UNIVERSITY OF PUGET SOUND
STRATEGIC MANAGEMENT & CONSULTING
CASE ANALYSIS | SPRING 2018
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**HISTORY**

The depth of history of the 6th Avenue Business District (6ABD) is coveted. If one simply searches online, they’ll soon find that an abundance of written records on the origins and early development of the 6ABD doesn't exist. A few spare articles over the years have and continue to highlight 6th Ave’s prosperous nightlife and eclectic mix of businesses. Most historical recollections of the 6ABD appear to be preserved by word of mouth. Even utilizing contacts such as the District Manager Angie Lokotz and City of Tacoma’s Economic Development Services Supervisor Carol Wolfe, information continues to be relatively limited. However, what is known is that prior to 1991, merchants along 6th Avenue formed amongst themselves the 6th Avenue Merchants Association. In 1991, the City of Tacoma in an effort to forge better relations amongst the businesses and communities, and to assist in economic development, created and recognized six formal business districts, of which the 6ABD was one of the original six.¹ In 1999 there were only nine paid members, compared to a high of 122 members in 2011 (see table, 6ABD Membership). Today, while the 6ABD’s history remains somewhat elusive in the details, the present and future 6th Avenue with their vast online and social media presence will be clearer for the future.

**ABOUT THE 6TH AVE BUSINESS DISTRICT**

As a not-for-profit organization registered under TMC 1.47.030, the true function of 6ABD lies in their ability to organize and delegate efforts aimed to improve business prosperity, community engagement, creation and promotion of events, recruiting new businesses, and advertising 6th Avenue’s overall attractiveness to visitors and the surrounding community. The official designated boundaries of the 6ABD stretch along 6th Avenue from Alder Street, one of the entry streets to the University of Puget Sound, clear down to Sprague Street and Jason Lee Middle School (See Appendix A: 6ABD). According to the 6ABD membership records, there are approximately 99 core businesses within these boundaries, excluding multi-family and residential properties. Businesses on the Ave are a vast eclectic mix ranging from non-profit wedding gown boutiques such as Brides for a Cause, to unique restaurants like Engine House No. 9 built into one of North Tacoma’s oldest fire stations. From fast food to dining out to after dinner drinks, the 6ABD has over 34 restaurants, bars, beer halls, coffee houses, and specialty shops such as Legendary Donuts and Ice Cream Social. From barbershops to nail shops to law

¹ Carol Wolfe (Community and Economic Development, City of Tacoma) Interview with Nick Setting. February, 28 2018.
offices to bazaars, a variety of services and retail shopping can be done all within 6th Avenue’s core.  

**CURRENT EFFORTS**

Current efforts within the 6ABD include attempts to increase core membership, attract more businesses to participate, and implement community message boards as a means to decrease stapled flyers on light posts, which some consider to be a contributing factor to the accumulating waste along the Ave. The Santa Parade did not take place last year, due to barricade rental stipulations, therefore the 6ABD is currently discussing either the potential construction of their own barricades or the outright purchase of a set of barricades, as an asset in order to alleviate any potential future problems. There is also a resurfacing and continuing effort for the 6ABD to pursue becoming a Business Improvement Area, which will be discussed further on in the analysis. The 6ABD recently was approved for two innovative grants and plans to use these funds to create garbage can graphic wraps and advertising columns (see following pictures).

ADVERTISING COLUMNS

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**ORGANIZATIONAL STRUCTURE**

The 6ABD Board comprises of a President, Vice President, Secretary, Treasurer, and four At Large Board Members. In addition to the Board, there are five committees, as well as two "other positions" that include the District Manager and the Art on the Ave Event Coordinator. Several of the Board and committee positions are currently held by business members outside of the core business district, which will be discussed later as well in the 6ABD Membership section of the case.

**Board Members for 2018**

- **President** – Christina Smyre
- **Vice President** – Elizabeth Stewart (Branch Manager Tapco Credit Union)
- **Secretary** – Jacob Pugh (Tapco Credit Union) | Misha Jones (Mary Mart)
- **Treasurer** – Tracy Hansen (Homestreet Bank)
- **At Large Board Member** – Tim Jacobs (Tacoma Games)
- **At Large Board Member** – Casey Cowles (Owner of Minuteman Press)
- **At Large Board Member** – Peter Vanrosendael (Owner of Turntable Treasures/House of Records)
- **At Large Board Member** – Angela Wehnert (Owner Crescent Moon Gifts)³

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Committees

- **Safety** | Casey Cowles, Chair
- **Promotions** | Angela Wehnert, owner of Crescent Moon Gifts
- **Organization/Newsletter** | Angie Lokotz, Chair
- **Economic Restructuring** | Chair Position Open
- **Design Committee** | John Wolters, WC Studio Architecture Agency

Other Positions

- **District Manager** – Angie Lokotz (South Sound Pano|Business Photo 360)
- **Art on the Ave Event Coordinator** – The Warehouse Tacoma

**LOOKING FORWARD**

From the perspective of an outside customer, 6th Avenue possesses some attractive destination shops. From shops such as Crescent Moon Gifts to High Voltage Records, numerous bars and restaurants such as Engine House 9 or Dirty Oscars Annex, or bakeries and cafes such as renowned Legendary Donuts to recreational marijuana retailers such as Mary Mart, 6th is home to numerous and diverse businesses. While this attractive diversity presents opportunity, the built environments and atmosphere remains plagued by numerous issues that include crime, vandalism, litter, and unmaintained properties deferring needed maintenance of building exteriors and sidewalks. These key issues are something that the members of the 6ABD have voiced as vital to either remediation or at the least lessening in order to fulfill an organization goal of revitalizing and further developing an attractive, walkable daytime shopping district.

4 Ibid.
comparable to other prominent Northwest boutique strips.

The walkability of 6th Ave has repeatedly been emphasized by John and Angie during our meetings. They wish to actively develop 6th Ave into a street that harbors a more inviting atmosphere for children, families, and young adults. Throughout conversations regarding the Ave's walkability, John and Angie were open and receptive to the groups observations regarding the condition of sidewalks. With many sidewalk areas displaying unsafe conditions from dangerous uplifts, cracks, heavy dirty and debris from ground leaves and debris, litter, and in certain locations missing chunks of curb, 6th avenue holds a multitude of infrastructure-related challenges in its immediate goal of a more prosperous walkable and artistic style niche shopping district.
Improving the cleanliness, attractiveness, and walkability of 6th, along with raising awareness of the pressing issues affecting the built environment among, may be remediated in part through business operations. One example includes Bluebeard Coffee Roasters regularly cleaning and maintenance of their storefront, as well as the surrounding sidewalks and landscaping. Many stores along 6th avenue, including 6ABD members, show signs of neglect in these areas (see images below). John and Angie agree that improving core engagement and improving core business membership are an important consideration moving forward to addressing these issues with other business and property owners.
Members of the 6ABD have repeatedly mentioned their desire to induce development along the strip. Most of the development discussion centers around large scale improvements, such as replacing sidewalks and/or complete renovation or new construction of existing buildings. Angie and John have expressed hopes to see some areas completely redeveloped, i.e. older buildings destroyed with newer modern structures erected in their place, such as the new development breaking ground at Trapper Sushi's former location at 6th and Alder. The projected cost of particular issues, eg sidewalks repair/replacement, while supported by the 6ABD, has not necessarily been well received by property owners, who potentially see improvement cost as a high financial burden with no positive financial return. This has led the 6ABD into revisiting earlier propositions every few years for establishing a Business Improvement Association (BIA), which requires a minimum 50-60% approval from the assessed property owners, not the current 6ABD business members - who are mostly tenants.

CURRENT ISSUES

Currently, the 6ABD is experiencing a decline in overall membership (Graphs), a decline in core membership of business owners, a deteriorating infrastructure, and a higher rate of crime than other similar areas. In addition, there is a rising concern over the growing homeless population, and its perceived correlation to the increase in litter and the accumulation of debris. The 6ABD has expressed an interest in our Consulting team to provide a proposal of recommendations for improving the built environment, as well as methods and means to implement such recommendations, that would improve the walkability and attractiveness along the 6ABD, and work to remedy issues negatively impacting development and revitalization. Other issues identified by our group included an a non-unified and ambiguous vision, absentee landlords, deferred maintenance by business and property owners, and a highly perceived lack of support from the City of Tacoma.

INTERNAL ENVIRONMENT

6ABD MISSION & VISION

On their website, the 6ABD’s mission statement currently reads, “Sixth Avenue Business District serves our members through organized collaborative efforts to promote our sustainable vibrant community footprint.” This vibrant community footprint is undoubtedly present, yet could be progressed to a state of prominence with an organized effort from the members. Their efforts to serve their members are only made more difficult by a low operating budget, scattered views towards priority, and a short participating members list. Their vision is listed as “Sixth Avenue Business District is the FUN destination to Live, Work, Eat, and Play thus empowering businesses, residents, and volunteers to prosper.” Without hesitation, our consultancy team recognized that this vision doesn’t quite fit the mold of what 6th Avenue is today. And, no one was able to effectively define the objective of “prosper” beyond businesses. During several meetings our client agreed that this vision is far from unified, that the “volunteer” portion seems like a stretch given minimal volunteer activity actually occurs on the avenue, and that the informal language of the statement is misleading towards the 6ABD’s true efforts. While some may agree with the current mission statement, the very fact that numerous other

9 Ibid.
members on the 6ABD Board and committees and community stakeholders do not agree or even completely understand the mission, demonstrates this lack of unity or clarity.

