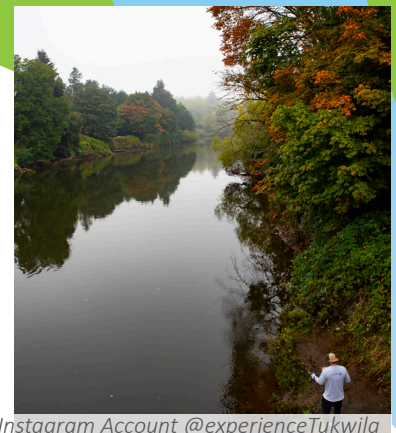




# Economic Development Strategy

for the City of Tukwila, Washington



Photos from Tukwila Instagram Account @experienceTukwila

# Acknowledgements

## 2023 Tukwila Elected Officials

Allan Ekberg, *Mayor*  
Cynthia Delostrinos Johnson, *Council President*  
Mohamed Abdi, *Councilmember*  
Kathy Hougardy, *Councilmember*  
Kate Kruller, *Councilmember*  
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Brandon Miles, *Business Relations Manager*

## The Tukwila Community

Thank you to everyone who contributed to this planning effort by participating in an interview or group discussion or who shared insights, ideas, opportunities and challenges via our online mapping tool. Dozens of local perspectives helped shape this plan—your words and ideas find voice in the pages that follow.



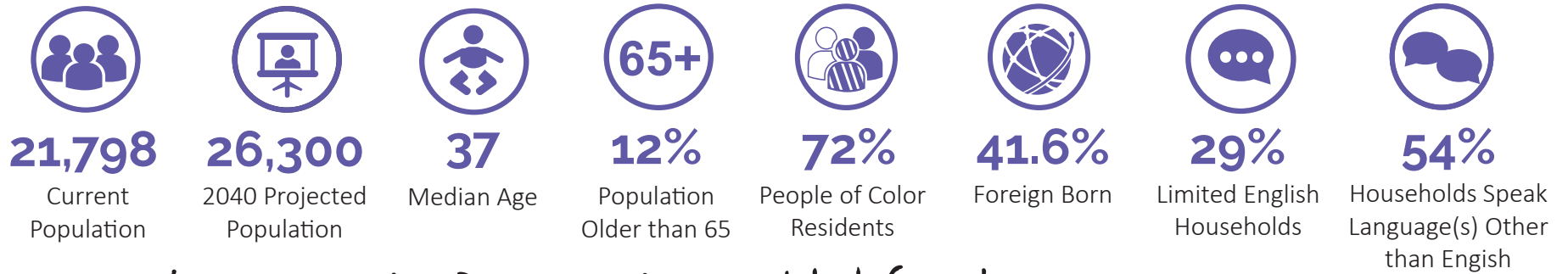
*OL Reign (formerly Seattle Reign FC) @experienceTukwila*

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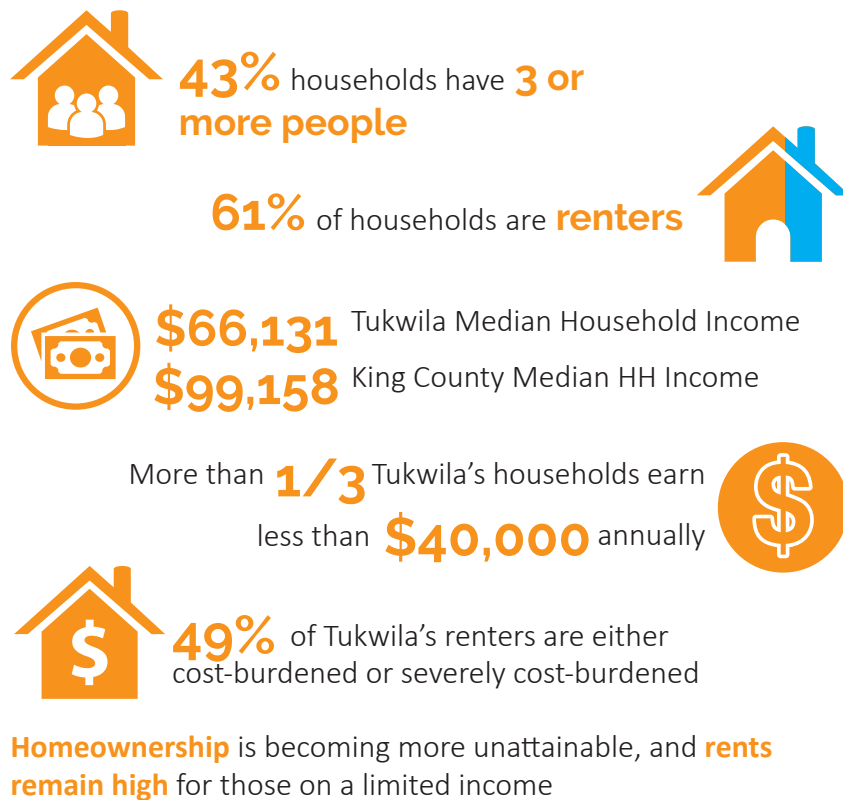
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# Tukwila Fact Sheet

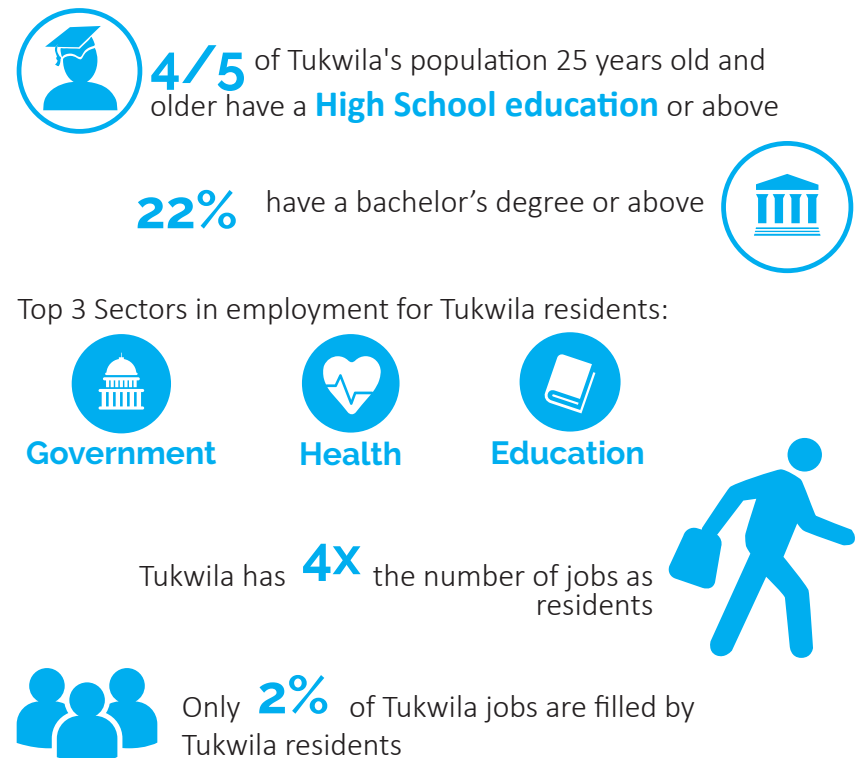
## Demographic Characteristics



## Household and Housing Demographics



## Workforce Indicators



# Economic Indicators

 **20,000**  
Projected job increase by 2050

Top 3 Sectors for Tukwila jobs:

 **Services**
 **Manufacturing**
 **Retail**

Top growth industries in Tukwila:

 **Construction**
 **FIRE**
 **Information**
 **Health**


Tukwila has consistently had higher **taxable retail sales** than comparison cities



The largest retail sales industry in Tukwila, **Clothing and Clothing Accessories**, faced declines in 2020 and has not fully recovered

 Average firm size in Tukwila:  
**15 employees**

**87%** of Tukwila's businesses have less than **25 employees** 

 Commercial Space in Tukwila:  
**1/2** businesses use **< 10,000 SF**  
**1/3** businesses use **< 5,000 SF**

# SWOT Analysis

The following table outlines the results of a strengths, weaknesses, opportunities, and threats (SWOT) analysis conducted using data from the Landscape Assessment and themes collected from recent, comprehensive engagement efforts.

