

# BUSINESS IMPROVEMENT AREAS

At Work in Seattle

A guide to the legislation and strategies for its use



## SEATTLE OFFICE OF ECONOMIC DEVELOPMENT'S **ONLY IN SEATTLE** INITIATIVE

This publication is an outgrowth of the *Business Improvement Area (BIA) Assistance Program*. Part of the Seattle Office of Economic Development's *Only in Seattle* Initiative, the *BIA Assistance Program* provides training and technical assistance to business districts throughout the city in forming, managing, and updating Business Improvement Areas.

For more information about **Only in Seattle** or the **BIA Assistance Program**, contact the Office of Economic Development at [oed@seattle.gov](mailto:oed@seattle.gov) or **206.684.8090** or [www.seattle.gov/economicdevelopment](http://www.seattle.gov/economicdevelopment).

Spring 2012



# EXECUTIVE SUMMARY

## What are BIAs?

BUSINESS IMPROVEMENT AREAS (BIAs) are funding mechanisms for business district revitalization and management. Specifically, the mechanism is an assessment collected from businesses and/or properties within defined boundaries. The funds collected are used to provide services for the mutual benefit of the businesses and properties being assessed. The concept of business district management funded through mandatory assessments has been around for many years, and gained wide popularity during the 1990s. Under one name or another, well over 1,000 such districts exist throughout the United States, with many more in Canada and throughout the world. BIAs include programs and services such as marketing, public area maintenance, security, parking, streetscape improvements, and professional management. Each BIA has a ratepayers advisory board made up of ratepayers within the BIA boundary.

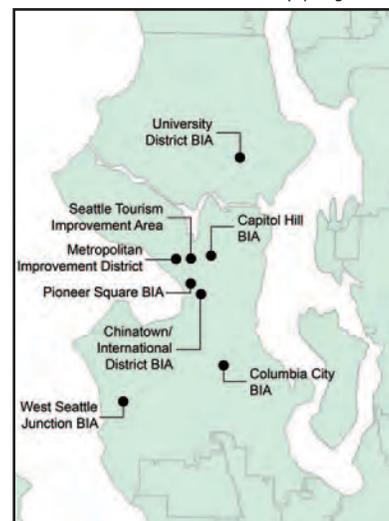
## Creating a BIA

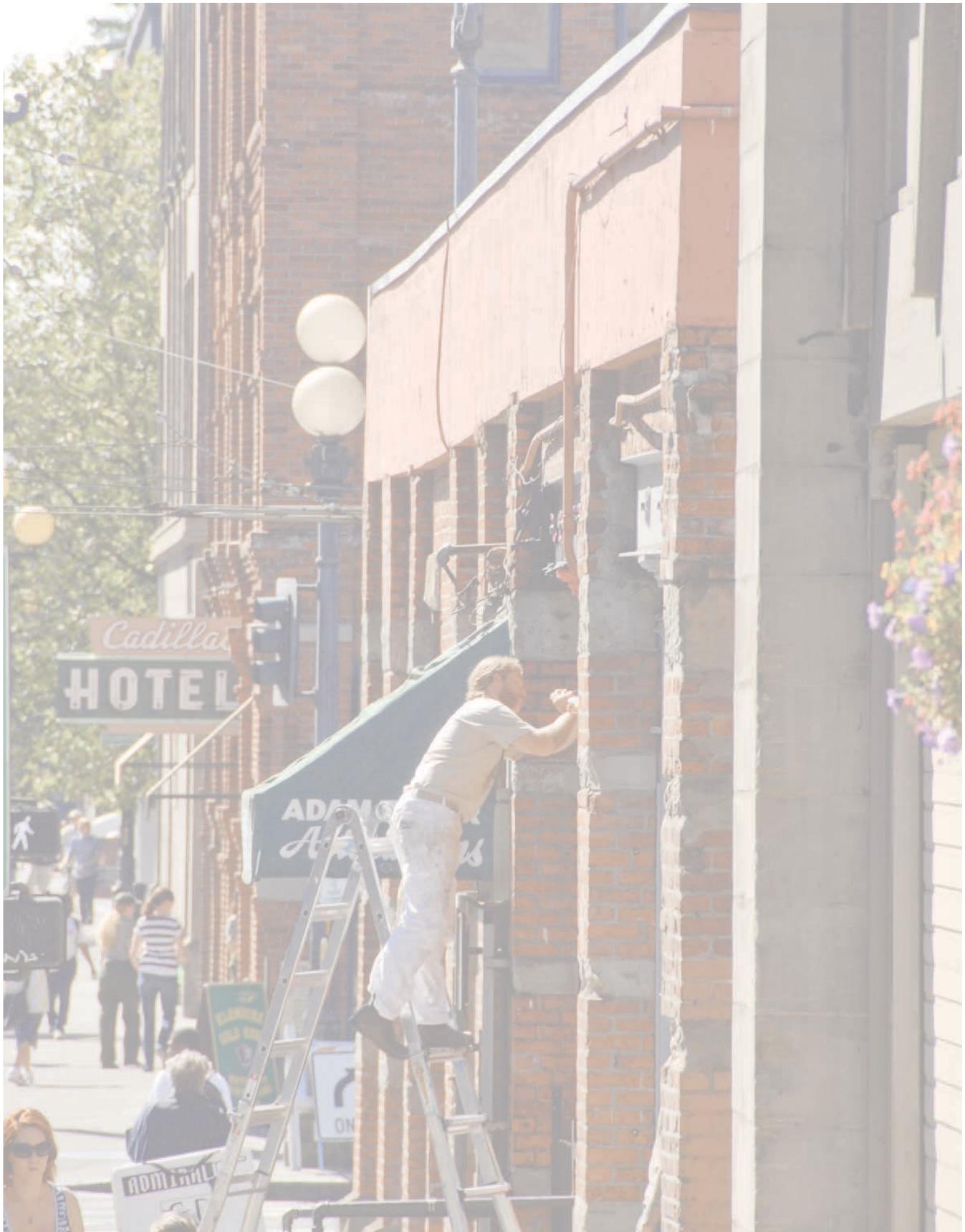
In Seattle, BIAs are enacted by the City Council, using the authority of state law (RCW 35.87A) and the city charter. The legally required process for creating a BIA is fairly simple, but it is important to have the support of most of those who will pay the assessment in order for the process to move forward smoothly. This means a well-organized effort in the neighborhood that includes a focused dialogue with potentially affected ratepayers about the district's needs and proposed services. Once there is general consensus on a work plan and budget for the district, the organizers work with city staff to prepare a formal proposal and petition of support for signature by prospective ratepayers. The group then presents these to the City Council, which will hold a public hearing before considering the proposed ordinance. BIAs can be renewed or terminated through a similar process. How long a BIA stays in place is up to the local organizers.

## Operating a BIA

BIAs are governed by a Ratepayers Advisory Board that is made up of those paying the assessment. The Ratepayers Advisory Board prepares an annual work program and submits it to the City. The City sends invoices to ratepayers, collects the assessments, and reimburses the Ratepayers Advisory Board according to the work program. BIA operations can be managed and implemented by a stand-alone BIA organization or through a contract with an existing organization. Services can be provided by BIA employees or through independent service providers.

Eight BIAs are currently active in Seattle.  
(Spring 2012)





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# CHAPTER ONE | BIA Best Practices

BUSINESS IMPROVEMENT AREAS (BIAs) are funding mechanisms for business district revitalization and management. They are assessments on businesses and/or properties within specifically defined boundaries. The funds collected are used to provide services for the mutual benefit of the businesses and properties being assessed.

There are many reasons to create a BIA. The most common motivations are that BIAs are conceived, designed, and managed locally by those who are paying the assessments, and that everyone in the district is required to pay their fair share. In other words, business and/or property owners pool their money to do things they want to do and that are best done collectively.

## National Experience

### *Origin and Growth of BIAs*

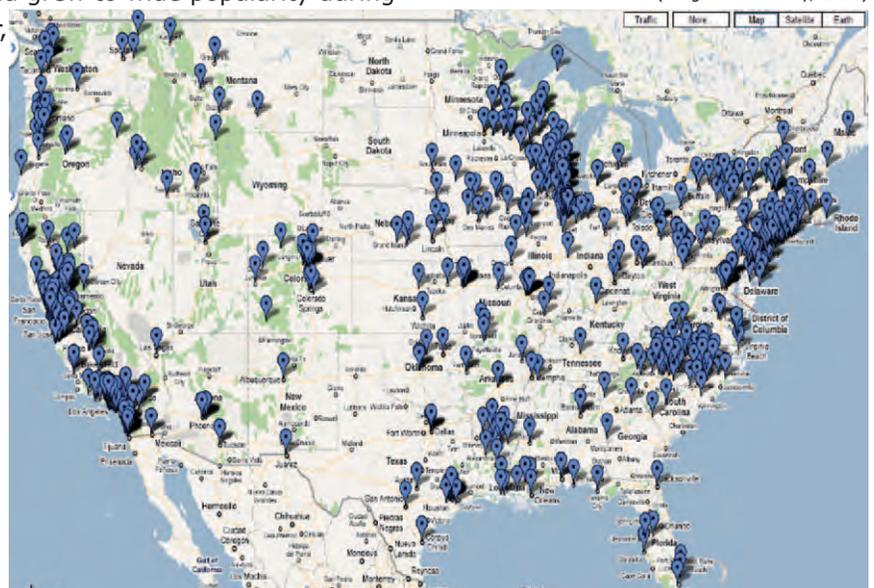
American cities and towns grew up around downtowns and neighborhood main streets made up largely of independent businesses and local property owners. With the proliferation of the automobile, inexpensive mortgages, and a rapidly expanding highway system, American cities spread out dramatically after World War II. Outlying shopping malls emerged as major competition to downtowns and older commercial districts. Key features of shopping mall success include the targeted mix of businesses, coordinated promotions, consistent design theme, and centralized management that create clean, safe, welcoming places to shop. Across the country, downtowns and older business districts began to realize that they needed to become more organized to compete and survive.

The concept of business district management funded through mandatory assessments emerged in the 1970s, and grew to wide popularity during the 1990s. Under one name or another, well over 1,000 such districts exist today throughout the United States, with many more in Canada and throughout the world.

### *BIA Services & Budgets*

BIAs provide programs and services such as marketing, public area maintenance, security, parking, beautification, and professional management. The scope of services provided by individual BIAs and the annual budgets of these districts vary widely. According to a 2011 national survey and census by Rutgers

Business Improvement Districts in the United States. (Rutgers University, 2011)



Funding Source	Amount
BIA Assessment	\$150,000
Membership Dues	\$20,000
Event Fees & Sponsorships	\$30,000
Grants & Donations	\$10,000
<b>Total</b>	<b>\$210,000</b>

Typical BIA Budget

- Marketing & Hospitality
- Safety & Cleanliness
- Appearance & Environment
- Transportation Services
- Social Service Activities
- Business Recruitment & Retention
- Organization

Typical BIA Services

University, BIA annual budgets ranged from \$11,000 to \$17 million, with a median BIA budget of \$342,000, but these results are surely skewed toward the larger districts that have the staff to respond to national surveys. The most common BIA has a budget of less than \$200,000, a management staff of 1-2 employees, and a modest budget for promotions, marketing, physical improvements, maintenance, security, and other services.

### BIA Organizational Structures

Across the country (and in Seattle), BIAs are managed in a variety of ways. Many BIAs operate as a stand-alone organization. Other BIAs are one of several programs managed by a downtown association, chamber of commerce, or similar business organization. And sometimes – especially with larger programs and budgets – the BIA is one of several nonprofit corporations operating together under an umbrella organization.

Additionally, under any of the organizational structures above, services may be provided by BIA employees, contracted out to independent service providers, or (most commonly) a combination of in-house and contracted services. Independent service providers might be individuals or larger firms that provide services to many organizations.

While any of these models can succeed, decisions about organizational structure and staffing are very important and a common source of confusion and conflict for both new and established BIAs. Trade-offs and considerations for different organizational structures and staffing models are discussed in the Practical Steps to Creating a BIA in Chapter Two.

Typical BIA Organizational Structures



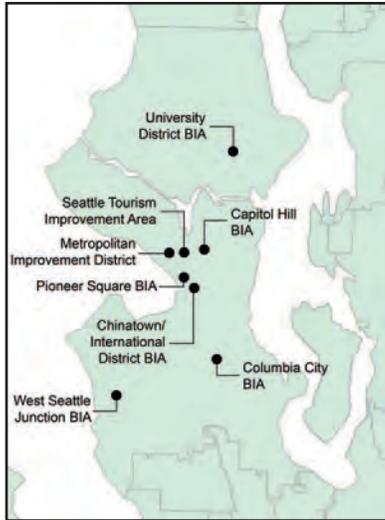
## Motivations for forming a BIA

The increase in BIAs nationally paralleled the recognition that organizing collaborative marketing, physical improvements, common area maintenance, and business development makes a real difference in sustaining the vitality of downtowns and neighborhood business districts. It also became clear that these efforts need to be long-term management efforts rather than short-term crusades. This requires long-term stable funding and staffing, rather than periodic volunteer campaigns.

