

## DRAFT

# Tukwila International Boulevard (TIB) District Element

## PURPOSE

The Tukwila International Boulevard (TIB) District Element is part of the Comprehensive Plan's multi-part land use element, one of the five issues or "elements" that the Growth Management Act requires all plans to address.

In terms of planning within the context of state and regional requirements, the TIB District is a "local center" where existing and future land use and infrastructure capacity will be used to accommodate some of the City's designated future growth, consistent with PSRC's VISION 2040 goals and policies and the King County Countywide Planning Policies. This element establishes a basis for decision-making that is consistent with the Washington Growth Management Act, King County's Countywide Planning Policies and the Puget Sound Regional Council's (PSRC) Vision 2040. The specific requirements of these plans are fulfilled by the City of Tukwila's Tukwila International Boulevard Background Report (2014).

The TIB Element establishes overarching goals and policies to guide public and private actions that help achieve the vision for this district as a complete neighborhood and destination, rather than an arterial highway leading to "somewhere else." It acknowledges and builds on Tukwila's planning efforts to date, including the Tukwila International Boulevard Design Manual (1999) and Tukwila International Boulevard Revitalization and Urban Renewal Plan (2000).

**SIDEBAR BOX. Growing Transit Communities.** In 2013, a region-wide coalition of businesses, developers, local governments, transit agencies and nonprofit organizations – the Growing Transit Communities (GTC) Partnership – developed a strategy to encourage high-quality, equitable development around rapid transit, and work towards implementing VISION 2040's growth strategy. The GTC's strategy has three main goals:

- Attract more of the region's residential and employment growth near high-capacity transit;
- Provide housing choices affordable to a full range of incomes near high-capacity transit; and
- Increase access to opportunity for existing and future community members in transit communities.

The City of Tukwila is a signatory to the GTC Strategy Compact. As such, Tukwila is expected to use a full range of tools, investments, and economic development strategies to attract the potential demand for residential and commercial transit oriented development consistent with regional policies and plans. These strategies include the full range of housing affordability.

**Commented [LM1]:** You will see a number of **SIDEBAR BOXES** in blue text, some with photos, scattered throughout this element. These are intended to expand the discussion contained in the body of text or policies, or provide additional examples or explanation. Once the final document is formatted, these will appear in "sidebars" on a page of the element.

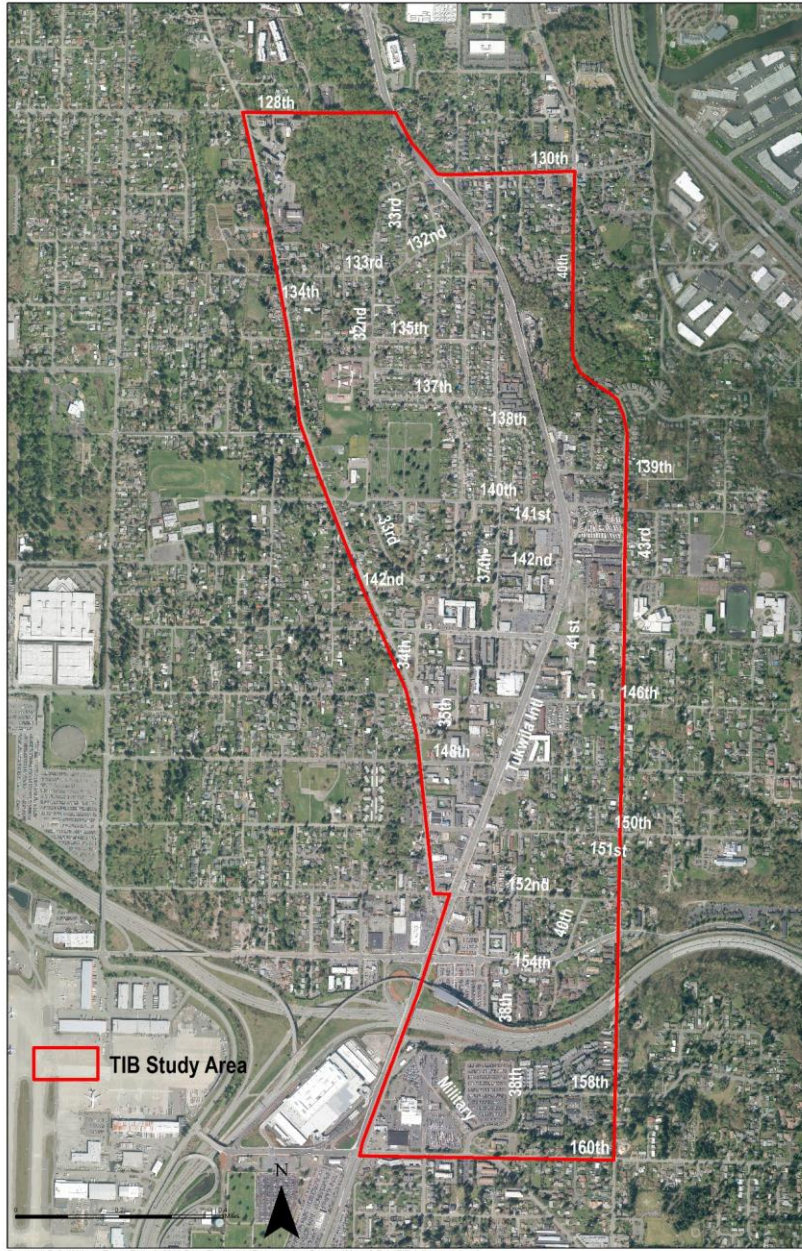
Tukwila will also plan for and promote residential and employment densities that support ridership potential and contribute to accommodating growth needs within its high capacity transit corridor.

While GTC's strategies were considered during the preparation of the TIB element, they will become more of a driving force during station area master planning.

## **THE TIB DISTRICT**

The TIB District boundaries are shown in Figure 1. The District extends from S. 128<sup>th</sup> Street on the north to S. 160<sup>th</sup> Street on the south, and from Military Road and Tukwila International Boulevard (TIB) on the west to 42<sup>nd</sup> Avenue South on the east. North of the TIB District is primarily an area comprising the City's manufacturing industrial center, containing a mix of industrial and commercial uses. South and west of the TIB District is the City of SeaTac, and farther south on International Boulevard is SeaTac International Airport.

