

SEATAC CITY CENTER SUB-AREA PLAN UPDATE PHASE 1

SCOPE OF WORK

TASK 1: PROJECT MANAGEMENT

Consultant will be responsible for coordinating all aspects of the project with the City of SeaTac's ("City") project manager. Consultant will be responsible for producing high quality products and meeting the agreed upon scope deliverables, schedule and budget. Assumption is weekly check-in meetings between *BDS Planning and Urban Design* ("*BDS*") and the City Lead and meetings between the consulting Leads and the City's Technical Advisory Committee as needed.

TASK 2: PROJECT INITIATION / KICK-OFF MEETING

A project kick-off meeting is an opportunity to get acquainted with the client, review the scope of work, set project goals, identify critical issues, talk through logistics, and tour the community. In our experience, a focused kick-off meeting among key leaders from the client organization and consulting team can set an effective tone for the whole project, align expectations, and allow us all to "begin with the end in mind."

Brian Scott will facilitate the Kick-off and any Key Stakeholder meetings, with Gabriel Silberblatt developing a real-time graphic record on the wall. Toole Design will attend by phone. Eric Hovee is anticipated to attend the kick-off, or will undertake one site-visit at a different mutually agree upon time. *BDS* is known for dynamic meetings with tight agendas, substantive facilitation, clear information, and working consensus for forward movement.

During the Kick-off meeting, *BDS* will work with City staff to address all of the subtasks in Task 2 defined below.

2.1: Planning Framework

The SeaTac/Airport Station Area Plan document and its related technical studies will provide a baseline for the project. *BDS* will review these documents prior to the kick-off meeting, and review them with the City to confirm understanding, nuances, and events since adoption of these plans. Documents include: City Center Plan (1999); Chapter 15.300 SMC: City Center Overlay District; SeaTac/Airport Station Area Plan (adopted 2006, rescinded 2010) along with its market and transportation studies and draft urban design report; SeaTac Comprehensive Plan; PSRC Growing Transit Communities Resolution; and Opportunity Zone documents

2.2: Refine Project Scope and Develop Draft Work Plan

BDS and City staff will review project scope elements and outline a refined project work plan and schedule.

2.3: Confirm Study Area Boundaries:

BDS and City staff will confirm the process for defining a final boundary and how to allocate project resources to consider various locations within the study area including: ¼ mile focal point, ½ mile transit community, and areas that are currently within the City Center boundary.

2.4: Discuss Organization and Formatting of Documents:

At the kick-off meeting, *BDS* will work with City staff to understand the City's expectations for the outlines of Phase 1 and Phase 2 project documents. We understand that the City expects the Phase 1 and Phase 2 documents to be concise, graphic rich documents that are written as a set of directions rather than a policy tome (using SeaTac's *Angle Lake District Station Area Plan* as an example)

2.5: Deliverable #1: Project Documents

After the kick-off meeting, *BDS* will prepare a finalized work plan and process documents that are suitable for public distribution, including a project overview, goals, and process diagram. These materials will connect the Sub-Area Planning process with other community activities.

TASK 3: COMMUNITY & STAKEHOLDER ENGAGEMENT PROCESS

3.1: Review Draft Engagement Plan

BDS will help the City refine a City-developed Community/Stakeholder Engagement Plan. *BDS* will help in the preparation of outreach materials such as displays, information handouts, and presentation documents, and that City staff are expected to be the primary public leads for community and stakeholder engagement activities supplemented by *BDS-led* activities as defined by 3.2 below.

3.2: Targeted Engagement

BDS will augment the City's engagement activities with targeted in-person interviews and facilitated meetings with key stakeholders and community groups in order to build authentic consensus among powerful economic stakeholders and traditionally underrepresented voices alike. Brian Scott will conduct up to eight (8) property owner interviews; Gabriel Silberblatt will conduct up to five (5) organizational interviews with leaders of local community or non-profit groups; and Ben Han will convene up to two (2) structured visioning focus groups with residents and/or local workers.

