



B R O A D W A Y

ECONOMIC VITALITY

A C T I O N

A G E N D A

2006-2008

*A Strategy for an Economically Vital, Livable, Unique,
Urban Community*

Broadway Economic Vitality Action Team

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"Helping Communities and Organizations Create Their Best Futures"

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RE: Broadway Economic Vitality Action Agenda: 2006-08

Dear Mayor Nickels:

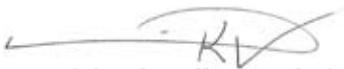
The Broadway Economic Vitality Action Team is pleased to transmit our proposed Strategy & Action Agenda to you. The Action Agenda will build community capacity, create momentum and new energy, and provide a focused plan for Broadway's success as a vital and livable neighborhood business district.

The Action Agenda is the result of hard work, collaboration and community input on the strategies and actions needed to help Broadway reach its potential. We came together as a diverse group of property and business owners, developers, retailers, residents, non-profit association leaders, and community college representatives—all focused on improving Broadway. To develop this Strategy, the Action Team met 12 times from March through July, plus multiple subgroup meetings. We also solicited community perspectives at a public meeting in June, which was attended by more than 70 community members, and we involved many other interested Capitol Hill business and community members in the Action Agenda's formation.

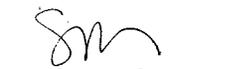
The outcome of our work is a results-oriented Action Agenda; a series of recommended actions to address immediate needs and issues on Broadway, as well as long-term public and private investment strategies. We have endeavored to identify the important community and City roles necessary to achieve long-term success.

Thank you for your leadership in creating this opportunity, and we look forward to continuing to work collaboratively with you and City staff in implementing this Action Agenda.

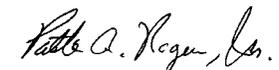
Sincerely,


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Bailey/Coy Books


Joyce Halldorson
Capitol Hill Stewardship
Council


Suzi Morris
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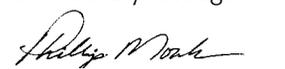

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Acknowledgements

This Economic Vitality Action Agenda is the result of an effective collaboration between Action Team members, City of Seattle staff, community members, and the consultant team. Almost weekly, this Team came together and shared strategies, ideas, stories, concerns, and most of all a passion for our neighborhood.

The Team would especially like to thank Gilda's Club and Seattle Central Community College, both of whom generously provided the Team with a comfortable meeting place and a home right on Broadway.

The Team also sincerely thanks Margaret Irvine, Executive Director of the Greater Queen Anne Chamber of Commerce, Teresa Lord Hugel, Executive Director of the Greater University Chamber of Commerce and Business Improvement Area, and Rob Mohn, of the Columbia City Business Association, for sharing their experience, strategies, and advice.



BROADWAY ECONOMIC VITALITY ACTION AGENDA

A Strategy for an Economically Vital, Livable, Unique, Urban Community

Contents

Action Agenda Purpose, Vision, Goals & Initiatives	1
GOAL 1: Organize and Manage a Sustainable Capitol Hill Chamber of Commerce	2
Community Actions	2
City Actions.	6
GOAL 2: Upgrade and Maintain Broadway’s Appearance	7
Community Actions	7
City Actions.	11
GOAL 3: Promote and Market Broadway as a Unique and Interesting Business District . .	14
Community Actions	14
City Actions.	17
GOAL 4: Enhance the District’s Safety and Security	18
Community Actions	18
City Actions.	19
GOAL 5: Plan and Design Improvements for a Vital, Livable Neighborhood Business District	20
Community Actions	20
Sound Transit Actions	20
City Actions.	21

ATTACHMENTS

- Attachment A: Capitol Hill Chamber of Commerce: Steps to Get Up and Running
- Attachment B: Governance and Revenue Structure of a Proposed Capitol Hill Chamber of Commerce
- Attachment C: Sound Transit Development Principles
- Attachment D: Proposed Code of Conduct
- Attachment E: Action Agenda Timeline: 2006-08





ACTION AGENDA PURPOSE

To create a shared vision and actionable plan to realize the Broadway business district's potential as one of Seattle's great retail corridors and a vibrant Capitol Hill business community

BROADWAY ECONOMIC VITALITY ACTION AGENDA: 2006-2008

A Strategy for an Economically Vital, Livable, Unique, Urban Community

VISION FOR BROADWAY:

An inclusive, eclectic, walkable urban district that is a welcoming destination for art, food, film, theatre, dance, coffee, books and everyday and unique items for modern living.

APPROACH: BUILD ON BROADWAY'S MANY ASSETS

Community Gathering Spaces...Cal Anderson Park and playfield, the Capitol Hill Library, the Sunday Farmers Market.

Highly desirable surrounding residential neighborhoods...with a dense mix of ages, families, incomes, and interests...a place that people choose to live, with some of the best demographics for retailers in the city.

LGBTQ community...Capitol Hill is the current and historic heart of Seattle's LGBTQ community, a place where many gay people live, operate businesses and shop...the gay community is a significant cultural and economic force on Broadway.

Arts & Culture...a center for dance, independent film, literary and performing arts, museums, photography, fine arts, Asian art, and arts education...a home to arts festivals, galleries, independent theatre companies, live music, and many other artistic and cultural happenings that draw people from all over Seattle and beyond.

Schools...a neighborhood of colleges, as well as public and private elementary, middle and high schools.

Non-profit organizations...that call the Hill home, or serve the area as part of their mission.

SUMMARY OF ACTION AGENDA GOALS

Goal #1: Organize and Manage a Sustainable Capitol Hill Chamber of Commerce

Goal #2: Upgrade and Maintain Broadway's Appearance

Goal #3: Promote and Market Broadway as a Unique and Interesting Business District

Goal #4: Enhance the District's Safety and Security

Goal #5: Plan and Design Improvements for a Vital, Livable Neighborhood Business District

MAJOR ACTION INITIATIVES & PRIORITIES

1. Refresh, refurbish and upgrade Broadway's appearance—"give it a facelift"
2. Promote and market the Broadway district and its businesses
3. Form a financially sustainable Capitol Hill Chamber of Commerce, focusing initially on the Broadway and Pike/Pine corridors
4. Work with Sound Transit and the City to plan and design a Broadway light rail station that contributes to neighborhood vitality
5. Form the Capitol Hill Improvement District to fund an ongoing clean and safe program
6. Work with property owners to attract a mix of neighborhood and destination retail businesses, to meet the needs of nearby residents as well as attract visitors from in and out-of-town

1

Organize and Manage a Sustainable Capitol Hill Chamber of Commerce

Create an inclusive, Capitol Hill-wide organization to sustain marketing efforts, improve collaboration among organizations, improve safety and cleanliness, address business and policy issues affecting the Hill, and partner with the City on economic development opportunities

A. FORM A CAPITOL HILL CHAMBER OF COMMERCE

The Chamber should engage the business community across Capitol Hill and have broad business support; be organizationally and financially sustainable; collaborate with and have linkages to the major communities and non-profit organizations that help define the character of the Hill, including the LGBTQ community; and should be responsible and focused on implementing the Action Agenda's strategies for business climate and community improvements.

