

EVERETT STATION DISTRICT BUSINESS IMPROVEMENT AREA

Work Plan 2020

as updated on January 14, 2020



Downtown BIA

1/4 mile

1/2 mile

3/4 mile



Everett Station
DISTRICT ALLIANCE

WELCOME

The Everett Station District is a front-porch to the city—whether you arrive from I-5 from the south, from SR-2 from the east, or by transit. As a front porch, we wish to be a welcoming place for all who wish to call Everett home, work, or a destination to visit.

Since beginning our community conversations in 2014, the growth of the Everett Station District Alliance as a consensus-builder and champion for the neighborhood around Snohomish County's biggest transit center has been tremendous.

Throughout our work, the Alliance has always welcomed more people to the table, spreading our conversation from one stakeholder to the next. Our membership grew from a few people meeting for coffee to nearly seventy dues-paying members.

Building on monthly meetings of property owners, business owners, and other stakeholders, we became an officially recognized 501(c)(3) organization in 2017, and in 2019 we hired our first executive director.

Along the way, we have held community forums on the overall vision for the neighborhood, on public safety concerns along Smith Avenue, on how to support existing industrial and storage & distribution businesses, on how to address stormwater issues and provide more park space, on how much and what type of housing to build, and on investments for improving safety of walking and biking in the neighborhood.

The more we discussed addressing issues for our neighborhood, the more we recognized that we needed new programs and services to fill unmet gaps. Alliance members went on study trips to Seattle, Tacoma, and Spokane to learn how other place-based associations of business and property owners worked together to provide programs and services and fairly and sustainably funded their operations.

We concluded a business improvement area (BIA), like that of the Downtown Everett Association, would be fairest way to ensure property owners contributed a proportionate amount based on land size and value. Most importantly, the BIA could fund the types of services we needed, including safety, cleaning, long-term land use and transportation planning, infrastructure investment advocacy, neighborhood marketing, and business and economic development.

During the spring of 2019, a BIA Steering Committee met to draft and finalize a proposal for fellow property owners to consider. Over the course of five meetings, proposed programs, services, activities, and assessment rates were discussed and set. The Alliance then engaged with property owners to hear whether they supported the proposal by sending mailers and emails, holding public meetings, and meeting one-on-one in-person. Ultimately, a strong majority of property owners expressed their support and the Alliance formally requested the Everett Administration and City Council to form the BIA.

The Everett Station District BIA 2020 Work Plan focuses on three main areas:

- **Safety & Cleaning**, the core of which are District Ambassadors who provide all-day eyes-on-the-street.
- **Built Environment**, supporting existing businesses while mapping an infill approach for new development near the transit center and downtown.
- **Neighborhood Marketing and Business & Economic Development**, focused on proactively supporting our light industrial and retail businesses and property owners.

Sixty percent of the organization's budget is focused on the safety and cleaning program.

This document lays out the Alliance's planned 2020 efforts. We look forward to continuing to build toward consensus among the many property and business owners, residents and workers, and community stakeholders of the neighborhood toward a better future for all of us.

Sincerely,



Brock W. Howell
Executive Director



Edwin R. Petersen
Board President

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I. ORGANIZATION OVERVIEW

We face critical issues today to make our neighborhood feel safe and comfortable for customers, workers, commuters, and visitors. People experience homelessness on our streets. Theft from private property and vehicles is frequent. Litter and graffiti are not quickly cleaned up.

The District's BIA is home to 140 property owners 124 acres of parcel land (excluding street and railroad right-of-ways). Businesses include steel cutting and plastic manufacturing for making ships and fishing equipment; manufacturing of windows, doors, and cabinetry for new housing and buildings; self-storage facilities; automotive repair and towing services; cafes and restaurants; hotels and conference spaces; design firms and software engineering companies; financial, legal, and real estate services; and a hospital and medical centers. Social services providers connect people to jobs and address homelessness, drug addiction, and social inequality. And the transit center is the hub of ten different transit services.

The future is filled with opportunity. Sound Transit will extend light rail from Lynnwood to the neighborhood in 2036. The region targets 87,000 new residents and 89,000 new jobs to arrive in Everett by 2050, and prioritizes this growth to occur within a half-mile of high capacity transit. New city

zoning allows for buildings to be built taller, providing more space for more homes and offices in the District.

As a BIA and representative neighborhood organization, our objective is to provide the services our ratepayers desire, work toward consensus among our diverse property owners and other community stakeholders on major issues, and be a voice to the city and region for our future.

Defining the Neighborhood

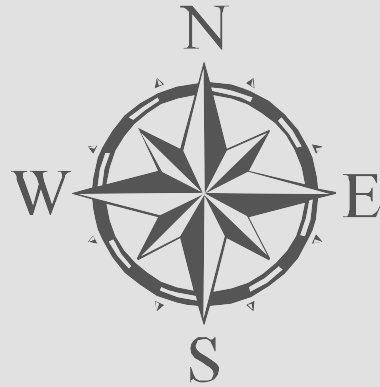
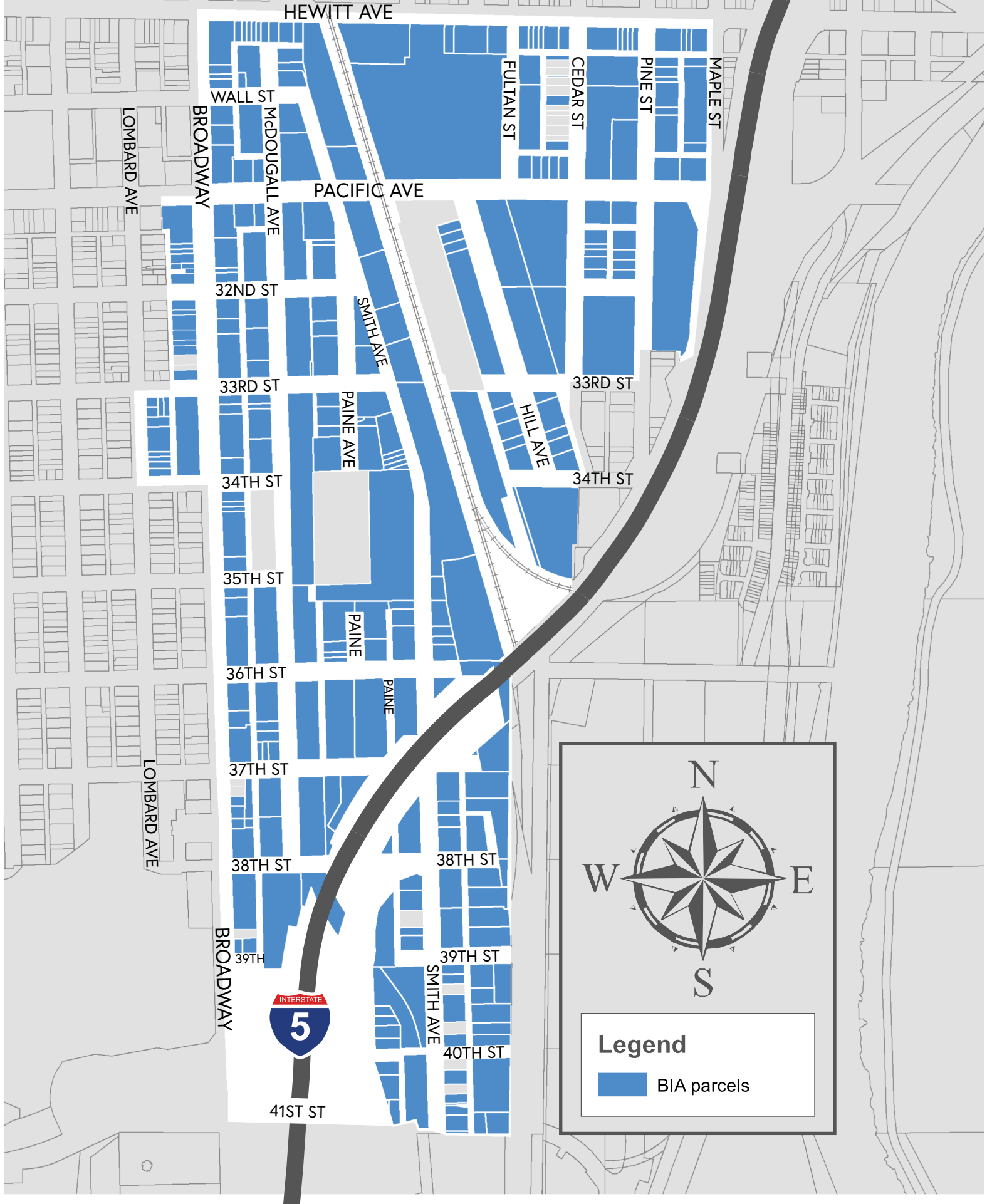
The Everett Station District started as a conversation among property owners and other stakeholders in 2014 on how to address concerns and opportunities near the Everett Station.

