

IV. Recommended Strategies

IV. RECOMMENDED STRATEGIES

This chapter includes two sets of recommended enhancement strategies. The first set outlines a ***Development Framework*** for managing the future growth and enhancement of Downtown Burien. The second set of recommended strategies outlines a pro-active ***Course of Action*** to enhance Downtown – a course of action that should be implemented by a partnership of the private and public sectors. A discussion of that partnership is included at the end of this chapter.

Both sets of recommended enhancement strategies were specifically tailored to enable Downtown Burien to:

- Attain the community's defined vision; and
- Capture the economic opportunities revealed in the market analysis.

DEVELOPMENT FRAMEWORK

The following development framework should be used to manage the future growth and enhancement of Downtown Burien. The purpose of the Development Framework is to create a unified Downtown that has a clear economic identity – and whose uses and mix of businesses are easier for the customer to understand and patronize.

The Downtown Challenge

Burien is a new City. And, as part of a new City, Downtown is for the first time experiencing aggressive city planning and receiving the full attention of locally elected officials. These factors will make an enormous difference in the quality of Downtown development and, therefore, in Downtown's future.

In the context of creating a new City – out of what was essentially a suburban portion of King County – the Downtown enhancement effort is much more than an economic development initiative. It should be recognized as a rare opportunity – and possibly a once in a lifetime opportunity – for the people of Burien to:

- Create a new image for Burien in the minds of those living throughout the Seattle metropolitan area;
- Create a new self-image and self-pride among the residents of Burien; and
- Use the Downtown enhancement effort as a rallying point that creates city-wide community solidarity.

In purely economic terms, Downtown Burien has a great deal of potential. It can be said that a strong market exists for Downtown Burien's businesses due to:

- Shopping patterns of those living in the primary trade area, which illustrate that residents of the primary trade area are currently travelling to and near Downtown Burien for convenience retail and service businesses that people tend to patronize close to home (such as grocery stores, drugstores, etc.); and

- Shopping patterns of those living in the area, which illustrate that residents of the Seattle metropolitan area will travel from their community to other communities in the area when an attractive commercial venue is offered (such as University Village, Redmond Town Center, and Downtown Kirkland).

Therefore, it is expected that consumers living throughout the Highline area (who are used to travelling to Burien for neighborhood convenience shopping), as well as residents of the metropolitan area, would be willing to patronize Downtown Burien if Downtown presents an attractive commercial "package" – in terms of product and ambience.

To take advantage of this economic potential, the private and public sectors of Burien must:

- Come together to develop and exhibit the leadership necessary to recreate and reinvent Downtown Burien;
- Pull together, adopt a positive attitude, and focus on capturing Downtown's potentials and possibilities – rather than on rehashing the negatives of the past;
- Focus externally on the market opportunities facing Downtown, on consumer desires, and on consumer perceptions of Downtown Burien and its businesses, rather than focusing internally on one's self and one's neighbors; and
- Act in a unified, positive, professional, and business-like manner in order to create a better future for Downtown Burien by implementing the enhancement strategy contained in this document.

Unfortunately, if the private and public sectors cannot come together and act in this manner, Downtown Burien's economic potential will go unrealized – meaning it will not, for the most part, be sought after by consumers and high quality developers. In that case, it is expected that Downtown will continue to function primarily as it has, in terms of future business development. Namely with:

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- Quality neighborhood convenience businesses – such as those now located at Five Corners and Burien Plaza – which are geared to drawing residents from the Highline area and not from the metro area;
- Quality businesses seeking access to the freeway – such as vehicle dealerships;
- A limited number of quality small businesses whose owners could locate elsewhere but choose to locate in Downtown Burien because of their ties to the community – e.g., people who now live in Burien, who grew up in Burien, etc.; and
- Uses seeking the lowest possible overhead – such as undercapitalized businesses and storefront churches.

This is so since Downtown Burien exists in a marketplace that is highly competitive – both in terms of commercial venues that consumers can choose from and commercial opportunities investors can choose among. This competitive marketplace includes Southcenter – which in some ways can be considered the least worrisome of Downtown's competition since "a mall is a mall is a mall." However, residents of the metropolitan area are highly mobile as consumers – and business owners and real estate developers have many choices when considering where to invest in the area. Therefore, Downtown Burien's competition for both consumers and investors also includes University Village, Redmond Town Center, Downtown Kirkland, Bellevue Square, Downtown Seattle, etc., etc.

In order to put Downtown Burien "on the scope" of area-wide consumers and quality developers, drastic actions are needed. And, drastic actions do not occur in any community without:

- A clear gameplan for action;
- Strong private and public sector leadership;
- Community solidarity; and

- A commitment to implementation that is driven by the positive forces within a community.

The gameplan for action is presented in this document. It is based on the community's desires and hopes for an enhanced and improved Downtown Burien. Now, the positive forces within Burien's private and public sectors are faced with the following challenge:

***To come forward,
to demonstrate strong leadership, and
to provide the courage necessary
to make the community's dreams a reality.***

Future Economic Orientation

For a sustainable future, Downtown Burien should be recreated to have the following economic orientation:

***A multi-use and multi-faceted Downtown
that appeals to a broad spectrum of users
as a place to work, shop, be entertained, and live –
a Downtown of businesses that are fun, funky, and functional,
offering both the essentials and the enjoyments of life.***

The Downtown enhancement effort should focus on creating this economic orientation for Downtown Burien.

Currently, Downtown contains retail businesses that have the following orientations:

- Neighborhood-oriented convenience businesses (groceries, drug-stores, etc.);
- Businesses catering to Downtown's weekday employees (food shops, coffee shops, etc.) and
- Highly specialized destination businesses (bridal shop, band instruments, stained glass supplies, etc.).

What is largely missing from Downtown's current retail mix is ***impulse-oriented retail businesses***. The retail business development element of the Downtown enhancement effort should focus on creating and attracting such businesses.

Downtown Districts

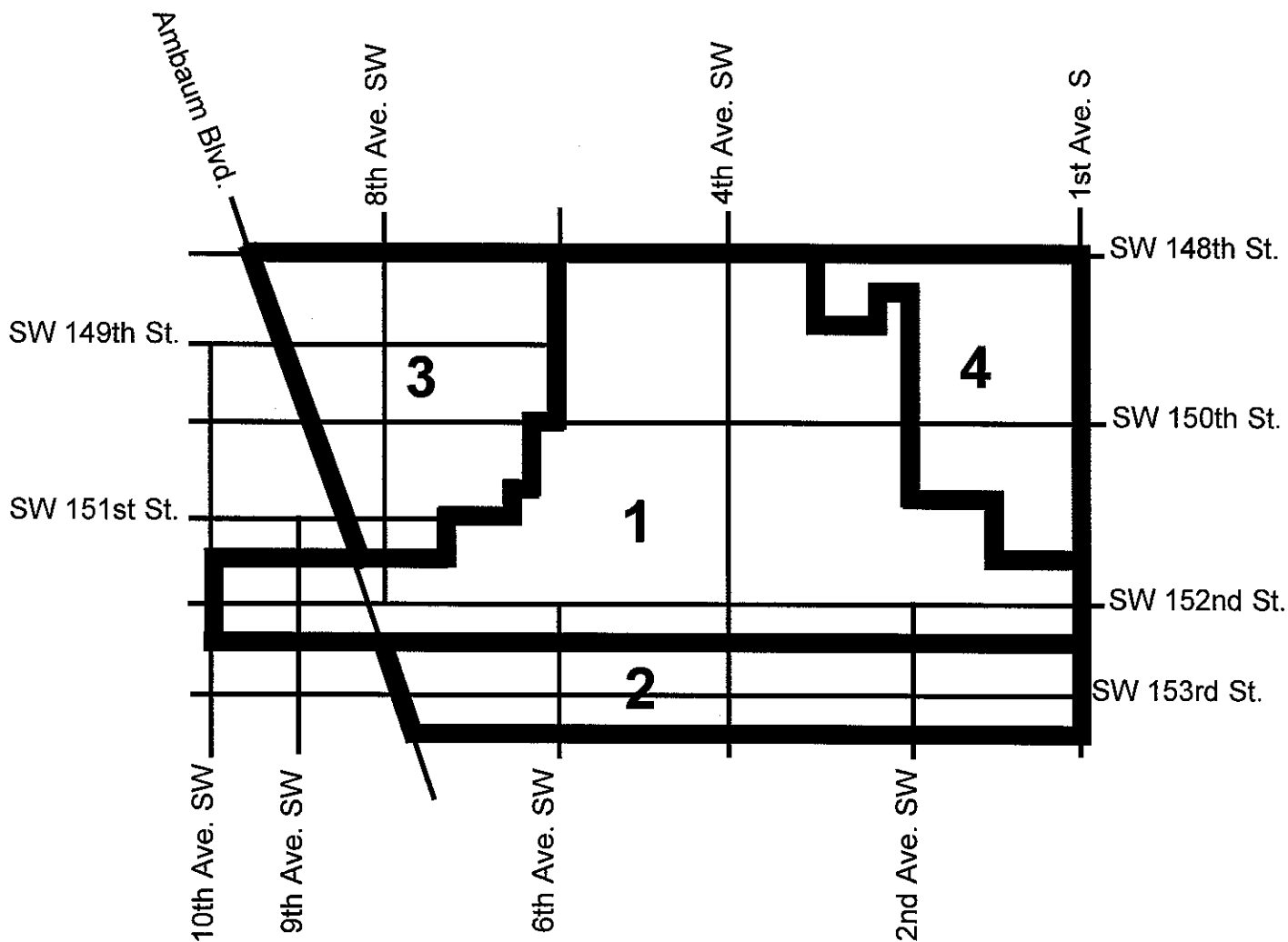
Downtown Burien should be enhanced and developed to contain the following four distinct districts, each with a clear economic focus:

- Downtown Core District;
- Destination Retail and Service District;
- Redevelopment District;
- Highway-Oriented District.

The appropriate economic orientation for each Downtown district is described on the following pages.

The map presented on the next page – titled ***Downtown Burien Development Districts*** – shows the location of each recommended Downtown district.

Downtown Burien Development Districts



District:	
1	= Downtown Core District
2	= Destination Retail and Service District
3	= Redevelopment District
4	= Highway-Oriented District

- ***Downtown Core District***

The Downtown Core District should contain a large number of specialty retail, food, arts, and entertainment businesses, particularly in the first floors of buildings along the 152nd Street Pedestrian Spine. These businesses should be operated as fun, impulse shopping type businesses, with a heavy concentration of independently owned, one-of-a-kind businesses.

The 152nd Street Pedestrian Spine should continue to be developed and maintained as the most intense pedestrian-oriented area of Downtown Burien, with a high level of pedestrian-oriented streetscape amenities and a solid streetwall of buildings to ensure an intimate street level environment.

The much locally discussed and desired "central plaza or town square" should be located in this district of Downtown Burien – specifically, along the eastern side of the 4th Avenue SW corridor extending north from 152nd Street to 150th Street. This new Downtown amenity should be designed as a highly visible open space for community gatherings, to underscore the community's high level of environmental quality, and to create a sense of place and community focus in Downtown Burien.

The northern portion of the Downtown Core District currently contains a limited collection of neighborhood convenience-type businesses, that are located in an auto-oriented and suburban-style shopping center setting, as well as a bus transfer/park & ride facility. It is likely that the area containing the collection of neighborhood convenience businesses will continue to operate with an auto-oriented focus within the immediate future. However, when additional redevelopment is undertaken in this area – and on the bus transfer/park & ride site – emphasis should be placed on creating a more pedestrian-oriented environment. This should include a high level of streetscape improvements, mixed-use buildings constructed to sidewalk edges, and associated parking facilities placed in parking structures – including above and below ground parking facilities. Mixed-use buildings should contain retail and restaurant uses on the first levels, with office and housing in the upper floors.

Specific uses appropriate for the Downtown Core District are presented below.

Prepared Food

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Sandwich Shops;
- Bistros;
- Coffee Houses;
- Delis;
- Brew Pubs;
- Bakeries;
- Candy/Ice Cream/Yogurt Shops;
- Pubs/Taverns -- with Atmosphere/Operation Welcoming to Families; and
- Ethnic Foods -- i.e., Italian, Mexican, Greek, French, Chinese, etc.

Food for Home

- Grocery and Gourmet Grocer;
- Health Foods;
- Meat/Fish Market; and
- Wine/Cheese Shops.

Entertainment

- Live Theater; and
- Entertainment in Restaurants -- i.e., piano player, guitarist, small combos, dancing, etc.

Specialty Retail

- Antiques;
- Art Galleries, Framing and Supplies;
- Books;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Children's Apparel;
- Computers/Software;
- Florist;
- Gifts, Stationery and Cards;
- Hardware/Feed/Seed
- Home Decorating Products and Design Services;
- Men's Apparel;
- Music (Recorded and Sheet);
- Newsstand;
- Office/School Supplies;
- Optical Products;
- Shoes, Dress and Casual;

Downtown Core District Uses (Continued)

Specialty Retail (Continued)

- Small Variety Store;
- Sporting Goods;
- Tobacco Shop;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry;
- Wall Coverings and Paint; and
- Women's Casual Apparel and Accessories.

Convenience Retail/Select Services

- Barber Shops;
- Beauty Shops;
- Dry Cleaners/Tailor Shop;
- Pharmacy;
- Shoe Repair/Shine; and
- Video Rental.

Offices

- Accounting, Auditing, Bookkeeping;
- Administration of Educational Programs;
- Advertising;
- Commercial Banks;
- Engineering, Architectural Services;
- Executive Offices of Government;
- Legal Services;
- Life Insurance;
- Management and Public Relations;
- Newspapers;
- Passenger Transportation Arrangement;
- Photographic Studios;
- Real Estate Agents and Managers;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Housing/Lodging

- Above first floor uses in mixed-use buildings; and
- Hotel facilities, if market conditions prove feasible.

- ***Destination Retail and Service District***

The Destination Retail and Service District, extending the length of 153rd Street within Downtown Burien, currently contains a large concentration of highly specialized, unique destination retail and service businesses – many businesses of the type one would make a special trip to patronize but not many of the type geared to browsing and impulse buying.

This district currently contains a significant concentration of home furnishing businesses (framing, floor coverings, window coverings, bath fixtures), health services (massage therapy, physical therapy, chiropractors, hand clinic), performing arts-related businesses (dance classes, dancewear, drum shop, musical instruments), and food establishments that primarily cater to local residents and Downtown employees.

The current economic orientation of this district – with a focused assortment of destination retail businesses and service businesses – is viable, appropriate, and should be maintained.

Specific uses appropriate for the Destination Retail and Service District are presented below.

Prepared Food

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Sandwich Shops;
- Delis; and
- Ethnic Foods -- i.e., Italian, Mexican, Greek, French, Chinese, etc.

Food for Home

- Convenience Grocery.

Destination Retail

- Appliances;
- Bike Shop (Sales and Rental);
- Books and Newsstand;
- Computers/Software;
- Florist;
- Hardware;
- Home Decorating Products and Design Services;
- Musical Instruments;

Destination Retail and Service District Uses (Continued)

Destination Retail (Continued)

- Nurseries/Garden Supply;
- Office/School Supplies;
- Optical Products;
- Radio/TV/Electronics;
- Small Variety Store;
- Sporting Goods;
- Tobacco Shop;
- Toys, Games and Crafts; and
- Wall Coverings and Paint.

Convenience Retail/Select Services

- Auto/Home Supply;
- Barber Shops;
- Beauty Shops;
- Dance Studio;
- Dry Cleaners/Tailor Shop;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Child Care Services;
- Computer and Data Processing;
- Dentists and Doctors Offices;
- Engineering, Architectural Services;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- Newspapers;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Print Shops;
- Real Estate Agents and Managers;
- Residential Care;

Destination Retail and Service District Uses (Continued)

Offices (Continued)

- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

- **Redevelopment District**

The Redevelopment District of Downtown Burien currently contains a mixture of service businesses, limited convenience and specialty retail businesses, offices, institutional uses, and a limited number of housing units.

Due to the age and condition of much of the current development within this area, it is likely that the district will become an attractive area for the development of higher density buildings and a higher level of mixed-use structures in the future – particularly as the balance of Downtown Burien is further enhanced. In fact, a limited number of redevelopment projects have recently been undertaken in portions of this district – specifically at the western edge of the district on Ambaum Boulevard.

This district is appropriate for convenience retail uses, offices, institutional uses, public facilities (including public parking facilities), and multi-family housing. As appropriate and feasible, mixed-use structures should be encouraged in this district, with convenience retail and office uses located in the lower levels and housing located in the upper levels.

Specific uses appropriate for the Redevelopment District are presented below.

Prepared Food

- Fine Dining Restaurants; and
- Moderate Priced Restaurants.

Food for Home

- Convenience Grocery.

