



iNorth Beacon Hill

A vision for a neighborhood

University of Washington | Department of Urban Design and Planning
URBDP 507 General Urban Planning Laboratory | Spring 2018

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i-1.0 Introduction

1.1 Project Objectives

Studio Mission Statement

To develop a business strategy and set of design guidelines, which will foster economic success while preserving and enhancing the unique character of the Beacon Business District.

Market Analysis Team Driving Focus

1. Analyze demographics and market forces at work in three districts: Beacon Business District, Columbia City, and Alaska Junction.
2. Determine appropriate locations and types of development for the Beacon Business District.

Business District Tools Team Driving Focus

1. To create a vision for North Beacon Hill that reflects the desires and needs of the community while accommodating imminent growth.
2. To understand available and applicable business tools and create a framework that will promote economic growth and vitality in Beacon Business District.

Design Guidelines Team Driving Focus

1. Identify which public realm elements are most desirable for North Beacon Hill, and produce materials to help the neighborhood realize them.
2. Gain understanding of the existing aesthetic character or that which the residents would most like for North Beacon Hill in order to plan for the community's desired future.



Image 1.1.1. Plaza Roberto Maestas, North Beacon Hill

1.0 Introduction

1.2 Neighborhood history

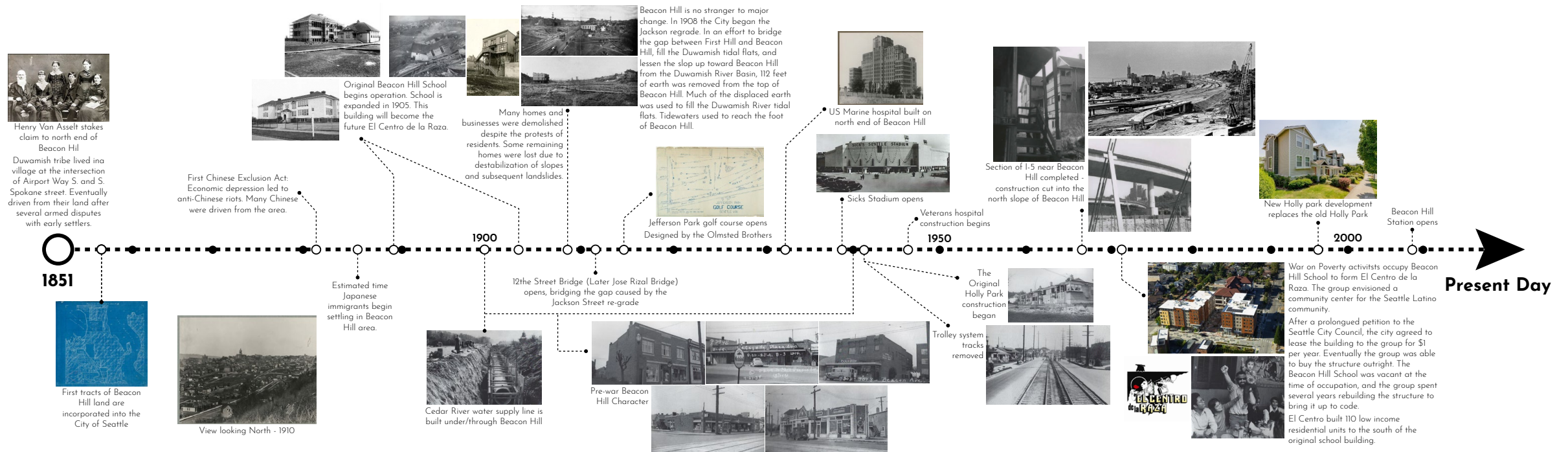


Figure 1.2.1. Historic timeline of Beacon Hill

Beacon Hill began as a claim by Henry Van Asselt on a piece of former Duwamish territory in 1851. Incorporation into the City of Seattle followed just a few years later. While the population of the district was slow to grow initially, by the 1870's a steady stream of prospective residents were making their own claim on lands within Beacon Hill.

The district's community has historically been ethnically and racially diverse. Activism also plays a large role in the district's history. Most notably, War on Poverty activists occupied the abandoned Beacon Hill school in the late 1970's, serving as the catalyst for El Centro de la Raza. El Centro

has played a central role in creation of a strong community, revitalizing historic properties, creation of affordable housing, and providing an array of community services.

Beacon Hill has seen tremendous physical change over the years. The Jackson Street regrade stripped 120 feet off the top of what had become known colloquially as Profanity Hill, due to the stream of cursing litigators climbing the steep height to the local courthouse. The streetcar along Beacon Avenue came and went. Jefferson Park's idyllic golf course became a camping and training ground for soldiers during World War II. The district's landmarks - Beacon Hill

School, Sick's Stadium, and Jefferson Park - have seen major renovation and even demolition.

Beacon Hill is experiencing another wave of change which could threaten the community identity of this dynamic district as well as provide a chance for revitalization of the core business district.

1.0 Introduction

1.3 Demographic Overview

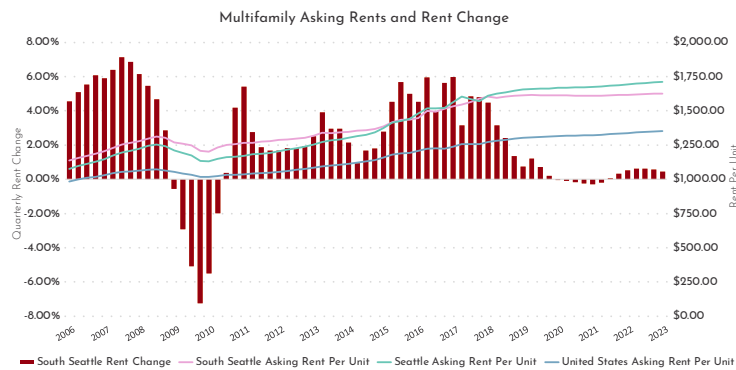


Figure 1.3.1. Multi-Family Current Rent and Rent Change

Changing rents in Beacon Hill

As in most of Seattle, rents have increased in the past five years. Trends decreased during recession years. Given projected increases in population and Beacon Hill's proximity to downtown, rents will likely continue to increase as interest in the district grows.

18,647 → **20,173**

Project population change in the one-mile walkshed around North Beacon Hill between 2017 and 2022.

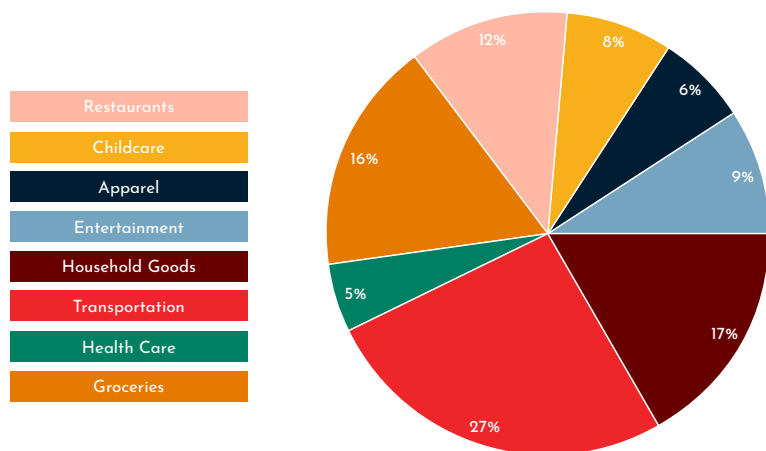


Figure 1.3.2. Household Spending in Beacon Hill

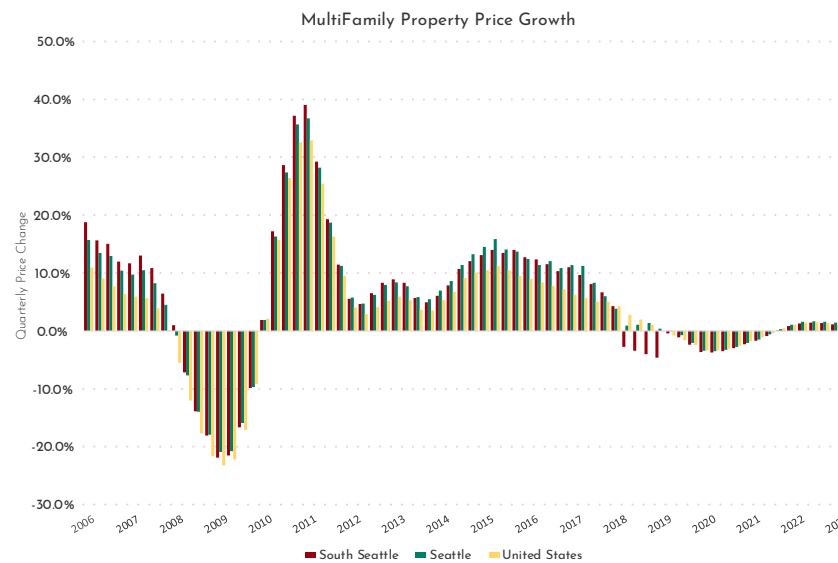


Figure 1.3.3. Multi-Family Property Price Growth

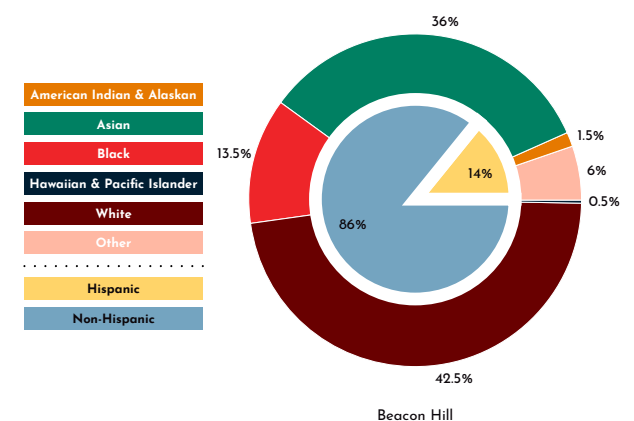


Figure 1.3.4. Demographics of Beacon Hill

i-1.0 Introduction

1.4 Executive Summary

For the Spring 2018 Studio, Masters of Urban Planning students worked with Beacon Vision to create an economic development project that continued the work of undergraduate students in the Community, Environment, and Planning program in the Department of Urban Design and Planning at the University of Washington. Studio is meant to function as a master's level practicum that incorporates real world issues and innovative thinking through a multi-disciplinary approach to problem solving while navigating a consultant-client dynamic. Fifteen graduate students pursuing a Masters of Urban Planning (MUP) degree completed this ten-week course that culminated in a stakeholders meeting with the Beacon Vision Leadership Team and completion of this report. Overall course research and analysis were presented alongside recommendations for working toward fostering better economic development practices in the Beacon Business District.

Beacon Hill is a diverse neighborhood situated in the heart of Seattle experiencing a significant influx of development. Due to the location of Beacon Hill and market interest, there is a unique opportunity to explore strategies and tools to create an improved place for residents and visitors. To address neighborhood concerns about current changes, students organized around the following teams to create a vision which maximizes market potential, prioritizes small business growth, and bolsters the pedestrian experience:

- » **Market Analysis**
- » **Business District Tools**
- » **Design Guidelines**

Major considerations and recommendations that developed through this process include:

Market Analysis

Results from this research show that Beacon Hill has significant consumer spending leaving the district in several different retail categories. However, the imminent construction of new developments in the neighborhood will provide significant opportunity for a highly performative and inclusive business district.

Relative to other neighborhood business districts in Seattle, North Beacon Hill has remained largely unchanged in terms of its built form. Recently constructed community assets such as the Link Light Rail station and Public Library have low profiles that are consistent with the existing building stock. Many buildings along Beacon Avenue require renovation and are likely to be replaced by larger, more modern structures. The South district of the Beacon Business District is dominated by smaller residential lots, that could require consolidation for most forms of commercial or multifamily developments. Recent up-zoning has made land values further appreciate along Beacon Avenue, bringing with it new investment opportunity in residential, commercial retail, and office space.

Investments being made in the neighborhood foreshadow the changes to the land use composition in the area. Of the 14 vacant lots or store fronts, 7 are in the review process and 2 are permitted for construction. There is potential for the Beacon Hill Merchants Association, Beacon Vision and community to have a voice in what is constructed and who will occupy the retail space. Since many of the proposed buildings on the vacant lots in

Beacon Hill are in the review process, it is imperative that the community act quickly in working with developers to ensure that the new businesses are both in demand and are reflective of the values of Beacon Hill residents.

Design Guidelines

The pedestrian experience is key to ensuring both community cohesiveness and a successful business climate for the Beacon Hill district. By improving the quality of the visual experience, creating a safer, more welcoming, and attractive mainstreet, the area can market itself as a destination. Improving access and connectivity with neighborhood amenities can be more easily achieved through improved design. With the transit ridership increasing annually and the addition of the Link Light Rail station in the heart of North Beacon Hill, this strategy could lead to many more visits to the area.

The approach taken within these design guidelines tries to find balance between cost value and efficiency. Each action taken is achieved through financial and human capital working in concert to achieve these goals of a vastly improved and unique place. Trying to achieve a sense of place for North Beacon Hill can be achieved through a phased approach.

Phase I consists of guidelines geared towards short-term, cost effective successes, such as improved crosswalks, signage, and public street furniture improvements. Phase II includes speed limit reduction, district-wide paint scheme introduction, landscaping improvements, and implementation of parklets. Phase III creates wide scale pedestrian system change and links the business district through comprehensive

aesthetic improvements. These guidelines require increased coordination with SDOT to ensure success. Projects include public right of way improvements such as lane narrowing, crosswalk safety improvements, sidewalk enhancements, and plaza space creation.

If these guidelines are completed with SDOT and community coordination, along with Link Light Rail plaza improvements, and placemaking upgrades such as better pedestrian focused wayfinding, the Beacon Business District could be transformed into a unique and attractive destination for both residents and visitors. Sense of place, aesthetic improvements, a more active pedestrian environment both day and night, and safety improvements can and will make this vision a reality.

Business Improvement Areas

A Business Improvement Area (BIA), also referred to as a Business Improvement District (BID), is generally recognized as a special-purpose community-organized tax district with two key goals: (1) the aesthetic enhancement of communities, and (2) the economic development and improvement of local business conditions. There are over 1,000 active BIAs/BIDs throughout the United States, resulting in significant variations in naming, purpose and goals, governance, financial structure, and service delivery.

The process of creating a BIA involves coordinating with OED, defining the districts boundaries, creating a ratepayer board, determining how much businesses will contribute and employing extensive outreach.

To understand the potential impacts of a BIA, we examined the different types of programming and tasks that Seattle's BIAs often manage and perform. With this

information, we attempted to understand a BIA's impact to the North Beacon Hill area.

BIAs within Seattle all work within four programmatic: clean and safe streets, marketing and events/promotions, placemaking and business development. There are a range of activities found within each programmatic area and each BIA performs a combination of these activities. It is important to note that BIA services are supplemental to City services and are not intended to displace any service that is currently being provided.

Budget size is dependent on the assessment collection amount, which is generated based on an assessment formula, as well as additional external funds such as grants and sponsorships. Additionally, the level of engagement of the BIA and the impact of the BIA within their respective communities depends on organizational capacity, that is the number of available staff and their capacity to administer the mission and vision of the BIA.

Given the goals of Beacon Vision for the Beacon Business District, the class ultimately recommends the creation and adoption of a BIA as a viable means towards supporting the recommendations presented in the market analysis and design guidelines sections.



Image 1.4.1. Stevens Place, North Beacon Hill

i 2.0 Assets and Access

2.1 Introduction

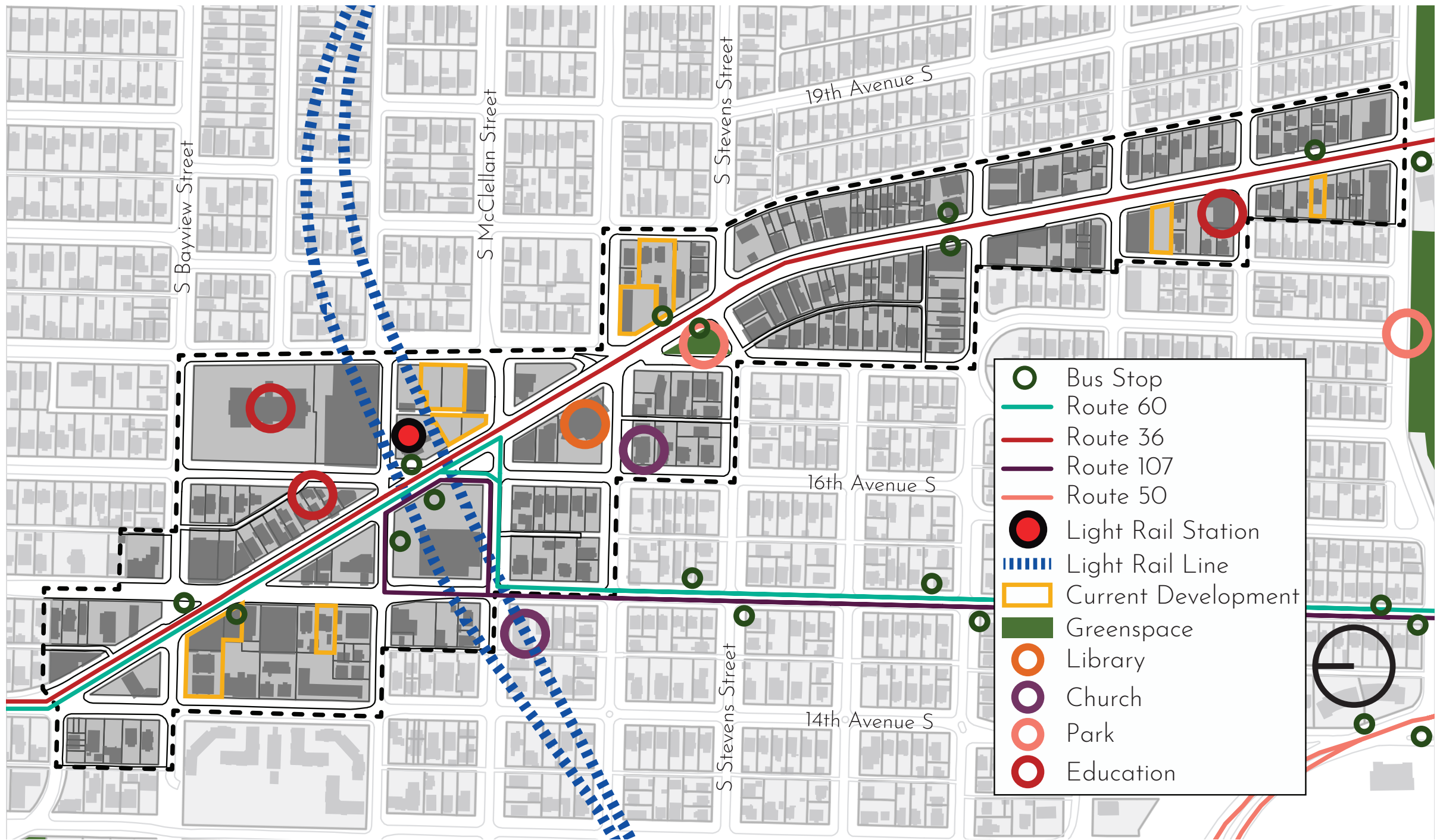
Beacon Hill contains a variety of public assets important to the neighborhood and larger area. A Sound Transit Link Light Rail station serves the neighborhood, as well as a branch of the Seattle Public Library. Several churches, parks, schools and education centers are also located in the neighborhood.

A number of nonprofits operate in the area, including the Ethnic Business Coalition, Seattle's Union Gospel Mission, and Amara. Two - Beacon ARTS and Centro de la Raza - are headquartered in North Beacon Hill. Beacon Hill Merchants Association is the area's community and economic development organization, and the Rainier Chamber and Mt. Baker HUB, which serve equivalent roles in adjacent areas also play a role in Beacon Hill.

When determining the assets for the Beacon Business District, the transit access to the district and the neighborhood overall proves to be an important asset to highlight. Within the Beacon Business District, the four bus transit lines and the Link Light Rail line actively engaging with community members and visitors. The location of Beacon Hill - close to central downtown areas and close coastal access to the Mt. Baker Beach - situate the neighborhood as a prime destination; utilizing and capitalizing on the transit access gives the Beacon Business District the potential to develop a thriving economic corridor.



Image 2.1.1. Sunset from Jefferson Park Lawn Bowling Club, Beacon Hill




-  Bus Stop
-  Route 60
-  Route 36
-  Route 107
-  Route 50
-  Light Rail Station
-  Light Rail Line
-  Current Development
-  Greenspace
-  Library
-  Church
-  Park
-  Education

Figure 2.1.1. Overview Map of Beacon Hill

2.0 Assets and Access

2.2 Mapping

Other assets that our class identified involved public goods or public benefits. As previously mentioned, North Beacon Hill has numerous nonprofits and churches in the neighborhood that serves the community as well as draws in other residents of Seattle to the area. Moreover, the public library and other educational facilities support community advancement. Lastly, the green space within the neighborhood, specifically, Jefferson Park, is the pride of the community as it provides a variety of resources that support the wellbeing of the neighborhood.

Considering the location of these assets, the location of current development, and the current land use within the Beacon Business District, the class redefined the area into three sections:

- » North District
- » Central District
- » South District

Each district offers different amenities as well as different opportunities for development. We see a clustering of businesses and resources already within the North District; many new, larger developments are clustered here. Development in the Central District is still small scale, consisting of older commercial buildings and residential construction. The Central District has an opportunity to leverage its existing built form through adaptive reuse. The South District is primarily residential, however, its proximity to Jefferson Park provides opportunities within this district to develop amenities that support the economic vitality of the overall Beacon Business District.

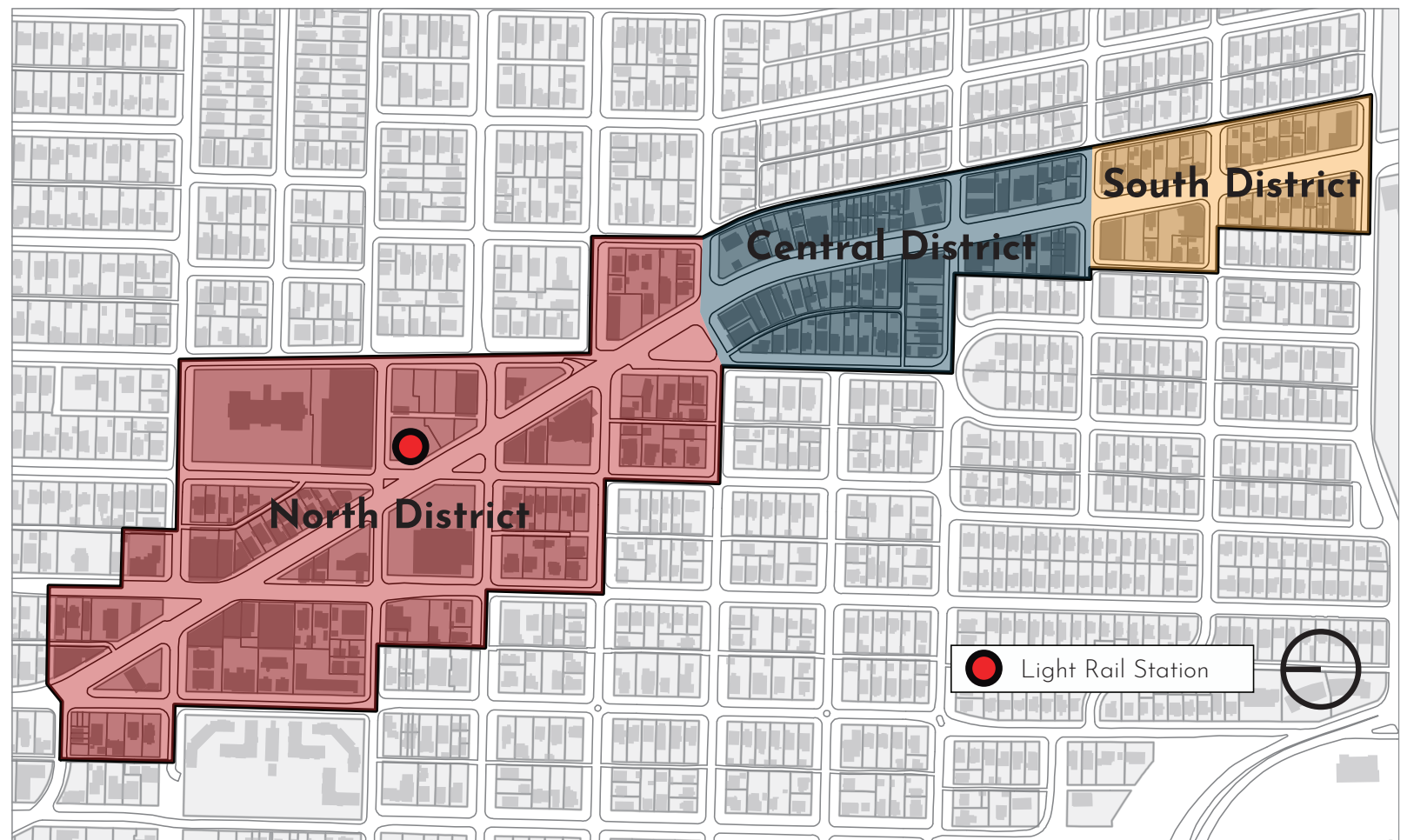


Figure 2.1.2. Map of North Beacon Hill Sub-Districts

3.0 Market Analysis

3.1 Introduction

Introduction and Methodology

Market research was conducted using data from Costar Realty Information Inc., US Census, North American Industry Classification System (NAICS), Washington State Department of Revenue, and a walking survey conducted by students in this Studio. The data illustrated disparities between the three study areas: North Beacon Hill, Columbia City, and Alaska Junction; additionally, the data revealed consumer spending and surplus/leakage in the Beacon Business District. This information is crucial as we identify investment potential.

Study Areas: North Beacon Hill, Columbia City, Alaska Junction

Located immediately southeast of the International District and Central Business District, North Beacon Hill's elevation rises several hundred feet above neighboring districts, which affords excellent views of downtown, Elliott Bay, Rainier Valley and the Cascade Mountain Range. However, the elevation also causes Beacon Hill to experience a degree of separation from its neighbors. In addition to elevation, Interstate 90 and Jefferson Park are two distinct elements that create physical barriers; I-90 separates Beacon Hill from the commercial and light industrial Dearborn and International Districts while Jefferson Park divides Beacon Hill into north and south sections. The 2009 opening of the Link Light Rail station made the area more accessible for many, but did not drastically change the sense of place for residents and visitors of Beacon Hill.

Columbia City, one of the Rainier Valley neighborhoods, is further south from downtown relative to North Beacon Hill. The business district in Columbia City is smaller and denser than the Beacon Business District and is a popular destination for those looking for a quaint commercial district. The neighborhood also is almost 15 percent more densely populated than Beacon Hill.

Alaska Junction, located in West Seattle, is further from downtown than Columbia City and North Beacon Hill; this business district is located along an elevated ridge and requires crossing the West Seattle Bridge to access other neighborhoods. No Link Light Rail station exist in or near West Seattle. Despite the challenges, Alaska Junction does boast a diverse and mature array of successful businesses, and is almost 10 percent more densely populated than Beacon Hill.

Changes in North Beacon Hill

The "classic" built form of North Beacon Hill consists of wood and brick structures generally one- to two-stories high. A pronounced acceleration in building activity occurred in the early 20th century, reaching a peak in the 1920s in the one-mile North Beacon Hill walkshed. During the 1930's through the 1980's, the neighborhood experienced a deceleration in home construction. In the 1950's and 1960's, the neighborhood gained the nickname "Boeing Hill" because many of its residents were employed at the nearby Boeing production center. The exodus of Boeing employees to the suburbs in the 1970's brought a new population of non-white (largely Asian American) families to Beacon Hill (Chui & Weekly, 2011). Additionally, relaxed property covenants and lower rents following the exodus, enabled a mix of ethnic

groups to build community in Beacon Hill and remain close to downtown and the International District. Established cultural and ethnic communities remain anchored on Beacon Hill, and have consistently communicated concerns around displacement of residents and local merchants, which could result from large waves of new development and rent increases.

Unlike other neighborhood business districts in Seattle, North Beacon Hill has remained largely unchanged from a built form perspective. Recently built community assets such as the Link Light Rail station and public library reflect the current built character by having low profiles. The southernmost third of the business district is dominated by smaller residential lots.

Current development projects in North Beacon Hill are mainly comprised of new residential buildings, generally three- to six-stories tall, which will bring increased density through townhomes and mixed-use apartment buildings. These new developments will bring about changes to neighborhood character. The new developments are expected on South College Street, almost exclusively along Beacon Avenue, and on the northernmost edge of the neighborhood. The new residential buildings will provide 899 new housing units, which will fully address the 2022 projected population growth of the neighborhood.

