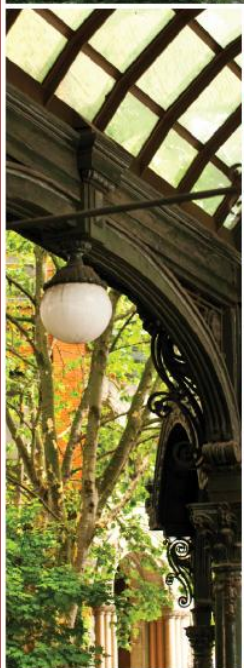




PIONEER SQUARE 2015

A Strategy for Seattle's First Neighborhood



(Acknowledgements)

Thank you to all in the community who are working so hard to make Pioneer Square a better place. Your ideas, experiences and advice were invaluable in creating this strategy. We want to especially thank ShareBuilder/ING who generously provided the team with a fabulous meeting place in Pioneer Square. Those who participated in these discussions include:

Pioneer Square Revitalization Committee and Community Members

Karen Beppler-Dorn, National Park Service
Don Blakeney, Chinatown/International District BIA
Mark Blatter, Historic Seattle, PSIDCPDA Board Chair
Dave Brunner, McCoy's Firehouse
Tina Bueche, Synapse 206
Kevin Daniels, Daniels Development, Nitze-Stagen
Lisa Dixon, Pioneer Square Community Association
Anne Fennessy, Cocker Fennessy
Mike Flood, Seattle Seahawks/Sounders
Rick Friedhoff, Compass Housing Alliance
Guy Godefroy, Trinity Nightclub
James Grindle, Community Volunteer
Sara Hansen, PSIDCPDA
Adam Hasson, Samis Land Company
Dane Hofbauer, Colliers/Interurban Building
Hugh Holman, Marcus' Martini Heaven

Kate Joncas, Downtown Seattle Association
William Justen, Samis Land Company
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Pearl Leung, Vulcan, Inc.
Dan McGrady, Vulcan, Inc.
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Tom Pantaleoni, Distant Lands
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Susan Ranf, Seattle Mariners
Laine Ross, Resident, PSIDCPDA Board Member
Leslie Smith, Pioneer Square Community Association
Annie Strain, Resident
Scott Surdyke, Conover Bond
Paul Swegle, ING Direct/Sharebuilder
Richard Thurston, Grover/Thurston Gallery

City of Seattle

Councilmember Richard Conlin
Phyllis Shulman, Councilmember Richard Conlin's Office

Councilmember Sally Clark
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Victoria Schoenburg, Seattle Dept. of Parks and Recreation



Consulting Team

Bonnie Berk and Allegra Calder
Berk & Associates

June 3, 1010

Dear Pioneer Square Neighbors,

We are delighted to share with you “Pioneer Square 2015: A Strategy for Seattle’s First Neighborhood,” our ideas for embracing Pioneer Square’s historic past while building a robust and vibrant economic future.

In November 2009, we came together to develop a revitalization strategy to address the economic health of Pioneer Square. What we quickly learned is that Pioneer Square is already the model of an urban, architecturally significant, transit-oriented community, with a strong economic base. There is an astounding opportunity to build on these assets, with more density, walkability, and activity. This is our plan for preserving the history that we cherish and creating enhanced economic success for Pioneer Square. It is a reflection of what we are committed to do and what we are asking of others.

In the short term, we have mobilized to create a new and stronger business organization to support Pioneer Square’s business health and advocate for its businesses. We have secured funding for this organization, established subcommittees for marketing, design and business outreach. We will be reaching out to you and hope that many of you will become involved in this work.

We want to thank Mayor Michael McGinn, Councilmember Richard Conlin, and the Office of Economic Development for their leadership in creating this opportunity to come together and collaborate on Pioneer Square’s priorities. We are looking forward to continuing this work with you in implementing this strategy.

Sincerely,

The Pioneer Square Revitalization Committee

Far from being a commercial district in its last gasp, Pioneer Square is a commercial district of both relative economic health and extraordinary economic opportunity. The physical fabric of the neighborhood, the considerable but largely invisible growth of knowledge-based businesses, and the proximity to both Seattle and international markets that the district provides would be envied by almost any other commercial district in the country.