The Chamber will seek participation from all parts of the Capitol Hill business community, including the involvement of the Hill's various business streets: Broadway, Pike-Pine, 12th Avenue, 15th Avenue, 19th Avenue, Olive Way, Roanoke and Madison west of 23rd Avenue.

Initially, the Chamber will focus its efforts on improvements to the Broadway and Pike-Pine districts. Objectives of the Chamber will include:

- Marketing Capitol Hill to the surrounding community, the City and to visitors
- Creation of Capitol Hill-wide marketing strategy, including a website and walking maps
- Speaking with a unified voice and advocating for Capitol Hill as a good place to work and do business, and for shopping and entertainment
- Demonstrating value to members by making measurable improvements in the Hill's marketing and promotion, physical appearance and longer-term planning
- Raising resources to sustain the organization and program implementation
- Assisting in the effective delivery and implementation of the Action Agenda's Community Responsibilities

Short-term Actions Needed

- Recruit and hire a full-time administrator
- Create a board of directors and legally incorporate the Chamber
- Develop a business plan for a financially sustainable organization
- Consider inclusion of the existing Broadway Business Improvement Area (BIA) program into the Chamber, from an administrative and management perspective
- Reassess the Capitol Hill Improvement District (CHID) assessment plan and methodology, with the objective of developing an implementable assessment district



- Establish a dues structure and identify the revenue potential of memberships
- Identify options and the revenue potential from various earned revenue strategies
- Reach out to businesses and property owners to build the base and encourage membership in the Chamber
 - Develop and maintain a contact database of members and interested stakeholders, including e-mail addresses
- Develop and implement a marketing and communications program for Broadway

Follow-on Actions Needed

Once established, the Chamber will:

- Conduct outreach and develop relationships with the arts, cultural and non-profit organizations and schools in the area, including development of cross-promotion marketing and partnership programs
- Reach out broadly to target cooperation and involvement from public agencies with facilities on Broadway, including the United States Post Office, the Washington State Liquor Control Board, the City of Seattle's Neighborhood Service Center, and others
- Participate in the Citywide Neighborhood Business Association Alliance, to learn about best practices and what is working well elsewhere
- Develop a flexible plan and approach to reach out to all the business districts on Capitol Hill and encourage their participation in the Chamber
- Collaborate and coordinate with the Greater Seattle Business Association for technical assistance to businesses and other membership services



B. ENCOURAGE CAPITOL HILL-WIDE COLLABORATION ON ECONOMIC DEVELOPMENT ISSUES SUCH AS MARKETING, MAINTENANCE, SECURITY, AND GOVERNMENT RELATIONS

Collaboration should be valued, supported and encouraged:

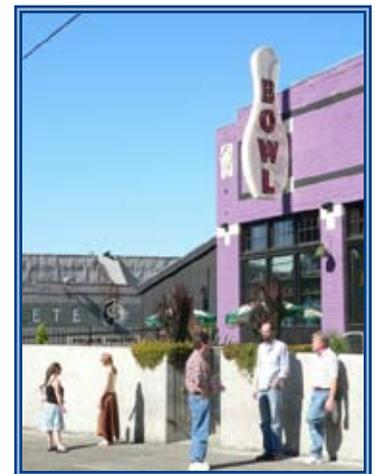
- Across Capitol Hill's multiple business districts
- Among major economic interest groups
 - Businesses
 - Non-profits
 - Property owners
 - Arts & culture interests (for-profit and nonprofit, culture and entertainment)
 - LGBTQ community
 - Educational institutions
- With residents and resident groups

C. AGGRESSIVELY SUPPORT FORMATION OF THE CAPITOL HILL IMPROVEMENT DISTRICT (CHID)

Background and Significance. The Capitol Hill Improvement District (CHID) is a proposed assessment district, that once implemented, has the potential to generate significant revenue for maintenance and enhanced security. The CHID is a mechanism to assess properties for certain services, which on Capitol Hill would focus on cleaning and enhanced security ("clean and safe") services. CHID assessments are paid by property owners, and can be renewed by petition for additional five-year increments. The CHID assessment process would be governed by a Ratepayer's Board drawn from property owners in the district.

The CHID area as currently defined encompasses the Broadway and Pike-Pine Capitol Hill business districts; legally the area of the district may be expanded by 10% each year. The current petition drive to create CHID is led by a volunteer steering committee of Capitol Hill property owners with part-time consultant support.

Successful formation of the CHID is important because it is the only available opportunity to secure a security and maintenance budget of this scale in the foreseeable future. Using CHID assessments to fund maintenance and security



programs will allow the business-funded Broadway Business Improvement Area to concentrate more of its energy and budget on marketing, promotion and other business development programs. The private dollars raised through the CHID assessment will also improve the prospects of increased City commitments to the neighborhood, as part of the community-City partnership for Broadway and Capitol Hill.



- The City and the CHID Steering Committee will work to develop a coordinated, forward-looking strategy—backed with public and private investment—as soon as practical during 2006, to achieve property owner validation of the CHID
- Develop a scope of work to review and reassess formation of the CHID, including review of:
 - Methodologies and parameters in use in other successful assessment districts in Seattle and statewide
 - Analysis of the benefits and feasibility of administratively integrating the BIA and CHID districts into one assessment district, with different zones and assessment levels
 - Review of the existing CHID methodology in light of new developments on Broadway and commitments obtained to-date
- The strategy should include financial investments and leadership commitments by the community, and financial and staff/elected official support from the City
- To obtain the signatures needed to form the CHID, an expanded and engaged CHID Steering Committee will meet regularly, and members will actively promote the CHID and contact unsigned property owners
- The Committee will continue its financial contributions toward petition validation costs

D. ASSESS GRANT FUNDING OPPORTUNITIES AND SUBMIT GRANT APPLICATIONS

- Understand the grant opportunities provided by the City's Office of Economic Development, the Department of Neighborhoods, Seattle Public Utilities and other sources
- Apply for grants for retail business improvements, communications materials such as a district walking guide, and other projects to create a vital neighborhood business district

E. PROVIDE BUSINESS TECHNICAL ASSISTANCE

- Provide marketing and merchandising assistance to businesses
- Develop joint advertising plans to leverage business efforts

1

Organize and Manage a Sustainable Capitol Hill Chamber of Commerce (cont.)

