



# City of Seattle

## Department of Planning and Development

Diane M. Sugimura, Director

### Future Development and Urban Design Working Group June 8, 2012

Welcome to the Future Development and Urban Design (FDUD) Working Group. This group is one of five sub-committees of the *University District Commercial Revitalization Plan* process (see the attached 'participation packet').

Our job as FDUD working group participants is to discuss and recommend strategies to the Commercial Revitalization Plan steering committee on how to integrate new development and public realm investments for a vibrant, safe, walkable University District neighborhood.

The group's feedback and thinking will also inform planning that is being undertaken by the Seattle Department of Planning and Development (DPD) for the University District.

Because we will be developing our thinking together over the coming year, we ask that you plan to attend each meeting, keep abreast of information, and speak up!

#### Members of the FDUD Working Group

Nancy Amidei	Alfred Mustey Shiga
Stephen Antupit	George Petrie
Rebecca Barnes	Matt Roewe
Jack Bernatovicz	Kyle Rowe
David Cohanin	Miles Richardson
Dan Eernisse	Ruedi Risler
Matt Fox	Scott Soules
Anne Gantt	Ryan Thomas
Mark Griffin	Patty Whisler
Ron Moe-Lobeda	



## **Roles of the Future Development and Urban Design Working Group**

- The FDUD group will provide advanced thinking and discussion about a range of development and design issues, including the public realm, for the University District.
- Members of the group will present information and facilitate conversation of issues for the University District Commercial District Revitalization steering committee.
- The working group will review information provided by City departments, other agencies, developers and advocacy organizations.
- The group will incorporate opinions and feedback from various community forums.
- Recommendations that emerge from this process are not the final word on design and development in the neighborhood. Some issues will be addressed at a later date or will need to be confirmed by future public processes, decisions by elected leaders, or technical analysis.

### Roles of Staff:

The FDUD working group will be facilitated by City DPD staff and a professional consultant. The professional staff team will manage working group meetings, report back to the working group on outcomes of discussions, assemble information, disseminate information to interested parties, and integrate opinions of group members on process. The staff team is also responsible for providing opportunities for broad public input into recommendations.

### Everyone should expect to:

- Attend each meeting as we will be developing our thinking together as a group
- Represent their own opinions unless otherwise expressly stated
- Consider interests from within the University District and throughout the city and region
- Integrate feedback from public meetings, community forums, groups not actively involved in the University project, other members of the working group, and City departments
- Become educated about technical, economic and social issues around future development in the University District area
- Think independently and participate in discussions that lead to recommendations for design and development in the neighborhood, subject to review by the broader community, the City, and possibly other agencies
- Provide feedback to staff about the working group process

## Outcomes and Work Program

Working group discussions and recommendations will inform two work products:

1. The University District *Commercial District Revitalization Plan*, 1<sup>st</sup> quarter 2013
2. The University District *Urban Design Framework*, 2<sup>nd</sup> quarter 2013

### Meeting topics:

Staff will strive to use everyone's time wisely. As a group, we'll work together early in our process to identify key issues for the University District.

Discussion during each meeting will integrate elements of many different topics of interest. The following list suggests the anticipated *focus* of each meeting agenda.

	<b>Possible Focus of Agenda</b>	<b>Possible Time Frame</b>
<b>1</b>	Get organized; identify key issues	June 8, 2012
<b>2</b>	Principles and topics for planning; broad discussion	June 21, 2012
<b>3</b>	Neighborhood Subareas, connecting elements	July, 2012
<b>4</b>	Retail uses and street activation: now and in the future	July, 2012
<b>5</b>	Housing and livability	September, 2012
<b>6</b>	Large commercial uses: innovation district, office, research, clinic, other	September, 2012
<b>7</b>	Public Realm: Focus on street and public spaces network	October, 2012
<b>8</b>	Sustainability Framework revisited and expanded	October, 2012
<b>9</b>	Put it All Together Part I	November, 2012
<b>10</b>	Put it All Together Part II	November, 2012



## **University District Commercial Revitalization Plan Steering Committee Packet**

The following packet of information describes the *University District Commercial Revitalization Steering Committee* process and the informal *livability partnership* that is being undertaken by several agencies and organizations for the University District neighborhood.

A map of the project area is found on page 4 of the following packet.

A description of working groups begins on page 8. Each participating member of the FDUD working group is asked to sign the “Acceptance of Charter”.

