



r e d t h r e a d a l l e y

*"an invisible red thread connects those who are destined to meet
regardless of time, place or circumstance. The thread may stretch or
tangle, but will never break."*

Chinese Proverb

A VISION FOR MAYNARD ALLEY



table of contents

1 INTRODUCTION

project brief

2 BACKGROUND

analysis of site and context

3 VISION

design objectives

4 SOLUTIONS

design elements

safety

sanitation

infrastructure

art

programming - events and activities

placement of design elements

detail alley plans

detail building elevations

5 COMMUNITY ENGAGEMENT

community feedback

survey results

open comments

6 IMPLEMENTATION

recommendations

funding sources

7 APPENDIX

project team

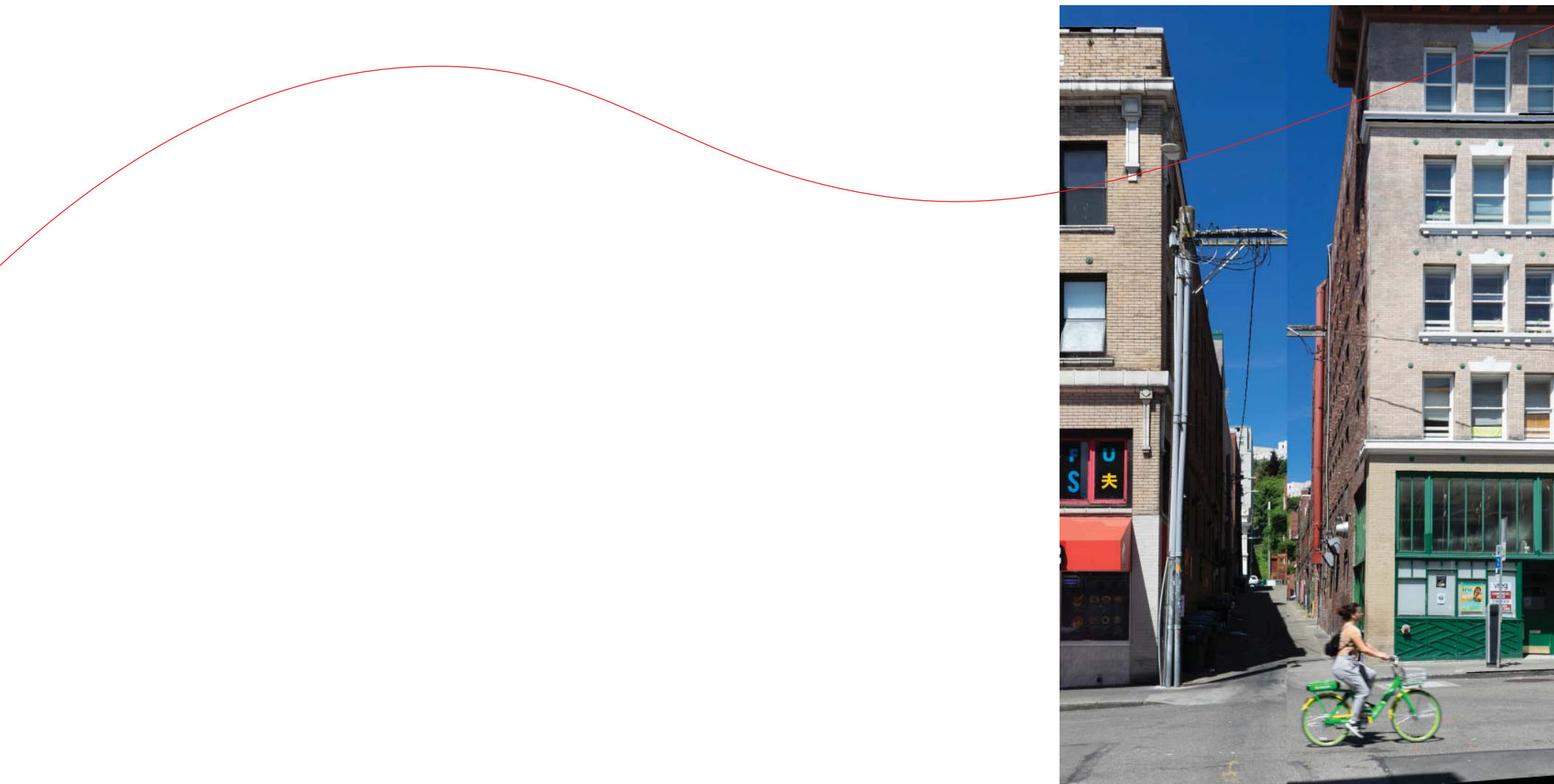
acknowledgements

survey response tallies

references



Efforts for revitalization present an opportunity to enliven Maynard Alley and the entire neighborhood by creating a place that celebrates the community, its culture and its history. This documents outlines the goals and challenges of the project and identifies strategies to initiate a transformation that will inspire and encourage new interest.



looking north to Maynard Alley from South King Street



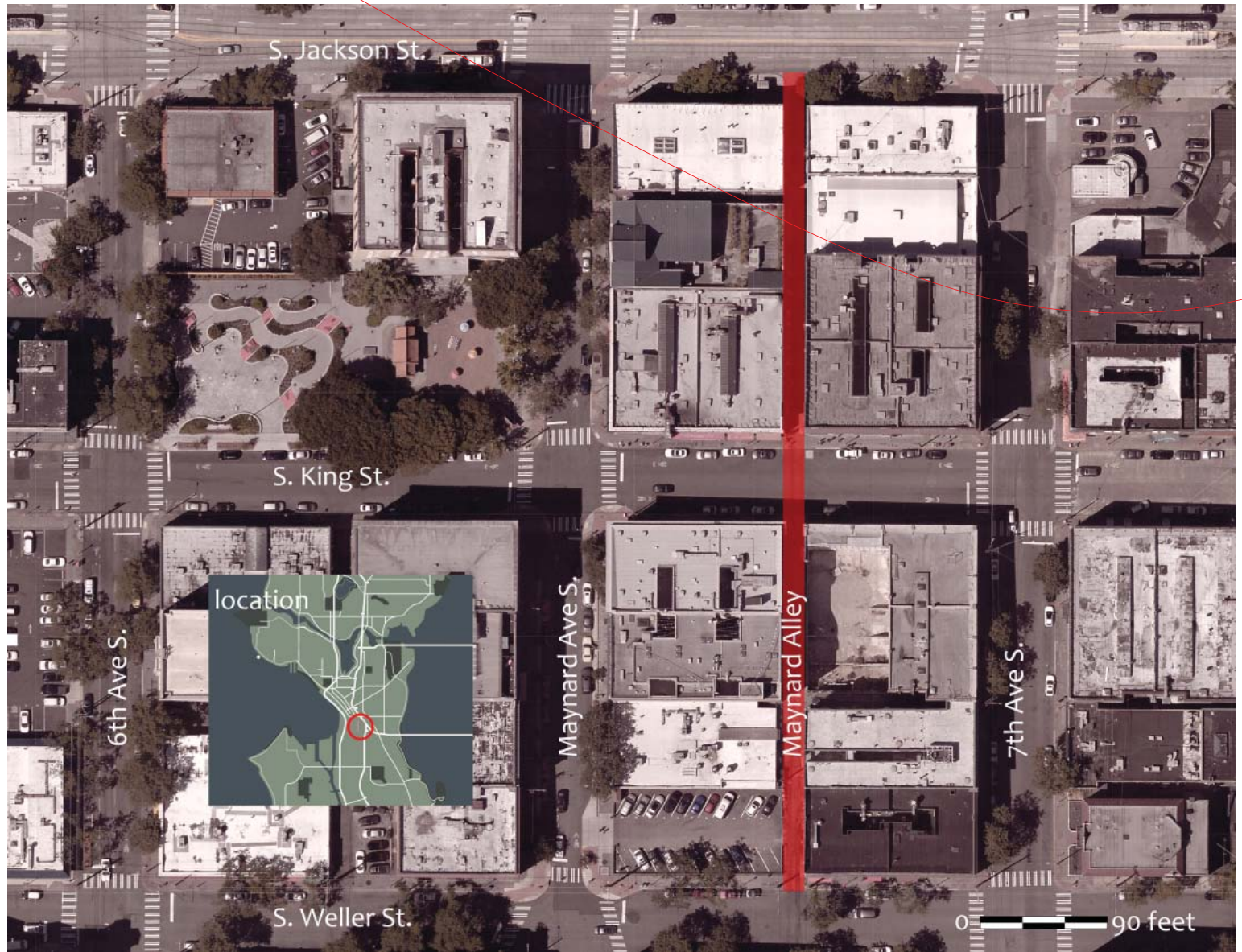
1 INTRODUCTION

project brief

SCIDpda in conjunction with the Maynard Alley Partnership is working to reshape Maynard Alley to transform this underutilized public space into a more vibrant and dynamic place. Design recommendations were solicited to further this effort and zeroplus was contracted to assist with the process of developing strategies toward these goals.

This study outlines design elements “to transform Maynard Alley into a safer, community-oriented, and pedestrian-friendly place by eventually implementing some or all of the strategies from the conceptual design.” The original request outlined several key objectives for the development of a conceptual design:

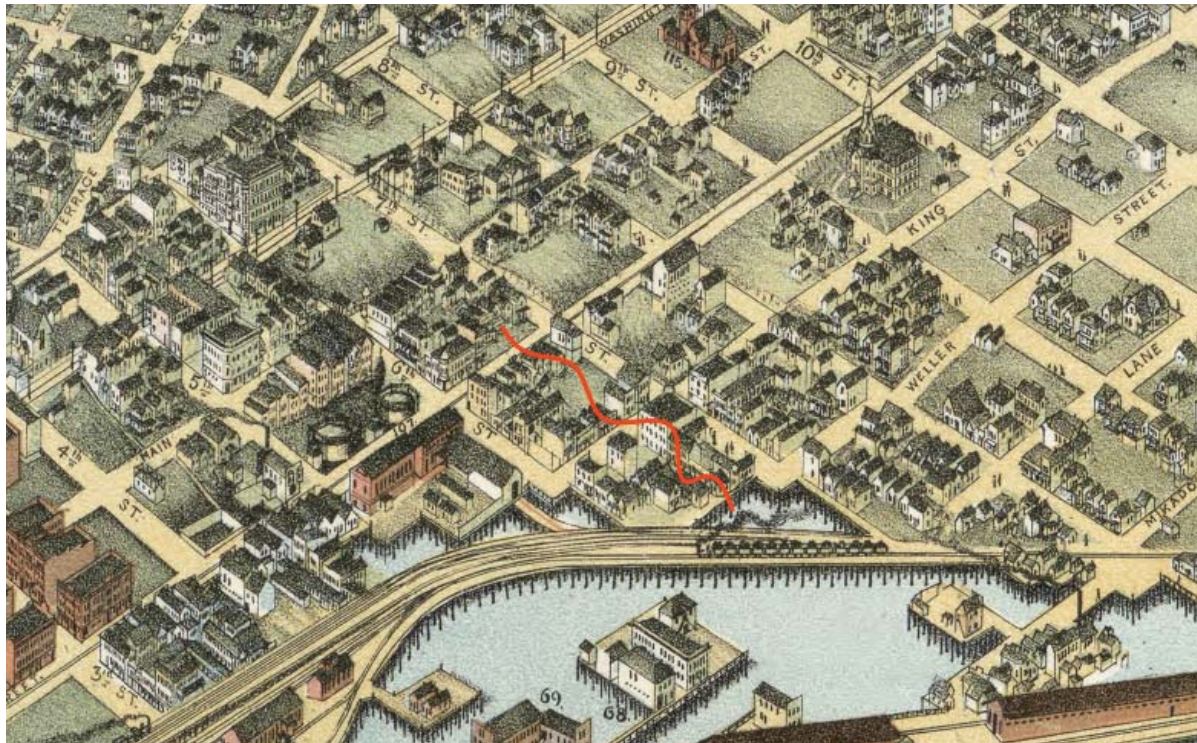
- 1) Enhance the public right-of-way and pedestrian experience, and provide opportunities for community interactions.
- 2) consider utilitarian nature of the alley and requirements from SDOT, SDCI, ISRD, and other entities.
- 3) consider and reflect community feedback given thus far [reference made to two separate prior studies by studio Jefre and UW Landscape architecture studio which focused upon options for the design of Maynard Alley] and throughout the project’s duration.



2 BACKGROUND

analysis of site and context

Seattle was originally inhabited by the Duwamish peoples of the Salish Coast Tribe in a time when much of the southern end of the Chinatown-International District was part of the Puget Sound forming a large inlet off Elliott Bay. Early recorded mapping of the area show Maynard Alley terminating into the Puget Sound with pier structures at the former waterfront prior to the historic regrading of surrounding hills to infill these mudflats with the wide swath of south international district to SODO developed to extend the existing city grids. After the great fire of 1889, Chinese settlers relocated to the area from the waterfront in Pioneer Square establishing the neighborhood as a cultural hub for the Asian community and has since been listed on the historic register for its unique significance in the city.



maps: left of historic Maynard Alley, Fifth and Weller Streets in the Seattle Chinatown during the Jackson regrade c.1908. from Museum of History and Industry archives and far left, context map within the C-ID

images below from existing Maynard Alley, and C-ID Dragon Festival, local hot pot cuisine, and Massive Monkeys dance studio



analysis of site and context (cont'd)

Within the Chinatown-International District, Maynard Alley has significant placement. This project focuses upon the two blocks of the alley between Jackson and Weller Streets. The majority of the buildings that front this section of the alley are historic carrying with it layered stories of the neighborhood over the years as home to new Asian immigrant populations evolving into the vibrant diverse place that exists today. Currently bounded by what are arguably the most active commercial streets in the neighborhood, it offers a wide variety of businesses from restaurants and retail to a variety of community services such as health professionals, theater, dance studio and the local newspaper. In addition, a number of buildings house offices and residential units of various scales and types above street level. This dynamic composition is at the heart of what makes up the unique character of this alley. Directly fronting the alley building access currently includes residential units, back-of-house service entrances to businesses, newly renovated commercial storefronts, and vehicular access for parking garages. The combination of vehicular access to the garages and garbage pickup prevents the alley from becoming solely dedicated to pedestrian access. An abundance of waste receptacles and cooking oil collection bins servicing the many nearby restaurants are currently housed within the alley right of way. This has resulted in numerous problems with frequent animal and human disruption of garbage and mishandling of oil bins which often prevent it from being desirable for most to spend extended lengths of time. In addition, there is little currently to draw people on foot to engage or traverse the alley.

While Maynard Alley currently functions mainly on this very utilitarian level, there is enormous potential to capture this underutilized public space to engage the neighborhood in a much more comprehensive way. The scale of the alley offers a more intimate pedestrian experience within the context of the neighborhood's greater urban fabric and can play a significant role in bringing the neighborhood fresh vitality and life.



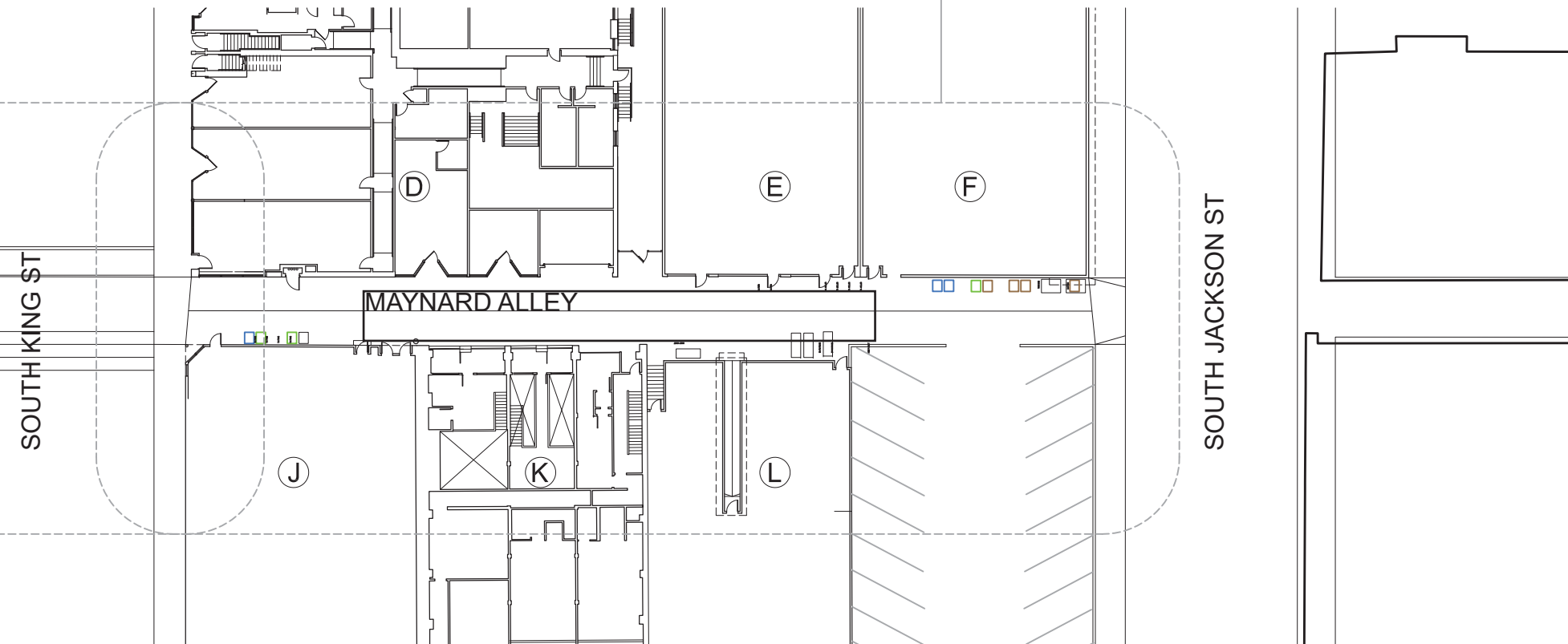
SOUTH WELLER ST

1 existing maynard alley
nts

building key

- A CHIN TODA OFFICE BUILDING
- B THEATER OFF JACKSON
- C MILWAUKEE HOTEL
- D LOUISA HOTEL
- E OAK TIN
- F ECLIPSE

- G EVERO
- H NORTH
- I ATLAS
- J REX A
- K EASTE
- L YICK K



garbage key

- COMPOST
- COMPOST CEDAR GROVE
- OIL
- RECYCLING
- GARBAGE

GREEN
 WEST ASIAN WEEKLY
 S HOTEL
 PARTMENTS
 ERN HOTEL
 KONG BUILDING





historic signs and various antiques decorating the newly renovated Lobby of the Louisa Hotel (top)
mural painting Vancouver Chinatown (below)

3 VISION

design objectives

The historic buildings and varied businesses present a wonderful backdrop for further development of the alley to attract people. Our vision includes a multipronged solution to create inspired spaces that function on a number of levels while continuing to serve businesses and residents but also drawing the community and visitors as an alluring destination. Transforming the alley is a delicate balance of respecting and enhancing the cultural character of the neighborhood and infusing it with fresh inspiration to create an inviting environment that gathers people to it. We seek to utilize a variety of place making elements that heighten sensory experience to create a rich environment of pleasing sights, sounds, smells and tactile references.

It is important that the alley be inclusive to all people in a way that sparks multigenerational and multicultural appeal using the backdrop of this specific place and the stories it holds. It is also involves maximizing the reciprocal benefit of businesses in the alley and the neighborhood to attract the wider community with services and a pedestrian experience that will engage people and enable businesses to thrive. Special events programming can also be adopted to generate excitement and awareness of the alley. To encourage a cohesive experience, developing a thematic storyline that enables visitors to engage and understand the larger cultural and historic context of this specific piece of Seattle's history.

In addition to the aspirational and aesthetic qualities that help to enhance the existing character of the place, an additional set of functional concerns must be addressed to make the project truly successful. Currently this alley, like many in America, has long been prioritized for auto and utility. This often prevents greater engagement by the public. While the two can exist in tandem, it is important to transcend utility and shift the focus to design that creates space for people to inhabit as much as it does for cars and waste. The final design solution must ensure that the large web of infrastructural requirements is incorporated in a pleasing and integrated way. Over time it can implement a comprehensive strategic framework that encourages different engagement opportunities in the alley to stimulate new ways of inhabitation, fortify the businesses of the neighborhood, provide vibrant environment for residents and pique the interest of visitors.



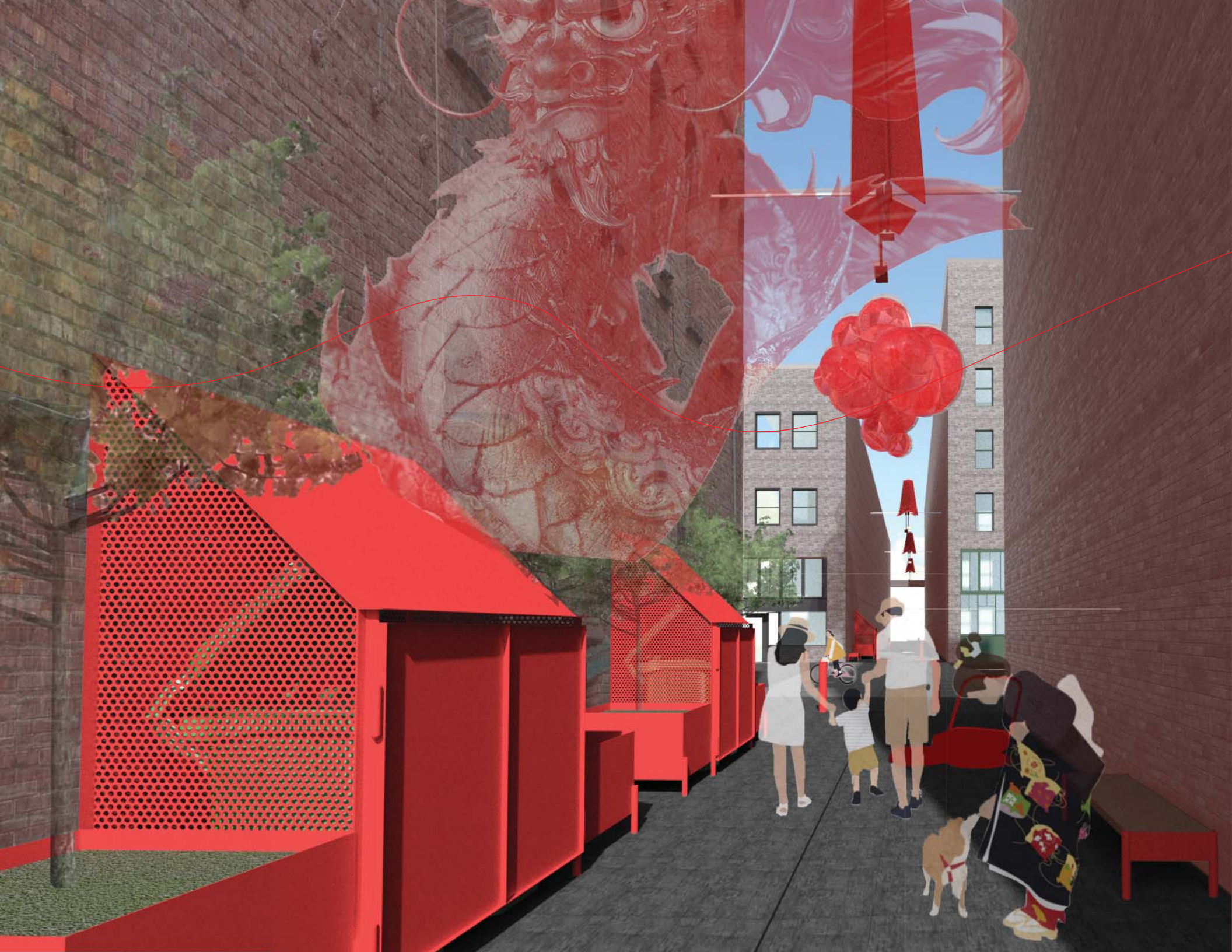
Like the teacup, Maynard Alley can aspire to embodying beauty and function in experience



4 SOLUTIONS

Our vision for the project involves a layered approach to highlight and reinforce existing assets, developing strategies to overcome and transform shortcomings, address infrastructural and functional considerations, and implement additional elements and activities within the alley to enrich and entice. It is a complex set of considerations unified to enable the best possibilities to unfold. Strategies are divided into several main categories: safety, sanitation, infrastructure, art and programming. This extended list is intended to be a comprehensive view of elements that can be implemented over time as interest, funding and resources are available to be dedicated toward the project. Because the alley straddles the delineation between the public and private realm, it becomes crucial to involve property owners, business owners, and the community as an integral part in the evolution towards making the space more relevant.