A. PROVIDE INITIAL FUNDING ASSISTANCE FOR THE CHAMBER START-UP AND BROADWAY IMPROVEMENTS

- Provide funding to support staffing, organizational start-up, marketing and promotion, and improvements to the appearance of Broadway

B. AGGRESSIVELY SUPPORT FORMATION OF THE CAPITOL HILL IMPROVEMENT DISTRICT (CHID)

- The City's Office of Economic Development will provide staff support to assist in District formation
- Senior City staff and elected officials will assist as necessary in obtaining the support of key property owners identified by the CHID Steering Committee



C. WORK WITH THE CHAMBER TO FACILITATE UNDERSTANDING OF AND ACCESS TO CITY GRANT PROGRAMS

- Several projects appropriate for grant funding have been identified, including website development, support for a walking guide to the district, for pole decoration to create a uniquely identifiable feature for the Street, and seasonal improvements such as lighting in the trees

D. PROVIDE DEPARTMENTAL SUPPORT FOR NEW COMMUNITY PROGRAMS AND INITIATIVES

- For Parks: work with the Chamber and the community to create community-building programs, such as lunch time concerts in the parks
- For Arts & Culture: work with the Chamber and the community to bring arts and culture programs and opportunities to Broadway. Make use of opportunities such as vacant storefronts to infuse the district with art



2

Upgrade and Maintain Broadway's Appearance

Give Broadway a "facelift" to refresh and refurbish the street's appearance, and implement programs and actions to maintain the area as a clean and attractive place to live, work, shop and visit

A. IMPLEMENT AND MANAGE A DISTRICT-WIDE GRAFFITI MANAGEMENT PROGRAM

- Focus on graffiti removal as a key element of Broadway's vitality efforts, encouraging businesses and property owners to report graffiti everyday
- Broadly and continually communicate the methods available to remove graffiti
- Work with the Mayor's Office of Film and Music to engage the music community about poster practices

For Private Property:

- Develop and implement a Graffiti Action Plan for businesses and property owners that encourages broad and ongoing participation to reduce graffiti, including prompt removal of graffiti from private property and prompt reporting of graffiti on public property to the City
- Work with businesses and property owners to maximize the number of firms that have signed agreements with graffiti removal firms such as Goodbye Graffiti or CleanScapes for 24 hour graffiti removal
- Consider implementing an "Adopt a Block" program to encourage property owners and businesses to take greater ownership of the appearance of their block.
- Publicize that free paint is available from the City
- Explore graffiti-resistant coatings for exterior walls and installation of graffiti-resistant film on windows



For City Property:

- Develop communication materials and widely communicate the importance of reporting graffiti on City property to the City's Graffiti Hotline (206-684-7587)
- Report graffiti incidents to the Seattle Police Department (206-625-5011)

B. REMOVE AND REPLACE NEWS BOXES WITH MODULAR NEWSPAPER UNITS

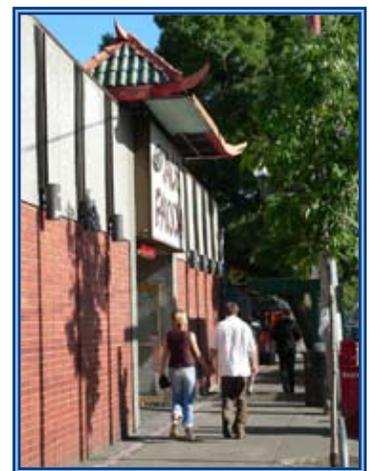
Broadway has many news boxes in poor and vandalized condition.

- Work with the major newspaper publishers (Seattle Times and P-I) to replace the news boxes with modular (stacked) newspaper units. These units are generally of a single color, sit on a pedestal, and use sidewalk space more efficiently, thereby reducing physical and visual clutter on the street
- Locate the new modular units in centralized locations mid-block
- Remove pop-up/phantom news boxes as they appear
- Work with Seattle's Department of Transportation (SDOT), which is responsible for monitoring newspaper boxes, to enforce existing City regulations regarding freestanding (non-authorized) newspaper boxes

C. REMOVE MANY OF THE PAY PHONES ON THE STREET

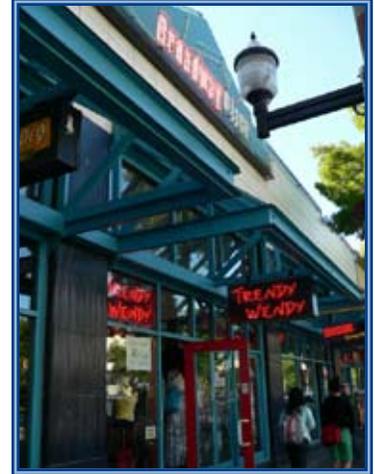
Broadway has many pay phones, often several to a block, which can encourage loitering and illegal activity.

- Review the current situation and develop a plan for removing multiple and redundant phone booths on Broadway
- Work with telephone service providers to effectively manage the condition of remaining pay phones on the street
- Discourage businesses from installing pay phones outside their businesses; encourage phones to be located inside businesses



D. DEVELOP AND IMPLEMENT A COMPREHENSIVE LIGHTING PLAN

- Review and revisit the existing lighting plan for the district, and identify both private and public actions that are needed to implement the plan
- Work with City Light to obtain better alley lighting
- Investigate turning the light poles into a unique, signature feature for the district
 - Consider painting the poles to create an attractive focal point and identity, similar to the red and yellow dragon paintings on the International District light poles
 - If the Chamber decides to move forward with the project, consider applying for City grant funding for the project



E. DEVELOP AN IMPROVED REFUSE MANAGEMENT PLAN AND PROGRAM

- Work with business owners to obtain widespread and consistent participation in the Dumpster Free Program
 - Build on the existing program and participation; create broader support and ownership for its benefits
 - Target particular problem areas and work with the City and the business community to reduce the number of on-street and in-alley dumpsters
- Require Rabanco/Allied Waste to remove regularly graffiti and wash the garbage cans

F. WORK WITH SEATTLE CENTRAL COMMUNITY COLLEGE TO IMPROVE MAINTENANCE AND THE APPEARANCE OF THE SOUTHERN END OF BROADWAY

- Work with the College to develop strategies and approaches to address postering, graffiti and litter on the median strip and sidewalk along Broadway



