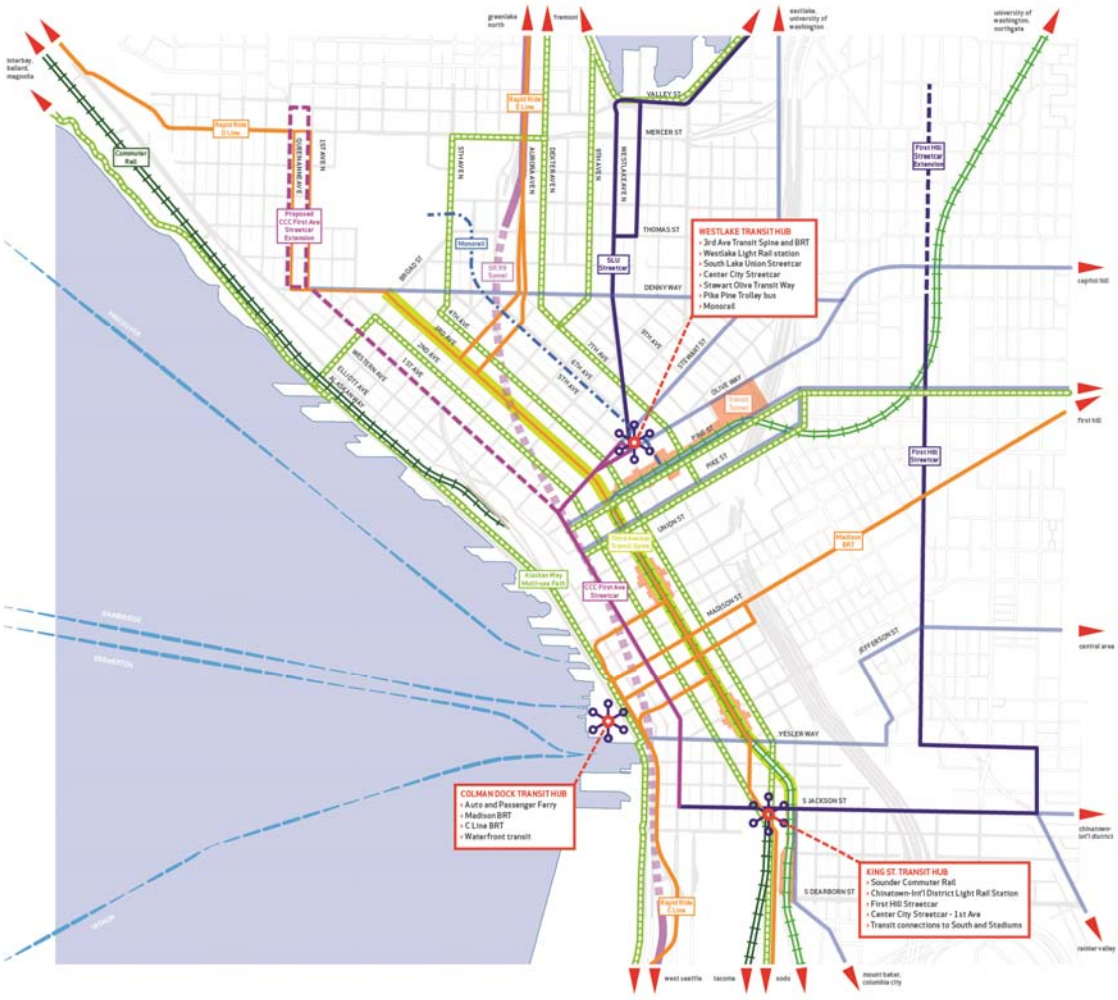
DOWNTOWN ACCESS STRATEGY PHASE 1

Context Setting: Projects to be Constructed in the Next 10 Years



September 25, 2013

Downtown Seattle Association
To champion a healthy, vibrant urban core

HISTORIC SOUTH DOWNTOWN

SDOT
Seattle Department of Transportation

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VIA

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I. INTRODUCTION

Many important and long planned transportation and development projects are scheduled for construction in Downtown Seattle in the coming years. While these investments are essential to support economic development and job growth and to enhance Downtown's stature as the region's premier location to live, work, shop and play, in the short-term they present complicated challenges for convenient and reliable access to and through Downtown.

The Downtown Seattle Association (DSA) and its partners, Historic South Downtown (HSD) and the Seattle Department of Transportation (SDOT), seek to ensure that Downtown Seattle survives and prospers during the extraordinarily high level of construction activity that will occur in the coming years. Such projects include the deep bore tunnel, waterfront development, seawall replacement, Colman Dock reconstruction, transit prioritization pathways, and private development to name a few. To help plan for job and residential growth, and significant construction, these partners embarked on the creation of the Downtown Access Strategy to engage Downtown's public and private stakeholders for input on construction issues, phasing, priorities, and mitigation for Downtown's transportation projects.

Phase 1 of the Downtown Access Strategy effort is intended to provide information needed to understand the magnitude of construction activity coming to Downtown. It includes an audit and review of existing projects, plans, and policies for the Center City area to determine the projects—both public and private—that are likely to be constructed in the next 10 years. The projects, programs and plans that will influence the future transportation network were reviewed to gain an understanding of the end result from all the renovation coming to downtown and identify opportunities. Phase 1 also included research about mitigation strategies that have been used in other cities, the results of which were documented in a separate memorandum: C*onstruction Mitigation Strategies Used by Other Cities* (September 16, 2013).

Future phases of the Downtown Access Strategy will engage and inform stakeholders. It is recommended that Phase 2 focus on construction mitigation strategies, through which stakeholders could partner with the City as it establishes its proposed construction hub program. Phase 2 could also include stakeholder input on broad-based communications as well as input related to integrating the various modal plans along key corridors such as Stewart Street, 1st Avenue, and 2nd Avenue. Phase 3 could continue the engagement through later phases of construction impacts, as well as looking to integrate the longer-range plans throughout Downtown. More information about the recommendations for future phases is provided at the end of this report.

The study area for this project is bounded by Valley Street/Roy Street to the north, Elliott Bay to the west, Boren Avenue/12th Avenue to the east, and S Holgate Street to the south. This area includes all of the Downtown core area plus the Uptown, South Lake Union, Pioneer Square, the Chinatown- International District (Chinatown-ID), and parts of First Hill, Capitol Hill, and Sodo neighborhoods.

II. REVIEW OF EXISTING PLANS, PROJECTS, AND PROGRAMS

A matrix of the future major construction projects that will affect Downtown Seattle was created, and is attached (*A List of Projects Affecting Downtown Access*). It includes funded and planned transportation improvements, the major utility projects (primarily the electric grid upgrades associated with the Denny Substation), and development projects that are in the City's permit database. The process started with the matrix provided by HSD, which listed known projects, plans and studies, and augmented and refined it to include those projects that would result in actual construction in the next 10 years. The resulting project matrix includes:

- **Public Infrastructure Projects**: The major infrastructure projects are divided into key components based on phasing or location. For example, the new Seattle City Light Denny Substation was divided into construction of the substation itself and the three different power grid and transmission line connections to other parts of the City. The list of projects was verified using the project list maintained by WSDOT's and SDOT's construction coordination teams.

- **Private and Public Development Projects**: The matrix includes the large development projects currently slated for the Center City. This includes large private developments such as the Amazon.com Rufus 2.0 project, the Ninth & Stewart Hotel project, the New Basketball Arena, and many projects in South Lake Union, as well as public projects such as Colman Dock Reconstruction, the Washington State Convention Center Expansion, and the Pike Place Market Parking Garage.

- **Programs**: Carsharing and bike sharing, as well as programs such as Commute Seattle's employer and property manager outreach and the Center City Parking program will play a key role in keeping Downtown accessible. Such programs are included in the matrix.

- **Plans**: There have been many planning processes that affect the Center City. The multitude of recommendations were reviewed and culled to eliminate those that are no longer relevant. Most of the remaining recommendations are likely beyond the 10-year construction horizon for this study. However, potential future projects from these plans are noted at the bottom of the matrix.

The matrix summarizes data such as objective, study and implementation dates, and provides links to the full study. Figure 1 (attached) shows the main elements of the future transportation network when all projects planned for the next decade are complete. Table 1 (attached) is a summary timeline of the major projects.

III. POTENTIAL CONSTRUCTION CONCERNS AND OPPORTUNITIES

The number and magnitude of the construction projects planned for the center city in the next decade increases the potential for conflicts among various projects. Keeping track of each project's schedule and mitigation will be a challenge since construction is dynamic and therefore the impacts are continually changing. The major infrastructure projects, including the SR 99 Bored Tunnel and Seawall, all have detailed mitigation plans. But there are dozens of smaller projects that will affect Downtown streets, including major utility work to upgrade the electrical grid, possible construction of a new arena, and construction of many private development projects.

As part of the Phase 1 effort, various ways to portray the pending construction projects and identify construction conflicts were reviewed. There are two excellent tools that are in the process of being developed by both Washington State Department of Transportation (WSDOT) and SDOT to track the multitude of construction projects. These tools are currently very technical and are primarily intended for internal agency use. However, they may be adaptable to provide information that the public can use to learn about pending construction. These existing tools and potential ways to improve them are described below. In addition, SDOT is working to fund and launch a construction coordination program in key areas of the city where a substantial number of projects are proposed. This program is also described below.

Potential construction concerns and conflicts were evaluated using these available tools. Section C below focuses on the times when the major infrastructure projects may close or severely restrict a key arterial street. Conflicts could occur when different projects need to construct in the same space.

A. Existing Construction Planning Tools

WSDOT and SDOT have been developing tools to track the many construction projects that affect Seattle. These tools are:

- **WSDOT's Hot Spots Map and Schedule Database** - This tool can be viewed at:

  http://www.wsdot.wa.gov/Construction/Planning/2014#Seattle

  This very detailed schedule tracks projects by day of the week and includes all WSDOT highway projects as well as nearly all City of Seattle projects and proposed developments. It is intended to track full and partial roadway closures. The scheduling tool was created and is maintained by WSDOT; it is then linked to their mapping program to create the hotspots map. It does not track impacts to the sidewalk level.

  The information in that database is used for weekly updates on another WSDOT website: *http://www.wsdot.wa.gov/Northwest/King/Seattle.htm*

- **SDOT's Right of Way Maps** which include:

  Planning Analysis Coordination Tool (PACT) – SDOT maintains a GIS-based coordination tool to track all planned capital projects and development projects. It uses the information to coordinate street use permit conditions and to plan project and closure schedules. It currently has data about projects extending about three years into the future.