Convenience Retail/Select Services

- Barber Shops;
- Beauty Shops;
- Dry Cleaners/Tailor Shop; and
- Pharmacy.

Offices

- Accounting, Auditing, Bookkeeping;
- Administration of Educational Programs;
- Administration of Public Health Programs;
- Administration of Veterans' Affairs;
- Administration of Economic Programs;

Redevelopment District Uses (Continued)

Offices (Continued)

- Administration of Utilities;
- Advertising;
- Child Care Services;
- Commercial Banks;
- Computer and Data Processing;
- Courts;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- Executive Offices of Government;
- Fire, Marine Casualty Insurance;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- Newspapers;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Print Shops;
- Public Order and Safety;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Housing/Other Uses

- Above lower floor uses in mixed-use buildings;
- Infill buildings on redeveloped lots, underutilized lots and surface parking lots; and
- Churches.

- ***Highway-Oriented District***

Businesses located in the Highway-Oriented District are and will continue to be auto-oriented, due to the desirability of having direct access to an extremely high volume of traffic on 1st Avenue and access to freeway travelers – such as vehicle dealerships, auto service businesses, and national food chains/franchises.

Specific uses appropriate for the Highway-Oriented District are presented below.

Prepared Food

- Moderate Priced Restaurants;
- Sandwich Shops; and
- Coffee Shops.

Food for Home

- Convenience Grocery.

Convenience Retail

- Auto Sales/Service;
- Auto/Home Supply;
- Dry Cleaners; and
- Gas Service Station.

Top Priorities

At the start of the enhancement effort – and for the first three to five years, at a minimum – implementation should be focused on the Downtown Core District. This is essential since doing so will:

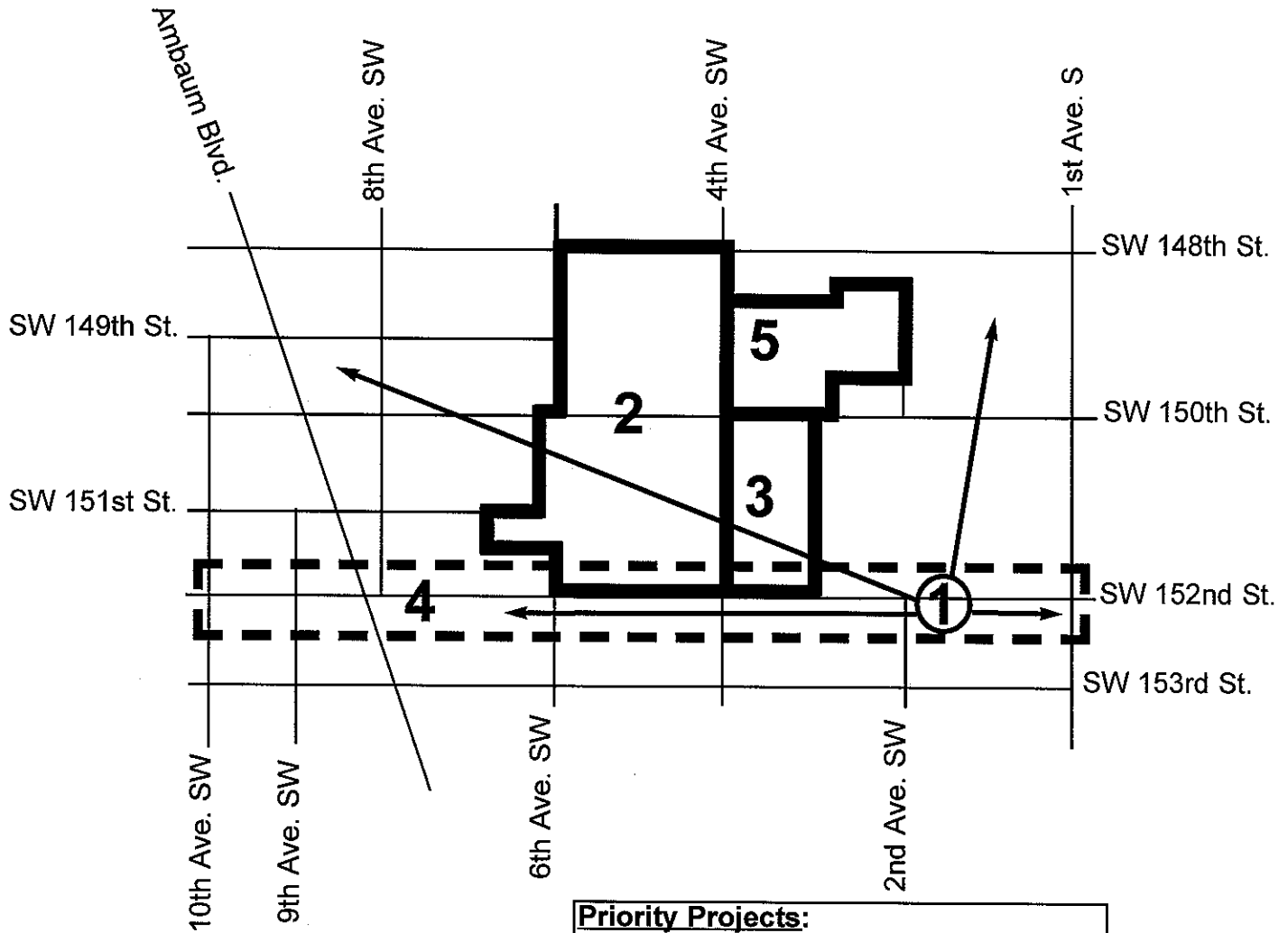
- Create a greatly visible critical mass of high quality improvements;
- Increase the value of property within the Downtown Core District; and
- Create a ripple effect that will stimulate market demand and investor interest in the other Downtown districts.

Within the Downtown Core District, implementation should begin immediately on five priority projects aimed at enhancing and strengthening the Downtown Core. These are:

- A Downtown spruce-up;
- Parking lot landscaping;
- The Town Square;
- The 152nd Street Pedestrian Spine; and
- The Park and Ride/Transit Center site.

Each of these priority projects is explained in detail in the following section of this document, and shown on the map presented on the next page – titled ***Downtown Burien Initial Priority Projects***.

Downtown Burien Initial Priority Projects



- Priority Projects:**
- 1 = Downtown Spruce-Up
 - 2 = Parking Lot Landscaping
 - 3 = The Town Square
 - 4 = 152nd Street Pedestrian Spine
 - 5 = Park & Ride/Transit Center Site

COURSE OF ACTION

The following course of action should be aggressively implemented – in its entirety – in order to create a vibrant, sustainable Downtown Burien.

It must be recognized that Downtown Burien has two primary assets at this time – its strong market and its easily accessible location. And, the needs facing Downtown must also be recognized. These are the need:

- To create a positive, alluring Downtown image;
- To improve Downtown's "curb appeal;" and
- To reverse negative attitudes concerning Downtown.

The following course of action was specifically crafted to address these needs and leverage Downtown's assets.

Priority Projects

As was stated earlier, implementation of the Downtown economic enhancement strategy should begin with the following five priority projects aimed at strengthening the Downtown Core District.

- ***Downtown Spruce-Up***

A Downtown spruce-up should be staged immediately. While this is a relatively elementary project and a basic initiative of many Downtown enhancement efforts throughout the nation, it is extremely important in Downtown Burien for two major reasons:

1. ***To make an immediate improvement in Downtown's curb appeal; and***
2. ***To show immediate action is being taken to recreate Downtown Burien.***

The Downtown spruce-up should:

- Be organized and begun immediately;
- Start in the Downtown Core District (and be expanded to other portions of Downtown once an acceptable level of success is experienced in the Downtown Core District);
- Be a community-wide effort, involving City Hall, all civic and business organizations, the schools, and residents of Burien;
- Include actions to remove old business signs, pick up litter, paint light poles, weed all parking lots, paint-out graffiti, and paint parking stripes.

Overall, the Downtown spruce-up should include all actions necessary to improve Downtown's look, curb appeal, and cleanliness.

- ***Parking Lot Landscaping***

Landscaping of the Downtown Core District's parking lots – located between 4th and 6th, from 148th to 152nd, as shown on the previously presented map titled ***Downtown Burien Initial Priority Projects*** – should be undertaken as quickly as possible. This will reduce the "sea of asphalt" that residents, Downtown business owners, and Downtown employees all find undesirable and highly objectionable.

This Downtown priority project should entail the following.

