



# CITY OF SEATAC

## PLANNING COMMISSION MEETING

Riverton Room, SeaTac City Hall, 4800 S. 188<sup>th</sup> Street  
February 17, 2015, 5:30 p.m.

### MEETING AGENDA

- 1) Call to Order/Roll Call – 5:30 p.m.
- 2) Approve Minutes of February 3, 2015 Planning Commission Meetings (Exhibit A)
- 3) Public Comment: Public comment will be accepted on items not scheduled for a public hearing
- 4) Major Comprehensive Plan Update – Capital Facilities, Utilities, Economic Vitality (Exhibit B)
- 5) CED Director's Report
- 6) Planning Commission Comments (including suggestions for next meeting agenda)
- 7) Adjournment

*The Planning Commission consists of five members appointed by the Mayor and confirmed by the City Council. The Commission primarily considers plans and regulations relating to the physical development of the city, plus other matters as assigned. The Commission is an advisory body to the City Council.*

*All Commission meetings are open to the public and comments are welcome. Please be sure to be recognized by the Chair prior to speaking.*

**CITY OF SEATAC  
PLANNING COMMISSION  
Minutes of February 3, 2015  
Regular Meeting**

**Members present:** Joe Adamack, Roxie Chapin, Tom Dantzler, Robert Scully, Jim Todd  
**City Councilmembers present:** Tony Anderson; Pam Fernald  
**Staff present:** Todd Cutts, City Manager; Joe Scorcio, CED Director; Steve Pilcher, Planning Manager; Mike Scarey, Senior Planner  
**Consultant present:** Larry Toedtli, Transpo

**1. Call to Order**

Chairman Adamack called the meeting to order at 5:30 p.m.

**2. Public Comment**

None.

**3. Briefing on Major Comprehensive Plan Update – Transportation Element**

Larry Toedtli of Transpo led a discussion of transportation issues facing the City over the 20 year planning period. He noted the need to balance wants and the budget and also the necessity of a good transportation system to support the growth projected in the Comp Plan, including the economic development goals of the City. Their work also focuses on how the system may best support the community's vision.

Mr. Toedtli reviewed the process that has occurred to date and then reviewed major improvements that need to occur. By 2025, Phase 1 of SR-509 needs to be developed, as well as an Interim South Access to the airport. By 2035, the South Airport Expressway needs to be constructed. And, by 2040, Phase 2 of the SR-509 will need to be constructed. These improvements are needed to keep up with the anticipated growth within the City and the increase amount of air passenger traffic expected at the airport.

Mr. Toedtli reviewed the existing 2015-2024 Transportation Improvement Program (TIP), noting which improvements are expected to be made by the City and which by other entities. He also noted that Transpo has reviewed the City's Safe and Complete Streets Plan and the desired improvements to be made to the non-motorized network. He then reviewed in more detail multimodal improvements contained within the TIP.

Some of the TIP projects will be necessary to maintain adopted Level of Service (LOS) standards. Other improvements will only occur in conjunction with or after other projects. For example, the proposed S. 200<sup>th</sup> St. "road diet" (i.e., reconfiguring the street from a 4-lane section to 2 lanes with a center turn lane, plus bike lanes) is dependent upon Phase 1 of SR-509 being

built. He noted that this improvement can occur without decreasing vehicular traffic volumes on S. 200<sup>th</sup> and will also likely result in a 30% decrease in collisions due to a protected left turn movement.

Mr. Toedtli then reviewed project costs of these improvements, noting they average out to approx. \$15-17 million/year, which is double or more of current expenditures for multimodal roadway and intersection improvements. Sidewalk improvements as contained in the Safe and Complete Streets Plan are 4 to 5 times greater than current expenditure levels. In total, the financial consultant (BERK) projects a total of \$168 million dollars of revenue to meet from \$490-600 million of need.

Mr. Toedtli noted the need to balance a variety of priorities. In reviewing the diagram illustrating this point, the Commission suggested that the central factor should be “Livability” as opposed to “Safety.”

Various funding options were reviewed, including Transportation Benefit Districts, increasing traffic impact fees, establishing local improvement districts, establishing a business and occupation (B&O) tax or renegotiating the parking tax agreement with the Port of Seattle.

Mr. Toedtli then reviewed the next steps to occur as the Plan moves towards completion.

#### **4. Approval of Minutes**

Moved and seconded to approve the minutes of the January 20, 2015 meeting. **Passed 5-0.**

#### **5. Election of Officers**

Moved and seconded to elect Robert Scully as Vice-Chair. **Passed 5-0.**

Moved and seconded to elect Joe Adamack as Chair. **Passed 5-0.**

#### **6. Major Comprehensive Plan Update – Housing & Human Services Element**

Senior Planner Mike Scarey reviewed changes that have been made to the document since the Commission’s last review in October 2014. He also handed out a document which shows all changes that have occurred from the very beginning of drafting revisions.

Mr. Scarey then reviewed highlights from the draft Implementation Strategies. The Commission discussed the issue of housing affordability and how it should best be addressed, considering that the majority of existing housing in SeaTac is currently considered to be affordable.

Finally, Mr. Scarey handed out a letter that staff had received earlier in the day from the Housing Development Consortium, noting that staff has not had time to review and comment on it.

**7. CED Director's report**

Director Joe Scorcio reminded the Commission of the upcoming National American Planning Association Conference that will be occurring in Seattle April 18-21. The department has budgeted for all Commissioners to attend.

Commissioners Adamack and Dantzler noted they would not be able to attend any portion of the event. Other Commissioners were asked to notify staff by the end of the week of their desire to participate.

**8. Adjournment**

Moved and seconded to adjourn. Motion passed 5-0. The meeting adjourned at 8:11 p.m.

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# CAPITAL FACILITIES ELEMENT

Note: Exhibit B contains

"clean" current drafts of the Capital Facilities, Utilities and Economic Vitality elements. Versions showing changes from the original will be distributed at the 2/17 meeting.

## Table of Contents

<b>MAJOR CONDITIONS .....</b>	<b>2</b>
<b>GOALS AND POLICIES .....</b>	<b>2</b>
GOAL 5.1 Plan for facilities through LOS Standards.....	2
GOAL 5.2 Provide needed public facilities.....	8
GOAL 5.3 Provide facilities concurrently.....	9
GOAL 5.4 Require City LOS from non-city service providers.....	11
<b>RECOMMENDED IMPLEMENTATION STRATEGIES.....</b>	<b>15</b>

## Tables

Table 5.1. LOS standards' effect on City processes.....	4
---	---

## Maps

Existing Public Facilities.....	13
Parks and Recreation Facilities.....	14

# INTRODUCTION

This Element addresses the capital facilities issues facing the City of SeaTac through 2035. It guides the Capital Improvement Program, a biennially adopted list of planned capital improvement projects.

# MAJOR CONDITIONS

Major capital facilities conditions include:

- Capital facilities are, for the purposes of this element, public facilities with a minimum cost of \$25,000 and a useful life of at least 10 years. Capital facilities require considerable planning because of their significant costs and longevity.
- When SeaTac incorporated in 1990, the City inherited a deficiency in some facilities, such as sidewalks. The City of SeaTac is in the process of upgrading these capital facilities to serve City residents.
- The Growth Management Act's "concurrency" requirement states that adequate transportation and other essential public facilities must be in place, or planned and financed, prior to permitting new development that requires these facilities.
- The City, especially its "Urban Center," requires a high level of urban services.
- Many public facilities that serve SeaTac citizens are owned and operated by jurisdictions other than the City, such as sewer and water districts.

# GOALS AND POLICIES

This section contains SeaTac's capital facilities goals and policies. Goals represent the City's general objectives, while policies provide more detail about the steps needed to achieve each goal's intent.

## **GOAL 5.1 PLAN FOR FACILITIES THROUGH LOS STANDARDS**

Plan for public facilities to adequately serve existing and new development by establishing levels of service (LOS) standards and determining the capital improvements needed to achieve and maintain these standards for existing and future residents and employees.

**Policy 5.1A**

Define level of service (LOS) standard categories for:

- Category 1: Public facilities owned or operated by the City to which a “no new development” trigger will apply if the LOS is not achieved.
- Category 2: Other public facilities owned or operated by the City.
- Category 3: Public facilities owned or operated by non-City jurisdictions that must be adequate and available to serve development.
- Category 4: Other public facilities owned or operated by non-City jurisdictions.

**Level of Service**

Level of service (LOS) standards are benchmarks for measuring the amount of a public service provided within the City of SeaTac. The Growth Management Act requires that such standards be set and maintained; however, the City may choose whatever level of service it desires as long as it is financially achievable.

LOS standards affect the following City processes:

Table 5.1. LOS standards' effect on City processes				
CATEGORY	DEVELOPMENT PERMIT PROCESS	ANNUAL BUDGETING PROCESS	CAPITAL FACILITIES PLAN	COMPREHENSIVE PLAN
1. Public facilities owned or operated by the City to which a "no new development" trigger will apply if the LOS is not achieved.	●	●	●	●
2. Other public facilities owned or operated by the City.		●	●	●
3. Public facilities owned or operated by non-City jurisdictions that must be adequate and available to serve development.	●			●
4. Other public facilities owned or operated by non-City jurisdictions.				●

**Policy 5.1B**

Set the LOS standards as follows:

Category 1: City-owned and/or operated facilities to which concurrency will be a test for new development.

- City Arterial Roads: LOS E/LOS D; certain intersections LOS F

See the Transportation Element for more details about these levels of service.



- Stormwater Management: Adequate capacity to mitigate flow and water quality impacts as required by the adopted Surface Water Design Manual.

LOS standards for Regional Stormwater Management Facilities are set by Washington Department of Ecology.

Category 2: City-owned/operated facilities to which concurrency will not be a test for new development.

- City Hall: 256 gross sq. ft. per employee
- Community Center: 1,020 sq. ft. per 1,000 population
- population
- Parks and Recreation (per thousands in population):
  - Community parks:1.70 acres per 1,000
  - Neighborhood parks:0.27 acres per 1,000
  - Trails/linear parks:251.60 lineal feet per 1,000
  - Pocket/mini parks: 500 sq. feet per 1,000
  - Off-leash dog park: 0.03 per 1,000
  - Baseball/softball fields: adult 0.08 fields per 1,000
  - Baseball/softball fields: youth 0.15 fields per 1,000
  - Basketball courts: 0.23 courts per 1,000
  - Football/soccer fields: 0.23 fields per 1,000
  - Picnic shelters: 0.10 shelters per 1,000
  - Playgrounds: 0.24 playgrounds per 1,000
  - Skateboard parks: 0.03 parks per 1,000
  - Tennis court: 0.36 courts per 1,000

See Parks, Open Space, and Recreation Element.

Category 3: Facilities owned and operated by non-City service providers that must be adequate and available to

development.

- Sewer: 125 gallons per day per household, 60 gallons per day per employee.
- Water: 150 gallons per day per household, 75 gallons per day per employee.

The City regularly works with the sewer and water districts, especially when they are updating their system plans, to ensure that their population and employment forecasts are consistent with the City's. This coordination assures that the districts are able to serve the anticipated growth through 2035 at these design standards.

See the Utilities Element for more policies on City-utility districts coordination.

Category 4: Facilities owned and operated by service providers other than the City to which concurrency will not be a test for new development.

- Libraries: Maintain Valley View Library as a “medium-sized” library as defined by the King County Library System
- State-Owned Transportation Facilities:
  - Regional significance: E/Mitigated
  - Statewide significance: D/Mitigated
- Transit: to be amended through Transportation Element update .
- Fire Services: 0.1 fire/aid units per 1,000 population

LOS for State-owned transportation facilities and transit facilities may be revised through the Transportation Element update process.

The City spent extensive time developing the LOS standards for City-owned and operated facilities. The process included direction from the City Council, City staff, and the City Manager. The LOS standards for City-operated public facilities listed here are backed by a financially feasible list of capital improvements in the Capital Improvement Program (CIP).

The City has established preliminary level of service standards for facilities owned and operated by non-City service providers. The City plans to coordinate with these service providers on an ongoing basis to ensure that these facilities continue to provide an acceptable level of service to SeaTac residents.

**Policy 5.1C**

Determine, on a biennial basis, what capital improvements to the City’s public facilities are needed.

Public facilities must be kept in good repair and expanded as a city grows. Well-maintained facilities with appropriate capacity make a place livable and enjoyable.

**Policy 5.1D**

Pursuant to the Growth Management Act, amend the Capital Facilities Element no more frequently than once per calendar year. Coordinate the biennial update with the biennial budget process.

**Policy 5.1E**

Use LOS standards to prioritize public facility needs in cases where two or more types of public facilities are competing for limited City funds.

Different types of facilities often do not compete for the same revenues. User fees and grants that are available for one type of facility are often not available for another. However, when two or more types of facilities compete for the same funds (e.g., the City’s General Fund), the City can use LOS standards to analyze and prioritize facility needs.

