

Land use and parking policy opportunity analysis

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Introduction

This memorandum describes existing land use, economic development, parking, and affordable housing plans, policies, code applicable to the Spokane Central City Line (CCL) corridor. We describe existing plans, polices, and code as they relate to the Federal Transit Administration's (FTA) Small Starts Land Use and Economic Development criteria.¹ Small Starts and New Starts are two of the major capital grant programs managed by the FTA; the programs use established criteria to evaluate proposals on an annual grant cycle. Funding projects up to \$250 million, Small Starts is the appropriate grant program for a project of the CCL's magnitude. New Starts is set up to fund projects above the \$250 million threshold.

In order to be competitive for Small Starts grant funding, the CCL corridor must perform well with respect to Small Starts criteria, including the Land Use and Economic Development criteria.

The Small Starts Land Use criterion is largely based on a quantitative evaluation of existing corridor conditions. In contrast, the Economic Development criterion is more focused on the plans, policies, and code that influence land use in the CCL corridor. These plans and policies, in turn, influence how the corridor will perform with respect to the Land Use criterion. Since the purpose of this memo is not to evaluate the Central City Line itself but to assess existing corridor plans, policies, and code in the project area for how well they support the Small Starts criteria, the memo focuses primarily on the Economic Development criterion, including multiple subfactors relating to land use plans and policy.

This memo provides the basis for anticipated recommendations on potential land use, economic development, affordable housing, parking, and transportation policy changes to enhance the competitiveness and ultimate success of the CCL. These recommendations will be presented in subsequent technical memoranda.

Spokane Central City Line corridor

The CCL corridor is a proposed east-west high capacity transit corridor within the City of Spokane. The corridor begins in the west in the Browne's Addition neighborhood, a historic, primarily residential neighborhood featuring a mix of low- and high-density residential land uses, with a small pocket of retail. The corridor continues east into downtown Spokane through a mix of office, commercial, and

¹ guidelines are available at http://www.fta.dot.gov/documents/Land_Use_and_EconDev_Guidelines_August_2013.pdf

residential land uses. While multiple downtown alignments are still under consideration, the downtown core is the most intensely developed section of the corridor. East of Division Street, the corridor transitions to the University District, passing through the Washington State University (WSU)-Spokane Campus. This site includes the WSU Health Sciences Campus and the Eastern Washington University Extension Campuses, in addition to Whitworth, Community Colleges of Spokane, and University of Washington facilities. The CCL corridor then crosses the Spokane River on E. Spokane Falls Boulevard and turns north on Cincinnati Street, through the Gonzaga University campus. Portions of this stretch of Cincinnati Street are owned by Gonzaga. Hamilton Street, one block to the east, is currently a mix of residential and commercial uses but is zoned for more intense, mixed-use development. While the full CCL Locally Preferred Alternative continues east to Spokane Community College, Gonzaga University is under consideration as a Minimum Operating Segment (MOS) terminus.

The alignment turns east again at Mission Avenue, near where the Avista Corporation is headquartered at Mission and Upriver Drive. From there the corridor extends east to its planned terminus at Spokane Community College. Much of the area surrounding Mission Avenue is characterized by single family residential development, with several small areas of retail. Public uses include Mission Park, Chief Garry Park and Stevens Elementary School. Further east, land uses transition to a mix of light industrial and commercial in the vicinity of Greene Street and Mission Avenue.

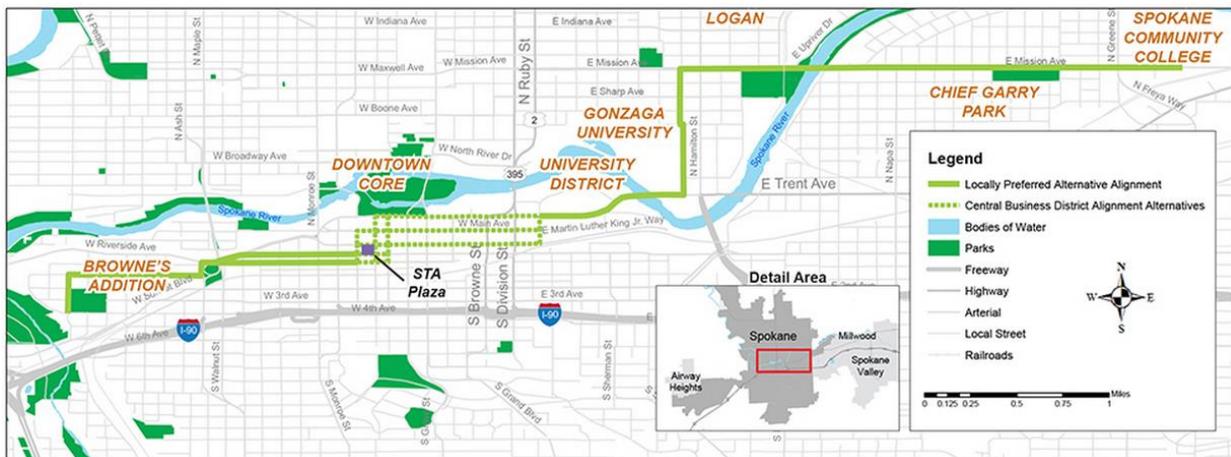


Figure 1. Spokane Central City Line corridor

Documents reviewed

Spokane Comprehensive Plan (Adopted 2001, amendments through 2015)

The Comprehensive Plan is Spokane’s primary planning document for guiding future development in the City. The plan is amended periodically and contains policies related to all aspects of development including land use, parks, utilities, and transportation.

Spokane Municipal Code

The City’s Development Code enacts Comprehensive Plan and other plan policies, and guides the location, form, and features of development and redevelopment within the City of Spokane.

Downtown Plan Update (2008)

The Downtown Plan presents an overarching vision for downtown Spokane, providing a framework to catalyze new development and improve transportation and other infrastructure.

Downtown Spokane Housing Study (2003)

This study examines the potential for increasing the amount of market-rate housing in downtown Spokane. It identifies major opportunities and barriers to increasing housing stock in downtown and makes specific recommendations for meeting housing goals.

University District Master Plan (2004)

The Master Plan articulates a vision for the University District area adjacent to downtown Spokane. It identifies key issues affecting redevelopment and describes a strategic path toward achieving plan goals.

Washington State University (WSU) Master Plan Update (2014)

The Master Plan Update guides facility and site planning for WSU's campus in Spokane. The plan identifies transportation improvements, parking policies, and future development of the campus.

Downtown Parking Study Update (2010)

This update to the 2005 Downtown Parking Study provides analysis of parking in downtown. A number of strategies are proposed to manage parking in downtown.

Downtown Traffic Study (2009)

This study assess the transportation needs of the University District and downtown areas. It provides a multi-modal plan for investment in those areas.

Economic and Land Use Impacts of the Spokane Central City Line (2014)

This report summarizes the potential land use and economic impacts associated with construction of the CCL. The authors find that the CCL is likely to increase property values, spur new development, and greater intensity of development.

Spokane Pedestrian Master Plan (Draft – 2015)

This Pedestrian Master Plan specifies policies, best practices, and actions to improve the pedestrian experience in Spokane.

Spokane ADA Transition Plan (for 2014 – 2019)

This federally-required plan documents the city's efforts to make government functions accessible to individuals with disabilities. It includes discussion of sidewalks and improving curb ramps.

Six-year Comprehensive Street Program

This document details Spokane's planned capital outlays for transportation improvements on city streets.

South University District Sprague Corridor Investment Strategy (2012)

The Investment Strategy details plans for redeveloping and enhancing the South University District area (south of the BNSF railroad), including multi-modal investment strategies for the Sprague Corridor. The northwestern portion of this plan's study area is within ½ mile of the proposed CCL alignment.

University District Redevelopment Implementation Strategy (2015)

Building upon the South University District Sprague Corridor Investment Strategy, this plan assesses market conditions in the South University District area (south of the BNSF railroad). The plan includes strategies to catalyze redevelopment in the area, including possible regulatory and financial incentives. The northwestern portion of this plan's study area is within ½ mile of the proposed CCL alignment.

