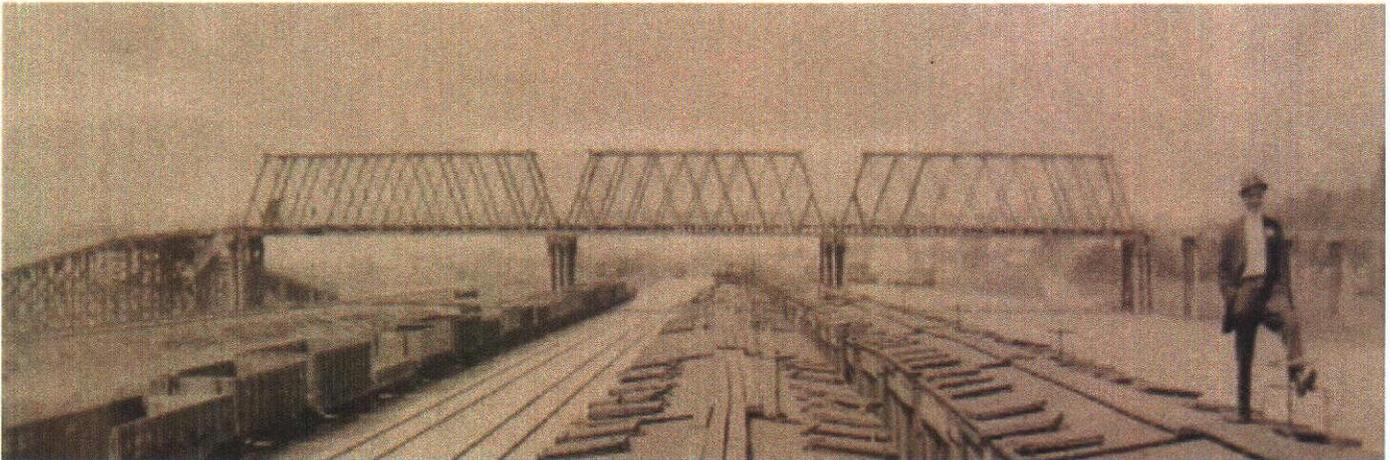


City of Auburn

ECONOMIC DEVELOPMENT STRATEGIES

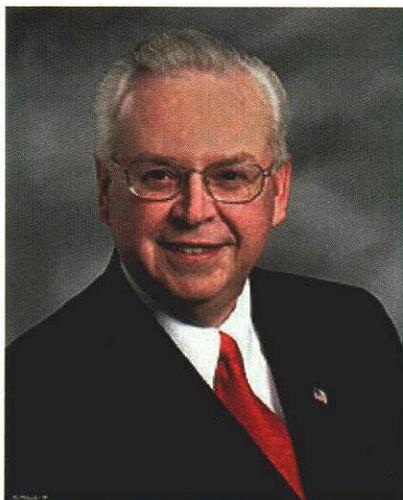
Auburn: More Than You Imagined.



Economic Development Strategy Areas

- Target Locations
- Area Economic Development Strategies
- Logistical Implementation

Date: 11/14/05



Mayor Pete Lewis

INTRODUCTION

Auburn has great potential. That refrain has been heard for as long as anyone around here can remember. Unfortunately, most of what Auburn has had has been potential. That unrealized potential has been as ethereal as the dreams it surrounded.

However, today, that is no longer true. Auburn's untapped potential is turning into opportunity. More importantly, it is turning into results. Private sector development, coupled with public sector investment, is beginning to flow into the downtown. Auburn Regional Medical Center has expanded and is now planning to expand once again. There is a new Justice Center and new commuter rail station and transit hub in the downtown. After years of effort, Green River Community College will now locate in downtown Auburn.

Safeway has located its new, state of the art regional distribution facility in Auburn. Zones, the software reseller, has located its corporate headquarters here. Dozens of smaller, less heralded businesses, have opened their doors in Auburn, providing jobs for our citizens and generating revenue to support the community's government and the services it provides.

Yet, there is more work to be done and we as a community can not rest on our laurels. Economic development is essential for our community. It provides the jobs people need, the revenue our government must have to operate and the local access to the goods and services our citizens want.

Other communities also want these jobs and revenues. The larger communities around us are in the planning stages for new and impressive projects. Auburn must take the initiative now or be prepared to continue to dream about its potential.

As a first step, we have brought together a focus group of diverse business and community interests in Auburn. A group of people that have a stake in Auburn turning its potential into results and the ability to provide the leadership needed to turn potential into reality. This group has identified four Economic Development Strategy Areas in our community that need our attention now. Combined with these four areas are recommended economic development strategies and the actions needed in order to effect necessary change. The implementation of these strategies provides our community with the ability to unleash that potential that we have all heard so much about for so long.