- Owners of the parking lots should be contacted individually to discuss with them the overall enhancement strategy, the widespread community agreement that the current "sea of asphalt" is undesirable, and the importance of their being good neighbors.
- It should be explained to owners that this is a low cost/high impact priority project that will have a positive affect on Burien as a whole, and it should be emphasized that

Many of the other communities throughout the greater Seattle metropolitan area have made or are making efforts to enhance their overall Downtown physical environments.

Therefore, it is essential that every Downtown Burien property owner do their part to enhance the overall quality of Downtown's physical environment in order to ensure that Downtown Burien remains competitive, in what is a highly competitive marketplace.

- After the individual meetings, owners should be convened as a group to create momentum.
- A qualified professional landscape architect should be retained to work with owners on the design of a landscaping plan that is high quality, low maintenance, and coordinated.

- Consideration should be given to using University Village's parking lots as a prototype for the landscaping plan.
- The agreed upon landscaping plan should then be implemented as quickly as possible.

- **Town Square**

There is widespread community agreement that a Town Square should be created in Downtown Burien in order to provide a major "focal point" that affords a "sense of community." The Town Square should be created in the location shown on the previously presented map titled ***Downtown Burien Initial Priority Projects*** and using the following steps.

- The City of Burien should gain control, ASAP, of the property that will serve as Town Square's location.
- The City and the Downtown Partnership should consider sponsoring an international competition for the design of Town Square. There is precedence for this in the region – with Bellevue's highly acclaimed Downtown Park having been designed in this manner.

An international design competition would be advantageous for Burien for two major reasons. First, it would result in the highest level of creative, quality design. Second, and equally important, taking this approach would help raise to a new level the City's image within the region and beyond.

- Town Square's design should:
 - Stress minimalism and flexibility of use;
 - Reflect the serenity and awe inspiring beauty of the area's two defining landmarks – Puget Sound and Mt. Rainier; and
 - Include a water feature and high quality, unique public art.

- As part of the Town Square effort, ESD should be encouraged to enhance the facade of its building which will face Town Square and to landscape that portion of its property – consistent with the quality displayed in Town Square.
- **152nd Street Pedestrian Spine**

Consistent with the recommendations presented in the Development Framework section of this document:

As an economic goal *the Downtown Core District should contain a large number of specialty retail, food, arts, and entertainment businesses, particularly in the first floors of buildings along the 152nd Street Pedestrian Spine. These businesses should be operated as fun, impulse-shopping type businesses, with a heavy concentration of independently owned, one-of-a-kind businesses.*

- and -

As a physical goal *the 152nd Street Pedestrian Spine should continue to be developed and maintained as the most intense pedestrian-oriented area of Downtown Burien, with a high level of pedestrian-oriented streetscape amenities and a solid streetwall of buildings to ensure an intimate street level environment.*

To ensure that the 152nd Street Pedestrian Spine economic and physical goals are accomplished in a timely manner, the following actions should be taken.

Streetscape Improvement Plan – An experienced and highly qualified designer, likely a landscape architect, should be retained to prepare a streetscape plan for the entire 152nd Street Pedestrian Spine within Downtown Burien. The streetscape plan should stress minimalism and pedestrianization, and ensure the use of only permanent, quality materials. The plan should also include the use of the highest level of plantings – throughout all seasons – and include public art.

Following the completion of the streetscape plan, every effort should be made to implement the plan at the earliest possible date – in conjunction with the development of the Town Square, if possible.

Downtown Traffic Study – Concurrently with the preparation of the streetscape improvement plan, an experienced and highly qualified transportation engineer should be retained to complete a traffic study and traffic improvement plan for the 152nd Street Pedestrian Spine of Downtown Burien. The study should:

- Examine and recommend methods by which to introduce more traffic calming and pedestrian-safety features along the thoroughfare;
- Examine the potential of reducing the number of traffic lanes on 152nd Street – from four to three or two lanes, if feasible; and
- Examine the potential of introducing angled parking along the thoroughfare.

Care should be taken by the engineer to avoid the introduction of one-way streets anywhere in Downtown Burien and avoid the diversion of traffic from 152nd Street, except truck traffic.

Following completion of the traffic study, every effort should be made to implement the plan at the earliest possible date – in conjunction with the development of the Town Square, if possible.

Building Improvements – An all-out effort must be made to improve the overall appearance and quality of buildings and signs along the 152nd Street Pedestrian Spine of Downtown Burien. A qualified architect – experienced in the renovation and preservation of buildings in older commercial districts – should be retained to prepare design guidelines for both buildings and signs along the 152nd Street Pedestrian Spine.

And, renderings should be prepared for the maximum number of buildings – showing both the existing buildings and the buildings following renovations undertaken consistent with the recommended design guidelines.

Following the preparation of the design guidelines and renderings, business owners and building owners should be presented the guidelines and renderings – on a one-on-one basis – and encouraged to undertake the building and sign improvements consistent with the recommended design guidelines.

If feasible, the architect who prepared the design guidelines should be retained to provide additional design assistance to building and business owners who would like to undertake improvements – if additional design or construction assistance would lead to the expedient completion of renovation projects.

Any financial assistance which may be available to assist building and business owners in their efforts to improve buildings should be offered. However, financial assistance offered in conjunction with the implementation of the Downtown Burien economic enhancement strategy should only be extended to building/business owners who undertake building and sign improvements consistent with the design guidelines.

Business Retention – A concerted effort should be made to provide the highest level of assistance to the existing businesses located on 152nd Street in order to strengthen the businesses and better serve the Downtown Burien marketplace.

The most effective way to help 152nd Street business owners quickly get information and assistance which meets their needs is by offering one-on-one counseling sessions. These sessions should involve Downtown enhancement staff and interested business owners. The sessions should be held at a location and time that is most convenient for each interested business owner. Each business owner should be asked to come to the session prepared to discuss items with which they would like assistance. The aim of each session

would be for the staff to provide the needed assistance during the meeting or to establish a timeline for delivering the needed assistance following the meeting.

The one-on-one sessions should also be used to:

- Review the findings of the market analysis with businesses owners;
- Explore additional merchandise lines or services that a specific business could offer, based on the market analysis findings;
- Discuss the allocation of a small percentage – such as 10% – of the annual buy-budget of a business to experiment with new merchandise lines or services;
- Discuss the possibilities of an owner expanding the business, or creating a new business in Downtown, based on the market analysis results;
- Discuss the most appropriate business hours to keep based on the customer groups that are being targeted by each business owner – with all businesses open during the hours which are the most convenient for their target customer groups;
- Explore ways a business owner can provide more memorable customer service;
- Discuss building improvements that might be made (to the inside and outside of structures) as well as incentives available for such work;
- Create more exciting, yet cost-effective, window displays – with windows lighted until at least midnight each evening;

- Discuss methods of improving interior merchandising techniques now being used;
- Write a business plan with a particular owner; and
- Make an application for financial incentives available in Downtown.

The maximum level of assistance, as appropriate, should be sought from Small Business Development Centers and SCORE – with the delivery of services coordinated through staff.

It should also be kept-in-mind and understood that the 152nd Street Pedestrian Spine is a location for full-time businesses, only. Businesses which are open sporadically or inconsistently – commonly referred to as hobby businesses – are not appropriate for this area of Downtown Burien since they disrupt business clusters and will discourage pedestrians from walking the length of the 152nd Street Pedestrian Spine.

IMPORTANT NOTE: Business retention assistance, as noted above, should be provided to all businesses within Downtown Burien over time. Following the initial provision of assistance to businesses along the 152nd Street Pedestrian Spine, retention services should be expanded to 153rd Street and each of the other areas of Downtown Burien. And, if a business in any Downtown location requests assistance, at any time, every effort should be made to accommodate their needs.

- ***Park and Ride/Transit Center Site***

The current Park and Ride/Transit Center site, located at the northeast corner of the intersection of 4th Avenue SW and 150th Street, is a tremendously underutilized parcel of property located in the heart of Downtown Burien.

While this site was, perhaps, appropriate for heavy bus traffic and all-day auto parking when Burien was simply considered a suburban part of the County – and prior to current efforts to create a more pronounced and vibrant central commercial district, today:

***Heavy bus traffic
and surface level auto storage
are no longer appropriate
for this Downtown Core District property.***

In fact, the Park and Ride/Transit Center facility – located adjacent to the Town Square site – will create a level of congestion and noise that will be incompatible with the Town Square. Such a facility would detract from the ambiance and environmental character of Town Square, and therefore, has the potential to lessen the community's use and enjoyment of the Town Square.