3.0 Market Analysis

3.2 Comparison of Districts

Demographics and Summary Statistics

Demographically, Beacon Hill and Columbia City are racially diverse with large Asian, Hispanic, Black, and White populations. Alaska Junction is majority White.

Beacon Hill has a notably smaller population in its one-mile walkshed (18,647) compared to Columbia City (26,980) and Alaska Junction (24,822). This difference is expected to grow through the 2022 population projections.

Beacon Hill's smaller population can partly explain the comparatively lower performance of its business district from the simple fact that there is less demand. This is specifically seen in Beacon Hill's comparison to Columbia City.

Beacon Hill is comparable to Columbia City in median income, household size, and home value. However Columbia City's Business District performance is subjectively better since there is 30% more population in its one mile walk radius creating more demand for the goods in its business district.

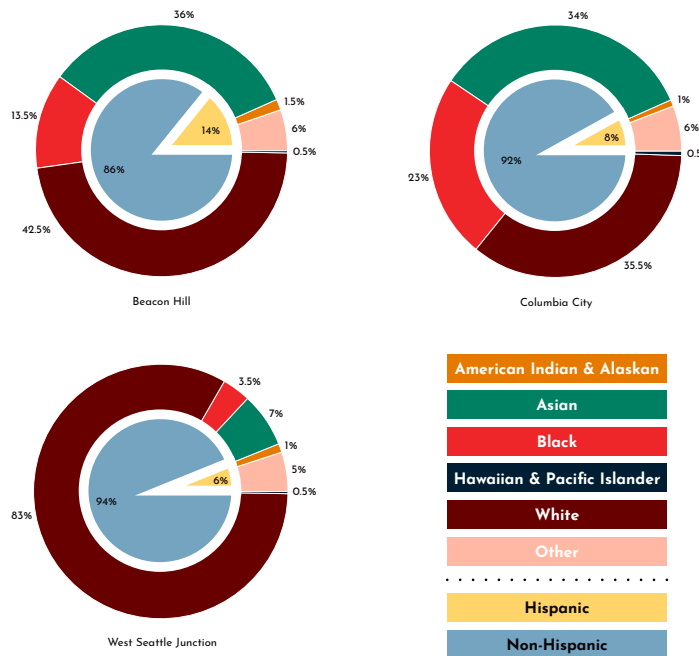


Figure 3.2.1. Demographics of the Three Studied Locations



Figure 3.2.4. Projected Growth in the Three Studied Locations
Beacon Hill has the lowest projected growth, trailing behind both Columbia City and Alaska Junction by over 6,000 people by 2022.

Beacon Hill has the lowest median home value of the three neighborhoods, followed by Columbia City, and Alaska Junction.

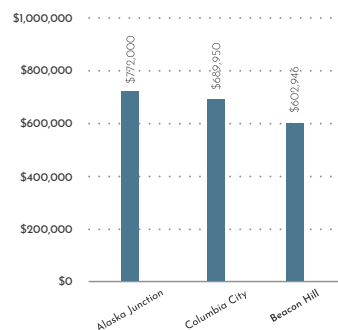


Figure 3.2.2. Median Home Value of the Three Studied Locations

Beacon Hill has the lowest median income, but it is closely followed by Columbia City. Alaska Junction's median income is nearly \$10,000 more per year.

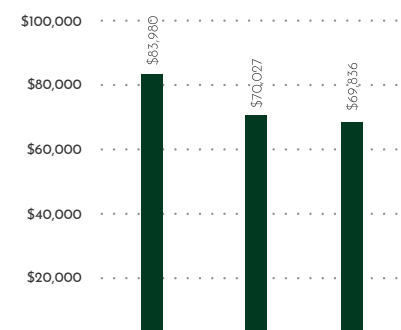


Figure 3.2.3. Median Income in the Three Studied Locations

3.0 Market Analysis

3.2 Comparison of Districts

Vacancy Rates

Beacon Hill has more vacant land than either Columbia City or Alaska Junction. This number is deceiving since many of the vacant lots are in the permitting and review process and will start construction soon. However, this is indicative of several things:

- » First, businesses have not been successful in the past and need to be evaluated for economic viability in the current market.
- » Second, investments are being made in the neighborhood and show the coming change in land use in the area. Of the 14 vacant lots or store fronts, 7 are in the review process and 2 are permitted for construction.
- » Third, there is potential for the Beacon Hill Merchants Association, Beacon Vision, and the community to have a say in what is being built and who will be occupying the retail space that is being built.
- » Finally, since many of the proposed buildings are in the review process it is imperative that the community act quickly in working with developers on what businesses will be supported by the new construction.

Land Use

The land use in the Beacon Hill business district is heavily residential, compared to Columbia City and Alaska Junction's business districts which have a mix of different types of businesses, offices, services, and restaurants.

The residential parcels spread throughout Beacon Hill's business district makes creates a dispersed district compared to the relatively compact business districts of Columbia City and Alaska Junction.

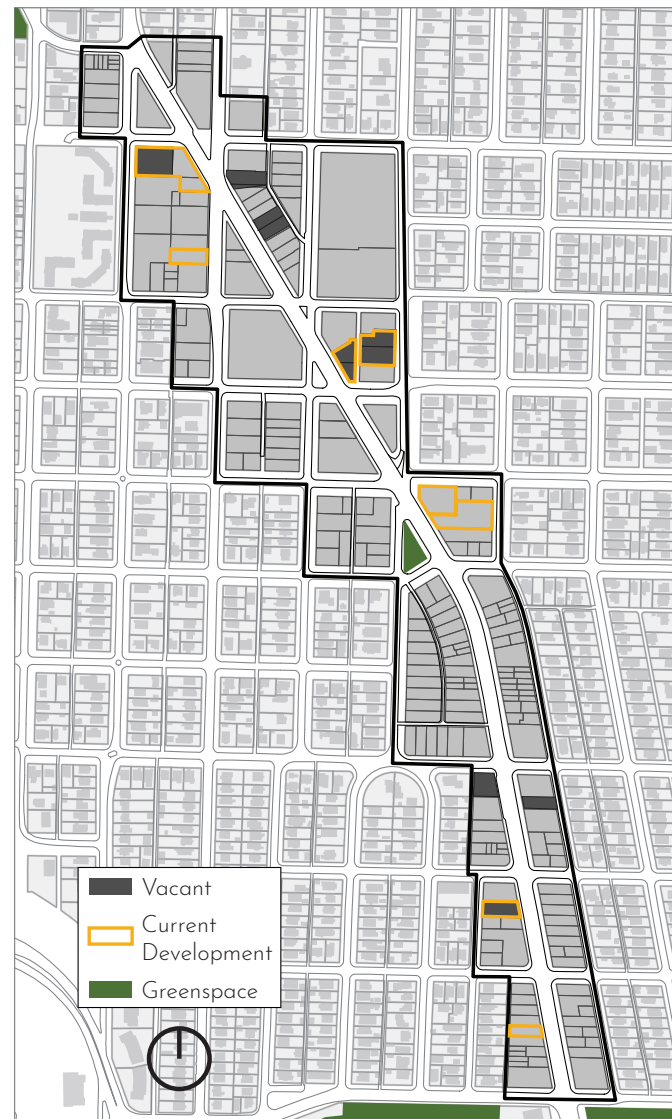


Figure 3.2.5. Vacancy by Parcel in North Beacon Hill

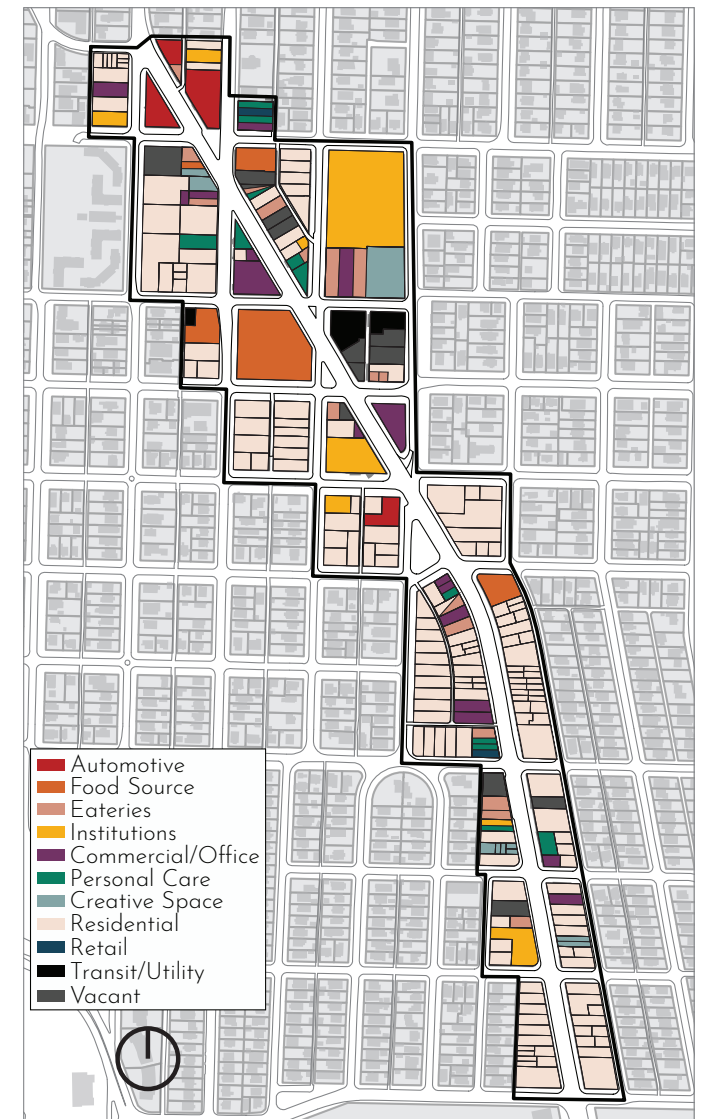


Figure 3.2.6. Existing Land Use Map in North Beacon Hill

3.0 Market Analysis

3.2 Comparison of Districts

Consumer Spending Comparison with Seattle Central Business District

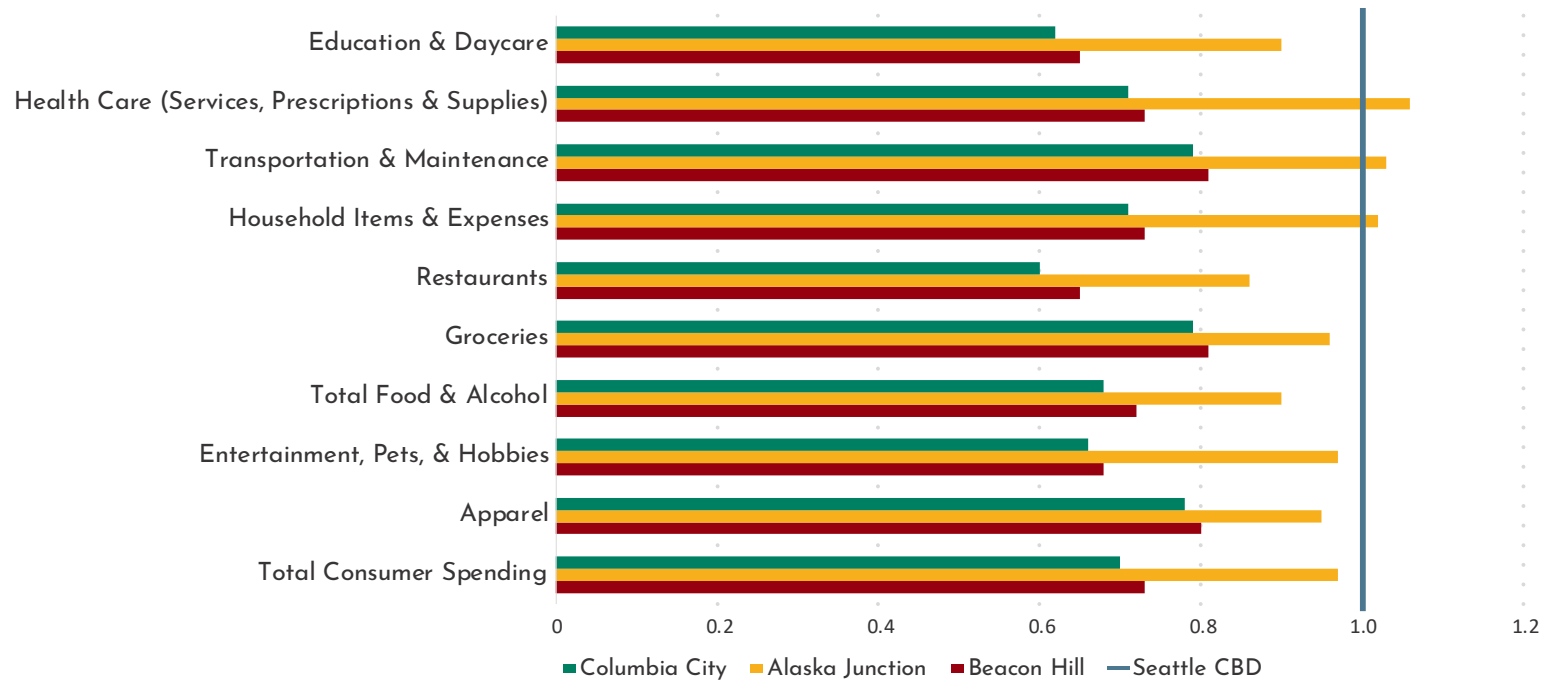


Figure 3.2.7. Current Business Spending with Seattle Central Business District

Consumer Spending

Compared to Columbia City and Alaska Junction, the per household spending within a one mile walkshed of Beacon Hill is only slightly lower. This brings up the question of why there are differences in the success of each business district. Again, one contributing factor is the population differences which increase total consumer spending in Alaska Junction (\$352,649,000) and Columbia City (\$278,881,000) compared to Beacon Hill (\$200,205,000).

However, it can be questioned if the density of Alaska Junction and Columbia City's business districts have an effect on the success of those districts

The top spending categories across each district are Transportation and Maintenance, Total Food & Alcohol (includes groceries and restaurants), and Household Items and Expenses.

Walking Survey Business Inventory Comparison

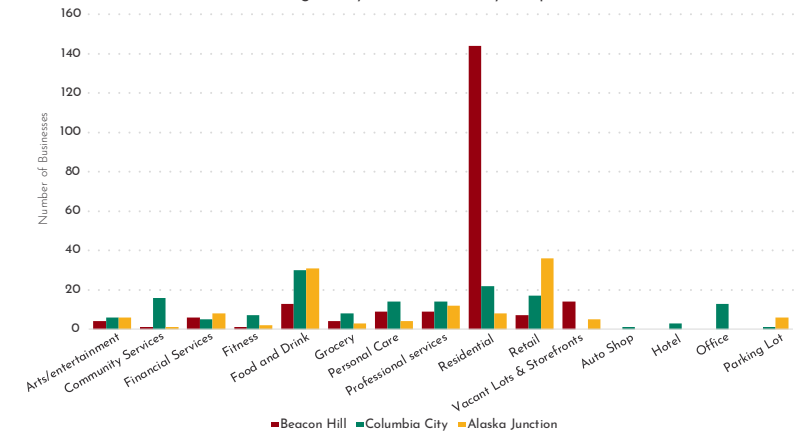


Figure 3.2.8. Existing Land Use Inventory Comparison of the Three Studied Locations

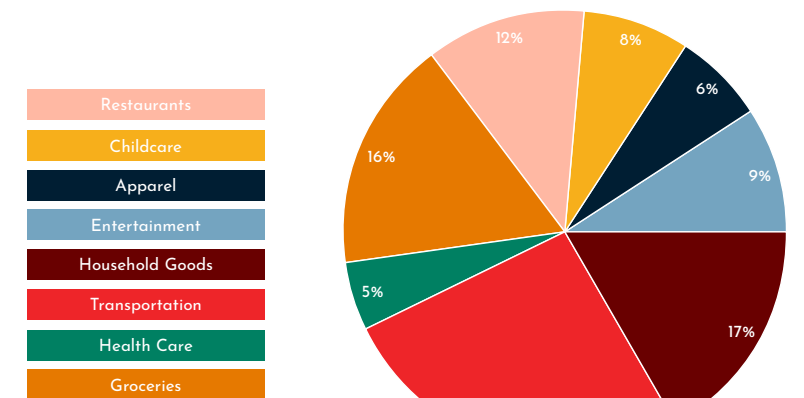


Figure 3.2.9. Commercial/Other Land Use Breakdown

3.0 Market Analysis

3.3 SWOT Analysis: Strengths

Central location

Location and view corridors have significant impacts on property values and investment potential. North Beacon Hill is 2.5 miles from central downtown areas like Pioneer Square, offering convenient commuting for residents working in the city's core. Its location on top of the hill offers spectacular views to Olympic and Cascade mountain ranges. The neighborhood is positioned between Seattle's two major interstate highways and coastal access at Mt. Baker beach is a 30-minute walk.



Image 3.3.1. Beacon Hill Link Light Rail Station, North Beacon Hill



Image 3.3.2. Roberto Maestas Festival Street looking West, North Beacon Hill

Transit access

Transit access is pivotal to the development potential of commercial and office space in North Beacon Hill. The light rail station extends the accessible network of Beacon Hill exponentially, allowing direct connection to other urban centers in Capitol Hill and the International District, the University of Washington, and Sea-Tac airport. The planned expansion of this line will continue to facilitate movement from and into North Beacon Hill. Bus routes such as the 36, 60, and 107 connect additional neighborhoods to the neighborhood.

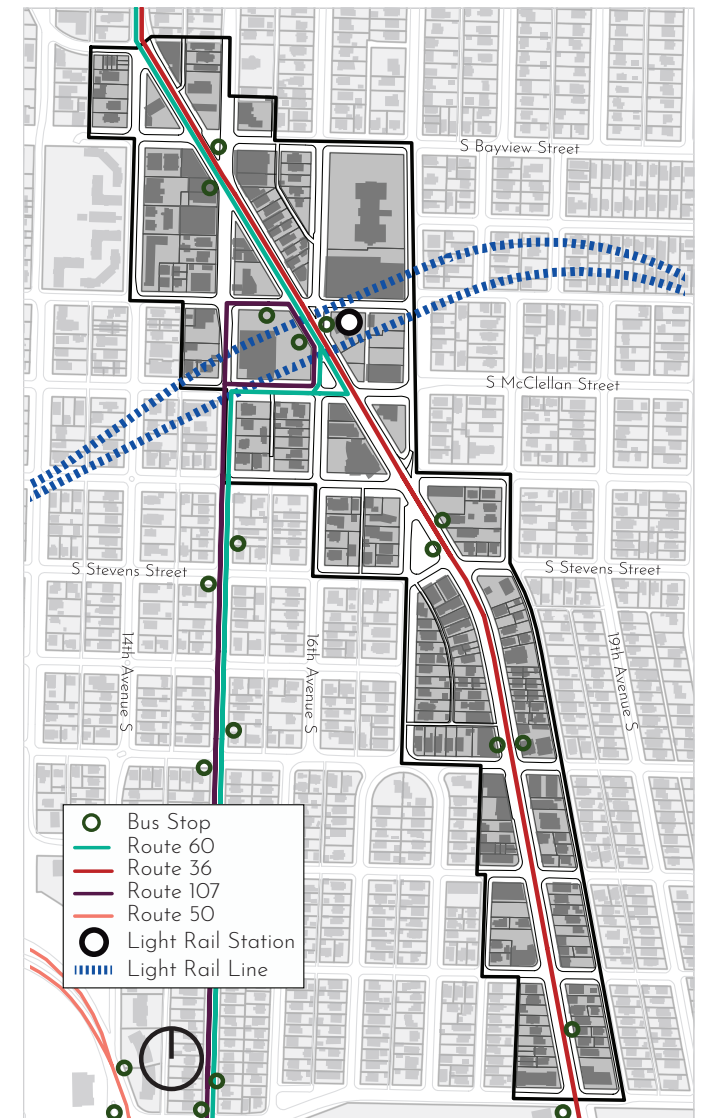


Figure 3.3.1. Existing Public Transportation in Beacon Hill

3.0 Market Analysis

3.3 SWOT Analysis: Strengths

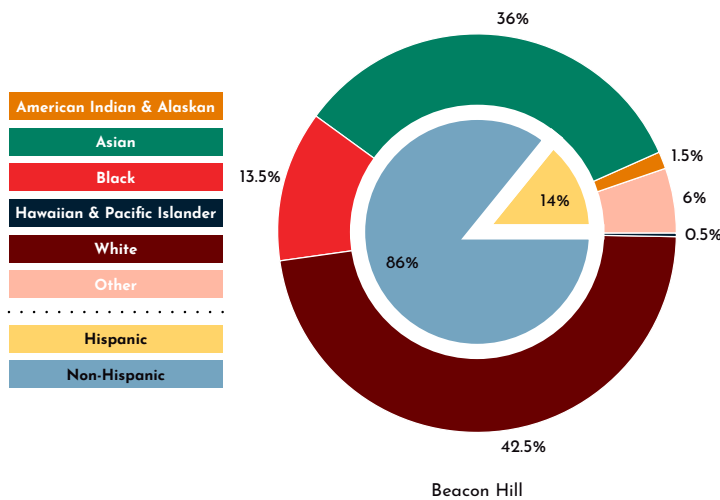


Figure 3.3.2. Demographics of Beacon Hill

Diversity & Culture

North Beacon Hill is home to an ethnically diverse population, with strong representation from Seattle’s Hispanic and Asian communities. This is reflected in the culinary options available and posted languages for local business. Cultural institutions such as Beacon Arts and El Centro contribute to the health and vibrancy of the creative and entrepreneurial spirits of residents, and the resulting art and innovation benefits Seattle as a whole. In a city that is 65% Caucasian overall, this neighborhood plays an important role in community building for minority groups.

Neighborhood Livability & Property Values

The average family size in Beacon Hill is 2.7 people, compared to the city average of 2.3. Dwellings on the residential streets reflect this, with beautiful single family homes creating the coveted neighborhood character that is still highly valued by the real estate market. Median value per square foot in Beacon Hill has increased by 114% over the 5 year period from 2012-2017. In addition, nearby Jefferson Park offers fantastic greenspace amenities to urban residents. Public access to picnic shelters, golfing, the community center, lawn bowling, a skatepark, kids’ spray park, and tennis courts is available in this local amenity.

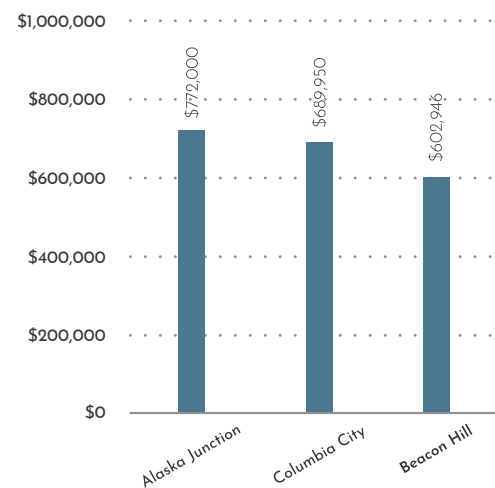


Figure 3.3.3. Median Home Value of the Three Studied Locations

Regional Employment Strength

The Seattle area sees stronger employment growth both historically (over the last 10 years), current, and forecasted for the next 5 years when compared to national number. This consistency stabilizes land value and vacancy rates.



Image 3.3.3. Fresh Flours, North Beacon Hill

3.0 Market Analysis

3.3 SWOT Analysis: Weaknesses

Stretched Business District

The 70 commercial, office, non-profit, and retail properties of the business district are stretched along $\frac{3}{4}$ of a mile with 143 residential parcels interrupting the flow of publicly accessible space and daytime activity. Without signage to direct pedestrians, neighborhood shoppers may fail to discover the full range of options available in the district. Beacon Hill should strive to create strategic sub-districts along this corridor for improved pedestrian navigability and exposure for businesses.



Image 3.3.4. Perihelion Brewery, North Beacon Hill

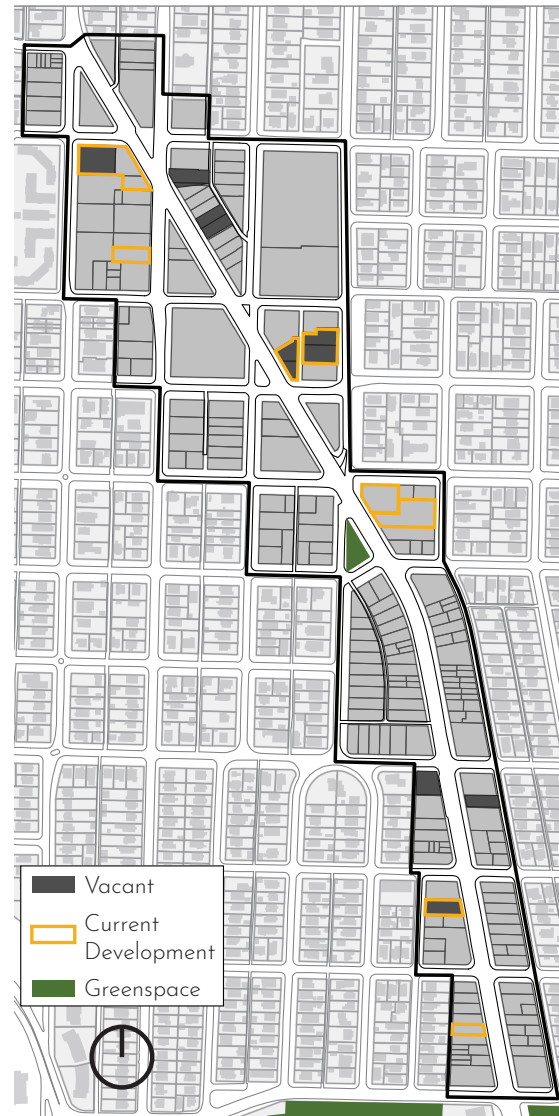


Figure 3.3.4. Vacancy by Parcel in Beacon Hill

Commercial Buildings Need Investment

Several buildings centrally situated in the district have dated facades and would benefit from additional investment and updating. The architectural forms vary from small, aged brick buildings to long, undermaintained commercial property. Investment is needed to cultivate a consistent and inviting atmosphere that attracts visitors to a business district.



Image 3.3.5. Daisy Restaurant, North Beacon Hill

3.0 Market Analysis

3.3 SWOT Analysis: Weaknesses

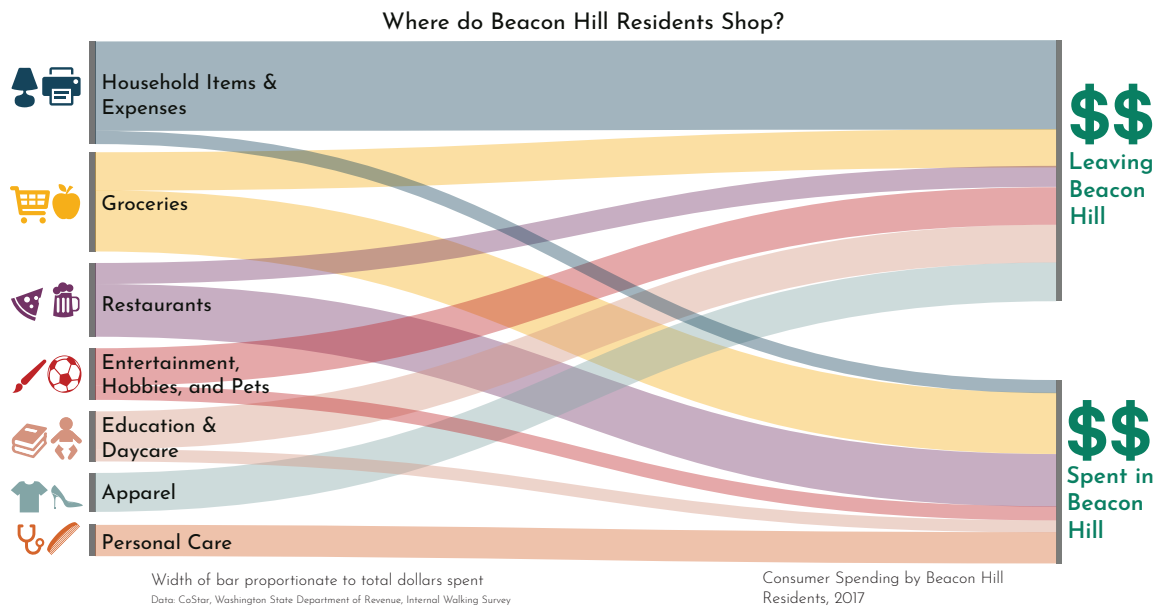


Figure 3.3.5. Commercial Leakage in Beacon Hill

Retail Spending Leakage

Despite having incomes and educational attainment lower than the median for Seattle as a whole, there is still considerable retail leakage from the North Beacon Hill neighborhood. The business district lacks many offerings, such as apparel, pet stores, gift shops, entertainment, fitness centers, and home décor. Residents leave the neighborhood to spend money on necessities that could be offered closer to home. As the graph above shows, over half of retail spending dollars are not currently being captured by neighborhood businesses.