Best practices for planning walking and land use near transit is to consider the half-mile radius, and for planning bike infrastructure up to a one-mile radius.

The neighborhood has defining edges, including I-5 to the east and 41st Street to the south. Broadway and Hewitt also also major thoroughfares on the north and west edges.

The BIA's boundaries are informed by these considerations, and the desire of property owners to receive BIA services in their areas.

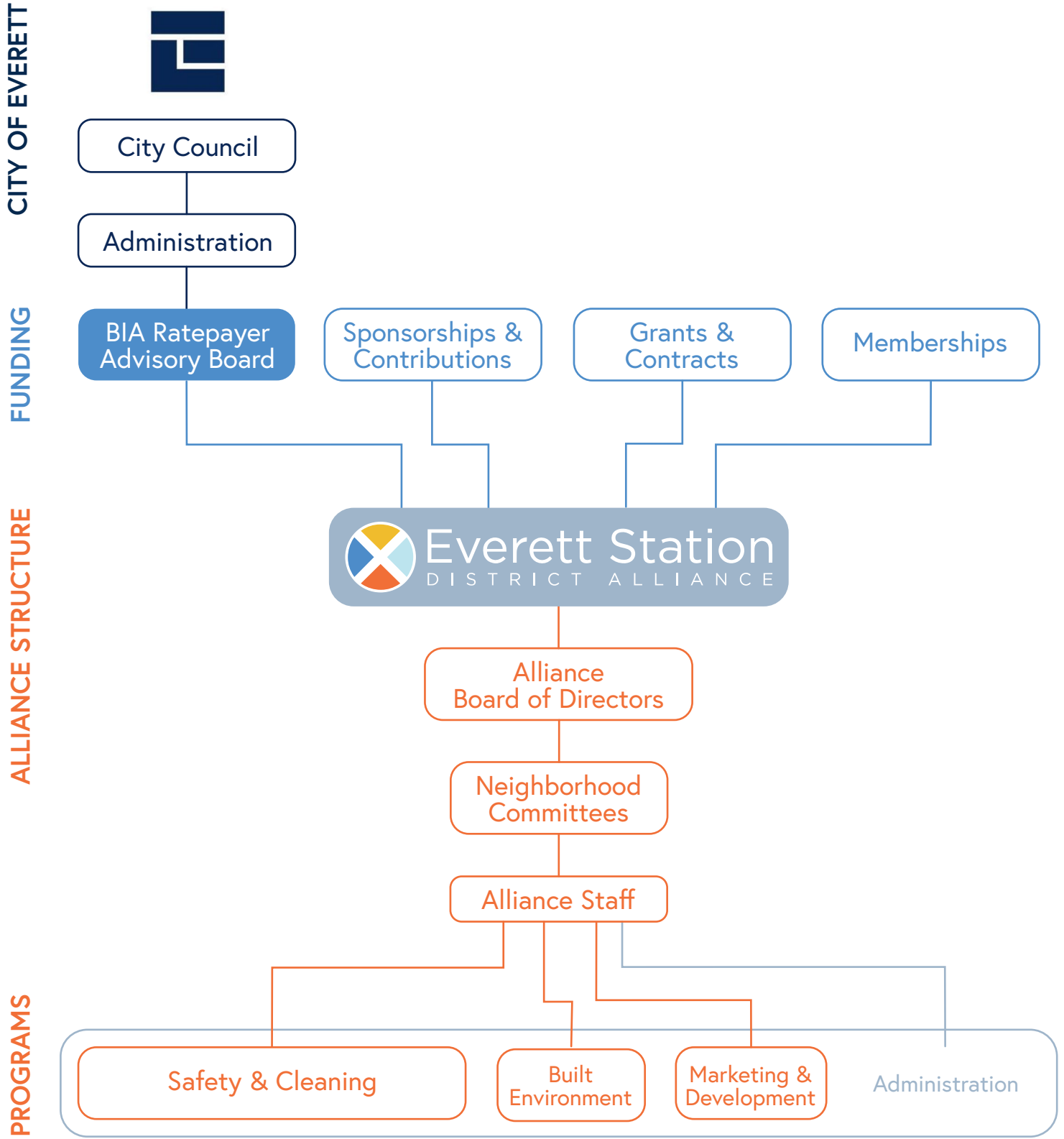
EVERETT STATION DISTRICT BIA BOUNDARIES



Legend

 BIA parcels

Organizational Structure Chart



BIA Ratepayer Advisory Board

The BIA Ratepayer Advisory Board will consist of ratepayers (property owners within the BIA), nominated by the Alliance Board of Directors, plus additional ratepayers added by the Everett Economic Development Director to ensure adequate representation of property owners across the neighborhood. The Alliance has adopted board member nomination policies to ensure membership represents the diversity of the neighborhood in terms of property size, location, business activity, and perspective.

2020 Alliance Board Members

- Ed Petersen, President
- Tom Hingson, Vice President
- Greg Tisdell, Secretary
- Cory Burke, Treasurer
- Roland Behee
- Nick Bratton
- Jennifer Cross
- Tye Ferrell
- Neil Maddy
- Zecharias Mesgane
- Chuck Watts
- Brenda White

The Alliance's bylaws allow for up to 15 board members. At its 2019 Annual Membership meeting, the membership authorized the board to add an additional three board members in order to ensure diverse representation of the neighborhood.

Staff

- Brock Howell, Executive Director
- Mara Wiltshire, Urban Planning Coordinator
VISTA AmeriCorps member

2020 Meeting Schedule

Board meetings are 12-1:30 p.m.

