

# Everett Equitable TOD Community Development Corporation Study



Everett Station  
DISTRICT ALLIANCE

June 2024

presented by

**LISC**  
PUGET SOUND

# Introduction

The City of Everett is at an exciting juncture with significant new investments in transportation infrastructure, an update of the city's comprehensive plan and potential benefits resulting from new development. Inclusive economic opportunities and housing for people at all levels of income is critical to ensure that all Everett residents can thrive.

Four planned light rail stations within the city's borders and one just outside, in unincorporated Snohomish County, provide a platform for new investments in housing, job centers and amenities. Capitalizing on the possibility that this change brings, and ensuring that existing residents benefit equitably, requires intentional programming, community engagement, and targeted development.

To realize equitable development, there is a need for place-based economic and community development entities to lead community-centered real estate development, provide small business support, spearhead placemaking activities and advocate for the community. This is a unique moment, where there is urgency to lead by pro-actively shaping an inclusive future.



## About Local Initiatives Support Corporation

Local Initiatives Support Corporation (LISC) is one of the largest community development organizations in the country and the largest nonprofit community development financial institution. It has been supporting communities for more than 40 years, with offices in 38 cities and a presence in more than 2,000 rural counties across the country. LISC catalyzes opportunity in low-wealth communities through affordable housing, economic justice and wealth building opportunities.

In Everett, LISC Puget Sound has made a long-term commitment to advancing economic opportunities using a place-based and people-centered approach to district, business and talent development. LISC's foundational work in the Casino Road neighborhood and its experience building the capacity of economic development organizations uniquely positioned it to inform Everett Station District Alliance's exploration of the best approach and structure to support inclusive transit-oriented development.

# Project Overview

In January 2024, Everett Station District Alliance (EDSA) engaged LISC Puget Sound to develop the Everett Equitable TOD Community Development Corporation Study. This study and its recommendations are the result of a multi-month effort engaging government, business, and community leaders to understand community needs and aspirations, identify gaps and explore local and national models to ensure equitable development around Everett's planned light rail stations.

The project was outlined with the following needs statement and project purpose.

## Needs Statement

Everett lacks key development vehicles and tools needed to adequately address equitable development opportunities and displacement threats posed by the light rail. A coordinated development approach to providing land banking, property acquisition, creative bridge and long-term financing, technical assistance and strategic support for priority projects is needed.

## Project Purpose

Provide recommendation for the creation of an economic and community development organizational structure that can fulfill goals for equitable development and prevent displacement in transit station areas in Everett.



**Meet city and regional housing targets near transit areas**



**Develop equitable, transit-oriented communities in the Everett Station and Casino Road neighborhoods**

# Community Context



## Everett Station District

The neighborhood of Everett Station is largely made up of existing manufacturing and industrial businesses community, with a transit center and a large portfolio of publicly owned land. A planned new light rail station provides an opportunity to capitalize on neighborhood strengths as a job center while reimagining the neighborhood's potential as an urban center with amenities, transit-oriented development and housing at all income levels. This vision for the future of the neighborhood aligns with key regional planning documents, including PSRC Vision 2050.

## Casino Road Community

Casino Road is largely a LatinX community, with a high concentration of Everett's newcomers, communities of color, and low-income households. The district includes retail, commercial, industrial and residential spaces along its corridors. There are two planned light rail stations on each end of Casino Road, but little permanently affordable housing. Already experiencing some of the regions highest eviction rates, the risk of displacement from change is high. There is a need for additional capacity to help the community advocate for its priorities and coordinate new equitable development so that existing residents will benefit from new investments.



# Methodology

Through the course of this study, LISC used the following components in its methodology.



**DOCUMENT AND  
PLAN REVIEW**



**1:1  
INTERVIEWS**



**CASE  
STUDIES**



**FEEDBACK  
GROUPS**

The team reviewed key plans, studies, reports and planning documents related to economic opportunity, transit-oriented development, and affordable housing. This foundational work ensures that recommendations are informed by previous efforts and aligned with the goals of future looking documents. Plans reviewed include:

- [City of Everett Comprehensive Plan](#) (2015 – 2035)
- [Convergence Study](#) (2021)
- [Future Concepts Report](#) (2020)
- [PSRC Vision 2050](#)
- [Casino Road Economic Agenda](#) (2023)
- [Casino Road Affordable Housing Workplan](#) (2024)

Eighteen interviews were conducted to gather stakeholder perspectives on the roles and partners needed to ensure equitable development. The stakeholders included leaders of community-based organizations, elected officials, port, municipal and county staff members, business owners and affordable housing agency leaders. Summarized themes, a list of interviewees and interview questions are included in the appendix.

A deep dive into the history, operations, structure, programs and activities of five economic and community development organizations has been shaped into case studies. These organizations included Community Roots Housing ([CRH](#)) and Seattle Chinatown International District Preservation and Development Authority ([SCIDpda](#)) in Seattle, Mission Economic Development Agency ([MEDA](#)) in San Francisco, CA, Retail, Arts, Innovation and Livability Community Development Corporation ([RAIL CDC](#)) in Mesa, AZ, and Cincinnati Center City Development Corporation ([3CDC](#)) in Cincinnati, OH. Lessons learned from their successes and adaptations informed recommendations around structure and programmatic scope. Individual case studies can be found in the appendix.

In addition, draft recommendations were presented in two meetings with stakeholders from each district. These feedback groups included a [Village Circle](#) meeting of Casino Road stakeholders and a ESDA board meeting with additional guests. These sessions provided an opportunity to truth test, confirm, and refine recommendations with a broader set of stakeholders.

# Recommendations

We envision Everett Station District and Casino Road neighborhoods as vibrant, walkable communities **with thriving local businesses and jobs**, where transit creates access to regional economic opportunities. Housing accommodates people at all income levels, allowing current residents to **maintain community connections and accommodating new residents** to meet regional housing needs. Businesses have access to training, technical assistance and capital to start, grow and thrive. Residents feel safe and have access to family-friendly and culturally relevant parks and open spaces. Public spaces are activated with events, art, and cultural celebrations.

LISC identified the following priority activities necessary to reach this future. It recommends the formation and adaptation of two entities to fulfill these roles: a community development corporation and a public development authority.

## Priority Activities



**Real Estate Development:** Housing development, commercial and transit-oriented development with a focus on anti-displacement



**Community Organizing, Advocacy:** Liaison to government agencies, voice of community



**Placemaking:** Arts and culture, events and public space activation



**Economic Opportunity:** Small business support and workforce development

Economic and community development activities for Station District and Casino Road would be served by a single **community development corporation (CDC)**. This entity would be a 501c3 organization with a board made up of stakeholders from both communities. The CDC would elevate community voices and serve as a liaison in planning, infrastructure and built environment conversations. It would create access to economic opportunities by organizing merchants, incubating and connecting small businesses with the resources needed to grow and meet the needs of the community. It would provide a hub for neighborhood residents to connect with skill-building and career opportunities. The CDC would lead placemaking activities with art, culture and events. It would also serve as a companion organization to the proposed public development authority, allowing for more flexibility around the use of private funds. A CDC ensures a focus on place-based community and economic development with deep community connections.

To lead real estate development, LISC recommends the establishment of a new **public development authority (PDA)**, chartered by the City of Everett. Key benefits of a PDA include flexibility around the transfer of publicly owned property, alignment between city and community activities, and a platform for the implementation of station sub-area plans. The PDA would have a governing board that includes members nominated from within the community and members appointed by the City of Everett. It would lead catalytic development including transit-oriented, mixed-use, commercial and affordable housing projects to advance the mission of equitable transit-oriented development and to lead anti-displacement efforts.

Our team recommends a two-phase approach to establishing these entities.



# Phase 1 - CDC Establishment

In Phase One, the existing Everett Station District Alliance’s 501c3 structure would be leveraged to transition to a community development corporation (CDC) serving both districts. This will reduce need for duplicative infrastructure and create efficiencies with ongoing overhead. The mission would be broadened to encompass community and economic development activities in the two districts, Station District and Casino Road. The organization’s name would be updated to be reflective of the new geography and purpose. This phase of the work is estimated to take two years, 2025 and 2026.

In terms of organizational structure, the entity would have a full-time executive director to lead fundraising, advocacy and coordinate work across districts. One full-time employee would be hired for each district to serve as the lead for district initiatives, in addition to existing Station District BIA staff. The board would include representation from Station District and Casino Road and at least one City of Everett representative.

By forming a CDC in Phase One, the organization will establish a track record in leading economic and community development efforts and advocating for each community. The CDC can use this initial period to establish key economic development activities for each district based on community priorities; further demonstrate the value and impact of the organization with expanded staffing capacity; and lay the groundwork for the PDA charter with briefings, education campaigns, and the establishment of champions.

