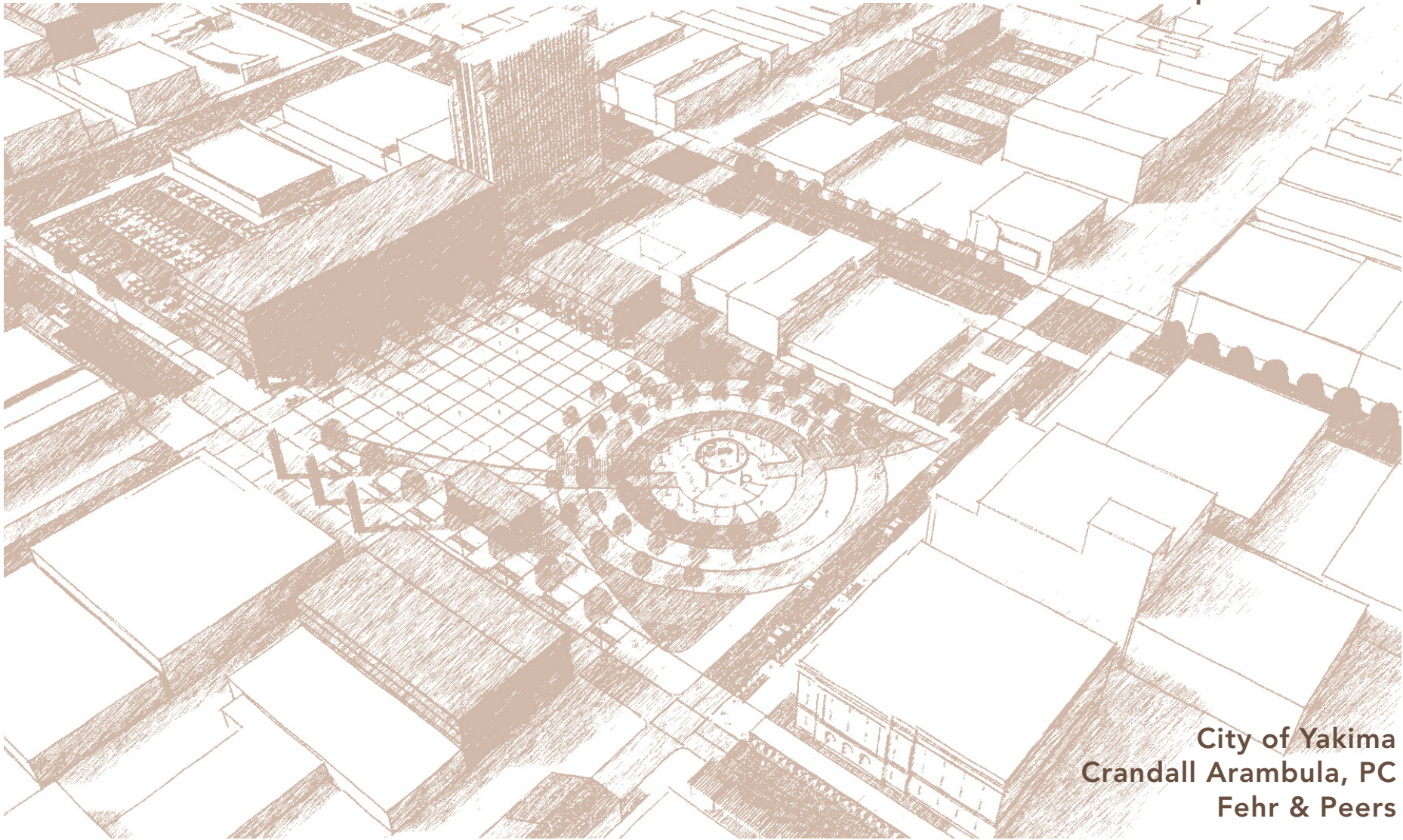


YAKIMA DOWNTOWN MASTER PLAN

September 2013



City of Yakima
Crandall Arambula, PC
Fehr & Peers

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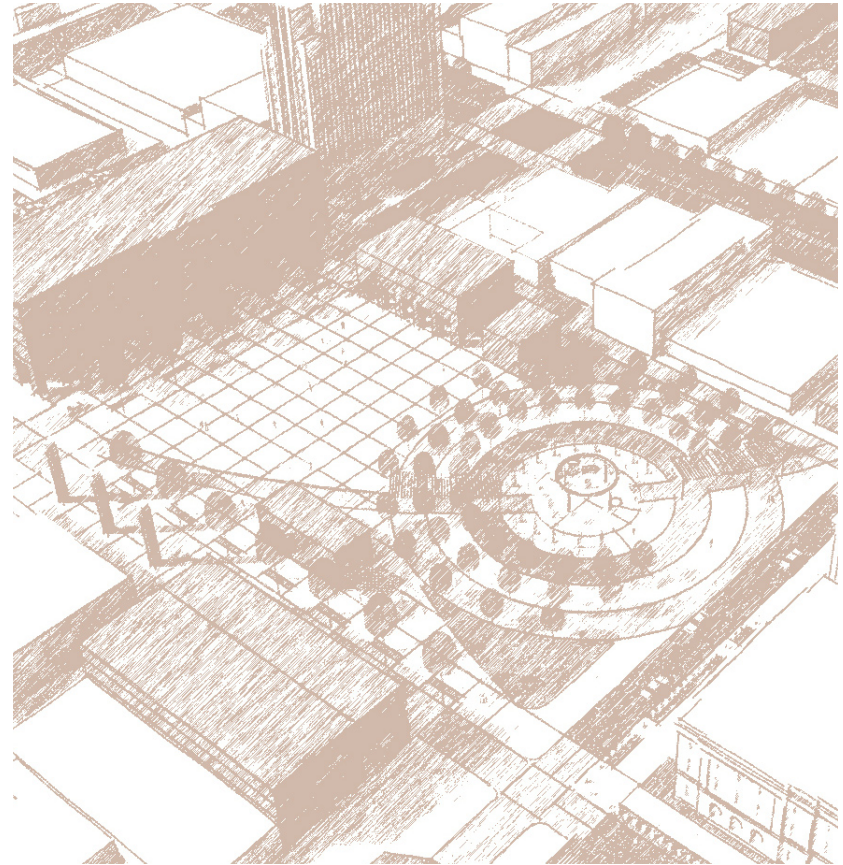
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PLAN ELEMENTS

INTRODUCTION

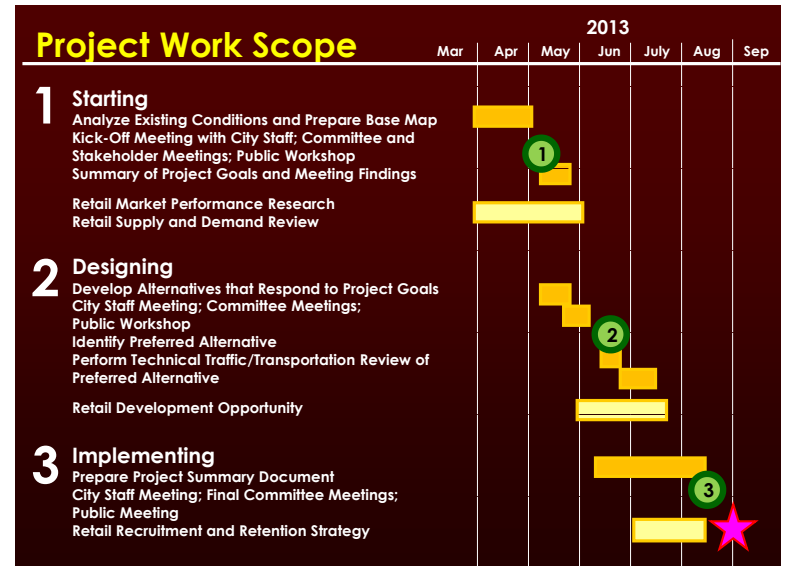
The **Yakima Downtown Master Plan Project Summary** identifies the essential concepts, land use, transportation and implementation framework elements for the core commercial area of the Central Business District along Yakima Avenue and the surrounding vicinity.

The Downtown Master Plan:

- Builds upon the recently implemented streetscape improvements along Yakima Avenue which includes new sidewalks, street lighting, and other amenities; The Plan suggests refinements and additional improvements for Yakima Avenue and other areas
- Provides an implementation ‘road map’ for creating a successful transformation of Downtown Yakima to a vibrant destination
- Provides the basis for the creation of a Downtown Subarea plan and completion of a SEPA (State Environmental Policy Act) checklist by City staff following the conclusion of this planning effort

A prime objective of the planning effort was to provide a ‘retail strategy’ for Downtown. To achieve this objective the City hired a consultant to prepare a **Downtown Yakima Retail Market Study** for the study area. This Plan supports and incorporates the findings in the retail market study.

The Yakima Downtown Master Plan project was initiated in March of 2013 and completed in September of 2013. The Plan addresses issues and supports the goals identified by the citizens of Yakima, including Downtown stakeholders, City staff, elected officials and the general public.



Project Goals

Identified by Stakeholder Meetings and Public Workshop #1

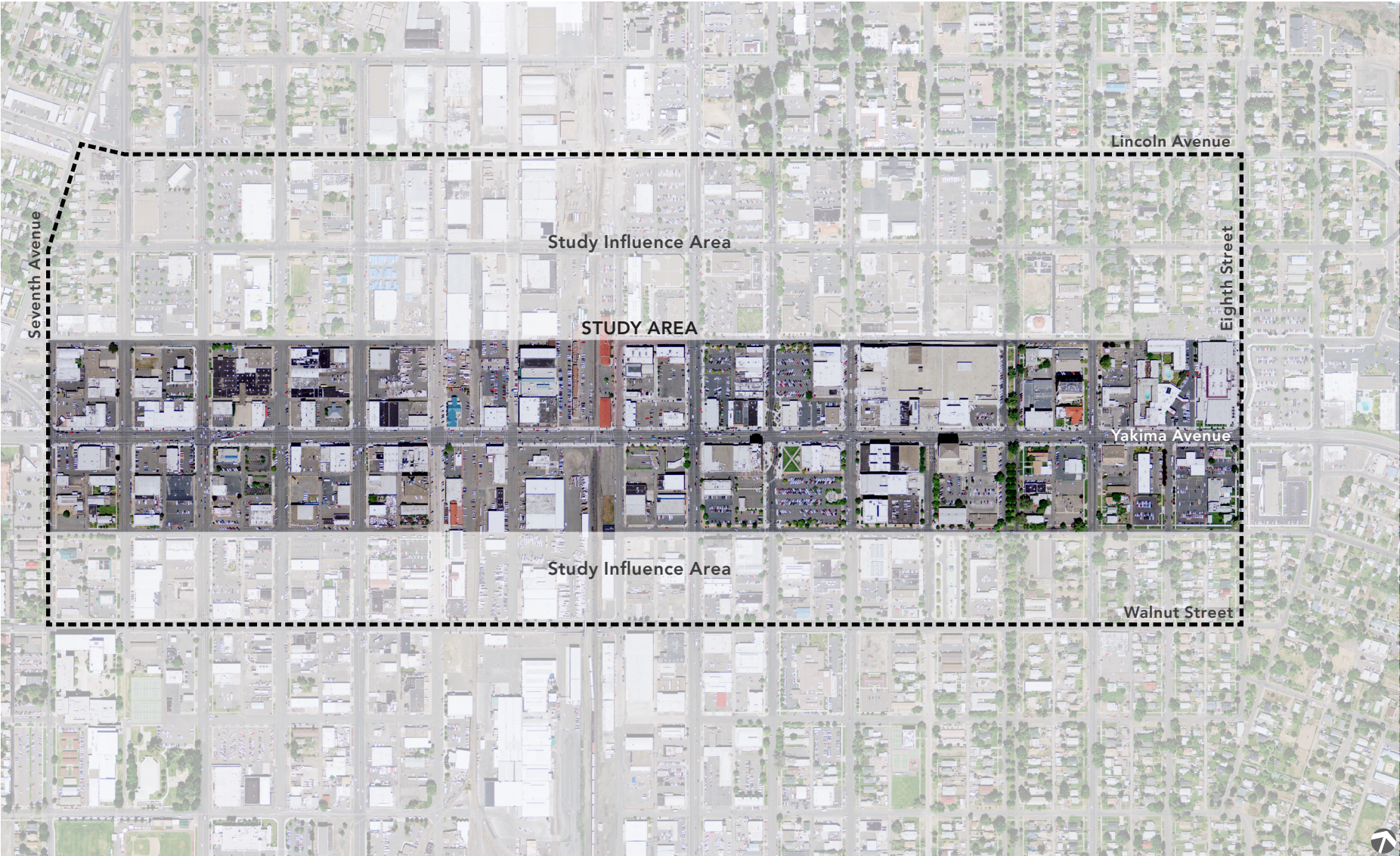
CIRCULATION

- Enhance the Downtown Pedestrian Experience
- Make Yakima Avenue a Destination
- Create Bike-Friendly Streets
- Locate a Downtown Trolley

LAND USE

- Downtown is a Shopping & Entertainment Destination (Retail)
- Create a Central Gathering Space (Plaza)
- Embrace Yakima’s Cultural Diversity & Heritage (Mercado)
- Encourage Downtown Investment
- Ensure Adequate & Convenient Parking
- Cultivate Local Retail & Business Development
- Improve Downtown Safety
- Establish Development Guidelines & Standards
- Preserve/Enhance Historic Buildings
- Increase Downtown Housing Options
- Create a Family-Friendly Downtown

STUDY AREA & STUDY INFLUENCE AREAS



FUNDAMENTAL CONCEPT

The Plan provides an integrated land use and transportation framework incorporating complementary and supportive plan elements. The Master Plan:

- Divides the study area into distinctive ‘centers’ that support and strengthen existing assets—historic buildings, development patterns, and existing attractors

- Envisions Yakima Avenue as a ‘complete street’ where the needs of the pedestrians, cyclists, motorists, and transit requirements are addressed equally. Two distinct street features for Yakima Avenue support and strengthen adjacent land uses. To calm traffic and establish Yakima Avenue as a destination rather than a conduit for through traffic, a reduction of travel lanes from four to two is envisioned. The street is also envisioned as a ‘Signature Street’ incorporating a significant amount of additional greenery to enhance the pedestrian environment and reduce the scale of the roadway.