But, why do business and property owners agree to sign up for long-term payments to a district management organization? Simply put, they realize that the district's challenges – such as crime, litter, graffiti, declining revenues, and storefront vacancies are not being solved by government programs or sporadic volunteer efforts. Specifically, the most common motivations for creating a BIA are:

- **Reducing Crime.** BIAs provide a myriad of active management functions that demonstrate that a district is vigorously taking care of itself, which makes it a less attractive target for criminals.
- **Safety & Perceptions of Safety.** BIAs often deploy some sort of uniformed personnel aimed at increasing police presence in the district. This varies from sworn police officers to “safety ambassadors” with radios to provide assistance and call for help when needed. This activity is both a deterrent to criminals and a reassurance to everyone else.
- **Cleanliness.** Many BIAs provide cleaning services, such as sidewalk sweeping, pressure washing, graffiti removal, litter pick-up, and other tasks to help a district look consistently clean and cared for.
- **Increasing Sales.** BIAs help increase sales by businesses in the area both directly and indirectly. Some BIAs provide marketing and promotional campaigns, special events, and other programs to directly increase foot traffic in the district. All BIAs are designed to make the area more appealing, thereby indirectly improving the atmosphere for customers and sales.
- **Increasing Rents.** A more appealing district — with growing foot traffic and improving sales — will command more rent from commercial and multifamily residential tenants alike.
- **Improving the District's Image.** Cleaning and safety services, marketing and promotions, as well as physical improvements all improve a business district's attractiveness to customers.
- **Ensuring that Everyone Pays his or her Fair Share!** The best thing about BIAs is that they require that everyone within the district pay into the collective effort based on an equitable assessment formula. This means that a few motivated individual volunteers don't get stuck doing most of the work and paying most of the bills for the entire district.





Eight BIAs are currently active in Seattle. (Spring 2012)

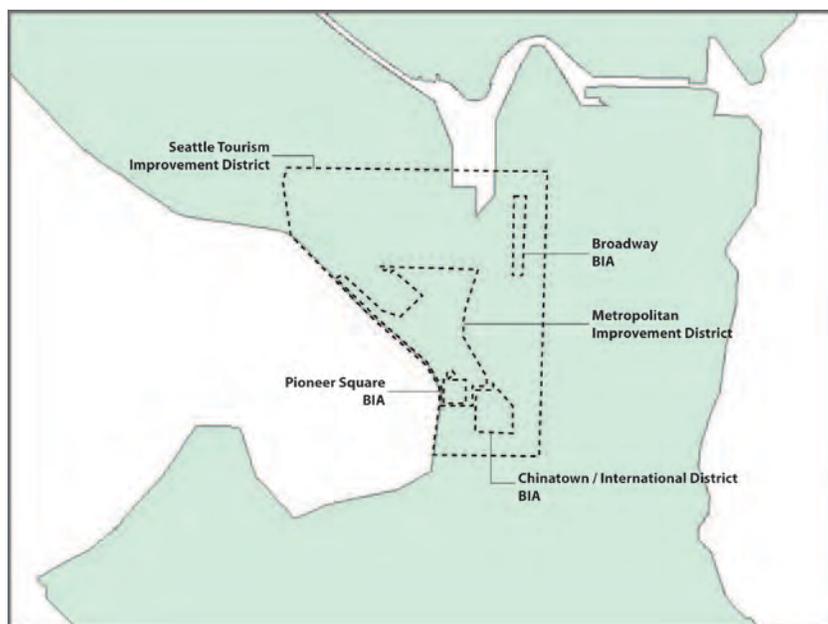
## BIAs in Seattle

Seattle formed its first BIAs in the early 1980s with several districts in the central city, including the downtown retail core and close-in neighborhoods like Pioneer Square, Belltown, and Capitol Hill. These early districts tended to be primarily retail focused, raising funds from businesses and largely focusing on marketing, promotions, and special events. These early BIAs evolved over time, with some merging into a new larger district, some staying independent, and others being terminated. Today (December 2011), there are eight operating BIAs in Seattle, with several others at various stages of formation.

BIAs that were established in the 1980s and 1990s in five neighborhood business districts continue to operate today. These include Pioneer Square, Capitol Hill, West Seattle Junction, University District, and Chinatown/International District. Four additional BIAs in the downtown core were combined into the Metropolitan Improvement District (MID) in 1999. An early BIA in Belltown was terminated in the early 2000s. The Columbia City business district established a BIA in 2009. In 2011, hotels in the central city worked together to establish the Seattle Tourism Improvement Area (STIA), which is a BIA that focuses on increasing leisure tourism and assesses only hotels. Two BIAs in the Central District are likely to be ready for City Council action in 2012, one along the Jackson Street Corridor and another on East Union Street at 23rd Avenue. Investigations into BIAs are underway in Lake City, SODO, and Ballard, with other neighborhoods interested as well.

The existing BIAs in Seattle vary widely in terms of organizational structure, assessment rationale and formula, services and budgets. The smaller districts have budgets from \$50,000 to \$250,000 per year, while the MID and STIA districts raise several million dollars each year. All of

Central Seattle BIAs. (Spring 2012)



the districts pay for some level of professional management. Many of the districts perform some sort of cleaning and safety services, as well as varying amounts of marketing and promotions. A few offer physical environment improvements, social services, and/or business recruitment and retention activities. The following pages offer an overview of each existing BIA in Seattle, as well as comparison tables of their various activities.

# CAPITOL HILL



The Broadway BIA was formed in 1986. It is governed by a Ratepayers Advisory Board which meets monthly and contracts with the Capitol Hill Chamber of Commerce to manage day-to-day operations. Sidewalk cleaning and graffiti removal are provided by a professional contractor.

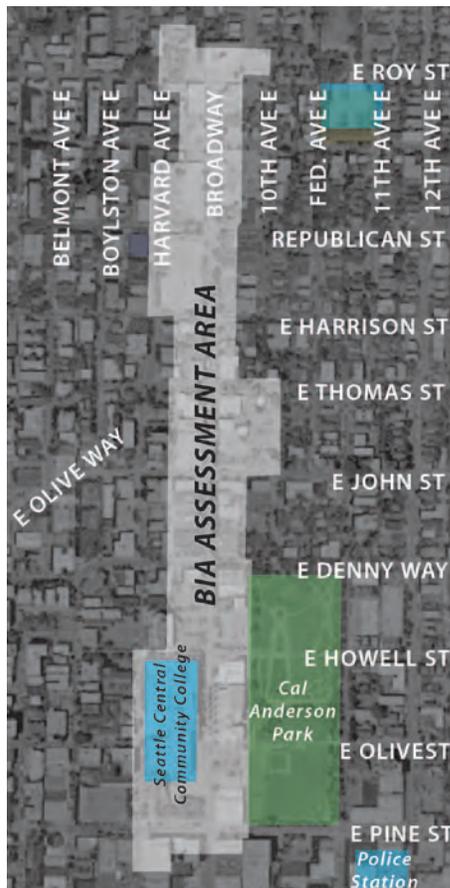
## Key services funded by the BIA:

- Safety & cleanliness: litter & graffiti removal; sidewalk sweeping & washing
- Flower baskets & holiday decorations

## Other Programs:

Business organization, business & retail development, marketing & promotions are largely funded and led by the Chamber of Commerce.

The Broadway BIA and CleanScapes are working to migrate select businesses to an innovative bag-based, pay-as-you-go system. While Link Light-Rail is under construction, with a station at the center of the district, the Chamber of Commerce and BIA are working with Sound Transit to mitigate the impacts of construction.



Budget	
Funding Source	Amount
BIA Assessment	\$130,000
Membership Dues	\$100,000
Grants (incl. Sound Transit)	\$123,000
Event Fees & Sponsorships	\$45,000
Misc.	\$37,000
<b>Total</b>	<b>\$435,000</b>

BIA Assessment Formula	
Gross Business Income	\$2.00 / \$1,000
Flat Fee / year (banks, savings & loans, financial institutions, Seattle Central Comm. College)	\$1,750 - \$3,500
Maximum / year	\$3,500
Minimum / year	\$50

**Note:** Many of the BIAs have a variety of special provisions related to use, location, and other factors. See details in appendix and individual ordinances.

Services	
Marketing & Hospitality	Yes
Safety & Cleanliness	Yes
Appearance & Environment	Yes
Transportation Services	Yes
Social Service Activities	Yes
Business Recruitment & Retention	Yes
Organization	Yes

Staffing	
Function	FTE
Management	1.0
Programs	-
Office Support	?
Clean & Safe	Contract
Temporary	Varies
Volunteer and/or Work Study	



# CHINATOWN INTERNATIONAL DISTRICT



Budget	
Funding Source	Amount
BIA Assessment	\$190,000
Membership Dues	\$0
Grants	\$10,000
Event Fees & Sponsorships	\$85,000
Misc.	\$15,000
<b>Total</b>	<b>\$300,000</b>

BIA Assessment Formula	
Floor Area of Business	3.3-13.0¢ / SF
Land Area of Lot	3.3-13.0¢ / SF
Parking Spaces	\$5.24-6.55 / space
Hotel Rooms	\$19.65-26.20 / room
Flat Fee / year	\$98.25 - 131.00
Minimum / year	Varies

Services	
Marketing & Hospitality	Yes
Safety & Cleanliness	Yes
Appearance & Environment	Yes
Transportation Services	Yes
Social Service Activities	No
Business Recruitment & Retention	Yes
Organization	Yes

Staffing	
Function	FTE
Management	1.0
Programs	2.0
Office Support	-
Clean & Safe	Contract
Temporary	Varies
Volunteer and/or Work Study	Varies

The Chinatown – International District BIA was founded in 1994. The BIA is managed independent of other organizations in the district. It is governed by a Ratepayers Advisory Board, and employs its own staff to manage the day-to-day operations, events, marketing, and information gathering, as well as a contract with a professional cleaning contractor.

### Key services funded by the BIA:

- Business organization & development
- Safety & cleanliness
- Marketing & promotion
- Appearance & pedestrian environment



### Other Programs:

In addition to providing sanitation services, the CIDBIA coordinates several of the neighborhood’s major events including the Night Markets, Lunar New Year Celebration and annual summer Dragon Festival. The CIDBIA also advocates on behalf of its constituents on public policy, planning, and quality-of-life issues.



# COLUMBIA CITY



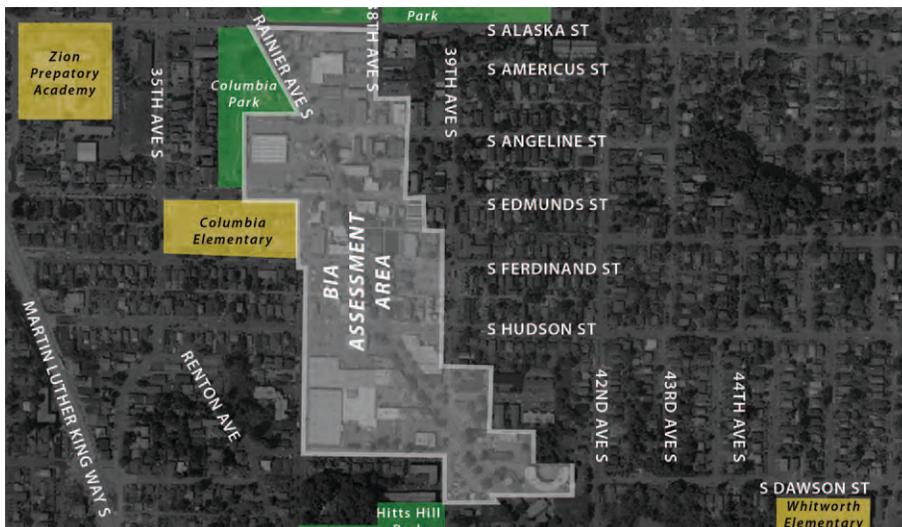
The Columbia City BIA was formed in 2009. It is governed by a Ratepayers Advisory Board and contracts with a consulting firm for day-to-day project management. Cleaning services are provided by a professional contractor. The BIA contracts with a part-time manager who oversees its three programmatic areas.

## Key services funded by the BIA:

- Safety & cleanliness: sidewalk sweeping & litter removal
- Advocating on the business district’s behalf
- Maintaining good working relationships with area police officers

## Other Programs:

Marketing services are not included in this BIA, but rather are provided by the Columbia City Business Association, which provides marketing and business development.



Budget	
Funding Source	Amount
BIA Assessment	\$53,000
Membership Dues	\$0
Grants	\$3,000
Event Fees & Sponsorships	\$0
Misc.	\$0
<b>Total</b>	<b>\$56,000</b>

BIA Assessment Formula	
Land Area of Lot	4.2¢ / SF
Total Assessed Property Value	20.0¢ / \$1,000

**Note:** Many of the BIAs have a variety of special provisions related to use, location, and other factors. See details in appendix and individual ordinances.

