



INFORMATIONAL MEMORANDUM

TO: Planning & Economic Development Committee

FROM: Derek Speck, Economic Development Administrator

CC: Mayor Ekberg

DATE: August 10, 2020

SUBJECT: City Vision Guiding Current Economic Development Work

ISSUE

This item is intended to summarize the City's vision and goals that the City's Economic Development staff uses to guide their work.

BACKGROUND

At its meeting on August 3, 2020 the Planning and Economic Development (PED) Committee reviewed and discussed the workplan of the City's Economic Development division. A copy is attached. Creating an Economic Development Plan for the City is on the workplan but is not shown as a top priority at this time and most of the work on it would occur in 2021. The Committee asked for an update on what vision the staff is currently using to guide their work in the interim.

DISCUSSION

The City's Economic Development Division of the Mayor's Office leads the City's business retention, attraction, and marketing efforts; facilitates commercial real estate development; manages the City's lodging tax fund and tourism marketing program; advises the City on policies affecting business; and serves as a general liaison to the business community.

The City's vision and goals are expressed in the Comprehensive Plan and the Strategic Plan. Since the Comprehensive Plan is 322 pages long, only the table of contents is attached to this memo. Since the Strategic Plan is 149 pages, only Appendix G (the 2018 Amendments to the Strategic Plan), is attached. Both documents are available in full on the City's website.

The Comprehensive Plan and the Strategic Plan are large and extensive documents and so for purposes of this discussion, the following are some very brief excerpts of the vision and goals that economic development staff use when implementing our workplan.

Southcenter District: The City's Comprehensive Plan dedicates chapter 10 to the Southcenter District. The vision for the Southcenter District can be found starting on page 10-4. The following is an excerpt of the vision: "a high-density area with housing and regional employment; walkable, as well as auto-oriented, shopping and entertainment districts; areas of high-quality housing near water amenities and within walking distance of the Sounder commuter rail/Amtrak station and the new bus transit center; and recreational opportunities for business people, residents and visitors."

In recent years we have worked on projects like AirMark Apartments/Hotel Interurban and Marvelle and programs like the Multi-family Property Tax Exemption to attract multi-family development. We have used lodging tax to attract events like the Rave Green Run and food truck rallies.

Currently, we are using lodging taxes to fund ExperienceTukwila, sidewalk and street art, a master plan for Tukwila Pond, and to partner with local businesses to attract visitors and improve the City's image.

Tukwila South: The City's Comprehensive Plan dedicates chapter 9 to Tukwila South. An excerpt of the vision can be found on page 9-6: "Tukwila South will become a regional destination developed with high-quality mixed-use, office, retail and residential uses, while protecting the environment and providing recreational opportunities."

Tukwila South is primarily owned by one company that is well established and funded and capable of hiring resources to attract development. As such, they do not need a significant amount of assistance from Economic Development staff. However, we provide advice on occasion and worked with them to market the site for Amazon's HQ2.

Tukwila International Boulevard: The City's Comprehensive Plan dedicates chapter 8 to Tukwila International Boulevard. An excerpt of the vision can be found on page 8-5: "The vision for the Tukwila International Boulevard District is an area that is a complete neighborhood with a thriving, multicultural residential and business community with vibrant places to live, work, shop, and play for everyone. The District is a safe and walkable destination with an authentic, main street character that is connected to other destinations. There is an emphasis on self-sustaining, living wage employment opportunities within the District."

In recent years Economic Development staff has focused on coordinating the Tukwila Village development (including forming the Tukwila Village Community Development Association), coordinating the acquisition of five parcels (four of which were motels), coordinating the sale of land, supporting Forterra's partnership with Abu Bakr and their purchase of a motel property, assisting businesses dislocated by the Justice Center, and forming four Opportunity Zones.

Currently, we are completing some of the projects mentioned above plus supporting the City's review of on-street parking and zoning, participating in development planning for the former Lewis and Clark theater property, and creating a micro grant program for businesses affected by COVID-19.

Manufacturing Industrial Center: The City's Comprehensive Plan dedicates chapter 11 to Manufacturing Industrial Center (MIC), which comprises 998 acres on the northern end of Tukwila. The City's vision is to support the existing manufacturing and distribution businesses since they provide net tax revenue to the city and jobs that are important for the region.

In recent years Economic Development staff has not needed to provide significant assistance to businesses and property owners in this area since they are relatively strong and industrial space in the central Seattle region is highly desirable with low vacancy. As vacancies occur and we receive leads, we share those with property owners as appropriate.

Currently, we support businesses as requested. For example, this summer Darigold decided to move into the cold storage building at the corner of Boeing Access Road and East Marginal Way and requested our assistance to begin the permitting process.

Economic Development Element: Chapter 2 of the City's Comprehensive Plan is the "economic development element". A copy is attached. As stated on page 2-2, the "overriding goal of this element is enhancing the community's economic well-being." This chapter includes over 60 suggested approaches, activities, goals, policies, and strategies to achieve the overriding goal. Economic Development staff works on these as businesses seek assistance or when opportunities to leverage other resources arise. Following are some that we have worked on in recent years or are currently working on.

1. Responding to specific requests for assistance from local firms
2. Encourage the retention and growth of existing local firms
3. Encourage entrepreneurs, local startups and businesses to establish in Tukwila
4. Emphasizing business development to encourage existing businesses to expand
5. Study and understand the factors causing the inflation-adjusted reduction in the City's overall taxable retail sales.
6. Increase the development, intensity and diversity of uses in the Southcenter area, including the development of housing and entertainment.
7. Actively promote development in the Southcenter area by supporting existing uses, proactively developing programs and incentives to attract new businesses, investing in infrastructure and public amenities, and encouraging business owners and developers to invest in the quality of both the built and natural environment.
8. Partner with a broad range of non-profits, businesses and public sector agencies to develop a facility for food-related workforce development and entrepreneurship training.
9. Support collaborative marketing initiatives with businesses.
10. Support business skills training for entrepreneurs and small businesses through partnerships with universities, colleges, community colleges, community-based organizations and other third parties.
11. Work with local chambers of commerce on business retention, business development, outreach and joint efforts to promote the City.

Community Image and Identity Element: Chapter 1 of the City's Comprehensive Plan is the "community image and identity element". A copy is attached. Among other topics, this chapter includes many goals, policies, and strategies to build Tukwila's identity and improve its image. Economic Development staff works on these as opportunities to leverage other resources arise. Following are some that we have worked on in recent years or are currently working on.

1. Encourage the creation of locations and facilities where residents of all ages and cultures can gather for activities and events, such as public markets, parades and festivals, including those that are representative of the City's diverse population.
2. Strengthen the image and character of Tukwila's distinct areas and neighborhoods.
3. Capitalize on the potential that public projects have for serving as symbols of the community, and for expressing the identity and special character of the area where they are located.
4. Expand the system of incentives, tools, and supports that encourage investment in and maintenance of private and public spaces.
5. Focus City planning and investments on creating a connected, dynamic urban environment.

6. Create and enhance public spaces for community use.
7. Take a proactive role in generating positive media coverage of the community.
8. Implement a long-term and consistent effort to shift negative perceptions of crime and public safety in Tukwila.
9. Contract with King County Landmarks Board for historic preservation services.
10. Promote partnerships between the City and community cultural heritage groups, such as the Tukwila Historical Society.
11. Encourage both public and private stewardship of historic sites and structures.
12. Maintain, improve and expand distinctive gateway features located at freeway off-ramps and at City limit lines where they cross major arterial streets; use graphics, orientation maps, informational signage, lighting, specimen trees, plantings with seasonal color, artwork, monument forms, or combinations thereof.
13. Encourage placemaking through creative use of signage, art and high-quality materials.
14. Explore establishing a farmers market, mobile produce truck or other forum for the sale of fresh in-season produce.

The vision and goals in the Strategic Plan are very closely aligned with those in the Comprehensive Plan and so it seemed unnecessary to duplicate them in this memo.

