



INFORMATIONAL MEMORANDUM

TO: Planning and Community Development Committee

FROM: Derek Speck, Economic Development Administrator

CC: Mayor Ekberg

DATE: March 10, 2022

SUBJECT: Economic Development Plan

ISSUE

Staff requests Council approval to contract with Community Attributes to provide consulting services to create an economic development plan for Tukwila.

BACKGROUND

One of the strategies in the Economic Development chapter (“Element”) of the City’s Comprehensive Plan is to create an economic development plan to further achieve the City’s vision for its economy. In late 2021 the Council amended the 2022 budget to include \$150,000 to create that plan, including outreach and creating a business contacts database. On March 31, 2022 the City issued a Request for Qualifications (RFQ) seeking consultants to help create the plan. See attached. The City received Statements of Qualifications from five firms.

DISCUSSION

The City’s Comprehensive Plan, Strategic Plan, Zoning, Capital Improvement Plan (CIP), other infrastructure plans, budget, and the Parks, Recreation and Open Space (PROS) Plan provide significant vision and strategy related to economic development. The Comprehensive Plan even includes a chapter on economic development.

Even with the many existing plans that relate to the City’s economy, creating an economic development plan would provide an opportunity to review and update the City’s vision for its economy and provide additional context, options, and guidance for staff and policy makers. Due to the close relationship between the Comprehensive Plan and a new economic development plan, the City’s Economic Development staff will coordinate closely with the City’s Community Development staff.

Staff anticipates the scope of the project would be:

1. **Basic Plan:** This work includes hiring a consultant to conduct research, analysis, writing, graphic design, and producing a document. It would also include standard community outreach such as an online survey, a limited phone survey, and some public meetings.
2. **Expanded Outreach:** This work may include multiple community-based organizations or firms to assist with outreach to various groups based on culture, language, age, etc. It would include tailoring those contracts to work with those groups on outreach methods appropriate for each group. These methods may include surveys, conversations, interviews, focus groups, or other ways. As appropriate, methods would include interpretation, translation, childcare, and participation incentives.

It is important to note that the City plans to engage with our community on many projects

this year and we need to be sensitive to “survey fatigue” or confusion. Economic Development staff adjust the outreach to coordinate with these other efforts.

Staff would determine the specific outreach process in coordination with the consultant, once they are selected.

3. Improved Business Contacts Database: This purpose of this component is to improve our business contacts database which would improve outreach needed to develop the Plan but would also improve ongoing outreach. The component would include a combination of purchasing a software tool and contacting our businesses to update and/or collect their contact information, including the language their local management prefers. This database could help other departments with their business outreach (for example, in emergencies) and staff would coordinate with those other departments. There would be an ongoing maintenance cost but we do not yet have an estimate for that.

The City received Statements of Qualifications (SOQs) from five firms. Economic Development staff and the City Administrator reviewed all SOQs. The rating sheet is attached. Four of the firms could perform this work for Tukwila. Of those, two were rated qualified and two were rated highly qualified. Economic development staff held follow-up conversations with the two firms rated highly qualified. Staff recommends the City select Community Attributes. Although it's clear that four of the firms are qualified to do the work, Community Attributes stood out because it has experience making community outreach fun and engaging and its final documents are more user friendly for the public. Community Attributes' SOQ is attached.

At this time staff is seeking Council approval to enter into a contract with Community Attributes for up to \$50,000. This would be enough to create the Basic Plan as described above. Once Community Attributes is under contract, staff will work with them to create a proposal for enhanced community outreach as described above. At that time, staff will return to Council for approval of the full community outreach plan and, if needed, authorization to increase the contract with Community Attributes.

FINANCIAL IMPACT

This contract would be for up to \$50,000 which is already included in the economic development division's budget for 2022.

RECOMMENDATION

The Committee is being asked to forward this item to the May 23, 2022 Committee of the Whole and June 6, 2022 Regular Meeting to authorize the Mayor to execute a contract with Community Attributes for consulting services for creating an economic development plan up to \$50,000.

ATTACHMENTS

Request for Qualifications (RFQ)
Summary of Ratings
Statement of Qualifications from Community Attributes



REQUEST FOR QUALIFICATIONS (RFQ)

ECONOMIC DEVELOPMENT PLAN

The City of Tukwila is seeking a consultant to help us create an economic development plan.

Background

Tukwila is a small city with a big economy. With over 2,000 businesses and 40,000 jobs, more people are employed in the City of Tukwila than in 29 counties in the State of Washington. Tukwila has high concentrations of businesses in manufacturing, aerospace, retail, and entertainment. Anchored by Westfield Southcenter, businesses in Tukwila generate over \$2 billion of taxable retail sales annually.

Project Scope

The City has a Comprehensive Plan that includes a chapter on economic development and a Strategic Plan that includes goals related to the city's financial health, business community, economy, identity, and image. The City would like to create an economic development plan (or strategy) that provides additional clarity, consensus, and prioritization to help the City focus its economic development work. The product of this project could be an economic development plan (or strategy), or an update to the economic development chapter in the Comprehensive Plan. In addition to the "work product", we would like the process to be one that builds relationships with businesses and residents and a greater sense of understanding and connection.

Many of the questions we would like to explore are fairly obvious such as: Should we update our vision for attracting and retaining certain industry sectors? How do we ensure our retail and entertainment cluster remains strong and growing? How should we update our visions for various business districts to help them grow into great neighborhoods? How do we ensure our residents have access to education and training for better futures? How can we ensure diversity of our businesses in a way that provides ongoing sustainable tax revenue? Of course, more questions will arise as we engage with businesses and residents.

City staff is looking forward to working closely with the consultant team on this project and co-developing the project scope.

Equitable and Inclusive Community Outreach

The City of Tukwila is one of the most diverse communities in the Nation and values its diversity. The majority of people who live in Tukwila are people of color and over 40% were born in a country other than the United States. More than 80 languages are spoken in our schools and over 50% of our residents speak a language other than English at home. The City is committed to equitable access to opportunity for Tukwila residents and has a City Council adopted equity policy. As such, equitable outreach and engagement will be a key component of creating the economic development plan.

Budget

The City has allocated \$50,000 for this project. Additional funding is available as needed to contract with community-based organizations to ensure equitable community outreach.

Selection Criteria

Please describe your project team's qualifications including your:

- experience helping cities with projects of this type
- ability to achieve great results relative to the project budget
- knowledge of the City of Tukwila
- ability to meet the anticipated project schedule
- experience and capability conducting community outreach, especially with BIPOC populations, recent immigrants and refugees, and people who are English language learners

Please describe your project team's organizational structure including any sub-contractors.

Please list the primary team members who would be assigned to this project and provide any additional information about their qualifications.

Please describe specific suggestions on how to ensure equitable outreach for this project.

Selection Process

Staff will review statements of qualifications as we receive them and will follow up with the consultant if we have additional questions. We anticipate staff will select a preferred consultant and bring that recommendation forward with a proposed contract to the City Council for approval.

Anticipated Schedule

May 6, 2022	Staff selection of preferred consultant; begin contract discussions
May 16, 2022	City Council committee consideration of staff recommendation
May 23, 2022	City Council consideration of staff recommendation
June 6, 2022	City Council authorization to execute contract
June 2022	Project planning; research begins
July 2022	Community outreach begins
Fall 2022	Council presentations and discussions
November 2022	City Council adopts the Plan

Note: This schedule and process is subject to change.

Submittal

Please submit your qualifications as a Microsoft Word or PDF formats. Submittals will become public records.

Please email your statement of qualifications to the contact below by **5:00 PM April 25, 2022.**

Contact

For more information, contact Derek Speck at 206-790-2187 or Derek.Speck@TukwilaWA.gov.

