

MID 2023-2033 BUSINESS PLAN



Downtown
Seattle
Association

Metropolitan
Improvement
District



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Overview

In 1999 the Downtown community came together under the leadership of the Downtown Seattle Association to form the Metropolitan Improvement District. The MID is a business-improvement area in downtown Seattle spanning 285-square blocks in six downtown neighborhoods. With support and funding from commercial and residential property owners within the MID boundaries, DSA provides an array of services to ensure a clean, safe and welcoming downtown for all. The downtown MID ratepayers and community members came together in 2013 to request the City to renew the MID and it is up for renewal again in 2023. As required by the City MID ordinance, a diverse advisory board of 35 property owners recommends an annual budget, program manager and work plan and provides ongoing input and oversight of MID programs. In addition to making sure downtown is clean, safe, a great place live, work and do business, the MID offers

stability and employment, healthcare and housing support to justice-involved individuals and those experiencing homelessness.

The following plan reviews:

- The reimagining process that determined the MID’s post-pandemic services
- The MID renewal process and outreach conducted with MID ratepayers and downtown stakeholders
- The proposed services
- Budget considerations for 2023-24 and beyond
- Review of current MID assessment formula structure
- MID renewal goals
- Proposed changes to the assessment formula

Credit: @adam_noble86



MID-funded Services

MID-funded downtown ambassadors work seven days a week, 362 days a year, providing:

- Cleaning, including graffiti and biohazard removal
- Safety, outreach and hospitality services
- Maintenance of public infrastructure
- Park/public space event management and operations

In addition, MID funding supports:

- Marketing and promotion of downtown
- Public realm art installations and beautification
- Numerous family-friendly events
- Advocacy, research and economic development
- Transportation and commuting services
- Employment opportunities for individuals experiencing homelessness and/or are justice involved



Reimagining the MID for the Future

2022 MID OPERATIONAL CHANGES

Increased investment in private security staffing to address ratepayer and staff safety concerns

Expanded use of mobile cleaning equipment to increase speed of service delivery

\$3.00/hour increase in ambassador wages to respond to competitive labor environment and improve ambassador retention

Expanded duties of community safety and hospitality teams for enhanced coverage

MID operational changes implemented in 2022, based on stakeholder feedback.

In early 2022, to address both immediate post-pandemic conditions and the evolving needs of downtown Seattle into the next decade, the DSA and MID staff, along with members of the MID Ratepayer Advisory Board, began work on reimagining MID operations. Internally, an all-staff survey was conducted, and focus groups were comprised of operations leadership and ambassadors. All worked together on blue-sky planning, as well as concrete operational enhancements to be piloted immediately.



MID Accomplishments

The MID maintains an extensive record of services performed in order to demonstrate benefits to ratepayers, and to manage resources and employee productivity. Between July 2013 and June 2022, MID ambassadors accomplishments included:



8,664,909

gallons of trash removed



102,571

incidents of human/animal waste cleaned up /disposed of



97,315

syringes collected



339,229

graffiti tags removed



71,156

welfare checks for unsheltered individuals conducted



770,806

visitors and tourists assisted with directions



MID Renewal Process and Community Outreach

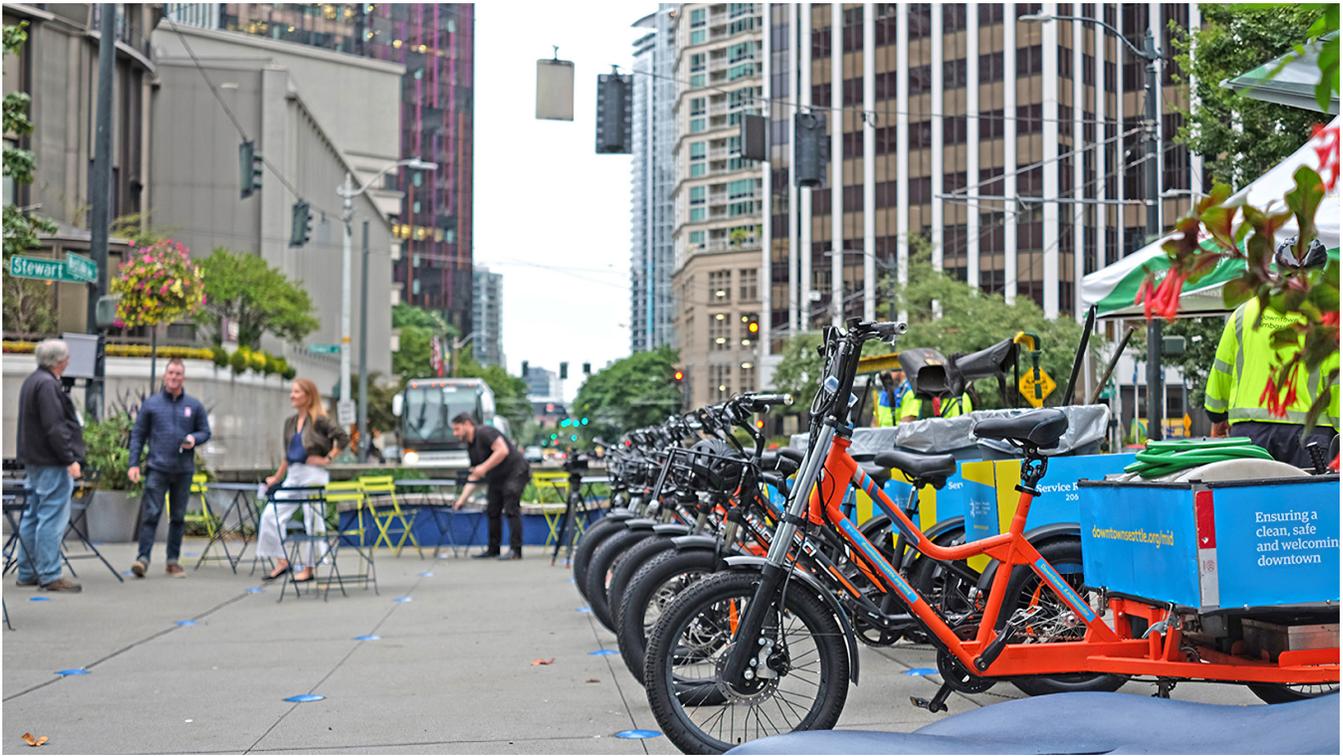
In March 2022, the MID Ratepayer Advisory Board established the MID Renewal Committee to inform and oversee the MID renewal process. This group of property owners and representatives was tasked with reviewing service needs, budget and rates as well as proposed assessment formula changes and potential boundary adjustments. The Renewal Committee was also instrumental in providing feedback on improving communication with ratepayers. Additionally, a MID Assessment Equity Work Group comprised of individuals representing commercial, residential and hotel properties was formed to review the MID's current assessment formula and impacts of proposed assessment changes across various property types.

