



Planning and Economic Development Committee Agenda

October 4, 2018
5:30 p.m.
SeaTac City Hall
Riverton Room

1st Floor

Councilmembers:
Rick Forschler, Chair
Peter Kwon

A quorum of the Council may be present.

Staff Coordinator: Steve Pilcher, CED Director

ITEM	TOPIC	PROCESS	WHO	TIME
1	Call to Order		Chair	
2	Public Comment	Please raise your hand if you'd like to speak. Public comments are limited to 10 minutes total and three minutes per individual speaker. Time may be reduced for each speaker to stay within the 10-minute time limit.	Chair	10
3	Minutes of 9/6/18, 9/20/18 meetings	Review & approve	All	1
4	Fiber Optics & Capacity Analysis	Discussion	Tim Ramsaur	15
5	Foreign Trade Zones	Discussion	Staff	30
6	Economic Master Plan	Discussion	Steve Pilcher	30
7	Future Topics	Discussion	All	4
8	Adjourn			



Planning and Economic Development Committee Minutes

DRAFT

Thursday, September 6, 2018

5:30 PM

SeaTac City Hall – Riverton Room

Members:	Present:	Absent:	Commence: 5:37 P.M. Adjourn: 7:21 P.M.
Rick Forschler, Chair	X		
Peter Kwon	X		
Mike Siefkes		X	

Other Councilmembers: Clyde Hill

Staff Present: Steve Pilcher, CED Director; Mark Johnsen, Senior Assistant City Attorney; Tim Ramsaur, Senior Management Analyst; Aleksandr Yeremeyev, Economic Development Strategist; Kate Kaehny, Senior Planner

1. Public Comment	Earl Gipson commented that the SoundSide Alliance appears to be a redundant organization to others that already exist.
2. Minutes of 8/2/18 meeting	Moved and seconded to approve. Approved 2-0.
3. Fiber Optics & Capacity Analysis	<u> X </u> Direction

	<p>Senior Management Analyst Tim Ramsaur noted this study was approved in the 2017-18 budget. Staff is inventorying what resources currently exist within the city.</p> <p>The Fiber Broadband Association has identified a list of interests that municipalities should have.</p> <p>Mr. Ramsaur described the Ammon, Idaho approach: the city owned the fiber network, but was not a service provider. This provided more service at less cost to its citizens.</p> <p>Mr. Ramsaur explained the next steps for the project, which includes hiring a consultant to explore options for the City. He stated staff is seeking concurrence to proceed with the consultant selection process.</p> <p>The committee concurred that project should proceed as quickly as possible.</p>
<p>4. Soundside Alliance website review</p>	<p><u> X </u> Presentation/discussion</p> <p>Economic Development Strategist Aleksandr Yeremeyev reviewed the website’s features. He noted the new version of the website was just recently launched.</p> <p>SoundSide Alliance was formed to provide greater focus on the five cities that surround the airport, initially in relation to airport impacts. Its focus now is to cooperate on economic development as a region, in order to be better able to compete.</p> <p>The old website was overloaded with too many pages; the new version is streamlined and serves a “funneling” function to direct people to the proper contact in each city. Data is continuously updated.</p> <p>The committee discussed the pros and cons of aggregating data.</p>
<p>5. Multifamily Housing Design Standards</p>	<p><u> X </u> Direction</p> <p>Senior Planner Kate Kaehny noted this matter is scheduled for next Tuesday’s City Council meeting. She reminded the committee of what portions of the code had already been reviewed and then overviewed remaining issue areas.</p> <p><i>Recreation space:</i> The Planning Commission recommends reductions in the amount required from the current code. The revisions also provide for credit for decks/balconies and patios. A new section will allow for reductions in certain situations; this also adds flexibility to a developer. Also proposing to put a “cap” on the total amount of recreation space that will be required.</p>

	<p>Chair Forschler reported that Planning Commission Chair Tejvir Basra (a developer) finds these provisions to be acceptable.</p> <p>Landscaping & Building setbacks: The recommended code changes will allow reduced street frontage landscaping and greater front yard setbacks, plus also allow for combining of required front yard landscaping with building facade landscaping. The changes will also provide greater building lot coverage and lesser setbacks in medium density residential zones.</p> <p>Building design: some minor adjustments.</p> <p>The committee agreed to recommend approval to City Council.</p>
6. Future topics	<ul style="list-style-type: none">• SeaTac Center redevelopment• Annexation of land along Orillia Rd.• City branding
7. Adjourn	<p><i>The meeting adjourned at 7:21 p.m.</i></p>



Planning and Economic Development Committee Minutes

DRAFT

Thursday, September 20, 2018

6:00 PM

SeaTac City Hall – Council Chambers

Members:	Present:	Absent:	Commence:	6:05 P.M.
			Adjourn:	7:47 P.M.
Rick Forschler, Chair	X			
Peter Kwon	X			

Other Councilmembers: Deputy Mayor Erin Sitterley; Pam Fernald; Clyde Hill; Joel Wachtel

Staff Present: City Manager Joe Scorcio; City Attorney Mary Mirante Bartolo; Sr. Assistant City Attorney Mark Johnsen; Steve Pilcher, CED Director; Aleksandr Yeremeyev, Economic Development Strategist; Police Chief Carl Cole; Executive Assistant Lesa Ellis; Parks Director Lawrence Ellis

