

# 2011/12 ANNUAL REPORT

Downtown Seattle Association



SKETCH: SUHITA SHIRODKAR

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## MESSAGE FROM DSA PRESIDENT & CEO KATE JONCAS & BOARD CHAIR JAMES HENDRICKS, PhD



At the Downtown Seattle Association we're very familiar with what some refer to as the "Seattle Process," so we're prepared to advocate on your behalf for as long as it takes – and as a result, we can get things done.

This year we celebrated the ground breaking for the long-awaited Alaskan Way Viaduct

replacement tunnel and North Lot redevelopment projects, as well as the openings of the new Bill & Melinda Gates Foundation campus and Chihuly Garden & Glass. Combined with the light rail expansion project, a new kids' play area coming soon to Westlake Park, and even a Waterfront Ferris wheel – we are experiencing a ***Downtown in Play***.

Our new strategic plan is helping guide our organization of nearly 500 businesses, organizations and – for the first time – Downtown residents. It reflects input from hundreds of DSA members and non-members who share our commitment to a healthy, vibrant urban core.

We hope you will take time to acquaint yourself with the progress we've made this past 12 months on our strategic plan – outlined in the following pages – and that you'll visit our website, >> [DowntownSeattle.com](http://DowntownSeattle.com), throughout the year for the latest updates on our progress.

With many important initiatives still before us – including those that will require our steadfast focus and persistence – **your membership and involvement in the DSA are as important as ever in keeping Downtown the place where we all want to live, work, shop and play, now and in the future.**

# OUR MISSION: TO CHAMPION A HEALTHY, VIBRANT URBAN CORE

## ABOUT US

The **Downtown Seattle Association** (DSA) – with nearly 500 member companies, organizations and Downtown residents – is a non-profit community advocacy organization dedicated to ensuring Downtown is the region's premier location to live, work, shop and play.

The DSA founded and operates the **Metropolitan Improvement District**, which implements neighborhood cleaning, hospitality and safety services – as well as economic development, destination marketing and promotions – for 225 square blocks in Downtown Seattle.

In partnership with city and county agencies, DSA also founded **Commute Seattle**, which provides transportation resources for commuters, and consulting services for Downtown businesses, property owners and managers looking to develop commute options for their employees and tenants.



Together we are working to ensure Downtown Seattle continues to be a great place to live, work, shop and play.



CHRISTOPHER NELSON



# DSA STRATEGIC PLAN

The Downtown Seattle Association's new strategic plan, launched at last year's DSA Annual Meeting, is a five-year roadmap building on Downtown's unique assets and responding to our economic, environmental and community needs.

The plan incorporates input from nearly 500 stakeholders, in arts and culture, retail, non-profit, business and hospitality communities, plus Downtown residents. Over the course of a year, the DSA invited public dialogue reflecting a diversity of perspectives; participants submitted hundreds of "big ideas" through community meetings, postcards, e-mails and a dedicated website.

The strategic plan identifies priorities and strategies for making Downtown Seattle the region's premier location to live, work, shop and play, and for evolving DSA to better meet the needs of our members and the community **today and tomorrow, together.**

At the plan's foundation are five projects identified as transformative to Downtown Seattle for generations to come, along with eight strategic initiatives in the areas of economic development, transportation and the urban environment to which DSA dedicated a special focus and resource this past year, the progress for which is reported in the pages of this report.

**Economic Development:** Increase economic competitiveness by attracting jobs, investment and commerce through **1)** Sector-based Job Growth and **2)** Sustainable Downtown initiatives.

**Urban Environment:** Create a 24/7 urban experience which is inviting, clean and safe for everyone through **3)** Public Safety and Human Services, **4)** Metropolitan Improvement District (MID) Renewal and **5)** Family & Kid-Friendly Urban Core initiatives.

**Transportation:** Provide effective, safe and reliable transportation options to, and within, Downtown via **6)** Construction of the Viaduct Replacement Tunnel, **7)** Circulation Between Neighborhoods and **8)** Multi-modal Access initiatives.

## THE FIVE TRANSFORMATIVE PROJECTS ARE:

- 1)** A Downtown Waterfront for Seattle and the Region
- 2)** Pike-Pine Corridor Renaissance
- 3)** South Downtown Collaborations for Neighborhood Revitalization
- 4)** South Lake Union Collaborations for Neighborhood Development
- 5)** Seattle Center | Long-Term Revitalization Support

See the Strategic Plan Summary at [DowntownSeattle.com](https://downtownseattle.com)



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# ECONOMY

**GOAL:** INCREASE ECONOMIC COMPETITIVENESS BY ATTRACTING JOBS, INVESTMENT AND COMMERCE

As the country begins to emerge from the economic downturn of the past few years, the DSA identified two economic development initiatives as areas of focus in its strategic plan – spur **Sector-based Job Growth** (with an emphasis on Global Health/Life Sciences, Healthcare Delivery, Information Technology/Interactive Media and Financial Services) and improve **Downtown's Sustainability** to better position Downtown Seattle for future growth and extend its competitive advantage.

## 2011/12 PROGRESS & ACCOMPLISHMENTS

### Sector-based Job Growth

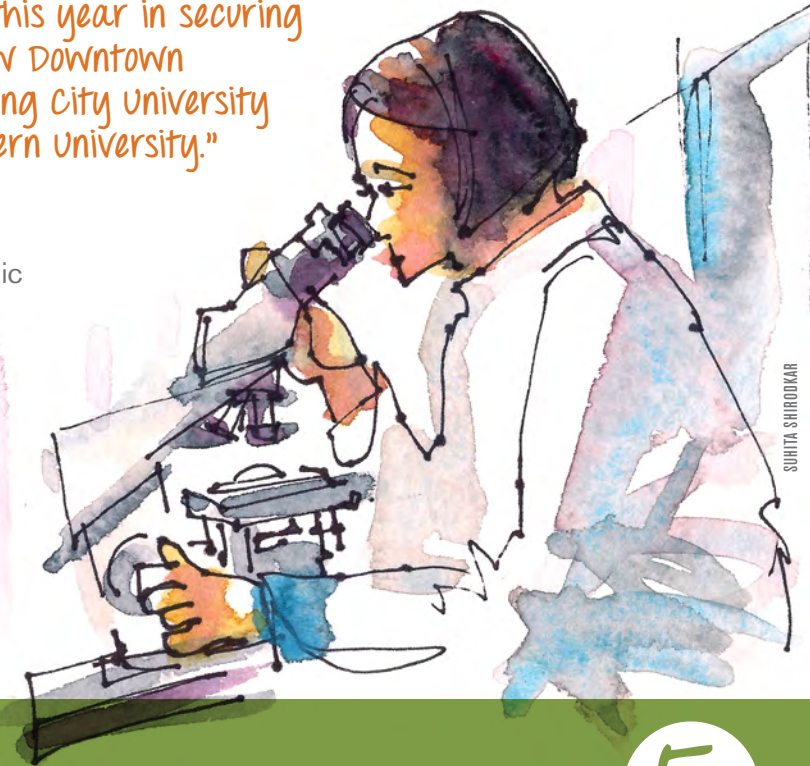
**Economic Sector Assessments** Completed six new studies of major sectors, with the assistance of the City of Seattle Office of Economic Development (OED) and others, and published growth strategies for each: >> **Financial Services, Hospitality, Information Technology & Interactive Media**, >> **Global Health & Life Sciences**, >> **Healthcare Delivery** and >> **Major Institutions**. The reports provide important analysis of the sectors' economic impact and identify strategies for future growth.