City of Tukwila Economic Development Plan RFQ Evaluation Sheet

Evaluation Criteria	Beckwith	Berk	Better City	CAI	EcoNW
1) Experience & capability with similar projects	Q	HQ	SQ	HQ	Q
2) Experience & capability with outreach and equity	Q	HQ	LQ	HQ	HQ
3) Experience & capability with communication, production, and graphic design	Q	HQ	LQ	HQ	Q
4) Capacity to complete project on schedule	Q	Q	Q	Q	Q
5) Knowledge of Tukwila	SQ	HQ	LQ	HQ	HQ
6) Return on City investment (bang for the buck)	Q	Q	LQ	HQ	Q
7) Overall	Q	HQ	SQ	HQ	Q

Comments

1. Beckwith strengths appear to be planning and redevelopment.
2. Berk has good recent experience contracting with paid community partners for equitable engagement. Very well understands the regional aerospace economy.
3. Better Cities has no experience in Pacific Northwest. Not much info on outreach. Product appears to be just summary of input. A strength is keeping their message simple.
4. CAI already has workforce and regional data from Soundside Alliance project. Strongest in fun public participation and public readability of the final document. Their RFQ included links to their economic development strategies for staff to easily see examples of work.
5. EcoNW's strengths appear to be for planning, detailed financial analysis, and in-depth research. Fewer examples of economic development plans.

Ratings: LQ = Less Qualified/Unknown; SQ = Somewhat Qualified; Q = Qualified HQ = Highly Qualified

April 25, 2022

Derek Speck, Economic Development Administrator
City of Tukwila Mayor's Office
6200 Southcenter Boulevard
Tukwila, WA

Re: Economic Development Strategy

Dear Mr. Speck,

Community Attributes Inc. (CAI) is pleased to present this proposal to support the City of Tukwila in developing an Economic Development Strategy.

CAI is a recognized leader in data analytics, community engagement and outreach, and economic development strategy. We work with communities and organizations throughout the western United States to construct data-driven, impactful studies and strategies. Tukwila desires assistance to build upon its economic development planning to date to clarify, prioritize, and develop consensus around specific courses of action to increase prosperity for its diverse communities. Tukwila has enjoyed a particularly strong, dynamic economy but structural changes resulting from the pandemic, including the growth of remote work and online retailing, are forcing all cities in the region to adapt and react, making this a critical time to think strategically about how to leverage available resources to create prosperity for all.

Our team is ideally suited to serve Tukwila in this role. Our value lies in the following key attributes and core competencies:

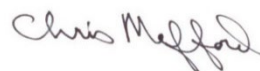
- Deep understanding of principals of economic development, site selection, business attraction, retention and expansion, and supply chain relationships honed through past work with regional economic development organizations, counties and cities throughout the western United States
- Rigorous data analysis to help stakeholders understand regional economic trends, market opportunities and actionable strategies to grow local economies
- Specific experience with equitable economic development and equity metrics, and a track record of working to improve equity outcomes in regions with strong growth, high housing costs, and limited land supply
- A culture of transparency and objectivity with the flexibility to adapt to meet Tukwila's needs

We work collaboratively with our clients to plan and implement better futures for their communities, and we hope to partner with the City of Tukwila to proactively plan for economic growth that sustains and enhances the quality of life for all of the city's current and future residents. Thank you for your consideration, and we look forward to discussing our proposal and approach. Please feel free to contact us at (206) 523-6683 (office) or (319) 621-2483 (Project Manager direct).

Sincerely,

A handwritten signature in black ink that reads 'Elliot Weiss'.

Elliot Weiss, Project Manager
Community Attributes Inc.
elliott@communityattributes.com
(319) 621-2483

A handwritten signature in black ink that reads 'Chris Mefford'.

Chris Mefford, President and CEO
Community Attributes Inc. (auth. representative)
chris@communityattributes.com
(206) 617-9576



FIRM PROFILE

Community Attributes Inc. (CAI) supports all phases of community and economic development—from visioning to implementation. We aim to support decision-making by linking community priorities with economic opportunities in the context of regional economic trends and available resources. The hallmarks of our practice are flexibility, responsiveness, and innovation, all of which we whole-heartedly employ to meet our clients’ needs. We’re passionate about delivering viable reports and products that help city officials and their stakeholders improve the quality of life within their communities. CAI currently employs 10 staff members across three main teams focused on economics, planning and data systems.

Our project experience includes economic development strategies for large and small cities and regions, including places with robust, retail and industrial sector-centered economies, such as Kent, Tacoma, and Spokane, and Vancouver, Washington. Critically, we are experienced in identifying equity considerations in these places, and in integrating solutions to such pressing challenges into an actionable strategic plan. We recently led the development of an economic recovery framework for the greater Seattle region, which addressed equity issues head-on by acknowledging the region’s challenges and by analyzing how the COVID-19 pandemic has exacerbated them. We understand Tukwila’s need for a detailed economic development roadmap, and we will bring our extensive experience to bear in identifying challenges and pioneering solutions so that Tukwila can improve, expand and diversify its already robust economy.

Elliot Weiss, an experienced planner with over a decade of consulting experience at the intersection of planning, design, and development, will lead this work for CAI. Elliot joined CAI in 2012 and has since led numerous economic development strategies, including award-winning recovery work for communities working to overcome the impacts of a natural disaster. Other staff at CAI, including Bryan Lobel, Cassie Byerly, and Michaela Jellicoe, will offer critical support on this project, and their resumes are included in this proposal.

We enjoy a collaborative relationship with our clients, and we are happy to further discuss and refine any aspect of our proposal. If we are selected, we look forward to working closely with staff to identify and refine a detailed project scope to meet Tukwila’s needs. Thank you for your consideration.

OUR QUALIFICATIONS

Selected Project Experience

Community Attributes has partnered with local governments throughout the western United States on community and economic development projects, including strategies and action plans. The following is a selection of our relevant work which we have successfully delivered within schedule and budget.

Relevant Project Experience: Economic Development Strategy

SOUNDSIDE ALLIANCE: ECONOMIC AND WORKFORCE STRATEGIC ASSESSMENT

The Soundside Alliance for Economic Development is a partnership of five cities (Burien, Des Moines, Normandy Park, SeaTac and Tukwila), the Port of Seattle and Highline College dedicated to promoting economic opportunity in Southwest King County. To support their mission, CAI mapped and assessed primary source data to evaluate the economic and workforce assets of the region and determine potential opportunities to leverage and augment these resources to expand middle-class jobs and promote business growth. The conclusions of this report provided future guidance and direction for policy initiatives in the region. (2015)

CITY OF KENT: ECONOMIC DEVELOPMENT STRATEGIC PLAN

For the City of Kent, Community Attributes Inc. provided project management of an economic development plan. CAI developed industrial and commercial profiles which analyzed employment, real estate, retail, commercial and demographic data for Kent’s major commercial and industrial activity centers. Stakeholder engagement efforts included interviews with representatives from government and private sector leaders, business forum facilitation and workshops. The report included assessments of strategic advantages, challenges and opportunities to support and grow the commercial, industrial, residential and retail assets in the City of Kent. CAI conducted a second phase focusing on stakeholder feedback analysis, including interviews with City Councilmembers and facilitation of three business forums. (2014)

The screenshot displays a report page with the following sections:

- Table of Contents:**
 - FOUR: DETAILED STRATEGIES
 - 1 CITY IMAGE & BRANDING..... 40
 - 2 PLACE-MAKING & GATEWAYS..... 46
 - 3 BUSINESS CLIMATE..... 46
 - 4 CLUSTER GROWTH..... 46
 - 5 KENT INDUSTRIAL VALLEY AS REGIONAL INDUSTRY..... 46
 - 6 WORK FORCE..... 46
 - FIVE: PLAN IMPLEMENTATION & COORDINATION..... 46
 - APPENDIX A: FURTHER READING..... 46
 - SOURCES..... 46
- 5 KENT INDUSTRIAL VALLEY**
 - Strategy 5.3** Position the Industrial Valley as an Amenity for both Industrial Users & Surrounding Communities
 - 5.3.1 Encourage Retail and Hospitality in KIV**
Articulate clear City policies that encourage additional retail, service and hospitality development at the most visible gateways and intersections of the KIV.
 - 5.3.2 Put a Window on Manufacturing**
Partner with Kent Industrial Valley manufacturing firms to explore possibilities for indoor or outdoor visitor viewing areas for local manufacturing, fabrication, assembly or food processing operations.
 - 5.3.3 Conduct a "Made in Kent" Retail Tour**
Organize and promote retail tours and marketing collateral for local manufacturers & prominent brands via Kent Chamber of Commerce, City and consortium of interested firms in the Kent Industrial Valley.
 - 5.3.4 Activate the Slack Space**
Partner with landowners and tenants to identify opportunities for adaptive revenue-generating reuse of underutilized warehouses, storage lots, slack space and vacant or overlooked industrial buildings and sites in the KIV.
- CASE STUDY: Tillamook Cheese Factory Tillamook, OR**
The Tillamook Cheese Factory, located on the west coast of Oregon, is both a major food production facility and regional tourist draw. The facility is the original Tillamook Cheese production factory and produces approximately 167,000 pounds of cheeses each day. It also draws about 1 million visitors per year. The factory is a successful example of "Make in Back, Sell in Front", wherein it is a major food production factory with fully integrated visitor and retail facilities.

