



**Meeting Agenda**  
**City Council Extended Study Session**

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Monday, November 9, 2015

6:00 PM

Public Safety Training Center - 1838 116th Ave NE

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**Joint Workshop with the Council and Planning Commission**

**1. Executive Session**

- a) [15-419](#) Potential litigation (approximately 20 minutes)  
*Note: To be held at end of meeting.*

**2. Approval of Agenda**

**3. Communications - Written and Oral**

*Note: There will be no opportunity for Oral Communications.*

**4. Study Session Items**

- a) [15-420](#) Incentive Zoning Workshop  
*(For information and discussion. Staff seeks direction to form a set of Council Principles to guide the incentive zoning update.)*

**5. Mini-Consent Calendar**

- a) [RES 9001](#) Resolution authorizing execution of a professional services agreement with SFE Global Incorporated to provide services, for the Flow Monitoring for Inflow and Infiltration (I&I) project, in the amount of \$196,880 (CIP Plan No. S-67).
- b) [RES 9002](#) Resolution authorizing execution of a professional services agreement with CH2M Hill Engineers, Inc. for engineering services, for the Kelsey Creek - NE 8th Street Culvert Replacement Preliminary Design and Permitting project, in the amount of \$626,043 (CIP Plan No. D-105).

**6. Council Discussion of Upcoming Items**

**7. Continued Oral Communications**

*Note: There will be no opportunity for Oral Communications.*

City Council meetings are wheelchair accessible. American Sign language (ASL) interpretation is available upon request. Please phone 452-7810 by noon Wednesday preceding the Monday night meeting. Assisted Listening Devices are also available upon request.





# MEMORANDUM

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DATE: November 9, 2015

TO: Mayor Balducci and Members of the City Council

FROM: Chris Salomone, Director  
Dan Stroh, Planning Director  
*Department of Planning and Community Development*

Bob Hyde, Deputy City Attorney  
*City Attorney's Office*

SUBJECT: **Incentive Zoning Workshop**

The majority of tonight's City Council meeting is dedicated to a Workshop on incentive zoning, through a joint meeting with the Council and Planning Commission. This Workshop follows up on Council direction received during the Council's review of the Downtown Livability CAC recommendations. The Workshop is an opportunity for the Council and Commission to align their thinking with respect to updating the incentive zoning system for Downtown, before the Commission begins their detailed work.

The Workshop format is fairly informal, and is intended to provide plenty of time for Council and Commission discussion. It is divided into three main segments, each with a staff presentation followed by questions and discussion among the Council and Commissioners:

- The first segment will cover the foundations of incentive zoning, including its unique role in the city's planning and regulatory structure, its legal and policy underpinnings, and examples of how incentive zoning has been used in other jurisdictions.
- The second segment will focus on the specific application of incentive zoning in Downtown Bellevue, including an evaluation of the current system, stakeholder feedback about challenges and opportunities, and CAC recommendations for the update.
- The third segment is an early opportunity for the Council and Commission to discuss the considerations that should be included in the Principles to guide the update. Typically the Council provides a set of Principles for an effort of this sort; these serve as general guidance to keep the staff and Commission on track as the update moves through detailed analysis, development of alternatives, and selection of a preferred approach.

The outcome of this workshop should be a thorough grounding in the incentive zoning system for Downtown and the challenges in updating the system, along with initial thoughts on the Principles for updating the system. Following the Workshop, the Council is expected to formalize the Principles guiding the update, and present these as guidance to staff and the Commission at a future meeting.

Staff is looking forward to tonight's Workshop, and to moving this important work forward.



# Agenda

## Joint Council/Commission Workshop on Incentive Zoning

### Introduction and Goals for this Workshop (Mayor Balducci)

- ❖ Increase Council/Commission’s knowledge and understanding of incentive zoning
- ❖ Align Council and Commission approach to the update—so Commission’s work is on track and time is well spent
- ❖ Set expectations for general approach/methodology for incentive zoning update

### 1. Foundations of Incentive Zoning (Staff)

- Role of incentive zoning in plan implementation
- Bellevue policy foundations ..... Attachment 1
- Legal foundations
- Density, amenities, and incentive zoning—connecting the dots..... Attachment 2
- Incentive zoning case studies from other cities ..... Attachment 3

### Discussion/Q&A (Council and Commission Members)

Thoughts about the unique role that incentive zoning should play in Bellevue’s fiscal/implementation strategy?

Are any examples from elsewhere particularly instructive for Bellevue’s update?

## **2. Bellevue's Incentive Zoning System (Staff)**

- History of incentive zoning in Bellevue..... Attachment 4
- Examples of amenity incentive system project calculations ..... Attachment 5
- Downtown Livability CAC recommendations for the update ..... Attachment 6
- Challenges for the update

### **Discussion/Q&A (Council and Commission Members)**

What has worked well in Bellevue's existing incentive zoning structure? What not so well?

What should we be incentivizing in the future?

Thoughts about the alternative methodologies that should be studied?

## **3. Principles to guide the update (Staff Introduction)**

### **Discussion/Q&A (Council and Commission Members)**

The Council will be issuing a set of Council Principles to guide the incentive zoning system update. What are some of the key thoughts that should be included?

### **Follow-up/Next Steps (Staff and Mayor Balducci)**

# Policy Excerpts from Bellevue Comprehensive Plan

## Current policy direction relating to use of incentives

### Downtown Subarea Plan:

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**POLICY S-DT-9.** Provide bonus incentives (related to permitted intensity, height, etc.) for private developments to accomplish the public objectives outlined in this Plan.

**POLICY S-DT-22.** Provide voluntary incentives for the replication or protection of historic façades or other significant design features when redevelopment occurs.

**POLICY S-DT-24.** Provide density incentives to encourage urban residential development throughout Downtown.

**POLICY S-DT-36.** Utilize development standards for building bulk, heights, setbacks, landscaping requirements, stepbacks, floor area ratios, open space requirements, and development incentives.

**POLICY S-DT-42.** Reinforce the emerging identity of 108th Avenue NE as the Eastside's business address. Provide incentives for private development and utilize public funds to create a dense office environment with supporting transit service and retail uses.

**POLICY S-DT-44.** Provide incentives for 106th Avenue NE to develop as Downtown's Entertainment Avenue. This area will include a concentration of shops, cafés, restaurants, and clubs that provide for an active pedestrian environment during the day and after-hours venues for residents and workers by night.

**POLICY S-DT-46.** Provide incentives for Bellevue Way to realize its vision as a Grand Shopping Street, with an exciting mix of retail shops, restaurants, hotels, offices and residential units.

**POLICY S-DT-52.** Provide incentives to assist developers in implementing a major unifying design feature.

**POLICY S-DT-54.** Provide incentives to reinforce unique characteristics of Downtown Districts to create pedestrian-scaled, diverse, and unique urban lifestyle experiences and options.

**POLICY S-DT-79.** Provide incentives to develop the intersection of 106th Avenue NE and NE 6th Street as a central location for public gatherings.

**POLICY S-DT-121.** Provide incentives for multifamily residential uses and neighborhood-serving retail and service uses within Perimeter Areas to provide stability both within the Downtown Subarea and within surrounding residential neighborhoods.

**POLICY S-DT-136.** Encourage convenient and frequent transit services and provide incentives for attractive waiting areas in Downtown in recognition that transit extends the range of the pedestrian.