**B&O Tax Reform** Successfully advocated for tax reform to help sustain Downtown's growth in life sciences and medical research. These efforts contributed to the Seattle City Council's decision to waive business and occupation (B&O) tax on government medical research & development grants received by local research organizations, and in the process direct more money toward important life-saving research, grow jobs and further position Downtown Seattle as a life sciences hub.

**Business Recruitment** Initiated conversations with – as well as provided information and support for – several businesses and organizations looking to locate and grow in Downtown Seattle. This past year, City University announced it will move its headquarters from Bellevue to the iconic Sixth & Wall Building in the Denny Triangle; and Northeastern University, the Boston-based school of 20,000, plans to locate its second branch campus in Downtown Seattle.

"The DSA brings the relationships, data, services and track-record critical to our business recruitment efforts. We're pleased to have partnered with the DSA this year in securing significant new Downtown tenants, including City University and Northeastern University."

– **Steve Johnson**,  
City of Seattle  
Office of Economic  
Development



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## Downtown Sustainability

**Seattle 2030 District** As a founding member organization, DSA supported the launch of an innovative public/private partnership – the Seattle 2030 District, a groundbreaking high-performance building district in Downtown Seattle that aims to dramatically reduce environmental impacts of building construction and operations, while increasing Seattle’s competitiveness in the business environment and owners’ return on investment. Read more at >> [2030district.org](http://2030district.org)

## Other Activities

**State of Downtown Economic Forum & Report** DSA’s signature annual event is the State of Downtown Economic Forum. This event – and its accompanying reports – provides an insightful look into the economic health of Downtown Seattle, derived from commissioned studies and expert analysis by the Metropolitan Improvement District’s (MID) Business Development and Market Research team. Read our >> [2012 State of Downtown Economic Report](#) and the new research reports >> [Peer-City Review](#), >> [Urban Environment Report](#) and >> [Demographic Report](#)

**Business Retention** In 2011, in partnership with the City’s Office of Economic Development, DSA conducted nearly 100 in-depth interviews with Downtown employers across multiple economic sectors to identify barriers to their growth and expansion. In 2012, DSA is focusing on large employers, as well as retail and professional service firms in the Pike-Pine Corridor.

**Families & Education Levy** Supported passage of the seven-year, \$231 million Families & Education Levy, among other efforts to improve living and working Downtown.

**Tourism Improvement Area** Supported creation of the Tourism Improvement Area (TIA), a new leisure travel marketing fund managed by Seattle’s Convention and Visitors Bureau representing 54 Downtown hotels. The TIA creates a more stable and sustainable funding model to promote travel to Downtown following the closure of the state’s tourism office last year due to budget cuts.

Read about >> [City University](#) and >> [Northeastern University](#) in *The Seattle Times*.

Read the *Puget Sound Business Journal* article about the >> [B&O tax waiver](#)

See the Strategic Plan Summary at >> [DowntownSeattle.com](http://DowntownSeattle.com)

# TRANSPORTATION

**GOAL:** PROVIDE EFFECTIVE, SAFE & RELIABLE  
TRANSPORTATION OPTIONS TO, AND WITHIN, DOWNTOWN

Access to, as well as circulation and parking within, urban centers is an ongoing issue of focus among metropolitan areas – particularly for those like Downtown Seattle which attracts millions of people each year to work, shop and play, in addition to the nearly 60,000 who live in Downtown.

As part of its strategic plan, DSA identified three initiatives of focus – construction of a **Viaduct Replacement Tunnel**, improve **Circulation Between Neighborhoods**, and improve **Multi-modal Access** to meet both long- and short-term needs, and to accommodate future job and population growth.

## 2011/12 PROGRESS & ACCOMPLISHMENTS

### Alaskan Way Viaduct Replacement Tunnel

**Let's Move Forward Campaign** DSA took a leadership role in the *Let's Move Forward* – Approve Referendum 1 campaign, urging Seattle voters to approve the August 2011 ballot measure for construction of a deep-bored tunnel through Downtown. Ref. 1 passed, and the tunnel, now under construction after a decade of DSA advocacy efforts, achieves the goals of keeping traffic moving and maintaining the vibrancy of Downtown's economy and urban environment.

**Construction Mitigation** DSA worked closely with the Seattle Department of Transportation (SDOT) and Washington State Department of Transportation to help the Pioneer Square and Waterfront neighborhoods develop mitigation strategies in preparation for the SR 99 tunnel construction now underway. This past year efforts included winter Holiday and Mother's Day parking promotions to attract people to these neighborhoods and to help address the loss of on-street parking spaces resulting from the tunnel construction project.



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### Circulation Between Neighborhoods

**Bus Route 99 Preservation** DSA and more than 35 Waterfront businesses successfully advocated to preserve Metro Route 99, the Downtown Waterfront shuttle, which replaced the George Benson Waterfront Streetcar discontinued in 2005. Metro had proposed cutting the service back to rush-hour only, with no weekend service. The coalition persuaded the King County Council to save this important route.

### Multi-Modal Access

**Metro Transit Funding** Today, more people commute by bus to jobs in Downtown than by any other means. In the face of proposed cuts to bus service, DSA successfully advocated to prevent the cuts, preserving crucial routes across the city and county. To fund the routes, the King County Council adopted a temporary vehicle license fee to prevent service cuts for now. DSA will continue to work at the regional and state levels to create a long-term funding solution.

### Other Activities

**Initiative 1125 Opposition** Worked to oppose Initiative 1125 on the November 2011 ballot; the statewide measure's failure preserves the ability to fund transportation improvements and construct light rail on Interstate 90, connecting Downtown Seattle to Bellevue.