Each of these elements is a schematic representations that will require varying levels of additional coordination and attention to details of construction/installation, coordination and approvals from owners, the community and approval agencies prior to execution. Further refinement and revision to design and placement of the pieces will need to occur in future funding and implementation phase of design elements where each is to be worked out in a more comprehensive manner. It is assumed that the final design of each piece will be subject to further review for all required approvals and permitting by appropriate jurisdictions and review agencies before installation.



design elements

Safety

lighting

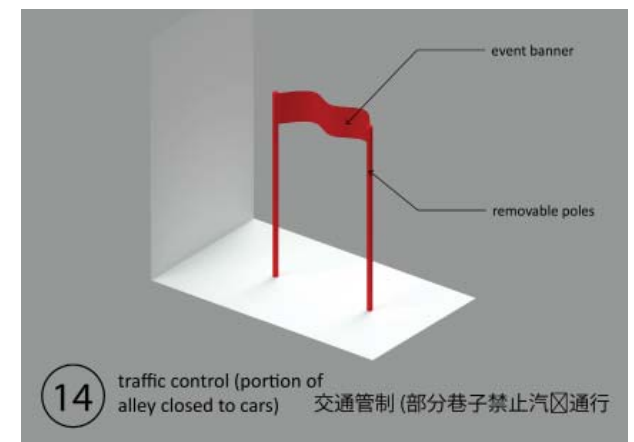
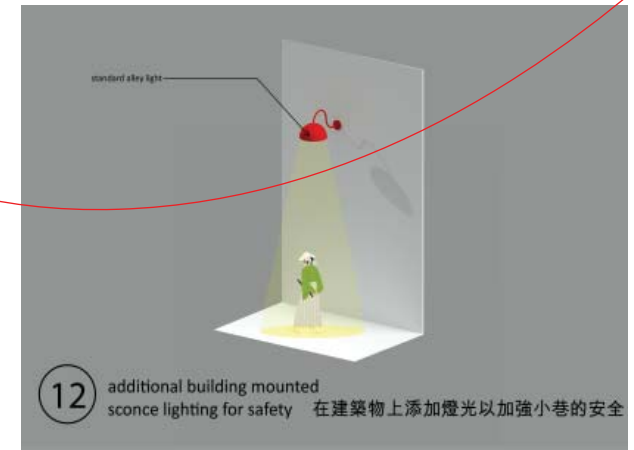
- ensure adequate lighting for visibility and safety (2018 CID Lighting Study by SparkLab can be referenced for more detailed criteria)
- Coordinate with existing electrical supply
- attention when mounting to existing buildings, coordination with building owners and ISRD and SDOT
- sensitivity to existing residential-shielding as required

security cameras

- There is currently a series of security cameras mounted throughout the neighborhood; this could potentially be extended to include Maynard Alley.
- While cameras may be an effective deterrent to undesirable activity, a few survey respondents rejected the idea of security cameras and “surveillance” as infringement of privacy

traffic controls for pedestrian safety

- Ensuring pedestrian safety in relation to vehicular traffic is critical, traffic controls can be employed to direct or block traffic in portions of the alley. This is especially critical for special events.
- This could be a situational occurrence isolated to a portion of the alley while maintaining existing garage access to buildings
- Coordination with existing garbage pickup will need to be considered
- SDOT recommended against the use of bollards, other temporary methods of blockade will need to be designed



sanitation

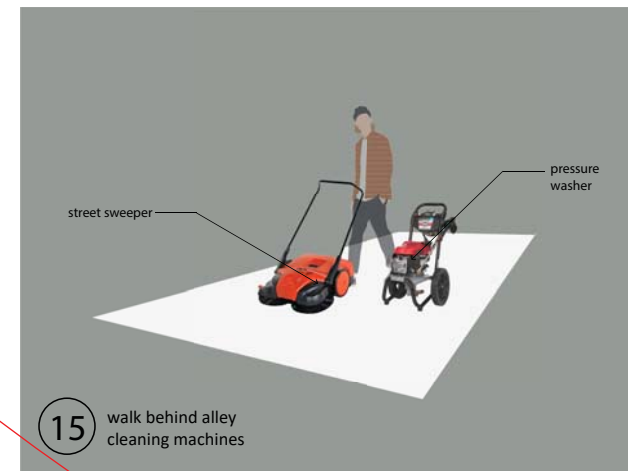
In investigating issues with waste and sanitation, we met with CIDBIA, SPU, and Waste Management to review issues and potential solutions to the complex issues. There were several options considered to alleviate the problems with waste in the alley. The first is to reduce the number of existing bins by increasing bag service provided by the clear alley program which has more frequent pickup. The second is to relocate garbage to other locations with options including a centralized private area, relocating garbage to alternate location, or to the sidewalk in front of each business. The use of trash cabinets can be utilized to manage disruption and visually hide containers. Studies to determine optimal operational solution for all parties should be undertaken in future funding and implementation phases.

trash cabinets

- In ridding the alley of large dumpsters, the “Clear Alley Program” helped immensely to increase safety and general attractiveness of the alley. The garbage totes do well to house waste, however in conjunction with the bag system, it is unsecure and although it reduces the number of receptacles it is often subject to breakages resulting in excessive messes and also encourages illegal dumping of additional garbage and unauthorized bags. An enclosure would help to prevent animals and people from breaking into bags and riffling through bins.
- creating an enclosed a tidy area for cardboard to be compressed and stored until pickup will also help to reduce much of the messiness that often occurs.
- The enclosure is also a potential location for art to be incorporated into the alley

street cleaning

- Currently the frequency of service by SPU/waste management does not adequately clean spills in the alley that often results in odors and sticky streets and sidewalks. Supplemental support of a walk behind cleaner or power washer could assist in this effort. Equipment could be purchased for collective use by building and business owners as needed or alternatively hiring staff for more regularly scheduled cleanings.



infrastructure

Providing infrastructural elements within the alley right of way that enhance the pedestrian experience and support the buildings and the businesses they house can result in a richer alleyscape.

King Street Crossing-raised crosswalk, overhead art marking and sidewalk thresholds

- Along with physically connecting the alley across King Street by establishing a raised mid-block pedestrian crosswalk, an overhead visual marker of art lighting can highlight the alley as a neighborhood destination.
- sidewalk markings at the entrances to the alley at Jackson, King and Weller
- These would serve as visual cues for the larger experience of the alley as well as decorative elements

power and water from buildings

- These infrastructural provisions could assist with both ongoing maintenance as well as support possible amenities such as vendor and food carts.

planters

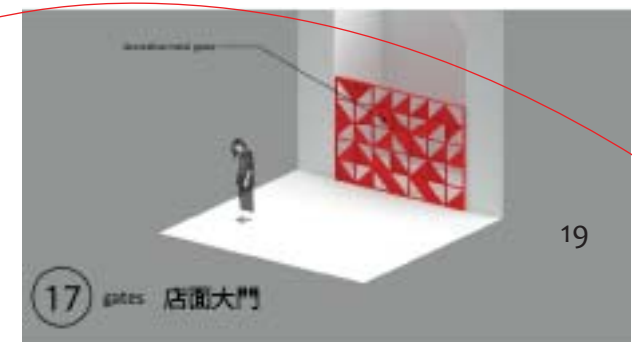
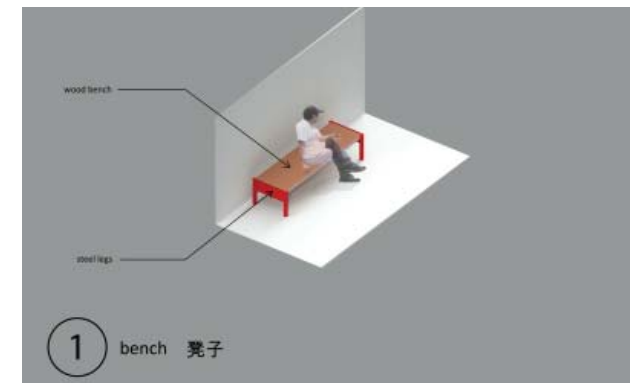
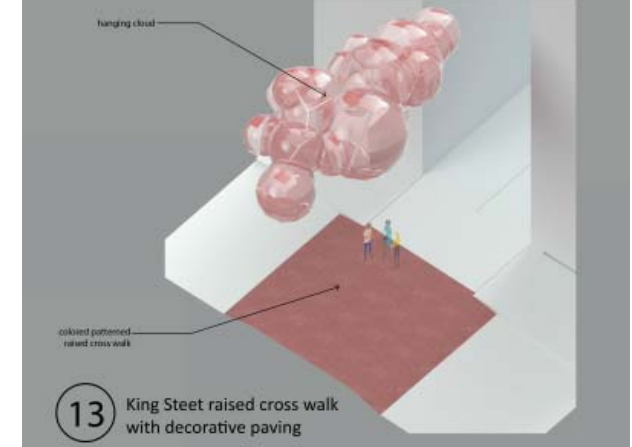
- greenery creates a relaxing atmosphere and aesthetically pleasing sensory experience softening the abundance of hard surfaces in the alley
- plants provide additional passive filtration of air and water
- care should be taken to select plants that don't encroach upon truck clearance.

benches and street furniture

- Currently employees take breaks sitting on the sunny ledges or standing in the alley. Benches can provide a place for people to relax and pause.
- Concern was expressed by residents regarding placement of benches in areas near residential units where noisy conversation can potentially become an issue. Sensitivity with placement is key to making this a working solution for all.

signage, storefronts, gates

- Generally falling into the private rather than public realm, building and business owners can greatly impact the overall character of the alley by incorporating beautiful well designed elements of building façades to enhancing the overall aesthetic impact and visual richness through the use of materials, pedestrian scaled interest and fineness of detail.



art

The goal is to make the alley a wonderland of stories about history and culture told through a variety of art pieces that weave through the length of the alley. The neighborhood currently has a number of significant focal points; Maynard Alley can be developed to offer a unique concentrated art experience in the CID.

unifying thematic storyline

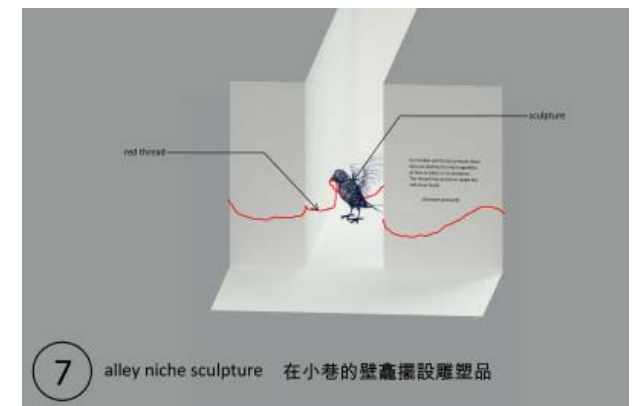
- Storytelling is an important and useful tool to create interest and communicate the history and culture of place.
- Using a single cohesive thematic element to connect each art piece to an overarching theme will help to create a coherent experience throughout the entire alley and unify art of different styles and media as well as tie together multiple storylines into a complex yet complementary whole.

murals

- Murals are a universally appreciated form of urban street art.
- We envision enabling different artists to add to the vitality of the alley with pieces that contribute to the background story and strengthen connections within the neighborhood.
- Integrity of historic brick buildings must be maintained and so only non-brick buildings can be painted on. In cases where a brick location is desired for a mural, panels can be mounted to the grout of brick surfaces.
- Consideration should be given to protecting murals from damage using protective paint or paint by numbers system for easy restoration. Locations above 8 feet are preferred to discourage easy tagging. In all cases a plan for maintenance should be implemented along with a budget for reserve funding for the long term care of the art.

sculpture

- Sculptural elements are a powerful way to provide a different kind of experiential storytelling experience. A variety of scales can be used for maximum effect to engage people in different ways.
- Because of the limitations to encroachment of the right of way, there is a limit to the types of sculptures that can be incorporated into the alley. Low profile sculptures can be developed for surfaces, or if above the required clearance, there could be opportunities for pieces overhead.



sculpture (cont'd)

- There is the opportunity for sculpture to occupy private property directly adjacent to the street in a number of niches and “sub-alley” locations. There is advantage to this option because they would remain protected yet still be viewed as a diorama type display.
- There is opportunity for sculptural art lighting overhead(see below).

ghost signs

- Current codes prevent the historic ghost signage from being completely restored (nonfunctioning businesses cannot be legally advertised) a portion of the sign can be restored highlighting the existence of the former sign.

augmented reality

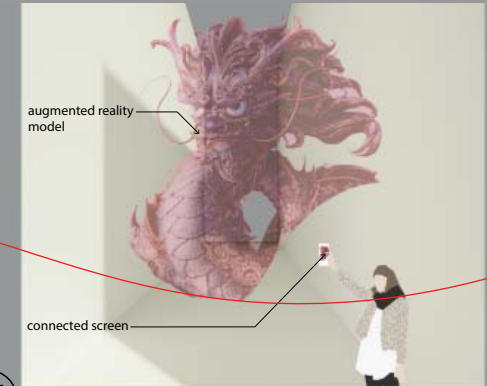
- A large alley length sculpture that is viewed through any connected screen device, an augmented reality art piece could create a destination and provides a means for people to experience and engage the entire length of the alley and be a platform to tell a cultural or historical story.

art lighting

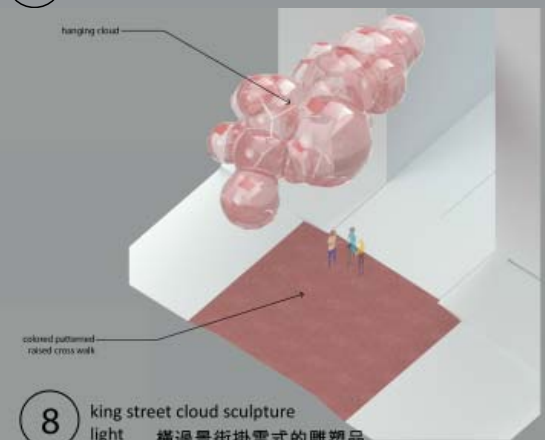
- Lit sculptural elements overhead can add interest and depth of experience to the night-time experience of Maynard Alley.
- While not the primary means of providing the required levels of footcandles, decorative overhead lighting can be a visual accent that draws acts as an artistic focal point not only at night but also during the day.
- In addition decorative illuminated accents and lit signage could add aesthetic components to promote businesses and add to the evening environment.
- Final design should city standards regarding the effects of upward light and glare to adjacent residential buildings (with guidance as necessary from Lighting Design Lab.)



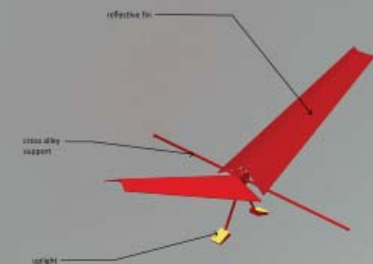
6 ghost sign



16 Augmented reality



8 king street cloud sculpture light 橫過景街掛雲式的雕塑品



10 overhead lighting (bird) 鳥式的藝術燈/飾燈 (頂燈式, 掛在上方)

programming - events and activities

An important part of encouraging the inhabitation of the alley is establishing activities to attract people. Although art can be a tremendous draw, events and services create a different excitement and impetus for visiting the alley.

special events

- Special events such as a night market and alley parties can bring an infusion of energy and excitement to the neighborhood. Depending on interest and involvement, events could occur in regular intervals from seasonal, monthly (similar to first Thursday art walk), or even weekly. Ideas include Tuesday evening Badminton tournaments through one month in the summer, once a month Saturday night market with food/vendor carts and game tables, buskers and pop ups provide opportunities for new and established businesses to try out new ideas.

active storefronts and businesses

- The way businesses and services engage the alley can transform how the alley functions. Active retail storefronts encourage people use the alley, visual access to interiors like the dance studio brings life and interest to the street and opportunities such as theater off Jackson access and re-engaging the storefronts to Eastern Hotel and bring people and activities to the alley.
- Permeability of existing facades animate the space with a different kind of energy than engaging it simply as a pedestrian thoroughway. This public/private interface becomes a dynamic interface that makes brings life to the alley on a regular basis.

festival street permit

- Festival Street Permit is a designation in the Municipal Code (11.14.203) by which SDOT allows for recurring temporary closure of right of ways for pedestrian oriented special activities including music or dance performances, art shows or displays, games or other community events and celebrations. It allows for the use of a single year-long street use permit for multiple pedestrian friendly events. Canton Alley is the other alley in the neighborhood that has utilized the festival street permit.



Programming events and activities (cont'd)

vendor carts

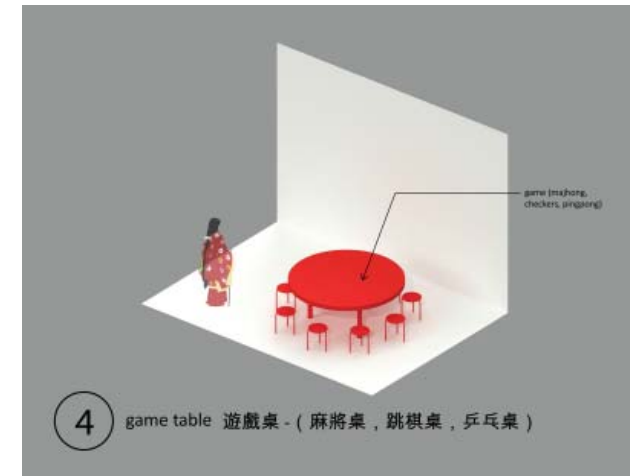
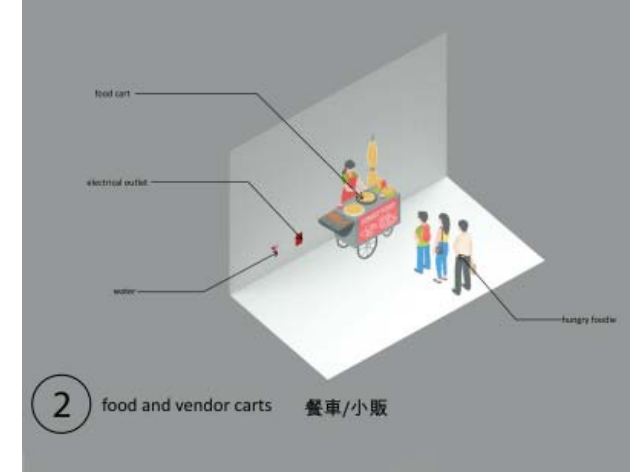
- While very popular among residents, local businesses had mixed feelings about the addition of carts to the alley.

game tables

- game tables were an attractive option for activating the alley and appealed to a wide segment of the survey respondents
- feasibility in blocking portions of the alley for these activities would need to be coordinated with scheduled garbage and waste pickup

long term vision

While outside the scope of this project, it was intriguing to consider the abandoned uphill portion of Maynard Alley immediately north of the project site to imagine reconnecting Maynard Alley to Kobe Terrace and Danny Woo gardens. This would connect other parts of the neighborhood into the larger storyline of Maynard Alley with the destination of the gardens as a beautiful start or terminus to the experience.