<p>1. Introductory comments and public comments</p>	<p>Chair Forschler explained he will call on people as time allows during the course of discussion.</p> <p>City Manager Joe Scorcio explained what is being discussed by the committee: the proposals to purchase and develop three City-owned properties. The Committee is reviewing responses to the proposals that were submitted by the deadline and is being asked to make a recommendation to full Council of whether to enter into negotiations with any of the parties who submitted a proposal. The City can only negotiate with one party at a time.</p> <p>Abshir Mohamed, SeaTac Market, stated that he wants to continue the immigrant businesses and not be displaced. They would like to partner with City, with a commitment of no displacement. He stated the International</p>
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	<p>Market would fulfill several policies of the City and take advantage of State funding. Further explained the nature of the SeaTac Community Coalition proposal.</p> <p>Anab Abid spoke as a representative of the Bakaro Mall and the Coalition. She explained what the various businesses do for the community: opportunities for women & minority owned businesses.</p> <p>Lynne Behar of LIHI spoke of the success as an affordable housing developer in the State. Affordable housing will serve people earning \$64K or less, which includes people working at the airport, schools, etc. LIHI has other successes in the area that are similar to what is being proposed for the two fire station sites.</p> <p>Aneelah Afzali urged the Council to negotiate with the community, including those most impacted. She stated the community is ready to negotiate for a way for the market and immigrant businesses to remain.</p>
<p>2. Fire Station 45 site</p>	<p><u>X</u> Recommendation</p> <p>City Manager Scorcio stated that the staff panel had reviewed the proposals as to how they matched the RFPs' requests for information. Staff did not rate the proposal on their merits. There were two proposals for this site, with the main difference being the degree of completeness of the two proposals. A primary question was to provide workforce development. Mr. Scorcio noted that the Josan proposal had some "zero" ratings due to lack of response. He reminded the Committee that the City Manager has responsibility to negotiate a contract per direction from Council.</p> <p>Sr. Assistant Attorney Mark Johnsen stated that this land would become taxable upon sale to private developer. Affordable housing may be taxable, depending upon affordability mix.</p> <p>Lynne Behar noted that future tenants are taxpayers and that this building, as proposed, would be paying property taxes.</p> <p>CM Kwon inquired about the status of the Sound Transit triangle next to the Angle Lake Station parking garage. Mr. Scorcio responded that their timeline remains unknown at this time.</p> <p>Chair Forschler stated that it's premature to begin discussions with any of the sites under consideration this evening. Transit stations are opportunity for getting travelers to the airport without using a car. He stated that TOD is different here than in other communities. Opportunity zones are now in SeaTac, but the federal government hasn't yet defined the rules. Foreign trade zones another issue worth exploring. This offers economic advantages for any</p>

	<p>City-owned properties. He would like to see proposals that do not destroy existing markets that already are found in these areas.</p> <p>CM Kwon stated he would like to see the Sound Transit property get on the market first, prior to City negotiating with any purchaser. City could purchase the site at low price if used for affordable housing.</p> <p>Chair Forschler raised the issue of lodging taxes. He cited Bellevue's development of Meydenbauer Center as a good example of how the City could grow and develop. He believes the City can get more lodging tax funds from the State.</p> <p>The Committee voted 2-0 to recommend Council not proceed further with potential sale of this property at this time.</p>
<p>3. SeaTac Center property</p>	<p><u> X </u> Recommendation</p> <p>Mr. Scorcio noted the City has received two proposals, one from the Inland Group and one from the SeaTac Community Coalition. He reviewed staff's rating of the proposals. He noted that the Coalition does not propose to purchase the entire property, which resulted in lower scoring than Inland. He also noted there were bonus points for incorporating the existing businesses.</p> <p>Aneelha Aflazi stated that the rating form is about completeness, not specifics. The Coalition doesn't understand why they only received 3 bonus points.</p> <p>Keith James with the Inland Group stated that the Station Area Plan supports their development concept. TOD need in SeaTac is similar to other cities. Their proposal is for a mix of affordable and market rate housing. Inland would consider working with the City on a phased sale of the property; however, that comes with challenges. Their proposals includes closing on the entire parcel.</p> <p>CM Wachtel stated that although the two groups could seek common ground, he favors selling the entire property. The City shouldn't be a landlord.</p> <p>Chair Forschler stated he would like to see a project that covers both FS 47 & this site. He prefers to not move forward at this time. Would like to look at a community process & plan for the future.</p> <p>CM Kwon stated that he likes the intent of the Inland Group and recommends proceeding to negotiate.</p> <p>Aneelha Aflazi stated the Inland Group proposal would destroy the business community and asked the Committee to allow the two groups to negotiate with each other.</p> <p>Keith James replied that Inland Group is not suggesting they change their proposal, but they are open to negotiations to look at ways to maintain the existing businesses.</p>

	<p>Chair Forschler reiterated his position to not begin negotiation with either this site or FS 47.</p> <p>A split recommendation will be forwarded to the Council.</p>
<p>4. Fire Station 47 site</p>	<p><u> X </u> Recommendation</p> <p>Mr. Scorcio stated the City had received one proposal, from LIHI. It is basically the same development concept as FS 45. Sites have small differences in zoning regulations. Staff rated it as a complete proposal.</p> <p>CM Kwon noted this site is zoned for housing, not commercial (like FS 45). He is in favor of proceeding to negotiating with LIHI.</p> <p>Chair Forschler proposed to not proceed further at this time.</p> <p>A split recommendation will be forwarded to the Council.</p> <p>Chair Forschler indicated he will ask Council to refer the matter back to the Committee.</p>
<p>5. Adjourn</p>	<p><i>The meeting adjourned at 7:47 p.m.</i></p>

SeaTac – Economic Master Plan

Until recently, we didn't have a standing council committee that focused on Economic Development. Now the Planning and Economic Development (PED) committee has that responsibility. It quickly became obvious that we don't have a good plan for future Economic Development in SeaTac. Consequently, I'm asking that we include an **Economic Master Plan** in our budget for early next year, which could then be used to guide our Comprehensive Plan and future zoning.

Without this plan we are constantly vulnerable to outside organizations and agencies pushing "one-size fits all" ideas of urban planning on us, which has historically impacted our city and our revenue in a negative way. But it also affects the efficient flow of travelers into and out of the airport, and robs us of the opportunity to do something better suited to enhance tourism. So it literally affects the economics of the entire region.

SeaTac is very different from other local communities, because of the airport. A primary example of this difference is the concept of Transit Oriented Development (TOD) and its relationship to the needs for affordable and workforce housing. TOD means something different in SeaTac than other areas, because of the impact of 45 million annual travelers. In fact, the best contribution that SeaTac makes to TOD is not housing, but jobs. These economic differences should be documented in our Economic Master Plan and then reflected in our Comprehensive Plan. This would then give us official rationale to convince outside agencies that SeaTac is different and SHOULD be that way.

Admittedly, we still need more high-density housing in SeaTac, but not at the light-rail stations. We NEED to prioritize that space for our unique economics. We have already started planning to include more high-density residential zoning along major arterials in our Comprehensive Plan process for next year. (This was a priority for Mike Siefkes and one reason why he wanted to be on the PED committee.)

The economic value of the three Light Rail stations in SeaTac is not driven by typical concepts of TOD, but to meet the needs of travelers. Failing to recognize SeaTac's economic role in the region has stunted our progress for many years. The Station Area Plans were largely influenced by the "one-size-fits-all" TOD model, not one that fits SeaTac's unique economics. Developers have told us they can't build projects that "pencil" under those regulations. Consequently, these plans should be completely revised.

