CITY CENTER PLAN

SEATAC, WASHINGTON

DECEMBER 1999

CITY CENTER PLAN

CITY OF SEATAC, WASHINGTON

Prepared by

City of SeaTac Department of Planning &
Community Development

With Assistance from

Port of Seattle
Cascade Design Collaborative Inc.

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2010 Amendments

The City Center Plan was amended in November, 2010 by City Council action under Ordinance 10-1025. The Amendments are as follows:

1. Prohibit New Surface Park-and-Fly Operations
2. Remove the Collector Streets from Figure 5.1 (Map), and from CIP section of the Plan in Chapter 6;

   And, in the absence of a map showing future street locations
3. Update policies for new development to provide adequate vehicular and pedestrian access and circulation
4. Create parking management practices to discourage "hide and ride" parking
5. Include a policy to reduce traffic mitigation fees to encourage desired developments

   AND
6. Include updated description/background information regarding rail station location, since a separate North End Airport Terminal (NEAT) was assumed in 1999, when the original City Center Plan was adopted. In addition, there were two (2) City Center light rail stations planned at that time: one at the separate North Terminal that would be accessed by an Intermodal Center (IMC), and one to serve the main Airport Terminal at approximately S 178th St. These changes included the following:
   a. "Stations" changed to "Station;"
   b. References to "two stations" deleted;
   c. "Station Area" changed to "area around the station;"
   d. NEAT and IMC language deleted and text revised;
   e. References to a City Hall in the City Center deleted and text revised;
   f. References to Joint Transportation Study (JTS) deleted, as this has been replaced by the Port's Comprehensive Development Plan (CDP);
   g. References to future changes to the North Access expressway deleted, since that project is completed.
   h. ILA references updated to "2005 ILA-2."

Table of Contents

This document is supplemented by a reference notebook that contains many of the studies and analyses used as the basis for this Plan. See the City of SeaTac Planning Department for a copy of this Technical Appendices Notebook.

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List of Acronyms

AWDT	Average Weekday Traffic
BMP	Best Management Practices
CB	Community Business (zoning)
DEIS	Draft Environmental Impact Statement
DNL	Day/night average noise level
DNR	Department of Natural Resources
DSEIS	Draft Supplemental Environmental Impact Statement
DU/acre	Dwelling units per acre
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
FAR	Floor to area ratio
FEIS	Final Environmental Impact Statement
FSEIS	Final Supplemental Environmental Impact Statement
GMA	Growth Management Act
GMPC	Growth Management Planning Council
HOV	High Occupancy Vehicle
IB	International Boulevard
ILA	Interlocal Agreement
IMC	Intermodal Center
JTS	Joint Transportation Study
LOS	Level of Service
LRT	Light Rail Transit
NEAT	North End Aviation Terminal
O/CM	Office Commercial Medium (zoning)
POS	Port of Seattle
PSAPCA	Puget Sound Air Pollution Control Agency
PSRC	Puget Sound Regional Council
PSWQMP	Puget Sound Water Quality Management Plan
ROW	Right-of-way
SAE	South Access Expressway
SEIS	Supplemental Environmental Impact Statement
SEPA	State Environmental Policy Act
SOV	Single Occupancy Vehicle
SR	State Route
ST	Sound Transit
TDM	Transportation Demand Management
TSLUMP	Transit Supportive Land Use Master Plan
UGA	Urban Growth Area
UH	Urban High density residential (zoning)
UL	Urban Low density residential (zoning)
UM	Urban Medium density residential (zoning)
WSDOT	Washington State Department of Transportation

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Purpose and Scope

1. Purpose and Scope

1.1 Introduction

The City Center Subarea Plan (the Plan) describes an urban design and development approach for creating a City Center in the City of SeaTac over the next twenty years. The Plan describes several automobile and pedestrian circulation changes; revisions to regulations, development types and densities; and urban design approaches to create a viable City Center as envisioned in the City of SeaTac *Comprehensive Plan*. The primary objectives of the City Center Plan are to focus growth in the City Center and promote integrated development, pedestrian-oriented design, diversity of uses within close proximity, link open spaces to the residential areas, and create a centerpiece; a Civic Center focal point for community identity. The City Center Plan supports and integrates future city development with ongoing Airport improvements identified in the previously adopted *Seattle-Tacoma International Airport Master Plan Update*.

The City Center of the City of SeaTac (see Figure 1.1) is approximately 350 acres located directly east and adjacent to the Seattle-Tacoma International Airport. The study area is the center of the City's "Urban Center" area which runs from S. 204th Street at the south up to SR-518 to the north along International Boulevard (SR-99). Previous studies have suggested that the City Center area can absorb at least half of the total commercial and residential growth assigned to the City's overall "urban center" area over the next twenty years.

The City Center area today is described in the City's *Comprehensive Plan* as lacking a sense of place and a sense of entry. The area is currently characterized by low intensity auto-dominated uses, and defined more by its parking lots than traditional high intensity urban uses. Traffic is often congested along International Boulevard and few alternate side streets exist. Most of those that do exist lack street trees and pedestrian improvements. The majority of commercial and multi-family buildings were built in the 1970s under a mix of King County development regulations that did not envision the need to develop a pedestrian-oriented City Center.

This Plan identifies how the City can direct an incremental evolution from the existing suburban auto-oriented development to a more traditional urban city center with blocks, a mix of uses, a hierarchy of streets and activities, public amenities, and a higher density of development.

The following key issues need to be addressed if the City Center is to make positive steps toward developing a well-rounded and healthy community. The Action Items developed in this Plan will address these issues:

1. The sharing of amenities between the City and the Airport.
2. The improvement of public transit to help improve the quality of housing and non-residential development.
3. The enhancement of the connection between LINK station and the City and the Airport.
4. The encouragement of structured parking to accommodate the demand for park-&-fly.
5. The development of public and private partnerships to enhance the pedestrian and built environment.
6. The attraction of private redevelopment in the City Center through City investments in public amenities.
7. The expansion of the hotel market to help foster more retail and entertainment activities.

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SeaTac City Center Plan
YEAR 2020

Map Updated: March 2011

FIGURE 1.1

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1.2 Purpose and Objectives

Purpose:

The SeaTac City Center Plan is the product of a joint City of SeaTac and Port of Seattle planning study that is called for in the *Interlocal Agreement (ILA)* adopted by both the City and the Port in September, 1997, updated and re-adopted in February 2006 (ILA-2). The City Center concept is a critical component of the City's vision, as identified in the City's *Comprehensive Plan* and *Transit Supportive Land Use Master Plan* (completed in 1995). These City documents envision the future City Center as a densely developed, mixed-use area that includes approximately four million square feet of non-residential development and over 5,500 new housing units, with pedestrian-oriented retail activity, new civic spaces, public transit facilities and pedestrian connections to the Airport terminal. To accomplish these goals, this Plan identifies changes in land use classification, new road locations, new open spaces, park and plaza area, and suggests development standards to improve design quality.

The transformation of the existing auto-oriented, low intensity development pattern into a higher density development pattern with a more pedestrian scale, will require a series of incremental actions led by public projects and followed by private projects. The future for SeaTac is bright as it is among the region's fastest growing Urban Centers. Regional growth estimates have identified significant opportunities for growth, almost doubling the number of jobs and homes, and providing higher income levels. Increased numbers of auto and truck trips on the street networks, higher parking demand, and increased numbers of new passenger trips at the Airport will also occur. (See the Technical Notebook for Market Assessment Technical Memorandum and Transportation Technical Memorandum for additional information.)

The pedestrian connections and the design of the areas around the LRT station will likely be some of the early pedestrian improvements in the City Center. The area around the station will include both public and private investment and designs.

In addition to creating a new focal point for the City, the Plan can provide an opportunity to enhance the Airport's image as a first class international gateway. Higher quality development and pedestrian streetscape improvements will enhance the image of the Airport's surrounding environs for visitors and residents alike. Access and links between the Airport and hotels will be improved. City and Airport employees will have expanded transit, retail services, and housing opportunities.

Several other City and Airport planning projects will be closely coordinated with the City Center Plan including: the near- and long-term projects in the Port's Comprehensive Development Plan (CDP), and the extension of Sound Transit's LINK light rail line to the South 200th St. Station and beyond.

The Plan illustrates how SeaTac can evolve into its role as an Urban Center over the next twenty years. Local examples such as Burien Town Center, Kent Station, Renton's Transit Mall, and parts of Seattle outside of downtown, as well as other case study examples (see Appendix A) from across the country, illustrate how the urbanization / transformation process could be successfully implemented in SeaTac. Several alternative land use and circulation concepts were developed in order to test the impacts and potential for different land use allocations, street and pedestrian networks, and public realm improvements (parks, the environment, streets and additional housing). These alternatives can be found in the accompanying Technical Notebook section entitled "Alternatives Considered."

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Figure 1.2 Aerial View of City Center Study Area

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Plan Objectives

The objectives of the City Center Plan are to:

- Review and refine, if necessary, the *Comprehensive Plan* policies and *TSLUMP* recommendations regarding future developments and densities for the City Center area.
- Focus on how the potential future development can be designed to support the urban design concepts identified in the Community Image and Economic Vitality sections of the *Comprehensive Plan*.
- Maximize the potential of high capacity transit (HCT) in order to reduce the impacts of single occupancy vehicles (SOVs) in the City Center and to create a more pedestrian-friendly City Center.
- Identify the location and type of development and pedestrian improvements that would likely occur around light rail stations, and integrate the concepts into the larger planning area.
- Identify and encourage potential public and private projects that could create an identity for the City Center (e.g., new civic amenities such as additional parks, new civic buildings and improved streets and sidewalk networks).
- Create a pedestrian network to reduce the conflicts and hazards that exist today between pedestrians and automobiles.
- Improve local vehicular and pedestrian access and commerce between the Airport and future City Center developments.
- Assess whether the housing targets identified in *Comprehensive Plan* and *TSLUMP* are realistic and located in the appropriate areas.
- Define potential markets for future development and increase the mix of uses that could be located in the City Center.
- Illustrate the evolution of the City over the next twenty years and potential build-out at various critical stages during this evolution.
- Evaluate the relationship and potential impact of City Center development on the Airport.
- Outline an Implementation Strategy and Capital Facilities Program.

1.3 Project Scope

The City Center Plan area is the central portion of the Urban Center as defined in the *Comprehensive Plan*. This area is similar to the "City Center" defined in the *Transit Supportive Land Use Master Plan* with the addition of some adjacent areas to allow a more complete analysis of the traffic and housing issues. The City Center area focuses on the existing commercial zone opposite the Airport terminal and includes the surrounding Airport, retail, commercial, and residential areas as shown in Figure 1.1. The area is bounded by the following: parcels fronting South 166th Street to the north, South 188th Street to the south, the Airport terminal drive system to the west, and extends east to parcels fronting 32nd Avenue South from S. 166th to S. 175th Street, then jogs over to 37th / 38th Avenues South as the eastern boundary.

Today, the City Center area is composed of the following land use/zoning category areas:

- 35% Commercial,
- 25% Medium Density Residential,
- 15% High-Density Residential,
- 15% Sea-Tac Airport garage and access roadways, and
- 10% Single Family.

The varying density and overall condition of these areas and projects were addressed in a Market Assessment technical memo (see the Technical Notebook). As shown in the aerial photograph (Figure 1.2) the City Center is composed of a wide variety of scales of development ranging from large parcels, remnants of an agricultural past, to small lots containing individual houses, as well as vast amounts of surface parking.

City Center Land Forms

The basic land forms in the City Center area are depicted in Figure 1.3 showing the area's topography. Much of the City Center drains towards Bow Lake and its surrounding low lying wetlands, and eventually into Des Moines Creek. The land generally slopes down from east to west providing good view opportunities for some sites to look west across the Airport to the Olympic Mountains beyond. The land immediately east of International Boulevard is flat and the terrain slopes steeply up behind these parcels. See the City of SeaTac *Comprehensive Plan* for maps showing the existing land uses in the City Center, and see the SeaTac Zoning Map for the current zoning for this area. In addition, the Supplemental Programmatic Environmental Impact Statement for the City Center has detailed descriptions of the existing conditions and potential future impacts in the City Center.

City Center Redevelopment Areas

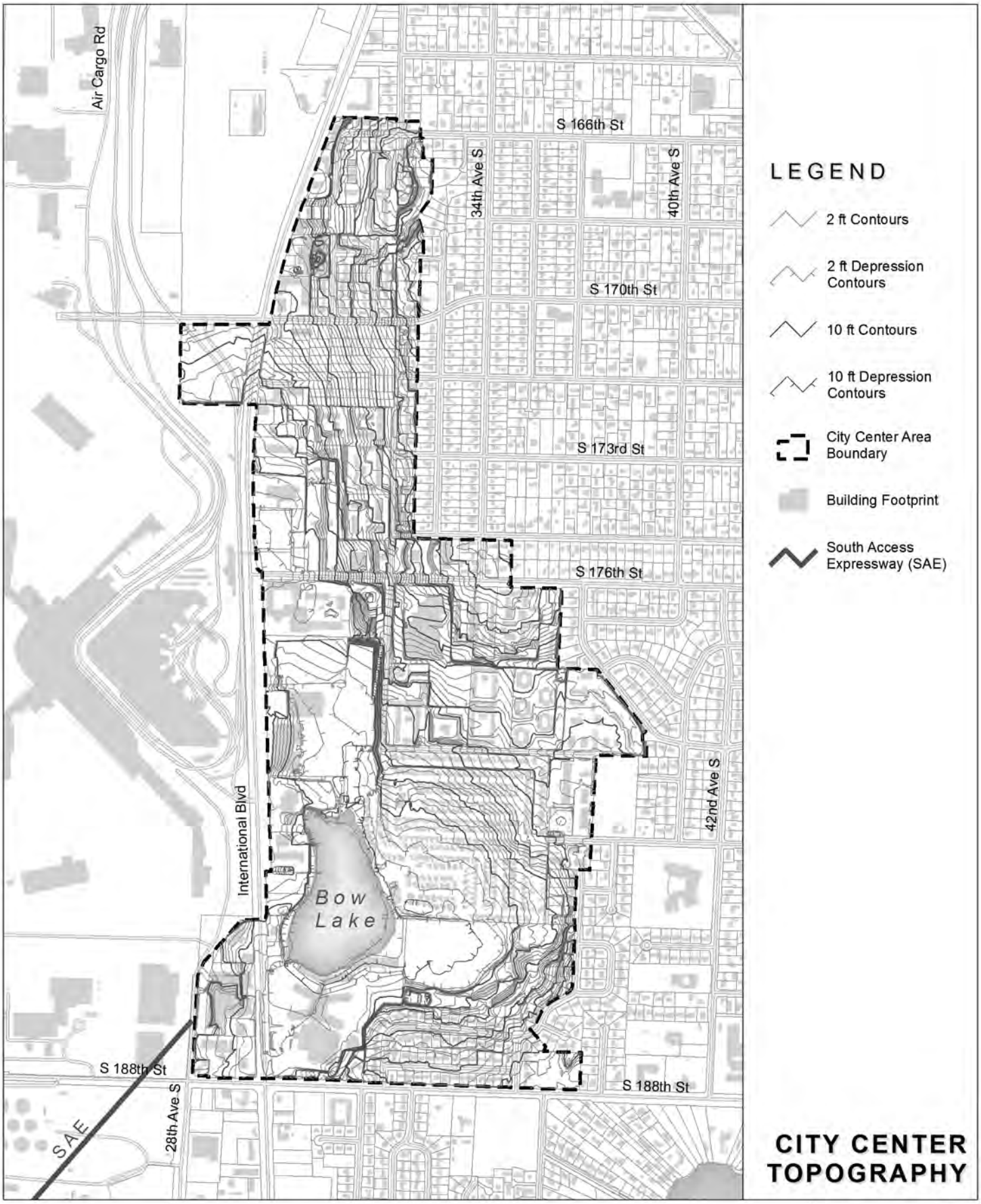
Generally, the City Center area has been divided into four redevelopment areas based on similar urban design characteristics as well as existing and future development market conditions. These areas are shown in Figure 1.4.

1. North City Center Gateway: The area north of S.176th Street is zoned for high intensity commercial uses and will become a mix of commercial, hotel and retail uses serving both the City Center and Airport.

2. Airport Commercial Core: The area between S.176th Street and S.182th Street along International Boulevard up to the edge of 32nd Avenue South. Today this area is mostly office and hotel uses and will most likely remain so in the future. Depending on future access locations to the Airport, the Park-&-Fly market would remain in this area.

3. South City Center Gateway: The area from S.182nd Street to just below S.188th Street, also on International Boulevard. This Gateway area is zoned for high intensity commercial uses and will become a mix of commercial, hotel and retail uses serving both the City Center and Airport.

4. Bow Lake Neighborhood Center: The area that is generally east of Bow Lake and 32nd Avenue South. and includes all of the multi-family residential zoned area east and north of Bow Lake and along 32nd Avenue S. from S.188th Street to S.170th Street and beyond. This area will continue to be a single and multi-family residential area but could add significant neighborhood commercial activities in the future.



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SeaTac City Center Plan
YEAR 2020

Map Updated: March 2011

FIGURE 1.3

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LEGEND

1. North City Center Gateway
   * Hotels
   * Mixed Use
2. Airport Commercial Core
   * Commercial + Retail
   * Hotel
   * Park & Fly
3. South City Center Gateway
   * Commercial
   * Hotel
   * Park & Fly
4. Bow Lake Neighborhood Center
   * Multi-Family
   * Public Amenities
   * Neighborhood Retail & Services

City Center Area Boundary

South Access Expressway (SAE)

CITY CENTER REDEVELOPMENT AREAS

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SeaTac City Center Plan
YEAR 2020

Map Updated: March 2011

FIGURE 1.4

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City Center Today

2. City Center Today

2.1 Overview

The City of SeaTac is uniquely located midway between the cities of Seattle and Tacoma and around Puget Sound's major international airport. The Port of Seattle, who operates Sea-Tac International Airport, is the largest land owner, employer, and tax-payer in the City, occupying the central portion of the City. The International Boulevard corridor is the primary commercial zone, running north-south adjacent to the Airport to the east. This area is the focus of Airport-related hotels, car rental and parking facilities, and other Airport services. Many offices, restaurants, hotels/motels, and employee services are clustered along this spine. Residential neighborhoods occupy much of the remaining portion of the City. (See the City of SeaTac *Comprehensive Plan* for maps showing existing land).

The present circulation network is suburban in character with a few very heavily traveled regional arterial routes and a few discontinuous collector and local access roads as well as large surface parking areas. International Boulevard (SR-99) serves as a regional through road, an access route to the Airport, as well as a local arterial road for commercial and local residential uses. Traffic congestion is heavy and regional Airport and related City growth will increase the numbers of people, cars, buses, and trucks moving in, around, and through the City Center area. See the *Supplemental Programmatic Environmental Impact Statement for the City Center* (Draft released April 1999) for a discussion of the existing and future potential land uses, circulation and access, environmental conditions, housing, and City infrastructure conditions associated with the City Center Plan. The *Joint Transportation Study* (JTS) identifies future City and Airport traffic and transportation needs, and future improvements.

2.2 Constraints and Opportunities

Through a series of collaborative design and planning sessions, representatives of the City, Port, stakeholders, business owners, the public, and planning team reviewed the existing conditions and potential future plans for the City Center area and developed a list of issues, constraints, and opportunities. A number of presentations were made to the SeaTac City Council, the Port of Seattle Commission, and to private citizens, business leaders, and property owners. Articles were also included in the City's newsletter informing residents of the project. Stakeholder meetings were attended by representatives of the business community, property owners, developers, City representatives, and Port of Seattle representatives. These meetings included briefings as to the status and findings of the study and gathered information and feedback from interested parties regarding the urban design and development concepts. Stakeholder meetings were conducted at the beginning of this planning effort. Four stakeholder public meetings were held in June 1998, October 1998, April 1999 and November 1999.

Parking is a prominent use in the City Center.

Issues and Constraints

The key issues can be grouped into categories of land uses, access, traffic, environment/image, and economics.

Land Uses:

Automobiles (predominantly regional trips) and surface parking dominate the City Center landscape and aesthetics. At the present time, the financial benefits of airport parking override other land development options. However, a successful City economy requires a broad mix of uses for local and regional customers.

The City of SeaTac's existing urban form has been affected in large part by King County's past suburban development patterns and regulations that were in effect prior to the incorporation of the City of SeaTac. Limited sites for redevelopment will greatly influence the character and overall success of the City Center development program. Single family residential areas and the Airport property significantly constrain expansion of multi-family residential and/or commercial development in the core area and along International Boulevard.

Existing, dispersed development patterns surrounded by surface parking impede the development of a City Center and result in under-utilized sites. Dense development in the core area will be needed if the City is to meet future growth projections for housing and employment through 2020.

Access:

Access to the City Center is very limited by the existing sparse street pattern and the single regional arterial street (International Boulevard). There is a need to identify a pedestrian and local automobile circulation system that promotes denser development and begins to transform the Center away from the current suburban auto-orientation. Limited pedestrian access, disjointed commercial activities, and regional traffic serve to isolate City Center businesses from the Airport and surrounding areas.

New Airport roadways may alter local access points between City Center businesses and the Airport. Future roadway access points could affect the access and visibility of some of the City Center parcels.

International Boulevard carries both regional and local traffic.

Traffic:

Traffic problems result from a high regional demand, limited local access roadways and a lack of pedestrian and transit alternatives. International Boulevard is not only the City's central commercial spine, but also a state/regional highway and as well as an access route to the Airport. Additional and separate roadway systems are needed to provide for the future traffic and pedestrian needs of the City and Airport as they both grow over the next twenty years.

Traffic conflicts and overcrowding between local and regional demand could reduce the potential for future commercial development in the City Center. With no pedestrian options, local access is achieved only through individual auto trips adding impacts to local intersections.

Image:

The existing City Center character and form of surface parking negatively affects development looking for new commercial and residential project sites as well as the Airport travelers' comfort and the Airport's image as a world class gateway. The existing strip commercial image has limited business opportunities in the City to date.

Amenities and civic places are essential elements to draw pedestrians and development to an area. The present City Center area offers few amenities. With recent incorporation as a city and no historic center or previous plans for a downtown, the core commercial area lacks an identity or image in the minds of residents and travelers. A lack of public amenities in the area results in low pedestrian / community activities and / or interactions as well as loss of retail dollars and businesses to adjacent communities.

Economics/Market Conditions:

Successful commercial cores with vibrant pedestrian activities evolve through continued planning, design and development efforts from both the public and private sectors. Much of the City's employment and commercial development is dispersed along International Boulevard. There is no concentration of activities within the City. Without new community-based commercial and retail uses, or civic and public amenities, residents and workers will continue to shop and socialize elsewhere, thus reducing opportunities for improved development. Although Park-&-Fly offers revenues and taxes to the City, if allowed to be the predominant land use it would severely limit employment and therefore pedestrian activity in the future.

The retail strength of Tukwila and Federal Way will continue to limit the larger retail chains and amount of future retail options for residents in SeaTac's City Center. Retail will be limited to services oriented toward Airport, hotel and commercial users and, secondarily, to residents - i.e. neighborhood retail and entertainment uses.

Except for the recent street improvements along International Boulevard, the overall existing image of the City of SeaTac reduces the market demand for new non-airport oriented developments.

Environment:

Future noise and air quality impacts along International Boulevard caused by local and regional traffic congestion could limit development unless planned and new roadways are constructed. Additional residential development will be proposed only outside the areas of potential air and noise impacts. The Airport already has begun its implementation of a series of significant traffic improvements for regional access to the Airport.

Bow Lake currently has poor water quality due to run off from large amounts of surface parking lots and uncontrolled drainage into the lake.

Opportunities

Land Use:

Development of a few large, vacant, or underutilized parcels would have a significant effect on defining the overall City Center character and quality. Approximately 25 percent of the land currently available for redevelopment is in the hands of a few owners. Over 50 acres of land are now devoted to Airport-related surface parking. These few new larger developments would define the future character, pedestrian activities, and ultimately the degree of success of the City Center Plan.

Bow Lake is an asset for residents and visitors alike.

