

# Downtown Urban Center Approval and Adoption Matrix

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Prepared by the Downtown Urban Center Planning Group and a City interdepartmental Review and Response Team. Compiled by the City of Seattle Strategic Planning Office, January 19, 1999. Revised by the City Council and City Council Central Staff, May 19, 1999.

# Introduction

The Comprehensive Plan established the Downtown Urban Center and further established five urban center villages within the urban center (Denny Triangle, Denny Regrade, Commercial Core, Pioneer Square, and International District). The neighborhood planning process has invested the downtown neighborhoods with the mission of creating community visions, addressing geographically-specific problems and opportunities, and producing plans for local improvements.

The overall vision statement adopted by the DUCPG is:

*“The downtown Urban Center is a mosaic of residential and mixed use districts, regional cultural facilities, civic and retail cores. Within a preeminent urban center is the foundation for a vital Downtown. Respecting the unique identities of the five individual neighborhoods is as important as recognizing the powerful forces which drive a larger regional vision for Downtown. With this foundation in place, there is great potential to refine the art of living and working Downtown.”*

Each of the five neighborhood plans address neighborhood specific issues, while the Downtown Urban Center Plan addresses those issues that cross neighborhood boundaries. The Commercial Core Neighborhood Plan is the most focused of the five neighborhood plans with emphasis on land use and urban design issues. Since the Commercial Core covers the central portion of downtown, it has more overlapping issues (transportation, land use, human services) with the Downtown Urban Center than the other downtown neighborhoods.

## A. PURPOSE, STRUCTURE, AND FUNCTION OF THE APPROVAL AND ADOPTION MATRIX

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Through the City of Seattle’s Neighborhood Planning Program, 37 neighborhoods all over Seattle are preparing neighborhood plans. These plans enable people in neighborhoods to articulate a collective vision for growth and change over the next 20 years and identify activities to help them achieve that vision. The plans are also intended to flesh out the City’s Comprehensive Plan. Because each plan is unique, this Approval and Adoption Matrix has been designed as a standard format for the City to establish a work program in response to the recommended activities proposed in the specific neighborhood plan and to identify implementation actions to be factored into future work plans and tracked over time. The development of the Sector Implementation Plans and a central database will be the primary tools to track implementation of the activities in all the neighborhood plan matrices over time.

The matrix is divided into two sections:

I. *Key Strategies:* Usually complex projects or related activities that the neighborhood considers critical to the successful implementation of the neighborhood plan.

II. *Additional Activities for Implementation:* Activities that are not directly associated with a Key Strategy, ranging from high to low in priority and from immediate to very long range in anticipated timing.

The neighborhood planning group or its consultant generally fills in the Activity, Priority, Time Frame, Cost Estimates and Implementor columns. The Executive Response column reflects City department comments as compiled by the Strategic Planning Office. The City Action column in Section II and the narrative response to each Key Strategy are initially filled in by City departments and then reviewed, changed if appropriate, and finalized by City Council. Staff from almost every City department have participated in these planning efforts and in the preparation of this Matrix. Ultimately, the City Council will approve the Matrix and recognize the neighborhood plan by resolution.

Some neighborhood recommendations may need to be examined on a city-wide basis before the City can provide an appropriate response. This is usually because similar recommendations are being pursued in many neighborhoods and the City will need clear

policy direction to ensure a consistent city-wide response. Such recommendations are being referred to the “Policy Docket”, a list of policy issues that will be presented to City Council for further discussion and action.

## **B. ACTIVITIES ALREADY ACCOMPLISHED BY THE DOWNTOWN URBAN CENTER PLANNING GROUP**

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### ***Downtown Planning Resource Center***

Participated in establishing a Downtown Planning Resource Center. The Resource Center provides a variety of resources including the City’s GIS Dataviewer, planning and design reports, maps, and displays covering downtown plans and projects.

### ***Downtown Human Services Forum***

Participated with the Downtown Seattle Association in a Downtown Human Services Forum and with the five Downtown Neighborhood Planning Committees in preparation of a Human Services Inventory.

### ***Civic Center Project***

Participated with the Commercial Core in giving guidance to the City’s Civic Center Project including recommendations for a Cherry Street Corridor Development Concept.

### ***Downtown Circulation Advisory Committee and Downtown Wayfinding***

Participated in setting up the Downtown Circulation Advisory Committee. Provided a general downtown perspective to the Downtown Wayfinding consultant study and supported connections between transportation and urban design issues.

### ***Pike Street Pedestrian Improvements***

Worked with the Downtown Seattle Association and SEATRAN on new pedestrian sidewalk improvements on Pike Street between First and Second Avenues.

### ***Downtown Urban Design Framework Plan***

Provided support for a Downtown Urban Design Framework Plan proposal and did significant background work on interrelated urban design, land use and transportation issues.

## **C. ACRONYMS AND DEFINITIONS**

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**BINMIC** Ballard Interbay Northend Manufacturing and Industrial Center

**DCLU** Department of Design, Construction and Land Use (City of Seattle)

**DMC** Downtown Mixed Commercial zone

**DMC-240** DMC zone with a 240 foot height limit

**DOC1** Downtown Office Core 1 zone

**DOC2** Downtown Office Core 2 zone

**DON** Department of Neighborhoods (City of Seattle)

**DPR** Department of Parks and Recreation (City of Seattle)

**DRC** Downtown Retail Core zone

**DUCPG** Downtown Urban Center Planning Group

**E-3 Busway** Bus-only stretch of Fifth Avenue South, south of Downtown Seattle

**FAR** Floor Area Ratio - the ratio of building floor area to lot area on which the building stands.

**HSD** Human Services Department (Formerly part of Department of Housing and Human Services) (City of Seattle)

**IG2** General Industrial 2 zone

**MAI** Median Area Income

**Metro** King County Department of Transportation Metro Transit Division  
**OH** Office of Housing (Formerly part of Department of Housing and Human Services)  
(City of Seattle)  
**P1/P2 Overlays** Pedestrian District 1 and Pedestrian District 2 zoning overlays  
**POS** Port of Seattle  
**PSM** Pioneer Square Mixed zone  
**SAC** Seattle Arts Commission  
**SAP** Station Area Planning process for light rail (City of Seattle)  
**SEATRAN** Seattle Transportation Department (City of Seattle)

**Section 8** Federal housing rental assistance program  
**Sound Transit** (Formerly RTA – Regional Transit Authority)  
**SPO** Strategic Planning Office (Formerly part of Office of Management and Planning)  
(City of Seattle)  
**Super bonus** a proposed method of stimulating increased housing production by  
creating incentives through greater FAR opportunities  
**TDR** Transferable Development Rights  
**WSF** Washington State Ferries

## I. Key Strategies

Each Key Strategy consists of activities for a single complex project or theme that the neighborhood considers critical to achieving its vision for the future. While the Key Strategies are high priorities for the neighborhood, they are also part of a twenty-year plan, so the specific activities within each Key Strategy may be implemented over the span of many years.

The City recognizes the importance of the Key Strategies to the neighborhood that developed them. Given the number of Key Strategies that will be proposed from the 37 planning areas, priorities will have to be set and projects phased over time. The City will coordinate efforts to sort through the Key Strategies. During this sorting process, the departments will work together to create sector work programs that will prioritize Key Strategy elements. This may include developing rough cost estimates for the activities within each Key Strategy; identifying potential funding sources and mechanisms;

establishing priorities for the Key Strategies within each plan, as well as priorities among plans; and developing phased implementation and funding strategies. The City will involve neighborhoods in a public process so that neighborhoods can help to establish citywide priorities. Activities identified in this section will be included in the City's tracking database for monitoring neighborhood plan implementation.

The department most involved with the activities for a Key Strategy is designated as the lead. Otherwise, DON is designated as the lead. Other participating departments are also identified.

The Integrated City Response lists activities already underway, and other tasks that the City is committed to commence during the 1999-2000 biennium.

### A. INCREASE DEVELOPMENT OPPORTUNITIES FOR CREATING A STRONG MIXED-USE DOWNTOWN

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#### Description

This Key Strategy is aimed at simplifying downtown land use policies and regulations, acknowledging the need to accommodate more mixed use development activity, and stimulating greater private investment in market-rate housing in the center of downtown. As development interests compete for a shrinking supply of developable land within the downtown, it is important that regulations provide appropriate directions and incentives for the kind of development that is most suitable and desirable in downtown. These recommendations are reflected in similar activities proposed by the Commercial Core, Denny Triangle, and Pioneer Square neighborhood plans.

Several parts of the following Key Strategy may be implemented with the plan adoption. These early adoption actions are only part of the more complete strategies which are recommended. These "initial implementation actions" are identified in the following text. The DUCPG recognizes that most of the recommendations require further research, analysis, and public outreach before final adoption. Therefore, DUCPG feels it is important that staff and/or consultant resources be available to support this further work in the next two years. This involves:

Preparation of an Urban Design Framework Plan (LU-21)

Analysis of the Transfer of Development Rights Program (LU-9, LU-10, LU-13, LU-14, LU-15, LU-16, LU-17)

Real Estate Value Analysis of the Floor Area Ratio, Bonus and TDR Program (LU-3, LU-4, LU-5, LU-11, LU-12, LU-18)

#### Integrated City Response

The City strongly supports the goals of this Key Strategy. It is consistent with the Comprehensive Plan's goals of increasing development in strong mixed-use centers. Downtown Seattle is expected to contain the broadest mix of activities and greatest intensity of development in the region, and this Key Strategy will help to foster that goal. In addition, this Key Strategy is intended to restructure the downtown Bonus and TDR programs in order to make them more responsive to current and changing needs downtown. The City supports the development of a downtown zoning program, responsive to neighborhood priorities, so long as changes do not have a negative impact on funding for the development of affordable housing or impacts on the capacity to meet employment targets for downtown Seattle.

