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A Strategic Plan for Seattle's University District

U District Livability Partnership

January 2013

Acknowledgments

This University District Strategic Plan is the product of many months of work by a remarkable collection of public, private, and community partners. Together, we offer this plan to the community as a road map toward a possible future. Everyone listed here deserves credit for this plan and is accountable for making it happen.

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A Strategic Plan for Seattle's University District

Vision:

A vibrant and innovative district of entrepreneurs, major employers, talented workers, and diverse residents.

Strategic Initiatives:

Organization
Convene strategic partnerships of effective leaders and disparate voices.

Economics
Attract entrepreneurs, employers, workers and a variety of residents.

Marketing
Brand the U District as creative, eclectic, and ideal for investment.

Clean + Safe
Cultivate a friendly, inviting, clean, and safe community for all.

Urban Design
Create a great setting for a diversity of people and activities.

5 Transformative Projects:

1. **Leadership Organization** – A sustainable leadership organization to guide the U District.
2. **Alleyways** - A "European-style" network of pleasant and bustling alleyways.
3. **Urban Design** – A clear vision to guide legislation, development, and public space.
4. **U District Station** – A coming light rail station at 43rd & Brooklyn as a catalyst for change.
5. **Community Services** – A network to coordinate and strengthen community services.

Key Partnerships:

City • University • Businesses • Residents • Services • Congregations

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Introduction

U District Livability Partnership

A Guide to This Document and Additional Resources

The U District Livability Partnership has several components. Summaries of these efforts and more information are available as follows:

Executive Summary

Pages 7-11 summarize the U District's vision, initiatives, transformative projects, principles, goals, strategies, and key partnerships.

U District Context

An overview of the U District today appears on pages 12-13. This includes a brief history of the district, previous planning efforts, and key characteristics. Additional information about the U District is available in an Existing Conditions Report, which is available at *www.seattle.gov/dpd/Planning/University_District*.

Project + Process

Pages 14-15 provide an overview of the U District Livability Partnership's companion projects and an outline of the process leading up to this plan.

U District Next: A Community Conversation

A community-sponsored series of three events drew on the knowledge, values, and good ideas of the community to invigorate discussion. These conversations are described on pages 16-17 and at *www.udnext.com*.

Initiatives, Principles, Goals + Strategies

Beginning on Page 19, the initiatives, principles, goals, and strategies that form this plan are described in detail. Groups working on implementation have action plans and additional information available at *www.udistrictlivabilitypartnerhsip.org*.

5 Transformative Projects

Descriptions of this plan's transformative projects (Leadership; Alleyways; Urban Design; U District Station; and Community Services) appear on pages 39-41.

Appendix: 2013 Action Plan

Priority tasks for 2013, along with funding and expected outcomes are shown as an appendix on pages 43-45.

Executive Summary

Vision + Strategic Initiatives

Vibrant • Innovative • Diverse

The U District Livability Partnership is a strategic initiative to encourage investment in a vibrant, innovative, and diverse community.

Beginning in 2011 and gaining full speed in 2012, the Partnership has four parts:

- Strategic Plan,
- Urban Design Framework,
- U District Next: A Community Conversation, and
- Long-term Partnerships.

This Strategic Plan forms the foundation for the most important legacy of this effort: building successful working relationships between the community, the university, and the city — planning for change now and working together toward the betterment of the U District community in the decades ahead.

A vibrant and innovative district of entrepreneurs, major employers, talented workers, and diverse residents.

The U District Livability Partnership's vision is to sustain a vibrant and innovative district of entrepreneurs, major employers, talented workers, and diverse residents. Strategic partnerships of effective leaders and disparate voices will build on the district's creative and eclectic character and draw on the University of Washington's world-class presence to achieve this vision.

This plan is organized into five strategic initiatives, each with principles, goals, strategies, and opportunities for partnership. The five initiatives are:

Organization:

Convene strategic partnerships of effective leaders and disparate voices.

Economics:

Attract and retain entrepreneurs, employers, workers, and a variety of residents.

Marketing:

Brand the U District as creative, eclectic, and ideal for investment.

Clean + Safe:

Cultivate a friendly, inviting, clean, and safe community for all.

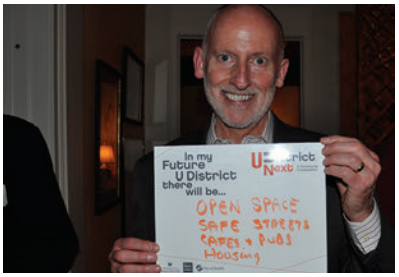
Urban Design:

Create a great setting for a diversity of people and activities.

Principles

Organization

- Encourage community involvement and consensus.
- Provide strong leadership with a broad focus.
- Build an organization for leadership, implementation, and business support.
- Sustain distinct staffing for executive leadership and event management.



Economics

- Attract businesses and major employers.
- Promote a healthy retail mix on The Ave (University Way NE).
- Provide business assistance, financing, peer learning, and growth opportunities.

Marketing

- Provide strategic branding and communications.
- Promote unique local businesses as the strength of the district.
- Provide small business assistance.
- Encourage UW / private enterprise partnerships.
- Promote the district as an arts & entertainment center.
- Emphasize the district's 24/7 accessibility as a major transportation hub.

Clean + Safe

- Identify and mitigate crime and disorder hotspots.
- Focus on public right-of-way design, maintenance and use.
- Create a safe environment for young adults.
- Strengthen law enforcement and educational partnerships.
- Convene a network to coordinate and strengthen community services.

Urban Design

- Provide a clear vision for development.
- Nurture and grow businesses, jobs and services.
- Welcome a diversity of residents and housing.
- Provide a network of vibrant streets and public spaces.
- Encourage transportation choices.
- Recognize light rail as a catalyst for change.
- Build an environmentally and economically sustainable neighborhood.
- Improve connections between UW and adjacent neighborhoods.

5 Transformative Projects

1. A sustainable leadership organization

Establish, fund, and staff a public-private organization to provide catalytic leadership and shape the U District now and in the future. — Everyone agrees that the U District needs strong leadership and that the process leading to this plan is an outstanding foundation for an organization to carry its objectives forward. The Chamber, the City, the University and many community partners are committed to making this happen in 2013.

2. A "European-style" network of pleasant and bustling alleyways

Plan, design, fund, and implement a series activities to enliven the district's alleyways, including clean-up, programming, physical improvements, and business opportunities. — All working groups identified alleyway activation and development as an early implementation opportunity. The City is funding planning and design work, the University is providing professional resources, and adjacent property and business owners, and service organizations are also engaged.

3. A clear vision to guide legislation, development, and public space

Follow-up the City's Urban Design Framework with environmental analysis and legislation to encourage development that supports the U District's vision. — The City's Department of Planning & Development (DPD) is working on a multi-year effort to consider strategies for future urban design and development. The Urban Design Framework is an independent project of the City of Seattle, with final decisions that will be made by the Seattle Mayor and the City Council.

4. The coming U District Station as a catalyst for change

Capitalize on construction of light rail to the district with the new station to encourage public and private development, and other economic opportunities. — Construction of the new station will present the district with many years of disruption, but will also provide a foundation for many possibilities. A task force will be formed to coordinate the U District's response to this opportunity.

5. A network to coordinate and strengthen community services

Convene a network of service providers, funders, and other key stakeholders to coordinate and strengthen community services in the U District. — The strategic planning process identified the need for this network of community services, including youth and young adult services, services for residents of all ages, services for the disabled, and affordable space for these services to locate.

Goals + Strategies

Organization

Convene strategic partnerships of effective leaders and disparate voices.