6ABD Membership

Businesses serve communities. Business districts are often the culmination of businesses’ ambition to collectively organize and collaborate with other businesses in a shared mission and vision that promotes both the economic and social development of communities. However, to effectively accomplish such an immense task, this requires participation from the community, the government, and most importantly, the core businesses within that district. While perhaps the 6ABD has worked hard to strengthen and progress their membership and development of 6th Ave, over the last eight years there has been a gradual and noticeable decline in the organizational membership and engagement from businesses within the community, and even less property owner participation.

6ABD Membership Totals: 2010 - Present

Within the last decade, 6ABD membership has declined in overall membership and core business membership. Data was computed using the records provided by the 6ABD, along with adjustments for multiple members representing a singular business, and for properties that have been mislabeled as non-core businesses that were previously considered core fall within the district boundaries. It is important to note that the records provided were incomplete for 2015, with entries appearing to have stopped in May of that year. At times, computing data was extremely challenging, and took multiple attempts to ensure the most accurate reflection of totals and percentages possible with the available information. When our team contacted the Proctor District to ascertain the same information, it was almost immediately available and conclusive.
The graph below reflects the amount of total 6ABD members compared to the amount of 6ABD core business/property members over time, where “core” members are defined as business/property owners who fall within the boundaries of the 6ABD itself.

The graph below reflects the relationship between the percentages of total 6ABD membership that can be considered a core business, and the total core businesses along 6th Ave that are active members of the 6ABD. Please note that the yellow and blue lines are simply trend lines provided for reference.
In 2010 there were 125 6ABD members total, while in 2017 that number was cut in half with only 61 members. As of April 3rd of this year, only 52 members remain in the 6ABD. The percentage of 6ABD members represented by core businesses from 2011 to as of April 3rd has hovered around an average of 50%. While this might appear at first as hopeful, the issue remains concerning when evaluated against upon a trending decline of the overall membership. Using the records provided by the 6ABD, of the total core businesses, business participation within the 6ABD has declined from a high of 69.57% of core businesses as members to just 25.74% of core businesses participating as members as of April 3rd this year. The records do not appropriately reflect information to ascertain the total percentages of property owner engagement as members, and were we to use the limited available data, the percentage would arrive in the single digits range. We were able to obtain information from the Proctor District Association (PDA) regarding their current membership to compare with the 6ABD membership. For 2017, the PDA had 60 members, almost exactly on par with the 6ABD’s 61 members. Core businesses comprised 88.3% of the total membership in the PDA in 2017, while the 6ABD membership was comprised of only 49.18%. That core business membership in the PDA accounted for 71.2% of the total core businesses in their district, while the 6ABD represented an extremely low 29.7%.\(^\text{10}\)

During discussions with representatives of the City of Tacoma, concerns arise from the city in regards to 6ABD’s lack of membership participation from actual property owners within the 6ABD boundaries. The city has also expressed concerns regarding propositions and initiatives coming from non-core business members, as not necessarily reflecting the interests of the primary core-business stakeholders, i.e. the property owners.

**SABD Community & Neighbors**

6th Avenue acts as a central strip for a diverse demographic comprised of families, young adults, and several thousand college students. The surrounding community certainly supports business on the avenue, but tends to also frequent competing districts such as Proctor, Ruston-Point Defiance, and Downtown Tacoma to fill their needs for entertainment and consumer goods spanning across multiple sectors in place of the niche destination shops on 6th Ave. According to the City of Tacoma and ESRI (See Appendix B: Segment Tapestry), the tapestry segmentations comprising the 6th Avenue surrounding community are a diverse variety that includes the Emerald City, Front Porches, Parks & Rec, In Style, Rustbelt Traditions, and College Towns. ESRI breaks down these segments accordingly:

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\(^{10}\) Marva Pelander, e-mail message to Nick Setting, March 26, 2018.
EMERALD CITY SEGMENT
Average Household Size: 2.05 | Median Age: 36.6 | Median Household Income: $52,000
- Young & mostly professionals
- Renters
- Well educated
- Highly connected, using technology for entertainment and purchasing
- “Foodie” culture
- Music and art major sources of entertainment
- Travelers
(See Appendix B: Segment Tapestry)

FRONT PORCHES SEGMENT
Average Household Size: 2.55 | Median Age: 34.2 | Median Household Income: $39,000
- Young single-parent families or single households
- Renters
- Friends and family influence purchasing
- Stay-in more than dine-out
- Price sensitive
- Low income
(See Appendix B: Segment Tapestry)

PARKS & REC SEGMENT
Average Household Size: 2.49 | Median Age: 40.3 | Median Household Income: $55,000
- Older Married Couples
- Dual incomes
- Home Owners
- Budgeters and smart shoppers
- Tend to use phones for only calls and texting
(See Appendix B: Segment Tapestry)

IN STYLE SEGMENT
Average Household Size: 2.33 | Median Age: 41.1 | Median Household Income: $66,000
- Married-couple families, or singles
- Educated
- Home Owners
- Connected and affluent with smartphones, apps, and features
- Price sensitive
- Enjoy and supports the arts
(See Appendix B: Segment Tapestry)
Rustbelt Traditions Segment

Average Household Size: 2.46 | Median Age: 38.4 | Median Household Income: $49,000
- Married-couple families
- Home owners
- Family-oriented consumers
- Live, work, and play within the same area
- Budget minded
- Large and growing market

(See Appendix B: Segment Tapestry)

College Towns Segment

Average Household Size: 2.12 | Median Age: 24.3 | Median Household Income: $28,000
- One of if not the largest segments within the SABD community.
- Single
- Renters
- Limited income
- Price Sensitive
- Trend oriented and influenced, e.g. fashion, celebrities, technology, etc.
- Technologically savvy

(See Appendix B: Segment Tapestry)

While the segmentations within the community are diverse in age and income, due to the proximity of the University of Puget Sound to the SABD, College Towns is the largest segmentation within the local community. Given this segment's technological savvy and proneness to online engagement within the community, developing a built environment that enhances the attractiveness to this segment would trickle down to other major segments that interact and are influenced through technology or friends and family.

Cross-District Association (CDA) | Experience Tacoma

The Cross-District Association (CDA) is an extension of Tacoma Business Districts. It is comprised of 6th Avenue, Dome, Fern Hill, Hilltop, Lincoln, McKinley, Oakland Madrona, Old Town, Pacific Avenue, Portland, Proctor, Ruston-Point Defiance, Stadium, South Tacoma, and the Tacoma Narrows business districts. All neighborhood business districts (as recognized by the City of Tacoma) are required to pay the annual fee of $100 in compliance with their membership (also required) to the CDA. The CDA is soon to be renamed “Experience Tacoma”, and has a strong website that receives an average of 1,800 - 2,800 hits per months according to Casey Cowell, who is currently a Board Member at Large of the 6ABD, and the Vice President of the CDA. The
City of Tacoma funds the CDA every year after a careful review of upcoming plans to actively work and implement the funds towards improvements that aid all business districts within Tacoma. Much of this help shows itself in the form of online exposure through www.experiencetacoma.com.

In a phone interview on February 26th, 2018, Casey Cowell mentioned that in years past the CDA has failed to approach the City of Tacoma with an organized plan of action, therefore they had failed to receive funding. The CDA previously used a majority of their remaining funds to continue administering the website, however the CDA is now planning to re-organize and recommit substantial effort towards the improvement of all business districts within Tacoma. On April 5th, 2018, Casey mentioned that the CDA had received their funding for the upcoming year after organizing and presenting their efforts to the City of Tacoma. This indicates that the CDA will once again be of service towards the exposure and publicity of 6th Ave, and of the 6ABD.
### VRIO Analysis

The VRIO provides a framework for analyzing the SABD’s various internal resources to determine their levels of competitive advantage or disadvantage. The four categories assess if the resource has value, is that resource rare, whether the resource is inimitable (difficult to imitate), and is the SABD organized in a manner to adequately employ that resource.