Donovan Rypekma, Place Economics
Executive Summary of Technical Assistance Visit
December 13-16, 2009

(Table of Contents)

Executive Summary: Plan on a Page	6
Community Goals and Strategies.....	7
Goal 1: Actively Engage Businesses in Supporting Economic Growth.....	7
Goal 2: Build the Neighborhood’s Organizational Development and Advocacy Capacity.....	8
Goal 3: Focus on the District’s Historic Building Assets and Enhance the Built Environment.....	9
Goal 4: Effectively Market, Brand, and Promote Pioneer Square.....	10
City Goals and Strategies.....	11
Goal 1: Support Pioneer Square’s Historic Buildings and a Positive Development Environment.....	11
Goal 2: Provide Economic Development Support and Investment.....	12
Goal 3: Provide Supportive Utility, Parking, and Transportation Infrastructure.....	13
Goal 4: Ensure an Environment of Public Safety and Civility.....	14
ATTACHMENTS.....	15
Attachment A: Pioneer Square Economic Development Organization Board and Committee Structure.....	15
Attachment B: 2010 Timeline.....	16
Attachment C: <i>Pioneer Square: Perceptions, Realities, Strategies</i>, Executive Summary of Technical Assistance Visit, Donovan Rypkema, <i>PlaceEconomics</i>, December 13-16, 2009.....	17



(Executive Summary)

The Pioneer Square Commercial District Revitalization Project is an initiative to improve the overall business health of Pioneer Square. The project began in December, 2009, with an analysis of Pioneer Square's economy and the neighborhood's major business needs and opportunities. Over the next six months, members of the Pioneer Square business community met to discuss these priorities and the actions needed to create a vibrant and robust commercial business district. The outcome is a set of actionable strategies to address key issues around business retention and growth, retail mix, and business capacity in Pioneer Square.

SUMMARY OF GOALS

Community Goals and Strategies

Goal #1: Actively Engage Businesses in Supporting Economic Growth

Goal #2: Build the Neighborhood's Organizational Development and Advocacy Capacity

Goal #3: Focus on the District's Historic Building Assets and Enhance the Built Environment

Goal #4: Effectively Market, Brand and Promote Pioneer Square

City Goals and Strategies

Goal #1: Support Pioneer Square's Historic Buildings and a Positive Development Environment

Goal #2: Provide Economic Development Support and Investment

Goal #3: Provide Supportive Utility, Parking and Transportation Infrastructure

Goal #4: Ensure an Environment of Public Safety and Civility

MAJOR ACTION INITIATIVES & PRIORITIES:

- Improve the public safety experience and perception by activating public and vacant spaces, addressing blighted buildings, and improving civility and stewardship of the neighborhood
- Increase residential density and facilitate the adaptive reuse of historic buildings
- Provide supportive infrastructure for economic growth, including reliable broadband, parking, and public restroom facilities
- Implement a cohesive strategy for retaining existing businesses and attracting businesses in the existing and growing clusters, including creative and technical/professional services clusters
- Establish and support a comprehensive economic development organization to advance and advocate for the business health of the neighborhood



Throughout the report, the Pioneer Square clock icon signals our highest priority items

1

Actively Engage Businesses in Supporting Economic Growth

A. Support Existing and Emerging Economic Clusters

- 🕒 Support existing and growing clusters, such as art galleries, clubs, and independent retailers – and conduct outreach to attract additional businesses
 - Support efforts to expand Pioneer Square’s growing digital media and gaming clusters

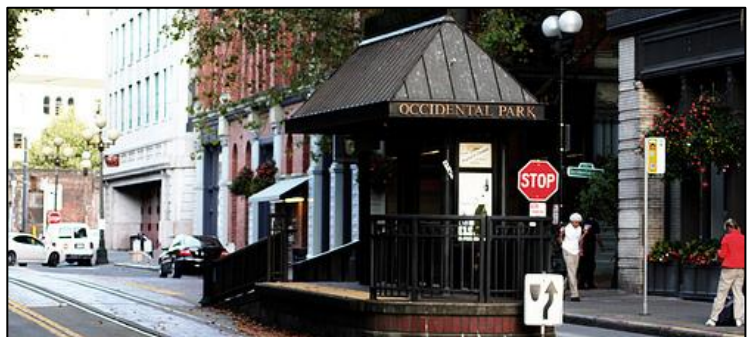
B. Research and Inventory the Businesses and Nonprofit Organizations to Understand “Who is in Pioneer Square” and Accurately Characterize the Economy

- 🕒 Identify desirable new businesses, including missing complementary businesses; develop a marketing and recruitment strategy to fill specific niches
 - Develop a system tracking business openings and closings to identify trends in activity and provide data for business outreach efforts

C. Meet with Businesses Individually and In Groups to Engage Them, Solicit Their Needs for Business Retention and Expansion

- 🕒 Reach out to the companies and institutions in Pioneer Square to obtain their support and engagement