Vacant/underutilized parcels provide sufficient space for market-responsive developments to meet commercial and residential growth targets. New housing zones and/or mixed-use designations around neighborhood commercial uses within the City Center would promote increased density.

Access:

Additional streets will allow increased utilization of parcels and provide a pedestrian network with access to transit. Improved links between the City and Airport could facilitate some added development benefits for the City while also making it easier for air travelers and Airport employees to access the Airport.

The SeaTac/Airport LINK light rail station, completed in late 2009, significantly improves access to the Airport and serves to promote the use of transit options by employees.

Residential density and quality benefit from transit stations in close proximity. Residential development will reach the GMA growth targets only if the transit station or linkages are within walking distance (1/4 mile or less) of the multi-family areas.

Traffic:

Significant amounts of Airport traffic are already planned to be shifted onto existing and new Airport access roadways (South Access Expressway-SAE) and off congested local streets such as S.188th Street, S.176th Street and International Boulevard. The new SAE/SR-509 construction, would relieve traffic congestion in the local street pattern by adding capacity and streamlining the traffic flow that is Airport bound. (See the *Airport Master Plan Update.*)

Additional public and private streets in the City Center would be needed to improve local business and residential access, facilitate Airport traffic, and ease the traffic impacts of growth and support more development in the City Center. These new streets would reduce impacts upon existing residential streets.

Image:

Design and Development Standards will ensure quality design elements and character of both public areas and private development projects. They also serve to protect investments by ensuring consistent high quality development.

Civic activities, such as public buildings, and public parks/gathering places are important elements toward creating a City Center area. If civic uses and local neighborhood commercial uses are linked via streets and pedestrian paths to the commercial core and residential areas, a neighborhood center could develop separate from the Airport commercial core.

Parking structures for Park-&-Fly uses are economically feasible in the City Center today and in the future could reduce visual blight of surface lots. Upper floors would have significant views to the mountains and water, which would enhance the value of future development. Park-&-Fly structures could also serve future commercial development if and when the Airport assumes a greater percentage of Park-&-Fly for its customers.

Market Conditions:

Strong hotel and Airport related commercial markets exist today and will continue to drive development– with an almost doubling of hotel rooms and Park-&-Fly stalls over next twenty years. Parking and hotel/motel taxes are significant income sources for the City. Significant revenue exists to finance incremental public improvement projects in the City Center.

Public improvements to roadway, parks and amenities will facilitate private development actions. Private development typically follows public investments. Strong Airport and commercial economies benefit City residents. The more the Airport and commercial uses expand, the less the tax burden falls to residential properties.

However, the future housing market will continue today's pattern of development until either the market changes or public improvements and transit linkages are planned and completed or the City alters development regulations to require higher quality housing development.

Environment:

Bow Lake and its environs could become a more significant amenity for City residents and businesses alike as a public park. The peat soils around Bow Lake reduces development opportunities and makes a park more feasible than high intensity development. Water quality improvements at Bow Lake will also benefit the larger environment including Des Moines Creek.

Cooperative Actions:

City/Airport cooperation could increase development opportunities and balance development actions within the various Airport and City areas. By defining the needs of each party, a shared development can emerge where all parties win. This Study and the Joint Transportation Study are examples of cooperative actions by the City and the Port.

2.3 Planning Framework

The City, the Port of Seattle, Sound Transit, and the private sector all have plans for significant investment in the City. Future development of the City Center is dependent upon the plans, policies, and goals of these entities. The key elements of the Plan relating to the City are summarized below.

City of SeaTac Comprehensive Plan and the Growth Management Act

The City Center, as conceived in the *Comprehensive Plan,* is intended to develop into a pedestrian-friendly and community-oriented urban center that is sensitive to the needs of the Airport, the commercial and residential areas. The realization of a City Center also satisfies the requirements of the Growth Management Act by implementing the GMA goals of providing services and using resources most efficiently and reducing the impacts of traditional suburban sprawl by creating a more compact and pedestrian-friendly urban area. The *Comprehensive Plan* recommends the use of design standards and guidelines to ensure that future development enhances the city character and accomplishes the City's goals.

The Transit Supportive Land Use Master Plan

In 1995, the City initiated an urban design and transportation study entitled "*Transit Supportive Land Use Master Plan*" (*TSLUMP*) to further assess the potential for the City to develop an Urban Center within its boundary, and established additional policies as well as design and development guidelines for creating a vibrant urban center as defined in the *Comprehensive Plan.*

TSLUMP Conclusions:

a. The *TSLUMP* study defined three locations for more intense development: the North gateway area around S.160th Street and International Boulevard; the South gateway area around S.200th and International Boulevard, and within the City Center (between S.188th and S.170th, west of 32nd Avenue S.).

b. The City *Comprehensive Plan* and *TSLUMP* assume that a new high capacity transit system would serve and support the City and Airport in order to achieve the stated goals for a more pedestrian-friendly city center area.

c. In order to preserve single family areas, it is necessary to encourage higher density development in the City Center.

Development Standards

In response to several large proposed private development projects and as part of the City's ongoing planning process, the City undertook a study in 1997 to identify, define, and implement a development Plan for the City Center area. In response to developers' projections for significant additional development in the area, a six-month building moratorium was initiated by the City Council to preserve the City's future development options. The moratorium allowed the City to complete a draft document of specific design and development standards and study further future planning options while the City Center Study was completed.

Interim Special Standards were adopted by the City Council on May 19, 1998 and apply to all projects within the City Center. The moratorium on development was lifted at this time, allowing special private sector development projects to complete their Development Agreements. The purpose of the Interim Standards was to help implement the Urban Center concept and the policies in the *Comprehensive Plan* by requiring projects to provide a minimum of amenities and urban design elements that reinforce pedestrian activity and commercial vitality in the area. The Standards cover the possible uses and mix of uses, as well as parking, streetscape and street dimensions, and building and site design requirements for essential elements such as mass, scale and public spaces and access. These elements and the Interim Standards have been reassessed during the development of this City Center Plan and revisions were made in order to comply with the preferred City Center concept. Final Development Standards that implement the City Center Plan were adopted on December 14, 1999, concurrent with the adoption of the City Center Plan.

The design of facilities located on property owned or acquired by the Port of Seattle is subject to the specific development requirements set forth in the Interlocal Agreement (ILA-2) entered into by the City and Port. The City may invoke the ILA "Joint Consultation" process if it believes the ILA standards will not adequately mitigate the impacts of certain Port projects.

Port of Seattle Seattle-Tacoma Airport and the City of SeaTac – A Unique Relationship

The City Center area is located directly adjacent to the Seattle-Tacoma International Airport. This proximity creates unique opportunities and constraints for future development in the area, for both the City and the Airport. Ultimately, the future success of the Airport and the City Center will be integrally linked. For example, the Airport cannot evolve in a "first class international gateway" if it is surrounded by low intensity commercial development that is primarily dependent upon the automobile, and whose larger environment lacks aesthetic appeal and/or significant economic investment. The City Center may not achieve its goals for growth, investment, job opportunities, and a pedestrian-scaled City Center with a broad mix of uses, unless:

1) Regional traffic volumes can be reduced on City streets,
2) Private sector investors have adequate access to the Airport terminals, and
3) A High Capacity Transit system is constructed to serve multi-family areas (within typical walking distances of less then a quarter of a mile).

The ILA between the City of SeaTac and the Port of Seattle requires both entities to consult each other in the development of facilities and regulations to ensure that mutually beneficial development occurs. As called for in the ILA, a collaborative *Joint Transportation Study* (JTS) by the City of SeaTac and the Airport was completed in 2001 using traffic inputs and land use data from the City Center Plan.

Airport Plans

Air Travel Growth

Air travel growth at the Airport is being driven by strong regional population and economic growth which rely heavily on air travel. In 1998, the Airport served approximately 26 million passengers – double the amount of annual passengers served in the mid 1980s. The *Airport Master Plan* predicts almost 36 million annual passengers by the year 2010. Air cargo is also growing. In 1998, the Airport handled approximately 428,000 metric tons of air cargo, with 730,000 metric tons per year predicted for 2010. Aircraft operations (take-offs & landings) have been increasing as well. In 1998, the Airport handled approximately 408,000 operations. The Master Plan predicts 474,000 annual operations by 2010.

Passenger Terminal and Ground Access Improvements

An additional 1 to 1.5 million square feet of new terminal area beyond the existing 2 million square feet is needed by 2010. Demand for vehicle parking is increasing and the *Airport Master Plan* anticipates the need for more than 5,400 additional parking spaces (14,850 total) by 2010.

The Airport refurbished and expanded the existing terminal to the south (Concourse A) to provide additional gates in 2008. Long-term demand will be met by expanding the existing terminal building. Development of the proposed SR-509 extension / South Access Expressway (SAE) is planned, in conjunction with local and state agencies.

Sound Transit Light Rail Transit System

The light rail transit system provides high capacity transit service from downtown Seattle to the SeaTac City Center and the airport. Sound Transit is currently working on expanding the system south to S. 200th St. in SeaTac and north to the University District in Seattle. The extensions to S. 200 St and the University District are anticipated to be operational in 2016. Easy access to the region will create new opportunities for development around the transit station.

Private Sector Development Activity

Future private development actions will be linked, greatly influenced and physically shaped by the planning, design, construction schedules and fiscal decisions of several major public projects that are planned over the next twenty years.

At present, several hotel, mixed use and office campus projects for the North City Center Gateway and Airport Commercial Core areas have been discussed with the City.

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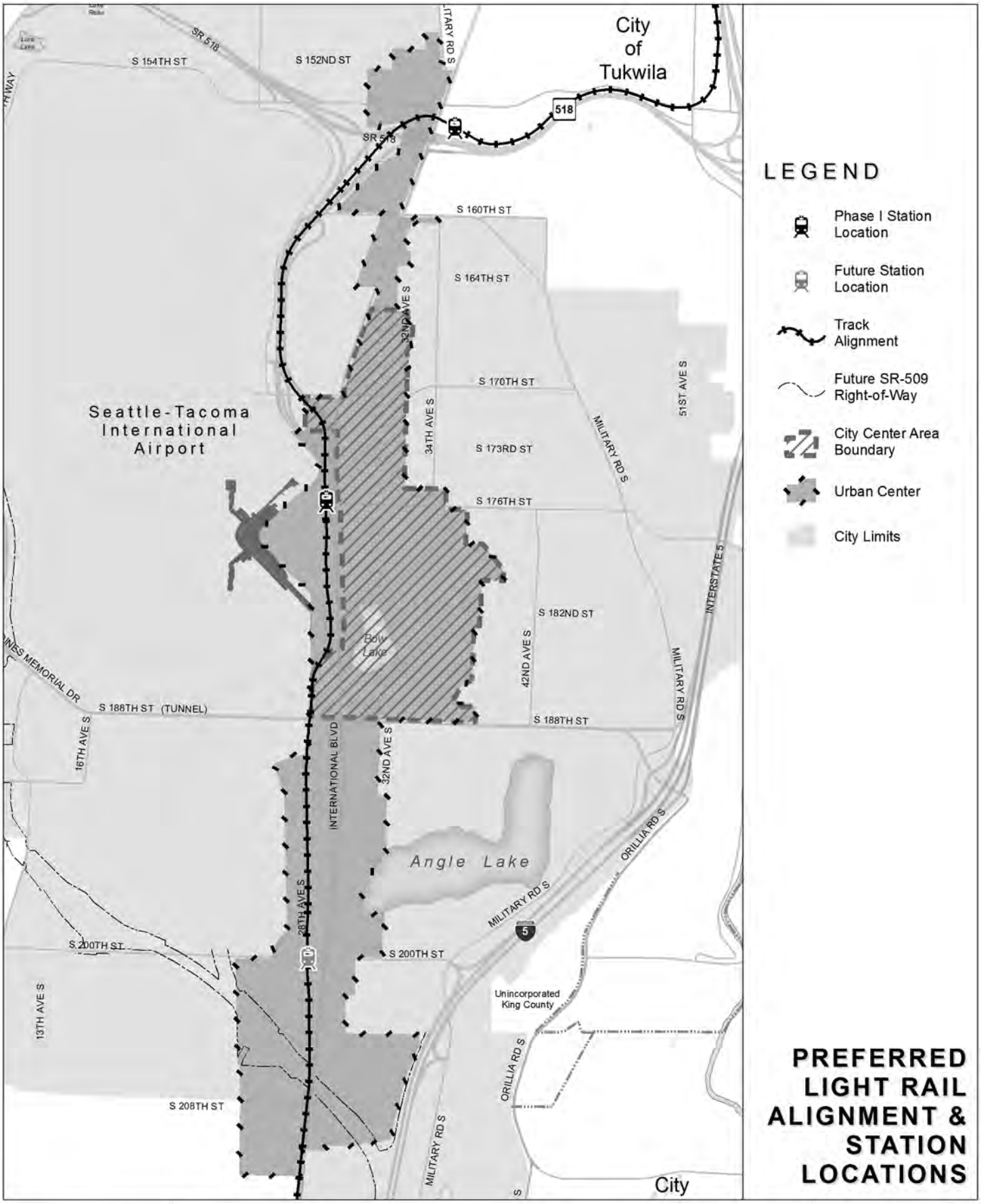

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City Center Tomorrow

3. City Center Tomorrow

3.1 Land Use Trends

Viability of future City Center commercial and residential development is dependent upon improved access and image as well as maximum utilization and location of all transit options (bus and LRT). Significant growth in employment and population is projected to occur within SeaTac over the next twenty years and the available land area is sufficient to accommodate growth projections if developed at higher densities. Market build-out estimates rely on incremental improvement to public infrastructure and increases in market conditions are in the middle range. See the Technical Notebook Memorandum "SeaTac Segment of LINK Light Rail Market Review and Assessment of Transit Oriented Development Opportunities" for more detailed background and market analysis.

The future hotel market will be driven by growth in air passengers. The number of new rooms anticipated ranges from 3,400 to 3,700.

The future office market will respond to general growth trends and to on-going GMA controls over the supply of land in the other sub-regional markets. Developers also reinforce the issue that improvements in the character and image of the City will greatly influence the choice of location for future projects.

The future retail market will respond to the increases in residential units and business expansion but will continue to be predominately service and convenience uses. Demand for future retail space is anticipated to be up to 160,000 sq.ft. for the International Boulevard corridor while an additional 60,000 sq.ft. of neighborhood mixed-use could be added along 32nd Avenue South.

The future Park-&-Fly market will be driven by growth in air passengers and Airport policy regarding their share of the parking market. Future alternatives estimate there could be an increase of between 8,000 and 11,000 spaces and the replacement of the approximately 7,000 existing surface lots with parking garages. This is dependent upon future airport access and highway access points. In five to ten years, Park-&-Fly use in the City Center could be converted into parking for commercial uses if the Airport captures a greater share of the Park-&-Fly market.

An entertainment market focused on the hotel, residential and employee markets is dependent upon the public and private sectors working together. Existing and proposed retail and theatre projects in the Tukwila area will probably preclude major regional retail and entertainment opportunities in SeaTac. However, smaller retail, food, recreation, and health service all could be accommodated within the City Center.

Development capacity in the City Center can accommodate the growth projections for commercial space plus recent projected increases associated with additional Airport employment. However, the housing projections identified in the Comprehensive Plan/TSLUMP and PSRC growth projections, would not be reached. Without development standards, lower quality apartments will continue to be built until transit and other public amenities are constructed that will encourage ownership and higher quality development.

3.2 Housing Projections

The *Comprehensive Plan* anticipates much of SeaTac's growth to be multi-family residential, distributed on the east side of the City Center, along 32nd Avenue South, and outside of the 65 DNL noise contour. The long-term market for new residential units in SeaTac is roughly 8,400 units, of which 6,800 are anticipated to be multi-family. An addition of 3,720 units (less than 55 percent of future demand) is projected within the City Center. However, capacity exists elsewhere in multi-family zoned areas of the City to meet this demand. Current apartment rents will not easily support the high density required to meet these projections. *Comprehensive Plan*

multi-family zoning in the rest of the City (almost 1.5 times the area of City Center) may allow for the absorption of the remaining PSRC-projected housing needs. Beyond the year 2010, another review of housing and land use capacity should be undertaken.

Most of the multi-family zoned areas have structures that are over 30 years old and renovation or redevelopment of these units is likely within the next twenty years. The City of SeaTac has little vacant land suitable for new single family housing though nearly 800 new single family units are projected.

Both the City's *Comprehensive Plan* and recent regional growth projections indicate that growth in jobs will result in a total City employment of more than 50,000—a doubling of current employment figures. Some of these employees are expected to seek housing in the immediate area.

Countywide Planning Policies aim for twenty percent of new housing units to be affordable to households earning below 50 percent of the County median income. Another 17 percent of new units is to be affordable to households earning between 50 and 80 percent of the King County median income.

The only way to achieve the numbers suggested in the *Comprehensive Plan* is to implement a High Capacity Transit system (HCT) system that links multi-family areas with the commercial core and transit station.

The new Townhouse zone will provide options for increased home ownership and density that fits into single family residential neighborhoods.

3.3 Transportation Projections

Automobile Traffic

Significant increases in automobile trip generation are forecast over the next twenty years. By 2020, regional growth models predict an additional 92,600 regional daily trips over the number forecast for 2000. Anticipated development in the City Center area will add 59,700 daily trips.

Access to SR-518 via Airport access from South 182nd and South 170th Streets at International Boulevard will be rerouted due to reconfiguration of the terminal drives. Once the SR-509 Extension/South Access Expressway (SAE) to the Airport is completed, direct access from I-5 northbound to the terminals will be provided. In 2020, approximately 14,000 average daily local City Center trips to SR-518 will move north on International Boulevard, increasing impacts over otherwise crowded intersections. However, future planned north and south access improvements and SR-509 completion will reduce the number of Airport trips on International Boulevard from the south.

Sound Transit's ridership estimates for the light rail station in SeaTac may understate the ridership potential as the land use trends shift to a more densely developed City Center. Their estimates for local "walk-up" boardings assume that a far lower percentage of the population and employees will use the system as compared with all the other stations. Successful implementation of additional transit oriented design efforts and the addition of pedestrian amenities may significantly increase the local ridership. See the Technical Notebook for a detailed memorandum: "Analysis of Sound Transit Ridership Estimates and Implications for Local Land Use Planning."

An effective Automated People Mover (APM) system would stimulate City Center residential development by linking the multi-family areas to the SeaTac/Airport Station and commercial core retail activities on International Boulevard at the City Center.

Access

The Plan should attract more airport-related activity due to the reduction in traffic congestion and a close relationship between development areas and the Airport terminal. Improved access points to International Boulevard and to South 188th Street are needed to allow future development of commercial and/or residential

uses in City Center. See the City Center DEIS Transportation Section and Technical Notebook Memorandum on the "Implications of Circulation and the Alternatives to Airport Access from the City Center."

A new local north–south linkage through the City Center, creating a neighborhood-scaled retail street, separate from International Boulevard, is needed to improve local access and circulation, while also reducing trips through the single-family area. A retail-oriented "Main Street" 32nd Avenue South will enhance the feasibility of redeveloping the surrounding multi-family zoned area into high-quality multi-family units and associated neighborhood retail. Local traffic calming and street improvements can improve safety and protect adjacent single family areas from added City Center traffic. (See the Technical Notebook Memorandum "City Center Access and Circulation" for the basis to these conclusions).

3.4 Community Image

Design guidelines and requirements have been adopted in adjacent cities. Development standards would implement City goals for the City Center and ensure competitive markets, protect investments and ensure that future development achieves a minimum quality of development.

City policies encourage the development of a first-class pedestrian environment, which would define the experience that residents, employees and travelers have of the City Center and Airport. Few public amenities (e.g. parks, street improvements, community buildings, etc.) currently exist in the City Center, but future investment for open space/parklands would improve the overall pedestrian character of retailing and improve residential areas.

The City Center has the potential to capture more income from travelers by creating a unique entertainment, nightlife, and hotel environment that takes advantage of the convenient location and great views of the area. This same area can serve as a vibrant retail center that also serves employees and residents during the day.

3.5 Environmental Impacts

Wetland and riparian areas that are functioning below their potential and should be enhanced through development and park and infrastructure improvements to the extent that such improvements do not create wildlife hazards for aircraft.

Existing air quality and traffic noise impacts on International Boulevard are nearing critical levels for four intersections between South 160th to South 188th Streets and require future monitoring as development occurs.

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City Center Principles

4. Design Principles for a Successful City Center

4.1 Why Create a City Center?

Historically, undirected growth along busy highway corridors has turned into suburban sprawl. Commercial establishments dot arterial routes. Driveways and parking lots surround each separate building. A few streets have to carry all of the traffic and they quickly become congested. The cost of services for these low intensity areas is high. Some local cities have been successful redirecting this inefficient pattern by influencing where and how development occurs, by encouraging more compact and efficient site plans, building an interconnected system of streets and pathways, and saving natural areas for public enjoyment. These cities are also modifying their redevelopment to function like older cities that developed before automobiles allowed us to travel huge distances. These areas have a comfortable, human scale to the buildings and streets. These cities have life and character. These are the kinds of places developers and planners are trying to recreate today.

Through a series of case studies, some key design principles have emerged that appear necessary for the successful transformation from a suburban form into a more urban form. Although the communities studied include new developments carried out by a single developer as well as projects carried out over time by several developers, the principles remain the same. Bethesda Metro Center, Maryland, used a central commercial project as a catalyst for revitalization of the surrounding neighborhood. Tualatin Commons outside of Portland, Oregon is a planned development with commercial focus centered around a lake and open space system. Redmond Town Center, Washington is a large planned development that utilizes new-urbanist principles to create active public spaces. Cascade Station is a new, mixed-use community at a light rail station in Portland, Oregon. Glendale Town Center, just north of Los Angeles, is undergoing a third phase in its transformation to formalize the Town Center with the help of a public-private partnership. More detail on these case studies can be found in Appendix A of this Plan.

4.2 Urban Design Principles

The following key urban design principles have been gathered from analysis of several communities across the country that have similar goals for developing a pedestrian-oriented urban center and are key features of a high quality urban design. Many of the following urban design principles found in the examples should be incorporated into similar new development within the SeaTac City Center area.

Mix of Uses

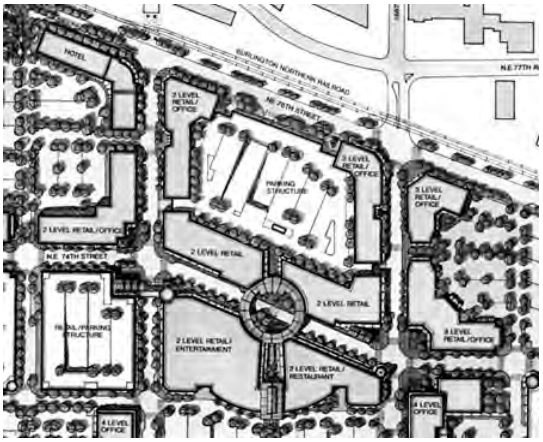
Development should involve a mixture of different uses both within the same building and in adjacent buildings within a single parcel/development.

Pedestrian Orientation

The ground floors of development should be designed to support pedestrian circulation and activity and, to the greatest extent possible, contain visible and accessible commercial uses.

Streets and Blocks

Development should reflect a pattern of buildings that occupies city-sized blocks bordered by streets.



Public Spaces

Ample amounts of outdoor and indoor public spaces should be provided throughout the City Center. Variety of size, scale, and types of activities should be encouraged.

Connections with Civic Places

Commercial and residential buildings within the City Center should be linked to public spaces and future buildings.

Concealed Parking

Surface parking lots should be visually screened and softened by landscaping. Parking structures should incorporate a combination of architectural elements, landscaping, art, and lighting to diminish their visual impact.

Distinctive Buildings

All structures within the City Center should exhibit proportions, massing, details, and materials that reflect high quality, particularly at the lower levels where such refinements are more visible to pedestrians.

Dramatic Skyline

Rooftops should incorporate terraces, sloped forms, or other large-scale decorative elements to create a visually dramatic skyline.

Residential Quality

Development containing residential units should incorporate landscaped forecourts, interior courtyards, varied massing, pitched rooflines, and decks or terraces to connote a livable environment.