Services	
Marketing & Hospitality	No
Safety & Cleanliness	Yes
Appearance & Environment	Yes
Transportation Services	No
Social Service Activities	No
Business Recruitment & Retention	No
Organization	Yes

Staffing	
Function	FTE
Management	0.13
Programs	-
Office Support	
Clean & Safe	Contract
Temporary	-
Volunteer and/or Work Study	-



Christopher Nelson

# METROPOLITAN IMPROVEMENT DISTRICT



Budget (MID only)	
Funding Source	Amount
BIA Assessment	\$5.4 Million
Voluntary Assessments	\$125,000
Grants	\$52,000
Event Fees & Sponsorships	\$32,000
Misc.	\$90,000
<b>Total</b>	<b>\$5.7 Million</b>

BIA Assessment Formula	
Basic Formula (sum of):	
Total Assessed Property Value	29¢/\$1,000
Land Area of Lot	31¢/sq. ft.
Assessment Ceilings apply to:	
<ul style="list-style-type: none"> <li>• Value</li> <li>• Surface Parking</li> <li>• Hotel Rooms</li> <li>• Industrial</li> <li>• Residential (condo; rental; subsidized)</li> <li>• Nonprofit</li> <li>• Historical</li> <li>• Floor Area Ratio</li> </ul>	

Services	
Marketing & Hospitality	Yes
Safety & Cleanliness	Yes
Appearance & Environment	Yes
Transportation Services	Yes
Social Service Activities	Yes
Business Recruitment & Retention	Yes
Organization	Yes

Staffing (MID only)	
Function	FTE
Management	11
Programs	8
Clean & Safe	65
Temporary	0
Volunteer and/or Work Study	1

In 1999, the Downtown Seattle Association (DSA) established the Metropolitan Improvement District (MID) to enhance the urban environment of five neighborhoods in Downtown Seattle (Denny Triangle, Pioneer Square, Retail Core, Waterfront, West Edge). DSA manages the MID’s cleaning, safety, marketing, transportation and business development programs. The BIA is governed by a Ratepayers Advisory Board and operated as a stand-alone corporation under the umbrella of the DSA. The MID covers a 225-square-block area, and deploys teams of uniformed hospitality and cleaning “ambassadors” to sweep sidewalks, remove graffiti, provide visitor information, coordinate with police, and help maintain a clean and safe environment. The MID also provides summer concerts, holiday events, destination marketing, transportation management and other services.

The BIA funds:

- Clean & safe services
- Business & retail development
- Marketing & promotion
- Appearance & pedestrian environment.

The MID offers transitional employment (some of it for the formerly homeless) as cleaning ambassadors, and hires off-duty sworn police officers for emphasis patrols at key times.



# PIONEER SQUARE



The Pioneer Square BIA was formed in 1983. It is governed by a Rate-payers Advisory Board, which contracts with The Alliance for Pioneer Square for staffing and management. Some BIA services are also provided by professional firms or contractors. Safety ambassador and sidewalk cleaning services in the Pioneer Square neighborhood are provided by the Metropolitan Improvement District, which is another BIA with overlapping boundaries.

## Key services funded by the BIA:

BIA funds support services provided by the Alliance, including:

- Marketing & promotions
- Pedestrian environment enhancements
- Business development & recruitment
- Neighborhood advocacy & communication



Budget	
Funding Source	Amount
BIA Assessment	\$200,000
Membership Dues	\$150,000
Grants	\$200,000
Event Fees & Sponsorships	\$10,000
Misc.	\$0
<b>Total</b>	<b>\$560,000</b>

BIA Assessment Formula	
Gross Retail Sales	\$1.25 / \$1,000
Gross Business Income	\$0.31 / \$1,000
Maximum / year	\$4,000
Minimum / year	\$25-100

**Note:** Many of the BIAs have a variety of special provisions related to use, location, and other factors. See details in appendix and individual ordinances.

Services	
Marketing & Hospitality	Yes
Safety & Cleanliness	Yes
Appearance & Environment	Yes
Transportation Services	No
Social Service Activities	Yes
Business Recruitment & Retention	Yes
Organization	Yes

Staffing	
Function	FTE
Management	1.0
Programs	3.0
Office Support	0
Clean & Safe	0
Temporary	Varies
Volunteer and/or Work Study	Varies



# UNIVERSITY DISTRICT



Budget	
Funding Source	Amount
BIA Assessment	\$145,000
Membership Dues	\$40,000
Grants	\$62,500
Event Fees & Sponsorships	\$173,000
Misc.	\$1,500
<b>Total</b>	<b>\$422,000</b>

BIA Assessment Factor	
Floor Area of Business	5.7-11.4¢ / SF
Land Area of Lot	5.7-11.4¢ / SF
Parking Spaces	\$5.72 / space
Hotel Rooms	\$11.44 / room
Apartments	\$5.72 / unit
Maximum / year	\$11,000
Minimum / year	\$110

**Note:** Many of the BIAs have a variety of special provisions related to use, location, and other factors. See details in appendix and individual ordinances.

Services	
Marketing & Hospitality	Yes
Safety & Cleanliness	Yes
Appearance & Environment	Yes
Transportation Services	Yes
Social Service Activities	No
Business Recruitment & Retention	No
Organization	Yes

Staffing	
Function	FTE
Management	0.8
Programs	0.4
Office Support	-
Clean & Safe	Contract
Temporary	Varies
Volunteer and/or Work Study	Varies

The University District (U District) BIA was formed in 1996. The BIA is governed by a Ratepayers Advisory Board which meets monthly and contracts with the Greater University District Chamber of Commerce to manage the day-to-day operations. The Chamber’s executive director spends a portion of her time managing the BIA, and a program manager spends 40% of his time staffing BIA programs. A professional contractor provides sidewalk cleaning and graffiti removal.

## Key services funded by the BIA:

The U District BIA funds services that are closely related to enhancing the district’s appearance and environment, including:

- Sidewalk cleaning
- Litter collection
- Tree well cleaning & maintenance

## Other Programs:

The Chamber of Commerce funds a variety of marketing projects, including the University District Street Fair. The Chamber also hires young people for special projects when possible.



# WEST SEATTLE JUNCTION



Donna Ryan Photography

Donna Ryan Photography

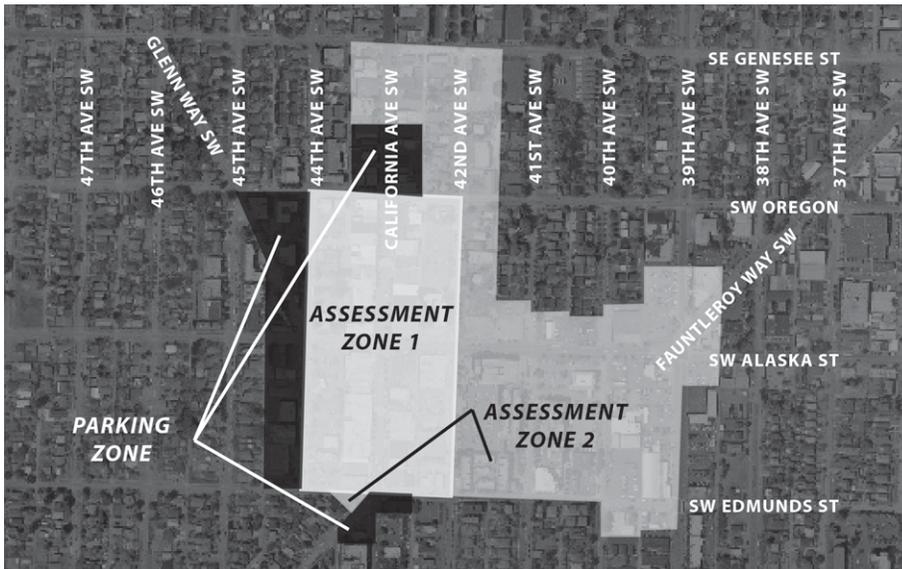


The West Seattle BIA was formed in 1987, and is governed independently by a Ratepayers Advisory Board. It has its own executive director and office support to manage the day-to-day operations. The assessment structure includes two zones based on proximity to free parking provided by the BIA.

## Key services funded by the BIA:

- Holiday decorations & flower baskets
- Summer Fest, historic tours, & marketing
- Sidewalk cleaning, litter & graffiti removal
- Free parking lots

The BIA contracts with a vendor to manage free parking lots. It also produces the West Seattle Junction Car Show and Movies on the Wall.



Budget	
Funding Source	Amount
BIA Assessment	\$263,000
Membership Dues	\$0
Grants	\$12,000
Event Fees & Sponsorships	\$143,000
Misc.	\$0
<b>Total</b>	<b>\$418,000</b>

BIA Assessment Formula	
Gross Business Income	\$1.375 / \$1,000
Parking Spaces	\$52.50-105.00 / space
Flat Fee / year (Financial Institutions, Car Dealerships, and Gas Stations)	Varies
Maximum / year	\$192.50-\$3,740

**Note:** Many of the BIAs have a variety of special provisions related to use, location, and other factors. See details in appendix and individual ordinances.

Services	
Marketing & Hospitality	Yes
Safety & Cleanliness	Yes
Appearance & Environment	Yes
Transportation Services	Yes
Social Service Activities	No
Business Recruitment & Retention	Yes
Organization	Yes

Staffing	
Function	FTE
Management	0.8
Programs	-
Office Support	0.4
Temporary	Varies
Volunteer and/or Work Study	Varies



# SEATTLE TOURISM IMPROVEMENT AREA



Budget	
Funding Source	Amount
BIA Assessment	\$4-6 Million
Membership Dues	N/A
Grants	N/A
Event Fees & Sponsorships	N/A
Misc.	N/A
<b>Total</b>	<b>\$4-6 Million</b>

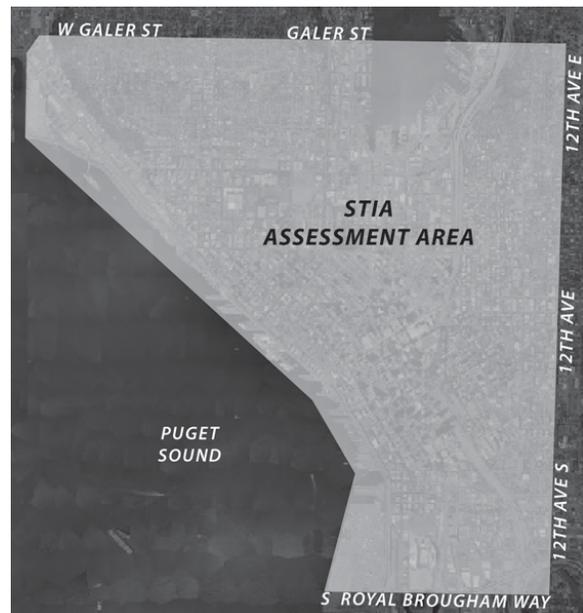
BIA Assessment Formula	
Surcharge per occupied hotel room pe night	\$2.00

**Note:** Many of the BIAs have a variety of special provisions related to use, location, and other factors. See details in appendix and individual ordinances.

Services	
Marketing & Promotion	Yes
Safety & Cleanliness	No
Appearance & Environment	No
Transportation Services	No
Social Service Activities	No
Business Recruitment & Retention	No
Organization	No

Staffing	
Function	FTE
Management	N/A
Programs	N/A
Office Support	N/A
Clean & Safe	N/A
Temporary	N/A
Volunteer and/or Work Study	N/A

The Seattle Tourism Improvement Area (STIA) was established in 2011 to increase leisure tourism to Seattle by advertising and marketing the city as a premier vacation destination in external markets. Approximately \$4-6 million in revenue is expected in 2012 from the \$2 per occupied room per night surcharge assessed to hotel guests. The STIA ratepayers are the hotels of 60 rooms or more located within the greater downtown area, including Lower Queen Anne, South Lake Union, Belltown, Pioneer Square, the Chinatown International District, and portions of Capitol Hill. STIA funds leisure tourism marketing which includes: promotion, advertising, sales and marketing, strategic planning, market research, creative development, media placement, hosting tourism industry events relating to promotion and marketing, and administrative and management support for such services. The Seattle Conventions and Visitors Bureau manages the STIA program. The Program Manager regularly reports to a Ratepayers Advisory Board made up of representatives of the participating hotels.



## BIA Comparisons

As described on the previous pages, Seattle's existing BIAs vary widely in history, organizational structures, services, funding sources, budgets, and assessment mechanisms. For comparison purposes, the tables on the following pages list various features of these existing programs next to each other. In every case, the overall program and the individual features are dictated by local conditions, which makes direct comparisons problematic. In designing a new BIA (or reconfiguring an existing one), local decisions should reflect local realities. Nevertheless, it is instructive to consider the information in these tables. At the very least, these tables illustrate a variety of choices for local organizers to think about.