1. Collaboration
   - Key partnerships
   - Collaborative philosophy
2. Policy & Advocacy
   - District agenda
   - Collaborative focus
3. Leadership Development
   - Broad-based steering committee
   - Leadership / board of directors
   - Executive staffing
   - Community convener
4. Organizational Sustainability
   - Organizational entity
   - On-going organizational funding
   - Organizational stability
   - Signature events / chamber

Economics

Attract and retain entrepreneurs, employers, workers, and a variety of residents.

1. Business Attraction
   - Office / employment analysis
   - Business attraction packet
   - Business Incubation
   - University district comparisons
2. Retail
   - Retail Market Analysis
   - Property inventory
   - Business development materials
3. Business Recruitment
   - Real property collaboration
   - Conceptual designs
   - Employer recruitment

Marketing

Brand the U District as creative, eclectic, and ideal for investment.

1. Branding Program
   - Branding strategy
   - Branding materials
   - On-going branding activities
2. Business Development
   - Speakers series
   - Preferred contractors list
   - Storefront "drop-in center"
   - Technical assistance resources
   - UW resources
   - Business outreach
   - SBA assistance
   - On-line FAQ
   - On-line resources
3. Competitive Advantage
   - Cultivate / market vibrant nightlife
   - Market transportation hub

Clean + Safe

Cultivate a friendly, inviting, clean, and safe community for all.

1. Hotspots
   - Alcohol and drugs
   - Public space guardianship
   - Community safety survey
   - City advocacy
2. Public Rights-of-Way
   - Streetscapes
   - Design for crime prevention
   - Lively street activity
3. Young Adults
   - Young adult employment
   - Social services
4. Partnerships
   - UWPD
   - Collaboration
   - Safety education
   - Community services collaboration

Urban Design

Create a great setting for a diversity of people and activities.

1. Urban Form
   - Standards & guidelines
   - Diversity of building forms
   - Height & density
   - Innovation district
   - Incentive zoning
   - Financial feasibility & flexibility
2. Public Space Network
   - Safe, beautiful streets
   - Station area public realm
   - Concept designs
   - Waterfront park
   - Recreation facilities
   - Accessibility
   - Landscaping
3. Housing
   - Choices
   - Affordability
   - Community development
   - Code enforcement
   - Zoning
4. Mobility
   - Pedestrian and bicycle network
   - Transit agency coordination
   - Traffic and parking

Key Partnerships

U District Livability Partnership

The U District Livability Partnership is fundamentally about partnerships among many organizations and individuals working together for mutual benefit. The following is a partial overview of key partner organizations in this effort.

Leadership

- University of Washington (UW)
- City of Seattle (City)
- Greater University Chamber of Commerce (Chamber)
- U District Residents / Businesses / Social Services / Congregations

City Departments

- Office of Economic Development (OED)
- Department of Planning and Development (DPD)
- Department of Neighborhoods (DON)
- Seattle Police Department (SPD)
- Department of Transportation (SDOT)

University Departments

- Office of Planning & Budgeting
- Office of Regional & Community Relations

Other Engaged Organizations

Businesses

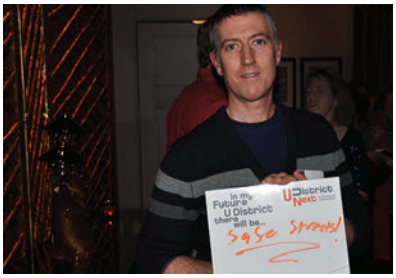
- Seattle Children's Hospital
- Clovecrest Real Estate
- Cohanim Properties
- Fish To Water
- Hotel DECA
- Jet City Improv
- Lucid Lounge
- Neptune Theater
- Shiga's Imports
- Shultzy's Sausage
- Soules Properties
- University District Parking Associates (UDPA)
- University Book Store
- University Volkswagen Audi
- Wells Fargo Bank

Community Groups

- Conversation on Homelessness
- Roosevelt Neighbors Alliance
- ROOTS Young Adult Shelter
- Street Youth Ministries
- University Park Community Club
- University District Business Improvement Area (UDBIA)
- University Heights Community Center (UHCC)
- University Neighborhood Farmers Market

Others

- Associated Students of UW
- University Congregational Church
- University Lutheran
- UW Business & Economic Development Center



U District Context

Overview

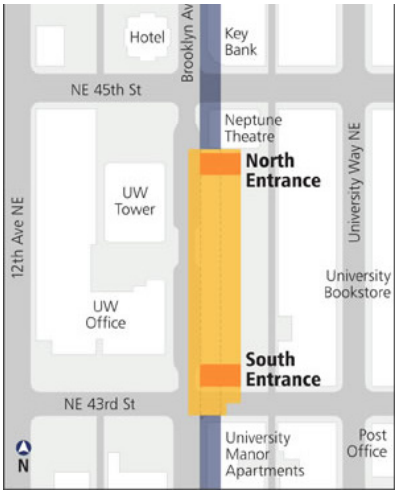
For purposes of the U District Livability Partnership's interconnected projects, the district is loosely defined as the area from Interstate–5 to 15th Avenue NE and from Ravenna Boulevard to Portage Bay, with the definition, character, and permeability of each of these edges very much a part of our work. Especially important are connections with the University to the east and across the freeway to the west, as well as our relationship to the water at the south and the neighborhoods to the north. At the same time, much of our work is focused on promoting growth and development within a few blocks of Sound Transit's coming U District Station at NE 43rd St. & Brooklyn Ave. NE, as well as along and adjacent to "The Ave" (University Way NE).

The U District is a unique, thriving neighborhood. In addition to the hustle and bustle of the Ave, 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, many of whom are students. The U District neighborhood is known for its year-round farmers market and annual Street Fair, and features many agencies and churches that serve a diversity of social needs. (*Urban Design Framework Existing Conditions* report, Seattle Department of Planning & Development)

The U District is also changing. Several new developments are under construction or planned, and there are new investments in University properties as well as new parks and open spaces. Importantly, construction of the light rail station is beginning at NE 43rd Street and Brooklyn Avenue NE, to be in operation by 2021. Growth in population, households, families, and owner-occupancy are expected to exceed the state and national averages over the next five years. A key component of the University District Livability Partnership is to make the area more attractive to entrepreneurs, employers, and residents who are engaged in innovative and well-paying enterprises that take advantage of the University's presence and will diversify and stimulate the neighborhood's economic base..

The map below shows the project area from Interstate–5 to 15th Avenue NE and from Ravenna Boulevard to Portage Bay. The future light rail station at 43rd and Brooklyn is also shown; streets within a short walk of the station are highlighted. (Seattle Dept. of Planning & Devel., 2012).

Timely Opportunities



U District Station will be located along Brooklyn Avenue NE between University Manor Apartments on NE 43rd Street and the Neptune Theatre on NE 45th Street. This station will serve the residential community, the business district, and the north campus. (Sound Transit, 2013).

Light Rail & U District Station

Sound Transit will soon begin construction on a new U District Station, with plans for it to be open by 2021. This means many years of disruption to traffic and circulation patterns, as well as great opportunities to capitalize on the expected 12,300 daily boardings through the U District Station.

Urban Design Framework

Between now and the 2021 opening of the U District Station at the corner of Brooklyn and 43rd Street, the City will be revising Comprehensive Plan policies, zoning regulations, and design guidelines for the U District. The City will also be investing in new parks and infrastructure in the neighborhood, developing concept plans for key streets, and coordinating transportation systems. Before embarking on these various efforts, the City intends for the U District Urban Design Framework to establish a clear and holistic plan.