<table>
<thead>
<tr>
<th>Resources</th>
<th>Value</th>
<th>Rare</th>
<th>Inimitable</th>
<th>Organized</th>
<th>Competitive Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Y</td>
<td>Y</td>
<td></td>
<td></td>
<td>Competitive Parity</td>
</tr>
<tr>
<td>Bars &amp; Restaurants</td>
<td>Y</td>
<td></td>
<td></td>
<td></td>
<td>Competitive Parity</td>
</tr>
<tr>
<td>Wide Sidewalks</td>
<td>Y</td>
<td>Y</td>
<td></td>
<td></td>
<td>Competitive Parity</td>
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<tr>
<td>High Traffic Volume</td>
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<tr>
<td>History &amp; Reputation</td>
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<td></td>
<td>Temporary Competitive Parity</td>
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<td>Social Media</td>
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<tr>
<td>Alleys</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td></td>
<td>Potential Competitive Advantage</td>
</tr>
</tbody>
</table>
LOCATION

Lying in-between the Proctor Business District and Downtown Tacoma, the 6ABD is fortunate to have such a central location that calls for high levels of traffic and potential customers to drive/walk through the area. In addition, the 6ABD’s close proximity to the University of Puget Sound offers an opportunity for increased engagement with that community towards collaborative efforts between both organizations that would be mutually beneficial. Examples of collaborative efforts could include student artworks or sculptures being featured on the Ave, planned trips or tours of businesses on 6th by student groups, and University of Puget Sound fundraising events held at local businesses or restaurants. We believe that this strength gives 6ABD potential competitive advantage to set themselves apart from other business districts in the area. Destination specialty shops like Crescent Moon Gifts, The Wedding Bell, and Tacoma Games all provide specific experiences for their regular patrons, and they draw in a variety of different markets and customer bases to 6th Avenue. These memorable stores also add flair to the array of goods and services that can be found while touring the streets of Tacoma.

BARS & RESTAURANTS

6th Avenue is home to a popular nightlife scene of bars and restaurants, which poses a competitive parity in the respect that this competency is both valuable and organized. We believe this to be a key asset to the current attractiveness of 6th avenue, but can also be a partial explanation for some of the littering, discarded cigarette butts outside, and increased crime that follows alcohol related businesses. According to a study by the University of Southern California on the link between bars/liquor stores and crime, “each additional alcoholic outlet is associated with 3.4 additional violent offenses.”\(^\text{11}\) Given this statistic, it is not hard to see how the concentration of bars and restaurants may have an impact on their surrounding environment. This is not to say that these establishments are detrimental for the business district, as they are actually the most frequented and patronized businesses on 6th Avenue. Furthermore, it is incredibly difficult to recreate the environment and mix of independent businesses that 6ABD possesses, which also makes gives it a sense of rarity. The diverse array of restaurants also caters to various levels of dining, whether it’s high-end dining at Asado and Primo Grill, or casual bar food at the Red Hot or the new La Ca Bar.

**Wide Sidewalks**

6th Avenue boasts wide sidewalks, a requirement by the City of Tacoma for a Business District (TITLE 1: Administration and Personnel, 2018). These provide more walking space and room to move than standard sidewalks, thus allowing for pedestrians to freely walk in a straight line without having to weave back and forth to avoid others. More importantly, wider walkways make transportation easier for those with accessibility issues.\(^\text{12}\) Another benefit is that they give the storefronts more surface area from the perspective of the street, which then translates to better visibility, and exposure. An objection towards sidewalk maintenance that our team has received has been the assertion of a potential tram/light rail being built through 6th Avenue.

Our team e-mailed Josh Diekmann, Assistant Division Manager / City Traffic Engineer for the Public Work Dept. with the City of Tacoma, and below is the response we received:

"Regarding the question of a future Tacoma LINK extension, ST3 does not specify which corridor will be used for the extension to Tacoma Community College. The plan does, however, include a cost estimate based on a representative alignment; the representative alignment is on South 19\(^\text{th}\). This cost estimate includes six new stations and assumes the facility will be at-grade. Details can be found at http://www.soundtransit.org/sites/default/files/S-11_Tacoma%20Link%20Extension%20to%20TCC_FTemp.pdf. Since ST3 calls for completion of this project in 2039, it will likely be some years before the preferred alignment and other project details are selected. The City’s long-range planning efforts also do not pre-determine this alignment. However, the current version of the Transportation Master Plan (http://cms.cityoftacoma.org/PublicWorks/Engineering/TMP/TacomaTMP_FINAL_Jan6th_2016.pdf) does identify both 6\(^\text{th}\) and 19\(^\text{th}\) as potential future streetcar corridors.

Regarding more near-term improvements to the pedestrian environment along 6\(^\text{th}\) Avenue, you may be aware that the City has worked to construct upgrades in the area during the past couple of years (if memory serves, we striped 20 crosswalk legs in 2015 as part of the City’s Pedestrian Crossing Improvement project). The attached email contains a letter from the City Manager to the SABD in 2015 provide some of the details about the history of correspondence with SABD you may find useful. I can also offer that the City is actively pursuing resources for this corridor. Next week, we plan to submit a Highway Safety Improvement Program grant to the state; in the grant, we propose to construct several pedestrian crossing improvements in between the signals within the business district. Each one of these improvements would include either bulbouts or median refuge islands to shorten the pedestrian crossing distance."

\(^\text{13}\) Josh Diekmann, e-mail message to Nick Setting, April, 13, 2018.
**S-11: Tacoma Link Extension to Tacoma Community College**

**Project Number**  S-11  
**Subarea**  Pierce  
**Primary Mode**  Light Rail  
**Facility Type**  Corridor  
**Length**  3.65 miles  
**Version**  ST Board Workshop  
**Date Last Modified**  11-25-2015

**SHORT PROJECT DESCRIPTION**

This project would extend Tacoma Link from Downtown Tacoma to Tacoma Community College and include modifications to existing and planned Tacoma Link infrastructure.

*Note: The elements included in this representative project will be refined during future phases of project development and are subject to change.*

**PROJECT AREA AND REPRESENTATIVE ALIGNMENT**

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**KEY ATTRIBUTES**

**REGIONAL LIGHT RAIL SPINE**

**Does this project help complete the light rail spine?**  No

**CAPITAL COST**

Cost in Millions of 2014 $  
$642 — $687

**RIDERSHIP**

2040 daily boardings  
6,000 — 8,000

**PROJECT ELEMENTS**

- Approximately 3.65 miles of mostly at-grade light rail, with a portion of elevated track over SR-16
- Four center platform stations: S Union Avenue, S State Street, S Proctor Street, S Stevens Street
- Three side platform stations: S Ainsworth Ave, S Pearl St, Tacoma Community College
- Stations accommodate 1-car trains (train cars will be longer than existing cars)
- Widening of existing right-of-way to provide for exclusive, center-running track along S 19th Street from MLK Jr Way to SR 16; from SR 16 to TC, the track will run parallel to S 19th Street, to the north, within exclusive ROW, the crossing of SR 16 will be on an independent bridge
- Reconstruction of S 19th Street from S Wilkeson Street to SR 16
- Grind and overlay existing roadway from MLK Jr Way to S Wilkeson Street
- New vehicle storage and washing facility at the project terminus
- Purchase of 16 new one-car trains (58.5' in length) to provide service for the extension and replace the existing fleet
- Expansion of and modifications to the existing maintenance facility to appropriately serve new vehicles
- Added a northbound track from Union Station to the Tacoma Dome Station via Fruyaup Avenue
- Extension of 5 existing/planned station platforms (counting both center and side platforms individually); these include stations that are currently under design as part of the Tacoma Link Extension
- Peak headways: 6 minutes
- 1 percent for art per ST policy
- Non-motorized access facilities (bicycle/pedestrian), transit-oriented development (TOD)/planning due diligence, and sustainability measures (see separate document titled "Common Project Elements")
**HIGH TRAFFIC VOLUME**

6th Avenue is frequented by automobile traffic as a main strip used to commute East and West across the Tacoma area. The traffic passing through the 6ABD borders, either towards Hilltop or Fircrest, is naturally able to pass at a higher speed due to the speed limit being 30 mph. Thus, 6th avenue has become a primary transportation route for the Tacoma area residents and visitors. While this brings more people in/through 6th Avenue, it also poses some dangers for pedestrians trying to cross the street, especially as the painted street lines gradually wear and fade away.\(^\text{14}\)

**HISTORY & REPUTATION**

Despite its lack of historical record in official writing, the 6ABD’s reputation is well-known throughout Tacoma as being a hub for novelty shops, delicious sweets, and casual nightlife. Travel websites like TravelTacoma.com regard 6th Avenue as a place to go for everything from hard-to-find gifts, to car parts, to drinks, to custom-flavored ice cream.\(^\text{15}\) Another example is ExperienceTacoma.com, which lists 6th Avenue as a “hotspot at night with quality musical entertainment, local clubs and a wide array of dining choices.”\(^\text{16}\) This distinctive reputation helps to bring in curious shoppers who want to explore the Ave and see what else is in store. According to Economic Development Supervisor for the City of Tacoma Carol Wolfe, “sixth avenue has a regional reputation for restaurants and nightlife. The city is interested in improving that branding to put its best face forward, because 6th Avenue may be one of the only images that anyone outside of Tacoma that anyone ever sees.”\(^\text{17}\) These glowing reviews and positive recognition of 6th Avenue’s diverse array of businesses help to establish its reputation and history of eclecticism. With the 6ABD’s strong social media presence, we believe that they are poised to utilize that strength in promoting and announcing improvements to the built environment of 6th Avenue.

