



## **First Hill Improvement Association**

### **Strategic Plan 2018 – 2021**

Adopted October, 2018

#### **I- URBAN DESIGN + PUBLIC SPACE**

##### **Approach**

Steward an urban environment that is vibrant, accessible, and inviting to all.

##### **Guiding Principals**

- Successful neighborhoods have a clear vision for development, based on collaborative planning;
- Development that serves a diversity of residents, businesses, and jobs builds a robust neighborhood;
- Collaboration among all stakeholders in the community leads to an environmentally and economically sustainable neighborhood.

##### **Goals and Strategies**

#### **1. Build informed relationships with government agencies responsible for land use, development, and parks and open space on First Hill.**

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|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy 1A: | Continue to be involved in urban design and public space projects that will impact the future infrastructure, development, and character of First Hill. |
| Strategy 1B: | Communicate regularly with OPCD, Parks and SDOT concerning FHIA concerns and priorities including construction impacts on neighborhood.                 |
| Strategy 1C: | Explore possibilities for acquisition of more open space on First Hill or the reallocation of acquisition funds to improve existing spaces.             |

#### **2. Advocate for land uses on First Hill that benefit and enrich the community.**

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|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy 2A: | Support and promote development of affordable housing and transitional shelters for the homeless.                                                |
| Strategy 2B: | Work to enhance the pedestrian connection to parks and public open spaces including the connection between Yesler Terrace Park and Freeway Park. |
| Strategy 2C: | Produce programs and support projects that increase the beauty, safety and activation of public spaces on First Hill.                            |
| Strategy 2D: | Complete renovation of First Hill Park.                                                                                                          |

#### **3. Build informed relationships with property owners and developers and their impacted neighbors on First Hill.**

- Strategy 3A: Meet with proposed development projects prior to initial design review and ongoing throughout the project to inform plans and monitor progress.
- Strategy 3B: Advocate for civic, retail, and open space amenities that match community identified priorities and create equitable outcomes.

## **II- TRANSPORTATION**

### **Approach**

Encourage a variety of accessible and coordinated transportation options to, from, within, and through First Hill now and in the future.

### **Guiding Principles**

- A transportation system that offers a variety of efficient choices and modes is essential to a healthy urban neighborhood;
- Transportation systems serving First Hill should acknowledge the neighborhood's unique topography and demographics, and emphasize accessibility, affordability and safety for all; and
- First Hill's role as the medical center of the region and its residential density require reliable, affordable 24-hour public transportation for residents, employees, patients and visitors.

### **Goals and Strategies**

#### **1. Build informed relationships to promote a coordinated public transportation system that serves the needs of First Hill residents, employers, employees, and visitors.**

- Strategy 1A: Participate actively in government-led processes that will impact public transportation for First Hill
- Strategy 1B: Promote strategies to alleviate traffic congestion and improve efficient access to transit to and through First Hill.

#### **2. Work to assure that a variety of safe, efficient, and accessible transportation modes are available.**

- Strategy 2A: Evaluate any proposed changes to transit and transportation services and infrastructure and respond as necessary.
- Strategy 2B: Provide active leadership to educate community about proposed changes and champion avenues for participation and input in decision making.

#### **3. Generally, prefer transportation strategies and projects that elevate public transit over the use of private vehicles.**

- Strategy 3A: Support transit service that is reliable and affordable for all users.



Strategy 3B: Recognize that many visitors and residents on First Hill have mobility limitations that require use of private vehicles.

#### **4. Encourage adequate parking for vehicles and bicycles at reasonable rates on First Hill**

Strategy 3A: Track parking availability for cars and bicycles and advocate for changes as necessary.

Strategy 3B: Monitor and support biking amenities such as racks and lanes on First Hill.

#### **5. Promote and support pedestrian safety, walkability, and connectivity.**

Strategy 4A: Develop walking routes and right-of-way improvements on First Hill that encourage pedestrian and community uses, including extension of the PRAP and development of the Terry promenade.

Strategy 4B: Work to improve crosswalk infrastructure, signal timing and curbs.

Strategy 4C: Support street amenities along routes including way-finding signage, benches, public art, street lighting and attractive landscaping.

### **III- CLEAN, HEALTHY, SAFE**

#### **Approach**

Cultivate an attractive neighborhood that promotes social well-being and an engaged community.

#### **Guiding Principles**

- Safe, clean, healthful, and welcoming neighborhoods are best created in collaboration with the community; and
- Safe, clean, and healthy public spaces are critical to a vibrant and dynamic neighborhood.