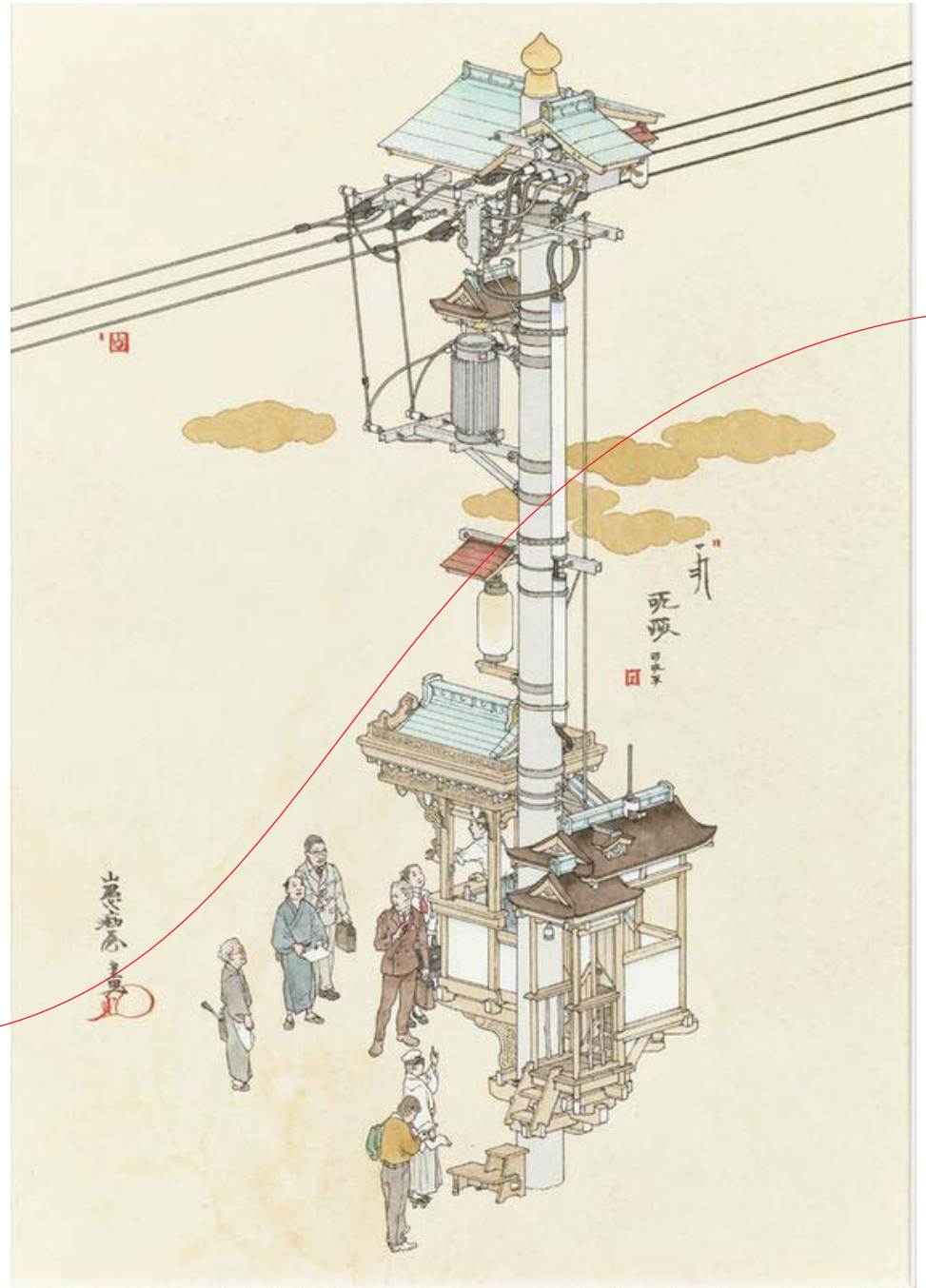


image by Akira Yamaguchi



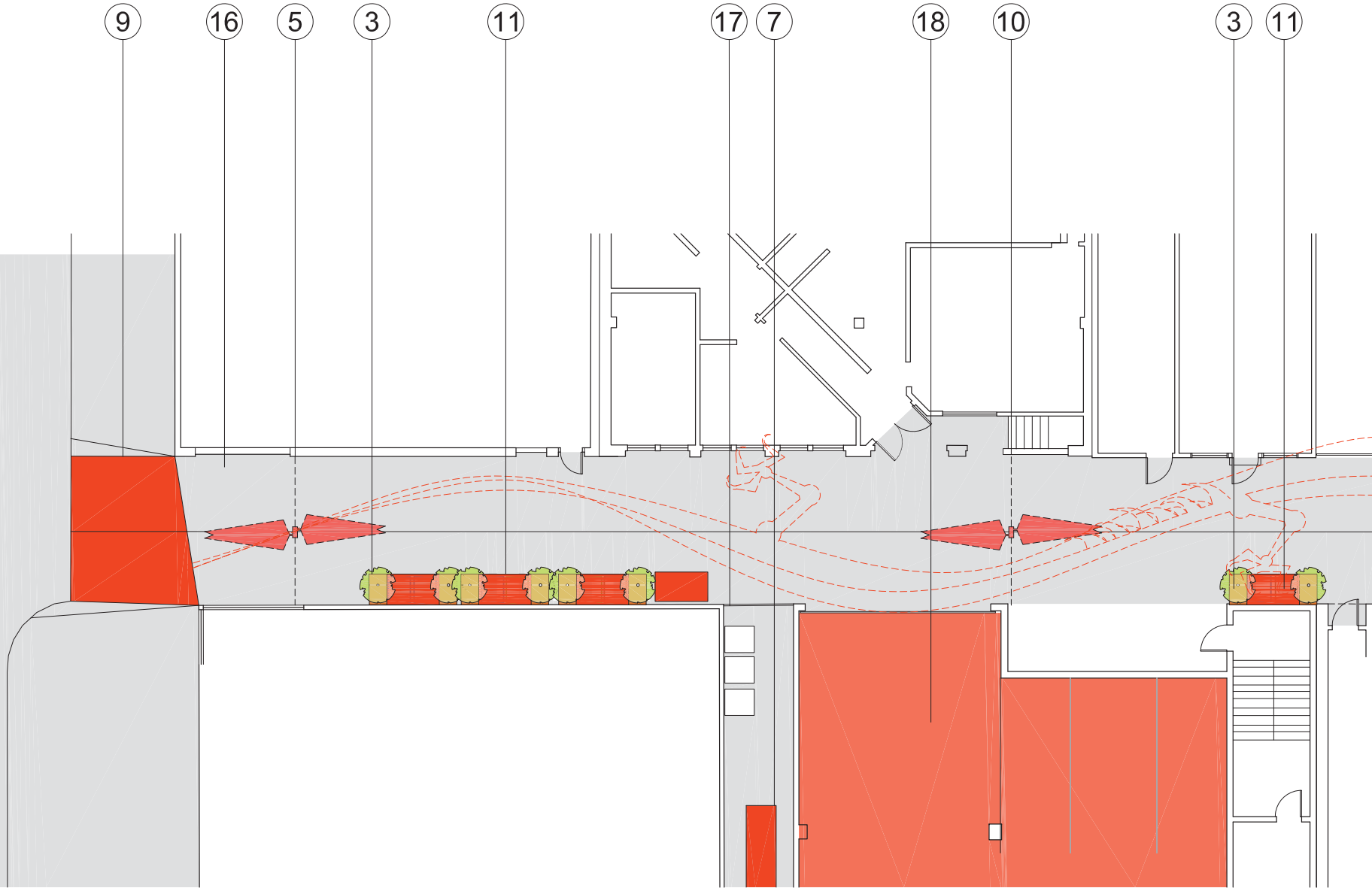
placement of design elements

detail alley plans

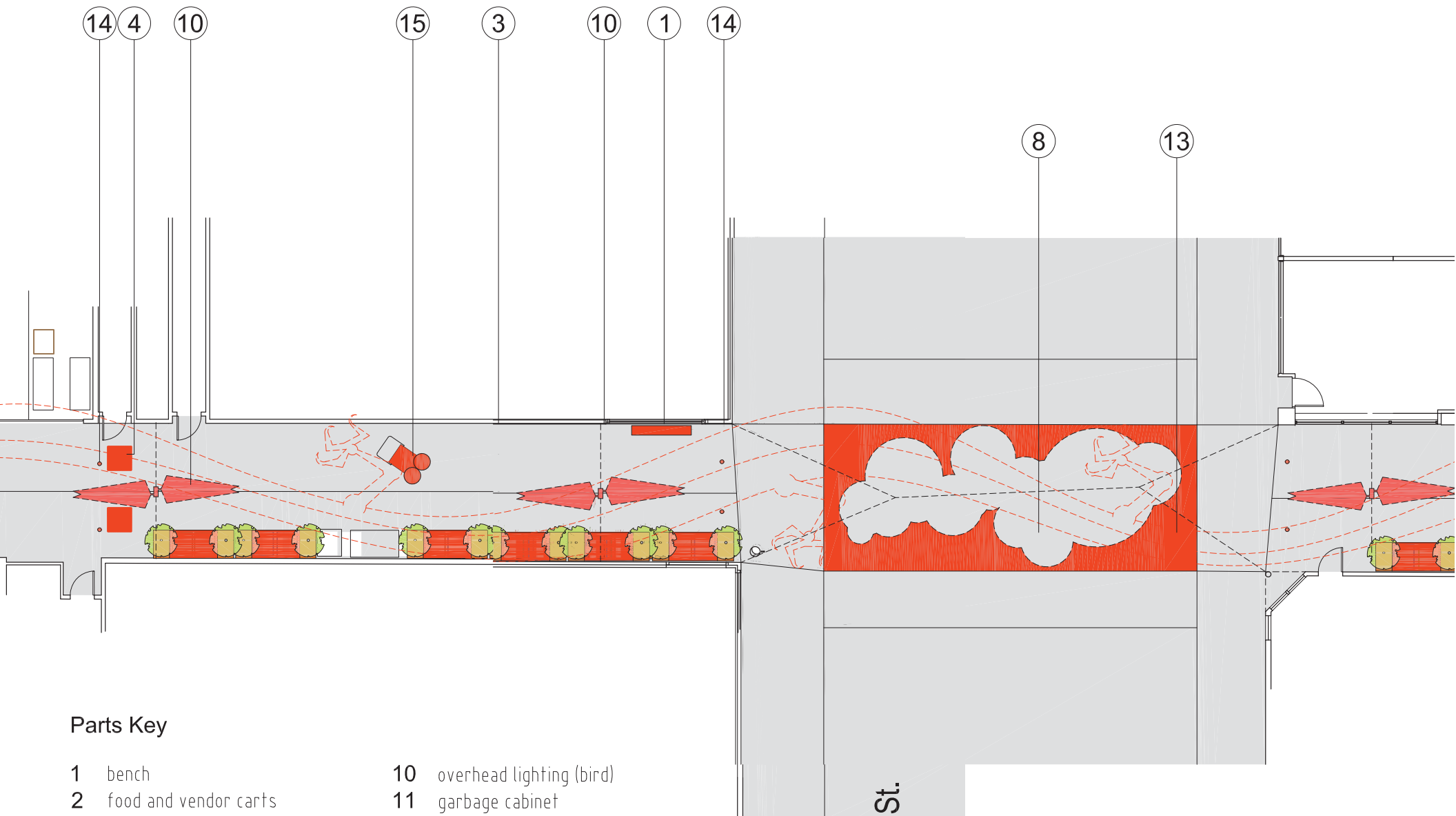
detail building elevations

(exact placement of elements may be subject to future revision per page 15)

S. Jackson St.



1 maynard alley south
1/8"=1'-0"

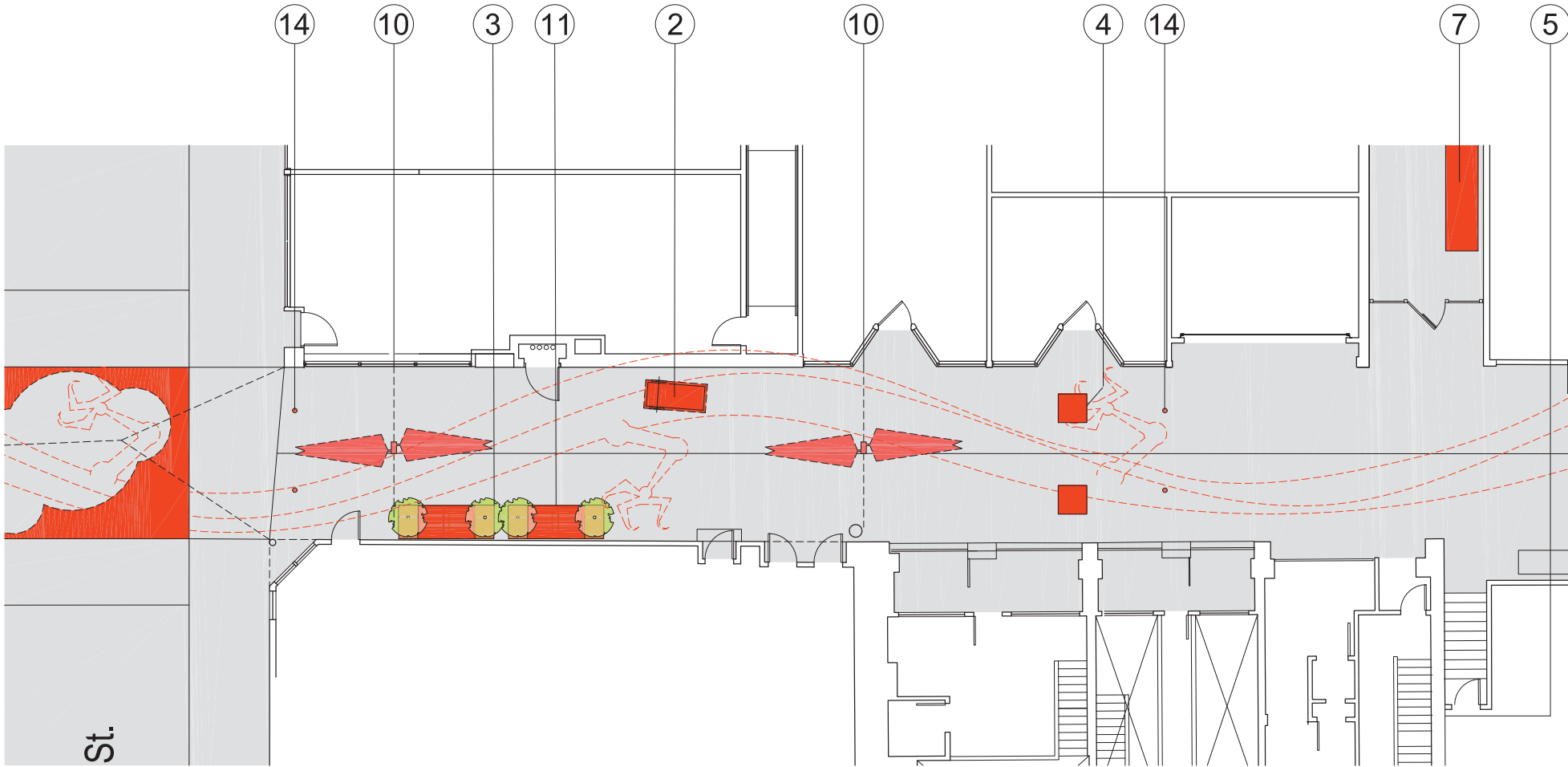


Parts Key

- | | | | |
|---|-----------------------|----|--------------------------------------|
| 1 | bench | 10 | overhead lighting (bird) |
| 2 | food and vendor carts | 11 | garbage cabinet |
| 3 | planters | 12 | additional building mounted lighting |
| 4 | game table | 13 | King Street raised crosswalk |
| 5 | murals | 14 | traffic control |
| 6 | ghost sign | 15 | walk behind alley cleaner |
| 7 | alley niche sculpture | 16 | Augmented reality |
| 8 | King Street cloud | 17 | gates |
| 9 | end of block marking | 18 | night market space |

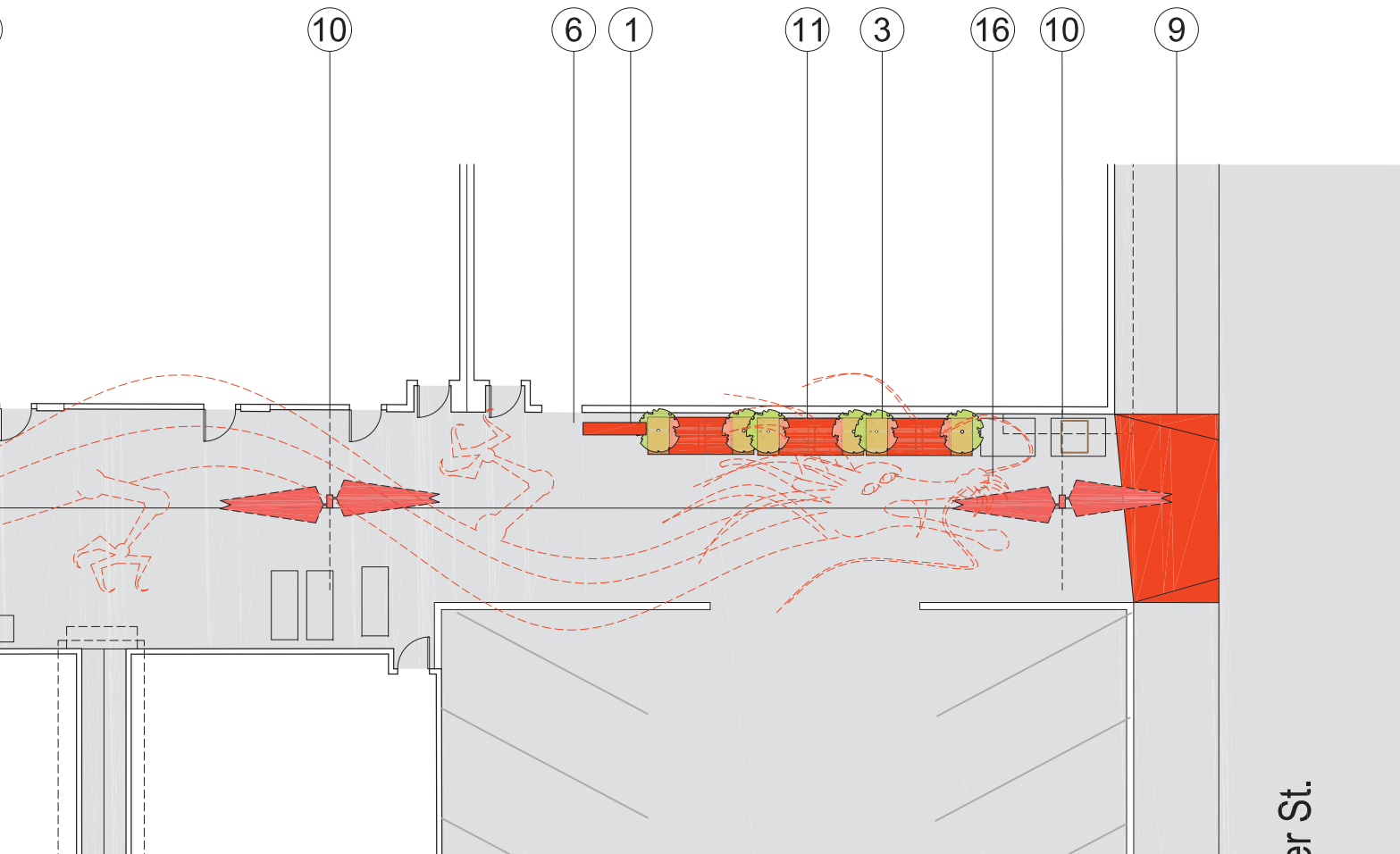


S. King St.



S. King St.

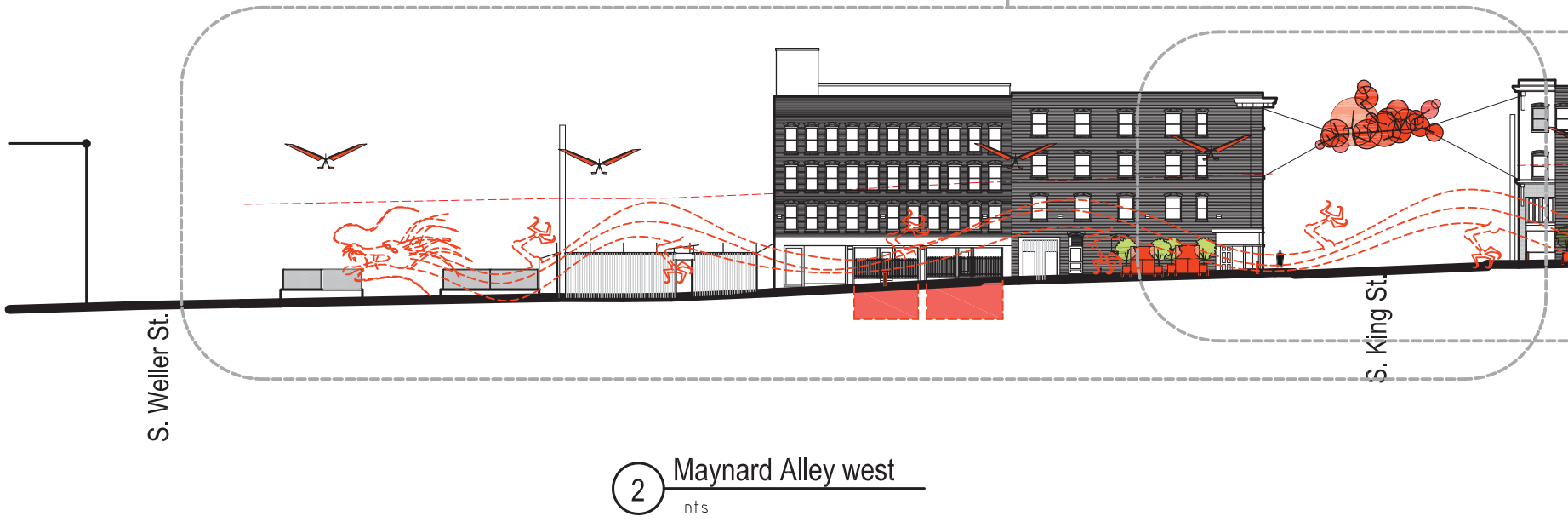
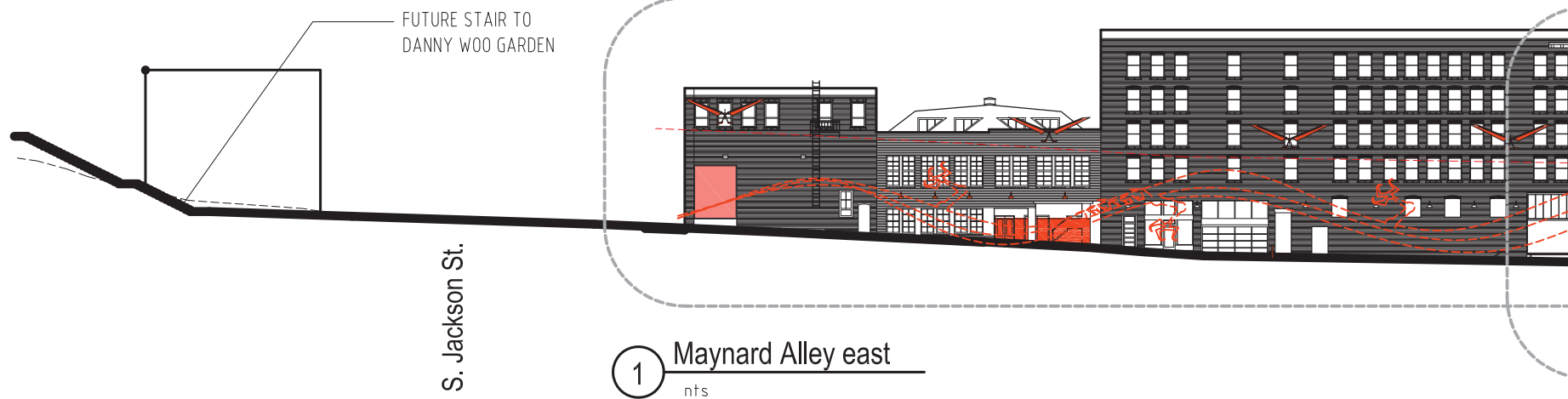
1 maynard alley north
1/8"=1'-0"