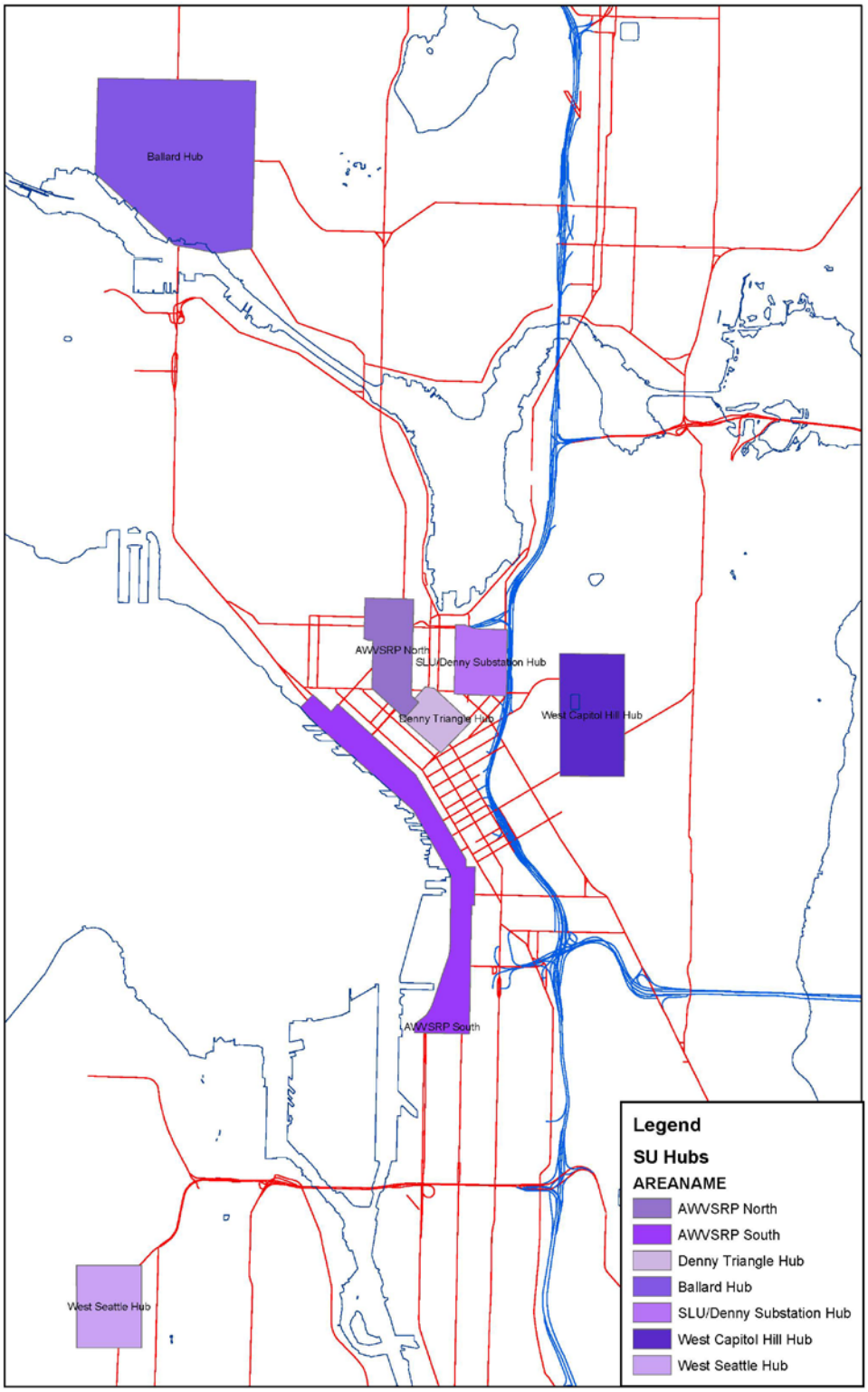
  "Rolling 30" map—SDOT also maintains a GIS-based map that tracks Street Use permits and other mobility impacts in real time. These includes both 30 days ahead of the current date and 30 days behind it. SDOT has also prepared maps for future quarters. A map linked to the database can be found at:
  http://web1.seattle.gov/sdot/constructionmap/ccmonline.htm

  Weekly updates related to key construction projects and events can be found at:
  http://www.seattle.gov/transportation/constructionlookahead.htm

B. SDOT's Construction Hub Coordination Program

SDOT is in the process of implementing a Construction Hub Coordination Program to increase its response to cumulative construction impacts through more active management both in the central office as well as in the field. SDOT has identified seven construction hubs throughout the City, four of which are in the center city area. These are shown on the figure below. Funding for this program is being requested in the fall 2013 budget process. It is recommended that a fifth hub be added for South Downtown, encompassing the Chinatown-ID, Pioneer Square, and Sodo to coordinate construction activities associated with the Center City Streetcar along 1st Avenue, North Lot, and a potential new arena. This additional hub could also incorporate the southern section of the Waterfront Hub area including portions of the AWV South Portal which affects Pioneer Square and Sodo.

SDOT Proposed Construction Hubs



The program is intended to improve mobility around and through construction hubs by providing an increased level of coordination between City departments—primarily SDOT, City Light, SPU and DPD—as well as to improve coordination within different divisions of SDOT such as Street Use, Traffic, Capital Projects, and Major Projects. It will improve the ability to enforce project mitigation plans by better integrating information about how multiple projects would impact transportation corridors and pedestrian and bike routes within hubs.

SDOT's Planning Analysis Coordination Tool (PACT), which was described above, is one of the key elements for this coordination. It requires extensive data input to keep the tool up-to-date and usable to track construction status and issues. The GIS and maps provided by PACT can be used to better plan capital projects, coordinate schedules among projects, and integrate construction management plans for private development. SDOT can also use this tool to improve the intake, screening, and enforcement of street use permits for private developments or utility projects.

The key element of the Construction Hub Coordination Program will be designating one person to coordinate the activities within a hub. This should be a City-community liaison with the power needed to resolve construction-related issues as they arise.

Additional resources and process changes will be needed to implement this new program. The next steps to implement the program are:

- Secure additional staff resources to maintain the PACT and Rolling 30 databases and provide coordinator to monitor the hubs.
- Develop a joint DPD-SDOT Director's Rule related to Construction Management Plans required by private developments. The intent is to better integrate those plans with all modes of transportation (pedestrian, bikes, transit, motorists and commercial vehicles).
- Implement permit intake and screening standards for the Street Use Counter.
- Integrate program with other City efforts including Access Seattle and the Office of Economic Development (OED) Construction Impact Services program.
- Create tools and processes to coordinate all construction that affects streets in Seattle.
- Create tools and process for stakeholder outreach.

Phase 2 of the Downtown Access Strategy project, which will have extensive stakeholder engagements, should focus on using SDOT's Construction Hub Coordination Program to inform stakeholders about upcoming construction and creating tools and processes needed to resolve conflicts as or before they arise. In addition to the four center city construction hubs that SDOT has already identified, a South Downtown hub that encompasses Pioneer Square, Chinatown-ID, and Sodo should be created to coordinate construction activities associated with the AWV South Portal, North Lot, and a potential new arena.

C. Construction Mitigation Strategies Used by Other Cities

A separate technical memorandum (*Construction Mitigation Strategies Used by Other Cities, September 16, 2013)* was prepared to provide an overview of various practices used in other cities to mitigate the impacts of large-scale construction. Cities with a similar scale and scope of multiple, large construction projects were identified. These include Portland, Denver, San Jose, Salt Lake, Boston, New York, San Diego, Houston, Minneapolis-St. Paul, Dallas, and Phoenix. Each city studied had a combination of several types of projects including the construction and/or renovation or reconfiguration of light rail lines, bus malls, highways, on- and off-ramps, major arteries, waterfronts, piers, parks, and adjacent new private mixed-use development.

Based on the review and analysis of best practices in construction mitigation strategies, the strategies were classified into five categories: business assistance; marketing; communications, engagement and education; contractor incentives, and construction practices. Within each of the categories, various mitigation strategies are identified and described in greater detail. The separate report provides examples of how they have been successfully (or unsuccessfully) been applied by other cities. The benefits and drawbacks are explored, as well as lessons learned discussed. It is noted that some of these strategies are already used on many projects in Seattle; therefore, it is the intent that the discussion add new ideas that could augment existing practices in Seattle or to show new ideas that could be tried.

Below is a of the construction mitigation strategies evaluated in the technical memorandum. Those with starred bullets have unique elements that have not typically been incorporated into Seattle projects.

Business Assistance

Business Loans

- *Small, low-interest loans*
  Loans of up to $25,000 at a rate of 3% mitigating temporary loss of revenue due to construction – "Float" businesses
- *Storefront improvement grants*
  Matching grant funds for improvements to existing storefronts including painting, signage, new windows/awnings
- *Predevelopment loans*
  Larger loans to cover soft costs of development – targeted at encouraging growth opportunities for existing businesses
- *Mitigation assistance (grants)*
  Grants to cover losses due to construction

Technical Assistance

- *Business planning services*
  On-going personalized consultation on business practices to improve capacity including creating financial statements and assisting in applying for loan programs
- ✶ *Marketing/design assistance*
  Free support for design of webpages, logos, signage, etc.
- *Classes and workshops*
- *Window washing/additional janitorial services to keep businesses clean*
- *One-on-one training (accounting, legal issues, tax issues, etc.)*
- *Networking events/referrals to potential clients and partners*

Marketing

Promotional Campaigns

- *Marketing Campaign*
  Attract customers to impacted businesses with advertising, direct mailings, promotions/giveaways, reward cards, banners/signs, bus wraps, radio spots, and monthly drawings
- *Media/Social Events*
  Hold large events to celebrate construction milestones – bridge dedications, public art dedications, tree planting ceremonies, street fairs, milestone events
- *On-Going Events*
  Lunch-bus program bussing customers to impacted restaurants

Communications, Engagement & Education

Communication/Outreach

- *Designated outreach staff meeting regularly with residents/businesses*
- *Construction hotline*

- *News blasts – real time emails, tweets*
- *Website with construction updates/links to resources*
- *Public forums*
- *Directional signage*

Engagement

- *Community stakeholder groups*
  Group of residents/businesses given administrative role in contract
- *Community/technical taskforces*
  Representatives of affected areas/agencies build consensus on construction plan
- ✶ *Civic organization*
  Group of affected businesses, employers, and institutions serve as advocate for construction/design plans mobilizing private sector support
- ✶ Coordination/oversight agency
  Public agency in charge of coordinating all construction plans and schedules

Educational Campaigns

- *Alternative commute campaigns*
  Increase awareness on how to avoid traffic congestion using alternative modes

Contractor Incentives

- ✶ *Community-administered incentives*
  Citizen group provides compensation for performance on quarterly basis based on direct evaluation/gathering input from community
- ✶ *Community input on incentives*
  Citizens provide input to project team on incentives via evaluation of contractor

Construction Practices

Phasing & Access

- *Split construction into segments to reduce impact on any one area*
- *Prohibit closure of more than one street/more than one intersection crosswalk*
- *Holiday moratoriums*
- *Timing of construction to support businesses*

Construction Guidelines

- ✶ *Checklist of common sense principles for community friendly construction sites*

Managing Parking Supply

- *Require contractors to park off-site*
- *Reconfigure existing parking to increase supply*
  Partner with private developments/encourage shared parking for businesses
- ✶ *Provide access to additional parking through transportation*
  Shuttle to waterfront locations provided as part of fee for public lots

D. Potential Construction Conflicts and Opportunities

SDOT has identified four construction hubs in the Center City where extensive private and public construction is planned. As described above, this document proposes one more construction hub encompassing Pioneer Square, Chinatown/ID and SODO for a total of five construction hubs:

- South Lake Union in the vicinity of the North Portal
- South Lake Union/Cascade in the vicinity of the proposed Denny Substation
- Westlake / Denny Triangle (in the vicinity of Amazon.com's Rufus 2.0 project)
- Central Waterfront
- South Downtown (Pioneer Square, Chinatown-ID, and Sodo)

These areas were reviewed to identify the potential construction conflicts or concerns. These include phases of individual construction projects when one or more arterial streets could be closed for long periods of time, or when different projects may compete for the same street space.

1. Potential transit service reductions – Without a funding increase that requires legislative authorization and voter approval, King County Metro will be required to make a 17% cut in existing service. In addition, Metro is likely to lose the temporary funding it used to add transit service to mitigate construction impacts for the Alaskan Way Viaduct Replacement project. Cuts to transit service would shift some of the trips to passenger vehicles and further increase traffic congestion during construction.

2. South end connections during Viaduct Demolition – The existing Viaduct occupies the footprint of the future Alaskan Way, so the final roadway and its connections to the Downtown grid will not be complete when vehicles and transit have to be diverted off of the Viaduct. This condition could last for one to two years depending on the final plan to demolish the Viaduct. WSDOT and SDOT continue to work on construction sequencing plans to manage traffic during Viaduct demolition.

3. Prior to Completion of Elliott/Western Connector – In the period between Tunnel opening and completion of the Elliott / Western Connector, all traffic that remains on Alaskan Way will need to use the segment between Pine Street and Broad Street, crossing the BNSF mainline tracks at grade. Congestion along this segment and at the railroad tracks will likely divert traffic into the new SR 99 tunnel, onto Western Avenue through the Pike Place Market, or to other north-south arterials. This condition could last for one to two years depending on the final plan to demolish the Viaduct. WSDOT and SDOT continue to work on construction sequencing plans for this work.

4. Denny Triangle construction – Many large development projects (Rufus 2.0, Ninth & Stewart, and Convention Center Expansion) are planned for the Denny Triangle and could coincide with construction of the new City Light Distribution Network.