## Station Alliance Development Association\*

### Board of Directors

- 1/3<sup>rd</sup> are board representatives with connections to Casino Road (resident, business owners, CBOs)
- 1/3<sup>rd</sup> are board members with connections to Station District (resident, business owners, CBOs)
- 1/3<sup>rd</sup> are board members at large (additional technical expertise, government, housing agencies, include at least one City of Everett representative)

### Staff

Executive Director (1 FTE)

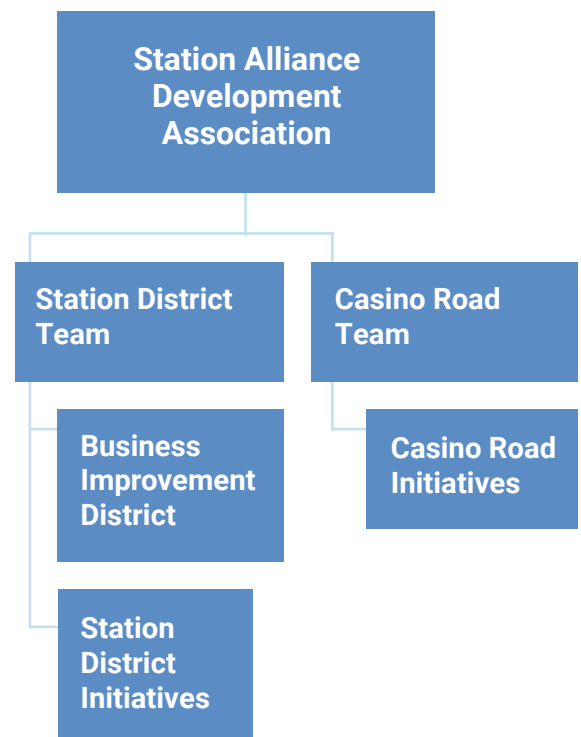
#### Station District Team

- Neighborhood Services Program Manager - BIA (1 FTE)
- Contracted Abassadors & Security - BIA (2.25 FTE)
- Station District Initiatives Lead (1 FTE)

#### Casino Road Team

- Casino Road Initiatives Lead (1 FTE)

\*name for illustrative purposes only





There are several issues to consider in the establishment of a community development corporation that are worth calling out specifically. First, creating an organizational structure that provides equitable access to resources, governance, and lifts up voices across both districts will be key for success. Second, CDCs commonly receive foundational and ongoing funding from their municipal partners as a core part of their operations. Taking the time to create alignment and develop internal champions at the City of Everett will be important. Deep connection and partnership with government is a national best practice for CDCs. In addition, establishing or deepening partnerships with existing economic development, affordable housing and business support organizations will be a way to increase capacity and add value to the neighborhoods.

## **Phase 2 - PDA Establishment**

During Phase Two, the formal process for chartering a new public development authority (PDA) would be undertaken. Legal work and advising from one of the law firms specializing in PDAs is recommended. A PDA is a quasi-governmental entity aligned with its chartering jurisdiction. The political process for chartering is done through ordinance, which will require support from City of Everett leadership including the Mayor and City Council. For this reason, it will be critical to leverage the champions cultivated during CDC establishment to advocate for chartering. As an entity chartered by the City of Everett, the PDA would have authority to operate within across the city. However, we recommend that the PDA establish a geographic focus at two station areas, with the ability to develop city-wide with board approval. The geographic focus will keep the PDA aligned with the CDC and its mission of serving Station District and Casino Road. It will also help both organizations to focus resources on the intended communities.

Groundwork for the establishment of the PDA will be concurrent with CDC formation during 2025 and 2026. The formal establishment and staffing of the PDA is expected to take two years beyond this time, throughout 2027 and 2028.

PDA governance is led by a board, with a recommended composition that mirrors CDC structure, with three members nominated and appointed by City of Everett. Initial staffing would include one full-time staff person with real estate expertise to lead development work, supplemented with partnerships and consultants as needed. Collaboration mechanisms between the two entities would be established such as annual joint meetings, rotating board members between organizations and shared strategic planning.

Identifying an initial real estate project and potential development partners as a catalyst for PDA establishment will be helpful. In addition, establishing ways that the PDA can help to support City of Everett priorities with real estate development will further facilitate alignment and support.

## PDA Board of Directors - 15 Members

- 1/3<sup>rd</sup> are board representatives with connections to Casino Road (resident, business owners, CBOs)
- 1/3<sup>rd</sup> are board members with connections to Station District (resident, business owners, CBOs)
- 1/3<sup>rd</sup> are board members at large (additional technical expertise, government, housing agencies, include at least one City of Everett representative)

Of the above board members, 12 are nominated and selected by the board of directors, and 3 are nominated and confirmed by the City of Everett.

**Station Alliance Public Development Authority**  
 Director of Real Estate Development (1 FTE)



A variety of considerations in building the necessary political support for PDA chartering are required. Political and community champions must be identified through active engagement and stakeholders should be educated about the purpose of a PDA, its limitations (i.e. does not have taxing authority) and its benefits. The public must trust that existing resources are being well stewarded at the time of ordinance introduction. Public perception of the deployment of public resources in similar efforts should be considered, such as Everett Housing Authority projects and new (HB 1590) 1/10% sales tax implementation. A clear case will need to be made to demonstrate that something new is needed, and address skepticism that existing organizations and tools are not yet working at capacity. Stakeholders also expressed a desire that any new organization would bring new leadership and voices to the table. Organizational leadership must have credibility with the chartering jurisdiction.

Stakeholders outlined both specific and categories of partners critical to the success of this effort. They highlighted that as the chartering jurisdiction, the City of Everett must be at the table and an enthusiastic partner. Important coordinating and convening partners include the Housing Consortium of Everett and Snohomish County and Economic Alliance Snohomish County. The engagement of housing agencies, organizations and affordable housing developers as both champions and development partners will be important, including Housing Hope, Everett Housing Authority, and Housing Authority of Snohomish County. Ongoing coordination with transit agencies is necessary, especially Sound Transit, to coordinate and leverage TOD resources, station design, and surplus property.

To ensure community voice is represented and to advocate for community priorities, regular involvement with community-based organizations is needed, especially in the new organizations' governance. A diverse set of organizations should be engaged, including Connect Casino Road, The Village agencies, and Everett Station District Alliance. The business community is essential for success, both small business and corporate partners who need workers and real estate, and who contribute to economic activity in the region. The business community, especially neighborhood-based businesses, should be included in organizational leadership.

# Alternatives Considered

During the process of developing recommendations, our team considered a variety of alternative structures and approaches for supporting equitable transit-oriented development in the Station District and Casino Road. These alternatives were informed by stakeholder interviews, case studies and our team's technical knowledge. We include these alternatives and the rationale for not recommending them to provide a full set of options beyond our recommended approach for your consideration.

**Establish Public Development Authority and a new CDC, with ESDA serving as the CDC for the Station District and a new CDC serving Casino Road.** The benefit of this structure is that an organization is dedicated to each community, creating a stronger community focus, with a real estate development entity serving both.

This structure was not recommended because of the infrastructure required to support two separate CDCs, especially given the City of Everett's limited resources and lack of history of supporting such organizations. In addition, a phased approach to PDA establishment is recommended to increase political support.

**Expand ESDA's work to real estate development as a 501c3 CDC.** The benefit of this structure is that there is no change in ESDA's legal structure or mission, and there would not be an additional organizational structure to create. Many non-profit real estate developers operate without the benefit of being a PDA. This structure was not recommended because it does not create the same alignment with the City of Everett's work, requires additional process for the transfer of public property and does not allow bonding capacity as an additional real estate development tool.

**Establish city-wide Public Development Authority and retain ESDA to serve as the CDC for the Station District.** The benefit of this structure is that there is no change in ESDA's mission, and the PDA can engage in development city-wide. This structure was not recommended because the lack of capacity in Casino Road would minimize the participation of stakeholders in real estate and economic development activities.

**Everett Station District Alliance becomes the Public Development Authority and dissolves the 501c3.**

This structure was not recommended because maintaining a separate 501c3 alongside a public development authority is a best practice, to ensure there is more flexibility around funding.

**An existing governmental entity or non-profit developer leads this work.** In addition to the alternative structures considered, the LISC team spoke with the City of Everett, Everett Housing Authority, Port of Everett, and Housing Hope to explore their interest, capacity and potential to engage in this work. Each of these stakeholders identified the need for a place-based entity to engage in economic development and transit-oriented real estate development, but none currently have the capacity or interest to lead it.

# Case Study Highlights

As an essential part of our research, LISC reviewed materials and conducted interviews with five successful community development corporations and public development authorities. They included Community Roots Housing ([CRH](#)) and Seattle Chinatown International District Preservation and Development Authority ([SCIDpda](#)) in Seattle, Mission Economic Development Agency ([MEDA](#)) in San Francisco, CA, Retail, Arts, Innovation and Livability Community Development Corporation ([RAIL CDC](#)) in Mesa, AZ, and Cincinnati Center City Development Corporation ([3CDC](#)) in Cincinnati, OH. Topics of discussion included history, governance, funding models, programs and activities. While all the organizations have a place-based focus on community and economic development and affordable housing, they have each charted unique paths to meeting the challenges and opportunities facing their neighborhoods. Each has adapted their work over time to address changing community needs. Key themes from our learnings are outlined below. Specific details for each organization are summarized in case studies, which can be found in the appendix.



**Community-Centered and Driven Approach:** Active engagement and centering of community to identify aspirations and prioritize needs is essential. Community must shape all programming to address displacement challenges and inform real estate projects to ensure equitable development. Community leadership in formal organization governance and events to report out to the broader community are important to ensure accountability.



**Diversified Programming:** At inception, CDC programming to meet community needs starts with a few specific priorities and then adapts and expands over time with organizational capacity growth. The range of potential CDC programming is broad and includes economic development, cultural preservation and placemaking, affordable housing and real estate development, advocacy, workforce development and small business support. Organizations with the deepest impact adopt a multifaceted approach to address the complex challenges of transit-oriented and economic development comprehensively.



**Government Alignment and Support:** Municipalities, their staff and elected leadership are enthusiastic partners and engaged in supporting the work of CDCs and PDAs. Dedicated funding, collaboration, open communication and policy dialogue are critical factors in success.



**Unique Governance Models:** Both public development authorities interviewed operate under dual governance structures, pairing public development authorities with nonprofit foundations to maximize fundraising opportunities and resource flexibility.



**Diversified Funding:** While local government funding is foundational for all entities, varied funding sources, including public and private grants, donations, contracts, and sponsorships are required for financial stability and sustainability.



**Coordination and Collaboration:** The highest performing CDCs help to coordinate efforts among stakeholders and foster deep collaboration to maximize community benefit. Partnerships help to fill programmatic gaps, reduce duplication and increase efficiency in the delivery of services. Collaborations with government agencies, nonprofit organizations, educational institutions and businesses amplify impact, highlighting the significance of collective action in addressing complex community challenges.

There are elements worth noting from specific organizations that could be useful as ESDA considers its own path forward. These include RAIL CDC's focus on multiple transit nodes along a single corridor, SCIDpda and CRH's collaboration mechanisms between their related governance entities, 3CDC's deep engagement with city and corporate leadership and MEDAs strong programming to support the Latino community. Holding additional conversations to explore these in more depth could be merited.