To support extensive stakeholder outreach and renewal process management, DSA hired BDS Planning & Urban Design (BDS) and Kate Joncas, Director of Urban Strategy and Development with MIG.

MID STAKEHOLDER OUTREACH

MID stakeholder outreach began in January 2022 with the “reimagining” efforts and review of current MID services, continued throughout summer 2022 and is ongoing. Outreach efforts have included:

- Formation of the MID Renewal Committee and holding regular meetings and reviews
- Focus groups with the largest MID ratepayers
- Employee engagement, including facilitated team meetings, focus groups and a survey
- 1:1 interviews with select MID ratepayers across property types
- Focus group with CEOs and operations directors representing large downtown organizations across the U.S.
- Mailers to all MID ratepayers with notice of a scheduled public meeting, as well as information about where to learn more about the MID renewal process
- Online MID Renewal Fact Sheet and FAQ created and posted on the MID and DSA websites
- Virtual public meeting conducted on July 14, 2022
- Posting of information to the website KnowYourMID.org and ability to submit comments
- Online survey of MID ratepayers regarding service satisfaction and program direction
- Presentations to MID Condo Board association presidents and members
- New quarterly MID Dispatch newsletter developed and sent via email in September 2022 to more than 3,000 MID stakeholders
- Regular updates at MID Ratepayer Advisory Board meetings
- Meetings with City of Seattle leadership focused on current services and renewal
- A second public meeting held in-person on November 17, 2022
- Feedback from these events and stakeholder outreach confirms the following:
 - Strong support and appreciation for MID services (especially during the pandemic)
 - Ongoing concerns about safety and security in downtown Seattle
 - Concerns about the homelessness crisis and its impact on downtown
 - Desire for additional cleaning services
 - Desire for the city to commit to providing a higher level of core services downtown



MID 2023-2033 Business Plan Goals

The reimagined enhancements to the MID’s core services form the basis for current operations and establish the foundation of the proposed 2023-2033 MID Business Plan. The accumulated feedback from stakeholder outreach meetings, along with ongoing conversations with ratepayers throughout the summer of 2022, provided clear messages that the MID must: remain focused on the core services of cleaning and safety; continue activation of public spaces throughout the MID to bring positive activities to public spaces; and be diligent in advocacy efforts to reestablish a strong partnership with the city and other public sector partners for the provision of basic services downtown.

KEY ELEMENTS OF THE 2023-2033 BUSINESS PLAN

- Sustained investment in private security patrols and SPD emphasis patrols
- Increase in cleaning services through expanded staffing and scheduling
- Competitive wages and benefits for our ambassador teams
- Enhanced advocacy/ratepayer customer service resources to focus on the city’s basic service responsibilities and engagement with ratepayers
- Activation and programming of additional public spaces with private/city investment

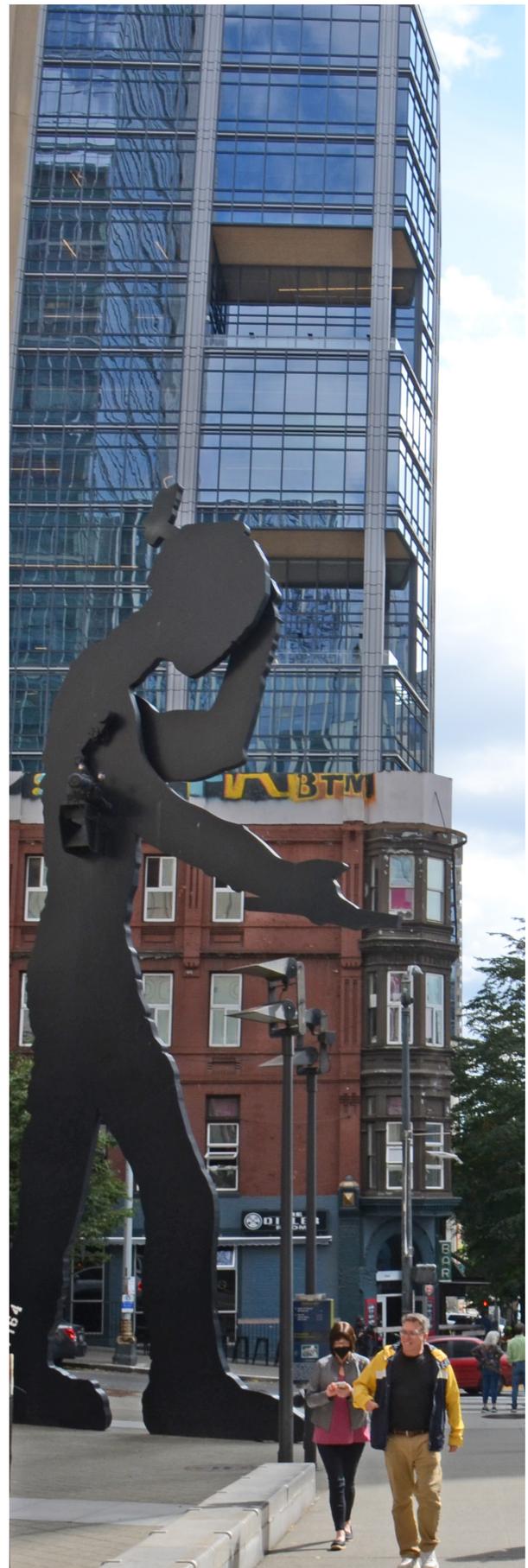
Impacts of Existing MID Assessment Mechanism: 2013-2023