5. Construction-related delays to transit – Lane reductions that affect vehicular traffic also delay transit. Measures should be taken to keep transit moving through construction zones. There are several key transit access routes that could experience substantial construction friction due to various projects. These include:

- Stewart Street/Howell Street – due to several development projects and City Light power distribution network
- Alaskan Way between Dearborn Street and Columbia Street – due to rerouting transit from the Viaduct onto surface Alaskan Way and the temporary roadway conditions that will exist before the Viaduct is demolished and the new Alaskan Way constructed.
- Aurora Avenue N – Due to Mercer West and North Portal construction
- Dexter Avenue N – Due to Mercer West and North Portal construction
- Denny Way – Due to City Light substation, distribution network, and North Portal construction.

6. Sidewalk and bike route continuity – There are many locations where multiple projects could close sidewalks such that there is no continuous route for pedestrians. Likewise, projects could affect the continuity of bike routes through a corridor. Mitigation such as coordination of construction traffic management plans and requirements to provide temporary sidewalks (e.g., covered walkways) and bike facilities will be needed, and is a main focus of SDOT's Construction Hub Coordination Program.

7. Lane closures and construction at North Portal and Mercer Street – Substantial capacity reductions may continue through the duration of these construction projects. Those could include the following:

- During reconstruction of the Mercer Street/Dexter Avenue intersection structure, which will reduce Dexter Avenue to one lane in each direction when Mercer Street has two lanes in each direction and Broad Street is out of service (eliminated by this phase of work).
- Decommissioning of the Battery Street Tunnel, which could require access to the north end of the tunnel and/or from surface Battery Street for filling work.

8. Police officer traffic control – Police officers are currently the only personnel allowed to countermand a traffic signal during construction. Police officers are also used to control traffic at private development site access driveways as well as provide traffic management for events. With the vast number of pending construction projects, it is likely that the existing police force will be over-committed for these necessary traffic functions. They also need to be given guidance on prioritizing transit mobility over auto mobility during peak hour congestion.

9. SR 99 Tolling – Toll rates and policies have not yet been adopted for the SR 99 tunnel. Toll-rate analysis being used to develop the toll recommendations suggest that even a small toll rate could affect Downtown streets, particularly those near the tunnel portals and along the access routes to Interstate 5. Tolling is also expected to affect transit service by increasing congestion on Downtown streets and by increasing demand for transit. As previously discussed, potential cuts in transit service are pending due to funding reductions. The schedule for implementing the tolls, particularly if it occurs before major sections of the new Central Waterfront route are complete, could exacerbate conditions that need to be mitigated during construction.

10. New Arena Construction and Event Scheduling – A new NBA arena is planned. Depending on the circumstances, Key Arena could be temporarily used for games until the new venue is complete. Construction schedules must account for the many events that affect Downtown, including all stadium and Seattle Center events, neighborhood fairs and festivals, and marches or running events (these are currently tracked in the construction planning tools previously described).

11. Freight access to Downtown – SDOT together with the Port of Seattle is embarking on a Freight Access Project to identify freight mobility issues in the City's two Manufacturing Industrial Centers. This work will inform the future Freight Master Plan for the City. That plan will address freight issues within the Downtown core area, including curbside loading, off-site loading for new development projects, time and truck size restrictions in the Downtown Traffic Control Zone, and truck access to construction projects. Large trucks are currently prohibited from accessing the core area of Downtown, defined by the Downtown Traffic Control (DTC) zone, except with a permit. Increased information campaigns and enforcement of the DTC restrictions may be needed during construction.

IV. FUTURE TRANSPORTATION NETWORK OPPORTUNITIES

The planned infrastructure projects were mapped to illustrate the future transportation network in the year 2020. The resulting network was then reviewed to identify future system enhancements and design adjustments that could further improve network performance. Future opportunities for system enhancements are most prevalent on the principal arterials that serve multiple modal purposes. To best illustrate these opportunities, network maps were prepared to show three areas of the Center City where extensive improvements are proposed: North Downtown (South Lake Union and Uptown Triangle), Denny Triangle, and South Downtown (Pioneer Square/Chinatown-ID). These areas are shown on Figure 2, with detail for each area on Figures 3 through 5. These figures are attached. Potential opportunities that may improve future network performance are described below.

A. North Downtown

1. Streets and intersections beyond the boundary of the SR 99 North Portal and Mercer Corridor projects. SDOT's Mercer West Project and WSDOT's North Surface Streets Project will reconstruct the street grid between Mercer Street, Denny Way, 5th Avenue, and Dexter Avenue. It will reconstruct Aurora Avenue N and reconnect three streets—Harrison, Thomas, and John Streets—across Aurora Avenue. However, the improvements that will be made by those projects only extend to Dexter Avenue on the east, 5th Avenue on the west, and Denny Way on the south. There are opportunities to enhance the connections for all modes of travel just beyond the edge of the project area. These include:

a) **Thomas Street Green Street Concept Plan** –Thomas Street is proposed as a future Green Street , and will connect the South Lake Union neighborhood, the Seattle Center, and the Waterfront.

b) **Denny Way/Aurora Avenue/6th Avenue/7th Avenue** – Traffic circulation patterns as well as pedestrian, bicycle and transit flows through this intersection will change with the

North Portal project south of Denny Way. The *Denny Way Streetscape Concept Plan* has previously evaluated cross-street connections, and this plan is expected to be updated in the 3rd Quarter of this year.

c) **Dexter Avenue between Roy Street and Denny Way** – Excellent bike facilities exist on Dexter Avenue north of Roy Street, and a cycle track is being planned for 7th Avenue south of Denny Way. SDOT is looking at rechannelization options to address pedestrian and bicycle safety issues. However, a full streetscape concept plan should be considered for the segment between Roy Street and Denny Way to address the future configuration of the 110-foot right of way, including options to extend the 7th Avenue cycle track.

2. East-west transit connection through South Lake Union to Uptown. The *South Lake Union/Uptown Triangle Mobility Plan* proposed new east-west transit on Harrison Street to connect South Lake Union to Capitol Hill and Uptown. This could include changing Metro's Route 8, which currently uses Denny Way. A Harrison Street transit route would intersect the proposed transit routes on Aurora Avenue N (where Rapid Ride will be located). The Transit Master plan calls for enhanced east-west transit to be finalized in conjunction with the North Portal grid planning, and the design for Harrison Street and Aurora Avenue N as part of that project would accommodate future bus stops. However, King County Metro would make the final decision about rerouting transit service, and such a decision is not likely until the grid connections are nearly complete.

3. Future transit station on Aurora Avenue N. When the new North Portal grid is complete, new transit lanes will be located on Aurora Avenue N between Thomas and Harrison Streets. However, until redevelopment of that corridor occurs, transit riders who wait for the bus at the Aurora Avenue stops will experience narrow sidewalks and blank facades. There may be opportunities to improve the rider experience in the interim. In addition, the *South Lake Union/Uptown Triangle Mobility Plan* recommended that existing routes on Dexter Avenue south of Mercer be diverted to Aurora Avenue N to consolidate many routes into one location. As with #2 above, King County Metro would need to make this change and a decision is not likely until Aurora Avenue N reconstructed is nearly complete.

4. Pinch point for 5th Avenue Cycle Track. The Mercer West project includes a new cycle track on 5th Avenue between Roy Street and Harrison Street. South of there, the existing Experience Music Project constrains the space available for this facility. The *Bicycle Master Plan* included the need to connect to Denny Way via either 5th Avenue or Taylor Avenue. Further planning will likely be needed to determine the best route and street/intersection configurations.

5. Transit enhancements on Fairview Avenue N. The South Lake Union Mobility Plan proposed increasing transit service to the area by rerouting buses that use Interstate 5 to access the Downtown core using the Mercer Ramps and Fairview Avenue (instead of Stewart Street). This corridor is identified as a bus rapid transit route in the *Transit Master Plan.* Further analysis may be needed for Fairview Avenue N to enhance this corridor for transit speed and reliability, and attract additional transit service for the South Lake Union neighborhood.

6. Transit Layover in Denny Triangle and South Lake Union. More efficient, high-frequency services depend heavily on a ready supply of idle buses/operators to ensure reliable operations. On-street layover in the Denny Triangle and South Lake Union areas will continue to conflict with new development proposals and desired changes for the use of streets adjacent to layover areas. Off-street layover may be possible, but is much more expensive. A study of on-street and off-street layover was completed in 2009,, but new planning to address transit layover and the changing development pattern in the Denny Triangle and South Lake Union neighborhood is likely needed. King County Metro has plans that might eliminate the current 24 off-street layover spaces at the Convention Place Station, which would further increase the need for new on- or off-street layover.

B. Denny Triangle / Westlake Hub

1. Stewart Street Modal Integration. Stewart Street is one of the primary vehicular access points into the Downtown core and one of the most heavily used transit corridors. The draft *Bicycle Master Plan* identifies Stewart Street as a possible location for a cycle track. The future power distribution network connecting to the new Denny Substation will also build a duct bank on this street. There are also several major development project proposed on this corridor including the Ninth & Stewart hotel project, an office/hotel project at 1821 Boren Avenue, and the nearby Convention Center Expansion. Detailed design and analysis will be needed to integrate the various modal needs on Stewart Street and/or on parallel streets. The timing of any changes given construction of the power distribution network should also be addressed.

2. 7th Avenue Cycle Track Extension. Amazon.com's Rufus 2.0 project developed a streetscape concept plan to install a new cycle track on 7th Avenue north of Westlake Avenue. It will construct two blocks of this system, and the same configuration can be used on the segment between that project and Denny Way. The City desires to extend the cycle track south of Westlake Avenue along 7th Avenue. However, that segment of right-of-way is narrower than north of Westlake, and trade-offs may need to be made related to parking and two-way traffic. Further analysis and design is needed.

3. Wayfinding and Transit Integration at Westlake Transportation Hub. Different transit services come together at Westlake: LINK and bus routes in the transit tunnel, South Lake Union Streetcar, Monorail, and surface bus routes on nearby streets including Stewart/Howell and the 3rd Ave transit spine. Inexperienced travelers are challenged when connecting from one to another. There are also future opportunities to co-locate bike share. Physical improvements, wayfinding, and perhaps rebranding are needed to better integrate these services.

4. Capitol Hill connections for pedestrians and bicyclists. Denny Way has limited space for pedestrians and bicyclists, and is also relatively steep. Several plans have called for improved connected from Capitol Hill to either the Denny Triangle or South Lake Union, possibly with a new bridge over Interstate 5. No actual planning or analysis has yet been done related to this desire.

C. Pioneer Square / Chinatown-ID

1. 1st Avenue Modal Integration. Different modes and needs could compete for the limited right-of-way on 1st Avenue through Pioneer Square and 1st Avenue S near the stadiums and new arena. Competing functions could include a future Center City Streetcar, wider pedestrian realm (particularly near new Arena), on-street parking, existing freight functions for the Port of Seattle and Duwamish MIC, and vehicular traffic destined to and from I-5, I-90, SR 99, ferries, and the neighborhoods. SDOT will be further evaluating parts of this corridor for the City Center Streetcar, and as part of work performed for the Stadium District Plans.

2. Transit use of 4th Avenue through Sodo and Pioneer Square. Pioneer Square stakeholders and others have requested that some of the transit targeted to use Alaskan Way and Columbia Street (rerouted from the Viaduct) be diverted to 4th Avenue. This would likely require another grade-separation in Sodo (Lander Street or alternative corridor). Past studies that evaluated grade-crossing alternatives in Sodo could be updated to determine if there are more cost-effective alternatives to Lander Street.

3. Transit layover in Pioneer Square and Chinatown-ID. As with North Downtown, Pioneer Square and Chinatown-ID streets are being used for transit layover functions that support the Downtown core. This is of concern to the neighborhood as it is using limited curb space that could otherwise serve other neighborhood needs such as parking or passenger loading. The addition of streetcar tracks has shifted the layover space in front of businesses in the Chinatown-ID. A layover study was completed in 2009 for Pioneer Square, but likely needs to be updated.