COMMUNITY ACTIONS



2 Build the Neighborhood’s Organizational Development and Advocacy Capacity

COMMUNITY ACTIONS

A. Support Public Civility Improvement Efforts

- 🕒 Convene and support a community/city workgroup focused on public civility and the creation of adequate public facilities (e.g., public restrooms) in Pioneer Square
- 🕒 Encourage broad participation in forums for human service providers to address gaps in services, improve coordination, and encourage best practices
 - Advocate for improved standards for social service agency responsibilities regarding clients outside their buildings and in the neighborhood



B. Address Mismatched Boundaries

- 🕒 Align the mix of boundaries and overlay zones – Metropolitan Improvement District (MID), Business Improvement Area (BIA), Historic District – to create a more cohesive identity of the business district
 - Expand the BIA Boundaries to match the Historic District boundaries to improve service delivery and leverage of resources



C. Host Forums and Events to Hear Ideas and Generate Discussion in Support of Economic Development

- Meet quarterly with the stadiums to promote awareness of stadium impacts and improve the partnership with the neighborhood

D. Develop Relationships with the Nightclubs

- Participate in nightlife workgroups to encourage best practices, improved coordination and safety
- Implement a program through the MID of private security funded by club owners to support a safe and healthy nightlife

3 Focus on the District's Historic Building Assets and Enhance the Built Environment

COMMUNITY ACTIONS

A. Increase Residential Development and Density in Pioneer Square

- 🕒 Build relationships with property owners and developers; convene key partners and facilitate advancement of major development opportunities
- Advocate for specific incentives needed to create more residential space in the neighborhood
- Target smaller, infill projects in key areas needing improvement



B. Address Vacant, Dilapidated, and Underused Buildings

- 🕒 Activate storefront windows with art, fashion, history and design displays, including working with the City's Office of Arts and Cultural Affairs on this initiative
- 🕒 Engage property owners directly in efforts to improve the appearance, tenancy, and upkeep of the District
- 🕒 Develop targeted strategies for each dilapidated, neglected building in the Square
 - Identify, inventory, and map neglected buildings. Use the building inventory done for the Livable South Downtown effort as a starting point

C. Support Implementation of the Livable South Downtown Plan

D. Advocate for the Maintenance, Improvement, and Activation of Public Spaces



4 *Community Actions* Effectively Market, Brand, and Promote Pioneer Square

A. Develop a Comprehensive PR, Marketing and Branding Strategy for Pioneer Square

- 🕒 Brand Pioneer Square as a cool, artsy neighborhood and destination
- 🕒 Communicate the Square’s architecture as “one of the great historic districts in America”; create materials to illustrate the quality, scale, and value of the buildings
- 🕒 Consider partnering with organizations focused on historic preservation or architecture – Main Street Organization or Seattle Architecture Foundation
 - Build on the First Thursday Art Walk to attract more and new people to the Square
 - Promote the District’s accessibility by transit. Develop a strategy to leverage the area’s transit hubs, and attract pass-through commuters to the District’s restaurants and shops
 - Take advantage of free resources offered by the Seattle Mariners, including ads in the Mariners’ magazine, free tables in the concourse and pre-game video presentations

B. Develop a Communications Plan that Builds on the Square’s Unique Mix of Assets

- 🕒 Create and implement a media strategy; generate positive stories about the neighborhood
 - Communicate Seattle’s cultural and historical heritage, including existing venues and events, such as the Square’s specialty walks, museums, historical plaques. Utilize the expertise of the National Park Service in historic interpretive exhibits
 - Work with neighboring districts (International District, Downtown and the Waterfront) to coordinate messages and leverage resources
 - Provide information and on-site experiences to other neighborhood associations, highlighting the architecture, gallery, retail, and restaurant assets

C. Support the Trails to Treasure Program

- 🕒 Continue to support the development of a recreational and interpretative trail through Pioneer Square, celebrating Seattle’s early history






1

Support Pioneer Square's Historic Buildings and a Positive Development Environment


CITY ACTIONS

A. Facilitate Development and Adaptive Reuse Incentives

-  Enact South Downtown zoning incentives that are adequate to help increase residential density
-  Convene the development community to better understand potential incentives and barriers to residential development
-  Use the City's tools and invest in incentives to help increase residential development
 - Expedite development projects through the City's permitting process and streamline preservation board process to eliminate unnecessary red tape
 - Explore whether the current housing levy could fund improvements in the District
 - Commit to consistent enforcement of existing historic preservation guidelines

