An aerial photograph of a city grid, likely Chinatown/International District, showing a dense pattern of streets and buildings. A prominent diagonal road or highway cuts through the grid from the top right towards the bottom right. The text is overlaid on the image.

Chinatown/International District Strategic Plan

June 15, 1998

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In Appreciation

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Introduction

The Chinatown/International District is one of the most historic and unique neighborhoods in the city of Seattle. Its special character cannot be summed up in one sentence, or even in one paragraph, for it is many things—numerous Asian cultures, longtime residents, a close-knit social network--that together create the community's unique fabric.

We are a community characterized by a sizable elderly population, significant low-income households, and a large number of affordable housing units. We are primarily small businesses as well as social service and community development organizations. We are a delicate social connection for many elderly. We are a regional hub for Asian-Pacific American commerce and culture.

But the Chinatown/International District also faces the challenge of many external forces that could change its unique character. What are these forces? They are outcomes of the city and region's economic boom, a trend that brings with it:

- expected regional population increase of 60,000 in the next 2 years,
- 130,000 new jobs in Puget Sound in the next 2 years,
- a major housing squeeze,
- more construction, higher rents, increased land values.

Closer to home, the economic boom is felt in the numerous development projects in South Downtown: a new baseball park, football stadium, Union Station, King Street Station, and major transportation projects. And the growth of downtown as a regional employment, shopping, civic and cultural center has made it an increasingly desirable place to live and work. The pursuit of an "18-hour downtown" will bring more retail, dining, entertainment.

How will these impact the Chinatown/International District? What changes will take place in our "Hilltop" residential area as downtown grows? How can Union Station be a good neighbor? Can we take advantage of the good things from these impacts and prepare for the possible negatives, such as traffic and congestion?

This Strategic Plan looks at how the future of the neighborhood will shape up in light of these questions. The recommendations reflect an overall vision:

- **Cultural and Economic Vitality**
- **Housing** that is Affordable and Diverse
- **Public Spaces** that are Safe, Dynamic and Pedestrian-friendly,
- **Accessibility** both Within and To the neighborhood for all modes.

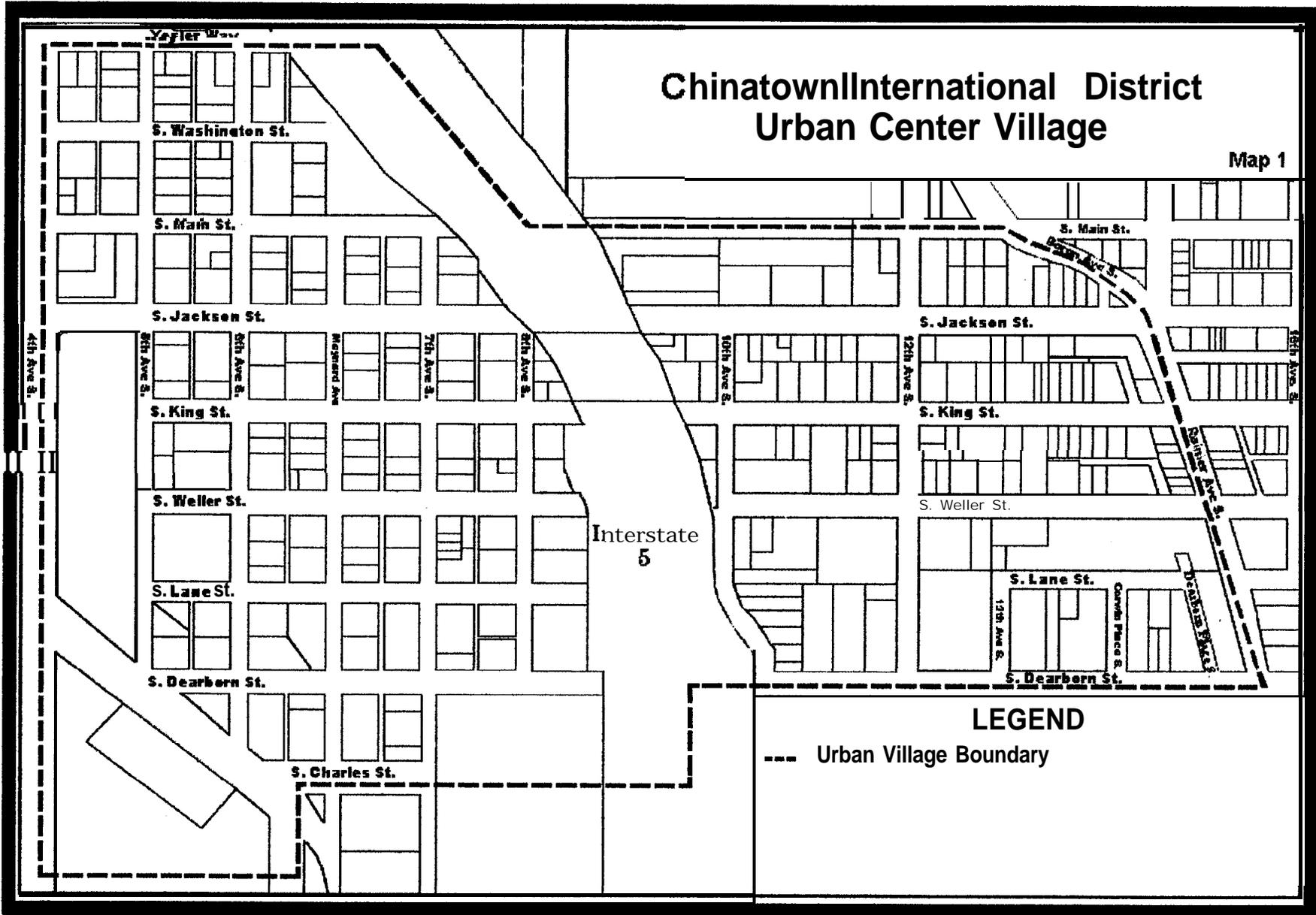
The plan is organized to be as user-friendly as possible.

- The first section, Implementation, lays out the strategies for achieving the plan recommendations.
- The next four sections include: Culture and Economics, Housing, Public Spaces, and Accessibility.
- Each part includes:
 - a summary of the background issues in that specific area
 - a table of recommended action strategies and
 - any relevant maps and illustrations.
- The Recommendations are on colored pages for easier reference.

We hope this plan can serve as a tool to help the community take action with the City and other partners to carry out the needed changes to sustain the Chinatown/International District as a truly livable community.

Chinatown/International District Urban Center Village

Map 1



LEGEND

--- Urban Village Boundary

Community Demographics

- total current population of Chinatown/International District: 2,000+
- diverse ethnic groups, with large numbers of Asian-Pacific Islander and Caucasian.
- over half of population are elderly over 60 years; among API, 62% are over 60 years old.

Figure 9 Population by Race, 1990

Race	% of Population
Asian-Pacific Islander	55%
Caucasian	36%
African-American	5%
Native American	3%
Other	1%

Source: 1990 Census of Population

- primarily low-income; among elderly, fixed incomes very low.
- only 25% of households have wage income.

Figure 2 Household Income

Household Type	Median Income (1990)
non-family households	\$5,589
family households	\$10,147
Asian-Pacific Islander	\$ 6,159
Caucasian	\$8,331
African-American	\$ 6,000

Source: 1990 Census of Population

China to wn/In terna tional District Strategic Plan

Implementation

Objective: to ensure the recommendations in the Chinatown/International District Strategic Plan reach full implementation.

In 1992, the International District completed a community plan. Although this plan was not formally adopted by the city, it involved extensive community outreach and laid out key neighborhood issues.

The current planning efforts have built on that process by taking out relevant key issues, adding new issues that have developed in the last six years, and completing detailed analysis that can lead to specific, concrete actions.

Based on community input, the approach to this planning stems from several key principles:

- build on previous work already completed
- complete analysis to get to concrete actions
- structure an ACTION plan
- minimize unnecessary “process” but seek community involvement and input where appropriate
- fast-track the process to reach completion as soon as possible.

As a result, the Phase 2 planning took place between December 1997 and May 1998. Over these six months, committees of community members reviewed work in a specific area each month: Transportation, Economic Development, Culture & Nature, Community Services, and Land Use & Regional Growth.

Along the way, several milestones took place. For the first time, high school youth were involved in the planning through activities such as collecting data and completing surveys. At the end of March 1998, *Picture I.D: A Community Design Workshop* brought together design professionals and community members to give vision to key recommendations. Some of the products from that weekend are incorporated in this plan. And outreach to the community has been ongoing and will continue.

The Implementation Actions for the Plan focus primarily on:

- continuing efforts already taking place to implement recommendations,
- identifying short-term actions that can be started immediately,
- seeking plan approval from City Council by the end of 1998, in order to obtain Early Implementation Funding,
- developing a community position to oversee Plan implementation,
- coordinating outreach with various community organizations to support implementation, and
- strengthening partnerships with City departments and other outside groups such as First and Goal, Inc. to leverage additional resources for implementation.

The goal underlying all the Implementation strategies is to guarantee that the work put into creating the Plan will not be wasted, and that this document does not become a “shelf plan” but truly a vehicle for positive change in Chinatown/International District.

Chinatown/International District Strategic Plan

Implementation--Recommended Actions

Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> Continue current actions to implement recommendations. 	<ul style="list-style-type: none"> various community and City orgs. 	<ul style="list-style-type: none"> ongoing
<ul style="list-style-type: none"> Begin implementation of additional recommendations that can be started immediately. 	<ul style="list-style-type: none"> InterIm, ID Forum. 	<ul style="list-style-type: none"> summer/fall 1998.
<ul style="list-style-type: none"> Finish plan and seek approval by September 1998 to obtain Early Implementation Funding to support activities in 1999. 	<ul style="list-style-type: none"> InterIm, Dept. of Neighborhoods 	<ul style="list-style-type: none"> by September 1998
<ul style="list-style-type: none"> With community consensus, structure a position to oversee implementation of neighborhood plan and football mitigation, coordinate with various participants, and provide follow-up actions. 	<ul style="list-style-type: none"> ID Forum, InterIm 	<ul style="list-style-type: none"> fall 1998
<ul style="list-style-type: none"> Continue to strengthen partnerships with external groups including City of Seattle departments, First and Goal Inc, baseball PFD, and major developers, to leverage resources for implementation of some recommendations. 	<ul style="list-style-type: none"> InterIm, community, partner organizations and departments. 	<ul style="list-style-type: none"> ongoing
<ul style="list-style-type: none"> Coordinate outreach with various community organizations to provide support on appropriate plan recommendations, for example CAP role on public safety activities. 	<ul style="list-style-type: none"> InterIm, CAP, IDHA, CIDBIA, SCIDPDA, ACRS, CISC, Wing Luke, Little Saigon BDA. 	<ul style="list-style-type: none"> ongoing

Cultural & Economic Vitality

Objective: thriving businesses, organizations, and cultural institutions.

Cultural and Economic Vitality includes not only businesses, but also the organizations and cultural institutions which are a part of the community's economy. Specific issues and problems on which the plan recommendations are based include:

- Lack of a comprehensive, community-wide strategy to market not only businesses, but also culture and events.
 - Family associations and localized community groups such as Luck Nghi Musical Club are at a critical stage of needing physical space, coordinated activity, and additional resources.
 - Sports event goers offer potential patronage for neighborhood businesses and culture but how to capture that?
 - Certain locations offer potential for new business location (Map 3).
 - Some storefronts are unappealing and do not encourage customer patronage (Map 3).
 - Lack of safe, dynamic night-time activity (Map 4).
 - Small businesses have a fairly high turnover rate and lack links and access to external resources that can assist in business development.
- Some community agencies lack meeting or office space, while the neighborhood as a whole lacks an open, accessible, multi-purpose community recreation center.
 - Infrastructure (water, power, sewer, garbage) must be adequate to support long-term community development.

The strategies in this area are grouped into the following clusters, each of which has one or more related actions. Together, the actions directly address the previously listed issues.

- **Marketing-activities** to promote the marketing of neighborhood businesses, events and cultural opportunities.
- **Business Improvements-strategies** to encourage greater customer patronage of individual businesses.
- **Business Resource Center-to** assist businesses and organizations in finding external resources, and support job creation.
- **New Businesses-to** encourage new locations.
- **Night-time Activity**—tapping into a new market for businesses.
- **Community Recreation Center-a** multi-purpose space for community programs and associations.
- **Utilities-ways** to make sure infrastructure supports future community needs.

Cultural and Economic Vitality--Recommended Actions

Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> • MARKETING--Continue efforts to aggressively market the community: <ul style="list-style-type: none"> • build on BIA Marketing Committee and include non-businesses in order to more comprehensively promote entire community, especially family associations and “localized” community groups such as Luck Nghi Musical Club and Kay Ying Senior Club. • develop a Community Calendar that promotes business, culture, landmarks, events and revitalize use of bulletin board at King & 7th (Map 2). • develop “familiarization tours” for regional and national media/press. • train “front-line workers” in neighborhood restaurants and businesses to promote tourist-friendly service. • work with football to recruit more advertising in local papers and to promote the neighborhood in event programs, ads. • develop theater/restaurant packages to encourage event goer patronage of neighborhood cultural institutions and businesses. • coordinate potential football “concession booth” with Wing Luke Museum’s new “ID Tour” program element. 	<ul style="list-style-type: none"> • BIA Marketing Committee, InterIm, First and Goal, other community organizations, International Examiner, Asian Weekly, PFD, NWAAT, Theatre Off Jackson, Chong Wah Association, Alliance of Chinese Associations, Wing Luke Museum, Little Saigon Merchants Association. 	<ul style="list-style-type: none"> • 2-3 years
<ul style="list-style-type: none"> • BUSINESS IMPROVEMENTS • Develop a Facade Improvement Fund (Map 3 and Figures 3 through 10). • Outreach to individual businesses to encourage: <ul style="list-style-type: none"> • opening at earlier hours to reach weekday commuter market. • vending on sidewalks to improve pedestrian environment. 	<ul style="list-style-type: none"> • BIA, InterIm, CAP. 	<ul style="list-style-type: none"> • 2 years
<ul style="list-style-type: none"> • BUSINESS RESOURCE CENTER--Develop a neighborhood-based BRC to: <ul style="list-style-type: none"> • connect businesses with outside sources of TA and loans. • lobby Seattle offices of Small Business Administration and Office of Economic Development to provide multilingual resources. • provide shared equipment for smaller non-profits in the community. • find start-up funding for Little Saigon Merchants Association. • outreach to corporations to link with neighborhood businesses, which could provide resources for: management training, school-to-work programs. 	<ul style="list-style-type: none"> • BIA, InterIm, First and Goal, Turner Construction (Apprenticeship Program), IDHSS, ACRS, CISC, Port JOBS, SJI, Little Saigon Merchants Association. 	<ul style="list-style-type: none"> • 3-4 years