3.3 Deliverable #2: Targeted Engagement Memo

BDS will summarize engagement findings in a simple memo.

TASK 4: LOCAL MARKET OVERVIEW

4.1 Existing Studies & Economic Opportunities Analysis

E. D. Hovee proposes to integrate the subtasks of the local market overview – resulting in a single Economic Opportunities Report deliverable, which he will present to the project team. Key work steps will include:

Review of existing market studies. In addition to airport economic impact and station area studies referenced by the RFP, we also plan to review results of the *E.D. Hovee* conducted business cluster/marketing projects conducted from 2004-06. While including the center city area, these reports are also useful to set a broader city- and region-wide context from which to better understand SeaTac's competitive market strengths and challenges. This analysis will aim to indicate which of the takeaways remain important today and which have been supplanted or modified by changing conditions locally and regionally over the 10-15 year – especially in the wake of the Great Recession, ensuing recovery and now re-normalized growth opportunities.

Demographic & employment update. Using readily available data sources, we will briefly profile key changes to the community's population and economic base over the last decade. This update will be useful to provide context for the review of past market studies and to set the stage for a more current understanding of current and emerging opportunities for SeaTac – both city-wide and for the Center City subarea. Key findings will be portrayed in windshield style graphic and mapped formats together with crisp supporting narrative – for ready use with subsequent Opportunity Zone marketing.

Preliminary redevelopment site identification. A starting point for this analysis will be *E. D. Hovee's* prior 2005-06 mapping of development sites city-wide (including Center City sites). Working with *BDS*, this will be followed by parcel-based assessor/GIS based analysis of current redevelopment sites based on such mutually determined factors as site vacancy, presence or absence of new construction, low overall assessed valuation, low improvements to land value ratios, parking utilization, identified site development constraints, and property ownership.

Property owner validation. Historically, much of the Center City land along and near International Boulevard has been in long-term holdings. While ownership patterns have changed in recent years, it remains important to distinguish between owners looking to retain their interest long-term versus those looking to invest and then eventually cash out. Understanding the motivations of the players is particularly important for defining those who would invest for Opportunity Zone benefits – largely associated with capital gains from future property disposition. *E. D. Hovee* will contact and interview up to five (5) selected owners of key redevelopment sites – to better understand their long-term investment interests including capacity for participating with Opportunity Zone or other public-private development opportunities. Interviews will be conducted by phone and/or email with parties using a brief questionnaire as determined mutually with the project team.

4.2: Deliverable #3: Existing Studies & Economic Opportunity Report

Results of these work steps will be provided in an Economic Opportunities draft report deliverable, finalized as a result of project team and City input.

TASK 5: INFRASTRUCTURE NEEDS ASSESSMENT / OPPORTUNITIES & CONSTRAINTS ANALYSIS

Working with City of SeaTac staff and the *BDS team*, *Toole Design* brings experience working in the City of SeaTac and understand the existing conditions and the owners of the

various infrastructure. Our team of planners, engineers, and landscape architects have a deep understanding of local design standards and guidelines that new development and redevelopment would be required to follow.

The opportunities and constraints analysis will be closely coordinated with the land use recommendations for the City Center to identify opportunities that are specific to the proposed strategy for implementing the vision. Our team will engage the stakeholders in confirming how the infrastructure can support the vision for community and economic growth. We understand that we need to understand the infrastructure opportunities and constraints from both a technical, quantitative perspective as well as a qualitative perspective.

5.1: Review Existing Plans and Studies

Toole will build upon its knowledge of the project area from previous projects and review existing plans and technical studies created for this area. *Toole* will work with City staff to identify how best to use the data to identify infrastructure gaps, and development opportunities and constraints in the area to leverage applicable and useful data from existing documents. *Toole* will prepare a concise memorandum summarizing relevant existing plans and studies. A list of all documents reviewed will be included.