4. Jackson Street and other Chinatown-ID Pedestrian Improvements New development at Yesler Terrace and the south end of the business district along 5th Avenue will connect to the heart of the Chinatown-ID across and/or along Jackson Street. Yesler Terrace will create new stairways and pathways to Main Street. New streetcar stations along Jackson Street will also increase pedestrian traffic, particularly near the King Street and International District stations. In addition, the aging population in the Chinatown-ID may require special pedestrian treatments such as longer crossing times at traffic signals, enhanced wayfinding, and special treatments through construction zones. Pedestrian needs could be identified through urban design studies such as a Street Concept Plan for Jackson Street or an extension of Seattle's wayfinding system.

6. Land use, transportation, and parking impacts related to new Arena. Land use and transportation planning is currently underway for the Stadium District, and recommendations are expected in December 2013. Preliminary information from the work to date suggests:

a) A primary recommendation may be to identify the existing stadium transition overlay zone as a new land use designation on the city's Comprehensive Plan future land use map called Stadium District. The District would then have a set of policies about appropriate land uses, and also about mobility needs attached to it at the Comprehensive Plan level. Policies related to mobility would explicitly recognize the unique functional demands for mobility in the area related to large events; encourage collaborative and integrated transportation management strategies; support preservation and enhancement of freight mobility especially to Terminal 46; capitalize on existing transportation investments within the area. Land

use policies (to direct potential zoning changes) could be to allow for lodging uses (hotels) through the district, allow for strategic reuse of the WOSCA property (see below), and to allow for residential uses at the very north edge of the district adjacent to Pioneer Square.

b) Recommendations addressing physical configuration of right of ways and mobility may include the following. A preferred land use pattern on the WOSCA site that could include residential at the very north edge, a sizeable open space at the center of the site, and office/commercial uses at its south end. A network of public space connections would be created near the S Charles Street right of way, and have a strong relationship to the waterfront project's Railroad Way improvements. A second signalized crossing with vehicle access into the WOSCA site and providing pedestrian crossing would be recommended between S Charles Street and Royal Brougham Way.

c) Sidewalk and right of way configuration on First Avenue adjacent to the proposed arena could be recommended to expand the sidewalk into the existing parking lane. Because Safeco Field previously expanded the sidewalk in a similar manner one block north this action would not affect mobility or through movement.

d) A recommendation to support over-tracks (railroad tracks) development between S Weller Street and the CenturyLink Events Center garage. This recommendation would envision dramatically improved pedestrian links between Chinatown-ID and the Stadium District, as a series of connections and opens spaces would be interspersed with buildings.

e) Occidental Avenue between S King Street and Royal Brougham Way could be envisioned as a shared use curbless street that includes elements of the James Corner Railroad Way design and also incorporates elements of the historic Pioneer Square design vocabulary.

f) Occidental Avenue between Safeco Field and the proposed Arena could be envisioned with similar streetscape improvements to those described above, would likely not include the curbless shared street treatment to as full an extent.

In addition, additional parking management strategies may be needed in the Pioneer Square, Chinatown-ID, and Sodo neighborhood with the new Arena.

D. Downtown Core and Waterfront

1. **Modal priorities for north-south arterials.** The Urban Mobility Plan and AWVR planning made preliminary recommendations about how the limited capacity on 1st, 2nd, 3rd, 4th and 5th Avenues should be allocated. Additional analysis may be needed to reconcile new recommendations from the Seattle Transit Master Plan, Bike Master Plan and City Center Connector studies.

2. **3rd Avenue Transit Spine.** Even before the buses need to move out of the Downtown Seattle Transit Tunnel (DSST) to accommodate light rail extensions, 3rd Avenue may be unable to reliably accommodate future transit demand. Currently, approximately 700 local and regional buses travel in the North-South direction through Downtown during a single commute peak hour. Additional growth in

population and housing will increase transit demand. Analysis of capacity should parallel the urban design improvements.

3. **Transit network legibility.** Transit legibility in Seattle is challenging; the connections between rail, bus, streetcar and ferry need to be easier to understand. There are also different service and agency brands. It would be desirable to create a comprehensive wayfinding system and tools for the various transit systems to improve the user experience. That system could also look to integrate other transportation options including bike and car sharing, bike facilities and taxis into an easy to use tool.

4. **The Center City frequent trolley network.** Two major changes to the Downtown trolley system are proposed: one would create a Bus Rapid Transit (BRT) route along Madison Street; another is to relocate the existing trolley route that now uses James Street through the Interstate 5 interchange onto Yesler Way, which would improve reliability and provide improved service to Yesler Terrace. The Transit Master plan recommends additional changes to brand the Center City service as well as improve speed and reliability. Urban design and transit planning are being integrated for the Pike Pine Corridor as part of the Pike/Pine Street Concept Plan and the Pike/Pine Renaissance streetscape design plan (scheduled for release in fall 2013). Additional studies are planned for Madison Street BRT and for Yesler Way as part of the First Hill Public Realm study. King County Metro's purchase of new trolley buses may be another good opportunity to partner with Seattle to launch them as a new and improved service with new route identification.

5. **Waterfront connections at Union/Pike/Pine.** The grades at the north end of the waterfront make it challenging for pedestrians to connect to the Center City transit system. The City is proposing hill climb assist (elevator/escalators) on Union Street between Alaskan Way and 1st Avenue. A private entity is also proposing a gondola to connect the waterfront to the Convention Center at Union Street. Improved pedestrian connections and the gondola project, if it proceeds, should be coordinated.

6. **Western Avenue street design and repair.** Western Avenue is in poor condition, and there are no current plans or capital funds to improve it. It could have a role as a vehicular and/or transit detour route during Seawall construction and/or demolition of the Alaskan Way Viaduct. If so, potential improvements could be accelerated to **improve** it function as a detour route.

7. **Adaptive Signal Systems:** The signal system in the Center City does not have the ability to adapt to current traffic conditions, including high pedestrian volumes and transit priority. Adaptive traffic control systems require extensive communication networks, centralized computing and communications resources, and staffing to watch the system. SDOT has proposed to implement an adaptive signal system along Denny Way. It is also evaluating such systems throughout Downtown.

V. FUTURE PHASES OF DOWNTOWN ACCESS STRATEGY

The report presented the research performed as part of Phase 1 of the Downtown Access Strategy. Two additional phases of work are envisioned to engage and inform stakeholders. Based on the research done to date, we recommend the following focuses for Phase 2 and Phase 3 work. The project partners—DSA, HSD and SDOT—will determine the actual scope of work and structure for stakeholder engagement before Phase 2 begins.

A. Framework for Phase 2 (2014 through 2016)

1. Construction Mitigation and Coordination

Phase 2 should focus on developing construction mitigation strategies and construction information tools to help Downtown stakeholders through the ongoing and oncoming construction. The objective would be to coordinate all construction projects within the Center City, and implement effective mitigation programs that apply to those projects. The key element of this will be establishing SDOT's proposed Construction Hub Program with adequate funding to staff City-community liaisons for up to five hubs within the Center City. These are:

1. South Lake Union/Uptown Triangle in the vicinity of the North Portal (preliminarily named the "AWVSRP North Hub" by SDOT)
2. South Lake Union/Cascade/y Triangle in the vicinity of the proposed Denny Substation ("SLU/Denny Substation Hub")
3. Westlake / Denny Triangle in the vicinity of Amazon.com's Rufus 2.0 project ("Denny Triangle Hub")
4. Waterfront ("AWVSRP South Hub")
5. South Downtown including Pioneer Square, Chinatown-ID, and Sodo (New Hub)

2. Marketing Campaign

The hub coordinators will be able to improve communications to the adjacent property owners, but it is also critical to communicate to the region about construction schedules, access and alternatives. There is a real risk that people will avoid Downtown and its neighborhoods for several years, causing possibly irreparable economic damage to its businesses, and employee and business retention and recruitment if the news is all about how difficult it is to access Downtown. It is particularly important to communicate robustly that Downtown is still open for business; it is possible to get there safely and efficiently. In addition to the critical communications of "how to get here;" resources are needed to activate an area with engaging design and events so people are attracted to visit and they enjoy being there, despite the construction nearby.

3. Stakeholder Engagement

The DSA, HSD and City should identify stakeholder groups for each of the five hubs and establish an effective communication structure for these subarea stakeholders and Downtown-wide. Overall direction should be provided by key stakeholders from the three project partners: SDOT, DSA, and HSD. SDOT representatives would assist with coordination with other agencies such as WSDOT, King County Metro,

Sound Transit, Seattle City Light, and the Office of Economic Development. Each hub's stakeholder group would be informed about construction projects that would affect each neighborhood and to help define specific mitigation needs. The broader Downtown-wide group could be engaged on mitigation strategies that could apply more broadly, such as tools to disperse construction information to travelers, broad-based marketing campaigns to attract customers to Downtown (despite construction), business assistance programs, and highway or street closures that would affect many neighborhoods. The group could also engage in identifying the most effective mitigation strategies for the long term, from integration projects to new programming. This phase should extend through 2016 when many of the major construction projects will be complete.

Once the structure of stakeholder groups is established, this could be used for input for planning key corridors. Early engagement at preliminary schematic design is best when SDOT or other agencies have more information related to potential options and trade-offs. Several corridors and issues were identified that may benefit from stakeholder engagement, including:

- Stewart Street Modal Integration
- 7th Avenue Cycle Track Extension south of Westlake Avenue
- 1st Avenue Modal Integration
- Dexter Avenue Street Concept Planning
- Jackson Street Pedestrian Improvements
- Westlake Multimodal Transportation Hub potential
- Transit Network Legibility and Ease of Use
- Transit layover in Denny Triangle, South Lake Union, and Pioneer Square

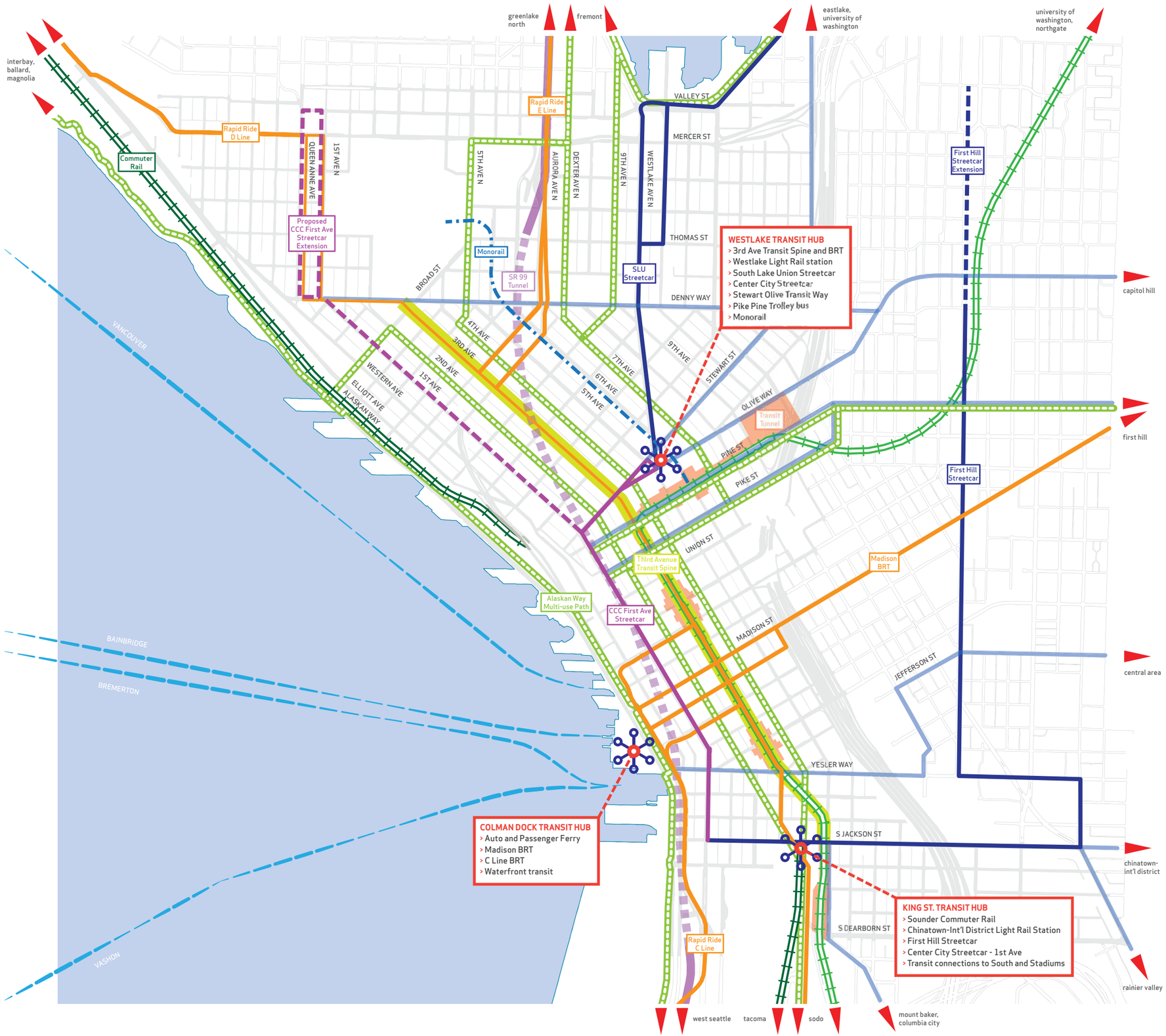
B. Framework for Phase 3 (Beyond 2016)

Phase 3 could continue the stakeholder engagement process for construction mitigation planning, and possibly to extend planning input for other projects, corridors, or the Center City as a whole.