# University District Livability Partnership Project Overview

**U District Livability Partnership:** 4-Year Strategic Initiative to encourage investment for a vibrant, walkable University District Community. Key partners include:

- Greater University Chamber of Commerce
- University of Washington
- City of Seattle – Economic Development / Planning & Development / Police / Neighborhoods
- U District Residents / Businesses / Social Services / Congregations

**University District Commercial Revitalization Project:** Identify short- and long-term actions to promote a unique and vital commercial district that will adapt to change over time.

- Organization & leadership capacity
- Clean & safe community
- Marketing & promotions
- Future development & urban design
- Retail & business development

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

- Build on the unique attributes of the U District neighborhood
- Complement the Brooklyn light rail station
- Foster a diverse mix of residents, workers, businesses, students, and community activities

**Community Conversations:** A community-sponsored series of three events, two in late 2012 and one in 2013 that will draw on the knowledge, values, and good ideas of the community and invigorate the discussion regarding the possibilities for the University District's future.

- Develop a shared sense of possibilities/vision/values
- Share local and national models
- Establish a shared knowledge base for moving forward
- Support future planning efforts by building common understandings

**Long-term Partnerships:** Building successful working relationships between the community, the university, and the city to plan for change now, and to work together for the betterment of the U District community in the coming years.

## Timeframe & Planned Outcomes:

- **Build organizational capacity** for long-term leadership that includes working relationships between residents, businesses, the university, and the city. **Q1 2013 & On-going.**
- **Commercial Revitalization Plan** with short- and long-term strategies for organization, clean & safe, marketing & promotions, development & urban design, and retail & business development. **Q1 2013.**
- **Urban Design Framework** focusing on the physical aspects of the neighborhood. **Q1 2013.**

2011				2012				2013				2014				
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Organizing & Capacity Building			Commercial Revitalization Plan				Ongoing Leadership & Capacity Building								
			Existing Conditions	Development & Urban Design Working Group				Ongoing Planning & Public Process				Urban Design Legislation				
				Long-term Partnerships												→
								Comm. Conversations								
Transit Station Planning & Development												→				





## Project Outcomes & Roles



### **U District Commercial Revitalization Project**

**Key outcome: Commercial Revitalization Plan.** The report will identify strategies to enhance the University District business community. Strategies may include recommendations around marketing, public safety, appearance, organizational development, land use and retail development, and other topics. The report will be completed in early 2013.

**Partners.** The *Seattle Office of Economic Development* is providing funding for process facilitation and local organizational capacity. The *Greater University Chamber of Commerce* is providing organizational support and fiscal management. *BDS – Planning & Urban Design* is the process consultant for facilitation, project management, and product development. The City of Seattle (Economic Development, Planning & Development, Police, Neighborhoods) is providing staffing support for the Working Groups. A *broad-based Stakeholder Steering committee* will provide guidance to the project and ensure that community voices are heard. The Steering Committee includes representatives of:

- Local businesses
- Residents within & near the U District
- University of Washington
- Property owners
- Social service agencies
- Faith communities
- Students
- Other community organizations & interests



### **U District Urban Design Framework**

**Key Outcomes: Urban design, zoning and land use recommendations.** Create guidance for the U District as a walkable, transit-friendly neighborhood that will integrate well-designed buildings, public spaces, and environmental benefits. The project will begin by focusing on areas within a ten-minute walk of the planned Sound Transit Light Rail Station.

**Partners.** The *Seattle Department of Planning and Development* will work with the stakeholders to identify features of neighborhood development as the U District changes over time. DPD will be responsible for developing recommendations for consideration by the Mayor and City Council, conducting environmental review and outreach to the broader community around land use, zoning and the range of urban design issues. The *University of Washington, in partnership with the community and City*, will host public forums to raise issues around the future of the University District, including issues related to transit-oriented community, live-ability, economic opportunities, and University-community working together.



### **U District Community Conversations**

**Key Outcomes: A shared sense of possibilities, vision and values for the U District.** Community Conversations are three events co-sponsored by the UDLP Leadership Committee and the UW that will draw on the knowledge, values, and good ideas of the community and invigorate the discussion regarding possibilities for the University District's future. These will occur in late 2012 and early 2013.

**Partners:** The University of Washington will work with the Leadership Group and Steering Committee to bring forward these conversations and use the information and input received to help further the project.