In summary, the Comprehensive Plan and the Strategic Plan provide a lot of information on the City's vision and direction that Economic Development staff can follow to help achieve that vision. Currently, we focus on which issues are most pressing, where we can add the most value, and where we can leverage opportunities. Although we have sufficient information in order to guide our work at this time, it would be useful to have an economic development plan that considers the existing vision and goals, revises them as needed, identifies priorities and resources, and builds community support.

FINANCIAL IMPACT

None

RECOMMENDATION

Information and discussion only.

ATTACHMENTS

1. Current Economic Development Workplan for 2020
2. Comprehensive Plan Table of Contents
3. 2018 Amendments to the 2012 Strategic Plan
4. Chapter Two: Economic Development
5. Chapter One: Community Image and Identity



City of Tukwila

MAYORS OFFICE
ECONOMIC DEVELOPMENT DIVISION
2020 WORKPLAN - DRAFT 7-27-20

Project	Description
Tukwila Village	<ul style="list-style-type: none"> A Support Tukwila Village Community Development Associates (non-profit)* B Approve developer parking management plan* C Approve estoppel certificate of completion for Phase 2*
Land Sales	<ul style="list-style-type: none"> A Coordinate sale of city property to HealthPoint for health and wellness center* B Coordinate sale of Longacres parcel C Coordinate sale of Newporter parcel D <u>Coordinate sale of former fire station 53 parcel</u> E <u>Coordinate sale of Minkler parcel</u> F <u>Coordinate sale of George Long shops parcel</u>
Public Safety Plan	<ul style="list-style-type: none"> A Coordinate sale of Traveler's Choice property to affected businesses* B Support project management team with design and permit review*
Economic Development Plan	<ul style="list-style-type: none"> A Create an economic development plan for Tukwila B <u>Increase understanding and inclusion of equity and social justice*</u>
Business Recovery	<ul style="list-style-type: none"> A <u>Monitor the pandemic, economy and resources. Inform businesses*</u> B <u>Coordinate use of \$31,965 business support grant from King County*</u> C <u>Develop and implement SavingLocalKC.com*</u> D <u>Conduct business survey* - Done</u> E <u>Provide recommendations for Working Washington Grants* - Done</u> F <u>Conduct windshield surveys for business compliance and activity* - Done</u> G <u>Develop and implement the Great Tukwila Carry-out* - Done</u>
Lodging Tax Advisory Committee	<ul style="list-style-type: none"> A Coordinate committee including applications, contracts, and reporting* B Monitor legislative issues C Build upon business relationships*
Branding and Tourism Marketing	<ul style="list-style-type: none"> A Lead development of branding and wayfinding plan* B Build partnerships with strategic organizations (e.g. Sounders and Seawolves) C Facilitate and sponsor special events such as Rave Green Run, etc. D Facilitate art in Southcenter District* E Facilitate Baker Boulevard for festivals and events F Facilitate improvement of Tukwila Pond Park* G Develop strategy to grow entertainment attractions H Develop and implement digital media strategy for ExperienceTukwila* I <u>Develop digital media strategy for visiting and living in the Southcenter District*</u>
Policy	<ul style="list-style-type: none"> A Manage City's regional transportation policy and advocacy* B Participate in zoning and on street parking policy for Tukwila Int'l Boulevard*



City of Tukwila

MAYORS OFFICE
ECONOMIC DEVELOPMENT DIVISION
2020 WORKPLAN - DRAFT 7-27-20

Project	Description
Business Retention, Expansion, and Attraction	A Marketing to attract business and development
	B Networking to attract business and development
	C Respond to business inquiries*
	D Support development of TIB with branding, business development, etc.
	E Support maintenance of KentValleyWA.com and SoundsideAlliance.com*
	F Provide permitting assistance for priority projects*
Regional ED Organizations	A Participate in Greater Seattle Partners, Chambers of Commerce, Seattle Sports Commission, Int'l Council of Shopping Centers, etc.
Other	A Coordinate development agreements (when ED is the lead)
	B Manage multi-family property tax exemption program (approved projects)
	C Coordinate Port of Seattle economic development grant*
Administrative	A Participate on Administrative Team*
	B Staff Highline Forum
	C Staff Soundside Alliance for Economic Development*
	D Staff Port of Seattle Roundtable (START)*
	E Staff Airport Budget Proviso Working Group*
Small Projects	A Business outreach for plastic bag policy
	B BNSF study
	C Crosswalk art - Done
	D 4Culture grant for Old City Hall preservation plan
	E <u>Bank De-Risking - Done</u>
Potential Projects	A Adapt to economic development plan
	B Coordinate way to leverage business community relationships
	C Evaluate ZIP code effect on city tax revenue and image
	D Support analysis of sales tax
	E Participate in Green and Duwamish River related policies (e.g. levee)
	F Support analysis of affordable housing economics and policy
	G Expand branding related to business retention, expansion, and attraction
	H Support special event permit process to attract strategic festivals and events
	I Participate in regional economic development policy such as PSRC
	J <u>Coordinate policy review for expansion of multi-family tax exemption program</u>

Notes:

Top priority items for 2020 are indicated by an asterisk *

Items that have been removed from the original workplan are shown in strike through.

Items that are underlined have been added since January.

TUKWILA COMPREHENSIVE PLAN

Preface	v
Introduction	vi
Vision	xiv

1 COMMUNITY IMAGE AND IDENTITY

Purpose	1 – 2
Issues	1 – 3
Goals, Policies and Strategies	1 – 8
Related Information	1 – 18

2 ECONOMIC DEVELOPMENT

Purpose	2 – 2
Issues	2 – 6
Goals, Policies and Strategies	2 – 8
Related Information	2 – 12

3 HOUSING

Purpose	3 – 2
Issues	3 – 3
Goals, Policies and Strategies	3 – 5
Related Information	3 – 13

4 NATURAL ENVIRONMENT

Purpose	4 – 2
Issues	4 – 11
Goals, Policies and Strategies	4 – 13
Related Information	4 – 28

5 SHORELINE

Purpose	5 – 2
Issues	5 – 3
Goals, Policies and Strategies	5 – 5
Related Information	5 – 25

6 PARKS, RECREATION AND OPEN SPACE		
Purpose	6	- 2
Issues	6	- 5
Goals, Policies and Strategies	6	- 9
Related Information	6	- 21
7 RESIDENTIAL NEIGHBORHOODS		
Purpose	7	- 2
Issues	7	- 4
Goals, Policies and Strategies	7	- 7
Related Information	7	- 19
8 TUKWILA INTERNATIONAL BOULEVARD DISTRICT		
Purpose	8	- 2
Issues	8	- 6
Goals, Policies and Strategies	8	- 9
Related Information	8	- 28
9 TUKWILA SOUTH		
Purpose	9	- 2
Issues	9	- 2
Goals, Policies and Strategies	9	- 6
Related Information	9	- 8
10 SOUTHCENTER – TUKWILA’S URBAN CENTER		
Purpose	10	- 2
Issues	10	- 4
Goals, Policies and Strategies	10	- 7
Related Information	10	- 16
11 MANUFACTURING / INDUSTRIAL CENTER		
Purpose	11	- 2
Issues	11	- 2
Goals, Policies and Strategies	11	- 5
Related Information	11	- 10

12 UTILITIES

Purpose	12 – 2
Issues	12 – 3
Goals, Policies and Strategies	12 – 13
Related Information	12 – 22

13 TRANSPORTATION

Purpose	13 – 2
Issues	13 – 3
Goals, Policies and Strategies	13 – 4
Related Information	13 – 30

14 CAPITAL FACILITIES

Purpose	14 – 2
Issues	14 – 8
Goals, Policies and Strategies	14 – 11
Related Information	14 – 18

15 ROLES AND RESPONSIBILITIES

Purpose	15 – 2
Issues	15 – 3
Goals, Policies and Strategies	15 – 5
Related Information	15 – 14

APPENDICES

Glossary	A – 1
Comprehensive Plan Land Use Map Legend	A – 13
Comprehensive Plan Land Use Map	

APPENDIX G

2018 Amendments to the 2012 Strategic Plan

In 2018, the City began implementation of a new budgeting method called Priority Based Budgeting. An important step in Priority Based Budgeting is to score the City's programs and services against the City's goals identified in the adopted Strategic Plan. Staff did outreach to the community in the first half of 2018 to see if the Strategic Plan still reflects the Community's priorities and values. The outreach included an online survey, print surveys distributed to the City's Boards & Commissions, community groups, the Foster High School civics classes (71), the Community Connectors, and other contact opportunities, as well as a community dinner and workshop on May 3rd at Thorndyke Elementary School attended by around 50 people. The survey was translated into Spanish, Somali, Burmese, Nepali and Vietnamese. The City also offered an online survey to staff as well.