The UW and Tomorrow's University Today

In October 2012, UW President Michael K. Young announced a new initiative aimed at advancing the University's teaching, research and service to meet the major challenges of the 21st century. The initiative, called "Tomorrow's University Today," focuses on three key areas: leading change in public higher education; addressing critical societal problems such as sustainability, healthcare and K-12 education; and spurring economic growth. As part of this initiative, the University will continue to create new opportunities for entrepreneurship by stimulating public/private partnerships; creating on-campus incubator space for new companies; supporting the innovative nature of students, and in a University venture fund to propel ideas out of labs and into the economy where they will create jobs and improve lives. Over the next few years, the University plans to double the number of new companies spun out by the UW.

This vision of doubling the number of new companies with UW beginnings offers a great opportunity for the U District planning efforts, including space for new businesses that will, in turn, help build the District's innovative economy.

Participants want to encourage a mix of uses and building types within walking distance of the U District Station. (DPD, 2013).

Project + Process

Overview

U District Livability Partnership

The U District Livability Partnership is a Strategic Initiative to encourage investment for a vibrant, walkable U District Community. The Partnership has four components: this Strategic Plan, an Urban Design Framework, U District Next: A Community Conversation, and Long-term Partnerships.

Strategic Plan

This Strategic Plan identifies short- and long-term actions to promote a unique and vital commercial district that will adapt to change over time. The plan on the following pages builds on the work of a broadly representative Steering Committee and five active working groups, as well as the companion Urban Design Framework and U District Next: A Community Conversation. The working groups include: Organization & Leadership Capacity; Clean + Safe; Marketing & Promotions; Future Development & Urban Design; and Retail & Business Development.

This plan forms the foundation of the most important element of the U District Livability Partnership: Long-term Partnerships & Leadership Capacity — building successful working relationships between the community, the university, and the city to plan for change now and work together for the betterment of the U District community.

Companion Projects

Urban Design Framework: Recommend and review strategies to integrate future elements of urban design and development.

U District Next: A Community Conversation: A community-sponsored series of three events, in late 2012 and early 2013, drawing on the knowledge, values, and good ideas of the community and invigorating discussion regarding the possibilities for the U District's future.

Long-term Partnerships & Leadership Capacity: Building successful working relationships between the community, the University, and the City to plan for change now, as well as the on-going betterment of the U District in the future.

Companion Projects

Timeline

Project Organization

Project Outcomes & Roles

Strategic Plan

Key outcome: This Strategic Plan identifies initiatives to enhance the U District, including organization, economics, marketing, clean + safe, and urban design.

Partners. The Seattle Office of Economic Development provided funding for process facilitation and local organizational capacity. The Greater University Chamber of Commerce provided organizational support and fiscal management. BDS – Planning & Urban Design was the consultant for facilitation, project management, and product development. The City (Economic Development, Planning & Development, Police, Neighborhoods) provided staffing support for the Working Groups. A broad-based Stakeholder Steering Committee provided guidance to the project and ensured that community voices were heard.

Urban Design Framework

Key outcomes: Urban design, zoning and land use recommendations. Guidance for the U District as a walkable, transit-friendly neighborhood that will integrate well-designed buildings, public spaces, and environmental benefits. Focus on areas within a ten-minute walk of the planned Sound Transit Light Rail Station.

Partners. The Seattle Department of Planning and Development is working with stakeholders to identify features of neighborhood development. DPD is responsible for developing recommendations for consideration by the Mayor and City Council, as well as conducting environmental review and outreach to the broader community on land use, zoning and the range of urban design issues.

U District Next: A Community Conversation

Key outcomes: A shared sense of possibilities, vision and values for the U District. U District Next: A Community Conversation drew on the knowledge, values, and good ideas of the community in order to invigorate the discussion regarding possibilities for the U District's future.

Partners. The University of Washington worked with the Leadership Group and Steering Committee to bring forward these conversations.

Long–Term Partnerships & Implementation

Key outcomes: A Leadership Group representing the Chamber of Commerce, University, City, businesses, residents, and community services is building long-term leadership capacity in the District to implement these plans to create long-term working relationships for many years to come. This includes funding for on-going leadership, as well as infrastructure and other improvements.

U District Next: A Community Conversation

Overview

As a key component of the U District Livability Partnership (UDLP), U District Next: A Community Conversation was intended to:

- Develop a shared sense of possibilities, visions and values for the U District's future among community stakeholders
- Share local and national models, information, and perspectives on key issues and opportunities
- Inform planning efforts through an inclusive and collaborative process

Focused around a series of three large public events and supporting engagement activities, the community conversation has been a forum for the public to share perspectives, explore new ideas, help identify and cultivate a shared sense of possibilities, and to develop a cohesive vision for the U District's future.

Each of three large public events provided the opportunity for participants to listen to local and national models as well as engage in a lively discussion about that evening's topic. The events kicked off with a video highlighting the UDLP effort and summarizing the conversation that had been held. Following the video, guest speakers addressed the evening's topic, followed by round table community discussions. Approximately 100 people attended each event.

In Transition

The first of three large public events, In Transition, was held on October 25, 2012 at the Hotel Deca and focused on the question "What is the future of the U District as it experiences change, including the arrival of Link light rail?". Featured key note speaker David Dixon, FAIA with Goody Clancy presented different planning outcomes from national examples. Additional speakers included Stephen Antupit with Fish to Water, on Quality of Life in the U District; Mark Hinshaw, FAIA with LMN Architects on Urban Design Quality; Doris Koo with Enterprise Community Partners, on Achieving Housing Diversity; and Leslie Miller with Girl Friday Productions, on Planning Transit Communities.

Through Eco-Eco

The second event, Through Eco-Eco, was held on December 6, 2012, at the Neptune Theatre and focused on the following question: How could the U District be more economically and ecologically sustainable?

The keynote speaker, local developer Liz Dunn of Dunn + Hobbes discussed place-based development strategies. Other guest speakers Alex Alben and Bert Gregory provided "Quick Takes" on topics including development of an innovation strategy for the U District, and community-wide sustainability.

With Partnerships

The third and final event, With Partnerships, was held on January 31, 2013, at UW's Alder Commons. The event highlighted the UDLP's Strategic Plan, an example of community – university partnerships at Ohio State, and discussion of strategies for moving forward together.

Guest speakers included Margaret O'Mara, UW Associate Professor; Terry Foegler, Past President of Campus Partners; and Kristine Cunningham, Executive Director, ROOTS Young Adult Shelter. Opening remarks were provided by UW President Michael Young, City of Seattle Mayor Mike McGinn, and Council Member Richard Conlin.

Ongoing Outreach Activities

Throughout U District Next: A Community Conversation, ongoing outreach activities have been designed to generate excitement about the conversation and engage a broad range of community stakeholders through an informative project website, photo journal, on-line survey, and social media outlets, such as Facebook and Twitter. Through these efforts, more than 15,000 people have successfully been reached including more than 100 "likes" on Facebook and numerous twitter followers. In addition to these activities, the community was invited to attend a Kickoff Happy Hour at a local venue, Lucid Lounge, and to participate in a walking tour of the U District hosted by Feet First.

The ideas and feedback gathered through U District Next: A Community Conversation will complement and support other UDLP initiatives, including the Strategic Plan and the Urban Design Framework. Similarly, the UDLP's U District Long Term Partnerships effort will be able to build upon the interests, ideas and relationships with key community stakeholders developed through U District Next: A Community Conversation efforts.

Organizational Initiative

Convene Strategic Partnerships of Effective Champions and Disparate Voices

Approach

The most important element of this plan is building long-term partnerships and leadership capacity. Establishing sustainable working relationships between the community, the university, and the city requires a robust effort at defining, building support for, and launching an organization that can be a strong champion, convener, and partner for the District. We have already gathered a remarkable collection of people and built powerful consensus on what we are trying to accomplish. Now, we need to formalize the organization that will utilize all this talent as a catalyst to achieve our vision.

