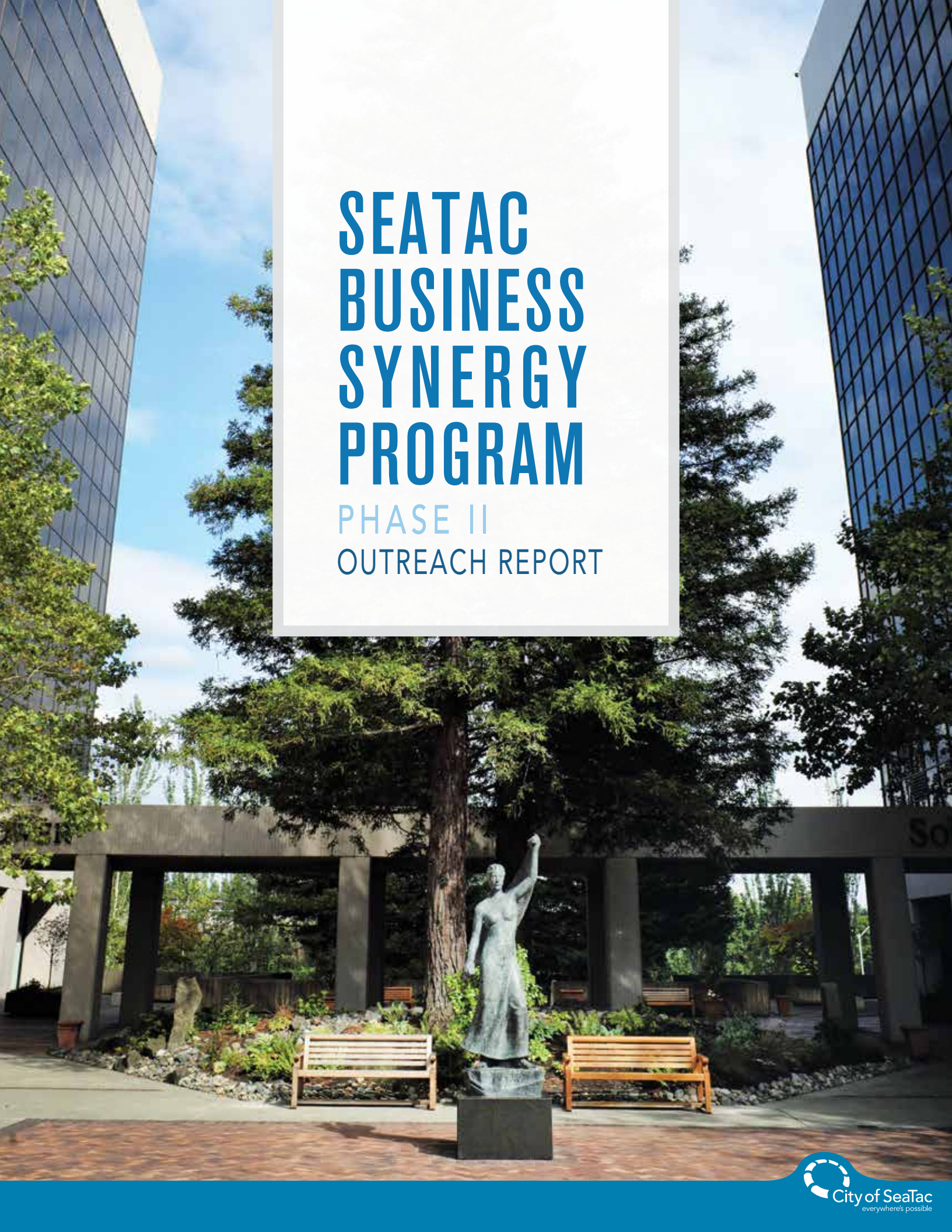


SEATAC BUSINESS SYNERGY PROGRAM

PHASE II
OUTREACH REPORT



EXECUTIVE SUMMARY

A Growing City with Expanding Needs and Opportunities

With the support of the Port of Seattle Economic Development Partnership Grant – a program that helps local cities pursue projects that help stimulate business development, job creation, and community revitalization – the City of SeaTac's Economic Development team conducted Phase II of its Business Synergy Program that connected with in-city businesses and identified barriers to their prosperity. The City of SeaTac believes that by supporting each other, local companies can grow and thrive in collaboration with local government.

Objectives

- Identify small and medium business needs and opportunities
- Discover and help businesses solve their problems and challenges
- Provide better insights and information about the local business ecosystem
- Connect the business community while identifying potential resources and opportunities

Key Takeaways

During the Phase II outreach where over 200 businesses were contacted, SeaTac's Economic Development team found that:

1. SeaTac's strong economy will likely continue to grow over the next few years, resulting in an increased need for residential housing options and additional quality-of-life amenities.
2. Capital improvement projects can be disruptive to businesses, and the lack of a communication or mitigation strategy hampers their ability to take precautionary measures to protect their business operations.
3. The business sector's perception of crime is cited – along with limited housing options – as the most significant barriers to growth. These responses are heavily concentrated around high-capacity transit areas.

Potential Next Steps

With these findings, the Economic Development team recommends exploring the expedited development of a housing and amenities strategy, the creation of a construction communication/mitigation protocol, and the expansion of community safety outreach services to address the concerns of the business community.