Attachments:

Figure 1 – Future Transportation Network
Figure 2 – Downtown Construction Activity Hotspots
Figure 3 – Hotspot: North Downtown
Figure 4 – Hotspot: Denny Triangle
Figure 5 – Hotspot: Pioneer Square/Chinatown-ID
Table 1 – Future Transportation Network Project Completion Timeline

Matrix of Projects Affecting Center City



commuter rail
link light rail
monorail

slu + first hill streetcar
center city connector/ first avenue streetcar

rapid ride C, D & E lines
priority bus corridors

3rd avenue transit spine
downtown seattle transit tunnel

future bicycle network

sr99 tunnel

ferries

multimodal hubs

Figure 1

future center city 2024 transportation network

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VIA

JULY 2013

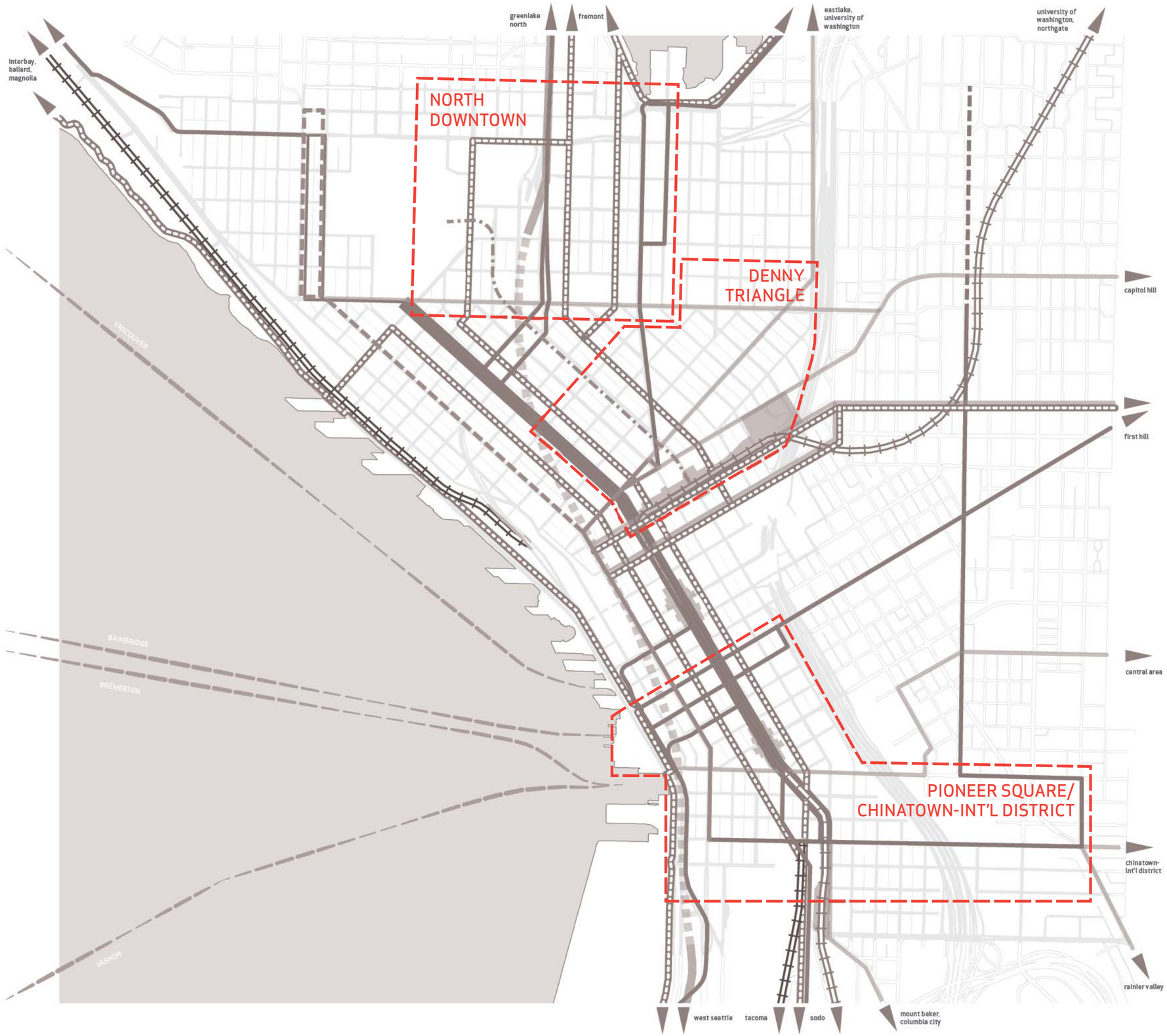

Figure 2
downtown renovation activity **hot spots**

JULY 2013

FIGURE 3
HOTSPOT: North Downtown

project timeline

- 2014 Close Broad Street; North Access construction in Broad Street ROW
- 2014 Rapid Ride E Line replaces Route 358
- 2015 Mercer West Corridor Improvements Complete
- 2015 Cycle tracks completed as part of Mercer West project
- 2015 Bored Tunnel Opens
- 2017 Battery Street decommission
- 2017 North portal surface street connections: Harrison, Thomas, & John
- 2018 Alaskan Way/Elliott/Western Ave connection
- TBD Thomas Street/Green Street as part of Lake2Bay Loop

development projects

- Gates Foundation Building 3
- Allen Institute for Brain Science
- 500 9th Avenue North
- 400 9th Avenue North
- 325 9th Avenue North
- 416 John
- 756 John
- 777 Thomas
- 201 Westlake

identified issues

- Street concept plans for:
  a) Thomas Street Green Street
  b) Denny Way/Aurora Avenue/6th Avenue/7th Avenue
  c) Dexter Avenue between Roy Street and Denny Way
- Reconcile east-west transit connection through SLU to Uptown
- Future transit station on Aurora Avenue N
- Pinch point for 5th Avenue Cycle Track
- Fairview Avenue N transit enhancements
- Transit layover for future Center City bus operations
- *During construction:* Construction-related delays to transit
- *During construction:* Period between tunnel opening & completion of Elliott/Western connector
- *During construction:* Lane closures at North Portal and Mercer Street

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FIGURE 4
HOTSPOT: Denny Triangle/Westlake Hub

project timeline

- 2014 SCL Denny Substation
- 2014 SCL Denny Substation Transmission lines
- 2016 Third Avenue improvements
- 2016 Cycle track 7th Avenue (Denny to Pike)
- 2018 Center City Connector
- TBD Stewart Street cycle track
- TBD Pike/Pine corridor improvements
- TBD Westlake Multimodal Hub

development projects

- WA State Convention Center Expansion
- Amazon/Rufus 2.0 & 7th Avenue cycle track
- 9th & Stewart Hotel/Residential
- Stewart & Boren project

identified issues

- Stewart Street - modal integration
- Westlake Multimodal Hub Wayfinding & Transit Connection
- Capitol Hill connections for pedestrians and cyclists
- Capacity of 3rd Ave Transit Spine
- Potential transit service reductions
- *During construction:* Many large development projects could coincide with construction of the new City Light Distribution Network

FIGURE 5
HOTSPOT: Pioneer Square/Chinatown-Int'l District

project timeline

- 2013 4th Avenue Bridge Seismic Projects
- 2013 SCL 1st Ave S
- 2014 First Hill Streetcar
- 2014 SCL Occidental Ave
- 2014 I-5 Bridge Repair Center City
- 2015 SR99 Transit Reroute
- 2015 James Street Paving
- 2015/6 SR99 Tunnel/AWV removal
- 2016 Seawall replacement
- 2017 Cycle Track on 2nd & 4th
- 2017 Cycle Track on Alaskan Way
- 2017 Yesler Way (Bridge) Trolley bus wire
- 2019 D2 Roadway
- 2020 Colman Dock renovation
- TBD King Street Station Multimodal Hub
- TBD Center City Connector
- TBD Madison BRT

development projects

- North Lot development
- 200 Occidental project
- Yesler Terrace redevelopment

identified issues

- 1st Avenue – multimodal demand for limited street space
- Transit use of 4th Avenue through Sodo and Pioneer Square
- Transit layover in Pioneer Square and Chinatown-ID
- Jackson Street and other Chinatown-ID Pedestrian Improvements
- Land use and transportation impacts related to new Arena
- Western Avenue street design and repair
- Tolling of SR99, I-90
- *During construction:* Sidewalk and bike route continuity through construction
- *During construction:* South end connections during Viaduct Demolition

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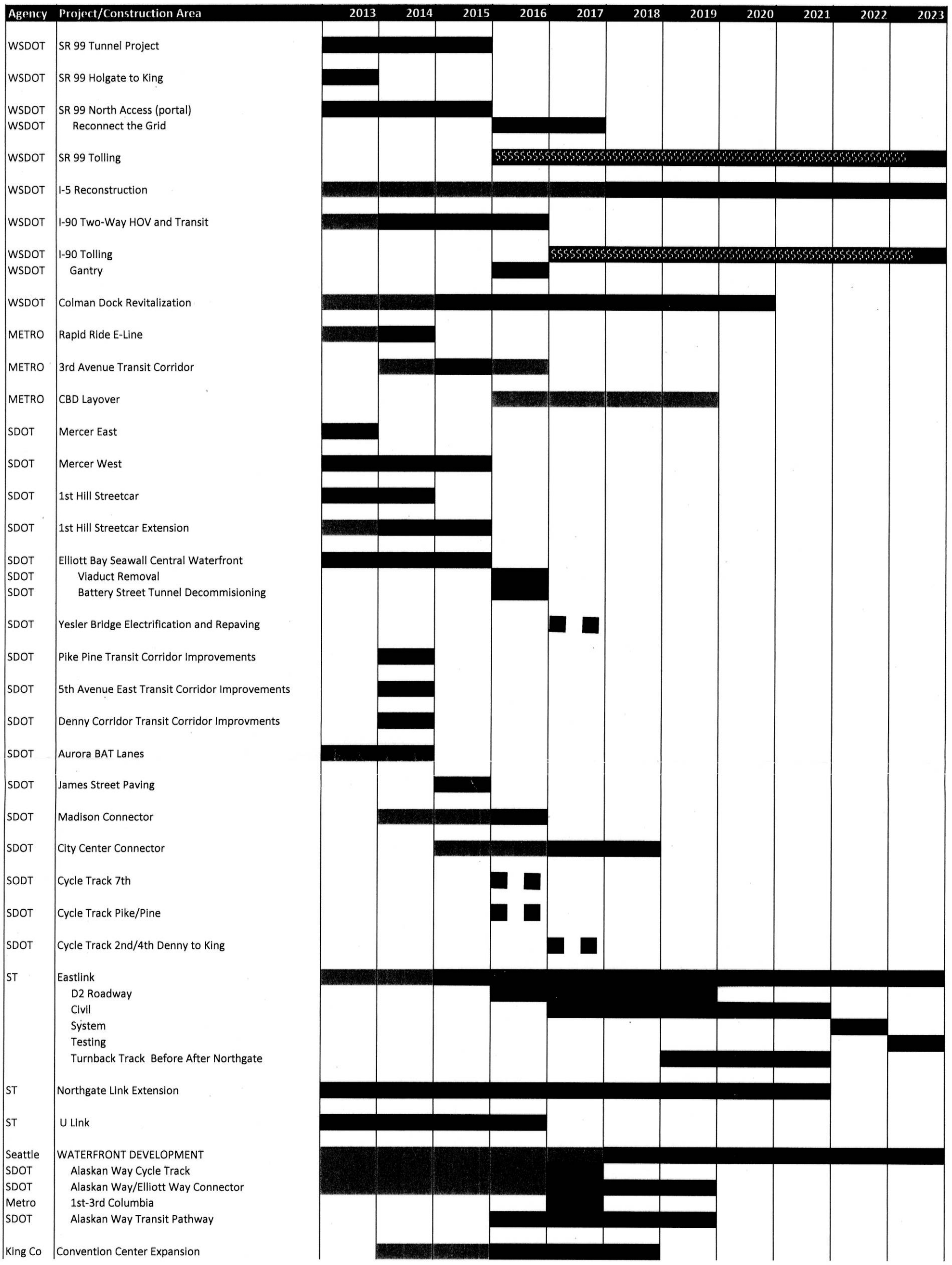
Table 1 - Project Timeline

