



City of Tukwila

Department of Community Development

Jim Haggerton, Mayor

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Tukwila International Boulevard Planning Documents

Cover Page

Background

From 1989 – 1991, areas that included and surrounded Washington State Route 99, or as it was also known, Highway 99 or the Pacific Highway corridor, annexed to the City of Tukwila. During a 1995 update of the City of Tukwila Comprehensive Land Use Plan, the redevelopment and reinvigoration of the Highway 99 commercial corridor emerged as one of the four primary objectives for the community

From 1996 – 2000, the Tukwila community, including a specific Highway 99 Citizens Task Force, engaged in a visioning and redevelopment discussion about the land adjacent to and the programs that served the Highway 99 corridor. The study area for the corridor extended generally from S. 160 Street on the south to S. 116 Street and roughly one block east and west of the Highway. The Highway was eventually renamed by the City to Tukwila International Boulevard to highlight its diversity and its important role in the Tukwila community.

Contents

Three documents within this electronic file were produced to support the discussion, planning and decision making associated with the Tukwila International Boulevard corridor. They are:

- **Pacific Highway Revitalization Plan – Draft**, December 1997; (blue cover) and
- **Pacific Highway Revitalization Plan – Final**, August 1998; (green cover) and
- **Tukwila International Boulevard Plan – Revitalization and Urban Renewal** - January 2000 (red cover) (an update and amendment of the above Final Plan.)

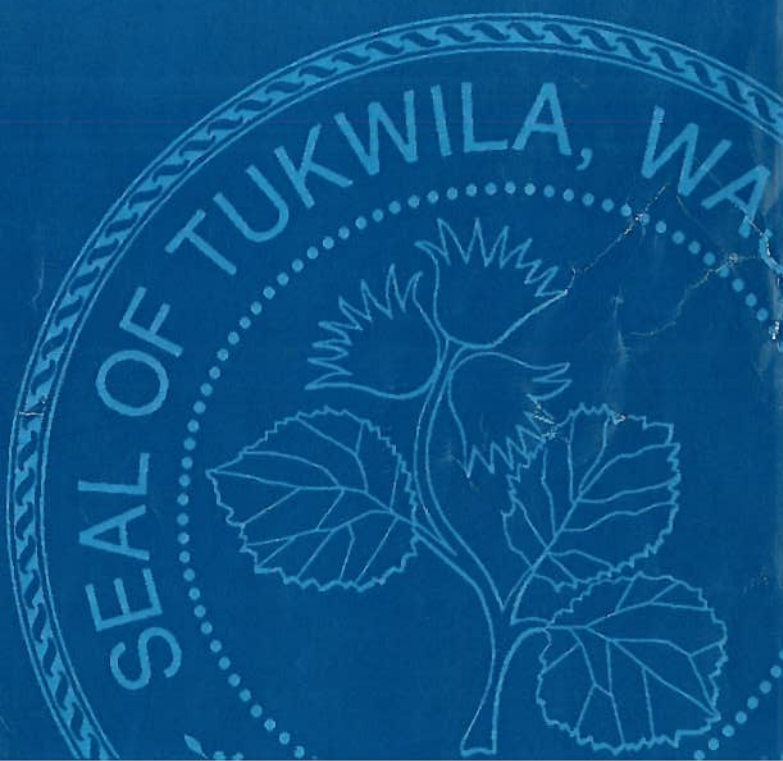
The reports were created in sequence but should be viewed together in order to consider all the information produced for the study. The reports provide the history, information and ideas that were used in launching a revitalized neighborhood commercial center for the City of Tukwila.

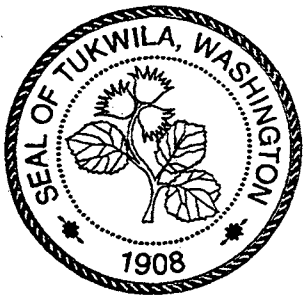
A companion **Tukwila International Boulevard Design Manual** is a guide for property development in the corridor and contains the criteria used by the design review decision-makers.

**December 1997
Draft**



City of Tukwila Pacific Highway Revitalization Plan





City of Tukwila

6200 Southcenter Boulevard • Tukwila, Washington 98188

John W. Rants, Mayor

Pacific Highway Draft Revitalization Plan

Forward

The residents of the Pacific Highway area chose to annex to the City of Tukwila seven years ago. A community-wide outreach program, known as Vision Tukwila, identified the task of making the Pacific Highway South corridor safer and more livable as a top priority.

In the ensuing years, residential and corporate members of the community, in partnership with the City, have accomplished much. Crime along the corridor has been substantially reduced in many categories. An on-going highway clean-up and beautification program has been established through the initiative of local merchants. Community involvement in a number of programs consistent with the direction given during our Vision Tukwila series has reached an all time high. The City itself has launched an aggressive marketing campaign to attract economic activity through re-development. In short, there are a number of positive and exciting things occurring that promise to bring a new vitality and image to Pacific Highway South.

The Draft Pacific Highway Revitalization Plan compiles a list of those accomplishments and the groups who helped in the efforts. It considers what else can be done and proposes a six year plan of action. This draft plan is meant to spawn discussion of how the City should proceed. I welcome your ideas and suggestions. It is important that we build a consensus on the City's approach because of the extensive resources that will be required in the continual gradual redevelopment of the Pacific Highway corridor into the vision expressed by its citizens. Continued success will heavily depend on sustaining the partnership between the City of Tukwila and its community.

John "Wally" Rants
Mayor

City of Tukwila

Pacific Highway Draft Revitalization Plan



December 1997 Draft

**Prepared by the Tukwila Department of Community Development
in conjunction with the team of MAKERS, ECS, Perteet, and
Stoloff and Associates**

Acknowledgments

The Draft Pacific Highway Revitalization Plan is the result of three years of effort as shown in Appendix A: Public Involvement Plan. Many were involved; however, there are those who due to their degree of personal involvement, deserve special recognition. They are as follows:

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Introduction



Introduction

Purpose of Plan

The purpose of the Pacific Highway Revitalization Plan is to plan for and guide the redevelopment of the Pacific Highway corridor. This Plan serves as a statement of the City of Tukwila's (hereafter referred to as the City) commitment to and direction for this area. It also provides information and serves as a resource for potential investors, property owners, the community and the City, and other public agencies with jurisdiction in the corridor. *(Note: When in draft form, the Draft Pacific Highway Revitalization Plan serves as a discussion document for the community. It is also a decision-making tool for the City Council as it deliberates on what course to follow in its participation in the area's revitalization. After public discussion and comment, the City Council will choose a specific course that will then be incorporated into a final version of the Pacific Highway Revitalization Plan.)*

The City of Tukwila 1995 Comprehensive Plan summarizes the desired direction for the Pacific Highway corridor:

Goal 8.2 - [A] Pacific Highway corridor that is an attractive, safe, and profitable place to live, do business, shop, and work, and is a positive reflection of the City as a whole and of the surrounding residential and business community.

This Revitalization Plan implements Comprehensive Plan policies 8.2.11 and 8.2.12 by establishing mechanisms designed to achieve the above goal. The mechanisms are the result of a multi-faceted analysis and a wide-ranging involvement program.

Policy 8.2.11 - Develop a strategic and financial plan for implementing these [Tukwila Comprehensive Plan] Pacific Highway corridor policies that facilitate private and public investment.

Policy 8.2.12 - Assemble business and resident groups to coordinate the development of the strategic plan, to participate in

community policing, to monitor and decrease crime along the corridor and to develop and coordinate an image concept for marketing and design guidance.

A community partnership has evolved to address the needs of the corridor. Many of the people involved have more than one role and participate in a variety of groups. Some are assisting in Plan preparation and review, some are the City's decision makers, others are involved in walking patrols or clean-ups. Other participants are the residents, consumers and businesses that are making day-to-day decisions that affect the area. All are important to the continued successes that are occurring in the Pacific Highway area.

■ **99 Task Force:** A ten member group of area property owners, business persons and neighborhood residents, including two Tukwila Planning Commissioners;

Neighbors Working Together

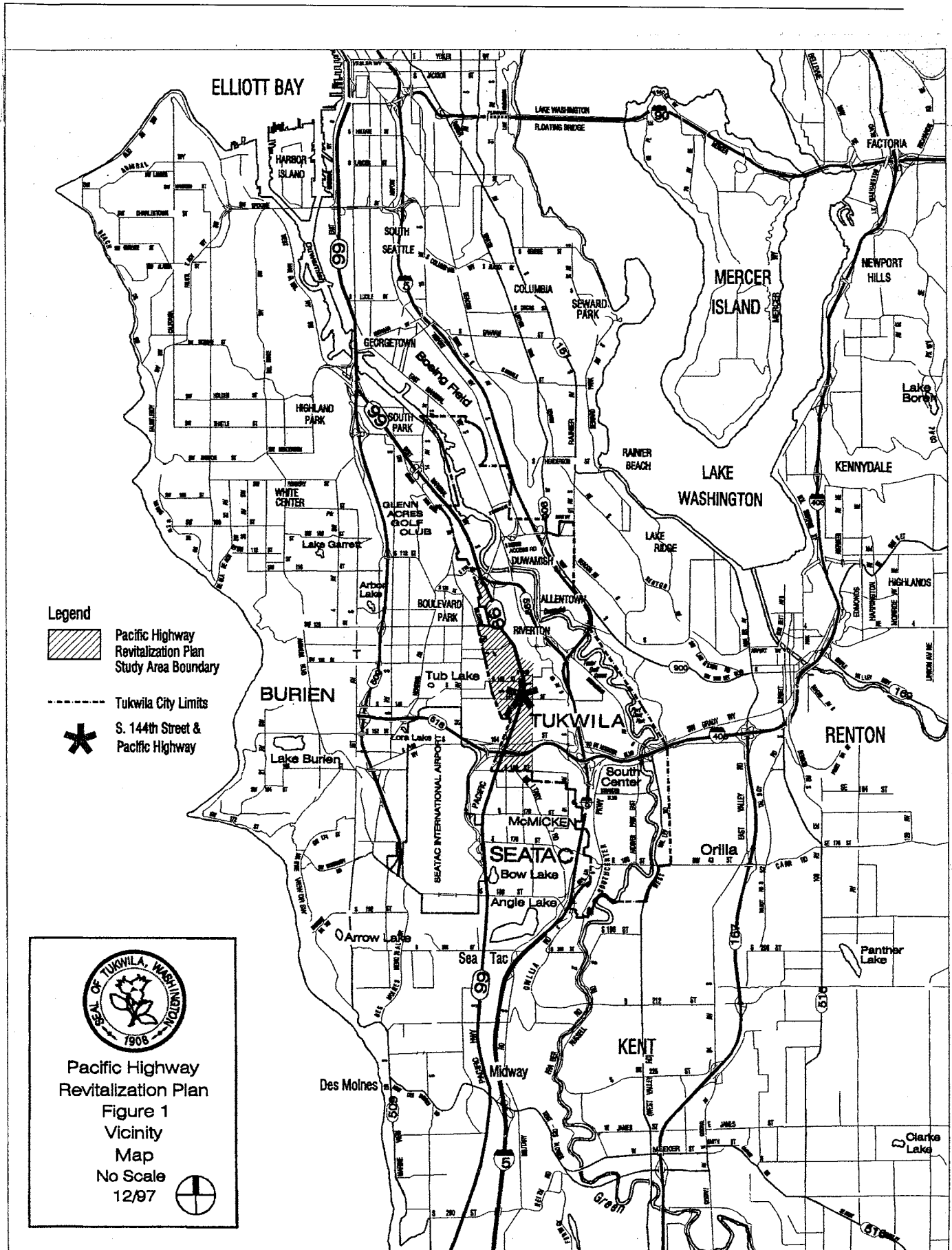


Making a Difference in Tukwila

formed by the Mayor of Tukwila.

- **Hwy. 99 Action Committee:** A privately initiated group, made up predominately of business owners, with support from the Southwest King County Chamber of Commerce and City of Tukwila representatives.
- **Tukwila Transit Advisory Commission:** A seven member citizen group appointed to review and advise the Mayor and City Council on a master transit service plan for the City.
- **Neighborhood Resource Center Volunteers:** Members of the community who monitor Pacific Highway surveillance cameras and act as recep-





tionists at the Center.

- **Citizens Patrol:** Members of the community who organize walking citizen patrols of the Pacific Highway corridor.
- **Foster Community Club:** A privately initiated group of residents who live in the surrounding neighborhoods.
- **Technical Advisory Committee:** Agency representatives from Washington State Department of Transportation, City of SeaTac, ValVue Sewer District, Water District 125, King County Transit Services Division, Regional Transit Authority, Seattle City Light and City of Tukwila Staff.
- **Tukwila Planning Commission:** The seven member planning and zoning advisory body for the City that also performs the function of its Board of Architectural Review (BAR.)
- **Tukwila City Council:** The seven member elected legislative body that works through a committee structure; the committees are Community Affairs and Parks; Transportation; Utilities; Finance and Safety; and Committee of the Whole, which coordinates the work of the individual committees for formal City Council action.
- **Pacific Highway Real Estate Panel:** A group of real estate professionals, including brokers, developers, and managers involved in selling, leasing, and developing commercial, industrial and residential property.
- **Economic Development Advisory Board (EDAB):** A 13 member board established by the City to inform and advise the City on economic development matters and to coordinate with other regional economic boards.

During the development of the Revitalization Plan, ideas for revitalization goals were articulated by individuals in these groups and other residents and property owners attending Pacific Highway public meetings. These public comments were synthesized into a table of goals, policies and evaluation criteria. This table (*Table 1*, pg. 22) is in the Goals and Challenges section of this Plan.

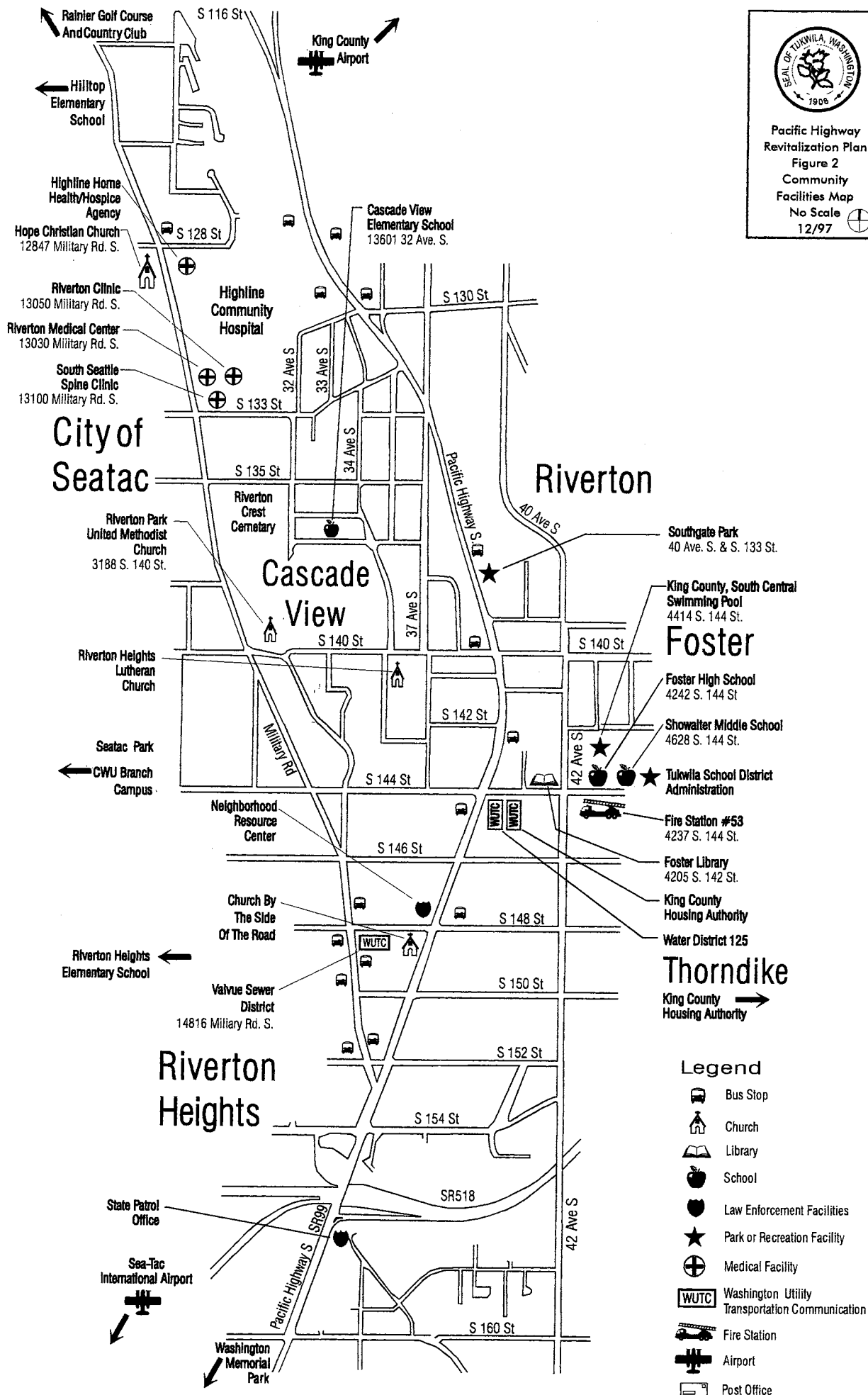
The Pacific Highway Corridor

The Study Area for the Pacific Highway Revitalization Plan is shown in *Figure 1: Vicinity Map & Study Area Boundaries*. It extends from SR 599 on the north to S. 160 Street on the south, and from Military Road and Pacific Highway on the west to 42 Avenue S. on the east. The Study Area includes the length of Pacific Highway from SR 599 to S. 152 Street, whose reconstruction is an integral part of this Revitalization Plan. For planning purposes the residential neighborhoods surrounding Pacific Highway in Tukwila as well as the commercial areas adjacent to Pacific Highway are included in the Study Area.

There are a number of important features to note about the Study Area. South 144 Street is a connecting arterial that links the Tukwila Hill neighborhood and all areas east of I-5 with areas west of I-5. The intersection of S. 144 Street and Pacific Highway is an important crossroads. There are many community facilities both public and private concentrated in this area. They include schools, a library, churches, a cemetery, a hospital and numerous clinics, the City's Neighborhood Resource Center . . . (Store-front police station) and the Washington State Patrol Office. *Figure 2: Community Facilities* identifies the community facilities in the area, and provides another illustration of why the Pacific Highway is a focal area for the community.

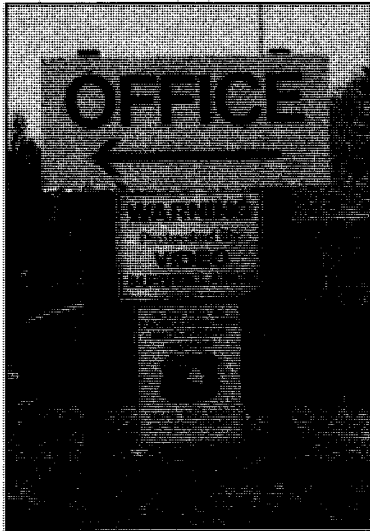
Current Efforts to Improve the Corridor

Residents completed annexation of the Pacific Highway area to the City in 1991. At this time, Tukwila began designing and providing a variety of projects, programs and regulations tailored to the needs of the area. It is important to recognize the numerous programs and legislation already in place or underway and understand that their continuation is crucial for on-going improvement of the area.



- Legend**
- Bus Stop
 - Church
 - Library
 - School
 - Law Enforcement Facilities
 - Park or Recreation Facility
 - Medical Facility
 - WUTC Washington Utility Transportation Communication
 - Fire Station
 - Airport
 - Post Office

The City has begun and will continue to abate properties under the State criminal nuisance statute and the local housing and building codes, when conditions warrant. A recent abatement action by the City occurred when criminal activity at one apartment complex escalated to the level of a nuisance.



Street Illumination. Along Pacific Highway, illumination (or street lighting) was unevenly distributed, creating unsafe dark areas. The City worked with Seattle City Light to install additional lighting fixtures along the Corridor.

Crime Free Multi-Housing Program. Tukwila is the first city in Washington State to establish a crime free multi-family program similar to the award winning program in Mesa, Arizona. The program is a partnership between the City's Police Department and Human Services Office, property

owners, managers, and tenants. The program provides:

- management training in tenant screening and eviction,
- resident training in crime prevention,
- personal safety and service program access,
- a regularly scheduled management network and support forum,
- safety and security inspections, and
- certification for program participants.

Tukwila Apartment/Motel Owners/Managers Network. The City organizes and staffs a monthly meeting of managers and owners of apartments and motels. This forum provides networking and problem solving opportunities for participants, and supports skill-building in property management.

Licensing. In order to combat illegal activities being conducted by business operators or on business premises, the City modified its business licensing procedures. First, the City established procedures for revocation of the required business license

when violation of City codes occurs. The City also established special licenses for business managers and entertainers in businesses where the City had experienced a high number of police service calls. The license requirement allows the City to create operational standards intended to implement a safer business environment.

Human Services Programs. The City of Tukwila and the Tukwila School District provide programs that help stabilize and support families, many of whom reside in this area. These programs are aimed at providing a safety net for crisis situations and improving the prosperity and skill level of residents.

Human Services Contracts. The City contracts with 17 human service providers who provide over 31 programs. These services address both prevention and treatment to increase the health and well being of residents.

Parent Liaisons. Federal Academic Remediation law has funded school district staff members who contact parents to ensure a link between home and school and provide family support.

Adult Literacy and English as a Second Language (ESL). The City of Tukwila funds literacy training for adults and second language students, available at Foster High School in the evenings.

Employment Assistance. The City of Tukwila also funds assessment of job skills and job search and readiness assistance to individuals and groups through the YMCA and the Washington Women's Employment & Education.

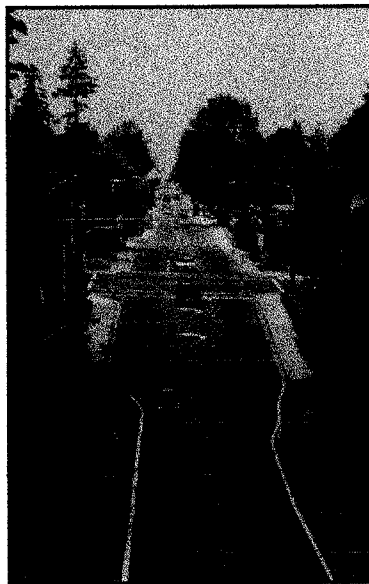
Infrastructure

A basic strategy for revitalizing the Pacific Highway area is to ensure that adequate public infrastructure exists to meet today's standards and to accommodate desired development levels. As previously discussed, King County had jurisdiction in the Study Area until 1991, at which time Tukwila became responsible for planning, serving and governing the area. Although constructing new infrastructure for this area is a large component of this project, a number of projects have been recently



completed or are underway that upgrade the infrastructure.

42 Avenue S. Reconstruction. The City is spending \$8.65 million in local funds to improve 42 Avenue S., a collector arterial parallel to and one block east of Pacific



Highway. Engineering costs for the length of the project from S. 131 Street to S. 160 Street and construction costs of Phase One improvements from S. 144 Street to S. 154 Street totaled \$4.5 million. In 1998, Phase Two improvements will complete reconstruction from S. 139 Street to S. 144 Street. Improvements include curb, gutter, sidewalks, undergrounding of overhead power and communication lines, and street illumination and poles.

Pacific Highway Reconstruction. The City is spending \$400,000 in general fund monies

for surveying, conducting traffic analysis, transportation planning, streetscape design, and associated planning in preparation for the upcoming reconstruction of the Highway. The City of Tukwila has secured federal grant funds for the design of the Highway from S. 142 Street to S. 152 Street and for construction from S. 142 Street to S. 146 Street.

Pedestrian Paths. The City spent \$305,000 to install pedestrian paths and

improve storm drainage on S. 152, S. 150, and S. 148 Streets and 37 Avenue S. and 33 Avenue S. Pedestrian paths are widened asphalt shoulders with raised pavement markers installed along the travel lane separating the vehicular lane from the pedestrian lane.

The Tukwila School District serves the majority of residents of Tukwila. Within the last six years two ballot measures passed, which funded significant facility upgrades.

Foster High School. In 1992, the \$13 million were spent to demolish and completely reconstruct the high school. The new structure has been recognized for its design, and is used by the community for meetings and events, as well as providing a facility for a number of community oriented programs. (See discussion of Tukwila School District Strategic Plan, pg.70.)

Cascade View Elementary and Showalter Middle School Renovations. In 1995, \$9 million and \$12 million (respectively) was spent in renovating these schools.

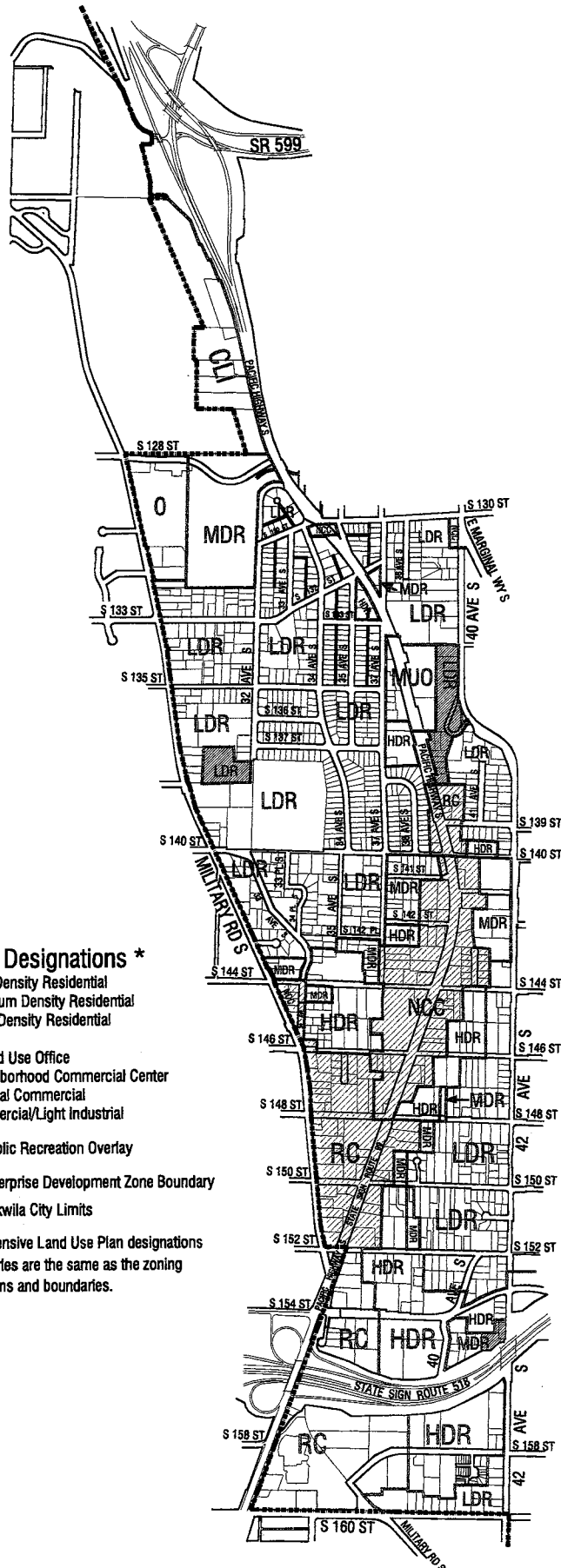
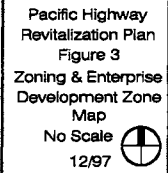
Foster Library Reconstruction. The community of Tukwila is part of the King County Regional Library System. In 1994, Foster Library was relocated to S. 144 Street and 42 Avenue S. and enlarged at the cost of \$1.7 million.

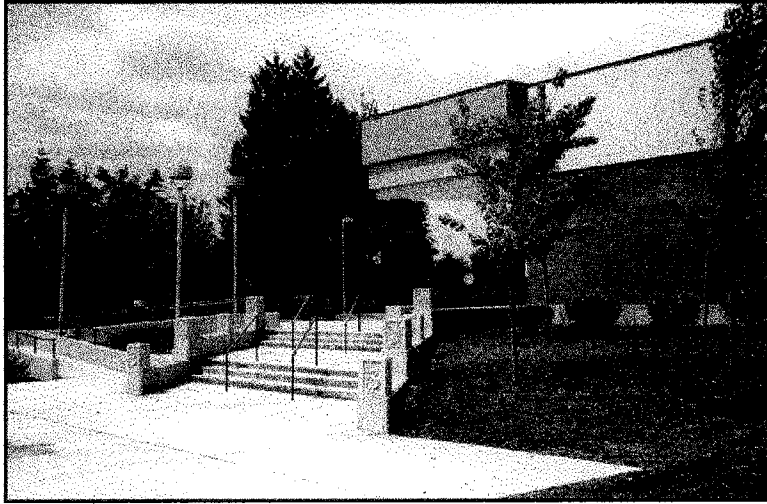
Tukwila's neighbor to the south is the newly incorporated City of SeaTac. SeaTac encompasses the Seattle Tacoma International Airport as well as surrounding residential, commercial, industrial, and open space lands. SeaTac has improved its section of Pacific Highway - International Boulevard - with curbs, gutters, sidewalks, public art, and substantial landscaping. In addition, SeaTac is constructing a 220 acre regional park adjacent to 24 Avenue S., which is directly west and approximately one half mile from the western boundary of this Plan's Study Area.

Development Incentives

There are a number of ways the City can positively influence development decisions.

Zoning Modifications. The City modified what is permitted in the commercial districts





along the corridor in order to attract a broader range of businesses to the area. The changes include:

- creating a neighborhood business district that allows housing above ground floor retail and office, and that disallows fast food restaurants and motels and hotels, and
- allowing light manufacturing/industrial uses in the Regional Commercial (RC) zone and within the Neighborhood Commercial Center (NCC) zone, provided that the businesses provide an associated retail operation.

There is little potential for expanding and or upgrading existing commercial services in this older commercial area. This is due to:

- the strong commercial districts in close proximity to Pacific Highway, including Southcenter and Burien;
- the limited household market adjacent to the Highway;
- the reputation of this area for commercial strip-type development; and
- the lack of a positive “curb appeal” in this area.

Accessible and Expedient Permitting.

Prompt service and readily available information and technicians who know the codes and the development and permitting process can help applicants interested in rehabilitating or redeveloping property. The new Design Manual for Pacific Highway articulates the community’s expectations for new development in the corridor, which

in turn increases predictability in the land use permitting process.

City Enterprise Development Zone.

The City requires concurrent improvements to public facilities when new development impacts the sewer, water, storm drainage and traffic systems within the City limits. Prior to issuance of a building permit, a developer must agree to meet the adopted infrastructure standards of the City. The developer has the option of contributing money towards the infrastructure improvements if the City has the project identified in the six year Capital Improvement Plan (CIP.)

In order to encourage redevelopment of the Pacific Highway corridor, the City has established an Enterprise Development Zone from S. 137 Street to S. 152 Street. (See *Figure 3: Zoning & Enterprise Development Zone Map.*) The City may assist in paying for the impacts associated with a new development within the zone, provided that it generates sufficient new net revenues to the City. New revenues generated by the development may include admission, sales, or property taxes.

Goals & Challenges



Goals & Challenges

Goals

An extensive community involvement program enabled the identification of the issues and problems experienced by the businesses and residents of this area and led to the goals and policies for this sub-area Plan for the Pacific Highway area. There were several community kick-off meetings for the Plan in March and April 1995. Community members and business people received background information on the purpose of the Plan and previous community input on the Pacific Highway area. The steps taken to involve interested and affected groups in the development of this Plan are listed in Appendix A.

This Revitalization Plan is an extension of the planning undertaken for the City's Comprehensive Plan and carries forward the policies of that document. The results of those meetings are summarized in the following *Table 1: Plan Goals, Policies and Criteria*. These goals and policies, which guided the development of the revitalization strategies, are supported by Highway 99 Technical Advisory Committee, the 99 Task Force, and the Tukwila City Council.

Challenges

Clearly stated goals and evaluation criteria will help focus the revitalization effort. It is also important to have a clear understanding of the obstacles that stand between the community and its achievement of these goals. There are a number of challenging conditions that exist in the Study Area of the Revitalization Plan. The City has convened numerous meetings of interest groups, community groups, consultants, and real estate experts in the area to discuss the challenges facing this area and what can be done to overcome them. The term 'challenges' refers to the facts that must be addressed when formulating strategies to achieve the community goals for this area.

Real Estate Conditions

Small and Irregular Parcels

The land in the commercial core of the Study Area was initially platted with 120 foot wide by 300 foot deep lots. Subsequent parcelization and the fact that Pacific Highway was diagonally cut through the rectangular grid created lots that are small and irregular in shape. Some real estate experts and developers have indicated that the small size and multiple ownership of parcels make redevelopment difficult. (See *Figure 4: Land Ownership Map*, pg.27.) Modern real estate development requires larger sites to accommodate contemporary development standards.

Few Vacant Parcels

There are few vacant parcels in the corridor, necessitating redevelopment of existing sites if new development is desired. Redevelopment is more costly and sometimes more difficult than development of a vacant site. However, many parcels located in the area have low improvement-to-land value ratios, making them likely candidates for redevelopment. These sites have typically minimal or no structural improvements. *Figure 5: Values Ratio Map* on pg.31 illustrates the improvement-to-land values and the parcel configurations in the commercial core of the Study Area. (*Note: Minimal existing improvements on a lot creates a low improvement to land ratio indicating a greater potential for redevelopment.*)

Members of the Real Estate Panel explained that redevelopment of existing multiple family housing is particularly difficult due to the high expected return for current property owners. Each unit in the corridor is worth a minimum of \$15,000 - \$20,000 to the property owner when the project is sold. Additional factors inhibiting redevelopment are the large number of leases for existing multiple family development and the social hardship of displacing people. Finally, in most multiple housing



Table 1: Revitalization Plan Goals, Objectives, and Criteria**Goal 1: Greater prosperity for residents, businesses and land owners**

Policies	Evaluation Criteria
Develop a plan and standards that support redevelopment and are implementable within 20 years.	Vacant sites are developed Decrease number of nonconforming sites and uses
Improve the quality of the street	Street is improved with underground utilities more/new lights, sidewalks & landscaping
Encourage maintenance of properties.	Less requests for code enforcement actions
Increase skill levels of residents through sponsorship and support of training programs including the School District	Household income levels increase over previous years to a level comparable to other areas in City Higher School District test scores
Improve the quality of dwellings and developments	Land values increase at a greater rate than elsewhere in City

Goal 2: Sense of community and partnership among and between businesses and residents and government

Policies	Evaluation Criteria
Create a business friendly environment.	Formal and informal business meetings Higher degree of resident and business involvement in community issues City participation in business attraction/expansion program City incentive programs for establishment of new businesses and expanding/remodeling existing ones Membership by area business in local associations increase
Provide a community focal point in the area	Area becomes identifiable in conversations or on maps due to distinctive images/ activities/landmark artwork/buildings
Ethnicity is recognized and celebrated	Formal and informal cultural festivities/meetings Language services available

Goal 3: Safe, attractive and comfortable areas to live and do business

Policies	Evaluation Criteria
Reduction in crime in study areas	Less police calls for service
Improved residential environment High participation in crime free multi-family program	Reduced household turnover rate Less police calls for service
Require higher quality public and private development	Greater quality of landscaping Facilities and buildings that have a greater attention to detail
Improve pedestrian facilities	Continuous sidewalks and pedestrian paths Better lighting More/better defined crosswalks Reduced vehicle/bicycle pedestrian accidents
Improve signage	Appropriately scaled signs geared to both the automobile speed and pedestrians
Group complimentary uses that encourage walking	More legitimate activity/people walking/out at night
In the short term, rehabilitation of Southgate Mobile Home Park	Less code complaints at Southgate
Provide adequate maintenance to preserve existing and future investment in the corridor	Funded demonstration project for improved maintenance

Goal 4: A safe multi-modal *transportation system

Policies	Evaluation Criteria
Establish a defined street edge that creates a boundary between traffic, pedestrians, and private facilities	Reduced vehicle/bicycle pedestrian accidents No vehicles backing into street
Develop traffic controls that provide safer opportunities for vehicular and pedestrian access and circulation to commercial activities and side streets	Reduced vehicle delay for left turns and cross-street traffic Fewer pedestrian accidents
Locate transit facilities in area of high demand and near traffic control devices that enhance pedestrian safety	Increased transit service/ridership Fewer pedestrian accidents
Limit number of driveways and their widths when possible Develop and install an improved lighting system for both vehicular and pedestrian safety for the entire corridor	Increased pedestrian use of corridor Reduced vehicle/pedestrian accidents
Landscaping that does not impact traffic safety elements (i.e. sight distance illumination and access)	No increase in rate of accidents
Reduce the 45 mph speed limit to that of comparable corridors	Lower speed limit

Goal 5: Area where street design supports customers, residents and transit users

Policies	Evaluation Criteria
Balance left turn capability with left turn restrictions for safer pedestrian and vehicle movements	Street improvements with defined access points
Enhance connections (vehicle/bicycle/pedestrian) between residences and commercial activities	More sidewalks, pedestrian connections, and mid-block street crossings
Create a visually pleasing environment	Development of vacant sites, redevelopment per Plan

Goal 6: Transportation facilities that improve mobility for pedestrian and goods to/from within and through the area

Policies	Evaluation Criteria
Develop traffic control strategies to correct high congestion locations and increase east-west 99 crossings	Monitor congestion levels for average delays at intersection that exceed one minute (LOS E)
Provide alternatives to the SOV	Higher vehicle occupancy transit ridership rated (i.e. park and ride)
Control access where possible to increase system efficiency and safety	No more than one driveway per parcel/business and shared driveways where possible
Encourage transit use through improved access to transit facilities, transit rider amenities and route locations	More frequent transit service Increased east-west transit service
Support regional travel demand strategies that emphasize moving people, rather than cars	Higher transit tax Fewer SOV's
Maximize movement of cars within existing four through lanes	Fewer turning opportunities into/off of street (more curbs, fewer driveways)
*multimodal refers to multiple forms of transportation such as foot, bike, bus, automobile, truck.	



complexes, redevelopment may be unattractive to property owners because the number of existing units exceeds what current Tukwila zoning allows on the property. Redevelopment with multiple family development would allow for building fewer units than currently exists on the property.

High Land Prices

Another factor inhibiting redevelopment is the fact that the price some property owners want for their land is higher than what the market will pay. Current rents on land generate revenues that are sometimes higher than a property's likely sale price, making sales a financially unattractive option. The Real Estate Panel noted that the individual land owner's opinion about their property value and their decision to sell or not sell property adds uncertainty to the potential for large-scale redevelopment.

Relatively Small Market

Compared to nearby areas, the Corridor has a relatively small retail market. The Market Analysis forecasts that population growth within the Corridor is likely to be modest, and yet population growth is necessary to support the type of neighborhood retail and services desired by the

community. Demand for additional general retail is low due to the low level of existing incomes, the low growth rate in the number of new households, and the proximity of competitive retail areas.

The short term market for office development is poor, given high vacancies in the region; however, since completion of the Market Analysis, this condition has begun to change.

Members of the Real Estate Panel who are experienced in residential development felt that there is a demand for more multiple family development. This demand could act as a catalyst for redevelopment of existing multi-family and provide market support for retail redevelopment. Community sentiment and existing zoning, however, limits this as a market opportunity. Community resistance stems, in part, from the poor condition of many existing multiple family developments, and social problems associated with these developments. The community is supportive, however, of mixed-use residential development. A discussion of this market opportunity is in Appendix B: Existing Conditions - Economics.

Poor Appearance

Pacific Highway lacks "curb appeal." The area's unattractive appearance discourages potential developers from investing in the area. Investment in the area has been lacking on both the public and the private side. There is no apparent physical distinction between the existing right-of-way and private property, creating confusion in ownership. The street is in need of basic improvements, including curbs, gutters and sidewalks in most locations. It is also an inhospitable environment for the pedestrian and transit user, as evidenced by the numerous pedestrian and vehicular accidents.

Private property has little landscaping, and parking lots dominate much of the roadside. Many of the buildings are unremarkable architecturally, and the lack of an overall consistent style further reinforces the corridor's poor appearance. Many of the commercial and multiple family housing developments lack significant amenities and

are poorly maintained.

Unsafe and Poor Quality Streets

Within the Plan's Study Area there are 2,087 households in attached housing (See *Figure 6: Multi-family Sites*, pg.51.) Businesses along Pacific Highway and within a block or two of the Highway provide everyday goods and services. Public services are also available and include public transit, a U.S. Post Office, a library, and schools. (See *Figure 2: Community Facilities*, pg.13.) All of these uses are within walking distance, yet sidewalks and other pedestrian amenities are minimal. There are no sidewalks along Pacific Highway from S. 152 Street to S. 132 Street. On the cross streets there is only one section of sidewalk, on S. 144 Street between Pacific Highway and 42 Avenue S.

The section of Pacific Highway mentioned above has the highest number of pedestrian accidents for a State Route within Washington State. As documented in the Bell-Walker Technical Memorandum No. 1 Surveys and Background (June 1995), pedestrian accidents over three year period have occurred in the following numbers and locations: eight at mid-block, seven at non-signalized intersections, and one at a signalized intersection. The majority of the vehicular accidents are at signalized intersections. Other information in this report prepared for planning the reconstruction of Pacific Highway includes traffic forecasting through the year 2020 and a survey of existing conditions, including a pedestrian survey, transit use, and accident history.

Social Conditions

Lower Income Area

According to the 1990 Census, 48% of Tukwila households have either low or moderate incomes relative to King County. The Pacific Highway area contains a higher proportion of low and moderate income residents than elsewhere in Tukwila, which coincides with rental costs that are lower than elsewhere in King County and the City.

Lower incomes translate into a greater need for human services. Statistics compiled by the Tukwila School District, whose boundaries approximate the City's, reflect the community's economic composition. Children in poverty in the District quadrupled from 1990 to 1995 and half of the students within the district qualify for free or reduced cost school lunches.

High Residential Turnover

There is a high turnover rate in the residential population. Fifty percent (50%) of the student population is new each year. This transient population affects the type and quality of the residential community and makes it a challenge to design and deliver human service programs that can contribute to noticeable change.

Reputation for Crime

Crime, although improving, is a significant problem for the Pacific Highway corridor. The Pacific Highway area has proportionally higher calls for police assis-

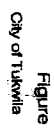


tance than other parts of Tukwila. Citizens, the 99 Task Force, and the Real Estate Panel have all commented that this reputation affects the opinion that businesses and investors may have of the area. This reputation decreases the area's appeal for raising a family or establishing a business.

The Tukwila Police Department estimates that 5% to 10% in extra resources is spent for the Pacific Highway Corridor area, over and above the typical patrol district costs. The City is typically divided into patrol



Note: The same patterns within the same block represents multiple properties under one ownership.



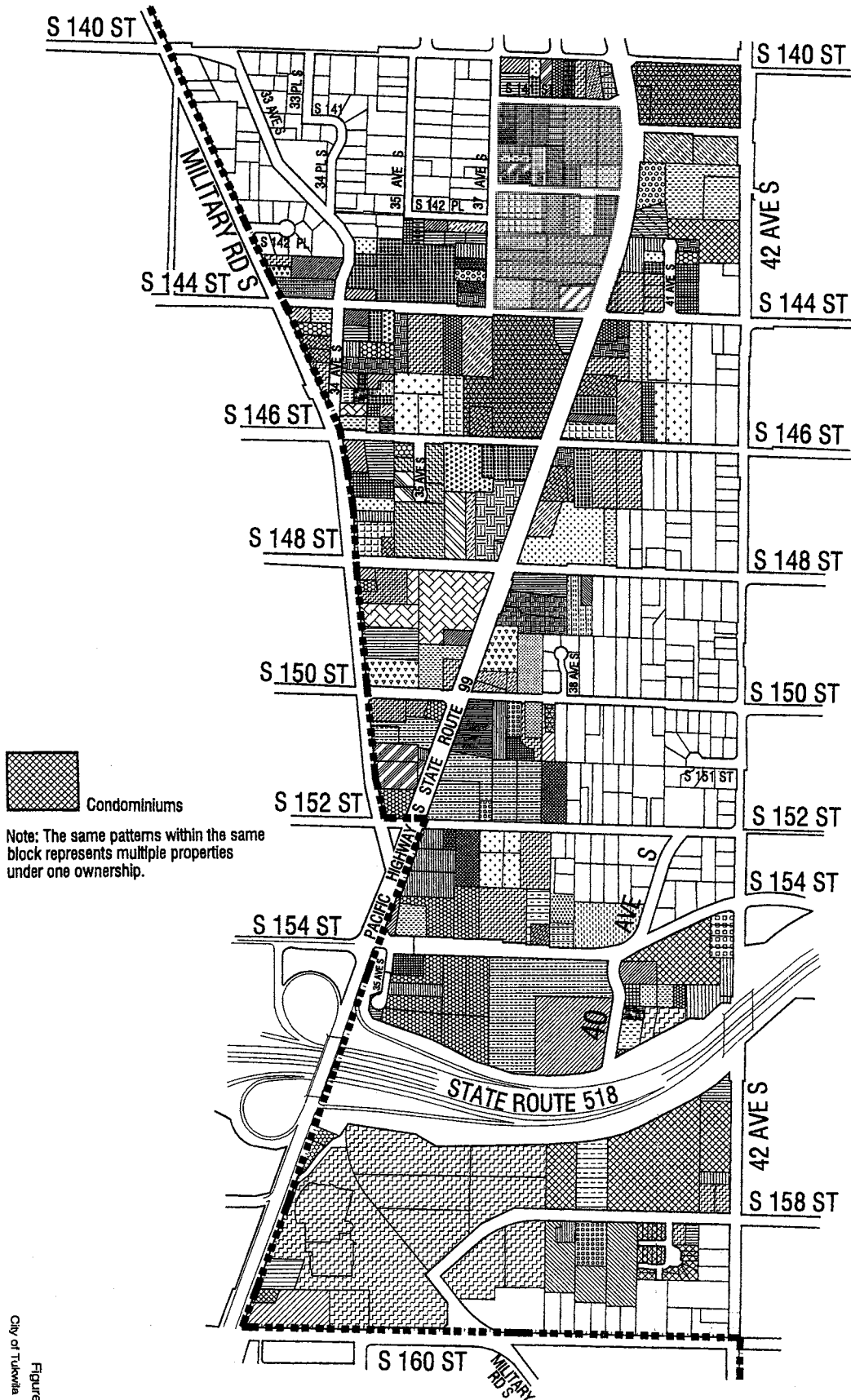


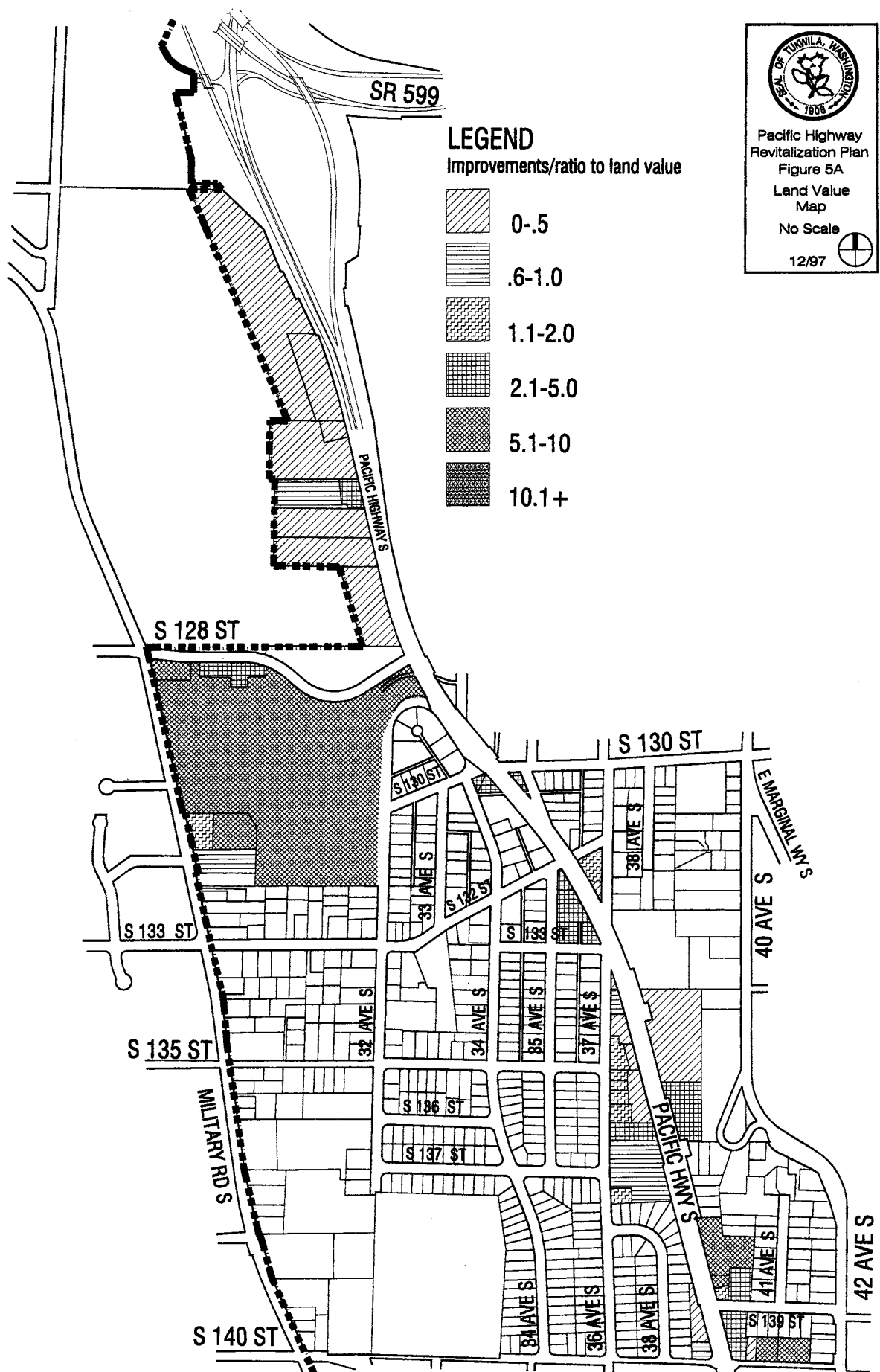
Pacific Highway
Revitalization Plan
Figure 4B

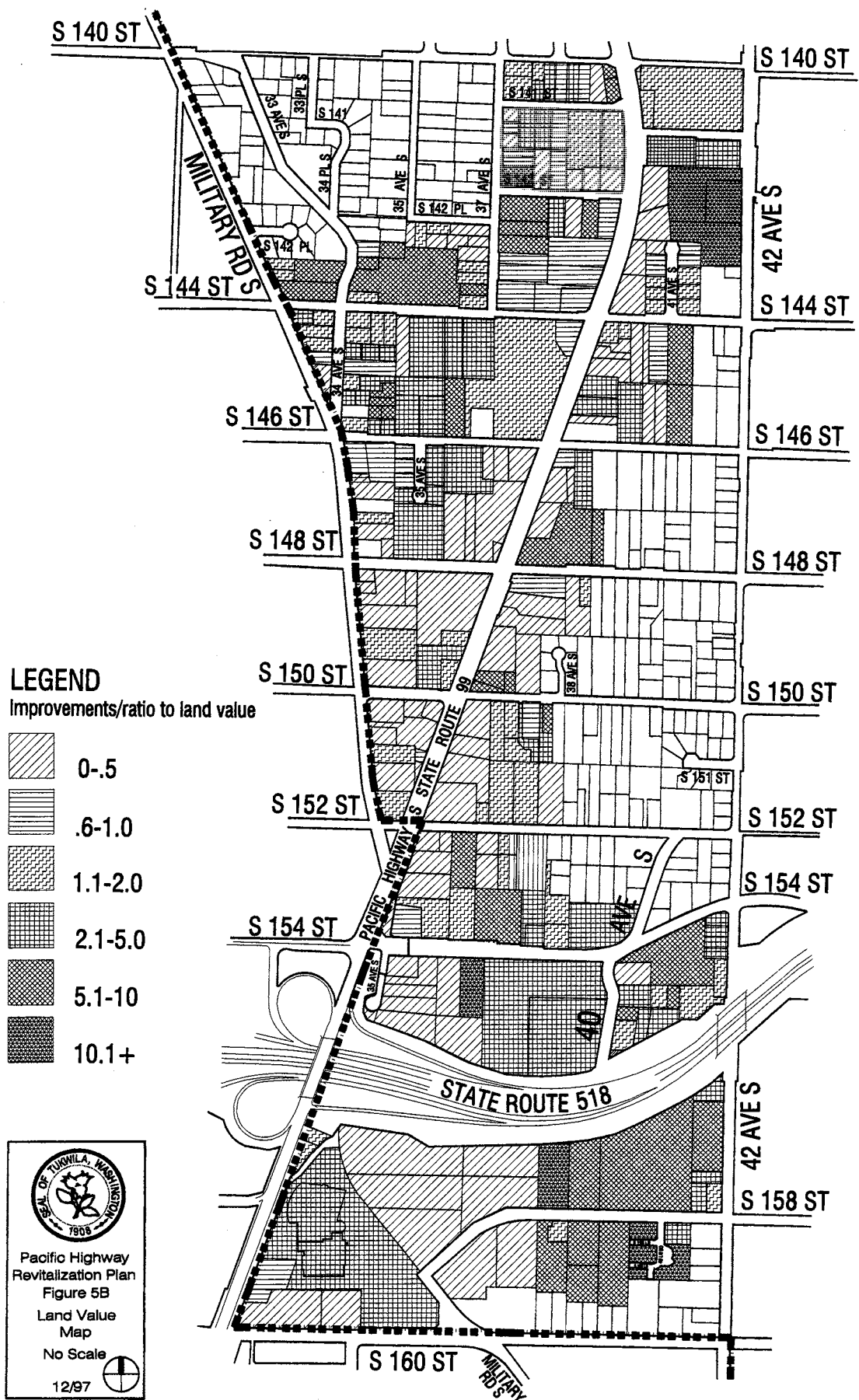
Land Ownership
Map

No Scale

12/97







districts, each with its own assigned personnel. In the Pacific Highway Corridor, in addition to two patrol districts, there is a Crime Prevention Officer and a six member community-oriented policing team. The Police Department's budget for 1997 is \$8 million. Between one half to three quarters of a million dollars of this \$8 million is spent on people and equipment to handle the Pacific Highway area.

Unsuitable Land Uses

There are a number of uses, such as adult entertainment, auto sales, and motels, that community members and the Real Estate Panel have indicated create a negative impression of the area. There is also a number of commercial and residential uses that are in disrepair or do not fit the community's vision for the area. The presence of undesirable and unattractive businesses detracts from the desirability of the area for new development that is an improvement over the historic and existing marginal uses.

Incompatible Regional Plans

Pacific Highway is a designated State Route. As such, the Washington State Department of Transportation must approve the speed limit and channelization and signalization plans proposed by the City. The conceptual plan for Pacific Highway put forth in this plan has not yet been approved by the State.

The City's original concept for Pacific Highway was for a four-lane section with a center turn lane, on-street parking, sidewalks and street trees. The State was unwilling to approve the proposed plan due to safety concerns after a year of discussion. This caused a delay in the planning process and resulted in the City changing the design to eliminate the on-street parking. This will have a significant impact on the overall character of the area. The community's vision of a mixed-use, pedestrian-oriented main street will be replaced with a more auto-oriented thoroughway.

In November 1996, a regional transit plan was approved by the voters of a three-county region that includes a light rail line

from Seattle to the Seattle-Tacoma International Airport in SeaTac. Alternative alignments through Tukwila from the Boeing Access Road to SeaTac are under consideration. One alternative is a thirty-to-forty-foot wide corridor for light rail transit through the Pacific Highway Study Area. The City's preferred alignment would instead follow an easterly alignment to serve the City's designated urban center, and employment center, the Southcenter area.

Limited Public Resources

There are multiple demands for services and improvements placed upon the City from all sectors of the community. The City's typical response is to attempt to apportion resources evenly. In fact, the Tukwila Comprehensive Plan Policy 14.15 says that there should be a *"Balance(ed) infrastructure investment between the residential and commercial sectors."* This balanced approach may not be the best approach, for a number of reasons, if the community desires revitalization of the Pacific Highway area. One, the relatively "soft" market in the Pacific Highway area limits anticipated private investment in businesses and the development of real estate. Two, the perception of the area may cause a discount in the potential revenue stream calculated by financing agents and developers for potential new investment, thereby discouraging interested developers. Three, this area falls so far below City standards for infrastructure and quality of development that the City should consider focusing substantial capital improvement dollars in the Pacific Highway area for a limited period of time as an economic tool that can bring tangible results.

Matrix of Goals and Challenges

Many of the previously discussed challenges affect the achievement of the community goals for the Pacific Highway area. The following matrix, *Table 2: Goals & Challenges Matrix*, lists the Plan's goals and notes the related challenges that affect realization of these goals.

Table 2: Matrix of Revitalization Plan Goals and Challenges

	Small Parcels	Few Vacant Parcels	Land Prices	Small Market	Poor Appearance	Poor Quality, Unsafe Streets	Lower Income	Residential Turnover	Reputation of Crime	Undesirable Uses	Incompatible Regional Plans	Limited Resources
1. Greater Prosperity	👍	👍	👍	👍	👍	👍	👍		👍	👍		👍
2. Sense of Community					👍			👍	👍	👍	👍	
3. Safe and Comfortable Area					👍				👍	👍	👍	
4. Multimodal Transportation System						👍						👍
5. Healthy Residential Areas			👎		👍		👍	👍	👍	👍	👍	👍
6. Attractive, Well-Maintained Area				👍	👍	👍	👍	👍	👍	👍		👍

Revitalization Strategies



Revitalization Strategies

Introduction

The challenges listed in the previous section relate to economics and real estate, but are also the result of widespread social problems that go beyond City boundaries. Crime, housing and social issues, and the circumstances in which so many of the citizens of Tukwila find themselves, are at the heart of the City of Tukwila's concerns. These issues are difficult to deal with using the typical economic and real estate development techniques that the City has at its disposal, and that the City has historically utilized. Typical techniques, such as improving public infrastructure and building public facilities, effect change slowly and tend to affect the built environment, rather than the businesses themselves or residents.

In addition to the specific challenges of the Study Area, the City of Tukwila faces three general hurdles in developing a comprehensive revitalization program for the Pacific Highway corridor:

- For cities in this state, especially smaller cities, there are limited tools available to directly assist individual private businesses in the short term;
- People with few resources and many needs often are transient and in one place for a short period of time. Therefore, local government is challenged in their efforts to effectively serve these people; and
- Redevelopment happens naturally when there is substantial market pressure driven by regional and national trends. Without these conditions, few communities are able to achieve or sustain the level of effort that redevelopment requires; that is, mobilizing resources and maintaining the resource commitment in the area over a long period of time.

The reasons for the Pacific Highway Corridor's condition can be described as natural and understandable. Reversing, changing, short circuiting, and/or overcoming the factors that resulted in its degrada-

tion will take assertive action by the community.

In general, the City of Tukwila can choose from among four approaches to reversing or changing the conditions of the area:

- a passive approach where the market continues to operate with direction established in plans and codes; and the City responds to problems in an "ad hoc" fashion;
- a private-public approach where the City supports initiatives that come from individuals, groups, or businesses; for example, the Highway 99 Citizens Patrol;
- a public-private approach where the City jointly develops solutions with community stakeholders; for example, community policing, the Highway 99 Action Committee, and other public/private partnerships;
- an aggressive approach in which the City initiates programs that target problems, with the intent of eliciting a private response; for example, the Pacific Highway street reconstruction project and the Enterprise Zone.

In the face of existing conditions, if Tukwila wishes to achieve its goal of transforming the Pacific Highway area, aggressive actions and patience are required. Typically, aggressive actions have a significant public cost, and require a sustained, long term commitment by the community. Significant dedication of funds implies that fewer resources are available in the short term for the parts of the community not targeted for revitalization. This results in a temporary reduction in levels of service or in slower implementation of facilities in those non-revitalization areas. Over the long term, however, such a strategy can result in an overall reduction in City expenditures for public safety and human service needs in the revitalized area and in the City as a whole. An area considered a liability can turn into an asset. This is beneficial to the City as a whole.



Strategies

Cities generally have authority to operate in three areas. They construct capital improvement projects for public facilities, administer programs and services on a day-to-day basis, and regulate and enforce minimum standards and procedures. In addition to these typical areas of action, the City should step outside its normal operating sphere and form partnerships. Partnerships are recommended because action is needed in areas in which the City does not have direct responsibility - private real estate, housing, and public transit. The recommendations of the draft Revitalization Plan are multifaceted, involving projects, programs, and regulations intended to achieve the goals of the Plan in collaboration with other groups, agencies, and private individuals.

In addition to partnerships, a critical component is good communication, which is a key to maintaining momentum in a long term process. It will be necessary for the City to convey a continuous clear message regarding the community's vision for a high quality, pedestrian friendly, and safe place to do business and live. The City must initiate and maintain written communication and verbal dialogue to ensure that individuals and the community understand the vision and the facts that bear on each of the various programs and projects undertaken.

Timing is also a critical component for the Revitalization Plan. The scope of the recommended actions cannot be completed at one time; actions must be phased, with short term and long term strategies. The long term strategies are for the most part underway in current programs and services. They are labeled long term because they are on-going, providing basic support services. They will continue until the underlying physical fabric and the region's perception of the area changes, although the nature and extent of these services and programs may change as the character and population of the area changes. Some infrastructure improvements are also considered long term because their costs are significant enough to require a phased approach. The recommendations

within this Plan, many of which require significant capital investment, supplement these on-going efforts.

To re-emphasize, the goal of revitalization is to make the area an attractive and desirable place to live and to do business. Currently neither the business nor the residential areas represent the vision that the community of Tukwila has for the Pacific Highway area. Over time the desired upgrade could lead to the potential displacement of low income households and businesses. This may occur because of site redevelopment or it may occur due to rising rents caused by the increasing livability and attractiveness of the area to new businesses and households.

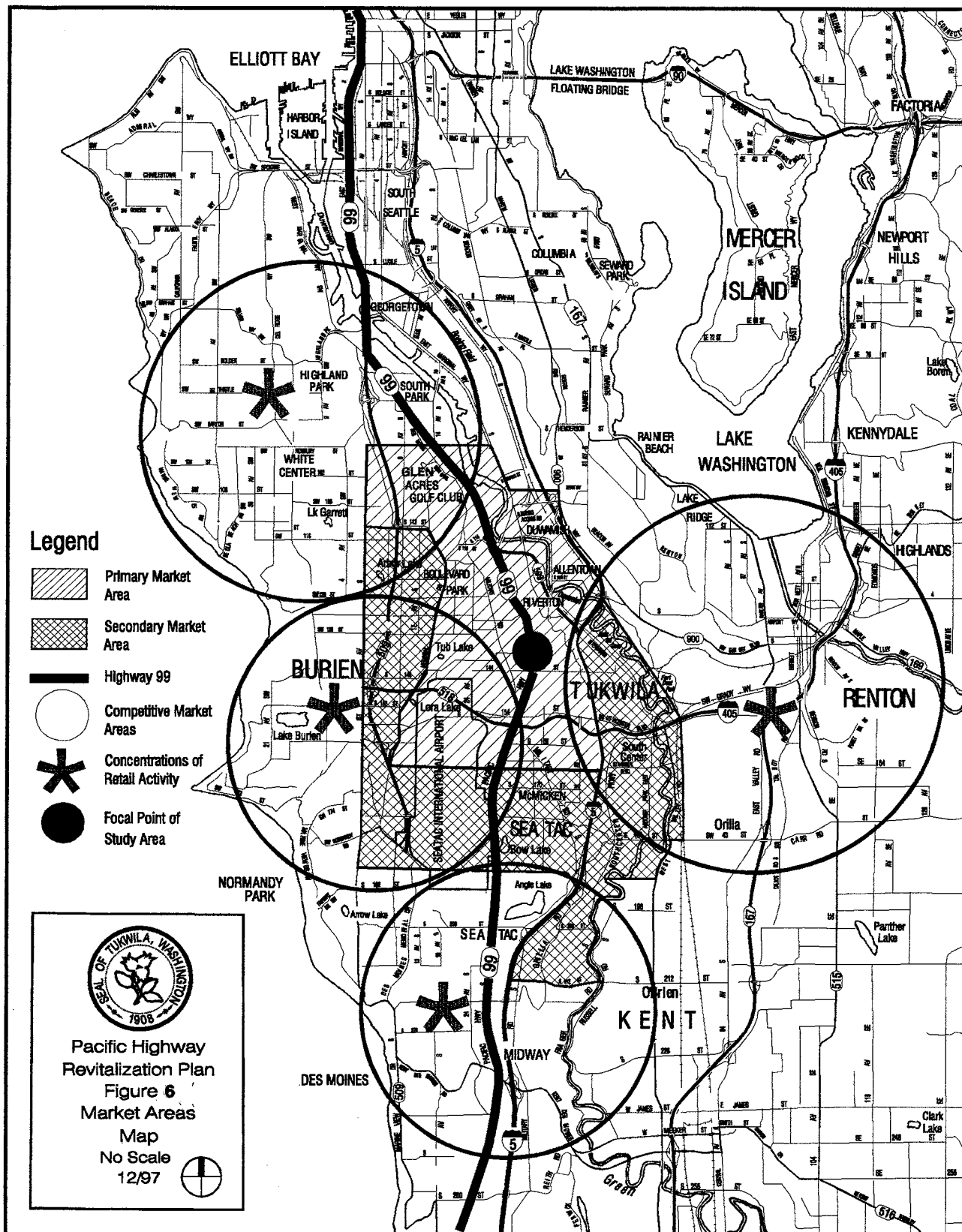
Below is a summary of the recommended actions of the Revitalization Plan. There are four broad categories of action - real property investment, market expansion, community development, and infrastructure and facilities construction - that explain the central points of the Plan.

Real Property Investment

This Plan recommends that the City increase its efforts to work with property owners on the rehabilitation of properties. The City has two tools it can use to discourage poor maintenance and encourage on-going property investment. It can establish procedures for active code enforcement, and it can provide grants for technical assistance and monetary aid for improvements.

Given the City's experience in the area of multi-family management, it knows that there are owners who are not interested in maintaining their properties and who are not willing to properly manage their apartments. In these cases the City should work with agencies that would be interested in purchasing and rehabilitating the sites. There are non-profit agencies who would be interested in purchasing and maintaining housing for low income households.

The small and irregularly configured parcels in the commercial zoning districts and the relatively small size of certain blocks, by suburban standards, combined with some problematic and substandard



residential uses behind the commercial zones, suggests that methods should be created for allowing the commercial uses to expand into adjacent residential districts in certain areas; specifically certain multi-family areas.

The conclusion of this study is that most of the Study Area is not functioning as a safe, livable neighborhood. Provided specific criteria are met, the redevelopment of current residential sites as improved housing or commercial uses would be an improvement for this area. There is recognition that any loss of affordable housing has a negative consequences for the region and for specific households in need. As mentioned above, this Plan recommends a number of housing strategies including partnering with housing advocacy groups to rehabilitate and manage targeted housing in the area.