### **U District Long Term Partnerships**

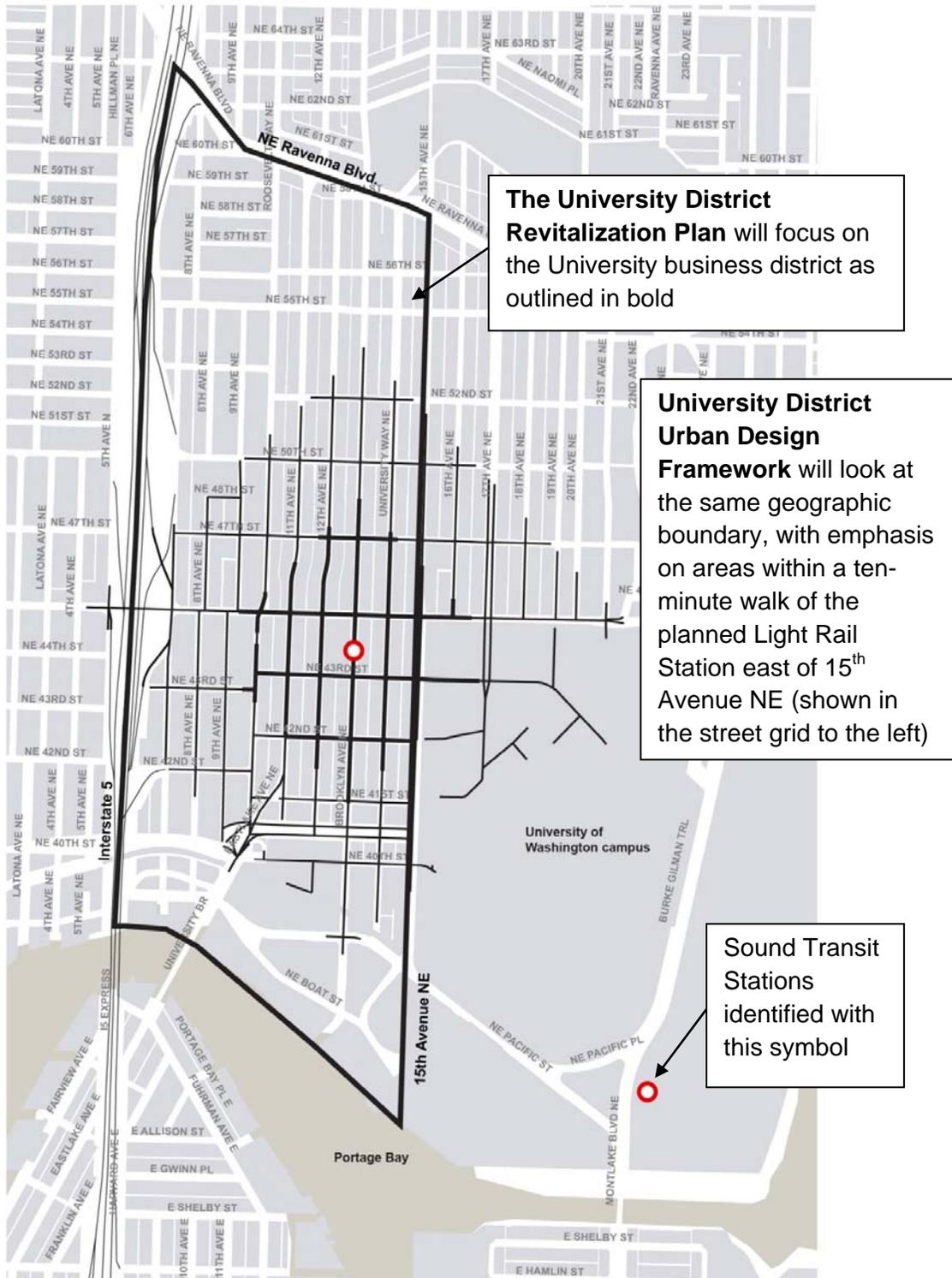
**Key Outcomes: Long-term Partnerships.** A Leadership Group representing the Chamber of Commerce, University, City, Businesses, Residents, and Community Services is working to build long-term working relationships toward the betterment of the U District community of many years to come.



# Process Diagram



## Project Map





## – Charter – Participant Roles & Responsibilities

### U District Revitalization Leadership Group, Steering Committee & Working Groups

#### I. Introduction and Purpose

The U District Revitalization Leadership Committee, Steering Committee and Working Groups are part of a larger project called the *University District Livability Partnership*—a multifaceted community planning project that includes three key elements: 1) the U District Commercial Revitalization project which is the subject of this Charter, 2) the U District Urban Design Framework project sponsored by the Department of Planning and Development and 3) the intent to create Long-term Partnerships between community stakeholders, government agencies and the University of Washington to work together for the betterment of the U District long-term.