The following is a summary of the survey feedback from the community and from staff that informed the 2018 amendments.

- 1. What has been accomplished since 2012?** Accomplishments that constituents and staff are proud of include improvements to roads and sidewalks, the new library, Tukwila Village, general improvements to Tukwila International Boulevard, and adding residential development to the Southcenter business district.
- 2. What does our community still need to work on?** Constituents report that the City still has work to do with regard to safety, projecting a positive image, ensuring that Tukwila residents can get basic needs met – affordable housing being at the top of the list – and community outreach and engagement.
- 3. What do you like about the Plan?** What is important to you that the City should consider when developing the budget? For the most part, constituents agree with the vision, mission, goals and objectives laid out in the 2012 Strategic Plan, and that the City should keep working toward the aspirational vision of being “The City of Opportunity, the Community of Choice.”
- 4. What would you change about the Plan? What's missing?** Important items that the community and staff have identified as missing from the Strategic Plan in its current form, are:
 - a. Equity, particularly with regard to race
 - b. Addressing gentrification and displacement
 - c. Health and environmental health
 - d. Infrastructure
 - e. Technology and innovation

The 2012 Strategic Plan was then amended to reflect the feedback in Question 4 above, as indicated herein by underlined text.

STRATEGIC GOALS AND OBJECTIVES

GOAL ONE – A Community of Inviting Neighborhoods & Vibrant Business Districts

- A. Cultivate community ownership of shared spaces.
 - 1. Expand the system of incentives, tools, and supports that encourage investment in and maintenance of private and public spaces. Improve enforcement of the City's regulations.
 - 2. Ensure City-owned properties meet the community's desired look and feel. Encourage partners to maintain their properties to similar standards.
 - 3. Explore ways to use public art to beautify and enrich the community.
 - 4. Reduce commercial activity that is not compatible with residential neighborhoods as opportunities arise.
- B. Build a broad and collaborative approach to preventing crime and increasing the sense of safety.
 - 1. Engage all City departments in reducing crime.
 - 2. Use environmental design principles to improve public safety.
 - 3. Engage businesses and residents in preventing crime and preparing for emergencies.
 - Over time, broaden the focus of this engagement to other community-building efforts.
 - Explore opportunities to engage visitors in crime prevention and crime reporting.
 - Improve relationships between the City and immigrant communities around public safety.
 - 4. Partner with social service organizations and explore regional solutions to prevent crime.
 - Review case data to identify frequent violators and coordinate with service providers to resolve issues.
- C. Focus City planning and investments on creating a connected, dynamic urban environment.
 - 1. Prioritize changes that promote public safety, encourage the active use of space, and facilitate foot and bike access.
 - Make smart investments to support the desired environment, including sidewalk, trail, street, and lighting improvements to support biking and walking as funding and other factors allow.
 - Identify appropriate parks to be made safer for all users by reducing vegetation to improve visibility, allowing other parks to have more native landscaping.
 - Advance implementation of the City Walk & Roll Plan.
 - 2. Explore creative ways to increase transit, foot, and bicycle access to community amenities, stores, and jobs.

3. Work with the community to identify desirable retail opportunities in residential neighborhoods.
- D. Use City efforts and investments to realize established visions for specific sub-areas.
 1. Implement the community-led vision for the Tukwila International Boulevard neighborhood.
 2. Work with businesses to finalize and implement the City’s Southcenter Plan.
 3. Continue to support the development of Tukwila South.
 4. Tailor land use codes for the specific circumstances of individual subdistricts rather than applying one set of codes citywide.
 5. Identify public and private infrastructure investments that will be needed to support the long-term vision for specific areas of the City.
 - Use multi-department teams in long-term planning efforts to establish shared goals and target City investments in catalytic projects.
- E. Build and maintain public infrastructure that supports a healthy and attractive built and natural environment.
 1. Ensure that all neighborhoods and business districts have the necessary utilities, roads, bridges, sidewalks, and other infrastructure to thrive.
 2. Ensure that all public infrastructure in the City supports a healthy and attractive natural environment.

GOAL TWO – A Solid Foundation for All Tukwila Residents

- A. Partner with organizations that help meet the basic needs of all residents.
 1. Continue to advocate for vulnerable populations and increase understanding of the challenges they face.
 2. Actively collaborate with service providers supporting basic needs, including housing, food, health care, education, employment and job readiness.
 3. Be a regional leader in efforts to increase housing security and meeting the needs of a dynamic community.
 - Explore opportunities for supporting cooperative and alternative housing for transitioning and recent refugees.
- B. Strive for excellent education, vocational supports, and personal growth opportunities through effective partnerships and City services.
 1. Strengthen the City’s partnership with schools to identify and pursue shared goals.
 - Seek opportunities to support educational and vocational goals of individuals who have “aged out” of the traditional school system.
 2. Facilitate connections between educators, service providers, and businesses to link residents with job training and employment opportunities.

3. Improve access to parks and recreation programming to serve a broader range of Tukwila’s residents.
 - Engage community members in identifying unmet needs and interests.
 - Explore opportunities to increase easy access to the Tukwila Community Center (TCC) and bring programming out of the TCC, into the community.
- C. Encourage maintenance, improvements, and diversity in the City’s housing stock.
 1. Engage communities in determining the desired look and feel for new housing units in established neighborhoods.
 2. Promote the availability of quality housing options at all price points to support social diversity and ensure families and individuals can remain in Tukwila as life circumstances change.
 - Explore opportunities to provide more assisted-living options for seniors that are neither low-income nor in-home care.
- D. Work to eliminate systemic barriers and provide equitable access to opportunities and services as outlined in the City’s Equity Policy.

GOAL THREE – A Diverse & Regionally Competitive Economy

- A. Embrace the City’s economic potential and strengthen the City’s role as a regional business and employment center.
 1. Establish and implement an economic development strategy that identifies ambitious goals and leverages the efforts of all City departments to strengthen the City’s economy.
 2. Employ a business-friendly approach to regulation while protecting the long-term interest of neighborhoods and businesses districts.
 3. Strengthen the City’s image as an economic hub, promoting Tukwila’s businesses and the City as a good place to do business.
 4. Promote understanding of the interdependencies and mutual interests among Tukwila residents, Tukwila businesses, and the City of Tukwila.
- B. Strengthen the City’s engagement and partnership with the business community.
 1. Improve the City’s ability to have two-way communication with Tukwila businesses.
 2. Cultivate business participation in strengthening and promoting the Tukwila community.
- C. Encourage development, maintenance, improvements, and diversity in the City’s stock of business space.
 1. Promote the availability of quality business space options at all price points to support business diversity and ensure that businesses of all sizes can and want to remain in Tukwila.

GOAL FOUR – A High-Performing & Effective Organization

- A. Use Tukwila’s Vision, Mission, and Strategic Plan to focus and prioritize City efforts.
 - 1. Align City efforts and priorities around the Strategic Plan, including Council goal-setting, the City’s regular budgeting processes, and department-level workplanning.
 - Create a results-oriented customer service culture focused on achieving the City’s Mission.
 - Establish an annual process for reviewing progress and establishing new action plans for implementing the community aspirations set by this Strategic Plan.
 - Establish City of Tukwila Values or Guiding Principles to shape organizational culture and guide decision-making.
 - 2. Track and report progress on meeting Strategic Plan Goals to City staff, residents, businesses, and other interested parties.
 - Identify performance measures by department and establish tools and schedules for reviewing, sharing, and learning from progress.
 - 3. Improve communication and strengthen relationships up, down, and across the organization.
- B. Advance Tukwila’s interests through participation in regional partnerships.
 - 1. Encourage broad participation of City staff and elected officials in regional partnerships.
 - 2. Be a regional leader in building common goals with our local and regional partners to achieve the greatest possible results.
- C. Continue to innovate and develop as an organization, and support individual growth.
 - 1. Encourage employee leadership throughout the organization. Engage and leverage the full abilities of each employee.
 - 2. Establish a culture and mechanisms to support ongoing growth and learning as an organization.
 - 3. Seek innovative opportunities to improve public service.
- D. Ensure City facilities are safe, efficient, and inviting to the public.
- E. Ensure the long-term fiscal sustainability of the City.
 - 1. Promote shared staff and community understanding of the City’s fiscal position. Share information about significant revenue and cost factors, as well as the rationale for decision-making.
 - 2. Focus City expenditures on community priorities and maximize efficiencies in service delivery.
 - Evaluate City services and service delivery models relative to the City’s Mission, Strategic Plan, fiscal outlook, and ongoing input from the community.

