

Central Area

Commercial Revitalization Plan

2016–2018

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OUR STORY

In April 2015, the City of Seattle’s Office of Economic Development (OED) launched a commercial revitalization planning process in Seattle’s Central Area as part of the *Only in Seattle* initiative. The desire to develop a plan was in direct response to business owner and community member requests for greater investment in the economic vitality of this historic community. OED hired Nyawela Consulting, a Seattle-based communications firm, to facilitate a community engagement process and write the Central Area Commercial Revitalization Plan. More than 180 individuals and representatives from fifty organizations participated in twenty meetings over a six-month period. OED and Nyawela Consulting worked in partnership to develop relationships and create the environments and processes that would ultimately inspire, inform, and create the Central Area Commercial Revitalization Plan.

The goals, strategies, and measures found in the Central Area Commercial Revitalization Plan support the guiding vision for the neighborhood, as described in the 23rd Avenue Action Plan created in 2013. The City of Seattle’s Department of Planning and Development led a community-centered process to develop the 23rd Avenue Action Plan—an update to the 1998 Central Area Neighborhood Plan that focused specifically on the 23rd Avenue corridor.

All participants involved in the engagement process were eager to attract investments and take action to implement the five goals identified in the Commercial Revitalization Plan. A handful of leaders from various organizations in the community stepped up to form the Central Area Collaborative—a collection of local business community leaders that have agreed to work together and align their efforts and resources to achieve a great business community.

The Engagement Process

OED and Nyawela Consulting used a four-part process within two key phases to complete the project. We engaged a variety of community leaders and processed their experiences and ideas and greatest hopes for the Central Area. In doing this work, the project team maintained a focused awareness of the impact of commercial revitalization efforts and the cultural context in which they would occur. All conversations, goals, strategies, and measures were filtered through a citywide commitment to

- promote social vibrancy,
- facilitate economic resiliency,
- build community capacity, and
- preserve cultural legacy.

The steps of the engagement process are listed in chronological order.

1. Phase One: Align City efforts in the Central Area (March through June 2015).
 - Key steps included the following:

- Meeting monthly with seven–ten City departments (listed below in Phase One) to share information regarding work in the Central Area.
 - Develop aligned messaging for the City’s Central Area efforts.
 - Develop aligned and intentional communication and engagement tools to be used by all City departments working in the Central Area.
 - Phase One was completed in June 2015.
2. Phase Two: Build relationships with Central Area business leaders (began April 2015).
- Key steps included the following:
 - Meeting individually with Central Area business owners.
 - Mitigating construction impacts of 23rd Avenue project with local business owners.
 - Attending and updating established business affinity groups such as the 23rd Avenue ACT, Centerstone, Seattle Metropolitan Urban League, Central Area Chamber of Commerce, and node-specific entities.
 - Identifying and acting upon opportunities for OED to support Central Area business efforts.
 - Conduct six rounds of meetings to develop commercial revitalization plan (June through August 2015). Key steps included the following:
 - Announcing OED’s intention to develop a commercial revitalization plan.
 - Inviting the most dynamic and diverse group of community members possible to develop the commercial revitalization plan.
 - Facilitating conversations about community wants and needs.
 - Aligning commercial revitalization plan goals with other Central Area improvement efforts.
 - This portion of the process was completed in August 2015.
 - Write the Central Area Commercial Revitalization Plan (September through October 2015). Key steps included the following:
 - Writing clear and concise drafts of the commercial revitalization plan.
 - Gathering and incorporating community feedback on the plan’s goals, strategies, and measures.
 - Gathering and incorporating City feedback on the plan’s goals, strategies, and measures.
 - Aligning the commercial revitalization plan with local funding opportunities.
 - Including community language from the community.
 - This portion of the process was completed in November 2015.

- Phase Two is ongoing, and as a result, it does not have a completion date.