<b>Funding Sources</b>								
<b>Funding Sources</b>	<b>Broadway BIA &amp; Capitol Hill Chamber</b>	<b>Columbia City BIA</b>	<b>Chinatown / International District BIA</b>	<b>Metropolitan Improvement District (MID only)</b>	<b>Seattle Tourism Improvement Area</b>	<b>Pioneer Square BIA &amp; Alliance</b>	<b>University District BIA &amp; Chamber</b>	<b>West Seattle Junction BIA</b>
<b>BIA Assessment</b>	<b>\$130,000</b>	<b>\$53,000</b>	<b>\$190,000</b>	<b>\$5.4 Million</b>	<b>\$5-6 Million</b>	<b>\$200,000</b>	<b>\$145,000</b>	<b>\$263,000</b>
Membership Dues	100,000	0	0	0	0	150,000	40,000	0
Grants & Donations	123,000	3,000	10,000	52,000	0	200,000	62,500	12,000
Event Fees & Sponsorships	45,000	0	85,000	32,000	0	10,000	173,000	143,000
Misc.	37,000	0	15,000	330,000	0	0	1,500	0
<b>Totals</b>	<b>\$435,000</b>	<b>\$56,000</b>	<b>\$300,000</b>	<b>\$5.7 Million</b>	<b>\$5-6 Million</b>	<b>\$560,000</b>	<b>\$422,000</b>	<b>\$418,000</b>

<b>Staffing Functions</b>								
<b>Staffing Functions</b>	<b>Full-time Equivalent Personnel (FTE)</b>							
	<b>Broadway BIA &amp; Capitol Hill Chamber</b>	<b>Columbia City BIA</b>	<b>Chinatown / International District BIA</b>	<b>Metropolitan Improvement District (MID only)</b>	<b>Seattle Tourism Improvement Area</b>	<b>Pioneer Square BIA &amp; Alliance</b>	<b>University District BIA &amp; Chamber</b>	<b>West Seattle Junction BIA</b>
Management	1.0	0.13	1.0	11		1.0	0.8	0.8
Programs	-	-	2.0	8		3.0	0.4	-
Office Support	?	-	-	2		0	?	0.4
Clean & Safe	Contract	Contract	?	65		0	Contract	Contract

<b>Services</b>								
<b>Services</b>	<b>Broadway BIA &amp; Capitol Hill Chamber</b>	<b>Columbia City BIA</b>	<b>Chinatown / International District BIA</b>	<b>Metropolitan Improvement District &amp; DSA</b>	<b>Seattle Tourism Improvement Area &amp; SCVB</b>	<b>Pioneer Square BIA &amp; Alliance</b>	<b>University District BIA &amp; Chamber</b>	<b>West Seattle Junction BIA</b>
<b>Marketing &amp; Hospitality</b>	●		●	●	●	●	●	●
• Maps / Brochures / Kiosks / Directories	●		●	●	●	●	●	●
• Web Site	●		●	●	●	●	●	●
• Marketing / Advertising campaigns	●		●	●	●	●	●	●
• Special Events & Festivals	●		●	●	●	●	●	●
• Historic Tours			●	●		●		●
• Holiday Decorations	●		●	●		●	●	●
• Street Performers / Artists			●	●				●
• Sidewalk Ambassadors				●				
<b>Safety &amp; Cleanliness</b>	●	●	●	●		●	●	●
• Garbage Collection	●		●	●			●	●
• Litter & Graffiti Removal	●	●	●	●		●	●	●
• Sidewalk Sweeping / Washing	●	●	●	●			●	●
• Unarmed Security / Ambassadors				●				
• Sworn Police Officers			●	●				
• Electronic Security / Cameras			●	●		●	●	
• Management of Loitering			●	●				●
<b>Appearance &amp; Environment</b>	●	●	●	●		●	●	●
• Code Compliance	●	●	●	●		●	●	●
• Design Guidelines	●		●	●		●	●	●
• Flower Baskets / Tree Wells	●		●	●		●	●	●
• Streetscapes / Lighting / Furniture	●		●	●		●	●	●
<b>Transportation</b>	●		●	●			●	●
• Transit Shelter Cleaning	●		●				●	
• Directional Signage	●		●	●				
• Parking Management								●
• Transportation Demand Management				●				
<b>Bus. Recruitment &amp; Retention</b>	●		●	●		●	●	●
• Market Research	●		●	●		●		
• Performance reporting	●		●	●				
• Business recruitment	●		●	●				●
<b>Social Services</b>	●			●		●		
• Homeless Hiring				●				
• Human Services Outreach Program	●			●		●		
<b>Organization</b>	●	●	●	●	●	●	●	●
• BIA is Independent Organization			●					●
• BIA Managed with Another Organization	●			●	●	●	●	
• BIA Managed by a Fiscal Agent		●						
• Employees	●		●	●	●	●	●	●
• Contract Staff		●	●	●	●	●		

<b>Assessment Formulas</b>								
<b>Assessment Factor</b>	<b>Broadway</b>	<b>Columbia City</b>	<b>Chinatown / International District</b>	<b>Metropolitan Improvement District</b>	<b>Seattle Tourism Improvement Area</b>	<b>Pioneer Square</b>	<b>University District</b>	<b>West Seattle</b>
<b>Gross Retail Sales</b>	-	-	-			\$1.25 / \$1,000	-	-
<b>Gross Business Income</b>	\$2.00 / \$1,000	-	-			\$0.31 / \$1,000	-	\$1.375 / \$1,000
<b>Floor Area of Business</b>	-	-	3.3- 13.0¢ / SF			-	5.7- 11.4¢ / SF	-
<b>Square Footage of Lot</b>	-	4.2¢ / SF	3.3- 13.0¢ / SF	31¢ / SF		-	5.7- 11.4¢ / SF	-
<b>Total Assessed Property Value</b>	-	20.0¢ / \$1,000	-	29¢ / \$1,000		-	-	-
<b>Parking Spaces</b>	-	-	\$5.24- 6.55 / space			-	\$5.72 / space	\$52.50- 105.00 / space
<b>Hotel Rooms</b>	-	-	\$19.65- 26.20 / room	\$55	\$2.00/ occupied room night	-	\$11.44 / room	-
<b>Flat Fee</b>	\$1,750- 3,500	-	\$98.25 - 131.00			-	-	Varies
<b>Apartments (maximum)</b>				\$75 max.				
<b>Condominiums (maximum)</b>				\$75 max.				
<b>Maximum Assessment</b>	\$3,500	-	-			\$4,000	\$11,000	\$192.50 - \$3,740
<b>Minimum Assessment</b>	\$50	-	Varies			\$25-100	\$110	-



## CHAPTER TWO: CREATING A BIA

THE PROCESS OF CREATING A BIA has both legal and practical aspects. State law and City policy lay out certain specific steps that are required. These requirements are fairly simple, but in practice the challenge is in building consensus and support among those who will pay into the BIA and benefit from its programs. This chapter outlines the legal requirements to create a BIA, explores the practical steps necessary to build local support, and finally lays out the formal steps of getting a BIA ordinance through City Council.

### Legal Requirements

#### *Submission to the City*

The group proposing the BIA must submit a package of materials to the City for formal review. These include signed petitions of support, a letter of transmittal, lists of potential ratepayers, and a description of the proposed BIA.

**Petition and Signatures.** State law requires that prospective ratepayers who will collectively pay at least 60% of the proposed assessment sign a petition of support. The petition must state the terms of the proposed BIA, including the boundaries of the BIA, assessment methodology, how the funds will be used, who will manage the BIA's operations, and other details. Specific requirements of the petition can be found in RCW 35.87 (<http://apps.leg.wa.gov/rcw/default.aspx?cite=35.87A>).

**Transmittal Letter.** When the petition is signed by at least 60% of the assessment, it is ready to be submitted to the City. A transmittal letter including the following should accompany the petitions:

- How and when the petitions were circulated;
- The number of affected ratepayers;
- The total annual assessment to be collected; and
- The percentage of that assessment that signed the petition in favor of the proposed BIA.

Lists of potential ratepayers. Along with the signed petitions and transmittal letter, the applicant must submit printed and electronic lists of potential ratepayers, indicating:

- Whether each ratepayer signed the petition;
- Addresses of the affected properties;
- Mailing addresses of ratepayers

**Description of the Proposed BIA.** Finally, the applicant must submit a description of the proposed BIA that includes:

- A description of the assessment methodology and rates;
- A work plan and proposed budget for the first year of operation; and
- A map of the boundaries of the proposed BIA.

#### *Calculating Percentage of Ratepayer Support*

*State law requires that prospective ratepayers who will collectively pay at least 60% of the proposed assessment sign the petition of support. This percentage is calculated in accordance with the proposed assessment formula. It is a percentage of the assessment rather than a percentage of the number of ratepayers. This means that the signature of a prospective ratepayer with a substantial business or property (and therefore a comparatively large assessment) will count for a higher percentage than the signature of a future ratepayer who will pay less.*

## City Process

Once the City receives the petitions, letter of transmittal, lists of ratepayers, and description of the proposed BIA, a formal process begins that is likely to take 3-6 months. This process will move most smoothly if City staff are actively involved during the organizing process. This early involvement will allow feedback on the work plan, assessment mechanism, boundaries, petition content and other details to avoid problems during the formal review process.

The formal City review process includes a review of the information submitted to ensure its accuracy; a City council resolution declaring the intent to form the BIA; a City council resolution establishing the date, time and location for a public hearing; deliberation and approval of the resolutions; public and ratepayer notifications; a public hearing; drafting a City Ordinance; discussion and approval of the ordinance. Once all these steps are successfully completed, the Mayor will sign the ordinance, which will go into effect 30 days later.

## Assessment Collections and Disbursements.

After the ordinance goes into effect, a contractual agreement between the city and the BIA will be developed identifying the annual BIA work plan and budget. The city will bill the affected ratepayers, collect the assessments, and reimburse the BIA management organization as it incurs costs according to the terms of the agreement with the City.

Requirements for on-going operations of a BIA are discussed in the next chapter.

*"The most important step in creating any BIA is forming a small core group to lead the effort that is carefully chosen for its representation of and influence with the potential ratepayers."*



## Practical Steps to Creating a BIA

While the formal process with the City of Seattle is fairly straightforward with specifically defined steps, getting ready for the City process is more fluid and depends on local circumstances. The following section outlines a practical approach based on the experiences of some recent successful BIA formation efforts. The actual process used in creating any new BIA (or modifying an existing one) will need to be adjusted to reflect the situation in the individual district and modified as the process evolves.

### *Getting Organized*

The most important step in creating any BIA is forming a small core group to lead the effort that is carefully chosen for its representation of and influence with the potential ratepayers.

In petitioning for 60% BIA support among ratepayers, the percentage is calculated based on the amount to be assessed from each ratepayer. For example, the signature of one ratepayer who will pay 8% of the proposed total assessment is worth 8% in the petitioning process. At the same time, the signatures of four ratepayers who will each pay 1% of the proposed total assessment are only worth 4% collectively. This example holds true regardless of the assessment mechanism. That is, whether the assessment will be based on property value, land area, business revenue, number of employees, or any other calculation, it is those who will pay the largest percentages of the total funds collected that have the most influence over the petitioning process. The core group must have a strong relationship with the largest potential ratepayers for the BIA formation effort to succeed.

In most business districts, a small number of potential ratepayers represent a large portion of the total proposed assessment. Not only do a few businesses have revenues that far exceed others, but also it is common for one person to own several properties and/or businesses within a given area. This gets even more involved when one person or family controls more than one company with interests in the district. Savvy BIA organizers will sort out many of these complexities at the outset, and invite the most influential potential ratepayers or their representatives to be part of the organizing committee from the beginning.

An ideal core group includes five to ten people who represent key ratepayers and have relationships with others who are influential in the district. The members of this group should agree at the outset that working together for the mutual benefit of the district is a good idea and that exploring a BIA is at least a good idea (even if they are not certain that consensus can be found on a specific and feasible proposal). They should also be committed to regular working meetings over several months as they move through the BIA formation process.

### Fundamental Concepts

The state statute and city policies related to BIAs are intentionally indefinite about how a BIA should be structured in order to allow maximum flexibility to the organizers and ratepayers in each district. Nevertheless, several issues are fundamental to how a BIA will operate and be perceived in the community. The core group will need to address these concepts early on, grapple with them throughout the process, and communicate clearly about how each issue is addressed in their BIA proposal. Some of these important concepts are described below.

#### Organizational Structure

As mentioned in Chapter One: BIA Best Practices, a BIA can operate as an independent organization, as a program of a broader organization, or as one of several corporations under an umbrella organization. How the BIA will relate to other organizations and programs in the district is one of the most important decisions that the core group will make. Each organizational model has both benefits and limitations. A number of these are noted below.