- Establish policies and processes to adopt technology that improves City services and makes them more efficient.
 - Explore opportunities for regional partnerships and regional service delivery models that are fiscally beneficial to the City and in line with community values.
 - Encourage future development in locations where existing infrastructure can absorb the growth.
3. Increase City revenues to support quality services for the whole community.
- Aggressively pursue opportunities to grow the City’s business tax base through economic development.
 - Explore options to increase revenues for the provision of City services or facilities for the benefit of our residents, businesses, and visitors through mechanisms that are fair and appropriate.

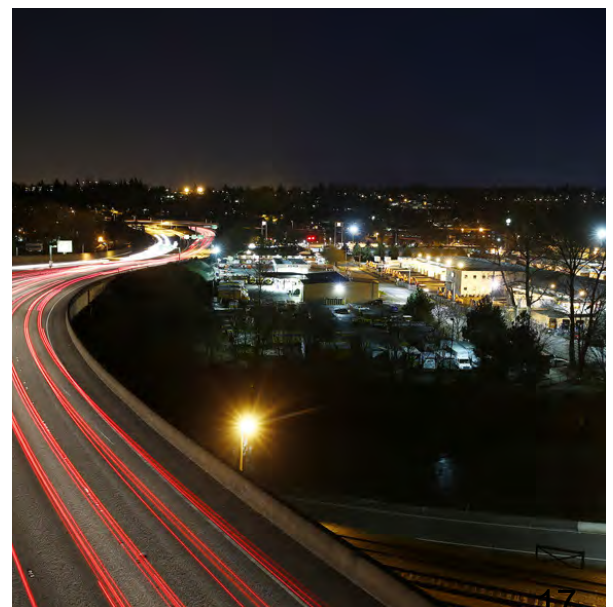
GOAL FIVE – A Positive Community Identity & Image

- A. Improve the City’s ability to build trust and work with all members of the Tukwila community.
1. Broaden the City’s toolkit to include new technology and formats that enable two-way communication and improve business processes.
 2. Strengthen the City’s ability to engage with communities that do not participate in traditional formats.
 - Adopt engagement strategies that bring City staff and decision makers out into the communities they serve to engage in meaningful dialogue.
 - Cultivate meaningful, long-term relationships with members of the City’s communities.
 - Expand the linguistic and cultural competencies of City staff through training and hiring.
 3. Cultivate participation by Tukwila’s many communities in the City’s decision-making processes.
- B. Facilitate connections among Tukwila’s communities.
1. Build connections among the many communities that make up the broader Tukwila community.
 2. Improve broad understanding and appreciation of all of the City’s cultures.
- C. Promote a positive identity and image of Tukwila.
1. Take a proactive role in generating positive media coverage of the community.
 - Promote the City’s amenities, cultural dynamism, and geographic location.
 - Shift negative perceptions about crime in Tukwila.

2. Implement a long-term, scalable community branding effort.
 - Establish common themes that promote Tukwila’s many positive attributes.
 - Expand community markers at City boundaries and at key points throughout the community, establishing a clear community signature.
 - Use public art that is representative of the City’s diverse communities in the branding effort.
3. Promote Tukwila’s international diversity as a strength and draw for regional visitors.
 - Support neighborhood businesses in reaching new markets through improved facades, way-finding banners, and common promotions.
 - Explore opportunities for establishing a neighborhood business district organization to provide ongoing support for small businesses operating within a defined geographic area.
 - Explore opportunities to establish a shopping and dining destination, similar to Seattle’s Pike Place Market or International District.

CHAPTER TWO ECONOMIC DEVELOPMENT

TUKWILA COMPREHENSIVE PLAN



ECONOMIC DEVELOPMENT

WHAT YOU WILL FIND IN THIS CHAPTER:

- A description of Tukwila's economic setting,
- A discussion of issues that affect economic development in the City, and
- Goals and policies for enhancing the community's economic well-being.

PURPOSE

The overriding goal of this element is enhancing the community's economic well-being. Through policy recommendations, the Economic Development element identifies a means of stimulating economic improvement for business and the community as a whole. It lays out a direction and strategies for dealing with economic variables and adjusting to economic forces that cannot be predicted or controlled. It is a key component integrating all elements of the Comprehensive Plan, suggesting ways in which the City and its partners can use effective economic strategies in order to achieve the goals of the Plan.

There are three primary ways in which local economic activity can be affected:

- ❖ Land use and utility planning that determine, within the local infrastructure capacity, the space available for residential and nonresidential development;
- ❖ Directly or indirectly influencing private-sector decisions as to location, operation and development of business real estate; and
- ❖ Helping coordinate public and private sector efforts to enhance the employability and job progression of the residential population.

The Economic Development element presents a focused approach to enhancing our City's economic well-being. This approach can be summarized as follows:

- ❖ Sustain moderate growth
- ❖ Target high salary industries
- ❖ Improve and support the opportunities for education, skills training and job acquisition for Tukwila residents
- ❖ Provide capacity to meet Tukwila's employment targets as set by the Countywide Planning Policies
- ❖ Encourage growth into certain areas through the use of zoning and developmental regulations
- ❖ Encourage the retention and growth of existing local firms
- ❖ Encourage entrepreneurs, local startups and businesses to establish in Tukwila
- ❖ Provide efficient and timely administration of City services

The City of Tukwila emphasizes the following activities in order to accomplish its economic development goals:

- ❖ Responding to specific requests for assistance from local firms
- ❖ Supporting the development of new businesses and expansion of current businesses that are minority-, veteran- and women-owned.
- ❖ Expanding efforts to engage with and understand the economic development needs and priorities of traditionally under-represented groups in Tukwila neighborhoods
- ❖ Emphasizing business development to encourage existing businesses to expand
- ❖ Maintaining public works and utilities so the City's infrastructure can meet both existing and future needs of the economic sector
- ❖ Supporting job enhancement programs to increase residents' employability through coordination of private and public sector activities

The following are potential tools available to the City to enhance economic development in the City:

- ❖ Industrial revenue bonds for certain areas
- ❖ Multi-family property tax exemption
- ❖ Targeted government and private resources
- ❖ Targeted local, State and federal funds
- ❖ Use of infrastructure investment to attract new firms and development to designated areas
- ❖ Funded, staffed and administered economic development work group
- ❖ Timely, predictable customer -oriented permitting and City services
- ❖ Lodging tax for tourism promotion

In this way, local government can play an important role in the economic vitality of the community. The policies developed in this element are aimed at implementing that role.

ECONOMIC SETTING

The following statistics help set the background for economic development policies. The Economic Development Background Memo contains additional supporting information, including employment and housing growth targets per the Countywide Planning Policies.

POPULATION, INCOME AND REVENUE

In 2003, the population of Tukwila was 17,270; estimated 2011 population was 19,210. The City's daytime population is estimated between 150,000 to 170,000. Taxes collected in 2003 were estimated to be \$28.2 million, which increased to \$42.4 in 2013.

During the same period the assessed valuation of the City grew from \$3.34 billion to \$4.47 billion. In 2002, there were 7,628 housing units; by 2013, this number had increased to 8,039 units.