**Policy 5.1F**

Prioritize public facility projects of the same type according to the following criteria, and allocate revenue to the highest priority project legally acceptable:

1. Projects that achieve or maintain the adopted LOS:
  - For the existing population:
    - Non-capacity projects (repair or replacement of existing facilities)

- Capacity projects (facilities that increase capacity)
- For new population:
  - Previously approved permits for redevelopment
  - Previously approved permits for new development
  - New permits for redevelopment
  - New permits for new development
- Projects that reduce operating costs of existing or new facilities

## 2. Projects that exceed the adopted LOS.

When projects within the same public facility category (e.g., community parks) compete for the same revenues, the City should prioritize the projects according to the above criteria. Achieving LOS standards for the existing population is required before extending service to new population. Additionally, in keeping with the Growth Management Act's goals of reducing sprawl and increasing infrastructure efficiency, capital improvements that serve redevelopment have priority over improvements that serve new development.

**GOAL 5.2 PROVIDE NEEDED PUBLIC FACILITIES**  
**Provide needed public facilities through**  
**City funding or requirements for others**  
**to provide.**

### **Policy 5.2A**

Adopt a Capital Improvement Program (CIP) that is within the City's ability to fund within revenue projections.

### **Policy 5.2B**

Pursuant to the Growth Management Act, do not require new development to pay more than its share of the cost of new facilities and do not charge new development for existing deficiencies.

Financial feasibility is required for scheduled capital improvements, given realistic and probable revenue estimates.

Funding sources may include grants, entitlements, or contributions from other levels of government or service providers.

**Policy 5.2C**

Make financing decisions for capital improvements in accordance with sound fiscal policy.

Capital improvements are typically financed through a combination of user fees, grants, current assets, and loans. Current City budgeting practices incorporate sound fiscal policy to finance needed capital improvements. Sound fiscal policy prioritizes funding sources that are: a) most cost effective, b) consistent with prudent asset and liability management, c) appropriate to the useful life of the project(s) to be financed, and d) use loans most efficiently.

**Policy 5.2D**

Consider ongoing maintenance and operation costs when funding capital projects.

**GOAL 5.3 PROVIDE FACILITIES CONCURRENTLY  
Provide adequate public facilities  
concurrent with new development impacts.**

**Policy 5.3A**

Provide, or arrange for others to provide, the capital improvements listed in the Capital Improvement Program.

Adhering to the Capital Improvement Program will assure that public facilities are adequate to serve existing development as well as new development demands. Project delays should be addressed in a manner that attains adopted LOS standards.

**Policy 5.3B**

Do not permit development unless there is sufficient Category 1 and Category 3 public facilities to meet existing development's LOS standards and proposed development's impacts concurrent with development.

- For sewer, stormwater, and water, achieve

“sufficient capacity” by occupancy of the development which impacts the facility.

- For City arterials, consider capacity to be “concurrent with” new development when achieved within six years of occupancy of the development which impacts the facility.

The Growth Management Act requires that “adequate public facilities” be in place or planned and financed before development is permitted. GMA gives city governments the authority to require concurrency of all public facilities. However, there are varying interpretations regarding the number of facilities to which concurrency must be applied. Concurrency applies at a minimum to transportation and is strongly recommended for water and sewer. Transportation improvements must be in place within six years of completion and occupancy of any development that impacts the transportation system. Sewer and water need to be available at the time of the development’s occupancy due to health regulations.

The City applies the concurrency standard to all other Category 1 and 3 public facilities. Development which causes service to fall below the adopted standard for Category 1 or 3 facilities is not permitted.

### **Policy 5.3C**

Exempt the following development types from requirements pertaining to public facilities concurrency:

- Development “vested” in accordance with RCW 19.26.095, 58.17.033, or 58.17.170.
- Expansions of existing development that were disclosed and tested for concurrency as part of the original application.
- Development that creates no additional impact on public facilities.

The concurrency requirements are not retroactive to

developments already permitted. Additionally, developments that occur in phases can be tested once for all phases, allowing later phase construction to proceed uninhibited.

**Policy 5.3D**

Allow development to meet the requirements pertaining to adequate public facilities concurrency through the following methods:

For all development:

- Donate or construct needed capacity (such as roads or park land).
- Incorporate accepted demand management strategies to reduce the impact on public facilities.

For development within the designated Urban Center, incorporate additional mitigation strategies to be integrated into development regulations, that incentivize Urban Center development while adequately mitigating the development’s impacts.

The City wants to encourage economically beneficial development within the City, especially within the Urban Center. To this end, the City assists developers in meeting concurrency requirements through innovative means. Development may mitigate impacts by providing needed capacity and/or by reducing demand through conservation strategies. The City will develop additional mitigation strategies to encourage Urban Center development. These strategies will encourage the development types the City desires while providing for adequate public facilities.

See the Land Use Element for more information and goals for the Urban Center.

**GOAL 5.4 REQUIRE CITY LOS FROM NON-CITY SERVICE PROVIDERS**

**Require that non-City service providers maintain a LOS consistent with City policy (see Policy 5.1B, Category 3).**

**Policy 5.4A**

Require that non-City service providers provide a LOS to City residents consistent with City LOS standards for that type of facility.

Some necessary public facilities are provided by non-City service providers (e.g., water and sewer service). As noted in Policy 5.1B Category 3, the City works with these service providers to assure that their facilities are sufficient to meet current and future demands.

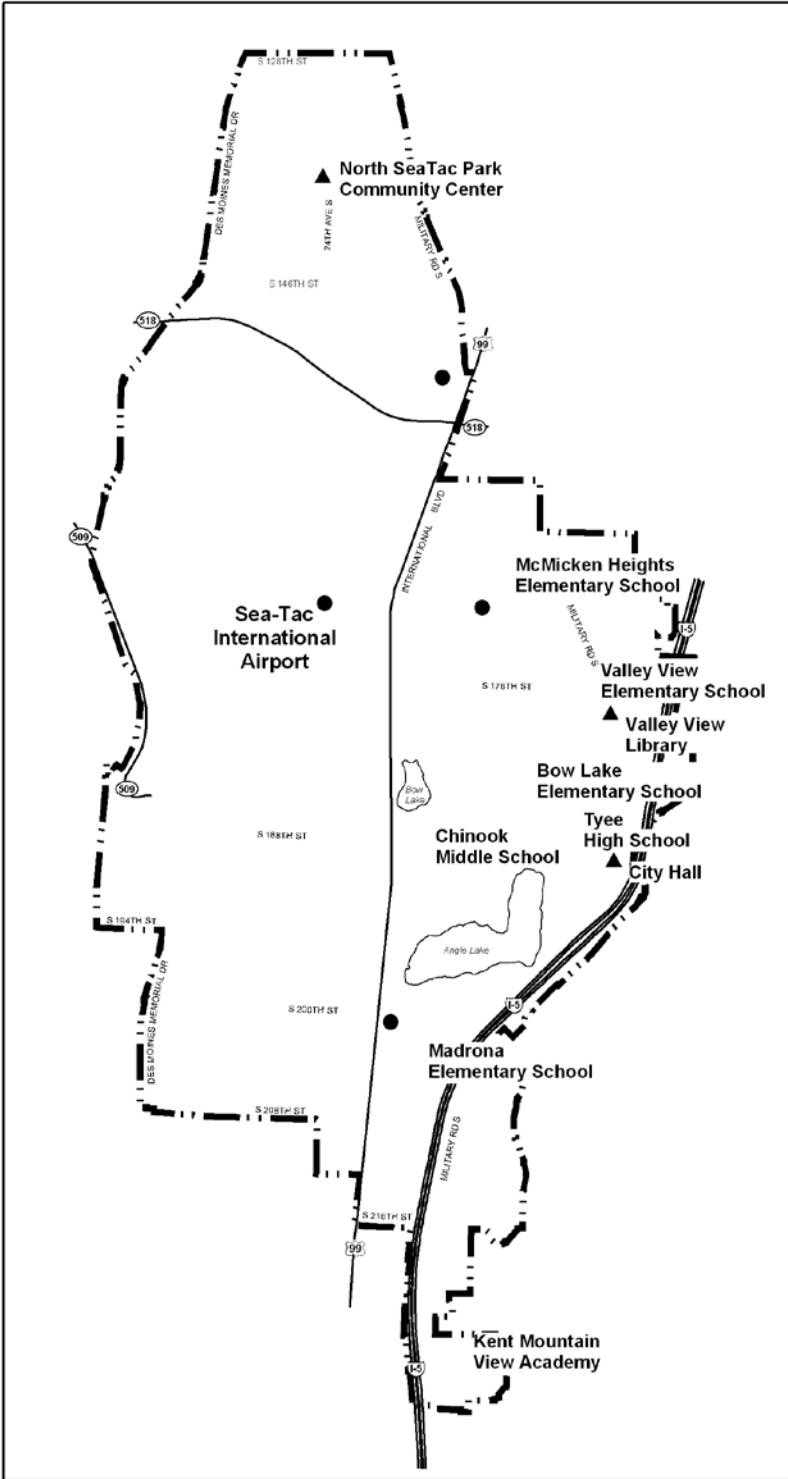
**Policy 5.4B**

Understand that non-City providers are responsible for funding their own their facilities. Providers often employ “user fees” to fund a portion of facility costs. As is allowed by law, some non-City providers may require new development to pay impact and/or mitigation fees to alleviate their public facility impacts.

The City of SeaTac is responsible only for facilities it owns and operates. The adoption of LOS standards for other jurisdictions, when done with their consultation and agreement, in no way obligates the City of SeaTac to pay for facilities owned and operated by other jurisdictions.



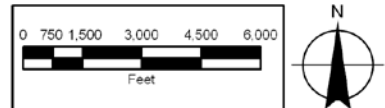
**CITY OF SEATAC  
COMPREHENSIVE PLAN**



- Fire Station
- School
- ▲ Other Public Facility

Produced by City of SeaTac Department of Planning & Community Development, 1994. Rev. 2004.

Source: City of SeaTac

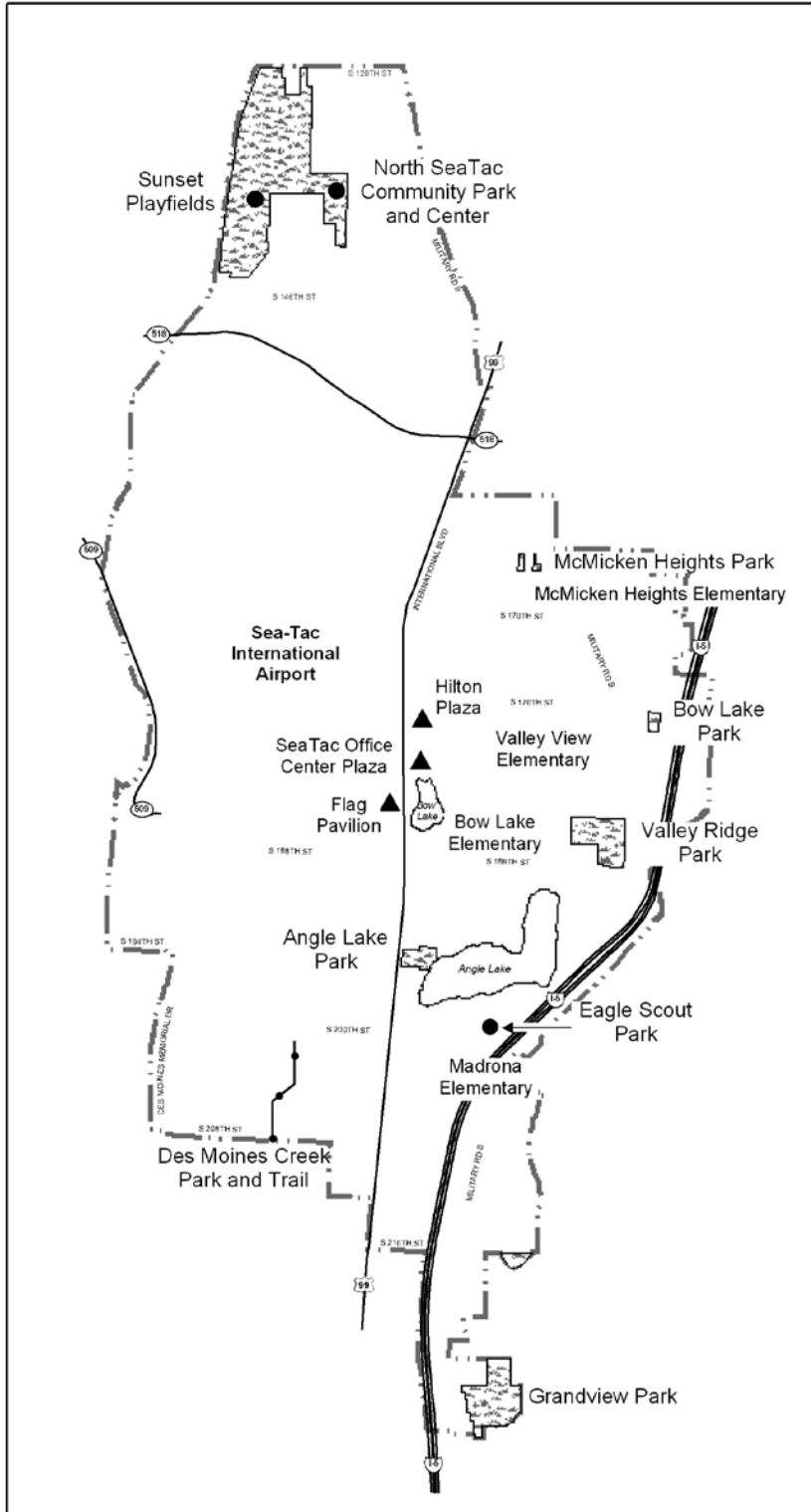


**Map 4.1**

**EXISTING  
PUBLIC  
FACILITIES**

*Existing Public Facilities*

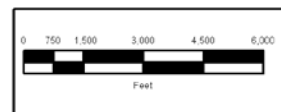
**CITY OF SEATAC  
COMPREHENSIVE PLAN**



	Park
	School Playfield
	Trail
	City-Operated Recreation Facility
	Non-City Operated Pocket Park

Produced by City of SeaTac Department of Planning & Community Development, 1994. Rev. 2004.