Every consideration should be given to relocating the Park and Ride/Transit Center facility at the earliest possible date – thereby freeing the property for a much more appropriate Downtown Burien use.

As Downtown Burien is further enhanced, and as market conditions allow, every effort should be made to redevelop the current Park and Ride/Transit Center site to include a mixed-use complex which contains:

- Convenience and limited specialty retail uses on the first floor;
- Office uses on the first and lower floors;
- Owner-occupied condominium housing units on the upper floors, with views of Puget Sound and, if possible, Mt. Rainier;
- If deemed feasible, executive lodging on portions of the site or as a component of upper level residential floors;
- A restaurant or restaurants on the top levels, with views of Puget Sound and, if possible, Mt. Rainier; and

- Parking for occupants and patrons developed in sub-surface or covered parking facilities – meaning minimal or no surface level parking lots.

In order to initiate this redevelopment project, the City of Burien should meet with Metro at the earliest possible date to start negotiations which will lead to the future relocation of the facility and the redevelopment of the site consistent with the Downtown Burien economic enhancement strategy.

As a public entity, and understanding the critical importance of economic development within Burien, it is hoped that Metro will desire to take steps to ensure the further enhancement of Downtown Burien – consistent with overall plans for the further enhancement of the commercial district.

In order to ensure that the site is redeveloped consistent with the community's enhancement strategy, the City should gain control of the site from Metro through an option, if possible, or through outright acquisition of the property if necessary – understanding that City ownership would be only a temporary situation until the site is transferred to an appropriate private developer.

In either case, the City should put itself in the position of controlling the site ASAP in order to ensure that the property is redeveloped consistent with the Downtown economic enhancement strategy.

Once it is determined that market conditions are appropriate for the redevelopment of the site, an appropriate developer or developers should be sought by issuing a request for proposals to qualified developers who will undertake a redevelopment project consistent with the Downtown Burien economic enhancement strategy.

The City of Burien should retain a qualified architect to work on the design of the real estate development project with the selected developer. This will be important in order to:

- Ensure that the project is undertaken consistent with the Downtown economic enhancement strategy; and

- Ensure that the design of the project serves as a bold symbol of the integrity and quality of development being pursued by the City and community for Downtown Burien.

IMPORTANT NOTE: It is suggested that the project be considered for development through an overlay zone – with height and density negotiated based on both aesthetic as well as economic considerations.

The redevelopment of the Park and Ride/Transit Center site is a very important project – a project which can potentially and likely set a new standard of quality and add a new element of style and character to Downtown Burien. Therefore, rather than placing artificial, arbitrary limits on the height and density of development on this particular site, it is strongly recommended that, in addition to aesthetic considerations, the economics of the project also be allowed to influence the height and density needed to ensure the development of a successful project.

Once a qualified developer is selected for the site, the maximum degree of flexibility should be extended to the developer to encourage the design of a quality, creative project. And, an open civic mind should be maintained regarding zoning requirements.

City Actions

The following actions should be taken by the City of Burien in order to attain the community's Downtown vision and capture Downtown's economic opportunities.

- ***Planning Approach for Further Downtown Enhancement***

Since Burien's incorporation, a concerted effort has been made to prepare needed plans and programs essential to ensure a higher level of quality development throughout the community. And, an equally concerted effort has been made, it appears, to encourage the maximum level of community involvement in the preparation of plans.

The process used to complete this economic enhancement strategy is an example of that concerted effort. Unlike the process used to complete this economic enhancement strategy, however, several Downtown planning efforts have been delegated to committees – primarily comprised of volunteers working without, in most cases, the assistance of retained professionals. While this approach can result in quality projects, it takes a considerable amount of time, energy and effort to gather data, examine alternatives, and design actions with, primarily, volunteers – particularly with volunteers who are very busy, have other jobs and responsibilities, and who are asked to serve as volunteers on countless numbers of other committees locally and elsewhere.

Consistent with the process used to complete this economic enhancement strategy – and consistent with the recommendations previously presented in this economic enhancement strategy – the community should retain qualified professionals for several of the recommended projects, including the parking lot landscaping plan, the new Town Square design, the 152nd Street streetscape improvement plan, the Downtown traffic study, and the preparation of design guidelines and renderings for 152nd Street buildings and signs.

Consistent with Burien's "planning style," the community and committees should be involved in defining issues with the retained professionals. However, the professionals should be allowed to craft the plans and designs and present their recommendations to the committees and City. In other words, the parking lot landscaping plan, the Town Square, the streetscape improvements, etc., should be developed with citizen discussion and input. However, they should be designed

by professionals and not "by committee." Once the plans and designs are completed, they should be aggressively implemented, with maximum support from the community, committees, and City.

This planning approach – volunteers working with retained professionals held to production timelines – should result in a much higher level of action and a greatly reduced level of "meeting."

- **Parking**

Parking must be convenient and available to serve Downtown's patrons and users. Convenient and available parking should be provided via the following steps – which are shown below from the least to most aggressive, in terms of City actions.

- First, Downtown business owners should take the initiative to keep themselves and their employees out of the on-street parking spaces located along 152nd Street and the streets that run off of this main Downtown spine. Doing so will show that Downtown business owners respect and value their patrons.
- Second, the City of Burien should enforce parking time limits which are currently in place in Downtown. These time limits have been enacted to ensure parking turnover – again, as an acknowledgement that prime, on-street Downtown parking spaces must be available and convenient for customers (short-term parkers) and not monopolized by all-day parkers.
- Third, the City of Burien should consider creating public parking lots (with fees) in the Redevelopment District. And, these lots should be used by Downtown's all-day parkers – business owners and employees – so that prime, on-street spaces can be freed for use by Downtown patrons.

- **Public Safety**

The public is currently concerned with Downtown safety, especially in the evening hours. Therefore, the highest level of on-street police presence should be provided in Downtown. To accomplish this, the City of Burien should consider contracting with a private source (such as a private security company or with retired police officers) to augment the presence of currently retained police officers. It is

especially important to augment police presence at night for two reasons. First, to alleviate the safety concerns now held by the public. And, second, to encourage more evening entertainment venues to open in Downtown.

- ***Pro-Business***

To attract quality investors, the City of Burien must be – and be perceived as being – both pro-business and pro-quality. This should be accomplished by:

- Reviewing and streamlining, as much as is possible, all City planning and permitting processes;
- Giving City staff as much authority as possible to approve plans and permits as an administrative matter – without having applicants appear before City boards or commissions – when applications meet City requirements;
- The City considering creation of a one-stop-shop which allows applicants to receive all planning and permitting reviews in a convenient and expedient manner; and
- Getting the word out to the investment communities – e.g., business owners, property owners, real estate developers, bankers, real estate professionals, etc. – that the City of Burien stands ready to welcome, work with, and assist all investors who are ready to be positive additions to Burien's Downtown.

- ***153rd Street Corridor Physical Improvement Plan***

The 153rd Street corridor in Downtown Burien has a large number of strong businesses which appear to have a very clear economic focus. This corridor's business climate – and appeal to both investors and consumers – could be drastically enhanced with relatively minor physical improvements. Therefore, it is suggested that the City take the initiative – in partnership with business and property owners along 153rd Street – to craft a physical improvement plan for this corridor that defines:

- Design guidelines for building renovation, signs and awnings – to ensure they are coordinated, pedestrian-friendly, and visually appealing;

- Needed parking lot landscaping, maintenance and other improvements; and
- Landscaping for the corridor, via flower pots/plantings, tree lawns, etc.

These relatively minor improvements – if made in a coordinated and comprehensive manner – will soften, enliven, and tremendously improve the corridor's physical appeal and, therefore, its market appeal.

The 153rd street corridor physical improvement plan should be defined by a qualified design professional, using the planning approach outlined earlier. Once the plan is completed, the City of Burien should aggressively complete improvements which are designed to enhance public property.

And, the completed physical improvement plan should be presented to private property owners and business owners – on a one-on-one basis – and they should be encouraged to undertake the recommended improvements.

If feasible, the architect who prepared the physical improvement plan – as also suggested for the 152nd Street buildings improvements – should be retained to provide additional design assistance to building and business owners who would like to undertake improvements along 153rd Street, if additional design or construction assistance would lead to the expedient completion of improvement projects.

Any financial assistance which may be made available to improve buildings and property should be extended only to those who undertake improvements consistent with the 153rd Street corridor physical improvement plan.