Small Starts Land Use criterion

The Land Use criterion is scored on a five point scale based on five “items” that encompass quantitative measures including station area population densities, total employment served by the transit system, and the proportion of affordable housing. The overall quality of the pedestrian environment along the corridor also influences the rating, as well as parking cost and supply. This criterion is based on *existing* conditions in the corridor, rather than the plans, policies, or code in place. The five items considered for this criterion are:

Existing corridor and station area development

This item looks at quantitative measures of existing development density. It assesses the density of potential station areas by analyzing population, the number of housing units, density of employment within a ½ mile radius, and total employment being served by transit in the Central Business District.

Existing station area development character

This item focuses on design characteristics to facilitate and encourage transit and pedestrian use. Building and street features are analyzed for pedestrian accessibility, user experience, and their ability to encourage the use of transit facilities. Policies that encourage pedestrian amenities (such as sidewalks, crosswalks, street furniture, etc.) are preferable.

Existing station area pedestrian facilities, including access for persons with disabilities

This item focuses on pedestrian access along the corridor and around proposed station areas. Ratings are based on direct and continuous pedestrian access within the project corridor. Street and intersection features are analyzed, including crossings, ADA accessibility, pedestrian signals, and lighting.

Existing corridor and station area parking supply and cost

This item looks at the amount of parking currently available in the corridor, as well as the typical cost of CBD parking per day. Parking supply is a quantitative measure, with the rating determined by the number of parking spaces available per employee or per square footage of commercial development. Cost of parking per day is based on the “CBD core,” excluding fringe parking. The CBD core is defined in the Comprehensive Plan.

Quantitative assessment of affordable housing in the corridor

This item is based on two ratios: first, the ratio of legally binding affordable housing units to the total number of units in the corridor; and second, the ratio of the number of legally binding affordable housing units in the county to the total number of housing units in the county. The two ratios are then compared to determine if the corridor has a greater share of affordable housing than the rest of the county.

All of these items relate to existing conditions in the corridor. Plans, policies, and code that support the development of increased housing density, pedestrian elements, affordable housing, and other transit-supportive land use features are assessed as part of the Economic Development criterion below.

Economic Development criterion

The Economic Development criterion is evaluated on seven subfactors. Each subfactor, in turn, has a number of items that contribute to the assessment of that subfactor. Projects are rated on a scale from “low” to “high” based on how they perform with respect to subfactors and items. Several subfactors and items are not addressed in this memorandum:

Growth management

This subfactor only applies to projects that apply for New Starts funding; Small Starts applicants are not required to address this subfactor.

Tools to implement transit-supportive policies

The only item for this subfactor not addressed in this memo is *outreach to and endorsement by public agencies, the public, etc., in the development and planning process*. This item is based on agency public involvement efforts related to station area planning, and is outside the scope of this memorandum. However, public outreach process recommendations may be discussed in subsequent technical memoranda. Outreach conducted as part of the Strategic Overlay Plan (and station area planning during the PE phase) may, however, improve project competitiveness for Small Starts funding.

Performance and impacts of policies

This subfactor requires evaluation of existing development proposals and descriptions of developments that were affected by transit-supportive policy and code. Recent development projects in the Downtown Core, U District, and Gonzaga campus demonstrate that there are existing market forces promoting economic revitalization in the corridor, and that is being implemented in a transit-supportive manner in future CCL station areas.

Potential impact of transit investment on regional development

This subfactor is comprised of two items – *corridor economic conditions* and *adaptability of station area land for development* (assesses the amount of vacant developable land near stations) – that are based on evaluations of existing corridor conditions. A separate study completed in December 2014, *Economic and Land Use Impacts of the Central City Line report (2014)*, addresses this subfactor, providing an analysis of market potential showing how CCL implementation can support economic development in Spokane.

Efforts to involve the development community in supporting station area plans and TOD

This subfactor looks at development community outreach activities being undertaken by the transit agency. Also considered are any joint development programs undertaken by the agency, or market studies conducted by the agency. While there are no joint development efforts currently underway for the CCL, work done as part of the Strategic Overlay Plan and the 2014 *Economic and Land Use Impacts of the Spokane Central City Line* study sets a foundation for STA to work with developers and institutions in the corridor to identify such opportunities. Future memoranda – and the Strategic Overlay Plan itself - will document these opportunities as they arise.

Tools to maintain or increase the share of affordable housing

Two items that are part of this subfactor – *evaluation of corridor-specific affordable housing needs and supply* and *evidence of developer activity to preserve affordable housing in the corridor* – assess existing conditions relating to affordable housing needs and supply. The first of these will be analyzed in detail as part of work to develop a Small Starts funding application. Policies, plans and code related to affordable housing are examined in this memo.

Each of the elements listed above is reviewed in greater detail in relation to the CCL project over the following pages.

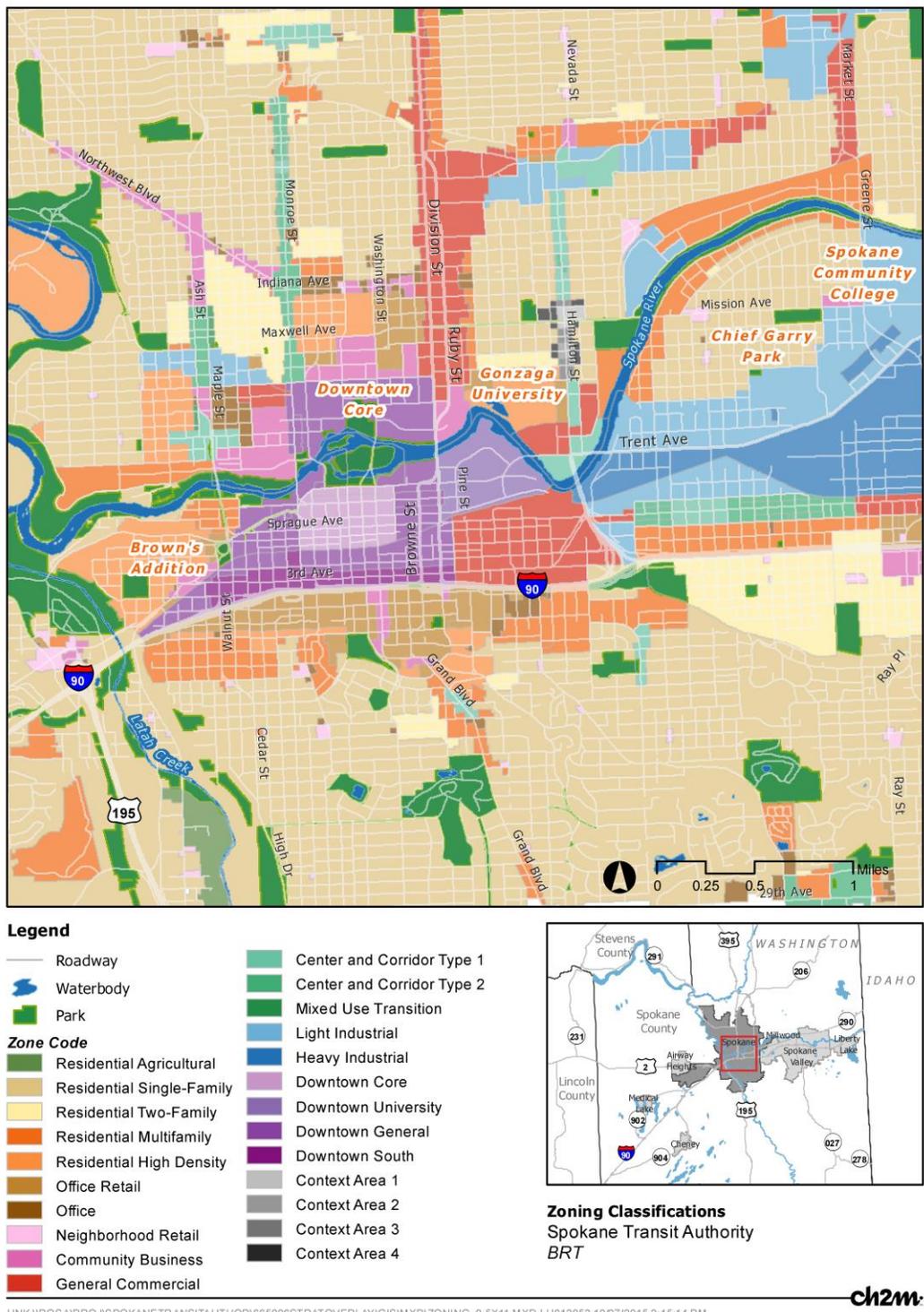


Figure 2. Zoning in the Spokane Central City Line corridor

Subfactor: Transit-supportive plans and policies

Plans and policies to increase corridor and station area development

This item assesses whether conceptual plans and local planning documents encourage increased density of employment and population near transit stations. Policies and plans that encourage greater densities are preferable.