Many of these recommendations, however, require complicated regulatory changes to the already complicated Downtown Land Use Code. The downtown Bonus and TDR programs are complex, interrelated programs. Changing one aspect of the program may have unintended effects in other parts of the program. In addition, the Denny Triangle, Belltown and Commercial Core neighborhoods have all proposed changes to the downtown zoning program which have not been reflected in the DUCPG recommendations. (DUCPG was an umbrella planning group that was intended to address issues that crossed village boundaries. The idea was to have DUCPG shepherd the activities that crossed village boundaries or where there was consensus across all of the villages. Some of the villages have proposals that could conflict with DUCPG recommendations or that include some variation on the DUCPG recommendations.) Without further analysis of how all of these recommendations will affect development and each other, the Executive can not recommend adoption of these proposals. The Executive will undertake a comprehensive analysis of land use recommendations from DUCPG, Belltown, the Commercial Core and the Denny Triangle at the same time beginning in 1999.

**Lead Department: OH and DCLU**

**Participating Departments: SPO, DON, Planning Commission**

**Activities Already Underway**

1. SPO has worked with DUCPG and the Pioneer Square community to refine Pioneer Square zoning recommendations and SPO and DCLU have developed legislation to implement proposed changes. The legislation has been forwarded to the Council as part of the Approval & Adoption package for the Downtown Urban Center Neighborhood Plan.
2. DCLU, OH and SPO have developed legislation to implement recommendations related to exempting housing from Floor Area Ratio limits ("housing invisibility") in the

DOC1 zone. The legislation has been forwarded to the Council as part of the Approval & Adoption package for the Downtown Urban Center Neighborhood Plan.

**Tasks to be Undertaken in 1999-2000**

1. By the end of 1999, the Executive will perform analysis on the following Bonus and TDR recommendations as they relate to development of housing for households under 80% of median area income, including: 1) the proposed super bonus, 2) bonus values, and 3) height and bulk. For those items, the Executive will submit initial recommendations to the Council by the end of 1999 and proposed legislation in January 2000. Beginning in 2000, the Executive will begin analysis of the Bonus, TDR, and any other housing and land use recommendations.

As the Executive evaluates the Bonus and TDR proposals, the Executive will: 1) assign affected departments, such as OH, DON (Urban Conservation), or DPR, as lead departments (or co-leads with DCLU and SPO); 2) include Council staff on the City staff team; and 3) provide community groups, including DUCPG and SHDC, with an opportunity to review and comment on the Executive's recommendations.

In addition, the Executive will: 1) confirm or revise the assumptions related to the ability of downtown to meet both housing and employment targets under current regulations; 2) evaluate the ability of the market to provide housing for households earning between 65% and 80% of median income without additional incentives; 3) review legal issues related to proposed incentives for housing for households above 80% of median income; and 4) review legal and policy issues related to proposals for small buildings, historic buildings, and open space TDR.

The Executive shall include Council staff on any interdepartmental team that develops and/or revises the DCLU Director's Rules related to the Bonus and TDR programs. In addition, the Executive shall brief appropriate Council Committee(s) for feedback and policy direction prior to Director approval of any rules for these programs.

<b>A. Increase Development Opportunities for Creating a Strong Mixed-Use Downtown</b>						
<b>#</b>	<b>Activity</b>	<b>Priority</b>	<b>Time Frame</b>	<b>Cost Estimate</b>	<b>Implementor</b>	<b>City Comment</b>
<b>Modify zoning to simplify zoning designations and to stimulate development.</b>						
LU-1	a. Adjust the Downtown Urban Center boundary to include the area north of Royal Brougham and west of First Avenue, as defined by the Pioneer Square	High	99		SPO, DCLU, DON	a. The area proposed to be incorporated into the Downtown Urban Center is within the Duwamish Manufacturing and Industrial Center. The Executive

**A. Increase Development Opportunities for Creating a Strong Mixed-Use Downtown**

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
	<p>Neighborhood Plan.</p> <p>b. Extend historic core provisions of the Pioneer Square Special Review District south to include the current buffer area within the Pioneer Square Special Review District, south of King Street, and make adjustments to street level use requirements throughout the District consistent with the adopted 1992 Pioneer Square Plan Update and the 1998 Pioneer Square Neighborhood Plan.</p>					<p>is open to exploring this change but recommends waiting to deliberate on the proposed boundary change until the Greater Duwamish Planning Committee has commented on this recommendation.</p> <p>b. Land Use Code amendments to make adjustments to the Pioneer Square Special Review District consistent with the Pioneer Square Plan have been forwarded for Council consideration with the Downtown Urban Center Neighborhood Plan.</p> <p>In addition, a rezone of one block, currently in the Pioneer Square Special Review District, from IG2 to PSM has been forwarded for Council consideration with the Downtown Urban Center Neighborhood Plan.</p>

**Rework the current bonus and TDR programs to stimulate development that achieves the community's goals.**

LU-2	<p>Create a Housing Incentive Package in DOC1, DOC2 and DMC-240 focused on creating new units serving households earning 50-80% of median income. Conduct additional analysis of the following recommendations as an urgent priority in 1999:</p> <ul style="list-style-type: none"> <li>• Creating a "super" bonus that increases the maximum FAR for commercial and mixed use projects;</li> <li>• Allowing housing to be constructed on- or off-site;</li> <li>• Requiring projects to provide public benefit features that contribute to increasing the quality of life for residents.</li> </ul> <p>Work with city departments to apply this provision to DOC 1 on an initial basis to compare outcomes with performance of the existing program. Consider establishing a "floating assignment process" in which OH would have the administrative authority to</p>	High	99		DCLU, SPO, OH	<p>The Executive will perform analysis of this recommendation alongside other recommendations to change the downtown Bonus and TDR programs which could support the development of housing for households under 80% of median area income, and will submit initial recommendations to Council in 1999, with legislation submitted in 2000, if appropriate. The Planning Commission recommends that the super-bonus incentive be limited to housing for people with 50-80% of median income.</p>
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## A. Increase Development Opportunities for Creating a Strong Mixed-Use Downtown

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
	modify qualifying household median income targets based on project performance. Determine appropriate city response to support of market-rate above-median housing. Work with DCLU and OH to prepare an analysis to be based on criteria such as economic advantages of FAR/height increases and TDRs associated with different types of household income levels, priorities for housing, open space, and historic preservation, and geographic differences.					
LU-2a	Eliminate the floor area ratio limit for housing in the DOC 1 zone ("housing invisibility").	High	Immediate		DCLU, SPO, OH	An ordinance with recommendations regarding how this proposal may be implemented has been forwarded for Council consideration with the Downtown Urban Center Neighborhood Plan.
LU-3	Conduct a comprehensive analysis of the bonus/TDR program that establishes bonus values relative to geographic location and neighborhood plan goals. Consider adding bonuses for the development of housing for households earning less than 80% of area median income.	High	99-00		DCLU, SPO, OH	The Executive will perform analysis of this recommendation alongside other recommendations to change the downtown Bonus and TDR programs which could support the development of housing for households under 80% of median area income, and will submit initial recommendations to Council in 1999, with legislation submitted in 2000, if appropriate.. There currently are housing bonuses for housing for households earning less than 50% and less than 80% of median income (see HS-1).
LU-28	Study the feasibility and equity of 'corralling' TDRs within neighborhoods rather than letting them be sent to receiving sites elsewhere in the downtown. Conduct a market analysis to determine that an equitable distribution of TDR value can be maintained throughout the downtown neighborhoods.	High			DCLU, SPO, DON, OH	The Executive will begin analysis of this recommendation alongside other recommendations to change the downtown Bonus and TDR program which could support the development of housing for households under 80% of median area income, and will submit initial recommendations to Council in 1999, with legislation submitted in 2000, if appropriate.
LU-4	Eliminate the tiering system used to calculate maximum FAR allowances. Develop an alternate system that assigns bonus values and priorities	High	99		DCLU, SPO, OH	The Executive will perform analysis of this recommendation alongside other recommendations to change the downtown Bonus and TDR programs



## A. Increase Development Opportunities for Creating a Strong Mixed-Use Downtown

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
	established by the neighborhoods. Housing should be the highest priority.					which could support the development of housing for households under 80% of median area income, and will submit initial recommendations to Council in 1999, with legislation submitted in 2000, if appropriate.
LU-5	<p>Reevaluate the existing bonus program. Simplify and balance the menu of bonusable public benefit features to reflect neighborhood plan goals. First, eliminate cinemas and performing arts theaters from the menu of bonusable public benefit features as part of the Plan adoption. Fund a DUCPG program through DCLU and OH in 1999 to develop a comprehensive analysis of the bonus/TDR/tiering program to assess relative values on a project- and geographic basis in keeping with neighborhood plan goals including such elements as:</p> <ul style="list-style-type: none"> <li>• Prioritize public benefit features that support housing, such as human services and child care services.</li> <li>• Create additional public benefit features that support housing, such as the provision of housing serving households with less than 80% of median income and grocery stores.</li> </ul>	High	99		DCLU, SPO, OH, SAC	<p>The Executive will perform analysis of this recommendation alongside other recommendations to change the downtown Bonus and TDR programs which could support the development of housing for households under 80% of median area income, and will submit initial recommendations to Council in 1999, with legislation submitted in 2000, if appropriate.</p> <p>The Seattle Arts Commission does not want to see the elimination of performing arts theaters as a bonusable public benefit in light of their cultural resource planning efforts.</p>
LU-6	Consider consolidating some of the public benefit features related to open space, such as parcel parks, residential parcel parks, rooftop gardens, hillclimb assists, hillside terraces, and urban plazas.	Med.	2000		DCLU, SPO, OH	The Executive will consider this recommendation in 2000 alongside issues raised in the development of a downtown urban design plan.
LU-7	Consider eliminating sculptured building tops, shopping atriums, shopping corridors, and public atriums from the menu of bonusable public benefit features, provided that these issues are addressed through design review, updated downtown design guidelines, and neighborhood plan recommendations.	Med-High	2000		DCLU, SPO, OH	The Executive will consider this recommendation in 2000 alongside issues raised in the development of a downtown urban design plan.
LU-8	Consider making retail shopping, sidewalk widening	High	99-00		DCLU, SPO,	The Executive will begin analysis of this