In 2010, the median age of Tukwila residents was 33.6 years; nearly 8% of all citizens were older than 65; and 24% of the residents were under 18. In 2010, residents of color were 50.1% of the population. Foreign-born residents account for 36.2% of the population, and over 70 languages are spoken in the Tukwila School District.

The median household income in the City in 2010 was \$44,271, below King County's median income of \$66,174. Adjusting for inflation, Tukwila's median income fell between 2000 and 2010. Tukwila's 2000 adjusted median income (in 2010 dollars) was \$53,127. Thus, real median income in the City fell 16.67% from 2000 to 2010.

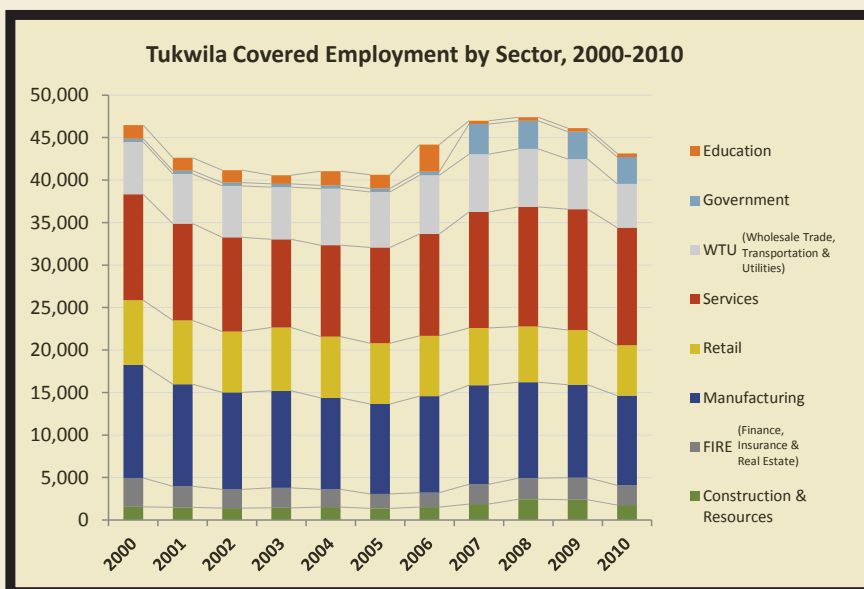
EMPLOYMENT

In 2000, Tukwila had nearly three times as many jobs as it had residents, but that number fell to 2.27 in 2010. There were over 2,575 licensed businesses of all types in Tukwila in 2013. The total number of jobs in Tukwila has declined since 2000. In 2000, the City had approximately 48,000 jobs. By 2013, the total number of jobs in the City had fallen 17% to just over 40,000.

Employment within Tukwila is distributed among a number of different sectors. Service composes the largest percentage of jobs with 32% of all jobs.

Manufacturing is next with 25% of jobs in the City. In 1991, 56% of all jobs in the City were related to manufacturing. In 2002, the number of jobs in manufacturing dropped to 28%. Manufacturing continues to decrease in the City. This trend likely reflects the diminished presence of jobs with Boeing and other manufacturing firms in the City's industrial areas.

In 2010, retail accounted for 14% of jobs in Tukwila. Warehousing, transportation, and utilities made up 12%.



Employment within Tukwila is distributed among a number of different sectors. Services composed the largest percentage of jobs in 2010, with 32% of all jobs. Manufacturing (25%); Retail (14%); and Warehousing, Transportation and Utilities (12%) also make up sizable shares of Tukwila's employment.

The share of each sector relative to each other did not change significantly between 2000 and 2010. All sectors, with the exception of Construction, showed slight decreases. The finance, Insurance and Real Estate (FIRE) sector decreased the most with a 3.7% decrease. Retail and Manufacturing also saw decreases of 2.3% and 2.4%, respectively.

SMALL BUSINESS DEVELOPMENT CENTER (SBDC)

The SBDC at Highline specializes in providing business and training services to entrepreneurs and existing businesses, in order to be successful in today's economy. The center provides:

- Knowledgeable, trusted and confidential one-on-one advice on all aspects of your business.
- A link to 23 other SBDC centers in the Statewide network for additional advice.
- Guidance on the purchase of an existing business or a franchise.
- Assistance in finding the best sources of capital to grow your business.
- A proven pathway to breakout growth for established businesses ready to take their business to the next level.
- Benchmarking your company's performance with others in your industry to uncover improvement opportunities.
- Matching you with resources that can best accelerate the success trajectory of your business.
- Developing prospect lists through targeted database searches.
- Information about little-known training and funding to grow your business.
- A "can-do" attitude about anything you need to successfully grow your business

RETAIL SALES

While Tukwila remains a strong attractor of consumer spending, the City has experienced a significant reduction in taxable retail sales, once adjustments are made for inflation. When adjusted for inflation, taxable retail sales in 2013 were lower than they were in 2003. The City's sales tax decline began to occur roughly around the late 1990s. Competition for retail sales among regional retail centers has grown stronger over the last ten years.

ISSUES

Current and existing economic trends suggest a variety of issues and needs for economic development in the City of Tukwila:

- ❖ Provide access to the regional highway, transit and air transportation system in a way that does not handicap local property development and redevelopment efforts.
- ❖ Explore possible City actions to increase the median income of Tukwila's residents, including support for entrepreneurship, small business startups, and vocational training, particularly among low income or low English proficiency communities.
- ❖ Establish coordinated transit hubs throughout the City including, but not limited to, the Southcenter area, Tukwila South, Tukwila International Boulevard, Interurban Avenue South, and the Manufacturing Industrial Center that efficiently mix modes of travel and stimulate development of real estate associated with transportation facilities.



- ❖ Study and understand the factors causing the inflation-adjusted reduction in the City's overall taxable retail sales.
- ❖ Support further enhancement of commercial and residential areas in the City's neighborhoods.
- ❖ Foster environmental remediation (brownfield cleanup), land conversion and redevelopment in the Manufacturing Industrial Center (MIC) and Interurban Avenue areas.
- ❖ Increase the development, intensity and diversity of uses in the Southcenter area, including the development of housing and entertainment .
- ❖ Develop policies, programs, projects and plans that include input from diverse groups within the residential and business community, using innovative engagement models such as the Community Connector Program.
- ❖ Seek opportunities to join other organizational entities to accomplish effective public-private partnerships to promote economic development in the City
- ❖ Enhance regional recognition of Tukwila as an economic hub, promoting the success and diversity of its businesses and focusing on its positive business climate.
- ❖ Explore strategies to maintain a favorable and diverse tax base, to support the needs of our daytime and nighttime populations.
- ❖ Meet the needs of our residential neighborhoods while maintaining the economic health of our business community.
- ❖ Ensure that adequate public services are in place to support existing and proposed commercial, mixed-use and industrial developments.
- ❖ Fund infrastructure and services by maintaining a solvent and diversified revenue stream.

GOALS, POLICIES AND STRATEGIES

Community Well-Being

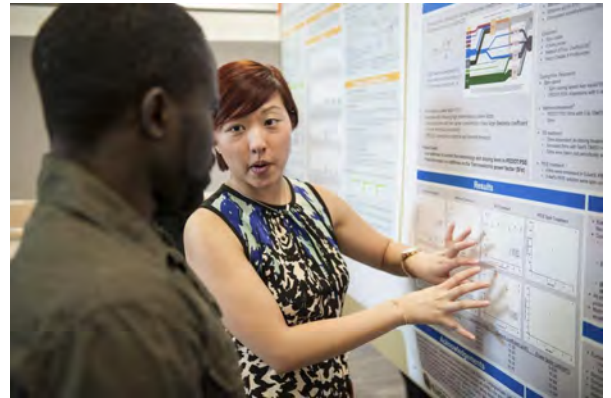
GOAL 2.1

Tukwila has a strong role as a regional business and employment center which allows it to enhance and promote the community's well-being.