G. IMPLEMENT A CODE OF CONDUCT FOR PROPERTY OWNERS AND BUSINESSES ON BROADWAY

- Implement the Code of Conduct provisions developed by the Action Team and contained in Attachment D of this Strategy
 - This "Code of Conduct" sets standards of acceptable business behavior, including standards for the size and location of exterior signs, size of signs in the storefronts to enable storefront transparency, responsibility for morning street sweeping outside businesses, graffiti abatement reporting, police reporting, telephone booth locations, prohibition of the sale of fortified alcohol and other key measures associated with a healthy neighborhood business district
- Encourage landlords to write the Code of Conduct into tenant leases, and to enforce its provisions
- Create a "good neighbor" decal or certificate for businesses to post, showing their participation in the Code of Conduct program
- Develop "Property Appearance Principles" to guide management of vacant retail property, to ensure continuity of appearance within the retail corridor



H. DEVELOP A SENSE OF CAMARADERIE AND SHARED OWNERSHIP OF THE STREET'S APPEARANCE

- Create block-focused programs that encourage ownership and involvement in maintaining the Street's cleanliness and appearance
 - Consider multiple programs and approaches: adopt-a-street pole; adopt-a-tree pit; adopt-a-block graffiti reporter; awards for the cleanest block or most graffiti-free or the most outdoor flower pots
- Consider instituting block meetings of businesses and property owners, to discuss and address the needs of individual blocks



JUMP START A REFURBISHMENT PROGRAM

Much of the City property on Broadway looks worn, neglected or defaced. Implement a “jump start” program to refresh the appearance of City and municipal-owned facilities on Broadway. This jump start should be a focused, intensive effort including the following activities (Action Strategies A-D):

A. CONSISTENTLY REMOVE GRAFFITI FROM CITY PROPERTY

- Remove graffiti from the City’s directional signs; street furniture; parking meters; parking kiosks, and street signs



B. REFURBISH AND REPLACE CITY SIGNS

- Review all City signage (include street signs, no parking signs and others) on Broadway, and replace signs that are bent, significantly damaged or defaced

C. PAINT THE REMAINING FIRE HYDRANTS

- Refurbish and paint all according to fire department regulations



D. CLEAN AND PAINT TRASH RECEPTACLES

- Replace trash receptacles where appropriate. Clean and paint all worn-looking cans



OTHER CITY RESPONSIBILITIES

E. IMPROVE THE APPEARANCE OF LIGHT POLES AND POWER VAULTS

Facilitate agreements between the City and the Chamber to develop a sustainable, relatively low maintenance program for maintaining the appearance of this infrastructure.

- Refurbish the light poles by sandblasting and/or painting of the light poles with poster-resistant paint
- Remove posters from the power vaults, and apply similar treatment to them as with the light poles
- Communicate the City’s plan and maintenance schedule to the community



F. DEVELOP A TREE MAINTENANCE PLAN

In collaboration with the Chamber, develop a unified plan for the trees and their maintenance, including maintenance of the tree wells, pruning, trimming and replacement of trees.

- Trim the trees to enable business signage to be visible; this will demonstrate cooperation with the business district
- Identify City, property owner and merchant roles and responsibilities for tree maintenance and communicate the division of responsibilities to merchants and property owners

- Meet with the City Arborist to understand the City's street tree recommendations for neighborhood business districts, and to determine the appropriate guidance for planting and trimming trees on Broadway

G. IMPROVE BROADWAY AND CAPITOL HILL METRO BUS SHELTERS

Work with Metro to install appropriate bus shelters and develop improved maintenance standards for them.

- Work with Metro's Service Development Division to review existing bus shelters for safety, security and physical appearance, and determine the optimal shelter model (among those available) for various locations on Broadway
- Work with the Metro Bus shelter Mural program to identify appropriate bus shelter designs to deter vandalism. Shelters should have clear panels and be positioned on the street for maximum security
- Remove bus shelters where appropriate, including areas where building awnings or other weather protection is adequate
- Remove benches from shelters where appropriate
- Develop a program for higher levels of bus shelter maintenance

H. REPAINT BUS STRIPING AND CROSSWALK MARKINGS ALL ALONG BROADWAY

- Work with SDOT and Metro to schedule repainting of the yellow and red striped bus zones on the curbs
- Work with SDOT to repaint the white crosswalk markings on the street



I. SUPPORT THE CHAMBER'S EFFORTS TO IMPROVE WASTE HAULING OPERATIONS

- Together with the Chamber, work with the waste hauler on Broadway (Rabanco/Allied Waste) to implement better practices for replacing garbage can lids after waste removal
- Develop and gain agreement on standards for better replacement of lids on the cans and how businesses can report inadequate service
- Work with the Chamber to require Rabanco/Allied Waste to regularly remove graffiti from garbage cans and wash the garbage cans

J. WORK WITH THE CHAMBER TO IDENTIFY SPECIFIC SITES THAT NEED IMPROVEMENT

- Work with the U.S. Post Office to communicate and address maintenance and appearance problems
 - Determine what, if any, plans the Post Office has for modernizing and upgrading the site or vacating it
- Work with the Washington State Liquor Control Board to engage and involve them in Broadway's improvement and maintenance efforts

K. SIGNAGE CODE REVIEW AND ENFORCEMENT

- Based on the findings of the retail study, identify opportunities to improve the quality, scale and consistency of signage on Broadway
- Work with the BIA to review district signage standards and educate businesses on City signage codes and regulations

L. ONGOING MAINTENANCE AND APPEARANCE

- Maintain a consistent level of service for the district, in recognition of the significant business and property owner efforts to improve the area's physical appearance
- Work with the waste hauler to increase the frequency of garbage pickup on Broadway



3

Promote and Market Broadway as a Unique and Interesting Business District

Focus on marketing Broadway as a vibrant shopping district that supports livability, neighborhood vitality and is welcoming to all—from the LGBTQ community, to seniors, singles and families with children--Broadway offers something for everyone

A. DEVELOP AND IMPLEMENT A BROADWAY MARKETING AND COMMUNICATION PLAN TO PROMOTE THE DISTRICT AND MARKET COMMUNITY RESOURCES

- Refocus public perceptions about Broadway through positive messages and news stories:
 - Focus on what is new, what there is to do on Broadway including new businesses and services opening, community resources—such as community centers and art/film centers, the Sunday Farmers Market, and more
 - Identify and promote newsworthy businesses, arts and cultural organizations, and others in the district
 - Obtain public service media time if appropriate
- Highlight reasons to come to Capitol Hill and shop on Broadway, including unique, eclectic businesses and new business openings
- Capitalize on Capitol Hill's prominence as a destination for arts, culture and entertainment by developing cross-promotional marketing plans that feature cultural activities and events
- Encourage and support Broadway and Capitol Hill's historic role as a venue for music and arts festivals and celebrations
- Develop a marketing package that can be sent to retailers and brokers and shared with local businesses highlighting why Capitol Hill is a good place for retail business
- Forge relationships with hotel concierges and the Seattle Visitor and Convention Bureau. Provide them with marketing materials to give to out-of-town visitors