Strengths (Internal / Structural)	Opportunities (External)
Sustainable economy built upon robust retail, hospitality, and experiential sectors with various strong anchors and major employers	Workforce development collaboration between school systems and businesses (ex. CorePlus Aerospace)
Multiculturalism and diversity, including culturally diverse businesses	Increasing residential population and developing affordable or workforce housing
Westfield Mall and Southcenter Blvd as centers of economic vitality	Planned or potential investment / development in the City (Boeing Longacres, Tukwila South, etc)
Vibrant community: Welcoming, tight-knit, diverse, multi-cultural, and inter-generational	Increasing immigration, diversification
Tourism: A family-friendly destination with plentiful retail and entertainment offerings	Shifting toward more cohesive identity (beyond regional shopping mall destination)
Strong millennial (working age) demographic cohort	Infrastructure enhancement: transportation, park, and recreation improvements
Locational Advantage: nearby airport, major highways, & Seattle	Trust building with communities of color
Green River corridor potential	Changing retail landscape (increasing value of experiential)
Level of city, community, and organization support for businesses of all sizes	Strengthening network between the City, key businesses, workforce development groups, and other business assistance groups
Weaknesses (Internal / Structural)	Threats (External)
Crime, homelessness, and drug use	Changing retail landscape (increasing revenue shift to destination)
Regulatory barriers that may challenge small businesses	Outside perceptions of public safety concerns
High commercial rents	Need for wraparound services, including health care, grocery, social services, and community gathering space
Relatively lower wages	Historic city reputation for businesses, residents, and visitors.
High cost of living	Difficulty in competing for skilled labor regionally
Lower median income & educational attainment	Rising housing prices regionally
Larger share of limited English proficiency	Higher housing cost burden
Reliance on automobile transportation	



# Chapter 1

## Background & Purpose

# Introduction

The City of Tukwila has a long history in addressing economic issues as part of regional and local planning and policy development. Existing plans and strategies for economic development continue to have relevance for economic conditions and needs in Tukwila. This includes an emphasis on a diverse and regionally competitive economy, a distinct focus on strengthening the city's engagement and partnership with the business community, cultivating improvement and diversity in the city's stock of business space, and ensuring that inclusion and resiliency sit at the forefront of economic development in Tukwila.

In preparation for its upcoming update to the Comprehensive Plan, the City of Tukwila worked with Community Attributes Inc., a Seattle-based land use and economic development consulting firm, to develop the city's first official Economic Development Strategy. Rooted in current market and industry dynamics to understand business and commercial growth capacities, this Strategy draws from historic planning efforts related to economic development and will guide efforts to strengthen Tukwila's economic future.

This document is a result of that effort and summarizes the following components of the update process:

- >> Existing Conditions & Landscape Assessment**
- >> Stakeholder & Community Engagement**
- >> Updated Goals, Strategies & Actions**

## Purpose of This Strategy

The purpose of this Strategy is to describe Tukwila's vision for sustainable and inclusive economic prosperity and to identify goals, strategies, and actions to achieve that vision. It will organize, prioritize, and guide the implementation of the very best ideas for Tukwila's economic future, guided by up-to-date and accurate market and land analyses. The Strategy will also inform the next update of Tukwila's Comprehensive Plan. Importantly, this Strategy can and should coordinate and inform budgeting, investments, and actions taken by the city and its partners for five to ten years from the date of the plan as well as leverage private investment in Tukwila by signaling where improvements will be made or prioritized by the public sector.

# Background

## Vision Statement

The following vision statement reflects input from the community, stakeholders, city staff, and other participants in this planning process. It articulates Tukwila’s economic aspirations, and its desired economic characteristics in the future.

*Tukwila is a vibrant community with a strong and sustainable economy that values diversity and access to opportunity, supports economic prosperity for all residents, and sustains a foundation for businesses of all sizes.*

## Selected Comparison Jurisdictions

CAI, together with City of Tukwila staff, identified a set of six jurisdictions as a comparative set of communities to provide context in evaluating demographic, economic and workforce conditions in the City of Tukwila.

The comparison cities evaluated for comparative purposes are:

- **Burien**
- **Des Moines**
- **Renton**
- **SeaTac**

**King County** and the **Seattle Metropolitan Statistical Area** or **Greater Seattle Area** were also included to indicate trends and conditions facing the region that may impact Tukwila.



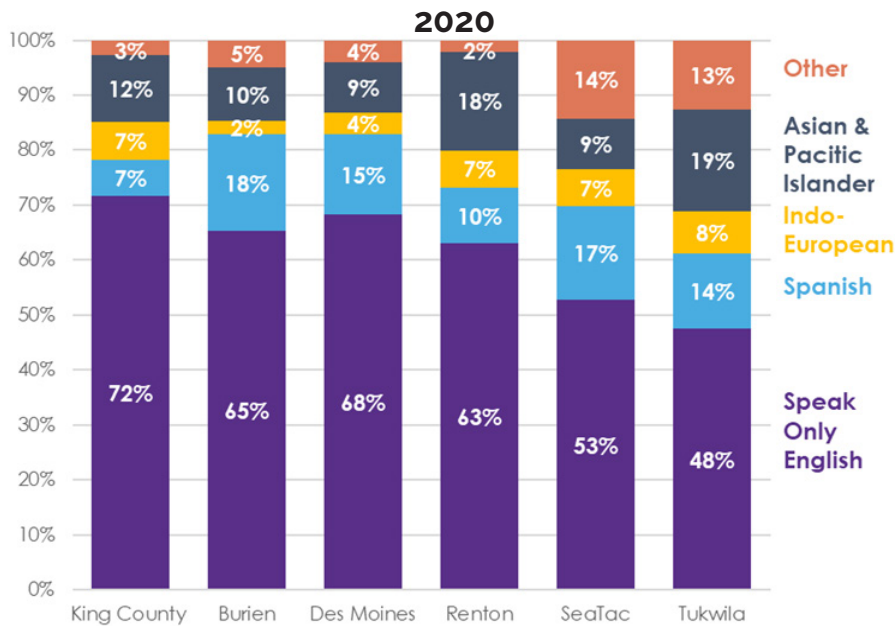
# Landscape Assessment

The Landscape Assessment helps build a common understanding of Tukwila’s current role in the regional economy, including relevant research and information about regional and industry trends affecting the city, local socioeconomic conditions and other key economic issues. It includes comparisons to neighboring jurisdictions and King County to provide additional context. The Landscape Assessment is also instrumental in framing Tukwila’s vision and goals as it engages the community in developing the Strategy.

## Tukwila's Demographic Characteristics

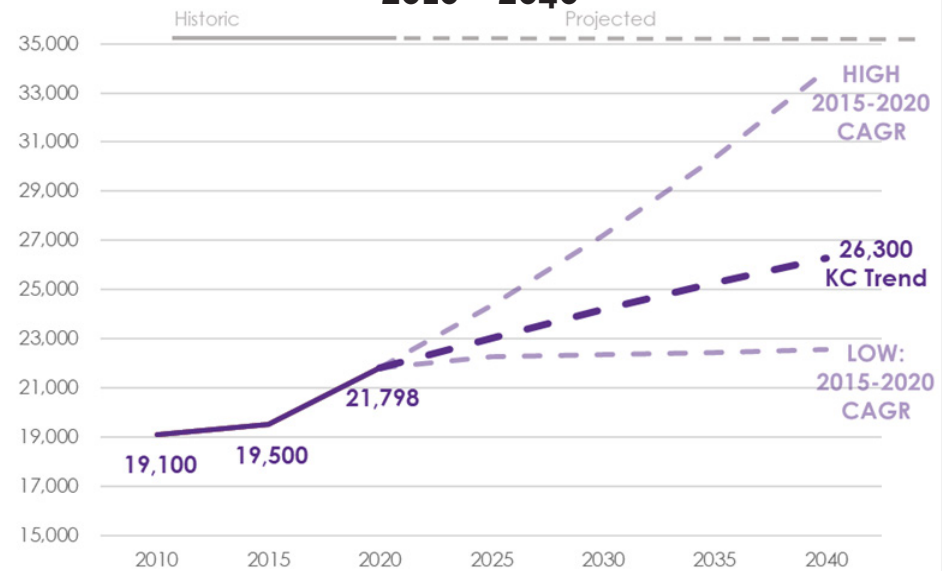
- **Tukwila has grown at an inconsistent rate** in the last 10 years, adding only 400 people in the first half of the last decade and over 2,000 people from 2015-2020
- Since 2010, Tukwila has had a declining share of people under 20, the senior population (over 65) has increased, and **millennials remain the most prevalent age group**.