The mismatch between our planning and our economics has slowed development and turned SeaTac into a low-income community. Much of the multi-family housing built thus far in SeaTac needed to be subsidized in order for it to pencil. Something doesn't add up. We are geographically centered in one of the wealthiest regions of the United States, with the fastest growing airport totally within our borders. We should be thriving. We haven't been planning consistent with our own economic strengths.

We're Lacking a Future Vision

At our council workshop earlier this year Joe asked us to visualize what SeaTac should look like in 50 years. This was a great short exercise, but only a start. The Economic Master Plan should start with the same question, but it should be answered by experts in major airport development. Professionals already track revenue generated at airports and they know which products sell and which ones don't. They also know what travelers need and which types of developments are profitable near an airport. This analysis has never really been done for SeaTac. Without this, how do we know what belongs in our Comprehensive Plan and zoning?

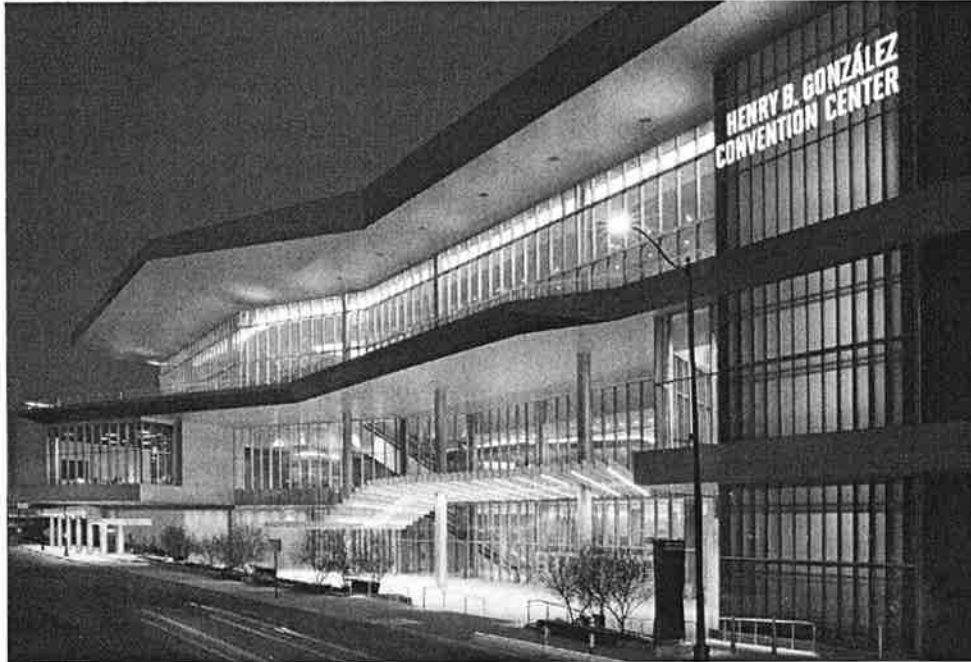
We're Still Dominated by Outside Entities

SeaTac incorporated because our community was unreasonably dominated by the Port and King County. We've had some recent success with the Port and the ILA, but the County is still abusing us. This became obvious recently with respect to our lodging taxes. We are losing millions of dollars every year. We need a plan to stop that abuse in the future.

SeaTac – Economic Master Plan

WE ARE THINKING FAR TOO SMALL!

Imagine something like this convention center at 154th.



This would be a huge catalyst for change in SeaTac, and we won't need to hope for someone else to invest here, because we easily have enough revenue to create it ourselves, if we can just stop King County from stealing our lodging taxes. They are preparing to sell bonds, locking away a portion of our lodging taxes for the next 25 years. If we want our lodging taxes back we will need to fight for them, like Bellevue did. If we had the same exception as Bellevue we could have \$150 Million or more in lodging taxes over the next 25 years.

Over the last 25 years, while our lodging taxes were building the stadiums in Seattle, Bellevue built the Meydenbauer Center with theirs. They just celebrated their 25 year anniversary.



According to their 25 year history page (<https://www.meydenbauer.com/about/25years/>) the Meydenbauer Center has been an “Engine of Growth” for Bellevue. It has contributed nearly \$600

SeaTac – Economic Master Plan

million to their city. It currently adds \$58 million of annual revenue. We need that in SeaTac too. In fact, we could do MUCH better in SeaTac, because we already have over 5,000 hotel rooms, whereas Bellevue has about 3000 now, but started with only a handful 25 years ago. Plus we have the convenience of being located near the airport. We could potentially add BILLIONS OF DOLLARS in revenue in the next 25 years.

We are already planning for a revision to state lodging tax law in our legislative agenda for next year. We want to retain ALL of our lodging taxes within SeaTac. Bellevue only gained the exception that allowed them to use all their lodging taxes because they had a plan for a Convention Center. They needed a project that fits under the appropriate use of lodging taxes. If we hope to retain all of our lodging taxes we need a compelling plan for such a project ourselves.

SeaTac Convention Center with International Market

Why a Convention Center and why with an International Market? Because it fits within the appropriate use of our lodging taxes and the \$1.2 million grant from the state. It also allows us to leverage the existing tenants and their customers, so we don't have vacant store-fronts when it first opens. Why not have a win/win if we can? They are an asset, not a liability. Especially considering the need to lobby for changes to state law. But we also need others to lobby on our behalf.

Lobbying Allies—Visitors Center

Recovering all of our lodging taxes will require people all across the state convincing their legislators to support us. So within the Convention Center we should include something to entice travelers to visit other tourist destinations in Washington. SeaTac is literally a gateway to all of Washington State. If we can function as a better gateway -- enhancing tourism revenue elsewhere -- **we will then have MANY allies lobbying for the needed changes to state law.** Areas such as Leavenworth, Westport fishing, Lake Chelan, Cruise Ships, the Olympic and Rainier National Parks, Seattle Aquarium, Chihuly Museum, Pike Place Market, etc. etc. For example, simply by issuing a press-release of our intention to build a **Virtual Reality Visitors Center** in the same facility we could potentially secure devoted allies to lobby for SeaTac to keep our lodging taxes. At such a Visitors Center travelers can soar over Mount Rainier and scuba dive in Puget Sound. They can reel-in a halibut at Westport and then virtually visit Leavenworth and the Pike Place Market. They can sample the Northwest at SeaTac's Virtual Gateway.