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BACKGROUND

Since its incorporation in 1990, the City of SeaTac has been Western Washington's central hub for the air travel, hospitality, and transportation industries. Seattle-Tacoma International Airport served 50 million passengers in 2018 and is one of the fastest-growing airports in the nation. Sea-Tac has gone from the 16th busiest airport in 2009 to the 8th busiest today. One thousand two hundred licensed businesses, the airport, and population growth of 9% from 2010 to 29,239 residents in 2018¹, combine to drive the City's economy. The economic boom has led to a daytime population of close to 150,000 people. This growth results in more commuters and more businesses choosing SeaTac as their destination, but with this growth come other challenges. For all workers in the City, the average commute time between home and work has increased from 24 minutes to 29 minutes in the last ten years, while an increase in population and business activity has also led to increased demand for housing and limited available commercial spaces in the market.

DOWNTOWN REVITALIZATION AND COMMERCIAL PROPERTY DEVELOPMENT

To address future growth, SeaTac has begun a City Center Plan Update that will re-examine the development potential of the area between 188th Street and 166th Street along International Boulevard directly east of the Sea-Tac International Airport. This area includes a combination of new commercial and mixed-use space to match the economic growth the City has seen in the past two decades. The area can also take advantage of the 2017 Tax Cuts and Jobs Act that approved the creation of Opportunity Zones (see next page) and incentivizes investment in select areas. Designations were made in collaboration with the Washington State Governor's office based on eligible U.S. Census Bureau's tracts. In coordination with the Port of Seattle's goal to create "family-wage jobs by supporting small businesses" and "promote small business growth and workforce development" near its airport facilities, receiving input from the City's business community is critical to SeaTac's long-term vision for the City. Establishing relationships with stakeholders early in the process helps in crafting the best solutions for the City's future success.



FOOD TRUCK WEDNESDAY PROGRAM AT SEATAC OFFICE CENTER



STEVE HUFF MOTORSPORTS

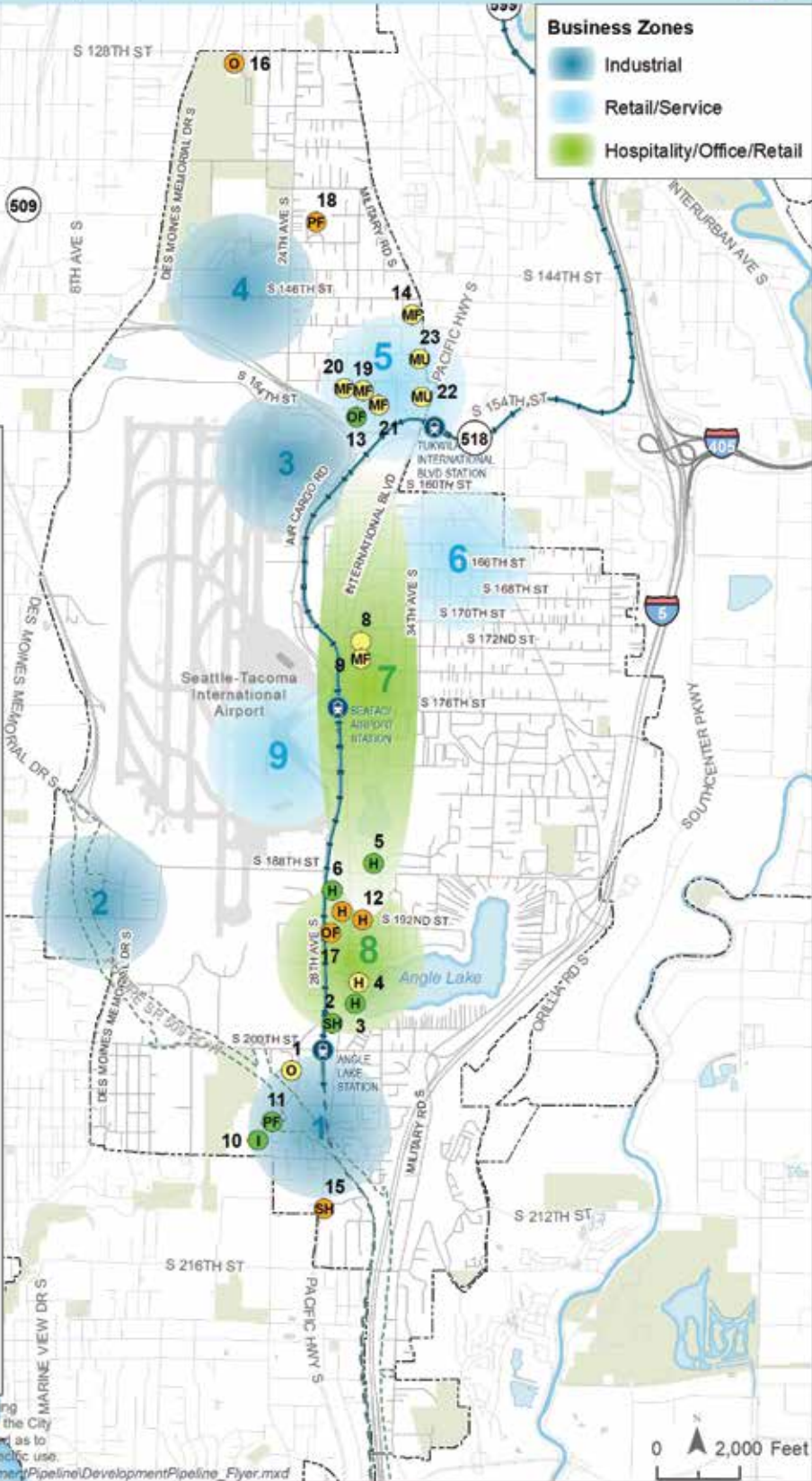
Development and Activity Pipeline 2017-2020



- Development Sites**
- Planning
 - Construction
 - Completed
- Project Type**
- H Hospitality
 - I Industrial
 - MU Mixed Use
 - MF Multi-Family
 - OF Office Building
 - O Other
 - PF Public Facility
 - SH Senior Housing

