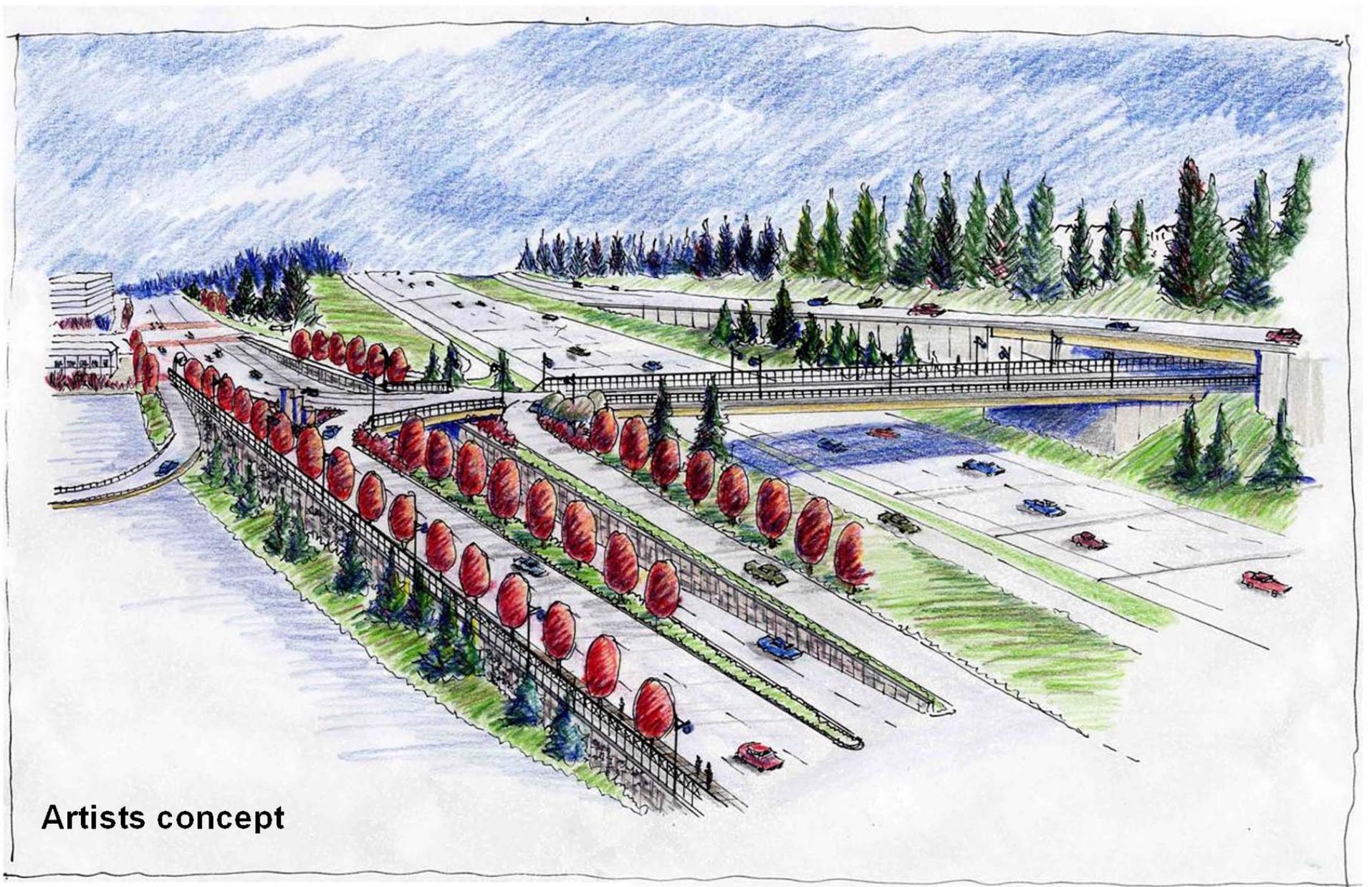


Figure 1: Vicinity Map



Artists concept

Figure 2: Artist's Concept

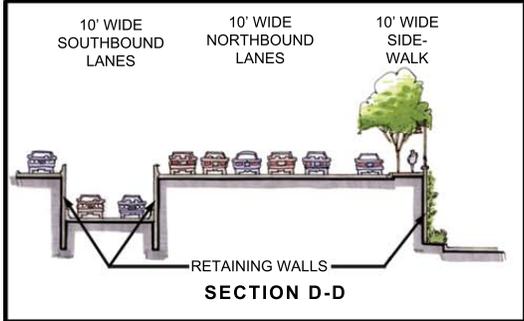
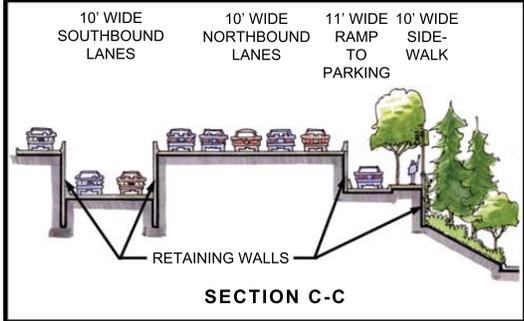
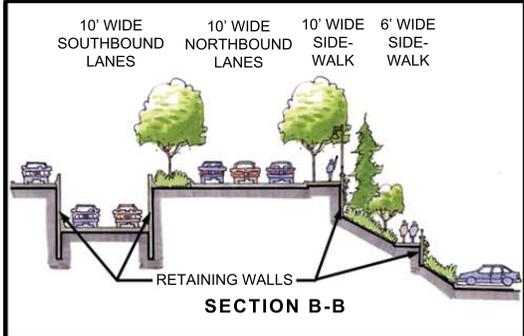
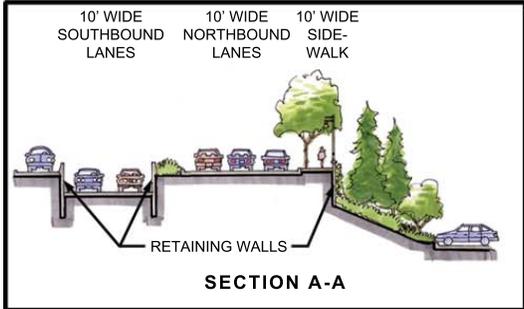