Efficient Circulation

Active urban centers should provide good access to major activity centers as well as mass transit options to reduce the amount of parking and ease traffic congestion.

4.3 Planning Themes

The City Center Plan identifies the following urban design themes for shaping future urban form and development patterns within the City Center. These themes support the Goals and Policies of the City of SeaTac *Comprehensive Plan*. Specifically, the goals support the following *Comprehensive Plan* chapters: Land Use, Housing, Transportation, Capital Facilities, Community Image, Economic Vitality, Environmental Management, and Parks and Open Space. These project goals will shape and influence future private commercial and housing development opportunities that may occur within the project area. These themes also are consistent with the SeaTac *Airport Master Plan Update (1997).*

- Create a vibrant Urban Center with new high quality developments and provide a mix of uses that are found in more traditional urban settings;
- Promote a pedestrian-friendly and transit-supportive land use and development pattern for future development projects;
- Balance new development actions and needs with those of the existing commercial uses and adjacent residential neighborhoods;
- Provide opportunities for Sound Transit to build a high quality public transportation facility with efficient connections to City Center and the Airport;
- Improve / expand transportation capacity and connections between the Airport and City Center, while protecting the adjacent single family residential areas;
- Develop new open spaces/parks/plazas and establish new civic presence in the City Center that will draw both residents and visitors;
- Ensure that future development is compatible with FAA policies and guidelines and is compatible with the future Airport needs and activities identified in the Airport Master Plan;
- Enhance the customer travel experience for Airport passengers and visitors;
- Ensure that future development on or off the Airport reinforces SeaTac Airport's image as a first class international gateway;
- Ensure that future development does not interfere with Airport access or impede future facility expansion as defined in the approved Airport Master Plan; and
- Create new pedestrian environment / links between the Airport terminal and City Center that present business opportunities such that the City, the private sector and Airport can share the financial benefit.

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Components of the Plan

5. Components of the Plan

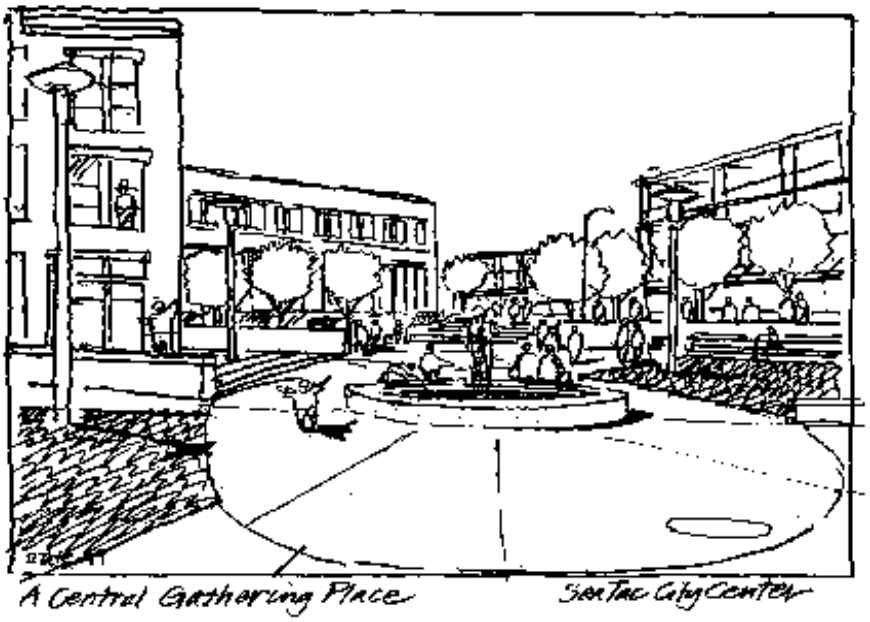
5.1 Plan Description

Overview

The City Center Plan seeks to provide a traditional downtown retail street for residents directly adjacent to regional hotels and offices along International Boulevard. Through a combination of public and private actions, the City Center can evolve from a haphazard mix of regional services and residences with congested roads to a walkable and well-planned community.

The Plan includes changes in land use and zoning designations, revisions to the circulation system and additions to public open space areas scheduled to occur over the next twenty years. The Modified Main Street Plan, Figure 5.1 on the following page, identifies changes to existing zoning as hatched areas showing new areas zoned for office, commercial and Townhouse uses. New arterial streets and collector roads are shown as bold red and orange lines. Additional potential alignments of Main Street through the City Center's Bow Lake area not assessed in the EIS are shown in Figures 5.1a and 5.1b which illustrate a number of possible routes that can provide a new connection from 32nd Ave. S. at S. 180th St. to 36th Ave. S. New pedestrian pathways, boardwalks and streetscape improvements, including sidewalks, street trees, and lighting, are shown as green lines. New parks and natural open space area locations are suggested by green circles and shading. The specific park locations could be shifted based on development proposals for these areas. These elements are described and illustrated in more detail in the following pages.

The City Center development concepts make assumptions about the potential design and function of various facilities on or near Airport property such as: vehicle access points at S. 182nd, S. 170th, and other streets, the South Access Expressway, and Sound Transit light rail alignment extending south from the SeaTac/Airport Station. These facilities are subject to ongoing cooperative planning by the Port, the City, and others, which may result in developments that differ from the general concepts shown in this City Center Plan.



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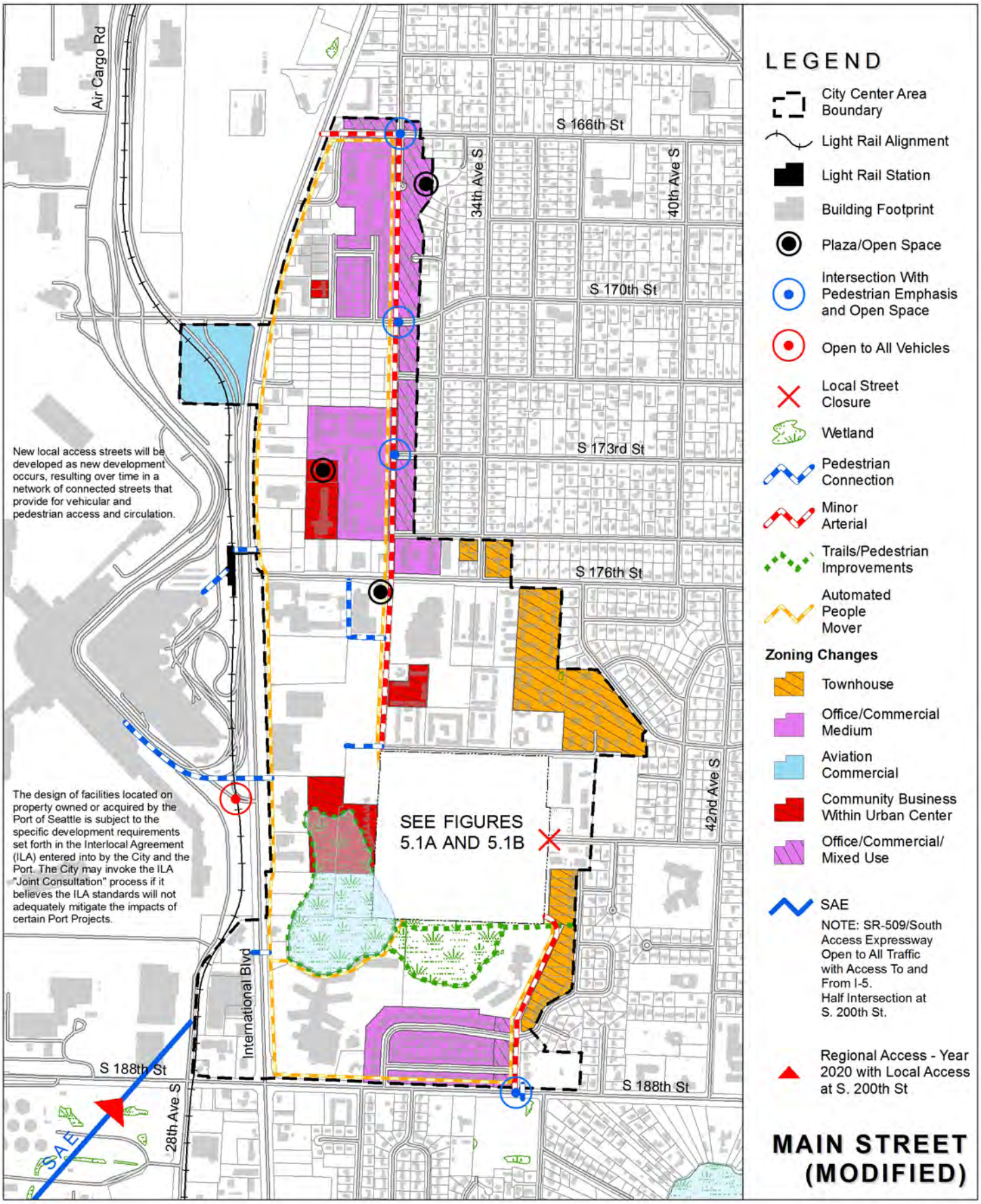

SeaTac City Center Plan
YEAR 2020

Map Updated: March 2011

FIGURE 5.1

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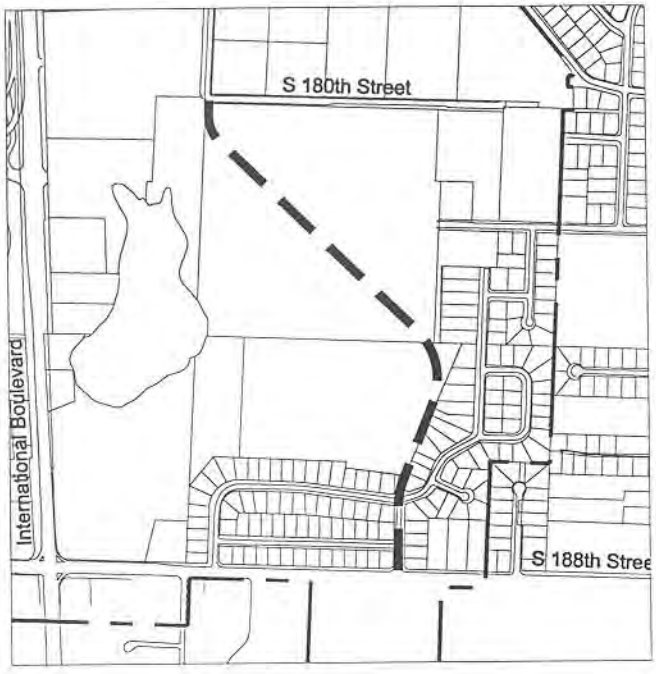
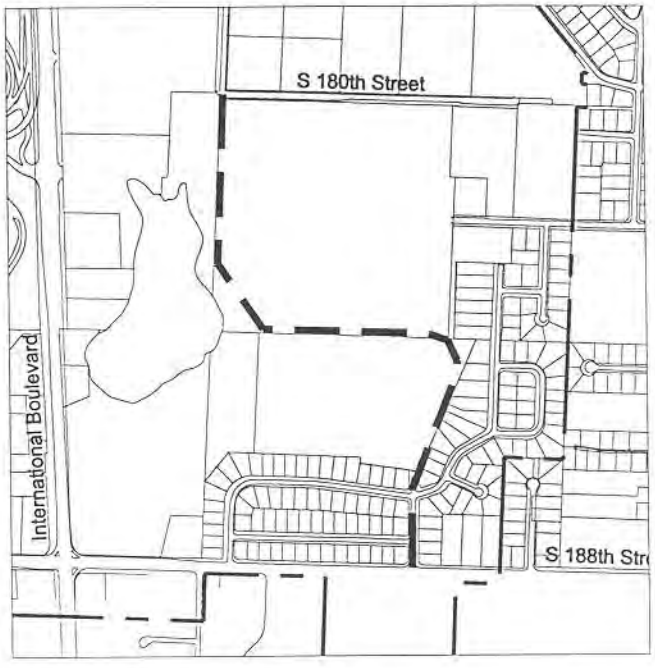


Main Street Alignment 1



Main Street Alignment 2

Figure 5.1a

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SeaTac City Center Plan

YEAR 2020

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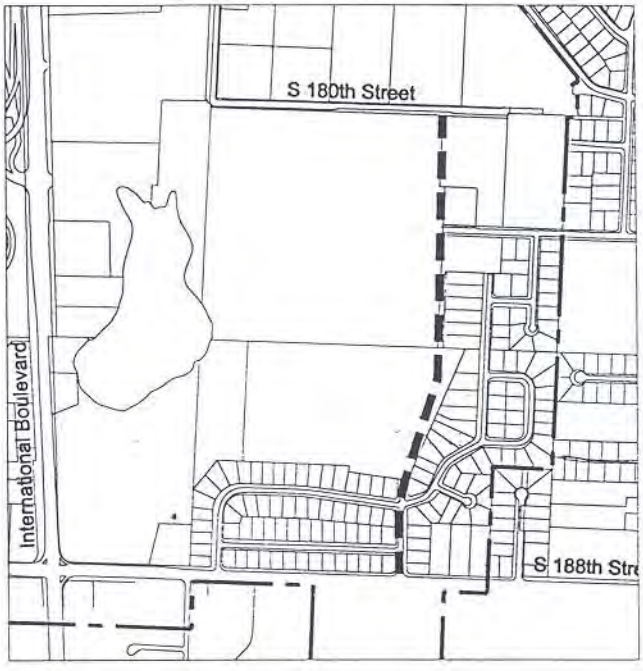
Main Street Alignment 3



Main Street Alignment 4

Main Street Alignment 5

Alternatives 1 and 2 were assessed in the City Center Environmental Impact Statement. Alternatives 3,4 or 5 Will be evaluated for potential environmental impacts if Chosen as a final alternative.

Figure 5.1b

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SeaTac City Center Plan

YEAR 2020

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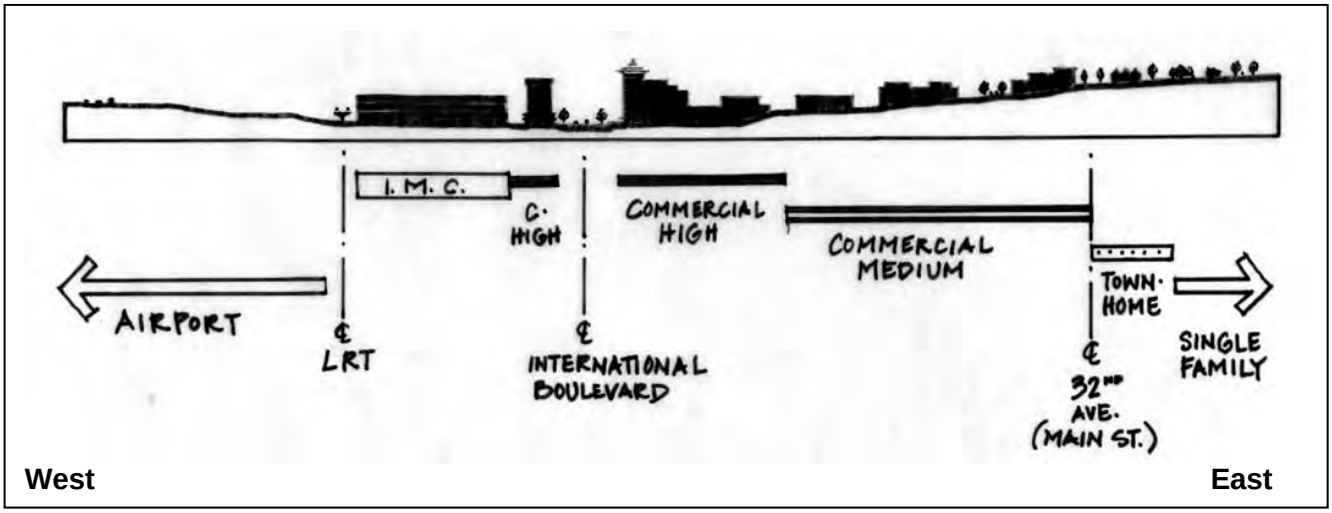
Land Use

Concept:

The Plan proposes creating a pedestrian-oriented "Main Street" that serves as a transition and buffer between high intensity commercial uses to the west along International Boulevard, and less dense single family residential neighborhoods to the east. Uses on the west side of Main Street move from four story retail and residential buildings to large scale hotels, offices, and regional services. Uses on the east side of Main Street transition from neighborhood retail to townhouses and live-work units and then single family areas. Main Street provides services for the community, whereas International Boulevard serves the region.



Relationships of Land Uses: In general, high intensity commercial development occurs along International Boulevard, medium intensity development transitions to a community street with low intensity uses further to the east.

Anticipated Growth by 2020:

Based on current growth projections and market demand, the capacity within the proposed rezoned City Center exceeds the likely demand for commercial and residential uses. The amount of new development that may occur by 2020 has been estimated based on PSRC growth projections and the future market potential for the area if the plan is implemented. General land uses such as Park-&-Fly lots, hotels, office, retail, and multi-family housing have been identified for City Center land using typical building types as a reference. Park-&-Fly lots are assumed to be structured garages requiring an average 350 square feet per stall. Hotels are envisioned to be high rise buildings with structured parking or low-rise motels with surface parking both using an average 600 square feet of building per room. Office buildings typically would be high rise structures with structured parking or low rise with surface or split level parking. Retail development occurs on the ground floor of offices, hotels and in some multi-family areas. Lower density housing types range from two stories to four stories, including "hoffices" (live-work units), whereas urban courtyard apartments, walk-ups, garden apartments, townhouses could range between 22 to 35 dwelling units per acre.

The following chart shows the existing amounts of these different land uses in total square feet and the projected market demand in 2020.

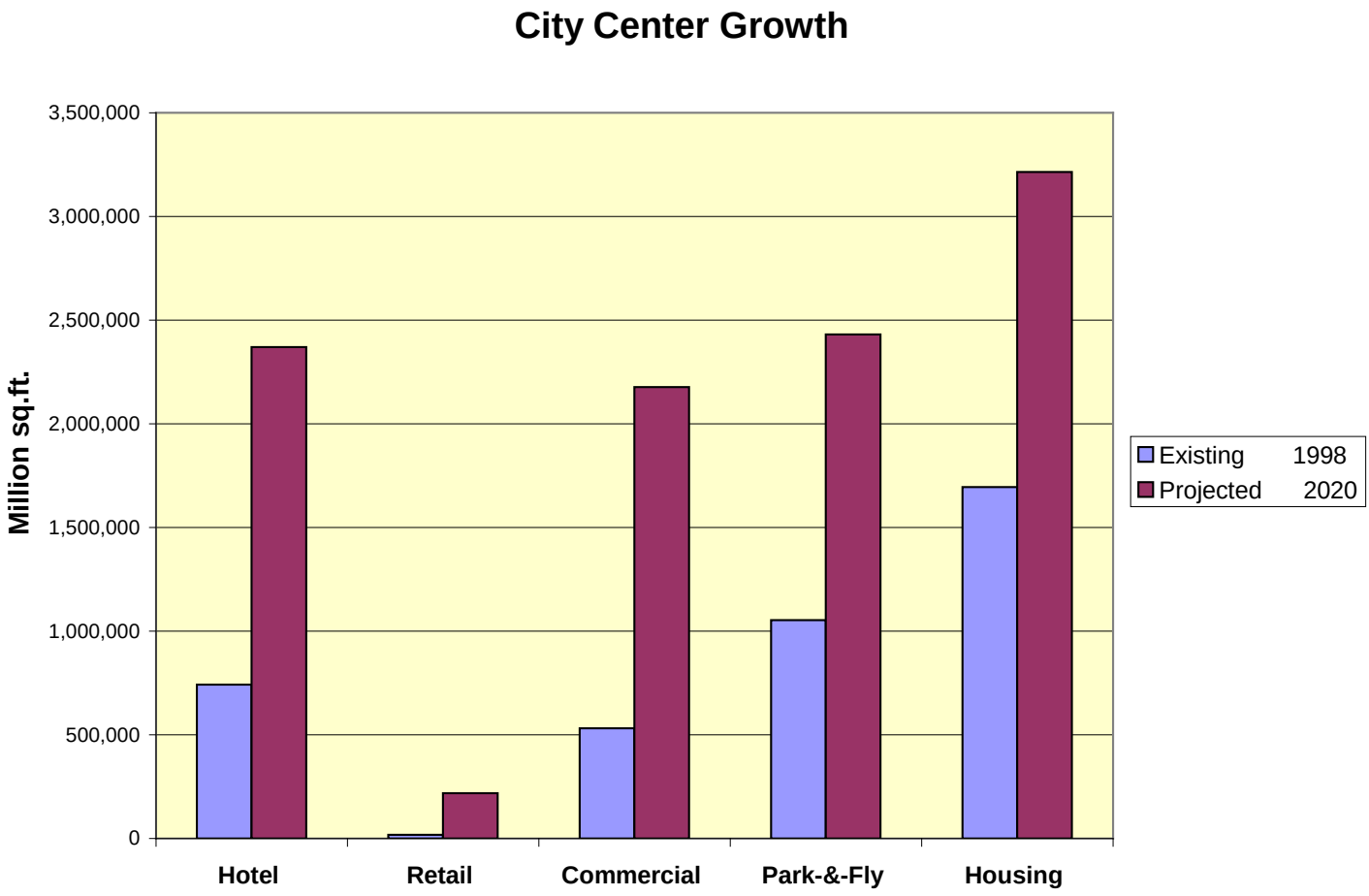


Table 1 shows the same information in terms of total square feet of housing units, hotel rooms, area of retail and commercial space, and area of Park-&-Fly stalls. The table illustrates the percentage increase in the amount of square footage for each use at the end of the twenty-year planning period.

Table 1 — Estimated Land Use Increases 1998 to 2020

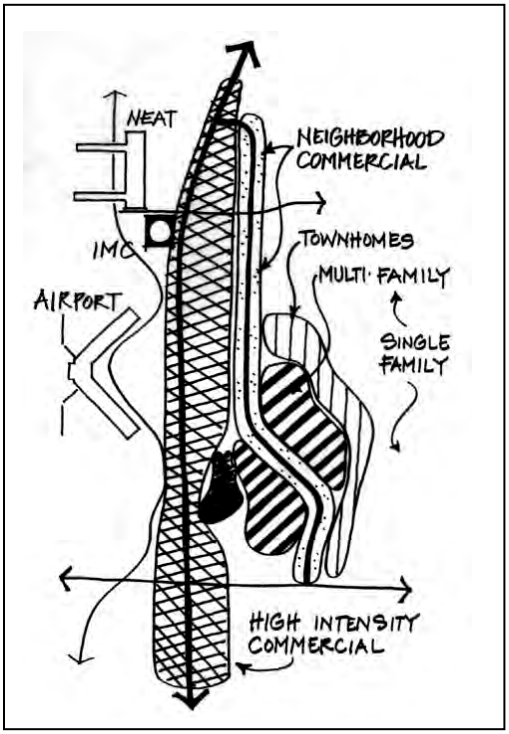
	Existing 1998		Projected 2020		Net Change	Percent Change
Hotel	741,600 sq.ft.	(1236 rooms)	2,370,600 sq.ft.	(3951 rooms)	1,629,000 sq.ft.	220% increase
Retail	18,000 sq.ft.		218,000 sq.ft.		200,000 sq.ft.	1111% increase
Commercial	531,092 sq.ft.		2,176,342 sq.ft.		1,645,250 sq.ft.	310% increase
Park-&-Fly	1,053,500 sq.ft.	(3010 stalls)	2,431,100 sq.ft.	(6946 stalls)	1,377,600 sq.ft.	131% increase
Housing	1,695,600 sq.ft.	(1884 units)	3,214,800 sq.ft.	(3572 units)	1,519,200 sq.ft.	90% increase

Pedestrian-friendly Neighborhood Commercial District — A thriving mixed-use community is made up of 'walkable' streets, good transit and automobile access, convenient access to jobs and services, and a variety of housing options, which come together to create a neighborhood with its own particular style and identity.

