

SEATTLE

BUSINESS IMPROVEMENT AREAS



ACKNOWLEDGMENTS

We thank staff and leadership from the following business improvement areas for contributing to this report:

Ballard Improvement Area

Broadway Business Improvement Area

Chinatown-International District Business Improvement Area

Columbia City Business Improvement Area

Metropolitan Improvement District

Pioneer Square Business Improvement Area

Seattle Tourism Improvement Area

SODO Business Improvement Area

U District Business Improvement Area

West Seattle Junction Business Improvement Area

Produced by the City of Seattle Office of Economic Development, with research, writing, and design by BDS Planning & Urban Design.

FOREWORD

Business Improvement Areas (BIAs) are unique funding mechanisms that allow stakeholders in Seattle’s neighborhood business districts to equitably and collectively pool their resources to maintain, improve, and promote their districts. From flower baskets and holiday decorations to retail recruitment and retention to sidewalk cleaning and public space management, BIAs support economic development and neighborhood beautification to encourage livability, vitality, and community.

BIAs are the ground-level advocates, community conveners, and program service providers of our neighborhoods. BIAs provide an opportunity for local decision making on the improvements and services in each neighborhood. They are managed by a board of directors comprising ratepayers (property owners, residents, and business tenants), whose goal is to promote and improve their district.

Seattle currently has 10 BIAs that are providing services, managing their districts, and providing a voice for their communities. This report is a snapshot of the current BIAs—their programs, services, budgets, and staffing. It offers a look into what BIAs do and also shows the diversity of configurations in services and budgets across Seattle’s BIAs.

This 2018-2019 BIA Report is an update to the City’s BIA handbook, which was written back in 2012. A lot has happened with Seattle’s BIAs since then, and it is time for an update. Since 2012, two new BIAs were created, one in SODO and one in Ballard. Other BIAs have been substantially reinvented, including Pioneer Square and the U District. Still other communities are in the process of forming their own BIAs.

By providing a stable funding source, BIAs are able to invest in community priorities and services equitably for the benefit of all ratepayers within the district. As our City struggles with many issues, BIAs are a way for neighborhoods to get needed services supplemental to what the City provides. This allows our districts to be independent and innovative as we try new approaches to solving long-standing issues. With local control and decision making we are able to test out new programs and services and partner with the City to create vibrant districts for all.



Erin Goodman
Executive Director
SODO Business Improvement Area

EXECUTIVE SUMMARY

As of 2018, the city of Seattle is home to 10 improvement areas—nine business improvement areas and one tourism improvement area. Business improvement areas, or BIAs, are funding mechanisms for revitalizing and managing neighborhood business districts for the benefit of businesses, residents, and visitors alike. Local stakeholders—including property owners, businesses, and residents—oversee and fund the maintenance, improvement, and promotion of their mixed-use districts.

BIAs are created, designed, and managed locally by those who pay the assessments. Assessment funds are used to provide services for the mutual benefit of the businesses and/or properties that are being assessed. The most common services or amenities provided by BIAs include but are not limited to the following:

- clean and safe programs
- marketing and promotions
- business and economic development
- public realm improvements and planning
- advocacy
- professional management and organizational development

These services and amenities are intended to supplement the services that are provided by the City of Seattle. How each district implements its services and programs is unique and tailored to the needs of that district's business and residential communities. The case studies provided in this report illustrate the wide range of approaches that BIAs take to providing services and amenities to their districts. The approaches include collaborative marketing, technical assistance to businesses, place-making projects, public-private partnerships, direct outreach, ambassador programs, and more.

Seattle's business and tourism improvement areas range in geographic size, reach, services, and budget, and are responsive to district needs. Business improvement area boundaries cover 13.5% of Seattle's total lot square miles and brought in a collective assessment of about \$22 million in 2018. Columbia City BIA has the smallest assessment budget, while the Metropolitan Improvement District (downtown Seattle) has the largest assessment budget. Seattle Tourism Improvement Area covers the largest assessment area, while Columbia City covers the smallest assessment area.

As Seattle continues to grow and evolve, the demands on BIA services will also grow and change. It is important that the districts and the City continue to work together to learn from each other in order to improve BIA services and management.