*"DSA understands the important role that transit service plays in creating a healthy, vibrant Downtown. Their advocacy was key to ensuring that the County Council acted to preserve bus service last August."*

– **Councilmember Larry Phillips**, Metropolitan King County Council

**Parking Meter Rates & Hours** Advocated on behalf of Downtown restaurants and retailers which reported a negative business impact as a result of higher rates and extended hours for parking meters. As a result, SDOT agreed to analyze additional criteria – including economic data, business volume and revenues – for evaluating parking meter hours and rate-setting in Downtown neighborhoods and business districts.

Read about >> [Alaskan Way Tunnel](#) and >> [Metro Transit Funding](#) in *The Seattle Times*.

Read the *Urban Land* article about the >> [Congestion Reduction Charge](#)

See the Strategic Plan Summary at >> [DowntownSeattle.com](#)

# URBAN ENVIRONMENT

**GOAL:** CREATE A 24/7 URBAN EXPERIENCE  
THAT IS INVITING, CLEAN AND SAFE FOR EVERYONE

Despite ongoing efforts at improving our urban core, the Downtown street environment is not always safe and friendly, prompting DSA to include in its strategic plan three key initiatives – evidenced-based **Public Safety & Human Services** programs, renewal of the **Metropolitan Improvement District**, and projects to create a more **Family and Kid-Friendly Urban Core**.

## 2011/12 PROGRESS & ACCOMPLISHMENTS

### Public Safety & Human Services

**Third Avenue Transit Corridor** Joined the City of Seattle, property owners and other business leaders to kick off a new initiative to make Third Avenue cleaner, safer and more welcoming for everyone. The initiative outlines a series of issues that a City-led task force is charged with addressing, including cleaning, maintenance, public safety and the physical appearance of Third Avenue – the city's busiest transit corridor, used by more than 40,000 transit riders each day, plus tens of thousands of pedestrians.

"As a Pioneer Square resident and expectant mother, I appreciate DSA's efforts to make Downtown more family friendly. I love living where I do, and new play spaces for kids, the potential for a public school and other amenities aimed at families are critical to my decision to stay and raise my child here."

— Jen Kelly, Downtown Resident





## Metropolitan Improvement District

**MID Renewal** Established a renewal committee, hosted a community issues and options forum, and researched business improvement area best practices from around the country in preparation for renewing the MID in 2013, and for continuing the MID's impressive history of Downtown services. >> [Read more about the MID on page 17](#)

## Family & Kid-Friendly Urban Core

**Children's Play Area** Initiated the development of an outdoor children's play space in Westlake Park, which is a high priority for Downtown families and visitors. DSA is currently leading a fundraising effort for the play area which is expected to open in Summer 2012.

**Holiday Carousel & Toyland Village** Transformed Westlake and Waterfront Parks into festive, family oriented holiday destinations with the staging of DSA's KING 5 Wonderland featuring the Holiday Carousel benefiting Treehouse – attracting 70,000 riders – and Toyland Village, which featured more than 50 illuminated sculptures of favorite childhood toys.

**Downtown School** Conducted a feasibility study in partnership with the City of Seattle and Seattle Public Schools to evaluate the demand for a Downtown public school to serve the growing number of families with young children choosing to live Downtown. The study is currently in its final phase; it would be the first Downtown elementary school since the Cascade School closed in 1949.

Read the *Seattle Times* article on the >> [Downtown Elementary School](#)

Read the *Seattle Times* article on >> [Third Avenue Transit Corridor](#)

See the Strategic Plan Summary at >> [DowntownSeattle.com](#)

# 5 TRANSFORMATIVE PROJECTS

In addition to the eight economic, transportation and urban experience initiatives, DSA's strategic plan identified five transformative projects. These complex, far-reaching visions for our future pose enormous potential to transform Downtown for decades to come.

## 1) A Downtown Waterfront for Seattle and the Region

For more than a decade, DSA has led the vision to remove the Alaskan Way Viaduct and develop a major public open space stretching 26 city blocks on the Waterfront which reflects our heritage and culture, and supports our economy. DSA is closely following the design process, and will work to ensure the project's funding is diverse and fair, and the maintenance and operations are robust and sustainable.



### 2011/12 PROGRESS & ACCOMPLISHMENTS

**Waterfront Vision** Continued to play a leading role in the planning and development of Downtown's new Central Waterfront. DSA Board members Patrick Gordon, Gerry Johnson and Charles Royer are leading a steering committee overseeing the planning for design, financing and operations of the new Central Waterfront.

**Waterfront Non-Profit** Recommended the creation of a not-for-profit to collaborate with private property owners, quasi-public entities, state and local governments, and others to facilitate funding, development and sustainability for the Waterfront redevelopment.

**The Seattle Times Opinion** >> [Seattle's Waterfront Redevelopment Should be Guided by Nonprofit Entity](#)

## 2) Pike-Pine Corridor Renaissance

The Pike-Pine corridor should be the best urban experience in the country, connecting the Waterfront to the Pike Place Market, the Retail Core, convention center and numerous cultural attractions. DSA is working with public and private interests to spur new investment and bring another infusion of energy to our urban core.

### 2011/12 PROGRESS & ACCOMPLISHMENTS

**Defining Priorities** DSA reached out to leaders along the corridor, including the Pike Place Market and convention center, enlisting their help to define short- and long-term priorities for improving the Pike/Pine Corridor. DSA's Urban Experience Committee has begun efforts to inventory public and private development activity, as well as current strengths and weaknesses, as an important first step in shaping an overall vision for the corridor. >> [See Urban Environment section](#)



*"so many of today's issues, from transit to zoning, have been with us for years. And while our elected officials change, and we process issues over and over again, the Downtown Seattle Association is a consistent and powerful voice that sticks with issues for as long as it takes."*

— Jonas Sylvester, Unico Properties LLC

### 3) South Downtown Collaborations for Neighborhood Revitalization

The health of Pioneer Square and the Chinatown-International District is a major concern of the Downtown community. High vacancy, a limited supply of housing, and public safety are persistent issues. Both neighborhoods have dynamic new leadership and DSA is working to strengthen partnerships and develop common initiatives – especially development of additional housing.

#### 2011/12 PROGRESS & ACCOMPLISHMENTS

**Building Height Increases** DSA continues to push for changes in zoning that would increase building height and density allowances in South Downtown, attracting the private investment necessary to produce workforce and market-rate housing.