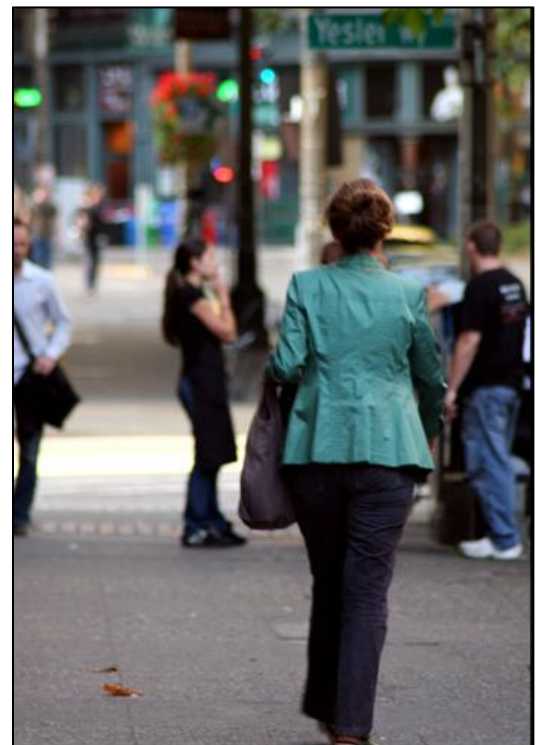


B. Address Vacant and Blighted Buildings

-  Engage property owners directly in efforts to improve the appearance, tenancy and upkeep of the District

C. Implement Supportive Building and Energy Code Provisions

- Develop performance-based energy code provisions for historic buildings, based on national models
- Investigate the New Jersey rehabilitation building code for adaptive reuse
- Evaluate the St. Louis model of matching Federal tax breaks with State tax incentives



2

City Actions

Provide Economic Development Support and Investment

A. Identify New and Emerging Clusters; Recruit Complementary Businesses

- 🕒 Support community's efforts to grow complementary business clusters, including creative and technical services

B. Align the City's Business and Economic Development Activities to Support Pioneer Square's Business Climate and Activity

- Provide staff and financial support for the strategies in this plan and assist in their implementation, including expansion of BIA Boundaries and Trails to Treasure funding



C. Support Economic Activity Data Collection Efforts

- Provide data collected by the City's Department of Executive Administration on business opening and closings in Pioneer Square

D. Experiment with Getting Information on New Businesses from the Business License Database

- Provide notice when a new business license is received, as happens now with liquor licenses

CITY ACTIONS

3 Provide Supportive Utility, Parking, and Transportation Infrastructure

City Actions

A. Ensure Effective Utility and Technology Systems

- 🕒 Take the lead in identifying and executing an investment strategy that delivers reliable broadband to Pioneer Square
 - Engage with Comcast to provide improved broadband service
 - Work with Seattle City Light to improve neighborhood lighting and troubleshoot neighborhood lighting issues. Ensure that lights that burn out are quickly repaired, and at a minimum, determine expected service response times



B. Support Transportation Improvements and Mitigation

- 🕒 Implement the streetcar line extension through Pioneer Square
- 🕒 Effectively manage and coordinate implementation of mitigation efforts around the Alaskan Way Viaduct construction and other major construction projects in the Square

C. Effectively Manage Parking Supply and Demand

- Review the quantity and location of on-street parking spaces. Identify opportunities to free up spaces for shopping and visitor use
- Manage Sunday parking to free up short-term spaces for shoppers and visitors
- Implement real-time parking availability signs

CITY ACTIONS

4 *City Actions* Ensure an Environment of Public Safety and Civility

A. Improve Public Safety Experience and Perceptions

- 🕒 Prioritize City actions and strategies to increase the perception of public safety
- 🕒 Create a taskforce to establish public restroom facilities in the neighborhood that are suitably sited and staffed
- 🕒 Establish clear policies and follow-up with strong enforcement to address open air drug markets
- 🕒 Continue to activate public space, such as Seattle Parks and Recreation's summer arts program in Occidental Park
 - Improve enforcement of noise ordinance at night, in particular between the hours of 12 a.m. and 3 a.m.
 - Conduct CPTED (Crime Prevention Through Environmental Design) in areas of greatest need to deter drug dealing and other illegal activity
 - Convene nightlife establishment to encourage best practices and improve coordination, including implementing a broader program of private security funded by club owners to support a safe and healthy nightlife Continue to support and advance the memorandum of understanding for nightclubs

