

# **City of Mountlake Terrace**

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## **ECONOMIC DEVELOPMENT MARKET ANALYSIS STUDY**

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**FINAL REPORT  
December 1999**

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# CHAPTER 1

## INTRODUCTION AND EXECUTIVE SUMMARY

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### I. INTRODUCTION

In early 1999, the City of Mountlake Terrace began an economic development market analysis and public involvement program to help identify options for encouraging greater economic development. The intent was to work toward an improved business climate that will encourage the retention and expansion of existing businesses and foster new business and employment growth that is compatible with the overall character and quality of life in Mountlake Terrace.

One of the driving forces behind the economic development study and public outreach efforts was the need for the City to find additional sources of public revenues or face reductions in the delivery of public services to compensate for projected budget deficits. Two key elements contributing to the City's projected budget deficit are the City's limited commercial tax base and growing residential demands on public services and facilities. These concerns were further heightened by the passage of a voter's initiative on November 2, 1999, which reduced the current vehicle license tab fee to a flat \$30. This initiative will reduce City of Mountlake Terrace revenues by an estimated \$9.9 million over the next five years.

#### A. Report Purpose and Objectives

The purpose of this report is to establish a base of information relative to the economic and demographic characteristics and trends for Mountlake Terrace. This information includes population, housing and employment characteristics, existing land use patterns and zoning, local development trends, market characteristics and potential development opportunities and constraints. The Economic Analysis is intended to:

- ♦ establish a factual basis and analysis of demographic, economic and real estate trends for planning for the City of Mountlake Terrace; and
- ♦ provide support for strategies and actions to improve and enhance the City of Mountlake Terrace as a viable place for residents and businesses.

#### B. Methods

The kind of economic and market analysis required for comprehensive and subarea plans for a community involves an understanding of both short- and long-term market dynamics. Often, this requires utilization of well-understood and documented principles of how communities grow over time. With these key concepts in mind, a number of tasks were identified to establish a base of information relative to the real estate market and development conditions within the Mountlake Terrace planning area. This information includes examining existing land use patterns and zoning; and analyzing local and regional development trends, market characteristics

and potential development limitations. The methods for achieving these tasks are summarized below.

**Research and Review of Past Reports:** Research for this project involved reviewing and synthesizing appropriate background data and reports. Data were gathered from existing sources and contacts to identify economic characteristics within the study area. These included the City of Mountlake Terrace, Department of Revenue, Employment Security Department and others. Real estate development trends were identified based on local and regional sources. These included, for example, real estate reports prepared by CB Commercial and the Puget Sound Business Journal. The quantity of land available in Mountlake Terrace, development capacity and trends in commercial land uses were also identified.

**Public Outreach:** Public outreach efforts conducted as part of this effort included:

- ◆ A series of three public meetings conducted by the City Council at key times during the study process;
- ◆ A public workshop process conducted by city staff on economic development issues in Mountlake Terrace;
- ◆ Working with a Citizens Advisory Committee for feedback and commentary on draft reports as developed by the Consultant;
- ◆ A series of stakeholder interviews was conducted with selected residents and business owners to identify existing development conditions, locational considerations, likely future expansion/redevelopment plans, and perceived opportunities and constraints to existing or future development; and
- ◆ Interviews with public agencies and private entities (commercial realtors, developers and property owners) on real estate trends and conditions, potential strengths and weaknesses, and other perceptions about development potential in Mountlake Terrace.

One outcome of these efforts was the adoption of a “Statement of Purpose” which was used to guide the development of the technical reports completed during the course of this project, as follows:

“The purpose of the Mountlake Terrace Economic Development Market Analysis Study is to identify ways the Community can improve long-term financial stability and improve the quality of life of City residents through managed development.”