- ***Private Property Improvements
Throughout Balance of Downtown Burien***

Once plans are completed and major improvements have been made along the 152nd and 153rd Street corridors – as was suggested for both areas of Downtown Burien – a qualified designer should be retained to prepare design guidelines for existing building improvements, new infill building construction, and signs within the balance of Downtown Burien. And, renderings should be prepared for several prototypical existing buildings – showing both the existing conditions and the buildings following improvements undertaken consistent with the recommended design

guidelines. Graphic examples of appropriate infill construction should also be prepared.

Design guidelines should emphasize urban – not suburban – building configurations, in order to foster a higher level of pedestrian-orientation and multi-stop usage throughout all of Downtown Burien. And, the guidelines should place maximum emphasis on the use of only quality, permanent construction materials. Remember:

***You are creating a Downtown
that must serve the community well
and that will set Burien's new image
for many, many decades.***

Once guidelines and renderings are prepared, they should be presented to business and property owners – again, on a one-on-one basis – and they should be encouraged to undertake the recommended improvements.

Again, any financial assistance which may be available should be extended only to those who undertake improvements consistent with the design guidelines.

- ***Public Signs***

Public signs should be designed and installed along 1st Avenue directing motorists to Downtown Burien. The design and quality of these signs should reflect Downtown's, and the City's, new image.

In association with the streetscape improvements along 152nd Street, consideration should be given to the design and location of signs within Downtown which welcome patrons to the commercial district.

- ***Zoning***

The following zoning ordinance modifications should be considered to ensure the highest level of quality development throughout Downtown Burien:

HyettPalma

- Prohibit the placement of any additional pawn shops within Downtown Burien – SIC #393220 – if possible;
- Prohibit the placement of sandwich boards on public right-of-way, including sidewalks, thereby giving pedestrians maximum access and reducing the amount of visual clutter throughout Downtown;
- Prohibit the placement of banners advertising private businesses – on both public or private light poles;
- Limit the number and size of permanent business signs and day-to-day window signs and require – to the extent possible – the installation of signs that are professionally made – not homemade;
- Prohibit additional drive-in restaurants in the Downtown Core District;
- Prohibit storefront churches on 152nd and 153rd Streets in order to reserve the building space for businesses which are open on a regular basis; and
- To preserve and regain the 152nd Street streetwall, allow zero lot line development, only, for any new buildings constructed along the thoroughfare, particularly from 4th Avenue to 10th Avenue.

It would be difficult at this time to prohibit offices from locating in the first floors of buildings located along 152nd Street, due to the large number of offices currently located along the thoroughfare. However, a goal of the enhancement effort is to create a more significant cluster of retail, restaurant, art, and entertainment uses along 152nd Street. Doing so will make it more profitable for property owners to have these uses, rather than offices, located in the first floors of buildings along 152nd Street. Therefore, in the future, as the retail, restaurant, art, and entertainment cluster is created along 152nd Street, consideration should be given to amending the zoning ordinance to allow only these uses in the first floors of buildings located on 152nd Street.

- **City Hall**

In the future, it is anticipated that the City of Burien will have a need to relocate and expand City Hall. At that time, consideration should be given to constructing a new City Hall facility in the Redevelopment District.

Constructing a new City Hall facility in this district would provide many benefits, including:

- The new City Hall would act as a major catalyst for private sector investment in the Redevelopment District;
- Public parking – for Downtown employees – could and should be created as part of the new complex; and
- The current City Hall site could be marketed to the private sector as a prime site for a mixed-use development that is similar to (but smaller in scale than) that recommended for the Park and Ride/Transit Center site.

Special Projects

The following special projects should be endorsed, encouraged, and assisted as part of the Downtown enhancement effort since they will add to the appeal of Downtown.

- ***Historic Museum***

Proposals to create a historic museum in Old Burien should be wholeheartedly supported by those in both the private and public sectors who are committed to Downtown's enhancement. This is so since a high quality historic museum will:

- Act as a Downtown destination and anchor;
- Draw area-wide residents;
- Potentially draw tourists to Downtown;
- Enhance Downtown's image and name recognition; and
- Attract new users to Downtown – and give business owners the opportunity to entice these new users to become new patrons of Downtown's businesses.

- ***Little Theater***

The Little Theater should be encouraged to locate in Downtown. Ideally, the Little Theater would:

- Locate along 152nd Street;
- Consider providing live theater as well as films in their new location; and
- Consider opening a coffee house as part of their new Downtown facilities.

- ***Farmers Market***

All across the nation, farmers markets are increasing in numbers and enjoying success in Downtown locations. Downtown Burien has the potential to benefit and participate in this trend. Therefore:

- The Burien farmers market should be reinstated;
- It should be open on Saturday mornings; and
- It should be located in the City Hall/Lamonts parking lots.

Business Recruitment

The retention of the largest number of existing businesses currently located in Downtown Burien should be the number one business development priority of the Downtown Burien economic enhancement strategy – including assisting existing business owners in expanding, opening new businesses, or relocating to more appropriate areas of Downtown Burien.

Once every effort has been made to strengthen and retain the highest level of Downtown's existing businesses, the aggressive recruitment of appropriate new businesses for Downtown Burien should be undertaken, consistent with the following recruitment strategy.

- ***Primary Recruitment Goals***

The primary business attraction goals for Downtown Burien should be to:

- Seek out and work with private investors, showing them the vast economic opportunities which exist in Downtown Burien, and encouraging them to undertake projects and open businesses which have been identified as appropriate by the market analysis findings and the overall economic enhancement strategy for Downtown Burien;
- Direct and leverage the considerable interest already being shown in Downtown investment so that Downtown's business mix is improved;
- Work with property owners and real estate representatives to fill vacancies with appropriate businesses; and
- Work with property owners and real estate representatives – when deemed appropriate – to replace problematic uses or businesses with stronger ones that better serve the market and fit Downtown's new image and identified market needs.

- ***First Targets for Recruitment***

The recruitment of appropriate businesses for the 152nd Street Pedestrian Spine should be the first priority of the recruitment initiative. As recommended in the Development Framework section of the enhancement strategy, in the Downtown Core District, particular emphasis should be placed on the recruitment of

specialty retail, food, arts, and entertainment businesses, particularly in the first floors of buildings along the 152nd Street Pedestrian Spine. These businesses should be operated as fun, impulse-shopping type businesses, with a heavy concentration of independently owned, one-of-a-kind businesses.

- ***Recruitment Process***

The following process should be used to recruit additional businesses for Downtown Burien.

- In cooperation with Downtown property owners and/or their agents, the staff should develop and maintain an inventory of available space in Downtown Burien. This inventory should be kept on computer so that it can be sorted by a variety of parameters of interest to prospects.
- In cooperation with the real estate community and property owners – and using the recommendations found in this document – staff should identify specific businesses to be recruited.
- Once prospects are identified, staff should arrange to meet with the prospects.
- During these meetings, prospects should be given the recruitment packet – described below – and invited to visit Downtown Burien.
- When prospects visit Downtown Burien, staff should serve as their escort. Specific business owners, bankers, Downtown Burien Partnership Board members, and City representatives should be alerted to the visits so that they can be "on call" to assist prospects in any manner possible during their visit to Downtown Burien.

- During these visits, staff should take prospects on a tour of Downtown Burien and of appropriate and available space in Downtown.
- If a prospect shows interest in one or more of the appropriate spaces, a meeting should be arranged between the prospect, the appropriate party responsible for leasing or selling the property, and staff.
- Following this meeting, if a prospect shows interest in a property, and if deemed appropriate, the prospect should be transferred to the owner or agent of the property for final negotiations and closing of the deal.
- Staff should follow-up with owners or agents and prospects to determine if additional assistance is needed and to ensure that the deal is closed in a timely manner.

- ***Working with Realtors***

Every effort should be made to engage the local real estate community in the business attraction effort. The intent of this is to encourage the full participation of the real estate community in focusing on and identifying appropriate prospects, placing prospects in targeted properties, and in obtaining the cooperation of property owners.

In return for their cooperation, assistance should be extended to cooperating real estate agents and owners in their efforts to find appropriate prospects and lease space in Downtown Burien.

- ***Working with Building Owners***

Property owners should also be encouraged to cooperate in and assist with business attraction efforts. Cooperation on the part of property owners should entail:

- Getting space ready to show by cleaning windows, sweeping entryways and lobby areas, removing old interior fixtures and trash, removing old signs installed by previous businesses, ensuring that HVAC systems are in working order, and having adequate lighting to view;

- Being flexible and realistic regarding terms of a lease or sale, if needed; and
- Allowing tenant improvements to be made that enhance the prospective business and which respect the exterior visual appeal of the property.