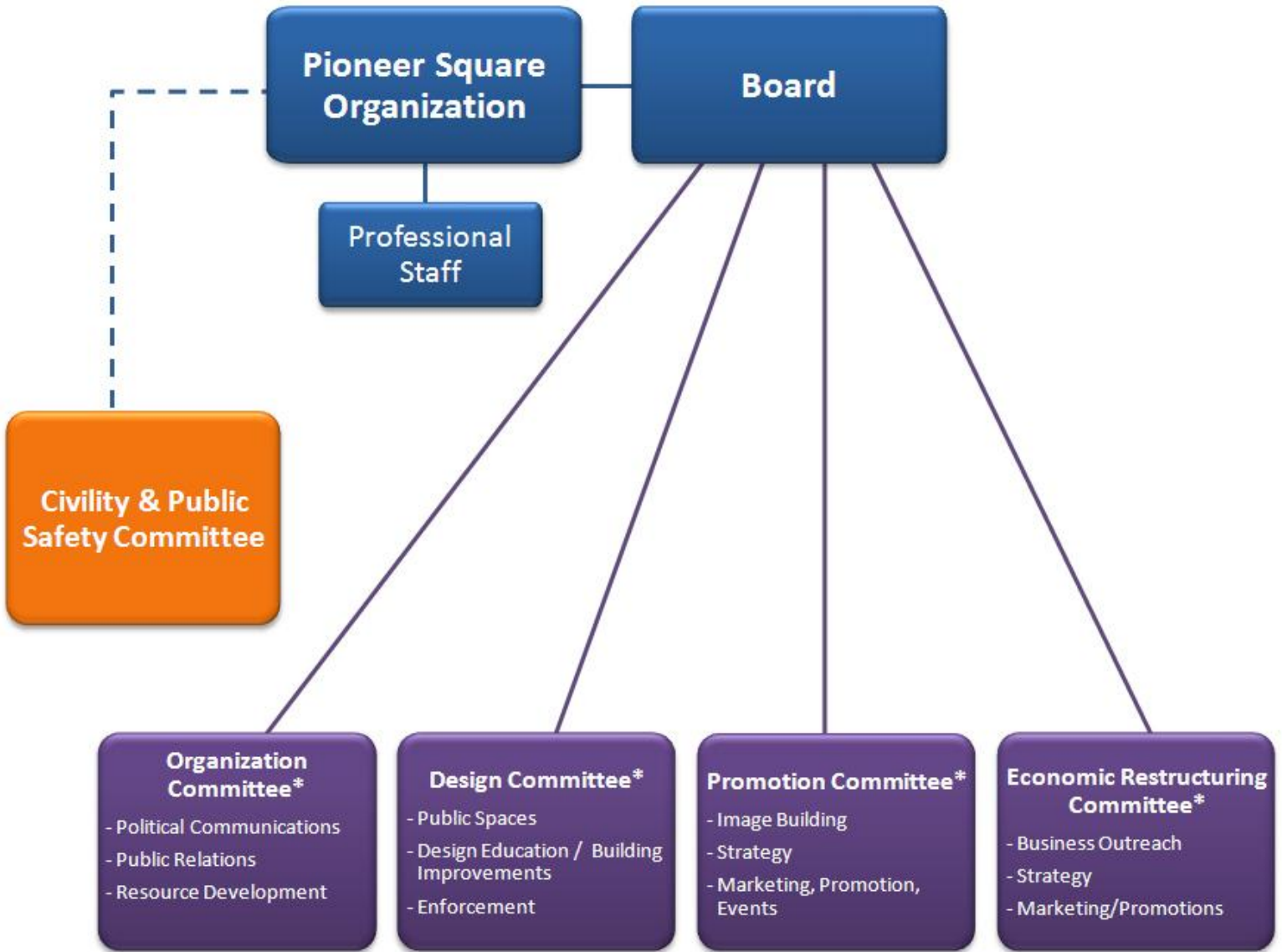
B. Improve Human Services Programs and Strategies

- 🕒 Formally establish/uphold a moratorium on funding new or expanded human services
- 🕒 Develop standards for social service agency responsibilities regarding clients outside their buildings and in the neighborhood
 - Convene the District's human service agencies and organize efforts to discuss current needs and issues, and develop a plan to address gaps in services, improve coordination, and encourage best practices (joint City/Community Strategy)



Attachment A

Pioneer Square Economic Development Organization Board and Committee Structure



*All subcommittees are chaired by a board member

Attachment B

2010 Timeline

May – June

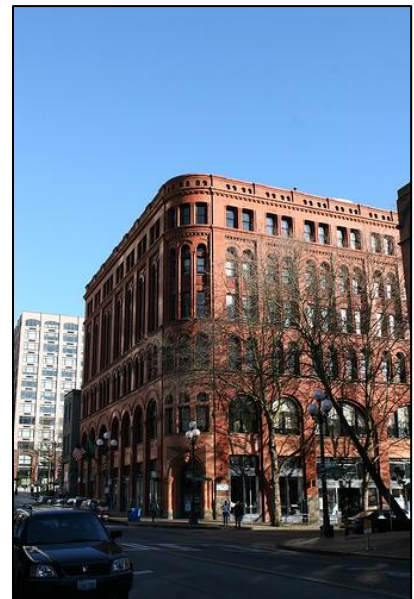
- Form a new Pioneer Square Economic Development Organization
 - Ratify new board (completed)
 - Evaluate Main Street model and membership
 - Restructure corporate documents
 - Populate and convene subcommittees
 - Discuss organizational changes and transition of the Pioneer Square Community Association with community members
 - Strategic volunteer recruitment