Topography Limits Walkability in Surrounding Area

Walkability is key for the health of a local business district. This allows for fewer cars congesting the commercial hub, and an increased density of people creating a vibrant street life. While Beacon Hill's hilltop location offers spectacular views of the region's geography, it does decrease the walkshed of the business district.

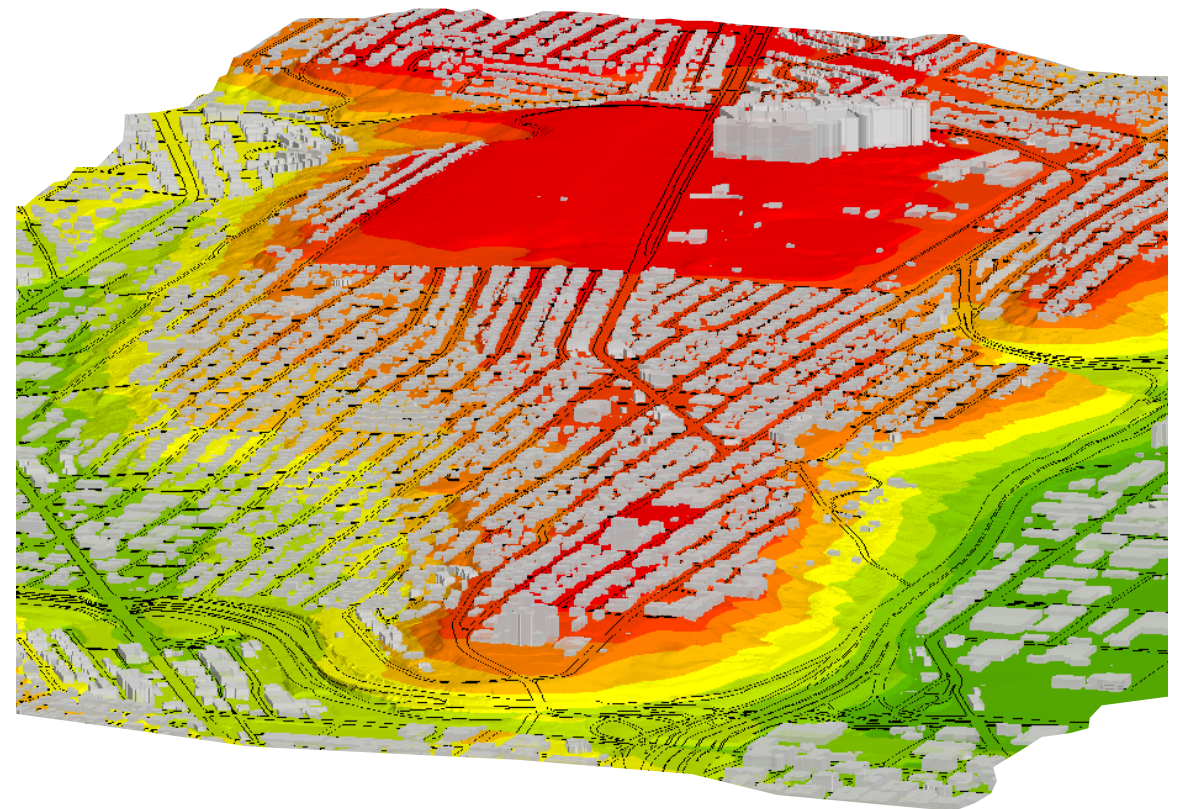


Figure 3.3.6. Elevation Model Looking South Toward Beacon Hill from Above

3.0 Market Analysis

3.3 SWOT Analysis: Opportunities



Image 3.3.6. New Development, North Beacon Hill

Zoning changes allow for additional building height and FAR, incorporation of mixed use developments, and fewer parking requirements

With NC-2 designation along most of the business corridor, building height is now allowed to be 75' and FAR up to 4.75 with no minimum parking requirements. Property development for new construction can accommodate greater density of residents and commercial uses.

There is at least 90,000 SF of currently available space to reimagine

The commercial corridor of Beacon Hill currently has properties and lots that are ready for redevelopment and re-envisioning. Our market analysis has identified several types of businesses that would be welcome in the neighborhood (7.2.23 in the Appendix)..



Image 3.3.7. New Construction, North Beacon Hill

There is uncaptured retail spending from Beacon Hill residents

Current businesses in the CBD are not capturing the full potential in consumer spending from residents in a one-mile walkshed. While median incomes in Beacon Hill remain below city averages, spending potential has not been exhausted by existing businesses. Our analysis has identified several business types that could capture this consumer spending and keep a higher percentage of day-to-day spending by local residents in the local CBD.

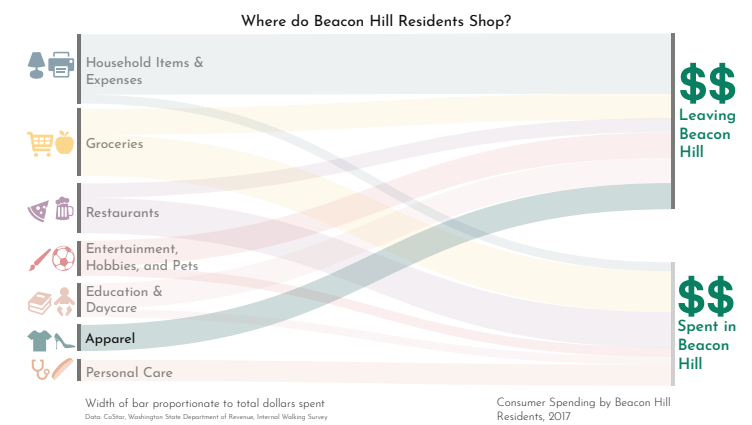


Figure 3.3.7. Apparel Spending Leakage in Beacon Hill

3.0 Market Analysis

3.3 SWOT Analysis: Opportunities

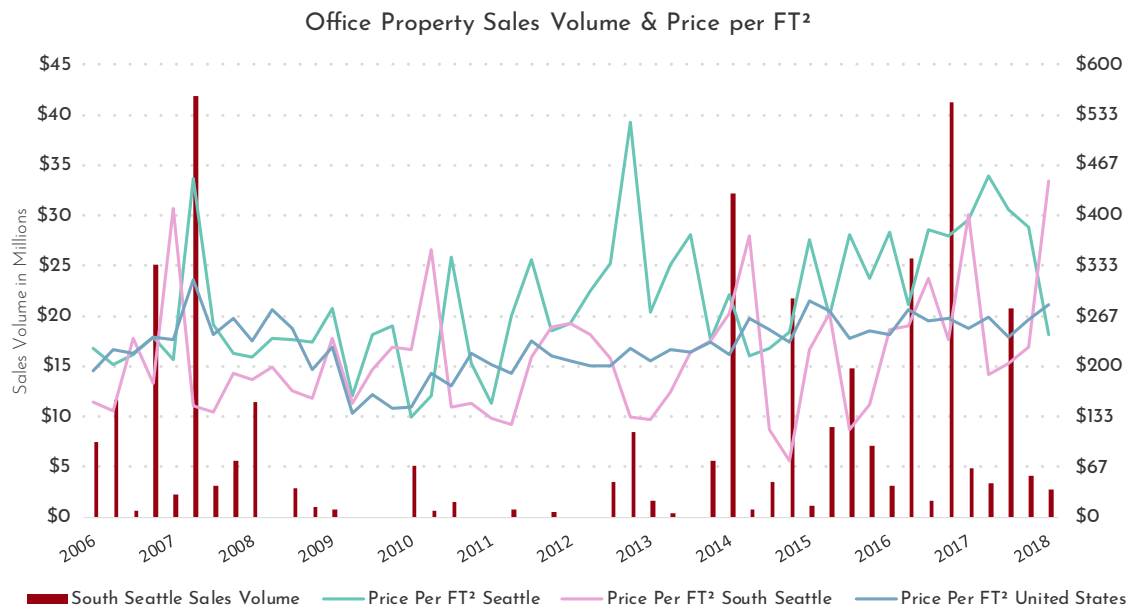


Figure 3.3.8. Office Property Sales Volume and Price Per Square Foot

Light rail access and proximity to downtown make the neighborhood attractive for professional office space

Office valuation has seen a dramatic rise in value over the past decade, and Beacon Hill offers the transit connections and relative proximity to the downtown core to make its location ideal for additional professional workspace. Daytime professionals provide a customer base for local businesses and can attract talent to the neighborhood from desired industries.

Beacon Hill is projected to have moderate but steady population growth for the next 5 years

Population projections show an 8.2% increase over the next 5 years for Beacon Hill. Our housing supply and demand analysis shows that projected residential developments in the neighborhood are on track to accommodate this growth. The new residents will serve to increase the consumer spending capacity along the CBD in Beacon Hill, and these new residents are projected increase total dollars spent by up to 19% by 2022.

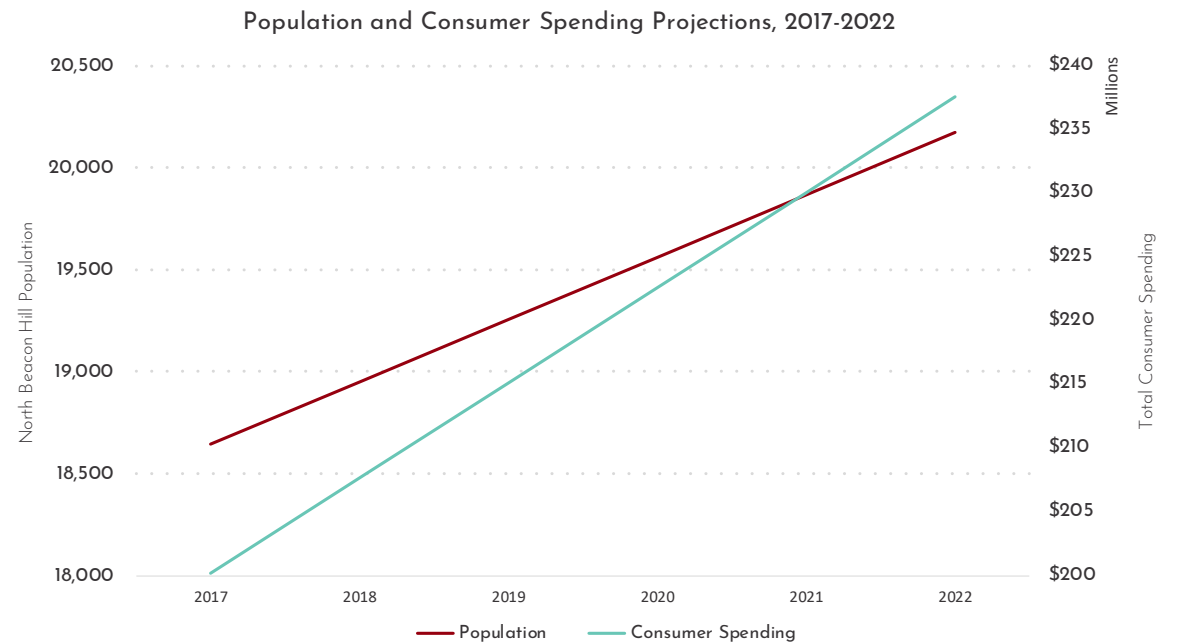


Figure 3.3.9. Population and Consumer Spending projections for Beacon Hill

3.0 Market Analysis

3.3 SWOT Analysis: Threats

The retail market in South Seattle as a whole is not forecasted for strong growth in terms of construction and absorption

Retail in the city of Seattle is strong and generally trending positive, with increased employment and consumer expenditure. The South Seattle area, including Beacon Hill, is projected to see less than a 1% growth in retail space construction and net absorption by square feet. The business district of Beacon Hill will need to be strategic in attracting tenants to its existing buildings where possible.

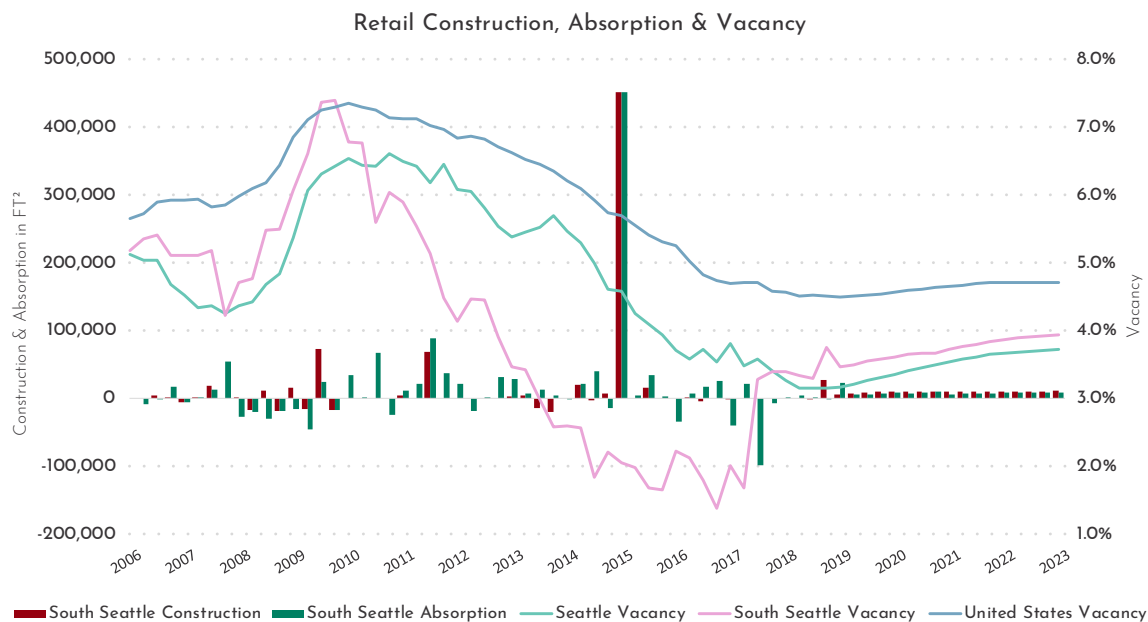


Figure 3.3.10. Retail Construction: Absorption and Vacancy

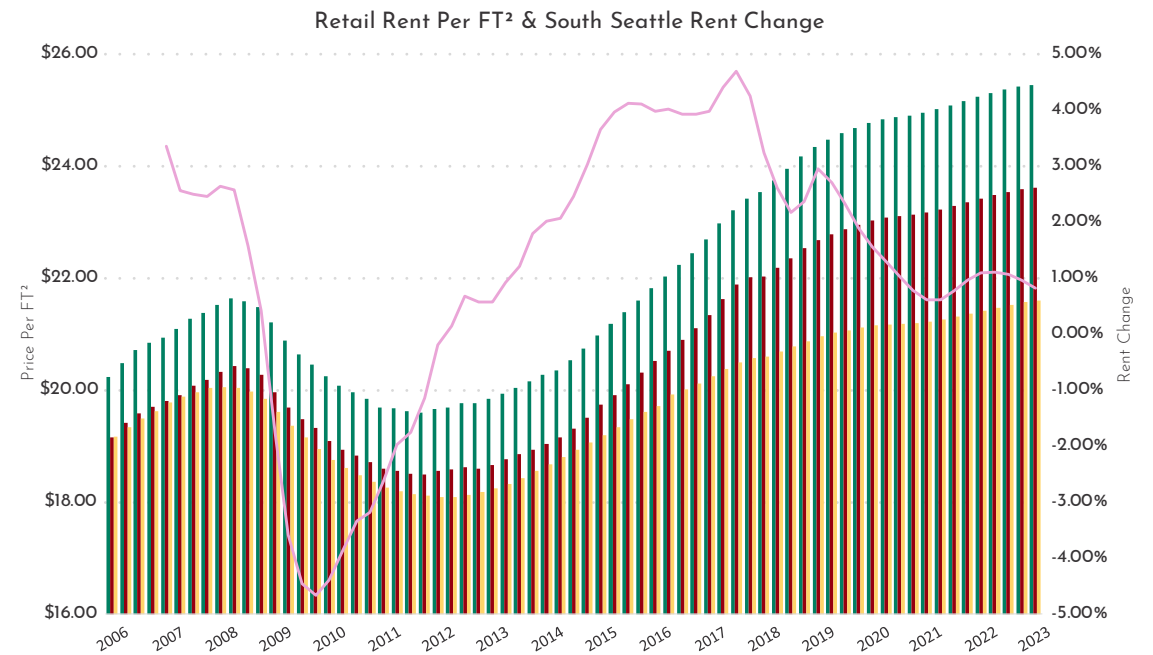


Figure 3.3.11. Retail Rent (per sq. ft.) and South Seattle Rent Change

Recent commercial rent hikes have started displacing neighborhood businesses and fear of being “priced out” is creating divides in the community

Commercial rent in Beacon Hill averages over \$25 per square foot which is up from \$17 in 2010. New construction development packets advertise large ground floor commercial spaces of several thousand square feet that can be challenging for small businesses to afford. Small business owners will need to prepare for increasing economic pressures by capitalizing on opportunities with a growing population. Community members should align interests to advocate for development styles that resonate with unified goals.

3.0 Market Analysis

3.3 SWOT Analysis: Threats

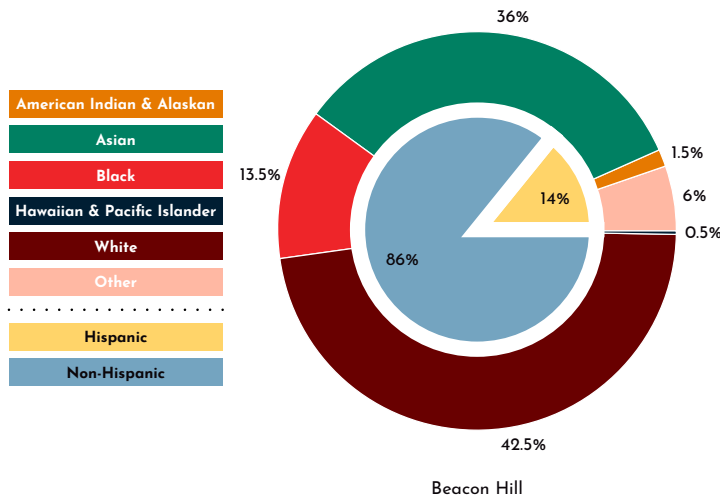


Figure 3.3.12. Demographics of Beacon Hill

Lack of coordination between existing institutions can weaken the neighborhood's ability to present a united front to enact change

There are a variety of effective stakeholders in the non-profit community of Beacon Hill. Several of these actors, however, have expressed concern at a lack of unity and coordination to leverage larger initiatives to protect and serve Beacon Hill. With the potential of cultivating a cohesive and attractive commercial corridor, improved communication and synchronization of goals among prominent voices will be essential.

Lower cap rates in Seattle as a whole, and Beacon Hill specifically, could lead toward "cheaper" cost-cutting styles of development

National averages for residential and commercial cap rates are between 6% and 7%. Seattle's real estate climate, with rising values on the limited land available, is maintaining rates between 5% and 6%. South Seattle and Beacon Hill, specifically, fall below these city averages, which leaves the area vulnerable to developer cost-cutting with less expensive construction techniques to maintain desired returns to investment. While currently proposed projects look to exhibit high standards in design and appearance, attention must be paid to design review processes which ensure neighborhood aesthetic standards.

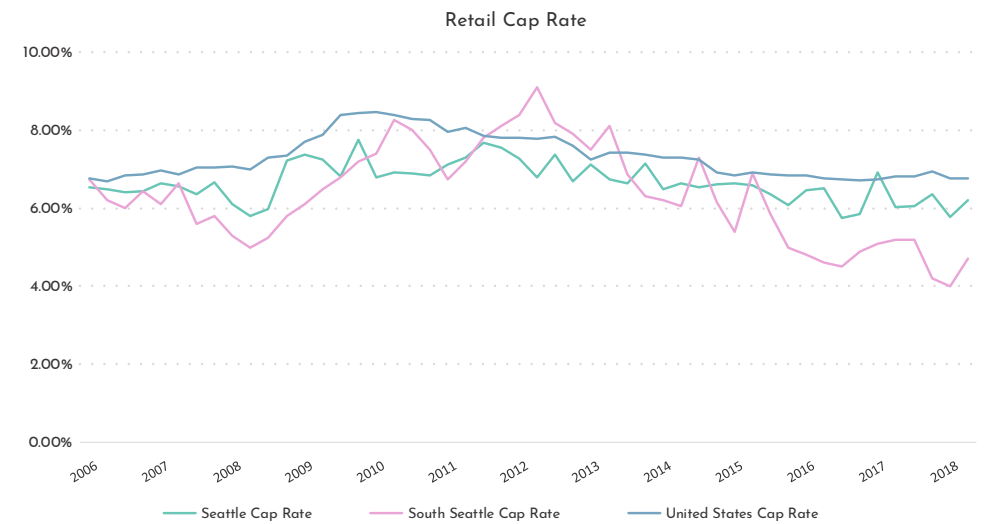


Figure 3.3.13. Retail Cap Rate

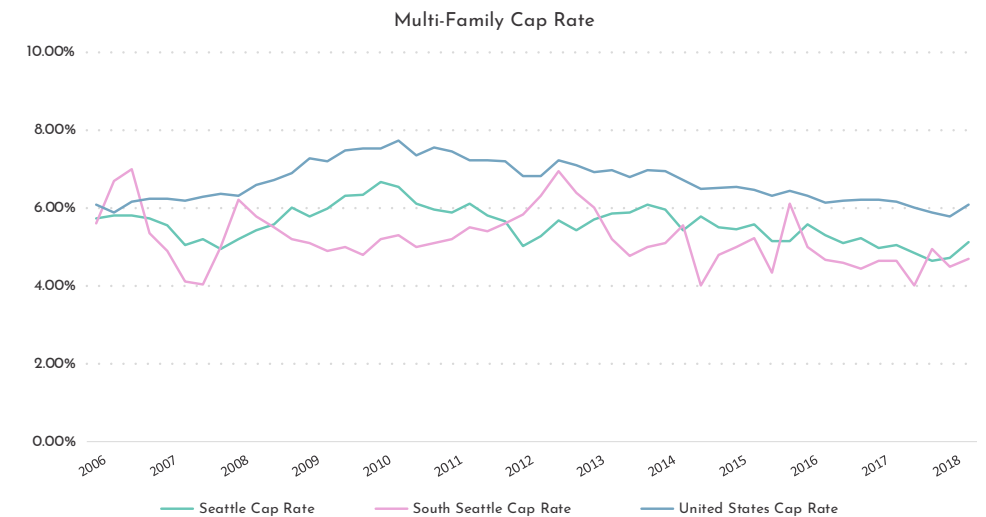


Figure 3.3.14. Multi-Family Cap Rate

3.0 Market Analysis

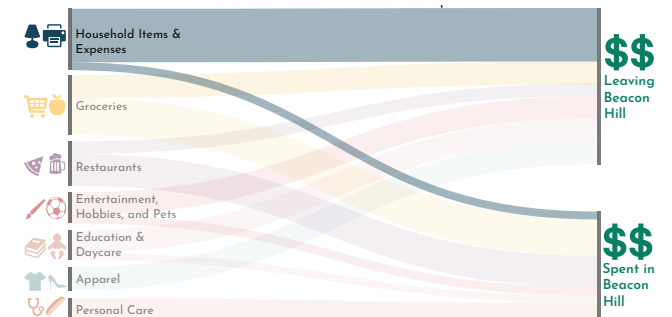
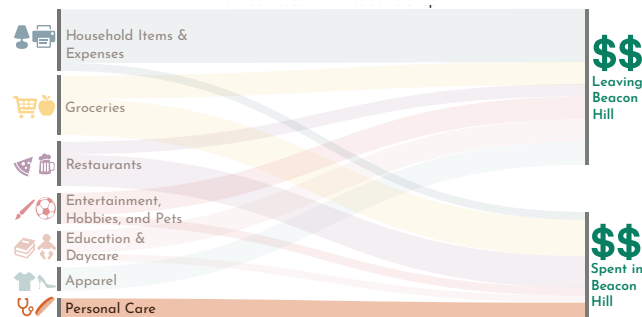
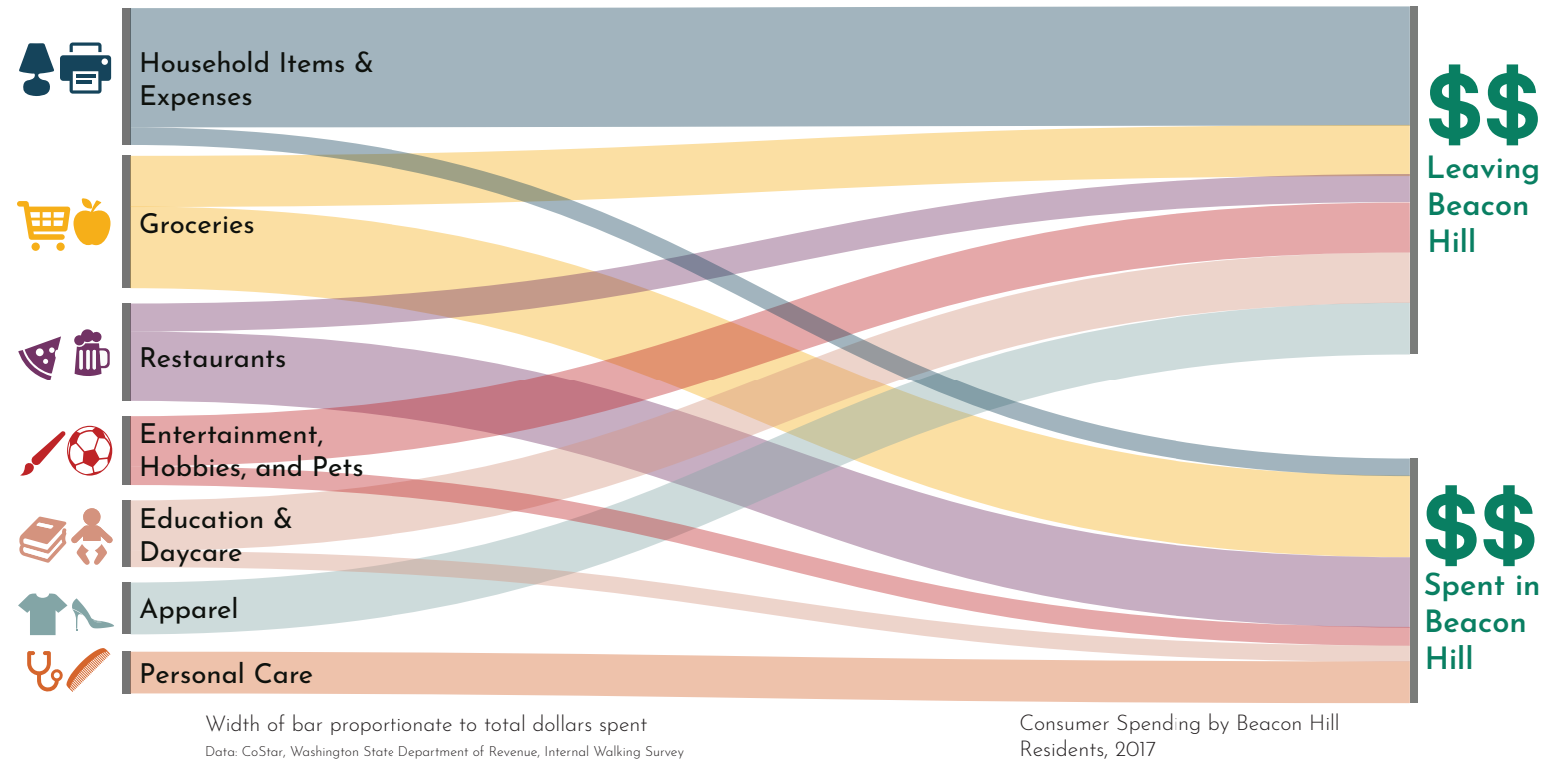
3.4 Leakage Analysis

Our leakage analysis combines information on number and type of businesses in the business area, state averages for revenue by business type, and consumer spending reports within a one mile walkshed on the business area. The numbers presented do not reflect the consumer spending of non-Beacon Hill residents in the District, or the mix of shoppers at stores either being from inside the neighborhood or outside. Business revenues are based on averages and not direct reporting from the businesses themselves. Most importantly, the trends presented through this analysis offer valuable insights to consider when developing a strategy for CBD strengthening.

Key Takeaways:

- » 60% of consumer spending dollars from residents are exiting the CBD.
- » Retail categories such as household goods, gift and hobby stores, food and beverage stores, daycare/ education services, and apparel shops could be strong additions to the neighborhood business mix.
- » Personal Care businesses are the only listed retail category showing leakage. This industry is likely drawing in outside patronage, and strategies to capture additional spending by these visitors should be explored.

Where do Beacon Hill Residents Shop?