Phase One: Align City Departments—Central Area Interdepartmental Team

The Central Area continues to be a community focus within the Seattle area. Prior to launching the efforts associated with the Central Area Commercial Revitalization Plan, the City of Seattle created an interdepartmental team focused on the Central Area. This team was gathered for the sole purpose of aligning and enhancing efforts in the area while minimizing the inconveniences caused by a variety of City-led projects. City departments participating in the Central Area interdepartmental team include the following:

- Department of Neighborhoods
- Office of Arts & Culture
- Office of Economic Development
- Finance and Administrative Services
- Office of the Mayor
- Seattle Department of Transportation

As a result of gathering and sharing information and intentions related to each of their projects, the interdepartmental team developed a set of goals to frame the City’s work in the Central Area. The following are the four identified goals:

- Promote social vibrancy
- Facilitate economic resiliency
- Build community capacity
- Preserve cultural legacy

The goals developed by the Central Area interdepartmental team provide a context in which to understand and evaluate the City’s efforts and investments in the Central Area.

Phase Two: A Different Approach—Commercial Revitalization Plan

At the onset of this project, OED acknowledged that many organizations and individuals served the Central Area with overlapping interests in the business community and commercial revitalization. There have been previous attempts to organize and represent business interests, and often, organizations were not working closely together on their shared goals. These efforts were often unsuccessful due to competing interests and overwhelming needs that were typically exacerbated by community disconnect and insufficient funding. Armed with this awareness, OED and Nyawela Consulting developed a different approach that focused on engaging community members through genuine relationships. In addition, the teams worked diligently to develop an authentic collaboration based on eliminating competition and building trust through unwavering transparency in intentions and information.

Many dynamics contributed to the successful engagement process and completion of the commercial revitalization plan. The ten primary practices that appeared to influence the success of the group are as follows:

1. Putting relationships first.
2. Acknowledging and addressing the need for collective healing before beginning the work.
3. Embedding a variety of cultural practices and preferences into meeting design and facilitation.
4. Practicing unwavering, reciprocal, and radical transparency in thought, action, and information.
5. Creating an environment that ensured everyone's dignity and respect would remain in tact.
6. Acknowledging and identifying the need for a respected champion in the community and within the city's structure.
7. Sharing new information in person in order to minimize the potential for misinterpretation while inviting feedback and corrections as needed.
8. Inviting the right people to the right conversations.
9. Keeping true to the language and tone of how participants offered words and ideas.
10. Instilling excitement in community members as they create and implement an unedited destiny for their community.
11. Debriefing where we have come from and how we are moving forward.

The Participants

Participants in the commercial revitalization process invested a tremendous amount of time and attention to the process. OED conducted approximately twenty meetings for a total of 100 hours of meeting time. While each participant varied in their level of involvement, many engaged in three or more meetings over the course of the process. A list of invited and actual participants can be found in Appendix Two.

Throughout the engagement process, OED sought direction from the community on the selection of the appropriate leadership model. At the culmination of Phase Two, the community identified the need to work in a collaborative fashion in order to attract investments and achieve the commercial revitalization goals. A few business community leaders volunteered to lead the effort, maintain community at the center of the work, and support existing activities that achieve the goals in the Central Area Commercial Revitalization Plan. Their efforts marked the beginning of the Central Area Collaborative.

OUR FOUNDATION

Foundational elements are the basis of what a group believes, what they do, and why they do it. A foundation comprises a group's mission, vision, and values as agreed upon by those working to actualize each.

Awareness of the Central Area Commercial Revitalization Plan's foundational elements allows community members to know and articulate how the plan will enhance their individual organization and business goals.

Below are the Central Area Commercial Revitalization Plan's foundational elements.

MISSION: TO ENSURE THE COMMERCIAL VITALITY OF THE CENTRAL AREA.

VISION: THE CENTRAL AREA AS A THRIVING ECONOMIC AND CULTURALLY VIBRANT COMMUNITY.