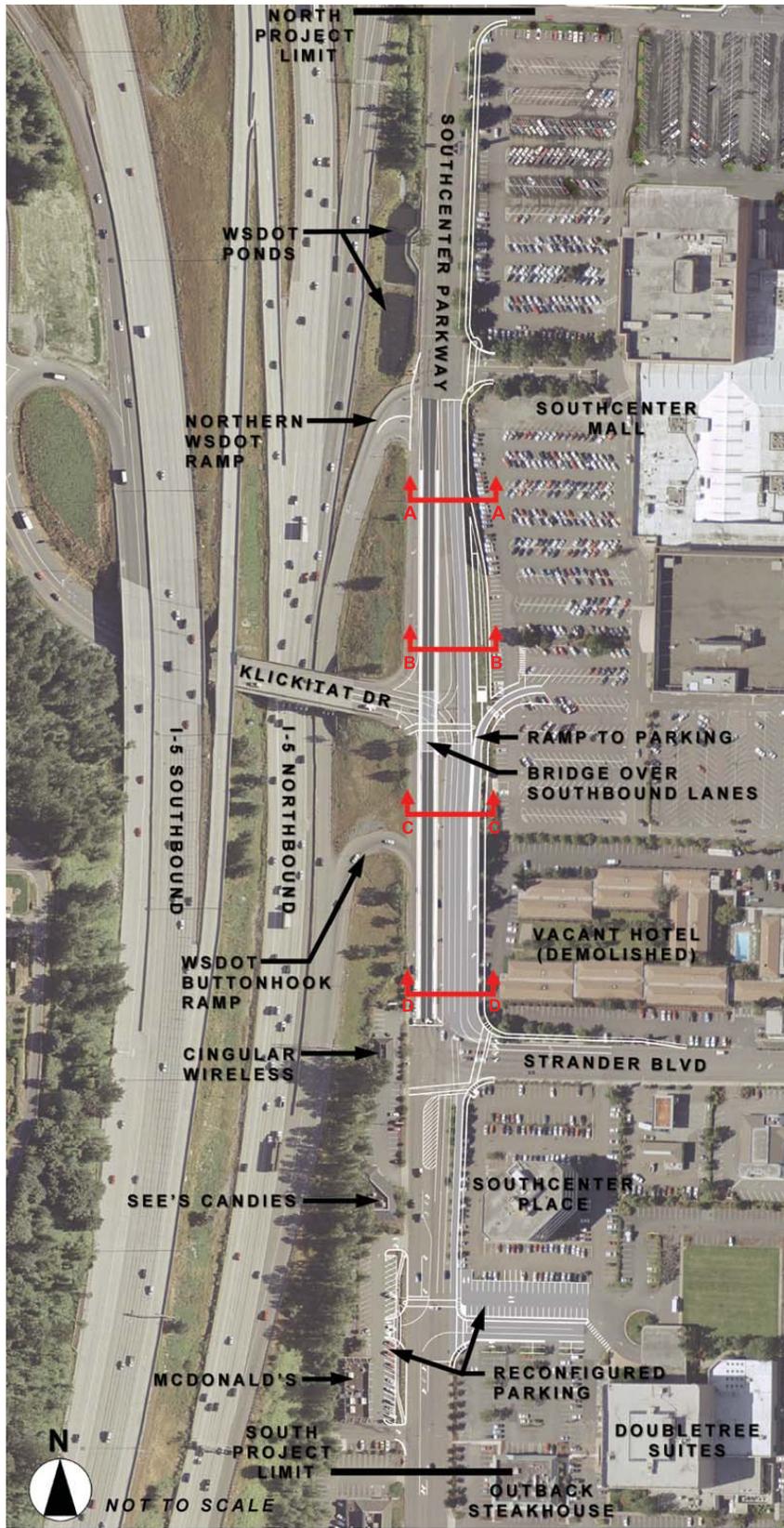


Figure 3: Project Cross-Sections

Tukwila Urban Center Access Improvement Project
2006 STP CMAP Regional Application

Community Image

Goal 1.3: Identifiable boundaries for Tukwila so that residents, workers, and visitors know they are entering the City.