Competitive Advantage

SeaTac's competitive advantage is the airport and 45 million annual travelers. We need to exercise our creative thinking to make use of that advantage and capitalize upon that strength. We need an **Economic Master Plan!**



MEYDENBAUER CENTER CELEBRATES 25 YEARS OF HELPING BELLEVUE GROW

BELLEVUE, Wash. (August 22, 2018) – Meydenbauer Center, a full-service convention center and theatre located in the heart of the greater Seattle tech scene in Bellevue, Washington, is celebrating its 25th anniversary by looking back at what has changed since its beginnings in 1993. The highlights of Meydenbauer’s contributions to the city of Bellevue—in response to the growing need to have a central meeting place for business and social activities year-round—are plentiful. For example, since 1993:

- Bellevue’s population grew 59%, from 89,710 to 142,000, while the economic impact of the convention center grew by 365%, to \$58 million annually.
- Bellevue’s downtown employment more than doubled, to over 50,000, as new office towers opened and many companies opened offices in the downtown core, utilizing the convention center for meeting space.
- The convention center provided a venue for fundraising organizations to grow. Funds raised at Meydenbauer Center have increased from \$2.4 million in 1998 to over \$9.1 million today, a 379% increase.
- The makeup of the city moved from majority white to majority minority, and the convention center kept pace, with a mosaic of cultural offerings, a diverse workforce and increasingly sophisticated food.

Bob Wallace, CEO of Wallace Properties and past board chair of the Bellevue Convention Center Authority, was one of the earliest proponents of bringing a convention center to Bellevue. “In 1993, we had a few hotels and knew that attracting larger groups was essential in order for the visitor industry to grow in Bellevue,” said Wallace. “Now, we’ve become a major destination for events and large group business thanks to the early wisdom of many in the city.”

Today, Meydenbauer Center boasts a 54,000-square-foot facility, complete with a 410-seat performing arts theatre. Since opening in 1993, the convention center has served more than four million attendees and has had revenues of more than \$145 million.

But numbers alone don't capture the whole story. The convention center has proven to be a desirable place to work, an engine of the region's economic growth and a reflection of the community.

As an engine of growth

The cumulative economic impact of Meydenbauer Center over its 25 years has been almost \$600 million. Because Meydenbauer Center is one of the few convention centers of its size to operate profitably, Bellevue has gained these benefits through strategic investments timed appropriately with the growth of the region. Bellevue's hotel industry has added over 3,000 hotel rooms and 150,000 square feet of meeting space over 25 years and boasts a robust occupancy rate of 73%. In 2017, Bellevue employed over 14,000 tourism-related workers, according to the Puget Sound Regional Council, and welcomed more than 1.7 million visitors.

"Meydenbauer has been and will continue to be the catalyst for Bellevue's innovation—it's the place where business gets done, and we've seen this throughout the past 25 years," said Stacy Graven, CEO of Meydenbauer Center and an employee since 1991, before Meydenbauer opened its doors. "We've been fortunate to hire and retain incredible employees that have fueled our growth and provide us with the ability to execute dynamic, first-in-class guest experiences, meetings and events."

Tourism has fueled the growth of new amenities in the city center, including celebrated restaurants by award-winning chefs, attractions and annual events, and a vibrant nightlife, making Bellevue an attractive destination for meeting planners and convention delegates as well as leisure visitors. Those who live and work in Bellevue also enjoy these new amenities, amplifying Bellevue's quality of life and attractiveness for business recruitment.

As the arts and entertainment on the Eastside have grown, the Meydenbauer Center Theatre has gradually become a hub for community-based performing arts over the years. The theatre showcases dynamic music, dance and cultural performances from around the world, as well as local and touring productions, including the Sammamish Symphony Orchestra, the Bellevue Youth Symphony Orchestra, Bollywood-inspired dance productions, Chinese opera and dance, the Bellevue Jazz Festival, youth theatre productions and several regional ballet and modern dance groups.

As an employer

Today, Meydenbauer Center employs more than 170 people in a wide range of positions, from banquet servers and facility crews to administrative staff, including some 35% who have been there for more than five years and 9% who have tenures over 15 years. This impressive employee longevity, a reflection of Meydenbauer's employment practices and leadership, is notable in the hospitality industry and it has resulted in an elevated culinary program, first-in-class operations and superior customer service.

As a reflection of the community

Meydenbauer Center has always mirrored and supported Bellevue, from its technology focus to its varied cultural offerings to its commitment to local charities. As Bellevue has become bigger and more diverse and sophisticated, Meydenbauer has upgraded its interior décor and technology offerings, elevated its catering and food options, and been the home to several premier cultural events, from East Indian dance concerts to Filipino bands to a Japan Fair and more. It functions as the conference room—for board meetings, company retreats or sales meetings—for many local companies, including Microsoft, Paccar and SAP Concur. Many large nonprofits in the region host galas and fundraisers there, because it is the largest such facility on the Eastside, raising more than \$130 million in support of schools, housing, healthcare, social services and other important causes since 1998.

For more information about Meydenbauer Center and its impact on the region for the past 25 years, visit www.meydenbauer.com/25years.

About Meydenbauer Center

Founded in 1993, Meydenbauer Center is where innovators connect. Meydenbauer is a full-service convention center and theatre in Bellevue, Washington, serving conventions, corporate and community meetings and the performing arts. Located in the heart of Seattle's tech scene, Meydenbauer Center connects innovators with the best of the Eastside and provides them with the ability to engage Bellevue, the Puget Sound area and the world. Its modern and welcoming atmosphere, combined with best-in-class service, fosters all-important face-to-face opportunities for the community, the region and out-of-town visitors. For more information on Meydenbauer Center, visit www.meydenbauer.com.

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ECONOMIC VITALITY ELEMENT

CHAPTER

8

SeaTac
2035

City of SeaTac
everywhere's possible

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INTRODUCTION

Economic vitality is the measure of the economic health of the City – its people, its business, and its government. Major components of a community’s economic vitality are: 1) job retention; 2) job recruitment; 3) public and private capital investment; 4) business and community capacity building; and 5) job training programs;. Public and private actions that support enhanced economic vitality:

- Maintain a strong economic base;
- Diversify employment throughout the City;
- Improve job training and educational opportunities;
- Attract residents and businesses by enhancing the quality of life with natural and manmade amenities;
- Create and maintain a range of family-wage jobs;
- Promote clean, sustainable, environmentally sensitive businesses and jobs and healthy ecosystem services;
- Monitor and report business and economic performance;
- Provide for clarity and flexibility in zoning and land use regulations to allow the greatest mix of compatible uses in areas with high potential for economic growth;
- Develop and promote a forward looking economic development strategy;
- Establish incentives and tools to promote economic development; and
- Communicate openly on a regular basis with the public on economic development issues.