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1 BIA HIGHLIGHTS





Pioneer Square
est. 1983



Capitol Hill
est. 1986



West Seattle
est. 1987

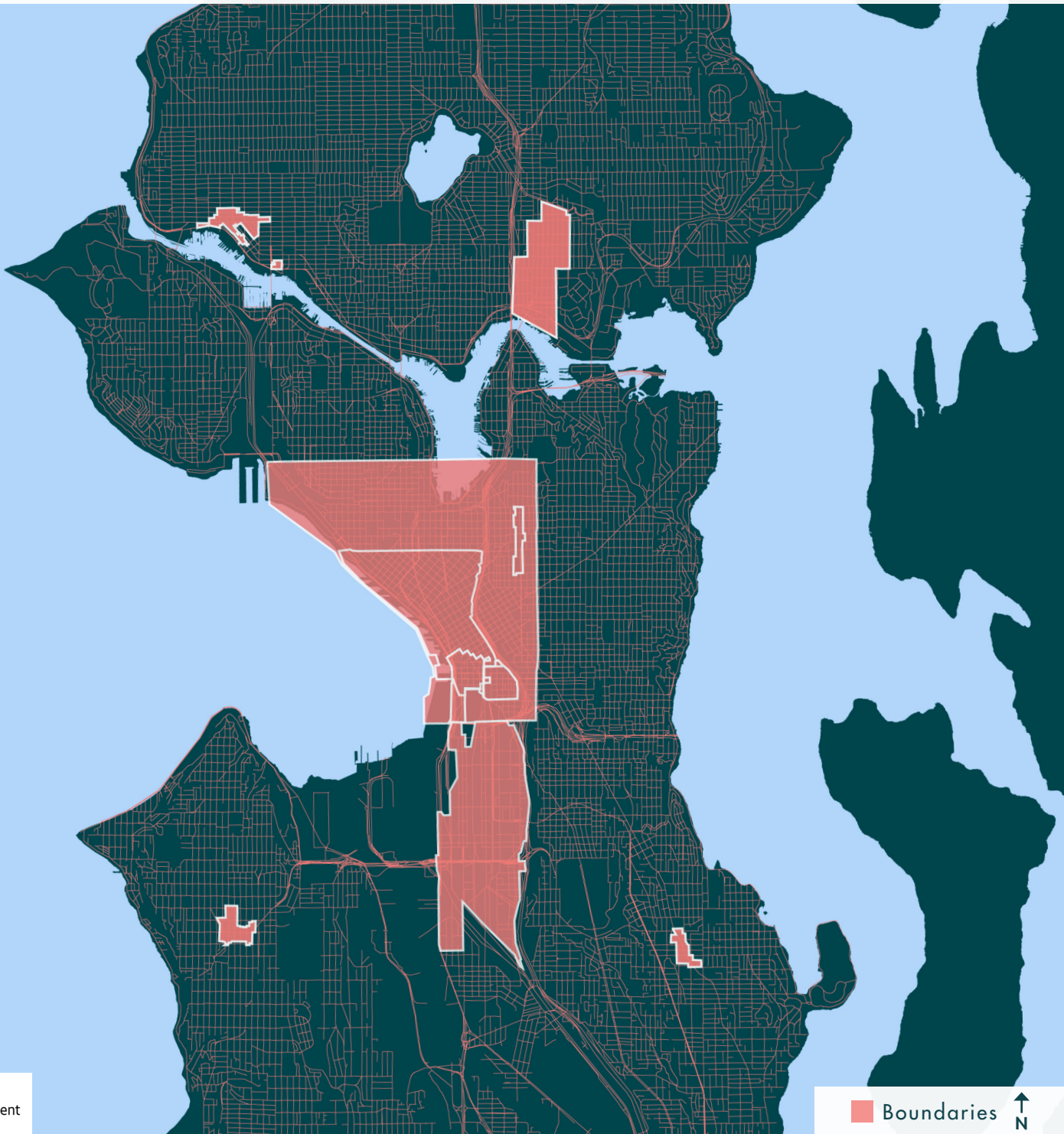


Chinatown ID
est. 1994



U District
est. 1996

Seattle Business & Tourism Improvement Areas



Seattle Office of Economic Development

Boundaries ↑ N

est. 2004

Downtown Seattle



est. 2008

Columbia City



est. 2011

Visit Seattle



est. 2013

SODO



est. 2016

Ballard



Ballard

Improvement Area

After an extensive strategic planning effort, led by more than 60 community leaders throughout Ballard the Ballard Chamber of Commerce began working with key stakeholders to create a long-term, sustainably-funded leadership organization representing Ballard’s businesses, residents and property owners. On January 1st 2017, the Ballard Improvement area was adopted by the Seattle City Council and the Ballard Chamber of Commerce rebranded as the Ballard Alliance.

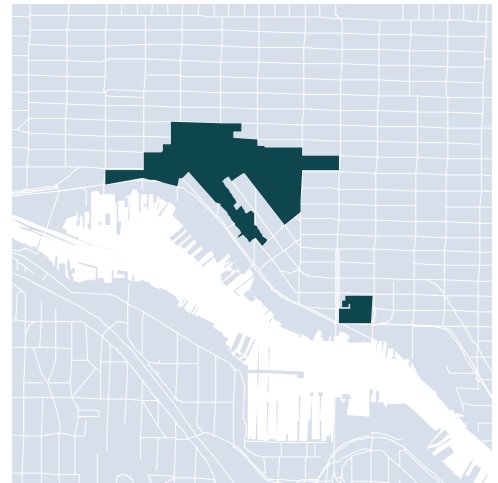
This restructuring allowed the organization to better serve the needs of the businesses and residents within the newly established BIA. The organization now administers all BIA programs, strengthens relationships with neighborhood stakeholders, local elected officials, and key government staff as well as ensures that Ballard remains at the forefront of public policy deliberations.

BIA resources are used to fund programs and activities that directly support ratepayers as well as activities that benefit the businesses and residents within district in the following categories: clean environment; public safety/public health enhancement; business development and retention; marketing and promotions; advocacy, urban design and transportation.

The Ballard Alliance also seeks to create unique and synergistic partnerships. By selecting the Millionair Club Charity (MCC) as the BIA’s cleaning contractor, the Ballard Alliance is able to support an organization that employs homeless or underemployed individuals through their Jobs Connect program. Since the program began in May 2017, MCC workers have removed more than 2,400 bags of trash and recycling, removed more than 290 sharps collected, cleaned more than 120 public can overflows, provided more than 1,100 sanitary (biohazard: human or pet waste) cleanups, removed posters from more than 130 utility poles and the MCC workers have logged more than 5,300 hours of work in Ballard.

The Ballard Alliance chose to partner with Evergreen Treatment Services - REACH to provide a full-time Outreach Case Manager for the BIA. This program began in February 2018 and in 11 months our case manager was able to make 1,337 contacts with homeless clients, help 54 clients receive mental health care and help 111 clients gain access to shelter. This is a model that is now being adopted by other BIA organizations throughout the city.

The many projects and programs implemented within the Ballard Improvement Area are having a positive impact on the entire Ballard community but it is a constant and multifaceted effort. In addition to the guidance from an active board of directors and a rate-payer advisory board, the Ballard Alliance operates with a nimble but mighty staff that includes an executive director, economic development specialist, a marketing/communications manager and a community development coordinator to accomplish its mission. The Ballard Alliance looks forward to continuing to grow each of the programs and projects within the BIA, as well as add new opportunities in the years ahead.



2018 BIA ASSESSMENT

\$470,000

SERVICES

Marketing and Promotion	yes
Clean and Safe Programs	yes
Public Realm Improvements and Planning	yes
Business and Economic Development	yes
Organizational Development	yes
Advocacy	yes

STAFFING

Management	yes
Programs	yes
Office Support	no
Clean & Safe	yes
Temporary	yes
Volunteer / Work Study	yes



Assessment Formula	Lot/land Sqft	Total Appraised Property Value	Apartments (maximum)	Condominiums (maximums)	Maximum Assessments
	\$0.12/Lot sq ft	\$0.52/\$1,000 TAV	\$90/unit	\$90/unit	\$0.20/building square footage if FAR > 0.5

From 2016 ordinance. Annual increase by CPI or 3%, whichever is less. Ordinance applies for seven years.

www.visitballard.com

Broadway

Business Improvement Area

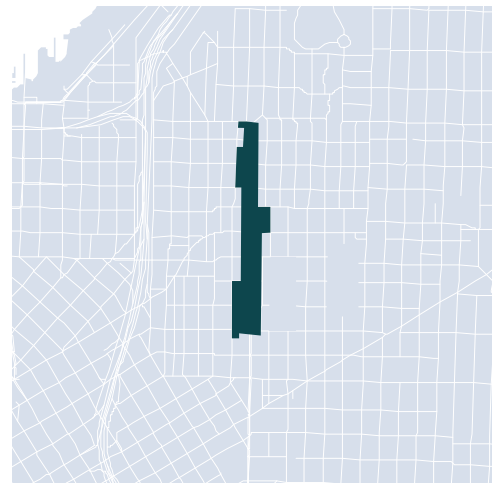
The Broadway Business Improvement Area, located in the Capitol Hill neighborhood, was established in 1996 and expanded in 2014. The BIA works to ensure a safe, clean, and prosperous area by providing services related to safety, cleaning, beautification, and promotion. Included in this work is ensuring that brick-and-mortar businesses on Broadway have a voice in matters affecting the business district; the BIA does this by listening to and elevating the voices of their businesses and ratepayers.

In addition to promoting events that benefit the district, the Broadway BIA—along with its partner, the Capitol Hill Chamber of Commerce—advocates for its businesses to ensure that events, developments, and other initiatives that happen on Broadway are thoughtfully implemented and not detrimental to businesses. For example, the BIA was critical in the response to a spike of hypodermic needles along Broadway as well as increasing issues with graffiti. Working with local businesses to educate them on notification, needles are now picked up quickly and safely, and graffiti is reported quickly and removed expeditiously. Additionally, the BIA recently helped to ensure that the annual Pride festival was implemented in a way that was supportive and not harmful to local businesses, turning it into the biggest event on the Hill. When Capitol Hill lost city-funded homeless outreach services, the BIA worked with neighboring communities to successfully petition the Mayor and Council and bring back those services to the neighborhood, giving ratepayers a single point of contact to help connect those experiencing homelessness or health crises with much-needed services.

