

1. **Socially responsible development:** Seattle takes a strong stance in favor of environmentally sustainable development. Do you believe that Seattle also encourages socially responsible development? What does socially responsible development mean to you, and in the absence of any policy incentives, how does it come about? How can the City Council encourage it with policy?

To me, socially responsible development means development with not only environmental consideration but also developments that provides access to transportation, education and community resources as well as economic development opportunities. Currently, I do not believe Seattle develops socially responsibly in the underserved communities of color as many ethnic communities are still struggling with recovering from the great economic recession. For example, in the Seattle Chinatown/ID the current Street Car construction is having an enormous negative economic impact on the local small immigrant businesses. Many businesses are down 30% in revenue and some businesses have closed up shop because of the hardship of the construction. If the City is going to develop transportation projects they need to find economic ways to mitigate the extra hardship on communities of color as they do not have the resources for lobbyists or consultants to help with government mitigation. As the City continues to grow in density, the City Council needs a policy that will support many of these businesses during construction so that some of our most treasured family business can survive and thrive after projects are completed. The overall policy should be that business should not be forced to shut down and if they are to undergo hardship during construction then they should have assistance to survive the construction and thrive upon completion.

The other key part of socially responsible development is for minority businesses to have access to government contracts to perform the work. Economic disparity in government contracting continues to be a major hurdle because of the passage of I-200 in 1998. I face institutional barriers on a daily basis as my business is a minority owned civil engineering business. My opponent is touting a targeted workforce in local government contracting. Though on the surface this sounds really noble, I believe it is very disingenuous toward the minority communities. In order to truly solve economic disparity in minority/immigrant communities we need to address who owns the work and not who is

just doing the work. Ownership of work thru successful minority companies will lead to those companies to give back to their local communities thru additional work and community giving. As an Asian American owned firm, I have a policy to give 10% of my profit back to my community. This is the only way to achieve economic equality because if just mainstream companies hire local community members then when those projects are completed, then those jobs are gone and there is no sustainable way to continue work for workers. As a city council member, I will advocate for a policy of higher % goal inclusion on government contracts on professional services and construction contracts. I will set up a committee to continuous monitor all city contracts city wide and hold all city departments accountable to ensure minority businesses are getting access to sustainable government contracts. I will also want to ensure that minority business owners are achieving equal economic mobility as their mainstream peers.

- 2. Negative outcomes:** What trends accompanying growth and development in other cities, or in Seattle's history, do you hope Seattle will avoid in future development cycles? What brought you to live in Seattle? What aspects of growth do you believe bring about fear of loss? How can Seattle avoid negative outcomes?

I came to Seattle from Pullman, WA to go to school at the University of Washington and have lived here ever since. One of Seattle's most prevalent negative outcomes is our lack of developing mass transportation development relative to our growth and providing access of mass transit to underserved communities that need the service. For example, there is a large gap in access to light rail for communities in the Rainier Valley. This is a perfect example of disparity in our transportation plan with low-income communities of color. The idea of public transportation is to serve people who need public transportation and this was a total miss by Sound Transit and the City of Seattle to serve diverse underserved communities. The Filipino Community Center sits in between the Columbia City Station and the Othello Station each approx. ½ mile to both sides. At one point there was supposed to be a station at the Graham Street but that was taken out and thus left a huge gap for a community that really needs access to reliable and frequent public transportation. I will advocate for another station to be put where it can serve these communities and in moving forward will advocate for more access to light rail in South Seattle so residents, workers and visitors can have equal access to public transportation. It is imperative that as Seattle continues its rapid growth that our transportation infrastructure is planned for the 21st century economy. The overall fundamental transportation issue we have in Seattle is that we have no mass transit system that moves large amounts of people quickly. On average; the Shanghai Metro moves 2,230 Million Annual Passengers (MAP); Washington DC Metro Rail moves over 200 MAP; the Atlanta Martha moves 70 MAP and our Sound Transit Central Light Rail moves approx. 10 MAP. Because we have do not have a mass transit system that moves people at a higher capacity we are faced with putting extra pressure on our roadway network with other forms of transportation such as street cars, bike lanes and light rail and the current city policy is to reduce our roadway capacity in favor of bike lanes.

I fear the loss of our maritime and manufacturing industry. These account for 17% of the local family wage jobs and over 34% of our local B&O tax revenue. We must protect our major transportation

corridors in order for these important economic engine industries to continue to support our economy. I do not support the reduction of our roadway system in order to just make it safer for one specific demographic. Our roadway system is used by a very diverse range of uses and I rather move our pedestrian walkways and bike lanes to grade separated modes. For areas of high concern for pedestrian safety, there are a multitude of technology-based applications that can be deployed for pedestrian safety. More importantly I will advocate for pedestrian overhead walkways at major intersections in order to maximize safety as this is the only way to preserve a free flowing freight corridor and provide a safe walking environment.

