exist in the CID for greater economic vitality and public safety	<p>A. Set new commercial standards for PDA and other CID owners to fill with positive businesses</p> <p>B. Influence other CID owners to ensure positive retail businesses along the business core</p> <p>C. Foster stronger CID businesses through business TA network</p>	<p>1) Develop and implement new leasing standards for PDA's commercial space and support other CID owners' education and use of them</p> <p>2) Identify alternate positive commercial tenant options and develop resources to incentivize</p> <p>3) Create strategic alliances as needed to effect City policies on businesses that negatively impact CID</p> <p>4) Advocate for ISRD commercial guideline changes aligned with new standards</p> <p>5) Advocate for continued funding for a retail recruiter and support the implementation of an appropriate retail plan</p> <p>6) Promote business TA provider network and business affordability for existing/new CID businesses</p>	<ul style="list-style-type: none"> • Jackson building storefront occupied with positive businesses • Increase of positive businesses on Jackson Street business corridor (e.g., Inland development) • CID economic revenue increases by XXX • Campaigns to impact policies (marijuana, hookah bars) • ISRD external building guidelines changed • Ongoing/multi-year funding source for retail recruiter • CID owners aware/using business TA • Business affordability demo project/tools 	<ul style="list-style-type: none"> • Property Management, IDEA space teams • Board
OBJECTIVE	STRATEGY	ACTIVITIES	METRICS	RESPONSIBLE
5. The CID has stronger community connections and public safety/sense of safety is improved	<p>A. Improve underused spaces/hotspots</p> <p>B. Activate public spaces</p> <p>C. Influence public safety-related city investments and foster coordination of efforts and outcome accountability to community</p> <p>D. Increase community connections, awareness and actions around PDA vision</p>	<p>1) Advocate for and/or support partners for improving and activating alleys and other community spaces and City provision of CID infrastructure / services</p> <p>2) Lead/support ID community building activities for public awareness (among residents, businesses, organizations) and implementing action</p> <p>3) Continue coordination of an annual community public safety survey and ensure accountability by holding a CID-City progress report out on a regular basis</p>	<ul style="list-style-type: none"> • Canton & Maynard alleys paved, cleaned, activated, lighted • Partner improvements under I-5, CID parks/green space • CID City garbage service (City cans, residential, commercial) and other basic services improved • Annual CID progress tracking and action planning • CID benefit from Denny substation • Need a metric on communication 	<ul style="list-style-type: none"> • Board • IDEA space • Senior Services • Property Management

		4) Big question on how we communicate so a plan how we communicate our information through our different LOBs		
6. PDA's buildings are more financially sustainable and prepared for the long term	<p>A. Fully lease PDA's commercial space and maximize revenue</p> <p>B. Create long term preservation capacity for PDA buildings</p>	<p>1) Upgrade and market problem commercial spaces using new standards for leasing and a rent pricing system tied to best/appropriate use targets</p> <p>2) Develop capital improvement /preservation plan and develop funding strategy (advocate, build into "rent" model as a \$\$/square foot charged;</p>	<ul style="list-style-type: none"> • Bush basement, 2nd floor & NC basement at least 75% leased • Commercial space sustainability plan created and reserve built of \$XXX – or develop a \$\$ amount per square foot 	<ul style="list-style-type: none"> • Board • RE team • Property Management

2016 SCIDpda Board Meeting Schedule

Unless otherwise noted, all SCIDpda Board meetings will be held at Legacy House, located at 803 S. Lane St. Seattle, WA 98104.

JANUARY 15, 2016 - 12:00 PM — *at Hing Hay Coworks*

FEBRUARY 10, 2016 - 5:30 PM

MARCH 9, 2016 - 5:30 PM

APRIL 20, 2016 - 5:30 PM— *at Hing Hay Coworks*

MAY 11, 2016 - 5:30 PM—*at Hing Hay Coworks*

JUNE 8, 2016 - 5:30 PM

JULY 13, 2016 - 5:30 PM

AUGUST 10, 2016 - 5:30 PM

SEPTEMBER 14, 2016 - 5:30 PM

OCTOBER 12, 2016 - 5:30 PM

NOVEMBER 9, 2016 - 5:30 PM

DECEMBER 14, 2016 - 5:30 PM