CITY CENTER



Heart of the Downtown

- Private investment is focused around a multi-purpose public plaza that will provide a location for year-round civic gatherings
- Focus of Retail opportunities are concentrated along Chestnut, Front and Second serving as the center of street-oriented retail activity not only for the study area but all of the City of Yakima
- Existing uses such as the Yakima Mall, government services and theaters are integrated and strengthened or re-purposed

BOULEVARD



Yakima Avenue as a Destination

- Yakima Avenue is enhanced to prioritize the pedestrian from Front to Naches; Special consideration and emphasis is given to intersection crosswalks to ensure that areas north and south of Yakima are seamlessly integrated
- Additional greenery is added to ‘humanize’ the street; A median and curbside landscaping are featured

DISTRICT CENTER



Nodes of Activity

- Hubs of retail activity are established outside the City Center at key intersections where pedestrian- and street-oriented development patterns exist
- Centers are envisioned to include specialty uses, ‘incubator’ or similar uses that support but do not compete with the City Center

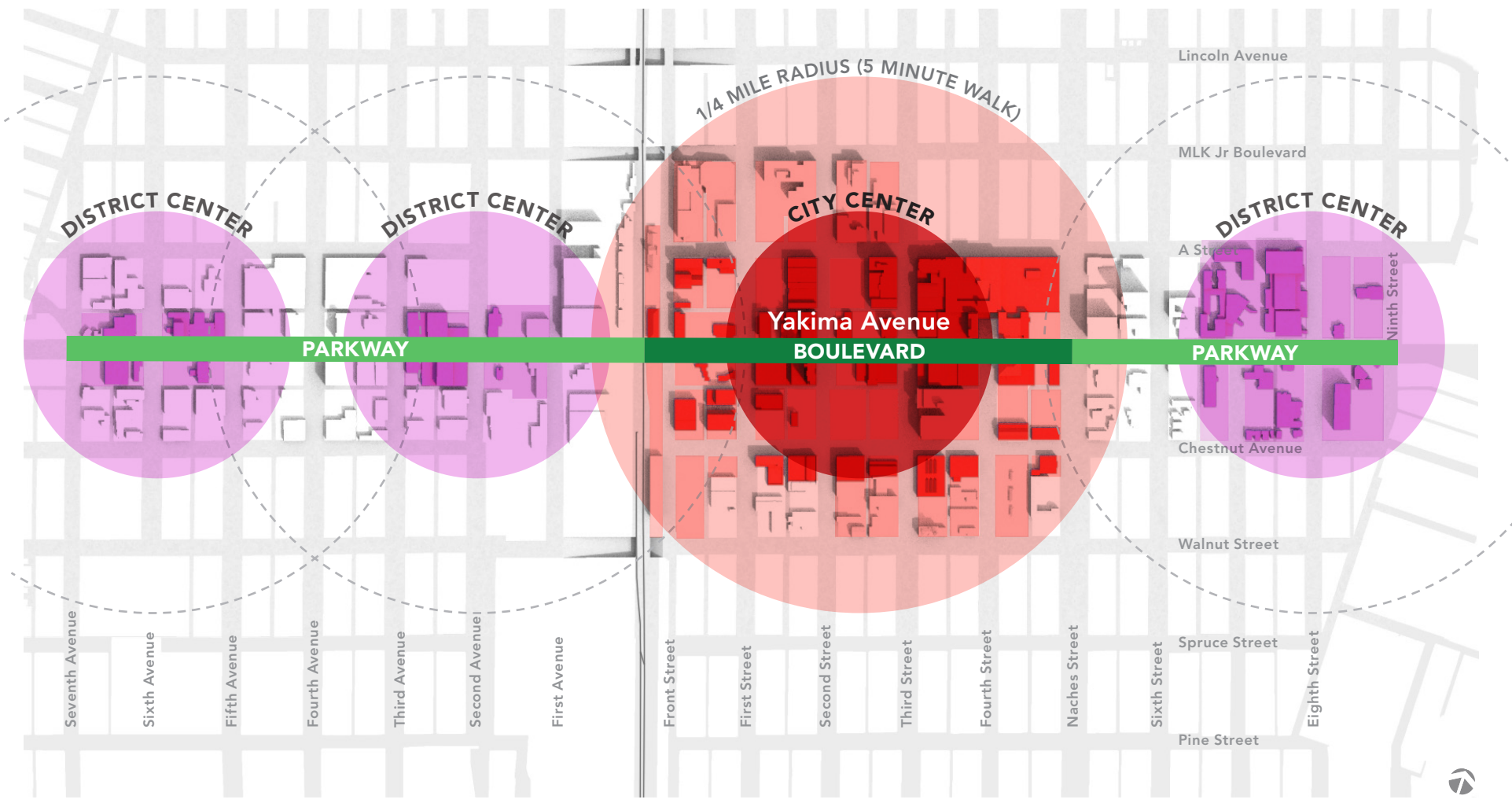
PARKWAY



Yakima Avenue as a Green Street

- Parkways have a greater emphasis on ‘mobility’— movement through the district rather than an emphasis on creating a destination
- Along these street segments, the median is omitted to accommodate a continuous left turn lane for essential mid-block access to existing auto-oriented uses; Curbside landscaping is enhanced

FUNDAMENTAL CONCEPT

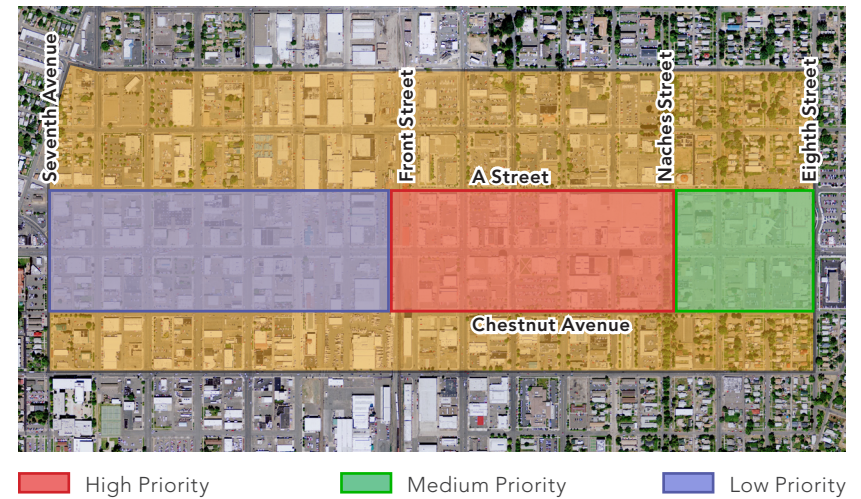


CITY CENTER CONCEPT

The City Center reestablishes the historic core of Downtown as the heart of the City. The City Center Concept includes:

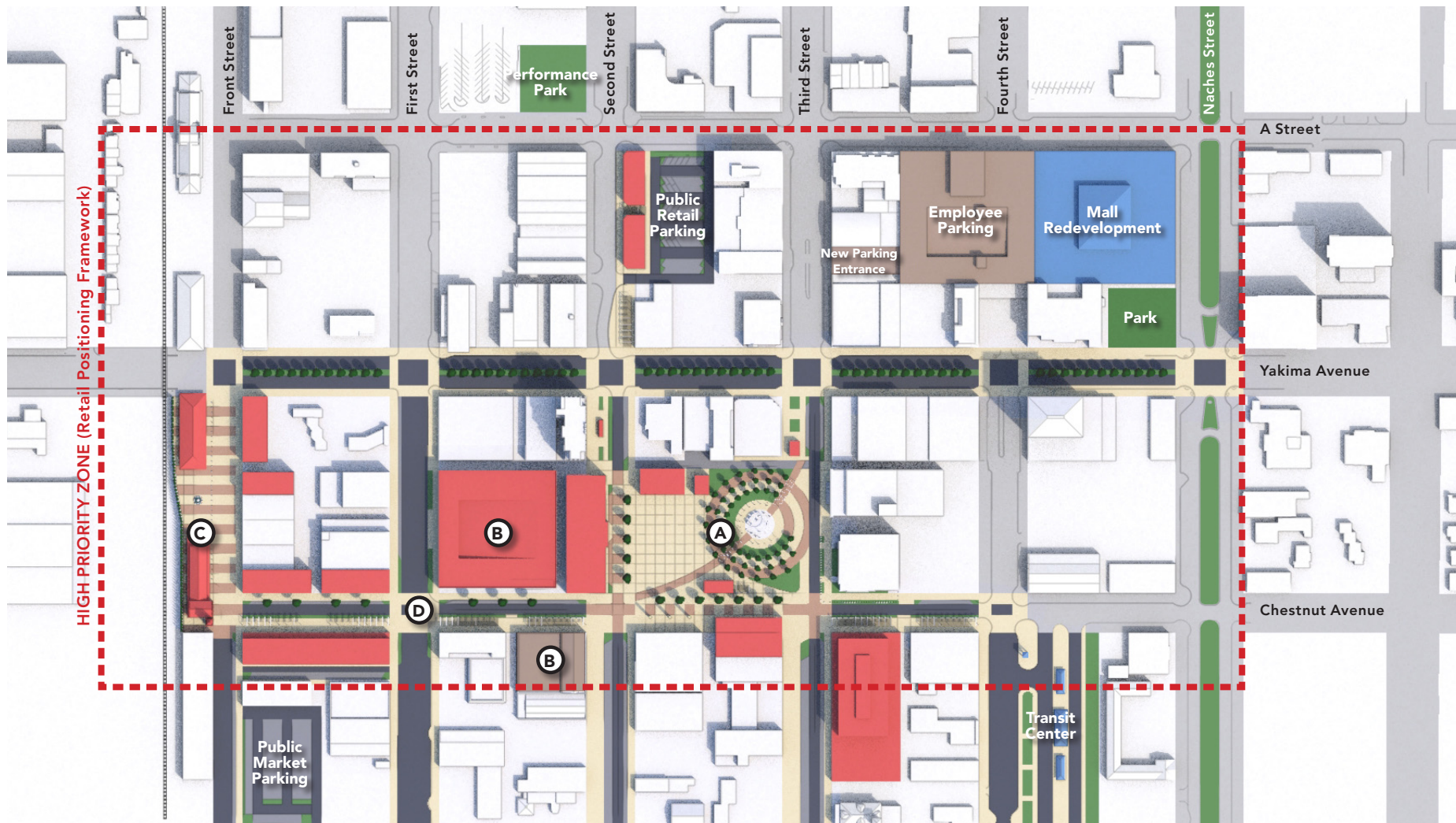
- **Yakima Plaza– Establishes a central gathering space for activities**
 A new ‘downtown living room’ will be created. The plaza will be designed to accommodate numerous year-round activities and provide an 18-hour active, vibrant and distinctive space. The plaza will strengthen and build upon existing assets such as the existing Millennium Plaza art installment, Capitol Theater, and Federal Building.
- **New Parking Options– Ensures adequate and convenient parking**
 A partnership must be developed between the City and the business community to ensure parking in close proximity to retail is reserved for customers. Short-term and long-term strategies for retail and employee parking include opening up new parking west of the plaza by refurbishing the Dragon Inn Parking Garage, opening up new on-street parking by converting some parallel to angled, entering into agreements with downtown banks for evening and night time parking, refurbishing a City owned lot for employee parking on 3rd and Walnut and new parking policies to ensure the best spots in Downtown are for customers while moving employees to perimeter locations. Additionally, the City should examine opening a ramp off of 3rd street to the former mall parking garage for employee, special event and overflow retail parking. As demand grows overtime, a new retail parking garage could be constructed at a location west of the plaza. Parking for the public market is envisioned as on-street diagonal parking along Front Street and within a new lot at the intersection of Front and Walnut.
- **Public Market– Embraces Yakima’s unique history, cultural diversity and heritage**
 A new regional retail ‘anchor’, the public market, is located along the western edge of Front Street between Chestnut and Yakima Avenue. The site can accommodate a 4,800 square-foot market building and a 4,800 square-foot covered vendor structure that may be used year round. Additional uses may include a Museum and Cultural Center.

RETAIL POSITIONING FRAMEWORK (Downtown Yakima Retail Market Study)



- **‘Chestnut Main Street’– Reestablishes the Downtown as the community’s destination for retail shopping and entertainment**
 The focus of retail activity will be concentrated along a new ‘Chestnut Main Street’. The street will provide a location for the retail mix identified in the Downtown Yakima Retail Market Study. This initial phase of downtown retail development will consist of over 130,000 square feet of ground-floor, street-oriented, pedestrian-friendly retail storefronts along Chestnut and parcels fronting the planned plaza and public market. An additional 190,000 square feet of retail opportunities are envisioned along Front, Second, Third and Yakima Avenue.

CITY CENTER CONCEPT



- New Development
- A Yakima Plaza
- C Public Market
- Parking
- B New Parking Options
(Long term)
- D 'Chestnut Main Street'

LAND USE

The land use framework provides a retail/commercial strategy for grouping complementary uses into two districts within the study corridor.

The framework respects historic development patterns, and reflects community desires, real estate market trends, and projected growth capacity. Existing healthy or desirable uses are strengthened and sites for infill and redevelopment are maximized. Within the framework there is an emphasis on establishing distinctive and vibrant ground-floor uses. A mix of use is promoted for upper floors of existing and new buildings.

CITY CENTER MIXED USE



Heart of the Downtown

Currently the core is characterized by commercial, office, historic street-oriented retail, regional entertainment, and City and County government uses. The framework envisions:

- An expansion of and requirement for, edge-to-edge ground-floor retail, (the sale of goods, entertainment, eating and drinking establishments exclusively) along identified street frontages. Retail ground-floor uses will surround, activate, and animate the future plaza
- Promotion of new mixed use development on vacant or underutilized parcels. Where viable, upper floor residential apartments, condominiums or office uses would be encouraged
- A strong pedestrian bias and a highly-active street environment
- A prohibition of new auto-oriented uses; existing uses are de-emphasized
- Retention and strengthening of all government uses
- Repurposing the Yakima Mall; Uses would include retail along Yakima Avenue and Third. Redevelopment would consider government, museum, art gallery, and residential uses that will complement existing core uses
- De-emphasis on long-term surface parking and an emphasis on development of a strategically located retail parking structure

DISTRICT CENTER MIXED USE

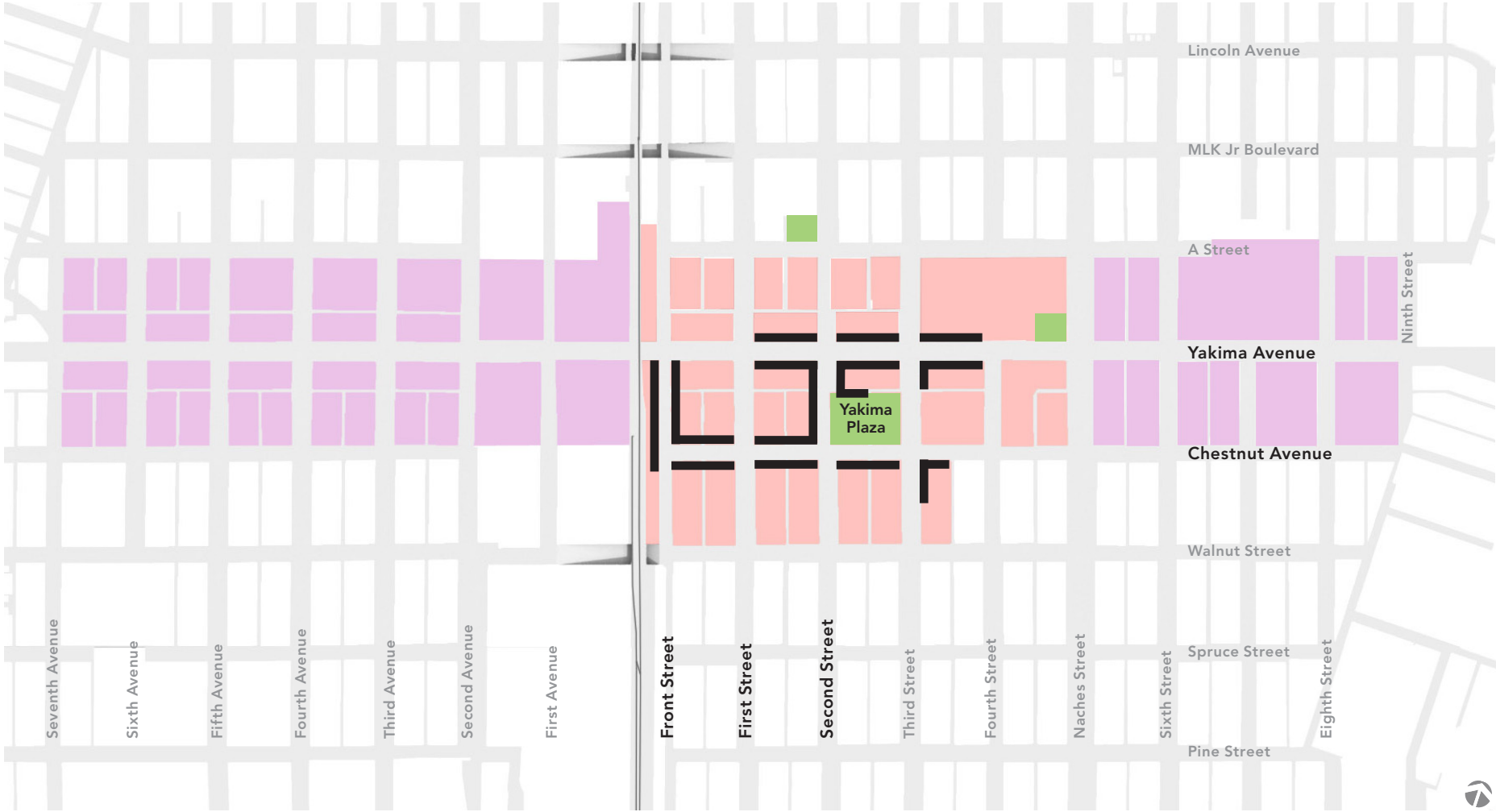


Nodes of Activity

Currently the area is characterized by auto-oriented commercial, visitor-oriented lodging, the Yakima Convention Center and other service uses. The framework envisions:

- Retail development at key intersections where street-oriented retail storefronts exist or where possible redevelopment parcels are located; These 'nodes' are intended to complement City Center retail and offer opportunity sites for entrepreneurial tenants that benefit from proximity to the City Center mixed-use district
- Healthy existing or new commercial uses beyond these nodes that may be either pedestrian-oriented or auto-oriented
- Strengthened visitor-oriented uses; Additional Convention, Center-supportive uses that complement the existing hotel and dining offerings would be promoted

LAND USE



- City Center Mixed Use
- District Center Mixed Use
- Public Spaces
- Required Ground-Floor Retail

CIRCULATION

The prime objective of the circulation framework is to re-establish all Downtown roadway corridors as a ‘complete streets’ where the needs of all travel modes – motor vehicles, transit, bicycles, and pedestrians are provided for in a balanced manner.

