



2022 Work Plan



Introduction

Mission: *We champion Downtown Everett's community of businesses, residents, workers, and visitors by supporting economic vitality, promoting local experiences, cultivating a strong organizational network, and stewarding public spaces and historic places.*

Vision: *Everett's downtown core is the hub of public life in Snohomish County. Its energetic streets are home to an innovative business community, engaged residents, and delighted visitors who experience economic opportunity; a unique historic context; and a vibrant dining, arts, and entertainment culture.*

Downtown Everett Association Programs

Revitalization: The DEA is a designated Washington Main Street Community. Main Street is an economic development program for older and historic downtowns, which is currently used in over 1,200 cities nationwide. It provides a roadmap based on four "points" called Promotion, Design, Organization, and Economic Vitality, which we implement through our volunteer committees and staff. Main Street provides us regular training in downtown revitalization, and support through their professional staff, publications, conferences, and networking with their large network of peer communities. In 2021, we defined a *transformation strategy* for the DEA. A transformation strategy is a fundamental element of the Main Street Approach, and articulates a focused, deliberate path to revitalizing a downtown economy. Our strategy is:

We cultivate and grow experiences in dining, entertainment, and the arts in Downtown Everett.

Downtown Improvement District: Since 1996, the DEA has managed a Downtown Improvement District (formerly known as a Business Improvement Area) in Downtown Everett. Properties within the DID pay an annual assessment to provide enhanced services in the urban core, including sidewalk cleaning, garbage pick-up, and graffiti removal seven days per week. The goal is to create a positive, welcoming environment that encourages people to choose Everett's urban center as a preferred place to live, work, and play. After years of contracting out this service, we started running this operation in-house in 2020.

Parking Management: For many years, the DEA has served as the facility manager of the Everpark Garage, a 500-stall municipal parking structure in Downtown Everett. Understanding the importance that a safe and convenient parking experience plays in supporting downtown businesses and urban revitalization efforts, the DEA has partnered with the City to maintain and improve this asset. The management fee income from the garage is reinvested into the DEA's revitalization programs. The DEA also actively advocates for better parking and transportation policies within our district.



DEA Volunteer Committees

The DEA's revitalization activities are carried out by our four volunteer committees:

Economic Vitality:

Bereket Abraha, Maxwell Mooney, Dan Eernisse, Sandi Johnson, Ben Mansbach

This committee develops businesses by supporting local entrepreneurs. It works to build a diverse economic base, to encourage new public and private investment, and to create a strong entrepreneurship ecosystem.

Promotion:

Colton Davis, Danielle Lothrop, Corey Margolis, Erica Weir, Hayley Statema, Mason Luvera, Sarah Frauenholtz, Henry Yarsinke, plus event task forces as needed

This committee develops markets by leveraging local cultural assets. It works to market Downtown Everett's defining characteristics, to communicate unique features through storytelling, and to support a "buy local" experience.

Design:

Patrick Hall, Paul Popelka, Kern McGee, Collin Palin, Brian Farrell, Carl Leighty

This committee develops physical spaces by leveraging the existing built and historic environment and other physical assets, including public art. It works to create an inviting, inclusive atmosphere, to celebrate historic character, and to foster accessible, people-centered public spaces. It also develops access by leveraging the transportation infrastructure, and creates mobility in Downtown Everett.

Organization:

Stephanie Prothero, Craig Skotdal, Lacey Harper, Dan Gaffney

This committee develops partners by leveraging an engaged public. It works to build leadership and strong organizational capacity, to ensure broad community engagement, and to forge partnerships across sectors. It also oversees and develops the DEA's financial assets.



Our Vision for 2022

Highlights:

In 2022 we will launch a new website to serve as a resource for anyone interested in visiting or moving to downtown, establishing a business, developing housing, or attending an event. We will hire additional staff to boost our revitalization efforts. Our Downtown Improvement District will provide excellent and ever-improving service. We will install new banners to welcome and celebrate downtown. We will launch a new membership program, and increase revenue from sponsorships, memberships, donations, and events. We will continue to refine and expand our flower program and our holiday lighting initiative. We will accomplish our first foray into historic preservation by hosting an educational walking tour of buildings with a masonry expert. We will expand our event programming, as well as run popular past events. We will innovate ways to welcome and support new and existing small businesses, and new ways to market and brand Downtown Everett. We will establish new programs to recruit and support entrepreneurs while seeking increasingly complete economic data. This will include a new initiative to provide expert advice from a retail consultant. We will work to improve access to Downtown by advocating for better parking policies. We will continue community building and inspire the community to join in our cause of revitalizing downtown Everett.