# Risks & Challenges

There are risks and challenges to navigate in the work ahead. Some are mentioned above in the discussion of considerations for CDC and PDA formation. In addition, we highlight them here for discussion.

**ESDA Board decides not to expand geography to serve Casino Road.** The ESDA board is rooted in its mission to serve the Everett Station District. Expanding the mission of the organization requires embracing a new vision for creating impact with a wider reach. More foundational work to map out the path forward might be needed if the board is hesitant to embrace this new approach. In addition, if ESDA decides not to expand its footprint, LISC and its Casino Road partners will need to find alternative ways to lead anti-displacement work in Casino Road, as there is a gap in the landscape of organizations who could take on this role.

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**City of Everett is not interested in chartering PDA.** The City of Everett must balance many political priorities. Determining where the PDA fits in those priorities and the amount of political capital required to advance it, will be part of its decision making. Creating a strong case for alignment with City of Everett goals and broad political support among the group of champions and other advocates is required for success.

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**Resources from governmental entities are not available to support launch of organization.** In addition to the PDA chartering, a commitment of funding for the establishment of the CDC and PDA will be required from local government, including both City of Everett and Snohomish County. The same set of champions for the political process will need to participate in budgeting discussions and City of Everett staff must advocate internally. Demonstration of other funding sources will also be important to demonstrate leverage of public dollars.

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**Organizations are not able to effectively serve or empower community.** New organizations must have credibility and be trusted by both City and community. Organizational leadership will need relationships and organizational structure that authentically engages and centers communities served.

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Education, community organizing, relationship building and advocacy will all be key activities in navigating these risks and challenges. Next steps outlined below provide an initial set of activities and actions to advance to implementation.

# Next Steps

In moving this work forward, there are concrete next steps to be undertaken. First, ESDA board must consider the recommendations and agree on their preferred action. Board leadership will want to structure ample time for discussion and decision making.

Second, ESDA board, staff and key partners should engage in education and cultivation of champions for advancing recommendations. For example, a local PDA Executive Director (e.g. SCIDpda) and a PDA legal expert (e.g. Pacifica Law Group) could be invited to an ESDA board meeting to present and address more detailed and technical questions. A formal briefing of City of Everett staff and leadership on the recommendations can be scheduled. ESDA will want to organize a public event in each community to share study findings and include a panel with local PDA leaders and a legal expert. A workgroup of champions should be established that represents a diverse set of stakeholders from both communities to advocate for the formation and funding of these new entities. This will help to establish the framework that this is something new, not simply an ESDA expansion and that it has buy-in and support from the broader community.

Finally, ESDA will need to take steps to build new organizational capacity and structures. This includes, updating ESDA's bylaws, mission and geography for the CDC and mapping out the political strategy to chartering a PDA. This could be contracted with external consultants to advance the work in light of any staff capacity limitations. Leveraging and building upon LISC's existing work in Casino Road, new relationships must be built between ESDA leaders and Casino Road business, organizations and community leaders. Given the alignment of this work with [LISC's inclusive economic development work](#) in Casino Road, LISC can connect CDC formation with its economic agenda implementation work. Funding opportunities with City of Everett, Snohomish County, and aligned corporate and private philanthropy should be pursued. Discussions regarding potential funding should follow the education and briefing campaign and the establishment of the champions workgroup. Establish new partnerships to support economic development programming. Connecting communities to business technical assistance, access to capital, and workforce development programming through organizations like Business Impact Northwest, Small Business Development Center, Ventures and HopeWorks will demonstrate value to small business leaders.

Successful equitable development and inclusive economic opportunities will be the result of intentional programming and long-term commitments from municipal, community and business leaders. To realize its potential, The City of Everett must invest in the organizational capacity and infrastructure to carry out this work. The recommendations contained in this report provide a roadmap to a future where all Everett residents can thrive.



# Appendix



# Stakeholder Interviews

Stakeholders Interviewed	
A Bounjaktha, Snohomish County	Karri Matau, Community Foundation of Snohomish County
Rachel Downes, Housing Hope	Jason Morrow, Everett Housing Authority
Nathanael Eagen, Black Forest Mushrooms	Miranda Redinger, Sound Transit
Dan Eernesee, City of Everett	Paula Rhynes, Everett City Council
Jennifer Gregerson, City of Everett	Yorik Stevens-Wadja, City of Everett
Alvaro Guillen, Connect Casino Road	Alberto Vazquez, City of Everett
Frank Hong, City of Everett	Lisa Vatske, WSHFC
Adam LeMieux, Port of Everett	Liz Vogeli, Everett City Council

## Stakeholder Interview Questions:

1. What would success look like in Everett Station District/Casino Road? What are the key investments and improvements needed to create equitable TOD communities? Are there things that we want to preserve and amplify?
2. Who are the key people, businesses, organizations and agencies that will help to reach that success? What role do you think ESDA should play in this vision?
3. Community development corporations (CDCs) are 501(c)(3) non-profit organizations that are created to support and revitalize communities, especially those that are impoverished or struggling. Key roles that are played by CDCs include: affordable housing and commercial real estate development; business support and economic development; workforce development; family strengthening; community organizing and neighborhood advocacy; livability (open space and placemaking); transportation programming and public safety.
  - ▶ What are the three most important roles that a CDC would play to create a successful Station District/Casino Road neighborhood? Are there any of these roles that are not needed?
4. Does your organization/entity have acquisition or financing tools (bonding authority), access to resources (grants), pre-development infrastructure that could help support/be leveraged in this work?
5. Would you support the chartering of a new public development authority to lead this work? Why or why not? What political dynamics should we be aware of if this is pursued?
6. Are there other thoughts that you'd like to share?
7. Who else should we be talking to about this work?

## Success in Station District Looks Like . . .

Activation of public spaces, enhancement of retail and housing options, walkability and human-scale infrastructure.

Maintain and honor the blue-collar history of the neighborhood, which is important to Everett's identity.

A job center that connects people with economic opportunity.

Neighborhood anchored by artist community, with art space, art walks and is a destination for the last light rail stop.

Activation of public spaces, enhancement of retail and housing options, walkability and human-scale infrastructure.

Move from being a transactional place to a place with amenities and assets.

## Success in Casino Road Looks Like . . .

Thriving equitable community that balances change with preservation of unique identity and culture.

Honor the multiple communities that call Casino Road home now.

Ensure that the existing community retains its connections.

Ensure pedestrian and public safety.

Preservation and amplification of local culture, creation of affordable housing, activation of public spaces.

Enhancement of retail and housing options, improvement of transit accessibility.

### Feedback Group Participants

Jonathan Barcenas, Community Volunteer	Genna Kilduff, Connect Casino Road
Leonor Bejarano, Connect Casino Road	Amanda MacInness, ChildStrive
Mary Cline- Stively, ChildStrive	Jacob Nanfito, Everett Community College
Elvia Cortes, Casa Latina	Chris Pepler, South Everett Four Square Church
Vanessa Delgado, PIM Savvy	Dafne Powell, Mukilteo School District
Leann Denini, ChildStrive	Esmeralda Rivas, Connect Casino Road
Bryan Gabehart, Sno-Isle Library District	Jillian Robinson, Connect Casino Road
Silvia Gonzalez, Casa Latina	Kyle Strachan, Homes and Hope CLT
Alvaro Guillen, Connect Casino Road	Kim Toskey, Homes and Hope CLT
Claudia Garcia, Homes and Hope CLF	

# Entity Definitions

## Public Development Authority

Cities, towns, and counties may form public development authorities (PDAs), sometimes known as “public corporations,” to assist in administering federal grants or local programs, enhance governmental efficiency and service provision, and/or improve a municipality’s living conditions. These PDAs are special purpose quasi-municipal corporations that are primarily authorized under [RCW 35.21.730-759](#), which allows local governments to create or contract with “public corporations, commissions, or authorities.”

Source: [Municipal Research and Services Center of Washington](#)

## Community Development Corporation

Community Development Corporations (CDCs) are nonprofit, community-based organizations focused on revitalizing the areas in which they are located, typically low-income, underserved neighborhoods that have experienced significant disinvestment. CDCs are place-based with connections to community residents, businesses and organizations. CDCs are involved in a variety of activities, including but not limited to development of affordable housing, economic development, childcare, youth development, health care and community organizing.

CDCs are self-identified. There is no official CDC certification or tax status that distinguish CDCs from other nonprofit organizations. While CDCs may work closely with local government, they are not a government entity. As non-profits, CDCs are tax-exempt and may receive funding from private and public sources.

Source: [St. Louis Federal Reserve](#); [NACEDA](#)

# Tax Exempt Bond Types

**Governmental bonds** for multifamily projects to be owned by governmental entities are typically issued by Washington cities, counties, housing authorities and public development authorities, and used only for those projects which the bond issuer intends to own and operate.

**Section 142(d) bonds** for multifamily projects to be owned in whole or in part by private developers, often combined with low-income housing tax credits (LIHTC), are issued for a combination of for-profit, nonprofit, joint nonprofit and for-profit development entities. These bonds use an allocation of "volume cap" which caps the amount of private activity bonds issued by the state. Housing projects may also qualify for the 4% LIHTC program.

**Qualified 501(c)(3) bonds** for multifamily projects to be owned by 501(c)(3) organizations may be issued for the benefit of a charitable organization, and are outside of the volume cap. The project must be owned (and generally operated) by a governmental entity or a 501(c)(3) organization in furtherance of its exempt purpose.

Each type of tax-exempt bonds must be issued by a governmental issuer and is subject to its own set of rules and regulations.