Top: Figure 3.4.1. Commercial Leakage in Beacon Hill
 Left: Figure 3.4.2. Personal Care Leakage in Beacon Hill
 Right: Figure 3.4.3. Household Items and Expense Leakage in Beacon Hill

3.0 Market Analysis

3.5 Business Mix

Our walking survey documented a mix of neighborhood businesses in a variety of sectors. We used the University of Wisconsin report on evaluating business opportunities in a business district to set a strategy that targets market improvements to strengthen the Beacon Business District. This toolkit suggests emphasizes the need to “fill vacancies with viable businesses and to give residents access to necessary retail goods and services” within a concentrated business area. Our Land Use Map has identified the currently vacant parcels and storefronts and noted which of these properties has new development in the pipeline. Our business mix analysis takes a closer look at what types of storefronts are present among current offering and the retail and service sectors where neighborhood residents may look to advocate for an improved mix of businesses in Beacon Hill. Using NAICS standard codes for retail and service business types, we broke the existing businesses into seven different categories: Entertainment, Hobbies, and Pets; Apparel; Restaurants; Personal Care; Grocery; Education & Daycare; and Household Items & Expenses. NAICS categories are an industry standard method for defining the type of operation on a given property. Beacon Hill has businesses that fit into each of these categories, with the notable exception of Apparel. The ratio and mix of offerings, however, is imbalanced and could be reorganized to better align with spending patterns and consumer needs.

Clothing/Jewelry/Gift Shop

- » Would require a minimum of approximately 800 SF
- » Requires loading from a back alley
- » Could work well in an adaptive reuse of existing property
- » Ideally will have access to street parking for customers



Image 3.4.1. Andaluz - Columbia City

Daycare Center

- » Requires at least 4,000 SF
- » Requires fenced in outdoor space for an on-site play area
- » Fits well into a new construction project plan
- » Will need loading/unloading zone in the back, as well as employee parking



Image 3.4.2. Bright Horizons, Ground Floor - West Seattle

3.0 Market Analysis

3.5 Business Mix



Image 3.4.3. Soreano's Plumbing Inc. - Columbia City

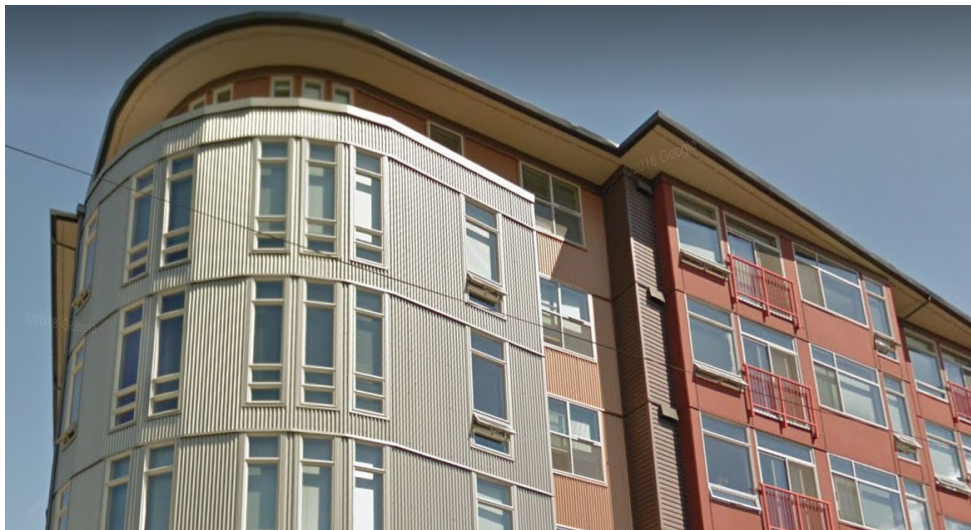


Image 3.4.4. Bright Horizons, Upper Floors - West Seattle

Hardware Store

- » Fits well in a narrow and deep space with high ceilings (at least 18') and total floor area of at least 1,500 SF
- » A good candidate for adaptive reuse of an existing property
- » Ideally will have access to street parking for customers
- » Requires loading from a back alley

Coworking Space

- » Approximately 7,000 SF offers space for private and shared workspaces
- » Fits well into the first or second floor of a new construction project plan
- » Parking (additional revenue source), a loading zone, and potentially a terrace with picnic tables for outdoor eating
- » Attractive location close to the light rail station

Leveraging our leakage analysis and the land use comparisons with Columbia City and Alaska Junction, our market analysis concludes with a conservative proposal for the quantity and types of businesses that could strengthen the core offerings in Beacon Hill. In addition to the general categories outlined in this image, we have developed a list of specific developments, at left, that we think could do well in this neighborhood. These suggestions are backed by data analytics and a theoretical belief in an overarching strategy that creates a holistic and diverse array of offerings that allow residents to complete a higher quantity of errands and entertainment outings without leaving Beacon Hill. Below is a list of several hypothetical examples, including location requirements, that local residents could consider advocating for within upcoming neighborhood development projects.

These examples are strictly for illustrative purposes, and we encourage residents and entrepreneurs to think creatively about the interests and needs of Beacon Hill's present and future population. It would be strategic to coordinate, rather than compete, with entertainment and unique shopping opportunities in neighboring districts such as Columbia City.

i 4.0 Business District Tools

4.1 Introduction

A Business Improvement Area (BIA), also referred to as a district (BID), is generally recognized as a special-purpose community-organized tax district with two key goals: (1) the aesthetic enhancement of communities, and (2) the economic development and improvement of local business conditions. There are over 1,000 active BIA/BID throughout the United States, resulting in significant variations in naming, purpose and goals, governance, financial structure, and service delivery. Generally formed as a nonprofit organization or a public-private partnership with public oversight and private management, Business Improvement Areas take the form of benefit assessment districts that allow for tax powers within a defined geographic area.

The City of Seattle defines Business Improvement Areas (BIA) as a:

“Special assessment areas that are established to aid general economic development and neighborhood revitalization, and to facilitate the cooperation of merchants, businesses, and residential property owners which assists trade, economic viability, and liveability[sic] (RCW 35.87A.010). Specifically, the mechanism for improvements is an assessment collected from property owners and/or business owners within defined boundaries. The funds collected are used to provide services for the benefit of the businesses and properties being assessed.”

1. City of Seattle, Citywide Business Improvement Area Policies

BIAs can be a consistent source of funding for business area improvement projects and events. The process of creating a BIA involves coordinating with the Seattle Office of Economic Development, defining the districts boundaries, creating a ratepayer board, determining how much businesses will contribute and doing extensive outreach. The section that follows provides a detailed overview of how to create a BIA and recommendations for how funds could be generated and used to improved the Beacon Hill Business District.

Business Improvement Areas have been active in Seattle since the 1980s. The program is largely overseen by the Office of Economic Development and supported by the Only in Seattle Initiative. Some of the first neighborhoods to incorporate BIAs included Pioneer Square and Capitol Hill, along with the downtown core. The newest district in the city is the Ballard Alliance, which was incorporated as recently as 2016 and serves the commercial corridors along Market Street and Ballard Avenue. As of early 2018, there are 10 active BIAs in Seattle -- all vary significantly in size, business mix, and purpose, reflecting the flexibility of Seattle’s BIA policies and adaptability necessary of such economic and neighborhood revitalization models.

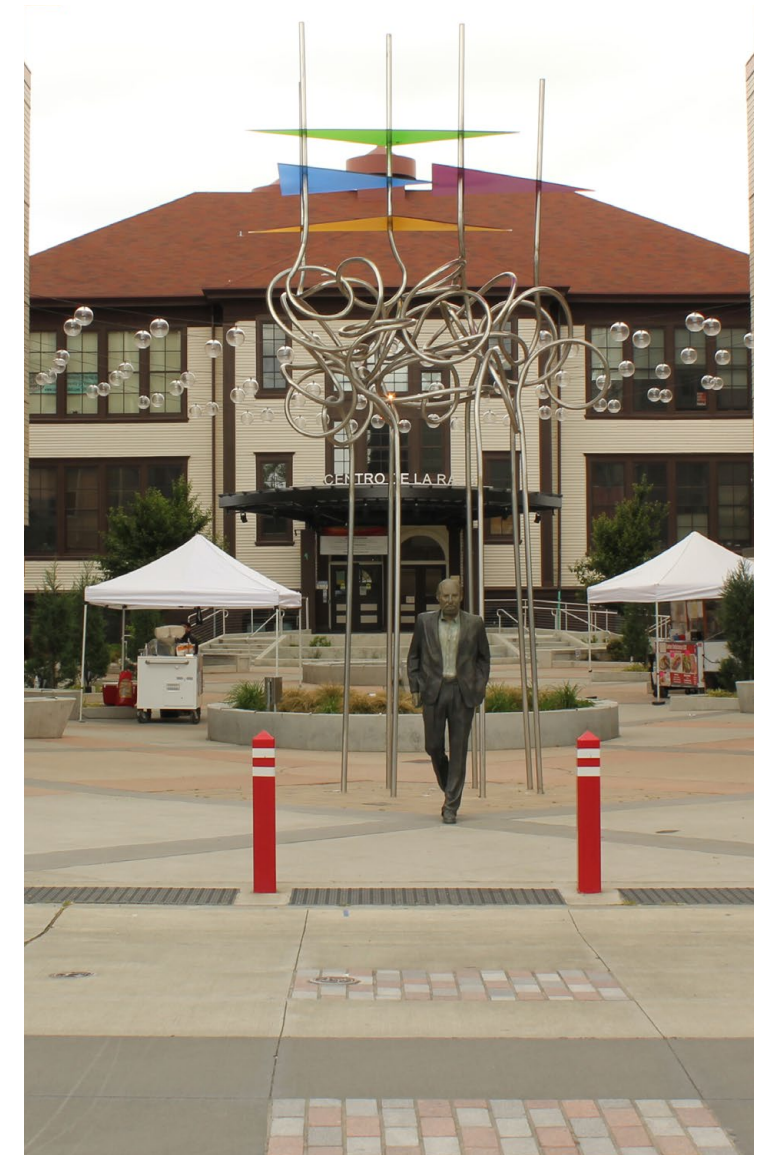


Image 4.1.1. Plaza Roberto Maestas, North Beacon Hill

i 4.0 Business District Tools

4.2 Envisioning a Business Improvement Area

There is no exact formula for creating and operating a Business Improvement Area. The ten BIAs in Seattle range in their assessment models, budgetary size, and organizational management. It is important to note that this does not discount the fact that there are common themes and actions shared among the BIAs in Seattle. It simply notes that the methodology used by BIAs to accomplish their respective mission and goals depends on the community; the community is tasked with identifying and setting the agenda of the BIA to reflect the needs of the community. To understand the potential impacts of a BIA we examined the different types of programming and tasks that Seattle's Business Improvement Areas usually manage and perform. With this information, we attempted to understand a BIA's impact to the North Beacon Hill area.

Beyond the typical administrative and organizational management duties necessary for their successful operation, BIAs tend to engage in four programmatic topics. The four programmatic topics are as follows:²

1. **Clean & Safe**
2. **Marketing & Events/Promotions**
3. **Placemaking**
4. **Business Development**

BIAs within Seattle all work within these four programmatic topics, performing a combination of the listed activities within each topic as well as other activities. It is important to note that BIA services are supplemental to City services and are not intended to displace any service that is currently being provided. Additionally, a BIA offers a unique opportunity to leverage and strengthen existing services provided by community-based organizations, nonprofits, and City services within the area.

2. <http://www.seattle.gov/economicdevelopment/business-districts/about-only-in-seattle#program>
City of Seattle - Citywide BIA Policies (2016)



Image 4.2.1. Leimert Park, Los Angeles

4.0 Business District Tools

4.3 BIA Programs

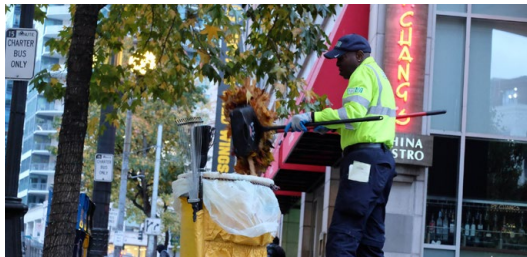


Image 4.3.1. Clean Team, Downtown Seattle

Within the **Clean & Safe** program, the goal is to keep the district clean and to make visitors, residents, business owners, and their employees feel safe and welcome. This programming category would provide services such as:

- » Additional trash collection
- » Litter & graffiti removal
- » Electronic security/camera
- » Safety ambassadors
- » Sidewalk sweeping/washing
- » Block / neighborhood watch groups



Image 4.3.2. Roberto Maestas Plaza, North Beacon Hill

The **Marketing & Events/Promotions** program works to create a positive and consistent image of the district that would help draw more visitors to the area. This programming category would involve activities such as:

- » Wayfinding signs
- » Website
- » Special events/festivals
- » Historic tours
- » Holiday decorations
- » Street performers/artists
- » Business district brand development
- » Joint marketing and advertising of local businesses



Image 4.3.3. Parking day, photo by Civic Design Center Nashville, TN

For the **Placemaking** program, the goal is to create a physical environment that is attractive, inviting, and easily accessible by multiple modes of transportation. Activities to surrounding placemaking ranges and can involve tasks such as:

- » Code compliance
- » Design guidelines
- » Flower baskets/tree wells
- » Streetscapes
- » Lighting/furniture



Image 4.3.4. Stock Image

The **Business Development** program focuses on creating strategies that support local businesses to stay and grow in the district as well as attracting businesses that bring new customers or add to the mix of offerings. Activities within this topic area include:

- » Market research
- » Business recruitment
- » Performance management
- » Business networking events
- » Business technical assistance services
- » Connect new businesses and property owners

i 4.0 Business District Tools

4.4 Programming and Capacity Phasing Framework

BIAs across the city range significantly in their budgetary size; this allows each BIA to engage on different levels of programming activities and meet different levels of need within their respective district. Budget size is dependent on the assessment collection amount, which is generated based on an assessment formula, as well as additional external funds such as grants and sponsorships. Additionally, the level of engagement of the BIA and a BIA's impact depends on organizational capacity, that is the number of available staff and their capacity to administer the mission and vision of the BIA.

To understand the potential impacts of a BIA within the Beacon Business District, we created a phasing framework. As the phases progress, we are able to see that overtime with more capacity and more financial support, the BIA is able to engage in more programmatic activities. It is important to note that as communities work to grow their business districts, they are building and strengthening existing assets and programs; moreover, it is also completely acceptable to stay within the bounds of the respective phases and have no intention to expand the BIA in terms of budgetary size, organizational capacity, and programmatic activities.

The phases were constructed based on the relative and potential size and organizational capacity of the BIA; at Phase I, the BIA's budget and capacity is smaller compared to Phase III. Since each phase represents different budget sizes and different level of capacity, each phase also reflects the different levels of engagement of a BIA. It is important to note that language surrounding the perceived "ease" or available funding of tasks or programmatic activities are also relative to the budgetary size and organizational capacity of the BIA.

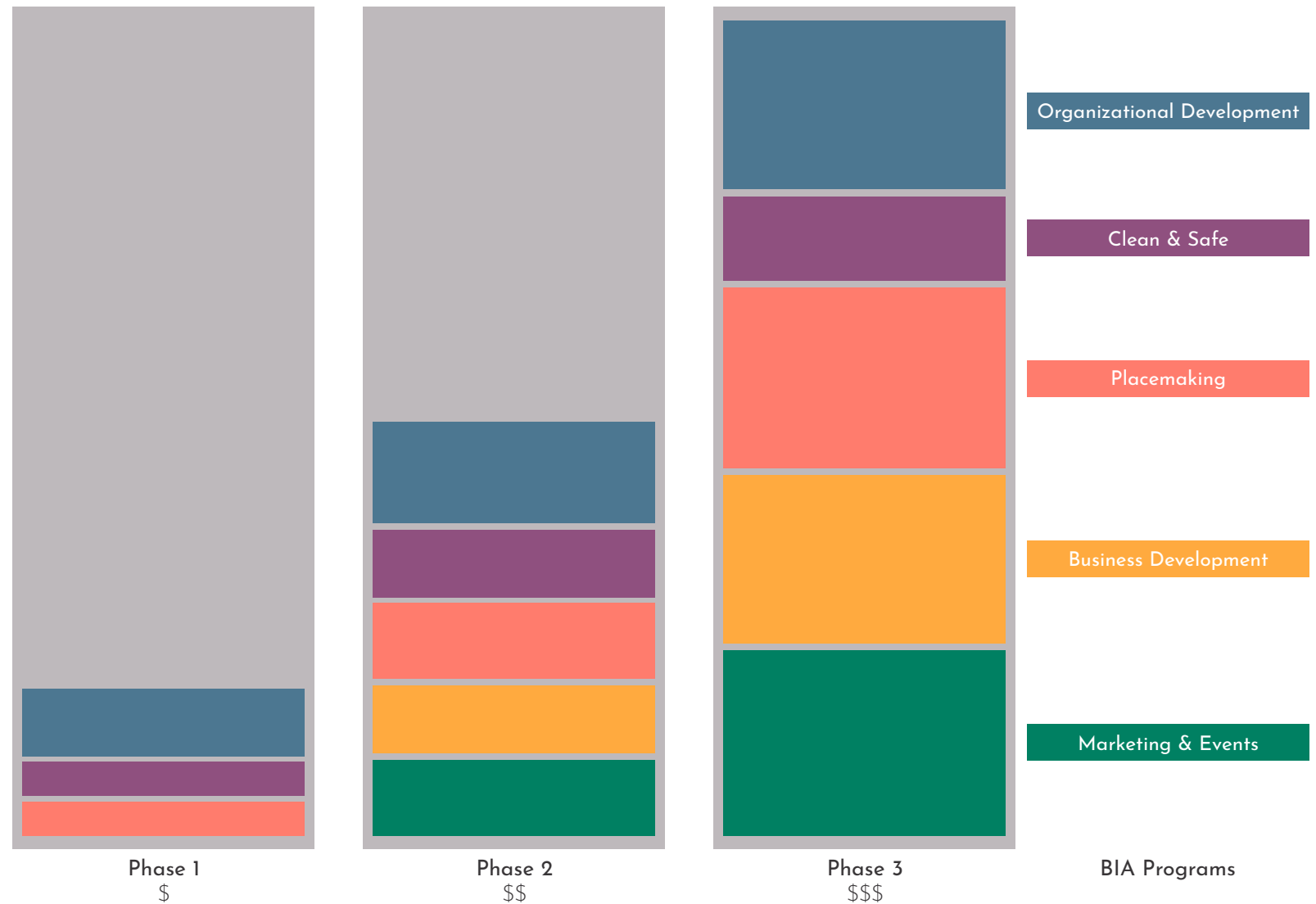


Figure 4.4.1. Potential Vision and Phasing of Beacon Hill BIA

4.0 Business District Tools

4.4 Programming and Capacity Phasing Framework

Phase I has a comparatively smaller budget size compared to Phase II and Phase III; the smaller budget size would also mean the organization's capacity is limited because there would be a small staff size. The organizational management might see one full time employee or part time employee that works as a Program Manager. The types of programmatic activities would most likely be easier, "low-hanging" fruit that would match the available funding and capacity of the BIA. For the Beacon Business District, Phase I would focus on Clean and Safe programming and some Placemaking programming which could involve a combination the following:

- » Additional trash collection
- » Litter & graffiti removal
- » Sidewalk sweeping/washing
- » Code compliance
- » Design guidelines
- » Flower baskets

Phase II would have a larger budget compared to Phase I, but it would not have a budget as large as Phase III. The expansion of the BIA from Phase I to Phase II would require a number of strategies such as increasing the boundaries of the BIA, increasing assessment fee, and grant awardings or sponsorships; it is important to note that these strategies are not exclusive and BIAs across Seattle have used a variety of these strategies to grow their BIA or manage their budgets. In Phase II, many of the programmatic activities would expand and would require more capacity and financial support, compared to Phase I. As a result, the programmatic activities in Phase II would be considered slightly more difficult to complete. For the Beacon Business District, Phase II would continue work in the Clean and Safe and Placemaking programming and would begin work in Marketing and Events and Business Development. Activities within these programmatic topics could involve all previous and:

- | | |
|-------------------------------------|---|
| » Block / neighborhood watch groups | » Website |
| » Safety ambassadors | » Joint marketing and advertising of local businesses |
| » Tree wells | » Market research |
| » Streetscapes | » Business networking events |
| » Lighting/furniture | » Connect new businesses and property owners |
| » Wayfinding signs | |
| » Brand development | |

Phase III would have the largest budget of the three phases. Similar to the transition between Phase I to Phase II, the expansion of the BIA from Phase II to Phase III requires employing various strategies to increase the size of the BIA's budget. In Phase III, the BIA would be engaging at all levels of programmatic activities, expanding on the work of Phase II. Due to the increased level of engagement, a BIA at this phase would have a larger staff to assist with managing the various activities and programs. For the Beacon Business District, Phase III would continue the work of Phase II, but in Phase III Beacon Business District would be able to fully expand on the programs and activities. Activities of the BIA at this stage would include all previous and:

- » Electronic security/cameras
- » Special events/festivals
- » Historic tours
- » Holiday decorations
- » Street performers/artists
- » Performance management
- » Business recruitment
- » Business technical assistance services

4.0 Business District Tools

4.5 Establishing a BIA

The formation of a Business Improvement Area—its envisioning, the petition process, ultimate ratification—is as much an administrative as it is a political endeavor. Petitioners are expected to engage Office of Economic Development (OED) staff early and often throughout the development of a petition. The process itself is largely outlined by City policy guidance and includes a formal application and review with City Council. At the same time, strategic and meaningful engagement of property and business owners, their tenants or employees, and area residents is critical for a successful bid. Business Improvement Areas naturally thrive on accountable and democratic design, and rely on meaningful representation of the community’s interests and needs.

Introduction to Process

The City of Seattle has established Citywide Business Improvement Area Policies that provide a regulatory framework for BIAs and guide the petition process for their creation. Policy guidance establishes expectations around BIA formation, outreach, assessments, management, and more. Further, the City policies explicitly outline a checklist of required materials and activities necessary for the submission of a successful petition packet to OED staff.

City Oversight & Support

With assistance from the City Department of Finance and Administrative Services (FAS) and the City Attorney’s Office, the Office of Economic Development (OED) is

charged with overseeing the formation and administration of Business Improvement Areas throughout the city. Petitioners are expected to check in early with OED staff and coordinate throughout the petition process. All three agencies provide legal and administrative oversight of the formal petition and application, usually at two key points: before distribution for signatures and before submission to City Council. Throughout the lifetime of a BIA, monthly expense invoices are submitted to OED and FAS staff for the disbursement of assessment funds, along with additional administrative reporting on a regular basis.

Regulation

Parking and Business Improvement Areas are authorized in Washington State by RCW 35.87A, designed “to aid general economic development and neighborhood revitalization, and to facilitate the cooperation of merchants, businesses, and residential property owners which assists trade, economic viability, and liveability” (RCW 35.87A.010). State law further devolves regulatory power to local jurisdictions, authorizing the local establishment of areas. Like other Washington cities and towns, the City of Seattle has authority to establish each BIA and collect assessments, subject to City Council approval. The City’s Office of Economic Development (OED) oversees the petition process and provide guidance that ensure “consistency, equity, and predictability in submission or consideration of proposals to establish, expand or disestablish a BIA” (City of Seattle Res. 31657, Attachment 1).

Finances

As a benefit assessment district, Business Improvement Areas have authority to levy a compulsory

tax on property owners and/or business owners, nonprofits, and in some cases even residents of multi-family residential buildings. Tax assessments are usually based on local property values, business revenues, property size, and predetermined assessment formulas and are reviewed by Seattle Office of Economic Development staff. Tax revenues are collected and administered by the City Department of Finance and Administrative Services (FAS), while expenditures are allocated at the discretion of the BIA, invoiced monthly.

Objectives

BIAs are largely designed to provide for services that supplement existing public works, sanitation, and other City services and programming. BIAs vary widely across the city, exhibiting a wide range of organizational structures, ratepayer types, and services delivered. Programs generally include safety and sanitation services, business and neighborhood marketing, business retention, and aesthetic streetscape improvements, among others. At the same time, property owners, business owners, nonprofits, and residents would ultimately face varying assessment rates and will likely have varying preferences for services and benefits.

Initial public envisioning meetings, workshops, and surveys can be organized to begin gathering critical input and feedback on the community’s needs, desires, and create a collective vision for their neighborhood. Having a core advisory group lead this effort can be key to a successful petition and would ideally be representative of community members and made up of potential ratepayers.

Early envisioning engagement also presents an opportunity to establish early goals and a clear vision for a BIA in Beacon Hill. Organizational values should align with past community planning efforts, like the North Beacon Hill

i 4.0 Business District Tools

4.5 Establishing a BIA

Action Plan, and active business and community associations, including the Beacon Hill Merchants Association and the Beacon Hill Council of Seattle. Reflecting the neighborhood's business climate and planning efforts, vision and mission statements, goals, and values should simultaneously **prioritize** equitable economic development, revitalization, and programming and **champion** both the neighborhood's ethnic and cultural diversity and its history.

Petition Packet

A Business Improvement Area petition follows a prescribed application process overseen by the Citywide BIA Policies and the Seattle Office of Economic Development. The policies offer clarity and consistency for new petitions and any subsequent modifications of BIAs, providing a checklist of required materials and supplemental information along with additional guidance and expectations for major elements.

Petitioners are expected to check in early with the City Office of Economic Development and coordinate regularly throughout the petition process. Before a finalized petition is distributed to potential ratepayers in the Beacon Business District, a petition packet must be submitted to OED staff for review, including descriptions and explanations for the following elements:

1. Boundaries of the proposed district area;
2. Proposed assessment method, amounts, and ratepayer classifications;
3. Purpose of funds, proposed services and benefits, and estimated costs.

Boundaries

By nature, BIA assessments and services are concentrated within a geographical area that is predetermined in the petition process. The specific boundaries of the area strongly reflect community buy-in for this sort of quasi-public benefit district model, and are therefore likely to be thoroughly refined—end even contested—throughout any engagement efforts. The specific demarcation of the BIA boundary must ensure consideration for what property owners, businesses, and even residents are included or not included in the area. A clear connection, or relation, must be established between the selection of the area, the levy of assessments, and the services provided throughout the lifetime of the BIA.

The proposed boundaries shown at right presented throughout this report reflect a business district area that was developed by UW General Planning Studio cohort members, with ongoing input and direction from Beacon Vision. The boundaries cover a linear commercial corridor along Beacon Avenue S, bordered at the north end by the intersection of Beacon and 14th Avenue S and by S Spokane Street at the edge of Jefferson Park to the south. The area generally includes a block east and west of this spine—slightly wider coverage to the north tapers into a thinner southern half, where we find commercial and multi-family residential uses steadily transition into single-family lots and townhomes.

Though the studio's analysis has included the southern residential sector of the neighborhood, BIA proponents may consider altering these boundaries. As residential properties with three or fewer units per parcel are not subject to a BIA levy, the district's boundaries could be prudently adjusted to ensure that services and benefits are provided to those entities and individuals actually paying into the assessment.

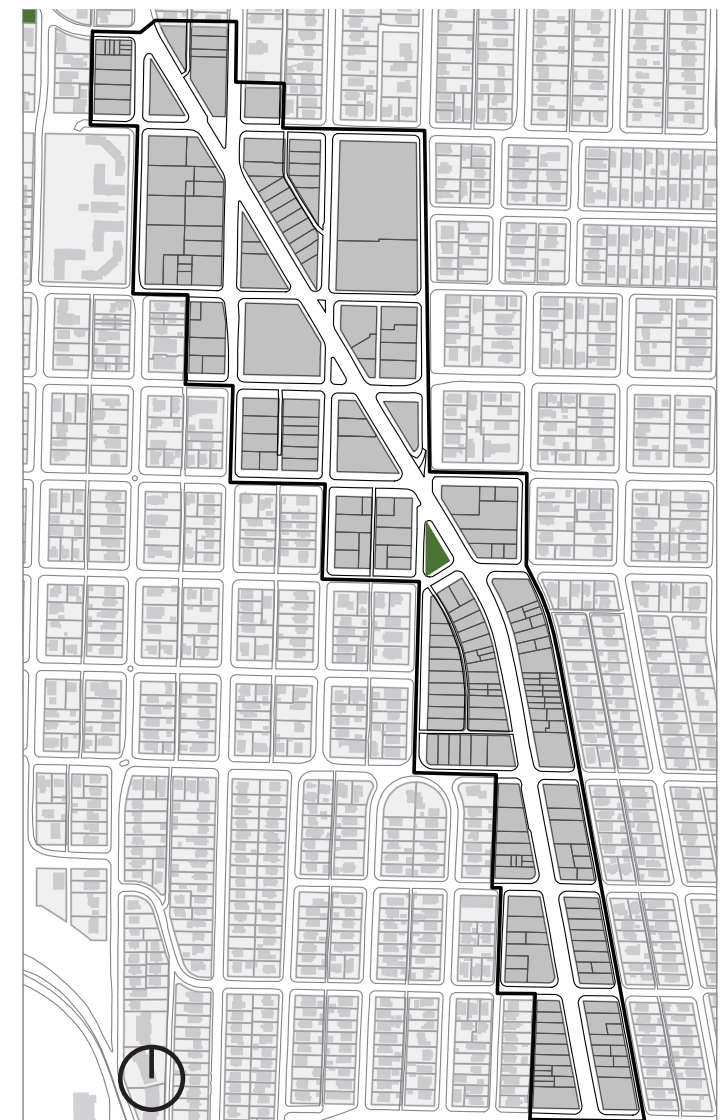


Figure 4.5.1. Business District Boundary Map

i 4.0 Business District Tools

4.5 Establishing a BIA

Proponents are required to provide descriptions of the area's boundaries with a completed BIA petition ordinance. This includes both explicit demarcation along streets and alleys as well as appropriate justification -- that is, of the selection process, distribution of services within the area, and a justification for the selection of the area and neighborhood as a site of economic development and revitalization. The petition submission must include a simple map of the area and boundaries.