Comprehensive Plan

The City of Spokane's Comprehensive Plan contains policies that encourage higher density uses in "centers" and "corridors." Within the University District, the Trent and Hamilton Employment Center is a designated employment centers where office uses and higher-density housing (up to 44 units per acre) are encouraged.² Hamilton Street is also a designated corridor which encourages higher intensity mixed uses including retail, office and higher density residential. Most of the CCL corridor west of Division is within downtown, which is designated as a regional center. In downtown, a mix of land uses and residential densities is encouraged.³ Comprehensive Plan policies encourage infill development, redevelopment, and new development in centers and corridors.⁴ Policy LU 1.4 discusses focusing higher density residential land uses in designated areas like Browne's Addition. Employment centers such as the University District are intended to have a balance of uses. The Comprehensive Plan recommends that 10% of site areas be designated for public space, 30% for commercial/office space, and 20% for higher-density housing.⁵ The plan also endorses a regulatory structure that promotes development and that provides public benefit.⁶

Opportunity: nodal redevelopment in Chief Garry neighborhood

The Chief Garry neighborhood, an established single-family neighborhood, has several small "nodes" of commercial development with high redevelopment potential. Community members have expressed support for policies supporting more pedestrian-friendly mixed-use development along the Napa Street corridor, immediately adjacent to the CCL route.

Downtown Plan

The CCL corridor passes through the three land use designations described by the downtown plan: "Regional Retail, Entertainment, Office Core," "Retail, Office, Residential," and "Urban Campus." In general, the downtown plan allows for high-density residential development under all three of these designations.⁷

University District Master Plan

This plan calls for increasing medium- and high-density housing along Division Street, Hamilton Street, and Main Avenue, all in the vicinity of the CCL corridor.⁸

South University District-Sprague Corridor Investment Strategy

The preferred development concept includes pedestrian-oriented retail along Sprague, and mixed-use development in much of the planning study area. A site south of Sherman and the BNSF railway (and

² Comprehensive Plan Policies LU 1.4, LU 1.5, LU 3.2, Table LU 2

³ Comprehensive Plan Policy LU 1.9

⁴ Comprehensive Plan Policies LU 3.1, LU 3.2

⁵ Comprehensive Plan Policy LU 3.5

⁶ Comprehensive Plan Policy LU 1.9

⁷ Downtown Plan, Chapter 2

⁸ University District Plan, Chapter 4

proximate to the CCL) has been identified specifically as a potential opportunity site for new development. The plan calls for much of the new housing to be medium-intensity multi-family.

University District Redevelopment Implementation Strategy

This plan contains market analysis and implementation suggestions for spurring redevelopment in the south University District area. The strategies contained in this document could be used as a model for similar strategies that look to spur development in the CCL corridor.

WSU Master Plan

The Master Plan provides details on WSU’s expansion plans in the next ten years and beyond. Implementation of the plan will result in increased student populations and employment within the CCL corridor, but policies do not specifically address this Small Starts item.

City of Spokane Economic Development Strategy Policy

The Spokane City Council recently passed Resolutions 2015-0084 and 2015-0101 establishing the City’s Economic Development Strategy providing for a targeted investment area approach to economic development. Both Downtown Spokane and the University District are identified as target investment areas where the City policy supports infrastructure and incentive investment to stimulate business and economic growth. Infrastructure investments such as the CCL and development potential can be leveraged to turn the target investment area focus such as within the Chief Garry Park Neighborhood.

Opportunity: land use along Cincinnati Street

The Hamilton Street area just east of the proposed CCL alignment recently underwent zoning refinements to make the street more pedestrian-friendly, develop a “transit gateway” to campus, and encourage medium-density, mixed use development. Cincinnati Street, one block west of Hamilton abutting Gonzaga University, presents an opportunity to explore similar land use changes more conducive to frequent transit service, in line with the Trent and Hamilton Employment Center designation.

Table 1. Corridor and station area redevelopment: strengths, needs, and gaps

Strengths	Needs/Gaps
<ul style="list-style-type: none"> • The Comprehensive Plan and Downtown Plan contain policies encouraging high residential densities. • Planning efforts in the South University District area encourage redevelopment and increased residential/commercial development intensities. • Campus plans will result in further high-density residential development and additional employment/commercial infill development (on campuses and surrounding campuses). 	<ul style="list-style-type: none"> • There are few policies encouraging increased densities east of Hamilton Street in the Chief Garry neighborhood. • Market analysis for the south University District area indicate the need for significant public sector intervention to make redevelopment possible; these same market constraints likely exist in other areas of the corridor.

Plans and policies to enhance the transit-friendly character of corridor and station area development

A number of plans and policies in the CCL corridor complement and/or enhance transit. The FTA criteria call out “short building setbacks; human-scale, active façades; entrances oriented towards streets, sidewalks, and other public areas; street furniture, trees, crosswalks, and other pedestrian amenities; and parking primarily placed behind buildings or in structures.” Plans should also encourage vertical and/or horizontal mixing uses, land use mix, retail and housing availability. The existence of procedures to enforce plans and guidelines (such as a design review process) is also considered. Note that this item

pertains to plans and policies specifically – another item below looks at these same features, but in relation to city code.

Comprehensive Plan Land use policies in Chapter 3 generally encourage a mix of land uses in downtown, the Hamilton Corridor, and the University District. Chapter 8 details urban design guidelines:

- The City should develop streetscape plans that include provision of streets trees, identifies parking opportunities, and other features (DP 3.4)
- Businesses should orient entrances toward sidewalks and street frontage, as opposed to parking lots (DP 3.6)
- Promote actions that increase pedestrian use of streets, such as seating, landscaping, art, and building frontages with windows (DP 5.2)
- Encourage transit-oriented development that includes sidewalks, street furniture, landscaping, street-level access (DP 6.3)

Policy 2.4 in the Economic Development section also supports mixing of uses by identifying economic opportunity areas that could be redeveloped. Policy 7.5 supports development of tax incentives for renovating buildings, including building frontages.

Downtown Plan

Chapter 3 of the Downtown Plan encourages businesses to front streets and improve pedestrian amenities. Chapter 5 lists general policies, such as developing a system of interconnected streets and high-quality public places.

University District Master Plan

This plan calls for increased development and streetscape revitalization along Hamilton Street (now implemented in part through the Hamilton Form Based Code project). Mixed-use, multi-story development is desired near the intersections of Trent Avenue and Hamilton Street. Medium and high-density housing is called for along Division Street and Main Avenue in the vicinity of the CCL corridor, in addition to mixing of uses and streetscape improvements.⁹

Plan “principles” supporting this item include supporting and encouraging an eclectic mix of uses and creating a strong pedestrian-oriented district.

South University District-Sprague Corridor Investment Strategy

The plan contains streetscape improvement plans for Sprague and adjacent streets intended to make these street for pedestrian- and transit-friendly. It also calls for mixing of uses and other policies that promote the transit-friendly character of the neighborhood.