The following pages detail the Strategy Areas, Targets within the Strategy Areas, the economic development strategies for those areas and the steps for implementation. Now is the time to get onboard, the time to get involved. If we are all willing to work together, we can turn underdeveloped areas into the kinds of areas we all want to have and redevelopable areas into areas in which we want to work, play, shop and live. It's really up to all of us. We have the potential.

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Front Cover

In this Circa 1914 photograph, an unknown rider stands atop a railroad car in Auburn's Northern Pacific Rail yard. In the background is the Northern Pacific Viaduct, a wooden bridge which spanned the rail yard with access at 6th Street SE and somewhere between 15th St. SW and 24th St. SW.

Included among the recommendations on page 6 is reestablishing the corridor over the rail yard.

NORTH END STRATEGY AREA and TARGET AREAS

STRATEGY AREA

The North end Economic Development Strategy Area is bordered on the north by 277th Street, on the south by 15th Street Northwest, on the west by West Valley Highway and on the east by I Street. Within that large and diverse area, the City has identified 5 distinct target areas, each requiring an individual course of action.

ROBERTSON PROPERTY

STRATEGY

Attract People from Surrounding Communities as well as Auburn.

Logistics

- High-end Casual Dining.
- Bookstores.
- Stores Selling Electronics.
- Music Stores.
- Retail and Office Space.

AIRPORT

STRATEGY

Create an Environment that Attracts Businesses to the Area.

Logistics

- Mod-Price Restaurant.
- Airport Related Services.
- Office Space at the SW Corner of the Airport.
- Aerospace Related Light Manufacturing Retail and Office Space.

EMERALD DOWNS DRIVE

STRATEGY

Capitalize on Daytime Volumes.

Logistics

- Mod-Price Restaurant.
- Enhance Daytime Population with Commercial/Industrial Uses.

I STREET CORRIDOR

STRATEGY

Coincide Logistics with I Street Extension.

Logistics

- Lunch Cafes and Services.
- Enhance the Daytime Population with Commercial Uses.

AUBURN WAY NORTH

STRATEGY

Redevelopment of Underutilized Properties on Key Parcels.

Logistics

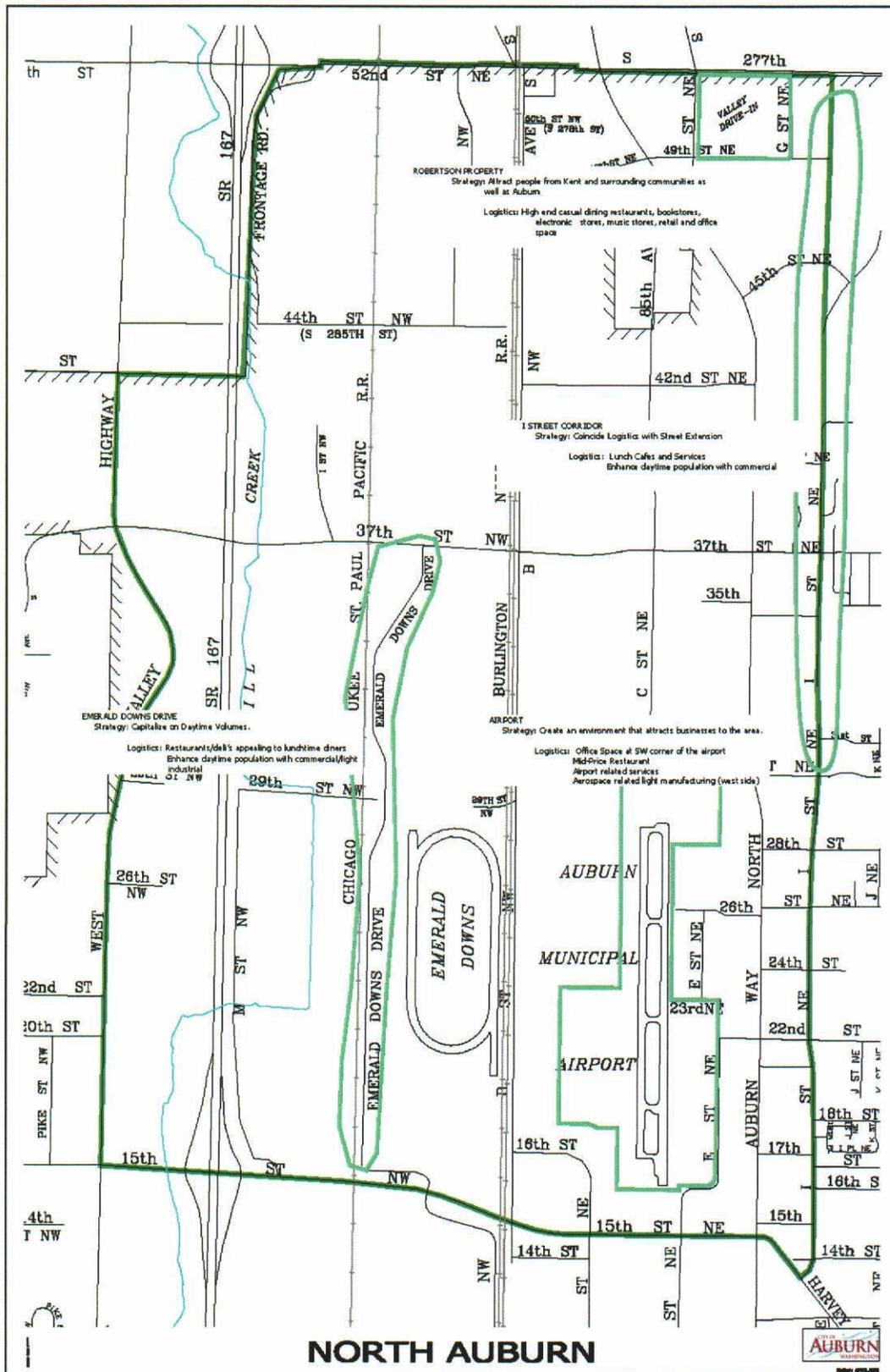
- Identify Compatible Uses.