### Percent of Population by Language Spoken at Home, 2020



Source: American Community Survey, 2016-2020; CAI, 2022.

### Historic and Population Growth Scenarios, Tukwila, 2010 – 2040



Source: Office of Financial Management, 2018; CAI, 2022.

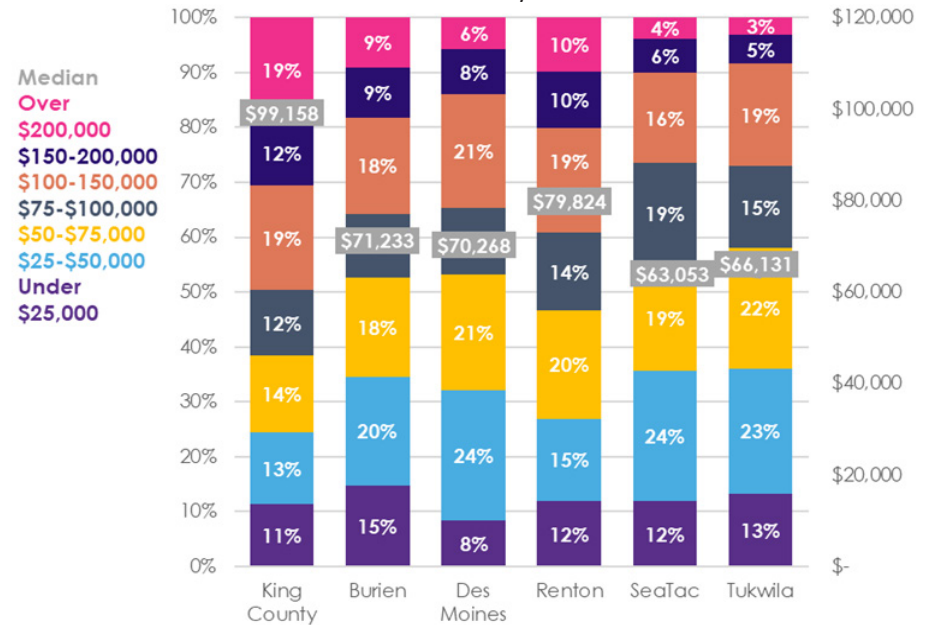
- Tukwila’s population continues to become more **racially and ethnically diverse** and no racial group constitutes a majority.
- Over 40% of Tukwila’s population are foreign born residents and more than half speak a language other than English at home.
- A large share of Tukwila’s population has **limited English proficiency** and many households report speaking English less than “very well.”

# Landscape Assessment

## Household and Housing Demographics

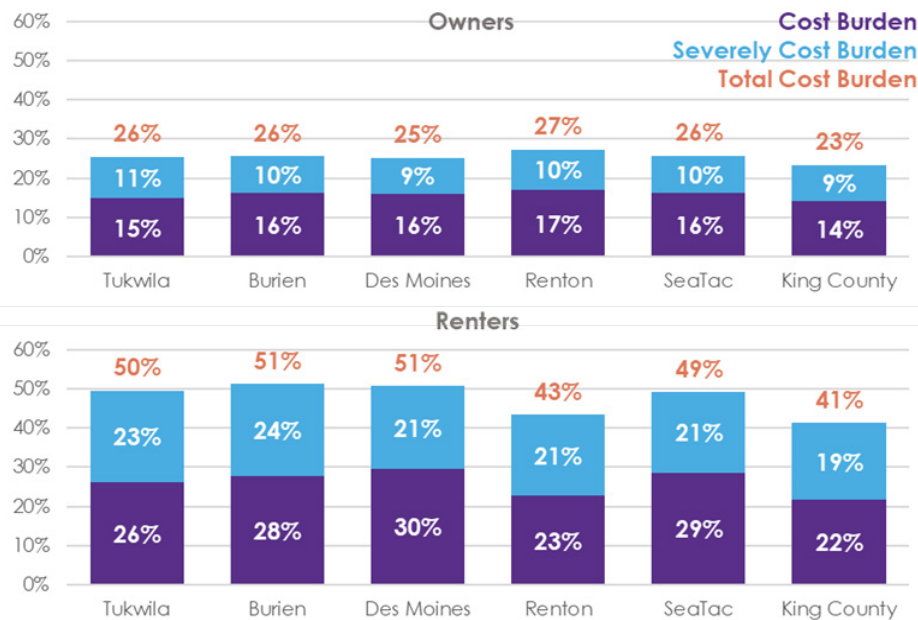
- **Larger households** (over three-persons) account for 43% of total households in Tukwila.
- Tukwila' households with children have declined alongside singles, while **those with seniors have grown**.
- Tukwila continues to have a very **large share of renters** (61%) relative to its comparison cities and King County (ranging from 41% to 51%).

## Median Household Income, Tukwila and Comparison Jurisdictions, 2020



Source: ACS, 2020; CAI, 2022.

## Share of Cost Burdened Owners and Renters, Tukwila and Comparison Jurisdictions, 2015-2019



Source: ACS, 2020; CAI, 2022.

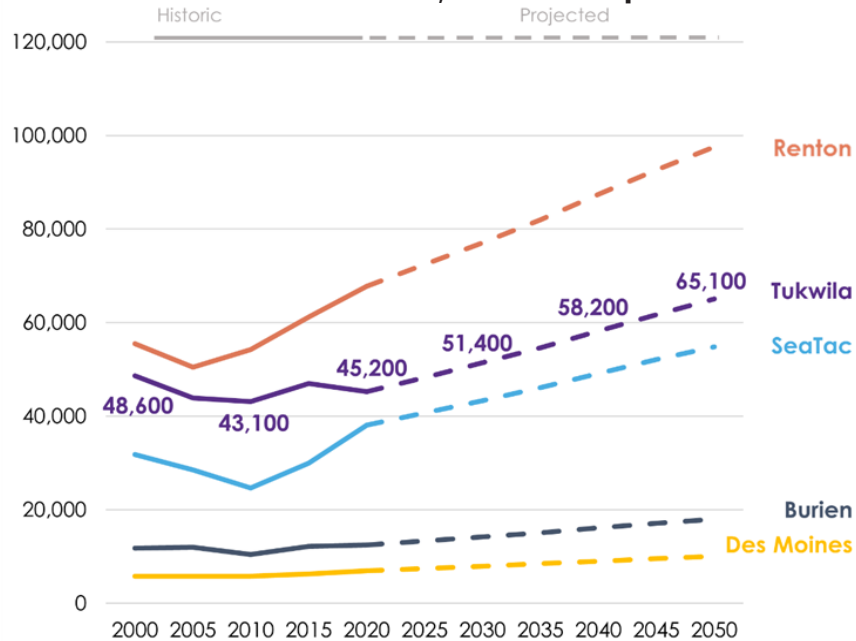
- The 2020 median household income in Tukwila (\$66,131) was significantly lower than King County (\$99,158) and most of its comparison cities, and **over one third of Tukwila's households earn less than \$40,000 per year**.
- Close to half of Tukwila's renters are either **cost-burdened or severely cost-burdened** (49%) while the County has a lower share.
- Over one third of surveyed households in the Seattle MSA indicated they **could face possible eviction or foreclosure** in the next two months, which may have an outsized impact on Tukwila due to the large share of both renters and cost-burdened renters present in the city.