B. CREATE A MARKETING PLAN THAT EXPLICITLY RECOGNIZES THE IMPORTANCE OF BOTH LOCAL BUSINESS AND SPECIFIC CUSTOMER GROUPS:

- Gain new local customers. Serve the purchasing needs of the surrounding neighborhoods by providing household items that are currently purchased elsewhere, with the objective of reducing and measuring the leakage of economic purchasing power from the Hill
- Retain and grow existing customers. Celebrate, honor and further serve the key, traditional customer groups on Broadway:
 - The LGBTQ community: serve and actively seek LGBTQ customers locally and nationally
 - Work with the GSBA and others to actively encourage gay tourism on the Hill
 - Develop marketing strategies to promote Capitol Hill nationally as a destination for gay tourists
 - Look to the cities of Philadelphia, Minneapolis and Vancouver, B.C. as successful centers for gay tourism
 - Arts and culture, including film, dance and theatre
 - The design community, many of whom live and work on the Hill
 - Ethnic groups: celebrate and publicize ethnic organizations and events
- Out-of-town visitors – regionally and nationally. Identify and promote the many and varied elements of Broadway that make it a regional and national tourist destination
 - Create parallel marketing campaigns to welcome and encourage diverse visitors from outside the Seattle area
 - Target visitors with interests in film and theatre, the arts, culinary exploration, night life, LGBTQ events and venues, and ethnic events and venues



3

Promote and Market Broadway as a Unique and Interesting Business District (cont.)

C. ESTABLISH A DISTRICT BRAND AND IDENTITY

- Create a sense of the district, as a special place
- Work with the City to develop a distinct “look and feel” for the district, through unique physical improvements (i.e. Dragon motif on I.D. poles), and public art

D. DEVELOP AND MAINTAIN A CAPITOL HILL CHAMBER OF COMMERCE WEBSITE

- The website will market Capitol Hill’s strengths and assets, such as shopping, the arts, restaurants, music, theatre and films. It will promote special events, feature new businesses and people in the neighborhood, and provide directions for reaching the neighborhood
- The website can be expanded over time, adding references and web pages from every business district
- Use the website to link and connect with other organizations, such as the Greater Seattle Business Association, and other non-profit agencies with activities and an interest in Capitol Hill

E. DEVELOP AND DISTRIBUTE A DISTRICT WALKING GUIDE

- List businesses and community features; include parking locations
- Review walking guides developed by other business districts for ideas and options
- Promote and distribute the guide actively to local businesses, culture and arts organizations, concierges, and other tourism-related organizations

F. ADDRESS BROADWAY PARKING PERCEPTIONS

- Promote the availability of parking in certain locations, and the existence of a merchant validation program
- Encourage businesses to support the merchant validation program
- Develop a creative campaign and key messages focused on Broadway as an urban transportation hub, accessible by bus, taxi, walking and biking



G. MANAGE VACANT STOREFRONTS

- Dress up and disguise vacant storefronts
 - Obtain the cooperation of the landlords with vacant spaces, and work through logistical issues
 - Talk with other business districts and the City to learn what has worked and to obtain creative strategies
- Strategy #1: Work with existing merchants and property owners on Broadway to merchandize and decorate vacant storefronts. Include signage indicating where items displayed can be purchased
- Strategy #2: Identify and work with arts, community and school groups to use the storefronts for murals, art projects and exhibits



H. EFFECTIVELY MANAGE THE IMPACTS OF SOUND TRANSIT CONSTRUCTION ON BUSINESSES

- Work with the City and Sound Transit to assign a senior-level person to do liaison work with the business and retail community before and during construction of Broadway station
- Work with Sound Transit to ensure that retail leasing of Sound Transit-owned properties during the pre-construction phase will encourage business district growth and is consistent with the Action Agenda vision

A. PROVIDE FINANCIAL ASSISTANCE TO DEVELOP A MARKETING PACKAGE

B. FUND THE RETAIL MIX AND POSITIONING STRATEGY

The following tasks will be completed as part of the retail mix and positioning strategy:

- Conduct review of available market research, demographics, psychographics and other information relevant to assessing the retail opportunities for the Broadway neighborhood.
- Formulate a conceptual merchandising plan and tenant mix strategy based upon neighborhood study.
- Provide examples of marketing and positioning strategies for the Capital Hill neighborhood targeting residents/consumers and new retail tenants.
- Provide examples of successfully revitalized neighborhood retail and identify contributing elements
- Outline a process for retail plan marketability and implementation

4

Enhance the District's Safety and Security

Improve safety and security by increased advocacy, engagement, communication and ownership by property owners and businesses

A. COMMUNICATE THE IMPORTANCE OF EFFECTIVE BUSINESS RESPONSE AND RESPONSIBILITY FOR SAFETY

- Work with businesses and property owners to develop a culture of “eyes on the street” and monitoring and ownership of the street in front of each business
- Develop communication messages to businesses and property owners to call, call, call 911 when suspicious behavior and activities are observed
- Work with the Police Department to quantify the number of calls received, and communicate that to the community as a positive indicator of interest and involvement in the district



B. ENGAGE AND WORK WITH SPD'S EAST PRECINCT

- Expand communications and form alliances between the Police Department and property and business owners
- Communicate Broadway's needs for safety and security on an ongoing basis
- Provide direct feedback and input to the East Precinct on situations, patterns and emerging needs
- Participate in the East Precinct Crime Prevention Coalition to increase awareness and advocate for public safety improvements on Broadway
- Work with the Precinct to develop appropriate responses to hate crimes committed in the area
- Regularly report back to the community on communications and district issues presented to and addressed by the East Precinct

C. ADVOCATE FOR INCREASED POLICE PRESENCE ON BROADWAY

- Advocate with the City for a more visible police presence on the street, especially at known problem times and locations. Request that the level of officers on the street be increased to previous levels
- Advocate with the City for a continued commitment for special patrols to address hot spots as they emerge on Capitol Hill

D. DESIGN, FUND AND IMPLEMENT AN AMBASSADOR PROGRAM

Once CHID funding for Clean & Safe activities is approved by property owners:

- Develop and implement an Ambassador program, modeled on the MID’s Ambassador program, as well as the very successful volunteer Q patrol that previously operated on Capitol Hill
- Work in conjunction with the MID and the SPD in designing the program
- Identify financial and administrative resources required for the program, and work with the Chamber to obtain those resources
- Develop a plan and timeline for implementing the program



A. PROVIDE LIAISON SERVICES WITH THE COMMUNITY REGARDING CAPITOL HILL POLICE PRESENCE AND NEEDS

- Community Police Officer to attend Chamber and community meetings
- Work with the community to provide regular, ongoing feedback to the East Precinct Captain
- Investigate opportunities to e-mail cell phone/camera pictures of illegal behavior to the East Precinct; this approach is reportedly used at the North Precinct

B. IMPLEMENT AND ENFORCE THE PROPOSED ALCOHOL IMPACT AREA (AIA) FOR BROADWAY

- Aggressively support the establishment of an AIA for Broadway
- Communicate with the community about the AIA’s status and implementation schedule

5

Plan and Design Improvements for a Vital, Livable Neighborhood Business District

Advocate for Capitol Hill and work with the City, Sound Transit and other agencies to develop effective urban and site designs for buildings, infrastructure and streetscape projects in the district

COMMUNITY ACTIONS

A. WORK WITH THE CITY AND SOUND TRANSIT ON BROADWAY STATION SITE DESIGN AND PLANNING

- Work with the City and Sound Transit to ensure that the business district’s needs for an economically vital development at Broadway Station are understood and acted upon
- Communicate the Action Team’s Sound Transit Development Principles to the City and Sound Transit and advocate for an appropriate station design and plan for the site
- Meet with other business districts in the City, such as the University District, Fremont and the Rainier Valley, to learn their approaches to and lessons learned in advocating for infrastructure improvements and construction approaches that work for retail districts
- Actively participate in design charrettes, planning and advocacy meetings to develop a design that works for the district, one that encourages economic vitality and effective use of the property’s potential for transit, quality retail and residential uses

SOUND TRANSIT ACTIONS

A. INTEGRATE TRANSIT-ORIENTED, MIXED-USE DEVELOPMENT APPROACHES INTO STATION DESIGN AND PLANNING

- Work with the City, the Chamber and the development community to make best use of the property as an integral part of Broadway’s retail district
- As part of the project’s next design steps, sponsor design charrettes and other predevelopment planning work to understand Broadway Station’s potential as a mixed-use development
- Solicit and incorporate the real estate development community’s perspectives and knowledge regarding the design elements for successful mixed-use urban spaces, including quality retail spaces and residential units

B. ENGAGE, INVOLVE AND WORK COLLABORATIVELY WITH THE CAPITOL HILL CHAMBER OF COMMERCE AND ITS LEADERSHIP GROUP ON STATION DESIGN AND PLANNING

- Provide opportunities for meaningful involvement and communication with the business community regarding the status, design and implications of planning for Broadway Station
- Provide opportunities for developers involved in current redevelopment projects on the street to ask questions and provide input on the design and commercial development potential for the site



C. EFFECTIVELY MANAGE THE IMPACTS OF STATION CONSTRUCTION ON BUSINESSES

- Work with businesses that will need to be moved, to provide for their relocation and retention in the Capitol Hill area
- Work with relocated and surrounding businesses to undertake actions during the pre-construction and construction phases that encourage business district growth and are consistent with the strategies in the Action Agenda
- Seek temporary tenants for all vacant spaces, perhaps working with arts and cultural organizations



A. SUPPORT THE DESIGN AND DEVELOPMENT OF A SUCCESSFUL TRANSIT-ORIENTED DEVELOPMENT PROJECT AT THE BROADWAY STATION

Sound Transit's Broadway station is a major project, which has the opportunity to contribute to the vitality and economic success of the district. The Sound Transit station must be designed to enhance the vitality and success of Broadway as a neighborhood business district.

The City, Sound Transit and the Capitol Hill business community must work together to develop a station plan for the City's first real urban village station. The design and plan must make best use of the property as a transit station integrated into a mixed-use development, including the integration of housing and quality retail spaces.

In its role as a land use regulator and permitting agency, the City should play a very active role and should exercise its authority to ensure that an appropriate design and construction plan for the site is developed.

- Effectively communicate the development needs and principles for the Broadway station to Sound Transit staff and Board members, and obtain actionable results for this important in-city site
- Work with Sound Transit to develop a plan and a schedule for cooperative site planning and design, involving City staff and the Capitol Hill Chamber of Commerce representatives
- Consider construction phasing issues for the privately developed spaces, as part of the overall station plan
- Work with Sound Transit to develop actions to mitigate and market businesses adjacent to the construction area
- Report back to the Chamber on a regular basis, communicating progress and key issues

5

Plan and Design Improvements for a Vital, Livable Neighborhood Business District (cont.)

CITY ACTIONS

B. USE CITY DEVELOPMENT TOOLS TO INCREASE AFFORDABLE HOUSING OPTIONS ON CAPITOL HILL

A housing supply that enables a broad spectrum of people—with various occupations and income levels—to live on Capitol Hill, will support the vision for Broadway’s best future, will help protect the artistic, cultural and lifestyle assets of the neighborhood, and will make it a more economically successful district.

Strategies to support creation of affordable housing on the Hill are:

- The City, through the Office of Housing, will actively market the Multi-Family Tax Exemption Program to private mixed-use developers
- Monitor and track developer responses to these opportunities, to evaluate the program’s effectiveness and identify potential program changes that could increase interest and participation in the program
- Investigate additional tools that will provide incentives to develop a range of affordable housing, including transfer of development rights and broadening the downtown residential bonus to encompass Capitol Hill

C. ENCOURAGE DEVELOPMENT OF AFFORDABLE HOUSING ON THE SOUND TRANSIT STATION SITE

The City will work with the Chamber and Capitol Hill Housing (a community based non-profit) to:

- Set a significant goal for affordable housing for the Sound Transit redevelopment site
- Identify effective land disposition and development strategies along with financing tools to implement the goal

D. FACILITATE UNDERSTANDING OF CAPITOL HILL DESIGN GUIDELINES

- Work with the Neighborhood Design Review Board to discuss and understand existing design guidelines for the neighborhood, to help achieve congruence between the guidelines and the design review board process and outcomes



E. DEVELOP A STREETScape PLAN FOR BROADWAY

With the new Sound Transit station, a potential streetcar, the new mixed-use developments underway, and other physical improvements planned for Broadway, a holistic urban design for Broadway is needed; one that will provide an overarching plan for an integrated and workable public realm.

