



## **PLANNING COMMISSION AGENDA**

**Regular Meeting Date: March 6, 2013**

Planning Commission  
Meeting:

First Wednesday of every  
Month @ 7:00pm

Community Center  
1808 Main Street  
Lake Stevens, WA 98258  
[www.lakestevenswa.gov](http://www.lakestevenswa.gov)

Planning & Community  
Development Department

1812 Main Street  
Lake Stevens, WA 98258  
(425) 377-3235  
[www.lakestevenswa.gov](http://www.lakestevenswa.gov)

Municipal Code

Available online:  
[www.codepublishing.com/WA/LakeStevens/](http://www.codepublishing.com/WA/LakeStevens/)

- A. CALL TO ORDER: 7:00pm**  
Pledge of Allegiance
- B. ROLL CALL**
- C. GUEST BUSINESS**
- D. ACTION ITEMS**
  - 1. Approval of February 6, 2013 Meeting Minutes**
- E. DISCUSSION ITEMS**
  - 1. Introduction of a Council Directed Code Amendment for Underground Utilities**
  - 2. Park Board Open House Presentation and Introduction of Parks and Recreation Plan Update Process**
  - 3. Overview of Wayfinding Systems Video**
- F. COMMISSIONER REPORTS**
- G. PLANNING DIRECTOR'S REPORT**
  - 1. Design Review Board Activity**
  - 2. Shoreline Master Program**
  - 3. Buildable Lands Report Status**
  - 4. Growth Target Status**
  - 5. Vision 2040 Award**
- H. ADJOURN**

### **SPECIAL NEEDS**

*The City of Lake Stevens strives to provide accessible opportunities for individuals with disabilities. Please contact Steve Edin, City of Lake Stevens ADA Coordinator, at (425) 377-3227 at least five business days prior to any City meeting or event if any accommodations are needed. For TDD users, please use the state's toll-free relay service, at (800) 833-6388, and ask the operator to dial the City of Lake Stevens City Hall number.*

## PLANNING COMMISSION PUBLIC HEARING MINUTES

Community Center  
1808 Main Street, Lake Stevens  
Wednesday, February 6, 2013

CALL TO ORDER: 7: 00 pm by Chair Hoult

MEMBERS PRESENT: Linda Hoult, Gary Petershagen, Sammie Thurber, Pam Barnet, Jennifer Davis, Tom Matlack and Janice Huxford

MEMBERS ABSENT: None

STAFF PRESENT: Planning Director Becky Ableman, Public Works Director Mick Monken, Principal Planner Karen Watkins, Senior Planner Russell Wright, and Planning/Public Works Coordinator Georgine Rosson

OTHERS PRESENT: Chair Hoult welcomed the following members of the public:  
Mirza Avdic

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**Excused absence:** All seven Commissioners were present.

**Guest Business:** None.

### **Action Items:**

*Introduction of new Planning Commissioner, Tom Matlack.* Chair Hoult introduced the new Planning Commissioner, Tom Matlack. Commissioner Matlack spoke briefly about himself and his involvement with the City. Each of the Commissioners introduced themselves and welcomed Commissioner Matlack.

*Election of Officers:* Chair Hoult and Vice Chair Thurber stated they have enjoyed serving the Commission, but would like to step down. Commissioner Huxford offered to be considered for Chair and Commissioner Petershagen offered to be considered for Vice Chair. No other nominees came forward. Motion to elect Commissioner Huxford as Chair and Commissioner Petershagen as Vice Chair moved by Commissioner Barnet; seconded by Commissioner Thurber. Motion passed 7-0-0-0. Commissioner Hoult offered to serve as Acting Chair for remainder of meeting.

*Approval of Minutes from January 2, 2013:* Commissioner Barnet made a motion to approve minutes; seconded by Vice-Chair Petershagen. Motion passed 6-0-1-0. Commissioner Matlack abstained.

### **Discussion Items:**

*Phosphorus Plan:* Public Works Director Monken presented the proposed Phosphorus Management Plan currently being considered by City Council. He provided a history of how the plan evolved and its purpose. The current phosphorus treatment is the aerator

system installed in 1994, this system has provided an acceptable level of phosphorus reduction resulting from internal loading; however, this system is not keeping up with other sources of phosphorus loading. In addition, the aerator is becoming increasingly costly to operate and is approaching the end of its life span. The City began looking at ways to handle excessive phosphorus in the lake, in 2009. Tetra-Tech produced a study, which looked at Aluminum Sulfate (alum) as a possible phosphorus treatment option. In 2012, the aerator system stopped functioning when the float support structure failed. Emergency repairs were done to keep the aerator system from sinking, but it was not operational following the work. Repair estimates exceeded \$100,000 and would take months to complete. The City and County decided to reassess the continued operations of the aerator system prior to expending further funds on repairs.

The Phosphorus Plan concludes with recommendations made to Council. The recommendations are:

1. Control the internal loading by applying a moderate level of alum treatment,
2. Reduce the external loading through education, regulations and annual monitoring of the lake,
3. Phase out the aerator as it is not a sustainable or long term solution; and
4. Monitor and review to determine success of actions and revise as needed.

This concluded Director Monken's presentation and the Commissioners followed up with questions. Commissioner Barnett asked about the effect of alum treatment on fish. Director Monken responded that as long as the dosing is correct, the alum should have no effect on the fish or the food supply for the fish. In the correct dose, alum is safe for humans and fish. Commissioner Davis asked about the "floc" on the surface of the water from alum and if it will be visible. Director Monken responded the alum is like a mucous or slime on the surface that becomes white and puffy and sinks to the bottom of the lake. Chair Huxford asked about a timeline for decommissioning the aerator, Director Monken responded that it will be at least a couple of years before any decision is made regarding the aerator. The county and city want to monitor the effectiveness of the alum treatments, and the cost of removing the aerator is anywhere from \$150,000 to \$300,000. There has been some discussion regarding allowing the aerator to sink and become fish habitat. The city anticipates it will take three years of ongoing alum treatments to have a noticeable effect on the blue-green algae in the lake.

*Park Plan Element.* Senior Planner Wright presented the purpose and process of the Park Plan Update. The city is required to update the Park Plan every six years; the emphasis for this update will be on making sure the plan contains all the elements recommended by the Recreation and Conservation Office (RCO). This will enable the city to compete for grant funding for parks and recreation projects. Some of the important proposed revisions will include a current community survey, a review of the adopted Level of Service (LOS), and a needs analysis based on the recommended LOS. The city is lacking in LOS based on the recent annexations, or how many park facilities the city provides based on population. The update will look at population growth compared to current park inventory and determine if additional acquisitions are necessary, it will also look at private facilities and how they play a role in supporting community recreation needs. Future maintenance needs for the parks will be reviewed as part of the update. Staff will also develop an updated capital facilities list and provide

a current fees survey to determine appropriate park impact fees, other revenue sources will also be looked at, such as donations, matching funds, and grants.

A detailed implementation schedule was also included in the presentation outlining when various events will occur, including numerous outreaches to the public.

Vice-Chair Petershagen asked if the lake itself is considered part of the park inventory. Senior Planner Wright responded the lake itself is not part of the inventory; however, the amenities surrounding the lake are included. Commissioner Hoult asked about how the LOS regional, countywide, and city plan interact and if changes to our LOS will create conflict with other plans. Senior Planner Wright responded we are looking towards the Recreation and Conservation Office that sets the bar for park planning. Staff will also look at neighboring cities and county plans to create a park plan that is compatible with neighboring cities and the county. Commissioner Matlack asked if we have a parks mitigation fee for new development. Senior Planner Wright responded we do, and it will be reviewed as part of the update. Commissioner Barnet asked about park ownership within developments, and if the developer is required to install the park as part of the approval. Senior Planner Wright responded that it depends on the type of development.

*Shoreline Master Program Update:* The City received comments from Department of Ecology (DOE) on January 14, 2013. The letter required a response in 30 days. On January 28<sup>th</sup>, the City Council sent a letter requesting an extension for response to Ecology's letter until April 30, 2013. The letter includes ten required changes to the Shoreline Master Program (SMP) adopted by Council in November 2011. Staff performed a detailed analysis of the proposed changes, determining why DOE is proposing the changes, and where the language originated. Principal Planner Watkins presented the proposed changes and discussed the reasoning behind the changes. One of the main changes being proposed by DOE is to dock width. New or replacement dock walkways cannot exceed four feet in width within the first 30 feet from shore, and up to six feet in width for walkway sections located greater than 30 feet from shore. Commissioner Thurber asked if the new dock width regulations would meet ADA requirements. Principal Planner Watkins responded that a homeowner may be able to get a variance to the four foot regulation if the entire route to the dock is also ADA accessible. Council is not obligated to have a public meeting; however, staff expects there will be at least one public meeting and possibly a public hearing before the April 30<sup>th</sup> deadline.

**Commissioner Reports:** None.

**Planning Director's Report:**

*Inter-jurisdictional Housing Update:* Planning Director Ableman gave a status update on the Inter-Jurisdictional Housing program. There are 12 jurisdictions, the housing authority; the program has received a grant from the Gates Foundation. The group is targeting July 1<sup>st</sup> as a launch date for the organization. Lake Stevens is the next jurisdiction to have a community profile done, which should provide useful data for the upcoming comprehensive plan update.

*Economic Development Activities Update:* City staff is in the process of selecting a Business Recruitment Consultant. The consultant will develop a communication strategy, so all city staff and elected officials are communicating the same thing. They will also help with some specific targeted events, branding, and drafting a work program

for wayfinding.

There will be a joint planning commission meeting with the City of Marysville on April 9<sup>th</sup> at Marysville City Hall. We will discuss the format in next month's meeting. The City will be submitting an application for a Vision 2040 award for the subarea plans and overall economic strategy. Staff have received letters of support from various groups and elected officials. This award will be presented at the Puget Sound Regional Council. Planning Director Ableman distributed the new Centennial trail maps, Staff met with Aquafest organizers and promotions have begun, the Ironman event will be the weekend prior to Aquafest. The Downtown framework plan will be coming to the forefront again in the near future.

**Adjourn.** Chair Huxford made a motion to adjourn at 8:03 p.m., Commissioner Thurber seconded, motion passed 7-0-0-0.

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Linda Hault, Acting Chair

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Georgine Rosson, Planning/Public  
Works Coordinator



LAKE STEVENS PLANNING COMMISSION  
**STAFF REPORT**

**Agenda Date:** March 6, 2013

**Subject:** Underground Utilities – Code Amendment

**Contact Person/Department:** Rebecca Ableman/Karen Watkins      **Budget Impact:** None

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**RECOMMENDATION(S)/ACTION REQUESTED OF PLANNING COMMISSION:** No action at this time. A public hearing will be held at Planning Commission in April.

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**SUMMARY:** The City Council has directed staff to review the Underground Utilities code (LSMC 14.60.450) to determine if overhead utilities should remain overhead in specifically defined conditions relative to major arterial street projects. The proposed code amendment includes conditions when utilities may remain or be constructed aboveground; all other utilities must be constructed underground.

**PROPOSED CODE AMENDMENT:**

**14.60.450 Underground Utilities.**

(a) Except as noted in subsections (c) through ((e))f) of this section, all existing, extended, and new electric power lines (not to include transformers or enclosures containing electrical equipment including, but not limited to, switches, meters, or capacitors which may be pad mounted), telephone, gas distribution, cable television, and other communication lines in or adjacent to any land use or building permit approved after the effective date of this chapter shall be placed underground in accordance with the specifications and policies of the respective utility service providers and located in accordance with the currently adopted version of the Engineering Design and Development Standards for the City of Lake Stevens. In the event the distribution line originates from a point opposite any public roadway from the new construction the service lines shall be placed beneath said roadway by means of boring or surface excavation across said roadway.

(b) Whenever an unsubdivided development is hereafter constructed on a lot that is undeveloped on the effective date of the ordinance codified in this chapter, then all electric, power, telephone, gas distribution, and cable television lines installed to serve the development that are located on the development site outside of a previously existing public street right-of-way shall be placed underground in accordance with the specifications and policies of the respective utility companies.

(c) Wiring and/or related facilities for existing aboveground utilities may remain aboveground if one of the following circumstances exists:

(1) If the Public Works Director determines that an underground system cannot reasonably be installed according to accepted engineering practices or undergrounding would adversely impact services not adjacent to the proposed site, the requirements of this section may

be waived. This shall require receipt of a written notice from the appropriate adversely impacted utility service provider. Such a waiver shall be noted in the permit. If undergrounding is determined not to be reasonable by the Public Works Director, the applicant must either sign a concomitant agreement or a no protest agreement of the formation of an LID for future undergrounding. Determination of which form of promissory shall be used shall be at the discretion of the Public Works Director.

(2) For overhead utility lines located along the following roadways:

- (i) State Route 9,
- (ii) State Route 92,
- (iii) State Route 204,
- (iv) Lundeen Parkway from SR 9 to Callow Road,
- (v) 20<sup>th</sup> Street NE except between 118<sup>th</sup> Avenue NE and 127<sup>th</sup> Avenue NE,
- (vi) Grade Road, and
- (vii) 20<sup>th</sup> Street SE.

~~((e))~~d Building permits for additions, alterations, or repairs within any 12-month period and equal to less than 50 percent of the total value of the existing building or structure shall not be subject to the requirements of this section.

~~((d) If the Public Works Director determines that an underground system cannot reasonably be installed according to accepted engineering practices, the requirements of this section may be waived upon receipt of a written notice from the appropriate utility service provider. Such a waiver shall be noted in the permit or shall be construed as not being granted. If undergrounding is determined not to be feasible, the applicant must either sign a concomitant agreement or a no protest agreement of the formation of an LID for future undergrounding. Determination of which form of promissory shall be used shall be at the discretion of the Public Works Director.))~~

(e) Nothing in this section nor any other section in relation to underground utilities shall apply to power lines carrying a voltage of 15 kV or more, nor shall it be constructed to prohibit the placement of said mounted transformers, terminal pedestal, or other electrical and communications devices above ground, as determined by the appropriate utility service provider involved.

(f) Repair, maintenance or upgrading of existing underground service shall not be relocated overhead.

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**APPLICABLE CITY POLICIES:** LSMC 14.16C.075 Land Use Code Amendments are a Type VI Review with Planning Commission recommendation and City Council adoption.

The Comprehensive plan has a goal and policy related to underground utilities:

**GOAL 7.3 PROCESS PERMITS FOR UTILITY FACILITIES IN A FAIR AND TIMELY MANNER AND IN ACCORD WITH THE DEVELOPMENT REGULATIONS WHICH ENCOURAGE PREDICTABILITY.**

**Policy - 7.3.6 The City will require underground utilities in all new developments.**

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**BUDGET IMPACT:** None

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# Staff Report City of Lake Stevens Planning Commission

Briefing  
Date: **March 06, 2013**

Subject: **2013 Parks & Recreation Element Update**

Contact Person/Department: **Rebecca Ableman**, Planning & Community Development Director  
**Russell Wright**, Senior Planner

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**SUMMARY:** Overview of the current parks system and discuss the proposed update of the 2013 Parks & Recreation Element as presented to the Park Board on February 26, 2013.

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## **2013 Parks & Recreation Element Update**

Staff is proposing to update the Parks & Recreation Element of the Lake Stevens Comprehensive Plan as an amendment to the Comprehensive Plan during the 2013 docket process. The last major amendment to the Parks & Recreation Element occurred in 2006. City staff will present an overview of the current parks system including number of facilities and area, discuss different types of parks and facilities; and describe different LOS models.

The purpose of this update is to ensure the Parks & Recreation Element addresses the recreational needs of the community. The city would also like to make sure that the plan contains all of the criteria, recommended by the Recreation & Conservation Office (RCO), enabling the city to compete for grant funding for parks and recreation projects. Some of the important proposed revisions will include a current community survey to determine public desires, a review of the adopted Level of Service (LOS), and a needs analysis based on the recommended LOS. Staff will also develop an updated capital facilities list and provide a current fees survey to determine appropriate park impact fees.

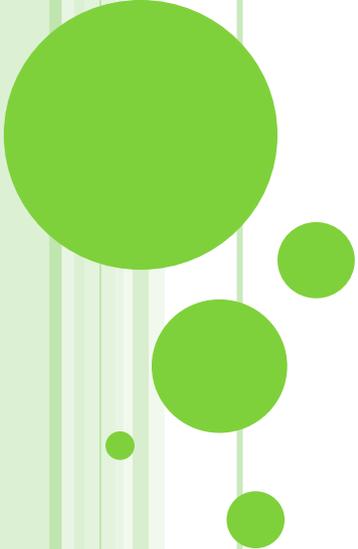
The current LOS is 7 acres per 1,000 people. This method is helpful for setting goals, but may not define a community's true need and may not be attainable for communities to keep expanding an inventory without improving its existing facilities. The city's current model does not distinguish types of parks and the different functions provided. Level of service methodology to determine park needs has become more sophisticated since the last update. Newer recommended targets focus on access to facilities and the quality of facilities and amenities available.

Staff provided an overview of the current plan and proposed amendments to the Park Board at a public open house on February 26, 2013. The Park Board received public comment at this meeting. The primary topics discussed by the public, Park Board, and staff included:

- Eagle Ridge park improvements
- Skate parks (need & location)
- Grade Road Meadow improvements
- Potential property acquisitions
- Biking & walking access around the lake
- Dedication of land for parks in lieu of impact fees
- Mini-parks (development & maintenance)
- Motorized vehicle/ATV trails
- BMX park as alternative

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Attached: 2/26/13 Park Board Presentation



# **PARKS & RECREATION ELEMENT UPDATE**

**Public Meeting – February 26, 2013**

# CITY OF LAKE STEVENS PARKS & RECREATION PROGRAM

- The Planning & Community Development staff, under the direction of the Park Board, are responsible for parks planning
  - The Park Plan is an element of the Comprehensive Plan
- The Public Works Department is responsible for parks maintenance
- City staff works with partner agencies to provide additional parks & recreational opportunities
  - Snohomish County
  - School District
  - Boys & Girls Club
  - Lake Stevens Junior Athletic Association
  - Chamber of Commerce
  - Rotary





# CURRENT PARK PLAN

# CURRENT PARK PLAN

- Why are we planning?
  - **Benefits to community (social/spiritual, physical & financial)**
- Planning Framework
  - Countywide Planning Policies
  - Growth Management Act (RCW 36.70A)
- Park Classifications
  - Regional Parks – defined by purpose, rather than size
  - Community Parks – parks serving entire communities
  - Neighborhood Parks – parks serving nearby developments
  - Pocket Parks – small "green" areas tucked away in developed residential & commercial areas
  - Open Space – a critical areas tract/easement or undeveloped park land that retains natural areas



# CURRENT PARK PLAN

## ○ Goals & Policies

- Support recreational & cultural activities
- Provide a diverse range of recreational & cultural opportunities
- Maximize park facilities by leveraging, sharing & efficiently using resources
- Preserve and enhance open space & natural, resources
- Provide an interconnected trail system linking city & regional trails
- Maintain park facilities to maximize life of the facilities & provide an attractive environment for users
- Develop park & trail design standards
- Increase awareness of park & recreation activities



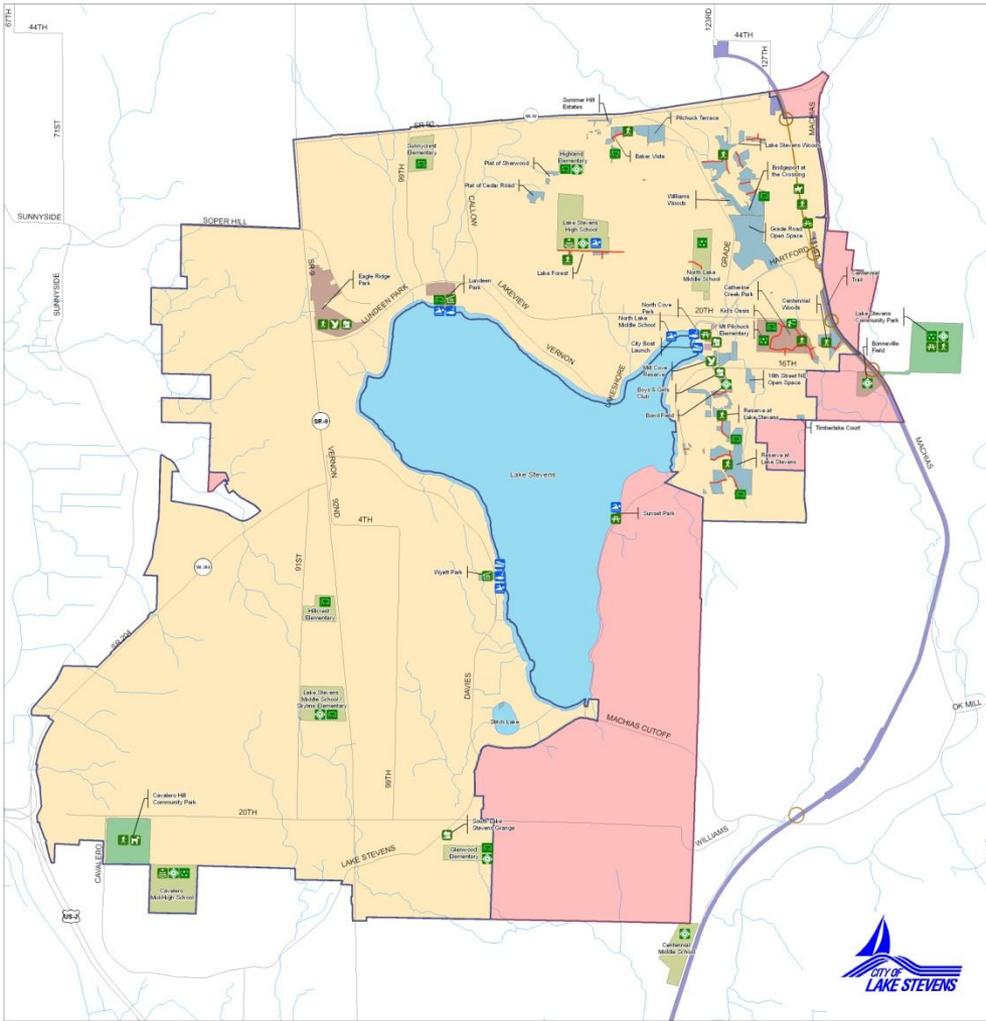
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# PARKS & RECREATION MAP



## City of Lake Stevens Parks & Recreation Facilities

- City of Lake Stevens Parks & Recreation Facilities
- Urban Growth Area
- Park Trails
- Centennial Trail
- Lake
- Water Courses
- PARK
- COUNTY PARK
- TRAIL
- OPEN SPACE
- FACILITY
- SCHOOL



NOTE: THE PARKS AND RECREATION FACILITIES SHOWN REPRESENT A COMBINATION OF CITY, COUNTY, AND OTHER COMMUNITY FACILITIES.  
 All information and maps are provided "as is" without warranty or any representation of accuracy, timeliness, or completeness. The burden for determining accuracy, completeness, and timeliness, merchantability and fitness for or the appropriateness of use rests solely on the requestor. The City of Lake Stevens makes no warranties, express or implied as to the use of the information obtained here. There are no implied warranties of merchantability or fitness for a particular use. The requestor acknowledges and accepts all limitations including the fact that the data, information, and maps are dynamic and in a constant state of maintenance, correction, and update.  
 Data Sources: Snohomish County (2011), City of Lake Stevens (2011) - November 2011



# CURRENT PARK PLAN

## ○ Inventory of Current Facilities

### Public

- Public park acreage – 81
- Public open space acreage – 258
- Public schools acreage– 196
- Public special use acreage – 12

### Private\*

- Private park acreage – 165

\* Includes open space, stormwater detention, & road tracts

## ○ Level of Service

- 7.5 acres per 1,000 people
- 2011 population – 28,210
- Required – 210 acres
- Deficit – 129 acres

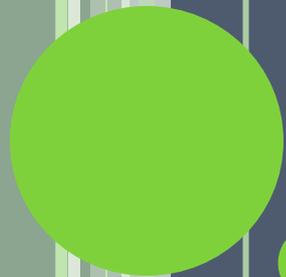
## ○ Future Needs

- Proposed park/facility improvements based on LOS & community outreach

## ○ Funding

- Impact fees
- General Revenue
- Grants
- Special Revenue



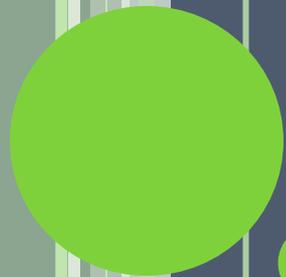


# ACCOMPLISHMENTS

# ACCOMPLISHMENTS SINCE LAST UPDATE

- Identified trail corridors w/ subarea planning
  - North/South corridor under power lines
  - East/West trail street along 24<sup>th</sup> Street SE / South Lake Stevens Road
- Developed trail profile w/ subarea planning
- Eagle Ridge
  - Removed structures
  - Constructed Senior Center
- Public Art
  - Installed round-a-bout sculptures
- Shoreline restoration at North Cove Park
- Replaced pedestrian dock City Boat Launch
- Installed Visitor Center/Chamber of Commerce Office at Lundeen Park





WHERE ARE WE HEADED?