Changes to Land Use Classifications

In order to accommodate the anticipated growth demand, high quality mixed-use and multi-family housing needs to be encouraged. The area along the west side of Main Street is zoned for medium-intensity mixed-use development, while the commercial zones closer to International Boulevard remain unchanged. Construction of hotels and motels will no longer be allowed in multi-family residential zones. In general, higher density residential development will be encouraged in the City Center. More units may be built if public amenities or senior housing are provided as part of the projects. The new Townhouse zone allows for duplexes and small scale multi-family dwellings to infill between single family and multi-family zones. Along Main Street, small offices and shops are allowed as part of residential developments up to a height of 45 feet.

Figure 5.2 shows proposed future land use classifications. Figure 5.3 shows the proposed future zoning.



One concept for proposed land uses

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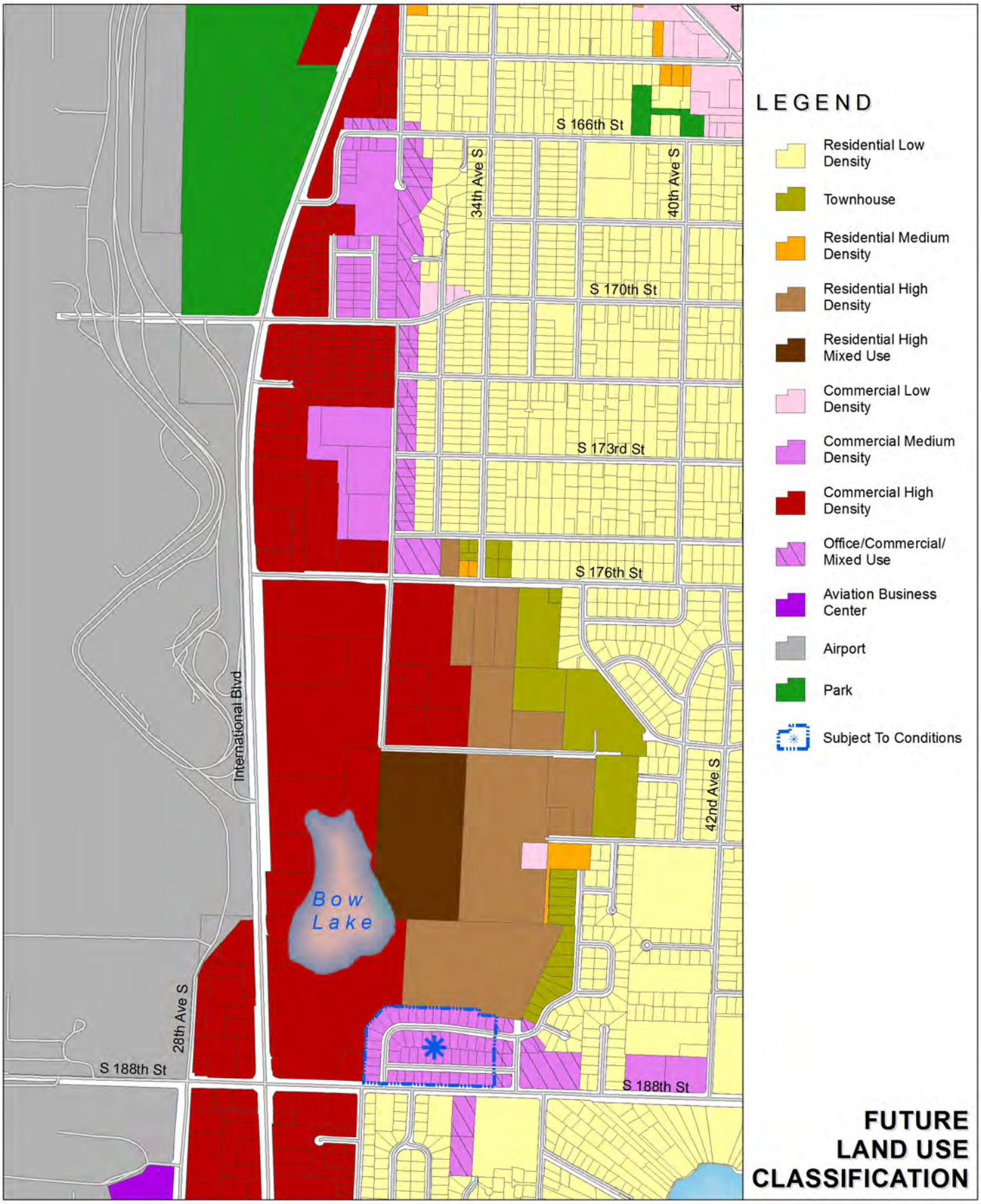

FUTURE LAND USE CLASSIFICATION

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SeaTac City Center Plan
YEAR 2020

Map Updated: March 2011

FIGURE 5.2

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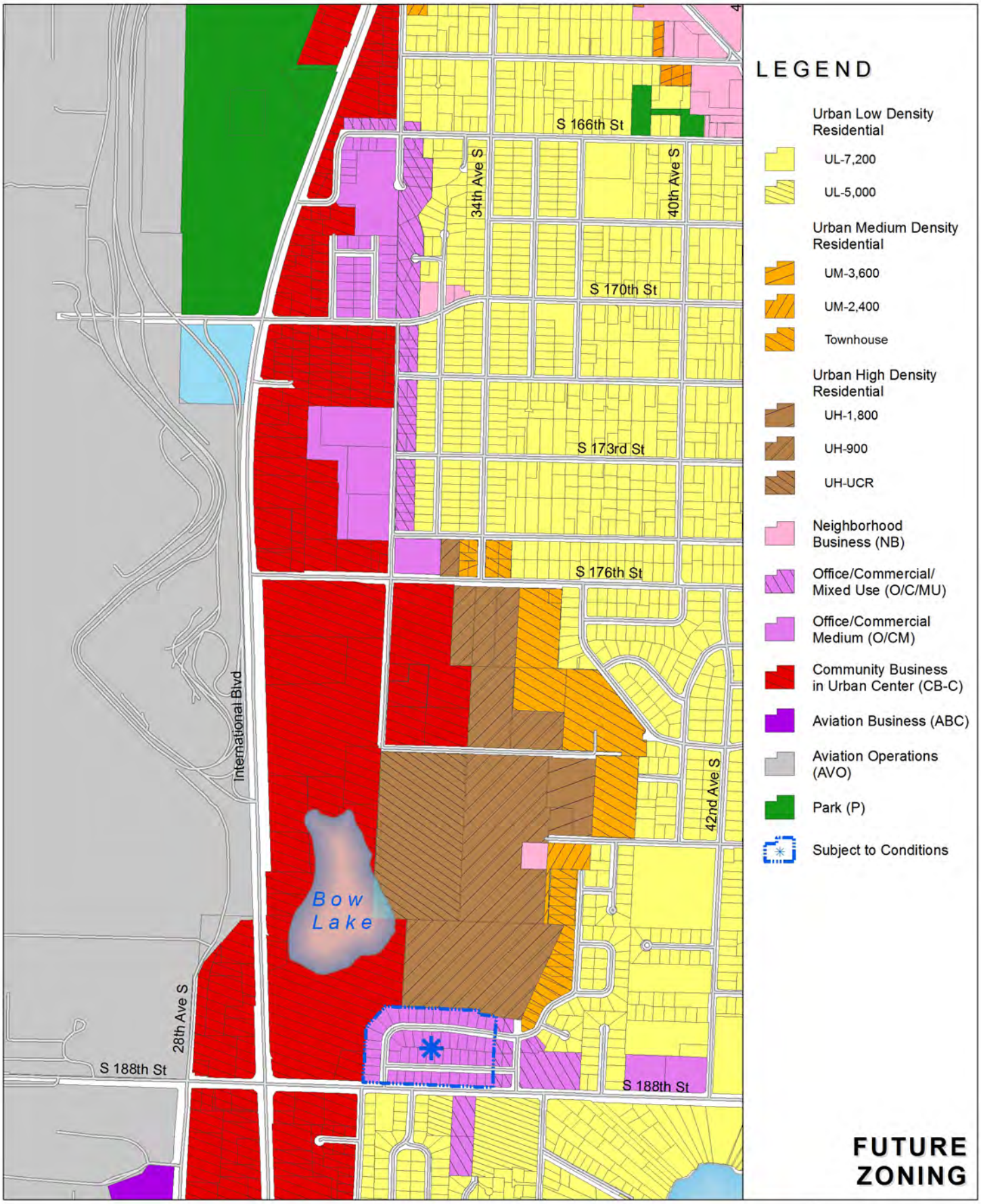

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SeaTac City Center Plan
YEAR 2020

Map Updated: March 2011

FIGURE 5.3

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Circulation

Concept:

The City Center currently has few roads that connect through to adjacent areas thus providing limited access from International Boulevard to commercial and residential areas. These limited access points result in intersections that are very congested and will continue to carry high volumes of traffic even when the new South Access Expressway (SAE) to the Airport is constructed. In order to relieve this congestion, new streets are proposed that would allow traffic to access the City Center from different points. The City Center Plan proposes that an interconnected street system with good access and internal circulation be established which will help reduce traffic impacts on local neighborhoods and improve the ability of commercial areas to develop.

Figures 5.1a and 5.1b show several alternative alignments for Main Street, as it provides a new connection from 32nd Ave S at S. 180th St. to 36th Ave. S. These alternatives all provide, in different ways, the necessary north-south connection through the City Center's Bow Lake Center area. It is expected that if and when a proposal to redevelop the Bow Lake Mobile Home Park is submitted to the City, that the City and developer will determine the most appropriate alternative route at that time.

An efficient network of pedestrian routes is vital for providing internal circulation within the City Center to reduce traffic and noise impacts and to revitalize the area. By reducing the amount of traffic on individual roads, these routes become more comfortable and enticing for pedestrians. International Boulevard is a significant barrier to pedestrian movement between the City Center and the Airport terminal, and transit stops. A variety of improvements is proposed to facilitate and assist pedestrian movement across International Boulevard. Signalized intersections, and a pedestrian bridge help pedestrians to make this connection. Additional pedestrian-only pathways are proposed through large parcels and new developments in order to connect neighborhoods to the east and City Center commercial areas with the Airport entranceways.

A transit system that facilitates movement of people throughout the City Center is necessary to achieve a pedestrian-oriented urban center. Connections to the regional transportation system are also key to the viability of the City Center in relation to the surrounding region. A local system of buses, trolleys, shuttles, or automated people-movers will enable people to travel in and around the City Center.

Automated People Mover systems (APMs) are an efficient, though expensive way to provide high quality, high capacity and highly attractive linkages over long distances and across barriers such as major roadways. The APM systems could be configured as a moving sidewalk, horizontal elevator, or individually controlled personal rapid transit vehicles. These systems can be expanded incrementally and can be implemented over time as the City Center develops.

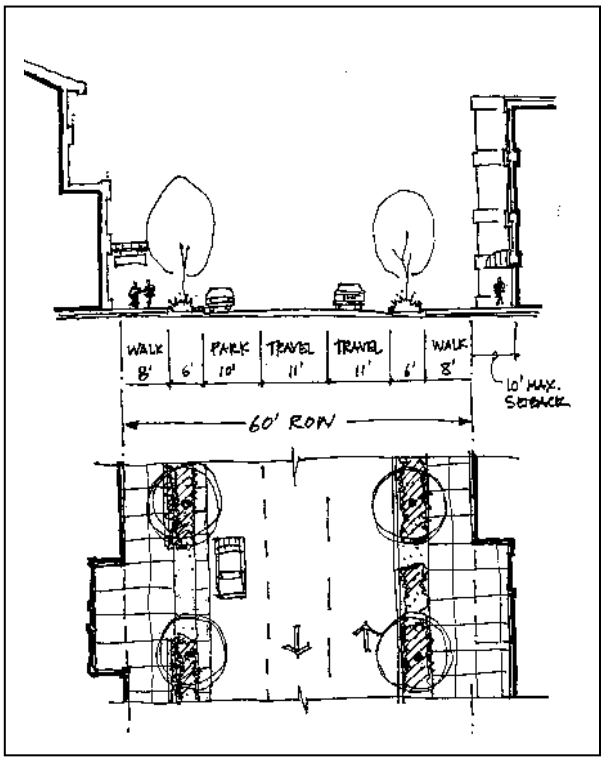
Less expensive, street level, transit options could be made more attractive than typical mass transit buses by using trolley cars, theme shuttle buses or colorful jitney vans. These street level transit options allow riders to see and interact with activities along the way. Dedicated travel lanes for these vehicles can dramatically improve travel times making them even more attractive. A transit route that links the new Bow Lake Center Neighborhood, the north Main Street district, the Airport, and the proposed light rail transit station locations is conceptually illustrated in Figure 5.1. This same loop could be utilized by Automated People-Mover, Personal Rapid Transit, or on-grade trolley systems.

Street Designs

The City Center Plan calls for new streets at a variety of scales to serve different functions.

Minor Arterial

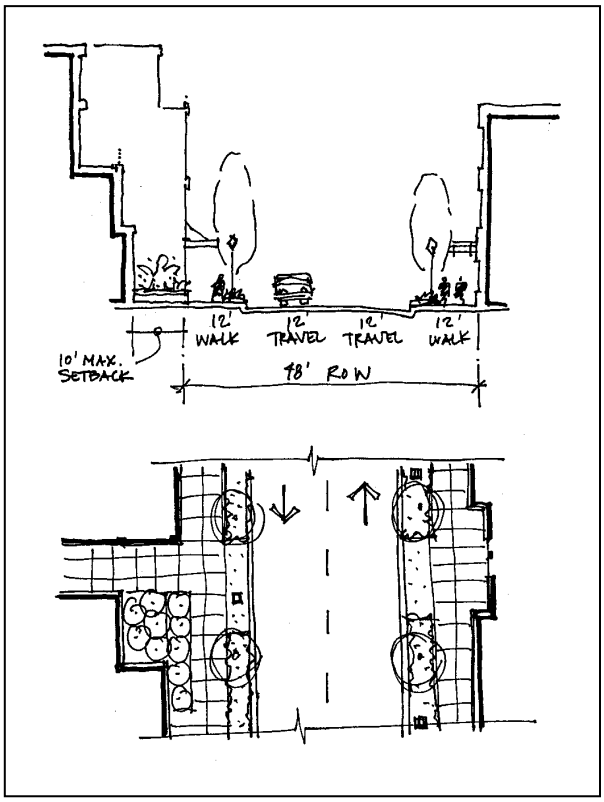
New minor arterial streets may be publicly or privately-owned and should be wide enough to accommodate on-street parking and pedestrian sidewalks with plantings on each side. A 60-foot wide right-of-way can accommodate one lane of traffic each way, parking on one side of the street only, and sidewalks with planting strips. If parking on both sides and space for a central left turn pocket / median is desired, a minimum of 80 feet of right-of-way would be required.



Typical Minor Arterial—60' Right-of-Way

Collector

Collector Streets may be public or privately- owned streets that provide circulation but do not have to provide on-street parking. These roads require only a 48-foot wide right of way to minimize the development area taken for circulation. In situations where some on-street parking is desired to improve access to retail establishments and to buffer pedestrians from traffic, a 60 foot right-of-way can be developed.



Typical Collector—48' Right-of-Way

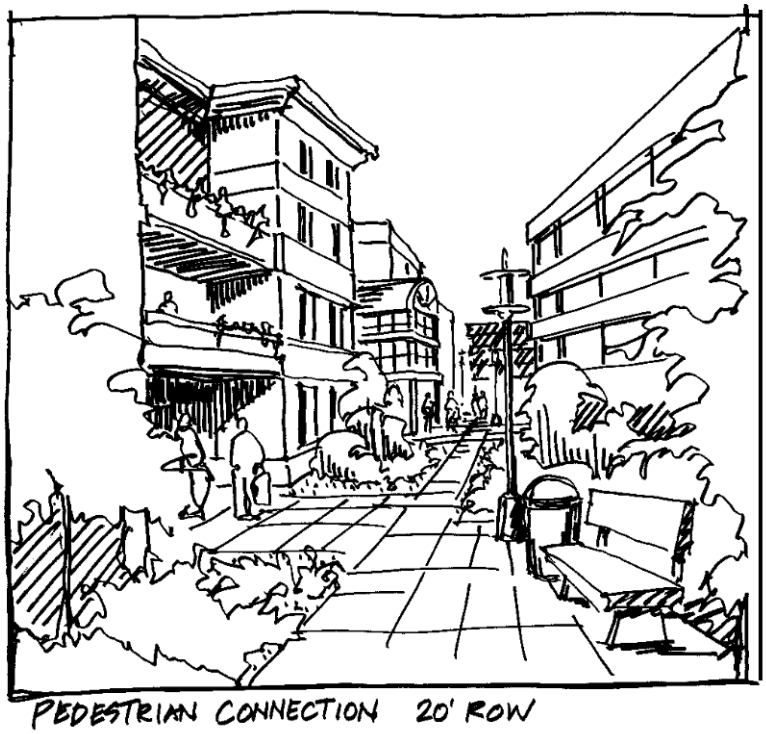
Pedestrian Connections

It is desirable to provide access for pedestrians in addition to the vehicular street system. In order to encourage people to walk between destinations, pedestrian routes should be frequent and should link major destinations such as the Airport, transit stops, and public facilities to commercial, residential, and parking areas.

Pedestrian-only walkways should have a 12-foot wide paved path with a minimum of 8 feet of landscaped edge or a well-designed entrance plaza space along side. The wide path encourages pedestrian use and allows for small security vehicles to patrol the walkways if necessary. The path widths could be reduced if bicycle security measures are used.

It is important that these pathways feel secure and have clear sightlines for safety. In more urban locations, the twenty-foot wide pedestrian route may become a connection of outdoor eateries, shops, and plazas, or an indoor arcade lined with activities.

Pedestrian routes provide a pleasant alternative to sidewalks along busy streets.



Typical Pedestrian Connection—20' Right-of-Way

Pedestrian Bridges

Pedestrian bridges are desirable in areas where automobile traffic is very intense and the movement of vehicles through the area is of prime importance, such as along SR-99. Grade separated crossings of International Boulevard would facilitate access from the Airport and LINK light rail station to the City Center. Pedestrian bridges over International Boulevard will have a great visual impact to the character of the street. Well-designed and appealing bridges can act as gateway elements and serve as striking symbols for the City Center.

Pedestrian bridges can be designed to enhance the streetscape and create a sense of place along a busy road corridor.

Artistic Streetscapes

It is desirable to integrate artistic flair into the details of streetscapes. These public routes provide opportunities to spark public interest in the city's history, cultures, and environment through place specific designs. Tree grates, light poles, pedestrian bridges, street signs, benches, and gates are all opportunities for creating a unique atmosphere for the City Center.

Tree guards, manhole covers and street furniture can incorporate imagery appropriate to the area.

Light posts can become way-finding markers, historical information beacons, or local legend kiosks, and can be developed to suit a particular locale.

Open Space

The City Center area has many natural amenities which should be emphasized and access to publicly-accessible open spaces should be provided. International Boulevard streetscape improvements are a point of beginning for an integrated system of trails connecting public open spaces. The Plan calls for an increase in both urban and natural open space amenities. The City Center plan calls for a diversity of public open spaces that includes urban, semi-urban, and natural spaces. These spaces should vary in size, ranging from small pocket parks and narrow corridors, to wide open expanses. These spaces would provide respite from the hustle and bustle of a busy urban environment. They also can provide passive and active recreation opportunities, play spaces for children, and serve as natural habitat and water treatment functions. See Figure 5.4 for the locations of proposed open space parks, plazas, trails and gathering spaces

Public Parks and Plazas

A system of more urban public plazas linked to buildings and each other by sidewalks and pedestrian ways are required of new development projects in the City Center. In residential areas, neighborhood pocket parks and playgrounds linked to the pedestrian circulation system are to be integrated into new development. Streetscape improvements such as street trees, wide sidewalks, benches and lighting create a system of linear public open spaces that can help improve air quality and reduce traffic noise impacts.

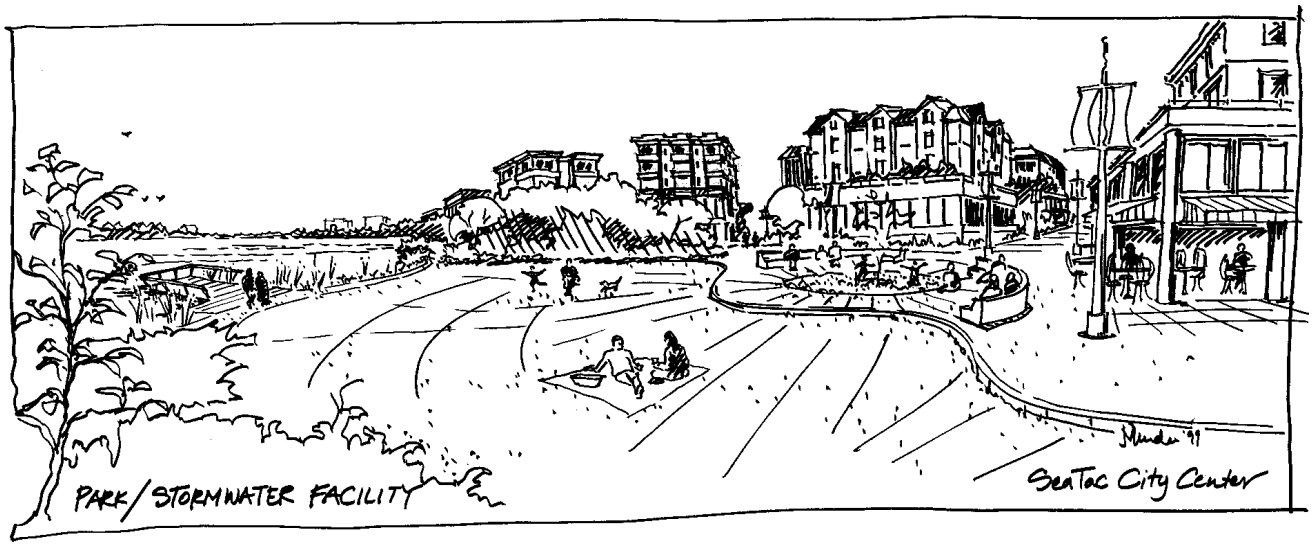
Natural Open Space

Bow Lake and its surrounding wetland areas can function as a public recreation area with trails and viewpoints. It also plays a large role in the improvement of water quality and the viability of Des Moines Creek as a salmon-bearing stream. Providing public access to the wetlands and lake in conjunction with educational programs and signs will provide a valuable public amenity. Public access will allow for environmental education programs and encourage stewardship so the lake can be protected from further pollution.

Fountains can disguise the noise of the city.

Public parks provide casual opportunities to get to know the neighbors.

Access to the water is an important public amenity.