### 4) South Lake Union Collaborations for Neighborhood Development

The City of Seattle is in the midst of completing a rezone proposal and other initiatives to identify ways the South Lake Union neighborhood can continue to grow into a high-quality place to live, work, shop and play. DSA is working with neighborhood constituents to increase residential and employment density, livability and connections to the rest of Downtown.

### 5) Seattle Center | Long-Term Revitalization Support

Seattle Center is Downtown's central park, and a regional place for family fun. As such, its health is very important to Downtown's future for residents and visitors alike. Seattle Center is beginning implementation of a long-term vision for its future, and DSA is supporting this vital community asset and its connections to the rest of Downtown.

#### 2011/12 PROGRESS & ACCOMPLISHMENTS

**Next Fifty** DSA is a supporter of Seattle Center's "The Next Fifty," a six-month celebration that reflects on the 1962 World's Fair and looks forward as it seeks to enlist experts, innovators and global citizens to start and sustain a blueprint for the next century.

**Redevelopment** Actively supported the Seattle Center's major \$570 million redevelopment plan, including renovations to the Center House, the opening of the new Chihuly Garden and Glass, and the renovation of Memorial Stadium.

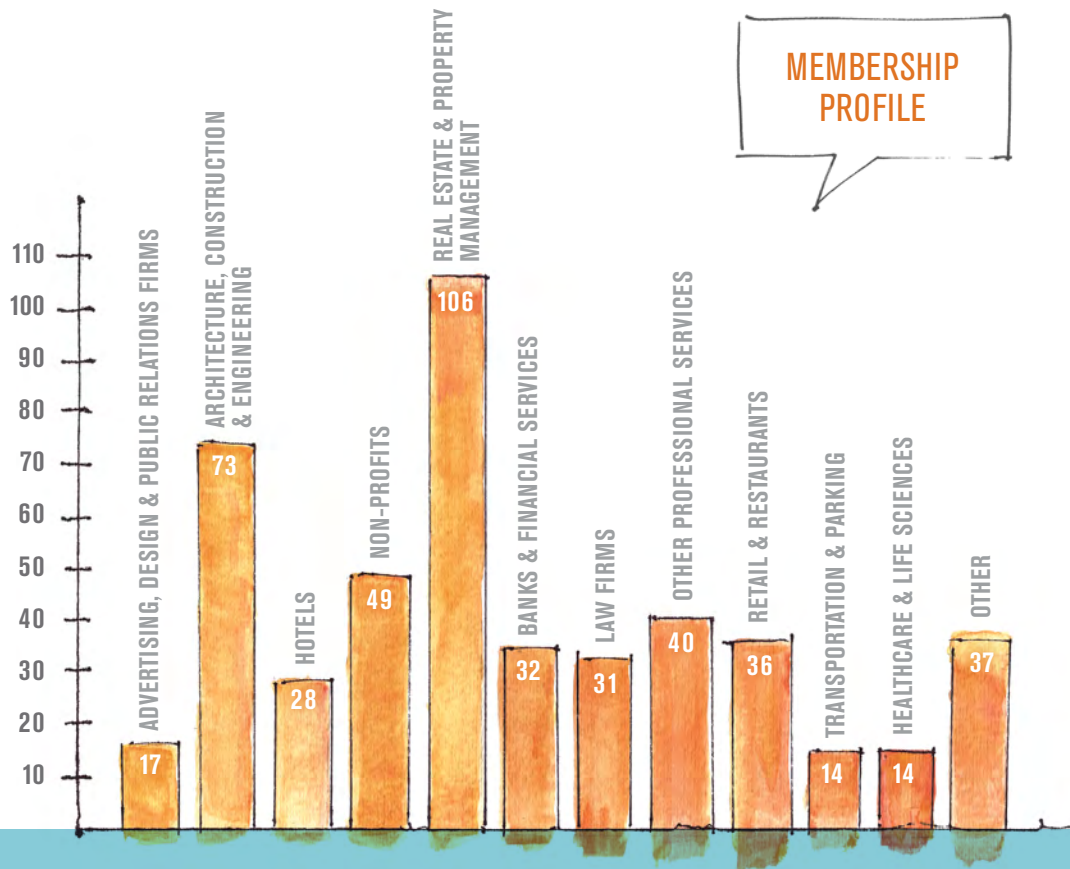
See the Strategic Plan Summary at >> [DowntownSeattle.com](http://DowntownSeattle.com)

# MEMBERSHIP, ADVOCACY & COMMUNICATIONS

**GOAL:** TO EXPAND DSA'S DIVERSE BASE OF INFORMED AND ENGAGED MEMBERS AND KEY STAKEHOLDERS

"The Downtown core belongs to everybody, so we all have an obligation to be involved in making it the best it can be. Thank you DSA for inviting residents to become members, and for providing a meaningful way to get involved in our neighborhood."

— Judy Ness, Downtown Resident



## Membership Growth & Diversity

DSA's membership represents an important mix of Downtown neighborhoods and business sectors.

## 2011/12 PROGRESS & ACCOMPLISHMENTS

**Membership Recruitment & Retention** Grew DSA's membership base to nearly 500 member companies, organizations and residents despite a still recovering economy. The strong showing is the result of a nearly 96-percent retention rate, and the recruitment of more than 50 new member companies and organizations.

**Downtown Resident Membership** Established a new Downtown Resident membership category, a Downtown Residents' Advisory Council and a Residents' Council Steering Committee, to engage and better represent the nearly 60,000 Downtown residents in DSA's advocacy efforts.

## Member Engagement

DSA serves as an important convener to its members, bringing diverse groups together to make Downtown a better place to live, work, shop and play. This year, employees from nearly 200 member companies and organizations played an active role by serving on the DSA Board, a committee or advisory council.

## 2011/12 PROGRESS & ACCOMPLISHMENTS

**New Member Orientations** DSA launched the twice-yearly *Get Connected* new-member orientation events attended by 65 new-member companies, organizations and residents. The orientations are designed to inform and engage new members around the benefits of their membership and opportunities for involvement.



**Sector Advisory Councils** These new Councils enable members with shared business interests – such as Arts, Global Health & Life Sciences, Health Services, Human Services, and Retail/Restaurants/ Nightlife – to unite for once- or twice-yearly meetings to share common issues and stay connected on strategic plan progress.

**DSA 54th Annual Meeting** At The 5th Avenue Theatre on June 12, 2012, DSA celebrated the year and toasted the new *Downtown Champion*, Tom Douglas >> [see page 23](#). The meeting celebrated the accomplishments of the past year and provided an important DSA strategic plan progress report for the nearly 700 members in attendance, plus other prominent community leaders.