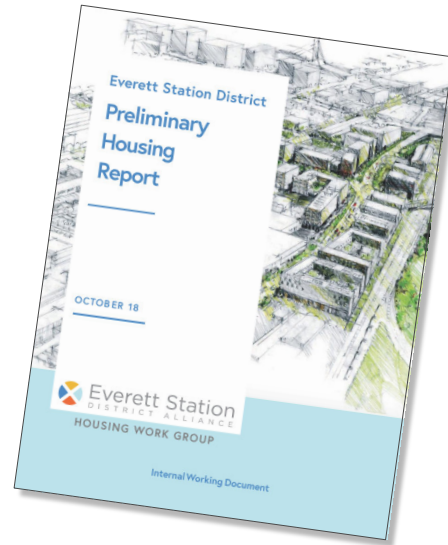
- Jan. 23, Alliance Board
- Feb. 20, BIA Ratepayer Board
- Mar. 26, Alliance Board
- Apr. 16, BIA Ratepayer Board
- May 21, Alliance Board
- **June 18, Semi-Annual Membership Meeting**
- July 16, Alliance Board
- Aug. 20, BIA Ratepayer Board
- Sept. 17, Alliance Board
- Oct. 15, Alliance Board
- Nov. 19, BIA Ratepayer Board
- **Dec. 10, Annual Meeting of the Alliance Membership & BIA Ratepayers**

2019 Accomplishments



\$1.9 Million for Safety Improvements from Station to Arena

The Alliance put together a proposal and worked with the City of Everett to submit a grant request to Sound Transit for walking, biking, and lighting improvements between Everett Station and the Angel of the Winds Arena — successfully securing \$1.9 million for the project to be completed by 2024.



Preliminary Housing Report

The Alliance's Housing Work Group, with the assistance of our AmeriCorps VISTA member, produced a data-rich "Preliminary Housing Report." This is a first step, internal document that serves for a foundation for further community and stakeholder input as the Alliance works toward building consensus for supporting our existing industrial businesses while encouraging an infill approach to residential development nearest to the future light rail station.

Business Improvement Area

A major priority for the Alliance in 2019 was creating a business improvement area to establish a stable funding source for providing needed services in the neighborhood, with the costs fairly apportioned to property owners based on land size and value. We were able to gain the support of property owners representing 68 percent of the neighborhood, and Everett City Council unanimously voted in favor of creating the BIA on December 11, with final action expected on January 22.

On-going efforts

- **Smith Avenue Safety around Everett Gospel Mission:** The Alliance continues to work with stakeholders to address safety concerns and work toward long-term solutions for achieving the Mission's objective to shelter people in need.
- **Pallets:** The Alliance continues to educate businesses on the importance of property and prompt disposal of pallets to prevent burglaries and unsanctioned fires.



Parking Restriction Plan

Following concerns from property and business owners, the Alliance worked with stakeholders to propose new on-street parking restrictions that would better manage RV issues and parking conflicts between workers, customers, and commuters. Everett Public Works has agreed to implement it with some modification, pending city budget approval.

- **Parking management:** Much of the parking within the public right-of-way remains the enforcement obligation of adjacent businesses. In order to create consistency between the new parking restrictions, the Alliance is working on a new signage and enforcement program for these privately-maintained parking spaces. The Alliance will also engage with businesses to expand the parking restriction plan to the rest of the neighborhood.

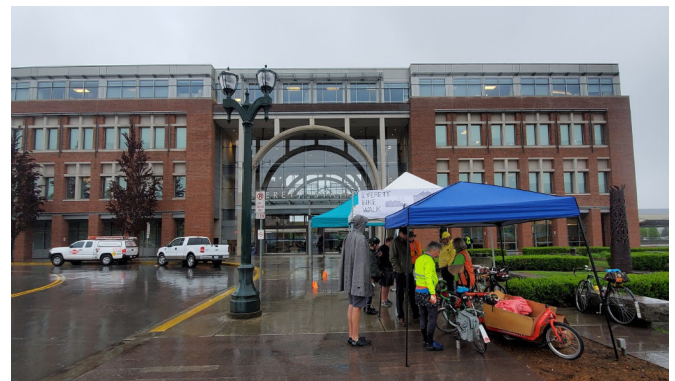
Neighborhood Events



- **Everett Farmers Market:** For the second year, the farmers market called 32nd Street in front of Everett Station home on Wednesdays.



- **Music Festivals:** The Everett Music Initiative partnered with Scuttlebutt Brewing to hold two music festivals on Cedar Street — Fishermen’s Music Festival (May 18-20), and the Wild Coyote Music Initiative (Oct. 10-12).



- **Bike to Work Day:** The Alliance coordinated a “celebration station” on May 18 in front of Everett Station with Sharing Wheels, Everett Bike Walk, and BIKES Club of Snohomish County.



- **PARK(ing) Day:** The Alliance partnered with the Downtown Everett Association and the Everett Arts & Cultural Commission on hosting our city’s version of the international DIY event that reimagines parking spaces as park spaces.

II. WORK PLAN

Introduction

In 2020, the work plan of Alliance will focus on three core areas:

- Safety & Cleaning
- Built Environment: Infrastructure, Parking, & Land Use
- Neighborhood Marketing, Business Development, and Economic Development

These areas were identified as high priorities by the BIA Steering Committee that proposed the formation of the BIA.

Budget



Safety & Cleaning	60%
Built Environment: Infrastructure, Parking, & Land Use	15%
Neighborhood Marketing; Business Development; Economic Development	15%
Administration	10%



Seattle Downtown Ambassadors, photos courtesy of Seattle Metropolitan Improvement District

2.1 Safety and Cleaning

The Everett Station District should be a safe, clean, and welcoming neighborhood for all people who work, shop, commute, shop, play, and live here.

Core to the Alliance's approach are District Ambassadors who are the on-the-ground welcome staff to visitors to the neighborhood and closely monitor and address issues happening throughout the day and week. Our programs will also be built upon a foundation of existing safety and cleaning services provided by the City of Everett of policing, social work, and cleaning.

The Alliance will take a value-added approach by, first, holding the city accountable to deliver on its existing services; second, providing ongoing tracking of potential criminal activities in the neighborhood; third, seeing potential problems in a more timely manner and quickly reporting those problems for immediate redress; and, fourth, enhancing existing cleaning services so litter, waste, and graffiti are cleaned-up more quickly.

For our work and that of our partners, we will closely measure performance to know how well our collective efforts with city agencies and other partners keep our neighborhood safe, clean, and welcoming.

District Ambassadors

Core to the Alliance's approach are District Ambassadors. The District Ambassadors will provide eyes on the activities on our streets, welcome all people, connect people in need to the services they need and provide ongoing monitoring of their progress, address bike theft through registration and monitoring efforts, conduct spot cleaning services and referrals to contracted cleaning services for

larger waste issues, and occasionally staff community engagement booths.

In 2020, the Alliance will hire three individuals to serve as District Ambassadors. The ambassadors will provide an on-the-ground presence Monday through Friday, from 6 a.m. to 10 p.m., and 9 a.m. to 6 p.m. on weekends (may be adjusted). The ambassadors will use a cargo bike, tablet, and phone to quickly patrol and monitor the neighborhood, closely track conditions, engage to with people to welcome visitors and prevent low-level offenses, and report legal violations to appropriate authorities.

The ambassadors will be trained using the model used by the Downtown Seattle Metropolitan Improvement District for its ambassador program, trained in CPR and first aid, trained in deescalation techniques, and instructed to not engage in situations that could potentially escalate to violence. Their approach will be to connect individuals to existing social service providers, such as the Carnegie Resource Center, Bridgeways, and Compass Health case managers, who can provide higher level assistance. The ambassadors will maintain records of their engagement with individuals and of problems throughout the neighborhood.

Criteria for consideration in hiring ambassadors will include applicants' own lived experience in having to navigate the social services provided in Snohomish County, their ability to ride a bike, and their general positive demeanor and attitude that fits the Alliance's desired hospitality approach.

The paid District Ambassadors will also support a network of volunteer ambassadors who will be able to provide an additional welcoming presence, assisting with such activities as talking with the public at a booth at the farmers market, Earth Day litter cleanups, and registering bicycles on Bike to Work Day.