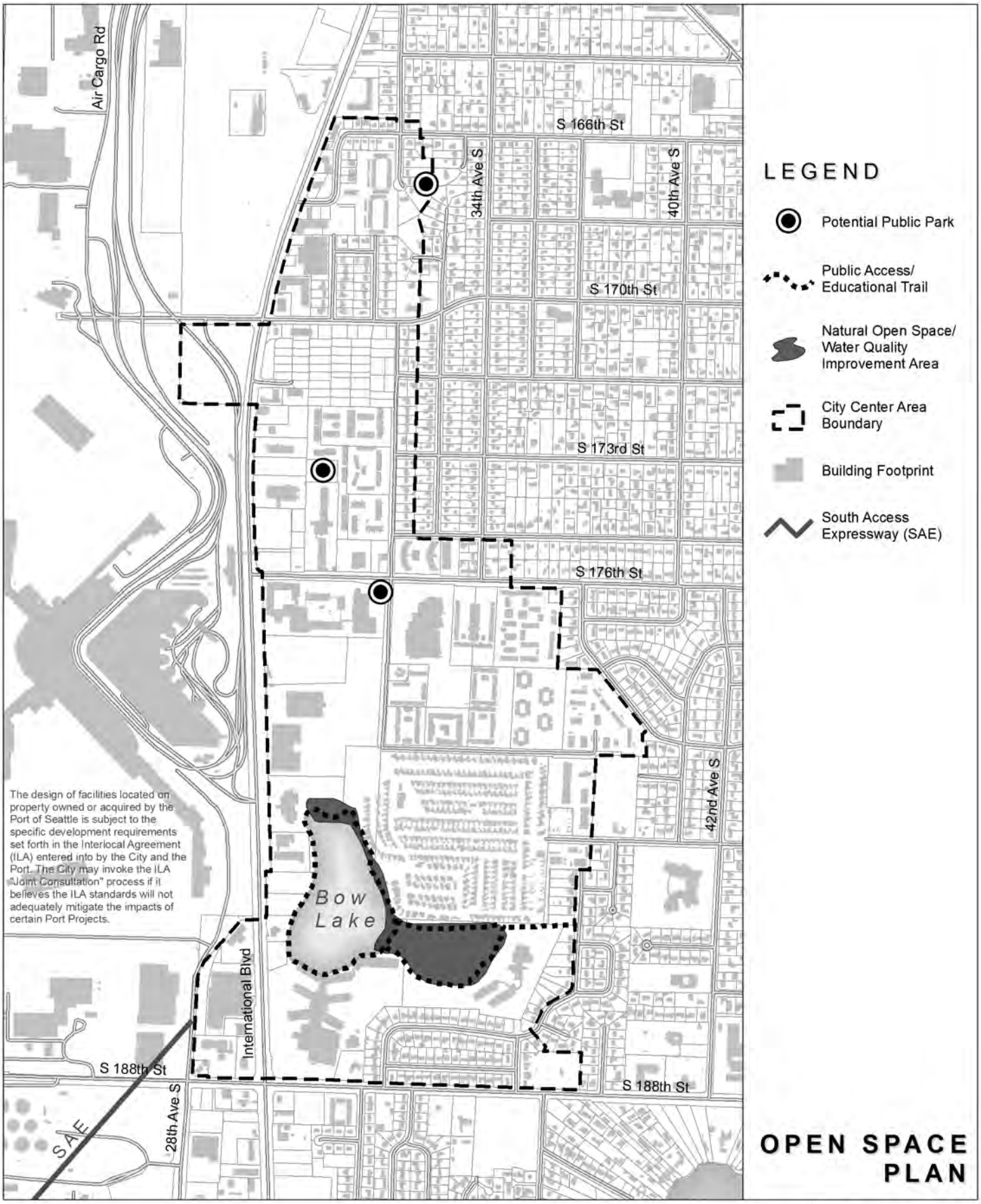
Open Space areas can be designed to meet a variety of needs— providing recreational as well as environmental benefits.

Artistic Gathering Spaces

Integrating local symbolism and imagery into the design of public gathering spaces can engender a sense of ownership and pride in the local population. Designs can use historical, educational or political themes to spark interest and become relevant to the community.

Interactive art making projects that involve the local school children, for example, can bring neighbors together to think about what is important and unique about their community. Collaborative work projects in public gathering places help to ensure the neighborhood respects and looks after their plazas, parks and playgrounds.

Public plazas can be sites for festivals, sculpture gardens, theatrical performances, and community parties.



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Feet

SeaTac City Center Plan

YEAR 2020

Map Updated: March 2011

FIGURE 5.4

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Development Standards

Many cities utilize design and development standards as a tool to improve site and building designs in order to minimize a project's impact on the surrounding community and to comply with city goals regarding pedestrian-oriented development. The City of SeaTac adopted Special Standards to implement the City Center Plan. These are regulatory standards and design guidelines that replace the Interim Special Standards. Revisions to the Interim Special Standards were identified and incorporated in the Special Standards. The revisions were needed to improve the transition between uses in the City Center and included: reducing the size of blocks and width of streets to promote better circulation in the City Center, and providing incentives to encourage the construction of senior, affordable, and owner-occupied housing which will allow SeaTac residents more options for living in the City.

The design of facilities located on property owned or acquired by the Port of Seattle is subject to the specific development requirements set forth in the Interlocal Agreement (ILA-2) entered into by the City and Port. The City may invoke the ILA "Joint Consultation" process if it believes the ILA standards will not adequately mitigate the impacts of certain Port projects.

Sound Transit LINK Light Rail

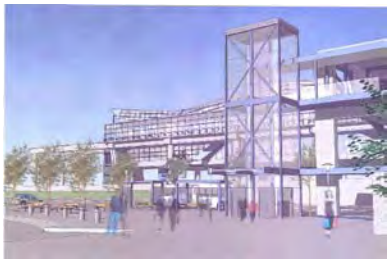
Sound Transit's Central Link light rail project broke ground in November 2003. The initial segment of the line opened in July 2009, and extends 14 miles from Westlake Center in downtown Seattle south to the intersection of International Blvd. and S. 154th St./Southcenter Blvd., just north of the Sea-Tac International Airport. This was extended to the SeaTac City Center and the airport, opening in December 2009. The extension to SeaTac's City Center and the airport is known as Airport Link.

The SeaTac/Airport Station, which is located at the northeast corner of the Airport parking garage just to the northwest of the intersection of International Blvd. and S. 176th St., is an elevated platform with a direct 1,000-foot long pedestrian connection to the Airport's ticket counters and a pedestrian bridge across International Blvd. to the City Center. The project expects 3,000 daily boardings by 2020 with an approximate travel time to downtown Seattle of 33 minutes.

At the request of the City, Sound Transit constructed a passenger pick-up and drop-off area on the northeast corner of International Blvd. and S. 176th St., with a pedestrian bridge crossing International Blvd providing direct access to the SeaTac/Airport Station and the airport terminal.

Sound Transit also constructed a public plaza on the northeast corner of S. 176th St. and International Blvd. The passenger pick-up and drop-off area and pedestrian bridge facilities (including the pedestrian bridge elevator building) are integrated with other amenities at the new plaza, including public art.

Construction of this station will create significant opportunities for the City of SeaTac by opening connections both to and from the Seattle area. Based on the experience of other places, this new station is expected to bring new development and redevelopment. As such, the City sees this as a prime opportunity to encourage redevelopment of the areas surrounding the station.



Key Concepts for Access to the LINK Light Rail Station

The following principles are intended to integrate the light rail transit (LRT) station with commercial development. This concept identifies seven urban design elements and associated principles that would be part of a future development project.

1. Direct bus to LRT transfer connection point. The goal is to minimize walking/transfer distances between travel modes as well as improving access to the City Center. Transfer points should be located directly below the elevated pedestrian walkway on both sides of International Boulevard. Bus pull-out locations could be included along with a signal preempt to allow buses back into the flow of traffic.
2. Off-street LRT passenger pick-up and drop-off location. The goal is to provide a safe and much needed drop-off area for local residents.
3. Grade-separated LRT pedestrian access. The goal is to provide direct and safe access to City Center core commercial uses and to the existing Airport terminal.
4. LRT integration with commercial development. The goal is to provide retail uses that would serve both the LRT rider and the employees within the core area and to reduce the visual impact of stand-alone transit structures.
5. LRT pedestrian link to the Airport and City Center. The goal is to improve pedestrian connections between the existing Airport terminal, City Center commercial areas, and LRT station. This would improve ridership and flexibility of the system and is especially important for LRT passengers arriving from the south and travelers going to the existing terminal.
6. Comfortable and inviting pedestrian walkways. The goal is to provide clear way-finding for riders. Walkways should be designed for safety and include retail activities to ensure pedestrian comfort.
7. Aerial LRT Tracks located on west of the Boulevard. The goal is to minimize the physical and visual impacts to the commercial properties and traffic along the Boulevard.

Different levels of development could occur around a high capacity transit station. Figure 5.5 illustrates one potential development scenario. By developing these future projects as dense, mixed-use projects, parking could be shared and overall parking demand could be reduced as compared to separate, stand-alone projects. These types of dense mixed-use projects would provide both the desired pedestrian activities now lacking in SeaTac and maximize the potential LRT ridership.

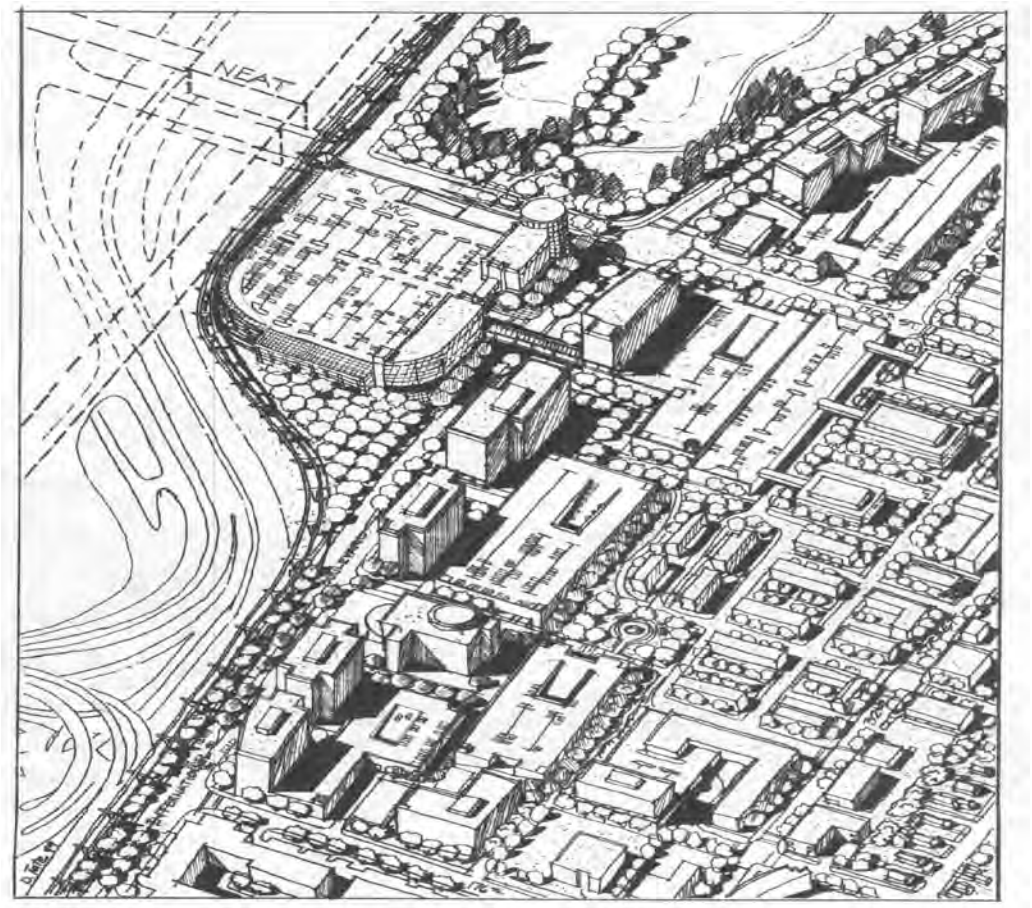


Figure 5.5 Illustration of a potential North City Center Gateway Redevelopment Scenario — High Intensity

5.2 Goals and Policies

This City Center Plan includes a proposed set of Goals and Policies to be added to the City's Comprehensive Plan Goals and Policies. Many of these goals are linked to Comprehensive Plan goals and share common themes. The tables of proposed policies show implementation strategies for every policy, indicate who has primary responsibility for their implementation, and show the general time frame for accomplishing each policy. The goals and policies are listed by the Comprehensive Plan headings and include: Land Use/Zoning, Housing, Transportation/Roads, Capital Facilities, Community Image, Economic Vitality, Environmental Management, and Open Space, Parks, and Recreation.

Land Use/Zoning

GOAL 1

To create a vibrant City Center that encourages high-quality development and is linked to mass transit facilities.

Policy LU-1A: Promote a pedestrian-friendly and transit-supportive land use pattern for future development projects.

Discussion

Developments that include a mix of uses in close walking distance of each other will encourage people to park once and walk to various uses. Developments with safe and clear pedestrian connections, urban-scale blocks with pedestrian amenities, active street edges rather than blank facades, and proximity to transit service will reduce the need to use automobiles.

Policy LU-1B: Encourage high-intensity commercial uses to locate along/near International Boulevard with more community-oriented uses to be located in the eastern portions of the City Center.

Discussion

The area along International Boulevard should continue to serve as a regional commercial area catering to high intensity Airport needs. These areas can take advantage of regional traffic flow on International Boulevard and the short distance to Airport facilities. Main Street (32nd Avenue) will provide accessibility for neighborhood-scale (medium intensity) commercial and residential uses as well as some Airport-related commercial uses. This pedestrian-friendly street is intended to be lined with a mixture of community-oriented retail and commercial uses, a mixture of housing types for various income levels, and provide civic gathering spaces and parks.

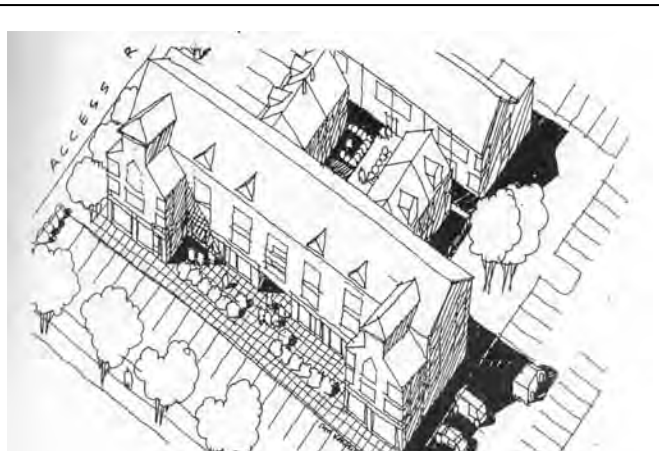
Figure 5.1 shows the zoning along Main Street as Office/Commercial Medium (O/CM), Office/Commercial Mixed-Use (O/C/MU), or Townhouse. As noted in the preceding paragraph, Main Street is intended to provide access to neighborhood scale services in the eastern portions of the City Center. The circulation concept for the City Center relies on the notion that new local access streets will be developed as new development occurs, resulting over time in a network of connected streets that provide for vehicular and pedestrian access and circulation (internal and external) that serves the business, residential, and visitor communities. Figures 5.1a and 5.1b illustrate alternatives for providing access through the Bow Lake Center area. In keeping with the

intent of Policy LU-1B, the zoning shown adjacent to Main Street in Figure 5.1 would shift with the street location alternative chosen as this area develops.

High intensity commercial areas along International Boulevard are anticipated to include hotels, offices, Park-&-Fly garages, services, retail, transit, and entertainment uses. There is no change in the extent of the "high intensity" commercial area. Unappealing parking garages are to be discouraged as a dominant land use in the City Center. Development standards could require parking structures to be set back from International Boulevard or require that an active building be placed in front of the structure. This may limit the parking capacity of parcels fronting International Boulevard. In addition, parking could be increased in exchange for public benefits such as open space, public access routes, and improved aesthetics.

The types of buildings allowed in the high intensity commercial areas include a mix of large and medium sized hotels, office buildings, and parking garages.

Large hotels may develop from ten to fourteen stories with stand-alone parking structures. These may be limited by FAA height restrictions.



Medium sized hotel/motel projects with surface parking lots as well as parking underneath the rooms may be up to four stories.

Large office buildings may be eight to twelve stories high with a structured parking garage. These may be limited by FAA height restrictions.

Park-&-Fly garages are expected to be large and average four to six levels.

Policy LU-1C: Reduce traffic mitigation fees (traffic impact reduction allowance) to encourage desired developments.

Discussion

The City should implement a program to offer reduced traffic mitigation fees to encourage desired developments, such as mixed use.

GOAL 2

To create a new "Main Street" through the City Center that encourages mixed-use and pedestrian-friendly development.

Policy LU-2A: Encourage high quality mixed-use development along "Main Street."

Discussion

Main Street will develop into a commercial area with neighborhood-scale commercial uses, residential uses and some hotels. People will be able to park along the street in front of businesses and walk to a variety of services. Residents will be able to live above the ground floor shops or in buildings behind the streetfront retail. The area will feel safe because there will always be people using the shops or looking out of their apartment windows. The buildings on Main Street will be a maximum of four stories which will transition down to lower height single family neighborhoods to the east and can step up to high rise offices and hotels to the west.

The types of buildings allowed along Main Street include mixed commercial and apartments or condominiums, townhouses, and live-work units, small offices and hotels.

Low-rise office buildings with surface parking may be two to three stories high.

Retail projects can be single use or integrated into mixed use projects with surface parking.

Residential development density should range from 22 to 35 dwelling units per acre, and should provide, where feasible, ground level retail and/or offices. Building heights should be limited to four stories in areas along Main Street which are near areas to remain single family neighborhoods.

Perspective sketch of how Main Street can develop into a mixed residential and commercial district.

Policy LU-2B: Provide pedestrian-oriented amenities, such as trails and paths, and link them with civic or recreational areas.

Discussion

A sense of community comes from recognizing neighbors and interacting with people in safe, pleasant public spaces. Getting people out of their cars and out of their buildings will allow this community interaction to occur. The layout of street front pedestrian areas should be carefully designed. Landscaped pedestrian pathways should be provided connecting adjacent areas with areas where transit service is available and where retail and commercial uses are located. Streets should have wide sidewalks that provide ready access to building entries and public areas. Plazas and parks should have ample places for sitting, and buildings should be designed to provide pedestrian weather protection and to encourage window displays at eye level. Public spaces should be specifically designed to enhance the safety of users.

Public plazas and other pedestrian amenities provide opportunities for interaction and help create a sense of community.

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Land Use			
Policy LU-1A: *Promote a pedestrian-friendly and transit supportive land use pattern for future development projects.*	• Provide for phased implementation of the City Center Plan consistent with the adopted Capital Facilities Plan, phasing of regional projects, and timing of private-sector developments.	City Council	Immediate
	• Evaluate the zoning map and phasing plan to rezone properties in conjunction with the King County TDR program.	City Council	Immediate/As needed
	• Adopt development standards that require pedestrian-oriented site design and pedestrian-friendly building design.	City Council	Immediate
	• Prohibit surface commercial parking (park-and-fly) uses.	City Council	Immediate
	• Preclude parking uses immediately adjacent to International Boulevard.	City Council	Immediate
	• Work with the Port of Seattle and businesses to serve the long-term parking market.	City Council	Short-term
	• Adopt development standards that require a maximum building setback along International Boulevard of twenty feet, and of ten feet along other public or private streets.	City Council	Immediate

Policy LU-1A: *Continued*	• Require public agencies that provide new high capacity transit service to locate transit stops and/or stations within ¼ mile of all areas within the City Center area when possible.	City Council	Long-term
Policy LU-1B: *Encourage high-intensity commercial uses to locate along/near International Boulevard with more community-oriented uses to be located in the eastern portions of the City Center.*	• Revise uses allowed in existing zones to more appropriate uses. Hotels are not permitted in Multi-Family zones, but are allowed in Commercial zones. • The following areas will have their land use classifications/zoning changed to facilitate development of the City Center Plan:	City Council, City Staff City Council	Immediate
	1. West of 32nd from S. 175th to S. 166th change from Residential Medium Density/UM2400 to Commercial Medium Intensity/O/C/MU.	City Council	When the adjacent portions of 32nd Avenue are improved
	2. East of 32nd from S. 175th to S. 166th, half block deep, change from Residential Low Density/UL 7200 to Commercial Medium Intensity/O/C/MU.	City Council	When the adjacent portions of 32nd Avenue are improved
	3. East of 32nd from S. 180th to S. 178th for a depth of one block, change from Residential Low Density/UL 7200 to Commercial Medium Intensity.	City Council	When the adjacent portions of 32nd Avenue are improved

Policy LU-1B: Continued	4. When the Bow Lake Mobile Home Park property redevelops, change the areas approximately 100 feet deep on both sides of 32nd-36th Avenues from Residential Medium Density/UM 2400 or Residential High Density/UH-900 to Commercial Medium Intensity/O/C/MU.	City Council	When the adjacent portions of 32nd-36th Avenues are improved
	If an alternative alignment is chosen for Main St. access through the Bow Lake Mobile Home Park area, change the areas approximately 100 feet deep on both sides of the selected route to Commercial Medium Intensity/O/C/MU.	City Council	When alternate alignment is chosen
	5. Change the area of Residential Medium Density/UM 2400 on the eastern edge of the City Center south of S. 182nd and west of 38th Ave. S. to S. 186th St. to Residential Medium Density/Townhouse.	City Council	Short Term
	6. On the east side of 36th Ave. S. from S. from S. 186th to S. 188th Streets for a depth of approximately 800 feet to the east, change from Residential Low Density/UL 7200 to Commercial Medium Intensity/O/C/MU.	City Council	Immediate
Policy LU-1C: Reduce traffic	• Allow reduced traffic mitigation fees to encourage desired developments, such as mixed use.	City Council	Short Term (1 – 3 years)

Policy LU-2A: *Encourage high-quality mixed-use development along "Main Street."*	• Change the land use/zoning designations of some areas of the City Center to promote a mixture of commercial and residential uses.	City Council, City Staff	Immediate
	• Create a Townhouse Zone designation as a transition area adjacent to multi-family and mixed-use commercial zones to buffer adjacent single family areas.	City Council, City Staff	Immediate
	• Adopt development standards that require careful design of street front pedestrian areas, landscaped pedestrian pathways that connect adjacent areas with areas where transit service is available and to retail and commercial use areas.	City Council, City Staff	Immediate
	• Adopt development standards that provide for public and private streets with wide sidewalks and convenient access to building entries and public areas.	City Council, City Staff	Immediate
	• Adopt development standards that provide plazas and parks with sufficient seating areas.	City Council, City Staff	Immediate
	• Adopt development standards that require buildings to be designed with pedestrian weather protection and to encourage window displays at eye level.	City Council, City Staff	Immediate
Policy LU-2A: *Continued*	• Adopt development standards that require public spaces be designed specifically to enhance the safety of users.	City Council, City Staff	Immediate

Policy LU-2B: *Provide pedestrian-oriented amenities, such as trails and paths, and link them with civic or recreational areas.*	• Add roads, sidewalks, and pedestrian routes through development areas, add trails throughout the City Center, to increase the options for convenient pedestrian circulation within and through the City Center.	City Council, City Staff	Short term
	• Design public parks, stormwater facilities and public plazas to serve local residents and guests.	City Staff	Short term
	• Provide incentives for private development to provide public access to Bow Lake.	City Council, City Staff	Immediate

HOUSING

GOAL 1

To create residential neighborhoods within the City Center that offer a variety of activities and services to local residents while protecting existing residential neighborhoods.

Policy H-1A: Promote a mixture of high-quality housing types oriented to all segments of the population to ensure a vibrant City Center area.

Discussion

Diversity of housing types and products allows all segments of the population to participate in SeaTac's growth. Both rental and ownership housing options are essential in an urban area. The City will initiate increased review of parking and rental practices in the City to ensure a high quality environment. The quality of housing construction will improve due to new development standards for new developments. A lively, mixed-use urban center is likely to attract some new residents with higher income levels to new multi family developments.

Changes to zoning will promote the creation of residential neighborhoods with a mix of housing types, and a mix of shops and services interspersed with the residences. Some high intensity multi-family zoned land will be reclassified as mixed use commercial (O/C/MU), while some medium density multi-family zoned land will be reclassified as Townhouse zone. Areas of single family land adjacent to higher density areas will be reclassified as Townhouse as well as a small amount of single family land being reclassified as O/C/MU.

Townhouses and duplex units are anticipated at 12-24 dwelling units per acre. This density could be increased with density incentives for underground parking or senior housing provisions. Seniors typically have fewer automobiles and an increased number of units can exist without adversely impacting the neighborhood parking situation.

Multi-family up to 15 dwelling units per acre – townhouses, garden apartments, walk-ups.

Multi-family up to 22 dwelling units per acre – small lot communities, duplex, four-plex houses and small apartment buildings.

Multi-family up to 35 dwelling units per acre – courtyard apartments over structured parking.

Policy H-1B: Ensure that existing low-density residential neighborhoods are adequately buffered from higher-intensity development in the City Center.

Discussion

High density residential is limited to a slightly smaller area of the city. Low intensity townhouses and senior housing will buffer single family neighborhoods from higher intensity commercial and multifamily areas.

Policy H-1C: Create incentives to promote senior and owner-occupied housing.