TIB remains one of the highest priorities for redevelopment in the City. Its multi-cultural flavor and available land provide opportunities, while safety concerns, pedestrian connections, limited retail opportunities and market perceptions are challenges. By building a complete neighborhood, promoting the District's diversity and international flavor, and leveraging the area's excellent transit access and opportunities for redevelopment, the TIB neighborhood has the opportunity to be South King County's premier community-based center for cultural and commercial activity.



**Figure 1. Tukwila International Boulevard District Boundary**

## VISION STATEMENT

As part of the Comprehensive Plan update, and because redevelopment of the TIB area is a high priority for the community, the City began an intensive public involvement program to review the results of its planning and investments made over the previous decade and a half, and consider the existing vision to reflect any change in conditions or the community's desires. As part of this process, the City's Community Connectors gathered survey responses from Tukwila residents and businesses in the TIB area and public comments were recorded during a series of City-sponsored Community Conversations with residents. The Tukwila City Council and Planning Commission then met in joint worksessions to review community input and discuss their ideas for the future of the TIB District. Out of this, a new vision for the TIB District was crafted:

*The vision for the Tukwila International Boulevard District is an area that is a complete neighborhood with places to live, work, shop, and play. The District is a safe and walkable destination with an authentic, main street character that is connected to other destinations.*

### **Community Vision for the Future**

A Tukwila International Boulevard (TIB) District that is a "complete neighborhood" with places to live, work, shop and play. The area is an enjoyable, affordable, and prosperous community with a positive resident and business-friendly image. The District has a distinctive identity and character that is different from other neighborhoods and retail areas in the City. TIB is known more for its community focus and less as a thoroughfare. It is safe and walkable, with an authentic main street character. It embraces its international flavor and draws visitors to its unique collection of restaurants, arts, and shopping experiences. The TIB neighborhood is well-connected to other local and regional destinations, with excellent access to transit, highways, and SeaTac airport. A network of sidewalks, trails, and paths also connects to nearby parks, schools, open spaces and amenities. Local trolleys add another alternative way to get from the District to other parts of the City for visiting, shopping or working.

New centers or "nodes" are emerging along the Boulevard, building upon opportunities that take advantage of the light rail station and the proximity to the airport and an expanding mixed use development centered on the Tukwila Village project at the intersection of S. 144<sup>th</sup> and TIB. Office and commercial services at the light rail station are more regional-serving and higher density than the neighborhood-focused development further north; but both developments energize the other and are linked via sidewalks and transit. Travelling away from the

Boulevard, the more urban-scaled buildings transition in size and design to better match the character of the adjacent single family neighborhoods.

## ISSUES

### Land Use

- ❖ The focus of the City's efforts to date have been on the TIB *corridor*. The community's vision goes further, and considers a TIB *district* or *neighborhood*. The boundaries of the new TIB District extend from S. 160<sup>th</sup> Street on the south to S. 128<sup>th</sup> Street on the north, and include adjacent commercial uses, multifamily developments, and single family homes (See Figure 1).
- ❖ The TIB roadway remains a dominant element running through the center of the District. TIB is a single, continuous street with little differentiation in uses or buildings forms along its entire length. To achieve the community's vision for the District, specific portions of TIB will require different degrees of emphasis. Over time, new development will be concentrated into relatively smaller areas or "nodes" in key locations. Development in these nodes should be a walkable and compact mix of uses, with a distinctive character, and served by public transit. Beyond the node areas, redevelopment should consist of residential and neighborhood-serving commercial services with a pedestrian-orientation. The existing zoning regulations, including zoning districts, height limits, and permitted uses will need to be revised so that they are more effective in achieving the community's vision, particularly those addressing commercial and mixed use districts.
- ❖ Abrupt transitions between the more intensive, taller uses planned along TIB and the adjacent single family residential neighborhood will need to be mitigated through design review and development regulations.
- ❖ Commercial zoning along TIB in some locations is only 1 or 2 parcels deep, and many of these parcels are shallow in depth and small, less than 7,500 square feet. Parcel aggregation, development incentives, and rezoning will be necessary to redevelop these locations consistent with the land use goals envisioned for this area.



Example of zoning and parcelization along TIB

## TIB as a Main Street

### Street Design

Despite City investment in street improvements to TIB in 2004, the street design – that is, travel lane width, the lack of on-street parking, and the lack of signalized intersections facilitating east-west pedestrian crossings - does not support the community’s vision for a “main street” for the neighborhood. By design, TIB provides mobility for longer trips *through* the district and the capacity for more vehicles. By contrast, community members have expressed their desire that the Boulevard should *connect* the residents and businesses to foster a healthy, sustainable, and desirable neighborhood. The community has asked for lower posted speeds, on-street parking, and additional traffic signals to assist with crossing the street.



Figure 2. Looking north on TIB towards the intersection with S. 144<sup>th</sup> Street (2015)

### **Urban Form**

The Design Manual for TIB addresses built form and site design, yet the standards and guidelines for this area have not yet produced the type of public realm envisioned by the community. From a pedestrian's perspective, the feeling that TIB is a "people place" is missing, as measured by the lack of a continuous wall of buildings along the back of sidewalk, parking behind or to the side of buildings, attractive buildings and landscaping, and green spaces and views. While the Design Manual provides this type of guidance, it is not a regulatory document. Further, developers and "the market" still see the district as an auto-oriented place, as reflected in recent projects – drive through pharmacies and fast food, and auto services. If a change in the urban form is desired, TIB-related development regulations may require strengthening.

### **Walkability & Connectivity**

Community members feel that it is not safe walking to destinations within the TIB District due to lack of pedestrian routes and amenities. To improve walkability a neighborhood should have continuous sidewalks and a well-connected street network.

To create safer east-west pedestrian routes, the community wants sidewalks on intersecting side streets to connect residential neighborhoods to the Boulevard, and more crosswalks to link both sides of TIB. Block size also plays a role in determining walkability, with smaller blocks measuring 200 to 400 feet in length providing more direct routes for pedestrians. Currently, block faces along TIB range from 640 to 1000 feet in length, and there is a limited network of streets in the District, particularly those oriented north/south. Competition for limited public funding and warrant<sup>1</sup> approvals may make implementing the desired changes to TIB and surrounding streets difficult.