Lead: Leadership Group.

Principles

At this point, there is widespread consensus that:

1. Continue to encourage extensive community involvement and consensus.
2. Provide strong leadership with a broad focus. This process is an outstanding foundation for that leadership.
3. Build an organization for leadership, implementation and business support.
4. Sustain two staff leadership roles: a top-notch event manager, promoter, and marketer, as well as an effective executive advocate, political mover, and integrator of disparate interests.

Goal 1: Collaboration

Build on the University's world-class presence to forge effective public-private partnerships toward the District's long-term livability and prosperity.

Strategy 1A: Key Partnerships

The University of Washington's world-class presence gives the U District its identity and is the foundation for its future. At the same time, the University's substantial influence permeates every aspect of the District. The key to U District success is to actively engage with the University and utilize its resources without being overwhelmed by them. As such, the University should be consistently partnered with other public agencies, as well as nonprofit and private interests.

Strategy 1B: Collaborative Philosophy

The U District Livability Partnership is founded on the notion that the University must be engaged in everything related to the District, but should seldom act alone. The Partnership's agendas related to economics, marketing, design, and clean + safe are each fundamental to the University's interests, but also require effective public, private, and nonprofit partners.

Goal 2: Policy and Advocacy

Develop a culture of collaborative policy development and focused advocacy for the U District among its diverse public, private, and nonprofit stakeholders.

Strategy 2A: District Agenda

Establish a common policy and advocacy agenda for the U District that identifies those issues that are of common interest to the Partnership's key collaborators. Develop this agenda in close communication with these collaborators and work to keep the agenda fresh, current, and well understood in the District.

Strategy 2B: Collaborative Focus

The cornerstone of the Partnership's policy and advocacy agenda is collaboration. By definition, this collaboration includes the University, as well as closely involved public, private, and nonprofit actors. At the same time, the Partnership's policy and advocacy collaboration must be focused on a limited number of high-priority objectives in order to avoid getting bogged down with too many issues.

Goal 3: Leadership Development

Build a powerful and sustainable network of diverse community voices, effective core leadership, and staff support.

Strategy 3A: Broad-based Steering Committee

Establish an on-going role and sustainable schedule for the Steering Committee. The Steering Committee will continue to be the Partnership's interface with the neighborhood's major stakeholders, including the University, property owners, businesses, residents, community organizations, and public agencies.

Continue to engage all of the organizations that are active already and add more as opportunities emerge. The Strategic Plan Steering Committee already includes representatives from Conversation on Homelessness, Associated Students of UW, Lucid, City Lab 7, University Heights Community Center, University Park Community Club, University of Washington, Jet City Improv, Hotel Deca, Cohanim Properties, University Lutheran, University Volkswagen Audi, Wells Fargo Bank, Shiga Properties, University Congregational Church, Children's Hospital, UW BEDC, University Neighborhood Farmers Market, Goodman Real Estate, and Roosevelt Neighbors Alliance. Many members of the Steering Committee are U District residents and active community volunteers as well.

Strategy 3B: Leadership / Board of Directors

Using the existing Leadership Group as its foundation, establish a board of directors that is charged with building successful working relationships between the community, the university, and the city to plan for change now, and to work together for the betterment of the U District community in the coming years. Develop a charter for this group that includes guidelines for size and composition, authority and responsibilities, qualifications for membership, and operating procedures.

Strategy 3C: Executive Staffing

Establish sustainable funding, define responsibilities for, and hire a staff executive to guide the U District Livability Partnership into the future. In 2013, a consultant project manager will facilitate the Leadership Group, coordinate the individual projects of each Working Group, and — most importantly — facilitate the realization, funding, and staffing of a broadly effective leadership organization to guide this initiative in the years ahead.

Strategy 3D: Community Convener

The U District Livability Partnership will leverage its broad-based and effective leadership to convene the U District community to consider issues that are important to its vibrancy, innovation, and diversity. This role as convener includes the issues that are central to this Strategic Plan, as well as other community development issues that would benefit from the Partnership's leadership and collaborative focus but did not rise to the forefront during the planning process. One immediate issue that will benefit from this convening role is community services, including youth and young adult services; services for residents of all ages; services for the disabled; and affordable space for these services to locate.

Goal 4: Organizational Sustainability

Establish and fund a sustainable leadership organization to continue the work of the U District Livability Partnership over time.

Strategy 4A: Organizational Entity

Establish a nonprofit organization to provide effective and collaborative leadership for the U District (or re-purpose an existing organization to these ends). This organization must be both an effective champion and a convener of diverse voices. It should be representative of the District's important public, private, and nonprofit constituencies. It should become a major driver of business health and development.

Strategy 4B: Ongoing Organizational Funding

Secure sustainable funding for this leadership organization primarily through local sources with long-term interests in the District. Consider alternative precedents from other districts with similar characteristics, design a preferred alternative, and secure commitments from funders. Precedent examples include Campus Partners in Columbus, Ohio, and others. Sustainable funding strategies include Business Improvement Areas and others.

Strategy 4C: Organizational Stability

Establish bylaws, operating procedures, branding, collateral materials, and other policies and information to launch the leadership organization on a solid and stable footing. This includes establishing sustainable commitments from key public and private partners for funding, active participation, and public support.

Strategy 4D: Signature Events / Chamber

Continue to support the Greater University Chamber of Commerce in its efforts to market the business district through signature events and retail promotions. Consider the Chamber's relationship to the leadership organization.

Attract and Retain Entrepreneurs, Employers, Workers, and a Variety of Residents

Approach

Create a vibrant and attractive business district where a mix of startup tech companies can be incubated, and small independent business owners can flourish. Elements include business attraction, retail and small business growth, alley activation, and business development. Do this through market research, real estate and business inventories, catalytic development opportunities, and business education.

Lead: Economic Development Committee.

Principles

Investments in the U District's economic development should:

1. Attract businesses and major employers that support business mix goals with a specific focus on innovative companies, entrepreneurs, and start-ups.
2. Promote a healthy business and retail mix on University Ave that encourages more diverse business uses.
3. Provide access to ongoing technical assistance, financing, peer learning, and growth opportunities for U District businesses.
4. Ensure that business organizations in the U District successfully support all the needs of the business and business district and steward growth, development and attraction opportunities.

Goal 1: Business Attraction

Attract Businesses, Major Institutions, and Employers that support current business mix goals with a specific focus on innovative companies, entrepreneurs, and start-ups.

Strategy 1A: Office/Employment Analysis

Conduct commercial office analysis to better understand current market and opportunities for growth. Study should have a specific lens on opportunities for innovative companies to locate on and off the Ave. (Economic Development Group, UW, UDPA, UDLP, OED)

Strategy 1B: Business Attraction Packet

Develop a business attraction packet in close cooperation with the University of Washington. The Packet should be based on the commercial, housing, retail, and market data compiled through the studies indicated above and should promote a specific UD Brand. There is a preference for technology firms and start-ups as well as for leveraging business opportunities associated with UW research and innovation. (UW, UDLP, Economic Development Group, OED)

Strategy 1C: Business Incubation

Identify opportunities for business incubation on and off the Ave. This effort should focus on entrepreneurs and venture capitalists who are closely associated with, or being developed by, the UW. Prioritize integration with the Center for Commercialization and property owners with current vacancies. (UW, UDLP, Economic Development Group, OED)

Strategy 1D: University District Comparisons

Conduct further research and analysis in partnership with the University of Washington to determine how other business districts near universities have successfully attracted businesses and employers. (Economic Development Group, UDLP, and UW)

Goal 2: Retail

Promote a healthy retail mix on The Ave that encourages more diverse business uses.