## Member Advocacy

DSA serves as an important voice on Downtown Seattle issues, and strives to inform and activate DSA members through its public policy advocacy activities.

## 2011/12 PROGRESS & ACCOMPLISHMENTS

**Elected Official Assessment & City Council Candidate Scorecard** Provided a unique source of information to empower voters, evaluating elected officials and candidates according to their positions on Downtown issues as they relate to DSA priorities. See the Assessment & Scorecard on >> [DowntownSeattle.com](#)

**Advocacy Communications** DSA continued to grow its Action Alert Network of members who were notified with requests to take action when policy issues important to Downtown surfaced. The network of DSA members provided an invaluable unified voice by testifying, rallying and writing letters to elected officials this past year on critical issues including the bored tunnel project, Metro transit preservation and several ballot measures.

## Communications Enhancements

DSA serves as an important source of information about Downtown Seattle through new and existing communications channels.

**Information Resource** Fulfilled more than 600 requests from members, Downtown business prospects and the news media for information on pedestrian traffic, construction data, employment trends and other valuable information and market analysis on Downtown.

**DowntownSeattle.com** The award-winning DSA/MID website (DowntownSeattle.com) launched last year to great fanfare, and a more than 50 percent growth in web traffic. The redesigned site includes a revamped blog for Downtown residents, *Let's Talk Downtown*, as well as an easier-to-search master events calendar, happy hour finder and business directory.

**Social Media** DSA and MID also invested significantly in its social media presence, achieving a significant increase in both Facebook likes (5,000+) and Twitter followers (6,000+ @downtownseattle).



# COMMUTE *Seattle*

**GOAL:** INCREASE THE PORTION OF DOWNTOWN COMMUTERS WHO DO NOT DRIVE ALONE IN A CAR TO 70%, LEADING THE NATION IN NON-DRIVE-ALONE COMMUTING

Commute Seattle is a commuter service organization founded in 2004 to enhance Downtown's economic competitiveness by improving access to and from, and mobility within, Downtown Seattle. This alliance of the Downtown Seattle Association (DSA)/Metropolitan Improvement District (MID), King County Metro Transit and the City of Seattle Department of Transportation (SDOT) aims to increase transit ridership, cycling and walking as Downtown commuting options.

Since commute-mode tracking began in 2000, drive-alone commutes into Downtown Seattle have decreased by 15 percentage points, according to Commute Seattle's 2010 Commuter Mode-Split Survey. The survey also found that for the first time, more people (65%) commute to work using a means other than driving alone. Commute Seattle's ambitious new target is to affect a five-percent shift by 2016 in the portion of commuters who do not drive alone – a change of 9,000 daily commuters.

Commute Seattle provides transportation resources for commuters, and consulting services for Downtown businesses, and property owners looking to develop commute packages for their employees and tenants.

## 2011/12 PROGRESS & ACCOMPLISHMENTS

### Services & Consultation

**Transportation Consultations** Delivered 264 transportation consultations to Downtown property owners and employers, and hosted 20 transportation seminars for their tenants.

**ORCA Passes** Sold more than 1,500 ORCA Passport transit passes to 60 Downtown employers.

**Commuter Fairs** Hosted 28 commuter fairs for Downtown commuters.

**Bike Consultations** Conducted 21 bike amenity consultations for property owners.



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## Planning & Publications

**Online Bike Map** Published the first-of-its-kind, interactive online bike map showing the bike amenities of 75 Downtown office buildings, on-street bike parking, and bike lanes leading to/through Downtown. The map is an outcome of the nation-leading 2010 Center City Bicycle Amenity Inventory, which called for more bike amenities in office buildings throughout Seattle.

**Bicycle Master Plan** Began working with SDOT to ensure Downtown is prioritized in the Bicycle Master Plan update – a unique opportunity for Downtown to realize a world-class bicycle infrastructure, which could include a Downtown cycle track that physically separates the bike lane from the vehicle lane.

*"One of Downtown's best assets is its rich choice of transportation options. Commute Seattle has helped Wright Runstad & Company understand Downtown commuter trends and how to optimize and offer transportation amenities to improve our business and the marketability of our properties."*

– Greg Johnson,  
Wright Runstad &  
Company

## COMMUTE SEATTLE



LIVE MORE. DRIVE LESS.

## Forums & Events

**West Seattle Commuter Challenge** During the two-week closure of the Alaskan Way Viaduct, Commute Seattle challenged 50 commuters to compare two commute types before and after the closure. It included a special challenge between elected officials: King County Executive Dow Constantine, King County Councilmember Joe McDermott and Seattle City Councilmember Tom Rasmussen.

**Biking and the Bottom Line** Hosted a Q&A Forum in partnership with the DSA for the Downtown business community about the bottom-line benefits of bike commuting.

**National Bike Month** Hosted the second-annual *Bikes & Bagels* event celebrating National Bike Month in May. More than 400 veteran and new Downtown bike commuters attended, including Mayor Mike McGinn and several Seattle city councilmembers – a 25 percent increase from 2011 – and provided input to the Bike Master Plan update. Other events included assisting Downtown property owners with their own Bike to Work Day events and supporting Cascade Bicycle Club's *Group Health Commuter Challenge* by promoting a Downtown league in which 36 businesses competed against each other.



# METROPOLITAN

## IMPROVEMENT DISTRICT

The Metropolitan Improvement District (MID), established through a local ordinance in 1999, is a non-profit service organization that provides streetscape cleaning and maintenance, human services outreach, hospitality and safety services, as well as destination marketing, transportation solutions (see Commute Seattle section on pages #15-16), research and market analysis for Downtown Seattle.