The BIA also played a key role in deterring the streetcar from being extended onto north Broadway. The streetcar would have narrowed the street and closed it to one lane in each direction, affecting businesses' ability to receive deliveries and ultimately undermining their ability to do business. The Broadway businesses spoke up, and the BIA and Capitol Hill Chamber advocated successfully on their behalf at the City to ensure that the streetcar didn't get extended there.

In previous years, the BIA assessment was seen as just another fee that ratepayers were obligated to pay; the community didn't know what the BIA did. The perception was that the BIA was simply paying for street sweeping and flower baskets. Over time, businesses have come to see the value in the BIA since it has a greater presence, provides education to businesses, and helps businesses make connections to the services they need. The BIA has also been successful because of its ratepayer board members, who have been going door-to-door and meeting with businesses.

As more BIAs take on advocacy work, the Broadway BIA suggests the importance of BIAs gathering to share information and strategies and to work together. Oftentimes BIAs have similar issues but in different locations; by working together, they can amplify efforts and BIAs can get work done more quickly as a collective than individually.



2018 BIA ASSESSMENT

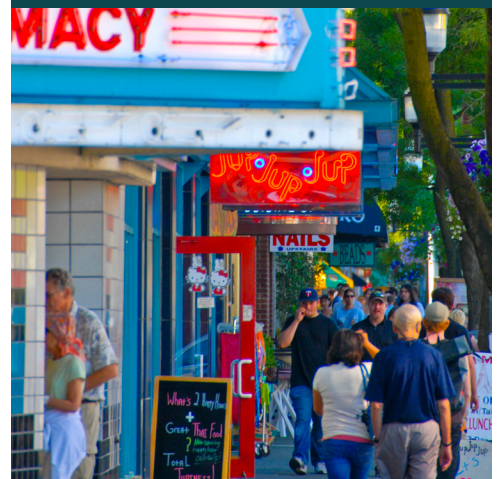
\$231,388

SERVICES

Marketing and Promotion	yes
Clean and Safe Programs	yes
Public Realm Improvements and Planning	yes
Business and Economic Development	no
Organizational Development	yes
Advocacy	yes

STAFFING

Management	yes
Programs	yes
Office Support	yes
Clean & Safe	yes
Temporary	no
Volunteer / Work Study	no



Assessment Formula	Gross Business Income	Flat Fee	Maximum Assessments	Minimum Assessments
	\$2.00/\$1,000	\$1,750 - \$3,500 /year	\$3,500	\$50

From 2001 ordinance.

www.caphillchamber.org/pages/BroadwayBIA

Chinatown - International District

Business Improvement Area

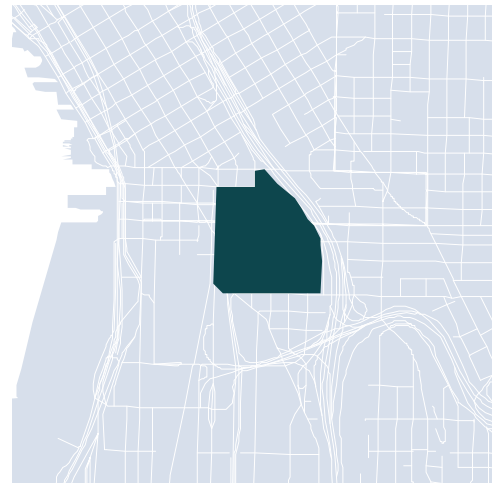
The Chinatown-International District Business Improvement Area (CIDBIA) was established in 1994 and has increased its rates multiple times over the years. The CIDBIA provides services to support public safety, cleaning and pedestrian environment, marketing and events, retail and business recruitment, and advocacy.

Operating in a historically low-income, Asian/Pacific Islander community, the CIDBIA has endeavored to be inclusive in its approach to marketing. With support from the Port of Seattle for the past three years, the CIDBIA has taken on collaborative marketing (or cooperative marketing) by inviting multiple businesses to be featured in shared advertisements. The Port of Seattle provides a 2:1 matching grant to the CIDBIA, which gets the remainder of the contribution from businesses. The CIDBIA sends out a newsletter about the collaborative marketing opportunity, and businesses contribute a small dollar amount (\$200-300) to participate. This collaborative marketing model includes shared payment that supports the design and implementation of the advertisements. Without this collaborative marketing, it would be cost-prohibitive for many small businesses to advertise on their own. In 2016, the CIDBIA placed advertisements in Where magazine; in 2017, it placed advertisements on the LINK Light Rail; and in 2018, it placed advertisements at SeaTac Airport. The SeaTac Airport collaborative marketing opportunity was overwhelmingly popular, and the CIDBIA had to limit the number of businesses that could be featured on the single advertisement.

Through this partnership with the Port of Seattle, the CIDBIA also pays for a production company to produce a paid-advertisement social media movie series that will be shown to audiences in other cities, encouraging millennials to travel to the International District. This movie series highlights and promotes aspects of the neighborhood. The first half of the movie is about the entire neighborhood and then the second half spotlights businesses. Ratepayers have appreciated this movie series because they are receiving free video production.

The collaborative marketing approach has been engaging and activating. It makes marketing less expensive for small businesses and allows for more cohesive marketing neighborhood-wide. It is a constant challenge for the BIA to estimate what businesses can afford. For some small businesses, a \$200 contribution is too much. The CIDBIA aims to support businesses that aren't market-ready, experience language barriers, or don't have a marketing budget. Through the CIDBIA's outreach and engagement process, it continues to learn more about the neighborhood businesses and their capacity to market and advertise themselves.

For BIAs that want to take on collaborative marketing efforts, the CIDBIA recommends starting small, for example, with a small newspaper ad. Then, the initiative can slowly grow over time with more businesses recognizing the opportunity and benefit. It would encourage BIAs to share resources about good and bad production vendors, especially those who have worked with BIAs, chambers of commerce, and city departments, because they understand the nuances of business-district marketing and promotions.



2018 BIA ASSESSMENT

\$176,000

SERVICES

Marketing and Promotion	yes
Clean and Safe Programs	yes
Public Realm Improvements and Planning	yes
Business and Economic Development	yes
Organizational Development	yes
Advocacy	yes

STAFFING

Management	yes
Programs	no
Office Support	yes
Clean & Safe	no
Temporary	no
Volunteer / Work Study	no



Assessment Formula	Floor Area of Business	Building Square Footage	Parking Spaces	Warehouse/Industrial Uses
	\$0.033-\$0.13 /sq ft	\$0.033-\$0.066 /sq ft	\$5.24-\$6.55/ space	\$0.033/sq ft
	Hotel Rooms	Flat Fee	Duplex/Single Homes	Minimum Assessments
	\$19.65-\$26.20 /room	\$98.25-\$131 /year	\$5.24-\$7.86/ home	Varies

From 2005 ordinance.

www.cidbia.org

Columbia City

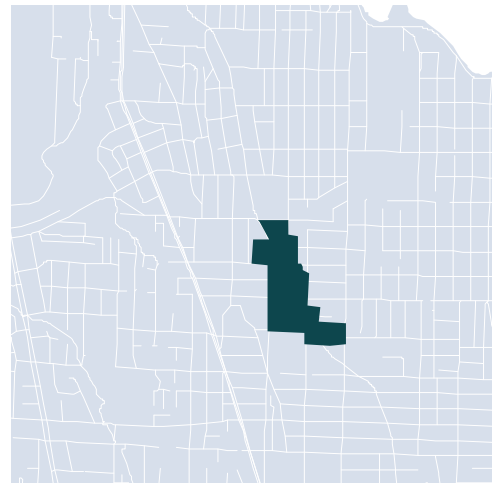
Business Improvement Area

The Columbia City BIA was established in 2008 to provide public areas with maintenance, public safety, and professional management. The BIA aims to provide a clean and safe environment for businesses, residents, and visitors. It operates with a budget of about \$74,000/year. Most of that funding goes to a private contractor to provide cleaning services 5-6 days a week.