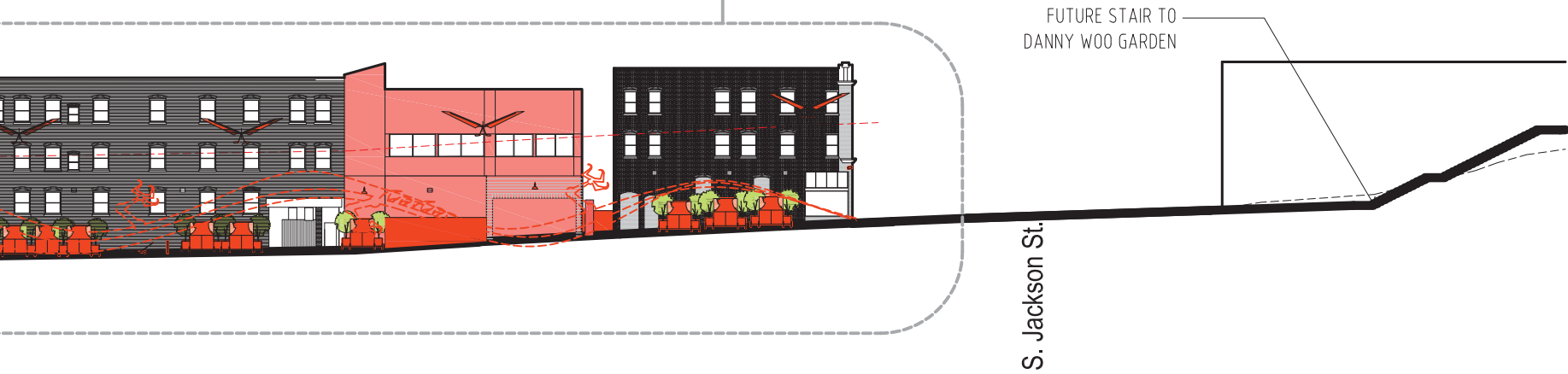


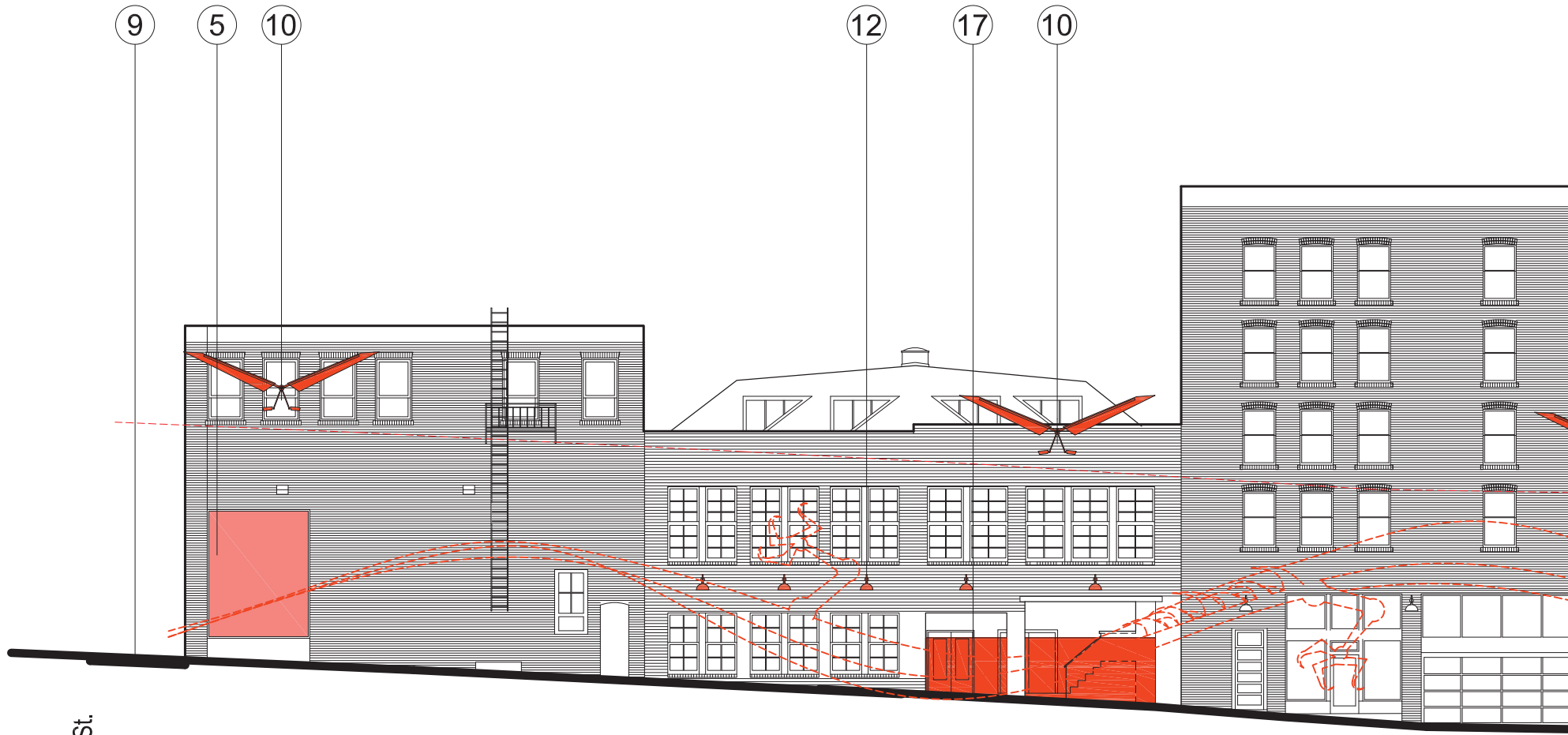
Parts Key

- | | | | |
|---|-----------------------|----|--------------------------------------|
| 1 | bench | 10 | overhead lighting (bird) |
| 2 | food and vendor carts | 11 | garbage cabinet |
| 3 | planters | 12 | additional building mounted lighting |
| 4 | game table | 13 | King Street raised crosswalk |
| 5 | murals | 14 | traffic control |
| 6 | ghost sign | 15 | walk behind alley cleaner |
| 7 | alley niche sculpture | 16 | Augmented reality |
| 8 | King Street cloud | 17 | gates |
| 9 | end of block marking | 18 | night market space |

S. Weller St.

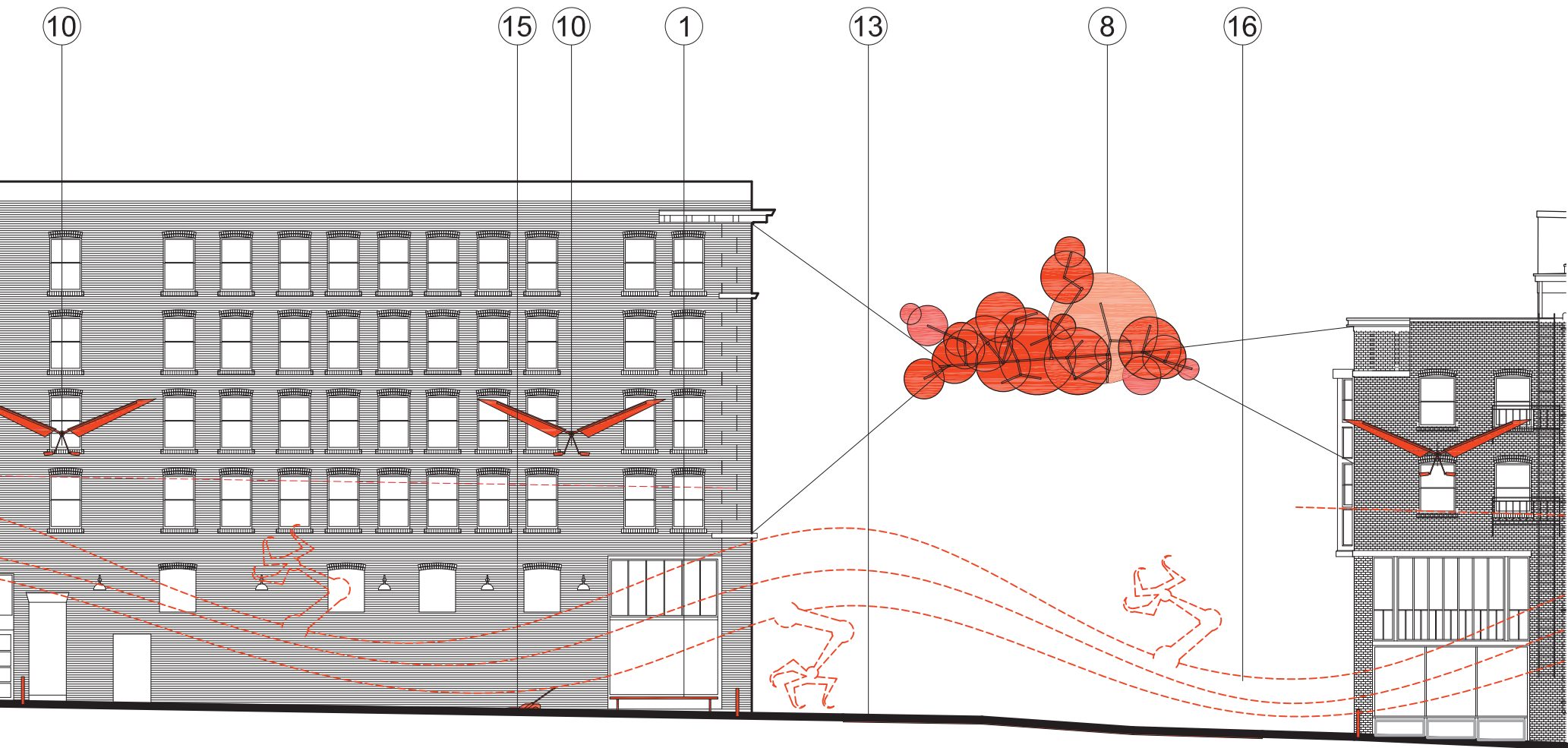






S. Jackson St.

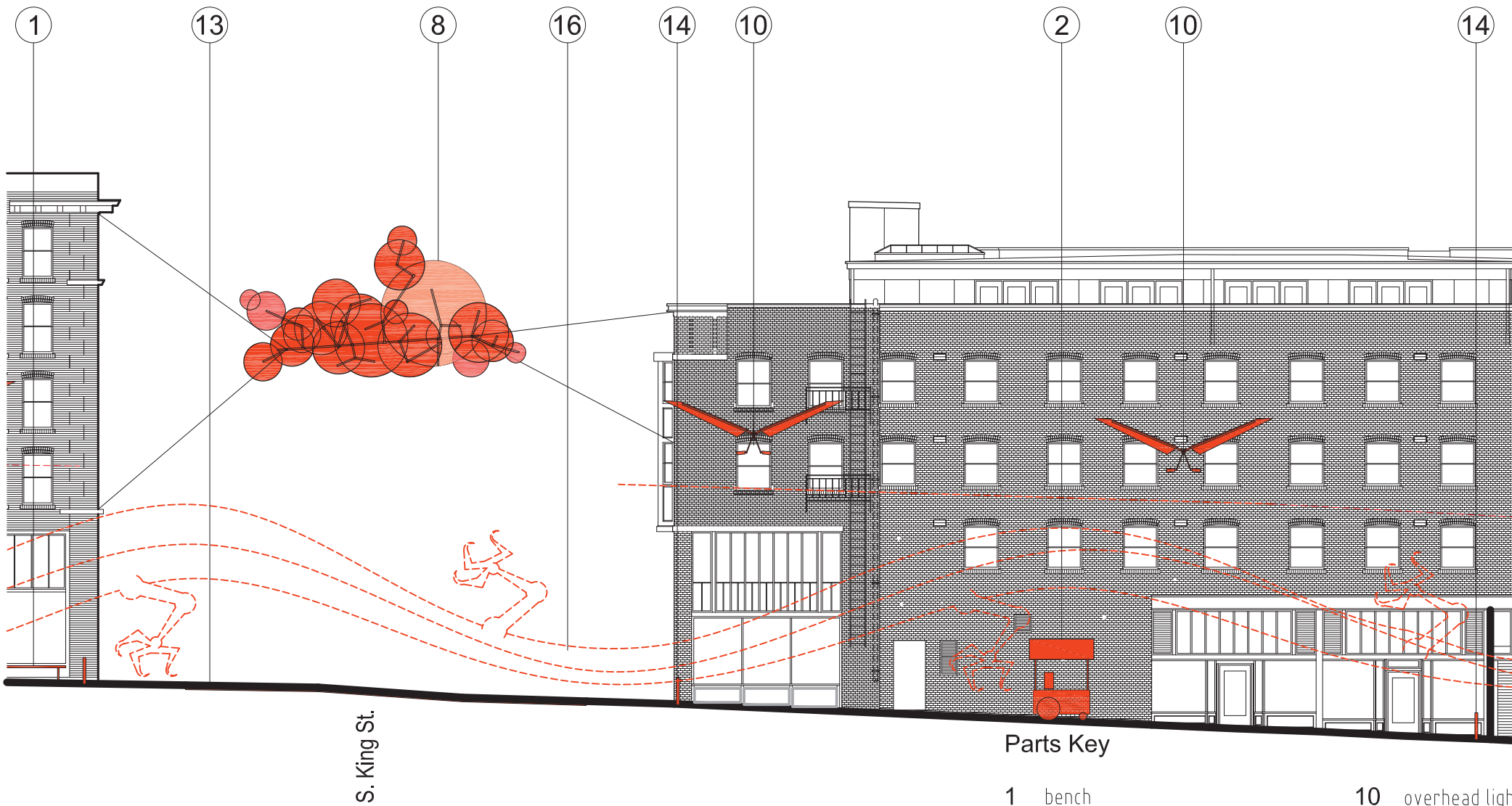
1 Maynard Alley east northend
1/16" = 1'-0"



Parts Key

- | | | | |
|---|-----------------------|----|--------------------------------------|
| 1 | bench | 10 | overhead lighting (bird) |
| 2 | food and vendor carts | 11 | garbage cabinet |
| 3 | planters | 12 | additional building mounted lighting |
| 4 | game table | 13 | King Street raised crosswalk |
| 5 | murals | 14 | traffic control |
| 6 | ghost sign | 15 | walk behind alley cleaner |
| 7 | alley niche sculpture | 16 | Augmented reality |
| 8 | King Street cloud | 17 | gates |
| 9 | end of block marking | 18 | night market space |

S. King St.



1 Maynard Alley east southend

1/16" = 1'-0"

Parts Key

- | | | | |
|---|-----------------------|----|----------------|
| 1 | bench | 10 | overhead light |
| 2 | food and vendor carts | 11 | garbage cabin |
| 3 | planters | 12 | additional bui |
| 4 | game table | 13 | King Street n |
| 5 | murals | 14 | traffic contro |
| 6 | ghost sign | 15 | walk behind a |
| 7 | alley niche sculpture | 16 | Augmented re |
| 8 | King Street cloud | 17 | gates |
| 9 | end of block marking | 18 | night market |



ating (bird)
 net
 lding mounted lighting
 aised crosswalk
 ol
 alley cleaner
 eality
 space

19 storefront opportunity

S. Weller St.

S. Weller St.

9

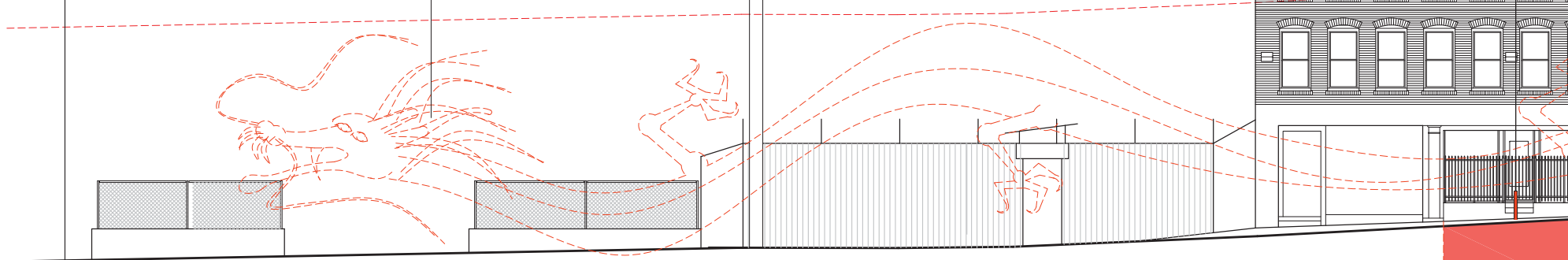
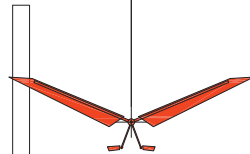
10

16

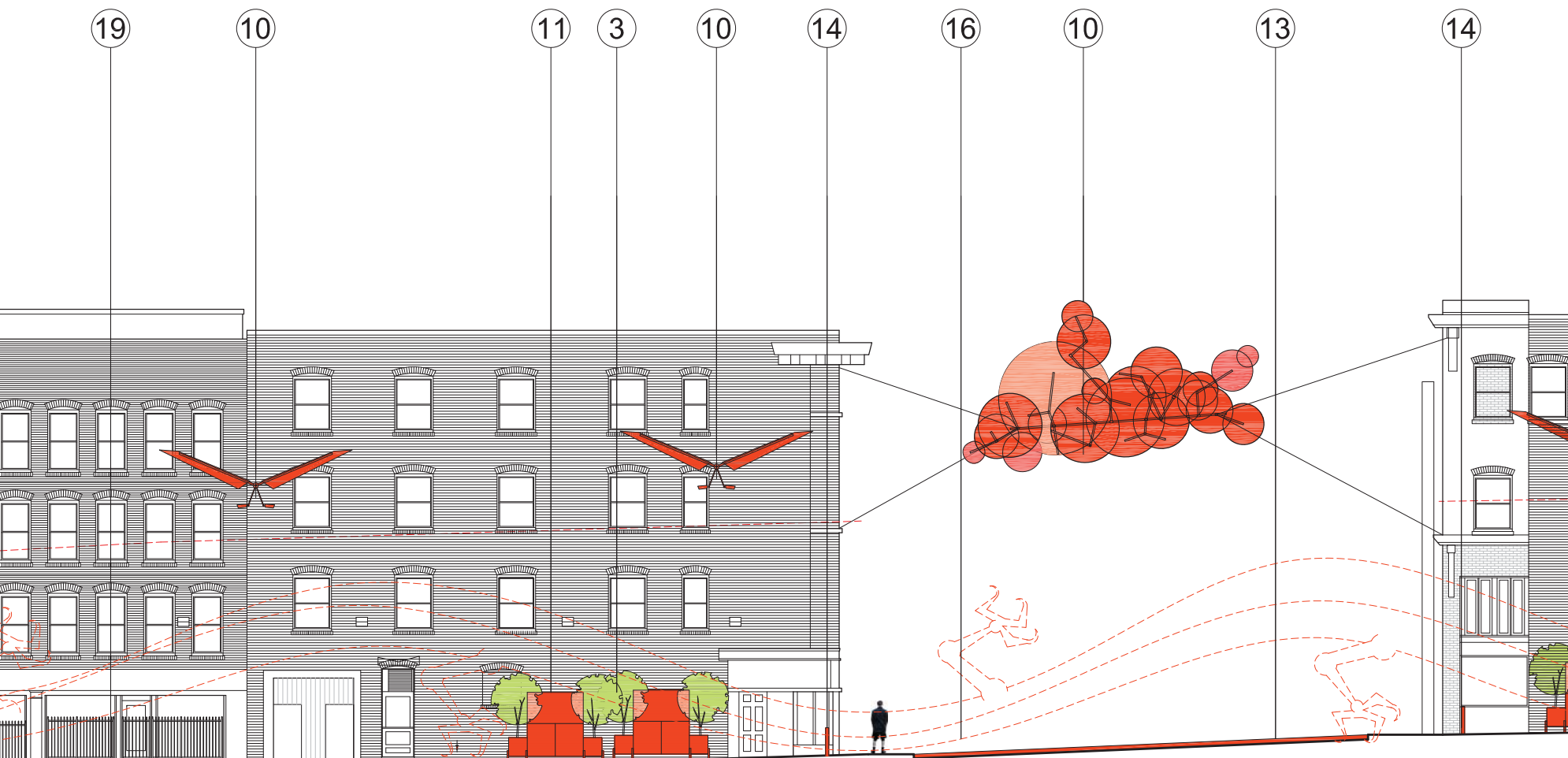
10

5

14



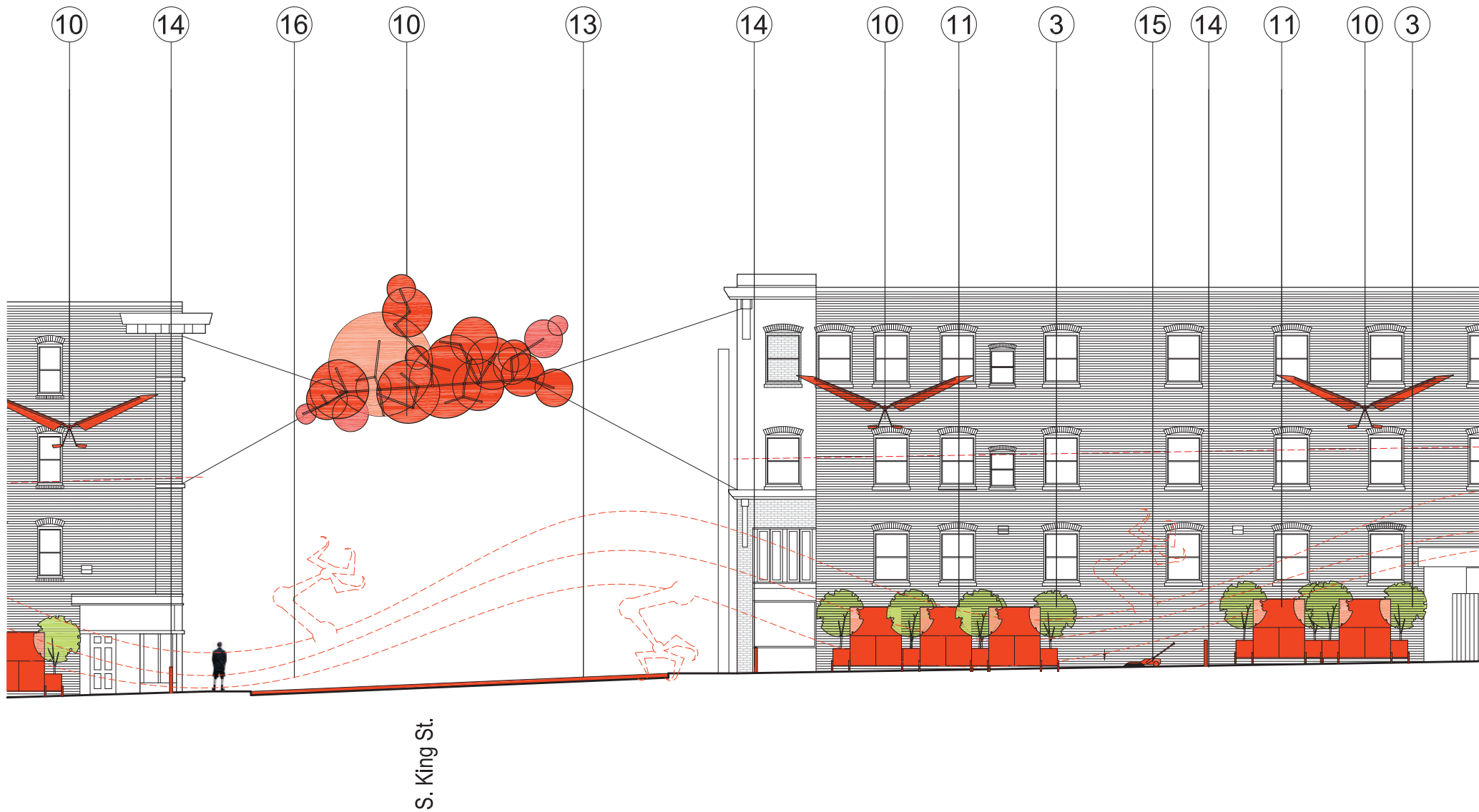
1 Maynard Alley west southend
1/16" = 1'-0"