## Density, Amenities, and Incentive Zoning—Connecting the Dots

For many years, the development of a high density city center has played a central role in Bellevue's growth strategy, as the city has worked to concentrate growth in the Downtown. This has helped take pressure off the city's traditional neighborhoods and created an economic dividend that has benefited the entire city. A key part of this approach has been to ensure that Downtown development is "done right"—that it is of high quality and creates viable, livable, and memorable places. This is captured in the Downtown Subarea Plan as the "Great Place Strategy."

The Plan recognizes that the localized impacts of concentrated development can be significant without careful attention to design and livability features. As densities increase, so does the need to ensure that the quality of design and amenities are sufficient to create livable neighborhoods. When higher density creates conditions for people living and working closely together, it is critical that this is done in a way that creates quality places that are safe, comfortable and inviting. Bellevue's Downtown Subarea Plan and Code have recognized this for many years.

Features linked to higher levels of density include:

- High quality design that is sensitive to its local context and potential impacts on surrounding properties, and adds to the overall quality of the urban experience
- Provision of open spaces that are essential to recreation, health, and enjoyment
- Environmental improvements that mitigate the concentrated use of energy, water and other natural resources; and impacts such as air pollution, greenhouse gas emissions, and the urban heat island effect
- A safe and comfortable pedestrian environment, which includes a rich and inviting public realm
- Provision of public spaces that provide opportunities for community gathering.

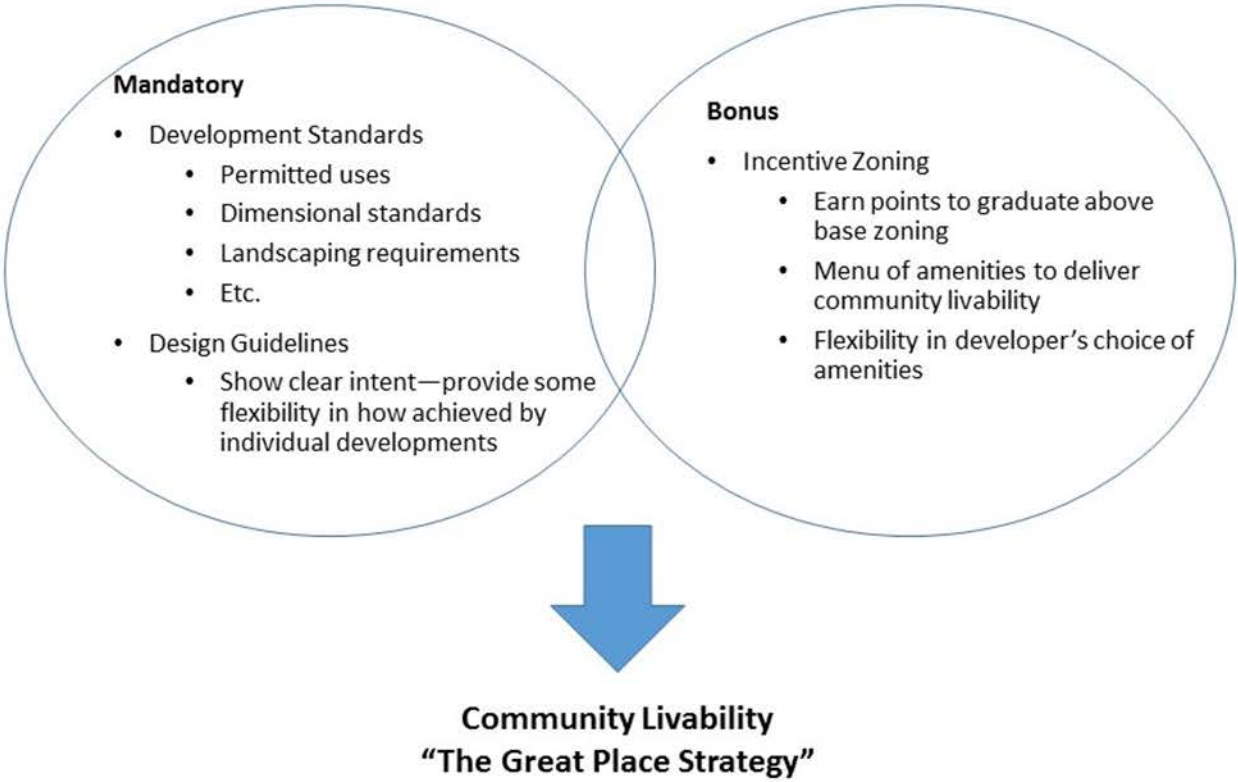
Through consideration of such factors, the City is able to work with the development community to ensure that each development addresses its impacts and adds to the whole, helping to create a livable community and contribute to the Great Place Strategy. The Land Use Code helps accomplish this through a variety of tools, including both mandatory requirements and incentive zoning.

Mandatory requirements include the Code standards such as the table of permitted uses, and dimensional standards for features like building setbacks and landscaping widths. Mandatory requirements also include adherence to a set of design guidelines that address urban design considerations. Design guidelines provide clear guidance for design outcomes, while allowing for individual variation among projects, rather than a "one size fits all" prescription.

Incentive zoning is another tool in the Land Use Code, which nests on top of mandatory development requirements. It establishes additional livability expectations that come into play when a development exceeds a base density and height. A menu of options is provided, which gives choice and flexibility for individual developments that graduate to "bonus" levels of density and height, ensuring that each development does its part to address its impacts and create a livable whole.

As the Downtown Livability project proceeds, it will be important to bear in mind the relationship between incentive zoning and other elements of the Code; and of utmost importance, consideration of the kind of community we are striving to create. The diagram below is a simple depiction of these elements.

## Land Use Code Elements



# INCENTIVE ZONING CASE STUDIES FROM OTHER CITIES

## Prepared by BERK Consulting

To assist with the review of Bellevue's amenity zoning system, it is useful to examine other cities' examples of incentive zoning programs. This section provides broader context for considering how to update the incentive system in Bellevue and is organized as follows:

- A select review of practices in other cities
- A brief discussion of general policy considerations that are common to most incentive zoning programs.

Although all cities have different needs, this review includes summaries of those incentive tools that have been implemented in Seattle, Portland, Denver, Chicago, and Vancouver BC.

## 1.1 EXAMPLES FROM OTHER CITIES

The structures of incentive zoning programs vary widely across jurisdictions, reflecting local differences in policy goals, market and political conditions, and enabling state legislation. In addition, each city's incentive zoning program varies in its "incentive-ness" or "inclusionary-ness" based on how mandatory or optional the program is for developers. For example, Seattle, Portland, and parts of the Chicago program are optional, while parts of Chicago, Denver, and Vancouver are more mandatory.

The following is a brief summary of incentive and/or inclusionary zoning programs for these selected cities.

### Seattle

The City of Seattle's incentive zoning program is primarily targeted at the provision of affordable housing. However, the program allows for other public amenities, which differ by geographic area. Affordable housing created through the program is intended to primarily serve Seattle's moderate-wage workers (those earning between 60% and 80% of area median income, or AMI).

There are two general provisions for the program. In zones with height of 85 feet or less, all benefit is direct to affordable housing. In zones with height greater than 85 feet, the benefit is split between affordable housing and other amenities. Commercial projects have 75% directed at affordable housing and 25% other benefits, and residential projects have 60% directed at affordable housing and 40% at other benefits. The other types of public benefits vary by zone but generally include open space, green street improvements, on-site amenities, or transfer of development rights (TDR to protect historic structures, create open space, or protection regional farms and forests), and child care facilities.

In addition, at certain threshold criteria, developers must also meet certain minimum requirements to use the incentive zoning program. These minimum requirements vary by zone, but generally include green building certification through LEED or Built Green and creation of a Transportation Management Plan.

