Downtown Seattle Association
Strategic Plan Summary

Read the full 2011-16 DSA Strategic Plan at DowntownSeattle.com
FIVE TRANSFORMATIVE PROJECTS

1. A Downtown Waterfront for Seattle and the Region

For more than a decade DSA has led the vision to remove the Alaskan Way Viaduct and develop a major public open space on the waterfront which aligns with our heritage and culture, and supports our economy. DSA will closely follow the design process, and will work to ensure the project’s funding is diverse and fair, and the maintenance and operations are robust and sustainable.

2. Pike-Pine Corridor Renaissance

The Pike-Pine corridor should be the best urban experience in the country connecting our waterfront to the Pike Place Market, Retail Core, convention center and cultural attractions. Yet the Downtown core’s last renaissance was more than a decade ago with the new Nordstrom flagship store, Pacific Place and a host of other exciting shops, restaurants and entertainment venues. DSA will work with public and private interests to spur new investment and bring another infusion of energy to our urban core.

3. South Downtown Collaborations for Neighborhood Revitalization

The health of the Pioneer Square and Chinatown-International District is a major concern of the Downtown community. High vacancy, a limited supply of housing and public safety are persistent issues. Both neighborhoods have dynamic new leadership and DSA looks forward to strengthening partnerships and developing common initiatives — especially development of additional housing.

4. South Lake Union Collaborations for Neighborhood Development

South Lake Union is in the midst of completing an environmental-impact statement and other initiatives to identify ways the neighborhood can grow into a high-quality place to live, work, shop and play. DSA will work with neighborhood constituents to increase residential and employment density, livability and connections to the rest of Downtown.

5. Seattle Center Support Long-Term Revitalization

Seattle Center is Downtown’s Central Park, and a regional place for family fun. As such, its health is very important to Downtown’s future for residents and visitors alike. Seattle Center is beginning implementation of a long-term vision for its future, and DSA will support this vital community asset and its connections to the rest of Downtown.
EIGHT STRATEGIC INITIATIVES

ECONOMY Increase economic competitiveness by attracting jobs, investment and commerce

1. Sector-based Job Growth

Job growth is critical to sustaining a healthy, vibrant urban core. DSA champions Downtown as the business center for the region, and as the premier hub to grow a business. Downtown is a key location for industry sectors which have potential for continued growth, and which seek DSAs help in removing impediments to that growth. DSA will work with partners, such as the City’s Office of Economic Development, enterpriseSeattle and the Puget Sound Regional Council to:

- Document the economic impact and opportunities in these sectors
- Convene sector representatives to identify barriers to growth in Downtown
- Advocate for policies and programs that support growth in Downtown

The four sectors for focus in the next several years are:

Global Health/Life Sciences - This fast growing sector is clustering in South Lake Union and Denny Triangle, near the Bill & Melinda Gates Foundation, and is developing a unique competitive advantage due to its size and proximity, as well as its cooperative and supportive work culture.

Information Technology/Interactive Media - The location of Amazon and other technology businesses — such as Cobalt, isilon and Zillow among others — makes Downtown a hub for technology-skilled workers and companies. Downtown Seattle is also nationally prominent in casual gaming and interactive media, with PopCap Games, BigFish and a host of startups located in Belltown and Pioneer Square.

Health Care Delivery - Four hospitals and several large clinics are clustered on First Hill and Capitol Hill. Seattle hospitals are nationally ranked and expect major growth in the coming decade.

Financial Services - DSA was instrumental in recruiting Russell Investments to Downtown, and believes Seattle can grow in prominence in financial services to become a location of choice for the field’s best knowledge workers.

2. Sustainable Downtown

With its dense development, robust transportation options and strong environmental ethic, Downtown Seattle is a leader in sustainability. DSA will identify projects and partners to further decrease Downtown’s carbon footprint and thereby improve our environment while extending this competitive advantage.
3. Public Safety & Human Services

Despite successful efforts at maintenance, security and innovative housing for people in need, the Downtown street environment is not always safe and friendly. People who live and work in Downtown are concerned about issues such as open-air drug markets, people aggressively asking for money and people sleeping in doorways. DSA will pursue a broader strategic alliance between the business community and human services partners to apply innovative strategies to this persistent problem, and support evidenced-based programs which are proven to make a difference.