## II. SUMMARY OF CURRENT TRENDS

### A. Demographic Overview

**Population:** In 1990, Mountlake Terrace had a total estimated population of 19,320 residents, or 4% of the population of Snohomish County. Mountlake Terrace is targeted to accommodate 2,272 additional residents by the year 2012. This represents 1.8% of targeted population growth in SW County and 1% of population growth countywide. The largest share of targeted population growth in SW County is expected in the cities of Everett (15.7%), Bothell (6.6%), Mukilteo (5.1%) and Edmonds (4.7%).

In general, residents of Mountlake Terrace were somewhat younger than residents countywide in 1990 and tended to be concentrated in age between 25 and 49. Compared with the county as a whole, Mountlake Terrace had larger concentrations of 18 – 24 year olds and 25 – 34 year olds, and lower concentrations of all other age groups.

**Housing:** In 1990, Mountlake Terrace had 7,854 housing units or 4.3% of the units in Snohomish County. Compared with the county as a whole, Mountlake Terrace had a larger percentage of multi-family units (38.4% vs. 26.1%) and renter-occupied units (43.4% vs. 33.7%).

Estimated household income for residents within Mountlake Terrace was less than the countywide average. In 1990, median household income within Mountlake Terrace was \$35,391, 4% below the countywide median of \$36,847. In 1996, median household income within Mountlake Terrace was estimated to be \$47,088, an increase of 33% over the 1990 median household income. Over the same period, median household income in Snohomish County increased from an estimated \$36,847 in 1990 to \$48,798 in 1996, an increase of 32.4%.

The poverty level was slightly higher in Mountlake Terrace in 1990 than occurred countywide. Within Mountlake Terrace, 6.6% of the total population earned incomes below the poverty level, compared with 6.5% in Snohomish County.

**Employment:** As of March, 1994, there were 371 businesses and 4,964 employees in Mountlake Terrace. Quarterly wages totaled \$33.4 million dollars, or approximately \$133.5 million for the year. In terms of wages, the average Mountlake Terrace employee earned approximately \$27,300 per year.

Most of the employment (52%) was in finance/insurance/real estate and service industries, followed by government (15%), and retail trade industries (14%). During the same period, the highest average wages were paid in finance/insurance/real estate industries (\$41,000), followed by government (\$41,000), mining and construction (\$26,500), manufacturing (\$24,400), retail (\$15,600), and services (\$13,100).

Total employment within Mountlake Terrace increased by 778 jobs, or approximately 18.6%, between the first quarters of 1990 and 1994. With the exception of manufacturing, and wholesale and retail trades, all other industries experienced job growth. Industries experiencing the greatest job growth were government, services, and finance/insurance/real estate.

Employment forecasts are one measure of how the region and local area are expected to perform in the future. The employment growth target for Mountlake Terrace is an additional 1,335 jobs by 2012, or approximately 2.5% of the employment growth in incorporated SW County and 1.3% of the employment growth countywide. The largest share of job growth within incorporated SW County is targeted for the cities of Everett (77.8%), Lynnwood (24.8%), Bothell (8.9%) and Mukilteo (8.6%).

## **B. Consumer Spending and Supportable Sales Capacity**

**Expenditure Potential:** In 1996, median household income within Mountlake Terrace was estimated to be \$47,088 compared with \$48,798 in Snohomish County. Estimated mean household income was \$50,883 compared with \$56,850 in Snohomish County. Based on 1995 expenditures in the Seattle MSA and 1996 income and household estimates for Mountlake Terrace, total consumer spending potential in Mountlake Terrace in 1996 ranged from approximately \$300.7 million to \$325.0 million. This compares with consumer spending potential of \$8.0 billion to \$9.3 billion countywide.

Assuming that consumer spending patterns in Mountlake Terrace are similar to the Seattle MSA, annual spending potential on food at home totaled \$22.9 million in 1996. Spending on meat, poultry, fish and eggs was \$5.1 million. Spending on food away from home totaled \$14.2 million, while spending on apparel and services totaled \$12.1 million. Spending on personal care products and services totaled \$2.9 million.

**Supportable Sales Capacity:** The estimated capacity - in square feet - of the Mountlake Terrace community to support various retail uses is based on expenditure potential data and on median sales per square foot data for neighborhood shopping centers in the United States.