- Develop an urban design plan that integrates the street elements and creates an approach for a unified look and feel in the district
- Review zoning for the district, including setback requirements
- Develop a plan and guidelines for street widths, sidewalk widths, parking, tree plantings, and other unifying streetscape elements



F. PROMOTE PUBLIC ART ON BROADWAY AND CAPITOL HILL

- Locate several public art works on the street, to reinforce the urban, artistic feeling in the district
- Include and feature these in marketing the district, including in the walking guide and on the website



ATTACHMENT A

CAPITOL HILL CHAMBER OF COMMERCE: STEPS TO GET UP AND RUNNING

FORMATION AND ORGANIZATION: JULY – DECEMBER 2006

1. Organization Start-up

- Interim “working board” recruitment
- Select fiscal agent to receive funds and pay bills
- Legal incorporation and tax exempt status
- Develop and implement a nominating process for the permanent Board
- Conduct membership outreach to the Capitol Hill business community

2. Interim Staff

- Job description/hiring
- Coordinate “Jump Start” work
- Work closely with others for marketing project, public relations effort
- Develop Board support
- Assist with outreach
- Serve as the public point of contact

3. Funding Sources, Business Plan and Budget

- Identify City and community funding for 2006
- Develop a sustainable business plan for 2007 and beyond
- Consider inclusion of the BIA into the Chamber
- Review the CHID strategy, approach and validation plan

4. Office Space and Communication Equipment

- Locate storefront space (ideal)
- Set up phone, ISP, etc.

5. Oversee a Public Relations/Marketing Services Contract

- Initiate marketing effort with web site (consultant and volunteer)
- Develop and begin public relations effort (by consultant)
- Organize and coordinate engagement with Sound Transit

ATTACHMENT B

GOVERNANCE AND REVENUE STRUCTURE

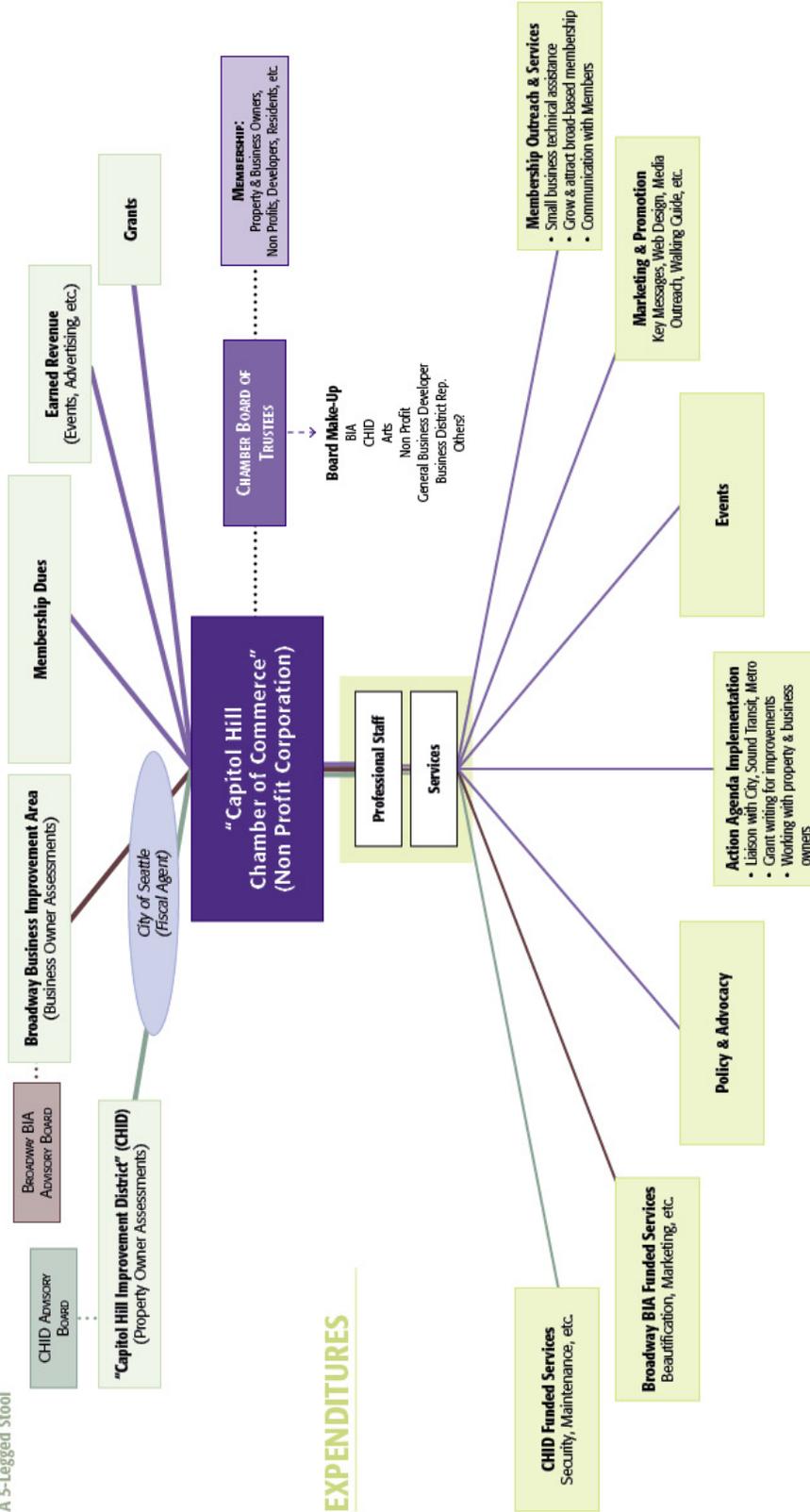
FOR A PROPOSED CAPITOL HILL CHAMBER OF COMMERCE

GOVERNANCE AND REVENUE STRUCTURE FOR A PROPOSED CAPITOL HILL CHAMBER OF COMMERCE

ORGANIZATION AT BUILD-OUT—A FULLY OPERATIONAL PICTURE

REVENUE

A 5-Legged Stool



ATTACHMENT C

DEVELOPMENT PRINCIPLES FOR SOUND TRANSIT'S BROADWAY STATION

THE NEED AND THE OPPORTUNITY

In light of the concerted public-private revitalization effort underway on Broadway, recent zoning changes to the street, and the mixed-use developments planned or underway, the proposed Sound Transit site is well suited to support the Broadway district's development. Sound Transit's light rail route and Broadway station are pivotal components of this effort; if done right the project can have a transformative effect on the economic renewal of the area, as well as provide support for Sound Transit's ridership goals.

The following Development Principles are outlined in the interest of maintaining a healthy and diverse business environment on Broadway and Capitol Hill – from property acquisition to station opening – and to realize the potential opportunity that the station presents.