Policy 1.3.1: Develop a set of distinctive physical features or gateways to be located at freeway off-ramps and at City limit lines where they cross major arterial streets; use graphics, orientation, maps. Informational signage, lighting, specimen trees, plantings with seasonal color, artwork, monument forms, or combinations thereof.

Goal 1.7: Commercial districts that are visually attractive and add value to the community, are visitor and pedestrian friendly, are designed with pride and constructed with quality workmanship, are secure and safe with adequate lighting and convenient access, are uncongested with smooth-flowing traffic patterns, are well-maintained with adequate streetscape landscaping, and are wholesome and in harmony with adjacent uses.

Tukwila Urban Center

Vision Statement. The existing Tukwila Urban Center is an economically vibrant, motor-vehicle oriented area. It owes much of its success to a high level of regional accessibility and efficient local access roads, and a lack of competition within the region, as well as the 30+ year vision and vigor of its development community

Goal 1.9: An economically strong Tukwila Urban Center, with a distinct image and character, of bold architectural form that provides for an intensive mixture of uses along with access to transit, public amenities, and civic facilities.

Policy 1.9.1: The Tukwila Urban Center shall be developed as a high-intensity retail, commercial or light industrial area of regional significance....

Goal 10.2: Urban Development. Encourage and allow a central focus for the Tukwila Urban Center, with natural and built environments that are attractive, functional, and distinctive, and supports a range of mixed uses promoting business, shopping, recreation, entertainment, and resident opportunities.

Policy 10.2.2: Streets, Streetscape, and Pedestrian Environment. Create a street network that reflects the demand and need for motor vehicles, transit, pedestrians, and bicyclists; provides a safe, convenient, attractive, and comfortable pedestrian and bicycling environment that eliminates potential conflicts and promotes safety for all modes of travel; and reinforces the different functions of streets by creating distinct identities for major rights-of-way.

Goal 10.3: Transportation and Circulation A balanced transportation network that compliments the Tukwila Urban Center land use and design policies and provides access for all transportation modes to, from, and within the center.

Economic Development

Goal 2.1 Continuing enhancement of the community's economic well-being.

Policy 2.1.4: Budget for public infrastructure (for example, roads, sewers, curbs, lighting, parks, open space). Use some capital improvement funds to encourage in-fill, land

Figure 4 – Comprehensive Plan References

assembly, redevelopment, and land conversion for family-wage jobs, but only if concurrent with substantial private actions.

2.1.5: Act in partnership with the private sector to fund infrastructure as part of a sub-area plan to encourage redevelopment and as an inducement to convert outdated and underutilized land and buildings to high-valued and/or appropriate land uses.

Transportation Element

Goal 13.1: Safe and efficient movement of people and goods to, from, within and through Tukwila.

Goal 13.2: Expansion of the existing public street network into a hierarchy of street designs that serve pedestrian and vehicle safety, traffic movement, and adjacent land uses.

Goal 13.3: Traffic levels-of-service that provide safe and efficient movement of people, bikes, cars and buses and incorporate evolving land use and traffic patterns.

Policy 13.3.1: In general, Level of Service Standards shall vary by differing levels of development patterns, desired character of streets, and growth management objective. The Tukwila Urban Center corridor average is not to exceed LOS E.

Policy 13.3.3: Maintain adopted LOS standards in planning, development, and improvement decisions.

Policy 13.3.4: Provide capacity improvements or trip reduction measures so that the LOS standard is not exceeded.