# Additional Links and Resources

## Acquisition Financing Tools:

City of Everett - Surplus property and power of eminent domain

Everett Housing Authority – Potential for partnerships to leverage bonding capacity

LISC – [Acquisition, predevelopment and construction financing](#)

Sound Transit – Surplus property and [TOD Revolving Loan Fund](#)

Washington State Housing Finance Commission – [Land Acquisition Program and Tax Credit Programs](#)

## Community Development Corporations

[Neighbors First](#), September, 2018 - Federal Reserve Article on Community Development Corporations

[What is a Community Development Corporation?](#) - National Alliance of Community Development Associations

[What is a Community Development Corporation?](#) - Non Profit Quarterly

[The Impact of Community Development Corporations on Urban Neighborhoods](#) – Urban Institute

## Public Development Authorities

[Overview of Public Development Authorities](#) – Pacifica Law Group

[Public Development Authorities](#) - Preston Gates Ellis

[Public Development Authorities](#) - Municipal Research and Services Center of Washington, includes sample code, ordinances and resolutions as well as other resources

[List of Public Development Authorities](#) - Municipal Research and Services Center of Washington

[City and County Options for Creative Financing: PFDs, PDAs and 501\(c\)\(3\)s](#) - Preston Gates Ellis

[RCWs related to Public Development Authorities](#)

[Bond Cap Allocation Program](#) – Washington Department of Commerce

## Small Business Support

[Keeping Small Businesses in Place](#), Case Studies by the Small Business Anti-Displacement Network

[Ventures](#) - Entrepreneurial training and microloans

[Business Impact Northwest](#) – Small Business loans, technical assistance and training

## Other Examples

[Georgetown Arts Community](#)

# Sample Budget

## Combined Budget

	Current ESDA Budget (2024)	CDC (2025 & 2026)	CDC (2027 & 2028)	PDA (2027 & 2028)	Assumptions
<b>Program Revenue</b>					
BIA Assessments	\$ 331,000.00	\$ 340,930.00	\$ 351,157.90	\$ -	3% inflation rate for assessments
Private Grant Revenue	\$ 50,000.00	\$ 125,000.00	\$ 150,000.00	\$ 75,000.00	Corporate & private philanthropy - Banks, Credit Unions, Insurance
Government Grant Revenue	\$ -	\$ 300,000.00	\$ 300,000.00	\$ 100,000.00	City of Everett, Snohomish County, Sound Transit, WA Commerce
Membership Dues	\$ 13,000.00	\$ 15,000.00	\$ 15,000.00	\$ -	
Sponsorships & Donations	\$ 8,000.00	\$ 15,000.00	\$ 25,500.00	\$ -	Increased sponsorships for events
<b>Total Revenue</b>	<b>\$ 402,000.00</b>	<b>\$ 795,930.00</b>	<b>\$ 841,657.90</b>	<b>\$ 175,000.00</b>	
<b>Program Expenses</b>					
Clean and Safe Services, Equipment and Sup	\$ 264,000.00	\$ 267,500.00	\$ 274,000.00	\$ -	Growth of \$2500/year
Placemaking /Events		\$ 25,000.00	\$ 25,000.00	\$ -	Expanded programming
Small Business Support/Technical Assistance		\$ 25,000.00	\$ 25,000.00	\$ -	Expanded programming
Other Program Expenses	\$ 63,500.00	\$ -	\$ -	\$ -	
<b>Total Program Expenses</b>	<b>\$ 327,500.00</b>	<b>\$ 317,500.00</b>	<b>\$ 324,000.00</b>	<b>\$ -</b>	
<b>Operating Expenses</b>					
Employee Expenses (Salary, Taxes, Benefits)	\$ 125,000.00	\$ 400,000.00	\$ 412,000.00	\$ 150,000.00	ED to FT +75K, 2 Program Managers @\$100K each including taxes and benefits; Real Estate
Operating Expenses	\$ 38,750.00	\$ 75,000.00	\$ 80,000.00	\$ 50,000.00	Office, Insurance, Supplies, etc.
<b>Total Operating Expenses</b>	<b>\$ 163,750.00</b>	<b>\$ 475,000.00</b>	<b>\$ 492,000.00</b>	<b>\$ 200,000.00</b>	
<b>Total Expenses</b>	<b>\$ 491,250.00</b>	<b>\$ 792,500.00</b>	<b>\$ 816,000.00</b>	<b>\$ 200,000.00</b>	
<b>Net Income</b>	<b>\$ (89,250.00)</b>	<b>\$ 3,430.00</b>	<b>\$ 25,657.90</b>	<b>\$ (25,000.00)</b>	



# Case Studies

# Case Studies

## Case Study Questions:

- 1. Foundational Aspects:** What led to the establishment of your CDC, and what were the initial goals and priorities? Can you provide specific examples of the challenges or opportunities that motivated the CDC's formation? How has the CDC evolved over time in response to community needs and changing circumstances?
- 2. Governance and Legal Structure:** Can you describe the governance structure of your CDC, including the composition of the board of directors and any advisory bodies? How do you ensure a balance of community representation, technical expertise, and city engagement within your governance structure?
- 3. Financial Sustainability:** What funding models or sources have proven successful for your CDC in supporting equitable development and anti-displacement goals, specifically with real estate development projects? Can you share examples of innovative financing mechanisms that contributed to the financial sustainability of your CDC? How have you sustained financial support for your CDC's initiatives long term?
- 4. Programmatic Scope:** What is the scope of your CDC's activities, and how has this evolved based on community needs? Can you share the types of programs and services your CDC offers to the community?
- 5. Lessons Learned and Adaptability:** How has the organization adapted its approach based on lessons learned?



# Cincinnati Center City Development Corp. (3CDC)

## Foundational Aspects:

Embarking on a mission to revitalize downtown Cincinnati into a vibrant urban hub, The establishment of Cincinnati Center City Development Corporation (3CDC) in July 2003 marked a turning point in Cincinnati's urban development narrative. 3CDC emerged as a response to economic stagnation and urban decay, particularly in downtown Cincinnati and Over-the-Rhine (OTR) neighborhoods.

Spearheaded by civic figures, including Cincinnati Mayor Charlie Luken, and corporate giants like Procter & Gamble (P&G), Kroger, Macy's, and Fifth Third Bancorp, 3CDC's inception was fueled by a commitment to stimulate economic growth and foster community pride. Initial investments of approximately \$200 million from these Fortune 500 companies and supplemented by a \$45 million contribution from the dormant Cincinnati Equity Fund (CEF).



3CDC's multifaceted approach encompassed real estate development, event coordination, historic preservation and community building. Rooted in public-private partnerships and close collaboration with the City of Cincinnati and the state of Ohio, this endeavor was accelerated by an increase in social unrest, notably the 2001 racially charged riot. Mayor Luken and corporate leaders took proactive measures to address urban challenges through the establishment of 3CDC, leveraging expertise from consultants like HR&A Advisors to creatively finance and manage long-term capital infusion into Over-the-Rhine.

Businesses provided funding to 3CDC, in part, due to the challenge of attracting and retaining employees. Cincinnati faced a decline in its downtown area, with limited housing options and lack of vibrant urban spaces. These conditions hindered the city's ability to recruit and retain talent, impacting the growth potential of these businesses. Recognizing the importance of a thriving urban core for their own prosperity, corporations viewed investment in 3CDC as a strategic opportunity to revitalize downtown Cincinnati and Over-the-Rhine, enhancing the city's attractiveness as a place to live and work. By supporting 3CDC's initiatives, these businesses aimed to stimulate economic growth, foster community vibrancy and address the challenges of urban decay and economic stagnation.

## Governance and Legal Structure:

3CDC operates as a 501(c)(3) nonprofit organization, led by a President and CEO, and is supported by a dedicated team of 80-100 employees. The Board of Directors is comprised of [25 board members](#) and oversees 3CDC's operations and initiatives. This board includes representatives from prominent organizations and industries such as Macy's Inc, Deloitte & Touche LLP, The Kroger Company, and KPMG, each contributing membership dues, approximately \$50,000 each, to participate in committee leadership roles. These committees serve as the backbone of 3CDC's decision-making process, covering various aspects of the organization's operations, including real estate development, community engagement, governance, finance and asset management.

3CDC fosters strategic alliances with municipal authorities and corporate stakeholders to amplify its impact and ensure alignment with broader community goals. These alliances focus on collaborative initiatives aimed at urban revitalization, economic development and community empowerment. By leveraging the expertise and resources of multiple stakeholders, 3CDC achieves more significant and sustainable outcomes for the neighborhoods it serves.

## Financial Sustainability:

3CDC has been a driving force behind the transformation of downtown Cincinnati and the Over-the-Rhine neighborhoods, demonstrating exceptional financial sustainability and delivering impactful development projects. To date, its direct involvement has activated more than \$1.7 billion in real estate development. Central to 3CDC's success is its strategic utilization of varied financing tools, including New Markets Tax Credits (NMTCs), Historic Tax Credits (HTCs), and Low-Income Housing Tax Credits (LIHTCs), alongside traditional bank loans, to make projects financially viable. The Cincinnati New Markets Fund (CNMF), its NMTC lending arm, has deployed \$198 million across five NMTC awards, channeling investment into projects that uplift neglected low-income communities.



Additionally, 3CDC manages three loan funds—Cincinnati Equity Fund (CEF), Cincinnati Equity Fund II (CEF II) and Cincinnati Equity Fund III (CEF III)—which provide patient capital for real estate ventures. These revolving loan funds, comprised of an initial investment of roughly \$199 million from more than a dozen major Cincinnati-based corporations, have been utilized to make 200 loans totaling \$647 million in investment.

The substantial scale of its endeavors requires prudent fiscal management of its annual budget of approximately \$24 million. Operational sustainability is ensured through a diverse revenue mix, with contracts from governmental entities providing essential funding for operations, complemented by contributions from board

members and stakeholders. These funds are used to cover administrative and operational expenses, ensuring the organization can maintain its staff, office space and essential services. The organization allocates 25% of its budget towards supporting community programs, bolstered by contributions from major corporations and public funds. These initiatives address a spectrum of needs, from small business assistance to neighborhood revitalization and affordable housing initiatives. Another 25% of the budget is dedicated to developing affordable housing, underscoring its commitment to fostering inclusive urban development and mitigating displacement. The remaining 50% of the budget is allocated as follows:

- **Real Estate Development and Asset Management:** \$7.2 million (30%) – Used for acquiring, rehabilitating and managing properties, as well as maintaining existing assets.
- **Administrative and Operational Expenses:** \$3.6 million (15%) – Covers salaries, benefits, office rent, utilities, technology and other administrative costs.
- **Marketing and Public Relations:** \$1.2 million (5%) – Funds marketing campaigns, public relations efforts and promotional activities to attract investment and engage the community.