8/1/2013 DRAFT SUBJECT TO CHANGE

Agency	Project/Construction Area
WSDOT	SR 99 Tunnel Project
WSDOT	SR 99 Holgate to King
WSDOT	SR 99 North Access (portal)
WSDOT	Reconnect the Grid
WSDOT	SR 99 Tolling
WSDOT	I-5 Reconstruction
WSDOT	I-90 Two-Way HOV and Transit
WSDOT	I-90 Tolling
WSDOT	Gantry
WSDOT	Colman Dock Revitalization
METRO	Rapid Ride E-Line
METRO	3rd Avenue Transit Corridor
METRO	CBD Layover
SDOT	Mercer East
SDOT	Mercer West
SDOT	1st Hill Streetcar
SDOT	1st Hill Streetcar Extension
SDOT	Elliott Bay Seawall Central Waterfront
SDOT	Viaduct Removal
SDOT	Battery Street Tunnel Decommisioning
SDOT	Yesler Bridge Electrification and Repaving
SDOT	Pike Pine Transit Corridor Improvements
SDOT	5th Avenue East Transit Corridor Improvements
SDOT	Denny Corridor Transit Corridor Improvments
SDOT	Aurora BAT Lanes
SDOT	James Street Paving
SDOT	Madison Connector
SDOT	City Center Connector
SODT	Cycle Track 7th
SDOT	Cycle Track Pike/Pine
SDOT	Cycle Track 2nd/4th Denny to King
ST	Eastlink
	D2 Roadway
	Civil
	System
	Testing
	Turnback Track Before After Northgate
ST	Northgate Link Extension
ST	U Link
Seattle	WATERFRONT DEVELOPMENT
SDOT	Alaskan Way Cycle Track
SDOT	Alaskan Way/Elliott Way Connector
Metro	1st-3rd Columbia
SDOT	Alaskan Way Transit Pathway
King Co	Convention Center Expansion



KEY

Planning

Design

Construction

Tentative

Matrix of Projects Affecting Center City

PROJECT/ PROGRAM / STUDY / PLAN NAME	MAJOR PROJECT(S) IN PLAN	SPONSOR	IMPLEMENTATION DATE	STUDY DATE	OBJECTIVE	GAP/ Conflicts/Opportunities	LINK
MAJOR INFRASTRUCTURE PROJECTS - Next 10 Years, Funding Secured							
Alaskan Way Viaduct Replacement/SR 99 Tunnel	AWV Replacement Project	WSDOT	2011 - 2018			Construction routes and Traffic/parking section of website do not show transit priority:	http://www.wsdot.wa.gov/Projects/Viaduct/
Alaskan Way Viaduct Replacement/SR 99 Tunnel	Open new Atlantic St Railway bypass and Port side multi use path	WSDOT	3rd Qtr 2013		Give trucks access to Port and cars access to stadiums without being stopped for railway crossing	Stadium traffic and transit priority, bike ped route map shows crossing Alaskan 3 x instead of parallelling cars	http://www.wsdot.wa.gov/Projects/Viaduct/Status/South http://www.wsdot.wa.gov/projects/viaduct/Media/Default/Documents/South_End.jpg http://www.wsdot.wa.gov/Projects/Viaduct/Traffic/Bicycle
Alaskan Way Viaduct Replacement/SR 99 Tunnel	SR 99 Bored Tunnnel	WSDOT	3rd Qtr 2015		Tunnel open to traffic 2015		
Alaskan Way Viaduct Replacement/SR 99 Tunnel	SR 99 15-Day (?) Closure connect to new tunnel	WSDOT	3rd Qtr 2015		Rebuild approaches at north and south to connect to new tunnel. Requires full closure for extended period.		
Alaskan Way Viaduct Replacement/SR 99 Tunnel	Northern SR99 detour route	WSDOT	Mid 2014-2015			Aurora is still down to two lanes, Dexter also down to one lane	http://www.wsdot.wa.gov/projects/viaduct/Traffic/NorthPortal
Alaskan Way Viaduct Replacement/SR 99 Tunnel	Viaduct Demolition	WSDOT	2016				
Alaskan Way Viaduct Replacement/SR 99 Tunnel	Battery Street Tunnel Decomissioning	WSDOT	2017		Fill in Battery Street Tunnel to eliminate need for long-term maintenance.	Must be completed before some of the streets can be reconnected across Aurora. May be phasing opportunities to connect one or two of the streets (see below).	
Alaskan Way Viaduct Replacement/SR 99 Tunnel	Aurora Avenue North Surface Street Reconstruction - Connect Street Grid	WSDOT	2018		Reconnect historic grid across Aurora Avenue N at John Street, Thomas Street and Harrison Street.	Aurora Avenue and connection to 6th & 7th Avenues; Broad/John Street west of 5th Avenue, and Dexter Avenue between Roy Street and Denny Way.	http://www.wsdot.wa.gov/projects/viaduct/Traffic/NorthPortal
Metro Route Changes related to Viaduct	Metro Route Changes related to Viaduct Demo -	King County Metro	2013-2018		Reroute buses from AWV to surface Alaskan Way and Columbia Street	New Alaskan Way is being designed with transit lanes between Dearborn Street and Columbia Street. (Pioneer Square and others have requested that some bus routes be diverted to 4th Avenue, which would require new grade-separation in Sodo.)	http://metro.kingcounty.gov/tops/get-you-there/alaskan-way-viaduct/faq.html http://metro.kingcounty.gov/tops/get-you-there/alaskan-way-viaduct/pdf/Metro-Seattle-City-Council-AWV-presentation-02-13.pdf http://data.wsdot.wa.gov/publications/viaduct/06_AWVFEIS_Chapter6_ConstructionEffects.pdf
King County Metro 3rd Avenue Transit Spine	with ST opening the buses currently in the tunnel will be added to 3rd Ave bus volumes	King County Metro and SDOT	2020 or sooner			Need to analyze capacity of planned transit (rail, streetcar, bus) to serve growth in Center City trips and update CCCR analysis of bus capacity of 3rd Ave	http://seattletransitblog.com/2012/12/13/improving-3rd-avenue/
First Hill Streetcar	First Hill Streetcar	SDOT	2014 (Spring)				http://www.seattlestreetcar.org/firsthill.htm
Bell Street Park	Bell Street between 1st and 5th	SDOT, Parks	2013		Transforms four blocks of Bell Street into a 56,000 square foot new street park. The continuous level pavement will encourage pedestrians, cyclists, and automobiles to share the space.		http://www.seattle.gov/parks/projects/bell_street/boulevard_park.htm
Elliott Bay Seawall Replacement	Seattle City Light Electrical Work June 2013	SDOT	June 20-30 2013				
Elliott Bay Seawall Replacement	Seawall Replacement - Season 1 Virginia to Union Sts, Yesler	SDOT	Sept 2013 to May 2014		Replace seawall - North		http://www.seattle.gov/transportation/seawall.htm
Elliott Bay Seawall Replacement	Seawall Replacement - Phase 2 Union to Madison Sts, Yesler	SDOT	Sept 2014 to May 2015		Replace seawall - Central	construction timing with Madison HCT corridor implementation	http://www.seattle.gov/transportation/docs/seawall/2013_0311_City_Council_Presentation_FINAL_POSTED.pdf
Elliott Bay Seawall Replacement	Seawall Replacement - Phase 3	SDOT	Sept 2015 to May 2016		Replace seawall - South		

Matrix of Projects Affecting Center City

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Central Waterfront	Alaskan Way Reconstruction	SDOT	2018		Reconstruct Alaskan Way to provide both through arterial and greatly improved pedestrian and bicycle facilities using footprint of Viaduct.		http://waterfrontseattle.org/upload/file_20120620155651/2012_0620_schedule_web.jpg
Central Waterfront	Elliott-Western Connector	WSDOT	2017?		Create new connection in the footprint of existing Viaduct to link surface Alaskan Way, over RR tracks, to Elliott Avenue and Western Avenues at about Lenora.		
Central Waterfront	Pedestrian Connection from Market to Aquarium	SDOT			New pedestrian connection from PPM to Aquarium over surface Alaskan Way. May include vertical lift (escalator?)		
Central Waterfront	Other Central Waterfront Elements	SDOT				E-W l transit connection from Aquarium up to Pike Place Market? Is Madison assumed as EW connection point? [Not sure E-W transit (except for vertical lifts) is part of CW plan]	
Waterfront - Convention Center Gondola	Waterfront - Convention Center Gondola	Great Western	2016?	Pending	Private venture to construct gondola between Pier 57 and Convention Center along Union Street alignment. Mid-station stop near Symphony Hall.		
Puget Sound Bike Share	Phase 1 Implementation	Non profit / SDOT	2014 1st Qtr	2011	New bike sharing, Phase 1 likely covering the University District, downtown, South Lake Union and some of Capitol Hill.	Bike station installation in coordination with other ROW changes	
Denny Substation	New electrical substation at Denny Way/Pontius Street	Seattle City Light	2014	EIS in process	Provide electrical power to meet needs of residents and business in SLU, Denny Triangle, and other parts of Center City		
Denny Substation - New Transmission Line	Transmission line connection to new substation - Connects from South Seattle Substation to new substation	Seattle City Light	2014	EIS in process	New transmission line		
Denny Substation - Broad Street Capacity Improvements	New power grid connecting to Denny Substation - Extends from Denny Way to Olive Way and I-5 to 6th Avenue	Seattle City Light	2014	EIS in process	provide electrical power to meet needs of residents and business in Denny Triangle		
Denny Substation - South Lake Union Capacity Improvements	New power grid connecting to Denny Substation - Extends from Denny Way north to Valley Street and and I-5 to Westlake Avenue	Seattle City Light	???	EIS in process	provide electrical power to meet needs of residents and business in SLU		
Mercer Corridor East Project	Mercer Street from I-5 to Dexter Avenue	SDOT	Completed in 2013		Create two-way boulevard between I-5 and Dexter Avenue.		http://www.seattle.gov/transportation/ppmp_mercer.htm
Mercer Corridor East Project	Valley Street from Fairview Avenue to Dexter Avenue	SDOT	Completed in 2013		Calm vehicular traffic and enhance ped and bike facililities on Valley Street		
Mercer Corridor East Project	Westlake Avenue/9th Avenue from Valley to Mercer	SDOT	Completed in 2013		Rebuild streets		
Mercer West	Mercer Street from Dexter Avenue to 5th Avenue	SDOT	Complete in 2015		Widen Mercer Street to 6/7 lanes to accommodate two-way traffic.		
Mercer West	Aurora Avenue Bridge over Mercer Street	SDOT	Complete in 2015		Rebuild bridge over widened Mercer Street		
Mercer West	Mercer Street from 5th Avenue to Elliott Avenue	SDOT	Completed in 2015		Convert street to two-way operation		
Mercer West	5th Avenue Cycle Track from Roy Street to Harrison Street	SDOT			Build cycle track on west side of 5th Avenue from Roy Street to Harrison Street.	Conflict with extending cycle track on 5th Avenue further south of Harrison Street to to width contraints near EMP.	
Interstate 5 Pavement Rehabilitation	Repair pavement in the University District -5 / Seattle Area Bridges - Bridge Deck Rehab and Expansion Joint Repair Phase 2	WSDOT	6/1/2013 - 2014	na	Expect lane closures to install traffic detection devices and restripe the roadway.		http://www.wsdot.wa.gov/Projects/I5/KingGrinding/UDistrictPavement/
SDOT Street Maintenance Program		SDOT	2014 tbd		1st Ave South (dependent on funding)		http://www.seattle.gov/transportation/streetmaintenance.htm http://www.seattle.gov/transportation/streetmaintenance.htm
SDOT Bridge Management Program		SDOT	2013		seismic retrofit of King Street Station Bridges		http://www.seattle.gov/transportation/docs/transportation20130108_8a.pdf http://www.seattle.gov/transportation/bridge_rehab_kingst.htm