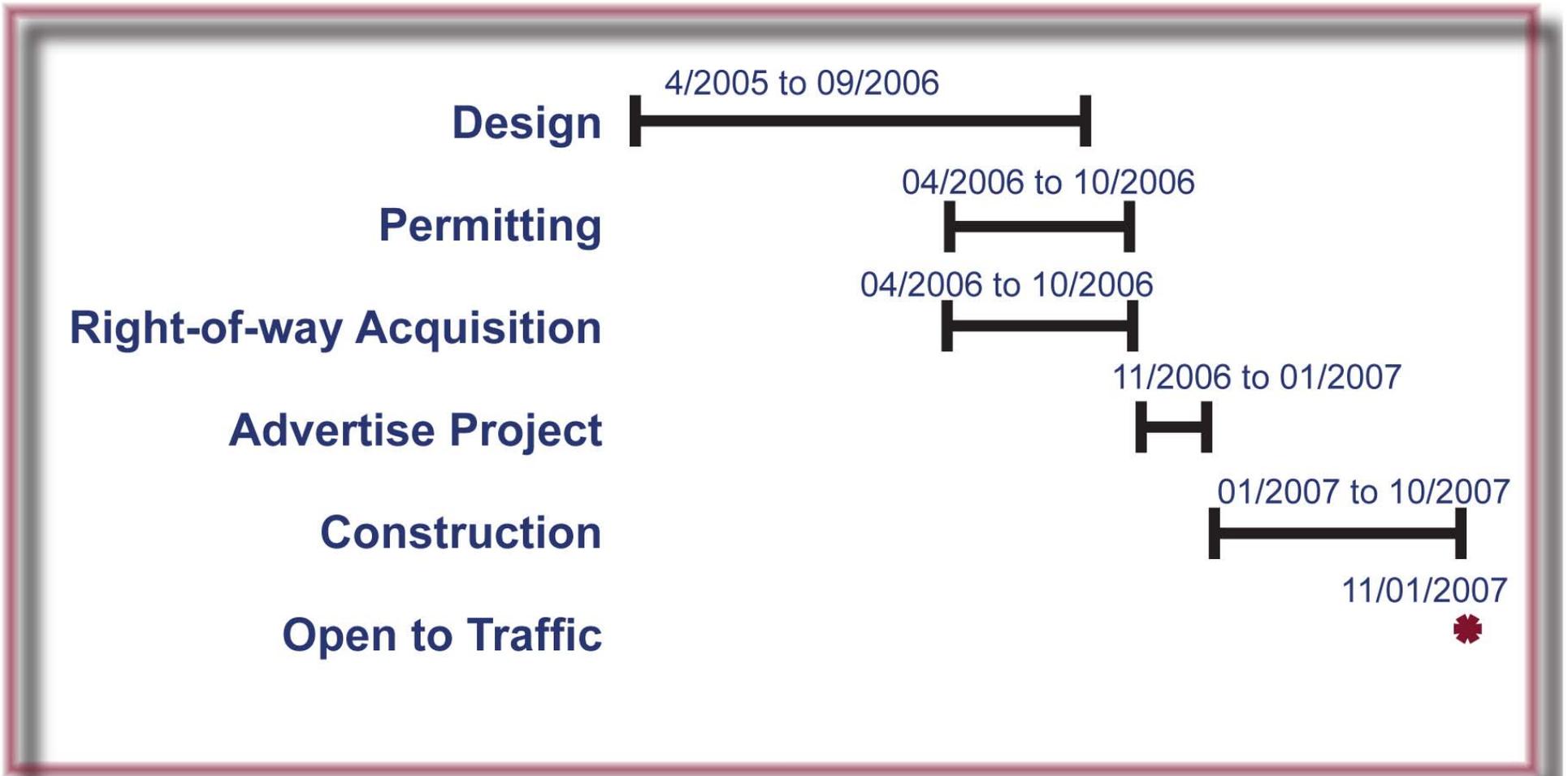


Figure 5: Schedule

Funding by Source

Source	Secured	Reasonably Secured	Unsecured	Total
City	\$520,500	\$710,996		\$1,231,496
Private	\$1,792,736	\$700,000		\$2,492,736
LID			\$2,000,000	\$2,000,000
WSDOT	\$250,000		\$200,000	\$450,000
Federal Grants (Sect. 117, HPP)	\$1,856,510	\$1,308,873		\$3,165,383
STP Regional			\$3,000,000	\$3,000,000
STP Countywide			\$3,000,000	\$3,000,000
TIB			\$5,000,000	\$5,000,000
Total	\$4,419,746	\$2,719,869	\$13,200,000	\$20,339,615

Figure 6: Funding



Figure 7: Mixed Use Development

Tukwila Strategic Economic Development Task Force

Action Program

Introduction

The City of Tukwila, Washington, always a crossroad city by virtue of its location, is now reaching a double crossroad in its development. Tukwila faces strategic decisions arising from (1) explosive socioeconomic changes and (2) demands for Tukwila's conformity to regional plans.

New technologies, new attitudes, and new regional political alignments and agencies are forcing Tukwila to respond. We can submit to global and regional forces in the belief that they are unstoppable. Or we can mobilize our assets to capture those forces and maximize their benefits for the betterment of the overall community.

The stakes are substantial. Tukwila's prosperity, centrality, livability, civility, vitality, and personality will be enhanced or eroded as we respond to the new forces accosting us.

Understanding the moment, the Mayor of Tukwila convened a Tukwila Strategic Economic Development Task Force in September 2000. The Task Force held a series of discussions from September through November. Although asked to make proposals for a strategy of economic development, the Task Force came to a consensus that "economic" development is critically dependent on the continued development of educational, political, cultural, and social aspects of the quality of life in our community. We thus agreed to generalize our concerns. Development over-all, or what we shall call "community development", is thus the subject of this Action Program, in which we make recommendations to the City Council, City Administration, commercial and nonprofit organizations, and individuals living and working in the City of Tukwila.