VALUES: WE HAVE FOUR VALUES TO GUIDE HOW WE WORK:

- ALIGNMENT
- COLLABORATION
- COLLECTIVE RESPONSIBILITY
- TRANSPARENCY

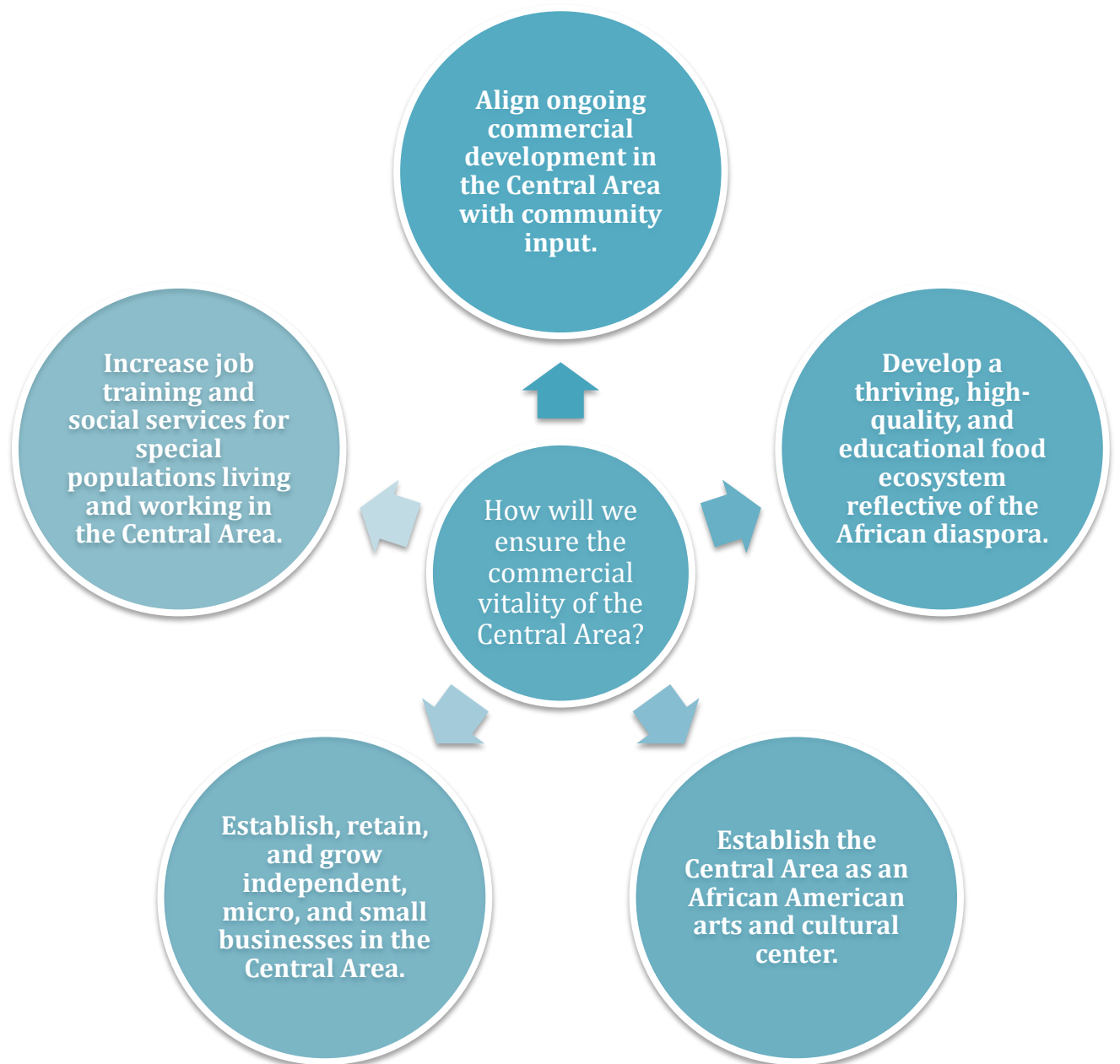
OUR GOALS

As the Central Area Collaborative, we measure our success based on our ability to contribute to a thriving Central Area community. We are committed to ensuring that all community and collaborative members, partners, and supporters have confidence in our direction and understand the opportunities to support this work.