Engaging People in Need

No one benefits from homelessness, mental illness, or drug abuse. For the people who are experiencing life on the street, it is unsafe, unhealthy, and unsustainable. For the community, including shoppers, commuters, and visitors, it is an indication of failure to provide a public safety net, can pose public health threats, and create an environment that feels unsafe. And for businesses, homeless people occupying sidewalks in front of stores and living in vehicles on the street creates a less inviting environment and leads to lower sales, fewer jobs, and diminished tax revenues for the city. The combination of a lack of a livable wage, lack of a safe and warm place to live, lack of sanitation services, and drug abuse can result in litter, open fires for heat, and illegal activity that threaten business.

A substantial amount of the Everett Police Department's resources are dedicated to addressing issues arising from people living in the open and in vehicles within the Everett Station District. The District Ambassadors will engage with people in need to help them get on a path toward recovery and healthy living. The District Ambassadors will not be social workers but will assist people to get the services they need by connecting them with the existing services in Snohomish County. The ambassadors will maintain a positive, ongoing relationship with the people in need, and monitor their progress. The consistent engagement by ambassadors will help make it clear that living on the streets within the neighborhood is not healthy and that better options exist.

When an individual violates parking regulations or other criminal codes, or poses a public safety threat, the District Ambassadors will report the violator to the police.

Visitor Engagement

Everett Station District is the front porch to Everett, with ten different transit services connecting at the transit center and entrances from Highway 2 from the east and I-5 from the south. Commuters, customers, and visitors deserve a safe, welcoming environment.

The District Ambassadors will proactively welcome all people on the street, track positive interactions and collect photos of positive interactions and views, and help staff community booths at such events as the farmers market in the district.

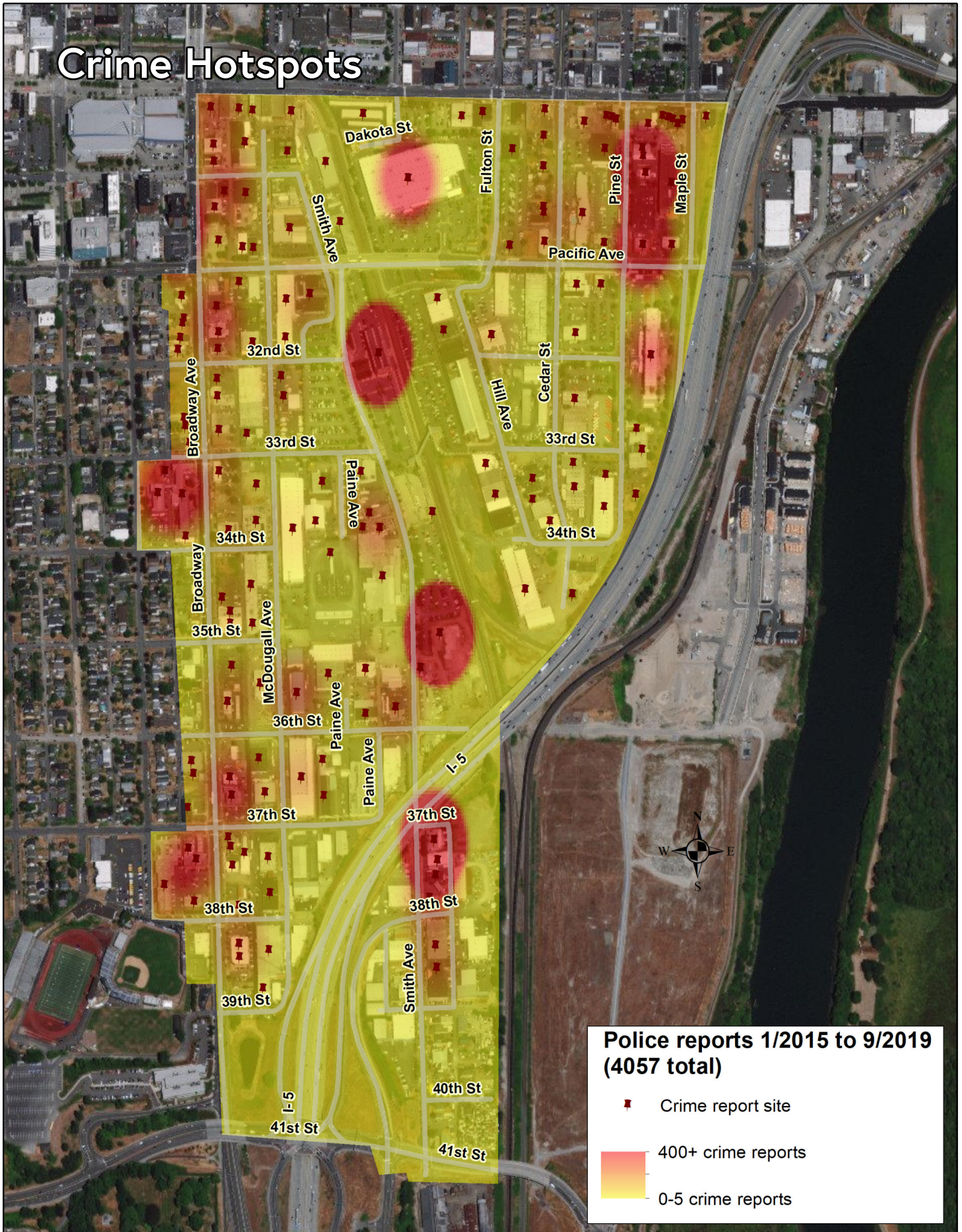


Parking Enforcement

The Alliance is working with Everett Public Works to establish new on-street parking regulations that better prevent inappropriate parking of recreational vehicles and reduces conflicts between in-district employees, customers, and commuters. While the Everett Police Department is responsible for enforcing parking regulations, the department lacks sufficient resources to provide consistent, all-day enforcement. In addition, businesses are responsible for enforcing their desired parking restrictions within the public right-of-way when the on-street parking area is unimproved, lacking a sidewalk or paving. In 2020, the Alliance will:

- Work with businesses and property owners to propose a neighborhood-wide plan for on-street parking regulations, which the Alliance will then advocate to Everett Public Works to implement. The District Ambassadors will monitor compliance with the city parking regulations and report violators to the Everett Police parking enforcement team.
- Create a new towing service program for businesses to opt-into for enforcing parking restrictions within the unimproved public right-of-way. The District Ambassadors will monitor compliance and report violators to a contracted towing company.
- Track the location of recreational vehicles throughout the neighborhood to better understand patterns of repeat offenders as well as to potentially address the needs of the occupants.

Crime Hotspots





Litter Clean-up

In partnership with HopeWorks Social Enterprises, the City of Everett operates the Safe Streets Work Crew as a criminal justice diversion program. Participants provide community restitution through litter clean-up and motivational programming in exchange for reduced sentences and dismissal of charges. With up to six people per day in the program, a substantial portion of the litter clean-up provided by the Safe Streets Work Program is conducted within the Everett Station District — litter is picked-up on Broadway approximately every four days.

The Safe Streets Work Program is limited in its efforts by a lack of a truck to conduct major trash removals in a timely manner, and has a bare minimum resources for basic trainings and trash bags. In order to increase the capacity of the Safe Streets Work Program, the Alliance will provide enough resources for the Program to buy a truck and additional basic tools and materials.

The Safe Streets Work Program will be contracted to conduct weekly litter clean-ups of Broadway, Smith, Hewitt, and Pacific, and at least biweekly cleanup of all other streets and public areas.