- Business Zones**
- Industrial
 - Retail/Service
 - Hospitality/Office/Retail

- Projects**
1. Wright Runstad
 2. Reserve at SeaTac
289 Senior Apt. Units (2017)
 3. Marriott Residence Inn
165 Rooms (2018)
 4. Hotel (TBD)
 5. Hilton Garden Inn
152 Rooms (Spring 2019)
 6. ALOFT Hotel
143 Rooms (2018)
 7. Wingate by Wyndham
128 Rooms (2019)
 8. Hyatt Place and Hyatt House
381 Rooms (2020)
 9. Apartments
90 Units
 10. IAC Commerce Center
(Spring 2019)
 11. 28th Ave S Extension
(2017)
 12. Country Inn Expansion
120 Rooms (2019)
 13. Scoccolo Office Building
 14. New Apartments
18 Units
 15. SeaTac Senior Housing
170 Units
 16. Northwest Kidney Center
(2019)
 17. Alaska Airlines Hub
 18. Glacier Middle School
(2019)
 19. Highlane Townhomes
24 Units
 20. Victoria Townhomes
12 Units
 21. WP Townhomes
4 Units
 22. Inland Group
Mixed Use 618 Units
 23. Mayer Property
101 Units



10/15/2019 Source: City of SeaTac, HERE, King County, Sound Transit, WSDOT. Prepared by the City of SeaTac. No warranty is expressed or implied as to accuracy, completeness, or fitness for any specific use.
 Il...Working\SEA-CED\Planning\PRJ-Development\Pipeline\DevelopmentPipeline_Flyer.mxd



DEVELOPMENT & ACTIVITY PIPELINE 2017-2020



ANGLE LAKE LIGHT RAIL STATION

BUSINESS SYNERGY PROGRAM PROJECT

The Business Synergy Program was created in 2017 to identify the needs of the business community and to create connections with and between local businesses. Funding for the project was provided in part by the Port of Seattle Economic Development – Partnership Grant – a program that helps local cities pursue projects that help stimulate business development, job creation, and community revitalization. SeaTac’s Economic Development team hoped to learn what drives businesses to succeed in the SeaTac community and identify business needs that the city can help to address.



AUNT BECKY'S DELI

This outreach project had four objectives in mind:

1. Identify small and medium business needs and opportunities
2. Discover and help businesses solve their problems and challenges
3. Provide better insights and information about the local business ecosystem and its strengths and weaknesses
4. Connect the business community while identifying potential resources and opportunities

The outreach project was divided into multiple phases, focused on specific industries:

Phase I: Focused on industrial, commercial, logistics, and Prime² businesses (Completed in 2018)

Phase II: Focused on Service, Retail, and Main Street³ businesses (Completed in 2019)

Phase III: Will focus on Seattle-Tacoma International Airport-based businesses (Proposed for 2020)



DELTA CARGO FACILITY

Phase II (the current period) was conducted and driven by information gathered through a confidential business outreach survey that guided the team towards the establishment of a new Customer Relations Management (CRM) system, making connections to the business community, and gaining access to quantified and qualified data. Initial findings outlined the strengths and weaknesses of the SeaTac business climate.

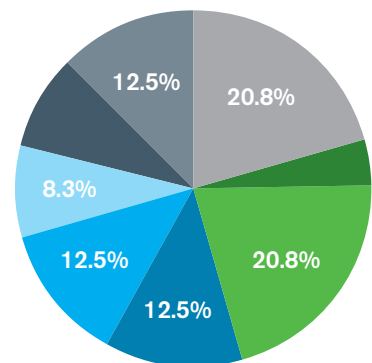
After the completion of Phase I, Phase II of this study examined retail, commercial, and office-based businesses, which are located primarily along International Boulevard. In total, the team:

- Reviewed previous Phase I reports in preparation for Phase II
- Visited 231 businesses
- Conducted 34 in-depth surveys with businesses that together represent more than \$50 million in economic output per year

This diverse group includes restaurants, hotels, retail stores, auto repair shops, parking services, and other local businesses. Sales revenues of these businesses are also varied, ranging from below \$100,000 to more than \$5 million per year.

What is the range of your annual sales?

- Below \$100,000
- \$100,000 - \$250,000
- \$250,001 - \$500,000
- \$500,001 - \$750,000
- \$750,001 - \$1 million
- \$1 million - \$2 million
- \$2 million - \$5 million
- More than \$5 million



24 responses

During the outreach project, the team:

- Established working relationships with the business community
- Aided several local businesses in finding alternative site options to support their relocation or expansion
- Resolved a restaurant's issue with land use
- Identified options for the re-development of a parcel that was previously a deterrent to business growth
- Mediated the cutting down of a dead tree that was hanging over a business's property
- Shared capital improvement project information with businesses located in impacted areas
- Handed out garbage/recycling brochures to businesses to increase awareness of the waste removal services available to them and reduce the cost of doing business in the City



COUNTRY INN & SUITES

DATA COLLECTION METHODS

Using the Synchronist Customer Relations Management (CRM) platform, the economic development team used quantitative sampling and satisfaction ratings to measure the quality and ease of doing business in SeaTac. Service satisfaction ratings were aggregated and averaged to determine areas of most and least concern. For qualitative sampling, in-person conversations were conducted when possible, to get more nuanced responses to survey questions. The meetings typically involved decision-makers such as owners, vice presidents, general managers, and operation managers.



ALASKA AIRLINES CORPORATE HEADQUARTERS

FINDINGS

Responses by the business community were aggregated and assessed using a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis that examined how SeaTac is performing as a location for businesses. Highlighted in the graphic on page 11 are the most common responses by general managers and business owners.