Yakima Avenue is envisioned to become a ‘signature street’ that would attract new private investment and strengthen existing uses. The street would:

- Build upon the streetscape improvements that have recently been completed
- Include additional landscaping to improve the appearance of the downtown and create a more inviting atmosphere

The Yakima Avenue corridor from Seventh Avenue to Ninth Street is over one and a quarter miles in length, which is beyond a comfortable walking distance. To increase accessibility to corridor destinations, bicycle and trolley ‘pedestrian-accelerator’ infrastructure are envisioned.

PEDESTRIAN



Prioritized over all travel modes

- Yakima Avenue is designed (especially at crosswalks) for the most vulnerable— children, the elderly and those with disabilities
- Additional street furniture such as pedestrian-scaled lighting, benches and bicycle racks are included

AUTO



Traffic Calmed Yakima Avenue

- A reduction in roadway capacity from four to two travel lanes is proposed. The ‘road diet’ will free-up space for constructing bicycle and pedestrian infrastructure and landscaping
- The road would accommodate essential daily service vehicles (e.g.- FedEx or UPS delivery trucks) and emergency vehicles

BICYCLE



Reduce Vehicle Miles Traveled

- A network of on- and off-street bicycle routes provides connections between the neighborhoods west of Seventh Avenue to the City, District and Convention Centers.
- A Protected Bikeway along Yakima Avenue provides a comfortable dedicated route— separated from vehicle traffic by a raised curb, for riders of all ages and abilities.

TROLLEY



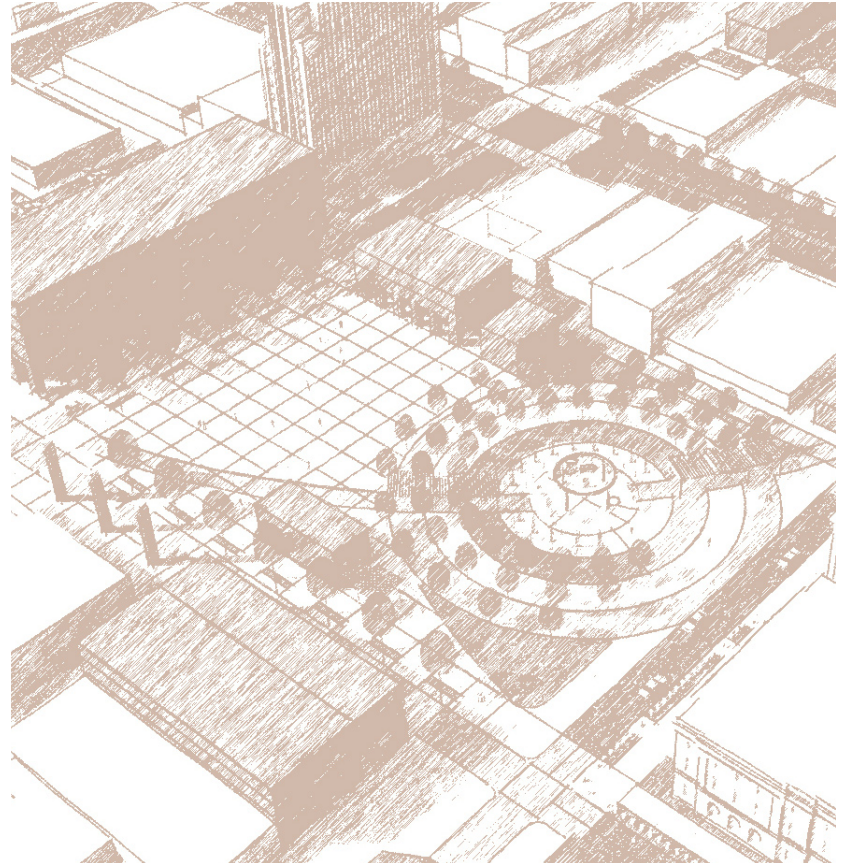
Pedestrian-Accelerator

- The existing historic Yakima Valley Trolley service is extended along Yakima Avenue; A future extension to the Mill District redevelopment site is proposed
- Alternative alignments crossing the existing freight rail corridor are identified. A Yakima Avenue at-grade crossing of the existing freight tracks is preferred. An alternative Walnut Street underpass route would be constructed if an at-grade crossing cannot be accommodated

CIRCULATION



- Yakima Complete Street
- Arterial Parallel Routes
- Trolley Route, Existing
- Trolley Line, Proposed
- Protected Bikeway, Proposed
- Bike Lanes, Existing
- Bike Routes, Existing
- Bike Routes, Planned



PROJECTS

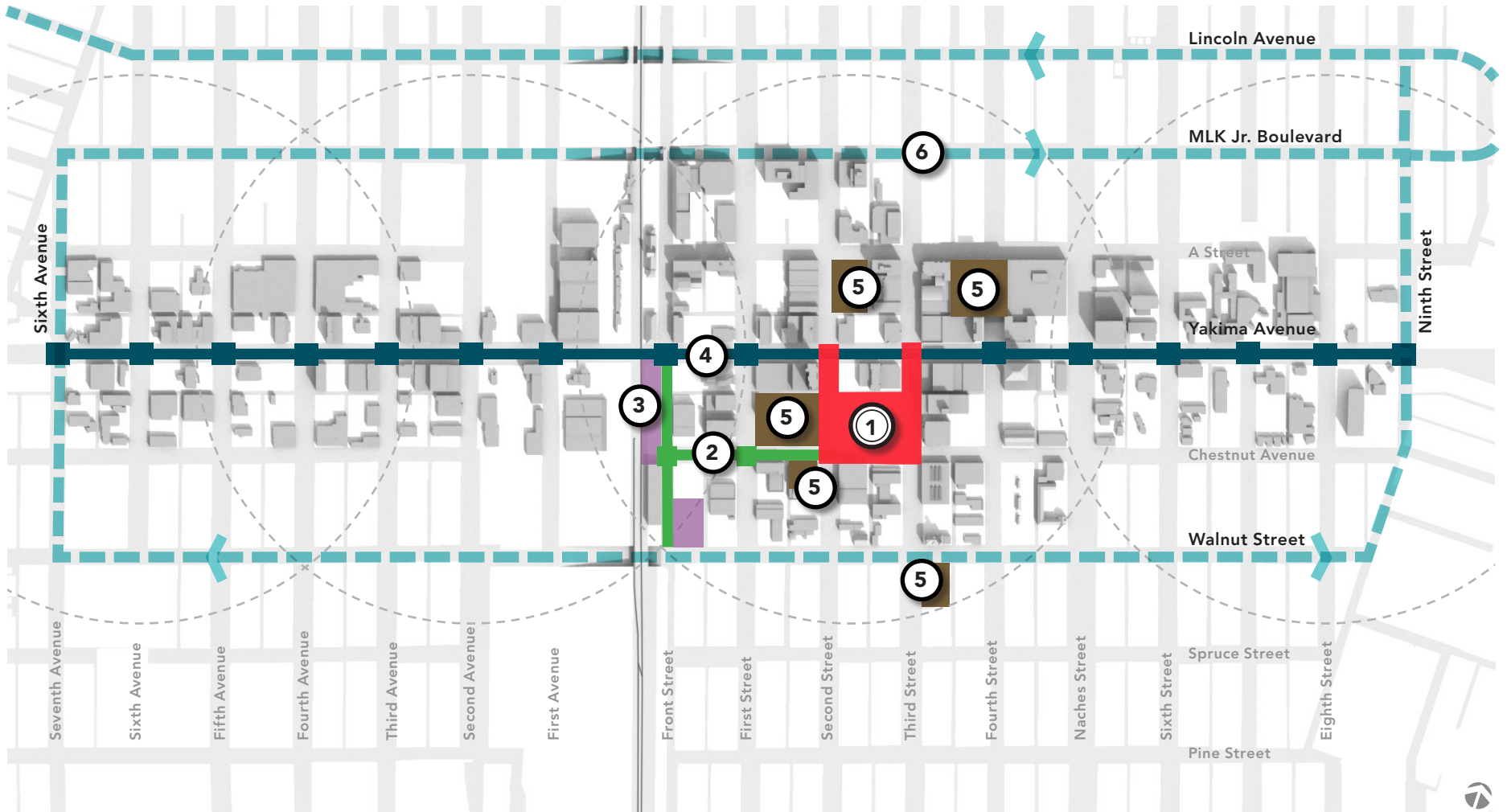
GAME-CHANGER & ESSENTIAL PROJECTS

Establishing implementation momentum early is essential for the long term success of the Yakima Downtown Plan. Symbolically, initiation of these projects provides evidence to the general public, downtown stakeholders, and investors that the City of Yakima is financially committed to Downtown revitalization. The Yakima Plaza is 'game-changing' in that it fundamentally changes the Downtown investment environment. Strategically, the Plaza is phased to 'set the table' for later projects.

Essential projects represent a 'menu' of implementation projects that would be initiated and substantially completed within five years of plan adoption. The game-changing and essential projects are identified and brief descriptions of key actions are described on the following pages. The order of projects does not imply priority or importance.

At the passage of the five-year timeframe, the implementation strategy should be assessed and updated. Additionally, consideration should be given to updating the Plan.

GAME-CHANGER & ESSENTIAL PROJECTS



Game-Changer Project

- 1 Yakima Plaza

Essential Projects

- 2 Retail Main Street (Front & Chestnut Streets)
- 3 Public Market
- 4 Yakima Avenue
- 5 Downtown Parking Strategy
- 6 Diversion Study
- 7 Policy Updates
- 8 Zoning Ordinance Update
- 9 Design Guidelines
- 10 Downtown Street Standards

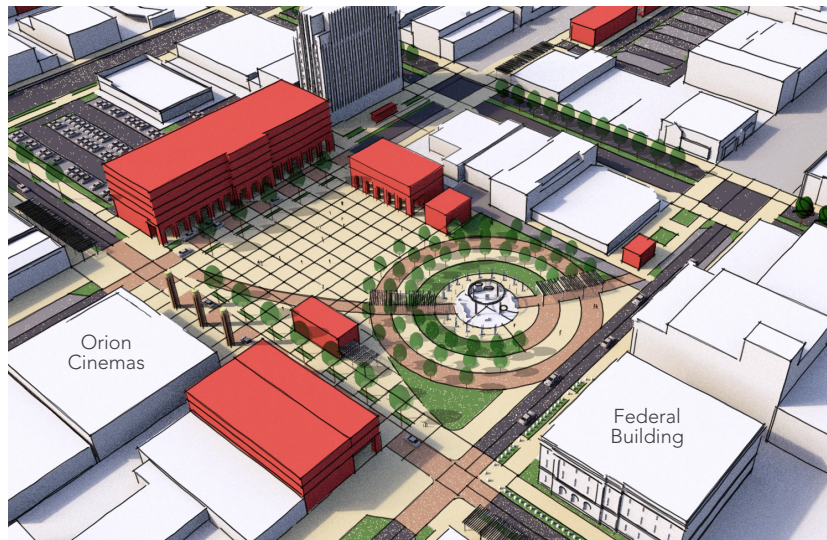
YAKIMA PLAZA

Intent

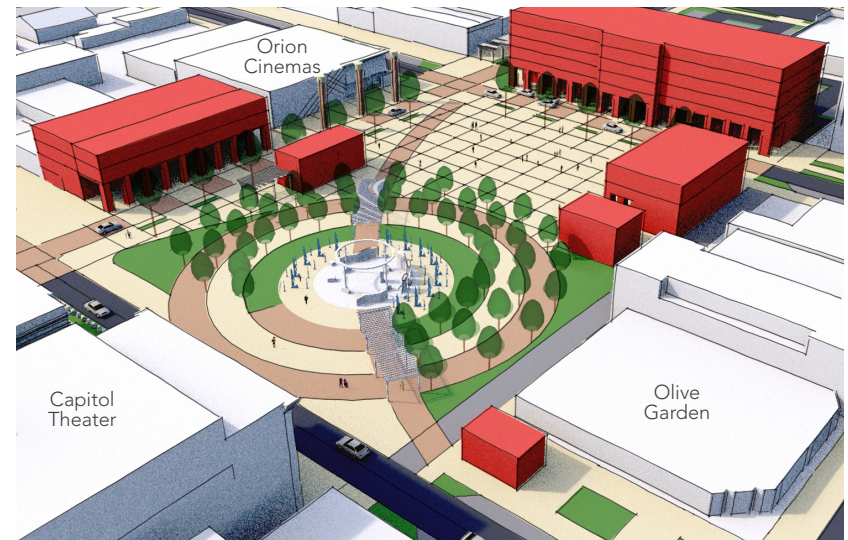
Establishing a public assembly space is an essential first step in revitalizing Downtown Yakima. It is a 'game-changer'. The most notable benefits include:

- Creating a multi-purpose, dedicated space for year-round civic activities
- Providing a focus for new ground-floor retail and upper-floor housing or employment development

PROPOSED PROJECT — LOOKING NORTHWEST



PROPOSED PROJECT — LOOKING SOUTHWEST



PROPOSED PROJECT



Project elements include:

- Preservation and integration of the existing Millennium Plaza art elements
- A family-oriented fountain and lawn 'Fun Zone'
- An 'orchard' of ornamental flowering trees with areas for sitting and relaxing surrounding the Millennium Plaza and Family Fountain Fun Zone
- Paved multi-purpose area (140' by 200' minimum dimensions) that includes electric and water utility facilities suitable for a variety of events
- Retail pavilion and public restrooms
- Special gateway streetscapes at the intersections of Second and Third Streets and Yakima Avenue
- Redesign and reconstruction of Third, Chestnut and Second Streets surrounding the Plaza to be traffic calmed, curbless, and specially paved as an extension of the multi-purpose Plaza area

EXISTING CONDITIONS



Site Area: 195,000 SF (4.5 AC)
Existing Use: City-Owned Parking Lot
 Public Right-of-Way

'RETAIL MAIN STREET' & PUBLIC MARKET

Intent

Front Avenue and Chestnut Avenue right-of-way improvements are intended to support new pedestrian-friendly, street-oriented storefronts.