The Alliance will advocate for the City to continue its existing funding to the Safe Streets Work Program such that the Alliance does not become responsible for the baseline funding of the program.

The Alliance will hold the Safe Streets Work Program accountable by requiring quarterly reporting of the amount of trash removed by block.

Although not a primary purpose of their duties, District Ambassadors will pick-up minor litter as part of the regular course of their patrols of the neighborhood and will report major litter issues to the Safe Streets Work Program.



Graffiti, Hypodermic Needle, and Human Waste Removal

The Alliance will contract with GroundWorks to provide spot removal of graffiti, hypodermic needles, and human waste throughout the neighborhood.

Although not a primary purpose of their duties, District Ambassadors will be trained in and have materials for minor graffiti, hypodermic needle, and human waste removal. District Ambassadors will report major graffiti, hypodermic needle, and human waste issues to GroundWorks.



Pallet Removal

Several businesses have excess pallets that need to be disposed of. Pallets left outside are frequently stolen and used for improper purposes, such as ladders in order to get into fenced-in areas of businesses and as firewood in encampments.

- The Alliance will contract with a firm to provide weekly removal of pallets throughout the neighborhood.
- The Alliance will provide educational materials to businesses who have pallets on how to properly store and dispose of pallets.

Snow Removal

Everett experiences occasional snowstorms that make walking through the neighborhood dangerous. As part of the contract with the Safe Streets Work Program, snow removal will be prioritized for sidewalks along Hewitt and Broadway, and between Everett Station and the Angle of the Winds Arena.

Public Safety Round Table

The Alliance will convene quarterly round tables between Everett Police Department, Everett Transit, BNSF patrol, social service providers (including Compass Health, Everett Gospel Mission, and HopeWorks), property owners, and business owners in order to better understand current issues and trends, build trust, and facilitate collaboration.

Communication and Materials

The Alliance will develop and provide:

- Public safety materials to businesses to share information on public safety best practices and key points-of-contact.
- Materials for people in need on the housing and social services options available to them.
- Annual report on crime trends and the Alliance's safety and cleaning efforts.

Accountability and Advocacy

The City of Everett and Snohomish County provide policing, cleaning, social, and housing services. These service levels must not be reduced as a result of the Alliance's expenditures. The Alliance will advocate to the City of Everett, Snohomish County, and other agencies to hold them accountable to not reduce their services. The Alliance will closely track and report the agencies' expenditures and deployment of resources in the neighborhood.

Performance Tracking

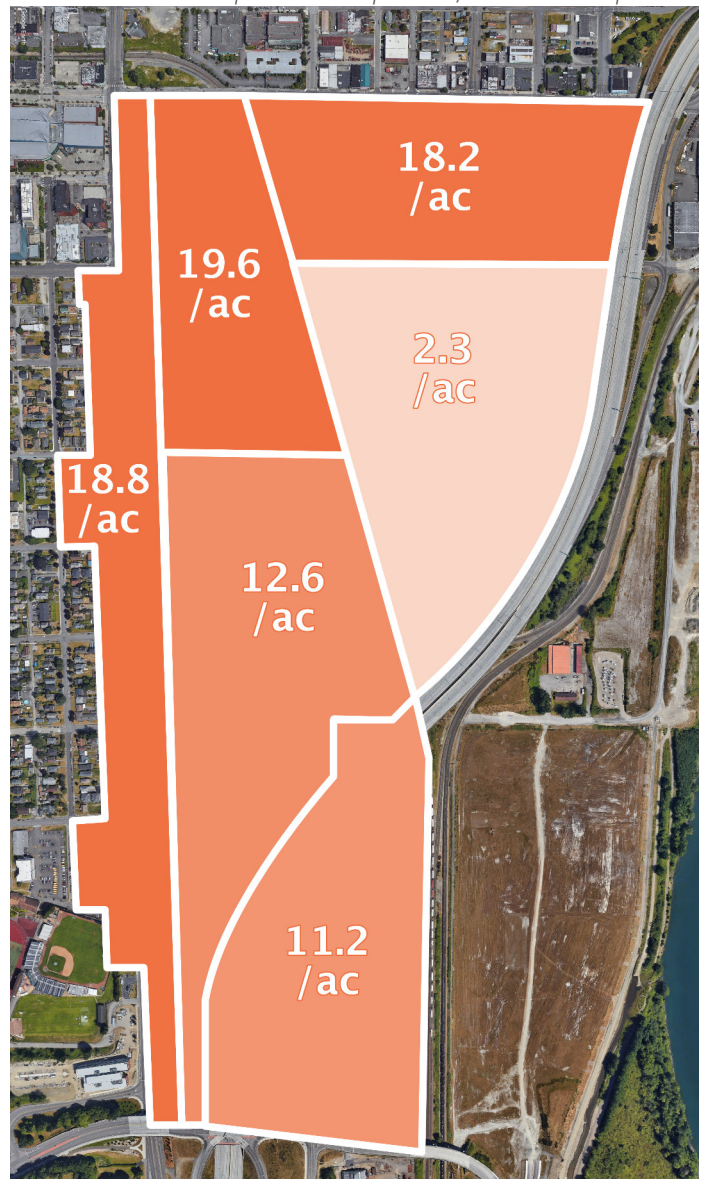
The Alliance will closely track:

- Number of people in need who are engaged by the District Ambassadors
- Progress of the people in need.
- Amount of litter and other trash removed.
- Number of pallets removed.
- Official crime reports and trends.

The Alliance will also participate in Snohomish County's annual Point-in-Time Count of people experiencing homelessness.