# Market Profile

## Economic Indicators

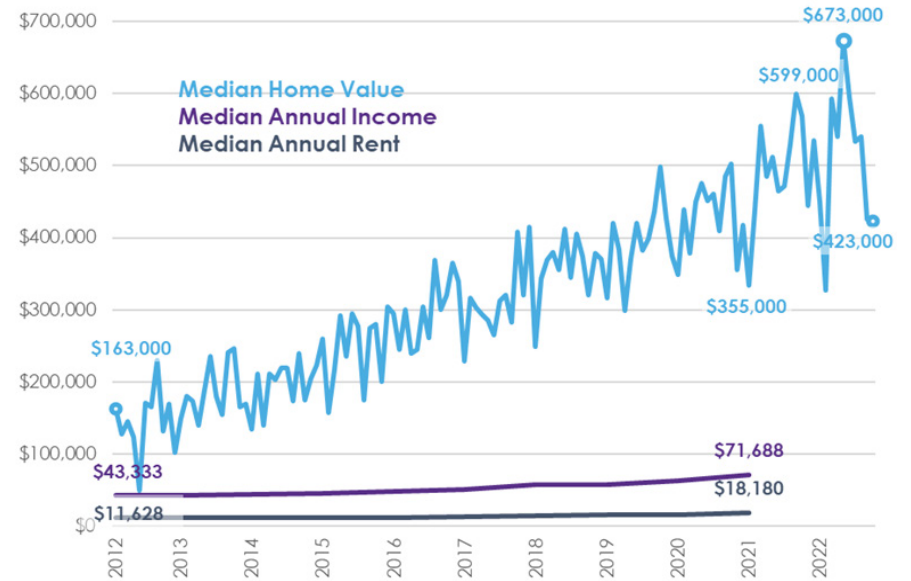
- Tukwila **could add more than 20,000 jobs by 2050** if it maintains its current share of regional employment (2% of regional employment), but a decline at the same rate as 2015 to 2020 would result in 9,000 fewer jobs by 2050.
- The largest share of Tukwila’s jobs is in **Services** (35%), **Manufacturing** (18%), and Retail (15%) industries.
- Tukwila has a lower share of jobs in the Services sector and a higher share in **Manufacturing and Retail** relative to King County.

### Historic (2000 to 2021) and Forecast Employment (Regional Trend), Tukwila and Comparison Jurisdictions, 2000 – 2040



Source: PSRC 2021; CAI, 2022.

### Housing Costs and Income Change, Tukwila, 2012 to 2022



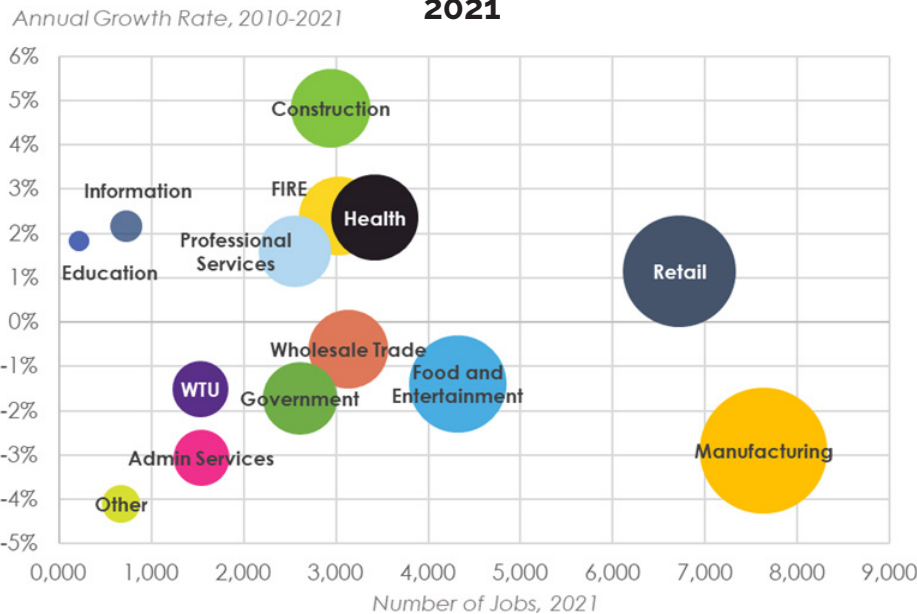
Source: Redfin, 2022; ACS, 2010-2021; CAI, 2022.

- While the rise in median incomes have largely kept pace with increasing rents, **homeownership is becoming... more unattainable**, and rents remain high for those on a limited income.
- Tukwila’s **highest growth industries** are Construction followed by FIRE, Health, and Information; Retail and Manufacturing continue to hold a high number of jobs, but Retail growth is slower, and Manufacturing has had job losses since 2010.
- Tukwila has **consistently had higher taxable retail sales** than its comparison cities, it faced significant declines from 2019 to 2020, and it has not fully recovered to pre-pandemic levels.

# Market Profile

- The largest share of retail sales in Tukwila are in the **Clothing and Clothing Accessories** (\$226 million), which faced steep declines in 2020 and has not yet fully recovered.
- Around 87% of Tukwila's businesses have **less than 25 employees** and an **average firm size of 15 employees**.
- Almost half of the businesses in Tukwila rely on **less than 10,000 square feet** and over one third use **less than 5,000 square feet** of commercial space.

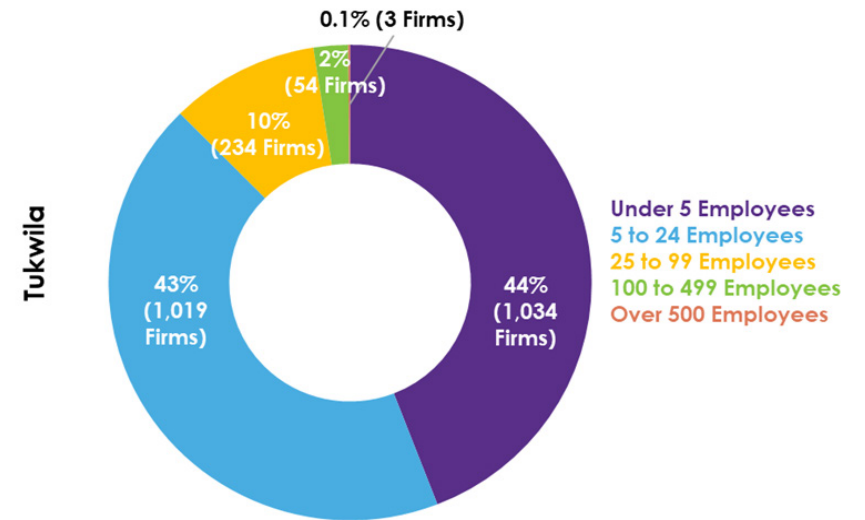
## Industry Size and Annual Growth Rate, Tukwila, 2010-2021



Source: PSRC, 2010-2021; CAI, 2022.

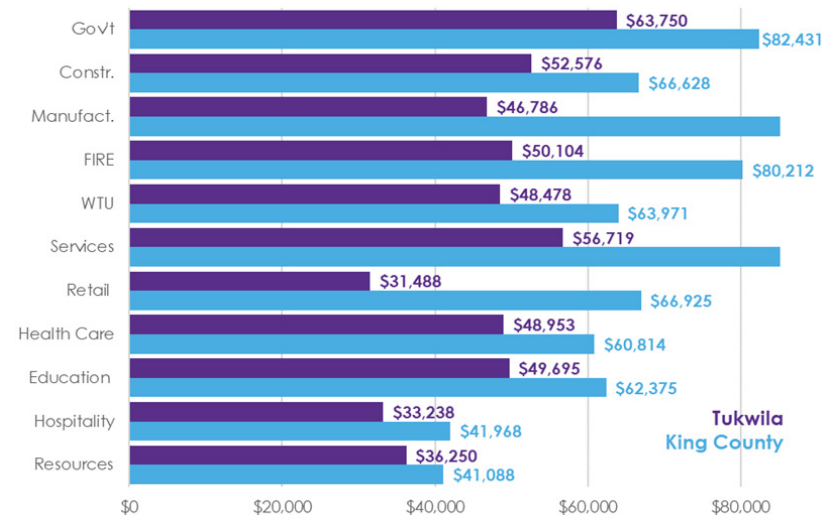
- Median wages are lower in Tukwila** than King County across all industries, but the higher wage industries are Government, Services, and Construction.

## Firm Numbers and Size, Tukwila and County, 2021



Source: Esri/DataAxle, 2021; ACS, 2021; CAI 2022.