Retail Main Street

At a minimum, the streetscape design would:

- Reduce travel lane widths to accommodate wider sidewalks and reduce pedestrian street crossing distances
- Eliminate/prohibit turn-lane pockets
- Provide curbside parking adjacent to existing or future retail development
- Eliminate/prohibit parking lot access driveways on Chestnut; Minimize alley driveway impacts on the pedestrian environment
- Provide for canopy street trees and incorporate existing healthy street trees into the landscape plan wherever possible
- Include pedestrian-scaled ornamental street/walkway lighting
- Incorporate special shade structures such as arbors along Chestnut
- Provide at least one on-street bicycle parking corral along Chestnut
- Include benches and public art
- Incorporate landscaped curb extensions at all intersections where on-street parking exists or is planned
- Feature specially paved crosswalks at all intersections
- Feature specially paved sidewalks similar in material and design to the Plaza and Public Market paving
- Include tabled intersections or depressed curbs at the Chestnut & First and Chestnut & Front intersections
- Tighten intersection radii (25' max)

Front Street improvements in particular would:

- Not preclude a future trolley trackway and potential station platform
- Be designed to accommodate Public Market functions; Consider Temporary barriers (bollards) to limit traffic access for special events

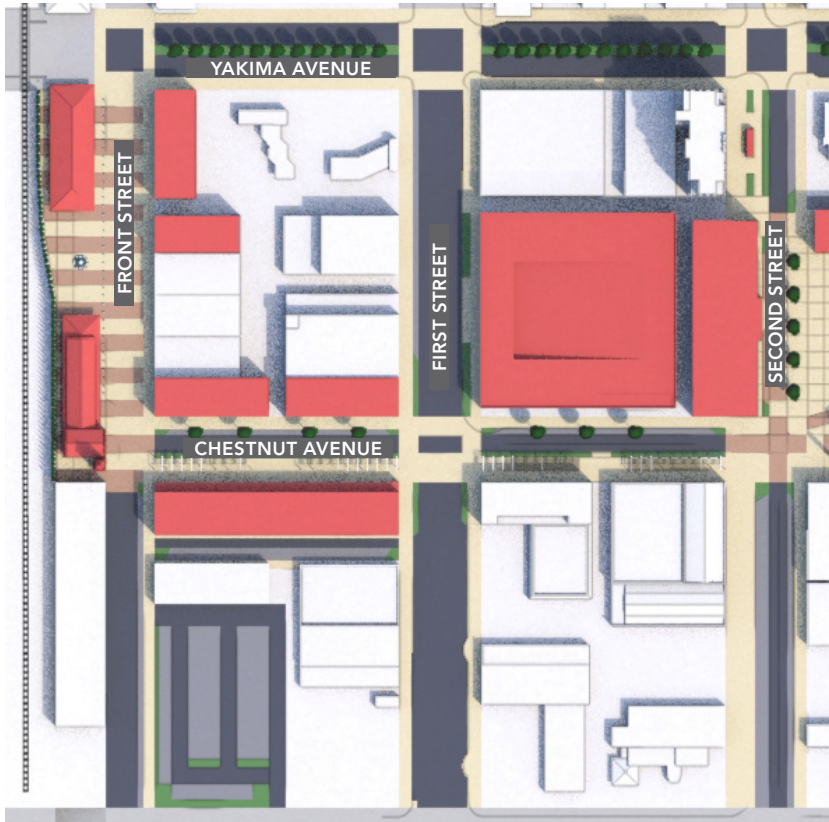
WENATCHEE PUBLIC MARKET EXAMPLE



Public Market

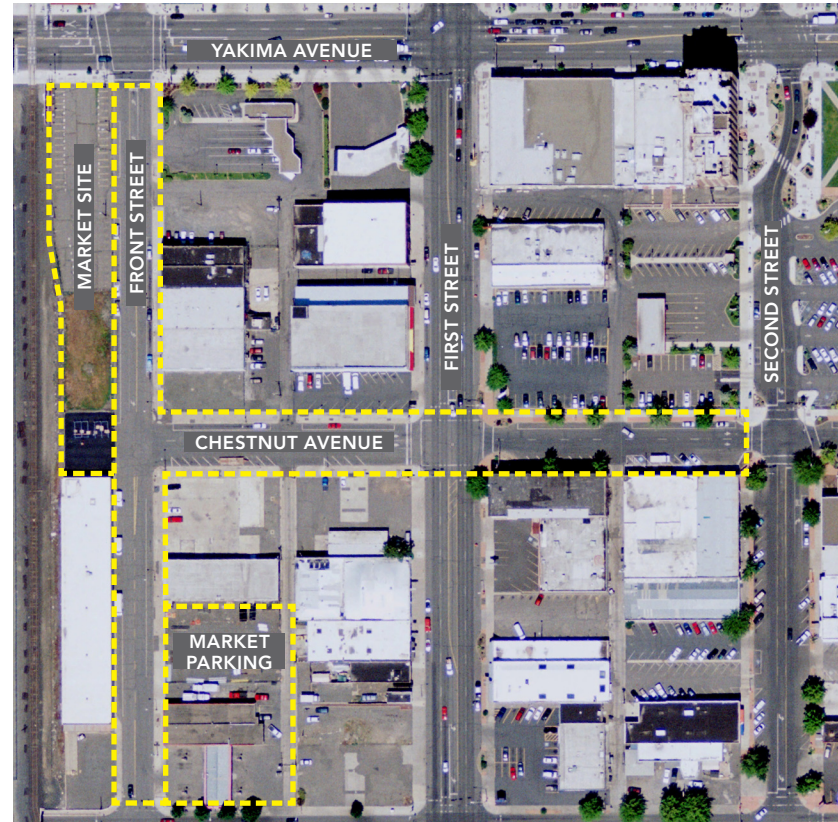
The development of a Public Market will provide an 'anchor' retail use for the Chestnut 'Main Street' retail framework. The proposed Public Market and supportive parking lot sites should be assembled by the City for Public Market development.

PROPOSED PROJECT



The Retail Main Street improvements would include the reconstruction of all surfaces, including burying of any above grade electrical power lines or cable wires. The design of the Public Market would include similar materials and finished as the Retail Main Street and Plaza improvements. The character of the Public Market would reflect the culture, history and setting of Yakima and be compatible with the existing train depot structures north of Yakima Avenue.

EXISTING CONDITIONS



Retail Main Street Area:	108,857 SF (2.5 AC)
Existing Use:	Yakima Street Right-of-Way
Public Market Site Area:	.63 AC (27,442 SF)
Existing Use:	BNSF Lot
Public Market Parking Site Area:	31,178 SF (.72 AC)
Existing Use:	Retail Hardware Parking Wholesale Service Repair

YAKIMA AVENUE

Intent

Right-of way improvements to Yakima Avenue will create a more vibrant business climate and improved Downtown livability. Two different treatments– ‘Boulevard’ and ‘Parkway’ are envisioned in response to the corridor length and adjacent land uses. The Boulevard will support street-oriented retail development by creating a more pedestrian-scaled green streetscape within the City Center. The Parkway will create a more green pedestrian-friendly environment yet accommodate existing auto-oriented commercial development outside the City Center. Improvements to Yakima Avenue are only envisioned within the existing curb-to-curb and will preserve and strengthen recently completed sidewalk enhancements.

Signature Street elements:

Boulevard

- A wide landscape median
- Left-turn lanes at key intersections
- Curbside landscaping

Parkway

- A continuous turn lane
- Curbside landscaping

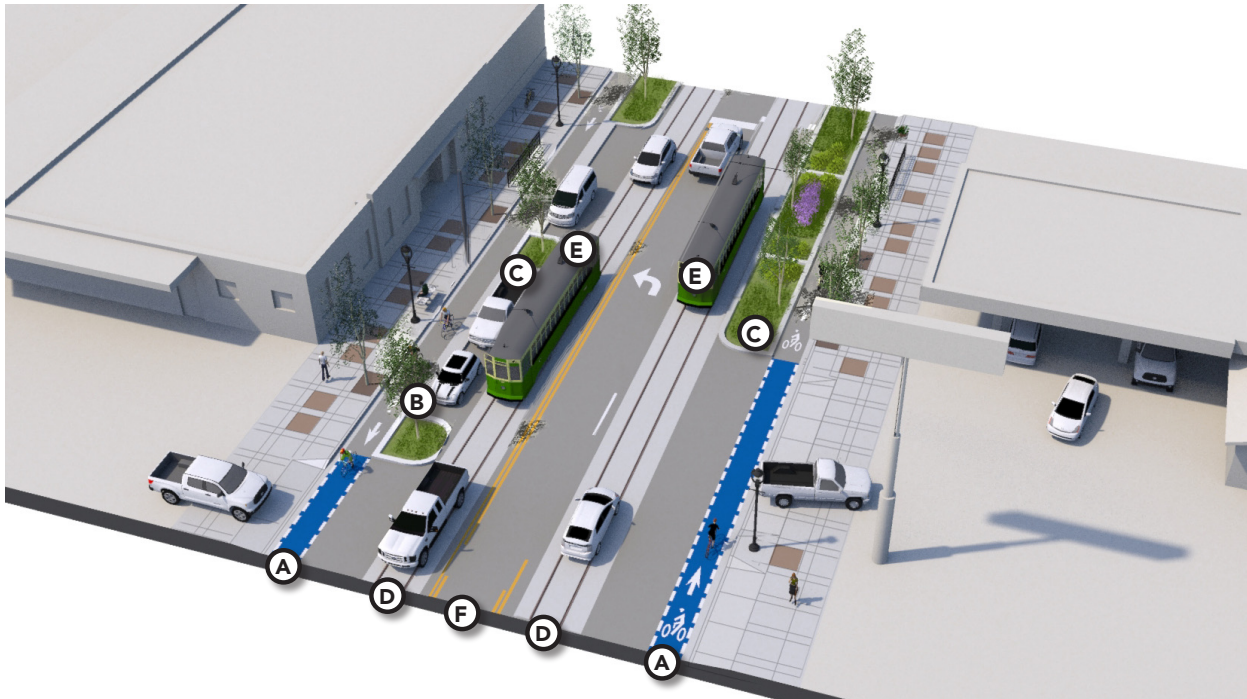
TYPICAL BOULEVARD SECTION



Complete Street elements include:

- Traffic calming design—Reduced number of travel lanes from four to two
- Protected bikeways—On-street bike parking corrals at key locations
- Provisions for future Trolley—Streetscape design that will include double-tracks located in shared auto travel lanes; Station platforms would generally be located two blocks apart throughout the new corridor
- Enhanced key intersections—Landscaped curb extensions, special crosswalk treatments, depressed corner curbs will be provided
- Adjusted signalization to reduce roadway speed
- Removal of all pedestrian activated crosswalk buttons
- Prohibition of new driveway access—Existing driveways will be maintained if desired by current property owners or businesses

TYPICAL PARKWAY SECTION



- (A) Protected Bikeway (5')
- (B) Door Zone (3')
- (C) Parking Lane Tree Wells
- (D) One Travel Lane (Boulevard: 12' Parkway: 14')
- (E) Potential Trolley Lines in Traffic
- (F) Boulevard: Median/Turn Lane (10')
Parkway: Turn Lane (14')

DOWNTOWN PARKING STRATEGY

To address current and future parking demand, a phased strategy will require a:

Short-Term Strategy—The temporary strategy for replacing the 220 parking spaces displaced by Yakima Plaza will include:

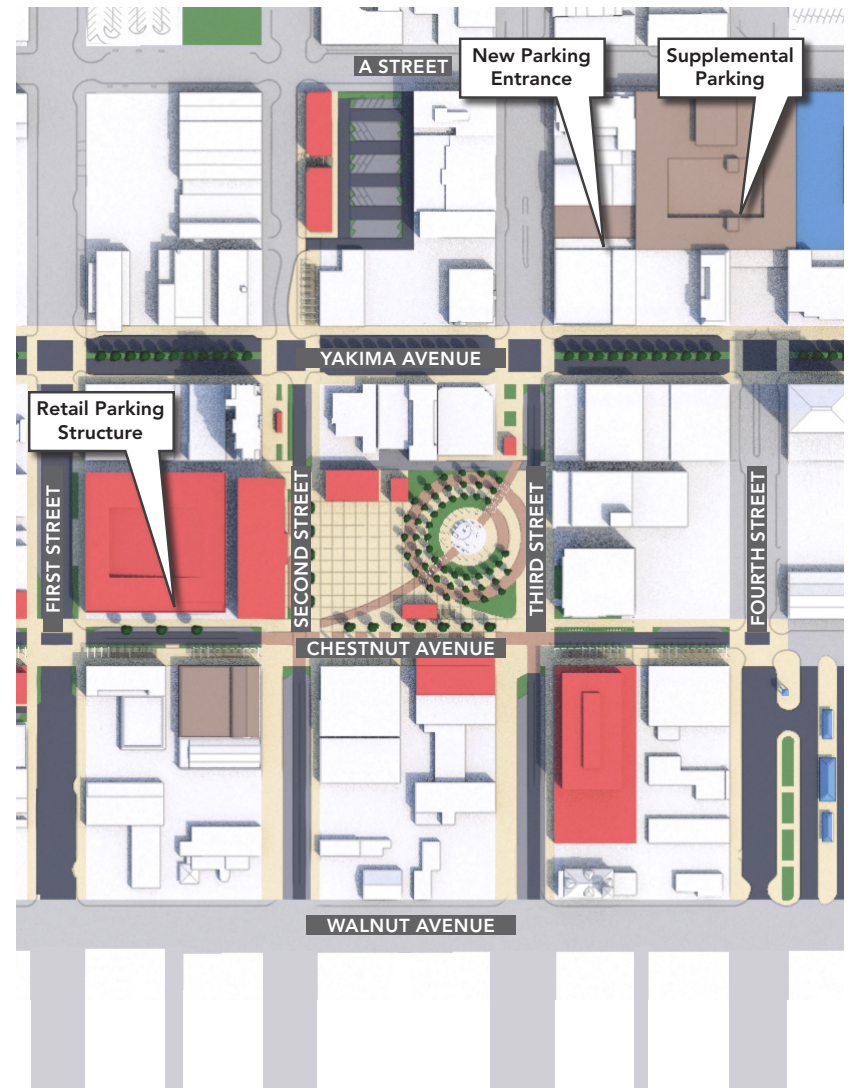
- Examining the Dragon Inn parking garage as possible retail and employee parking – net gain 100 spaces
- Resurfacing and improving City lot at 3rd and Walnut for employee parking – net gain 65 spaces
- Entering into agreements with nearby bank locations for usage of their parking lots on nights and weekends for plaza, restaurant, and theatre usage – net gain 80 spaces
- Expand on-street parking options on 2nd Street, 3rd Street and A Street – net gain 56-60 spaces

The temporary strategy adds a total of 300 spaces for retail and employee parking.

To supplement additional retail customer parking, spaces would be leased by the City in the Yakima Mall parking structure for retail, special event and downtown employee parking. To facilitate better utilization of this structure, a new auto entry ramp and pedestrian vertical circulation (elevators and stairways) access should be constructed. The location for the new entry would be along Third Street.

Long-Term Strategy—The initial long-term strategy would be to acquire and assemble the parcels south of the existing alley bounded by Second Street, First Street and Chestnut Avenue and construct a new municipal parking lot (160 spaces approximately) at this location. As retail demand grows, the parking lot would be replaced with a 400-space municipal parking structure. The parking structure would include ground-floor retail space lining Chestnut Avenue. A separate mixed-use building with ground-floor retail oriented to the Plaza and Second Street would be constructed.