### **Community & Character**

Renaming the street from Pacific Highway to Tukwila International Boulevard in 1998 helped to make visitors aware that they are entering the City of Tukwila. Installing TIB streetscape improvements provided more visual coherence along the corridor. While these have been

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<sup>1</sup> A warrant is a set of criteria which can be used to define the relative need for, and appropriateness of, a particular traffic control device, i.e. traffic signal, stop sign, or crosswalk.

positive steps by the City, the TIB District still lacks a consistent identity that can serve as a source of pride for the neighborhood, make businesses want to locate there, and pull visitors back again and again. To create a recognizable and authentic sense of place for the TIB neighborhood, the local community culture and character must combine with an improved built environment.

### **Public & Private Investment**

Deteriorated properties and older buildings lacking architectural character contribute to the negative perception of the TIB area, but also create opportunities for redevelopment. However, current market conditions, including low commercial and residential rents and the lack of household disposable income in the area, do not financially support redevelopment. Feasible market rate mixed use in the TIB District may be at the outer edge of the 20 year comprehensive planning horizon. From the developer’s perspective, there also needs to be a reason to live and work in the TIB District. The City must strive to shift market perception and economics in order to attract the type of development envisioned by the community, and improve the feasibility of a potential project’s performance.

**SIDEBAR BOX. City is invested in the TIB neighborhood.** The District’s redevelopment has been identified as one of the highest priorities for the City in the 2012 Strategic Plan. The City has been bold in a number of actions to try and make a difference and change the character of this area. The City adopted an Urban Renewal Overlay District in the blocks surrounding the S. 144<sup>th</sup> Street and TIB intersection, and included changes to the zoning code to adjust height and parking requirements. The City invested significant public dollars in the assembly of land for a signature development – *Tukwila Village* – with the intent that it will catalyze and demonstrate the intensity and quality of development envisioned for the area. With the 2014 purchase of the Great Bear Motor Inn, and the Boulevard, Spruce, and Travelers Choice Motels, the City is a major land owner and will continue to explore public/private partnerships in redevelopment.



## GOALS & POLICIES

### Land Use

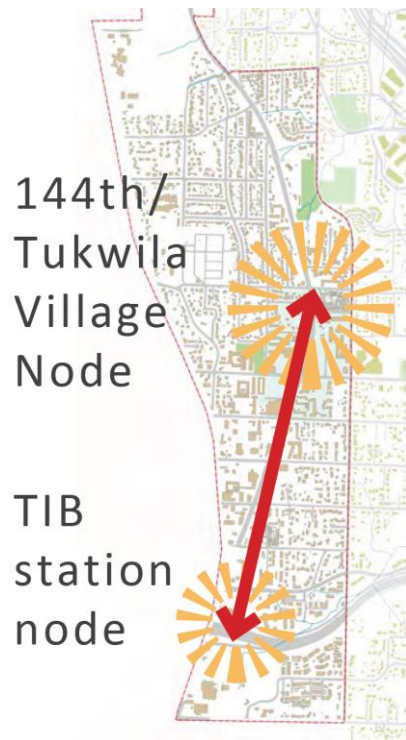
**Goal 8.1** The Tukwila International Boulevard District is a walkable neighborhood with places to live, work, shop, and play.

**Commented [LM2]:** Re-written former policy from Transportation Corridors Element

**Goal 8.2** At key locations on TIB, there are well-designed, pedestrian-oriented mixed-use centers or “nodes” with distinct character.

### Policies

8.2.1 Continue to focus redevelopment efforts on carefully chosen “nodes” of more intensive development along TIB to maximize the impact of the City’s investments, create momentum, and foster faith in the vision for the TIB district.



**Figure 2. TIB District “Node Concept”**

***Village Node at S. 144<sup>th</sup> & TIB***

- 8.2.2 Designate this area for an attractive, walkable, locally-oriented mix of uses, including multifamily residential, neighborhood-serving retail and services, restaurants, civic and social gathering spaces, and other people intensive and customer oriented activities that build on the momentum from the Tukwila Village project.



- 8.2.3 Generate high levels of foot traffic vital to the success of the node by attracting an “anchor” that draws customers and allows them to park once and walk to adjacent retail.

***Transit-Oriented Development (TOD) Node at Tukwila International Boulevard Station***

- 8.2.4 Designate this area for a more intensive, transit-oriented mix of mid-to high rise office, multifamily residential, and hospitality uses and services with structured parking that builds on the momentum of the Tukwila International Boulevard Station’s proximity to SeaTac Airport.



- 8.2.5 Identify and promote an “identity” for the area around the Tukwila International Boulevard Station that is distinct from other stations along the LINK light rail alignment.
- 8.2.6 Optimize opportunities for transit-supportive redevelopment in and around the station by partnering with the City of SeaTac and Sound Transit to shape TOD policies and practices in the master plan.

**Village & TOD Nodes**

- 8.2.7 Ensure that the master plans for the Tukwila Village and TOD nodes encourage and incentivize the redevelopment of large parcels, promote assembly of smaller parcels, and identify opportunities for shared parking, pedestrian linkages, and subregional infrastructure needs, such as surface water and recreation.
- 8.2.8 Focus master planning for the nodes on non-auto-oriented uses. Emphasize good pedestrian experiences and connections to nearby residential areas, businesses, and amenities.
- 8.2.9 Ensure that the Zoning Code and design guidelines support the types of development envisioned in the nodes.

**Implementation Strategies**

*Village Node:*

- Develop a master plan for the Village Node area.
- In the interim before a master plan is prepared, revise the boundaries for the Urban Renewal Overlay (URO) District and amend the URO District development regulations to facilitate the types and forms of development envisioned by the Village Node concept, including:
  - Explore implementing an incentive system for a 75 foot maximum height allowance.
  - Relax the 25/75 surface-to-enclosed parking ratio in the URO area; consider 50/50 or 75/25 ratios with a street wall on 75% of the parcel’s frontage.
- Explore options for a traditional anchor (i.e. grocery store or conference/training center), as well as the potential for attracting or facilitating an unconventional anchor, (i.e. an international market in a form similar to Pike Place Market), that builds on the existing character of the District, supports fledgling retailers, and generates foot traffic for adjacent uses.