The Kent EDSP is available at:

<https://www.kentwa.gov/home/showdocument?id=2758>

TRI COUNTY ECONOMIC DEVELOPMENT DISTRICT: COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDDS)

CAI prepared a Comprehensive Economic Development Strategy (CEDDS) for the Tri County Economic Development District (TEDD). The CEDDS presented goals, objectives and milestones for a three-county region of northeast Washington. Cities across the three counties ranged in size, with varying economic drivers and community needs. CAI worked with stakeholders, including a CEDDS Committee and the TEDD Board of Directors, to ensure that the adopted strategy effectively represented the needs of the region's residents and businesses. As part of the strategy, CAI deployed a business survey to ascertain the economic impacts of the COVID-19 pandemic and developed strategies to support economic recovery and resiliency. (2021)

Project Cost: \$100,000

Project Manager: Elliot Weiss

Project Team: Bryan Lobel, Cassie Byerly, Michaela Jellicoe

CITY OF BOISE: ECONOMIC DEVELOPMENT STRATEGIC PLAN

For the City of Boise, Idaho, CAI led the development of the City's first economic development strategic plan. The plan identified goals around regional collaboration, quality of life, target industries and workforce development, and included strategies and actions meant to make tangible progress toward the goals. As part of the effort, CAI conducted 13 focus groups with over 100 local leaders from business and industry, community organizations, City and partner jurisdictions, and educational institutions. (2021)

Project Cost: \$95,000

Project Manager: Elliot Weiss

Project Team: Chris Mefford, Bryan Lobel, Cassie Byerly, Michaela Jellicoe, Ethan Schmidt

CITY OF TACOMA: ECONOMIC DEVELOPMENT STRATEGIC PLAN

The Tacoma EDSP is available at:

https://cms.cityoftacoma.org/cedd/CED_Main/CoT_Strategic_Plan_2020_2025.pdf

Project Cost: \$65,000

Project Manager: Bryan Lobel

Project Team: Chris Mefford, Elliot Weiss

THREE Overview Action in the Near Term

The following pages list **39 PRIORITY ACTIONS** that the City of Tacoma can begin to undertake now that will have a significant impact in the near term - and that will signal its intent in these eight **FOCUS AREAS** of economic development and develop momentum for the rest of the **STRATEGIES** and **ACTIONS** contained in Section 4 of this Plan. These priority actions are intended to focus the City's finite and limited resources in as practical and impactful a way as possible in the near term. The following pages may also be used as a **CHECKLIST** to periodically track and update progress on implementation.

Focus Areas in bold type at the top describe the general category of Priority Action

Objectives for each Focus Area are presented below in regular type. Priority Actions aim to achieve Objectives.

2 Small Businesses & Entrepreneurship
Objective: Develop Authentic and Emerging Industries

Action 2A.1 **Implementation Status**
Expand the City's and economic development partners' business retention, expansion, and recruitment efforts to include micro, small, and mid-sized businesses

Action 2A.2 **Implementation**
Enhance education and outreach to existing micro, small, and minority businesses on the array of Small Business support including business planning, market research, financing, insurance, and other assistance.

Action 2B.1 **Implementation**
Facilitate providing additional assistance to businesses in neighborhoods experiencing or projected to undergo gentrification and disinvestment, such as lease consulting, third-party management, ground floor mixed-use retail space, and expanding customer base.

Action 2C.2 **Implementation**
Engage in one-on-one conversations periodically with businesses in Tacoma to keep abreast of ongoing and new issues facing the small business and entrepreneurial community.

CAI led the development of Tacoma's economic development strategic plan, with equity and prosperity as the guiding values for the planning process and strategic direction.

TWO Values Equity & Prosperity

The City of Tacoma's mission is to achieve equity in service delivery, decision-making and community engagement. This mission requires a commitment to identify and eliminate underlying drivers of social and economic inequity within Tacoma. Opportunity and advancement for all requires broad civic and community participation, livable neighborhoods without physical barriers to economic opportunity, and a robust economy that ensures wealth creation opportunities for all.



Social and economic equity must be reflected in specific actions - including economic development actions outlined in this Plan. Throughout this plan, **specific actions that contribute to equity in Tacoma's economic development policies and programs are marked with an icon (right)**. These actions present an explicit plan-within-the-plan for moving the City of Tacoma toward greater social and economic equity.

Specific actions embedded within the Detailed Strategies & Actions presented in Section 4 of this plan that support greater equity in the City of Tacoma's service delivery, decision-making and community engagement are highlighted with an icon.



CITY OF MCMINNVILLE, OR: ECONOMIC DEVELOPMENT STRATEGIC PLAN

CAI produced an economic development strategic plan to guide the City of McMinnville's investment to support sustainable and equitable growth. The strategy focuses on placemaking, recreation, leisure activities, entrepreneurship, medicine, and education. It leverages critical assets like Linfield College and Chemeketa Community College, the Willamette Valley Medical Center, and an award-winning historic downtown, creating a roadmap that maximizes the City's strategic location in Oregon's wine country, nearly equidistant from Portland and the Oregon coast. As part of the strategic planning process, CAI deployed a survey, held industry focus groups, facilitated public meetings, engaged with an advisory committee and coordinated with a larger team. CAI's work also included a robust data profile, which analyzed the City's existing challenges and opportunities. (2018-2019)

The McMinnville EDSP is available at:

https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/planning/page/1675/ed_strategic_plan.pdf

Project Cost: \$50,000

Project Manager: Elliot Weiss

CITY OF KENMORE ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE

With abundant change happening in both Kenmore and the region, the City needed a refreshed look at the its market position and relative strengths and opportunities as they relate to economic development. Communities connected by SR522 are experiencing major change in terms of economic activity, infrastructure and investment. As such , CAI led an update of its economic development strategy. The plan is rooted in current market and industry dynamics as well as the City's capacity for commercial growth and how that impacts future opportunities. The plan will leverage these analytics to inform and guide stakeholder engagement, culminating in development of an actionable strategic roadmap for City staff and policy makers in the short and long term. (2017-2018)

The Kenmore Economic Development Strategy is available here:
<https://www.kenmorewa.gov/home/showdocument?id=1445>

Project Manager: Mark Goodman
 Project Team: Chris Mefford, Elliot Weiss, Bryan Lobel, Kristina Gallant

CITY OF ASTORIA, OR: FIVE-YEAR ECONOMIC DEVELOPMENT STRATEGY

CAI led a five-year economic development strategy for the City of Astoria, Oregon. Final economic development strategies, actions and implementation measures drew from an economic opportunity analysis (EOA) and stakeholder engagement. CAI's analysis of economic opportunities presented an overview of regional economic and demographic data, and a comparison to national trends. CAI applied buildable lands methodologies to estimate and inventory available employment lands. Stakeholder engagement included industry focus groups with leaders in sectors such as food manufacturing and education. CAI also facilitated a community forum or open house to garner feedback on proposed economic development strategies. The final report features strategies with recommendations on disposition, marketing and recruitment for key redevelopment sites in the Astoria area. (2017)

advance astoria >> A Five-Year Economic Development Strategy for the City of Astoria, Oregon

Astoria's economy was founded on and dominated by resource industries - including fur trading, fishing & canneries, and timber - for over 150 years

For left: dangerous crab fishing in Astoria, Oregon, 1943. Middle left: Bumblebee tuna cans, and a Pacific Fur Company bear trap. Above: logging camps, Oregon, 1850.