LONG-TERM STRATEGY



SHORT-TERM STRATEGY



EXISTING CONDITIONS



Existing City Parking Lot Area: 220 Spaces
 Existing Use: Parking Lot (City Owned)

DIVERSION STUDY

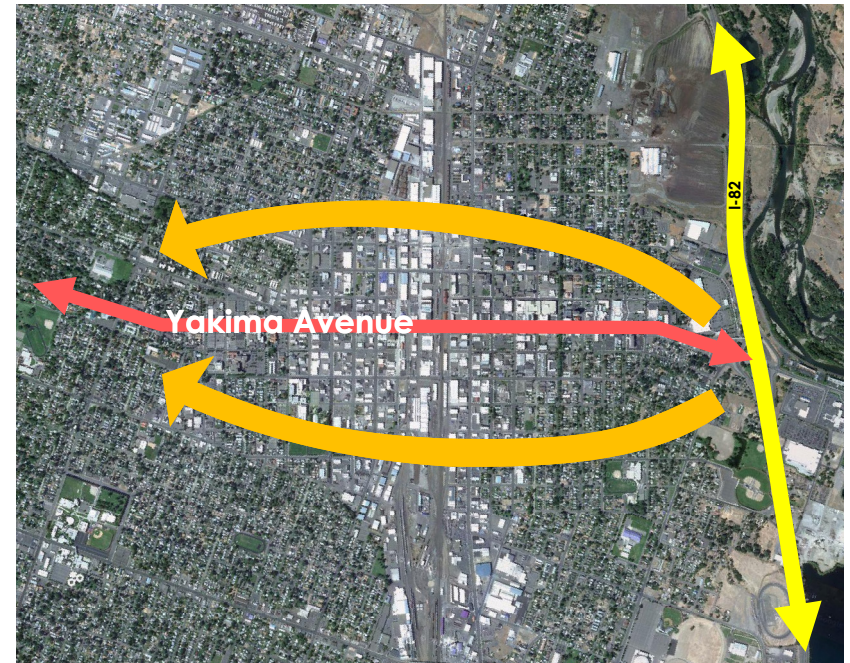
Intent

Preliminary traffic assessment of Yakima east-west arterials—Yakima, Walnut, MLK, and Lincoln Avenues indicates that there is excess roadway capacity to meet travel demand today and in the future 2035 planning horizon. To reduce the current Yakima Avenue roadway capacity from four travel lanes to two will require transferring 25% of the vehicles that use the street for trips through Downtown to an alternative route(s). To identify what ‘by-pass’ route(s) is most appropriate and effective will require additional traffic analysis and land use planning to assess the impacts and benefits. The Diversion Study should identify methods and locations where diversion would occur.

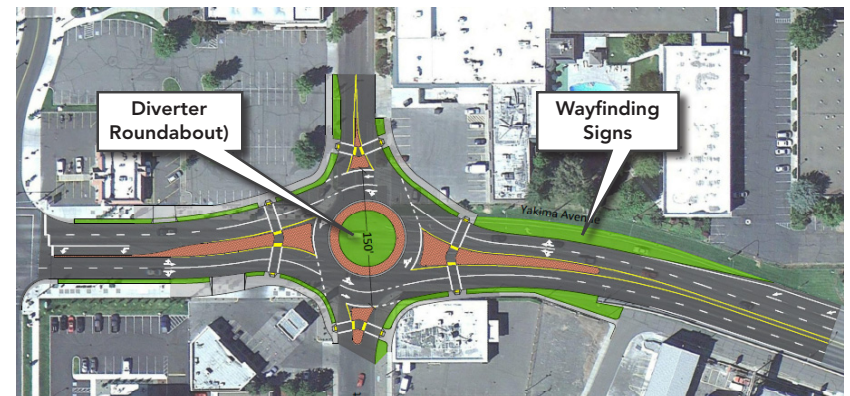
Potential diversion elements may include:

- Wayfinding
- Physical diverters such as roundabouts, channelized right turn lanes or trap lanes

TRAFFIC CONCEPT



PRELIMINARY TRANSPORTATION ASSESSMENT



POLICY UPDATES

Intent

In compliance with the Washington Growth Management Act (RCW 36.70A.080(2)), this Master Plan document will need to be adopted by the City Council as an amendment to the Yakima Urban Area Comprehensive Plan, 2025. This Master Plan will form the basis for a City-initiated and staff-prepared Comprehensive Plan Amendment which may be characterized as a Sub Area Plan, and also include amendatory text to the Transportation Plan Element and Capital Facilities Plan Element to reflect proposed changes under this Plan. These actions are important to ensure that future projects described in the Yakima Downtown Master Plan Comprehensive Plan are consistent with the Comprehensive Plan.

Compliance with the State Environmental Policy Act (SEPA) is also required as part of the Comprehensive Plan process. The Yakima Urban Area Comprehensive Plan, 2025 was adopted with an “Integrated SEPA/GMA Document” as provided in WAC 197-11-210 to -238. The SEPA review for this Comprehensive Plan Amendment will reflect this context.

In addition, the Master Plan outlines some key follow-up studies, as well as adjustments to the zoning regulations of the Central Business District, proposed design guidelines and other implementation measures. These items may follow adoption of or be produced in concert with the Comprehensive Plan Amendment and SEPA review.

Comprehensive Plan Update

Necessary text changes to the Yakima Urban Area Comprehensive Plan 2025 will need to be prepared for the Planning Commission and City Council review. Planning staff will:

- Prepare comprehensive plan text amendments and necessary legislation as needed for each element of the Comprehensive Plan
- Complete a SEPA checklist

Yakima Urban Area Comprehensive Plan 2025



Transportation Plan Update

Sections of the Yakima Urban Transportation Plan 2025 will need to be updated to include consideration of the Master Plan. City Council should approve funding for the Diversion Study to more definitively determine necessary updates to the Transportation Plan. The study should:

- Identify and incorporate the necessary routes and infrastructure changes required to distribute traffic to parallel routes that allow for the conversion of Yakima Avenue from a 4-lane section to a 3-lane section
- Include a list of necessary capital projects and costs for roadway capacity improvements, streetscape enhancements, bicycle and pedestrian improvements and way finding
- Consider re-classifying Yakima Avenue’s functional classification based on proposed cross-section changes

ZONING ORDINANCE UPDATES

Intent

The intent of the zoning ordinance updates is to clarify and strengthen essential permitted land use types, site design and improvement standards. Wherever possible unnecessary permitted uses and inappropriate site design and improvement standards should be eliminated.

Yakima Urban Zoning Ordinance Update

The study area is primarily regulated under Central Business District (CBD) zoning requirements, with a small portion zoned Light Industrial (M-1). The Yakima Downtown Plan land use framework is, for the most part, consistent with existing zoning. However, in some instances additional regulation will be required to ensure that specific uses are required and current uses are prohibited within the Downtown to meet the Yakima Downtown Master Plan vision. To align current code requirements with the Yakima Downtown Master Plan elements, two approaches to address inconsistencies might be to :

1. Maintain current zoning and provide additional or revised permitted use tables. Additionally, provide new or revised site design and improvement development standards.
2. Create a new 'Downtown Master Plan Development Overlay' with all uses subject to Type (2) and either Class (2) or Class (3) review using the Downtown Master Plan as a regulatory review guide.

Key ordinance updates might include:

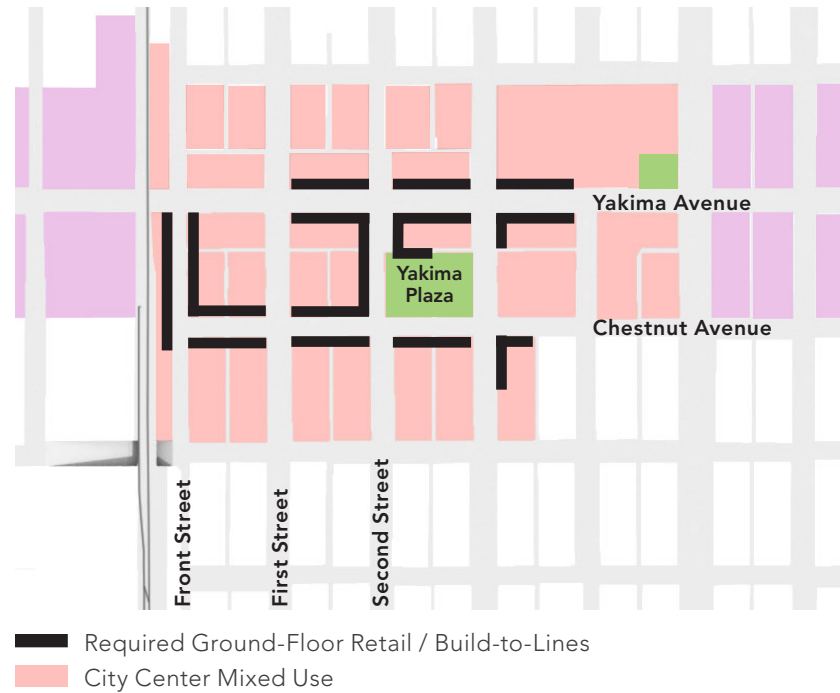
- Adjustments to foster mixed-use development and increase Downtown vitality, existing regulations that limit or prohibit upper-floor uses should be revised or amended to maximize residential density (dwelling units per acre) and/or intensity (floor area ratio). No maximum densities or intensities should be applied. Instead, maximum heights or other means of controlling compatibility, massing, and building form should be enacted as part of updates to the Site Design and Improvement Standards.
- Downtown Business Parking requirements should be reassessed. Currently, Downtown businesses are largely within the Parking Exempt Boundary (Zoning Ordinance 2012-34 Figure 6-1). As part of an Employee Parking Study, the feasibility of requiring either on-site parking or in-lieu-of fees to be assessed to provide off-site parking should be assessed.

Throughout Downtown, existing permitted conforming uses (Class 1) should be 'grandfathered' to remain, be improved upon, or sold and operated 'as-is' until renovated as property owners deem necessary. Furthermore, existing private property shown for public uses (such as a park) would not be rezoned until the parcels are acquired by a public entity or transferred to public use by easement, dedication, or other means.

Specific Permitted Use Updates

There are two essential zoning ordinance permitted-use updates that must be addressed:

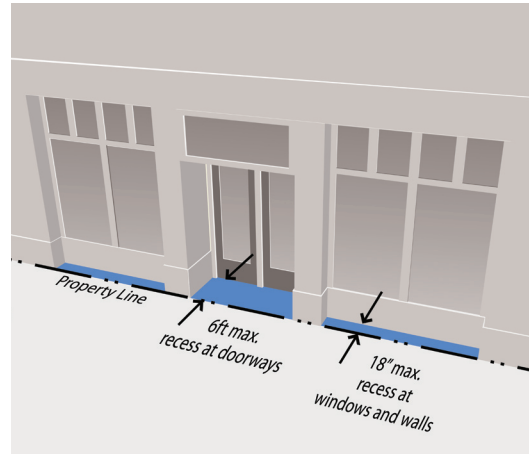
- Existing permitted-use tables for the CBD zone should be updated to prohibit, provide restrictions, or set forth conditions-of-use upon auto-oriented uses (drive-through windows of banks, restaurants, and other similar businesses) within the entirety of the City Center Mixed-use District and along the parcels fronting the length of Yakima Avenue.
- Requirement of ground-floor 'retail'—defined exclusively as the sale of goods, restaurants, and entertainment street frontages of Chestnut Avenue, Second Street fronting the plaza and Front Street parcels facing the public market (see graphic) should be required. Exceptions for residential or office lobbies should be allowed/reviewed as a conditional use. Prohibition of service bays, entrances to parking lots or service and loading bays should also be enacted.



Site Design and Improvement Standard Updates

To ensure that the Retail Main Street framework is active and animated, requiring additional ‘form-based’ building site design and façade design standards should be enacted:

BUILD-TO-LINES



Build-to-Lines require a continuous ‘street wall’ framing identified retail streets and the plaza (minimum). A diagram that illustrates where ground floors of buildings must engage the property line directly should be provided as suggested. Exceptions to these ‘zero-setback’ requirements might include— windows and walls recessed up to 18” from the property line to accommodate columns or other architectural elements. Conditional approval of deeper setbacks should be reviewed for:

- Dining and entertainment uses that intend to use the setback area for outdoor seating
- Interruptions for accommodation of passageways, building lobbies, or private courtyard entrances

ACTIVE EDGES



Active edges are building frontages with direct sidewalk entries and a high degree of transparency. Active edges increase visual and physical interaction between people inside and people outside of the buildings and create a safe and vibrant pedestrian environment. Access to service/loading bays, and parking lot/garage entrances are prohibited along designated active-edge frontages. A required active edges diagram identifies only building frontages where active-edge treatments is essential for the City Center Mixed-Use District. The following active-edge criteria should be met for all ground floors throughout the City Center District:

- A minimum of 70 percent transparent glass along ground-floor facades; frosted, tinted, reflective or other types of glass that diminish transparency should be prohibited
- Primary ground-floor uses must be oriented to the public right-of-way

The following active-edge criteria should be met for all other land uses throughout the Downtown:

- Primary entrances must be oriented toward the street
- Windows should be provided along facades; but no minimum percentage of transparency should be required
- Art walls, flower booths, newsstands or other activating uses are appropriate throughout

DESIGN GUIDELINES

Intent

Yakima Downtown Design Guidelines would aid designers and developers in understanding the City's urban design expectations by providing a framework for an orderly discretionary review process that would supplement and strengthen downtown regulatory codes. The guidelines would ensure a degree of order, harmony and quality within the built environment; they would foster the development of buildings and projects that are attractive individually yet contribute to a downtown that is unified and distinctive as a whole.

Role of Design Guidelines

There should always be many ways of meeting a particular guideline. The guidelines should not prescribe specific design solutions, nor should they be rigid requirements without flexibility.

The design guidelines should provide a descriptive template for maintaining and improving the urban character of Downtown, without dictating or prescribing a specific style or theme. The guidelines should however foster the evolution of Downtown Yakima from an auto-dominated to a pedestrian-friendly downtown where buildings should be built edge-to-edge and engage public sidewalks. Moreover, the Design Guidelines should ensure that new development does not treat existing older buildings as urban leftovers; lost and unattached fragments of the past. Rather, new construction and rehabilitation should respect and build upon the few remaining unique qualities of Yakima's existing historic downtown.

Design Guideline Content

The guideline document should be the primary tool for the design review process for any new project that occurs in the Yakima Downtown Plan area. It should be divided into four sections or 'Guideline Elements,' each of which addresses a particular set of design concerns that affect the Downtown environment. These guideline elements would include the following:

- Pedestrian Emphasis
- Architecture
- Lighting
- Signs

For each of these guideline elements, there should be an introductory page describing the intent of that section of guidelines, followed by specific guidelines. Each specific guideline should contain a descriptive statement of the guideline itself as well as examples of recommended and not recommended applications, both listed in text form and illustrated in photo examples. The visual examples should be included in each guideline element, as models for design and review purposes. They would provide designers, developers, and the Design Commission a means to effectively judge a building relative to appropriate and inappropriate design criteria.

Yakima Character

The guidelines should address Yakima’s unique ‘sense of place,’ its special quality and personality. People’s image of Yakima is that of an All-American town which is hospitable and family-oriented. They should address what gives Yakima this feeling, this ‘character’ as a unique collection of spaces and buildings, not simply a group of individual projects that could be anywhere.

PEDESTRIAN EMPHASIS



In Downtown Yakima, the pedestrian should be the ‘priority.’ These guidelines should address the ways in which buildings and spaces may be designed to create a convenient, comfortable, human-scaled environment where people will want to be.

ARCHITECTURE



The Architecture Guidelines should promote quality development while reinforcing the individuality and spirit of Yakima. The guidelines should promote architectural types indigenous to Yakima and/or the Northwest. Buildings in Yakima should seem to be ‘at home’, reflecting its character and heritage, suiting its climate, landscape, and downtown urban setting.

LIGHTING



Lighting should not only provide nighttime security, but also encourage nighttime patronage of businesses. Lighting should create an atmosphere of festivity and activity, especially where special elements or places are concerned. Utilitarian application of glaring, offensively-colored lights should not be appropriate for Downtown.

