



City of Tukwila Strategic Plan 2012 Recommended Changes

GOAL ONE A Community of Inviting Neighborhoods & Vibrant Business Districts

- A. Cultivate community ownership of shared spaces.
 - 1. Expand the system of incentives, tools, and supports that encourage investment in and maintenance of private and public spaces. Improve enforcement of the City's regulations.
 - 2. Ensure City-owned properties meet the community's desired look and feel. Encourage partners to maintain their properties to similar standards.
 - 3. Explore ways to use public art to beautify and enrich the community.
 - 4. Reduce commercial activity that is not compatible with residential neighborhoods as opportunities arise.
- B. Build a broad and collaborative approach to preventing crime and increasing the sense of safety.
 - 1. Engage all City departments in reducing crime.
 - 2. Use environmental design principles to improve public safety.
 - 3. Engage businesses and residents in preventing crime and preparing for emergencies.
 - Over time, broaden the focus of this engagement to other community-building efforts.
 - Explore opportunities to engage visitors in crime prevention and crime reporting.
 - Improve relationships between the City and immigrant communities around public safety.
 - 4. Partner with social service organizations and explore regional solutions to prevent crime.
 - Review case data to identify frequent violators and coordinate with service providers to resolve issues.
- C. Focus City planning and investments on creating a connected, dynamic urban environment.
 - 1. Prioritize changes that promote public safety, encourage the active use of space, and facilitate foot and bike access.

- Make smart investments to support the desired environment, including sidewalk, trail, street, and lighting improvements to support biking and walking as funding and other factors allow.
 - Identify appropriate parks to be made safer for all users by reducing vegetation to improve visibility, allowing other parks to have more native landscaping.
 - Advance implementation of the City Walk & Roll Plan.
2. Explore creative ways to increase transit, foot, and bicycle access to community amenities, stores, and jobs.
 3. Work with the community to identify desirable retail opportunities in residential neighborhoods.
- D. Use City efforts and investments to realize established visions for specific sub-areas.
1. Implement the community-led vision for the Tukwila International Boulevard neighborhood.
 2. Work with businesses to finalize and implement the City’s Southcenter Plan.
 3. Continue to support the development of Tukwila South.
 4. Tailor land use codes for the specific circumstances of individual subdistricts rather than applying one set of codes citywide.
 5. Identify public and private infrastructure investments that will be needed to support the long-term vision for specific areas of the City.
 - Use multi-department teams in long-term planning efforts to establish shared goals and target City investments in catalytic projects.
- E. Build and maintain public infrastructure that supports a healthy and attractive built and natural environment.
1. Ensure that all neighborhoods and business districts have the necessary utilities, roads, bridges, sidewalks, and other infrastructure to thrive.
 2. Ensure that all public infrastructure in the City supports a healthy and attractive natural environment.

GOAL TWO A Solid Foundation for All Tukwila Residents

- A. Partner with organizations that help meet the basic needs of all residents.
1. Continue to advocate for vulnerable populations and increase understanding of the challenges they face.
 2. Actively collaborate with service providers supporting basic needs, including housing, food, health care, education, employment and job readiness.
 3. Be a regional leader in efforts to increase housing security and meeting the needs of a dynamic community.
 - Explore opportunities for supporting cooperative and alternative housing for transitioning and recent refugees.

- B. Strive for excellent education, vocational supports, and personal growth opportunities through effective partnerships and City services.
 - 1. Strengthen the City's partnership with schools to identify and pursue shared goals.
 - Seek opportunities to support educational and vocational goals of individuals who have “aged out” of the traditional school system.
 - 2. Facilitate connections between educators, service providers, and businesses to link residents with job training and employment opportunities.
 - 3. Improve access to parks and recreation programming to serve a broader range of Tukwila's residents.
 - Engage community members in identifying unmet needs and interests.
 - Explore opportunities to increase easy access to the Tukwila Community Center (TCC) and bring programming out of the TCC, into the community.
- C. Encourage maintenance, improvements, and diversity in the City's housing stock.
 - 1. Engage communities in determining the desired look and feel for new housing units in established neighborhoods.
 - 2. Promote the availability of quality housing options at all price points to support social diversity and ensure families and individuals can remain in Tukwila as life circumstances change.
 - Explore opportunities to provide more assisted-living options for seniors that are neither low-income nor in-home care.
- D. Work to eliminate systemic barriers and provide equitable access to opportunities and services as outlined in the City's Equity Policy.