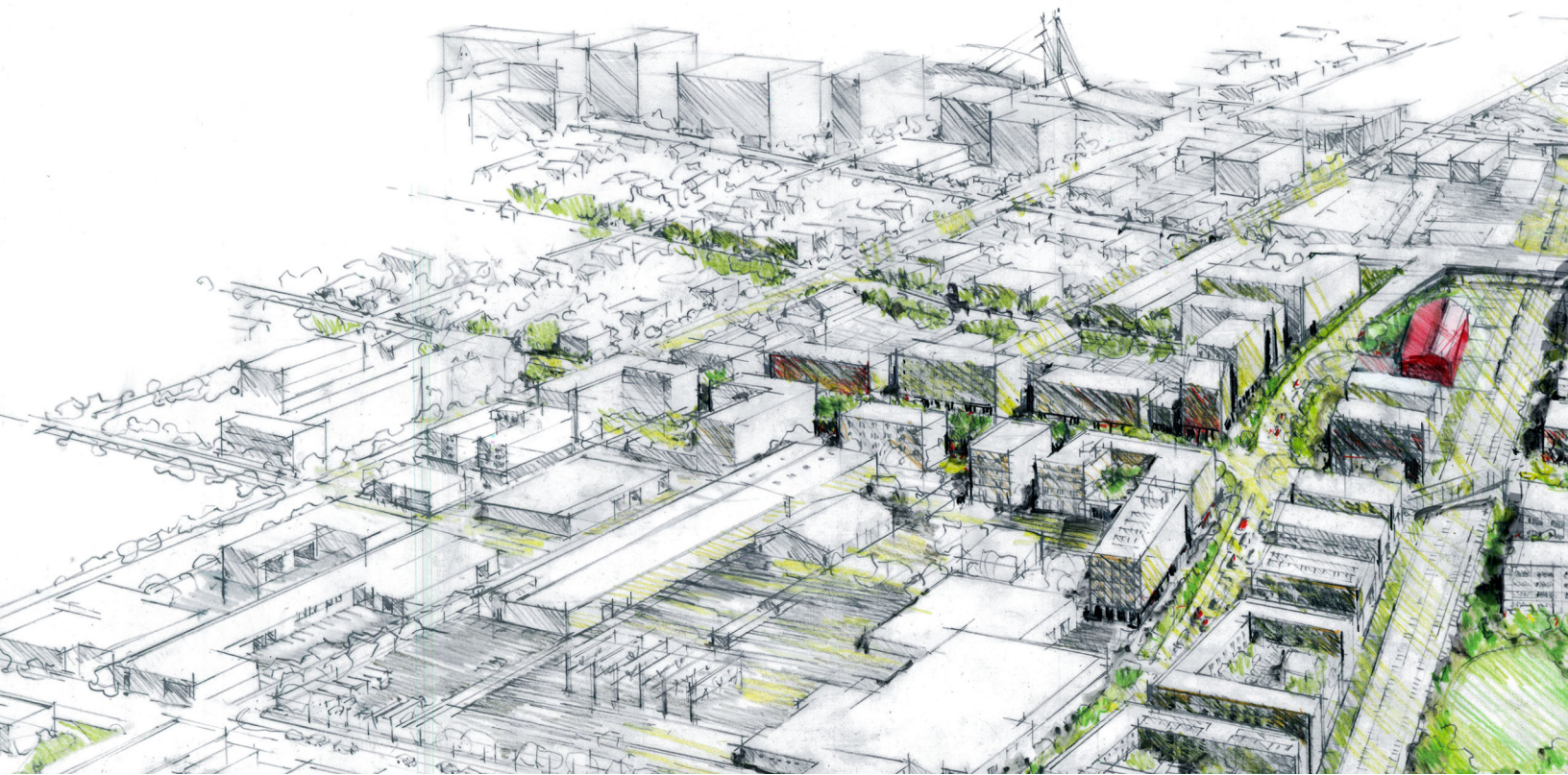
Crime Across Subareas

Reported crime per acre, Jan. 2015 – Sept. 2019



2020 Clean & Safe Program Budget

	Safety	Cleaning	Total
General Staff.....	\$ 30,000	\$ 15,000	\$ 45,000
Ambassadors.....	95,000	35,000	130,000
Contracted Services	13,000	25,000	38,000
Office Space.....	4,800	2,400	7,200
Equipment	20,000	0	20,000
Print Materials	0	2,000	2,000
Trainings & Travel	4,000	0	4,000
TOTALS	165,800	80,400	\$ 246,200



Conceptual rendering produced by Mithun in 2014, demonstrating one example of an infill approach to development that would focus development on city-owned transit parking lots and bus bays.

2.2 Built Environment

The Alliance builds consensus among property owners, business owners, and community stakeholders to address issues near-term issues and long-term opportunities in the neighborhood, and then gives voice to our collective vision to public and private leaders. A built environment that is clean and safe, and that meets our parking, mobility, public space, housing, and commercial needs is essential to our neighborhood's success.

Parking

The Alliance has worked with property owners and Everett Public Works to create and implement new on-street parking regulations for the neighborhood sub-area of 33rd to 39th Streets, McDougall to Smith Avenues. These new on-street parking regulations are essential for addressing issues relating to recreational vehicles and parking demand between commuters, customers, and employees. In 2020, the Alliance will:

- Work with Everett Public Works to implement the new on-street parking regulations.
- With our street ambassadors, closely monitor compliance with the on-street parking regulations.
- Create a broader on-street parking proposal to expand the changes neighborhood-wide.

- Create a new program for businesses to opt-into that creates consistent towing signage for parking in the public right-of-way that businesses are legally required to enforce.
- Start a stakeholder and community conversation about the future of off-street parking as it relates to the Alliance's 30-year planning efforts for residential and commercial development.

Industry

The bedrock of jobs and economic activity in the Everett Station District are light and heavy industries that support the building construction, shipping, and vehicle maintenance industries, as well as storage and distribution. The Alliance will continue to support the property and business owners of these industries to ensure the economic strength of our community and city.

Streetscapes & Mobility

The Everett Station District is the transportation hub to Snohomish County and the City of Everett. Ten different transit services connect at the transit center, and the neighborhood serves as a gateway to the heart of Everett from SR2 from the east and I-90 to the south. Many parts of the neighborhood lack adequate sidewalks, bikeways, and lighting to make the neighborhood safe and comfortable for people to walk and bike in the neighborhood. Over the past year, the Alliance has successfully secured \$1.9 million for the city to improve pedestrian and bicyclist access from Everett Station to the Arena,

and now the Alliance is beginning planning efforts for a long-term vision for streetscapes and mobility. In 2020, the Alliance will:

- Complete a 30-year vision/plan for our neighborhood's streetscapes and mobility.
- Lead a design effort for conceptualizing a new town square on 32nd Street from Broadway to Everett Station.
- Start a public dialogue through monthly lunch & learn forums about best practices in urban design.

Housing

The region projects that the City of Everett will grow by 87,000 people by 2050, and is prioritizing much of that residential growth to occur near light rail. With light rail coming in 2036, the Alliance has developed a Preliminary Housing Plan that calls for building enough residential units to house 32,000 people in 2050, for a broad range of household incomes. In 2020, the Alliance will:

- Complete the Housing Report, creating a complete picture for housing development in 2050.
- Assist in the development of a master plan for mixed-use development for the block across from Everett Station, bound by 32nd, Smith, 33rd, and McDougall.

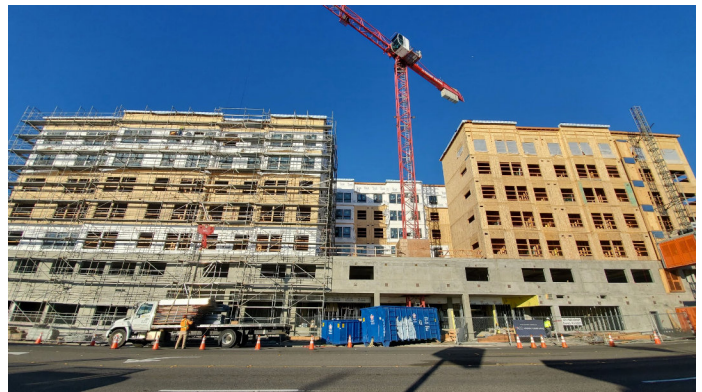
Commercial Development Plans

The region projects that the City of Everett will gain 89,000 new jobs by 2050, and is prioritizing much of the job growth to occur near light rail. In 2020, the Alliance will:

- As part of its Housing and Streetscapes & Mobility Planning efforts, incorporate conceptual level planning for commercial development for the neighborhood.



HopeWorks: 65 affordable housing units, cafe, & culinary training



140 units for seniors, opening mid-2020



Compass Health: proposal for 82 units of supportive housing

2020 Built Environment Program Budget

	<u>Built Envt.</u>	<u>Total</u>
General Staff.....	\$ 52,500	
Office Space.....	1,800	
Computers, Software, Equip.	2,000	
Print Materials	2,500	
Events, Forums, Workshops, Etc.	2,000	
<u>Trainings & Travel</u>	<u>2,000</u>	
<u>TOTAL</u>		<u>\$ 62,800</u>



2.3 Neighborhood Marketing, Business Development, and Economic Development

The Everett Station District is both a working district of blue collar industrial jobs and a future transit-oriented community. The Alliance will support both existing businesses and infill development as the organization promotes the Everett Station District as an authentic and energetic place filled with businesses, workers, makers, artists, residents, commuters, customers, and visitors.