The City also offers a fee in-lieu program but not in zones with less than an 85' height limit. Affordable housing provided on-site or off-site must be affordable for 50 years for a household making 80% of AMI for rental and 100% of AMI for occupant-owned units, except in Downtown where it is also 80% for occupant-owned units.

**Program Highlights.** To date, few projects have exercised the on-site performance option with only 44 units produced over the last five years that the program has been established. However, the fee in-lieu has generated \$28.6 M, which has been leveraged into over 1,000 affordable units throughout the city.

**Pricing Strategy.** The City uses a residual land value analysis to assess a developer's ability-to-pay threshold for additional square footage above the base zoning as a benchmark for pricing. To achieve extra floor area by providing affordable housing, the developer can do one or more of the following:

- Provide affordable housing units on-site or off-site equal to 15.6% of the extra floor area obtained for commercial floor area and 14.0% for residential floor area
- Pay a fee-in-lieu of \$18.75 per gross square foot of bonus floor area for commercial area or \$15.15 for residential (note: these fees are being increased in South Lake Union to \$24.43 and \$21.68, respectively, and are proposed to be increased in Downtown as well)
- Purchase transfer of development rights (TDRs) to preserve existing affordable housing (for commercial only)

The value of the fee-in-lieu is then used to calibrate the value of the other non-housing public benefits.

**HALA Recommendations.** While the incentive system already targets affordable housing, Seattle's Housing Affordability and Livability Agenda (HALA) advisory committee recently proposed a broad set of recommendations designed to improve and expand affordable housing opportunities in the city.

These recommendations were tied to objectives for both the overall production of units and the creation and preservation of affordable units. HALA crafted an action plan, or "roadmap" to help Seattle achieve its housing needs over the 10 years and respond to the needs of low-income households, rapidly increasing population, residents being priced out, and inequality in housing.

Of particular note to incentive zoning was HALA's recommendation for adoption of a mandatory inclusionary housing program that would continue to provide incentives for affordable housing but would also require a portion of new buildings to either include affordable housing or to pay for affordable housing to be built elsewhere (depending on the type and location of the development). The stated intention would be to mitigate the impact on demand for affordable housing attributed to the new development.

Other HALA recommendations pertaining to incentive tools include:

- Bonuses allowed for reduction or removal of minimum parking requirements for residential development where appropriate.
- Incentives for contribution to the Regional Equitable Development Initiative (REDI) revolving loan fund to support land acquisition.
- Incentives for conversion of condo units to long-term affordable homeownership units.
- A focus on areas with underused development capacity, with bonuses awarded for implementing area-specific incentives.
- Incentives for including family-sized units in developments (potentially through exempting a certain number of 3-bedroom or larger units from the FAR calculations).
- Incentives for existing owners to improve their properties in exchange for an affordability covenant.
- Expansion of the affordable housing incentive zoning through upzoning in specific areas (e.g. transition zones, near green belts and open space, near schools, and within walking distance of frequent transit), areas with significant underused development capacity, and areas where there is a need.

- Exploration of state legislation that allows incentives, such as tax exemptions, to acquire, rehabilitate, preserve or deepen affordability of existing housing. (*Housing Affordability and Livability Agenda, 2015*)

As of the date of this paper, the HALA recommendations are still making their way through the Seattle legislative process.

## Portland

The City of Portland has several different incentive zoning programs and transfer of development rights programs that allow additional density and/or building area for different parts of the city. A number of the incentives have been in place since 1988, when the program was first established. Relevant for this study is Portland's incentive zoning specific to the Central City Plan District, which generally includes the downtown, Pearl District, South Waterfront, Lloyd District, and Central Eastside. The purpose of the incentive zoning in the Central City Plan District is to realize the development of facilities and amenities that implement Portland's Central City Plan. The City's program for the Central City Plan Area includes bonus floor area for 18 different bonus options, such as providing amenities, desired uses, larger residential units, affordable housing, open space, and below grade parking. Projects may use more than one option in most cases. Portland has established specific target areas for different bonus options within the Central City Plan District.

**Program Highlights.** A 2007 study of the City's programs by Johnson Gardner found that Central City bonus options were used 63 times between 1988 and 2006. More than half (34) of the options used were the residential use bonus option. All other options were used much less frequently. Eco-roofs were the second most used option with six cases. In addition, a summary of remarks from private and public stakeholders generally agreed that the program could benefit from increased simplicity and flexibility.

Portland's bonus program competes with the transfer of development rights program in the Central City which provides developers with a different option to increase density beyond the base zoning. The transfer of floor area process is conducted through a negotiated process. A 2007 City study found that transfer options were often more competitive based on price because the negotiated process led to a lower price for additional floor area. The implications of this are that the bonus program may be underutilized and the program's goals of implementing the Central City Plan objections may not be fully realized.

**Pricing Strategy.** The City uses ratios of bonus floor area based on the amount of amenity provided. The implicit value of bonus FAR is equal to the difference in the residual value of land underneath the development, when considered with and without the bonus FAR. The program also has fee options for contributions to the Affordable Housing Replacement Fund or the South Waterfront Public Open Space Fund, which are set at \$20.50 per square foot of bonus floor area.

## Denver

The City of Denver's incentive zoning program, the Inclusionary Housing Ordinance (IHO), requires private developers that provide 30 or more for-sale units, either through new construction or substantial rehabilitation at one location, to provide a certain percent of affordable units through on-site, off-site, or fee-in-lieu methods. A variety of incentives, described below, are coupled with this requirement. There are exemptions and alternatives for buildings with smaller unit counts. In addition, projects with fewer than 30 for-sale home or rental dwelling units, may voluntarily request the incentives available through the IHO.

On-site and off-site compliance methods require the concurrent development of a number of Moderately Priced Dwelling Units (MPDUs) equal to 10% of the development. In most circumstances,

MPDU's are units affordable to households earning 80% or less of the area median income. These MPDUs must be sized (with two, three, and four bedrooms) in proportion to the development. For high cost structures, developers may be permitted to provide MPDUs that are of the same type as at least 90 percent of the market rate units in that development.

The IHO allows for three types of incentives for applicants developing MPDUs:

- **Standard cash incentives.** Each applicant developer is eligible to receive a \$5,500 rebate for each sale or rental MPDU. Incentives must be paid after the sale has closed and the claim made in the calendar year in which the sale occurs.
- **Enhanced cash incentives.** Applicant developers who provide MPDUs are eligible to receive a \$10,000 rebate for each for-sale unit that is affordable to households earning no more than 60% of Area Median Income (AMI).
- **Supplemental Density, Parking, and Expeditious review bonus incentives.** In addition to the standard and enhanced incentives above, applicant developers will be eligible for one or more supplemental incentives, which include a 10% density bonus, 20% parking reduction, and 180-day expedited review process, provided that provisions set forth in the zoning code and application requirements for expedited review are met.

**Pricing Strategy.** The fee-in-lieu is priced equal to 50% of the sales price per MPDU required that are not provided as part of the development. This price is based on an assumption that the profit margin on the sales of the MPDU would be no more than 50% of the sale price, thus making the effective cost of the MPDU less than that of the fund contribution. The sales price of the MPDU is based on the maximum sales price calculated by the city, not including homeowner association fees.