DEVELOPMENT PRINCIPLES TO SUPPORT ECONOMIC VITALITY

Design Station Locations and Entrances to Create Successful, Quality Retail Spaces

1. Continuous retail frontage is critical for Broadway
 - Station entrances should not disrupt retail traffic and continuity of movement
 - Station entrances should be on side streets (John and Denny) and definitely not on corners
 - Entrance design and the right number of station entrances are important
2. Corner parcels are prime locations, attract the best retailers and should be reserved for retail use
3. Depth of retail space is key to attracting quality retail – 60-100 feet depth is needed
4. Good signage can direct riders successfully; look to transit station design in other cities, such as San Francisco

Design the Station to Support Desirable Private and Public Sector Development

- Minimize the acquisition of land; demonstrate the necessity of acquiring each parcel
- Preserve and facilitate redevelopment opportunities above and adjacent to the station

Encourage Development of Affordable Housing on the Station Site

Work with the City, the Chamber and Capitol Hill Housing (a community based non-profit) to:

- Set a significant goal for affordable housing for the Sound Transit redevelopment site;
- Identify effective land disposition and development strategies along with financing tools to implement the goal
- Consider Seattle Central Community College's interest in additional housing for its international students

-
1. Incorporate developers early in the planning and design process, to ensure the site's highest and best redevelopment potential
 - Developers investing on Broadway are a resource to Sound Transit on development feasibility issues
 - Work with the City and the community to create land disposition and development mechanisms to facilitate the City/community affordable housing goals
 2. Make best use of existing mixed-use zoning in station design
 - Tunnel location and station design decisions made by Sound Transit will drive the feasibility of quality redevelopment above and adjacent to station
 - Excavation depth and parking provisions will determine height and development potential of future construction
 3. Evaluate relocation of the Post Office into the new development
 - This could potentially create a Post Office worthy of the community
 - Relocation could eliminate customer access problems and corner congestion due to delivery, truck access/ egress and parking
 - Relocation would free up the prime mixed-use redevelopment site currently occupied by the Post Office

Consider the Station's Design in Context with the Neighborhood

1. The Broadway station should encourage dense, attractive commercial activity
 - Open space around the station is not a desired feature, vital retail activity is
 - Cal Anderson Park, adjacent to the site, provides significant open space
2. Stations and adjacent developments must fit the design of the neighborhood
 - Multi-story development above the stations are appropriate
 - Single-story stations will appear out-of-place next to and across the street from six-story buildings
 - Create a "streetscape scheme" from Pine to Roy, considering current redevelopment activity, the street car, and light rail
 - Utilize "far side" locations for street car stations, to facilitate streetcar movement and open up the corners

Parking is a Critical Need and Opportunity

- Incorporate parking for the business district in the redevelopment plan
 - Access from Broadway should not be permitted
 - Provide a permanent, predictable, affordable parking supply for customers (not commuters)
 - Use the less desirable areas of the site (especially below grade) for parking
- Consider creative ways to construct parking as part of site development
 - Sound Transit could concurrently build the station and underground parking, saving significant construction costs for an incoming developer
 - Sound Transit could also construct and lease back the garage

Ensure Effective Property Management Before and During Construction

- Vacant storefronts in properties acquired by Sound Transit will contribute to the decline of the street and need to be avoided:
 - Broadway cannot have vacant storefronts for years leading up to and after Sound Transit construction
 - Sound Transit should implement temporary tenanting programs for these spaces
- Land disposition should be controlled in a way that ensures community plans are implemented

ATTACHMENT D

PROPOSED CODE OF CONDUCT

This **BROADWAY CODE OF CONDUCT** applies to Premises leased by Tenant for retail purposes.

1. **GOOD NEIGHBOR AGREEMENT.** TENANT WILL NOT SELL ALCOHOL AS CONTAINED IN THE PRODUCT LIST IN THE CITY OF SEATTLE GOOD NEIGHBOR AGREEMENT, AS DEFINED IN ORDINANCE #121999, FOR OFF-PREMISES CONSUMPTION.
2. **SIDEWALK CLEANING.** TENANT WILL SWEEP THE SIDEWALK AND WASH AS NEEDED IN FRONT OF TENANTS LEASED SPACE EACH MORNING PRIOR TO OPENING FOR BUSINESS.
3. **GRAFFITI VANDALISM.** TENANT AGREES TO REPORT, AND HAVE REMOVED ANY GRAFFITI VANDALISM ON THE PROPERTY, AND TO IMMEDIATELY REPORT TO THE CONTRACTOR FOR SUCH ABATEMENT. CURRENTLY SUCH ABATEMENT IS BEING PERFORMED BY CLEANSAPES AND IS REPORTABLE AT CLEANSAPES.ORG WITH THE PASSWORD BOB.
4. **POLICE REPORT.** TENANT AGREES TO FILE A 911 POLICE REPORT IMMEDIATELY FOR ANY ILLEGAL ACTIVITY OBSERVED IN OR NEAR THE PREMISES SUCH AS DRUG USE OR DEALING, AGGRESSIVE PANHANDLING, SITTING OR LYING ON SIDEWALKS, PUBLIC INEBRIATION, GRAFFITI VANDALISM, OR ASSAULTS.
5. **WINDOW FAÇADE.** TO CREATE A WELCOMING STOREFRONT THAT WILL APPEAL TO CUSTOMERS, IT IS RECOMMENDED THAT WINDOWS ARE MADE OF CLEAR GLASS, KEPT CLEAN AND CLUTTER FREE WITH NO MORE THAN 10% OF SURFACE COVERED BY SIGNAGE.
6. **PARKING VALIDATION.** TENANT AGREES TO PARTICIPATE IN A PARKING VALIDATION PROGRAM IF AND WHEN SUCH PROGRAM IS INSTITUTED IN THE BROADWAY BUSINESS DISTRICT.
7. **PAY TELEPHONES.** TENANT AGREES NOT TO INSTALL ANY PAY TELEPHONES ON THE EXTERIOR OF THE PREMISES.
8. **SIGNAGE.** TENANT AGREES TO ONLY USE SIGN BOARDS THAT CONFORM TO ALL CITY OF SEATTLE SIGN REGULATIONS.
9. **VACANT STOREFRONT.** PROPERTY OWNERS AGREE TO MAINTAIN STOREFRONTS IN ACCORDANCE WITH ITEMS NUMBER 2 AND 3 DURING PERIODS OF VACANCY.

Landlord's Initials:

Tenant's Initials:

Landlord's Initials:

Tenant's Initials:

ATTACHMENT E ACTION AGENDA TIMELINE