# PURPOSE OF THE UPDATE

- Ensure the plan continues to address the recreational needs of the community & includes the elements, recommended by the Recreation & Conservation Office



# PROPOSED AMENDMENTS

- Update regulatory background
  - Include recommendations from Recreation & Conservation Office
- Review & update goals & policies
- Update park types/inventory
- Revise LOS to be more comprehensive
  - Define LOS by access not solely by population
  - Develop standards for additional facilities/uses
  - Move toward qualitative analysis based on satisfaction & demographics
- Revise needs assessment
  - Add demographic & population information
  - Updated Community Survey to define park needs



# PARK TYPES

## Mini-Park

- Small parks  $\leq 1$  acre
  - Historically deeded to city w/ development
  - May be required w/ platting
- **Proposed LOS – 1 park w/in  $\frac{1}{2}$  mile radius of residential areas**

## Neighborhood Park

- Mid-sized parks ( $\leq 10$  acres) designed to serve the recreational & social needs of residential neighborhoods
- Primary purpose is informal active & passive recreation.
- **Proposed LOS – 1 park w/in  $1\frac{1}{2}$  mile radius of residential areas**



# PARK INVENTORY

## Mini-Park Inventory

- Baker Vista
- Chase Short Plat
- Crossings at Catherine Creek
- Timberlake
- Greenwood Village
- Kids Oasis

## Neighborhood Park Inventory

- North Lakeshore Swim Beach
- North Cove
- Sunset Park
- Wyatt Park
- Lundeen Park

Kids Oasis



Lundeen Park



Wyatt Park



# PARK TYPES

## Community Park

- Larger park >10 acres
- Focus is meeting community-based recreation needs
- May include different amenities, landscaped areas & open spaces
- **Proposed LOS – 1 park w/in 3 mile radius of residential areas**

## Special Use Park

- Can be any park type or facility that provides a unique experience.
- Examples may include the boat launch, cultural facilities, or public art
- **Proposed LOS – TBD**



# PARK INVENTORY

## Community Park

- Lake Stevens Community Park
- Cavalero Community Park
- Eagle Ridge Community Park

## Special Use

- Facilities
  - Community Center
  - LS High School Pool
- Cultural
  - War Memorial
  - Public Art
  - Grimm House
- Athletic Fields
  - School Fields
  - LSJAA Fields





Lake Stevens  
Community Park



City Boat Launch



LS Museum



# OPEN SPACE TYPES

## Open Space

- Undeveloped or low intensity uses\*
  - Cavalero Dog Park
  - Grade Road
  - Catherine Creek
- Trails
  - Park Trails
  - Centennial Trails

### ○ **LOS – TBD**

\* May include undeveloped parks

## Native Growth Protection Areas

- Areas set aside to permanently protect critical areas/buffers
  - Wetlands,
  - Streams,
  - Steep slopes, etc.
- Provide valuable wildlife corridors & habitat

### ○ **LOS per critical areas code**



Catherine Creek



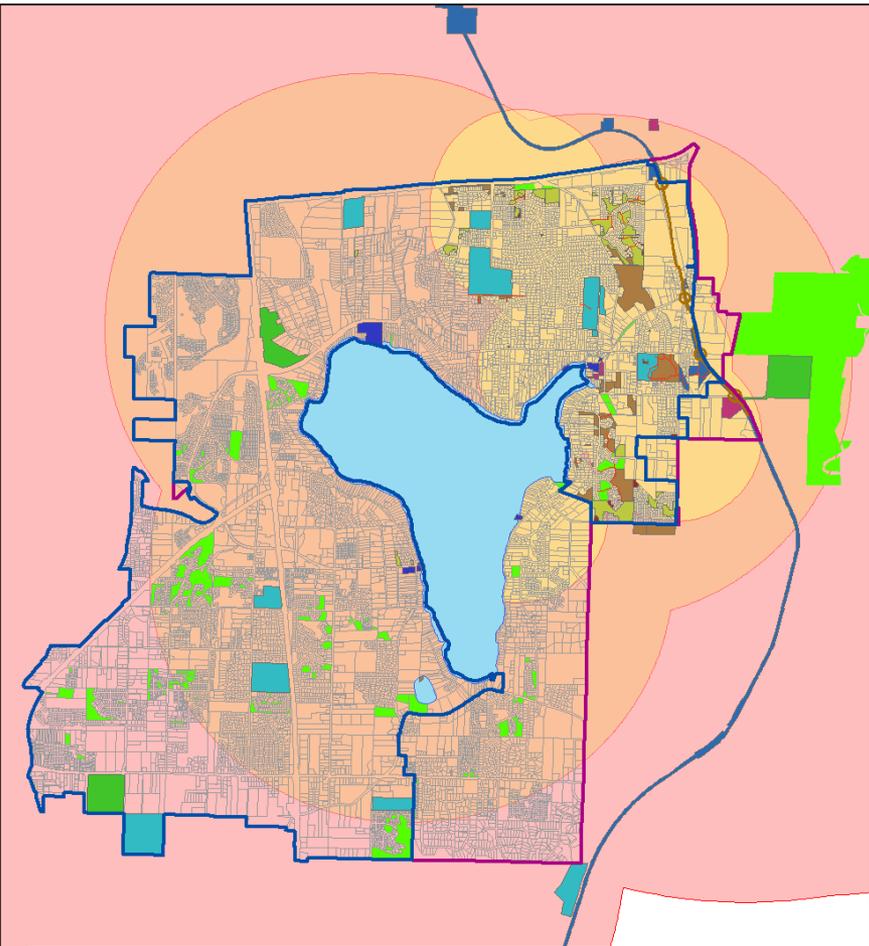
Cavalero Community Park



Centennial Trail



# PARKS & RECREATION DISTRIBUTION



## Parks and Recreation Facilities Distribution

### Boundary

-  City Limits
-  Unincorporated UGA
-  Park Trails
-  Centennial Trail
-  Private Parks & Open Space
-  Mini-Park Buffer
-  Neighborhood Park Buffer
-  Community Park Buffer

### PARK TYPE

-  MINI PARK
-  NEIGHBORHOOD PARK
-  COMMUNITY PARK
-  OPEN SPACE
-  OPEN SPACE / NGPA
-  OPEN SPACE / TRAIL
-  SCHOOL
-  SPECIAL USE



# IMPLEMENTATION

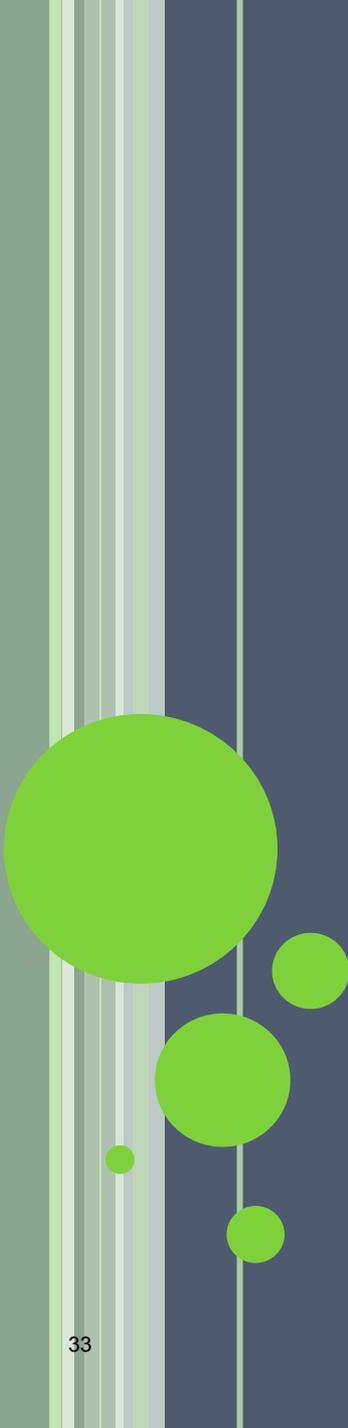
- Prepare an updated capital facilities plan
- Prepare an updated fees survey / impact fee
- Adopt w/ 2013 Comprehensive Plan schedule



# PUBLIC PARTICIPATION

- Tonight is the first opportunity for public comment over the proposed updates
  - Please take a few minutes to share your thoughts
- Next Steps
  - A public survey will follow via the city website
  - Public comment welcome at all public meetings





## FOR MORE INFORMATION:

Russ Wright, Senior Planner

425-212-3315

[rwright@lakestevenswa.gov](mailto:rwright@lakestevenswa.gov)

Staff Report  
City of Lake Stevens  
Planning Commission

Discussion  
Date: **March 06, 2013**

Subject: **Wayfinding**

Contact Person/Department: **Rebecca Ableman**, Planning & Community Development Director

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**SUMMARY:** Overview of Wayfinding Systems Video. The City expects to begin planning a Wayfinding System in the near future.

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**Economic Development Action Items**

The City Council approved the Economic Development Plan in 2010. That plan included several action items that the City could accomplish to help further its economic goals. With the subarea plans completed, some of the next items in the plan include branding and wayfinding. Although this project will not begin right away, the video is a great introduction to why it is important to a community and what it could look like. Please note that a branding effort should be completed before or simultaneously with development of a wayfinding system as wayfinding is affected by the “brand”.

Attached is a handout from the webinar attended by staff for your information. The video is produced by the same company that conducted the webinar and happens to be located here in the Pacific Northwest. The video is 1-hour-15 minutes and very informative and engaging. The Planning Commission may wish to view all or a part of the program with a continuation at the following regular meeting if necessary. Also included is a copy of two wayfinding programs from other communities.

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**Attachment**

- DDI Short Guide: Community Wayfinding
- Cape Girardeau Project
- Michigan Wayfinding Report



## DDI SHORT GUIDE:

# Community Wayfinding

Developing a wayfinding plan should be a top priority to help you connect the dots through your community. Signs should lead people to a destination, not cause confusion and irritation.



## Getting Started

Once the brand and graphic elements, including the new logo, have been implemented, the community should contract for a professional Wayfinding System Plan. The plan should incorporate graphics, imagery, and colors that portray the community brand. It should stipulate the precise wording and exact location for each new sign, and well as mounting options, so it can be used to obtain fabrication and installation bids from regional sign manufacturers.

Create a Request for Qualifications (RFQ) for wayfinding expertise. This is a very specialized field and requires a specialist with direct experience. There are two types of wayfinding: institutional wayfinding, such as what you would find in a shopping mall, hospital, university or college campus or convention center – more of an indoor system. The second is environmental graphics focusing on vehicular and pedestrian traffic. You want expertise in the latter. Always issue an RFQ, not an RFP.

The RFQ can be done in a page or two. It should include the following:

- Ask about their methodology
- Timelines
- References
- Examples of wayfinding systems they have designed
- Examples of systems that have actually been installed

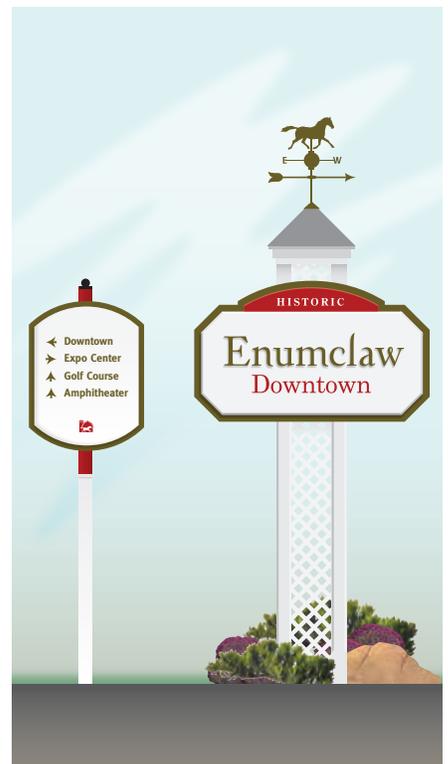
- Examples that include gateway signage, vehicular wayfinding, pedestrian wayfinding, marquee signage at local facilities, pole banners, visitor information kiosks, etc.

Narrow the field to perhaps three. If you have five, start with a phone interview with them until you narrow it down to three. They won't be able to provide you with cost at this point in the process because they won't know specifically what is to be included in the system.

Next, consider paying each of your three finalists (to cover their travel and related costs) to have them visit the area and spend a day with a member of your wayfinding selection committee. Tour the community/area with them, answer questions and give them everything they need to provide a proposal, including costs and timelines, etc. This will also be the interview process, which should take place at the end of their tour.

Give each candidate three to four weeks to present a proposal. The proposal should include:

- Vehicular wayfinding throughout the area, including (if applicable in all cases): state highways, primary county thoroughfares and city/town surface streets. The system would include prioritization (you can only include a maximum of five items on any one sign) of attractions, amenities and local services.



- Pedestrian wayfinding within downtown core areas, where warranted.
- Pole banners
- Visitor information kiosks
- Marquee signage for public facilities and amenities
- Gateways for each community and/or downtown district
- Bid-ready documents for fabrication and installation of the system. The final document will be such that it can be sent or handed to a signage fabrication company (this is not a public works project) and they can bid it from start to finish.
- To spread out cost, you may want the fabrication and installation phased over a period of months or even years. The system needs to be designed to pre-determined budget and pre-determined phases. An entire system can be fabricated and installed for \$300,000, or you can build a single gateway for a million dollars. Always start with a budget and they will design the system to that budget and by phase. Otherwise you will end up with a plan sitting on a shelf gathering dust.

Once you get the final proposals, you can select the one with the best price, but more importantly, the one you feel most comfortable with in terms of experience, quality, personality and follow through. You have one chance to do this right, so often it is worth paying more to only have it done once.

Wayfinding is as much a science as it is an art. It is part traffic mitigation and flow, part branding, part marketing,



*Placement of each sign needs to be considered*

and partly making sure your guests have a pleasant experience. Wayfinding should never be a public works project.

When you get fabrication and installation bids, once the plan is complete, you can then decide whether you want to physically install them locally, or have them installed by the fabrication company.

The committee working with your Wayfinding Specialist will be a hands-on committee, meaning they need to spend time going through the process, not just attending a few meetings. What's on each sign needs to be prioritized. Placement of each sign needs to be considered. The look and feel of each sign is important. Visitor information kiosks need to be located as do gateway signs.

*In a 2010 United States Department of Transportation survey, 72% of all complaints from visitors of a new city focused on poor wayfinding and directional signage.*

## Rationale for Wayfinding

Signage is critically important for any community. The easier it is for visitors to find attractions and amenities, the longer they will stay and the more they will spend. If visitors struggle to find attractions and amenities, they might just give up and leave. A good wayfinding system not only helps visitors, it can educate locales about what attractions and amenities are available and where they are.

It can be difficult for locals, who already know how to get from “point A” to “point B,” to see gaps and omissions in existing signage, so it is best to use the services of a professional wayfinding firm. Gateway signs are a key component of the plan and they need to make a powerful impression. Gateways create a sense of arrival and awareness of “place.” A beautiful gateway can elevate the appeal of the community, increasing its perceived value and instilling pride in the community.

Providing plenty of well-marked visitor information kiosks makes it easy for travelers to learn all that your community has to offer. Only about 5% of travelers stop at Visitor Information Centers, so placing kiosks with visitor information near major attractions and amenities makes it easy to cross-sell activities and help travelers find more to do. And more to do = longer stay = more cash in the community.



Barrie, Ontario



Long Beach, California



Greenville, South Carolina



York, England



Bridgewater, Nova Scotia



Sisters, Oregon



Greenville, South Carolina



Fallbrook, California



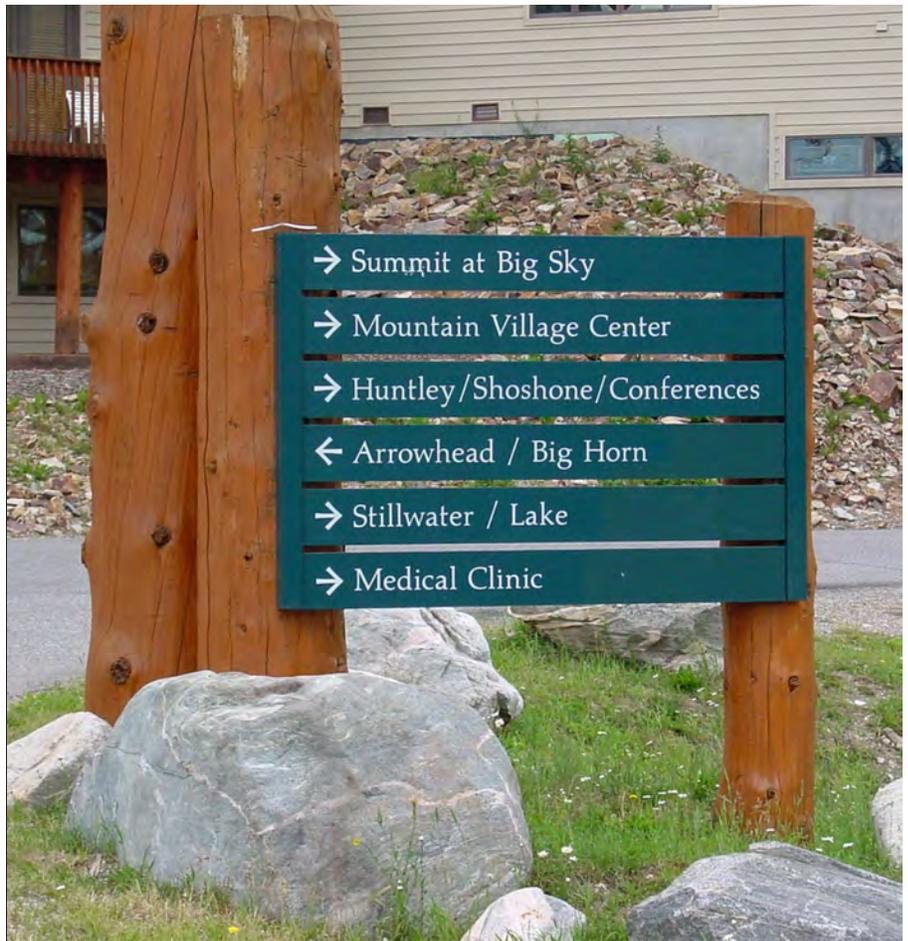
Turlock, California



Moses Lake, Washington



Stockton, California



Big Sky, Montana



Sparks, Nevada



Snoqualmie, Washington



Bend, Oregon



Covington, Kentucky



Marshall, Michigan



*Shipshewana, Indiana*



*Disneyland - Anaheim, California*



*North Adams, Massachusetts*



*Appleton, Wisconsin*



*Leavenworth, Washington*



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[www.destinationdevelopment.com](http://www.destinationdevelopment.com)

# PROJECT PROGRAM DOCUMENT

# FOR WAYFINDING

## CAPE GIRARDEAU, MISSOURI



**GLATTING JACKSON KERCHER ANGLIN**



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## CITY OF CAPE GIRARDEAU

The City of Cape Girardeau is named after Jean Baptiste de Girardot, who established a temporary trading post in the area around 1733; he was a French soldier stationed in Illinois, 1704-1720. As early as 1765, a bend in the Mississippi River about 120 miles south of St. Louis had been referred to as Cape Girardot or Girardeau. The settlement dates from 1793 when the Spanish government, which had secured Louisiana in 1762, granted Louis Lorimier, a French-Canadian, the right to establish a trading post, which gave him extensive trading privileges and a large tract of land surrounding his post. Lorimier was made commandant of the district and prospered from the returns on his land sales and trade with indigenous peoples. The town of Cape Girardeau was incorporated in 1808, prior to Missouri statehood, and was reincorporated as a city in 1843. The advent of the steamboat in 1835 led the city to become the largest port on the Mississippi River between St. Louis and Memphis.

The Civil War Battle of Cape Girardeau took place April 26, 1863. The Union and Confederate armies collided in a fierce, four-hour artillery barrage on this day in which 23 Union and 30 Confederate soldiers were killed. Reflecting on this poignant event and other aspects that contribute to the area's rich history, numerous murals create a beautiful backdrop to some of the city's most charming areas. The largest, and most dramatic of these, is the Mississippi River Tales Mural, located on the city's downtown floodwall. Covering nearly 18,000 square feet, this mural spans the length of the downtown shopping district and features 24 panels that tell the tales of Cape Girardeau and the mighty Mississippi River. Behind the floodwall lies the Riverfront Park of Cape Girardeau Missouri, where riverboats dock and visitors can view the serene Mississippi River.

The waterway has always played an integral part in the establishment and growth of Cape Girardeau. The river port has welcomed skiffs, canoes, keelboats, and steamboats; modern day passenger paddle wheelers and barges are frequent sights along the river today. In 1880, the Cape Girardeau and Iron Mountain Railway Companies were formed to connect Cape Girardeau to St. Louis. While the river and rail are integral to Cape Girardeau developing into a regional destination, most travel today arrives via ground transportation. A new four-lane cable-stay bridge crossing the Mississippi River at Cape Girardeau was opened in 2003. Its official name is "The Bill Emerson Memorial Bridge" which replaced the "Old Bridge" that was built in 1928 and was only 20 feet wide.

Geographically Cape Girardeau is well situated as a successful destination for weekend visitors, sports venues, business travelers and students. Only a two hour drive from St. Louis and and a three hour drive to Memphis, Cape Girardeau serves as an easy retreat for residents of these larger cities to see the sights of an historic, charming and scenic community. Residents of more local areas view Cape Girardeau as the big city within southeast Missouri. Easy access to healthcare, shopping, dining, entertainment and university resources make the City an important local destination.



Historic Downtown Clock



Riverfront Park - Mural



Bill Emerson Memorial Bridge



## WHAT IS WAYFINDING?

Wayfinding is the art of using visual information such as signage, maps, landmarks or icons to help navigate pedestrians and vehicles through an unfamiliar and complex environment. These environmental clues direct users to a destination and allow them to experience the site without confusion, creating a positive feeling and a sense of comfort and security. Unfamiliar environments make special demands on the user. Even the simplest settings can involve a jumble of information that must be sorted through and processed before it can become meaningful. In order to create these meaningful environments, five major components for the wayfinding system must be understood. These components are:

- 1. Paths** - A user's first experience centers on these channels of movement, primarily in their cars, but also on foot or by bike.
- 2. Edges** - Either a visible seam, a barrier, or even a pathway, edges create places by making divisions between different parts of the project as well as its outer perimeter.
- 3. Districts** - Places with an identifiable character visible both as one approaches and once one has entered inside them.
- 4. Nodes** - Nodes are points of connection, convergence and intersection where the essence of place will concentrate. They are important decision making points.
- 5. Landmarks** - As physical objects of notable visibility, landmarks create bold first impressions and are increasingly relied upon for orientation and wayfinding success.

Source: Kevin Lynch, *The Image of the City*



Path



Edge



District



Node



Landmark



ACADEMIC HALL



Southeast Missouri State University



Red House Interpretive Center



Nature Center



U.S. Courthouse

## WAYFINDING OBSERVATIONS

### Users: Who and Why?

The city of Cape Girardeau (Cape) has a population of approximately 40,000 residents. It is the largest city along the Mississippi River between Memphis and the St. Louis Area. Cape Girardeau is a regional center for events, shopping, business, health care and entertainment venues. Cape is well known for its small downtown charm and historic appeal; the growing riverfront city also attracts many visitors seeking a heritage tourism destination.