Since the MID was last renewed in 2013, downtown Seattle has experienced significant growth. More than 100,000 people now live downtown – an increase of more than 50%. Over that time, employment and tourism have also grown significantly. Construction of new buildings has increased downtown square footage within the MID by 42%. Property values have also grown by more than 200%. During this period, MID assessments as a percentage of total property value in the district have decreased from .06% to .03%.

Under the current MID ordinance, each property is evaluated based on multiple criteria and then billed based on the lowest of the applicable calculated assessments. The formula was developed to include “ceilings,” which set a maximum assessment level across various property types. In 2013, nearly 65% of properties were assessed at the base levels, allowing for growth in annual assessments based on property value increases, plus an inflation factor of up to 3%. This provided appropriate funding for services that are responsive to changing conditions and growth in downtown.

However, with the record increase in property values over the past decade, more than two thirds of properties have reached “maximum ceilings” under the current formula. This limits funding additional services and programming to meet the needs of our growing downtown. In fact, the combination of ceiling limits and the current 3% inflation cap means that growth of assessment funding now falls behind the actual MID expense increases for wages, supplies and services. In a high-inflationary environment this puts significant downward pressure on MID funding, driving a reduction in services.

The ceilings have also played a significant role in altering assessment equity across property types. With current ceilings in effect, assessments of office properties have increased at a much faster rate than hotel and residential properties relative to respective increases in value.





MID Renewal Goals

The MID Renewal Committee and Assessment Equity Work Group developed the following goals for MID renewal:

- **Funding sufficient to deliver the service levels ratepayers have requested in the proposed MID Business Plan for 2023-2033.** In 2022-2033, MID ratepayers invested \$15.5M toward MID services. Sustaining current cleaning and safety/security service levels, providing extended cleaning services and increasing ambassador wages in the new MID Business Plan will require an assessment budget of approximately \$18M in year one.
- **Improved ratepayer equity across property types.** Over the past decade, assessments paid by office properties in the MID have grown more than assessments on residential and hotel properties. Going forward, adjustments to the assessment calculations by property type are needed to increase the relative assessments on residential and hotel properties to align with the assessments on office properties.
- **Closer linkage to actual CPI-U changes, as we face high inflation.** Based on the 2013 ordinance's cap of 3% annual increases even if CPI-U is higher than 3%, MID assessment increases have sometimes trailed inflation. MID assessments need to track closer to true inflation to avoid a shortfall in service delivery in future years.
- **More predictable budgeting for ratepayers** through a single mid-term TAV (total appraised value) adjustment. Having a formula that will allow ratepayers and staff to more accurately plan for future years' expenses was also key. The current MID business plan has provided for three updates to the property values used to determine assessment amounts, which in many cases has led to significant and unexpected increases for ratepayers because of the significant increases to property values in downtown over the previous decade.

Analysis of Assessment Options

To meet these objectives and fulfill the four goals set out by the Committee (generate sufficient revenue to invest in the proposed Services Plan while rebalancing equity across property types and avoiding extraordinary increases for any single property type), several assessment scenarios were analyzed. These ranged from removal of all ceilings to assessment calculations based on a single property value millage across all property types to a single square footage rate across all property types. After careful consideration, the following changes were recommended by the Assessment Equity Work Group and Renewal Committee.

Proposed Term

The renewed MID BIA will have a term of 10 years (2023-2033).



Boundaries and Proposed Adjustments

Proposed Metropolitan Improvement District – Service Area

The renewed Metropolitan Improvement District will cover the area generally between Elliott Bay and Interstate-5, and between Denny Way and the sports stadiums to the south. The MID Renewal Committee recommends an adjustment of the MID. The area (noted by a dashed border) is congruent with Pioneer Square Historic District.



Figure 1 map of entire current MID plus southern expansion

New MID Boundary 2023-2033

If the boundary modification is adopted, Figure 2 shows the MID's new boundary for 2023-2033.