This element of the Comprehensive Plan is intended to provide an economic vitality vision and policy direction within the City of SeaTac. It is closely coordinated with the Housing and Human Services, Environment, Land Use, and Community Design Elements.

MAJOR CONDITIONS



SeaTac faces the following major economic vitality challenges as it looks ahead to 2035:

- The need for increased economic diversity;
- The shortage of living wage jobs;
- Possible displacement of existing small businesses in redeveloping areas;
- The difficulty for current and future residents to attain economic self-sufficiency;
- A lack of incentives for business attraction and retention;
- Underutilized property and the lack of a workable, on-going strategy to increase their economic value; and
- Potential traffic impacts from future airport operation and transportation infrastructure growth.

GOALS AND POLICIES



Overall Goal: Create an environment that strengthens economic vitality within the City of SeaTac.

The City provides economic opportunities to SeaTac residents and businesses, which increases tax revenues and improves services to its citizens.

This section contains SeaTac's economic vitality goals and policies. Goals represent the City's general objectives, while policies provide more detail about the steps needed to achieve each goal's intent.

GOAL 8.1

Support the private sector through partnerships, plans, and monitoring.

Soundside Alliance has been established between the Cities of SeaTac, Burien, Des Moines, Normandy Park, and Tukwila, Port of Seattle, and Highline College. The purpose of the Alliance is to coordinate efforts to promote, diversify, and grow the southwest King County regional economy.

Policy 8.1A

Develop economic action plans and establish and monitor performance measures to make recommendations to appropriate City departments, Planning Commission, City Council, and Port Commission, and to coordinate with other public and private sector organizations.

Policy 8.1B

Retain and recruit businesses by recommending and actively implementing marketing plans and strategies.

Policy 8.1C

Facilitate communication between government, business, major institutions, residential community, and other entities.

The intent of this policy is to: a) enhance the understanding of business issues by the City, Port, and businesses that may impact employment growth and business competitiveness; b) enhance the business community's understanding of public policy goals and implementation issues; c) help promote the partnership between government and business to achieve the Comprehensive Plan goals; and d) identify and promote areas of common interest and facilitate the resolution of conflicts between the business community, government, and the residential community in a manner that recognizes and respects differences.

Policy 8.1D

Coordinate development information, services, and funding with adjacent communities and the Port to enhance the viability of businesses in SeaTac through consistency with local, regional, and State economic development plans.

Coordinating implementation across jurisdictions strengthens the plans and improves the ability to receive additional funding through joint application for State and Federal funds.

Policy 8.1E

Increase the City's capacity to understand and analyze the City's economic base and the regional economy to better inform planning and implementation.

Policy 8.1F

Annually report SeaTac's economic condition to the Planning Commission and City Council.



See Policy 8.4B for specifics on retaining and recruiting businesses.

SeaTac aims for a participatory government where broad democratic engagement leads to fuller discussions and better-informed decisions.

Entrepreneurial Government

Entrepreneurial government is the philosophy of running a government like a for-profit company by catalyzing economic development in the City, empowering community members to develop their businesses, and being mission-driven, results oriented, focused on the customers, profitable, anticipatory (i.e., strategic and preventative), decentralized and participatory, and market oriented (Osborne and Gaebler, 1992).



See Goal 8.7 regarding the natural environment.

GOAL 8.2

Review and reform regulations and taxing policies to develop a strong business climate and encourage entrepreneurial government.

SeaTac's regulations should encourage a business to stay, start up, move to, or expand in our community. The following policies identify strategies to improve SeaTac's economic climate.

Policy 8.2A

Continue to support regulatory reform at the State, County, and City levels to optimize benefits from regulation on businesses and developers, while maintaining a healthy natural environment, worker safety, and consistency with GMA goals and this Plan.

Policy 8.2B

Provide thorough and accurate development review and land use permitting customer service with short processing periods.

Evaluate the City's development regulations to eliminate unnecessary layers of control and promote regulatory process consistency and predictability.

Policy 8.2C

Update development regulations as needed to minimize unnecessary requirements and negative impacts.

Review development code at least every five years to analyze impacts on development costs, permit review, and approval time frames; bonding requirements; and other issues identified by a panel of development regulation experts. Update the regulations to address unnecessary layers of control, redundancy, inconsistency, and unpredictability.

Policy 8.2D

Utilize the planned action process to reduce permit processing time and increase predictability for projects compatible with City plans.

Priority should be given to the development of planned actions that support the Plan's economic development priorities.

Policy 8.2E

Review and summarize the existing and future City tax and fee structure at least every three years to evaluate impacts on businesses and development activities and ensure consistency with Plan goals and priorities.

Policy 8.2F

Consider economic trends and market conditions when amending Plan land use designations or zoning classifications.

Reflecting foreseeable economic trends and market conditions in land use designations is a proactive approach to economic development.

GOAL 8.3

Promote and encourage quality job training and educational opportunities.

Policy 8.3A

Encourage and support job training programs for workers of all ages entering the job market and in need of training or retraining.

Policy 8.3B

Work with educational institutions to ensure that students receive a high quality basic education and develop the competencies needed to continue their education and/or enter the work force with essential skills.

Policy 8.3C

Participate in business, labor, and educational institution coalitions to develop competency-based education and training programs targeted to local business needs and increasing resident employability (e.g., vocational, apprenticeships, entrepreneurial skills, and customized on-site training).

An important component of labor force development is ensuring that people have the appropriate skills to qualify them for meaningful and productive employment.



See the Housing and Human Services Goal 3.1 for more ways to offer opportunities for self-empowerment.

GOAL 8.4

Encourage economic diversity and a variety of jobs at various wage levels.

Policy 8.4A

Recognize the City's current mix of business and industry and encourage the diversity necessary to maintain or achieve employment growth.

Business diversity reduces the negative effects of cyclical economic fluctuations.

Policy 8.4B

Encourage and recruit economic activity that attracts new capital into the SeaTac economy by prioritizing and targeting marketing to the following businesses and industries:

- Hospitality Industry
- Air Transportation Dependent/Compatible Industries
- International Trade
- Ground Transportation Services
- Distribution/Advanced Logistic Providers
- Wholesale
- Retail
- Communications/Electronics
- Aerospace
- Medical Technology and Biotechnology
- Computers and Software
- Advanced/Emerging Technologies/Industries
- Professional Services
- Tourism
- Light Industry/Assembly
- Food Processing/Distribution
- “Green Industries” (e.g., renewable energy products or services)



The Land Use Element encourages a mix of uses in many zones to allow residents’ daily needs to be met within SeaTac. Policies 2.1A and 2.1D focus retail in urban center and station areas, 2.2G-K emphasize access to neighborhood services, and 2.4D, E, and G encourage a mix of land uses. These encourage a diversity of jobs and provide accessible resources for those earning a range of wages.