By allocating its budget in this manner, 3CDC ensures a balanced approach to urban development, community engagement and organizational sustainability. The combination of funding sources, including contributions from major corporations, governmental contracts and strategic use of tax credits, enables 3CDC to drive significant and lasting change in Cincinnati's urban core.

## Programmatic Scope:

3CDC's programmatic scope encompasses a wide range of initiatives aimed at revitalizing downtown Cincinnati and fostering inclusive economic growth. From real estate development to community engagement and homelessness initiatives, 3CDC plays a pivotal role in shaping the urban landscape and addressing the diverse needs of the community.



### Real Estate Development

The 3CDC revitalization projects in downtown Cincinnati and Over-the-Rhine focus on creating vibrant civic spaces, mixed-use developments, preserving historic structures and developing housing to strengthen the neighborhood districts it serves. These efforts range from repurposing historic buildings into mixed-use spaces to constructing residential units to address housing needs, all while enhancing public spaces to foster community engagement and economic vitality.

3CDC's residential initiatives focus on providing diverse housing options to meet the needs of a growing urban population. These initiatives include the development of both market-rate and affordable housing units, ensuring accessibility and

affordability for residents across different income levels. To date, 3CDC has constructed 200 market-rate units and 460 affordable housing units, spanning a range of income levels from 80% to 50% of the Area Median Income (AMI).

A flagship project for 3CDC is “The Foundry,” which transformed the former Macy’s-anchored Fountain Place into a vibrant mixed-use development. This project features 150,000 square feet of Class A office space, 35,000 square feet of retail and restaurant space and a 164-space underground parking garage. This development has significantly contributed to attracting businesses, residents and visitors to downtown Cincinnati.

As part of its public space development, the organization has constructed underground parking facilities to optimize park space usage and minimize visual clutter in historic districts. These parking facilities meet the growing parking needs of residents, visitors and businesses while preserving the architectural integrity of downtown Cincinnati.

## Economic Revitalization

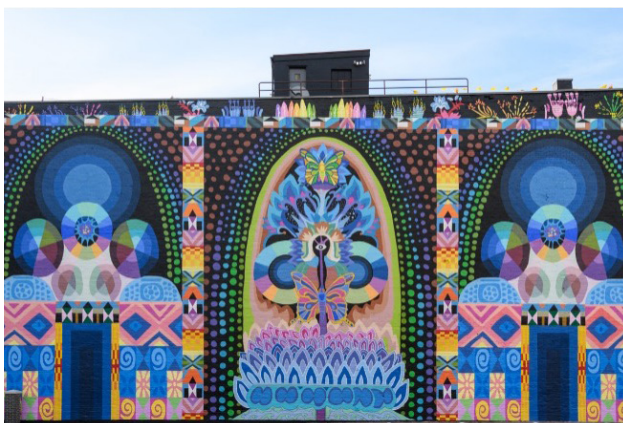
In addition to real estate development, 3CDC is actively involved in economic revitalization efforts aimed at stimulating business growth and fostering entrepreneurship. These efforts include providing support services and resources to local entrepreneurs, revitalizing business districts and promoting job creation in downtown Cincinnati.

3CDC offers a range of support services to local entrepreneurs and startups, including mentorship, networking opportunities and financial incentives. The organization leads business district revitalization through streetscape enhancements, infrastructure improvements and targeted marketing efforts. 3CDC collaborates closely with business improvement districts (BIDs) to enhance urban environments and stimulate economic growth.

In 2022, the Downtown Cincinnati Improvement District (DCID) embarked on its renewed cycle with a dedicated team of Downtown Ambassadors, supported with advocacy from 3CDC. Through strategic partnerships with the Cincinnati Police Department (CPD), Department of Engineering and Transportation (DOTE) and Keep Cincinnati Beautiful, 3CDC facilitated significant enhancements to the urban landscape. These efforts included addressing lighting issues, introducing creative artwork to deter graffiti and commissioning captivating murals and collages.

## Community Engagement and Outreach

3CDC actively involves residents and stakeholders in planning and decision-making processes, ensuring that development initiatives align with community needs and priorities. The organization hosts workshops and charrettes to gather input from residents on urban development projects. These sessions provide a platform for community members to voice their opinions, share ideas and contribute to revitalization efforts.



## Beautification and Innovative Solutions

3CDC is committed to enhancing the urban environment through beautification and cultural initiatives.

From underground parking facilities to public art installations, these efforts contribute to the aesthetic appeal and functionality of downtown Cincinnati.

3CDC also collaborates with local artists and organizations to commission public art installations that enhance the

urban landscape and foster cultural expression. These installations contribute to the vibrancy and identity of downtown Cincinnati, creating memorable experiences for residents and visitors alike.

In addition, 3CDC organizes cultural events and activities to celebrate the diversity and heritage of downtown Cincinnati. These events promote social cohesion, cultural exchange, and community pride, enriching the urban experience for residents and visitors alike.

## Social Services Outreach

3CDC works in partnership with social service organizations and government agencies to provide support services to individuals experiencing homelessness and others in need. From referring unhoused people to emergency shelters and employment opportunities, 3CDC's homelessness initiatives aim to provide comprehensive support and assistance to vulnerable populations in downtown Cincinnati.



## Lessons Learned and Adaptability:

3CDC advocates for an integrated and coordinated approach to urban development. At its founding, 3CDC focused on commercial development and activating public spaces, aiming to revitalize downtown Cincinnati and Over-the-Rhine neighborhoods by attracting businesses and investments to the area. 3CDC created alignment and coordinated investments from prominent government and business leaders. Catalytic real estate development was a way for the organization to demonstrate impact and provide tangible outcomes for the community. This work helped to establish 3CDC as the lead economic development organization for Cincinnati.

Another cornerstone of its early endeavors involved activating public spaces through a variety of means, including hosting events, installing art displays and enhancing streetscapes. These initiatives were aimed at fostering vibrancy, redefining the narrative of the urban core and enhancing the quality of life in urban areas.

As the organization became more established and engaged more deeply with these communities, it identified a need for affordable housing and small business support, prompting new initiatives to address these challenges. With new investments in the urban core producing desired impact, 3CDC has expanded its programming to address the economic development and community needs of the broader community. Through these strategic initiatives, 3CDC strives to create enduring urban environments that benefit all stakeholders.

## Sources:

[3CDC](#)

[Annual Report 2022](#)

[Research Paper](#)

*Case Study based on interview with Sara Bedinghaus conducted by Shannon Kosen.*

*Additional research conducted on 03/25/2024 using publicly available information on organization website.*

# Community Roots Housing

## Foundational Aspects:

Established in 1976, Community Roots Housing (CRH) stands as a testament to the power of community-driven initiatives in addressing housing challenges and fostering equitable development. Emerging from humble beginnings as a grassroots movement centered on safeguarding housing in Seattle's Capitol Hill neighborhood, the organization's trajectory embodies resilience, adaptability, and a commitment to empowering residents.

The entity was chartered by the City of Seattle as a public development authority as the Housing Improvement Program serving the Stevens Neighborhood; and was catalyzed by community activists responding to urgent housing needs within the rapidly changing neighborhood. In 1984, it changed its name to Capitol Hill Housing Improvement Program, to reflect its broader focus on the Capitol Hill neighborhood. The organization was led by activists from diverse backgrounds, including LGBTQ+ advocates who recognized the importance of affordable housing in preserving the neighborhood's cultural fabric.

More recently, the organization has become Community Roots Housing (CRH), to reflect its broader geographic focus while also maintaining its grassroots community connections. The organization has grown over time, extending its focus beyond Capitol Hill to addresses housing challenges in various Seattle neighborhoods and surrounding areas. This includes initiatives such as AfricaTown, in the City of Seattle's Central District, and White Center HUB, outside of the City of Seattle in unincorporated King County. Community-based organizations in these other neighborhoods have formed partnerships with CRH to leverage its significant real estate development expertise to help deliver projects outside of its traditional area of focus.



## Governance and Legal Structure:

CRH's governance model is designed to uphold transparency, accountability, and community representation. The organization is comprised of two entities – a public development authority (PDA) chartered by the City of Seattle, and a 501c3 non-profit corporation known as the Community Roots Foundation.

The Community Roots Foundation's purpose is to mobilize resources for CRH. It raises funds to sustain general operations and helps launch new initiatives. The [501\(c\)\(3\) board](#) is primarily focused on overseeing the organization's nonprofit activities, fundraising efforts, and programmatic initiatives. On the other hand, the PDA board is responsible for governing the organization's operations, real estate development activities, and strategic decision-making related to community-driven initiatives.

The [PDA Board of Directors](#) is comprised of 15 members who oversee organizational activities, including property management, real estate development and ongoing operations. Board terms are three years, as outlined in the [charter documents](#). While 12 members are appointed internally to ensure grassroots representation, the Mayor nominates three members, enhancing collaboration between the organization and municipal stakeholders. With most board members appointed by the PDA board itself, CRH's governance structure ensures that community interests remain at the forefront of decision-making processes. The organization's ability to influence the City's PDA board nominations by sharing recommendations with the Mayor's office, underscores its role as a conduit for community empowerment and representation in city governance.

There is regular coordination and collaboration between the two boards, especially when it comes to aligning goals, sharing resources and ensuring cohesive strategies for community development. While the boards do not have shared membership, some members regularly attend meetings of both boards and members of one board often participate in discussions with the other board. These practices improve communication between the two groups and help the organizations work together more effectively towards their shared objectives. CRH has about 100 employees and the affiliate foundation has less than 10 who focus on fundraising, grantmaking, financial oversight and strategic planning to support CRH's initiatives and programs.

## Financial Sustainability:

In 2023, CRH had an [annual budget of \\$21 million](#), and blended revenue streams to support its multifaceted operations and development initiatives.