Market Expansion

The lack of vacant land, the relatively high price for land, inefficient lot patterns, and the relatively low number of households and their income levels inhibit realization of long term community goals for this area. *Figure 6: Market Areas Map, from the Pacific Highway Market Analysis (July 1995)*, shows the primary and secondary market areas for the Study Area. A significant portion of the primary market area is within the approach zone at the north end of the Seattle-Tacoma International Airport, which is designated as a 220 acre park and recreation area.

A central question for the Revitalization Plan has been, what could make this area attractive to people? Commercial services and retail businesses need a sufficient number of either employees or residents to support them.

Dialogue on effective strategies should be convened with the adjacent Cities of SeaTac, Burien, and Des Moines. How can these cities work cooperatively to support their business districts? The cities' central and convenient location adjacent to SR 518, SR 509, and I-5, the airport and the Highline Health Network are all potential synergistic

elements. Which marketing techniques would work for each of the business districts? What household base would support all of the existing commercial areas at the intensities and desired uses? Do the "buyout" areas to the north, south, and west of the existing runways have any potential for generating employment? Would reconfiguration of district boundaries assist in developing the commercial districts envisioned by each community?

In addition to the potential collaboration and successful planning that could come from working with the adjacent cities, there are other techniques that could be implemented immediately to encourage business growth and development.

Community Development

The people who live and/or work in this area have been exercising increasing levels of self-determination. In the City's experience, the take-charge attitude of the residents began with their petition to annex to the City, and has continued with their volunteer organizations and actions to improve the area. These individual and community attitudes and desires shape the human service programs as well as private development, City standards, and the design and installation of public improvements.

Existing human services in Tukwila are a model for other suburban communities. The Housing and Human Services Existing Conditions report in Appendix B describes the programs aimed toward safe and well-managed multi-family housing. The report also discusses the existing cooperation among City contractual providers and between the City, the Tukwila School District and direct service agencies. The City should continue the coordination of human services within departments and with outside agencies to provide a holistic approach to community needs. These departments and agencies include Parks & Recreation, Police, Code Enforcement, the Tukwila School District, and King County Transit. Because of the seriousness of the social issues in the Pacific Highway area, Police Department action has been the

focus of efforts to date. In the future, the Tukwila Human Services Office, the Parks and Recreation Department, and the Tukwila School District should also be primary participants in the area's activities.

One aspect of an improved proactive effort would be to increase the visibility of the City and its community services. The Neighborhood Resource Center, a leased space on Pacific Highway, primarily operates as a Tukwila Police sub-station. A City crime prevention officer and six bicycle patrol officers are based in the Center and assigned to the corridor. Community volunteers also staff the center by providing reception services and monitoring the video cameras located along the street corridor.

The Center provides an opportunity for community members to have a personal contact with a City staff member and/or a community volunteer. By its very presence it shows that the City of Tukwila is responsible

community service center has just been constructed close by, in the Allentown neighborhood, the role for the future facility on the Highway needs to be carefully considered. Its focus should go beyond fighting crime. In order to realize the community's vision for the area it needs to focus on the positive aspects of community life, not just the negative. This Plan recommends that there be a comprehensive analysis of current and future public services and facilities in this area. This should also include outside agencies who might need space and be of service to the Tukwila community.

Specific programs and projects that create additional opportunity for community projects that improve resident's lives and their neighborhoods are discussed in the next chapter.

The physical or built environment is also an important aspect of community development. The community wants to change the quality of the built environment because it has a negative impact on and is a poor reflection on the area. The focus of this aspect of the Plan is on the area located between S. 154 Street and S. 137 Street. This area is the most intensely developed commercial and residential area within the Study Area. The desired character of this business district is for a pedestrian friendly, high amenity area. The following illustration, *Figure 7: Desired Development Character*, is an example of how this area might redevelop. It shows how the amount of landscaping, pedestrian improvements, building facade treatment, and public art should be greater here than elsewhere in the corridor.

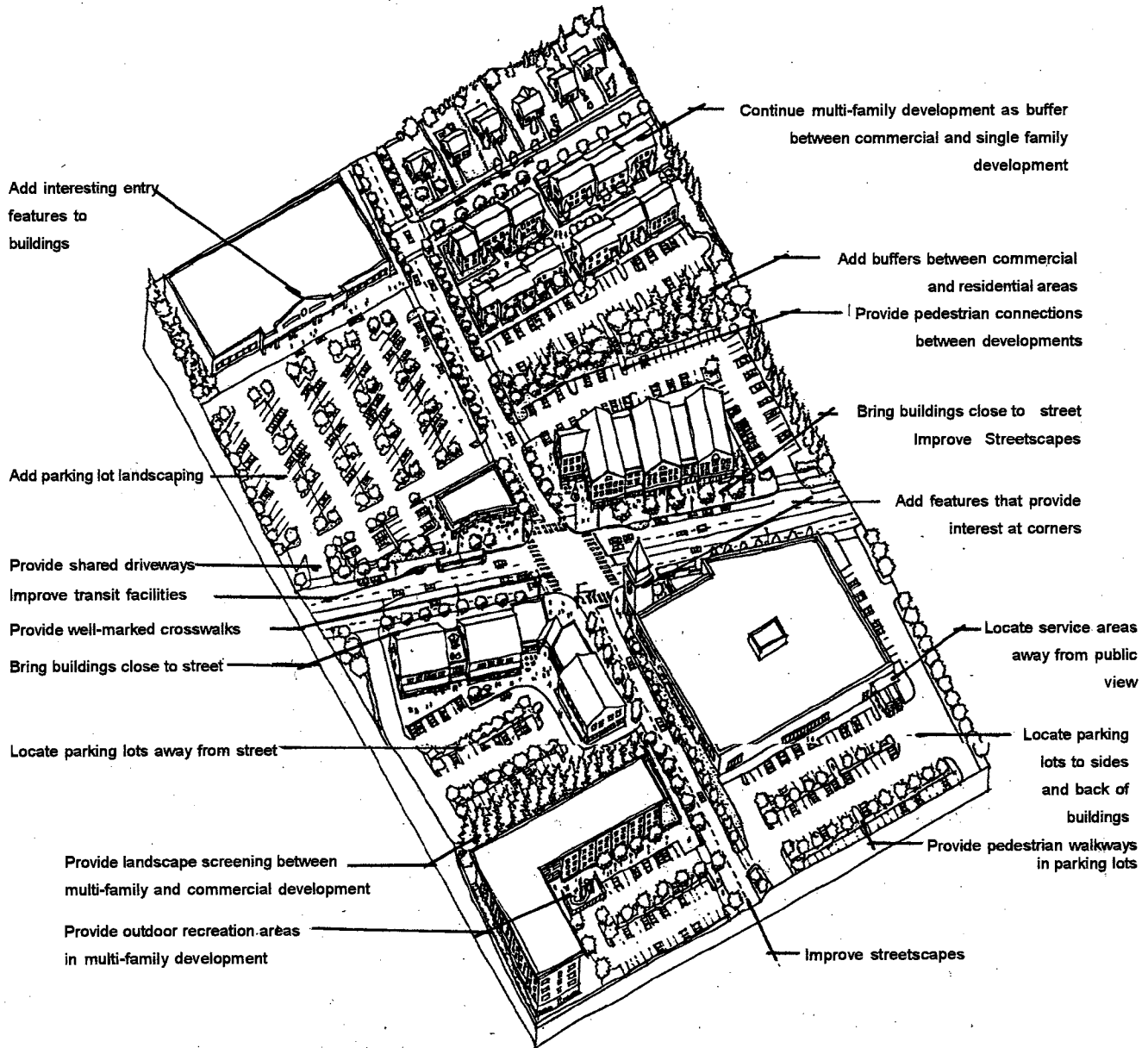
This Plan recommends improvements in the urban design qualities of the corridor, that is, in the physical appearance and functioning of this area. These improvements will occur through the development and support of capital improvements, and changes in regulations and programs. Improvements in the urban design qualities of the area can be achieved through the following:

- higher quality development will be



for and cares about the safety of the area. In addition to crime prevention and safety duties, the police officers and volunteers provide limited assistance and referral to services offered through the City or available through other agencies. The City wants to construct a new, permanent Neighborhood Resource Center in the Pacific Highway Corridor. Because a major recreational and

Figure 7: Desired Development Character



- encouraged by adopting and using the Pacific Highway Design Manual, which includes design guidelines specifically tailored to the Pacific Highway corridor;
- a visible neighborhood-oriented commercial center, by allowing greater development intensity through waivers of front and side yard setbacks and landscaping;
 - a more attractive pedestrian environment by constructing street improvements along the Highway and side streets, including new curbs, gutters and sidewalks, and landscaping, special paving treatments, and street furniture;
 - a greater sense of identity for the corridor by providing landscaping in the public right-of-way, and requiring that private front yard landscaping augment public landscaping;
 - a greater sense of identity in the corridor by developing a public art program to sponsor and site public art, construct special street treatments in conjunction with Highway reconstruction, create gateways designed specifically for Pacific Highway, and establish a neighborhood identity sign program;
 - a greater sense of responsibility for property maintenance by clearly differentiating between public and private property through public street improvements that demarcate public and private land;
 - an improved appearance for the Highway by undergrounding of major utilities, and requiring undergrounding for private utility connections;
 - decreased 'visual noise' in the corridor by supporting the amortization of non-conforming signs, and the removal of illegal signs;
 - improved appearance of the corridor by continuing to support privately initiated clean-up programs;
 - improved comfort of transit facilities along the corridor by initiating an improvement project with the King County Department of Transit; and
 - a decrease in the appearance of an automobile-dominated landscape by providing raised curbs, encouraging

driveway consolidation, and requiring minimum driveway widths through street improvements, design guidelines, and public works standards.

The Pacific Highway Design Manual translates the desired physical character for Pacific Highway into design review criteria and design review guidelines. This Manual will guide property owners, developers, engineers, architects, landscape architects, City staff, and the City's Board of Architectural Review in redeveloping the Highway. In conjunction with Pacific Highway guidelines are modifications to City development standards to create incentives for redevelopment and to support the desired physical and functional character for the area. *(The Manual is available to readers as a separate document, please request a copy).*

Infrastructure and Facilities Construction

A significant capital investment is needed to bring this area up to a level commensurate with other areas of the City and with other commercial and housing centers in the region. For a city of 15,000 residents and eight square miles, Tukwila has a considerable annual budget. Its 1997 budget expenditure was over \$23.5 million. Within the last six years, it spent over \$54.5 million on capital construction costs, 73% of which was from City funds, with the remainder from grant and developer contributions. This level of effort was due to funds accumulated and not spent over a period of time, and a larger commitment of sales tax revenues to the capital program. For a variety of reasons current revenues are significantly lower. In the future, funds will not be as plentiful. In order to maintain its existing levels of operations and maintenance the City has chosen to reduce the percentage of revenues committed to the City's capital program.

Tukwila Comprehensive Plan Policy Goal 1.1 guides the design of new infrastructure and facilities and directs that both public and private development have an image and character that is unique and representative of Tukwila.

Goal 1.- "A community where residents stay because they feel a strong emotional attachment including:

- *Opportunities for interaction with neighbors and public servants*
- *An image consistent with neighborhood identity, pride and long-term residency."*

The Plan recommends a phased upgrade of the infrastructure on Pacific Highway and on the adjacent cross streets to an urban level. Incorporated into the street reconstruction plans are safety, mobility, and utility upgrades addressing storm water drainage, water lines, fire hydrants, transit amenities, sidewalks and handicap facilities that do not meet current City standards. As important as providing safe infrastructure is the integration of the design of the street and streetscape improvements with the development character envisioned for the surrounding businesses and residential areas.

The Conceptual Streetscape Plan for Pacific Highway

Critical to the overall success of the area is the street's ability to function effectively. Effective functioning means a safe circulation system for pedestrians and vehicles; vehicular access to businesses; a civic and social environment appropriate for area residents and commercial patrons; while efficiently accommodating through traffic in the Corridor. Recognition of these multiple

roles has led to a street and streetscape concept that calls for:

- Four through lanes and one two-way turning lane;
- Curb, gutter, landscaping and sidewalks;
- Use of the available right-of-way behind the sidewalk for parking to mitigate the impacts from the street improvements on certain businesses ;
- Lighting improvements and undergrounding of overhead utilities; and
- Consolidation of driveways to reduce the number of curb cuts.

This conceptual plan for the Highway will guide the development of the Design Report, engineering design, and phased reconstruction of the Highway. *Figure 8: Proposed Street Cross Section* is a typical cross-section. *Figure 9: Proposed Streetscape Options* shows the range of streetscape options that are possible along the 2.5 mile length of Highway within the Study Area.

In addition to the pedestrian and traffic circulation and storm water improvements needed in the commercial areas, there is a need to improve and support improvements to the residential character of this area. Facilities that can support this component could be a permanent Neighborhood Resource Center, neighborhood park, and pedestrian trails. These types of amenities are potentially a source of civic pride and provide important meeting and recreation areas for residents and employees within the City.

Figure 8: Pacific Highway Conceptual Cross Section

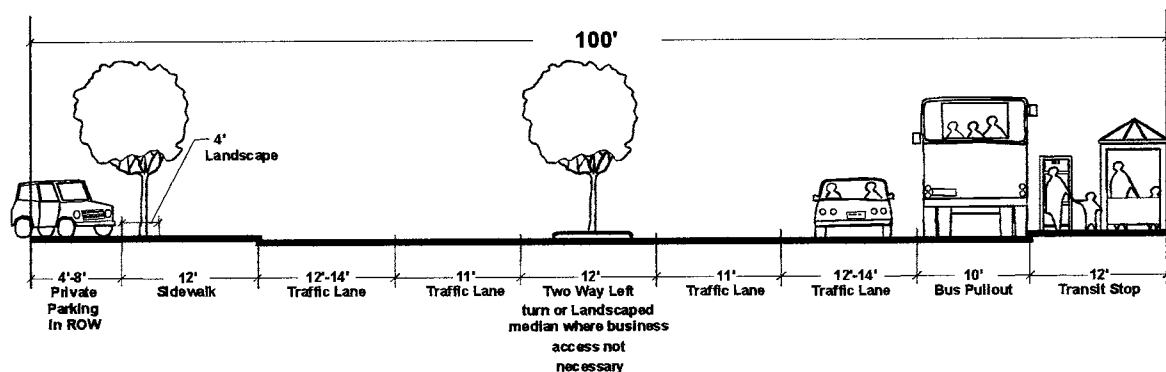
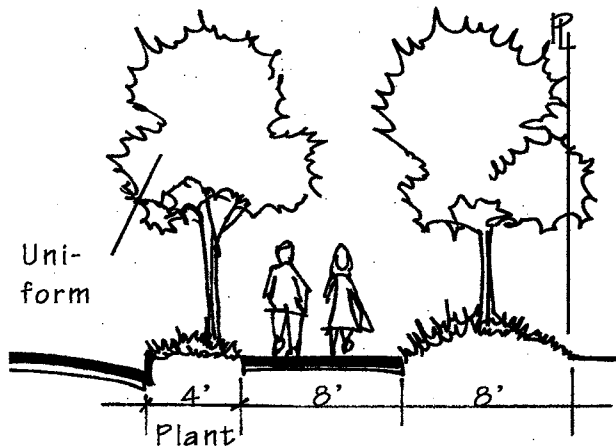
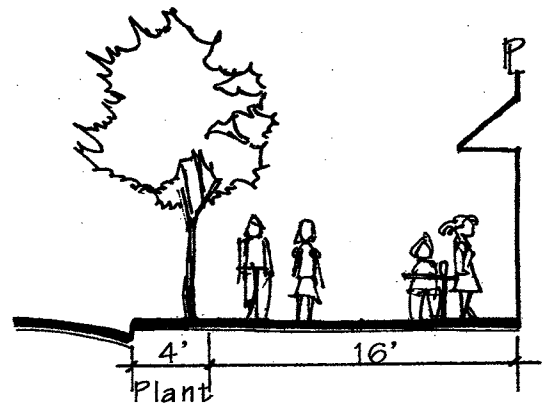


Figure 9: Proposed Streetscape Options



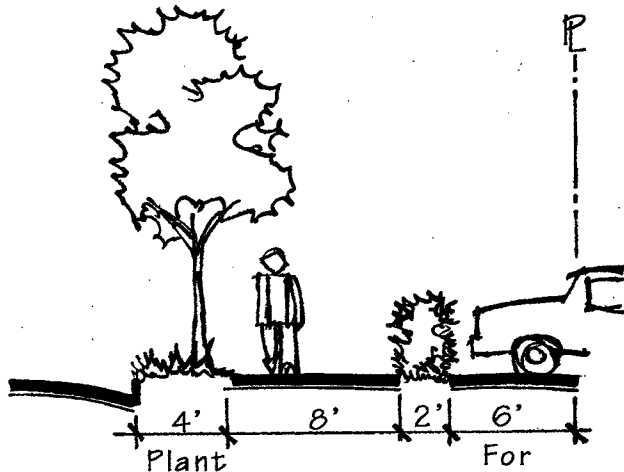
Could be a variety of landscaping materials
Trees spaced & pruned to provide visibility to

SECTION "A" LANDSCAPED WALK



Most appropriate for pedestrian-oriented
business areas.

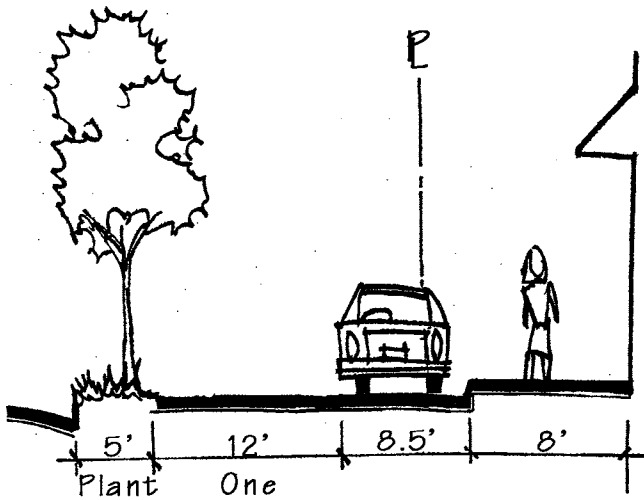
SECTION "B" MULTI USE SIDE-



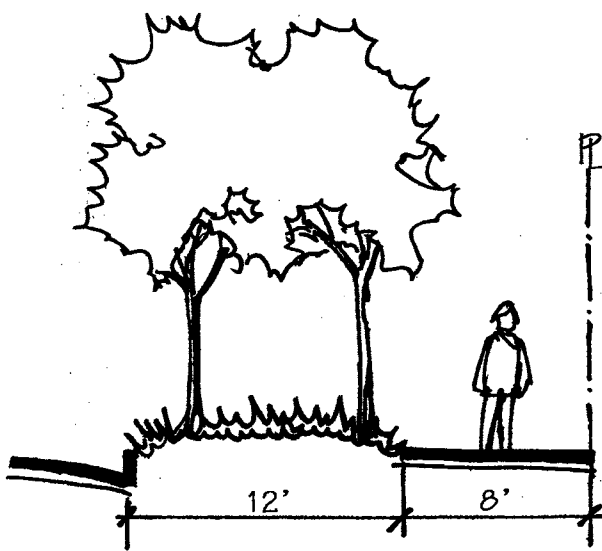
Use of public R.O.W. for private parking only

SECTION "C" PRIVATE PARKING ON

Figure 9: Proposed Streetscape Options



Use of this option only where there is a
SECTION "D" FRONTAL PARALLEL



Especially appropriate for amenity

SECTION "E" DOUBLE ROW OF

Summary

The recommended strategies represent many disciplines and involve many different individuals, departments, and agencies. For this reason, designation of a "99 Coordinator" is recommended. This person would be located in the Mayor's Office and would be responsible for gaining the cooperation of the different departments and agencies and ensuring that actions are carried out in the sequence established by the Council.

The specific recommended strategies for realizing this Plan are discussed in detail in the next section. A recommended implementation sequence is also included because of the interdependent relationships between the various strategies, and necessity for strategic timing.

Detailed Revitalization Programs, Projects, & Regulations



Detailed Revitalization Programs, Projects, & Regulations

In this chapter, the recommended revitalization actions are described and organized into four categories of planned actions. As a City document, this Plan acts as a guide for the organization in how it should interact with individuals, groups, and agencies and in how it should spend its resources. Each strategy, which is either a project, program or regulation, would be carried out by City staff and/or decision-makers, working in conjunction with identified individuals.

Partnerships, strategic timing, and a public information and involvement program are recommended to tie these various projects, programs and regulations together into the revitalization package. Without partnerships, the City can only have limited involvement in the area's revitalization. In addition to the benefits of expanding the scope and degree of involvement that comes from partnering, alliances are essential because of the limited resources of any municipal organization.

A recommended timeline follows the detailed descriptions of the programs, projects, and regulations. The timeline shows when these actions should occur relative to each other. There is also a discussion of how the strategies respond to targeted challenges. The actions are related and recommended as a package. Modification of the package requires a thoughtful look at the Plan's focus and at potential missing links. The time frame is primarily a recommended sequence for the strategies. The actual dates of action are not as critical as the sequence and the important links between separate actions.

Finally, public involvement and good communication will solidify the goals of the Plan. This approach assists in ensuring an informed discussion of the final package of projects, programs and regulatory amendments chosen for the Plan and can lead to satisfactory solutions to outstanding issues.



Real Property Investment

Combine City code enforcement and partnerships to encourage the redevelopment of existing housing

Coordinate code enforcement with the rehabilitation and purchase of multi-family properties in order to rehabilitate poorly managed and substandard developments. This strategy requires a joint program of diligent code enforcement and active pursuit of partnerships with property owners and quasi-public and nonprofit housing advocates. To ensure continuous progress with this strategy, the City should assign one person to oversee and coordinate the programs.

Rationale

Code enforcement plays a critical role in housing strategies, and a combination of its rigorous employment with the housing improvement strategies discussed within this Plan is essential. A housing rehabilitation program consists of the Plan's recommended strategies combined with existing programs, including funding housing rehabilitation, marketing existing rehabilitation programs, and continuing efforts with the Crime Free Multi-housing program.

The City has worked intensively with the apartment community within the last six years. It is probable that conditions at certain properties will not improve under current ownership. These complexes will continue to languish, as poor quality housing will not be able to attract a stable resident population.

Responsible Department and its Role

Because of the cross-disciplinary approach necessary to carry out this strategy, one person should be responsible. The role of this person would be to coordinate activities from different departments, work with

property owners, and negotiate with outside agencies.

There are a variety of housing programs and opportunities available to assist existing rental property owners. There are also agencies interested in providing housing in the area. This list is not exhaustive but demonstrates the variety of agencies and programs available to assist in a housing rehabilitation program.

King County has a Housing Repair program that is open to all King County property owners that have rental property. Among the loan stipulations, there is a maximum loan per unit, 0% interest, and income stipulations for households renting units repaired with these funds.

The South King County Multi-Service Center is a Community Housing Development Organization (CHDO) that is eligible for State and Federal funds to buy and manage housing for low income households.

The King County Housing Authority, under its Local Program Properties, issues tax free bonds to finance initial purchase of property, bond issuing costs, some debt service payments, and future capital improvements and maintenance. These bonds are then paid back from revenues generated from the operation.

Cost

A "99 Coordinator" would use the "site selection criteria" on pg.55 to identify desirable sites and to pursue available housing funds and housing advocates to match programs with properties in the Corridor. The Coordinator would have assistance from the Mayor's Offices of Human Services and Code Enforcement, the Department of Community Development, and the Police Department.

Specific costs are unknown at this time. If sites are purchased, there may be requests for financial contributions from the City. In-kind investments of staff time or improvements in the infrastructure may be adequate to fully or partially cover participation costs for the City.

Concentrate rehabilitation funds in the Pacific Highway Corridor

An important challenge in the Pacific Highway corridor is that history and appearance of the area form the basis for the region's perceptions. The purpose of this strategy is to create an incentive for private property owners to change the appearance of their properties.

1. Designate the annual Community Development Block Grant (CDBG) funds for use in the Study Area for six years. This will concentrate the benefits of housing rehabilitation assistance.

Rationale

In conjunction with code enforcement, the City should offer options to property owners for improving their properties. The City could combine its CDBG allocation with programs for housing rehabilitation in the Study Area. This concentration of funds would coincide with street reconstruction and park development to make a visible difference in the neighborhood.

The City currently uses its CDBG funds primarily for owner occupied housing repairs and assistance for utility connections associated with street and undergrounding improvements. These funds are available to any low income property owner in the City.

Responsible Department and its Role

The Mayor's Office currently supervises the allocation of CDBG funds, and should continue to oversee the allocation of funds. The "99 Coordinator" could identify and prioritize recipients of CDBG funds.

Cost

The 1997 CDBG allotment approximates \$180,000 for the City as a whole. In past years the allotment has ranged between \$160,000 and \$180,000. This should be supplemented with City funds and/or funds from outside the City.

2. Develop a grant program for site rehabilitation of multi-family and commercial properties.

Rationale

In the past, Tukwila has not had to focus on commercial revitalization. Other cities, however, have developed and tested programs that encourage private improvements to property. These programs typically match \$1.00 public dollar for every \$2.00 spent by property owners. In addition to implementing a program such as this, the City should offer free technical assistance property owners to help them develop site improvement plans. In order to promote the program, the City should arrange for a demonstration project and/or other means to encourage property owner participation.

There are a number of cosmetic improvements that would benefit existing property owners and businesses. These include dumpster relocation and screening, more efficient parking lot layout, parking lot paving, landscaping improvements, and facade improvements, including street addressing for business identification.

Responsible Department and its Role

The Mayor's Office currently allocates grant funds, and should continue to oversee this effort. The benefit of having a "99 Coordinator" is that this person could focus on obtaining grants, identifying recipients, and coordinating the allocation of grant monies.

The Department of Community Development is responsible for reviewing landscaping and parking plans and therefore should be responsible for providing technical assistance.

Cost

This program could be developed and staffed with existing staff resources. To be most effective, however, it would become the responsibility of the "99 Coordinator." The costs associated with hiring a "99 Coordinator" are discussed under the strategy, "Engage in brokering development in the Pacific Highway Corridor," on pg.55.

Adopt a "limited redevelopment period" to encourage redevelopment of existing multi-family housing complexes

As an additional incentive to owners of multi-family properties, analyze the implications of zoning amendments that would allow existing multiple family developments to redevelop at their existing densities or as office development for a limited period of time (see *Figure 10: Multi-family Sites*).

Rationale

When the Pacific Highway area was annexed to the City of Tukwila, the properties in this area became subject to Tukwila zoning regulations. As a result, the allowable density in the medium and high density residential districts was decreased, which discourages replacement of existing housing. Currently, the City's code (TMC18.70.050 (5)) allows property owners to redevelop residential structures to existing densities and dimensions in the event of a fire or other natural disaster. Typically, however, new development must meet Tukwila's standards for lower density multi-family development and provide recreation facilities, improved landscaping, higher parking ratios, and other site improvements. While new, higher quality units could probably command higher rents, the cost of developing to these higher standards may not be attractive to property owners, given revenues from existing units.

Experts have cited examples where pending zoning changes have spurred development. The incentive is the option of developing at a density that is not currently allowed or will not be allowed in the future. The public benefit of this proposed program to allow redevelopment at existing densities for a limited period of time is in its potential to stimulate new development, which would in turn bring a significant visual change to the area and improve the quality of individual properties. Office use would broaden the potential for redevelopment and is viewed as having a more positive impact on the area than multi-family development.

This technique would work most successfully in conjunction with additional measures to make the effort more attractive for the property owner. For example, the City would need to follow through on code enforcement, which contributes to making existing, substandard properties more expensive to maintain. As additional incentives, the City could pay for frontal improvements and utility upgrades, which are normally required at the time of redevelopment.

Responsible Department and its Role

The Department of Community Development would author the code changes and zoning district modifications and supervise their review and adoption.

Cost

Existing staff could develop the code modifications and administer the legislative review process.

Modify the Comprehensive Plan and Zoning Code to allow commercial redevelopment in selected multi-family zones

In order to allow and encourage future consolidation of parcels into competitive commercial sites, this Plan recommends amendment of the Comprehensive Plan and Zoning Code Maps to redesignate the five sites identified in *Figure 11: Proposed Zoning Code Amendments* from MDR or HDR to either Neighborhood Commercial Center - Conditional, NCC(C) and Regional Commercial - Conditional, RC(C). The Comprehensive Plan and Zoning Code would then be amended to include an administrative conditional use permit that allowed for the commercial development of multi-family zoned properties subject to the following:

- The site must be developed with a frontage on Pacific Highway.
- The site must be developed as a whole, including access, circulation, parking, landscaping, and all structures.
- Primary access points must be on Pacific Highway, and vehicular access

on residential local access streets limited.

- The Board of Architectural Review must approve the project, including all proposed land uses and structures.

Rationale

As discussed previously, a key strategy to ensure the future success of the business area of Pacific Highway is to attract new business development.

A review of the configuration and dimensions of the commercial districts along Pacific Highway reveals that these commercial areas are irregular in shape and in some cases very shallow. In specific areas, allowing the commercial use of adjacent multiple family zoned properties would make the commercial properties larger and more conducive to commercial development. Redevelopment would eliminate substandard housing in some instances and also improve the conditions of the commercial development, including an appropriate transition between the commercial and remaining residential uses.

Responsible Department and its Role

The Department of Community Development would author the required code and map changes and administer the review and adoption process.

Cost

Existing staff could develop the code modifications and administer the legislative review process.

Modify the Zoning Code to allow flexibility in applying landscaping and setback standards

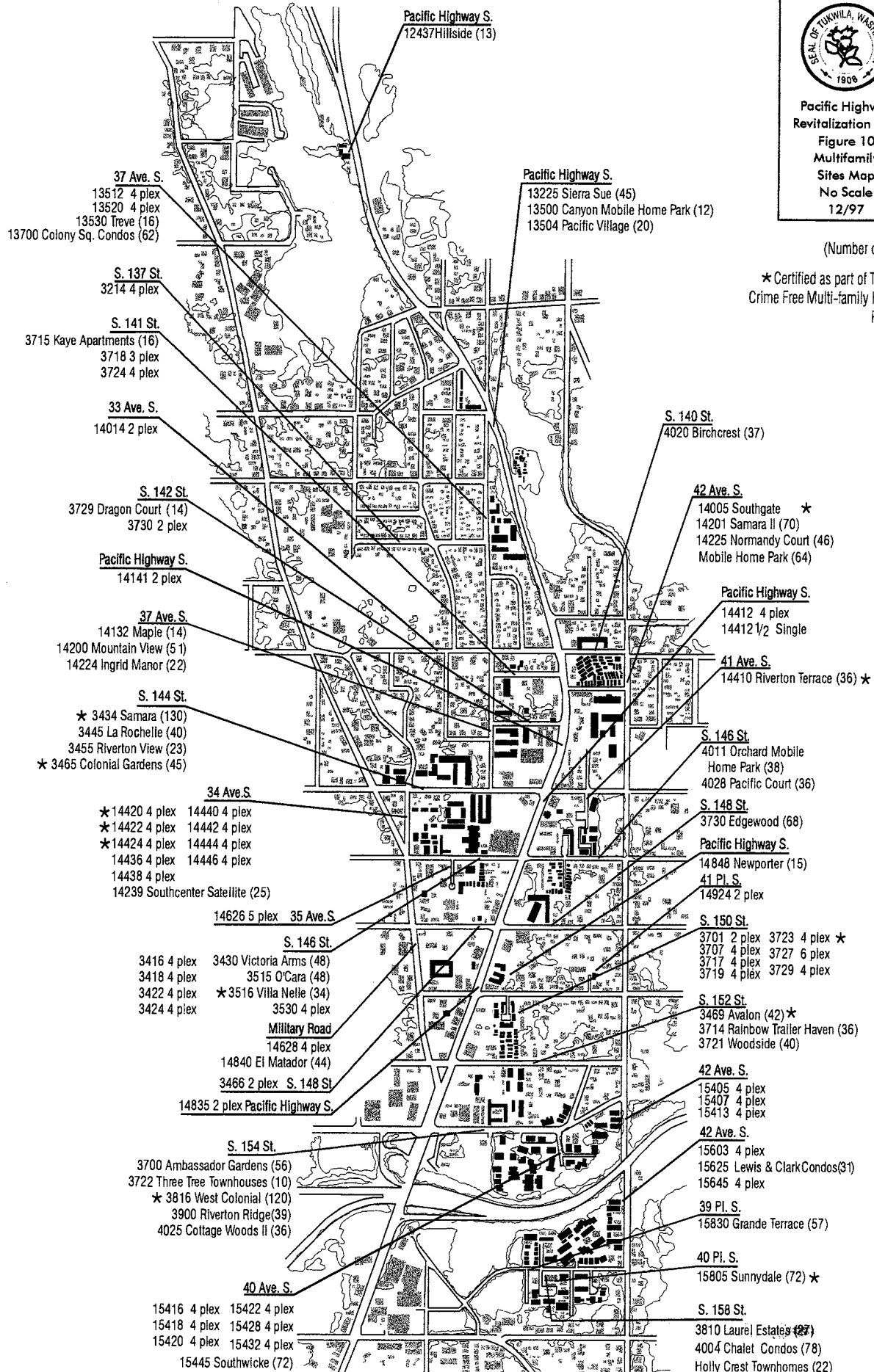
Authorize the Board of Architectural Review to waive landscaping and setback standards, where shared facilities are appropriate, in the NCC, RC, and MUO zones adjacent to Pacific Highway. The approval would be in conjunction with a complete review and approval of full site development.



Pacific Highway
Revitalization Plan
Figure 10
Multifamily
Sites Map
No Scale
12/97

(Number of Units)

★ Certified as part of Tukwila's
Crime Free Multi-family Housing
Program





Pacific Highway
Revitalization Plan
Figure 11

Zoning Code
Amendments
No Scale

12/97



Comprehensive Plan/
Zoning Map Amendments

Zoning Designations

LDR-Low Density Residential

MDR-Medium Density Residential

HDR-High Density Residential

O-Office

MUO-Mixed Use Office

NCC-Neighborhood Commercial Center

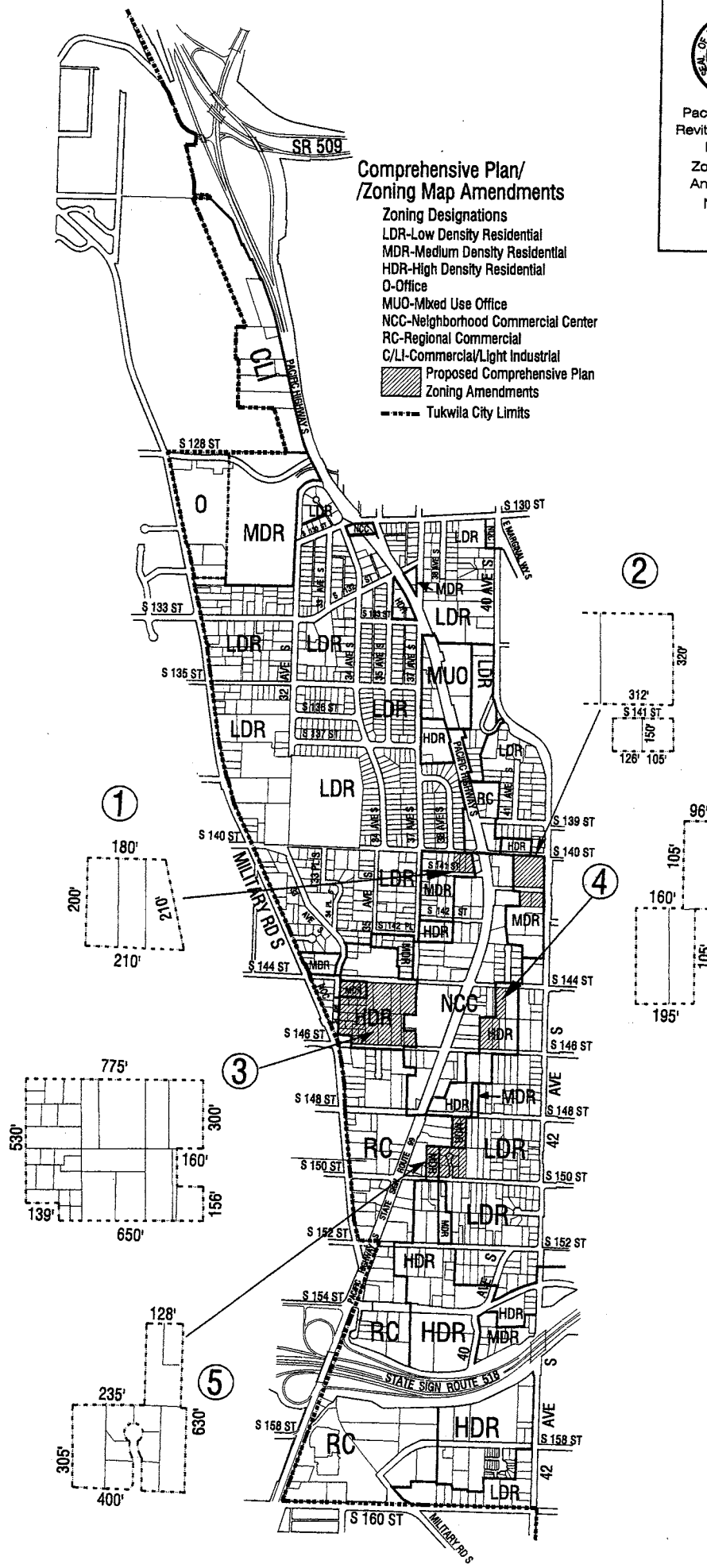
RC-Regional Commercial

C/LI-Commercial/Light Industrial

Proposed Comprehensive Plan

Zoning Amendments

Tukwila City Limits



Rationale

Commercial sites in this area are typically small and space for parking and site amenities limited. Creating opportunities to obtain waivers from zoning code standards would allow the joint use of parking facilities; increase the efficiency of land development; improve circulation between sites and buildings; and reduce the number of driveways, thereby reducing vehicular/pedestrian and vehicular/vehicular conflicts. Limiting the number of curb cuts improves the overall pedestrian environment and reduces accident potential.

The Pacific Highway Design Manual establishes criteria and objectives that encourage pedestrian friendly design and coordinated vehicular and pedestrian circulation between development sites. Exercising this design option would be at the discretion of the development applicant, but would be advantageous for certain developments.

The Board of Architectural Review has discretionary authority to approve, approve with conditions or deny development applications on the basis of adopted Pacific Highway Design Manual. Their ability to approve site plans that depart from the

standards for side yard setback and landscaping would provide opportunities for creativity and flexibility in meeting the design objectives of the Corridor.

Waiving of these design standards should not be interpreted as allowing or supporting a lowering of the overall design objective for high quality development in the Corridor. For any landscaping that is waived within the side yard setback, an equivalent amount of landscaping would be required to be placed elsewhere on the site.

Responsible Department and its Role

The Department of Community Development could author the required code changes and arrange for the review and adoption process.

Cost

Existing staff could develop the code modifications and administer the legislative review process.

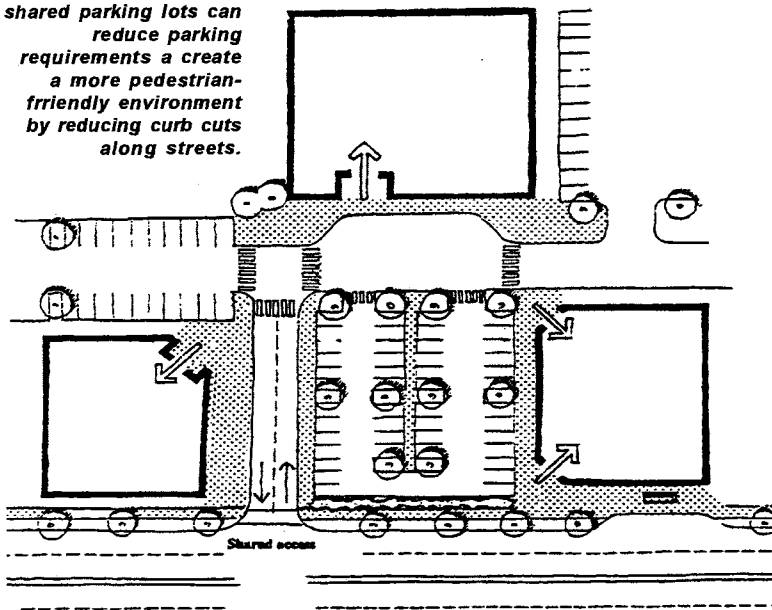
Engage in brokering development in the Pacific Highway Corridor

The City has a number of options available for either engaging in development directly, or brokering development for private parties. This type of effort is costly, and City resources are limited. Where, when, and how City resources are spent must be carefully considered and weighed against anticipated benefit. The following criteria should guide the site selection process with the goal of maximizing benefits by promoting the redevelopment of sites that are a deterrent to the area's revitalization. In all cases of purchase or brokering property acquisition, the City should use the following criteria.

Site Selection Criteria

Sites whose current use is considered undesirable: The City may eliminate a business or housing that has threatened public safety or been associated with illegal drug activity. For commercial properties, this would require purchasing the property and the business. These uses may be profitable, however,

Shared driveways and shared parking lots can reduce parking requirements and create a more pedestrian-friendly environment by reducing curb cuts along streets.



making some of these sites more expensive than sites with poorly performing businesses.

Sites at key locations: Properties that are highly visible or strategically located, such as those at intersections, or commercial properties that do not have a desirable relationship to neighboring residential districts. Quality development in visible locations can greatly improve the image of an area and can serve as a seed projects, encouraging further redevelopment.

Sites that are constrained: Occasionally, the City can facilitate redevelopment by purchasing and clearing parcels of their structures. The City could also assemble several small parcels to create a larger parcel that is more suitable for modern development. *Figure 4: Land Ownership Map*, pg.27, shows the lot patterns within the commercial districts of the Study Area.

Sites that are needed for City projects: Some sites may be purchased because the parcel is suitable for a City facility. Construction of City facilities in the Pacific Highway Corridor would demonstrate the City's commitment to the area. (See Infrastructure and Facilities Construction section in this chapter).

Optional Purchase Methods

Strategic yet limited purchase of property for either redevelopment for public use or for future private development would give the City the opportunity to have a positive impact on the image of the Corridor. This approach would also affect the type of redevelopment opportunities available in the Corridor. The following are three optional methods for acquiring sites with the Corridor.

1. Broker Redevelopment Projects. *The City could work with investors, developers and bankers to broker redevelopment projects within the Pacific Highway Corridor.*

Rationale

The least costly participation method for the City is to mediate deals and to provide incentives to developers such as the infrastructure subsidy. By working directly

with key players in the development community, the City can directly respond to their needs and provide incentives tailored to specific proposals or projects. This effort has begun with a series of forums to build partnerships and discuss possibilities with investors, developers, and bankers.

2. Acquire Sites for Public Facilities. *The City could purchase key sites for public purpose, benefit, or use.*

Rationale

If the City follows through on planned improvements, for example a neighborhood park, it will be necessary to purchase property. Direct purchase of properties engenders fewer legal hurdles and is more acceptable to the community than condemnation, which is another option. Purchase, however, restricts the City to situations where the owner is willing to sell at a price the City is willing to pay.

3. Apply the Urban Renewal Law. *The City could authorize public purchase of blighted properties for future development.*

Rationale

Real estate experts have told the City that certain uses give a negative impression of the Pacific Highway area, and that a vacant site is more appealing to a potential developer than a developed site. After six years of responsibility for and extensive involvement in improving the Pacific Highway area, the City has the experience and records that show which sites endanger the health or safety of the people and property of the community. The State urban renewal law (Revised Code of Washington 35.81) gives the City the authority to purchase properties and then resell them for development by the private sector. The City would be required to adopt an urban renewal plan, designate "blighted area(s)," and develop a financing plan to fund the rehabilitation and/or redevelopment of properties so designated in the plan.

Use of the urban renewal statute would also give the City access to public loan(s) of up to \$600,000 from the Federal government at low rates and with reasonable

terms. This money would be available to private as well as public entities.

Responsible Department and its Role

In order to ensure the success of these programs, the City should consider appointing a person or creating a position and assigning all responsibilities to that person for coordinating and focusing the Pacific Highway revitalization efforts for a two-to-three year period. The person would:

- report directly to the City Administrator;
- foster relationships with the development, real estate and banking communities;
- coordinate internal City processes and resources by acting as an ombudsperson for the Pacific Highway area;
- research and target State, Federal, and regional funding sources and programs that may be used for revitalization activities;
- act as a visible advocate within the City and community for the area and organize support for revitalization of the area with the assistance of the Southwest King County Chamber of Commerce and Tukwila's Economic Development Advisory Board (EDAB);
- support code enforcement activities and explore legal actions with the City Attorney to abate nuisances and activate urban renewal actions.

The value of contracting with or hiring a qualified person to act as the "99 Coordinator" is that it sends a message to the development community about the City's commitment to achieving the goals of this Plan. This action would provide a "point person" for public contact, provide the City with an individual who is familiar with the development process, and ensure that the efforts listed herein would receive someone's full attention.

Cost

The cost of property acquisition varies from parcel to parcel, and would be negotiated between the property owner and the City's agent. Eight dollars to twelve dollars a square foot is the reported asking price

for commercially zoned land on the market, according to local real estate brokers. The asking price for some properties in the Pacific Highway Corridor may be higher, due to the property owner's expectation that they may be able to attract a higher paying commercial use than is currently possible.

The price of contracting with a person who has extensive public-private real estate redevelopment or business development experience to act as the "99 Coordinator" could be anywhere from \$35,000 - \$55,000. A permanent staff position would be approximately 30% - 40% higher. Part or all of this cost could be subsidized through a grant program.

Market Expansion

Discuss market opportunities with the Cities of SeaTac, Burien, and DesMoines

Discuss the options for supporting the health and growth of the commercial areas of the four cities. The outcome of these discussions should be an analysis of acreage, land use, households, and real estate markets, and targeted actions to support the viability of these areas.

Rationale

The SeaTac International Airport has changed the market dynamics of the Highline area. The presence of the airport has resulted in a net decrease in households, and a lowering of the economic profile of households in the area. The presence of the airport has also resulted in the development of a long term airport related uses such as hotels, motels, restaurants and car rental business as well as public parking lots.

Communities have been unwilling to compensate for the loss of households with denser housing elsewhere within the market area. They have also been willing to reduce the size and location of commercial areas.

The Tukwila section of Pacific Highway is particularly hard hit by this phenomenon

because of the small, irregular size of the majority of its commercial lots and its distance from the main airport terminal.

Although the recent Sea-Tac International Airport Impact Mitigation Study (Hellmuth, Obata+Kasabaum, Inc. 1997) did not focus on the socio-economic implications of the airport on the commercial area it did note that an economic and engineering assessment of airport operations should be conducted to determine airport functions that could have positive economic development benefits on the effected cities.

Responsible Department and its Role

The Mayor's Office would be responsible for developing this effort and scheduling it in the City's work program.

Cost

The majority of the effort would come from City staffs, including the Mayors and Councils of the respective cities. The cities would need to agree upon a scope of work before a cost estimate could be obtained for the economic analysis.

Expand the number of households in the trade area by allowing multi-family development in the Regional Commercial Zone

The City should improve the local retail market by allowing multiple family in the Regional Commercial Zone at 12 - 15 units per acre.

Rationale

The Market Analysis for the Pacific Highway corridor identified a relatively weak trade area in terms of number of households and household income and the potential for increase in the overall number of households. Although the City has expanded the number of uses allowed within its commercial zones, the high asking price for land on the part of landowners keeps less desirable commercial uses, such as used car sales lots, in the area rather than light industrial/manufacturing or more in-

tense retail uses that would provide for employment and result in investment in property improvements.

The consultants and real estate experts have said there is a strong market for housing in the area, and have noted that new housing built to higher standards would tend to cause an overall improvement in existing housing. Additional households would also boost market demand for commercial services and retail, thereby improving the potential for the neighborhood retail center envisioned in the Comprehensive Plan.

The Regional Commercial (RC) zone is unique to the Pacific Highway Corridor and found nowhere else in the City; therefore the recommended zoning modification would affect only this area. The RC zone extends to Military Road and exists on local access streets where traffic volumes are low and regional retail is unlikely to locate. (See *Figure 3: Zoning Map*, pg.17.) Sites in these areas currently have some single family housing in good condition.

The 12 - 15 units per acre range of density proposed for the RC zone will create a "for sale" product rather than a "rental" due to the high cost of the land relative to the number of units that can be developed with the allowable zoning density. In order to attract buyers, however, the neighborhoods within which this housing is located must be attractive. The housing must be developed in neighborhoods with commendable schools, inviting parks, safe and attractive streets, and good public services. Although a "for sale" market currently may not be strong in the area due to the challenges listed earlier, it is expected that these conditions will change over time with implementation of the Plan.

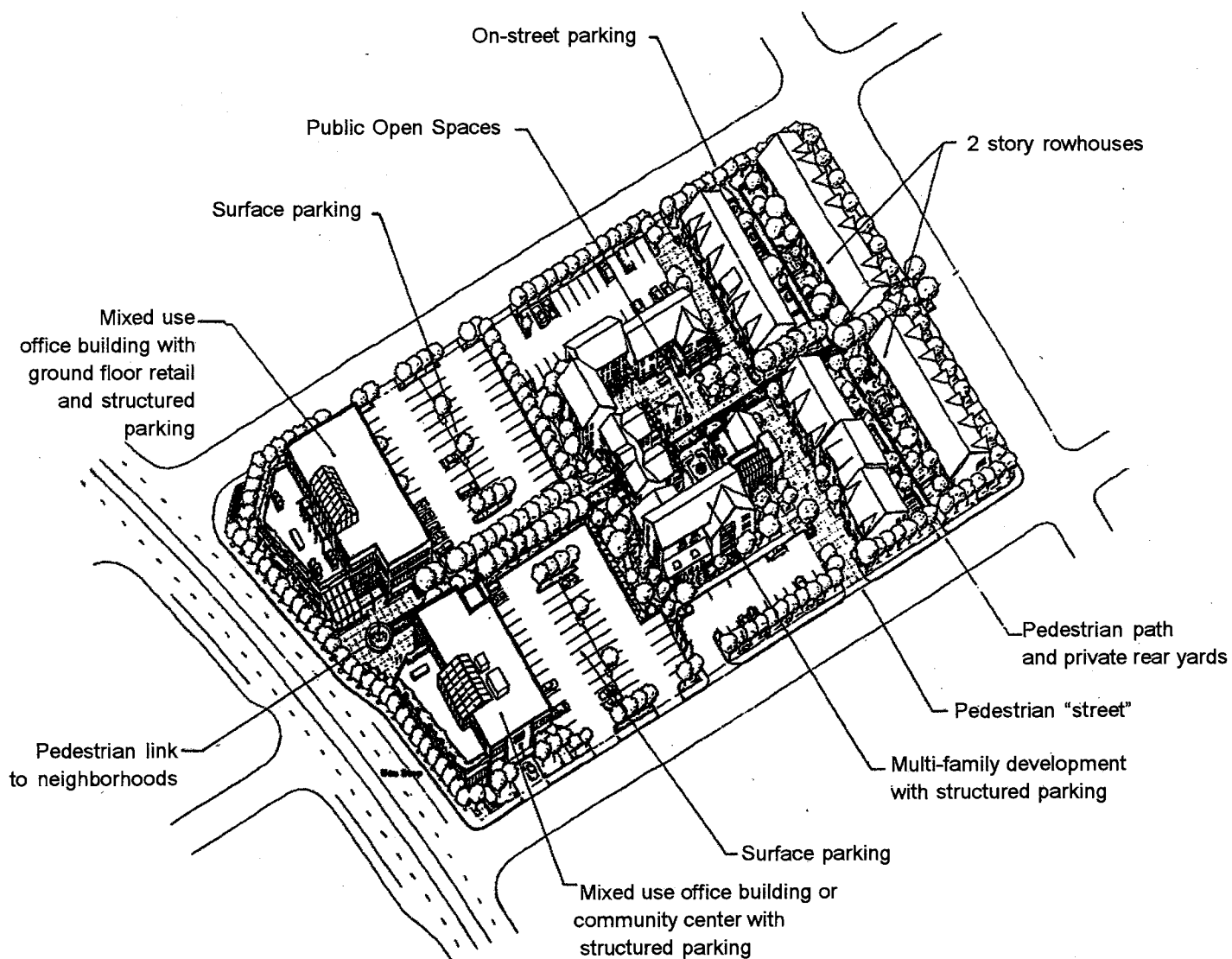
Responsible Department and its Role

The Department of Community Development could author the code modification and administer the process for review and adoption.

Cost

The modifications could be developed by existing staff.

Figure 12: Mixed Use Development Concept



Community Development

Support community building and neighborhood improvement efforts

The City should develop and assist in efforts that encourage the interest and participation of individuals and groups in building a sense of community and fostering neighborhood improvement, cohesiveness, and pride.

1. Institute a neighborhood signage program

Assist in a program to design and install signs at neighborhood entrances.

Rationale

A sense of community loyalty often comes through group association and participation. Often these relationships are established through schools, churches, or community or service groups. The City can assist these community-building activities by sponsoring projects that bring neighbors together in events that improve their environment. Comprehensive Plan Policy 1.3.3 says,

"Provide residential neighborhoods within the City with a simple but attractive sign that highlights its (neighborhood) name."

The City's support could include sponsorship of a design competition for signs identifying neighborhoods and then providing funds and technical assistance for sign placement.

The City could also consider recognizing community groups that perform services in an area with a special sign, similar to the "adopt-a-street," and "

adopt a stream" programs.

The Highway 99 Action Committee has already begun clean-up efforts that the City could support and recognize with a sign

and/or program support.

Responsible Department and its Role

The Tukwila Arts Commission could solicit proposals for neighborhood signs and select or organize the selection of winning entries.

The Public Works Department could contract with a manufacturer and install signs.

Cost

Simple 3' x 2' two-color signs cost approximately \$150 not including the post, footing and installation. Community groups would typically be responsible for organizing and publicizing efforts.

2. Create a urban forestry planting plan

The City should develop a planting plan with suggested plant materials, locations, and standards for planting trees in the neighborhoods, and then participate in seeking funds and assist in implementing the program.

Rationale

Street trees and wooded areas are desirable amenities and indicators of high amenity neighborhoods. Comprehensive Plan Policy 1.10.12 says, *"Develop and implement programs that identify Tukwila's tree resources, establish priorities for protection and planting and provide guidelines for perpetual maintenance, replacement and planting of trees."*

There are a number of state and national grant funds available to provide trees for communities wishing to plant them. Usually, members of the neighborhood or community groups supply significant portions of the necessary labor. The involvement in planting trees can strengthen community members' identification with their neighborhood and provide a significant amenity.



TREE CITY USA
Friends of Tree City USA



Typically, in order for grants to be awarded, there needs to be a plan outlining the above items.

Responsible Department and its Role

The Department of Community Development in coordination with Parks and Recreation and Public Works would develop the program, recommend materials, and establish guidelines for selection, maintenance, and coordinate tree storage and planting.

Cost

Trees generally cost about \$85 apiece without labor. There would be on-going costs of maintenance. Grants are available to assist in payment for the materials.

Develop a public art program for the Corridor

The City should develop a public art program for the corridor, with the following components:

- identification of potential applications (gateways, transit improvements, sculpture, murals, etc.), sites, and funding sources for public and public private art within the Corridor;
- identification of capital projects that should incorporate public art;
- identification of projects that should include an artist in project development; and
- establishment of a minimum percentage

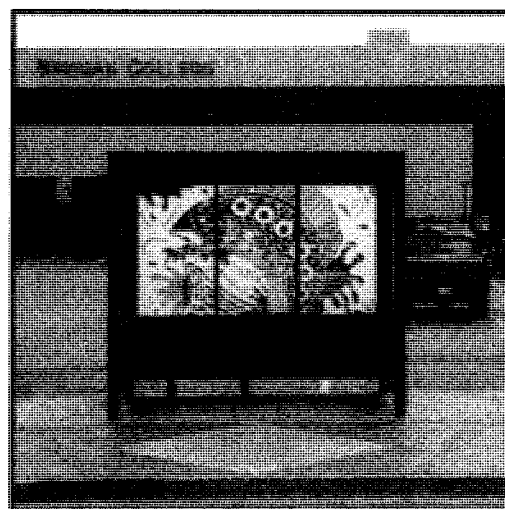
of project costs or a minimum fixed cost for public art within the Corridor for budgeting and project coordination purposes;

Rationale

Art is an indicator of community interest and pride. Community members have stated many times that the area at the intersection of Pacific Highway and S. 144 Street is the heart of Tukwila. As such this area warrants special treatment. People who come here or pass through the area should get the impression of the role the area plays for the community.

Comprehensive Plan Policy 8.1.13 states, "*Seek opportunities to integrate public art into public improvements.*" While many think of art as freestanding objects in a plaza or in front of a building, art can also play a functional role by enhancing the design of street furnishings, paving, lighting, etc. Public art can help achieve a number of objectives in the Pacific Highway area. It can:

- be built into or used as children's play equipment;
- be incorporated into the design of transit stops and other public facilities;
- promote environmental awareness;
- minimize graffiti and vandalism;
- promote understanding of and respect for cultural diversity;
- involve at-risk youths in art projects;



- be used to treat blank walls or draw attention to special focal areas;
- enliven commercial areas, thereby increasing the perception of safety;
- generate volunteer efforts and result in increased neighborhood pride and ownership; and
- bring forth elements of the area's history and incorporate them into the proposed improvements.

Figure 13: Urban Design Concept Map shows how and where public art might be placed and included into the functional elements of projects. One percent of construction costs is a common standard for public commitment as well as assignment of fixed amounts for each public project. Other agencies such as King County have policies and programs for incorporating art into their facilities and may be interested in a partnership to fund and implement a public art program.



Responsible Department and its Role

The Tukwila Arts Commission, City staff and staff of other agencies funding improvements would be involved in the development of the program and implementation of the individual projects.

Cost

A percentage of project construction costs for public projects, including arterial streets, transit improvements, and public buildings, and the design of public spaces such as parks, minus contributions from other agencies, groups, individual contributions, or grant funds.

Modify existing codes to improve the appearance of the Pacific Highway area

1. Adopt the Pacific Highway Design Manual (Design Criteria & Guidelines)

Forward the Draft Pacific Highway Design Manual to the Planning Commission to begin the legislative review and adoption process.

Rationale

The Pacific Highway Design Manual was developed with the 99 Task Force over a ten month period from May 1996 to March 1997. City staff and consultants and the Task Force met with the Planning Commission and City Council during this process to discuss specific design and development issues, and incorporated their comments. The design criteria and guidelines augment the zoning regulations for the area and implement the Comprehensive Plan policies. They are tailored specifically to local development conditions and the goals and policies of the Revitalization Plan.

The design criteria and guidelines in the Manual achieve two main objectives: to improve the overall appearance and quality of commercial development along the corridor, and to allow for flexibility in how this is achieved in a way that is responsive to the needs of businesses (see *Figure 14: Alternatives for Pedestrian Friendly Development*).

The design criteria and guidelines will:

- encourage a more pedestrian friendly environment;
- minimize conflicts between vehicles and pedestrians;
- provide for greater safety along the Corridor;
- allow for shared facilities, such a parking and driveways;
- improve the architectural quality of buildings in the area;
- provide for more landscaping and amenities particularly along street frontages; and
- ensure that signage is well integrated with other design features of sites.

Responsible Department and its Role

The Department of Community Development administers the zoning code and would arrange for the review and adoption process of the Design Manual.



Pacific Highway
Revitalization Plan
Figure 13
Urban Design
Concept Map
No Scale
12/97

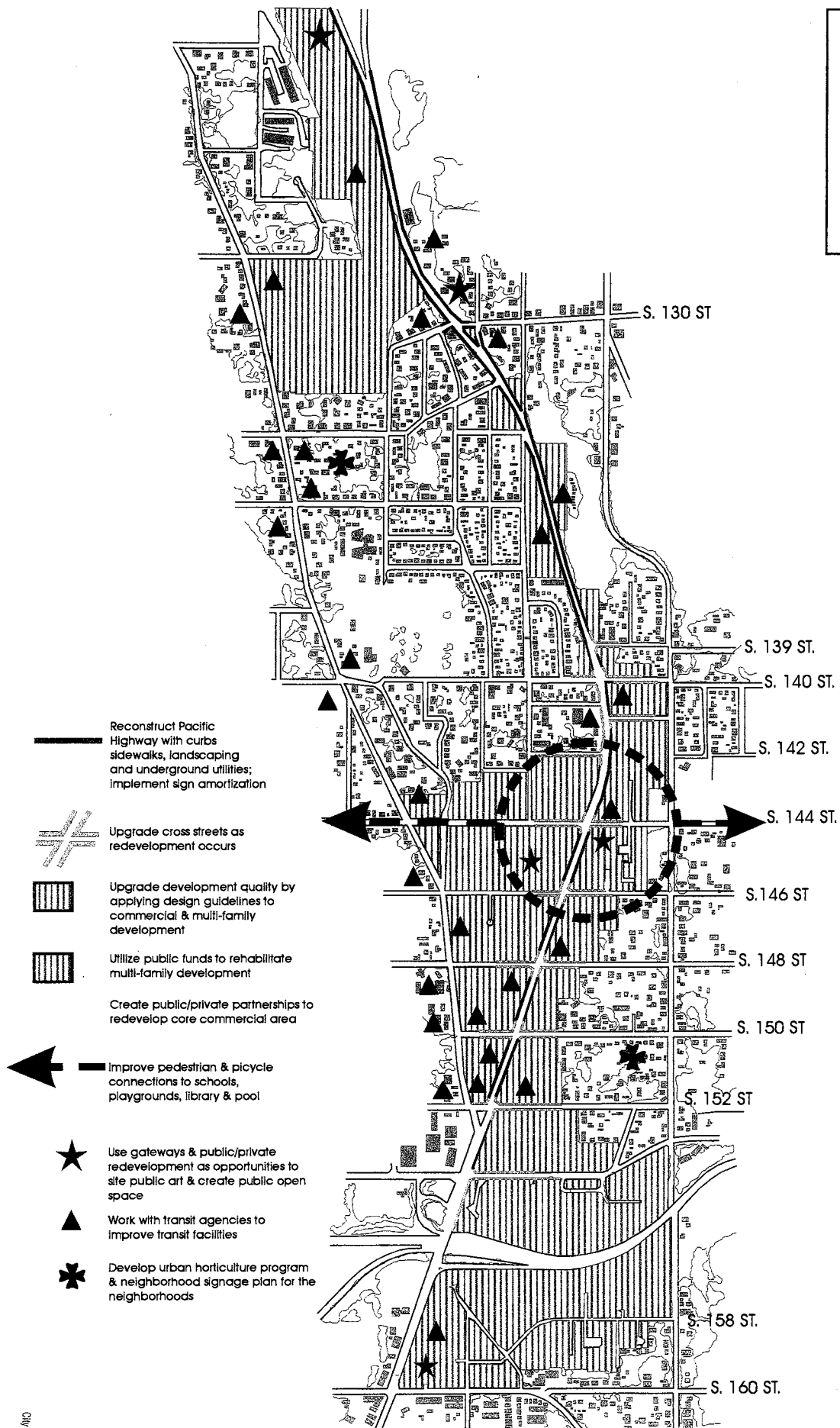
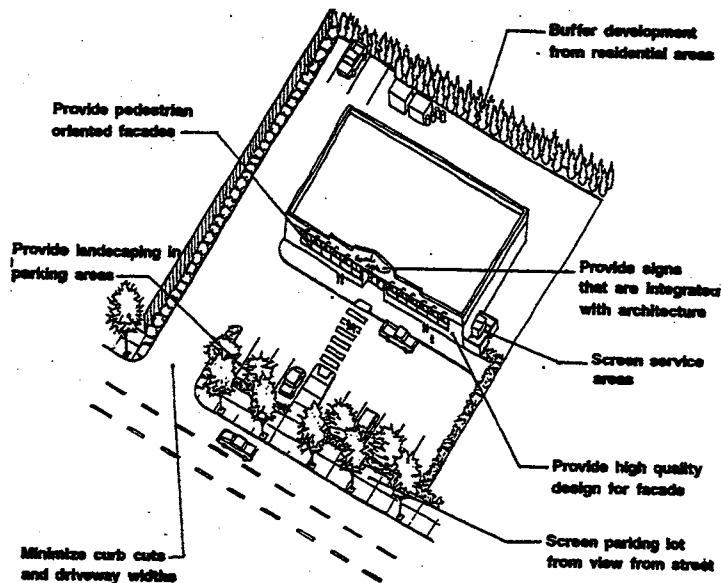
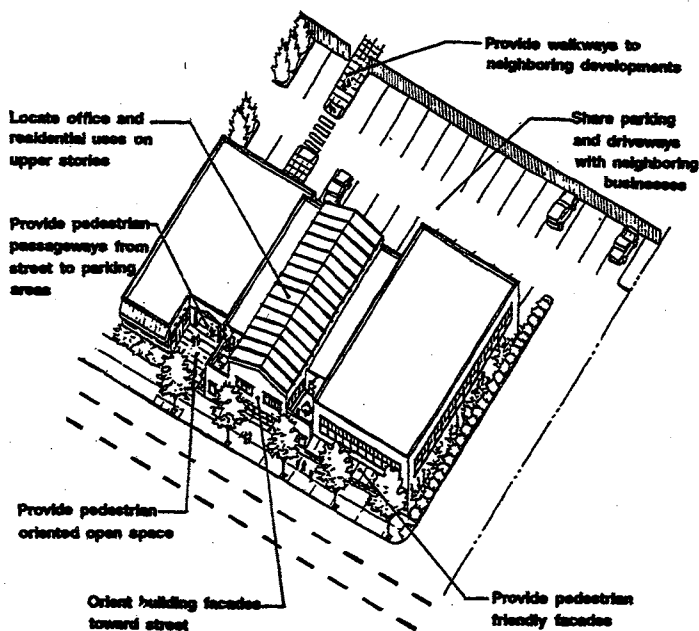


Figure 14: Alternatives for Pedestrian Friendly Development



a. Pedestrian improvements for small convenience store



b. Pedestrian improvements for small commercial complex

Cost

The Manual has been drafted and existing staff will administer the legislative review process.

2. Amend the Regional Commercial (RC) Zone to require Board of Architectural Review (BAR) for all development

The Zoning Code should be amended to require BAR review of all developments in the RC zone.

Rationale

The Land Use and Urban Design Existing Conditions Reports detail the type and size of development that currently exists in the RC districts on the Highway. Many of the structures, 54 properties, are less than 5,000 square feet in size, and development is auto-oriented. That is, the size of the structures is small relative to the size of parking and circulation areas, multiple curb cuts are required for complex circulation patterns or because of limited on-site circulation, and/or the business has both 'walk-in' and 'drive-through' services. Many of these businesses in the RC zone, including fast food restaurants, car sales lots, convenience markets, and drive-through banks, are not required to go through Design Review in the land use permitting process, yet would benefit from Design Review.

Requiring all development in the RC zone to undergo design review would also provide a greater continuity of design in the corridor, as all development in the NCC zone is required to go through design review, and the RC zones are contiguous to the NCC zones. As a result of this zoning code modification, all commercial uses in the Pacific Highway Study Area would be subject to design review, thereby ensuring that the City's design objectives for safe pedestrian and auto circulation, and higher quality development for the Corridor are achieved.