As a front porch to Everett—whether people come from the south via I-5, the east via SR2, or any of ten different transit services—the Everett Station District will be an inviting and welcoming neighborhood to the city. Filled with a future of light rail and thousands of new residents and employees, the District will evolve from an area to drive through to a destination in itself for art, culture, technology, and a genuinely great built environment.

The District will be forward-thinking with a built environment that is a model for addressing our times' greatest challenges and opportunities to be affordable and sustainable. Through research, marketing, relationship-building, and events, the

Alliance will support the continued success of our businesses today while building an even greater future.

Neighborhood Marketing

Creating Neighborhood Identity and Affinity

- Develop neighborhood branding, imagery, slogan, and messaging.
- Create and distribute new welcome packets for new businesses so they have a better understanding of the Alliance, District, and city; have necessary contact information for economic development resources; have background and contact information for safety and security concerns; and have a calendar of upcoming events.
- Create and distribute window stickers for businesses to post in their windows to indicate their Alliance membership, building greater neighborhood identity and affinity.
- Install vertical banners on light posts along Broadway and Hewitt to welcome visitors to the neighborhood and city.
- Consider adding neighborhood enhancements,

such as painting murals on bridge support columns and buildings and installing seasonal decorations and flowers, in order to make the neighborhood feel more welcoming and safe.

- Create and distribute District information brochures about District events and Alliance activities for businesses to share with customers.

Participating in Events

- Host a booth at public events such as the Everett Farmers Market on Wednesdays and give away marketing materials, such as t-shirts, pens, and beer coasters.
- Partner with organizations in marketing and sponsoring events in the District, such as the Everett Farmers Market, Fisherman's Music Festival, Bike to Work Day, and PARK(ing) Day.

Online Communications and Additional Marketing

- Redesign the Alliance's website, making it easier for people to find information on the neighborhood and its businesses, and boost the website's reach.
- Advertise on local media websites to build relationships with the media, profiling individual businesses and events in the District.
- Send monthly e-newsletters and post regularly on social media channels.
- Organically grow the Alliance's Facebook, Instagram and Twitter pages.
- Partner with Live In Everett, Downtown Everett Association, the City of Everett's economic development program, Economic Alliance Snohomish County Visitors Bureau to expand the reach of the Alliance's voice regionally, statewide, and nationally.

Business Development

- Based on a consensus-building model, serve as an advocate for neighborhood businesses and property owners to city council, county council, and other agencies.
- Advocate for the interests of businesses and property owners in the decisions of where Sound Transit will build its light rail station and elevated guideway, construction phasing and management, mitigation payments and eminent domain actions, and additional funding for

affordable housing and station access infrastructure.

- Advocate for maintaining freight mobility on key streets through the neighborhood.
- Feature neighborhood businesses through profiles in website, social media, email, and print materials.
- Create brochure listing and describing neighborhood businesses in order to hand out at county and regional business forums and conferences.
- Host quarterly business roundtables to facilitate information sharing and collaboration between businesses and for the Alliance to learn how best to advocate for their needs.
- Help organize members within discrete industries to do joint promotions. For example, the neighborhood is home to many businesses focused on home construction activities.
- Advocate to city council and other governmental bodies on behalf of our businesses to ensure land use and business permitting remains fair and efficient.
- Hold the city and county accountable to providing adequate policing, social services, and cleaning efforts so our neighborhood is safe and comfortable for employees and customers.

Real Estate & Economic Development

- Create an Everett Station District Built Environment Plan that supports the continued operation of our working industries and maps a long-term infill development plan that focuses growth nearest to the transit station, in existing parking lots, and on public lands.
- Participate in county, regional, and national organizations and conferences focused on business and economic development in order to raise the profile of current businesses in the District and to attract additional investment.
- Maintain a database of properties and property owners who are interested in redeveloping for potential investors to consider.
- Host a developer forum to share our neighborhood's vision for its built environment and to attract interest in investment.

-
- Work with potential developers to ensure they share the neighborhood's vision for our built environment that balances the working industry of today with the transit-oriented community of tomorrow.
 - Assist property owners and developers in navigating the city's land use regulatory processes.
 - Provide advice to businesses and developers on best practices for parking and transportation demand management.
 - Collect, analyze, and distribute economic and demographic information about the District and region to commercial real estate brokers, property owners, property managers, commercial tenants, potential tenants, city agencies, and other individuals and organizations seeking to do business in the District.
 - Produce reports on the retail, office, residential, and other real estate markets; and about rental rates, vacancy rates, property sales, pedestrian counts, retail sales, tenant mix, resident demographics, and visitor profiles.

2020 Neighborhood Marketing & Development Program Budget

	<u>Marketing & Dev.</u>	<u>Total</u>
General Staff.....	\$ 37,500	
Office Space	1,800	
Computers, Software, Equip.	2,000	
Print Materials	5,000	
Events, Forums, Workshops, Etc.....	3,000	
Trainings & Travel.....	1,000	
Opportunity Projects	10,000	
<u>TOTAL</u>		<u>\$ 60,800</u>



III. ACCOUNTABILITY

With twenty-one statewide and hundreds nationally, business improvement areas (BIAs) are a proven model for property and business owners to work together to provide critical programs and services they want, including safety, cleaning, beautification, marketing, and advocacy.

The Alliance's proposed work plan is based on the programs and work plans of successful BIAs in similar light industrial neighborhoods and with similar programs and services.

The state's leading BIA consultant also provided concrete advice to ensure we developed a work plan that uses our ratepayer funding efficiently to meet the needs of our property and business owners.

To ensure we are accountable to our ratepayers and to the City of Everett, the Alliance will institute several measures:

- The BIA Ratepayer Advisory Board, through the Alliance's nomination criteria and approval by the city's economic director, will be representative of all subareas, business types, and sizes of businesses, and include a diversity of opinion.
- The BIA Ratepayer Advisory Board and Alliance Board of Directors will approve a detailed annual budget and work plan.
- The city's finance director must approve the annual budget and work plan of the BIA.

- Ratepayers will receive mailed notice of and be able to attend an annual ratepayer meeting in order to hear a briefing of the performance and to influence the next year's budget and work plan.
- Ratepayers will receive a detailed annual report of the BIA's performance.
- The BIA Ratepayer Advisory Board will set performance metrics to evaluate the success of the organizations. Performance metrics will be based on clear measurables, such as weight of trash removed, number of reports made by property/business owners to the BIA and number of incidents successfully addressed, and number of people in need who were engaged and referred to social services by the District Ambassadors. In addition, all work will be tracked based on location throughout the neighborhood.
- A complaint/incident log will be kept, and made available to the City of Everett and ratepayers upon request. The log will be summarized in the annual report.
- Audits may be performed the City of Everett as it deems necessary to ensure proper assessment of properties.
- The BIA will sunset after 5-years, requiring renewal by city council.



IV. FINANCIAL OVERVIEW

The Alliance The Alliance Board of Directors, BIA Ratepayers Advisory Board, and City of Everett finance director will approve the organization's final 2020 budget.

The following pages include the projected 2020 expenses and revenue budgets, the Alliance's 2019 financial statements, a roster of the Alliance's 2019 members and sponsors.

The projected 2020 budget assumes the Everett City Council will take final action on the ordinance to create the BIA on January 22, 2020, and that the BIA will go into effect on February 6, 2020. The BIA annual assessment revenues have been prorated as such.