**DESTINATION SHOPS**

Specialty shops like Crescent Moon Gifts, The Wedding Bell, and Tacoma Games all provide specific experiences for their regular patrons, and they draw in a variety of different markets and customer bases to 6th Avenue. These memorable stores also add flair to the array of goods and services that can be found while touring the streets of Tacoma.


\(^\text{17}\) Carol Wolfe (Community and Economic Development, City of Tacoma) Interview with Nick Setting. April 9, 2018.
**Supportive Community**

Currently there is a city-wide movement to make Tacoma an art-centric city that promotes and fosters both creativity and individualized expression through public art.\(^\text{18}\) We believe that this would help to elevate the likelihood of gaining support from the City of Tacoma to implement quick-win projects such as commissioning artists to paint murals on the sides of buildings, create sculptures for curb corners, or any other artistic projects requested by businesses or property owners.

**Alleys**

We see the alleyways of 6th Avenue as areas of potential for interactive and public art for the community at large. Whether it’s graffiti art or painted murals, each individual piece contributes to 6th Avenue’s unique artistic vibe. We have also observed that while there is still some vandalism, taggers tend to avoid large-scale works, rather than deface them, which is an interesting point to note. Another main idea behind potentially utilizing these alleyways more for artistic purpose, lies in motivating property or business owners to keep them clean, sorted, and clear of litter or debris.

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CONCLUSION - VRIO ANALYSIS

The location, the history and reputation of 6th Avenue, the creative opportunities within the alleyways, and the University of Puget Sound offer 6ABD the greatest potential for sustainable competitive advantages. The 6ABD should focus on better organizing these resources towards their future development of the built environment on 6th Avenue. Bringing public works of art like murals, sculptures and statues can both bring more culture to the Ave while also serving the dual purpose of slowing down traffic. 6ABD has a strong social media presence on Facebook which could aid in getting feedback from the public to try to think if new solutions from different perspectives as well. If utilized appropriately, these assets can bring high levels of competitive parity or advantages to help set 6th Avenue apart from its competitors.
EXTERNAL ENVIRONMENT

COMPETITION

There are 15 Business Districts throughout Tacoma. Of those 15, the Proctor and Ruston-Point Defiance Business Districts, as well as the Downtown Tacoma Business Improvement Area, are the closest relevant competitors to 6ABD’s surrounding community.

COMPETITIVE MATRIX

<table>
<thead>
<tr>
<th>Competitor</th>
<th>Distance</th>
<th>Facebook Likes &amp; Ratings</th>
<th>Instagram</th>
</tr>
</thead>
<tbody>
<tr>
<td>6th Avenue Business District (@6thAveTacoma)</td>
<td>0 mi</td>
<td>11,336 Likes 55 Reviews - 4.8 Stars</td>
<td>161 Followers 3 Posts</td>
</tr>
<tr>
<td>Proctor District Association (@ProctorDistrictAssociation)</td>
<td>1.6 mi</td>
<td>993 Likes 5 Reviews - 4.2 Stars</td>
<td>763 Followers 23 Posts</td>
</tr>
<tr>
<td>Tacoma Downtown Business Improvement Area (@DowntownTacoma)</td>
<td>1.3 mi</td>
<td>4,897 Likes No Ratings Available</td>
<td>None</td>
</tr>
<tr>
<td>Ruston-Point Defiance Business District</td>
<td>4.6 mi</td>
<td>Group with 269 Members - No ratings or Likes available</td>
<td>None</td>
</tr>
<tr>
<td>Stadium Business District Association (@StadiumBusinessDistrict)</td>
<td>1.2 mi</td>
<td>558 Likes 1 Review - 5 Stars</td>
<td>308 Followers 103 Posts</td>
</tr>
</tbody>
</table>

PROCTOR DISTRICT ASSOCIATION (PDA)

One of the oldest direct competitors to the 6ABD, the Proctor District in North Tacoma offers a historic neighborhood with plenty of amenities and attractions. Formally recognized along with the 6ABD in 1991 as one of the original first six Tacoma Business Districts, the PDA is a well kept walkable area of similar shops, restaurants, and artistic attractions. The PDA area is currently experiencing several large developments of newly constructed condominiums that offer street level commercial space. The PDA also offers a grocery store, bowling alley, theater, and Farmers Market.

TACOMA DOWNTOWN BIA

Founded in 1988, the Tacoma Downtown BIA was the first official “Business Improvement Area” in Tacoma. Historic Downtown offers everything from shopping to large hotels, a wide variety of restaurants and bars, the Tacoma convention center, museums, and the University of Washington Tacoma Campus. Unlike Business Districts, this private not for profit organization collects revenues from tax assessments levied against properties per a City of Tacoma ordinance. The BIA then appropriates the funds towards a range of activities for “security, maintenance, and improvements”. In 2017, the BIA collected Revenue of $842,642 in tax assessments alone. This revenue contributed to the collect of 32.24 tons of garbage and litter, down over 36.8% from 2008, and they removed 1,259 graffiti tags (See Appendix C: BIA). As a result, the downtown area is noticeably cleaner with less graffiti. The sidewalks are also in far greater shape, and the perceived level of safety is heightened by the increased presence of security downtown.

RUSTON POINT DEFIANCE BUSINESS DISTRICT (RPDBD)

Much smaller than the 6ABD, Ruston offers a handful of shops and amenities for the local community as well as visitors to the nearby Point Defiance Zoo & Aquarium and the Point Defiance Park, notably “one of the nation’s largest municipal parks.” The RPDBD also offers a Farmers Market, and hosts a variety of events for the local community. While Ruston may not boast the size of 6ABD, many visitors are attracted to the Point Defiance Park and Zoo each

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year, enhancing the attractiveness and walkability of RPDBD for weekenders and families. Some of the most attractive amenities Storefronts and buildings appear well maintained, sidewalks are relatively clean and in average shape, and litter is less evident.

**STADIUM BUSINESS DISTRICT ASSOCIATION**

Located a similar distance from the 6ABD as the Downtown Tacoma BIA, Stadium Business District Association offers “the convenience of a full-service grocery store, drugstore, dry cleaners, bank, tailor, hair salons, coffee shops and eateries.” While their immediate population has a lower medium income than that of 6ABD’s population ($40,228 to $46,936), the number of businesses within Stadium Business District is higher than that of the 6ABD (2,270 to 1,745). Stadium Business District Association also houses Stadium Way High School, which gained fame by being featured in the late 90’s hit movie, “10 Things I Hate About You”. This acts as a draw for tourism in addition to their other amenities including Wright Park, the Seymour Conservatory, the historic Ranko’s Pharmacy, and the oldest community theater west of the Mississippi. In terms of built environment, the Stadium Business District Association is similar to that of the 6ABD with crumbling and uneven sidewalks, as well as rampant littering around bars and restaurants.

**ALTERNATIVES**

Most might label shopping malls and online retailers as substitutes, the term “alternative” serves better to define these competitors. Merriam Webster defines a “substitute” as something that “takes the place or function of another” (n.d.), yet these forms of retail and restaurants miss the primary component that drives business districts to begin with: community. While many segments will participate in online purchasing and frequent large corporate retailers for clothing and generic needs, many community members still look to local shops for niche items and experiential services (see Threat of Substitution in Porter’s Five Forces section). People are often drawn to specific communities for such close-by amenities, as seen in segmentations such as the Rustbelt Traditions (see Appendix). Also, online and corporate retailers often follow cost leadership models, while smaller businesses within business districts tends to follow focus-differentiation style models. Thus, such alternatives pose less a threat than direct competitors.

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26 Ibid.
CONCLUSION

The Proctor District is poised as the top competitor to the 6ABD with a similar environment that includes destination shops, wide sidewalks, and restaurants currently is undergoing strong development. In the Downtown Tacoma BIA poses the next immediate threat due to larger attractions, a wide array of restaurants, a sustainable income for increased security, built environment development, and maintenance. The downtown BIA also maintains a stronger working relationship with the City of Tacoma than the 6ABD, and they’re able to better operate independently with an increased budget and authority. While the 6ABD presents a stronger online presence with social media, it needs to promote development, find more sustainable funding, and improve collaboration between the 6ABD and the City of Tacoma to effectively bridge the competitive gaps. The 6ABD also must improve walkability and the built environment appearance, and delineate some of the current deferred maintenance by property and business owners. These improvements would help to elevate their overall reputation and attractiveness to new businesses. Additionally, with segmentations increasingly looking to social media and third party reviews as influencers, 6th Avenue may lead today but tomorrow could reveal negative reviews that quickly jeopardize a long standing history.