By the late 20th century these industries had declined significantly as drivers of the local & regional economy

Annual Timber Harvest, State of Oregon, 1991-2015

In 1989, the Astoria Plywood Mill (shown here in 1955), Astoria's largest employer at the time, closed its doors.

In the 1940's, nearly 30 canneries operated along the Columbia River. In 1974, Bumblebee Seacoast moved its headquarters out of Astoria, and closed its last cannery in 1980.

“The used to be a town driven by timber and fishing. The fisheries have steadily declined with a huge drop in the 1970's. Commercial fishing has gone from being a dominant industry here to a tertiary one.”

Historical Employment in Resource Industries, City of Astoria, 1990-2015

Source: Community Attributes, State of Oregon, Quarterly Census of Employment and Wages (QCEW)

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Historical Employment in Resource Industries, City of Astoria, 1990-2015

Source: Community Attributes, State of Oregon, Quarterly Census of Employment and Wages (QCEW)

The Astoria Economic Development Strategy is available here:
https://www.astoria.or.us/Assets/dept_3/pm/pdf/cai.astoria_eds%202017.pdf

Project Cost: \$80,000
Project Manager: Elliot Weiss
Project Team: Chris Mefford, Bryan Lobel, Michaela Jellicoe

PUGET SOUND REGIONAL COUNCIL: REGIONAL ECONOMIC STRATEGY

CAI worked with the Puget Sound Regional Council to develop a new Regional Economic Strategy (CEDS) for the four-county region of King, Pierce, Snohomish and Kitsap counties. The CEDS, called Amazing Place, incorporated stakeholder feedback from representatives of major industries, economic development organizations, government agencies, workforce councils and municipal boards. CAI provided technical assistance and economic analysis to ground the strategy in a quantitative and qualitative assessment of regional strengths and opportunities. (2016 - 2017)

The Regional Economic Strategy is available here:
<https://www.psrc.org/sites/default/files/amazingplacestrategy.pdf>

Project Cost: \$109,700
Project Manager: Chris Mefford
Project Team: Elliot Weiss, Bryan Lobel, Michaela Jellicoe

Relevant Project Experience: Economic Resiliency & Recovery

GREATER SEATTLE PARTNERS: COVID-19 REGIONAL ECONOMIC RECOVERY FRAMEWORK

Community Attributes is providing research and facilitation to support GSP in the development of a Regional Economic Recovery Framework. CAI and GSP brought together a Task Force of public, private, and non-profit sector representatives from all aspects of the economy to collaborate on strategy, resources and alignment. The Task Force consists of five Work Groups (Trade, External Investment, and Growth Sectors; Policy and Advocacy; Small Business; Workforce and Talent; and Tourism and Marketing). CAI has conducted interviews with Task Force members, deployed an online survey to gather input, and is conducting meetings to inform the goals and strategies in the Framework. Equity and inclusion represent a key focus of this effort and permeate the recovery framework. The outcome of this process will be a best-in-class, data-driven Regional Economic Recovery Framework and an Action Plan that will include clear and committed actions to implement in the near-term. In addition to developing the strategy, CAI developed a website to represent the planning process, along with custom data dashboards to track key metrics. (2020 - 2021)

The framework is available here: https://greater-seattle.com/wp-content/uploads/2021/09/Economic-Recovery-Plan_final_0921_sm.pdf

Project Cost: \$105,000
Project Manager: Chris Mefford
Project Team: Elliot Weiss, Madalina Calen, Bryan Lobel, Michaela Jellicoe

THE ECONOMIC CHALLENGE

Covid created an economic crisis, but it also revealed an even deeper crisis. Even as Greater Seattle rose to superstar status in the decade pre-Covid, cracks were forming in the foundation of its economy:

Shortage of good jobs

A 3% unemployment rate pre-Covid obscured the fact that nearly 900,000 people in Greater Seattle were out of work or stuck in low-wage jobs. The share of people out of work in Greater Seattle was 30% higher than in Minneapolis-St. Paul.¹ More than one in three employed people in Greater Seattle were in low-wage jobs that paid less than \$18 per hour, and many others were struggling to get by in a region where the living wage for most families is \$25 per hour or more.²



People out of work in Greater Seattle was **30% higher** than in Minneapolis, St. Paul

Huge race and gender disparities across the economy

Race- and gender-based disparities were massive in terms of both income and business ownership. For example, just 38% of women of color with college degrees in Greater Seattle had a good job (\$25/hr + benefits), versus 65% of white men with college degrees.⁴ Greater Seattle ranked in the bottom third of large metro areas in terms of Black and Hispanic representation in tech jobs and management roles.⁵ In terms of business ownership, 35% of the workforce (and 30% of college degree holders) in Greater Seattle were people of color, but they only owned 8% of high-growth firms.⁶



38% of women of color with college degrees Compared to 65% of white men with college degrees

Too few successful new businesses

Amidst a booming tech economy, Greater Seattle's entrepreneurship ecosystem faltered. Between 2009 and 2019, the number of jobs in young firms (less than five years old) in Greater Seattle grew by less than 8%. In other high-growth and high-tech metro areas, young firms expanded rapidly – jobs in these businesses increased by 12% in Atlanta, nearly 25% in Denver, over 30% in Nashville, and over 47% in Austin.³



The number of jobs in young firms in Greater Seattle **grew less than 8%** Compared to 47% in Austin

In short, Covid hit a Greater Seattle economy that – contrary to appearances – was already under-performing, largely because it was failing to develop and elevate the immense talents of its diverse population. PolicyLink has tallied up the costs of this status quo: the region's economy would be \$33 billion larger every year if racial disparities in income and employment were eliminated.⁷ The cost of exclusion would surely top \$50 billion if gender disparities were included. If Greater Seattle's economy grew by \$50 billion, it would vault past Philadelphia and Boston, becoming the 8th-largest economy in the country.

CAI provided analysis, facilitation and strategy development for Forward Together, the Greater Seattle region's equity-focused recovery strategy from the COVID-19 pandemic and systemic economic inequities.

STATE OF WASHINGTON LEGISLATIVE COMMITTEE ON ECONOMIC DEVELOPMENT AND INTERNATIONAL RELATIONS: BUSINESS COMPETITIVENESS AND SWOT ANALYSIS FOR WASHINGTON STATE

Community Attributes, in partnership with ECONorthwest, conducted a SWOT analysis of Washington's industries as input into a comprehensive business competitiveness analysis of the state's economy for the Legislative Committee on Economic Development and International Relations (LCEDIR), administered by the Office of the Lieutenant Governor. The SWOT process involved the use of existing industry studies and plans and secondary data from several state and federal sources. The analysis was bolstered by qualitative input from various stakeholders, including industry experts and Department of Commerce sector leads. CAI gathered insights and perspectives on any creative opportunities or overlooked threats and an equity lens to jobs growth, wage growth, and small business development from a racial and geographic perspective.

