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

Success is determined both on their unique and fundamental assets. In Downtown Seattle, we grow from a foundation of a

- **STUNNING NATURAL SETTINGS:** 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 Vancouver and from the Rocky Mountains to the Pacific Rim.
- **PLATFORM FOR INNOVATION:** Downtown Seattle is a magnet for talent, and ambitious 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焦点 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 width and influential presence to catalyze collective action (information).
- **CONVENER:** DSA brings diverse interests together to explore issues, confront challenges, identify common agendas and implement goals.
- **PARTNER:** DSA participates in strategic alliances among economic sectors, Downtown neighborhoods, and community organizations and around common interests.
- **STEWARD:** DSA provides the long-term persistence and continuity to address Downtown’s challenges and opportunities.

THANK YOU TO OUR STRATEGIC PLAN PARTICIPANTS

Barb Wilson, City of Seattle, Department of Planning & Development
Trevina Wang, Seattle Department of Transportation
Ruvane Richman, Market Optical
Diane Vincent, Downtown Resident
Cheryl Spink, Millstream NW
Elena Arosteguy, General Grown Properties
Patty Isacson Sabee, Experience Music Project|Science Fiction Museum
Martha Choe, Bill & Melinda Gates Foundation
John Gascon, Principal, JAG Design
Richard Conlin, Seattle City Councilmember
Victoria Schoenburg, City of Seattle, Parks & Recreation
Tom Albro, Port Commission
Christina Orr-Cahill, Experience Music Project|Science Fiction Museum
Kathleen Wilcox, Kathleen P. Wilcox & Associates LLC
Angela Matthias-Ocon, Gap
Stacie Byars, Washington Biomedical & Biotechnology Association
Natalie Price, Price Public Relations
Bill Hobson, Downtown Emergency Service Center
Ralph Morton, Seattle Sports Commission
Frank Fineran, Frank Fineran & Company
Bill Hallerman, Josephinum Associates
David Graves, Seattle Parks & Recreation
Michael Brown, The Seattle Foundation
Shelby Brammer, Downtown Resident
David Okimoto, United Way
Kelli Warner, Metropolitan Improvement District
Lisa Dixon, The Alliance for Pioneer Square
Lauren Fish, Metropolitan Improvement District
Kristin Mattison, Downtown Seattle Association/Metropolitan Improvement District
James Neal, Talon Private Capital
Michael Cleveland, South Lake Union Chamber of Commerce
Marc Jones, Seattle Center
Bill Weise, Silver Cloud Seattle Stadium
Darrell Bryan, Clipper Navigation, Inc.
Zach Howard, Commute Seattle
J. Michael Rona, Rona Consulting Group
Gene Duvernoy, Cascade Land Conservancy
Adam Hasson, Samis Land Company
Jeff Lilley, Union Gospel Mission
Steven Van Til, Vulcan
John Mason, Downtown Resident
Andy Fife, Shunpike
Dan Brettler, Car Toys
Lindsay Pesheck, Downtown Seattle Association
Cary Clark, Argosy Cruises
Don Dennis, Hotel Deca Seattle
Susan Jones, Atelierjones
Susan Darrington, Qwest Field
Mike Meckling, Nuemos
Joe Regis, City of Seattle, Central Budget Office
Patrick Gordon, ZGF Architects LLP
Paul Dobosz, Metropolitan Improvement District
Lesley Bain, Weinstein A/U
Jon Fine, United Way of King County
Michael Malone, AEI Music Network, Inc.
Bart Waldman, Seattle Mariners
Diane Sugimura, City of Seattle, Department of Planning & Development
Elise Chayet, Harborview Medical Center
Shannon Sheron, Red Lion Hotel
Carlee Nillian, Downtown Resident
Travis Rosenthal, Tango
Allison Binder, Commute Seattle
Scott Rusch, Fred Hutchinson Cancer Research Center
William Bain, NBBJ
Jenne Neptune, Alexis Hotel
Jim Gore, Puget Sound Blood Center Research Institute
David Parker, Downtown Resident/Denny Triangle
Ruri Yampolsky, City of Seattle, Public Art Program Director
Robyn Magda, Metropolitan Improvement District
Skip Rowland, Urban Enterprise Center
Misty Malone, Downtown Seattle Association
Marcus Lalario, HG Lodge
Bret Matteson, Columbia Hospitality
Robert Sexton, Wells Fargo
Shannon Roach, The Vera Project
Kathy O’Kelley, Hines

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 next urban-experience in the country connecting our waterfront to the Pike Place Market, Belltown, confluence park and cultural attractions. Yet the Downtown core’s livability was more than a decade ago with the northwest horizon bagpiping sites, 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 downtown core and the inter-regional Downtown International District is a major concern of the Downtown community. High vacancy, a limited supply of housing, long-term capital 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’s Downtown’s Central Park, and a regional place for family fun. As such, its health is very important in Downtown Seattle’s future. Seattle Center is beginning implementation of a long-term vision for its future, and DSA will support the 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 on the premier hub for a global business. Downtown is to be licensed for industry sectors which have potential for continued growth, and which will enhance the region’s competitive advantage. DSA will work with partners, such as the City’s Office of Economic Development, inter-agency, and the Port of Seattle Regional Council.

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

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.

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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 downtown core’s livability and safety, and for providing crucial funding for Downtown marketing, events, correct wayfinding and other economic development programs. DSA will launch a new phase to renew the MID in 2013 in order to continue its impressive 12-year history of services for Downtown.

5. Family- & Kid-Friendly Urban Core

More than 1,000 children currently live in Downtown. Attracting and retaining young families is a top priority for making Downtown a desirable and healthy neighborhood for all. However, many barriers-such as fun parks, playgrounds for kids, safe walking in Downtown. DSA will convene Downtown families and develop a strategy to make Downtown a more family-friendly for residents and visitors alike.

TRANSPORTATION

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

1. 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 high levels of construction impacts and congestion. The tunnel’s design achieves these goals. DSA will continue to help move this project toward completion.

2. Circulation Between Neighborhoods

Circulation among Downtown neighborhoods can be difficult, and transportation options are not well understood. For example, it is easier to drive downtown from Pioneer Square to South Lake Union than to figure out the best 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.

3. Multi-Modal Access

A vibrant and growing Downtown is at the core of Seattle’s strategic goals, therefore significant new parking in Downtown is neither sustainable nor necessary. New circulation options, including improved public transit, should be designed to complement other modal parking needs. To use alternative modes to driving alone – yet transit funding is at a critical level, and employers and property owners are often not aware of how to encourage employees to choose other modes of transportation. DSA will champion resources to preserve all modes of transit and support commute reduction programs.

URBAN ENVIRONMENT

Create a 24/7 urban experience that is inviting, clean and safe for everyone

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