Strategy 2A: Retail Market Analysis

Conduct retail analysis of current business mix and identify gaps in service. Use analysis to inform the following business segment strategies on University Avenue:

- Student-tailored Mix – NE 40th St to NE 43rd St
- Cultural/Retail Mix – NE 43rd St to NE 50th St
- Fine Dining – NE 50th St to NE Ravenna Blvd

(Economic Development Group, University of Washington, UDPA, UDLP, OED).

Strategy 2B: Property Inventory

Compile list of vacancies on the Ave and establish detailed list of building stock to better understand opportunities for facade improvements and developments. (Economic Development Group, UDLP)

Strategy 2C: Business Development Materials

Compile business and property data and connect with business owners to improve relationships and understand their clientele and needs. (Economic Development Group, Chamber of Commerce)

Goal 3: Business Recruitment

Promote the benefits of locating a business, living, and working in the U District

Strategy 4A: Real Property Collaboration

Form a Public/Private/Academic collaboration to identify real property of shared interest. (Economic Development Group)

Strategy 4B: Conceptual Designs

Jointly produce conceptual plans, drawings, or models reflecting possible buildings to encourage employer tenanting. (Economic Development Group)

Strategy 4C: Employer Recruitment

Encourage employers of common interest to relocate in the U District. (Economic Development Group)

Marketing Initiative

Brand the U District as creative, eclectic, and ideal for investment

Approach

Achieving the U District's vision for innovative entrepreneurs, major employers, and diverse residents requires positioning the District in the minds of potential investors as an ideal place for these activities. This means a strategic branding and communications effort that goes beyond street level retail activities to audiences far beyond students and others who are already in the District. A key aspect of this strategy will be to distinguish between the district's already successful calendar of events and promotions (managed by the Chamber) and higher level branding aimed at potential investors.

Lead: Marketing Committee.

Principles

Unique local businesses are the strength of the business district, yet higher-level branding also requires strategic thinking and communications.

1. Promote unique local businesses as the strength of the business district.
2. Provide assistance to local small businesses.
3. Encourage partnerships between the University and private enterprise.
4. Promote the U District as a central arts and entertainment center featuring sports, drama, live music, comedy and theater.
5. Emphasize the district's 24/7 accessibility as a major transportation hub.

Goal 1: Branding Program

Develop and implement a branding program to support business attraction and new investment

Strategy 1A: Branding Strategy

Hire a consultant to develop a branding strategy for the U District to support the vision for the District as creative, eclectic, and ideal for investment. (Marketing Group)

Strategy 1B: Branding Materials

Support implementation of the branding strategy with graphics, messaging, collateral materials, press notices, and other information. (Marketing Group)

Strategy 1C: On-going Branding Activities

Establish an on-going program of branding activities with updated materials and messaging, outreach activities, and other actions. (Marketing Group)

Goal 2: Business Development

U District businesses have access to ongoing technical assistance, financing, peer learning, and growth opportunities.

Strategy3A: Speakers Series

Expand current U District Chamber speakers' series to incorporate a peer-learning model that includes a series titled "How to Succeed in the U-District." (Economic Development Group)

Strategy 3B: Preferred Contractors List

Develop a list of local and preferred contractors. (Economic Development Group)

Strategy 3C: Storefront "Drop-in Center"

Locate a "Storefront Drop-In Center" for U District businesses to access resources, technical assistance and information. (UDLP, Economic Development Group)

Strategy 3D: Technical Assistance Resources

Develop a list of technical assistance and resources that includes the following:

- Financing
- Customer Services
- Menu Design
- Merchandising
- Marketing
- Energy Efficiency
- Business Plan Development

(Economic Development Group, OED)

Strategy 3E: UW Resources
Formalize relationship with University of Washington business programs and assistance centers including the University of Washington Foster School of Business, the Business and Economic Development Center (BEDC), and the Center for Commercialization to leverage resources and align efforts. (UDLP, Economic Development Group, UW)

Strategy 3F: Business Outreach
Meet with businesses individually or in groups to engage and solicit their needs for expansion and retention. (Economic Development Group, UDLP)

Strategy 3G: SBA Assistance
Initiate seminars and other assistance through the US Dept of Commerce Small Business Administration. (Chamber)

Strategy 3H: On-line FAQ
Create an-line Frequently Asked Questions page and potentially Ask the Expert dialogue. (Chamber)

Strategy 3I: On-line Resources
Web page listing other resources such as venture capital and bank finance offerings. (Chamber)

Goal 3: Competitive Advantage

Develop an on-going program for marketing the U District's competitive advantages

Strategy 3A: Cultivate/Market Vibrant Nightlife
With an editor, create an on-line virtual calendar using Google/Sched.org., that would include all ongoing and new activities. Form partnerships with local arts and entertainment organizations, including Sanctuary Arts Center, Neptune, Jet City Improv, LUCID Lounge, UW World Series, UW School of Drama, U Heights Comm Ctr, Grand Illusion, Sun Dance Theater, University Book Store, and others. (Marketing Group)

Strategy 3B: Market Transportation Hub
Market the U District as a Transportation/Transit Hub. Convene a transportation task force with UW representatives, district residents, businesses, the City, METRO, Sound Transit, and others. Assemble existing transportation plans and studies. Develop recommendations for possible wayfinding tools, on-line links, and other tools to exploit the U District's competitive advantage as a transportation hub. (Marketing Group)

The U District's advantages include:

- Direct vehicle access to I-5 at 45th and 50th
- Light rail stations at Husky Stadium (2016) and Brooklyn (2021)
- 40,000 student and 10,000 faculty and staff UPASS users who took 10.7 million trips in 2009.
- Daily average of more than 28,000 vehicle trips to the UW
- Direct access to the Burke-Gilman bike trail
- 2,962 bicycle users on the UW campus in 2011
- Proposed streetcar line that would connect directly with South Lake Union.

Clean + Safe Initiative

Cultivate a friendly, inviting, clean, and safe community for all.

Approach

A vibrant district of entrepreneurs, major employers, smart workers, and diverse residents needs a public realm that works for everybody. To ensure friendly, inviting, clean, and safe streets and public areas, the U District Livability Partnership will initiate and manage an active program that focuses on crime and disorder hotspots, public rights-of-way, young adult support, community services, and partnerships with law enforcement and educational organizations.

Lead: Clean + Safe Committee.

Principles

The pillars of the U District's Clean + Safe strategy are:

1. Identify and mitigate crime and disorder Hotspots.
2. Focus on public right-of-way design, maintenance and use. Design and maintain streetscapes and building frontages to support a safe environment.
3. Create a safe environment for young adults. Expand options for area homeless youth through a jobs program and service opportunities.
4. Strengthen law enforcement and educational partnerships between the City, University, and other agencies.
5. Convene a community services network to coordinate social services, congregations, and community organizations to nurture everyone.

Goal 1: Hotspots

Crime and Disorder Hotspots

Strategy 1A: Alcohol and Drugs

Advocate for laws, rules, and policies that effectively address the unlawful sale or irresponsible use of both illegal drugs and legal substances such as alcohol and marijuana.

Partners: SPD, DOC, CAO, UWPD

Strategy 1B: Public Space Guardianship

Increase guardianship of public spaces by businesses and residents. Consider feasibility of a camera system.

Partners: BIA, CAO, Chamber

Strategy 1C: Community Safety Surveys

Conduct community safety surveys.

Partners: SPD, UW, BIA

Strategy 1D: City Advocacy

Advocate for stronger city rules for behavior in public places.

Partners: SPD, CAO, U-District Leadership, Neighborhood Associations

Goal 2: Public Rights-of-Way

Public Right-of-Way Design, Maintenance and Use

Strategy 2A: Clear Alley Program

Establish a mandatory clear alley program (CAP).