HILTON GARDEN INN

SWOT ANALYSIS



STRENGTHS

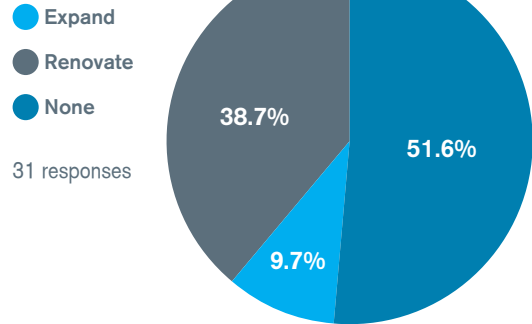
“I have too many good things to say about doing business in the City” – hotel manager’s response to the survey

- **Airport-Related Activities:** Seattle-Tacoma International Airport's growth in the last two decades has seen a multifold increase in traffic that now serves 50 million passengers per year. This growth has led to increased employment and a boom in hotel accommodation development near the airport. Overall, more than 48% of surveyed companies plan to either renovate or expand their facility footprint. The passenger numbers have also led to secondary effects of increased foot traffic along International Boulevard and have boosted hotel revenues by 21% in just the last three years, from \$93 million to \$112 million.⁴ About a third of respondents say the airport is the top reason for doing business in SeaTac.
- **Increased Transit Options:** Public mass transit was rated as one of the best services provided by the public sector. The light rail station openings at SeaTac/Airport in 2009 and Angle Lake Station in 2016 have both increased foot traffic and daily ridership has grown 7.3% in the past year.⁵ Accessibility to King County Metro’s Bus Rapid Transit Lines A and F along International Blvd. have also increased interconnectivity in the City. Because of this, hotels have integrated shuttle services between the hotels and various transit stations. More than a quarter of respondents say that transit and accessibility is the top reason for doing business in SeaTac.
- **Local Public Amenities:** Hotels often direct out-of-state travelers to visit nearby parks, which has resulted in increased attendance and enjoyment of local amenities such as Angle Lake Park. While parks were not specified on the survey, in interviews, they were frequently noted as a perk of being in SeaTac.

WEAKNESSES:

- **Construction Impacts:** Businesses operating adjacent to a road or capital improvement project experience significantly reduced accessibility to customers and may face significant financial impacts due to disruption. Nearly all businesses around the Military Road S. and S. 152nd road improvement project vocally note their desire for better communication engagement by the City before and during on-going impacts. Businesses in the path of the SR 509 completion project and Sound Transit's Light Rail Federal Way Link Extension project have also expressed concerns about effects on business.

Does the company plan to expand or renovate this facility in the next three years?



- **Crime Perception/Image:** 60% of businesses surveyed say the impact of non-violent crime such as theft and drug-related behavior have intermittently created disruptions to business operations. Several businesses along International Boulevard say that this is a persistent issue where disruptive customers or loitering in front of buildings is affecting business operations. According to King County's latest crime data, SeaTac crime rates are generally below other surrounding cities but are disproportionately concentrated at mass transit locations such as light rail stations and around 154th Street, 176th Street, 200th Street (For more details on crime data, records request can be made to the City of SeaTac Police Department and the King County Sheriff's Office). This aligns with findings that crime is highly concentrated in very small geographic places.⁶ While new mass transit facilities can present security challenges, research into the relationship between mass transit and crime has seen no change or even a reduction in crime, but not a decrease in crime perception.⁷



CONSTRUCTION ON MILITARY ROAD S. AND 152ND STREET

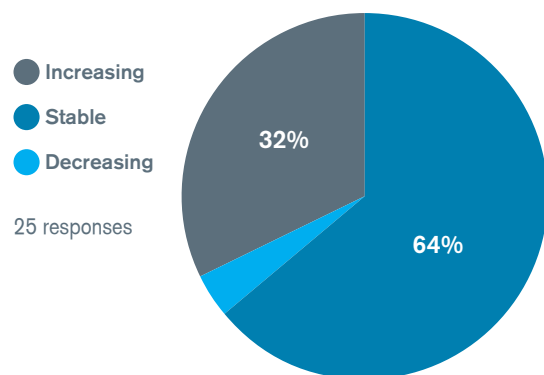
OPPORTUNITIES:

- **Retail/Restaurant Amenities:** An increase in amenities such as high-end restaurants or access to a supermarket in the commercial core. While SeaTac has more than 40 restaurants and coffee shops⁸ in the City, more than half of survey respondents noted an absence of high-end amenities such as boutique retail shops and casual/high-end restaurants.
- **Housing Development:** Several longstanding businesses say that the rapid development of International Boulevard is a positive trend that should continue. This development aligns with the Puget Sound Regional Council (PSRC) long-term development strategy to create Transit-Oriented Communities (TOC) in the Puget Sound area by concentrating housing and employment centers around mass transit areas such as those at the South 154th Street Station Area.

THREATS:

- **Labor Shortage:** With nearly a third of employers expecting to hire in the near-term, SeaTac businesses believe that there is a limited workforce pool. Among the metrics measured, the lack of an available and quality workforce scored the lowest amongst workforce ratings. One employer noted that they were accessing all available labor resources but still struggled to find applicants for low-skilled jobs. This shortage will grow increasingly more difficult in the next year. Currently, King County's unemployment rate is 3.4%⁹, which the US Federal Reserve categorizes as "full employment," meaning the available number of able and willing workers is near zero.