Responsible Department and its Role

The Department of Community Development is responsible for the Zoning Code

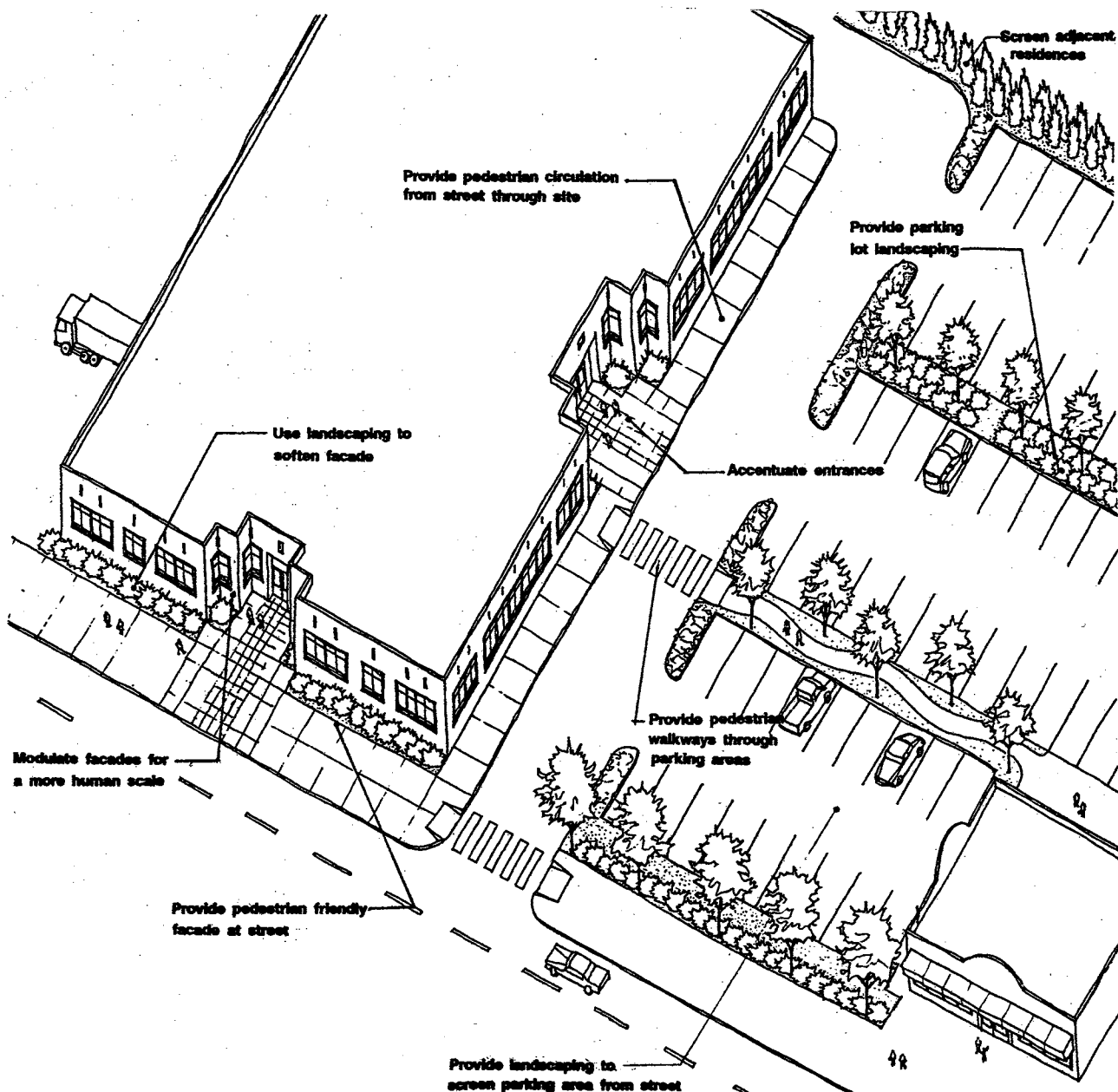
and would arrange for the amendment, review and adoption process.

Cost

Existing staff could develop the code modifications and administer the legislative review process.

3. Amend the landscape chapter of Zoning Code to increase the quality of landscaping along street frontages, while allowing for flexibility in fulfilling landscape standards

Figure 14: Alternatives for Pedestrian Friendly Development



c. Pedestrian improvements for mid-sized commercial building

Rationale

Lack of landscaping and the proliferation of signage in the Pacific Highway corridor significantly detracts from the “curb appeal” of the area. The area is substandard when compared to competing commercial areas.

The City of Tukwila should establish a plant palette and provide street trees in conjunction with its street reconstruction. It should require that property owners plant trees and other plant materials in their front yard landscaping areas that complements the street tree plantings in species, size, and placement. It should require trees in parking areas that are visible from the public right-of-way. And it should allow property owners some discretion in how and where landscaping is established, provided that an overall level of design quality is achieved.

4. Modify setback standards to improve the transition between residential districts and adjacent commercial structures



Figure 15: Commercial/Residential Buffer Areas illustrates the recommended concept for back and side yard setbacks for commercial development sites adjacent to residential districts.

The setback should

be based upon the overall height of the structure rather than the number of stories in a building to allow for additional buffering between these two uses.

Rationale

The City’s current standard for building setbacks depends upon the number of stories in a building. This Plan recommends using a ratio of building height to setbacks to create a more compatible separation between structures in commercial districts and residential districts.

Responsible Department and its Role

The Department of Community Development could authorize the required code changes and arrange for their review and adoption.

Cost

Existing staff could develop the code modifications and administer the legislative review process.

5. Develop a sign amortization program to improve the appearance of business signs and the streetscape along the Highway

Rationale

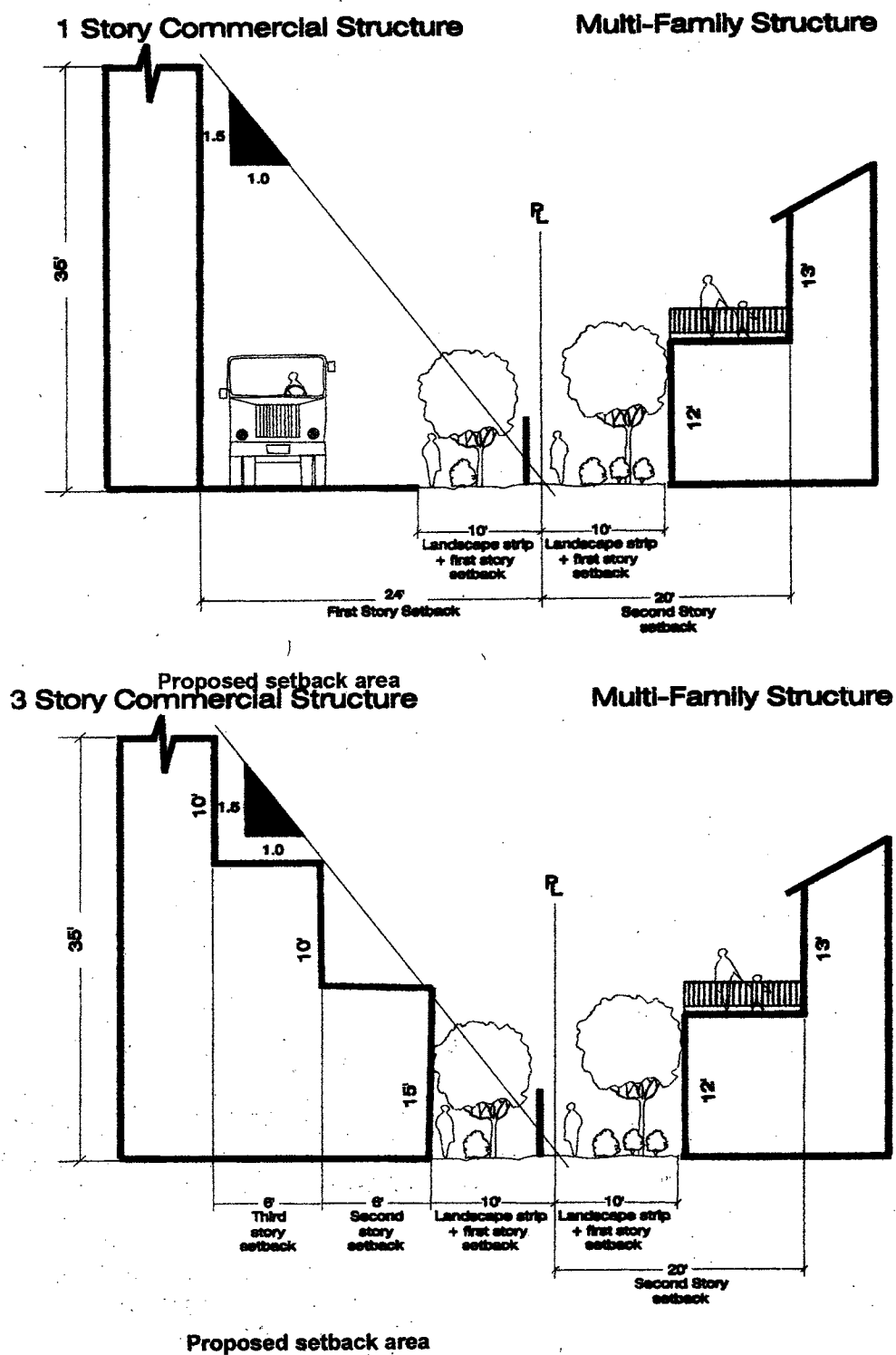
Comprehensive Plan Community Image section, Policy 1.8.4 states, “Promote a gradual reduction in the number and size of commercial signs through the adoption of an amortization period for nonconforming signs.” The Transportation Corridors section Policy 8.1.14 says, “Reduce the dominance and clutter of signs through amortization of existing signs and replacement in compliance with Tukwila’s Sign Code.”

Like many other aspects of the Corridor, much of the signage in the commercial areas of Pacific Highway was installed before the area was annexed to the City and the signs do not meet Tukwila’s sign code regulations. Existing signage contributes significantly to the visual clutter of the



streetscape. It is inconsistently sized and placed, it is often poor in quality, and is typically too large and too close to the road to meet current standards. (See Table 13: Highway 99 Sign Inventory).

Figure 15: Commercial/Residential Buffer Areas



The City should evaluate the recent inventory of signs along Pacific Highway to determine whether a timely amortization schedule for existing signage under the current code is appropriate, or whether a modification of the City's sign code specifically for the Pacific Highway corridor should be undertaken. Any modification of the code should take the following into consideration:



Any modification of the code should take the following into consideration:

- the fact that signage should be designed for both pedestrians and automobile traffic, and
- the planned streetscape im-

provements for the area.

The timing of sign amortization should take into consideration the construction schedule for street improvements and the undergrounding of utilities.

Responsible Department and its Role

The Department of Community Development would author required code changes and administer the review and adoption process.

Cost

Existing staff could develop the code modifications and administer the legislative review process.

Develop a public information, involvement, and marketing program

Develop a long term communications and public relations strategy for informing affected parties, publicizing City and other groups' efforts, and marketing the area to prospective businesses.

Rationale

The long term intent of the Plan is the revitalization of the Pacific Highway area. In the short term, however, localized impacts to businesses and households will occur. The annexations to the City, initiated by citizens in the late 1980's, are recent examples of successful public processes. These efforts were successful due in part to the time and effort taken to communicate the costs and benefits of proposals.

A communications and involvement plan would provide information about City programs and projects to businesses and residents in the corridor. This would increase the benefit of available programs by increasing access and potential participation. Often the greatest frustrations arise from not knowing about City and agency actions that may affect a resident or business person. The timing and scope of City actions, whether code changes, construction projects, or program revisions, must be well publicized, and the opportunity presented to citizens to participate in establishing priorities for these actions.

In addition to the need to communicate with owners and users of the area is the need for communication with potential investors. Efforts should be made to publicize the City's revitalization activities, as well as the activities of other groups active in the area, with the overall goal of changing the impression people have of the Pacific Highway Corridor as a place to shop, do business or live. Print media, electronic media and public relations consultants should be considered for dissemination and publicity efforts.

Responsible Department and its Role

The Mayor's Office or the "99 Coordinator" would be the lead on maintaining dialogue with affected individuals and groups affected by construction activities on the Highway and other related projects. They would also be responsible for developing the public relations programs aimed at potential investors and developers in the corridor.

Cost

Two objectives should be considered to implement this public relations program.

The first is a communications plan to discuss construction projects, which would establish key links with State and regional agencies and property owners who will assist, be affected by, or be instrumental in implementing the Plan.

The second objective is to showcase results of improvement efforts and would be scheduled to coincide with completion of key improvement projects such as street reconstruction and multiple housing rehabilitation.

Actual costs would be developed at the time of contract development.

Develop a Pedestrian Pathways, Bicycle Facilities, and Transit Connections Plan

The City should develop a Pedestrian Pathways, Bicycle Facilities, and Transit Connections Plan that integrates roads, trails, transit, and other related facilities in an area-wide network. This plan should also include recommendations for providing safety training and information on rules governing the interaction between pedestrian, bicyclists, and motorists and identify existing and proposed additional special facilities for pedestrians and bicycles.

Rationale

A factor in the overall safe and efficient operation of the Pacific Highway corridor is the safe use and appropriate design of the transportation system. The Tukwila Comprehensive Plan establishes a goal of providing for bicycle and walking capacity for regional and local trips. More specifically, Policy 13.5.2 states, "Adopt (a) *Tukwila nonmotorized transportation plan for both categories.*"

The Pacific Highway area, and S. 144 Street in particular, features many of the

community's public facilities (see *Figure 2: Community Facilities*, pg.13), as well as proximity to the public facilities provided by other jurisdictions. It is imperative that the City provide for the safety of its residents by planning and constructing, where appropriate, an area-wide network of sidewalks, trails and bike lanes. It is also important to provide facilities such as bike racks, to minimize hazards to pedestrians and cyclists, and safety training to raise the awareness of potential pedestrian/bicyclist/driver conflicts.

The City should designate and/or design and construct commboth north and south, and east and west. It should ensure that all public facilities used by children, such as schools, parks, playgrounds, and transit, are linked with bike trails and/or sidewalks. It should, through design guidelines and code provisions, ensure that private development is pedestrian and bike friendly. And it should provide for or publicize available programs on bicycle safety and the 'rules of the road.'

Responsible Department and its Role

The Public Works Department would develop the Plan with the assistance of the Departments of Community Development and Parks and Recreation.

Cost

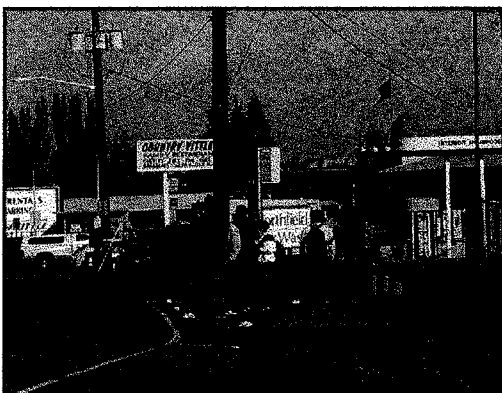
\$25,000 - \$60,000.

Discuss joint opportunities with the Tukwila School District for implementing their Strategic Plan

The City should coordinate and agree on roles and actions that it can perform to assist and supplement, where appropriate, the education of the City's residents.

Rationale

The citizens involved in revitalizing Pacific Highway recognize that the health and well-being of the residents of the Corridor affects the area's overall success. The number one goal listed in *Table 1: Plan Goals, Policies and Criteria*, pg.22, for this



Plan is "Greater prosperity for residents, businesses and land owners." An objective is to increase the skill levels of residents through sponsorship and support of training programs including those of the School District.

The School District recently completed a six year Strategic Plan that identifies areas in which the City and the District can collaborate. The City and School currently collaborate on "English as a second language" classes and after-school care and recreation programs for youth.

The School District's Plan specifically adopts the following goals:

- facilities other than schools where off-site learning can take place;
- mentors and tutors for students, an organization of volunteers, some of whom would be lecturers in the schools, and audiences and opportunities where students can exercise their skills and display their accomplishments;
- Tukwila Parks and Recreation Department assistance in providing sports related opportunities for students;
- a joint newsletter with the City, Chamber and School District;
- senior citizens involvement in the educational process - both learning and mentoring;
- support for the needs of the individual, both the students and their families; and
- expanded hours at the Tukwila Community Center, a teen center located on Pacific Highway, Junior Block Watch Programs.

Many of these efforts are similar to the City's or directly involve the City. The City is currently evaluating its space needs, to determine whether and how much additional space is necessary, and if it should be placed on Pacific Highway. Discussion with the School District about joint space needs and locations would be advantageous for both agencies and the goals of achieving redevelopment along the Highway.

The Tukwila Comprehensive Plan Policy 15.1.3 states, "Create a human services strategic plan that utilizes community volunteers and outside resources for problem

solving, fosters interagency cooperation and effectiveness, promotes awareness, and supports all of the following individual needs or services:

- *Survival (basic emergency needs for food and shelter)*
- *Prevention (education and early intervention to reduce future needs and promote increasing independence)*
- *Support services (individual and family maintenance or enhancement of their present level of independence)*
- *Rehabilitation (treatment for individual and family problems.)"*

This policy demonstrates the parallel course pursued by the City and the School District especially with respect to the common threads of prevention through education and of support services needed to help individuals not only survive but excel and be of service to each other.

Responsible Department and its Role

The Mayor's Office is the City's primary liaison with the School District. The Mayor's Office will assume responsibility for reviewing floor space needs, will be responsible for resolving facility issues, and providing city-wide personnel support of mentoring, tutoring, and community-wide volunteer resources. The Mayor's Office of Human Services would work with the School District on the issues regarding individual needs and the Parks and Recreation Department would work more specifically on recreational, sports, and after school hour programs for students.

Cost

Implementation requires staff time and inclusion in a Departmental work program.

Infrastructure and Facilities Investment

Improve the safety, function, and appearance of Pacific Highway

The successful reconstruction of Pacific

Highway requires a multi-faceted approach that addresses physical design issues, operational issues, and related community objectives, such as the economic redevelopment of the Corridor. The short term needs of existing businesses must be addressed and the long term goals of redevelopment as well as revitalization.

The fact that many of the design and operational issues are interrelated creates complexity within the project. For example, improving pedestrian safety is most effectively achieved by providing sidewalks, slowing traffic speeds, and creating a buffer between pedestrians and traffic. These solutions, however, may not serve through traffic. Design features that have one positive effect may have a negative effect in another area. For example, providing landscaped medians down the center of the road provides havens for crossing pedestrians, but they restrict left turns into a business.

The goals for the Revitalization Plan as they relate to street redesign are: improved mobility for people and goods; supportive, attractive, comfortable street design for customers, residents and transit users; and safety. These goals have been distilled into four key design objectives - reducing traffic speeds, limiting and consolidating driveways, improving the streetscape, and undergrounding and upgrading the utilities (see *Table 1: Plan Goals, Objectives & Criteria* for a full discussion of the Plan's goals).

A significant factor impacting the future design of the street is property owner and business owner use of the right-of-way to maneuver into parking stalls. An important design objective will be to address the parking and circulation needs of the 25 businesses in the corridor who have historically used the public right-of-way for their own purposes.

The following is a discussion of the means by which the Plan goals for the street may be achieved.

1. Reduce traffic speeds

The section of Pacific Highway between

S. 139 Street and S. 152 Street has one of the highest pedestrian accident rates on the Washington State Department of Transportation system. In addition to the specific pedestrian facilities that will be recommended as part of this Plan, reduced vehicular speeds will also assist in creating a more compatible environment for pedestrians. Reduced speeds will also assist in the overall improvement of this section of the Pacific Highway Corridor, which serves as a main street for the community. The information that supports this recommendation is in Appendix B: Existing Conditions - Transportation (see *Figure 29: Existing Conditions - Transportation*, pg.157.)

Table 3: Recommended Design Criteria

SPEED	Posted	35MPH
LANE WIDTH	Center Left turn	12feet
	Interior through	11 feet
	Outside through/right turn	12-14 ft
CURB RADIUS	Bus pull out	10 feet
	Paralled parking	8 feet
	Arterial cross street	35 feet
	Minor cross street	25 feet
	Right turn lanes	25 feet
	High pedestrian crossing	25 feet

Design street for speeds of 35 mph

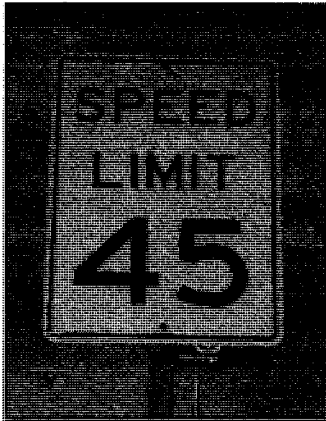
The standard design criteria recommended for the Pacific Highway section between S. 152 and S. 139 Streets are found in Table 3.

Rationale

The design criteria for the Highway (lane widths and curb sections, turning lanes, sidewalks and landscaping, traffic signal spacing and driveway access management) should reflect the multifaceted nature of the street while at the same time serve the goal of reducing traffic speed. Travel lanes

should be at a minimum acceptable width so motorists do not exceed the preferred speed limit. Auxiliary lanes for right turns should be provided only where required for Capacity.

Each intersection should be designed independently, considering the functional class of the cross streets, right-of-way widths available, vehicular and pedestrian activity, and existing and future land uses. The fact that traffic patterns at the intersections will also change as additional intersections are signalized and access to side streets is improved should be taken into consideration in project design.



Lower posted speed limit

Continue to recommend a posted speed limit of 35 mph along the corridor's commercial core between S. 139 and S. 152 Streets and design the street using 35 mile per hour engineering parameters.

Rationale

This section of Pacific Highway should have a reduced "urban" speed limit of 35 mph to improve the safety and operational characteristics of pedestrian and vehicular movements. The State's own classification of this section of Highway is a "Class 4" with a 35 mile an hour recommended posted speed. (See Figure 28: WSDOT

Class 4 Multi-Lane Facility Design Standard, pg.155.

Reducing the posted speed limit from 45 mph to 35 mph between S. 152 and S. 139 Streets would add about 31 seconds to the travel time of 15 percent of the traffic that represents through-trips.

Improve intersections and signalization

During Pacific Highway reconstruction, install "First Phase" improvements that include signalization improvements at S. 144 and interconnects for traffic controllers at

potential future signal installations at S. 140 and S. 148 in the first phase, and S. 150, S. 146 and S. 142nd Streets in the second phase. These "Second Phase and Third Phase" signals will be installed as development occurs and need arises.

S. 144 Street Intersection

There are several elements to be considered in the redesign of the street at this intersection.

Reducing the cycle length - A reduced cycle length would improve the overall level of service at the intersection, including reduced delays for north and southbound left turns.

Bulbing the northeast and southwest corners - At the current level of service for worst case, peak hour traffic, continuation of any right turn lane for transit bus queue jumping is not warranted, and bulbing on the opposite corners should be employed to minimize pedestrian crossing distances.

Figure 16: Pedestrian Friendly Crosswalks illustrates this concept.

Eliminating the right turn lanes on Pacific Highway or installing a curb radius of 25 feet or less - Below is a comparison of the tradeoffs between the two alternative designs. If right turn lanes are maintained, a curb radius of 25 feet or less should be used.

Monitor traffic operations for installation of future traffic signals

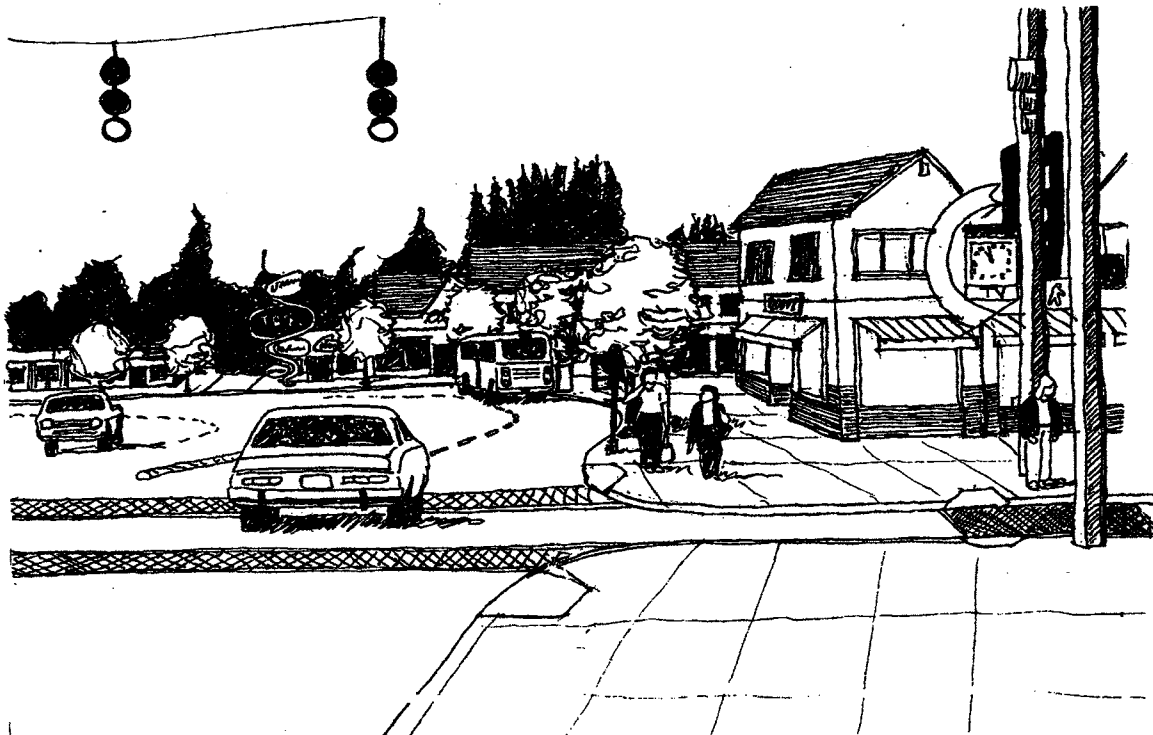
Cross street delays, overall traffic volumes and the number and type of accidents prevalent in the Highway Corridor should be monitored for support of future signal installation. Consideration should be given to installing signals in phases at S. 148 and S. 140 Streets and then at S. 150, S. 146 and S. 141 as part of coordinated efforts.

Rationale

Traffic signals would improve the future traffic operations to LOS "B" and "D" at S. 148 and S. 140 Streets, respectively. While these locations do not represent the intersections with the highest traffic levels or the worst level of service operations, additional signals at these locations would provide more consistent signal spacing (ap-



Figure 16: Pedestrian Friendly Sidewalks



a. Improved pedestrian conditions



b. Existing conditions



Pacific Highway
Revitalization Plan
Figure 17
Future
Transportation
Improvements Map
No Scale 
12/97

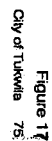


Table 4: S. 144 Street Design Comparison

Right Turn Lane Advantages	Right Turn Lane Advantages
Reduced delays for vehicles turning east and west onto S. 144 St. when more than one car but less than 4 cars are stopped at the intersection	Shorter signal cycle length (red time on Pacific Highway for north and southbound traffic) Less time needed for east/west pedestrian crossing
Encourages motorists to use S. 144 St. rather than local access streets	Shorter crossing distance for pedestrians
	Sufficient area to meet minimum sidewalk width, landscaping

proximately every 0.265 miles), and would facilitate through traffic progression and pedestrian crossings of Pacific Highway. Traffic signals at locations in Table 4 will also improve overall traffic operations in the corridor by providing essential gaps in through traffic to cross streets and access driveways.

Table 5: Potential Future Traffic Signal Location

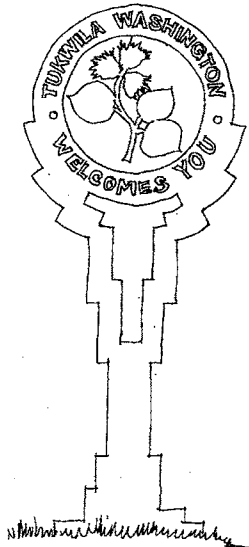
Ex. & Recommended Signal Locations	Station (approx.)	Spacing (feet)
South 154 (Existing)	N/A	
		700
South 152 (Existing)	10+00	
		700
South 150 (Phase II)	17+00	
		705
South 148 (Phase I)	24+05	
		705
South 146 (Phase II)	31+05	
		700
South 144 (Existing)	38+05	
		685
South 142 (Phase II)	44+90	
		690
South 140 (Phase I)	51+80	
		2970
South 132 (Existing)	81+50	
		740
South 130 (Existing)	88+90	

The potential for additional future traffic signals at several other intersection locations on Pacific Highway is also evident by the projected levels of service as shown on Table 18 in Appendix B.

Additional traffic signals would not impede the through traffic flows because efficient progression of traffic on Pacific Highway can readily be achieved by spacing the signals at constant intervals and interconnecting the signal controllers. With the additional traffic signals, side street traffic and pedestrian crossings can be better distributed and additional "green time" can be allocated to through movements that will actually improve the level of service for vehicles traveling on Pacific Highway. (See notes on road capacity issues in the Transportation-Existing Conditions Report in Appendix B.) Appropriately spaced traffic signals with efficient through traffic progression (platooning) will also increase capacity for cross streets and provide gaps in the traffic to make access to private properties safer and more efficient. More frequent signal spacing will provide greater opportunity for controlled pedestrian crossings and reduce pedestrian accident potential (see *Figure 17: Future Transportation Facility Improvements*, pg.75).

Table 5 shows that intersections are fairly regularly spaced at about 700 foot intervals.

If traffic signals are spaced and timed to promote platooned progression on Pacific Highway at the desired speed, there will be increased opportunities for pedestrians to safely cross the Highway. There is also greater opportunity for the 85 percent of the traffic that is originating from or des-



Gateway Sign

tined to local cross streets and driveways to safely access the Highway. With improved traffic progression, all travel times will be minimized.

Responsible Department and its Role

The Public Works Department would monitor and manage signal installation.

Cost

Traffic signals cost approximately \$150,000.

2. Limit and consolidate access driveways

Private access driveways should be consolidated where possible and designed to provide a minimum of 250 feet separation between drives where feasible to conform with adopted access management standards for the designated classification of Pacific Highway by the State (See Appendix B: Existing Conditions - Transportation.)

Rationale

In order to minimize conflict between vehicles and between vehicles and pedestrians, the 250 foot spacing standard, adopted by the State for this type of street, should remain the long term objective. Due to existing land uses, lot widths, and driveway configurations, consolidation of driveway spacing to separations of 250 feet will not always be possible in the short term.

Incentives to property owners to consolidate access and create joint-use driveways are necessary and recommended as a part of this Plan. In terms of the street reconstruction project, incentives include additional potential for private use of public right-of-way for parking, particularly where property owners will lose valuable existing streetfront angle parking. As noted in the WSDOT State Bicycle Transportation and Pedestrian Walkway Plan (1985), permitting parking on heavily traveled streets serves as a buffer zone between the roadway and sidewalk. On-street parking, in conjunction with more frequent signal spacing, will also assist in reducing pedestrian mid-block crossings and the subse-

quent accident potential. Where this is not an option, adequate sidewalk width should be provided, with landscaping on the curb-side of the sidewalk, to create some sense of separation from traffic lanes.

3. Install streetscape improvements

Design streetscape improvements in conjunction with roadway design and engineering and develop the streetscape to a level that supports the revitalization goals of the Plan.

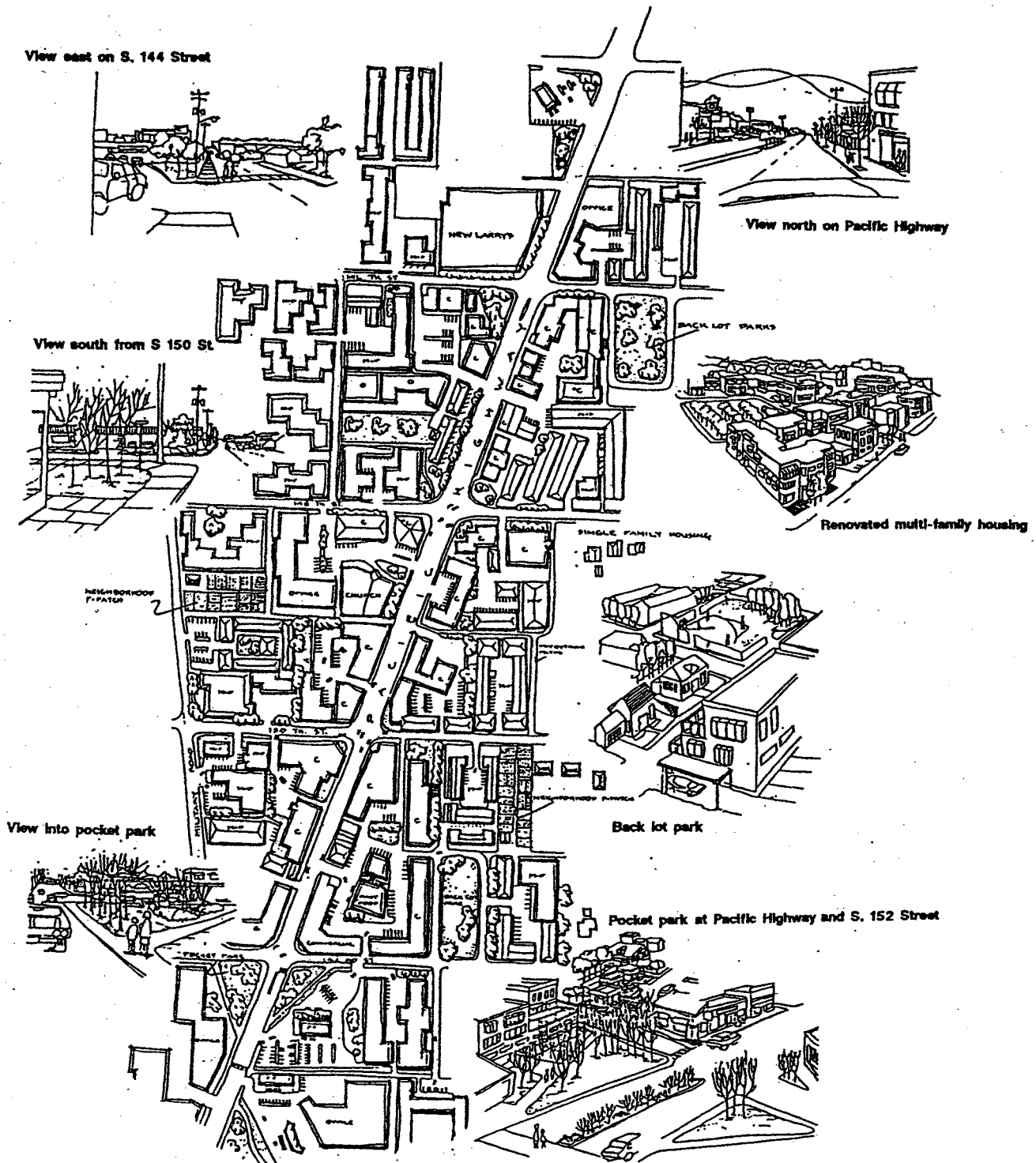
Rationale

The community desires that this area be a neighborhood-oriented community center and accommodate a range of land uses, and that the pedestrian environment and safety be improved. The Comprehensive Plan specifies in Policy 8.1.1, "Improve the pedestrian environment with street improvements that include curbs, sidewalk or trails and regularly spaced street trees." In order to accomplish these objectives and reflect the varying conditions along the Highway's 2.5 mile length, a minimum level of improvements and varied streetscape concepts should be developed, as appropriate. All concepts should accommodate:

- raised sidewalks, 12 feet minimum width along the Highway and 8 feet on cross streets in the commercial core and of a width suitable to accommodate anticipated pedestrian volumes elsewhere;
- street trees, with spacing that accomplishes the objectives of creating a stronger street edge; providing an amenity to the area; and reinforcing the



Figure 18: Streetscape & Open Space Concept



identity of the core commercial area around S. 144 Street;

- transit facility improvements, to be coordinated with the regional transit agency;
- pedestrian safety features, such as bulbs, handicap ramps, and medians that provide refuge areas, where possible;
- undergrounding of utilities and/or

removing utility maintenance facilities from the stream of pedestrian traffic;

- the orderly arrangement of other street furniture and facilities, including light standards, signal standards, mail boxes, public telephones, grates



and manhole covers, trash receptacles, etc.

- removal of private signs placed within the public right-of-way, or within the required sign setback area;
- special treatments, such as special paving in sidewalk, transit areas, and crosswalks, street furniture, public artwork, and neighborhood identity signs. (See Figure 9: Streetscape Options and Figure 18: Streetscape & Open Space Concept).

Development of public art and gateways

A program to provide for public art and gateway features, in conjunction with streetscape improvement, should be developed in conjunction with the Arts Commission. The most effective way to ensure that special treatments are appropriate for streetscape improvements is to hire an artist to be part of the streetscape design team. In this way, streetscape objectives have a better chance of being implemented, and the artist is able to make use of both construction funds and public art funds to implement projects.

Where this is not possible due to budget and/or scheduling considerations, the urban designer on the design team should act as a liaison between the street design team and the artist. This will ensure that special treatments and public art projects are taken into consideration early enough in the design process for their incorporation in the design scheme. Public/private partnerships may also be a possibility in providing these additional amenities in the corridor (see Figure 19: Private Development with Pedestrian Plaza.)

Coordination with King County for transit improvements

Public transit is heavily used along this corridor. Improvements in transit facilities and facility maintenance is badly needed, evidenced by the ad hoc improvements that are being provided by property owners for transit riders. Comprehensive Plan policy 1.8.8 says, "Encourage facilities and im-



provements that support transit use in development, redevelopment and street projects." Reconstruction of the street will require the provision of new, optimal transit locations and facilities, including bus pull-outs. These new facilities should be augmented with shelters, benches, trash receptacles, lighting, signage, and other features, commensurate with streetscape improvements elsewhere in the corridor.

4. Underground utilities

To meet minimum City standards, overhead electrical wires should be located un-

derground, water lines should be enlarged to eight inch (8") lines and fire hydrants should installed every 300 feet. In addition, telecommunications companies should be solicited to install fiber optic service in underground conduits provided by the City.

Rationale

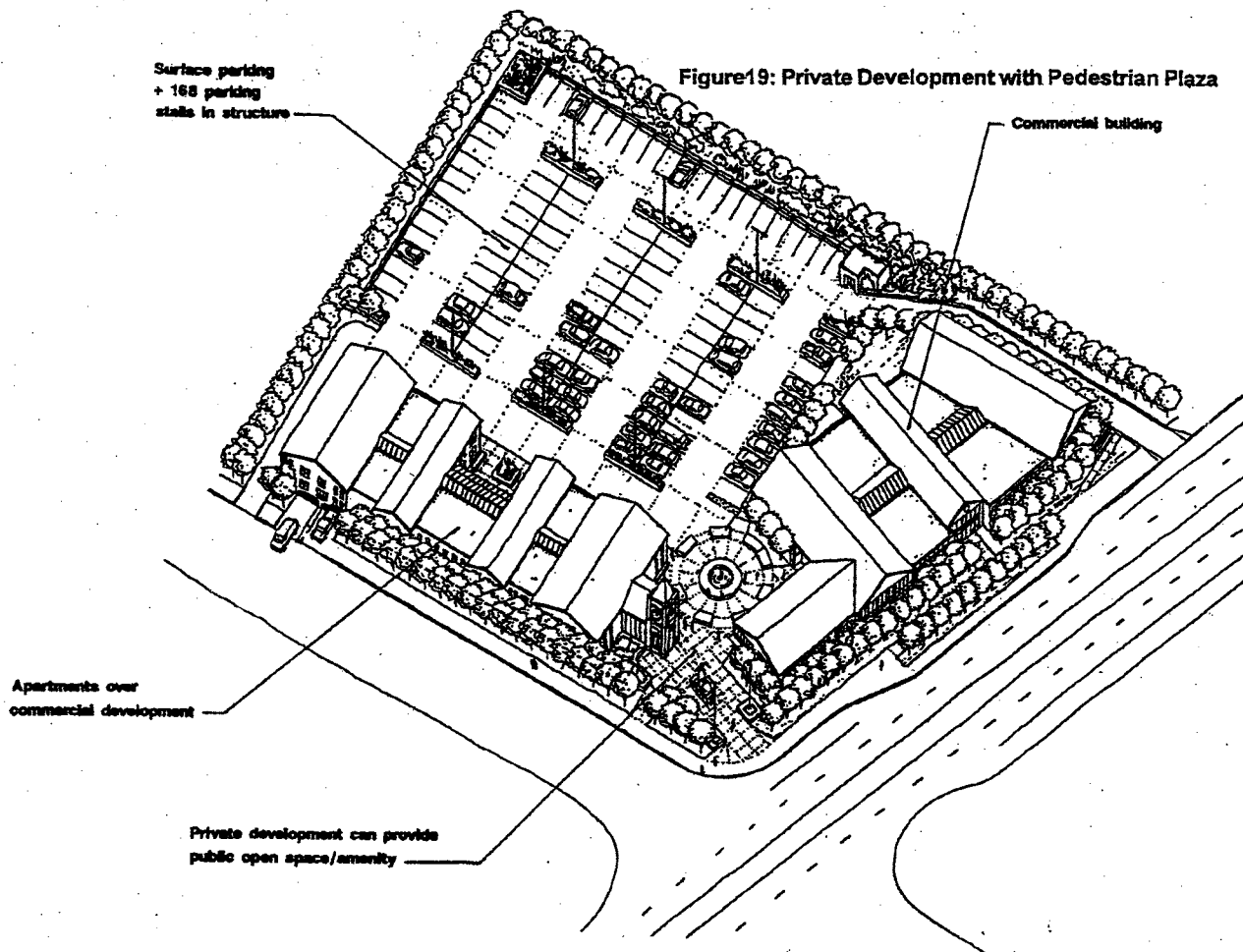
The Comprehensive Plan Policy 8.2.6 states, "Underground existing and future overhead distribution lines, including transit operation utilities, in accordance with rates and tariffs applicable to the servicing utility."

The most direct economic development tool that a City can offer to encourage redevelopment is adequate infrastructure. By identifying deficiencies and scheduling for

their improvement the City sends a message that it is serious about supporting the Pacific Highway Corridor redevelopment. *Figure 20: Utility Deficiencies Map* identifies the locations that are substandard and the City's minimum requirement for water and fire hydrants.

The electronic revolution is proceeding at a fast pace as more businesses computerize and go on-line. The City can also encourage and support the location of businesses in the corridor by ensuring that the telecommunications system is adequate to support high-speed data and video transmission.

5. Mitigate impacts associated with street improvements





Design solutions that would mitigate the impacts of the changes brought by the street redesign will include some use of the public right-of-way by private property owners "in back of the sidewalk," and on-street parking on cross streets.

The street design should also accommodate parking and loading within the right-of-way, where it benefits adjacent businesses.

Rationale

Any design for street improvements will impact existing businesses that are currently using the right-of-way to maneuver into or out of their parking stalls and/or using the public right-of-way itself for parking.

Without special treatment, the degree of parking impacts per parcel or site could range from 10-83%. *Table 6: Parking Impacts* lists the variety of situations and degree of impact associated with an improved street design. Although the table shows a significant overall reduction on the number of stalls, a site-by-site examination of circumstances, impacts and solutions is more appropriate, as there are a variety of existing sites and building types within the corridor. Often the severity of impacts is alleviated by the availability of additional land to the side or rear of a building or by the availability of land for parking on an adjacent lot owned by the same property owner.

For the majority of the 30 businesses that are impacted, the following solutions to mitigating the impact of street improvements on their parking supply would appear to be feasible solutions:

- Improve available land to the side or behind the building on the existing parcel with parking stalls, and/or
- Use adjacent commonly owned property for additional parking.
- Use a frontage road to provide and allow access to on-street parking and divert

the sidewalk (onto private property) behind the curb and parking; and/or

- Skew the centerline of the street where it works to the advantage of business/property owners on one side allowing continued parking lot circulation or parking within the public right-of-way.

Provision of a raised curb and sidewalk will affect how businesses use their properties, in that it will restrict the free frontal access that many property owners in the Corridor now enjoy. State Highway standards for this type of roadway have the goal of limiting access to one access point per property from the Highway, with an optimal spacing of one access point every 250'. In addition to State design standards is the City's design standard limiting the width of access drives to 35'. This will not always be possible in the corridor, and again, the design solutions for access will have to be tailored to every individual property and property owner's needs.

Responsible Department and its Role

The Public Works Department is responsible for the management of the street reconstruction process. The Department of Community Development will assist in streetscape plan review and overall Revitalization Plan coordination.

The Public Works Department will coordinate with Water District 125 and Water District 20 and other franchise utilities to ensure design and construction of utility infrastructure consistent with City standards and coordination with the City's construction schedule.

The Public Works Department should solicit telecommunication providers in the area and request a high grade fiber optic line for installation within the corridor at the time of reconstruction.

Cost

The cost of street improvements and mitigation associated with street improvements will be developed as the design progresses from the Design Report (currently underway) to Preliminary Engineering to Construction Documents.

Table 6: Parking Impacts

Limited Off Site or On Site Property Options		
Business Address	Existing Number of Frontage Stalls Marked and (Unmarked)	Existing Number of Parking Stalls Marked and (Unmarked)
Derby Tavern 4004 S. 139 St	7(0)	7(5)
Indian Palace/Nick's Beverage 13925 Pacific Highway	0(6)	0(6)
Jacobsen Manufacturing 15029 Pacific Highway	0(1)	0(1)
Quality Rentals 14604 Pacific Highway	0(7)	0(16)
Jasmine Thai/Sixplex 14835 Pacific Highway	0(7)	20(0)
China Pavillion/Stop-Buy Groc 14855 Pacific Highway	4(0)	22(0)
El Rey Video/Moonrise Motel 14440 Pacific Highway	3(0)	27(0)
On Site Options and/or Off Site Options		
Executive Cleaning Services 13740 Pacific Highway	0(5)	0(5)
Big Wheel Auto 14013 Pacific Highway	10(0)	10(0)
Fantasy Express 14404 Pacific Highway	7(0)	18(0)
Yoshikawa Fourplex 14412 Pacific Highway	0(3)	0(4)
Don's Barbershop/Farmers Insurance 14452 Pacific Highway	3(0)	3(0)
Appliance Distributors /A to B Auto Sales Auto /Horrocks 14638 Pacific Highway	14(0)	17(0)
Tukwila Police NRC 14661 Pacific Highway	0(7)	0(7)
Newporter Apts/Dawson SVC. 14840 Pacific Highway	0(6)	21(6)
Southtowne Auto 14864 Pacific Highway	0(6)	0(6)
BV Nails/Riverton Hts. Deli/Groc/Deja Vu 15011 Pacific Highway	12(0)	38(0)
Trudy's Tavern 15037 Pacific Highway	5(3)	79(3)

Extend and upgrade utilities in Corridor

The City should coordinate the upgrading and improvement of water and storm water utilities within the Pacific Highway Corridor study area.

Rationale

Water service to the study area is provided by two different purveyors, Water District 20 and Water District 125. The City's standard for water service and fire suppression is an eight inch water line and fire hydrants spaced at a minimum of every 300 feet. Improvements to meet these standards are typically made at the time of development or redevelopment, or at the instigation of a public capital improvement project. Utility upgrade costs are borne by the developer, if improvements are not provided by the public agency.

Sanitary sewer is provided by ValVue Sewer District. The majority of the area meets the City standard of eight inch lines. In particular, the commercial and multi-family areas appear well served.

Figure 20, Utilities Deficiencies Map, shows the water main line deficiencies in the area. In general, the area does not meet the City's minimum hydrant spacing standard of 300 feet and some gaps in water service are present.

The cost of required utility upgrades, and the need to coordinate with several agencies to achieve them, acts as a disincentive for redevelopment.

In addition to the cost to the developer of improving the public infrastructure there is a perception and negative message that is conveyed to lenders and developers about the need to upgrade the public infrastructure in an area.

Responsible Department and its Role

The various utilities are governed by elected commissioners who establish their own capital improvement programs. Tukwila's elected officials should meet with the respective Commissioners to request that a priority be placed on project level planning

in the Corridor. This will ensure that plans are in place and ready to be implemented when redevelopment occurs. The second priority would be to establish a schedule and commitment for constructing these improvements.

The City's Public Works Department coordinates with the various utilities operating within the City to ensure activities within the City's street rights-of-way are consistent with City standards. The Public Works Department would coordinate with the utilities to ensure that any planned upgrades are coordinated with City-sponsored street improvements.

Cost

This coordination effort would be undertaken with existing staff.

Improve cross streets

Equally as important as improving the Pacific Highway Corridor, in terms of the overall goal of area revitalization, is an improvement plan for the cross streets. South 144 Street in particular links users of the Highway with many of the important public facilities in the area. Other cross streets link the neighborhoods to the commercial core of the area. A plan for the improvement of these streets will enable these improvements to be constructed incrementally, as redevelopment occurs. They may be undertaken by the City as an incentive to prospective developers. They may also be designed to accommodate parking lost on Pacific Highway as that street is reconstructed.

1. Create an area-wide street design and streetscape plan

Design cross street improvements within the Study Area from 42 Avenue S. to Military Road S. and S. 152 to S. 139 Streets. An area-wide street system and streetscape plan would show needed right-of-way to meet minimum requirements, utility upgrades to water, storm water, sanitary sewer, fire hydrants and franchise utilities, if necessary, on-street parking where desir-

able and needed, curb and sidewalk locations, undergrounding, landscaping and street trees, and illumination. *Figure 21: Cross Streets Improvement Plan* shows the right-of-ways within the area that would be the subject of the plan. Discussion would also include the potential for street vacations where desirable to implement revitalization, and the criteria or circumstances under which a vacation would be considered.

Rationale

Street frontage improvements (curb, gutter and sidewalks) are required at the time of new development and in conjunction with major redevelopment projects.

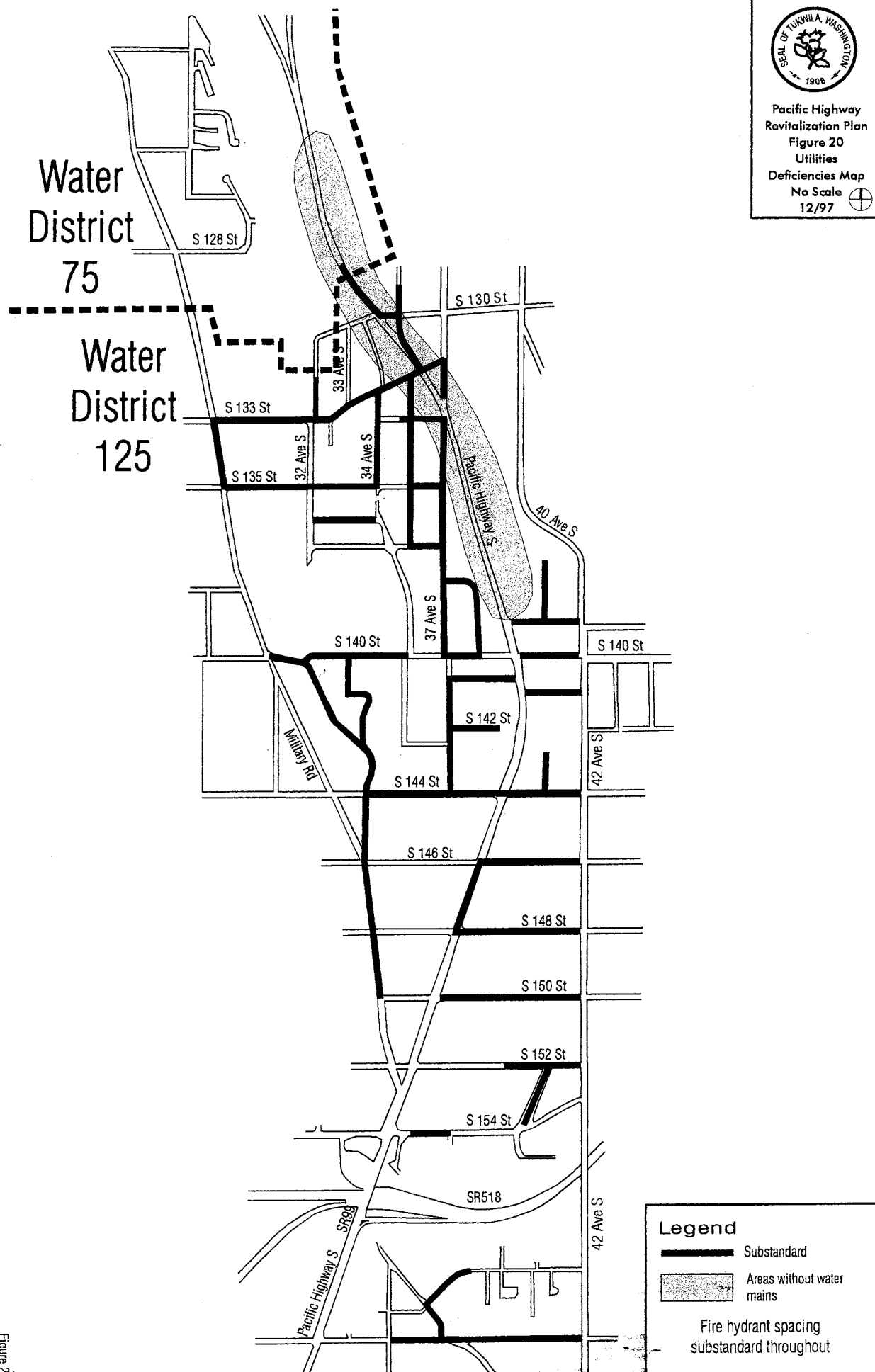
Due to the undetermined location of the curb and other frontal improvements in some areas, City practice is to require developers to sign a developer's agreement that says they will not protest a future Local Improvement District or will pay a proportionate fair share of costs for the improvements. Developer costs will be based upon actual City costs for the improvements at the time of construction.

The surrounding community supports many Pacific Highway businesses. Cross street improvements would improve neighborhood access to the corridor, and potentially increasing the community's use of the corridor businesses. Enhanced pedestrian access would encourage greater patronage

Table 7: Cross Street Improvement Estimates

Streets	Length in Feet	Street Width	Street Cost	Undergrounding Cost	Total Construction
Pacific Highway to 42 Avenue South					
S 139 ST	625	36	\$250,000	\$93,750	\$343,750
S 140 ST	550	44	\$247,500	\$82,500	\$330,000
S 141 ST	500	44	\$225,000	\$75,000	\$300,000
S 144 ST	700	44	\$315,000	\$105,000	\$420,000
S 146 ST	968	44	\$435,600	\$145,200	\$580,800
S 148 ST	1206	36	\$482,400	\$180,900	\$663,300
S 150 ST	1437	36	\$574,800	\$215,550	\$790,350
S 152 ST	1688	36	\$675,200	\$253,200	\$928,400
Pacific Highway to 37 Avenue South					
S 140 ST	600	36	\$240,000	\$90,000	\$330,000
S 141 ST	655	36	\$262,000	\$98,250	\$368,500
S 142 ST	670	36	\$268,000	\$100,500	\$368,500
Pacific Highway to Military Road					
S 144 ST	1615	44	\$726,750	\$242,250	\$969,000
S 146 ST	1085	44	\$488,250	\$162,750	\$651,000
S 148 ST	775	44	\$348,750	\$116,250	\$465,000
S 150 ST	465	44	\$209,250	\$69,750	\$209,000
Totals			\$5,748,500	\$2,030,850	\$7,779,350

Note: 1997 Estimated Costs





Pacific Highway
Revitalization Plan
Figure 21

Cross Streets
Improvement Plan

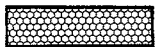
No Scale

12/97



Legend

Existing Right of Way
Widths



30 Feet



40 Feet



50 Feet



60 Feet



70 Feet



80 Feet



90 Feet



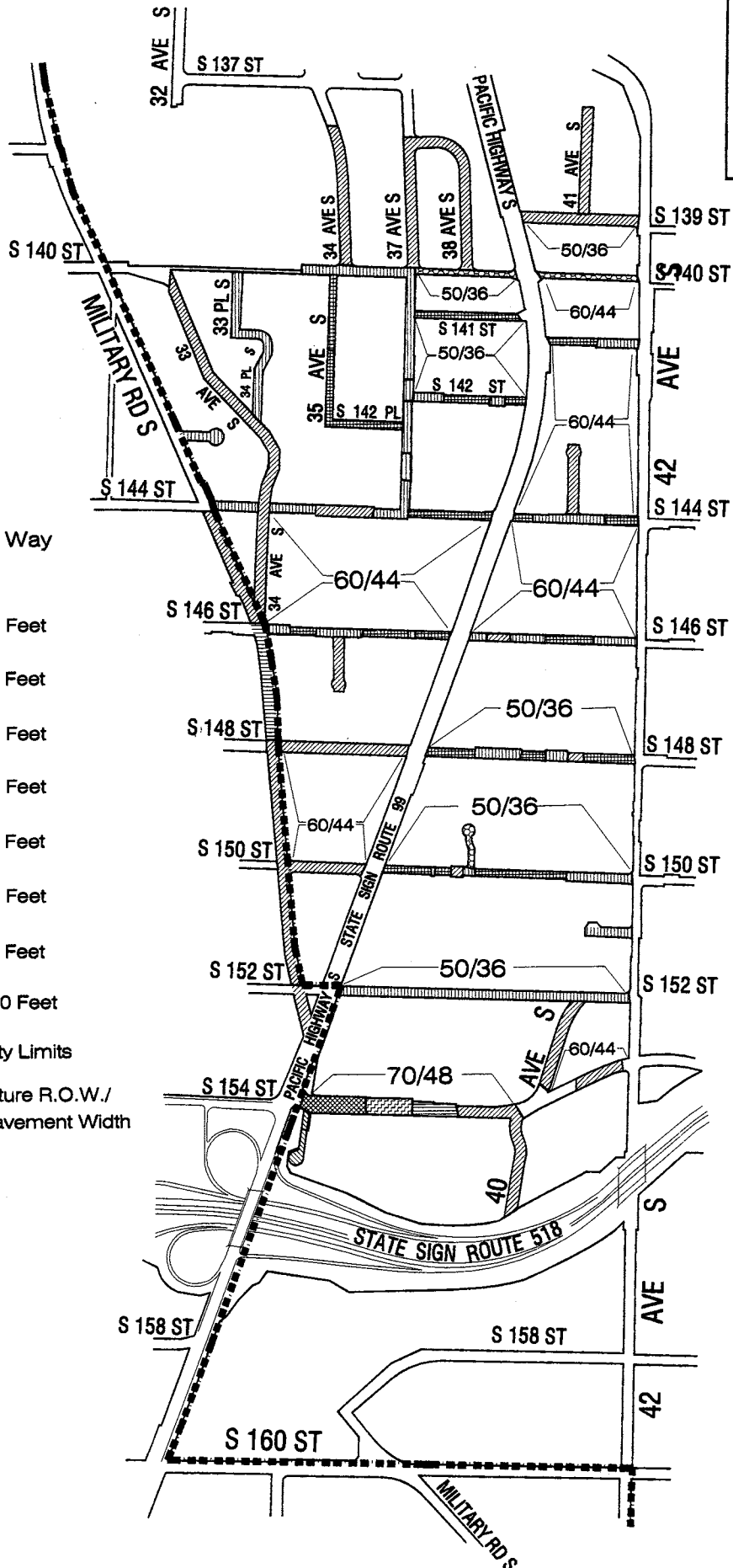
100 Feet



City Limits

60/44

Future R.O.W./
Pavement Width



of residents to stores and transit services. Furthermore, convenient transit service would link the corridor to other areas.

Preparing a plan for cross street improvements would resolve issues of intersection curb location and radii for the Pacific Highway reconstruction process. It would also allow the streets frontages to be improved incrementally as redevelopment occurs, and would provide greater opportunity for grant application for street trees and other elements of street construction.

Some of the streets in the commercial core are unique in that they serve a variety of different uses within a one block area, including residential uses. The City does not typically design commercial local access streets with on-street parking. A benefit of designing an area-wide plan for the area cross streets is that they could be designed for on-street parking.

This is supported by the following Comprehensive Plan Policy (14.1.10): *"Consider City funding for preliminary engineering and design of commercial street projects if the City determines that the public health, safety and welfare will be benefited."*

Responsible Department and its Role

The Public Works Department would manage the planning and design of an area-wide streetscape plan.

Cost

The cost will be approximately \$8,000 - \$10,000 for preparing a Design Report.

2. Construct cross street improvements

The following construction phasing schedule is recommended for improving the cross streets within the Study Area from S. 139 Street to S.154 Street, and between 42 Avenue S. and Military Road. (See the previous strategy for creating an area-wide street system plan.)

- *Phase I Cross Street Plan:* Phase I targets existing or planned signalized cross streets. This includes S. 144, S.140, S. 148, and S. 152 Streets.
- *Phase II Cross Street Plan:* The Phase II Plan completes all remaining cross

streets within this section of the Corridor. The design elements are the same as those described for Phase I.

Rationale

Redevelopment takes a long time. The City, in establishing its Enterprise Zone, has made a policy statement that it will be responsible for mitigating the impacts from private redevelopment, where appropriate. Scheduling and completing the cross street improvements will provide positive assurance of the City's commitment, will encourage redevelopment, and will enhance the residential character of the area.

Responsible Department and its Role

The Public Works Department would be responsible for management of the development of PS & E drawings and construction documents.

Cost

Table 7: *Cross Street Improvement Estimates* are planning level estimates based on typical per foot costs and include, as a separate item, the costs of undergrounding.

Site and Develop a Neighborhood Resource Center

Use the site selection criteria from "Engaging in development or brokering development" on pg.55 to select a permanent site for a Neighborhood Resource Center.

Community opinion is that Pacific Highway functions, although poorly at present, as the community's main street. The City's community facilities, such as City Hall, libraries, the Community Center, schools, and fire stations are all dispersed throughout the City. The City's lease of a building on the Highway for a Neighborhood Resource Center was done to create a "police presence" on the Highway and allow the police officers ready access to the neighborhoods. What can be done to expand and enhance the sense of community and turn the center into a meeting place or gathering spot?

The City should carefully consider the space and operational programming for a

new facility that outlines the function and space requirements for a "Neighborhood Resource Center." Develop a facility that serves the people and businesses of the area and provides a desirable example of the intensity and quality for site and building development in the corridor.

Consider the following uses for inclusion within the facility:

- police personnel and crime prevention resources
- volunteer resource needs
- recreation space that supplements existing facilities and meets the needs of the surrounding neighborhoods
- meeting space that compliments and supplements existing community facilities
- additional City office needs including storage, taking into consideration long term needs and desirable relationships between City services
- leasable space for community oriented organizations such as human service contractors
- other public services or housing.

Rationale

In 1992 during the Vision Tukwila - Highway 99 process, the community identified a desire to have a facility on the Highway. Requested uses of the facility varied.

The City subsequently leased a small space at 14661 Pacific Highway. The existing facility is small and has inherent limitations. Police personnel and community volunteers currently staff it.

Comprehensive Plan Policy 1.1.2 states: *"Encourage the creation of locations and facilities that residents can appreciate collectively."*

Comprehensive Plan Policy 14.2.1 states: *"Recognize and provide for multiple purposes and functions of all City facilities and where possible, incorporate within the design, the needs of the individual."*

Responsible Department and its Role

The Mayor's Office coordinates the space and facility needs for all City Departments and should coordinate with the Department of Community Development for

appropriate consideration of Pacific Highway design criteria and guidelines.

Cost

There are two costs to consider, design/construction and operations/maintenance. After the City completes the exercise of space programming a square footage figure can be obtained for desired facilities within the Neighborhood Resource Center. The Cost will be approximately \$200.00 a square foot to construct. A consideration to be made in the overall programming for the building will be how it will be financed. Comprehensive Plan Policy 14.1.7 allows the issuance of bonds for facilities if repayment can be made from revenue allocations.

Site and Construct Cascade View Park

Use the criteria below, in addition to the standard selection criteria, to site and construct the Cascade View Neighborhood Park.

Rationale

The goal of this Revitalization Plan is to change and improve the overall appearance and function of the Pacific Highway Study Area. Achieving this goal will involve attracting and retaining stable and community oriented households. High quality amenities attract and support high quality residential neighborhoods. A public park also provides opportunities for parents, children and neighbors to meet and get to know each other.

The City of Tukwila has identified parks and recreation needs and adopted service standards to meet the needs of its residents. The City's adopted Parks and Open Space Plan (Tukwila 1995) identifies the Cascade View neighborhood as the most underserved neighborhood from a parks standard. Neighborhood parks are a combination playground and park designed primarily for non-supervised, non-organized, recreational activities. They are generally small in size (three to seven acres) and usually service a radius of approximately one half mile. Neighborhood parks facilities typi-

cally include children's play equipment, picnic facilities, a grass area for pick-up sports, and may also contain tennis courts, sport courts or other low impact recreation facilities.

The City of Tukwila 1993 Parks & Open Space Plan contains neighborhood park site selection criteria.

- The site should be central to the area it serves and optimally be three to seven acres in size.
- The site should be adjacent to a green belt or trail system if possible.
- If possible, walking distance should not exceed one half mile for the population it serves.
- The park's future users should not have to cross major arterial streets or other barriers to access the park.
- The site should be readily visible from adjoining streets.
- At least 50% of the site should be flat and usable for recreation.
- Access to the site should be via a local residential street. If located on a busy arterial street, appropriate fencing and other safety measures should be taken to protect park users.

The selection committee should also consider the following additional criteria related to the Pacific Highway area in selecting a park site.

- Will it redevelop existing deteriorated properties or undesirable uses?

- Will it create a transitional buffer between commercial and residential areas?
- Will it enhance residential development?
- Is it possible to maintain as a safe, crime-free facility?

Responsible Department and its Role

The Parks and Recreation Department would conduct the site selection process and coordinate with the "99 Coordinator" and the Department of Community Development to ensure the Pacific Highway Revitalization Plan objectives are incorporated.

Cost

Land acquisition is expected to cost a minimum of \$400,000 and this will be for a park on the small end of the range listed above. Since existing lots are typically small, the cost of acquiring a site of sufficient size will depend on the number of lots needed. The design and construction of park facilities is expected to cost approximately \$500,000.

Improve Southgate Greenbelt Park

Improve the greenbelt area to act as a gateway to the Pacific Highway "main street" and as a conduit between the Study Area and the recreational areas in the Riverton neighborhood and Duwamish/Green River valley.

Rationale

The Southgate Greenbelt is important because of the number of functions it could serve. It provides important greenery in an otherwise very developed area. It is a visual landmark marking the transition from the business core to the more residential, less intensive section of the corridor. The Master Trails Plan to be developed by the Parks and Recreation Department should create a linkage through the greenbelt from the Pacific Highway corridor to other parks and open spaces in the City, including other recreation facilities along the Interurban corridor.



Responsible Department and its Role

The Parks and Recreation Department would develop and administer this project and coordinate with the Public Works Department to ensure compatibility with drainage and water quality management plans for Southgate Creek.

Cost

Approximately \$10,000 would be needed to survey, design and develop cost estimates for improvements, and \$10,000 in additional funding would be needed to develop construction plans and documents. Constructed steps could cost \$40,000 to \$50,000.