##### *BIA as an Independent Organization*

A BIA that is established as an independent organization and governed by a board of ratepayers can enjoy the benefits of a discrete and focused mission with dedicated and sustained funding from BIA assessments. This clear mission and ability to pay for activities that are closely tied to dedicated funding allows the organization to avoid the distractions of multiple funders, diverse constituents, and local politics. On the other

Typical BIA Organizational Structures



hand, most business districts have issues that don't neatly fit into a BIA's work plan, but fall into a sphere of influence that is commonly occupied by a local business organization such as a downtown association or neighborhood chamber of commerce. If a local business organization already exists when a BIA is formed, the relationship between the two will be very important. It is not uncommon for an existing business organization to feel threatened by a new BIA. At times, an uncomfortable dynamic can develop in which the BIA has stable and dependable funding for clearly defined activities, while the business organization struggles to survive on voluntary membership dues at the same time it is expected to fill ambiguous organizational, political, advocacy and other voids not covered by the BIA's mandate. The two organizations can also end up competing for volunteers and credibility as the "voice" for the business district. To ensure that everyone succeeds, it is important for the BIA and the other business organization(s) to establish clear communications, sort out operating relationships, and define each entity's areas of responsibility. (Examples include the Chinatown/International District BIA and the Columbia City BIA.)

#### *BIA as a Program of a Broader Organization*

An existing business organization such as a downtown association or chamber of commerce can establish a BIA as one of its programs. In this model, a Ratepayers' Advisory Board for the BIA will be set up to oversee the BIA program and formally contract with the business organization for management, staffing, and other services. It is common for the BIA Ratepayers Advisory Board and the business organization's board of directors to have many of the same individuals as members. In fact, the formal meetings of the two groups are often separate portions of the same meeting. Staff will manage the BIA along with other programs. This model avoids the confusion, competition, and ambiguity of the two separate organizations and virtually assures a common agenda between BIA and other programs. But, it can still be confusing. The organization will have programs that are paid for by the BIA assessment and programs that are funded in other ways, which requires rigorous bookkeeping and clear financial reporting. Individual business or property owners may be asked to pay into the organization through a BIA assessment, and then pay again through membership dues and/or special project collections. This is hard to keep straight and even harder to explain. Clear, consistent, and on-going communications are a must. (Examples include the Capitol Hill Chamber of Commerce/Broadway BIA and the Greater University District Chamber of Commerce/University District BIA.)

#### *BIA as One of Several Corporations Under an Umbrella*

BIAs can also operate as a stand-alone corporation in tandem with other corporations under an umbrella organization. Each corporation has its own board, and sometimes its own staff, with the umbrella organization coordinating the various programs. This model is probably the cleanest

The image shows a spreadsheet titled "Assessment Equity Analysis". It contains several columns of data, including what appears to be property addresses, assessment values, and possibly business information. A blue box highlights a specific section in the upper right quadrant of the spreadsheet. The spreadsheet is densely packed with text and numbers, typical of a large-scale data analysis tool.

Assessment Equity Analysis

legally, but also the most complex. It requires contracts and operating procedures to keep relationships straight, as well as sophisticated bookkeeping and fund accounting. As such, it is not likely to be worth the administrative effort for smaller districts with modest budgets. (Examples include the Metropolitan Improvement District, Commute Seattle, and Downtown Seattle Cares, which are independent organizations operating under the umbrella of the Downtown Seattle Association.)

### **Assessment Mechanism**

Another fundamental consideration is who will be assessed and how the assessment will be calculated. State law leaves a lot of room for flexibility on these questions, and local experience provides a variety of precedents.

### *Assessment Equity*

Any assessment mechanism is possible that can be defended as equitable in terms of benefits provided in return for assessments collected. The question of equity relates to who pays (businesses and/or properties) and how the assessments are calculated. If an unusual assessment mechanism that is not already in use is under consideration, it is important to communicate with the City's Law Department. The reason for this is that a BIA is ultimately a City ordinance, and if it is challenged in court, it will be the City that gets sued and the Law Department that must defend the City. As such, the Law Department will want to understand the assessment mechanism before they will support the ordinance with the City Council.

### *Property Assessments versus Business Assessments*

The first big question related to the assessment mechanism is whether it will be properties or businesses that are assessed. There is ample precedent for either method, with pros and cons to each.

An assessment on businesses ties the BIA to those who most directly benefit from its services. Businesses located in the district have much to gain from clean and safe services, marketing and promotions, physical improvements, economic development activities and district organization. Business owners tend to be more visible and personally involved in activities to improve the district than property owners who may be less hands-on or not often present in the area on a day-to-day basis.

Property owners also benefit from a BIA because they can charge higher rents to businesses and multifamily residents in districts that are clean, safe, and well managed. Since businesses can relocate, it is property owners who ultimately succeed or fail with the district itself. Another reason to consider a property-based assessment is that property ownership is less fluid and easier to track than business ownership. Property records are kept current by King County, are public information, and easily accessible on the county's website. Business records are much harder to track down, and often not clearly tied to the physical location of the business. In Seattle, business-based BIAs rely on records kept by the BIA itself and self-reported by the businesses themselves, whereas

property-based BIAs rely on publicly available county records. In most cases, there are also many fewer property owners than business owners in a district, which makes communication and record keeping much easier.

### *Assessment Rates*

After determining whether to assess businesses or properties, the next question is how to calculate the assessment rates. Again, any methodology that can be defended as equitable is possible, but some methods are easier to use and keep updated than others. Key issues include data availability, property variables, and business variables.

**Data Availability.** Calculating individual BIA assessments requires a set of data for the properties or businesses. An important feature of the BIA proposal, petition, and ordinance is identifying where this data will come from and how it will be kept up to date. As mentioned above, county property tax records are readily available and updated annually, with both the county and the property owner motivated to ensure the information is accurate. County property records include such useful variables as appraised and taxable value of land and improvements, lot size, building square footage, tax status, ownership, present use, and other details.

Accurate lists of businesses and the variables one might assess for a BIA are more problematic. Businesses often have several locations, with business license, revenues, sales tax, and other records attached to a headquarters that may not provide data for individual physical locations. Government collected sales figures are not public information for most businesses. Location-specific figures for employees, square footage, and other metrics are unreliable and notoriously out of date and/or inaccurate.

Even if a BIA figures out how to collect the relevant information at the outset, a successful BIA will stay in place for many years. Changes in the business district over time — and corresponding changes in the necessary assessment data — will fall to the BIA organization itself (not the City) to update. This task has proven quite difficult for a number of the long-time BIAs in Seattle that assess business owners.

**Property Variables.** Most property-based BIAs use a combination of total assessed value and lot size to calculate BIA rates. It is also possible to distinguish land value from the value of improvements or to use the square footage of buildings or other factors for BIA calculations, but these are less common. Determining which variables to use and the precise formula is both technical and political. An iterative process for figuring this out is discussed later in this section. The logic behind a value-based assessment is that more valuable properties will get more economic benefit from BIA services. Additionally, taller buildings have higher values and more users who place more demands on BIA services. The argument for a lot size-based assessment is that larger land area means more front footage on the public areas of the district and thus more demands on public area maintenance and/or improvements.



Identifying Potential Boundaries &amp; Ratepayers

**Business Variables.** The methodologies of business-based BIA assessments vary widely. Common factors include gross revenues, retail sales, business square footage, number of employees, front footage on public areas, and others. Any of these can make sense, depending on the services to be provided by the BIA. Again, an iterative process is probably in order to determine what will work best locally. The biggest challenge with business-based assessments is finding reliable data and keeping it current, as discussed above.

### **District Boundaries**

The boundaries for a potential BIA are also important. State law limits BIA assessments to “businesses and multifamily residential or mixed-use projects.” This does not restrict the location of a BIA, but most BIAs are in commercially and/or industrially zoned areas.

Establishing a BIA’s boundaries is an important and strategic decision that should be very much a part of the iterative planning process described in the next section. Boundaries should be broad enough so that the BIA will raise sufficient revenues to achieve its objectives; yet narrow enough to be sure that everyone who is paying into the BIA gets benefits from its services. Business districts often have one or more “natural” boundaries like a hill or highway, but other boundaries can be subtler. Most BIA organizing groups end up adjusting tentative boundaries during the process depending on services to be provided, potential revenues to be raised, and the support or opposition of potential ratepayers at the edges of the district. In general, tighter boundaries are easier to sell to potential ratepayers and easier to serve once the district is in place.

### **Other Key Features**

#### *Variable Assessments*

Not every property or business in a given BIA needs to be assessed at the same rate. Depending on the services to be provided, the nature of the district, and local politics, it may be advisable to vary assessments based on one or more characteristics. Like everything else with BIAs, the methodology must be equitable but the possibilities are endless. Common variations are discussed here.

**Variable Assessments by Use.** Many BIAs have different assessment rates for varying uses. For example, industrial or warehouse uses might pay a different rate than retail, office, or multifamily residential uses. Usually such variable rates reflect the perceived benefit of BIA services to differing users.

**Residential Uses.** State law limits BIA assessments to “businesses and multifamily residential or mixed-use projects.” This means that single-family homes, duplexes, triplexes, and townhomes cannot be assessed for BIA purposes. Some districts choose to limit or exclude assessments on all residences; others assess multifamily residences at the same rate as

businesses and other uses. Again, this is a local decision that is best tied to the benefit of BIA services.

**Assessment Ceilings.** It is also common to establish maximum assessments for individual properties or businesses. Sometimes these “assessment ceilings” also vary by use. For example, it might be that no property or business pays more than a given amount per year. Or, multifamily residential properties might have a set limit to the amount paid per multifamily residential unit.

Note: assessment ceilings are applied to individual properties or businesses, and not to the aggregate ownership of one individual or company. So, one person who owns several properties in a given district might have a ceiling applied to the assessment on one or more properties, but a ceiling cannot be applied to the overall ownership of several properties.

**Assessment Zones.** Some BIAs have zones that pay different rates depending on their proximity to main streets and/or specific services. For example, if a BIA were going to pay to maintain plantings along a specific street in addition to other services throughout the district, the businesses or properties adjacent to that street might pay a higher rate than those in other parts of the district. Currently, ratepayers in the West Seattle BIA pay rates based in part on proximity to parking lots leased by the BIA to provide free parking for shoppers.

**Exempt Properties.** Washington State law allows BIAs to “levy special assessments on all businesses and multi-family residential or mixed-use projects within the area” (RCW 35.87A.010). This exempts governmental, single-family residential, duplex, and triplex properties from assessments altogether. Some public agencies do pay a voluntary assessment that is comparable to what they might pay if assessed like everyone else.

Some BIAs do not assess “tax exempt” properties such as those owned by charitable organizations, but this is a local decision rather than a requirement by state or local government.

Some BIAs choose to exempt church-owned properties; other BIAs exempt church sanctuaries while assessing other church-owned properties at the same rate as everyone else. This is a local decision, but is a delicate consideration. Churches occupy a distinct place in public consciousness and may be strapped for funds, but churchgoers and church properties may put as much or more demand on BIA services as anything else.

BIA organizers should carefully weigh the various economic, political, and other consequences of exempting or not exempting certain properties. Some categories of ownership (i.e., churches) may account for only a small proportion of the total BIA assessment, but their influence on the neighborhood and on the city council may far exceed their potential payments into the assessment district.



BIA Boundaries & Zones

*Duration of the District*

The length of time for which a BIA stays in effect is a local decision. Some BIAs have no set length, and stay in effect until a formal termination process (similar to the formation process) is organized and completed. Others have specific dates built into the BIA ordinance, at which time the district will sunset unless a BIA renewal effort is organized and completed. The primary advantage of a set duration for a BIA is an assurance to ratepayers that the assessment won't continue unless the managing entity periodically reaches out to ratepayers to formally solicit and document their on-going support. Periodic renewal also allows BIA management to adjust rates, programs, services, and other elements to fit changing circumstances. On the other hand, BIA renewal takes time and resources. It is essentially forming a whole new BIA with all the same procedural requirements.

*Multiple & Overlapping BIAs*

It is also possible to have more than one BIA in effect in the same place at the same time. These might have entirely different purposes, assessment methodologies, and management structures. For example, this is true in Seattle's center city neighborhoods, with the Metropolitan Improvement District, Pioneer Square BIA, Chinatown/International District BIA, Broadway BIA, and Seattle Tourism Improvement Area. They have a variety of overlaps in areas served, but quite distinct purposes, assessment methodologies, and management structures. A hotel in Pioneer Square pays a business assessment to the Pioneer Square BIA for district promotions, marketing, and events, as well as a surcharge on room rates to the Seattle Tourism Improvement Area for tourism advertising. At the same time, the owner of the hotel property pays a property assessment to the Metropolitan Improvement District for cleaning, safety, and other services.