5.2 Deliverable #4: Technical memo on key takeaways from existing plans and studies

Toole will identify opportunities to address infrastructure gaps and make improvements. *Toole* will summarize what infrastructure could be provided under current development codes. In addition, potential funding sources will be identified for infrastructure retrofits including transportation and stormwater management.

5.3: Infrastructure Needs Assessment/Opportunities and Constraints Analysis

Toole will complete a Report that identifies opportunities and constraints to creating a high density, walkable urban area. This report will be focused on the public rights-of-way and parcel frontages. Specific components include:

- Infrastructure Needs Assessment/Opportunities and Constraints: The analysis will address the following:
 - Transportation/Access/Mobility (Pedestrian, Bicycle, Vehicle, Freight, Delivery, Shuttles, Light Rail, Rapid Ride)
 - Utilities (Stormwater, Sewer, Energy, Communications, Water)
- Potential Strategies to Address Infrastructure Gaps

5.4 Deliverable #5: Infrastructure Needs Assessment/Opportunities & Constraints Report

Toole recommends that this “report” be in the form of a highly graphical slide deck, rather than a wordy report. In our experience, this format makes it much more likely that the information will be used effectively.

TASK 6: PLANNING CONTEXT SYNTHESIS

6.1: Review Existing Plans and Studies

BDS will collect and analyze City-provided data to create a baseline of existing conditions in the area. We will review existing land uses, property ownership, community assets, community image/urban design, transportation facilities (all modes), utility infrastructure and other information as needed.

6.2: Data Collection

To supplement the economic, infrastructure, and transportation information being collected in Tasks 4 & 5, *BDS* will use the following data sources for analysis as a part of the overall existing conditions report: Meta-review of City's existing plans, raw notes and input from community and stakeholder engagement, and *BDS* team member field notes on district image and urban design from site visits.

6.3 Deliverable #6: Planning Context Synthesis Report

Drawing on Tasks 3, 4, and 5, *BDS* will complete a report synthesizing all of the needs, opportunities, and constraints for the following: current land uses, community assets, image/urban design, community perceptions, transportation/mobility infrastructure (all modes), utility infrastructure, and key economic opportunities.

TASK 7: PREPARE COMMUNITY-STAKEHOLDER SUPPORTED VISION STATEMENT

7.1 Draft Vision Statement & Urban Design Principles

BDS will work with City staff to develop a Vision Statement that is based on community and stakeholder input and aligned with the project goals and activities.

7.2 Deliverable #7: Vision Statement Report

BDS will complete a Vision Statement Report that will include a vision statement and set of Development and Urban Design Principles.

TASK 8: PREPARE "MACRO-LEVEL" DEVELOPMENT/URBAN DESIGN CONCEPT

BDS will work with City staff to create a high-level development and urban design concept that is based on community and stakeholder input and aligned with the project goals and activities.

8.1: Prepare Development/Urban Design Concept Alternatives

BDS will work with City staff to develop up to three (3) graphic concept alternatives (e.g. site plans) that are responsive to the Vision Statement. *BDS* will incorporate one round of consolidated City edits to the alternatives.

8.2: Conduct City Center Charrette

BDS will prepare for and conduct a charrette for City staff representatives, including Community and Economic Development, Public Works, Parks, the City Manager's Office and others, to get input on the concept alternatives.

8.3: Identify Preferred Alternative

BDS will assess impacts of various development/urban design concepts and work with City staff to identify a preferred alternative.

8.4: Deliverable #8: Development/Urban Design Concept Report

BDS will complete a report that identifies the preferred alternative for the area's development/urban design concept. The Report will address image, urban design principles, transportation, access, and connectivity.

TASK 9: COMPLETE PRELIMINARY URBAN DESIGN FRAMEWORK DOCUMENT

9.1 Draft Urban Design Framework Report

BDS will use the organizational format for the Vision Document agreed to during Project Initiation Task 2 to produce a clear, concise and user-friendly draft document. We understand that this document is anticipated to include: name and boundary for the area; project goals; community-stakeholder supported Vision Statement; market opportunity summary; development/urban design concept; documentation of process tasks; and identification of key next steps to be addressed in Phase 2 sub-area planning.