Based on the median sales per square foot for all tenants in community and neighborhood centers and average annual expenditures within Mountlake Terrace, the community could support approximately 1.4 million to 1.5 million square feet of commercial development. There are currently about 665,600 gross square feet of commercial development within the community. Based on these estimates, it appears that Mountlake Terrace could support more commercial development than is currently present. Given that Mountlake Terrace households are spending an estimated \$300.7 million per year on food, housing, apparel, health care, entertainment, personal care and other expenses, a portion of these expenditures are occurring outside the area (referred to as "uncaptured" spending).

The estimated uncaptured spending potential, while rough, indicates that opportunities exist for commercial growth and development in most consumer expenditure categories in Mountlake Terrace. Only one consumer expenditure category -- home furniture and furnishings -- had taxable retail sales greater than estimated spending potential. This indicates that the local retailers within this category attract or "capture" sales from outside the city.

For example, Lynnwood captures a significant amount of retail sales in all expenditure categories while there is considerable "leakage" out of Edmonds. Other neighboring jurisdictions exhibit similar patterns of consumer spending potential and taxable retail sales. The City of Shoreline captures considerable consumer expenditures in food stores and eating and drinking places, while the City of Bothell captures sales in home furniture and furnishings. The cities of

Lake Forest Park and Bothell exhibit considerable leakage in most categories of consumer expenditures.

### **C. Real Estate Market Conditions**

The real estate climate in the near future will be a major factor in the evaluation of business retention and redevelopment potential within Mountlake Terrace. The Snohomish County market is geographically large and includes the cities of Arlington, Edmonds, Everett, Lynnwood and Mountlake Terrace. Office space in the Snohomish County market comprises approximately 4.4% of total office space within the Puget Sound region with just over 2.4 million square feet in 58 buildings. As of the third quarter of 1998, Snohomish County office vacancies were 7.06%, down from a high of 12.5% during 1995. Vacancy rates in various subarea markets ranged from 2.6% in Mountlake Terrace to 9.5% in Everett. Overall office vacancy in the Puget Sound Region was 4.4% for the same period.

**Office Market:** Within the Snohomish County office market, during the first quarter of 1998, vacancy rates were 5.19% for Class A space, 7.67% for Class B space, and 9.56% for Class C space. This compares with vacancy rates in the Puget Sound Region of 3.16%, 5.71% and 7.84%, respectively. Within the Snohomish County market, average lease rates ranged from \$18-\$24 for Class A space, \$14.5-\$17.5 for Class B space, and \$12-\$14 for Class C space.

Most of the large commercial office space within Mountlake Terrace is located in the northwest quadrant of the City, west of I-5, and in Gateway Place, east of I-5 and north of 244th Street SW. Smaller office uses are located along 56th Avenue W, 228th Street SW, Cedar Way and 212th Street SW. Most of these smaller uses include law offices, medical and dental offices, and other professional services. Office lease rates for Class B and C space typically range from \$12-\$17/square foot/year in the area. The asking rate for new Class A office space is \$22.50/square foot/year.

**Retail Market:** The Northend retail market is quite extensive and includes the area north of the Ship Canal up to and through Snohomish and the northern counties. Retail space in the Northend market comprises almost 26% of total retail space within the Puget Sound region, the second largest retail market, with over 15 million square feet in 113 buildings. As of the second half of 1998, Northend retail vacancies were 4.48% compared with 4.3% for the region.

Retail developments are located throughout Mountlake Terrace, with the largest concentrations in the northwest quadrant (west of I-5), Gateway Place, and in commercial nodes located at 52<sup>nd</sup> Avenue W and 212<sup>th</sup> Street SW, 44<sup>th</sup> Avenue W and 228<sup>th</sup> Street SW, 44<sup>th</sup> Avenue W and 212<sup>th</sup> Street SW, as well as in the downtown business area along 56<sup>th</sup> Avenue W.