This area is an important creek and storm drainage way. A joint undertaking for the Tukwila Storm and Surface Water Utility and the Parks Department could result in a more efficient and cost effective project, as well as create an innovative water feature as a park amenity.

Revitalization Plan, Strategies and Challenges Matrix

The following table has been created to compare the strategies listed in this chapter to the challenges identified at the beginning of the Plan. A review of the Plan's goals is also necessary to gain a complete understanding of the Plan's focus and why the programs, projects and regulations have been recommended.

Table 8: Recommended Revitalization Strategies to Target Challenges

STRATEGIES	CHALLENGES											
	Small Parcels	Few Vacant Parcels	Land Prices	Small Market	Poor Appearance	Poor Quality, Unsafe Street	Lower Income	Residential Turnover	Reputation of Crime	Undesirable Uses	Incompatible Regional Plans	Limited Resources
STIMULATE PRIVATE REAL PROPERTY INVESTMENT												
Housing Agencies Partnerships & Code Enforcement				👍	👍			👍	👍			👍
CDBG Fund Concentration and Improvement Grants					👍		👍					
Redevelopment Incentive Period					👍			👍				
Commercial Area Expansion in Certain Areas	👍	👍										
Flexible Standards	👍				👍							
Property Brokerage/Acquisitions	👍	👍	👍	👍					👍	👍		👍
EXPAND MARKETS												
Discussions with Surrounding Cities		👍		👍								
Housing in RC Zone				👍	👍							
AUGMENT DEVELOPMENT OF COMMUNITY												
Neighborhood Improvement Programs					👍			👍				
Public Art Program					👍	👍			👍			
Code Modification for Improved Design					👍							
Public Involvement and Marketing Program				👍					👍		👍	
Pedestrian/Bike Transportation Plan					👍	👍						
School District Strategic Plan Implementation							👍	👍				
UPGRADE INFRASTRUCTURE & FACILITIES												
Pacific Highway Improvement					👍	👍						
Upgrade and Extend Utilities				👍								
Cross Street Improvements					👍	👍						
Neighborhood Resource Center								👍		👍		
Cascade View Park					👍			👍		👍		
Southgate Park								👍	👍			

Revitalization Plan Timeline

More detailed cost estimates will not be made until project level planning. The goal at this stage is to establish policy direction and obtain administrative and legislative support. Given the economic profile of the area, grants from outside the City are a potential funding source. But in order for these programs or projects to be pursued, the City must document its support in a planning level effort.

Table 9: Revitalization Plan Timeline, is a recommended timeline for the actions proposed. Redevelopment takes a long time. Significant infusions of public money, however, within a targeted period of time, will be effective in starting the long process of change, will result in a noticeable improvement that will benefit those who live and work in the area, and will act as an incentive for future redevelopment.

Many of the strategies recommended here are interrelated; that is, realization of Plan goals and objectives requires their concurrent implementation. They represent a portfolio of actions assembled in response to existing conditions and challenges. For example, modifying the Regional Commercial Zone to allow medium density housing will result in little or no market expansion (new households) unless there are significant physical improvements made in the living environment. Without market expansion, it will be difficult for the City to encourage property owners or for the property owners to see reasons to invest in any improvements to their property.

Table 9: Revitalization Plan Timeline

	1999				2000				2001				2002				2003				2004				2005+			
REAL PROPERTY INVESTMENT																												
"99 Coordinator"	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>																
Housing Agencies Partnerships & Code Enforcement			>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>			
Fund Concentration and Improvement Grants					>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	
Redevelopment "Incentive" Period			>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>			
Commercial area expansion in selected areas	>>>	>>>	>>>	>>>																								
Flexible Standards Code Modification	>>>	>>>	>>>																									
Property Brokerage/ Acquisitions			>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>																
EXPAND MARKETS																												
Discussion with Cities			>>>	>>>																								
Housing in RC Zone																	>>>	>>>	>>>	>>>								
COMMUNITY DEVELOPMENT																												
Neighborhood Improvement Programs									>>>	>>>	>>>	>>>	>>>	>>>	>>>													
Public Art Program	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>			
Zoning Code Amendments	>>>	>>>	>>>																									
P.I. and Marketing Program	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>			
Strategic Plan for Education	>>>	>>>	>>>																									
Ped./Bike Plan														>>>	>>>	>>>	>>>	>>>	>>>									
INFRASTRUCTURE AND FACILITIES																												
Pacific Highway Improvement	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>													
Upgrade Utilities	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>													
Cross-Street Plan & Improvements	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>	
Neighborhood Resource Center	>>>	>>>	>>>	>>>	>>>	>>>	>>>	>>>																				
Cascade View Park				>>>	>>>	>>>	>>>	>>>																				
Southgate Park									>>>	>>>	>>>	>>>	>>>	>>>														

Appendices



Appendix A:

Public Involvement Program

Neighborhood Cross-roads: Pacific Highway Plan Involvement Program

Introduction

The scope of this project is broad. The City recognizes that the health of a neighborhood is a multi-faceted issue and that services, standards, and facilities need to be coordinated. There are multiple organizations inside and outside the City that are involved with revitalization of the Corridor and that will be affected by the recommendations of this Revitalization Plan. Therefore a program for involvement serves as a useful guide and coordinating tool.

The City Council adopted a new Comprehensive Plan and an amended Zoning Code in December 1995. The objective of this Revitalization Plan is to implement the goals and policies the Comprehensive Plan. Included among the related strategies will be street improvements, other capital improvements, regulatory standards, design and development guidelines and processes, and public safety/housing/human/and economic development programs.

What is the purpose of an Involvement Program?

The purpose of this Involvement Program is to identify affected people and organizations who are interested and can assist in improving the well-being and quality of the Pacific Highway Study Area as a whole. The roles and involvement of the groups need to be organized because of the breadth of scope in the Revitalization Plan, the need for timely actions, and the number of affected people, groups and organizations.

Who are the affected parties and how will they be involved?

Property Owners & Residents

The Pacific Highway Study Area consists of over 425 commercial properties, including multi-family, and an even greater number of single family property owners, who will be affected by recommendations of the Revitalization Plan.

The City's primary method of involvement consists of regular updates in the City's newsletter, the Hazelnut, which is published and mailed six times a year. In addition, at important decision points, mailings are made to property owners and residents to announce public workshops.

The City will also issue press releases to the Seattle Times and Highline Times at strategic points to announce availability of information, public workshops and to enlist the press's involvement in announcing the work being done and providing critical comment.

Property owners and residents must read informational bulletins and attend workshops in order to voice their opinions and understand the consequences of upcoming decisions.

In addition to the above community and neighborhood wide workshops, property owners and businesses who are directly adjacent to construction will be individually contacted to discuss impacts from City sponsored improvement projects.

At a broader level, residents and employees throughout the City use the Pacific Highway 99 Corridor and will be affected by the decisions undertaken as part of the Plan. Updates within the Hazelnut and official notice procedures will be followed on Council and Planning Commission actions.

99 Task Force

The Mayor of Tukwila formed this ten member group to represent a cross section of



property owners. Their role is to talk with neighbors and fellow business owners and bring a community perspective to proposed actions. The group is comprised of two Planning Commissioners, and eight others with a combination of backgrounds, both residential and business within the commercial corridor.

Components of the Revitalization Plan that affect the physical environment are being presented to the Task Force in order to incorporate their working knowledge of the area's conditions and operations into the review of alternatives. This group will become versed in the findings and conclusions of the technical studies; disseminate, discuss and listen to their neighbors and business colleagues on the work being conducted and provide comments/recommendations to the administrative staff, Planning Commission and the City Council on a regular basis. The Task Force will review and make recommendations to the City Council on a sign code amortization process, design guidelines and regulatory standards, Pacific Highway roadway configurations, streetscape concepts, as well as prioritization of street improvements within the Study Area, and the final Revitalization Plan.

99 Action Committee

This group is made up predominately of business owners and interested citizens, supported by the City government representatives and the assistance of the Southwest King County Chamber. Their focus is on supporting a crime-free, safe and clean environment in and around the Pacific Highway corridor. They meet twice a month and consistently have 15-20 business people in attendance. A major effort currently underway is to begin a "block watch" program within the commercial core of the Study Area while organizing clean-up and planting projects. Their role will be to act as a sounding board and information exchange on aspects of the Revitalization Plan that impact group members.

Foster Community Club

This is a group dedicated to improving

residents' quality of life through nurturing a spirit of cooperation, communication, respect and responsibility. Its area of focus is in the annexed neighborhoods of Riverton, Foster, and Thorndyke and membership is open to anyone. They publish a "Foster Community News" and meet the third Wednesday of most months. They sponsor neighborhood clean-ups, support candidate forums, participate in the annual City festival, and recognize groups or individuals who foster a sense of community. Their role is to act as a sounding board and information exchange on aspects of the Revitalization Plan that affect group members.

Technical Advisory Committee (TAC)

This group currently consists of representatives of: Washington Department of Transportation; City of SeaTac; METRO Transit Capital Planning & Services; Regional Transit Authority; Seattle City Light; and Tukwila City Staff. Their role is to represent their agencies and provide relevant input to the planning and design of the improvements within the public right-of-way. Further along in the process, representatives of service agencies such as Parks and Recreation, local churches, Tukwila School District, the Apartment Managers Network and Housing and Human Services will also be involved in review, comment and implementation.

Planning Commission (PC)

The seven member Tukwila Planning Commission is the principal comprehensive planning and zoning advisory body for the City. Their role will be to review legislative recommendations of the Revitalization Plan that require amendments to the comprehensive plan and zoning code, hold a public hearing and forward their recommendation to the City Council for action.

City Council

The City Council has multiple committees for organizing and handling their work. They include:

- **Community Affairs and Parks (CAP)**
considers matters that relate to the planning of the City's physical, economic, aesthetic, cultural, and social development. Their role is to serve as the first point of contact on issues relating to the Revitalization Plan and to receive continual updates on the Plan's progress.
- **Transportation Committee** considers matters that relate to transportation, including traffic, streets, and street lighting. Their role is to review the improvements proposed within the street right-of-way and coordinate the street design and funding in relation to the Revitalization Plan.
- **Utilities Committee** considers matters that relate to water, sewer, electric power, storm drainage, cable, gas, telephone, etc.
- **Finance and Safety Committee** considers matters that relate to the fiscal aspects and the management and administrative programs of the Plan.
- **Committee of the Whole (COW)**
coordinates the work of the individual committees of the City Council. Committee updates and directions will be reported at COW meetings. Their role will be to ensure coordinated Council direction to City administration with regards to the Plan. Joint meetings, public comment, including the 99 Task Force comments, will be organized through this body.

Table 10: Meetings Matrix as of: December 1997

Date	Meeting Type	Objectives	Participants	Products to be Reviewed
STEP I: INTRODUCTIONS BACKGROUND & EXISTING CONDITIONS ANALYSIS				
Feb. 14, 1995	Kick-Off w/Task Force	Introduce consultant teams, review project objectives, discuss land use /transportation alternatives and public involvement	Task Force, City staff, Consultant Team	Proposed work program
Feb. 23, 1995	Kick-Off w/Technical Adv. Committee (TAC)	Introduce consultant team members, review project goals and schedule, and get input into scope of issues	City Staff and Consultant Team	
March 13, 1995	Joint Meeting Tukwila/SeaTac Int'l Blvd. Advisory Committee	Share respective plans for corridor. Discuss SeaTac's street design and process	Staff	
March 24, 1995	Business and Property Owners Breakfast Meeting	Introduce participants to the project, review the objectives of and gain input into the Market Analysis Report	Business and property owners, Mayor, City staff, Economic Consulting Services (ECS), MAKERS	Business survey and questionnaire
March 27	COW	Review Revitalization Plan scope of work with Council	MAKERS	Proposed work program
April 3, 1995	CAP	Briefing on the objectives for public workshop #1	City staff	
April 25, 1995	Public Workshop #1	Review project objectives, review draft findings of Market Analysis Report and present "mirror" of study area; summarize past visioning input; clarify issues to be analyzed and define criteria for project success.	Consultants, City staff, Task Force and all interested community members	Vision Tukwila Summaries Market Analysis Summaries Land Use Map Urban Design & Visual Resource Map Pedestrian Survey
May 9, 1995	Task Force	Formulate and discuss "Criteria for Success," review land use, streetscape quality, and visual structures maps	Consultants, City staff	Summary of public comments Potential Draft "Criteria for Success"
June 13, 1995	Task Force	Refine/recommend "Criteria for Success"	City staff	Final "Criteria for Success" Draft Public Involvement Plan

Date	Meeting Type	Objectives	Participants	Products to be Reviewed
STEP II: DEVELOPMENT & EVALUATION OF ALTERNATIVES				
June 27, 1995	Task Force	Discuss Element Options	City staff, MAKERS	
July 11, 1995	Joint Mtg. Task Force	Brief EDAB on project; receive EDAB comments; review Market Analysis Report	Mayor, City staff, Consultant Team	Market Analysis Report
	Economic Development Advisory Board (EDAB)			
August 8, 1995	Task Force	Discuss land uses	City Staff	Preferred Alternative Discussion Paper; City Council Draft Comp Plan Summary
August 22, 1995	Task Force	Discuss land uses	City Staff	Draft "C-5" District Design Consideration Examples
September 26, 1995	Task Force	Review Draft Comprehensive Plan	City Staff	Design Guidelines Discussion Paper
October 19, 1995	Task Force	Review Draft Zoning Code Amendment	City Staff	Draft Zoning Code October 20, 1995
October 30, 1995	Joint Mtg. City Council/ Task Force	Discuss Draft Comp Plan and Zoning Code Amendments		
November 2, 1995	Technical Advisory Committee	Present traffic forecasting and channelization alternatives		
November 6	CAP	Review Phase II Contract	City Staff	Contract
November 13, 1995	Task Force	Present study area traffic forecasting and channelization alternatives; develop comments	City Staff	Channelization alternatives
November 20, 1995	CAP/City Council	Review Involvement Program; review and approve contract	City Staff	CAS, Committee minutes, Involvement Program
November 27, 1995	COW	Review and approve Involvement Program	City Staff	Revised Involvement Program
December 11, 1995	Joint mtg. City Council /Task Force	Discuss Involvement program; agree on roles & process	City Staff	
January 23, 1996	Task Force	Review requested changes to Involvement Program including meeting matrix and Criteria for Success	City Staff	Revised Criteria for Success Table and Involvement Program

February 12, 1996	Joint Meeting COW/Task Force	Present Criteria for Success to City Council, traffic forecasting through 2020, and 99 cross sections and channelization alternatives	City Staff, Task Force	
February 29, 1996	Real Estate Panel 7:00 p.m.	Obtain development community feedback, critique, and recommendations on implementation of integrated City Alternative	Real Estate Experts, Consultants, Mayor, Planning Commission, 99 Task Force, City Council, EDAB	Prepared Questions
Date	Meeting Type	Objectives	Participants	Products to be Reviewed
STEP III: DRAFT REVITALIZATION PLAN				
March 13, 1996 - 7:00 p.m. - Foster High School	Property owners fronting right-of-way	Familiarize affected property owners on scope, background and existing conditions of street improvement project.	Consultants, Mayor, City Staff, Task Force, City Council	
March 19, 1996	City Council (CAP)	Discuss Real Estate Panel comments, provide modifications to draft economic and land use strategies, if desirable.	Consultants, City Staff	Real Estate Panel Summary Draft Economic Development and Land Use Strategies
March 25, 1996	Joint Mtg. City Council /PC/ Task Force	Present examples of exemplary comparable corridors; obtain feedback from Task Force on modified integrated alternative; present draft streetscape design options	Consultants, City Staff	Slide show, draft streetscape concepts
March 26, 1996 - 7:00 p.m. - Foster High School	Property Owners fronting right-of-way	Present draft roadway alignments, configurations and streetscapes and obtain feedback	Consultants, Mayor, City Staff, Task Force, TAC	
April 9, 1996	Task Force	Discuss draft roadway alignment, configuration and streetscape design recommendations; direct staff to draft a Task Force recommendation	Consultants, City Staff, WSDOT	
April 10, 1996 7:00 p.m. - Foster High School	Property owners fronting right-of-way	Present results of property owner roadway configuration/streetscape workshops	City Staff	Property owner survey results
April 17, 1996	Vision Tukwila	General Community Meeting - Brief on all 99 activities including: Revitalization Plan and 99 improvement alternatives	Mayor, City Council, Planning Commission, Task Force, City Staff	Involvement Program, Criteria for Success Table
May 20, 1996	Joint mtg. City Council (COW) /PC/ Task Force	Present Task Force street improvement recommendations and Consultant presentation of draft design guidelines, development standards, including sign	City Staff, MAKERS	Public Workshop results; TAC and Task Force roadway and streetscape status report; draft development standards & design guidelines.

May 30, 1996	Task Force	Discuss Draft Design Criteria	MAKERS, City Staff	Draft Design Criteria
June 11, 1996	Task Force	Discuss sign amortization and four completed International B/L improvements	City Staff	"Sign Code Issues" paper; Sign Code information handouts
July 8, 1996	Joint Mtg. City Council (COW) Task Force	Presentation of Design Criteria and Guidelines for Hwy 99 (slide show); questions and answers; Discuss setback and administrative design review process	Makers, City Staff	July 3, 1996 Draft Highway 99 Design Criteria and Guidelines
July 23, 1996	Task Force	Briefing - Highway 99 Design Report Presentation on pedestrian and bicycle safety	Michael Dornfeld, WSDOT City Staff	"Suburban Pedestrian Crossing Dilemma" article WSDOT State Bicycle/Pedestrian Plan
July 30, 1996	Task Force	Discuss modifications to Draft Design Criteria and Guidelines	MAKERS, City Staff	
August 15, 1996	Task Force	Review Design Criteria & Guidelines Recommendations	City Staff	Draft "Project Status Report"
August 26, 1996	Joint Meeting City Council/Task Force	Present and discuss Task Force "Project Status Report"	City Staff	Annotated July 3, 1996 Draft Design Criteria & Guidelines
September 9, 1996	City Council (COW)	Discuss "transition areas" and "light industrial uses in RC"; and Annotated Draft Guidelines	City Staff	
STEP IV: FINAL REVITALIZATION PLAN				
Date	Meeting Type	Objectives	Participants	Products to be Reviewed
March 5, 1997	Real Estate Forum	Review potential strategies with real estate/financing professionals	Mayor, City Council, EDAB, City Staff, Senior Real Estate Professionals	
March 11, 1997	CAP	Review revised design criteria and guidelines	City Staff	March 1997 99 Design Manual (Draft Design Criteria and Guidelines)
March 17, 1997	Joint City Council/Planning Commission/99 Task Force	Presentation 99 Design Manual - revised design criteria and guidelines	MAKERS, City Staff	Design Manual
April 1997	99 Action Committee / SW King County Chamber Gov't Committee	Presentation on Pacific Highway Design Manual	City Staff	Design Manual
September 1997	99 Task Force	Discussion / Direction on 99 Street Design Alternatives	City Staff, Perfeet	Perfeet Memo
November 1997	99 Task Force	Revised 99 Street Design Alternatives	City Staff, Perfeet	

APPENDIX A: PUBLIC INVOLVEMENT PROGRAM

December 15, 1997	99 Task Force	Design workshop to develop designs for pedestrian safety improvements. Designs to be used for TIB grant proposals	Interagency group including: City Staff, Elected Official, Public Health Services, WSDOT, Tukwila School District and South County Improvements for Pedestrians Program consultants and staff.
January 1998	CAP	Discuss and approve revised public involvement process; Briefing on Working Draft Revitalization Plan and Summary	City Staff
February 1998	99 Task Force	Review and recommend on revised conceptual street plan	City Staff
February 1998	Technical Advisory Committee Meeting	Discuss comments regarding Working Drafts Revitalization Plan and SEPA checklist	City Staff, Affected Agencies
February 1998	COW	Briefing/Presentation on Draft Revitalization Plan and Summary	City Staff
February 1998	99 Task Force/Planning Commission	Briefing Presentation of Draft Revitalization Plan	City Staff
February 1998	Small public meetings: SW King County Chamber 99 Action Committee Foster Community Club	Meet with interested groups to discuss drafts	Mayor, City staff
March 1998	Community-wide Public Workshop	Present components of Revitalization Plan ; obtain community feedback/concerns/priorities	City Staff, Task Force
April 1998	Task Force	Review and recommend on Plan actions	Community meetings summaries
May 1998	COW Plan Public Hearing	Present Task Force recommendations and hold public hearing on Plan	99 Task Force Draft Revitalization Plan Recommendation
May 1998	COW	Review and discuss public and Task Force comments; provide direction on modifications	99 Task Force Recommendation
July 1998	COW	Review Final Plan and adopting ordinance (resolution?)	Issue papers
July 1998	City Council	Adopt Revitalization Plan, forward Design Manual and other zoning code elements to Planning Commission	City Staff
			Final Revitalization Plan

Appendix B:

Existing Conditions Reports

The study of Pacific Highway and preparation of the Revitalization Plan has been assisted by a team of consultants composed of planners, urban designers, engineers and real estate market and housing specialists. The consultant team was managed by MAKERS and made up of Economic Consulting Services, Pertee Engineering and Stoloff and Associates. Among the preliminary tasks was an assessment of the existing conditions in their respective fields of specialty.

Land Use

Initial Steps

The City adopted a new Comprehensive Plan and Zoning Code in 1995. A summary of land use history and conditions is contained in the Transportation Corridor - Pacific Highway - Background Report (1994), which informed the policy makers during the Comprehensive Plan deliberations. Some minor modifications to the previous zoning district boundaries within the Study Area were proposed in the new Comprehensive Plan and more substantial changes in the type of land uses historically permitted within the zones in the area were proposed in the subsequent Zoning Code.

First, the City created a Neighborhood Commercial Center Zone north and south of the intersection of Pacific Highway and S. 144th Street that disallows hotels, motels and fast food businesses. This area is envisioned as the heart of the community, with pedestrian oriented development and a mix of commercial uses oriented toward the neighborhood.

Second, the City expanded the number of businesses that would be allowed elsewhere within the commercial districts within the Corridor. Under the County and former Tukwila zoning, the area was designated as regional commercial district. The new zoning, both the Neighborhood Commercial

Center (NCC) zone and the Regional Commercial (RC) zone, allows light manufacturing, warehousing and distribution, and offices and regional commercial uses.

Finally, the boundaries of the commercial districts on the east side of the Highway in the northeast corner of the intersection of S. 144 Street and Pacific Highway and in the block between S. 140 and S. 141 Streets were expanded slightly; approximately 300 and 125 feet (respectively) eastward.

Overview of Development History

There are three general distinctive land forms created by the Green River Valley in this area - the Green River Valley wall, the plateau, and the Gilliam Creek area.

There are a variety of different plats, with different lot patterns and sizes that were established early in the area's development, prior to the routing of Pacific Highway through the area. In addition, there are tracts of land that have not been subdivided.

All the blocks south of S. 144 Street are about 650 feet in length. To the north they vary from 200 feet to 1,000 feet and more. North of S. 152 Street, with few exceptions, the depth of the commercial zoning districts varies from 50 feet to approximately 400 feet.

A review of building permits reveals that there has been gradual development over the decades since the Highway was built. Area-wide zoning, established in the late 1950's, has been successful in creating a layering of land uses. In the main commercial area of the corridor, commercial uses are adjacent to the Highway. Multiple family development is adjacent to and behind the commercial land uses, and single family housing is located behind the multiple family housing. Topography prohibits this classic land use pattern north of S.139 Street.

The Pacific Highway Corridor has experienced redevelopment from primarily single family to more intense commercial or multi-family development over the years.



Few vacant parcels currently exist. *Figure 22: Land Use Map* shows the two significant vacant sites at the north and south ends of the Study Area.

Zoning and Property Information

The current zoning for the Corridor is found in *Figure 3: Zoning & Enterprise Development Zone Map* on pg. 17. The zoning district boundaries are identical to the Comprehensive Plan map for the area. The following is a description of the uses and densities allowed within each zone.

LDR - Low Density Residential: LDR allows a maximum of 6.7 dwelling units per net acre. It is intended to provide low density family residential areas together with a full range of urban infrastructure services in order to maintain stable residential neighborhoods, and to prevent intrusion of incompatible land uses.

MDR - Medium Density Residential: MDR allows up to 14.5 dwelling units per net acre. It is intended to provide for family and group residential uses, and to serve as an alternative to lower density family residential housing and more intensively developed group residential housing and associated uses. There are 65 parcels totaling 22.5 acres with MDR zoning. There are eight vacant parcels, one of which is 20 acres and owned by Highline Community Hospital Network. Thirty-six parcels are developed with single family houses. If these are redeveloped there would be a total of 124 additional households.

HDR - High Density Residential: HDR allows up to 22.0 dwelling units per net acre. It is intended to provide a high density, multiple family zone that is also compatible with commercial and office areas. There are 109 parcels totaling 66 acres with HDR zoning. There are three vacant lots zoned HDR, each less than approximately one half acre. There are 20 detached single family homes within this zone that have a potential of being redeveloped and providing for 111 new households. Twenty apartment complexes, however, exceed their current allowable density.

MUO - Mixed Use Office: The MUO district allows up to 14.5 dwelling units per net acre. It is intended to create and maintain areas characterized by professional and commercial office structures, mixed with certain complementary retail and residential uses. There are 15 parcels, totaling approximately ten acres with MUO zoning. There is one vacant parcel 30,075 square feet in size.

O - Office: The O district is more restrictive than the MUO zone because it doesn't allow veterinary offices, billiard/pool rooms or attached housing. Structures are limited to 35 feet in height, in contrast to the MUO zone, which allows 45 foot high structures. There are five parcels with Office zoning, totaling approximately three and one half acres. None of these are vacant and they are all developed with medical uses.






NCC - Neighborhood Commercial Center: The NCC district is intended to provide for pedestrian friendly areas characterized and scaled to serve multiple residential areas, with a diverse mix of uses. The NCC zone allows for a maximum of 14.5 dwelling units per net acre, at the second story or above, when mixed with certain retail service, office, recreational and community facilities, generally along a transportation corridor. Thirty-five acres are zoned NCC. Of the 71 parcels zoned NCC, 20 are developed with a one or two unit dwelling. There are three vacant sites, each of which is less than 10,000 square feet in size.

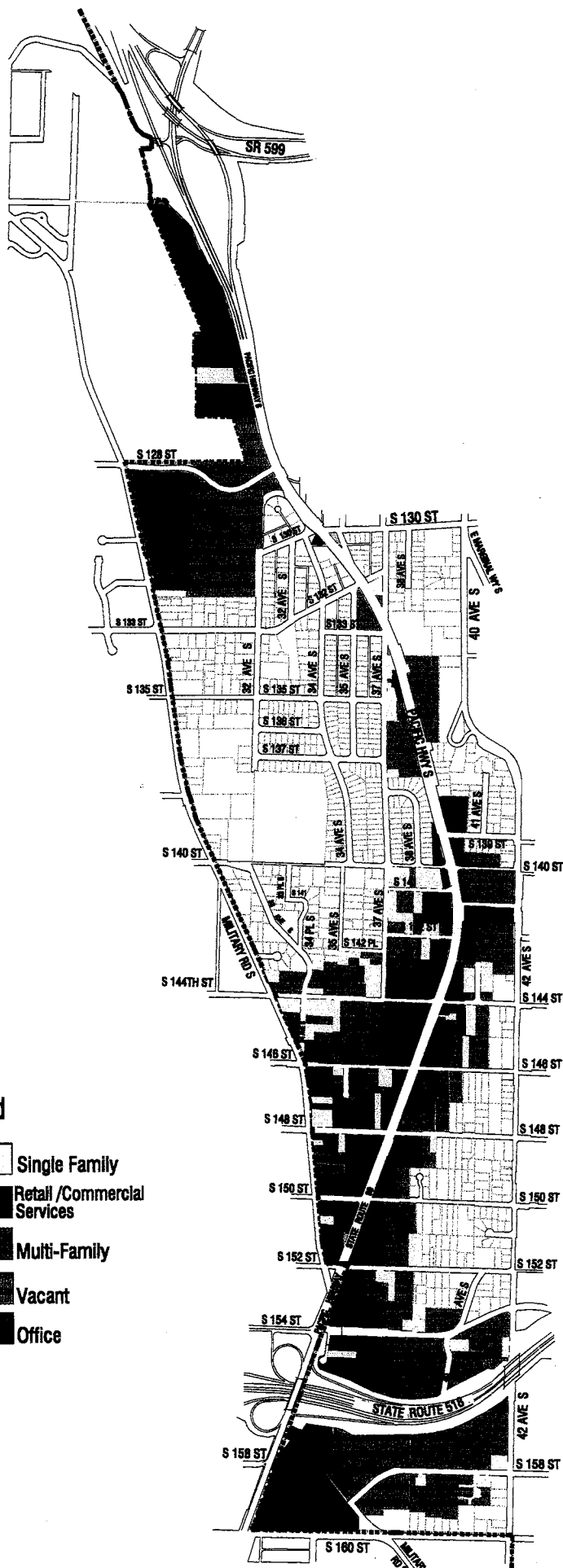
RC - Regional Commercial: The RC district is intended for high intensity regional commercial uses and to provide for areas characterized by commercial services, offices, lodging, entertainment, and retail activities with associated warehousing, and accessory light industrial uses. The RC zone is unique to the Pacific Highway corridor. There are 90 parcels, totaling 69.76 acres with RC zoning. There are four vacant parcels totaling 5.5 acres, which are owned by Sterling Recreation Organization. There are also ten parcels developed as single family residential, all on lots less than one half acre in size.



Pacific Highway
Revitalization Plan
Figure 22
Land Use
Map
No Scale
12/97

Legend

-  Single Family
-  Retail /Commercial Services
-  Multi-Family
-  Vacant
-  Office



C/LI - Commercial/Light Industrial:

The C/LI district is intended to provide for areas characterized by a mix of commercial, office, or light industrial uses. There are ten parcels, totaling 54.4 acres with C/LI zoning. One half of this total is in four separate parcels, owned by one person.

The following spread sheet, *Table 11: Pacific Highway Property Information* contains the property information used throughout this study to summarize and analyze land use, development characteristics, ownership, and land values. The table provides information about the approximately 371 parcels of multi-family, commercial, and industrial-zoned property within the Pacific Highway Study Area. These properties, which comprise approximately 260 acres, are owned by 264 individual taxpayers.

Table 11: Pacific Highway Property Information (December 1995)

Parcel Number	Street Number	Street Name	Lot Size	Lot Coverage	# Flrs.	Property/Business Name	# Units	Units per Acre	Taxpayer	Zone District	Land Value	Improvement Value
810860-0623	158	S (39 Ln)	20760	na		Vacant			Rauscher Edward & Vicki	HDR	\$59,000	\$0
162304-9339	2801	S 128 St	22417	3229	2	South Sea Womens Clinic			Highline Community Hospital	O	\$74,100	\$169,700
162304-9398	2901	S 128 St	32748	5269	2	The Lorac Building			Tanaka Noriko	O	\$180,100	\$378,200
736060-0195	4006	S 139 St	22500	6294	1	Alport Motel			Lin Wen Fan	RC	\$157,500	\$0
736060-0130	4004	S 139 St	5066	5066	1	Derby Tavern	1		Perovich Robert	MUO	\$40,500	\$42,700
736060-0410	4017	S 139 St	8400	na		Single family	1		Sharma Nandeshwar Kumar		\$32,000	\$64,800
161000-0005	3711	S 140 St	14400	na	1	Single family	1		Halstead William A	MDR	\$41,000	\$77,400
161000-0016	3719	S 140 St	6030	na	1.5	Single family	1		Duncan M A	MDR	\$33,000	\$61,300
736060-0490	4012	S 140 St	8400	1392	1	Royal Choice Laundry	1		Jacobson Carlson M Jr	RC	\$58,800	\$7,800
736060-0475	4030	S 140 St	16800	na		Birchcrest Apts	*		Birchcrest Apts	HDR	\$54,600	\$0
736060-0465	4030	S 140 St	25200	na	2	Birchcrest Apts	37	38	Banker Edward J	HDR	\$81,900	\$788,500
161000-0085	3703	S 141 St	5848	na	1.5	Single family	1		Kaye H Robert Jr	MDR	\$34,000	\$36,800
161000-0095	3715	S 141 St	18146	na	2	Apartment	16	19	Stickley K + C	MDR	\$63,500	\$315,000
161000-0015	3718	S 141 St	6030	na	1	Single family	1		Grant Earl + Darlene E	MDR	\$33,000	\$77,300
161000-0025	3724	S 141 St	12060	na	1	Apartment	4	14	Brines Wayne M	MDR	\$30,100	\$95,900
161000-0036	3728	S 141 St	12060	na	1	Single family	1		Idler Gerald	MDR	\$42,200	\$47,000
161000-0115	3731	S 141 St	18146	na	1.5	Single family	1		Cherrington Frank	MDR	\$63,500	\$37,700
161000-0035	3736	S 141 St	12060	na	1	Single family	1		Runge Ida H	MDR	\$42,200	\$41,300
161000-0045	3742	S 141 St	12060	na	1	Single family	1		Baker, Daniel	MDR	\$42,200	\$33,700
161000-0035	3748	S 141 St	14070	na		Single family	1		L & L Motels Inc	MDR	\$77,600	\$8,300
161000-0355	4101	S 141 St	34234	14384	1	Ben Carol Motel East			Kaye H Robert Jr	MDR	\$119,800	\$1,093,600
161000-0100	(40 St)	S 141 St	18146	0	0	Parking for 0095			Ashton, Vincent	MDR	\$63,500	\$0
152304-0097	3501	S 142 Pl S	6750			Single family	1		Schauss, Robert + Karesa	MDR	\$31,300	\$16,400
152304-0259	3503	S 142 Pl S	8100			Single family	1		Kiting, Judith	MDR	\$32,300	\$53,800
152304-9084	3507	S 142 Pl S	7200			Single family	1		Smothers, Edna	MDR	\$32,300	\$49,200
152304-9284	(37 Av)	S 142 Pl S	12180			Vacant			Benson Florine R	MDR	\$28,500	\$0
161000-0205	3720	S 142 St	18146	na	1	Single family	1		Wong Wai Ming + Kit	MDR	\$63,500	\$23,200
161000-0255	3729	S 142 St	18180	na	2	Dragon Court Apts	14	34	Northwest Development Trust	HDR	\$63,600	\$274,400
161000-0195	3730	S 142 St	18146	na	1.5	Apartment	2	5	Kearney, James M	MDR	\$63,500	\$44,500
161000-0186	3740	S 142 St	9546	na	1	Single family	1		Stotsenberg Gregory A + Canda	NCC	\$62,000	\$27,300
161000-0156	3742	S 142 St	10492	1488	2	Single family	1		Chao Tung + Shu Chen	NCC	\$68,100	\$1,000
161000-0270	3747	S 142 St	17493	4294	2	Jet Inn Motel	1		Lester Philip S	NCC	\$122,400	\$827,900
161000-0265	3743	S 142 St	18200	na	1	Single family	1		Lance, Margaret	NCC	\$127,400	\$6,800
004000-0086	3417	S 144 St	10489			Single family	1		Cagee, Ruth	MDR	\$32,400	\$41,100
004000-0088	3421	S 144 St	10489			Single family	1		O'Brien, Robert J	MDR	\$32,400	\$53,000
004000-0094	3429	S 144 St	20976	na	1	Single family	1		Samara Hubner Inc	HDR	\$83,900	\$1,000
152304-9194	3434	S 144 St				Monique Harris						
152304-9194	3434	S 144 St	105851	na	3	Samara Apts	130	36				
152304-9194	3434	S 144 St				Samara Hubner Inc						
											\$370,400	\$4,115,100

Table 11: Pacific Highway Property Information (cont'd)

Parcel Number	Street Number	Street Name	Lot Size	Lot Coverage	# Flrs.	Property/Business Name	# Units	Units per Acre	Taxpayer	Zone District	Land Value	Improvement Value
152304-9194	3434 S	144 St				Pol-Way Cleaning Service						
152304-9231	3434	144 St	7000	0	0	Land for 9194			Samara Hubner Inc		\$24,500	\$0
004000-0093	3445 S	144 St	57318	na	2	La Rochelle Apartment	40	30	Jetha Shabir	HDR	\$229,200	\$810,800
004000-0106	3455 S	144 St	28824	na	2	Riverton View Apts	23	35	Eide Thelma E	HDR	\$115,300	\$532,700
004000-0105	3465 S	144 St	99308	na	2	Colonial Garden Apts	45	20	Quintet Investment Inc	HDR	\$397,200	\$972,900
004000-0105	3465 S	144 St				Aldiaz Employment			Quintet Investment Inc			
004000-0105	3465 S	144 St				North Coast Painting			Quintet Investment Inc			
152304-9140	3716 S	144 St	32640	10800	1	True-Value Hardware			Livengood Lynn H	NCC	\$228,400	\$219,300
004000-0115	3725 S	144 St	217268	53395	2	Larry's Market			Alkal L. P.	NCC	\$2,172,600	\$2,600,000
004000-0115	3725 S	144 St				Sushi Master			Alkal L. P.			
152304-9295	3742 S	144 St	21011		1	Kentucky Fried Chicken			McKinney Family Partnership	NCC	\$192,800	\$86,600
004000-0196	4021 S	144 St	9209	0	1	Office			Water Dist 125	HDR	\$92,000	\$1,500
004000-0240	4044 S	144 St	38886	na	2	Apartment	24	27	Housing Auth. of King Co.	HDR	\$136,100	\$973,500
004000-0205	14410 S	144 St	40174	na	3	Riverton Terrace	36	39	Housing Auth. of King Co.	HDR	\$140,600	\$959,700
004000-0198	41029 S	144 St	27450	na	1	Single family	1		Housing Auth. of King Co.	HDR	\$101,300	\$62,500
004000-0197	(40 St) S	144 St	936	0	0	Vacant - easement			Housing Auth. of King Co.	HDR	\$100	\$0
004000-0191	4021 S	144 St	21475	0	1	Storage			Water Dist 125	NCC	\$214,700	\$29,400
004000-0072	3416 S	146 St	5670	na	2	Apartment	4	31	Gillen Kevin + Margaret	HDR	\$22,600	\$101,100
004000-0071	3418 S	146 St	5043	na	2	Apartment	4	35	Wen Huan	HDR	\$20,100	\$103,600
004000-0076	3422 S	146 St	5782	na	2	Apartment	4	30	Meloeny Harry Jr	HDR	\$26,800	\$96,900
004000-0073	3424 S	146 St	4900	na	2	Wild Goose Apartment	4	36	Fielder Jean M	HDR	\$19,600	\$104,100
004000-0827	3425 S	146 St	30666	7260	1	Retail			Lansdale & Carr	RC	\$184,000	\$128,500
004100-0085	3429 S	146 St	11100		1	Church			Church by the Side of the Road	RC	\$111,100	\$1,000
004000-0327	3440 S	146 St	53674	na	2	Victoria Arms	48	39	Hua Alan + Chin Lin	HDR	\$106,100	\$366,000
004000-0332	3440 S	146 St		na	2	Victoria Arms			Hua Alan + Chin Lin	HDR	\$108,500	\$366,600
004000-0325	3446 S	146 St	27119	0	0	Vacant			Hua Alan + Chin Lin	HDR	\$108,400	\$0
204400-0025	3505 S	146 St	20047	3450	1	Seattle Com. Center Church			Nichiren Shoshu Academy	RC	\$120,200	\$159,400
004000-0853	3515 S	146 St	54383		4	O' Carra Apartments	48	38	Chen, Henry & Chem Wei Jen	RC	\$380,600	\$1,174,600
004000-0315	3516 S	146 St	40365	na	1	Villanelle Apts	34	37	Ohare Patrick J + Laura J	HDR	\$161,400	\$1,069,800
004000-0310	3530 S	146 St	18605	na	1	Apartment	4	9	Ginn Ardella	NCC	\$74,400	\$61,600
004000-0854	3531 S	146 St	10500	na	1	Single family	1		Wynn, Harold	NCC	\$63,000	\$17,000
004000-0890	3703 S	146 St	14875	na	1	Single family	1		Wynn, Harold	NCC	\$95,300	\$1,000
004000-0911	3747 S	146 St	26626	4956	2	Travelers Choice Motel			Kim Kyung Wam	NCC	\$266,200	\$768,300
004000-0254	3920 S	146 St	23701	6716	1	Retail	38	21	Frost Boyd	NCC	\$260,700	\$226,000
004000-0915	4011 S	146 St	80454	na	1	Orchard Trailer Park	36	39	Chen Kun L	HDR	\$281,500	\$227,700
004000-0250	4028 S	146 St	40216	na	2	Pacific Court Apts	1		Holt R L	HDR	\$140,700	\$699,300
004000-0243	4030 S	146 St	20160	na	1	Single family			Housing Auth. of King Co.	HDR	\$70,300	\$25,800
004000-0244		146 St	19451	0	0	Vacant				HDR	\$68,000	\$0

Table 11: Pacific Highway Property Information (cont'd)

Parcel Number	Street Number	Street Name	Lot Size	Lot Coverage	# Flrs.	Property/Business Name	# Units	Units per Acre	Taxpayer	Zone District	Land Value	Improvement Value
004000-1025	3400	S 148 St	78217	14398	3	Seattle Cultural Center			Nichiren Shoshu of America	RC	\$547,500	\$2,774,900
004000-0822	3416	S 148 St	6614	na	1	Single family	1		Rupert Daniel W + Debra	RC	\$46,200	\$24,800
004000-0822	3417	S 148 St				Bradco Inc.			Rupert Daniel W + Debra			
004100-0122	3455	S 148 St	114549			Church			Church by the Side of the Road	RC	\$973,600	\$752,400
004000-0850	3456	S 148 St	40219	9736	1	Bow Lake Cabinet Shop			Pollinger Johann + Hildegard	RC	\$281,500	\$96,300
004000-0844	3460	S 148 St	20240	na	1	Single family	1		Pollinger Johann + Hildegard	RC	\$140,700	\$1,000
004000-0900	3730	S 148 St	103988	na	3	Edgewood Apts	68	28	SBL Investment Co	HDR	\$373,200	\$1,964,500
004100-0161	3739	S 148 St	30544	0	0	Vacant			Hazen Jeanene + Weiths Lois	MDR	\$83,000	\$0
004100-0160	3743	S 148 St	9600	na	1	Single family	1		Gookstetter Richard E	MDR	\$40,200	\$44,800
004000-0937	4010	S 148 St	20,116	na	1	Single family	1		Williams, Theresa L.	MDR	\$64,200	\$29,500
004100-0055	3400	S 150 St	38867	19448	1	Olympus Press			Bluel Bertrees	RC	\$388,600	\$129,800
004100-0055	3400	S 150 St				Consignment Sales & Lease			Bluel Bertrees			
004100-0055	3400	S 150 St				Type Cellar			Bluel Bertrees			
004100-0315	3415	S 150 St	20940	5002	1	American Communication			Kern Gerard J + Carol A	RC	\$209,400	\$26,300
004100-0310	3700	S 150 St	36887	0	0	Vacant			Khaira Parmjit S + Ranjit K	MDR	\$96,700	\$0
004100-0336	3705	S 150 St	23325	na	1	Single family	1		Duston, Thomas E & Janet	HDR	\$82,200	\$92,300
004100-0337	3707	S 150 St	14081	na	1	Apartment	4	12	Vacca Prisco + Elisabetta	HDR	\$49,300	\$66,400
004100-0325	3710	S 150 St	6000	na	1	Single family	1		West Michael J	RC	\$54,000	\$5,400
004100-0335	3717	S 150 St	13946	na	1	Apartment	4	12	Lutz Lori Jo + Clarence N	HDR	\$48,800	\$70,900
004100-0334	3719	S 150 St	8620	na	2	Apartment	4	20	Wong Stephen	HDR	\$30,200	\$105,500
004100-0340	3723	S 150 St	16372	na	1	Apartment	4	11	Wheeler Cecilia	HDR	\$57,300	\$58,400
004100-0345	3727	S 150 St	12889	na	2	Apartment	6	20	Rivera Manolo + Emily	MDR	\$45,100	\$181,700
004100-0346	3729	S 150 St	7879	na	2	Apartment	4	22	Fourplex Assoc.	MDR	\$27,600	\$140,400
004100-0495	3434	S 152 St	23069	3780	1	Key Bank			Key Bank of Washington	RC	\$253,700	\$493,400
004300-0095	3459	S 152 St	8470	1440	1	Mr Franks Hair Designers			Ball Frank L	RC	\$97,400	\$35,700
004300-0105	3469	S 152 St	37331	na	3	Avalon Apts	42	49	New Horizons Group II	HDR	\$130,700	\$1,068,600
004100-0670	3480	S 152 St	6000	1763	1	J L Dumovic Clinic			Dumovic Joseph L + Grace	RC	\$63,000	\$80,900
004300-0108	3481	S 152 St	14760	na	1.5	Single family	1		Vesper Kenneth M + Ione A	HDR	\$51,700	\$30,000
004300-0112	3601	S 152 St	22564	0	0	Vacant			Vesper Kenneth M + Ione A	HDR	\$79,000	\$0
004300-0117	3705	S 152 St	12726	na	1	Single family	1		Vesper Kenneth M	HDR	\$44,500	\$36,900
004300-0116	3707	S 152 St	6387	na	1.5	Single family	1		Vesper Helen	HDR	\$22,300	\$29,700
004100-0655	3714	S 152 St	80491	na		Rainbow Trailer Haven	39	21	Cassan, James & Doris	HDR	\$140,800	\$222,000
004100-0660	3716	S 152 St		na	1	Rainbow Trailer Haven			Cassan, James & Doris	HDR	\$140,900	\$101,100
004300-0115	3721	S 152 St	55449	na	2	Suncrest Apts	40	31	Kin Chul M	HDR	\$1,941,000	\$1,256,000
004100-0650	3730	S 152 St	40119	na	1	Single family	1		Beltz Ted C	MDR	\$100,500	\$28,000
004300-0335	3816	S 154 Ln	217734	na	2	West Colonial Village	120	24	Hutton Real American Prop	HDR	\$762,000	\$3,679,200
004300-0301	3515	S 154 St	17215	1536	1	Astec Co			Dunning Family Commercial	RC	\$137,700	\$7,200
004300-0325	3521	S 154 St	37342	0	0	Ajax Airport Parking			Lee Feng Mao	RC	\$298,700	\$0

Table 11: Pacific Highway Property Information (cont'd)

Parcel Number	Street Number	Street Name	Lot Size	Lot Coverage	# Flrs.	Property/Business Name	# Units	Units per Acre	Taxpayer	Zone District	Land Value	Improvement Value
004300-0300	3521 S	154 St	18914	1025	1	Alax Airport Parking			Lee Feng Mao + Yang Shu-Chen	RC	\$151,300	\$38,800
004300-0800	3700 S	154 St	69655	na	2	Ambassador Garden Apts	56	35	Ambassador Garden Partnership	HDR	\$243,800	\$1,343,100
004300-0195	3722 S	154 St	25714	na	2	Three Tree Townhouses	10	17	Lamar Frank E	HDR	\$90,000	\$417,000
004300-0197	3726 S	154 St	10300	na	1	Single family	1		Lewisley Kazuko	HDR	\$23,000	\$54,100
004300-0184	3736 S	154 St	15375	na	1	Single family	1		Englund John R	HDR	\$40,800	\$43,900
004300-0210	3800 S	154 St	34256	0		Por of Public Storage			Partners Preferred Yield Inc	RC	\$342,600	\$0
004300-0170	3900 S	154 St	71717	na	2	Riverton Ridge Apts	39	24	Fung Family Trust	HDR	\$251,000	\$1,223,200
004300-0216	4025 S	154 St	95,196			Cottage Woods II			Multiple ownerships	HDR	\$285,500	\$1,654,500
339538-0030	4038 S	158 Ln	2185	na	2	Hollycrest Townhouses	1		Abbot, Richard	HDR	\$7,600	\$112,400
339538-0060	4026 S	158 Ln	2660	na	2	Hollycrest Townhouses	1		Graig James F	HDR	\$9,300	\$110,700
339538-0050	4030 S	158 Ln	2185	na	2	Hollycrest Townhouses	1		Riskedahl Shareen	HDR	\$7,600	\$112,400
339538-0040	4034 S	158 Ln	2185	na	2	Hollycrest Townhouses	1		Countryman Leslie	HDR	\$7,600	\$112,400
339538-0020	4042 S	158 Ln	2185	na	2	Hollycrest Townhouses	1		Abbot, Richard	HDR	\$7,600	\$112,400
339538-0010	4046 S	158 Ln	2174	na	2	Hollycrest Townhouses	1		Spears Flenis Jr	HDR	\$7,600	\$112,400
810860-0604	3764 S	158 St	15800	na	1	Single family	1		Shubert, Don & Devonna	HDR	\$29,400	\$46,300
810860-0640	3765 S	158 St	71234	0		Sunnydale Apts	*		Rauscher Edward + Vicki	HDR	\$249,300	\$0
810860-0602	3765 S	158 St	45050	na	3	Sunnydale Apts	72	27	Rauscher Edward + Vicki	HDR	\$157,700	\$2,483,700
222304-9034	3801 S	158 St	86000	0	0	Vacant			Sterling Realty Organization	RC	\$301,000	\$0
431500-0010-0	3810 S	158 St	52051	na	3	Laurel Estates Condos	27	23	Multiple ownerships	HDR	\$6,800	\$77,900
222304-9027	3851 S	158 St	69669	0	0	Vacant			Sterling Realty Organization	RC	\$209,000	\$0
222304-9076	3851 S	158 St	73933	0	0	Vacant			Sterling Realty Organization	RC	\$258,800	\$0
150800-0010-0	4002 S	158 St	229700	na	2	Chalet South Condo	78	15	Multiple ownerships	HDR	\$819,000	\$5,304,000
810860-0681	4039 S	158 St	8400	na		Single family	1		Smalley Roy	HDR	\$29,400	\$62,000
810860-0881	4052 S	158 St	11573	na		Single family	1		Smith Robert B	HDR	\$43,600	\$112,400
810860-0880	4066 S	158 St	12450	na		Single family	1		Smith Robert B	HDR	\$40,500	\$63,400
339538-0070	4028 S	159 Ln	2436	na	2	Hollycrest Townhouses	1		Mulheim Timothy + Swear	HDR	\$8,500	\$111,500
339538-0080	4032 S	159 Ln	2001	na	2	Hollycrest Townhouse	1		Sharpe Nance A	HDR	\$7,000	\$113,000
339538-0210	4033 S	159 Ln	2034	na	2	Hollycrest Townhouses	1		Skidmore John + Lynne	HDR	\$7,100	\$112,900
339538-0090	4036 S	159 Ln	2065	na	2	Hollycrest Townhouses	1		Hurd Paul + Joanne	HDR	\$7,200	\$112,800
339538-0220	4037 S	159 Ln	3135	na	2	Hollycrest Townhouses	1		Gray William + Patricia	HDR	\$10,900	\$109,100
339538-0100	4040 S	159 Ln	2093	na	2	Hollycrest Townhouses	1		Kono Masae	HDR	\$7,300	\$112,700
339538-0110	4044 S	159 Ln	2093	na	2	Hollycrest Townhouses	1		Wierzbicki Grzegorz + Malgorz	HDR	\$7,300	\$112,700
339538-0120	4048 S	159 Ln	2048	na	2	Hollycrest Townhouses	1		Masudaira Dennis M	HDR	\$7,100	\$112,900
339538-0190	4051 S	159 Ln	2308	na	2	Hollycrest Townhouses	1		Totten Kenneth + Robin	HDR	\$8,000	\$112,000
339538-0200	4055 S	159 Ln	3438	na	2	Hollycrest Townhouses	1		Duncan Richard + Janine	HDR	\$12,000	\$113,000
152304-9046	3434	34 Av S	11050	0	0	Land for 9194			Samara Hubner Inc	HDR	\$38,600	\$0
152304-9159	14216	34 Av S	10454	na	1	Single family	1		Field Development Inc	HDR	\$36,500	\$34,100
553720-0117	14227	34 Av S	58428	na	2	South Center Satellite	25	19	Sannes Lenora + Arlene	MDR	\$71,800	\$390,200

Table 11: Pacific Highway Property Information (cont'd)

Parcel Number	Street Number	Street Name	Lot Size	Lot Coverage	# Flrs.	Property/Business Name	# Units	Units per Acre	Taxpayer	Zone District	Land Value	Improvement Value
152304-9006	14239	34 Av S	na	na	2	South Center Satellite II	*		South Center Satellite II	MDR	\$74,100	\$488,700
004000-0019	14403	34 Av S	8050			Single family	1		Peterson, Lorraine	NCC	\$31,500	\$67,600
004000-0085	14406	34 Av S	10592			Single family	1		Striker, Patti	MDR	\$32,400	\$41,900
004000-0084	14414	34 Av S	10797			Single family	1		Svenson, Yvonne	MDR	\$37,700	\$41,700
004000-0087	14420	34 Av S	7110	na	2	Apartment	4	25	Candee Lester + Barbara	HDR	\$28,400	\$95,300
639110-0005	14422	34 Av S	7114	na	2	Condo	4	24	Shido Edward G	HDR	\$27,400	\$121,100
639111-0005	14424	34 Av S	6865	na	2	Condo	4	25	Shido Edward G	HDR		
004000-0083	14426	34 Av S	21271	na	1	Single family	1		Ball Kenneth Ray	HDR	\$85,100	\$600
004000-0080	14434	34 Av S	7800	na	1	Single family	1		Ball Linda Joyce	HDR	\$40,000	\$48,300
004000-0089	14436	34 Av S	5460	na	2	Apartment	4	32	Reidel Richmond Scott	HDR	\$21,800	\$101,900
004000-0090	14438	34 Av S	5883	na	2	Apartment	4	30	Swansby Dennis L + Lorita	HDR	\$23,500	\$100,200
004000-0092	14440	34 Av S	4450	na	2	Apartment	4	39	Couch Joanne	HDR	\$17,800	\$103,100
004000-0091	14442	34 Av S	5386	na	2	Apartment	4	32	Ball Kenneth Ray	HDR	\$21,500	\$99,400
004000-0079	14444	34 Av S	6942	na	2	Single family	4		Ferraro Dominick	HDR	\$27,700	\$99,000
004000-0077	14446	34 Av S	6700	na	2	Single family	4		Collette Bradley James	HDR	\$26,800	\$105,800
004000-0070	14450	34 Av S	7343			Lee's One Hour Cleaner			Lee Soo Man + Kyung Jae	NCC	\$44,000	\$29,400
004000-0074	14462	34 Av S	12448		2	Seven Eleven Riverton	45	33	Southland Corporation	NCC	\$74,600	\$127,300
735860-0005	13224	35 Av S	26550	na		Sierra Sue Apts	*		McGinnis L.S.	HDR	\$146,000	\$973,600
735960-0845	13224	35 Av S	6400	na		Sierra Sue Apts	*		McGinnis L.S.	HDR	\$35,200	\$0
152304-9157	13224	35 Av S	26756	0		Sierra Sue Apts	*		McGinnis L.S.	HDR	\$147,100	\$0
204400-0005	14603	35 Av S	7425	na	1	Single family	1		Lenmon Harold	RC	\$44,400	\$24,600
204400-0010	14605	35 Av S	7406	0	0	Vacant			Nichiren Shoshu Soka	RD	\$44,400	\$0
204400-0015	14623	35 Av S	7406	4101	0	Dental Clinic			Borland Rachel	RC	\$44,400	\$271,600
204400-0020	14625	35 Av S	7449	0	0	Parking			Borland Rachel	RC	\$44,700	\$0
204400-0040	14626	35 Av S	9602	na	2	Apartment	5	23	Nichiren Shoshu Soka	RC	\$57,600	\$110,100
004300-0306	15420	35 Av S	18869	na	1	Single family	1		Lee Harvey C	RC	\$150,900	\$1,000
004300-0310	15426	35 Av S	33705	0	0	Ajax Airport Parking			Lee Feng Mao	RC	\$369,600	\$0
004300-0330	15426	35 Av S	37342	1291	1	Ajax Airport Parking			Lee Feng Mao	RC	\$298,700	\$1,000
004300-0395	15426	35 Av S	51050	0	0	Ajax Airport Parking			Lee Feng Mao	RC	\$408,400	\$0
004300-0303	15426	35 Av S	21496	1550	2	Ajax Airport Parking			Lee Feng Mao	RC	\$172,000	\$34,700
004300-0428	15441	35 Av S	4179	0	0	Vacant			State of Washington	RC	\$1,000	\$0
735960-0625	(130 St)	35 Av S	5390	na		Single family	1		Salle Bernardo	NCC	\$3,000	\$0
735960-0855	13209	37 Av S	16016			Single family	1		Mettler, N M	MDR	\$43,700	\$68,000
734060-1023	13348	37 Av S	16267	na		Single family	1		Klorbuecher Heinz	MUO	\$56,900	\$76,200
170100-0010-0	13500	37 Av S	96740	na	2	Colony Square Condos	62	28	Multiple ownership	MUO	\$334,800	\$2,597,800
734060-1041	13502	37 Av S	6000	na		Single family	1		Willis Patricia	MUO	\$32,000	\$41,100
734060-1044	13508	37 Av S	6000	na		Single family	1		Hihm, Kathleen	MUO	\$32,000	\$54,900
734060-1043	13512	37 Av S	8025	na		Single family	1		Pearl E L	MUO	\$36,000	\$44,900

Table 11: Pacific Highway Property Information (cont'd)

Parcel Number	Street Number	Street Name	Lot Size	Lot Coverage	# Fls.	Property/Business Name	# Units	Units per Acre	Taxpayer	Zone District	Land Value	Improvement Value
734060-1046	13520	37 Av S	13125	na	1	Apartment	4	13	Myers David + Robin	MUO	\$45,900	\$80,100
734060-1047	13530	37 Av S	26325	na	2	Trevi Apartment	16	26	Custer Donald + Loraine	MUO	\$92,100	\$344,700
734060-0030	13708	37 Av S	10200	na	1	Single family	1		Young Francis M	MUO	\$35,700	\$71,200
161000-0006	14010	37 Av S	21780	na	1.5	Single family	1		Fetters Terry J	MDR	\$45,000	\$48,600
161000-0087	14112	37 Av S	5848	na	1	Single family	1		Housing and Urban Dev.	MDR	\$34,000	\$36,000
161000-0086	14118	37 Av S	6450	na	1	Single family	1		Sims Marvin + Barbara	MDR	\$34,000	\$13,200
161000-0217	14124	37 Av S	7515	na	1	Single family	1		Teppo Theodore C	MDR	\$35,000	\$35,100
161000-0215	14126	37 Av S	7682	na	1	Single family	1		Hansen Bradley N	MDR	\$35,000	\$34,300
161000-0216	14132	37 Av S	18370	na	2	Maple Apts	14	33	Maple Apts	MDR	\$64,200	\$381,000
152304-9302	14209	37 Av S	7972	0		Vacant			Dunkley, George	MDR	\$33,000	\$0
152304-9095	14211	37 Av S	7972	na	2	Single family	1		Dunkley, George	MDR	\$33,000	\$34,500
152304-9303	14215	37 Av S	8000	0	0	Vacant			Dunkley, George	MDR	\$33,000	\$0
161000-0225	14218	37 Av S	34752	na	3	Mountain View Apts.	51	62	Chiu Wuyan + Jesse	HDR	\$121,600	\$704,000
161000-0227	14218	37 Av S	19350	na	2	Mountain View Apts.			Chiu Wuyan + Jesse	HDR	\$67,700	\$422,500
161000-0325	14224	37 Av S	26400	na	2	Ingrid Manor	36		Fitz Ebba	NCC	\$92,400	\$547,600
152304-9165	14254	37 Av S	9279	na	1	Single family	1		Ordahl Elizabeth	HDR	\$32,500	\$34,400
152304-9178	14319	37 Av S	12259	na	1	Single family	1		Jennings Beulah	MDR	\$36,000	\$14,100
152304-9179	14325	37 Av S	9600	na	1	Single family	1		Sperry Elaine	MDR	\$36,000	\$44,400
152304-9187	14331	37 Av S	9600	na	1	Single family	1		Hall Joyce A	MDR	\$36,000	\$45,000
152304-9186	14337	37 Av S	8400	na	1	Single family	1		Samara Apts Inc	MDR	\$36,000	\$35,200
152304-9185	14341	37 Av S	9800	na	1	Single family	1		West Lena M	MDR	\$36,000	\$44,600
152304-9010	(142 St)	37 Av S	15540	0	0	Used with #9011			McKinney Family Partnership	NCC	\$101,000	\$0
152304-9152	(144 St)	37 Av S	23310	0	0	Used with #9011			McKinney Family Partnership	NCC	\$151,500	\$0
735960-0870	(Pac H)	37 Av S	2425	0	0	Vacant			Marshall Timmi I	MDR	\$2,400	\$0
004300-0182	15230	37 Pl S	19434	na	1	Single family	1		Modene Roger L + Elsy C	HDR	\$54,900	\$69,400
886400-0910	13802	38 Av S	7300	na	1	Single family	1		Haney, Harold		\$35,000	\$53,100
886400-0915	13808	38 Av S	5700	na		Single family	1		Woods, Melody		\$33,500	\$36,800
886400-0920	13814	38 Av S	6600	na		Single family	1		McMinn, David		\$33,000	\$36,800
886400-0925	13820	38 Av S	5774	na		Single family	1		Uhl, William		\$33,000	\$47,600
810860-0620	15820	39 Pl S	103883	na	3	Grand Terrace Apts.	57	24	Dominion Grande Terrace	HDR	\$166,800	\$1,026,600
810860-0960	15831	39 Pl S		na	3	Grand Terrace Apts	*		Superstar Corp	HDR	\$196,800	\$1,201,400
004300-0266	15404	40 Av S	21774	na	1	Single family	1		Stinson Thomas M Eux	MDR	\$71,500	\$36,900
004300-0260	15416	40 Av S	10600	na	2	Apartment	4	16	Guettler James D + Carol C	MDR	\$37,100	\$146,200
004300-0262	15418	40 Av S	9692	na	2	Apartment	4	18	Duston, Thomas E & Janet	MDR	\$33,900	\$149,400
004300-0263	15420	40 Av S	9692	na	2	Apartment	4	18	Anderson Marvin E	MDR	\$33,900	\$149,400
004300-0264	15422	40 Av S	7561	na	2	Apartment	4	23	Kawaguchi Arthur + Sally	MDR	\$26,500	\$156,800
004300-0255	15428	40 Av S	13908	na	2	Apartment	4	13	Dambrosio Family Trust	MDR	\$48,700	\$134,600
004300-0252	15430	40 Av S	12432	na	2	Apartment	4	14	Dambrosio Family Trust	MDR	\$43,500	\$139,800

Table 11: Pacific Highway Property Information (cont'd)

Parcel Number	Street Number	Street Name	Lot Size	Lot Coverage	# Flrs.	Property/Business Name	# Units	Units per Acre	Taxpayer	Zone	Land Value	Improvement Value
004300-0305	15430	40 Av S	145222	na	2	Southwicke Apts	72	22	Wang Peter + Grace	HDR	\$508,300	\$2,159,300
004300-0250	15432	40 Av S	8285	na	2	Apartment	4	21	Julum-Shaw Marian E	MDR	\$29,000	\$154,300
004300-0240	15440	40 Av S	16216	0	0	Vacant			Anderson Marvin E	MDR	\$56,800	\$0
004300-0245	(154 St)	40 Av S	1138	0	0	Vacant			Comant E W	MDR	\$100	\$0
339538-0130	15814	40 Ln S	3105	na	2	Hollycrest Townhouses	1		Wavle Gordon R	HDR	\$10,800	\$109,200
339538-0140	15818	40 Ln S	2074	na	2	Hollycrest Townhouses	1		Tomita Jun + Florence	HDR	\$7,300	\$112,700
339538-0150	15822	40 Ln S	2088	na	2	Hollycrest Townhouses	1		Holt Mary Alice	HDR	\$7,300	\$112,700
339538-0160	15826	40 Ln S	3018	na	2	Hollycrest Townhouses	1		Seifer Michael Patrick	HDR	\$10,500	\$114,500
339538-0170	15834	40 Ln S	4578	na	2	Hollycrest Townhouses	1		Hart Kelko K	HDR	\$16,000	\$109,000
339538-0180	15838	40 Ln S	2639	na	2	Hollycrest Townhouses	1		Taylor Waveta I	HDR	\$9,200	\$115,800
155420-0036	14220	41 Av S	7429	na	1	Single family	1		Daily, Roy	NCC	\$38,800	\$40,000
155420-0030	14223	41 Av S	8200	na		Vacant			Bruner, Karen	NCC	\$40,000	\$0
155420-0025	14223	41 Av S	6300	na		Single family	1		Moyer, Joseph + Georgia	NCC	\$38,000	\$23,800
155420-0037	14228	41 Av S	7791	na	1	Single family	1		Hennum, Kenneth	NCC	\$38,800	\$29,500
155420-0020	14237	41 Av S	6300	na		Single family	1		Sleight, Jack	NCC	\$30,000	\$23,000
155420-0033	14238	41 Av S	10384		1	Single family	1		Whitley, Thomas + Barbara	NCC	\$40,700	\$27,900
155420-0035	14240	41 Av S	9506		1	Single family	1		Whitley, Thomas	NCC	\$40,700	\$72,900
155420-0010	14241	41 Av S	6510	na		Single family	1		Malefalt, Leon & Janet	NCC	\$30,000	\$35,800
155420-0015	14245	41 Av S	6300	na		Single family	1		Malefalt, Leon & Janet	NCC	\$30,000	\$39,000
155420-0005	14247	41 Av S	7789	na		Duplex	2	11	Malefalt, Janet	NCC	\$30,000	\$50,400
155420-0034	(144 St)	41 Av S	9994			Vacant			Whitley, Thomas	NCC	\$23,300	\$0
152304-9008	14005	42 Av S	156962	na		Southgate Mobile Hm Park	64	18	Kim Mark C + Soon S	NCC/MDR	\$313,900	\$545,000
152304-9008	14005	42 Av S				Candlewood Leasing Corp			Kim Mark C + Soon S			
152304-9279	14201	42 Av S		0	0	Land for 9191	*		Samara Apts Inc	MDR	\$227,100	\$0
152304-9191	14201	42 Av S	107,799	na	3	Samara Apts	70	28	Samara Apts Inc	MDR	\$150,100	\$2,558,600
611110-0005	14225	42 Av S	63143	na	2	Normandy Ct Condo	46	32	Multiple ownerships	MDR	\$221,000	\$1,264,200
004300-0219	15401	42 Av S	31670	0	0	Parking for Apts	12	17	Parmelee Jean	HDR	\$32,700	\$0
004300-0020	15405	42 Av S		na	2	Apartment			Parmelee Jean	HDR	\$26,000	\$153,400
004300-0021	15409	42 Av S		na	2	Apartment			Parmelee Jean	HDR	\$26,000	\$153,400
004300-0218	15413	42 Av S		na	2	Apartment			Parmelee Jean	HDR	\$26,000	\$153,400
004300-0270	15421	42 Av S	15561	na	1	Single family	1		City of Tukwila	MDR	\$43,800	\$46,800
810860-0882	15603	42 Av S	9743	na	1	Hope Cement Finishing			Hope Thomas W	HDR	\$34,100	\$102,200
429350-0010-0	15625	42 Av S	58922	na	2	Lewis & Clark Hts Condos	31	23	Multiple ownerships	HDR	\$6,600	\$60,300
810860-0875	15645	42 Av S	10092	na		Apartment	4	17	Humphrey William	HDR	\$35,300	\$124,300
004300-0271	(154 St)	42 Av S	18990	na		Vacant			City of Tukwila	HDR	\$0	\$0
004000-0015	14404	Military A	7960			Single family	1		Mitchell, William	NCC	\$29,700	\$78,600
004000-0016	14410	Military A	13057			Single family	1		Allsopp, J	NCC	\$31,500	\$56,000
162304-9001	12844	Military Rd	29.06 A	49060	2	Riverton Hosp Tax Portion			Highline Community Hospital	MDR/O	\$630,900	\$6,348,900