Community involvement in the implementation of grant activities is critical and in accordance with the grant proposal, a steering committee was formed to support and guide the work to be completed in the University District. For the purposes of this grant, the Greater University District Chamber of Commerce will serve as the fiscal agent.

#### ***Guiding Principles***

The guiding principles for the University District Revitalization process are:

- Ensure meaningful/inclusive participation from stakeholders
- Equitable distribution of resources and opportunity for the entire neighborhood
- Respect for each other and our neighborhoods
- Transparency/commitment to accountability
- Being champions of our own work (speak positively)
- To focus on the priorities of the community
- To center on action and change





## II. Expectations for Working Together

### ***Ground Rules***

Participants of this process agree to abide by the following ground rules when at Commercial Revitalization Plan meetings and when they are communicating with one another on Commercial Revitalization Plan issues via phone, email, and other means. Members of the Commercial Revitalization Plan Steering committee will:

- Recognize that everyone's voice counts
- We will take turns speaking
- Accept that each perspective is valid
- Avoid 'poo-poo'ing others ideas
- Facilitator will acknowledge ideas and opinions, while still reserving the right to respectfully keep things moving!
- Acknowledge the right to pass/ask questions
- Focus on moving forward
- Offer positive solutions
- Take responsibility if we are late-comers to the meeting
- Reach out to the facilitator, chair or other members to catch-up
- Respect process that has occurred
- Exercise professionalism

### ***Overall Responsibilities***

All participants in this process will:

- Attend meetings in area of oversight
- Promote positive communication by listening and adhering to values and protocols
- Assist staff of implementing agencies in overseeing, administering, and sustaining program activities as detailed in the Commercial Revitalization Plan grant agreement
- Represent the perspectives of our community and acknowledge any conflicts of interest
- Focus on execution of the grant activities
- Be a resource and help to leverage additional resources and information
- Participate (show up to meetings regularly and on-time)
- Advocate for the goals as outlined in the grant proposal
- Serve as a source of institutional knowledge
- Serve as a conduit of information to the broader community about our work
- Do all of the above in a manner that is collaborative

### ***Decision Making***

Committees and working groups will operate by consensus and every effort will be made to meet the interests of all its members. "Consensus" incorporates both members who are in full agreement and those who can accept and "live with" the proposal. Members should not block or withhold consensus unless they have serious reservations with the approach or solution that is proposed for consensus. If members disagree with the approach or solution selected by the rest of the group, they must explain the nature of the disagreement and make every effort to offer an alternative satisfactory to all stakeholders. If all efforts have been made to arrive at full consensus, but it appears that the group will not be able to achieve it, the group may choose to issue an agreement with 80% or more of members attending agreeing.





### **III. Roles**

#### ***Leadership Committee***

Members of the Leadership Committee are also members of the Steering Committee. The Leadership Committee is comprised of one representative from the Chamber, the University, the Business Improvement Area (BIA), University District Parking Associates (UDPA), and the Co-Chairs of the Commercial Revitalization Plan Steering Committee.

The Leadership Committee is responsible for identifying and recruiting members of the steering committee, providing direction for the work of the steering committee, and providing for the material needs and logistics of the overall steering committee. The leadership committee will work with the facilitator to prepare and approve the final report for the project, and will meet at least once before each steering committee meeting. If the steering committee is unable to come to consensus on a key issue, then the leadership committee may make the final decision on how to proceed.

#### ***Steering Committee***

The purpose of the University District Revitalization Steering Committee is to ensure coordination and completion of activities (as outlined in Commercial Revitalization Plan grant agreement) consistent with the attached work plan that improve the economic climate of the University District in the following areas:

- Organizational leadership capacity
- Clean and safe community
- Marketing and promotion
- Retail and business development
- Future development and urban design

The steering committee will meet monthly between May and December 2012.