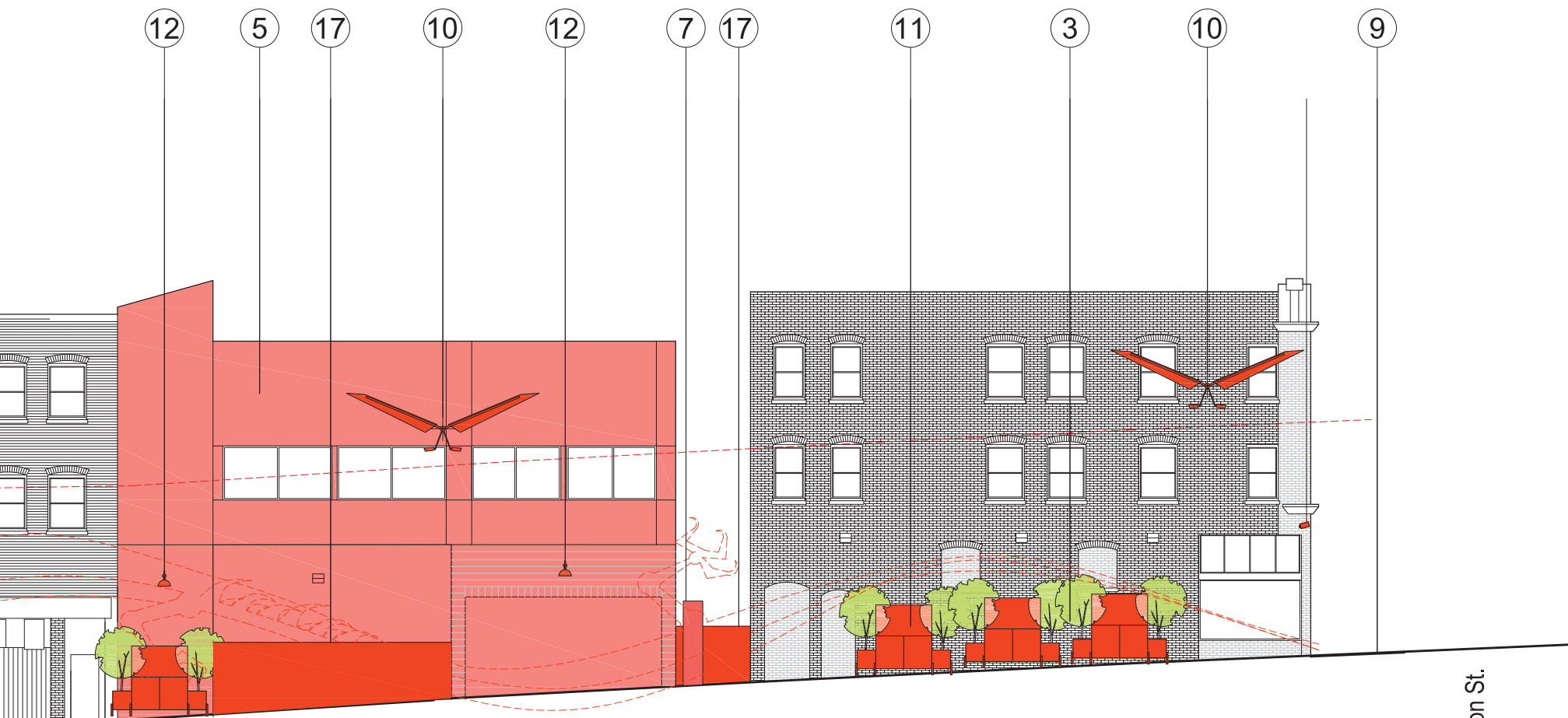
Parts Key

- | | | | | | |
|---|-----------------------|----|--------------------------------------|----|------------------------|
| 1 | bench | 10 | overhead lighting (bird) | 19 | storefront opportunity |
| 2 | food and vendor carts | 11 | garbage cabinet | | |
| 3 | planters | 12 | additional building mounted lighting | | |
| 4 | game table | 13 | King Street raised crosswalk | | |
| 5 | murals | 14 | traffic control | | |
| 6 | ghost sign | 15 | walk behind alley cleaner | | |
| 7 | alley niche sculpture | 16 | Augmented reality | | |
| 8 | King Street cloud | 17 | gates | | |
| 9 | end of block marking | 18 | night market space | | |

S. King St.



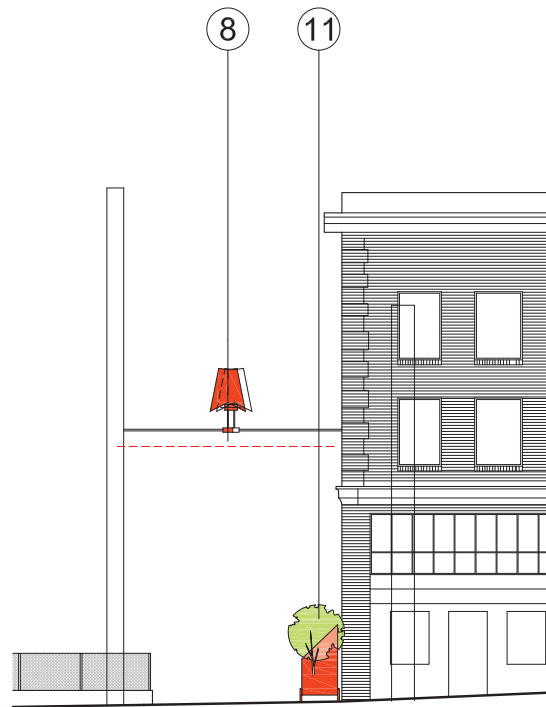
1 Maynard Alley west southend
 1/16" = 1'-0"



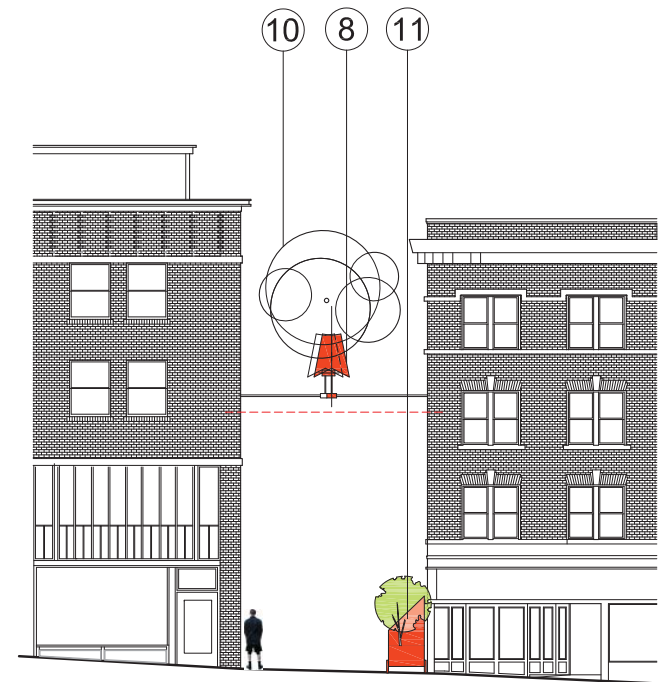
Parts Key

- | | | | | | |
|---|-----------------------|----|--------------------------------------|----|------------------------|
| 1 | bench | 10 | overhead lighting (bird) | 19 | storefront opportunity |
| 2 | food and vendor carts | 11 | garbage cabinet | | |
| 3 | planters | 12 | additional building mounted lighting | | |
| 4 | game table | 13 | King Street raised crosswalk | | |
| 5 | murals | 14 | traffic control | | |
| 6 | ghost sign | 15 | walk behind alley cleaner | | |
| 7 | alley niche sculpture | 16 | Augmented reality | | |
| 8 | King Street cloud | 17 | gates | | |
| 9 | end of block marking | 18 | night market space | | |

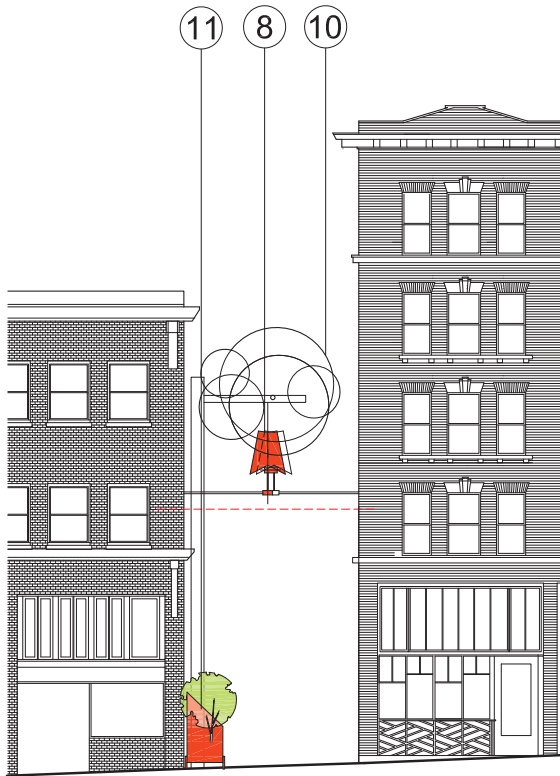
S. Jackson St.



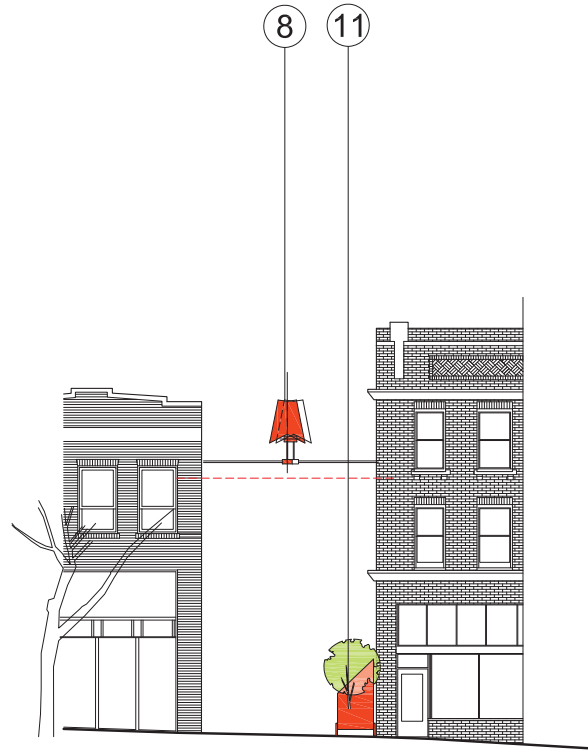
1 Maynard Alley at S Weller looking north
 1/16" = 1'-0"



2 Maynard Alley at S. King looking south
 1/16" = 1'-0"



3 Maynard Alley at S. King looking north
1/16" = 1'-0"



4 Maynard Alley at S. Jackson looking south
1/16" = 1'-0"

Parts Key

- 1 bench
- 2 food and vendor carts
- 3 planters
- 4 game table
- 5 murals
- 6 ghost sign
- 7 alley niche sculpture
- 8 King Street cloud
- 9 end of block marking
- 10 overhead lighting (bird)
- 11 garbage cabinet
- 12 additional building mounted lighting
- 13 King Street raised crosswalk
- 14 traffic control
- 15 walk behind alley cleaner
- 16 Augmented reality
- 17 gates
- 18 night market space



5 COMMUNITY ENGAGEMENT

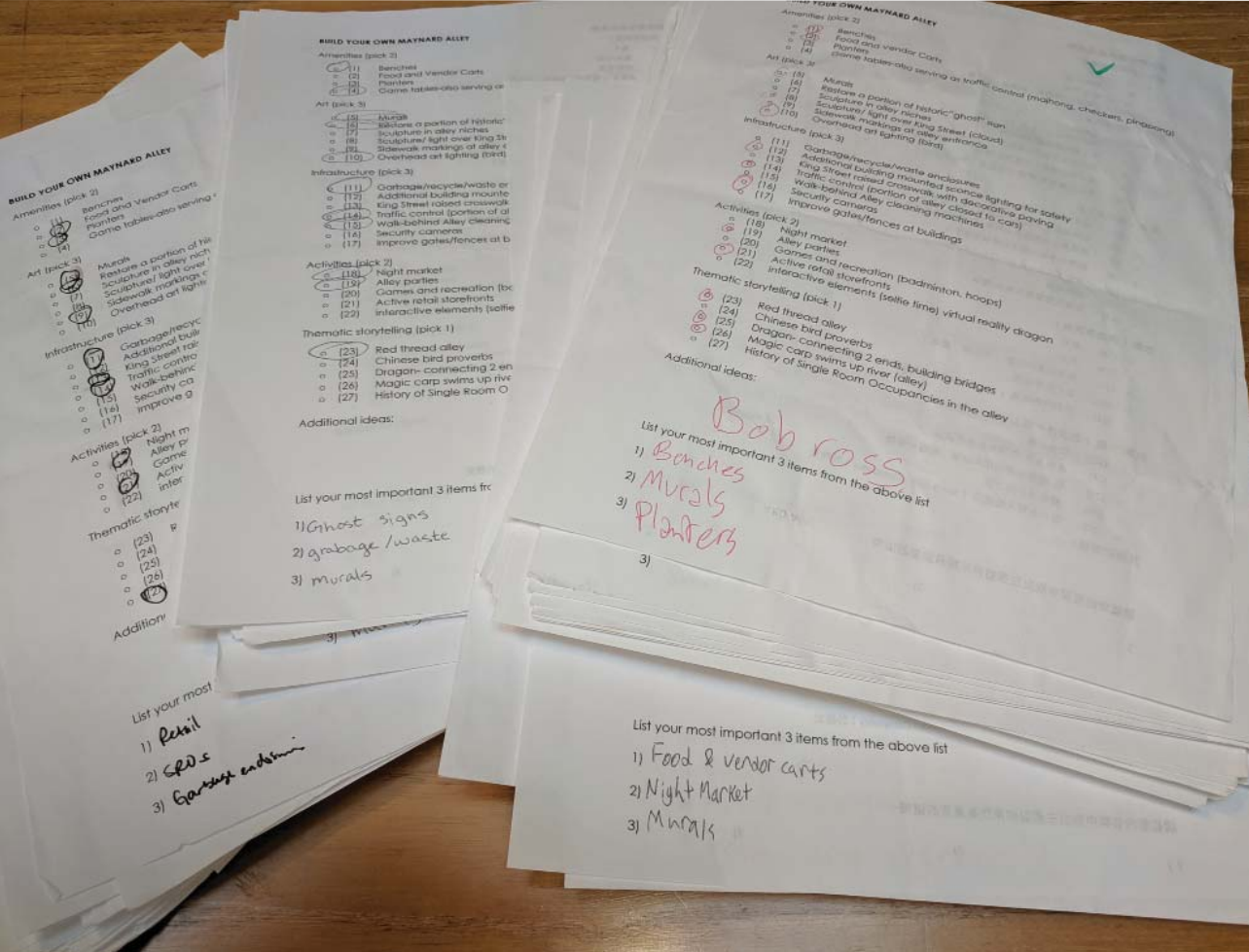
community feedback

In order to best assess the how the community prioritizes development ideas for alley, a presentation was made at the summer Jam Fest event that takes place annually in the neighborhood. For the first time, Maynard Alley was included as one of the main event locations with a stage and a number of booths including one hosted by SCIDpda to present ideas for the development of Maynard Alley. Visitors were excited to study options of what might occur in the alley and invested time in providing valuable feedback of their interests and priorities for future development. Nearly 200 surveys were collected in total and included a diverse representation of business owners, employees, residents, building owners and visitors to the neighborhood.

In addition, the survey was distributed to neighborhood residents and business owners. Although this compilation is a smaller representative survey, the input from people from the neighborhood holds extra weight both because of the depth of insights they hold as well as the fact that the alley is a regular part of their day to day routines. It is important to establish pride of ownership in the place and an investment in shaping its future.

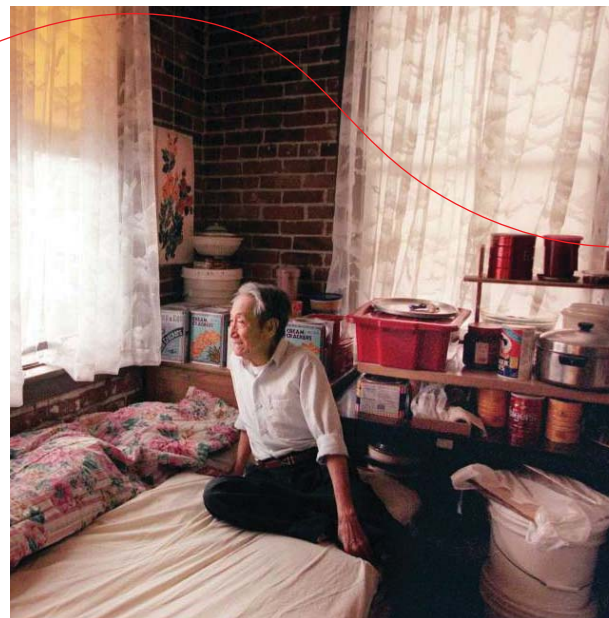
images from and outreach booth at summer JamFest event where visitors and community had the opportunity to vote for their favorite design elements for Maynard Alley





above: Surveys distributed at JamFest and to the community were styled to mimic the order forms for make your own noodle soup bowls where you choose your broth, select your vegetables, select your toppings, and select the kind of noodles to make up your noodle soup. The survey was also translated into Chinese and presented with the drawings.

right: historic SRO



The following is an overview of the survey compilation of most desired options for Maynard Alley by category:

Infrastructure top responses:

- 1) garbage, waste, recycle
- 2) additional lighting
- 3) traffic control
- 4) raised crosswalk at King Street

Amenities top responses:

- 1) vendor Carts

- 2) planters

Art top responses

- 1) murals

- 2) overhead art lighting (in the alley and at King Street crossing)

- 3) restore part of ghost sign at Michigan hotel

Activities top responses

- 1) Night Market
- 2) Alley Parties
- 3) active storefronts

themes top responses:

- 1) dragon bridging two ends
- 2) history of SRO in the alley
- 3) red tread alley / magic carp

Participants listed their top 3 options of the entire list in following tally:

- 1) Murals
- 2) food and vendor carts
- 3) night market
- 4) garbage and recycle bins
- 5) overhead art lighting in the alley
- 6) building lighting

Amongst the comments received are:

From JamFest

No security/face detection cameras
Multi-community/cultural mural, represent southeast Asians
Is it going to be incorporated more into historic tours?
speed signals in alleys

Not a dragon! We can't keep simplifying API culture into red dragons. Isn't just dragons, Chinese lanterns, and lotus flowers
more light and publicity
dancing
Speakers with music playing
Noise control, odor control, cleanliness
Planters that double as benches (2x)
Dance parties with local artists and DJs
Fortune telling, Chinese Lanterns
Have neighborhood ambassadors to increase feelings of safety
Maybe food carts for the future, but should not make it a priority for now.

No active retail storefronts, keep location focused on residents of ID, Preserve history and legacy

I feel like you need to make this place a destination to go to. Interest many of the locals or young people
Chinese language signage/translation on signs
Any of the thematic storytelling is good!
No trash cans in alley
Any of the storytelling! open calls for art!
Noise control, Odor control
temporary art exhibits

Clean alley (have it not smelly or dirty), making it inviting with plants and art, making our alley seem more safer with lighting
No security cameras, A jazz mural in Louisa hotel
Protecting small businesses from gentrification, affordable rates
Increase cleaning/maintenance

From residents and community:

"Please include some interactive relating to the neighborhoods history"

"Prioritize making it a safe public space for people (esp. children) to hang out without feeling obligated to spend money..."

"No to blocking traffic ... Love the food vendors, game tables (ping pong!!!), and night market ideas..."

"level concrete and patch potholes, fenced for restaurant trash, not closing off alleys to vehicles(garbage trucks, residents) loading only parking signs in alley"

"... it should attract people to visit like Hing Hay Park with things to do other than just sit around. If it's just a place to lounge, it'll be overrun by homeless which will deter others from using it just like Donnie Chin park."

Air fresheners for the shit smell

No to blocking traffic + no gates to bar public from alley (if that's what #17 is depicting). Love the food vendors, game tables (ping pong!!!), and night market ...

Along with the sidewalk markers, add round mirrors at each end of the ally way + right outside the Louisa garage exit for drivers to be aware of pedestrians/delivery trucks // Painted area "DO NOT BLOCK" in front of the garage of the Louisa

Key in the analysis of the results is understanding the various perspectives of the participants. Those participating with JamFest as a destination generally expressed different priorities representing vital elements of how to magnetize visitors, while residents and business and property owners held key insights on maintaining and improving the functionality of the alley while providing necessary elements to reinforce daily routines with additional richness of experience. Each voice is important to creating a vibrant space that becomes a desirable place to inhabit. Balancing the differing viewpoints to ensure the final solution gives appropriate consideration to all will help to ensure a successful outcome infused with liveliness brought by community interaction.



6 IMPLEMENTATION

recommendations

To spearhead what we hope to be a long term evolution of Maynard Alley's unfolding into a more beautiful and engaging place within the neighborhood, it is necessary to prioritize amongst the long list of options included within the master plan. To do this, an assessment was made given the intricate considerations of community feedback, cost and scheduling, and final strategic impact towards the desired result. The following items presented themselves as logical first steps in a long term progressive development towards an animated and vibrant alleyscape:

1. Address waste and sanitation of the alley.

Currently garbage and oil overflow frequently result in unsightly and smelly messes that prevent people from wanting to inhabit the alley. Garbage enclosures and cleaning tools will help to alleviate and hopefully eliminate the biggest barriers to people wanting to spend time in Maynard Alley. This is of primary importance and is the key to attracting rather than repelling people from occupying the alley. In surveys it was expressed as a prime consideration by most respondents.

It is a complex problem that will require extended engagement prior to implementation to determine optimal design and location that will work for the numerous parties involved (from property and business owners and employees, to SDOT to SPU and Waste Management as well as the SCIDpda and CIDBIA) to resolve functional, jurisdictional and logistical considerations, solving this issue will be transformative to the character and usage of the alley.

An essential part of future implementation process is the development of an operational study to ensure optimal functionality of the alley for all parties as well as coordination with SPU and their vendors to maintain functional alley clearance for their vehicles. In addition, a solution to oil collection bins will need to be investigated in more detail to determine if an alternate arrangement can provide a tidier solution. It is our recommendation to do a test prototype of the garbage cabinet (17) to serve a portion of the alley to ensure proof on concept by all parties. With an agreeable prototype, this can be then be applied to other locations not only in Maynard Alley but also in other parts of the neighborhood.

In addition, the neighborhood may want to consider the possibility of collectively managing additional alley cleanings. In this case, purchasing additional equipment such as power washers and street cleaning machines can be contemplated.



power wash cleaning alleyways on a regular basis keeps the alley approachable

2. art phase 1

Murals were the most desirable art elements among overall survey responders. Highly visible and impactful, it that can be the first layer to attract interest of visitors and is an effective means of providing depth of understanding history and cultural overlay. Being a relatively easily implemented solution, this a good way to start a more comprehensive network of art pieces in the alley.

We recommend engaging different artists of differing styles in order to best draw audiences of different age groups and interests. There are 2-3 main locations (see location on drawings) available on non-brick portions of buildings in addition to panelized options that can occur on historic building. For ease of development, these could be the locations considered for initial development. There are a number of potential artists in the neighborhood who are interested in doing urban artwork who might be commissioned. Utilizing the creative abilities of local neighborhood artists will strengthen connections within the community.