June - August

- Present Report to Mayor McGinn and Seattle City Council
- Provide economic development training to all interested community members on creating strong/healthy business districts
- Recruit community volunteers
- Develop workplan for Pioneer Square Economic Development Organization
- Finalize City's 2010/2011 workplan for Pioneer Square
- Reconvene Pioneer Square Revitalization Committee and community members to review workplans

September - December

- Work plan implementation
- Reconvene Pioneer Square Revitalization Committee and community to evaluate progress



Attachment C

Pioneer Square: Perceptions, Realities, Strategies

Executive Summary of Technical Assistance Visit

Donovan Rypkema, *PlaceEconomics*

December 13-16, 2009

Background

Under contract the with Office of Economic Development of the City of Seattle, Donovan Rypkema, principal of *PlaceEconomics* conducted a 4 day technical assistance visit to the commercial district of Pioneer Square in Seattle. The purpose of the visit was to assist the Office of Economic Development (OED) and the recently formed Pioneer Square Revitalization Committee. That committee was created to assist in advancing the Pioneer Square Commercial District Revitalization Initiative. The objective of that initiative is to: *identify a set of actionable strategies to address key issues around business retention and growth, retail mix, and business capacity in Pioneer Square.* The technical assistance visit and this executive summary are a part of that Initiative.

As part of this assignment the consultant:

- Reviewed information and data provided by OED staff
- Toured the Pioneer Square district at several different hours of the day
- Visited ~15 Pioneer Square businesses, conducting informal interviews with the owner and/or manager in several of them
- Conducted individual interviews with a variety of stakeholders including: business owners, property owners, real estate developers, social service providers, investors, police, Pioneer Square Community Association staff, Downtown Seattle Association staff, hospitality business managers, and others.
- Met with the Pioneer Square Revitalization Committee at the beginning of the visit
- Prepared and presented to the Pioneer Square Revitalization Committee and other interested parties a PowerPoint presentation on observations and recommendations which is included as part of this Executive Summary and identified as Attachment 1.

Additionally, the consultant had a similar assignment in December of 2002 for which a PowerPoint presentation was also prepared. That presentation is also included here as Attachment 2.

Realities and Observations

1. There is a sense among Pioneer Square stakeholders that the commercial district is suffering.
2. Declining rents, vacancies and deferral of major reinvestment projects support this premise.
3. *However* these characteristics are true of commercial districts all over America, and the primary forces creating these consequences are national in scope and beyond the ability of one city, state or region to quickly overcome them.
4. But even in its current condition, Pioneer Square is one of the great historic commercial districts in the country.
5. The quality level of the retailers in Pioneer Square is very high, and a vast majority of them are independent, locally owned businesses.
6. There seems to be an inadequate recognition by Pioneer Square stakeholders of how extraordinary this commercial district is.
7. The number and quality of great historic buildings in Pioneer Square is certainly the major defining characteristic and strength of the district. At the same time the “edginess” and concentration of locally owned businesses is also an asset. But both “edginess” and independent merchants are fragile assets. In economic downturns, many independent merchants struggle to

- simply survive. In economic boom times the “edginess” can often be lost in a wave of cash and investment from national chains who prefer a more antiseptic environment.
8. The clients of Pioneer Square social service providers (who are readily apparent in the district) are seen as a significant adverse factor on both commercial activity and more market rate residential development in the district.
 - a. There is a concentration of social service providers (and, therefore, their clients) in Pioneer Square.
 - b. Many of these service providers predate any of the existing businesses in Pioneer Square. Further, many own their own buildings and are not going elsewhere.
 - c. There seems to be a significant difference among social service providers their sense of responsibility for their clients once they leave their facilities.
 - d. The congregation of unemployed and often homeless persons in a relatively small commercial district does create a sense of uneasiness among many customer and stakeholder groups.
 - e. The criminal predators – drug dealers and others – exacerbate the sense of unsafety and frequently target the homeless and their not-infrequent addictions and physical and mental health conditions.
 - f. The reality is that people who may have a bed but neither a job nor a daytime residence have to be somewhere. And until there is a day center for them to go, they will be on the street.
 - g. While there is a role for police in addressing these issues, it is not solely a police function.
 - h. While being homeless is not a crime there should be an expectation of civility in an urban context, and many of the actions of some of the homeless far cross the civility threshold.
 - i. At the same time there is a political position among some advocacy groups that the expectation of civil and hygienic behavior is a violation of some imaginary “right”. The concept of rights without responsibilities violates the basic principles which functioning urban life requires.
 9. This concept of rights but not responsibilities is not limited to some homeless or their advocacy organizations, however. There are numerous examples in Pioneer Square of property owners leaving properties vacant, unmaintained, or suffering demolition by neglect. This is defended by the argument “It’s my property and I have the right to do with it as I will.” But this ignores the property responsibility side of the equation that recognizes that a deteriorating and vacant property is essentially stealing value from adjacent properties. The concept of property rights should not be extended to allow one property owner the right to diminish the property values of his neighbors.
 10. The Pioneer Square Community Association as lost considerable effectiveness and credibility in recent years.
 11. The Pioneer Square Community Association needs to be a comprehensive economic development organization, not just the “voice of the neighborhood” or a promotional organization. Currently it is neither staffed nor funded to serve in that role.