Fundamental recommendation

We recommend that Tukwila, through public and private action within and beyond the city, adopt and implement a new community development strategy, thereby designing its own future and becoming a respected, renowned, and preferred city in which to invest, live, work, and play.

The status quo

Let us preface our specific recommendations by taking stock. With respect to its development potential, where is Tukwila now?

The advantages

Tukwila is a city with many impressive advantages:

1. Tukwila has a pivotal location within one of the most dynamic regions in the world.
2. Tukwila has within its borders a major commercial airport (Boeing Field) and is within 10 minutes' driving time to both a regional airport (Renton Airport) and this State's major international airport (SeaTac Airport).

3. Tukwila has a thriving multi-sector commercial economy.
4. Tukwila is a major regional retail destination.
5. Tukwila has an abundant supply of lodging and food-service facilities for visitors.
6. Massive telecommunication channels are being routed through Tukwila.
7. Two different electric utilities serve Tukwila, enhancing its bargaining position as power becomes less regulated.
8. Tukwila has a large, officially recognized Urban Center with great development potential, and an established industrial corridor poised for redevelopment.
9. Tukwila has large, well-identified areas suitable for a wide range of residential, recreational, retail, office, industrial, manufacturing, transportation-intensive, and telecommunication-intensive uses.
10. Tukwila has a well-equipped and gracefully designed Community Center and an array of appealing parks and trails.
11. Tukwila's Museum of Flight, the largest air and space museum on the West Coast, offers incomparable educational opportunities and elegant meeting facilities.
12. Tukwila has learned how to respect diverse ways of life by absorbing and assisting migrants from many countries and cultivating an active sister-cities program.
13. Tukwila has a heritage of bold development initiatives, such as the Southcenter Shopping Center, the Crime-Free Multi-Housing Program, and the revitalization of Tukwila International Boulevard.
14. Tukwila has a local government committed to assertive development, zealous protection of the city's interests, meaningful civic participation, and reasonable, common-sense regulation.
15. Tukwila has the good will of nearby academic institutions.
16. Tukwila has modern and well-maintained school facilities with talented and dedicated teaching professionals.
17. Tukwila has a body of public-spirited entrepreneurs and executives.
18. Tukwila has a thriving and growing cadre of neighborhood activists and public-service volunteers.
19. Having found the hard way that regional, state, and federal decisionmakers cannot be relied on to accord spontaneous respect to Tukwila's legitimate interests, Tukwila has shed its complacency and learned how to become a determined and vigilant advocate for its interests.
20. Tukwila, now reaping the financial rewards of its past investments in growth, has assets and income that empower it to formulate and implement far-reaching strategic responses to today's technological and aspirational revolutions.

The weaknesses

Notwithstanding its advantages, Tukwila also has weaknesses that will complicate its development efforts. In particular:

1. Tukwila's Urban Center lacks many attributes that could make it a more attractive destination,

including developmental density, mixed commercial/residential uses, abundant telecommunication connectivity, rapid transit, pedestrian amenities, facilities for exhibitions, and high-end artistic and food-service establishments.

2. Tukwila's largely nonresidential character impairs its political influence at the county, regional, state, and federal levels by making it difficult to mobilize Tukwila-oriented voters.
3. Tukwila's small residential population also exposes it to the risk of catastrophic revenue loss in the event of a transformation of the state's main tax base from sales to income or other population-based formulas.
4. Tukwila faces challenges in satisfying its obligations under regional growth-management legislation with respect to attracting sufficient housing units.
5. Tukwila's small stock of high-quality, attractively priced housing in fully featured neighborhoods limits the appeal of working in Tukwila, and this in turn tends to dissuade entities from locating in Tukwila, particularly in an era when work is increasingly portable and employees' wishes are increasingly difficult to ignore.
6. Tukwila has a small supply of surplus road capacity, school capacity, affordable housing, and other infrastructure elements required for growth.
7. Most of Tukwila's improvable land has already been built on, so most new construction will incur the costs of demolition, shortened facility life, side-effects on adjacent uses, and one-at-a-time development.
8. The supply of water, sewer lines, gas, and electric power may need to be augmented in order to allow major growth.
9. Public transportation facilities do a poor job of tying the major population and work centers and the community institutions of Tukwila together, particularly outside of business hours.
10. The Tukwila schools' scholastic achievements have not become demonstrably outstanding, and Tukwila has no center of post-secondary education.
11. Tukwila's nongovernmental public-interest sector is relatively disorganized and diffuse, leaving Tukwila largely without its own periodical and broadcast media, voluntary associations, and charities.
12. In the region where Tukwila is located, persons with high qualifications for technically demanding employment are relatively underrepresented.
13. Tukwila is poorly known in the world and, to the extent that it is known, has an undeservedly negative reputation, due in large part to the history of crime in areas only recently annexed into the City.