In addition to managing a cleaning and maintenance contract, the BIA regularly coordinates with the Columbia City Business Association on such activities as helping to clean up prior to big events and jointly planning streetscape improvements. The BIA also handles coordination of maintenance with City departments. For example, the BIA manager communicates with the Seattle Department of Transportation and Seattle City Light to replace damaged street furniture such as historic light poles, bollards, and bike racks. The BIA has also fixed benches and paid for their reinstallation.

Ratepayers are invested in the appearance of the district and decided to use part of their BIA funds to pay for a portion of the neighborhood's bike plan so they could have a voice in the types of bike racks to install in order to fit the neighborhood's aesthetic. Ratepayers observe the cleaning and maintenance in action, including graffiti removal, and thus see the value of the BIA. However, the BIA experiences challenges in getting a consistent level of contractor service, given the district's complicated layout and turnover of the contractor's cleaning staff.

The Columbia City BIA recommends that those working with contracted services be sure that their scope of services is full and complete. If something isn't listed in the contract, it won't get done. As such, BIAs should make sure of their scope of services.



2018 BIA ASSESSMENT

\$69,000

SERVICES

Marketing and Promotion	no
Clean and Safe Programs	yes
Public Realm Improvements and Planning	yes
Business and Economic Development	no
Organizational Development	yes
Advocacy	yes

STAFFING

Management	yes
Programs	no
Office Support	no
Clean & Safe	no
Temporary	no
Volunteer / Work Study	no



Assessment Formula

Lot/Land Square Footage	Total Appraised Property Value
\$0.042/lot sq ft	\$0.20/\$1,000 TAV

From 2008 ordinance.

Metropolitan Improvement District

The Downtown Seattle Association manages the Metropolitan Improvement District (MID), which is the City of Seattle’s largest business-improvement area. The MID service area includes multiple downtown neighborhoods, including the Waterfront, Belltown, Denny Triangle, the Retail Core, West Edge, and Pioneer Square. Established in 1999 and reestablished for 10 years in 2013, the MID employs more than 120 ambassadors who provide cleaning, safety, concierge, and outreach services throughout its district downtown. Ratepayers within this district also fund homeless outreach, parks and public space activation, public realm planning, downtown marketing, and transportation services.

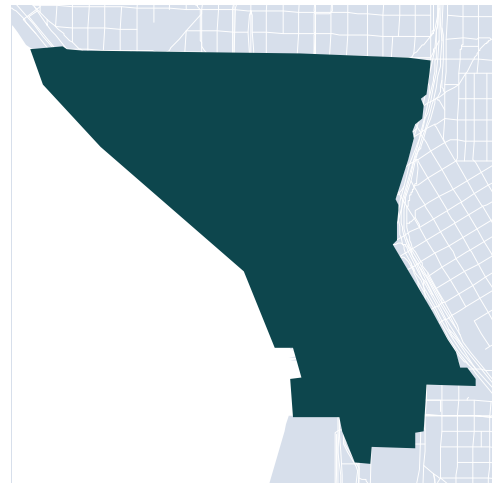
The Downtown Seattle Association is currently leading the Third Avenue Visioning process, in partnership with the City of Seattle, King County, and other stakeholders to revitalize the Third Avenue corridor. Third Avenue is one of the busiest transit corridors in the country and serves as a front door to downtown Seattle. It faces many challenges, however, from public safety concerns and bus congestion to limited sidewalk space, inadequate retail options, and a general lack of stewardship.

This work culminated with the release of the Third Avenue Vision in February, which proposes four future transportation options converting Third Avenue to a two- or three-lane transitway, optimizing bus volumes and maximizing ridership. The result expands sidewalk space for pedestrians and allows businesses to offer sidewalk cafes and window shopping. The plan also lays out strategies to improve retail, parks, and public spaces. With a unified vision, we can ensure that individual investments support the common goal of a high-quality pedestrian and transit experience.

DSA also convened a “Quick Wins” team of public-private stakeholders that are working to make shorter-term enhancements to Third Avenue. The Quick Wins team leverages data collected by the MID’s Clean & Safe ambassadors to track and map conditions on Third Avenue, including issues with lighting, sidewalks, trees, and condition of the streetscape. With this data, they’ve created a map of Third Avenue from Denny to Yesler to grade the conditions on a weekly basis. This data can also be mapped to provide a powerful visual tool that enables partner agencies to better understand the issues in real time and prioritize the appropriate response.

The Quick Wins team is gaining momentum. While this is not the first attempt at an improvement effort on Third Avenue, this initiative is different because it is the first time a long-term vision has been used to guide immediate improvements. The DSA can prioritize issues, convene stakeholders, and encourage action by both public and private agencies.

This work is illustrative of how BIAs can inspire change by focusing on a concentrated geography and making the case for desired actions.



2018 BIA ASSESSMENT

\$10,642,375

SERVICES

Marketing and Promotion	yes
Clean and Safe Programs	yes
Public Realm Improvements and Planning	yes
Business and Economic Development	yes
Organizational Development	yes
Advocacy	yes

STAFFING

Management	yes
Programs	yes
Office Support	yes
Clean & Safe	yes
Temporary	yes
Volunteer / Work Study	no



Assessment Formula	Lot/Land Square Footage	Total Appraised Property Value	Hotel Rooms
	\$0.32/lot sq ft	\$0.37/\$1,000 TAV	\$80/room
	Apartments (maximum)	Condominiums (maximums)	Maximum Assessments
	\$125/unit	\$125/unit	Varies

From 2013 ordinance. Annual increase by CPI or 3%, whichever is less. Ordinance applies for 10 years.

Pioneer Square Business Improvement Area

The Pioneer Square Business Improvement Area was first established in 1983 and was reestablished and expanded in 2013. The oldest BIA within the City of Seattle, the Pioneer Square BIA was formed as a local business community effort to remain competitive in the marketplace. The BIA, which is administered by the Alliance for Pioneer Square (the Alliance), serves the Pioneer Square neighborhood primarily through business development, communications and marketing, advocacy, public realm, and leadership. BIA resources are used to fund activities that directly support ratepayers and in support of activities that will benefit the entire neighborhood. The Pioneer Square BIA boundaries are within the Metropolitan Improvement District, which provides clean and safe services to Pioneer Square. The Pioneer Square BIA and the MID are also partnered in the hugely successful activation of Occidental Square.