Task 9.2 Deliverable #9: Draft Urban Design Framework Report

BDS will prepare a draft Urban Design Framework Document for review by the City. We ask that the client project manager coordinate City review and incorporate all feedback into a single set of comments to avoid contradictions and redundancies.

Task 9.3 Deliverable #10: Final Urban Design Framework Report

Based on this feedback, *BDS* will prepare a final Urban Design Framework Document. *BDS* documents are known for their accessibility, written clarity, and dynamic graphics. The *BDS Team* will also prepare and conduct presentations for the SeaTac Planning Commission and City Council if desired.

CONTRACT ADDENDUM

ADDITIONAL SCOPE OF WORK

CITY CENTER PLAN UPDATE PROJECT: PHASE 1 PRELIMINARY URBAN DESIGN FRAMEWORK

The City of SeaTac has requested that BDS Planning & Urban Design perform additional work on community and stakeholder engagement, including the preparation of additional market analysis and graphical materials, to better implement the goals of the City Center Plan Update Phase 1 project. The additional work includes the following:

Cost of Services: \$25,000

Tasks*:

**Note: The numbering of the tasks below is directly related to the numbering system in the original professional services contract between the City and BDS Planning & Urban Design.*

COMMUNITY & STAKEHOLDER ENGAGEMENT

Task 3.2A: Additional Community & Stakeholder Engagement

- BDS to conduct four (4) additional stakeholder interviews and three (3) additional focus groups or community briefings. These additional engagement opportunities will allow for engagement activities and feedback throughout the visioning and urban design framework processes.

MARKET ANALYSIS & BUSINESS STAKEHOLDER ENGAGEMENT

Task 4.1A: Additional Property Owner Interviews

- Eric Hovee, E.D. Hovee & Company, to expand property owner research to conduct five (5) additional interviews and undertake second on-site visit.

Task 4.1B: Redevelopment Site Profiles

- Eric Hovee will complete up to five (5) one-page redevelopment site profiles that summarize the key opportunities and challenges associated with redevelopment at each site, including likely project scale and use (or mix of uses), owner interest and a summary of specific incentives that would be most pivotal to incent redevelopment.
- Draft summaries will be reviewed by phone/email with both the interested property owners and city/project team – with revisions reflecting all comments received.

INFRASTRUCTURE ASSESSMENT MATERIALS

Task 5.4A: Streetscape Concept Illustrations

- Toole Design will complete illustrative cross sections for up to three (3) streets in the study area to assist with visioning and urban design framework processes.

DEVELOPMENT OF VISION STATEMENT

Task 7.1A: Stakeholder Vetting of Draft Vision Statement

- BDS to conduct vetting of draft vision statement and urban design principles with a sample of the key stakeholders engaged in Task 3.2. This may occur through a mix of in-person and telephone interviews and community briefings.

CREATION OF URBAN DESIGN CONCEPT

Task 8.1A: Urban Design Concept Materials

- BDS will complete two (2) additional perspective rendering (photo-realistic) of specific opportunity sites within the study area to be chosen by the City.

Task 8.2A: Stakeholder Workshop/Charrette

- BDS to reengage targeted community stakeholder groups to participate in a workshop/charrette (which is likely to be scheduled as a separate event later the same day as the internal City staff charrette) to help educate those diverse voices about the tradeoffs in each urban design alternative, and also to help the City understand the concerns of these important constituencies. City Council and the Planning Commission will be invited to attend.
- Toole Design will add staff to support in-depth discussion and presentation of the streetscapes in the project area at the internal charrette or stakeholder event.

Task 8.2B: Second Large Community Meeting to Validate Vision & Development Concept

- BDS to plan and facilitate a large open community meeting to give community members the opportunity to review and validate the results of project work to date, including outcomes of the Stakeholder Charrette.