GOAL THREE A Diverse & Regionally Competitive Economy

- A. Embrace the City's economic potential and strengthen the City's role as a regional business and employment center.
 - 1. Establish and implement an economic development strategy that identifies ambitious goals and leverages the efforts of all City departments to strengthen the City's economy.
 - 2. Employ a business-friendly approach to regulation while protecting the long-term interest of neighborhoods and businesses districts.
 - 3. Strengthen the City's image as an economic hub, promoting Tukwila's businesses and the City as a good place to do business.
 - 4. Promote understanding of the interdependencies and mutual interests among Tukwila residents, Tukwila businesses, and the City of Tukwila.
- B. Strengthen the City's engagement and partnership with the business community.
 - 1. Improve the City's ability to have two-way communication with Tukwila businesses.

2. Cultivate business participation in strengthening and promoting the Tukwila community.
- C. Encourage development, maintenance, improvements, and diversity in the City's stock of business space.
 1. Promote the availability of quality business space options at all price points to support business diversity and ensure that businesses of all sizes can and want to remain in Tukwila.

GOAL FOUR A High-Performing & Effective Organization

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

1. Promote shared staff and community understanding of the City's fiscal position. Share information about significant revenue and cost factors, as well as the rationale for decision-making.
2. Focus City expenditures on community priorities and maximize efficiencies in service delivery.
 - Evaluate City services and service delivery models relative to the City's Mission, Strategic Plan, fiscal outlook, and ongoing input from the community.
 - Establish policies and processes to adopt technology that improves City services and makes them more efficient.
 - Explore opportunities for regional partnerships and regional service delivery models that are fiscally beneficial to the City and in line with community values.
 - Encourage future development in locations where existing infrastructure can absorb the growth.
3. Increase City revenues to support quality services for the whole community.
 - Aggressively pursue opportunities to grow the City's business tax base through economic development.
 - Explore options to increase revenues for the provision of City services or facilities for the benefit of our residents, businesses, and visitors through mechanisms that are fair and appropriate.

GOAL FIVE A Positive Community Identity & Image

- A. Improve the City's ability to build trust and work with all members of the Tukwila community.
 1. Broaden the City's toolkit to include new technology and formats that enable two-way communication and improve business processes.
 2. Strengthen the City's ability to engage with communities that do not participate in traditional formats.
 - Adopt engagement strategies that bring City staff and decision makers out into the communities they serve to engage in meaningful dialogue.
 - Cultivate meaningful, long-term relationships with members of the City's communities.
 - Expand the linguistic and cultural competencies of City staff through training and hiring.
 3. Cultivate participation by Tukwila's many communities in the City's decision-making processes.
- B. Facilitate connections among Tukwila's communities.
 1. Build connections among the many communities that make up the broader Tukwila community.

2. Improve broad understanding and appreciation of all of the City's cultures.
- C. Promote a positive identity and image of Tukwila.
1. Take a proactive role in generating positive media coverage of the community.
 - Promote the City's amenities, cultural dynamism, and geographic location.
 - Shift negative perceptions about crime in Tukwila.
 2. Implement a long-term, scalable community branding effort.
 - Establish common themes that promote Tukwila's many positive attributes.
 - Expand community markers at City boundaries and at key points throughout the community, establishing a clear community signature.
 - Use public art that is representative of the City's diverse communities in the branding effort.
 3. Promote Tukwila's international diversity as a strength and draw for regional visitors.
 - Support neighborhood businesses in reaching new markets through improved facades, way-finding banners, and common promotions.
 - Explore opportunities for establishing a neighborhood business district organization to provide ongoing support for small businesses operating within a defined geographic area.
 - Explore opportunities to establish a shopping and dining destination, similar to Seattle's Pike Place Market or International District.