**Commented [LM3]:** Consultant recommended height – to accommodate the types of development similar to Tukwila Village project

**Commented [LM4]:** Consultant recommendation – enclosed parking requirement added too much cost to make projects financially feasible at this point.

**SIDEBAR BOX. Unconventional Anchors.** Unconventional anchors are being developed across the U.S – Melrose Market in Seattle, Grand Central Market in Los Angeles, Reading Terminal Market in Philadelphia, and Union Market in Washington, D.C. Many of these are housed in repurposed older buildings, such as auto repair shops, and feature a mix of indie food purveyors, local brewers and roasters, specialty grocers, ethnic eateries and markets, food carts, artists and communal tables. Some even have food trucks parked permanently inside.

*TOD Node:*

- Develop a master plan for the TOD Node area.
- Promote the development potential of locations near the Tukwila International Boulevard Station as only “one stop away from the airport.”
- In the interim before a master plan is prepared for the TOD Node, define and establish a TOD Node overlay zone within ½ mile walking distance of the Tukwila International Boulevard Station. Consider amending the development regulations to allow an increase in height and density in the area to the north of SR 518, similar to that already permitted to the south (10 stories), to attract jobs and commercial redevelopment.
- Consider the recommendations of the Right Size Parking Study prepared for the Tukwila International Boulevard Station area when determining parking requirements.

**Commented [LM5]:** Consultant recommendation

*In Village and TOD Nodes:*

- Amend the Zoning Code regulations to encourage envisioned development:
  - Prohibit any new auto-oriented uses in the nodes. Specifically, regulations should preclude new drive-through uses (car washes, fast food, banks, and pharmacies) or gas stations. Inform businesses and landowners with non-conforming uses or structures as to their status.
  - Prohibit parking as a primary use within the nodes.
  - Allow densities that make under building (ground floor) and/or structured parking economically feasible
- To capture developers with a long term investment horizon, develop compelling marketing materials that “tell the story” of the TIB District vision to inspire developers with a long term investment horizon to participate in the area’s redevelopment.
- Explore establishing a quasi-public retail leasing and management agency to “sell” the vision for the node, plan and coordinate the nodes’ leasing strategy, actively recruit tenants, and direct them to appropriate landlords and property owners. Initiate the leasing program along one or two blocks that have the greatest redevelopment potential.

**Commented [LM6]:** What is projected as the ‘image’ of an area can be more important than the reality of the area itself in shaping investors’, visitors’, and even its own inhabitants’ opinion of it. Marketing techniques are used to provide a clear vision, especially with graphics. This is often the missing piece in a redevelopment strategy.

## Land Use Outside the Nodes

### Policies

8.2.10 Allow a diverse mix of uses, including residential, commercial services, office, recreational and community facilities, and limited new retail in the TIB area outside the nodes.

**Commented [LM7]:** Revised former policy 8.5.1 from Transportation Corridors element

8.2.11 Permit only those types of light industrial uses that are labor-intensive and support the TIB District vision.

8.2.12 Allow stand-alone multifamily residential buildings outside of the nodes.

8.2.13 Buffer residential areas from adjacent commercial areas. Ensure appropriate structural and landscape transitions between commercial and residential zones.

**Commented [LM8]:** Revised former policy 8.5.8 from Transportation Corridors element

8.2.14 Maintain the predominately residential use and character between South 128th Street and South 137th Street (if extended), with appropriate zoning and a significant component of vegetated hillside.

**Commented [LM9]:** Revised former policy 8.2.13 from Transportation Corridors element

8.2.15 Beyond the Node areas, acknowledge that some long-term vacant or blighted parcels along the northern section of TIB are difficult to develop under the current Mixed Use Office (MUO) and Neighborhood Commercial Center (NCC) zoning and may warrant a reexamination of the most appropriate uses for these sites. Ensure that future uses will support or be compatible with adjacent single family neighborhoods.

8.2.16 Encourage new commercial construction rather than converting existing residential structures to commercial uses.

**Commented [LM10]:** Revised former policy 8.5.4 from Transportation Corridors element

8.2.17 Encourage the redevelopment of commercial properties fronting TIB by allowing the aggregation of residentially zoned parcels with commercially zoned parcels fronting TIB, where such action:

**Commented [LM11]:** Revised former policy 8.2.21 from Transportation Corridors element

- expands small and/or irregularly shaped commercial districts that can't be redeveloped per the overall goals for the area,
- encourages redevelopment of non-conforming use sites;
- fronts and orients any commercial uses toward TIB; and
- creates a site, structures, landscaping and other features that are compatible with adjacent residential district standards and planned character.

8.2.18 Create gateways to provide a sense of arrival at the north and south edges of the TIB Corridor. Use architectural and landscape elements to mark transitions and entrances into and within the TIB District in order to enhance way-finding, create visual interest and activity, and contribute to a sense of identity.

## Implementation Strategies

- Amend the Zoning Code regulations to facilitate envisioned development:
  - In the areas zoned Regional Commercial (RC), increase maximum building heights to at least 45 feet.
  - In the areas zoned Neighborhood Commercial Center (NCC) and RC, explore implementing a 75 foot maximum height allowance if design incentives are met.
  - Remove impediments to building at greater densities caused by existing parking, building heights, and recreation space regulations.
  - Prohibit commercial park and fly operations at motels/hotels in the TIB District, unless accommodated in a parking structure with substantial ground floor retail, or located in a way that provides effective visual screening from adjacent streets.
- Explore the most appropriate use/zoning for parcels designated Mixed Use Office (MUO) and Neighborhood Commercial Center (NCC) that have had difficulty leasing or redeveloping in the northern section of TIB. Explore other City actions or incentives that could be used to encourage or facilitate redevelopment.
- Consider alternative ways to transition from higher intensity zones to adjacent single family zoning. Modify Zoning Code and TIB Design Manual to address these transitions. This should include standards for building height and form and site design. Use the Urban Renewal Overlay height transition setback standards as a starting place.
- Modify multifamily design guidelines to address more urban forms of residential development in the TIB District.
- Designate additional residentially-zoned parcels as “Commercial Redevelopment Areas” where such action meets the intent of the policies.
- Identify appropriate locations for a gateway on the north and south end of the TIB corridor. Consider the City owned vacant parcel on the southwest side of the intersection of 37<sup>th</sup> Ave S. and TIB as a gateway location on the north end of the neighborhood.