#### **Goals and Strategies**

##### **1. Build informed relationships with social service and public safety providers on First Hill:**

Strategy 1A: Invite representatives to appropriate FHIA meetings and activities.

Strategy 1B: Attend activities and/or meetings offered by police and social service providers and collaborate when feasible.

Strategy 1C: Recruit representatives of these agencies to serve on FHIA committees and/or as Board members.

## **2. Provide and support programs to promote cleanliness, safety and health;**

- Strategy 2A: Sponsor or collaborate with others on activities promoting an attractive neighborhood, including clean-up, beautification, and art projects.
- Strategy 2B: Work with social service, public health, and public safety providers to learn how FHIA can support programs, including for homeless community members.
- Strategy 2C: Consider development of a First Hill signature event with a city-wide draw.

## **3. Provide and support social and educational events to build community:**

- Strategy 3A: Offer regular public meetings on topics of concern to the neighborhood.
- Strategy 3B: Support the social and education programs of government agencies, non-profits, arts organizations, and others in the neighborhood.
- Strategy 3C: Create and support enlivening activities that draw people together in the public realm.
- Strategy 3D: Develop, curate, and maintain a variety of online tools to disseminate information and facilitate engagement such as a website, newsletter, and social media presence.

## **IV- ECONOMIC SUSTAINABILITY**

### **Approach**

Promote a robust retail presence and a business community that supports a vibrant economy with shared prosperity on First Hill.

### **Guiding Principles**

- First Hill needs retail businesses that serve the current and growing needs of the neighborhood; and
- Businesses of all types prosper by belonging to an organization that can represent their interests in the neighborhood and beyond.

### **Goals and Strategies**

#### **1. Build informed relationships with existing retailers and the broader business community.**

- Strategy 1A: Procure a business and retail assessment to identify existing business assets and gaps on First Hill.

Strategy 1B: Actively engage the First Hill business community to understand challenges and opportunities and to learn ways which FHIA can support their success.

Strategy 1C: Participate in the City of Seattle Office of Economic Development's programs and amplify them.

## **2. Engage the neighborhood in assessing new desired businesses:**

Strategy 2A: Survey those who live, work, and visit in First Hill regarding the businesses they desire and would support.

Strategy 2B: Engage property owners and brokers in identifying potential business tenants and sites.

## **3. Actively market business assets on First Hill:**

Strategy 3A: Promote and market businesses on First Hill—and First Hill more broadly—through multiple means and media.

# **V- LEADERSHIP + ORGANIZATION**

## **Approach**

Develop an organization of community leaders, engage staff, and develop sustainable funding to achieve program goals.

## **Guiding Principles**

- A diverse and skilled Board of Trustees is essential to a successful non-profit corporation;
- A talented and well compensated staff and committed volunteers are needed to achieve challenging organizational goals; and
- Long term financial planning and sustainable funding provide the bedrock for a visionary and reliable organization.

## **Goals and Strategies**

### **1. Establish a Governance Committee to oversee Board governance and Trustee recruitment, education, and evaluation:**

Strategy 1A: Adopt a trustee recruitment process based on an assessment of needed skills and desired diversity.

Strategy 1B: Implement an education program for Trustees.

Strategy 1C: Regularly review and assess adequacy of Bylaws, including Committee structure, membership, term limits, and leadership.



Strategy 1D: Adopt job descriptions for Committee Chairs and Board Officers and a succession plan.

**2. Engage and fairly compensate a competent and dedicated staff and recruit volunteers to achieve organizational goals:**

Strategy 2A: Establish a succession plan for staff leadership.

Strategy 2B: Provide needed training and enrichment for staff and a staff handbook.

Strategy 2C: Explore use of volunteers and interns to support staff work.

Strategy 2D: Acquire donated office space and equipment for staff use.

Strategy 2E: Evaluate employee benefits and salaries to ensure fair employment and ability to attract and retain talent.

**3. Increase Board fundraising and organizational financial strength:**

Strategy 3A: Recruit, engage and train Board and Committee members with relevant Board experience and finance and fundraising skills.

Strategy 3B: Establish and articulate short and long-term financial plans.

Strategy 3C: Identify and implement funding strategies to support long term goals.

**4. Establish a practice of ongoing membership cultivation, building awareness of FHIA.**

Strategy 4A: Develop, implement and evaluate an annual plan for cultivating and growing FHIA membership.

Strategy 4B: Recruit new committee members with needed skills and interests.

Strategy 4C: Assess brand awareness and redefine FHIA's brand as needed.

Strategy 4D: Develop and implement an annual marketing communications plan.

**5. Explore opportunities to collaborate and/or consolidate FHIA with other neighborhood organizations, institutions and volunteer groups.**