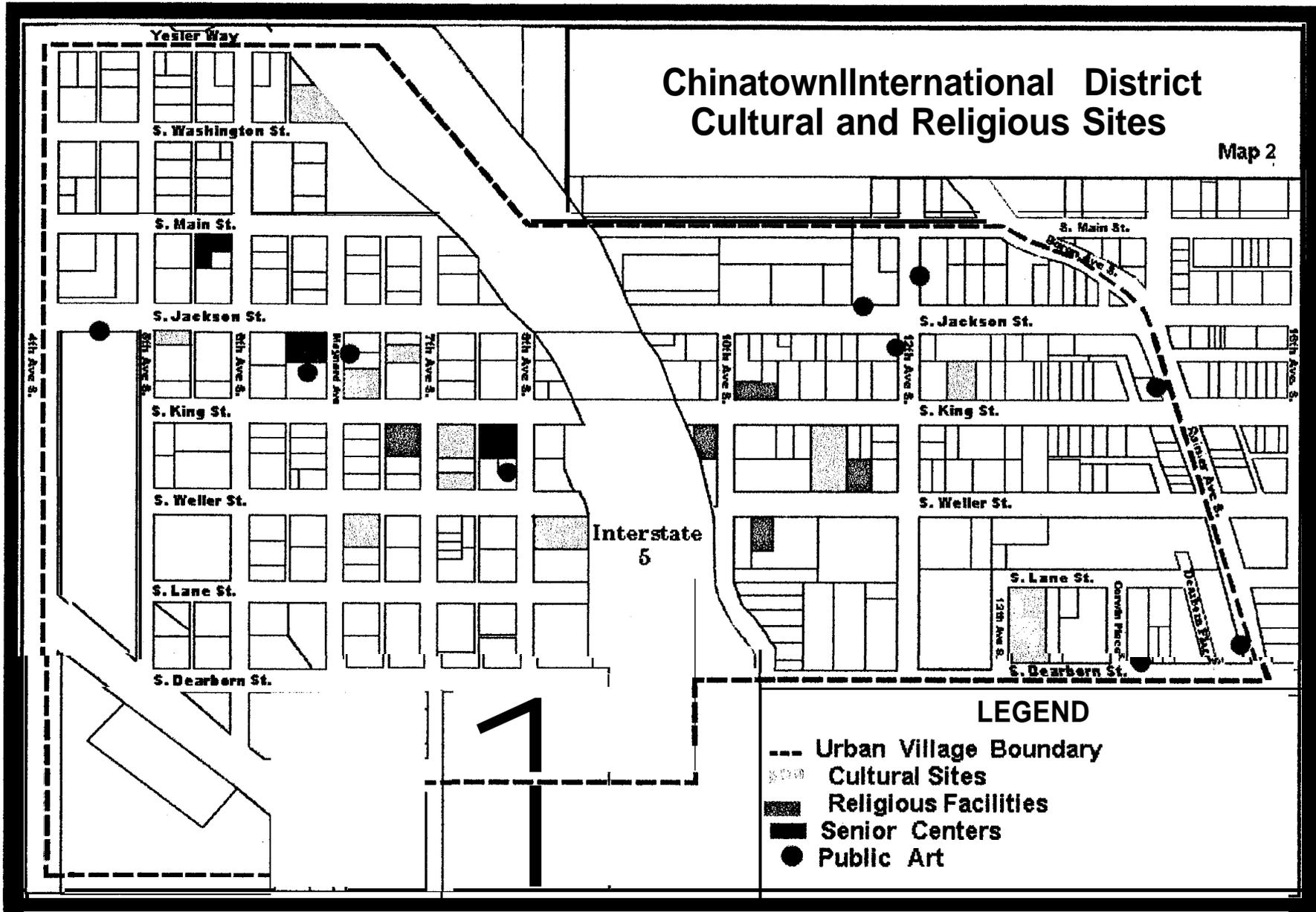
<ul style="list-style-type: none"> • pursue employment opportunities such as football mitigation Work Training Program, Youth Apprenticeship Program, business concessions in stadium and contracting opportunities. 		
<ul style="list-style-type: none"> • NEW BUSINESSES—Work with City to create tax incentives at designated sites to encourage location of potential businesses in vacant areas (Map 3). 	<ul style="list-style-type: none"> • InterIm, BIA, City OED. 	<ul style="list-style-type: none"> • 2 years
<ul style="list-style-type: none"> • NIGHT-TIME ACTIVITY-Promote lively and safe night-time activity (Map 4): <ul style="list-style-type: none"> • lobby for expanded bus tunnel hours. • targeted promotion at Convention Center. • using Facade Improvement Fund to encourage business owners to replace unappealing security grates with alternative pedestrian-friendly devices. 	<ul style="list-style-type: none"> • BIA Marketing Committee, InterIm, Metro. 	<ul style="list-style-type: none"> • 3-4 years
<ul style="list-style-type: none"> • COMMUNITY RECREATION CENTER <ul style="list-style-type: none"> • work with PDA/Village Square Phase 2, Asian Resource Center, CISC, ACRS, Chinese Cultural Center to figure out best way to provide needed community recreation space and programs—existing and new. • partner with football to expand and promote neighborhood youth sports programs as part of recreation center. • work with family associations to coordinate potential space needs within community center and actively market associations’ programs. 	<ul style="list-style-type: none"> • PDA/Village Square Phase 2, ARC, CISC, ACRS, Chinese Cultural Center, Chong Wah Association, InterIm, Denise Louie Childhood Education Center. 	<ul style="list-style-type: none"> •

UTILITIES

Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> • Coordinate water mains’ replacement into City budgeting process NOW to ensure full upgrades over the next 20 to 25 years. 	<ul style="list-style-type: none"> • Seattle Water Dept, InterIm 	<ul style="list-style-type: none"> • 5 years
<ul style="list-style-type: none"> • Coordinate with City to replace combined sewer system with separated system over the long-term. 	<ul style="list-style-type: none"> • Seattle Drainage & Wastewater, InterIm 	<ul style="list-style-type: none"> • 10 - 15 years
<ul style="list-style-type: none"> • Coordinate with businesses and waste carriers for more frequent pick-ups to help reduce overflow. 	<ul style="list-style-type: none"> • BIA 	<ul style="list-style-type: none"> • 1 year
<ul style="list-style-type: none"> • Promote education and alternatives to businesses disposing lard into drainage. 	<ul style="list-style-type: none"> • BIA 	<ul style="list-style-type: none"> • 1-2 years
<ul style="list-style-type: none"> • Work with Seattle City Light for long-term undergrounding of power lines. 	<ul style="list-style-type: none"> • InterIm, Seattle City Light. 	<ul style="list-style-type: none"> • 5 years

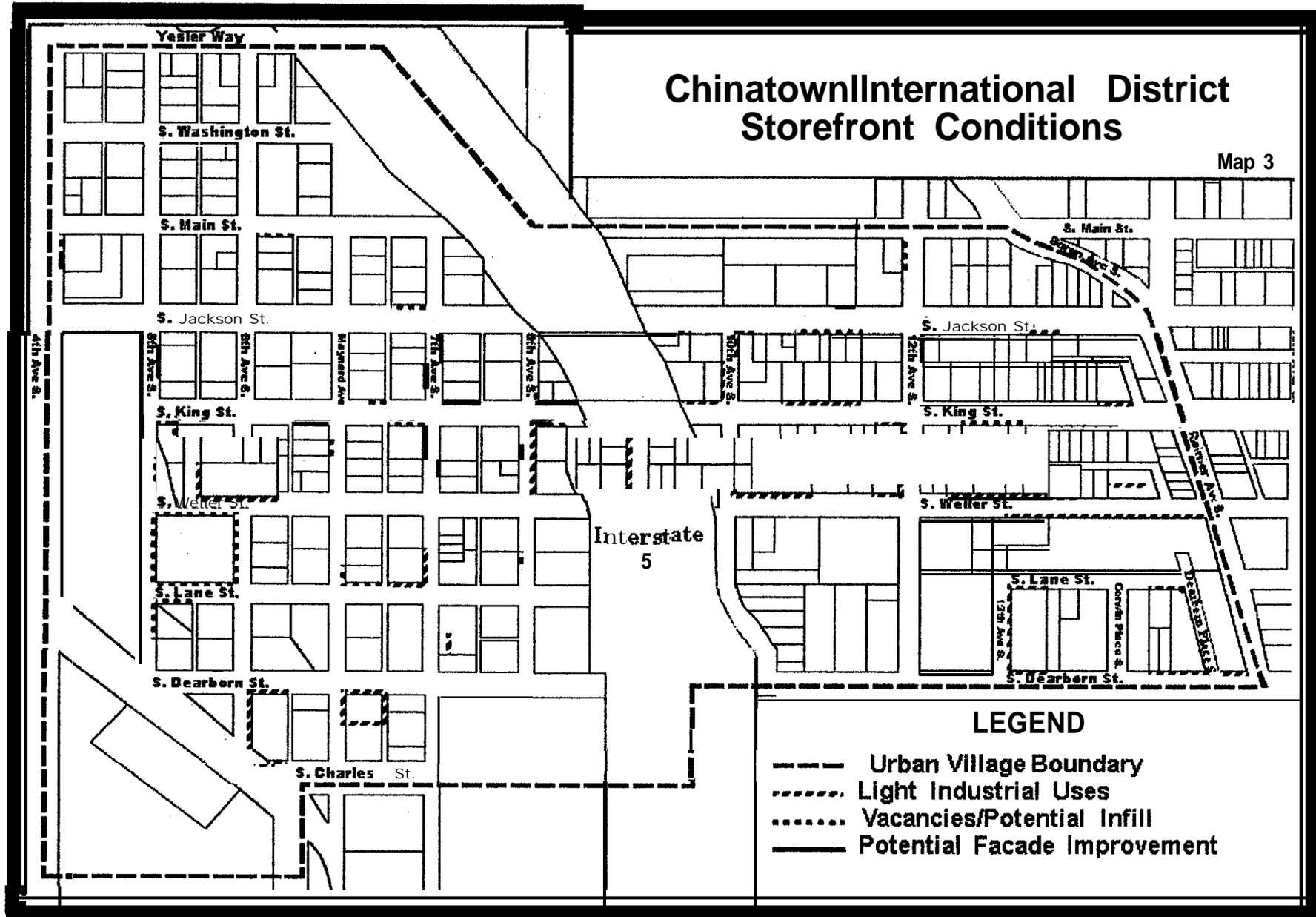
Chinatown/International District Cultural and Religious Sites

Map 2



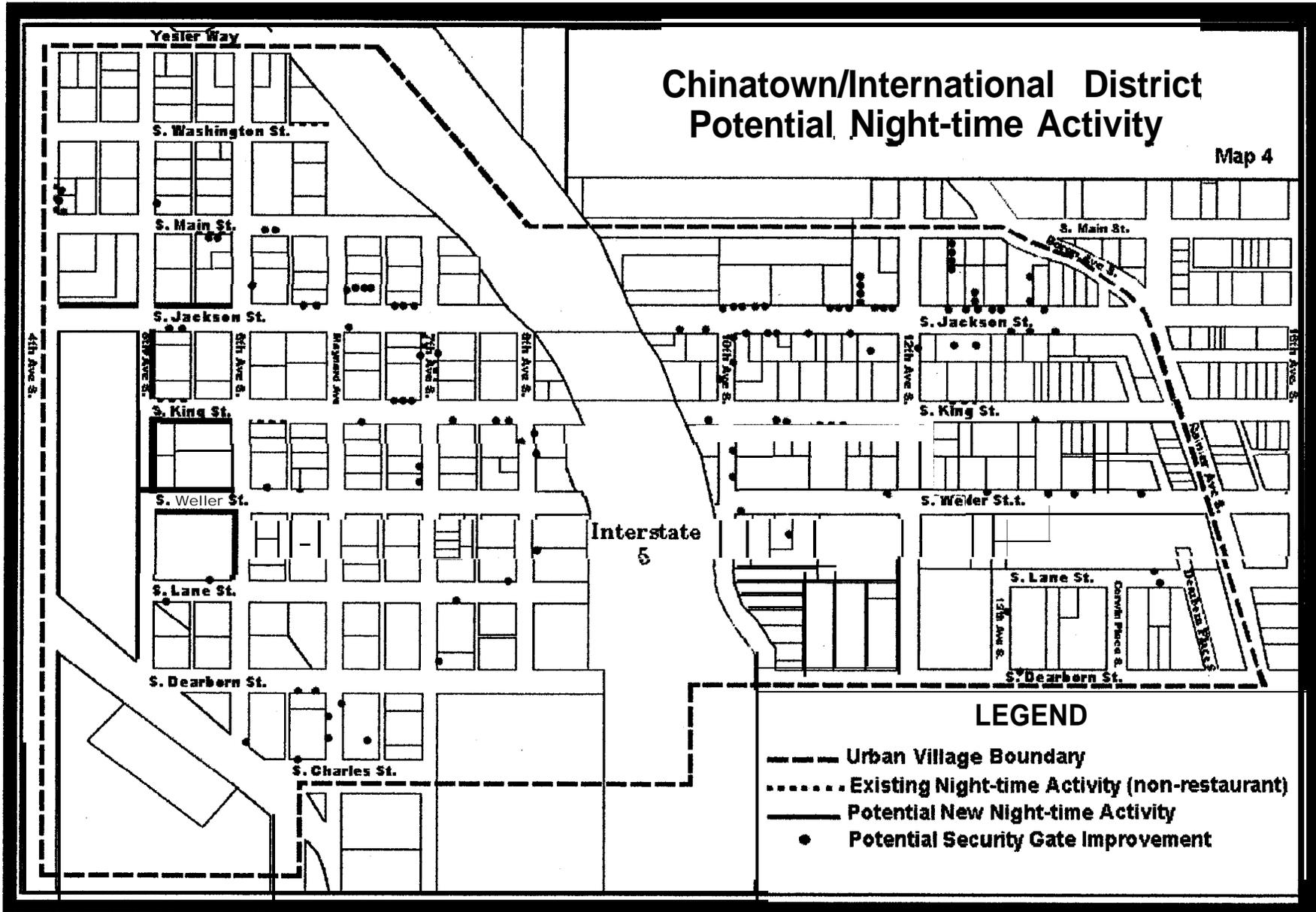
Chinatown/International District Storefront Conditions