Assessment

Proposed Assessment Method:

Businesses

- » \$100 minimum fee; or
- » \$0.13 per square foot commercial

Property Owner

- » \$0.042 per lot square foot;
- » \$0.20 per \$1,000 of assessed value; and
- » \$7.89 per apartment

Non-profits

- » \$131 flat fee

The proposed assessment method borrows from both the Chinatown International District and Columbia City BIAs. Business, property owners and non-profits contribute to the Assessment. Property owners contribute based on their lot square footage, the assessed value of the property and the number of apartments within their building. Including the assessed values and number of apartments enables the rate

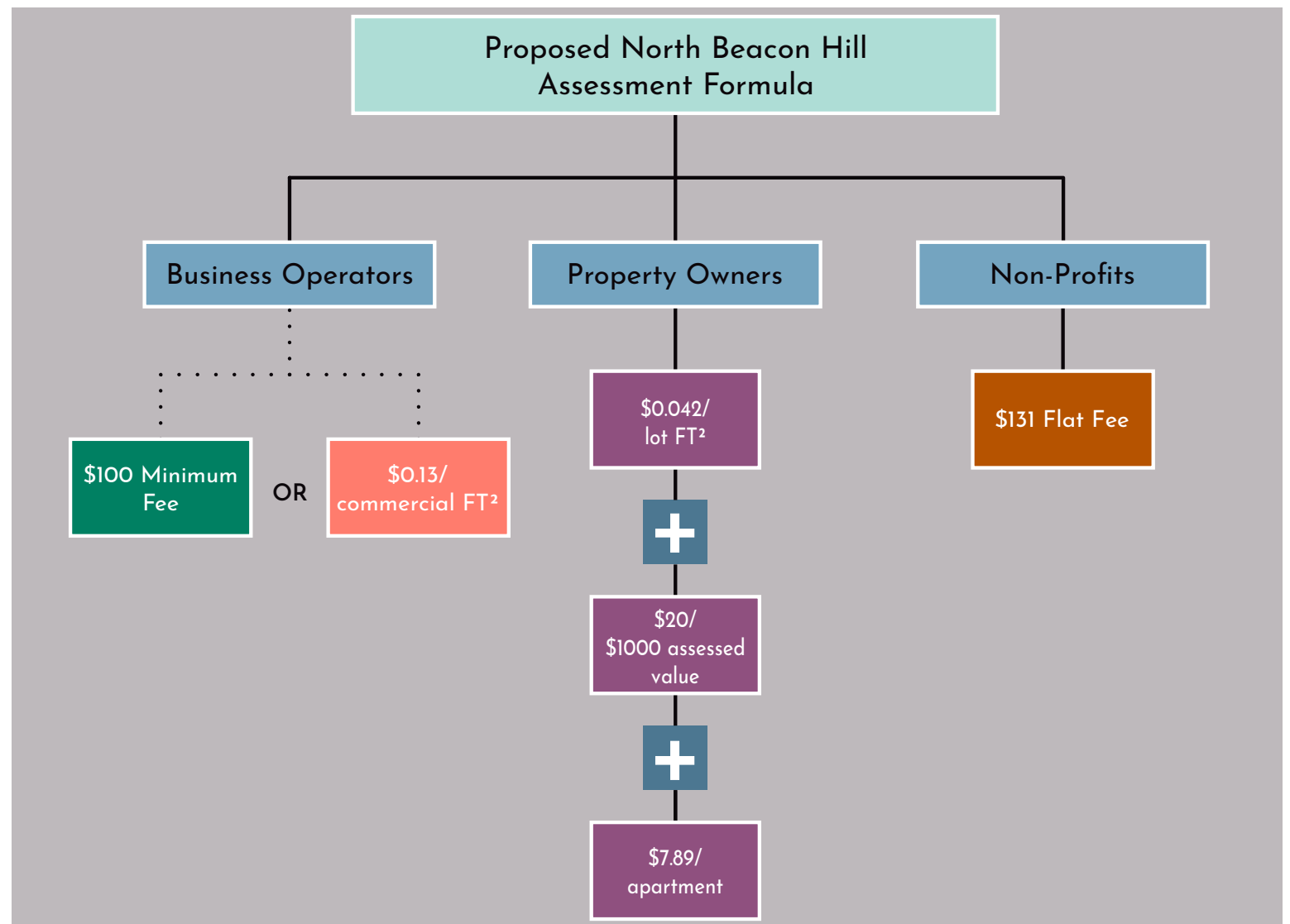


Figure 4.5.2. Proposed Assessment Method

i 4.0 Business District Tools

4.5 Establishing a BIA

to adjust as property values fluctuate and as new apartments are added to the business district. Business owners are assessed based on the square footage of their business or a minimum of \$100 per year. Since one of the goals of Beacon Vision is to preserve locally owned businesses the average annual payment for businesses relatively small, averaging about \$300 per year. Finally, nonprofits contribute a flat fee of \$131 per year. This fee is kept minimal to create some buy-in, but not take away from the organizations mission and services.

One alternative that could be explored is to use gross business income in order to assess business owners. This is a common method used by other BIAs in Seattle. We were not able to access income data to evaluate this option. Additionally once you begin outreach to business and property owners, you may need to adjust the rates or add maximum payments based on the feedback you receive.

Services & Costs

The third major element included in a petition is a detailed outline of the planned benefits and services, including their respective costs. Petitioners are expected to provide descriptions of proposed programs and services that the BIA's funds would be used for, including both their relation to ratepayer classes and assessment rates, as well as justification for how the benefits will drive local economic development and revitalization.

Further, petitions are expected to include a budget for the district's first year. At an early organizational phase with the likelihood of little revenue outside of district assessments, capacity and funding resources are especially limited. Management usually includes just a single employee to serve as Program Manager (in some cases, this staff

Breakdown of Ratepayers

The annual BIA assessment amount for both business owners and property owners ranges from \$3,450 to \$100. The median annual payment is a manageable \$270. Only 12 ratepayers would pay over \$1,000 per year. The top 5 ratepayers in each category account for about 25 percent of the total Beacon Hill assessment. These property owners and businesses should be targeted for outreach when finalizing the assessment method, since they will be influential in the petitioning process.

Accounting for New Development

Nine proposed development projects will add 19,750 square feet of commercial space and 490 apartments over the next several years. We estimate that these new developments, once occupied, will result an additional \$12,000 in BIA revenue.

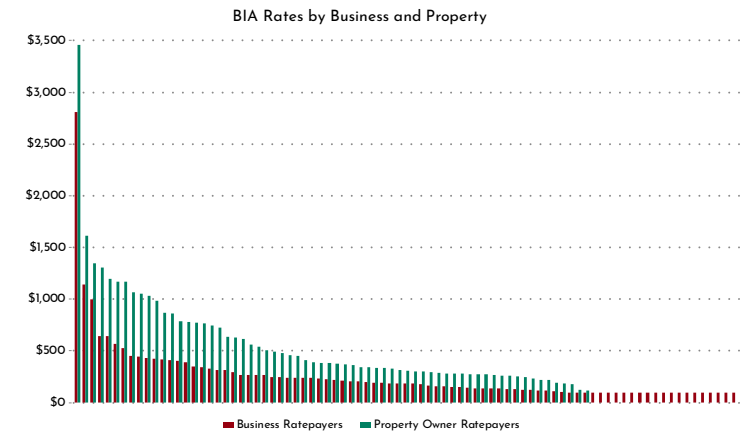


Figure 4.5.3. BIA Rates by Business and Property

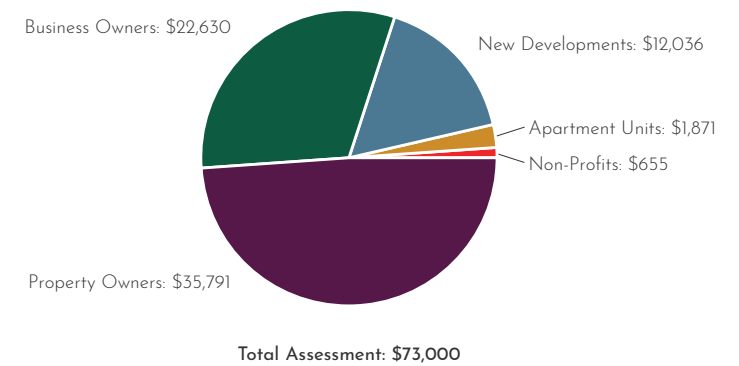


Figure 4.5.4. Proposed Assessment with New Developments

4.0 Business District Tools

4.5 Establishing a BIA

member is shared with another local organization or business association) and is supported by a Ratepayer Board and, in some cases, volunteer committees. Similarly, services carried out by a new BIA can also be limited, often involving some basic sanitation, safety, and streetscape services such as litter and graffiti removal, sidewalk sweeping and washing, ensuring code compliance, or installing flower baskets and other design interventions.

Business Improvement Area petition ordinances usually outline the types of services the district seeks to provide. Draft language generally includes the following clarification:

“Special assessment revenues shall supplement street maintenance and law enforcement provided by the City and is not intended to displace any service regularly provided by municipal government” (Section 2, Columbia City Ordinance).

Proposal Support

City guidance also presents requirements for additional information and explanation that further supplement the plan materials provided in the petition packet. These additional elements include the definition of both the BIA’s governance model and a public outreach and community engagement strategy. Further, petitioners should consider the technical support and capacity necessary to effectively launch a BIA petition.

Seattle BIA Revenues

Many of the existing BIAs in Seattle leverage other funding beyond the assessment to support improvements in their neighborhoods. On average the assessment makes up about 45 percent of the BIAs’ budget. Capitol Hill’s 2012 assessment was \$130,000, but they leveraged \$305,000 from other sources to bring their total revenues to \$435,000

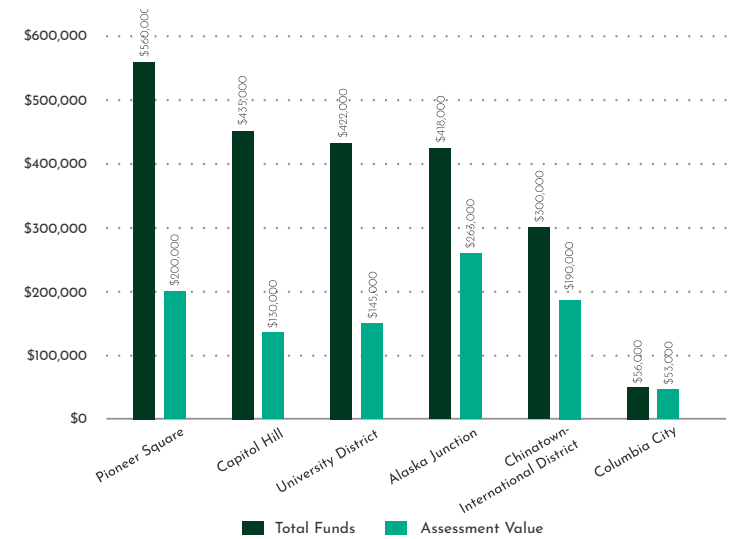


Figure 4.5.5. BIA Revenues for Seattle BIA’s

Phase II BIA Budget

The North Beacon Hill BIA could generate a total of \$162,000, when other funding sources are accounted for. In this projection, for every \$1 raised through the assessment the BIA generates another \$1.22. This could be used as a selling point when doing outreach with business owners to frame the assessment contribution as being matched in order to improve the district. Leveraging additional funding from membership dues, grants, donations, and event fees may take several years of capacity building in order to achieve.

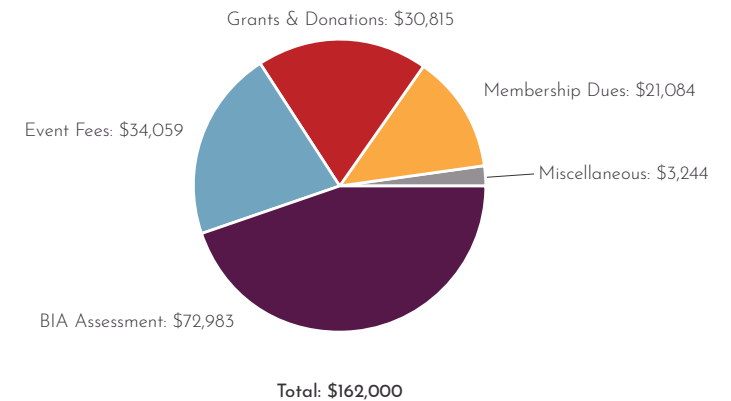


Figure 4.5.6. Projected North Beacon Hill Annual Budget

4.0 Business District Tools

4.5 Establishing a BIA

BIA governance model

The formation of a Business Improvement Area is a significant undertaking, and deserves adept administration and organizational strategy. BIAs require some staffing, at minimum a Program Manager, that engages in a variety of activities from advocating for district needs to organizing community leaders to support the neighborhood. In general, a BIA is managed in one of several ways:

- » as an independent organization,
- » managed by another organization, or
- » managed by a fiscal agent

Petitioners are expected to establish a Ratepayers Advisory Board that oversees the activities of the BIA. The board should be composed of property and business owners, as well as resident and non-profit representatives. The board is expected to adopt bylaws, advise the manager, serve as a liaison to City staff, oversee budgets and work programs, and other duties. Board members attend regularly scheduled meetings, and in some cases submit budgets and work programs for ratepayer approval. Some BIAs also establish working committees, usually made up of ratepayers and residents on a volunteer basis that help advance certain bodies of the BIA's work.

Public Outreach

In many ways, the development of a public outreach and community engagement strategy is as foundational as defining a new BIA's organizational structure. Ultimately, the success of a petition hinges on the ratification by the ratepayers, and to an extent the community at large. In order for a BIA petition ordinance to be complete, it must achieve ratification by ratepayers making up 60 percent of the total assessment amount.

Proponents should be proactive in reaching the business community for input throughout the planning process -- engagement should be planned early and often, meeting community members through a range of approaches:

- » Ratepayers and stakeholders should be *informed* of planning efforts early in the process—plan materials should be provided with reasonable notice
- » Business owners, property owners, resident, and non-profit representatives should be *involved and consulted* to collect community feedback
- » Petitioners should consider outreach strategies like public “open house” meetings and workshops, focus groups, electronic and physical mail, an online platform to host petition and contact information
- » Plan materials should be translated and interpretation services should be provided at meetings

Technical support

The creation of a BIA can be a complex process requiring effective consensus-building and experienced program administration.

- » The petition requires a map of the proposed boundaries for the BIA -- this may require understanding of mapping software, such as GIS software;
- » BIA proponents should be familiar with budgeting and financial strategy -- either the Program Manager, staff members, or Board members will be responsible for preparing program budgets, submitting invoices to the City, and presenting work plans to ratepayers and stakeholders;
- » The outreach and assessment elements of the petition will require substantial data collection -- in particular, ratepayer information will need to be collected and submitted to the City

i 4.0 Business District Tools

4.5 Establishing a BIA



Image 4.5.1. Ballard BIA

How did Seattle's newest BIA do it?

A majority of the BIAs within Seattle are launched and managed by another organization. For example, the formation of Ballard's BIA (ratified in 2016) was largely undertaken by the local Chamber of Commerce through a process that included as many as 60 local community leaders. The Chamber rebranded itself as the Ballard Partnership for Smart Growth and represents a collection of neighborhood businesses, groups, and nonprofits. This "partnership" serves as an advocate for the neighborhood: as a champion for the BIA, it supports the interests of businesses and property owners, and is even a key stakeholder in urban design planning efforts with the City's Office of Planning and Community Development. The Ballard Partnership oversees the Ballard Alliance, the 501(c)(6) non-profit charged with administering the funds and services associated with the BIA.

Petition Ratification

Once a proposal and petition packet has been completed and reviewed by OED staff for consistency with City policy, proponents are ready for collection of signatures from potential ratepayers and ratification by City Council. Signatures must represent 60% or more of the total assessment that would be collected. Ultimately, the adoption of a BIA petition ordinance is subject to Council approval – a process managed by City staff and involving participation at Council Committee meetings.

A successful BIA petition will require a strong understanding of the needs and concerns of the local business community, neighborhood residents, and stakeholders alongside a proactive and inclusive outreach campaign. Petitioners should identify key stakeholders and potential ratepayers, as well as potential impacts on the business district and neighborhood at large. An outreach campaign should engage these business representatives and residents early and often, meeting the community through diverse approaches. Petitioners are required to inform ratepayers and other identified stakeholders by providing plan materials with reasonable notice and should involve and consult to collect representative community feedback about the proposal. Engagement efforts should include public "open house" meetings, focus groups and workshops, and mail and electronic marketing campaigns.

Key Takeaways

The Beacon Business District can use the BIA as a tool to respond to the impending changes in the neighborhood and place business and property owners, and ultimately, community members in control of the types of change they would like to see within their business district. The information organized by the Market Analysis and Design team can find support through the BIA. Many of the conversations surrounding streetscape improvements and pedestrian experience can find programming activities in Placemaking; additionally, the conversations regarding consumer experience, spending surplus/leakage, and business development can find programming activities in Marketing & Events/Promotions and Business Development.

i 5.0 Design Improvements

5.1 Introduction

Pedestrian flow within the Beacon Business District is essential to the development of street-level businesses. Ensuring Beacon Avenue and adjoining streets provide a safe and attractive atmosphere for pedestrians will encourage locals and visitors alike to stay longer and visit local business. In this section we propose ideas that will ensure the transportation system enhances pedestrian experience within the business district.

Many customers enter and exit through the light rail station on a daily basis. Our market analysis has shown that there are a large number of local dollars spent outside of the Beacon Business district. Attracting locals to area business by increasing an aesthetic and utilitarian pedestrian system will create a welcoming environment where area residents can grab necessary household items, pop in for a drink at a local pub, or tuck in for dinner at an area restaurant.

Transforming the streetscape of Beacon Hill from what it is today to a safer, more attractive, and more accessible corridor all at once would be an expensive and a disruptive proposition high in cost and long in fruition. This is especially true in today's construction market where prices are escalating far beyond regular inflation and labor is difficult to schedule. As a result, SDOT and other urban transportation agencies often pursue iterative approaches that quickly and inexpensively make key safety fixes. With time, they return to make their work more durable and attractive. Local examples include downtown bike lanes, initially demarcated by paint only, to protected by flexible posts, and finally to landscaped and signalized over the course of a decade.

When considering the projects outlined in various city plans, this studio's work, and the ongoing North Beacon Hill Mobility Study, we can categorize projects as belonging to three scales or phases, detailed on the following pages.

Phase 1 projects are quick and easy wins that are inexpensive and require a minimum of coordination to accomplish. Examples include additional paint highlighting crosswalks, repainting of curb bumpouts, addition of flexposts, and better directional signage. Many options cost only a few thousand dollars and are entirely in the realm of what a business improvement district or a motivated individual or business can accomplish.

Phase 2 projects increase in cost, coordination, and complexity. They begin to require participation by SDOT, SPU, Metro, or private landowners. Examples could include a 20mph safety zone along Beacon Ave, new crosswalks across Beacon, or separated bike lanes executed with flexible posts and planters. A business district or another coalition of individuals and organizations could advocate in support, or match funds from another source.

Phase 3 projects are the highest cost and complexity, but the expense and headaches are rewarded with transformative and beautiful results. Examples include new traffic signals, separated bike lanes executed in concrete, movement of curbs, creation of public plazas, or improved landscaping strips along a busy street. Costs can range into the millions. Business district and community groups can advocate for these projects, proving community support for large scale and complex projects which must be spearheaded by a dedicated project manager at a public agency like SDOT.

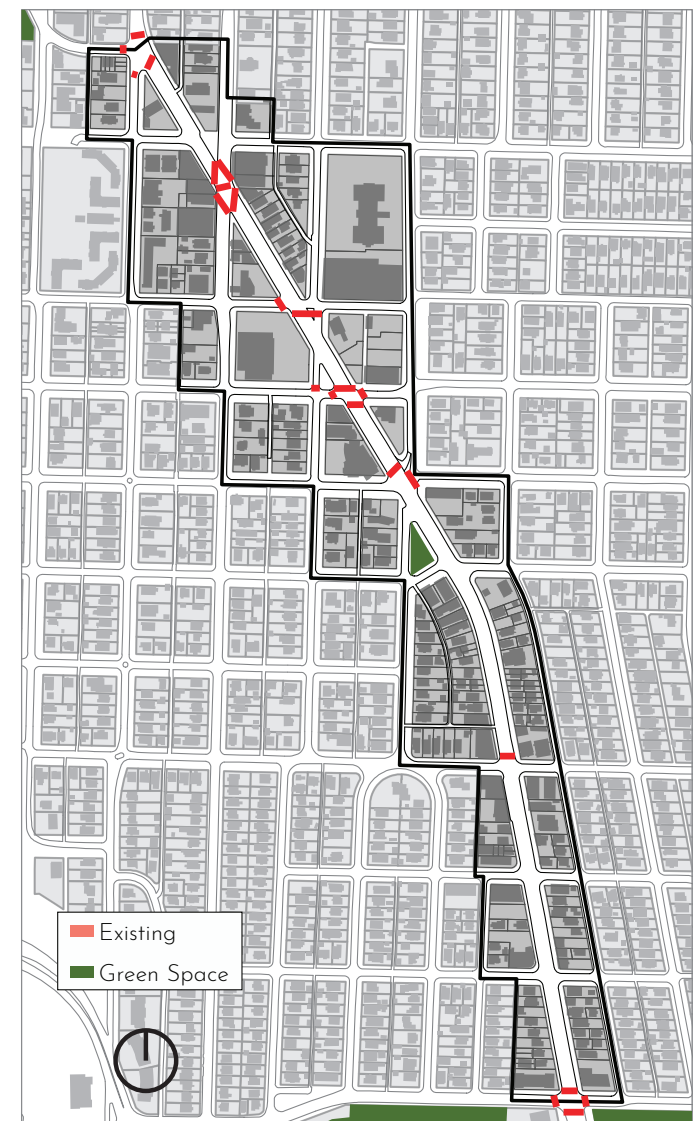


Figure 5.1.1. Existing Street Conditions in North Beacon Hill

5.0 Design Improvements

5.2 Networks and Phasing

The light rail station offers a chance to capture a wider audience of potential customers who otherwise bypass the district. By creating a business district with a unique character, prospective customers can be lured into the district on their way to and from work. The proximity of businesses to the station offer an easy opportunity for riders traveling to their homes in the Rainier Valley, Tukwila, and beyond to stop, shop or dine, and then continue on their way home.

New development within the district will provide a wealth of new retail and office possibilities. Planned residential development will bring hundreds of new residents, potential customers for local businesses. That growth will further exacerbate existing conflict throughout the corridor by introducing more people and goods traveling in and out of the area.

The substantial right of way width offers an opportunity for reclamation of space for pedestrians and bicyclists. By narrowing the wide travel lanes and eliminating the turn lane, space can be created for landscaping, sidewalks, or protected bike lanes. Reconfiguration of current parking will provide space for seating and patio space. Parklets and landscaping at various levels of permanence can be placed beyond the curb to quickly reclaim space without disturbing current infrastructure.

Practical and aesthetic changes to pedestrian facilities can create a unique sense of place. Public art, unique paving designs, and contiguous choices in site amenities and signage will pull pedestrians through the district to area business, and improve linkages to destination landmarks such as Jefferson Park or El Centro de la Raza. Activation of space throughout the district will provide an amenity which can be used by local residents, offering small parks, pleasant plazas, and improved facilities.

The generous width of Beacon Avenue provides sidewalks varying in width, narrow planting strips, two travel lanes, two parallel parking lanes, and an underused turn lane.

Reclamation of turn lane allows for creation of back-in parking, wider pedestrian spaces, narrow bike lanes, and increased greenspace.

Reduction in parking allows for additional pedestrian space and protected bicycle lanes. Pedestrian space could be used by businesses for display and patio space.

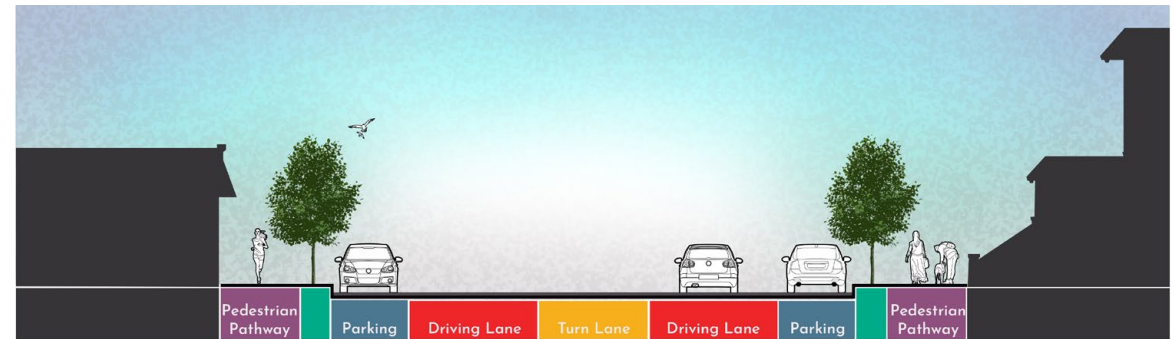


Figure 5.2.1. Section: Existing Conditions on Beacon Ave S, North Beacon Hill

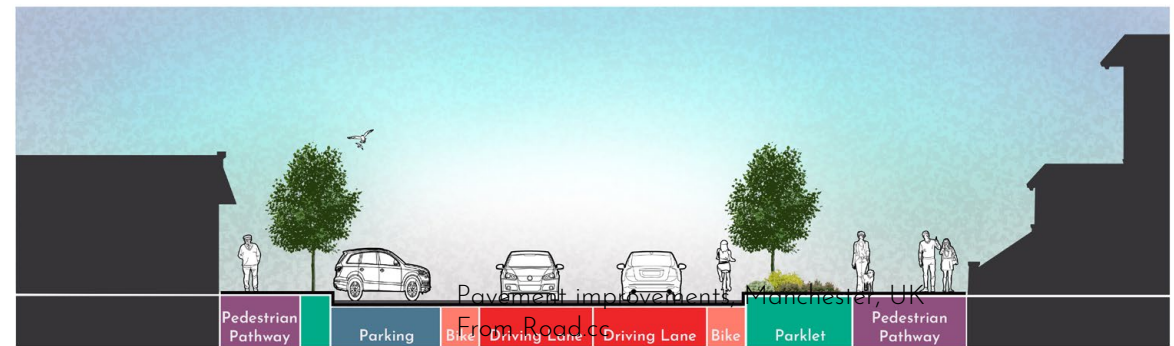


Figure 5.2.2. Section: Back-in Parking on Beacon Ave S, North Beacon Hill

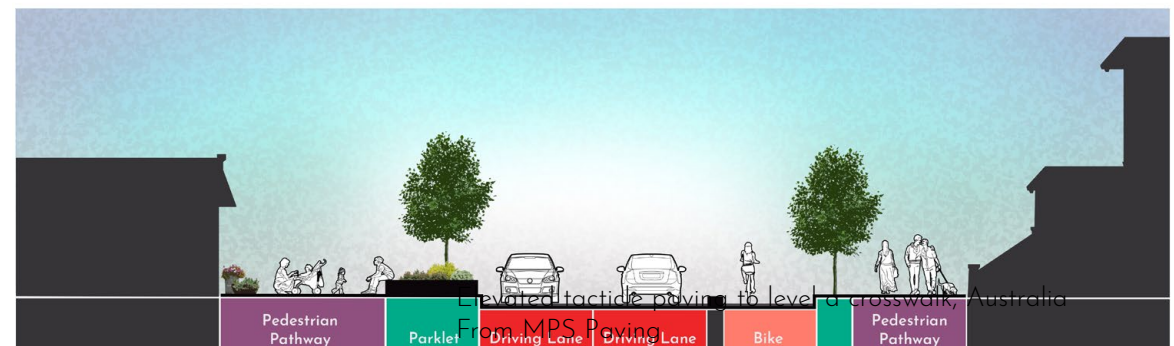


Figure 5.2.3. Section: Protected Bike Lane on Beacon Ave S, North Beacon Hill

i 5.0 Design Improvements

5.2 Phase 1

Phase 1 projects are quick and easy wins that are inexpensive and require a bare minimum of coordination to accomplish. Examples include additional paint highlighting crosswalks, curb bumpouts executed with paint and flexposts, or better directional signage. Many only cost a few thousand dollars and are entirely in the realm of what a business improvement district or a motivated individual or business can accomplish.