Policy 8.4C

Encourage clustering of businesses within the following geographical areas:

- Urban Center (Including City Center, the S. 154th St. Station Area and the Angle Lake Station Area)
- Aviation Business Center
- South Airport Development Area (SADA)
- North End Redevelopment Areas
- Des Moines Creek Business Park Phase 3
- South 200th Street Development Area
- Neighborhood Business Zones

These geographic areas concentrate businesses and industries to accommodate regional economic vitality and maximize compatibility with surrounding uses.

Policy 8.4D

Facilitate employment growth to accommodate the City’s employment growth target.

Over the next 20 years significant regional population and employment growth is expected in the Puget Sound area and will impact the region’s economic vitality. Businesses and industries affected by such growth include those listed in Policy 8.4B.

BUSINESS CLUSTER GEOGRAPHIC AREAS

City of SeaTac

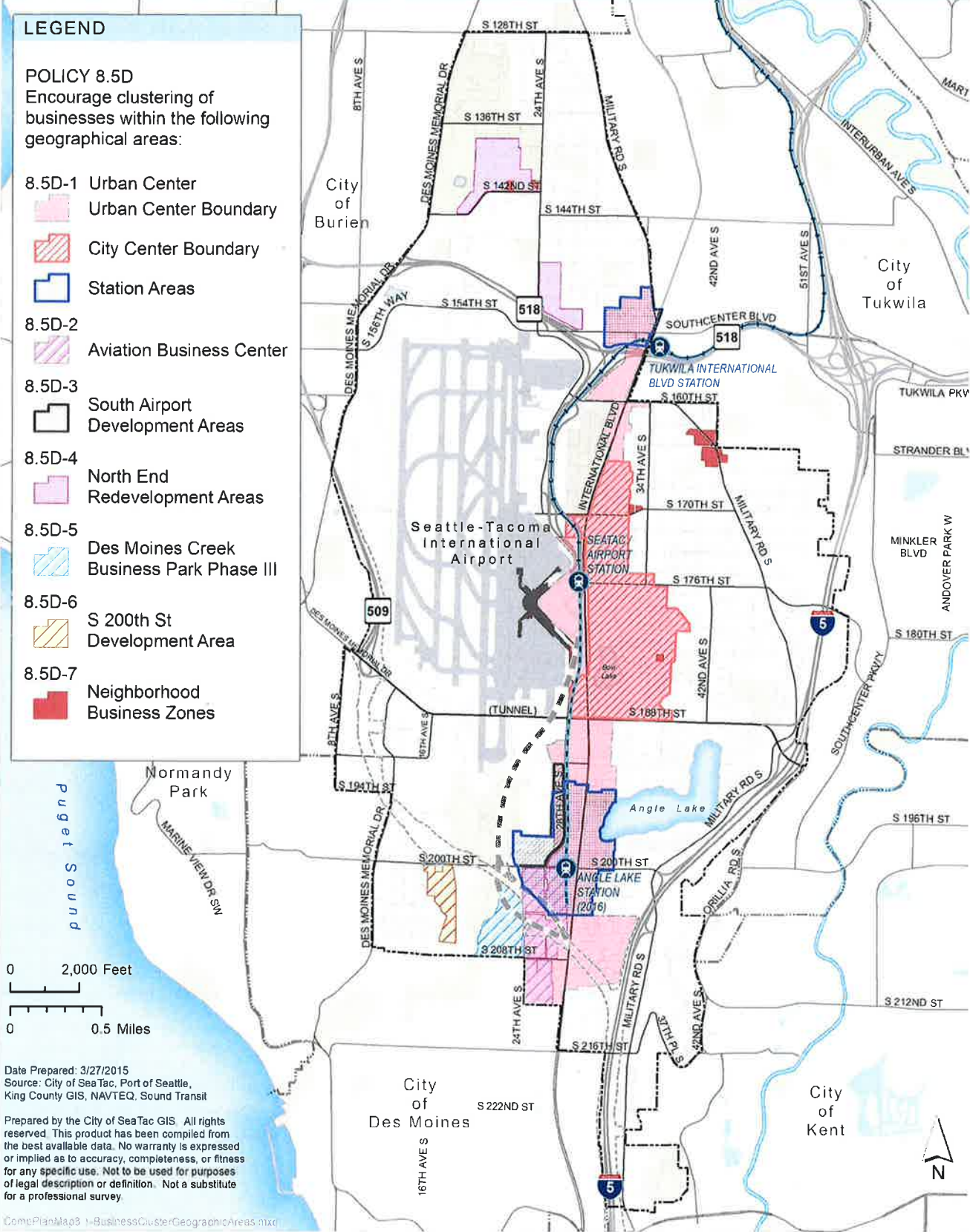


LEGEND

POLICY 8.5D

Encourage clustering of businesses within the following geographical areas:

- 8.5D-1 Urban Center
 - Urban Center Boundary
 - City Center Boundary
 - Station Areas
- 8.5D-2 Aviation Business Center
 - Aviation Business Center
- 8.5D-3 South Airport Development Areas
 - South Airport Development Areas
- 8.5D-4 North End Redevelopment Areas
 - North End Redevelopment Areas
- 8.5D-5 Des Moines Creek Business Park Phase III
 - Des Moines Creek Business Park Phase III
- 8.5D-6 S 200th St Development Area
 - S 200th St Development Area
- 8.5D-7 Neighborhood Business Zones
 - Neighborhood Business Zones



Date Prepared: 3/27/2015
 Source: City of SeaTac, Port of Seattle, King County GIS, NAVTEQ, Sound Transit

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CompPlanMap3 - BusinessClusterGeographicAreas.mxd

Map 8.1. Business cluster geographic areas

Policy 8.4E

Encourage a job mix that improves the City’s economic strength and stability, prioritizes living wage jobs, and increases the tax base.

A healthy job mix provides opportunities for residents’ economic success and maintains high-quality public services.

GOAL 8.5

Create an environment that spurs local food sector development to increase opportunities for economic self-sufficiency.

A food innovation cluster or district will create economic activity through new business development and job growth in the food economy. The cluster will also address access to healthy food, health disparities, and lack of resiliency in the local food system.

Policy 8.5A

Allow for a mixed-use district of food-related activities such as retail, processing, distribution, and urban agriculture.

