INTRODUCTION

In 2010 Pioneer Square received pointed and poignant recommendations: stop whining and infighting; develop market rate housing; hire a CEO; systematically identify short, intermediate, and long term priorities; assign responsibilities; and get to work. The neighborhood listened.

Seattle’s historic neighborhood has experienced unprecedented change in the ensuing five years. Through the investment and hard work of so many, Pioneer Square is finding its way to a preferred future. New housing. New businesses. New energy. A resurgence of restaurants and retail. New pride in our public realm, making it walkable and accessible to all. While respecting and protecting our history and historic fabric, we are writing a new story for an old neighborhood.

A list of all the appreciations would be endless. All the long term businesses that stayed and the new ones who decided to be part of this rich chapter, the staff and boards of the Alliance and the Pioneer Square Business Improvement Area (BIA), the Residents Council, our many collaborators, partners, and schemers. Many, many thanks to each person who made a conscious choice to step up and be part of the solution.

Leslie G. Smith
Executive Director
Alliance for Pioneer Square
SUMMARY OF NEIGHBORHOOD GOALS

COMMUNITY GOALS

1. **ECONOMIC GROWTH**
   Actively Engage Businesses and Property Owners in Supporting Economic Growth

2. **ADVOCACY**
   Build the Neighborhood’s Organizational Development and Advocacy Capacity

3. **HISTORIC ASSETS**
   Focus on the District’s Historic Building Assets and Enhance the Built Environment

4. **MARKETING**
   Effectively Market, Brand, and Promote Pioneer Square

CITY GOALS

1. **PUBLIC SAFETY**
   Ensure an Environment of Public Safety and Civility

2. **HISTORIC CHARACTER**
   Support Pioneer Square’s Historic Buildings and a Positive Development Environment

3. **ECONOMIC GROWTH**
   Provide Economic Development Support and Investment through Utility and Transportation Infrastructure
COMMUNITY GOALS + ACTIONS

1 Actively Engage Businesses and Property Owners in Supporting Economic Growth

A. Support Existing and Emerging Economic Clusters; Engage Property Owners, Brokers, and Other Stakeholders Around the Pioneer Square Economy and Needs for Retention and Expansion

• Identify desirable new businesses, including missing complementary businesses; implement strategies to fill specific niches
• Identify and support technical assistance needs, emerging business issues, and other business needs
• Facilitate connections among businesses across Pioneer Square to increase engagement and collaboration
• Continue recruitment and welcoming activities to attract new businesses
• Continually improve systems for tracking business openings and closings to identify trends in activity and for business outreach and engagement efforts

2 Build the Neighborhood’s Organizational Development and Advocacy Capacity

A. Support Safety and Public Civility Improvement Efforts

• Work with the Mayor’s Office, City departments, and other partners to increase regional access to human services to address unmet needs
• Work with the Mayor’s Office and Seattle Police Department to increase police engagement with individuals committing crimes and infractions, working to continuously improve civility in Pioneer Square
• Develop tools and additional supports to provide businesses with clear paths of action when faced with civility and street disorder issues
• Advocate for public restrooms in Pioneer Square and across downtown
• Advocate for improved standards for nightclubs, human service agencies, and sports venues to take responsibility for clients in the neighborhood

B. Participate in and Advocate for Transportation, Utilities, and Other Infrastructure Improvements

• Advocate to increase positive impacts on Pioneer Square during public and private improvement projects
• Ensure governmental agencies comply with regulatory responsibilities to a National Historic District
• Advocate to leverage benefits and opportunities of our location in a comprehensive transportation hub
• Advocate to increase efficiency and connectivity of utilities, including broadband

C. Continuously Develop Neighborhood Capacity for Leadership and Engagement

• Work with the Alliance Board, Pioneer Square BIA Ratepayer Board, Residents Council, business owners, and other volunteers to build strong community engagement and participation
Focus on the District’s Historic Building Assets and Enhance the Built Environment

A. Increase Residential Development and Density in Pioneer Square
   - Provide leadership for stakeholder dialogue regarding residential and other development
   - Build relationships with property owners and developers and facilitate advancement of residential and other development opportunities
   - Target smaller, infill projects in key areas needing improvement

B. Advocate for the Design, Improvement, Maintenance, and Activation of Public Spaces
   - For all development projects, public and private, advocate for design that enhances our historic fabric while improving walkability, our sense of place, and access to the waterfront and other public amenities
   - Advocate for continuous improvements to enhance walkability and the pedestrian experience in Pioneer Square
   - Create a neighborhood-driven design framework for streetscapes
   - Create a neighborhood-driven concept plan for Pioneer Square parks and gateways into the neighborhood
   - Partner with the Downtown Seattle Association (DSA), the City of Seattle, and others to pilot an Urban Parks Partnership, leveraging the Biederman Redevelopment Ventures plan for Occidental Square Park