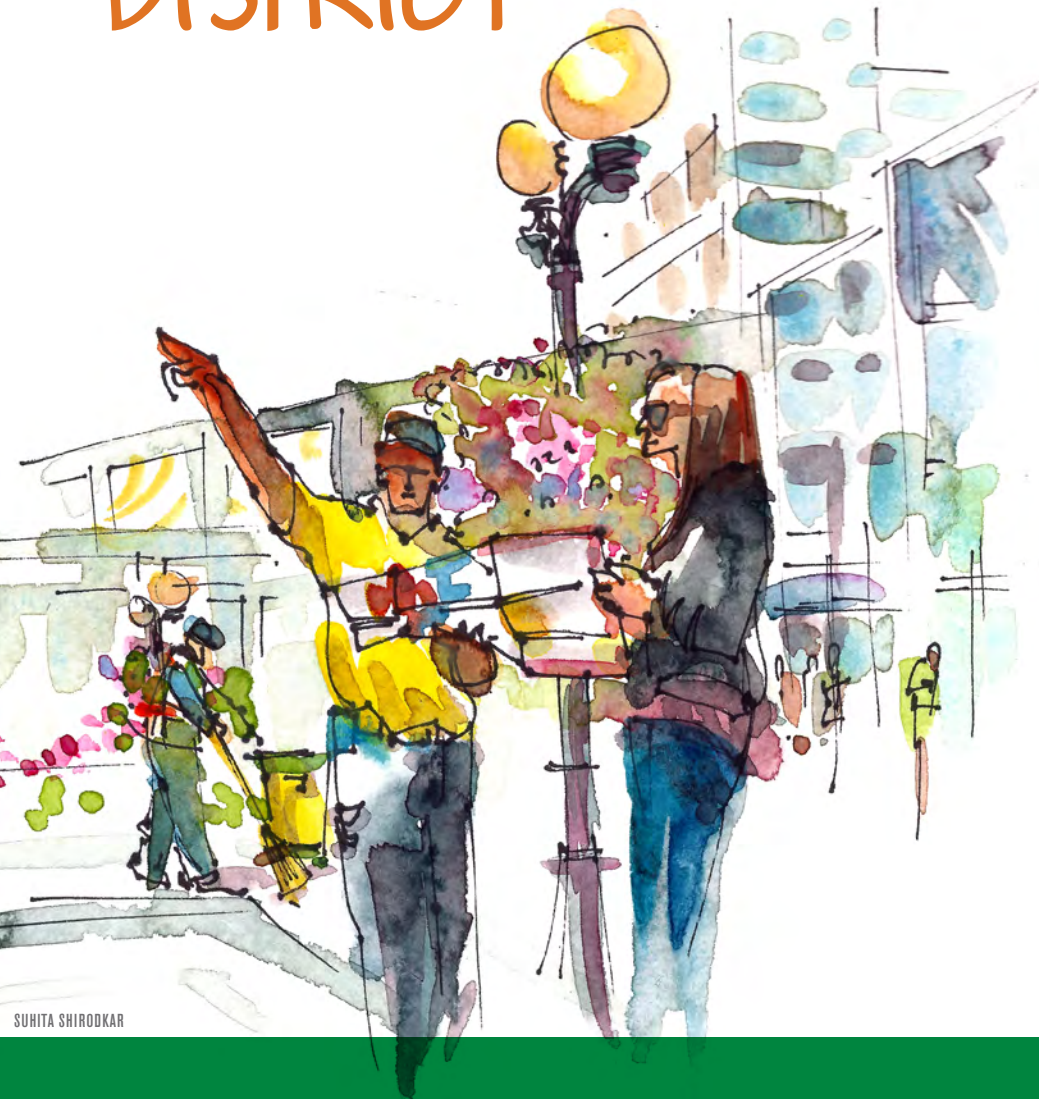
Founded by the Downtown Seattle Association, the MID is financed through tax assessments on Downtown properties, serving more than 850 properties across a 225-square-block area bordered by King Street to the south, Denny and Lenora Streets to the north, Interstate 5 to the east, and the Waterfront to the west.

Each day, the MID's 62 Downtown Ambassadors patrol the streets of the Denny Triangle, Pioneer Square, Retail Core, Waterfront and West Edge neighborhoods to maintain Downtown Seattle's healthy, vibrant urban core.

**GOAL:** MAINTAIN DOWNTOWN SEATTLE AS AN INVITING,  
CLEAN AND SAFE PLACE TO LIVE, WORK, SHOP AND PLAY

*"I can't tell you how wonderful it is to arrive Downtown for work every day to clean sidewalks thanks to the great early morning work by the MID's Downtown Ambassadors."*

— Bill Strong, Mahlum





## Neighborhood Cleaning

Provides public area streetscape cleaning services throughout the five MID neighborhoods for the benefit of Downtown businesses, residents and visitors.

### 2011/12 PROGRESS & ACCOMPLISHMENTS

**Parking Pay Station Cleaning Support** Partnered with Seattle's Department of Transportation to clean and remove graffiti tags on the 400 parking pay stations throughout the MID neighborhoods. Since service began in April, more than 1,700 graffiti tags have been removed.

**Leaf Removal** Through a grant from the City of Seattle Public Utilities, MID Ambassadors removed 5,075 bags of leaves from Downtown streets and sidewalks, recycled at Cedar Grove Recycling.

#### Other Highlights

- Collected more than 14,300 35-gallon bags of trash
- Cleaned 490 alleys
- Power-washed 70 sidewalks
- Removed 21,400 graffiti tags and stickers from public structures
- Cleaned up more than 8,000 instances of human/animal waste

## Hospitality/Safety Program

Acts as a street concierge team and information resource for Downtown employees, residents and visitors throughout the five MID neighborhoods.

### 2011/12 PROGRESS & ACCOMPLISHMENTS

**Visitor/Tourism Information** Provided directions, as well as visitor and transit information, to 240,000 visitors.

**Human Services Outreach** Invested 1,020 hours on outreach to people in need to identify barriers to housing and other issues; helped 112 people connect to jobs, medical assistance, housing, and/or case management.

**Seattle Municipal Court Theft Awareness Class** Conducted monthly programs for more than 50 misdemeanor shoplifters, helping them work on life issues as part of their community service requirements.

**Light Pole Inventory** Conducted an annual inventory of all 2,109 light poles in the MID, enabling Seattle City Light to track outages and more accurately predict when to replace bulbs.

**Special Patrols** Funded off-duty Seattle Police officers and Neighborhood Crime Initiative officers in the amount of \$150,000 for special emphasis patrols in the MID, resulting in more than 100 arrests.



CHRISTOPHER NELSON



CHRISTOPHER NELSON



## Destination Marketing

Positions Downtown Seattle as the region's preferred urban experience.

### 2011/12 PROGRESS & ACCOMPLISHMENTS

**Summer in the City Campaign** Continued the popular multimedia marketing campaign which invites people from throughout the region to explore Downtown. One of highlight was the popular *Out to Lunch Concert Series* featuring 23 free lunchtime concerts – plus a first-ever evening concert – at 10 Downtown venues. Crowd-pleasers such as LeRoy Bell and His Only Friends, Vicci Martinez and the Dusty 45s exemplify the broad mix of musical genres which attracted more than 9,000 concert-goers.

**Holidays in the City Campaign** Transformed Downtown into a festive, family oriented holiday destination including beloved traditions such as DSA's KING5 Wonderland featuring the Holiday Carousel in Westlake Park to benefit Treehouse, attracting 70,000 riders; and Toyland Village, with more than 50 illuminated sculptures of childhood toys in Waterfront Park.