Commented [LM12]: Consultant recommendation

Commented [LM13]: Consultant recommendation

## ***TIB as a Main Street***

### **Street Design**

**Goal 8.3** The Tukwila International Boulevard roadway is a “main street” serving as the central spine of the TIB neighborhood. Rather than moving traffic “through” the area, TIB is a “to” place, with slower speeds, better crosswalks, and on-street parking. TIB is a connector, not a divider. It strengthens the links among residents, schools, and businesses to foster a healthy, sustainable, and desirable neighborhood.

## Policies

- 8.3.1 Lower vehicular speed on TIB by adding traffic signals, pedestrian bulbs at intersections, and on street parking, and increasing the number of and plantings in landscaped medians.



**SIDEBAR BOX. Street Design.** Street design, the vehicle volumes, and the functionality of the circulation network can affect many things such as the type of business that can be successful and the investor who will develop along the street. In addition, the transportation system can have clear impacts on the social equity of the public investment by excluding or discouraging those who cannot or choose not to drive a vehicle or bicycle.

Speed is widely perceived as the single most important transportation factor impacting retail performance. High speeds reduce awareness of one's surroundings, intimidate pedestrians, and divide the sides of a street into two separate entities. Street width is also an important determinant of business success and walkability. Narrower streets will tie the two sides of the street together into one retail experience and make it easier for customers to shop on both sides of the street. Shorter crossing distances at signalized intersections, along with longer crossing cycles, make a street more pedestrian friendly. On-street parking is critical for the success of some businesses because it is the most convenient type of parking and creates the steady turnover of shoppers needed by stop and go retailers like coffee shops, dry cleaners, and specialty food stores. Source: *Impact of Traffic Patterns on Corridor Retail*, by the Leland Consulting Group, Spring 2007.

- 8.3.2 Provide additional signalized crosswalks to increase convenience and perceived safety. Carefully chose east-west pedestrian crossings to align with public amenities, activity areas, and planned development projects.
- 8.3.3 Invest in paving and other calming features at crosswalks to increase pedestrian safety and enhance the identity of the TIB neighborhood.

**Commented [LM14]:** Currently, signalized crossings are at S. 154, S. 152, S. 144, S. 132 and S. 130 Streets. The distances between those crossings are 693 feet, 2,479 feet, 4,371, and 350 feet respectively. (FYI, the width of part of Seattle's downtown, from the pig at Pike Place Market to the Convention Center on Pike Street is 2,266 feet or 7 blocks.)



### Implementation Strategies

- Engage engineering staff and consultants to conduct studies on identified street design issues, such as installing additional crosswalks and on-street parking, and develop detailed plans that can implement these Main Street goals and policies.

### Urban Form

**Goal 8.4** The TIB District is a unique destination whose urban design and built form encourages people to explore the neighborhood, prioritizes pedestrian safety and comfort, and enhances the quality of life.

**SIDEBAR BOX: Streetscapes & Urban Form.** Being able to walk continuously along the front of stores and see into the building interiors (e.g. shop display windows) instead of parking lots contributes significantly to a successful pedestrian environment. Thus, standards regarding a site's design – building setback, landscaping, fencing, sidewalks, and automobile access and parking are the important issues. The Community Image and Identity Element of the Comprehensive Plan supplements TIB District Element Goal 8.4 with goals, policies, and implementation strategies guiding the development of vibrant commercial districts characterized by high quality urban design.

### Policies

8.4.1 Combine standards for parking placement with building site layout to achieve the compactness of a consistent building wall and pedestrian orientation along streets within the TIB District, where appropriate.

**Commented [LM15]:** Former policy 8.5.5 from Transportation Corridors element. Revised policy to reflect that a consistent build-to wall is desired along many streets within the TIB District. Original policy called for consistent building wall only in NCC focal points.





Examples of a continuous building wall along a street

8.4.2 Use incentives to encourage commercial businesses and residential buildings to create a continuous building wall along the street edge and locate a primary entrance from the front sidewalk, as well as from off-street parking areas, in the TIB District where buildings are not required to locate at the back of sidewalk. Where buildings are required to locate at the back of sidewalk, require a primary entrance from the front sidewalk.

**Commented [LM16]:** In addition to an entrance from the "back parking lot", another primary entrance is needed along the street side if buildings are brought to back of sidewalk.

8.4.3 Fence exterior storage and sales areas with high-quality materials to support a visually pleasing environment without restricting connectivity and walkability; limit use, size, and location of metal security and other fencing and require concealment with appropriate landscaping.

**Commented [LM17]:** Revised former policy 8.2.15 from Transportation Corridors element.

### Implementation Strategies

- Update development standards to require on-site parking to be located away from the street in the TOD and Village Node areas, either behind or to the side of buildings.
- Outside of the Node areas, update development standards to limit the amount of parking in front of buildings, such as restricting parking between a building and street to one double-loaded aisle.
- Where buildings are not required to be located adjacent to the street, develop an incentive program that encourages businesses and residential buildings to locate adjacent to the back of sidewalk and provide a primary public entrance from the front sidewalk as well as from parking areas.
- Explore implementing a landscape and façade improvement program for existing commercial development.

- Design guidelines for buildings and site design that illustrate techniques for view protection.
- Fencing design guidelines.

**SIDEBAR BOX. Green spaces and greenways.** During the joint City Council/Planning Commission worksessions on the TIB District, thoughts were shared regarding the need to connect parks and open space, and implement “low hanging fruit” projects such as stairs connecting Southgate open space to TIB. Ideas also included encouraging new high density multifamily projects in the TIB District to consider non-traditional alternatives such as pea patches or roof top gardens when meeting recreation space requirements. The Parks and Open Space Element of the Comprehensive Plan addresses these ideas in Goals 6.1 and 6.2 and their associated policies and implementation strategies.



**Goal 8.5** Establish parking requirements for uses that are based on urban rather than suburban densities and needs, and balance the parking needs with urban design goals and related policies to encourage transit use and walking.