Quick and easy wins

- » Add painted bumpouts
- » Improve existing crosswalks, providing greater visibility
- » Repair existing paving and complete sidewalk network
- » Clarify bike routes with signage and paint
- » Add benches and trash receptacles
- » Complete existing crosswalk facilities, providing proper ADA accessibility

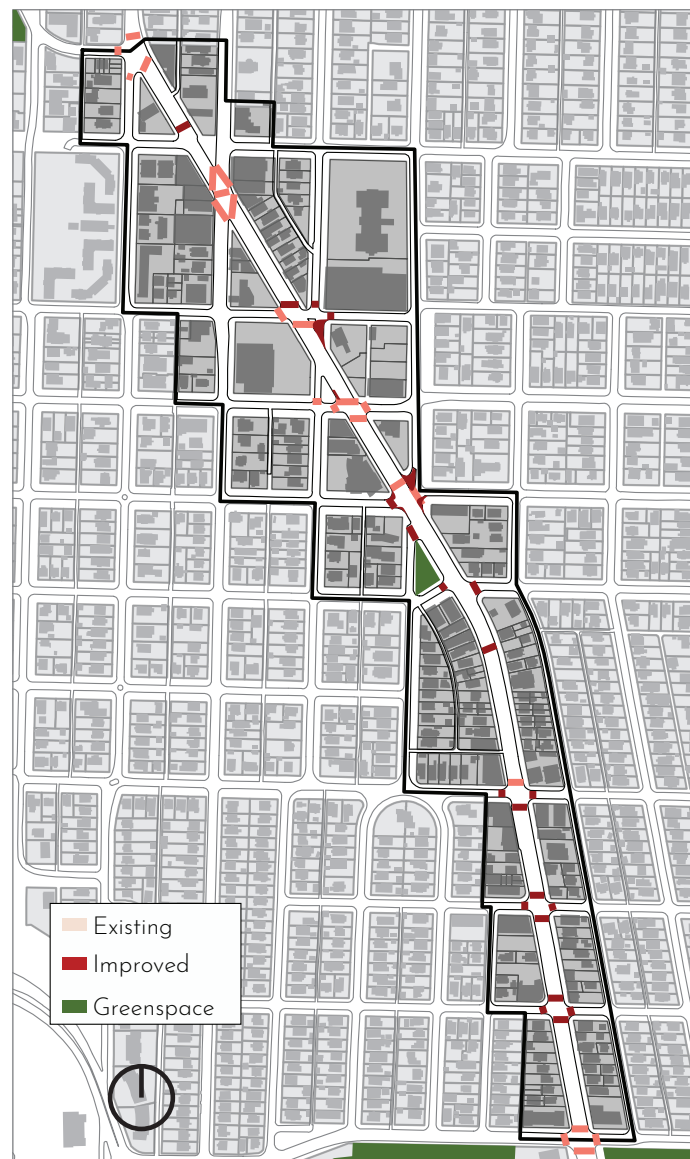


Figure 5.2.4. Proposed Phase 1 Changes



Image 5.2.1. Bicycle and pedestrian facilities, Union Square, New York City

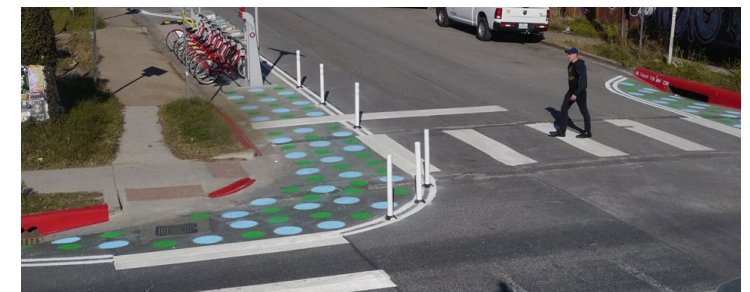


Image 5.2.2. Painted bump-outs, Austin



Image 5.2.3. Decorative crosswalk and cycling crossing, Pittsburgh

i 5.0 Design Improvements

5.2 Phase 2

Phase 2 projects increase in cost but especially in coordination and complexity. Other than SDOT they begin to require participation by SPU, Metro, or private landowners. Examples could include a 20mph safety zone along Beacon Ave, new crosswalks across Beacon, or separated bike lanes executed with flexible posts and planters. Costs range in the tens to hundreds thousands of dollars, but are still relatively inexpensive. A business district or another coalition of individuals and organizations can advocate in support or perhaps match funds from another source, but outside help is generally needed to execute these projects.

Cheap but hard policy changes

- » Institute 20mph safety zone
- » Simplify dangerous intersectio
- » Reclaim parking areas with parklets and street cafes
- » Replace and renew declining street tree population
- » Add decorative paving or paint to critical areas to increase visibility

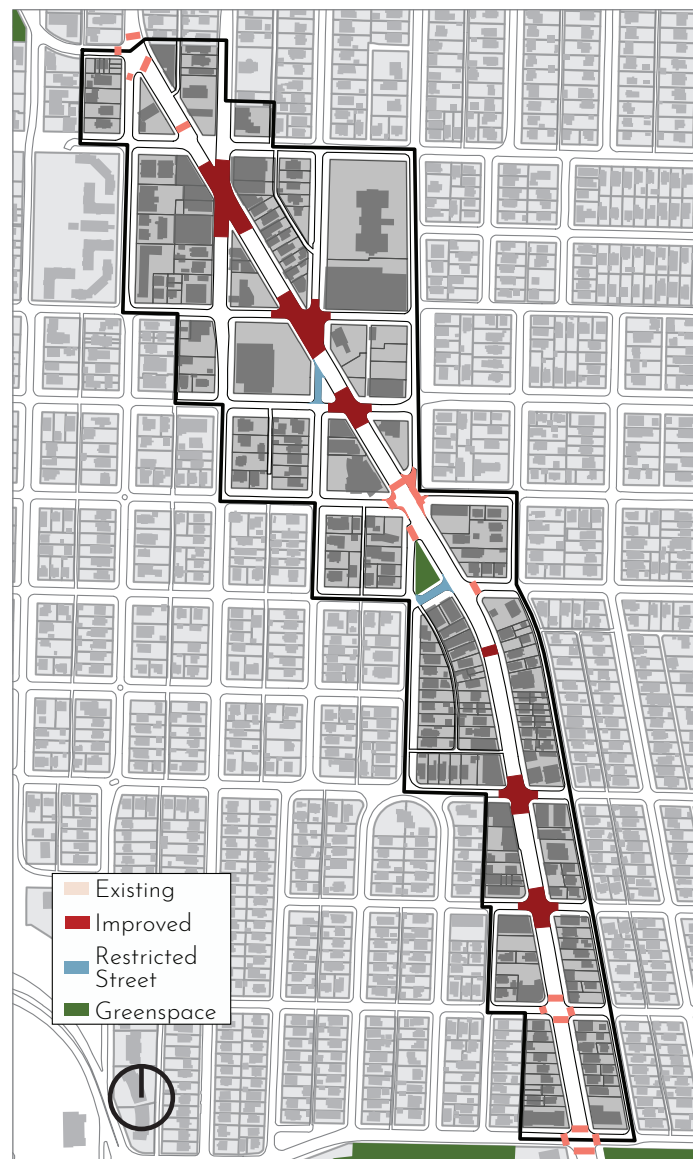


Figure 5.2.5. Proposed Phase 2 Changes



Image 5.2.4. Parklet, Hammersmith and Fulham, London



Image 5.2.5. Pavement Improvements, Manchester, UK



Image 5.2.6. Elevated tactile paving to level a crosswalk, Australia

i 5.0 Design Improvements

5.2 Phase 3

Phase 3 projects are the highest cost and highest complexity projects, but the expense and headaches are rewarded with transformative and beautiful results. Examples include new traffic signals, separated bike lanes executed in concrete, or an improved landscaping strip along a busy street. Costs can start in the hundreds of thousands but are typically in the millions or above. The role of a business district and community groups is that of an advocate, since the scale and complexity of these projects means they must be spearheaded by a dedicated project manager at a public agency like SDOT.

Expensive and contentious hardscaping

- » Narrow driving lanes
- » Signalize mid-block crosswalks
- » Add roundabouts and curb cuts to channelize traffic
- » Extend festival streets around El Centro de la Raza
- » Add plazas and public amenities
- » Use raised intersections and narrowed lanes to slow traffic in key areas

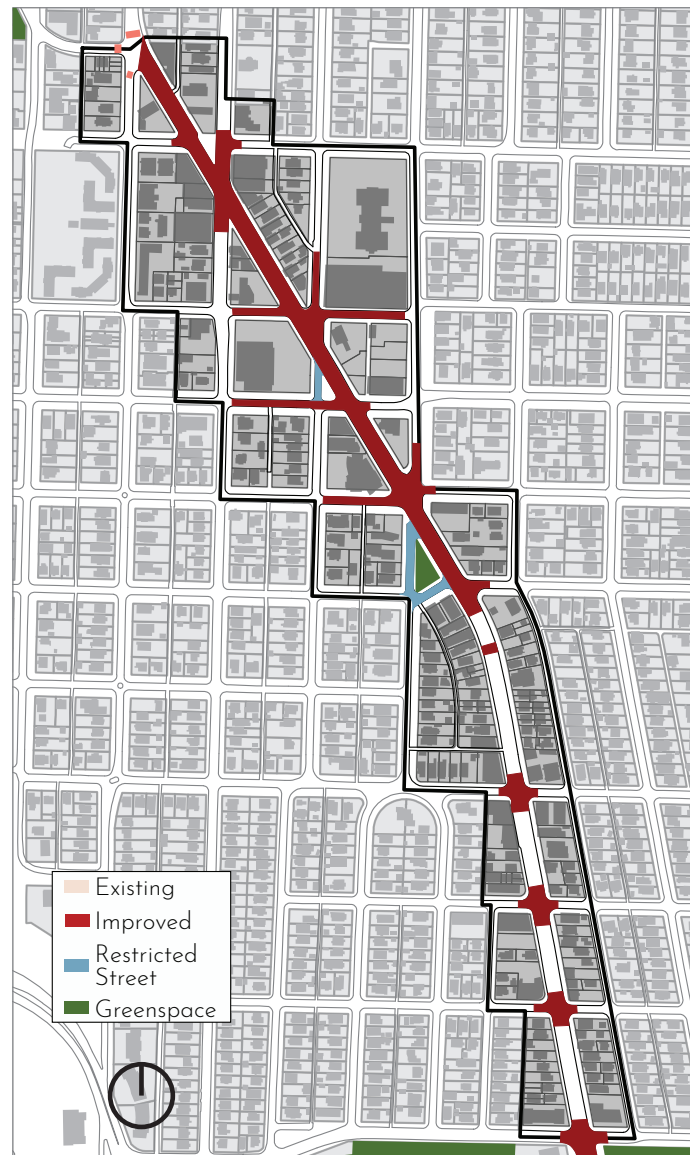


Figure 5.2.6. Proposed Phase 3 Changes



Image 5.2.7. Completion of aesthetic improvements to unify design, Denver



Image 5.2.8. Public amenities to draw visitors, Uptown Circle, Normal, Illinois



Image 5.2.9. Downtown Aquarium Splash Pad, Houston

i 5.0 Design Improvements

5.3 Beacon Ave S & S Hanford Street



The intersection of S Hanford St and Beacon Ave S allows Beacon Hill's single existing Neighborhood Greenway to cross busy Beacon Ave in relative safety. It has been improved with a pedestrian crossing signal across Beacon, turn restrictions to attempt to reduce car traffic on the greenway, and a small concrete median.

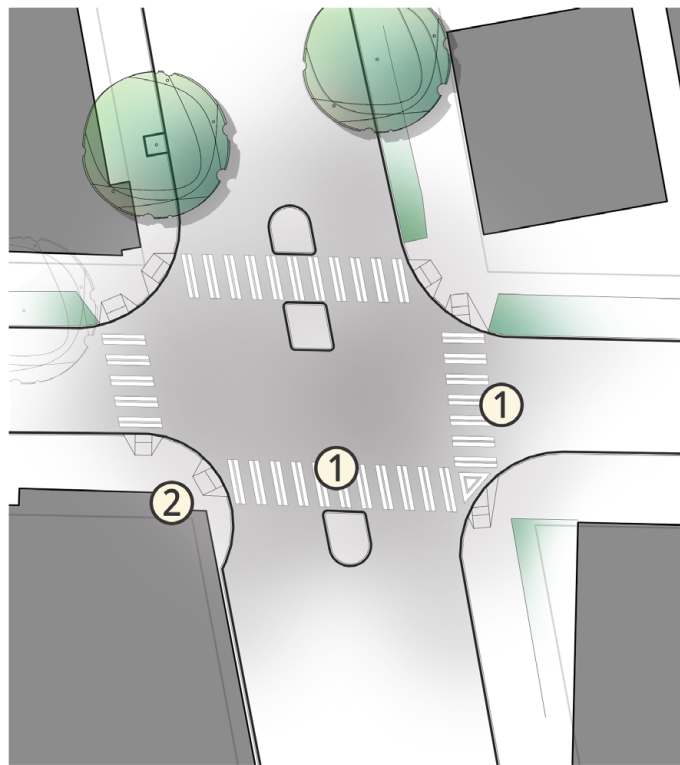
We developed this intersection to demonstrate iterative improvements that build upon prior successes as pedestrian and cycling use of the intersection improve. A Phase 2 round of improvements could include completing painted crosswalks on all four approaches to the intersection, an additional median made of parking stops, flexposts or other inexpensive materials. This would help enhance pedestrian visibility, provide a greater sense of safety while crossing, and prevent scofflaw drivers from disobeying the turn requirement and driving across the greenway.

A further Phase 3 development would include special paving to further highlight the intersection, permanent and attractive median materials such as concrete curbing with native plant landscaping. It would also provide another crosswalk on the south side, and signal actuation that is accessible to cyclists traveling on the greenway, including family and cargo bikes that can't access the curb to press the existing signal request button.

Figure 5.3.1. Current conditions, Beacon Ave S & S Hanford Street, North Beacon Hill

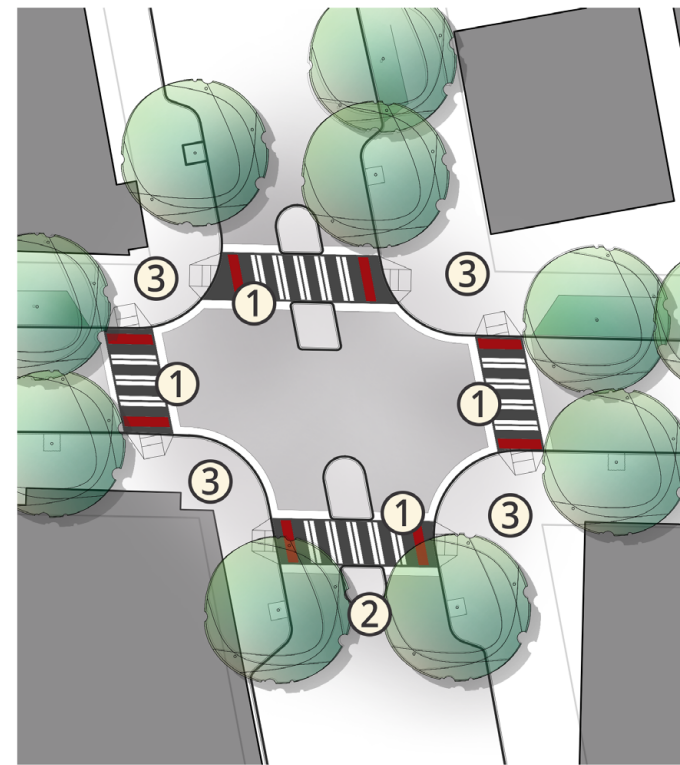
i5.0 Design Improvements

5.3 Beacon Ave S & S Hanford Street



Phase 1

- ① Complete crosswalk
- ② Add ADA ramp where necessary to allow access for all



Phase 2

- ① Improved crosswalks
- ② Complete protective islands
- ③ Bump curb at corners, adding ADA ramps



Figure 5.3.2. **Phase 2** improvements realize increased protection within the pedestrian environment. Traffic organization and clarification creates a safer environment for and shorter distance for those wishing to cross Beacon Ave.



Figure 5.3.3. **Phase 3** improvements formalize the protections created in Phase 2. Decorative pavement extends the aesthetic style of the district and makes crossing area more visible to drivers.

i 5.0 Design Improvements

5.3 Beacon Ave S, 17th Ave S, & S Forest Street



Figure 5.3.4. Current conditions, Beacon Ave S, 17th Ave S, & S Forest Street, North Beacon Hill

The five-way intersection of S Forest Street, 17th Ave S, and Beacon Ave S poses several challenges to people walking through the area, especially the eastern side. The geometry of the intersection allows drivers seeking to avoid the core of the Beacon Hill Business District to turn right from northbound Beacon Ave to northbound 17th Ave without having to let off the gas, posing a hazard to people crossing 17th Ave or walking along Beacon Ave who may not be expecting high speed traffic. In response to a crash where a driver hit a pedestrian the city implemented some basic traffic calming and limited access to Beacon Ave from Forest Street, but issues remain.

A Phase 2 proposal would convert the intersection into a more conventional four way geometry by closing access from Beacon Ave to 17th Ave, create a T intersection to govern access from 17th Ave onto Forest Street, and then restoring access from Forest Street onto Beacon Ave. A island would allow two-way bicycle travel through the intersection similar to other implementations on Neighborhood Greenways throughout the city. The physical bumpout that will accomplish these goals could be executed using paint, rocks, plant and/or flexposts. A phase 3 version of the proposal would replace the inexpensive materials described above with permanent materials that are more durable and more attractive in order to achieve the same goals.

i-5.0 Design Improvements

5.3 Beacon Ave S, 17th Ave S, & S Forest Street

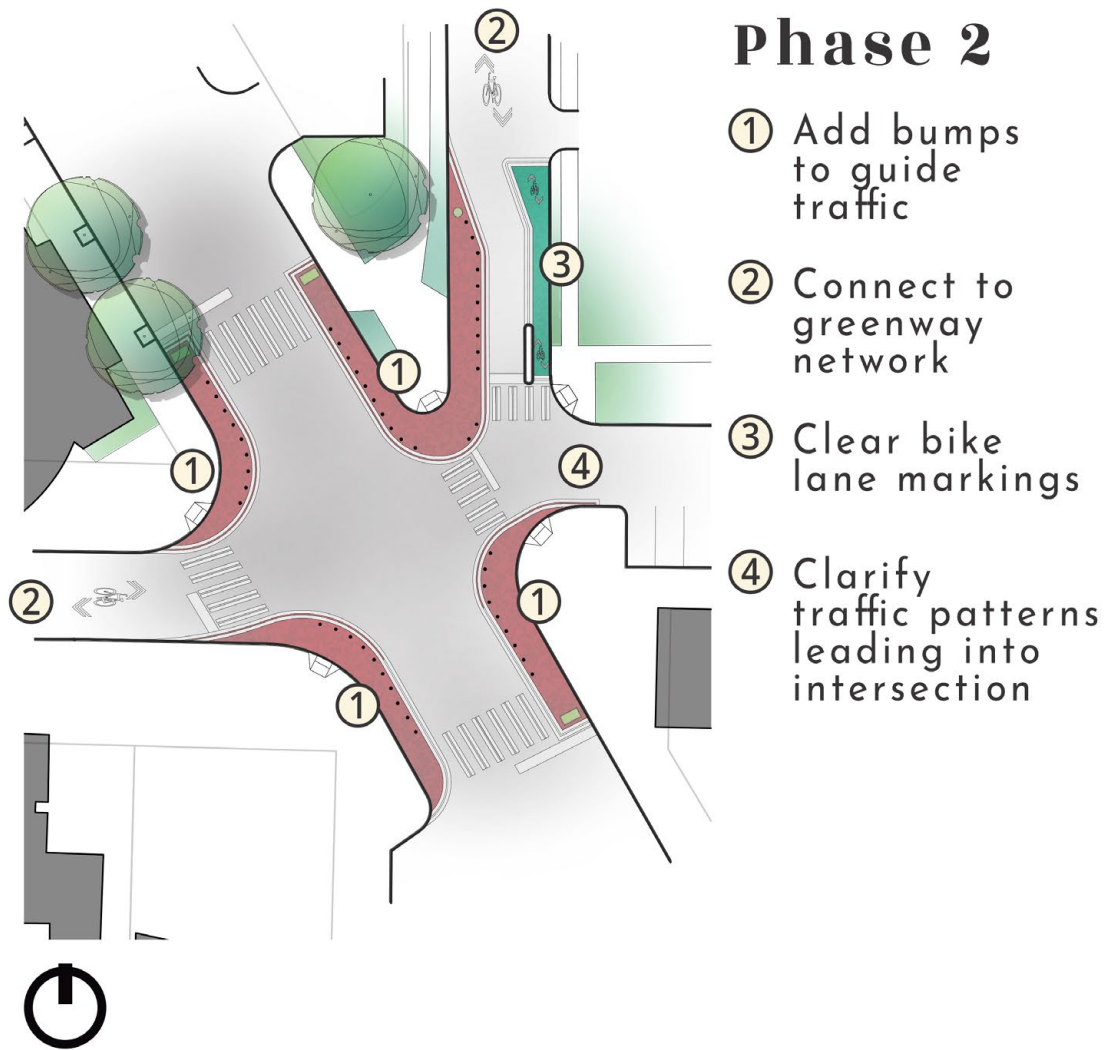


Figure 5.3.5. **Phase 2** improvements realize increased protection within the pedestrian environment. Traffic organization and clarification creates a safer environment for and shorter distance for those wishing to cross Beacon Ave.

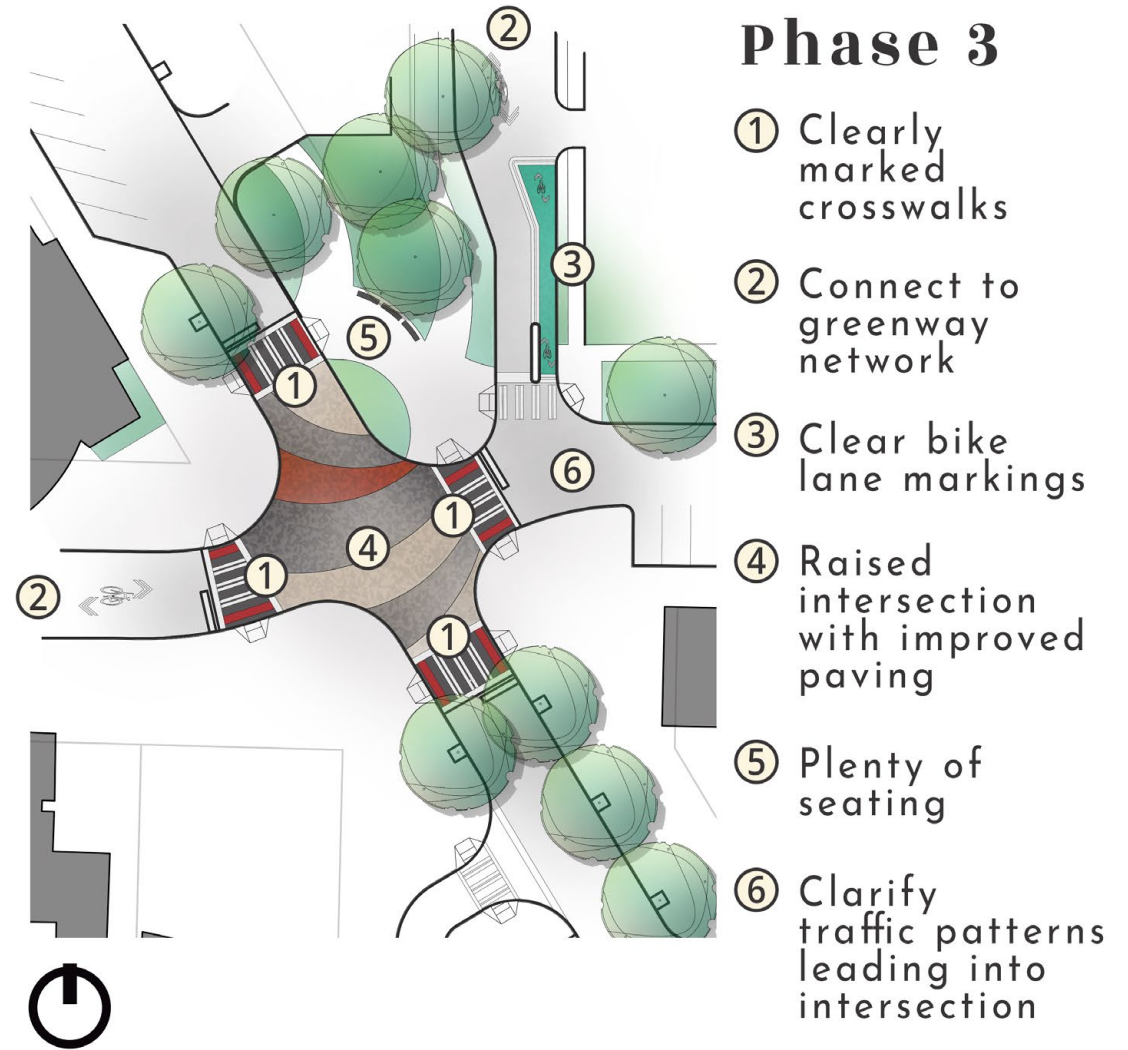


Figure 5.3.6. **Phase 3** improvements formalize the protections created in Phase 2. Decorative pavement extends the aesthetic style of the district and makes crossing area more visible to drivers.

i 5.0 Design Improvements

5.3 Stevens Place

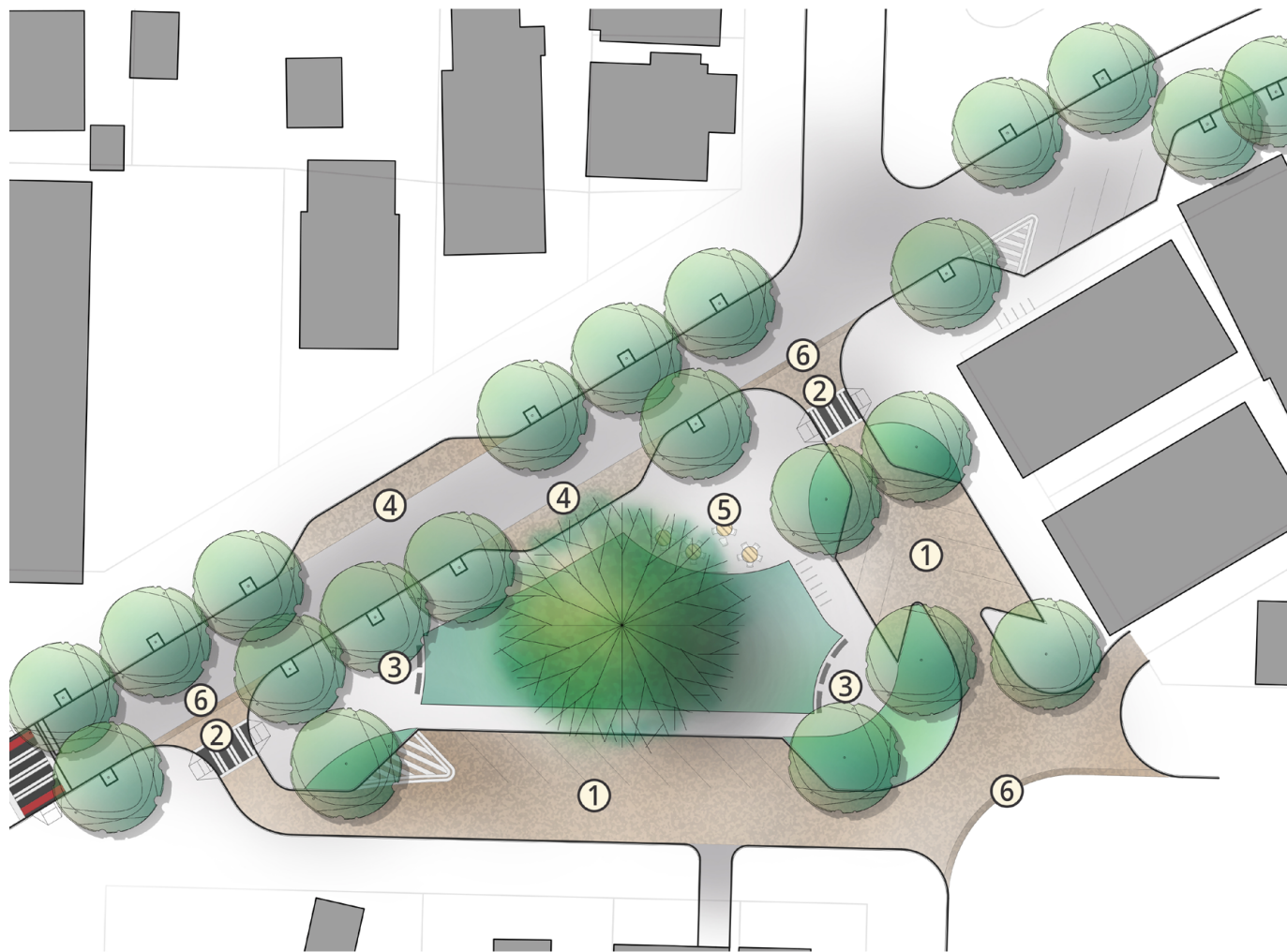


Stevens Place is the only significant green space in the Beacon Hill Business District. It provides landscaping and a place to relax in the grass and hosts several trees, including a remarkable bigleaf maple in the center. Unfortunately it remains underutilized, due to high speed through traffic on two sides and a lack of usable space for park visitors. In support of future development in the area, the park and its nearby streets could be reconfigured to enhance public space, reduce traffic risk to people walking, and support nearby businesses. This example of a Phase 3 project would provide back-in angled parking to increase the parking supply beyond today's parallel parking, provide a bumpout to slow traffic entering on 17th Ave S from Beacon Ave S, and restrict traffic from Beacon to S Stevens St.