Are projected employment needs for your location:



- **Residential Housing Shortage:** 40% of businesses noted a lack of available local housing options for their employees. Among community services, the lack of affordable workforce housing was considered as the most critical issue.¹⁰ Only an estimated 6% of SeaTac residents work in the City. As a result, employers are hiring workers who live farther away, with 43% of SeaTac employees making 30 minute or more commutes and 12% making 60 minutes or longer.¹¹

While median home prices in Seattle have gone down 6.2% in the last year to \$755,000, SeaTac and Southwest King County cities have seen a 3.5% increase to \$440,000 (which is still less than 60% of the value of a Seattle home¹²). Median condo prices have seen more dramatic price changes, with Seattle condos losing 12.4% of their value in the past year to \$450,000 while SeaTac and Southwest King County cities have seen an 18.8% increase to \$237,500.

KEY TAKEAWAYS

1. Driven by the presence of the international airport, SeaTac's economy is in a strong position and can be expected to grow over the next five years. Employers are optimistic and are investing back into their businesses. This growth will likely exacerbate demand for more housing options and other quality-of-life amenities that attract the large workforce in the first place. Additional City-specific data analysis is needed to identify specific prospective businesses that may fill the gaps in services and amenities. This should focus on out-of-state travelers¹³ and the employee workforce¹⁴.
2. Because of growth in SeaTac, several capital improvement projects are in the works to ease congestion and improve accessibility. However, businesses near these project sites are disproportionately impacted and – because of limited communication – are less friendly towards government-related activities. Additional steps may need to be taken to increase trust and minimize adverse effects during these periods.
3. While SeaTac police data demonstrates low crime rates in the City, additional crime data from King County Metro and Sound Transit shows that crime is heavily concentrated near or around light rail and Bus Rapid Transit (BRT) stations, where businesses operating in these areas see a disproportionate amount of disturbances due to its accessibility. Increased attention towards servicing these areas would ease business tensions and increase trust between the businesses and SeaTac.



PARK N FLY



GALLIANO'S CUCINA ITALIAN RESTAURANT



STEVE HUFF MOTORSPORTS

POTENTIAL NEXT STEPS

1. Residential Housing and Amenities Strategy. The City should identify and create a joint housing/economic development strategy that would incentivize more labor in the City and boost economic growth. The core drivers for continued growth include:

1. Connection to markets (the international airport)
2. Incentives for new businesses (such as SeaTac's Opportunity Zones)
3. Access to an ample labor market¹⁵

While a city planning effort is underway to address growth near the airport, local businesses' higher demand for workforce housing and access to an ample labor market has not been resolved. Additional housing options will expedite the growth of the labor market, primarily because the immigration of employees/workforce provides faster labor creation than average labor growth. Diversification of amenities that incorporates nationally-recognized brands, as well as local amenities, will be essential to catering to SeaTac's unique visiting and workforce populations.

2. Stakeholder Engagement and Communication Protocol. Continual infrastructure upgrades and maintenance projects throughout the City demonstrate that a standardized communication and mitigation plan is needed. Expanded outreach efforts before the start of capital improvement projects, zoning changes, or re-development projects should be communicated via infographics such as GIS maps and communicated through face-to-face conversations. Going forward, future projects should explore incorporating all divisions at City Hall to provide input and identify adverse impacts during the planning process, create action items, and identify target metrics for a successful communication and engagement strategy (see development pipeline map for example of visual communication tool in appendix). Additionally, the Economic Development team should increase engagement with various businesses to discuss the future vision and potential opportunities in the City. Similar protocols can be found in San Francisco, where a business impact fund was created, and impact planning starts at 65% of the design phase for all new projects.¹⁶

3. Community Economic Development Team Outreach and Security Collaboration. An outreach team would increase interconnectivity between the business community and the City of SeaTac, involving frequent visits to various zones throughout the year. This process would increase cooperation and trust, while identifying business and permitting issues early, thus facilitating business impact discussions during capital improvement projects or other City projects. Jointly, the CED outreach team could collaborate with SeaTac Police, Sound Transit, King County Metro to explore security issues around light rail stations and the BRT, while integrating community police practices where crime is generally low, but perception is still high. This may necessitate adding more police resources since community policing strategies usually are more labor-intensive than other forms of policing.

With the recommendations provided and the continuation of this program, the Economic Development team hopes to continue Phase III in 2020, which will include 100% coverage of the businesses located on Port of Seattle property such as those in the terminal and surrounding airport-related services.



HILTON GARDEN INN CONFERENCE ROOM



76 GAS STATION



HILTON GARDEN INN



VINTAGE SENIOR HOUSING CONSTRUCTION



ANGLE LAKE PARK



PAPÉ KENWORTH NORTHWEST

AVAILABLE BUSINESS DEVELOPMENT RESOURCES

- **Business Networks**
 - Seattle Southside Chamber of Commerce
 - The Soundside Alliance for Economic Development
 - Greater Seattle Partners
- **Business Development**
 - Small Business Development Center (SBDC) at Highline College and StartZone program
- **Local Advertising**
 - Seattle Southside Regional Tourism Authority



CLICK-N-REQUEST REPORTING TOOL

Issues with garbage? Graffiti tagging?

Illegal dumping in your area?

Use SeaTac's See-Click-Fix reporting system at seeclickfix.com/seatac?locale=en to report and submit requests, and the City will send someone out to check it out.