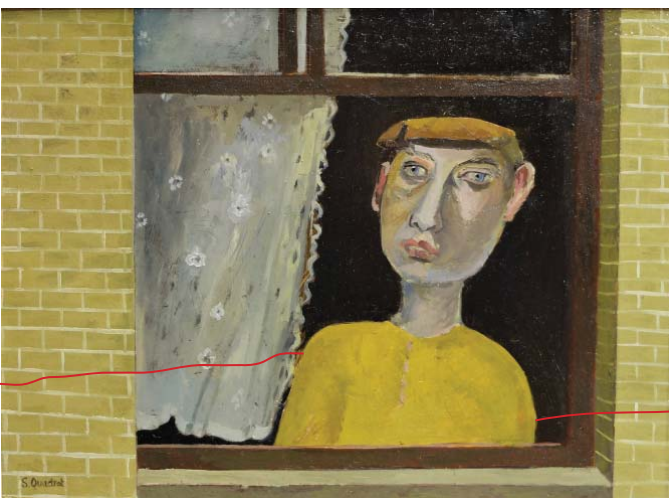
Small scale sculptures can also be easily incorporated in the initial phase of art implementation. Here location would depend upon the exact pieces developed.

art subsequent phases

Incorporating additional artistic media engages different senses. Developing the richness and variety of experience additional art pieces can be developed over time. Among neighborhood survey respondents, the most popular art was the overhead art lighting.

The augmented reality dragon was widely popular with both the community and visitors. In addition sculptural elements would be an amazing way to create an unfolding experience of discovery along the alley because of the different ways it engages people directly.

Other aspects of history can be highlighted such as re-creating a swatch of the historic ghost sign at the south end of the alley or an art piece that marks the former water's edge to tell the story of the geological restructuring that occurred or other pieces that layer the cultural diversity that exists in the neighborhood .



3. thematic overview with historic and cultural overlay

Primary interest from surveys was in highlighting the significance of single occupancy residences in history of the alley and its relevance to the neighborhood. The dragon theme also as highly resonant with survey participants with the concern of numerous commenters were concerned that dragons are a specifically Chinese reference and non-inclusive to the larger Asian community.

While we had not included the larger history in our public survey, we are mindful of the Salish Coast people who first inhabited this area and the significance of infill in the storyline of the place. Also the significance earliest recorded structures in south Maynard alley was then waterfront prior would provide another interesting perspective on the complex history of place and give people a greater understanding of time and the dramatic changes that occurred at various stages in the history of this place.

Given the multiple storylines that can be told and sensitivities toward inclusion, we propose that within the context these historic and cultural references an overlay of the red thread be used to unify stories within the unfolding history-in-the-making connecting people to Maynard Alley. In this way, the red thread can be used to bind together a number of themes and storylines and is adaptable to a variety of artistic media and styles where people, animal, myth are entwined through time and space by this mystical red thread that inspires new connections.

“An invisible red thread connects those who are destined to meet, regardless of time, place, or circumstance. The thread may stretch or tangle, but will never break.”

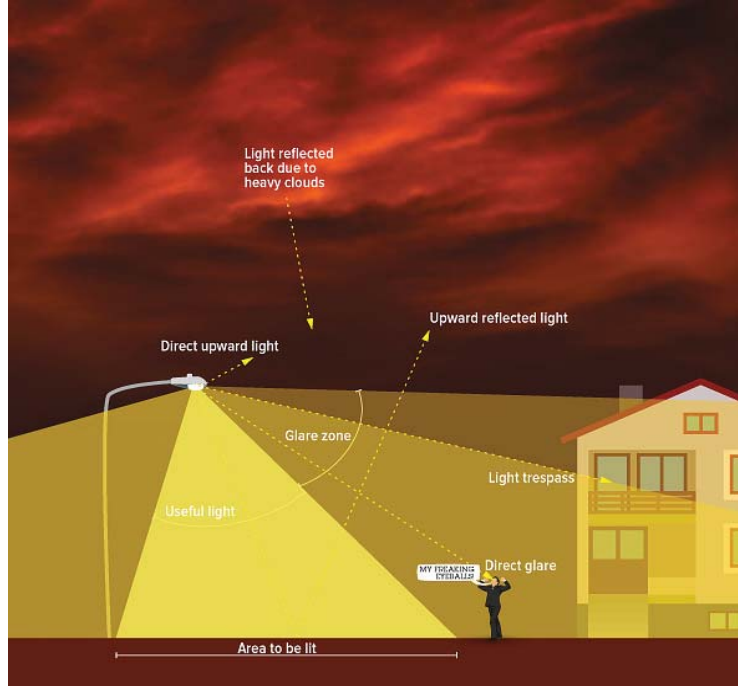
Chinese Proverb



above, dancing to the music, top, popup selfie backdrop in Maynard Alley



above: nighttime illumination of Maynard Alley and South King Street, top: mahjong game tables in Maynard Alley



4. activation and events

Special events are a good way to draw interest and activity to the alley through active engagement. Development of a variety of events ensures that differing interests are included. Frequency is a consideration in promoting a range of events from annual occurrences such as JamFest to possible monthly events such as First Friday night market or seasonal weekly events such as second Thursday in August badminton tournament.

A street festival permit is an umbrella that will allow for a variety of future events to occur in the alley with more flexibility and ease. As programs are planned or become established a street festival permit can help in the management of events.

5. lighting

Lighting is critical to the evening experience of the alley and using a variety of means to create a pleasing nightscape.

Safety is of prime importance and lighting is essential in this. We recommend upgrading existing lighting through the repair/replacement of existing lighting, adding fixtures in a single or multi-phased package. In addition, art lighting can provide a whimsical and magnetizing quality to the alley with decorative elements that are unable to provide necessary footcandle requirements. Lit signage and other illuminated accents can provide another layer. All new lighting should comply with City standards for limiting upward reflected light. (see diagram above)

6. planters

Plants in any form enhance the overall atmosphere of a streetscape bringing a positive impact to any urban environment. Planters can be implemented in a number of different ways in Maynard Alley and always serve to soften the backdrop of the buildings, provide human scale and transform the atmosphere of any urban environment. (this can be combined with garbage enclosures and/or benches) While encroachment in the right of way will require appropriate approvals, in the case of garbage enclosures, they can be combined to function as a protective barrier to the less impact resistant structures.

7. crossing at King Street

This art piece was favored by the community. And while it is the most ambitious of any of the solutions, it is also the most impactful in the way it unequivocally marks the significance of the alley visually from multiple vantage points at the crossing at King Street. The design includes components of a raised crosswalk of patterned paving and an overhead sculptural light element. As a project, it requires the most coordination, financial commitment and complexity in obtaining approval from multiple jurisdictions and therefore should be viewed as a longer term piece of the entire proposal. Taking first steps in planning will enable the eventual realization of this piece.

8. private realm

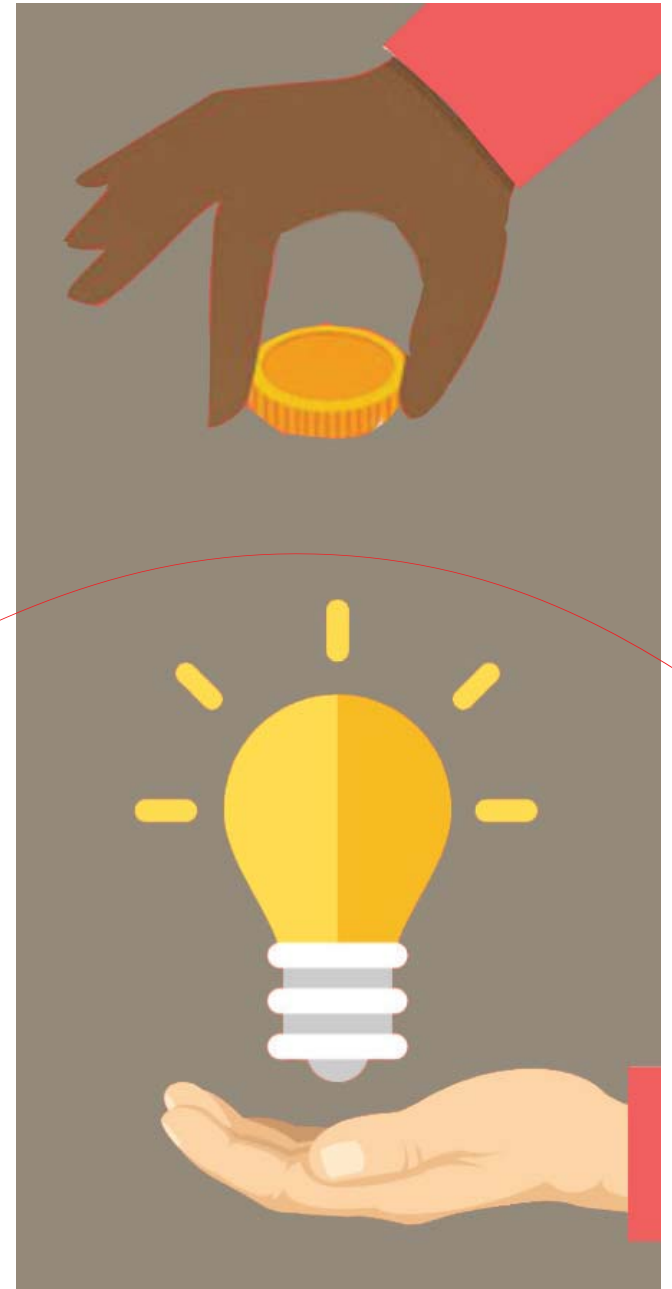
Beyond projects initiated in the public realm, private engagement and investment and attention by individual buildings and businesses can greatly increase the vitality of the alley and should be encouraged. Foremost is sensitivity in transforming the current perceptions of what has mostly been considered the back side of the building into an engaging pedestrian experience that will build upon itself as the character of the alley evolves. It is helpful to give attention to the effect of façade elements such as gates, storefronts and signage elements upon the alley when improvement and maintenance occurs. Each of these elements can bring an intricacy of detail that is not easily quantifiable but greatly impacts the pedestrian experience. In addition, there are a number of locations where private buildings are not taking full advantage of their presence on the alley. As buildings actively engage the alley, it will be mutually beneficial to the liveliness of the public space but also promote all that happens inside.



top: planters can bring human scale and a tactile quality that softens the utilitarian nature of the existing alleyway. above: image by Harriet Lee Merrion

funding sources

The following provides a variety of funding sources outlined with potential projects targeted. A more detailed review of each grant guidelines must be undertaken to determine the appropriate eligibility for each project.



Department of Neighborhoods

- **Neighborhood Matching Fund**

Neighborhood groups, community organizations, informal groups, and business groups who want to do a project to build stronger community connections

<https://www.seattle.gov/neighborhoods/programs-and-services/neighborhood-matching-fund>

- **Small Spark fund** \$5000 (till October 31st),
- **Community Partnership Fund** \$25,000 (March, June and September) with community match (miscellaneous alley improvement)

Seattle Office of Arts and Culture

- **Civic Partner grant** (spring)

Awarding three-year grants to Seattle arts and cultural organizations and investing in the broad cultural community, helping organizations make a rich variety of arts, heritage and culture opportunities accessible to Seattle residents and visitors.

- **smART grant** \$500-1000 (ongoing for individuals and organizations)

Encouraging innovation and widening cultural participation, particularly by individuals, organizations and communities that may not qualify for other grant programs. Accepting applications year-round, smART ventures is flexible, inclusive and simple.

- **Neighborhood and Community Arts Grant** 2 years at \$1300/year (fall)

Seattle offers an extraordinary array of arts and cultural events throughout its diverse neighborhoods and communities. The Office of Arts & Culture's Neighborhood & Community Arts (NCA) Program supports creativity at a grassroots level by investing in recurring festivals or events that promote arts and cultural participation, celebrate diversity, build community connections, and enhance the visibility of neighborhoods through arts and culture.

<https://www.seattle.gov/arts/programs/grants/neighborhood-and-community-arts-grant>

(events: night market, alley special event etc.)

4 culture

- **Art Projects:**

fuel the experiences, sights, and sounds that make up the cultural fabric of King County.

<https://www.4culture.org/grants/art-projects/>

(art projects for artist or groups to create -\$2500, 4500, 6500, 8500)

For new infrastructure

- **Heritage Projects:**

making history relevant and provocative through exhibits, publications, oral histories, and more.

<https://www.4culture.org/grants/heritage-projects/>

(SRO mural, historic waterfront art piece, ghost sign, sculpture or other art documenting King County heritage, gates and storefronts on historic buildings)

- **Cultural Equipment grants**

fund the purchase and installation of equipment that can be considered as fixed assets, including computer hardware. We award these grants in amounts ranging from a minimum of \$1,000 to \$10,000, and projects often receive partial funding.

<https://www.4culture.org/grants/equipment/>

(street cleaners/power washer, vendor carts, games)

- **Open 4Culture**

Open 4Culture is all about expanding our reach and supporting projects being done by and for underserved communities in King County.

<https://www.4culture.org/grants/open-4culture/>

(further exploring opportunity for connection of Maynard Alley to Danny Wu Garden)



Seattle OED -Only in Seattle

seed funding and expertise, the Initiative supports local businesses, building owners, and residents to unite around a common vision for their district and work together to achieve it. From business coaching, community festivals, and litter cleanup, to murals, outreach and real estate development, Seattle's business districts have used Only in Seattle to tackle tough issues, attract new investment and care for their communities.

<https://www.seattle.gov/economicdevelopment/business-districts/only-in-seattle-grants>

- **Tier I Transforming –**

For districts with a new action plan that they are beginning to implement. The grants can be given to more than one organization but a lead agency needs to serve as the central hub for the vision and action plan and coordinate implementation and communication with and between all participating parties. Grants can cover staff, project costs, consulting, etc.

(planters, garbage enclosures, storefront/gates, art, King Street Crossing preliminary design)

- **Tier V: City Infrastructure/Public Space Improvements (Fall)**

OED has \$370,000 available for projects that enhance public spaces within business districts. Eligible neighborhood business districts include those that have one or more of the following attributes: paid on-street parking; a majority of low-moderate income residents; and/or significant impacts from construction. Tier V projects include design, cost estimating, construction and/or activation of improvements and amenities in parks and public right of way. Projects are often completed directly by the Seattle Department of Transportation but can also result in a grant to the business district to hire consultants and contractors.

(King Street Crossing, all infrastructure improvements, lighting, garbage, planting, special events)

WSDOT

Since 1991, the Federal Transportation Acts have provided funding for transportation alternatives/enhancement activities, through a set-aside from the Surface Transportation program. The projects and activities encompassed smaller-scale transportation projects such as pedestrians and bicycle facilities, historic preservation, safe routes to school and other transportation-related activities.

<https://www.wsdot.wa.gov/LocalPrograms/ProgramMgmt/TAP.htm>

(King Street pedestrian crossing, sidewalk marking at alley entrances, possibly, lighting, garbage enclosures)

National Trust for Historic Preservation \$2500-5000 (February 1, June 1, and October 1)

stimulate public discussion, enable local groups to gain the technical expertise needed for particular projects, introduce the public to preservation concepts and techniques, and encourage financial participation by the private sector.

<https://forum.savingplaces.org/build/funding/grant-seekers/preservation-funds>

(professional fees to coordinate a community forum to develop a shared vision for the future of a historic neighborhood)

Arts Washington

- **Snap Grants** \$1000-1500

support small groups seeking an entry-point to our more competitive grants. open to the public and have arts and culture as a main component

<https://www.arts.wa.gov/snap-grants/>

- **Level A-C Grants**

(public art and cultural events)

Kresge Foundation

<https://kresge.org/programs/arts-culture>

Robert Chinn Foundation Grant (\$10000)

Art, Culture, and Performing Arts: support programs that provide equitable access to diverse arts experiences.

<http://www.robertchinnfoundation.org/grant-program/>

(art and cultural related installations)

Awesome foundation

<https://www.awesomefoundation.org/en/chapters/seattle>

National Endowment for the Arts

OUR TOWN: Grant Program matching grants range from \$25,000 to \$200,000, with a minimum cost share/match equal to the grant amount.

Our Town is the National Endowment for the Arts' creative placemaking grants program. Through project-based funding, we support projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes. Successful Our Town projects ultimately lay the groundwork for systemic changes that sustain the integration of arts, culture, and design into local strategies for strengthening communities. These projects require a partnership between a local government entity and nonprofit organization, one of which must be a cultural organization; and should engage in partnership with other sectors (such as agriculture and food, economic development, education and youth, environment and energy, health, housing, public safety, transportation, and workforce development).

<https://www.arts.gov/grants-organizations/our-town/grant-program-description>

(Public art, Events, Design and Planning, Public Art Planning)

7 APPENDIX

project team

The design proposals and outreach in this report have yielded meaningful discussions with the local and wider community in collaboration with the efforts of SCIDpda and the Maynard Alley Partnership. Their direction, input, neighborhood coordination and efforts along the way have made this project possible.

SCIDpda

An Huynh
Jaclyn Samson
Li Tan

Maynard Alley Partnership

Brysen Angelo
Ling Chinn
Jeff Hou
Aditi Kambuj
Valerie Neng
Patti West
Tanya Woo

zeroplus design team

Joshua Brevoort
Lisa Chun

acknowledgments

This project was made possible through funding by the City of Seattle Department of Neighborhoods Matching Funds. In addition, a number of dedicated professionals across a range of expertise have been involved at various stages of the project. zeroplus is thankful for input to help assess feasibility and provide guidance on solutions. The hard work and dedication of the people and agencies along the way have been invaluable.

CIDBIA

Jackie Jin
Monica Ly

SDOT

Ching Chan –communications lead
Ben Hansen – pavement conditions
Greta Hartstrom – public space management
Aditi Kambuj –urban design (project contact)
Susan McLaughlin, urban design
Kristen Ramirez - artist in residence
Gabriel Seo – urban design

SPU

Sally Hulsman

Waste Management

Emily Newcomer

ISRD

Rebecca Frestedt

Wing Luke Museum

Cassie Chinn, **JamFest coordinator**

SparkLab

CJ Brockway
Susannah Scott

Canton Alley public artist

Frances Nelson

translated survey
as distributed at JamFest
and community outreach

建設您想像中的美拿巷

設施（請選擇兩個）

- (1) 凳子
- (2) 餐車/小販
- (3) 植物/花盆
- (4) 遊戲桌 - (麻將桌, 跳棋桌, 乒乓球桌)

藝術（請選擇三個）

- (5) 壁畫
- (6) 復原有歷史性“鬼”牌子的一部分
- (7) 在小巷的壁龕擺設雕塑品
- (8) 橫過景街掛雲式的雕塑品
- (9) 在小巷街頭畫人行道標誌/標線
- (10) 鳥式的藝術燈/飾燈（頂燈式，掛在上方）

建築（請選擇三個）

- (11) 垃圾/回收/廢物桶
- (12) 在建築物上添加燈光以加強小巷的安全
- (13) 橫過景街擺放提高人行道 (使人行道高過平面公路)，以及花樣式地面
- (14) 封閉小巷的一部分以管制交通流量
- (15) 自動清掃器（操作的路線是橫過小巷）
- (16) 閉路電視
- (17) 改善在建築物的圍欄/圍牆

活動（請選擇兩個）

- (18) 夜市
- (19) 派對
- (20) 休閒遊戲與活動（羽毛球，籃球）
- (21) 繁忙的零售店
- (22) 互動性的設施（可以自拍/照相的有趣設施）~~虛擬現實龍~~（VR 龍）

故事/主題（請選擇一個）

- (23) 紅線小巷
- (24) 含有鳥字/形容鳥的中文成語
- (25) 龍- 連接小巷的尾和前端，相似一條橋
- (26) 鯉在河中向上游
- (27) 在小巷單人房酒店（Single Room Occupancy）的歷史

其他的提議：

請從您的答案中挑出三個對您來說最重要的選項：

1)

2)

3)

BUILD YOUR OWN MAYNARD ALLEY

Amenities (pick 2)

- o (1) Benches
- o (2) Food and Vendor Carts
- o (3) Planters
- o (4) Game tables-also serving as traffic control (majhong, checkers, pingpong)

Art (pick 3)

- o (5) Murals
- o (6) Restore a portion of historic "ghost" sign
- o (7) Sculpture in alley niches
- o (8) Sculpture/ light over King Street (cloud)
- o (9) Sidewalk markings at alley entrance
- o (10) Overhead art lighting (bird)

Infrastructure (pick 3)

- o (11) Garbage/recycle/waste enclosures
- o (12) Additional building mounted sconce lighting for safety
- o (13) King Street raised crosswalk with decorative paving
- o (14) Traffic control (portion of alley closed to cars)
- o (15) Walk-behind Alley cleaning machines
- o (16) Security cameras
- o (17) Improve gates/fences at buildings

Activities (pick 2)

- o (18) Night market
- o (19) Alley parties
- o (20) Games and recreation (badminton, hoops)
- o (21) Active retail storefronts
- o (22) interactive elements (selfie time) virtual reality dragon

Thematic storytelling (pick 1)

- o (23) Red thread alley
- o (24) Chinese bird proverbs
- o (25) Dragon- connecting 2 ends, building bridges
- o (26) Magic carp swims up river (alley)
- o (27) History of Single Room Occupancies in the alley

Additional ideas:

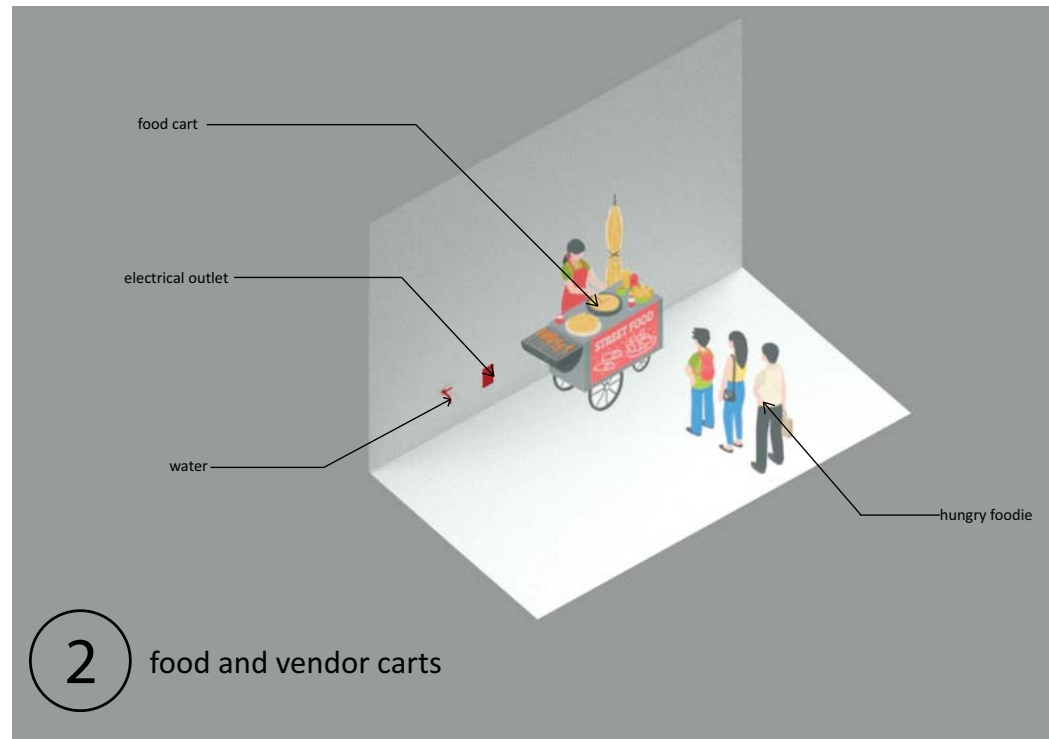
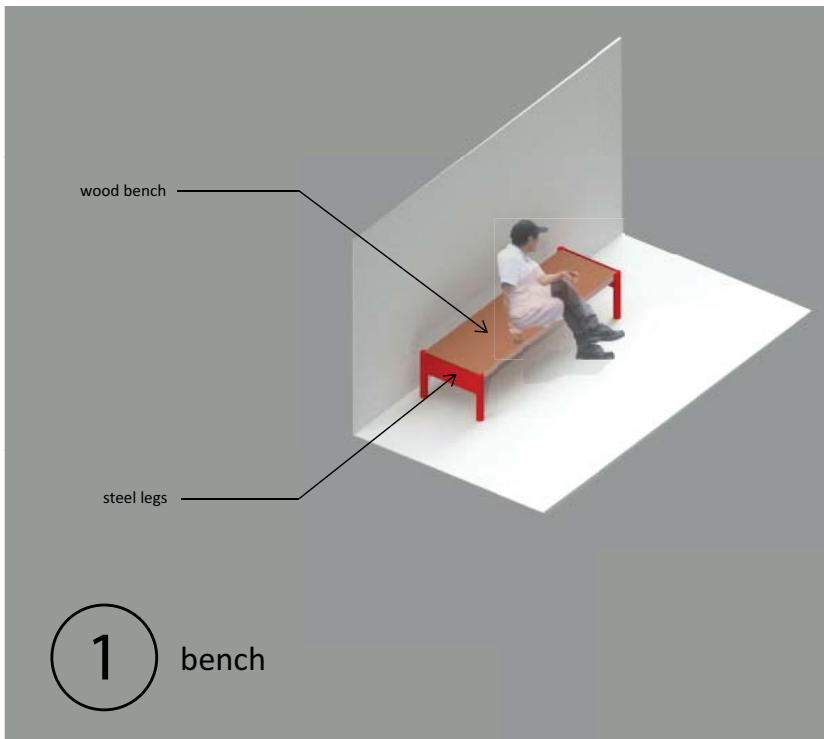
List your most important 3 items from the above list