Map 3



Chinatown/International District Potential Night-time Activity

Map 4



Examples of Potential Facade Improvements



Figure 3

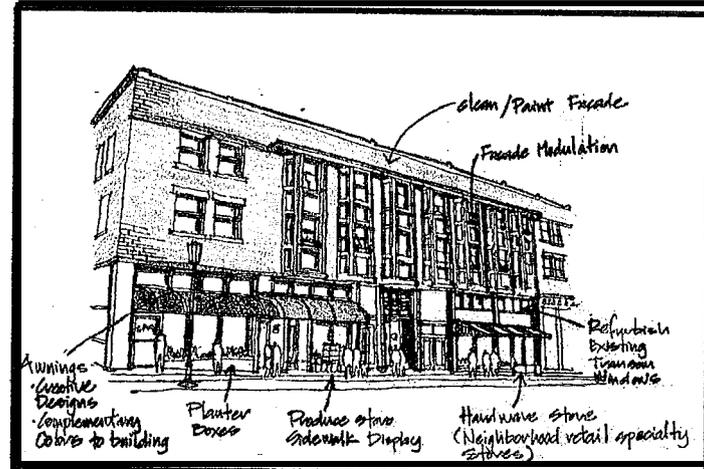


Figure 4

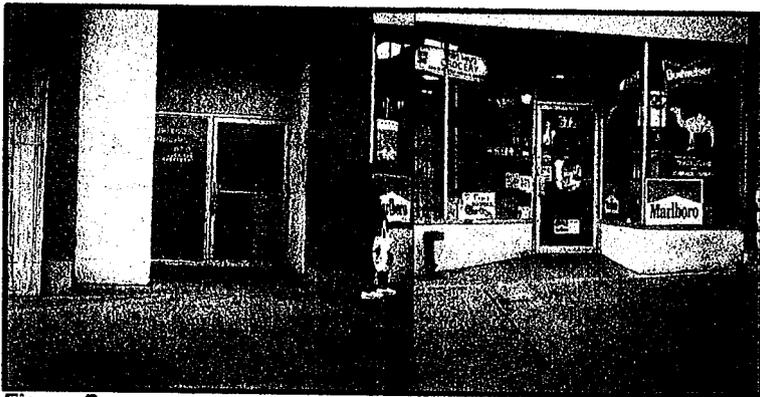


Figure 5

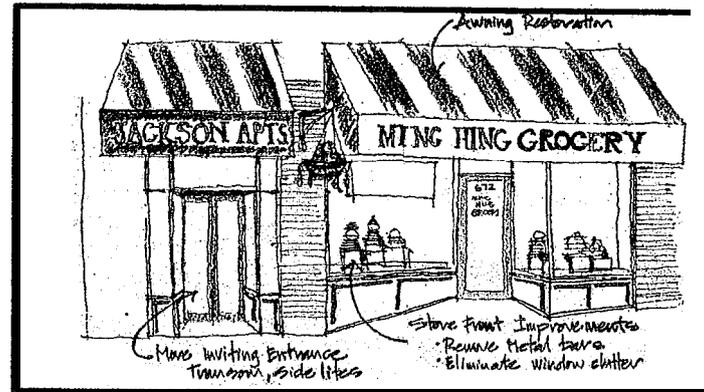


Figure 6

Examples of Potential Facade Improvements



Figure 7

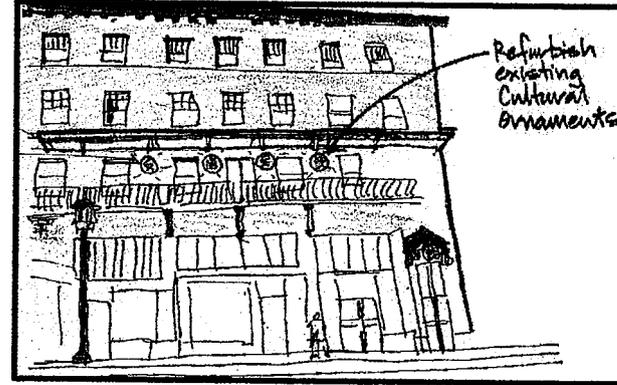


Figure 8

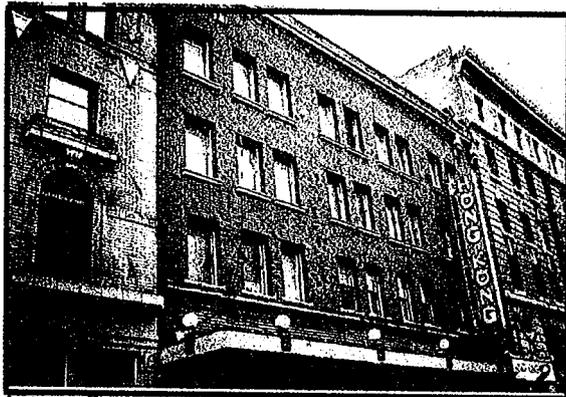


Figure 9

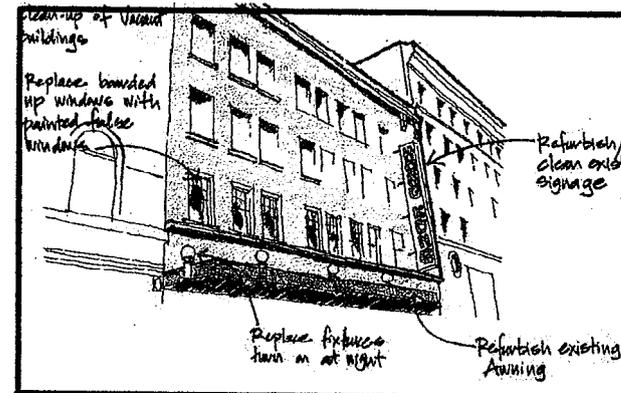


Figure 10

Housing Diversity & Affordability

Objectives:

- **diversification of housing stock to include more moderate income and family housing.**
- **preservation of affordable housing units.**
- **rehabilitation of vacant and sub-standard buildings.**

Many factors impact the community's ability to achieve the housing mix it desires. Specific issues and problems on which the plan recommendations are based include:

- **Need to preserve existing affordable housing for residents the community traditionally serves, especially in light of expiring Section 8 subsidy contracts.**
- **Lack of family housing and moderate income units stifles community's ability to sustain neighborhood businesses (Map 5).**
- **Need to ensure other downtown neighborhoods also take responsibility for creating affordable housing.**
- **Rising land values and nearby development make it difficult to keep land affordable for low-income housing.**
- **Financing for affordable housing and mixed-use projects is a major obstacle to project development.**
- **Owners of some vacant or sub-standard buildings may lack incentive and/or knowledge to upgrade property.**

The strategies for Housing are grouped into three clusters which reflect the three key housing objectives

- **Housing Diversification-activities** to encourage creation of more family housing as well as moderate income units.
- **Affordable Housing-strategies** to preserve existing low-income units.
- **Housing Rehabilitation-ways** to support upgrading of existing vacant and sub-standard buildings (Figures 13 through 18).

Of the listed recommendations, several are currently under discussion for implementation at City-level, as part of Mayor Paul Schell's new Housing Action Agenda. These include a property tax exemption for low-income multifamily housing, as well as streamlining of the construction permitting process in the Department of Construction and Land Use.

In addition, ongoing support for housing development research has been provided by the University of Washington Law Clinic, and it is hoped this will continue as the community works towards achieving its housing goals.

Chinatown/International District Strategic Plan

Housing Diversity and Affordability— Recommended Actions

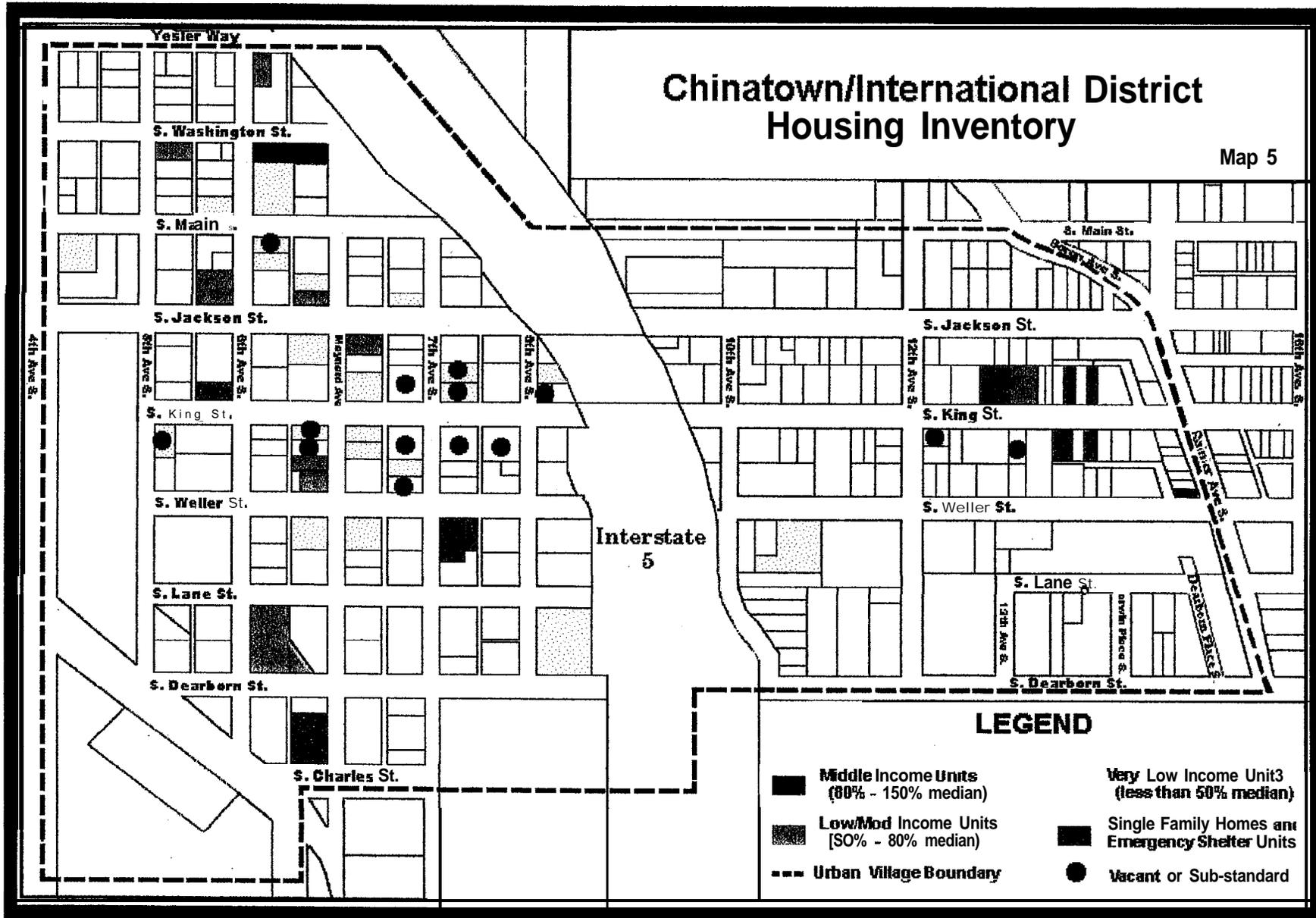
HOUSING DIVERSIFICATION		
Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> Develop TDR and density bonus programs to encourage greater housing development. 	<ul style="list-style-type: none"> City 	<ul style="list-style-type: none"> 3-4 years
<ul style="list-style-type: none"> Work with downtown neighborhoods to split “fair share” of low income housing units. 	<ul style="list-style-type: none"> City, InterIm, SCIDPDA, Downtown Urban Center Planning Group. 	<ul style="list-style-type: none"> 2 years

PRESERVATION OF AFFORDABLE HOUSING		
Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> Leverage City funds for: <ul style="list-style-type: none"> formation of Community Land Trust re-structuring financing of expiring subsidy contracts. 	<ul style="list-style-type: none"> City, SCIDPDA, InterIm 	<ul style="list-style-type: none"> 2-3 years
<ul style="list-style-type: none"> Leverage more federal low-income tax credits. 	<ul style="list-style-type: none"> City 	<ul style="list-style-type: none"> 3-4 years
<ul style="list-style-type: none"> Develop inclusionary zoning for market-rate developments. 	<ul style="list-style-type: none"> City, community 	<ul style="list-style-type: none"> 3-4 years
<ul style="list-style-type: none"> Secure lender commitment to finance more mixed-use projects, including model project: International District Village Square Phase 2. 	<ul style="list-style-type: none"> City, SCIDPDA 	<ul style="list-style-type: none"> 2 years
<ul style="list-style-type: none"> Develop a 10-Year Property Tax Exemption for low-income multifamily development, based on RCW 84.14 (1995). 	<ul style="list-style-type: none"> City, InterIm, SCIDPDA 	<ul style="list-style-type: none"> 1 year
<ul style="list-style-type: none"> Continue partnership with University of Washington Law Clinic to research and develop housing development/land trust models. 	<ul style="list-style-type: none"> InterIm, Law Clinic 	<ul style="list-style-type: none"> ongoing

HOUSING REHABILITATION (Figures 13 through 18)		
Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> Streamline DCLU construction permitting. 	<ul style="list-style-type: none"> City 	<ul style="list-style-type: none"> 2 years
<ul style="list-style-type: none"> Leverage City funds for: <ul style="list-style-type: none"> acquisition and rehabilitation of vacant and sub-standard buildings (Map 5). technical assistance and outreach by community non-profits to owners of vacant and sub-standard buildings. 	<ul style="list-style-type: none"> City, SCIDPDA, InterIm 	<ul style="list-style-type: none"> 2-3 years

Chinatown/International District Housing Inventory

Map 5

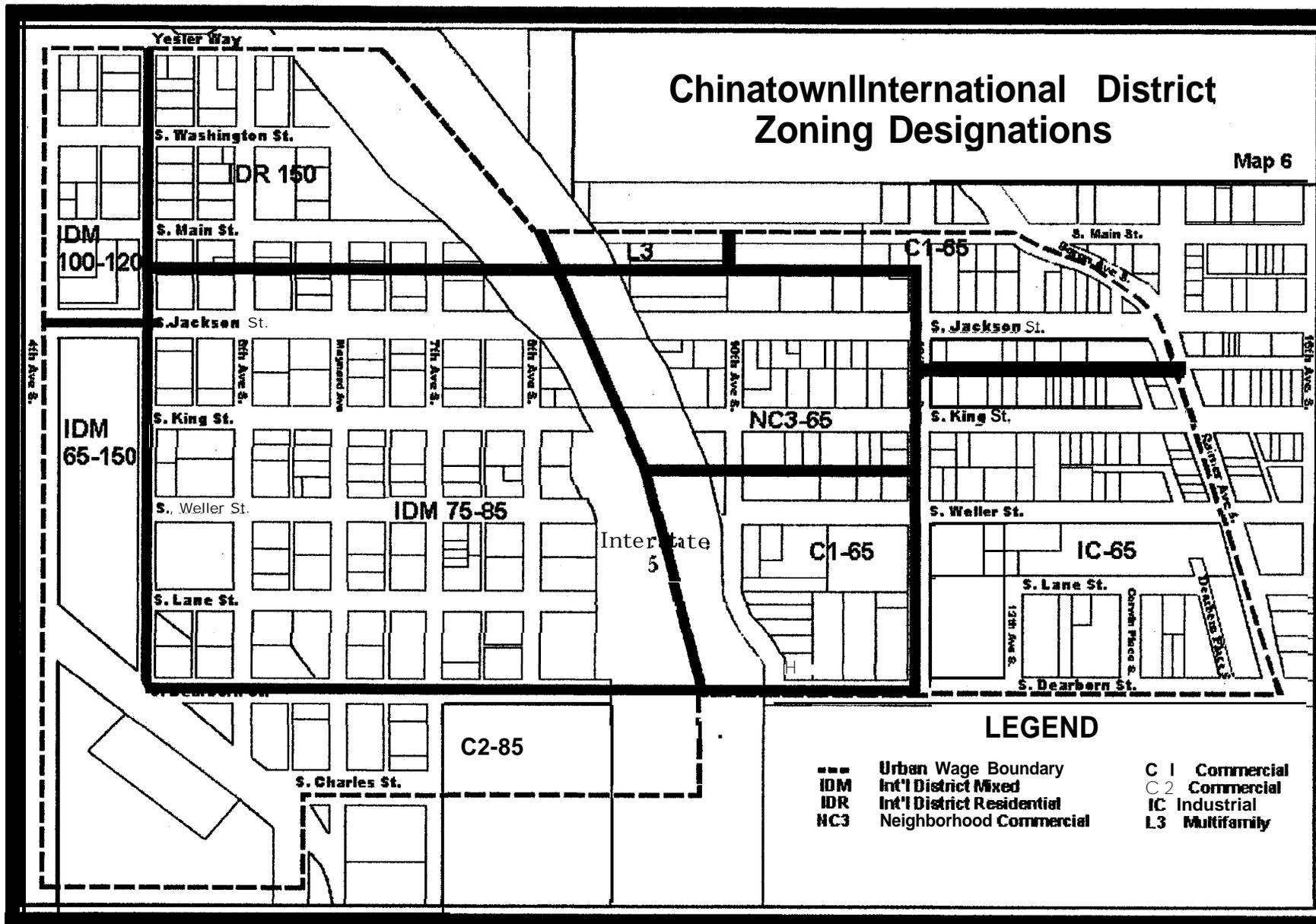


LEGEND

- Middle Income Units (80% - 150% median)
- Low/Mod Income Units (50% - 80% median)
- Urban Village Boundary
- Very Low Income Units (less than 50% median)
- Single Family Homes and Emergency Shelter Units
- Vacant or Sub-standard

Chinatown/International District Zoning Designations

Map 6



LEGEND

- | | | | |
|-----|----------------------------|-----|-------------|
| --- | Urban Wage Boundary | C 1 | Commercial |
| IDM | Int'l District Mixed | C 2 | Commercial |
| IDR | Int'l District Residential | IC | Industrial |
| NC3 | Neighborhood Commercial | L3 | Multifamily |

Housing Statistics

- total housing units: 2,030 of which:
- 85% serve residents with income below 50% of median.