The next Tukwila

The Task Force has discussed several approaches to dealing with the advantages and weaknesses summarized above. We have developed a consensus. It supports a bold reform in the city's development goals. We believe that this is an auspicious time for risk-acceptant, entrepreneurial decisions about the kind of city Tukwila wants to be. We also believe that Tukwila's assets are not guaranteed, and inactivity could easily doom Tukwila to a decline in prosperity and stature. We advocate goals that will leverage Tukwila's advantages while honestly recognizing and overcoming its weaknesses.

Our vision of Tukwila's next major phase of development is expressed as nine tightly interrelated goals:

Goal 1: Consolidating a real, recognizable, and functional urban center.

The Tukwila Urban Center contains about 30 million square feet of land developed to only a small fraction of its potential capacity and, except for hotels, residentially barren. We envision a Tukwila Urban Center that continues to have a prominent retail component, anchored by Southcenter Shopping Center, but also has areas of dense occupancy, significant residential and integrated residential-commercial uses, rapid inter-urban transit, rich power and telecommunication infrastructures, pedestrian-friendly traffic control and zoning, performance-based parking requirements, child-care facilities, physical-fitness facilities, elegant venues of night life, grocery stores, and facilities for public meetings and performing arts.

Goal 2: Becoming a residential paradise of amenities, efficiencies, and choices.

Tukwila has a varied but somewhat problematic housing stock. With about 15,000 residents, it is much too small to accommodate a population commensurate with Tukwila's workforce, which is about triple that size. Much of Tukwila's housing is dilapidated and transitorily occupied. Government agencies have identified nine "neighborhoods", but most aren't notably self-conscious, organized, or active. Homogeneous expanses of houses have poor access to local shopping, culture, and recreation. Housing for special-needs groups is scarce. We want to see housing in Tukwila grow larger, better, more diverse, more stable, more owner-occupied, more affordable, easier to find, more vigorously supported by neighborhood organizations, and more endowed with proximate amenities. We want Tukwila to be recognized as a champion, rather than accused as a laggard, in growth-management performance. New housing technologies, such as manufactured housing, and innovative residential models, such as co-housing and residential-commercial coexistence, could contribute to the development of Tukwila's residential life. Living *and* working in Tukwila should become much more feasible and common than it is today.

Goal 3: Making education superb, ubiquitous, and continual.

Tukwila's schools are well equipped and staffed, but by common measures, such as the Washington Assessment of Student Learning, their average student performance is substandard and below that of almost every other community in the region (presumably because of the unusually high proportion of at-risk students and transitory families in the district). A few post-secondary institutions have a satellite presence in Tukwila and several others are near, but Tukwila otherwise has no post-secondary or nontraditional centers of educational excellence. Tukwila therefore cannot compete well for upwardly mobile residential families or businesses that seek well-educated work forces. Our aspiration for education in Tukwila is two-fold. First, when people ask whether their children can get a first-class education in Tukwila's schools, we want Tukwila to be able to answer "yes", supported by objective evidence. Second, we believe that Tukwila should aim to be a continually and ubiquitously educated community, relying on schools for only part of its educational infrastructure and treating the city's youth as only one of the target populations. We envision a Tukwila rich in workplace training, consumer education in retail establishments, branch and mobile libraries, study groups, tutoring programs, self-teaching, commercial and nonprofit courses, education while commuting, historical and technological public signage, and a continually learning government.

Goal 4: Getting intra- and inter-connected.

Tukwila's benefits from a focal position in the Puget Sound transportation network are threatened by congested traffic, injurious light-rail proposals, and the substitution of distance-insensitive communication technologies for physical travel. Tukwila's annexations have also made it a significantly divided city. We advocate a new commitment to Tukwila's connectivity and a new concept of what connectivity is, embracing transportation, communication, power, and other utilities.

- ✓ Tukwila would have a transportation network connecting population and commercial concentrations (including the Urban Center) and public facilities (including the Community Center) with each other and with others in the region by rapid and other public transit, as well as highways. It would offer pervasive transportation alternatives, including practical and economical means of mobility for children, frail residents, transit commuters, tourists, and others who are carless in Tukwila. Mobility technologies might include shuttles, shared cars and bicycles, single-passenger cars, flexible-route buses, taxicab contracting, monorails, river transportation, and/or intelligent vehicles. Parking facilities would adapt to new transportation conditions.
- ✓ Tukwila would pursue an aggressively growth-oriented utility policy, promoting the availability of electricity, natural gas, water, and sewer facilities ahead of the need.
- ✓ Tukwila would complete an infrastructure of conduits, towers, and roof-top antenna sites on which a rich and rapidly expandable network of copper, fiberoptic, and wireless links would be built. These facilities would make dispersed siting and telecommuting practical. More ambitiously, we envision Tukwila taking action to become the first city on Earth to guarantee Gigabit Ethernet availability at every address in the city and in every classroom of every school, as well as at Internet kiosks in public places.