Owing and managing its real estate developments is a significant part of CRH's overall business model. Two-thirds of CRH's revenues are derived from residential and commercial rental income. Its revenue breakdown includes approximately \$12 million from residential tenant revenue from CRH-owned buildings, \$2 million from commercial tenant revenue, and \$7 million from fees and grants. CRH fee revenue includes developer fees (\$3M), property management fees, partnership fees and compliance fees. This revenue plays a crucial role in sustaining its operations for its development projects. Grants and donations constitute a small but important portion of CRH's revenue, totaling \$660,000 in 2023. These grants come from various sources, including government agencies, private foundations, and philanthropic organizations, aimed at supporting CRH's initiatives in affordable housing, community development, and resident services.



A cornerstone of CRH’s financing for real estate projects includes issuance of bonds, which is coordinated through the Washington Housing Finance Commission. In addition to bonds, CRH secures a variety of sources of capital to finance its real estate projects, including government and private grants, low-income housing tax credits, and appropriations. This diversified approach to funding fosters collaborative relationships with a broad spectrum of stakeholders.

In several of its development projects, CRH uses a land lease model, whereby the government engages in a long-term land lease to the organization for development projects. This model allows CRH to access publicly owned land for affordable housing initiatives while maintaining long-term affordability and community control. For example, CRH entered into a land lease agreement with the Seattle Housing Authority (SHA) to develop affordable housing on publicly owned land for the Borealis Apartments in the Yesler Terrace neighborhood of Seattle. This arrangement allowed CRH to access the land without the burden of purchasing it outright, enabling the organization to focus its resources on the development of affordable housing units.

## Programmatic Scope:

### Affordable Housing Development

First and foremost, CRH is an affordable housing developer. It actively develops and manages affordable housing options across Seattle. CRH currently manages nearly 50 apartment buildings, providing affordable homes for over 2,000 low and moderate-income residents across Seattle. Since its inception, CRH has developed a substantial portfolio of units, contributing to stable and affordable housing in Capitol Hill and nearby communities.



### Community Engagement and Empowerment

CRH empowers residents to actively participate in decision-making processes and community-building activities. Rainier Court Apartments and several other buildings have Resident Advisory Councils (RAC) which meet regularly to discuss community concerns, organize events and advocate for resident needs, fostering a sense of ownership and belonging among residents.

### Placemaking

In collaboration with local artists and cultural organizations, CRH implements creative placemaking projects like the “Art in the Park” series. These events feature live performances, art installations, and interactive activities in neighborhood parks, bringing residents together to celebrate culture and creativity. By infusing public spaces with art and culture, CRH enhances neighborhood identity and fosters social connections among residents.



In addition, CRH curates the commercial spaces in their mixed-use developments to meet the needs of community residents. For example, at the Rainier Court Apartments in Columbia City, they have a vibrant community art gallery within its mixed-use development. This community art gallery serves as a focal point for residents and visitors alike, showcasing diverse artworks and fostering a sense of cultural enrichment within the neighborhood.

## **Lessons Learned and Adaptability:**

CRH has grown from a grassroots effort spurred by neighborhood activists to a well-respected developer of affordable housing and key partner for other community-based organizations interested in participating in equitable development. The organization's expansion beyond Capitol Hill to other neighborhoods, reflects its deep real estate expertise. Emerging developer organizations, including AfricaTown and the White Center Community Development Authority, have partnered with CRH to leverage its experience to help develop their own capacity and build projects that respond to the needs of communities of color.

CRH represents the potential for what can be achieved when a public development authority receives strong support from government partners, collaborates closely with these partners and maintains strong connections with community stakeholders. By being responsive to community needs, strategic in its partnerships and leveraging its deep expertise, CRH remains at the forefront of building vibrant, resilient communities where everyone can thrive.

## **Sources**

[Community Roots Housing](#)

[Charter](#)

[Rules and Regulations of Community Roots Housing \(2020\)](#)

[2024 Budget](#)

[PDA Fact Sheet](#)

*Case Study based on interview with Chris Persons and Mason Cavell of Community Roots Housing conducted on 3/18/2024 by Shannon Kosen. Additional research conducted using publicly available information on organization website.*

# Mission Economic Development Agency (MEDA)

## Foundational Aspects:

Mission Economic Development Agency (MEDA) was originally established in 1973 to provide free asset-building services in the Mission District of San Francisco. MEDA initially focused on providing essential financial coaching services to residents, offering guidance on budgeting, savings, and financial planning.

While MEDA initially operated as a supportive ally of the city, the staggering displacement of 8,000 Latinos in the Mission District over two decades because of increased housing costs prompted a pivotal shift in strategy. Recognizing the urgency of escalating displacements, MEDA redefined its role.



In 2015, the organization reemerged with additional capacity to address the issue of rapidly increasing evictions and displacement affecting the Latino community in San Francisco's Mission District. Drawing upon over five decades of experience, the organization expanded its scope to include technical assistance and small business administration support, recognizing the importance of economic empowerment in combating displacement. MEDA is driving a national equity movement by fostering Latino prosperity, community ownership, and civic empowerment.

One of MEDA's pivotal initiatives was its entry into affordable housing development, driven by the urgent need for housing solutions in the Mission District. Leveraging federal grants and collaborative partnerships with other organizations, MEDA embarked on ambitious affordable housing projects aimed at preserving the neighborhood's cultural heritage and providing housing opportunities for its residents.

In addition to its focus on housing, MEDA extended its impact beyond traditional economic development activities by actively engaging with local schools in the Mission District. By bringing essential services and resources to schools, MEDA contributed to the enrichment of educational opportunities for students and families in the community.

MEDA actively engaged with local schools in the Mission District through several initiatives to support students and families. They established Family Success Centers at schools, providing financial coaching, job readiness training, and access to public benefits.

## **Governance and Legal Structure:**

MEDA is structured as a 501c3 non-profit organization, with separate LLCs to manage properties and real estate assets efficiently. The organization also houses Fondo Adelante, MEDA's community loan fund, which provides access to capital for small business owners unable to access credit from traditional lenders. The nonprofit is responsible for overseeing day-to-day operations and providing strategic direction.

Central to MEDA's governance structure is its [board of directors](#), specific number of board members may vary over time, comprising individuals with diverse backgrounds and expertise dedicated to advancing the organization's mission and serving community needs. The board's oversight and strategic guidance complement the executive leadership, ensuring alignment with MEDA's vision of community development and empowerment.

Additionally, its various LLCs are governed by separate boards consisting of individuals with relevant experience and expertise in property management and asset development. While some members may serve on both the nonprofit and LLC boards, each entity operates independently.

## **Financial Sustainability:**

MEDA's annual budget of approximately \$13 million is sourced from a mix of revenue streams and funding sources. Philanthropic grants, federal grants, and city grants contribute to most of the operating budget, providing essential support for operations and community development initiatives. Additionally, revenue generated from rental income, commercial or retail spaces and developers' fees supplement the budget and support its real estate and affordable housing projects. MEDA's budget is allocated among its activities as follows:

- Approximately 30% allocated to real estate development.
- 20% is allocated to covering operating expenses.
- The remaining 50% dedicated to community programs.

MEDA leverages public financing mechanisms such as housing levies, grants, loans, tax-exempt bonds, and tax increment financing (TIF) to augment its financial capacity for affordable housing projects. Low-Income Housing Tax Credits (LIHTC) serve as a cornerstone of MEDA's financing of affordable housing units within its transit-oriented developments (TODs). Primary revenue streams for real estate projects include rental income from affordable housing units and commercial or retail spaces, which support real estate operating costs and debt service obligations.

## **Programmatic Scope:**

By addressing multiple dimensions of community well-being, MEDA fosters inclusive neighborhoods that prioritize the dignity and resilience of all Mission District residents. Specifically, MEDA actively involves local communities in shaping initiatives aimed at addressing affordable housing scarcity, community engagement and empowerment in the Mission District. MEDA's programs include:



## Small Sites Preservation

MEDA identifies and acquires small apartment buildings in the Mission District that are at risk of displacement or conversion to market-rate housing. Once acquired, MEDA rehabilitates these properties to maintain them as permanently affordable housing for low- and moderate-income residents. To date, MEDA has successfully preserved over 20 small sites, totaling approximately 500 affordable housing units.

## Asset Management

Through its asset management program, MEDA provides support and resources to landlords of affordable housing properties in the Mission District. This assistance may include financial management guidance, property maintenance assistance, and access to rehabilitation funds. By helping landlords effectively manage their properties, MEDA contributes to the long-term viability and sustainability of affordable housing ecosystem in the community. For instance, MEDA worked closely with a local landlord to renovate a building on Valencia Street, ensuring that it remains affordable for residents.

## Real Estate Finance

MEDA offers tailored financial products and services to affordable housing developers and property owners, including low-interest loans, equity investments, and tax credit financing. Over the years, MEDA has provided approximately \$30 million in financing for affordable housing initiatives, facilitating the development and preservation of affordable housing in the Mission District. This ensures continued access to affordable housing for residents. MEDA's funding sources include government grants, private donations, philanthropic contributions and partnerships with financial institutions and community development financial institutions. A notable example of MEDA's impact is the renovation of a building on Valencia Street, supported by their housing accelerator fund, which provides construction loans to emerging developers, ensuring long-term affordability, and promoting development within underserved communities.

## Homeownership and Housing Stability

MEDA provides a range of homeownership and housing preservation programs, including education for first-time homeowners, foreclosure prevention and rental preparedness. Committed to community empowerment, MEDA's acquisition policies prioritize family preservation and community ownership. This means ensuring that property acquisitions focus on preserving existing family units and facilitating community control or ownership whenever possible. MEDA's strategy includes transforming rental properties into homeownership opportunities, thereby empowering families and enabling wealth-building through homeownership. By upholding these principles, MEDA fosters housing stability and economic growth within the community.