#### **Policies**

- 8.5.1 Recognize that parking needs will usually be less for uses in close proximity to transit, and along neighborhood shopping streets because some shoppers will arrive on foot, by transit, or bicycle.
- 8.5.2 Explore the potential for shared parking facilities for transit riders in developments within one-half mile walking distance of the Tukwila International Boulevard Station.

#### **Implementation Strategies**

- In the TIB District, explore the feasibility of removing parking minimums and allowing the market to determine parking need.

- Per the recommendations in the Right Size Parking (RSP) Policy Pilot Project study that was completed for the City in 2014, in the area surrounding the Tukwila International Boulevard Station:
  - Reduce multifamily parking minimums to rates 20 percent above the RSP estimates, which would result in a substantial reduction in future parking required for multifamily development while accommodating the wide range in observed parking utilization on-site
  - Facilitate shared use agreements between commercial and/or residential lots for off-street parking
  - Establish policies on the priority users of on-street parking
  - Create design standards that include on-street parking for new and improved streets, including the conditions under which on-street parking can be safely implemented.
  - Continue Sound Transit’s monitoring of occupancy levels at the Tukwila International Boulevard Station and on-street parking utilization within one-half mile of the Tukwila International Boulevard Station
  - Coordinate parking standards with the City of SeaTac to ensure uniformity.
- In the TIB District, consider revising development standards to allow a project to count adjacent on-street parking spaces towards meeting its parking requirements.
- In the TIB District, once there is a reservoir of public parking available in the area, consider regulations/incentives that reduce parking requirements for small commercial spaces if buildings are located near back of sidewalk.

**Commented [LM18]:** Reducing the private requirements would only be feasible when there is a reservoir of publicly available parking. This could include on-street parking, shared use garages or possibly day use pay lots.

**SIDEBAR BOX. Right Size Parking (RSP) Calculator.** Too much parking at residential properties correlates with more automobile ownership, more vehicle miles travelled, more congestion, and higher housing costs. In addition, excess parking presents barriers to smart growth and efficient transit service. The amount of parking is optimized – i.e., right sized – when it strikes a balance between supply and demand.

The King County Right Size Parking calculator lets developers, jurisdictions, and neighborhoods accurately project the optimum amount of parking for new multifamily developments. Users estimate parking use in the context of a specific site, based on a model using current local data of actual parking use correlated with factors related to the building, its occupants, and its surroundings – particularly transit, population and job concentrations. It helps consider how much parking is “just enough” when making economic, regulatory, and community decisions about parking.

### ***Walkability & Connectivity***

**Goal 8.6** A larger network of streets, sidewalks, trails and other public spaces throughout the TIB District supports community interaction; connects neighborhoods, commercial areas, civic

areas, and destinations; and improves community health. The TIB District’s circulation network makes the neighborhood a great place to walk, improves mobility for all users, encourages walking, bicycling and use of public transit, and supports the envisioned land uses.

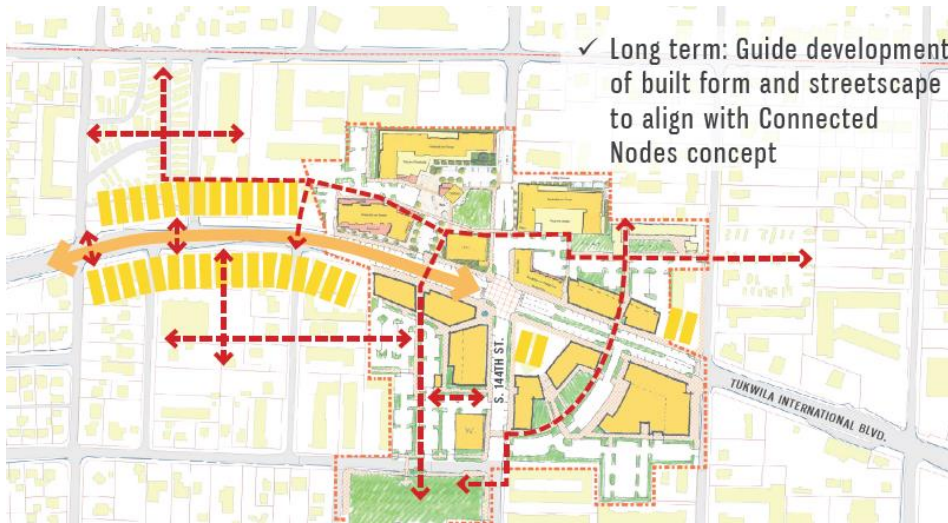
**SIDEBAR BOX. Trains, Cars, Buses, and Feet.** TIB is an important part of the local and regional transportation and circulation system. The TIB District has convenient highway access to SR 518 and SR 599. The Tukwila International Boulevard Station is located at the intersection of Southcenter Boulevard and TIB, providing service to SeaTac Airport and downtown Seattle. The Tukwila International Boulevard Station is also served by a number of King County Metro bus routes, including two bus rapid transit (BRT) routes, one of which provides a frequent connection to the Southcenter, Burien and Renton areas and the Tukwila Sounder Commuter Rail/Amtrak Station; the other connects with points south. Despite the limited number of crosswalks on TIB, there are a high number of pedestrians walking along TIB and to and from the adjacent neighborhoods and activity centers. However, the corridor has the highest pedestrian fatality rate in the City.

### Policies

- 8.6.1 Establish a more walkable and connected street network throughout the TIB District by investing in public sidewalks and requiring private redevelopment projects to organize site plan elements to allow for through connections.