Partners: SPU, CleanScapes, DON, Carlson Center, BIA, Chamber

Strategy 2B: Streetscapes

Enhance and maintain streetscape.

Partners: BIA, Chamber, DON, OED, SPU, SPD

Strategy 2C: Design for Crime Prevention

Require the application of crime prevention through environmental design (CPTED) principles.

Partners: DPD, SDOT, Chamber, BIA, SPD

Strategy 2D: Lively Street Activity

Encourage continuous and lively street activity.

Partners: SDOT, DPD, BIA, Chamber

Goal 3: Young Adults

Create a safe environment for young adults

Strategy 3A: Young Adult Employment

Provide work experience for unemployed young adults.

Partners: ROOTS, YMCA, BIA, Chamber, PCC, SYM

Strategy 3B: Social Services

Increase responsiveness of social services to the needs of young adults.

Partners: UDSPA, Building Changes, OED, BIA, Chamber

Goal 4: Partnerships

Strengthen Law Enforcement and Educational Partnerships

Strategy 5A: UW Police Facility

Provide space at the new UWPD facility for convenient collaboration with other law enforcement agencies as appropriate.

Partners: UW Administration, UWPD, SPD, Leadership Group

Strategy 5B: Collaboration

Increase collaboration and "seamless interoperability" among law enforcement agencies.

Partners: SPD, UWPD, DOC, Sound Transit and Metro Police, WSP, Liquor Control

Strategy 5C: Safety Education

Broaden safety education programs, including outreach by social media.

Partners: UWPD, SPD, Student Organizations, other UW resources, North of 45 Group, Neighborhood Associations

Urban Design Initiative

Create a Great Setting for a Diversity of People and Activities

Approach

Create a physical environment that supports the U District's vision as a vibrant place for creative and eclectic activity. Elements include density, urban form, housing, public space, multi-modal transportation, and human services. Achieve this through design and development standards, zoning, coordination with transit agencies, advocacy and incentives, public and private investment.

Lead: Urban Design Committee.

Principles

Future development and investments in the U District neighborhood should provide opportunities for the community, City and the UW to:

1. Provide a clear vision for the U District's future development.
2. Nurture and grow existing and new businesses, jobs and community services.
3. Welcome a diversity of residents and a variety of housing choices.
4. Provide a network of vibrant streets and public spaces.
5. Encourage active, coordinated transportation choices.
6. Recognize light rail as a catalyst for change.
7. Build an environmentally sustainable neighborhood.
8. Improve connections between the UW and adjacent neighborhoods.

Goal 1: Urban Form

Achieve an attractive urban form that reinforces the District's unique assets.

Strategy 1A: Residential & Employment Density

Increase residential and employment density to support a lively business district and neighborhood

Strategy 1B: Zoning & Design Standards

Enact future zoning and design standards to:

- Allow a diversity of building forms from lower residential and commercial to high rise towers (potentially up to 300 feet in height), with design standards to support neighborhood character.
- Increase height and density near the Sound Transit station, with the greatest concentration between NE 50th Street and NE Campus Parkway.
- Encourage commercial buildings that can help build an "innovation district," leveraging the intellectual resources of the UW for the creation of new jobs and technology for the region.
- Integrate incentive zoning and other development conditions to help provide public spaces and affordable housing.
- Encourage new development by considering financial feasibility, including flexibility for ground-level uses except along key retail corridors.

Strategy 1C: Standards & Guidelines

Create development standards and design guidelines for buildings, streets and open spaces so that the public realm and private development work together for a great neighborhood:

- Encourage variety in the form and design of new buildings, and allow a wide range of activities.
- Integrate mid-block corridors and public spaces into future development projects to break up long blocks and provide places for people and activity.
- Promote appealing street frontages that emphasize the first 30 feet of the building, including street-front retail, ground-related residential townhouse units, eye-catching design elements and landscaping.
- Promote the preservation of historic elements while encouraging new infill development.
- Achieve a high level of environmental performance in new development projects and building retrofits.

Goal 2: Public Space Network

Integrate a public space network as the neighborhood grows and changes.

Strategy 2A: Public Space Network

The public space network includes a variety of places and activities in the neighborhood: public parks, community centers, engaging and safe streetscapes, sidewalk cafes, public spaces on private properties, pedestrian retail streets, pocket parks and "parklets", and open spaces on the UW campus.

Strategy 2B: Station Area Public Realm

Concentrate significant public realm investments around the station area where pedestrian activity will be most intense. Investments may include improved streetscapes, and public spaces that emphasize the unique character and mix of activities in the U District.

Strategy 2C: Concept Designs

Create design concepts to capture opportunities for streetscape investments, new public spaces, and other pedestrian features. Concept designs may identify character-defining elements of the Ave north of NE 50th Street; the neighborhood green streets of Brooklyn Avenue NE, NE 43rd Street, NE 42nd Street; and key "gateway" areas such as entrances to the main UW campus along NE 15th Street.

Strategy 2D: Waterfront Park

Leverage the expansion of the waterfront park (Sakuma Viewpoint/Bryant Park) by connecting the park, through improvements on Brooklyn, to the neighborhood to the north. Focus the design of the new park toward the enjoyment of the Portage Bay for the neighborhood and the region.

Strategy 2E: Recreation Facilities
Identify opportunities to expand recreation opportunities in the neighborhood, such as basketball courts, water play features, and other park uses that will help activate public spaces.

Strategy 2F: Accessibility
Consider accessibility needs of the whole population through design decisions that include strollers and the needs of senior citizens.

Strategy 2G: Landscaping
Use landscape amenities throughout the public realm to increase livability and environmental function. These would include street trees, generous planting strips, landscaped setback areas, and green stormwater infrastructure.

Goal 3: Housing

Create a diversity of housing types and services.

Strategy 3A: Housing Choices
Encourage a broad range of housing choices to attract a diverse mix of students, professionals, families and seniors in the neighborhood. Housing types should include single family, mid-rise, townhouses, cottage housing, high-rise, live-work units, and student housing.

Strategy 3B: Affordability
Through government and community actions, strive for homes in the full range of affordability levels, including market rate housing, moderate-income housing, and low-income housing options.

Strategy 3C: Community Development
Increase the capacity for community development in the U District for targeted types of housing and community services in partnership with private developers and nonprofit agencies.

Strategy 3D: Code Enforcement
Address issues around under-investment, dilapidated properties and Code enforcement for cleanliness, and safe living conditions.

Strategy 3E: Zoning
Enact future zoning to:

- Increase the intensity of allowable development in certain lower density multifamily zones to stimulate higher-quality infill development.
- Avoid incentives for new development that would affect the historic character in well-maintained single family areas.
- Include incentives for affordable housing, new open spaces and other public benefits.
- Recognize the small scale street-level character of The Ave.

Goal 4: Mobility

Coordinate with transportation agencies to ensure a high level of pedestrian, bicycle, bus and light rail mobility.

Strategy 4A: Pedestrian and Bicycle Network
Work with transportation agencies to ensure that the bicycle and pedestrian network is consistent with neighborhood goals and with the citywide network of mobility connections. (Seattle Dept. of Transportation; University of Washington; King County Metro; others.)

Strategy 4B: Transit Agency Coordination
Engage with King County Metro, Seattle DOT, Sound Transit and other agencies to coordinate around transit modes in the U District as light rail and other high capacity transit comes on-line.

Strategy 4C: Traffic & Parking
Coordinate traffic and parking strategies to serve retail, residents, the UW and other employers, while recognizing the area's high number of pedestrians.