The Sky is Falling: Anecdote vs. what the data says

There is a widely held perception that Pioneer Square is experiencing a major economic downturn *and* that the factors leading to that downturn are variables within Pioneer Square itself. The “proof by anecdote” is exacerbated by the very unfortunate departure of long time neighborhood anchor, Eliot Bay Books and by a series of press articles where quotations rather than data were presented as “facts”.

In fact, the evidentiary story is significantly different.

As part of this assignment the consultant reviewed and analyzed the Gross Receipts data for Pioneer Square for the six year period, 2003 through 2008¹. To be clear the data covered the “Urban Village” of Pioneer Square which is somewhat larger than the Business Improvement Area for which the Pioneer Square Community Association draws much of its funding. Nevertheless, examining this data provided some noteworthy information.

- From 2003 through 2008, the US national economy, represented by the Gross Domestic Product grew 30.1%
- From 2003 through 2008, the Gross State Product of Washington grew 34.0%
- **From 2003 through 2008, the Gross Receipts of Pioneer Square grew 125.9%**

Retailing is seen as both a major economic mainstay of the Pioneer Square business mix and as a segment that has been unusually adversely affected in recent years. Retailers, particularly independently owned businesses, are certainly among the hardest hit in this recession. But on a composite level over six years, Pioneer Square retailing fared better than did retailing nationwide.

- From 2003 through 2008, retail sales in the United States grew 21.3%
- **From 2003 through 2008, retail sales in Pioneer Square grew 124.8%**

There was a perception among some stakeholders that other Seattle commercial districts were significantly outperforming Pioneer Square. Again the data tells a different story.

- From 2003 through 2008, the Gross Receipts of Chinatown/International District grew 35.1%
- From 2003 through 2008, the Gross Receipts of 12th Avenue in the Capital Hill neighborhood grew 57.2%
- **From 2003 through 2008, the Gross Receipts of Pioneer Square grew 125.9%**

Perhaps most revealing from a future planning perspective is the nature of the businesses that are in Pioneer Square. The Gross Receipts data is organized through the use of the North American Industry Classification System (NAICS). Within Pioneer Square there are in excess of 150 different business categories. As part of the analysis of the data, the consultant combined these classifications into 18 consolidated categories listed below.

Auto related/Parking
Business/Professional/Technical Services
Computer/Software/Internet related
Cultural/Artistic/Educational/Entertainment
Family and Social Services
Finance and Investment
Food and Beverage
Manufacturing
Medical/Health care/Biotechnology
Organizations/Associations

¹ In the Gross Receipts data provided by the Office of Economic Development, there was one business that constituted nearly one third of all the gross receipts. This anomaly was considered an outlier that would only distort the data and so was excluded. Had it been included the Pioneer Square picture would have been even much better statistically, but probably less accurately reflected what is actually happening in the district.

Other
 Personal Services
 Publishing/Media/Advertising/Communications
 Real Estate and Construction
 Retail
 Transient Lodging
 Travel/Transportation
 Wholesale/Storage

The Gross Receipts from each of those consolidated categories was then compared for the years 2003 and 2008. For each category was calculated the percentage of contribution of that consolidated category to the entire Gross Receipts of Pioneer Square. The results are represented in the table below.