Policy 8.5B

Support food-related workforce development, entrepreneurship training, and business incubator facilities.

Policy 8.5C

Coordinate with a broad range of partner organizations, businesses, and public sector agencies to promote food innovation district development and related programming and facilities.

Policy 8.5D

Forge public-private sector partnerships to develop a food-related workforce and business incubator training facility.

GOAL 8.6


Maintain and upgrade existing and strategically locate new public infrastructure to provide capacity for economic growth.

Policy 8.6A

Provide adequate public infrastructure to support the City’s economic development program.

Policy 8.6B

Analyze the impacts of the City’s capital investments on businesses, employment, and other economic development opportunities when making decisions about utilities, transportation, and other public facilities.



Also see the Utilities Element Goals 6.1, 6.2, and 6.4.



Also see the Capital Facilities Element Goals 5.2 and 5.3.

Policy 8.6C

Support the development of state-of-the-art telecommunications infrastructure systems.

GOAL 8.7

Enhance and utilize the City's natural and built environment to increase the desirability of locating in SeaTac.

Policy 8.7A

Beautify and enhance the commercial and residential areas of the City through the application of urban design standards and support for public facilities and amenities to attract commercial and residential growth.

Places that are well-designed and include important community facilities (e.g., sidewalks, street trees, bike lanes, parks, public trails, vegetated LID BMPs [low impact development best management practices]) and amenities (e.g., public art) attract high-quality businesses and development, encourage residential growth, and improve the City's quality of life and long-term economic success.

Policy 8.7B

Identify and implement programs and strategies that enhance the livability of residential neighborhoods, such as neighborhood cleanups, street trees, signage, code compliance, and other available mechanisms.

Enhancing residential neighborhoods within the City increases livability and the probability that employers and employees may locate in SeaTac.



The Community Design Element provides design strategies.



The Park, Recreation, and Open Space Element guides recreational and natural facilities and amenities.



The Environmental Element focuses on healthy ecosystems, which also improve livability.

RECOMMENDED IMPLEMENTATION STRATEGIES



This section identifies the specific steps, or **implementation strategies**, that achieve this Element's policies. It also identifies the group(s) with **primary responsibility** for carrying out each strategy and the expected **time frame** within which the strategy should be addressed. Policy summaries are included in the table for reference.

As the Primary Responsibility column indicates, many of the implementation strategies will be initially undertaken by a specified board or commission. In most cases, the City Council will analyze the specific board/commission recommendation and make the final decision about how to proceed.

The time frame categories are defined as follows:

- Short-Term one to five years
- Medium-Term six to 10 years
- Long-Term 11 to 20 years
- Ongoing the strategy will be implemented on a continual basis

The time frames are target dates set regularly when the City Council adopts amendments to the Comprehensive Plan.

The list of proposed implementation strategies is a minimum set of action steps and is not intended to limit the City from undertaking other strategies not included in this list.