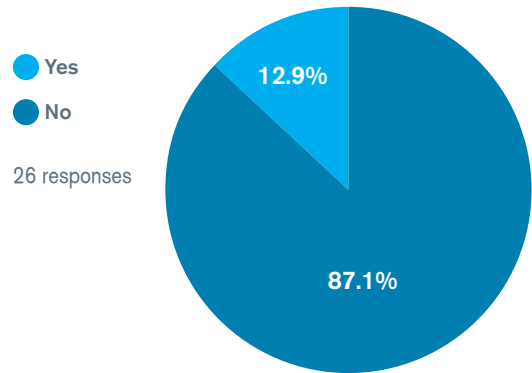


WORKFORCE FACTS AND FIGURES

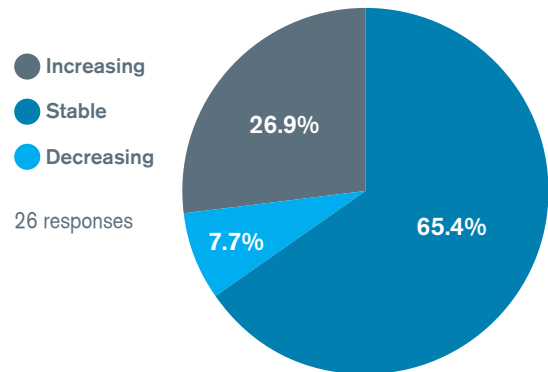
Business owners and general managers expect the workforce to remain stable, with a 12.9% turnover expected in the next 18 months. However, slightly more than a quarter of businesses have open positions that have not been filled. This can be linked to both a stronger economy and greater difficulty finding qualified workers in the local vicinity.

Businesses were asked to rate local workforce quality that was assessed on a 1 (Extremely Poor) to 7 (Extremely Satisfied) scale. While owners/managers considered productivity to be relatively high, they found that availability, quality, and high employee turnover to be significant issues.

Has the local manager changed or is a change expected?



Is the number of unfilled positions:



HOW WOULD YOU RATE...	AVERAGE SCORE
Workforce Availability	3.64
Workforce Quality	3.64
Workforce Stability	3.87
Workforce Productivity	5.09

PUBLIC UTILITY SERVICE RATINGS

Businesses were asked to score public utilities on a 1 (Extremely Poor) to 7 (Extremely Satisfied) scale in the following services. Both waste removal and internet services were rated the lowest.

RANK	UTILITY SERVICE	AVERAGE SCORE
1. (Highest)	Electric	5.80
2.	Water	5.72
3.	Natural Gas	5.59
4.	Sewer	5.40
5.	Cellular Service	5.31
6.	Telecom	5.24
7.	Internet Access	4.92
8.	Waste Removal	4.84
9. (Lowest)	Internet Speed	4.52



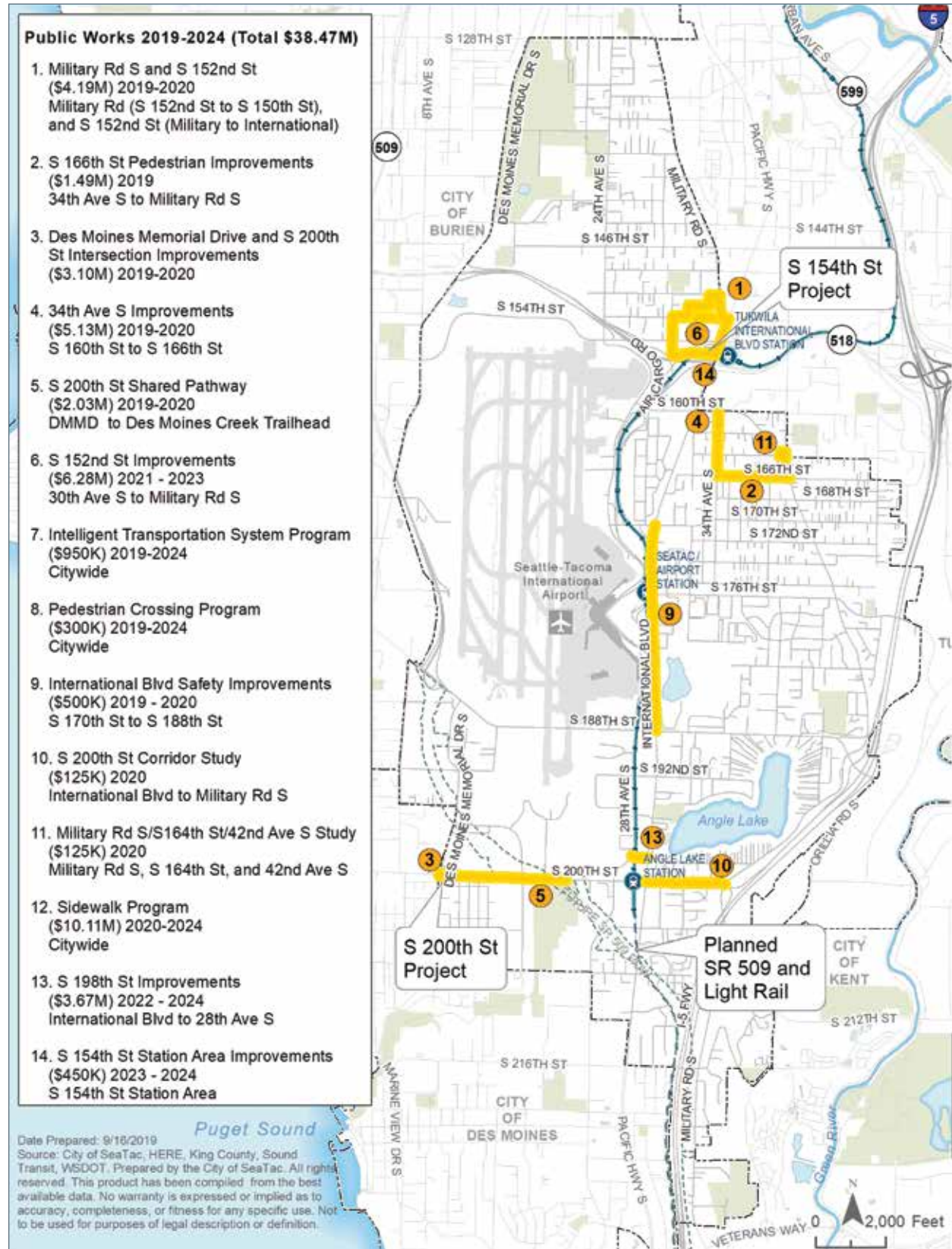
HILTON GARDEN INN

COMMUNITY SERVICE RATINGS

Businesses were asked to score community services on a 1 (Extremely Poor) to 7 (Extremely Satisfied) scale that broadly covers the municipal, individual district, and state-level services. Note that housing is rated the lowest in these ratings.