Figure 11 Housing Stock

Housing Type	Median Income	Total Units
middle income	80% - 150%	82
low-moderate, subsidized	50% - 80%	172
low-moderate, unsubsidized	50% - 80%	20
very low, subsidized	under 50%	831
very low, unsubsidized	under 50%	573
frail elderly		125
emergency shelter		227
single family homes		9

- vacancy rate very low: 2 - 3%
- over 60% of units are SRO or studio
- 7 vacant buildings exist
- 5 occupied buildings are sub-standard, totaling 440 units.

Figure 12 Housing Unit Breakdown

Unit Type	Total Units	% of Total
SRO	814	40%
studio	431	21%
1 -bedroom	577	28%
2-bedroom	34	2%
3-bedroom	1	<1%
single family homes	9	

Typical Vacant and Sub-standard Buildings

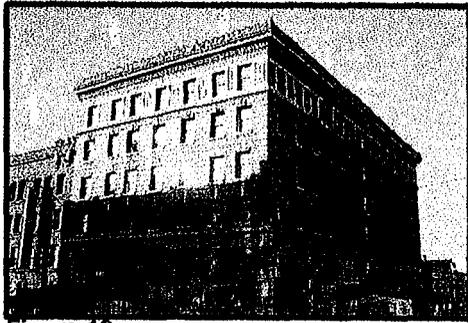


Figure 13



Figure 14

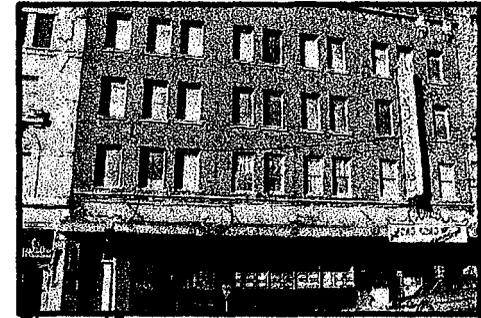


Figure 15



Figure 16



Figure 17



Figure 18

Chinatown/International District Strategic Plan

Safe & Dynamic Public Spaces

Objective: active yet safe public spaces including parks, sidewalks, streets, alleyways, and parking lots.

Parks, public safety and pedestrian space are combined in this section because of the connections among the three areas. Work is already underway to implement recommendations related to parks and pedestrian improvements. Specific issues and problems include:

- Specific programming to deliberately activate the parks, especially Kobe Park, is needed to help bring more and diverse users, and alleviate some of the safety problems, such as loitering, assault, drug dealing (Map 7).
- Physical design to prevent crime needs to be emphasized, especially in parks, parking facilities, and alleyways (Map 8).
- Lack of sufficient police presence and resources to support the Community Action Partnership and the International District Emergency Center prohibit maximizing public safety efforts.
- Fan behavior, after stadium events, are risks for inappropriate public behavior, intoxication, public urination and littering.
- Most common crimes are assault, burglary, theft and auto theft. Issues: under-reporting of crime, lack of organized Resident Councils or block watch, and strategic foot patrols.
- Pedestrian safety is compromised by inadequate stop signs, crosswalk striping, especially in critical areas (Map 9).

- Significant portions of the community lack pedestrian amenities such as pedestrian street lighting, street trees, street furniture, informational kiosks that enhance the pedestrian environment. In some locations, dumpsters, overgrown bushes, broken tree grates and jutting sidewalk present additional safety hazards (Map 10).
- To increase customer base, target areas for pedestrian improvements include Jackson Street, Dearborn Street due to recent developments such as Village Square, Uwajimaya and Nikkei Manor, and 5th Avenue as a link between the neighborhood and developments to the west (Map 11).

The strategies in this area are grouped into the following clusters, each of which has one or more related actions. Together, the actions directly address the previously listed issues.

- **Parks**
 - Maintenance
 - Activating Parks
 - New Open Space
- **Public Safety**
 - Crime Prevention through Environmental Design
 - Outreach and Services
 - Police Presence
 - Parking
 - Event Days
- **Pedestrian Circulation and Amenities**
 - Pedestrian Safety
 - Pedestrian Amenities
 - Key Corridors
 - Key Nodes

Chinatown/International District Strategic Plan

Safe and Dynamic Public Spaces-- Recommended Actions

PARKS (Map 7)		
Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> • MAINTENANCE-work with Parks Dept. to complete maintenance at: <ul style="list-style-type: none"> • Kobe Park-damaged stairs, pathways; pruning; lighting installation. • Hing Hay--evening of brick surface; improving mural and kiosk; cleaning awning; re-painting work pagoda. • Children's Park-new and safer play equipment. • Danny Woo Gardens-tree pruning; alternative retaining wall. 	<ul style="list-style-type: none"> • Parks Department, CAP, InterIm, Han II Restaurant, Seattle Art Commission. 	<ul style="list-style-type: none"> • ongoing
<ul style="list-style-type: none"> • ACTIVATING PARKS-encouraging more frequent, dynamic use of parks by developing specific programs and elements helps-to improve parks safety. <ul style="list-style-type: none"> • coordinate a year-long activities program for parks that could include summer barbecues, cultural events, community clean-up days, youth programs, senior exercise in Hing Hay, gardening workshops at Danny Woo, etc. • install checkers/chess tables in Hing Hay Park (Figure 2 1). 	<ul style="list-style-type: none"> • CAP, InterIm, Chong Wah Association, BIA, Parks Dept, CISC. 	<ul style="list-style-type: none"> • 1-2 years
<ul style="list-style-type: none"> • NEW OPEN SPACE-potential locations include: <ul style="list-style-type: none"> • vacant parcel on Jackson east of I-5, next to Asian Plaza • work with Review Board to see about promoting urban rooftop gardens in new developments. 	<ul style="list-style-type: none"> • InterIm, Little Saigon BDA, International District Special Review District Board. 	<ul style="list-style-type: none"> • 1-2 years

PUBLIC SAFETY (Map 8)		
Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> • CPTED, Crime Prevention through Environmental Design—explicitly require and review for safety/security in design of new developments. 	<ul style="list-style-type: none"> • International District Special Review Board, DCLU, SPD. 	<ul style="list-style-type: none"> • 1-2 years
<ul style="list-style-type: none"> • OUTREACH and SERVICES <ul style="list-style-type: none"> • coordinate a year-long outreach program to building managers & residents on major public health and safety topics (drugs, emergencies, crime reporting, car prowls, theft, assault, pedestrian safety). • leverage various funds to expand CAP and IDEC resources for staff, outreach and programming. 	<ul style="list-style-type: none"> • CAP, InterIm, First and Goal, IDHSS. 	<ul style="list-style-type: none"> • ongoing

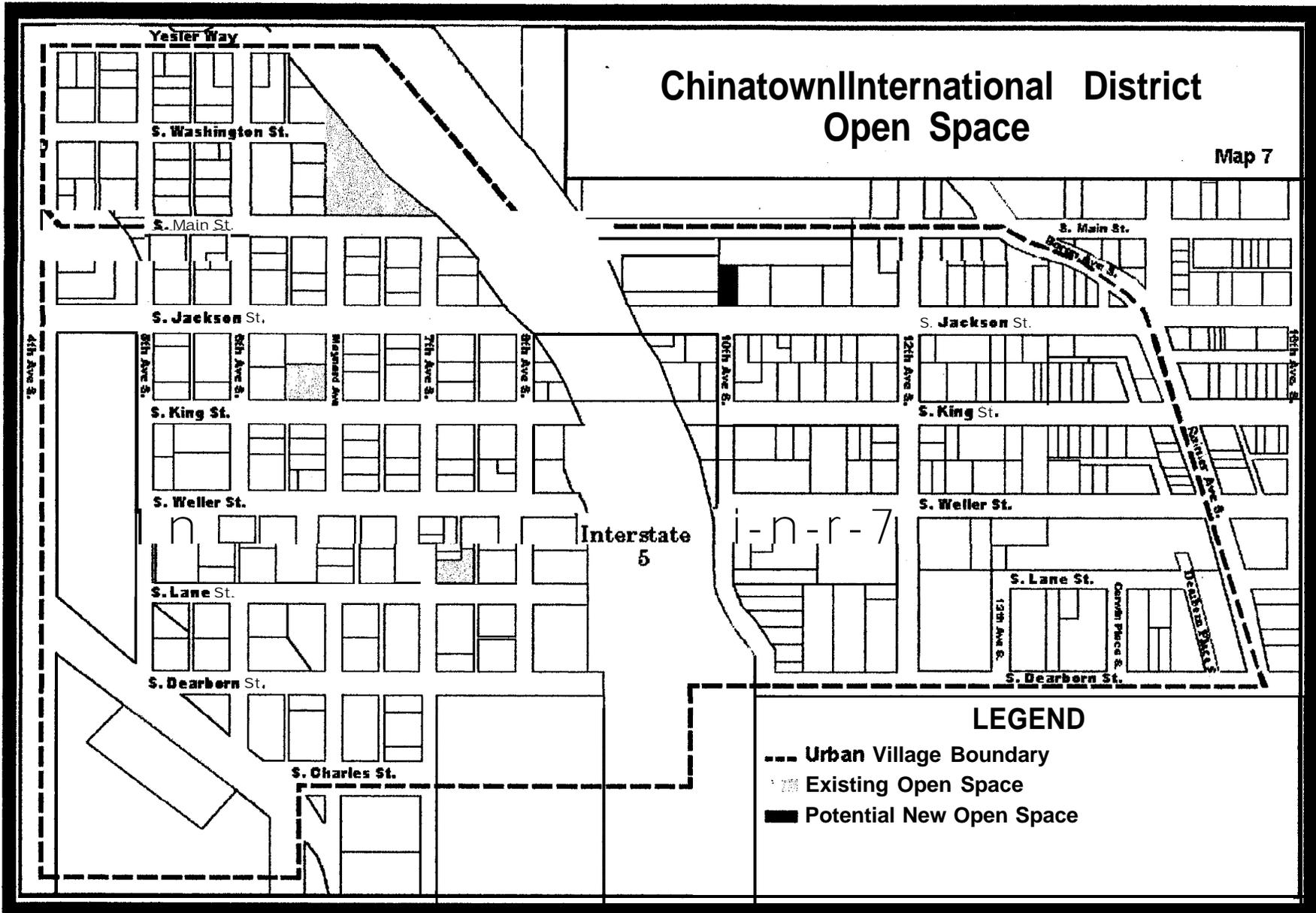
<ul style="list-style-type: none"> greater marketing/promotion of current Escort Service. offer support for the Stay Out of Parks Ordinance-Parks Exclusion Act. 		
<ul style="list-style-type: none"> POLICE PRESENCE <ul style="list-style-type: none"> lobby City Council and SPD for greater police presence. identify strategic routes for foot beat officers, especially on fringes. unify police precincts between Little Saigon and core Chinatown/ID. 	<ul style="list-style-type: none"> CAP, community, Little Saigon BDA. 	<ul style="list-style-type: none"> 1-2 years
<ul style="list-style-type: none"> PARKING-work with local parking operators to: <ul style="list-style-type: none"> add lighting to dark surface lots where needed and work with developer of any new parking facility to ensure appropriate safety design. increase outreach on auto security to parkers, including signage, flyers. 	<ul style="list-style-type: none"> Merchants Parking Association, InterIm, Nitze-Stagen. 	<ul style="list-style-type: none"> 1-2 years
<ul style="list-style-type: none"> EVENT DAYS-work with football, baseball and SPD to: <ul style="list-style-type: none"> provide event day extra clean-ups. add officers for traffic/crowd control and basic foot patrol duties. 	<ul style="list-style-type: none"> InterIm, football, baseball, CAP. 	<ul style="list-style-type: none"> 1-2 years

PEDESTRIAN CIRCULATION & AMENITIES		
Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> PEDESTRIAN SAFETY (Map 9) <ul style="list-style-type: none"> improvements including crosswalk striping, stop signs, and pedestrian refuge islands need to be installed at identified locations immediately. review sidewalks for tipping hazards. 	<ul style="list-style-type: none"> SeaTran, InterIm, CAP 	<ul style="list-style-type: none"> ASAP
<ul style="list-style-type: none"> PEDESTRIAN AMENITIES (Map 10) installed at strategic locations include: <ul style="list-style-type: none"> pedestrian street lighting wayfinding system using informational kiosks (Figure 20) benches and other street furniture improved trash cans public art (including on bus shelters) street trees and grate fillers trimming overgrown bushes yearly chemical spraying to eliminate weeds re-positioning dumpsters protruding onto sidewalk Give priority to key corridors and nodes below to gain maximum effect. 	<ul style="list-style-type: none"> various participants for different elements including: InterIm, baseball PFD, SeaTran, BIA, Metro Mural Program, Seattle Arts Commission, Review Board for approvals, First and Goal, Parks Dept, property owners, Little Saigon BDA. 	<ul style="list-style-type: none"> 2-3 years

<ul style="list-style-type: none"> • KEY CORRIDORS (Map 1 I)-The following key corridors will benefit from specific installations including: <ul style="list-style-type: none"> • JACKSON ST. <ul style="list-style-type: none"> • re-stripe to three lane configuration to calm traffic. • continue holiday tree lighting. • move bus shelters/stops further away from intersection at 12th. • work with business owners to promote parking at freeway lot. • look at possible additions for on-street parking east of I-S. • public art on underside of freeway (Figure 22). • gateway element near Jackson and 4th or 5th; strong entryway as part of King Street Station area improvements. • 2 informational kiosks: Jackson & I-5, Jackson & 12th. • DEARBORN STREET <ul style="list-style-type: none"> • gateway treatment on street surface at Dearborn and 6th, 8th. • adding transit service for residents and employees from new area developments. • 5th AVENUE <ul style="list-style-type: none"> • work with Nitze-Stagen to continue pedestrian streetscape from Weller Street ped bridge east into ID. • support development of pedestrian activity node at Uwajimaya Plaza. • install two informational kiosks: 5th & Jackson, 5th & Lane. 	<ul style="list-style-type: none"> • same participants as above. 	<ul style="list-style-type: none"> • 2-3 years
<ul style="list-style-type: none"> • KEY NODES at King & Maynard, 8th & Lane, 5th & Washington, each include an informational kiosk, additional ped street lights, trash cans, benches and trees. 	<ul style="list-style-type: none"> • same participants as above. 	<ul style="list-style-type: none"> • 2-3 years

