

5-Year Strategic Plan

2024- 2029

I. Deliver daily cleaning and maintenance services to build the U District’s reputation as a clean, attractive, and vibrant neighborhood.

Strategies	Leads / Partners	Timing	Success Measurements
Strategy 1: Efficiently manage daily cleaning of the U District while increasing service hours, capacity, and responsiveness. Bring the clean team in-house to expand workforce capacity Implement issue tracking software for dispatching and ticketing, including setting and tracking targets for resolution times	UDP (Marcus)	Annually	Stakeholder perceptions surveys evaluating the cleanliness of the district
		Q3 2025	Public-facing clean team dashboard with reporting and evaluation of issue resolution times
		Q1 2026	24-hour turn-around for all graffiti and sticker removal below 8 feet in the daily cleaning zone
		Q4 2029	In-house clean-team grown to 7 people, including a cleaning/deployment supervisor
Strategy 2: Develop and implement an advocacy agenda to improve solid waste outcomes in the U District. Advocate to expand SPU grants and service provider support for cleaning over time Influence significant city policy changes to better meet the needs of commercial districts with high-concentrations of food service businesses Develop and implement a restaurant education and responsibility strategy around waste and compostables	UDP (Marcus)	Q1 2025	Increased local grant and partnership dollars secured to support U District cleaning program
		Q1 2027	Dumpsters clearly labeled in all alleys serving University Way NE
		Q1 2027	New accountability measures in place to address and deter service shirking and illegal dumping
		Q3 2028	New resources included in the City’s 2028 solid waste contract to assist with solid waste enforcement and cleaning in the U District
Strategy 3: Ensure stakeholder engagement and satisfaction with services. Regularly engage and convene U District stakeholders to discuss cleaning related programs and inspect issues in the district Engage U District stakeholders in more community cleaning projects	UDP (Marcus)	Annually	Stakeholder perceptions surveys evaluating overall program satisfaction
		Quarterly	Regular UDP Clean & Safe Committee meetings
		Quarterly	Regular BIA walks
		Quarterly	Community clean-ups expanded to quarterly

II. Deliver a range of advocacy and services to improve safety perceptions and outcomes in the U District while reducing the impact of people suffering from unaddressed behavioral health issues.

Strategies	Leads / Partners	Timing	Success Measurements
Strategy 1: Provide daily safety ambassador services to support the non-emergency needs of U District stakeholders.	UDP (Marcus)	Annually	Stakeholder surveys evaluating satisfaction with ambassador services
Establish 15-hour coverage of ambassadors, seven-days-a-week		Annually	Stakeholder surveys evaluating the perceptions of safety and perceptions of the district
Leverage ambassador presence and observations to collect safety information to inform program strategy and advocacy		Q4 2025	Ambassador service hours expanded to 15 hours daily
Facilitate stakeholder and safety ambassador referrals for the deployment of outreach workers			
Strategy 2: Scale homeless and behavioral health outreach services in the U District to meet the needs of the neighborhood.	UDP (Marcus), Mayor's Office, SPD, HSD, CAO, KCPO, REACH, LEAD, HOST	Monthly Ongoing	Conduct monthly homeless census of the U District to inform a publicly facing dashboard Maintain by-name-list of high-impact people, to inform regular U District public safety planning meetings
Partner with REACH, HOST and the City of Seattle to coordinate resources and sustain sufficient outreach capacity in the U District			
Facilitate connecting high-impact homeless individuals with appropriate supportive services and housing as available			
Understand and own narrative around the state of homelessness in the U District and be able to communicate its directionality and impacts			
Strategy 3: Develop and implement an advocacy agenda to improve safety outcomes and perceptions in the U District.	UDP (Marcus)	Quarterly	Dashboard maintained, tracking key safety metrics in the U District over time
Advocate to expand city safety services to support the U District including CARE and SPD capacity		Quarterly	Regular check-ins established with UWPD, the North Precinct Commander and North Precinct City Attorney Liaison
Collect and share U District public safety trends and information with city and service partners			
Strategy 4: Support U District stakeholders with public safety trainings and problem solving	UDP (Marcus)	Quarterly	Regular CPTED and de-escalation trainings for U District stakeholders
Provide CPTED and de-escalation training for ambassadors, small businesses, and property managers		Quarterly	Regular UDP Clean & Safe Committee meetings
Conduct post incident check-ins			
Facilitate information collection and sharing about chronic issues and major incidents			

III. Enhance the vibrancy of the U District's public realm through activation, physical improvements, and long-range planning.