## A. Increase Development Opportunities for Creating a Strong Mixed-Use Downtown

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
	(per Section 23.49.022), and overhead weather protection into mandatory code requirements with complementary increase in base FAR rather than bonusable public benefit features.				OH	recommendation alongside other recommendations to change the downtown Bonus and TDR programs which could support the development of housing for households under 80% of median area income in 1999. This recommendation may also be considered in 2000 alongside issues raised in the development of a downtown urban design plan.
LU-9	Reevaluate the existing TDR program. Assess the volume of available TDRs. Update and reorder the list of priorities for the use of TDRs to reflect neighborhood plan goals. Prioritize the retention, rehabilitation, and provision of housing for households earning less than 80% of median area income.	High	99-00		DCLU, SPO, OH	The Executive will begin analysis of this recommendation alongside other recommendations to change the downtown Bonus and TDR programs which could support the development of housing for households under 80% of median area income, and will submit initial recommendations to Council in 1999, with legislation submitted in 2000, if appropriate..
LU-25	Consider making housing TDRs part of the FAR process without restricting their use as the only means of achieving maximum FAR.	High			DCLU, SPO, OH	The Executive will begin analysis of this recommendation alongside other recommendations to change the downtown Bonus and TDR programs which could support the development of housing for households under 80% of median area income, and will submit initial recommendations to Council in 1999, with legislation submitted in 2000, if appropriate. Currently TDRs are not the only means of achieving the maximum FAR.
LU-10	Consider adding preservation of landmark historic buildings to the list of priorities for the use of TDRs, especially in areas where development pressure threatens these structures.	Med.	2000		DCLU, SPO, OH, DON	Designated Seattle Landmark Structures in DOC1, DOC2 and DRC zones and DMC zones south of Virginia Street are currently eligible sending sites for TDRs. The Executive will consider expanding the area eligible for TDRs in 2000 alongside issues raised in the development of a downtown urban design plan.
LU-11	Review the menu of bonus items, TDRs, and special incentive packages every five years. Reassess their values, priorities, and utilization.	Med.	2002		DCLU, SPO, OH	The Executive will perform analysis of the costs of implementing this recommendation together with other recommendations to change the downtown

## A. Increase Development Opportunities for Creating a Strong Mixed-Use Downtown

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						Bonus and TDR programs which could support the development of housing for households under 80% of median area income, and will submit initial recommendations to Council in 1999, with legislation submitted in 2000, if appropriate.
LU-12	Review and recalculate the value of the cash option bonus every two years.	Med.	2000		OH	OH agrees with this proposal and will incorporate it into its work program.
LU-13	Consider adding a menu of additional options for the use of TDRs, including: <ul style="list-style-type: none"> <li>• Development of compatible in-fill projects in historic districts</li> <li>• Retention of varied building scales</li> <li>• Creation of open space</li> </ul>	Med.	2000-01		DCLU, SPO, OH, DON, DPR	The Executive will consider this recommendation in 2000 alongside issues raised in the development of a downtown urban design plan. In-fill projects in historic districts are currently eligible for TDRs.
LU-27	Consider restructuring the TDR program to first priority for housing; second priority for landmark and performing arts theater preservation; and third priority for development of open space, Green Streets and retention of varied building scale.	Med.			DCLU, SPO, OH, DON, DPR, SEATRAN	The Executive will perform analysis of this recommendation together with other recommendations to change the downtown Bonus and TDR programs which could support the development of housing for households under 80% of median area income, and will submit initial recommendations to Council in 1999, with legislation submitted in 2000, if appropriate.
LU-14	Enable surplus development capacity from City-owned property within the Downtown Urban Center to be available for sale as TDRs. Allow proceeds from sales to be earmarked to finance designated Green Street projects.	High	99-00		DCLU, SPO, OH, ESD, DPR	As part of its work on the Civic Center, ESD is exploring the possibility of potential TDRs from City properties not developed to their maximum potential, as well as the possible use of revenues from TDR proceeds for the Civic Center/open space effort. The Executive will also consider this recommendation in 2000 alongside issues raised in the development of a downtown urban design plan. DPR recommends that purchase or development of open space/parks also be considered for this potential funding source.
LU-15	Allow sites retained or developed as open space to sell open space TDRs from current and future open space to other downtown projects. TDRs would not	Med-High	99-00		DCLU, SPO, DPR	The Executive will consider this recommendation in 2000 alongside issues raised in the development of a downtown urban design plan. See LU-14 .

## A. Increase Development Opportunities for Creating a Strong Mixed-Use Downtown

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	be available for transfer from open space developed as part of a project's public benefit features. Open spaces sending TDRs must conform to location and development criteria established in the revised Downtown Plan urban design and open space elements and in the downtown neighborhood plans.					
LU-26	Consider allowing TDRs from open space sites to be used as part of a designated open space implementation program.	High			DCLU, SPO, DPR	The Executive will consider this recommendation in 2000 alongside issues raised in the development of a downtown urban design plan.
LU-16	<p>Create a Landmark Building Inefficiency TDR that compensates for the inherent functional inefficiencies of historic buildings, thereby encouraging their preservation and increasing the TDR supply.</p> <ul style="list-style-type: none"> <li>• Allow historic building inefficiencies comprised of non-chargeable areas (e.g., circulation, bathrooms, elevators, etc.) to be transferred as TDRs to other downtown sites.</li> <li>• Calculate these TDRs at a multiplied rate of 4 times the percentage of the building area which is non-chargeable as leasable area.</li> <li>• Determine criteria for applying the Landmark Building Inefficiency TDR to new structures.</li> <li>• Develop analysis necessary to adopt a clear policy that prioritizes housing preservation and housing in landmark buildings.</li> </ul>	Med.-High	2000		DCLU, SPO, OH, DON	<p>The Executive will begin analysis of this recommendation alongside other recommendations to change the downtown Bonus and TDR programs as part of its 1999-2000 work program.</p> <p>The Executive has concerns about the basis for allowing TDRs from historic buildings that are not designated Seattle Landmarks and the blurring of the distinction between bonuses and transfers of development rights.</p>
LU-17	<p>Create a Building Conservation Incentive Super Bonus Package for the application of the Landmark Building Inefficiency TDR.</p> <ul style="list-style-type: none"> <li>• Increase the base FAR by 2 in exchange for requiring a fixed package of building amenities.</li> </ul>	Med-High	2000		DCLU, SPO, OH, DON	The Executive will begin analysis of this recommendation together with other recommendations to change the downtown Bonus and TDR programs as part of its 1999-2000 work program.
LU-18	<p>Increase maximum FAR by three and building height by 30% for projects providing:</p> <ul style="list-style-type: none"> <li>• Historic conservation or preservation bonuses or TDRs that comprise 50% of the FAR allowed</li> </ul>	Med-High	2000		DCLU, SPO, DON, OH, DPR, HSD	The Executive will begin analysis of this recommendation alongside other recommendations to change the downtown Bonus and TDR programs as part of its 1999-2000 work program.

**A. Increase Development Opportunities for Creating a Strong Mixed-Use Downtown**

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	<p>above the new base.</p> <ul style="list-style-type: none"> <li>• Bonuses or TDRs that provide housing affordable to households with eligibility established to support projects within which 75% of the units are affordable to households at or below 80% of median income and at least 25% of the units are affordable to households at or below 100% of median comprising at least 30% of the FAR allowed above the new base.</li> <li>• Bonuses comprising 20% of the FAR allowed above the base to come from at least three of the following:               <ul style="list-style-type: none"> <li>A. Off-site Green Street or open space contribution (1.5 FAR)</li> <li>B. Human services or day care facilities (up to 1 FAR.)</li> <li>C. Short-term parking below grade (1.0 FAR)</li> <li>D. Transit station access, if applicable</li> </ul> </li> </ul>					<p>However, the Executive will probably not support a program which would provide more funds for historic structures than for housing and which does not target any funds to housing. The Executive has concerns about the granting of bonuses for historic buildings that are not designated Seattle Landmarks.</p>
LU-19	<p>Eliminate FAR restrictions on sites less than one-fourth block in area with the following conditions:</p> <ul style="list-style-type: none"> <li>• Building area to be regulated by height limits.</li> <li>• Parking requirements satisfied by optional fee-in-lieu payment.</li> <li>• Mandatory overhead weather protection, ground floor retail/commercial, sculptured top rather than setbacks, TDRs necessary to achieve building area greater than 14 or 15 FAR.</li> <li>• Design review.</li> </ul>	Med-High	2000		DCLU, SPO	<p>The Executive will perform analysis of this recommendation together with other recommendations to change the downtown Bonus and TDR programs which could support the development of housing for households under 80% of median area income, and will submit initial recommendations to Council in 1999, with legislation submitted in 2000, if appropriate.</p> <p>The Executive has concerns about the basis for eliminating FAR restrictions for small sites.</p>
LU-20	<p>Revise downtown design review procedures and design guidelines to reflect the Downtown Urban Center's recommendations.</p>	High	2000		DCLU, SPO	<p>In March 1999, the City adopted new Downtown Urban Design guidelines. DUCPG reviewed and supported the proposed guidelines and did not submit any proposed amendments to on the proposed Downtown Urban Design Guidelines and procedures. The Executive did consider</p>

**A. Increase Development Opportunities for Creating a Strong Mixed-Use Downtown**

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
						<p>neighborhood plans as it developed the proposed guidelines and specific recommendations from Belltown were incorporated into the proposed guidelines.</p> <p>Additional recommendations to come out of the Downtown Urban Design Plan could be incorporated into the Downtown Design Review Guidelines in the future. Individual neighborhood design guidelines could also be considered for inclusion in the future.</p>

## B. INCREASE THE SUPPLY OF DOWNTOWN HOUSING FOR ALL INCOME LEVELS

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### Description

This strategy is closely linked with the preceding land use strategy. It involves revising existing housing policies and adding additional policies and strategies to increase the diversity of housing types, especially housing serving households with less than 50% and less than 80% of median area income. In addition, the strategy includes activities that are intended to increase the attractiveness of the downtown, enhance public safety, and provide amenities and services that will support 24-hour residential communities. A fundamental objective of the downtown housing strategy is preservation of existing levels of subsidies to support units currently supported by the federal "Section 8" program.

### Integrated City Response

The City strongly supports the goals of this Key Strategy to increase the supply of housing for all income groups downtown. Many of these recommendations will be considered in conjunction with the land use recommendations contained in Key Strategy A, and other strategies developed by the downtown neighborhoods.

The Executive is proposing that changes to the downtown TDR and Bonus programs to support households earning between 50% and 80% of median area income in addition to households earning less than 50% of median area income be considered for adoption alongside the adoption of this plan. It is becoming increasingly difficult to develop housing for the 50% to 80% of median income group. In addition, there are very few funds from sources outside the City available to subsidize housing for this group.