Table 11: Pacific Highway Property Information (cont'd)

Parcel Number	Street Number	Street Name	Lot Size	Lot Coverage	# Flrs.	Property/Business Name	# Units	Units per Acre	Taxpayer	Zone District	Land Value	Improvement Value
162304-9171	13030	Military Rd	45302	10920	2	Riverton Medical Center			Highline Community Hospital	O	\$36,300	\$151,000
162304-9175	13050	Military Rd	21735	5274	1	Riverton Clinic			Riverton Clinic	O	\$130,400	\$244,000
162304-9006	13100	Military Rd	35700	3125	2	South Sea Surgical Center			Highline Medical Build Assoc	O	\$214,200	\$215,200
553720-0118	14226	Military Rd	8675	na	1	Millers Home TRS	1		Stimach Teresa A	MDR	\$35,000	\$55,500
553720-0119	14230	Military Rd	7108	na	1	Single family	1		Sanchez Jose Cesar	MDR	\$35,000	\$62,400
004000-0022	14432	Military Rd	10694	5122	1	Riverton Hts Dental Clinic			Lee Sung Soon	NCC	\$64,100	\$103,600
004000-0022	14432	Military Rd S				United Pacific Investments			Lee Sung Soon			
004000-0022	14432	Military Rd S				Vestibule Developments			Lee Sung Soon			
004000-0029	14434	Military Rd	10077	0	0	Parking			Lee Sung Soon	NCC	\$60,400	\$0
004000-0032	14438	Military Rd	11417	864	1	Egan's Pit Stop			Egan Joseph P	NCC	\$68,500	\$1,000
004000-0835	14612	Military Rd	18748	4632	1	Airport Valley Vinyl			Harbor Holdings Inc	RC	\$112,400	\$97,600
004000-0828	14626	Military Rd	21878	589	1	Seattle Truck & Tractor			Mount Jr Eldon A + H Rojean	RC	\$131,200	\$45,900
004000-0825	14628	Military Rd	14140	na	1.5	Triplex/single family	4	12	Grant Earl + Darlene E	RC	\$85,500	\$90,400
004000-0826	14636	Military Rd	11679	2524	1	Love & Care Pet Salon			Mohler J	RC	\$70,000	\$106,000
004000-0826	14636	Military Rd S				Airport Vet Clinic			Mohler J			
004000-0820	14650	Military Rd	17056	na		Single family	1		Sinclair, Virginia E	RC	\$102,300	\$1,000
004000-0821	14654	Military Rd	13802	na	1	Single family	1		Mastandrea Darlo	RC	\$96,700	\$68,800
004100-0088	14806	Military Rd	6254	1040	1	WSIADA			Washington State Independent	RC	\$56,200	\$12,500
004100-0089	14812	Military Rd	6260	na	1	Single family	1		Grant Earl E	RC	\$61,700	\$5,000
004100-0083	14816	Military Rd	36428	3400	1	Val Vue Sewer District			Val Vue Sewer District	RC	\$327,800	\$165,800
004100-0080	14820	Military Rd	36475	0	0	Vacant			Church by the Side of the Road	RC	\$328,200	\$0
004100-0070	14828	Military Rd	47711	na	2	El Matador Apts	44	40	Matador Investment Co	RC	\$429,300	\$770,700
004100-0514	15006	Military Rd	10788	544	1	Drive in Bank			Kern Gerard J + Carol A	RC	\$107,800	\$136,400
004100-0480	15022	Military Rd	13467	na	1	Single family	1		Kang Hee Yeol + See Jee	RC	\$135,000	\$1,000
004100-0494	15030	Military Rd	21143	8640	1	Retail			Hawley Enterprises Inc	RC	\$211,400	\$221,200
092304-9309	12421	Pacific Hy	731808	0		See 092304-9367			Welch, John	CLI	\$146,300	\$0
092304-9031	12421	Pacific Hy	320601	3849		See 092304-9367			Welch, John	CLI	\$326,600	\$0
092304-9120	12421	Pacific Hy	13346	0		See 092304-9367			Welch, John	CLI	\$26,600	\$0
092304-9367	12421	Pacific Hy	123710	0		Valley Truck & Rental			Welch, John	CLI	\$185,500	\$77,700
092304-9116	12435	Pacific Hy	61419	na		Single family	1		Welch, John	CLI	\$71,800	\$54,600
092304-9394	12437	Pacific Hy	15617			Ivy Hills Apts	13	36	Nakkerud, Ted	CLI	\$54,600	\$221,000
092304-9102	12455	Pacific Hy	80586			Storage			Gipson, James	CLI	\$120,000	\$7,800
092304-9117	12471	Pacific Hy	89298			Trans West Transmission			Dowell, Robert & Elaine	CLI	\$133,900	\$30,600
092304-9438	12605	Pacific Hy	897733		0	Vacant			Summers, David	CLI	\$89,700	\$0
735960-0602	12606	Pacific Hy	34319		1	Non-stop Bar and Grill			Touma/Pardham	CLI	\$120,000	\$231,700
735960-0610	13003	Pacific Hy	9665	6248	2	Bernie & Boys			Werran Stanley-Trust	NCC	\$51,000	\$142,900
734060-1021	13325	Pacific Hy	6716			Single family	1		Salle Bernardo	MUO	\$33,500	\$33,900
734060-1024	13335	Pacific Hy	17915	1034	1	Luckys Used Trucks			Spagnole, Barber & Lillian	MUO	\$50,000	\$1,000

Table 11: Pacific Highway Property Information (cont'd)

Parcel Number	Street Number	Street Name	Lot Size	Lot Coverage	# Flrs.	Property/Business Name	# Units	Units per Acre	Taxpayer	Zone District	Land Value	Improvement Value
734060-1024	13335	Pacific Hy S				Ken's Truck Sales						
734060-0940	13350	Pacific Hy	2200	0	0	Vacant			Lee James Finance Aurora	MUO	\$6,600	\$0
734060-1025	13475	Pacific Hy	8343	0		Luckys Used Trucks			Uniservice Corp	MUO	\$25,000	\$0
734060-1027	13500	Pacific Hy	148540	1887	1	Canyon MH Park	10	3	Gronewold E	MUO	\$222,800	\$54,700
734060-1027	13500	Pacific Hy S				Alan Willpen			Kirkland William H			
734060-1040	13504	Pacific Hy	54050	na	1	Pac Village Apts	20	16	Moeller Bryon D	MUO	\$81,000	\$250,200
734060-1042	13545	Pacific Hy	30075	na	0	Vacant			Jensen Frank	MUO	\$105,200	\$0
736060-0125	13740	Pacific Hy	5398	1280	1	Evergreen Food Service			Seitz Alfred + Virginia	RC	\$37,700	\$15,100
736060-0100	13800	Pacific Hy	66200	9334	2	Evergreen Food Service			Seitz Alfred + Virginia	RC	\$294,300	\$121,000
736060-0400	13910	Pacific Hy	26459	6312	3	Airport Motor Inn-Econo			Lin Wen Fan + Virginia	RC	\$119,100	\$1,259,100
886400-0985	13911	Pacific Hy	20000	1176	1	Jesse James Auto Sales			Geninco Insurance Trust	RC	\$150,000	\$1,000
886400-0985	13911	Pacific Hy S				New United Motors			Geninco Insurance Trust			
886400-0985	13911	Pacific Hy S				United Motors			Geninco Insurance Trust			
886400-0980	13925	Pacific Hy	10950	3230	2	India Plaza	2		Vu Thinh Tien + Thu Thi	RC	\$87,600	\$81,800
161000-0075	14004	Pacific Hy	13147	1265	1	Pacific Auto Sales			Kim Mark C + Soon S	NCC	\$105,100	\$91,400
161000-0075	14004	Pacific Hy S				AAA Recycling			Kim Mark C + Soon S			
161000-0076	14004	Pacific Hy	2950	400	1	Southgate Motors			Kim Mark C + Soon S	NCC	\$23,600	\$0
161000-0075	14004	Pacific Hy S				Gill's Car Sales			Kim Mark C + Soon S			
161000-0057	14013	Pacific Hy	5400	0	N	Used with MI #0056			Gravensen Charles	NCC	\$43,200	\$0
161000-0056	14013	Pacific Hy	9360	4607	1	Big Wheel Auto Parts			Gravensen Charles	NCC	\$74,800	\$84,900
161000-0125	14101	Pacific Hy	52546	14400	1	21 Club			Pezella Paul Sr	NCC	\$341,500	\$725,500
161000-0335	14110	Pacific Hy	39822	12075	1	Ben Carol Motel			L & I Motel Inc	NCC	\$257,800	\$270,400
152304-9123	14120	Pacific Hy	30050	1182	2	Sea Tac Motors			Ben Carol Land Dev Inc	NCC	\$225,300	\$1,000
152304-9123	14120	Pacific Hy S				Five & Ten Rentals			Ben Carol Land Dev Inc			
161000-0140	14121	Pacific Hy	40000	2640	1	Video Movies			Pezella Paul Sr	NCC	\$300,000	\$28,900
161000-0150	14141	Pacific Hy	15060	1060	1	Duplex	2	8	Stotsenberg Gregory A + Canda	NCC	\$112,900	\$1,000
161000-0295	14207	Pacific Hy	22917	2400	1	7-11 Store			Hirschberg Peter L	NCC	\$183,300	\$136,800
152304-9242	14212	Pacific Hy	26072	2748	1	Country Vittles			Flesher Jack + Darlene	NCC	\$2,088,500	\$131,300
152304-9096	14224	Pacific Hy	15801	3100	1	Northfield Carwash			Norton Larry E + Mary V	NCC	\$126,400	\$89,600
155420-0030	14226	Pacific Hy	8200	0	0	Vacant			Norton Larry E + Mary V	NCC	\$40,000	\$0
152304-9011	14227	Pacific Hy	50529	32584	1	Blockbuster Video			McKinney Family Partnership	NCC	\$404,200	\$1,085,100
152304-9011	14227	Pacific Hy S				Bartell Drug Company			McKinney Family Partnership			
152304-9011	14227	Pacific Hy S				Dollar Plus			McKinney Family Partnership			
152304-9182	14235	Pacific Hy	29173	0	0	Used with MI # 9011			McKinney Family Partnership	NCC	\$233,300	\$0
152304-9092	14242	Pacific Hy	35483	9620	1	South City Motel			Malefai Leon T	NCC	\$390,300	\$15,400
152304-9088	14251	Pacific Hy	24350	0	0	Parking			McKinney Family Partnership	NCC	\$170,400	\$0
004000-0180	14404	Pacific Hy	9577	2450	1	Dandy's Nite Club			Albanese Ralph	NCC	\$105,300	\$247,200
004000-0194	14404	Pacific Hy	4980	0	0	Dandy's parking			Albanese, Ralph	NCC	\$49,800	\$0

Table 11: Pacific Highway Property Information (con'd)

Parcel number	Street numbr	Street name	Lot size	NFA	Property/ business name	# Units	Taxpayer	Zone c dist.	Land value	Improvmt. value	Total value
004000-0146	14412	Pacific Hy S	7834	na	1 Single family	1	Yoshikawa Terrace	NCC	\$87,000	\$4,300	\$91,300
004000-0136	14415	Pacific Hy S	27817	1736	1 BP Service Station		Tosco Corp	NCC	\$305,900	\$170,600	\$476,500
004000-0136	14415	Pacific Hy S			Kaffeine Kathy's Espresso		Tosco Corp				
004000-0136	14415	Pacific Hy S			Kim's Espresso		Tosco Corp				
004000-0145	14416	Pacific Hy S	8655	1597	1 Apartment	4	Yoshikawa Terrace	NCC	\$95,200	\$1,000	\$96,200
004000-0175	14420	Pacific Hy S	30463	0	0 Great Bear Motel		Cho, Choo & Kim	NCC	\$252,600	\$0	\$252,600
004000-0190	14440	Pacific Hy S	18893	7586	2 Moonrise Motel		Min Richard H + Mu Yeon	NCC	\$207,800	\$451,600	\$659,400
004000-0190	14440	Pacific Hy S			East West Video & Gift		Min Richard H + Mu Yeon				
004000-0190	14440	Pacific Hy S			El Rey		Min Richard H + Mu Yeon				
004000-0190	14440	Pacific Hy S	21130	11183	2 Spruce Motel		Cho Young Soo	NCC	\$232,400	\$934,100	\$1,166,500
004000-0252	14442	Pacific Hy S	9824	934	1 Dons Barber Shop		Demulling Donald A	NCC	\$108,000	\$1,000	\$109,000
004000-0253	14452	Pacific Hy S			Glenn Olsen Insurance Ag.		Demulling Donald A				
004000-0901	14600	Pacific Hy S	19708		Chevron Station		Choi Won W + Mi Soon	NCC	\$216,700	\$0	\$216,700
004000-0905	14604	Pacific Hy S	9839	3866	1 Quality Rentals		Quality Rentals	NCC	\$113,100	\$80,200	\$193,300
004000-0874	14607	Pacific Hy S	21078	1276	1 Johnson Western Gunnite		Wynn, Harold	NCC	\$231,800	\$1,000	\$232,800
004000-0910	14620	Pacific Hy S	7452	0	0 Vacant		Choi Won W + Mi Soon	NCC	\$74,500	\$0	\$74,500
004000-0902	14638	Pacific Hy S	22825	2156	1 Pizza Hut		Allagas Spiro	NCC	\$251,000	\$26,000	\$277,000
004000-0865	14638	Pacific Hy S			Horrocks Team Sports		O'Brien, Timothy				
004000-0865	14639	Pacific Hy S	74216	8611	1 Applance Distributors		O'Brien, Timothy	NCC	\$742,100	\$1,000	\$743,100
004000-0995	14661	Pacific Hy S	3654	768	1 Neighborhood Resource Cent		O'Brien, Timothy	NCC	\$36,500	\$48,800	\$85,300
004100-0141	14802	Pacific Hy S	34526	11500	1 Hillstead's Surplus Sales		Hillstead Robert W	RC	\$217,100	\$144,200	\$361,300
004100-0141	14802	Pacific Hy S			Fem de Fem		Hillstead Robert W				
004100-0141	14802	Pacific Hy S			King's Gold		Hillstead Robert W				
004100-0141	14802	Pacific Hy S			Maya's Lingerie		Hillstead Robert W				
004100-0141	14802	Pacific Hy S			Park's 99 Cent Store		Hillstead Robert W				
004100-0141	14802	Pacific Hy S			Pick and Choose		Hillstead Robert W				
004100-0141	14802	Pacific Hy S			Precision Sound Auto		Hillstead Robert W				
004100-0141	14802	Pacific Hy S			Seattle Fashion		Hillstead Robert W				
004100-0142	14816	Pacific Hy S	29145	11520	1 Office Supplies		Presleigh Thomas O	RC	\$195,300	\$194,300	\$389,600
004100-0143	14818	Pacific Hy S	34099	0	Douglas Printing & Office		Presleigh Thomas O	RC	\$234,400	\$0	\$234,400
004100-0142	14822	Pacific Hy S			Gametown		Presleigh Thomas O				
004100-0335	14835	Pacific Hy S	38290	21424	2 Sea-Tac Airport Motel		Goodhill Inc	RC	\$382,900	\$1,469,100	\$1,852,000
004100-0330	14835	Pacific Hy S	10785	6600	2 Jasmine Thai Cuisine		Liu They Ming	RC	\$107,800	\$114,100	\$221,900
004100-0130	14840	Pacific Hy S	35198	8949	2 Newport Apts & Office	15	Dawson Development Co	RC	\$351,900	\$23,100	\$375,000
004100-0130	14840	Pacific Hy S			Dawson Services		Dawson Development Co				
004100-0350	14855	Pacific Hy S	12358	5148	1 China Pavilion		Kang Mike S + Yong J	RC	\$123,500	\$185,900	\$309,400
004100-0329	14862	Pacific Hy S	12792	1110	1 Stop Buy Grocery Deli		Ruffino Joseph Anton	RC	\$127,900	\$100	\$128,000
004100-0321	14864	Pacific Hy S	6638	4875	1 Southtowne Auto Rebuild		West Michael J	RC	\$73,000	\$95,400	\$168,400

Table 11: Pacific Highway Property Information (con'd)

Parcel Number	Street Number	Street Name	Lot Size	Lot Coverage	# Flrs.	Property/Business Name	# Units	Units per Acre	Taxpayer	Zone District	Land Value	Improvement Value
004100-0517	15001	Pacific Hy	10827	1260	1	Check X-Change			Henkle Family Trust	RC	\$119,000	\$59,200
004100-0520	15010	Pacific Hy	31355	2684	1	Wendys			Wendco NW Ltd Partnership	RC	\$344,900	\$167,100
004100-0516	15011	Pacific Hy S				Deja Vu Airport Club	2		Jun Koana Silk	RC	\$296,200	\$88,800
004100-0516	15015	Pacific Hy	32919	9208	1	Riverton Heights Deli			Kang Hee Yeol + See Jee	RC	\$345,600	\$31,400
004100-0530	15024	Pacific Hy	19799	0	0	Parking			Wendco NW Ltd Partnership	RC	\$217,800	\$0
004100-0690	15025	Pacific Hy	4628	0	0	Parking			Hawley Enterprises Inc	RC	\$48,500	\$100
004100-0513	15029	Pacific Hy	2540	1385	2	Retail			Jacobson G	RC	\$26,600	\$26,000
004100-0525	15036	Pacific Hy	32383	2830	1	Burger King			Desimone Frank Sr	RC	\$340,000	\$82,300
004100-0493	15037	Pacific Hy	31515	3096	1	Trudy's Tavern			Hawley Enterprises Inc	RC	\$315,100	\$6,800
004100-0680	15058	Pacific Hy S				Rent a Wreck			Desimone Frank Sr			
004100-0680	15060	Pacific Hy	51282	2528	1	Desimones Conv Store			Desimone Frank Sr	RC	\$564,100	\$94,700
004100-0680	15060	Pacific Hy S				Hav'n Fun Espresso			Desimone Frank Sr			
004300-0090	15210	Pacific Hy	27028	3073	1	McDonalds			Comiskey Robert	RC	\$310,800	\$247,800
004300-0096	15210	Pacific Hy	14614	0	0	McDonalds Parking			Comiskey Robert	RC	\$168,100	\$0
004300-0080	15232	Pacific Hy	34243	0	0	McDonalds Parking			Comiskey Robert	RC	\$393,800	\$0
004300-0075	15244	Pacific Hy	42467	36100	1	Public Storage Mini Whse			Partners Preferred Yield Inc	RC	\$467,100	\$1,005,100
004300-0070	15252	Pacific Hy	28035	3000	1	Arco AM-PM			Atlantic Richmond Company	RC	\$336,400	\$261,500
222304-9029	15700	Pacific Hy	5436	2031	1	WA. State Patrol			State of Washington	RC	\$48,900	\$153,300
222304-9071	15700	Pacific Hy	7874	1800	1	WA. State Patrol			State of Washington	RC	\$70,900	\$59,000
222304-9001	15820	Pacific Hy	11000	0	0	Vacant			Sterling Realty Organization	RC	\$11,000	\$0
222304-9017	15820	Pacific Hy	89966	0	0	Parking			Sterling Realty Organization	RC	\$314,900	\$0
222304-9091	15820	Pacific Hy	138400	0	0	Parking			Sterling Realty Organization	RC	\$484,400	\$0
222304-9022	15820	Pacific Hy	69748	0	0	Vacant			Sterling Realty Organization	RC	\$209,200	\$0
222304-9036	15820	Pacific Hy	88367	0	0	Vacant			Sterling Realty Organization	RC	\$220,900	\$0
222304-9015	15820	Pacific Hy	74052	59460	1	Lewis & Clark Theatre			Sterling Recreation	RC	\$740,500	\$2,768,000
222304-9102	15820	Pacific Hy	368082			Parking			Sterling Recreation	RC	\$0	\$0
222304-9101	15820	Pacific Hy	44431		1	Lewis & Clark Lanes			Sterling Recreation	RC	\$0	\$0
222304-9068	15838	Pacific Hy S				El Charro Mexican Rest.			Dougherty Kenneth			
222304-9068	15848	Pacific Hy	28993	8962	1	Ace Sea-Tac Hardware			Dougherty Kenneth	RC	\$289,900	\$242,400
222304-9045	15850	Pacific Hy	7359	2752	2	J & L Auto			Korth Laurin P.	RC	\$73,600	\$42,400
222304-9024	15858	Pacific Hy	76896	23310	1	Dollar Rent-a-car			Cassan, James & Doris	RC	\$845,800	\$229,500
Parcel	Street	Street	Lot	Lot	#	Property/	#	Units	Taxpayer	Zone	Land	Improvmt.

Urban Design

The Pacific Highway Study Area, as defined by this Plan, was annexed to the City of Tukwila in 1989/1990. Prior to its annexation it was a part of unincorporated King County, and made up of several established single family neighborhoods and communities, including those of Riverton, Riverton Heights, Foster, Thorndyke, and Cascade View. Some date from the post-war era and some from the turn of the century.

Although there has been commercial development along the Highway since its construction in 1928, it has not historically functioned as the main commercial area for these neighborhoods. The facts that the Highway has a long history of 'problem' land uses, and that land uses in the corridor have often served the traveler rather than the residents has contributed to the neighborhoods identifying more strongly with their individual communities rather than the Highway that links them.

Physical Context

The Study Area, which extends from approximately S. 116th Street on the north to S. 160th Street on the south, and Military Road on the west to 42nd Avenue S. on the



east, due to the topography. Traveling from north to south, Pacific Highway ascends from the valley floor up onto the plateau, travels southeast to the heart of the Study Area at S. 144th Street, and then southwest to the City boundary with SeaTac at S. 160th Street

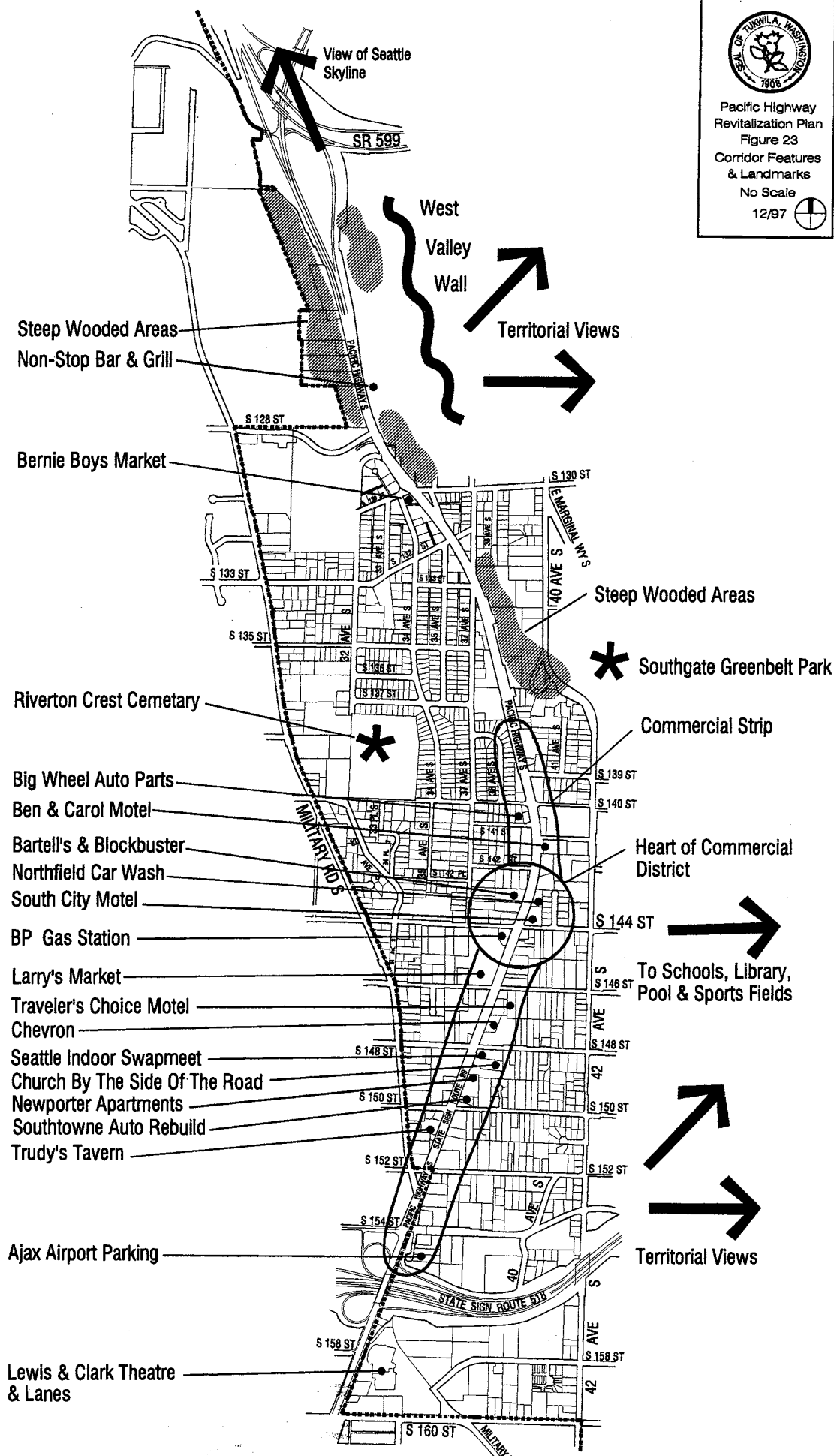
The Highway loosely bisects the Study Area. Commercial properties line the Highway, multi-family properties are located behind the commercial properties, and the single family neighborhoods of Riverton, Riverton Heights, Foster, Thorndyke, and Cascade View are located behind the



commercial and multi-family properties. Military Road, another established north-south route, has a few commercial properties along its length. SR 518, which runs east-west, separates the commercial core of Pacific Highway in Tukwila from the commercial land uses that continue into the City of SeaTac to the south.

The area where Pacific Highway leaves the valley floor is largely wooded, with steep hillsides above and below the Highway. There is very little commercial development for the first half mile as one travels south from the interchange of SR 599 and Pacific Highway. The commercial development that exists is sited on lots carved into or extending over the hillside. From the vicinity of the Non-Stop Bar & Grill south, the development that occurs east of the roadway and down the hill is primarily residential and accessed from the valley floor. The development that occurs west of the roadway behind the parcels that actually front on the street is largely above the street, is residential, and primarily accessed from the west.

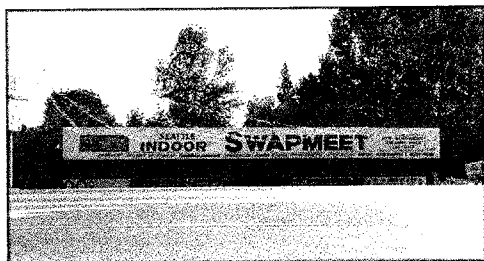
Along much of the corridor the Highway is built on a 'shelf' cut into the plateau, which in turn slopes down to the valley. As a result, there are slight grades from the street to business frontages on the west side of the street. Some businesses, Big





Wheel Auto Parts for example, have been sited close to the roadway and have an entry that is nearly 'at grade' with the roadway. Some sites, such as Larry's Market, have been terraced, and the buildings are set back from the roadway on a 'platform.'

On the east side of the street within the commercial area, particularly towards the south, some buildings are sited below the grade of the roadway. Seattle Indoor Swapmeet is an example. Some businesses are sited at the grade of the roadway on a platform, so that these buildings sit above



neighboring lots to the east. The new Chevron gas station and its relationship to the Traveler's Choice Motel is an example. The third solution to this topographical

condition has been to step buildings down the slope from the street. Several motels on the east side of the Highway have chosen this solution to addressing grade changes at the Highway.

The Pacific Highway commercial area in Tukwila begins at about S. 139th Street and extends to the City of SeaTac border at S. 160th Street. It is low in density, for the most part, with numerous small buildings and small parking areas to the front and

sides of businesses. As mentioned earlier, grade changes occur on either side of the street, so the way in which buildings on either side of the Highway meet the street grade is irregular. There is little landscaping and few



sidewalks. The edge of the right-of-way is not distinct, in many cases, from the entries to the businesses. That is, the frontage of the property typically lacks curbs, landscaping, or other barriers that would separate the street and private property.

A change occurs in the character of the

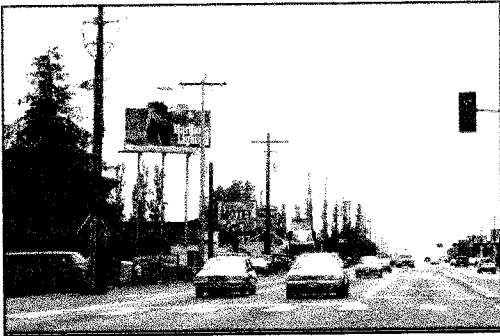


built environment south of SR 518, between SR 518 and S. 160th Street. (Note: The east side of the street here is within the City of Tukwila, and the west side is within the City of SeaTac.) The businesses that are located in this area include the Lewis & Clark Theater, Lewis & Clark Lanes (bowling alley), Ajax Airport Parking, and several smaller commercial operations, including a



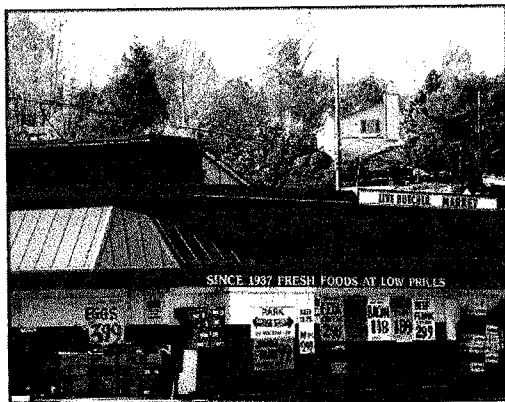
restaurant and hardware store. The buildings vary in scale, are irregular in form, and vary in their setbacks from the street. They typically have large parking areas with no interior lot landscaping.

The Pacific Highway roadway consists of five lanes within a 100' right-of-way. The five lanes only take up about 75' of the



are signs, billboards, light standards, utility poles, and utility boxes. Signs are of varying sizes and heights, often placed close to or within the roadway right-of-way. There is no uniformity in their size, design or placement. The neighborhoods that lie behind (west and east) of the commercial core are accessed from the Highway via the east-west cross streets. South 144th Street is the major east-west cross street, and links the library, pool, and

right-of-way. The remaining area is often used by businesses for parking and circulation. The other uses that compete for this space, and contribute to the visual and physical clutter of the area,



south streets are Pacific Highway, Military Road and 42nd Avenue S. They serve through-traffic in addition to connecting the cross streets that serve the residential neighborhoods.

schools with the Highway corridor and the neighborhoods. Most of the neighborhood cross streets (east-west streets) are not improved. Sidewalks and street trees are not common, and pedestrians typically walk on the shoulder of the road.

The major north-south streets are Pacific Highway, Military Road and 42nd Avenue S. They serve through-traffic in addition to connecting the cross streets that serve the residential neighborhoods.

Road Building and Platting

Most of the plateau on which the Study Area is located was platted by about 1920, prior to construction of the Highway. Lots ranged in size from 4,000 to 18,000 square feet in the north half of the Study Area, and

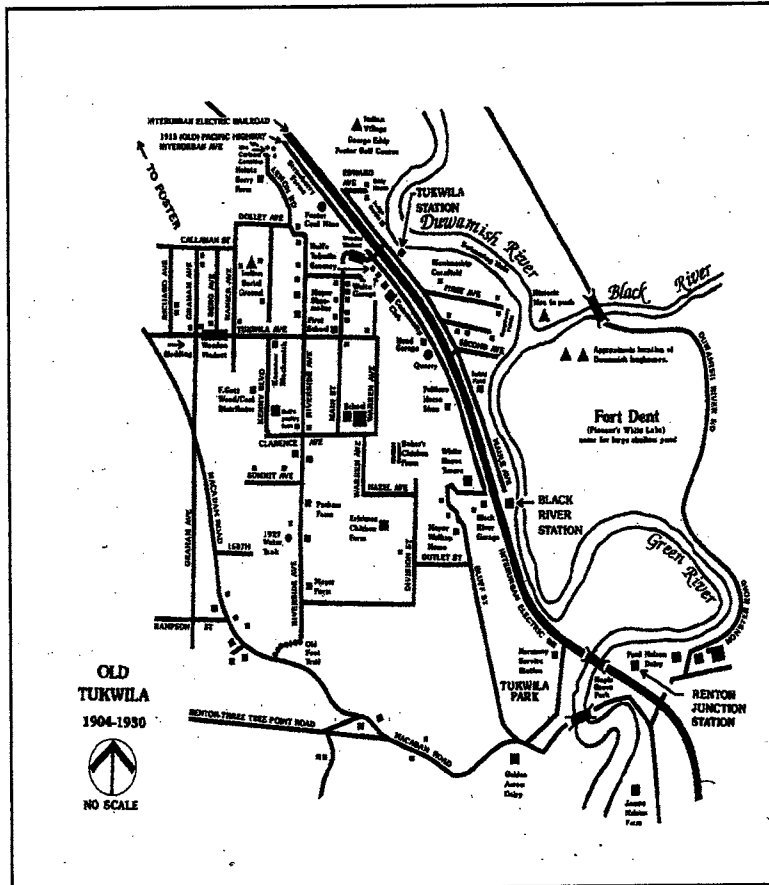
averaged an acre in size in the south half, between S. 144th Street and SR 518. As can be seen in *Figure 23: Corridor Features & Landmarks*, most of the lots in the north half of the Study Area run east-west, with an orientation towards the north-south streets. The lots in the southern half of the Study Area run north-south, with an orientation towards the east-west streets.

The primary north-south road in early days was Military Road, which was constructed in 1860 to provide a connection to Ft. Steilicoom. The north-south Macadam Road, constructed in 1906, also served the local communities. The original Pacific Highway, constructed in 1916, was an alternative to Military Road. It was located in the vicinity of Interurban Avenue, and passed through the original Tukwila townsite. At the time, it was the most heavily traveled route between Tacoma and Seattle. It was to become a major transit route, with the Interurban Railway (1920-1928) and later, bus service provided by the Puget Sound Electric Railway (1930s). (see *Figure 24: Original Tukwila Townsite*).

Pacific Highway in its current configuration and location was opened in 1928. When it was being planned just a few small houses and farms dotted the plateau. A "swamp" existed at the intersection of what is today S. 160th Street and Pacific Highway. A signal was planned at S. 152nd Street for traffic entering from Military Road. As soon as the Highway opened, the Hanson Grocery Store and Gas Station moved from Military Road to Pacific Highway and S. 150th Street to take advantage of the new through-way. Other businesses that located along the new road in the 1930s included the original Church by the Side of the Road, another service station, a trailer manufacturer and sales lot, a doctor's office, the original Bernie Boys grocery store, called Salle's Market, and Trudy's Tavern.

The new Pacific Highway left the valley floor at the junction with SR 599 and West Marginal Way and traveled southeast and then southwest. It bisected the rectilinear platting of the Study Area on slight diagonals, ultimately resulting in the irregular commer-

Figure 24 Original Tukwila Townsite



cial lots adjacent to the Highway today. The average right-of-way width of 100' was established at this time.

Over time, enterprising property owners purchased several lots in order to develop deeper commercial sites along the Highway (see *Figure 25: Commercial Parcels*). Businesses were located everywhere from on the right-of-way to 140' back from the right-of-way line. Today most of the commercial businesses are still adjacent to the Highway, although there are a few areas where the commercial frontage is two lots deep. The businesses located on these parcels have less visibility to Highway travelers and are oriented toward side streets. There is also some commercial development on Military Road.

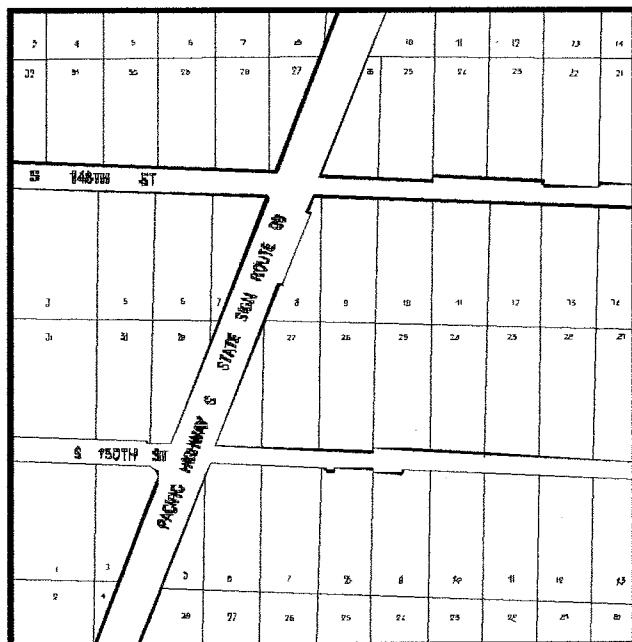
Because of the original platting, which was rectilinear and oriented north-south, and the fact that the curving Highway was built later, most cross streets meet the Highway at an angle. Although the carving out of parcels to face the Highway occurred over time, on a site by site basis, roughly half of the lots fronting the Highway are actually aligned with the side streets (see *Figure 26: Commercial Frontages*). That is, the commercial lots are parallel to the cross streets and face the Highway at an angle. This decreases the visibility of building fronts for either northbound or southbound travelers, and makes sign design and placement an important factor for visibility.

Historical Land Uses

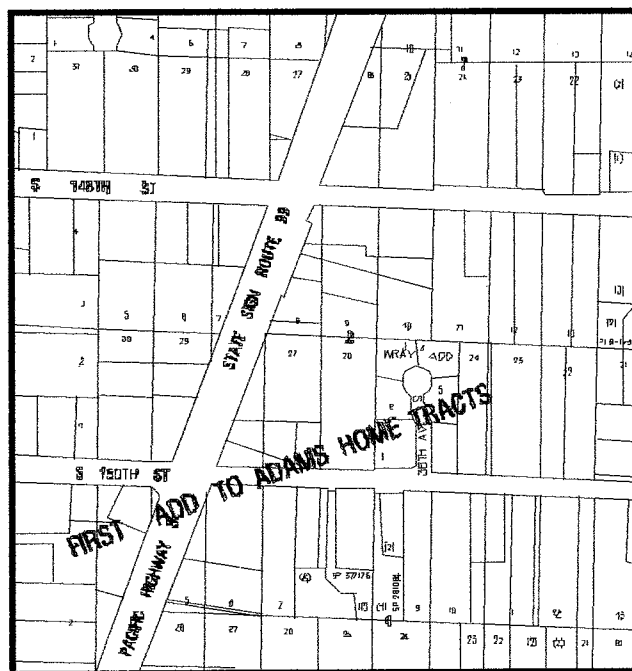
Commercial development has occurred steadily over time along the Highway. As a result, there is not a defining 'style' along the corridor, or a period of development that would give the corridor any consistency in architectural or development character. A common feature, however, is that development along the Highway has always been auto-oriented.

The first era of significant construction along the Highway was 1928 through the 1930s, as discussed above. In the post-war era to the late 1950s there was a surge of growth paralleling overall growth in

Figure 25: Commercial Parcels



Original subdivision



Commercial lots as they exist today

South King County and the region. Grocery stores, motels, restaurants and taverns developed at this time, as well as car sales lots and service stations. A feed store and lumber store were also developed.

In the 1960s additional auto-oriented businesses developed, including the Northfield Carwash, BP Service Station, and several fast food restaurants. When SR 518 was being planned in the late 1960s, there were some small cabin-style motels at this intersection and numerous stores, auto repair shops and service stations. Land uses clearly catered to the automobile traveler, although without strict zoning regulations or high development standards, parking areas were small and informally situated.

The next notable period of growth in the corridor was the 1980s, when four motels were constructed. Current redevelopment includes the new Larry's Market and remodeled Bartell's Drug and Blockbuster Video (1993), and two new motels, which will be completed this year (1997).

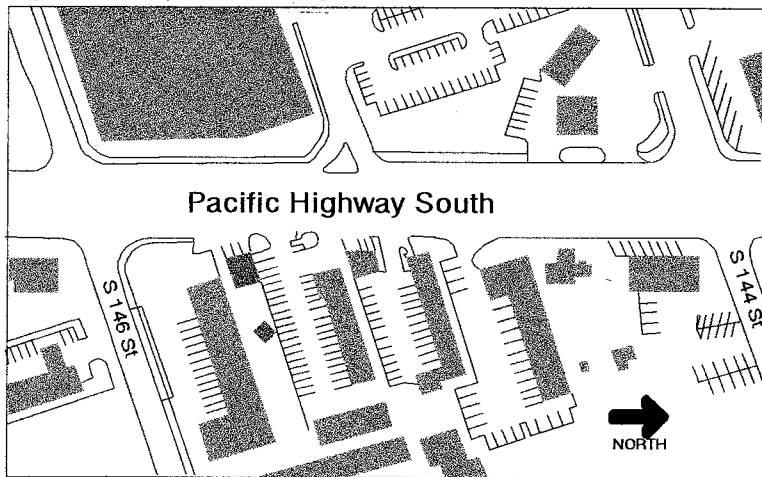
The Highway has from its inception been automobile-oriented. It has provided the region with motels, restaurants, taverns and nightclubs oriented toward the traveling public. In more recent years the Highway has been a home to land uses that have difficulty finding sites or situations to accommodate them, from used car sales to illegal or marginal activities. Many of these activities continue to have a regional draw, which again attracts the automobile traveler.

Community Vision

The City's Comprehensive Plan, which was the result of an extensive public involvement process from 1993 to 1995, articulated the community's vision for this area. The vision is very different from the Highway's historical and contemporary role in the region. The community would like the commercial center of the Highway Corridor to serve as a focal point for the community; its symbolic 'heart.' Tukwila has not had a town center since the original townsite disappeared, about the 1960s, and has not

had a thriving town center since the Interurban Railroad was abandoned (see *Figure 27: Comprehensive Plan Vision*). The Southcenter area in Tukwila is primarily a regional shopping and light industrial/warehousing district, rather than a neighborhood shopping area. The Interurban and West Valley Highway corridors contain hotel facilities, some office complexes, and light industry/warehousing to the south.

Figure 26: Commercial Frontages



The community would like to see Pacific Highway play a larger role as a neighborhood center, with additional shopping, services, and community facilities.

In the comprehensive planning process, the citizens identified the types of land uses that they considered appropriate to fulfill their vision of the corridor. However, the need for redevelopment and to bring new businesses into the area made it necessary to broaden this vision. The land uses that are allowed within the heart of the commercial district in the Neighborhood Commercial Center zone and the Regional Commercial zones to the north and south of

this area are now varied and diverse, in order to attract redevelopment. It remains for physical improvements to the area to carry out the community's vision of a small scale, pedestrian oriented center, with diverse but compatible land uses to the north and south.

Recommendation: The history of physical development in the Corridor is an important consideration in realistically assessing of community's ability to achieve its goals for the Corridor. The physical conditions in the Corridor, and the conditions under which development historically occurred, play a role in determining the changes needed in the physical environment to realize the community's vision.

The major urban design goals for the corridor should be to:

1. Better define the street and public and private space;
2. Improve the quality of the streetscape;
3. Improve the safety and appearance of the pedestrian environment; and
4. Improve the quality of the architectural environment and create greater consistency and continuity in the built environment as a whole.

In the following chart (*Table 12: Urban Design Issues & Solutions*), the specific problems seen in the Pacific Highway Corridor and commercial areas are listed under the appropriate issue area, and recommended solutions provided.

Figure 27: Comprehensive Plan Vision

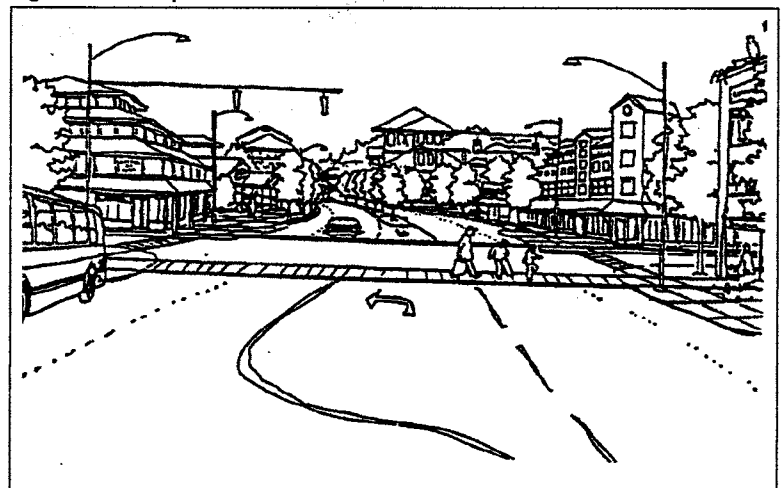


Table 12: Urban Design Issues & Solutions

Issue 1: Poor Street Definition	
<p>Discussion: Poor street definition means that it is not clear where the street ends and where private property begins. A well-defined street sets boundaries for public and private areas, and for vehicular and pedestrian areas. Boundaries contribute to safety and to one's 'image' of a street, which in turn contributes to a lack of identity for the commercial area. The following is a list of problems on Pacific Highway that contribute to a lack of street definition, with recommendations as to how these problems can be remedied.</p>	
Problems:	Recommendation:
1a. Poor definition of what is 'public' & what is 'private'	Reconstruct street with curbs & sidewalks, & minimize number & size of curb cuts.
1b. Lack of public landscaping	Add street trees at curb to reinforce this edge; augment public landscaping with private landscaping.
1c. Lots & buildings that meet the street at an angle	Site new buildings so that facades are parallel street edge.
1d. Irregular lot sizes & configurations	Encourage aggregation of parcels for more uniform edge
1e. Irregular development patterns, including building size & placement	Encourage new development to meet the 'building line' of its neighbors, once a regular pattern is established. Encourage greater consistency in building scale by aggregating smaller parcels, & require modulation and/or smaller, individual buildings in larger scale developments.
1f. Low density development, including building size relative to land area	Encourage smaller parking areas that are placed behind or alongside buildings so that there are fewer 'gaps' along the street, & encourage multiple small parking lots rather than one large lot.
1g. Irregularly placed signage	Pole signs, if regularly placed relative to the r-o-w line, can help form an edge & perception of what is public & what is private. Require greater regularity in sign size & placement; remove non-conforming signs, including billboards.
1h. Visual & physical clutter in landscape	Create a 'zone' within sidewalk area that contains street furniture, utilities, lighting, & other public facilities. Create an identity with design of street furnishings, landscaping & paving.

Table 12: Urban Design Issues & Solutions (con't)**Issue 2: Lack of Positive Streetscape Qualities**

Discussion: Positive streetscape qualities include a strong edge between public & private, and a streetscape identity that helps define a commercial area, but there are additional elements that define a 'good' street. The Pacific Highway streetscape - that is, the overall impression of the street that is a sum of the walkways, signs, utilities, buildings, & parking areas along the edge - does not convey a positive image. The area lacks 'curb appeal.' The following factors contribute to the street lack of positive streetscape qualities in the Corridor.

2a. Streetscape appears cluttered & 'run down'	<ul style="list-style-type: none"> • Construct new curb, gutter & sidewalk • Minimize number & size of curb cuts • Organize street furnishings into 'zones' • Implement sign amortization • Implement design guidelines for development behind public sidewalk • Discourage parking between building & street.
2b. No sense of enclosure to the street	<ul style="list-style-type: none"> • Define public 'space' of street with street trees & better organization of vertical elements (light standards, etc.) • Reinforce public space with a stronger 'edge' to development behind the sidewalk (see 1e & 1f above).
2c. There is no identity to the street	<p>Create identity with:</p> <ul style="list-style-type: none"> • design & organization of street elements • selection of special elements • public signage • special character to architectural environment through design guidelines.

Issue 3: Unsafe Pedestrian Environment

Discussion: Unsafe streets are a very fundamental problem. Pacific Highway is unsafe for pedestrians and bicyclists - this stretch has one of the highest pedestrian accident rates in the State system - and also unsafe due to criminal activities on the street. Reconstructing the street and adding signals will help with pedestrian safety. The City is combating crime through a number of means, including surveillance cameras on the street. There are also design measures that can be taken, however, to discourage criminal activity.

3a. Lack of separation between pedestrian & vehicles	<ul style="list-style-type: none"> • Construct curb, gutter & sidewalk • Minimize number & width of curb cuts • Place landscaping as buffer between pedestrians & traffic • Place barriers behind sidewalk between parking areas & public sidewalk.
3b. Lack of opportunities to safely cross street	<ul style="list-style-type: none"> • Create more signalized intersections • Better delineate & illuminate non-signalized intersections • Place median or other pedestrian refuge area in street • Create bulbs so crossing distances are shorter • Provide controlled crossings in areas where there are many pedestrians, such as transit stops.
3c. Sense of 'exposure' in walking along street	<ul style="list-style-type: none"> • Provide adequate public & private lighting • Ensure that there is a clear view from the public r-o-w into private development • Clearly demarcate public & private property • Ensure that sight lines for vehicles entering & exiting properties are adequate • Provide adequate public & private directional signage.

Table 12: Urban Design Issues & Solutions (con't)

Issue 4: Lack of Architectural Context	
Discussion: One of the goals in revitalizing the Pacific Highway area is to improve the quality of development along the Highway. There are many older, small, and/or dilapidated structures in the area. There is a high ratio of open space to structures, and no consistent style of development that would establish a context for future development.	
4a. Built environment appears 'run down'	Support revitalization of area by: <ul style="list-style-type: none"> • Encouraging redevelopment through permitting, process, development incentives, & indirect & direct subsidies for redevelopment. • Undertaking active code enforcement.
4b. Lack of consistent scale or building line along street	<ul style="list-style-type: none"> • Encourage aggregation of parcels so that new development is of a more consistent scale • Encourage smaller, multiple parking areas, rather than large lots • Encourage a consistent building line with respect to the street. • Require modulation & other 'scale-giving' devices to reduce apparent scale of larger developments.
4c. Inconsistent application of design review process.	Ensure that design review is applied to all similar developments in similar zones (i.e. NCC, RC & MUO).
4d. Lack of consistent architectural style, or use of color or materials, that would give identity to area	Develop architectural guidelines that are tailored to area, & encourage continuation of current, positive trends.
4e. Existing signage detracts from built environment	<ul style="list-style-type: none"> • Create sign code tailored to Highway conditions • Encourage signage to be integrated with architecture • Implement amortization program for existing non-conforming signage, including billboards.

- These solutions can be achieved through:
1. New design guidelines for the area;
 2. Code amendments as required to supplement the design guidelines;
 3. Reconstruction of the street; and
 4. Implementing a sign amortization program.

Signage

Most of the commercial signs in the Pacific Highway corridor were designed and placed prior to the area's annexation to the City of Tukwila. They do not meet the City's sign code, and they do not do a good job in serving the Corridor. That is, they contribute to the visual clutter of the streetscape, which in turn results in decreased legibility for each business's individual signs.

In a recent inventory of commercial signs in the Pacific Highway corridor (see *Table 13: Highway 99 Sign Inventory*), it was found that 72, or approximately 70%, of the businesses along Pacific Highway do not meet the

requirements of the City of Tukwila sign code. This means that either they have too many signs, their signs are too large, too high, too close to the front property line, or a combination of these factors.

It will be difficult for many businesses along Pacific Highway to come into conformance with the City sign code. The most problematic situation occurs when a pole sign is too close to the right-of-way. Pole signs are required to be no higher than the buildings they are

associated with, and to be as far from the property frontage as they are high. Because many of the structures along Pacific Highway are located close to the right-of-way, this leaves little room for pole signs. Yet many businesses need pole signs because their actual building face is established at an oblique angle to the roadway, and so can be seen well only from one direction. It is not equitable to require that new businesses (established since this area was annexed) comply with the sign code when so many existing businesses do not have to comply, due to the non-conforming sign allowance in Tukwila's sign code.

Recommendation: The City should evaluate the impact of requiring compliance with the Sign Code for Pacific Highway businesses. It should then determine whether a modification of the sign code may be appropriate for the Pacific Highway corridor, and adopt an amortization program to ensure that all signs are upgraded and all sign regulations met within an established time frame that coincides with the completion of the Pacific Highway street improvements.

Historic Preservation

Historic and potentially historic properties in the Pacific Highway corridor have been identified in three historic property surveys. The first survey was conducted as part of the Environmental Impact Statement for the expansion of SeaTac International Airport, and was funded by the Airport Communities Coalition, of which the City of Tukwila is a member. In this survey, completed in 1995, it was recommended that three electric signs on Pacific Highway be recognized as local landmarks. Specifically, the report stated that the signs are, "Excellent designs and last remnant of Pacific Highway's trucking past." The recognized signs are the Ben Carol Motel sign (1942), the South City Motel sign (1934), and Trudy's Tavern sign (1939).

This report also recognizes the Newporter Motel (1942), which it states is the "last remaining 1940s motel on Pacific Highway South in original design condition." Also



TABLE 13: Businesses on Pacific Highway with Non-Conforming Signs

Business	Address	Freestanding Sign	Wall Sign	Other
Dollar Rent-A-Car	15858 Pacific Hy S	2		
J & L Auto Service	15850 Pacific Hy S		1	
Ace Sea-Tac Hardware	15848 Pacific Hy S		6	1
Rite Line Tax Service, Inc	15842 Pacific Hy S		1	
El Charro Mexican Rest.	15838 Pacific Hy S	1	1	
Lewis & Clark Bowl	15820 Pacific Hy S	1		
Lewis & Clark Theatre	15820 Pacific Hy S	3		
Prestige Station AM/PM	15252 Pacific Hy S	1	1	
Public Storage Inc	15244 Pacific Hy S	1	1	
McDonalds of Riverton	15210 Pacific Hy S	1	1	
Desimone's Shell	15060 Pacific Hy S	2	3	
Riverton Family Pharmacy	15045 Pacific Hy S		1	2
Trudy's Tavern	15037 Pacific Hy S	2		
Burger King	15036 Pacific Hy S	2	2	
B V Nails	15019 Pacific Hy S		1	1
Riverton Heights Deli	15015 Pacific Hy S		3	
Deja Vu Airport Club	15011 Pacific Hy S	1	1	3
Wendy's	15010 Pacific Hy S	1	1	
Check X Change	15001 Pacific Hy S	2	4	1
Southtowne Auto Rebuild	14864 Pacific Hy S	1	1	
Stop Buy Grocery & Deli	14857 Pacific Hy S		1	1
China Pavilion Restaurant	14855 Pacific Hy S		3	1
Dawson Services, Inc.	14848 Pacific Hy S	1	1	
SeaTac North Travelodge	14845 Pacific Hy S	2		
Jasmine Thai Cuisine	14835 Pacific Hy S	1	2	
Gametown	14822 Pacific Hy S	1		
Douglas Printing & Office	14818 Pacific Hy S	2	3	
Seattle Swap Meet	14802 Pacific Hy S	1	1	
Sylvia's Video	14661 Pacific Hy S		1	
Horrock's Team Sports	14645 Pacific Hy S		2	
Appliance Distributers	14639 Pacific Hy S	1	2	1
Pizza Hut	14638 Pacific Hy S	1	1	
A-to-B Auto	14621 Pacific Hy S	1	2	
Bazille Auto Center	14607 Pacific Hy S	1		

TABLE 13: Businesses on Pacific Highway with Non-Conforming Signs (con't)

Business	Address	Freestanding Sign	Wall Sign	Other
Quality Rentals	14604 Pacific Hy S		3	
Don's Barber Shop	14452 Pacific Hy S			1
El Rey	14440 Pacific Hy S		1	
Moonrise Motel	14440 Pacific Hy S	1	1	
Spruce Motel	14442 Pacific Hy S	1	1	
Pacific BP	14415 Pacific Hy S	6	5	
Fantasy Express	14409 Pacific Hy S	1		
Bartell Drug Co.	14277 Pacific Hy S	1	1	
South City Motel	14242 Pacific Hy S	1		
Country Vittles	14212 Pacific Hy S	1	1	
Northfield Car Wash	14224 Pacific Hy S	1	1	
7-Eleven	14207 Pacific Hy S	1	2	
Video Movies	14121 Pacific Hy S		1	1
Ben Carol Motel	14110 Pacific Hy S	1		
21 Club	14101 Pacific Hy S	1		
Big Wheel Auto Parts	14013 Pacific Hy S	1	1	
B-1 Used Tire & Lube	14004 Pacific Hy S	2		
New United Motors	13911 Pacific Hy S	3	2	
Derby Tavern	13820 Pacific Hy S	1	2	1
Econo Lodge	13910 Pacific Hy S	2	1	
Pacific Village Apts	13504 Pacific Hy S	1		
Lucky's Used Trucks	13335 Pacific Hy S			1
Sierra Sue Apts	13225 Pacific Hy S		1	
Bernie & Boys, Inc	13003 Pacific Hy S		9	1
Non-Stop Bar & Grill	12606 Pacific Hy S			2
Pac Auto Sales, Inc	12471 Pacific Hy S	1		
Valley Truck & Equip.	12421 Pacific Hy S	2		

* Businesses may have non-conforming signs because they have too many signs, their signs are too large, their pole sign is too high, or their pole sign may be too close to the road.

Source: 1997 Highway 99 Sign Inventory

listed is the Cascade View Subdivision (1944) at 13503 37th Avenue South. These 169 homes are considered significant in local history because they represent World War II defense industry housing built for Boeing workers.

Two surveys provide the information on historic transportation properties for Washington State Department of Transportation's (WSDOT) Natural and Community Environmental Elements Inventory for Draft Pre-Design Study for the SR 99 Pacific Highway Redevelopment Project (Sverdrup Civil, Inc., 1997). The first inventory, conducted by Eastern Washington University (June 1995), identifies the following properties as "Historic Transportation Properties:"

- PS1-141: Lucky's Used Trucks & Equipment, 13335 Pacific Highway S.
- PS1-142: United Motors, 13911 Pacific Highway S.
- PS1-143: Pacific Auto Service, 14004 Pacific Highway S.
- PS1-144: Newporter Apartments (1942), 14848 Pacific Highway S.
- PS1-145: J & L Auto Service, 15850 Pacific Highway S.
- PS1-147: Johnson Trailer Supplies, 15416 Pacific Highway S.

The second inventory, conducted by WSDOT, identifies the following properties as "Potential Historic Transportation Properties." They include the following:

- Pac Auto Sales, 12471 Pacific Highway S.
- Bernie & Boys Market, 13003 Pacific Highway S.
- Jasmine Thai Cuisine, 14835 Pacific Highway S
- Nails, 15019 Pacific Highway S.
- Non-Stop Bar & Grill, 12606 Pacific Highway S
- Residence, 13802 (?) Pacific Highway S
- South City Motel, 14242 Pacific Highway S
- Residence, 14412 Pacific Highway S.
- Residence, 14562 (?) Pacific Highway S.

Recommendation: There are several policies on historic preservation in the City's Comprehensive Plan, including, *"Identify sites and structures of historic importance"*

(1.2.1) and *"Establish a process for providing incentives and designating certain structures as landmarks"* (1.2.3). A policy that is specifically oriented toward Pacific Highway is, "Preserve signs that are exceptional and significant" (8.1.15). The latter policy is to be implemented with a sign landmarks designation process and a significant sign amortization exception process.

It is recommended that the structures listed above be evaluated for historic significance and possible preservation actions when the City develops its City-wide historic preservation plan. It is recommended that the City consider making it possible to preserve the historic signs listed above when it adopts its amortization program. At minimum, these signs should be documented in text and photographs and this information made available to the public through archives prior to any redevelopment action on the sites involved.

Economics

Introduction

The economic development strategy recommended for the Pacific Highway Revitalization Plan is a result of:

- the Pacific Highway Market Analysis Report authored by Economic Consultant Services (ECS) (July 1995);
- the input from a panel of senior professionals from the real estate and development industry convened in early 1996;
- examination of the current levels and type of development occurring along Pacific Highway from Marysville, WA on the north through Snohomish, King and Pierce Counties to the Lakewood-Tillicum area south of Tacoma, WA;
- the economic development strategy outlined in the City of Tukwila's Comprehensive Plan;
- ECS experience analyzing target areas for revitalization and experience in implementing business district programs in similar areas of Western Washington. The purpose of this economic development strategy is twofold:
- to provide technical background for the policies and actions of the City of Tukwila; and
- to convey this information to those who may be considering investment decisions in the revitalization plan area.

This background report summarizes the current situation, identifies opportunities and constraints, and suggests factors and actions that may be used to influence economic and real estate activity in the area.

Background

Strategic Location

The stated purpose of the Pacific Highway Revitalization Plan is to provide detailed implementation actions for the Pacific Highway corridor that will effect change consistent with the vision within the City's Comprehensive Plan. This is a relatively small portion of the City of Tukwila but it

has been the focus of community concern and resources since its annexation to the City.

The Study Area is a narrow corridor of land on either side of Pacific Highway South within the City of Tukwila. The corridor extends from S. 160 St. on the south, at the City of Tukwila's border with the City of SeaTac, to the interchange of Pacific Highway and SR-599, on the north. This north border is also one of the several entrances to the South Seattle industrial area. This industrial area contains a large share of the region's manufacturing, warehouse, distribution and transportation economic activity, including major facilities of the Boeing Company, King County Airport and Port of Seattle as well as railroad yards for two transcontinental railroads. The South Seattle industrial area and the Green River Valley



(Renton, Tukwila, Kent, Auburn, Sumner, Puyallup and Fife) are among the most active on the West Coast.

The corridor varies from a very narrow public right-of-way for Pacific Highway to five to six blocks at its widest. The area to the west is primarily an established single family residential area that also includes some apartments. The area to the east is made up primarily of established modest single family residences. There is a thin veneer of multi-family residences and several mobile home parks that separate this single family from the commercial corridor and a large number of moderate to better-than-average multi-family units along S. 154 and S. 158 Streets.

The revitalization of the commercial



corridor area is influenced by the following factors:

- proximity to a major national and international airport;
- proximity to the crossroads of several major inter-regional freeways;
- significant through traffic moving between residential and employment areas, and transportation hubs;
- the historic role of Pacific Highway as a major north-south Highway prior to the completion of the federal interstate freeway system;
- a stock of older buildings, deteriorated properties, including low valued and aged mobile home parks, motels and apartments;
- proximity to major retail, industrial, and transportation concentrations that are associated with large amounts of employment and economic development;
- location within a modest size City that, in its history, has not had the challenges associated with this Study Area;
- this and other annexed areas were historically not the focus of King County programs for urban residential and commercial infrastructure and amenities; and
- resources and commitment by a modest sized City with substantial economic assets.

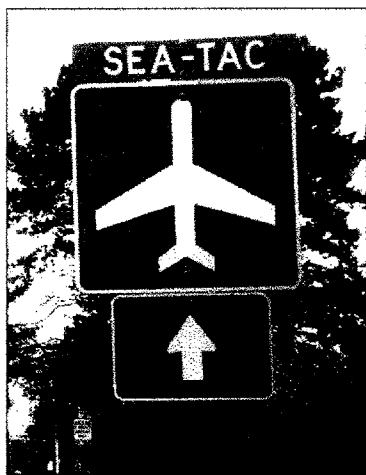
Each of these factors is neither negative nor positive, but result in a complex set of factors that affect the revitalization task facing the City of Tukwila.

does not signal strong market support for typical neighborhood retail and service types of activities usually associated with neighborhood business districts.

During 1996, events and community pressure converged related to crime, nuisance issues, and sensitivity to the socio-economic conditions of residents of some mobile home parks, motels, and older apartments. These headline events and sensitivities precipitated the desire for immediate action. The City's response involved intensified police resources, including electronic surveillance. This represented a focus on more short term actions.

The complex problems of the Pacific Highway corridor discussed in this report dictate complex, well thought-out, strategic remedies. These remedies are intended to unfold over 20 years and anticipate a major transformation from a suburban Highway to a corridor with diverse nodes of urban development with high quality urban design amenities and infrastructure. To achieve this type of transformation the plan must focus on short term as well as long term objectives. In the very short run, the real estate issues are probably intractable. Once the City and State's planning for the Pacific Highway corridor is complete and the City has adopted its Revitalization Plan for Pacific Highway, including some specific commitments for action to deal with the issues raised here, the City can proceed on the dual path of implementing the plan and marketing the area for development.

Well-conceived strategies are especially critical given the short term, with market pressures in the Pacific Highway corridor languishing. Great care should be used in selecting projects, programs, and regulations that fit the issues specific to the corridor. The City's plans and regulations are in place to guide long term real estate development. Current zoning and regulations do not present insurmountable obstacles. Over a longer period of time, market pressures, and land use regulations may combine to transform marginal land uses into new uses and developments that conform to the new community vision and overall goals. Market pressures and the dynamics of the real estate



Timing of Revitalization Strategies

As a result of the Pacific Highway Market Analysis, undertaken in 1995, land use regulations were modified to be more flexible and receptive to regional commercial businesses and light industrial uses, with less emphasis on uses and activities that would only serve the neighborhoods. The anticipated future growth in these neighborhoods and the demographic character

market will have as much to do with the real estate issues as City actions, except for the necessary infrastructure investment.

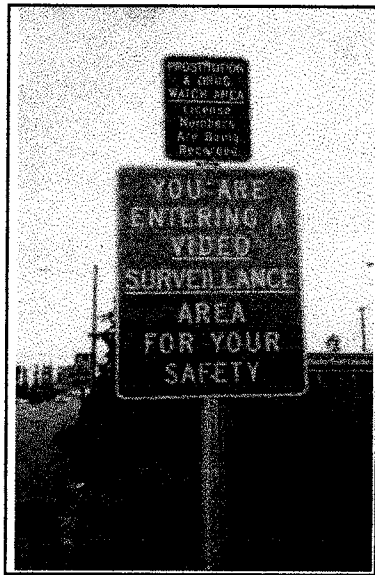
Variables of Economic Development

Another distinction that is important for selecting among revitalization strategies in the Plan is who controls the variables that are the indicators of performance. The decisions about the economic and develop-

ment activities that affect change are made by property owners, not renters or business owners. For example, the businesses in the corridor that offend the community and may be connected to crime and nuisance activities may be tenants who pay adequate rents to building owners, who may have limited options to rent their buildings. Apartment and property managers may be the problem rather than absentee landlords. Alternatively, apartment managers do not control the short term investments or the long term development potential of the property.

Some business may be offensive to the community but engaged in constitutionally protected activities. The result is that the "problem" may not be as susceptible to community action as the community would want.

In this part of Pacific Highway, the real estate market has generally focused on older, smaller, and less desirable space. Past economic history and land use regulations have left a legacy of buildings and land uses that are not attractive and/or are not acceptable to the community. However, many do satisfy the wants and needs of a segment of the region's population. Many businesses and their property owners have limited prospects and possibly atypical aesthetic sensitivities, but they remain viable and legitimate businesses, or viable in a setting of older buildings and areas of lower urban amenities. They do not necessarily need or want to be revitalized.