Among the additional actions that have been suggested to impact the influence of the I Street expansion are:

- Auburn Way to go one direction and I Street the other at Harvey Road
- Zone the east side of I Street in a manner that promotes the development of residential, office, and retirement homes. Creating a buffer for residential development to the east.

Suggestions that have also been offered to improve the airport are:

- A new Main Entrance to the Airport
- The possibility of extending the runway to allow for the take-off of heavier aircraft.
- The possibility of an instrument approach in the future.



GOLDEN TRIANGLE STRATEGY AREA

STRATEGY AREA

The Golden Triangle Economic Development Strategy Area is bordered on the north by Highway 18, on the south and west by Auburn Way South, and on the east by Dogwood. To promote economic development within that area, the City has identified 4 strategies to be coupled with a series of logistical efforts intended to reinvigorate the area's business climate.

GOLDEN TRIANGLE STRATEGIES

Attract Pass Through Commuters.

Cluster Complimentary Businesses and Services.

Establish a Central Commercial Area.

Enhance Les Gove Park

Logistics

- Partnering Between the Public and Private Sector.
- Strategic Plan for the Area.
- Participation of Existing Business in Implementation and Business Recruitment.
- Re-establishment of an Elevated Corridor Over the Rail Yard, Possibly Between 6th St. SE and 15th St. SW.
- Promote New Businesses— such as a First Class Hotel, Grocery Store, Bowling Alley.
- M Street Underpass Development.
- Utilize Les Gove Park as the Community's "Central Park".
- Expand Les Gove Park out to the boulevard, making it more accessible.