Adding to the appeal of the Downtown area is Southeast Missouri State University. The University was founded in 1873 and has over 11,000 students. Southeast offers 200 areas of study with numerous academic accreditations and is the only university in Missouri to have a separate campus dedicated to art, dance, music and theatre.

The City offers many attractions which bring visitors to Cape Girardeau daily. For the wayfinding system to be successful we must understand which destinations these visitors might be looking for. The target audience of the proposed wayfinding system includes:

Residents visiting healthcare, restaurants and entertainment destinations

Residents conducting business meetings at office buildings

Citizens conducting business at municipal government facilities and courthouses

Business owners considering locating their offices in Cape Girardeau

Heritage and environmental tourists visiting local attractions

Events patrons visiting sporting, cultural and entertainment venues

Prospective students, families and guests visiting the University

### Common Needs Are Shared By Multiple Users

Visitors require ease of access to their destination by use of clear communication. These needs include vehicular direction as they enter the city, affirmation that they are heading in the correct direction, and clear direction to the actual destination and appropriate parking. Once they have reached a parking facility, the visitors will need direction on a pedestrian level. Effective pedestrian wayfinding not only helps visitors find their destination but also promotes walkability, reduces vehicular traffic demands on streets and increases the patronage of shops and restaurants.

Events patrons have particular needs; a high volume of traffic often present during these events creates confusion for visitors who are already uncertain about where they should go or where they can park. Clear identification of public parking is essential. Additionally, clear identification of event parking as patrons approach an event will reassure the visitor that they are on the right path.

Residents and business owners make decisions of where they settle based on several factors, including the quality of the experience, perception of safety and availability of nearby amenities for themselves, clients and visitors. Making people aware of local cultural and historical institutions, waterfront amenities, and other area attractions adds to the value of the overall city experience.



SCHUCHERT'S SILVER CORNET BAND 1901



CAPE GIRARDEAU'S

*Heritage of Music*



## WAYFINDING OBSERVATIONS

### Existing Sign System

While Cape Girardeau has a strong sense of place and uniqueness, many of the character places and top destinations are difficult to find. Some of these places are located off the main routes from the highways and visitors may be unaware that an interesting destination is just a few blocks away. Therefore it is important that a clear wayfinding system be in place.

The city of Cape Girardeau has several sign types that direct to different places. These include MODOT green guide signs and the city's own blue and brown wayfinding directional signs. Each of these sign systems list regional top destinations. While these signs may provide some assistance it is important to have consistency in design, color and graphics. The varied design, scale, typefaces and graphics of the signs make for less impact and recognition for visitors looking for consistent direction giving. The existing sign system also lacks character that differentiates Cape Girardeau from other places.

Approaching the City, there is a lack of gateway signage signaling entry into Cape Girardeau, as well as a lack of direction indicating the presence of a historic downtown. These are key opportunities that are being lost. Once within the downtown core, directional signage is neither consistent nor located in appropriate areas to give a visitor enough information to effectively find their way to destinations. There is also no hierarchy established or layering of information on existing signs to support a complete journey from route to destination.

These issues are currently challenging the economic success of Cape Girardeau as it is affected by the current sign system. There is a lack of appropriate signage to make the existing wayfinding system comfortable for the visitor. The locations of existing signs are often hard to see, especially with the variety of colors and designs currently in place. Additionally, with no sense of arrival to the city or its unique districts people may be unaware of the special places hidden within Cape Girardeau.





## WAYFINDING OBSERVATIONS

### Parking Assessment

Public parking in Cape Girardeau is abundant. On-street parking spaces are accessible and convenient to shops, restaurants, and government buildings, and there are several large public lots available as well. Public parking is also available along the waterfront. The primary challenge with the current parking system is a lack of parking identification, rather than any lack of adequate spaces. While certain public lots are marked or directed to from within the downtown core, there are additional surface lots and on-street spaces that are either not marked, or the marking is unclear as to how many hours a visitor can park, etc. Consistency is also a problem; there is not a clear symbol or sign used throughout the downtown to indicate where parking exists, making the spaces that are available less effective. As the downtown continues to attract new residents and visitors, creation of a simple and consistent parking identification brand will be essential. The ease of finding parking is especially important to create a “park once” environment where visitors and residents are encouraged to leave their vehicles and walk to multiple locations.



Parking Identification Sign



On-Street Parking



Downtown Parking Lot

1925



**Signage and Destinations**

Signage will play a major role in improving the wayfinding within the City. Gateway entries, vehicular directional, pedestrian directional and parking identification are all integral to create a complete wayfinding system that will provide ease of access throughout the City.

The terminology for each destination should be simple, user-friendly, and memorable. Each message should be consistent in its display from sign to sign and contain no more than twenty characters. This enables each destination to have equal emphasis, proper legibility and proportions.

Due to the number of destinations in the City, it is best to organize the city into district areas and the destinations into tiers; this allows us to layer information as a visitor enters the city through a series of decision points. Any attempt to guide to all of the destinations would be impossible due to the size limitations of available sign space and the limitations for a driver or pedestrian to comprehend a sign. Because of these limitations, three levels of signs are proposed: gateway features, vehicular directional and pedestrian directional. The destinations with the highest volume of visitor traffic will be displayed on the vehicular directional signs. A few of these top destinations will have signs outside of their general neighborhood due to the public significance of the place. Pedestrian directional signs may include destinations which are on the vehicular directional's, as well as many smaller, lower attendance destinations.

**Criteria List for Destinations**

In order for a destination to be included on vehicular directional signs in the City wayfinding system, they should meet the following criteria and each destination must be approved by the City Council:

- Be a public/non-profit facility
- Be a public safety facility (hospital, police, etc.)
- Be located within the boundaries of the City
- Be a government building (city, county, or state)
- Be a college or university with over 1,000 students on campus
- Be one of the destinations as listed

**List of Top Destinations**

- Discovery Playhouse Children’s Museum
- Federal Courthouse
- Library
- Nature Center
- Old St. Vincent Church
- Osage Community Center
- Parking
- Riverwalk Trail
- River Overlook
- Red House Interpretive Center
- SEMO - River Campus
- Show Me Center
- Southeast Missouri Hospital
- Southeast Missouri University
- Sports Complex
- St. Francis Medical Center
- Visitors Center

**Suggested Abbreviations**

- Children’s Museum
- Courthouse
- Library
- Nature Center
- Historic Church
- Osage Center
- Parking
- Riverwalk
- Overlook
- Interp Cntr
- River Campus
- Show Me Cntr
- Hospital
- University
- Sports Complex
- Hospital
- Visitors Cntr

**Super Destinations**

A “Super Destination” is a major attractor facility that is directed to as a priority from each major access point (node) into the city. All other vehicular wayfinding destinations are directed to locally. The sign system is flexible enough to contain five “Super Destinations”, which should be evaluated during the wayfinding process to determine if a new destination needs to be added or if others need to be removed.

**Super Destinations**

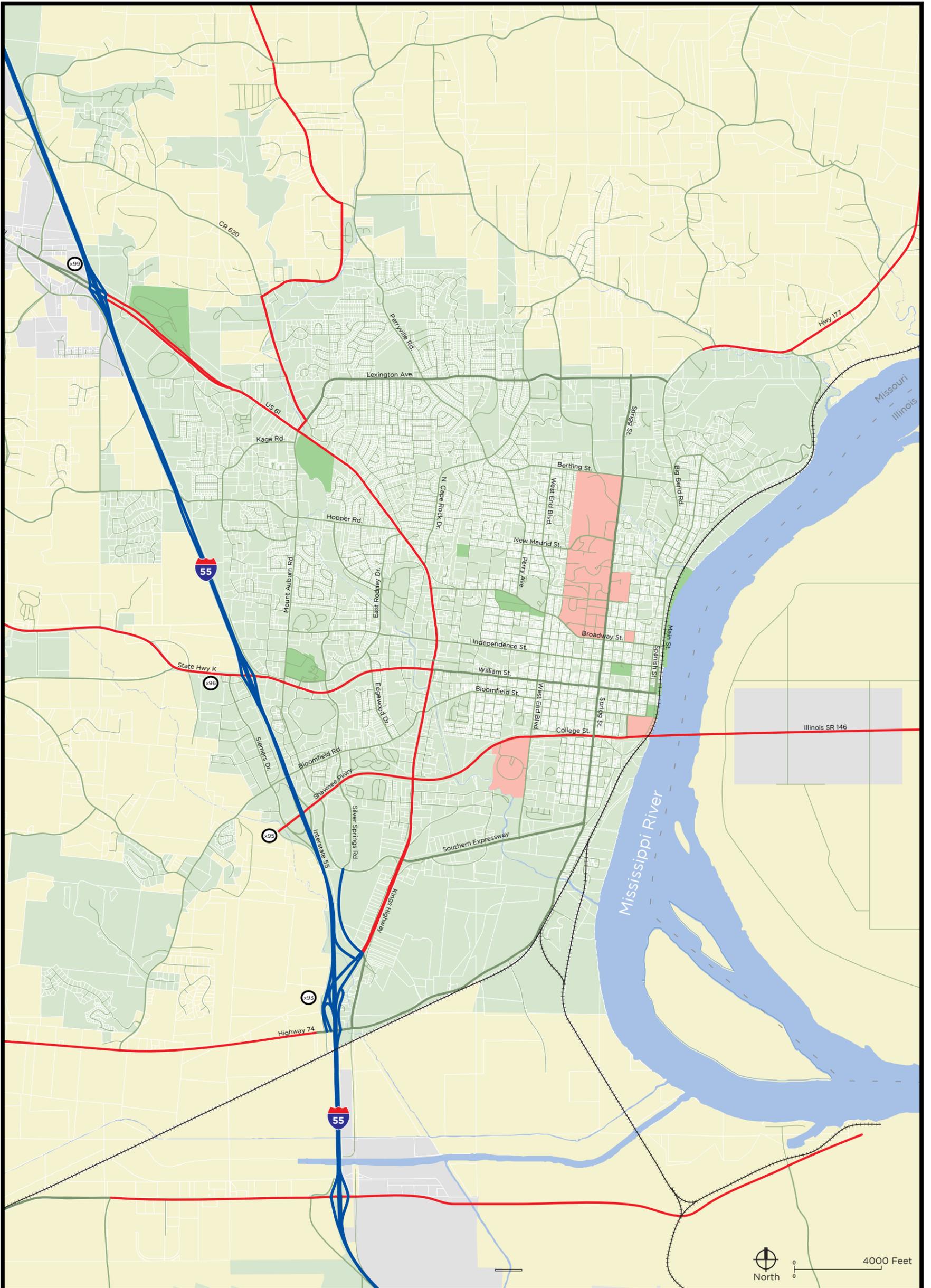
- SEMO - River Campus
- Show Me Center
- Southeast Missouri University
- Sports Complex
- Visitors Center



Cape Girardot



New Madrid



Wayfinding System  
 City of Cape Girardeau, MO  
 GJ # 22097.0

Drawn By:  
 JMM   
 SP   
 ETW   
 Contact:  
 Environmental Graphics/Wayfinding  
 Glattig Jackson  
 407-843-6552  
 120 N Orange Avenue  
 Orlando, Florida 32801

- Legend:
- City of Cape Girardeau
  - Other Municipalities
  - Railroads
  - State Highways
  - Interstate Highways
  - City/County Roads



## Road Types



**Key Entry Nodes**

Nodes are points of connection, convergence and intersection where the essence of place will concentrate. They are important decision making points.

**1** William St and Interstate 55

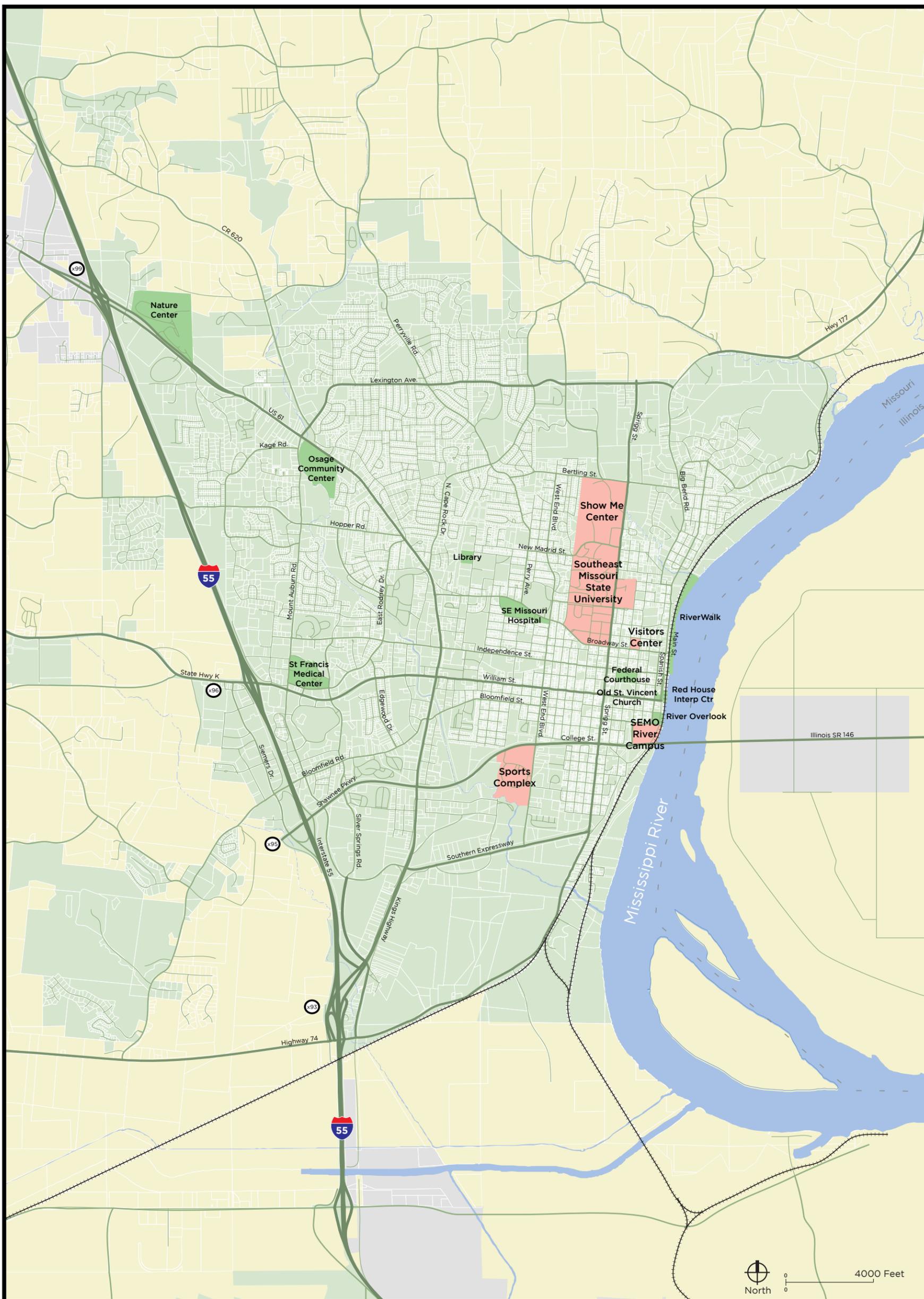
**2** College St & Mississippi River

**3** US61 and Interstate 55

**4** Shawnee Pkwy and Interstate 55



<p>Wayfinding System City of Cape Girardeau, MO GJ # 22097.0</p>	<p>Drawn By: JMM <input checked="" type="checkbox"/> SP <input type="checkbox"/> ETW <input type="checkbox"/></p> <p>Contact: Environmental Graphics/Wayfinding Glattig Jackson 407-843-6552 120 N Orange Avenue Orlando, Florida 32801</p>	<p>Legend:</p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #d9ead3; border: 1px solid #ccc; margin-right: 5px;"></span> City of Cape Girardeau</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #f4cccc; border: 1px solid #ccc; margin-right: 5px;"></span> Other Municipalities</li> <li><span style="display: inline-block; width: 15px; height: 10px; border-top: 1px dashed black; border-bottom: 1px dashed black; margin-right: 5px;"></span> Railroads</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #f4cccc; border: 1px solid #ccc; margin-right: 5px;"></span> Primary Nodes</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #d9ead3; border: 1px solid #ccc; margin-right: 5px;"></span> Secondary Nodes</li> <li><span style="display: inline-block; width: 15px; height: 10px; border-bottom: 2px solid green; margin-right: 5px;"></span> Roads</li> </ul>	<p><b>GLATTIG JACKSON KERCHER ANGLIN</b></p>	<p><b>Key Entry Nodes</b></p>
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Wayfinding System  
 City of Cape Girardeau, MO  
 GJ # 22097.0

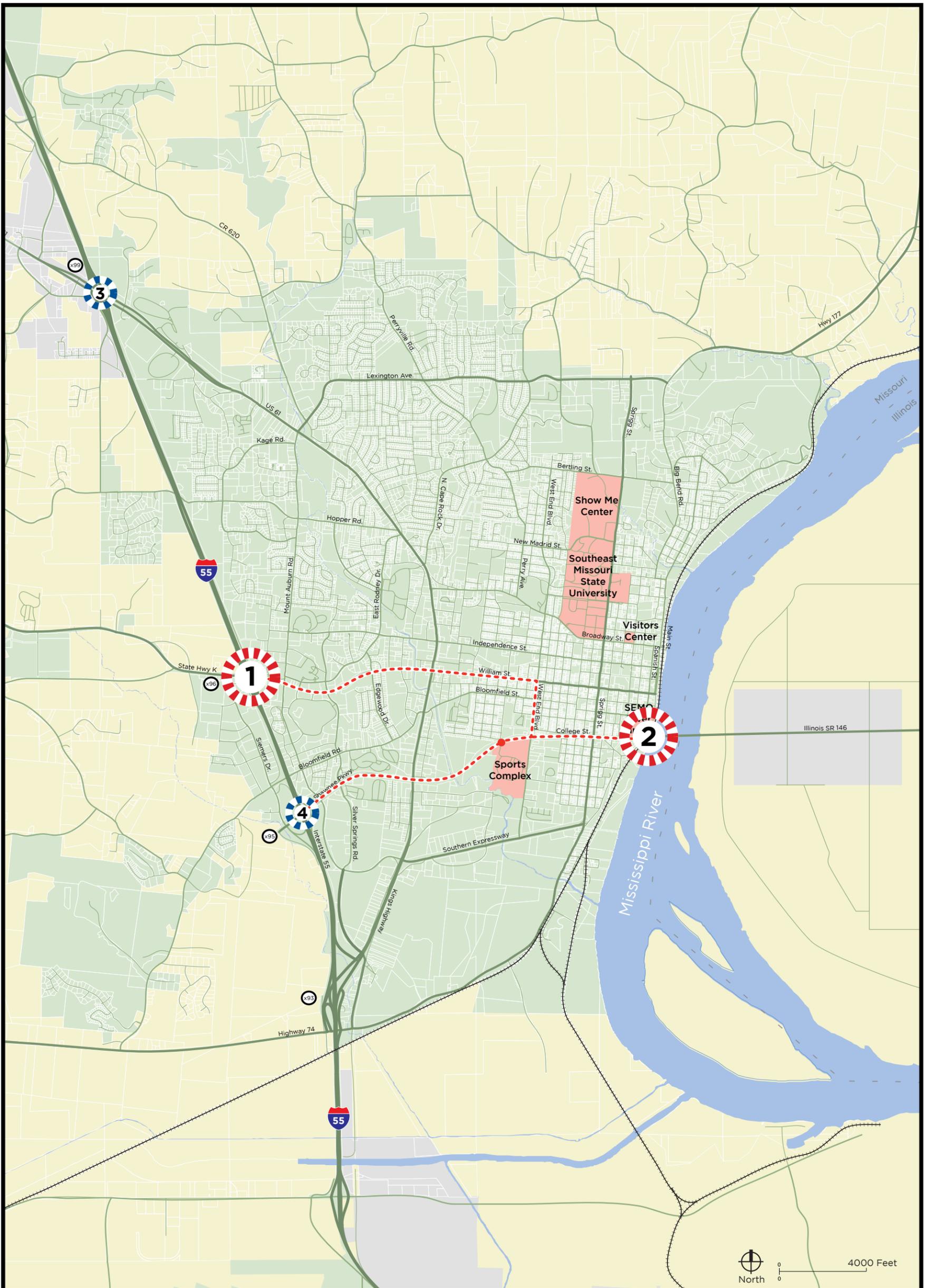
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Contact:  
 Environmental Graphics/Wayfinding  
 Glattig Jackson  
 407-843-6552  
 120 N Orange Avenue  
 Orlando, Florida 32801

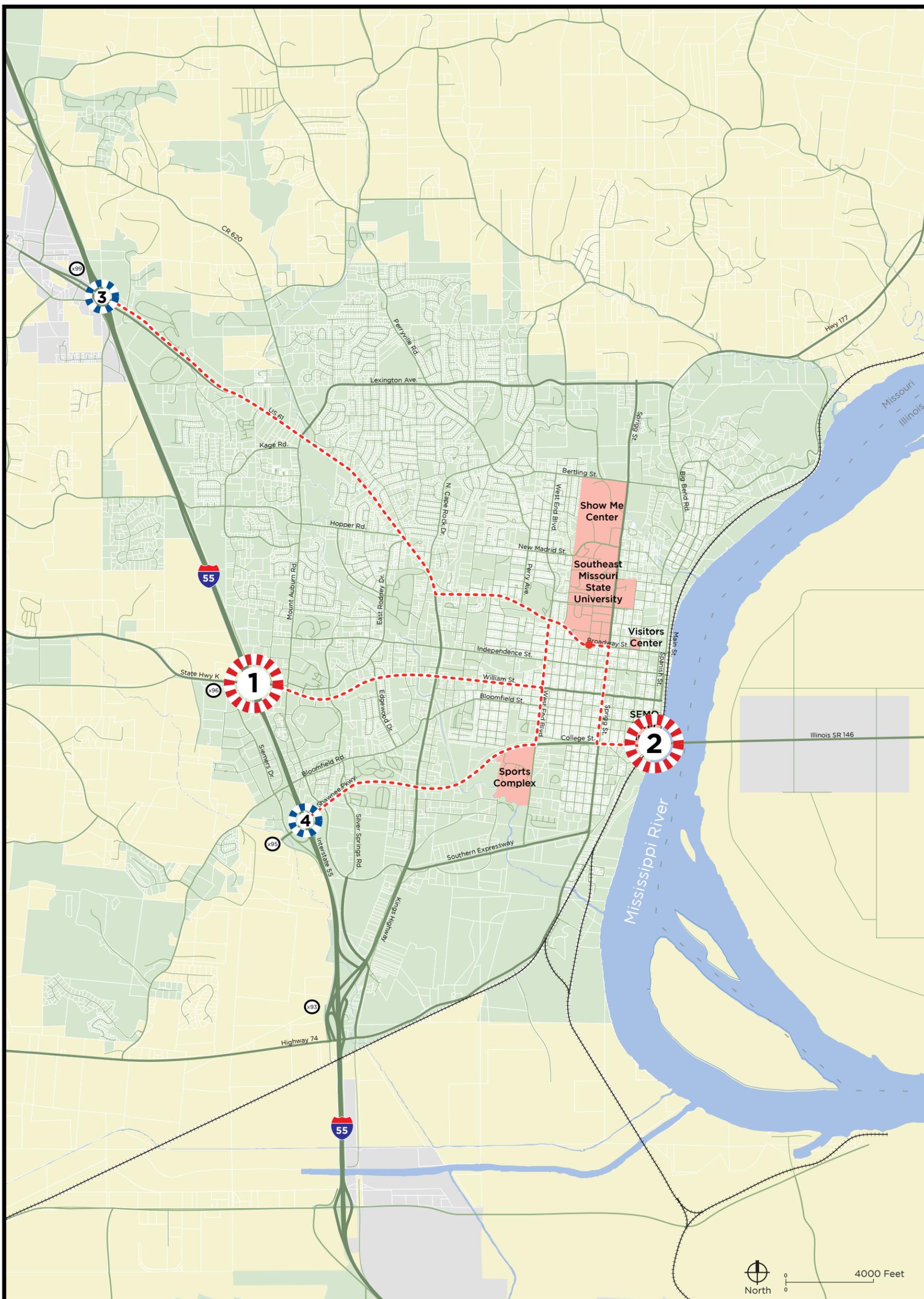
- Legend:
- City of Cape Girardeau
  - Other Municipalities
  - Super Destinations
  - Top Destinations
  - Railroads
  - Roads