## Community Engagement Programs

MEDA actively involves residents in shaping its initiatives through community engagement programs. These programs provide platforms for dialogue, collaboration, and capacity-building, ensuring that community voices are heard and valued. For example, MEDA organizes regular community meetings, workshops, and focus groups to gather input on neighborhood development priorities, affordable housing needs, and economic empowerment initiatives. Through these engagement efforts, MEDA fosters a sense of ownership and empowerment among community members, laying the foundation for inclusive and sustainable development.



## Education and Workforce Development

MEDA recognizes the importance of education and [workforce development](#) in building strong, resilient communities. To this end, MEDA offers a range of programs and services aimed at increasing access to educational opportunities, job training, and employment resources. For instance, MEDA provides career counseling, resume assistance, and job placement services to help residents secure meaningful employment.

Additionally, MEDA partners with local schools, colleges, and training providers to offer workshops, mentorship programs, and internships that equip community members with the skills and knowledge needed to succeed in today's economy. As part of this work, MEDA has implemented college and career readiness programs, STEM education initiatives, and parent leadership workshops to empower students and parents. For example, at Buena Vista Horace Mann Community School, MEDA set up a Family Success Center offering a range of services, including financial coaching and college readiness workshops. These efforts aimed to improve educational opportunities and overall well-being for the community.

## Lessons Learned and Adaptability:

MEDA has evolved from a primarily service-oriented organization to one that integrates economic empowerment, affordable housing development, and community engagement with the goal of combating displacement and promoting the well-being of the Mission District's residents.

By listening to and actively involving community members, MEDA has ensured that its initiatives resonate with local needs and aspirations. Among the unique aspects of MEDA, is its deep connection to the Latino community and ability to provide many of its services and programming in Spanish language.

MEDA's response to displacement challenges extends beyond housing provision to encompass diverse community needs. Integrating early childcare facilities and preserving evicted nonprofits within affordable housing developments exemplifies MEDA's holistic approach to community empowerment. Its diversification of

services and programming is the most comprehensive among the CDCs that LISC spoke with, touching on all aspects of community vitality from affordable housing to financial literacy to entrepreneurship.

Another pivotal aspect of MEDA's success lies in its establishment data-driver advocacy, spearheaded by a robust evaluation team dedicated to generating data-driven insights. By harnessing empirical evidence, MEDA effectively advocates for affordable housing initiatives, compelling policymakers, and stakeholders to prioritize equitable development. This evidence-based approach not only strengthens advocacy efforts but also fosters transparency and accountability in decision-making processes.

As MEDA continues to navigate the evolving urban development landscape, it is committed to supporting initiatives anchored in equity and community empowerment and that promote inclusive development for marginalized communities.

## Sources

[Strategic Plan 2021 - 2024](#)

[Impact Report 2022](#)

*Case Study based on interview with Juan Diego Castro of MEDA, conducted on by Shannon Kosen. Additional research conducted on 4/10/2024 using publicly available information on organization website.*

# Retail Arts Innovation & Livability Community Development Corporation (RAIL CDC)

## Foundational Aspects:

In 2018, faced with the imminent displacement risks stemming from the expansion of a light rail system in Arizona's west Mesa and east Tempe areas, [Retail Arts Innovation & Livability Community Development Corporation \(RAIL CDC\)](#) emerged as a proactive force. With the closure of 30 businesses and the threat to the livelihoods of low-income individuals, RAIL CDC swiftly mobilized to protect the affected community from displacement. These closures were primarily attributed to the disruptive impacts of the construction associated with the light rail expansion, leading to concerns about the economic stability of the surrounding community.



## Governance and Legal Structure:

RAIL CDC is a 501c3 organization formed as a community development corporation focused on corridor development, small business technical assistance and neighborhood organizing in low- and moderate-income census tracts around public transit. The RAIL CDC board represents a diverse range of perspectives, including those of residents, small business owners, affordable housing advocates and community organizers, ensuring that its governance reflects the multifaceted needs and interests of the communities it serves. This mix ensures that decision-making is enriched by grassroots insights and aligns with public initiatives. With a total of 12 board members, RAIL CDC's committee structure includes key committees focused on areas such as finance, community development and policy advocacy.

## Financial Sustainability:

RAIL CDC's programs and operations are funded through a combination of federal grants, state grants, philanthropic donations, and community partnerships. Leveraging its status as a community development corporation, RAIL CDC secures grants from government agencies such as the Department of Housing and Urban Development (HUD) to support specific programs and initiatives. For example, HUD grants may be allocated

towards corridor development projects aimed at revitalizing commercial districts and enhancing economic vitality in low- and moderate-income areas served by public transit.

Additionally, RAIL CDC forms partnerships with private entities, including local businesses and philanthropic organizations, to diversify its funding streams and amplify its impact. These partnerships involve financial contributions, in-kind support or collaborative efforts to address community needs. Specific examples of support from government jurisdictions and private entities include:

- Department of Housing and Urban Development (HUD) Grants: HUD grants support RAIL CDC's corridor development initiatives, small business assistance programs and neighborhood organizing efforts. These grants may encompass funding for facade improvements, signage initiatives, business technical assistance and community engagement activities.
- City of Mesa: The City of Mesa provides grants to RAIL CDC for projects and programs aligned with the city's economic development goals, community revitalization initiatives and transportation planning efforts. This support includes funding for specific corridor development projects, public infrastructure improvements or community events organized by RAIL CDC.
- Philanthropic Organizations: RAIL CDC collaborates with philanthropic organizations, such as local foundations and corporate giving programs, to secure funding for its programs and initiatives.

## **Programmatic Scope:**

RAIL CDC stemmed from the necessity to confront displacement risks arising from light rail system expansion in the Mesa and east Tempe transit corridor. Since its founding, RAIL CDC has developed robust programming to serve its community's needs:

### **Community Outreach, Organizing and Engagement**

RAIL CDC actively engaged with community members through workshops, town hall meetings and other outreach initiatives to raise awareness about the potential impacts of the light rail expansion. By fostering dialogue and soliciting input from residents, RAIL CDC ensured that community voices were heard and incorporated into decision-making processes. In addition, RAIL CDC facilitated community organizing efforts and provided capacity-building resources to residents and community organizations, providing tools and knowledge needed to advocate for their rights and interests. This fostered a sense of community ownership and resilience in the face of displacement pressures.

### **Policy Advocacy and Planning**

RAIL CDC advocated for policies and planning strategies that prioritized affordable housing, small business support and economic development within the transit corridor. By collaborating with local government officials and advocating for equitable development policies, RAIL CDC sought to influence decision-making processes and shape the trajectory of development in the affected areas. By partnering with developers, affordable housing advocates and local government agencies, RAIL CDC sought to ensure that residents facing displacement had access to safe, affordable housing options in their communities. Additionally, the organization engaged in strategic planning and advocacy to promote equitable development policies, further supporting its mission to protect vulnerable residents.



## Business Assistance and Support

RAIL CDC provided technical assistance, grants, and resources to small businesses affected by the light rail expansion. This support included helping businesses navigate construction challenges, accessing financial assistance and developing resilience strategies to mitigate the impact of the disruption on their operations. Additionally, RAIL CDC's Financial Opportunity Centers empower entrepreneurs, facilitating their journey towards homeownership and contributing to the growth of community assets. In 2020 alone, RAIL CDC disbursed \$3.9 million in grants and provided technical assistance to 264 small mom-and-pop businesses. Noteworthy is that 93% of these supported businesses were either BIPOC or women-owned enterprises, all located within the west Mesa and east Tempe transit corridor, aligning with RAIL CDC's geographic focus.



## Placemaking and Commercial Corridor Development

Through strategic planning, facade improvements, signage initiatives and business support services, RAIL CDC creates vibrant and thriving commercial districts that cater to residents' needs while attracting visitors and investment. Harnessing the power of art, RAIL CDC enhances public spaces, celebrates cultural diversity and fosters community engagement. Through public art installations, creative placemaking projects and community-driven murals, RAIL CDC beautifies neighborhoods, strengthens social connections and promotes a sense of pride and belonging.

## Community Resilience

RAIL CDC builds neighborhood capacity to withstand and recover from shocks and stresses. Programs include disaster preparedness training, community emergency response teams, social support networks, and resilience-building activities empowering residents to thrive in the face of adversity. RAIL CDC implements HeatReady Neighborhoods initiatives to increase resilience and preparedness against extreme heat. These initiatives include tree planting, heat mitigation strategies, public education campaigns and partnerships with local government and community organizations to address heat-related health risks. Collaborating with stakeholders, RAIL CDC develops comprehensive heat action plans to mitigate the impacts of extreme heat on vulnerable populations. These plans may include heat shelters, cooling centers, emergency response protocols and public outreach campaigns to raise awareness about heat-related risks and protective measures.

## Biking Advocacy

RAIL CDC's BikeMesa program promotes active transportation and community connectivity through its BikeMesa program. By supporting biking infrastructure, advocacy efforts, bike lane expansions, safety campaigns, and community events, RAIL CDC encourages residents to embrace biking as a sustainable and healthy mode of transportation.

These programs exemplify RAIL CDC's commitment to addressing the root causes of displacement and promoting equitable development outcomes. Through strategic interventions and community-led initiatives, RAIL CDC sought to protect vulnerable communities and ensure that all residents could benefit from transit-oriented

development initiatives. Through these initiatives, RAIL CDC demonstrates its commitment to holistic community development, addressing social, economic, environmental, and cultural dimensions to create resilient, vibrant, and inclusive neighborhoods.



### **Lessons Learned and Adaptability:**

By forging alliances with diverse stakeholders, including local businesses, government agencies, and non-profit organizations, RAIL CDC has harnessed collective expertise and resources to amplify its impact and achieve its mission of fostering equitable transit-oriented development.

Initially, RAIL CDC's programs may have been more narrowly focused on immediate needs, such as providing technical assistance to small businesses affected by transit expansion or organizing community events to raise awareness about displacement risks. However, as RAIL CDC gained experience and built relationships with stakeholders, its programs expanded in scope and sophistication to address emerging challenges and opportunities.