The City Council has been working with City departments to develop programs which will help to implement some of the other recommendations in this Key Strategy. New tools are being developed to address Section 8 subsidies that are expected to expire. The \$1 million low-income housing preservation loan fund created in the 1999-2000 budget may also help to implement this strategy. Similarly, the new multifamily housing tax abatement program will help to spur the development of housing for a range of incomes in three of the downtown Neighborhoods.

Some recommendations, such as eliminating or reducing utility hook-up charges and off-site infrastructure costs for housing serving households earning less than 80% of median area income, have Citywide implications and will need to be addressed through a Citywide review of the implications of such a program.

**Lead Department: OH**

**Participating Departments: DCLU, SPO, Planning Commission**

### Activities Already Underway

1. OH has prepared an analysis of some of the recommended changes to expand the downtown Bonus and TDR program to more strongly support housing for households earning between 50% and 80% of median area income. Legislation to implement these changes accompanies this plan.
2. The City Council created a \$1 million housing preservation loan fund as part of the 1999-2000 budget which will be of assistance in implementing some of these recommendations.
3. The City has created a multifamily housing tax abatement program which will help to stimulate housing development in three downtown neighborhoods.
4. The Office of Housing is currently developing a public/private partnership program for the preservation of expiring Section 8 housing subsidies which is expected to begin in 1999.

### Tasks to be Undertaken in 1999-2000

1. By the end of 1999, the Executive will perform analysis on the following Bonus and TDR recommendations as they relate to development of housing for households under 80% of median area income, including: 1) the proposed super bonus, 2) bonus values, and 3) height and bulk. For those items, the Executive will submit initial recommendations to the Council by the end of 1999 and proposed legislation in January 2000. Beginning in 2000, the Executive will begin analysis of the Bonus, TDR, and any other housing and land use recommendations.

As the Executive evaluates the Bonus and TDR proposals, the Executive will: 1) assign affected departments, such as OH, DON (Urban Conservation), or DPR, as lead departments (or co-leads with DCLU and SPO); 2) include Council staff on the City staff team; and 3) provide community groups, including DUCPG and SHDC, with an opportunity to review and comment on the Executive's recommendations.

In addition, the Executive will: 1) confirm or revise the assumptions related to the

ability of downtown to meet both housing and employment targets under current regulations; 2) evaluate the ability of the market to provide housing for households earning between 65% and 80% of median income without additional incentives; 3) review legal issues related to proposed incentives for housing for households above 80% of median income; and 4) review legal and policy issues related to proposals for small buildings, historic buildings, and open space TDR.

The Executive shall include Council staff on any interdepartmental team that develops and/or revises the DCLU Director's Rules related to the Bonus and TDR programs. In addition, the Executive shall brief appropriate Council Committee(s) for

feedback and policy direction prior to Director approval of any rules for these programs.

2. The Executive departments involved with Station Area Planning will work with the neighborhoods around future light rail stations on a number of issues, including housing.
3. OH will direct additional resources for additional staff to focus on downtown housing development issues.

<b>B. Increase the Supply of Downtown Housing for All Income Levels</b>						
<b>#</b>	<b>Activity</b>	<b>Priority</b>	<b>Time Frame</b>	<b>Cost Estimate</b>	<b>Implementor</b>	<b>City Comment</b>
<b>Create incentives to encourage housing development. (Implementors will include OH, DCLU, and SPO)</b>						
HS-1	Revise current bonus and TDR provisions to make them available for housing development for households earning 50-80% of median area income. In the future, study the application of this recommendation to housing for households earning up to 100% of median income.	High	99		OH, DCLU, SPO	OH supports making changes to the City's TDR and Bonus programs so that they will more fully support "moderate-income" housing development. OH proposes to change the TDR program, whose benefits are currently limited to households at or below 50% of median, so that it may also assist households up to 80% of median. Currently, the City's Bonus program serves households at or below 80% of median with half the units benefiting households at or below 50% of median and half supporting households between 51% and 80% of median. OH will analyze the proposed changes to the bonus program so that the proportion of housing serving households with less than 50% and between 51% and 80% of median area income may become more flexible alongside other recommendations to change the downtown Bonus and TDR programs which could support the development of housing for households under 80% of median area income, and will submit initial recommendations to Council in 1999, with legislation submitted in 2000, if appropriate. A proposal to modify the TDR and Bonus program to implement some of these changes has been forwarded for Council consideration with the Downtown Urban Center



## B. Increase the Supply of Downtown Housing for All Income Levels

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
						Neighborhood Plan. The Executive will need to carefully review legal issues related to DUCPG's proposed expansion of the TDR program above 80% of median income.
HS-2	Create a special incentive package/super bonus in DOC1, DOC2 and DMC-240 that will increase funds for housing serving households up to 80% of median income downtown-wide, allowing additional FAR for commercial and mixed-use projects with bonus funds applied to projects where 75% of the units are affordable to households at or below 80% of median and 25% of the units are available to households at or below 100% of median. See LU-2.	High	99		DCLU, SPO, OH	See LU-2
HS-3	Include subsidies for new housing serving households below 80% of median area income in housing development downtown or preservation of such housing at risk, in any new levy initiatives.	High	99-2000		OH	OH will take into account downtown housing needs when planning for the next Housing Levy. The current Housing Levy does not include neighborhood-based funding set-asides.
HS-4	Create a low-interest loan program for the renovation of non-subsidized housing currently serving downtown households earning less than 80% of median area income. Program should enable creative means to allow variances from seismic and other codes where full compliance in historic structures cannot be achieved.	Med-High	2000-01		OH, DON, DCLU	The City currently has a multi-family housing rehabilitation loan program for renovation of housing for households earning below 50% of median area income, with many of the funds spent on projects downtown.  Exempting buildings from compliance from seismic codes is a very difficult issue and raises serious concerns. The City generally wants to see all buildings up to current seismic standards. Flexibility is currently built into the requirements and can enable some creative means to meet standards. Project developers can phase in improvements to existing buildings, and the requirements are based on performance measures which enable a range of solutions to be used to meet seismic requirements.
HS-5	Extend the tax-abatement program throughout downtown with special emphasis on projects where at least one-third of the units serve	Med-High	2000-01		SPO, OH	The City has just implemented a tax exemption program that covers the Chinatown/International District, Pioneer Square and Denny Triangle Urban Center Villages.

## B. Increase the Supply of Downtown Housing for All Income Levels

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
	households below 80% of median and with the retention of affordable units for a "reasonable" period.					Income restrictions and policies to retain affordable units for reasonable periods are part of that program. Expanding the tax exemption program to other downtown neighborhoods and revising the program as proposed by DUCPG can be explored after the initial program has been assessed.
HS-6	Develop a funding plan to preserve affordable units in expiring Section 8 buildings downtown, including advocacy with the federal government, increased public/private partnerships, and creative use of city program funding.	High	99-00		OH	OH is currently creating a public/private partnership program for the preservation of expiring Section 8 units. Implementation of the program began in 1999. The low-income housing preservation loan fund created by the Council in the 1999-2000 budget can be used for this purpose.
HS-7	Create a Downtown Housing Ombudsperson position within the Office of Housing to 1) champion and expedite downtown projects through city processes including authority to administratively waive certain requirements, 2) identify and promote pro-housing strategies, and development-friendly strategies, 3) market downtown opportunities to prospective investors, and 4) coordinate the efforts of City departments to: improve the delivery of permits; recommend changes to the design review program and land use code; and, pursue rule and procedural simplification (consolidation of multiple review and permitting for City Light and other utilities, alley vacations, street use permits, and demolition). DUCPG believes that this position best resides in OH and suggests a newly created position be funded for the purpose.	High	99		OH	OH does not support the creation of an ombudsman position at this time, but will direct additional staff resources to focus on downtown housing development. The Office of Housing would not have the authority to waive requirements promulgated by other departments.
HS-8	Eliminate utility hook-up charges for housing projects for households earning less than 80% of median area income, or reduce charges on a basis of units served.	Med-High	2000		SPU, SCL, OH	The Executive is currently exploring legal and fiscal constraints, options, opportunities and implications of waiving fees and requirements in order to stimulate housing development. The Executive will report to Council in the first quarter of 2000. This recommendation will be reevaluated after that work is

## B. Increase the Supply of Downtown Housing for All Income Levels

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
						completed.
HS-9	Eliminate off-site infrastructure project costs, such as sidewalk improvements or enhanced off-site drainage, or reduce based on the number of units serving households earning less than 80% of median area income.	Med-High	2000		DCLU, SEATRAN, SPU, SCL, OH	The Executive is currently exploring legal and fiscal constraints, options, opportunities and implications of waiving fees and requirements in order to stimulate housing development. The Executive will report to Council in the first quarter of 2000. This recommendation will be reevaluated after that work is completed.
HS-10	Invest in facilities, amenities and infrastructure that make neighborhoods attractive to residents and developers including items listed in Section C of this matrix as well as in the individual neighborhood plans.	Med-High	99-00		DON, OH, SPO, SEATRAN	This is a policy recommendation, rather than a specific action for implementation. The City looks forward to working with downtown neighborhoods to identify funding for top neighborhood priorities.
HS-11	Include a housing component in all light rail station area development plans addressing housing needs and impacts to ensure that appropriate advantage is taken of the opportunities for high-density transportation-efficient housing in and around the station areas.	High	99-00		SPO, DON, SEATRAN, DCLU, OH	The Executive departments involved in the Station Area Planning process will be looking at housing along with a number of other issues.
HS-12	Implement a program of aggressive design, regulatory, enforcement actions and operations policies to reduce noise levels, keep streets and alleys clean and to improve safety within all downtown neighborhoods. [NOTE, THIS ACTIVITY WAS ADDED BY DUCPG AFTER THE PUBLIC HEARING.]				DCLU, SPO, SPD, DON	Through 1999 budget actions, DCLU was provided with funding for additional noise enforcement staffing. SPD provides daily foot patrols design to enforce civility ordinances and create a highly visible police presence. The City will work with the Downtown BIA on alley cleaning, security and related maintenance issues. SPO is working with the South Downtown Stakeholders group on options for community parking facilities. The Executive is reviewing policy issues related to code enforcement and will report to the Council in third quarter 1999.