  
 GLATTIG  
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## Top Destinations Map



<p>Wayfinding System City of Cape Girardeau, MO GJ # 22097.0</p>	<p>Drawn By: JMM <input checked="" type="checkbox"/> SP <input type="checkbox"/> ETW <input type="checkbox"/></p>	<p>Contact: Environmental Graphics/Wayfinding Glattling Jackson 407-843-6552 120 N Orange Avenue Orlando, Florida 32801</p>	<p>Legend:</p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px solid black; background-color: #d9ead3;"></span> City of Cape Girardeau</li> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px solid black; background-color: #f4cccc;"></span> Other Municipalities</li> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px solid black; background-color: #f4cccc;"></span> Super Destinations</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px dashed red;"></span> Signed Route</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid green;"></span> Roads</li> <li><span style="display: inline-block; width: 15px; border-bottom: 1px dashed black;"></span> Railroads</li> </ul>	<p> GLATTING JACKSON KERCHER ANGLIN</p>	<h2 style="text-align: center;">Sports Complex Routing Plan Map</h2>
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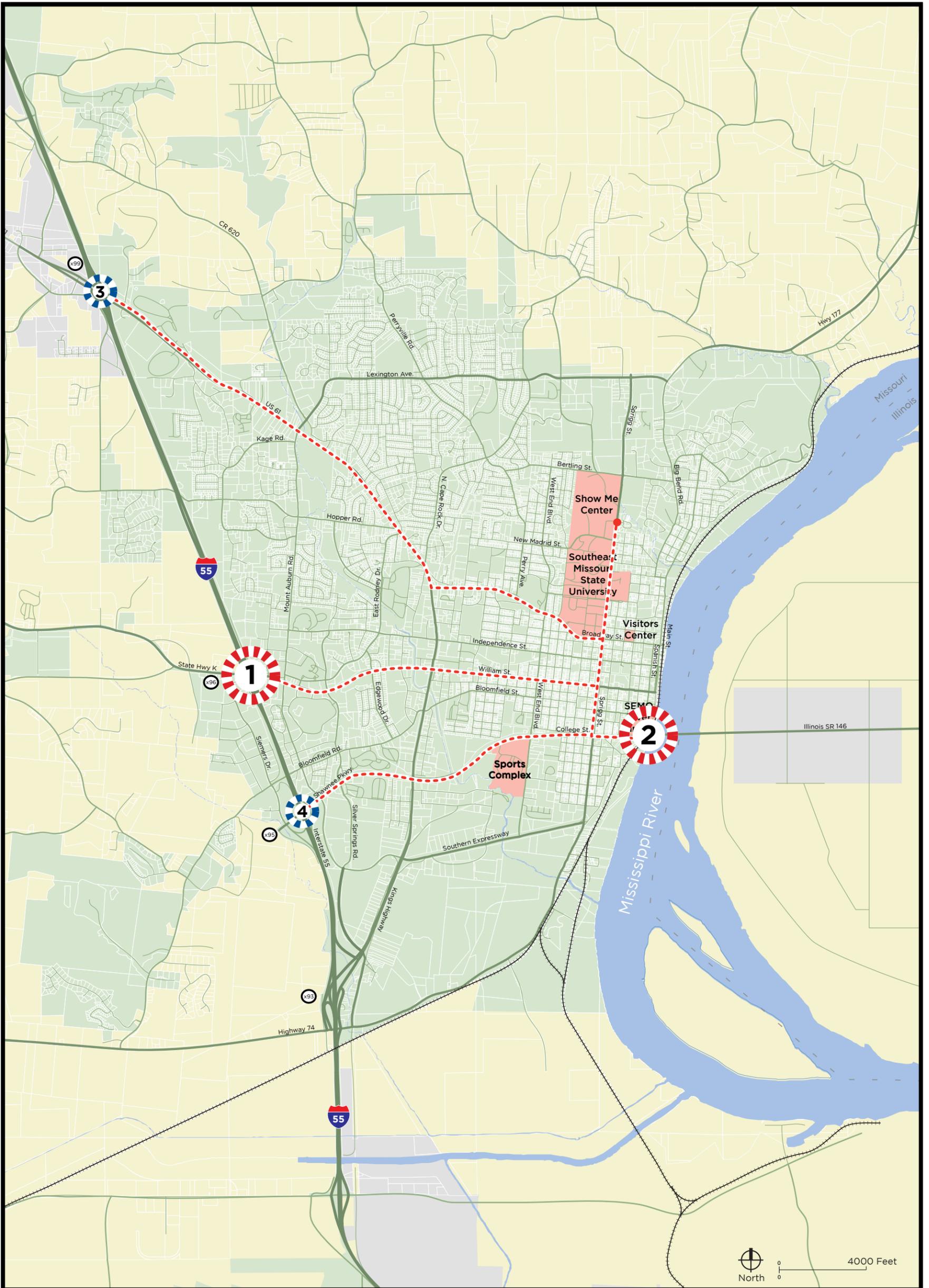
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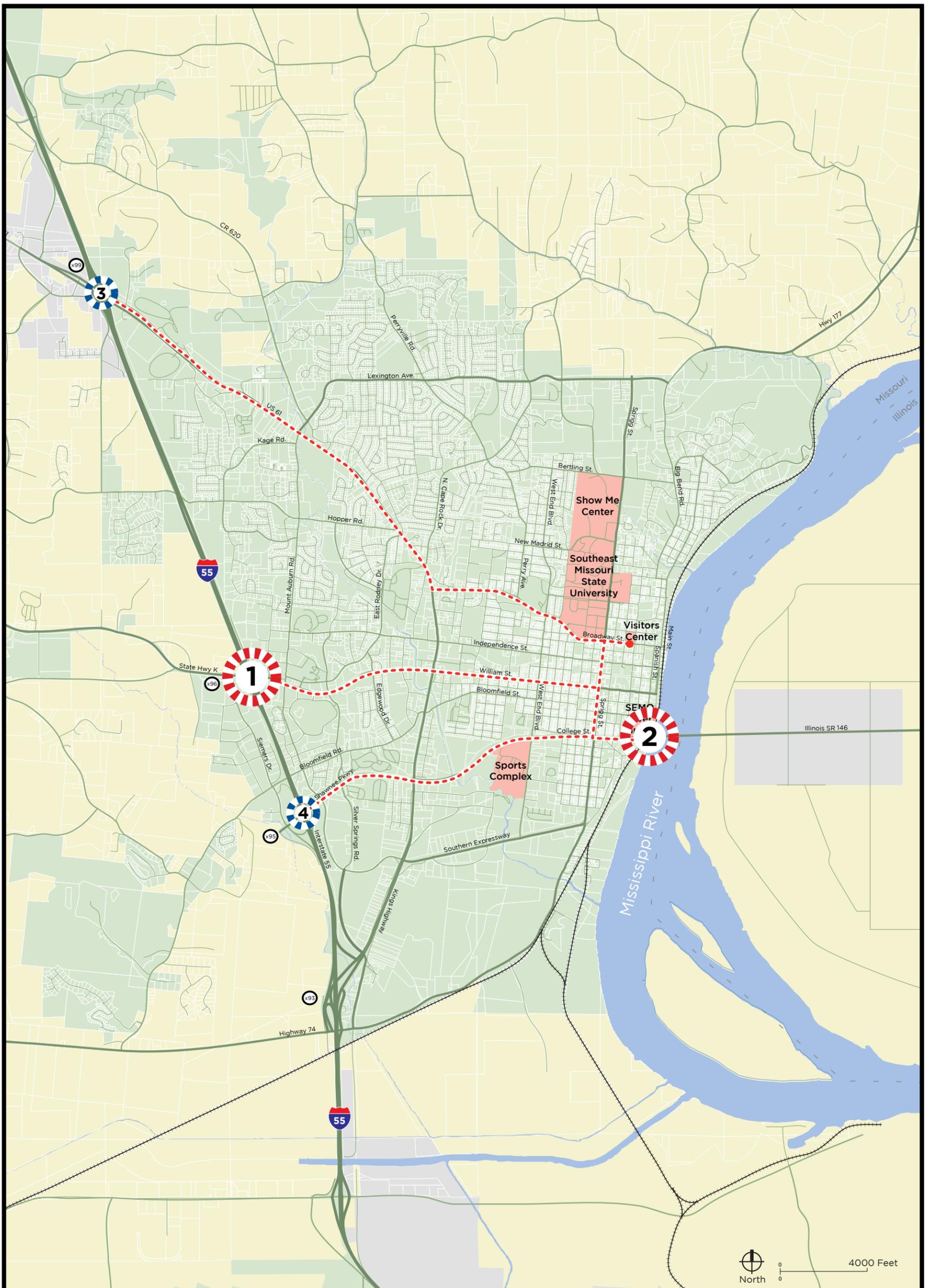
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- City of Cape Girardeau
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  - Signed Route
  - Railroads
  - Roads

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## Southeast Missouri Univ. Routing Plan Map



<p>Wayfinding System City of Cape Girardeau, MO GJ # 22097.0</p>	<p>Drawn By: JMM <input checked="" type="checkbox"/> SP <input type="checkbox"/> ETW <input type="checkbox"/></p>	<p>Contact: Environmental Graphics/Wayfinding Glattig Jackson 407-843-6552 120 N Orange Avenue Orlando, Florida 32801</p>	<p>Legend:</p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px solid black; background-color: #d9ead3;"></span> City of Cape Girardeau</li> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px solid black; background-color: #f4cccc;"></span> Other Municipalities</li> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px solid black; background-color: #f4cccc;"></span> Super Destinations</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px dashed red;"></span> Signed Route</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid green;"></span> Roads</li> <li><span style="display: inline-block; width: 15px; border-bottom: 1px dashed black;"></span> Railroads</li> </ul>	<p> GLATTIG JACKSON KERCHER ANGLIN</p>	<h2 style="text-align: center;">Show Me Center Routing Plan Map</h2>
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Wayfinding System  
 City of Cape Girardeau, MO  
 GJ # 22097.0

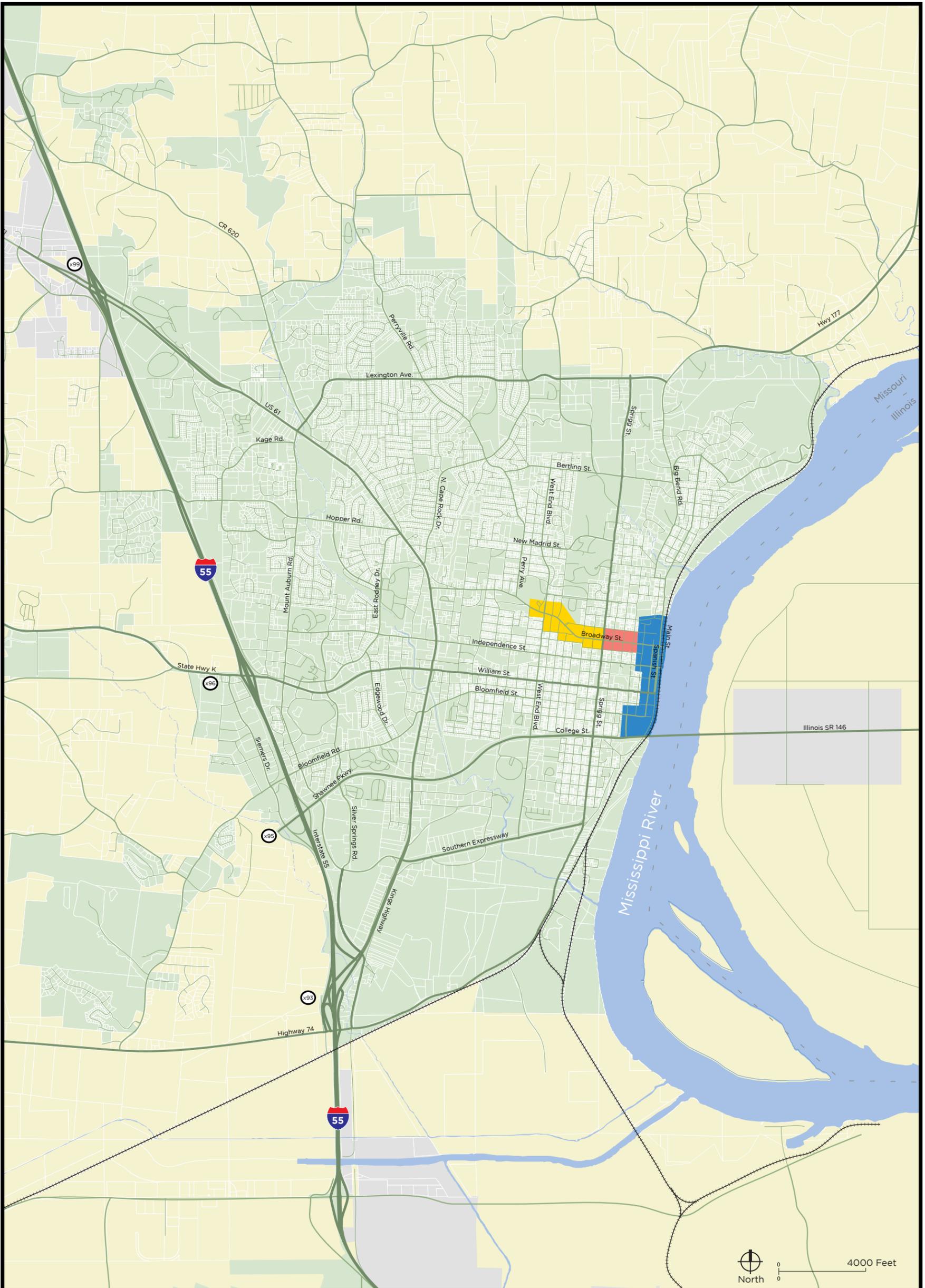
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 120 N Orange Avenue  
 Orlando, Florida 32801

- Legend:
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  - Super Destinations
  - Signed Route
  - Railroads
  - Roads

**G**  
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## Visitors Center Routing Plan Map



<p>Wayfinding System City of Cape Girardeau, MO GJ # 22097.0</p>	<p>Drawn By: JMM <input checked="" type="checkbox"/> SP <input type="checkbox"/> ETW <input type="checkbox"/></p>	<p>Contact: Environmental Graphics/Wayfinding Glattig Jackson 407-843-6552 120 N Orange Avenue Orlando, Florida 32801</p>	<p>Legend:</p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #d9ead3; border: 1px solid #000; margin-right: 5px;"></span> City of Cape Girardeau</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #f4cccc; border: 1px solid #000; margin-right: 5px;"></span> Other Municipalities</li> <li><span style="display: inline-block; width: 15px; height: 10px; border-top: 1px solid black; border-bottom: 1px solid black; margin-right: 5px;"></span> Railroads</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #fff2cc; border: 1px solid #000; margin-right: 5px;"></span> University Business Dist.</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #f4cccc; border: 1px solid #000; margin-right: 5px;"></span> Broadway Business Dist.</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #a6c9ec; border: 1px solid #000; margin-right: 5px;"></span> Riverfront Dist.</li> </ul>	 <p>GLATTIG JACKSON KERCHER ANGLIN</p>	<h2>District Map</h2>
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Vehicular Directional - Philadelphia, Pennsylvania



Vehicular Directional - Kalamazoo, Michigan



Pedestrian Directional - Norcross, Georgia

### Sign Design

Signage should present a reliable message. For this reason, a consistent palette of colors should be used throughout the sign system. Using the same colors increases legibility of the wayfinding system, enabling faster recognition and expectations of the signs as a driver approaches. Since the sign system needs to compete with the urban environment and landscape, the color choices for signs must be strong but not overwhelming to the streetscape environment. The following guidelines should be followed to have a legible and functional wayfinding system.

### Finish and Contrast

The format we recommend adheres to the Federal Americans with Disabilities Act (ADA) minimum requirements regarding presentation of information on signs used to provide direction or identify spaces. Letter characters and backgrounds for both identification and directional signs must have a non-glare finish. Characters and symbols will have at least 70% contrast with their background. Light characters on a dark background read more easily, especially at night. High intensity reflective vinyl shall be used for all vehicular sign messaging.

### Cap Height

Given the prevailing traffic speeds in the area, vehicular sign messages should have a minimum 4.5-inch cap height for roads 35 mph or less and 6.0-inch cap height for roads greater than 35 mph. The font shall be one of those as approved for use by the state and federal highway administration for clarity and legibility at travelling speeds.

### Number of Sign Messages

Given the proposed letter height for the speeds encountered, we propose a maximum of four one-line messages per vehicular guide sign.

### Organization of Messaging

The destinations shall be ordered to be consistent with the MODOT policies on directional guide signs. This message order is destinations ahead listed first, left turning listed second and right turning listed last. The organization within this group should be closest destination first.

### Sign Clearance

The Manual for Uniform Traffic Control Devices (MUTCD) sets specific minimum height for vehicular directional signs as 84" from the ground to the bottom of the sign panel. In addition to these requirements we recommend 24" clearance from side of curb to edge of sign to prevent clipping from traffic. Specific attention should be given to obstructions such as signs, trees, utilities and light poles when locating a sign.

### Sign Types:

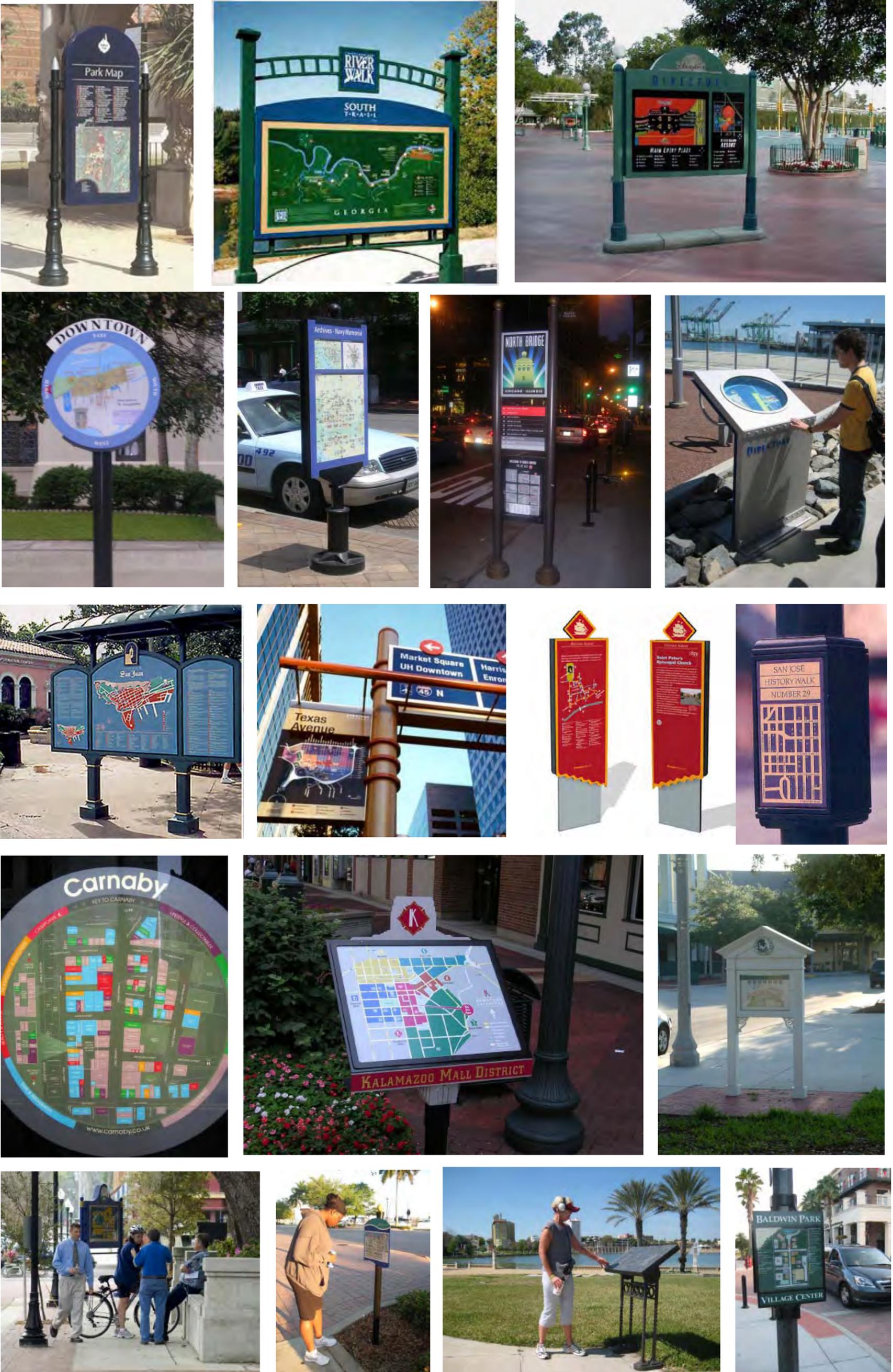
- Gateway Features
- Vehicular Directional
- Parking
- Pedestrian Directional
- Building Identification
- Kiosk Map
- Placemaking Banners



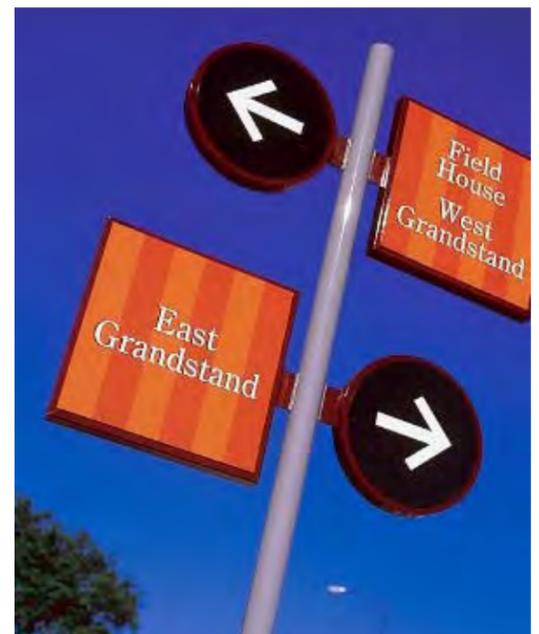
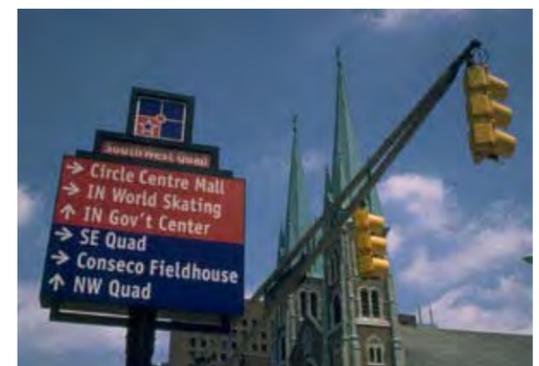
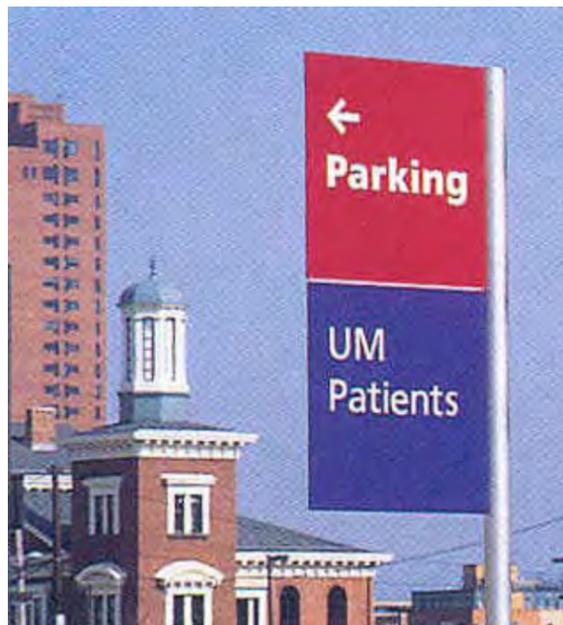
COMPARABLES - PEDESTRIAN DIRECTIONAL



COMPARABLES – PEDESTRIAN KIOSK



COMPARABLES - VEHICULAR DIRECTIONAL





NEXT STEPS

**1. Schematic Design Charrette**

• Schematic design documents for a palette of wayfinding signs, including dimensions, materials, finishes, comparable images and illustrations (freehand or electronic). The following sign types will be included as part of the sign palette:

- Gateway signs
- Vehicular directional signs
- Parking signs
- Pedestrian directional signs
- Building identification
- Placemaking
- Pedestrian map – digital artwork for pedestrian maps that will be scaled appropriately to enhance walkability within the project area.