Sources: City of SeaTac, 2004



**Map 4.2**

**PARKS &  
RECREATION  
FACILITIES**

*Parks and Recreation Facilities*

# RECOMMENDED IMPLEMENTATION STRATEGIES

This section identifies the specific steps, or implementation strategies, that achieve this Element's policies. It also identifies the group(s) with primary responsibility for carrying out each strategy and the expected time frame within which the strategy should be addressed. Policy summaries are included in the table for reference.

As the Primary Responsibility column indicates, many of the implementation strategies will be initially undertaken by a specified board or commission. In most cases, the City Council will analyze the specific board/commission recommendation and make the final decision about how to proceed.

The time frame categories are defined as follows:

- Immediate within one year
- Short-Term one to five years
- Medium-Term six to 10 years
- Long-Term 11 to 20 years
- Ongoing the strategy will be implemented on a continual basis

The time frames are target dates set regularly when the City Council adopts amendments to the Comprehensive Plan.

The list of implementation strategies is a minimum set of action steps and is not intended to limit the City from undertaking other strategies not included in this list.

POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<b>5.1 PLAN FOR FACILITIES THROUGH LOS STANDARDS</b>			
<p><b>5.1A</b> Define Level of Service (LOS) standard categories for:</p> <ol style="list-style-type: none"> <li>1. City-owned/operated public facilities subject to concurrency.</li> <li>2. City-owned/operated public facilities not subject to concurrency.</li> <li>3. Public facilities owned/operated by other jurisdictions, subject to concurrency.</li> <li>4. Public facilities owned/operated by other jurisdictions, not subject to concurrency.</li> </ol>	<p>Maintain Category 1 LOS through the City's permit process, budget process, Capital Improvement Program , and Comprehensive Plan.</p>	<p>City Staff, City Council, Planning Commission</p>	<p>Ongoing</p>
	<p>Maintain Category 2 LOS through the City's budget process, Capital Improvement Program , and Comprehensive Plan.</p>	<p>City Staff, City Council, Planning Commission</p>	<p>Ongoing</p>
	<p>Facilitate the maintenance of Category 3 LOS through coordination with other service providers, through the City's permit process, and through the City's Comprehensive Plan.</p>	<p>City Staff</p>	<p>Ongoing</p>
	<p>Facilitate the maintenance of Category 4 LOS through agreements with other service providers and through the City's Comprehensive</p>	<p>City Staff</p>	<p>Ongoing</p>

POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
	Plan.		
<b>5.1B</b> Set LOS standards.	As part of the Comprehensive Plan amendment process, review LOS standards for City-owned or operated public facilities and adjust based on Council direction and anticipated revenues.	City Staff, City Council, Planning Commission	Ongoing
	For Category 1 facilities, choose LOS standards that the community is willing to support through concurrent mitigation of new development.	City Staff, City Council, Planning Commission	Ongoing
	For Category 3 and 4 facilities, communicate with other service providers to confirm financially feasible and mutually acceptable levels of service.	City Staff, City Council, Planning Commission	Ongoing
	For Category 3 facilities, choose LOS standards which are necessary for health and safety for all development.	City Staff, City Council, Planning Commission	Ongoing

POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<p><b>5.1C</b> Determine public facility needs.</p>	<p>Standardize the Capital Improvement Program preparation process in conjunction with City departments as follows:</p> <ul style="list-style-type: none"> <li>• Update the capital facilities inventory for each type of public facility.</li> <li>• Review, and revise if necessary, the “demand driver” for each type of public facility.</li> <li>• Update population and demand forecasts.</li> <li>• Update requirements analysis (actual service levels v. adopted LOS).</li> <li>• Compile lists of projects and non-capital alternatives (such as demand management programs or efficiency strategies) that balance projected capacity and demand.</li> <li>• Prioritize projects per Policies 5.1E and 5.1F with respect to the project’s financial feasibility and through input from the responsible department, public, City, and any relevant Commissions.</li> <li>• Schedule projects over a six year time frame based on needs, priorities, and finances.</li> </ul>	<p>City Staff</p>	<p>Ongoing</p>
<p><b>5.1D</b> Amend the Capital Improvement Program (CIP) biennially.</p>	<p>Amend the CIP in conjunction with capital budget preparation.</p>	<p>City Staff, City Council, Planning Commission</p>	<p>Ongoing</p>
	<p>Monitor the implementation of the CIP through regular comparison of the actual and adopted LOS to evaluate the effectiveness of the concurrency system.</p>	<p>City Staff</p>	<p>Ongoing</p>

POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
	Amend the CIP as needed for consistency with other Comprehensive Plan amendments.	City Staff	Ongoing
<b>5.1E</b> Prioritize projects across facility types using LOS standards.	Use the capital budgeting process to set City Council priorities.	City Council	Ongoing
<b>5.1F</b> Prioritize projects of the same type using LOS standards.	Use the capital budgeting process to set City Council priorities.	City Council	Ongoing
<b>5.2 PROVIDE NEEDED PUBLIC FACILITIES</b>			
<b>5.2A</b> Ensure that capital improvement costs do not exceed revenues.	Use a CIP format that balances annual revenues with expenses for each public facility.	City Staff	Ongoing [CIP financial analysis tools were developed by Planning and Finance in 2010 and 2011]
	Adjust the CIP during the next amendment cycle to account for anticipated revenue not received.	City Staff, City Council, Planning Commission	Ongoing
<b>5.2B</b> Do not require development to pay more than its fair share of new facilities.	Ensure that the Capital Facilities Requirement process clearly delineates between improvements that serve existing development and improvements that expand capacity to serve new development.	City Staff	Ongoing

POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<p><b>5.2C</b> Use sound fiscal policy in financing decisions.</p>	<p>Evaluate funding sources based on:</p> <ul style="list-style-type: none"> <li>• Cost-effectiveness,</li> <li>• Consistency with prudent asset and liability management,</li> <li>• Appropriateness to the useful life of the project, and</li> <li>• The most efficient use of City loans.</li> </ul>	<p>City Staff, City Council, Planning Commission</p>	<p>Ongoing</p>
<p><b>5.2D</b> Consider ongoing operation and maintenance costs when funding capital projects.</p>	<p>Evaluate the impact of new facilities on annual operating and maintenance budgets as part of the CIP.</p>	<p>City Staff, City Council, Planning Commission</p>	<p>Ongoing</p>
<p><b>5.3 PROVIDE FACILITIES CONCURRENTLY</b></p>			
<p><b>5.3A</b> Implement the CIP.</p>	<p>Include the City-funded CIP projects in the City's biennial budget.</p>	<p>City Staff, City Council</p>	<p>Ongoing</p>
<p><b>5.3B</b> Do not permit development for Category 1 and 3 projects unless LOS targets are met:</p> <ul style="list-style-type: none"> <li>• For sewer and water, at the time of the impacts of development.</li> <li>• For transportation and other facilities, within six years of development impacts.</li> </ul>	<p>Develop a "Concurrency Management System" as part of the permit review process. Track facility capacity and LOS for each public facility in TrackIt.</p>	<p>City Staff</p>	<p>Short-Term (1 – 2 years), Ongoing</p>



POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<p><b>5.3C</b> Exempt the following developments from concurrency:</p> <ul style="list-style-type: none"> <li>• Vested developments</li> <li>• Development already tested</li> <li>• Development that has no impact on public facilities.</li> </ul>	Use the City's permit tracking system to identify vested projects.	City Staff	Short-Term (1 – 2 years)
	Subtract the capacity required by vested development from available facility capacity and determine their LOS impact.	City Staff	Ongoing
	Establish and adopt a list of development types that have no impact on public facilities or established thresholds.	City Staff	Short-Term (1 – 2 years), Ongoing
<p><b>5.3D</b> Allow optional mitigation techniques to meet concurrency.</p>	Review other cities' strategies to encourage growth while requiring public facility concurrency.	City Staff	Short-Term (1 – 2 years)
	Detail allowed mitigation types, along with their rationale, as part of the Concurrency Management System.	City Staff	Short-Term (1 – 2 years)

POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<b>5.4 REQUIRE CITY LOS FROM NON-CITY SERVICE PROVIDERS</b>			
<b>5.4A</b> Require non-City service providers provide a LOS consistent with City policy.	Coordinate with non-city agencies to develop LOS standards that support City and agency goals. Update biannually with CIP update process.	City Staff	Ongoing
<b>5.4B</b> Understand that non-City providers pay for their own public facilities.	Assure that the financial responsibility of other providers to pay the cost of their facilities is clearly delineated in City policy and any applicable interlocal agreements.	City Staff, City Council, Planning Commission	Short-Term (1 – 2 Years)

CHAPTER 6

# UTILITIES ELEMENT

## TABLE OF CONTENTS

<b>INTRODUCTION .....</b>	<b>2</b>
<b>MAJOR CONDITIONS .....</b>	<b>3</b>
<b>GOALS AND POLICIES.....</b>	<b>6</b>
GOAL 6.1 Ensure basic utility services .....	6
GOAL 6.2 Ensure utility service.....	6
GOAL 6.3 Balance utility service with other concerns.....	7
GOAL 6.4 Ensure timely permit processing.....	9
GOAL 6.5 Coordinate planning for utility facility development.....	10
GOAL 6.6 Promote resource conservation and efficiency.....	11
GOAL 6.7 Coordinate with utility providers and other plan elements.....	13
<b>RECOMMENDED IMPLEMENTATION STRATEGIES .....</b>	<b>17</b>
 Maps	
Sewer Districts .....	4
Water Districts .....	5
Energy Systems .....	15
Natural Gas and Fuel System.....	16

# INTRODUCTION

Utilities are essential components of a community's infrastructure. The Growth Management Act requires all comprehensive plans address the location and capacity of all existing and proposed utilities, including electrical lines, telecommunication lines, and natural gas lines (RCW 36.70A.070(4)).

*"Utilities" or "Public Utilities" means enterprises or facilities serving the public by means of an integrated system of collection, transmission, distribution, and processing facilities through more or less permanent physical connections between the plant of the serving entity and the premises of the customer. Included are systems for the delivery of natural gas, electricity, telecommunication services, and water for the disposal of sewerage.*

*— Washington Department of Community Development,  
Procedural Criteria Chapter 365-195 WAC*

The City of SeaTac does not provide utilities directly. Puget Sound Energy (PSE) and Seattle City Light Department are the electrical service providers, Puget Sound Energy is the natural gas provider, and the telephone utility is Century Link. Federally licensed cellular telephone communications companies serving SeaTac include most of the major cellular communication providers. Cable television services and high-speed internet services are provided by Comcast or cellular providers.

The electric, natural gas, pipeline, solid waste, and telephone utilities serving SeaTac are regulated by the Washington Utilities and Transportation Commission (WUTC), except for Seattle City Light, which serves the portion of SeaTac north of S. 160<sup>th</sup> Street.

Solid waste management services are provided by Recology CleanScapes, although the City does not require mandatory solid waste service for all residences or businesses. Consequently, not all households or businesses in the City are served by the available solid waste collection services, and the City's ability to ensure proper disposal of all solid wastes is limited.

Solid waste service is required for multifamily buildings with more than four units, and includes recycling service. For single family residential and commercial customers, the solid waste/recycling service is voluntary. The single family residential service includes embedded yard/food waste collection.

Sewer and water services are provided by four sewer and five water districts that operate in SeaTac and the surrounding cities.

## MAJOR CONDITIONS

Major utilities conditions include:






- Some developed areas of the City are not served by sanitary sewer service.
- The City does not require connection to sanitary sewer service even when it is available.
- The City is served by four sewer and five water districts, including a separate water system serving Seattle-Tacoma International Airport. This complicates interjurisdictional coordination and the ability to assess system capacity in terms of forecast population and employment growth.
- Approximately 25 percent of code compliance calls to the City are for problems related to accumulated garbage and trash (2013 data). The City does not require solid waste service for all residences or businesses. Solid waste collection is mandatory for multifamily buildings with more than four units but is voluntary for all others.