Business development and retail recruitment are a key part of the BIA's work. The Alliance recognizes that doing business in Pioneer Square can be challenging but rewarding. After the recession, neighborhood galleries and other businesses left. Pioneer Square houses more human services providers than any other neighborhood in the city. In 2012, the Alliance hired a consultant to conduct a neighborhood assessment. While there were no vacancies in the upper-floor office spaces, there was a 50% vacancy in the ground-floor storefronts. The consultant recommended a retail recruiter to bring in more storefront businesses, but the Alliance quickly realized that retail recruitment alone would not be sufficient to revive the retail community. It recognized that business development is more than signing leases; rather, business development is about building community and getting businesses the assistance they need to navigate the various aspects of the neighborhood and City government.

Doing business and community development required the Alliance to build relationships with property owners, brokers, tenants, and potential tenants. The Alliance works with property owners to understand potential tenants and works in relationship with brokers to understand the types of businesses that could come to the neighborhood. As the Alliance was able to get key tenants into the neighborhood, it knew that it wanted to continue supporting more tenants to come to Pioneer Square.

The Alliance supports business development by helping employers get their employees excited to work in Pioneer Square. Around 14,000 people currently work in Pioneer Square, making employee engagement an important part of neighborhood vitality. In order to be successful in recruitment and retention, employers want their employees to love where they work. As such, the Alliance supports employee recruitment and retention by coordinating visits and neighborhood tours with prospective business tenants and their employees.

Pioneer Square continues to experience complex challenges associated with public safety, homelessness, and extensive construction. Through years of working directly and consistently with the business community, the Alliance has made it easier for its ratepayers to know whom to call for help. Through one-on-one relationship building, the Alliance has succeeded in getting businesses to meet their neighbors and helping tenants understand the complexities of Pioneer Square. With greater understanding of the complex social issues in the neighborhood, businesses are better able to explain the issues to their employees and their customers, thereby fostering a sense of safety and understanding.

The Alliance for Pioneer Square recommends that BIAs look at business development more comprehensively and recognize that retail recruitment alone will not suffice. Business development is more than getting leases signed; it requires a long-term effort, with intention toward community development. This will require one-on-one relationship building, walking through the neighborhood with tenants, and staying in tune with the needs of current and potential businesses.



2018 BIA ASSESSMENT

\$722,500

SERVICES

Marketing and Promotion	yes
Clean and Safe Programs	no
Public Realm Improvements and Planning	yes
Business and Economic Development	yes
Organizational Development	yes
Advocacy	yes

STAFFING

Management	yes
Programs	yes
Office Support	yes
Clean & Safe	no
Temporary	no
Volunteer / Work Study	no



Assessment Formula	Floor Area of Business	Parking Spaces	Warehouse/Industrial Uses
	\$0.20/sq ft	\$30/space	\$0.02/sq ft

From 2014 ordinance. Annual increase by CPI or 3%, whichever is less.

www.allianceforpioneersquare

Seattle Tourism Improvement Area

The Visit Seattle Tourism Improvement Area (TIA) was established in 2011 and is an assessment on hotels in downtown Seattle, bringing in about \$8 million. Seventy percent of Visit Seattle’s assessment is spent on advertising for leisure tourism. On top of being a business, convention, and residential destination, Visit Seattle is aiming to make Seattle a leisure destination. Visit Seattle aims to increase tourism and spending during the shoulder season and encourages leisurely activity through various promotions, one of which is Seattle Museum Month, which takes place each February.

Four years ago, Visit Seattle launched a museum promotion week in February. This promotion was a success, allowing Visit Seattle to increase it to a month-long promotion in subsequent years. Visit Seattle worked with 40 arts-and-culture institutions to coordinate a 50%-off promotion for the entire month of February. The TIA reimburses the institutions for the 50% discount, allowing the institutions to receive 100% of the ticket sales. Museum Month is both successful and unique because all of the institutions agree to collaborate, promote, and celebrate the month-long event. Furthermore, the hotels distribute and advertise for Museum Month, helping to drive the region’s reputation as an arts-and-culture destination. In 2018, Visit Seattle calculated \$15,000 in promotion redemptions across museums, which span geographically from Tacoma to Everett.

Visit Seattle attributes much of its success to the hotels that have been committed to the TIA and supportive of its efforts. Seattle and the Puget Sound believe in arts and culture, so this promotion makes sense and continues to be successful. Visit Seattle recommends that BIAs and TIAs think critically about how to align promotions to what consumers want. It’s important to make sure that people are supportive of the promotions and that it is authentic to the city or neighborhood in which it exists.



2018 BIA ASSESSMENT

\$8,121,341

SERVICES

Marketing and Promotion	yes
Clean and Safe Programs	no
Public Realm Improvements and Planning	no
Business and Economic Development	no
Organizational Development	yes
Advocacy	yes

STAFFING

Management	yes
Programs	yes
Office Support	no
Clean & Safe	no
Temporary	no
Volunteer / Work Study	no



Assessment Formula

Hotel Rooms
\$2/night/ occupied hotel room

From 2011 ordinance.

SODO

Business Improvement Area

The SODO BIA was established in 2013 and was expanded in 2018 to serve the entire area considered to be the SODO neighborhood. It provides cleaning, safety, advocacy, and business community development programming. Since its establishment, the BIA has recognized the challenges facing this transitioning industrial district. These challenges include, but are not limited to, traffic mobility, property crime, graffiti, and illegal dumping. Today, SODO is home to the world's largest continuous mural, which doubles as a graffiti mitigation effort, and the BIA is proud to offer on-demand cleaning for illegal dumping.

When their current executive director began in 2014, there were conversations about initiating a sidewalk cleaning program. However, it was difficult to find a contractor to serve a neighborhood the size of SODO. It took over a year to find the appropriate contractor, the NW Center, which began providing services in 2016. At that time, it performed district-wide clean-ups twice a year. In 2017, clean-ups were increased to four times a year. As of 2018, the SODO BIA was able to increase this contract to provide full district cleaning as well as services on demand. It was important to be able to respond to requests to clear illegal dumping on private properties, as the illegal dumping was not constrained to public property. The BIA has received thank-you letters for the clean-ups because individual businesses are no longer responsible for coordinating and paying for these clean-ups.

In addition to being frequent sites of illegal dumping, SODO properties were often burdened by graffiti and vandalism. In response, the SODO BIA advocated to bring public art into the neighborhood as a graffiti and vandalism mitigation tactic. The SODO Track mural project began in 2015 in partnership with the County's arts-and-culture public development authority, 4Culture, Urban Artworks, and the SODO BIA. In 2016, SODO BIA funded the preparation and maintenance of a pilot mural project and worked with local businesses and property owners to ensure that the murals were accepted by the community. Meanwhile, 4Culture supported moving the project forward with its access to contract and permitting processes. 4Culture, the SODO BIA, and UrbanArtWorks could not have completed this mural project without each other. As a result of this pilot, 13 murals were painted in the first year. The SODO Track has received national recognition for being both an amazing art experience as well as a graffiti removal and deterrence technique. The SODO BIA has built community trust in this project, enabling 4Culture to continue the project, ultimately resulting in murals painted by 50 artists on 32 walls. This project transpired over three years and has an expected life span of five to seven years, after which it could potentially do a mural refresh. SODO BIA support continues to pay for maintenance and graffiti removal from the murals so that property owners do not have to pay for it individually.