The majority of retail shops are small, ranging in size from 700 to 4,000 square feet. Several small malls (around 6,000 square feet) are also located in the community and include 52<sup>nd</sup> Square Shopping Center and the Highlander Shopping Center. Larger retail establishments, ranging in size from 20,000 to 90,000 square feet include local shopping centers like Melody Hill Village, Terrace Village, West Plaza, and Cedar Plaza. Retail rents are typically \$10-\$14/square foot, with the lower end more reflective of market conditions in Mountlake Terrace. Asking rates for newer retail developments are generally higher, in the area of \$12-\$16/square foot.

**Industrial Market:** The Snohomish County industrial market is quite large and includes the area from the I-5/I-405 interchange to Marysville and Arlington. Industrial space in the Snohomish County market comprises 3% of total industrial space within the Puget Sound region, with nearly 6 million square feet in 129 buildings. As of the third quarter of 1998, Snohomish County industrial availability rates were the highest at 9.1% compared with 4.3% for the region. Snohomish County also had the highest vacancy rates for industrial space, 8.3% w/o high tech and 35.6% with high tech, compared with 4.2% and 7.4% for the region, respectively.

Most of the industrial, warehousing and related services and facilities for these industries are located in the northwest quadrant of the City, west of I-5. Existing facilities in the area are centered around 66<sup>th</sup> Avenue W and 220<sup>th</sup> Street SW. Existing facilities range in size from 2,400 to over 100,000 square feet. Average size is nearly 25,000 square feet. Current asking lease rates for available warehouse space range from approximately \$0.50-\$0.74 per square foot per month.

**Taxable Retail Sales:** In 1997, Mountlake Terrace had total taxable retail sales of \$113.6 million. Retail trades generated the greatest share of taxable retail sales (44%) followed by services (18%), contracting (13%), wholesaling (12%), transportation/ communication/utilities (7%), and manufacturing and finance, insurance and real estate (2% each).

In terms of retail performance, businesses in Mountlake Terrace fared relatively poorly between 1990 and 1997 compared with the performance of neighboring jurisdictions.

#### **D. Summary of Land Use**

There are 5,296 parcels totaling 1,890.36 acres within Mountlake Terrace. The majority of the land base within the City is zoned for residential use (73.3%), followed by parks, recreation and open space (14%), commercial including light industrial and office park zones (13%), and public facilities and services (less than 1%). In 1996 there were 112 vacant parcels totaling 110.14 acres.

The majority of vacant parcels are in areas zoned for residential development. Within commercially zoned areas, there are 28 vacant parcels, 18 of which are in areas zoned for light industrial and office park development. While vacant land represents the best opportunity for new development, many of the largest contiguous parcels are located in environmentally sensitive areas. There are also a number of developments underway or proposed on several of the vacant parcels. There are few vacant parcels in other areas zoned for commercial development.

In addition to vacant parcels, underdeveloped or “underutilized” parcels represent future commercial capacity through redevelopment (underutilized parcels are defined as those with a ratio of building value to total value of 25% or less). In Mountlake Terrace, there are few non-residential parcels that are considered “underutilized”. Currently, there are 17 underutilized parcels totaling 13.05 acres are in commercially designated zones. Of those, 9 parcels totaling 4.13 acres are in the downtown commercial area along 56<sup>th</sup> Avenue W between 244<sup>th</sup> Street SW and 230<sup>th</sup> Street SW. The parcels are in various private ownerships and are generally not in close proximity to one another, making parcel assembly difficult. Redevelopment on these parcels will depend on a number of factors, including market pressures, financing availability, owner’s willingness to redevelop, etc.

## **E. Business Characteristics**

In 1998, there were a total of 571 business licenses issued within Mountlake Terrace; 358 Commercial and 213 Home business licenses. These are for a number of goods and services, including construction, auto service, light manufacturing, eating places, business and personal services, health and social services, and a variety of small retail shops.