POLICIES

- 2.1.1** Develop the tools needed to improve the economic development climate.
- 2.1.2** Strengthen Tukwila's engagement and partnership with other jurisdictions, educational institutions, agencies, economic development organizations, and local business associations to encourage business creation, retention and growth, and to implement interlocal and regional strategies.
- 2.1.3** Expand access to quality, healthy, affordable and culturally-appropriate food and groceries for Tukwila residents.
- 2.1.4** Monitor City actions and impacts on the local economy and review economic development incentives for all sizes of businesses.
- 2.1.5** Continue to fund economic development staff to serve as a single contact point and information source for the business community.
- 2.1.6** Leverage capital improvement funds to encourage in-fill, land assembly, redevelopment, and land conversion for family-wage jobs, but only if concurrent with substantial private actions.
- 2.1.7** Partner with the private sector to fund infrastructure as part of a sub-area plan, in order to encourage redevelopment and as an inducement to convert outdated and underutilized land and buildings to high-valued and/or appropriate land uses.
- 2.1.8** Consider non-financial ways (such as brokering and interlocal agreements) to assist industrial land owners to comply with State and federal government environmental remediation requirements.
- 2.1.9** Consider a public-private partnership to examine creating a small business incubator space in the City.

- 2.1.10** Improve Tukwila's image, participation and influence in regional forums, especially those that influence Tukwila's future and interests.
- 2.1.11** Promote understanding of the interdependencies and mutual interests among Tukwila businesses, residents and the City of Tukwila.
- 2.1.12** Promote an economic climate that supports business formation, expansion and retention, emphasizing the importance of the City's entrepreneurs and small businesses in creating jobs.
- 2.1.13** Seek funds from non-City sources for use by the City to directly encourage economic development.
- 2.1.14** Design and support human service programs, such as partnerships for interns and job training in higher wage industries, to enhance the economic well-being of the City's residents.
- 2.1.15** Promote Tukwila as a regional confluence of commerce, housing and entertainment.
- 2.1.16** Promote and preserve economic use of industrial lands outside the Manufacturing Industrial Center (MIC) through appropriate buffering requirements and use restrictions.
- 2.1.17** Include standards in the development regulations for industrial uses that adequately mitigate potential adverse impacts on surrounding properties and public facilities and services.
- 2.1.18** Actively promote development in the Southcenter area by supporting existing uses, proactively developing programs and incentives to attract new businesses, investing in infrastructure and public amenities, and encouraging business owners and developers to invest in the quality of both the built and natural environment.



Implementation Strategies

- Develop an Economic Development Plan.
- Consider preparing overall area environmental impact statements for the Interurban/West Valley Highway corridor and Tukwila International Boulevard area.
- Develop a freight mobility plan that addresses the efficient and safe movement of freight in the City, while also ensuring that impacts to adjacent land uses are reduced and, where possible, eliminated.
- Zoning regulations that facilitate commercial in-fill development and redevelopment consistent with the Comprehensive Plan vision.
- Take joint owner-City-regulatory agency environmental remediation actions to facilitate brownfield redevelopment and in-fill.
- Focus public infrastructure investment to provide capacity in areas targeted for growth.
- Create Local Improvement Districts to finance specific transportation and utility in-fill improvements.
- Identify and eliminate confusing or outdated regulations.
- Encourage redevelopment through an informed business and real estate community.
- Support collaborative marketing initiatives with businesses.
- Partner with a broad range of non-profits, businesses and public sector agencies to develop a facility for food-related workforce development and entrepreneurship training.
- Support environmentally sustainable practices by offering energy and resource conservation and solid waste and energy reduction assistance programs for businesses, property owners and managers.
- Encourage businesses to incorporate environmental and social responsibilities into their practices.
- Increase communication between the City of Tukwila and Tukwila businesses using innovative community engagement models.



- Support business skills training for entrepreneurs and small businesses through partnerships with universities, colleges, community colleges, community-based organizations and other third parties.
- Support the food economy, including production, processing, wholesaling and distribution, as a means to provide job training, employment opportunities and increased access to healthy food for the diverse community.
- Support public/private partnerships to enhance existing and future business activity in the Urban Center.
- Work with local chambers of commerce on business retention, business development, outreach and joint efforts to promote the City.
- Collaborate with local school districts to improve the educational opportunities for Tukwila school children.
- Consider providing information about City hiring processes and job openings at City-sponsored events and in City communications.



RELATED INFORMATION

[Comprehensive Annual Financial Report](#)

[King County Countywide Planning Policies \(2012\)](#)

[Economic Development Element Background Memo](#)

CHAPTER ONE COMMUNITY IMAGE AND IDENTITY

TUKWILA COMPREHENSIVE PLAN



COMMUNITY IMAGE AND IDENTITY

WHAT YOU WILL FIND IN THIS CHAPTER:

- A basic framework that celebrates Tukwila’s history, builds on its diversity and fosters civic engagement while accommodating growth that furthers the community’s vision;
- A discussion of issues that shape Tukwila’s image and identity as experienced by Tukwila’s citizens, businesses and visitors, and perceived by those outside the community;
- Goals and policies for promoting a positive community character and identity; and
- Goals and policies to encourage healthy living choices.

PURPOSE

The Community Image and Identity element establishes a framework that celebrates our history and environment – such as views of Mt. Rainier, the Cascades and the Green/Duwamish River system, builds upon our diversity and fosters civic engagement, while accommodating growth in a way that furthers the community’s vision. The goals and policies of this element are intended to enhance the overall Community Image and Identity to which every element of the Plan contributes in some degree. The citizens of Tukwila have expressed a strong interest in strengthening this identity and image through the original Vision Tukwila and Tukwila Tomorrow processes in the 1990s and the recent strategic planning process and Community Conversations. The strategic planning process culminated in the approval by the City Council of the City of Tukwila Strategic Plan 2012 (Strategic Plan). The goal and policy recommendations in this chapter reflect this interest in promoting a positive community character and identity. They are based on the image of the community as seen not only by the citizens of Tukwila, but also by visitors and those who come here to work.

With little available vacant land other than the Tukwila South subarea, much of Tukwila’s future residential population growth will occur in mixed use commercial areas. Ensuring that these increasingly dense areas are vibrant, attractive places to put down roots is key to achieving Citywide goals. As Tukwila transitions from being a suburban community to a more urban place, the importance of well-designed commercial and multifamily spaces is recognized. The value of preserving and celebrating the area’s diverse cultural and historical heritage is also broadly appreciated.

ISSUES

Tukwila is an economically and geographically unique community. It has a large proportion and expanse of commercial and industrial activity compared to the amount of residential development. It is divided into distinct areas by freeways and crisscrossing arterials, with the Green/Duwamish River winding throughout the entire length of the City. The hillsides and valleys in the area further split the City into numerous, almost disconnected segments. Local streets and major arterials do not follow a predictable grid pattern. Large industrial and commercial developments, together with associated parking, tend to dominate the City's landscape when seen from freeways and major arterials. This persists as the overall image of the City despite the community's many areas of quiet residential streets and abundant vegetation. This geology also contributes to a sense of fracture between neighborhoods, resulting in the challenge of developing solutions that serve all the residents.

Spectacular views of Mount Rainier, the Cascade Mountains and even the Seattle skyline are available from many hillsides around the City. In addition, numerous streets run along the hillsides and afford sweeping vistas of land and greenery. And finally, the Green/Duwamish River and Tukwila Pond could serve as prominent and dramatic elements of the community's image and identity. The potential of these two natural features as unique amenities has yet to be fully realized.