The SODO BIA advises taking a customer-centered approach when identifying services, projects, and contractors for the neighborhood. It is important to spend time with businesses and property owners to get to know them and to also explain what the BIA does. This encourages community members to participate in the BIA's decision-making processes, and it increases buy-in and support for the BIA's services and initiatives.



2018 BIA ASSESSMENT

\$604,000

SERVICES

Marketing and Promotion	yes
Clean and Safe Programs	yes
Public Realm Improvements and Planning	yes
Business and Economic Development	no
Organizational Development	yes
Advocacy	yes

STAFFING

Management	yes
Programs	yes
Office Support	yes
Clean & Safe	no
Temporary	no
Volunteer / Work Study	no



Assessment Formula

Total Taxable Value
\$0.50/\$1,000 TTV

From 2019 ordinance. Ordinance applies for 10 years.

U District Business Improvement Area

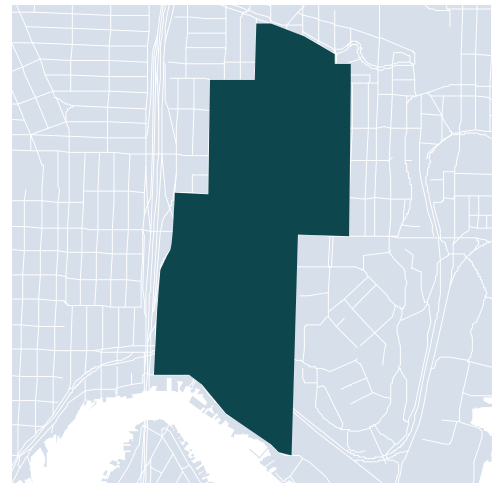
The U District Business Improvement Area was established in 1996 and reestablished and expanded in 2015. The BIA is administered by the U District Partnership (UDP) and offers cleaning and public safety, events and marketing, policy and advocacy, economic development, planning, and program management to the U District. The U District is a thriving unique neighborhood. In addition to the hustle and bustle of “The Ave” (University Way NE), it has a large geographic footprint and a complex economic and residential makeup. Over 45,000 students attend the University of Washington and 38,000 people work on campus and in local businesses. The district is home to more than 14,200 residents. Given a recent rezone of major portions of the District, the neighborhood is experiencing an unprecedented increase of mostly residential high-rise development.

The U District is experiencing marked changes in livability, safety, and cleanliness as a result of the UDBIA’s cleaning and safety services, which include street cleaning and a neighborhood ambassador program. For street cleaning, the BIA contracts with Elm Grove to provide services to the North and South Cleaning Areas, which have different surcharges and levels of service. The South Cleaning Area (the higher surcharge) is cleaned seven days per week and includes biohazard removal, pressure washing, litter removal, and graffiti removal. The UDP also coordinates monthly volunteer clean-ups outside the North and South Cleaning Areas, and it has noticed that there is significantly less garbage to pick up compared to previous years.

In addition to providing cleaning services in the neighborhood, the UDBIA has worked to enhance public safety and quality of life by supplementing the Seattle Police Department’s work in the neighborhood. In fiscal year 2017/2018, the UDBIA approved funding for a pilot ambassador program, modeled after Downtown Seattle’s Metropolitan Improvement District. In July 2017, two ambassadors began working district-wide, four days a week, in complementary hours to the police, so there is around-the-clock service. The ambassadors are here to serve businesses, visitors, staff, and residents. They provide support in various ways, including way-finding to neighborhood amenities, walking people home safely at night, and addressing minor safety issues. Business can call ambassadors for help, and the ambassadors do follow-ups at businesses to inform them about the ambassador program. As of July 1, 2018, the UDBIA agreed to fund the ambassador program as a regular, ongoing program.

There is pride and ownership in the changes that people see in the district. The residential district is more livable and there is a perception that the district is getting cleaner, safer, and more vibrant. In fact, the UDP’s annual survey shows an increase in perceptions of safety. The UDP is proud of its consistent presence and visibility in the neighborhood, which has improved people’s recognition of the UDBIA and the services it provides. Part of the UDP’s recognition and visibility can be attributed to deliberate co-branding of services and uniform clothing. For example, with the UDBIA’s new contract with Elm Grove, the two agencies established an agreement to co-brand the services such that Elm Grove staff and the ambassadors wear a bright UDP-branded vest and logo. The co-branding and staff uniforms make for a unified and recognizable presence and allow ratepayers to see their BIA dollars in action.

The UDP understands the challenges that BIAs face in going unrecognized for the work that they do. They believe that BIAs should be willing to brand and promote their efforts in order to make their work recognized and supported. BIAs can help ratepayers see the return on their investment by establishing a presence through consistent branding.



2018 BIA ASSESSMENT

\$918,327

SERVICES

Marketing and Promotion	yes
Clean and Safe Programs	yes
Public Realm Improvements and Planning	yes
Business and Economic Development	yes
Organizational Development	yes
Advocacy	yes

STAFFING

Management	yes
Programs	yes
Office Support	yes
Clean & Safe	no
Temporary	yes
Volunteer / Work Study	no



Assessment Formula	Lot/Land Square Footage	Total Taxable Value	Flat Fee
	\$0.07-\$0.12/lot sq ft in N. Ave & S. Ave cleaning areas	\$0.25[(TTV/\$1,000) + 0.25[(TAV-TTV)/\$1,000]]	\$350,000 (University of Washington)

From 2015 ordinance. Annual increase by CPI or 3%, whichever is less.

www.udbia.org

West Seattle Junction Business Improvement Area

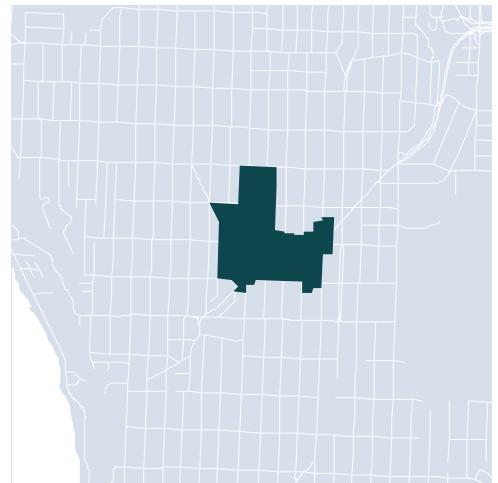
The West Seattle Junction Association (WSJA) Parking and Business Improvement Area was established in 1987 and has undergone assessment and boundary changes as of 2016. The WSJA was developed to pay for parking lots in the Junction, produce community events, and offer cleaning, safety, and beautification services.

Among its annual community events, the WSJA produces Summer Fest, its largest music event, in July. This free event began as a simple sidewalk sale over 36 years ago, later developed into a street fair, and finally expanded to Summer Fest, which brings 30,000 visitors to the Junction over three days. The festival has become profitable in recent years and serves as a fundraiser for the WSJA to fund neighborhood projects.

This family-friendly event is produced by the WSJA merchants, working closely with music managers to bring up-and-coming musicians to the festival. The festival has an environmental sustainability component, incorporating beekeeping classes, marine life experts, and farm animals. The festival is programmed with buskers, a full street fair, a pie-eating contest, and a beer garden spanning four blocks along California Avenue and two blocks on Alaska Street. Summer Fest is the only festival in the area that engages fully with the restaurants along California Avenue, allowing restaurants to extend into permitted space.