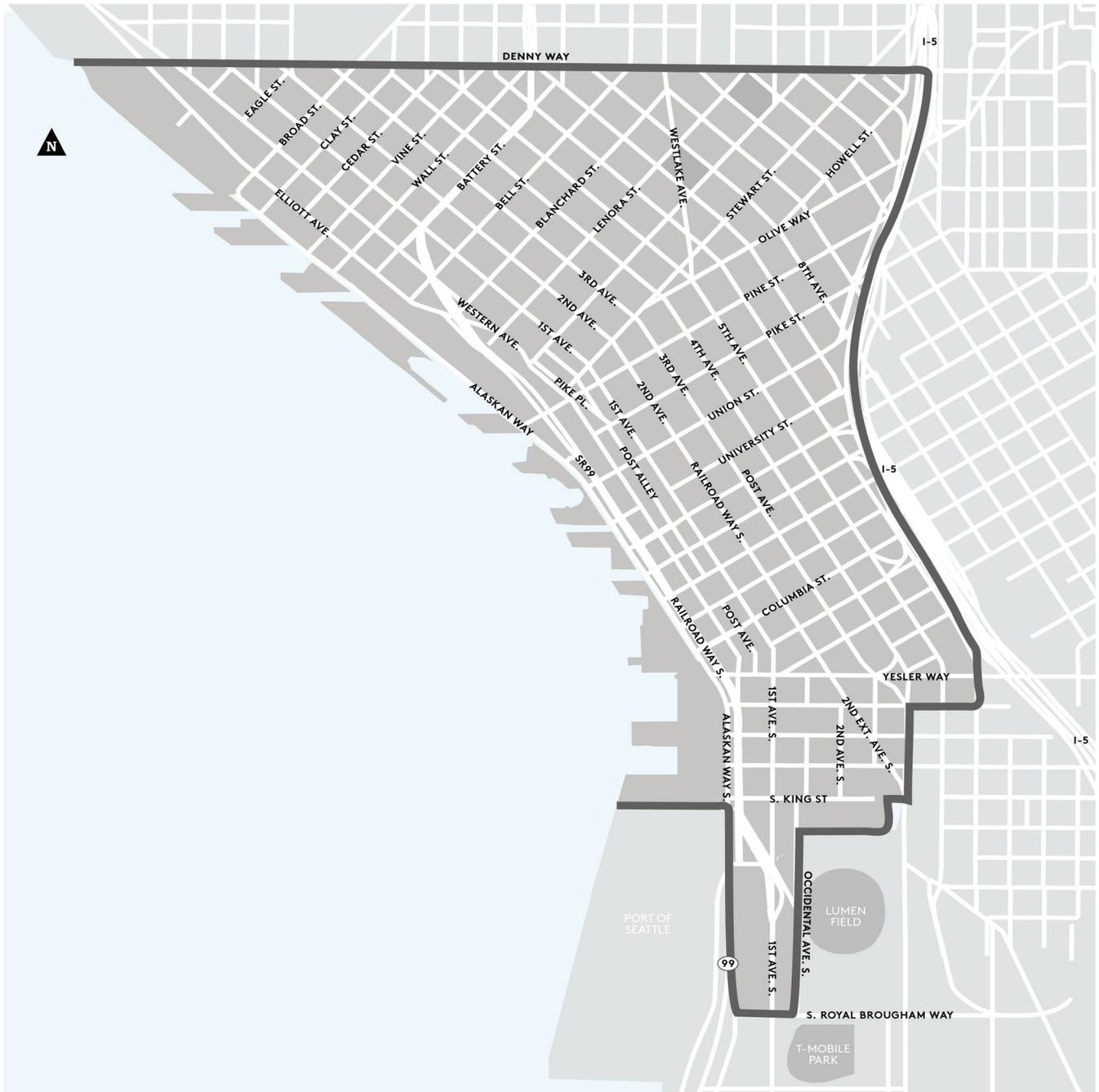


Figure 2 map new MID boundary for 2023-2033

MID Governance

MID Ratepayer Advisory Board

The MID has a Ratepayer Advisory Board that recommends an annual budget, work plan and Program Manager to the City of Seattle. The board provides guidance and oversight of general operations and programs. The Ratepayer Advisory Board is representative of the diverse range of property owners and includes representation from each MID neighborhood and ratepayer type. Appointees may represent more than one category, but the final board composition must represent the full geography of the MID and various ratepayer types and sizes.

MID RATEPAYER ADVISORY BOARD CATEGORIES

Neighborhoods

West Edge, Retail Core, Pioneer Square, Waterfront, Denny Triangle and Belltown

Ratepayer size

Small, medium and large ratepayers

Residential

Both condominium and apartment

Voluntary

Property owners that are not assessed but voluntarily contribute to the MID

Ratepayer type

Office, retail, parking and hotel

The Ratepayer Board has five committees that meet regularly: Finance, Clean and Safe, Communications and Marketing, Board Development and Executive.

2022-2023 RATEPAYER ADVISORY BOARD MEMBERS

Andy Bench
Wright Runstad & Company

Lisa Nitze
Nitze-Stagen

Allison Shephard
Holland Partner Group

Rebecca Uusitalo
Urban Renaissance Group

Dan Temkin
Block 41

Michael Pagana
Ethan Stowell Restaurants

Cary Clark
Argosy Cruises

Steven Van Til
Vulcan

Brandon Gardiner
Brickman / Pioneer Square

Lori Richards
Avison Young

Jeff Blunk
Nordstrom

Ross Peyton
Unimark Construction

Ben Grace
Amazon

Erik Lausund
Seattle Children's Research Institute

Tim Kuniholm
Seattle Aquarium

Amy Baker
Equity Office / DT Resident

Simone Loban
Ratepayer tenant / DT Resident

Janice Blair
Resident - Waterfront Landing

Mark Astor
Martin Smith, Inc

Aaron Blankers
Washington Holdings

Dan Feeney
Hines

Ed Leigh
Equity Residential

Collin Madden
GEM Real Estate

Allison Delong
Tishman Speyer

Valerie Heide Mudra
Resident - Belltown

Marshall Johnson
CWD Group

Reza Marashi
Kilroy

Michael Walzl
Hotel 1000

Jeff Draeger
Seattle Art Museum

Lars Pedersen
Hotel Åndra

Jennie Dorsett
Hudson Pacific Properties

Sabrina Villanueva
Clise Properties

Steve Emory
Madison Marquette

Gina Grappone
Recovery Café

Laura Jean Humiston
Resident - Pioneer Square



Assessment Formula and Methodology

Assessments in First Year

- Continue basic assessment formula, with adjustments to rates and ceilings across property types
- Increase the base assessment formula's lot footage rate to \$0.45, but maintain the value rate at \$0.37
- Raise Building Square Footage Ceiling factor to \$0.24
- Increase Hotel Room Ceiling to \$125 per room; with a two-year phase in of \$112 in Year 1 and \$125 in Year 2
- Raise Residential Unit Ceiling to \$195 per unit, with a two-year phase in of \$175 in Year 1 and \$195 in Year 2
- Eliminate the TAV Ceiling
- Adjust Surface Parking Ceiling factor to \$0.81 per \$1000/TAV
- Maintain nonprofit formula at 25% of base assessment (for properties owned by a nonprofit entity and in charitable use)