C. Address Vacant, Dilapidated, and Underused Buildings
   - Engage property owners directly in efforts to improve the appearance, occupancy, and upkeep of the District
   - Work with the Metropolitan Improvement District to improve the appearance and upkeep of the District, including graffiti removal
   - Develop targeted strategies for each dilapidated, neglected building in Pioneer Square
   - Encourage changes to the Municipal Code regarding minimum maintenance standards to avoid demolition by neglect

D. Facilitate a User-Friendly Preservation Board Process and Experience
   - Work with the Pioneer Square Preservation Board to amend the District Guidelines to require an increased percentage of active retail use at street level, streamline processes, and create user-friendly, illustrative guides
   - Provide support and assistance to business owners through Preservation Board application process

E. Support Neighborhood Initiatives to Improve Pioneer Square Alleys as Public Spaces
   - Facilitate public/private partnerships to replace utility infrastructure and resurface alleys
   - Support neighborhood alley stewardship, including resource and permitting processes for other alley enhancements
   - Encourage businesses to upgrade alley facades and open towards alleys
   - Work with the City to evaluate and enforce the Clear Alleys Program

Effectively Market, Brand, and Promote Pioneer Square

A. Develop a Comprehensive PR, Marketing, and Branding Strategy for Pioneer Square
   - Continue to promote Pioneer Square as a cool, artsy destination for locals and visitors
   - Develop strategies to market and connect Pioneer Square’s unique mix of cultural assets — architecture, history (including Trail to Treasure), museums, parks (including the Klondike Gold Rush National Historical Park), art galleries and studios, restaurants, retail, and the busiest public transit hub in the Pacific Northwest

B. Create and Implement a Communications Plan
   - Continue positive media strategy; generate positive stories about the neighborhood
   - Implement a customer relationship management system to improve communication with all segments of the neighborhood, delivering relevant information in a timely manner
1 Ensure an Environment of Public Safety and Civility

A. Implement Strategies to Improve Public Safety Experience and Perceptions
   - Collaborate with the neighborhood on community policing strategies, partnering enforcement with access to services regionally
   - Work with Pioneer Square, the DSA, and other partners to pilot an Urban Parks Partnership to activate public space
   - Partner with the neighborhood in an effort to de-concentrate human services in Pioneer Square
   - Establish a public restroom in the neighborhood and explore options to install others across downtown
   - Work with neighborhood and sporting venues, nightclubs, and human service providers to decrease adverse impacts on the neighborhood

2 Support Pioneer Square’s Historic Buildings and a Positive Development Environment

A. Facilitate Development and Adaptive Reuse Incentives
   - Work with neighborhood stakeholders to improve the balance between low income and market rate housing
   - Lead an initiative to amend the District Guidelines to require an increased percentage of active retail use at street level and to streamline processes and create user-friendly, illustrative guides
   - Commit to consistent enforcement of District Guidelines

B. Address Vacant and Blighted Buildings
   - Explore the development of a Municipal Code regarding minimum maintenance to avoid demolition by neglect
   - Work with the neighborhood in developing targeted strategies for each dilapidated, neglected building and explore implementation of the state statute regarding spot blight

3 Provide Economic Development Support and Investment through Utility and Transportation Infrastructure

A. Support Transportation and Infrastructure Improvements and Mitigation
   - Work with neighborhood stakeholders to protect and promote a walkable, accessible, pedestrian-first environment
   - Work collaboratively with the neighborhood to mitigate impacts of transportation, infrastructure, and construction projects in Pioneer Square
   - Lead an initiative in partnership with the stadiums and surrounding neighborhoods to ensure that traffic control addresses the current urban environment (construction, shrinking parking supply, increased traffic, and special events)
   - Work with the neighborhood to manage the diminishing district parking supply, including reclaiming street parking from government use

B. Ensure Effective Utility and Technology Systems
   - Lead an initiative to identify and execute an investment strategy that brings reliable broadband and electrical service to Pioneer Square
# ACKNOWLEDGEMENTS

## Community Participants

<table>
<thead>
<tr>
<th>Jim Adams</th>
<th>Ben Grace</th>
<th>Kate Poole</th>
<th>Jacki Ashwell, Ex Officio</th>
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<td>Chris Airola</td>
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## Alliance Board

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For more information, please visit [www.allianceforpioneersquare.org](http://www.allianceforpioneersquare.org)