• Preliminary statement of probable costs  
(based on cursory review from up to 2 signage fabricators)

**2. Design Intent Documents**

Preparation of design intent documents, which will incorporate Client review comments from the Schematic Design review, and contain detail information for each sign type. The documents will be suitable to obtain contractor pricing by sign fabricators who are qualified to not only prepare construction drawings (including all engineering design and calculations), but also fabricate and install each sign type reflected in the design intent documents.

**3. Sign Master Plan**

Preparation of a document of the selected sign types that will contain design intent documentation such as dimensions, materials, colors, and graphics for each sign type. Additionally, the plan will contain the Master Sign Schedule, which will identify each sign location as well as the message for each sign.

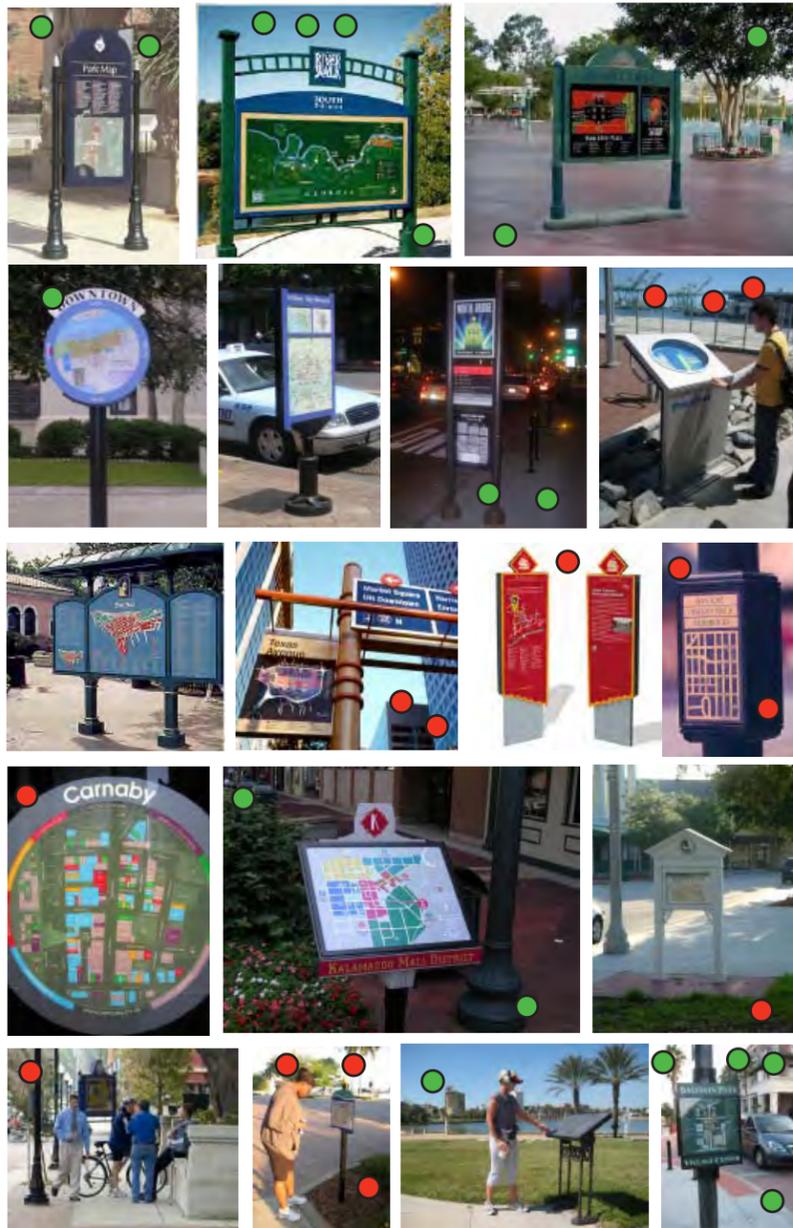
**4. Agency Coordination**

Preparation of the necessary documents for MODOT State approval and permitting of the Sign Master Plan and sign design in accordance with requirements.

**5. Sign Master Plan Application**

Preparation of the necessary documents for the City to submit for approval the Sign Master Plan in accordance with local zoning ordinances.

COMPARABLES - PEDESTRIAN KIOSK



GLATTING JACKSON KERCHER ANGLIN

Project Program Document for Wayfinding - City of Cape Girardeau  
Design & Inspiration

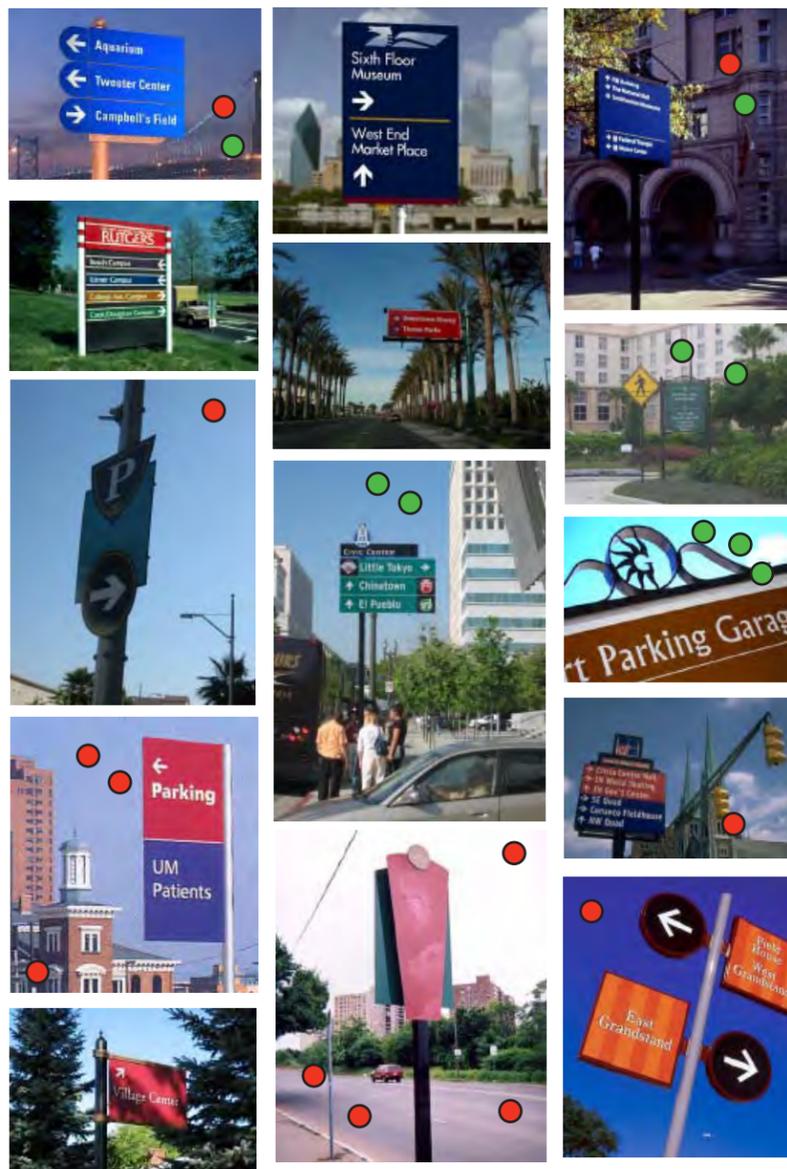
Likes:

- Provide direction along corridors for pedestrians
- Encourage people to walk beyond 1 block
- Sign at height easy to view map
- Structures with elegant design with character
- Simple and historic colors like green and black
- Wrought iron is an appropriate material/style
- Design shall be clean and not flashy

Dislikes:

- Any sign which would require a lot of maintenance
- Materials prone to vandalism
- Bright or modern designs

COMPARABLES - VEHICULAR DIRECTIONAL



GLATTING JACKSON KERCHER ANGLIN

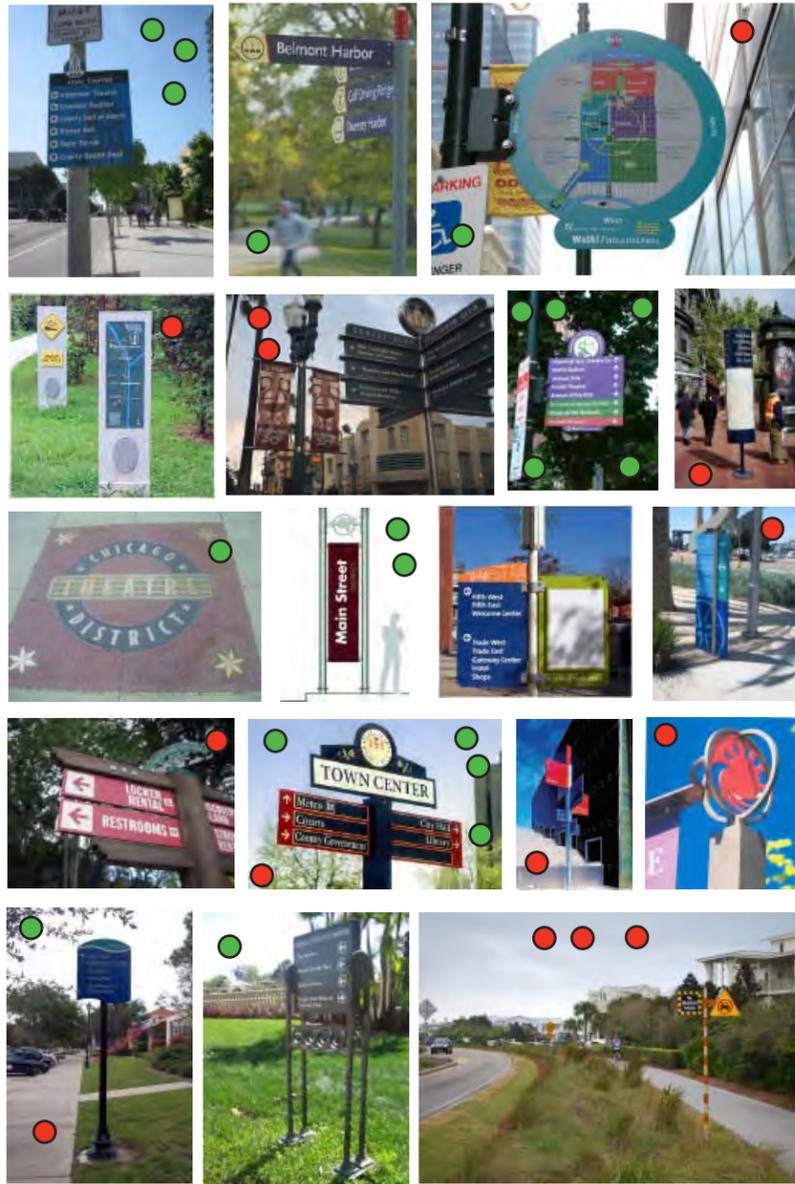
Project Program Document for Wayfinding - City of Cape Girardeau  
Design & Inspiration

Likes:

- Modular sign faces for flexibility
- Structures with elegant design with character
- Simple and historic colors like green and black
- Wrought iron is an appropriate material/style
- Design shall be clean and not flashy

Dislikes:

- Any sign which would require a lot of maintenance
- Materials prone to vandalism
- Bright or modern designs



Likes:

- Provide direction along corridors for pedestrians
- Encourage people to walk beyond 1 block
- Opportunities for lesser destinations to be on sign
- Ground graphics for districts
- Attaching signs to existing poles where possible

Dislikes:

- Any sign which would require a lot of maintenance
- Materials prone to vandalism
- Bright or modern designs
- Ground mounted pylons
- Clutter

# MICHIGAN STREET WAYFINDING SIGNS CONCEPTUAL APPROACH

FINAL REPORT

1-10-2008



Funded by  
Grand Rapids SmartZone

Prepared by  
JJR, LLC  
110 Miller Avenue  
Ann Arbor, MI 48104

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 CITY STAFF  
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# INTRODUCTION

## 1 PURPOSE OF THE STUDY

This study recommends a conceptual approach to the design and location of wayfinding signs on Michigan Street between College Avenue (east) and Division Avenue (west). The study was undertaken as a follow up to the *Michigan Hill Urban Design and Streetscape Concepts* (August 2007) to establish a framework for coordinating wayfinding approaches in order to (1) integrate with the adopted Downtown Wayfinding system and (2) assist Spectrum Health and the Michigan Street Development, located in the western end of the study area, in refining their plans for a new exterior signage system. The wayfinding study addresses two of the three sub-areas that make up the larger Michigan Hill study area: the densely developed concentration of life science institutions (Life Science Core) located east of Division Avenue and the under-developed East End, located west of College Avenue, where significant future redevelopment is anticipated.

The purpose of the study is to develop a consensus on an approach to wayfinding signs that will:

- Assist corridor visitors/patients in locating major destinations and associated parking.
- Complement efforts to enhance the quality of the pedestrian environment on Michigan Street.
- Create a unified system that adds to the corridor's identity as a life science/high tech core.

## 2 PARTICIPANTS AND PROCESS

For continuity, the same 16-member Committee that reached consensus on corridor urban design and streetscape concepts was invited to participate in the wayfinding study. Committee members represented area institutions, neighborhood and business organizations, major property owners, the Michigan Department of Transportation and the Interurban Transit Partnership. The Committee was chaired by Deputy City Manager Eric DeLong. City staff from Planning, the Downtown Development Authority, Parking Services and Traffic Safety also participated in Committee meetings. JJR, LLC coordinated the consultant work for the Committee. Corbin Design provided conceptual sign design services. The sign consultant for Spectrum Health and the Michigan Street Development, fd2s, also participated in all Committee meetings. The study was funded by the SmartZone LDFA.

The Committee members met five times over a four-month period to discuss issues and priorities; evaluate alternative design approaches; identify locations for a hierarchy of sign types and reach consensus on a conceptual approach to wayfinding signs.

# **RECOMMENDED CONCEPTS**

## **1 WAYFINDING PRINCIPLES**

Wayfinding provides direction for people in motion. The principles of wayfinding design include:

- Design for the first time user.
- Design to simplify the visual environment (legibility, coherence).
- Give only the information needed at a given decision point.
- Integrate design elements.
- Contribute to a sense of place.
- Create synergy between destinations.
- Respond to diverse stakeholders.
- Design for flexibility and to minimize maintenance costs.
- Design for adaptability to other media.

## **2 BACKGROUND**

### **2.1 Urban Design and Streetscape Recommendations**

Wayfinding signs are one of many elements that make up the streetscape – its visual quality and its amenity for people on foot. The design and location of wayfinding signs must be carefully coordinated with other streetscape elements including paving treatments, landscaping and street furniture (e.g., street lights, benches). Wayfinding signs complement, but do not “drive” streetscape design decisions.

Several key recommendations for streetscape improvements on Michigan Street serve as context for wayfinding recommendations.

- The design theme on Michigan Street should have a “modern” or “cutting edge” expression consistent with the role of Grand Rapids’ Life Science Core as a district where technologically advanced research is accomplished and applied.
- Today and in the future, zoning will require a minimum 14-foot dimension between the back of curb and building face. As a result, the recommended sidewalk cross section includes a minimum 7-foot clear traveled way for pedestrian movement; a 5.5-foot amenity zone (to incorporate curbed planters with street trees or special paving, street lights and furniture) and a 2-foot curb zone that is clear of vertical elements. Signs located within the public right-of-way (ROW) should be located within the amenity zone and should not be allowed to obstruct the sidewalk’s clear traveled way.
- Just as the Michigan Street streetscape treatment could be extended to adjacent blocks on north-south streets, so can these adjacent blocks serve as an important locations for corridor wayfinding signs. This will enhance district identity and add value to the corridor.
- Corridor gateways (at Division and College Avenues) and nodes (at Coit and Lafayette Avenues) should incorporate special identity elements. These might include banners mounted on light poles, among other design strategies.

### **2.2 Downtown Wayfinding System**

In 2004, the Downtown Development Authority adopted an overall district plan and administrative guidelines for a wayfinding sign system for the downtown area. Four downtown districts were

established (CenterCity, WestSide, HeartSide and HillSide). On Michigan Street, Division Avenue marks the boundary between the CenterCity and HillSide districts.

The Downtown Wayfinding system includes four sign types:

- District Welcome Signs, located at entrances to the downtown and introducing the names and symbols of the four districts .
- District Directional Signs, directing visitors from a downtown entrance to one of the four downtown districts and including the name of one or two major district destinations.
- Local Directional Signs, located within or at the edge of a district and including the names of district destinations
- Pedestrian Kiosks, including a map and building directory

These signs are located within the public ROW. They are pole-mounted and have a traditional design character.



Figure1- Downtown Wayfinding Signs

Downtown Wayfinding system signs are located on and adjacent to Michigan Street between Division and College Avenues as follows.

- A Welcome Sign is located on the north side of Michigan Street at Prospect.
- District Directional Signs are located at the I-196/College Avenue exit ramps.
- Local Directional Signs are located on both sides of Michigan Street at Bostwick.

In coordinating the relationship of the new Michigan Street wayfinding signs and the existing Downtown Wayfinding system the Committee recommends that:

- The Michigan Street area be identified as a sub-district within the Downtown Wayfinding system's HillSide district. This will include placing a message identifying the sub-district name on District Directional signs.<sup>1</sup>

<sup>1</sup> As discussed below, the majority of Committee members supported naming this sub-district "Medical Mile."

- The design of Michigan Street wayfinding signs be a “contemporary” translation of the more traditional Downtown Wayfinding system vocabulary. For example, the Michigan Street vehicular guide sign (comparable to the Downtown Wayfinding system’s Local Directional Sign) should use the same basic height, profile and pole mount system as the Downtown Wayfinding system.
- On Michigan Street between Division Avenue and the Grand River, Downtown Wayfinding system signs will be used. On Michigan Street between Division and College Avenues, the new Michigan Street wayfinding system signs will be used. In this area, Downtown Wayfinding system signs will be replaced with Medical Mile signs. In addition, Medical Mile signs may be used adjacent to the corridor on intersecting north-south streets.

### 2.3 Spectrum Health / Michigan Street Development Exterior Signs

Spectrum Health and the Michigan Street Development have adopted an exterior signage approach developed by sign consultants, fd2s. The primary objective of this approach is to guide patients/visitors to the correct “campus” entry point by using large, numbered entry markers. A series of eight entry markers is currently planned between Division and Claremont Avenues; number 1 is to be located closest to Division Avenue at the entrance to the Michigan Street Development with numbers increasing to the east. Number 8 is to be located at the parking entrance to the Musculoskeletal Center east of Barclay Avenue. The proposed entry markers will be two-sided ground signs that are 12 feet tall and 6 feet wide and internally illuminated<sup>2</sup>. A large number panel is located at the top of the sign, with message panels identifying emergency, parking ramp and major building destinations located below it.

Spectrum Health feels that such large signs are needed to ensure visibility on a densely developed, high traffic corridor. Signs need to be large enough to be seen from a distance in a crowded urban environment, with the number of the campus entry (and related parking destination) raised above car height. Internal illumination is need for night time visibility. Their consultants believe that a 4” capital letter height is the minimum required for readability and that all messages should use a uniform capital letter height. In their view, the need to use full building names in a consistent, readable type size drives the need for a 6-foot wide sign.

In discussing the Spectrum Health/Michigan Street Development entry marker signs, the Committee agreed that:

- The Spectrum Health/Michigan Street Development sign design approach is consistent with the “modern” or “cutting edge” image desired on the Michigan Street corridor.
- An overlay signage district will be needed to permit the proposed sign design. In order to treat all property owners on the corridor equally, the use of numbered entry markers should be permitted by others (on Michigan Street east to College Avenue). Threshold criteria for permitting the use of these numbered entry markers will need to be established. These might include, for example: a minimum development

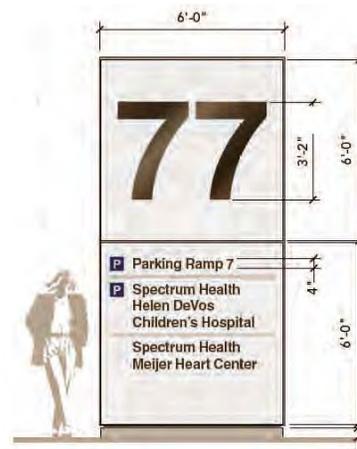


Figure 2 - Original Entry Market Concept

<sup>2</sup> A detailed study of Spectrum Health/Michigan Street Development entry marker locations is currently underway. In some instances, sufficient space may not be available to locate ground signs outside of the ROW. Where this is the case, entry markers may be designed as building-mounted projecting signs, building-mounted wall signs (non-projecting) or as ground signs.

size (total square feet); annual number of visitors and/or availability of a minimum number of visitor/public parking spaces. In addition, an overlay signage district plan will need to reference very detailed criteria to ensure a consistent quality in sign design, fabrication and installation. The Committee recognized that interest in the expanded use of entry markers might be limited as the signs have an institutional character that could imply an affiliation with Spectrum Health.

- A 6-foot wide sign could not be located within the public ROW in the 5.5-foot wide streetscape amenity zone to be established on Michigan Street. (Encroachment into the 7-foot sidewalk zone or the 2-foot curb zone should not be permitted.) As a result, signs of this size must be located on private property. A narrower version of the numbered entry marker (maximum width of 5 feet) might be allowed within the streetscape amenity zone in certain circumstances and after review and approval by the Planning Director.
- In addition to the numbered entry markers, the overlay signage district for Michigan Street could permit a building/facility identification sign that is smaller than the entry marker, but designed in the same style (including an internally illuminated destination name/logo panel at the top and internally illuminated building names below). This “new” sign type (See Private Elements, Figure 4) could help to strengthen the corridor brand by extending the use of the design vocabulary used on the numbered entry markers to other parts of the district. As noted above, the overlay district language would need to reference very detailed criteria to ensure a consistent quality in sign design, fabrication and installation.

## 2.4 Branding

While the streetscape and wayfinding sign concepts proposed for the Michigan Street corridor between Division and College Avenues will help to establish a “brand” for the area, many other coordinated marketing initiatives will be required to develop and promote that brand. Committee members recognize the importance of this “branding” effort and the role that the choice of a district name, logo, colors and type face will play. These decisions will be critical as the recommended concepts presented here are developed further.

Consistent with the recommended streetscape concepts for Michigan Street, the new Medical Mile wayfinding system will address only that area between Division and College Avenues. The portion of the Michigan Street corridor located at the foot of the hill (west of Division) relates more closely to downtown’s CenterCity than it does to the balance of the corridor. As a result, Downtown Wayfinding system signs will continue to be used in this area.

The idea of expanding the use of new Medical Mile wayfinding signs to the area east of College to include the new MidTowne development was discussed by the Committee. This could be achieved by including this area in the proposed overlay signage district, allowing the use of the proposed numbered entry markers and facility identification signs which will be paid for privately. It is anticipated that the SmartZone LDFA will play a significant role in funding the fabrication and installation of Medical Mile “public” wayfinding signs (vehicular guide signs, street signs, banners, pedestrian kiosks). Because College Avenue marks the eastern edge of the SmartZone, LDFA funding for public wayfinding signs located further east on Michigan Street could present a problem.