Discussion

Multi-family housing for seniors has less traffic and parking impact than typical multi-family residential projects. Seniors have fewer cars so these units require fewer parking spaces and therefore require less land. The Townhouse zone creates an incentive to build senior housing by allowing a higher density of development for senior housing than for regular housing units. The Townhouse zone also creates more opportunities for small home businesses and these smaller units on smaller parcels are likely to be less expensive than typical single family homes on large lots. This will promote more home ownership in the City Center by reducing housing costs and by allowing people to have a home business to increase their incomes without paying office rents.

Attached dwellings and duplex housing can fit in well with single family neighborhoods.

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Housing			
Policy H-1A: *Promote a mixture of high-quality housing types oriented to all segments of the population to ensure a vibrant City Center area.*	• Adopt development standards that require pedestrian-oriented site design and higher quality, pedestrian-friendly building design. • Investigate building code amendments to allow structures with four floors of wood frame over a concrete base with the City Center, as other cities in the region (Seattle, Olympia, & Tacoma) have allowed.	City Council City Staff	Immediate Immediate
Policy H-1B: *Ensure that existing low-density residential neighborhoods are adequately buffered from higher-intensity development in the City Center.*	• Revise various land use classifications/zoning to Townhouse zoning • Reduce the maximum height of development adjacent to single family zones.	City Council, City Staff City Council, City Staff	When adjacent portions of 32^{nd}-36^{th} Avenues South are improved. Immediate
Policy H-1C: *Create incentives to promote senior and owner-occupied housing.*	• Provide density incentives for senior housing.	City Council, City Staff	Immediate

TRANSPORTATION/ROADS

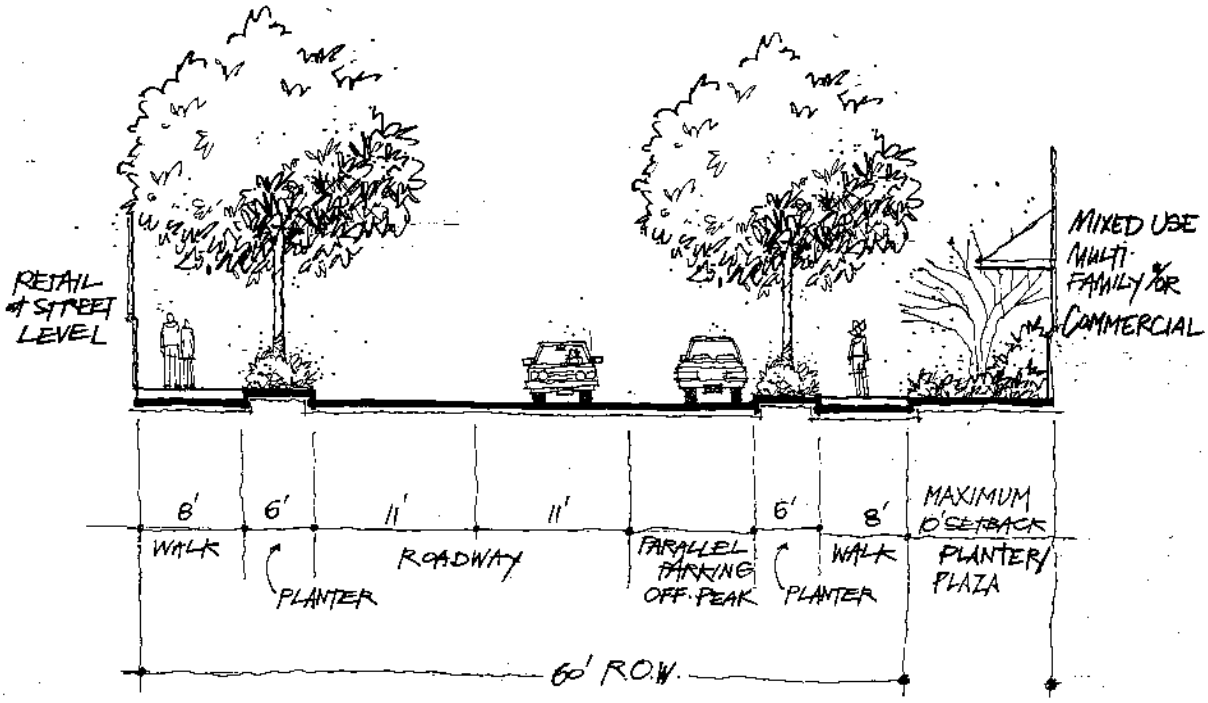
GOAL 1

To provide safe and efficient vehicular access to, from and through the City Center.

Policy T-1A: Create a new "Main Street" along 32nd Avenue South and provide adequate connections to existing and future City Center streets.

Discussion

An alternative north-south arterial is necessary to allow City Center residents and employees to move through the City Center area without being entirely dependant upon access to International Boulevard. As a state route, International Boulevard will continue to carry large volumes of regional traffic. A system of smaller collector streets will allow local traffic to reach the major arterials that provide regional access (S. 188th St. and International Boulevard). Main Street, with several existing and potential east-west connections to International Boulevard, will become the primary local traffic artery for the City Center. This route will be designed to accommodate local traffic needs only, and will have a relatively low design speed and insufficient capacity to serve as a bypass to International Boulevard for pass-through regional traffic.



Typical minor arterial street section.

Policy T-1B: Ensure adequate vehicular access from the City Center to International Boulevard and other local and regional facilities.

Discussion

Good access to major transportation modes and significant commercial developments is key to realizing the development potential of much of the City Center. Multiple access ways will improve the ability to move people, goods, and services throughout the City Center as well as access facilities outside of the City Center.

Policy T-1C: Create a connected network of public and private collector streets to promote pedestrian access and provide vehicular circulation.

Discussion

The exact location of future collector streets is not specified. It is expected that as new developments are constructed, access to these developments will be necessary. To the extent possible, as subsequent new developments emerge, access to these developments should connect to existing local streets to form a system that best serves the access and circulation needs of the area. Increasing the numbers of collector streets provides more prime street front development sites, and automobiles and pedestrians are better able to circulate around and through the area. These streets will also reduce traffic impacts at existing intersections by dispersing traffic through a wider local street network. New streets with sidewalks and appropriate landscaping, built by either the public sector or the private sector, will serve to improve the development capacity of these areas.

Policy T-1D: Employ traffic calming techniques and other measures to minimize traffic congestion in existing single family neighborhoods caused by development in the City Center.

Discussion

The addition of new arterial and collector roads will reduce the need for traffic to use streets that primarily serve single family neighborhoods. A variety of devices may be employed to help discourage the use of streets that primarily serve single family neighborhoods by making such streets less convenient to pass-through traffic. Street intersections can be narrowed so that cars must slow down to make turns. Visually narrowing streets by adding street trees and extending the sidewalks at the intersection crosswalks will cause cars to slow down by changing the perception that the road is wide open and safe for high speeds. Traffic circles can be added to residential intersections. These require cars to travel at very slow speeds to maneuver around them. Also signs can be added identifying residential streets with reduced speed limits.

GOAL 2

To create a safe and efficient pedestrian circulation system that serves the City Center.

Policy T-2A: Develop sidewalks and pedestrian/bike trails and paths to link public, private and civic facilities to other areas within the City Center.

Discussion

Safe paths, separated from vehicular traffic, will encourage people to walk in the City Center and reduce automobile congestion and harmful emissions. The City Center Plan Map identifies the general location of pedestrian corridors to be provided when the subject properties redevelop.

Policy T-2B: Encourage the provision of pedestrian access to the Airport and future LRT station.

Discussion

Easy pedestrian access to and from the Airport and light rail station will encourage people to develop housing and services along these routes. These areas may become popular mixed-use attractions for further development in the City Center. Good pedestrian connections will encourage Airport users to explore the City Center's activities, and for activities in the City Center to cater to Airport-oriented uses.

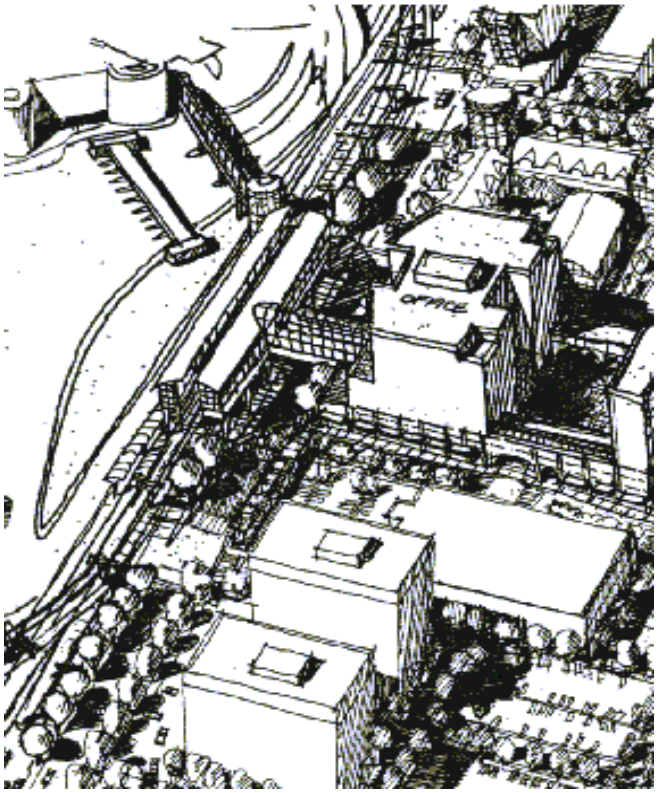
GOAL 3

To integrate and encourage adequate mass transit systems and facilities to serve the City Center.

Policy T-3A: Establish safe and convenient access from light rail station to all areas of the City Center.

Discussion

A light rail transit station can become a focus for housing and commercial development due to the improved access to the entire region. Transit stations typically will not be used by pedestrians originating further than a half mile from the station. A station should be located as close as possible to the center of the City Center area to serve the users of offices, services, and housing. Areas of the City Center outside of the ½ mile



Conceptual illustration showing pedestrian bridge connections from City Center commercial areas to the Airport.

radius from the station should be served by moving sidewalks, shuttles, or other automated systems to promote easy access to the station.

Policy T-3B: Ensure that the City Center is adequately served by mass transit facilities and systems, such as an APM.

Discussion

The City Center area is too large for quick and easy pedestrian access throughout the entire area. A system to move pedestrians around the City Center and connect to the Airport terminals will reduce the need for automobiles and encourage Airport employees and travelers to use services in the City Center. This system must be safe and easy to use, and could include moving sidewalks and/or a variety of automated people mover (APM) technologies. All LRT stations should be pre-designed to accommodate APM service.

Policy T-3C: Ensure that transit facilities are supported by adequate vehicular and pedestrian links to the City Center.

Discussion

City Center businesses and residents need good connections to the Airport, light rail, and bus terminals by foot and by vehicle. Clear and efficient routes between transit facilities and the City Center are essential to the success of businesses and an attractive public environment. A moving sidewalk or people mover system is desirable to create an easy connection between the Airport and the City Center.

Policy T-3D: Create parking management practices to discourage "hide-&-ride" parking.

Discussion

Hide-&-ride parking is the practice of commuters or airport users leaving vehicles parked for long periods of time on neighborhood and city streets. The City should implement parking management techniques that prevent airport and light rail users from using neighborhood and city streets for these purposes.

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Transportation			
Policy T-1A: *Create a new "Main Street" along 32nd Avenue South and provide adequate connections to existing and future City Center streets.*	• Acquire and/or improve public right of way incrementally as needed to construct Main Street and new public access ways pursuant to the Modified Main Street Plan.	City Council	See Phasing Plan (Fig. 6.1)
Policy T-1B: *Ensure adequate vehicular access from the City Center to International Boulevard and other local and regional facilities.*	• Require new developments along International Boulevard or other arterials to provide adequate vehicular and pedestrian connections from the development to adjacent arterials. •	City Council City Council City Staff	Short Term Long-Term
Policy T-1C: *Create new public and private collector streets to promote pedestrian access and provide vehicular circulation.*	• Require developments to provide a system of collector roads to create a series of City blocks consistent with the plan. • Provide rights-of-way for collector roads, whether public or private, of 48 to 60 feet in width including drive lanes, sidewalks and landscaping.	City Council City Council City Staff	Immediate Short-Term
Policy T-1D: *Employ traffic calming techniques and other measures to minimize traffic congestion in existing single family neighborhoods caused by development in the City Center.*	• Design new streets and intersections to include traffic calming measures to restrict access to single family neighborhoods. Revise or close existing streets and intersections as needed to discourage or restrict access from east-west bound City-Center-generated traffic.	City Staff City Council City Staff	Short Term Ongoing

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Policy T-2A: *Develop sidewalks and pedestrian/bike trails and paths to link public, private and civic facilities to other areas within the City Center.*	• Adopt Development standards that require new development to provide links in accordance with the plan.	City Council and City Staff	Immediate
	• Consider requiring new developments to provide pedestrian connections as shown on the plan, as a condition of permit approval.	City Council and City Staff	Short Term
	• Build and improve sidewalks in the City Center.	City Council and City Staff/Private Sector	As properties redevelop
Policy T-2B: *Encourage the provision of pedestrian access to the Airport and LRT station.*	• City to work with Sound Transit and the Port to ensure adequate access.	City Council and City Staff	Ongoing
	• Provide incentives to private developers to provide public access by allowing increased density and parking.	City Council and City Staff	Immediate
Policy T-3A: *Establish safe and convenient access from the light rail station to all areas of the City Center.*	• City to work with Sound Transit.	City Staff	Ongoing

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Policy T-3B: *Ensure that the City Center is adequately served by mass transit facilities and systems, such as an automated people mover.*	• City to work with Sound Transit, METRO, and private transit companies to ensure adequate service.	City Staff	Immediate
Policy T-3C: *Ensure that transit facilities are supported by adequate vehicular and pedestrian links to the City Center.*	• Adopt development standards the area around the station to require adequate connections to the City Center.	City Council	Immediate
Policy T-3D: Create parking management practices to discourage "hide-&-ride" parking	• Develop and implement parking management techniques that prevent airport and light rail users from leaving their vehicles for long periods of time on neighborhood streets.	City Council City Staff	Short Term (1-3 years)

CAPITAL FACILITIES

GOAL 1

To ensure that the City Center will be served by adequate facilities.

Policy CF-1A: Coordinate the provision of public and private streets, open space, parks, and pedestrian facilities and other civic amenities with private development and non-City capital projects to support and enhance the City Center Plan.

Discussion

The City Center Plan will evolve over time as the public and private sectors gradually invest in the area. As development continues, the City will need to match the timing of public infrastructure investments with the pace of investment by the private sector and other public agencies. Development standards that reinforce common design principles will simplify the design process and promote consistent high quality development.

Public projects set an example for the private development community to follow. Efficient designs for open space areas can reduce infrastructure costs and provide valuable recreation areas.

Policy CF-1B: Encourage civic and public facilities within the City Center area comparable or better than the quality of private sector development.

Discussion

The City, Port of Seattle and other public agencies will make significant investments in the City Center area over time. These facilities should enhance and protect the quality of development by emphasizing a mix of uses, minimizing the prevalence of parking uses, providing similar high quality design, and providing comparable public amenities. All new public sector investments should be consistent in the standard of design applicable to the private sector.

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Capital Facilities			
Policy CF-1A: *Coordinate the provision of public and private streets, open space, parks, and pedestrian facilities or other civic amenities with private development and non-City capital projects to support and enhance the City Center Plan.*	• Coordinate capital improvement plans of the City with private development plans and other public agencies to foster and enhance the City Center Plan and development standards. • Adopt development standards that promote consistent, compatible design of infrastructure including streets and pedestrian ways.	City Council City Staff City Council City Staff	Long Term Immediate
Policy CF-1B: *Encourage civic and public facilities within the City Center area comparable or better than the quality of private sector development.*	• Require public facilities to provide or exceed the development standards applicable to private development. • Site new public facilities within the City Center when possible. • Provide land suitable for public uses through dedication or joint use agreements.	City Council City Staff City Council City Staff City Council City Staff	Immediate Short Term Long Term

COMMUNITY IMAGE

GOAL 1

To create a sense of place and community and to enhance the City's image.

Design Standards for mixed use projects produce more efficient use of property.

Policy CI-1A: Improve the City Center's image through high-quality design standards and other features that enhance the City's image.

Discussion

Creating a dynamic and successful public realm will require investments in infrastructure by the public sector, as well as the investment in high quality and well-designed private developments that contain activities and attractions that will spark further new development. High quality development will respond to growth, positive change, and consistency. Design standards that require all new development to maintain a level of care and quality will give developers the confidence that adjacent projects will add to the quality of the City Center.

Policy CI-1B: Encourage cultural, civic, and entertainment activities and facilities to locate within the City Center.

Discussion

Attractions that can serve both residents of and visitors to the City Center will help enliven and activate the area at all times of day. Cultural and entertainment activities will help bring additional revenues from visitors into the City as well.

Policy CI-1C: Encourage activities and facilities that create a sense of place and identity to locate within the City Center.

Discussion

Developments that can enliven and take advantage of pedestrian-friendly streets, open space improvements, active streets, and public plazas are desirable in the City Center. Civic amenities such as water fountains/features and public art can help attract people to an area and create a sense of place.

Parks provide a sense of place for residents.

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Community Image			
Policy CI-1A: *Improve the City Center's image through high-quality design standards and other features that enhance the City's image.*	• Adopt development standards that discourage single use, monolithic land uses and provide for good building design, pedestrian amenities, appropriate landscaping, public safety, and public amenities such as open space, public art, and water features.	City Council City Staff	Immediate
Policy CI-1B: *Encourage cultural, civic, and entertainment activities and facilities to locate within the City Center.*	• Adopt development standards that provide for mixed use developments through either horizontal or vertical design. • Develop a marketing plan to elevate the image and reputation of SeaTac. • Locate new civic facilities within the City Center area, when possible.	City Council, City Staff STEP City Council City Staff	Immediate Short Term Short Term
Policy CI-1C: *Encourage activities and facilities that create a sense of place and identity to locate within the City Center.*	• Provide incentives for providing public amenities such as open space, public art, water features, and senior housing. • Expedite permit approval for developments that provide public activities and amenities.	City Council, City Staff City Staff	Immediate Short Term

ECONOMIC VITALITY

GOAL 1

To create an aesthetically pleasing atmosphere in order to attract new development and visitors to the City Center area.

Policy EV-1A: Create a favorable business climate through segregating incompatible land uses, providing business incentives, and forming public/private partnerships.

Discussion

Market studies show an increasing amount of new development that could come to the City Center area. The City needs to ensure that the City Center area appeals to high quality developers and encourages the construction of high quality private and public projects. The location of large high-intensity commercial uses catering to a regional market such as office complexes, commercial parking, and large hotels should take advantage of locations near International Boulevard. Zoning near residential areas, however, should emphasize smaller-scale commercial development. The City should partner with the business community to provide public amenities while allowing appropriate commercial development.

Policy EV-1B: Facilitate a community-oriented business district by providing for appropriate residential and commercial development.

Discussion

As surrounding neighborhoods redevelop with townhouses and higher density housing, small-scale, community-oriented businesses will locate in close proximity to capitalize on the commercial opportunities the new population provides. Generous sidewalks and transit options along Main Street will allow good pedestrian access to businesses that locate along Main Street. Frequent cross streets will create a street network that provides easy access to and from Main Street into surrounding neighborhoods.

Policy EV-1C: Encourage multiple use facilities for visitors and residents through parking restrictions and incentive-based programs.

Discussion

Low-intensity parking lots discourage the development of other, more pedestrian-friendly land uses and commute-trip reduction efforts of employers. Restrictions on parking uses, especially immediately adjacent to International Boulevard, will encourage higher intensity uses over the long-term. Parking facilities that can easily accommodate non-parking uses, are safe and attractive at all hours, and that incorporate safe and convenient pedestrian access, will promote multiple use developments. Full use of parking facilities can be accomplished by providing for shared parking arrangements of hotels, commercial parking areas, and retail businesses. The City, business community, Port of Seattle and Sound Transit can enhance pedestrian-oriented business opportunities by providing convenient and safe pedestrian access to major commercial and residential destinations from high capacity transit facilities and the Airport.

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Economic Vitality			
Policy EV-1A: *Create a favorable business climate through segregating incompatible land uses, providing business incentives, and forming public/private partnerships.*	• Adopt development standards that segregate hotel/motel and residential uses to minimize potential conflicts and reduce potential permitting conflicts.	City Council City Staff	Immediate
	• Partner with the Southwest King County Chamber of Commerce to improve marketing efforts.	City Council City Staff	Short Term
Policy EV-1B: *Facilitate a community-oriented business district by providing for appropriate residential and commercial development.*	• Provide zoning sufficient to encourage small-scale commercial uses to develop near "Main Street" in close proximity to high-density residential areas.	City Council City Staff	Short Term
	• Require interconnected arterials and collector streets to enhance access to and through blocks.	City Council City Staff	Immediate
	• Provide on-street parking on 32nd (Main Street) to enhance retail business.	City Council City Staff	Immediate
	• Partner with Sound Transit and the Port of Seattle to enhance pedestrian mobility through provision of pedestrian overpasses, moving sidewalks, and/or automated people mover systems.	City Council City Staff	Short Term

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Policy EV-1C: *Encourage multiple use facilities for visitors and residents through parking restrictions and incentive-based programs.*	• Adopt development standards that limit parking uses.	City Council City Staff	Immediate
	• Restrict parking uses immediately adjacent to International Boulevard.	City Council City Staff	Immediate
	• Adopt development standards for parking facilities that require pre-design to accommodate non-parking uses, are safe and attractive at all hours, and that incorporate safe and convenient pedestrian access.	City Council City Staff	Immediate
	• Prohibit surface commercial parking (park-and-fly) uses.	City Council City Staff	Immediate
	• Adopt development standards that include incentives for commercial parking uses through provision of public amenities.	City Council City Staff	Immediate
	• Permit flexibility in mixed use development through vertical or horizontal configurations.	City Council City Staff	Immediate

ENVIRONMENTAL MANAGEMENT

GOAL 1

To protect and enhance the City's environmental resources.

Interpretive paths through wetlands and natural areas can be educational and enjoyed by all.

Policy EM-1A: Encourage water quality improvements to Bow Lake.

Discussion

Bow Lake receives surface water runoff from a variety of urbanized areas. Historically, the quality of this water has not been controlled before it enters the lake which has resulted in low water quality. Treatment of street runoff and separation of sewer outfalls from stormwater outfalls will improve water quality.

Policy EM-1B: Coordinate with the private sector to provide adequate stormwater detention and treatment, and to enhance wetlands and other significant environmental resources.

Discussion

Treatment of discharge and control of the extent of the water fluctuation is necessary to ensure the water quality improvements to the Des Moines Creek basin. Wetland areas can help to improve water quality by removing impurities before water flows into the lake. Wetlands and natural edges around Bow Lake allow the lake to serve as a temporary detention basin during flood periods. A regional solution to wetland and stormwater improvements could realize economies of scale in wetland and stormwater facility development and management that could optimize investments compared to uncoordinated incremental private investments. The lake can reduce the amount of stormwater detention required for development if designed correctly and regulated.

In addition to its primary function as a storm water management facility, improvements to Bow Lake should also be designed to serve the secondary purpose of providing passive open space.

Bow Lake and its adjacent wetland areas are surrounded by development.

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Environmental Management			
Policy EM-1A: Encourage water quality improvements to Bow Lake.	• Develop water quality improvement projects and seek matching funds from state and federal agencies.	City Council	Short Term
Policy EM-1B: Coordinate with the private sector to provide adequate stormwater detention/treatment and to enhance wetlands and other significant environmental resources.	• Develop a regional stormwater facility, shared wetland bank or stormwater bank to share the burden of facility development.	City Council City Staff	Short Term

OPEN SPACE, PARKS AND RECREATION

GOAL 1

To provide a variety of outdoor and indoor open spaces, parks, plazas, trails and community gathering areas.

Policy OS-1A: Create an integrated system of accessible open space, park and recreational opportunities within the City Center.