Historic Preservation and Cultural Awareness

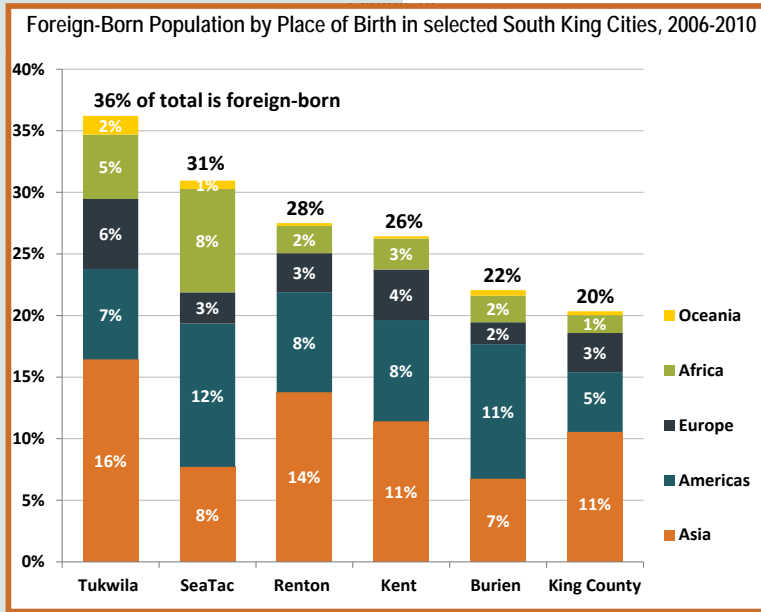
While Tukwila has a rich history that has involved farming, the river, rail transportation and the development of the aircraft industry, there are few visible indications of its earlier days. With the exception of the Museum of Flight, the Duwamish Hill Preserve and some interpretive markers along the Green/Duwamish River, there are no explanations or celebrations of the major features of the community's heritage, such as the Interurban rail line. Only a few places are given any degree of commemoration with respect to their role in the history and growth of Tukwila.

Due to Tukwila's location on the Green/Duwamish River, the area has been home to many Native American settlements, and played an important role in local Native American history and culture. Development along certain portions of the river has exposed artifacts from the days when Native Americans travelled the river and camped along its banks. These artifacts require protection from future development, and improved interpretation so that the public can appreciate their origin and significance.

*Original Tukwila
City Hall Building*



Cultural Diversity



Tukwila’s demographics have changed significantly in the 20 years since the original Comprehensive Plan was adopted. Similar to changes seen throughout all South King County, Tukwila has become home to a diverse mix of people from many backgrounds and countries. Our challenge is to create a community where residents – including both the long-term and the recently-arrived, with varied backgrounds, traditions, languages and countries of origin – feel connected and committed to each other, their neighborhoods, their community groups and organizations, and to the City as a whole.

Many people feel involved in their own piece of Tukwila, be it a block, a neighborhood, a business park or a particular linguistic, cultural or interest group. Throughout the development of the City’s five- to ten-year Strategic Plan (2012), there was a clearly expressed desire to increase a shared sense of belonging and involvement in Tukwila as a whole. This desire will be carried forward in the Comprehensive Plan through goals and policies which promote robust outreach on Comprehensive Plan activity and other City actions to the entire community including a culturally-appropriate and language-specific approach that engages all members of its population. This outreach included not only working with groups and individuals who have been involved in land use issues in the past, but reaching out to individuals and groups whose ideas have not traditionally been heard.



“Community Conversation” meetings were held in 2014 to hear about issues important to the many different cultural communities in Tukwila. This engagement involved talking with the City’s diverse residents via culturally and language specific Community Connectors who helped residents identify the issues most important to them, ensuring that diverse views were represented. The City will continue to explore ways to engage all citizens in its planning process, such as the pilot Community Connectors program, using social media and other technologically innovative approaches.

City Boundaries

There is little sense of entering or leaving either the community as a whole or individual neighborhoods, because in many areas the City limits are irregular or do not coincide with natural boundaries. In addition, Tukwila's growth through petitioned annexations has created certain boundary anomalies:

- The border configuration between Tukwila and Seattle in the King County Airport area, in which the boundary crosses Interstate 5 more than once and splits certain industrial properties, creates a number of jurisdictional issues, including police response.
- On the southwest, the boundary between Tukwila and SeaTac crosses Interstate 5 and other streets in several places, creating difficulties for the reasonable provision of services.

With major expansion largely ended, there is an opportunity to make Tukwila's size and extent more visible by providing identifiable boundary markers.

Commercial Development and Urban Design

Four strategies from the City's Strategic Plan were identified that could be used to develop a community of inviting neighborhoods and vibrant business districts. During the strategic planning process and the Community Conversations that informed the Comprehensive Plan Update, the City heard consistently that residents and businesses want a safe and visually attractive community. The design of residential and commercial development is key to accomplishing this goal. Visually attractive development occurs through the application of design criteria that are functional, attractive and safe. Safe and visually attractive communities are also achieved through the enforcement of existing standards.

City planning and investment in infrastructure promotes safe, attractive neighborhoods and business districts, and supports and enhances Tukwila's position as a major shopping and employment center. Areas of focus include making the City more accessible for bicyclists and walkers, and engaging residents and businesses in setting expectations for how Tukwila's public and private spaces will look.



Community Preference Survey – March 2013

Parks, Recreation and Open Space System

A community's identity is also drawn from the green spaces that make up a system of parks, recreation and open space. For the first time, the Comprehensive Plan addresses this important community feature in a separate Parks, Recreation and Open Space Element.

Healthy Living

The urban form – including the infrastructure and built environment – affects the health of residents and workers, as well as the overall community identity. The proximity of trails, sidewalks for safe walking, transit connections to reduce the use of single-occupant vehicles that contribute to air pollution, the availability of recreation programs, and access to healthy and affordable food choices all contribute to the health of a community.

The importance of providing healthy living choices is reflected throughout the Comprehensive Plan especially in this element, as well as in the Parks, Recreation and Open Space, Economic Development and Transportation elements.

The City hosted Community Conversations to identify issues as part of the update to the Comprehensive Plan, and Community Conversation outreach meetings when developing the 2012 Strategic Plan. As part of these efforts, community members consistently expressed their desire for better access to recreational opportunities, safer routes to schools for children, and better access to affordable, good quality food, including fresh fruits and vegetables. The community-expressed need for better access to food is supported by the U.S. Department of Agriculture identification of Tukwila as a “food desert,” based on its definition that Tukwila’s low-income census tracts show a significant number of residents are located more than one mile from the nearest supermarket.



Community Conversations – March 2013



GOALS, POLICIES AND STRATEGIES

Overall Community Identity

GOAL 1.1

A community of inviting neighborhoods and vibrant business districts.

POLICIES

- 1.1.1 Encourage the creation of locations and facilities where residents of all ages and cultures can gather for activities and events, such as public markets, parades and festivals, including those that are representative of the City's diverse population.
- 1.1.2 Strengthen the image and character of Tukwila's distinct areas and neighborhoods.
- 1.1.3 Capitalize on the potential that public projects have for serving as symbols of the community, and for expressing the identity and special character of the area where they are located.
- 1.1.4 Expand the system of incentives, tools and supports that encourage investment in and maintenance of private and public spaces.
- 1.1.5 Focus City planning and investments on creating a connected, dynamic urban environment.



Tukwila Village

Implementation Strategies

- Foster public life throughout the City by providing neighborhood focal points and open spaces that are well-integrated into the neighborhoods they serve.
- Create and enhance public spaces for community use.
- Develop and use residential and commercial design standards and guidelines that respond to local climate conditions, emphasize conservation, and draw on the region's cultural heritage.
- Continue to implement the "Walk and Roll" Plan.
- Support and advance enforcement of existing codes and regulations.
- Support residential neighborhood identity where appropriate.
- Review residential development standards.

GOAL 1.2

Tukwila has a positive community identity and image.

POLICIES

- 1.2.1** Take a proactive role in generating positive media coverage of the community.
- 1.2.2** Implement a long-term and consistent effort to shift negative perceptions of crime and public safety in Tukwila.
- 1.2.3** Promote Tukwila's international diversity as a strength.
- 1.2.4** Actively promote community engagement of all sectors of the City's diverse population via non-traditional methods such as the Community Connector Program, social media and other innovative techniques.

Implementation Strategies

- Utilize the City's Communications Division to develop a strategy to promote Tukwila's amenities, cultural dynamism and central geographic location.
- Establish a graphics standard and unified look for City documents and communications.
- Develop common themes that recognize and promote Tukwila's many positive attributes.

Historic Preservation and Cultural Awareness

GOAL 1.3

A heritage conserved and interpreted so that Tukwila's citizens recognize connections with the past and celebrate the diverse cultures represented in the community.