Strategies	Leads / Partners	Timing	Success Measurements
Strategy 1: Develop an activation strategy and team to steward UDP's growing investments in the public realm.	UDP (Marcus, Katy)	Q4 2025	Management agreement signed with Lincoln Properties
Partner with private property owners to fund, manage, and activate privately-owned public spaces		Q4 2027	2+ privately-owned parks managed by UDP

Clean and maintain select, high-profile public assets in heavily populated areas		Q4 2027	Regular activations in high-traffic areas of the U District
Strategy 2: Enhance and expand U District placemaking signage, beautification, and physical improvements.	UDP (Katy, Marcus)	Annually	Flower baskets deployed on University Way before Street Fair each year
Maintain successful flower-basket and planter bed programs		Q1 2026	Overstreet banner program expanded to four blocks of University Way, with seasonal change-outs
Develop and implement a district-wide branding and wayfinding strategy with new banners, kiosks, and signage		Q4 2026	Continuous mural program deployed through alleys serving University Way to enliven neighborhood and simplify graffiti management
Expand investments in public art including new murals, building wraps, and new pedestrian pole artwork		Ongoing	Tree lights fully functional, year-round, between NE 41st and NE 50th Streets
Expand investments in commercial district lighting, including tree and catenary lights, pedestrian lights, and historic building lighting.			
Strategy 3: Advance strategic long-range planning projects to address the changing needs of the U District.	UDP (Katy); U District Advocates; Lid I-5 North Coalition;	Quarterly	UDP Urban Vitality Committee regularly convened
Engage North Seattle stakeholders and advance a vision and funding for a lid over I-5 between Wallingfor and the U District		Q3 2025	Significant federal or state funding secured to advance Lid I-5 North project; feasibility study completed
Lead planning efforts to establish new public spaces and pedestrian improvements in key areas of the U District		Q4 2026	New policy tools in place to guide future public and private development on University Way between NE 40th and NE 55th Streets
Engage city and neighborhood stakeholders develop new policy instruments to support long-term vibrancy of the commercial district		Q4 2029	42nd Greet Street redesign project completed, with community support
Site and fund a fully-staffed public restroom near the U District light rail station		Q4 2029	Centrally located and fully staffed public restroom operational in the U District
Strategy 4: Develop and implement new programs and educational partnerships to solve issues for the U District.	UDP (Katy)	Annually	Develop and implement one student partnership project annually
Develop and fundraise for an U District Urban Lab program to formalize educational practicum pathways with UW Academic Units and Programs		Q2 2026	Launch pilot U District Urban Lab with three UW departments

IV. Strengthen the U District's ground-floor economy to ensure a vibrant commercial district while telling the story of the U District's prosperity.

Strategies	Leads / Partners	Timing	Success Measurements
Strategy 1: Foster a vibrant ground-floor economy by recruiting new businesses to the U District while supporting current businesses primed for expansion.	UDP (Daniel)	Quarterly	Quarterly analysis of ground-floor vacancy rate with report of emerging trends and opportunities for leasable commercial space
Cultivate strong relationships with current property owners and small businesses owners looking to expand in Seattle		Q2 2025	Updated retail study of the U District
Develop business recruitment packet to highlight the U District's unique characteristics and value proposition		Ongoing	Ground-floor vacancy rate below 5%
Explore new policy and programmatic strategies for building a healthy ground-floor economy		Annually	New relationships with 10 potential business prospects per year

Strategy 2: Provide technical assistance and one-on-one consultation to small businesses in the U District.	UDP (Daniel)	Bi-Annually	Bi-Annual report to UDP and BIA Boards about impact of this program
		Ongoing	Meet and build a relationship with each new business.
		Annually	Annually update business landscape database
Seek out resources and grants (e.g. OED Broken Windows Fund, WA Commerce Vitality Grants) to support small businesses prosper in the U District.			
Develop a roster of liaisons that enhance language accessibility for non-native english speaking businesses.			
Develop a welcome packet that provides information about resources available to businesses through UDP.			
Strategy 3: Track and report private and public development investments and trends in the U District.	UDP (Katy, Daniel)	Q4 2024, Annually	Release the UDP's first economic development report before the end of the 2024 calendar year
Collect and analyze data necessary for future economic development reports including vacancy rate, new businesses, business closures		Ongoing	Participation in design review meetings
Develop and release a U District economic development report annually that includes key metrics regarding the economic health of the district			
Participation in design review meetings to ensure projects amplify groundfloor economy and support U District goals for the public realm			
Strategy 4: Engage small businesses and stakeholders in planning and discussion about the local U District economy.	UDP (Daniel)	Quarterly	Strong attendance at regular UDP Economic Development Committee meetings
Host UDP Economic Development Committee meetings		Annually	Small business surveys evaluating technical assistance needs, and overall program satisfaction

V. Support U District arts and culture organizations while growing the neighborhood's brand as an arts and culture destination.