Economic Development and Revitalization

State laws and judicial interpretation in the State of Washington has tended to preclude use of public funds raised through taxation and borrowing for assisting specific individual private businesses or specific types of businesses, unless the money helps a whole class of businesses.

Economic development is an elusive concept at the local government level in Washington State. Citizens, elected officials, and staff recognize that increased employment, increased personal or business income, higher per capita retail sales or increased private investment are indicators of positive economic development. They disagree however about how and what actions affect changes in these indicators. Most have opinions about what are deteriorated, unattractive or "blighted" land and building uses. They can not often agree, however, on how to change the situation. *(Note: A fuller discussion of economic development activities in Washington state cities is contained in the Economic Development Element of the City of Tukwila's Comprehensive Plan.)*

Basically governments can only effect business and investor decisions at the margin by encouraging or providing incentives for private investment or reinvestment in revitalization or redevelopment. Many of the local government's functions are regulatory, police powers, and motivated by broader political goals rather than the narrower profit and return motives of the private sector. These regulatory functions are better at shaping development rather than in initiating it.

Communities have difficulty mustering the political will and support to raise the amount of funding to support programs that provide incentives to business and property owners that would change their behavior. Typical communities would rather improve public facilities that directly benefit taxpaying households, such as parks, recreation, streets, and utilities. Communities are often reticent to invest, because by borrowing funds to make improvements, secured by potential increases in revenues in excess of debt

service, they are obligating themselves and future citizens.

Most smaller and medium size towns and cities in Washington State have not tended to be proactive in dealing with economic development in general, and with specific businesses in particular, because of local political factors. Cities are more comfortable and will typically provide public infrastructure, utilities, and police protection services to encourage revitalization of their local economies. Even if communities have the political will to fund economic development programs that go beyond providing infrastructure, they find it difficult to sustain funding for these more activist programs that seek to initiate development.

In the short term, market pressures within the Pacific Highway area are languishing, and typical economic development programs and techniques may not be effective or appropriate to deal with some types of businesses. Over a longer period of time, market pressures and land use regulations may combine to transform these marginal uses into uses that are more desirable to the community.

Some types of economic development activities can be done using an organizational model that Tukwila uses in the area of Human Services. The role and responsibility of the "human services coordinator" in the City of Tukwila can be duplicated for a position/person charged with economic development and revitalization. The person in this position would act as an advocate, a resource mobilizer, a multi-agency coordinator/communicator/convener and ombudsperson. This person would involve the City in partnerships; make the City aware of the needs of the business community, broker resources with the local school districts, County or regional agencies outside the City forming links and leveraging non-City resources on behalf of the needs of Tukwila's citizens.

Market Opportunities

The Pacific Highway Market Analysis (July, 1995) and February 1996 Real Estate Panel discussion highlighted the potential opportunities that may appear or be attracted to the land and buildings in the Pacific Highway corridor. Several market segments drive the opportunities:

- traffic moving through the corridor primarily by automobile (or truck) but also bus transit trips;
- concentrations of single and multi-family residential units to the east and west of the corridor;
- proximity to such regional economic "engines" as:
- Southcenter Mall and the extensive concentration of retail establishments surrounding it;
- the travelers, visitors and employees attracted to the area by Sea-Tac International Airport;
- the proximity to crossroads of major regional highways: Pacific Highway (SR 99), SR-509, SR-599, SR-518, I-405 and I-5; and
- proximity to large concentrations of businesses and businesses serving businesses.

Limiting these opportunities are the large number of competing concentrations of neighborhood and community scale shopping centers in Renton, Burien, Sea-Tac, and West or South Seattle. Limitations are also due to the large amount of vacant office space (in the short run), which is a result of the cyclical nature of the aviation and aeronautical industry and the slightly "off center" and "less visible" location of buildings and land in the corridor.

Based on the Pacific Highway Market Analysis (1995), the types of businesses that are likely to be attracted to the land and buildings in the corridor, by major land use type are:

Retail

Small Parcels

- family or fast foods restaurants;

- convenience stores;
- personal services;
- consumer repair and service;
- limited resident-serving retail such as food, drugs, and convenience goods, video rentals; electronic or computer goods could be attracted if additional residential development, over and above what is currently anticipated through infill, is generated.
- small specialty businesses that appeal to that relatively small number of the region's households who are willing to travel some distance and are not sensitive to the amenities or ambiance but are product or service focused, such as shops catering to rock hounds, model airplane or train builders, unique plant or animal distributors, miniatures, etc.;
- convenience shopping for persons on their way to work, such as coffee shops, bakeries, and newsstands.

Large Parcels

- amusement, recreation, and entertainment facilities;
- large retailers not present in the Southcenter area but desiring a central location in the region;
- retail/wholesale distributors of goods that attract consumers from a large regional trade area; including specialized "big box" retail related to autos and automotive equipment such as recreational vehicles;
- rental cars and rental equipment.

Multi-family Residential

Large employment numbers, a central location, and territorial views have encouraged multi-family development in and around Tukwila in the past. There is no inherent reason why this type of development could not continue to be attracted to the area. However, the attitude of the Tukwila community, reflected in zoning decisions, discourages this type of development. The community feels there is already a high ratio of rental households to owner occupied households in the City. Based on past experience, community opinion is that the residents of

multi-family development (apartments and motels) tend to draw on more of the City's services and contribute less to the community than those living in owner-occupied housing.

Lodging

- economy markets and long stay rental lodgings;
- moderate or better quality or business travel oriented hotels could eventually locate on large parcels nearer to the airport and the intersection of SR-518 and Pacific Highway.

Heavy Commercial Uses

- businesses that often do not deal directly or often with residents or consumers but serve, repair, or supply other businesses;
- business that are usually small scale, and provide services or repair at remote locations but use their space as a base, office or storage place.

There are several building types and use combinations that have not developed in this section of Pacific Highway but may be potentially viable here. They house some of the uses mentioned above.

Office

- businesses that require proximity to regional economic "engines", i.e. businesses, transportation hubs (railroads, airport and seaports);
- businesses that desire to be well situated (with easy access to freeways and/or territorial views) and need large parcels that would allow adequate amounts of surface parking.

The location of the Pacific Highway commercial area adjacent to transportation hubs and its territorial views could eventually attract new businesses, especially those who need to travel or receive/send goods for service/repair via air throughout the Pacific Northwest, Alaska and Asia. These attributes have influenced location decisions for certain office uses and general business space in the South King County area for years, especially those that have business with the Boeing Company or its suppliers.

Throughout the region, small to medium size offices have developed on sites outside of traditional concentrations of office space. Electronic communication and congestion on arterials and freeways have encouraged this spreading of office and general business space. Although office space has spread to suburban areas in South King County, it has been slower than other areas and has primarily relied on Boeing and industrial, warehouse, and distribution businesses.

Business Park

Another term for this type of development is “horizontal mixed use”, where a number of different complementary and non-competitive uses are developed on the same large parcel. For example, first (or second) floor office, small assemblers, repair, service, wholesale, retail, business service, offices of professional firms, and limited convenience retail, including restaurants, coffee shops, delis or consumer/personal services. There are a few examples of small (less than 100,000 sq. ft.) business parks that have occurred both north and south on Pacific Highway. There are also larger business parks such as the Gulf Pacific (formerly Koll) Industrial Park in the Southcenter area, Empire Business Park in South Everett and the Fife Business Park near the Port of Tacoma.

Urban Mixed Use

Some professionals in the design and planning community have advocated “vertical mixed-use” (usually offices or residential uses above first floor retail). There has been limited success for this type of development in the region. It has been developed most successfully in parts of Seattle (West Seattle, University District, Eastlake, Fremont, Queen Anne, First and Capital Hills and Madison Park) as well as in Kirkland, Bellevue and a few other places where several attributes are present:

- density of employment and/or multi-family residences and diversity in types of commercial uses;
- an active pedestrian environment where commerce can take place for a significant

segment of the consumer market without cars or with multi purpose car trips or bus transit;

- land use regulations that offer building height and density incentives;
- sites with strong market demand due to water or territorial views or where there are limited vacant and re-developable sites.

In summary, there are few market factors inhibiting future commercial and industrial growth in the corridor. Through its zoning regulations, the City supports a wide range of development and uses at greater densities, and the location and market aspects of development for the area do not signal inherent problems related to real estate demand factors. The exception is the lack of future population growth in the market area that would support neighborhood consumer goods. This inherent constraint could change and improve with more dense business and residential development in the market area around this corridor. A second factor for both neighborhood retail and office is the lack of “curb appeal” of the area.

Challenges for Development

The Real Estate Panel confirmed the conclusions of the Pacific Highway Market Analysis (1995) on the potential real estate and business development opportunities in the Tukwila Pacific Highway corridor. There are some significant challenges for redevelopment or revitalization in the area. The challenges tend to fall into four broad categories:

- Criminal/nuisance issues
- Image issues
- Business activity issues
- Real estate related issues

Categorizing the challenges inhibiting revitalization is an important step to take in assigning appropriate revitalization strategies. The problems are interrelated to some extent, but they are different enough to warrant separate strategies to pursue the City’s goals for this area.

Criminal/Nuisance Issues

By any standard, this target area for revitalization has had more than its share of crime and other vexatious problems that have required special attention and focus of the City's resources. The concentration of persons and households with various socio-economic disadvantages and/or ethnic minorities is a challenge to any local government. The City has also found that this area attracts people who are not residents of the area who commit crimes.

These criminal and nuisance problems and the populations that cause the problems are attracted to this area due to many complex factors, not the least of which are residential accommodations that cater to demographic groups who cannot afford better. These crime and lifestyle issues are present in many places along Pacific Highway and corridors like it throughout the country. Any older area that initially developed to meet the demands of a different period in time; that has deteriorated buildings, absentee owners, deferred maintenance, code violations and marginal business operations tends to be attractive or at least associated with distressed socio-economic groups and sometimes with nefarious activities. Pacific Highway has had these characteristics for some time. Communities with this type of area within their borders either mount some sort of "revitalization" activity or ignore and isolate the area.

Image Issues

Closely associated with criminal/nuisance issues are image issues that are perceived by the surrounding community as well as the real estate industry. Issues that affect the "look" or image of this area and consequently who and what is attracted to the Pacific Highway corridor are poor building conditions, buildings that are past their prime; the ill-defined street edge caused by the lack of curbs, gutters, sidewalks and landscaping; and the presence of some businesses that are not sensitive to their appearance. These conditions are the result of, among other things, absentee or neglectful property owners; deferred site maintenance;

inappropriately sized development sites; cheap rents; and underutilized land.

It should be pointed out that some of the businesses a community needs do not easily fit into the typical development categories of regional retail shopping centers, office buildings, or business parks that are envisioned as the primary use of commercial land in a community. Many of the businesses and buildings in these areas are economically viable but they don't fit modern appearance standards, such as automotive related businesses characterized by a preponderance of outside storage.

The last quarter century's land use regulations have created a large amount of commercially zoned land strung along arterial corridors with few amenities. These regulatory conditions and business needs have resulted in corridors with no architectural cohesion or distinct character, with a variety of uses from residential to commercial to light industrial, a variety of building types and sizes, minimal building and site investments and an emphasis on signage. In addition, new commercial development follows the growth in residential areas, which often occurs outside of "mature residential areas," so redevelopment of older commercial areas is rare.

This regulatory and development history has contributed to the "image" problem for Pacific Highway and other older and/or industrial areas. Many of these areas are viewed as problematic, if for no other reason than that they do not conform to acceptable contemporary development standards for commercial areas.

These all contribute to the perception of Pacific Highway as an area with problems. An important statement from the Real Estate Panel was that potential investors perceive vacant sites as better than those with deteriorated buildings and poor site conditions. Lack of an image may be better than a bad one!

There is yet another aspect of the "image problem." Tukwila and other similar communities tend to view themselves as suburban, which is consistent with their development history. But they have urban

problems no less severe than larger, older urban centers. There is a pressing need, observable at the local level, for financial resources to deal with the type of problems historically associated with much larger cities, as well as problems that “spill-over” from the larger urban area, such as the language and social needs of foreign immigrants. Federal public funds are now scarce at best for large jurisdictions and difficult to obtain for small jurisdictions that now have to deal with needs that were here-to-fore thought to be urban.

Business Activity Issues

Many of the kinds of businesses that have been attracted to or remain in the corridor contribute to the challenge of revitalization. The businesses, as opposed to the buildings and spaces of the built environment, fall into several categories:

- those that are solid, stable, viable, successful and functioning; these may or may not conform to the community or City staffs’ perception of an attractive business, e.g. many in the community may not be attracted to properties used for rental car storage, rental equipment storage/sale, and automotive equipment sales and service, but these often are well functioning businesses;
- new businesses, marginal businesses, and struggling businesses that gravitate to the cheaper space that is smaller, older or substandard and exists in this type of area. Some of these businesses are past their prime and in a down cycle; others are in a new or incubation stage and if they succeed, either grow in place or relocate to more desirable areas;
- businesses that have sought an area that is associated with tolerance; has an appearance and/or other businesses that complement nuisances; have landlords that specialize in high rent with minimal maintenance; are not selective about tenants; and rely on the transient and the through-traffic nature/location of their market support. Included in this group may be:
 - adult entertainment uses, such as

- adult book stores and game parlors;
- taverns featuring both of the above or tolerance of nefarious activities;
- older motels and apartments that tolerate clandestine activities, and/or cater to individuals or households with limited means;
- “hobby” businesses that are not the primary income earning activity of their owners;
- religious, cultural, or social organizations that cannot afford better facilities or neighborhoods or that choose to locate here because of the needs of the area’s inhabitants.

Desirable as well as undesirable businesses may be attracted by cheap rents and uninviting areas. Therefore, not all of these businesses are the subject of revitalization. Deciding which businesses to help and how involves major policy choices, and large investments of staff time and funds to identify and assist some businesses. Helping some of these businesses, especially new or marginal businesses that are acceptable to the community, requires patience and the understanding that their survival may have a high probability of failure. Many small to mid-sized cities do not have the desire to fund programs for business technical assistance.

Real Estate Issues

The built environment or real estate includes:

- land
- structures
- utilities
- streets
- landscaping
- parking

When communities plan, especially those that are considering long term or dramatic change from current conditions, they tend to focus on the built environment. The basic real estate issue is how to get property owners to invest in their own future by committing to new buildings or major repairs. Almost always, with the exception of a few limited public-private partnerships, the local public sector has to rely on regional market trends

and indirect action, such as encouraging development with reasonable, easy-to-use regulations and development incentives such as infrastructure improvements.

Almost anything having to do with real estate or the built environment takes a long time to change, except in a few rapidly growing greenfields (undeveloped, rural areas). Changing an established urban environment also takes large amounts of capital, usually somebody else's. This means borrowing, which means demonstrating that there is a market that will generate revenues to pay back the borrowed money. There are not many ways a local government, or any government in the State of Washington, can directly affect this long term process and demonstration of revenue potential. Washington State places limitations on what and how public moneys can be used to subsidize private development activity.

Private Real Estate

Portions of the built environment in the Pacific Highway corridor of Tukwila are a legacy of past eras and the role and function of Pacific Highway South prior to construction of I-5. This is especially true of the sites and buildings that are regarded as problematic or housing nuisance activities. There is also a significant amount of newer real estate investment. There are newer motels, car rental facilities, a bank, fast food, and convenience stores associated with filling stations. There are also religious and civic buildings such as the new library and new schools, the Buddhist cultural center and the Church by the Side of the Road. So the revitalization problem in the short term becomes one of in-fill rather than complete transformation.

Much of the commercial built environment that is regarded as problematic is low scale and surrounded by a disorderly arrangement of parking with little or no landscaping. Often this is caused by the size of the parcel and its position between the right-of-way for Pacific Highway and topographic changes, or residential districts adjacent to commercial sites.

A significant real estate issue for the Pacific Highway corridor is parcelization of property. Land in some of the areas was platted in an era of paper subdivisions, when land was divided for sale without a development plan, before there was zoning and when the area was primarily used for residences. The Highway right-of-way, which runs at an angle through the Study Area, further complicated the lot configurations. Modern real estate, particularly retail and office development which relies on auto transportation and cheap parking, tends to require large and deep lots so that not only the technology of modern development can occur but community requirements for setbacks, parking, and landscaping can be accommodated.

The parcelization pattern in the Tukwila Pacific Highway corridor is a mixture of small and larger lots. The lots that have been aggregated by property owners have tended to develop more readily with development that meets community standards for landscaping and parking. Some of the lots that have been viewed as problematic tend to be smaller or divided by zoning lines or not deep enough to be attractive to typical modern highway retail and commercial development.

The ambiguity of the right-of-way location has contributed to the parcelization problem in that private businesses on substandard lots have been able to utilize unbuilt right-of-way for parking. These right-of-way issues are the subject of study due to the planned improvements to the Highway by the City.

Parcelization problems are typically hard for governments to deal with. Cities can encourage site assembly by adopting policies that encourage large lot assemblage, reviewing and modifying parking requirements, or acquiring land or easements for parking or other desired amenities. Government can encourage land assemblage and large lot development through master site plan agreements, streamlined or time certain processes, and density bonuses. In some instances where the commercial depth is shallow and the land behind the commercial

district could feasibly be developed commercially without adversely affecting the remaining residential area, the City could consider changing zoning boundaries. This would create larger commercial areas that, if aggregated, can more easily accommodate modern developments.

Light Rail Alignment and Facilities

The region's voters have passed the regional transit system proposal. The Regional Transit Authority (RTA) has identified two alternatives for the main south leg of the light rail system between Boeing Access Road and Sea-Tac Airport. Construction of this part of the system, if located along Pacific Highway, will define a specific time frame for real estate development in the Pacific Highway Corridor. The location and



type of rail system developed will have a significant influence on long term real estate development within the corridor. plaque)

While every community and corridor is different, the specific design and operational characteristics of a regional light rail

system in the Pacific Highway Corridor will influence the specific location and level of both negative and positive impacts. There are some generalities that shape the real estate development impacts of rail transit. Detailed designs, routes, etc. will be required to provide a fuller analysis of the potential effects. The general considerations are:

- the design speed of the on-grade light rail system and how it is designed will determine the impacts to access between parts of an area and the business district overall. The comparison of at-grade or elevated systems must be made with sufficient detailed information of this kind;
- not all stations can, should, nor will become nodes of high density commercial

activity. The results depend on whether the local land use authority zones the land around the station accordingly, whether the price of land is sufficiently lower and available for intense commercial and/or dense residential development than elsewhere within the market, and whether there is sufficient demand and/or there is a sufficient amount of ridership;

- real estate development decisions do not tend to take these routes into account until specific plans, designs, right-of-way acquisition, and construction begins to take place.

The character and pace of the long term real estate trends in the Pacific Highway Corridor will be affected by the eventual location and design of the RTA system, and how Tukwila chooses to plan for stations if located along the corridor.

Real Estate Market Dynamics

Typically in urban areas that need or desire revitalization there is an established real estate dynamic. It operates on two levels: one having to do with rigidities of real estate land prices and the other with the risk assessment level for operating in the specific area.

Land Price Rigidity

Land price rigidity is defined as the unlikelihood of land prices moving down. There have been relatively few real estate sales in the corridor. Asking prices by current property owners for land in the corridor reportedly range between \$8.00 - \$12.00 per square feet of land, though some observers have said that it would take \$16.00 - \$18.00 per square feet to encourage some property owners to put property on the market. This price is considered too high for the retail or office uses considered desirable for the area, and \$8.00 - \$12.00 per square feet is considered too high for the light industrial, heavy commercial or general business and commercial developments that would be attracted by the airport. Smaller sites carry higher prices

per square foot. This exacerbates the land assembly task, which the Real Estate Panel considered and the market analyze concluded to be a significant problem for everything except housing development.

Examination of the area indicates few vacant sites for sale. Assembling sites of adequate size for redevelopment in today's market takes extra time and therefore carrying costs. Costs also escalate when there are extra costs for relocating businesses or residents, demolition and, in some cases, providing the public infrastructure, such as sidewalks, utilities or traffic signals. Therefore, posted prices may not really represent actual land costs.

What typically happens in revitalization areas is that property owners set the price of their land by observing the sale price of similarly zoned land nearby. In an area like the Pacific Highway corridor, optimistic landowners observe land for retail and commercial uses in the Southcenter area of Tukwila selling for \$18.00 - \$22.00 per square foot. If these prices reflect untested expectations and are rigid (unlikely to move down), these high land acquisition costs will stymie development until time and reality soften the aspirations of property owners.

In some instances in these target revitalization areas, the value of the rents that property owners are able to get, compared to the acquisition value of the built space they bought or inherited, calculates out to high land/building values even though these buildings are older and/or deteriorated (see *Figure 5: Improvements: Land Ratio*, pg. 31 & 33). In other words, the value to a property owner of an older and deteriorated building is a function of the rents received, relative to the cost of taxes and maintenance. Often the rental operations translate into very high land values, in excess of the prices of nearly vacant land.

Perception Rigidity

In some places, even if there is downward pressure on land prices, another factor complicates the economics of projects. Suppose a developer acquires a site at a

reasonable price, and is able to build a facility at reasonable cost (which is probably the same cost as in non-revitalization areas of the region). Risk may still complicate the decision. Either the developer or a lending institution will discount the potential revenue stream in their calculations because of the perceived risk in developing in an area with an untried or ambiguous reputation. Until the negative perception problem is reversed by successful private projects, significant public investment, or by strong market forces, the perception of risk will reduce the incentive to initiate a project. The risk and uncertainty influences the financial conditions for new investment in businesses and real estate.

Conditions Summary

In any business location decision or real estate investment decision, a business considers three key factors or variables: revenue, cost, and risk. Local governments do not control and can only affect these three variables in limited ways through local government policies, services, regulations, and investments.

The following paragraphs summarize how local governments can affect the key redevelopment variables.

Revenues (expected business or property revenues)- Local governments have very limited direct ways to influence the demand for a business or a particular location. However cumbersome government services (i.e. unresponsive or lengthy permitting/licensing processes) and deteriorated facilities (i.e. potholes in the streets, insufficient street lighting, non-existent sidewalks, etc.) or personal and property security (i.e. high crime), there are factors that can be directly influenced by government that can affect anticipated revenues.

Costs (business capital and operating costs) - This is an area where the local government may have more influence. Many private capital costs (land, improvements, buildings, utilities, off-site capital costs) are subject to negotiation and are discretionary, including the environmental and design features a City requires. For example, a

City could buy or maintain land and landscaping around a building. Both building tenants and the community want landscaping. Who should pay? An aggressive policy by the City would be to buy landscape areas and maintain them as open space for the community. A passive policy would require the landowner and/or developer to provide and pay for the maintenance of this feature.

Risk - Risk is uncertainty. Of all the variables, this is the factor that a city is most able to influence. Discretionary decision-making and lack of prescriptive standards extends time for reviewing and approving permits. This not only adds cost, it also adds uncertainty. Uncertainty surrounding what will happen in the area around a business or property affects the decision to invest. The existence of a plan for the area that is feasible and includes infrastructure investment not only decreases project costs, but is a signal that the community is willing to commit to investing in an area, thereby decreasing the perceived investment risk.

Development Strategies

Addressing Specific Issues

In *Table 14: Economic Development Strategy Issues & Methods*, a summary of specific actions that can be used or are being used by the City of Tukwila to address the four challenges for development discussed earlier in this report is presented. The table illustrates only the redevelopment challenges related to markets and real estate. A more comprehensive listing of challenges appears in the Pacific Highway Revitalization Plan.

Some of the nuisance issues are beyond the realm of economic and real estate development. The root causes of some of the social conditions of individuals and households that are attracted or find themselves in residences in this area fall under the auspices of the State and Federal government. The local government can control police, fire, a few other public services, and infrastructure, as well as the rules and regulations of the real estate

development process. Other than health and safety, and police and regulatory services, the local government has little power that it can directly exercise over the businesses operating in the corridor.

This is not to imply that the city should not take action, only that a city has to marshal its resources to those services, regulations, policies, and public investments that influence those key variables discussed earlier - revenues, cost and risk. Examples that are usually considered economic, as opposed to other social or general public services, are shown in Table 14.

Another useful distinction is to think about what can be accomplished in the near term versus what will take a longer time to accomplish, or a more significant investment of resources. Real estate investment typically falls within the latter category. Short term activities would focus on "clean-up," "paint-up," and fire and police services. Technical assistance to businesses and property owners, should be emphasized, such as the programs related to apartment managers being implemented by the City of Tukwila. In Table 14 categories of issues and the appropriate actions are listed, breaking the economic strategy down into "doable" and "realistic" actions.

Public Infrastructure and Facilities

Of the multiple elements of the built environment, only the utilities, transportation, landscaping and parking can be paid for by the public sector. The public can either develop them when they occur on public land or they can be developed by a private entity who then turns over the facility to be used for a public purpose. There are some exceptions, for example, the City of Kent's City Hall, Everett's Performing Arts Hall, and an Everett fire station. These are examples of projects built by the private sector and leased to the public sector. Less debt is incurred for the City by this means, and lease payments are made from general funds rather than from a capital improvements budget.

Public action to influence private real estate development (the built environment),

Table 14: Economic Development Strategy Issues and Methods

Issue	Economic/Real Estate Strategy		Examples of other City Actions
	Short Term	Longer Term	
Nuisance	<ul style="list-style-type: none"> • support for general fund services • increased fees, charges and taxes for undesired businesses and uses 	<ul style="list-style-type: none"> • redevelopment and market forces 	<ul style="list-style-type: none"> • Police-law enforcement • Legal Action • Code enforcement • Technical assistance to property managers
Image	<ul style="list-style-type: none"> • support and sponsor business district clean-up activities • support for general fund services • empathetic regulatory processes • public relations and marketing activities • hire broker for marketing area 	<ul style="list-style-type: none"> • redevelopment and market forces • infrastructure investment 	<ul style="list-style-type: none"> • infrastructure plans and designs • City initiated clean up and fix up of public and some private properties • legal abatement
Business Activity	<ul style="list-style-type: none"> • staff position to coordinate assistance available with or through City • develop business assistance programs with outside support and resources such as: <ul style="list-style-type: none"> • National Development Council • Seattle-King County Economic Development Council • consider formation of a business improvement area (BIA) to fund cleanup fix up, parking and promotion programs • consider exploring the feasibility of investment in a small business incubator 	<ul style="list-style-type: none"> • redevelopment and market processes attract more new businesses to the revitalization area 	<ul style="list-style-type: none"> • City regulatory processes • Staff support for business-community action
Real Estate	<ul style="list-style-type: none"> • explore use of State Urban Renewal Law RCW35.81 • promote the City of Tukwila's Enterprise Development Zone funds to partner with potential developers 	<ul style="list-style-type: none"> • urban renewal plan and funding • plan, design, finance and implement public infrastructure • begin planning to locate RTA Station • certain, flexible planning, zoning, permitting processes to quickly expedite projects 	

which is the container in which economic development (business activity) occurs, is a sequential process involving:

1. Comprehensive and neighborhood or sub-area planning;
2. Zoning regulations, including design guidelines and environmental regulation;
3. Capital improvement planning and financing;
4. Infrastructure design;
5. Infrastructure construction;
6. Adequate maintenance.

The first three steps are relatively low in cost compared to the actual design and construction of the infrastructure system. In addition to the activities that focus on the built environment, there are the typical and traditional general public services that relate directly to the protection of property and people.

In revitalization situations, repair and replacement of poor quality infrastructure may be required, and/or funding of new infrastructure to serve the plan for the area.

Timing of this public investment is important. There are three possible approaches:

1. providing new or repaired infrastructure **before** envisioned private real estate development occurs so as to be a catalyst;
2. providing new or upgraded infrastructure **concurrently** with proposed private real estate development in a joint partnership;
3. retrofitting infrastructure **after** private real estate investment has occurred and (hopefully) a stream of public revenue has occurred.

Aggressive programs for revitalization of the built environment require the first or at least the second approach to public infrastructure planning. This approach would require the City to proceed through the planning and design stages, steps one through four.

Organizational Considerations

In addition to the short term and long term strategies summarized in Table 14, there are some general organizational actions that the City should consider. These recommended actions, along with the

Revitalization Plan, should:

- coordinate and focus all City departments programs, projects and regulations;
- focus various projects that use City resources on implementing the Revitalization Plan;
- synthesize and integrate various City initiatives and programs relating to the Corridor into one document to publicize to prospective developers and businesses what the City has done, is doing, and is willing to do;
- maintain a list of current and past actions taken, including general fund and capital improvement funds already invested in the Study Area.

It is difficult to envision the above actions being effective without assigning one person to be the point of contact for the task of revitalizing the Pacific Highway Corridor. This concentrated effort may take a period of two-to-three years until specific targets, sites, or projects have been realized. This staff position should have the following attributes:

- report directly to the City Administrator;
- have extensive public-private real estate redevelopment or business development experience;
- coordinate internal City processes and resources by acting as an ombudsperson for the Pacific Highway area;
- identify, catalogue, mobilize and facilitate State, Federal, regional and external City resources, funding, and programs on behalf of revitalization activities;
- act as a visible advocate within the City and community for the area and organize support for the area with assistance from the Chamber and Economic Development Advisory Board (EDAB);
- explore legal actions to abate nuisances and activate urban renewal activities.

If nothing else this staff position is a way for the City to tangibly commit resources to match its revitalization concerns, as well as leverage other funds. The City of Tukwila currently has a very useful model that could be used for business district revitalization. The City of Tukwila has a "human services coordinator"

position. The person in this position has the responsibility to be a resource manager; a multi-agency coordinator/communicator/convener; an advocate; and an ombudsperson who involves the City and who makes the City aware; a broker resource with the local school district and agencies outside the City in the County or region to attract, link and leverage non-City resources on behalf of the needs of the citizens of the Tukwila community. This type of position has been effective in smaller cities and is a strong and effective way to respond to the needs of a specific revitalization area.

For a City the size of Tukwila, operating in an area and region with many other agencies and organizations have interests and resources that could be mobilized, this "coordinator model" is a good one. Furthermore, if the City is to work with the real estate development community it needs to have a single point of contact, to project a unified position and to be responsive, and knowledgeable in order to be credible. *(Note: Detailed discussion of potential and successful economic development activities by cities in Washington State are in the Economic Development Element of the City's Comprehensive Plan.)*

Finally, an important prerequisite for revitalization, especially short term programs, is the existence of an interested and dedicated group of business and property owners who represent the diverse interests within the business community; are willing to contribute large amounts of time; and are politically astute enough to organize the interests within the group while procuring support beyond the group to obtain what they want and/or need from local government and the surrounding community.

Long Term Real Estate Development

Table 15: Long Term Market Opportunities & Strategies, provides greater detail on the various components of a long term redevelopment strategy for the Pacific Highway corridor. It addresses sub-areas within the corridor where development opportunities were identified during the

early stages of the planning process. This table duplicates Table 14 in some ways, but emphasizes the long-term nature of changes in real estate and the built environment. This set of actions emphasizes guiding the corridor into a node of mixed use development consistent with Tukwila's vision for the Pacific Highway area as expressed in its Comprehensive Plan.

The types of market support for these opportunities are characterized in the table as:

- "home grown" - those that will arise in the future because of growth in residential population in the primary and immediate market area;
- "velcro" - the concept represented here is to be sensitive to the opportunities that arise because of the thousands of autos and bus passengers who are transported through the area; this traffic almost doubles the available consumer market.
- "venus fly trap" - this concept describes the type of business that is not location-sensitive and can attract customers from distant locations because of its unique goods; that is, retail that is not location specific, and will draw customers from a wide area. The Real Estate Panel supported the viability of this area for this type of use by noting that there is no inherent disadvantageous quality in the Pacific Highway Corridor in real estate terms. In fact, for several types of uses, the Corridor could be a very strong location if it could transcend the challenges to redevelopment discussed in preceding sections.

In addition to the sources of future development potential and strategies to exploit them listed in Table 15, there are some special opportunity areas that should be recognized. These special areas include:

The hillside area - This area is east of and generally below Pacific Highway and north of S. 139 Street. The land is steep, potentially unstable, and occupied by lower quality residential uses. The City could most directly assist in this area's redevelopment by installing slope stability/drainage measures and park improvements on the City's park land directly south and east of this area.

Table 15: Long Term Development Opportunities and Strategies

Market Support	Typical Examples & Uses		Projected Amount	Short Term Strategy	Longer Term Strategy
	Small Lot	Large Lot			
NEIGHBORHOOD RESIDENTS *"home grown" *Built out area *modest demographics *competition in Sea Tac Burien and King County *amount, density and demographics of multi-family	*convenience stores *personal services *food, drug *fast foods and cafes *business services & repair small ticket appliances, furniture & hobbies	*supermarkets, drug stores & associated shops *multi-family	30,000-70,000 square feet	*Planning & regulation *pedestrian amenities & links to residential areas *concentrated new infrastructure *renovate buildings *assistance to builders *permitting process *security & social services *public & private property cleanup & fixup	*planning & regulation *encourage land assembly & redevelopment *general infrastructure on & around SR599 *increased multifamily quality & density *encourage residential infilling
DESTINATION & THROUGH TRAFFIC *"Velcro" *attractors are: airport, Boeing, industrial areas *SR518 & SR 99 traffic volumes *substantial through traffic & projected growth	*fast foots/gas *auto products & services *consumer, business, personal services & repair *finance, insurance & real estate offices *medical/dental *institutions/religion *hotel-motel	*hotel-motel *multifamily *strip centers	30,000-70,000 square feet	*planning & regulation *pedestrian amenities & links to residential areas *concentrated new infrastructure *renovate buildings *assistance to builders *permitting process *security & social services *public & private property cleanup & fixup	*planning & regulation *encourage land assembly & redevelopment *general infrastructure on & around SR599 *increased multifamily quality & density *encourage residential infilling
REGIONAL MARKET *"Venus Fly Trap" *Regional=Central Puget Sound & South King Co. *Speciality & unique business	*speciality small business *restaurants, entertainment, & hobbies *institutional	*"big box" retail *"horizontal" mixed uses: -office & business -incubator light *"vertical" mixed uses: office & retail	100,000 square feet	*same as above *encourage land assembly with density, use flexibility *minimize potential for long permit & legislative process *explicit designs, funding & timing for infrastructure	*same as above *encourage land assembly with density, use flexibility *minimize potential for long permit & legislative process *explicit designs, funding & timing for infrastructure

North industrial/office area - This area at the north end of the Study Area and on the west side of Pacific Highway is close to freeways and enjoys territorial views. It is visually and physically separated from the other commercial properties in the Study Area. Its orientation is rather to the industrial areas of the Duwamish Valley floor, and it could redevelop with related industrial/office development.

Future Regional Transit Authority station site - Since the voters approved this light rail system, and the preliminary design of a route for the light rail goes through the Pacific Highway corridor, the City should exercise whatever control or leverage it can to ensure that any investment associated with this project will support revitalization efforts. This large capital investment could contribute to the "velcro" form of market support for revitalization.

Finally, the Market Analysis and development strategies should be reviewed and revised as regional events unfold, local sensitivities change, and local market factors emerge, particularly in the face of City initiatives.

(Detailed discussion of potential and successful economic development activities by cities in Washington State are contained in the Economic Development Element of the City's Comprehensive Plan.

Transportation

Highway Classification

Pacific Highway (SR 99) is classified as a Class 4 Multi-lane Facility by the Washington State Department of Transportation. The Class 4 Multi-lane Facility is described as having moderate speeds and moderate traffic volumes, with short trips serving intra-city to inter-community travel. Traffic movement and support for land uses is balanced, with the Highway retaining some ability to move traffic longer distances, but less than Class 3 or higher facilities.

Excerpts from WSDOT publications indicate that a Class 4 facility would generally have a posted speed of 35 to 45 mph in a rural area but only 30 to 35 mph in an urban area. The typical median treatment would be non-restrictive unless operational conditions warrant mitigation. Intersection spacing is preferred at 0.5 miles (2,640 feet) or less with signal progression, and access driveways should be spaced at least 250 feet apart (see *Figure 29: WSDOT Class 4 Multi-Lane Facility Design Standard*).

Tukwila Highway Section

The section of Pacific Highway between S. 152 and S. 130 Streets is in an urban area. License plate surveys of the Highway indicate that only about 15 percent of the traffic represents through trips, with 85 percent of the traffic headed toward destinations within the area. The level of pedestrian and bus transit activity, and driveway access and parking needs, indicate that this segment is intensively developed. The goal of the community is to revitalize the area with even more intensive development, which would generate increased pedestrian and commercial activity. This should be reflected in the WSDOT classification for the Highway as a Class 4 facility.

Despite being an urban area, Pacific Highway is currently posted at 45 mph. The section of the corridor between S. 152 and S. 139 Streets contains several High

Accident Locations (HALs) and the highest Pedestrian Accident Locations (PALs) on the entire corridor. The distance between signalized pedestrian crossings in the commercial area is long (up to 4300'), and many pedestrian accidents occur in conjunction with mid-block crossings. Driveway access to private properties ranges from well defined curb cuts to curbless shoulders that allow access at any point. Parking along frontage properties is equally erratic, ranging from well designed and operationally efficient on-site parking to parallel and angle parking that requires parking maneuvers in the through lanes of the Highway. A few sections of the Highway are improved with curbs, sidewalks and adequate access management.

Proposed Road Sections and Design Speed

The section of Pacific Highway between S. 152 and S. 139 Streets should have a reduced "urban" speed limit of 30 - 35 mph to improve the safety and operational characteristics of pedestrian and vehicular movements.

Reducing the posted speed limit from 45 mph to 35 mph between S. 152 and S. 139 Streets would add about 31 seconds of travel time to the 15 percent of the traffic that represents through trips. Traffic signals spaced and timed to promote platooned progression on Pacific Highway at the desired speed will provide increased opportunities for pedestrians to cross safely. It will also allow the 85 percent of traffic that is originating from or destined to local cross streets and driveways safer access to the Highway. With improved traffic progression, all travel times will be minimized (see *Table 16: Effects on Hourly Road Capacity*).

The design criteria of the Highway (lane widths and curb section, auxiliary lanes, sidewalks and landscaping, traffic signal spacing, and driveway access management) should reflect the intense street activities and the reduced speed limit. Travel lanes should be at a minimum acceptable width so motorists do not exceed the preferred speed limit.

Figure 16: Effects on Hourly Road Capacity

Platooning Effects on Hourly Road Capacity

The capacity of a road at an intersection is primarily determined by the amount of time that is allocated by the traffic signal for each movement, the "Green Time".

The capacity will also be affected by the manner in which vehicles arrive at the intersection, known as the "platooning" effect.

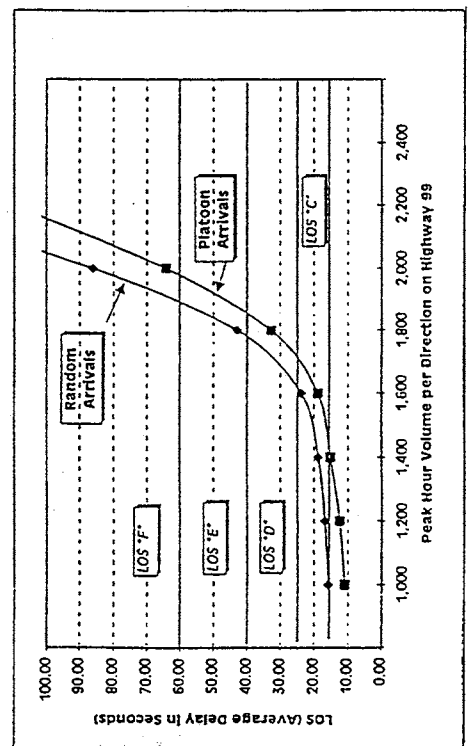
Vehicles can arrive at an intersection in a "random" fashion or in a group or "platoon". The "platoon" arrival can be very advantageous if it occurs at the same time that the traffic signal starts the "Green Time" for that movement, because most vehicles in the "platoon" can proceed through the intersection without stopping.

This will minimize the average delay per vehicle and increase the effective capacity of an intersection at an acceptable LOS.

The "platoon" arrival is produced by a series of signalized intersections about 600 to 1,200 feet apart where the "Green Times" for the primary movements are coordinated, or interconnected, to produce the platoon effect.

Platoon arrivals can reduce the average vehicle delay at a signalized intersection by as much as 25% at critical volume levels.

HWY. 99 PEAK HOUR VOLUMES In Each Direction	LEVEL OF SERVICE (Seconds of Delay)	
	Random Arrivals	Platoon Arrivals
1,000	15.72	10.95
1,200	16.71	12.35
1,400	18.76	15.12
1,600	23.89	18.87
1,800	42.98	32.83
2,000	86.07	64.31
2,200	150.81	111.73
2,400	239.33	176.74



Signal Timing Effects on Hourly Road Capacity

The capacity of a road at an intersection is determined by the amount of time that is allocated by the traffic signal for each movement, the "Green Time".

Signal timings are usually set to provide a high level of service (LOS) for all traffic movements. The LOS is usually measured in terms of the average delay each vehicle experiences at the intersection.

The optimum signal timing is the one which results in the highest overall LOS; in other words, the one which produces the lowest average delay per vehicle. When average delays exceed 40 seconds, congestion is experienced; at 60 seconds of average delay, congestion is excessive.

For safety reasons, there is a minimum amount of "Green Time" which must be allocated to each movement to allow pedestrians to cross. This may affect the optimum timing or lead to longer signal cycles.

The current signal timing at the intersection of 99 and 144 Street allocates a variable amount of the "Green Time" to Highway 99 movements.

A five lane section (without separate right turn lanes) could handle twice as much traffic currently on Highway 99 by adjusting the "Green Time", assuming that cross-street traffic (eg. 144 Street) volumes remain relatively constant.

HWY. 99 PEAK HOUR VOLUMES In Each Direction	LEVEL OF SERVICE (Seconds of Delay)				
	When Green Signal Timing for Hwy. 99 is:				
	50%	55%	70%	75%	80%
1,000	12.80	12.38	10.95	11.61	16.06
1,200	16.35	13.23	12.35	12.42	15.87
1,400	21.71	17.79	15.12	12.98	15.55
1,600	42.48	29.00	18.87	16.34	17.48
1,800	85.61	59.74	32.83	22.30	20.30
2,000		109.20	64.31	41.37	31.35
2,200			111.73	75.88	56.85
2,400				125.21	95.44

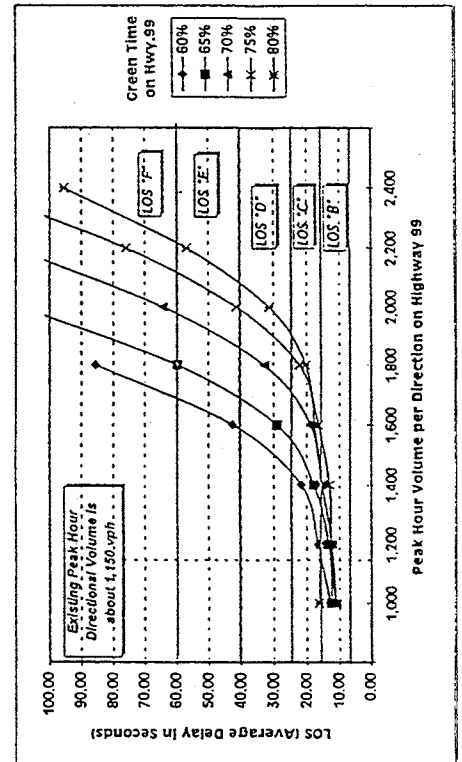


Table 17: Access Control Classification System Chapter 468-52 WAC * (7-14-94))

Class	Functional characteristics	Posted speed (mph)	Typical planned median treatment	Planned intersection spacing	Minimum private connection spacing
1	High speed, high volume, long trips serving interstate, interregional, and intercity travel. Service to abutting land subordinate to service of major traffic movements.	50 to 55	Restrictive, where multi-lane is warranted.	1.0 mi.	1320 ft. One per parcel.
2	Medium to high speeds, medium to high volumes, medium to long trips serving interregional, intercity, and intracity travel. Service to abutting land subordinate to service to traffic movement	Urban: 35 to 50 Rural: 45 to 55	Restrictive, where multi-lane is warranted.	0.5 mi.	660 ft. One per parcel.
3	Moderate speeds, moderate volumes, short trips serving intercity, intracity, intercommunity travel. Balance between land access and mobility. Used where land use is less than maximum buildout, but development potential is high.	Urban: 30 to 40 Rural: 45 to 55	Restrictive, where multi-lane is warranted. Two-way left-turn lane may be utilized as conditions warrant.	Rural: 0.5 mi. Urban: 0.5 mi./less with signal progression analysis.	330 ft.
4	Moderate speeds, moderate volumes, short trips serving intercity, intracity, intercommunity travel. Balance between land access and mobility. Used where level of development is more intensive and major land use changes less likely than on class 3.	Urban: 30 to 35 Rural: 35 to 45	Non-restrictive.	Rural: 0.5 mi. Urban: 0.5 mi./less with signal progression analysis.	250 ft.
5	Low to moderate speeds, moderate to high volumes, primarily short trips serving intracity and intracommunity travel. Service of land access dominant function.	25 to 35	Non-restrictive.	0.25 mi./less with signal progression analysis.	125 ft.

Note: This table for summary purposes only.

* See text of the Washington Administrative Code for exceptions.

Auxiliary lanes for right turns should be provided only where required for capacity.

Each intersection should be designed independently, considering the nature of the cross streets, right-of-way widths available, vehicular and pedestrian activity, and existing and future land uses. The designs should consider that as additional intersections are signalized and access to side streets is improved, traffic patterns at the intersections will also change.

Private access driveways should be designed and consolidated where feasible to minimize conflicts between vehicles and vehicles and pedestrians. Due to existing land uses, lot widths, and driveway configurations, consolidated driveway spacing to minimum separations of 250 feet will be difficult in the short term, but it should remain a long term objective. Incentives for property owners to consolidate driveways will be necessary in order to achieve this standard. Incentives, such as allowing parking in the public right-of-way behind the sidewalk, would be attractive, particularly where property owners will lose valuable existing streetfront angle parking.

As noted in the WSDOT State Bicycle Transportation and Pedestrian Walkway Plan

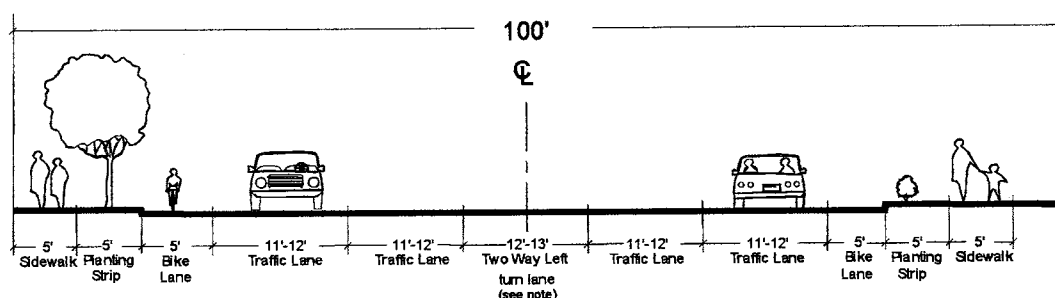
(1985) permitting parking on heavily traveled streets serves as a buffer zone between the roadway and sidewalk. In general, on-street parking, in conjunction with more frequent signal spacing, assists in reducing pedestrian mid-block crossing and the subsequent accident potential.

The recommended street design criteria between S. 152 and S. 139 Street are contained in the Detailed Revitalization Projects, Programs, and Regulations Section of the Plan.

Intersection and Traffic Signal Spacing

Traffic signals on Pacific Highway in Tukwila are currently located at S. 154, S. 152, S. 144, S. 132 and S. 130 Streets. (See Figure 29: Existing Conditions-Transportation.) This produces erratic spacing intervals from 0.13 miles to 0.82 miles. (See Table 18: Existing Intersection Spacing.) The spacing between S. 154 and S. 152 and between S. 132 and S. 130 allows traffic progression or platooning to be developed by interconnecting the signals. As traffic typically spreads out between signals spaced more than a quarter mile

Figure 28: WSDOT Class 4 Multi-Lane Facility Design Standard



Note: A median may also be used

Source: "Access management in Washington State," WSDOT, July 1995

apart, platooning will break down between the other signals; that is, traffic becomes dispersed and random, and does not travel at a consistent speed

Through traffic on Pacific Highway is currently operating at a very reasonable level of service, approximately LOS "C" in the p.m. peak hour. However, due to the dispersal of through traffic created by excessive signal separation, there are minimal gaps in this traffic that would allow other traffic movements to or from the side-streets or driveways to safely occur. Traffic loads on cross streets and driveways currently range from about 1,000 to 9,500 vehicles per day (see *Figure 29: Existing Conditions - Transportation*). They operate at a much lower level of service, approximately LOS "D" to "F" in the worst cases. Level of service calculations undertaken by the Transpo Group and Bell-Walker Engineers, Inc. indicate that LOS "F" will be experienced at basically every intersection without traffic signals by the year 2020.

As previously noted, Pacific Highway is classified by WSDOT as a Class 4 facility for the purposes of access control. Intersection spacing is preferably 0.5 miles (2,630 feet) but may be less with signal progression analysis. Traffic congestion or the lack of gaps in through traffic that prevents traffic on cross streets or driveways from entering or leaving the main traffic stream will result in increased driver frustration, higher incidents of risk taking and, inevitably, higher accident rates. This section of the corridor has several high PAL and HAL locations.

Traffic signals are recommended at S. 148 and S. 140 Street, which would improve the future traffic operations to LOS "B" and "D" respectively. While these locations do not represent the intersections with the highest traffic levels or the worst level of service operations, they do provide more consistent signal spacing at approximately .265 miles, which will facilitate through traffic progression. Traffic signals at these locations will also improve overall traffic operations in the corridor by providing essential gaps in through traffic to other side streets and access driveways.

The long term potential for additional

traffic signals at several other intersection locations on Pacific Highway is also evident by the projected levels of service as shown on Table 18. Additional traffic signals will not impede the through traffic flows because efficient progression of traffic on Pacific Highway can be readily achieved by spacing the signals at constant intervals and interconnecting the signals controllers. With the additional traffic signals, side street traffic and pedestrian crossings can be better distributed and additional green time can be allocated to through movements, which will actually improve the level of service for through movements. Appropriately spaced traffic signals with efficient through traffic progression (platooning) will also increase capacity for cross streets and provide gaps in the traffic to make access to private properties more safe and efficient. More frequent signal spacing will provide more opportunities for controlled pedestrian crossings and reduce pedestrian accident potential (See *Table 16: Effects on Hourly Road Capacity*). Installing traffic signals at S. 148 and S. 140 Streets during the first phase of Highway construction with interconnections to the existing traffic signals at S. 152 and S. 144 Streets, while at the same time wiring and making provisions in the traffic controllers for long term signal installation at S. 150, S. 146 and S. 142, would provide ultimate signal spacing at about 700 foot intervals.

S. 144 Street Intersection

The intersection of S. 144 Street is considered a focal point within the Pacific Highway corridor in Tukwila. It is currently the only signalized intersection between S. 152 Street and S. 132 Street, a distance of about 1.35 miles. Significant pedestrian activity occurs on all approaches to the intersection. Metro bus stops at the intersection account for the most transit boarding activity along the corridor, approximately 475 passengers per day. Commercial development surrounds the intersection, which is also a significant east-west corridor leading to a library and high school to the east.

The S. 144 Street intersection carries about 2,400 vehicles per hour in the pm

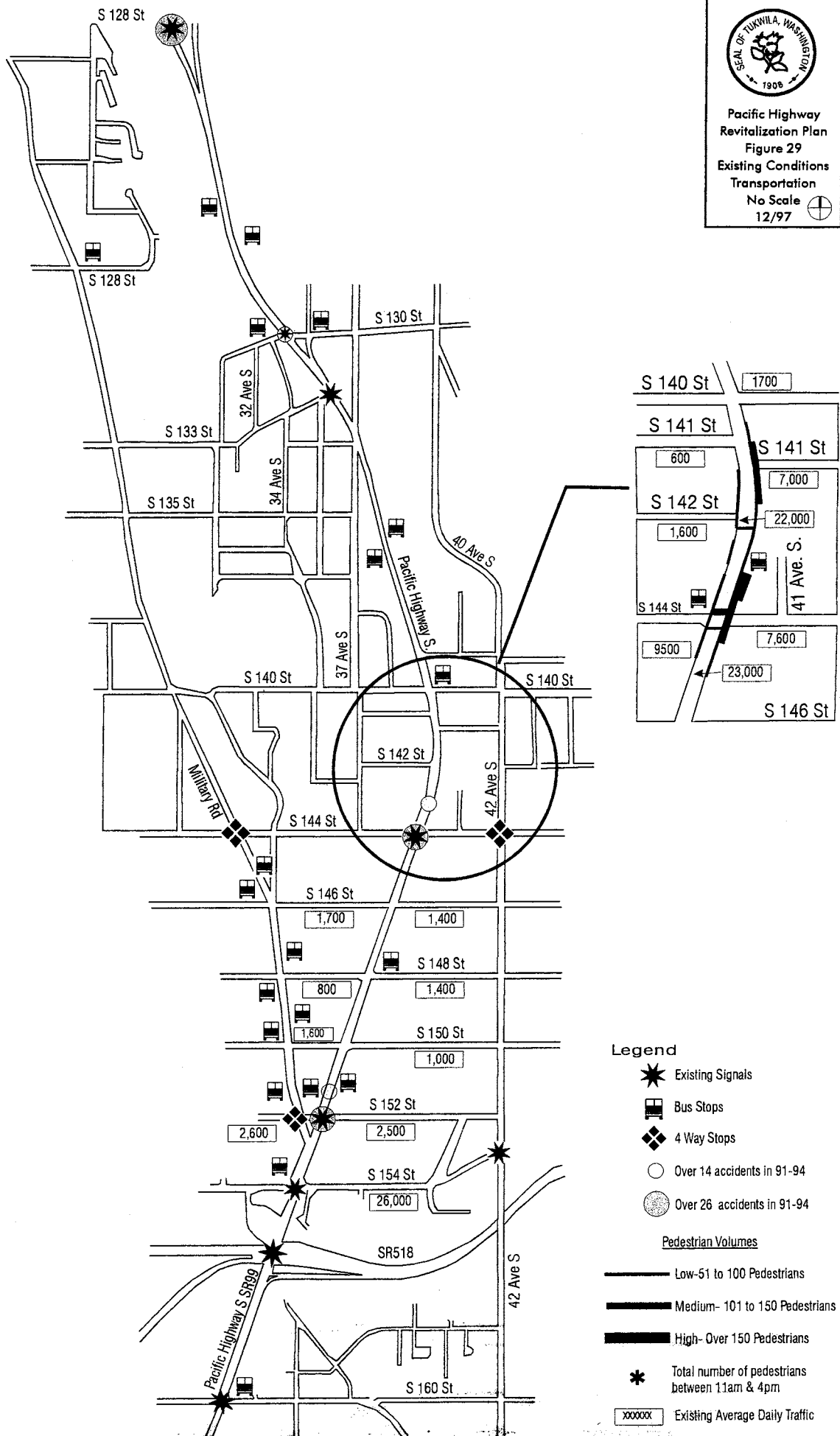


Table 18: Existing Intersection Spacing

Existing Signal Locations	Station (approx)	Spacing (feet)
S. 154	n/a	700
S. 152	10+00	2,805
S. 144	38+05	4,345
S. 132	81+50	700
S. 154	88+90	740

peak period. Videotape records of the traffic activity were taken on Thursday, May 16, 1996. In the 4:00 to 5:00 p.m. period, 2,237 vehicles moved through the intersection and 46 percent of the traffic movements were to or from S. 144 Street. In the same time period, 60 pedestrians used the crosswalks in the intersection with equal numbers crossing Highway 99 and S. 144 Street.

Table 19: Intersection Level of Service Calculations

Intersection	Control	Existing		Future (2020)	
		LOS*	Delay (secs)*	LOS*	Delay (secs)*
S. 164	Signals	E	45	F	>120
S. 162	Signals	B	10	C	25
S. 160	unsignalized	F	476	F	n/a
S. 148	unsignalized	A	45	F	n/a
S. 146	unsignalized	F	45	F	n/a
S. 144	Signals	B	45	C	18
S. 142	unsignalized	C	45	B	10
S. 140	unsignalized	F	45	F	n/a
S. 132	Signals	n/a	45	n/a	n/a
S. 130	Signals	F**	45	B	12

*LOS Calculations by Transpo Group and Bell-Walker Engineers, Inc

**LOS was F prior to signals

Less than three percent of the total traffic movements were heavy vehicles (single and tandem axle trucks and busses). Large semi or tandem axle trucks and articulated busses accounted for less than 20 percent of the heavy vehicles, or less than half a percent of all traffic movements. All of the semi or tandem axle movements were through trips on Pacific Highway and none were observed to turn to or from S. 144 Street.

The existing traffic signal operates on about a 120 second cycle length. The signal is not currently interconnected with any other signal controllers. As a result, traffic arrives at the approaches on a random basis. Analyzing the observed traffic using the Highway Capacity Manual program methodology, a Level of Service C (LOS C) was calculated, with an average vehicle delay of about 23 seconds. Most of this delay occurs on the S. 144 Street approaches, as vehicles are waiting for a green phase. Average delays of 110 seconds for westbound left turns and about 30 seconds for left turns from Pacific Highway in either direction were calculated. Throughout the observation period, none of the cycles were observed to be fully loaded, that is, requiring a vehicle at an approach to sit through more than one signal cycle to proceed.

The traffic delays are therefore primarily due to vehicles waiting for a green phase. Reducing the cycle lengths of the traffic signal can often minimize these types of delays. Reduced cycle lengths are more attainable when operating speeds are lowered to 30 to 35 MPH and when several signals are interconnected so that progression or a platooning effect can be developed on the primary route. Lowering the speed limit of Pacific Highway to 35 mph in this section of the corridor and interconnecting the signal at S. 144 Street to recommended signals at S. 140 Street and S. 148 Street will produce efficient traffic progression on the Pacific Highway and reduce overall vehicle delays.

Alternate intersection geometry configurations could be used to respond to other

street safety and revitalization issues.

Pedestrian and transit boarding activities at the intersection are high. A recent WSDOT Pedestrian Accident Location (PAL) review indicates that there were eight pedestrian accidents in this area over the past six years, with a 'societal cost' of about \$500,000 per year, by WSDOT calculation.

The intersection design currently provides right turn storage lanes in the northbound and southbound directions. Right turn lanes and large radius corners significantly increase pedestrian crossing distances. Increased pedestrian crossing distances inconveniences pedestrians, exposing them to higher accident potential, and increasing the amount of clearance interval (the time in which there is no traffic) required for pedestrians to safely cross the roadway. This can result in wasted green time for both vehicular and other pedestrian movements.

Metro transit generally prefers continuous right turn lanes through an intersection where far side stops are located, to act as a through lane for busses only or queue jumping lane. The current level of service at the intersection, however, and the improvements that can be obtained by reduced signal cycle lengths indicate that queue jumping at this location would provide minimal benefit to transit operations.

As previously noted, all semi or tandem unit vehicles observed were moving through the Corridor, not turning onto cross streets. While it is likely that some traffic to and from S. 144 Street is and will be large trucks, this traffic is not significant enough to warrant large radius corners.

Level of Service calculations were undertaken for alternate intersection geometry and reduced cycle lengths and are shown in Table 20 below.

It was therefore concluded that:

- A reduced cycle length would improve the overall level of service at the intersection, including reduced delays for north and southbound left turns;
- Providing right turn lanes on Pacific Highway will have minimal effect on the level of service and if right turn lanes are provided, a curb radius of 25 feet or less should be used; and
- At the current level of service for worst case peak hour traffic, continuation of any right turn lane for transit bus queue jumping is not warranted, and bulbing on the opposite corners should be employed to minimize pedestrian crossing distances. (See *Figure 30: Bulbing for Pedestrian Crossings*, Pg. 168.)

Table 20: S. 144th Street Intersection Level of Service Analysis

Intersection Geometry	Signal Cycle Length					
	120Seconds		90 Seconds		60 Seconds	
	120Seconds	LOS	Delay (secs)	LOS	Delay (secs)	LOS
5 Lanes plus right turn lanes	23.1	C	14.4	B	10.6	B
No right turn lanes on Hwy 99	23.5	C	14.9	B	11.1	B

Housing and Human Services

Housing Conditions: General Background

Housing conditions and need are analyzed in the City of Tukwila, Phase II Housing Element Report (Tukwila 1993), which was prepared in conjunction with the 1995 Comprehensive Plan. This report identifies overall supply and demand, housing type, age and condition, affordability, and forecasts of housing need.

Tukwila's housing is 57 percent multi-family and 43 percent single family. There are a total of 7,320 units. Only 39 percent of housing in Tukwila is owner occupied, compared to 59 percent in King County.

The report shows that there is much low cost housing in Tukwila. However, the match between incomes and housing costs is not perfect; many households pay more than they can afford for housing, while some pay less. At least ten percent of the population is at risk of becoming homeless because they pay a high proportion of their low income for housing.

The high demand for home repair services provided through King County is evidence of many homeowners' need for help in adequately maintaining their houses.

Conditions in the Corridor

Single Family Housing

The Study Area contains approximately one hundred single family units. There are a variety of sizes and conditions. Generally, housing along 42 Avenue S. is larger and in better condition, except at the north end of the Study Area, than housing elsewhere in the Study Area. Houses along the side streets are generally smaller and conditions are mixed.

Generally, housing near Pacific Highway and scattered among apartment buildings is in fair or poor condition. In a couple of areas, houses behind motels fronting on Pacific Highway are in poor condition.

Some are owned by the motels. West of Pacific Highway, for example on S. 148th Street, houses are scattered among non-residential uses. This area is zoned Regional Commercial (RC). However, judging from a windshield survey, a large number of small, older houses receive significant maintenance from their residents.

Mobile Homes and Trailers

The Study Area includes four mobile home parks with approximately 150 trailer homes. These are the only mobile home parks in the City. All the parks lack common area amenities, such as landscaping and curbs. Most of the units are older single-wide homes in various conditions. In most cases, mobile homes do not appear to be attached to foundations, but merely resting on cinder blocks or other supports.

There are also a large number of trailers in the parks, which may be transient. This is reported to be true of the Orchard Trailer Park on S. 148th Street. The park in worst condition is the Southgate Mobile Home Park, which is bounded by 42 Avenue S., S. 140 Street and S. 141 Street. While efforts to improve the living environment appear to be having some success, the poor condition of many of the homes and lack of space or amenities hampers improvement efforts. The Canyon Mobile Home Park, near the north end at 13500 Pacific Hwy, and the Rainbow Haven Trailer Park on S. 152 Street are in somewhat better condition. The Canyon Mobile Home Park appears to be a very stable community, although a portion of the development was vacated this last year due to unstable soil conditions on its hillside location.

Townhouses and Condominiums

The area includes several townhouse developments and two significant condominium projects. These are newer structures and the exterior survey indicates that they are in good condition. This includes the pocket of residential land south of SR 518.

Multi-Family Apartment Buildings

The majority of units in the Study Area are apartments (see *Figure 6: Multi-family Sites*, pg. 51). They span a wide range of styles and conditions, from dilapidated fourplexes to modern multi-story buildings. Many buildings are designed like motels; single loaded corridors with outdoor walkways and stairways. Most have very basic design; long rectangular buildings with parking lots between. There are a few with buildings organized around central, landscaped courtyards.

Rents and Vacancies in Multi-family Housing in the Corridor

Information is available as of the fall of 1995 for one third of the larger apartment developments along the corridor. Dupre & Scott Apartment Advisors supplied this information. All the developments in the survey were built between 1966 and 1989 and range from 36 to 201 units (see *Table 11: Pacific Highway Property Information*). Vacancy rates ranged all the way from 1 percent to 15 percent. Average vacancy for all units studied in the larger Riverton/Tukwila area was 4.5 percent in September 1995. This rate is lower than the average of 5.9 percent for King County as a whole.

Rent for one bedroom units ranged from \$395 to \$550. Two bedroom, one bath units ranged from \$415 to \$625 and two bedroom,

two baths from \$500 to \$708. Rents for three bedroom, two bath units ranged from \$645 to \$780. Rents are comparable in King County overall, except that the average for three bedroom units in the County is at the top of the range for the Pacific Highway corridor units.

The City's response to housing issues has been in flux. The housing element of the Comprehensive Plan states that Tukwila already contributes more than its share of affordable housing. The City Council does not seek to expand multi-family housing opportunities nor is there policy direction on improving the condition of existing multi-family housing. The policy direction for existing multi-family housing focuses on operations and management with few resources directed toward improving the physical conditions of multi-family housing.

Acquisition and rehabilitation of an existing multi-family housing development has been financed through bonds and low income housing tax credits. Although not within the Study Area, Hampton Heights Apartments is a 113 unit complex at 5711 S. 152nd Street and can serve as a model for the Pacific Highway corridor. Twenty-five of the units will be affordable to tenants with incomes between 40 and 60 percent of King County median income. Six units will be affordable to people with incomes at 35 percent of King County median income.

Table 21: Comparison of Demographic Factors: Seattle and South Central (Tukwila) School Districts (1993)

Demographic Characteristic	Seattle Schools	South Central Schools
% served by free or reduced lunch program	40%	50%
% students from families of color	65%	35%
% students with limited English proficiency	12%	10%
Turnover in student population each year	37%	50%
% students enrolled in special education	13%	10%
% students enrolled in special education	13%	10%

Source: South Central (Tukwila) School District

The complex will include a mix of 69 one-, 43 two-, and one four-bedroom units.

Rental Rehabilitation Loans are available through the King County Housing Repair Program to properties in Tukwila. Since 1993, four properties, all within the Pacific Highway Study Area have received loans to rehabilitate 40 affordable units.

Socio-Economic Conditions

Tukwila experienced dramatic growth during the 1980s, due largely to annexations. Population tripled, from 3,578 to 11,874. An additional 2,757 people were added by annexation in 1991. Population is estimated at 14,650 in 1994 (Tukwila Police, 1995). It was during the annexations that the City included the Pacific Highway area, and saw a significant increase in families living in poverty and experiencing social risk factors as a result. According to the 1990 Census, 48 percent of Tukwila residents are either low or moderate income relative to King County. In 1989, 7.4 percent of the population lived below the poverty level, up from 4 percent in 1979. Nearly double that percent, 14 percent of families with children under 18, lived in poverty. This significantly impacts health and service needs of the population. The City's Human Services Office receives many calls from residents needing help in meeting basic survival needs.

Racial and ethnic mix of the population is similar to King County as a whole. In 1990 the population was 83 percent white, 7.4 percent Asian, 6.4 percent African American, 3.7 percent Hispanic and 1.6 percent Native American. Foreign born residents have increased since 1980, when they comprised 4.8 percent of the population to 7 percent in 1990. For 10 percent of these foreign born residents over 5 years of age, English is a second language. There have also been some significant changes in age breakdown. Median age was somewhat older in 1990, 32.4 years compared to 29.2 in 1980. In 1990, 19 percent of the population were under 18 years old, but in the census tract near Foster High School, 26 percent were under 18.

The Tukwila School District boundaries approximate the City. The district experiences high turnover annually, compared to under 20 percent in King County school districts overall. Two elementary schools, Cascade View and Thorndyke, Showalter Middle School and Foster High serve the Pacific Highway area's children.