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.1 SUPPORT THE PRIVATE SECTOR			
8.1A Develop plans, establish measures, monitor performance, and make recommendations.	Continue to staff Soundside Alliance committees and forward recommendations for action to appropriate entities.	Staff	Ongoing
8.1B Retain and recruit businesses.	Develop a marketing plan that includes prioritization, private sector contact and recruitment, listing of available properties, and retention strategies.	Staff	Short-Term
8.1C Facilitate business – government – institution – resident communication.	Utilize the City’s website to provide up-to-date, user-friendly information including: <ul style="list-style-type: none"> • Comprehensive Plan goals and policies • Regulatory policies • Adopted amendments • Current projects–Planned action process 	Staff	Ongoing
	Provide a user-friendly process online and over-the-counter/ phone by which residents may ask questions, voice concerns, or issue complaints regarding the local business community.	Staff	Ongoing
	Provide a visible presence (e.g., staffing, information booths) at local business group meetings and business-related conferences.	Staff	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.1D Facilitate intergovernmental coordination.	Periodically report Soundside Alliance and Port activities to the Council.	Staff	Ongoing
	Maintain contact with local jurisdictions to share business development expertise and information on current/potential projects that may have an impact on SeaTac's business climate.	Staff	Ongoing
	Analyze and comment on County and regional plans that affect growth in the region, including SeaTac.	Staff	Ongoing
8.1E Develop economic base information.	Annually review available economic information and determine information needs of key decisionmakers.	Staff	Ongoing
8.1F Provide an annual report.	Submit an annual report of City and Soundside Alliance actions and the state of the economic vitality of business.	CED	Ongoing
8.2 REVIEW AND REFORM REGULATIONS AND TAXING POLICIES			
8.2A Support regulatory reform.	Survey business community regarding current regulations; revise Zoning Code accordingly.	Staff, City Council, Planning Commission	Short-Term
	Recommend changes to City Administration for corrective legislation at the State and County governmental levels.	Staff, City Council, Planning Commission	Ongoing
8.2B Streamline land use permitting.	Evaluate development regulations and eliminate unnecessary layers of control and promote greater consistency and predictability in the regulatory process.	City Council	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.2C Review and evaluate development review impacts.	Survey developers to understand regulatory impacts and ways to gain greater consistency and predictability.	Staff	Ongoing
	Review development at least every five years to identify unnecessary negative impacts on development.	Staff, City Council, Planning Commission	Ongoing
	Update development regulations based on above evaluation.	Staff, City Council, Planning Commission	Ongoing
8.2D Utilize the planned action process.	Increase awareness of the planned action process through the City's website to encourage business development in designated subareas using reduced permit processing time and increased project predictability.	Staff	Short-Term
	Identify and prioritize areas where planned actions could be applied. These areas include: <ul style="list-style-type: none"> • Station areas. • Areas identified in the Comprehensive Plan for transition to commercial use. • Other areas where redevelopment or revitalization would be desirable. 	Staff, Planning Commission, City Council	Ongoing
	Research funding sources for planned actions in priority areas.	Staff	Short-Term
	Outline planned action proposals for consideration.	Staff, Planning Commission	Short-Term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.2E Manage tax policy impacts.	Review, evaluate, and summarize tax reporting and compliance processes, business and occupation tax structure, utility rate structures where they may apply, and the cumulative debt and tax burden of overlapping jurisdictions.	Staff, City Council, Planning Commission	Ongoing
	Update tax structure as needed to minimize impacts.	Staff, City Council, Planning Commission	Ongoing
8.2F Account for economic trends when amending land use designations.	Reassess plans and policies periodically when market conditions and trends appear to be out of sync with anticipated development in areas designated for redevelopment.	City Council, Planning Commission, Staff	Ongoing
8.3 ENCOURAGE JOB TRAINING AND EDUCATIONAL OPPORTUNITIES			
8.3A Encourage job training programs.	Periodically survey SeaTac's employers to identify specific job skill requirements for new employees or new skills needed to grow.	Staff	Short-Term
	Coordinate programs, when appropriate, with the Highline School District, Puget Sound Skills Center, Highline, South Seattle, and Green River Colleges, and Renton Technical College.	Staff	Ongoing
	Seek funding to support customized training programs aimed at the desired skill set identified by the periodic survey.	Staff	Short-Term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.3B Work with educational institutions to ensure basic education.	Coordinate with public and private schools to provide students the highest level of education possible.	City Council	Ongoing
	Endorse initiatives to improve local school district programs, including those emphasizing a STEM curriculum (science, technology, engineering, and math).	City Council, Staff	Ongoing
	Coordinate with Soundside Alliance and other partners to arrange for business leaders to visit schools to help students understand local employment opportunities.	Staff	Ongoing
8.3C Participate in coalitions of business, labor and educational institutions to develop competency-based education and training programs.	Coordinate with Soundside Alliance and other partners to work with Global Connections High School principal and teachers to discuss training program development.	Staff	Short-Term
8.4 ENCOURAGE ECONOMIC DIVERSITY			
8.4A Encourage the diversity necessary to achieve employment growth.	Use economic base information (see Strategy 8.1E) to prioritize desired business and industry sectors for recruitment and expansion.	Staff, City Council	Ongoing
	Develop a plan with steps to produce growth in targeted business or industry types.	Staff, Planning Commission, City Council	Ongoing
	Continue to fund the Small Business Development Center to enhance program delivery.	City Council	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<p>8.4B Encourage and recruit economic activity that brings new capital into the SeaTac economy.</p>	Invest in infrastructure and incentives for new—and incentivize the prioritized existing—businesses and industries.	City Council	Ongoing
	Update list of prioritized businesses and industries in this policy as needed to reflect economic trends.	Staff	Ongoing
	Develop specific marketing strategies that utilize identifying available state and local incentives.	Staff, Planning Commission, City Council	Short-Term
<p>8.4C Encourage clustering of businesses.</p>	Review and streamline regulatory processes affecting businesses located in SeaTac’s geographic business cluster areas.	City Council, Staff	Ongoing
	Determine business clusters existing in each geographic area.	Staff	Short-Term
	Determine desired mix of clusters for each geographic area.	Staff	Short-Term
	Tailor recruitment/retention plan, including review and streamlining of regulatory processes to achieve the desired mix in each cluster.	Staff, City Council	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.4D Facilitate employment growth	Expedite applications for business creation and expansion where compatible with Plan goals and policies.	Staff	Ongoing
	Periodically update baseline employment data (in conjunction with Policy 8.1E strategy).	Staff	Ongoing
	Track growth (positive or negative) as it relates to the baseline.	City Council, Planning Commission	Ongoing
	Identify specific impediments to employment growth and implement remedial actions.	Staff	Short-Term
	Maintain involvement in regional planning to ensure appropriate employment targets.	Staff	Ongoing
8.4E Encourage a mix of job types.	See strategies in 8.4A and B and Goal 8.5.		
8.5 SUPPORT DEVELOPMENT OF A LOCAL FOOD SECTOR			
8.5A Allow for mixed-use food-related activities and businesses.	Identify gaps and barriers in land use designations and zoning and development regulations.	Staff, Planning Commission	Short Term
	Establish and/or amend regulations as necessary to facilitate developing a local food sector.	Staff, Planning Commission, City Council	Short Term
	Maintain development regulations that support a food-related district.	City Council	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.5B Support food-related workforce development facilities.	Identify locations appropriate for mixed use food districts and a food hub to provide necessary facilities and ancillary services.	Staff	Short Term
	Provide infrastructure as necessary and appropriate.	Staff	Short Term
	Assist in researching and applying for funds to develop a food innovation district.	Staff	Short Term
	Forge public-private partnerships to develop the facility (Policy 8.5D).	Staff, City Council	Short Term
	Protect facility from displacement over time.	Staff, City Council	Ongoing
8.5C Coordinate with partner organizations to promote food sector development.	Continue participation in the Food Innovation Network and other partnerships to develop and implement a food-related economic development strategy.	Staff	Ongoing
8.5D Forge partnerships for food-related facility.	Work with other economic, community development, educational, business training, and food industry organizations to build food-related facilities.	Staff, City Council	Short Term
8.6 MAINTAIN AND UPGRADE PUBLIC INFRASTRUCTURE			
8.6A Provide adequate public infrastructure is in place.	Review infrastructure needs as part of the Capital Facilities Plan.	City Council, Planning Commission	Ongoing
	Catalog current infrastructure assets of the City of SeaTac to include road, rail, air, fiber optics, telecommunications, ecommerce, and bandwidth capacities. Compare these capacities to the needs of businesses the City would like to retain and recruit.	Staff	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
	Develop a 10 year infrastructure plan to provide the facilities identified above. Implement this plan by accomplishing one project per year from the 10year plan.	Staff, City Council, Planning Commission	Short-Term
8.6B Analyze impacts of capital investments on economic development opportunities.	Annually review infrastructure needs and support infrastructure investments which encourage economic development.	Planning Commission	Ongoing
8.6C Support development of state-of-the-art telecommunications systems.	Review and revise as needed the Zoning Code regarding telecommunications as needed.	City Council, Planning Commission	Ongoing
8.7 ENHANCE AND UTILIZE THE CITY'S ENVIRONMENT			
8.7A Enhance natural and built amenities.	Revise zoning standards and land use policies, as necessary, to enhance the natural and built environment and improve economic vitality.	City Council, Planning Commission	Ongoing
	Revise and apply design standards in Urban Center.	Staff, Planning Commission, Community Council	Short Term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<p>8.7B Enhance residential livability.</p>	<p>See Transportation Element strategies for improving pedestrian and bicycle infrastructure .</p>	<p>City Council, Planning Commission</p>	<p>Ongoing</p>
	<p>Update and evaluate code enforcement policies and implementation to address property conditions that negatively impact public safety, public health and reduce neighborhood livability.</p>	<p>City Council, Planning Commission</p>	
	<p>See associated strategies Housing and Human Services Element Goals 3.4-9.</p>		
	<p>See Parks, Recreation, and Open Space Element Strategies to increase access to parks facilities and programs.</p>		