West Seattle Junction merchants embrace and support Summer Fest. When WSJA's current executive director came on board, she helped to change the philosophy of the event to increase responsibility and participation in the event. An event of this scale requires very keen time-management skills and an effective project manager. Merchants now have deeper buy-in to Summer Fest, have more skills to participate in the planning, and understand how their businesses can integrate into the event. WSJA works with individual merchants, giving them pathways to participate and lowering the barrier to entry.

Planning events of this scale require effective project management skills. The WSJA encourages BIAs to look at their mission before deciding to hold events of this size and ask if the event aligns with the BIA's mission. BIAs must have clear financial goals, a project plan, deliverables, and deadlines. Additionally, they should do a post-mortem assessment of the event, including public feedback, to understand if the event was consistent with what they set out to do. Lastly, BIAs should report back to their boards and merchants in order to give them the opportunity to help with decision making for future events.



2018 BIA ASSESSMENT

\$330,000

SERVICES

Marketing and Promotion	yes
Clean and Safe Programs	yes
Public Realm Improvements and Planning	yes
Business and Economic Development	yes
Organizational Development	yes
Advocacy	yes

STAFFING

Management	yes
Programs	no
Office Support	yes
Clean & Safe	yes
Temporary	no
Volunteer / Work Study	yes



Assessment Formula	Gross Business Income	Parking Spaces	Flat Fee	Maximum Assessments
	\$0.811-\$3.025/\$1,000	\$57.75	\$1,029-\$4,114	Varies

From 2016 ordinance.

www.wsjunction.org

2 BIA COMPARISONS & TRENDS



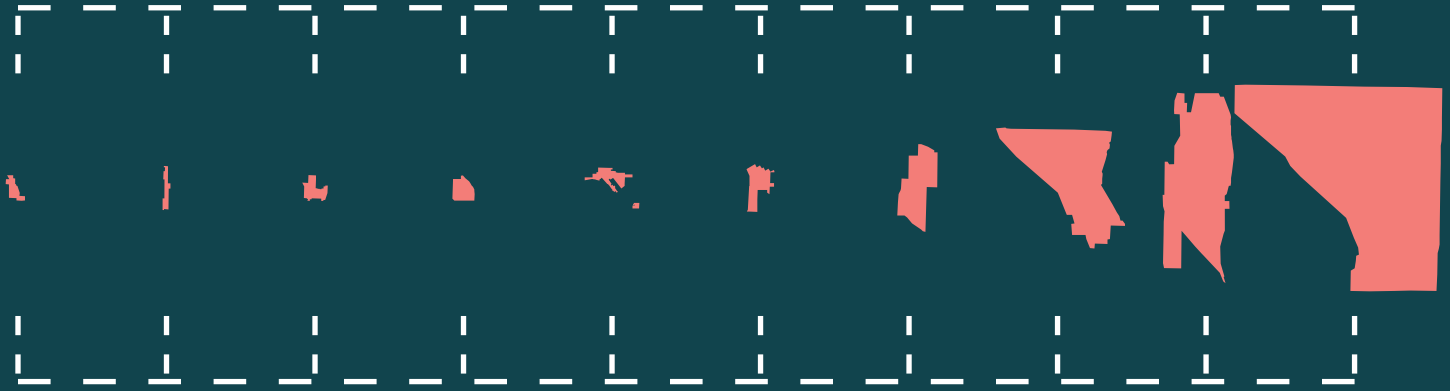
Area of Impact

10

BUSINESS IMPROVEMENT AREAS* IN SEATTLE

*SHOWN BY INCREASING GEOGRAPHIC AREA FROM LEFT TO RIGHT:

COLUMBIA CITY, BROADWAY, WEST SEATTLE JUNCTION, CHINATOWN-INTERNATIONAL DISTRICT, BALLARD, PIONEER SQUARE, U DISTRICT, MID, SODO, SEATTLE TOURISM



There are

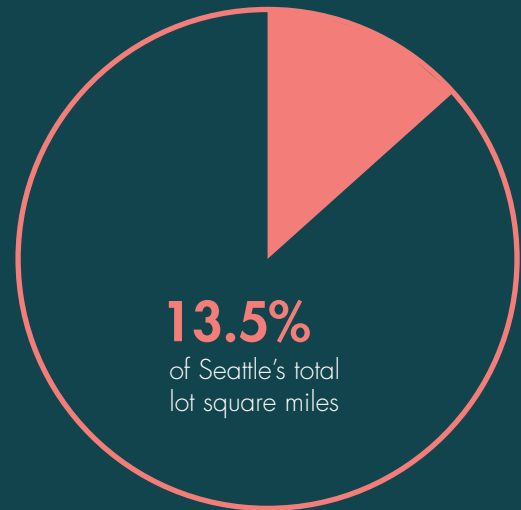
10,176

unique parcels*
within Seattle's BIAs,
making up

13.5%

of Seattle's total lot square miles.

*INCLUDES NON-ASSESSABLE PARCELS



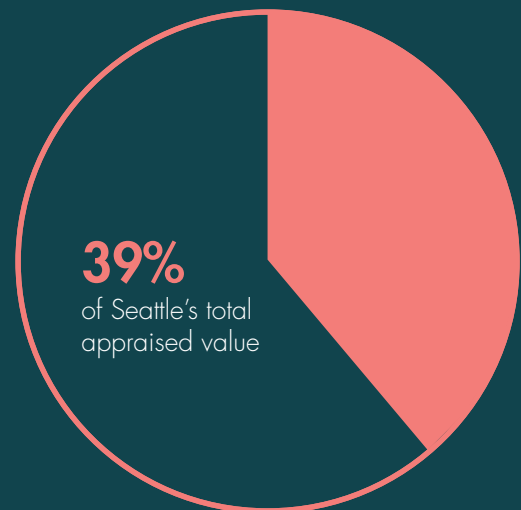
Properties within Seattle's 10 BIAs
have a total appraised value of over

\$72 billion

accounting for about

39%

of the total appraised value
for all properties across the
City of Seattle (~\$183.75 billion).