Goal 5: Continuing the redesign of local governance to make it innovative, experimental, pragmatic, and adaptive to social and technological change.

Tukwila's government prides itself in its accessibility, flexibility, and leanness. But modern information technologies, drastic increases in private-sector planning speeds, and the adoption of just-in-time commercial practices are creating growing expectations of governmental nimbleness, adaptability, and expertise. The Tukwila government has begun to make information publicly available and to send and receive mail via the Internet. This is only a beginning. We are convinced that in time all ordinary government actions and records will be accessible via the Internet and most routine transactions between governments and their constituents will be conducted via the Internet. We want Tukwila to be among the early implementers of this highly efficient and responsive approach. Under it, all applications for licenses, permits, and other approvals would be submittable via Web forms. Applications could be routed to affected departments instantaneously and answered by short guaranteed deadlines. Applications could be prescreened automatically, returned immediately for corrections if defective, and, in simple cases, even approved automatically. We further recommend a fundamental principle of policy flexibility and experimentation, allowing expedited and inexpensive variances in return for impact monitoring, reporting, and adjustment. The traditional culture of rule obedience should be transformed into a culture of impact analysis and benefit enhancement while maintaining appropriate accountability. The government would, accordingly, give its staff abundant opportunities for continuing skill development and participation in the redesign of their own agencies. These reforms would reflect the modern appreciation of learning as a basic feature of the regulatory process.

Goal 6: Making it a delight to start a business in Tukwila.

Except for Tukwila's largest business (the Boeing Company), whose staff and property value are about 20% of those of Tukwila in the aggregate, Tukwila's businesses, about 2,000 in number, are small enough to create little market dominance or risk. In an era of massive business restructuring and "shakeouts", Tukwila's business prosperity depends on its ability to continually attract new businesses, including small businesses, professionals, and nonprofit organizations. They are often willing to consider numerous locales within our metropolitan area as candidates for siting. They would often choose Tukwila if Tukwila were the place where they could most easily overcome the obstacles to establishing themselves in business. We want Tukwila to become precisely that. In such a city, a

prospective business would rarely need to search, wander, and wait for basic answers and solutions. It would be asked, in a coordinated screening, about its needs and plans. Relevant answers would be routed to multiple pertinent Tukwila entities for contact. The business would also be offered a mentor/guide/advocate, who might have been recruited from the already established Tukwila business community. These support services could assist new businesses in their location decisions; in finding space, connectivity, financing, employees, and vendors; in meeting tax and other regulatory requirements; and in planning business strategies. Existing business-advisory organizations, such as SCORE, could be mobilized to help new businesses at Tukwila counseling locations. Incentives for micro-businesses, such as micro-credit programs and reduced-fee first-time business licenses, could be introduced.

Goal 7: Organizing Tukwila's nongovernmental sectors.

The quality of life in the next Tukwila will depend crucially on its "civil society", its organized non-governmental sector. Today, even Tukwila's dynamic volunteer program is largely government-sponsored. We want the civil sector to grow much more visible and influential. Tukwila deserves Tukwila-specific news and community-affairs media, including newspapers, low-power radio stations, and cable television stations, with public-access components. Tukwila activists should be able to join associations related to business, public affairs, the Urban Center, neighborhoods, charitable causes, fraternal movements, hobbies, recreation, and arts. These could include a community foundation, exchanges for the local re-use of surplus resources, and educational and mentoring programs. Places for associations to meet face-to-face and virtually should exist at the Community Center, in the Urban Center, on Tukwila International Boulevard, and in other concentrations. The "tukwila.org" Internet domain could be equipped with community-forum software so it could host the discussions and collaborations of Tukwila organizations.

Goal 8: Making Tukwila safer and healthier.

The Pacific Highway Revitalization Plan and the Crime-Free Multifamily Housing Program have been very effective crime fighters and have acted to remedy conditions inherited in the past decade's annexations. Tukwila also implements higher standards of fire prevention than do many other cities. But reputations die hard, so Tukwila will be recognized as a safe place to live, work, and visit only if it can demonstrate that it is exceptionally safe. Safety, like connectivity, can be conceptualized in various ways, and we advocate an expansive view. Reaching far beyond good policing, a safety-development program would include continued improvements in crime prevention, community policing, neighborhood watch programs, automated surveillance, monitoring for the home-bound, accident prevention, pedestrian safety, bicycle safety, fire prevention, water-purity protection, air-pollution control, jobsite safety, school safety, waste reduction, emergency medical services, preventive health care, health education, first-aid training, nonviolent-conflict-resolution training, anger-management counseling, domestic-violence victim assistance, and safety education.

Goal 9: Promoting Tukwila's interests and reputation world-wide.