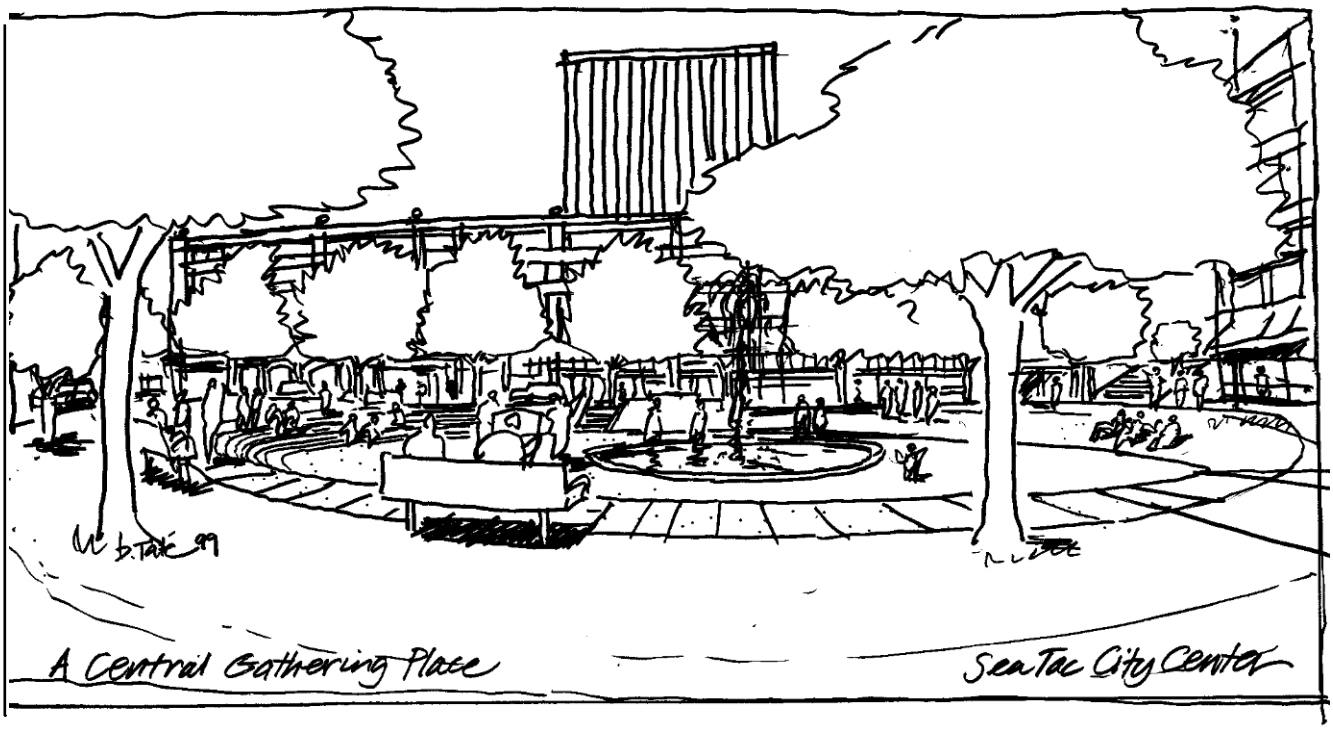
Discussion

A connected network of publicly accessible open spaces provides more opportunities for more people to take advantage of the facilities as well as making the system more versatile. The same paths, parks, sidewalks, and trails can function at both local and community scales as neighborhood play spaces, civic gathering spaces, commuter bicycling trails, and/or recreational walking trails.

Policy OS-1B: Create a series of public mini-parks throughout the City Center.

Discussion

Neighborhood pocket parks and plaza spaces provide sense of community and pride and improve quality of life. The City Center Plan calls for a variety of parks in residential areas as well as open spaces in urban areas and commercial zones.



Public plazas with fountains, seating, trees, and grass provide much needed relief from the hard, paved cityscape. These gathering spaces serve local residents and workers, as well as visitors, shoppers, and those passing through to the Airport or transit station.

Policy OS-1C: Encourage the development of small gathering places, such as plazas or courtyards.

Discussion

Private developments can augment the numbers of visitors and customers by providing street level plazas, raised courtyards, and arcades that are open to the public during business hours. These areas can provide safe, active spaces that add life and interest to the City Center and make for a successful development project.

Policy OS-1D: Encourage the development of trails and paths to link areas of open spaces with other public or private facilities.

Discussion

Pedestrian-friendly streetscapes with street trees, lighting, safe crosswalks, and street furniture encourage people to walk to nearby uses. Trails linking to parks, transit, and attractions encourage use by neighbors. Public access through private developments should be provided at reasonable times, but may be closed at night for security purposes.

Policy OS-1E: Promote Bow Lake as the focal point for the City Center.

Discussion

Bow Lake has the potential to become a multi-faceted recreational and natural focus for the City Center. The addition of public viewpoints, trails, boardwalks, educational features, and recreational facilities will make it a community resource for recreation, as well as improving water quality.

Example of a boardwalk around lake and wetland areas.

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Open Space, Parks, and Recreation			
Policy OS-1A: *Create an integrated system of accessible open space, park and recreational opportunities within the City Center.*	• Adopt development standards that establish locations of open spaces connecting public and private open spaces, parks and trails to be acquired or set aside by developers as open space, or in return for public benefits.	City Council City Staff	Immediate
	• Establish incentives to dedicate open space in return for public benefits in accordance with the adopted City Center Plan.	City Council City Staff	Immediate
Policy OS-1B: *Create a series of public mini-parks throughout the City Center.*	• Adopt level of service standards for neighborhoods parks associated with residential and commercial development.	City Council City Staff	Immediate
	• Establish locations of pocket parks to be acquired or set aside by developers as open space, or in return for public benefits.	City Council City Staff	Immediate
Policy OS-1C: *Encourage the development of small gathering places, such as plazas or courtyards.*	• Adopt development standards that define standards for plazas and courtyards.	City Council City Staff	Immediate
	• Adopt development standards that provide incentives to create plazas and courtyards, including setback provisions and open space dedication.	City Council City Staff	Immediate

Proposed Policies	Implementation Strategies	Primary Responsibility	Time Line
Policy OS-1D: *Encourage the development of trails and paths to link areas of open spaces with other public or private facilities.*	• Adopt development standards that encourage businesses to provide pedestrian access through developments when possible.	City Council City Staff	Immediate
	• Adopt development standards that provide for street trees, adequate lighting, safe crosswalks, and street furniture.	City Council City Staff	Immediate
	• Seek grants or other funds for creating a trail system around Bow Lake.	City Council City Staff	Short Term
Policy OS-1E: *Promote Bow Lake as the focal point for the City Center.*	• Adopt development standards that provide incentives to provide public access to Bow Lake.	City Council City Staff	Immediate
	• Incorporate active and passive recreational features into stormwater and wetland improvements at Bow Lake, where possible.	City Council City Staff	Short Term
	• Apply for water quality improvement matching funds from state and federal agencies.	City Staff	Short Term

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Strategic Action Plan

6. Strategic Action Plan

The implementation of the goals and vision identified in the City Center Plan will be an evolving process. The City will need to work cooperatively with the Port, residents and the local business community to ensure the success of the Plan. The City has prepared this Strategic Action Plan to identify specific actions and the anticipated timing of future development in the City Center area which will help provide certainty and predictability to residents and the development community. The Strategic Action Plan is organized as follows:

1. Priority City Actions;
2. Phasing Plan; and
3. Implementation Plan.

6.1 Priority City Actions

In order to encourage future City Center development, move away from segregated land uses and congested roadways, and move towards a more integrated street network and pedestrian friendly community, the City will need to take some deliberate actions. The following action is intended as a menu of items from which the City may pick. Not all of these items can or should be implemented at once. These action items have been organized based on the entities involved in their implementation as follows: Interagency Cooperation, Public-Private Partnerships, and City Amenities. The Action Plan for the City could be phased as outlined in the Section 6.2 over the next five to twenty year period.

A set of key development issues was introduced in the beginning of this document. These issues were used as the starting point for the City Center Plan and point out the key factors that need to be addressed in order to implement changes in land use, character, density, and image for SeaTac's City Center. These issues appear again in this Chapter to introduce the proposed action items.

The following sections address and then illustrate how the key development issues relate to the priority actions of this Plan:

- Interagency Cooperation
- Public/Private Partnerships
- City Actions
- Examples of Civic Character and Public Amenities

A. Interagency Cooperation

The actions of the City and private development activities will need to be closely coordinated with other planned public construction projects being proposed by the Airport and with Light Rail Transit being constructed by Sound Transit. The following are actions the City will need to address and coordinate with other agencies:

The City and the Airport should work cooperatively to ensure compatibility and to encourage the sharing of amenities.

The Airport is the major economic engine for the area. Both jobs and related services all focus on the Airport. Planned new Airport access roadways will reduce impacts on City streets allowing additional commercial development. As the Park-&-Fly market consolidates itself on and near the Airport within garage structures, many surface parking lot sites will open up within the City Center for redevelopment. Less compatible uses such as housing are not appropriate near the high noise level zones, but nearby housing is essential for employees. Local property taxes are offset by the Airport's commercial uses. The Park-&-Fly market will be located partly on and off the Airport which provides reduced development risk for other types of projects. With good access by automobiles, commercial vehicles, and pedestrians, the City Center and Airport can work together to provide complementary services and uses. Hotels and retail uses will be attracted to these transportation hubs. Transit links to the rental car facility will reduce on-site parking demand, which could create a substantial development cost savings.

Improvements to public transit should be encouraged to help improve the quality of housing and non-residential development, thereby creating more diverse neighborhoods.

Examples from other cities around the country show that one of the most efficient and most proven ways to increase housing and commercial quality, and spark new development is to commit to a Capital Improvements Program which includes the development of a permanent transit system. Sound Transit's SeaTac/Airport Station is located to most conveniently to serve commercial areas, which may include some residential development in future mixed use projects. Since some of the existing multifamily developments are farther than ¼ mile from the station, the City and transit agencies should initiate a variety of improvements and provide alternative transit options to increase ridership or influence development interests.

The LRT station should enhance the link between the City and the Airport.

The SeaTac/Airport Station and pedestrian bridge across International Boulevard provide a link between the Airport to the west and the City Center residential and commercial areas to the east. The City has adopted development standards which promote safe and convenient pedestrian access. The City, Port and transit agencies will need to continue to coordinate designs and standards at this key connection point in order to promote wayfinding of the travelling public and provide convenient linkages.

Potential Actions:

1. Collaborate on Airport employee services

   Given the large number of Airport employees, the Port and City should evaluate the amount and types of employee services to be provided on Port property or within the City. These services could include health care and recreational facilities such as a golf driving range, 24-hour gyms, and running trails.

2. Manage traffic

   The City and Port should continue to work together to develop strategies for managing the increasing traffic volumes in the City and to the Airport. Reducing travel times will improve traffic flow as well as reduce vehicle emissions.

3. Improve landscaping at gateways to the Airport and City

   The Port and City should continue to work together to enhance the identity and quality of gateway areas to the Airport and City.

5. Control air quality and reduce noise

   The City and Port should continue to work with other south King County cities to secure funding for the SR 509 extension and South Access Expressway to reduce traffic congestion around the City Center to improve traffic flow as well as reduce emissions. Airport noise is periodically examined through the Part 150 Noise Study.

6. Support efforts to create and improve the stock of housing in a manner consistent with airport functions

   Housing development near an Airport must be carefully located and constructed to a high standard in order to mitigate impacts from aircraft noise. The City will locate new housing outside of high noise areas where possible, and will continue to implement noise-related building codes to ensure that new housing is appropriately insulated from aircraft noise. The Port and City will collaborate on airport noise monitoring and remediation programs through the FAA Part 150 program.

7. Define and reasonably share future parking and commercial uses between the City Center and Airport properties

   The ILA, addresses the need to coordinate City and Port plans regarding the location and timing of future Airport-associated employee and commercial parking uses, as well as other major traffic generators including commercial uses such as hotels. The City and Port will collaborate on future parking and commercial uses to ensure that the needs of both agencies are served by future development activities on and off-Airport property.

B. Public/Private Partnerships

Structured parking should be encouraged to accommodate the demand for park-&-fly while preserving land for other uses.

Park-&-Fly garages can be both an economic benefit to the City and reduce the amount of land in the City Center taken up by surface parking lots. The consolidation of parking into garages would make available land for future hotel and office development. They would also help to reduce runoff and improve water quality in the area and improve the visual character of the City and Airport. For example, the City, alone or with private sector/operators, could move to develop 3000-5000 new Park-&-Fly spaces in the City Center and North Gateway areas to serve the Park-&-Fly market. The City's portion of the revenues could be allocated to fund the needed improvements in the area that would benefit the citizens and businesses as well as the Airport. Rather than implementing a Public Development or Parking Authority, the City could work with landowners and developers to forge a partnership arrangement. Later on, as more garages are built by the Airport and the debt service is reduced on the City Center garages, some of the garages could become parking facilities for commercial and hotel uses.

Public and private interests should develop partnerships to enhance the pedestrian and built environment.

Stakeholder meetings have shown that the business community views the responsibility for enhancing the pedestrian environment as a responsibility of the public sector. The residents strongly support these improvements, including streets, parks and roadway safety features (the International Boulevard reconstruction was identified in our market interviews as the one most positive element in improving SeaTac's image). Initially, the City will need to invest in these enhancements to begin the redevelopment process. Once the benefits of these amenities are seen, perhaps the private sector will join in on their own parcels and provide amenities to their employees.

Potential Actions:

1. Balance amenities with density

   The application of development standards as new development comes on-line will improve the quality of both projects and enhance environmental quality gradually over time as both the density and intensity of land uses gradually increase. Through a design review process or via Development Agreements, a case-by-case balancing of benefits between City and private sector can be achieved.

2. Link capital improvements to rezones and improved quality of development

   Linking the timing of rezones to the capital improvements to 32nd Avenue South (Main Street Corridor) would ensure concurrency of development with the necessary infrastructure to serve the planned uses. Incentives could be provided to allow increased density or quality of developments and City investments in infrastructure and streetscape improvements when additional public benefits are assured.

3. Develop a cooperative Park-&-Fly strategy

   The City and the Airport should assess the demand for and impacts of future parking uses. Such an assessment could provide for the development of parking over time as the Airport's share of the supply of commercial parking grows over the next few years or as Sound Transit completes the LRT program and some of the areas devoted to parking in the City Center is converted from Park & Fly to commercial and office uses. The potential for revenue sharing also exists. For example, the City could undertake a garage construction through a public-private development process where potential reductions in cost could occur along with a sharing in the revenue stream. The revenue stream could be dedicated to City Center improvement projects. For example, the City could allocate some of the revenue stream to purchase surface Park-&-Fly lots that do not meet City standards regarding aesthetics and water quality. The City could redevelop these sites and help improve the environment as expanded redevelopment sites.

4. Marketing campaign

   The City is evaluating options for using hotel/motel tax monies to finance a marketing campaign aimed at various target markets such as tourists, wedding and entertainment groups and business travelers to encourage them extend their stay in the City and use it as a base to undertake business and recreational activities. Subsidized promotions, such as premiums or discounts, could be used to improve off-peak room occupancy thereby increasing the potential for secondary expenditures such as car rentals, food, and entertainment. Vacationers could extend their trips a day or two to attend events or go sightseeing. Business traveler's could enjoy fitness centers, conference and business service functions through a joint conference and community center facility.

5. Leverage community benefits from construction

   Street, utility and park/amenity improvements could be supported through a combination of Local Improvement Districts (LID), hotel/motel taxes, and parking taxes, as well as revenue bonds paid for through impact fees. There are opportunities to leverage more housing and neighborhood commercial development in the City Center and provide jobs and job training for local residents through construction employment agreements.

6. Create prototype developments

   Through cooperation with property owners, the City could identify several large lots appropriate for prototypical, demonstration development projects and assist in the development process. A design competition could generate creative ideas for mixed use, hotel, or senior housing projects on potential demonstration sites where shared parking with commercial uses could reduce site constraints and costs.

7. Create recreational attractions

   In addition to creating publicly accessible outdoor areas, a variety of year-round indoor recreation uses could be developed for the joint use of hotel guests, Airport and business employees, and local residents such as a golf driving range, gym, or performing arts facility.

8. Explore creation of a Conference/Community Center

   A conference/community center could be developed similar to the Labor and Industries facility in Tumwater. A combination of hotel motel tax dollars and Park-&-Fly income could subsidize such a facility that would serve both community needs and support the hotel/motel industry.

C. City Actions

The City should invest in public amenities to attract private redevelopment in the City Center.

There are many examples of cities in the Pacific Northwest that have successfully sparked redevelopment through publicly initiated improvement programs. Downtown Kirkland, Mercer Island and Bellevue have built parks, developed specialty signage programs, and invested in street furnishings and lighting that showcase special areas, resulting in both increased civic pride and retail activity. Portland's waterfront and the Port of Seattle's Bell Harbor Center in Seattle have created artistic, active, and enjoyable public spaces to enliven these areas.

The City should work to maintain and expand SeaTac's share of the hotel market to help foster more retail and entertainment activities.

There is a great potential to capture more travel related dollars and as create additional new attractions for business travelers local residents. There is a demand for over 3,400 new hotel rooms and this increase will generate secondary demand for 24-hour fitness centers, micro-brew pubs, quality/specialty food and entertainment uses, as well as a specialty niche markets for the region's retailers such as REI or others that see proximity to the Airport as an advantage.

Potential Actions:

1. Require Park-&-Fly uses to be located in garages

   The City could revise its zoning to require all Park-&-Fly uses to be in a structure if more than 200 spaces are created.

2. Build new arterial streets

   The construction of Main Street may require the City to purchase some additional right-of-way and construct new roads. These public investments and related actions to rezone adjacent properties will show the City's commitment to the redevelopment of the City

Center. These will be expensive improvements but they will have the largest impact on the scale and character of future development.

3. Develop pedestrian crossings

Pedestrian crossings at major intersections along International Boulevard should be grade-separated or served by improved, at-grade crossings in order to enhance both vehicular and pedestrian use and safety.

4. Define gateways

Gateways to the Airport and City Center core intersections should be carefully designed to enhance the image and identity of the areas, as well as to improve both the traffic flow and wayfinding of the travelling public.

5. Improve Bow Lake

Bow Lake and associated wetlands should be enhanced to improve their water quality and stormwater functions. Surface run-off from all impacting surface parking lots should be treated, and biofiltration and storage areas should be provided to clean and cool water. Wetlands should be improved and trails to or around Bow Lake and/or the wetlands should be developed.

6. Provide plazas, parks, trails and open spaces

Public open spaces are a key representation of the character of a community. They provide the opportunity for public gatherings and interactions, and support wayfinding through a City. Public streets and paths could be punctuated by a variety of spaces they pass through, from narrow corridors to wide open spaces.

Plazas act as transition points and places to meet, rest and gather. Plazas also provide a valuable forum for public meetings both formal and informal and are essential for a community to feel part of a democratic, diverse, and vibrant society.

An area adjacent to Bow Lake and/or its associated wetland should be acquired for use as a public park/community center. This new recreation area would be close to hotels and many single- and multi-family residential areas. It could function much like Peter Kirk Park in Kirkland or Bellevue's new downtown park, attracting both residents and employees to the City Center. Adjacent areas could be redeveloped as prototype development projects to demonstrate how the residents will benefit from the Plan's emphasis on increased public amenities to support improved housing quality and home ownership.

The City could also provide incentives for increased housing density by providing open space improvements if design and density requirements are met. The City could build a pocket park, playground, or trail connection in conjunction with a new development project.

Trails that link open spaces and plazas with residential and business areas could serve as a highly attractive amenity. A series of trails would help foster a pedestrian-oriented environment and would afford residents, employees and visitors alike the ability to access the City Center area without getting in their car.

7. Develop signage, lighting, street tree, public art and other visual improvement programs

   Introduction of unique signs, light poles, light fixtures, banners, or other public way-finding devices prove to the public that the City takes pride in its public streetscapes and open spaces. By developing a design for these elements that embodies the character of the City Center areas the City wants to express, people will take pride in the City and enjoy their visits to the City Center. Attitudes towards the City can be improved through some simple efforts to involve the public in the history of the area. Visible public improvements demonstrate that the City government is involved with the community and is willing to work with the private sector to bring about improvements to the cityscape. Incentives for public art would also support the City's art program, encourage artistic enterprises, and provide opportunities for citizens to participate in the civic life of the area.

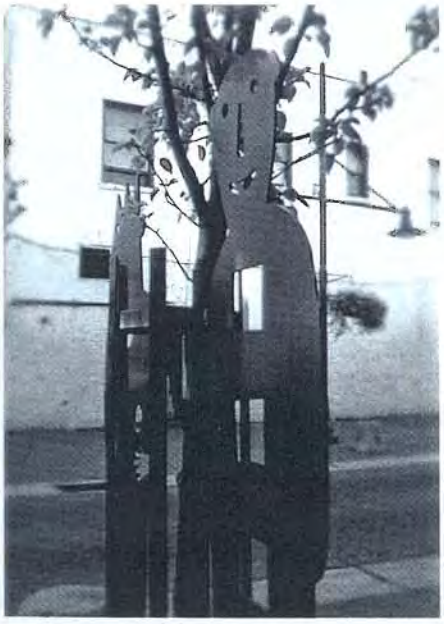
D. Examples of Civic Character and Public Amenities

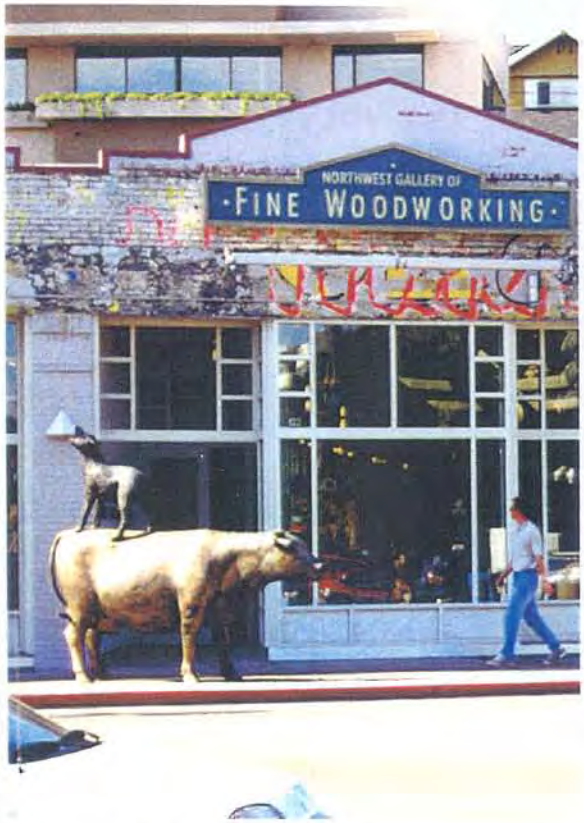
The following section gives a sampling of what other cities in the Pacific Northwest have created in order to improve the quality of their public realm. As discussed above, the addition of unique streetscape elements such as lighting, furniture, signage, and artwork can create a sense of place and encourage a sense of civic pride in a community. Similarly the development of parks, wetlands, open spaces, plazas, and public gathering spaces provides a forum for civic interaction and dialogue that is so essential for a vibrant community.

Street Lights

Neighborhood light fixtures can be developed with a distinctive theme to respond to specific neighborhood goals, history, and character.

Public Art





Artwork placed in the public realm have the unique ability to spark interest in a place through play and interaction, whimsey and laughter, education and learning.

Signage

Signage designs can be tailored to attract attention to a commercial district, retail zone, or mixed use neighborhood through the use of unique shapes, vibrant color schemes, or historical or traditional themes.

Fountains

The sound of water provides a soothing backdrop to the hustle of daily life. Fountains have the ability to mask the sounds of traffic and airplanes as well as providing a lively and active focus to public spaces.

Parks

Parks are an important component of the urban environment. Whether large or small, parks can serve such diverse functions as active recreation for young and old, passive recreation/quiet enjoyment, community gathering places, environmental enhancement, and community identity.