Annual Updates

- Apply CPI-U increase annually (at least 2.5%, but not more than 5%) to:
 - Value portion of the prior year's base-assessment calculation
 - Lot square footage rate, as well as ceilings for Building Square Footage, Residential Units, Hotel Rooms and Surface Parking
- Year 1-5 will be based on 2022 King County valuation data
 - Property valuations will be updated in Year 5 based on King County Assessor data, for calculation of Years 6-10 assessments
- Capture assessment on new development each year

Assessment Formula and Ceiling Factors

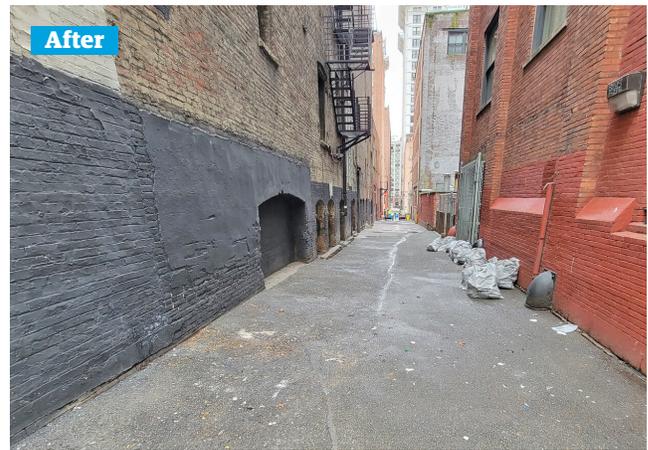
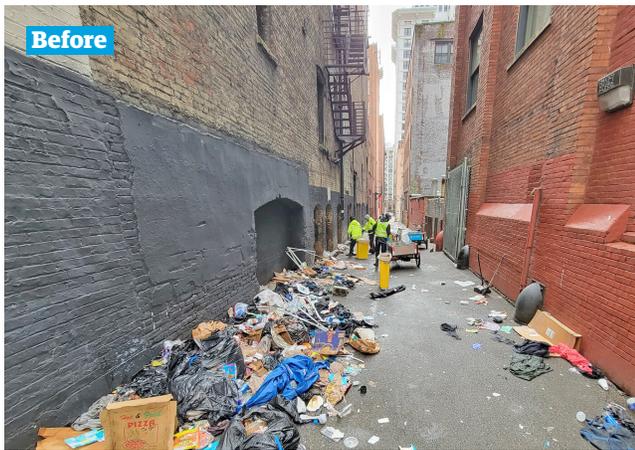
Formula	Rationale	Rate	Notes
Assessment / \$1,000 TAV	Reflects differential benefit associated with different land uses, investment value of property within land uses, and economic activity.	\$0.37	Value rate will remain the same
Assessment / Land Sq. Ft.	Reflects common level of service to all benefiting properties.	\$0.45	Increase of \$0.06 per lot square foot from 2022/23 value

Ceilings	Rationale & Calculation	Factor	Notes
Building Square Footage Ceiling	Limits assessments on small buildings due to limited rent-producing potential. (If FAR > 0.5, then Factor * Building New Square Feet) Floor Area Ratio (FAR): Net Building Square Footage / Land Square Footage	\$0.24	A \$0.03 per building square foot from 22/23 value
Hotel Room Ceiling	Limits assessments on hotels – value received relates to per room occupancy & revenue potential. (Factor * Number of Rooms).	\$125.00	Phased in over two years - Year 1 rate ceiling will be \$112 per room, and Year 2 rate ceiling will be \$125
Residential Unit Ceiling	Limits assessments on residential units – value received relates to per unit occupancy. (Factor * Number of Units)	\$195.00	Phased in over two years - Year 1 rate ceiling will be \$175 per unit, and Year 2 rate ceiling will be \$195
Surface Parking TAV Ceiling	Limits assessments on surface parking to compensate for limited benefits. (Factor * King County Total Appraised Value / \$1,000)	\$0.81	Per \$1,000 Total Appraised Value
Nonprofit Reduced Rate	Limits assessments on properties owned by nonprofits and in charitable use	25%	Of Basic Formula



Technical Changes to Current MID Ordinance

- **Multifamily Tax Exemption treatment.** Clarification of assessment of properties participating in Multifamily Tax Exemption (MFTE) program to align with City of Seattle policy.
- **Assessment of mixed-use properties.** Residential and hotel room ceilings will not apply to a mixed-use property unless the section use square footage designated with a hotel or residential section use code comprises at least 75% of the property's total net building square footage.
- **Assessing New Benefit Areas.** "New Benefit Area" shall be added to the assessment roll on an annual basis and will supersede the previous assessment for that parcel.
 - A New Benefit Area is created when a parcel's Net Building Square Footage increases as a result of either a new building or significant expansion of an existing building as recorded by the King County Assessor's Office.
 - Property values for a New Benefit Area will be updated annually until designated as 100% complete by the Assessor's Office.
- **University of Washington-owned properties.** UW-owned properties within the MID (which have previously received special assessment consideration) will be assessed using the base assessment formula. Property values for UW properties were not publicly available when the previous business plan and ordinance were developed. King County now publishes values for UW's downtown properties, which allows for properties to be assessed using the proposed MID assessment formula.



MID Budget and Services

MID income is a combination of assessment revenue, along with private and public partnership funding and fees for service. As the program manager appointed by the City, the Downtown Seattle Association develops an annual work plan based on the recommendations and priorities of the Ratepayer Advisory Board. The work plan and supporting budget are submitted each year for approval by a majority of ratepayers attending the MID annual meeting. The work plan aligns with priorities established in the Ordinance, including: Clean Services; Safety Outreach and Hospitality, including Law Enforcement; Marketing and Communications Services; Business Development and Market Research Services; Transit, Bike and Parking Services; and Management.