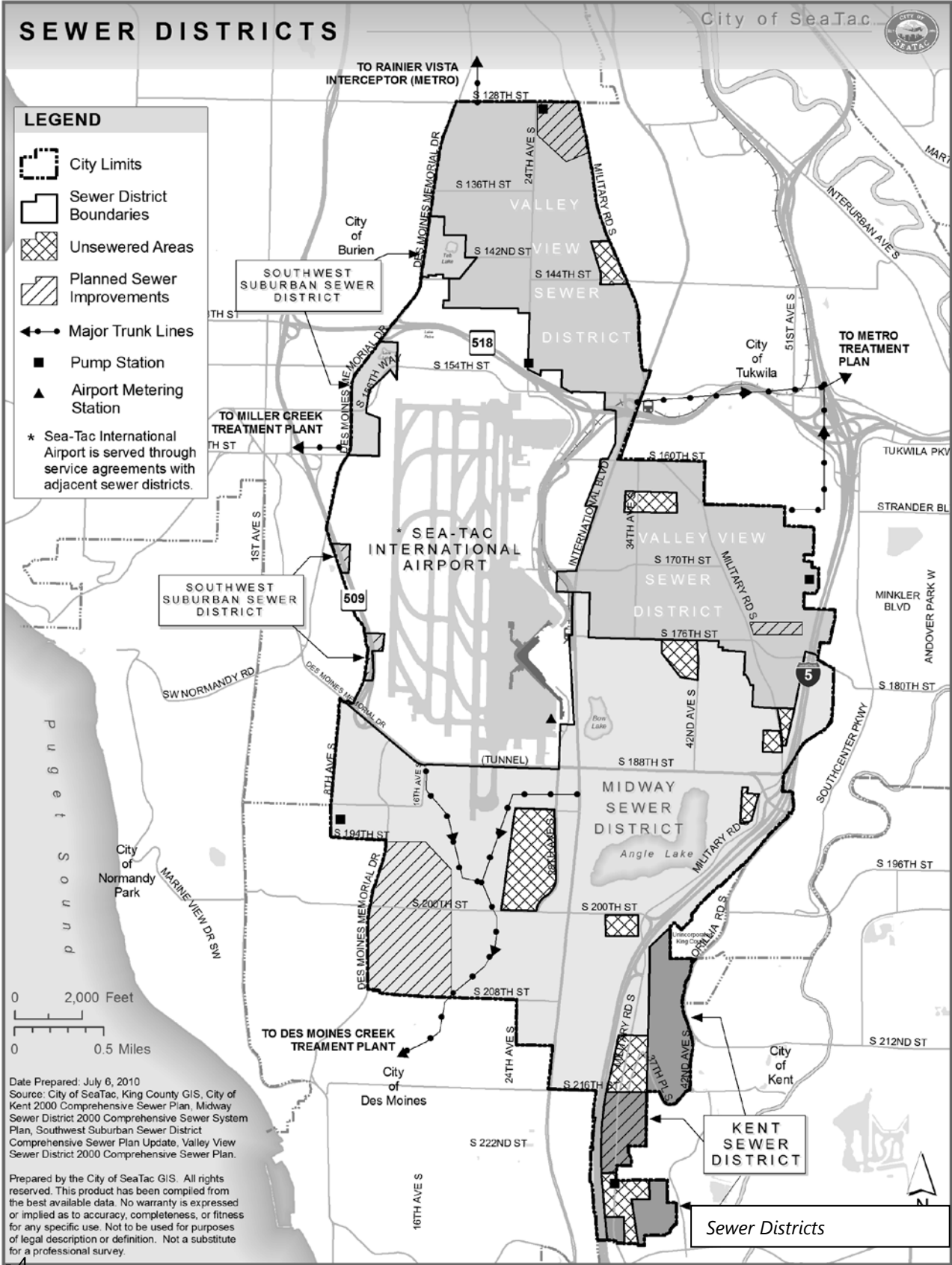
# SEWER DISTRICTS

City of SeaTac



## LEGEND

-  City Limits
-  Sewer District Boundaries
-  Unsewered Areas
-  Planned Sewer Improvements
-  Major Trunk Lines
-  Pump Station
-  Airport Metering Station
- \* Sea-Tac International Airport is served through service agreements with adjacent sewer districts.



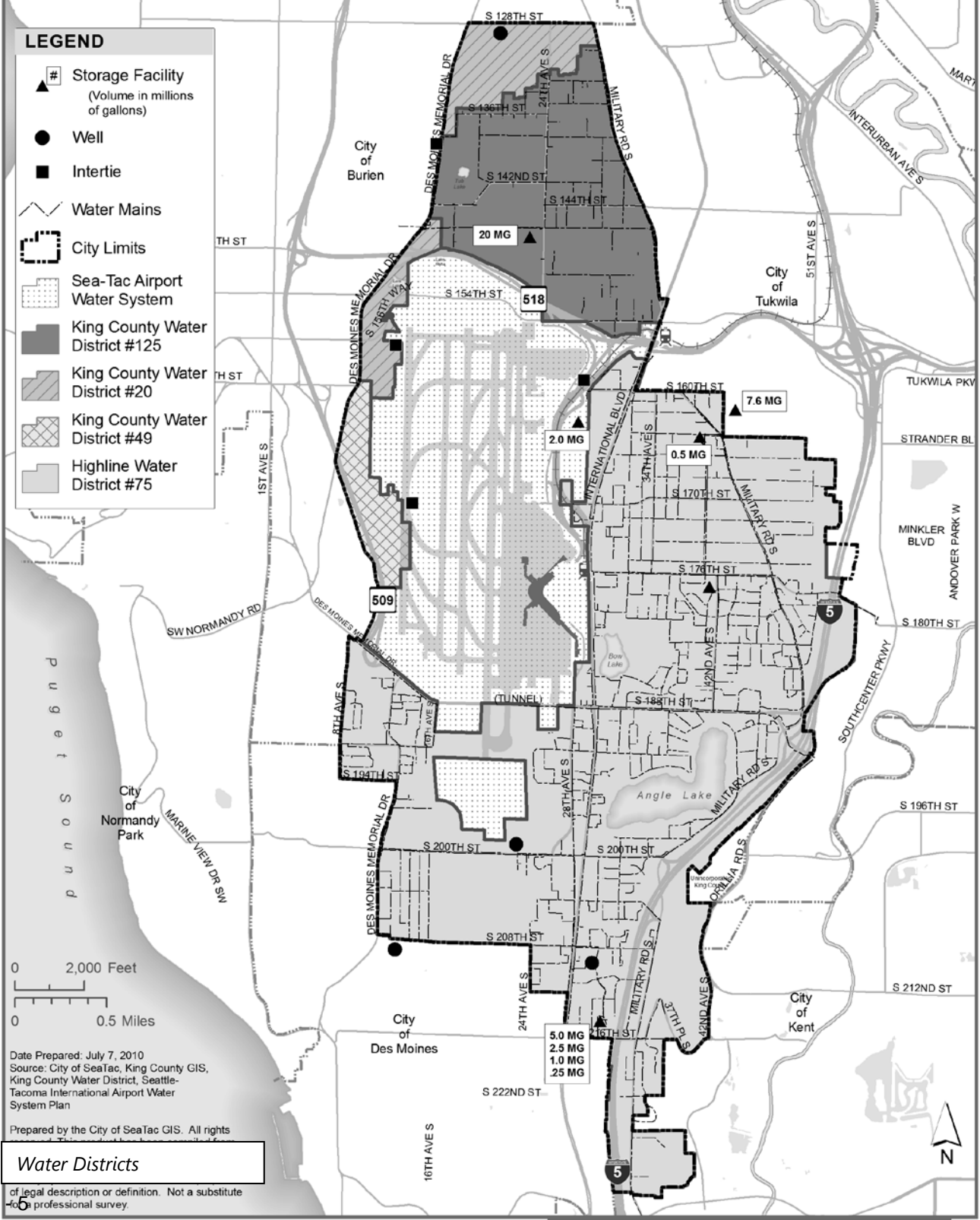
# WATER DISTRICTS

City of SeaTac



## LEGEND

- Storage Facility  
(Volume in millions of gallons)
- Well
- Intertie
- Water Mains
- City Limits
- Sea-Tac Airport Water System
- King County Water District #125
- King County Water District #20
- King County Water District #49
- Highline Water District #75



0 2,000 Feet  
0 0.5 Miles

Date Prepared: July 7, 2010  
Source: City of SeaTac, King County GIS, King County Water District, Seattle-Tacoma International Airport Water System Plan

Prepared by the City of SeaTac GIS. All rights reserved.

**Water Districts**

6 of legal description or definition. Not a substitute for a professional survey.

# GOALS AND POLICIES

This section contains SeaTac’s land use goals and policies. Goals represent the City’s general objectives, while policies provide more detail about the steps needed to achieve each goal’s intent.

## **GOAL 6.1 ENSURE BASIC UTILITY SERVICES**

**Ensure that households and businesses in the City are served by basic utility services at accepted urban service levels.**

### **Policy 6.1A**

Acknowledge electrical power, sanitary sewer, domestic water, solid waste, and high speed internet as basic utility services.

### **Policy 6.1B**

Coordinate with utility providers to identify areas not currently served by basic utilities, and facilitate efforts between the utility providers and local residents to formulate and implement plans to provide service to unserved areas of the City.

### **Policy 6.1C**

Require new development connect to sanitary sewer when service is available within 300 feet of the property.

## **GOAL 6.2 ENSURE UTILITY SERVICE**

**Ensure that utilities necessary to support development and a modern economy are available or can be provided to serve projected population and business growth.**

See Framework Policy 1.2A regarding growth management.

### **Policy 6.2A**

Provide local forecast data to utility districts to facilitate periodic updates of districts’ Capital Improvement Plans.



Utility providers typically use PSRC Transportation Analysis Zone (TAZ) data for demographic forecasts to support their CIP updates. PSRC TAZs rarely align with utility district boundaries.

**Policy 6.2B**

Coordinate with utility providers regarding major new projects at the earliest possible planning stage. Consider alternatives to new facilities and alternative locations for new facilities.

**GOAL 6.3 BALANCE UTILITY SERVICE WITH OTHER CONCERNCS**

Facilitate the provision of reliable utility service in a way that balances legitimate public concerns over the safety, health, and aesthetic impacts of utility infrastructure, consumers' interest in paying a fair and reasonable price for the utilities product, and the utility infrastructure's impacts on the natural environment.

**Policy 6.3A**

Review and amend franchise agreements with utility providers as necessary to ensure restraint and sensitivity to neighborhood character when trimming tree limbs around aerial utility lines.

Many roadway sections have established trees, such as the elms along Des Moines Memorial Drive S., and the City plans to add street trees to many other streets. These trees should be carefully pruned to avoid disfiguring or damaging the trees and to avoid conflict with utility lines.

**Policy 6.3B**

Work with utility providers to ensure that new facilities are designed to minimize adverse aesthetic impacts on surrounding land uses.

See the Community Design Element.
-----------------------------------

Some utility facilities, such as wireless communication facilities, electrical substations and transmission lines, and telephone switching stations can be large, visually intrusive, and/or out of character with the surrounding neighborhood. However, these facilities often need to be located in the neighborhoods they serve. Design, siting, and landscaped screening can minimize negative aesthetic impacts.

**Policy 6.3C**

Regulate construction of utility facilities within critical areas in accordance with applicable standards.

See the Environment Element regarding critical areas.

Chapter 15.30 of the SeaTac Zoning Code establishes specific provisions for utilities development in sensitive areas, including floodplains and wetland buffers. These regulations should be enforced in a manner which balances the protection of environmentally sensitive areas with the need to provide utility service.

**Policy 6.3D**

Require the undergrounding of new utility distribution lines and high voltage electrical transmission lines when not cost-prohibitive. Apply the filed rates and tariffs and/or regulations, if any, to the serving utility.

Underground electrical and telecommunication lines are less visually obtrusive and less subject to service disruptions.

**Policy 6.3E**

Require the undergrounding of existing utility distribution lines as streets are improved or reconstructed, and/or as areas are redeveloped, in accordance with the filed rates and tariffs and/or regulations, if any, applicable to the serving utility. Prioritize undergrounding of lines within view corridors.

**Policy 6.3F**

Encourage system design that minimizes the number and duration of service interruptions.

Utilities such as water and natural gas systems often provide greater reliability when they are “looped” in a manner that provides alternative sources in the event of service disruption. Other utilities, such as telecommunications and electrical distribution lines are more reliable when installed underground. The City should encourage these practices.

**Policy 6.3G**

Regulate the siting of Wireless Communications Facilities (WCFs) to minimize aesthetic impacts. Discourage siting of WCFs on arterial rights-of-way where they would interfere with undergrounding of other utilities.

Because WCFs can have negative aesthetic impacts to the City, it is important that the City have the flexibility to control the siting of these facilities with regard to aesthetic concerns.

**GOAL 6.4 ENSURE TIMELY PERMIT PROCESSING  
Process permits and approvals for utility  
facilities in a fair and timely manner.**

Also see Framework  
Policy 1.1D.

**Policy 6.4A**

Review and amend existing regulations as necessary to allow utility maintenance, installation, and replacement.

Lengthy review periods and excessive regulation can add to the cost and difficulty of providing needed utility services. City regulations and staff resources should be applied in a manner that balances legitimate public health, safety, and welfare concerns with the need to ensure cost-effective development.

**Policy 6.4B**

Provide for an efficient, cost-effective, and reliable utility service by preserving land for utility lines, including locations within transportation corridors.

To avoid permitting delays, the City should preserve public rights-of-way for utility distribution facilities. The City should also work with utility providers to identify the desired amount and location of land needed for additional utility facilities serving the expected levels and types of growth. This could include additional electrical substations and water storage facilities.

**GOAL 6.5 COORDINATE PLANNING FOR UTILITY FACILITY DEVELOPMENT**

**Coordinate planning for utility facility development with surrounding jurisdictions and utility providers.**

See Framework Policy 1.1B regarding coordination with other agencies.

**Policy 6.5A**

Coordinate the formulation and periodic update of the Utilities Element (and relevant implementing development regulations) with adjacent jurisdictions.