## Vancouver, BC

**Vancouver uses a system that is most removed from US examples, through extensive use of custom re-zones which reflect the different land use framework of Canadian planning. This is presented here by way of contrast with US incentive zoning systems, given that Vancouver is often held up as an international example of a livable city.**

Community Amenity Contributions help build amenities such as park space, libraries, childcare facilities, community centers, transportation services, cultural facilities, and/or neighborhood housing demonstration projects to support additional residents and employees in growing areas of the city. Developers are required to provide community amenity contributions, cash, or in-kind contributions, when the City Council grants rezoning privileges. Rezones are needed when the development of the property does not conform to current regulations in its zone. Rezoning can be done in three ways:

- Change to a custom site-specific zone, which is intended for special uses or forms of development. The City has over 400 sites that have their own custom zone.
- Change from one standard zoning district to another, which is less common and primarily used to implement a Community Plan.
- Change to the rules of what is allowed in the existing zone, also known as a "text amendment".

There is a process for determining which specific amenities should be provided that has to be approved by the City Council. The negotiation process creates significant uncertainty for developers, who are not aware of how much money they need to set aside for amenity contributions when planning their projects. Making the amenity contribution rate fixed would be easier for the developer. However, from the city's perspective, the benefit of the negotiation-based process is that every transaction reflects the land value at the current time and place, ensuring the City receives the correct level of benefit.

**Program Highlights.** Overall, Community Amenity Contributions have produced many projects including:

- Creating parks and community gardens,
- Restoration and preservation of heritage buildings,
- Funding affordable housing,
- Transportation improvements and greenways,
- Increased public library space,
- Increasing the availability of child care, and
- Providing more community and cultural amenities.

# Chicago

The City of Chicago has several different approaches to incentive zoning. Their program has evolved to more specifically focus on affordable housing while still covering many traditional urban design elements. The Downtown Affordable Housing Zone Bonus offers additional square footage for residential development projects in downtown zoning districts in exchange for affordable housing on-site or a financial contribution to the City's Affordable Housing Opportunity Fund. The FAR incentive program also covers an array of urban design elements.

In addition, the Chicago Public Schools Capital Improvement Program offers floor areas bonuses for construction of new public schools to promote private-sector participation due to issues of overcrowding and building decay of old public schools. Each program has a certain procedure and specific regulations that apply. The specifics of this program are negotiated on case by case basis.

Following a thorough review of the density bonus program in the early 2000s and responding to the need to create more affordable neighborhoods, the Affordable Housing Zoning Bonus was created in 2004 to support the City's Affordable Housing Opportunity Fund.

**Pricing Strategy.** The City of Chicago uses a few different methods for determining the prices for public benefits. One method is based on the ratio of square footage of amenity provided relative to the total lot size and FAR allowed. Another method uses a weighted equivalent cost-of-land approach, which set bonus floor area based on a developer's contribution for an amenity in relation to the value of the property within the appropriate geographic area. The City's affordable housing bonus also uses a separate method for on-site and off-site affordable housing.

## 1.2 POLICY CONSIDERATIONS OF AN INCENTIVE PROGRAM

All of the above programs are similar in that they try to offset the cost of providing a public benefit with some type of development incentive. In doing so, all the case studies needed to consider certain key policy factors. These will also be important considerations for Bellevue's incentive zoning update.

**Geography.** Some cities have restricted the program to certain areas or even to certain zones within an area. Further, some cities have different goals for different areas. Ideally this would be part of the discussion around program goals. Regardless, the structure and pricing of the program should be viewed within a broader context of where the City would like to incent growth while providing for the community benefits necessary to support higher levels of growth and activity.

Incentive zoning should be viewed from a program perspective relative to other places in the City and region where incentive zoning is in place so that overall city goals are supported (i.e. directing growth into desired areas). In addition, it should also be viewed through a development competitiveness perspective. On the latter, there are two sides to the issue: 1) the City would like to "price" development competitively in the region so that it realizes the investment envisioned as part of its long-term growth plans; while balancing, 2) the City's need to support the types of vibrant communities by creating high quality physical and social built environments where high levels of human activity can thrive.

**Incentive Zone Structure.** When developing the basic structure of an incentive zoning program, there are four key issues that will determine how the system will operate.

- First, the city must decide on where the base (or by-right) zoning ends and where the incentive zoning begins.

- Second, the city must decide how much of the total zoning envelope should be achievable by the incentive zone increment.
- Third, for the development bonus to be enough of an incentive, the existing zoning should be sufficiently low, but not so low that the validity of the base zoning is called into question. Likewise, density bonuses should be large enough to attract new development but not so large that new densities cannot be served by community infrastructure.
- Fourth, the city will need to decide if there will be some prioritization of benefits (e.g. incentive must be earned in a certain order) and whether certain incentives will be capped.

**Incentive Pricing and Implementation.** Pricing is the most complex (and often controversial) aspect of incentive zoning. Valuing both the cost of providing the amenity (or public benefit) and the value of the incentive (typically additional floor area) so that the bonus value exceeds the amenity value is a challenging exercise. The value of floor area is dynamic and subject to many different and volatile factors. The value of an amenity is also difficult to determine since “costs” also evolve and differ by amenity.

Regardless, investment and development cycles are dynamic and unpredictable, and the city may want to weigh strategies that provide some flexibility so that the program stays relevant over time.





## Downtown Livability

# Land Use Code Audit (6/19/2013)

## AMENITY INCENTIVE SYSTEM

**Key policy issue: How should the Amenity Incentive System be updated to meet evolving market conditions and integrate newer thinking about desired Downtown amenities?**

### 1. Summary of Code Provisions

The FAR Amenity Incentive System is one of the key land use regulations that apply to Downtown development. Through this system, a development provides public amenities in exchange for additional height and building area.

This ensures the provision of amenities that are essential to the creation of the urban environment envisioned by the Downtown Subarea Plan.

Each Downtown zoning district has a base and maximum height and FAR. The FAR Amenity Incentive System requires development to participate at a basic threshold level, and encourages greater participation in exchange for increased development potential, up to the maximum FAR limit permitted by the land use district.

The current incentive system includes 23 amenities, each with specific design criteria and a bonus rate that is used to calculate the amount of additional floor area earned. The bonus rate is based on the economic benefit of being able to develop more building square footage compared with the estimated cost of providing each amenity.

The following is the list of amenities with examples of the bonus ratios. See LUC 20.25A.030 for the complete list of ratios as they change depending on the land use district. For example, each square foot (SF) of a plaza earns 6 square feet of floor area in the DT-MU district and each linear foot (LF) of pedestrian oriented frontage earns 100 square feet of floor area. Examples below are all for the DT-MU district.

#### What is FAR?

FAR is a measure of development intensity expressed as the ratio of building floor area to land area. It is determined by dividing the gross floor area (GFA) of the building by the land area within the project limit (the development parcel). GFA equals the area inside the exterior walls of a building, excluding a number of elements: parking, mechanical areas, interior openings in floor plates (e.g., vent shafts, stairwells, and interior atriums). It also excludes ground floor retail, so that the resulting FAR measure for Downtown Bellevue may appear lower than the FAR measure in other jurisdictions.

#### *Example:*

Proposed GFA building of 200,000 square feet ÷  
land area of 50,000 square feet = 4 FAR

## List of Amenities with Bonus Ratios

Pedestrian-oriented frontage	100 SF/1 LF	Public meeting rooms	0.5 SF/1 SF
Plaza	6 SF/1 SF	Sculpture	5 SF/ea \$100 value
Landscape feature	8 SF/1 SF	Water feature	8 SF/ea \$100 value
Enclosed plaza	4 SF/1 SF	Pedestrian Corridor	16 SF/1 SF
Arcade	4 SF/1 SF	Child care services	16 SF/1 SF
Marquee	2 SF/1 SF	Retail food	2 SF/1 SF
Awning	0.5 SF/1 SF	Public restrooms	4 SF/1 SF
Landscape area	1 SF/1 SF	Performing arts space	10 SF/1 SF
Active recreation area	1 SF/1 SF	Space for non-profit social services	4 SF/1 SF
Residential uses	2 SF/1 SF	Donation of park property	4 SF/1 SF
Underground parking	0.5 SF/1 SF	Residential entry courtyard	4 SF/1 SF
Above grade parking under residential	4 SF/1 SF		

There are also “Basic Floor Area Requirements” contained in LUC 20.25A.020.C, to ensure that all Downtown development meets at least a minimum threshold. Qualifying basic amenities include: pedestrian-oriented frontage; landscape features; arcades; marquees; awnings; sculpture; water features; active recreation areas; retail food; child care services; plazas; and residential entry courtyards. These “basic” amenities also qualify for bonus FAR to allow development to reach maximum FAR and heights.