***Iterative Planning Process***

There are three elements to a BIA that are highly intertwined: what the district is trying to accomplish, how much that will cost, and how those funds will be assessed. A logical and forward-moving planning process will create goals for the project, set an expense budget for accomplishing those goals, and then establish an assessment methodology for raising those funds. But each element will depend on the others: goals will depend on resources available; budgets will depend on who will pay and how much; yet what ratepayers are willing to pay will depend on the project's goals and on the amount that others are paying relative to the overall budget; and so forth. As such, figuring out the particulars of a BIA will require a process with multiple iterations going back and forth among goals, budgets, and assessment methodologies.

*"There are three elements to a BIA that are highly intertwined:*

***What the district is trying to accomplish;***

***How much that will cost; and***

***How those funds will be assessed."***

## Goals

After assembling a core group that is representative of key ratepayers and others with substantial insight and influence in the district, a sensible first step is to talk about goals for the project. What are the problems facing the district? Which of those problems might be addressed through a BIA? Is sidewalk cleaning the biggest need? Or is it security? Or marketing and promotions? Business development? Physical improvements? Likely, the answer will be some combination of these types of activities. A good place to start is with a simple brainstorming of problems and possible activities to address them. Most potential ratepayers also have an instinctive feeling for how much they and their peers might be willing to pay for what sort of services, which will help launch the process with reasonable expectations.

## Budget

Once an initial list of possible goals and activities is outlined, it is useful to attach some sort of preliminary costs to these services. There is enough experience with BIAs in Seattle and elsewhere, that costs are fairly well understood. Leadership of existing BIAs, city staff, and consultants can often offer ballpark estimates that are good enough for the first round of planning. (Simple budget outlines for existing BIAs in Seattle are included in Chapter One.) It may be that, when cost estimates are attached to initial goals, the BIA core group will want to revise its goals to better reflect their sense of potential resources.

## Assessment Methodology

Once the group has a sense of how much money it is trying to raise, it is time to start considering who is going to pay what, and at this point data is required. The group will need a list of the businesses and/or properties they hope to assess, as well as the variables they might want to use to determine individual assessments. Issues with different strategies are discussed under “Assessment Mechanism” earlier in this chapter.

It is useful to set up an electronic spreadsheet that lists potential ratepayers (properties or businesses) in rows, with variables associated with each payer in columns (value, square footage, sales, number of employees, etc.). It is then fairly straightforward to set up a calculated column that spreads a potential overall assessment across all potential ratepayers according to one or more variables. It is very helpful to set-up the spreadsheet so it is easy to adjust the total amount to be raised and the assessment formula. This allows the group to try out different scenarios and quickly see which ratepayers will pay how much.

## Real-time Iterative Planning

It can also be quite powerful and useful to project the computerized spreadsheet onto a wall so the whole group can watch in real time as individual assessments rise and fall with different scenarios. In this manner, a member of the group can ask about a specific budget or formula idea and immediately see the impact on his or her assessment amount. In fact, everyone can see everyone else’s assessment amount as well. This



Setting Goals & Budgets

can be quite entertaining, but also get the group to a realistic concept fairly quickly as they try out different goals, budgets, and assessment mechanisms with real-time feedback on individual assessment amounts.

Experience suggests that this phase of the process requires several meetings. The first meeting is a brainstorming session on problems, possible actions, and goals. The second meeting reviews preliminary cost estimates and develops an initial budget. The third meeting is a first look at the data and potential individual assessments under different scenarios. It is then very common for the group to revisit the goals, budget, and assessment scenarios during several successive meetings as members of the group take time to reflect and consult with other potential ratepayers between meetings.

### ***Proposal & Marketing***

After several iterations of scenarios for goals, budgets, and assessment mechanisms, the group is likely to begin finding a balance of what can be accomplished for an amount of money that individual ratepayers find palatable. This becomes the initial proposal that is ready for discussion with a larger audience.

### **Initial Concept & Strategic Outreach**

When the group has agreed on an initial proposal, it is time to reach out to a wider audience. This is a critical stage in BIA formation that requires strategic outreach and communication. Up to this point, the core group has been meeting over several weeks or months. During this time the group will have developed camaraderie, a common vocabulary, and trust amongst themselves. Now they need to share their thinking with others who have not been in on its formation. Tempting as it is, this initial outreach should not be done through a large community meeting, but rather must be done by one-on-one outreach among trusted peers. Additionally, this is the time to reconsider the list of the potential top ratepayers. Under the initial concept, who will pay the most? Are those people in the loop? Now is the time to talk to them informally about the group's ideas with some sense of what it will cost each individual ratepayer. Each member of the core group should talk to a few potential ratepayers with whom they are familiar. A good strategy is for core group members to reach out to prospective ratepayers whose potential BIA assessments are similar to their own. During these one-on-one conversations, the core group members should explain the group's thinking, ask for feedback from these key potential ratepayers, and promise to take this feedback to the group.

*"This is a critical stage in BIA formation that requires strategic outreach and communication."*

### **Regroup & Adjust**

After these initial outreach meetings to key potential ratepayers, the core group should reconvene to discuss what everyone has heard. — Is the proposal being received well? Are they proposing too much or too little in terms of budget and services? Are there important issues and/or services

that need to be added to their list? Are some of their ideas not resonating with potential ratepayers? — This is a great time to make adjustments to the goals, budgets, and/or assessment mechanisms to appease key constituents before the BIA planning becomes more public.

### Broader Marketing Strategies

Once the core group has reconvened and made adjustments after initial strategic outreach, it is time for a focused strategy to sell the BIA proposal to the larger ratepayer community. Of the steps below, only the formal notifications and petitions are actually required, but experience suggests that each of these steps has value in successfully selling and launching a new BIA or renewing or modifying an existing one.

#### *BIA Concept Flyer*

It is a good idea at this stage to prepare a simple flyer explaining the BIA concept. This should include:

- Pictures of the district,
- A map of the proposed BIA,
- A discussion of issues facing the neighborhood,
- An overview of the proposal,
- Information about the people behind the proposal,
- A description of what the BIA will do and how it will be managed,
- A budget,
- A list of Frequently Asked Questions, and
- Where to go for more information.

Examples of similar flyers are available from the City or from existing BIAs.

#### *Initial Ratepayer Meeting*

After the first exploratory one-on-one meetings and subsequent adjustments to the proposal, the core group may want to stage an initial larger meeting to explain the proposal in broad terms to potential ratepayers, including general plans for services, budgets, and assessments. This should be held at a public and well-known location in the neighborhood that people will be familiar with.

Speakers might include members of the core group, one or two of the likely top ratepayers, and maybe a smaller ratepayer or two. Everyone who speaks should be ready to speak to specific challenges in the neighborhood and why they are willing to pay to address them. In addition to prospective local ratepayers, it may also make sense to have a ratepayer from an existing BIA somewhere else in town. Similarly, a presentation from a consultant or city official familiar with BIAs might make a good speaker at this meeting. Copies of the BIA Concept Flyer should be available as well.

Again, the core group should ask for input and be visibly ready to make adjustments in response to the group's feedback.





### *Formal Proposal & Petitions*

When the core group thinks they have a proposal that will do what they need and that can be sold to the ratepayers, they should prepare a formal proposal and petition. It is important to have city staff involved in this step to be sure that both the proposal and petition meet city requirements. The individual petitions need to specifically explain the BIA proposal, detail the assessment mechanism, show the individual ratepayer information that will be used to determine the BIA Assessment, and calculate the proposed first-year assessment.

Producing these petitions is somewhat complex and tedious because each one is custom-made for an individual ratepayer. Many BIAs assign this task to existing staff (if available) or to an intern, assistant, or consultant hired specifically for this purpose.

### *One-on-One Outreach*

Once the petitions are ready, ratepayers must be asked to sign them. The law requires that each ratepayer receive formal notification and a petition. While this can – and should – be done by mail, one-on-one outreach continues to be important. People are much more likely to sign if a friend or colleague hands them the petition, answers any questions, and either waits for a signature or promises to come back and pick it up.

While petitions are being signed, it should be clear where they should be sent and who is collecting them and compiling the results. Columns can be added to the spreadsheet to note who has signed and what percentage of the proposed assessment has signed. The core group will probably end up meeting periodically during this phase to monitor progress and assign one-on-one follow-up visits with key ratepayers who are yet to sign.

### *Formal Meeting of Ratepayers*

Some districts choose to have a formal meeting at which they solicit petition signatures on the spot. This can be very effective, engaging, and momentum building (sort of like an old fashioned barn raising).

It is important to note, however, that major ratepayers will not be persuaded in this manner alone. Most BIAs have ratepayers who will pay thousands or tens of thousands of dollars each year. Agreeing to this level of investment invariably requires a more personal approach. Before a major ratepayer gets an invitation to a ratepayers meeting, they should already know what's going on and have received a personal visit. They may attend a large meeting to get a feel for the community's feelings about the BIA, but they probably won't make up their mind on the spot.

Nevertheless, a larger meeting can be a great way to provide information to and gain support from smaller ratepayers. Most BIAs have many ratepayers who will only pay a few hundred dollars per year, making one-on-one outreach to everyone difficult and unpractical. The larger meeting is a way to communicate with these ratepayers all at once.

## Formal City Legislation

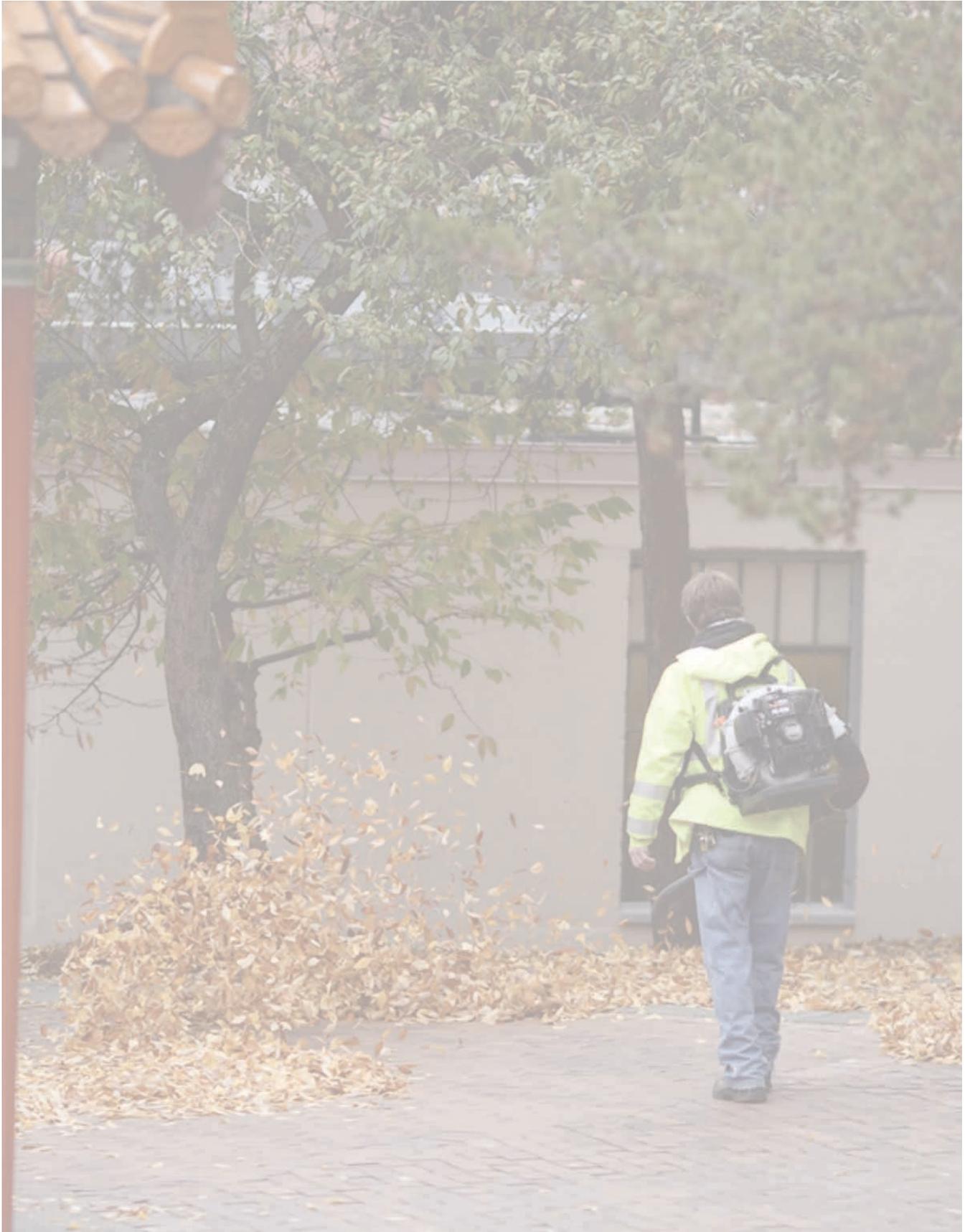
After the proposal is finalized and signed petitions are collected to represent 60% of the total proposed assessment, the BIA organizing group presents these to the City. This triggers a petition verification process by the Finance and Administrative Services Department (FAS). After petition verification, the City will draft an ordinance and schedule the legislative process that includes both the City Council and executive branch.