Five goals were identified through a multistage process of garnering input from community stakeholders. These goals help to focus our efforts, activate our mission, and manifest our vision.

- GOAL I:** ALIGN ONGOING COMMERCIAL DEVELOPMENT IN THE CENTRAL AREA WITH COMMUNITY INPUT.
- GOAL II:** ESTABLISH, RETAIN, AND GROW INDEPENDENT, MICRO, AND SMALL BUSINESSES IN THE CENTRAL AREA.
- GOAL III:** INCREASE JOB TRAINING AND SOCIAL SERVICES FOR SPECIAL POPULATIONS LIVING AND WORKING IN THE CENTRAL AREA.
- GOAL IV:** DEVELOP A THRIVING, HIGH-QUALITY, AND EDUCATIONAL FOOD ECOSYSTEM REFLECTIVE OF THE AFRICAN DIASPORA.
- GOAL V:** ESTABLISH THE CENTRAL AREA AS AN AFRICAN AMERICAN ARTS AND CULTURAL CENTER.

OUR GOALS—VISUAL



OUR STRATEGIES

Within each goal, we prioritize short- and long-term efforts. We do this to achieve our goals in a timely and efficient manner. These strategies are directly tied to the day-to-day work of the business and community members who support the Central Area Commercial Revitalization Plan.

The strategies identified below reflect the prioritized efforts of our known work. They will shape our work for the next three years while remaining flexible enough to respond to new and time-sensitive opportunities. Each goal in this plan is supported by two to three strategies. These strategies are the standards against which we will measure our progress and impact.

GOAL I: [ALIGN ONGOING COMMERCIAL DEVELOPMENT IN THE CENTRAL AREA WITH COMMUNITY INPUT.](#)

- STRATEGY 1: Increase community awareness of opportunities to engage and influence development and land use projects.
- STRATEGY 2: Make commercial development accountable to community priorities.
- STRATEGY 3: Identify collaborative leaders willing to serve as liaisons to commercial developers.

GOAL II: [ESTABLISH, RETAIN, AND GROW INDEPENDENT, MICRO, AND SMALL BUSINESSES IN THE CENTRAL AREA.](#)

- STRATEGY 1: Develop a coordinated marketing strategy for small businesses in the Central Area.
- STRATEGY 2: Offer technical and professional development support to Central Area business owners.
- STRATEGY 3: Provide the financial and technical support needed to make Black business ownership more affordable and accessible in the Central Area.

GOAL III: [INCREASE JOB TRAINING AND SOCIAL SERVICES FOR SPECIAL POPULATIONS LIVING AND WORKING IN THE CENTRAL AREA.](#)

- STRATEGY 1: Partner with schools, educational institutions, and city departments to identify job training and program needs for special populations.
- STRATEGY 2: Identify and partner with local organizations, businesses, and financial institutions to support programs and align job training with available and emerging employment opportunities.

GOAL IV: [DEVELOP A THRIVING, HIGH-QUALITY, AND EDUCATIONAL FOOD ECOSYSTEM REFLECTIVE OF THE AFRICAN DIASPORA.](#)

- STRATEGY 1: Create the right food production and retail mix for the community.
- STRATEGY 2: Practice group economics and investment for spaces and marketing.

GOAL V: ESTABLISH THE CENTRAL AREA AS AN AFRICAN AMERICAN ARTS AND CULTURAL CENTER.

STRATEGY 1: Partner with the Office of Arts & Culture to establish the Central Area as a cultural arts district.

STRATEGY 2: Develop an ecosystem to support arts- and culture-based businesses.

OUR MEASURES OF PROGRESS AND IMPACT

Once we establish goals and identify strategies, we want to hold ourselves accountable to meeting them. To do this with integrity and accuracy, we will establish qualitative and quantitative measures to evaluate our progress and impact.

Just as the previously mentioned strategies align with the goals, the measures that follow align with the strategies. We have assigned three to five measures to each strategy.

GOAL I: ALIGN ONGOING COMMERCIAL DEVELOPMENT IN THE CENTRAL AREA WITH COMMUNITY INPUT.