### III. OPPORTUNITIES AND CHALLENGES

#### A. Outreach Efforts

**Historic Efforts:** In September 1994, a community priority study was undertaken to gather resident's opinions as to which departments and projects should have priority for funding. The general theme supported by the survey responses was that residents favored more services, but not at any increased cost. While residents were supportive of the Parks and Recreation Department and favored increased programs and access, they preferred not to take funding away from existing police or fire protection programs to support expanded park and/or recreation programs.

The Downtown Revitalization Committee, formed in response to the Governor's Institute on Revitalization held in March, 1992, developed a series of recommendations for revitalizing the City's downtown commercial area. Specific recommendations included: design guidelines; marketing and promotion; streetscape improvements; access and circulation improvements; and expanded commercial zoning. The City completed a number of these, including construction of 56<sup>th</sup> Avenue W. upgrades (traffic, landscaping, and pedestrian improvements); up-zoning of downtown parcels; installation of decorative banners; creation of a promotional brochure; and hiring a Downtown business coordinator.

A consumer survey was conducted as part of the Downtown Committees efforts. Approximately 9,000 surveys were distributed to area residents and businesses; 854 were returned. Key findings included: 91% of respondents indicated that they would actively support downtown businesses if more goods and services were available; 69% indicated the need for a greater variety of stores; 64% identified needed streetscape improvements; and 49% identified the need for improved building facades.

An intercept survey of park users and school students was undertaken during the Spring of 1993. The survey was designed to determine who used facilities and why. A total of 313 completed surveys were returned. Approximately 33% of all respondents were City residents. For most survey respondents (77%), facility quality/reputation was an important factor in why they used Mountlake Terrace facilities. The two City facilities receiving the most frequent use were the Recreation Pavilion (77) and the library (31%). Most respondents (66%) would support more indoor recreation facilities, trails (63%) and natural areas (61%) and oppose more baseball/soccer fields (52%).

**Community Resident and Business Survey:** As part of the City's ongoing Economic Development Market Analysis Study, a survey of residents, and business and property owners was undertaken. Residents identified the following key issues:

- ◆ maintaining the small-town atmosphere;
- ◆ deterioration of private property;
- ◆ increased traffic;
- ◆ downtown is not convenient; and
- ◆ location of new development.

Business and property owners identified the following key issues:

- ◆ concerns regarding the development environment and ability to work cooperatively with the City's building department/permitting staff;
- ◆ permitting fees /length of time for permitting;
- ◆ need for coordination with private sector business community;
- ◆ lack of business support services; and
- ◆ City's sign regulations and enforcement.

**Citizen Questionnaire and Community Open Houses:** In the Spring of 1999, the City Planning Department mailed 6,000 questionnaires to property owners within the City. A total of 312 were returned. The questionnaire contained a number of specific questions regarding economic development within the City. The most liked aspect of development was revitalization/redevelopment of dilapidated property, while the least liked was increased traffic. The majority of respondents agreed that it is desirable for the City to plan for additional economic development to enhance the City's tax base, and most felt that small, mixed-use developments (1-9 dwelling units with ground floor office or retail space) would be acceptable in the City. There was little support for new development of any type within residential neighborhoods. The two methods most supported for encouraging future economic development were providing incentives to revitalize existing commercial areas and expanding existing commercial areas.

The community identified a number of issues as important for the future of Mountlake Terrace, including:

- ◆ community appearance, particularly the poor quality and poor upkeep of many commercial and residential properties (there was a strong sentiment to bring back the Spring Clean);
- ◆ more small businesses to serve the community (specific types of stores identified include a bakery, hardware store and variety store - there was a strong sentiment to not look like Lynnwood, but rather like smaller community centers found in Edmonds and Mercer Island);
- ◆ keep trees and green spaces;
- ◆ no more strip commercial development;
- ◆ no more apartments; and
- ◆ the impact of tax exempt properties, particularly churches, on the community.