Income and Expenses (in thousands)

Projected Income for the 23/24 fiscal year

Assessments	\$18,060
Partner Funding	320
Sponsorship	226
Fee for Service Public	551
Fee for Service Private	149
Projected Income	\$19,306

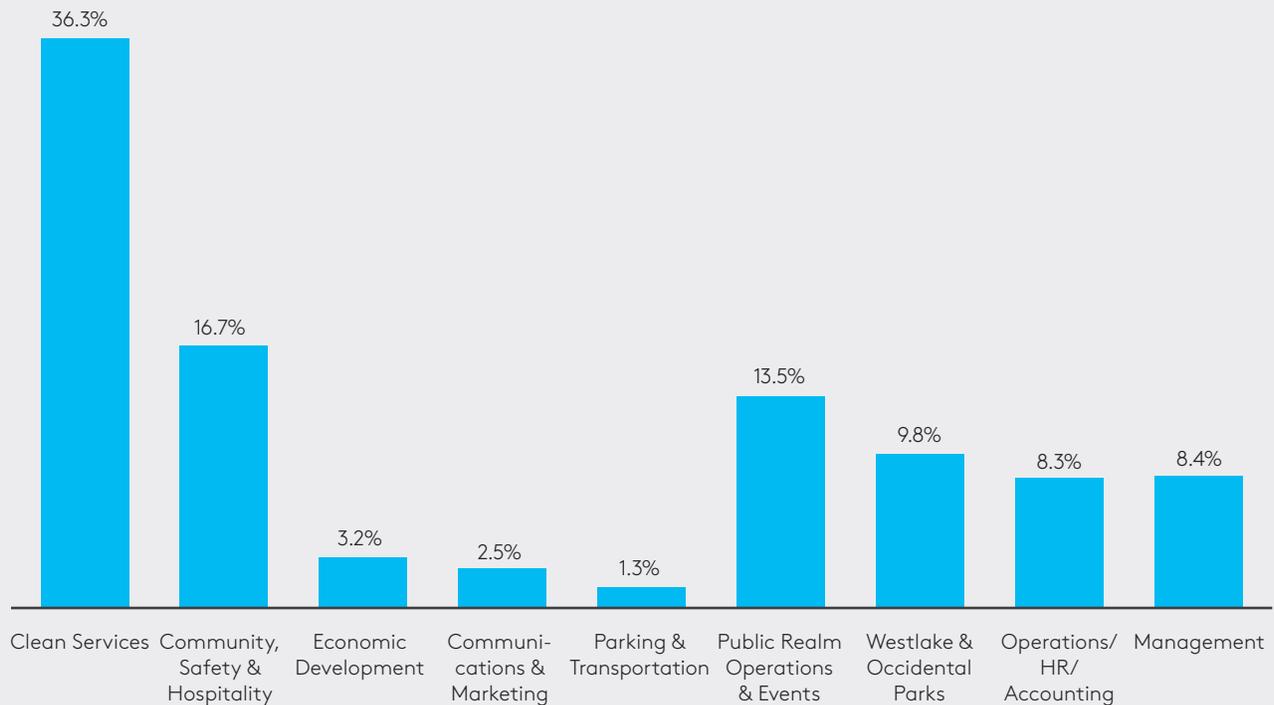
Projected Expenses

Wages & Benefits	\$11,909
Professional Service	2,200
General & Administrative	1,135
Program Expenses	6,192
Total Expenses	\$21,436

Funded from reserve (2,130)

*see budget considerations on following pages

2023-24 EXPENSE ALLOCATION BY PROGRAM



Budget Considerations 2023-2024 and Future Years

The MID is audited by an outside firm on an annual basis and is in a healthy financial position. Assessment fund reserves of approximately \$5 million accumulated during the 20-21 and 21-22 fiscal years as a result of the global pandemic impacts, including:

- Mandatory shut-downs of operations
- Pandemic-related service restrictions and reductions
- Furloughs/enhanced unemployment benefits; and
- Federal pandemic wage and benefit credits

This accumulated reserve has enabled the MID to invest beyond available “current year assessment funding” toward services focused on downtown’s recovery. Specifically, in 2022, the MID Advisory Board approved raising ambassador starting wages to \$20/hour; increasing security and cleaning services; and implementing downtown recovery activations,

events, beautification and marketing. With depletion of those accumulated reserves, increases in future year assessments will be required to sustain service levels currently in place as well as to fund proposed service enhancements in a high-inflation environment and competitive labor market.

For the proposed 23-24 fiscal year, these costs include:

Sustained private security and SPD emphasis patrols	\$2.0m
Increased Clean team staffing/services by 10%	\$500k
Additional Advocacy efforts relative to city services	\$130k
Increase in ambassador wages	\$175k

Clean Services

The Clean Team is responsible for keeping the sidewalks, curbs and other areas of the downtown physical environment clean and free of litter, trash, graffiti and other forms of debris, clutter and obstructions. The team uses specialized cleaning equipment, including trucks, trikes and all-terrain litter vacuums to take care of the most challenging needs. Services are provided from 6:30 a.m.-9 p.m., 362 days a year.