We applaud the City's efforts to lobby and bargain at all levels of government for policies that respect, rather than ignore, Tukwila's development plans. We recommend no relaxation in this advocacy. But we also believe that coalition building and regional leadership are roles that nobody has adequately played yet, and Tukwila can benefit more by playing those roles (and suffer more damage by not doing so) than most cities. We need allies; to get them, we must offer to ally with others. Therefore, we recommend a concerted effort by Tukwila to create and lead a consortium of Puget Sound cities and to become a permanent major participant in policymaking for our entire region. Tukwila also offers more than most people know, and the time has come to start telling the world what it can

find in Tukwila. Publicity about change will compel even more attention than will publicity about an appealing status quo. Goals 1 through 8, if achieved, would produce surprising quantitative and qualitative changes. Those changes would be the core of a completely unexpected story about a new Tukwila. We want the story to be told, and we want it to be undeniably real, so it should unfold along with the achievements it describes. Word of mouth, old media, and new media can all participate. Among the tools of a new public-relations effort could be a new or modified logo, a motto, and themes calling attention to Tukwila's success in meeting its development goals. These tools could help the world recognize Tukwila's dynamism, courage, thoughtfulness, innovation, and hospitality. Most importantly, they would help people everywhere understand the advantages they could enjoy by living, working, playing, and investing in Tukwila. Having launched our new, higher profile, we should thereafter practice permanent, proactive promotion.

How to get there: Action principles

We believe that the nine development goals outlined above are achievable. They appear difficult, but some goals, such as a federal budget surplus, are met more easily than anybody forecasts.

With rare exceptions, however, we believe that these goals won't achieve themselves; they will require concerted action.

We believe the following principles should guide the action in support of these goals:

1. We should respect and build on previous actions, modifying them as appropriate. Notable among these are *Tukwila Tomorrow* (the 1995 Comprehensive Plan), the 1997 *Pacific Highway Revitalization Plan*, the award-winning Multi-family Crime-Free Housing Program and Apartment Managers' Forum, Economic Development Enterprise Zones, Urban Renewal Districts, and the newly adopted Safety in Overnight Lodging Program.
2. As a city with a thinly developed civil sector, Tukwila will depend on its government to initiate and mobilize most of the actions in support of these goals, at least initially.
3. Notwithstanding its crucial initiating and supporting role, the city government cannot reasonably be the primary manager of a program that seeks, among other objectives, the reform of the ways in which that government does business.
4. These goals are intrinsically interdependent. (For example, a city can't be a "residential paradise" if its crime-rate is unacceptable.) An attempt to achieve the goals sequentially or only some of the goals would be ineffective. Thus, they should be pursued in parallel and understood as a unified program.
5. The parallel pursuit of all nine goals deserves the full-time attention of an experienced and dynamic professional, with staff support.
6. The pervasive and sustainable improvements that the program represents could not possibly be achieved by a single person or agency. The professional who directs the program should mobilize public and private organizations and resources, including the main government agencies whose missions and procedures would be transformed by this program.
7. In addition to its classic roles as collective decision-maker and rule enforcer, Tukwila's government should play a special role in the support of this program: the role of momentum manager. One of the main obstacles to achieving these goals is the inertial resistance of each private actor in the face of uncertainty about the actions of others, on whose actions the rationality of a contemplated action will depend. The government can break this inertia by helping mobilize joint commitments and expectations.

8. Federal, state, regional, and county governmental assistance in meeting Tukwila's development objectives has not always been reliable, adequate, or compatible with Tukwila's policies. When appropriate, Tukwila should seek to assume management of, and discretion over, functions that impact this program.
9. The internal diversity of Tukwila should be respected and leveraged. The temptation to treat articulate persons as representatives of all neighborhoods, business types, age groups, etc. should be resisted.
10. The program's purpose should be properly understood as the enrichment of Tukwila as a community. Therefore, the program should be described with appropriate comprehensiveness. It pursues not purely "economic" development.
11. This program addresses urgent needs. It should start, move aggressively through a set of defined and time-specific partial objectives, reach its conclusion, and end. Its implementers should be held accountable for achieving its objectives and helped or replaced if necessary.

Conclusion

The Tukwila Strategic Economic Development Task Force is honored to have been invited by the Mayor to share its ideas with one another and with city officials. Each of us has learned much from the encounter. This *Action Program* is a truly collective product, reflecting a consensus which required few compromises.

As individual businesspeople and professionals, we anticipate significant benefits from the next Tukwila that our proposal envisions. We are willing to invest our share, and in some cases probably more than our share, of time and money in this program. Most of us have "pet" concerns within it and would be happy to volunteer to work on them. Some of us would, if asked, agree to serve on appropriate committees. We believe, however, that it would be wise to look beyond our membership when populating the Board, since this program's success will depend on a wide and growing cadre of participating stakeholders.

We look forward to rolling up our sleeves and helping to design, achieve, and enjoy the next Tukwila.