During May, 1999, four open house events were sponsored by the Planning Department. The purpose was to get input from the community regarding the desirability, type and location of possible future development. The most important features of the community were identified as its residential character, its neighborhoods, small town feeling and sense of community. Areas identified as most appropriate for new development included existing commercial areas and along major arterials, including the freeway. There was no support for distributing growth evenly throughout the City. Most participants felt that existing commercial areas should be re-developed into better commercial sites.

## **B. Opportunities and Challenges for Future Development**

**Opportunities:** On balance, there are probably more opportunities for real estate and economic development for Mountlake Terrace when viewed on the basis of market factors. Qualities that make it an attractive area to do business include:

- ◆ New development and renovation projects currently underway;
- ◆ Major property owners;
- ◆ Good location with access to major transportation arterials and modes of transportation;
- ◆ Access to quality residential areas and major employment centers;
- ◆ Diverse community;
- ◆ Small spaces that could accommodate start-ups and provide valuable incubation space; and
- ◆ City and community interest in maintaining the vitality and quality of the community.

**Challenges:** Issues or challenges facing future development in Mountlake Terrace include:

- ◆ Limited vacant, developable land;
- ◆ Small parcels -- assembly problems;
- ◆ Community vision vs. property-owner vision;
- ◆ Low “visual quality” of many buildings and streetscapes;
- ◆ Transportation and access issues; and
- ◆ Development regulations/building requirements.

## IV. COMMERCIAL DEVELOPMENT POTENTIAL

The types of commercial uses that could generally be supported within Mountlake Terrace include neighborhood-scale retail development (e.g. small shops that provide goods and services to meet the everyday shopping needs of local residents) and small, professional offices or offices for expanding home-based businesses.

The potential for retail development is limited to this smaller scale due to the large concentration of retail development within close proximity to the City (e.g. Alderwood Mall, Aurora Village Mall and Northgate Shopping Center), lack of significant forecast population growth in the City, and limited available development capacity. While the City is centrally located and provides good freeway access, the potential for office development is similarly constrained by available development capacity.

The potential for additional residential development is good and is reflected by infill development already occurring within the City. Mountlake Terrace has a good central location along the I-5 corridor, and is proximate to arterials and freeway access, concentrations of retail development, and major employment centers – all attractive characteristics for residential development. As a result, Mountlake Terrace should see increased demand for higher density housing, which could potentially be converted to or combined with mixed use development in and around the downtown. It also means the City may continue to see developers expressing an interest in higher density in-fill development projects.

Currently, the most likely short-term opportunity for new commercial development within Mountlake Terrace is on vacant and underutilized parcels in the downtown commercial area. There are few vacant and underutilized parcels within the City with zoning designations that would support additional commercial development and infill is already occurring on vacant parcels in those areas. Most of the existing commercial buildings within the City are of an age and condition that precludes near term redevelopment (i.e. current market rents would not support the costs of redevelopment).

In general, higher residential densities in the downtown core would be required to support additional commercial development. In particular, higher densities and compact, mixed uses would be required to foster a more pedestrian-friendly environment. The Community Business-Downtown (BC/D) zone allows a greater variety of uses than other commercial zones within the City. Mixed-use developments are permitted within the BC/D zone, which allow a mix of residential and commercial uses (e.g. ground floor retail with residences above) or, alternatively, a mix of commercial uses (e.g. ground floor retail with offices above). Single-purpose commercial uses are also allowed.

Several requirements of the zone and existing development, however, could limit near-term development potential. Small allowable lot coverage, limited building heights and requirements for structured parking as a condition of increasing lot coverage may make near-term development financially infeasible. The maximum structural coverage in the BC/D zone (35%) is quite low, restricting the size of development. While the provision of structured parking can increase the amount of allowable coverage (up to 60%), this requirement significantly increases the cost of development and may prove to be a disincentive. The allowable height limit (35 feet) is quite

low and may render new development economically infeasible, particularly if structured parking is required to achieve workable lot coverage.