### 3 DIRECTION

Relatively early in the study, the Committee evaluated a number of alternative wayfinding scenarios that would accommodate the signage needs of Spectrum Health; respond positively to the established Downtown Wayfinding system and help to “bridge” the design gap between the two. The Committee recommended the following approach to developing concepts and implementation tools:

- Allow Spectrum Health and the Michigan Street Development to use the entry marker system and conceptual design they have proposed (with possible modifications).
- Establish a public wayfinding system for Medical Mile that is more contemporary than, but related to, the Downtown Wayfinding system.
- Explore opportunities to “bridge” the two different design approaches to create a strong visual brand for the Michigan Street corridor (Division to College Avenues).
- Treat Medical Mile as a sub-district within the HillSide district that is part of the Downtown Wayfinding System.
- Allow for the replacement of the more traditional Downtown Wayfinding signs with more contemporary Medical Mile signs on Michigan Street (between Division and College) and allow for the use of new Medical Mile signs on north-south cross streets adjacent to Michigan Street.

### 4 RECOMMENDED CONCEPTS

The Medical Mile wayfinding system has both public and private components.

- Public components may be located in the right-of-way (ROW). The detailed design, fabrication, installation, maintenance and administration of the public elements of the wayfinding system will be managed by the existing Wayfinding Program Committee (established to manage the Downtown Wayfinding system) with the addition of a representative from the SmartZone LDFA. It is anticipated that design, fabrication, installation and maintenance will be funded by the SmartZone LDFA.
- Private components will be located on private property (outside of the ROW); criteria will be established to allow exceptions to this requirement in special circumstances. The detailed design of the private elements of the wayfinding system will be undertaken by the entities opting to use them. These detailed design plans, as well as fabrication and installation standards, will become part of an overlay wayfinding signage district plan for the corridor subject to the approval of the Planning Director. Fabrication, installation and maintenance will be funded by the entities using these private sign elements.

#### 4.1 Public Sign Elements

These elements of the wayfinding system concept, illustrated on the following pages, include:

- **Vehicular guide signs.** These signs are the same height and silhouette as the Local Directional signs in the Downtown Wayfinding system, and use the same destination message type face. However, they have a more contemporary pole and bracket design and use a reflective white vinyl background with black opaque vinyl copy. A Medical Mile sub-district logo could be added to the top of the sign. In addition, a “branded” type face could be used on the “Medical Mile” panel at the bottom of the sign. These signs are located at entrances to the Medical Mile district along Michigan Street and on several north-south streets. (See Sign Location Plan, Figure 5.)

- **Street signs.** These signs use a standard City street sign “blade” and are mounted on light poles at street intersections. A specially designed bracket matches the bracket design on the vehicular guide sign. A district logo could be added to the top or the bottom of the sign.
- **Banners.** Banner panels are mounted on light poles, again using a bracket design that matches those used on vehicular guide and street signs. Priority locations for banners are at the two district gateways (at Division and College Avenues) and the two district nodes (at Coit and Lafayette).
- **Pedestrian kiosks.** These signs include a map and destinations list on a 3-foot by 3-foot internally illuminated white panel supported on legs. The conceptual design of these signs is tied to the design of the proposed Spectrum Health/Michigan Street Development numbered entry markers (and the proposed building/facility identification signs), but the kiosks are much smaller in scale. Pedestrian kiosks will be located at major transit stops, at pedestrian exits from major visitor parking areas and at other high pedestrian traffic locations.

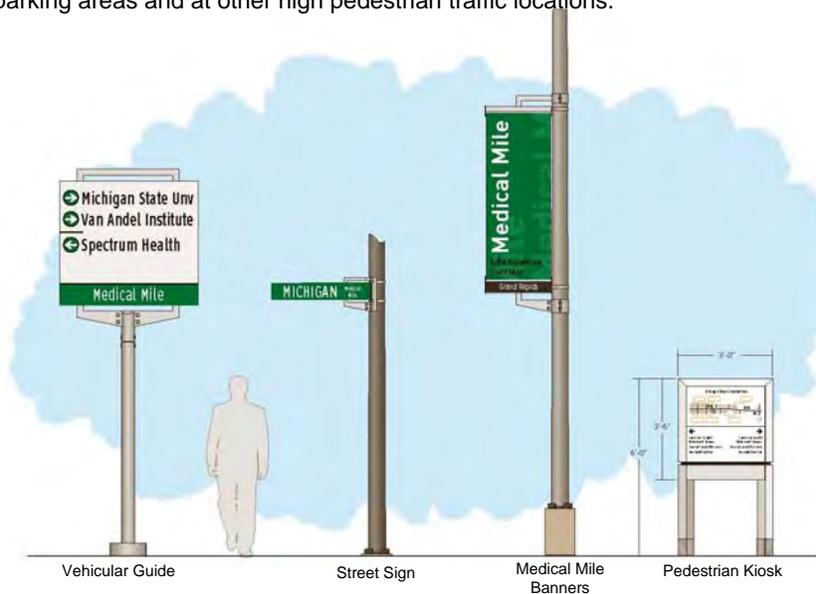


Figure 3 - Michigan Street Wayfinding Sign Concept: Public Elements

#### 4.2 Private Sign Elements

These elements of the recommended wayfinding system concept include:

- **Spectrum Health/Michigan Street Development numbered entry markers.** These internally illuminated signs represent Spectrum Health’s preferred option for size (12 feet tall and 6 feet wide). Eight locations have been proposed (see Conceptual Location Plan). These signs will be located outside of the public ROW and may be freestanding or used as projecting wall signs.
- **Alternative/Additional numbered entry markers.** These internally illuminated signs are narrower (5 feet wide) and have a more open design, with supporting legs, and space for fewer messages. They may represent an acceptable option for Spectrum Health/Michigan Street Development entry signs that are approved for location in the public ROW. (This approval may be granted by the Planning Director based on specified criteria and in exceptional situations.) They also represent a sign type that other entities may opt to use to mark entries to major corridor destinations; in this case, they will be located on private property.

- Facility identification.**<sup>3</sup> This ground sign concept provides an option for building/facility identification signs for Medical Mile corridor users that has a strong design relationship to the numbered entry markers and allows greater sign height<sup>4</sup> in exchange for strict consistency in design, fabrication and installation. The internally illuminated sign builds on the Spectrum Health design approach, but is smaller in size (9 feet tall and 4 feet wide) with a maximum of three message panels below a 4-foot by 4-foot logo panel. Its design with legs and an open base is also related to the pedestrian kiosk sign. It may be located outside of the public ROW only.

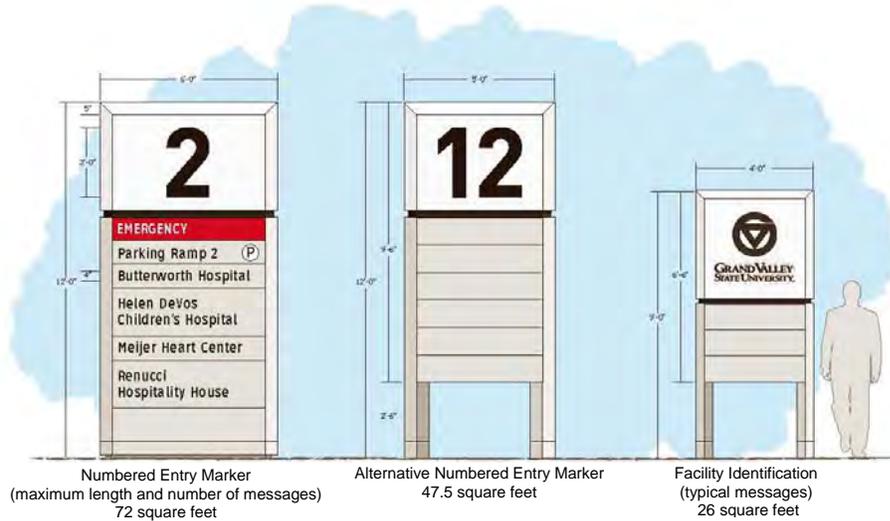


Figure 4 - Michigan Street Wayfinding Sign Concept: Private Elements

<sup>3</sup> The Committee supported the idea of offering a facility identification sign option tied to the design of the numbered entry markers in order to encourage greater consistency in sign design along the corridor. (The increase in allowable ground sign height provides an incentive for choosing this option.) Nevertheless, the Committee did not want to propose a mandatory uniform sign design approach for all corridor users.

<sup>4</sup> The maximum ground sign height currently permitted is 5 feet.

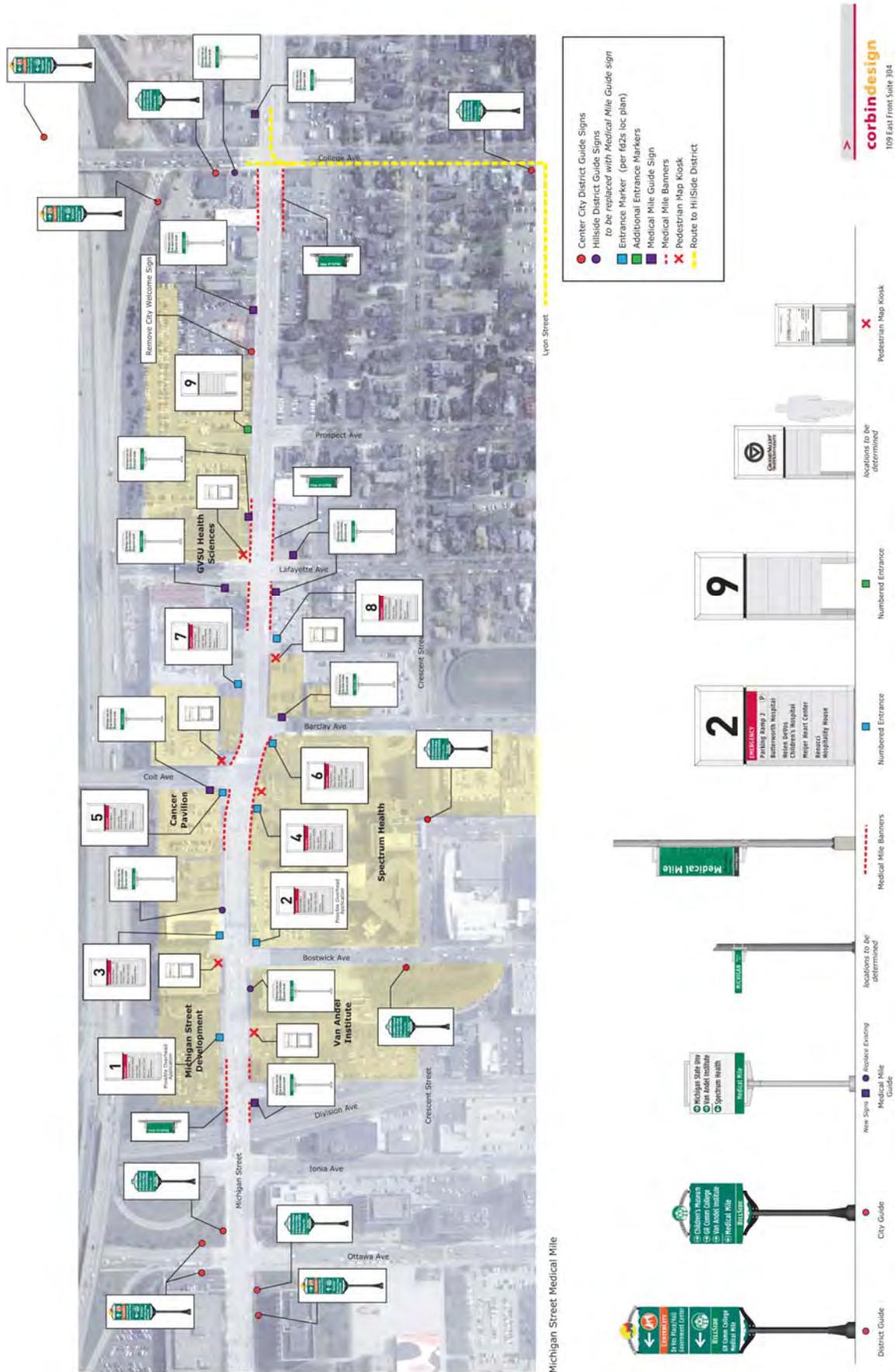


Figure 5 - Michigan Street Wayfinding Concept: Illustrative Sign Location Plan

# IMPLEMENTATION

## 1 ADMINISTRATION

Because both public and private components are included in the recommended wayfinding concepts for the Medical Mile corridor, two different administrative structures will be needed for implementation as illustrated below.

Administrative Issue	Public Signs	Private Signs
Who adopts the rules?	SmartZone LDFA City Commission	Planning Department City Commission
What is the vehicle?	District Plan Administrative and Maintenance Guidelines	Wayfinding Sign Overlay District District Plan/Standards Maintenance Plan
Who administers the rules?	Wayfinding Program Committee with SmartZone representation	Planning Director

## 2 REGULATION

It is anticipated that the regulations governing wayfinding signs will include two parts.

- An overlay signage district which establishes the broad parameters that apply to all wayfinding systems in the city.
- A more detailed location plan and set of design, fabrication and installation standards for each specific wayfinding system.

### 2.1 Overlay District

The contents of a wayfinding signage overlay district should address the following:

- **Overall purpose or intent.** This might include objectives pertaining to the quality and coherence of the streetscape; improving the clarity of directional information; minimizing visual clutter and encouraging collaborations among multiple users.
- **General eligibility requirements for establishing an overlay district.** These might include, for example, a densely developed, high traffic volume urban environment with multiple visitor attractions with medium to high annual visitation.
- **Eligibility requirements for listing of destinations** (e.g., annual visitation; number of public/visitor parking spaces provided).
- **General wayfinding sign requirements.** These might include the types of signs permitted (e.g., ground sign, pole sign, projecting sign, internally illuminated sign) and their function (e.g., identify a district gateway; provide directional cues to district destinations; identify district destinations and parking areas; orient pedestrians to district destinations). Overall maximum and minimum design standards (by sign type and/or function) should also be included (e.g., maximum sign height, width and area; maximum and minimum text sizes; minimum spacing between signs). Standards for the

placement of public (official) and private wayfinding signs, as well as the process for granting exceptions (if any) should also be addressed.

- **Application requirements and review/approval process.** Application requirements might include, for example, a district plan and standards developed through a collaborative process; the identification of a party responsible for sign fabrication, installation and maintenance and a list of the destinations to be identified, with supporting information.

## 2.2 District Plan and Standards

Consistent with the overall parameters of the overlay wayfinding signage district, the district plan and standards should provide more detailed design and construction/installation information. For example:

- **Overall location plan.** This plan should illustrate the location of each sign type proposed as well as the content (message schedule) for each sign location. Locations proposed within and outside of the public right-of-way should be specified.
- **Sign design plans.** These plans should provide dimensioned and colored illustrations of the face and side view each sign type with notes on materials, colors and details.
- **Detailed location plans.** These should include dimensioned plans of specific sign locations. Measurements showing distances to the curb, sidewalk clear traveled way and right-of-way edge (setback) should be noted.
- **Maintenance plan.** This plan should describe how the district will be administered and how signs will be maintained.
- **Phasing plan.** This should be included if it is anticipated that installation will be accomplished over an extended period.

## 3 COST AND FUNDING

Cost estimates have been developed for budgeting purposes for fabrication and installation for the elements of the recommended wayfinding system concepts.

### 3.1 Public Wayfinding Elements

Vehicular guide signs	
4 lines of text	\$7,500 each
6 lines of text	\$8,500 each
Street signs	\$1,500 each
Banner and brackets	
Single	\$3,000 each
Double	\$6,000 each
Pedestrian map kiosk	\$4,000 each

The total estimated concept-level costs for the public elements of the recommended wayfinding system are:

Vehicular guide signs (12)	\$ 96,000
Street signs (15)	\$ 22,500
Single banners (48)	\$144,000

Pedestrian map kiosks (6)	<u>\$ 24,000</u>
Sub-total	\$286,500
20% contingency	<u>\$ 57,300</u>
Total for budgeting	\$343,800

### 3.2 Private Wayfinding Elements

SpectrumHealth/MSD entry	\$18,000 each
Alternate entry	\$16,000 each
Business/facility identification	\$12,000 each

The SmartZone LDFA Priority Plan has budgeted approximately \$500,000 (FY 2009 – 2011) for design and installation of public elements of the wayfinding system. Individual owners will be responsible for the design, fabrication, installation and maintenance of private elements of the wayfinding system.

## NEXT STEPS

A draft overlay wayfinding district ordinance has been reviewed by Planning Commission and recommended for approval. City Commission has also reviewed the draft ordinance and has scheduled action for January 29, 2008. The Medical Mile district conceptual wayfinding recommendations will be presented to the SmartZone Board for review and approval on January 18, 2008.

Next steps in moving forward with the implementation of this report's recommendations include:

- SmartZone approval to initiate the preparation of more detailed plans for the public elements of the Medical Mile wayfinding system, including stakeholder review.
- The preparation of more detailed plans for the private elements of the Medical Mile wayfinding system in coordination with the Planning and Traffic Safety Departments.
- Approval of the Medical Mile wayfinding system District Plan and Standards by the Planning Director (private sign elements) and the Wayfinding Program Committee (public sign elements)..
- Application for sign permits for private sign elements.
- Bidding, fabrication and installation.

## **APPENDIX**

### **COMMITTEE MEMBERS**

Eric DeLong, Chair, City of Grand Rapids  
Erin Babson, Grand Valley State University  
Kristi DeKracker, N.O.B.L.  
Jan Earl, Heritage Hill Association  
Jim Fetzer, Interurban Transit Partnership  
R. Jack Frick, Van Andel Institute  
Bill Culhane, Van Andel Institute  
Art Green, MDOT  
Lisa Haynes, Grand Valley State University  
Joe Hooker, The Christman Company  
Jerry Kooiman, MSU, College of Human Medicine  
Lon Morrison, Spectrum Health  
Anita Prins, Michigan Street Business Association  
Brad Rosely, S.J. Wisinski  
Scott Wierda, Jade Pig Ventures

### **CITY STAFF**

Kara Wood, Economic Development  
Jay Fowler, DDA  
Imelda Martinez, Economic Development  
Pam Ritsema, Parking Services  
Suzanne Schulz, Planning  
Pat Bush, Traffic Safety

### **CONSULTANTS**

Connie Dimond, JJR, LLC  
Mark VanderKlipp, Corbin Design  
Robert Brengman, Corbin Design  
Greg Giordano, fd2s

February XX, 2013

PSRC – VISION 2040 Awards Program  
ATTN: Michelle Leslie Potter  
1011 Western Avenue, Suite 500  
Seattle, WA 98104



**RE: VISION 2040 Awards Nomination – Program: *City of Lake Stevens Economic Development Strategy***

Dear Ms. Potter and Nomination Committee:

The City of Lake Stevens is nominating a Program, the *City of Lake Stevens Economic Development Strategy*, for the Vision 2040 Awards. In 2010, the City of Lake Stevens created the multi-faceted comprehensive strategy, to build fiscal strength, attract new retail development and sales tax revenue; plan for the next generation of regional growth in four subareas under Growth Management; and protect the natural resources within the City. The nominated Program is innovative in scope, creative in application and transferrable to other jurisdictions as a template for programmatic economic planning.

The City is one of the few communities in the Puget Sound region with a designated town center and public spaces adjacent to a lake or inlet. The City expanded from a small city of approximately 7,500 residents in 2007 to a large city of over 28,000 by 2009. The City's growth has been primarily residential through annexations and completion of County subdivisions. To contend with the rapid growth, the City Council hired a multidisciplinary team to develop an economic development program in 2010. The project team included Leland Consulting Group; LMN Architects, Inc.; Weinman Consulting, LLC; Bill Trimm; Fehr & Peers; and AHBL in coordination with the Lake Stevens Planning and Community Development Department, lead by Director Rebecca Ableman as the principal staff member responsible for the program.

The objective of the program was to provide a framework for the City to create vibrant, pedestrian-oriented centers and attract higher-density residential to support commercial and business park development in addition to encouraging increased public transit. Each part of the program supports the next phase. For example, the fiscal analysis identified the potential for Lake Stevens to provide business opportunities that support the aeronautics and other high-tech industries in the 20<sup>th</sup> Street SE Corridor. In addition, the fiscal analysis suggested the City could reduce retail leakage to adjacent communities by expanding local goods and services especially in the Lake Stevens Center. The development regulations and planned action determination give commercial and residential developers certainty to locate in Lake Stevens. Successful implementation will create balanced employment and retail centers that enhances the highly desired residential neighborhoods, award winning school district and attractive recreational lake within the City.

The City is initiating the nomination by providing two hard copies of this cover page, a one-page description of the Program, a copy of the Program, and a letters of support. The City appreciates your consideration of the *City of Lake Stevens Economic Development Strategy* as a successful Program to move the City from a small town residential community to a thriving, pedestrian-oriented, commercially-supported large city over the next 10 years and onward into the future. Please feel free to contact Planning Director Rebecca Ableman, P.O. Box 257, Lake Stevens, WA 98258, 425-377-3229, or [bableman@lakestevenswa.gov](mailto:bableman@lakestevenswa.gov).

Sincerely,

Mayor Vern Little

## **CITY OF LAKE STEVENS ECONOMIC DEVELOPMENT STRATEGY PROGRAM DESCRIPTION**

**NAME:** The City of Lake Stevens is nominating the *City of Lake Stevens Economic Development Strategy* Program for the VISION 2040 Award. The City Council chose to take strategic action to complete an economic assessment, analyze fiscal impacts, create a citywide vision, complete subarea plans, and include planned actions.

**DESCRIPTION:** The *City of Lake Stevens Economic Development Strategy* as a program is a multi-faceted comprehensive strategy for fiscal sustainability through commercial development and sales tax increases; subarea plans as planned actions to expedite future development and increase residential density to support business and transit; and an economic strategy to attract new businesses to the community. The timing during an economic slowdown puts the City on the forefront for attracting new development as the market returns.

The program began in April 2010 with a comparative market profile of Lake Stevens with local cities, county, Puget Sound region, and state. The first year, the City worked with consultants to complete a market strategy with existing forecasts, economic assessment, leakage analysis, Citywide action plan, and a vision to determine public and private actions to reach the vision. The strategy was designed to build an implementation process with the end result serving the vision. The last year and a half involved implementation of the strategy including two subarea plans, two planned actions, design guidelines, codes, and capital facilities plans. The Program continues with a Downtown framework plan, business recruitment, wayfinding, and branding.

**INNOVATION:** The City Council was ambitious and farsighted to provide resources for a comprehensive implementation strategy for three of the four identified subareas in the Comprehensive Plan. The small Planning Staff managed the environmental review, planning and planned action processes for two subareas concurrently including full public participation processes for each subarea. In addition, a third visioning process occurred for Downtown. Concurrent subarea planning processes with planned actions are rarely, if ever, done; however, the City did complete two full subarea planning processes and a framework plan with resident, business owner and property owner input, including 22 public meetings/workshops and numerous email updates, throughout the process.

**IMPLEMENTATION:** The *City of Lake Stevens Economic Development Strategy* is a 10-year program. The initial economic analysis and strategy was implemented with the plans for three subareas (one still in process). With completion of the planned actions, interested developers are able to begin construction after a Pre-Application Meeting to determine planned action status. A potential commercial developer of approximately 50 acres and at least two residential developers are currently in discussions with the City. Other commercial ventures are interested in the City, but are awaiting a stronger economy.

**CRITERIA:** The nomination of the *City of Lake Stevens Economic Development Strategy* Program meets criteria 1 and 3. After a full economic assessment, the City Council made a strategic investment to complete two subarea plans with planned actions and a framework plan concurrently to support the development of a more livable community for Lake Stevens within specific centers with pedestrian connections, expanded street system, jobs closer to homes, and more retail and restaurant opportunities for the higher-density housing within those centers. A capital facilities plan was adopted with transportation, sewer, water and other capital projects to support the plans. The Lake Stevens Center Plan is redevelopment of an existing commercial area to increase efficiency of existing infrastructure by incorporating higher-density residential development and mixed use and creating a better road/pedestrian network. The 20<sup>th</sup> Street SE Corridor Plan is new development of business park, large commercial center and higher-density housing with better road network and innovative design to serve undeveloped properties with sewer. In addition, connections between the two subareas include a trail under the power lines and sidewalks on two north-south arterials. Adopting a planned action for each subarea provides for more efficient permit review by reducing the time from permit application to construction start by eliminating the need for site environmental review if determined project is a planned action project.