SIGN



Signs should make it easy to locate and identify businesses as well as providing other information relevant to getting around and doing business in Downtown. However, signs should never overwhelm either building or landscape. Moreover, signs should provide information in a highly graphic format that is complementary to downtown architecture. Tasteful logos, symbols and graphics are encouraged. A strong pedestrian orientation should be encouraged for all signs.

Design Review Process

Projects should be evaluated for consistency with the Yakima Downtown Master Plan, the Yakima Zoning Ordinance and the proposed Design Guidelines. The Design Guidelines should be applied during City review of development applications. City staff should review development proposals in the Downtown and determine the appropriate review procedures. Decisions to approve, approve with conditions, or denying a proposal should be made by staff or by an appointed 'Design and Landmarks Commission'. Development projects should be reviewed to determine consistency with permitted uses and site design standards of an updated Zoning Ordinance, and substantial consistency with the Downtown Design Guidelines. Where a project is not found consistent with the Downtown Design Guidelines, staff or the Design and Landmarks Commission may impose conditions of approval requiring the project to be modified, or it can be established that design details or other site factors warrant finding for approval of the project without meeting the particular design guidelines. For those applications that are substantially inconsistent with the guidelines, staff or the Design and Landmarks Commission should also have the option to deny the development request.

All new development, additions, remodels, and renovations within the Downtown should be subject to design review for determination of consistency with the Design Guidelines. The process for design review might be based on the extent of work proposed and whether it falls under one of three categories as follows:

1. Exterior Maintenance and Repair (Administrative staff review only for all work requiring a building permit)
2. Minor Exterior Modifications (Administrative staff review)
3. Major Exterior Modifications (Review before a newly appointed 'Design and Landmarks' Commission)

To aid the design review process the guidelines should be summarized into a single, one page 'checklist' (see example).

GUIDELINES 'CHECKLIST' EXAMPLE

Project No.:		Project Address:		Date:	
		NOT APPLICABLE	HIGH PRIORITY	COMPLIES	
				No	Yes
CONTEXT AND SITE					
CS1 Natural Systems and Site Features					
A. Energy Use		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. Sunlight and Natural Ventilation		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C. Topography		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. Plants and Habitat		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. Water		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CS2 Urban Pattern and Form					
A. Location in the City and Neighborhood		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. Adjacent Sites, Streets, and Open Spaces		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C. Relationship to the Block		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. Height, Bulk, and Scale		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CS3 Architectural Context and Character					
A. Emphasizing Positive Neighborhood Attributes		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
B. Local History and Culture		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
PUBLIC LIFE					
PL1 Open Space Connectivity					
A. Network of Open Spaces		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. Walkways and Connections		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C. Outdoor Uses and Activities		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
PL2 Walkability					
A. Accessibility		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. Safety and Security		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C. Weather Protection		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. Wayfinding		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
PL3 Street-Level Interaction					
A. Entries		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. Retail Edges		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C. Residential Edges		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
PL4 Active Transportation					
A. Entry Locations and Relationships		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. Planning Ahead for Cyclists		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C. Planning Ahead for Transit		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DESIGN CONCEPT					
DC1 Project Uses and Activities					
A. Arrangement of Interior Uses		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. Vehicular Access and Circulation		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C. Parking and Service Uses		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DC2 Architectural Concept					
A. Massing		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. Architectural and Facade Composition		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C. Secondary Architectural Features		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. Scale and Texture		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
E. Form and Function		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DC3 Open Space Concept					
A. Building-Open Space Relationship		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Open Space Uses and Activities		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Design		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DC4 Materials					
A. Exterior Elements and Finishes		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. Signage		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C. Lighting		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. Trees, Landscape and Hardscape Materials		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

DOWNTOWN STREET STANDARDS

Intent

Implementation of Downtown Street Standards will ensure that a complete-streets approach to circulation design is built as envisioned in the Yakima Downtown Master Plan. Additionally, the Standards would ensure that a unified, consistently applied design of streetscape improvements are constructed throughout Downtown. The City, other public agencies, private utility companies and private developers would be required to adhere to the Standards when constructing all new street improvements and any major replacement or repairs.

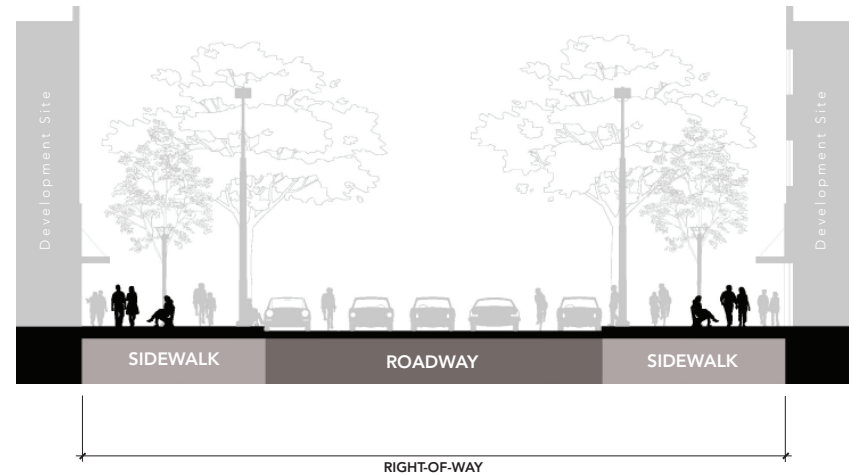
The Standards document should include general requirements and design elements.

General Requirements

The General Requirements should classify and locate downtown 'street types', describe the required street type plan and section, and dimension all essential design elements of each street type for all public rights-of-way. The General Requirements should generally describe the:

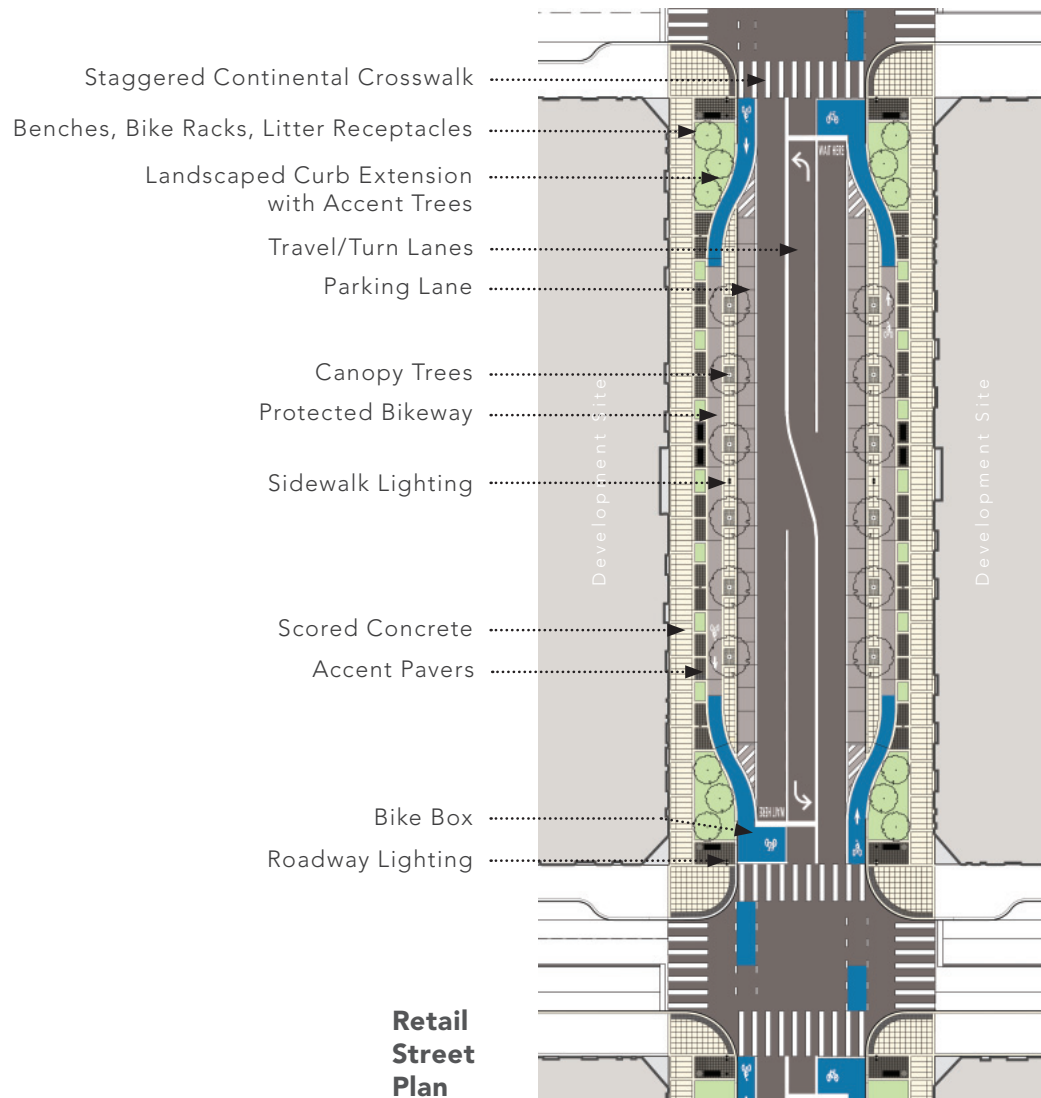
- **Roadway**— measured from face-of-curb to face-of-curb within the right-of-way; the roadway includes travel and turn lanes, curbside parking and protected bikeways, bike lanes, bus, accommodation for potential future trolley infrastructure, landscaped medians, etc.
- **Sidewalk**— measured from development property line to face-of-curb within the right-of-way; in some instances sidewalks may extend into development easements or setbacks

GENERAL REQUIREMENTS EXAMPLE



GENERAL REQUIREMENTS EXAMPLE

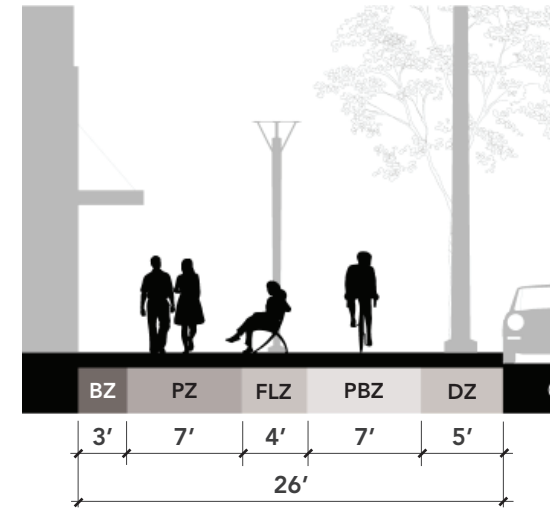
STANDARD SECTION ELEMENTS	
Traffic:	Two-way; Two 11-ft. travel lanes, one 11-ft. left-turn lane
Parking:	7-ft. 6-in. parallel lane, each side of street
Sidewalk:	26 ft. wide, each side of street
Bicycle:	7-ft. protected bikeway, each side of street
Intersections:	Laid-down corners, staggered continental crosswalks, bike boxes
Curbs:	1-ft. concrete
Paving:	Scored concrete, tinted concrete, accent pavers and asphalt
Trees:	Canopy, accent
Landscape:	Shrubs and groundcover in 4-ft. x 6-ft. tree wells and curb extensions
Lighting:	Roadway and sidewalk
Furnishings:	Benches, trash receptacles, bike racks



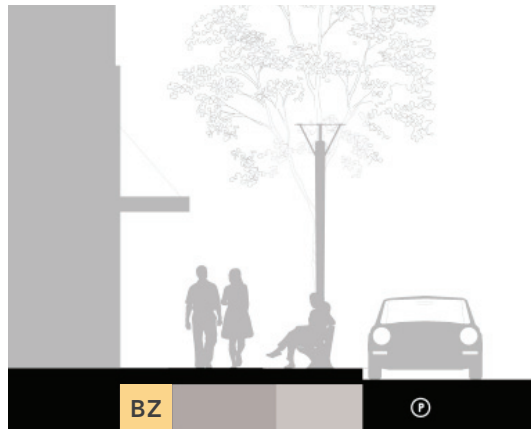
Design Elements

The design elements prescribe specific design and specifications of all roadways and sidewalks for each street type. The design elements are the following:

- **Sidewalk and Roadway Zones**– identify the character and arrangement of ‘functional zones’ within sidewalks and roadway lanes. Provide detailed dimensioned layouts (plans and sections) for all elements within each sidewalk zone and roadway lane
- **Sidewalk and Roadway Details**– provide construction design details for all key elements within the right-of-way
- **Street Furniture Elements**–identify the type, location, and material specifications for lighting, benches, bicycle racks, landscape planting lists, etc.

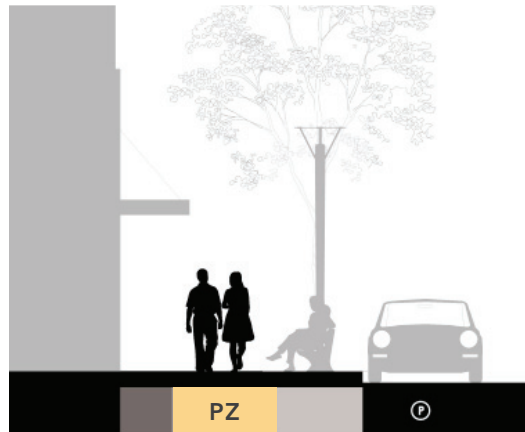


SIDEWALK AND ROADWAY ZONES EXAMPLE



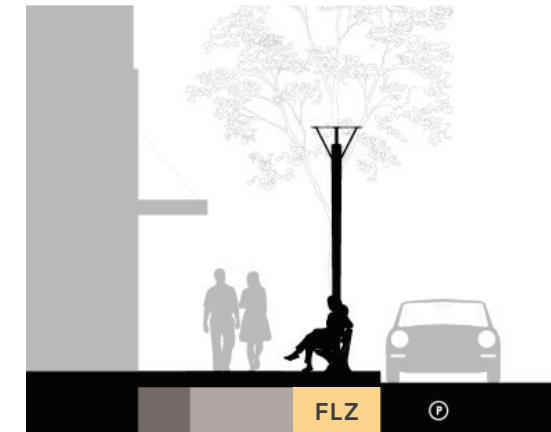
Building Zone (BZ)

The area immediately adjacent to the building facade. This zone accommodates retail displays, cafe tables/seating, and minor building projections such as downspouts. This zone is interrupted at doorways, corners and driveways.