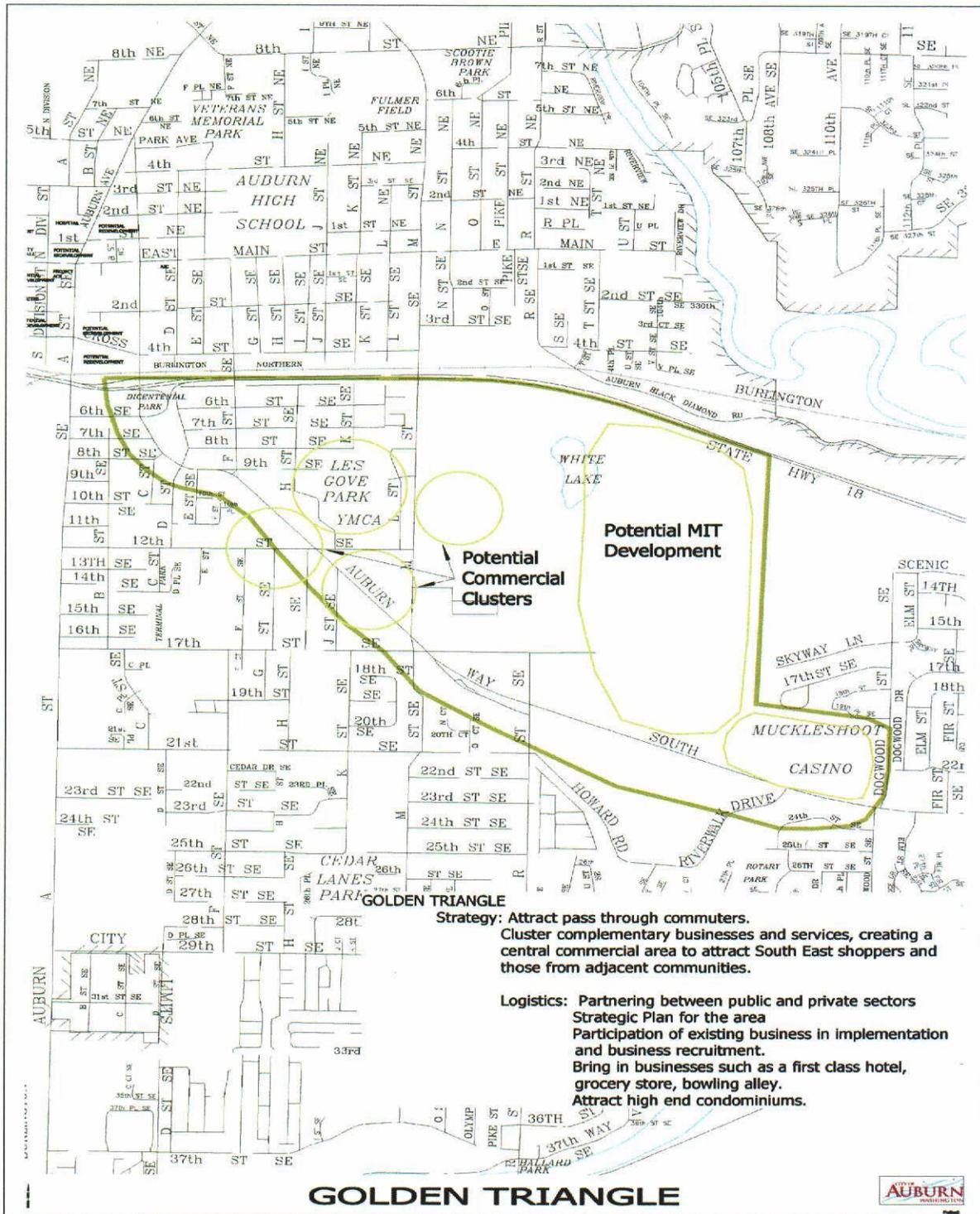
Among the additional actions that have been offered to impact the Golden Triangle Strategy Area are:

- Creation of a zoo at Les Gove Park.
- The use of inclusionary zoning to disperse low-income housing and avoid clustering.
- Better access to Les Gove Park from the East side of the park.

Auburn Way South provides a thoroughfare for thousands of commuters each day. This "pass through" traffic represents thousands of potential customers for the businesses in this area. The challenge is to create an area that encourages potential consumers to take the time to patronize the businesses in this area, either through stopping during their commute or returning during leisure time hours.

In addition to traffic volumes, the community does have several notable assets. An enhanced Les Gove Park has the potential to attract a variety of people from throughout the community. An improved park could also serve as a catalyst for the redevelopment of several properties. One significant benefit of an enhanced park would be the encouragement of the development of high-end, owner occupied homes, which could also provide a stable customer base for businesses in the area.

Since the area encompasses a variety of commercial and residential zoning it is well positioned to take advantage of the strategies proposed for the improvement of the area.



* Note: MIT is an acronym for Muckleshoot Indian Tribe Development.

URBAN CENTER STRATEGY AREA

STRATEGY AREA

The Urban Center Strategy Area includes the downtown area, roughly bordered by 3rd Street on the north, Highway 18 on the south, H Street Northwest on the west and F Street on the east while also including the North Auburn Business District. The North Auburn Business District abuts the downtown area and is more or less bordered by 15th Street Northwest on the north, the BNSF tracks and C Street on the west and Auburn Way North on the East side.

URBAN CENTER

STRATEGY

Attract Consumers to the Downtown by Serving as a Place to Congregate.

Logistics

- Quality Restaurants/Outside Dining.
- A Place to Congregate in the Downtown.
- Specialty Shops Decide and Focus on What is the Auburn "Brand."
- Night-time Activities.
- Hospital — Community Partnerships.
- Parking Needs, Parking Garages Included in Planned development.
- Bring together Disparate Groups with an Interest in downtown Resurgence.
- Consolidate and Redevelop Properties where Possible.
- Extend the City Hall Plaza at the intersection of Main and Division to create a community gathering place and downtown reference point.