# Washington State Senate

**Olympia Office:**  
239 John A. Cherberg Building  
PO Box 40444  
Olympia, WA 98504-0444

**Senator Steve Hobbs**  
44th Legislative District

**Telephone:**  
(360) 786-7686  
FAX: (360) 786-1999  
E-mail: Steve.Hobbs@leg.wa.gov

January 31, 2013

Mayor Vern Little  
City of Lake Stevens  
P.O. Box 257  
Lake Stevens, WA 98258

**RE: VISION 2040 Awards Nomination – Program: *City of Lake Stevens Economic Development Strategy***

Dear Mayor Little: *Vern*

This letter is to express support for the City's nomination of the *City of Lake Stevens Economic Development Strategy*, a multi-faceted comprehensive program to build fiscal strength; attract new retail development and sales tax revenue; plan for of local growth in four subareas, under the Growth Management Act; and protect the natural resources within the City.

The City of Lake Stevens is unique as it is one of the few communities in the Puget Sound region with a designated town center and public spaces adjacent to a lake or inlet. The City expanded from a small city of approximately 7,500 residents in 2007 to over 28,000 by 2009. However, the growth included mostly single-family neighborhoods and many approved County plats. The program meets the City's objective to create vibrant, pedestrian-oriented centers within the City and attract higher-density residential to support commercial and business park development and transit. With the proximity of the 20<sup>th</sup> Street SE corridor to Everett and the Boeing Plant, the potential for providing development for businesses supporting the aeronautics industry is high.

I know of no other City that has made an ambitious and strategic investment to complete such a comprehensive program in two years. The Program is innovative in that it spans the entire spectrum from citywide economic assessment, to visioning, to adoption of two subarea plans and planned actions, to future business recruitment, branding and wayfinding. The detailed Capital Facilities Plan will assist the City in seeking future grant opportunities especially Federal and State Transportation Grants. With the detailed analysis included in the Planned Action EIS and detailed costs in the Capital Facilities Plan, I will be able to assist the City in securing future grants.

The *City of Lake Stevens Economic Development Strategy* comprehensively identifies how the City will grow over the next 10 years. The addition of commercial and retail development as well as available jobs closer to homes will only benefit the City and residents by creating a more sustainable future.

I am pleased to support future grant opportunities for the City and the nomination for a VISION 2040 Award as the nominated program is innovative, creative and transferrable to other jurisdictions.

Sincerely,  
*Steve*  
Senator Steve Hobbs  
44<sup>th</sup> Legislative District



**Bill Trimm, FAICP**

February 7, 2013

Mayor Vern Little  
City of Lake Stevens  
PO Box 257  
Lake Stevens, WA 98258

Dear Mayor Little:

It is with great pleasure that I write this letter in full support of the City's efforts to seek a PSRC Vision 2040 award for your City's incredible success in preparing and implementing the *Lake Stevens Economic Development Strategy*.

As you know, I was retained as an economic development consultant to work with property owners in both the Lake Stevens Center and the 20<sup>th</sup> Street Corridor Subareas. My task was to work with the property owners to understand their expectations and inform them of the new development opportunities made possible by the new subarea plans and implementation tools. Undoubtedly, the most rewarding aspect of the many conversations I had with long time residents, retailers and potential development interests was describing the "complete package" that the City was preparing in order to guide, incentivize and facilitate the redevelopment of land in both subareas.

The *Economic Development Strategy* "package" included the simultaneous preparation of two Comprehensive Subarea Plans, Design Guidelines, Development Regulations, Environmental Impact Statements and Planned Action Ordinances for both subareas.

I have been involved in urban planning for many years and have not often had the opportunity to witness such a complete commitment by all levels of local government to work with its citizens to create a realistic vision and implement straight forward policies and actions. This was made possible only by the tireless work and leadership of the your highly professional Staff, Planning Commissioners and City Council members. They were all fully engaged and completed their mission in less than 18 months!

Vision 2040, the region's growth management, economic, environmental and transportation strategy includes programs and policies that when implemented, are intended to advance livable communities throughout the Central Puget Sound Region. The *Lake Stevens Economic Development Strategy* is a shining example of how one community has embraced the principles of Vision 2040 and is strategically moving forward to readying itself for the future.

I sincerely hope that PSRC fully recognizes the City for its exceptional accomplishments in preparing and implementing the *Lake Stevens Economic Development Strategy*.

Best Regards,



Bill Trimm, FAICP

# Weinman Consulting, LLC

January 29, 2013

Mayor Vern Little  
City of Lake Stevens  
P.O. Box 257  
Lake Stevens, WA 98258

Dear Mayor Little:

I am writing to express my support for the nomination of the *City of Lake Stevens Economic Development Strategy Program* for a PSRC Vision 2040 Award.

I was a participant on the project, as the consultant lead for the environmental review and planned action elements and I experienced the energy and dedication of staff and consultant team directly and personally. The products of the project – concurrent development of two subarea plans, design guidelines specific to each subarea, zoning regulations, two environmental impact statements, and two planned action ordinances – are of high quality, and designed to foster achievement of the City's overall vision, its economic development strategy and its commitment to managing growth.

The long-term visions for the subareas – which are guided by the Economic Development Strategy -- are very ambitious yet very different. In the case of the Lake Stevens Center Subarea, the goal is no less than the complete transformation of an aging collection of auto-dominated shopping areas into a cohesive, well-designed, pedestrian oriented and inter-connected mixed-use center. While that transformation will take time, it will also be amazing. For the 20<sup>th</sup> Street Corridor, a recently annexed suburban area, the presence of substantial vacant land provides an opportunity to guide the development of multiple office and retail centers, with higher density housing. The subarea plan and planned action designation provide a roadmap and an incentive for the growth.

Personally, I am astounded at the scope of the projects that Lake Stevens took on and accomplished in one year's time. In my 30-plus years of experience as a planner, I have never seen a city of any size take on and effectively manage two concurrent projects of comparable scope and complexity. Similarly, no other city has engaged in two concurrent planned actions. And, the City was able to develop community consensus through its public involvement efforts and frequent communication with residents.

So the City certainly deserves congratulations, and a Vision 2040 award would help to recognize your achievement.

Sincerely,



Richard Weinman, Principal  
Weinman Consulting, LLC

9350 S.E. 68<sup>th</sup> Street    Mercer Island, WA 98040  
Phone: 206.295.0783    Fax: 206.232.6364  
Email: Richardw-LLC@comcast.net

January 17, 2012

Mayor Vern Little  
City of Lake Stevens  
P.O Box 257  
Lake Stevens, WA 98258

Reference: PSRC VISION 2040 Awards Nomination - *City of Lake Stevens  
Economic Development Strategy Program*

Dear Honorable Mayor Vern Little:

This letter is written in support of the *City of Lake Stevens Economic  
Development Strategy Program*.

We are very pleased with our interactions with the City of Lake Stevens in regard with our properties located at 7314, 7324 and 7330 20<sup>th</sup> Street SE. We worked closely with the Planning Staff, Planning Commission and City Council through a comprehensive process for the 20<sup>th</sup> Street Subarea. This included initial visioning meetings and numerous Planning Commission and City Council Meetings, which included public comment segments. The public comments were mainly positive, with the exception of transportation and infrastructure issues, which it is our understanding that Public Works staff is working diligently to address and resolve.

As key stakeholders, we actively worked together with the City and the community to create a subarea plan that will create economic vitality for this underutilized area. This plan has the ability to unlock the possibility of a brilliant future. We appreciated the planned action methodology, as it removed some of the unknowns and high risks that are associated with development, including environmental reviews.

In addition, our requests for meetings with the Planning Staff were always accommodated and we feel that we experienced a respectful exchange in those interactions. They were timely in their notifications, and are far above other cities in availability and their respect for the public. We will

continue to work together with Staff to further refine design guidelines and regulations as they apply to this subarea and to our properties. We have no doubt that our future interactions will be as positively received and incorporated as they have been in the past.

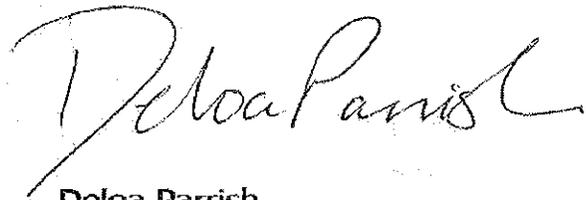
We believe that the City of Lake Steven's Economic Development Strategy Program is exciting, forward thinking, and will attract the type and mix developments that will make Lake Stevens an even more special place to work, live and shop.

Please don't hesitate to contact us if you have further questions.

Sincerely,



David Milot  
Owner  
7314, 7324, 7330-20<sup>th</sup> Street SE  
[damilot@hotmail.com](mailto:damilot@hotmail.com)



Deloa Parrish  
Project Manager  
Greenhill Communities, LLC  
[deloa@greenhillcommunities.com](mailto:deloa@greenhillcommunities.com)



February 22, 2013

Mayor Vern Little  
City of Lake Stevens  
P.O. Box 257  
Lake Stevens, WA 98258

**RE: VISION 2040 Awards Nomination – Program: *City of Lake Stevens Economic Development Strategy***

Dear Mayor Little:

The Lake Stevens School District supports the City's nomination of the *City of Lake Stevens Economic Development Strategy*, a multi-faceted comprehensive strategy to plan for local growth in four subareas, attract retail growth to the City and protect the natural resources within the City.

The Lake Stevens School District was pleased that the City contacted us early in the planning process to explain the overall strategy and ask the School District how it may affect future school enrollment and planning. Because the subarea plans expect additional residential growth, the District is directly affected by the need for additional school capacity as residential development occurs. The knowledge of potential future growth of residential unit types and numbers will assist the District with future biennial Capital Facilities Plan updates.

The *City of Lake Stevens Economic Development Strategy* comprehensively identifies how the City will grow over the next 10 years. It includes information and analysis from all special districts within the City including the School District. The Program should attract new business to the region, including those related to the aeronautics industry and Boeing. The School District's Career and Technology Education (CTE) program has several classes to introduce middle and high school students to engineering jobs, including those within the aeronautics industry. The CTE program would benefit any related businesses that develop in the City and would be a great resource for coordination with the School District to enhance student learning.

The City of Lake Stevens is a family-oriented city with an award-winning School District. The addition of commercial and retail development as well as available jobs closer to homes will only benefit the City and its residents.

The Lake Stevens School District is pleased to support the nomination for a VISION 2040 Award as the nominated program is innovative, creative and inclusive. Should you have any questions about our involvement, please feel free to contact us at 425-335-1500.

Sincerely,

Amy Beth Cook, Ed.D.  
Superintendent

Robb Stanton  
Director of Facilities and Planning



Greater Lake Stevens  
**CHAMBER OF COMMERCE**

*Serving Our Community Since 1981*

February 7, 2013

Mayor Vern Little  
City of Lake Stevens  
P.O. Box 257  
Lake Stevens, WA 98258

**RE: VISION 2040 Awards Nomination – Program: *City of Lake Stevens Economic Development Strategy***

Dear Mayor Little:

The Lake Stevens Chamber of Commerce supports the City's nomination of the *City of Lake Stevens Economic Development Strategy*, a multi-faceted comprehensive strategy to plan for local growth in four subareas, attract retail growth to the City and protect the natural resources within the City.

The Lake Stevens Chamber of Commerce believes the adoption of the 20<sup>th</sup> Street SE Corridor Subarea Plan and Lake Stevens Center Subarea Plan concurrently with the Planned Actions will help attract new businesses to the City. The Planned Actions will save time, which is money, by allowing a developer to move almost immediately into construction, rather than waiting a year to complete environmental review. The Subarea Design Guidelines make it easy for a developer to understand design requirements and the new land use regulations are well written and easy to use; thus making complete submittals and the review process quicker for applicants.

City staff is eager to assist applicants in submitting complete applications and working with developers to understand and meet all requirements. The City of Lake Stevens Planning and Community Development Department is small, but the staff is helpful and keeps a project on track. Many companies would rather work with the City of Lake Stevens than larger cities because staff is accessible and meetings and reviews are scheduled and completed quickly.

The *City of Lake Stevens Economic Development Strategy* comprehensively identifies how the City will grow over the next 10 years. The Program should attract new business to the region, including those related to the aeronautics industry and Boeing. New businesses and stores will provide a wider choice of jobs, shopping and entertainment for residents.

The Lake Stevens Chamber of Commerce is pleased to support the nomination for a VISION 2040 Award as the nominated program is innovative, creative and transferrable to other jurisdictions. Please feel free to contact me at (425) 334-0433 or [info@lakestevenschamber.com](mailto:info@lakestevenschamber.com).

Sincerely,

*Diane Swift on behalf of*

Tonya Chrisoffersen  
President, Lake Stevens Chamber of Commerce



1106 Vernon Road • Suite A • Lake Stevens, WA 98258

(425) 334-8588 • Fax (425) 335-5947

Web Address: [lkstevenssewer.org](http://lkstevenssewer.org)

February 11, 2013

Mayor Vern Little  
City of Lake Stevens  
P.O. Box 257  
Lake Stevens, WA 98258

**RE: Puget Sound Regional Council VISION 2040 Awards Nomination  
Program: City of Lake Stevens Economic Development Strategy**

Dear Mayor Little:

The Lake Stevens Sewer District (LSSD) supports the City's nomination of the *City of Lake Stevens Economic Development Strategy*, a multi-faceted comprehensive strategy to plan for local growth in four subareas, attract business and retail growth to the City, and protect the natural resources within the City.

LSSD was impressed the City contacted us early in the planning process to explain the overall strategy and ask The District how it may affect future sewer service. Because the subarea plans expect additional residential and commercial growth, The District is directly affected by the need for future upgrades and the need for new pipes to the existing sewer system for new development, as well as the required equipment to serve the additional development and added height of future development. The knowledge of potential future growth of commercial development and residential unit types and numbers will assist The District with future Capital Facilities Plan updates.

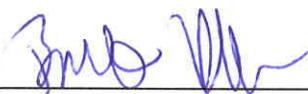
The *City of Lake Stevens Economic Development Strategy* comprehensively identifies how the City will grow over the next 10 years. It includes information and analysis from all special purpose districts within the City, including LSSD. The Program should attract new business to the region and higher-density residential. The District will be able to expand to serve all new development.

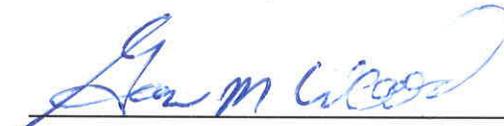
The City of Lake Stevens is a family-oriented city with an award winning School District. The addition of commercial and retail development as well as available jobs closer to homes will only benefit the City and residents.

Lake Stevens Sewer District is pleased to support the nomination for a VISION 2040 Award as the nominated program is innovative, creative and transferrable to other jurisdictions.

Sincerely,  
Board of Commissioners, Lake Stevens Sewer District

  
\_\_\_\_\_  
Dan Lorentzen, President and Commissioner

  
\_\_\_\_\_  
Brent Kirk, Secretary and Commissioner

  
\_\_\_\_\_  
George Wood, Commissioner

February 7, 2013

Mayor Vern Little  
City of Lake Stevens  
P.O. Box 257  
Lake Stevens, WA 98258

**RE: VISION 2040 Awards Nomination – Program: *City of Lake Stevens Economic Development Strategy***

Dear Mayor Little:

Lake Stevens Fire supports the City's nomination of the *City of Lake Stevens Economic Development Strategy*, a multi-faceted comprehensive strategy to plan for local growth in four subareas, attract business and retail growth to the City, and protect the natural resources within the City.

We appreciated the City contacting us early in the planning process to explain the overall strategy and ask how it may affect future fire service. The subarea plans expect additional residential and commercial growth, and the Fire District will be directly affected by these new developments. The knowledge of potential future growth of commercial development and residential unit types and numbers will assist us with our future capital planning.

The *City of Lake Stevens Economic Development Strategy* comprehensively identifies how the City will grow over the next 10 years. It includes information and analysis from all special districts within the City including Lake Stevens Fire. The Program should attract new business to the region and higher-density residential. We look forward to serving and meeting the needs of our growing community of Lake Stevens.

Lake Stevens Fire is pleased to support the nomination for a VISION 2040 Award as the nominated program is innovative, creative and transferrable to other jurisdictions.

Sincerely,

Dave Lingenfelter  
Fire Chief



Vern Foster  
Commissioner



Troy Elmore  
Commissioner



Dan Lorentzen  
Commissioner





# Lake Stevens' New Growth Opportunities 2012



## One Community Around the Lake

The beautiful Lake Stevens sits amid a backdrop of spectacular cascade mountain views and is home to residents deep-rooted in the love for civic engagement and outdoor activities.

People move to Lake Stevens to be part of the warm family-friendly atmosphere where its community strengths include:

- ▲ **Strong sense of stewardship and community commitment;**
- ▲ **The Lake;**
- ▲ **School District with a reputation for excellence; and**
- ▲ **An active outdoors lifestyle**

Because of its excellent access to the outdoors, the Lake Stevens community welcomes tourists and visitors to watch or participate in several special events year round. These events include Aquafest attracting well over 40,000 people, the International Ironman 70.3 qualifier competition that draws spectators and athletes from as far away as Europe and New Zealand, rowing regattas, and many other festivals and gatherings.

Prior to 2006, much of what is now the City, was governed and controlled by County government. As the area grew,

there was a desire to secure more local control and become "One Community Around the Lake". Within 5 years the City of Lake Stevens grew from a population of 6,900 to over 28,000 as a result of the shared effort. New opportunities were created for shaping the landscape to attract the businesses that could meet the citizen's needs and wants without having to drive to another city. Included in this brochure is the a summary of the most recent efforts to plan for and entice new retail businesses and employers to locate here while enhancing the quality of life for Lake Stevens residents.

## New Growth Opportunities in Commercial Centers

The expansion of the City created new opportunities for growth in 3 commercial centers. Each center offers a different special focus planned to complement the other commercial areas and nearby neighborhoods. These centers are the Lake Stevens Center, 20th Street SE Corridor, and Downtown.

### LAKE STEVENS CENTER REVITALIZATION Regional Retail and Service Center

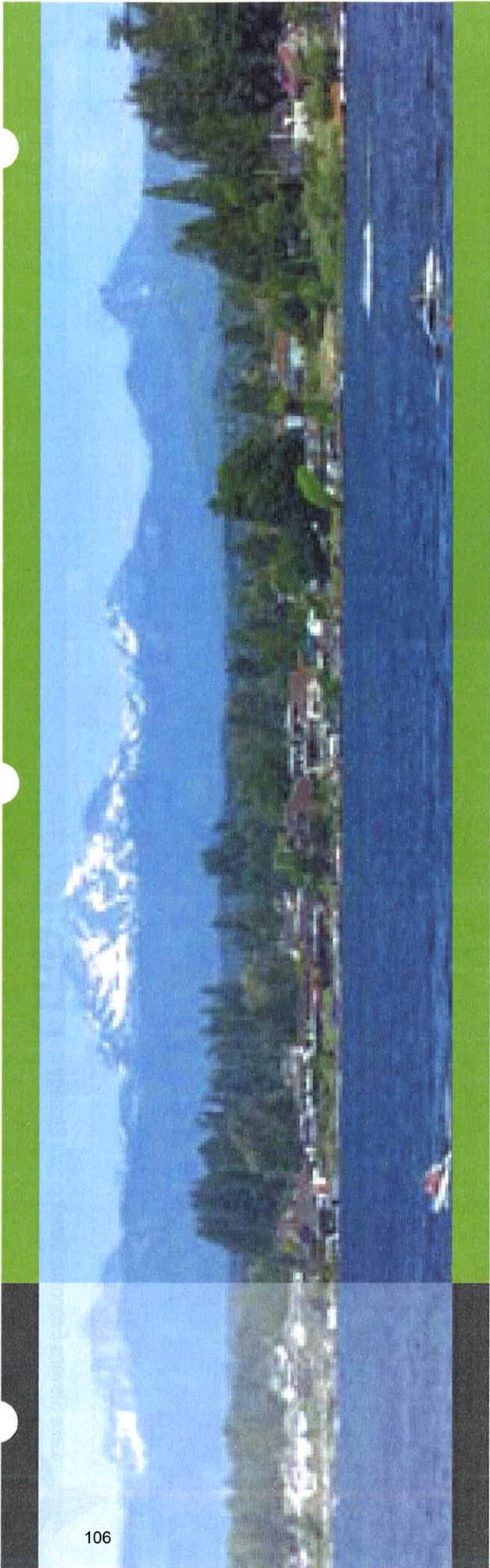
Being a crossroads for markets, the Lake Stevens Center's location favors its position for retail growth with considerable pass-through traffic from commuters to the east and north. The City is creating an economic climate that incentivizes investment, promotes revitalization of the Center's appearance, traffic and pedestrian circulation; and expands retail, office, and residential development by enhancing the appearance of streets, sidewalks, sites, and buildings; and transforming the area with spectacular views into a regional center with anchor retail, a greater array of restaurants, visitor lodging. See inside for more details.



### 20TH STREET SE CORRIDOR Employment and Retail Corridor

Located in the SW quadrant of the City also located along SR9, the 20th Street SE Corridor offers spectacular views west towards Everett and south looking directly at Mount Rainer. The City is planning for a vibrant employment and commercial corridor, that will be home to a wide variety of small and mid-sized companies, along with a few larger employers that occupy a green campus-like setting along the corridor, a broad boulevard that forms a gracious entryway into the southern area of Lake Stevens. Along its length are opportunities for shops, services, restaurants and one or more, larger retail centers serving the employment population, residential population and commuter traffic traveling through Lake Stevens. See inside for more information about the subarea plan.





# Lake Stevens Economic Development Strategy

PREPARED FOR



PREPARED BY



27 SEPTEMBER 2010



# LAKE STEVENS ECONOMIC DEVELOPMENT STRATEGY



# ECONOMIC ASSESSMENT

PREPARED FOR



The City of Lake Stevens  
1812 Main Street  
Lake Stevens, WA 98258  
[www.ci.lake-stevens.wa.us](http://www.ci.lake-stevens.wa.us)

PREPARED BY



7 JANUARY 2011

## Lake Stevens Market Profile

	City of Lake Stevens Current Boundary	Marysville City, WA	Snohomish City, WA	Snohomish County, WA	Seattle-Tacoma- Bellevue MSA, WA	Washington State
	<b>2000 Total Population</b>	21,676	25,315	8,494	606,024	3,043,878
	2000 Group Quarters	38	280	417	9,112	68,241
	<b>2009 Total Population</b>	24,697	30,712	8,719	707,569	3,428,566
	<b>2014 Total Population</b>	26,773	33,525	8,978	763,844	3,635,696
	2009 - 2014 Annual Rate	1.63%	1.77%	0.59%	1.54%	1.18%
		1.25%				
	<b>2000 Households</b>	7,454	9,400	3,276	224,852	1,196,568
	2000 Average Household Size	2.90	2.66	2.47	2.65	2.49
	<b>2009 Households</b>	8,588	11,334	3,483	267,067	1,354,769
	2009 Average Household Size	2.87	2.69	2.42	2.61	2.47
	<b>2014 Households</b>	9,327	12,328	3,605	289,409	1,439,773
	2014 Average Household Size	2.87	2.70	2.41	2.61	2.47
	2009 - 2014 Annual Rate	1.66%	1.70%	0.69%	1.62%	1.22%
		1.27%				1.27%
	<b>2000 Families</b>	5,753	6,609	2,100	157,820	757,978
	2000 Average Family Size	3.26	3.15	3.03	3.13	3.07
	<b>2009 Families</b>	6,545	8,286	2,178	184,703	844,941
	2009 Average Family Size	3.23	3.11	3.00	3.10	3.06
	<b>2014 Families</b>	7,066	9,016	2,231	198,718	891,148
	2014 Average Family Size	3.23	3.12	2.99	3.09	3.06
	2009 - 2014 Annual Rate	1.54%	1.70%	0.48%	1.47%	1.07%
		1.13%				1.13%
	<b>2000 Housing Units</b>	7,770	9,730	3,444	236,205	1,255,502
	Owner Occupied Housing Units	73.4%	61.3%	52.2%	64.5%	59.2%
	Renter Occupied Housing Units	22.5%	35.3%	42.9%	30.7%	36.1%
	Vacant Housing Units	4.0%	3.4%	4.9%	4.8%	4.7%
	<b>2009 Housing Units</b>	9,017	11,832	3,689	282,615	1,439,314
	Owner Occupied Housing Units	72.5%	66.5%	52.0%	63.9%	58.4%
	Renter Occupied Housing Units	22.8%	29.3%	42.4%	30.6%	35.7%
	Vacant Housing Units	4.8%	4.2%	5.6%	5.5%	5.9%
	<b>2014 Housing Units</b>	9,795	12,870	3,820	306,308	1,529,870
	Owner Occupied Housing Units	72.2%	67.6%	51.7%	63.9%	58.3%
	Renter Occupied Housing Units	23.0%	28.2%	42.7%	30.6%	35.8%
	Vacant Housing Units	4.8%	4.2%	5.6%	5.5%	5.9%
		8.2%				8.2%
	<b>Median Household Income</b>					
	2000	\$59,316	\$47,654	\$46,397	\$53,219	\$51,488
	2009	\$76,872	\$68,258	\$63,126	\$69,565	\$69,186
	2014	\$80,456	\$74,876	\$67,932	\$74,601	\$73,044
	<b>Median Home Value</b>					
	2000	\$174,509	\$169,092	\$177,587	\$188,558	\$193,917
	2009	\$300,959	\$299,925	\$306,601	\$329,370	\$332,988
	2014	\$366,721	\$361,669	\$368,771	\$396,332	\$405,910
	<b>Per Capita Income</b>					
	2000	\$22,217	\$20,414	\$20,917	\$23,417	\$26,332
	2009	\$31,429	\$28,272	\$29,897	\$31,489	\$34,715
	2014	\$32,733	\$29,415	\$30,981	\$32,869	\$36,852
	<b>Median Age</b>					
	2000	31.4	33.0	34.3	34.6	35.2
	2009	32.6	34.1	35.9	36.2	36.8
	2014	32.5	33.9	35.9	36.2	36.9

**Data Note:** Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by total population. Detail may not sum to totals due to rounding.