PORTER’S FIVE FORCES

*Porter’s Five Forces is an analytical framework that aims to understand and evaluate the competitive environment/industry in which the organization operates. When using this framework to evaluate a non-profit industry, it is important to be intentional in the way that you define each of the given threats.*

<table>
<thead>
<tr>
<th>Threat of</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rivalry</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Suppliers</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Buyer</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Substitutes</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>New Entrants</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
**COMPETITIVE RIVALRY (HIGH)**

There are two main competitors: Downtown Tacoma BIA and the Proctor Business District. The quality of products and services provided at these locations can arguably be of similar quality, but the demographics that they each serve are widely different from those of the 6ABD. Downtown Tacoma has a host of different bars and restaurants but is generally considered a commercial area that see little activity in the later hours of the evening and night. Proctor Business District is superior in built environment but is more family-oriented and does not provide the same eclectic range of businesses as the 6ABD.

**BARGAINING POWER OF THE SUPPLIER (MEDIUM)**

We have identified the suppliers on 6th Avenue as the businesses and property owners who supply the goods and services that can be found in the business district. It is difficult to gauge the bargaining power of the supplier as there are various types of businesses on 6th Avenue that offer a multitude of differentiated services. This section would more depend on the overall fluctuations of the economy and how it affects those sectors of industry. What we do know, however, is that the 6ABD’s competitors’ prices can affect the prices of 6ABD businesses, so we have ranked the 6ABD’s supplier bargaining power as Medium.

**BARGAINING POWER OF THE BUYER (MEDIUM)**

In relation to this case, the bargaining power of the buyers is low, as they have little power to negotiate prices on 6th Avenue. But there are also various competing business districts in Tacoma alone that provide similar services and goods. The cost of switching for consumers is not high, as they can still find restaurants or bars in other districts, albeit different ones that may also be at higher price points.

**THREAT OF SUBSTITUTION (LOW)**

There are little to no threats of substitution as it is extremely difficult to replace and supplant an entire business district. The main threats would be the competitors listed above such as Proctor Business Association and Downtown Tacoma BIA. Also as defined earlier, while some consumer segments today are beginning to look at online shopping as the future of retail, many still consider brick-and-mortar stores to be the prime destination where they buy their clothes because they provide the convenience of being able to try and buy clothes at the same place. Roughly 94 percent of all retail sales in the United States still take place in a physical store,
totaling up to $3.9 trillion dollars in revenue.\textsuperscript{27} It is difficult to recreate this experience online, and it will be a long time until technology develops to the point where brick-and-mortar stores are no longer necessary.

**THREAT OF NEW ENTRANTS (MEDIUM)**

Currently, the only identifiable threat of a new entrant is the development of Ruston Point Defiance. Their newest waterfront development is still in the middle of building new structures, but is also caught up in a legal dispute between the City of Ruston and the City of Tacoma over possible annexation of “a bite of land” by the City of Tacoma, as the land rests right on the border between the two cities.\textsuperscript{28} While the Tacoma side has been progressively developed for the past few years, the Ruston side has yet to see any new developments. Currently, the Point Ruston shopping area offers a relatively new Century AMC movie theater, fine dining at Wild Fin Grill, and a boba tea shop called Jewel Box Cafe. These amenities help to set it apart from the 6ABD and when the area is fully developed, it will undoubtedly join Proctor and Downtown to compete aggressively with the 6ABD for market share due to its close proximity.

**CONCLUSION - PORTER'S FIVE FORCES**

The 6th Avenue Business District faces high threats of competitive rivalry and bargaining power of its buyers, a medium threat from new entrants and suppliers, and low threats from substitutions. Currently we see the threat of rivalry from other business districts as drawing the highest concern, because they provide competitive options to the local community. Another threat that we observed is the bargaining power of buyers in Tacoma, who have an array of options when choosing where to shop. Whether it is at the Tacoma Mall or any of the other business districts, buyers today are able to decide for themselves where the most competitive prices would be, especially with the wealth of information that is now widely available online. That being said, we believe that the 6ABD has the potential to capitalize on their differentiation of destination businesses and old-school “artistic vibe” through murals and sculptures to set themselves apart from the competition.

A SWOT Analysis is a fast and effective tool for strategically examining an organization's strengths, weaknesses, opportunities, and threats.²⁹

**STRENGTHS**

- **High traffic volume**
  - Used as a main arterial route, 6th Avenue attracts a high amount of traffic on a consistent basis.

- **Divers/destination shopping**
  - Home to many unique shops, 6th Avenue acts as a destination location for specific shoppers and consumers searching for niche products or services.

- **Bars/restaurants**
  - Numerous restaurants and shops provide an eclectic experience that is hard to find anywhere else.

- **Wide sidewalks**
  - 6th Avenue sidewalks are notably wide and extend further from the storefront than the standard sidewalk, allowing for greater walkability and higher volumes of foot traffic.³⁰,³¹

- **History/Reputation**
  - 6th Avenue is known as a “hotspot at night with quality musical entertainment, local clubs and a wide array of dining choices” and is well regarded by the City as one of the most well-known shopping areas of Tacoma.

- **Supportive communities**
  - The immediate communities surrounding 6th Avenue tend to frequent the avenue a fair amount. This includes Tacoma locals, and it is notable to mention that the University of Puget Sound’s close proximity to 6th Avenue may also serve as a strength, due to the high volume of students who frequent shops along the business district.

- **Art culture**
  - Tacoma is home to a vibrant artistic culture, and the City of Tacoma states the ArtFull Tacoma movement as "anchored in the idea that arts and culture are created and consumed as part of a dynamic ecosystem within the community."³²

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³⁰ 6th Ave.

³¹ Carol.

³² Artfull, 13.
6th Avenue serves as a direct demonstration of this trend through building murals, yarneled bike racks, and alternative shops.

**Social Media**
- On Facebook, the 6ABD has over 11,000 followers, an impressive feat for a community of this size. Meanwhile, Proctor Business District Association has 1,017 followers, Stadium Way Business District has 557 followers, and Downtown Tacoma has 4,938 followers. The 6ABD clearly has a higher rate of engagement with both its online and local community, which indicates that their followers are more likely to interact with their content and use the 6ABD’s Facebook page to keep up to date on local events, sales, or activities.

**Weaknesses**

- **Low core memberships**
  - In 2017, only 48% of total members were core businesses. Of those, only 29.7% of the total 6ABD core businesses were accounted for.

- **Low budget**
  - The 6ABD operates solely from the budget that they generate from collected membership fees. As of Feb. 28th, 2018, the total operating budget was $4,200 with 42 members paid.

- **Non-unified vision**
  - Current vision is unclear. Needs a re-vision in order to articulate and unify the 6ABD and their community.

- **Abseneye landlords**
  - Lack of participation in 6ABD or within the community itself.

- **Poor infrastructure/walkability**
  - Deteriorating sidewalks, litter.

- **Deferred maintenance**
  - Result of businesses and property owners neglecting storefront areas and sidewalks.

- **Poor lighting**
  - Certain strips of 6th (O’Malleys → Dirty Oscar’s Annex) are dimly lit or not lit at all by the streetlights.

- **Litter & debris**
  - We’ve observed that the homeless population and nightlife along 6th avenue contributes to the amount of cigarette butts left on the sidewalk and the street, as well as the amount of general litter and debris.\(^{33}\)

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\(^{33}\) Group observed homeless person kicking trash into the street.
OPPORTUNITIES

Artistic Murals
- Art on the Ave extremely successful.
- City of Tacoma currently engaged in “5-year strategic plan [to] build on Tacoma’s vision and values for a creative, cohesive community and flourishing arts and cultural sector.” 34

University of Puget Sound community
- The largest business and sub-community of the 6ABD with vast potential for collaboration and resources.

BIA
- Expressed interest by 6ABD Members, as well as expressed support from the City of Tacoma in developing BIA for a “6th Avenue Creative District.”
- Can help to increase property owner engagement, mobilize the community to improve built environments, and revitalize organizational development with the support and backing of the municipal government. 35
- The City of Seattle claims that in BIAs, “the funds collected are used to provide services for the mutual benefit of the businesses and/or properties being assessed.” 36

THREATS

Lack of business and property owner engagement in the 6ABD.

Potential Limited Support From the City of Tacoma
- Possibly due to lack of support for 6ABD initiatives from majority core businesses, and lack of direction in-line with City of Tacoma’s planning.

Potential Lack of Support for BIA
- 6ABD membership at presents constitutes less than 26% of the overall core businesses in the District, and even less of the property owners. At minimum, support from 50-60% or more of the proposed BIA assessed property owners are required to establish a BIA within Tacoma.

Crime
- Vandalism, Theft, Assault & Battery, etc.
- Graffiti

34 Artfull.
36 Ibid.
Growing homeless population
- In 2017 Tacoma declared a State of Public Health Emergency due to increasing concentrations of homeless encampments in Tacoma.37

Competitors
- Three main competitors: Downtown Tacoma BIA, Proctor Business District Association, and Ruston Point Defiance Business District Association.

Fluctuating economy
- The economic turbulence over the last 10 years resulted in a dip for start-up businesses. Economic indicators and rates are improving, but still remain volatile (See Appendix D: Small Business Profile.