FAR transfer: Earned bonus floor area may currently be transferred to abutting parcels in common ownership, AND to other parcels in the Core Design District if earned for construction of the Pedestrian Corridor.

## Design Criteria

Each amenity has design criteria that must be met to earn the requested floor area. For example; A plaza is “a continuous space readily accessible to the public at all times, predominantly open above and designed for people as opposed to serving as a setting for a building”, must be adjacent to a sidewalk or mid-block pedestrian connection, visually and physically accessible, and provide wind protection and access to sunlight. It must be at least 20 feet wide and be at least 1,000 square feet, and provide seating and landscaping.

## 2. Current Policy Direction

(6/19/2013)

Current Comprehensive Plan policies that mention the use of incentives are itemized below:

**POLICY S-DT-9.** Provide bonus incentives (related to permitted intensity, height, etc.) for private developments to accomplish the public objectives outlined in this Plan.

**POLICY S-DT-22.** Provide voluntary incentives for the replication or protection of historic façades or other significant design features when redevelopment occurs.

**POLICY S-DT-24.** Provide density incentives to encourage urban residential development throughout Downtown.

**POLICY S-DT-36.** Utilize development standards for building bulk, heights, setbacks, landscaping requirements, stepbacks, floor area ratios, open space requirements, and development incentives.

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**POLICY S-DT-79.** Provide incentives to develop the intersection of 106th Avenue NE and NE 6th Street as a central location for public gatherings.

**POLICY S-DT-121.** Provide incentives for multifamily residential uses and neighborhood-serving retail and service uses within Perimeter Areas to provide stability both within the Downtown Subarea and within surrounding residential neighborhoods.

**POLICY S-DT-136.** Encourage convenient and frequent transit services and provide incentives for attractive waiting areas in Downtown in recognition that transit extends the range of the pedestrian.

### Economic Development Element:

**POLICY ED-18.** Encourage high quality design and urban amenities for public and private development, maintaining development standards to recognize that a quality built environment helps attract the talented workers who will sustain economic growth.

### 3. Implementation to Date

The following chart draws from 33 representative developments; these comprise a large share of developments that have used FAR incentives. They show the types and frequencies of amenity features that have been utilized.

#	Amenity Element	Bonus or Basic?	Notes
30	<b>Underground parking</b>	Bonus	A bulk of amenity points are earned through underground parking
28	<b>Pedestrian-oriented frontages</b>	Basic	Active ground floor uses along building frontages; stimulate pedestrian activity
18	<b>Marquee</b>	Basic	Permanent overhead weather protection elements over sidewalk and/or internal connections.
16	<b>Residential use</b>	Bonus	
16	<b>Plazas</b>	Bonus	Continuous open space, readily accessible to the public at all times
13	<b>Landscaped area</b>	Bonus	Outdoor landscaped area
13	<b>Landscaped feature</b>	Basic	Focus is to serve as a focal point and visual landmark, rather than as a specific location for pedestrian activity
9	<b>Arcade</b>	Basic	Covered area containing at least 50% of pedestrian oriented frontage
8	<b>Pedestrian corridor/ major pedestrian open space</b>	Bonus	This applies to projects located along the 6 <sup>th</sup> Street pedestrian corridor
7	<b>Above ground parking</b>	Bonus	Parking located above grade but under principle residential use.
5	<b>Enclosed plaza</b>	Bonus	Publicly accessible spaces with weather protection and receiving a substantial amount of daylight.
5	<b>Awning</b>	Basic	Fabric rooflike structure covering sidewalk or internal walkway.
5	<b>Active recreation area</b>	Basic in DT-R	An area providing active recreation for tenants
3	<b>Water feature</b>	Basic	Fountain, stream, or pool
2	<b>Residential entry courtyard</b>	Bonus, but basic on D/R streets	

#	Amenity Element	Bonus or Basic?	Notes
2	<b>Sculpture</b>	Basic	Placed near the main pedestrian entrance. Note that several additional projects have integrated visible sculptural elements, not included as a basic amenity element.
1	<b>Public meeting room</b>	Bonus	Must be available for public use and hold at least 50 people
0	<b>Child care services</b>	Basic in DT-R	
0	<b>Retail food</b>	Basic in DT-R	
0	<b>Public restroom,</b>	Bonus	
0	<b>Performing arts space</b>	Bonus	
0	<b>Space for non-profit social services</b>	Bonus	
0	<b>Donation of park property</b>	Bonus	

## 4. Observations

### Contributions to Downtown Livability -- Current Context & Relevance

#### What's working well?

Via basic and bonus provisions, the 33 representative developments have integrated a range of public amenity features. Specifically:

- Residential development: Downtown is the fastest growing neighborhood in Bellevue, with the number of housing units increasing tenfold over the past two decades. There are now over 7,500 housing units and an estimated 10,500 Downtown residents. This residential population has added significant pedestrian activity and vitality to Downtown, has reduced per capita transportation miles, and has added demand for a significant amount of retail and commercial space, including grocery stores, restaurants, and entertainment uses.



FIGURE 1. A substantial amount of residential development has been constructed in Downtown over the past 15 years.

- Structured parking: Nearly every recent Downtown development has incorporated underground parking (and some above ground parking) as an amenity bonus element. Underground parking has freed up generous ground level area for retail uses, open space and other uses that are contributing to Downtown’s livability.

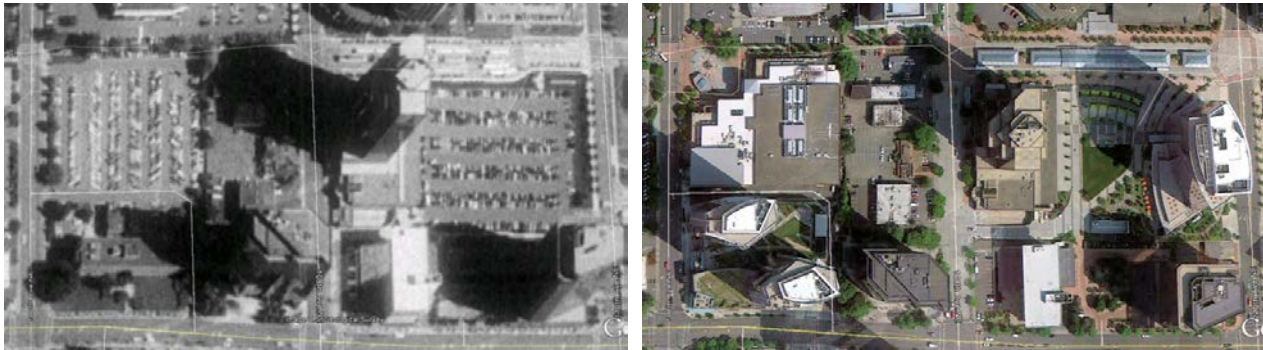


FIGURE 2. Comparing the amounts of surface parking and green spaces in 1990 and 2012 aerial photos of the super blocks between NE 4th and 6th Streets and 106th and 110th Avenues NE.