MID engaged neighborhoods in holiday lighting initiatives by lighting trees at Westlake, Waterfront and Pioneer Square parks, and along the 1st Avenue median in Pioneer Square. Other festivities: *Windows to the Season* retail window decorations in West Edge; *O'Crafty Nights* and *Holiday Trivia* contests in Pioneer Square; a *Holiday Scavenger Hunt* at the Waterfront; and *Holiday Photo Booth* in Denny Triangle.

MID expanded the advertising reach by again partnering with the DSA, Seattle Center and Seattle's Convention and Visitors Bureau.

**Neighborhood Marketing Events & Promotions** Sponsored or assisted in the production of numerous neighborhood marketing events including the *Denny Triangle Loves You* food truck promotion, the Seattle Police Department's *Picnic at the Precinct*, Pioneer Square *Fire Festival*, Waterfront's *Maritime Festival Chowder Cook-off* and *Classic Weekend*.

## Business Development & Market Research

Provides tools and market data for effective business and economic development in Downtown Seattle, and helps encourage expansion of existing Downtown businesses, as well as attract new business to enhance Downtown's overall economic mix.

### 2011/12 PROGRESS & ACCOMPLISHMENTS

- Maintained the most extensive collection of economic, market and demographic information available on Downtown. >> [2012 State of Downtown Economic Report](#)
- Assisted hundreds of property owners, companies, journalists, MID ratepayers and commercial brokers with requests for information and analysis on Downtown economic trends and data.
- Supported the recruitment of retail, education and professional service companies, including City University and Northeastern University, with site analysis and selection consultation, mapping and other recruitment services.
- Conducted comprehensive pedestrian counts throughout Downtown in August and December to track volumes over time and provide key data for brokers and developers in Downtown.
- Inventoried all 5,092 street-level addresses to track occupancy, available space and changes in use over time.

2011/12

# DSA LEADERSHIP

\*Denotes DSA Executive Committee Member

## CHAIR

James Hendricks, PhD\*  
President  
Seattle Children's Research  
Institute

## VICE CHAIR

Jack McCullough\*  
General Counsel & Partner  
McCullough Hill Leary, PS

## SECRETARY/TREASURER

David Douglas\*  
Partner  
Tatum

## IMMEDIATE PAST-CHAIR

Jane Rakay Nelson\*  
Attorney at Law  
Kantor Taylor Nelson Boyd &  
Evatt PC

## GENERAL COUNSEL

John Hanley\*  
Partner  
Davis Wright Tremaine LLP

## EXECUTIVE

Kate Joncas\*  
President & CEO  
Downtown Seattle  
Association

## BOARD OF DIRECTORS

Mark Barbieri\*  
Executive Vice President  
Washington Holdings

Rita Brogan\*  
President & CEO  
PRR Inc.

Patrick Callahan\*  
CEO  
Urban Renaissance Group, LLC

A.M. Clise  
Chairman & CEO  
Clise Properties, Inc.

Dan Dixon  
Vice President/External Affairs  
Swedish Health Services

Patrick Gordon\*  
Principal  
ZGF Architects LLP

Dan Greenshields  
President  
ShareBuilder

Matt Griffin\*  
Managing Partner  
Pine Street Group L.L.C.

Ada Healey  
Vice President/Real Estate Dev.  
Vulcan Inc.

Mark Houtchens  
President  
The Vance Corporation

Weldon Ihrig  
Consultant

Paul Ishii  
General Manager  
Mayflower Park Hotel

Elisabeth James  
General Manager  
The Westin Seattle

Greg Johnson  
President  
Wright Runstad & Company

Gerry Johnson  
Partner  
Pacifica Law Group LLP

William Justen  
Principal  
The Justen Company

Fred Kiga  
Consultant

Quentin Kuhrau  
President & CEO  
Unico Properties LLC

Paul Lambros  
Executive Director  
Plymouth Housing Group

Bill Lewis  
President & CEO  
Lease Crutcher Lewis

Jane Lewis  
Principal  
Pine Street Group L.L.C.

Jon Magnusson  
Chairman & CEO  
Magnusson Klemencic  
Associates, Inc.

Tomoko Matsuno\*  
CEO  
Uwajimaya, Inc.

Nate Miles  
Western Region Director/  
Government Affairs  
Eli Lilly & Company

Carla Murray  
Senior Vice President of  
Operations, West Region  
Starwood Hotels & Resorts

Jim Neal  
Managing Principal  
Talon Private Capital

Blake Nordstrom  
President  
Nordstrom

Roger Nyhus  
President & CEO  
Nyhus Communications LLC



**Front Row (l to r):** Roger Nyhus, Jon Magnusson, Denny Onslow, Jack McCullough, Rita Brogan, Natalie Price, Kate Joncas, Beth Takekawa, John Oppenheimer, Mark Barbieri, David Yuan, Jane Rakay Nelson, Jane Lewis, Bill Lewis

**Back Row (l to r):** Weldon Ihrig, Richard Stevenson, David Douglass, John Hanley, Bart Waldman, Mark Weed, Mark Houtchens, Craig Schafer, Paul Lambros, Patrick Gordon, Jeff Schoenfeld, Bill Weisfield, Donald Wise, Elisabeth James, Tony Stewart

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2011/12

# DSA LEADERSHIP

\*Denotes DSA Executive Committee Member

## Board of Directors, continued

Denny Onslow\*  
Executive Vice President &  
Chief Development Officer  
Harbor Urban, LLC

John Oppenheimer  
CEO  
Columbia Hospitality

Natalie Price  
Vice President  
Frause

Charles Royer  
Downtown Resident

Rita Ryder\*  
Executive Director/YWCA  
Relations  
YWCA

Craig Schafer  
CEO & Owner  
Hotel Andra

Jeff Schoenfeld  
Principal  
J-Max

Robert Sexton  
Senior Vice President  
Wells Fargo Bank

John Slattery, PhD  
Vice Dean/Research &  
Graduate Education  
University of Washington

Jared Smith  
Senior Vice President/  
Northwest Manager  
Parsons Brinckerhoff

Richard Stevenson\*  
President & COO  
Clise Properties, Inc.