## C. UPGRADE URBAN DESIGN CHARACTER, STREETS, AND OPEN SPACE

### Description

This Key Strategy recognizes the importance of the look and feel of downtown relative to its continued vitality as a business, shopping, residential, and tourism center. The neighborhood plan's top priority, which is the centerpiece of this Key Strategy, is to develop a comprehensive urban design master plan for downtown. The urban design master plan should enhance the unique qualities of each of the downtown neighborhoods while providing a unifying framework for the design of the downtown's public open spaces and street rights-of-way.

### Integrated City Response

The City strongly supports the concept of a downtown-wide Urban Design plan. SPO will work with DUCPG and downtown neighborhoods to determine the scope of the plan and identify funding. It may be appropriate to broaden the scope beyond the Downtown Urban Center in order to improve linkages with surrounding neighborhoods. This plan will require the involvement of a broad range of City Departments, neighborhoods and other stakeholders. The results of this study can influence such City programs as Design Review and the development of Green Streets.

**Lead Department: DCLU (via Design Commission staff and Design Center staff)**

**Participating Departments: SPO, DCLU, SEATRAN, SCL, DPR, Planning Commission, , Arts Commission**

### Activities Already Underway

1. City departments are currently exploring methods of funding the implementation of Green Streets and other pedestrian-oriented streets, as part of the policy docket and Transportation Strategic Plan implementation. After this policy work is completed, the recommendations in this Key Strategy will be reviewed again.

### Tasks to be Undertaken in 1999-2000

1. DCLU (via the Design Commission and Design Center staff), SPO and other City departments will work with DUCPG, downtown neighborhoods, surrounding neighborhoods and other downtown stakeholders to develop a scope of work and funding strategy for the Downtown Urban Design Plan. The project will very likely need to be phased, over more than two years, with work in 1999 to be focused on 1) compiling all of the work that has already been done on Downtown urban design issues and pulling it all into a reader friendly format, and 2) working with projects that are already underway that are going to have major downtown urban design implications, such as street improvements where impacts will be felt from buses coming out of the tunnel. Work in 2000 would be focused on expanding existing concepts when necessary, identifying resources, reviewing/revising existing policies, and developing/building on partnerships to get urban design concepts implemented. The urban design work described here would feed into some of the land use work in Key Strategies A and B, but the projects would not be combined. A major part of the DUCPG and Commercial Core's Early Implementation Fund dollars are proposed to go towards consultant assistance in 1999 for project.

C. Upgrade Urban Design Character, Streets, and Open Space						
#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
<b>Create a unified downtown urban design plan.</b>						
LU-21	As a top priority of the Downtown Urban Center plan, secure funding and hire a consultant to prepare a downtown-wide urban design master	High	1999	\$500K-1M	SPO, DCLU, SEATRAN, DPR, Planning	The Executive strongly supports the development of a Downtown Urban Design Plan. Funds for all of the work involved in developing this plan have not yet been

### C. Upgrade Urban Design Character, Streets, and Open Space

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
	<p>plan for street rights-of-way and other public spaces. The first step in creating the urban design master plan should be for a consultant to develop a detailed scope of work that reflects the Downtown Urban Center's goals:</p> <ul style="list-style-type: none"> <li>• Create a highly visual, unifying framework that strengthens connections between neighborhoods and reinforces a sense of place.</li> <li>• Reinforce the unique character of each downtown neighborhood.</li> <li>• Highlight the downtown's spectacular natural setting, especially views and connection to the waterfront.</li> <li>• Reinforce a hierarchical network of connections and activity nodes.</li> <li>• Design a coordinated program of public amenities, graphics, and street design standards.</li> </ul> <p>Work with SPO to establish work program, budget and public outreach process for a comprehensive policy plan for directing downtown public improvements to streets, parks, pedestrian facilities. Coordinate work with Sound Move and other stakeholders involved in transit-related improvements. Incorporate findings, conclusions and recommendations from recent related initiatives such as the South Downtown Plan, waterfront (WSF and POS) plans, Pine Street Plan, Municipal Civic Center Master Plan, etc.) Create strong advisory committee including neighborhood representatives, design professions, Allied Arts, etc.</p>				<p>and Arts Commissions, Other City departments in advisory roles as appropriate, <b>Design Commission</b></p>	<p>identified. SPO and DCLU will work with the community to develop a work program and funding strategy for this program. There is interest in extending the scope of this study to include South Lake Union and the Uptown Queen Anne Urban Center and First Hill and Pike/Pine neighborhoods. Urban Design planning for Westlake Boulevard and Downtown Green Streets should also be included in the work program for the Urban Design Plan. A number of City departments and commissions would be involved in the study.</p> <p>Green Street and Key Pedestrian Street issues have been placed on the Policy Docket. The Executive will review its policies on Green Streets and Key Pedestrian Streets in 1999. Once this policy analysis is completed, this recommendation will be reviewed again.</p>

### C. Upgrade Urban Design Character, Streets, and Open Space

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
<b>Streamline the process for implementing streetscape improvements on pedestrian-oriented streets.</b>						
LU-22	Rework the existing, multiple street designation systems (including Green Streets, Class I/II Pedestrian Streets, Key Pedestrian Streets, P-1/P2 overlays, etc.) to devise a single system for defining urban design qualities and engineering standards for pedestrian-oriented streets, as envisioned by the neighborhood plans.	High	99-00		SPO, SEATRAN, DCLU	See TR-11 P1 and P2 overlays currently do not exist Downtown.
LU-23	Devise a funding mechanism for implementing the design, construction, and maintenance of pedestrian-oriented streets. The funding mechanism may include: <ul style="list-style-type: none"> <li>• Bonds</li> <li>• Neighborhood planning implementation monies</li> <li>• Contributions from private developers</li> <li>• Making Green Streets a bonus item.</li> </ul>	Med-High	2000-01		SPO, SEATRAN, DCLU	Green Street and Key Pedestrian Street issues have been placed on the Policy Docket. The Executive will review its policies on Green Streets and Key Pedestrian Streets in 1999. Once this policy analysis is completed, this recommendation will be reviewed again.
LU-24	Designate a single City department to administer the process of designing, permitting, constructing, and maintaining pedestrian-oriented streets, in cooperation with other City departments, adjacent property owners, and downtown business organizations.	High	99		SEATRAN, DCLU, SPO	Green Street and Key Pedestrian Street issues have been placed on the Policy Docket. The Executive will review its policies on Green Streets and Key Pedestrian Streets in 1999. That policy work will include evaluation of whether a single City department should be responsible for all pedestrian street programs. Once this policy analysis is completed, this recommendation will be reviewed again. Because Class I and Class II Pedestrian Street designations relate to how buildings and entrances relate to the street and are implemented through development and the land use code, DCLU will continue to implement those designations until the policy work is complete.

## D. IMPROVE MOBILITY THROUGHOUT DOWNTOWN

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### Description

This Key Strategy includes capital investment and operational recommendations for optimizing the use of downtown streets for pedestrian, bicycle, auto, truck, and transit uses appropriate to land uses, major activity centers, intermodal terminals, and linkages with the surrounding areas. These recommendations include pertinent strategies developed by the Downtown Circulation Study as well as strategies produced by the Downtown Urban Center Planning Group including recommendations for the management of parking resources in the downtown.

### Integrated City Response

The City supports the goal of increasing mobility throughout downtown by means of improvements to a number of different transportation modes. Increasing mobility will make it easier to live in, work in, shop in and visit downtown Seattle and will help to encourage the type of strong downtown that all downtown neighborhoods envision.

Sound Transit and Metro will be key actors in development of transportation options in downtown Seattle both over the next few years and into the future. As Sound Transit's plans for the Downtown Transit Tunnel become more defined, decisions about how buses will be accommodated Downtown will impact many other transportation modes, especially bicycles. The City will continue to work with Sound Transit, Metro and downtown neighborhoods, to determine how transportation systems in downtown Seattle can continue to meet both local and regional needs.

Many of these recommendations can feed into programs that are currently underway or are expected to begin shortly. Other recommendations will need additional analysis or clarification before they can be implemented.

**Lead Department: SEATRAN**

**Participating Departments: SPO, DCLU**

### Activities Already Underway

1. The Downtown Wayfinding Project, Phase I, was completed in February of 1999.
2. Sound Transit, SEATRAN, SPO and Metro are working together to figure out how transit will be accommodated after 2004 as the transit tunnel is closed for upgrading to light rail. .

3. SEATRAN is working to find funding that can be used to begin preliminary engineering on the Westlake Boulevard project.

### Tasks to be Undertaken in 1999-2000

1. The departments involved in Station Area Planning Process will build on neighborhood plan recommendations in working with communities on areas with light rail stations.
2. SPO and SEATRAN are developing a pilot wayfinding system for Downtown. This project is scheduled to be in place on 1<sup>st</sup> Avenue, Pike Street and Pine Street by November 1999 in order to be in place before the World Trade Organization summit at the end of November. SEATRAN is trying to identify possible fund sources for the remainder of the wayfinding project. The Executive, including OIR, SPO, and SEATRAN, will explore opportunities to use the \$1.5 million of funding for the World Trade Organization meeting as a fund source to expand the wayfinding pilot project in 1999 in the preparation for the World Trade Organization summit.
3. Sound Transit, SEATRAN, SPO and King County Metro will continue to develop plans for accommodating transit on surface streets within downtown Seattle following closure of the Downtown Seattle Transit Tunnel to buses in 2004. These plans will need to be complete prior to Council approval of the agreement transferring the tunnel to Sound Transit in mid-2000. Downtown neighborhoods will be very involved in identifying improvements that will be needed on surface streets to accommodate increased buses.
4. Green Street and Key Pedestrian Street issues have been placed on the Policy Docket. The Executive will review its policies on Green Streets and Key Pedestrian Streets in 1999. Once this policy analysis is completed, relevant recommendations in this Key Strategy will be reviewed again.
5. The Executive will establish an interdepartmental team to coordinate major issues affecting downtown, including SPO, SEATRAN, DCLU, OED, DON, OH and DPR. Presently, transportation issues are a big driver but other issues involving urban design, land use and housing overlap and/or are closely related to transportation and mobility downtown. SPO will convene the key players from each department to initiate coordination and collaboration. In the future, as projects move to implementation, the Executive will seek additional resources for a larger coordination effort which encompasses construction coordination, business liaison, planning coordination and a stakeholders group similar to the South Downtown model.
6. Identify those activities in this Key Strategy that are good candidates for next steps for implementation considering priorities, possible funding sources and departmental staffing capabilities through the West Sector work program.