Conclusion- S.W.O.T. Analysis

The 6ABD’s weaknesses currently act as the roadblock between alleviating the immediate threats posed towards their success. On the contrary, their strengths allow for them to foster a collective effort towards pursuing the opportunities before them. In order for the 6ABD to achieve success and cultivate a productive business environment that serves as a desirable, attractive walkable strip for citizens and business owners alike, they must first focus on the changes that they possess the capability to implement and control. By actively working to mitigate the weaknesses in front of them, we believe that the 6ABD can begin to focus capitalizing on their opportunities and overcoming the threats that are currently plaguing their progress as an organization and avenue.

37 City of Tacoma Declares.
<table>
<thead>
<tr>
<th><strong>OPPORTUNITIES</strong></th>
<th><strong>STRENGTHS</strong></th>
<th><strong>WEAKNESSES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• The 6ABD is able to differentiate itself from other business districts due to its unique blend of culture, eclectic businesses, and art.</td>
<td>• 6ABD currently suffers from a reputation of high crime and low walkability. This is caused by the deferred maintenance of sidewalks by property owners, as well as increasing wear of the sidewalks.</td>
</tr>
<tr>
<td></td>
<td>• There is a growing movement to turn Tacoma into a hub of creative businesses and public art as well. We believe that there is a solid opportunity to take advantage of this wave to propel the 6ABD into prominence.</td>
<td>• There is no unified mission or values statement that incorporates both the property owners and business owners of the 6ABD and seeks to demonstrate a unified goal.</td>
</tr>
<tr>
<td></td>
<td>• The generation of a BIA may also help to mitigate/resolve some of the issues like littering, unifying the businesses/property owners, and acquiring more support from the City of Tacoma.</td>
<td>• There is low core business engagement, indicating a possible negative perception of the 6ABD among businesses on 6th Avenue.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>THREATS</strong></th>
<th><strong>STRENGTHS</strong></th>
<th><strong>WEAKNESSES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• When compared to its counterparts at Proctor Business District or Point-Ruston, the walkability aspect of each business district places the 6ABD at a disadvantage.</td>
<td>• The built environment of 6th Avenue is badly in need of improvement and refurbishing. So we have identified these as priorities that need to be addressed as soon as possible.</td>
</tr>
<tr>
<td></td>
<td>• The perceptions of high rates of crimes and crumbling infrastructure threaten the future development and reputation of the 6ABD.</td>
<td>• The poor infrastructure of 6th Avenue is mainly due to absentee landlords, so it is imperative that the 6ABD finds ways to motivate or convince them to invest money into improving their sidewalks.</td>
</tr>
<tr>
<td></td>
<td>• Potential lack of community support from negative perceptions of the 6ABD.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The rising homeless population is becoming a concern. Competitors are also competing for funding, so 6ABD needs a structured plan to outcompete them in the next 5 years.</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX A: 6ABD

City of Tacoma Staff Liaison:
Carol Wolfe
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cwolfe@cityoftacoma.org

6th Avenue Business District
Association President:
Daniel Smith
253.224.3419
danielsmith0834@gmail.com

For additional demographics please contact Kaia Dralie at
253.573.2523 or kdralie@cityoftacoma.org

2016 Residential Profile Summary

<table>
<thead>
<tr>
<th>Drive Time</th>
<th>5 Min.</th>
<th>10 Min.</th>
<th>U.S.A.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>33,491</td>
<td>96,249</td>
<td>2.50</td>
</tr>
<tr>
<td>Households</td>
<td>14,045</td>
<td>41,562</td>
<td></td>
</tr>
<tr>
<td>Average Householder Size</td>
<td>2.18</td>
<td>2.21</td>
<td>38.0</td>
</tr>
<tr>
<td>Median Age</td>
<td>34.6</td>
<td>36.7</td>
<td></td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$46,936</td>
<td>$47,665</td>
<td>$54,149</td>
</tr>
<tr>
<td>Median Value Owner Occupied Housing Unit</td>
<td>$259,513</td>
<td>$247,213</td>
<td>$188,891</td>
</tr>
<tr>
<td>Owner Occupied Units</td>
<td>39.4%</td>
<td>41.2%</td>
<td>55.4%</td>
</tr>
<tr>
<td>Renter Occupied Units</td>
<td>50.0%</td>
<td>48.8%</td>
<td>32.9%</td>
</tr>
<tr>
<td>Population Trend 2016-2021</td>
<td>0.8%</td>
<td>0.9%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Median Household Income Trend 2016-2021</td>
<td>0.5%</td>
<td>0.7%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

2016 Business Profile

| Total Businesses | 1,745 | 6,843 |
| Total Daytime Employees | 20,605 | 95,084 |

Overview:

Eclectic truly defines the 6th Avenue business district with its coffee shops, retail shopping, outdoor art, doggie daycare, music and record stores, lumber yard, tattoo parlors, fast food and fine dining restaurants. Sixth Avenue is a hot spot at night with quality musical entertainment, local clubs, an all ages ballroom and a wide array of dining choices. The Ave is an area you don’t want to miss day or night. Visit www.On6thAve.com for more information about the district.

Special Events:

6th Avenue Farmers Market, May - September
Art on the Ave, July
Santa Parade, December

## 2016 Resident Profile

<table>
<thead>
<tr>
<th>Population by Age</th>
<th>Drive Time 5 Min.</th>
<th>Drive Time 10 Min.</th>
<th>U.S.A.</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 4</td>
<td>5.6%</td>
<td>6.0%</td>
<td>6.2%</td>
</tr>
<tr>
<td>5 - 9</td>
<td>5.1%</td>
<td>5.6%</td>
<td>6.3%</td>
</tr>
<tr>
<td>10 - 14</td>
<td>4.5%</td>
<td>5.1%</td>
<td>6.5%</td>
</tr>
<tr>
<td>15 - 19</td>
<td>6.9%</td>
<td>5.9%</td>
<td>6.6%</td>
</tr>
<tr>
<td>20 - 24</td>
<td>10.1%</td>
<td>8.3%</td>
<td>7.1%</td>
</tr>
<tr>
<td>25 - 34</td>
<td>18.6%</td>
<td>16.7%</td>
<td>13.0%</td>
</tr>
<tr>
<td>35 - 44</td>
<td>13.0%</td>
<td>13.4%</td>
<td>12.0%</td>
</tr>
<tr>
<td>45 - 54</td>
<td>13.1%</td>
<td>13.1%</td>
<td>13.3%</td>
</tr>
<tr>
<td>55 - 64</td>
<td>11.6%</td>
<td>12.2%</td>
<td>12.8%</td>
</tr>
<tr>
<td>65 - 74</td>
<td>6.6%</td>
<td>7.5%</td>
<td>8.8%</td>
</tr>
<tr>
<td>75 - 84</td>
<td>2.6%</td>
<td>3.8%</td>
<td>4.3%</td>
</tr>
<tr>
<td>85+</td>
<td>1.3%</td>
<td>2.2%</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

## Population 25+ by Educational Attainment

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Drive Time 5 Min.</th>
<th>Drive Time 10 Min.</th>
<th>U.S.A.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th Grade</td>
<td>3.4%</td>
<td>3.5%</td>
<td>5.5%</td>
</tr>
<tr>
<td>9th - 12th Grade, No Diploma</td>
<td>6.6%</td>
<td>6.8%</td>
<td>7.3%</td>
</tr>
<tr>
<td>High School or GED/Alternative Credential</td>
<td>24.2%</td>
<td>24.8%</td>
<td>27.6%</td>
</tr>
<tr>
<td>Some College, No Degree</td>
<td>20.6%</td>
<td>24.1%</td>
<td>20.9%</td>
</tr>
<tr>
<td>Associate Degree</td>
<td>8.4%</td>
<td>9.1%</td>
<td>8.2%</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>21.7%</td>
<td>19.6%</td>
<td>18.8%</td>
</tr>
<tr>
<td>Graduate/Professional Degree</td>
<td>15.2%</td>
<td>12.1%</td>
<td>11.6%</td>
</tr>
</tbody>
</table>

## Employed Population 16+ by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Drive Time 5 Min.</th>
<th>Drive Time 10 Min.</th>
<th>U.S.A.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture/Mining</td>
<td>0.7%</td>
<td>0.6%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Construction</td>
<td>5.4%</td>
<td>5.8%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>7.5%</td>
<td>8.1%</td>
<td>10.2%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>2.4%</td>
<td>2.4%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>11.2%</td>
<td>11.6%</td>
<td>11.3%</td>
</tr>
<tr>
<td>Transportation/Utilities</td>
<td>5.1%</td>
<td>4.9%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Information</td>
<td>1.1%</td>
<td>1.5%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Finance/Insurance/Real Estate</td>
<td>5.1%</td>
<td>5.9%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Services</td>
<td>56.8%</td>
<td>53.3%</td>
<td>49.5%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>4.6%</td>
<td>5.8%</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