	2003	2008
Business/Professional/Technical Services	22.2%	23.6%
Personal Services	8.0%	23.3%
Computer/Software/Internet related	13.1%	8.0%
Retail	6.0%	6.0%
Food and Beverage	5.6%	5.7%
Wholesale/Storage	3.5%	5.7%
Publishing/Media/Advertising/Communications	6.4%	4.6%
Real Estate and Construction	8.7%	4.1%
Auto related/Parking	6.1%	3.7%
Cultural/Artistic/Educational/Entertainment	6.1%	3.4%
Finance and Investment	3.4%	3.4%
Other	1.4%	3.2%
Transient Lodging	0.0%	1.4%
Manufacturing	5.3%	1.3%
Family and Social Services	2.5%	1.3%
Medical/Health care/Biotechnology	1.2%	0.8%
Organizations/Associations	0.1%	0.3%
Travel/Transportation	0.4%	0.1%

There are a number of very interesting patterns that emerge from this data:

1. While Retailing and Food and Beverage are most often viewed as the core economic activity in Pioneer Square, the two together only constitute around 12% of the gross receipts, a share largely unchanged from 2003. This means that 88% of the gross receipts in Pioneer Square were neither retailing or food and beverage.
2. There has been a huge growth in the category of Personal Services. This includes such things as beauty salons and barbershops, but also tattoo parlors and health clubs. Not only did the gross receipts in that category grow significantly in the six years but also did the number of businesses which increased from 67 in 2003 to 113 in 2008.

- The largest share of gross receipts comes from the business, professional and technical services category. This included such activities as attorneys’ offices, architects, accountants, and consultants.

This is exceedingly good news for the long term economic development in Pioneer Square. First, these are areas of economic activity that are growing nationally (as opposed, for example, manufacturing which is shrinking). Second, when combined with other categories represented (Medical, Computers, Publishing, Cultural, Medical et al) nearly half of the gross receipts in Pioneer Square are from “Knowledge Worker” or “Creative Class” activities. While definitions in the field vary, these are the types of activities that are on the top of the priority list for most economic development recruiters.

There is a downside, however. Many of the workers in these industries are largely “locationally indifferent” – that is they can do their work from virtually anywhere. They choose to live and work based not on where the port or mine or factory is, but based on the qualitative factors of their urban environment. The fact they currently choose to be in Pioneer Square is certainly a positive factor. But they are also able to move when a commercial district no longer fits their quality of life criteria. It is paramount, then, that the needs, interests and inputs of these groups be incorporated into the overall Pioneer Square strategies as soon as possible.

Comprehensive Economic Development

Commercial revitalization is about increasing *value* – value to property owners, value to business owners, value to the city, value to customers, value to residents, value to the city at large. But *value* is affected by what are known as the *Forces of Value* – Social, Economic, Political, and Physical. If the goal is to increase value, then all of the Forces of Value must be brought into play for a comprehensive approach.

Thinking of strategies in this framework also may be a useful approach to identifying priorities, responsibilities, and partners, and to set those priorities in a time frame. A skeletal way to do that is represented in the table below.

	Social	Economic	Political	Physical
Short Term (next 12 months)	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s) 	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s) 	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s) 	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s)
Intermediate (1-4 years)	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s) 	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s) 	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s) 	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s)
Long Term (4-10 years)	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s) 	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s) 	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s) 	<ul style="list-style-type: none"> •Priorities •Responsibilities •Partner(s)

Recommendations

In the PowerPoint that is appended to this Executive Summary are a series of recommendations sorted by Social/Economic/Political/Physical and by time frame (short term, intermediate, long term). The very brief nature of this assignment necessarily means that these recommendations are extremely limited, and certainly not exhaustive.

More than that – these recommendations are meant by the consultant to be the starting point for the Pioneer Square Revitalization Committee, the Pioneer Square Community Association, and the Office of Economic Development. It is far less important that these particular recommendations are taken, than that some set of priorities, responsibilities and time frames be adopted.

But if the consultant were to list what he sees at the top priority actions they would be these:

1. Establish an entity that is a comprehensive economic development organization. This could be a new organization, a reconstituted Pioneer Square Community Association, or a subset of another organization.
2. Systematically assemble and evaluate reliable economic data for the Pioneer Square for the last 5 to 8 years.
3. Create and then implement a communications strategy targeting both Pioneer Square stakeholders and the larger Seattle community regarding the organization and its role and the economic facts (as opposed to anecdotes) of the Pioneer Square economy.
4. Actively recruit and involve the growth sector business segments in Pioneer Square beyond retailing and food and beverage.
5. Incorporate these and other priorities into a comprehensive strategy for Pioneer Square.

Conclusions

Far from being a commercial district in its last gasp, Pioneer Square is a commercial district of both relative economic health and extraordinary economic opportunity. The physical fabric of the neighborhood, the considerable but largely invisible growth of knowledge based businesses, and the proximity to both Seattle and international markets that the district provides would be envied by almost any other commercial district in the country.

But those opportunities will be foregone if stakeholders in Pioneer Square don't approach economic development comprehensively, continue to make decisions based on anecdote rather than data, and fail to include and capture the currently untapped human and financial resources that could be available.

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