Services

- Sweep and remove debris from sidewalks and curb lines
- Collect trash and litter
- Remove graffiti tags and stickers from public fixtures (light poles, mailboxes, parking signs and bike racks)
- Dispose of illegal dumps, large items and debris left by encampments in the right-of-way
- Schedule and execute regular pressure washing of alleys and sidewalks
- Provide pressure washings and graffiti removal from private property at ratepayer request
- Remove human/animal waste in public right-of-way
- Clean up and dispose of syringes
- Supervise 2,000+ hours of annual court-ordered community service
- Provide additional focused cleaning in high-transit and high-pedestrian traffic areas
- Support annual and seasonal cleanup of trash and debris in the water along the shoreline
- Contract with partner vendors to augment specialty services as needed (pressure washing, leaf clean-up, etc.)
- Maintain and continuously improve upon an electronic reporting system and dashboard to facilitate reporting, follow up and management
- Maintain mechanized cleaning machines/vehicles to increase efficiency and impact, including:
 - (40) Electric-Assisted Trikes
 - (5) Ford Trucks
 - (3) Green Machines
 - (2) All-Terrain Litter Vacuums (ATLV)



Community Safety and Hospitality Services

The Community Safety & Hospitality Team assists visitors, residents, workers and those in need. Team members perform a range of services intended to keep downtown Seattle safe, welcoming and livable. Duties include: providing directions and safety escorts, supporting local ordinances while working closely with security and law enforcement, working with social services agencies, providing welfare checks and supporting parks and public spaces. Services are provided from 7:30 a.m.- 9 p.m., 362 days a year.

Services

- Provide concierge service and uniformed presence in key locations to support visitors, businesses and residents, including in DSA/MID-managed parks and public spaces
- Offer customer service, wayfinding and transit information
- Provide safety escorts through the MID's SafeWalk service
- Assist in enrolling downtown businesses and properties in the West Precinct Conditions of Entry program
- Address civil ordinance violations, including Conditions of Entry (trespass) and sitting and lying in the public right of way when it impedes pedestrian access or building entryways
- Address physical items of public disorder, including overturned scooters, discarded signs and large debris, and work with the Clean Team to resolve these in a timely manner
- Provide welfare checks and relationship-building with people who are unsheltered in downtown
- Administer Narcan to individuals in need
- Engage with service agencies (KCRHA, REACH, DESC) to assist in connecting people to case management and available services
- Conduct regular visits with street level businesses, and downtown property and security personnel
- Partner with the West Precinct and the SPD Crime Prevention Coordinator to provide community education and support in the areas of crime prevention, public safety, and personal safety resources
- Conduct data collection to support public realm, public safety, and human welfare efforts
- Fund and oversee contracts with SPD and private security to provide uniformed presence in the right-of-way, support for ratepayers, observe and report criminal activity, address civility issues and support MID ambassadors when working in higher-risk areas



Parks and Public Space Management

The Public Realm Team is responsible for developing and implementing consistent, family-friendly programming in DSA/MID-managed urban parks (Occidental Square and Westlake Park) through an agreement with the City of Seattle. The team also provides ambassador staffing in parks and public spaces throughout the MID ensuring that they are clean, safe and welcoming for all. Ambassador staff provide information to visitors, support activations, events and vendors, and care for park amenities while staffing public spaces. Public Realm Ambassadors are stewards of quality of life in the public realm. Services are provided from 7:30 a.m.- 9 p.m., 362 days a year.

Services

- Provide information on the location of businesses and attractions
- Assist transit riders on bus schedules
- Track events occurring in Seattle and provide information to pedestrians
- Set-up/break-down park amenities (tables, chairs, games, etc.)
- Work with City of Seattle Park Rangers, SPD and security officers to report illegal behavior
- Observe and track condition of various public amenities throughout the public realm (newspaper boxes, light poles, public art, etc.) and share information to stakeholders for repairs/replacement
- Support consistent activation and programming in Westlake Park and Occidental Square, including:
 - Live music
 - Food trucks
 - Beautification efforts (planting, lighting, murals)
 - Art installations
 - Entertainment (concerts, performers, sports, etc.)
 - Community organization partnerships
 - Permitted events
- Plan and execute large-scale seasonal special events, including:
 - Downtown Seattle Tree Lighting Celebration
 - Holiday programming from late November into January, including multiple family-friendly events with entertainment, performers, incentives and more
 - Annual summer concert series in parks and various other locations bringing 30+ free live concerts to downtown



Communications and Marketing

Promote and market downtown to local and regional residents and visitors and position downtown as a vibrant, safe, clean and family-friendly destination. This includes ongoing promotion of yearlong MID-funded public events and activations and seasonal holiday and summer campaigns focused on creating a welcoming, vibrant urban experience and bringing locals into downtown. Efforts also involve communicating directly with MID ratepayers on the impacts of their investments, with the general public about the services MID-funding supports, branding MID ambassador equipment and supporting ambassador recruitment efforts with communication materials.

Downtown Marketing

- Promote downtown Seattle to local and regional visitors using a variety of communications channels, including social media, earned media/PR, digital and print communication and paid media as budget allows
- Maintain and promote a website designed to communicate events and activities throughout downtown post-pandemic. (Love,SeaTown)
- Maintain a robust online directory of what is open downtown post-pandemic (DSA/MID website)
- Promote yearlong and seasonal park and public space events and activations, including Downtown Summer Sounds and Holidays in Downtown/Tree Lighting
- Promote MID-funded services through DSA/MID website(s), videos, social and other digital and print collateral.
- Maintain and promote two websites designed to communicate what is open and available downtown post-pandemic.
- Promote MID-funded services through DSA/MID website(s), videos and other digital and print collateral.
- Support the ongoing marketing of downtown small businesses, retail and restaurants, attractions and arts and cultural organizations.
- Create signage, print materials and giveaways for events as needed

MID Ratepayer Engagement

- Create and send quarterly MID ratepayer email newsletter
- Produce informational insert on MID services mailed with twice-yearly assessments and posted online
- Host DSA/MID Annual Meeting with a report on MID investments and milestones
- Hold MID Annual Ratepayer Meeting
- Maintain DowntownSeattle.org/MID and KnowYourMID.org
- Post regular MID-related content on Facebook, Instagram and LinkedIn
- Send periodic emails to MID ratepayers about possible disruptions in downtown due to protests, marches, construction and other events
- Conduct business check-ins conducted by ambassadors with collateral explaining MID services

Ambassador Recruitment Support

- Create informational materials on working for the MID for use at recruiting events
- Post open jobs on DSA/MID website

Advocacy and Economic Development

Provide vision, leadership and influence on a range of issues impacting downtown, including public safety, chronic homelessness, transportation and overall health and recovery of downtown. Efforts focus on making downtown Seattle attractive and accessible to property and business owners, workers, residents and visitors. The team works closely with city and county leaders, neighborhood organizations and government agencies to ensure issues important to ratepayers get heard.