Among the additional actions that have been suggested to enhance the Urban Center Strategy Area Business Environment are:

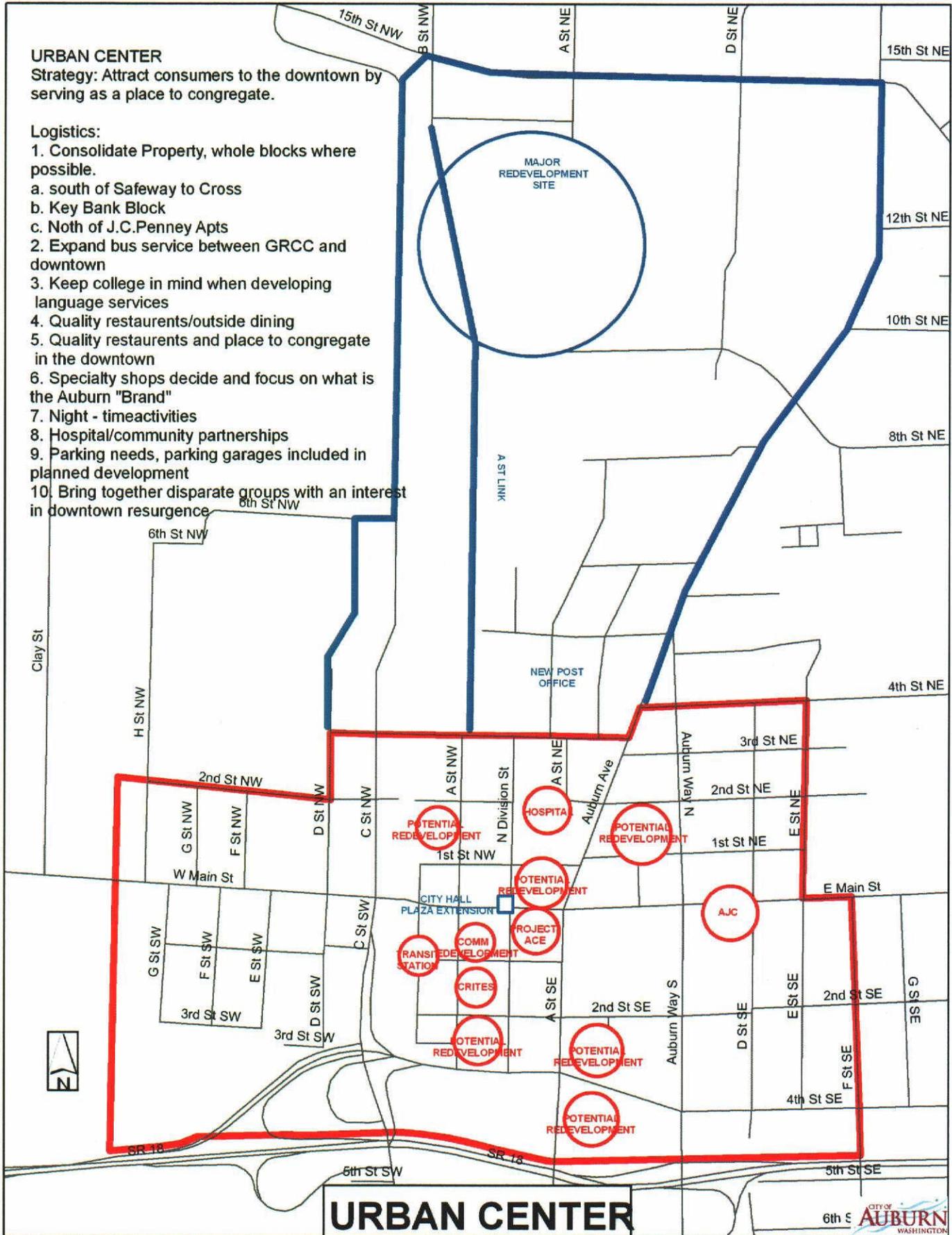
- Enough Uses to attract people and have them spend time.
- Something that causes people to gather in the Urban Center.
- Eliminate parking requirements in the downtown.
- Induce the multiple property owners of a block to collaborate on redeveloping the block.
- Draw Traffic on 18, Auburn Way and 167 into the Urban Center.
- Use the model Tacoma has developed to merge education and the arts in Auburn.
- The City to collaborate with another Government entity to acquire properties in the Urban Center and take the risks associated with redevelopment.
- Where possible, the City should look at the acquisition of property for downtown redevelopment.

URBAN CENTER

Strategy: Attract consumers to the downtown by serving as a place to congregate.