Strategies	Leads / Partners	Timing	Success Measurements
Strategy 1: Convene arts and culture stakeholders to inform advocacy and programming work of the U District Arts & Culture Initiative.	UDP (Katy)	Q4 2024, Quarterly	Steering committee reestablished, convened quarterly
Convene and sustain a U District Arts & Culture Initiative Steering Committee		Q1 2025	Arts and culture inventory completed and shared with steering committee
Develop larger arts and culture inventory and stakeholder analysis to support future advocacy and programming			
Strategy 2: Work with stakeholders to establish the U District as an official Creative District with the State of Washington's Arts Commission.	UDP (Katy); ArtsWA; Developers	Q1 2026	U District established as Creative District with the State of Washington
Work with developers in early stages to encourage inclusion of facilities to support arts and culture in the U District		Q3 2026	Best practices and toolkit developed for conversations with developers
Identify or confirm U District needs through inventory and work of the steering committee			

Identify examples of ways that developers and landlords have been encouraged and been provided support to include arts elements, and evaluate relevance for the U District

Develop a plan, timeline, and toolkit to work with developers and landlords

Strategy 3: Promote U District arts and culture brand through online marketing, promotions and possible events.	UDP (Katy, Polly)	Q1 2026	"Art spark +" event conceptualized, funded and executed
Create a robust U District "art spark +" event concept		Q4 2026	U District Arts & Culture web presence established
Develop an online presence with a dynamic calendar function and changing highlights			

VI. Elevate awareness of the U District and the U District Partnership through marketing and communication channels.

Strategies	Leads / Partners	Timing	Success Measurements
Strategy 1: Grow the audience for and drive awareness of the U District.	UDP (Polly)	Q4 2025	Instagram following increased to 5K
Amplify communication channels (website, social, email) to grow reach, followers, and engagement		Q4 2025	U District Event email list increased to 4K
Develop media relationships and elevate awareness of the positive attributes of the district		Annually	Journalists invited to the neighborhood, for 5 pitch meetings about the U District
Develop neighborhood marketing and paid advertising campaigns that resonate with targeted audiences		Annually	One non-event advertising campaign implemented per year
Strategy 2: Drive awareness of The U District Partnership's programs and work.	UDP (Polly)	Quarterly	Stories pitched to media regularly, achieving earned media spots that feature quotes and perspectives from UDP staff
Amplify stories about UDP's work and impact through UDP's own channels		Q4 2025	UDP Newsletter email list increased to 2K
Drive media recognition of UDP and its leadership as the voice representing the common interests of the neighborhood		Ongoing	Maintain newsletter open rate above 30% (currently 38-40%) as subscribership increases
Develop and maintain a regular content calendar		Ongoing	Media looks to UDP for comment on neighborhood issues/updates
Identify marketing partnership or sponsorship opportunities to support, where the UDP logo can be attributed		Annually	Op-Ed written by a staff member each year
Strategy 3: Strengthen digital marketing tools and keep a competitive presence on online platforms.	UDP (Polly)	Q4 2026	Comprehensive U District site is launched, with new design and information about the district and the work and leadership of UDP
Overhaul and integrate UDistrictSeattle.com and UDistrictPartnership.org websites to better tell the story of the neighborhood and demonstrate the impact of UDP		Bi-monthly	Stories and new information posted to websites, with fresh information on the home page(s)
Keep a competitive presence on social media channels and adopt new platforms as they emerge.		Annually	Photoshoot(s) held every year to highlight new aspects of the neighborhood
Ensure digital assets are current and accessible (photos, videos, branded graphics)			

Support marketing initiatives of other departments and initiatives (Lid I-5, Department Newsletters, etc.)

Strategy 4: Leverage partnerships and community groups to develop collaborative networks with the shared goal of uplifting the image of the neighborhood.	UDP (Polly); UW; Residential Buildings;	Bi-annually	Host two marketing roundtable gatherings per year and one social happy hour
	Small Businesses	Annually	Host one residential community manager gathering in the first year, increasing up to three times per year thereafter.
<p>Grow mutually-beneficial relationships with UW and other U District stakeholders to promote the district</p> <p>Engage restaurants and small businesses in opportunities to elevate the image of the district through their channels</p> <p>Link up with regional destination marketing organizations to highlight the neighborhood</p>			

VII. Produce high-quality events that attract visitors and highlight the unique and positive attributes of the U District.