7. Identify next steps for continued implementation.

<b>D. Improve Mobility Throughout Downtown</b>						
<b>#</b>	<b>Activity</b>	<b>Priority</b>	<b>Time Frame</b>	<b>Cost Estimate</b>	<b>Implementor</b>	<b>City Comment</b>
<b><i>Modify street designations and support newly designated streets with related improvements.</i></b>						
TR-1	Revise definitions of transportation infrastructure for all transportation modes to recognize capacity and safety requirements. Develop capacity needs and environmental quality criteria to specify hierarchical designations for vehicular, pedestrian, transit, and bicycle modes. Develop a work program based on the results of the Downtown Circulation Study, incorporating strategies from the Transportation Strategic Plan and other pertinent analyses.	High	99		SEATRAN, SPO	Definitions for downtown streets are handled through the Seattle Comprehensive Transportation Program. Classification already exists in the Downtown Plan to guide development on abutting properties. New alternatives are proposed through the Transportation Strategic Plan. In order to respond to this recommendation, the City will need more specific information about concerns that are not being addressed through existing programs and proposed changes.
TR-2	Prepare detailed origin-destination study by mode including travel demand estimates with emphasis on alternative projects such as high-capacity hill-climbs and circulator systems. Develop detailed mode studies for major "gateway" transit stations. Studies to include: <ul style="list-style-type: none"> <li>• Marion Street ferry terminal pedestrian access corridor</li> <li>• Pedestrian improvement associated with light-rail transit stations along 3<sup>rd</sup> Avenue</li> <li>• Hill-climb assist improvements along University Street, Pike Place, Bell Street, and Eagle Street</li> </ul>	High	99-00		SEATRAN, SOUND TRANSIT, SPO	The goals of the detailed origin-destination study need to be articulated before the City can prioritize such a study. It may be that other, less costly, activities can achieve the same goals. The Downtown Circulation Advisory Group recommended a hill climb assist between the Waterfront and First Avenue at Seneca Street. A variety of projects are underway to improve specific corridors like Marion and Bell Streets.
TR-3	Prepare pedestrian arterial corridor plans based on new traffic counts and future estimates, and link improvement plans to mitigation strategies for private projects. <ul style="list-style-type: none"> <li>• 1<sup>st</sup> Avenue from Royal Brougham to Denny Way</li> <li>• 3<sup>rd</sup> Avenue from S. Jackson to Denny Way</li> </ul>	Med-High	2000-02		SEATRAN, SPO	SEATRAN believes that all downtown streets should accommodate pedestrians and a pedestrian friendly atmosphere should be developed. This recommendation may be considered as part of the Downtown Urban Design Study see LU-21. DUCPG can help by prioritizing these recommendations for study.



## D. Improve Mobility Throughout Downtown

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
	<ul style="list-style-type: none"> <li>• 2<sup>nd</sup> Avenue south of Virginia Street</li> <li>• 4<sup>th</sup> Avenue from the Weller Street Bridge to Stewart Street</li> <li>• 5<sup>th</sup> Avenue from Cherry Street to Stewart Street</li> <li>• Occidental Avenue from Royal Brougham to Yesler</li> <li>• Marion Street from Colman Dock to 4<sup>th</sup> Avenue</li> <li>• University Street from Alaskan Way to 4<sup>th</sup> Avenue</li> <li>• Union Street from 1<sup>st</sup> Avenue to Convention Center</li> <li>• Pike Street from Pike Place to I-5 (update previous analysis)</li> <li>• Pine Street from Pike Place to I-5 (update previous analysis)</li> <li>• Stewart Street from Pike Place to Westlake</li> <li>• Olive Street from Stewart to I-5</li> </ul>					
TR-4	<p>Work with Sound Transit and King County/Metro redefine transit priority street requirements and capital needs to better accommodate future transit use on surface streets. Transit priority street network should support and enhance residential neighborhoods. Initial transit priority given to First and Third Avenues with strong consideration given to Alaskan Way (Waterfront Trolley). Study designation alternatives of Second and Fourth, Pike and Pine and Madison and Marion including two-way or contra-flow options with consideration for accommodation of bicycle lanes. Consider short-term solutions to accommodating transit needs on these streets that fit within a long-term capital investment strategy including other modes such as the monorail and "intermediate"</p>	High	99-01		SEATLAN, SPO	Sound Transit, SEATLAN, SPO and King County Metro are developing plans for accommodating transit on surface streets within downtown Seattle following closure of the Downtown Seattle Transit Tunnel to buses in 2004. These plans will need to be complete prior to Council approval of the agreement transferring the tunnel to Sound Transit in mid-2000. Downtown neighborhoods will be very involved in identifying improvements that will be needed on surface streets to accommodate increased buses. This decision will impact all other traffic-related decisions.

## D. Improve Mobility Throughout Downtown

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
	capacity transit.					
TR-5	Coordinate implementation plans for the Convention Place station, King Street/Union Intermodal Station, and other light rail station improvement plans with neighborhood plans, street improvement projects, and downtown design guidelines. Develop statement of intent between the City, County and Sound Transit defining roles, responsibilities and communications strategies with the downtown community.	High	99		SEATLAN, SPO, OED, DCLU, Downtown Neighborhoods	<p>The Executive departments involved in the Station Area Planning process will be working with communities on areas with light rail stations. This work will build on recommendations coming out of neighborhood plans and will be coordinated with other City programs in those areas, such as work currently underway in South Downtown related to the King Street/Union Intermodal Station.</p> <p>The City has established station area advisory committees for downtown areas to work closely with Sound Transit on their planning for light rail in the City of Seattle. A number of City Departments are involved in Station Area Planning and have members on the Station Area Planning team, including SPO, SEATLAN, OED and DCLU.</p> <p>King County has assigned a project manager to work on the Convention Place project as suggested in the Denny Triangle Neighborhood Plan. The Station Area project manager for Downtown has begun working with King County on developing a redevelopment plan for this site that would serve as a bus staging area under the ground, and be lidded for development, including open space. City Departments and neighborhood representatives will be involved in this planning.</p>
TR-6	Complete and implement a downtown transit and way-finding signage system in conjunction with improvement plans for transit shelters and neighborhood plans (coordinate with the South Downtown way-finding program). Create downtown advisory committee within the outreach program of the urban design framework plan to enable effective stakeholder participation.	High	99-01		SEATLAN, SPO, King County Metro, Sound Transit, Community	SEATLAN consultants developed a downtown wayfinding concept in December 1998 (Downtown Wayfinding Project, Phase I). SEATLAN requested, but was not awarded, grant funds for the wayfinding project. SPO and SEATLAN are developing a pilot wayfinding program that would be put in place by November 1999. This program would develop some of the ideas in the wayfinding project for 1 <sup>st</sup> Avenue, Pike and Pine. Design of these improvements would

## D. Improve Mobility Throughout Downtown

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
						<p>be made by July 1999. The Executive, including OIR, SPO, and SEATRAN, will explore opportunities to use the \$1.5 million of funding for the World Trade Organization meeting as a fund source to expand the wayfinding pilot project in 1999 in the preparation for the World Trade Organization summit. SEATRAN will continue to look for funds to further develop and implement the recommended downtown wayfinding improvement strategies. SEATRAN and SPO are also working with numerous downtown stakeholders, e.g. Sound Transit, Metro and representatives of downtown residents and businesses, to develop and coordinate wayfinding improvements.</p> <p>SPO will work with the downtown neighborhoods to determine a work program, funding and outreach for downtown urban design planning. See LU-21.</p>
TR-7	<p>Prepare feasibility analysis of downtown circulator options. Identify trip demands for user-types; evaluate relative costs and benefits of service and equipment options; coordinate with short- and long-term service planning of King County/Metro and Sound Transit; operate demonstration/pilot project(s) for evaluation.</p>	Med-High	2000-01		SPO, SEATRAN, King County METRO, DON	<p>Through the Seattle Transit Initiative, SEATRAN AND SPO will be looking at the feasibility of a Downtown Circulator if funding can be identified. It can also be considered during Metro's Six-Year Plan update, which is scheduled to begin 1<sup>st</sup> quarter of 1999. Metro staff are currently deciding what will be part of the 6-year plan. They have all of the neighborhood plan matrices (that are available) and are currently looking at them.</p> <p>The Executive will forward this and related transit requests to King County Metro on the community's behalf. SPO, SEATRAN and DON will review transit service requests identified in the neighborhood plan and integrate those requested improvements into the work being done under Transportation Strategic Plan strategy T4: 'Establish and Implement Transit Service Priorities.' The Executive will report to the City Council Transportation and Neighborhoods, Growth Planning and Civic Engagement Committees on its</p>

## D. Improve Mobility Throughout Downtown

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
						progress on Strategy T4.
TR-8	Improve Waterfront Streetcar service speed, frequency and reliability and assess extensions to Seattle Center or BINMIC and along Jackson Street into the International District.	Med-High	2000-01		King County Metro	Improving the Waterfront Streetcar service is a very expensive program that will need to be considered in the long term by King County/Metro. Recommendations from DUCPG and the Downtown Circulation Advisory Group (DCAG) will need to be coordinated and possibly reconciled. The DCAG preferred improving service along the waterfront and between the waterfront and areas to the east with rubber tired transit vehicles that could provide high service frequency and climb steep grades at an affordable cost. The Executive will forward this and related transit requests to King County Metro on the community's behalf. SPO, SEATRAN and DON will review transit service requests identified in the neighborhood plan and integrate those requested improvements into the work being done under Transportation Strategic Plan strategy T4: 'Establish and Implement Transit Service Priorities.' The Executive will report to the City Council Transportation and Neighborhoods, Growth Planning and Civic Engagement Committees on its progress on Strategy T4.
TR-9	Work with the Elevated Transportation Company (monorail) to coordinate downtown plan service needs and urban design objectives with future analyses of alignments and technological assessments to determine the long-term future of the monorail facility.	Med.	2000-01		SPO, SEATRAN	The City plans to continue to work with the Elevated Transportation Company as it develops its plans.
TR-10	Work with King County Metro, Sound Transit, neighborhoods, and business interests to evaluate potential expansions of the Ride-Free Area and other service improvements, including event-oriented service, parking shuttles, etc.	Med.	99-01		King County Metro, SPO, SEATRAN, Sound Transit	King County Metro is expected to review the Ride Free Area in 1999. The Executive will forward this recommendation to Metro and Sound Transit and advocate to expand the ride-free zone on the community's behalf. In addition, City Councilmembers who serve on the Metro Transit Committee will advocate to expand the ride-free zone