Logistics:

1. Consolidate Property, whole blocks where possible.
 - a. south of Safeway to Cross
 - b. Key Bank Block
 - c. Noth of J.C.Penney Apts
2. Expand bus service between GRCC and downtown
3. Keep college in mind when developing language services
4. Quality restaurants/outside dining
5. Quality restaurants and place to congregate in the downtown
6. Specialty shops decide and focus on what is the Auburn "Brand"
7. Night - timeactivities
8. Hospital/community partnerships
9. Parking needs, parking garages included in planned development
10. Bring together disparate groups with an interest in downtown resurgence



15TH ST. SW & C ST. SW STRATEGY AREA and TARGET AREAS

STRATEGY AREA

The 15th Street South West and C Street South West Economic Development Strategy Area represents a large area that is economically diverse with differing land uses. The area is bordered by 15th Street South West on the north, on the south by Boundary Boulevard, 1st Avenue North and Ellingson Road, and on the west by West Valley Highway as well as Perimeter Road. To promote economic development within that area, the City has identified four target areas in conjunction with four strategies and a series of logistical efforts intended to augment the area's business climate.

SUPERMALL

STRATEGY

Enhance the SuperMall Area.

Logistics

- Develop a Mall Parking Garage.
- Zone Both Sides of 15th Street SW Commercial.
- Improve Highway 18 and C Street Intersection.
- Target Businesses Such as Kohl and Target.
- A Mid-range Restaurant, Such as Olive Garden.

BOEING & GSA

STRATEGY

Attract New Businesses to the Area.

Logistics

- Manufacturing Rather Than Warehousing for Boeing/GSA Space.

WEST VALLEY

STRATEGY

Develop the area with uses Creating an Administrative, Professional and Residential Environment.

Logistics

- Office, Professional and High Density Housing along West Valley Highway.

15TH ST. SW & C ST. SW

STRATEGY

Redevelop the Area With Productive Uses that Improve the Area and Offer New Opportunities.