How long this takes will depend on how well organized the proposal and petitions are, how well the city staff understand what is going on in the neighborhood, what sort of support and opposition emerges to the proposed BIA, and what else is on the City Council's calendar. Organizers should plan on several months for this phase, and should be communicating with city staff before and during the process.

Since it is the City's process, the intricacies are not explained in detail here, but the initial steps are outlined below.

1. The organization that is proposing the BIA submits to the City (FAS) signed petitions of affected ratepayers in the proposed district. The petitions must be accompanied by:
  - A transmittal letter indicating:
    - How and when the petitions were circulated;
    - The number of affected ratepayers;
    - The total annual assessments to be collected; and
    - The percentage of that assessment signed in favor of the BIA.
  - Printed and electronic lists of potential ratepayers, indicating:
    - Each ratepayer who has signed a petition supporting the proposed BIA establishment;
    - Addresses of the affected properties;
    - Address of ratepayer if different from that of the property.
  - Description of the proposed BIA:
    - A description of the assessment methodology and rate;
    - A work plan and proposed budget for the first year; and
    - A map of the boundaries of the proposed BIA.
2. FAS reviews the data in the petitions to ensure that the required information has been accurately submitted.

Once the City determines that the petitions, transmittal letter, list of potential ratepayers, and description of the proposed BIA are submitted properly, the formal city process begins. This includes validation of the petitions, drafting formal resolutions for the City Council, referral to a Council Committee, scheduling and holding one or more public hearings, Committee recommendation, Full Council action, and referral to the Mayor for signature. City staff will manage this formal process, but the organization proposing the BIA will want to keep close track of the process and be ready to answer questions or provide additional information if needed.



## CHAPTER THREE: OPERATING A BIA

OPERATING A BIA is much like operating any nonprofit corporation, but with a few specific requirements and practical considerations that are unique to BIAs. The local situations are so varied that it isn't possible to suggest one best procedure, but some key considerations are discussed here.

### Operational Issues

#### ***Organizational Structure***

The various ways a BIA may relate to other community organizations in the area is discussed in Chapter Two. As a BIA goes about its business, it is very important that communication with all local groups and with individual constituents remain a top priority. Several BIAs that began with logical and widely accepted organizational relationships have gotten into trouble over time when those organizations stop communicating, working together, and reporting accomplishments to their constituents. Multiple community organizations, including a BIA, mean overlapping membership, work plans, funding sources, volunteers, and other resources. At minimum, a BIA should undertake an annual assessment of its relationships with other community groups in the area and consider whether updates or changes are needed.

#### ***BIA Ratepayers Advisory Board***

Each BIA is required to have an Advisory Board comprised of ratepayers who are current ratepayers representing various ratepayer classes and geographic diversity in the district. How the Advisory Board is selected is a local decision, but must be supported by the ratepayers. For example, selection of the Advisory Board might be through an electoral process, or the board might be self-perpetuating with ratification of a proposed slate of members by ratepayers at an annual meeting. The City of Seattle approves the initial Ratepayers Advisory Board, will be interested in the on-going composition of the Ratepayers Advisory Board, and reserves the right to appoint additional members if the Board does not appear to represent a variety of ratepayer classes and geographic diversity in the district.

The Ratepayers Advisory Board's duties include:

- *Adopting its own operating bylaws* outlining the role, purpose, and operations of the Board, including selection and term of Board members, selection of officers, meetings, grievance resolution, and any bylaw amendments.
- *Appointing officers.*

- *Representing the body of ratepayers* in giving guidance to the BIA manager and/or management agency about programs and budgets.
- *Conducting at least one annual ratepayers meeting per year* as required by RCW 35.87A. The annual meeting will allow ratepayers to approve the following year's work program, budget, and management plan for the BIA program.
- *Preparing an annual report.*
- *Hiring and supervising personnel* and/or contractors as needed.
- *Holding regular board meetings.*
- *Investigating and responding to ratepayer issues, concerns, and complaints.*

### **Annual Work Program**

The BIA Ratepayers Advisory Board is required to develop a specific annual work program that is approved by a majority of ratepayers attending the annual ratepayer meeting.

A BIA's services and programs must comply with the general intent of RCW 35.87A, but generally include most activities that are for the mutual benefit of the ratepayers. Frequently, these include:

- Sweeping and cleaning of public spaces;
- Removal of litter and graffiti;
- Security;
- Provision of parking and maintenance of parking facilities;
- Promotion of retail trade activities of the area;
- Furnishing of music in any public space;
- Provision of entertainment for and promotion of public events (e.g. street fairs, celebrations, parades etc.);
- Installation of directional signage pertinent to the area;
- Installation of temporary or permanent decorations
- Preparation and distribution of information brochures, maps, business directories, and other materials; and
- Overall program management.

The services and programs not permitted are those that do not comply with the general intent of RCW 35.87A. Strictly prohibited, are services and programs that specifically benefit only one particular ratepayer. For example using BIA assessment revenues to finance advertising that would promote an individual store or product is prohibited, while these revenues could be used to promote a gallery night, a restaurant weekend, or other events that benefit multiple ratepayers and the district as a whole.

## Operations

### Contracts

Once the Annual Work Program is established, the Ratepayers Advisory Board will present it to the City for Approval and enter into an agreement with the city for disbursement of BIA Funds, which will be on a cost reimbursement basis.

The Ratepayers Advisory Board may enter into a program management agreement with any individual, organization, or company. As noted above, this might mean contracting with an existing community organization to manage operations; it might mean hiring employees to manage the program; it might mean hiring a management firm; or hiring independent contractors directly.

Since the BIA funds are collected through governmental authority, an open and competitive process must be used in awarding contracts for services such as cleaning, maintenance, and security.

### Annual Budget

An annual budget shall be prepared in accordance with the Ratepayers Advisory Board bylaws and any city ordinance or contract governing the operation of the BIAs. The budget shall list the proposed expenditures for the upcoming year by category. The budget shall be approved by the Ratepayers Advisory Board and presented at the annual meeting for approval by the ratepayers.

### Bookkeeping

The Ratepayers Advisory Board must use standard accounting procedures for bookkeeping. All records of receipts and expenditures must be kept in such a manner that will show:

- A daily record of receipts and expenditures;
- The amount received and disbursed;
- The recipient;
- The use of the funds; and
- Advisory Board action.

The City may annually audit the BIA and shall have physical access to all records with 24-hour notice.

### Annual Report

In conjunction with the annual ratepayers meeting, the Advisory Board must prepare an annual report for the ratepayers detailing major activities during the operational year. The report should include:

- Any problem areas and actions taken to resolve them;
- Budget expenditures by budget category;
- Revenues collected;
- Delinquency rates;



- Current program goals and objectives; and
- Future direction and projects.

The annual report must be distributed to the ratepayers attending the annual meeting, to any ratepayer requesting a copy, and to the City.

### **Updates to Ratepayers & Assessments**

The BIA management entity is responsible for providing the City with additions and changes to the list of ratepayers. This is an important point that is often overlooked by BIA managers, and bears repeating: It is the BIA's responsibility to provide the City with additions and changes to the list of ratepayers.

*"It is the BIA's responsibility to provide the City with additions and changes to the list of ratepayers."*

Updated information will include ratepayers name, address, and information required to calculate the BIA assessment. This list is used for all public notification and assessment billings.

New businesses may be exempted, for a period not to exceed one year from the date they commenced business within the area, if the BIA ordinance includes this provision.

For business-based BIAs, the City can run a list of new business licenses, by quarter, upon request. However, since business licenses are addressed by corporate address, franchises and chain stores located within the boundaries of a BIA may not appear on the list. The BIA will need to periodically do an updated inventory of businesses in the area, with appropriate contact information and data needed to calculate assessments.

For property-based BIAs, King County property records are updated regularly and appraisal information is updated annually. Nevertheless, it is up to each individual BIA ordinance to specify how often the BIA assessment calculation will be updated to match county records. It is also up to the BIA to be sure that these periodic updates are happening in a timely manner.

### **Grievances**

All ratepayers shall have an opportunity to present their grievances to the Ratepayers Advisory Board for review and action. If they do not feel satisfied, they may then present their grievances to the City. An aggrieved party who is not satisfied with the recommendation and action by City staff may appeal this decision to the Hearing Examiner.

## Updates, Renewals, & Revisions of BIAs

### *Routine Updates*

As noted above, updates to a BIA's list of ratepayers and assessment calculations are routine, but not automatic. The BIA ordinance should specify how often this is done. The BIA must then provide the City with the updated information, and ensure that these updates are completed in a timely manner.

### *Minor Revisions*

State law allows for changes to the assessment rates and boundaries to be initiated by City Council resolution with notice to the affected ratepayers and a public hearing. If ratepayers who will pay a majority of the proposed additional assessment protest these changes at the hearing, the process to make these changes must stop. In practice, the Seattle City Council has been willing use this resolution process to initiate changes to BIA assessment rates and/or boundaries that will increase the total assessment by up to 10% in any given year.

### *Major Revisions & Renewals*

For changes that will increase the total assessment by more than 10% in a given year, the City Council expects a full petitioning process similar to initiating a new BIA. The same applies to renewing a BIA when its termination date is reached (if such a provision was included in the original BIA ordinance).

## Terminating a BIA

Two methods can be used to terminate a BIA. The first is initiated within the district; the second is initiated by the City Council itself.

For district-initiated termination, a petition is circulated throughout the district requesting the Seattle City Council to disestablish the BIA. After receiving that petition, the City staff will request a hearing before the City Council who will then decide on the petition.

The second method involves the passage of a City Council initiated resolution to disestablish a BIA. To do this, the Council must hold a public hearing, and prior to the hearing the city must notify all ratepayers of the Council's intent to disestablish the BIA, as well as the time and place for the public hearing.



## APPENDIX: Seattle BIA Ordinances

The following are notes on the individual BIA ordinances that are in place in Seattle as of early 2012. These are presented here for reference only. Legal and technical analysis should include a review of the City's archives.

### **Seattle Tourism Improvement Area (2011)**

Council Bill Number: 117258 Ordinance Number: 123714 AN ORDINANCE establishing a Seattle Tourism Business Improvement Area; levying special assessments upon hotel businesses within the area; providing for the deposit of revenues in a special account and expenditures therefrom; providing for collection of and penalties for delinquencies; providing for the establishment of a Ratepayers Advisory Board, and providing for an implementation agreement with a Program Manager.

- Status: Passed
- Date passed by Full Council: September 26, 2011
- Vote: 9-0
- Date filed with the City Clerk: September 30, 2011
- Date of Mayor's signature: September 30, 2011
- Date introduced/referred to committee: August 15, 2011
- Committee: Regional Development and Sustainability
- Sponsor: BURGESS; GODDEN
- Committee Recommendation: Pass
- Date of Committee Recommendation: September 20, 2011
- Online Link: <http://clerk.ci.seattle.wa.us/~scripts/nph-brs.exe?s1=&s3=&s4=&s2=&s5=%22business+improvement+areas%22&Sect4=AND&l=20&Sect2=THESON&Sect3=PLURON&Sect5=CBORY&Sect6=HITOFF&d=ORDF&p=1&u=%2F%7Epublic%2Fcbory.htm&r=1&f=G>



### **Columbia City Business Improvement Area (2009)**

Council Bill Number: 116429 Ordinance Number: 122902 AN ORDINANCE establishing a Columbia City Business Improvement Area; levying special assessments upon the owners and operators of the commercial, mixed-use and multi-family residential properties; providing for the deposit of revenues in a special account and expenditures therefrom; providing for collection of and penalties for delinquencies; providing for the establishment of a Ratepayers Advisory Board; and providing for an implementation agreement with a Program Manager.

- Status: Passed
- Date passed by Full Council: January 20, 2009
- Vote: 5-0 (Excused: Burgess, Drago, Harrell, Rasmussen)
- Date filed with the City Clerk: January 26, 2009
- Date of Mayor's signature: January 26, 2009
- Date introduced/referred to committee: December 15, 2008
- Committee: Finance and Budget
- Sponsor: GODDEN
- Index Terms: BUSINESS-IMPROVEMENT-AREAS, COLUMBIA-CITY
- References/Related Documents: Related: Res 31089, 31088
- Online Link <http://clerk.ci.seattle.wa.us/~scripts/nph-brs.exe?s1=&s3=&s4=&s2=&s5=%22business+improvement+areas%22&Sect4=AND&l=20&Sect2=THESON&Sect3=PLURON&Sect5=CBORY&Sect6=HITOFF&d=ORDF&p=1&u=%2F%7Epublic%2Fcbory.htm&r=4&f=G>





### ***Downtown Parking and Business Improvement Area (dbMetropolitan Improvement District, 2004)***

Council Bill Number: 114890 Ordinance Number: 121482 AN ORDINANCE establishing a Downtown Parking and Business Improvement Area; levying special assessments upon the businesses, multifamily residential or mixed-use projects within the area; providing for the deposit of revenues in a special account and expenditures therefrom; providing for collection of and penalties for delinquencies; providing for the establishment of a Ratepayers Advisory Board, and providing for an implementation agreement with a program manager.