Chinatown/International District Open Space

Map 7

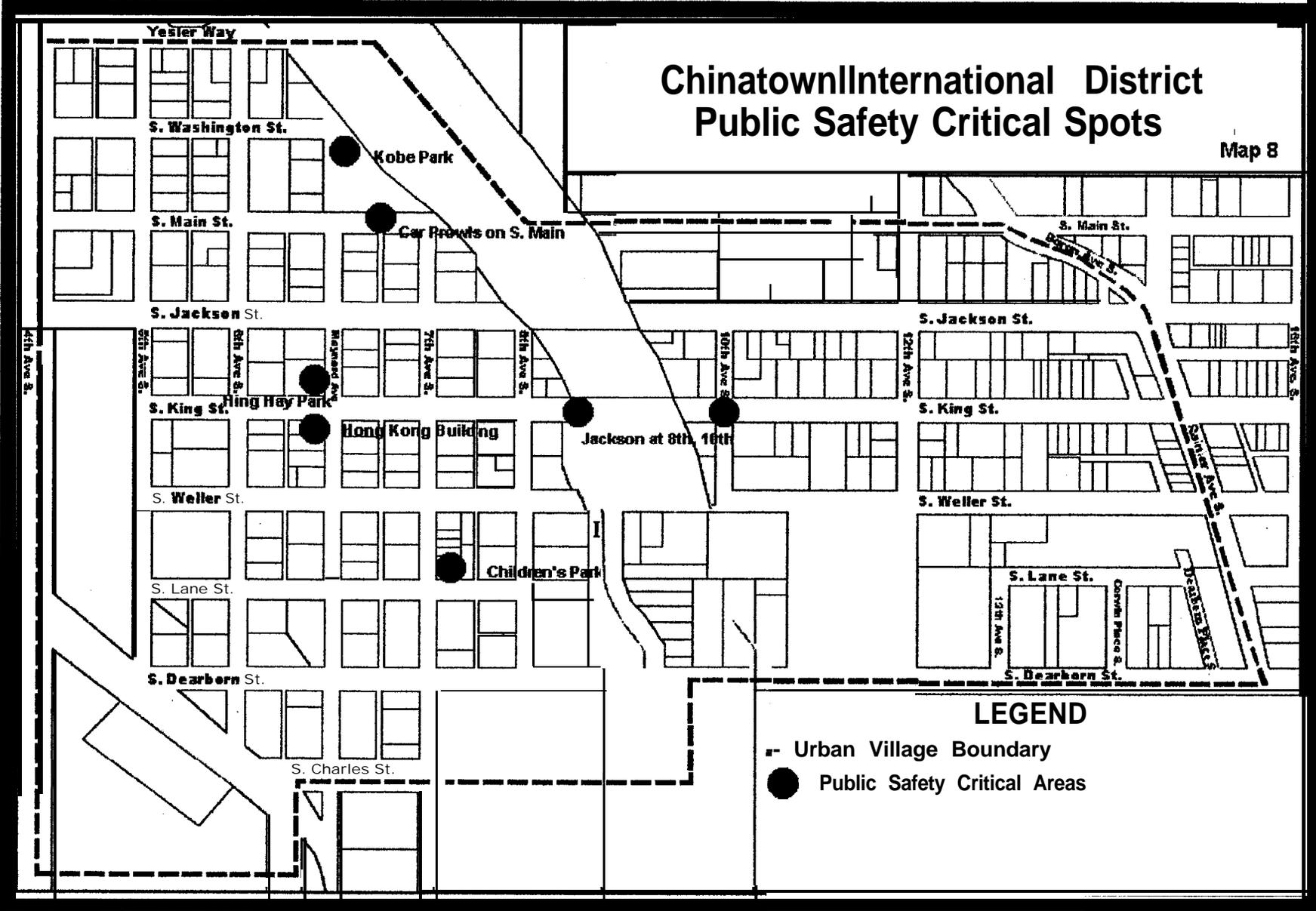


LEGEND

- Urban Village Boundary
- Existing Open Space
- Potential New Open Space

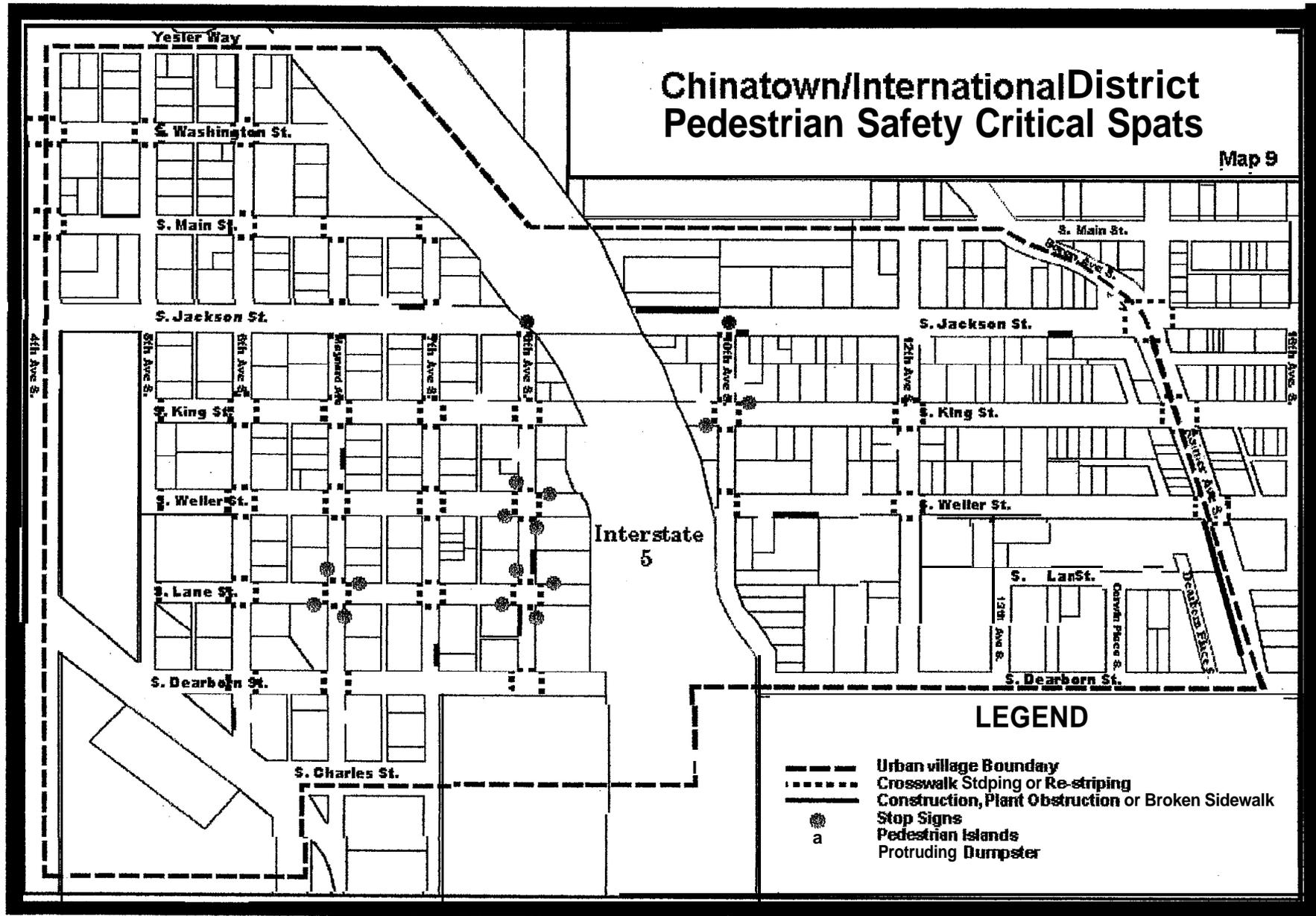
Chinatown International District Public Safety Critical Spots

Map 8



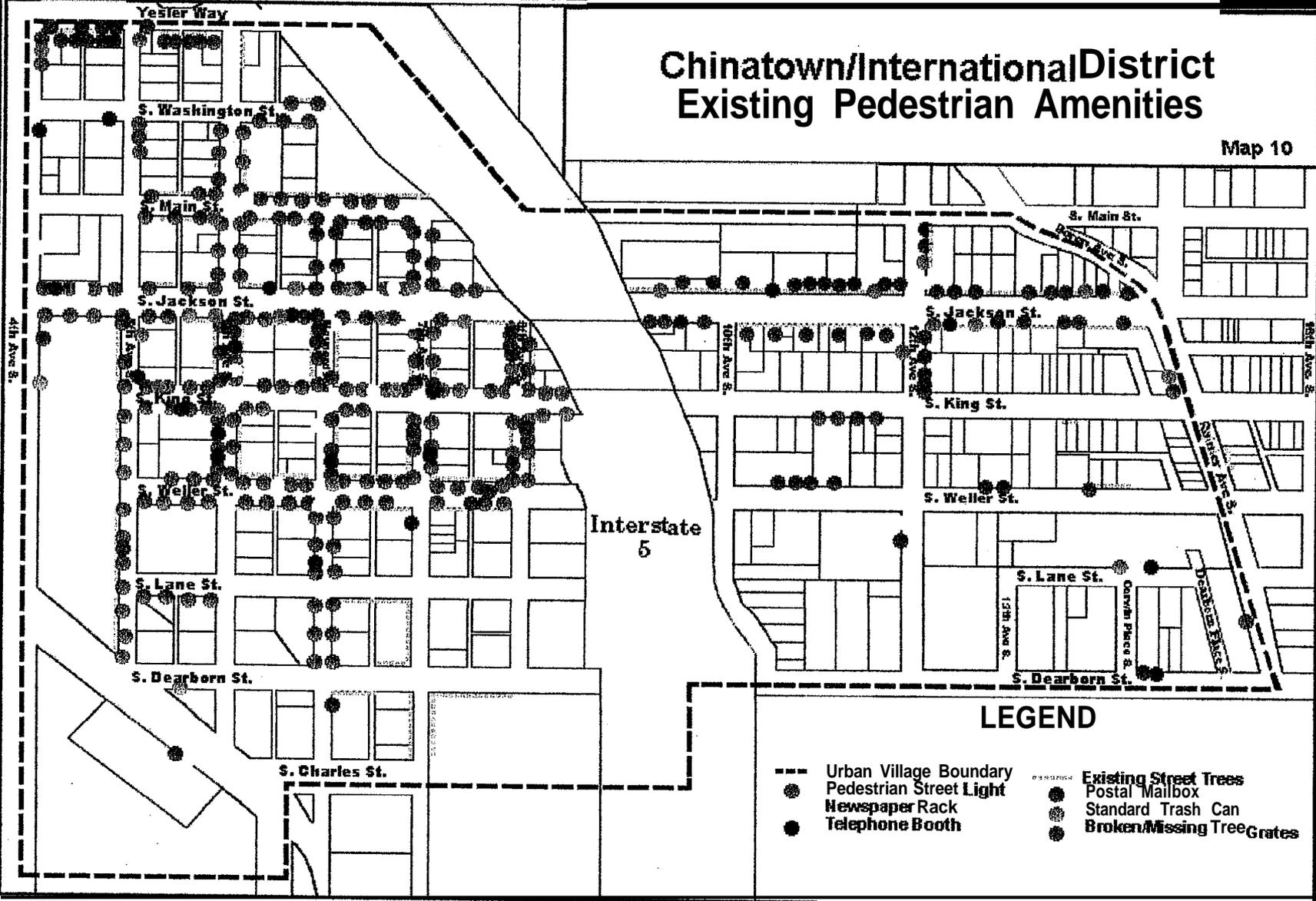
Chinatown/International District Pedestrian Safety Critical Spats

Map 9



Chinatown/International District Existing Pedestrian Amenities

Map 10

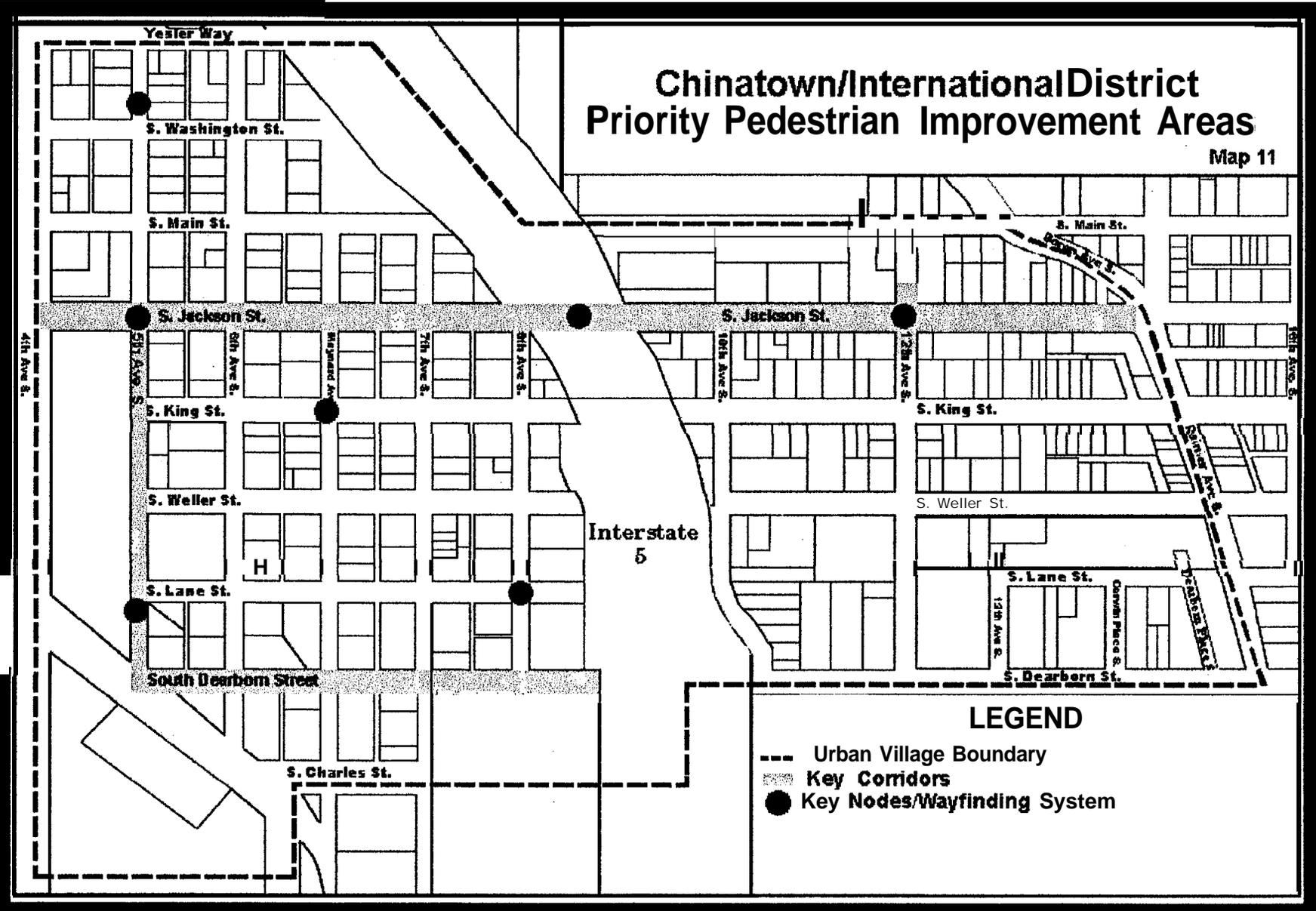


LEGEND

- Urban Village Boundary
- Pedestrian Street Light
- Newspaper Rack
- Telephone Booth
- Existing Street Trees
- Postal Mailbox
- Standard Trash Can
- Broken/Missing Tree Grates