## Annual Household Budget Expenditures

<table>
<thead>
<tr>
<th>Drive Time 5 Min.</th>
<th>Spending Potential Index</th>
<th>Average Amount Spent</th>
<th>Spending Potential Index</th>
<th>Average Amount Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Expenditures</td>
<td>84</td>
<td>$55,802</td>
<td>84</td>
<td>$55,655</td>
</tr>
<tr>
<td>Food at Home</td>
<td>86</td>
<td>$428</td>
<td>85</td>
<td>$4,259</td>
</tr>
<tr>
<td>Food Away from Home</td>
<td>86</td>
<td>$2,675</td>
<td>86</td>
<td>$2,655</td>
</tr>
<tr>
<td>Alcoholic Beverages</td>
<td>89</td>
<td>$458</td>
<td>88</td>
<td>$452</td>
</tr>
<tr>
<td>Housing</td>
<td>88</td>
<td>$17,915</td>
<td>87</td>
<td>$17,800</td>
</tr>
<tr>
<td>Shelter</td>
<td>89</td>
<td>$13,904</td>
<td>88</td>
<td>$13,776</td>
</tr>
<tr>
<td>Utilities, Fuel and Public Services</td>
<td>82</td>
<td>$4,011</td>
<td>83</td>
<td>$4,024</td>
</tr>
<tr>
<td>Housekeeping Supplies</td>
<td>83</td>
<td>$584</td>
<td>83</td>
<td>$584</td>
</tr>
<tr>
<td>Household Furnishings and Equipment</td>
<td>83</td>
<td>$1,469</td>
<td>83</td>
<td>$1,466</td>
</tr>
<tr>
<td>Apparel and Services</td>
<td>87</td>
<td>$1,746</td>
<td>86</td>
<td>$1,731</td>
</tr>
<tr>
<td>Transportation</td>
<td>83</td>
<td>$6,707</td>
<td>83</td>
<td>$6,700</td>
</tr>
<tr>
<td>Travel</td>
<td>80</td>
<td>$1,489</td>
<td>81</td>
<td>$1,490</td>
</tr>
<tr>
<td>Health Care</td>
<td>79</td>
<td>$4,182</td>
<td>80</td>
<td>$4,225</td>
</tr>
<tr>
<td>Entertainment and Recreation</td>
<td>83</td>
<td>$2,411</td>
<td>83</td>
<td>$2,409</td>
</tr>
<tr>
<td>Personal Care Products &amp; Services</td>
<td>84</td>
<td>$616</td>
<td>84</td>
<td>$616</td>
</tr>
<tr>
<td>Education</td>
<td>90</td>
<td>$1,279</td>
<td>89</td>
<td>$1,256</td>
</tr>
<tr>
<td>Life/Other Insurance</td>
<td>73</td>
<td>$304</td>
<td>75</td>
<td>$312</td>
</tr>
<tr>
<td>Pensions and Social Security</td>
<td>81</td>
<td>$5,499</td>
<td>81</td>
<td>$5,493</td>
</tr>
</tbody>
</table>

*Spending Potential Index (SPI) represents the annual amount spent for a product or service related to the national average of 100. A SPI greater than 100 is above the national average. A SPI less than 100 is below the national average. Source: 2016 U.S. Business Analytic Online.

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Ibid.
LifeMode Group: Middle Ground
Emerald City

Households: 1,677,000
Average Household Size: 2.05
Median Age: 36.6
Median Household Income: $52,000

WHO ARE WE?
Emerald City’s denizens live in low-density neighborhoods of urban areas throughout the country. Young and mobile, they are more likely to rent. Well educated and well employed, half have a college degree and a professional occupation. Income is close to the US median; some primarily from wages and self-employment. This group is highly connected, using the Internet for entertainment and making environmentally friendly purchases. Long hours on the internet are balanced with time at the gym. Many embrace the “foodie” culture and enjoy cooking adventurous meals using local and organic foods. Music and art are major sources of enjoyment. They travel frequently, both personally and for business.

OUR NEIGHBORHOOD
- There are mostly older, established neighborhoods with homes built before 1960; around 30% built before 1940.
- Just over half of all homes are rented occupied.
- Single-person and nonfamily types make up over half of all households.
- Median home value and average rent are slightly above the US levels; around half of owned homes are worth $150,000-$300,000.

SOCIOECONOMIC TRAITS
- Well educated, these consumers research products carefully before making purchases.
- They buy natural, green, and environmentally friendly products.
- Very conscious of nutrition, they regularly buy and eat organic foods.
- Cell phones and text messaging are a huge part of everyday life.
- They place importance on learning new things to keep life fresh and variable.
- They are interested in the fine arts and especially enjoy listening to music.

<table>
<thead>
<tr>
<th>AGE BY SEX</th>
<th>RACE AND ETHNICITY</th>
<th>INCOME AND NET WORTH</th>
<th>AVERAGE HOUSEHOLD BUDGET INDEX</th>
<th>OCCUPATION BY EARNINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Age: 36.6</td>
<td>US: 37.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>Female</td>
<td>US Hispanic</td>
<td>Non-Hispanic</td>
<td>Median Household Income</td>
</tr>
<tr>
<td>[Graph]</td>
<td>[Graph]</td>
<td>[Graph]</td>
<td>[Graph]</td>
<td>[Bar graph]</td>
</tr>
</tbody>
</table>

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

The index compares the average amount spent in this market’s household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Experian.

The top occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau American Community Survey.
MARKET PROFILE
- Liberal segment that contributes to NPR and PBS.
- Shop at Trader Joe’s and Whole Foods.
- Budget time—utilize home cleaning services so there’s time for yoga.
- Use the web for professional networking, blogging, and online dating.
- Read magazines and books on a tablet, sometimes while exercising at home.
- Go to art galleries and make art at home.

HOUSING
Median home value is displayed for markets that are primarily owner-occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by ESRI. Housing type and averages are from the Census Bureau’s American Community Survey.

Typical Housing: Single Family, Multifamily
Average Rent: $1,020
US Average: $1,390

ESRI INDEXES
ESRI developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

<table>
<thead>
<tr>
<th>Index</th>
<th>Score</th>
<th>US Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wealth Index</td>
<td>80</td>
<td>120</td>
</tr>
<tr>
<td>Socioeconomic Status Index</td>
<td>120</td>
<td>131</td>
</tr>
<tr>
<td>Housing Affordability Index</td>
<td>131</td>
<td>131</td>
</tr>
</tbody>
</table>

POPULATION CHARACTERISTICS
Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by ESRI.

<table>
<thead>
<tr>
<th>Population</th>
<th>Population Growth</th>
<th>Population Density</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,000,000</td>
<td>0.5%</td>
<td>35</td>
</tr>
</tbody>
</table>

WHO ARE WE?
Front Porches blends household types, with more young families with children or single households than average. This group is also more diverse than the US. Half of households are renters, and many of the homes are older town homes or duplexes. Friends and family are central to Front Porches residents and help to influence household buying decisions. Residents enjoy their automobiles and live in cars that are fun to drive. Income and net worth are well below the US average, and many families have taken out loans to make ends meet.

Our NEIGHBORHOOD
- Nearly one in five homes is a duplex, triplex, or quadplex.
- Just over half the homes are occupied by renters.
- Older, established neighborhoods; three-quarters of all homes were built before 1980.
- Single-parent families or singles living alone make up almost half of the households.

SOCIOECONOMIC TRAITS
- Composed of a blue-collar work force with a strong labor force participation rate, but unemployment is high at 11%.
- Price is more important than brand names or style to these consumers.
- With limited incomes, these are not adventurous shoppers.
- They would rather cook a meal at home than dine out.
- They seek adventure and strive to have fun.

Emerald City.
Front Porches.
WHO ARE WE?
These practical suburbanites have achieved the dream of home ownership. They have purchased homes that are within their means. Their homes are older, and town homes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that support their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

OUR NEIGHBORHOOD
- Homes are primarily owner occupied, single family residences built prior to 1970; town homes and duplexes are scattered through the neighborhoods.
- Both median home value and average rent are close to the national level.
- Households by type mirror the US distribution; married couples, more without children, dominate. Average household size is slightly lower at 2.89, but this market is also a bit older.

SOCIOECONOMIC TRAITS
- More than half of the population is college educated.
- Older residents draw Social Security and retirement income.
- The workforce is diverse: professionals in health care, retail trade, and education, or skilled workers in manufacturing and construction.
- This is a financially secure market; consumers are careful to research their big-ticket purchases.
- When planning trips, they search for discounted airline fares and hotels and choose to vacation within the US.
- These practical residents tend to use their cell phones for calls and texting only.
Parks and Rec.

Market Profile
- Cost and practicality come first when purchasing a vehicle. Parks and Rec residents are more likely to buy domestic SUVs or trucks over compact or subcompact vehicles.
- Budget-conscious consumers stock up on staples at warehouse clubs.
- View time at home watching documentaries on Animal Planet, Discovery, or History channels. For an outing, they choose to dine out at family-style restaurants and attend movies. Between trips to the casino, they gamble on lottery tickets and practice their blackjack and poker skills online.
- Convenience is important in the kitchen; they regularly use frozen or packaged main course meals. Ground coffee is preferred over coffee beans.
- Residents take advantage of local parks and recreational activities. Their exercise routine is a balance of home-based exercise—a session at their local community gym; or a quick jog, swim, or run.