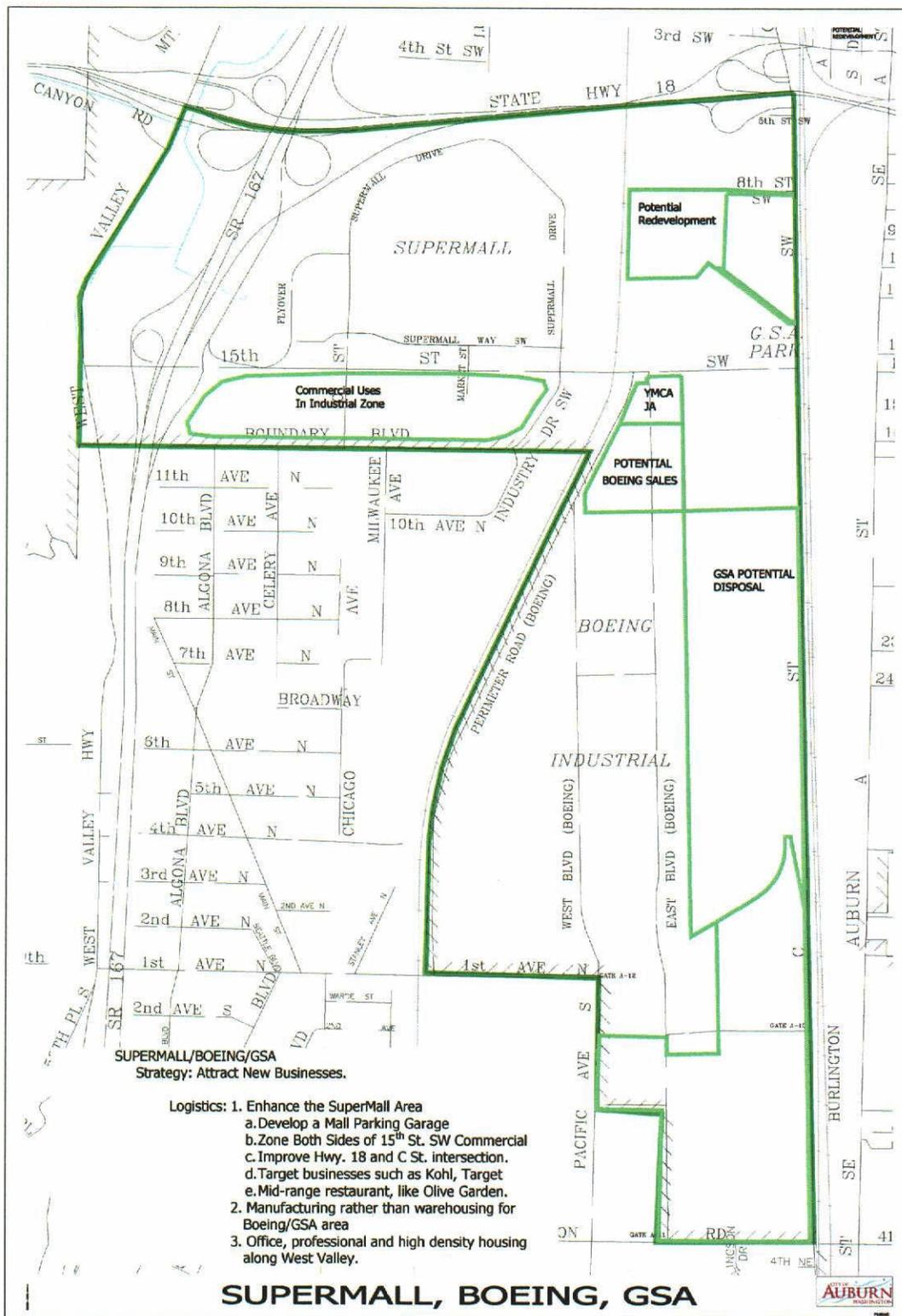
Logistics

- Focus on the Area at C Street and 8th Street SW.

OVERARCHING STRATEGIES

Several overarching strategies have been suggested that would be applicable to all the economic strategy areas, these include:

- Reduce parking requirements if a development will do structured parking.
- Bring together bankers and developers to facilitate financing surrounding potential projects.
- The economic strategy decisions made that will affect the Auburn community must take place within the next 18 – 24 months.



A ST. SE CORRIDOR STRATEGY AREA

STRATEGY AREA

The A Street Southeast Economic Development Strategy Area represents a large area that includes office, retail and industrial uses. The area is bordered by Highway 18 on the north, on the south by the City's municipal boundary, on the east by D Street SE extended to the City's southern most boundary and on the west by the railroad yard and the boundaries of other local jurisdictions. To promote economic development within that area, the City is proposing several meaningful initiatives including: neighborhood involvement, strengthening residential areas, expanding commercial areas and unincorporated area annexation.

A STREET SOUTHEAST CORRIDOR

STRATEGY

Enhance the economic vitality of the A Street Southeast corridor.

A Street is a largely commercial corridor with the west side dominated by the rail yard. The east side is dominated by commercial and residential uses of mixed quality. ; Recognizing that A Street is already a high volume traffic corridor, additional traffic should not be used as a rationale to preclude development. Traffic mitigation efforts should be focused on the enhancement of safety along the corridor, not capacity.

Logistics

- Protect the area's interior residential neighborhoods using: buffers, traffic calming and cul-de-sacs of residential streets.
- Engage the neighborhood in a collaborative effort to determine where the dividing line should be for existing residential and commercial/industrial uses and future commercial development.
- Enhance the commercial vitality of the area through changing the zoning and comp plan designations for the RMHP zoned area and portions of the industrial area to one supporting multi-family and town homes.
- Promote the creation of a landscape buffer and trail corridor along the A Street right of way.
- Deal with the traffic congestion along the corridor.
- Advocate the commercial redevelopment of properties along the A Street Southeast corridor.
- Change the heavy industrial zoning to heavy commercial.
- Encourage the commercial development of the south end of the rail yard.
- Facilitate and expedite the sale of any property the railroad wishes to sell for commercial development.
- Encourage a concentrated expansion of the commercial node in the vicinity of 6th St. and A St. SE.
- Separate the commercial development of Terrace View from the residential portion of the area.
- Annex those areas and islands along the corridor that should be within the City to provide unified planning.
- Investigate obtaining the right of way needed to transform the Segale Haul Road into a secondary arterial and/or trail when the usefulness of the road has ended.
- Prioritize the commercial development of Terrace View.