Pedestrian Zone (PZ)

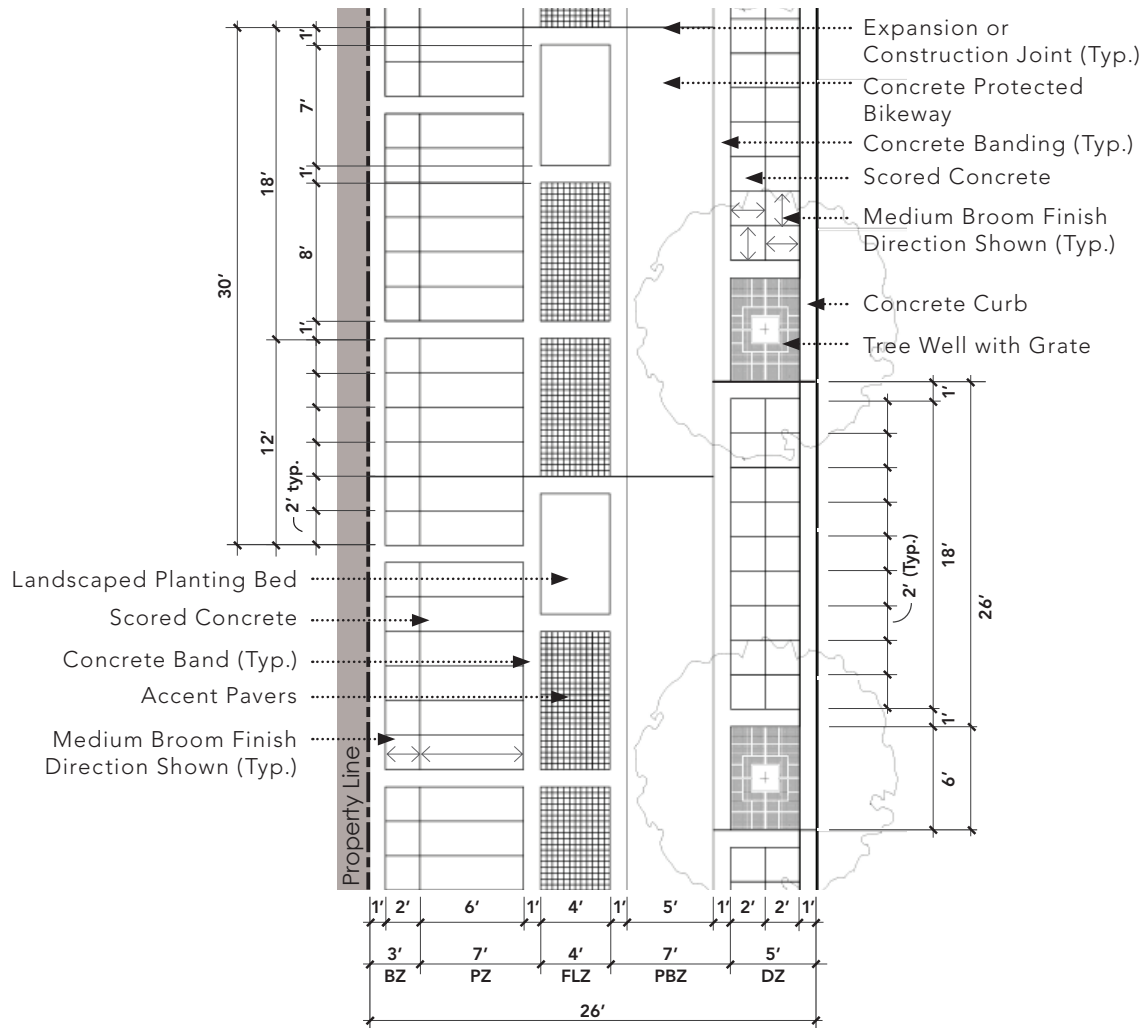
An unobstructed area for pedestrian through-movement, free of cafe seating, sandwich boards, signal poles, utility poles, etc. This zone should not be interrupted by driveways on the Retail Street.



Furnishings/Landscape Zone (FLZ)

This is the location of all elements supporting pedestrian, vehicular and bicycle use of the right-of-way, including sign poles, lighting, street furniture, landscape, rain gardens and bicycle parking facilities. This zone is interrupted at corners and driveways.

SIDEWALK AND ROADWAY DETAILS EXAMPLE

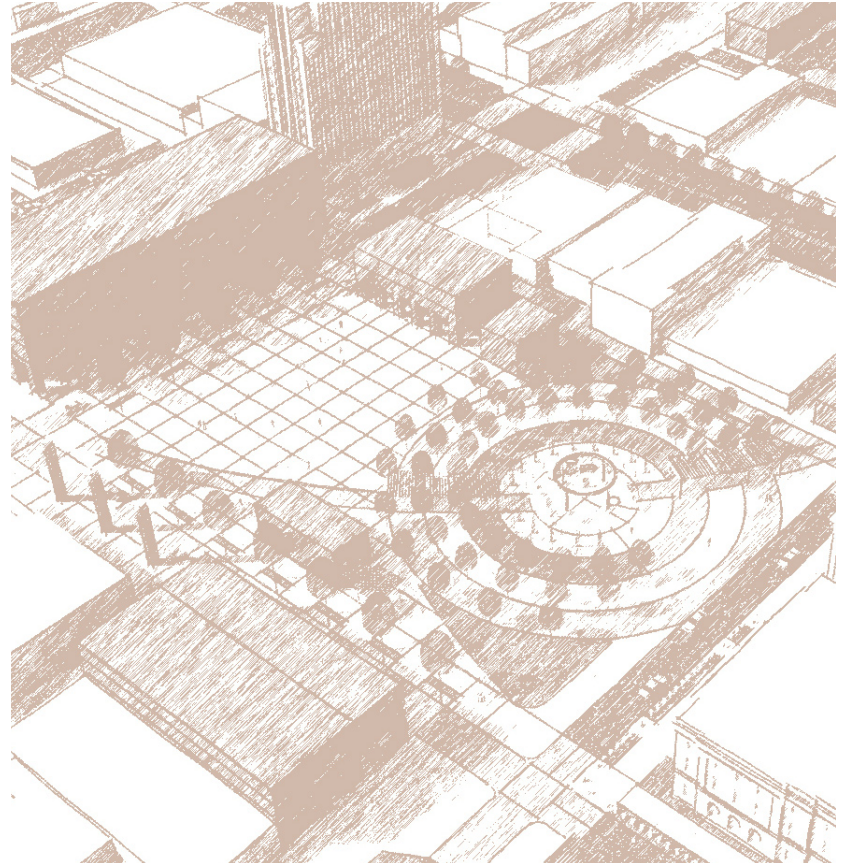


STREET FURNITURE ELEMENTS EXAMPLE



Sidewalk Lighting

- **Manufacturer**–Kim Lighting
- **Model**–Bounce, single luminaire, 10-ft. pole height
- **Finish**–Platinum Silver



IMPLEMENTATION

INTRODUCTION

Yakima Downtown Master Plan implementation requires the identification of public actions that will produce a sustained and widespread private market reaction. Revitalization of Downtown Yakima will require the expenditure of City financial and staff resources to ‘prime the pump’ for private development.

The Implementation Strategy identifies a concise list of manageable game-changing and essential projects that best address the project objectives and in turn will result in significant positive change and substantial private investment.

The implementation measures, primarily investments in physical infrastructure improvements (including associated planning, programming, design, engineering and construction) should be initiated substantially by the City of Yakima and in some instances through coordination with the private development sector as public-private partnerships.

Additionally, to ensure consistency with the Yakima Downtown Master Plan proposals, regulating policies, plans, ordinances, guidelines and financing strategies will need to be either updated or created by the City and consultants. Adoption of these documents will be required of the Yakima City Council, or other regulating bodies.

All the projects identified will require coordination and leadership by the City of Yakima. In some instances public-private partnerships will need to be established. It is recommended that a single point-of contact staff position be created to coordinate and manage these projects through implementation. As an oversight body, it is recommended that the Yakima Downtown Master Plan Steering Committee be repurposed into an ‘Implementation Oversight Committee’. This committee would review plan implementation proposals and provide recommendations to the City Council for any expenditure of public resources throughout the life of the implementation plan.

The implementation strategy details the key steps the City will need to take to establish immediate momentum and maintain a focused revitalization effort over a five-year timeframe. Elements of the implementation strategy include:

Implementation Oversight

Appointing an Implementation Oversight Committee provides the necessary ongoing advocacy for implementation of the Master Plan. An outline of the committee’s roles and responsibilities are provided.

Schedule

The schedule outlines the sequence for implementing the game-changer, essential projects and necessary regulatory updates within the first five years.

Action Plans

The necessary actions needed to implement the game-changer and essential projects, and necessary regulatory updates are identified. Each project or regulatory update incorporates the necessary steps required to initiate the project, and subsequent steps needed to complete the project within specific timelines and with assigned responsibilities. Where applicable, probable cost or fee estimates are provided.

Retail Strategy

Recommended actions, a timeline, and responsibilities for encouraging retail revitalization and establishing priority areas for incentivizing specific retail development concentrations along the Yakima Avenue corridor is provided. The complete Downtown Yakima Retail Market Study is included in the Appendix.

Finance

Financing implementation of the Downtown Master Plan will likely come from a variety of sources. A list of Federal, State and Local funding sources is identified. Once the Yakima City Council arrives at an agreement on the implementation projects, the responsibilities, schedules, and specific financing strategies should be finalized.

IMPLEMENTATION OVERSIGHT

In an effort to shepherd the Master Plan and implementation projects through to completion an Implementation Oversight Committee made up of the Master Plan steering committee and supplemented with additional City department and agencies representatives is essential for plan success. The Oversight Committee should:

- Be formally appointed by City Council
- Receive support from City staff regarding necessary data and information needs, scheduling of regular meetings and preparation of an annual report and briefing materials
- Meet at regular intervals throughout the life of the Master Plan implementation to review and provide recommendations to the City and Council on implementation progress
- Prepare an annual report and briefing to City Council

The following is an outline of the three fundamental elements of an Oversight Committee.

Committee Members

The Oversight Committee should include a diverse and representative group of downtown members including property and business owners, representatives of downtown business associations and advocacy groups, and City departments, agencies, and commissions. Oversight Committee members might be representatives of:

- Downtown Business Improvement District
- Downtown Redevelopment Agency
- Downtown Business Association
- City Transportation, Planning and Public Works
- Housing Authority and Parking Commission
- Transit Agency
- City Council and Planning Commission
- Downtown Owner
- Property Owner

Committee Purpose

The Oversight Committee should meet regularly to review implementation progress, and identify opportunities for advancing implementation efforts. Tasks of the Oversight Committee should include:

- Meeting Monthly
- Keeping the Master Plan 'Alive and Breathing'
- Tackling topics and components of the Master Plan, setting goals, finding community members to engage in goals, advocating for goals, and creating committees to achieve goals
- Seeing this plan through
- Recognizing that City support is essential for plan success
- Recognizing that accomplishments of the Master Plan are the result of a community-wide effort

Committee Annual Report

The Oversight Committee should prepare an annual report. An annual report and briefing to City Council identifies implementation progress and provides a basis for establishing partnerships and prioritization of City funds for implementation projects. The annual report should include:

- An update on accomplishments for the last year
- An updated list of Master Plan accomplishments since the start of the plan
- The committee's immediate goals for the near future

SCHEDULE

Implementation of all identified projects should be initiated within five years of Yakima Downtown Master Plan adoption.

PROJECTS	TIMELINE				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1 Yakima Plaza	Start	Construction Documents	Construct		
2 'Retail Main Street' *		Start	Construction Documents	Construct	
3 Public Market **		Start		Construction Documents	Construct
4 Yakima Avenue		Start	Construction Documents	Construct	
5 Downtown Parking Strategy Replacement Parking Lot	Start	Construction Documents	Construct		
6 Diversion Study	Start				
7 Policy Updates					
8 Zoning Ordinance Update					
9 Design Guidelines					
10 Downtown Street Standards					

* The streetscape concepts and preliminary conceptual cost estimates should be developed concurrently with the development of the Plaza design.

** Following Plan adoption a Public Market Feasibility Study should be initiated and a Request for Qualifications should be solicited by the City.

ACTION PLANS

YAKIMA PLAZA

The plaza is a Game-Changer. Retail revitalization starts with the plaza.

ACTION	MONTHS TO COMPLETE	PRIMARY RESPONSIBILITY	PRELIMINARY COST/ FEE ESTIMATE
1) INITIATE PROJECT Appoint Plaza Oversight Committee Finalize Project Scope & Improvement Area Map Identify Plaza Management Structure Identify Operating Fund Requirements & Sources Prepare Construction Budget Estimate Identify & Secure Construction & Operating Funds	4	CITY	Plaza, \$10 Mill. - 3 Blocks, \$3 Mill.
2) SELECT DESIGN TEAM Prepare Request for Qualifications (RFQ) Review Qualifications (Oversight Committee) Select Design Team	4	CITY	
3) PREPARE CONTRACT DOCUMENTS Prepare Design Alternatives Refine Preferred Alternative Prepare Contract Documents Bid Project	8	CONSULTANT	Consultant Fees @10% - \$1.3 Mill.
4) CONSTRUCT IMPROVEMENTS Develop & Approve Construction Phasing Plan Construct Street Improvements Construct Plaza Improvements	18	CONTRACTOR	

'RETAIL MAIN STREET'

The 'Retail Main Street' is the centerpiece for new retail development in the Downtown.

ACTION	MONTHS TO COMPLETE	PRIMARY RESPONSIBILITY	PRELIMINARY COST/ FEE ESTIMATE
1) INITIATE PROJECT Appoint Main Street Oversight Committee Finalize Project Scope & Improvement Area Map Prepare Construction Budget Estimate Identify & Secure Construction Funding	4	CITY	4 Blocks @ \$1 Mill. Per Block
2) SELECT DESIGN TEAM Prepare Request for Qualifications (RFQ) Review Qualifications (Oversight Committee) Select Design Team	4	CITY	
3) PREPARE CONTRACT DOCUMENTS Prepare Design Alternatives Refine Preferred Alternative Prepare Contract Documents Bid Project	8	CONSULTANT	Consultant Fees @10% - \$400,000
4) CONSTRUCT IMPROVEMENTS Develop & Approve Construction Phasing Plan Construct Street Improvements	18	CONTRACTOR	

PUBLIC MARKET

The public market will serve as a retail anchor and Downtown visitor destination.

ACTION	MONTHS TO COMPLETE	PRIMARY RESPONSIBILITY	PRELIMINARY COST/FEE ESTIMATE
1) INITIATE PROJECT	12	CITY	
Appoint Public Market Oversight Committee Secure Site			To Be Developed
2) DETERMINE FEASIBILITY	12	CONSULT.	
Prepare Request for Qualifications (RFQ) Review Qualifications (Oversight Committee) Select Consultant to Prepare Feasibility Study Review Consultant Recommendations Identify & Secure Construction & Operating Funds			Consultant Fees @ \$75,000
3) SELECT DESIGN TEAM	4	CITY	
Prepare Request for Qualifications (RFQ) Review Qualifications (Oversight Committee) Select Design Team			
4) PREPARE CONTRACT DOCUMENTS	8	CONSULTANT	To Be Developed
Prepare Design Alternatives Refine Preferred Alternative Prepare Contract Documents for Roadway Improvements Bid Project			
5) CONSTRUCT IMPROVEMENTS	18	CONTRACTOR	
Develop & Approve Construction Phasing Plan Construct Improvements			

YAKIMA AVENUE

Streetscape improvements, to calm traffic, will create a 'signature street'.

ACTION	MONTHS TO COMPLETE	PRIMARY RESPONSIBILITY	PRELIMINARY COST/ FEE ESTIMATE
1) INITIATE PROJECT Appoint Yakima Avenue Oversight Committee Finalize Project Scope & Improvement Area Map Prepare Construction Budget Estimate Identify & Secure Construction Funding	4	CITY	16 Blocks @ \$700,000 Per Block
2) SELECT DESIGN TEAM Prepare Request for Qualifications (RFQ) Review Qualifications (Oversight Committee) Select Design Team	4	CITY	
3) PREPARE CONTRACT DOCUMENTS Prepare Design Alternatives Refine Preferred Alternative Prepare Contract Documents Bid Project	8	CONSULTANT	Consultant Fees @10% - \$1.1 Mill.
4) CONSTRUCT IMPROVEMENTS Develop & Approve Construction Phasing Plan Construct Street Improvements	24	CONTRACTOR	

DOWNTOWN PARKING STRATEGY

The strategy will address short-term and long-term retail parking needs.