Half the students within the Tukwila School District qualify for free or reduced lunch prices. The school district's rate of poverty has quadrupled in the past five years.

Racial change in the school district has been significant since 1980. In 1980, minorities made up 12.3 percent of student enrollment, with Asians comprising one third of that group. In 1994, 38.1 percent are minorities, with African Americans at 16.9 percent comprising the largest minority. (Source: *Tukwila School District*).

Comparisons between the Tukwila School District and Seattle schools as shown in *Table 20: Comparison of Demographic Factors*, pg. 163 are enlightening.

In a survey of parents and students conducted by health agencies for the school district in 1992, emergency care, police protection, dental services, routine health care and sexually transmitted disease (STD) education were listed as the most important service needs. The survey also showed that parents rated the health of 95 percent of their children, students in the district, as excellent or good. The vast majority see a physician for basic health services, and about two thirds visit a dentist regularly. Fewer than ten percent in the district report needing but not receiving the most basic services. Another part of the study showed that physical ailments are more likely to be treated than mental health problems. (Source: *Tukwila School District, 1992*).

Social indicators show that the school population experiences several risk factors among the highest in King County. For teenagers, rates of sexually transmitted diseases and teen birth rates are disproportionately high. From 1986 to 1990 birth rates for 15 to 17 year olds in the district were third highest in the county, and have been gradually increasing during this period. (Source:

Tukwila School District, 1992). There are also various mental health problems with high rates of hospitalizations for drug and alcohol related causes and psychiatric illness.

Access issues were cited by the 27 percent of parents surveyed as having difficulty getting medical care. These issues include lack of insurance, cost, and for 5.6 percent, transportation. Inadequate east-west bus routes, no cars, or parents not able to get off work to drive students to medical care, were the major transportation problems. The survey results show that people who come from other cultures and do not have English language skills also experience difficulty accessing the health system. Not wanting parents to know or not knowing about services account for most access problems of the students. (Source: *Tukwila School District, 1992*).

Among the greatest challenges for the schools is the homeless population. Not only does this segment account for a portion of the turnover in the district, but even when they are 'permanent' residents of the District, the schools have difficulty interacting with families when there is no permanent address. Also, nutrition and basic health of children suffer due to homelessness. There is no accurate estimate of the number of homeless students in the district.

In summary, Tukwila ranks above the King County average on a set of social and health indicators of risk: percent of population below poverty; percent single parent households, sexually transmitted disease rates for 15 to 17 year olds and birth rate to school-age girls 10 to 17 years. (Source: *King County, Phase II, p. 24.*) The health planning areas which include Tukwila also score higher than the County average on some health indicators of risk, including death rates for older adults and suicide rates. For most other rates of disease and injury the area is near the County average.

Crime

Crime is a significant concern for Tukwila residents, particularly for apartment dwellers along the Pacific Highway Corridor. Domestic violence is a major social problem.

Crime is related to low quality transient motels and poorly maintained apartments. Quality of housing and businesses are lower south of S. 139th Street to the City limits. Tukwila has the highest crime rate among South King County cities. In part this results from the heavy commercial uses in Southcenter. It is also related to traffic to, from, and through the City (about a quarter of a million trips per day).

Since annexation, citizens have seen a greater police presence along the corridor. The 1996 Tukwila Police Department budget was \$7.3 million; forty percent of that budget, or \$2.9 million, is devoted to the Pacific Highway corridor. The Police Department estimates that 5 - 10% is due to the area's special needs; that is to say, over what would typically be spent on a service area of that size and complexity.

In 1990, when the east side of the Corridor was annexed to the City, there were 27,551 calls for police service. Calls rose to 34,312 in 1991 after the west side of the Corridor was annexed to the City. Since then, incidents have leveled off but remain high. There were 33,420 calls for service in 1994, exceeding Bellevue and Redmond, which have six and two times the population of Tukwila, respectively. In response, the City has done a number of things, including a reorganization of its Narcotics unit into a "99 unit," locating a Crime Prevention Officer and six police officers in the Neighborhood Resource Center in the corridor, installing surveillance cameras along the Highway, organizing a business block watch program, etc. (See list of crime prevention activities in Introduction section of Revitalization Plan).

Even with the rapid response - averaging 4.4 minutes for emergencies - crime has remained high in Tukwila. Total serious crimes dropped in 1992 but rose again in 1993 and 1994. Tukwila, a City of 15,000, has a crime level more closely resembling a city of 50,000.



Tukwila Crime Free
Multi-Housing
Program

Tukwila's Response to Existing Conditions

Housing and Human Services

Tukwila's response to human service needs has been energetic and varied. The Tukwila Office of Human Services organizes and coordinates a wide array of programs, including 20 contracted programs, and supervises VISTA volunteers Summer of Safety programs. It also coordinates with other City departments, other government agencies, and regional criminal justice and human service agencies. The Annual Reports prepared by the Office of Human Services give an overview of these activities. (Source: *City of Tukwila, 1994 Annual Report, Draft, April 1994, pp.2-19*).

Many of the City's programs are directed at apartment residents and management. One of the City's most outstanding programs is the Apartment and Motel Managers Network. The aims of the Network are to help support the needs of management and tenants through cooperation, communication, and problem solving. Stability is a shared goal, and the Network is improving management skills and communication about tenant selection and assistance to tenants. The Network is co-sponsored by the Office of Human Services and the Police Department.

During the summer of 1994 a community oriented policing team conducted a community analysis and needs assessment survey of Tukwila residents. Ninety-nine respondents returned the survey, and while the statistical validity of the results is not known, the number of responses is of interest. The survey results show that the top four concerns of respondents were gang activity, drug use, robbery, and rape/sexual assault. The Pacific Highway Corridor is considered the most unsafe area of the City. People are most eager to see or get involved with after school activity for youth. They would also like education programs about gang culture, drug and alcohol abuse prevention and crime prevention. A large proportion want to get involved in a block watch program.

The City of Tukwila working with a Volunteer In Service To America (VISTA),

administered a survey of tenants in multi-family housing. While the response rate to the survey was small, the 44 respondents give some information of use:

- The majority would prefer services on-site or at the Community Center;
- Cost, childcare, and transportation are the largest barriers to seeking services;
- When asked what programs they would be interested in, the most frequent responses were: arts and crafts, personal safety, CPR, bookmobile, block watch, and first aid;
- The issues of major concern to the respondents are: drug and alcohol abuse, and a cluster of issues related to crime: including guns, gangs, and youth violence. Unemployment and housing problems were also prominent concerns.

In 1995 the City initiated the Crime Free Multi-family Housing Program. The program is a partnership between the City, owners, managers and tenants of apartment buildings; and the community focusing on improving quality of life. It uses tools that foster a safe, healthy, family-oriented place to live and includes strict security requirements, training and strategies for managers; and crime prevention training for residents. The security requirements are referred to as "Crime Prevention through Environmental Design," and include security hardware and other safety features, and advice on landscaping and lighting for security. As of early 1996, 15 developments have been certified in the program.

Interagency Coordination

There is much cooperation among City of Tukwila departments and between Tukwila and the Tukwila School District, the County health department and various non-profit service providers. Tukwila also makes use of volunteer and grant programs to augment its staff and budget. Programs that are interdepartmental or interagency address domestic violence, children with special needs, support for crime-free multi-family housing, and a housing managers network.

Many programs coordinate public safety efforts with community development and

human service efforts. One initiative is focusing on multi-family housing in the City. The Pacific Highway area, which contains a concentration of apartments. The effort provides technical assistance to owners and managers, encouraging them to make physical improvements to the property, providing improved tenant screening and to institute zero drug tolerance programs. After completing the improvements, apartments are certified by the City, and are put on a list of safe rental environments. The result should be higher occupancy for the participating apartments and better quality of life for the residents.

Another new effort is the public safety forum, which also focuses on issues of concern to local citizens, such as crime and safety. The Tukwila Departments of Community Development, Public Works, and Parks and Recreation, along with the Police and Fire Departments, participate in this forum.

Public Safety

The police leadership recognizes that the solution to crime is not merely responding to 911 calls. The structure of the community needs reinforcement, including improvements to physical conditions, raising community awareness and pride, and improving student test scores.

The Police Department has opened a satellite office in the corridor near S. 144 Street to provide a small storefront presence. They also favor locating a teen center in the corridor, but feel it should be away from negative influences, such as taverns and low quality motels. Such efforts can work only in conjunction with overall improvement of the community

Appendix C: Glossary

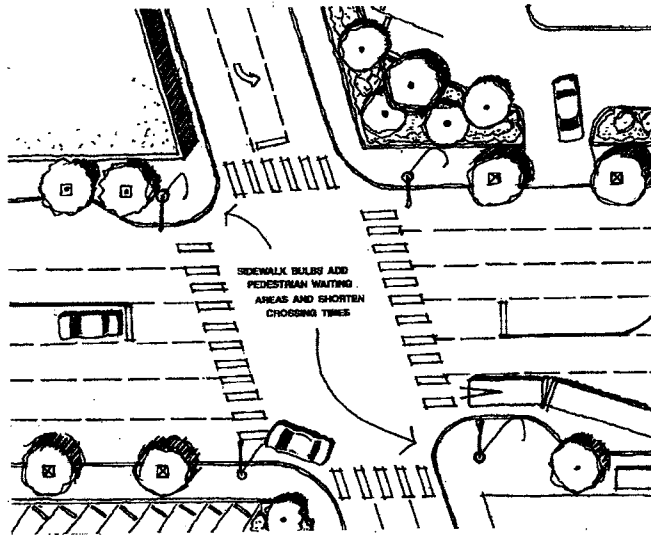


Figure 30: Bulbing for Pedestrian Crossings

Abatement is an action to decrease the amount, degree, or intensity of an action or degree of nonconformity in some activity or structure.

Bulbing is the expansion of sidewalks at street corners to increase pedestrian space and decrease street crossing distances.

Channelization is a term used to describe the striping and curbing of streets to direct vehicle movements.

Community Development Block Grants (CDBG) are federal funds given to cities to spend on community development. The amount of money given to communities is based upon the number of low income households.

Greenfields are undeveloped lands, as distinct from developed lands. These lands are generally more easily developed than properties with improvements already in place.

High Accident Location (HAL) is a term developed by the Washington State Department of Transportation to identify areas that have a significantly higher than average number of vehicular accidents when compared to similar State Highways. A HAL is a spot on the State Highway system that has had at least six accidents with ten severity points within the last two years, or two or more fatal accidents. Severity points are assigned as follows:

- 10 points per fatal accident,
- 9 points per disabling and injury accident
- 3 points per evident injury accident
- 2 points per possible injury accident, and
- 1 point per property damage only accident.

High Capacity Vehicle (HOV) refers to a vehicle conveying more than one passenger (referred to as an SOV.) This may be a bus, van, or vehicle uses as a carpool vehicle.

Infill is the term used to describe development of land within neighborhoods that are, in large part, already developed with urban uses such as housing, commercial or industrial buildings.

Level of Service (LOS) is a measure used to define the ability for a vehicle to move along streets. There are five levels of service given to describe the quality of movement. The letter A, represents the best situation and free flow, and E, represents the worst case and conditions at or near the capacity of the street for vehicles.

Multi-modal is a term to describe two or more modes of travel such as walking, driving, cycling, using buses, etc.

Non-conforming sites means that some portion of a site does not meet established municipal development standards; e.g. driveways that are less than the required width.



Non-conforming uses is a term used to describe businesses that do not conform with the land uses permitted or conditionally permitted in the zoning district established by the local jurisdiction.

Non-motorized refers to modes of travel that do not use combustible engines, such as walking and cycling.

Pedestrian Accident Location (PAL) is a location within the State Highway system where there have been four or more pedestrian/vehicular collisions within a six year period.

Parcelization is a term that is used to describe the reshaping and division of land into legal parcels.

Platooning means the grouping of moving vehicles to provide gaps in traffic to allow turning movements into the stream of traffic.

Queue-jumping refers to the physical or operational opportunity for buses to move ahead of a line of other vehicles.

Rehabilitation refers to renovation and or improvements to a structure or facility.

State Environmental Policy Act (SEPA) checklist is a method of tabulating the physical impacts associated with a proposed action such as a development proposal or public improvement plan or project. SEPA is a State law requiring such an evaluation prior to adoption and implementation of a plan or program, or construction of a project.

Signalization refers to the provision of traffic signals at street intersections.

Single Occupancy Vehicle (SOV) is a vehicle that is occupied by only one person - the driver engaged in a trip.

Stakeholders are those with an interest in a proposed action, such as property owners, business owners, or community members.

Streetscape refer to a street in its totality, in terms of the elements of the street that are experienced by the pedestrian, cyclist, or vehicle driver. It typically includes the street, the sidewalk and associated furnishings, landscaping, etc., and the building fronts and/or parking areas in front of buildings, or in the front part of a property.

Unincorporated refers to land that is not a part of a municipality but is, instead, under the jurisdiction of a county. Residents and property owners whose land is a part of an unincorporated area may rely on a county for services, or special purpose districts, such as water, sewer and fire protection districts.

Appendix D:

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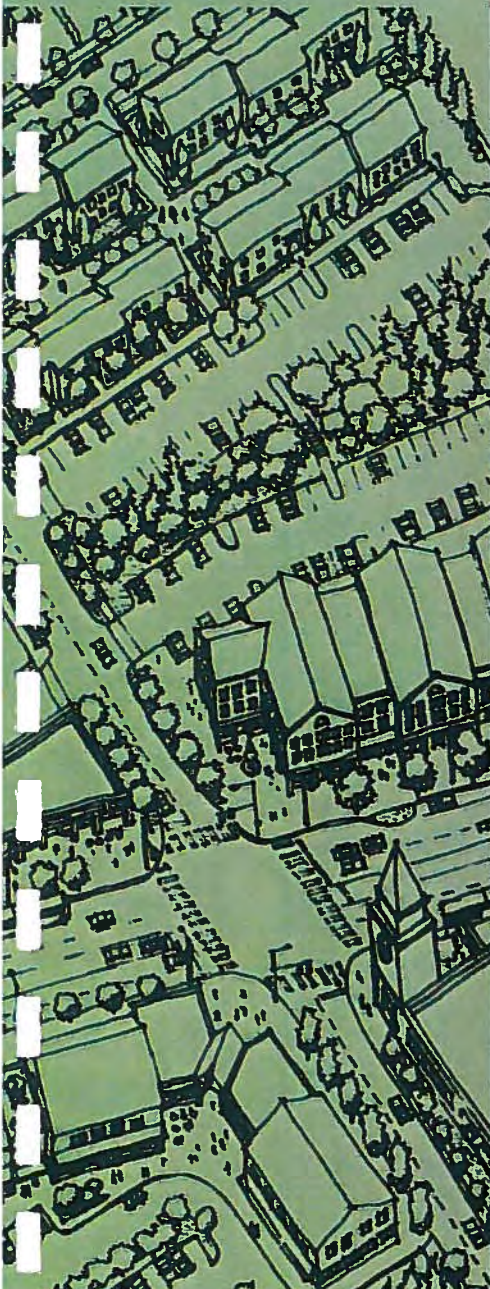
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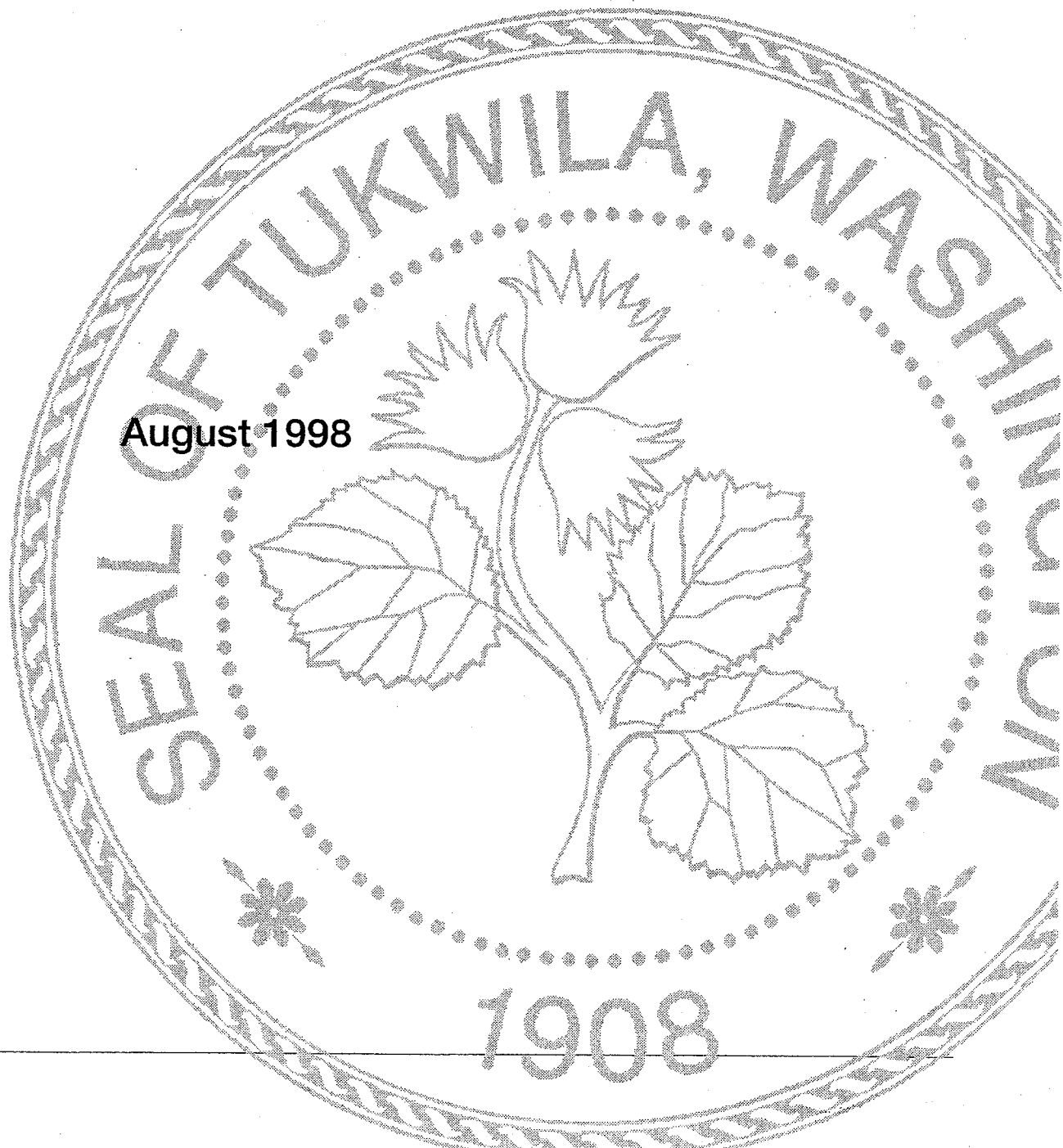


City of Tukwila Pacific Highway Revitalization Plan



Pacific Highway Revitalization Plan

August 1998



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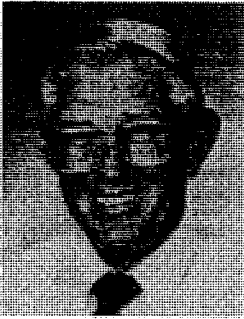
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Forward

This is the last in a series of documents prepared to understand, study and plan for the Pacific Highway neighborhoods and business district. It is a summary of four years of effort and an invitation to others to join with us in the improvement of a vital link in our community.



The residents of the Pacific Highway area chose to annex to the City of Tukwila seven years ago. In the ensuing years, residential and corporate members of the community, in partnership with the City, have accomplished much.

A community-wide outreach program, known as Vision Tukwila, identified as a top priority the task of making the Pacific Highway South corridor safer and more livable. Crime along the corridor has been substantially reduced. An on-going highway clean-up and beautification program has been established through the initiative of local merchants. Community involvement in a number of programs consistent with the direction given during our Vision Tukwila series has reached an all time high.

This Revitalization Plan was developed over a number of years with extensive public and professional input. It tells the story of the area's change and lists actions that are to come. These strategies are a consensus on the City's approach. The City has already launched an aggressive marketing campaign to attract economic activity through redevelopment.

In short, there are a number of positive and exciting things occurring that promise to bring a new vitality and image to Pacific Highway South. Extensive public and private resources, however, are required for the continual and gradual redevelopment of the Pacific Highway corridor. This Plan is an invitation to existing property owners, interested developers and citizens to become or stay involved in the programs and opportunities laid out. The vision expressed by the citizens requires us to sustain the partnerships between the City of Tukwila, its community and other public and non-profit agencies and to build new partnerships with others who are interested in the future.

John "Wally" Rants
Mayor



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Accountability

Have City efforts on Pacific Highway been productive and effective? Do they reflect the desired direction of its citizens?

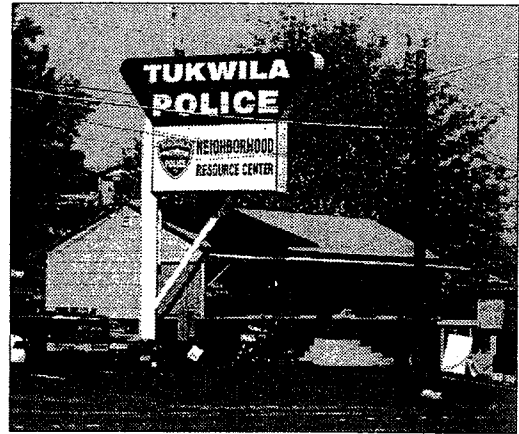
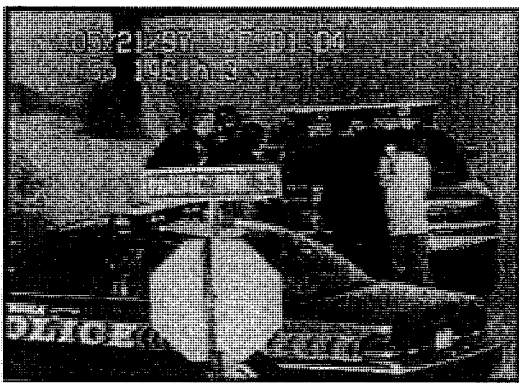


For a number of years the City has focused its resources on improving public safety throughout Tukwila, but with particular emphasis on its section of the Pacific Highway Corridor. **Figure 1** illustrates the location of this corridor in the region. As a result of the Tukwila programs and services, the City has become a national leader in reducing crime and has been featured in national news reports for being innovative and progressive. Serious crimes have dropped over the last two years, in particular within the last year, there was a 28% drop in violent crimes. Moreover, public safety is only one measure of the City's commitment and effectiveness. The following list shows the breadth of actions being taken.

Safety and Human Services



- Manage a community policing program, which included the hiring of six additional police officers.
- Administer a Multi-housing Crime Free Program, which resulted in a Municipal Achievement Award from the Association of Washington Cities. Reported crimes in certified Crime Free Multi-housing is down 57% from 1995.
- Support a "Citizen's Patrol" by training and equipping a group of residents and business owners who walk the highway in order to create a presence and report suspicious activity.
- Regulate "adult entertainment" uses through detailed licensing, operating and location procedures.
- Engage in police emphasis patrols and

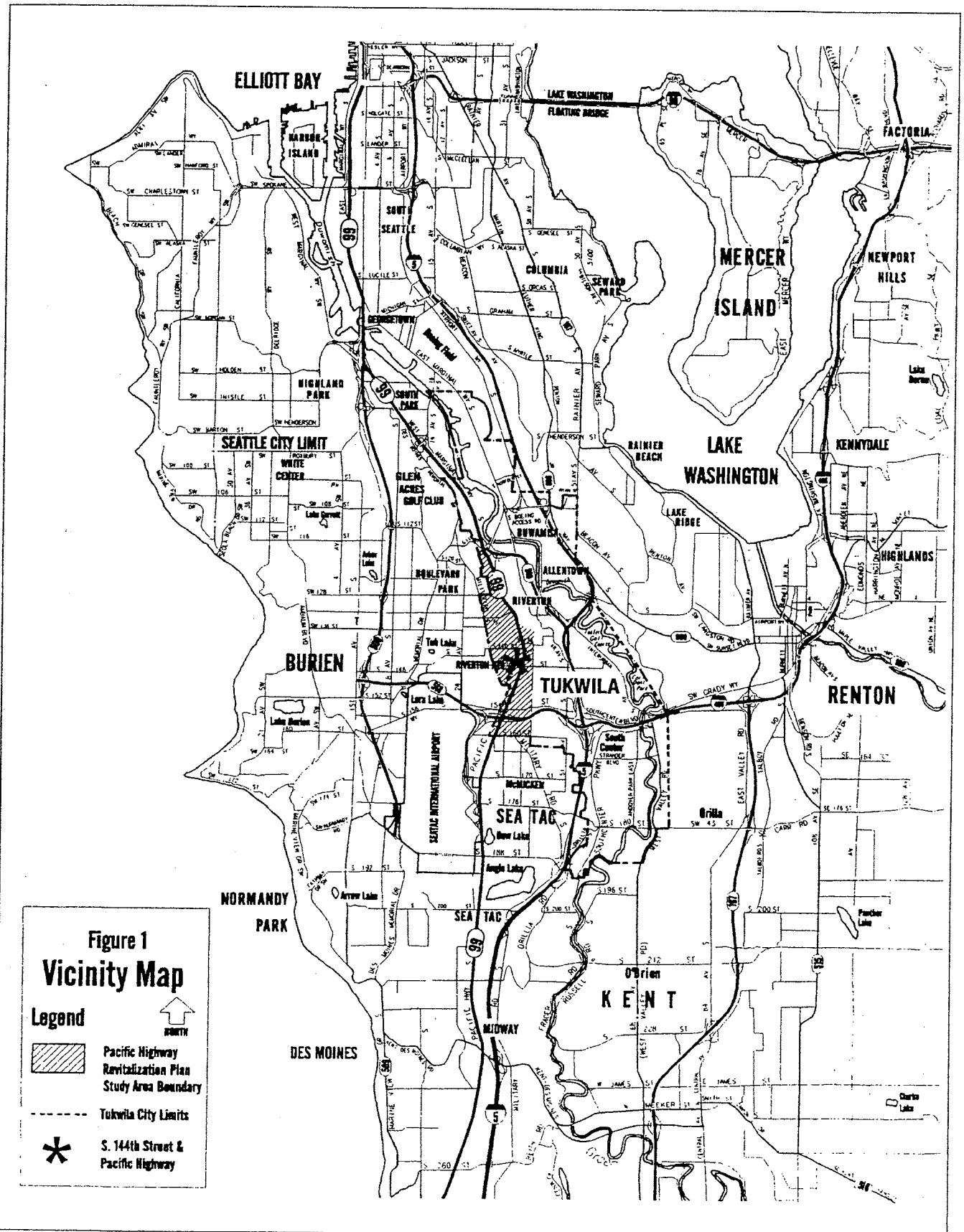


enter into criminal trespass contracts with property owners.

- Operate a "Neighborhood Resource Center." The Center houses the video monitors for the cameras mounted along the highway, keeping an electronic eye on corridor activity. Staff includes a crime prevention officer, community volunteers and the City's bicycle patrol.
- Spend \$275,000 annually in assistance programs that provide emergency assistance as well as job and education skill building.
- Staff an Apartment and Motel Managers Network that meets monthly to share information and build skills on property management techniques.

Infrastructure and Facilities Investment

- Spending \$8.65 million in local funds to improve 42 Avenue S. with curbs, gutters, sidewalks, intersection improvements and street illumination.
- Obtained \$3.8 million in state and federal funds for the Pacific Highway reconstruction project.
- Installed pedestrian paths and improved storm drainage on S. 152, S. 150 S. 148 Streets and 37 and 33 Avenues South.



- Spent \$280,000 on street and storm drainage improvements to 32 Av. S. between S. 135 and S. 137 Streets.

The City has also spent several years planning and updating its codes to reflect the new Tukwila.

Development Incentives

- Adopted a new Comprehensive Plan and modified sections of the Zoning Code to allow a wider range of commercial services along the corridor in 1995.
- Established a City Enterprise Zone (see Figure 2, Zoning Map for boundaries) along the corridor that allows the City to pay the costs of improving public infrastructure when typically required of private development.

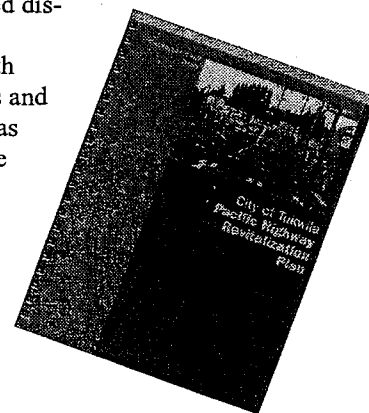
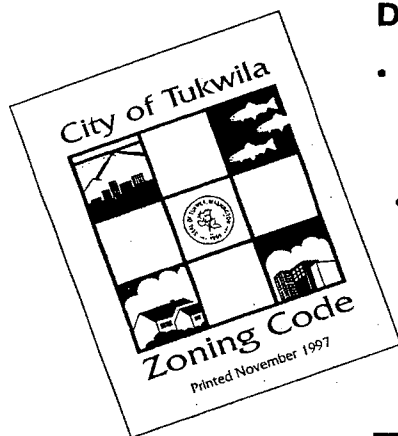
Public Involvement

As part of a comprehensive planning process to establish a direction for the City's strategic efforts in the Pacific Highway area,

the Mayor convened a task force of business and property owners. In conjunction with the task force, the City conducted over 65 public meetings that included some or all of the following groups.

- business owners
- property owners
- residents
- affected government agencies
- Tukwila Planning Commission
- Tukwila Economic Development Advisory Board (EDAB)
- Southwest King County Chamber of Commerce
- real estate, housing, and transportation experts
- neighborhood community groups
- Tukwila City Council

Although not the end of the City's efforts, this summary or final Revitalization Plan is the culmination of four years of discussion and debate and marks an important mid-point in City actions. There will be continued discussion and involvement with property owners and the community as the strategies are implemented.





Partnerships

Do individuals make a difference? How can personal or business choices change a community's well-being?



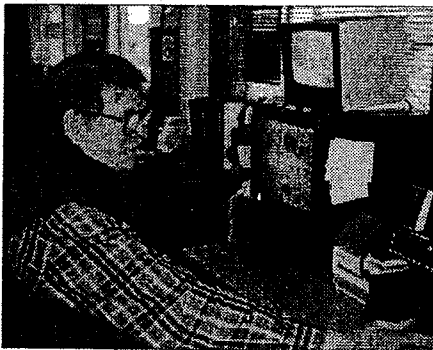
'Maintaining a healthy community requires everyone to "pitch in together as a community."'

Communities are complex environments of individuals making independent decisions. These varied autonomous decisions resulted in the corridor as we know it today. In recent years, individuals have begun acting as partners with common goals. The residents effort to annex this area to the City of Tukwila pre-saged future measures aimed at improving the neighborhood including its commercial core.

Residents, businesses, property owners and their managers, and organizations have individually and in partnership taken steps to improve the Pacific Highway corridor. Below is just a *small* sampling of the people or groups making a difference in the area.

Richard Simpson

Richard moved into the Cascade View neighborhood thirty-six years ago when he was employed by the Boeing Company. He remembers buying his house in a real estate office that now houses the Neighborhood Resource Center. He was involved in the annexation effort for the Cascade View neighborhood and was a proponent of providing a public presence on the highway. Retired now, he donates considerable time to civic efforts by serving on the Library Advisory Board and the Community Oriented Policing Board and by spending six hours a week at the Neighborhood Resource Center.

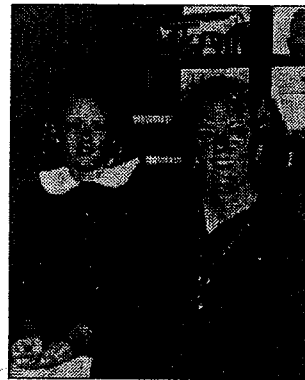


began volunteering, first as a "McGruff House," which is an after school safe house for children, as a Block Watch captain, as a volunteer with the Citizens Patrol and now at the Neighborhood Resource Center.

She thinks that maintaining a community that is healthy requires everyone to "pitch in together as a community." Although school statistics show a high turnover of students, she has a strong network of friends in the community who help each other and have been in the

community for a long time.

According to Cathy, things are going well for the area but she feels strongly about the need to beautify Pacific Highway. She is also frustrated about the properties that remain eye-



sores and wonders if we could be persuasive with recalcitrant property owners by using incentives. As things continue to improve, she hopes to see a neighborhood park on the west side of the highway.

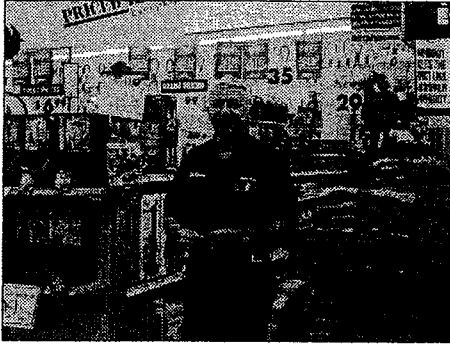
Hometown True Value Hardware

Lynn Livengood and his wife Jo Ann bought the hardware store from the previous owner in 1961 and since then have remodeled six times, expanding the store from 4,800 square feet to 12,000 square feet. Their new garden center has been their biggest growth department and was the latest remodel.

He has a self-reliant attitude and feels that businesses need to do things on their own to see business growth. For example, to compete with the big box retailers like Home Depot and Eagle, he offers superior customer service, convenient rental products and services, competitive pricing, etc.

Cathy Bell

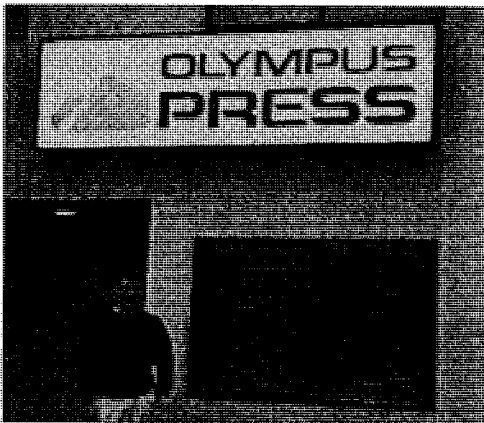
Cathy moved here twelve years ago because it was close to a job and she was impressed with the street, the look of the neighborhood where her house is located and its convenient location. When she had her last child she began work at home full time and



Lynn thinks that more businesses in the corridor would be of value to him as a retailer and that the surrounding neighborhood, which is his customer base, is good. The area appeared to be in decline for a time but he thinks that the area is coming back and that there is still more potential in the neighborhood for growth and improvement.

Olympus Press

Five years ago, Frank Vertrees and Glenn Blue owners of Olympus Press, started looking for a larger space. Previously located in



West Seattle, they wanted a location that was close to downtown yet accessible with easy access in all directions. The property and building they bought is at the corner of Military and S. 150 Street. Despite some vandalism, they like the area and hope to continue here. Since locating in the Pacific Highway corridor they've doubled their business, are up to 45

employees and are one of the top 50 printing firms in the Pacific Northwest.

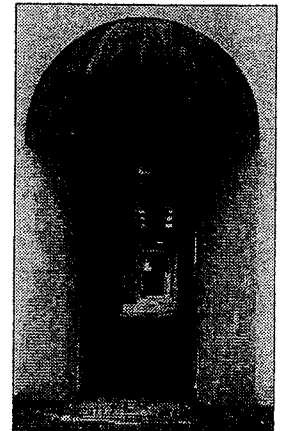
Jeff Katrell started at the company shortly after it opened in Tukwila and after organizing their shipping department became a jack of all trades for the organization. He donates time to the 99 Action Committee.

Avalon Apartments

Pat Fox, manager of the Avalon Apartments for three and a half years, says that

his decision to screen his incoming tenants and then be as aggressive as possible in evicting tenants who engage in criminal behavior are the keys to his success as a property manager. His screening criteria costs only \$32.00 for each tenant application and provides him with criminal, drug and credit histories.

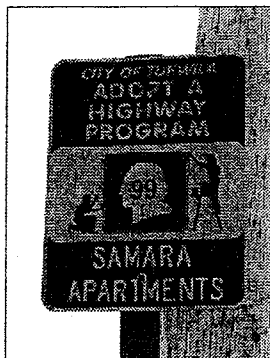
According to Pat, "Neighbors need to get together and do what the City can't do."



Samara Apartments

Two years ago Barbara Brown, her husband, and Bob Counsellor took on management of the complex. In addition to the two full time managers there is a full time groundskeeper who lives on site. Besides the screening requirements they have for the po-





tential residents, the managers routinely walk the property night and day and have surveillance cameras in the common areas.

An interesting note about the complex, which was built in 1968, is that many of the residents have extended family within the complex and of the 129 units only 11 units have tenants who are American born. The Samara maintains a waiting list in order to accommodate those interested in living here.

Ms. Brown said that the appearance of the neighborhood can detract from the living environment and that they speak with their neighbors about problems they face in an attempt to work things out. An important advantage for them is that they work for a property owner who supports maintaining both the reputation and condition of the property.

99 Action Committee

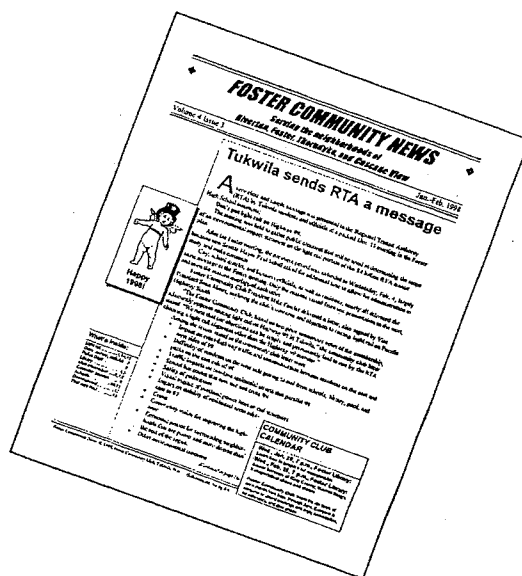
Neighbors Working Together



Making a Difference in Tukwila

Although initially conceived as a coalition of businesses, the Committee quickly became a partnership between local business owners, surrounding residents and City staff. The Southwest King County Chamber keeps the group organized and lends clerical support. Committee members keep their eyes on the street, have a phone and fax tree, organize trash

pick-ups, and have a juried "beautification contest." Last years winners were Mike and Donna West of Southtowne Auto for their efforts with a property they recently bought adjacent to their auto rebuild business. The group's successes were recently affirmed with an Association of Washington Cities Municipal Achievement Award.



Foster Community Club

The Club includes residents from the Riverton, Foster, Thorndyke and Cascade View neighborhoods. It is a community oriented group of individuals who hold monthly meetings and share an interest in the community. Their "Foster Community News" is published five times a year and contains advertisements for local people, businesses and events as well as commentary and news.

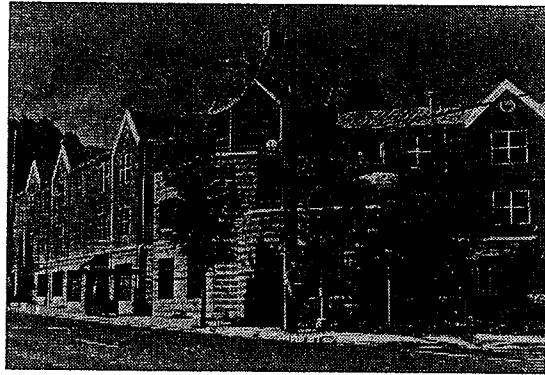




Strategies

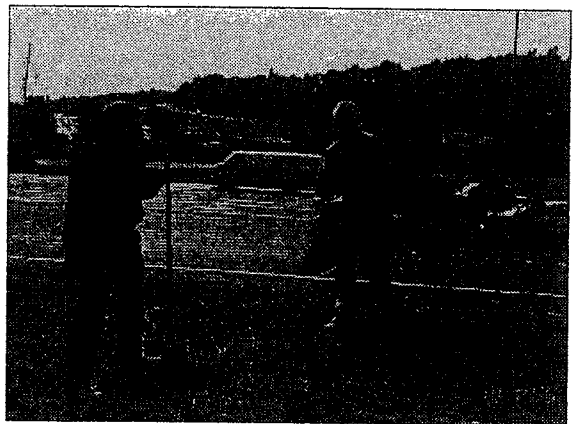
What additional assistance is desirable to aid in supporting a safe, healthy, and prosperous area?

INFRASTRUCTURE INVESTMENT



REAL PROPERTY INVESTMENT

COMMUNITY DEVELOPMENT



MARKET EXPANSION

This is a summary of the strategies chosen by the City to implement its revitalization effort along the Pacific Highway Corridor. A draft list of strategies in the Pacific Highway Draft Revitalization Plan (Tukwila, December 1997) was presented to the community and the Tukwila City Council along with detailed information and analysis. To obtain more detail on the study area and on the adopted strategies, refer to the Draft Plan.

We have targeted four areas for action:

- real estate investment,
- market expansion,
- community development, and
- infrastructure and facilities investment.

Each area of action has a list of City sponsored capital projects, departmental programs and or development standards.

A timeline shown in **Table 1** provides an overview of the revitalization strategies and lays out a logical sequence for the strategies. The actual time frame for implementation will depend in many cases on locating additional funding and or the opportunity to “partner” with a private party or a public

agency. We consider the timeline’s sequence of actions more critical than actual dates.

Equally critical are the resources to implement the Plan, which is discussed in the final section.

This Plan guides the City of Tukwila as it works with individuals, groups, and agencies, and spends its resources. City staff working with identified individuals or groups will carry out each strategy. Because so much in the environment is beyond City purview, this Plan’s revitalization package relies upon partnerships, careful timing and a public information and involvement program. Partnerships are vital as they expand the scope and degree of the City’s involvement and extend its resources.

This Plan authorizes actions that will lead to project and program refinements and strategy modifications. The vision and the goals for the area that are adopted in the City Comprehensive Plan, and that are outlined in the **Draft Revitalization Plan, Table 1, Revitalization Plan Goals, Objectives, Criteria**, will remain as the guiding principles as our work evolves.

Table 1: Revitalization Plan Timeline	1999	2000	2001	2002	2003	2004	2005+
Real Property Investment							
Housing Agencies Partnerships & Code Enforcement	✓	✓	✓	✓	✓	✓	✓
Improvement Grants & Demonstration Project		✓	✓	✓	✓	✓	✓
Aggregation of Redevelopment Sites Incentive Program	✓	✓	✓				
Standards Flexibility	✓	✓	✓				
Setback Modification	✓	✓	✓				
Property Brokerage & Acquisitions	✓	✓	✓	✓	✓	✓	✓
Market Expansion							
Residential Density Modification for NCC Zone and Multi-family allowance in RC Zone	✓	✓	✓				
Community Development							
Neighborhood Improvement Programs							
• Neighborhood Signs				✓	✓	✓	✓
• Tree Planting				✓	✓	✓	✓
• Stream Clean-ups				✓	✓	✓	✓
Art in Infrastructure	✓	✓	✓	✓	✓	✓	✓
Code Modifications for Improved Design							
• Pacific Hy. Design Manual	✓	✓	✓				
• BAR review of development in RC Zone	✓	✓	✓				
• Zoning Code's Landscape Chapter	✓	✓	✓				
• Sign Amortization	✓	✓	✓				
Public Involvement/Marketing Program	✓	✓	✓	✓	✓	✓	✓
Ped./Bike/Transit Plan				✓	✓	✓	✓
Strategic Plan for Educ.	✓	✓	✓	✓	✓	✓	✓
Infrastructure and Facilities Investment							
Pacific Hy. Improvement	✓	✓	✓	✓	✓	✓	✓
Infrastructure Upgrades							
• Improve water lines and fire hydrants	✓	✓	✓	✓			
• Improve Telcomm.	✓	✓	✓	✓			
• Create a Cross Street Improvement Plan					✓	✓	✓
• Reconstruct Cross Streets					✓	✓	✓
Neighborhood Resource Center	✓	✓	✓	✓	✓	✓	✓
Cascade View Park				✓	✓	✓	✓
Southgate Park				✓	✓	✓	✓

Real Property Investment

Advance property owner responsibility in the maintenance and management of existing housing by combining City code enforcement with partnerships

Critical to success of the area's revitalization is the challenge of rehabilitating poorly managed and substandard multiple family developments. One part of the City's overall approach will consist of a dual program of:

- diligent City enforcement of code requirements and improvement incentives to current property owners, and
- active pursuit by the City for interested, reputable private property owners or quasi-public and nonprofit housing advocates.

Responsible Department and its Role

The Uniform Housing Code and the Tukwila Municipal Code Nuisance Chapter are the primary codes establishing minimum residential rental requirements that can be enforced. This function is performed out of the Mayor's Office. Other codes however are also critical components for minimum living standards and will play a role in the implementation of this strategy. The Police Department's Crime Prevention officers who provide security reviews and recommendations as part of the Crime-free Multi-housing program, the Fire Department, who inspect property annually for fire safety,

each have a separate code or responsibilities.

The Mayor's Office will be responsible for a coordinated City code enforcement program. This responsibility will be combined with the role of coordinating and encouraging housing

investment and partnerships with non-City agencies and investors. The City will use the Pacific Highway "site selection criteria" (see page 23), and will pursue available housing funds and housing advocates to match programs with properties in the corridor.

Stimulate maintenance and improvement of property in the Pacific Highway corridor by offering rehabilitation funds

A significant challenge in the Pacific Highway corridor is that history and appearance of the area form the basis for the region's perceptions. The purpose of this strategy is to create an incentive for private property owners to improve the physical conditions and appearance of their properties.

The City will develop and sponsor a grant program for site rehabilitation of multi-family and commercial properties. This program will be available on sites within the study area where financial participation is matched by the property owner or lessor.

In order to promote the program, the City will arrange for a demonstration project and or other means to encourage property owner participation.

Responsible Department and its Role

The Department of Community Development is responsible for development plan review and will implement a site improvement grant program.

Encourage redevelopment within the commercial district by creating aggregation/redevelopment areas

The City will begin the process to amend the Comprehensive Plan and Zoning Code Maps to allow commercial development of 4 selected multi-family zoned properties. The four sites are identified in Figure 2. They were chosen because of the potential for redevelopment and in order to encourage

A significant challenge in the Pacific Highway corridor is that history and appearance of the area form the basis for the region's perceptions.



Comprehensive Plan/ Zoning Map Amendments

Zoning Designations

LDR-Low Density Residential

MDR-Medium Density Residential

HDR-High Density Residential

O-Office

MUO-Mixed Use Office

NCC-Neighborhood Comm

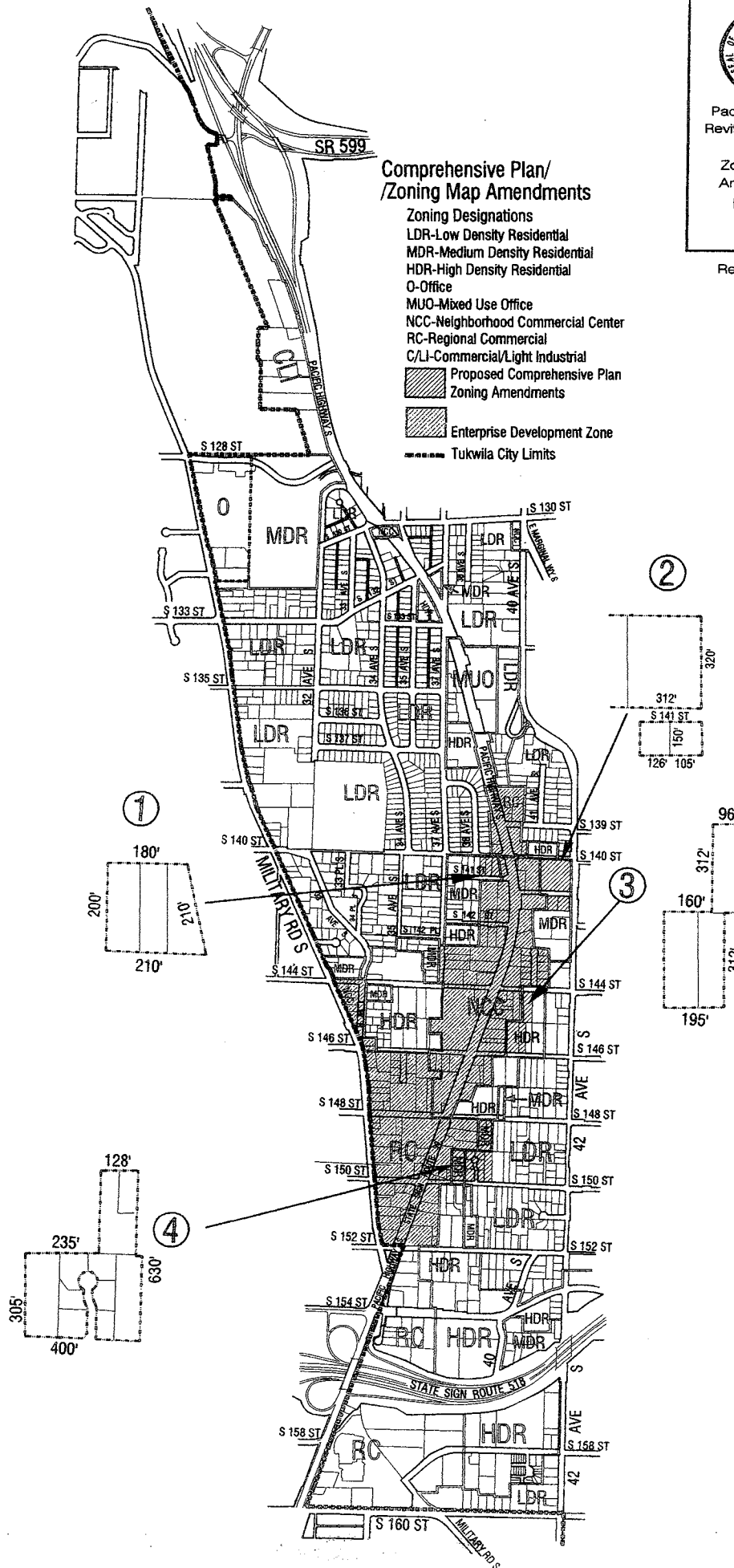
RC-Regional Commercial

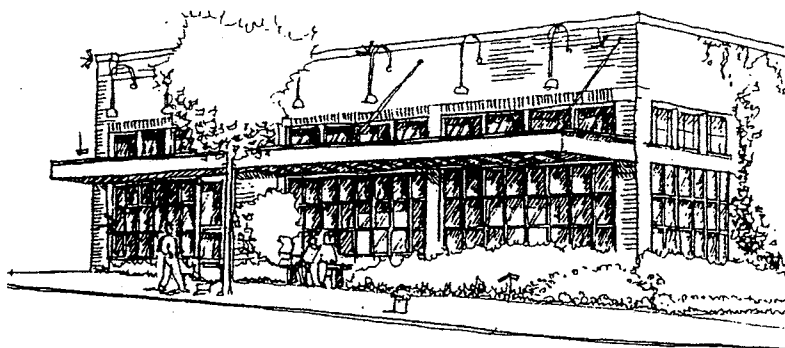
C/LI-Commercial/Light Industrial

 Proposed Comprehensive Plan Zoning Amendments

 Enterprise Development Zone

Tukwila City Limits





consolidation of small parcels into sites that are more attractive due to a larger size and wider configuration. The Comprehensive Plan and Zoning Code would be amended to include appropriate policy and a process, respectively.

All four sites front on a principal street, Pacific Highway, two or more local access streets, and are adjacent to residential districts. Development of these sites must assist in providing a visual and physical transition between the commercial corridor and these two types of neighborhoods. Each development site will be required to demonstrate to the Board of Architectural Review (BAR) that the proposed site plan and buildings successfully accomplish an acceptable transition in bulk, setbacks, landscaping and architectural style. Specific redevelopment criteria shall also apply.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Allow more efficient use of sites and encourage pedestrian friendly development by providing flexibility in applying landscaping and setback standards in the commercial district

The City will begin the legislative amendment process to grant the Board of

Architectural Review the authority to waive landscaping and setback standards, in the NCC, RC, and MUO zones adjacent to Pacific Highway in conjunction with a complete review and approval of full site development.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Improve the transition between residential districts and adjacent commercial structures by modifying the setback standards

Figure 3, page 22, illustrates the preferred concept for back and side yard setbacks for commercial development sites adjacent to residential districts. The setback should be based upon the overall height of the structure rather than the number of stories in a building in order to minimize the impact of commercial buildings on residential properties.

Responsible Department and its Role

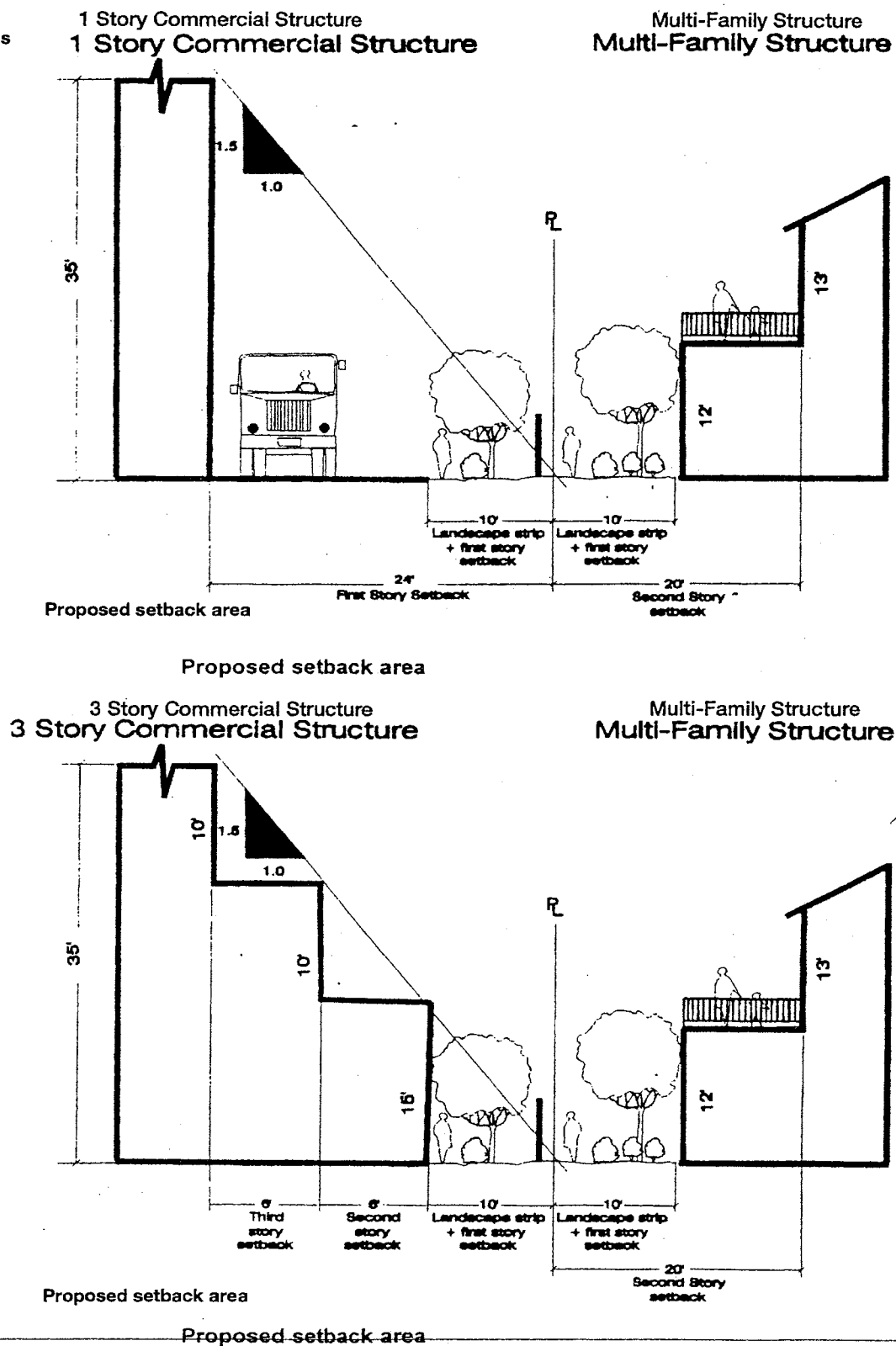
The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Encourage investment in the Pacific Highway Corridor by actively brokering development

- The purpose of this strategy is to promote the redevelopment of sites that are a deterrent to the area's overall revitalization. The City has a number of options available for either engaging in development directly, or brokering development for private parties. This type of effort is costly and City resources are limited. Where, when and how City resources are spent will be carefully considered and weighed against anticipated benefit.

In all cases of purchase or brokering

Figure 3: Commercial/
Residential Buffer Areas



property acquisition, the City will use the following criteria.

Site Selection Criteria

- **Sites whose current use is considered undesirable:** The City may eliminate a business or housing that has threatened public safety or been associated with illegal drug activity. For commercial properties, this may require purchasing the property and the business. These uses may be profitable, however, making some of these sites more expensive than sites with poorly performing businesses.
- **Sites at key locations:** Key locations are those properties that are highly visible or strategically located, such as those at intersections or commercial sites that do not have a desirable relationship to neighboring residential districts. Quality development in visible locations can greatly improve the image of an area and can serve as seed projects encouraging further redevelopment.
- **Sites that are constrained:** Occasionally, the City can facilitate redevelopment by purchasing and clearing parcels of their structures. The City could also assemble several small parcels to create a larger parcel that is more suitable for modern development.
- **Sites that are needed for a public purpose:** Some sites may be purchased because the parcel is suitable for a public purpose. Construction of public amenities or infrastructure in the Pacific Highway corridor can demonstrate the City's commitment to the area and provide valuable civic amenities and or services. *(See Infrastructure and Facilities Investment category below.)*

Optional Purchase Methods

Strategic yet limited purchase of property for either redevelopment for public use or for future private development, would give the City the opportunity to have a positive

impact on the image and character of the area. This approach will affect the type of redevelopment opportunities available in the corridor. The following are three optional methods for acquiring sites within the corridor.

- **Broker redevelopment projects:** The City may work with investors, developers and bankers to broker redevelopment projects within the Pacific Highway corridor.
- **Acquire sites for public facilities:** The City may purchase key sites for public purpose, benefit or use.
- **Apply the urban renewal law:** The City may authorize public purchase of blighted properties for future development. This option requires that the City modify the Revitalization Plan to perform the role of an urban renewal plan and to designate a "blighted area."

Responsible Departments and its Roles

The Mayor's Office will contract with a person (referred to here as the 99 Coordinator) to perform the above role. The 99 Coordinator will:

- report directly to the City Administrator;
- foster relationships with development, real estate and banking communities;
- coordinate internal City processes and resources by acting as an ombudsperson for the Pacific Highway area;
- research and target State, Federal, and regional funding sources and programs that may be used for revitalization activities;
- act as a visible advocate within the City and community for the area and organize support for revitalization of the area with the assistance of the Southwest King County Chamber of Commerce and the Economic Development Advisory Board (EDAB)

Contracting with a qualified person sends a message to the development community of the City's commitment to achieving the goals

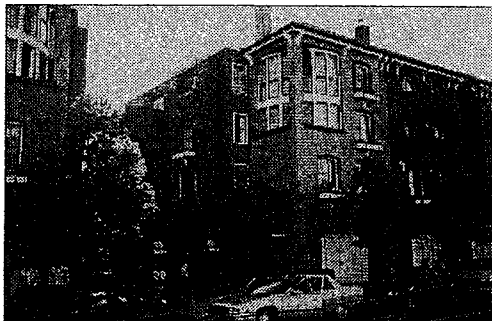
of this Plan. This action provides a "point person" for public contact, provides the City with an individual who is familiar with the development process, and ensures that the efforts listed herein will receive the full attention of an individual.

Market Expansion

Expand the number of households in the trade area and seek to raise the overall level of quality in the residential environment

1. Allow multi-family development in certain areas of the Regional Commercial (RC) zone

There are certain areas within the Regional Commercial districts of the Pacific Highway area that have a residential character. These present opportunities for



additional residential development that would be in character with surrounding development, that could assist in improving the overall residential character of the area, and whose households would provide additional demand for neighborhood businesses.

2. Improve the feasibility of residential commercial mixed use development in the Neighborhood Commercial Center (NCC) zone by changing the density standard

The City wants to ensure the attainment of its goal of a pedestrian oriented, vibrant commercial core in the NCC district. To improve the feasibility of a mixed use neighborhood center, the City will change the standard that limits residential density, which may be limiting the success of this type of development and an unnecessary standard, given the other elements of the City's development code and review procedures.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Community Development

Support community building and neighborhood improvement efforts by sponsoring programs

The City will develop and assist in efforts that encourage the interest and participation of individuals and groups in building a sense of community and fostering neighborhood improvement, cohesiveness and pride.

1. Neighborhood Signage Program

The City will assist in developing a program to design and install signs at neighborhood entrances.

Responsible Department and its Role

The Parks and Recreation and Community Development Departments will coordinate with the Tukwila Arts Commission on a process to design and install neighborhood signage.

The Public Works Department is responsible for signage in public rights-of-way and will assist in contracting with manufacturers and installing signs.

2. Urban Forestry Planting Plan

The City will develop an Urban Forestry



Plan that includes a planting plan of suggested materials, locations and methods for planting trees in the neighborhoods, and maintenance procedures. The City will also pursue sources of outside funding participate in seeking funds and assist in implementing the program.

Responsible Department and its Role

The Department of Community Development in coordination with Parks and Recreation and Public Works will develop a program.

3. Stream Restoration Program

The City will develop stream restoration plans for the watercourses located within the City, which primarily run through private property.

Responsible Department and its Role

The Public Works Department is responsible for the administration of the Storm and Surface Water Utility, which manages the

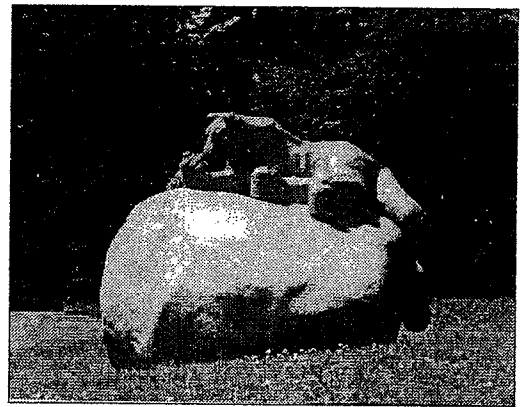


stream corridors or watercourses for flood control purposes. Public Works will be responsible for stream clean-up and restoration events.

Foster community identity, pride, and improvement through public art in the corridor

The City will develop a public art program for the corridor, with the following components:

- identification of potential applications (gateways, transit improvements, sculpture, murals, etc.) sites, and funding sources for

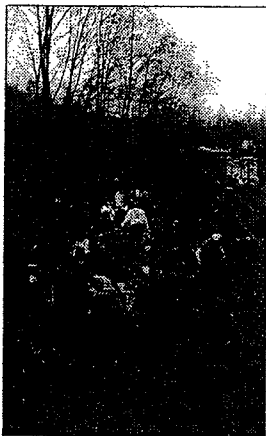


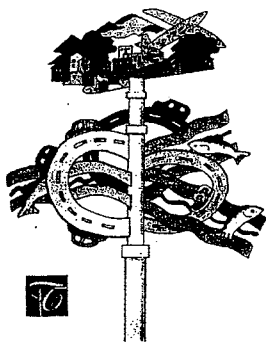
public and public private art within the corridor;

- identification of capital projects that should incorporate public art;
- identification of projects that should include an artist in project development;
- establishment of a minimum percentage of project costs or a minimum fixed cost for public art within the corridor for budgeting and project coordination purposes; and
- identification of artists within the community including community participation techniques for public art.

Responsible Department and its Role

The Parks and Recreation Department, in





coordination with the Tukwila Arts Commission, is responsible for the City art program. Parks and Recreation will coordinate with other departments such as Public Works on implementation within specific development projects, such as the Pacific Highway Improvement project.

Improve the appearance and function of new private development in the Pacific Highway area

1. Adopt the Pacific Highway Design Manual (Design Criteria & Guidelines)

A draft Pacific Highway Design Manual has been developed for the Neighborhood Commercial Center, Regional Commercial and Mixed Use Office districts in the Pacific Highway Corridor. This development guide will be forwarded to the Planning Commission to begin the legislative review and adoption process.

2. Amend the Regional Commercial (RC) Zone to require Board of Architectural Review (BAR) of all development

The City will develop the necessary Zoning Code modification and forward it to the Planning Commission to begin the legislative review and adoption process.



3. Amend the landscape chapter of Zoning Code to increase quality of landscaping along street fronts and in parking lots, create a harmonious pattern

along Pacific Highway, while allowing for flexibility

The City will enhance the Landscape Chapter of its Zoning Code to provide clearer direction for streetscape improvements that are compatible with City street

improvements, to provide interior parking lot landscape minimums and to provide flexibility in the location and design of plantings.

4. Develop a sign amortization program to improve the appearance of business signs and the streetscape along the Highway

The City will modify the Tukwila Sign Code to provide an amortization schedule for existing non-conforming signs. Consideration will also be given to modifications of the current standards.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning and Sign Codes and will process the amendment proposals.

Ensure successful implementation of strategies through continuous and meaningful public information, involvement and marketing programs

The City will develop a long term communications and public relations strategy for informing affected parties, publicizing City and other groups' efforts, and marketing the area to prospective businesses. The City will strategize and develop a joint marketing program with adjacent Cities.

Responsible Department and its Role

The Department of Community Develop-



ment will be responsible for maintaining dialogue with individuals and groups affected by development projects related to the corridor and other revitalization related projects. They will also be responsible for developing the public relations programs aimed at potential investors and developers in the corridor.

The Public Works Department is responsible for public involvement related to improvement projects including those of the franchise utilities.

Ensure safe and efficient use of public rights-of-way and transportation facilities through a Pedestrian Pathways, Bicycle Facilities and Transit Connections Plan

A Bicycle Facilities, Transit Connections and Pedestrian Pathways Plan will integrate roads, pathways or trails, transit and other related facilities into an area-wide network. Recommendations will also include methods of safety training; information on rules governing the interaction between pedestrians, bicyclists, and motorists; and existing and proposed additional facilities for transit, pedestrians, and bicycles.

Responsible Department and its Role

The Public Works Department will develop the Plan with the assistance of the Departments of Community Development and Parks and Recreation.

Increase educational opportunities for Tukwila residents and improve the overall quality of the Tukwila School District by working with the district on the following joint opportunities for implementing their Strategic Plan (1997-2002)

The District has identified the following needs and the City of Tukwila as playing a key role in helping to meet these needs. The City will coordinate with the District on how

to fulfill the following objectives.

- Off-school-site learning facilities
- Additional sports recreation for students
- A teen center in the Pacific Highway corridor

Responsible Department and its Role

The Mayor's Office will coordinate with the School District on shared facility opportunities, and in conjunction with the City's Park and Recreation Department, discuss programming solutions for additional recreational opportunities.

The City will also include the school district in space and design programming discussions for additional facilities. See Neighborhood Resource Center and Cascade View Park below.