- Pedestrian-oriented frontages: Nearly every recent Downtown project has incorporated the pedestrian frontage provision. This includes pedestrian-oriented uses at street level building frontages.



FIGURE 3. Pedestrian-oriented frontage examples.

- Plazas: Sixteen different projects have incorporated outdoor plaza spaces as bonus (most) or basic features, and five projects have integrated enclosed plaza spaces. Collectively, all of these spaces have made a significant positive contribution to the livability of Downtown.



FIGURE 4. Examples of plaza spaces built under the amenity bonus system.

- Pedestrian Corridor: Eight projects have contributed to the pedestrian corridor’s development – one of the key defining features of Downtown.



FIGURE 5. Best segments of the Sixth Street Pedestrian Corridor.

- Several large enclosed public spaces incorporated into office and mixed-use buildings have contributed to the character and livability of Downtown.



FIGURE 6. Enclosed publicly accessible spaces Downtown, including the Wintergarden (left), Lincoln Square (middle) and Ashwood Commons/Elements (right), have contributed to the livability of Downtown.

- Other popular “basic” features that have been used include landscaped areas, arcades, marquees, and awnings – all of which are contributing to the livability of Downtown.

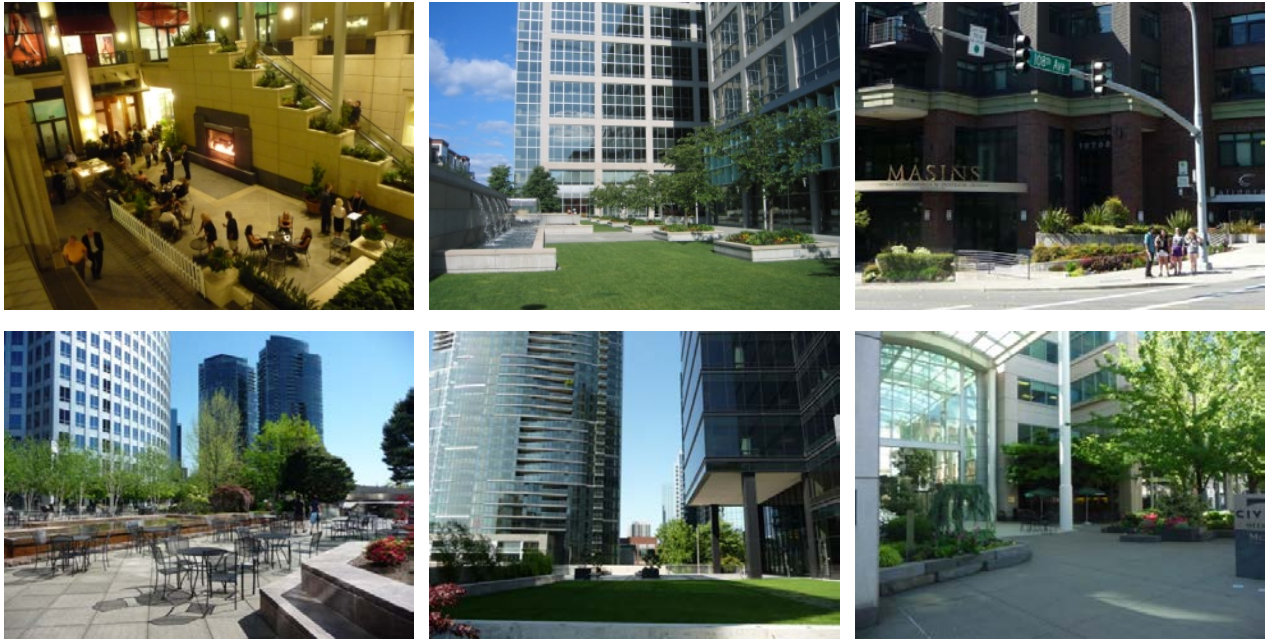


FIGURE 7. Other outdoor spaces that contribute to the livability of Downtown: The Bravern (upper left), The Summit (upper middle), landscaped entry plaza in front of Masins at Main Street and 108th Avenue NE intersection (upper right), plaza space behind the Symetra and Key Center Towers (lower left), landscaped area behind the Expedia Building (middle bottom), and the entry courtyard to the Civica Building (lower right).

## Room for improvement/new opportunities

- Downtown has developed a very significant children’s population (there are now an estimated 800 children under age 18 living in Downtown Bellevue), and there is a need for more amenities serving all ages. This coincides with new emphasis on the role of active spaces in achieving better public health outcomes. For ages 8 to 80, there may be a role for incentivizing additional public spaces for active uses now relatively rare in Downtown, such as sports courts, p-patches, or children’s play areas.
- As Downtown strives to place more emphasis on being memorable and building an even stronger identity and character, there may be new emphasis on incentivizing extraordinary skyline/rooftop architectural features, including design elements with the capability of becoming major identity features for Downtown.
- Some important amenity features have been developed in a sporadic manner. For example, weather protection elements such as arcades, awnings and marquees are optional features that could be included to meet the “basic” FAR requirements. While many projects incorporate some amount of weather protection, a walk around even newer developments in the rain will show a significant need for more weather protection in the Pacific Northwest climate.
- Newer thinking and innovations have not been incorporated into the Amenity Incentive System. For example, concepts from the Great Streets initiative and the Downtown Charrette would be good candidates for the incentive system, but these elements have not been integrated into the system and there is no bonus compensation for including these features in new development.



- Green building techniques have been a significant driver for innovation and more sustainable community outcomes, but the current incentive system does not recognize these elements. LEED and other ratings systems such as Green Globes are used increasingly by municipalities to improve the performance of new construction. Some local governments require a certain rating level and others use it as an incentive for greater height or bulk.
- The Focus Group summaries on the following pages include a number of additional ideas for new incentives; e.g. affordable housing, space for pet owners, resting opportunities for people with mobility challenges. There is also a suggestion of allowing a cash contribution or fee in lieu of providing specific amenities.



*FIGURE 8. The weather protection elements such as these marquees (left image) and awnings (right) count towards the projects' basic amenity requirement. However, the system's optional nature has resulted in a limited and very incomplete network of weather protection coverage on Downtown's sidewalks. Also, some elements, such as the awning in the right image, aren't wide enough to prove very functional.*



*FIGURE 9. Streetscapes/plaza with room for improvement. Left image: vehicular conflicts and pedestrian unfriendly design. Middle image: Relatively sparse plaza design with very little human scale details/amenities. Right image: Some weather protection and more visual interest and/or building permeability from sidewalk would be helpful.*



FIGURE 10. LEED certified buildings in Downtown.

## Economics of the Incentive System

### What's working well?

- The Amenity Incentive System including Basic FAR requirements, together with Design Guidelines, have resulted in every development contributing a level of urban amenities, such as pedestrian-oriented frontage, landscape features, and weather protection. Moreover, the Downtown market is strong and has seen renewed development activity with each major development cycle. Any changes to the Incentive System need to carefully consider how this may affect development economics, ensuring a good balance of public benefit and economic return that maintains a healthy economic climate.