Tony Stewart  
Vice President  
McKinstry

Beth Takekawa  
Executive Director  
Wing Luke Museum

Bart Waldman  
Executive Vice President/  
Legal & Governmental Affairs  
Seattle Mariners

Mark Weed  
Managing Member  
Main Street Equity Partners

William Weisfield  
President  
Michael J. Goldfarb  
Enterprises, LLC

Kathleen Wilcox  
Attorney at Law  
Kathleen P. Wilcox &  
Associates LLC

Kathryn Williams  
Senior Vice President/  
Community Relations  
HomeStreet Bank

Donald Wise  
President & CEO  
Metzler North America  
Corporation

Tay Yoshitani  
CEO  
Port of Seattle

David Yuan  
Partner  
NBBJ

## EX-OFFICIO BOARD MEMBERS

Kathy O'Kelley  
Senior Property Manager  
Hines GS Properties, Inc.

## EMERITUS BOARD MEMBERS

Bill Bain  
Consulting Design Partner  
NBBJ

Herbert Bridge  
Chairman  
Ben Bridge Jeweler, Inc.

Mike Flynn  
Consultant  
Mike Flynn & Associates

Joshua Green III  
Chairman  
Joshua Green Corporation

Yogi Hutson  
President  
Coastal Hotel Group

Stephen Koehler  
President  
Koehler & Company

Richard Redman  
Chairman Emeritus  
Sellen Construction  
Company

J. Michael Rona  
Principal  
Rona Consulting Group

H. Jon Runstad  
Chairman & CEO  
Wright Runstad & Company

Judith Runstad  
Of Counsel  
Foster Pepper PLLC

Frederic Weiss  
President  
Weiss Jenkins Properties

## PAST BOARD CHAIRS

Jane Rakay Nelson, 2009/10

Patrick Gordon, 2008/09

John Hanley, 2007/08

Patrick Callahan, 2006/07

Mark Houtchens, 2005/06

Carla Murray, 2004/05

Mike Flynn, 2003/04

Matt Griffin, 2002/03

Bill Lewis, 2001/02

Yogi Hutson, 2000/01

Stephen Koehler, 1999/00

Blake Nordstrom, 1998/99

J. Michael Rona, 1997/98

Harold Green, 1996/97

A.M. Clise, 1995/96

James Faulstich, 1994/95

Dave Cortelyou, 1993/94

Gene Brandzel, 1992/93

William Bain, 1991/92

Virgil Fassio, 1990/91

Joshua Green III 1989/90

Richard Redman, 1988/89

John McMillan 1987/88

Judith Runstad, 1986/87

# 2011/12 DSA LEADERSHIP

## Past Board Chairs, continued

Richard Clotfelter, 1985/86  
John Mangels, 1984/85  
H. Jon Runstad, 1983/84  
Walt Williams, 1982/83  
Jay Porter, 1981/82  
Herbert Bridge, 1980/81  
Frederic Weiss, 1979/80  
Bruce Nordstrom, 1978/79  
Richard Bangert, 1977/78  
C.W. Eldridge, 1976/77  
Donald Covey, 1975/76  
Bob Patterson, 1974/75  
Victor Gray, 1973/74  
Frederick Orth, 1972/73  
W.J. Pennington, 1971/72  
James Walsh, 1970/71  
Lloyd Nordstrom, 1969/70  
Robert Banks, 1968/69  
James Todd, 1967/68  
Joe Sjursen, 1966/67  
Willis Camp, 1965/66  
William Svensson, 1964/65  
Winston Brown, 1963/64  
Ken Coleman, 1962/63  
H.P. Everest, 1961/62  
Norton Clapp, 1960/61  
James Ryan, 1959/60  
Donald Yates, 1958/59

## STAFF TEAMS

### Executive

Kate Joncas, President & CEO  
Debi Lundberg, Executive Assistant

### Finance & Office Operations

Brenda Evans, Controller  
Jessica Handshew, Accounting Assistant  
Emily Eslick, Receptionist/Administrative Assistant

### Advocacy & Economic Development

Jon Scholes, Vice President/Advocacy & Economic Development  
Paul Dobosz, MID Business Development & Market Research Manager  
Katherine Fountain Mackinnon, Policy & Research Specialist  
Ryan Gockel, MID Research & Economic Development Specialist  
Elliott Krivenko, MID Research Specialist

### Communications & Marketing

Randy Hurlow, APR, Vice President/ Communications & Marketing  
Denise Caruso, MID Marketing Manager  
James Sido, Public Relations Manager  
Carolyn Tow, Member Relations Manager  
Kati Davich, MID Marketing Specialist  
Jennifer Delker, MID Marketing Specialist  
Melissa Foster, Web Specialist  
Chris Luhring, Membership Services Coordinator

### Metropolitan Improvement District Operations

Peggy Dreisinger, Vice President/MID Operations  
Kelli Charboneau, MID Human Resources/ Administrative Manager  
Steven Walls, MID Cleaning & Maintenance Services Manager  
Dave Willard, MID Hospitality & Safety Services Manager  
Dalana Collier, MID Customer Service Specialist

### Commute Seattle

Jamie Cheney, Executive Director  
Jessica Szelag, Program Manager  
Allison Binder, Transportation Services Representative  
Zachary Howard, Bicycle Program Coordinator  
Mike Rimoin, Transportation Consultant



# DSA DOWNTOWN CHAMPION AWARD

Each year, the Downtown Seattle Association presents its Downtown Champion Award to the outstanding, above and beyond efforts of an individual, business or organization that has championed an issue or initiative which furthers a healthy, vibrant urban core.

## 2012 RECIPIENT TOM DOUGLAS

DSA is proud to recognize Tom Douglas for his ongoing commitment to Downtown Seattle, and for his impressive record as a civic booster this past year.

Douglas exemplifies the title *Downtown Champion* through his contributions of time, money and voice to numerous Downtown causes; investments in growing his restaurant business across Downtown neighborhoods against conventional wisdom during a down-economy; being named “Outstanding Restaurateur” by the James Beard Foundation furthering Downtown’s culinary reputation; and establishing his *Salmon-Charmed Evening* salmon suppers into an annual summer attraction benefiting Seattle Parks for the enjoyment of visitors and residents alike.



## PAST RECIPIENTS

**2011** Charles Royer

**2010** Vulcan Real Estate & Seattle Parks Foundation

**2009** No award presented

**2008** Downtown Legacy Champions – One initiative from each of the past five decades was recognized as part of DSA’s 50th anniversary celebration:

- Seattle World’s Fair
- Housing Resources Group
- Downtown Cultural Arts Renaissance
- Washington State Convention Center & Freeway Park
- Downtown Retail Core Revitalization

**2007** FareStart

**2006** Seattle Art Museum & Washington Mutual

**2005** Plymouth Housing Group

**2004** Pike Place Market PDA