**Policy 6.5B**

Coordinate and seek cooperation with other jurisdictions in the implementation of multi-jurisdictional utility facility additions and improvements. Coordinate land use decision-making processes to achieve consistency in timing and substantive requirements.

**Policy 6.5C**

Encourage, when feasible and prudent, joint use (co-location) of utility corridors. Promote coordinated construction timing to minimize construction-related disruptions to the public.

It is desirable to coordinate utility installation, replacement and upgrading in a manner which encourages joint use of utility corridors and trenches, especially when such work takes place in roadways. In some cases, applicable law and prudent utility practice may make this infeasible.

**Policy 6.5D**

Provide timely and effective notice to utilities providers of the construction, maintenance, or repair of streets, roads, highways, or other facilities, and coordinate such work with the serving utilities to ensure utility needs are appropriately considered.

**Policy 6.5E**

Encourage communication with the WUTC and utilities regulated by the WUTC regarding the requirements of the Growth Management Act.

The concurrency principle established in the Growth Management Act requires the provision of needed public utilities at the time a project is ready for occupancy. This requires a proactive approach to the provision of utilities. Since the WUTC regulates some utilities, it is important that the mandate of concurrency be embedded in WUTC regulations and procedures.

**GOAL 6.6 PROMOTE RESOURCE CONSERVATION AND EFFICIENCY**

**Promote resource conservation and conversion to renewable resources or more efficient systems to meet increased demand for utilities.**

**Policy 6.6A**

Promote and facilitate resource conservation and efficient systems and service to delay the need for additional utility facilities, improve air quality, and achieve other environmental benefits.

Conservation of resources can often delay the need to add costly new facilities. Many utilities realize the benefit of conservation. For example, electrical utilities will often subsidize programs that encourage home and hot water heater insulation, conversion of lighting systems from incandescent to fluorescent or LED bulbs, and other conservation measures.

**Policy 6.6B**

Promote the conversion to cost-effective, environmentally sensitive alternative technologies and renewable energy sources.

Conversion from one resource to another can increase efficiency or decrease cost. For example, converting home heating to passive or active solar heating can be more efficient and cost-effective. Some alternatives may become more cost-effective over time and with more common use.

**Policy 6.6C**

Support development of a widespread electrical and/or gaseous fuel (e.g., compressed natural gas) infrastructure to provide more options to reduce vehicular pollution and continue the conversion of City fleet vehicles to cleaner energy sources.

See Framework Policy 1.1C regarding the City leading by example.
--

Vehicle emissions are a primary source of pollution in urbanized areas. Vehicles running on electricity, natural gas, or propane produce less pollutants. The development of supporting infrastructure facilitates vehicle conversion.

**Policy 6.6D**

Employ cost-effective measures to conserve energy and other resources, and reduce, reuse, and/or recycle resources in the City’s facilities and activities.

The City can set the example for the community with innovative energy conservation and recycling programs. For example, the City recycles all acceptable recyclables, collects organics for composting at all City facilities, and has installed thermal pane windows and automatic systems for turning off office lights at City Hall. The City has also acquired one all-electric fleet vehicle and has an electric vehicle charging station at City Hall available to the public.

**Policy 6.6E**

Work with the City’s solid waste contractor to promote, and facilitate where possible, the use of measures which

reduce, reuse, and/or recycle resources, including food and other solid waste throughout the City.

Reducing the volume of material going to landfills can reduce the cost of solid waste service for everyone.

**Policy 6.6F**

Work with the water districts serving the City to address the long-term water needs.

The water districts serving the City have historically obtained their water largely from the City of Seattle water utility. With the population and employment growth anticipated in Seattle over the next twenty years, Seattle will not be able to continue supplying water to suburban areas, so the districts have been working to develop other sources, including new wells.

Climate change is likely to have an impact on water resources. Declining snowpack and warmer temperatures will likely mean dryer summers and more stress on water resources.

**GOAL 6.7 COORDINATE WITH UTILITY PROVIDERS AND OTHER PLAN ELEMENTS**

**Coordinate utilities provision with the Land Use Element's land use designations and other Plan policies.**

**Policy 6.7A**

Coordinate City land use planning with utility providers' planning. Adopt procedures that encourage providers to utilize the Land Use Element in planning future facilities.

Future utility planning should be based on SeaTac's Comprehensive Plan, zoning, policies, and forecasts.

**Policy 6.7B**

Periodically review utility district Capital Improvement Plans to note proposed new facilities' locations and revise the City utilities maps accordingly.

As required by the GMA, the City will maintain up-to-date maps of existing and proposed facilities. The location of proposed facilities will be shown as general locations to allow flexibility in specific siting.

**Policy 6.7C**

Coordinate the location of proposed new utility facilities with utility providers, and use the Essential Public Facilities (EPF) process for siting utility facilities if necessary.

See the Land Use Background Report for EPF siting procedures.

The EPF process provides a vehicle for the City to have input on the location of proposed utility facilities.

**Policy 6.7D**

Whenever possible, place utility facilities within public rights-of-way.

Since utility infrastructure often requires distribution lines necessitating easements, locating utility distribution systems in the public rights-of-way is advantageous. This more efficiently uses publicly owned land and reduces the costs of providing utility services.



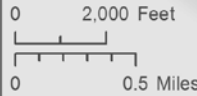
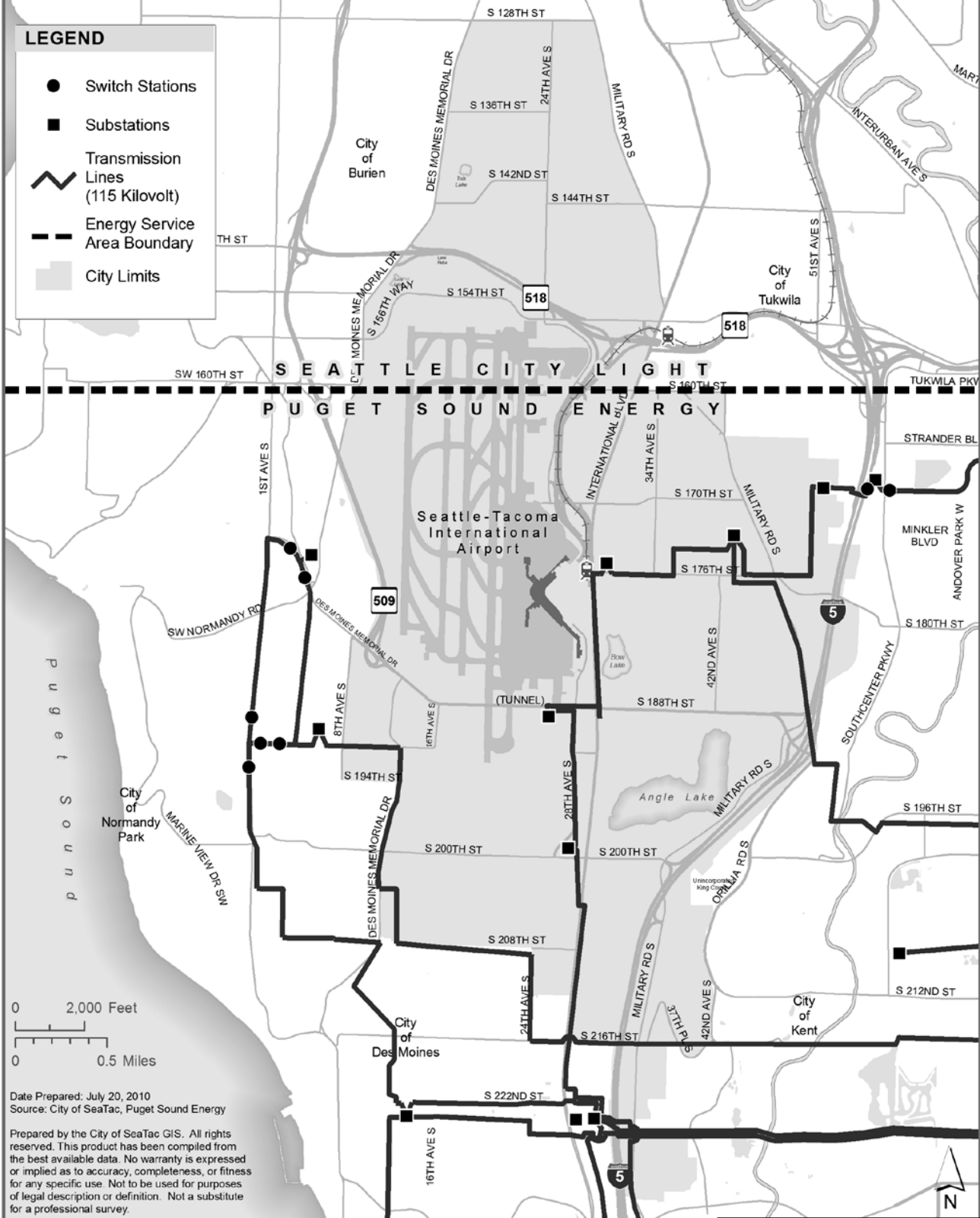
# ENERGY SYSTEMS

City of SeaTac



## LEGEND

- Switch Stations
- Substations
- Transmission Lines (115 Kilovolt)
- Energy Service Area Boundary
- City Limits



Date Prepared: July 20, 2010  
 Source: City of SeaTac, Puget Sound Energy

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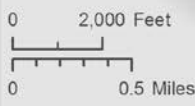
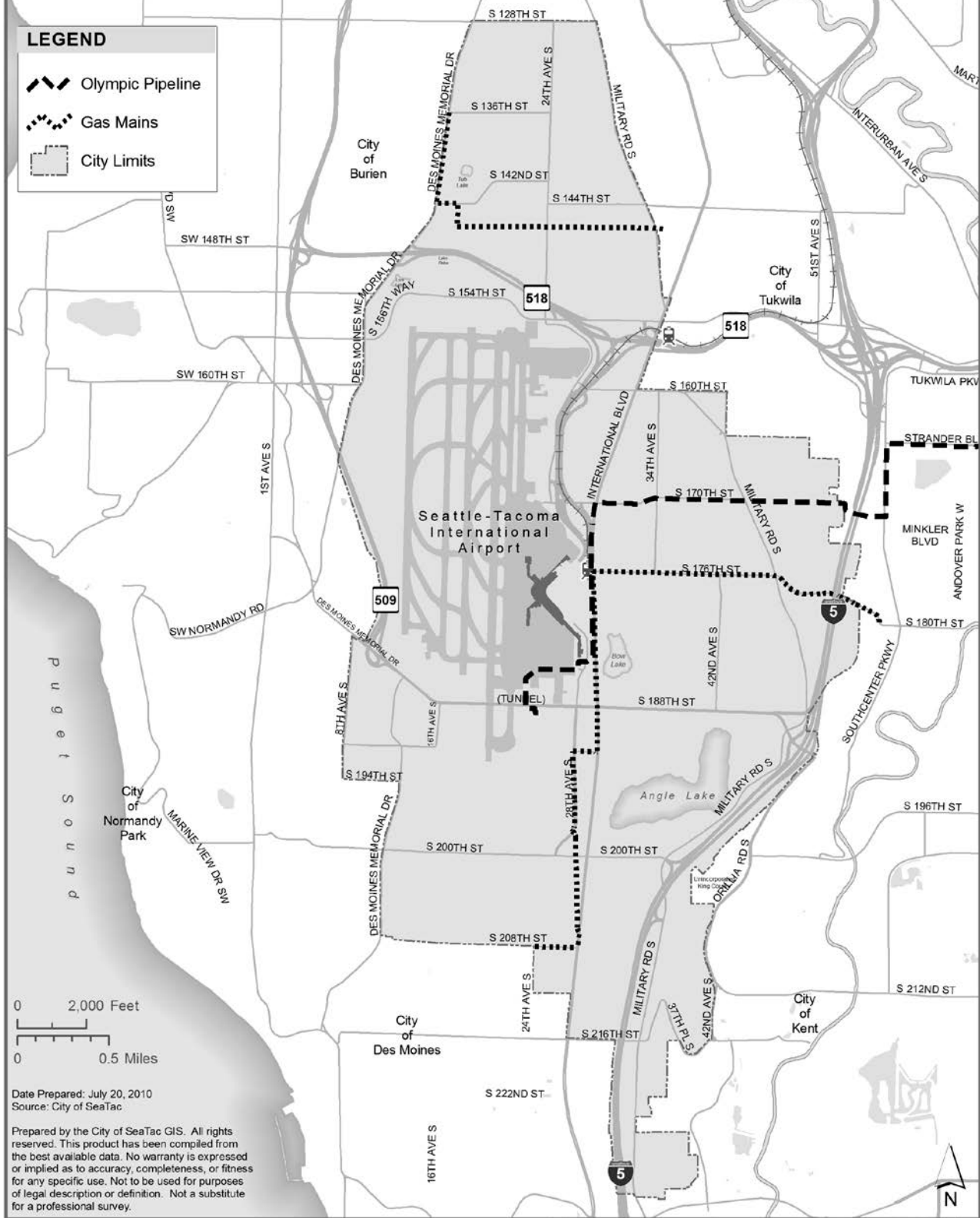
# NATURAL GAS AND FUEL SYSTEM

City of SeaTac



**LEGEND**

- Olympic Pipeline
- Gas Mains
- City Limits



Date Prepared: July 20, 2010  
Source: City of SeaTac

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# RECOMMENDED IMPLEMENTATION STRATEGIES

This section identifies the specific steps, or implementation strategies, that achieve this Element's policies. It also identifies the group(s) with primary responsibility for carrying out each strategy and the expected time frame within which the strategy should be addressed. Policy summaries are included in the table for reference.