### Room for improvement/new opportunities

- The Amenity Incentive System has not been “calibrated” in 30 years, so the economic relationship between the market value of bonus FAR and the cost of providing public amenities is unclear.
- Two features/uses in particular—underground parking and residential development—appear to be being built regardless of the Amenity Incentive System. Many projects earn all their needed amenity FAR (beyond the “Basic” requirements) just by incorporating one of these two features. As a result, a number of the other bonus features are rarely or even never used, and a very large number of excess amenity points have been generated.
- The current system has no built-in adaptability provisions to ensure it maintains a balance over time. As a way to make the system more adaptable, the system could have benchmarks to some bonus provisions to encourage, discourage, or even discontinue their use, based on the evolving market and Downtown needs.
- Additional important observations and thoughts about the economics of the Incentive System are found in the Focus Group comments below.

## 5. Focus Group Comments/Themes

The following represents a distillation of the themes relating to Amenity Incentive System from the focus group sessions held in March 2013. Please see the final report for individual comments.

### Relevance of current amenity incentive system

- The current list of amenities is a good one. Consider narrowing the options and use more general terms.
- Over the last 10-15 years the amenity system has worked well. We should tweak things for the future but not make wholesale changes.
- It seems like the system might be missing the ball. What the market is naturally going to provide is not dictated by the amenity system.
- Many of the current amenities should be codified. Every development should have weather protection and underground parking. Amenities should not be considered incentives as they are essential components of livability.

### Flexibility and adaptability

- Ensure flexibility to enable maximum density especially given the future prospect that land will be scarce.
- Relax standards for what constitutes pedestrian oriented frontage. Current list of pedestrian oriented uses is too restrictive and doesn't achieve the outcome that we want. There is a range of service type uses that people want to be able to walk to Downtown that aren't on the list.
- The adaptability of the amenity system over time is important. If we are planning for 2030, a lot can change in that amount of time. The amenity system should be more dynamic.

### Desired new amenities

- Tell Bellevue's story by using the amenity system. Don't lose sight of our heritage. A heritage center or historical museum supported in part by the amenity system is an option.
- There should be an opportunity for a cash contribution or fee in lieu of providing amenities. This would allow the opportunity to achieve larger public amenities that would otherwise not be achieved.
- There should be incentives to encourage increased green development and rooftop gardens. This should include on-site natural storm water drainage systems. The City should increase incentives for landscape areas, open space, and other public gathering areas.
- With the number of new residents living Downtown, there is a large deficiency in the amount of space or opportunities provided to pet owners. An incentive should be created to provide dog walking and recreation areas.

- The City should provide incentives that reflect both an aging population and those with mobility challenges. There should be more benches or other elements which provide opportunities for people to rest.
- There should be an incentive to encourage affordable housing including housing for both families and the work force in the Downtown.
- There should be more amenities provided that makes Downtown more family friendly. More opportunities for children's recreation and play should be provided.
- There should be an incentive created to establish a community center in the Downtown.

## Application of amenity incentive system

- We should be looking at the Downtown as a whole when applying the amenity incentive system. It doesn't make sense that amenities have to be provided with every project at each location. This results in the clustering of amenities in some locations while other areas are left without. The right amenities need to be provided in the right locations.
- The current amenity system does not do a good job of prioritizing desired amenities. We should evaluate and prioritize our list of amenities to facilitate the opportunity to provide those public benefits that we desire the most.
- The City should be taking a more active role in providing amenities Downtown. Public amenities should not be the responsibility of development alone. The City needs to be more aggressive in creating and executing the vision for Downtown.

## Economics

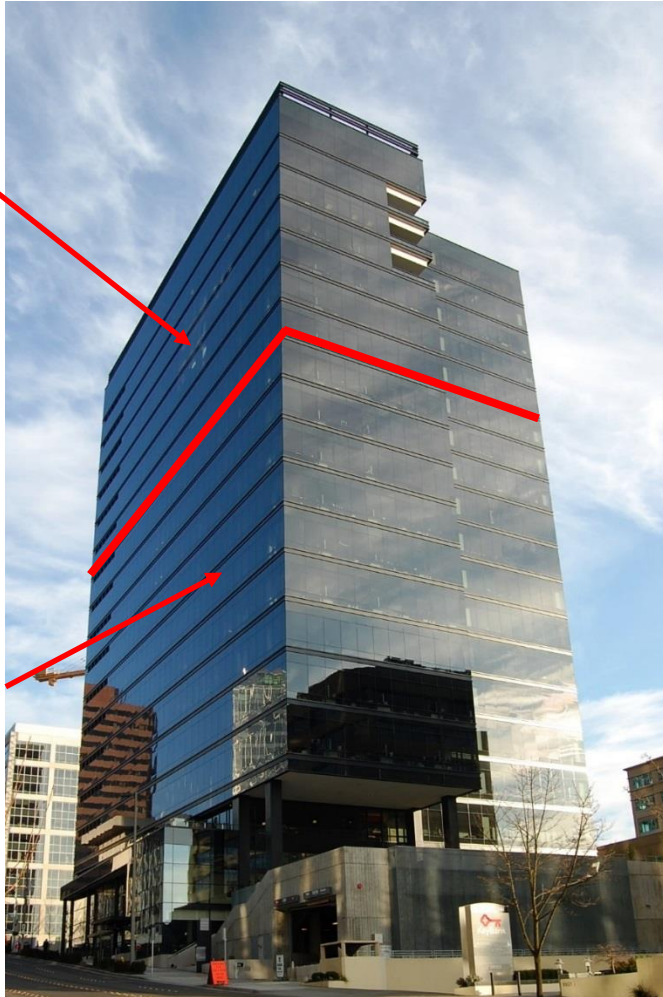
- Property owners are motivated by what renters, leasers, and merchant associations want. It is market driven and the amenity system should reflect that. The market should dictate over policy.
- Don't lose sight of the economics. Some communities are struggling with nice incentives but the cost is so high that they are not used.
- While it makes sense to invest in large public amenities like a fire station, schools, or community center, we shouldn't isolate the burden to pay for these things on new development. It should be supported from a larger tax base. We want to encourage development not stifle it.
- Bellevue should inventory and evaluate best practices in terms of amenity incentives prior to making any changes to the current system.
- The amenity incentive system should be reviewed by a group of independent professionals for workability. If costs for amenities are too high for the bonus they provide, they will never be achieved. There needs to be a nexus between the impact of a development and the cost of amenities that are provided for public benefit.

## Example of Amenity Incentive System Calculations<sup>^</sup>

### Additional Floor Area

Pts rqd = 115,830  
 Pts earned = 184,495\*  
 Excess earned = 68665

\*incl 240 excess basic earned



### Basic Floor Area

Pts rqd = 46,525  
 Pts earned = 46,764  
 Excess earned = 240  
 (used to exceed basic  
 – see above)

<sup>^</sup>Numbers rounded up

**Zoning: DNTN-02**

**Project Limits: 58,156 SF**

**Basic FAR Allowed: 4.0 = 232,624 SF**

**Max FAR Allowed: 6.0 = 348,936 SF**

**Project FAR Build: 5.9 = 348,454 SF**

**Amenity Pts rqd to build Basic Allowed Flr Area**  
 46,525 (58,156 x 0.20 x 4.0)

**Amenity Pts rqd to build Additional Flr Area**  
 115,830 (348,454 – 232,624)

**Total Amenity Pnts Earned**  
 231,019 (46,764 + 184,255)

**Excess Amenity Pnts**  
 115,189 (231,019 – 115,830)

### Amenities Provided

**Amenities for Basic FAR = 46,764**

Retail = 27,300

Marquee = 1,008

Landscape Features = 18,457

**Amenities for Additional FAR = 184,255**

Underground Parking = 184,255



# Chapter 2 from Downtown Livability CAC Final Report

## AMENITY INCENTIVE SYSTEM

### Background

A key tool for achieving the Downtown vision has been the Amenity Incentive System, which provides for buildings to earn “bonus” intensity (increased floor area ratio (FAR)) and height in return for providing public amenities. The Downtown Subarea Plan, adopted in 2004, and consistent with the Plan in place since 1979, promotes this bonus system as a way to accomplish the public objectives set forth in the Plan. It directly calls out incentives for certain features, such as residential uses, development of themed streets, and reinforcing the unique characteristics of Downtown neighborhoods.