Project Cost: \$50,000

Project Manager: Michaela Jellicoe

Project Team: Madalina Calen, Ethan Schmidt, Cassie Byerly

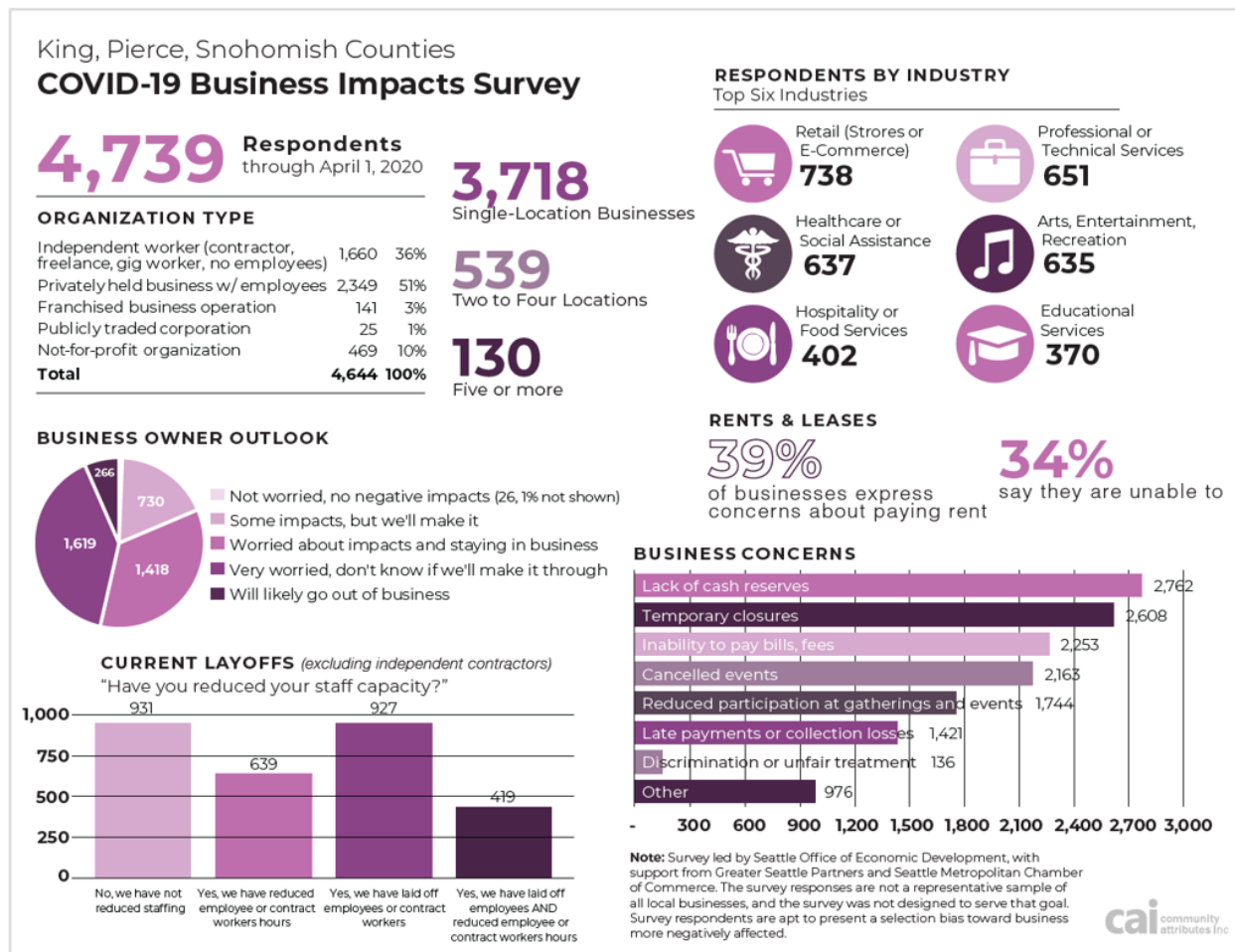
CITY OF SEATTLE OED: COVID-19 ECONOMIC ANALYSIS

CAI worked with the City of Seattle Office of Economic Development to design and deploy an online survey to assess the impacts of the pandemic on small businesses across the Seattle region. The analysis provides a clearer understanding of near term, COVID-19-related business impacts for local elected officials and business and community leaders to help them articulate the need for policy interventions. Two rounds of the survey were conducted in March and May. CAI conducted a longitudinal data collection and analysis to determine changes in the scale and nature of the impact over time, and represented the results through a series of infographics. (2020-2021)

Project Cost: \$126,000

Project Manager: Chris Mefford

Project Team: Elliot Weiss, Madalina Calen, Bryan Lobel, Michaela Jellicoe



CAI designed, deployed, and analyzed results for a regional COVID-19 pandemic impacts survey. We designed infographics to summarize the results in an accessible and impactful manner.

Other Relevant Project Work

ECONOMIC AND INDUSTRY CLUSTER ANALYSIS

- Port of Whitman County, Washington: Industrial Feasibility and Strategic Plan
- Washington State University: Economic Impact Analysis

- City of Issaquah, Washington: Economic Clusters Study
- City of Spokane Valley, Washington: Tourism and Retail Strategic Plans
- City of Seattle: Othello-Graham Retail Trade Analysis and Strategy
- Washington Aerospace Partnership: Aerospace Industry Economic Impact Study
- EDC of Seattle-King County: Washington State Maritime Industry Cluster Analysis

WORKFORCE AND JOBS ANALYSIS

CAI brings distinctive expertise in assessing data related to local and regional workforces and education and training institutions. This expertise informs our strategies to highlight industry needs and relevant talent pipelines.

- Workforce Development Council of Seattle-King County Talent Pipeline Reports
- Workforce Central Skills Gap Analysis and Sector Strategies
- Soundside Alliance Economic and Workforce Strategic Assessment
- City of Seattle Construction Equity Hiring Analysis

ECONOMIC DEVELOPMENT POLICY

- City of Post Falls, Idaho: Economic Development Element of the Comprehensive Plan
- City of Spokane Valley, Washington: Economic Development Element and Comprehensive Plan
- City of Colville, Washington: Economic Development Element and Comprehensive Plan
- San Juan County, Washington: Comprehensive Plan Visioning and Resource Lands Analysis
- Island County, Washington: Economic Development Element
- Mason County, Washington: Economic Development Element

TECHNOLOGY TOOLS FOR ECONOMIC DEVELOPMENT

- Columbia River Economic Development Council: Site Selection Application: <https://credc.caimaps.info/cailive?county=Clark&state=Washington&tab=edu>
- International Regions Benchmarking Consortium: <http://caimaps.info/irbc#RegionalProfile>
- Workforce Development Council of Seattle-King County: Talent Pipeline Application: <http://caimaps.info/wdc/#Dashboard>

Key Staff

Community Attributes has in-house the experience, expertise, and capacity to do this work well in close collaboration with the City of Tukwila. The resumes that follow provide detailed credentials and project experience for staff anticipated to lead and support this project. Additional analysts are available to support the work, as needed.



CHRIS MEFFORD *President & CEO* | 5% dedication | 0% on-site

Chris will serve as principal-in-charge and provide principal-level oversight.

Chris founded Community Attributes Inc. in Seattle in 2005. Chris is expert in regional economic development and planning, financial feasibility, transportation planning, and socio-economic and demographic analysis. Chris speaks to audiences on the regional economy and its relevance to community development. His current work supports economic stabilization efforts and recovering strategies throughout the Seattle region.

Prior to founding CAI, Chris led market analyses and managed projects with Seattle consulting firms, served as a senior planner for the Puget Sound Regional Council and was a transportation and land use planner with a local transportation planning firm. Currently, Chris is the Interim CEO at Greater Seattle Partners.

PROJECT EXPERIENCE

Economic Recovery Framework
GREATER SEATTLE PARTNERS
Greater Seattle, WA | 2020

Tukwila Urban Center Market Analysis
CITY OF TUKWILA
Tukwila, WA | 2012

Highway 99 Economic Impacts
SOUND TRANSIT
Seattle, WA | 2015

Strategic Plan
SEATTLE METROPOLITAN CHAMBER OF
COMMERCE
Seattle, WA | 2018-2019

Industrial Lands Land Use and Employment Study
CITY OF SEATTLE OFFICE OF ECONOMIC
DEVELOPMENT
Seattle, WA | 2016-2017

Regional Affordable Housing Task Force Facilitation
KING COUNTY
King County, WA | 2017-2018

Okanogan County Economic Recovery Plan and Website
NORTH CENTRAL WASHINGTON ECONOMIC
DEVELOPMENT DISTRICT
Okanogan County, WA | 2016

Tacoma 5-Year Arts Plan
CITY OF TACOMA
Tacoma, WA | 2016

Strategic Plan
TRADE DEVELOPMENT ALLIANCE
Seattle, WA | 2016-2017

Housing Task Force Facilitation
KING COUNTY
King County, WA | 2017-2018

Regional Economic Strategy
PUGET SOUND REGIONAL COUNCIL
Puget Sound Region, WA | 2016

New Market Aircraft Pitch
ECONOMIC ALLIANCE OF SNOHOMISH COUNTY
Snohomish County, WA | 2018

SKILLS

Economic Development	Data Analysis
Market Analysis	Financial Plans
Strategic Planning	Public Policy
Public Outreach and Facilitation	

EDUCATION

Master of Business Administration, 2002
University of Washington
Seattle, WA

Master of Urban and Regional Planning, 1995
University of Iowa
Iowa City, IA

Bachelor of Arts, Mathematics, Economics 1991.
University of Northern Iowa
Cedar Falls, IA

MEMBERSHIPS

Board Member, Leadership Tomorrow
Member, Urban Land Institute



ELLIOT WEISS, AICP Senior Planner | 40% dedication | 20% on-site

Elliot will serve as project manager and manage day-to-day communication with the City of Tukwila and provide leadership across all project work.