The pattern of existing development could also limit near-term development potential in the downtown commercial area. Much of the core commercial area, around the intersection of 56<sup>th</sup> Avenue West and 232<sup>nd</sup> Street SW, is utilized by a tax-exempt use that occupies the former antique mall. Much of the development in the remaining area zoned BC/D consists of single-family residential lots. Future development may be hindered in that small parcel size may be inadequate to accommodate required parking and parcel assembly may be difficult. In addition, the shallow lot depth of many parcels may make development infeasible. Land assembly, demolition and redevelopment is a longer and more complicated process than development of vacant land.

An additional, longer-term development opportunity exists at the existing Snohomish County Community Transit park-and-ride lot. The park-and-ride lot is located at 23502 60<sup>th</sup> Avenue West and is approximately 6.91 acres in size and is owned by the State of Washington. The site is zoned Public Facilities and Services (PFS) and would require rezoning for commercial or multi-family development. The limitation placed on co-development of this site is the requirement that the State be compensated at “market rates” for an underlying lease.

## V. STRATEGIES AND ACTIONS

At the outset of this project, we had anticipated there would be significant voids in the goods and services offered in the City of Mountlake Terrace; voids which would represent market place opportunities. However, this analysis has identified only two broad land use or market niches for which Mountlake Terrace can respond in a timely manner - housing and office space. With the abundance of retail alternatives very near Mountlake Terrace, the City would not be well served to develop a specific retail marketing strategy. Further, without appropriate lands in both total acreage and locational appropriateness, an aggressive industrial development program is not warranted either. However, the City is very well located to encourage selective office and housing development, which in turn, can generate additional revenues from which the City can continue to provide adequate services.

However, we must point out that neither the community surveys nor the community workshops indicated widespread support for substantial redevelopment in Mountlake Terrace. Consequently, while we believe these recommendations will help the City achieve the initial Statement of Purpose for this project, care must be taken at each step in the process to keep impacted residents both informed and as participants.

### Summary of Recommended Actions

Task	Action	Responsibility	\$1,000 Cost	0 - 1 Years	1 - 2 Years	2 - 4 Years
1.1	Increase height restriction in Freeway/Tourist Zone	City	0.5	λ		
	Increase height restriction in the BC & BC/D Zones	City	0.5			λ
	Increase allowable lot coverage in commercial zones	City	0.5	λ		
1.2	Develop design guidelines for F/T Zone	City	0.5		λ	
2.1	Prepare Planned Action EIS & Subarea Plan	City Impacted Area	125	λ		
	Conduct Workshop with experts on private/public partnerships	South County Chamber	1	λ		
2.2	Hire redevelopment specialist	City or Private Sector	70			λ
3.1	Declare moratorium on non-tax generating uses (commercial zones)	City	0.5	λ		
3.2	Complete detailed zoning code review	City	0.5	λ		
4.1	Conduct meeting with affected agencies on joint use of the park & ride lot	Sound Transit City	0.0	λ		
	Conduct special council briefing on joint use development of park & ride lots	Sound Transit City	0.0	λ		
	Complete market study of park & ride lot uses	City	15		λ	
4.2	Send out RFP for development proposals for park & ride lot	Sound Transit	0.5		λ	
5.1	Meet with Superintendent of Schools concerning joint development of school sites	City and School Dist.	0	λ		

<b>Task</b>	<b>Action</b>	<b>Responsibility</b>	<b>\$1,000 Cost</b>	<b>0 - 1 Years</b>	<b>1 - 2 Years</b>	<b>2 - 4 Years</b>
5.2	Send out development proposals for school sites	City and School Dist.	0.5			λ
6.1	Amend zoning ordinance to allow 5,400 sq. ft. lots	City	1.5			λ
	Undertake case study of higher density single-family housing	City	10			λ
	Complete survey of all single-family rental units	City	5			λ
7.1	Complete parcel inventory of vacant & under utilized commercial & industrial properties	City	1.5		λ	
	Create digital data base of parcel inventory for distribution	City	1.5		λ	
	Reduce front yard setback in LI/OP zone to 15'	City	0.5		λ	
	Adopt height restriction in LI/OP zone similar to BC zone	City	0.5			λ