Chinatown/International District Priority Pedestrian Improvement Areas

Map 11



LEGEND

- Urban Village Boundary
- ▨ Key Corridors
- Key Nodes/Wayfinding System

Examples of Pedestrian Improvements

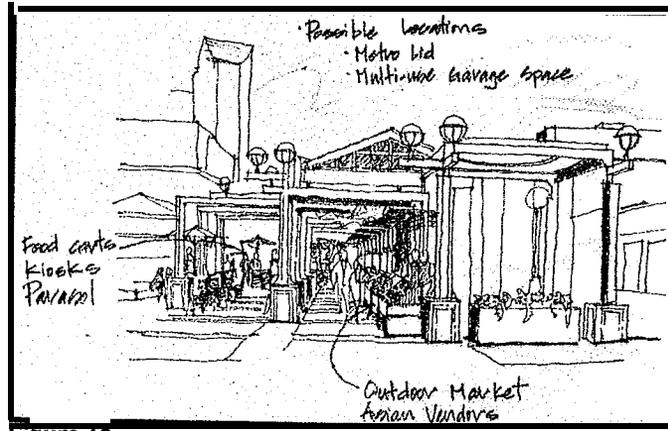


Figure 19



Figure 20 Neighborhood Informational Kiosk

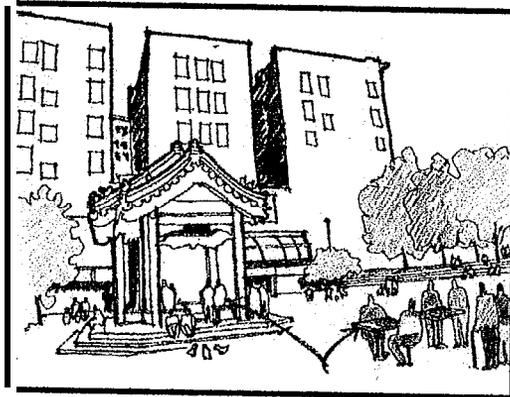


Figure 21 Outdoor Park Activities/Chess Table

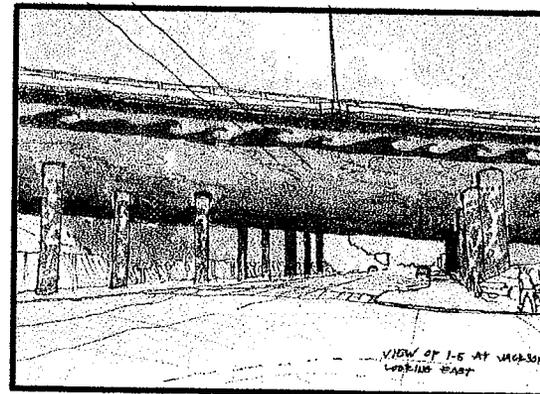


Figure 22 Public Art on Freeway Overpass

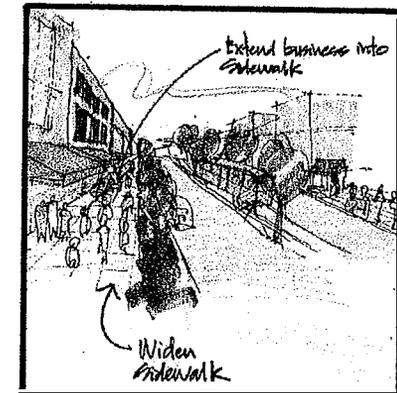


Figure 23 Sidewalk Vendors

Accessibility

Objective: accessibility both within as well as to the neighborhood for all transportation modes, while encouraging less dependence on cars and greater use of transit, bikes, and walking.

Autos (Map 12):

- Traffic congestion hot spots are: 12th and Jackson, 12th/Rainier/Boren, Dearborn/Rainier, and King/S”.
- Alleyways, especially Canton and Maynard, the two “living alleys” present dangers at car/pedestrian encounters.
- Truck loading at Maynard/Jackson and King/8th create traffic flow problems.

Transit (Map 13):

- Current ride free zone boundary leads commuters to use stop at Jackson/8th, an accident-prone area, and does not encourage customer filtration through the core.
- Inadequate service on routes 7, 14 and 36.
- Circulator route within the neighborhood would facilitate movement of residents, especially the elderly.
- Lack of bus tunnel access in evenings inhibits night-time pedestrian activity and customer patronage.
- Several bus shelters crowd intersections and worsen congestion.
- Chinese/Vietnamese time tables on key routes are needed.
- Lack of bus shelters and/or bus zone lighting at some locations.

Bicycles (Map 14):

- Fading bike lane on Dearborn.
- Bicyclists primarily pass by the neighborhood on Jackson or Dearborn, but rarely stop to shop, dine or visit, partly because bicycle racks are not available.

Parking (Maps 15, 16, 17 and Figures 26, 27):

- Shortage of short-term parking, especially at noon peak, for customers. Surface lots are priced higher relative to meters, so are under-used. Obsolete loading zones, segments of unrestricted parking, and street sections with no parking allowed offer potential for additional on-street parking.
- A community parking facility is strongly desired by the community.
- Lack of **signage** directing drivers to parking.
- Parking violations on event days are common because fines are minimal relative to the average cost of off-street event parking.
- Parking for residents could be more widely promoted.
- Factors in future parking demand: employment growth, especially from Union Station; retail/commercial growth will lead to increase in short-term parking demand. Forecast utilization of on-street parking is 90% on weekday evenings, 88% on weekend afternoons.

The strategies in this area are grouped into four clusters.

• **Autos**

• **Transit**

- Ride Free Zone
- Service Routing
- Spot Improvements

• **Bicycles**

• **Parking**

- On-Street Parking
- Off-Street Parking
- Residential Parking
- Parking Enforcement

Chinatown/International District Strategic Plan

Accessibility-- Recommended Actions

AUTOS (Map 12)		
Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> Work with SeaTran to modify traffic signal at 12th/Jackson and to find solutions for other congestion areas: 12th/Rainier/Boren, Dearborn/Rainier, King/S”. 	<ul style="list-style-type: none"> SeaTran, InterIm, Little Saigon BDA, Uwajimaya. 	<ul style="list-style-type: none"> 1-2 years
<ul style="list-style-type: none"> Work with SeaTran to develop signage at exit/entrances to alleyways, and partial speed bumps and/or reflectors to help slow down and increase visibility of traffic. 	<ul style="list-style-type: none"> SeaTran, InterIm. 	<ul style="list-style-type: none"> 1-2 years
<ul style="list-style-type: none"> Work with business owners at Maynard/Jackson and King/8th to find alternative truck loading locations. 	<ul style="list-style-type: none"> BIA, InterIm, SeaTran. 	<ul style="list-style-type: none"> 1 year

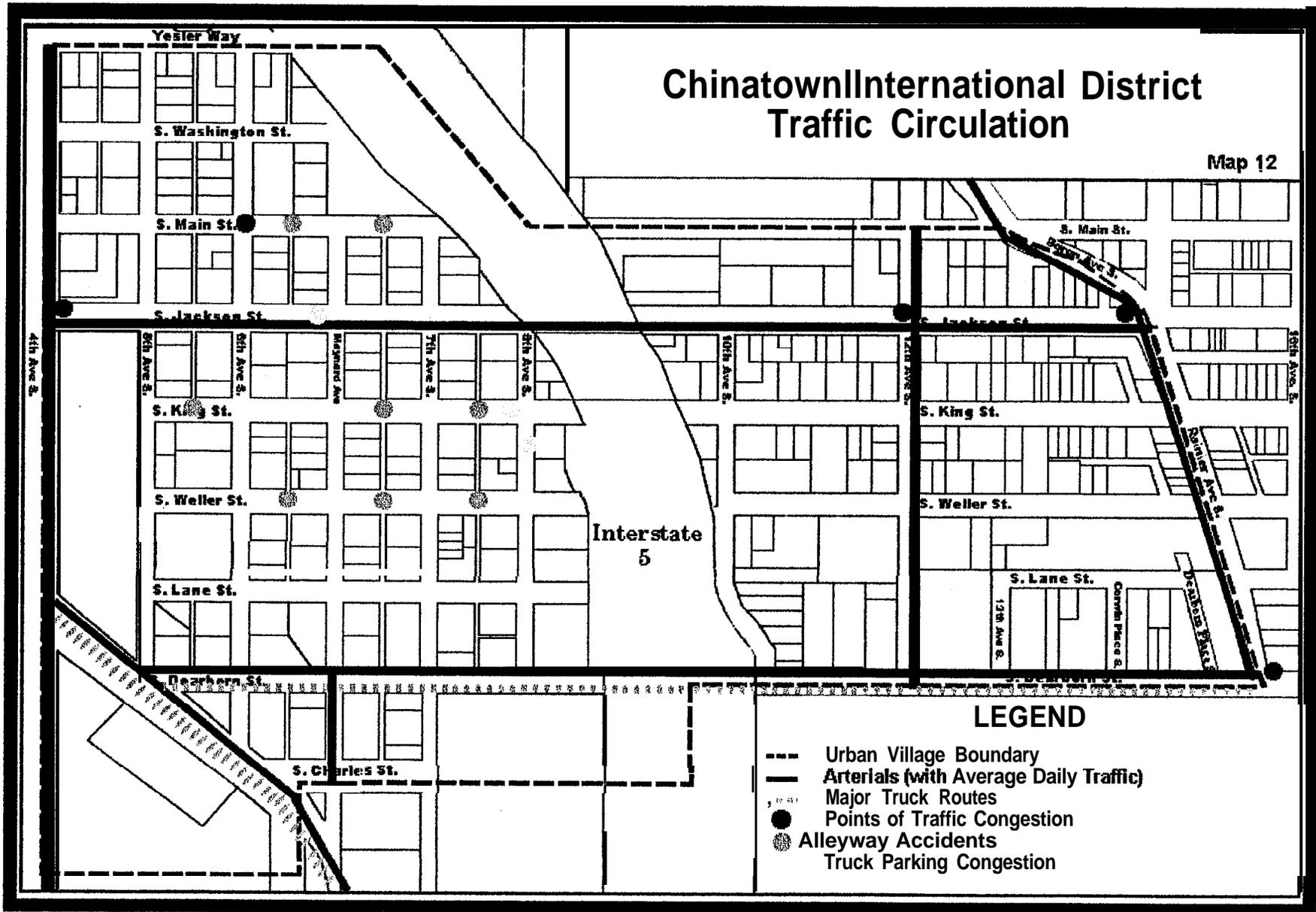
TRANSIT (Map 13)		
Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> RIDE FREE ZONE-Work with Metro to evaluate the merit of extending boundaries of ride free zone east to Rainier, south to Dearborn. 	<ul style="list-style-type: none"> Metro, InterIm 	<ul style="list-style-type: none"> 1-2 years
<ul style="list-style-type: none"> SERVICE ROUTING for both Metro and future RTA improvements should maximize service to residents, customers and employees in the ID: <ul style="list-style-type: none"> align RTA light rail along Rainier/Dearborn and include a station between I-90/Rainier and ID tunnel stations. extend tunnel route south on 5th to King or Weller. increase service on routes 7, 14 and 36. re-open previous discussion to implement a circulator route within ID. 	<ul style="list-style-type: none"> Metro, RTA, InterIm, Merchants Parking/Transia. 	<ul style="list-style-type: none"> 1-3 years
<ul style="list-style-type: none"> SPOT IMPROVEMENTS <ul style="list-style-type: none"> install bus zone lighting at particularly dark bus stops. move bus stop further south on 4th to provide a longer right-turn lane leading up to Jackson. offer time tables for routes 7, 9, 14, 36, 42 & 60 in Chinese and Vietnamese. install shelters at bus stops currently lacking, and include info maps on ID. 	<ul style="list-style-type: none"> Metro, InterIm 	<ul style="list-style-type: none"> 1-2 years

BICYCLES (Map 14)		
Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> Re-stripe bike lane on Dearborn. 	<ul style="list-style-type: none"> SeaTran Bike Improvement Pgm 	<ul style="list-style-type: none"> 1 year
<ul style="list-style-type: none"> Provide bike amenities to encourage short-term visits within ID-bike racks along 6th, Maynard +/- 7th, install in highly visible places, near door entrances, etc. 	<ul style="list-style-type: none"> SeaTran Bike Improvement Pgm 	<ul style="list-style-type: none"> 1-2 years

PARKING		
Action Strategy	Participants	Timing/Cost Est.
<ul style="list-style-type: none"> ON-STREET PARKING (Map 15, 16)—Take all opportunities to maximize on-street short-term parking: <ul style="list-style-type: none"> work with SeaTran to convert obsolete loading zones to short-term parking. work with SeaTran to add on-street parking (possibly angled) along segments of Jackson, Dearborn, 4th, 12th, Boren and Rainier where feasible. convert free parking areas to timed 2-hour signs or 2-hour or less meters. expand meter district to 12th and Dearborn. outreach to business owners to discourage usage of on-street parking as long-term parking by owners and employees. 	<ul style="list-style-type: none"> SeaTran, BIA, Merchants, InterIm. 	<ul style="list-style-type: none"> 1-2 years
<ul style="list-style-type: none"> OFF-STREET PARKING (Map 17) should offer more short-term use. <ul style="list-style-type: none"> develop community parking facility (Figures 24 and 25). shift surface lot pricing to compete with meters. continue community parking validation program. install signs directing visitors to off-street parking, especially during events. coordinate with owners of lots 14, 17, 43, 54 and 77, totaling 98 spaces, with potential for daytime short-term parking. 	<ul style="list-style-type: none"> InterIm, ID Forum, Merchants Parking Association, other parking operators, BIA, PFD, City of Seattle, WSDOT. 	<ul style="list-style-type: none"> ongoing
<ul style="list-style-type: none"> RESIDENTIAL PARKING <ul style="list-style-type: none"> expand and promote residential monthly parking program. expand program to sell daily parking passes for resident visitors. 	<ul style="list-style-type: none"> InterIm, Merchants, BIA. 	<ul style="list-style-type: none"> 1-2 years
<ul style="list-style-type: none"> PARKING ENFORCEMENT <ul style="list-style-type: none"> increased parking enforcement and higher fines on event days. increase enforcement in on-street loading zone and alley at Theatre Off-Jackson. 	<ul style="list-style-type: none"> NWAAT, InterIm, Seattle Parking Enforcement, First and Goal. 	<ul style="list-style-type: none"> 1 year