**Connected Pedestrian Network**



**Concept: Continuous building wall and pedestrian circulation system**

8.6.2 Consider supplemental and TIB District-specific transportation systems, such as trolleys and bike share.



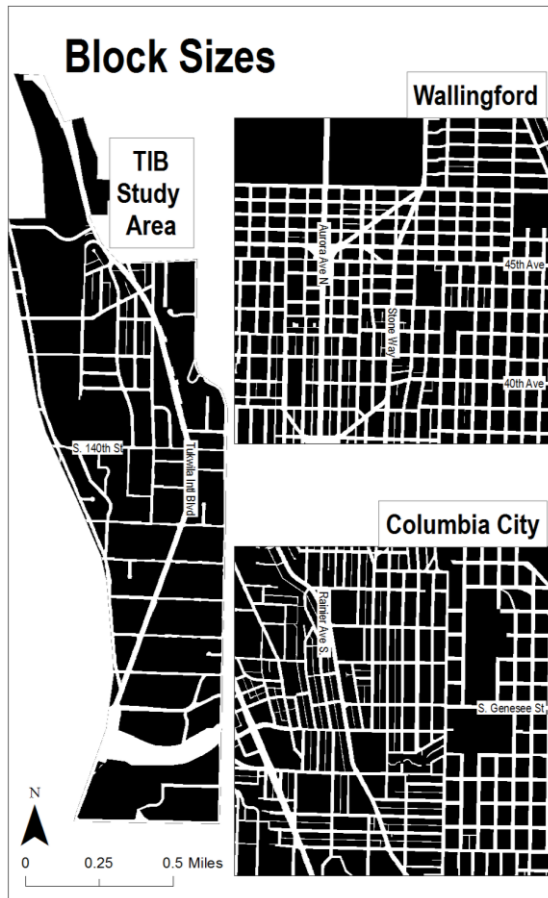
8.6.3 Work with transit agencies to expand transit service throughout the TIB District.

**Implementation Strategies**

- Phase the development of the TIB’s sidewalk network:
  - Expand the sidewalk network to east-west streets that intersect with TIB and connect to adjacent neighborhoods.
  - Extend the sidewalk network to connecting north-south and east-west streets.

- As redevelopment occurs, establish a finer-grained pedestrian grid. Break up larger blocks by extending the pedestrian system through properties and along property lines.
- Include the street and sidewalk network in future master planning efforts for the TIB District. Include new north/south and east/west streets designed as “complete streets” including curb, gutter, sidewalks, and potentially on-street parking between Military and TIB.

**SIDEBAR BOX. Comparison of TIB District’s existing block size with other walkable areas in Seattle.**



- Implement the City’s Walk and Roll Plan.
- Explore the feasibility of implementing an internal transit system using buses, vans, or other alternative transit service circulating within the TIB District and connecting to other destinations in the City, such as Southcenter and the Tukwila Community Center.
- Develop a network of sidewalks, trails, alleys, and pathways that connects the TIB neighborhood with amenities.
- Explore partnering with local businesses, METRO, and Sound Transit to create a Bike Share program in the Tukwila International Boulevard Station area. A Bike Share program will provide transit riders a solution to the last mile of their commute trip and provide local residents and employees access to bikes for local trips.
- With non-profit bicycle clubs and other partners, explore facilitating affordable bicycle ownership and maintenance programs for low income residents. Also explore implementing “Safe Biking” workshops and group rides that reach out to sectors of the community that typically do not bicycle.

**SIDEBAR BOX. Building Bicycle Equity in a Community.** It is important to ensure that groups underrepresented within bicycling community, such as women of color, are not left behind as biking becomes an increasingly important way to enhance mobility, public health, and sustainable transportation. There are many model programs across the nation that introduce cycling as a safe and fun activity, particularly to beginner-level riders in low income areas. Other programs offer bicycle maintenance clinics in lower-income neighborhoods, as many of these households often own bikes which are less expensive but require more maintenance. Ensuring that low cost bicycle parts, such as tires and tubes, are sold locally in corner stores, and simple bike fix-it stations are installed in convenient locations, such as gas stations, makes it easier to own and use a bicycle.

## ***Community & Character***

**Goal 8.7** The TIB District takes pride in the ethnic and economic diversity of the community. TIB has an authentic main street character that promotes the District’s many positive attributes and draws local and regional visitors.

### **Policies**

- 8.7.1 Strive to attract locally owned and operated stores, especially specialty food stores, ethnic restaurants, service providers, and neighborhood serving shops such as hardware stores.
- 8.7.2 Activate public and private community gathering spaces with temporary events including food, art, music, pop-ups, and activities that leverage nearby assets, such as schools and cultural facilities, and reflect the international character of the TIB area.



8.7.3 Create a central space for food trucks, pop-ups, and a farmer's market where residents and visitors will gather and sample the multicultural flavor of the TIB area.



**SIDEBAR BOX. What is a Pop-up?** Pop-ups are temporary, intentional, irregular (not every weekend or regularly scheduled), sanctioned and unsanctioned, and instigated by both grassroots and top-down approaches. Pop-ups content and use are only limited by one's imagination, and can be such activities as retail spaces, restaurants, public markets, art installations, or politically motivated statements that seek to affect urban policy and development. Pop-ups are often used as a temporary means to revitalize or occupy a vacant area or public space. They can reduce start-up costs for entrepreneurs by providing temporary leasing space, provide an opportunity for retail incubators, or be used to showcase artwork.





**Yarn bombing of vacant building prior to its remodel for new business opening**



**Retail Pop Up store**

**Goal 8.8** The TIB District has stable neighborhoods, and residents and businesses that are actively engaged in improving the quality of life in the area.

**Policies**

- 8.8.1 Encourage private landowners to maintain and upgrade their property to protect the neighborhood from adverse impacts of vacant and underutilized sites and blighted buildings and structures.
- 8.8.2 Identify and support “champions” or leaders in the business community who will carry the vision for the TIB area, and build community interest and commitment among diverse stakeholders.
- 8.8.3 Strengthen the City’s engagement with the area’s business community and cultivate the success of the entrepreneurs and small businesses, including businesses owned by refugees, immigrants, and non-native speakers.

**SIDEBAR BOX. Immigrants & Main Street.** A recent study has shown that immigrants’ role in “Main Street” businesses – the shops that give a neighborhood its character, such as restaurants, grocery stores, clothing boutiques, and beauty salons - is striking. Nationally, immigrants make up 28 percent of Main Street business owners, and 64 percent in cities with large immigrant populations. Main Street businesses present an important opportunity not only for residents who start out with little, they are also often a first business for immigrants and a source of first jobs for people in the community. And, they can play an important role in generating neighborhood-level economic growth by making areas attractive places to live and work.

These are often businesses with thin profit margins. Finding ways to maximize the potential of immigrant small business owners, and to do so in a way that creates a positive climate for all business owners, should be an important project for cities focused on economic development and seeking to leverage the contribution of their immigrant population. For example, in Minneapolis, an old retail and distribution center was transformed into the *Midtown Global Market* - an international market that is both an incubator for new immigrant businesses and a neighborhood development project; in Philadelphia, revitalization of the *El Centro de Oro corridor* was helped by establishing an official Business District Manager who assists businesses in forming partnerships with the police department, understand zoning regulations, and find small business loans.