For example, RAIL CDC initially focused on basic facade improvements for businesses along transit corridors. Over time it expanded its efforts to include comprehensive commercial corridor redevelopment strategies, public space enhancements, and targeted support for BIPOC and women-owned enterprises.

While RAIL CDC does not engage in real estate development, its focus on corridor revitalization, small business support and community organizing aligns with the principles of transit-oriented development. In addition, it collaborates with other organizations specializing in affordable housing and transit-oriented development to address housing needs in the community.

By leveraging partnerships and focusing on its core competencies, RAIL CDC maximizes its impact and contributes to the broader goal of creating vibrant, equitable, and sustainable neighborhoods.

### **Sources**

[RAIL CDC](#)

*Case Study based on interview with Ryan Winkle and Augie Gastelum of RAIL CDC, conducted on 3/19/2024 by Shannon Kosen. Additional research conducted using publicly available information on organization website.*

# Seattle Chinatown International District Preservation and Development Authority (SCIDpda)



## Foundational Aspects:

Seattle Chinatown International District Preservation and Development Authority's (SCIDpda) inception was not just a response to immediate community needs, but an endeavor aimed at preserving cultural heritage under threat. SCIDpda's beginning in 1975 can be traced back to an effort to combat urban decay and preserve the vibrant Seattle Chinatown International District.

When the neighborhood started facing threats from urban development projects like the construction of Interstate 5, which bisected the community, and later transit infrastructure, like light rail expansions, SCIDpda's mission evolved from focusing solely on historic preservation to encompass affordable housing and equitable growth strategies. While housing remains a key focus, the organization now also advocates for transit accessibility and fair transportation policies to better serve the community's changing needs.

## Governance and Legal Structure:

SCIDpda operates under a dual-layered governance structure, like Community Roots Housing. This structure encompasses both a public development authority and the SCIDpda Foundation, a 501(c)(3) nonprofit organization. The SCIDpda Foundation facilitates access to private funding streams, including grants and donations. It also provides a mechanism for maintaining the private nature of that funding, separate from the public development authority, in which all funding is considered public and subject to all requirements of public funding.

SCIDpda's public development authority is overseen by a board of directors, comprising a minimum of nine members, which guides SCIDpda's operations and strategic direction. Directors undergo a nomination process, with input from community stakeholders, governmental bodies, and partner organizations. This inclusive approach ensures that the board reflects a diverse range of perspectives and expertise, fostering effective decision-making and accountability. Recent amendments to SCIDpda's charter have reinforced its governance framework, introducing updates to membership requirements and implementing term limits. These changes are geared towards enhancing leadership efficacy and continuity within the organization.

According to [SCIDpda's charter](#), three directors are appointed by the City Mayor, with at least one residing within the neighborhood. This provision ensures that the Mayor's appointments resonate with community interests. While SCIDpda's board does not designate specific seats for particular constituencies, informal practices

ensure diversity and balance within the board, extending beyond stipulated bylaws. SCIDpda board members hold positions in organizations whose expertise and perspectives inform and align with SCIDpda's objectives, including architecture firm, Mithun, and anchor business in the district, Uwajimaya.

Additionally, some of SCIDpda's executive leadership staff concurrently serve on the boards of other organizations in the neighborhood, including the [Chinatown International District Business Improvement Area](#). These connections further enhance cohesion and fostering a holistic approach to community development.

## **Financial Sustainability:**

SCIDpda employs a comprehensive financial strategy essential for sustaining its real estate development projects and operations. While the organization occasionally issues bonds for specific affordable housing development, its funding model draws from various public and private sources.

SCIDpda's 2023 budget comprised a blend of government contracts and grants, philanthropic donations, private partnerships, and earned income streams. Approximately 40% of its \$9 million budget originated from government contracts and grants, underscoring the organization's collaborative efforts with governmental entities to address community needs effectively. Additionally, 25% of the budget was sourced from philanthropic donations and private grants facilitated by its affiliated 501(c)(3) foundation. The remaining revenue came from earned income streams, including developer fees and rental income from commercial properties.

SCIDpda's 501(c)(3) foundation also played a pivotal role in fundraising efforts, orchestrating PR campaigns and communications strategies for organization milestone events such as the 50th Anniversary Celebration. The foundation engaged donors and stakeholders during SCIDpda's Annual Fundraiser, leveraging coordinated media relations efforts and digital marketing strategies to maximize outreach and engagement.

In addition to bond financing for real estate development, SCIDpda effectively leverages Low-Income Housing Tax Credits (LIHTCs) to attract private investment for affordable housing projects. This strategy expands SCIDpda's capacity to address housing needs within the community, ensuring more families have access to safe and affordable housing options.

## **Programmatic Scope:**

SCIDpda's programmatic scope extends beyond housing initiatives to encompass a comprehensive array of strategies aimed at fostering community resilience and vibrancy.

## **Economic Development**

Spearheading economic revitalization efforts, SCIDpda champions small business support programs, commercial revitalization projects and the establishment of business incubator spaces.

For instance, the organization offers technical assistance and financial resources to local entrepreneurs, fostering economic growth. Collaborating with businesses, SCIDpda revitalizes commercial corridors, invigorating the district's economic landscape.

SCIDpda supports place-revitalization projects and economic growth in the neighborhood, including small

business assistance and public realm planning. During the early part of the pandemic, SCIDpda and its partners raised over \$1M for neighborhood businesses.

## Cultural Preservation

Central to SCIDpda's mission is the preservation and celebration of the Seattle Chinatown International District's cultural heritage. Notable endeavors include restoring historic landmarks, supporting cultural events and festivals and promoting arts and cultural programming. Recent projects, like the renovation of the Wing Luke Museum and the preservation of traditional storefronts along King Street, exemplify SCIDpda's dedication to safeguarding the district's rich cultural tapestry.

## Community Services

Enhancing residents' quality of life is a core focus for SCIDpda, manifested through the provision of essential community services and amenities. This encompasses developing affordable healthcare clinics, youth and senior services, community centers, and enhancing public spaces. Collaborating with local healthcare providers, SCIDpda facilitates low-cost medical services and partners with youth organizations to offer after-school programs and recreational activities. During COVID-19, SCIDpda coordinated meal deliveries and the early vaccination of low-income seniors with limited English language capacity.

## Transit-Oriented Development

By collaborating with transit agencies and stakeholders, SCIDpda works to enhance transit accessibility, advocate for transportation equity and support transit-oriented land use planning. Notably, the organization's involvement in discussions with Sound Transit regarding light rail expansion underscores its commitment to advocating for the community's transportation needs.

## Community Engagement and Advocacy

Ensuring community engagement and empowerment is paramount for SCIDpda. This entails facilitating community planning processes, establishing resident-led advisory committees, and supporting community-led initiatives. Recent efforts have included organizing public forums, conducting surveys, and hosting workshops to solicit resident input on key development projects and policy decisions.

## Affordable Housing Development & Commercial Property Management

SCIDpda develops new mixed-use projects and rehabilitates historic buildings, increasing the availability of family-sized affordable housing and space for culturally relevant service providers and small businesses. The organization's real estate projects, such as the renovation of historic landmarks and the development of mixed-use properties, have revitalized the Chinatown International District while preserving its cultural identity.

## Small Business Support

The CID Business Relief Team is a joint effort between the Chinatown International District Business Improvement Area (CIDBIA), Friends of Little Saigon, and SCIDpda. Together, they committed to aiding CID small businesses in navigating the challenges posed by the COVID-19 outbreak. The team assisted with relief grant applications, facilitated access to financial resources, navigated regulatory challenges, and developed business continuity plans. Additionally, they advocated for businesses' interests, engaged in collaborative outreach efforts, and organized informational sessions. Through these initiatives, the team helped businesses navigate the pandemic's challenges and fostered economic resilience in the community.



SCIDpda owns and manages affordable housing for over 400 low-income residents and 160,000 square feet of commercial/retail space. It exercises complete management and financial control over ten entities, preserving the neighborhood's character. Notably, SCIDpda's affordable housing initiatives have contributed significantly to addressing the community's housing needs.

## Lessons Learned and Adaptability:

During its history, SCIDpda has adapted to changing circumstances and community needs. SCIDpda's early programs primarily focused on:

- **Cultural Preservation:** Initiatives to restore historic landmarks, support cultural events, and promote arts programming aimed at preserving the district's rich cultural heritage.
- **Economic Development:** Programs to revitalize commercial corridors, provide small business support, and establish incubator spaces to foster economic growth.
- **Community Services:** Efforts to enhance residents' quality of life through the provision of essential services like healthcare clinics, youth and senior services, and public space enhancements.

However, events and conditions prompted SCIDpda to broaden its scope and adjust its programs to address:

- **Gentrification Pressure:** Increasing gentrification pressures threatened the district's cultural integrity and affordability, necessitating a more comprehensive approach to community development.
- **Urban Planning Trends:** Evolving urban planning trends, emphasizing transit-oriented development and equitable growth, prompted SCIDpda to integrate transit accessibility and transportation equity into its strategies.
- **Community Demographic Shifts:** Changes in the demographic composition of the community highlighted the need for tailored services and initiatives to address the evolving needs of residents. For example, influx of younger residents, an increase in the number of families with children, and a growing population of older adults.
- **Transit-Oriented Development:** Integration of transit advocacy and planning initiatives into its portfolio to address transportation equity and promote sustainable urban planning.
- **Affordable Housing Initiatives:** Expansion of initiatives to develop affordable housing units and manage commercial properties, addressing the pressing need for affordable housing while preserving the district's character.



- **Partnership Building:** Formation of strategic partnerships with government agencies, non-profit organizations, businesses, and community stakeholders to maximize program impact and effectiveness.

SCIDpda's evolution reflects its commitment to adaptability, responsiveness, and holistic community development, ensuring its continued relevance and effectiveness in addressing the evolving needs of the Seattle Chinatown International District.

## Sources

[Strategic Plan 2022-2026](#)

[Charter](#)

*Case Study based on interview with Jamie Lee, Co-Executive Director SCIDpda, conducted on 2/21/2024 by Shannon Kosen. Additional research conducted using publicly available information on organization website.*