## Average Median Wage by Industry, Tukwila and King County, 2020



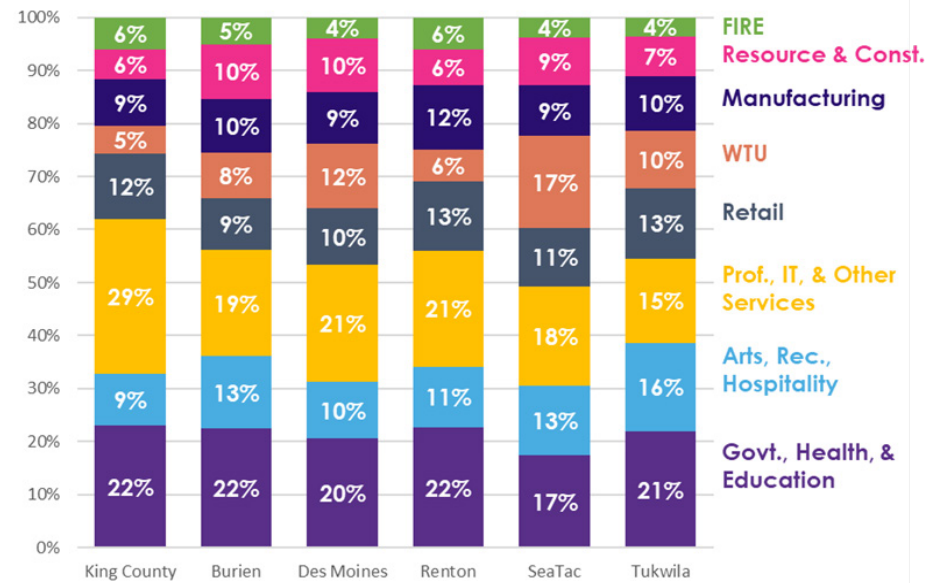
Source: ACS, 2020; CAI, 2022.

# Market Profile

## Workforce Indicators

- Tukwila faces **lower education levels** relative to King County and comparison cities with one-fifth of the population 25 years old and older without High School education (20%) and less than one quarter (22%) with a bachelor's degree or above.
- Tukwila residents work in a wide range of industry sectors, and the largest share are employed in **Government**, and **Health and Education** (21%).

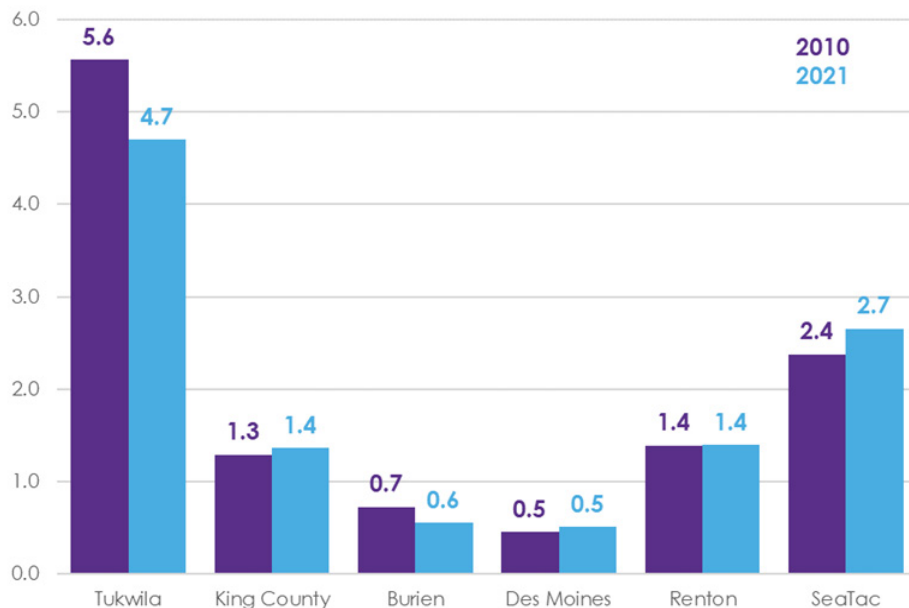
## Resident Job Share by Industry, Tukwila and Comparison Cities, 2020



Source: ACS, 2020; CAI, 2022.

- Tukwila has over **four times the number of jobs as residents** despite the addition of over 1,000 housing units since 2010.
- Of the jobs in Tukwila, only 2% are filled by workers who live in Tukwila. **The largest share of workers employed in Tukwila live in Seattle** (13%) and 17% live in other cities immediately adjacent to Tukwila.
- A large share of Tukwila residents who are in the workforce commute to Seattle** (37.5%) and adjacent cities (22.7%) for work, while 8% remain in the city for work.

## Jobs-to-Housing Units Ratio, Tukwila and Comparison Jurisdictions, 2010 & 2021



Source: PSRC, 2010 and 2021 (jobs); OFM, 2010 and 2021 (housing units); CAI, 2022.



# Chapter 2

## What We Heard

The planning process for Tukwila's Economic Development Strategy began with a rigorous analytic update of Tukwila's demographic, market, and economic characteristics. With a baseline of updated data, the project team turned to community and business leaders and stakeholders to help direct the development of the vision, goals, strategies and actions contained in this document.

The project team employed methods aimed at eliciting specific, actionable perspectives, ideas, and recommendations related to the economic future of Tukwila. These methods included the following:

- >> Throughout the project, **Tukwila City Council and staff** guidance provided oversight, direction, and critical insights into Tukwila's current economic position and revealed issues critical to economic growth to guide analysis and strategy development.
- >> Community Attributes, Inc., the project consultant, conducted numerous **interviews with businesses and stakeholders** across the Tukwila community to gain specific insight into opportunities and challenges for sustainable economic growth in Tukwila. Themes and specific actions taken from these interviews helped frame and populate the strategies and actions at the core of this plan.
- >> A **project website, web-based interactive map, and online survey** allowed any member of the Tukwila residential and business community, including brick and mortar, online, or home-based business owners and entrepreneurs, to input directly to the city and consultants their insights and ideas for the economic future of Tukwila.
- >> City staff facilitated and staffed in-person **Pop-up installation** events that introduced the project, collected surveys, and directed stakeholders to other engagement opportunities. City staff also held **listening sessions**, where Tukwila community members gave direct and in-person feedback on specific issues of economic development in Tukwila.
- >> Ensuring equitable and inclusive engagement with stakeholders from all parts of Tukwila's community, the City of Tukwila **contracted engagement with local community-based organizations** to conduct engagement with specific communities.



Graphics and posters created and utilized to support engagement efforts on economic development in Tukwila

# Key Findings from Stakeholders

With the assistance of city staff, Community Attributes interviewed individuals and facilitated focus groups with businesses, entrepreneurs, residents, and stakeholders across the Tukwila community. CAI also analyzed feedback received through the city's listening sessions, contracted engagement, and through the web-based community survey. Important themes emerged that were critical to informing Tukwila's economic goals, as well as in the development of strategies and potential actions to achieve those goals. The following summarizes a number of themes, opportunities and challenges that emerged from engagement activities.

## What Makes Tukwila an Attractive Place to do Business?

### Status as a Regional Retail Destination

- > Strong retail anchors and shopping areas
- > Diverse retail offerings and experiential attractions
- > Quality businesses draw customers from across the region

### Strategic Location and Robust Infrastructure

- > Central Location Within Region
- > Connectivity with major transportation arteries
- > Proximity to Sea-Tac Airport
- > Inventory of Industrial Space

## Workforce and Business in Tukwila

### Importance and opportunities to expand Workforce Development

- > Labor shortages cause challenges across sectors
- > Support enhanced collaboration between the school system and businesses to develop a robust workforce pipeline
- > Support workforce development efforts such as adult education, certification programs, job training, etc
- > Youth in Tukwila express strong interest in more workforce development opportunities

## Establishing Tukwila's Identity

### Building Upon Tukwila's Assets

- > Highlight Tukwila's offerings: Malls and beyond
- > Increase connectivity between parks, Green river, businesses, and neighborhoods
- > Support and build upon cultural businesses, including Tukwila's notable concentration of asian-based businesses
- > Highlight Tukwila's small town atmosphere
- > Invest in family-oriented benefits and activities

### Expansion into New Sectors

- > Attract companies that support higher wages in sectors such as Technology, Aerospace, and Research and Development
- > Consider building upon existing opportunities in sectors such as manufacturing, food production, warehousing, and wholesaling
- > Invest in Culture and Arts, Healthcare, and Small businesses and Start-Ups

### Growing Tukwila's Residential Community

- > A growing residential community creates the audience to support local business
- > Attract multi-family projects and protect existing housing
- > Incentivize affordable and workforce housing
- > Employ protections against residential displacement



# Key Findings from Stakeholders

## Cultivating and Promoting a Positive Reputation for Tukwila

### A Supportive, Business-friendly Environment

- > Adopt flexible land use policies and diversify types of available land
- > Cultivate a competitive landscape for financial resources
- > Improve regulatory efficiency (permitting and inspections)