Source: *"Bringing Vitality to Main Street: How Immigrant Small Businesses Help Local Economies Grow"*, Fiscal Policy Institute with the Americas Society/Council of Americas, January 2015.

### Implementation Strategies

- Develop a process to gain community consensus on a name for the TIB District that provides a positive identity for the neighborhood and can also be used to actively market the area.
- Continue to emphasize engagement with the immigrant, refugee, and linguistic-minority communities and other historically under-represented groups in the TIB District.
- Work with business and property owners to upgrade building facades and landscaping; comply with the sign code.
- Continue the City's Residential Rental Licensing and Inspection Program
- Revise zoning ordinances to facilitate non-traditional retail
- Support development of a TIB retailers group
- Encourage ownership in the neighborhood by initiating a commemorative tile program for individuals or groups.
- Develop a small grant program for neighborhood improvement projects.
- Identify a "champion" for leading the TIB redevelopment - could be a group or an individual, such as a business club, corporation, community development group, financial institution, or neighborhood anchor.

**SIDEBAR BOX. Engaging the Diverse Ethnic Community.** According to the Tukwila Strategic Plan, 36.2% of Tukwila residents are foreign-born, a much higher percentage than in other cities in South King County. The diverse, cultural community bring rich experiences of resilience and persistence to succeed. The Strategic Plan emphasizes the need for greater connection with all of the community and to that end, the City expects to continue implementing strategies for inclusion and engagement with the diverse ethnic groups in the area.

The City has taken steps towards initiating conversations with community members in the TIB area through the Community Connector program. Starting with non-English speaking

communities in the TIB area in 2014, Tukwila's Community Connectors program has endeavored to improve outreach to and engagement with communities that have been historically underrepresented in civic processes. Community Connectors are individuals:

- who act as liaisons from their community to the City,
- who are involved in their communities,
- who have the skills to facilitate outreach to and communicate with their respective communities, and
- who have the ability to provide culturally sensitive guidance to City staff on how to design and undertake a comprehensive and effective outreach effort.

By building stronger relationships with a broader range of Tukwila communities, the City will move toward the vision of ensuring that all Tukwila residents have equal access to opportunities. The Community Image Element's Goals 1.2 and 1.3 and the Parks and Open Space's Goal 6.3 supplement the more specific goals and policies for the TIB District in this section, addressing creating a positive community identity and image, embracing diversity, and promoting cultural awareness through public art, interpretive signs, and events.

**Goal 8.9** The TIB District is one of the safest place in South King County.

#### **Policies**

8.9.1 Continue working with Sound Transit on reducing crime at the Tukwila International Boulevard Station.

**SIDEBAR BOX. Reducing Crime & Improving Safety.** In the TIB area, actions by the Tukwila Police Department, such as bicycle patrols, the installation of video cameras, and the implementation of a neighborhood resource center, have resulted in decreased crime. With the 2013 seizure of three motels along TIB that were the site for illegal activity, the Police Department notes that one year later, crime has dropped 30% on TIB, violent crime has declined 40%, and there has been a 30% decrease in calls for service<sup>2</sup>.

Reducing crime, enforcing building health and safety codes, and improving the District's appearance are key goals for the TIB area. The *Roles and Responsibilities Element* contains general goals, policies and implementation measures calling for creating a positive social environment, and reducing and preventing crime to create a sense of safety and security. Goal 8.9 and the related policy in this section provide additional direction specific to the TIB District.

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<sup>2</sup> Police Chief Mike Villa, Tukwila Police Department presentation to the Tukwila City Council, September 15, 2014

## ***Public and private investment***

**Goal 8.10** Public and private investment in the TIB District has sparked additional project and business success and increased the overall pace of redevelopment.

### **Policies**

- 8.10.1 Invest public funds in the infrastructure and public amenities necessary to catalyze private investment, stimulate the location of businesses and housing, and create an attractive neighborhood.
- 8.10.2 Invest public funds strategically to: acquire and assemble substandard parcels, to remove blighted uses, or make current land holdings more developable.
- 8.10.3 Continue to form public/private partnerships and leverage private investment through development agreements and incentives.
- 8.10.4 Consider using City funding and City-owned property to offset development costs of market rate housing in “pioneering” residential or mixed use projects.
- 8.10.5 Utilize developer incentives and funding strategies that would attract uses desired by the community, improve a project’s performance, and make redevelopment financially attractive to developers.
- 8.10.6 Encourage coordinated stormwater detention and treatment for several properties as opposed to multiple individual systems, when possible, to provide more effective stormwater management, greater environmental benefit, and cost efficiency.

### **Implementation Strategies:**

- Develop a strategic and financial plan for implementing these Tukwila International Boulevard District policies aimed at investing public funds and facilitating private investment. Use a decision matrix to prioritize projects and show project consistency with the TIB Element goals and policies.
- Explore adopting a variety of development incentives and funding tools, such as the Multifamily Tax Exemption program for residential and residential/mixed use projects; Land Conservation and Local Infrastructure Program (LCLIP) through Transfer of Development Rights (TDR) to add density, preserve developable open space, and fund infrastructure needed for development; pioneer project provisions; access to alternative financing including EB5 and New Market Tax Credits; transportation concurrency adjustments; and developer agreements.

**Commented [LM19]:** Revised former policy 8.2.11 from Transportation Corridors element – moved to implementation strategy

- Create a public sector redevelopment kit of public resources/tools that can be used to offer developers some assistance in order to achieve the community's goals for the TIB District. Adopt, adapt and/or create new tools if existing programs are insufficient.
- Explore developing a new public open space or "play space" that is centrally located within the TIB District and within easy walking distance of the majority of the households.



**Commented [LM20]:** The Parks Dept has indicated that Cascade View Park is the only park directly serving the TIB District, and for many, it is too far of a walk, even if adequate connectors are in place. A "play space" is needed, particularly given the size and population of the area. See Goal 6.1 in the PROS Element, calling for parks, recreation and open spaces that are close to home (1/2 - 1/4 mile away).