Elliot joined Community Attributes in 2012 and has served as a project manager for planning and economic development projects for several years. Elliot’s ability to synthesize the fields of planning, urban design and commercial real estate make him uniquely capable of identifying realistic and impactful interventions that advance community and economic development objectives. As a project manager, Elliot has delivered award-winning work for his clients, including the North Stillaguamish Valley Economic Redevelopment Plan, which won the Puget Sound Regional Council’s Vision 2040 award in 2016. He has a passion for creating and supporting vibrant and productive places that reflect community priorities.

Prior to joining CAI in 2012, Elliot worked as an independent planning consultant and served

in AmeriCorps, leading projects involving energy-efficient affordable housing, community development and pedestrian and bicycle transportation in under-served urban areas.

PROJECT EXPERIENCE

Economic Development Strategic Plan

CITY OF BOISE
Boise, ID | 2021

Economic Development Strategic Plan

CITY OF MCMINNVILLE
McMinnville, OR | 2018

Comprehensive Economic Development Strategy

TRI COUNTY ECONOMIC DEVELOPMENT DISTRICT
Colville, WA | 2021

Economic Development Strategic Plan Update

CITY OF KENMORE
Kenmore, WA | 2017-2018

Economic Recovery Framework

GREATER SEATTLE PARTNERS
Greater Seattle, WA | 2020

Five-Year Economic Development Strategy

CITY OF ASTORIA
Astoria, OR | 2017

Development Feasibility Analysis

CITY OF HAYWARD
Hayward, CA | 2021-2022

Arlington/Darrington Community Revitalization Plan – America’s Best Communities Competition

CITIES OF ARLINGTON AND DARRINGTON
Snohomish County, WA | 2015

Town Center Feasibility Analysis

CITY OF MERCER ISLAND
Mercer Island, WA | 2021

Economic Redevelopment Plan

ECONOMIC ALLIANCE SNOHOMISH COUNTY
Snohomish County, WA | 2015

Tourism and Retail Strategies

CITY OF SPOKANE VALLEY
Spokane Valley, WA | 2015-2016

Economic Development Action Plan

CITY OF LYNNWOOD
Lynnwood, WA | 2015

SKILLS

Economic Development Strategy Public Outreach
Land Use Planning Housing Policy

EDUCATION

Master of Urban and Regional Planning, 2012
University of Michigan
Ann Arbor, MI

Certificate in Real Estate Development, 2012
University of Michigan
Ann Arbor, MI

Bachelor of Arts International Studies, 2009
University of Iowa
Iowa City, IA

MEMBERSHIPS

Member, American Planning Association
Member, American Institute of Certified Planners



MICHAELA JELLICOE Senior Economist | 15% dedication | 0% on-site

Michaela will support infrastructure and municipal finance analyses, including for tax revenue projections.

Michaela is a senior economist and project manager with skills in municipal finance, impact fee analysis, talent pipeline and other workforce analyses, economic impact analysis, and industry cluster studies. She currently leads CAI’s municipal finance and impact fee practice, supporting municipalities with infrastructure finance planning. Michaela has supported jurisdictions in Washington, Oregon, and California with impact fee analysis, and has presented findings to stakeholders, elected officials and more. Previously, Michaela worked as a research assistant at Purdue University, conducting economic analysis, econometric modeling, data collection and visualization, and extensive research.

PROJECT EXPERIENCE

Employment Lands Study

COLUMBIA RIVER ECONOMIC DEVELOPMENT COUNCIL

Clark County, WA | 2019-2020

Northline Village Economic Benefits Analysis

CITY OF LYNNWOOD

Lynnwood, WA | 2019

Industrial and Maritime Strategy Analysis

CITY OF SEATTLE OFFICE OF PLANNING & COMMUNITY DEVELOPMENT

Seattle, WA | 2019 - Ongoing

Multifamily Tax Impact Evaluation

CITY OF SEATTLE

Seattle, WA | 2019

Shoreline Housing Action Plan

CITY OF SHORELINE

Shoreline, WA | 2020-2021

Park System Development Charge Update

CITY OF TUALATIN

Tualatin, OR | 2017 - 2018

Park Impact Fee Update

CITY OF WASHOUGAL

Washougal, WA | 2021

Transportation Impact Fee Support

CITY OF HAYWARD

Hayward, CA | 2021

Fire Impact Fee Support

CITY OF SHORELINE

Shoreline, WA | 2016 - 2017

Buildable Lands Program Methodology

WHATCOM COUNTY

Whatcom County, WA | 2019 - 2020

Economic Impact Analysis

PORTS OF TACOMA AND SEATTLE; NORTHWEST SEAPORT ALLIANCE

Puget Sound Region, WA | 2018 - 2019

Park Impact Fee

CITY OF SHORELINE

Shoreline, WA | 2016 - 2017

Northline Village Economic Benefits Analysis

CITY OF LYNNWOOD

Lynnwood, WA | 2019

Fire District Impact Fee

CITY OF BOTHELL

Bothell, WA | 2016

SKILLS

Impact Fee Program Development Statistical Analysis

Development Feasibility Analysis Policy Evaluation

Input-Output Analysis Survey Design

Statistical Model Design Data Collection

EDUCATION

Master of Science Agricultural Economics, 2014

Purdue University

West Lafayette, IN

Bachelor of Arts Economics and Political Science, 2008

Western Washington University

Bellingham, WA



BRYAN LOBEL, AICP Senior Planner | 35% dedication | 0% on-site

Bryan will support analysis, strategy development and implementation measures.

Bryan is a leader in economic development strategy with foundations in economic geography, urban industrial development and neighborhood planning and design. Trained as an urban planner, Bryan studied downtown Los Angeles’s Fashion District before working with city planning departments at Glendale and Los Angeles. There he contributed to a LEED for Neighborhood Development (LEED-ND) pilot project—the Cornfields-Arroyo Seco Plan—to balance jobs and housing in an evolving neighborhood on the L.A. River. In Glendale, Bryan supported the implementation of the City’s new Downtown Specific Plan. In the past ten years at Community Attributes, Bryan has helped model the feasibility and economic and fiscal impacts of development regulations extensively. Most recently, Bryan heavily supported the development of the City of Shoreline’s Housing Action Plan, including its

housing needs assessment and strategy development.