3. **Process:** How do you rate Seattle's speed in response to demand for housing? How can Seattle improve upon existing planning policy and process (Comprehensive Plan; Design Review; Planning Commission; etc.)? What are the benefits and shortcomings of the "Seattle process"? If you would modify the planning or permitting process in any way, please cite positive and/or negative examples from other cities, or proposals envisioned by current and past council members. Are there any specific precedents from Seattle or other cities that you view as a model of civic and private partnership in the built environment?

Seattle is at a very interesting point in its evolution of its growth. Seattle has always been a neighborhood-based city and as the city continues to grow in density the city's response to affordable housing has been painstakingly slow because of the Seattle process. Compounded by the fact we have no mass transit system that moves people from lower cost areas we are now faced with a situation where people need access to their jobs in the core part of Seattle by living within Seattle city limits. We have to ask ourselves if our long-term plan is to be like a Manhattan or San Francisco where people live in zero lot line density properties or more neighborhood single-family residences. There are many complex and societal issues that surround Seattle's future growth but we must find a way to use process where it is appropriate but also learn to make decisions when needed.

I do not have any specific examples of other cities practices because I am currently not in elected office so I do not have staff to research other examples on this highly complex issue. If elected: I will look to physically visit other cities and learn their best practices from their elected officials; bring in industry experts; local community members; and past Seattle elected officials/staff who have institutional knowledge of past Seattle practices that might have been forgotten. When talking to other cities I will look toward a diversity of cities with multiple population growths, demographics and industry bases. I will want to understand from these variety of sources a basic set of questions:

- How have you handled your growth the last 10 years and what strategies did you use to achieve where you are now? Did those strategies yield the results you were expecting?
- How do you plan to meet your current growth projections and what recommendations would you give to Seattle?
- Have you adopted LEAN management into your processes to steam line multiple interdepartmental planning and permitting processes? If so, what were the outcomes?

4. **Built Form:** What do you believe is the right mix of parking and building typologies in Seattle in the next 10 years? If you anticipate reduced car ownership and/or increased density, please discuss potential changes in how Seattleites access nature and the outdoors. Examples of building typologies include:
- Single Family
 - Small lot/ADUs
 - Rowhouse or cottage housing
 - Townhomes
 - Midrise developments (45' to 85')
 - High rise developments

I do not believe in a specific “right-mix” for city planning purposes. All these building typologies serves a variety of population needs depending on economic need and mobility. Our transportation plan must meet the needs for all these typologies in order to reduce car ownership yet give us access to the nature and outdoors that we have. I am very concerned about Seattle meeting the needs of our elderly population. Over 70,000 senior citizens reside within Seattle City limits and we need to find ways to ensure that their housing and mobility needs are met. They cannot ride bikes and they are one of the loudest voices I have heard on the campaign trail about our massive spending on bike lanes.

5. **Affordability:** How do you define affordability, and in which neighborhoods and what mix should affordability be found? Please also discuss strategies you believe are effective at reaching affordability targets in these areas, and those you believe are ineffective. Please cite specific examples from other cities. Example strategies include:
- Preservation of older housing and retail, and other means to prevent displacement;
 - Increased housing supply and microhousing;
 - Incentive zoning;
 - Seattle Housing Levy—please also discuss any specific changes to the program or amount that you’d favor when the Housing Levy is brought up for renewal in 2016; and
 - Multi-Family Tax Exemption.

I do not have any specific examples from other cities but I do have an example from a specific neighborhood in Seattle. The cost of living in Seattle is continuing to increase and access to affordable housing continues to be more challenging in Seattle. We need to find ways to work with the affordable housing community and find areas to strategically develop more robust affordable housing so people of more modest incomes can live and enjoy what Seattle has to offer. I served for 8 years on the Seattle Chinatown International District Preservation and Development Authority Council. During that time we advocated/supported, constructed and managed many low income/affordable housing projects in the Chinatown/International District. Over 4000 residents live in the Chinatown/International District and many of them are immigrant-working families who depend on the affordable housing units within the neighborhood. My office is in an affordable housing complex in Chinatown/ID and I see on a daily basis immigrant families that: shop for their Asian groceries; go to their language specific health clinic; senior day care center; children’s park; and other

community based services that provide for their community. Because of my direct experience with the SCIDpda I have the ability to advocate for an overall comprehensive city strategy that will seek to solve our affordable housing challenges. I believe we have an interesting opportunity with incentive zoning to leverage private/public partnerships to use in other neighborhoods such as the Chinatown/ID. We can use these fees to fund other housing projects, public safety, transportation enhancements, or other local economic development initiatives that will help grow local communities and make them more viable.