### Enhance the Perception of Tukwila as a Safe and Attractive Community

- > Invest in public safety
  - > Work to identify and address root causes of homelessness and crime
  - > Beautify Tukwila through city cleanup, addressing building disrepair, and urban design strategies
  - > Host engaging and attractive cultural and community events
- Support diversification of food offerings in Tukwila

## Upcoming Economic Trends and Opportunities in Tukwila

### Development Opportunities

- > Development of Former Boeing Longacres area
- > Potential development in Tukwila South
- > Potential redevelopment around existing malls

### Other Economic Trends

- > Shift to higher Electric Vehicle usage in the region
- > Common ground between low-income and high-income groups in areas of safety, access, and affordability

## Investing in and Supporting Tukwila's Multi-cultural Community

### Trust Building with Communities of Color

- > Ensure equitable opportunities
- > Collaborate with trusted community stakeholders
- > Employ translation services and cultural competency

### Building Out Wrap-Around Services in Tukwila

- > Attract full-service grocers
- > Locate culturally competent urgent care facilities
- > Local need for Child Care
- > Invest in community beneficial social services
- > Open up community gathering spaces

### Build Up Community Supportive Infrastructure

- > Prioritize transportation improvements for pedestrians, bikers, and public transportation users
- > Invest in Tukwila's parking with lighting, ADA accessibility improvements and expansion of public recreation space

## Supporting Small Business in Tukwila

### Targeted support for Small Businesses and Entrepreneurs

- > Address limited supply of affordable commercial or retail space options
- > Support navigation of evolving regulations and local ordinances
- > Utilize language barrier and financial literacy programs

# Public Comment Tool

Community Attributes Inc. and the City of Tukwila wanted to hear the community's ideas on Tukwila's future economic development and ways to encourage business investment. Dozens of comments collected through the website [www.tukwilawa.gov/departments/economic-development/economic-development-strategy/](http://www.tukwilawa.gov/departments/economic-development/economic-development-strategy/), along with other outreach, helped identify salient issues and themes, culminating in project goals, strategies and actions for future economic development initiatives.

## Mapping Ideas

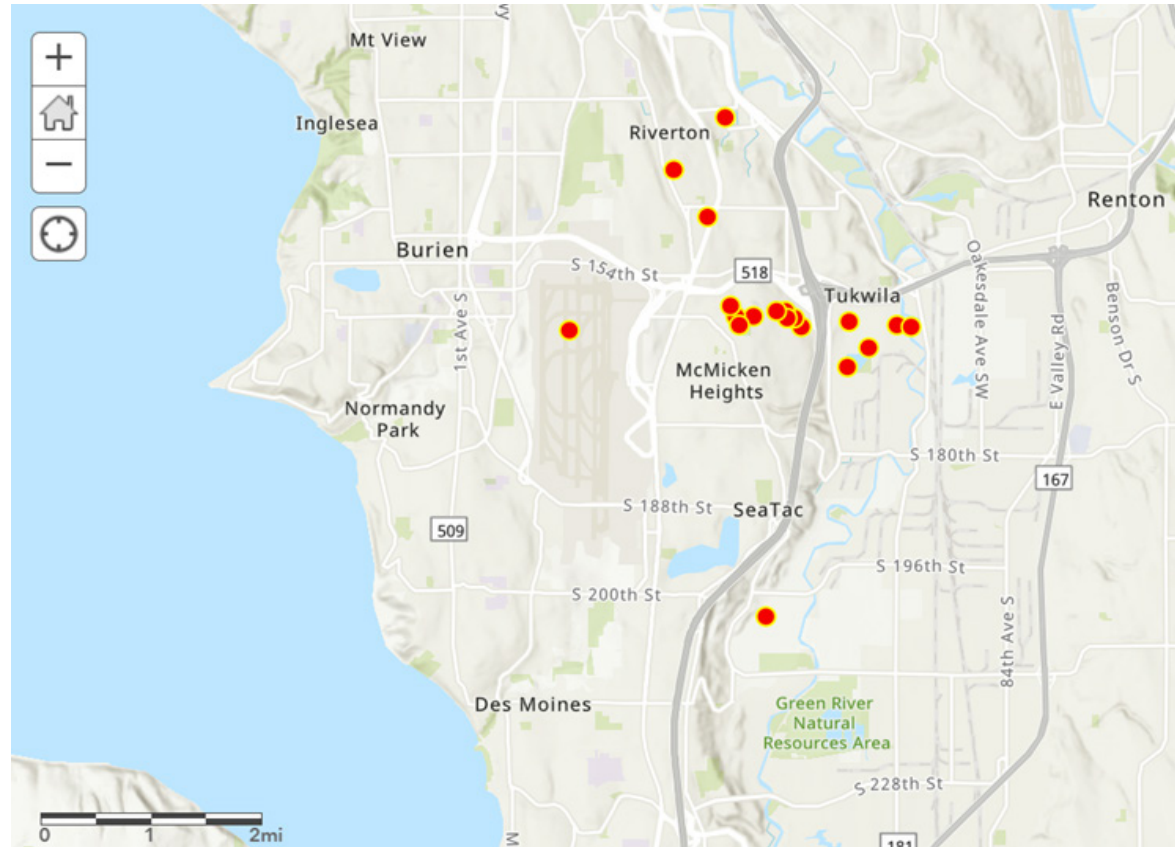
Using the interactive map, participants submitted ideas about Tukwila and assigned those comments with markers to specific locations on the map.

## The Community Map

Participants explored the community map and viewed map icons to see individual comments.

## Accessibility

The project website, interactive map, and survey provided links to translation to multiple languages, including Spanish, French, Amharic, Burmese, Nepali, Chinese, Somali, Swahili, and Vietnamese.



“  
**Utilize the river as an amenity for businesses and residents throughout Southcenter. This will attract people to establish businesses and to live in Tukwila.**

- Tukwila Resident, from Public Comment Tool, 2023

“  
**A Community Garden would be amazing here.**

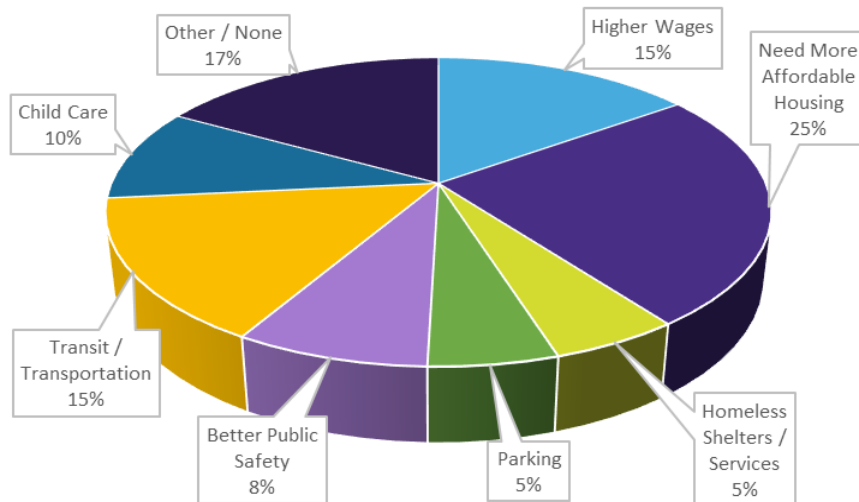
- Tukwila Resident, from Public Comment Tool, 2023

# Online Survey

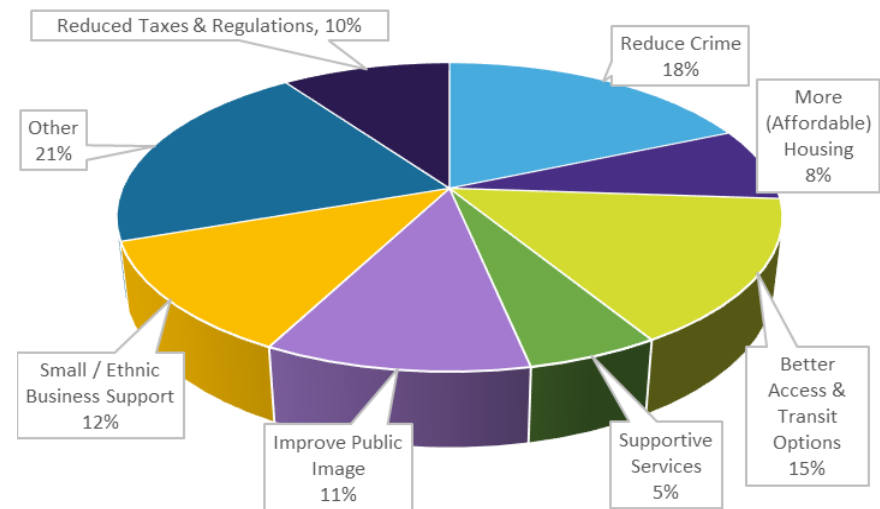
Community Attributes Inc. and the City of Tukwila wanted to hear the community's ideas on Tukwila's future economic development and ways to encourage business investment. Over 80 responses to an online survey along with other outreach, helped identify salient issues and themes, culminating in project goals, strategies and actions for future economic development initiatives. 94% of respondents live and/or work in Tukwila and the top 3 neighborhoods represented were Foster (19%), Tukwila Hill (13%), and McMicken (11%).