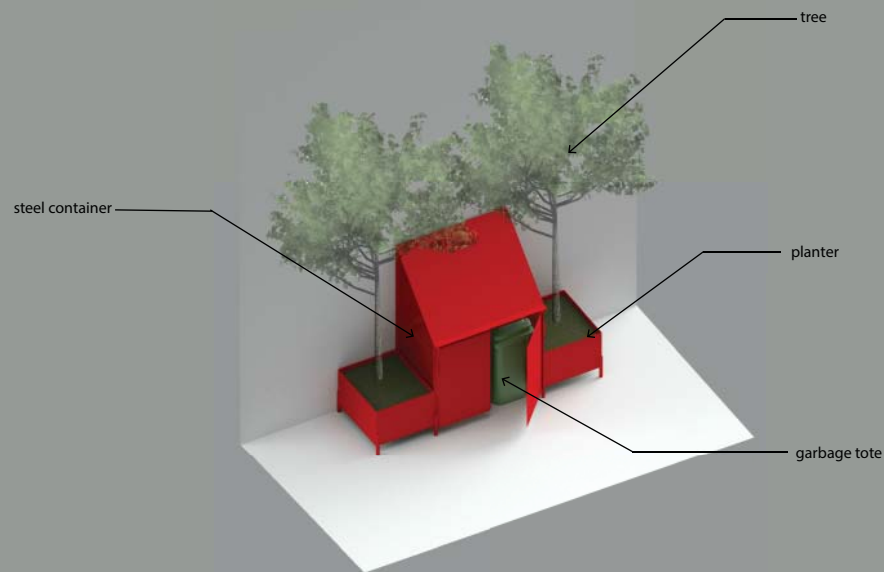
1)

2)

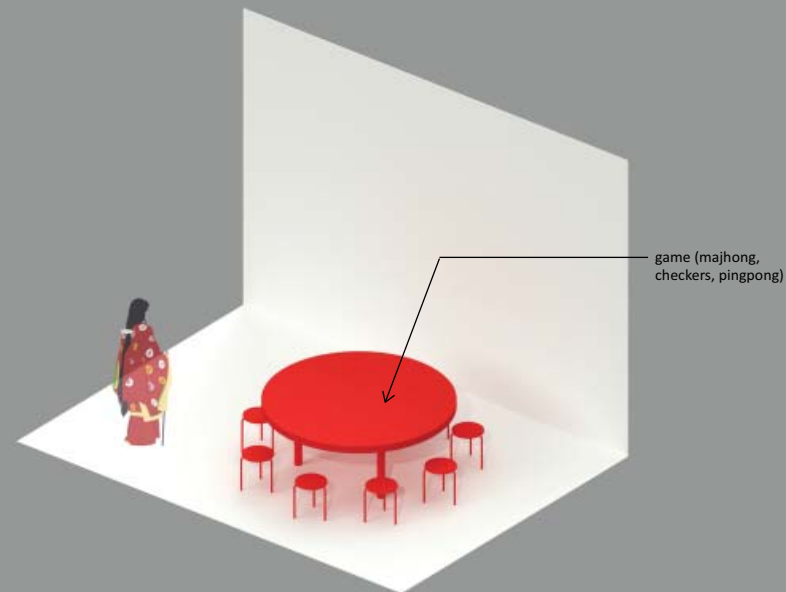
3)

sample survey
as distributed at JamFest
and community outreach

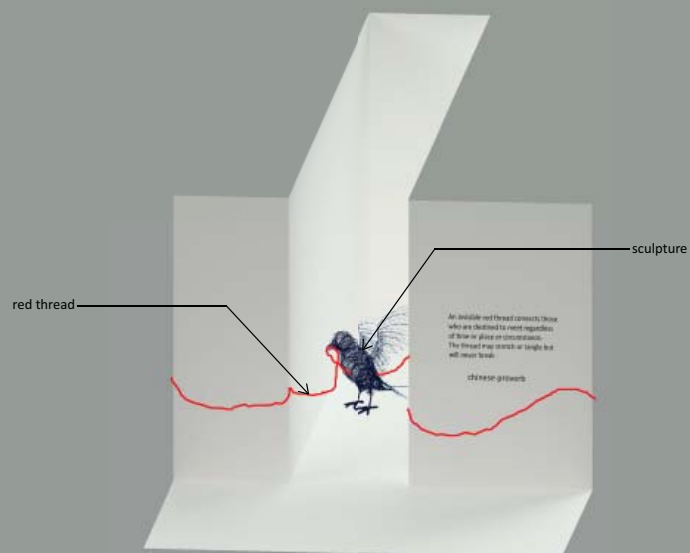




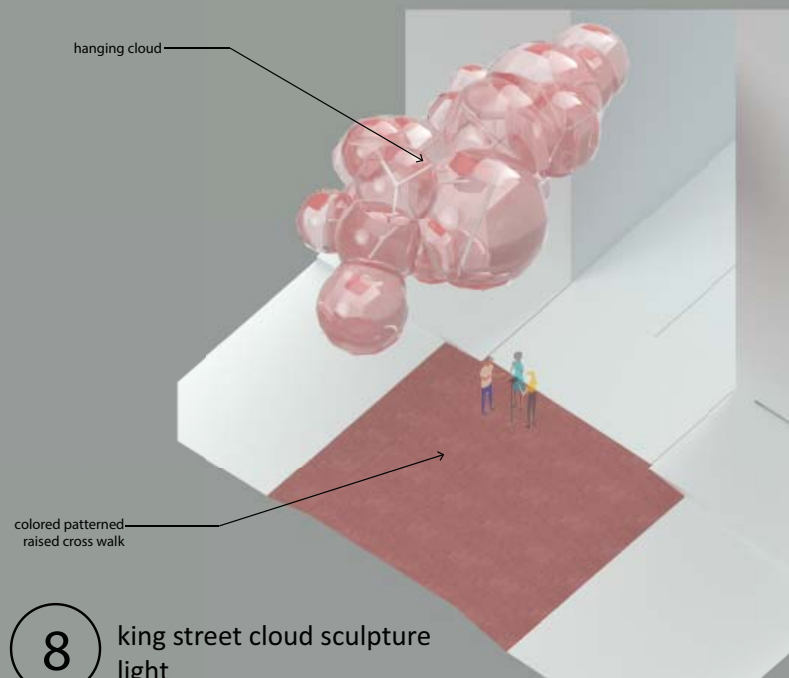
3 planters



4 game table



7 alley niche sculpture



8 king street cloud sculpture light

colored patterned pavement

9 sidewalk markings at alley entrance

reflective fin

cross alley support

uplight

10 overhead lighting (bird)

steel container

11 garbage/recycle/waste enclosures

event banner

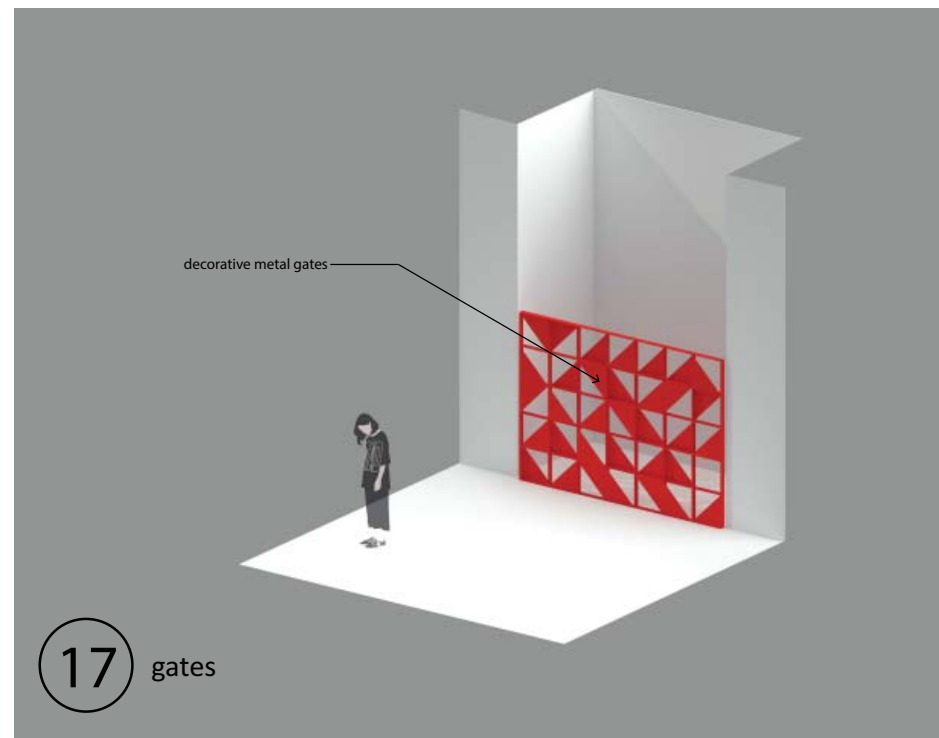
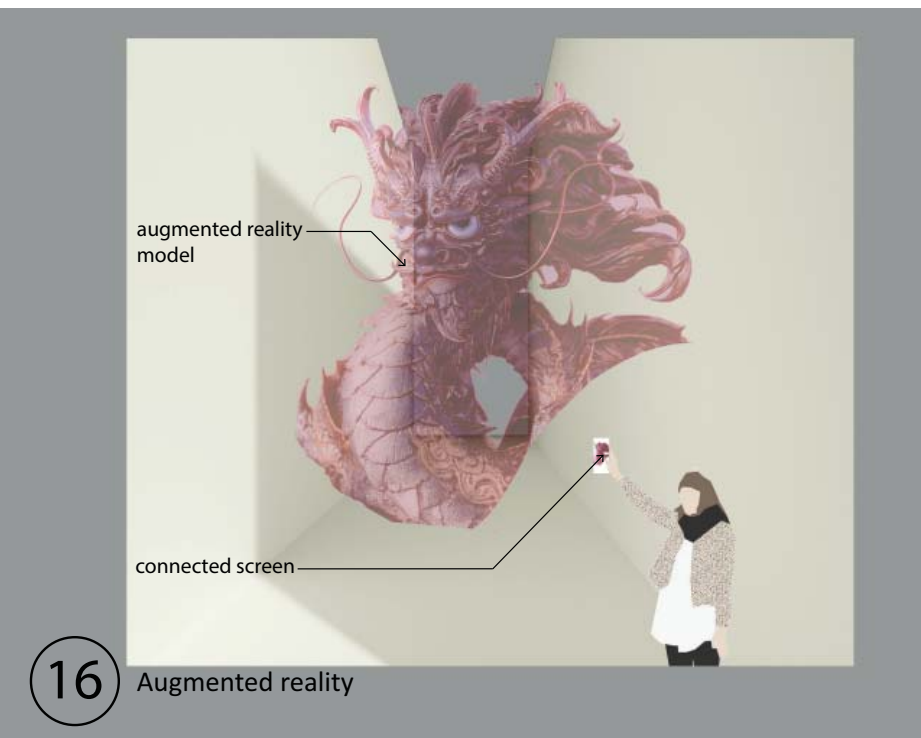
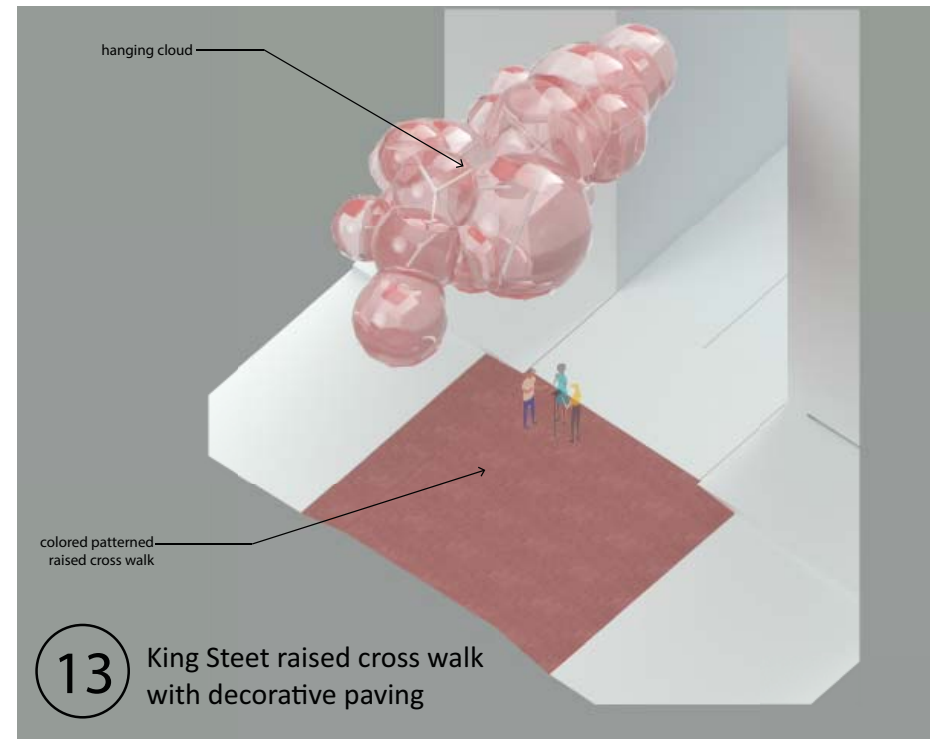
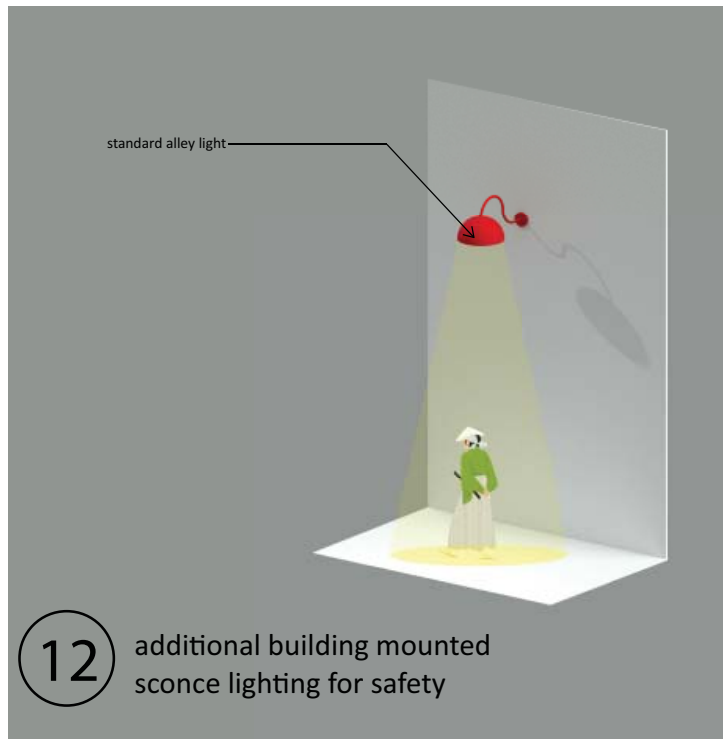
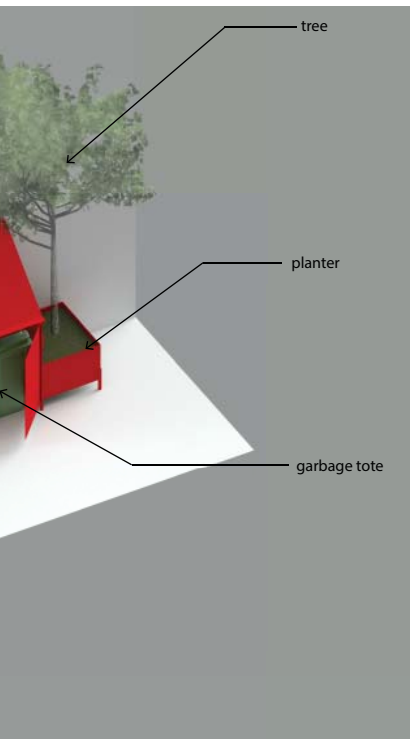
removable poles

14 traffic control (portion of alley closed to cars)

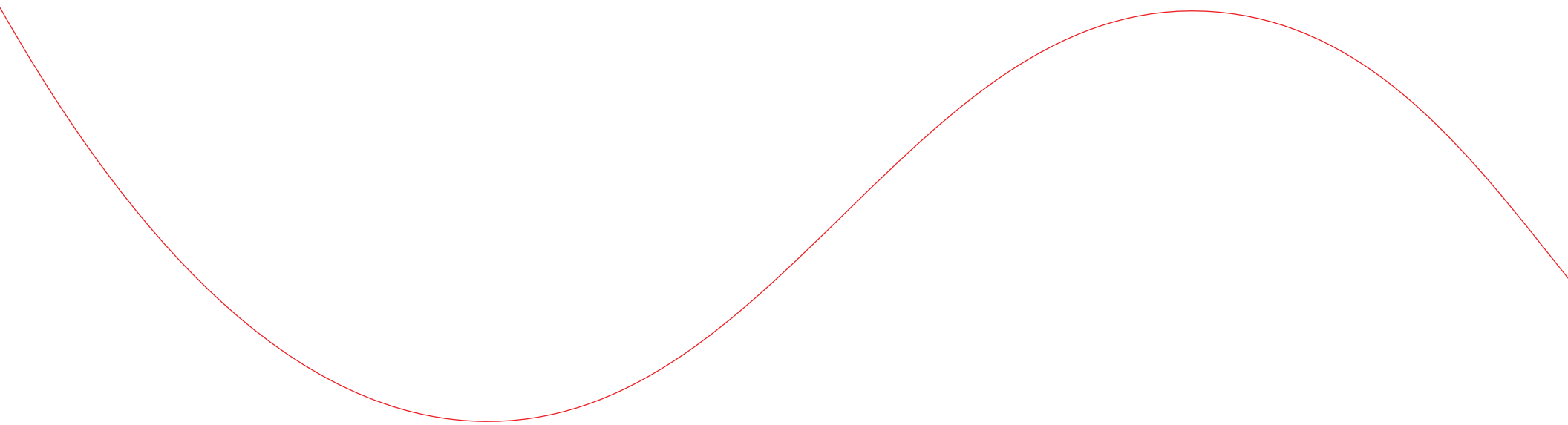
street sweeper

pressure washer

15 walk behind alley cleaning machines

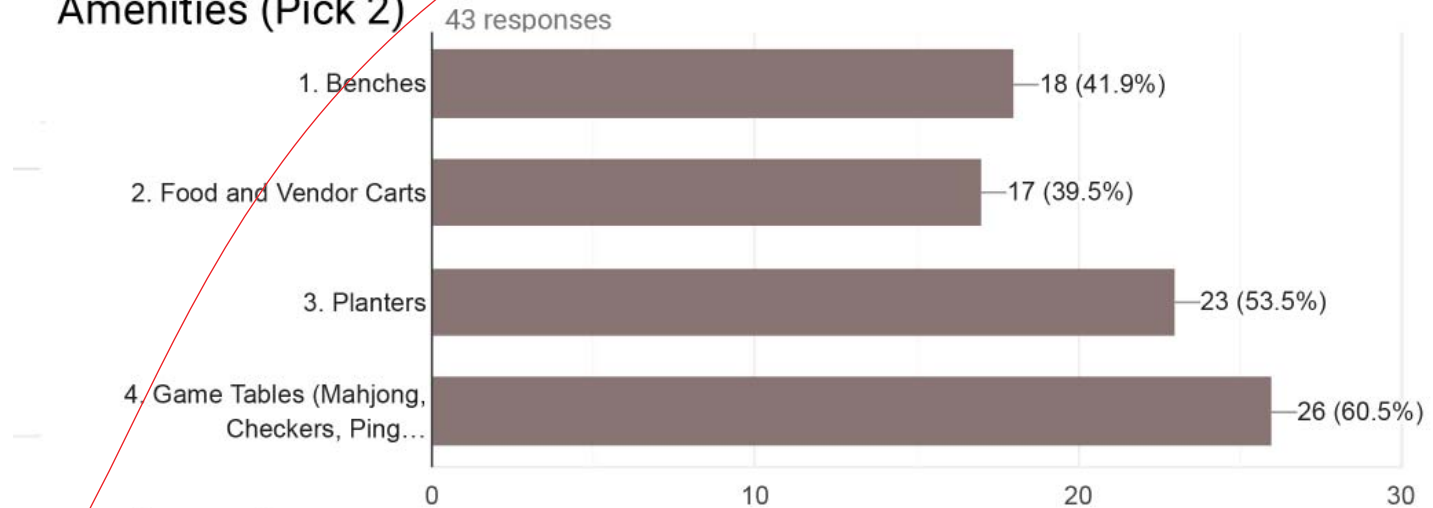


survey response tallies
from community outreach:

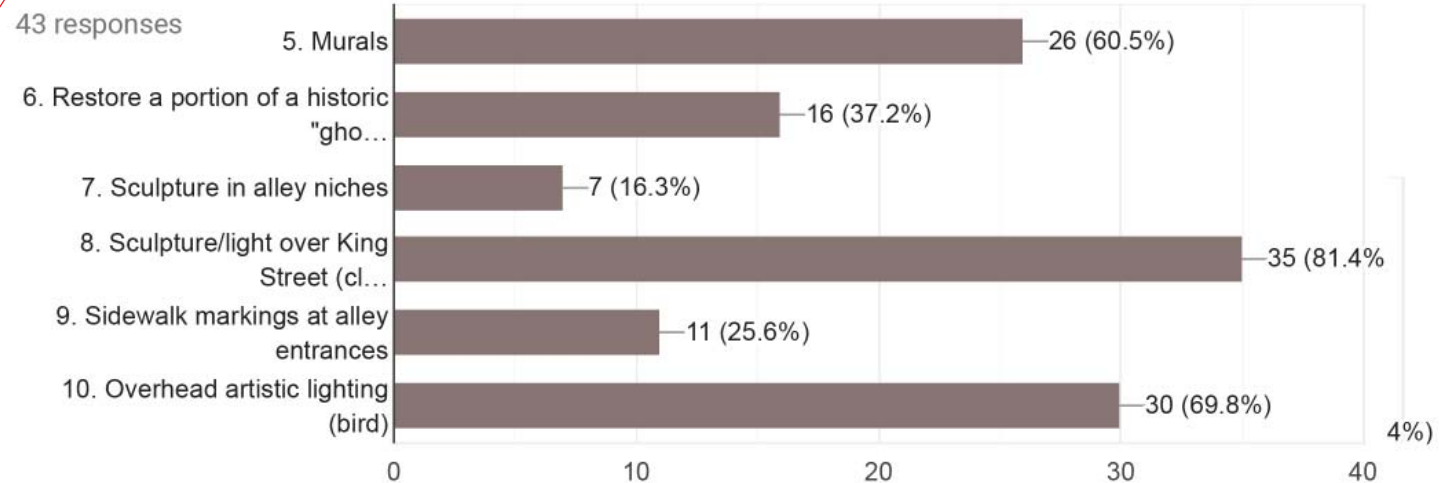


45 responses

Amenities (Pick 2)

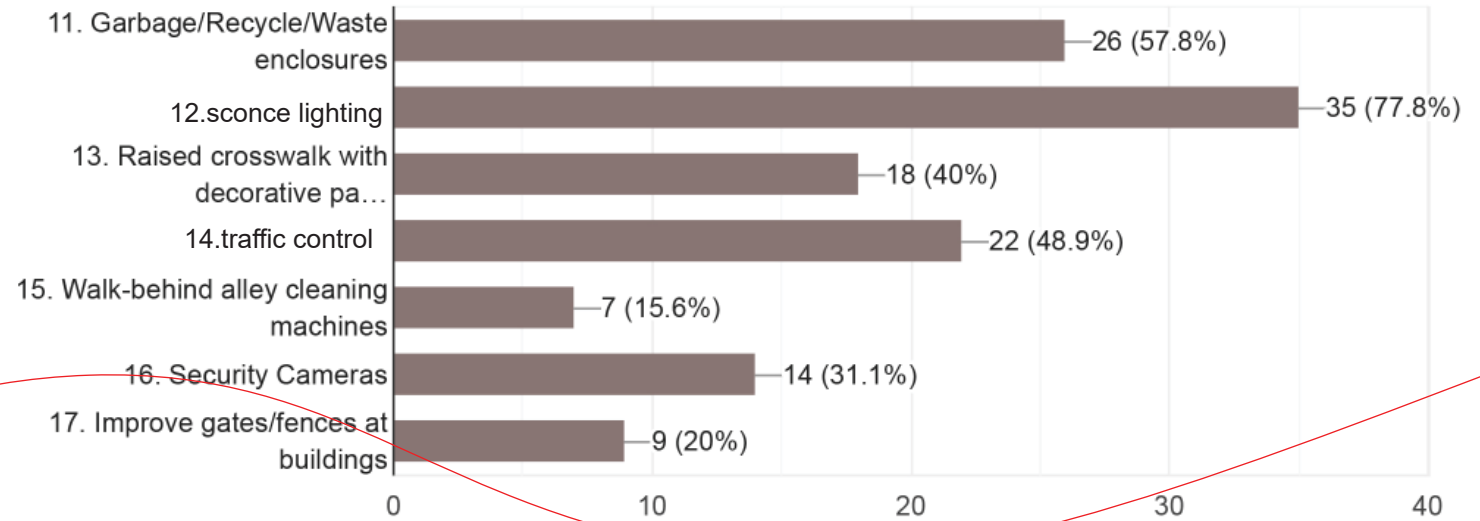


Art (Pick 3)



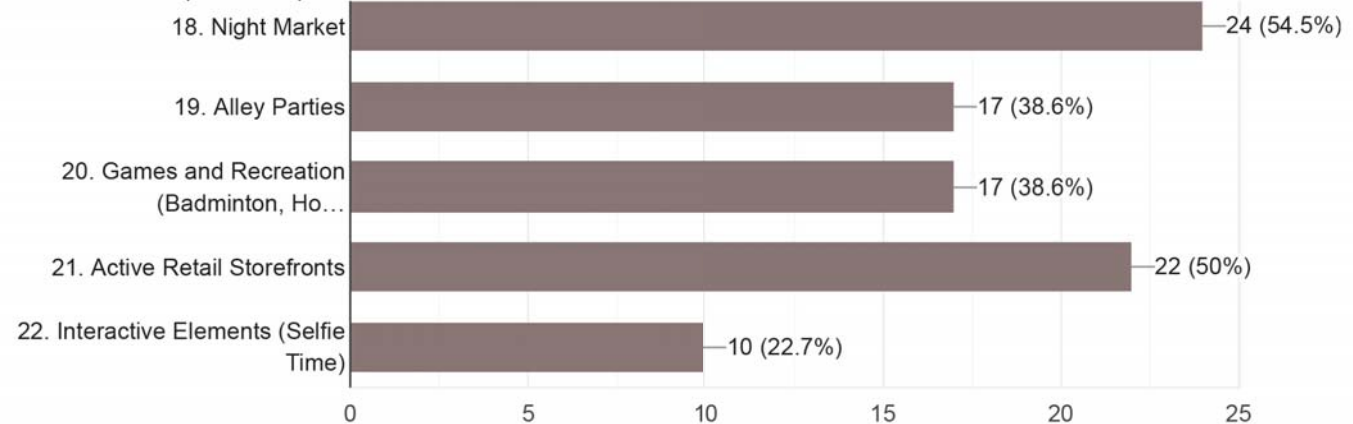
Infrastructure (Pick 3)

45 responses



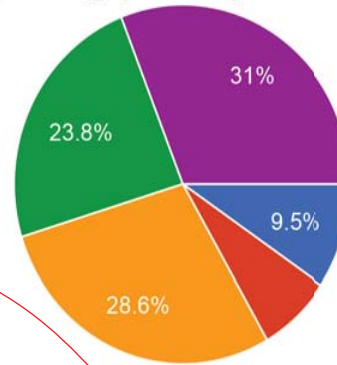
Activities (Pick 2)

44 responses



Thematic Storytelling (Pick 1)

42 responses

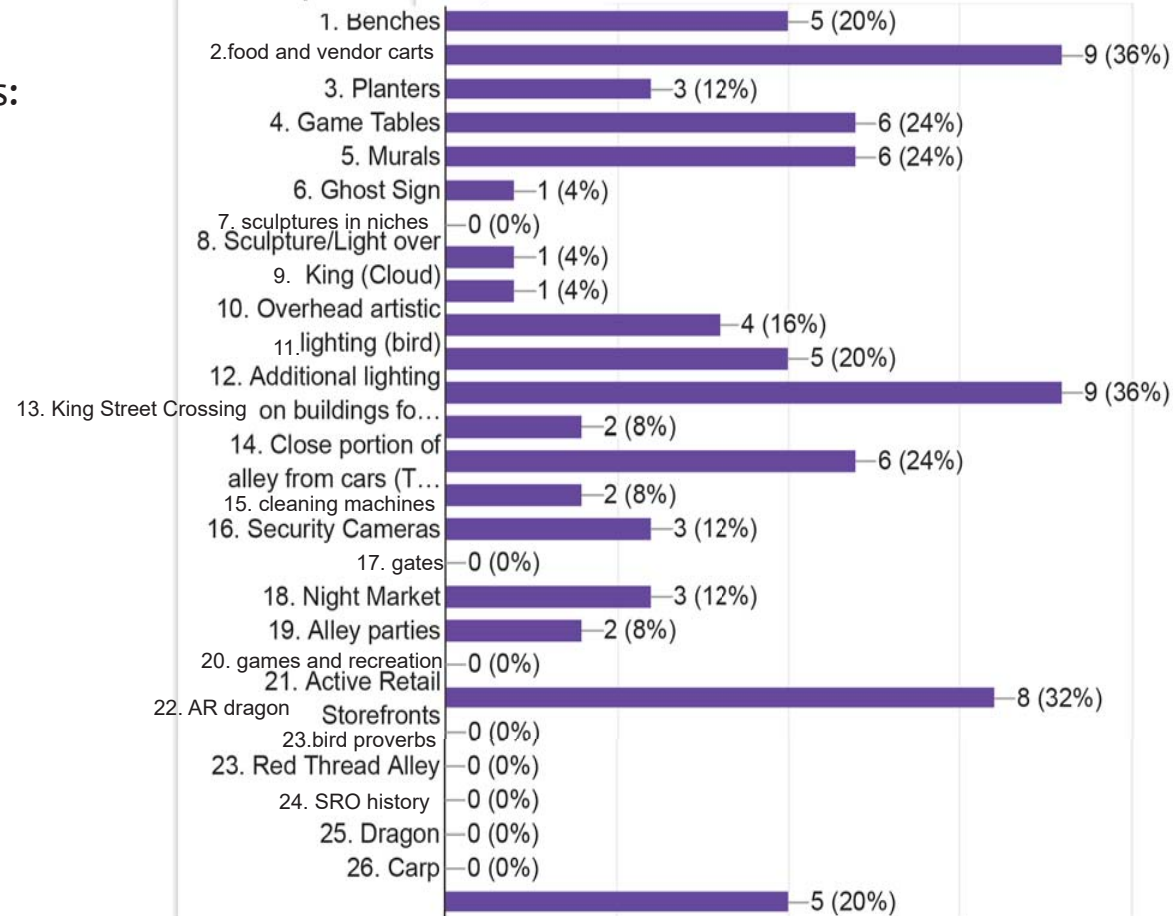


- 23. Red Thread Alley
- 24. Chinese Bird Proverbs
- 25. Dragon - Connecting 2 ends, Building bridges
- 26. Magic carp swims up river (alley)
- 27. History of Single Room Occupancies in the alley

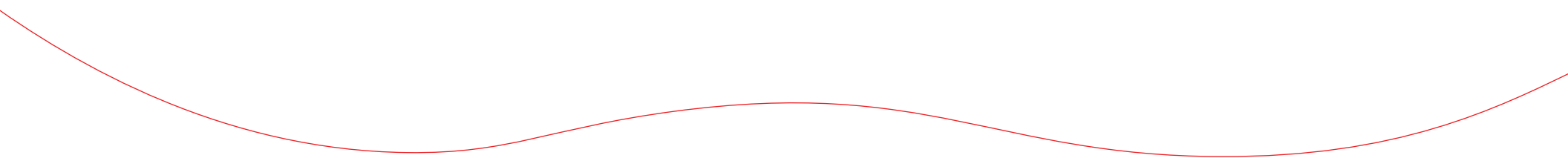
community top priorities:

Pick Top 3

25 responses

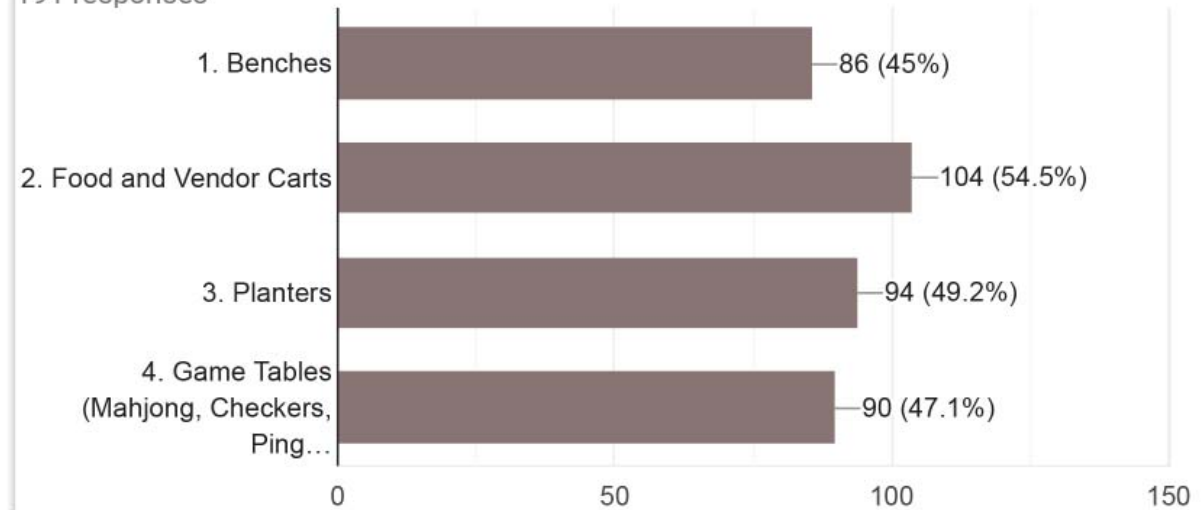


survey responses from
JamFest attendees and
community outreach combined:



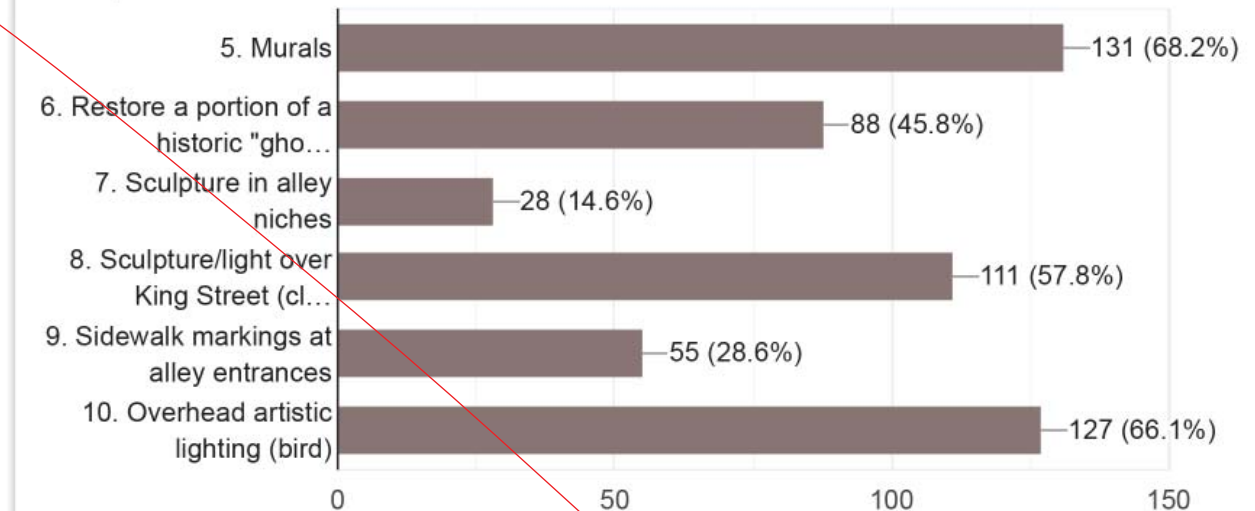
Amenities (Pick 2)

191 responses



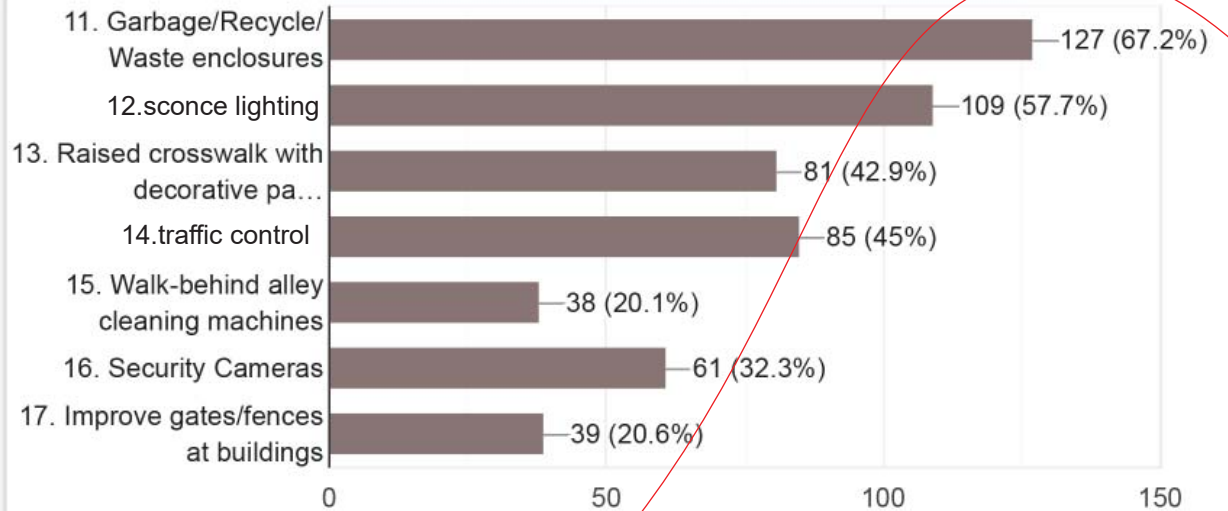
Art (Pick 3)

192 responses



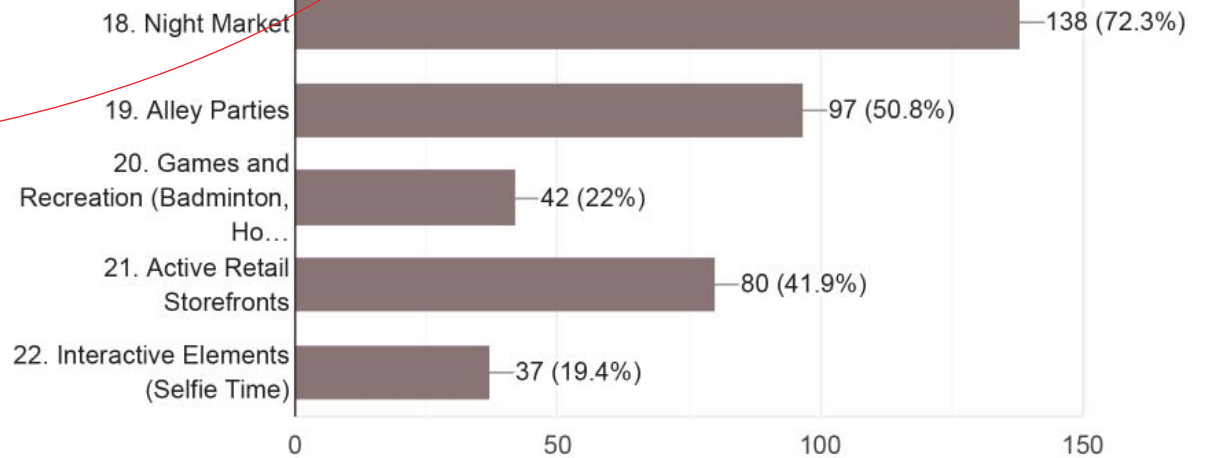
Infrastructure (Pick 3)

189 responses



Activities (Pick 2)

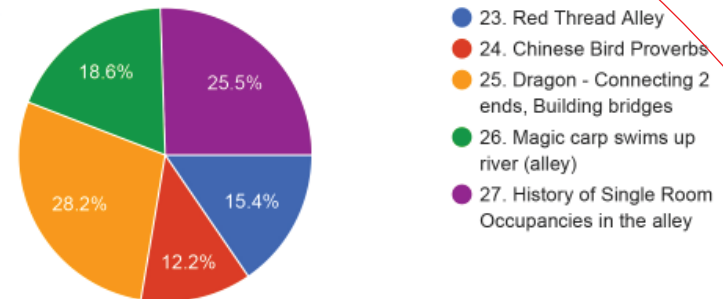
191 responses



top priorities from
community and JamFest:

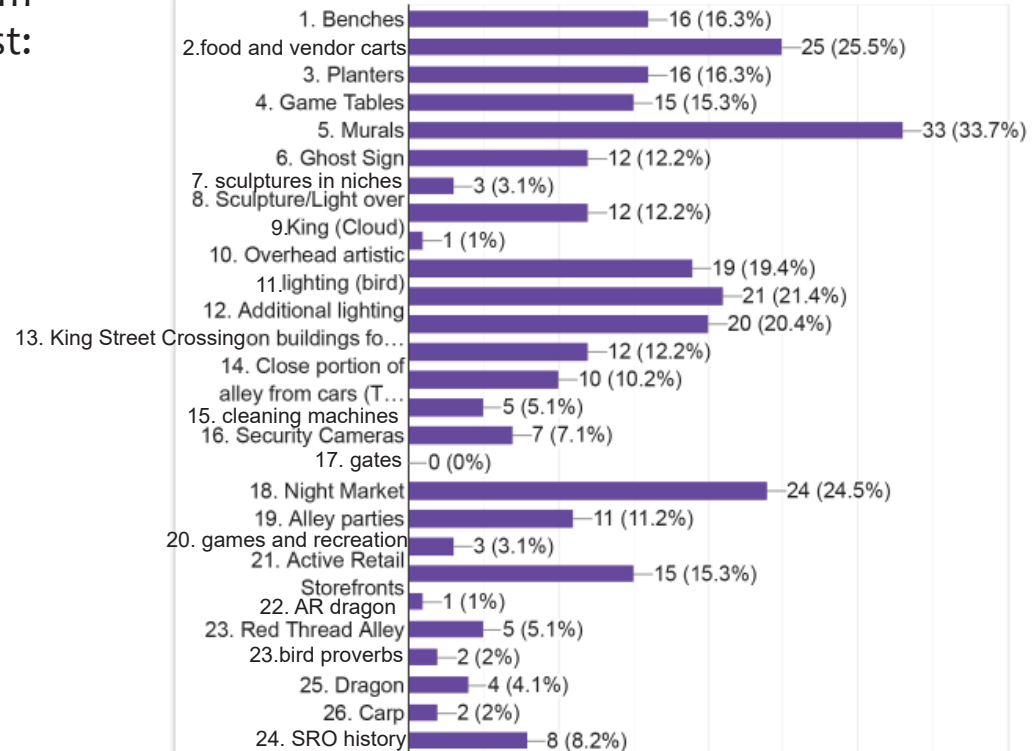
Thematic Storytelling (Pick 1)

188 responses



Pick Top 3 from list above

98 responses





references:

Historic Alley Reactivation in Seattle's Chinatown International District.
Ching Chan, 2015

Design Concepts and Community Feedback. Studio Jefre, 2017

Maynard Alley Re-imagined - Studio Summary. UW Landscape Architecture LARCH 403 Studio, 2018

2018 Neighborhood Lighting Study. Spark Lab, 2018

It is our hope that this report begins a dialogue and inspires a collective commitment towards a future collaboration and partnership that summons the effort and investment to enable the vision for a vital and lively Maynard Alley to become a reality. The community, business owners, property owners and visitors are an integral part of transforming Maynard Alley into a space that is meaningful, delightful and functional. With this master plan as a springboard, individuals, groups, and organizations will have the impetus to discover a variety of means to engage in the process of enabling parts and pieces to be implemented for advancing change over time.

NOVEMBER, 2019