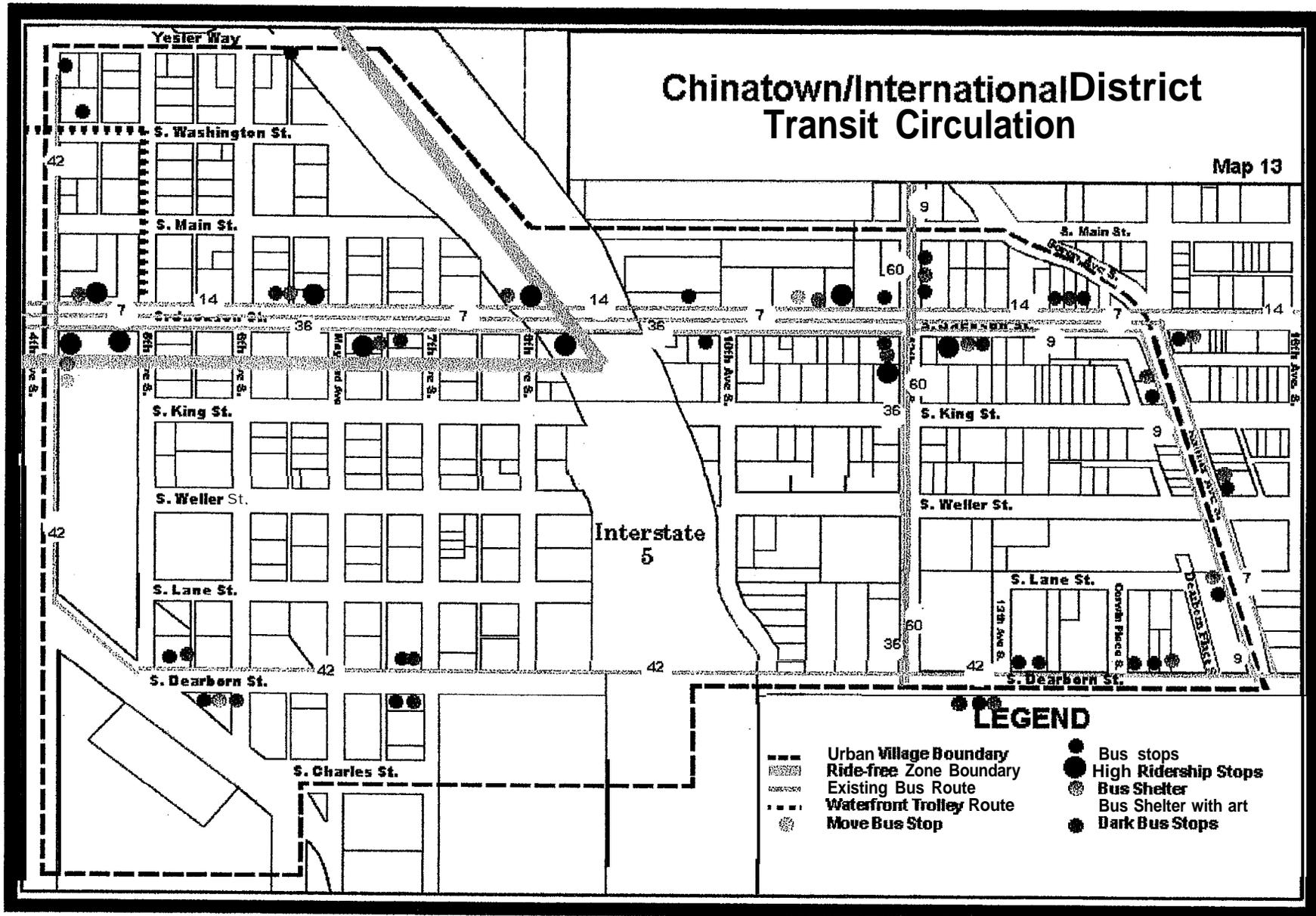
Chinatown/International District Traffic Circulation

Map 12



Chinatown/International District Transit Circulation

Map 13

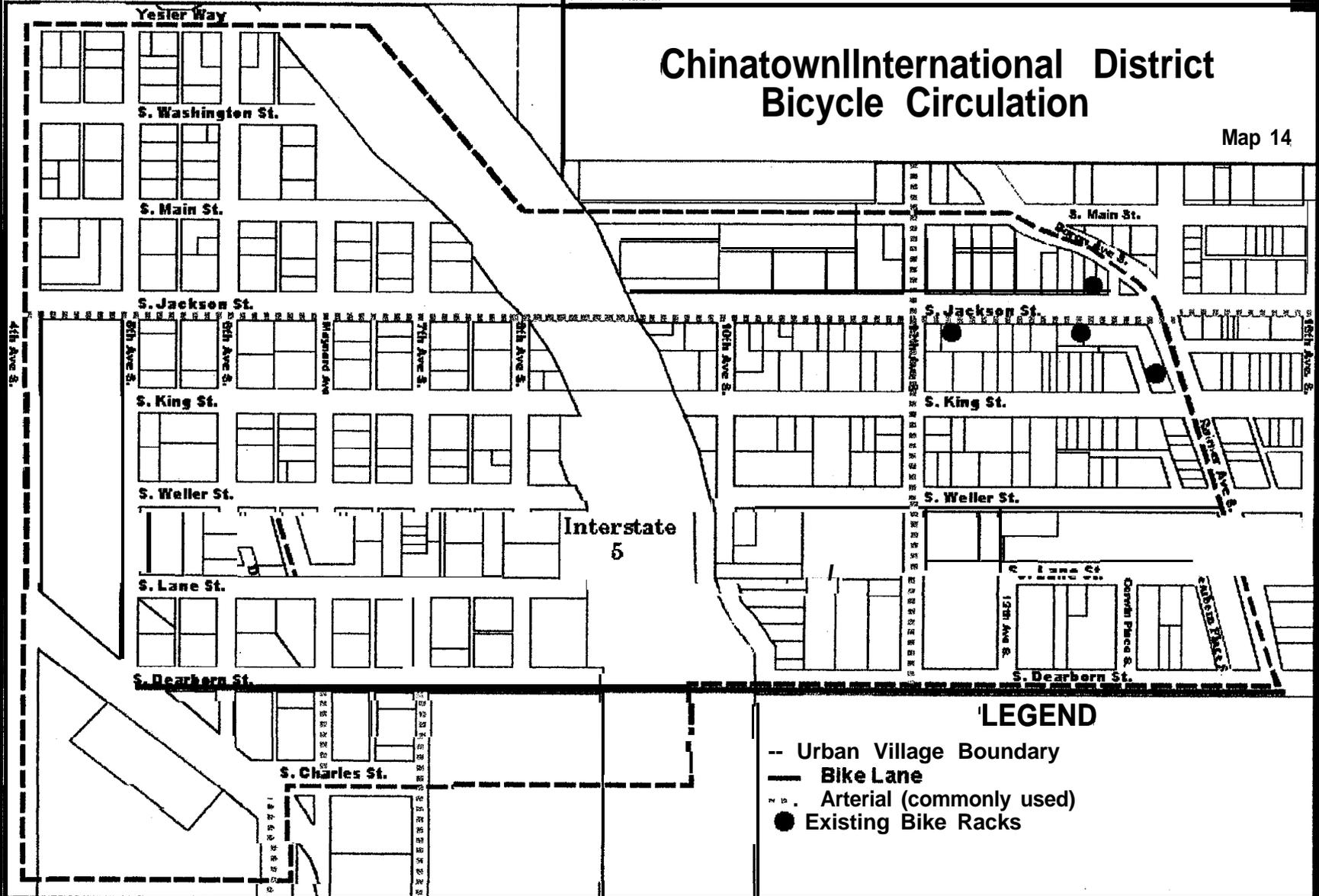


LEGEND

- Urban Village Boundary
- - - Ride-free Zone Boundary
- Existing Bus Route
- · · Waterfront Trolley Route
- Move Bus Stop
- Bus stops
- High Ridership Stops
- Bus Shelter
- Bus Shelter with art
- Dark Bus Stops

Chinatown/International District Bicycle Circulation

Map 14

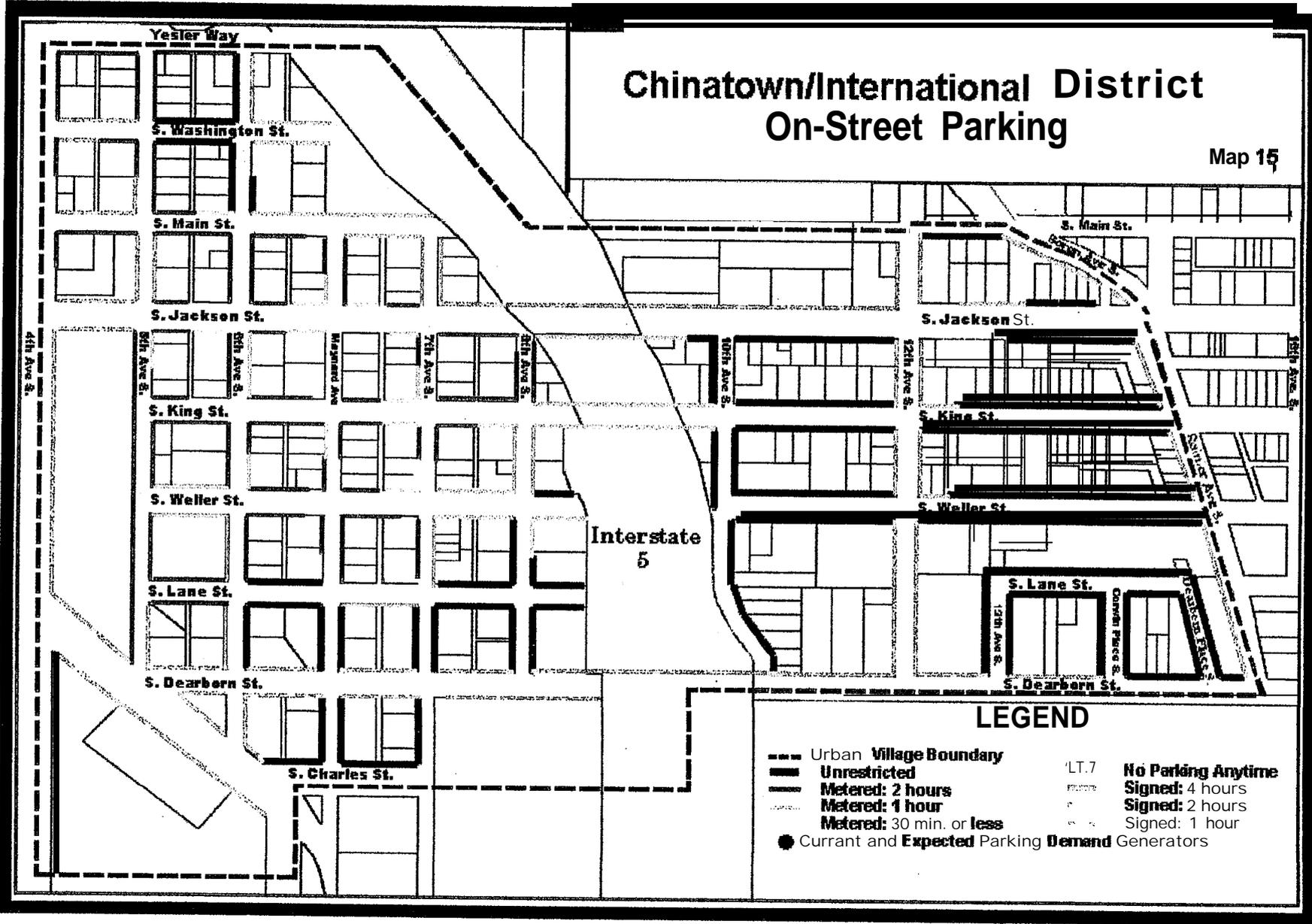


LEGEND

- Urban Village Boundary
- Bike Lane
- Arterial (commonly used)
- Existing Bike Racks

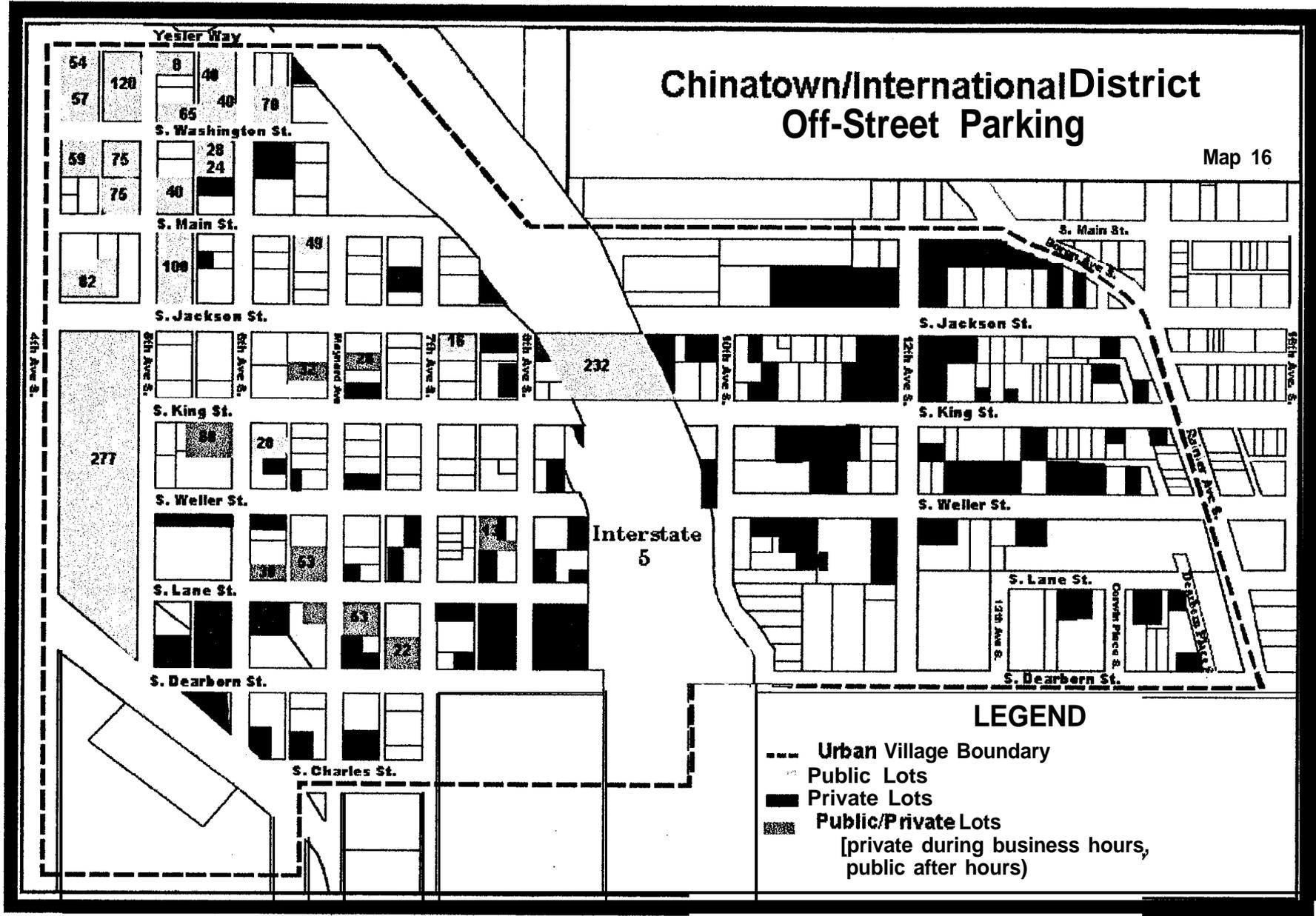
Chinatown/International District On-Street Parking

Map 15



Chinatown/International District Off-Street Parking

Map 16





1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is crucial for ensuring transparency and accountability, particularly in the context of public sector organizations. The text highlights that such records are essential for identifying areas of inefficiency and for making informed decisions about resource allocation.