- To **support existing businesses and workers**, Tukwila must reduce crime, improve transit access, improve public image of the city, reduce taxes & regulations, and produce more affordable housing.
- **Strengths and opportunities** for Tukwila's business economy include its multiculturalism and diversity, Southcenter Mall and experiential retail offerings, its location and Sea-Tac Airport, and the Sounder and mass transit options.
- **Weaknesses and challenges** for Tukwila's business economy include crime, homelessness and drug use; low

## What are Tukwila workers' greatest challenges, issues, or needs? (For example, income, housing, childcare, or transportation.)



## How could we improve Tukwila to better support our businesses and workers?



wages / high cost of living; auto-reliance; lack of support for immigrants and minorities; burdensome taxes, and permitting and regulation.

- The greatest **workforce development** needs for Tukwila are better access to educational opportunities, adult learning opportunities, language training, technology / STEM training, business skill training, and trades and apprenticeships.
- Tukwila's greatest **economic challenges**, issues, or needs include providing more affordable housing, high wage jobs, better transit / transportation options, better public safety, more parking, and more homeless shelters / social services.



# Chapter 3

## Goals, Strategies & Actions

# Navigating this Document

The following section presents the **Goals, Strategies, and Actions** aimed at diversifying, growing, and sustaining Tukwila’s economy for the next ten years and beyond. The strategies and actions aimed at achieving each goal benefit Tukwila’s economic foundations, but also focus on specific areas of focus that hold particular promise for Tukwila. The section also presents supporting information to facilitate implementation, including illustrations, case studies, and Tukwila successes to date.

The plan contains 5 **goals** around which the **strategies** and **actions** are organized. Color-coded titles distinguish each Goal section.

Individual **strategies** correspond to each goal with like colors. Strategies represent a cohesive approach to achieving a goal and consist of a number of specific, inter-related Actions.

**Actions** are examples of specific, implementable tactical measures where the practical work can take place. They are aspirational, contingent upon resources. In this Strategy, Actions are organized numerically.

On selected pages, **other potential actions** are included to support or further illustrate recommended Actions.

*Strategy 1B:* **Maintain support for and strengthen Tukwila’s robust retail, hospitality, and experiential sectors**

**Action 1B.1** Continue and grow the Experience Tukwila program to proactively market shopping, dining, and entertainment options available in Tukwila through targeted social media posts and individual business highlights in appropriate forums.

**Action 1B.2** Continue supporting Explore Seattle Southside to market activities and amenities that actively promote Tukwila to business travelers and tourists and leverage Tukwila’s location to SeaTac airport to attract overnight stays and layover breaks.

**Action 1B.3** Support events, activities, pop-ups, and temporary markets that activate public spaces and underutilized parking lots and contribute buzz and energy to surrounding commercial districts.

**Action 1B.4** Promote the Tukwila International Boulevard neighborhood as an authentic, international district welcoming to visitors

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# Summary of Goals

**goal 1** A **vibrant, diverse, and resilient economy**

**goal 2** A **safe and desirable community** with a positive identity

**goal 3** **Prosperity and opportunity** for businesses, workers, and residents

**goal 4** A supportive environment for **small business** and **entrepreneurs**

**goal 5** A community that values diversity and access to **opportunity**

# Summary of Strategies

## goal 1 A vibrant, diverse, and resilient economy

*Strategy 1A:* Attract and retain office, research & development, advanced manufacturing, aerospace, food manufacturing, technology and life sciences businesses

*Strategy 1B:* Maintain support for and strengthen Tukwila's robust retail, hospitality, and experiential sectors

*Strategy 1C:* Collaborate with the private sector to leverage catalytic development sites

*Strategy 1D:* Implement the adopted long-term plans for Tukwila International Boulevard and the Southcenter District, with an emphasis on walkability, placemaking, and community gathering opportunities

*Strategy 1E:* Build and maintain relationships with property owners and businesses

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## goal 2 A safe and desirable community with a positive identity

*Strategy 2A:* Improve perceptions of public safety through crime reduction, visible enforcement, improved communications, and messaging

*Strategy 2B:* Invest in placemaking efforts that instill community pride, improve quality of life, and welcome visitors to our dynamic community

*Strategy 2C:* Promote positive aspects of the Tukwila community to the region

## **goal 3** Prosperity and opportunity for businesses, workers, and residents

*Strategy 3A:* Improve workers access to education and workforce development resources

*Strategy 3B:* Connect employers with education and workforce development organizations

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## **goal 4** A supportive environment for small business and entrepreneurs

*Strategy 4A:* Where possible, ease regulations that challenge small businesses

*Strategy 4B:* Ensure that business and entrepreneurial resources are available to those with least access, including people of color, immigrants, and refugees

*Strategy 4C:* Ensure that Tukwila projects an 'open for business' culture

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## **goal 5** A community that values diversity and access to opportunity

*Strategy 5A:* Promote business diversity by signaling public sector support

*Strategy 5B:* Provide crucial technical support and regulatory relief where feasible for small businesses owned by those with least access including people of color, immigrants, and refugees

*Strategy 5C:* Seek to understand the dynamics, needs, and relationships within communities with least access including people of color, immigrants, and refugees



# goal 1 A vibrant, diverse, and resilient economy

Continue to strengthen and balance economic and workforce development with strategic housing growth in Tukwila to ensure an adaptable and diverse economic base that leverages Tukwila's many assets and ensures the city's financial stability.

## *Strategy 1A:* **Attract and retain office, research & development, advanced manufacturing, aerospace, food manufacturing, technology and life sciences businesses**

**Action 1A.1** In the course of outreach to local businesses, assess the degree to which adopted zoning (and related standards) support business operations and streamline requirements that provide little benefit.

**Action 1A.2** Promote Tukwila to the priority business subsectors by building relationships with key firms and understanding their land, facility, infrastructure, and workforce needs.

**Action 1A.3** Actively assist businesses that confer strong net financial benefit to Tukwila's municipal revenue streams.

## *Strategy 1B:* **Maintain support for and strengthen Tukwila's robust retail, hospitality, and experiential sectors**

**Action 1B.1** Continue and grow the Experience Tukwila program to proactively market shopping, dining, and entertainment options available in Tukwila through targeted social media posts and individual business highlights in appropriate forums.

**Action 1B.2** Continue supporting Explore Seattle Southside to market activities and amenities that actively promote Tukwila to business travelers and tourists and leverage Tukwila's location to SeaTac airport to attract overnight stays and layover breaks.

**Action 1B.3** Support events, activities, pop-ups, and temporary markets that activate public spaces and underutilized parking lots and contribute buzz and energy to surrounding commercial districts.

**Action 1B.4** Promote the Tukwila International Boulevard neighborhood as an authentic, international district welcoming to visitors.



*Strategy 1C:* **Collaborate with the private sector to leverage catalytic development sites**

**Action 1C.1** Inventory all major developable or redevelopable sites in Tukwila, gathering information on ownership, zoning, and known development constraints.

**Action 1C.2** Prepare criteria for the development of publicly owned sites that may be available for future disposition.

**Action 1C.3** Work with the landowner to review and adjust, as necessary, the Tukwila South development agreement to ensure the vision for this important site is realized.

**Action 1C.4** Consider incentives and other tools such as the multi-family property tax exemption (MFTE) or tax increment financing (TIF) to incentivize private investment and new development that is compatible with the city's vision.