Again, in return for this cooperation, assistance should be extended to property owners in their efforts to find appropriate prospects for their Downtown Burien building space.

- ***Prospecting for Businesses***

The staff working on Downtown Burien business recruitment should identify prospects for Downtown using the following "inside-out" approach.

- ***Existing Business Expansion/Additional Business Opening*** – As previously noted, staff should work closely with existing, successful Downtown business owners throughout the business attraction process. These owners should be given the first chance to provide merchandise and services identified in the market analysis. Existing business owners could provide these goods and services either by expanding merchandise lines or services offered in their current locations or by opening additional businesses in Downtown Burien.

This form of business development is very cost effective since it normally requires minimum time and expense on the part of staff. In addition, current Downtown business owners are familiar with the market and should be in the best position to respond to identified market needs.

- ***Existing Business Repositioning*** – As part of the business attraction strategy, consideration should be given to encouraging existing businesses to relocate from other portions of the community into appropriate space in Downtown. This should be done if relocation would increase their chances of economic success.

- **The Trade Area** – Business prospects should be sought from within the trade area. This entails, first, identifying existing businesses that:
 - Are well-managed;
 - Are well-capitalized;
 - Have a loyal customer base; and
 - Are similar to the types of businesses recommended in the market analysis.

Once this has been done, the owners of those businesses should be encouraged to consider opening additional operations in Downtown Burien – or to relocate in Downtown – consistent with the process described above. Specific targets should be business owners who have already opened more than one store – these are normally very productive prospects since they have already made the decision to expand on one or more occasions.

- **Beyond the Trade Area** – Recruitment of businesses located outside the trade area – particularly throughout the Seattle metropolitan area – may be necessary if success is not experienced within the trade area. If the steps outlined above have not yielded the desired results, then prospects should be sought from outside the trade area – through personal contact, not cold calling.

- **Recruitment Packet**

Staff should prepare a personalized packet of information for each business prospect. Each packet of information should include data which is desired by the prospect – as determined through consultation with prospects.

Information concerning the opportunities found in Downtown and the overall enhancement effort – which is contained in this document – should also be given to prospects. And, information concerning specific properties which are available should also be given to prospects.

To the greatest extent possible, information should be personalized – including the prospect's name and specific information requested by prospects.

Lender Involvement

When the local lending community displays confidence in Downtown revitalization in any community, it is an extremely significant occurrence. As has been seen in similar communities throughout the nation, high lender confidence in a commercial district normally leads to higher levels of investment in businesses and real estate within a commercial district.

Representatives from area lending institutions – which show an interest in more aggressive and progressive lending in Downtown – should be asked to meet with representatives of Downtown Burien and the City of Burien to discuss the lending needs of Downtown businesses and property owners. Based on the findings of this discussion, and based on the findings and recommendations of this enhancement strategy, the lenders should design and deliver, as appropriate, additional lending programs and products which will:

- Assist in stimulating further Downtown improvements;
- Help make Downtown businesses more profitable; and
- Improve the long-term revenue generation potential of real estate development projects in Downtown Burien.

Several specific fiscal initiatives which should be explored by the group include:

- Funding for building renovations and sign upgrading – including lower interest loans and the provision of partial grants, if funding can be obtained, such as CDBG funds;
- Financial incentives to help business owners become building owners; and
- Methods by which to tie lending programs with design guidelines and other recommendations of the economic enhancement strategy.

Marketing

In order to succeed, the Downtown economic enhancement strategy must include an aggressive marketing campaign aimed at marketing Downtown as a whole. It is suggested that the Downtown marketing campaign contain at least the following elements. It must be noted that, in addition to the following actions, it is assumed that Downtown's business owners will assume the responsibility of actively advertising their own enterprises on a regular basis.

- **Media Relations**

In terms of Downtown enhancement, "media relations" is the placement of positive stories about Downtown – and the enhancement effort itself – with the media. Traditionally, the purpose of undertaking a Downtown media relations effort is to recreate the image of Downtown which is held by the public. In Burien, this is an especially important element of the Downtown marketing campaign since:

- The City itself is new and in the process of recreating its image;
- The Burien enhancement effort entails creating a Downtown out of what was, essentially, a suburban portion of King County; and
- Both Downtown and the City of Burien need to be "repositioned" in terms of the image they have among those within the Seattle metropolitan region.

Therefore, the Downtown marketing campaign should be commenced with – and conducted on an on-going basis with – media relations as its primary focus.

The media relations effort should entail:

- Compiling a list of all print and electronic media throughout the Seattle metropolitan area;
- Identifying the appropriate contact person at each media source;
- Developing a rapport with each media contact person on the list;

- Sending story ideas and stories, on a regular basis, to each contact person;
- Inviting each contact person to an informal tour of Downtown Burien and to all events and "happenings" that occur within Downtown; and
- Making it easy for the media contacts to run stories about Downtown Burien and the enhancement effort.

- **Web Site**

Increasingly, Downtowns nationwide are being marketed on the Internet. Using this technique should be viewed as being especially important for Downtown Burien since it can be used to:

- Get accurate information about Downtown, and the enhancement effort, to the residents of Burien and to the Downtown business community;
- Tout Downtown's attributes and the positive actions being taken by the private and public sectors as the enhancement strategy is implemented;
- Tell the metropolitan Seattle "world" that change is underway in Burien and its Downtown; and
- Entice those who are visiting the Seattle area to put Downtown Burien on their "to do" list.

A special "Downtown Burien" section should be maintained as part of the Web site being created by the City of Burien. At a minimum, the Downtown section should include the **Executive Summary** of the Downtown economic enhancement strategy, "progress reports" telling about the enhancement strategy's implementation, a "point and click" version of the Downtown directory (mentioned below), and information about Downtown events.

After this information has been placed in the Downtown section, then information about Downtown economic opportunities – e.g., properties for sale, spaces for lease, business types being recruited, etc. – should be incorporated into the site.

In addition, a Downtown Burien "column" – that is written by the Downtown Partnership (mentioned below) and updated on at least a monthly basis – should be included in any Web sites maintained by the Southwest King County Chamber of Commerce.

And, consideration should be given to enabling Downtown businesses to advertise, as a distinct group, on the Chamber's Web site.

- ***Downtown Brochure***

The Downtown Burien Association has been in the process of creating and printing a Downtown brochure/directory. This is an invaluable means of letting the buying public know all that Downtown offers. Therefore, plans for its production should continue despite the disestablishment of the Downtown BIA.

The brochure should:

- Be of a high quality, professional design that graphically reflects Downtown's new image as a Downtown of businesses that are fun, funky, and functional and that offer both the essentials and the enjoyments of life;
- List all businesses that are located in Downtown Burien – so that the depth and breadth of Downtown's commercial offerings can be conveyed to the consumer;
- Be placed at all locations that area-wide residents frequent – such as area grocery stores, area banks, Burien City Hall, the Burien public library, the hospital, ESD, etc.; and
- Be distributed at Downtown special events – to turn event-goers into year-round Downtown patrons.

In the future, after Downtown has been recreated as a multi-dimensional, multi-faceted area of retail, food, art, and entertainment venues, then the brochure should be also placed at locations that are visitor-based – such as all area lodging facilities, information booths at the airport, etc.

- ***Special Events***

Analysis is underway locally to determine whether or not a "Taste of Burien" special event should be created. Such an event is an excellent idea that should be pursued, given the wide range of international restaurants and food establishments that currently exist in Downtown Burien.

The Taste of Burien should be held in Downtown and should become an annual event.

- ***Concierge Development***

In the future – as Downtown Burien becomes an area that offers an appealing and magnetic array of retail, food, art, and entertainment venues – a rapport should be developed with concierges at lodging facilities throughout the area. This will be important since, if Burien is able to attract area visitors, these will for the most part be guests at area lodging facilities, rather than those having a short airport layover. Therefore, it will be critical that concierges – who lodging guests often seek out as a primary source of on-site visitor information – are aware of all that Downtown Burien offers.

The concierge development effort should include:

- Inviting area-wide concierges to come on a "royal tour" of Downtown, its shops, restaurants, art, and entertainment venues;
- Keeping concierges stocked with a steady supply of the Downtown brochure;
- Providing concierges with a current – and updated – list of restaurants, entertainment, and evening activities; and

- Being prepared to respond to any negative comments or experiences of those referred to Downtown Burien by area concierges.
- ***Professional Assistance***

It is strongly suggested that the services of a marketing/public relations professional be sought in crafting the above elements. The marketing campaign can and should be implemented largely by volunteers. However, a marketing professional can save volunteers false starts and misguided marketing attempts. Therefore, the professional should be brought in to advise volunteers on how best to craft each of the above elements so that they generate the desired results.