**D. Improve Mobility Throughout Downtown**

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
						<p>on the community's behalf. The Executive participates in the review and adoption of Sound Transit fare policies, including ride free area policy. (The Mayor is on the ST board and Executive staff work directly with Sound Transit staff on reviewing fare policy.) SPO, SEATRAN and DON will review transit service requests identified in the neighborhood plan and integrate those requested improvements into the work being done under Transportation Strategic Plan strategy T4: 'Establish and Implement Transit Service Priorities.' The Executive will report to the City Council Transportation and Neighborhoods, Growth Planning and Civic Engagement Committees on its progress on Strategy T4.</p> <p>SPO, SEATRAN AND DCLU staff have worked with South Downtown communities, Metro, the Mariners and the Seahawks on issues related to event-oriented transit service.</p>

***Upgrade pedestrian-oriented streets.***

TR-11	Designate new Green Streets identified in the neighborhood plans. Work with DCLU, SPO, SEATRAN, DON, and DPR to clarify definition/distinction of "Green Streets" from "key pedestrian streets". Develop integrated Green Street design, implementation and maintenance policies .	High	99-00		SEATRAN, DCLU, SPO	<p>Green Street and Key Pedestrian Street issues have been placed on the Policy Docket. The Executive will review its policies on Green Streets and Key Pedestrian Streets in 1999. Once this policy analysis is completed, this recommendation will be reviewed again.</p> <p>Green Streets from the Belltown and Denny Triangle neighborhood plans (no new Green Streets were proposed in the other Downtown neighborhood plans) are proposed for designation alongside the approval and adoption of the DUCPG neighborhood plan.</p> <p>'Green Streets' are generally intended to provide open space in denser neighborhoods and are generally appropriate along non-arterial streets.</p>
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## D. Improve Mobility Throughout Downtown

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
						'Key Pedestrian Streets' are intended for improved pedestrian environments along arterial streets and do not necessarily have an open space function. Design for Green Streets may be included as part of the Downtown Urban Design Plan.
TR-12	<p>Define themes and design standards for all downtown Green Streets based on neighborhood plans to be used in the development of a design review process and related City improvement programs.</p> <p>Work with SEATRAN, DCLU, and DPR to establish process for phasing Green Street design plan preparation and funding priorities considering:</p> <ul style="list-style-type: none"> <li>Public investment strategies vs. private project-level implementation (Denny Triangle recommendation for city funded improvements)</li> <li>Priorities for implementation such as distressed areas, rapid growth areas, etc.</li> <li>Assess equity of utilization of Neighborhood Matching Fund in support of downtown neighborhoods</li> <li>Define city department lead status for stewardship of Green Streets</li> </ul>	Med-High	2000-02		Community, SEATRAN, DCLU, SPO	<p>Green Street and Key Pedestrian Street issues have been placed on the Policy Docket. The Executive will review its policies on Green Streets and Key Pedestrian Streets in 1999. That policy work will include evaluation of whether a single City department should be responsible for all pedestrian street programs. Once this policy analysis is completed, this recommendation will be reviewed again.</p> <p>This can also be considered for inclusion in the Downtown Urban Design Plan.</p>
TR-13	<p>Designate Key Pedestrian High Volume Streets and Key Pedestrian Arterials, providing suitable standards for sidewalk improvements, lighting, landscaping, and other facilities in conjunction with the urban design framework plan. Undertake pedestrian traffic counts, future traffic estimates, flow studies and safety evaluations on all designated Pedestrian Arterial streets every two years. Prepare mitigation plans and funding schedule for corridors, intersections and street crossings. Review impacts of traffic signals on</p>	Med-High	2000-02		SEATRAN, SPO, DCLU	<p>Please see TR-11 and TR-12, above.</p> <p>It is unclear why DUCPG wants to create new designations for streets as Key Pedestrian High Volume Streets and Key Pedestrian Arterials. This is contrary to recommendations the City has received from other neighborhood plans in the downtown. Before the City can put together a response, more information will be needed as to the purpose of these new designations and how they would differ from existing designations.</p> <p>Designs for sidewalk improvements, lighting,</p>

## D. Improve Mobility Throughout Downtown

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
	<p>pedestrian flow and level of service.</p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> Avenue from King Street to Denny Way</li> <li>• 3<sup>rd</sup> Avenue from S. Jackson to Denny Way</li> <li>• 4<sup>th</sup> Avenue from King Street to Stewart Street</li> <li>• 5<sup>th</sup> Street from Cherry Street to Stewart Street</li> <li>• Occidental Avenue from Royal Brougham to Yesler</li> <li>• Marion Street from Colman Dock to 4<sup>th</sup> Avenue</li> <li>• University Street from Alaskan Way to 4<sup>th</sup> Avenue</li> <li>• Union Street from 1<sup>st</sup> Avenue to Convention Center</li> <li>• Pike Street from Pike Place to I-5</li> <li>• Pine Street from Pike Place to I-5</li> <li>• Stewart Street from Pike Place to Westlake</li> <li>• Olive Street from Stewart to I-5</li> </ul>					<p>landscaping, and other facilities will be considered in the development of a Downtown Urban Design Plan. SEATRAN needs more information about the purpose of the study and problems to be resolved before it begins expensive data collection.</p>
<b>Upgrade bicycle streets.</b>						
TR-14	<p>Designate priority bikeway streets, with priority treatment for high-volume use. Provide North-South Bicycle Arterial corridors (bike lanes) into and through downtown at three elevations:</p> <ul style="list-style-type: none"> <li>◆ <i>Waterfront:</i> Complete/improve trail under viaduct between Myrtle Edwards and King Street.</li> <li>◆ <i>Midlevel:</i> Continue operation of 2<sup>nd</sup> Avenue bike-lane corridor. Reduce bus operations to level compatible with designated bicycle corridor. Study two-way operation of 2<sup>nd</sup> Avenue or paired bike lane on one way operation of 4<sup>th</sup> Avenue with similar reductions in bus operations. Find acceptable connection to new bike trail to be built beside the E-3 busway.</li> </ul>	Med-High	2000-02		SEATRAN, SPO, Community	<p>SEATRAN will continue to look for opportunities to develop bike lanes in downtown Seattle.</p> <ul style="list-style-type: none"> <li>• There are no plans to eliminate the southbound bike lane on 2<sup>nd</sup> Avenue, but the future of downtown circulation is not fully resolved. The number of buses on all downtown avenues will increase while the tunnel is being upgraded for light rail and existing buses are routed outside of the tunnel.</li> <li>• A bicycle lane on 4<sup>th</sup> Avenue is the strongest candidate for a northbound bike lane; however, a parking or through traffic lane would need to be removed. In addition, other traffic and transit issues on 4<sup>th</sup> Avenue need to be addressed in the short term. This activity may be considered</li> </ul>

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#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
	<ul style="list-style-type: none"> <li>◆ <i>Upper Level:</i> Study alternatives along 6<sup>th</sup> Avenue, 7<sup>th</sup> Avenue and I-5/9<sup>th</sup> Avenue for safe/convenient bicycle facility.</li> </ul> <p>Define short-term interim designations and nominal improvements that can be later incorporated into a long-term more permanent improvement program for bicycle streets as outlined below.</p>					<p>as part of the sector work programs in the future as opportunities arise.</p> <ul style="list-style-type: none"> <li>• SEATRAN will continue to look for opportunities to link the E-3 busway path and the waterfront, including the SR-519 project.</li> <li>• 7<sup>th</sup> Avenue is a potential route for bike lanes; however, the one-way section of 7<sup>th</sup> south of Westlake would need to be converted to two-way, and a lane of traffic would need to be eliminated. This activity may be considered as part of the sector work programs in the future as opportunities arise.</li> </ul>
TR-15	<p>Provide East-West Bicycle Arterial corridors (bike lanes) into and through the downtown. Ensure that corridors connect with crossings of I-5 and to key Gateway entry points. Ensure that some corridors access hill climb assist facilities.</p> <ul style="list-style-type: none"> <li>• <i>Jackson or Main Street:</i> Center lane Waterfront Trolley is not considered incompatible with bicycle lanes.</li> <li>• <i>Marion Street:</i> Key corridor for downtown ferry access. Resolve conflict with existing transit bus operations (two-way conversion with Madison). Ensure compatibility with designated Pedestrian Arterial/Freeway. Integrate hillclimb assists.</li> <li>• <i>Pine Street:</i> Resolve conflict with transit (two-way conversion with Pike). Integrate with hillclimb assists.</li> <li>• <i>Lenora Street:</i> Integrate with existing elevator to waterfront.</li> <li>• <i>Vine Street:</i> Plan integrated corridor with Green Street and pedestrian / resident priority. Cobble stone surface may require resolution.</li> </ul>	Med.	2000-02		SEATRAN, SPO	<p>Bike lanes are currently not appropriate on east-west streets downtown because bicyclists need to freely use both sides of the street to access the one-way avenues. These streets also tend to be easy for bicyclists to ride with traffic because motor vehicle volumes tend to be low and speeds tend to be moderate on these streets. SEATRAN's position seems to be that if there are conflicts, that given the current downtown network, bike lanes would not improve the situation. This could change in the future. As downtown circulation is re-evaluated, these streets may be reconsidered for bicycle lanes.</p>