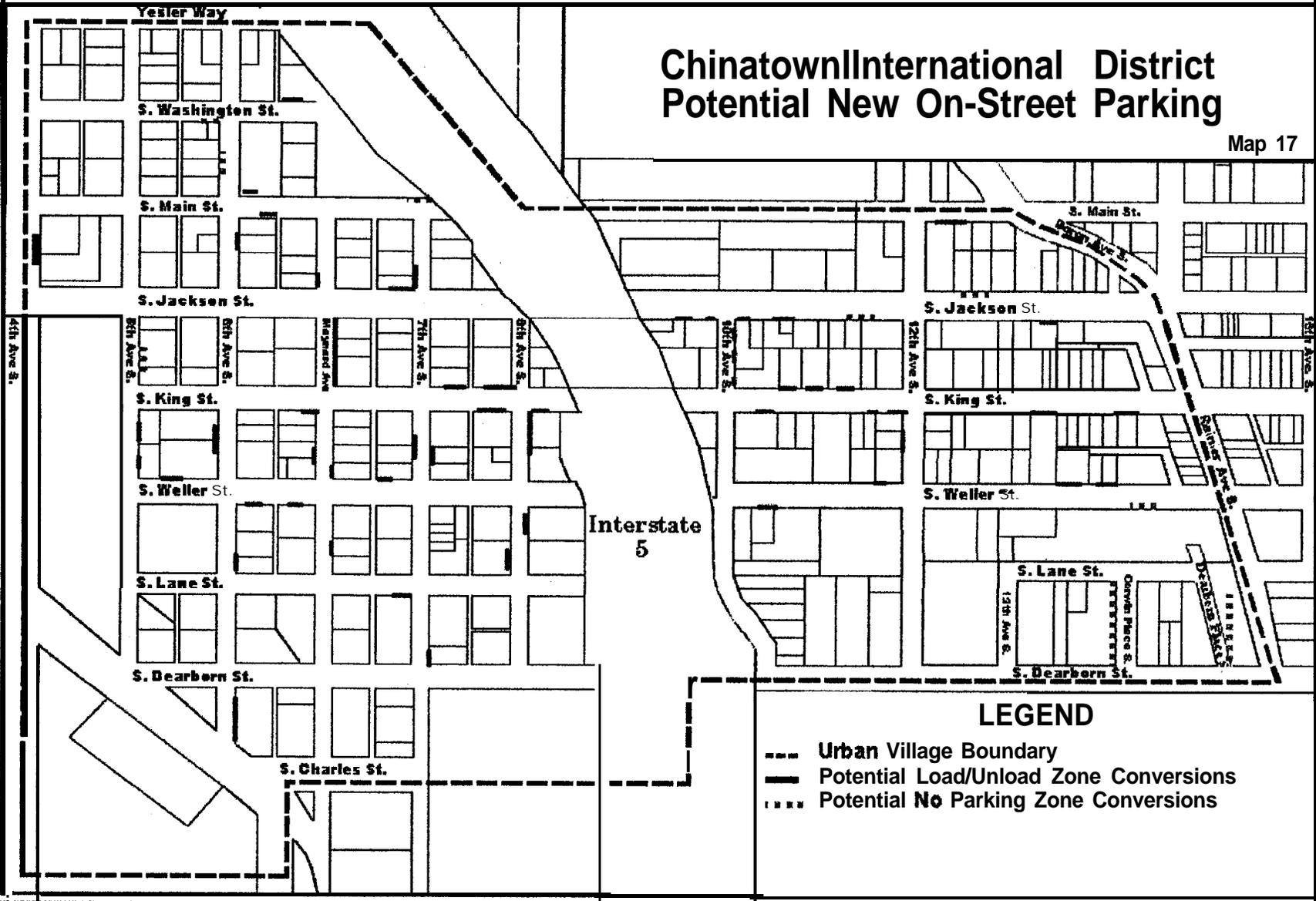
2. The second part of the document focuses on the role of internal controls in preventing fraud and mismanagement. It outlines various measures that can be implemented, such as segregation of duties, regular audits, and the establishment of a strong ethical framework. The document stresses that these controls are not just administrative tasks but are fundamental to the long-term success and integrity of any organization.

3. The third part of the document addresses the challenges of budgeting and financial management. It discusses the need for realistic budgeting, the importance of monitoring expenditures against the budget, and the consequences of overspending. The text provides practical advice on how to manage financial resources effectively, including the use of cost-benefit analysis and the implementation of cost-saving measures.

4. The final part of the document discusses the importance of communication and reporting. It emphasizes that clear and timely communication is essential for ensuring that all stakeholders are informed about the organization's financial performance and strategic direction. The text highlights the role of regular reports and meetings in maintaining transparency and fostering a culture of open communication.

Chinatown/International District Potential New On-Street Parking

Map 17



Example of Multi-Level Parking Structure

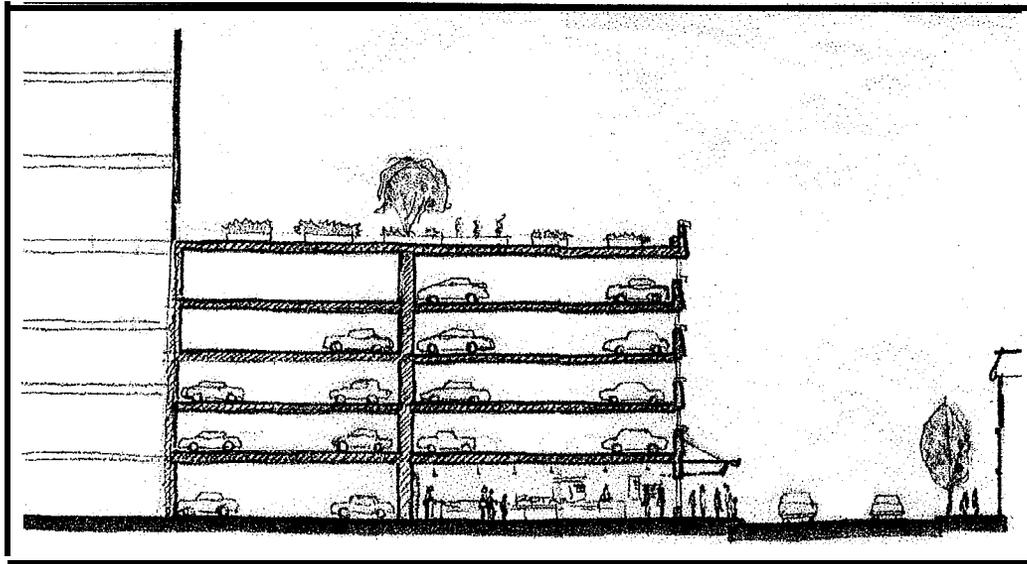


Figure 24 Multi-level Parking Structure with Retail Storefronts

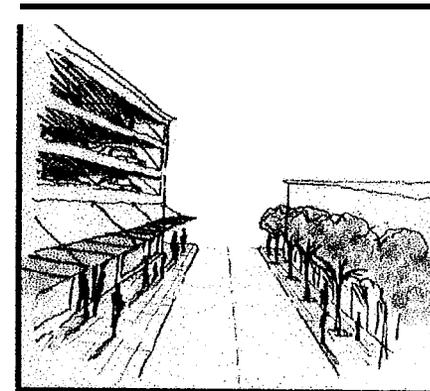


Figure 25 Street View

Chinatown/International District Strategic Plan

Parking Statistics

- Overall: 90% on-street parking utilization on weekdays and weekends.
- Off-street: 50 - 95% on weekdays, 0 - 25% on weekends.

Figure 26 CURRENT PARKING SUPPLY		CURRENT PARKING DEMAND			
Type Of Parking	Number Of Spaces	On-Street Parking		Off-Street Parking	
		Weekday afternoon	Weekday evening	Weekday afternoon	Weekday evening
On-street parking					
free and unrestricted	510	employee 45%	employee 20%	employee 88%	employee 58%
2-hour free	125	customer 45%	customer 50%	customer 6%	customer 28%
4-hour free	35	resident 5%	resident 3%	resident 1%	resident 10%
1-hour free	10	res. visitor 1%	res. visitor 11%		
2-hour meter	325	other 4%	other 16%	other 5%	other 4%
1-hour meter	40				
15 or 30 minute meter	55				
loading/unloading zones	150				
Off-street parking					
public lots, all hours	1,416				
public lots, evenings	301				
TOTAL	2,997				

Source for Parking Demand: South Downtown Transportation Study, David Evans & Associates, 1994.

Figure 27 FUTURE PARKING SUPPLY	
Current Parking Supply	2,997
Subtract Potential Conversions	-1,110
Future Development Projects	
Uwajimaya	278
ID Village Square	100
Nikkei Manor	95
Union Station	1,100
King Street Station	160
King Street Center	361
5 th & Yesler	86
Fujisada	20
Football Stadium	3,100
Baseball Park	1,525
TOTAL	1 887

Chinatown/International District Strategic Plan

Addendum

The draft Chinatown/International District Strategic Plan was completed on June 15, 1998. Following Plan completion, a lo-week outreach effort was initiated to elicit community input and feedback on the draft recommendations. This addendum to the Plan is the result of that outreach work and includes:

- **Changes and additions** to Plan recommendations in each of the five Plan sections: Implementation, Cultural and Economic Vitality, Housing, Public Spaces, and Accessibility,
- **Prioritization of Plan strategies** for implementation, based on community input, and
- **a Summary of Outreach Activities** completed throughout the planning process.

Implementation

- **Organizations listed as participants** in implementation of each Plan recommendation should not exclude new organizations that might be created after approval of the neighborhood plan is completed and adopted.
- **Quantifying goals** laid out in the Plan--As part of the neighborhood plan approval process, recommendations will be tracked in a database kept at the City, and can be used to provide performance indicators for plan implementation.
- **Specifying steps for implementation-During** the plan approval process, a structure is being developed to designate different community organizations and City departments to serve as leads and participants for plan implementation. In addition, this addendum includes a prioritized list for implementation of the key plan strategies.
- **Point of clarification on maps-The** maps in the Strategic Plan show the I-5 freeway passing through the neighborhood. The overpass extends from north to south, with South Jackson, South King, and South Dearborn as the streets that pass through underneath I-5.

Cultural and Economic Vitality

Action Strategy	Participants	Timing/Cost Est.
<p>Add to "Marketing" strategies, p. 8:</p> <ul style="list-style-type: none"> work with owners to decide feasibility of offering discounts from local businesses on event days for visitors with ticket stubs. install a "Welcome" sign on I-5 freeway to encourage greater volume of visits. 	<ul style="list-style-type: none"> (same as listed in Plan, p. 8). 	<ul style="list-style-type: none"> 2-3 years
<p>Add to "Business Improvements" strategies, p. 8:</p> <ul style="list-style-type: none"> vending on sidewalks to improve pedestrian environment, especially on event days. 	<ul style="list-style-type: none"> BIA, InterIm, CAP. 	<ul style="list-style-type: none"> 2 years
<p>Add to "Night-time Activities" strategies, p. 9:</p> <ul style="list-style-type: none"> offer community movie nights and monitor success as a regular community activity. 	<ul style="list-style-type: none"> InterIm, Wing Luke, BIA, NWAAT. 	<ul style="list-style-type: none"> 2 years

Housing Diversity and Affordability

The community has traditionally provided housing for low-income residents but seeks to **diversify** housing in the future, to include more moderate income as well as family housing units. With this objective in mind, the community is focusing on the following housing growth targets:

2014 Target Units:	3,222 (Comprehensive Plan targets)	Income Level	Units	% of total
1997 Current Units:	2,060	less than 50% median	232	20%
Gap in Units:	1,162	50 - 80% median	349	30%
		80 - 120% median	290	25%
		above 120% median	290	25%
		Total	1,162	100%

Action Strategy	Participants	Timing/Cost Est.
<p>Add to "Housing Rehabilitation" strategies, p. 16:</p> <ul style="list-style-type: none"> consider potential support for housing rehabilitation through Habitat for Humanity involvement and sweat equity programs. 	<ul style="list-style-type: none"> City, SCIDPDA, InterIm 	<ul style="list-style-type: none"> 2-3 years

Safe and Dynamic Public Spaces

Action Strategy	Participants	Timing/Cost Est.
<p><i>Add to “Public Safety” strategies, p. 22:</i></p> <ul style="list-style-type: none"> · examine and resolve safety and sanitation issues at Dearborn/I-5 near Village Square. • graffiti problems: add to Facade Improvement Program element to provide graffiti-proof coating; support outreach on graffiti reporting. · regularly monitor for burned out street lights and report to City for maintenance. · install decorative fence or other device to curb transients at Aileen’s of China. 	<ul style="list-style-type: none"> · BIA, CAF’, IDVS, OED, SPU. 	<ul style="list-style-type: none"> · 1-2 years
<p><i>Add to “Pedestrian Circulation and Amenities ” strategies, p. 22:</i></p> <ul style="list-style-type: none"> · install portable toilets in critical locations including: Metro lid, near Freeway parking lot, Children’s Park and Kobe Park; community input on design. · coordinate community consensus and steps to develop plaza over Metro lid as an open air market and pedestrian space. 	<ul style="list-style-type: none"> · BIA, InterIm, CAP, Parks Dept. · BIA, InterIm, Metro, Parks Dept, Nitze-Stagen. 	<ul style="list-style-type: none"> • 2 years • 3 years

Accessibility

Action Strategy	Participants	Timing/Cost Est.
<p><i>Add to ‘Autos ’ strategies, p. 32:</i></p> <ul style="list-style-type: none"> • look at feasibility of opening 10th Ave. between Jackson and Dearborn to provide access between I-5 and Jackson. 	<ul style="list-style-type: none"> · InterIm, SeaTran. 	<ul style="list-style-type: none"> · 3+ years
<p><i>Add to “Parking” strategies, p. 33:</i></p> <ul style="list-style-type: none"> • develop Residential Parking Pass system, to help maintain residential parking as on-street spaces are converted to meters or 2-hour spaces. • install no parking sign at curb cut on Main Street in front of Community Gardens to increase visibility of the curb and reduce incidents of towing illegally parked cars. 	<ul style="list-style-type: none"> · InterIm, Merchants Parking, BIA, SeaTran. 	<ul style="list-style-type: none"> • 2 years