STRATEGY 1: Increase community awareness of opportunities to engage and influence development and land use projects.

- Create or highlight online tools that help people understand projects happening in the neighborhood.
- Identify new ways in which people can participate in the land use and design review process.
- Create an urban design framework focused on the business nodes within the Central Area.

STRATEGY 2: Make commercial development accountable to community priorities.

- Convene community residents and stakeholders to identify shared values on economic development.
- Coordinate with the City to communicate community priorities to city departments (e.g., DPD, DON, and OED).
- Facilitate a clear path for small, large, local, and national developers to engage with community organizations.
- Identify and provide incentives for developers to include community priorities in development plans.

STRATEGY 3: Identify collaborative leaders willing to serve as liaisons to commercial developers.

- Support dynamic solutions designed to meet the complex and diverse needs of collaborative members.
- Engage leaders from diverse interests and expertise.
- Build strong and transparent relationships with commercial developers invested in the Central Area.

GOAL II: ESTABLISH, RETAIN, AND GROW INDEPENDENT, MICRO, AND SMALL BUSINESSES IN THE CENTRAL AREA.

STRATEGY 1: Develop a coordinated marketing strategy for small businesses in the Central Area.

- Create a comprehensive Central Area brand/identity.
- Identify replicable neighborhood collaborative marketing models.

- Provide monthly marketing support to ten businesses focused on arts and culture.
- Implement two to three unique marketing initiatives within the next two years.

STRATEGY 2: Offer technical and professional development support to Central Area business owners.

- Develop a micro business development strategy.
- Develop a technical support series for new small business owners.
- Develop a technical support series for established small business owners.
- Increase professional development support for new and established business owners.

STRATEGY 3: Provide the financial and technical support needed to make Black business ownership more affordable and accessible in the Central Area.

- Create and/or adopt a theory of change or logic model focused on creating an equitable and level economic playing field.
- Secure funds to support a community-based, grant-making program for entrepreneurs.
- Facilitate strategic relationships with local banks to increase small business loan options.
- Work with the City to develop incentive plans that support entrepreneurs and micro and small businesses.

GOAL III: [INCREASE JOB TRAINING AND SOCIAL SERVICES FOR SPECIAL POPULATIONS LIVING AND WORKING IN THE CENTRAL AREA.](#)

STRATEGY 1: Partner with schools, educational institutions, and city departments to identify job training and program needs for special populations.

- Identify special populations and the social services needed to support job-training effort (e.g., childcare, transportation, and low-income housing).
- Convene service organizations to review current programming and identify gaps in support services.
- Gather data from the City of Seattle, King County, and Seattle Public Schools on special populations living in the Central Area.
- Create a community-based foundation focused on jobs, education, and financial literacy.

STRATEGY 2: Identify and partner with local organizations, businesses, and financial institutions to support programs and align job training with available and emerging employment opportunities.

- Engage institutions with established training programs and internship opportunities.
- Identify opportunities to build better connections to existing programs.
- Increase business owners' awareness of the pool of trained community members.

GOAL IV: DEVELOP A THRIVING, HIGH-QUALITY, AND EDUCATIONAL FOOD ECOSYSTEM REFLECTIVE OF THE AFRICAN DIASPORA.

- STRATEGY 1:** Create the right food production and retail mix for the community.
- Establish a Central Area Farmer’s Market.
 - Negotiate with the City to secure long-term use of spaces and properties supportive of the community’s food interests (e.g., planting strips, right-of-ways, schools, and firehouses).

- STRATEGY 2:** Practice group economics and investment for spaces and marketing.
- Create an entity that allows restaurant owners to work as a community in support of one another.
 - Identify a collective economic model supportive of pooling money, securing resources, sharing ideas, and employing strategic purchasing power.
 - Develop pipeline for small business creation through a centralized innovation hub.
 - Secure resources to support business creation programs (e.g., Fare Start, SUI).

GOAL V: ESTABLISH THE CENTRAL AREA AS AN AFRICAN AMERICAN ARTS AND CULTURAL CENTER.