Transformative Projects

Five projects that will transform the district

This plan is the product of public and private organizations coming together around common opportunities. Motivated by the catalytic potential of light rail development, this partnership is committed to shaping City planning legislation, implementing short-term improvements to the District's alleyways, strengthening community services, and building a sustainable organization to lead the District.

Projects

1. A sustainable leadership organization. Establish, fund, and staff a public-private organization to provide catalytic leadership and shape the U District.
2. A "European-style" network of pleasant and bustling alleyways. Plan, design, fund, and implement a series of clean-up, programming, physical improvements, and business opportunities to activate the District's alleyways.
3. Planning legislation to encourage appropriate investment. Follow-up the City's Urban Design Framework with environmental analysis and legislation to encourage development that supports vibrant, innovative, and diverse activity.
4. The coming U District Station as a catalyst for change. Capitalize on light rail to the District and the new station at 43rd and Brooklyn to encourage public and private development, as well as promote economic opportunities.
5. A network to coordinate and strengthen community services. Convene a network of service providers, funders, and other key stakeholders.

Project 1: Leadership

A sustainable leadership organization

Establish, fund, and staff a public-private organization to provide catalytic leadership and shape the U District now and in the future.

Everyone agrees that the U District needs strong leadership and that the process leading to this plan is an outstanding foundation for an organization to carry its objectives forward. The Chamber, the City, the University and many community partners are committed to making this happen in 2013.

Lead: Leadership Group and Executive Committee.

Project 1A: Establish Leadership Organization

Establish a new (or re-purpose an existing) nonprofit organization to provide effective and collaborative leadership for the U District. This organization must immediately act as both an effective champion and a convener of diverse voices. It should be representative of the District's important public, private, and nonprofit constituencies. It should become a major driver of business health and development.

Project 1B: Fund the Leadership Organization

Secure sustainable funding for the leadership organization primarily through local sources. Consider alternatives from other districts; design a preferred alternative; and secure commitments from funders.

Project 1C: Organizational Operations

Establish bylaws, operating procedures, branding, collateral materials, and other policies and information to launch the leadership organization on a solid and stable footing. This includes establishing sustainable commitments from key public and private partners for funding, active participation, and public support.

Project 1D: Chamber Relationship

Consider the Chamber's relationship to the leadership organization and establish sustainable funding and operations for both U District leadership and ongoing efforts to market the business district through signature events and retail promotions.

Project 2: Alleyways

A "European-style" network of pleasant and bustling alleyways

Plan, design, fund, and implement a series of clean-up, programming, physical improvement, and business opportunities to activate the District's alleyways.

During the strategic planning effort, all five working groups identified alleyway clean-up, activation, and development as an early implementation opportunity to achieve organization, economic, marketing, clean + safe, and design objectives. The City is funding 2013 planning and design work, with the University providing professional resources as well. Adjacent property and business owners and service organizations are engaged and ready for action. A Pilot Program will focus on the alley behind Shultzy's Sausage, Café Allegro, ROOTS and the University Book Store between NE 41st & NE 45th Streets.

Lead: Alleyway Task Force.

Project 2A: Inventory & Analysis

Conduct alley inventory to determine current uses as well as physical and capital needs (Alleyway Task Force)

Project 2B: Clear Alleys Program

Engage City of Seattle Public Utilities and Department of Transportation on its Clear Alleys Program (Alleyway Task Force)

Project 2C: Alley Activation Plan

Draft "U-District Alley Activation Plan" that encourages creative programmatic uses of the alleys; (Alleyway Task Force)

Project 2D: Secondary Storefronts

Work with business and property owners on encouraging a secondary business storefront model that faces the alley (Alleyway Task Force).

Project 3: Urban Design

A clear vision to guide legislation, development, and public space.

Follow-up the City's Urban Design Framework with environmental analysis and legislation to encourage development that supports the U District's vision for vibrant, innovative, and diverse activity.

Lead: Urban Design Committee.

Project 3A: Urban Design Framework

The City's Department of Planning and Development will complete an Urban Design Framework document in the spring of 2013. This builds on the earlier Existing Conditions Report, and begins the conversation about changes to zoning and design guidelines.

Project 3A: Housing Study.

The City is evaluating how the U District can accommodate greater density through a diversity of housing options. The study will evaluate market conditions for both affordable and market-rate housing, including the feasibility of different housing types.

Project 3B: Environmental Analysis.

The City will evaluate the impacts of different zoning and development scenarios including transportation impacts, housing, preservation and a range of environmental considerations.

Project 3C: Street Concept Planning.

The City will work with members of the community to create concepts for the design of key streets and public spaces in the U District, including the blocks around the light rail station area.

Project 3D: Legislation.

The City will consider legislation to change zoning and land use regulations that apply to the U District, consistent with the Urban Design Framework.

For more information, see DPD's project web site at: www.seattle.gov/dpd/Planning/University_District/

4: U District Station

The coming U District Station at 43rd and Brooklyn as a catalyst for change

Capitalize on construction of light rail and the new U District Station to encourage public and private development as well as economic opportunities. Construction will cause many years of disruption, but also be the foundation for major opportunities.

Lead: Light Rail Task Force.

Project 4A: U District Station Task Force

Set up a task force to coordinate the U District's interactions with Sound Transit to capitalize on the U District Station, including:

- Construction Impacts. Support the Chamber's work with Sound Transit to mitigate impacts.
- Station Area Urban Design. Work to concentrate significant public realm investments around the station to enhance pedestrian activity.
- Transit Oriented Development. Work to encourage development that capitalizes on the light rail station and related pedestrian activity. Use this to attract employers, workers, and housing development.

5: Community Services

A network to coordinate and strengthen community services

Lead: Community Services Task Force.

Project 5A: Community Services Network

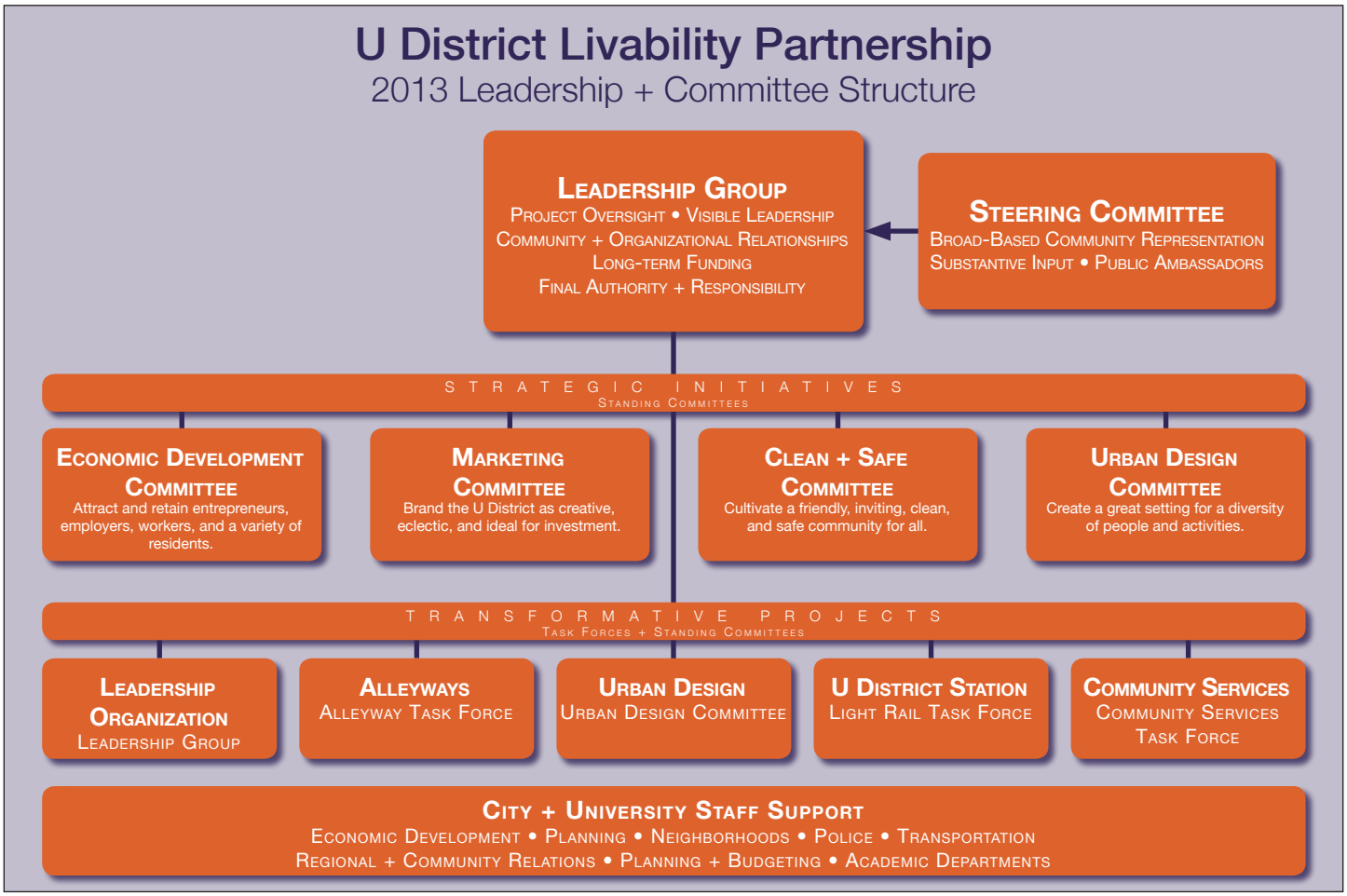
Convene a network of service providers, funders, and other key stakeholders to coordinate and strengthen community services in the U District. — This network should address key issues, including:

- Youth and young adult services.
- Services for residents of all ages.
- Services for the disabled.
- Affordable space for these services to locate.

Appendix: 2013 Action Plan

Long-term Leadership + Tangible Projects

For 2013, half of the U District Livability Partnership's effort will go into long-term organizational capacity. A consultant will act as project manager until funding is in place to hire a new executive leadership position. The Chamber will not hire an executive director until the bigger organizational structure in place. Rather, the Chamber has hired an event coordinator to run the 2013 Street Fair and continue promotions. The other half of the effort will include a tangible project toward each Strategic Initiative, as well as specific implementation steps for each Transformative Project. The 2013 organization of the leadership, working groups, and task forces is diagrammed below, with tasks, funding, and expected outcomes described on the following two pages.



2013 Action Plan

Tasks

Organization
Establishing a leadership entity to manage long-term working relationships is the top priority for 2013. Organizational activities will occupy about half of the project's effort in the coming year. Key initiatives include:

- Establish a sustainable role for the Steering Committee
- Formulate a leadership organization with suitable bylaws, operating procedures, branding, and collateral materials
- Secure sustainable funding for this organization
- Define and fill an executive staff position

Economics
The U District is poised to support substantially increased economic activity, but a thorough analysis of economic opportunities is essential. Several studies will complete this analysis and are summarized in the table below. In 2013, the Economics Work Group will:

- Oversee the retail market and office/employment studies
- Conduct a retail recruitment workshop
- Produce a business recruitment packet

Urban Design
The Partnership's urban design activities are primarily aimed at supporting and shaping the larger Urban Design Framework effort being led by the City's Department of Planning and Development. This will continue in 2013.

Marketing
Position the District in the minds of potential investors as an ideal place for entrepreneurs, major employers, and diverse residents. In 2013, the Marketing Work Group will:

- Oversee the branding strategy
- Initiate business and employer recruitment efforts
- Showcase nightlife and transportation advantages.

Clean + Safe
The Clean + Safe Work Group is well underway with initiatives aimed at crime hotspots and youth employment. These efforts will continue in 2013:

- Fund and launch a Youth Employment Initiative
- Continue focus on crime Hotspots
- Strengthen law enforcement and educational partnerships

Transformative Projects
Each of the Transformative Projects have early implementation opportunities. Activities will include:

- Establish, fund, and staff a leadership organization.
- Conduct a planning study to identify alleyway investments and establish priorities; seek funding for implementation.
- Monitor, support, and shape the city's Urban Design Framework, environmental analysis, and legislation.
- Form a light rail task force to shape planning, and capture related opportunities.
- Establish a community services network.

Planned 2013 Studies

Study	Funding Partners	Oversight
Housing Analysis	City: Dept. of Planning & Devel.	City: DPD
Retail Market Analysis	City: Only in Seattle	Economics Work Group
Branding Strategy	City: Only in Seattle	Marketing Work Group
Office / Employment Analysis	To be determined.	Economics Work Group / TBD
Retail Recruitment Workshop	City: Office of Econ. Devel.	Economics Work Group
Development Panel	UW: Planning & Budgeting	UW: Planning & Budgeting
University District GIS	City: Dept. of Planning & Devel.	City: DPD

Funding

Organization
2013 organizational activities are primarily funded by the City of Seattle's Only in Seattle Initiative; but a primary objective of these activities is establishing sustainable funding that relies not on outside grants, but rather on the District's key stakeholders.

Economics
2013 economic activities include studies that are funded by multiple City and University sources, including the Only in Seattle Initiative, Office of Economic Development, UW Office of Planning & Budgeting, and others.

Marketing
Marketing activities for 2013 will include the Branding Strategy to be primarily funded by the City of Seattle's Only in Seattle Initiative.

Clean + Safe
Clean + Safe activities for 2013 will continue to rely on the active support of the Seattle Police Department and Department of Neighborhoods. Potential funding partners for the Youth Employment Initiative have been identified.

Urban Design
Design activities for 2013 will be led and funded by the City's Department of Planning and Development. This includes a market analysis for housing that is in progress.

Transformative Projects
- Organizational activities in 2013 will be funded by the City's Only in Seattle Initiative, with matching funds and in-kind assistance from the University and others.
- The Alleyway project in 2013 will begin with a planning and design study to be funded the City's infrastructure fund.
- Urban design implementation is led and funded by the City.
- Light rail planning is funded by Sound Transit; District response is a largely volunteer effort.

Outcomes

Organization
Expected Organizational milestones for 2013 include:

- Sustainable Steering Committee role and schedule
- Leadership organization in place and funded
- Executive staff position established and filled
- Commitments for City- and University-led projects secured

Economics
Expected Economic milestones for 2013 include:

- Office/Employment study completed
- Retail Market study completed
- Retail Recruitment Workshop
- Business recruitment packet

Marketing
Expected Marketing milestones for 2013 include:

- Branding strategy complete
- Collateral branding materials produced
- Business/employer recruitment initiated

Clean + Safe
Expected Clean + Safe milestones for 2013 include:

- Youth employment initiative funded and launched
- Hotspot clean-up, including a mural at Jack-in-the-Box

Urban Design
Expected Design milestones for 2013 include:

- Housing market study complete
- Urban Design Framework complete
- Environmental analysis launched

Transformative Projects
Expected Project milestones for 2013 include:

- Leadership organization established, with sustainable funding identified. Executive Director hired.
- Alleyway study complete; one event held.
- Housing study and urban design framework complete.
- Light Rail Task Force formed and active.
- Community services network established and working.

UDistrictLivabilityPartnership.org

Sponsoring Partners:

UNIVERSITY of WASHINGTON

growseattle office of economic development

City of Seattle Department of Planning and Development

Greater University Chamber of Commerce