Strategies	Leads / Partners	Timing	Success Measurements
Strategy 1: Produce the U District Chow Down each fall to welcome back students and draw attention to the diversity of restaurants and cafes in the U District.	UDP (Lauren); Bold Hat Productions	Annually	Maintain strong business participation of at least 50 restaurants
	<p>Grow partnership with UW and UW First Year Programs to promote within UW community</p>	Annually	Surveys of local participating businesses and attendees continue to indicate generally positive feedback
		Annually Q3 2029	Event executed on budget Chow Down's attendance grows from 15K to 25K
Strategy 2: Produce the annual U District Cherry Blossom Festival each spring to coincide with the visitors coming to UW campus to see the blooming cherry trees.	UDP (Lauren)	Annually	Maintain strong and diverse business participation of at least 70 local businesses
	<p>Explore program and promotional partnerships with other organizations promoting cherry blossom related activities</p>	Annually	Surveys of local participating businesses and attendees continue to indicate generally positive feedback
		Annually	Event executed on budget
Strategy 3: Produce the annual U District Street Fair, America's longest running street fair and the largest outdoor arts and crafts market in Seattle.	UDP (Lauren); Bold Hat Productions	Annually	Attract and place at least 300 artist and food booths
	<p>Explore new partnerships for programming, beer gardens and main stage entertainment</p>	Annually	Solicit participation of at least 20 local businesses
		Annually	Surveys of local participating businesses and attendees continue to indicate generally positive feedback
		Annually	Event executed on budget
		Annually Q2 2029	Street Fair attendance grows from 50K to 85K
Strategy 4: Produce Seattle Boba Fest annually to promote the U District's unique concentration of bubble tea cafes.	UDP (Lauren)	Annually	Maintain a participation of at least 20 businesses
	<p>Move Boba Fest to July to boost neighborhood visits during the summer slow season</p> <p>Explore compostable bubble tea supplies for businesses</p>	Annually	Surveys of local participating businesses and attendees continue to indicate generally positive feedback
		Annually	Event executed on budget
<p>Explore new partnerships with bubble tea cafes outside of the U District to grow the event's reach</p>		Q2 2029	Boba Fest attendance grows from 10K to 15K

Strategy 5: Build the organization's capacity to produce high-quality events and promotions that attract visitors and highlight the unique and positive attributes of the U District.	UDP (Lauren)	Q2 2025	Develop an annual paid internship program to support event planning and production
Experiment with and develop new events and promotions to attract people to shoulder seasons including a holiday event		Annually	Engage businesses in the planning and visioning for future events and promotions
Engage business in contests that improve the event experience			
Ensure new and fresh ideas are part of each event			

VIII. Provide professional management of the organization to ensure responsive and efficient delivery of services for the BIA and U District.

Strategies	Leads / Partners	Timing	Success Measurements
Strategy 1: Successfully respond to OED RFP for U District BIA Management.	UDP (Don)	Q1 2025	UDP is awarded the U District BIA management contract
Strategy 2: Renovate organizational facilities including the office and operations center.	UDP (Nikki)	Q1 2025	Office lease renewed for 5+ years
Create spaces for in-person community meetings		Q3 2026	Renovation scope developed and completed for new office space on time and on budget
Accommodate growing office, clean and safe teams		Q1 2025	Renovation of new operations space completed on time and on budget
Strategy 3: Convene UDP and Ratepayer Advisory Boards to ensure program oversight, transparency, and success.	UDP (Nikki, Don)	Ongoing	RAB meets four times a year.
Posting meeting materials and organizational information online		Ongoing	UDP Board meets at least six times a year
		Annually	Annual budget presented and approved at the Annual Meeting
		Ongoing	Materials are posted and easy to find on the UDP website
Strategy 4: Implement new CRM to better manage constituent and vendor communications.	UDP (Nikki, All)	Q1 2025	All contacts are imputed into new CRM system
		Q1 2025	All staff are using CRM to manage/track communications with constituents and vendors
Strategy 5: Engage stakeholders annually and update Strategic Plan in 2029.	UDP (Don)	Annually	Approval ratings increase every year
Conduct an annual survey of stakeholders		Q4 2029	Strong board and community participation
Strategic Plan to include road map for BIA renewal in 2032			
Become best practice for Seattle BIAs and shape city policy to support long term sustainability			