2022 Objectives

The Downtown Everett Association is committed to accomplishing the following objectives by the end of 2022:

A. General

Goal	Due Date
Hold an annual meeting	January
Launch New Website	March
Host quarterly meetings	Quarterly
Generate an annual report to ratepayers, customers, and partners	April
Create and Install Downtown Banners	Spring
Expand benefits for qualifying staff members	March
Continuously improve economic data collection	Ongoing



B. Downtown Improvement District

Goal	Due Date
Fine tune our clean team operations as we gain experience	Ongoing
Explore opportunities for additional services we could reasonably provide to ratepayers	Ongoing
Create new printed materials about DID services to distribute to customers	February

C. Everpark Garage

Goal	Due Date
Work with the city on garage automation implementation	Summer
Maintain the garage facility and provide excellent customer service to parking customers	Ongoing

D. Main Street/Downtown Revitalization

1. General:

Goal	Due Date
Attend the annual RevitalizeWA conference, online if necessary	Fall
Conduct Main Street trainings for our board, staff, and members	Quarterly

2. Economic Vitality Committee Goals:

Goal	Due Date
Support the Stellar Stores & Storefronts initiative	Spring
Create content for a new business owner's orientation kit for the Promotion Committee to put into a finished product	March
Develop a network of entrepreneur development partners to assist new entrepreneurs and existing businesses	October
Add more detail to the building inventory, including rental rates, square footage, age, vacancies, photographs, etc. in collaboration with the Design Committee and DEA staff	Ongoing
Add more detail to the downtown business inventory, including number of businesses, ownership, products/services, customers, amount of sales, sales patterns, lease conditions, etc. in collaboration with the Design Committee and DEA staff	Ongoing
Track program impact, including changes in sales tax revenue, changes in property tax revenue, net new jobs, net new businesses, and amount of private investment	Ongoing
Create an Ambassador/Welcome Committee (in conjunction with Economic Vitality) that will organize ribbon cuttings, etc.	June



3. Design Committee Goals:

Goal	Due Date
Improve the quality and efficiency of the downtown flower program	May
Plan a hanging basket pilot program to launch in 2023	August
Expand the holiday lighting program	October
Expand downtown building inventory with more details, such as physical condition information	Ongoing
Conduct a training seminar on historic masonry	June
Create program to place art in empty downtown storefronts	April
Participate in a cross-functional task force working on new banners	Spring
Conduct a study of traffic light timing and make recommendations	October
Advocate for better downtown parking policies	Ongoing

4. Promotion Committee Goals:

Goal	Due Date
Continue to run successful Downtown Trick or Treat and Small Business Saturday events	Ongoing
Expand event programming to include more revenue-generating events	Ongoing
Creation of event "binders"/formalize organizational system for each event	March
Assign point person to manage sponsorship negotiations and relationships to increase physical and marketing presence at partner events	April
Create an Ambassador/Welcome Committee (in conjunction with Economic Vitality) to organize ribbon cuttings, etc.	June
Create Branding/Marketing task force	October
Provide collaborative marketing and support services for other committees as needed	Ongoing
Participate in a cross-functional task force working on new banners	Spring



5. Organization Committee Goals:

Goal	Due Date
Develop a series of fundraising campaigns to correspond with the seasons and support the Downtown Flower Program, Holiday Decoration Program, and Main Street Tax Credit Incentive Program	Ongoing
Formalize and launch a new Membership Program to continue building support for Downtown Everett Partners	March
Develop a series of networking opportunities for Downtown Everett supporters	July
Develop volunteer management plan to support projects and public programs	October
Conduct an internal financial review	November

E. DEA Staff Roles:

The DEA staff is committed to supporting the work plan as follows:

1. Support and implement Main Street projects such as flowers, holiday lights, banners, events, marketing, and promotional activities
2. Develop and maintain the budget, subject to board approval
3. Conduct business/stakeholder outreach and support
4. Collaborate with the city on special projects (such as events, placemaking).
5. Support the board on fundraising efforts
6. Manage the Everpark Garage
7. Manage the Downtown Improvement District (DID)
8. Attend Main Street training and conferences
9. Participate in city and county task forces
10. Track downtown economic statistics using Maestro and other tools
11. Attend DEA committee, board, and Executive Committee meetings
12. Organize quarterly and annual meetings
13. Manage the office
14. Conduct DEA and DEP administration