Table 2. Transit-friendly character: strengths, needs, and gaps

Strengths	Needs/Gaps
<ul style="list-style-type: none"> • Comprehensive Plan policies encourage most of the transit-friendly elements described in Small Starts criteria. • Plans call for mixed uses in many areas of the corridor, except for the single family residential zoning in the Chief Garry neighborhood. • The Chief Garry neighborhood contains affordable housing stock and a high density of transit-dependent riders. 	<ul style="list-style-type: none"> • Comprehensive Plan policies do not necessarily support transit-oriented land uses in much of the Chief Garry neighborhood east to Spokane Community College. • There is less economic development activity in the Chief Garry neighborhood than downtown and the University District, suggesting a need for development incentives to spur transit-supportive redevelopment such as through application of the City’s targeted investment area approach.

⁹ University District Master Plan, Chapter 4

- University District strategies call for mixing of uses and streetscape improvements in the vicinity of the CCL corridor.
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Plans to improve pedestrian facilities, including facilities for persons with disabilities

This item assesses plans and capital improvement programs that encourage new sidewalks, wider sidewalks, paths, crossings, lighting and facilities for disabled travelers. Project sponsors must also describe plans for retrofitting curb ramps along the corridor.

City of Spokane Comprehensive Plan

Chapter 4 of the Comprehensive Plan details transportation policies. While the plan does not address ADA requirements generally, Policy TR 4.9 says the city must “ensure downtown is accessible to everyone.” The plan encourages safe sidewalks, with separation from travel lanes, repair and replacement of deteriorating sidewalks, and providing crosswalks at key locations.¹⁰ Some specific policies reference ADA requirements for facilities. Plan policy LU 4.5 calls for relatively short block lengths and high intersection densities.

STA Comprehensive Plan

Policy 3.7 of *Connect Spokane* (STA’s comprehensive plan) states that STA will partner with local jurisdictions to ensure that bus stops are accessible for all, including those using mobility devices. The Plan also states that the agency should identify access barriers and prioritize their improvement throughout the system. Accessibility improvements for people with disabilities can enhance the usability of the transit system for all riders.

STA ADA Transition Plan

In an effort to develop a manageable approach to addressing ADA barriers over time, STA’s Comprehensive Plan states that the agency must develop a plan to systematically address obstacles to accessibility at bus stops. STA must coordinate with local and regional jurisdictions to identify barriers, prioritize addressing them, and outline funding and a timeline to do so.

Downtown Plan

This plan calls for providing “sufficient” pedestrian infrastructure to support downtown planning goals and for minimizing pedestrian conflict points.¹¹

University District Plan

One of the key tenets of this plan is that the University District should be walkable and bikeable. The plan calls for crossing improvements at key locations, including along Hamilton Street, and more generally for improved sidewalks and crossings on arterials in the district to improve the pedestrian experience.¹²

DKS Transportation Study

The City of Spokane commissioned a transportation study of downtown and the University District in 2009. The study makes numerous recommendations for pedestrian improvement projects and policies, specifically noting that projects are intended to “fill gaps in ADA accessibility or sidewalk system where elements are missing.”

Suggested policies and guidelines affecting the CCL corridor include:

¹⁰ Comprehensive Plan Policies TR 2.7, TR 2.8, TR 2.9

¹¹ Downtown Plan Chapter 3, Urban Density Strategy; Chapter 5, Strategy B.

¹² University District Master Plan, Chapter 4

- Minimum 12' sidewalks widths in downtown; 20' in the retail core along Main Avenue
- New development adjacent to trails must provide paved connections to the trail
- Promote wayfinding signage
- Implement street trees in the corridor
- Implement curb extensions at select locations with high pedestrian volumes
- Maintain list of improved pedestrian amenities; require at least one amenity per development and one per 200 feet of project frontage.

New crossings, crossing enhancements, sidewalks enhancements, and wayfinding signage are planned for the CCL corridor in downtown.¹³ These policies and the projects proposed affect the Downtown and University districts. These policies do not affect Browne's Addition west of downtown or the Chief Garry neighborhood east of downtown.

WSU Master Plan

Chapter 4 of the Master Plan details access and circulation for pedestrians, cyclists, and transit on campus.

Spokane Pedestrian Master Plan

The draft Pedestrian Master Plan analyzes existing conditions in the city to determine walkability gaps and needs. The draft plan identifies Priority Pedestrian Zones based on destinations that are known pedestrian trip generators, including transit stops, demographics and pedestrian infrastructure deficiencies. These zones will be targeted for pedestrian infrastructure investment. Browne's Addition, Downtown and the Gonzaga area of the corridor are located in the highest priority zones. The Plan does not specify projects, but provides a number of suggested policies and actions the city could take to improve the pedestrian environment. The plan will serve as a resource for developing pedestrian improvement projects throughout the city.

Opportunity: connections to the planned University District pedestrian bridge

The University District Gateway bridge presents an opportunity to connect the WSU Spokane Campus and the CCL project with an iconic pedestrian and bicycle bridge over the BNSF railroad, linking redevelopment in the South University District, East Sprague corridor and medical district to the CCL and the University District.

City of Spokane Transition Plan

The Transition Plan details the City's efforts for building/rebuilding curb ramps at intersections throughout the city. Page 18 of the plan list the criteria used to determine which intersections to target first, including those on arterials, streets with pedestrian attractors like schools, and streets with public transit services. These criteria are used to help prioritize improvements in the City's six-year comprehensive street program.

¹³ Transportation Study, Table 5-3 and Figure 5-6

Table 3. Pedestrian improvements: strengths, needs, and gaps

Strengths	Needs/Gaps
<ul style="list-style-type: none"> • The Transportation Study calls for wide sidewalks and other pedestrian amenities in downtown, and on key streets like Main Avenue. • Commercial and residential zoning elsewhere in the corridor generally requires pedestrian circulation to be included with development. • Sidewalks are required for new development in all zones. • Comprehensive Plan policy calls for short block lengths. • The University District Plan places special emphasis on improving the pedestrian experience. • The City has an existing curb ramp transition plan. • A process to develop a Pedestrian Master Plan for the City is underway. • A number of pedestrian- oriented projects are planned in the vicinity of the corridor, including enhancements to the Centennial and Ben Burr trails, streetscape improvements on Division Street 	<ul style="list-style-type: none"> • Few plan policies, except for the Transition Plan, directly address the mobility needs of disabled individuals as they relate to sidewalk infrastructure. • No detailed crossing improvement plan exists for most of the corridor outside of downtown and the University District.

Parking policies

This item examines how plans and policies manage parking within the corridor. FTA guidelines call for evidence that the jurisdiction has taken action to limit parking or otherwise reduce the need for new parking, through policies for shared parking, development requirements, and other policies.

Comprehensive Plan

The Comprehensive Plan has policies encouraging balanced provision of parking, and design considerations for off-street parking.¹⁴ There are few specific policies related to parking.

Downtown Plan

Several Downtown Plan policies address parking. Policy in Chapter 5 calls for development of an ITS parking system to increase system efficiency, and to continue to implement the recommendations of the 2005 Parking Study.¹⁵ District strategies in Chapter 6 recommend looking for opportunities to redevelop surface parking lots. Other strategies in Chapter 6 describe needed off-street parking improvements in some districts, such as the Riverpoint Campus.¹⁶

University District Master Plan

Master Plan “principles” call for providing parking in structures as opposed to surface lots, and concealing parking beneath or behind buildings where possible. The plan calls for constructing additional parking structures as development occurs.

South University District-Sprague Corridor Investment Strategy

The plan calls for considering parking maximums in the south University District area, as well as shared parking, structured parking, and neighborhood parking permits.

WSU Master Plan

¹⁴ Comprehensive Plan Policies TR 2.4, 2.5

¹⁵ Downtown Plan Chapter 5, Strategies 2.36, 2.37, 2.38

¹⁶ Downtown Plan Chapter 6, Southside Strategies 1.23

The Master Plan calls for additional parking to meet anticipated needs and accommodate expanded facilities.

Opportunity: “right-sizing” Mission Avenue as a multimodal street

The addition of median stations on parts of Mission Avenue could address curbside station location space constraints as well as present an opportunity for lane reconfiguration on Mission to provide a more neighborhood-oriented streetscape that accommodates bicycles and pedestrians.