Not all policies require an implementation strategy. In those cases those policies are not reflected in the tables that follow.

As the Primary Responsibility column indicates, many of the implementation strategies will be initially undertaken by a specified board or commission. In most cases, the City Council will analyze the specific board/commission recommendation and make the final decision about how to proceed.

The time frame categories are defined as follows:

- Immediate     within one year
- Short-Term    one to five years
- Medium-Term  six to 10 years
- Long-Term     11 to 20 years
- Ongoing       the strategy will be implemented on a continual basis

The time frames are target dates set regularly when the City Council adopts amendments to the Comprehensive Plan.

The list of implementation strategies is a minimum set of action steps and is not intended to limit the City from undertaking other strategies not included in this list.

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME LINE
<b>6.1 ENSURE BASIC UTILITY SERVICES</b>			
<b>6.1B</b> Coordinate with utilities on provision of basic service.	Identify, through coordination with utility districts, areas of the City that are not currently served by basic utilities.	City Staff	Ongoing
	Work with property owners and utility districts to facilitate access to the utility infrastructure.	City Staff	Ongoing
<b>6.1C</b> Require new development to connect to sanitary sewer.	Continue to require a Certificate of Sewer Availability with any building permit application for a new residential unit(s). Amend Municipal Code to require new development to connect to sanitary sewer system if it is available.	City Staff	Ongoing
<b>6.2 ENSURE UTILITY SERVICE AVAILABILITY</b>			
<b>6.2A</b> Provide forecast data.	Provide utility districts with the City's most recent housing and employment forecasts to facilitate periodic updates of districts' Capital Improvement Plans.	City Staff	Ongoing
	Provide utility districts with relevant Zoning Code and Comprehensive Plan amendments.	City Staff	Ongoing
<b>6.2B</b> Coordinate with utilities on new projects.	Route SEPA checklists and other relevant information about major new development proposals to affected utilities, and seek their input on the projects.	City Staff	Ongoing
<b>6.3 BALANCE UTILITY SERVICE WITH OTHER CONCERNS</b>			

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME LINE
<b>6.3A</b> Ensure sensitivity when pruning trees.	Review the City's street tree planting guidelines to ensure they minimize potential interference with utility lines.	City Staff	Short-Term (1 – 2 years)
	Work with the relevant utilities to obtain the utility's policies and guidelines regarding tree limbing.	City Staff	Short-Term (1 – 2 years)
	Require utilities to coordinate tree pruning activities with the Parks and Public Works departments. Require sufficient notification and review periods of tree limbing activities to allow the City to propose alternative measures if needed.	City Staff	Short-Term (1 – 2 years)
<b>6.3B</b> Minimize adverse aesthetic impacts.	Develop zoning guidelines that specify appropriate siting and design criteria for utility infrastructure.	Planning Commission	Short-Term (1 – 2 years)
<b>6.3C</b> Regulate projects within environmentally sensitive areas.	Provide utilities with the City's sensitive area maps and relevant Zoning Code chapters.	City Staff	Immediate
<b>6.3D</b> Underground new utility distribution lines.	Require that new developments, significant redevelopment projects, and short plats underground utility lines.	City Staff	Ongoing
<b>6.3E</b> Underground existing utility distribution lines as streets are improved.	Include the undergrounding of utility distribution lines in the scope of work for all road improvement projects.	City Staff	Ongoing
<b>6.3F</b> Minimize service disruptions.	Assist utilities in permitting projects that increase utility reliability.	City Staff	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME LINE
<b>6.3G</b> Minimize aesthetic impacts of wireless communications facilities (WCFs).	Periodically review and update WCF regulations to remain current regarding WCF infrastructure and minimize potential aesthetic impacts.	City Staff, Planning Commission	Ongoing
<b>6.4 ENSURE TIMELY PERMIT PROCESSING</b>			
<b>6.4A</b> Review and amend codes as necessary to facilitate utility projects.	During the process of updating the Zoning Code, review and reduce barriers to the installation of utility facilities where appropriate.	Planning Commission	Short-Term (1 – 2 years)
<b>6.4B</b> Ensure the availability of rights-of-way for utility distribution lines.	Identify public road and utility rights-of-way and designated necessary utility corridors on the City’s Comprehensive Plan land use map (see Land Use Element).	City Staff	Short-Term (1 – 2 years)
<b>6.5 COORDINATE PLANNING FOR UTILITY FACILITY DEVELOPMENT</b>			
<b>6.5A</b> Coordinate the formulation and periodic update of the utilities element with adjacent jurisdictions.	Review adjacent jurisdictions’ and utility providers’ plans for consistency with SeaTac’s plans, and distribute SeaTac’s Plan for their review.	City Staff	Short-Term (2 – 4 years)
	Outline areas of conflict between adjacent jurisdictions’, utility providers’ plans, and SeaTac’s Plan. Meet with respective parties to resolve differences when necessary.	City Staff	Short-Term (2 – 4 years)
<b>6.5B</b> Coordinate interjurisdictional utility improvements.	Identify utility projects spanning jurisdictions and coordinate with the involved jurisdictions and utility providers.	City Staff	Short-Term (2 – 4 years)

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME LINE
<b>6.5C</b> Encourage joint-use of utility corridors when feasible and prudent.	Identify utilities that can share utility corridors and require these shared corridors in new development.	City Staff	Short-Term (2 – 4 years)
	Encourage utilities to co-locate distribution lines when completing upgrades or when utility relocations are considered as part of major street improvements.	City Staff	Ongoing
<b>6.5D</b> Provide timely notice to utilities of construction projects.	Provide ample notification to utilities of street, highway, or City facility construction, maintenance, or repair projects to coordinate City and utilities work and consider utilities needs.	City Staff	Ongoing
	Seek to plan the timing and scope of construction projects in a manner that facilitates coordination of City and utility construction.	City Staff	Ongoing
<b>6.6 PROMOTE RESOURCE CONSERVATION AND EFFICIENCY</b>			
<b>6.6A</b> Promote conservation to delay need for additional facilities.	Encourage builders to use cost-effective energy conservation measures and construction techniques.	City Staff	Ongoing
	Review City codes for undue restrictions against innovative conservation measures, alternative fuels, use of renewable resources, or building techniques.	City Staff	Ongoing
<b>6.6B</b> Promote conversion to alternative energy	Review City codes for undue restrictions against alternative technologies and energy sources.	City Staff, Planning Commission, City Council	Short-Term (2 – 4 years)

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME LINE
sources.	Encourage utility providers to evaluate and implement, when feasible, alternative energy sources, including conservation.	City Staff	Ongoing
<b>6.6C</b> Support development of gaseous fuel/electric infrastructure.	Investigate the feasibility of converting the City fleet to electric power or gaseous fuel.	City Manager, City Council	Ongoing
	Encourage, and consider requiring, shuttle van services to use electric power or gaseous fuels to reduce pollutants.	City Manager, City Council	Short-Term (4 – 6 years)
<b>6.6D</b> Employ conservation in City facilities.	Implement cost-effective energy conservation measures at all City facilities.	City Manager	Ongoing; see discussion under Policy for related City actions.
	Use City facilities as demonstration sites for innovative conservation techniques.	City Staff	Ongoing (City has been designated as an Envirostar 5- Star City by King County LHWMP)
<b>6.6E</b> Work with the City's solid waste contractor to reduce, reuse and/or recycle resources.	Where possible, work with service provider to promote or facilitate programs to implement and/or improve customer recycling performance.	City Staff	Ongoing
<b>6.6F</b> Work with the water districts to address the long term water needs.	Where possible, promote or facilitate district efforts to implement customer water conservation measures.	City Staff	Ongoing
<b>6.7 COORDINATE WITH UTILITY PROVIDERS AND OTHER PLAN ELEMENTS</b>			



PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME LINE
<b>6.7A</b> Update Land Use and Utilities Elements with utility providers' planning.	Work with utility providers to identify improvements necessary to ensure that sufficient utility capacity is available in the locations where growth is desired.	City Staff	Ongoing
	Review proposed utility projects to determine whether they will provide the level of capacity at the proper location to serve the growth expected within the facility's life span.	City Staff	Ongoing
<b>6.7B</b> Revise utility system maps.	Maintain up-to-date maps of the existing and proposed locations of utility facilities.	City Staff	Ongoing
	Make utility improvement information available to developers proposing projects.	City Staff	Ongoing
<b>6.7C</b> Coordinate the location of proposed new utility facilities with utility providers and use the EPF process to site utility facilities.	Use the normal permitting process to review proposed utility facilities. (See the Land Use Background Report for EPF siting procedures.)	City Staff	Ongoing
<b>6.7D</b> Place utility infrastructure in public rights-of-way whenever possible.	Identify and preserve developed and undeveloped public rights-of-way and place utility infrastructures in rights-of-way whenever possible.	City Staff	Short-Term (1 – 2 years) and Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME LINE
<p><b>6.7E</b> New pipelines.</p>	<p>Add criteria to Zoning Code for appropriate location of new pipeline corridors:</p> <ul style="list-style-type: none"> <li>• •To avoid crossing major aquifer recharge areas including well protection zones.</li> <li>• •To avoid crossing or being up-gradient from wetlands and streams, especially salmon bearing streams.</li> <li>• •To avoid steep slopes or areas subject to erosion, slump, or land slides.</li> <li>• •To avoid residential neighborhoods and other gathering places such as schools, rail stations, and major retail centers.</li> <li>• •To provide a minimum setback of 50 feet from any structure and 75 feet from any permanently inhabited structure.</li> </ul>	<p>City Staff</p>	<p>Short-Term</p>
	<p>Require state-of-the-art construction technology, including but not limited to:</p> <ul style="list-style-type: none"> <li>• •Coated pipe that is thicker than minimum standards, free of defects, and cushioned during installation.</li> <li>• •Cathodic protection.</li> <li>• •Hydrocarbon sensing cables.</li> <li>• •Remote leak detection (SCADA).</li> <li>• •Remote- controlled and automatic block valves.</li> <li>• •Closely spaced block valves.</li> <li>• •Ground motion sensors.</li> </ul>	<p>City Staff/Pipeline Providers</p>	<p>Long-Term</p>

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME LINE
	•		
<p><b>6.7G</b> Identification of underground pipelines.</p>	<p>Require signs indicating the presence of an underground pipeline to be located:</p> <ul style="list-style-type: none"> <li>• At every road crossing.</li> <li>• At every school.</li> <li>• Every ¼ mile, except in rough terrain or densely developed areas, where signs should be placed every 660 ft.</li> </ul>	<p>City Staff/ Pipeline Providers</p>	<p>Short-Term</p>

CHAPTER 8

# ECONOMIC VITALITY ELEMENT

## Table of Contents

**INTRODUCTION**.....2

**MAJOR ECONOMIC VITALITY CHALLENGES** .....2

**GOALS AND POLICIES**.....3

    GOAL 8.1 Support the private sector .....3

    GOAL 8.2 Review and reform regulations and taxing policies.....4

    GOAL 8.3 Encourage job training and educational opportunities .....6

    GOAL 8.4 Encourage economic diversity.....6

    GOAL 8.5 Support development of a local food sector.....9

    GOAL 8.6 Maintain and upgrade public infrastructure.....10

    GOAL 8.7 Enhance and utilize the City’s environment.....10

## Maps

Business Cluster Geographic Areas .....8

# INTRODUCTION

Economic vitality is the measure of the economic health of the City – its people, its business, and its government. Major components of a community’s economic vitality are: 1) job retention; 2) job recruitment; 3) job training programs; 4) public and private capital investment; and 5) business and community capacity building. Public and private actions that support enhanced economic vitality:

- Maintain a strong economic base;
- Diversify employment throughout the City;
- Improve job training and educational opportunities;
- Attract residents and businesses by enhancing the quality of life with natural and manmade amenities;
- Create and maintain a range of family-wage jobs;
- Promote clean, sustainable, environmentally sensitive businesses and jobs and healthy ecosystem services;
- Monitor and report business and economic performance;
- Provide for clarity and flexibility in zoning and land use regulations to allow the greatest mix of compatible uses in areas with high potential for economic growth;
- Develop and promote a forward looking economic development strategy;
- Establish incentives and tools to promote economic development; and
- Communicate openly on a regular basis with the public on economic development issues.

This element of the Comprehensive Plan is intended to provide an economic vitality vision and policy direction within the City of SeaTac. It is closely coordinated with the Housing and Human Services, Environment, Land Use, and Community Design Elements.

## MAJOR ECONOMIC VITALITY CHALLENGES

SeaTac faces the following major economic vitality challenges as it looks ahead to 2035:

- The need for increased economic diversity;
- The shortage of living wage jobs;

- Possible displacement of existing small businesses in redeveloping areas;
- The difficulty for current and future residents to attain economic self-sufficiency;
- A lack of incentives for business attraction and retention;
- Underutilized property and the lack of a workable, on-going strategy to increase their economic value; and
- Potential traffic impacts from future airport operation and transportation infrastructure growth.

## GOALS AND POLICIES

Overall Mission Statement: Create an environment that strengthens the economic vitality of businesses within the City of SeaTac.