AEP GREENZONE STRATEGY AREA

STRATEGY AREA

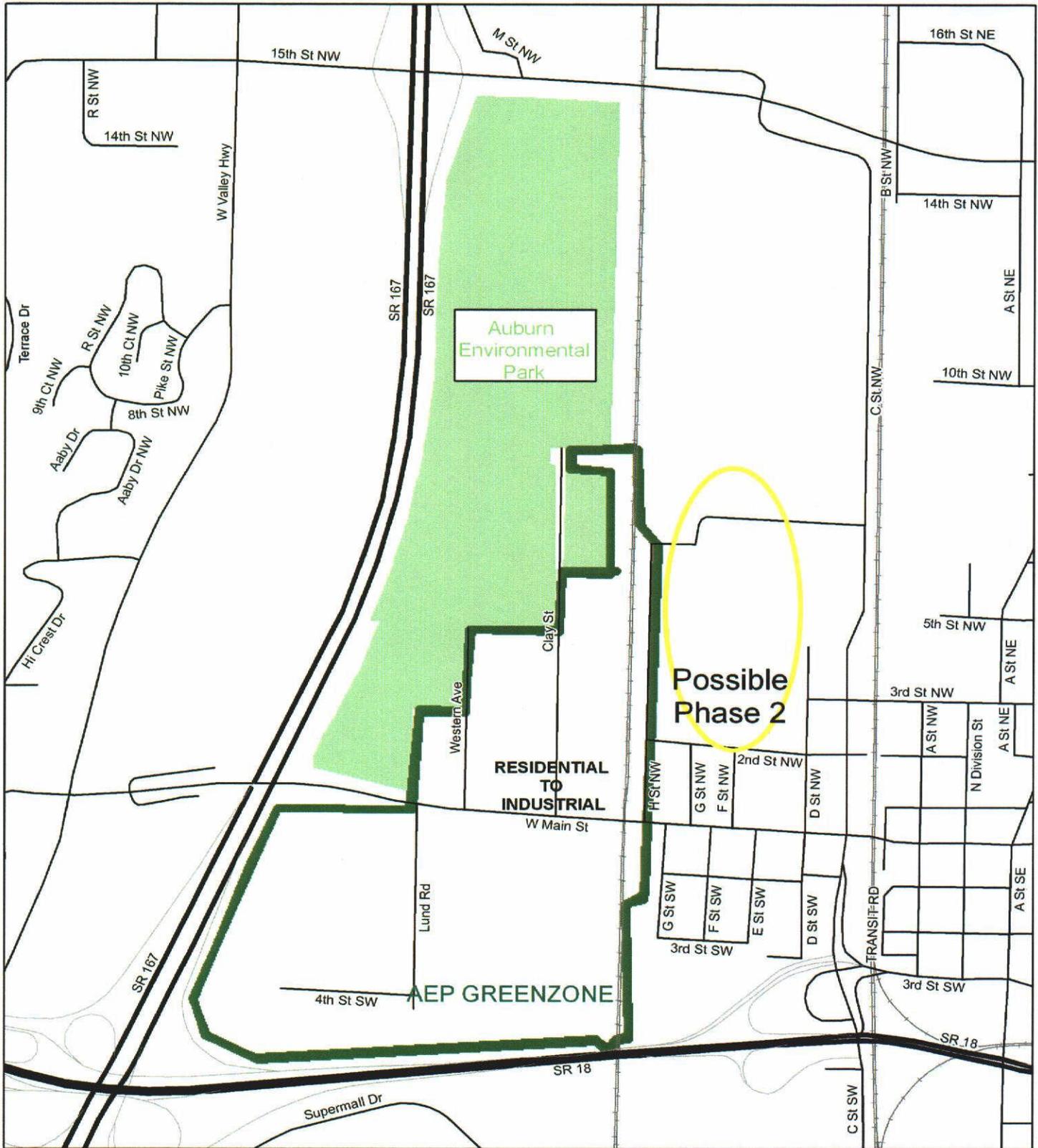
The Auburn Environmental Park Greenbelt Strategy Area represents a large area that includes office and environmentally sensitive industrial uses. Roughly, the area is bordered on the north by a line from the end of Clay Street to the Rail Road tracks, a line from Western to Clay, and West Main to 167, on the south by Highway 18, H Street on the East with 167 and the Auburn Environmental Park on the West. To promote economic development within that area, the City is proposing changes in the area's industrial zoning requirements that would result in an atmosphere inviting environmentally compatible uses.

ENVIRONMENTAL PARK GREENBELT STRATEGY

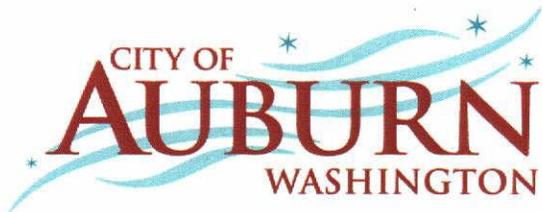
Create an economically enhanced area that complements the Auburn Environmental Park and sustains environmentally sensitive industries.

Logistics

- Bring AEP improvements out to the Boulevard, enabling the community and visitors to be aware of the AEP.
- Change residentially zoned areas to industrial.
- Initiate design standards making new development compatible with the AEP.
- Structure the M-1 zoning requirements for the district to encourage the attraction of environmentally sensitive industries while making existing development non-conforming.
- Extend Main Street improvements to the area, including:
 - Street Improvements
 - Landscaping
 - Trail Corridor
- Upgrade the infrastructure of the area.
- Manage the area's drainage using a regional methodology.
- Prepare for a second phase in more densely developed but underutilized areas adjacent to AEP Greenbelt Strategy Area.



Auburn Environmental Park
Greenzone Strategy Area



City of Auburn

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AUBURN * MORE THAN YOU IMAGINED