Plazas

Plazas form an important thread in the urban fabric, serving to connect the private and public realms, define urban spaces, and improve connections between larger open spaces, and/or parks. Plazas can also enhance entrances to private buildings, provide outdoor space for commercial activity such as restaurant/cafe seating, and provide space for public art to promote community identity.

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Appendix

CASE STUDIES OF CITY AND TOWN CENTERS

Bethesda Metro Center,
Bethesda, Maryland

Tualatin Commons,
Tualatin, Oregon

Redmond Town Center,
Redmond, Washington

Cascade Station,
Portland, Oregon

Glendale Town Center,
Glendale, California

Prepared by LMN Architects, Cascade Design Collaborative, and City of SeaTac Planning Department.

BETHESDA METRO CENTER

Bethesda, Maryland

Introduction

In accordance with the 1976 *Bethesda Central Business District Sector Plan*, the Bethesda Metro Center, a mixed-use, transit-oriented complex opened in 1984 in the Maryland suburb of Washington, DC. Subsequently, nearly three million square feet of new office space have been completed in concert with 5,000 new housing units, forty-nine percent of which are accommodated in high-rise developments.

The Bethesda Metro Center, completed in 1984.

In 1994, Bethesda adopted a revised version of the 1976 plan to "realize the vision of Bethesda as a diverse and lively downtown" with an emphasis on "well-designed redevelopment within the Metro Core and [to] reinforce the physical character and varied activities of districts radiating out from the Core so that each neighborhood has a distinct identity yet is linked into a coherent whole." This revised Plan focuses on development contained within what the Plan describes as the Metro Core and Transit Station Residential Districts.

The Bethesda Metro Core offers a variety of shops and restaurants. Outdoor benches encourage a lively, pedestrian environment.

Mix of Uses

The Bethesda Metro Center itself contains retail, hotel and office uses and is considered the town center of downtown. This project prompted development in downtown Bethesda that has fostered an "ambience of street life, shops, and restaurants." The Plan expresses that the economic vitality of Bethesda lies in the "eclectic mix of shops that offer hard-to-find items." In addition, the city maintains a reputation for outstanding restaurants. The Plan expresses that much of Bethesda's success lies in the private sector's initiative to create a viable mixed-use neighborhood.

Pedestrian Orientation

Bethesda is an excellent example of a city whose pedestrian quality has grown around the addition of the Metro Center. In response to its increased pedestrian activity, Bethesda has adopted urban design guidelines that promote pedestrian-oriented activities (e.g. storefront display windows, well-defined open space, street furniture, lighting, and landscaping, and the removal of physical

barriers that deter pedestrians). Outdoor seating at many of Bethesda's restaurants enhances pedestrian activity.

Streets and Blocks

Buildings in the Metro Core are required to have minimal setbacks. The city calls for smaller, walkable block sizes.

The Bethesda Metro Core incorporates streetscaping and minimal setbacks.

Public Spaces

At the heart of downtown, Bethesda Metro Center offers a substantial urban open space that is linked to a series of smaller plaza spaces along Wisconsin Avenue, the main artery through the city. This series of spaces has been named the "Discovery Trail" network and the Plan calls for incorporating new open space into this system and to strengthen gateways. Public spaces and the city's streetscape follow a "garden design" theme that promotes public art.

Connections with Civic Places

Bethesda's newest plan calls for a "cultural district" theme which intends to promote, guide, and link development to "new performance space, galleries, studios, arts-related retail, and a variety of events that will create a critical mass of cultural spaces and activities." It is envisioned that these types of civic places will set Bethesda apart from other transit-oriented suburban communities, creating a unique, urban atmosphere. Anticipated activities range from film festivals to community theaters.

Bethesda's "Discovery Trail" network links public parks and open space.

Connections from residential areas encourage pedestrian access to the public library and other civic places such as parks. Streetscaping plays a vital role in achieving these connections.

Concealed Parking

In order to maintain an urban tone, Bethesda has designated a Parking District and ensures that "all parking facilities next to single-family neighborhoods are designed to be compatible with adjacent residences." Public involvement in the planning process helps mediate decisions on parking structure location. The Plan calls for "attractive landscaping and screening" in all parking areas with a preference for below-grade garages. When necessary, above-grade parking is limited to a single story with façade treatments requiring sensitivity to nearby residents while providing appropriate, sensible lighting.

Public art enlivens the large, public plaza at Bethesda Metro Center.

The Parking District primarily intends to provide "adequate parking supply for retail and service business customer" and limits the number of employee-related parking spaces in order to foster Metro ridership.

Distinctive Buildings

Development surrounding the Bethesda Metro Center is primarily, high-rise, first-class office buildings that pay specific attention to locating retail uses along the ground floor to promote a pedestrian environment. Compact development is encouraged in the Metro Core, as is a gradual step-down in height as buildings move further from the Center. Surrounding the Metro Center, Bethesda has over fifteen historic structures that serve as guides to surrounding development.

Bethesda is home to many high-rise, first-class office buildings with retail on the ground floors.

Dramatic Skyline

Bethesda's skyline is defined primarily by the large development contained within and around the Bethesda Metro Center.

Residential Quality

The Transit Station Residential (TS-R) District was partially developed with high-rise and single-family housing prior to its inception. New development has been in the form of mid- to high-rise apartments with a TS-R requirement of 50% green space and a step-down in height from twelve to five floors as development moves further from the CBD. Setbacks are determined on a case-by-case scenario in order to accommodate significant public and private open space in the TS-R District. The preferred form of residential development locates parking beneath the structure, has pitched roof forms, and "active, unit entrances along the street." Pedestrian linkages between residential buildings and other public spaces, such as the library, are encouraged.

The Chase at Bethesda is an example of the City's high-rise residential structures, which incorporate landscaped forecourts and decks.

Primary Source—Montgomery County Planning Department, *The Bethesda Central Business District Sector Plan:* Silver Spring, MD; July 1994.

TUALATIN COMMONS

Tualatin, Oregon

Introduction

The Tualatin Commons is centered around the Lake of the Commons.

Located ten miles south of Portland, Tualatin Commons is a 19-acre mixed use development consisting of office buildings, a hotel, rowhouses, work/live units, restaurants and a public plaza, all centered around a 3-acre lake.

Development of the site occurred in fits and starts beginning first in 1975 with the establishment of urban renewal boundaries around Tualatin. Several attempts to develop the site during the 1980s failed and the City of Tualatin realized that it would have to take the initiative to promote development of the site. Between 1985 and 1987, the City purchased the site, which consisted of a number of dilapidated buildings and a non-conforming dog food factory, with the intent of undertaking the initiative to redevelop the site itself.

The impetus behind the City's action was provided by residents of the local community who, through community surveys and neighborhood meetings, called for the creation of a central place or a "heart" to their city.

After purchasing the site, the City divided the area into seven parcels for private purchase. Each parcel was located adjacent to public spaces (a lake, public plaza and a promenade). The heart of the project, both physically and symbolically, is the 3-acre "Lake of the Commons." Market analysis indicated that the Lake created a "ring of value" and served as the "anchor" for developers seeking an aesthetically-appealing site. The Lake serves a number of other important functions in addition to attracting business: it serves as a community gathering place, hosting a number of seasonal festivals and encouraging active and passive recreation; it also replaces 2 acres of city streets, thereby reducing impervious surfaces, traffic congestion and auto emissions.

Mix of Uses

Tualatin Commons supports a 40-unit hotel and several restaurants. Two multi-story office buildings provide business and employment opportunities to

residents and support the onsite restaurants. Residential development consists of high-end rowhouses and the *Tualatin Mews*—owner-occupied home offices ("hoffices") that are comprised of ground-level commercial space, with two levels of living space above. Additional residential development is planned for the future owing to the success of the project (100 percent of the residential units and office spaces have been sold or leased).

The pedestrian promenade provides pleasant access to offices and residences.

Pedestrian Orientation

The Lake of the Commons is surrounded by a wide promenade, lined with decorative paving, lush landscape, public art and street furniture. The promenade provides access to the lake from nearby parking lots and adjacent buildings. It also links the lake to the residents, "hoffices" and restaurants that surround the Lake.

Ground level retail spaces, "hoffices," front onto courtyards.

Streets and Blocks

Circulation at Tualatin Commons is provided primarily by the pedestrian promenade that surrounds the Lake. Access to adjacent buildings and parking lots is provided by a number of small pedestrian pathways that connect to the promenade.

Public Spaces

In addition to the Lake and pedestrian promenade, Tualatin Commons contains other features that promote public gathering, including a 20,000 square-foot public plaza. At its center is a ground-level fountain that contains a series of button-operated water jets. The plaza also has a large open-air colonnade that hosts a number of events including a seasonal crawfish festival.

The promenade along the lake creates the major retail face.

Connections with Civic Places

A community center has been designed into Tualatin Commons' site plan, providing more opportunities for public gathering and serving to augment the site as the City's central focal point.

Concealed Parking

Adjacent parking lots and on-street parking that serve the business at Tualatin Commons are screened by the buildings on site. All residential parking is located

Water features enliven residential areas.

underground, with the exception of the seven "hoffice" units, which provide concealed garages under each unit.

Distinctive Buildings

Tualatin is characterized by a mixture of high-quality and aesthetically-appealing development which serve to complement one another. A clock tower is planned as a public arts project and will serve as a distinctive focal point for the area.

Dramatic Skyline

Although Tualatin Commons is a self-contained development that surrounds a lake, a number of viewsheds have been created to provide glimpses of the lake from outside the site, inviting and encouraging exploration of the site.

Residential Quality

Although many of the units consist of high-end rowhouses, a number of market-rate and moderate-rent apartments and townhomes are planned for future residential development phases.

REDMOND TOWN CENTER

Redmond, Washington

Introduction

The 1,375,000 square-foot Redmond Town Center is located on a former golf course in Redmond, Washington, a suburb of Seattle. The unique retail core was developed using new-urbanist principles to create a pedestrian-scale, multi-level shopping center with retail, restaurants, movie theaters, offices, and a hotel which blend with Redmond's downtown.

The Redmond Town Center offers a variety of activities in a neighborhood-like environment that follows new-urbanist principles. The scale, streetscaping and transparent ground floors add to the pedestrian quality of the Town Center.

Mix of Uses

Redmond Town Center has a distinct mix of uses that range from offices to large, retail anchors such as Recreational Equipment Inc.(REI). In concert with this use, the Town Center weaves together the critical elements of outdoor activities, dining, and entertainment within a pedestrian friendly environment that invites strolling.

Pedestrian Orientation

By blending an exciting retail environment on the ground floors with streetscaping and urban elements such as benches and minimal setbacks, the suburban Redmond Town Center exemplifies the kind of pedestrian environments found in urban settings. Specific attention has been paid to details such as dramatic signage which serves to engage the eyes and pull the pedestrians through the environment.

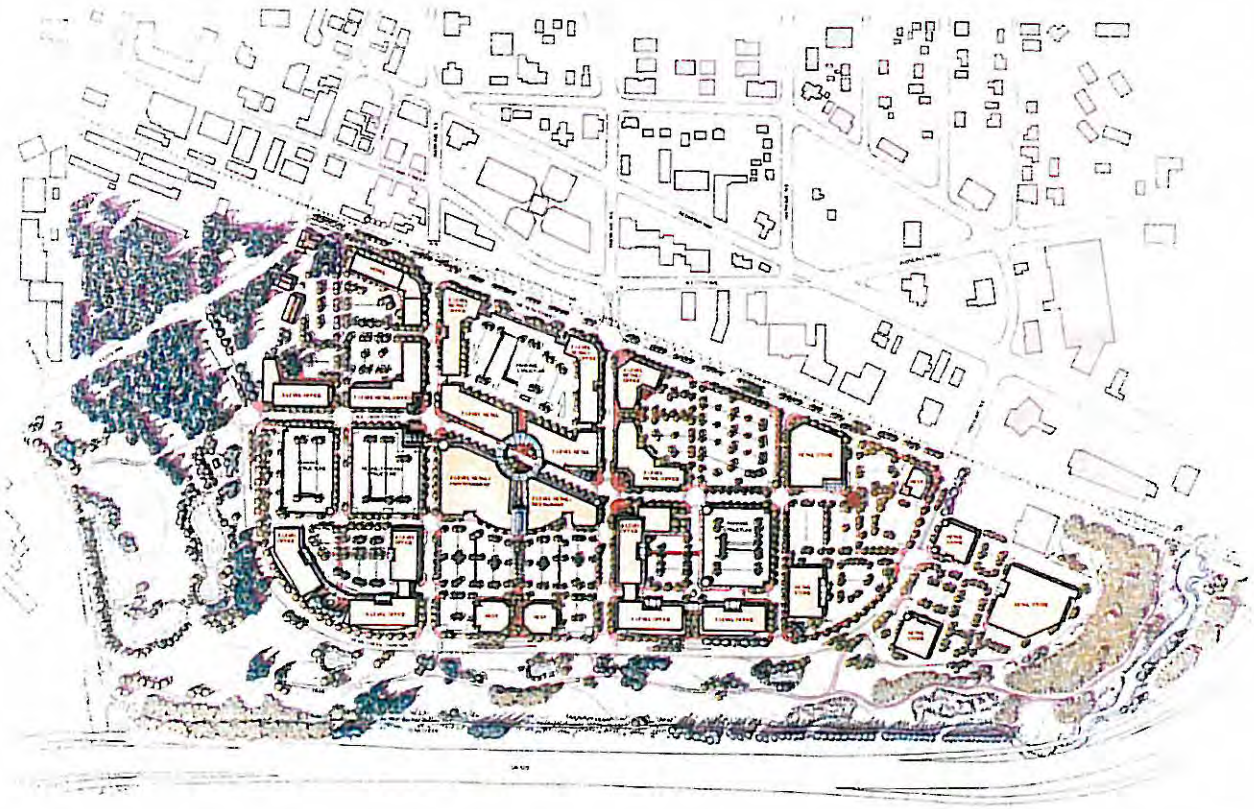
The Town Center incorporates urban plazas with public art that is interactive.

Streets and Blocks

Unlike traditional suburban strip malls, the Redmond Town Center forgoes super blocks and expansive parking lots in favor of city-sized blocks with parking garages to the rear. Development fronts on through streets to create a pedestrian friendly, urban street wall.

Public Spaces

Urban plazas, found throughout the Center, are linked together by inviting pedestrian walkways. Engaging public art enhances these active spaces which also include site furnishings, fountains and landscaping. Linkages are provided to surrounding trails and bicycle paths with



The Redmond Town Center incorporates city-sized streets and blocks, tucks parking behind the main, retail structures, and links to trail systems running throughout the city.

special crossing treatments that traverse over rail lines, creeks, and vehicular crossings.

Connections with Civic Places

Redmond Town Center is linked to the city's overall downtown pedestrian network, which in turn links it to the civic campus on the other side of the Redmond's downtown. In addition, the Town Center is connected to the Sammamish River Trail and will connect to the future Bear Creek Trail.

Parking structures, set to the rear of the Town Center, blend using details similar to the retail buildings.

Concealed Parking

Parking structures are designed to minimize visual impact by employing modulating facades or hiding the parking structure entirely by building facades and landscaping. Surface parking, too, is screened by buildings and landscaping. The proximity of parking to businesses allows visitors and employees to park their cars and experience the entire Town Center on foot. Parking structure entrances are designed to blend with the structures while still providing drivers with obvious entrances.

Buidings are distinguished by strong details and an attention to form.

Distinctive Buildings

Redmond Town Center's architecture uses current construction techniques that mimic the scale and form of the more traditional buildings found in the city. Significance is given to entryway features and welcoming plaza areas. A consistency in style sets the standard for future development in the area, paying attention to details of "base, body, and cornice-line treatments" while allowing for tenant flexibility. Building designs avoid long, flat expanses in favor of detailed cornices and other architectural elements that break up the massing.

Buildings in the Town Center create an attractive skyline both night and day.

Dramatic Skyline

While the architecture is primarily limited to three stories, in keeping with Redmond's existing scale, the Town Center uses tower elements, lighted at night, to create a dramatic and distinctive skyline without being an obtrusive neighbor to the existing residential areas.

Residential Quality

Mixed-use buildings that include residential facilities above call for setbacks and landscaping treatments that lend themselves to a residential quality.

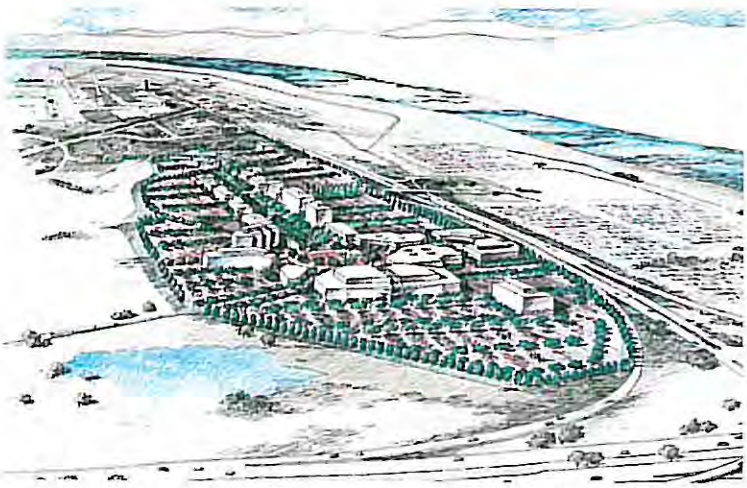
Primary Source—LMN Architects; *Redmond Town Center Master Plan & Design Guidelines:* Seattle, WA; July 1995.

CASCADE STATION

Portland, Oregon

Introduction

The Cascade Station Master Plan exemplifies the concept of transit-oriented design by blending a new, mixed-use community with the proposed Cascade Station rail stop on the Portland Metropolitan Area Express (MAX) transit system. Adjacent to the Portland International Airport (PDX), Cascade Station will comprise a community of retail, offices, hotel buildings, and open space within a pedestrian-oriented environment that reduces the need for automobile transportation not only to Cascade Station, but also to and from the airport.



Preliminary plans for Cascade Station indicate building uses and open space.

Mix of Uses

Cascade Station will be composed primarily of retail, office uses, and open space coupled with airport-oriented facilities such as first-class hotels. The MAX station will create a pedestrian-oriented, urban feel.

Pedestrian Orientation

Streetscaping and building scale and materials will enhance the project's pedestrian orientation. Buildings in Cascade Station will be required to have ground floor window treatments that are transparent in nature in order to "enhance the pedestrian environment." Awnings, or similar devices are required at entries to all buildings and recommended to "project over the sidewalk in other areas."

Streets and Blocks

Buildings in Cascade Station will front the primary streets of the development with smaller block sizes that mimic downtown Portland's scale.

Public Spaces

Central to Cascade Station is a green "spine" that runs the length of this development in the form of park blocks. Flanked by walkways, this linear park provides generous public space within a denser, urban environment. The park will be an attractive amenity to businesses

whose employees will be able to use the space for activities such as lunch breaks and jogging. Visitors to Cascade Station will also enjoy this central feature located where many developments mar the landscape with a sea of parking.

Connections with Civic Places

The MAX lightrail system will connect Cascade Station with Greater Portland's many civic places.

Concealed Parking

Parking at Cascade Station will be shielded behind the development's attractive, mixed-use structures.

Distinctive Buildings

The Cascade Station Master Plan District requires that the principal orientation and entrance to buildings be located on the main street with minimal and consistent setbacks.

Dramatic Skyline

The first-class hotels planned for Cascade Station will invite world-class architects to develop Cascade Station's new and unique skyline which will be seen not only from the ground, but will also serve as an aerial gateway for the hundreds of flights arriving and departing daily from Portland International Airport.

Residential Quality

Residential development is not envisioned for Cascade Station at this time.

Primary Source—Portland Bureau of Planning: *Cascade Station/ Portland International Center: Plan District Recommended Draft*, Portland, OR; December 1998.

GLENDALE TOWN CENTER

Glendale, California

Introduction

Glendale California, located just North of Los Angles, is the product of two significant planning efforts. The first plan was embarked on in the 1970s, creating the Downtown Redevelopment Project Area and included the Glendale Galleria, a significant retail project that served as the catalyst for development in the area. The second effort occurred in the 1980s, triggering the numerous office towers associated with the City's skyline. The 1990s brought about a need for growth management as well as the desire to re-examine the city's planning activities. A public-private partnership, the Glendale Partners, was formed in 1993 to envision a future town center. The partnership hired urban planner Alex Cooper to develop a plan for the area. This developed into a visionary publication, the Cooper Report, which was adopted by the Glendale City Council in 1994. In succession, an Implementation Steering Group was formed from business leaders, public officials, and community representatives who, united with the Neighborhood Task Force, developed the Greater Downtown Strategic Plan (GDSP).

The proposed Town Center in the heart of Glendale, California.

The GDSP sets forth public actions that include, but are not limited to, business development strategies, new parks and public buildings, street design, public transportation and parking to be complemented by private development in the form of hotels, offices, retail and housing. Included in the GDSP is the creation of a Glendale Town Center, a new area to be served by a new transit shuttle. The Plan buildout was projected to accommodate a population of 225,000.

Mix of Uses

An effort will be made to attract a variety of tenants who provide uses the GDSP has labeled as "pedestrian and sidewalk activity generators." Examples of these types of uses include restaurants (especially with outdoor seating areas), home furnishing stores, clothing stores, and movie theaters. Ideally, these types of spaces will be complemented by a mix of public and private cultural facilities such as art galleries.

A variety of uses will line the streets of Glendale including specialty restaurants with outdoor seating.

Streetscaping and sidewalk activity make for a friendly pedestrian environment.

The new Centennial Square adds substantial open space to Glendale's Downtown.

Civic places and open spaces are planned for Glendale's Town Center District.

Pedestrian Orientation

The GDSP specifically envisions a Town Center that is primarily pedestrian oriented. Not only will the architecture and urban design promote a pedestrian friendly environment, but the GDSP intends to reweave the urban fabric between the Town Center and existing residential development in order to promote pedestrian activity between the two areas.

Streets and Blocks

The GDSP breaks the downtown grid of streets into varying designations that depict how each street will be handled in relationship to streetscaping and pedestrian and vehicular activity. Street types include Signature Streets, which are considered the "image" streets of the city; Regional Streets, which link the city districts to destinations such as freeways; Connector Streets, which link neighborhoods to each other and to public spaces; City-Wide Streets, which carry large volumes of traffic through the city; and Local Streets, which include all other streets in the system.

Public Spaces

The GDSP is committed to providing an open-space network that links public and private spaces throughout the City of Glendale. Open spaces in the Town Center District include the historic Central Park, which will be refurbished, and the creation of an exciting new park, Centennial Square.

Connection with Civic Places

A variety of new civic places is planned for the new Town Center District. These include an addition to the existing Central Library, the expansion of the Adult Recreation Center, and a new Centennial Hall. Galleries, museums, and a community gymnasium will also be examined for inclusion in the Town Center.

Concealed Parking

Concealed parking has been recognized as an important feature in creating an attractive town center; however, the GDSP goes a step further with the introduction of its "park once" strategy. By providing an excellent pedestrian-oriented environment, the GDSP hopes to encourage visitors of the Town Center District to "park once," leaving their cars for the duration of their stay downtown. Strategically locating parking garages so that all

businesses can be reached comfortably on foot is key to the "park once" strategy.

Distinctive Buildings

Glendale anticipates that the well-designed Town Center will serve as a catalyst for distinctive buildings. Existing garage structures, such as the Masonic Lodge and Old Fire Station 21, will be maintained and reused, thus guiding the design of new structures.

Parks and buildings with pitched roofs grace residential neighborhoods in Glendale.

Dramatic Skyline

Glendale's existing skyline is the product of the financial district's development in the eighties. The Town Center will serve to dramatize the skyline.

Residential Quality

The City of Glendale has well-established neighborhoods in close proximity to the Town Center District. The GDSP intends to protect existing housing while reconnecting these areas with downtown through infill housing and the conversion of empty, upper stories in existing buildings to residential units such as loft spaces.

Primary Source—Planning Division, City of Glendale; *Greater Downtown Strategic Plan:* http://www.lnx.org/gdsp2/.


CITY OF
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