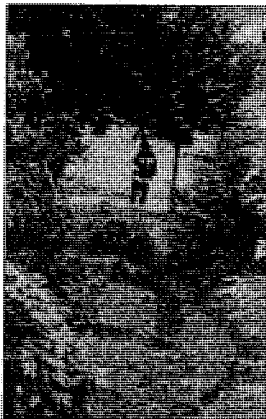
Infrastructure and Facilities Investment

Improve the safety, function and appearance of Pacific Highway

The successful reconstruction of Pacific Highway requires a multi-faceted approach that addresses physical design issues, operational issues and related community objectives, such as the economic redevelopment of the corridor. The short term needs of existing businesses must be addressed as well as the long term goals of redevelopment and revitalization.

The goals for the Revitalization Plan as they relate to street redesign are: improved mobility for people and goods; supportive, attractive, comfortable street design for customers, residents and transit users; and safety. These goals have been distilled into four key design objectives - reducing traffic speeds, limiting and consolidating driveways, improving the streetscape, and undergrounding and upgrading the utilities; as well as mitigating the impacts to businesses associated with the street improvements.

The following is a discussion of the means



Design features that have one positive effect may have a negative effect in another area.

by which the Plan goals for the street may be achieved. The information that supports the choices laid out below are in the Pacific Highway Draft Revitalization Plan, Appendix B: Existing Conditions - Transportation (December 1997.)

1. Reduce traffic speeds

The section of Pacific Highway between S. 138 St. and S. 152 St. has the highest pedestrian accident rate in the Washington State Department of Transportation system. In addition to the specific pedestrian facilities that are recommended as part of this Plan, reduced vehicular speeds will also assist in creating a more compatible environment for pedestrians. Reduced speeds will also assist in the overall improvement of this section of the Pacific Highway corridor, which serves as a main street for the community.

Design street for speeds of 35 m.p.h.

The standard design criteria preferred for the Pacific Highway section between S. 152 and S. 139 Streets are in Table 2 below.

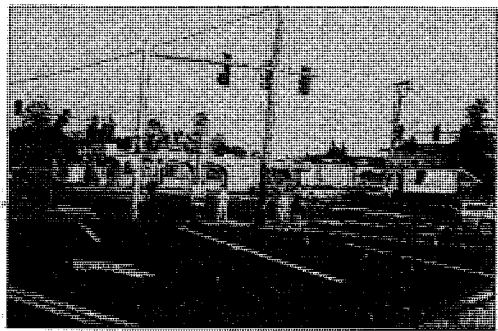
Lower posted speed limit

The City will continue to recommend to the Washington State Department of

Transportation a posted speed of 35 m.p.h. along the corridor's commercial core between S. 138 and S. 152 Streets and a design speed of 35 mile per hour.

Improve intersections and signalization

During Pacific Highway reconstruction, the City will install "First Phase" improvements that include signalization improvements at S. 144 and interconnects for traffic controllers at potential future signal installations at S. 140 and S. 148, and then S. 150, S. 146 and S.



142 Streets. These "Second Phase and Third Phase" signals will be installed as development occurs and need arises.

S. 144 Street Intersection: Conflicting design elements will be resolved so that the key objective of reducing speeds is achieved. The fact that many of the design and operational issues are interrelated creates complexity within the project. For example, improving pedestrian safety is most effectively achieved by providing sidewalks, slowing traffic speeds and creating a buffer between pedestrians and traffic. These solutions however may not serve through traffic. Design features that have one positive effect may have a negative effect in another area. For example, providing landscaped medians down the center of the road provide havens for crossing pedestrians and improve the visual quality, but restrict left turns into businesses.

There are several conflicting elements to be considered in the redesign of the street at this intersection.

Table 2: Recommended Pacific Highway Design Criteria

Speed	Posted	35 m.p.h.
Lane Widths	Center left-turn	12 feet
	Interior through	11 feet
	Outside through / right-turn	12-14 feet
	Bus pull-out	10 feet
	Parallel parking	8 feet
Curb Radius	Arterial cross-street	35 feet
	Minor cross-street	25 feet
	Right-turn lanes	25 feet
	High pedestrian crossing	25 feet

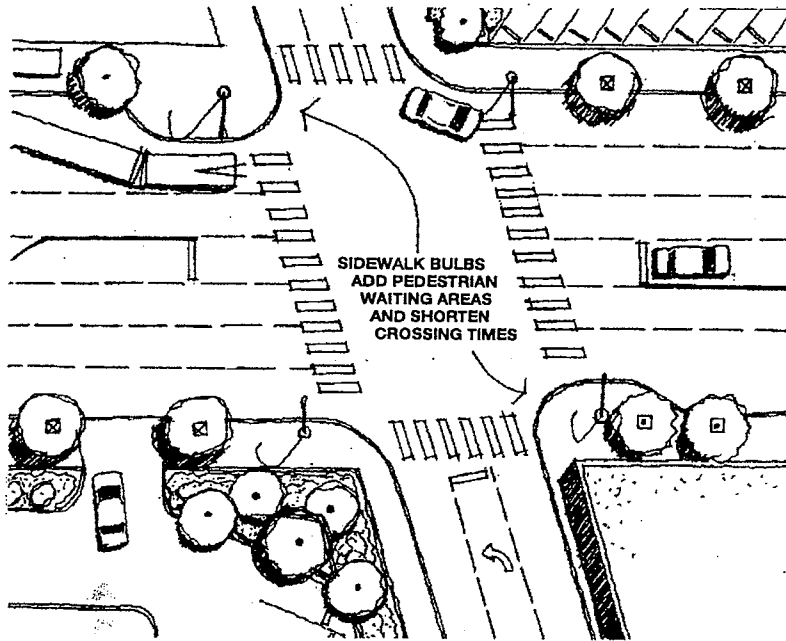


Figure 4: Bulbing for Pedestrian Crossing

- Reducing the cycle length - A reduced cycle length may improve the overall level of service at the intersection, including reduced delays for north and southbound left turns.
- Bulbing the northeast and southwest corners - At the current level of service for worst case, peak hour traffic, continuation of any right turn lane for transit bus queue jumping is not warranted, and bulbing on the opposite corners should be

employed to minimize pedestrian crossing distances. **Figure 4** illustrates the bulbing concept.

- Eliminating the right turn lanes on Pacific Highway or installing a curb radius of 25 feet or less - **Table 3** is a comparison of the tradeoffs between the two designs. If right turn lanes are maintained, curb radii of 25 feet or less should be used.

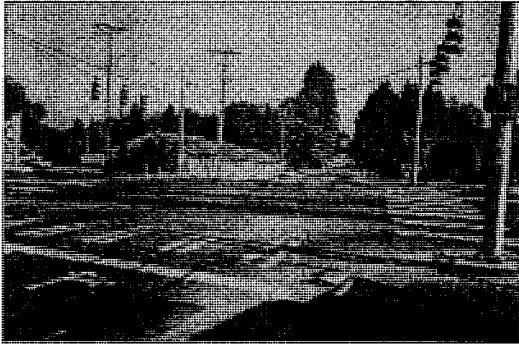
Monitor traffic operations for installation of future traffic signals: Cross street delays, vehicular and pedestrian traffic volumes and the number and type of accidents prevalent in the Highway Corridor will be monitored for support of future signal installation. Consideration will be given to installing signals in phases at S. 148 and S. 140 Streets and then at S. 150, S. 146 and S. 142 as part of coordinated efforts.

2. Limit and consolidate access driveways

To minimize conflict between vehicles and between vehicles and pedestrians, private access driveways will be consolidated where possible and located to provide a minimum of 250 feet separation between drives where feasible to conform with adopted access management standards for the designated classification of Pacific Highway by the State (See Pacific Highway Draft Revitalization Plan, Appendix B: Existing Conditions -

Table 3: S. 144 St. Design Comparison

RIGHT TURN LANE ADVANTAGES	NO TURN LANE ADVANTAGES
Reduces delays for vehicles turning right onto S. 144 St. when more than one car but less than 4 cars are stopped at the intersection	Reduces red time on Pacific Highway for north and southbound traffic
Encourages motorists to use S. 144 St. rather than local access streets when traffic is moderate to light.	Minimizes pedestrian crossing distance
	Provides sufficient area to meet minimum sidewalk width, landscaping standard



Transportation
(December 1997.))

3. Install streetscape improvements

The City will design streetscape improvements in conjunction with roadway design and engineering and develop the

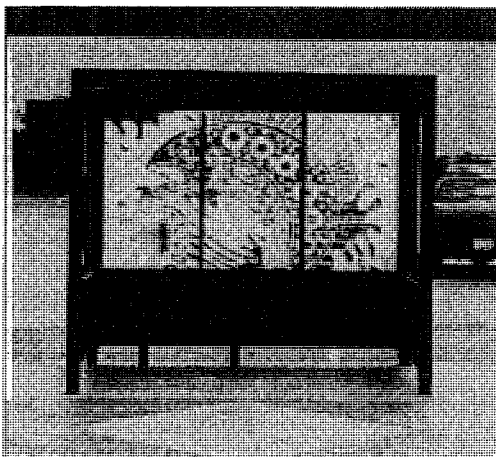
streetscape to a level that supports the revitalization goals of the Plan.

Development of public art and gateways

The provision of public art and gateways in conjunction with the streetscape improvements project will be developed in conjunction with the Tukwila Arts Commission.

Coordination with King County for transit improvements

Public transit is heavily used along this corridor. Reconstruction of the street will require the provision of new, optimal transit locations and facilities, including bus pullouts. The City will coordinate with Metro King County to augment these new facilities with shelters, benches, trash receptacles, lighting, signage, and other features, commensurate with streetscape improvements elsewhere in the corridor.



4. Underground Utilities

Overhead electrical and communication facilities will be relocated underground in conjunction with street reconstruction.

5. Mitigate impacts associated with street improvements

A significant factor impacting the future design of the street is property owner, business owner and customer use of the right-of-way to maneuver into parking stalls. An important final design objective will be to address the parking needs of the 25 businesses



in the corridor who have historically used the public right of way for their own purposes.

The City will work with property and business owners to mitigate the impacts of the changes brought by the street improvement and may include some use of the public right-of-way by private property owners "behind the sidewalk" and on-street parking on cross streets.

When possible, the street design may also accommodate parking and loading within the right of way where it is operationally necessary for existing adjacent commercial developments.

Responsible Department and its Role

The Public Works Department is responsible for planning, design, construction and maintenance of city streets. The Department of Community Development will assist in overall Revitalization Plan coordination and streetscape plan review.



Ensure that the Pacific Highway Corridor infrastructure meets minimum development standards and that the infrastructure improvements are designed to attract the type and quality of businesses desired

Adequate infrastructure is critical in general to the commercial success of an area and in particular to a development. Not only does the availability of adequate infrastructure provide an invitation to investors, the overall design of infrastructure can set a standard for the type and quality of development expected for the Pacific Highway Corridor.

The City has a clear role and authority to make improvements to public infrastructure. The City is also most capable of coordinating with the multiple jurisdictions and companies who provide services within the right of way.

1. Upgrade water lines

The City will meet with Water Districts 20 and 125 to ensure that water lines are planned to meet minimum requirements for water supply and fire flows, a minimum of eight inch lines and fire hydrants installed every 300 feet to meet minimum City standards. **Figure 5** is a map of deficiencies and water district boundaries. Utility upgrades will precede or be in conjunction with related street reconstruction projects.

2. Solicit telecommunications upgrades

The City will solicit telecommunication providers in the area to install a high grade fiber optic line within the corridor at the time of street reconstructions or to install conduit which would minimize the cost of future installation.

3. Improve cross streets

Equally as important as improving the Pacific Highway Corridor, in terms of the overall goal of area revitalization, is the improvement plan for the cross streets. The City will conceptually design cross street improvements within the study area from 42 Av. S. to Military Rd. S. and from S. 152 to S. 139 Streets.

S. 144 Street in particular links users of the highway with many of the important public facilities in the area. Other cross streets link the neighborhoods to the commercial core of the area.

Create an area-wide street design and streetscape plan

A plan for the improvement of these streets enables these improvements to be constructed incrementally as redevelopment occurs or enables the City to undertake them as an incentive to prospective developers. **Figure 6** shows the expected future right-of-ways and pavement widths within the focus area, which would be the subject of the plan. An area-wide street system and streetscape plan will augment the information contained in **Figure 6** to show the needed utility upgrades to water, storm water, sanitary sewer, fire hydrants, and franchise utilities, if necessary; on-street parking where desirable and needed; curb and sidewalk locations; undergrounding; landscaping and street trees, where desirable; and illumination. Discussion in the plan will also include the potential for street vacations and the criteria or circumstances under which a vacation would be considered.

Construct cross street improvements

The following construction phasing schedule is for improving the cross streets

within the study area from S. 139 Streets to S. 154 Street and between 42 Ave. S. and Military Road.

- *Phase I Cross Street Plan:* Phase I targets existing or planned signalized cross streets. This includes S. 144, S. 140, S. 148, and S. 152 Streets.
- *Phase II Cross Street Plan:* The Phase II Plan completes all remaining cross streets within this section of the corridor. The design elements are the same as those described for Phase I.

Responsible Department and its Role

The Public Works Department is responsible for the planning, design, construction and maintenance of public infrastructure.

Maintain a civic presence in the Pacific Highway Corridor by negotiating with private developers to locate a neighborhood resource center within a new development that meets the City's expectations

The City will use the site selection criteria from page 23, to guide negotiations for a location for a neighborhood resource center. The City's intent is to partner with a developer to create a development that serves as a desirable example of the intensity and quality for site and building development in the corridor and to negotiate for some amount of public space that serves the people and businesses of the area, that expands and enhances the sense of community and civic pride, and creates a meeting place or gathering spot.

Community opinion is that Pacific Highway functions, although poorly at present, as the community's main street. The City's community facilities, such as City Hall, libraries, the Community Center, schools, and fire stations are all dispersed throughout the City. The City's lease of a building on the Highway for a neighborhood resource center was done to create a "police presence" and allow the police officers to

function more immediately within the neighborhoods.

Careful consideration will be given to the space requirements and operational programming for a "Neighborhood Resource Center." The City has also chosen to partner with the Tukwila School District or supplement district programs by providing off-site learning facilities, a teen center and recreation for students.

The following uses will be considered for inclusion within the facility:

- police personnel and crime prevention resources;
- volunteer resource needs;
- recreation space that supplements existing facilities and meets the needs of the surrounding neighborhood and school students;
- meeting space that compliments and supplements existing community facilities deficits including the Tukwila School District;
- additional City office needs including storage, taking into consideration long term needs and relationships between City services;
- leaseable space for community oriented organizations such as human service contractors and the Tukwila School District; and
- other public services or housing.

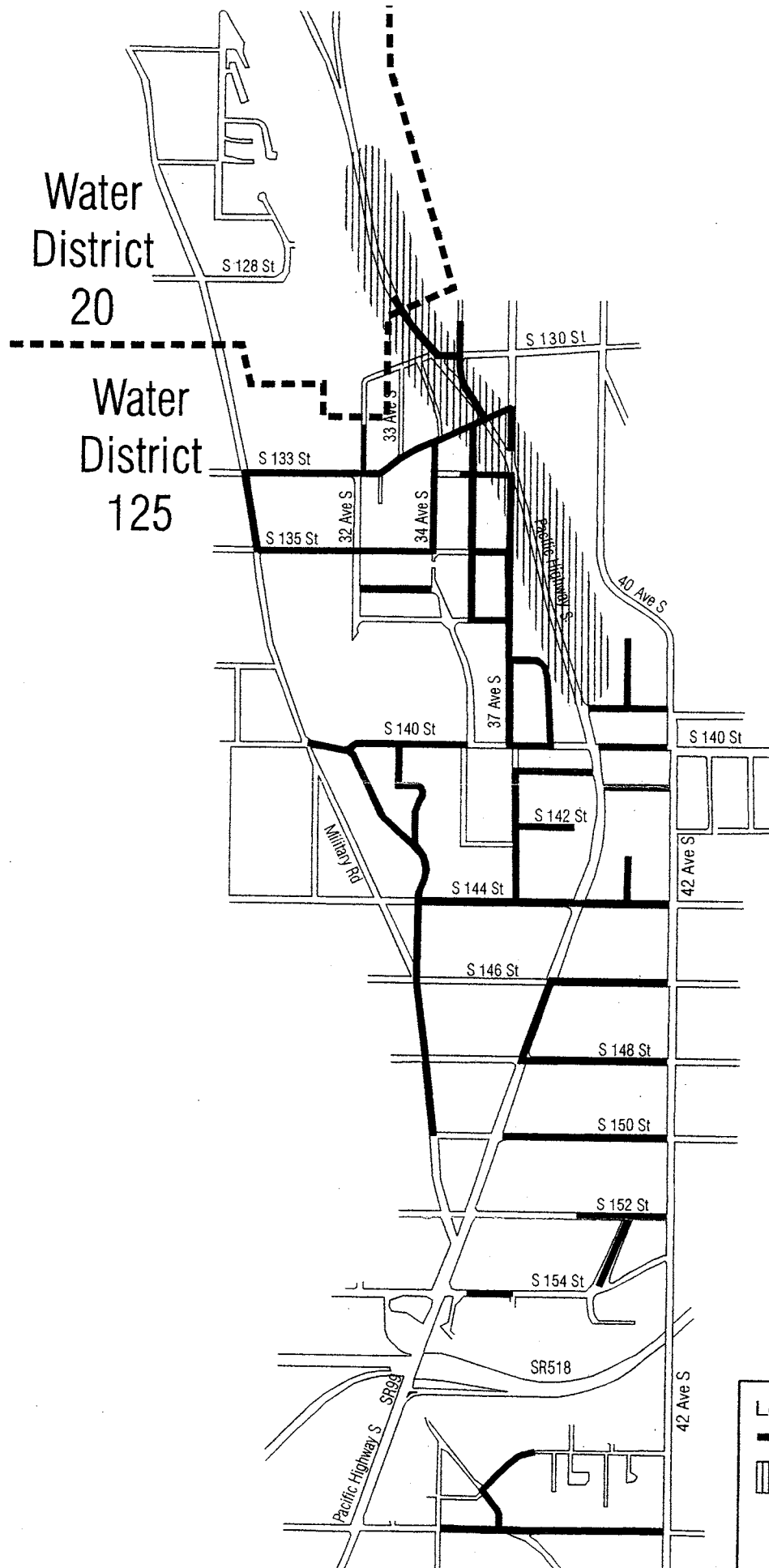
Responsible Department and its Role

The Mayor's Office is responsible for the space and facility needs for all City Departments. The "99 Coordinator" who will be responsible for identification and coordination of land acquisition and development packages, will work with the Mayor's office to ensure the space criteria for the City is met.

Improve the residential character and amenities in the area by siting and constructing Cascade View Park



Pacific Highway
Revitalization Plan
Figure 5
Utilities
Deficiencies Map
No Scale
7/98



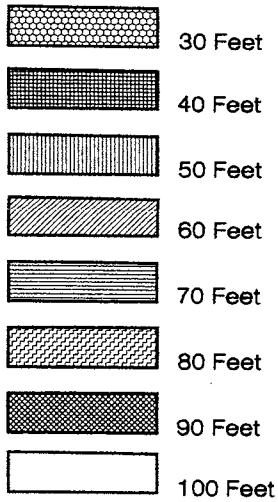
Legend

- Substandard
- Areas without water mains
- Fire hydrant spacing substandard throughout



Legend

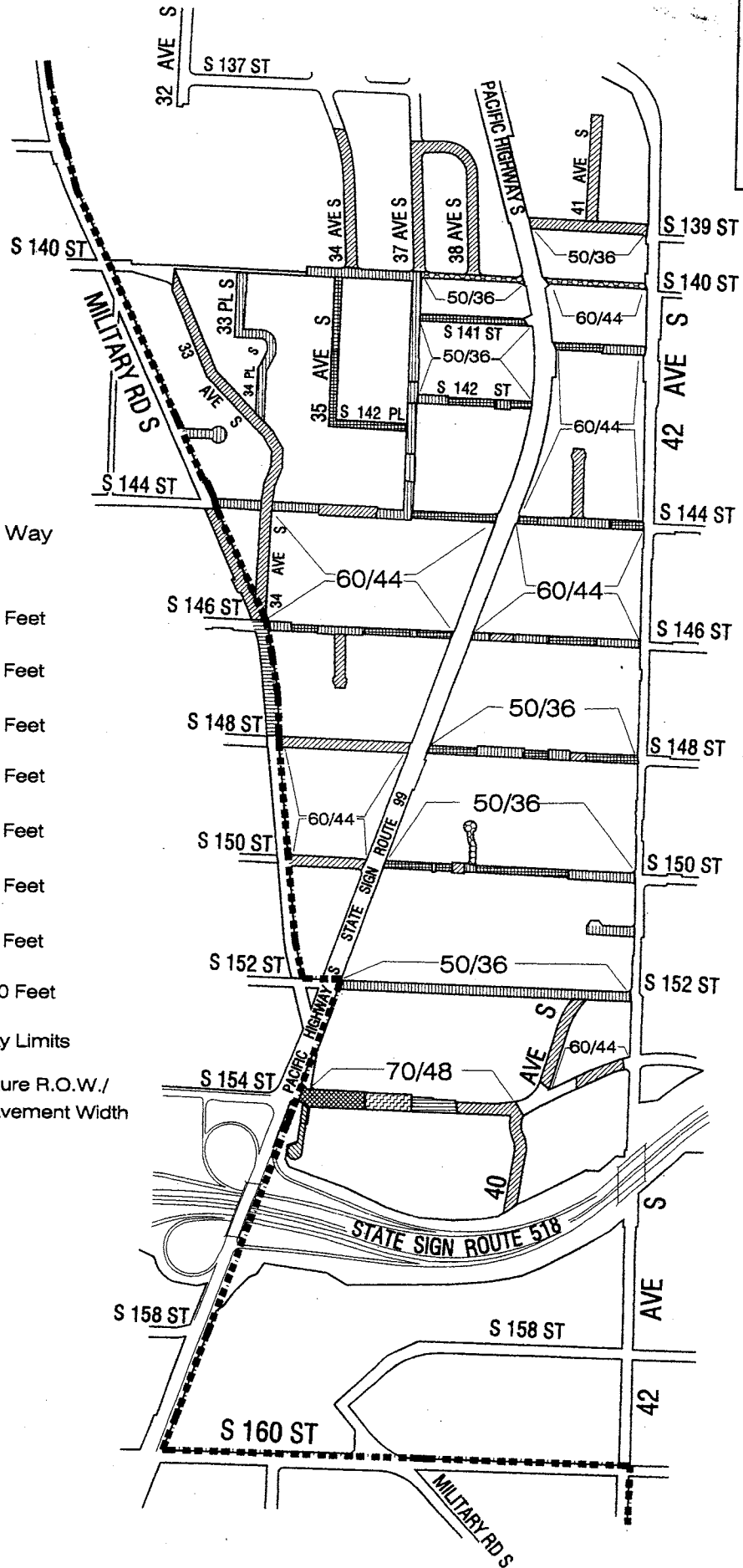
Existing Right of Way
Widths



City Limits

60/44

Future R.O.W./
Pavement Width

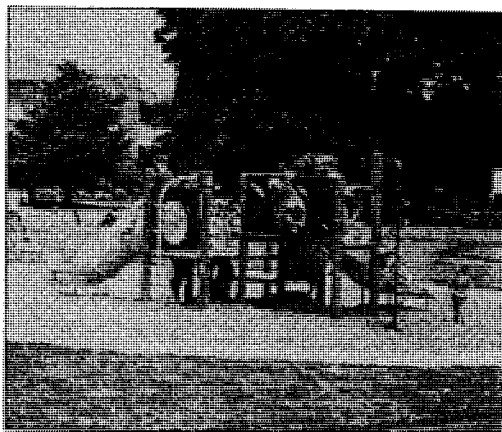


The City will use the Pacific Highway "site selection criteria," page 23, in addition to the Parks and Open Space Plan criteria below, to site, fund and construct the Cascade View Neighborhood Park. The City is interested in jointly developing the neighborhood park in conjunction with a private development proposal.

The City's adopted Parks and Open Space Plan (Tukwila 1993) identifies the Cascade View neighborhood as the most underserved neighborhood from a parks standard. Neighborhood parks are defined by the City as a combination playground and park designed primarily for non-supervised, non-organized, recreational activities. Neighborhood parks facilities typically include children's play equipment, picnic facilities, a grass area for pick-up sports, and may also contain tennis courts, sport courts or other low impact recreation facilities.

The Parks & Open Space Plan (Tukwila 1993) contains the following neighborhood park site selection criteria.

- The site should be central to the area it serves and optimally be 3 - 7 acres in size.
- The site should be adjacent to a green belt or trail system, if possible.
- Walking distance to the site should not exceed one half mile for the population it serves.



- The park's future users should not need to cross major arterial streets or other barriers to access the park.
- The site should be readily visible from adjoining streets.
- At least 50% of the site should be flat and usable for recreation.
- Access to the site should be via a local residential street. If located on a busy arterial street, appropriate fencing and other safety measures should be taken.

The following additional criteria that are related to the Pacific Highway revitalization goals will also be used during funding considerations for selecting a park site and or joint project funding:

- Will it redevelop existing highly degraded uses into a park?
- Will it create a transitional buffer between commercial and residential areas?
- Will it enhance residential development?
- Does the design discourage crime and vandalism?

Responsible Department and its Role

The Parks and Recreation Department is responsible for City parks and will coordinate with the "99 Coordinator" and the Department of Community Development for selection of sites and potential development partners.

Use existing public land to act as a visual and recreational amenity by improving Southgate Greenbelt Park

The City will improve the greenbelt area to act as a gateway to the Pacific Highway "main street" and as a conduit between the study area and the recreational areas in the Riverton neighborhood and Duwamish/Green River valley.

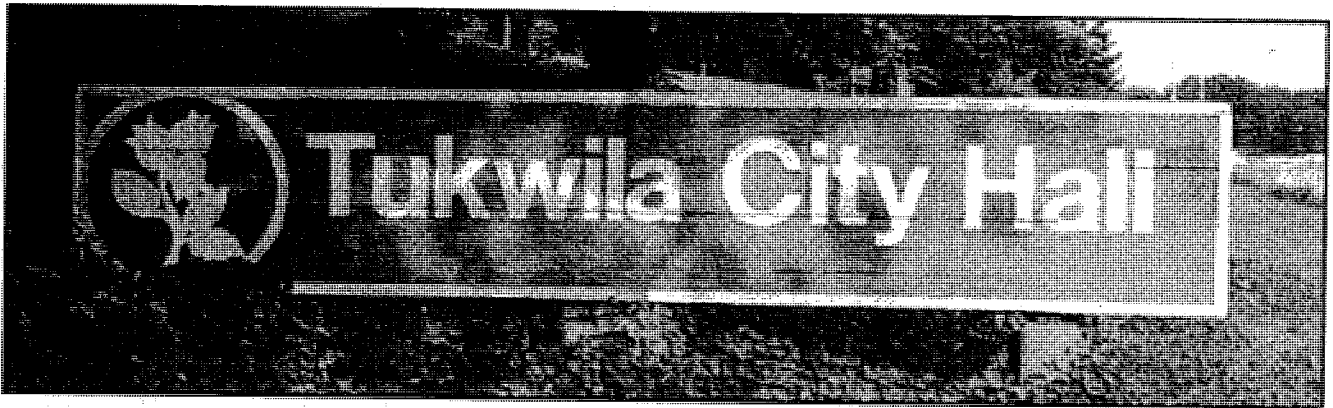
Responsible Department and its Role

The Parks and Recreation Department is responsible for design, operation, and maintenance of City parks and coordinates with the Public Works Department for their construction. There will be joint exploration between the Departments to investigate the feasibility of access, recreation, stream restoration, storm retention and water quality improvements.



Resources

How will the community fund these programs and improvements in the Pacific Highway corridor and its neighborhoods?



In order to implement the recommendations within the Pacific Highway Revitalization Plan a greater share of existing City resources and/or new resources will need to be allocated to this area. This Plan also intends that current levels of public safety expenditures will be maintained within the near term. Below is a discussion of the resource opportunities available to the City to finance these strategies. The discussion of potential funding sources is followed by **Table 4, Estimated Implementation Costs for Revitalization Plan Strategies**. The strategies are organized into three categories that reflect the degree of resource needs.

Existing Resources

Operating Budget: The City's total annual operating and maintenance budget is approximately \$25 million. Each year the Mayor's Office develops Departmental work programs and sets project priorities. The

City Council then reviews, modifies (if desired,) and adopts the budget.

The annual budget process can fund regulatory changes and community development projects with existing staff if priorities are changed and projects rescheduled. In a few cases, the addition of funds will be necessary to undertake physical improvement projects.

Capital Improvement Plan (CIP):

Tukwila's 1998-2003 Capital Improvement Program (CIP) allocates approximately \$3.2 million for major projects per year plus an additional \$4.3 million annually from outside sources for major projects. Much of the City CIP funding is tied to matching funds. For example, in the upcoming six year period \$8 million in City funds leverage \$26 million in "outside" funds. Having said this, there are some minor opportunities for reprioritizing in the CIP. As an example, the City has allocated

\$530,000 of City funds for improvements to S. 150 St. from 42 Av. S. east to 46 Av. S. The Plan adopts the strategy of improving cross streets within the study area. Should these be moved ahead of the S. 150 St. project between 42 Av. S. and 46 Av. S.?

New Resources

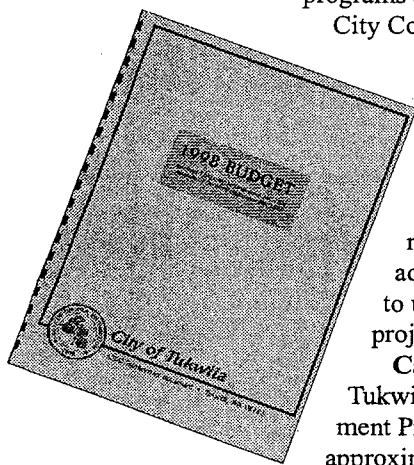
Councilmanic Bonds: If the City is to undertake the revitalization of the corridor per this plan, then the City may wish to consider new sources of revenue. The City has the legal ability to borrow money based upon the assessed valuation of all real and personal property in Tukwila. There is approximately \$29.5 million in potential debt available. The City has \$5.5 million in bonds outstanding for the construction of the Community Center. This requires approximately \$500,000 in annual debt service. That leaves up to \$24 million in bonding capacity that can be approved by the City Council (i.e. councilmanic bonds) for municipal improvements.

Money raised in this manner could only be repaid with general revenues. This means the City would have to either reduce expenditures in other areas or increase general revenues in some manner.

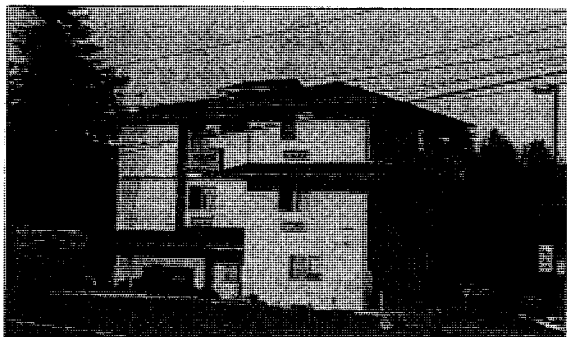
Voted Bonds: Another bonding option is through a vote of the Tukwila citizens. The community could vote to temporarily increase property taxes for the purpose of paying off bonds used to finance capital improvement projects. This method is similar to a school bond issue.

Additional Taxes: Tukwila is one of the few municipalities that has chosen not to levy a tax on utility services used within the City. It is projected that a 4-6% tax¹ has the potential of raising in excess of \$2 million in revenue. The City also has the option of using an additional 1/4% real estate excise tax, which is borne by the seller in all real estate

¹ There are a wide range of options for levying the utility tax. This report is general in nature and the percentages levied and the revenue raised could vary considerably.



transactions, that would raise an additional \$300,000 annually. The City could then choose to use the tax revenues from one or both of these sources to pay for projects themselves or to pay off any debt incurred through councilmanic bonding.



The City recently levied a one percent tax on all hotel and motel transactions. The funds raised from this source are expected to be \$500,000 annually. These dollars must be used for tourism, marketing or cul-

tural activities. There are a number of strategies listed within this Plan that would satisfy this criteria. These include marketing and economic development, art, and some transportation and parking facilities.

Outside Resources

The final type of funding source depends on if and when opportunities present themselves and the type and availability of

funding from partners with the City. We hope that the Revitalization Plan will demonstrate the serious commitment the City would make to potential development partners including housing agencies, King County, private developers, etc. These outside sources of funding and/or participation are vital to the Revitalization Plan. City funding will be needed to partner with interested parties.

The City is currently under contract with an individual to broker development and raise private interest in investing in the corridor.

An additional option for attracting outside resources would be to hire a grant writer to research and apply for federal, state, and nonprofit foundation funding for the programs identified within this Plan. The area's economic profile, the documented needs, and community involvement make it a strong candidate for successful grant funding.

The following table illustrates the three levels for funding the strategies. These include:

1. strategies requiring few or no capital funding;
2. strategies requiring significant capital funding and adjustments to the City's CIP; and
3. strategies requiring staff resources, capital funding, and outside partnerships and whose costs are as yet undefined.

Table 4 : Estimated Implementation Costs for Revitalization Plan Strategies

STRATEGIES	1999	2000	2001	2002	2003	2004	2005
IMMEDIATE AND NEAR TERM STAFF AND/OR LEGISLATIVE ACTIVITIES WITH MINOR COSTS							
Aggregation of Redevelopment Sites Process	☞						
Standards Flexibility	☞						
Setback Modification Procedure	☞						
Residential Density Change in NCC Zone	☞						
Multi-family in RC Zone	☞						
Code Modifications for Improved Design							
• Pacific Highway Design Manual	☞						
• BAR review of development in RC Zone	☞						
• Zoning Code Landscape	☞						
Chapter Improvements	☞						
• Sign Amortization	☞						
Neighborhood Improvement Programs							
• Neighborhood Signs		\$500		\$500	\$500	\$500	\$500
• Urban Forestry Plan & Tree Planting				\$10,000-\$30,000	\$2,000	\$2,000	\$2,000
• Stream Restoration/Clean-ups				\$10,000-\$25,000	\$10,000-\$25,000	\$10,000-\$25,000	
DISCRETE CAPITAL ACTIONS							
Pacific Highway Improvements	\$2,547,000	\$1,836,000	\$1,920,000	\$6,080,000			
Art in Infrastructure*	\$25,470	\$18,360	\$19,200	\$60,800			
Infrastructure Upgrades							
• Water Lines and Fire Hydrants	Outside Sources						
• Telecommunications	Outside Sources						
• Cross-Street Improvement Plan				\$760,000	Phase I \$2,890,700	Phase II \$4,888,650	
• Cross-Street Reconstruction							
Commercial/Multi-family Property							
Improvement Grants & Demonstration Project*	☞ + \$25,000	☞ + \$25,000	☞ + \$25,000	☞ + \$25,000	☞ + \$25,000		
Pedestrian/Bicycle/Transit Plan				\$25,000-\$60,000			
Southgate Park			\$20,000	\$50,000			

* The dollar allocation for these projects is at the City's discretion. The numbers here are simply 1% of the total project cost for the Pacific Highway street improvement and a number that could be reasonable for a significant commercial rehab or several modest renovations.

Table 4: Estimated Implementation Costs for Revitalization Plan Strategies (continued)

STRATEGIES	1999	2000	2001	2002	2003	2004	2005
ONGOING STAFF ACTIVITIES AND UNCERTAIN CAPITAL COSTS							
Housing Agencies Partnerships & Code Enforcement	\$40,000 + \$	\$40,000 + \$	\$40,000 + \$				
Property Brokerage & Acquisitions							
Strategic Plan for Education: Recreational Programming (See also NRC and Cascade View Park)							
Neighborhood Resource Center (NRC)		\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.
(Potential leasing cost - Square Footage yet to be determined)							
Cascade View Park				\$1,000,000			
• Land Acquisition				-\$1,800,000			
• Construction					\$240,000		
Public Involvement/Marketing Program	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000
PARTIAL TOTALS	\$2,662,470 - \$2,672,470	\$1,969,360 - \$1,979,360	\$2,074,700 - \$2,084,700	\$8,071,300 - \$8,951,300	\$3,218,200 - \$3,243,200	\$4,951,150 - \$4,976,150	\$52,500 - \$62,500



City of Tukwila

Washington

Ordinance No. 1848

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, ADOPTING A PACIFIC HIGHWAY REVITALIZATION PLAN FOR THE CITY OF TUKWILA; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the areas along the Pacific Highway corridor annexed to the City of Tukwila in 1989 and 1991 and the subsequent 1993 Vision Tukwila process established as a top priority the improvement of the Pacific Highway area; and

WHEREAS, the 1995 City of Tukwila Comprehensive Land Use Plan, policy 8.2.11, states, "Develop a strategic and financial plan for implementing these Pacific Highway corridor policies that facilitates (sic) private and public investment;" and

WHEREAS, the City established a 99 Task Force comprised of Pacific Highway business owners, residents, and Planning Commissioners; and

WHEREAS, there has been an extensive four year public involvement process in the development of the Revitalization Plan; including 65 public meetings; and

WHEREAS, there was a review of the impacts associated with the strategies of the draft Plan and a Determination of Nonsignificance was issued by the City's SEPA Responsible Official on April 17, 1998; and

WHEREAS, the City Council held a public hearing on the Draft Revitalization Plan on April 20, 1998 and adopted the following facts as its findings:

A. The Pacific Highway corridor presents difficult public health and safety challenges and requires significant resources of the City;

B. Pacific Highway is envisioned as a community "main street" for a municipality whose neighborhoods are separated by the interstate and state highway system. The intersection of S. 144 St. and Pacific Highway is a particularly important community crossroads because of the function of the two streets for inter- and intra-City travel and because of the substantial community facilities located on S. 144 St.;

C. The community of Tukwila envisions an improved commercial corridor that serves the surrounding residential neighborhoods with commercial goods and services, is a positive reflection of the City and is a high quality environment;

D. There exists a residential component that is important for the livelihood of the commercial businesses and is important for its overall effect on the character of the corridor. That component would benefit from public and private infrastructure improvements and sustained public services;

E. The City Council has carefully considered the City's options and consulted with community members as well as experts in the fields of transportation, real estate, urban design, and housing;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. Adoption and Applicability.

A. The Pacific Highway Revitalization Plan is hereby adopted by this reference as if fully set forth herein and shall become an official policy document of the City of Tukwila.

B. The strategies contained within the plan shall guide future budget and public capital improvement proposals prepared or authorized by the City.

C. The strategies contained in the Revitalization Plan and the background information contained in the Draft Revitalization Plan (December 1997) shall direct the development and design of projects, programs and regulations considered by the City Council.

Section 2. Severability. If any section, subsection, paragraph, sentence, clause or phrase of this ordinance or its application to any person or situation should be held to be invalid or unconstitutional for any reason by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of the remaining portions of this ordinance or its application to any other person or situation.

Section 3. Effective Date. This ordinance or a summary thereof shall be published in the official newspaper of the City, and shall take effect and be in full force and effect five (5) days after passage and publication as provided by law.

PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at a Regular Meeting thereof this 17th day of Aug., 1998.

John W. Rants
John W. Rants, Mayor

ATTEST/AUTHENTICATED:

Jane E. Cantu
Jane E. Cantu, City Clerk

APPROVED AS TO FORM:

By [Signature]
Office of the City Attorney

FILED WITH THE CITY CLERK: 8-13-98
PASSED BY THE CITY COUNCIL: 8-17-98
PUBLISHED: 8-21-98
EFFECTIVE DATE: 8-26-98
ORDINANCE NO.: 1848

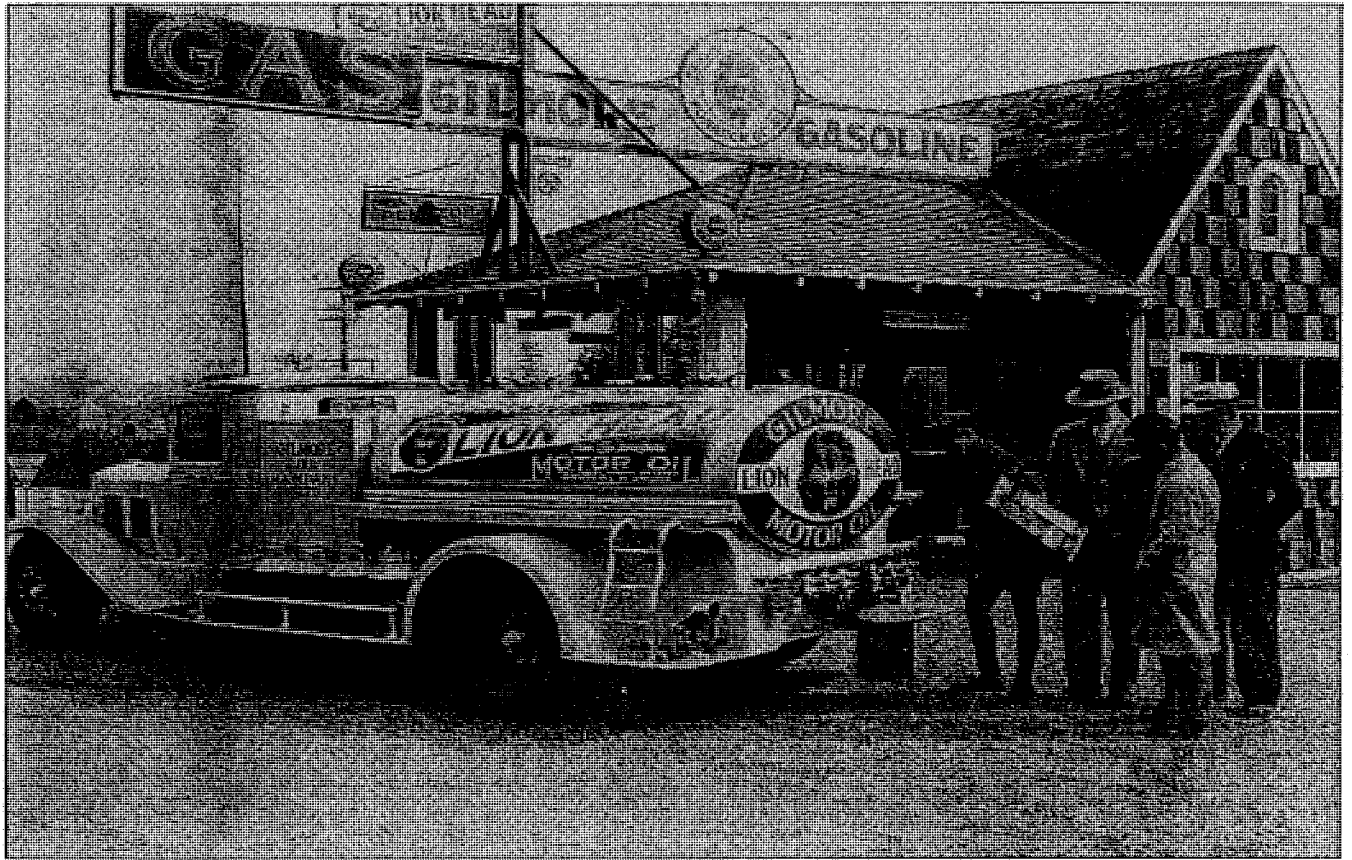
It's important that "a critical mass" of change and improvement occur so that the new health and character of the area is perceived. This Plan lays out the strategies for this transformation to occur. The City is committed to undertaking the strategies within its purview to accomplish as a municipal government. The City will also continue to make a commitment to partner with others who are willing to be pioneers with us in reinvesting in a central location and a vibrant part of the Puget Sound region.

Mayor John W. Rants

You can reach the Mayor via the phone or over the internet. His phone number is (206) 433-1850 and his e-mail address is tukmayor@ci.tukwila.wa.us.

For further information or copies of this and preceding reports, contact:

City of Tukwila
Department of Community Development
6300 Southcenter Bl, Suite 100
Tukwila, WA 98166
Phone: (206) 431-3670
E-mail: tukplan@ci.tukwila.wa.us



Paul Koch's Gilmore Station in Riverton Heights provided quality service to community and highway travelers alike for 36 years. Pacific Highway, a simple two-lane road, was not paved at the location for many years. Koch's station was at S. 154 St.—a corner known in the Heights as “death corner” because of the high number of traffic accidents and fatalities. Finally, a four-way stop signal light was installed in the 1950's.

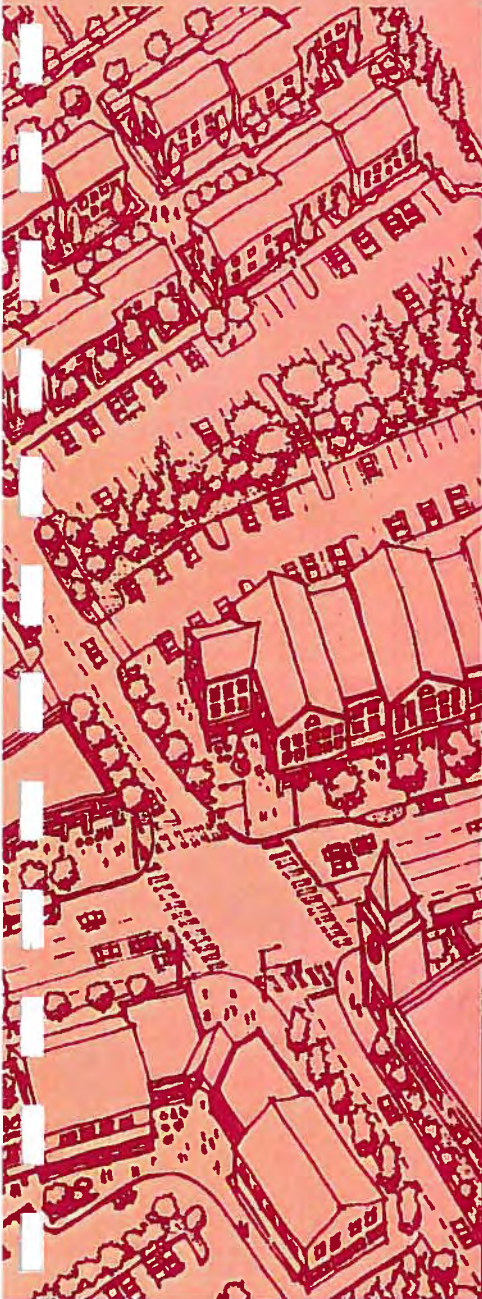
Courtesy Evelyn Koch Santora.

January 2000



Tukwila International Boulevard Plan

- Revitalization
- Urban Renewal



Tukwila International Boulevard Plan

- **Revitalization**
- **Urban Renewal**

January 2000

Urban Renewal Update

The community of Tukwila spent a number of years discussing and reviewing their options for revitalizing the Pacific Highway corridor. The City issued a Draft Plan in December 1997 and then adopted a final plan in August 1998. The Plan is a multi-faceted, broad-spectrum approach. In the category of real estate investment is the strategy of encouraging property acquisition and redevelopment.

After the City adopted the Plan, a number of events occurred. Among them, the City changed the name of Pacific Highway to Tukwila International Boulevard and contracted with a real estate consultant to work with the development community in encouraging investment within the corridor.

The challenges listed in the Draft Plan bore themselves out and the City finds that in order to see redevelopment within the near future, public partnership and involvement is necessary. The Pacific Highway Revitalization Plan (August 1998) list a variety of methods and specific criteria for acquisition including City involvement by authority of urban renewal law. (See page 21.) City partnership in private development requires the adoption of an urban renewal plan per Chapter 35.81, RCW.

Urban Renewal Plan Requirements

Throughout the Washington State urban renewal law (Chapter 35.81 RCW) are the fundamentals for an urban renewal plan. The following is a summary of the needed contents of an urban renewal plan.

The City must find (per Chapter 35.81.050 RCW) that:

1. a blighted area exists in the city; and
2. rehabilitation, redevelopment or a combination thereof, of such area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City.

The State statute specifically defines an "urban renewal plan," (Chapter 35.81.010 RCW) as a plan that:

3. conforms to the Comprehensive Plan; and
4. is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements and rehabilitation as may be proposed to be carried out in the urban renewal area.

Finally, in order for the City to pursue an urban renewal project within an urban renewal area, the City must find (per Chapter 35.81.060(4) RCW) that an urban renewal plan:

5. affords maximum opportunity, consistent with the sound needs of the municipality as a whole, for the rehabilitation or redevelopment of the urban renewal area by private enterprise.

The Pacific Highway Revitalization Plan (August 1998) contains many of the concepts elicited by the urban renewal legislation. It explains the existing conditions of the corridor, which are characteristic of blight as defined by the urban renewal legislation. It lists public improvements and rehabilitation that should occur within the corridor and that the City hopes to achieve.

However, there are a number of missing elements, such as the designation of an urban renewal area and any indication of land acquisition.

The remaining update addresses the five elements of an urban renewal plan as laid out above. These elements are additions to the existing Pacific Highway Revitalization Plan, creating an addendum, so that the Plan may be readopted as an urban renewal plan.

1. Blighted Conditions and Urban Renewal Area Boundaries

Blight

In order to designate an area for urban renewal, the City must declare the area blighted. The definition of blight (defined in Chapter 35.81.010 RCW) is expansive and includes the following relevant items:

- Substantial physical dilapidation, deterioration, defective construction, material and arrangement and or age or obsolescence of buildings or improvements, whether residential or nonresidential, inadequate provision for ventilation, light, proper sanitary facilities, or open spaces as determined by competent appraisers on the basis of an examination of the building standards of the municipality;
- Inappropriate or mixed uses of land or buildings;
- Defective or inadequate street layout;
- Faulty lot layout in relation to size adequacy, accessibility or usefulness' insanitary or unsafe conditions;
- Deterioration of site(s);
- Diversity of ownership;
- Improper subdivision or obsolete platting;
- The existence of conditions which endanger life or property by fire or other causes, or any combination of such factors, is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency and crime;
- Substantially impairs or arrests the sound growth of the city or its environs, retards the provision of housing accommodations or constitutes an economic or social liability, and/or is detrimental or constitutes a menace to the public health, safety, welfare and morals in its present condition and use.

The Draft Pacific Highway Revitalization Plan (December 1997) outlines the difficult conditions in the corridor. Challenges evident in

the area that place significant obstacles to redevelopment are shown in the table below. Most of these items are "blight" as defined by the State.

Matrix of Revitalization Plan Goals and Challenges

Goals	Challenges	Small Parcels	Few Vacant Parcels	Land Prices	Small Market	Poor Appearance	Resistance to Multi-Family	Lower Income	Residential Turnover	Reputation of Crime	Undesirable Uses	Incompatible Regional Plans	Limited Resources
1. Greater Prosperity		☹	☹	☹	☹	☹	☹	☹		☹	☹		☹
2. Sense of Community						☹			☹	☹	☹	☹	
3. Safe and Comfortable Area						☹				☹	☹	☹	
4. Multimodal Transportation System							☹						☹
5. Healthy Residential Areas			☹		☹			☹	☹	☹	☹	☹	☹
6. Attractive, Well-Maintained Area					☹	☹		☹	☹	☹	☹		☹

The following three sections summarize with the instances of poor appearance, crime statistics, and small and irregular parcel sizes that exist within the urban renewal area. The boundaries of the urban renewal area are shown on Figure A1, page A11.

Code Enforcement

The City has been categorizing code enforcement requests, requests for action (RFA,) since 1992. A study was prepared to review the complaints generated from within the urban renewal area as compared to the City as a whole. While the overall number of complaints has not been significantly different in the urban renewal area than for the City as a whole, the number of housing complaints is four times the number of housing complaints than for the City as a whole. Housing complaints typically include plumbing, electrical, bugs/rodents and structural issues.

The State Department of Labor and Industries was asked to assist in investigations of complaints regarding the Southgate Mobile Home Park. The Department generated a nine page inspection report listing numerous violations. According to October 1999 conversations with the Department, compliance with the itemized violations has not occurred. Of the 54 units on the site, 20 remain uninhabitable.

Crime Reports

Tukwila Police Department Crime reports from 1995 - 1998 show that the number of incidents generated in the urban renewal area are relatively high as compared with its overall size and population. The urban renewal area contains an estimated 5% of the City's population and 1% of the City's parcel area. The table shows that the number of criminal incidents is approximately 18% of the number for the City as a whole.

Comparison of Crime Occurrence in URA and Tukwila 1995-1999

Year	1995	1996	1997	1998
URA	2,016	1,495	1,673	1,376
City	10,872	9,510	9,540	7,726
Percentage of Crime that occurred in the URA	19%	16%	18%	18%

City and URA Size Comparison

Parcel area of Tukwila	4,437 acres	Population* of Tukwila 1998	14,990
Parcel area of URA	49 acres	Population* of URA	717
Percentage of City parcel area within the URA	1%	Percentage of City population that lives in URA	5%
* Population is an estimate based upon the WA State Office of Finance calculations and number of persons per household.			

The Tukwila Chief of Police, in a memo dated October 6, 1999, supports the urban renewal designation. Police Department statistics show that violent crime in the urban renewal area is 60% of

the total crime as compared to other areas of the City where violent crime is only 43% of the total crime.

Property Characteristics

In addition to the social impediments, such as crime experienced in the area there are many physical challenges. Those challenges that are related to blight as defined in the state statute, are the small and irregular parcel sizes and the high number of separate small ownerships.

As is explained in the Existing Conditions Report of the Draft Revitalization Plan, (December 1997) the rectilinear lots within the urban renewal area of the corridor, were platted to orient to the north and south cross streets rather than Tukwila International Boulevard. The highway was then laid at an angle across the plats. The odd angles of intersection between streets and property lines create poor visibility of the commercial properties for either the north or southbound traveler.

Acquisition and reorientation of the lots by property owners within the corridor is highly varied, creating a mixed development condition of depth, size, directional orientation, in effect a haphazard state, which is not attractive or conducive to a successful commercial district. Future safety and improvement projects will constrain the already small sized commercial lots and emphasize this more challenging condition.

Urban renewal area boundaries

The urban renewal designation allows the City to actively participate as a property owner in partnership with private enterprise. The boundaries for the urban renewal area are limited to a relatively small seven-block area. (Figure A1, page A11) The City anticipates limited involvement in urban renewal projects within the heart of the corridor and is currently planning one urban renewal project at the intersection of S. 144 St. and Tukwila International Boulevard.

The urban renewal area is sized to show the intent of the City to narrowly focus its resources and yet large enough to potentially act as a catalyst for rehabilitation and redevelopment. The boundaries are sufficiently large enough to allow the City to expand the limits of its project if it needs to do so. For example, of benefit to all properties within the area are below market loans available through the Federal Home Loan Bank for housing in urban renewal areas. The area is

also large enough to document the conditions of the area and regular enough to be readily recognizable and describable.

2. Necessity and Purpose

By legislative determination, the City of Tukwila finds there is a purpose and necessity for an urban renewal plan. Within the Tukwila International Boulevard corridor and in particular within the urban renewal area there are economic and social liabilities, which retard the sound growth of the City and the provision of housing.

This area consumes an excessive proportion of City revenues because of extra services required for police and other forms of public services. The City locates and operates video cameras within the corridor in order to deter crime and provide back up services. These cameras must be maintained and serviced. In addition, this corridor contains the only vacant parcels of medium and high density housing with available infrastructure that remains undeveloped.

3. Comprehensive Plan Conformance

The Tukwila Comprehensive Plan was adopted in 1995. The Plan laid out four main objectives, with number one being, *"to improve and sustain residential neighborhood quality and livability"* and number two being, *"to redevelop and reinvigorate the Pacific Highway corridor."*

The Pacific Highway corridor travels through the heart of one of the City's largest residential neighborhoods. The corridor also is zoned to act as a primary neighborhood service center for the City's residents. Its revitalization and improvement is an integral component to the Plan's number one objective of improving residential quality and livability.

A number of the City's Economic Development policies also support an urban renewal approach.

Policy 2.1.5 Act in partnership with the private sector to fund infrastructure as part of a sub-area plan to encourage redevelopment as an inducement to convert outdated and underutilized land and buildings to high valued and or appropriate land uses.

Policy 2.1.9 Seek funds from non-City sources and authority for the City to directly encourage economic development.

In addition to the Comprehensive Plan's policy direction on the design of public and private improvements within the corridor, the Plan directed the *development of a strategic and financial plan that facilitates private and public investment*. The subsequent Pacific Highway Revitalization Plan (August 1998,) was adopted as a policy document of the City to guide the improvement of the corridor.

The Pacific Highway Revitalization Plan anticipated the use of the urban renewal statute in order to facilitate property assemblage and to enhance the financial feasibility of redevelopment. Its policy to *"Encourage investment in the Pacific Highway Corridor by actively brokering development,"* goes on to list the method of urban renewal as an available tool.

In summary, existing policy supports the City's undertaking a public role in private redevelopment through an urban renewal project.

4. Areas of Acquisition, Redevelopment and Rehabilitation

An urban renewal plan must be sufficiently complete to indicate such land acquisition, demolition, and removal of structures, redevelopment, improvements and rehabilitation as may be proposed to be carried out in the urban renewal area. The Pacific Highway Revitalization Plan (August 1998) identifies a number of regulatory changes and public improvements and programs that are to occur; however, at the time of the Plan's development, the City did not identify properties where they anticipated land acquisition and demolition.

The urban renewal area is comprised of approximately seven blocks. Within those blocks are land use, building and property conditions that are more likely to result in or to require acquisition, redevelopment and rehabilitation. The Redevelopment/Rehabilitation Analysis Map (Figure A2, page A12) indicates land that is judged most likely to be acquired, redeveloped or rehabilitated by either the City or a private entity in the urban renewal area.

This map does not commit the City to property acquisition, but prioritizes sites that are ripe for redevelopment or rehabilitation. Site acquisition by the City will be guided by the criteria established in the

Revitalization Plan, page 23, (August 1998) as well as the conditions portrayed by Figure A2. When acquiring property within the urban renewal area, the City shall use an approach that encourages private enterprise and public/private partnership. The City will conduct transactions in the private real estate market and acquire property through freely negotiated purchases. The power of eminent domain shall be reserved for that unique situation where other acquisition methods have failed and the City Council determines it is necessary to ensure the success of a specific urban renewal project.

In the future, the City may see that the urban renewal area has additional needs and or opportunities that require or benefit from public resources or partnership. At this point in time, one urban renewal project is proposed by the City to occur after preparation of a financial plan.

5. Maximum Opportunity for Private Enterprise

The Pacific Highway Revitalization Plan (August 1998) contains numerous recommendations for City programs, services and regulations whose intentions are to encourage and maximize the investments by private individuals in this corridor. The urban renewal addendum is just one strategy among the many whose overall goal is to support and bolster real property investment and rehabilitation.

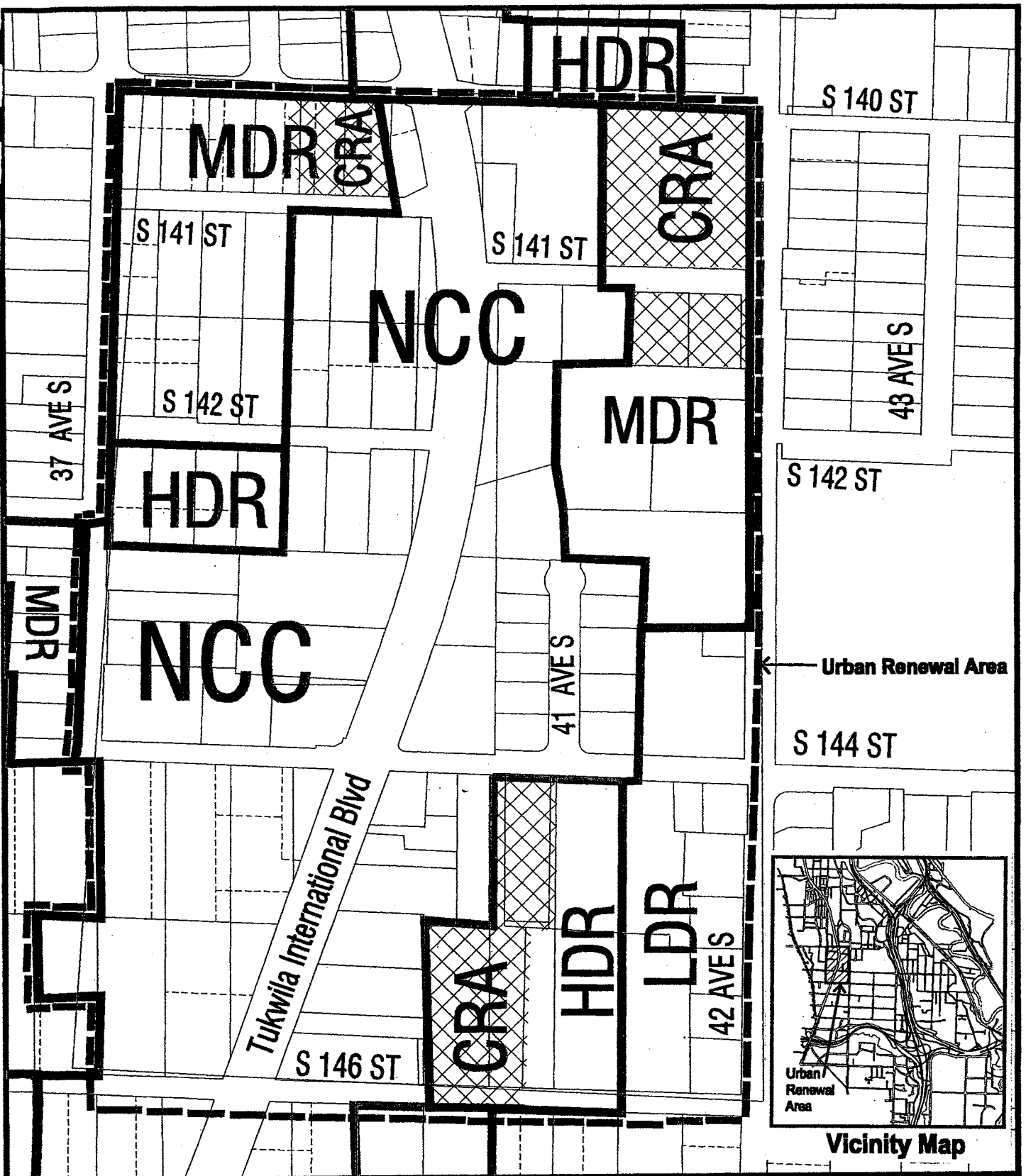
More specifically, an urban renewal project at the S. 144 St. and TIB intersection will allow the City to fulfill several public needs:

- to construct a City facility at a prominent location within the corridor,
- to install a public amenity at a critical corner, and
- to maintain a valuable commercial site for private redevelopment.

The City further assists private redevelopment by assembling nine smaller lots into one larger more viable site and rearranging street right of way to create a more functional arrangement.

Summary

The Revitalization Plan is a multi-year, multi-task plan. The strategies provide alternatives for implementation, while also allowing flexibility, and are responsive to short term, minor changes in needs and conditions. As the City works to implement the adopted strategies and improve the corridor, refinement and modification, as with this urban renewal plan, may occur.



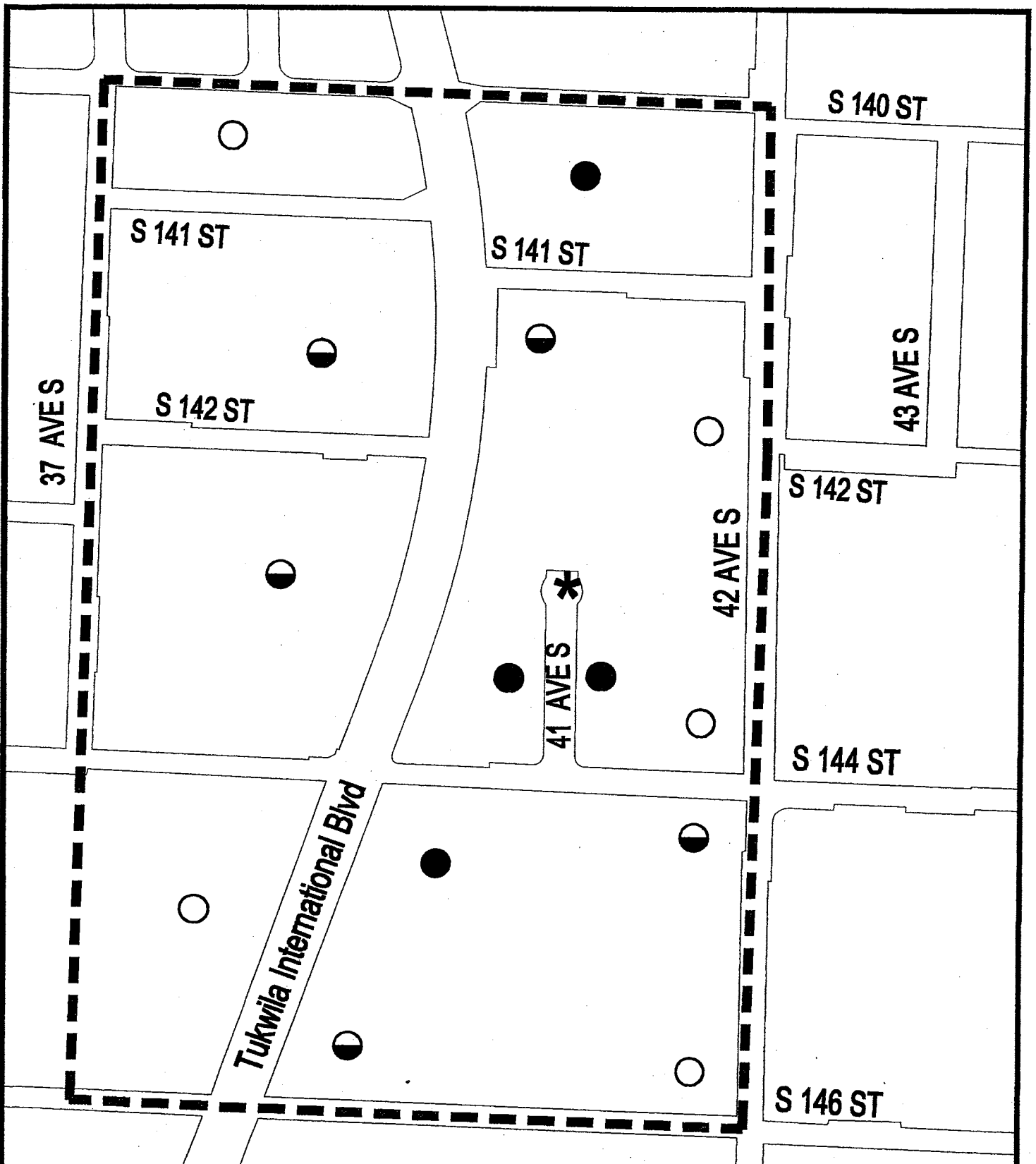
**Tukwila International Boulevard
Urban Renewal Area**

Figure A1

City of Tukwila Zoning Map



North 11/99



Redevelopment / Rehabilitation Analysis

- Minimum-Parcels generally meet standards, Intensification of development is optional.
- ◐ Medium-Parcels could be improved through redevelopment/modification to meet standards.

- Maximum-Parcels acquisition, assemblage and demolition is necessary in order to meet standards.
- Urban Renewal Area Boundary
- * Vacate street/locate driveway to Normandy Court parking lot.

Figure A2



North



11/99