Management

It must be acknowledged that a Downtown enhancement strategy is likely to become "another plan that sits on the shelf" unless there is a strong entity in place that is charged with overseeing its implementation. Such a management entity is greatly needed in Downtown Burien.

- ***The Downtown Burien Partnership***

To provide the necessary management entity, it is suggested that a new organization – *The Downtown Burien Partnership* – be formed at once. The following should guide formation of the Downtown Partnership.

- The Downtown Burien Partnership's mission should be clearly recognized as being:

***To implement
the Downtown Burien economic enhancement strategy
in a timely and quality manner.***

- The Downtown Burien Partnership should be exactly what its name implies:

***An alliance between
the private and public sectors
that is solely dedicated to creating and enhancing
Downtown Burien.***

- In addition, the Downtown Burien Partnership should bring together, unite, and increase communication among the organizations and entities now at work in Downtown Burien. And, the Downtown Burien Partnership should enable these organizations and entities to coordinate and leverage their Downtown-related activities.

- The Downtown Burien Partnership should be structured to have a Board of Directors that is comprised of individuals from both the private and public sectors.
- It is especially important that the Board members provide strong leadership to both the organization and for the Downtown enhancement effort's implementation.
- To obtain the necessary leadership for the organization and the enhancement effort, it is strongly suggested that Board members be sought from ***throughout the community***, and not just from within Downtown Burien.
- Along with individuals from the private sector, the Mayor, the City Manager, and a City Councilmember of Burien should serve on the Downtown Partnership's Board of Directors as ***voting ex officio members***.
- ***Staff***

The Downtown Burien Partnership's Board of Directors should be comprised of all volunteers. However, the following truism must be recognized from the start of the enhancement strategy's implementation:

***The speed with which a
Downtown enhancement strategy can be implemented
– and the results realized –
accelerate greatly when an
all volunteer Board of Directors
acquires the assistance of a professional CEO.***

This truism might be difficult to accept in Downtown Burien at this time. However, the fact remains that the Downtown Partnership – and those in the private and public sectors – should expect only a limited degree of success to be attained if the community resists hiring a Downtown director.

A Downtown director must be viewed as the CEO of a major industry, since that is what Downtown Burien is, given the number of jobs and dollars generated by this commercial district. And, just as the corporate sector would find it unthinkable to expect a multi-million dollar industry to be run by volunteers, so should this situation be unacceptable for Downtown Burien. Therefore, it is strongly recommended that the Downtown Partnership hire a CEO as quickly as possible.

This CEO should be:

- Experienced in the economic enhancement of Downtowns;
- Have a proven track record in the areas of Downtown business retention, business recruitment, and real estate development; and
- Be fairly compensated for these highly valuable and sought after skills.

Until the Downtown Partnership is able to retain such a CEO, it is strongly recommended that the City of Burien assign appropriate staff to work with and assist the Partnership in all ways necessary. This is essential in order to:

- Get the Downtown enhancement strategy's implementation off to a strong and quick start;
- Enable the Downtown Partnership – and the enhancement effort – to demonstrate tangible successes as quickly as possible;
- Attract the attention of potential Downtown investors;
- Attract the attention and support of those who might make financial contributions to the Downtown Partnership; and
- Stanch local negativism and contentiousness by showing quality results – and a commitment to the Downtown enhancement effort – as quickly as possible.

- **Funding**

The Downtown Burien Partnership will need a budget that covers both operating expenses and programmatic expenses (e.g., implementing the recommended marketing campaign, the business retention effort, etc.). The trend nationwide, in terms of funding a Downtown enhancement effort, is the following:

***An organization,
such as the Downtown Burien Partnership,
is formed,
implements the enhancement strategy for two or three years,
obtains necessary funds by pleading for donations
and living "hand to mouth,"
develops a track record of demonstrable success,
gains the confidence of the private and public sectors,
and then
– with the support of the Downtown business community –
petitions the City to create
a special assessment district within Downtown.***

Unfortunately, in Burien, the reverse scenario has taken place with the disestablishment of the BIA. Therefore, at the outset – in order to get the enhancement strategy off the ground and to generate confidence in the effort:

- The City of Burien must seed the effort by allocating funds – on an annual basis – that enable the Downtown Partnership to implement the enhancement effort; and
- The Downtown Partnership's Board of Directors must take the responsibility to solicit and generate funds for both operating and programmatic expenses.

In conducting its fundraising effort, the Downtown Partnership should solicit funds from the following sources, at a minimum:

- Downtown business owners;

- Downtown property owners;
 - Area-wide banks;
 - Area-wide utilities;
 - Area-wide major employers;
 - Real estate developers;
 - The City of Burien;
 - King County;
 - The State of Washington;
 - Federal funding sources;
 - The tax base which is enhanced via a stronger Downtown Burien;
 - Former residents of Burien; and
 - Any entity or individual – from throughout the community and region – who stands to benefit from an improved Downtown Burien and the enhanced quality-of-life that an improved Downtown will generate.
- ***Implementation Roles***

The recommended Downtown enhancement effort cannot – and should not – be implemented solely by the Downtown Burien Partnership. Instead, it will be more appropriate, and more successful, if implementation of the enhancement strategy is divided among a number of entities that are already in place and that have expressed a keen interest in Downtown's future. Specifically, the actions and programs recommended in this Downtown Burien enhancement strategy should be implemented as shown on the next page.

<i>Recommended Action/Project</i>	<i>Entities to Take Lead On Implementation</i>
Parking Lot Landscaping	Downtown Partnership, City
Downtown Spruce-Up	Downtown Partnership
Town Square	City, Downtown Study Group, Economic Development Partnership
152nd Street Pedestrian Spine	Downtown Partnership, City, City staff (i.e., economic development or community development director)
Park & Ride/Transit Center Site	City
City Actions	City
Special Projects	Burien Heritage Society, Little Theater, Downtown Partnership (for farmers market)
Business Recruitment	City staff —> Downtown Partnership CEO
Lender Involvement	Downtown Partnership, City
Marketing	Downtown Partnership, Old Burien Association, Chamber of Commerce
Funding	Downtown Partnership

It must be noted that the Economic Development Partnership has played a key role and has been a tremendous catalyst in seeing that the Downtown Burien economic enhancement strategy (contained in this document) was developed. Now, it is recommended that the Downtown Burien Partnership take over the lead in seeing that the enhancement strategy is aggressively implemented. And, it is

hoped that the Economic Development Partnership, and its Downtown Study Group, will remain involved in the Downtown effort by playing a strong role in bringing the Town Square project to fruition.

- **Key Qualities**

As was stated earlier, the national trend in Downtown enhancement is for a volunteer organization (such as the Downtown Burien Partnership) to begin its work as a struggling organization. After several years of successful efforts, the organization petitions for a BIA to be created – with the support of Downtown business owners. And, with this funding mechanism in place, the Downtown Partnership becomes a stable organization with adequate, equitably contributed funds.

Unfortunately, the Downtown enhancement effort in Burien does not have the opportunity to follow this pattern. Therefore, the following key qualities must be kept in mind and adhered to if the enhancement effort is to succeed:

- The Downtown Partnership – and all other entities involved – must implement the enhancement effort in a professional and business-like manner;
- The enhancement effort must stress and be positioned as **an economic development initiative**, and not as an approach that stresses primarily promotions or physical improvements;
- The Downtown Partnership, as well as the City and all involved organizations, must stick to and with the enhancement strategy as recommended in this document;
- The Downtown Partnership must provide strong leadership and must be comprised of respected leaders from both the private and public sectors;
- The Downtown Partnership, the City government, and all involved entities must be strong Downtown advocates;

- The positive forces – both within City Hall and the community – must take control of the Downtown enhancement effort, "hang tight," and continue moving forward with implementation, even in the face of naysayers and critics;
- Those in the private and public sectors must exhibit the courage to "stay the course," insist on quality, and forge ahead; and
- The private and public sectors must put their money where their hearts are, by making contributions to the enhancement effort itself and by reinvesting in Downtown.

The City officials, business community, and residents of Burien must recognize that great opportunities – as well as great challenges – lie ahead for Downtown. However, in terms of Downtown Burien's future:

***The glass must be viewed
as being "half full,"
rather than "half empty."***

And, this positive message must be broadcast and reiterated daily as the enhancement effort is implemented.