#### ***Co-Chairs***

The co-Chairs of the Commercial Revitalization Plan Steering Committee will be community stakeholders of the University District community and will serve on the Leadership Committee as well as the Commercial Revitalization Plan Steering Committee. Co-Chairs will:

- Summarize and synthesize issues for group advocacy, with support of the committee
- Ensure that the conversation is inclusive
- Assist with fielding feedback and ideas from the broader community
- Assist with resolving concerns, as needed
- Schedule Commercial Revitalization Plan Steering Committee meetings as needed

#### ***Consultant / Facilitator***

The Consultant will report to the Leadership Group. The Consultant will:

- Advise the Co-Chairs on meeting protocols and procedures
- Advise the Chamber on meeting notices, room set-up, logistics, and housekeeping
- Prepare meeting agendas, background materials, and project update information
- Enforce ground rules, keep meetings focused, and ensure that conversation is inclusive
- Assist with fielding feedback and ideas from the broader community
- Work with the Leadership Group to resolve any concerns as needed





# University District Commercial Revitalization Project

## People & Groups May 30, 2012

<p><b>Leadership Group</b>                  Kristine Cunningham, ROOTS Young Adult Shelter                  Theresa Doherty, University of Washington                  Louise Little, University Book Store, Chamber Board</p> <p><b>Steering Committee</b>                  Co-Chairs:                  Kristine Cunningham, ROOTS Young Adult Shelter • Roger Wagoner, UHCC Board</p> <p><b>Leadership Group</b>                  Don Schulze, Schulzy's Restaurant, UDPA Board                  Scott Soules, Soules Properties, U District: BJA                  Roger Wagoner, UHCC Board</p>	<p>David Pierre-Louis, Lucid                  Barbara Quinn, University Park Community Club                  Theresa Raleigh, Hovel Deca                  Miles Richardson, Volkswagon Audi                  Alfred (Mustey) Shiga, Shiga Properties                  Michael Verchot, UW BEDC                  Patty Whisler, Community Volunteer</p>
<p>Nancy Amidei, Conversation on Homelessness                  Stephen Antupit, City Lab7, resident                  Rebecca Barnes, University of Washington                  David Cohanim, Cohanim Properties                  Mike Cross, Wells Fargo Bank                  Marty Curry, NE resident, U Congregational Church                  Chris Curtis, Neighborhood Farmers Market                  Mark Griffin, Roosevelt Neighbors Alliance resident</p>	<p>Kristine Cunningham, ROOTS Young Adult Shelter • Roger Wagoner, UHCC Board                  Desiree Hansen, ASUW                  Dorothy Lengyel, U Heights Community Center                  Andrew McMasters, Jet City Improv                  Ron Moe-Lobeda, University Lutheran                  Margaret O'Mara, University of Washington                  Suzanne Peterson, Children's Hospital                  George Petrie, resident, Goodman Real Estate</p>

Working Groups			
Organizational Capacity & Leadership	Future Development & Urban Design	Retail / Business Development	Marketing & Promotions
<p>Nancy Amidei                  Suzanne Peterson                  Barbara Quinn                  Dorothy Lengyel                  Mike Cross                  Theresa Doherty                  Tom Garren                  Steve Lewis</p>	<p>Nancy Amidei                  Mark Griffin                  Stephen Antupit                  Alfred (Mustey) Shiga                  Patty Whisler                  Rebecca Barnes                  George Petrie                  David Cohanim                  Miles Richardson</p>	<p>Michael Verchot                  Mike Cross                  Chris Curtis                  Jonny Linnosuo                  Margaret O'Mara                  Miles Richardson</p>	<p>Andrew McMasters                  Theresa Raleigh                  Margaret O'Mara                  Don Schulze                  Teresa Lord Hugel                  David Pierre-Louis</p>
			<p>Public Safety</p> <p>Mike Cuadra                  Desiree Hansen                  George Petrie                  Barbara Quinn                  Dorothy Lengyel                  Kristine Cunningham                  Ryan Thomas</p>

City Staff Partners	
<p>Andres Mantilla, Office of Economic Development                  Karen Ko &amp; Jenny Frankl, Department of Neighborhoods</p>	<p>Susan McLain, Department of Planning &amp; Development                  Radhika Nair, Department of Planning &amp; Development</p>
<p><b>Consultant</b>                  BDS - Planning &amp; Urban Design, Brian Douglas Scott, Principal; Dwyn Armstrong &amp; Tyler Brewer, Project Support  <b>Fiscal Agent &amp; Logistics Support</b>                  Greater University Chamber of Commerce, Louise Lord Hugel, Executive Director; Semret Gebreberhan, Project Support</p>	

For more information or to get involved, contact: [semret.g@udistrictpartnership.org](mailto:semret.g@udistrictpartnership.org) 206.567.4117



**Draft Description:**  
**Organizational Leadership/Capacity Working Group**

Lead Contact:

Staff: Andres Mantilla, OED

Meets:

Overview:

Creating and maintaining organizational capacity can include recruitment of volunteers, developing community leadership, facilitating organizational partnerships and forming and sustaining business district improvement programs. Supporting the organization or organizations that are leading and implementing neighborhood revitalization is critical to the success of neighborhood change. Ensuring their capacity to fund and sustain activities is an important part of reaching revitalization goals.