Housing
- Median home value is displayed for markets that are primarily owner-occupied. Average rent is shown for renter-occupied markets.
- Median and average home values are estimated by the U.S. Census Bureau’s American Community Survey.

Typical Housing: Single Family
- Median Value: $180,000
- U.S. Median: $171,900

Population Characteristics
- Total population, average annual population change from Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by ESRI.

ESRI Indexes
- Each developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to U.S. standards.

WHO ARE WE?
- In Style denizens embrace an urban lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

Our Neighborhood
- City dwellers of large metropolitan areas.
- Married couples, primarily with no children (Index 112) or single households (Index 109), average household size at 2.33.
- Home ownership average at 69% (Index 108), more than half, 51%, mortgaged (Index 112).
- Primarily single-family homes, in older neighborhoods (built before 1980), with a mix of town homes (Index 133) and smaller 2–19 units apartment buildings (Index 110).
- Median home value at $213,500.
- Vacant housing units at 9.8%.

Socioeconomic Traits
- College educated: 44% are graduates (Index 162), 78% with some college education.
- Low unemployment is at 5.6% (Index 65), higher labor force participation rate is at 68% (Index 108) with proportionately more 2-worker households (Index 112).
- Median household income of $65,600 reveals an affluence market with income supplemented by investments (Index 143) and a substantial net worth (Index 179).
- Connected and knowledgeable, they carry smartphones and use many of the features.
- Attentive to price, they use coupons, especially mobile coupons.
WHO ARE WE?
The backbone of older industrial cities in states surrounding the Great Lakes, Rustbelt Traditions residents are a mix of married-couple families and singles living in older developments of single-family homes. While varied, the workforce is primarily white collar, with a higher concentration of skilled workers in manufacturing, retail trade, and health care. Rustbelt Traditions represents a large market of stable, hard-working consumers with modest incomes but above average net worth (Index 111). Family-oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.

OUR NEIGHBORHOOD
- Almost half (46%) of the households are married-couple families, similar to the US (48%), most without children (also similar to the US); the slightly higher proportion of singles (Index 105) reflects the aging of the population.
- Average household size is slightly lower at 2.46.
- They are movers, slightly more mobile than the US population (Index 109), but almost half of households (44%) moved into their current homes before 2000.
- Most residents live in modest, single-family homes in older neighborhoods built in the 1950s (Index 218).
- Nearly three quarters own their homes; over half of households have mortgages.
- A large and growing market, Rustbelt Traditions residents are located in the dense urban fringe of metropolitan areas throughout the Midwest and South.
- Most households have two or more vehicles available.

SOCIOECONOMIC TRAITS
- Most have graduated from high school or spent some time at a college or university.
- Unemployment below the US at 5%.
- Labor force participation slightly higher than the US at 67%.
- While most income derived from wages and salaries, nearly 30% of households collecting Social Security and nearly 20% drawing income from retirement accounts.
- Family-oriented consumers who value time spent at home.
- Most lived, worked, and played in the same area for years.
- Budget aware shoppers that favor American-made products.
- Read newspapers, especially the Sunday editions.

AGE BY SEX
Median Age: 38.4 US: 37.6

RACE AND ETHNICITY
Diversity Index: 44.2 US: 62.1

INCOME AND NET WORTH
Median Household Income: $49,000
Median Net Worth: $70,000

AVERAGE HOUSEHOLD BUDGET INDEX
The index compares the average amount spent in this market to the national average. An index of 100 is average. An index of 150 shows that average spending by consumers in this market is 50 percent above the national average. Consumer expenditures are estimated by DART.

OCCUPATION BY EARNINGS
The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau’s American Community Survey.
Rustbelt Traditions.

**MARKET PROFILE**
- Residents take advantage of convenience stores for fueling up and picking up incidentals.
- Watching television is a common pastime; many households have more than four TVs.
- Favorite programming genres range from ESPN, Animal Planet, and AMC to children’s shows on Nickolodean and Cartoon Network.
- Residents are connected; entertainment activities like online gaming dominate their Internet usage.
- Favorite family restaurants include Applebees, Outback Steakhouse, and Texas Roadhouse.
- Radio dial is typically tuned to classic rock stations.

**HOUSING**
- Median home value is displayed for markets that are primarily owner-occupied, average rent is shown for rental-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent rates are from the Census Bureau American Community Survey.

**TYPICAL HOUSING**
- **Home Ownership**
  - Median Value: $148,000
  - US Median: $273,000
  - Rent: 27.7%

**ESRI INDEXES**
- Developed to disclose how differences in household, wealth, socioeconomic status, and housing affordability between local areas and the US were estimated by Esri.

**POPULATION CHARACTERISTICS**
- Total population, average annual population change since Census 2010, and average density of population per square mile are displayed for the market relative to the rate and change among all Tapestry markets. Data estimated by Esri.

**COLLEGE TOWNS**
- Households: 1,104,000
- Average Household Size: 2.12
- Median Age: 24.3
- Median Household Income: $28,000

**WHO ARE WE?**
- About half the residents of College Towns are enrolled in college, while the rest work for a college or the services that support it. Students have busy schedules, but make time between studying and part-time jobs for socializing and sports. Students that are new to managing their own finances tend to make impulsive buys and splurge on the latest fashions. This digitally engaged group uses computers and cell phones for all aspects. We including shopping, school work, news, social media, and entertainment. College Towns are all about new experiences, and residents seek out variety and adventure in their lives.

**OUR NEIGHBORHOOD**
- There are nonresidential households with many students living alone or with roommates for the first time.
- This segment is a mix of densely developed student housing and dorms with local residences.
- On-campus, low rent apartments comprise half of the housing stock.
- Over three-quarters of the households are rented occupied, with one in ten remaining vacant.
- One-third of homes are single family, mostly occupied by local residents who own their homes.
- This market is bike and pedestrian friendly.

**SOCIOECONOMIC TRAITS**
- Their limited incomes result in thrifty purchases.
- They do not eat the healthiest foods, nor do they see a doctor regularly.
- They dress to impress with the latest fashions of the season.
- They prefer environmentally friendly products and websites that get good gas mileage.
- They are heavily influenced by celebrity endorsements and trends in magazines.
- They feel anything that can be done online is easier than in person.
- They have liberal political views.

Note: Some data attributes may be lost in the segment due to the non-response imputing via Census projections are estimated for U.S. only.
College Towns.
32.24 TONS OF DEBRIS REMOVED

1,259 GRAFFITI TAGS REMOVED

Maintenance

The BIA maintenance team picks up debris from sidewalks and streets throughout the entire BIA at least once per week. The maintenance crew is active and ready to respond to immediate needs every day from 6 am to 2:30 pm, Monday through Friday.

In addition to the regular weekly clean up throughout downtown, the team pressure washes sidewalks to remove dirt and moss and sprays and disinfects doorways. Upon request, the crew can clean graffiti within arms reach of the sidewalk.

Recently, graffiti removal became a significant part of the program with an increase in incidents to 2,420. As a result of this substantial increase, the BIA and local government partners developed and implemented improved graffiti response systems City-wide. The results of this partnership are seen in the reduced number of incidents, and prosecutions of known offenders.

Community Relations

- Maintain the BIA website (tacomabia.org) to communicate with ratepayers and the public about BIA services and activities
- Publish a quarterly BIA Newsletter as a resource for information on downtown activities
- Coordinate strategies with the City of Tacoma and other civic and business organizations to more efficiently promote common interests in downtown Tacoma
- Help fund the design and installation of downtown banners that highlight the activities and features of downtown
- Purchase flower baskets to enhance the beauty of downtown areas
- Hang downtown holiday decorations
- Implementation of downtown wayfinding system
- Work on development of downtown planning documents
- Support development of city-wide nuisance and graffiti response system
- Conducted presence and impacts of subsidized and supported housing in downtown
- Compensate Sound Transit for lost revenue in order to keep the Link fare free

Contact BIA Maintenance

Feel free to contact the BIA Cleaning Services regarding any maintenance issues or concerns at (253) 682-1731.

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APPENDIX D: SMALL BUSINESS PROFILE

BUSINESS TURNOVER

- In the second quarter of 2014, 220,000 establishments started up in the United States and 205,000 exited. Startups generated 805,000 new jobs while exits caused 717,000 job losses. (Source: BDM)
- Figure 4 displays startup and exit rates from 2005 to 2015. Each series is smoothed across multiple quarters to highlight long-run trends. (Source: BDM)

5 STARTUPS are counted when business establishments hire at least one employee for the first time. The BLS terms these births, as distinct from the BLS openings category which includes seasonal re-openings.
6 EXITS occur when establishments go from having at least one employee to having none, and then remain closed for at least a year. The BLS terms these events deaths, as distinct from the closings category which includes seasonal shutterings.

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REFERENCES