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PROJECT/ PROGRAM / STUDY / PLAN NAME	MAJOR PROJECT(S) IN PLAN	SPONSOR	IMPLEMENTATION DATE	STUDY DATE	OBJECTIVE	GAP/ Conflicts/Opportunities	LINK
MAJOR INFRASTRUCTURE PROJECTS - Possible 10 Years, Funding NOT Secured							
City Center Connector (Downtown Streetcar)	New streetcar line connecting SLU and First Hill Streetcars	SDOT	Unknown	2013	New link to connect SLU and First Hill Streetcars. Finalist corridors are 1st Ave and 4th/5th Avenues.		http://www.seattle.gov/transportation/docs/CityCenterCorridorsAlignmentOptionsV3.pdf
Colman Dock Replacement	Colman Dock Replacement	Wash State Ferries	2015-2020 – Construction	2011-2013 – Environmental process/preliminary design 2013-2015 – Design	Replace Washington State Ferry Terminal.	WSDOT communication with SDOT on SeaWall schedule and plan opportunity to reduce auto capacity on Alaskan Way with Colman Dock redesign and use of reservations or other technology	
Seattle Bicycle Master Plan	List of Multi modal corridors (page 59)	SDOT		2014		comment on multi modal corridor analysis approach, on prioritizing project implementation (page 94)	http://www.seattle.gov/transportation/docs/bmp/2013/SBMP%20Complete%206%205%202013%202%20pm.pdf
Seattle Bicycle Master Plan	N-S downtown Cycle Tracks: 2nd Ave, 4th Ave, 5th South of Spring	SDOT		2014			http://www.seattle.gov/transportation/bikemaster.htm http://www.seattle.gov/transportation/docs/bmp/2013/W%20sector.pdf
Seattle Bicycle Master Plan	E-W downtown : Stewart St, Pike Union east of 2nd; Seneca Spring to Waterfront	SDOT		2013		E-W Pike Pine ptl overlap with Streetcar. EWoverlap with Stewart regional transit corridor, Waterfront project assumins Seneca?, Cycle Track to Cap Hill and Waterfront, overlap with Transit coordidors	
Seattle Bicycle Master Plan	Cycle Track connection to Stadiums	SDOT		2013			
Seattle Pedestrian Master Plan	Implementation of Ped Master Plan Priorities	SDOT					http://www.seattle.gov/transportation/pedestrian_masterplan/docs/ImplementationMatrixrevised91609.pdf

Matrix of Projects Affecting Center City

PROJECT/ PROGRAM / STUDY / PLAN NAME	MAJOR PROJECT(S) IN PLAN	SPONSOR	IMPLEMENTATION DATE	STUDY DATE	OBJECTIVE	GAP/ Conflicts/Opportunities	LINK
DEVELOPMENT PROJECTS							
Rufus 2.0 (Amazon.com) in Denny Triangle	Amazon.com Rufus 2.0 Development in Denny Triangle	Acorn Development	see coordinated construction map:				http://web1.seattle.gov/sdot/constructionmap/ccmonline.htm
Troy Block	Troy Block (307 Fairview Avenue N)	Touchstone Development	"				
Hill7 Development	Hotel / Office at Stewart & Boren Avenue	Touchstone Development	"				
400 Fairview	Office at 400 Fairview	Skanska	"				
Block 44	Block 44 - 500 Ninth Avenue N	Vulcan	"				
Block 45	Block 45 - 400 Ninth Avenue N	Vulcan	"				
Block 53	Block 52 - 325 Ninth Avenue N	Vulcan	"				
528 Pontius	7-story apartment bldg, 121 units	AMLI Residential	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3013571AgendaID4329.pdf
500 Fairview Ave N	7-story biomed office building	BioMed Realty	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3015059AgendaID4355.pdf
501 Fairview Ave N	11-story office building	Walsh Construction	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3013227AgendaID3634.pdf
400 Boren Ave N	7-story mixed use/apartments	Greystar	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3013013AgendaID3731.pdf
300/333 8th Ave N	195,000 sf office; demo former KC library	no further info avail.	"				
300 Terry Ave N	15-story hotel	TRA	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3013982AgendaID4284.pdf
777 Thomas St	7-story apartments with retail	MacFarlane Partners	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3014045AgendaID4372.pdf
756 John St	6-story mixed-use low-income housing	Compass Housing	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3012408AgendaID4187.pdf
201 Westlake Ave N	midrise apartments	MacFarlane Partners	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3014750AgendaID4330.pdf
221 Minor Ave N	7-story apartments/mixed use	Equity Residential	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3012798AgendaID4239.pdf
222 Fairview Ave N	same development as above	Equity Residential	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3012798AgendaID4239.pdf
1221 Denny Way	report not yet available; proposed 12-story apartment building	Clark Design Group	"				
Allen Institute for Brain Science	Allen Institue for Brain Science - 601 Westlake Ave N	Vulcan	"				
Ninth & Stewart Hotel/Residential Project	New convention hotel	RC Hedreen	"				
101 Taylor Avenue North (Taylor & John)	9-story mixed use building	SRM	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3008413AgendaID3066.pdf
2720 4th Ave (4th & Denny)	mixed use tower	HSWC	"				http://www.seattle.gov/dpd/AppDocs/GroupMeetings/DRProposal3012441AgendaID3433.pdf
6th & John office building	4-story office building	Vulcan	"				http://seattletimes.com/html/businesstechnology/2016783817_vulcan17.html
Condo towers - 770 units, full block	Mixed use/condo at Battery/Bell & 5th/6th	Bosa	first tower complete 2014				http://seattleluxurycondo.com/tag/seattle-bosa-development/
Convention Center Expansion	Expansion of Convention Center	Wash State Conv. Center	2018?	2013	Expansion w the full block over the Convention Place Station transit station, perhaps also property north of Olive Way.	Need to time planned construction with completion of SCL substation, waterfront and Madison BRT	
5th & Columbia	Office/Hotel at 5th & Columbia	Daniels Development	"				
New Seattle Arena	New Basketball/Hockey Arena	Hansen (Is there an entity name?)	"				
North Lot Development - Hotel & Residential	North Lot Development	Daniels Development / American Life	"	Dec. 2008			https://fortress.wa.gov/ecy/gsp/DocViewer.aspx?did=4590
200 Occidental - 72 units	200 Occidental		"				
Stadium Lofts - 116 units	Stadium Lofts		"				
Yesler Terrace		SHA	multiple phases		redevelopment of Yesler Terrace		

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PROGRAMS / MOBILITY							
Commute Seattle	Transit Pass, Mobility options for employees Bike Parking Inventory,					new	
Multi family In Motion and Way to Go, Seattle	Apartment and condomium mobility options		2014?				
Bike Sharing, Phase 1 Implementation			2014				
Car2Go	On street parking permission		2013				
Car Sharing / Zip Car							
Intelligent Transportation Systems Strategic Plan	Traveler's Information Systems	SDOT		2010	ITS employ electronics and communications technologies on the street, and automated traffic systems, to enhance mobility for all modes by increasing the efficiency and safety of the transportation infrastructure.		http://www.seattle.gov/transportation/its_plan.htm
Construction Coordination (SDOT and WSDOT)					Coordinatie and anticipate construction. For example coordinate demand for weekend closures to prevent conflicting detours	WSDOT updates matrix and maps every 3 months affecting arterials. Recommend City figure out how to add sidewalk level to State Data or import state data	http://www.wsdot.wa.gov/Construction/Planning/2013#Seattle
Police traffic division, also privately hired for private building driveways					Usually to manage traffic exiting a bulding into traffic flow.	Opportunity to engage them with where construction delay will require either proritization of transit through the traffic or moving people and bikes or where they can direct traffic to avoid sending people into the next bottleneck	
Stadium and Seattle Center event management							
Center City Parking Program (including e-Park)	E-Park	SDOT			Real-time downtown parking information		http://www.seattle.gov/transportation/centercityparking.htm http://www.seattle.gov/transportation/epark/
SR 99 Tunnel Project Parking Mitigation Plan and Stakeholder Working Group		WSDOT / SDOT		2012	Plan to offset loss of short and long term on-street parking in central waterfront corridor and Pioneer Sq. neighborhood as major commerce hub and tourist destination.		http://www.wsdot.wa.gov/NR/rdonlyres/6D4D59A6-1D99-4BB2-AF1E-35249A4EFB94/0/AppendixB_ParkingMitigationPlanSummRpt_Final.pdf

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PLANNING / LAND USE / ECONOMIC STUDIES							
Seattle Comprehensive Plan		City of Seattle (multiple depts)		1994-orig 2004-GMA update 2024-horizon			http://www.seattle.gov/dpd/Planning/Seattle_s_Comprehensive_Plan/ComprehensivePlan/default.asp
Seattle Transit Masterplan		SDOT		2012	20-year plan that ID's transit systems & features to meet growth needs to 2030. Evaluates / recommends modes for priority corridors and sets framework for implementing projects / improvements.		http://www.seattle.gov/transportation/docs/tmp/final/TMPFinalSummaryReportandAppendices.pdf
Center City Access Strategy		SDOT		2004?	Transportation vision for growth & access into Year 2020	analyze how North Portal and Spokane projects have implemented recs to lessen constraints thru colliding grid	http://www.cityofseattle.net/transportation/centercityaccess.htm
Center City Circulation Report		SDOT (Nelson Nygaard)		2003	Aproach to maximize access to downtown; integrate independent transp. projects affecting Center City	compare AWV replacement construction cooordination to transit priority treatments for long term	http://www.cityofseattle.net/transportation/ppmpcentercity.htm
South Lake Union Mobility Plan							www.slucommunitycouncil.org/docs/SLU-Mobility-Plan.pdf
Center City Circulation Plan* *(proposed)*		DSA (with SDOT)		2013	Consolidate disparate studies and analyses from Mercer St. to Holgate and from I-5 to Waterfront; update City's last Circulation Plan done in 2003 - 2005; Framework to guide broad range of transportation projects, priorities, decisions required in Downtown over next 10 years.		New study -- forthcoming 2013
Center City Seattle		City of Seattle (DPD)		2004 (orig) 2007 (Brochure); Updates continuous	Strategy to promote economic growth, better transportation options, provide new housing, building great urban neighborhoods in the Center City		http://www.seattle.gov/DPD/Planning/Center_City/Overview/
Center City Initiative (work in progress; no reports)				2012	Making Seattle steets more safe, inviting and vibrant		http://mayormcginn.seattle.gov/the-city-center-initiative-making-downtown-seattle-streets-more-safe-inviting-and-vibrant/
Urban Mobility Plan - Briefing Book (Nelson Nygaard)		SDOT		2008		Facilitated Agreement over priority for modes crossing Denny, etc.	http://www.seattle.gov/transportation/briefingbook.htm
Urban Mobility Quality Evaluation (Gehl Architects)		City of Seattle		2008			http://seattletimes.nwsource.com/ABPub/2010/10/08/2013112258.pdf
Seattle Freight Mobility Action Plan		SDOT		2005 (update proposed 2013)			Web Link: http://www.seattle.gov/transportation/freight.htm#plan Plan: http://www.seattle.gov/transportation/docs/2005FreightPlan_FINAL2.pdf
Seattle Pedestrian Master Plan		SDOT		2009			Web Links: http://www.seattle.gov/transportation/pedestrian_masterplan/ http://www.seattle.gov/transportation/pedestrian.htm Brochure: http://www.seattle.gov/transportation/docs/PedSafetyBrochure.pdf
Seattle Tollling Study	Seattle policy on tolling implementation in the region	SDOT		2010	Establish Seattle policy on tolling, focused on how tolling can be structured to maxmize mobility, travel time reliability and reduce GHG emmissions		
Center City Connector - Transit Alternatives Analysis	City Center Connector (Streetcar)	SDOT	201_? TBD - Depends on funding	Sep. 2012 - Sept. 2013	Analyzes options; will recommend Locally Preferred Alternative 2013. Need and Purpose Report articulates growth in Center City	Opportunity to create Westlake and King Street Hub and integrate regional and local bus, monorail, streetcar and light rail; Options to connect 1st Ave to Westlake hub; street alignment with bike lanes	http://www.seattle.gov/transportation/centercityconnector.htm
Madison BRT Study	Madison St Corridor	SDOT	tbd	2013	Connect Colman Dock to Cap Hill and Seattle Univ and in between	Opportunity for center city "trolley" route integration	transitmasterplan.htm
Ballard to Downtown Transit Study	HCT from downtown to Ballard	ST, SDOT	tbd	2013	Identify corridor and technology		
Stadium District Plan		City of Seattle (DPD)		2013	Planning effort to inform land use policy changes and adopt new plan		http://www.seattle.gov/dpd/cityplanning/completeprojectslist/stadiumstudy/background/default.htm
King Street Station Multimodal Hub Study		SDOT		2012		See list on project scope of anticipated projects completed affecting hub	http://www.seattle.gov/transportation/kingstreethub.htm