Example Questions to be answered:

- How can the UD be stronger advocates for our issues
- What kind of lead business organization are we looking for?
- Are their capacity issues among current organizations?  
Staffing/Programmatic/Technology
- Does the current BIA still fit our needs? Expansion/Reassessment





**Draft Description:**  
**Future Development and Urban Design Working Group**

Lead Contact:

Staff: Susan McLain & Radhika Nair, Seattle Department of Planning & Development

Meets: This committee will meet once or twice per month between May and October 2012.

There will be no meeting in August. Members of this committee may elect to continue beyond 2012 to advise the City on issues relating to future development and urban design in the University District.

Overview:

Recommend & review strategies to integrate future elements of urban design/ development that:

- Complement the unique attributes of the U District neighborhood;
- Augment the Brooklyn light rail station; and
- Foster a healthy mix of residents, workers, businesses, students and a diversity of community activities.

Elements of discussion will include:

- The mix of commercial, other retail, residential and other uses in neighborhood areas
- Relationship between UW campus/properties and other neighborhood areas
- Economic, social, physical and other factors that influence the character of the community and the development climate in the U District
- Amenities and designs that would be desirable as the neighborhood changes over time
- Height, scale and location of future buildings
- The type and location of future open spaces and streetscape features
- Sustainable community development and the potential for area-wide "green" infrastructure





**Draft Description:**  
**Retail and Business Development Working Group**

Lead Contact:

Staff: Andres Mantilla, Seattle Office of Economic Development

Meets:

Overview

Recommend and review strategies in these three areas which are key to successful retail/business development:

*1)Business Support and Retention.* Existing merchants create a district's character and identity and provide important goods and services to residents. Work to support and strengthen these businesses to help them stay and thrive in the neighborhood can lead to expansion of available goods and services as well as job growth. Many programs help merchants find technical business assistance such as marketing, accounting or merchandising support, and/or assist in finding loans for stabilization or expansion.

*2)Retail and Market Study* provides the necessary data and analysis to define the trade area of the district and learn about demographic and spending power of the neighborhood. These tools will help existing business better market their services or meet existing demand, and provide the foundation for strategies to attract new businesses.

*3)Business Attraction* activities to promote the district to realtors, brokers or business owners with brochures or other materials. Possibly identify specific retailers that could contribute most to the district and reach out to them. Other revitalization programs act like a commercial broker and market specific vacant properties.

Other questions may include:

- What assistance can we provide our current businesses
- What retail/commercial mix do we want to build towards?
- How do we attract the businesses with our desired business profile?





**Draft Description:**  
**Marketing and Promotion Working Group**

Lead Contact:

Staff: Karen Ko, Seattle Department of Neighborhoods

Meets:

Overview

Recommend and review strategies in these two key areas:

1) *Neighborhood Promotion* work develops and implements a promotional strategy. Areas of focus include developing a District identity/brand, collective advertising opportunities, generating positive media coverage, creating a website, walking guide and other collateral materials. Promotion is important in contributing to and managing a new positive image for the district.

2) *Community Events* plan and prepare for events to promote the retail corridor and raise funds for the revitalization program. Events can range from a large street festival or block party to smaller events, such as grand openings or "taste of" restaurant promotions. Events provide an opportunity to highlight positive changes in the neighborhood allows the community to gather and celebrate, bring new people to the district and can further brand it as a destination. Well organized events can help to change overall perceptions of the area.

Other questions may include

- How can the district grow as a destination?
- Additional one-time and ongoing events?





**Draft Description:**  
**Public Safety Stakeholder Working Group**

Lead Contact:

Staff: Officer Brian Thomas, Seattle Police Department; Jenny Frankl, Seattle Department of Neighborhoods

Meets:

Overview

Suggest/propose strategies and actions that focus on crime prevention and cleanliness which in turn make the District clean and welcoming. This may include:

- *Crime Prevention and Security* programs which often work with police departments to organize merchants and residents to report crimes, address physical conditions that could reduce crime and make the retail environment feel safe for shoppers and residents.
- *Clean Activities* ranging from managing neighborhood cleanup days to hiring regular cleaning crews for garbage pick-up and sidewalk and street cleaning. A clean business district not only creates an inviting shopping environment, it also influences perceptions of safety and demonstrates an investment in the district's surroundings.