DKS Transportation Study

This study includes recommendations for improving and managing parking in downtown and the University District. The study recommends considering new metered parking areas in Browne’s Addition on the west end of the corridor and in the University District along Riverpoint and Spokane Falls Drive. Strategies to manage parking include variable pricing, electronic signage to provide real-time information on off-street parking utilization, and providing special stalls for alternate fuel vehicles. The study does not include recommendations for constraining parking supply.

Downtown Parking Study (2010)

The Parking Study reiterates strategies from the previous 2005 study and includes new strategies intended to manage parking in downtown Spokane. The updated parking study focuses on policies that better manage the existing parking supply by adjusting parking rates based on demand, and by strategically increasing supply. Policies in downtown relevant to this item include:

- Establish parking management zones in downtown
- Adopt the “85% rule” – adjust pricing and other management strategies to achieve 85% occupancy
- Adjust parking rates to match comparable markets

The plan also encourages development of transportation demand management strategies to reduce demand for parking.

Table 4. Parking policies: strengths, needs, and gaps

Strengths	Needs/Gaps
<ul style="list-style-type: none"> • The Parking Study calls for better management of parking and ensuring that parking is priced at market rates. • The Downtown Plan encourages redevelopment of existing surface parking lots. • Zoning code has provisions for managing parking and reducing new parking – see section below. 	<ul style="list-style-type: none"> • Generally, plans call for additional parking with little provision for Transportation Demand Management (TDM) strategies or other provisions (parking cash-outs, etc.) to manage demand. The City and University District will be engaged in developing a comprehensive parking strategy for the University District in 2016. • Comprehensive Plan, Downtown Plan, and the Downtown Parking Study lack parking management and reduction strategies. • The Downtown/University District Transportation Study includes strategies related to parking management, but no specific parking management and reduction strategies. • The U-TAP program has been successful in encouraging transit ridership among students. However, there are opportunities to create more stringent parking policies that encourage transit use (e.g. freshman parking bans, increased fees, reductions in supply).

Subfactor: supportive zoning regulations near transit stations

Zoning ordinances that support increased development density in transit station areas

This item looks at ordinances that support high density development at transit station areas. This item is focused on the station areas themselves, and areas within ¼ mile. The zoning types in these areas influence scoring for this item, including incentives for increased development. To receive a “high” rating for this item, the following requirements must be met:

- FAR greater than 10.0 for the central business district
- FAR greater than 2.5 for other commercial zones
- Permitted residential densities of at least 25 units per acre in residential areas

FTA guidance for scoring on this subfactor states:

Proposed station areas often encompass a wide variety of zoning categories. The greatest consideration is given to the zoning districts that: a) are in closest proximity to the station location, especially those within one-quarter mile; and b) cover the greatest amount of the station area. FTA applies judgment in considering the mix of zoning categories across the station areas when developing a rating.

Density

High density development is possible in the downtown, general commercial, and multi-family and high-density residential zones. FAR and maximum building height vary by zone. In general, there is no maximum FAR in the downtown core. Taller buildings are allowed by downtown zoning, with lower height limits in commercial and residential zones elsewhere along the CCL corridor. More specifically, zoning allows for the following maximum FARs and heights:

- Residential: 0.5 FAR and 35’ maximum roof height for all zones (no maximum FAR for high-density residential; height increases may be allowed through rezone – e.g. “RHD-55” in the Gonzaga University area). Most of the CCL outside downtown and GC zoning does not meet FAR requirements to receive a “high” rating. Minimum 15 units per acre in high-density and multi-family residential zones, maximum of 10 units per acre in single family zones. The number of allowable units per acre to receive an FTA “high” rating is 25 within ¼ mile of station areas. The Small Starts criteria do not consider height requirements.
- Commercial: 0.8 for neighborhood retail, 6.0 for office retail, and 2.5 FAR for general commercial. Height limits are between 35’ and 150’ depending on the zone. FAR greater than 2.5 in all commercial zones within ¼ mile of station areas is needed for a “high” FTA rating.
- Downtown core: no maximum FAR, no maximum height. This supports a “high” rating.
- Downtown general and downtown university zones: 6.0 FAR, maximum height of 12 stories; additional stories allowed as bonus. Current FAR limits support a “medium” or “medium high” rating.
- Form based code zone (Hamilton Street) – maximum heights of 35’ – 66’. Existing height limits on Hamilton Street support a “high” rating.
- Light industrial – no maximum FAR, 150’ maximum height

Incentives

Density bonuses are available to projects in the center and corridor zones. Applicants providing “major” or “minor” amenities, or a combination thereof, are eligible for an increase in the maximum FAR (up to 50% depending on the amenities provided).¹⁷ Note that incentives are considered more fully in the subfactor *tools to implement transit-supportive policies*, discussed below.

Table 5. Station area density zoning ordinances: strengths, needs, and gaps

Strengths	Needs/Gaps
<ul style="list-style-type: none"> • Downtown and residential zoning in the corridor (except single family zoning) supports a “high” rating. • Hamilton corridor zoning supports high-density development. • Density bonus mechanism exists in the centers and corridors zone (Hamilton Street) and downtown zones. • Commercial zoning in the corridor supports a “medium” or “high” rating for this Small Starts item. 	<ul style="list-style-type: none"> • Few development incentives exist in the corridor (such as expedited reviews, relaxation of some regulations) beyond FAR and height bonuses. • Height limits and maximum FAR in high-density and multi-family residential zones may challenge dense, transit-supportive development. • Single-family zoning in the Chief Garry neighborhood is not conducive to dense residential development.

Zoning ordinances that enhance transit-oriented character of station area development and pedestrian access

This item assesses mixed-use zoning, minimum setbacks, active facades, and site design requirements that encourage transit-supportive station area development, in addition to pedestrian-friendly design guidelines and mechanisms for enforcing guidelines. Here, we discuss code provisions in the corridor related to improving the transit-oriented character of land adjacent to the Central City Line.

Design review

Section 17G.040 describes design review procedures for development. Design review is required for most new development and some redevelopment in downtown zones; for all public projects; within gateway areas as defined in 17G.040-M1; and in centers and corridor zones along Hamilton Street if the applicant seeks to deviate from an adopted design standard. The Design Review Board makes recommendations to the planning director of building official on applications that require design review.

Mixed-use zoning

In general, the downtown, centers and corridors, commercial, and light industrial zones expressly allow a variety of uses, as does the form based code zone (Hamilton Street). Light industrial zones only allow residential uses under limited conditions. The residential zones in Browne’s Addition and Chief Garry Park generally do not support mixing of uses, though some non-residential uses are conditionally allowed.¹⁸

Setbacks

Off-street parking in downtown zones is not allowed between the building and the street on Type 1 and 2 complete streets (see figure below).¹⁹ Similar rules prohibit parking between buildings and the street in the Hamilton Street form based code zone.²⁰ Recent changes to the centers and corridor zones

¹⁷ SMC 17C.122.090
¹⁸ SMC Title 17
¹⁹ SMC 17C.124.340(B)
²⁰ SMC 17C.123.040(F)

require buildings to face the street and do not allow parking between the building and street. Additionally, in downtown zones, most streets (except Type 3 streets in DTU and DTD zones) have no minimum setbacks, and 70% of the first floor of buildings must come up to the edge of the property line. Commercial, residential, and industrial zones outside of these areas do not have provisions *requiring* buildings to face streets, but properties in these zones may have zero-lot-line front setbacks.²¹