RANK	COMMUNITY SERVICES	AVERAGE SCORE
1. (Highest)	Fire Protection	6.00
2.	Ambulance/Paramedic Services	5.77
3.	Airline Passenger Service	5.75
4.	Public Transportation	5.66
5.	Visitors Bureau	5.58
6.	Chamber of Commerce	5.42
7.	Police Protection	5.39
8.	Community Planning and Parks	5.36
9.	Childcare Services	5.35
10.	Highways (State and Federal)	5.27
11.	Economic Development	5.25
12.	Community College	5.23
13.	Streets and Roads (Local)	5.19
14.	College(s) and University(ies)	5.16
15.	Traffic Control	5.14
16.	Healthcare Services	5.11
17.	Streetscape	5.04
18.	Regulatory Enforcement	4.85
19.	Sign Regulations	4.71
20.	School (K-12)	4.50
21.	Property Tax Assessment	4.39
22.	Zoning Changes/Building Permits	4.13
23. (Lowest)	Housing	4.10

PLANNED AND ON-GOING CONSTRUCTION UPDATES



MILITARY ROAD S. AND S. 152ND STREET

This project provides safer pedestrian access to local businesses and adjacent roadways, sidewalks, bike lanes, a new traffic signal, and a flashing crosswalk. Expected completion is the summer of 2020.



DES MOINES MEMORIAL DRIVE AND S. 200TH STREET INTERSECTION

Beginning Oct/Nov of 2019, this intersection will see improvements to include new traffic signals, left turn pockets, sidewalks, bike lanes, utility undergrounding, and drainage improvements. The expected completion for this project is late 2020.



FEDERAL WAY LIGHT RAIL EXTENSION AND SR 509 GATEWAY PROJECTS

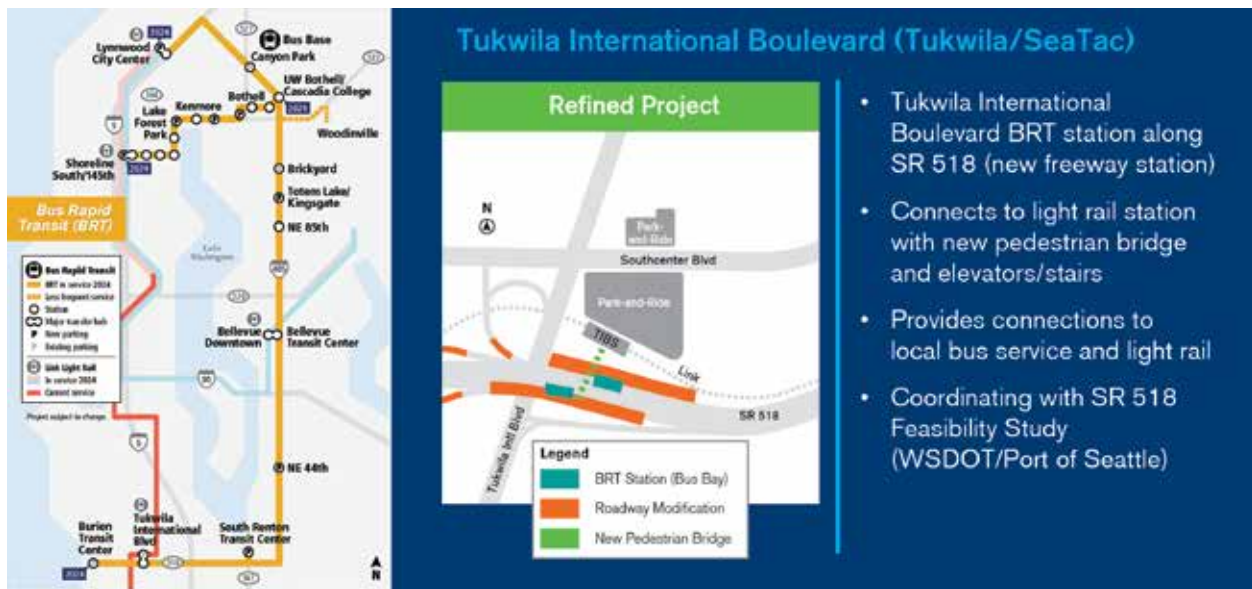
The Federal Way Light Rail Extension and SR 509 Gateway projects are both expected to begin construction in 2020. Major road improvements are expected between South 204th Street and South 212th Street. These projects are expected to be completed at the end of 2024 and 2026, respectively.



LINK LIGHT RAIL

TUKWILA INTERNATIONAL BOULEVARD BUS RAPID TRANSIT (BRT) STATION

In the planning stage, Sound Transit's Bus Rapid Transit station at Tukwila International Boulevard station will include two BRT stations on SR 518 and a new pedestrian bridge. The City of SeaTac staff coordinated with staff from the City of Tukwila, Port of Seattle, Sound Transit, and WSDOT to include pedestrian access to the south of SR 518. This project is expected to be completed by 2024.