4. Metropolitan Improvement District Renewal

In 1999, DSA founded the Metropolitan Improvement District (MID), which continues to be a very successful program for improving the cleanliness and safety of Downtown, and for providing crucial funding for Downtown marketing, events, commute trip reduction and economic development programs. DSA will launch a two-year process to renew the MID by 2013 in order to continue its impressive 12-year history of services for Downtown.

5. Family- & Kid-Friendly Urban Core

More than 3,000 children currently live in Downtown. Attracting and retaining young families is a top priority for making Downtown a diverse and healthy neighborhood. However, many believe amenities for young families, such as safe and fun parks and playgrounds for kids, are missing in Downtown. DSA will convene Downtown families and develop a strategy to make Downtown more family- and kid-friendly for residents and visitors alike.

TRANSPORTATION
Provide effective, safe & reliable transportation options to, and within, Downtown

6. Construction of the Viaduct Replacement Tunnel

Eleven years ago the DSA began a quest to remove the Alaskan Way Viaduct and open up the waterfront for people—not cars. Central to this goal was developing an alternative that kept traffic moving in the region and did not harm the Downtown economy and urban environment with years of construction impacts and congestion. The bored tunnel achieves these goals. DSA will continue to help move this project toward completion.

7. Circulation Between Neighborhoods

Circulation among Downtown neighborhoods can be difficult, and transportation options are not well understood. For example, it seems easier to drive from Pioneer Square to South Lake Union than to figure out confusing transit options. Options exist, but they are poorly signed, not easily connected and difficult to find. DSA will convene neighborhood and transit partners to develop a well-communicated navigation system.

8. Multi-Modal Access

A vibrant and growing Downtown is at the core of Seattle’s green strategies, however, significant new parking in Downtown is neither economically nor environmentally sustainable. Therefore, accommodating growth means providing tools to encourage commuters to use alternative modes to driving alone—yet transit funding is at significant risk, and employers and property owners are often not aware of how best to encourage employees to choose other modes of transportation. DSA will champion resources to preserve all modes of transit and support commute reduction programs.
OUR MISSION: To champion a healthy, vibrant urban core

The Downtown Seattle Association (DSA) is the member-based non-profit organization focused exclusively on making Downtown Seattle a great place to live, work, shop and play.

ECONOMIC INDICATORS

The Downtown Seattle Association focuses on four economic indicators as a way to measure progress toward achieving our mission:

- **LIVE**: Number of people living Downtown
- **WORK**: Number of people working Downtown
- **SHOP**: Retail sales in Downtown
- **PLAY**: Arts, entertainment, sports, food and beverage sales in Downtown

FUNDAMENTAL ASSETS

Successful communities build on their unique and fundamental assets. In Downtown Seattle, we grow from a foundation of:

- **STUNNING NATURAL SETTING**: Downtown Seattle enjoys a spectacular urban waterfront, a unique connection to nature and a strong environmental ethic.
- **SUPERREGIONAL CENTER**: Downtown Seattle is the center of an economic and transportation network that stretches from San Francisco to Alaska and from the Rocky Mountains to the Pacific Rim.
- **PLATFORM FOR INNOVATION**: Downtown Seattle is a magnet for talent, and embraces innovation, creativity and entrepreneurship.
- **ARTS & HISTORY**: Downtown Seattle’s robust arts, culture and built environment are unique to this place.

LEADERSHIP APPROACH

The Downtown Seattle Association is the focus around which people of many industries, communities and political perspectives organize to pursue their common vision for a healthy, vibrant urban core. DSA plays several key roles:

- **CHAMPION**: DSA provides vision and leadership, using its vested and influential presence to catalyze collective action toward a vital and sustainable Downtown.
- **CONVENER**: DSA brings diverse interests together to explore issues, confront challenges, identify common agendas and pursue mutual goals.
- **PARTNER**: DSA participates in strategic alliances among economic sectors, Downtown neighborhoods, and community organizations around common interests.
- **STEWARD**: DSA provides the long-term persistence and continuity to address Downtown’s challenges and opportunities.