## D. Improve Mobility Throughout Downtown

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
	<ul style="list-style-type: none"> <li><i>Eagle Street</i>: Integrate with Pedestrian Arterial plan from Waterfront to Seattle Center. Utilize proposed hillclimb assist.</li> </ul>					
TR-16	Reaffirm role and design concept for the "Westlake Boulevard". Coordinate through urban design framework plan and coordinate with Denny Triangle and South Lake Union neighborhood plans.	Med-High	99-00		SEATRAN, SPO, OED, Community, South Lake Union	SEATRAN has received a grant from the Puget Sound Regional Council for development of a conceptual design for this boulevard north of Denny Way, but funding is not available for the portion south of Denny Way. Information received from this work will be useful for the stretch of Westlake Boulevard within the Downtown Urban Center. The Executive will work with the Denny Triangle and DUCPG planning groups to develop a conceptual design and development of Westlake improvements as part of the Downtown urban design plan. The next step in implementing the Westlake Boulevard Plan is to develop a conceptual plan and a funding strategy. SEATRAN will need to coordinate its efforts with affected planning areas, including downtown, Denny Triangle, and South Lake Union.
<b>Improve freight and service access.</b>						
TR-17	Coordinate revision of truck parking and loading regulations with neighborhood plans to include: <ul style="list-style-type: none"> <li>On-street loading zones dedicated to trucks too big for accessing building loading docks.</li> <li>Prohibit "truck plates" on passenger vehicles.</li> <li>Protect alleys from competing uses.</li> <li>Adopt time limits for major deliveries.</li> </ul>	Med-High	99-???		SEATRAN	<ul style="list-style-type: none"> <li>The issue of length of truck zones is a delicate one – SEATRAN must balance all of the needs for curb space while trying to accommodate the wishes of adjacent property owners or businesses. Generally, there is not enough curb space available to accommodate the largest trucks, and there is always a demand for use by smaller trucks serving the buildings which do not have off street loading. On-street truck zones reserved for large trucks would most likely be used on a very limited basis leaving a large amount of curb space unusable for a majority of the time. There would be virtually no way to reserve a space for "large trucks only" or to</li> </ul>

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#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
						<p>prevent the use of the spaces by multiple vehicles. This recommendation will not be implemented.</p> <ul style="list-style-type: none"> <li>• The City cannot prohibit 'truck plates' on passenger vehicles. The licensing of commercial vehicles is done by the state. It would require a change in state law to effect this change.</li> <li>• Like all components of the City's transportation system, alleys are subject to competition for use from different transportation modes. Alleys are intended to be used by service vehicles for the adjacent properties. This use includes the ability to park a commercial vehicle in the alley for up to half an hour. One of the best ways to ensure the efficient operation of the alleys would be to ensure that all new buildings have special enclosures or rooms for trash dumpsters, contain sufficient space for truck loading and maneuvering, and do not have garage entrances or exits onto the alleys. This would leave the extremely limited alley space for those trucks that have no other choice than to use the alley. However, in downtown Seattle, access to parking is encouraged to be through alleys in order to reduce conflicts between cars making turns into parking garages and pedestrians. This is an issue that may be considered for inclusion in the Downtown Urban Design Plan.</li> <li>• This activity has already been implemented. Downtown Seattle currently has restrictions on trucks 30 feet or more making deliveries between the hours of 7 AM and 7 PM. The exception is construction vehicles which require</li> </ul>

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#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
						a special permit and a direct route into and out of downtown. To further limit deliveries to nighttime hours only, or some such arrangement, would require a significant change in the way that all of the firms in the City conduct their business.
<b>Upgrade parking management programs.</b>						
TR-18	Extend meter times on corridors with significant night-time activity (restaurants, bars, theaters, etc.) by three or four hours.	Med-High	99-00		SEATRAN, SPO, CBO, SPD	Extended Meter Hours will be placed on the Policy Docket. The Executive will analyze the fiscal and safety impacts of extending meter hours through the evening. In addition, since it's not practical to have meter hours vary from block to block in a single neighborhood, the Executive will develop a recommendation as to how to assess whether adequate support exists throughout a neighborhood to warrant extending meter hours. The Executive will present its analysis and recommendations to the Council in June 2000. SPO and SEATRAN are currently exploring developing a pilot project with the Pioneer Square neighborhood.
TR-19	Increase enforcement of parking and increase fines for overtime use.	High	99-00		SEATRAN, SPD, CBO, SPO	Parking fines were recently increased across the City as part of the 1999-2000 budget. Differential Parking Fines have been placed on the Policy Docket. The Executive will analyze fiscal, legal and equity issues related to establishing different parking fines for different neighborhoods and will present their analysis and recommendations to Council in June 2000. SPD does the best job that it can with existing resources assigned to the Parking Enforcement Unit. Increased parking enforcement on an ongoing basis in the downtown area can only be accomplished in two ways: (1) by reducing parking enforcement efforts in other areas; or (2) by increasing the number

## D. Improve Mobility Throughout Downtown

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
						<p>of Parking Enforcement Officers authorized in the budget. At this point in time there are no plans to increase the number of Parking Enforcement Officers. Issues related to parking enforcement have been raised in a number of neighborhood plans and have been placed on the neighborhood planning policy docket for review of citywide issues. SPO, with the assistance of SPD and SEATRAN, will review issues related to parking enforcement and provide a report with recommendations to the Council by June 2000.</p>
TR-20	<p>Revise land use code to accommodate neighborhood plan recommendations for principal use parking structures in support of residential development and for the eventual elimination of surface parking lots. Assist neighborhoods in implementation of parking facilities aimed at creating incentives for new residential development and short-term neighborhood retail uses including pilot projects in Pioneer Square and the Denny Regrade.</p>	High	99-01		DCLU, SPO, SEATRAN	<p>The Executive supports the neighborhood's goal of finding solutions for parking demand to meet the needs of residents and businesses' customers balanced with goals for encouraging transit use and reducing reliance on automobiles.</p> <p>DCLU, as part of an interdepartmental effort, has begun to look for ways to allow flexibility in the Land Use Code to provide off-street parking. The scope for this project will include proposals put forth by this neighborhood plan, including: allowing new development to provide additional parking (principle use parking), creating more opportunity for shared parking, and revising development standards such as those for allowed distance between uses and their off-site parking and appropriate street-level treatment for parking structures. DCLU is scheduled to present recommendations to Council by the end of 1999, but is currently working to find solutions that can be presented sooner, possibly in the second or third quarter.</p> <p>Current policy is to reduce parking requirements as a way to reduce development costs, increase the efficiency of development and reduce incentives for using automobiles for trips to or within downtown. Additionally, demand for parking and transportation</p>

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#	Activity	Priority	Time Frame	Cost Estimate	Implementor	City Comment
						<p>patterns change over time.                      As part of the South Downtown Investment Strategy work groups, SPO has convened a South Downtown work group to determine the feasibility of developing a parking facility to meet community needs.</p>
TR-21	Assess the feasibility of using revenues from on-street parking meters to support neighborhood improvement projects.	Med-High	2000-02		SEATRAN, CBO, DON	Meter Revenue Sharing has been placed on the Policy Docket. The Executive will analyze the fiscal, legal and equity issues related to targeting meter revenue to specific neighborhoods and will present their recommendations to Council in June 2000.

## II. Additional Activities For Implementation

The activities listed in this section are not directly associated with a Key Strategy. The City has, when possible, identified next steps for implementation of each of these activities. The response will specify: 1) activities already under way; 2) activities for which the City agrees to initiate next steps (will include a schedule for the work); 3) this activity will be considered as part of the sector work programs in the future as opportunities arise; 4) activities for which the community must take the lead (may be supported by City departments or existing programs); 5) issues that will be on the policy docket (the docket will assign responsibility for consideration of the issue and provide a schedule for reporting back to Council); and 6) activities which the City will not support. As with the activities listed for each Key Strategy in Section I, these activities are intended to be implemented over the span of many years.

The Executive will coordinate efforts to sort through these activities. During this sorting process, the departments will work together to create sector work programs that will prioritize these activities. This may include developing rough cost estimates for each activity, identifying potential funding sources and mechanisms; establishing priorities within each plan, as well as priorities among plans; and developing phased implementation and funding strategies. The City will involve neighborhoods in a public process so that neighborhoods can help to establish citywide priorities. Activities identified in this section will be included in the City's tracking database for monitoring neighborhood plan implementation.

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	Executive Response	City Action
<b>A. Housing and Human Services</b>							
HU-1	Develop a downtown Human Services Strategy including needs assessment, forecast for future program demands, service provider network development and coordination, facility siting policies, and interagency funding strategies. Prepare a work program using information from the DSA Human Services Forum, the DUCPG inventory of providers, and the South Downtown Investment Strategy focus on human services and public safety. Work with OH, SPO, service providers, and downtown community to establish an advisory committee to oversee preparation of the plan.	High	99-2000		HSD, OH, SPO, Service Providers	Because of the concentration of human service providers in Downtown Seattle, HSD supports and will work in partnership with the community on the development of a Downtown Human Services Strategy. HSD does extensive planning centered around specific services and populations and funds a wide array of services. The Consolidated Plan is the principle vehicle which outlines strategies for discretionary funding. HSD is beginning to include geographic neighborhoods as an additional element in human services planning and plans to work closely with the communities in	HSD will work in partnership with the community to outline basic strategies and a work program to establish a framework for a Downtown Human Services strategy. The Executive does not have funding to provide ongoing staff support for an advisory committee.

#	Activity	Priority	Time Frame	Cost Estimate	Implementor	Executive Response	City Action
						this effort. The Downtown Special Objective Area (SOA) has been in existence for some time and was reassessed in 1997 when no significant changes were made. The Downtown SOA does not contain dispersion requirements for special needs housing. Discretionary funding for community facilities and housing may be available within existing resources. Funding for new human services would likely require additional resources.	
<b>B. Transportation and Parking</b>							
TR-22	Prepare a feasibility study of options for development and operation of a downtown parking management system (BIA(s), PDA, private contractor, etc.) Develop work program for implementation of test projects in the Denny Regrade and Pioneer Square.	Med-High			Community	This appears to be a community based activity.	The community should take the next steps to implement this activity.
TR-23	Study revisions to the land use code to provide locational criteria for short- and long-term parking facilities.	Med.			DCLU, SPO, SEATRAN	See T-20. Because this recommendation relates to downtown zoning standards, it may be considered as part of the analysis to be undertaken as part of Key Strategy A.	DCLU will present recommendations to the City Council by the end of 1999.

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