- Status: Passed
- Date passed by Full Council: May 24, 2004
- Vote: 8-0 (Excused: Licata)
- Date filed with the City Clerk: May 26, 2004
- Date of Mayor’s signature: May 26, 2004
- Note: Known as Metropolitan Improvement District, MID
- Date introduced/referred to committee: April 26, 2004
- Committee: Finance and Budget
- Sponsor: MCIVER
- Index Terms: DOWNTOWN, BUSINESS-IMPROVEMENT-AREAS, ASSESSMENT, FEES, BOARDS-AND-COMMISSIONS
- References/Related Documents: Related: Res 30669, 30670; CF 306589
- Online link <http://clerk.ci.seattle.wa.us/~scripts/nph-brs.exe?s1=&s3=&s4=&s2=&s5=%22business+improvement+areas%22&Sect4=AND&I=20&Sect2=THESON&Sect3=PLURON&Sect5=CBORY&Sect6=HITOFF&d=ORDF&p=1&u=%2F%7Epublic%2Fcbory.htm&r=15&f=G>



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### ***Downtown Parking and Business Improvement Area (dbMetropolitan Improvement District, 1999)***

Council Bill Number: 112704 Ordinance Number: 119541 AN ORDINANCE establishing a Downtown Parking and Business Improvement Area; levying special assessments upon the businesses, multifamily residential or mixed-use projects within the area; providing for the deposit of revenues in a special account and expenditures therefrom; providing for collection of and penalties for delinquencies; providing for the establishment of a Ratepayers Advisory Board, and providing for an implementation agreement with a program manager.

- Status: PASSED AS AMENDED
- Date passed by Full Council: July 19, 1999
- Vote: 9-0
- Date filed with the City Clerk: July 26, 1999
- Date of Mayor’s signature: July 23, 1999
- Date introduced/referred to committee: June 1, 1999
- Committee: Business, Economic and Community Development
- Sponsor: DRAGO
- Online Link <http://clerk.ci.seattle.wa.us/~scripts/nph-brs.exe?s1=&s3=&s4=&s2=&s5=%22business+improvement+areas%22&Sect4=AND&I=20&Sect2=THESON&Sect3=PLURON&Sect5=CBORY&Sect6=HITOFF&d=ORDF&p=2&u=%2F%7Epublic%2Fcbory.htm&r=25&f=G>
- Note: Renewed in 2004 (above)

## University District (1996)

Council Bill Number: 111503 Ordinance Number: 118412 AN ORDINANCE establishing a University District Parking and Business Improvement Area; providing for the levy of special assessments upon business within the area, the deposit of revenues in a special account, and expenditures therefrom; providing for an implementing agreement; and making a conditionally reimbursable appropriation from the General Fund therefor, all by three-fourths vote of the City Council.

- Status: PASSED
- Date passed by Full Council: November 25, 1996
- Vote: 8-0
- Date filed with the City Clerk: December 3, 1996
- Date of Mayor's signature: December 3, 1996
- Note: Creating University District BIA
- Date introduced/referred to committee: October 14, 1996
- Committee: Business, Economic and Community Development
- Sponsor: DRAGO
- Online Link <http://clerk.ci.seattle.wa.us/~scripts/nph-brs.exe?s1=&s3=&s4=&s2=&s5=%22business+improvement+areas%22&Sect4=AND&l=20&Sect2=THESON&Sect3=PLURON&Sect5=CBORY&Sect6=HITOFF&d=ORDF&p=2&u=%2F%7Epublic%2Fcbory.htm&r=31&f=G>



## Chinatown/International District Parking and Business Improvement Area (1994)

Council Bill Number: 110175 Ordinance Number: 117174 AN ORDINANCE establishing a Chinatown/International District Parking and Business Improvement Area; providing for the levy of special assessments upon business within the area, the deposit of revenues in a special account, and expenditures therefrom; providing for an implementing agreement; and making a conditionally reimbursable appropriation from the General Fund therefor, all by three-fourths vote of the City Council

- Status: Passed
- Date passed by Full Council: June 6, 1994
- Vote: 8-0
- Date filed with the City Clerk: June 9, 1994
- Date of Mayor's signature: June 9, 1994
- Date introduced/referred to committee: May 23, 1994
- Committee: Business and Labor Policy
- Sponsor: DRAGO
- Index Terms: INTERNATIONAL-DISTRICT, BUSINESS-IMPROVEMENT-AREAS
- References/Related Documents: Related: CF 300091, Res 28925
- Online Link to PDF <http://clerk.ci.seattle.wa.us/~scripts/nph-brs.exe?s1=&s3=&s4=&s2=&s5=%22business+improvement+areas%22&Sect4=AND&l=20&Sect2=THESON&Sect3=PLURON&Sect5=CBORY&Sect6=HITOFF&d=ORDF&p=2&u=%2F%7Epublic%2Fcbory.htm&r=36&f=G>
- Note: Rates updated in 2001 and 2005. Online search for "Chinatown International District Business Improvement Area" at <http://clerk.ci.seattle.wa.us/~public/CBOR1.htm>



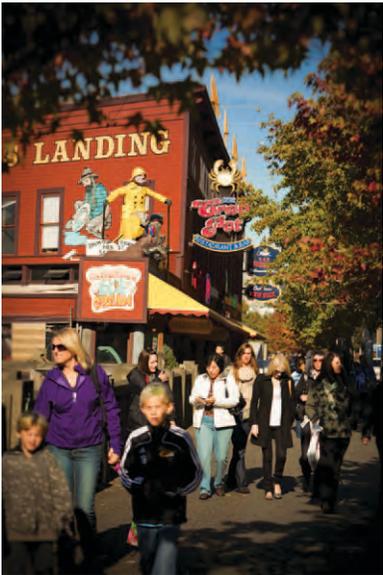


Christopher Nelson

### **First and Second Avenue Business Improvement Area (1991)**

Council Bill Number: 108944 Ordinance Number: 116021 AN ORDINANCE establishing a First and Second Avenue Business Improvement Area; providing for the levy of special assessments upon business within the area, the deposit of revenues in a special account, and expenditures therefrom; providing for an implementing agreement; and making a conditionally reimbursable appropriation from the General Fund therefor by three-fourths vote of the City Council.

- Status: Passed
- Date passed by Full Council: December 16, 1991
- Vote: 8-0
- Date filed with the City Clerk: December 20, 1991
- Date of Mayor’s signature: December 20, 1991
- Date introduced/referred to committee: December 2, 1991
- Committee: Finance, Budget and Management
- Sponsor: SIBONGA
- Index Terms: BUSINESS-IMPROVEMENT-AREAS, DOWNTOWN
- References/Related Documents: Related: Res 28472
- Note: Incorporated into M.I.D. In 1999 (page 40)
- Available on Microfiche on-line: Search for “First and Second Avenue Business Improvement Area” at <http://clerk.ci.seattle.wa.us/~public/CBOR1.htm>



### **Central Waterfront Business Improvement Area (1990)**

Council Bill Number: 107936 Ordinance Number: 115110 AN ORDINANCE establishing a Central Waterfront Business Improvement Area; providing for the levy of special assessments upon business within the area, the deposit of revenues in a special account, and expenditures therefrom; providing for an implementing agreement; and making a conditionally reimbursable appropriation from the General Fund therefor by three-fourths vote of the City Council.

- Status: Passed
- Date passed by Full Council: June 11, 1990
- Vote: 9-0
- Date of Mayor’s signature: June 15, 1990
- Date introduced/referred to committee: April 30, 1990
- Committee: Finance, Budget and Management
- Sponsor: SIBONGA
- Note: Incorporated into M.I.D. In 1999 (page 40)
- Available on Microfiche on-line: Search for “Central Waterfront Business Improvement Area” at <http://clerk.ci.seattle.wa.us/~public/CBOR1.htm>

### **West Seattle Junction Parking and Business Improvement Area (1987)**

Council Bill Number: 106022 Ordinance Number: 113326 AN ORDINANCE establishing a West Seattle Junction Parking and Business Improvement Area; providing for the levy of special assessments upon business within the area, the deposit of revenues in a special account, and expenditures therefrom; providing for an implementing agreement; and making a reimbursable appropriation therefor.

- Status: Passed
- Date passed by Full Council: February 23, 1987
- Date filed with the City Clerk: March 5, 1987
- Date of Mayor's signature: March 5, 1987
- Index Terms: WEST-SEATTLE, BUSINESS-IMPROVEMENT-AREAS, FUNDS
- Available on Microfiche on-line: Search for "West Seattle Junction Business Improvement Area" at <http://clerk.ci.seattle.wa.us/~public/CBOR1.htm>

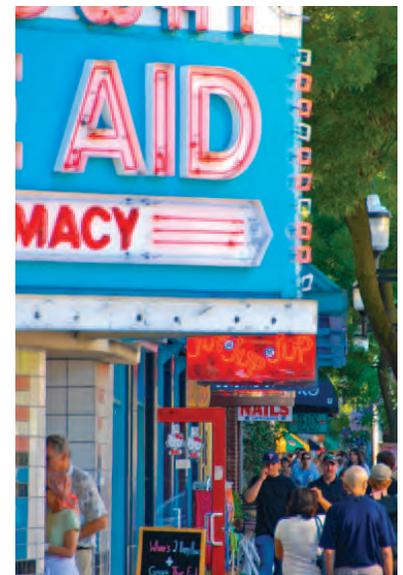


Donna Ryan Photography

### **Capitol Hill Business Improvement Area (1986)**

Council Bill Number: 105666 Ordinance Number: 113029 AN ORDINANCE establishing a Capitol Hill Business Improvement Area; providing for the levy of special assessments upon business within the area, the deposit of revenues in a special fund, and expenditures therefor; providing for an implementing agreement; and making a reimbursable appropriation therefor.

- Status: Passed
- Date of Mayor's signature: September 11, 1986
- Date introduced/referred to committee: August 4, 1986
- Committee: Finance and Personnel
- Sponsor: EXECUTIVE REQUEST
- Index Terms: BUSINESS-IMPROVEMENT-AREAS, CAPITOL-HILL, FINANCE
- Available on Microfiche on-line: Search for "Capitol Hill Business Improvement Area" at <http://clerk.ci.seattle.wa.us/~public/CBOR1.htm>





### **Seattle Retail Core Business Improvement Area (1986)**

Council Bill Number: 105655 Ordinance Number: 113015 AN ORDINANCE establishing a downtown Seattle retail core business improvement area; providing for the levy of special assessments upon business within the area, the deposit of revenues in special account, and expenditures therefrom; and providing for an implementing agreement with the Downtown Seattle Association.

- Status: Passed
- Date passed by Full Council: September 2, 1986
- Vote: 7-0
- Date of Mayor’s signature: September 10, 1986
- Date introduced/referred to committee: July 21, 1986
- Committee: Urban Redevelopment
- Sponsor: KRAABEL
- Index Terms: BUSINESS-IMPROVEMENT-AREAS, DOWNTOWN, FINANCE
- Note: Incorporated into M.I.D. In 1999 (page 40)
- Available on Microfiche on-line: Search for “Retail Core Business Improvement Area” at <http://clerk.ci.seattle.wa.us/~public/CBOR1.htm>



### **Pioneer Square Parking and Business Improvement Area (1983)**

Council Bill Number: 103779 Ordinance Number: 111244 AN ORDINANCE establishing a Pioneer Square Parking and Business Improvement Area; providing for the levy of special assessments upon businesses within the area; the deposit of revenues in a special fund, and expenditures therefrom; providing for an implementing agreement with the Historic Seattle Preservation Development and Authority; and making a reimbursable appropriation therefor.

- Status: Passed
- Date passed by Full Council: July 25, 1983
- Vote: 5-0
- Date of Mayor’s signature: August 2, 1983
- Date introduced/referred to committee: July 18, 1983
- Committee: Finance and Personnel
- Sponsor: RICE
- Index Terms: BUSINESS-IMPROVEMENT-AREAS, PIONEER-SQUARE, PUBLIC-CORPORATIONS
- Available on Microfiche on-line: Search for “Pioneer Square Business Improvement Area” at <http://clerk.ci.seattle.wa.us/~public/CBOR1.htm>

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**City of Seattle – Office of Economic Development**



**BDS – Planning & Urban Design**

Brian Douglas Scott, Ph.D., Principal  
Dwyn Armstrong, Project Associate  
Lauren Joyner, Urban Designer  
Tyler Brewer, Research Assistant

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