Source: ESRI forecasts for 2009 and 2014; U.S. Bureau of the Census, 2000 Census of Population and Housing



# LAKE STEVENS ECONOMIC DEVELOPMENT STRATEGY



## RETAIL FORECAST AND LEAKAGE ANALYSIS

PREPARED FOR



The City of Lake Stevens  
1812 Main Street  
Lake Stevens, WA 98258  
[www.ci.lake-stevens.wa.us](http://www.ci.lake-stevens.wa.us)

PREPARED BY



7 JANUARY 2011

# LELAND CONSULTING GROUP



## Fiscal Impacts of Economic Development Lake Stevens Economic Development Strategy

Date 6 January 2011

To Jan Berg and Becky Abelman, City of Lake Stevens

From Leland Consulting Group

CC Mark Hinshaw, LMN Architects

Project No. 5066

The City of Lake Stevens's Economic Development Strategy envisions the potential for significant redevelopment within the City's three key economic development focus areas: Downtown, Frontier Village, 20<sup>th</sup> Street SE Corridor, and the Hartford industrial area. This redevelopment is expected to include new retail, employment, housing, public, and other uses.

This memorandum is one component of the City's Economic Development Strategy and addresses the fiscal impacts of potential redevelopment—in particular, potential property and sales tax revenue implications, which are expected to have the greatest fiscal impact. The City expenditures associated with redevelopment are not evaluated here. In addition, the City's current and projected fiscal outlook is summarized in order to provide context for the fiscal impacts.

### People Places Prosperity

Revitalizing Downtowns  
Creating Partnerships  
Targeting Real Estate Success  
Shaping Financial Strategies  
Strengthening Community  
Enabling Sustainability & Livability  
Making Cities Work

## Fiscal Context

Cities across the country are facing tremendous fiscal challenges as they weather the nation's ongoing economic storm. Cities and other governmental agencies have suffered from plateauing or falling revenue from nearly all their traditional revenue sources, including property, sales, and business taxes, fees and licenses, intergovernmental transfers, and other sources. Most expenses, meanwhile, have not decreased at a comparable rate.

According to the Association of Washington Cities' 2009 report *State of the Cities*, the fiscal situation within the state's cities is "an unsustainable tug-of-war," in which, "city revenues don't keep pace with expenditures. Since the early part of this decade, important revenue sources such as the property tax and the motor vehicle excise tax were capped or eliminated. Coupled with increases in expenditures, many cities have struggled with basic service delivery."

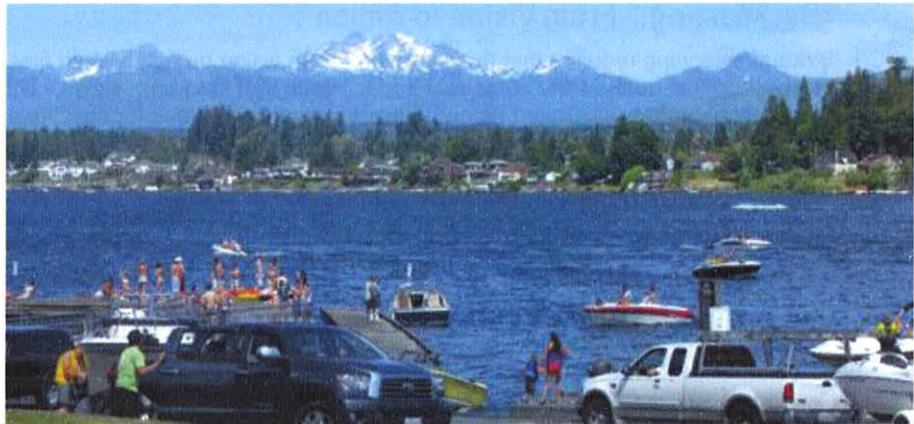
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# LAKE STEVENS ECONOMIC DEVELOPMENT STRATEGY



# CITYWIDE ACTION PLAN

PREPARED FOR



The City of Lake Stevens  
1812 Main Street  
Lake Stevens, WA 98258  
[www.ci.lake-stevens.wa.us](http://www.ci.lake-stevens.wa.us)

PREPARED BY



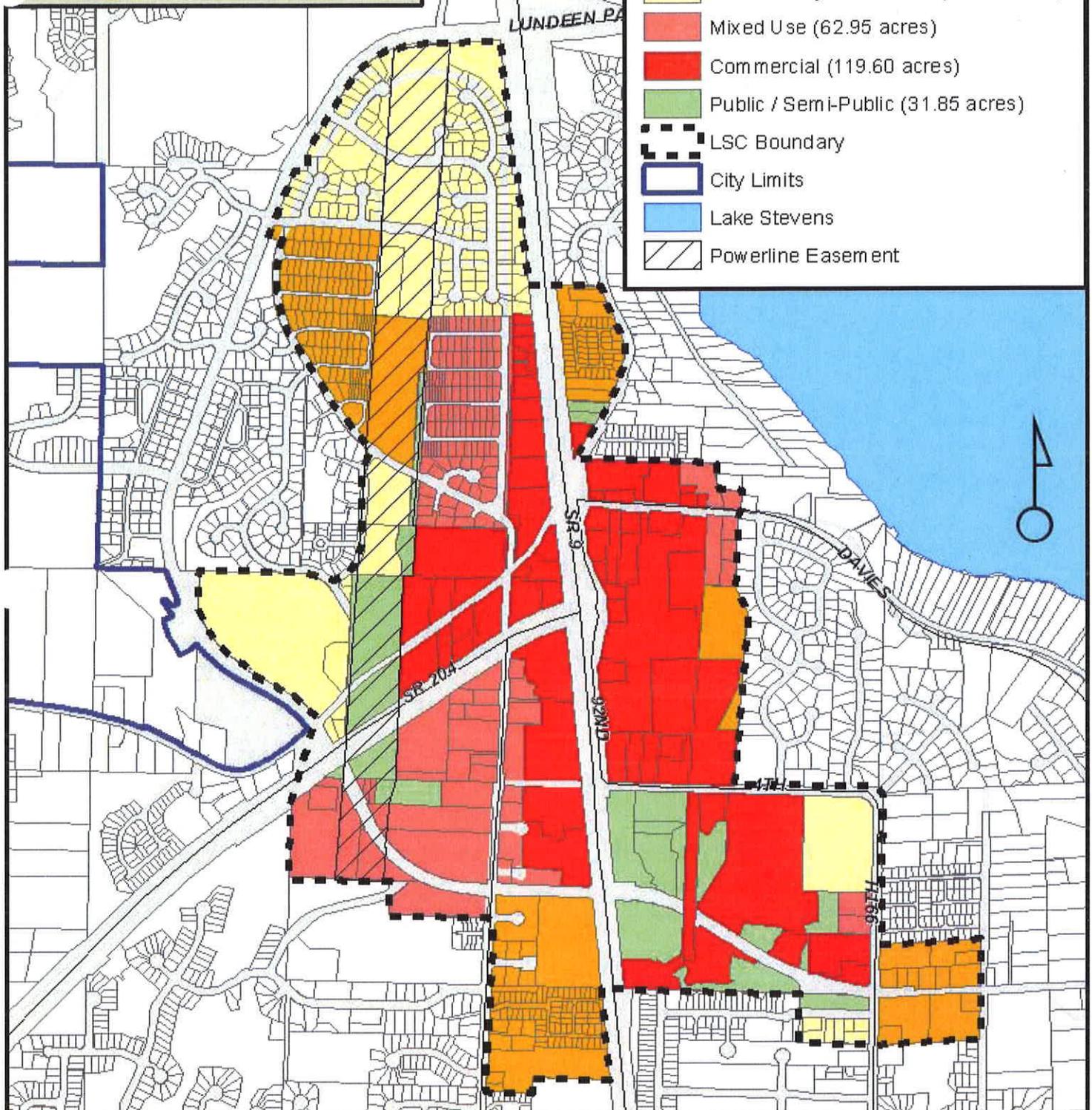
7 JANUARY 2011

# LAKE STEVENS CENTER SUBAREA LAND USE MAP

7/24/12

## Land Use

- High Density Residential (65.13 acres)
- Med Density Residential (79.50 acres)
- Mixed Use (62.95 acres)
- Commercial (119.60 acres)
- Public / Semi-Public (31.85 acres)
- LSC Boundary
- City Limits
- Lake Stevens
- Powerline Easement

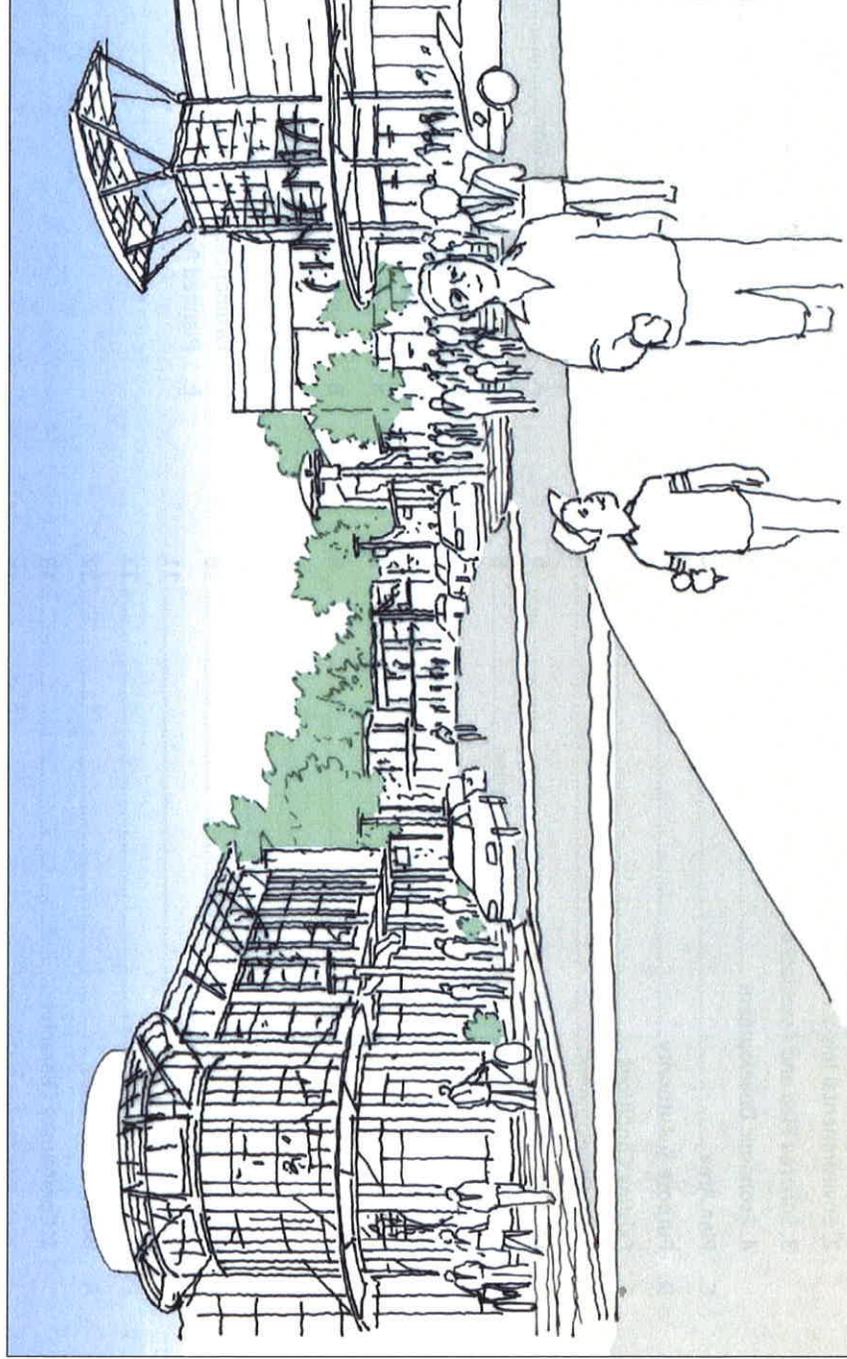


All data, information and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness. The burden for determining accuracy, completeness, timeliness, merchantability and fitness for or the appropriateness for use rests solely on the requester. The City of Lake Stevens makes no warranties, expressed or implied as to the use of the information obtained here. There are no implied warranties of merchantability or fitness for a particular purpose. The requestor acknowledges and accepts all limitations, including the fact that the data, information and maps are dynamic and in a constant state of maintenance, correction and update.

Data Sources: Snohomish County (2012), City of Lake Stevens (2012) / Revision Date: September 2012

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live & shop & visit*

## Lake Stevens Center



## Subarea Plan

ADOPTED SEPTEMBER 24, 2012

Ordinance No. 875

A great place to  
work ▲ shop ▲ live

## 20<sup>th</sup> Street SE Corridor Employment Center



### Subarea Plan

ADOPTED SEPTEMBER 24, 2012

Ordinance No. 875

## Chapter 14.38 Subarea Plans

**14.38.010 Adoption** – The City of Lake Stevens has adopted the following subarea plans, as identified on the official zoning map and illustrated in Figure 14.38-1:

- (a) **Lake Stevens Center Subarea Plan** – located around the intersection of State Route 9 and State Route 204.
- (b) **20<sup>th</sup> Street SE Corridor Subarea Plan** – located along the southern border of the city along 20<sup>th</sup> St reet SE.

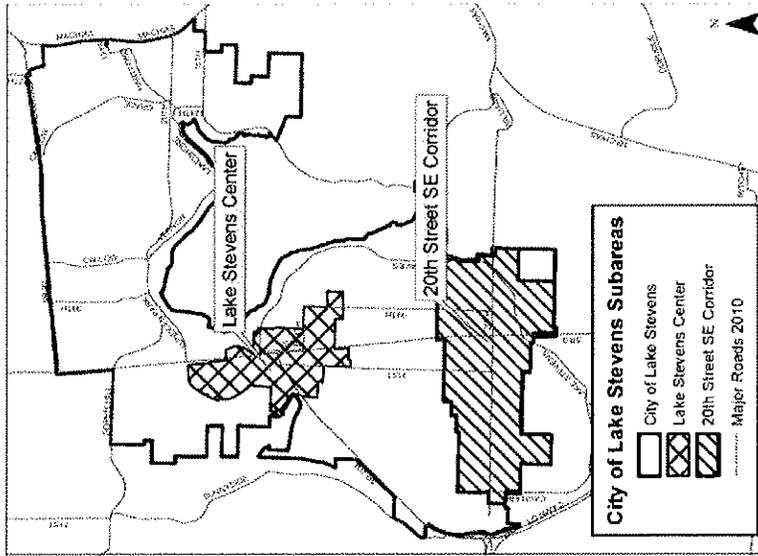


Figure 14.38-1 Combined Suboreo Locations

**14.38.015 Purpose** – This chapter provides detailed planning and zoning regulations for the subareas that supersede some sections of the Lake Stevens Municipal Code (LSMC). All development, within the subareas, is subject to the provisions of the LSMC, except when sections of this chapter modify the standard municipal code requirements or the section does not provide detailed provisions.

**14.38.017 Nonconforming Situations** – The city will allow legal nonconforming situations to continue within the subareas subject to Chapter 14.32 LSMC. Legal nonconforming signs may continue subject to Subsection 14.38.100(h).

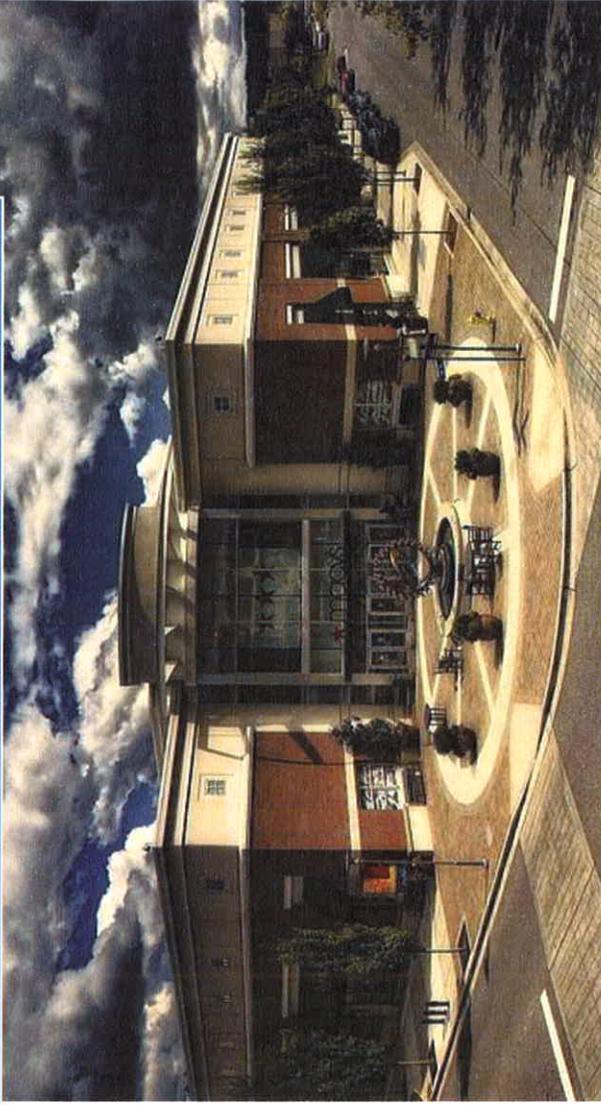
**14.38.020 Zoning Districts** – The following zoning districts implement the goals, policies and distribution of land uses set forth in the Subarea Plans.

(a) **Business District (BD)** – The purpose of this district is to promote community and regional employment and accommodate land uses such as corporate offices, general offices, research and development, medical clinics, technology, and light manufacturing and assembly. Secondary uses include warehousing, storage and distribution associated with a principal use and small-scale retail and services that support the principal uses and objectives of the district. This district should be located in areas with direct access to highways and arterials in addition to transit facilities, adequate public services and traffic capacity.

- (1) Principal Uses
  - (i) Educational services (colleges and or technical schools);
  - (ii) Finance and insurance;
  - (iii) Health care services;
  - (iv) Light manufacturing and assembly;

2012

# City of Lake Stevens Subarea Design Guidelines



City of Lake Stevens

9/24/2012

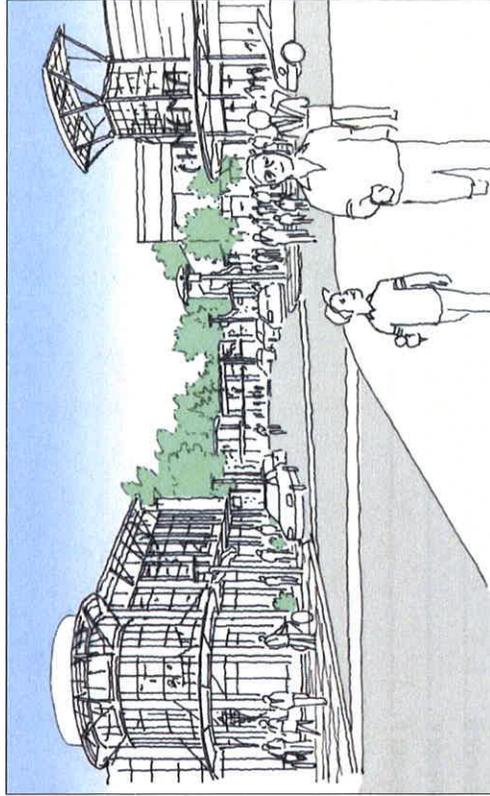
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live work shop visit*

## SUBAREAS CAPITAL FACILITIES PLAN CITY OF LAKE STEVENS, WASHINGTON

LAKE STEVENS CENTER REVITALIZATION AND 20<sup>TH</sup> STREET SE CORRIDOR DEVELOPMENT  
CAPITAL FACILITIES PHASING, COST PARTITIONING, AND FINANCING STUDY

**ADOPTED SEPTEMBER 2012 (ORDINANCE 875)**

Lake Stevens Center



20th Street SE Corridor

**Chapter 14.112**  
**TRAFFIC IMPACT MITIGATION FEES**

Sections:

- 14.112.010 Purpose
- 14.112.020 Authority
- 14.112.030 Applicability
- 14.112.040 Exemptions
- 14.112.050 Service Areas
- 14.112.060 Mitigation of Traffic Impacts Required
- 14.112.070 Relationship to the State Environmental Policy Act (SEPA)
- 14.112.080 Calculation of Impact Fee
- 14.112.090 Offsets
- 14.112.100 Collection of Impact Fees
- 14.112.110 Uses of Impact Fee Revenues
- 14.112.120 Expenditure Requirements for Impact Fees
- 14.112.130 Refund of Fees Paid

**14.112.010 Purpose**

The purpose of this chapter is to implement the capital facilities element of the Lake Stevens comprehensive plan and the Growth Management Act by:

- (a) Ensuring adequate public street system facilities are available to serve traffic from new development.
- (b) Ensuring adequate public streets are available to serve growth and maintain existing service levels for present businesses and residents.
- (c) Establishing procedures whereby new development pays its proportionate share of the costs of street system capacity improvements, reducing transaction costs for both the City and developers, ensuring new developments do not pay arbitrary or duplicative fees.

**14.112.020 Authority.**

This chapter is adopted under RCW 82.02.050 through .100, which authorizes cities planning under the Growth Management Act, Chapter 36.70A RCW, to assess, collect, and use impact fees to help finance public facilities needed to accommodate growth. Under the authority of RCW 36.70A.070(3) and RCW 82.02.050(4), the City is authorized to impose, collect, and use impact fees.

**14.112.030 Applicability.**

This chapter applies to all new development, except as may be exempted below.

**14.112.040 Exemptions.**

The exemptions for traffic impact fees are the same as for concurrency in LSMC 14.110.030 except for Planned Action Projects identified in Section 14.110.030(b)(10), which are not exempt under Chapter 14.112 LSMC.

**14.112.050 Service Areas.**

For the provision of public streets, implementation of the capital facilities and transportation elements of the comprehensive plan and administration of this chapter, three traffic impact zones (TIZ) are established. They consist of TIZ 1 – East Lake Stevens, TIZ 2 – West Lake Stevens, and TIZ 3 – South Lake Stevens. The precise boundaries of these service areas are shown in Figure 14.112-I.