POLICIES

- 1.3.1** Identify and protect historically significant properties, structures and sites, in either their present or a nearby location, as determined in a City-wide survey and designation process.
- 1.3.2** Provide prominent public art and interpretive markers at highly visible locations, explaining the history of the Interurban Trolley, the Green/Duwamish River, Duwamish Hill Preserve, and other important buildings, sites, events or persons.
- 1.3.3** Establish a process for providing incentives and designating certain structures as landmarks.
- 1.3.4** Include consideration of features that reflect characteristics of Tukwila's history and cultural diversity in the design review of commercial, public, and multiple-family buildings.
- 1.3.5** Develop and implement plans, projects and programs to protect and promote the historical legacy of the Green River Valley and its natural and built environment.
- 1.3.6** The Tukwila Arts Commission shall ensure that Tukwila's characteristics, such as its history and cultural diversity, are considered in public art projects.



Tukwila, looking north from S 180th Street – May 1965



I-5 / I-405 Interchange – February 1973



Cultural Diversity

- 1.3.6** Encourage and support communities in celebrating, preserving and transmitting their traditions through cultural and heritage activities, and education.
- 1.3.7** Develop programs and City-wide events to celebrate the City's cultural diversity.
- 1.3.8** Enhance linkages with the school districts serving Tukwila to recognize and support the strengths of Tukwila's multi-lingual student body.

Implementation Strategies

- Contract with King County Landmarks Board for historic preservation services.
- Develop and implement a historic resources designation procedure and program to ensure that these sites continue to be part of the community.
- Seek certified Local Government status to secure funding and technical assistance for historic preservation.
- Develop incentives, such as fee waivers or code flexibility, to encourage preservation of historic resources, including those that are currently known and those that have yet to be identified.
- Increase awareness of the community's heritage by promoting cultural preservation programs and/or educational activities.
- Develop public art and markers that incorporate local historical references, events and individuals.
- Promote partnerships between the City and community cultural heritage groups, such as the Tukwila Historical Society.

- Encourage both public and private stewardship of historic sites and structures.
- Recognize Tukwila’s heritage by naming or renaming parks, streets or other public places with their original names or after major figures and events.
- Expand the linguistic and cultural competencies of the City Council, staff, commissions and other City representative groups through recruitment, training and hiring.
- Continue and enhance the relationship with the school districts serving Tukwila through classroom visits and partnerships, internships and scholarship program.
- Continue the use of Community Connectors, or some other appropriate mechanism to provide outreach to the City’s culturally diverse communities on a regular basis.



GOAL 1.4

Paleontological and archaeological artifacts and sites with cultural and Native American significance are protected and preserved.

POLICIES

- 1.4.1** Implement existing regulations to ensure that paleontological and archaeological materials and site details are preserved for posterity.
- 1.4.2** Ensure that the potential for the existence of paleontological and archaeological sites is considered during development of new construction projects.
- 1.4.3** Identify and protect archaeological resources and culturally significant sites, and develop interpretive information that fosters public appreciation of historical traditions and practices.

City Boundaries

GOAL 1.5

Logical and identifiable boundaries for Tukwila so that residents, workers and visitors know they are entering the City.

POLICIES

- 1.5.1** Maintain, improve and expand distinctive gateway features located at freeway off-ramps and at City limit lines where they cross major arterial streets; use graphics, orientation maps, informational signage, lighting, specimen trees, plantings with seasonal color, artwork, monument forms, or combinations thereof.
- 1.5.2** Work with affected citizens, property owners and the neighboring cities of SeaTac, Kent and Seattle to develop interlocal agreements that adjust border anomalies.

Implementation Strategies

- Expand community markers at City boundaries, and at key points throughout the community, establishing a clear community signature.
- Develop a consistent City graphics protocol and program.

Commercial Areas

GOAL 1.6

Tukwila's vibrant commercial districts are visually attractive, draw visitors, add value to the community and encourage employees and customers to walk, bike and use transit.

POLICIES

- 1.6.1** Enhance the pedestrian environment with street improvements that include curbs, sidewalks or trails, and regularly-spaced street trees.
- 1.6.2** Develop streetscape design guidelines that support an urban built form and commercial districts with pedestrian-oriented amenities.
- 1.6.3** As major new development or redevelopment occurs, require through-block pedestrian connections that follow adopted guidelines.



- 1.6.4** Encourage facilities and improvements that support transit use in new development, redevelopment, and street projects.

Implementation Strategies

- Encourage “welcome signs” and information kiosks.
- Development standards that support all modes of travel.
- Develop through-block pedestrian guidelines.

Urban Design and Development

GOAL 1.7

Tukwila’s retail areas are characterized by high-quality urban design that accommodates a mix of compatible residential, commercial and light industrial uses.

POLICIES

- 1.7.1** Maintain zoning regulations that allow mixed uses in appropriate commercial districts.
- 1.7.2** Encourage the development of corridor focal points, while ensuring high-quality design.
- 1.7.3** Use design guidelines to encourage compatible location and configuration of buildings, parking, recreation areas and pedestrian facilities.
- 1.7.4** Incorporate substantial landscaping both along street frontages and within parking lots in new development and redevelopment when the buildings are not brought up to the back of sidewalk.
- 1.7.5** Provide pedestrian weather protection, see-through glass, and distinctive rooflines in new and redeveloped building facades.
- 1.7.6** Incorporate interesting and pedestrian-friendly features on minor facades adjacent to secondary streets or pedestrian paths.
- 1.7.7** Encourage placemaking through creative use of signage, art and high-quality materials.
- 1.7.8** Require that sites have adequate lighting and are designed using crime-reduction principles to increase safety.
- 1.7.9** Seek opportunities to integrate public art into public improvements.

Implementation Strategies

- Use Crime Prevention Through Environmental Design principles to deter criminal behavior.

FARMERS MARKETS, FAIRS & FESTIVALS



LAWN



PLANTING



STREETSCAPE



RAIN GARDENS



LIGHTING



High-Quality Design Features

GOAL 1.8

Tukwila's parking standards are appropriate for each use and provide flexibility for individual circumstances.

POLICIES

- 1.8.1** Maintain and periodically revise parking standards so that they:
- are sufficient to meet typical daily demand,
 - reflect any significant shifts in transit usage,
 - encourage shared parking between mixed uses and sites,
 - accommodate car-sharing opportunities, and
 - allow off-site parking when adjacent uses are not affected.
- 1.8.2** Maintain and periodically revise standards for bicycle parking.

Healthy Living

GOAL 1.9

A healthy community where active living and access to affordable, culturally-appropriate and nutritious food is available to all.

POLICIES

- 1.9.1** Develop public, private and non-profit partnerships to support the goal of healthy eating and active living, including education and awareness.
- 1.9.2** Develop and implement a communication plan and Healthy Tukwila website with information and links about healthy eating, active living and related topics – including strategies for reaching communities who do not speak English or use computers (e.g. translated written as well as verbal).
- 1.9.3** Provide healthy and culturally-appropriate (e.g. Halal, non-pork, vegetarian) food and beverages in City programs and facilities to promote healthy eating habits.



GOAL 1.10

Food security, local food production and public health are promoted.

POLICIES

- 1.10.1** Explore incentives or regulatory changes to encourage location of healthy food purveyors in underserved areas.
- 1.10.2** Encourage locally-based food production, distribution, and choice through urban agriculture, community gardens, farmers markets and food access initiatives.
- 1.10.3** Support the Tukwila Food Pantry and other organizations that help provide food assistance to low-income residents so that all families, seniors, schools and community-based organizations are able to access, purchase and increase intake of fresh fruits, vegetables and other nutritious foods.

Implementation Strategies

- Explore participating in a Food Innovation Network in conjunction with other jurisdictions.
- Explore establishing a farmers market, mobile produce truck or other forum for the sale of fresh in-season produce.
- Promote farmers markets, farmstands, community-supported agriculture (CSA) drop-off sites, community gardens, school gardens, home gardens, cottage food businesses, and urban farms.
- Encourage farmers markets, farmstands and other non-storefront sellers of food to accept WIC/ SNAP benefits and “Double Your Bucks” programs.
- Review regulations to ensure there are no barriers to urban agriculture, farmers markets and other food access mechanisms.
- Research issues related to food trucks and develop regulations as appropriate.

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[Food Desert](#)

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