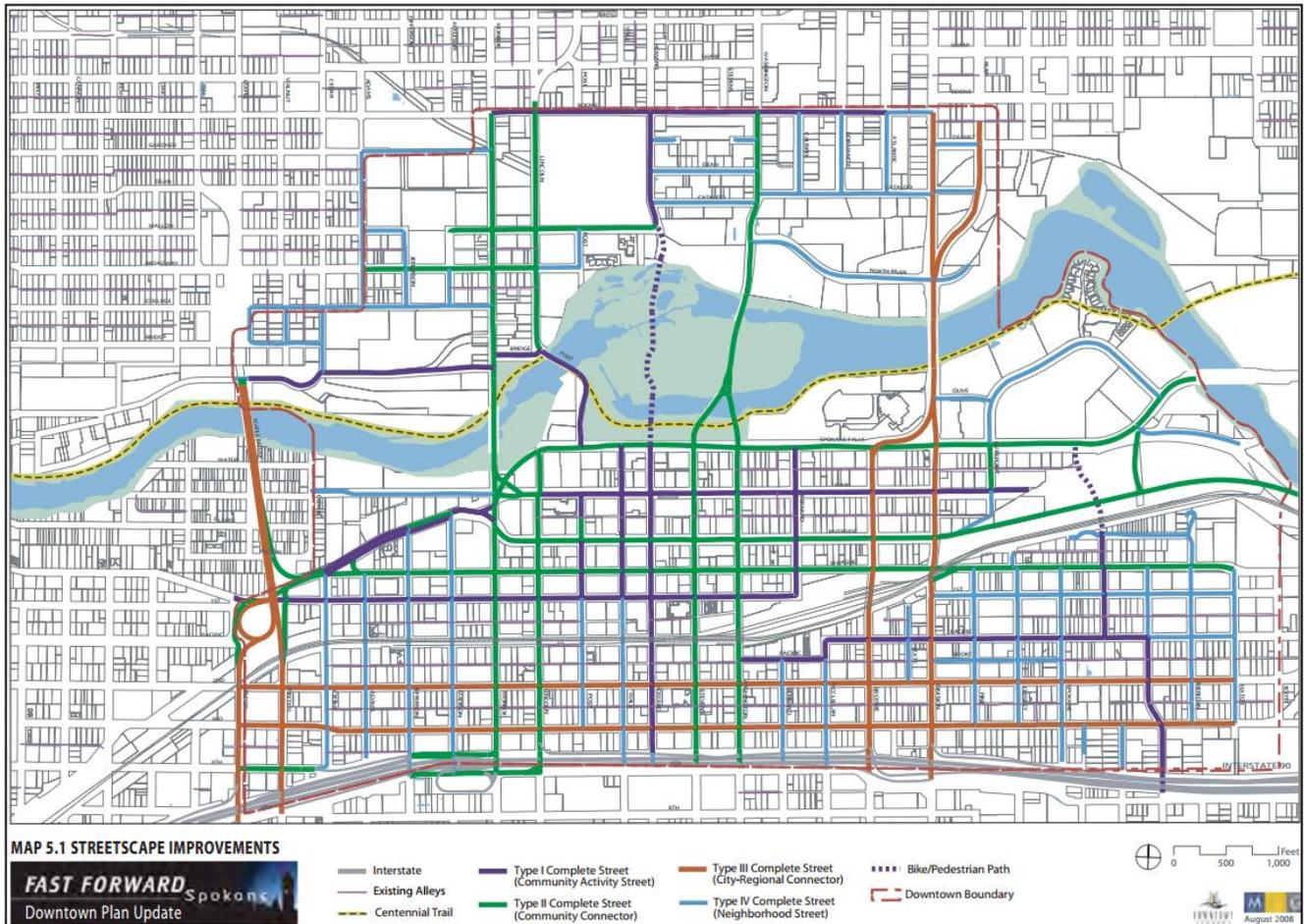


Figure 3 Downtown Streetscape Improvement plan

Pedestrian environment

Hamilton Street just east of the CCL corridor is designated a “Type 1” street.²² Type 1 streets must have on-street parking and wide sidewalks separated from traffic by planting strips. Other streets in the form based code zone have similar street requirements for pedestrian facilities. 17C.123.050 also contains requirements for enhancing the pedestrian experience, including requirements for amenities like benches, lighting, and plantings.

Street trees and landscaping that separates sidewalks from the traveled way are required in all zones in the CCL corridor (and vaults/planting areas are required downtown).²³ Lighting is required along all

²¹ SMC 17C.130.210, 17C.110.340, 17C.120.21

²² SMC 17C.123.030

²³ SMC 17C.200.050

sidewalks in residential zones.²⁴ In downtown and commercial zones, large buildings must provide courtyards or plazas with pedestrian-friendly design features such as seating.²⁵ Multi-family development must adhere to the design standards of 17C.110.400 through 17C.110.465 that require pedestrian-friendly plazas, screening parking structures from the street, and providing street trees to enhance the pedestrian experience.

Buildings

In downtown zones, at least 50% of the street frontage must be retail, office, or civic uses. SMC 17C.124.500 through 17C.124.590 contain design requirements that contribute toward development of visually appealing buildings that enhance the streetscape and that facilitate pedestrian access. Design standards for commercial, multi-family, and form based code overlay zones require building articulation and active facades, as well as prominent entrances. The form based code overlay zones have the strongest design requirements along the CCL corridor.

Table 6. Transit-oriented station area zoning: strengths, needs, and gaps

Strengths	Needs/Gaps
<ul style="list-style-type: none"> • Downtown zones have provisions for ensuring minimal setbacks from the street. Most non-residential zones allow for zero-lot-line setbacks. • The Hamilton Street area has strong code provisions requiring pedestrian-friendly development, mixed uses, and other transit-supportive features. • High-density and multi-family residential, commercial, and downtown zones have design requirements that support active facades, pedestrian-friendly development, and other transit supportive features. • A design review process is in place to enforce design guidelines under certain conditions. 	<ul style="list-style-type: none"> • Mixed uses are not expressly allowed in the predominantly residential zoning in the Chief Garry and Browne’s Addition neighborhoods. • Except for the Center and Corridor zones, Commercial, industrial, and non-residential zones outside of downtown do not disallow parking in the front of lots. • In zones outside of downtown and the Hamilton Street area, there are no maximum setbacks from the street prescribed.

Zoning allowances for reduced parking and traffic mitigation

This item examines ordinances that support reduction of parking minimums, parking maximums, or parking reductions granted to developments near transit stations. This item is specific to code, and as such, we discuss only the City’s municipal code here.

Parking

Several code sections pertain to parking minimums, maximums, and development of parking in general. Chapter 17C.230 specifies general parking requirements. These standards apply to the downtown, commercial, industrial, center and corridor, and residential zones present in the CCL corridor. Downtown zones and the Hamilton Street corridor (form based code zone) have special regulations pertaining to parking.

City code contains several provisions that reduce parking requirements and limit the number of off-street parking stalls allowable:

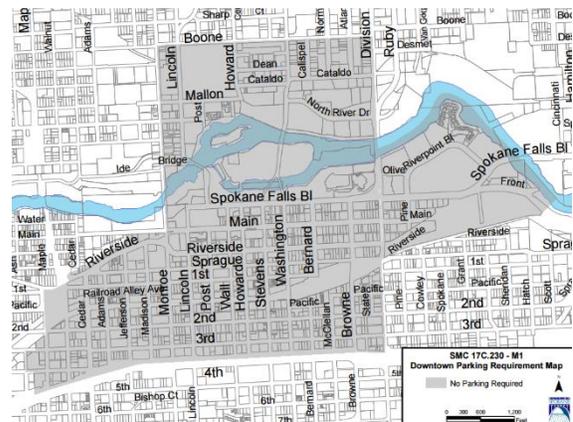


Figure 3. “No parking required” zone in downtown

²⁴ SMC 17C.110.520

²⁵ SMC 17C.120.580

- There is no minimum parking requirement for development in all downtown zones. This applies to the area shown in Figure 4. The maximum ratio is 3 stalls per 1,000 feet of gross floor area.²⁶
- Small areas of neighborhood retail zoning in Browne’s Addition and the Chief Garry neighborhood have no parking requirements for small buildings²⁷
- The Planning Director may approve parking ratios that are lower or higher than those prescribed in code if the development “contributes toward a transit or pedestrian friendly environment.” The frequency of transit service is a contributing factor to this decision.²⁸
- There are parking maximums for off-street surface parking in all zones. However, parking provided as part of a parking structure does not count toward the maximums
- Residential zones are generally required to have 1 off-street stall per housing unit, plus additional stalls if more than three bedrooms in a unit.²⁹ These standards apply to residential zoning in the Browne’s Addition and Chief Garry neighborhoods. The parking requirements of the Hamilton Street section of the CCL corridor (in the form based code zone) generally call for parking maximums and no minimums with non-residential uses, with a minimum of one stall per dwelling unit provided for residential (this is a reduced parking requirement as compared to residential zoning in the rest of the city).
- On-street parking adjacent to a property may also be counted towards the required parking for that property.
- Bicycle parking may substitute up to 10% of required parking in all zones; five bicycle parking stalls results in a reduction of parking stall required³⁰
- Shared use of non-residential off-street parking is permitted in all zones.³¹ If shared parking arrangements are established for any development, the Planning Director may reduce or waive parking requirements.³²
- Office, industrial, and institutional uses with more than 20 parking stalls must reserve at least 5% of stalls for carpools³³