The City provides economic opportunities to SeaTac residents and businesses, which increases tax revenues and improves services to its citizens.

This section contains SeaTac’s economic vitality goals and policies. Goals represent the City’s general objectives, while policies provide more detail about the steps needed to achieve each goal’s intent.

### **GOAL 8.1 SUPPORT THE PRIVATE SECTOR**

**Support the private sector through partnerships, plans, and monitoring.**

Soundside Alliance has been established between the Cities of SeaTac, Burien, Des Moines, Normandy Park, and Tukwila, Southwest King County Chamber of Commerce, Port of Seattle, and Highline College. The purpose of the Alliance is to coordinate efforts to promote, diversify, and grow the southwest King County regional economy.

#### **Policy 8.1A**

Develop economic action plans and establish and monitor performance measures to make recommendations to appropriate City departments, Planning Commission, City Council, and Port Commission, and to coordinate with other public and private sector organizations.

#### **Policy 8.1B**

Retain and recruit businesses by recommending and actively implementing marketing plans and strategies.

See Policy 8.4B for specifics on retaining and recruiting businesses.

**Policy 8.1C**

Facilitate communication between government, business, major institutions, residential community, and other entities.

The intent of this policy is to: a) enhance the understanding of business issues by the City, Port, and businesses that may impact employment growth and business competitiveness; b) enhance the business community’s understanding of public policy goals and implementation issues; c) help promote the partnership between government and business to achieve the Comprehensive Plan goals; and d) identify and promote areas of common interest and facilitate the resolution of conflicts between the business community, government, and the residential community in a manner that recognizes and respects differences.

SeaTac aims for a participatory government where broad democratic engagement leads to fuller discussions and better-informed decisions.

**Policy 8.1D**

Coordinate development information, services, and funding with adjacent communities and the Port to enhance the viability of businesses in SeaTac through consistency with local, regional, and State economic development plans.

Coordinating implementation across jurisdictions strengthens the plans and improves the ability to receive additional funding through joint application for State and Federal funds.

**Policy 8.2E**

Increase the City’s capacity to understand and analyze the City’s economic base and the regional economy to better inform planning and implementation.

**Policy 8.1F**

Annually report SeaTac’s economic condition to the Planning Commission and City Council.

**GOAL 8.2 REVIEW AND REFORM REGULATIONS AND TAXING POLICIES**  
**Review and reform regulations and taxing policies to develop a strong business climate and encourage entrepreneurial government.**

SeaTac’s regulations should encourage a business to stay, start up, move to, or expand in our community. The following policies identify strategies to improve SeaTac’s economic climate.

**Entrepreneurial Government**  
Entrepreneurial government is the philosophy of running a government like a for-profit company by catalyzing economic development in the City—empowering community members to develop their businesses and be mission-driven, results oriented, customer focused, profitable, anticipatory (i.e., strategic and preventative), decentralized and participatory, and market oriented (Osborne and Gaebler, 1992).

**Policy 8.2A**

Continue to support regulatory reform at the State, County, and City levels to minimize financial impacts and optimize benefits from regulation on businesses and developers, while maintaining a healthy natural environment, worker safety, and consistency with GMA goals and this Plan.

See Goal 8.7 regarding the natural environment.

**Policy 8.2B**

Provide comprehensive and accurate development review and land use permitting customer service with short processing periods.

Evaluate the City’s development regulations to eliminate unnecessary layers of control and promote regulatory process consistency and predictability.

**Policy 8.2C**

Update development regulations as needed to minimize unnecessary requirements and negative impacts on development.

Review development code at least every five years to analyze impacts on development costs, permit review, and approval time frames; bonding requirements; and other issues identified by a panel of development regulation experts. Update the regulations to address unnecessary layers of control, redundancy, inconsistency, and unpredictability.

**Policy 8.2D**

Utilize the planned action process to reduce permit processing time and increase predictability for projects compatible with City plans.

The Land Use Element prioritizes development in station areas and neighborhood commercial centers.

Priority should be given to the development of planned actions that support the Plan’s economic development priorities.

**Policy 8.2E**

Review, evaluate, and summarize the existing and future City tax and fee structure at least every five years to minimize impacts on businesses and development activities and ensure consistency with Plan goals and priorities.

**Policy 8.2F**

Consider economic trends and market conditions when amending Plan land use designations or zoning classifications.

Reflecting foreseeable economic trends and market conditions in land use designations is a



proactive approach to economic development.

**GOAL 8.3 ENCOURAGE JOB TRAINING AND EDUCATIONAL OPPORTUNITIES**  
**Promote and encourage quality job training and educational opportunities.**

**Policy 8.3A**

Encourage and support job training programs for youth entering the job market and people in need of training or retraining.

See the Housing and Human Services Goal 3.1 for more ways to offer opportunities for self-empowerment.

**Policy 8.3B**

Work with educational institutions to ensure that students receive a high-quality basic education and develop the competencies needed to continue their education and/or enter the work force with essential skills.

**Policy 8.3C**

Participate in business, labor, and educational institution coalitions to develop competency-based education and training programs targeted to business needs and increasing resident employability (e.g., vocational, apprenticeships, entrepreneurial skills, and customized on-site training).

An important component of labor force development is ensuring that people have the appropriate skills to qualify them for meaningful and productive employment.

**GOAL 8.4 ENCOURAGE ECONOMIC DIVERSITY**  
**Encourage economic diversity and a variety of jobs at various wage levels.**

**Policy 8.4A**

Recognize the City's current mix of business and industry and encourage the diversity necessary to maintain or achieve employment growth.

Business diversity reduces the negative effects of cyclical economic fluctuations.

**Policy 8.4B**

Encourage and recruit economic activity that attracts new capital into the SeaTac economy by prioritizing and targeting marketing to the following businesses and industries:

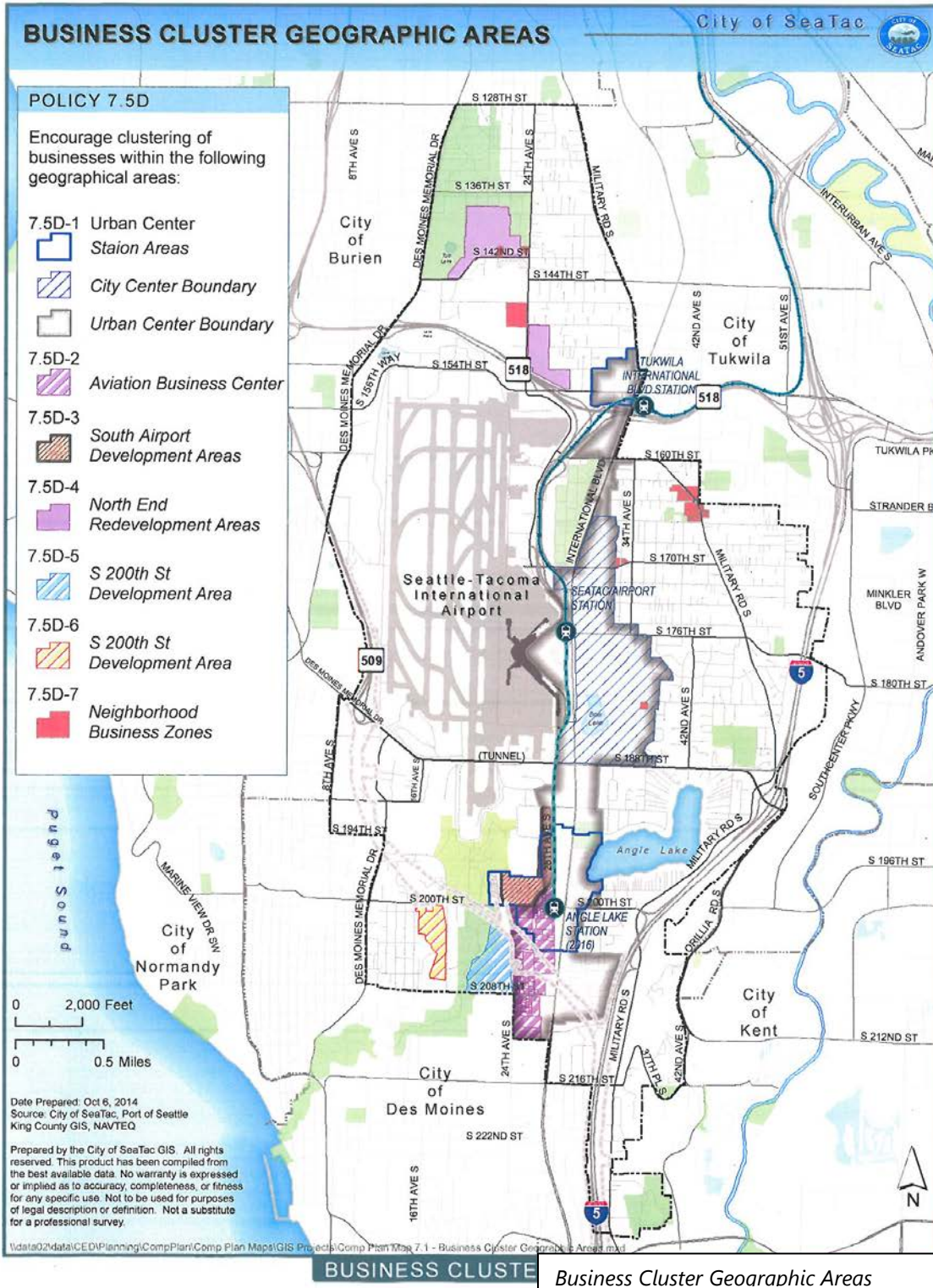
- Hospitality Industry
- Air Transportation-Dependent/Compatible Industries
- International Trade
- Ground Transportation Services
- Distribution/Advanced Logistic Providers
- Wholesale
- Retail
- Communications/Electronics
- Aerospace
- Medical Technology and Biotechnology
- Computers and Software
- Advanced/Emerging Technologies/Industries
- Professional Services
- Tourism
- Light Industry/Assembly
- Food Processing/Distribution
- “Green Industries” (e.g., renewable energy products or services)

**Policy 8.4C**

Encourage clustering of businesses within the following geographical areas:

- Urban Center (Including City Center, the S. 154<sup>th</sup> St. Station Area and the Angle Lake Station Area)
- Aviation Business Center
- South Airport Development Area (SADA)
- Northend Redevelopment Areas
- Des Moines Creek Business Park Phase 3
- South 200<sup>th</sup> Street Development Area
- Neighborhood Business Zones

These geographic areas concentrate businesses and industries to accommodate regional economic vitality and maximize compatibility with surrounding uses.



**Policy 8.4D**

Facilitate employment growth to accommodate the City’s employment growth target.

Over the next 20 years significant regional population and employment growth is expected in the Puget Sound area and will impact the region’s economic vitality. Businesses and industries affected by such growth include those listed in Policy 8.4B.

The Land Use Element encourages a mix of uses in many zones to allow residents’ daily needs to be met within SeaTac. Policies 2.1A and 2.1D focus retail in Urban Center and station areas, 2.2G-K emphasize access to neighborhood services, and 2.4D, E, and G encourage a mix of land uses. These are intended to provide a diversity of jobs and accessible resources to those

**Policy 8.4E**

Encourage a job mix that improves the City’s economic strength and stability, prioritizes living wage jobs, and increases the tax base.

A healthy job mix provides opportunities for residents’ economic success and maintains high-quality public services.

**GOAL 8.5 SUPPORT DEVELOPMENT OF A LOCAL FOOD SECTOR**

**Create an environment that spurs local food sector development to increase opportunities for economic self-sufficiency.**

A food innovation cluster or district will create economic activity through new business development and job growth in the food economy. The cluster will also address access to healthy food, health disparities, and lack of resiliency in the local food system.

**Policy 8.5A**

Allow for a mixed-use district of food-related activities such as retail, processing, distribution, and urban agriculture.

**Policy 8.5B**

Support food-related workforce development, entrepreneurship training, and business incubator facilities.

**Policy 8.5C**

Coordinate with a broad range of partner organizations, businesses, and public sector agencies to promote food innovation district development and related programming and facilities.

**Policy 8.5D**

Forge public-private sector partnerships to develop a food-related workforce and business incubator training facility.

**GOAL 8.6 MAINTAIN AND UPGRADE PUBLIC INFRASTRUCTURE**

**Maintain and upgrade existing and strategically locate new public infrastructure to provide capacity for economic growth.**

**Policy 8.6A**

Provide adequate public infrastructure to support the City’s economic development program.

**Policy 8.6B**

Analyze the impacts of the City’s capital investments on businesses, employment, and other economic development opportunities when making decisions about utilities, transportation, and other public facilities.

Also see the Utilities Element Goals 6.1, 6.2, and 6.4.

Also see the Capital Facilities Element Goals 5.2 and 5.3.

**Policy 8.6C**

Support the development of state-of-the-art telecommunications infrastructure systems.

**GOAL 8.7 ENHANCE AND UTILIZE THE CITY’S ENVIRONMENT**

**Enhance and utilize the City’s natural and built environment to increase the desirability of locating in SeaTac.**

**Policy 8.7A**

Beautify and enhance the commercial and residential areas of the City through the application of urban design standards and support for public facilities and amenities to attract commercial and residential growth.

The Community Design Element provides design strategies.