Economic Competitiveness and Research

- Advocate for transit and other transportation alternatives, providing services and housing options to those in crisis on our streets and investing in safe, inviting public spaces
- Research ballot initiatives and campaigns and provide insight into their impacts on the downtown experience and how they will address ratepayer priorities
- Collaborate with city and county government leaders on downtown economic development issues and initiatives
- Identify and facilitate opportunities for ratepayers to make their voices heard on issues of importance to downtown businesses, residents, visitors and workers
- Be a partner, thought-leader and advocate for strengthening downtown as a center for jobs, innovation and investment.
- Collect data to track downtown's recovery and economic health across a variety of metrics and provide analysis for our members, potential investors, policy-makers and the media
- Partner with the City of Seattle's Office of Economic Development on business-recruitment strategies
- Respond to requests, provide information and work with potential businesses and investors to recruit them to downtown Seattle

Policy Expertise

Increase the amount of policy analysis and research in areas that advance MID priorities and strategic initiatives (i.e. Third Avenue Vision report, future downtown light-rail expansion, downtown public safety initiatives). Continue to strengthen our reputation amongst policymakers and ratepayers as the go-to source for information on policies impacting downtown.

Convener and Advocate

- Provide access and opportunities for ratepayers and members to engage directly with city and regional leaders to amplify their voices in order to move the needle on a variety of issues affecting the downtown experience
- Find opportunities to convene downtown residents, workers, businesses and property owners to discuss issues and projects affecting downtown and ensure those perspectives are heard and considered at policy-maker tables
- Maintain relationships with city and regional governmental agencies. Help ensure ratepayer concerns and issues are directed and elevated to the appropriate point of contact within the relevant city or county agency for resolution

Commute Seattle

Increase access to transportation options to make downtown easy to reach for visitors, commuters and residents across the region.

Services

- Consult with ratepayers on world-class commute facilities and commuter benefits
 - Advise on parking policy and parking management strategies
 - Support with City of Seattle Transportation Management Plan regulations
 - Provide analysis of commuter trends for individual properties
 - Provide 1:1 Commute Consultations for tenants' employees
 - Offer guidance on transportation changes and their impacts
 - Conduct planning to meet sustainability goals
- Continue to provide discount transit pass sales and commute program consulting for property owners and tenants including:
- Transit pass product consultations to advise tenant investments in commuter benefits
 - One-stop-shop for commuter transportation; web site, newsletter, social media
 - Tenant engagement seminars to educate tenants about transportation options and issues
 - Transportation events and briefings for tenants and employees
 - Quarterly best-practices transportation workshops for tenants
 - Research: bi-annual commuter mode split trend study & reports
 - Assistance in designing bike facilities to attract tenants
 - E-Bike facilities consultations and best-practices for property owners and tenants
 - Bike encouragement events (i.e Biking 101)
 - Bike inventory updates and bike map outreach resources



Management Services

The Downtown Seattle Association (DSA) is the founder and program manager for the MID. The DSA has managed the MID Program since 1999 and is committed to excellent customer service to ratepayers. DSA provides management services for the MID under an annual contract with the City of Seattle.

Services include:

- Provide high-quality program administration and excellent customer services
- Develop and effectively implement services
- Provide sound financial and contract management
- Provide staff assistance and guidance to the MID Ratepayer Advisory Board to carry out the programs and activities financed through the MID assessments
- Provide the Board with organizational assistance, including setting meeting times, locations, and agendas; notifying all ratepayers of all Board meetings, keeping minutes; and following through on recommended activities
- Develop and carry out the Board-approved work plan, including specific products or activities, timelines and budget for each major element
- Schedule, organize and execute an annual meeting of all ratepayers
- Set program benchmarks based on Ratepayer Advisory Board priorities and keep ratepayers informed of progress

Develop and effectively implement service programs

- Actively seek and acquire national best practices and keep ratepayers informed of new and successful strategies
- Hire, train and manage high-quality staff to implement the MID programs
- Establish contacts throughout the country with other BIAs, call on their expertise in designing and benchmarking MID programs
- Identify and develop partnerships, grants and other resource-leveraging opportunities

Provide financial and contract management services

- Staff the MID Finance Committee and provide timely and accurate financial reporting
- Negotiate and execute subcontracts for work according to the approved budget. Through strict contract management ensure that these services are provided in a high-quality, cost effective and accountable manner
- Submit to the City, after approval of the Board, an annual work plan, proposed budget, and a statement of assessment rates requested for financing subsequent program years

Provide clear and consistent data tracking and reporting

- Develop regular reports on MID services provided
- Provide timely, accurate data to improve MID service delivery
- Maintain MID service program dashboards, highlighting progress against critical priorities and informing service plans and timely modifications grounded in data and analysis
- Conduct research projects

Support Public/Private Partnerships

The MID is proud to partner with many downtown public agencies and nonprofits to provide services including:

- City of Seattle: SDOT and SPU
- Uplift NW
- Belltown United
- Alliance for Pioneer Square
- Market to MOHAI
- DESC
- Union Gospel Mission
- LEAD
- King County Drug Diversion Court
- South Seattle College

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To create a healthy, vibrant downtown for all

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DowntownSeattle.org/mid

KnowYourMID.org