PROJECT EXPERIENCE

Sammamish Town Center Feasibility

CITY OF SAMMAMISH
Sammamish, WA | 2015

Economic Recovery Framework

GREATER SEATTLE PARTNERS
Greater Seattle, WA | 2020

Economic Development Strategic Plan

CITY OF TACOMA
Tacoma, WA | 2019 - 2020

Economic Redevelopment Plan

ECONOMIC ALLIANCE OF SNOHOMISH COUNTY
Snohomish County, WA | 2015

Okanogan County Economic Recovery Plan and Website

NORTH CENTRAL WASHINGTON ECONOMIC
DEVELOPMENT DISTRICT

COVID-19 Small Business Impact Support

CITY OF SEATTLE OFFICE OF ECONOMIC
DEVELOPMENT
Seattle, WA | 2020

Economic Development Plan

CITY OF KENT
Kent, WA | 2013-2014

Lynnwood Economic Development Action Plan

LYNNWOOD OFFICE OF ECONOMIC
DEVELOPMENT
Lynnwood, WA | 2013 - 2014

Comprehensive Industrial Lands Analysis

PUGET SOUND REGIONAL COUNCIL
Central Puget Sound, WA | 2014 - 2015

Arlington/Darrington Community Revitalization Plan –

America’s Best Communities Competition
CITY OF ARLINGTON AND DARRINGTON
Snohomish County, WA | 2015

SKILLS

Economic & Market Analysis GIS Analysis & Mapping
Economic Development Stakeholder Engagement Strategy
Land Use Planning and Development Regulations Industrial Land Assessment

EDUCATION

Master of Urban Planning, 2008
University of California Los Angeles (UCLA)
Los Angeles, CA

Bachelor of Arts English & Spanish Language and Literatures, 2005
University of Colorado
Boulder, CO

MEMBERSHIPS

Member, American Planning Association
Member, American Institute of Certified Planners



CASSIE BYERLY *Planning Analyst* | 45% dedication | 10% on-site

Cassie will support the landscape assessment and socioeconomic profile.

Cassie joined CAI in 2020. She brings a blend of legislative and planning research and analysis experience to the Economics and Planning team. Her recent work includes data analysis and interpretation for a variety of long-term strategic economic and planning policies and plans and a comprehensive assessment and analysis of the financial impact, demographics, and efficiency of Pierce County’s volunteer board and commission system. Prior to CAI, she led a team of graduate students in developing an Inclusionary Housing Plan for the City of Huntington Woods, Michigan and analyzed housing and economic impacts of the A2Zero Carbon Neutrality Plan for the City of Ann Arbor, Michigan. Cassie brings five years of strategic communications and legislative experience from her time as a Press Secretary in the U.S. Senate.

PROJECT EXPERIENCE

Economic Development Strategic Plan

CITY OF BOISE
Boise, ID | 2021 - Ongoing

Comprehensive Economic Development Strategy Plan Update

TRI-COUNTY ECONOMIC DEVELOPMENT DISTRICT
Tri-County Region, WA | 2021 - Ongoing

Analysis of Volunteer Board and Commission System

PIERCE COUNTY
Pierce County, WA | 2021 - Ongoing

Climate Entrepreneurs Strategic Assessment

CITY OF BOISE
Boise, ID | 2021 - Ongoing

Washington Agricultural Fairs Economic and Social Impact and Reach

WASHINGTON STATE DEPARTMENT OF AGRICULTURE
Washington | 2021

Business Competitiveness and SWOT Analysis of Washington State’s Economy

OFFICE OF THE LIEUTENANT GOVERNOR/
ECONORTHWEST
Washington | 2021 - Ongoing

Food Industry Market Analysis

FARESTART
Puget Sound Region, WA | 2021

Sound Transit Apprenticeship Retention and Completion Disparity Analysis

SOUND TRANSIT
Seattle, WA | 2020 - Ongoing

SKILLS

Economic Development Stakeholder Engagement
Strategy Qualitative Analysis
Land Use Planning and Development Regulations

EDUCATION

Master of Urban and Regional Planning, 2020
University of Michigan
Ann Arbor, MI

Bachelor of Arts English & International Studies, 2014
University of North Carolina
Chapel Hill, NC

MEMBERSHIPS

Member, American Planning Association
Member, Washington Planning Association

PROJECT UNDERSTANDING & APPROACH

Project Understanding

Tukwila has always been an economic and cultural crossroads of great importance. Named in Chinook jargon for the hazelnut trees that once sustained the original inhabitants in the Duwamish and Green River valleys, the city today lies at the confluence of vital arteries of regional commerce and encompasses one of the most diverse collections of international communities in the world. It’s nearly 21,000 residents speak dozens of languages, with fully half speaking a non-English language at home and 41% born outside the USA. At last count, the city was home to over 47,000 jobs – 2.25 times the number of residents – a vital economic center and commuter destination for workers all over the region (**Exhibit 1**). Once a fertile agricultural economy, today’s Tukwila residents of Allentown, Foster, and Thorndyke live a stone’s throw from major hubs of aerospace (including The Boeing Company, Tukwila’s largest single employer), distribution (including Amazon, UPS, and USPS facilities), data centers, manufacturing, and hospitality and retail (at Westfield Southcenter - the Puget Sound’s largest shopping center).

Exhibit 1: Commuter Origins of Tukwila Workers, 2019

Where Workers Live Who are Employed in Tukwila	2019	2009 - 2019 Average
Seattle	12.6%	13.6%
Kent	7.3%	7.2%
Renton	5.6%	5.6%
Tacoma	4.2%	3.9%
Federal Way	4.1%	4.0%
Auburn	3.6%	3.1%
Burien	2.5%	2.5%
Bellevue	2.4%	2.6%
Tukwila	1.9%	2.0%
SeaTac	1.9%	1.8%
Des Moines	1.5%	1.6%
Fairwood	1.2%	1.2%
Kirkland	1.2%	1.3%
Everett	1.1%	1.2%
Maple Valley	1.1%	1.1%
Puyallup	1.0%	1.0%
Sammamish	1.0%	0.9%
South Hill	1.0%	0.9%
<i>Other</i>	<i>44.8%</i>	<i>44.6%</i>

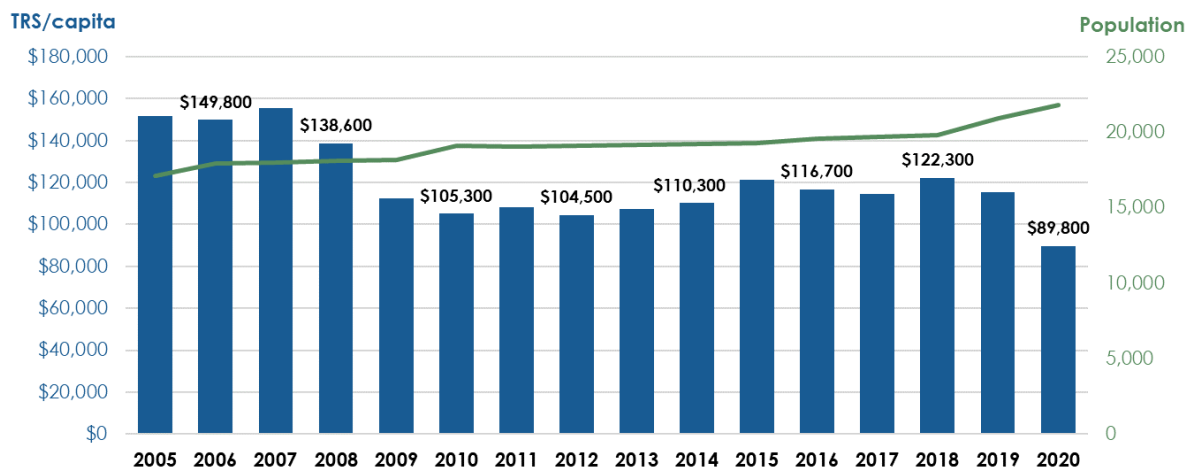
Source: U.S. Census On the Map LEHD, 2019; Community Attributes, 2022.

Tukwila has planned proactively to outline its economic objectives and identify its strengths and weaknesses. The city’s 2012 Strategic Plan focused on Tukwila’s role as a regional employment center and sought to strengthen links to its business community; it was updated in 2018 to prioritize the key role of commercial space diversity for the city’s economy. The city’s 2015 Comprehensive Plan included a detailed Economic Development element outlining goals, policies, and strategies to strengthen and diversify the

city's economy. Core issues at the time included a major perceived loss of employment (from 48,000 in 2000 to 40,000 by 2013) closely related to declines in manufacturing such as at Boeing, and declining retail sales.