LOCAL RESTAURANT AND COFFEE AMENITIES

NORTH CITY (North of 188th Street)	
13 Coins SeaTac	18000 International Blvd.
Aqua Terra	3201 S 176th St.
Chongtong Thai Cuisine	16005 International Blvd.
Copperleaf Restaurant	18525 36th Ave S.
Denny's	17206 Pacific Highway S.
Denny's	18623 Pacific Highway S.
Domino's Pizza	16260 Military Road S.
Galliano's Cucina	16435 Military Road S.
Ginger Palace Pan Asian Cuisine	16720 International Blvd.
Gregory's Bar & Grill	18220 International Blvd.
Jack in the Box	2840 S 188th St.
Jasper's Coffee	4020 S 164th St.
Kilimanjaro Restaurant and Café	16006 International Blvd.
L&L Hawaiian Barbecue	18613 International Blvd.
Maxi's Restaurant and Lounge	18740 International Blvd.
Mango Thai Cuisine & Bar	18613 International Blvd.
Mecca Mediterranean	16324 International Blvd.
Mike's Community Cup	16260 Military Road S.
RBG Bar and Grill	18118 International Blvd.
Seaports Restaurant & Lounge	18740 International Blvd.
Sharps Roasthouse	18427 International Blvd.
Spencer's for Steaks & Chops	17620 International Blvd.
Star Coffee Restaurant	16005 International Blvd.
Starbucks	4011 S 164th St.
Subway	16006 Pacific Highway S.
Subway	18613 International Blvd.
Teriyaki Wok	16256 Military Road S.
The Pancake Chef	15215 Military Road S.
Wakey Wakey Coffee	800 S 157th Pl.
Whidbey Coffee	18220 International Blvd.

LOCAL RESTAURANT AND COFFEE AMENITIES (CONTINUED)

SOUTH CITY (South of 188th St.)	
Aunt Becky's Deli	19110 Des Moines Memorial Dr.
Big Foot Java	20635 Military Road S.
Bob's Burgers and Teriyakis	20054 International Blvd.
Cherry Bomb Espresso	21000 Pacific Highway S.
Gold Bean Espresso	21031 International Blvd.
IHOP	20402 International Blvd.
Java Jive Thru	19245 Des Moines Memorial Dr.
Las Palmas Restaurant	19840 International Blvd.
Masae's Teriyaki	19021 International Blvd.
Pizza Time	20010 International Blvd.
Silver Dollar Casino-SeaTac	19222 International Blvd.
Subway	20619 Military Road S.
Taco Bell	18812 Pacific Highway S.
Taqueria Jacarandas Mexican Food	20034 International Blvd.
The BBQ Schacht	19231 Des Moines Memorial Dr.
The Boulevard Café	20717 International Blvd.



NEW SEA-TAC AIRPORT INTERNATIONAL ARRIVALS FACILITY

FOOTNOTES

¹ Office of Financial Management: <https://ofm.wa.gov/washington-data-research/population-demographics/population-estimates/april-1-official-population-estimates>

² A “Prime” company receives the majority of its revenue from products or services sold outside the community/region such as multi-state, national, and international.

³ A “Main Street” company receives the majority of its revenue from products or services sold within the community/region such as local residents, local businesses, and local tourism.

⁴ From the July 10, 2019 SeaTac Hotel/Motel Tax Advisory Committee and the Washington Department of Revenue Statistics.

⁵ From the Sound Transit Operations January 2019 Service Performance Report <https://www.soundtransit.org/sites/default/files/documents/monthly-service-performance-report-201901.pdf>

⁶ Center for Evidence-Based Crime Policy, Department of Criminology, Law, and Society, George Mason University <https://cebcp.org/crime-and-place/>

⁷ Smith, Martha J., and Ronald V. Clarke. “Crime and Public Transport.” *Crime and Justice* 27 (2000): 169-233. <http://www.jstor.org/stable/1147664> and Liggett Robin. “Journeys to Crime: Assessing the Effects of a Light Rail Line on Crime in the Neighborhoods.” *UCLA Department of Urban Planning, Journal of Public Transportation*, Vol.6, No. 3, 2003. <https://scholarcommons.usf.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1386&context=jpt>

⁸ See Appendix – Local Restaurant and Coffee Amenities

⁹ King County profile - Labor force and unemployment, Washington State Employment Security Department <https://esd.wa.gov/labormarketinfo/county-profiles/king>

¹⁰ See Appendix – Community Service Ratings

¹¹ Commute Times in SeaTac, WA, Data USA https://datausa.io/profile/geo/seatac-wa/#commute_time

¹² Seattle Times, “Condo Shoppers Across King County Enjoy a Summer of Plenty”, August 5th, 2019 <https://www.seattletimes.com/business/real-estate/condo-shoppers-across-king-county-enjoy-a-summer-of-plenty/>

¹³ Hotel managers specifically point to visitors and tourists who are looking for local amenities but few amenity options are available in the vicinity.

¹⁴ Because of demographic changes in the workforce, there has been an appetite for more amenities that cater to dietary restrictions such as halal and kosher. Currently, there are none located adjacent to the airport where most employees work.

¹⁵ Timothy Bresnahan. “‘Old Economy’ Inputs for ‘New Economy’ Outcomes: Cluster Formation in the New Silicon Valley.” *Industrial and Corporate Change*, Vol. 10, Number 4. Oxford University Press 2001 <http://people.ischool.berkeley.edu/~anno/Papers/oldeconomyneweconomy.pdf>

¹⁶ City and County of San Francisco Construction Mitigation Program, April 2019 https://www.sfcta.org/sites/default/files/2019-04/Item%2012%20-%20Construction%20Mitigation%20Program%20Update_0.pdf



For more information on the Business Synergy Program
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