Figure 5.3.7. Current conditions, Stevens Place, North Beacon Hill
From King County IMap

i 5.0 Design Improvements

5.3 Stevens Place



Phase 3

- ① Back-in parking
- ② Raised area with improved paving
- ③ Improved crosswalks for increased safety
- ④ Plenty of seating
- ⑤ Bus lanes
- ⑥ Picnic tables and small plaza area



Figure 5.3.8. **Phase 3** improvements organize and clarify parking patterns, and slow traffic moving around the green space. Raising the parking area slows and alerts drivers that they are entering a pedestrian zone. Seating and picnic tables offer usage options to park visitors.



Image 5.3.1. Activate Space Thorough Plaza Design



Image 5.3.2. Safe Pathways Encourage Biking

i 5.0 Design Improvements

5.3 Link Light Rail Station



The Link Light Rail Station provides a gateway into the Beacon Business District. There is little instructive signage or wayfinding within the entry plaza, and current landscape materials create unintended barriers to movement. A lack of cohesive design and proper signage fails to guide pedestrians into the district, and provides little support for businesses further south in the district.

A Phase 3 improvement utilizes the new open space provided by a narrowed Beacon Ave. A system of crosswalks protect pedestrians, and improved seating, landscape, and wayfinding leads foot traffic to local business and the wider district. Attractive paving provides character and sense of place while highlighting areas of greatest vehicular and pedestrian conflict. Extension of festival streets along 16th and Lander would provide for a mixed mode, low conflict zone which can be utilized during community events.

Figure 5.3.9 Current conditions, Beacon Hill Link Light Rail Station, North Beacon Hill

5.0 Design Improvements

5.3 Link Light Rail Station



Figure 5.3.10. **Phase 3** improvements create a cohesive pedestrian environment. Improved wayfinding options, both standard signage and inlaid artistic maps, provide visitors with an understanding of district layout and extent. Improved seating and the addition of bus shelters strengthen the transit aspects of this node, and improved paving and extension of festival streets make this area pedestrian centric and safe.



Image 5.3.3. Creative Landscaping to Add Interest and Indicate Circulation

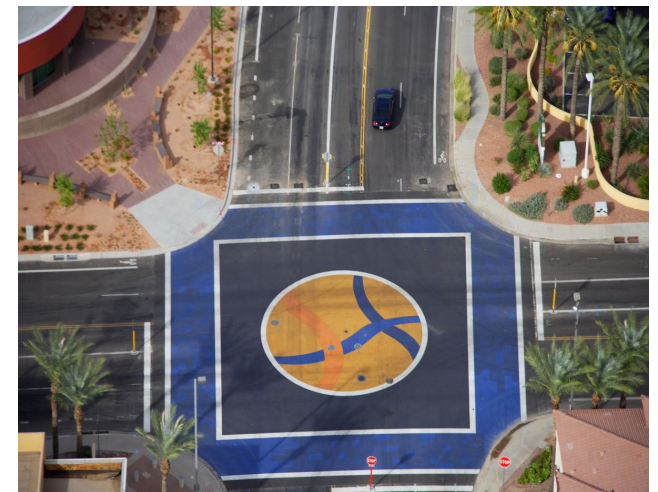


Image 5.3.4. Painted and Themed Intersections for Added Interest and Safety

i 5.0 Design Improvements

5.3 Beacon Ave S & 15th Ave S



Figure 5.3.11. Current conditions, Beacon Ave S & 15th Ave S, North Beacon Hill

This intersection serves as the northern gateway into Beacon Business District. Because of the extremely skewed angle at which the streets intersect, all travelers suffer from long signal delays and pedestrians face long waits and daunting distances. Long green light cycles encourage speeding into the business district. There have been several crashes from all directions in recent years. A gas station north of the intersection is used by some drivers as shortcut to skip the signal entirely.

A Phase 3 reimagining of this intersection could take the form of an peanut-shaped, modern roundabout, affectionately termed the peanutabout. This proven design converts a skewed intersection from a high-speed through-route with a long red light into a series of low-speed yields for vehicular traffic and short, protected crosswalks with priority for foot traffic. The peanutabout provides a distinctive northern gateway into the business district and physically requires drivers slow to reasonable speeds before entering the district, ensuring that yield crosswalks such those by the light rail station can function safely without the need for traffic enforcement or expensive signals.

The peanutabout fits within current right of way without demolition, and requires little private property acquisition in order to accommodate trucks with 53' trailers and buses on the 15th and Beacon approaches. In order to organize the area just north of the existing intersection, westbound access onto Bayview is blocked to prevent cut-through traffic onto neighborhood streets. The center of the peanut provides opportunity for landscaping and mountable truck aprons to allow for large vehicle movements while still calming general traffic. The outer rim of the peanut can provide additional space which could be used for a loading zone, additional sidewalk space, or compact plazas.

i 5.0 Design Improvements

5.3 Beacon Ave S & 15th Ave S



Phase 3

- ① Mid-block crosswalk
- ② Mountable raised islands
- ③ Loading zone
- ④ Green space with low plantings for visibility
- ⑤ Special paving with mountable curb
- ⑥ Limited entrances into peanut



Image 5.3.5. Peanut-shaped Roundabout in Catalpa Hill, Idaho



Image 5.3.6. Peanut-shaped Roundabout in Amsterdam, The Netherlands

Figure 5.3.12. **Phase 3** improvements will transform traffic patterns within this intersection. Short crossings at entrances and a highly visible mid-roundabout crossing provide highly safe crossing for pedestrians. Mountable curb allows for flexibility in large vehicle movements. The additional open space gained through the reorganization can be utilized for decorative landscaping, creating a gateway into the district.

i 6.0 Conclusion

6.1 Key Takeaways

Beacon Hill is a diverse neighborhood on the cusp of significant growth. This growth has been heralded by the combination of a larger pattern of growth in the rest of the city of Seattle as well as a recent up-zone which will permit larger developments and ultimately greater density. Now more than ever, it is incredibly pertinent for the existing community within Beacon Hill to take steps to protect community assets they deem important and to guide growth in a fashion that reflects the values and needs of its residents. Part of the culture and sense of community within Beacon Hill is centered on the businesses and the owners who operate them. It is entirely possible to accept and welcome the onslaught of change while supporting the businesses that make the neighborhood unique.

Throughout this document, the class has suggested numerous strategies through pedestrian improvements, market analysis and the implementation of a Business Improvement Area. It is the purpose of this project to help foster an implementable vision for the neighborhood based on the research this group has compiled. Ongoing city projects such as the Beacon Hill Station Access and Mobility Study as well as private projects such as the design review processes for new developments offer community members ways to ensure that growth in their neighborhood works for them. It is well understood that this document will not be the ultimate resource for protecting the residents and their experiences from inevitable change, but it is the sincere hope of our class that Beacon Hill community members will be able to utilize this report in pursuing outcomes the community wishes to experience.



Figure 6.1.1. Sunset from Jefferson Park Lawn Bowling Club, Beacon Hill

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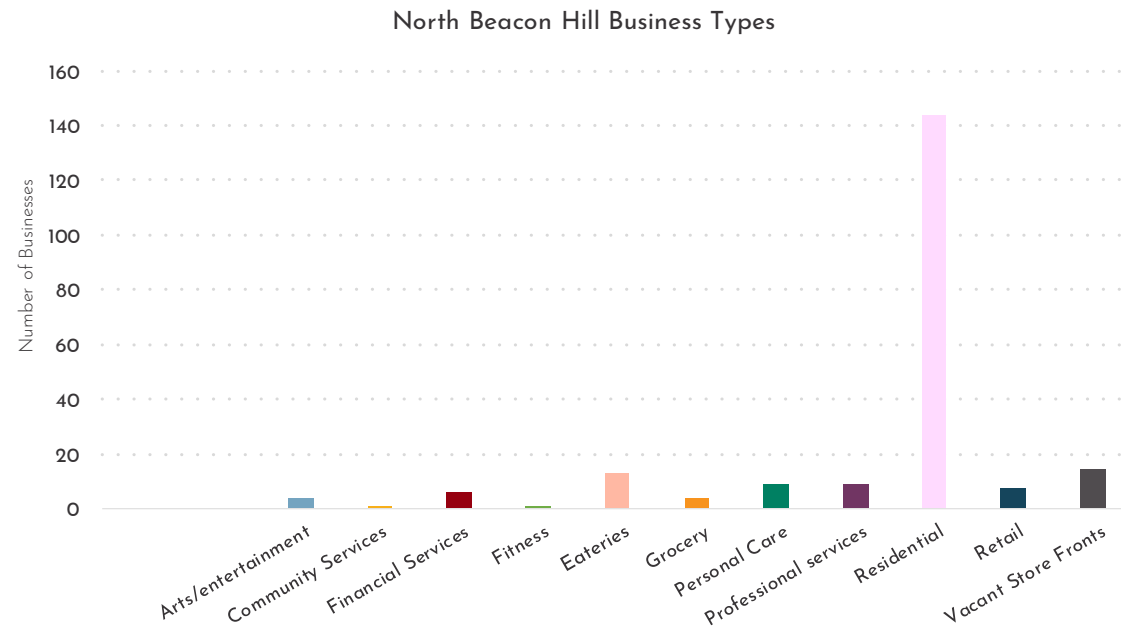
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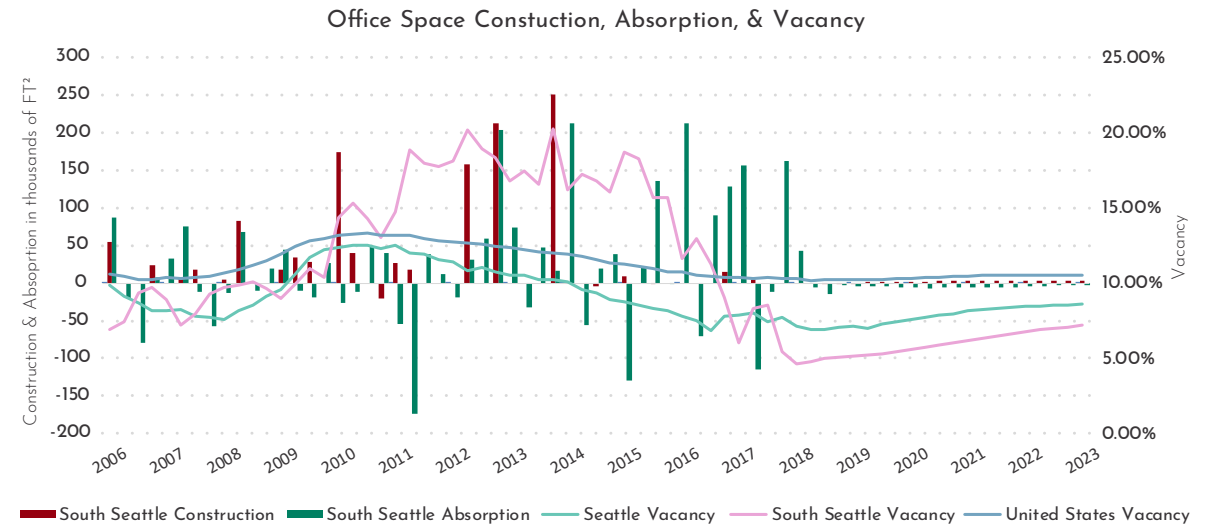
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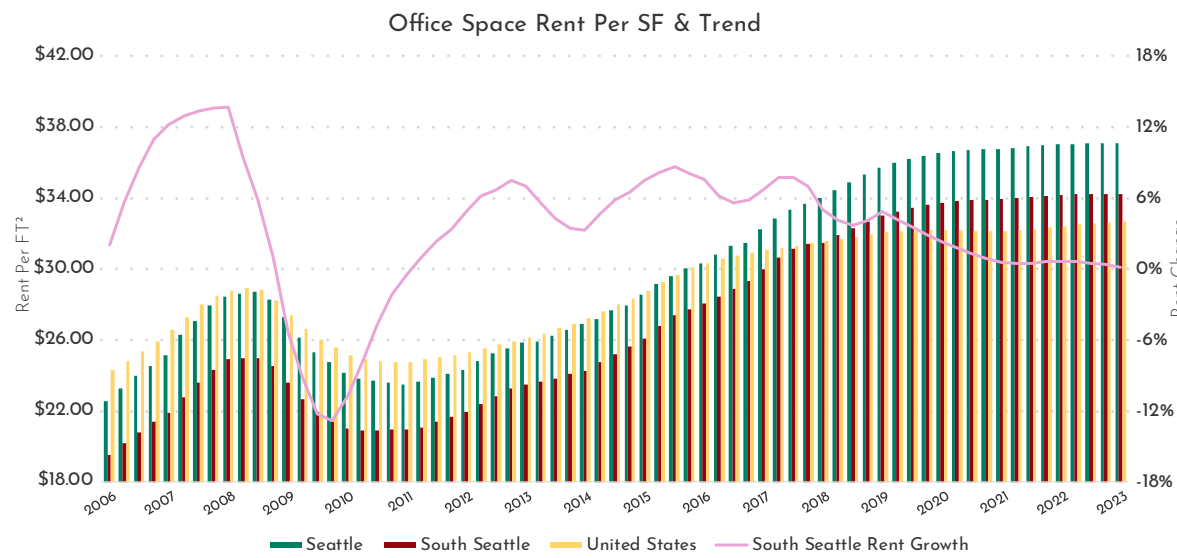
7.2 Other Figures



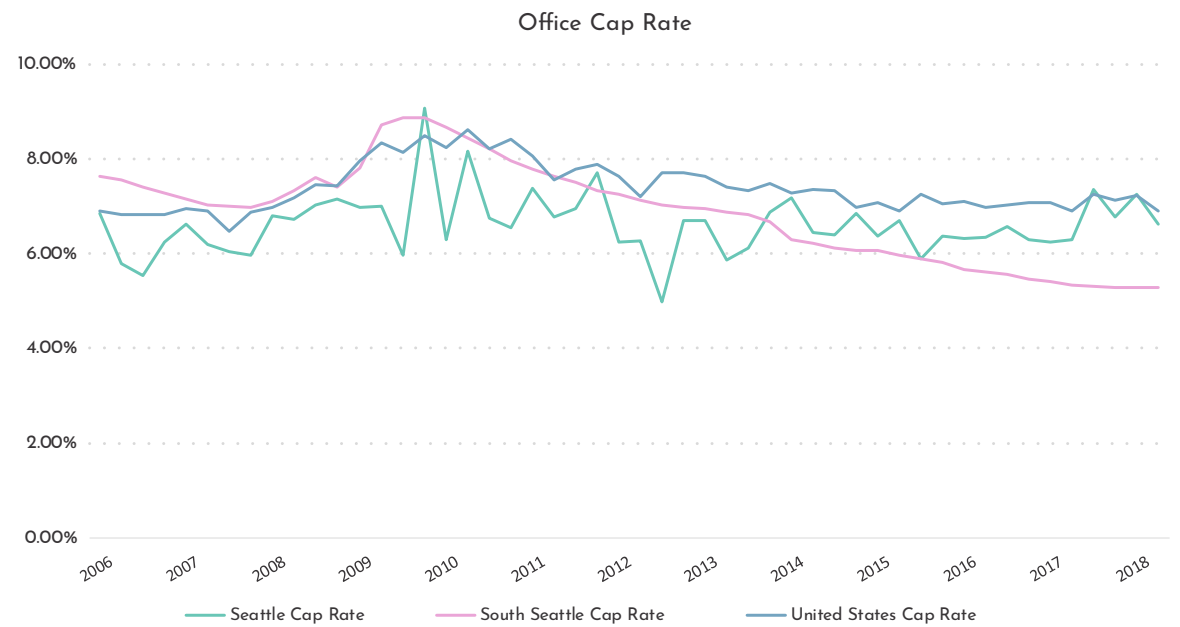
7.2.1. North Beacon Hill Walking Survey Businesses



7.2.2. Office Space Construction Absorption and Vacancy



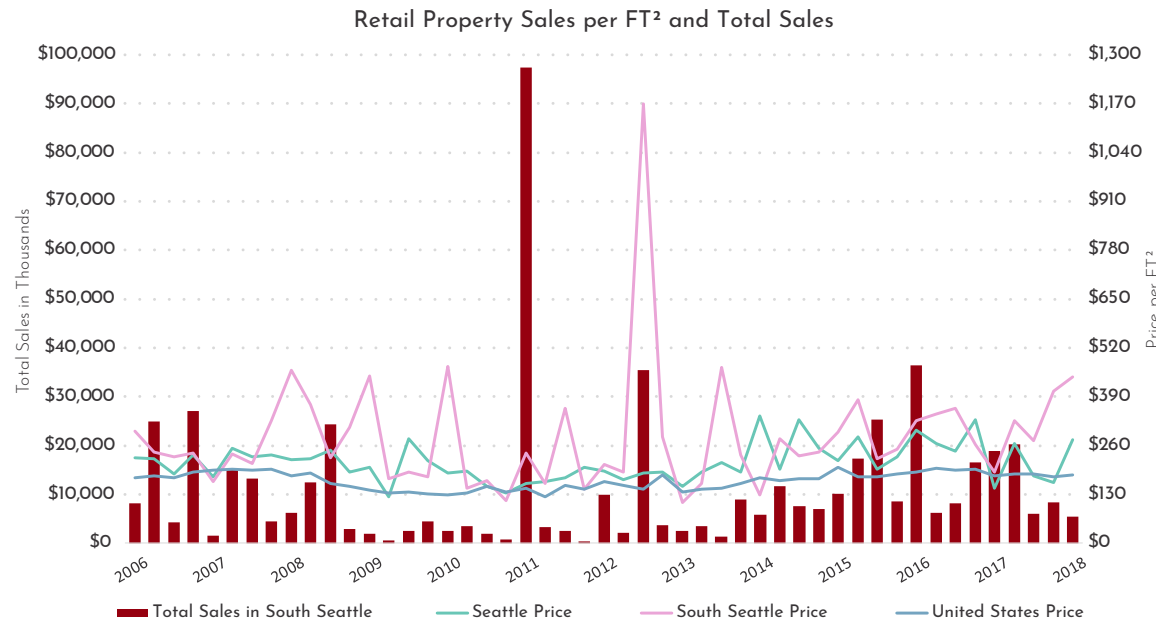
7.2.3. Office Space Rent Per SF And Trend



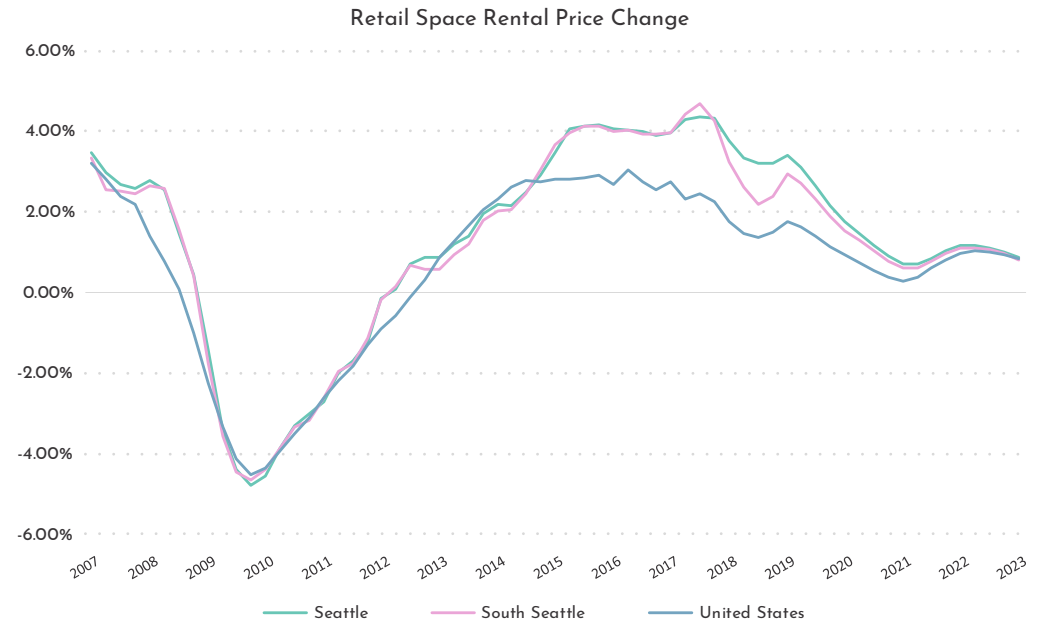
7.2.4. Office Cap Rate

i 7.0 Appendix

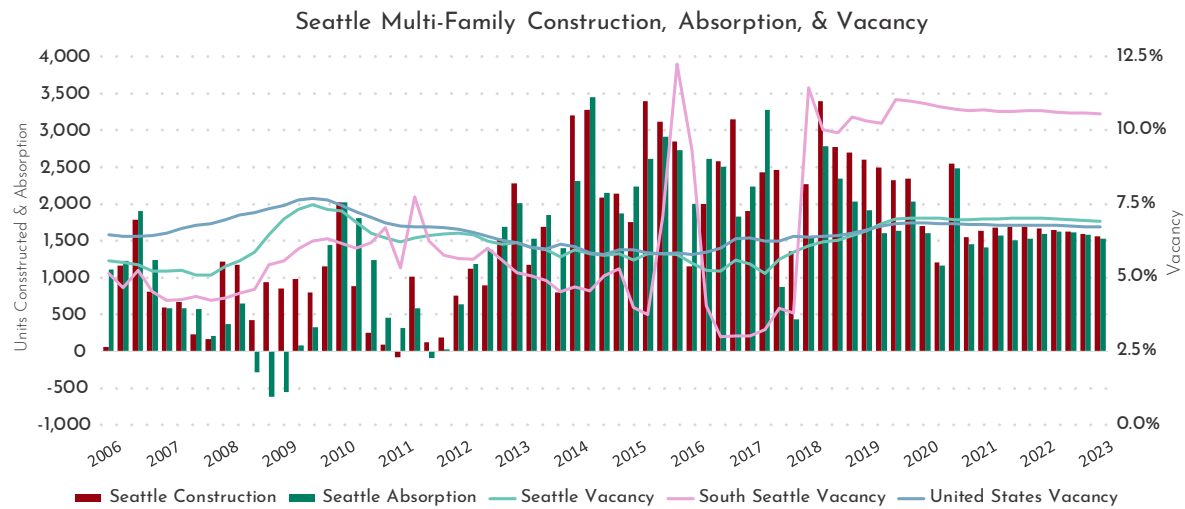
7.2 Other Figures



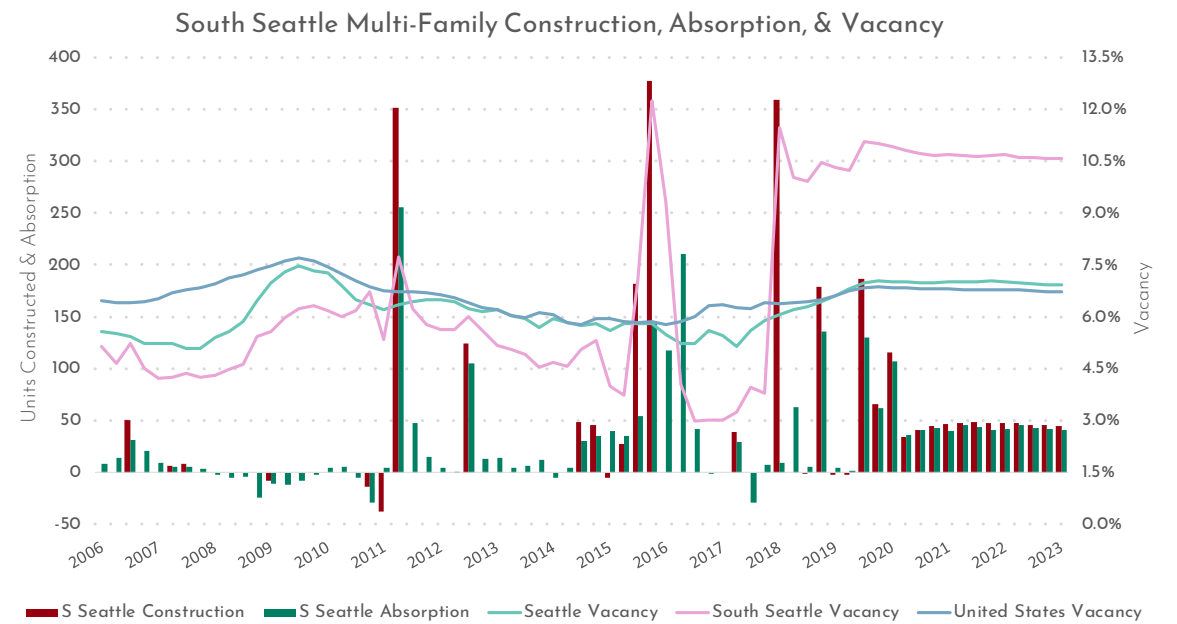
7.2.5. Retail Property Sales per SF and Total Sales



7.2.6. Retail Space Rental Price Growth



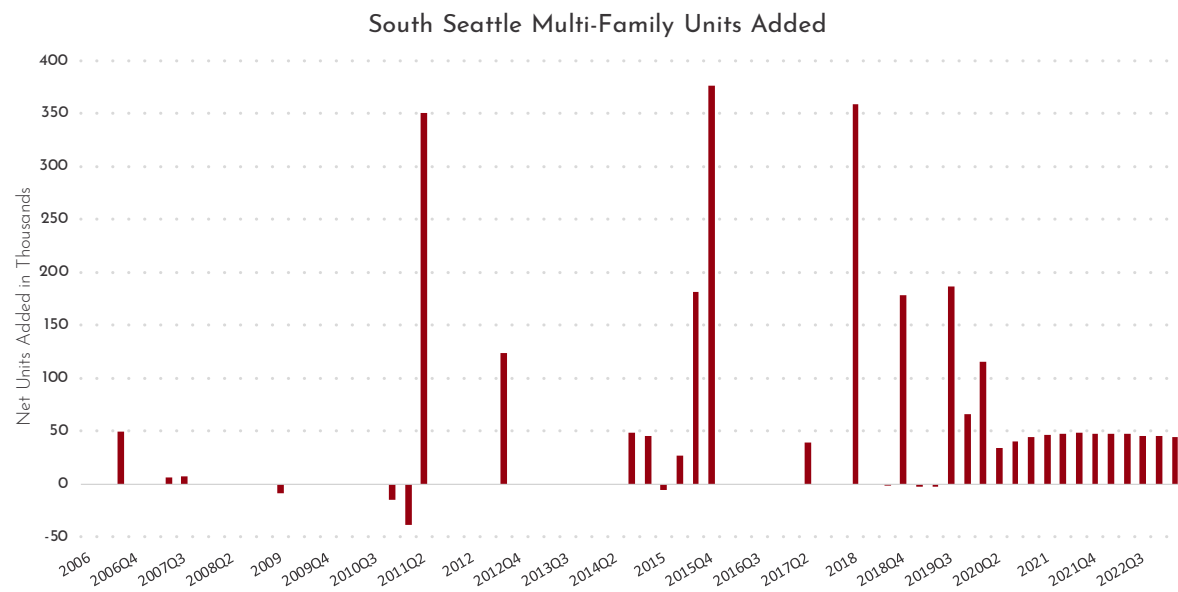
7.2.7. Seattle Multifamily Construction Absorption and Vacancy