ACTION	MONTHS TO COMPLETE	PRIMARY RESPONSIBILITY	PRELIMINARY COST/FEE ESTIMATE
1) INITIATE PROJECT			
Appoint Parking Oversight Committee Secure Replacement Parking Site West of Plaza	12	CITY	To Be Developed
2) DEVELOP SHORT-TERM RETAIL PARKING			
Identify Locations for Increasing Parking	4	CITY	
Restripe and Make Improvements	12	CITY	
3) INITIATE SUPPLEMENTAL PARKING STUDY			
Select Consultant		CITY	
Investigate Feasibility of New Entrance to Mall Parking		Consultant	To Be Developed
Investigate Potential for Leasing Employee Parking		Consultant	To Be Developed
4) DEVELOP LONG-TERM RETAIL PARKING			
Identify & Secure Construction & Operating Funds	12	CITY	To Be Developed
Select Design Team			
Prepare Contract Documents for Parking Structure		Consultant	
Construct Retail Parking Structure		Contractor	

DIVERSION STUDY

A transportation and land use study will identify a strategy for diverting Yakima Avenue traffic to alternative by-pass routes.

ACTION	MONTHS TO COMPLETE	PRIMARY RESPONSIBILITY	PRELIMINARY COST/FEE ESTIMATE
1) INITIATE PROJECT Appoint Diversion Study Oversight Committee Finalize Feasibility Project Scope & Study Area Map	4	CITY	
2) DETERMINE FEASIBILITY Prepare Request for Qualifications (RFQ) Review Qualifications (Oversight Committee) Select Consultant to Prepare Feasibility Study Review Consultant Recommendations Identify & Secure Construction Funding	12	CONSULT.	Consultant Fees @ \$75,000
3) SELECT DESIGN TEAM Prepare Request for Qualifications (RFQ) Review Qualifications (Oversight Committee) Select Design Team for Roadway Improvements	4	CITY	
4) PREPARE CONTRACT DOCUMENTS Prepare Design Alternatives Refine Preferred Alternative Prepare Contract Documents for Roadway Improvements Bid Project	12	CONSULTANT	
5) CONSTRUCT IMPROVEMENTS Develop & Approve Construction Phasing Plan Construct Improvements	12	CONTRACTOR	

POLICY UPDATES

The Downtown Plan will be incorporated into the Comprehensive Plan.

ACTION	MONTHS TO COMPLETE	PRIMARY RESPONSIBILITY	PRELIMINARY COST/FEE ESTIMATE
1) INITIATE PROJECT	2	CITY	
Develop Scope of Work			
2) UPDATE POLICY	6	CITY	
Prepare Draft Update			
Review Update			
Finalize Update and Adopt			

ZONING ORDINANCE UPDATE

Regulating plans will be consistent with the Downtown Plan vision.

ACTION	MONTHS TO COMPLETE	PRIMARY RESPONSIBILITY	PRELIMINARY COST/FEE ESTIMATE
1) INITIATE PROJECT	2	CITY	
Develop Scope of Work			
2) UPDATE ZONING ORDINANCE	6	CITY	
Prepare Draft Update			
Review Update			
Finalize Update and Adopt			

DESIGN GUIDELINES

Discretionary design guidelines supporting zoning ordinances will ensure Downtown projects are constructed as envisioned.

ACTION	MONTHS TO COMPLETE	PRIMARY RESPONSIBILITY	PRELIMINARY COST/FEE ESTIMATE
1) INITIATE PROJECT	2	CITY	
Develop Scope of Work			
2) SELECT DESIGN GUIDELINE CONSULTANT	2	CITY	
Prepare Request for Qualifications (RFQ)			
Review Qualifications			
Select Consultant			
3) PREPARE DESIGN GUIDELINES	6	CONSULTANT	Consultant Fees @ \$75,000
Prepare Draft Design Guidelines			
Review Design Guidelines			
Finalize Design Guidelines			

DOWNTOWN STREET STANDARDS

Requirements for all public right-of-way improvements will ensure that a high-quality public realm is constructed.

ACTION	MONTHS TO COMPLETE	PRIMARY RESPONSIBILITY	PRELIMINARY COST/FEE ESTIMATE
1) INITIATE PROJECT	2	CITY	
Develop Scope of Work			
2) SELECT STANDARDS CONSULTANT	4	CITY	
Prepare Request for Qualifications (RFQ)			
Review Qualifications			
Select Consultant			
3) PREPARE STREET STANDARDS	8	CONSULTANT	Consultant Fees @ \$150,000
Prepare Draft Street Standards			
Review Draft Street Standards			
Finalize Street Standards			

RETAIL STRATEGY

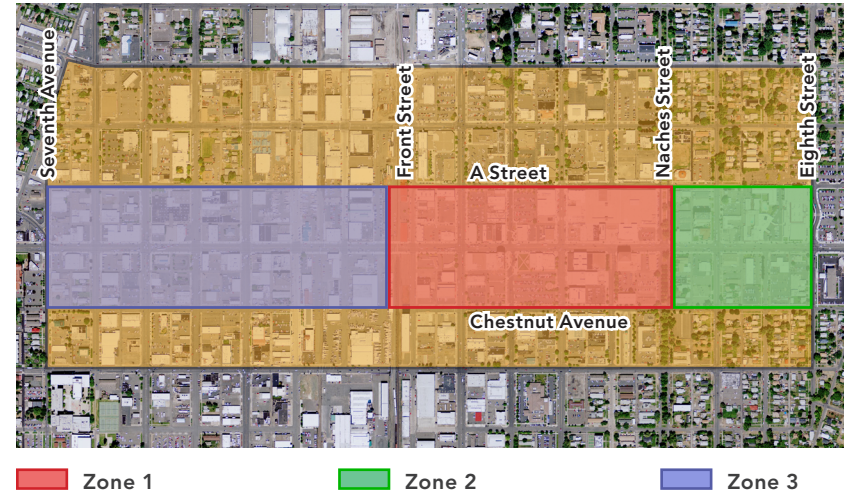
The Retail Strategy* for Downtown Yakima is intended to build on Yakima’s existing assets, nascent local business initiatives and events, and provide a unique and enjoyable retail experience not otherwise available in Yakima. Concerted effort therefore must be made by the City in stakeholder engagement, marketing, and developing City policies that incentivize and direct retail growth to the Downtown, as well as to identify funding and/or sponsorship opportunities. The following are recommended actions to be taken **immediately by the City** to encourage retail revitalization in the Downtown:

- Set up a Retail Task Force to support the City’s efforts in promoting and facilitating retail growth in the Downtown.
- Embed the Retail Positioning Framework identified on the following page into the Downtown zoning ordinance and design guidelines to ensure a distinctive retail environment for the Downtown can be realized.
- Establish policies and criteria that provide a framework for incentives for the establishment and revitalization of retail developments/ businesses within the Downtown. The City should seek to obtain the buy-in of such incentives from local banks to support incentives that involve no-interest loans for eligible businesses.
- Engage and encourage local landlords/real estate professionals to support retail incubation ideas through the offering of short-term and/or discounted lease terms. This can be facilitated through a Retail Task Force.
- Facilitate the temporary use/lease of underutilized parking and other vacant lots within the study area for expansion of existing retail operations (esp F&B) that abut such lots.
- Publicize the Yakima Downtown Master Plan and proactively engage in specific marketing strategies aimed at key stakeholders/real estate professionals / investors / retailers to promote the Yakima Downtown Master Plan. This should include attendance by City officials at retail conferences or trade shows such as the annual Retail Convention (RECON) in Las Vegas.
- Identify potential sponsors / sponsorship opportunities to support the implementation of a key catalyst project, such as the expansion of Millennium Plaza Park

*The complete Downtown Yakima Retail Market Study Report can be found in a separate Appendix to this document.

The Retail Strategy for Downtown Yakima should be guided by a retail zoning framework that identifies three specific retail zones within the Downtown, each with different retail characteristics and priorities, as follows:

- **Zone 1**– should be positioned as a lifestyle zone, and encourage activity generating uses and retail that fosters a vibrant atmosphere. Retail focus should be on food and beverage, local products/retail businesses, convenience and entertainment and leisure.
- **Zone 2**– is intended for retail uses that support tourist retail needs, with a focus on food and beverage, convenience and comparison shopping, culture and arts.
- **Zone 3**– is a less vibrant area intended for general retail needs that serve the Yakima population, such as housewares, interiors, furniture, lighting, electronics, DIY, grocery and other comparison goods.



ACTION	MONTHS TO COMPLETE	PRIMARY RESPONSIBILITY
1) Set up a Retail Task Force	3	City & Council
2) Draft retail related zoning and design guidelines	3	City Planning Department
3) Establish policies and criteria that provide a framework for retail incentives	3	City Planning Department
4) Establish short-term and discounted leases for vacant or underutilized municipal property to encourage retail growth in the Downtown. (City should lead by example and encourage private developers/landlords to do similar)	Ongoing once policies are in place	City & Council
5) Develop a marketing strategy	3	City
6) City officials attend retail conferences or trade shows such as the annual Retail Convention (RECON) in Las Vegas	Ongoing	City & Council
7) Identify potential sponsors/sponsorship opportunities for catalyst projects (eg. expansion of Millennium Plaza park)	6	City

FINANCE

Intent

The revitalization of Downtown is a multi-year task, and success is enhanced by a multi-year commitment of funding and incentive programs. There are many financing tools which will be available to downtown Yakima to implement the projects identified in the Yakima Downtown Master Plan.

The following are a list of possible federal, state, and local funding sources:

FEDERAL

Community Development Block Grants (CDBG)

Federally-funded through the Department of Housing and Urban Development, this grant program provides funding for housing, infrastructure improvements, and economic development and must serve the interests of low and moderate-income populations.

New Market Tax Credit Program (NMTC)

This federal program is intended to attract private-sector investment into qualifying low-income communities to help finance community development projects, stimulate economic opportunity, and create jobs. The program offers federal tax credits for making private investments in qualified Community Development Entities (CDEs).

Federal Rehabilitation Tax Credits for Certified Historic Structures

This program gives tax credits in which a portion of the renovation investment in an historic building is credited back against federal income taxes, in exchange for certain federal (Department of Interior) renovation standards being followed.

Low-Income Housing Tax Credits (LIHTC) and HOME Investment Partnership Program

This federal tax credits program created in 1986 under Section 42 of the IRS code encourages the development of affordable multifamily rental housing.

Moving Ahead for Progress in the 21st Century Act (MAP-21)

Moving Ahead for Progress in the 21st Century Act (MAP-21) MAP-21 is a milestone for the U.S. economy and the Nation's surface transportation program. By transforming the policy and programmatic framework for investments to guide the system's growth and development, MAP-21 creates a streamlined and performance-based surface transportation program and builds on many of the highway, transit, bike, and pedestrian programs and policies established in 1991.

TIGER Grants

The Transportation Investment Generating Economic Recovery, or TIGER Discretionary Grant program, provides a unique opportunity for the U.S. Department of Transportation to invest in road, rail, transit and port projects that promise to achieve critical national objectives. Congress dedicated \$1.5 billion for TIGER I, \$600 million for TIGER II, \$526.944 million for FY 2011 and \$500 million for the FY 2012 round of TIGER Grants to fund projects that have a significant impact on the Nation, a region or a metropolitan area.

Economic Development Administration- U.S Department of Commerce (EDA)

The EDA provides funds for technical assistance, planning and the development of projects that result in the creation of new employment. Technical assistance grants usually average about \$25,000 and require a small cash match. Capital grants and revolving loan funds are available on a 50/50 matching basis and vary in size from hundreds of thousands to millions of dollars.

STATE AND LOCAL

Special Districts for Business Improvement, Parking & Other Infrastructure

Neighborhood residents and downtown property owners can elect to levy special taxes on themselves for special activities and capital improvements within an established special district. Business Improvement Districts, for example, can fund downtown revitalization activities, promotions, and events. Parking Districts can assist development efforts in locating parking facilities in a manner consistent with good community design and respectful of the historic streetscape. Cities and Counties may also create special improvement districts to pay for projects with bond repayment to be made by the adjoining landowners receiving the benefit of the improvement.

General Obligation Bonds

The sale of general obligation bonds can be used to finance specific public infrastructure and facilities improvements. A G.O bond sale, subject to voter approval, can provide the financing initially required for major projects.

Road Improvement Districts

RIDs can be used to finance a wide range of public improvements, such as upgrading substandard residential streets. RIDs involve the issuance of special assessment bonds with a pledge of repayment by the benefited property owners or developers. The County can partially offset the cost of RIDs by contributing a staff person to help organize and promote the RIDs and by paying some of the preliminary engineering design work for determining the types and cost of improvements needed. RIDs are typically not a funding source for general transportation improvements.

Gas Tax

A portion of gas tax receipts are allocated to cities and counties for street and road system maintenance and improvements.

Real Estate Excise Tax 1 (REET 1)14

RCW 82.46.010 authorizes cities and counties to levy a quarter percent (0.25%) excise tax on the sale price of real estate. Cities and counties with a population of 5,000 or more that are planning under GMA may spend these funds only on capital projects listed in the capital facilities plan element of their comprehensive plans.

Real Estate Excise Tax 2 (REET 2)15

Cities and counties that are required to or choose to plan under the Growth Management Act may levy a second quarter percent (0.25%) excise tax on the sale price of real estate. In 2004, the Yakima City Council authorized the second quarter Real Estate Excise Tax. The City uses these funds for to purchase materials for crack filling and chip sealing local access streets. The revenues have also been used for street maintenance and repair purposes, as well as other projects listed on the Capital Facilities Plan.

Property Tax

Property tax funds the day-to-day operations of the City's street and traffic operations division. Programs may be mandated, provide for the safety of the citizens, or are good stewardship programs that protect the \$250 million investment that the public has made to the existing transportation system.

Local Option Fees and Taxes

Establishment of the Local Option Vehicle License Fee for general transportation purposes could generate additional revenue to be used for targeted areas such as the focused public investment areas, safety projects, paving gravel roads, & alternative mode improvements. A local option fuel tax is another potential revenue source.

Congressional Direct Appropriations

State appropriation bills may include funding for particular local or state transportation projects.

Downtown Development Incentives Fund

Philanthropic support can provide a significant one-time grants or funds over a sufficiently long period of time to capitalize financing for private investment through such means as:

- Revolving loan fund offering interest rate write downs
- Matching funds for contributions to downtown projects
- Direct incentives for targeted retailers - would provide a “negotiation fund” for target retailers or categories

Washington Department of Transportation (WSDOT)

The WSDOT distributes a variety of federal funds and provides state matching funds requirements for a variety of auto, pedestrian, bicycle and rail infrastructure projects.

Other Funding Types

Another method that may be available to Yakima for implementation of projects is to structure a range of public and private incentives for downtown retail, business development, and affordable housing. These “indirect funding” mechanisms might typically include:

- Granting bonus densities under the zoning code in exchange for provision of a public amenity or benefit
- Special permitting for uses such as sidewalk cafes to animate street life
- Allowing sponsorships of public space programming to encourage pedestrian activity
- Below-market-rate land sales or ground leases
- Fast track approval processes for downtown housing development to lower developer costs while at the same time providing a benefit at little or no cost to the city
- Below-market-rate public bond financing to reduce the cost of capitol for designated development projects
- Property tax deferrals in exchange for provision of public amenities

Grants

Both Yakima County and the City of Yakima actively seeks grant funds for capital projects. In the past, funding sources have included Transportation Improvement Board, Washington Traffic Safety Commission, Hazard Elimination, Freight Mobility, Congestion Management and Air Quality, Surface Transportation Program, County Road Administration Board (CRAB), Urban Arterial Trust Account (UATA), Transportation Improvement Account (TIA), Bridge Replacement (BR), County Arterial Preservation Program (CAPP), and Rural Arterial Program (RAP).

Proportional Share Contributions

Private developers have contributed funds toward capital projects based on a pro-rata share of new, site-generated traffic volumes as a share of the total project cost and total future traffic toward projects contained in the Six-Year Transportation Plan list. Rates are based on a formula that assesses a proportionate share of the total project cost relative to the trip rate.

Miscellaneous Local Revenue

The City of Yakima receives local revenues from miscellaneous sources. These include mitigation payments and transfers of funds from other jurisdictions for reimbursable work.

Crandall Arambula PC



Revitalizing America's Cities