- STRATEGY 1:** Partner with the Office of Arts & Culture to establish the Central Area as a cultural arts district.
- Establish an accessible and inviting “hub” of art facilities within the Central Area.
 - Promote the participation and financial support of artists, art venues, and cultural events.

- STRATEGY 2:** Develop an ecosystem to support arts- and culture-based businesses.
- Identify and prioritize the desired elements of an arts and culture ecosystem.
 - Review zoning codes related to arts and cultural facility development.
 - Provide affordable spaces to support the creation and presentation of all forms of arts and culture.

THE CITY OF SEATTLE'S COMMITMENT

The City of Seattle is committed to the continued vibrancy of the historic Central Area. The Office of Economic Development is committed to working in partnership with the community. Through the *Only in Seattle* initiative, a partnership between neighborhood business districts and the City's Office of Economic Development, OED has demonstrated, and will continue to demonstrate, commitment to the Central Area by investing in efforts that

- allow small businesses to grow and flourish, making a positive contribution to the city's economic health;
- reflect the unique character of the neighborhoods where they are located and contribute to their vitality; and
- empower business owners to organize around a common vision and attract investment.

All departments of the City of Seattle are aligned and in partnership with the comprehensive vision and subsequent goals for the Central Area. The City is excited about the future of this community and is committed to being held accountable for its continued growth and vitality.

We are, and will remain, partners in manifesting a shared vision and achieving community-driven goals that promote social vibrancy, facilitate economic resiliency, build community capacity, and preserve cultural legacy in the Central Area.

APPENDIX ONE: THE ENGAGEMENT PROCESS—DETAILED

ROUND 1: During the first rounds of meetings, OED engaged six segmented groups to create personal and community timelines that communicated their personal and professional commitment to an investment in the Central Area. The timeline exercise helped facilitate trust and broad agreement in the room that some level of collective healing needed to occur before the group would be able to move forward and stay together throughout the process. Sharing personal histories spurred relationship building and led to better understanding and less judgment when people needed to negotiate with one another. The various groups included business community leaders, neighborhood residents and representatives, elders, religious leaders, and business owners.

ROUND 2: Round two meetings continued to engage community members per the practice of round one. However, these meetings focused on identifying needs and wants as they aligned with individual and collective stories shared in round one. During this time it was important to identify overlapping needs and wants while beginning to consider operational structures for the collaboration. In addition, we brought in the Cultural District partners to ensure people knew what was going on.

ROUND 3: Round three meetings focused on leadership. We met with individuals and organizations that expressed an interest in leading this work or hosting it until it was able to stand on its own. We discussed two key questions:

- What is the right structure for the neighborhood?
- What role are you willing to play?

After these discussions, we emphasized that OED is still looking for direction from the community to decide how to organize. The community leaders' ongoing roles would be to provide space and facilitation to ensure the collaboration was developed and supported in its early formation.

ROUND 4: Round four consisted of a meeting with all groups. During this meeting we developed a community timeline and outlined a plan that led to goals and strategies. We edited the goals and strategies before moving on to identify the measures needed to track the Collaborative's success.

After culling and presenting the feedback, we asked the participants to populate and articulate the measures and goals. We asked unlikely and often unfamiliar collaborative participants to work as partners for this process. We then conducted a whole group review to ensure transparency.

ROUND 5: Round five meetings brought everyone together to review the goals and strategies. This was an opportunity to see work from round four organized and

formatted into a more traditional document. We invited the community to articulate the entire document to approve its language for goals and strategies. Once it was completed, we left it as is and did not translate the language into “City speak.”

ROUND 6: Round six meetings were a series of goal-based meetings. We hosted one meeting for each goal and invited anyone interested to attend. During each meeting, we asked participants to analyze and edit the goal, along with its respective strategies and measures. The facilitated process led to a natural prioritization that was assessed as being both accurate and effortless.