Opportunity: formalize and strengthen policy to guide discretionary waivers of parking minimums

City code currently allows for discretionary parking waivers to support development – but policy supporting these provisions could be more specific, including a preference for waivers along the CCL. This could result in less uncertainty for the development community

²⁶ SMC Table 17C.230-2

²⁷ SMC 17C.230.130(B)

²⁸ SMC 17.230.130(C)

²⁹ SMC Table 17C.230-2

³⁰ SMC 17C.130.110(3)

³¹ SMC 17C.130.110(2)

³² SMC 17.230.130(D)

³³ SMC 17C.130.110C

Table 7. Parking reduction zoning: strengths, needs, and gaps

Strengths	Needs/Gaps
<ul style="list-style-type: none"> • Much of the downtown and the Hamilton Street area have no minimum parking requirements. • Some provisions exist (bicycle parking substitute, shared parking provisions) for reducing the amount of parking constructed with development. 	<ul style="list-style-type: none"> • Provisions that allow for reduced parking are mostly discretionary, contributing to uncertainty for developers. • Parking is required in all commercial zones (except neighborhood retail). • Parking provided in structures is not counted toward parking maximums. • There are parking minimums along much of the CCL corridor (except downtown, the Hamilton Street area, and neighborhood retail zones).

Subfactor: tools to implement transit-supportive policies

Regulatory and financial incentives to promote TOD

This item assesses codes that provide for regulatory or financial incentives to promote TOD, such as density bonuses, tax abatement, etc. Performance with respect to this item is generally based on the array of incentives present given market conditions. We examine this item as it pertains to municipal code.

Density bonuses

Density bonuses are available to projects in the center and corridor zones as well as all downtown zones. In center and corridor zones, applicants providing “major” or “minor” amenities, or a combination thereof, are eligible for an increase in the maximum FAR (up to 50% depending on the amenities provided).³⁴ In downtown zones, height bonuses are awarded through a number of mechanisms:³⁵

- Providing affordable housing;
- Two-story bonuses are allowed if the project provides alley enhancements, additional streetscape features, and other amenities;
- Four-story bonuses are allowed if the project provides additional building setbacks beyond the 7th floor, additional public space, public art, and other major amenities;
- Eight-story bonuses are allowed if greater than 50% of the total number of housing units is for affordable workforce housing, or if bicycle commuter facilities are provided.

Financial incentives

The “empowerment zones” and multi-family tax credits described below in the item *Adopted financing tools and strategies targeted to preserving and increasing affordable housing in the region and corridor* provide financial incentives for construction within the CCL corridor. Empowerment zones allow a reduction in utility hook-up fees for some development, and multi-family tax credits provide a credit for a certain number of affordable units.

³⁴ SMC 17C.122.090

³⁵ SMC 17C.124.220

Table 8. Regulatory and financial TOD incentives: strengths, needs, and gaps

Strengths	Needs/Gaps
<ul style="list-style-type: none"> Density bonuses in the center and corridor zones and downtown zones, multi-family tax credits, and reduced fees through the empowerment zones can encourage transit-oriented development along much of the CCL corridor. 	<ul style="list-style-type: none"> Outside of the Downtown and University District target investment areas, few other regulatory or financial incentives are available in the corridor. Height or density bonuses could be considered in other parts of the corridor.

Subfactor: tools to maintain or increase the share of affordable housing

Plans and policies to preserve and increase affordable housing in the region and/or corridor

This item looks at existing plans, policies, and regulations that seek to preserve and increase the stock of affordable housing in both the region and project area. Since this project will address local actions that the City and STA can take, we discuss local plans, policies, and regulations as they relate to this item.

Comprehensive Plan

The first section of the Housing chapter of the Comprehensive Plan has multiple policies addressing affordable housing:

- Encourage employers to develop or sponsor affordable housing units near places of employment;
- Include affordable housing within all new developments that include housing;
- Support public and private efforts to develop low-income and subsidized housing using federal, state and local aid;
- Support development of low-income housing funding mechanisms;
- Create partnerships with public and private lenders to find solutions to reducing financial barriers for constructing low-income housing.

Section 2 of the Housing chapter contains additional policies related to increasing the supply of affordable housing:

- Promote a diversity of housing types to ensure housing is available to all income levels;

- Allow accessory dwelling units (ADUs) where appropriate.

Downtown Plan

This plan has few policies related to affordable housing. Housing strategies 5.4 and 5.6 in Chapter 5 encourage the City to work with developers to bring affordable housing to downtown, and to leverage public and private funds to renovate deteriorated buildings for use as affordable housing. Strategy 4.3 in Chapter 6 encourages economic development funding for affordable housing in neighborhoods abutting downtown.

University District Master Plan

The Master Plan contains no specific policies or actions related to affordable housing.

Housing Study

Though the Housing Study is not an adopted policy document, it has a number of recommended strategies for spurring redevelopment in downtown, some of which also would support development of new affordable housing. They include:

- Special code for adaptive re-use of structures
- Loft overlay zoning
- Use of city-owned land for development
- Tax incentives
- Marketing

Opportunity: Apply policies set out in 2003 Housing Study

The Housing Study provides a number of policy, code, and implementation actions the city could take to increase multifamily housing and spur development in downtown and other areas of the corridor. These actions, and others, could spur development of more affordable housing as well.

Municipal code

The Browne’s Addition and Chief Garry neighborhoods are zoned residential, and accessory dwelling units are permitted in all zones subject to regulations.³⁶ In high density (Browne’s Addition) and multi-family zoning (along the Spokane River east of Hamilton Street), permitted residential densities are high. The Chief Garry neighborhood, zoned single family, has maximum densities of 10 units per acre, meaning minimum lot sizes are 4,350 feet.

Table 9. Affordable housing policies: strengths, needs, and gaps

Strengths	Needs/Gaps
<ul style="list-style-type: none"> • Accessory dwelling units are permitted in all residential zones, potentially increasing housing supply diversity and affordability. • Much of the corridor – downtown east and north through the University District – permits multi-family housing construction. • Comprehensive Plan policies are relatively strong on affordable housing. • The Housing Study includes recommendations that could be implemented to spur affordable housing and redevelopment in general. 	<ul style="list-style-type: none"> • Zoning in the Chief Garry neighborhood is not conducive to affordable housing due to large minimum lot sizes and lack of multi-family zoning. • Regulatory mechanisms requiring certain amounts of affordable housing with new development do not exist in the corridor. • City-level programs and incentives to encourage development of affordable housing could be strengthened in the corridor.

³⁶ SMC 17C.300

Adopted financing tools and strategies targeted to preserving and increasing affordable housing in the region and corridor

This item considers local funding opportunities, tax abatement areas, and other financial mechanisms in place to encourage development of affordable housing. It is important to note that the City’s Community, Housing, and Human Services Department and several regional non-profit organizations own and develop affordable housing. In addition, the Spokane Housing Authority provides for rent vouchers and own and operate housing.³⁷ The discussion below looks at plans and municipal code that additionally support affordable housing through different tools and strategies

Comprehensive Plan

The Economic Development section of the Comprehensive Plan contains a policy encouraging the City to engage in public-private partnerships to develop affordable housing.³⁸

University District Master Plan

The Master Plan contains no specific policies or actions related to affordable housing financing tools.