Comparisons of Assessment Formulas

Assessment Factor	Ballard Improvement Area	Broadway Business Improvement Area	Chinatown International District Business Improvement Area	Columbia City Business Improvement Area	Metropolitan Improvement District	Pioneer Square Business Improvement Area	Seattle Tourism Improvement Area	SODO Improvement Area	U District Business Improvement Area	West Seattle Junction Business Improvement Area
Gross Business Income		\$2.00/\$1,000								\$0.811-\$3,025/\$1,000
Floor Area of Business			\$0.033-\$0.13/sq ft			\$0.20/sq ft				
Building Square Footage			\$0.033-\$0.066/sq ft							
Lot/Land Square Footage	\$0.12/Lot sq ft			\$0.042/Lot sq ft	\$0.32/lot sq ft				\$0.07-\$0.12/lot sq ft in N. Ave & S. Ave cleaning areas	
Total Appraised Property Value	\$0.52/\$1,000 TAV			\$0.20/\$1,000 TAV	\$0.37/\$1,000 TAV					
Total Taxable Value								\$0.50/\$1,000 TTV	\$0.25 [(TTV/\$1,000) + 0.25 ((TAV-TTV)/\$1,000)]	
Parking Spaces			\$5.24-\$6.55/space			\$30/space				\$57.75
Warehouse/Industrial Uses			\$0.033/sq ft			\$0.02/sq ft				
Hotel Rooms			\$19.65-\$26.20/room		\$80/room		\$2/night/occupied hotel room			
Flat Fee		\$1,750 - \$3,500/year	\$98.25-\$131/year						\$350,000 (University of Washington)	\$1,029-\$4,114
Apartments (maximum)	\$90/unit				\$125/unit					
Condominiums (maximums)	\$90/unit				\$125/unit					
Duplex/Single Homes			\$5.24-\$7.86/home							
Maximum Assessments	\$0.20/building square footage if FAR > 0.5	\$3,500			Varies					Varies
Minimum Assessments		\$50	Varies							
Ordinance Information	From 2016 ordinance. Annual increase by CPI or 3%, whichever is less. Ordinance applies for seven years.	From 2001 ordinance.	From 2005 ordinance.	From 2008 ordinance.	From 2013 ordinance. Annual increase by CPI or 3%, whichever is less. Ordinance applies for 10 years.	From 2014 ordinance. Annual increase by CPI or 3%, whichever is less.	From 2011 ordinance.	From 2019 ordinance. Ordinance applies for 10 years.	From 2015 ordinance. Annual increase by CPI or 3%, whichever is less.	From 2016 ordinance.

Comparisons of Services

SERVICE	Ballard Improvement Area	Broadway Business Improvement Area	Chinatown International District Business Improvement Area	Columbia City Business Improvement Area	Metropolitan Improvement District	Pioneer Square Business Improvement Area	Seattle Tourism Improvement Area	SODO Improvement Area	U District Business Improvement Area	West Seattle Junction Business Improvement Area
Marketing & Promotions	✓	✓	✓		✓	✓	✓	✓	✓	✓
Clean & Safe Programs	✓	✓	✓	✓	✓			✓	✓	✓
Public Realm Improvements & Planning	✓	✓	✓	✓	✓	✓		✓	✓	✓
Business & Economic Development	✓		✓		✓	✓			✓	✓
Professional Management & Organizational Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Advocacy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

MARKETING & PROMOTIONS

Efforts to create a positive, consistent image of local businesses and the district as a whole. This includes marketing, promoting events, holiday activities, advertising, and media.

CLEAN & SAFE PROGRAMS

Efforts that contribute to a district's feeling clean and safe for visitors, customers, and employees. This includes sanitation, landscaping, public safety, lighting, homeless outreach, and power washing.

PUBLIC REALM IMPROVEMENTS & PLANNING

Efforts to make business districts and neighborhoods inviting, easily accessible, and supportive of community visions. This includes activation of public spaces, transportation planning, beautification, and urban design.

BUSINESS & ECONOMIC DEVELOPMENT

Efforts that support businesses and local economies to prosper. This includes networking, retail recruitment, technical assistance, and business outreach.

PROFESSIONAL MANAGEMENT & ORGANIZATIONAL DEVELOPMENT

Professional program management and collaboration with property owners, businesses, and residents toward a common vision for the business district.

ADVOCACY

Efforts to coordinate and organize support or actions around issues relating to business districts. This includes communications, policy research, and working with key decision-makers.

BIA Assessments



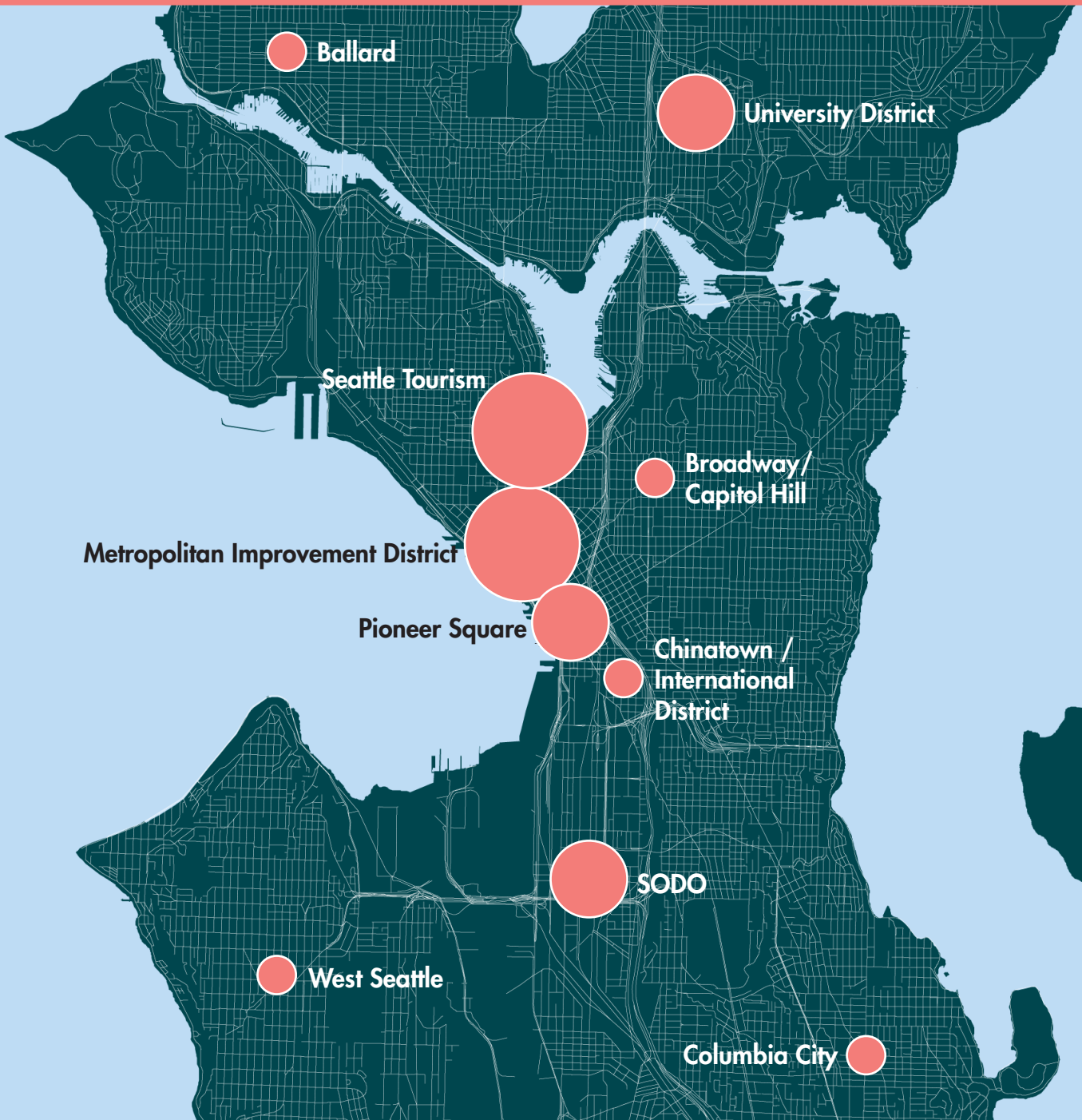
0 - \$500,000



\$500,000 - \$5million



\$5million +



BIAs invested over
\$22 MILLION

IN IMPROVEMENT
ACTIVITIES IN 2018

BIA Assessments Over Time