APPENDIX TWO: THE PARTICIPANTS

The following individuals and organizations were invited to be part of the engagement process for the Central Area Commercial Revitalization Plan. If you or someone you know is not listed and would like to be a part of future engagement efforts, please contact the Office of Economic Development directly at 206-386-9748.

Name	Role or Organization
Alice Davis	Community elder
Andrea Caupain	Centerstone
Asfaha Lemlem	Good Neighbor Grocery
Chris Persons	Capitol Hill Housing
Cornelius Mason	Urban League
Dan Dixon	Swedish Medical
David Harris	Hack the CD
David Elfalan	First Thursday - I Like Black Business
Decharlene Williams	Central Area Chamber of Commerce
Evelyn Allen	Catholic Community Services of Washington
Ezra Teshome	SMU Real Estate
Felix Ngoussou	Community Capital Development
George Staggers	Community Capital Development
Heyward Watson	Third Sector Company
Hugh Bangasser	K&L Gates
Ian Eisenberg	CD Association
Jason Davison	Cortona Café
Jim Mueller	Jim Mueller, LLC
Kji Kelly	Historic Seattle
Lance Sherwood	Weingarten Realty
Larry Williams	First Thursday - I Like Black Business
Leon Garnett	Centerstone
Linda Mitchell	Lake Union Partners (consultant)
Lottie Cross	Black Dollar Days Task Force
Messeret Habeti	East African Business Association
Michael Seiwerrath	Capitol Hill Housing
Ollie Garrett	Tabor 100
Pamela Banks	Urban League
Rachael Steward	Seattle University
Marilyn McCamey	Seattle Vocational Institute
Rev. Robert Jeffrey	New Hope Church
Rob Liebreich	Aegis Living on Madison
Selome Teshome	SMU Real Estate
Steve Sneed	Seattle Center
Sue Oliver	Seattle University
Tom Bangasser	Union Street Business Association
Vivian Phillips	Seattle Theatre Group

Name	Role or Organization
K. Wyking Garrett	Umoja Peace Center
Cait Carew	Lake Union Partners
Joe Ferguson	Lake Union Partners
Lois Martin	Community Day Center for Children
Dr. Sheley Secrest	NAACP
Gerald Hankerson	NAACP
David Harmon	Olio Design Strategies
Adrienne Bailey	23rd Ave ACT
Amanda Bryan	Land Use Review Committee
Amani Harris	The Breakfast Group
Assaye Abuntie	Multimedia Research and Training Institute
Bill Zosel	Central Area Neighborhood District Council
Bill Bradburd	Land Use Review Committee
Charlie James	Central Area Urban Garden
Dan Sanchez	Central Area Neighborhood District Council
Darryl Russell	The Breakfast Group
Dawn Mason	First Place School
Dennis Comer	Land Use Review Committee
Dian Ferguson	Central Area Senior Center
Joe Staton	Central Area Youth Association
Jonathan Konkol	Land Use Review Committee
Michael Twiggs	Central Area Urban Garden
Pastor Aaron Williams	Mt. Zion Church
Pastor George Davenport	People's Institutional Church
Pastor Kenneth J. Ransfer	Mt. Baker Church
Pastor Lawrence Willis	United Black Christian Clergy of Washington
Pastor Reggie C. Witherspoon	Mt. Calvary Church
Patrick Carter	Rotary Boys and Girls Club
Reverend Carey G. Anderson	First AME Church
Reverend Lavern Hall	Mt. Zion Baptist Church
Robert Stephens	23rd Ave ACT
Deacon Joseph Connor	Immaculate Conception Church
Deacon Greg McNabb	Immaculate Conception Church
Father Maurice Mamba	St. Theresa Church
Reverend Leslie Braxton	New Beginnings Church
Pastor Eugene Lewis	Emerald City Community Seventh Day Adventist Church
Pastor Robert Lee Manaway, Sr.	Tabernacle Missionary Baptist Church
Sandy Brown	Seattle First United Methodist Church
Wube Worku	St. Gabriel Ethiopian Orthodox Church
Dr. Benjamin Danielson	Odessa Brown Clinic
C. Davida Ingram	Seattle Public Library
Kevin Roberson	Garfield Teen Life Center
ShomariJones	Bellevue School District
Rosanna Sharpe	Northwest African American Museum
Hailellassie Kidane	Eritrean Community Center
Catie Chaplan	Wood Technology Center