Downtown Plan

This plan contains no specific policies or actions related to affordable housing financing tools.

Municipal Code

SMC 8.15 describes multi-family tax exemptions. Much of the CCL corridor is within the multi-family tax exemption area, except for the eastern portions of the corridor along Mission Avenue (see Figure 5). The credits are generally available to multi-family projects of four or more units. Generally, an exemption lasts for 12 years, and the developer must commit to providing at least 20% of the units as affordable housing to low income and moderate income households.³⁹

SMC 13.03 and 13.04 describe “empowerment zones;” development within the zone is generally not subject to water and sewer hookup fees. Most of the CCL corridor is located within the empowerment zone. This credit is not specifically related to affordable housing, but does reduce the cost of development and could therefore provide a financial incentive for new affordable housing projects.

SMC 17F.040.040 allows for the Building Official to waive or modify certain construction requirements for affordable housing projects that could reduce construction costs.

SMC 08.10.230 – Urban Utility Installation Program provides a fund to finance infrastructure improvements for adaptive reuse of buildings in the downtown and Sprague Avenue areas including projects that incorporate affordable housing.

Commercial Rate Clarification Policy for existing buildings (Resolution 2014-0077 and Admin Policy 5200-14-04) provide that buildings located in a Commercial, Center and Corridor, or Downtown Zone may be billed for utilities at a commercial utility rate should the building have been previously billed at commercial rates. This policy provides an ongoing incentive for conversion of such buildings to

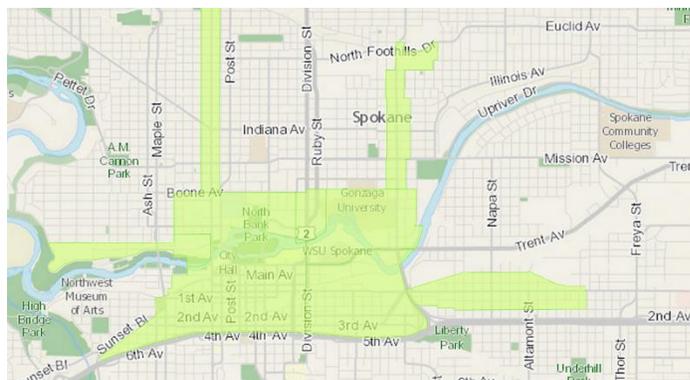


Figure 4. Multi-family tax exemption zone

³⁷ Email from Paul Trautman on September 28, 2015.

³⁸ Comprehensive Plan Policy ED 1.4

³⁹ SMC 08.15.090

residential uses by maintaining the utility rate at the commercial rate rather than the higher residential rate.

Finally, developers may receive a FAR bonus of 50% in center and corridor zones if at least 20% of units are set aside for low-income families, and building height bonuses are awarded for applicants that provide affordable housing.

Table 10. Financing tools and strategies: strengths, needs, and gaps

Strengths	Needs/Gaps
<ul style="list-style-type: none"> • Multi-family tax exemptions along much of the corridor and the empowerment zone fee waivers provide financial incentives for affordable housing. • Several governmental and non-profit organizations exist to support and develop affordable housing in the CCL corridor. 	<ul style="list-style-type: none"> • Browne’s Addition and the Chief Garry neighborhood are not included in the multi-family tax exemption area. • Other financial tools exist that could be adopted at the city level to encourage construction or preservation of affordable housing. • Little policy language specifically addresses affordable housing financial tools and other incentives.

Extent to which local plans and policies account for long-term affordability and the needs of very- and extremely-low income households in the corridor

Because some affordable housing has affordability restrictions that expire, this item looks at policies, plans, and programs that aim to ensure long-term affordable housing stock, and looks at policies related to ensuring housing for impoverished households into the future.

Comprehensive Plan

Policy H2.4 allows for development of single-room units in downtown Spokane and other areas where high density housing is permitted. This type of housing often serves very low income and homeless individuals. Policy H 2.7 supports development of tax reforms, such as tax increment financing and reforming how property taxes are assessed for residential property, to help preserve low-income housing.

University District Master Plan

The Master Plan does not specifically address long-term affordability or needs of very low income households.

Downtown Plan

This plan does not specifically address long-term affordability or needs of very low income households.

Municipal Code

SMC 8.15, mentioned previously, provides for multi-family tax credits along much of the CCL corridor. Applicants must certify at least 20% of the units as affordable housing each year in order to receive the tax credit for the entire 12 years.

Table 11. Long-term affordability policies: strengths, needs, and gaps

Strengths	Needs/Gaps
<ul style="list-style-type: none"> Multi-family tax credits require annual certification for the duration of the credit (twelve years maximum), encouraging longevity of affordable housing. 	<ul style="list-style-type: none"> No policy is in place to encourage affordable housing within transit corridors. Few other policies/code explicitly address long-term affordability of housing in the corridor. No plans reviewed have explicitly determined affordable housing needs within the corridor. However, the city has previously conducted a housing study that made a number of recommendations for increasing the supply of multi-family housing in downtown.

Summary

In addition to providing mobility benefits to residents, employees, visitors, and transit dependent persons throughout the corridor, implementation of the Central City Line is likely to strengthen existing economic redevelopment already underway. Much of the corridor – including downtown, Browne’s Addition, and much of the University District – has existing land uses conducive to a major transit investment. In addition, strong policies and code provisions are in place throughout the corridor to help ensure transit-supportive development occurs along the route. Enhancing and strengthening these policies in select locations will improve the CCL’s competitiveness for federal Small Starts funding, and help ensure strong ridership and successful implementation of the project.

This memo highlights several opportunities for potential policy changes to support a Small Starts application and help make ensure successful implementation of the CCL, including the following:

- Redevelopment opportunities:** pockets of opportunity within the Chief Garry neighborhood along Mission Avenue area in the corridor present opportunities for transit-supportive land use changes coupled with development incentives to activate the market along Mission. Small areas of commercial zoning along Mission Avenue (such as around the intersection of Mission and Napa Street) present prime opportunities for new development. The Trent and Hamilton Employment center including the area between Cincinnati Street and Hamilton Street also presents an opportunity to examine changes to better implement the Center designation and encourage more transit-supportive land uses.
- Affordable housing:** there are some code provisions in place – such as height bonuses for development in downtown – that encourage development of affordable housing. However, new policies and code provisions (especially those that provide more “tools” like financial incentives) related to affordable housing could be deployed in several corridor locations. New policies could also support the work being done by the Housing Authority and local non-profit organizations to increase the supply of affordable housing.
- Parking:** Small Starts criteria look at the extent to which plans, policies, and code encourage reduced parking with new development, in addition to active management of parking. The current code contains provisions for reducing parking requirements under certain conditions, and new development in much of downtown does not require parking. However, opportunities exist to make code provisions less discretionary and provide more certainty to developers.

In addition, transportation demand management programs that constrain parking supply (especially for higher education institutions), enhanced shared parking provisions, among other policies and programs, could be applied in certain areas along the corridor.

- **Pedestrian and ADA Transition plans:** the City has an adopted ADA Transition Plan and is working on a Pedestrian Master Plan. To increase success of the project and support the Small Starts grant, pedestrian and accessibility actions in the corridor would complement the Master Plan process and existing Transition Plan. Preliminary Engineering for the CCL will likely identify – and design solutions for – a significant number of ADA-deficient crossings in the corridor.
- **Design standards:** design standards and policies work to encourage pedestrian- and transit-friendly development in downtown and along Hamilton Street within the CCL corridor. New policies and code (such as requirements for building frontages and facades, public spaces, and pedestrian amenities) could set the stage for similar pedestrian- and transit-friendly development in other areas, including neighborhood retail areas in Browne’s Addition and along Mission Avenue, and on Cincinnati Street.

Building on the findings in this memorandum, the next two Strategic Overlay Plan tasks will identify potential land use, economic development, and parking policy changes to address the opportunities and gaps identified here.