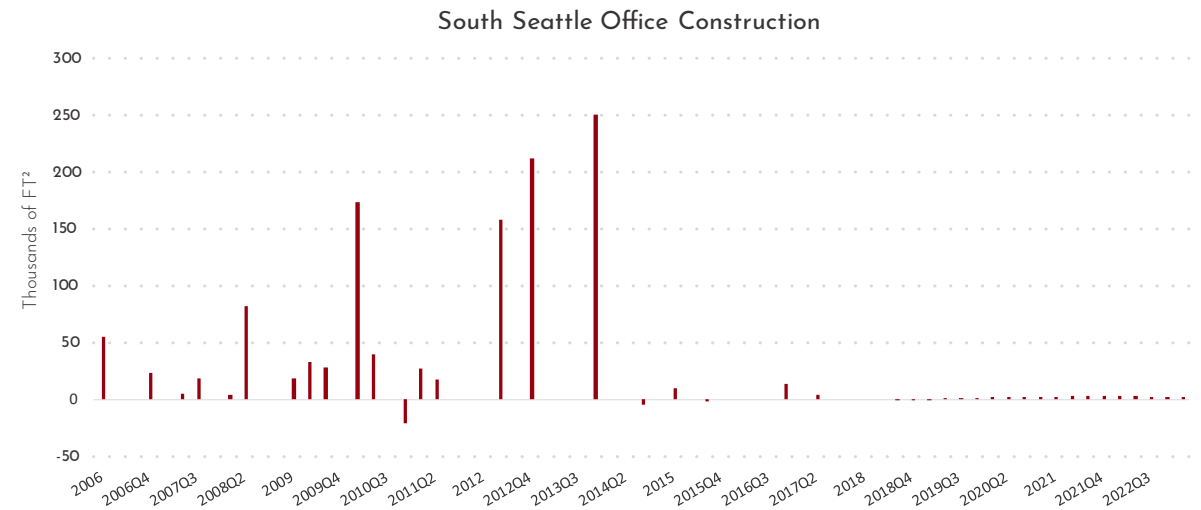
7.2.8. South Seattle Multifamily Construction Absorption and Vacancy

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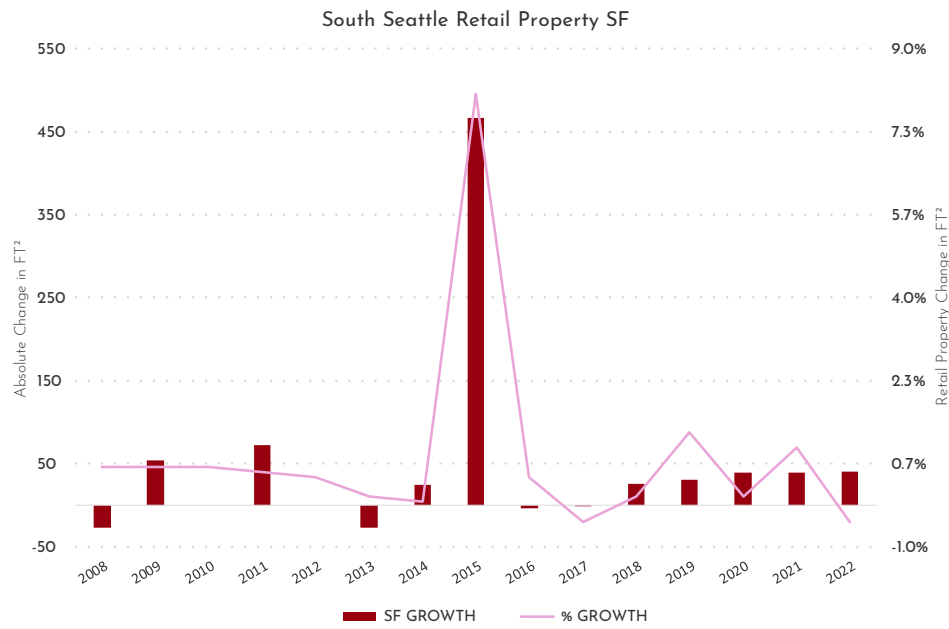
7.2 Other Figures



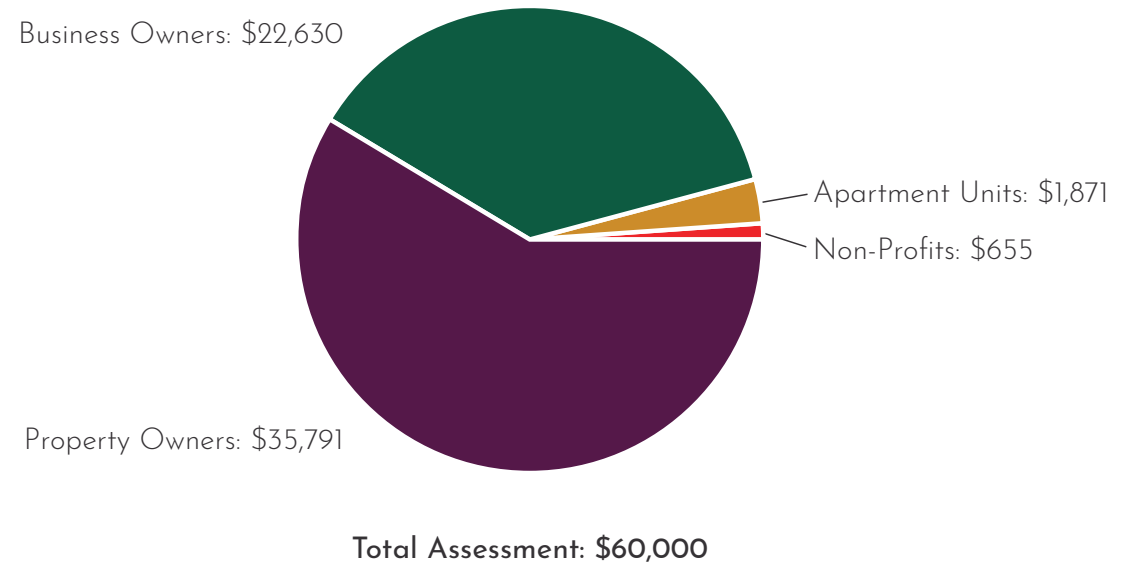
7.2.9 South Seattle Multifamily Units Added



7.2.10 South Seattle Office Construction



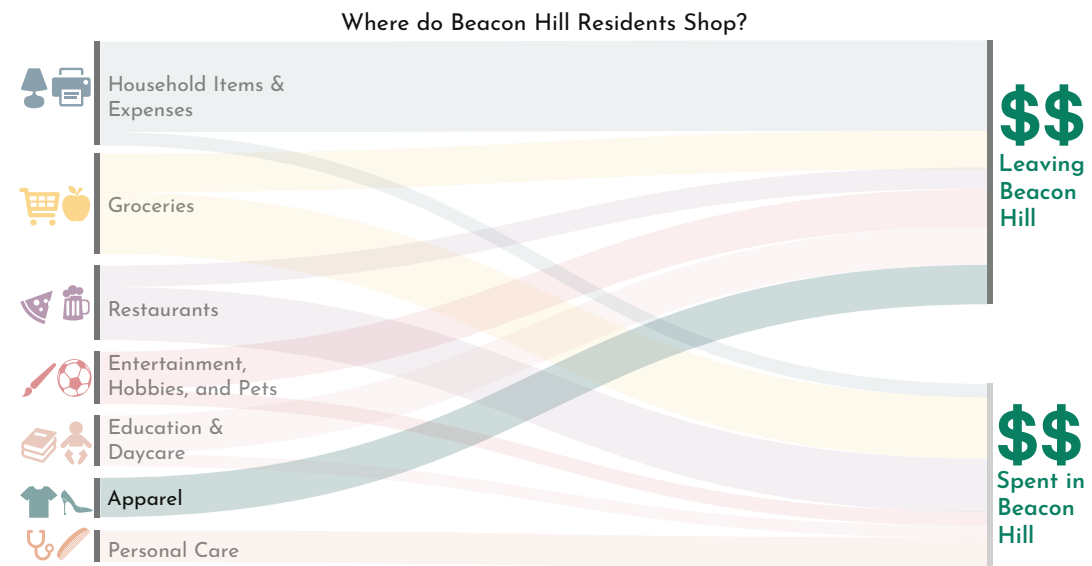
7.2.11 South Seattle Retail Property SF



7.2.12. Proposed North Beacon Hill Annual Assessment Bubble

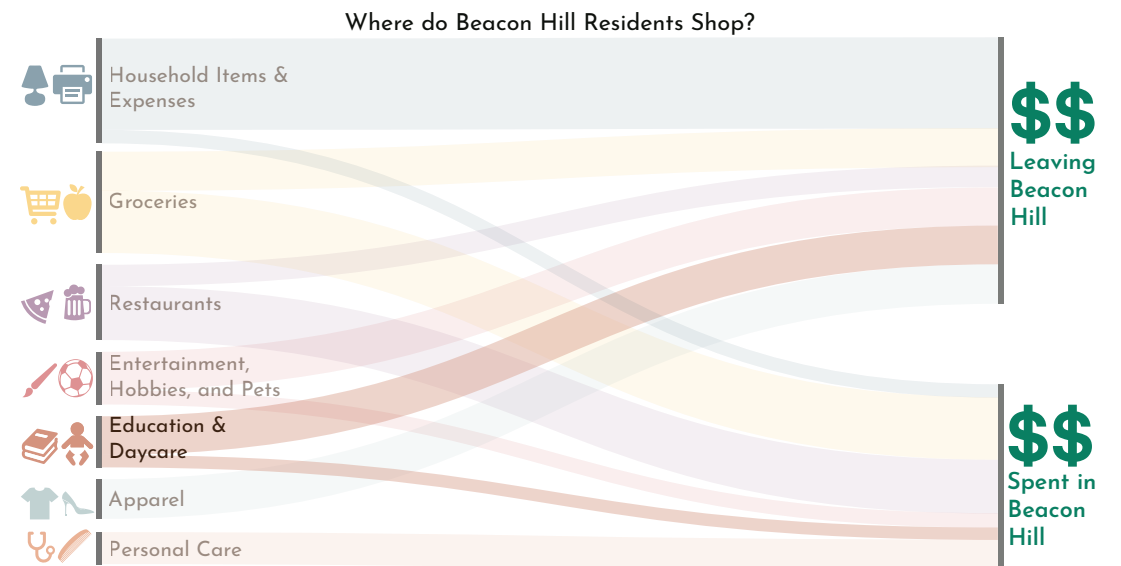
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7.2 Other Figures



Width of bar proportionate to total dollars spent
 Data: CoStar, Washington State Department of Revenue, Internal Walking Survey

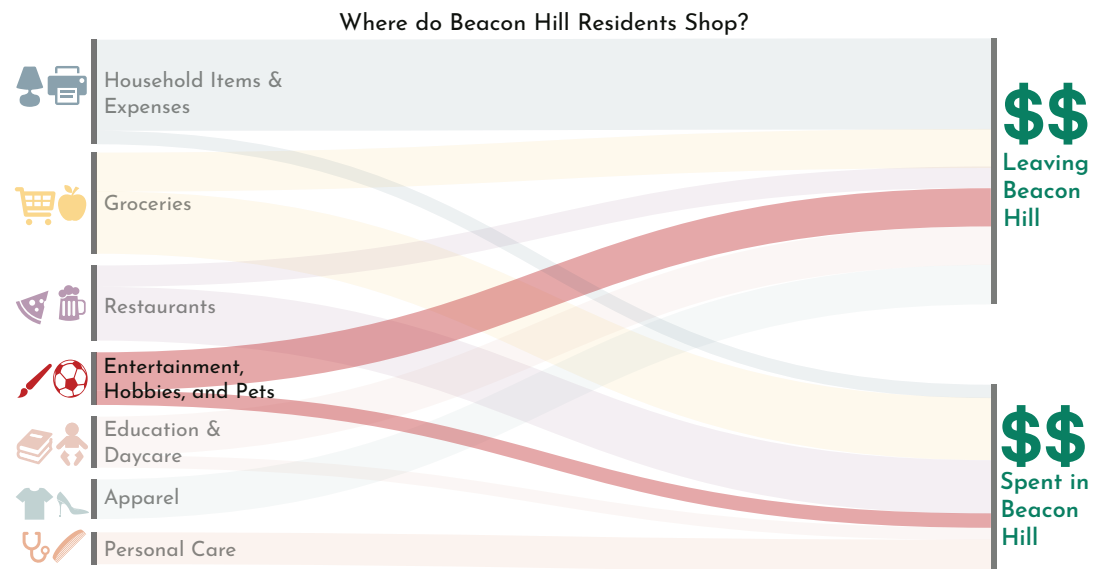
Consumer Spending by Beacon Hill Residents, 2017



Width of bar proportionate to total dollars spent
 Data: CoStar, Washington State Department of Revenue, Internal Walking Survey

Consumer Spending by Beacon Hill Residents, 2017

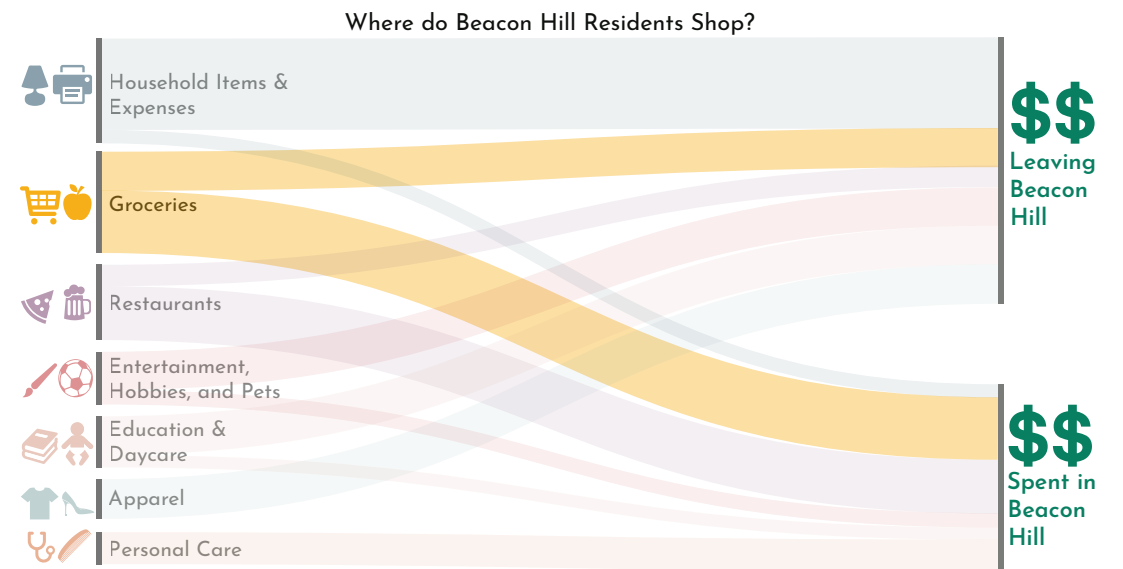
7.2.14. Private Education and Daycare Leakage in Beacon Hill



Width of bar proportionate to total dollars spent
 Data: CoStar, Washington State Department of Revenue, Internal Walking Survey

Consumer Spending by Beacon Hill Residents, 2017

7.2.15. Entertainment Leakage in Beacon Hill



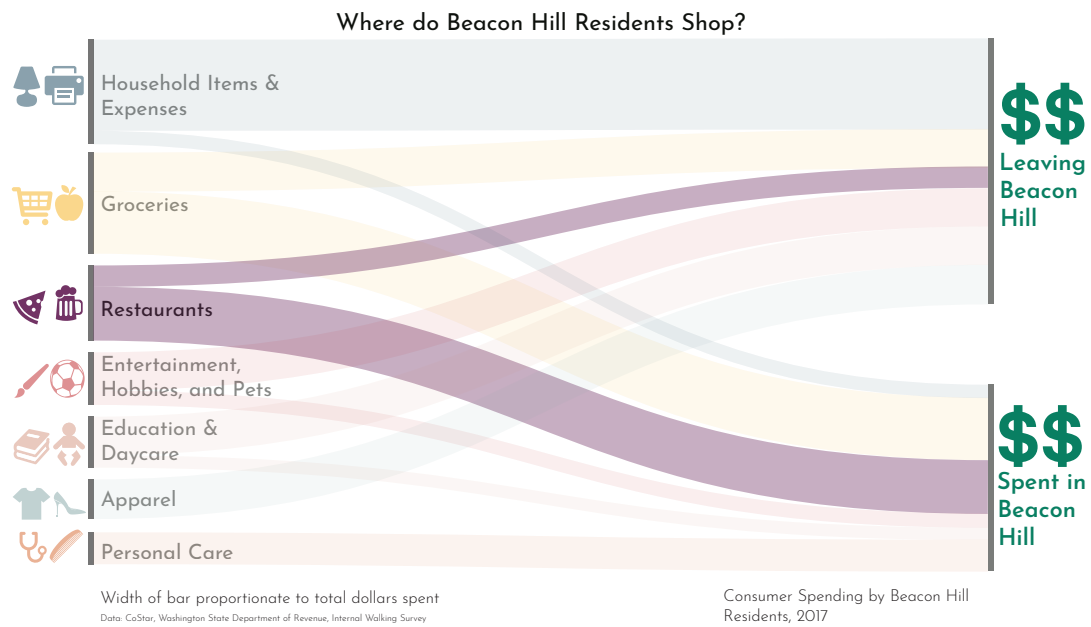
Width of bar proportionate to total dollars spent
 Data: CoStar, Washington State Department of Revenue, Internal Walking Survey

Consumer Spending by Beacon Hill Residents, 2017

7.2.16. Grocery Leakage in Beacon Hill

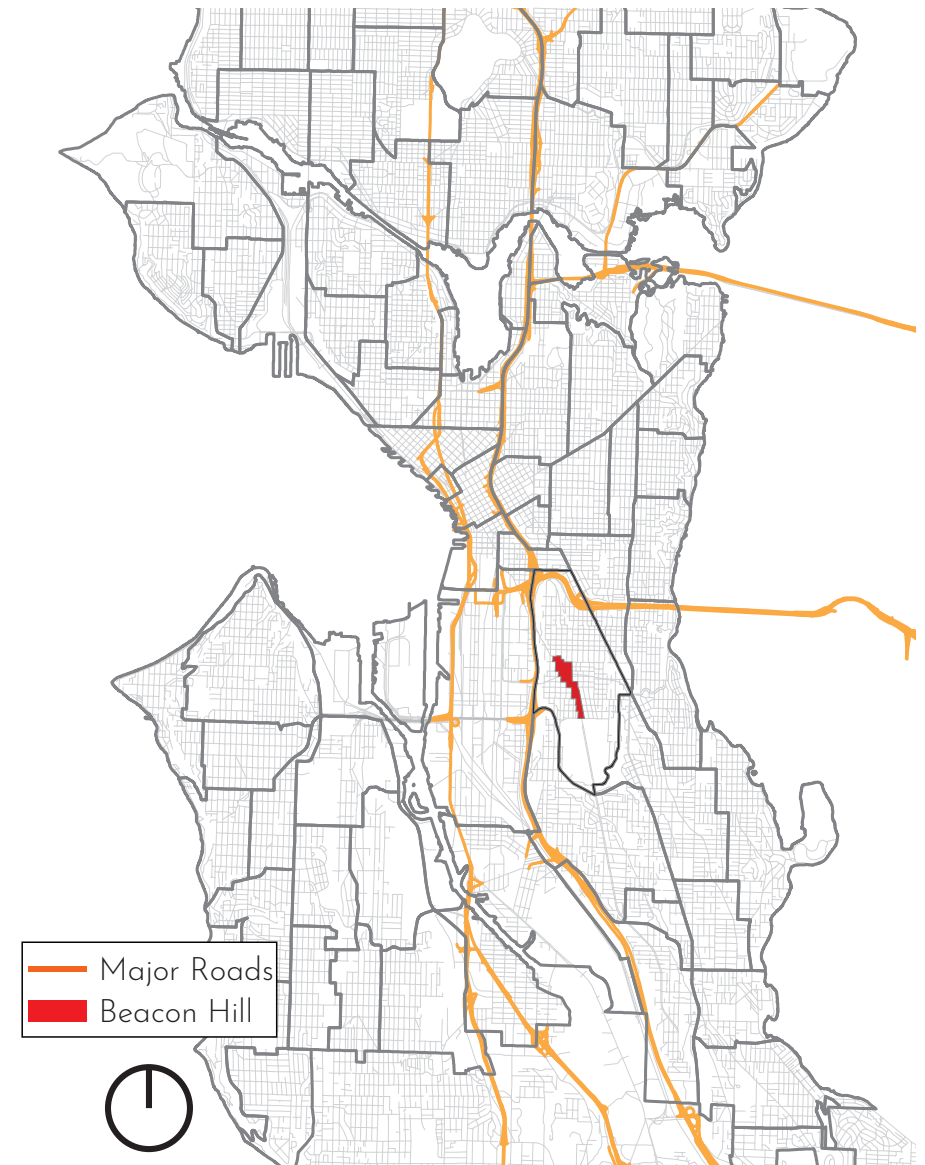
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7.2.17. Restaurant Leakage in Beacon Hill

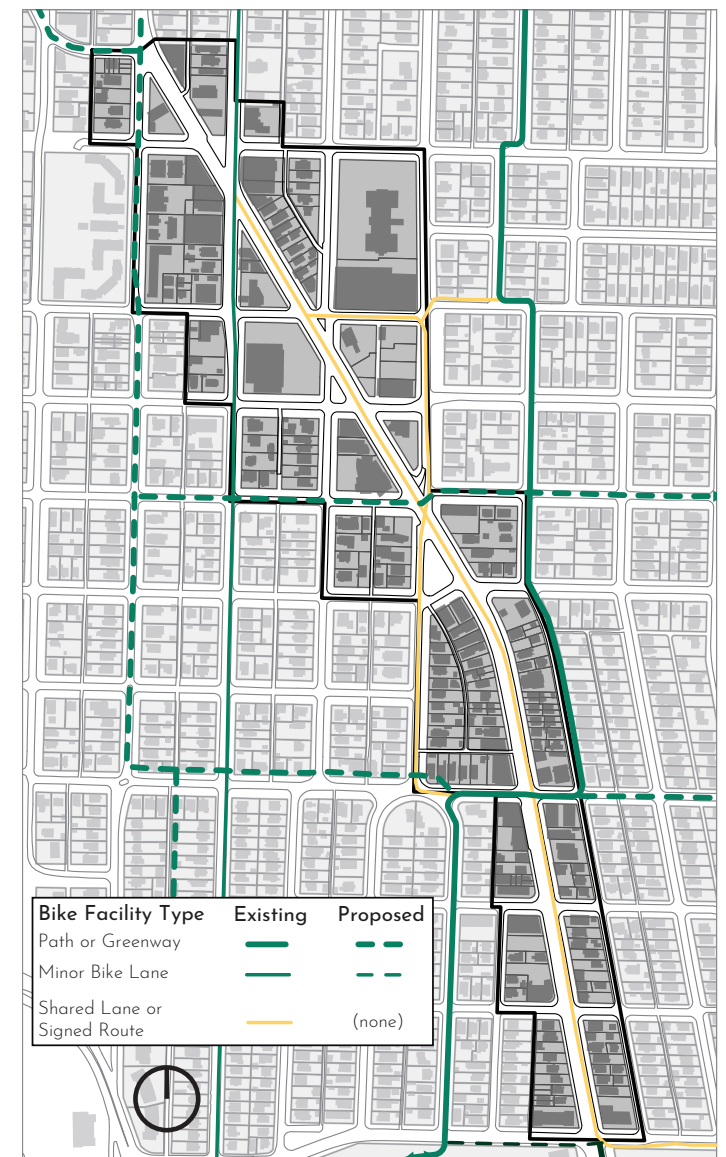
7.2.18. North Beacon Hill within Seattle



	Chinatown - Int'l District BIA	West Seattle Junction BIA	Columbia City BIA
Business Floor Area*	\$0.03 - 0.10 per sq. ft.	-	-
Property Land Area*	\$0.03 - 0.10 per sq. ft.	-	\$0.04 per sq. ft.
Gross Business Income	-	\$0.80 - 3.02 / \$1000.00	-
Property Value*	-	-	\$0.20 / \$1000.00
Parking Spaces	\$5.24 - 6.55 per space	\$57.75 - 115.50 per space	-
Hotel Rooms	\$19.65 - 26.20 per room	-	-
Flat Fee per year	\$98.25 - 131.00	Varies	-
Minimum Fee* per year	Varies	Varies	-

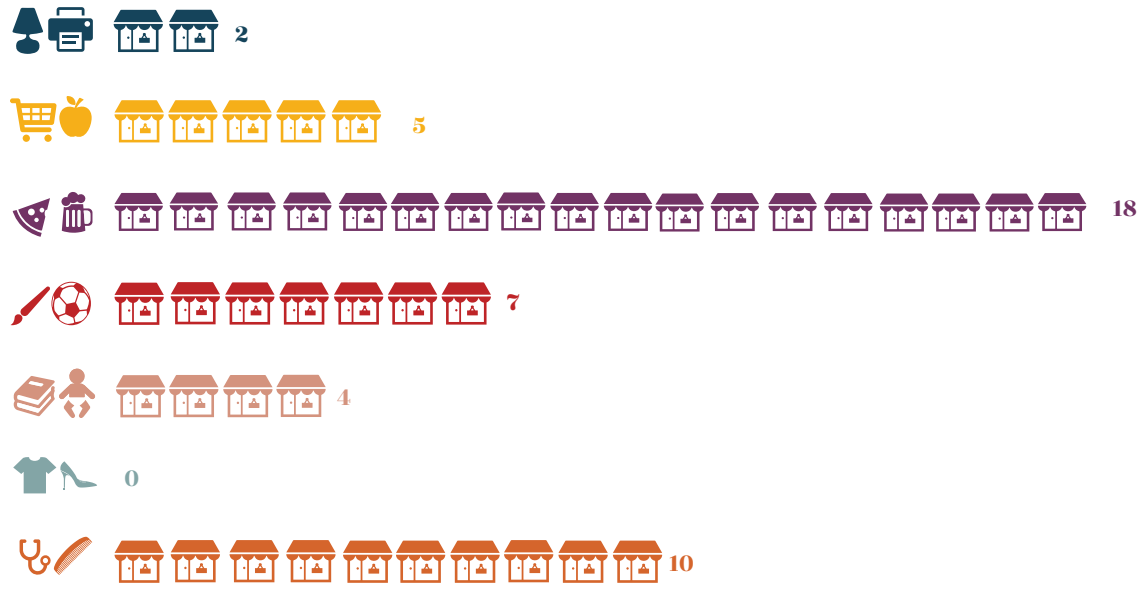
7.2.19. Comparison of Seattle BIA Assessment Methods

7.2.20. Bike Map, North Beacon Hill

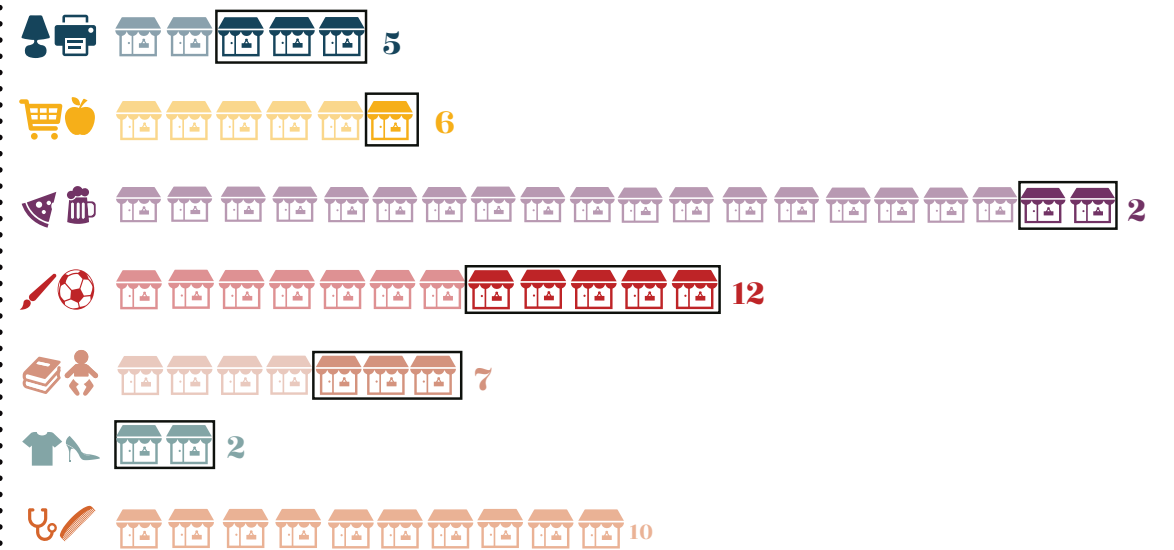


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7.2.22. North Beacon Hill Walking Survey Business Count



7.2.22. North Beacon Hill Walking Survey Business Count—Proposed New Businesses

7.2.23. Context of New Development
Within North Beacon Hill's Land Uses