Places that are well-designed and include important community facilities (e.g., sidewalks, street trees, bike lanes, parks, public trails) and amenities (e.g., public art) attract high-quality businesses and development, encourage residential growth, and improve the City’s quality of life and long-term economic success.

The Park, Recreation, and Open Space Element guides recreational and natural facilities and amenities.

**Policy 8.7B**

Identify and implement programs and strategies that enhance the livability of residential neighborhoods, such as neighborhood cleanups, street trees, signage, code enforcement, and other available mechanisms.

The Environment Element focuses on healthy ecosystems.
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Enhancing residential neighborhoods within the City increases livability and the probability that employers and employees may locate in SeaTac.

# RECOMMENDED IMPLEMENTATION STRATEGIES

The Economic Vitality Element's policies were developed by the Economic Vitality Partnership composed of representatives from the Chamber of Commerce Business Subcommittee, Port of Seattle, and the City.

This section identifies the specific steps, or implementation strategies, that achieve this Element's policies. It also identifies the group(s) with primary responsibility for carrying out each strategy and the expected time frame within which the strategy should be addressed. Policy summaries are included in the table for reference.

As the Primary Responsibility column indicates, many of the implementation strategies will be initially undertaken by a specified board or commission. In most cases, the City Council will analyze the specific board/commission recommendation and make the final decision about how to proceed.

The time frame categories are defined as follows:

- Immediate within one year
- Short-Term one to five years
- Medium-Term six to 10 years
- Long-Term 11 to 20 years
- Ongoing the strategy will be implemented on a continual basis

The time frames are target dates set regularly when the City Council adopts amendments to the Comprehensive Plan.

The list of implementation strategies is a minimum set of action steps and is not intended to limit the City from undertaking other strategies not included in this list.

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<b>8.1 SUPPORT THE PRIVATE SECTOR</b>			
<b>8.1A</b> Develop plans, establish measures, monitor performance, and make recommendations.	Continue to staff Soundside Alliance committees and forward recommendations for action to appropriate entities.	Department of Community and Economic Development (CED), Soundside Alliance	Ongoing
<b>8.1B</b> Retain and recruit businesses.	Develop a marketing plan that includes prioritization, private sector contact and recruitment, listing of available properties, and retention strategies.	CED, Soundside Alliance	Short-Term (1 – 2 years)
<b>8.1C</b> Facilitate business – government – institution – resident communication.	Utilize the City’s website to provide up-to-date, user-friendly information including: <ul style="list-style-type: none"> <li>• Comprehensive Plan goals and policies</li> <li>• Regulatory policies</li> <li>• Adopted amendments</li> <li>• Current projects–Planned action process</li> </ul>	City Staff	Ongoing
	Provide a user-friendly process online and over-the-counter/phone by which residents may ask questions, voice concerns, or issue complaints regarding the local business community.	City Staff	Ongoing
	Provide a visible presence (e.g., staffing, information booths) at local business group meetings and business-related conferences.	City Staff, Soundside Alliance	Ongoing



PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<b>8.1D</b> Facilitate intergovernmental coordination.	Periodically report Soundside Alliance, Port, and Southwest King County (SWKC) Chamber of Commerce activities to the Council.	City Staff, Soundside Alliance, Port, SWKC Chamber of Commerce	Ongoing
	Maintain contact with local jurisdictions to share business development expertise and information on current/potential projects that may have an impact on SeaTac's business climate.	City Administration, CED	Ongoing
	Analyze and comment on County and regional plans that affect growth in the region, including SeaTac.	City Staff	Ongoing
<b>8.1E</b> Develop economic base information.	Annually review available economic information and determine information needs of key decision-makers.	City Staff	Ongoing
<b>8.1F</b> Provide an annual report.	Submit an annual report of City and Soundside Alliance actions and the state of the economic vitality of business.	CED, Soundside Alliance	Ongoing
<b>8.2 REVIEW AND REFORM REGULATIONS AND TAXING POLICIES</b>			
8.2A Support regulatory reform.	Survey business community regarding current regulations; revise Zoning Code accordingly.	CED, City Staff, City Council, Planning Commission	Short-Term (3 – 5 years)

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
	Recommend changes to City Administration for corrective legislation at the State and County governmental levels.	City Staff, City Council, Planning Commission	Ongoing
<b>8.2B</b> Streamline land use permitting.	Evaluate development regulations and eliminate unnecessary layers of control and promote greater consistency and predictability in the regulatory process.	City Council	Ongoing
<b>8.2C</b> Review and evaluate development review impacts.	Survey developers to understand regulatory impacts and ways to gain greater consistency and predictability.	City Staff	Ongoing
	Review development at least every five years to identify unnecessary negative impacts on development.	City Staff, City Council, Planning Commission	Completed and Ongoing
	Update development regulations based on above evaluation.	City Staff, City Council, Planning Commission	Completed and Ongoing
<b>8.2D</b> Utilize the planned action process.	Increase awareness of the planned action process through the City's website to encourage business development in designated subareas using reduced permit processing time and increased project predictability.	City Staff	Short-Term (2 – 4 years)

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
	Identify and prioritize areas where planned actions could be applied. These areas include: <ul style="list-style-type: none"> <li>• Station areas.</li> <li>• Areas identified in the Comprehensive Plan for transition to commercial use.</li> <li>• Other areas where redevelopment or revitalization would be desirable.</li> </ul>	City Staff, Planning Commission, City Council	Ongoing
	Research funding sources for planned actions in priority areas.	City Staff	Short-Term (1-3 years)
	Outline planned action proposals for consideration.	City Staff, Planning Commission	Short-Term (3 – 5 years)
<b>8.2E</b> Manage tax policy impacts	Review, evaluate, and summarize tax reporting and compliance processes, business and occupation tax structure, utility rate structures where they may apply, and the cumulative debt and tax burden of overlapping jurisdictions.	City Staff, City Council, Planning Commission	Ongoing
	Update tax structure as needed to minimize impacts.	City Staff, City Council, Planning Commission	Ongoing
<b>8.2F</b> Account for economic trends when amending land use designations.	Reassess plans and policies periodically when market conditions and trends appear to be out of sync with anticipated development in areas designated for redevelopment.	City Council, Planning Commission, City Staff	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<b>8.3 ENCOURAGE JOB TRAINING AND EDUCATIONAL OPPORTUNITIES</b>			
<b>8.3A</b> Encourage job training programs.	Periodically survey SeaTac's employers to identify specific job skill requirements for new employees or new skills needed to grow.	CED	Short-Term (1 – 2 years)
	Coordinate programs, when appropriate, with the Highline School District, Puget Sound Skills Center, Highline, South Seattle, and Green River Colleges, and Renton Technical College.	Soundside Alliance, City Staff	Ongoing
	Seek funding to support customized training programs aimed at the desired skill set identified by the periodic survey.	Soundside Alliance, City Staff	Short-Term (2 – 4 years)
<b>8.3B</b> Work with educational institutions to ensure basic education.	Coordinate with public and private schools to provide students the highest level of education possible.	Soundside Alliance, City Council	Ongoing
	Endorse initiatives to improve local school district programs, including those emphasizing a STEM curriculum (science, technology, engineering, and math).	City Council, City Staff	Ongoing
	Arrange for business leaders to visit schools to help students understand local employment opportunities.	Soundside Alliance	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<p><b>8.3C</b> Participate in coalitions of business, labor and educational institutions to develop competency-based education and training programs.</p>	<p>Meet with Global Connections High School principal and teachers to discuss training program development.</p>	<p>Soundside Alliance</p>	<p>Short-Term (1 – 2 years)</p>
<p><b>8.4 ENCOURAGE ECONOMIC DIVERSITY</b></p>			
<p><b>8.4A</b> Encourage the diversity necessary to achieve employment growth</p>	<p>Use economic base information (see Strategy 8.1e7.2J) to prioritize desired business and industry sectors for recruitment and expansion.</p>	<p>CED, Soundside Alliance, City Council</p>	<p>Ongoing</p>
	<p>Develop a plan with steps to produce growth in targeted business or industry types.</p>	<p>City Staff, Soundside Alliance, Planning Commission, City Council</p>	<p>Ongoing</p>
	<p>Continue to fund the Small Business Development Center to enhance program delivery.</p>	<p>City Council</p>	<p>Ongoing</p>
<p><b>8.4B</b> Encourage and recruit economic activity that brings new capital into the SeaTac economy.</p>	<p>Invest in infrastructure and incentives for new and incentivize the prioritized existing businesses and industries.</p>	<p>Soundside Alliance, City Council</p>	<p>Ongoing</p>
	<p>Update list of prioritized businesses and industries in this policy as needed to reflect economic trends</p>	<p>City Staff, Soundside Alliance,</p>	<p>Ongoing</p>

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
	Develop specific marketing strategies that utilize identifying available state and local incentives.	, City Staff, Planning Commission, City Council	Short-Term (2 – 4 years)
<b>8.4C</b> Encourage clustering of businesses.	Review and streamline regulatory processes affecting businesses located in SeaTac’s geographic business cluster areas.	City Council, City Staff	Ongoing
	Determine business clusters existing in each geographic area.	City Staff	Short-Term (2 – 4 years)
	Determine desired mix of clusters for each geographic area.	City Staff	Short-Term (2 – 4 years)
	Tailor recruitment/retention plan, including review and streamlining of regulatory processes to achieve the desired mix in each cluster.	City Staff, City Council	Ongoing
<b>8.4D</b> Facilitate employment growth	Expedite applications for business creation and expansion where compatible with Plan goals and policies.	City Staff	Ongoing
	Periodically update baseline employment data (in conjunction with Policy 8.1E strategy).	City Staff	Ongoing
	Track growth (positive or negative) as it relates to the baseline.	City Council, Planning Commission	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
	Identify specific impediments to employment growth and implement remedial actions.	City Staff	Short-Term (2 – 4 years)
	Maintain involvement in regional planning to ensure appropriate employment targets.	City Staff	Ongoing
<b>8.4E</b> Encourage a mix of job types.	See strategies in 8.4A and B and Goal 8.5.	City Council, City Staff	
<b>8.5 SUPPORT DEVELOPMENT OF A LOCAL FOOD SECTOR</b>			
<b>8.5A</b> Allow for mixed-use food-related activities and businesses.	Identify gaps and barriers in land use designations and zoning and /development regulations.	City Staff, Planning Commission	Immediate
	Establish and/or amend regulations as necessary to facilitate developing a local food sector.	City Staff, Planning Commission, City Council	Short Term (1-2 years)
	Maintain development regulations that support a food-related district.	City Council	Medium Term to Ongoing
<b>8.5B</b> Support food-related workforce development facilities.	Identify locations appropriate for mixed use food districts and a food hub to provide necessary facilities and ancillary services.	City Staff	Short Term (1-2 years)
	Provide infrastructure as necessary and appropriate.	City Staff	Short Term (1-2 years)
	Assist in researching and applying for funds to	City Staff	Short Term (1-2 years)

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
	develop a food innovation district.		
	Forge public-private partnerships to develop the facility (Policy 8.5D).	City Staff, City Council	Short Term (1-2 years)
	Protect facility from displacement over time.	City Staff, City Council	Medium Term to Ongoing
<b>8.5C</b> Coordinate with partner organizations to promote food sector development.	Continue participation in the Food Innovation Network and other partnerships to develop and implement a food-related economic development strategy.	City Staff	Ongoing
<b>8.5D</b> Forge partnerships for food-related facility.	Work with other economic, community development, educational, business training, and food industry organizations to build food-related facilities.	City Staff, City Council	Short Term (1-2 years)
<b>8.6 MAINTAIN AND UPGRADE PUBLIC INFRASTRUCTURE</b>			
<b>8.6A</b> Provide adequate public infrastructure is in place.	Review infrastructure needs as part of the Capital Facilities Plan.	City Council, Planning Commission	Ongoing
	Catalog current infrastructure assets of the City of SeaTac to include road, rail, air, fiber optics, telecommunications, e-commerce, and bandwidth capacities. Compare these capacities to the needs of businesses the City would like to retain and recruit.	City Staff	Short-Term (2 – 4 years) and Ongoing



PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
	Develop a 10-year infrastructure plan to provide the facilities identified above. Implement this plan by accomplishing one project per year from the 10-year plan.	City Staff, City Council, Planning Commission	Short-Term (2 – 4 years)
<b>8.6B</b> Analyze impacts of capital investments on economic development opportunities.	Annually review infrastructure needs and support infrastructure investments which encourage economic development.	Planning Commission	Ongoing
<b>8.6C</b> Support development of state-of-the-art telecommunications systems.	Review and revise as needed the Zoning Code regarding telecommunications as needed.	City Council, Planning Commission	Ongoing
<b>8.7 ENHANCE AND UTILIZE THE CITY'S ENVIRONMENT</b>			
<b>8.7A</b> Enhance Natural and built amenities.	Revise zoning standards and land use policies, as necessary, to enhance the natural and built environment and improve economic vitality.	City Council, Planning Commission	Ongoing
	Revise and apply design standards in Urban Center	City Staff, Planning Commission, Community Council	Short Term
<b>8.7B</b> Enhance residential livability.	See Transportation Element strategies for improving pedestrian and bicycle infrastructure	City Council, Planning Commission	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
	See strategies associated Housing and Human Services Element Goals 3.4-9.		
	See Parks, Recreation and Open Space Element Strategies to increase access to parks facilities and programs.		