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Draft: Stadium District Concept Plan	**Planning goals - specific projects:** Railroad Way waterfront connector Destination park (& underground parking) west of 1st, incl. WOSCA site "Sports Promenade" woonerf on Occidental from King to Royal Brougham Bike/ped connections from stadiums to ferries and waterfront trail Mts to Sound connection to waterfront trail Waterfront Connector (shuttle? streetcar?) from Olympic Sculpture Park to new destination open space Extend streetcar along Jackson to 1st Extend streetcar along 1st from Seattle Center to Starbucks corporate Pedestrian connections across 4th Ave to rail stations Extend green streets into district (Occidental, Maynard, S Lane) Extend Seattle Steam lines through district to Ashgrove Cement Plant along 1st Ave S *(see pp. 15-23 of plan for project descriptions)*	PSA & PFD (not adopted by the City but included in background materials for Stadium Study)	N/A	2012	Vision to ultimately create a destination district for all with retail, residential, entertainment and complementary uses	coordinate with central waterfront plan, bike master plan, streetcar network, ped master plan steam line - utilities?	http://www.stadiumdistrict.org/media/2012%2012-20-FINAL-W.pdf
Seattle Center Long Term Revitalization							
Third Avenue Improvements	Urban Design and safety	City of Seattle		2013			
Pike Pine Renaissance Corridor Study	Urban Design	DSA		2013			
Center City Wayfinding		SDOT					http://www.seattle.gov/transportation/wayfinding.htm
CID & Little Saigon Economic Development - Ph. I		DPD (Strategic Economics / Tu Consulting)		2007	Assessment of Existing Businesses & Real Estate Conditions		http://www.seattle.gov/dpd/cms/groups/pan/@pan/@plan/@proj/documents/web_informational/dpdp_019876.pdf
CID & Little Saigon Economic Development - Ph. II		DPD (Strategic Economics / Tu Consulting)		2007	Evaluation of Impacts of Zoning & Dearborn St. Project		http://www.seattle.gov/dpd/static/Appendix%20C%20Econ%20Phase%20II%205-2-07-FINAL_LatestReleased_DPDP_020553.pdf
CID & Little Saigon Economic Development - Ph. III		DPD (Strategic Economics / Tu Consulting)		2007	Economic Development Strategies		http://www.seattle.gov/dpd/static/Appendix%20C%20Econ%20Phase%20III%20final%20with%20GC%20edits_LatestReleased_DPDP_020554.pdf
CID Neighborhood Plan		City of Seattle (DON)		1998 (orig)			http://www.seattle.gov/neighborhoods/npi/plans/id/
City-Community Chinatown ID Action Plan (City)		City of Seattle + Only-In-Seattle + CIDBIA engagement		2012 (draft); in progress			http://www.seattle.gov/neighborhoods/npi/plans/id/
Corridor Planning		SDOT and other City Depts		Varies	future multi modal corridor planning for Center City transit and bike facilities	key opportunity to resolve conflicts	http://www.cityofseattle.net/transportation/ppmp_ncp_home.htm
Deep Bore Tunnel EIS		WSDOT		2011			http://www.wsdot.wa.gov/Projects/Viaduct/library-environmental.htm#2011feis
Deep Bore Tunnel Tolling Analysis		WSDOT		2011			
King County Strategic Plan for Public Transportation		King County					- http://www.kingcounty.gov/transportation/kcdot/PlanningAndPolicy/TransitPlanning.aspx
Land Use Information Bulletin (private development notices)							http://www.seattle.gov/dpd/notices/land_use_information_bulletin/default.asp
Law Enacting formation of PSA		WA State Legislature		1998			RCW 36.102.060; RCW 36.102.050
Lease Agreement between First & Goal and PSA		PSA & FGI		1998			
Livable South Downtown Planning Study		City of Seattle (DPD)		Dates Vary; Exec Recommend 2009; Legislation 2011	planning for rezone		http://wayback.archive-it.org/3241/20130513173937/http://seattle.gov/DPD/cms/groups/pan/@pan/@plan/@proj/documents/web_informational/dpdp018365.pdf
Livable South Downtown Rezone		City of Seattle		2011	rezone		http://clerk.ci.seattle.wa.us/~scripts/nph-brs.exe?s1=&s3=&s4=123589&s2=&s5=&Sect4=AND&l=20&Sect2=THESON&Sect3=PLURON&Sect5=CBORY&Sect6=HITOFF&d=ORDF&p=1&u=%2F%7Epublic%2Fcbory.htm&r=1&f=G PDF in two parts found on links on second page of this PDF:

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Downtown Height and Density Study		City of Seattle		2007	rezone		
SLU Height and Density Study		City of Seattle		2013	rezone		
Pioneer Square 2015 - Third Year Update 2013	No specific construction projects; supports implementation of Livable South Downtown Plan	City of Seattle (OED) with Pioneer Square Reviatlization Committee	through 2015	2013	Improve the overall business health of Pioneer Square	n/a	http://www.seattle.gov/economicdevelopment/pdf_files/2013%20Pioneer%20Square%20A%20Strategy%20for%20Seattles%20First%20Neighborhood%20Report%20Final.pdf
Pioneer Square Neighborhood Plan	Develop North Lot; develop parking lots east of Occidental Square; public restroom in Occidental Park; wayfinding and streetscape improvements; renovate Washington Street Boat landing; waterfront park; rehabilitate Pioneer Park restroom; waterfront bike trail to West Seattle & Mts-to-Sound connection	City of Seattle (DON)	varies	1998 (orig)	The purpose of the 1998 Plan is to guide the Historic District into the 2 lst century; focuses on implementation of key projects facilitating the physical and economic development of the Pioneer Square Historic District	bike trail connections along waterfront and through Pioneer Square; Washington Boat Street landing renovation with waterfront planning?); signage and wayfinding coordination with King Street HUB	http://www.seattle.gov/neighborhoods/npi/plans/psquare/
Pioneer Square: Perceptions, Realities, Strategies	n/a	City of Seattle (OED); study performed by D. Rympkema / Place Economics	n/a	2009	Identify a set of actionable strategies to address key issues around business retention and growth, retail and business	n/a	http://www.seattle.gov/economicdevelopment/pioneer%20square/Rypkema%20Pioneer%20Square%20121609%20Presentation.pdf
Replacement Parking Study		PSA (SOJ)		Dec. 2011	Analyzed and searched for options to replace Kingdome parking lost to North Lot Redevelopment projects		unpublished
Review of Proposed Sports Arena in Duwamish Mfg & Industrial Center	References Occidental street vacation, SODO Action Agenda, Greater Duwamish MIC Plan, New Pacific NW Baseball Park Pedestrian Connections Plan	Seattle Planning Commission	n/a	2012	Analysis of planning, land use, and transportation-related issues for the proposed SODO arena	n/a	http://www.seattle.gov/planningcommission/docs/SPCreviewofproposedSODOarena.pdf
Seattle Arena Multimodal Transportation Access and Parking	Maps of funded transit and freight capital improvements in SODO on pp. 18-19 identified E-Park, mobile apps, increased transit use in TMP	City of Seattle (Parametrix/Horton Street)	n/a	2012	Evaluate the multimodal transportation access and parking infrastructure in the vicinity of the proposed Seattle Arena	access from transit stations/hubs to proposed stadium site	Landing page: http://www.seattle.gov/transportation/arenastudy.htm Study:http://www.seattle.gov/transportation/docs/arena/Seattle%20Arena%20052312.pdf
Impact Study of SoDo Arena		Port of Seattle		2012			http://seattletimes.nwsource.com/ABPub/2012/08/07/2018869212.pdf
Seattle Bicycle Progress Report		SDOT		2012			http://www.seattle.gov/transportation/docs/bmp/BMP%20Progress%20Report%202012.pdf
Seattle Comp Plan - Neighborhood Planning		City of Seattle (multiple depts)		2005, 2012 updates			Replacement Pages: http://www.seattle.gov/dpd/cms/groups/pan/@pan/@plan/@proj/documents/web_informational/dpdp022300.pdf
Seattle Comp Plan - Transportation		City of Seattle (SDOT)		2005, 2008, 2009, 2012 updates			Plan: http://www.seattle.gov/dpd/cms/groups/pan/@pan/@plan/@proj/documents/web_informational/cos_004488.pdf Replacement Pages: http://www.seattle.gov/dpd/cms/groups/pan/@pan/@plan/@proj/documents/web_informational/dpdp022295.pdf
Seattle Streetcar Network Development Report		SDOT		2008	Layout vision/future plan for Seattle Streetcar Network		http://www.seattlestreetcar.org/about/docs/StreetcarNetworkExSumMay2008rev.pdf
Seattle Transportation Strategic Plan		SDOT		2005 (update)			http://www.seattle.gov/transportation/tsp_2005.htm
Seattle Transportation Action Agenda		SDOT		2011			
Seattle Green Streets		SDOT, City of Seattle			Comprehensive identified green streets		http://www.seattle.gov/transportation/rowmanual/manual/pdf/12/6-6%20Green%20Street%20Locations.pdf
Stadium Transition Area Overlay District		City of Seattle (LEG)		2000 originally passed; amendments passed betwn 2000-2011	Establishes Nbhd. District, clarifying permitted uses beyond underlying zoning, design stds., height, bulk, scale, parking		http://clerk.seattle.gov/~scripts/nph-brs.exe?d=CHAP&s1=23.74.h2.&Sect6=HITOFF&l=20&p=1&u=/~public/chap1.htm&r=1&f=G
Traffic Study Impacts of New Arena		Port of Seattle (Heffron)		2012			http://www.king5.com/news/arena/Seattle-arena-parking-and-transportation-study----presentation-document-153242895.html
Vision 2030		CID Vision 2030 Coalition		2007 - 2009			(Note: Version dated 10/23/07 is Comprehensive; other updates are partial content only) Vision 2030 International District Recommendations: http://www.seattle.gov/council/attachments/codac/2008vision2030_group_recomm.pdf Vision 2030 Brochure: http://www.interimicda.org/downloads/vision2030.pdf