The current list of amenities eligible for bonus FAR and height is quite extensive. It includes 23 amenities, each with specific design criteria and a bonus rate used to calculate the amount of added floor area earned. When first adopted in the early 1980s, the bonus rates were based on the developer’s cost to deliver a given amenity, converted to the value of extra development rights (FAR) received. These rates have not been recalibrated for many years

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Floor area ratio is the ratio of the total square feet of a building to the total square feet of the property on which it is located.

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Several incentives have been identified as noteworthy:

- Development of the Major Pedestrian Corridor and its related Major Public Open Spaces receives a “super-bonus” of height in the Core Design District above what can be earned for any other amenity.

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How does the amenity incentive system relate to livability?

- » Opportunities for amenities to help reinforce Downtown neighborhood identity
- » Potential to focus bonuses on the most important amenities
- » Addition of new amenities that focus on livability and the future of Downtown
- » Opportunities to encourage creative design
- » Potential for added “lift” to incentive system through additional height and FAR

- 
- First and second levels of retail are highly incentivized by being “free” FAR; i.e. they are not counted against the FAR maximums and can allow a building to include significantly more floor area than the stated code maximums.
  - “Basic Floor Area Requirements” ensure that all developments meet a minimum threshold of amenities, typically at the ground level and oriented to a public right of way. Qualifying basic amenities are a subset of the larger whole, and include pedestrian-oriented frontage, weather protection (arcades, marquees and awnings), some open space features and others.
  - Pedestrian-oriented frontage is required in many cases, and is also eligible for incentive.

Changes to the Amenity Incentive System should consider such factors as:

- The amenities most important to achieving livability and desired future for Downtown.

- What features need to be incentivized versus what development will do without incentives.
- The economics of development, to ensure that the modified incentive system is feasible and acts as a real incentive.

Downtown needs as they change; creative, new concepts may arise that make sense to bonus in some way.

- Fee-in-lieu collection through an amenity system should relate to the area where the project occurs.

## CAC Discussion

CAC discussion of the Amenity Incentive System focused on the following key points:

- Focus on the factors that would ultimately make Downtown more livable; should be tangible and give back to the community.
- Strong interest in how the incentive system and design guidelines can be used to help reinforce Downtown neighborhood identity (i.e. a district by district approach).
- Potentially modify some of the existing amenity definitions and more clearly direct where they happen within Downtown.
- Some amenities could potentially shift to be requirements (such as weather protection) rather than a bonused amenity.
- The structure of the bonus rates should clearly reflect the most desired amenities.
- A “superbonus” might apply to extraordinary or iconic design features; special design review would be needed.
- The incentive system should be efficient, predictable, not overly complex, and encourage creative design.
- The incentive system should be economically viable; it should act as a real incentive and not deter development. Changes to the current incentive system may necessitate an increase in base density/height.
- The system should be updated more frequently and have the ability to address

## Recommendations

### **Amenity Incentive System Strategy 1: Update amenities to be included in the Amenity Incentive System.**

The CAC has identified the following overarching themes regarding amenities:

- Focus on amenities most important to achieving livability and desired future for Downtown.
- Consider what needs to be incentivized vs. what market will do without incentives.
- Provide flexibility to encourage creative design.
- Amenities should help reinforce Downtown neighborhood identity.
- Modified incentive system must be feasible and act as a real incentive.

In the table on the following page, the CAC identified current and potential additional amenities that should be considered for the Amenity Incentive System. The CAC has specific direction on a few items as follows:

- The current amenities list includes underground and above-ground parking as well as residential uses. CAC discussion focused on whether these are still uses that are considered an amenity that a development should get bonus area for or whether they are uses that will be provided regardless of incentives.
- The CAC discussed the potential inclusion of affordable housing as a new item to add to the amenity system. The CAC provided direction



→  
List of  
existing and  
potential new  
amenities

Existing Amenities	Potential New Amenities
<b>Public Gathering Spaces/Placemaking</b>	
Major Pedestrian Corridor	Signature Streets
Pedestrian Oriented Frontage	Third Places, gathering places Farmers Market Space
<b>Neighborhood-Serving Uses</b>	
Public Meeting Rooms	None
Child Care Services	
Retail Food	
Space for Non-profit Social Services	
<b>Parks/Green/Open Space</b>	
Outdoor Plaza	Upper Level Plaza
Landscape Feature	Green Space/Open Space
Landscape Area	Pocket Parks & Urban Courtyards
Donation of Park Property	Green Streets Concepts
Residential Entry Courtyard	Landmark Tree Preservation
Active Recreation Area	Significant Tree Planting
Enclosed Plaza	Activated Rooftops
<b>Parking</b>	
Underground Parking	None
Above Grade Parking	
Above Grade Parking in Residential Bldg	
<b>Housing</b>	
Residential Uses	Affordable Housing
<b>Arts and Culture</b>	
Performing Arts Space	Art Space
Sculpture	Historic Preservation and Cultural Resources
Water Feature	
<b>Design</b>	
None	Iconic Features (i.e. rooftop, tower, etc.) Increased Setbacks for Light/Air Small Lot Interesting Architecture Sustainable Features/Practices Freestanding Canopies at Corners Pedestrian Bridges

“Existing List” means from the current list of 23 bonusable amenities in the Land Use Code.  
“New Idea” means a potential new amenity to be bonused through the incentive system.



↑ Through-block connections can be intimate and designed to protect residents' privacy.

for additional evaluation of affordable housing regarding the nature of bonus, relationship to what market is delivering, and how it might tie in with multifamily tax exemption program being considered by Council.

### **Amenity Incentive System Strategy 2: Make weather protection a development requirement.**

Shift “weather protection” from the amenity system to be a development requirement, implemented in appropriate locations through the updated design guidelines.

### **Amenity Incentive System Strategy 3: Consider neighborhood-specific weighting.**

Recognizing that a common theme is to reinforce and promote the unique identify of each neighborhood in Downtown, the CAC discussed the potential to weight incentives differently depending on where the development is located and the unique character and needs of each neighborhood.



↑ People enjoying the amenities of 106th Avenue NE, the entertainment street.

### **Amenity Incentive System Strategy 4: Develop method to consider alternative amenities.**

The CAC was interested in having a method for developers to suggest amenities that were not on the formal list. There would be a process developed to review them and provide an appropriate bonus.

### **Amenity Incentive System Strategy 5: Recalibrate economics of amenity incentive system.**

Conduct an economic analysis to consider how recommended changes to the amenity incentive system may affect development economics and ensure a good balance of public benefit and economic return. The economic analysis will include:

- Identification of the lift to the amenity system provided by any height and/or density increases.
- Evaluation if there is sufficient market demand in the near- and long-term to develop properties at various height and

density levels. The anticipated demand in excess of the base zoning will help inform the revisions to the incentive valuation.

- Analysis of how the base densities should be modified to take into account added development requirements or other changes to the current incentive system.
- Pro-forma analysis of development scenarios (office, residential, mixed-use) to determine project feasibility and ability to contribute to the incentive system.
- Develop incentive pricing and calibration (with fee-in-lieu provisions) based on the most desired amenities, cost to produce, and value derived from height and density increases.