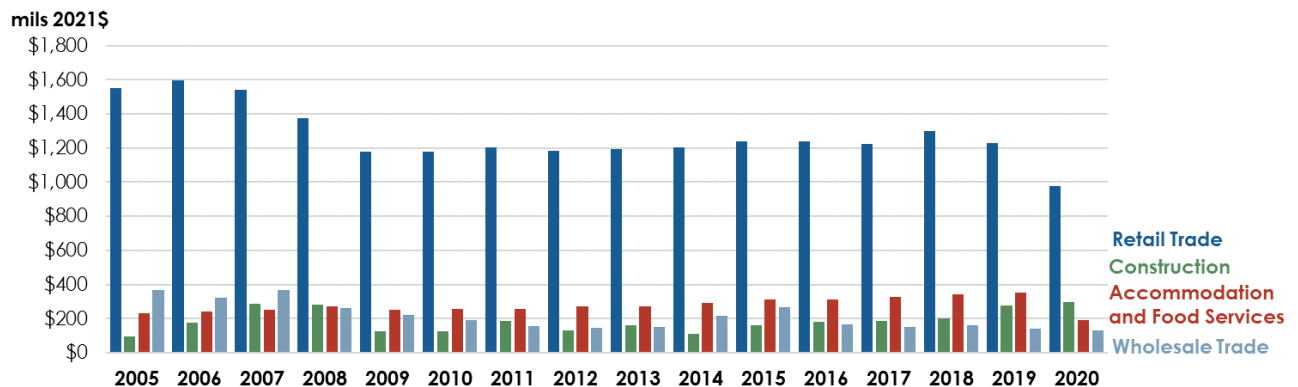
Since the time that these plans were produced and analyses undertaken, major structural shifts affecting Tukwila's economy have occurred – not least of which was the transformational worldwide Covid-19 pandemic and its acceleration of remote work and online retailing. While retail sales had indeed been in decline for some years following the Great Recession as families saved money, spent less, and recovered financially, the region had actually entered a period of sustained growth and retail sales per capita were on the rise in Tukwila (Exhibit 2) – despite the growing effects of online shopping on brick and mortar retailers. When the pandemic hit, retail sales in all categories declined dramatically, but accommodation and food services were disproportionately impacted as even more retail trade shifted online. In Tukwila, the Food Services and Accommodation category declined 46% from 2019-2020, while retail trade only declined 20% (Exhibit 3).

Exhibit 2: Taxable Retail Sales per Capita, City of Tukwila, 2005-2020



Source: Washington Department of Revenue, 2010; Community Attributes, 2022.

Exhibit 3: Top Taxable Retail Sales Industries, City of Tukwila, 2005-2020



Source: Washington Department of Revenue, 2010; PSRC, 2022; Community Attributes, 2022.

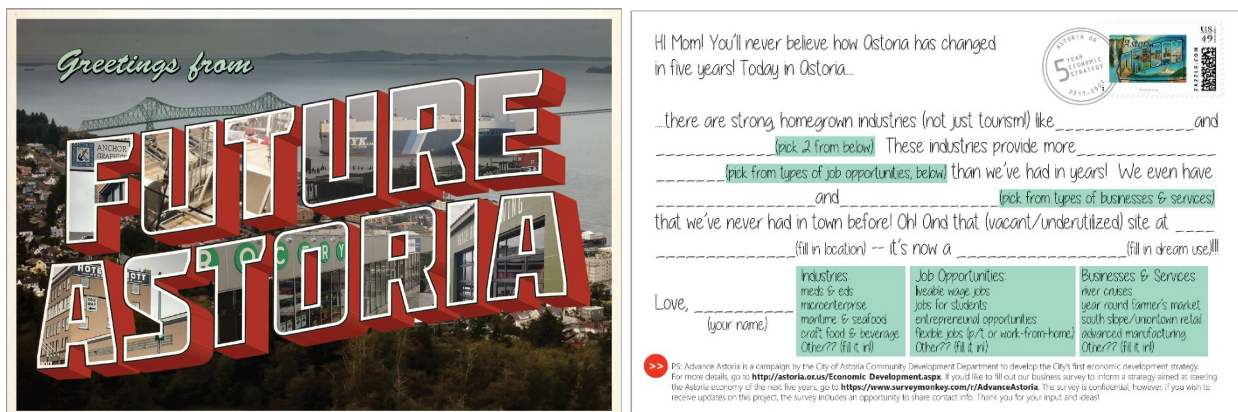
Our Approach

The shifting of the structural conditions underlying Tukwila’s historically strong and dynamic economy require the city to react and adapt. What’s more, Tukwila increasingly desires prosperity that is shared equitably by all of the city’s communities, including historically underrepresented, low-income, and non-English speaking households. At Community Attributes, we are experts at the core tasks necessary for successful execution of long-term planning to guide diverse and equitable development, short-term prioritization of resources, and the curation of durable partnerships and momentum. Successful economic development plans achieve buy-in from communities and stakeholders with critical perspectives on an area’s economy early and often and leverage their insights and ideas as the foundation for action.

EQUITABLE AND INCLUSIVE COMMUNITY OUTREACH

In working with Tukwila to prioritize community economic objectives and identify action-oriented strategies to achieve them, CAI will develop a detailed plan for multi-channel, phased community and stakeholder engagement collaboratively with City staff and key partners. We will tailor our methods to the communities we seek to reach and utilize a suite of outreach tools in multiple languages to engage and incorporate critical and underrepresented perspectives and voices. CAI’s approach is unique and will ensure that Tukwila emerges from this planning process with a strategy that is equitable, impactful, and actionable.

In Tukwila, we will work with the city and its economic development partners early to identify key “influencers” in the community that can get the word out to the diverse communities we want at the table in this process. We will create and maintain a project website as a central clearinghouse of information on this project in multiple languages where events, surveys, interactive maps, comment forms and draft content can be hosted. And we’ll utilize information design in a playful and engaging way to make planning more fun and accessible to individuals and groups that might not normally participate.



“Postcards from the future” were designed for the City of Astoria, Oregon’s economic development planning process as a fun way to try to gather insights into citizens’ economic visions for their changing town.

A key factor to the success of economic development planning in a place as diverse and dynamic as Tukwila will be convening and building a durable coalition of partners, staff, and community leaders to curate and shepherd economic strategies toward implementation. Our outreach plan will be designed with this in mind.

EMPOWERING DATA TO IDENTIFY OPPORTUNITIES

Data analytics are a hallmark of our practice, and our analyses provide objective foundations for strategy. We leverage robust analytics to tell nuanced stories about local and regional economies. In preparing the

ground for economic development, diversification and equity strategies, CAI will first level-set the understanding of Tukwila's economic foundations and recent trends by updating the city's demographic and economic profile with recently-released 2020 U.S. Census data and 2016-2020 American Community Survey data. We will continue the good work already underway by looking at Tukwila's strengths, weaknesses, and opportunities and evaluating Tukwila's business climate. We will re-assess Tukwila's target clusters to understand whether a competitive advantage continues to exist in specific industries, and how to synergize new sectors with traditional ones. We will also assess the recent and projected fiscal impacts of Tukwila's businesses with a focus on ensuring sustainable tax revenues into the future.

STRONG NEIGHBORHOODS, STRONG ECONOMY

Ultimately, economic development planning is about making life better for residents and workers in Tukwila. As such, Tukwila's neighborhoods and its commercial and residential spaces, infrastructure, and public services are both a driver of economic success and a beneficiary of it. To power equitable growth, the city and its partners must strengthen Tukwila's neighborhoods and its physical fabric. Quality of life is a powerful economic development tool, and the city must make sure that it continues to lead in livability, allowing residents to prosper. CAI will identify key catalytic site, typology, and development priorities for public investment with the most potential for leveraging private activity.

In conclusion, if CAI is chosen as Tukwila's partner for this important work, we look forward to co-developing a scope of services to meet Tukwila's needs and executing that work on time and on budget. We have the capacity to complete this project over the summer and autumn of 2022, with a target adoption date by the end of the year. CAI will channel Tukwila's economic development work to date into an actionable plan that is implementation focused and accessible and will deliver tools for the city and its partners to guide and track progress toward achieving its economic development vision and goals in the years to come.