Name	Role or Organization
Earl Lancaster	Earl's Cuts and Styles
Ali	99 + Store
Lewis Rudd	Ezell's Chicken
Lillian Hill	Brown Sugar Baking
Mohamed Toure	Toure Apparel
Zemene Belay	Adey Abeba
Helen Coleman	Ms. Helen's Soul Food
Jesdarnel Henton	Ms. Helen's Soul Food
Terrell Jackson	Catfish Corner
Jemil Aziz Johnson	Jemil's Big Easy
Julie C	206 Zulu
Jimaine Miller	Tha Def Chef
Malia Keene	Magpie Children's Clothing and Toys
Brian K. Wells	Tougo Coffee
Dumi Maraire	Brand Kings
Dana Tade	Brand Kings
Lisa Tompkins	Black Emerald City
Nancy Woodland	WestSide Baby
Jessica Anderson	WestSide Baby
Michael Moss	Red Apple
Berhane Amanuel	East African Imports and Restaurant
Oda Tilahun	Oda Barber Shop
Young (Allen) Kim	Jackson Cleaners (Promenade)
Mary Wesley	Flowers Just 4 U
Marion Causey	Causey's Learning Center
Sara Brereton	701 Coffee
David Smith	The Bicycling Store
Tsega Mulu	House of Fashion
Ash Mulu	House of Fashion
Christa Thomas	Café Weekend
Tyrone Brown	Central Area Cultural Arts District
Heidi Jackson	Central Area Cultural Arts District
Marie Hasegawa	Red Apple
Dean Hasegawa	Red Apple
Leonard Simpson	Len Can Builders, Inc.
Amanda Putnam	Community Capital Development
Alex Currier	True Blue Aquaponics
Monisha Harrell	Rule Seven
Bety Todense	St. Theresa Church
Mehrit Teshome	SMU Real Estate
Gabriel Schubiner	Hallow Earth Radio
Terae Grant	Hallow Earth Radio
Meseret Tesfaye	Arco Gas Station
Daniel Taye	Arco Gas Station
Margo Jones	Natural Child, LLC; A Personal Point of View
Jill Fleming	Capitol Hill Housing
Karen Johnson	Rock Steady Boxing Seattle

Name	Role or Organization
Doris Koo	Yesler Community Collaborative
Unterrio Henley	No Weapon, Inc.
Coy Dickerson	Len Can Builders, Inc.
Rosalie Johnson	Community Elder
Alex Kostelnik	20/20 Cycle
Garrett Kelly	Hallow Earth Radio
Kevin Spitzer	Central Cinema
Zithri Saleem	Technology Access Foundation
Abdi Hagi	PC Solutions
Wenceslo Melegrito	WGM Jeweler Company
Jemeel Shabazz	Jay Styles Barber Shop
Danyale Thomas	Good Hair Salon
Naomi Ishisaka	SEIU
Aaron Walker Loud	Big World Breaks
Joneil M. Sampana	Vlaire Consulting
Tariq Abdulla	A DJ and a Cook
Jaebadiah S. Gardner	Onpoint Real Estate Services
Chris B. Bennet	Seattle Medium
Yoli Chisholm	We Learn Live
Akilah Stewart	George Stewart CPA
Walt Townes	Retail Lockbox
Michael Kibret	Nafkote Travel Agency
Berhane M. Kifle	Red Sea Finance
Frank Taylor	Frank's Barber Shop and Salon
Suntonio Bandanaz	Book a Legend
Owner	Man on the Spot Courier and Logistics Services
Michael Verchot	UW Consulting and Business Development Center
Hayward Evans	African American PAC
Felicia Cross	African American Community Advisory Council
Angela Davis	African American Community Advisory Council
Jamal Whitehead	Loren Miller Bar Association
Lacie West	United Negro College Fund