**Action 1C.5** Continue to partner with the King County Flood Control District, the US Army Corps of Engineers, and private property owners, to monitor, maintain, and improve Tukwila's levee systems and banks on the Green and Duwamish Rivers.

*Strategy 1D:* **Implement the adopted long-term plans for Tukwila International Boulevard and the Southcenter District, with an emphasis on walkability, placemaking, and community gathering opportunities**

**Action 1D.1** Seek opportunities to improve the experience in the Southcenter District, such as improving the public experience of Tukwila Pond Park; improving Baker Boulevard as a festival street; creating better pedestrian experiences; and connecting Westfield Southcenter to the commuter train station.

**Action 1D.2** Seek opportunities to improve the Tukwila International Boulevard neighborhood by creating a walkable, pedestrian friendly experience along the Boulevard, incentivizing development on the Boulevard, leveraging the sale of city property for catalyst development, and fostering the international experience for visitors.

*Strategy 1E:* **Build and maintain relationships with property owners and businesses**

**Action 1E.1**

Create a robust and sustainable business contacts database for the city and utilize it to track, schedule, and monitor engagement and “touches” with Tukwila businesses and entrepreneurs.

**Action 1E.2**

Conduct a business outreach program that can act as an effective feedback loop for city policies, programs, and regulations and can address needs, challenges, and opportunities for individual businesses and sectors alike.

**Action 1E.2**

Facilitate and participate in networking opportunities between the city and local and regional businesses.

# goal 2 A safe and desirable community with a positive identity

Enhance Tukwila’s public safety perceptions and sense of place and support a positive identity as a city in which to “Live, Work, Stay and Play” – a community of choice for businesses, residents and visitors with outstanding transportation, quality housing, fun experiences, amenities, and supportive services.

## *Strategy 2A:* **Improve perceptions of public safety through crime reduction, visible enforcement, improved communications, and messaging**

- Action 2A.1** Communicate positive crime statistics across multiple channels, including formally and informally via city contacts with partners and communities.
- Action 2A.2** Support Tukwila Police Department in their recruiting and crime reduction public engagement efforts such as National Night Out.
- Action 2A.3** Advocate strongly for fiscal sustainability policies that add budget capacity for public safety including hiring, programming, reporting, and equity training.
- Action 2A.4** Continue and expand engagement between the community and Police Department to build stronger relationships and trust.
- Action 2A.5** Invite key property owners and businesses to collaborate on public safety measures such as private security, information sharing, and property management practices.
- Action 2A.6** Consider creating a business improvement area in the Southcenter District to assist with additional public safety initiatives.

*Strategy 2B:* **Invest in placemaking efforts that instill community pride, improve quality of life, and welcome visitors to our dynamic community**

**Action 2B.1**

Continue and seek to scale up public and private art that reflects the community, such as murals and the utility box paintings.

**Action 2B.2**

Seek opportunities to leverage enjoyment of the Green River Trail and the river itself for economic development.

**Action 2B.3**

Seek opportunities to improve Tukwila Pond for public enjoyment.

**Action 2B.4**

Support and attract businesses that provide fun and positive experiences and build on synergy with existing businesses.

**Action 2B.5**

Consider assessing the feasibility of adding new and additional streetlights throughout the city.

*Strategy 2C:* **Promote positive aspects of the Tukwila community to the region**

**Action 2C.1**

Continue and expand the Experience Tukwila social media and sponsorships program.

**Action 2C.2**

Support and expand Tukwila’s family friendly activities hosted by the city, partners, and outside organizations.

**Action 2C.3**

Highlight the dynamic diversity of Tukwila’s business community to draw new market share regionally to unique offerings in street food, niche and experiential retail, and events.

**Action 2C.4**

Continue and strengthen relationships with Tukwila-based organizations with positive public relations reputations such as the OL Reign, Seawolves, and Starfire.

# goal **3** Prosperity and opportunity for businesses, workers, and residents

Expand avenues of durable economic success, including workforce development resources, for workers, entrepreneurs, business owners, and residents in Tukwila with a focus on shared prosperity, opportunity, and social responsibility for local communities.

## *Strategy 3A:* **Improve workers access to education and workforce development resources**

### **Action 3A.1**

Dedicate staff time to participate in workforce development and network with workforce partners.

### **Action 3A.2**

Vocally advocate for and promote Tukwila's specific needs to workforce development organizations.

### **Action 3A.3**

Create and maintain an online directory of organizations and services in Tukwila providing workforce development, basic skills training, internship and apprenticeship opportunities, and employment assistance.

### **Action 3A.4**

Promote workforce development opportunities, including training, workshops, education, and resources, directly to Tukwila residents.



## *Strategy 3B:* **Connect employers with education and workforce development organizations**

- Action 3B.1** Consider organizing an event series to connect high school counselors and teachers to local industry representatives in high-growth and / or target sectors, such as biotech, media arts, and others.
- Action 3B.2** Leverage the success of the Tukwila School District’s Career & Technical Education (CTE) programs by expanding student recruitment and program offerings, and by providing networking assistance to local employers, or otherwise connecting CTE teachers with private sector contacts.
- Action 3B.3** Connect with local employers’ human resources staff to understand their needs and connect them with workforce development organizations.

# goal 4 A supportive environment for small business and entrepreneurs

Maintain a strong, supportive environment for local, independent, small, and micro-businesses and the entrepreneurial ecosystem to ensure they continue to flourish in Tukwila while attracting new business activities to the city.

## *Strategy 4A:* **Where possible, ease regulations that challenge small businesses**

**Action 4A.1** Consider augmenting signage regulations to allow greater flexibility of expression, branding, and identity in business signage.

**Action 4A.2** Encourage the founding and development of home-based, virtual, mobile, and / or pop-up businesses that don't require brick-and-mortar locations with incentives and / or other city support.

## *Strategy 4B:* **Ensure that business and entrepreneurial resources are available to those with least access, including people of color, immigrants, and refugees.**

**Action 4B.1** Continue and expand support for technical assistance consulting services to guide small businesses on matters ranging from taxes, business loans, permitting, lease negotiation, and hiring.

**Action 4B.2** Seek out and promote culturally responsive resources, such as no-interest funding models for small businesses.

**Action 4B.3** Increase access to information and resources for diverse language groups in the business community through translations and other best practices.

**Action 4B.4** Support small businesses to create social media and other online digital presence.

**Action 4B.5** Consider creating an incubator space for small businesses that are supported by private sector venture capital.

**Other Potential Actions:**

- Identify partners, sites, and financing avenues to develop community small-business and entrepreneur facilities such as commissary kitchens, maker spaces, community tool sheds, and others.

*Strategy 4C:* **Ensure that Tukwila projects an ‘open for business’ culture**

**Action 4C.1** Develop a communication strategy to emphasize the city’s accessibility to its business community.

**Action 4C.2** Identify and track metrics related to permitting and entitlements timelines and work toward continuous improvement.

**Action 4C.3** Help all city departments embrace a business-friendly culture while also maintaining a resident friendly culture.

# goal 5 A community that values diversity and access to opportunity

Foster a community in Tukwila that supports economic opportunity, prosperity, and resiliency.

## *Strategy 5A:* **Promote business diversity by signaling public sector support**

**Action 5A.1** Provide targeted support, asset development, and promotion to those businesses with least access.

**Action 5A.2** Highlight and promote businesses owned by those with least access including people of color, immigrants, and refugees.

## *Strategy 5B:* **Provide crucial technical support and regulatory relief where feasible for small businesses owned by those with least access including people of color, immigrants, and refugees**

**Action 5B.1** Connect businesses owned by those with least access including people of color, immigrants, and refugees to available grants and low cost loan programs.

**Action 5B.2** Evaluate Tukwila's business license fee, business and occupations tax, development impact fees and consider other revenue sources such as a transportation benefit district to determine if the taxes and fees can be simplified and improved.

*Strategy 5C:* **Seek to understand the dynamics, needs, and relationships within communities with least access including people of color, immigrants, and refugees.**

**Action 5C.1**

Identify resources and support to continue to cultivate ethnic shopping districts, including cuisine, and pursue recognition as a world-class street food destination.

**Action 5C.2**

Identify culturally relevant business service needs among small businesses owned by those with least access including people of color, immigrants, and refugees.

**Action 5C.3**

Build trust and relationships with the business, social, and faith communities to better understand economic gaps and resource constraints faced by those with least access including people of color, immigrants, and refugees.



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