The 2020 budget includes a year-end reserve of \$26,989. This is appropriate to account for possibilities such as possibly lower returns of assessment invoices, higher 2020 costs than projected, and building a rainy day reserve for future years. Most organizations carry a three to six month reserve; the Alliance's budgeted reserve is equivalent to one month of average expenses.

<u>PROJECTED 2020 REVENUE</u>	<u>Total</u>
Alliance	\$2,000
Memberships	2,000
Grants	N/A
Event Sponsorships & Registration	N/A
BIA	454,792
Ratepayers	421,988
Contributions	15,000
Fee for service	N/A
<u>TOTAL</u>	<u>\$ 438,988</u>

PROJECTED 2020 EXPENSES	Total
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Staffing (including salary, benefits, taxes)	\$ 318,000
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Executive Director	100,000
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Ambassadors	130,000
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Safety & Cleaning Contracted Services	38,000
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Administrative Assistant	42,500
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AmeriCorps VISTA member	7,500
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Service Fees.....	17,999
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 State & federal filings, fiscal administrative fee, insurance, and start-up costs.

Office, Equipment, Supplies, Materials	\$50,000
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Rent	\$12,000
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Computers, Software, Tech, Equipment	\$24,500
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Materials, Printing, Supplies	\$12,000
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Other.....	\$34,500
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Travel & Trainings.....	\$7,500
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Events	\$12,500
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Other	\$10,000
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TOTAL	\$ 411,999
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YEAR-END RESERVE	\$ 26,989
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The reserve is useful for possible lower assessment collections, for possible higher expenses, and to build a rainy day reserve for future years. Common practice among nonprofits is to maintain a six month reserve. At the budgeted level, the reserve would be equivalent to one-month of expenses.

Everett Station District Alliance Balance Sheet

As of November 30, 2019

	<u>Nov 30, 19</u>
ASSETS	
Current Assets	
Checking/Savings	
1100 · Operating Account	12,656.84
Total Checking/Savings	<u>12,656.84</u>
Total Current Assets	<u>12,656.84</u>
TOTAL ASSETS	<u><u>12,656.84</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · Accounts Payable	3,125.00
Total Accounts Payable	<u>3,125.00</u>
Other Current Liabilities	
2100 · Salaries & Wages Payable	5,958.74
2110 · Federal Withholding Payable	998.39
2120 · FICA & Medicare Payable	1,157.70
2130 · SUTA Payable	606.73
2140 · L&I Payable	111.92
2145 · WAPL Insurance Payable	90.81
2165 · Accrued Vacation Payable	2,307.60
2400 · Bridge Loan	2,000.00
Total Other Current Liabilities	<u>13,231.89</u>
Total Current Liabilities	<u>16,356.89</u>
Total Liabilities	16,356.89
Equity	
3200 · Unrestricted Net Assets	11,540.83
Net Income	<u>-15,240.88</u>
Total Equity	<u>-3,700.05</u>
TOTAL LIABILITIES & EQUITY	<u><u>12,656.84</u></u>

Everett Station District Alliance
Profit & Loss
 January through November 2019

	Jan - Nov 19
Income	
4100 · Donations	2,250.00
4300 · Grant Income	70,000.00
4400 · Membership Dues	1,675.00
4600 · Sponsorships	15,075.00
Total Income	89,000.00
Expense	
6040 · Bank Service Charges	275.00
6190 · Insurance Expense	1,265.00
6210 · Licenses/Permits/Fees	51.22
6295 · Payroll Expenses	
6300 · Salary & Wages	80,897.47
6305 · FICA & Medicare	6,188.66
6310 · Unemployment Insurance	606.73
6315 · Labor & Industries Insurance	217.54
6320 · WFPL Insurance	119.35
6322 · Leave Expense	2,307.60
Total 6295 · Payroll Expenses	90,337.35
6326 · Penalty & Interest	425.31
6335 · Professional Services	
6360 · Fiscal Agent Fee	6,875.00
6370 · Other	5,000.00
Total 6335 · Professional Services	11,875.00
6390 · Rent Expense	12.00
Total Expense	104,240.88
Net Income	-15,240.88

2019 Members

- Erik Ashlie-Vinke, Economic Alliance Snohomish County
- Howie Bargreen, Bargreen Coffee
- Lisa Beal-Austin, Just the Numbers LLC
- Roland Behee, Community Transit
- Leonard Berman, Everett Steel Inc
- Ryan Bisson
- Scott Bjella, Allied Construction
- Melissa Bostrom, Auto Truck Service, Inc.
- Nick Bratton, Forterra
- Peter Brodie
- Fred Brown, FF Brown Design
- Vince Bruscas
- Cory Burke, Blunt Family LLC, Glacier Properties LLC, Absolute Autobody LLC
- Alice Chao, Kaiser Permanente
- Paul Crane, Feet First
- Erica Dias, Everett Housing Authority
- Kirby Dunkan, Mountain Pacific Bank
- Joseph Erikson
- Tye Ferrell, Resilience Collaborative
- Lori Fox, ML Fox Architectural Woodwork
- Jon Hall, GGLO
- Patrice Hardy, Sound Transit
- Jennifer Harrington, Boeing
- Mark Harrison
- Tia Heim, Shelter Holdings LLC
- Tom Hingson, Everett Transit
- Brock Howell
- Alex Hudson, Transportation Choices Coalition
- John Hull, Everett Gospel Mission
- Gary Kenna, Everett Pacific Investments LLC
- Grace Kim, Schemata Workshop
- Russell Kimball, Evergreen State Heating & AC
- Kristin Kinnamon, Sharing Wheels
- Jeff Klein, Quantum Windows & Doors
- Alex Lark, Housing Hope
- M.A. Leonard, Enterprise Community Properties
- Neil Maddy, MJM Partners
- Bill Miller, Reliable Security
- Keri Moore, Snohomish Health District
- Ryan Neal, Mikala 6 LLC
- Steve Oswald, W.W. Wells Millwork LLC
- John Owen, MAKERS
- Ray Padilla, YWCA
- Duane Pearson
- Ed Petersen, HopeWorks
- John Phillips, Parametrix
- Paul Pitre, WSU Everett
- Gary Purves, Everett Farmers Market
- Tyler Rourke
- Brian Scott, BDS Planning & Urban Design
- Tom Sebastian, Compass Health
- Danica Sellman
- Reid Shockey, Shockey Planning Group
- Pat Sievers, H.O. Seiffert Co.
- Craig Skotdal, Skotdal Real Estate
- Dylan Sluder, Master Builders Association
- Tiana Tam, Triton Group
- Nicole Thomsen, Snohomish Health District
- Greg Tisdell, RKLK
- Morrie Trautman
- Judy Tuohy, Schack Art Center
- Allison Warren-Barbour United Way
- Check Watts, Z Sport
- Gary Watts, Z Sport
- Brenda White, Snohomish PUD
- Cecilia White, CMO Properties
- Brad Williams, Williams Mechanical Inc.
- Catherine Wilson, Farmers Insurance

2019 Sponsorships

Private Sector

Champions (\$1,000 – \$3,000)

- Glacier Properties, Inc.
- GKR LLC
- Brooktraut Properties
- Depot Properties
- Skotdal Real Estate
- Z Sport

Advocates (at least \$500)

- Mountain Pacific Bank
- Reliable Security,

Builders (at least \$100)

- Sharing Wheels
- Forterra
- Tom & Melanie Hingson
- HopeWorks
- MAKERS
- Ed & Carol Petersen

Other

- MJM Partners
- W.W. Wells Millwork

Public Sector

Partners

- City of Everett
- Sound Transit

Sponsors

- Community Transit

