

# APPENDIX E

## Implementation Strategies for Comprehensive Plan

### Implementation Strategies

Implementation strategies detail how policies in the comprehensive plan will be realized through efforts of the staff, City Council, and regional partners. Strategies vary in required level of effort s from continuing existing programs and procedures, to establishing new programs and meeting new requirements. Similarly, timelines for executing the listed strategies will vary based on available resources, prioritization, and requirement timelines as detailed below. Strategies are assigned internally and may be the responsibility of individual departments or multiple departments, or even require coordination with outside entities, and the Tukwila community.

#### Timeline reference (2024-2044 Planning Period)

Short-Term: 2024-2029

Medium-Term: 2029-2034

Long-Term: 2035-2044

Ongoing: Present-End of Planning Period

Implementation strategy numbers correspond to the policy number or numbers for the associated plan element, i.e., Community Character Implementation Strategy 4.1.1 *“Seek Certified Local Government status to secure funding and technical assistance for historic preservation.”* corresponds to Community Character Policy 4.1 *“Identify, protect, and designate historically significant properties, structures and sites.”* Some implementation strategies may address multiple policies, while some policies may be associated with multiple implementation strategies.

Below are the implementation strategies for each element.

### COMMUNITY CHARACTER

- 3.2.1 Increase awareness of the community’s heritage by promoting cultural preservation programs and/or educational activities.
- 4.1.1 Seek Certified Local Government status to secure funding and technical assistance for historic preservation.
- 4.1.2 Promote partnerships between the City and community cultural heritage groups, such as the Tukwila Historical Society.
- 4.1.3 Guide community historic preservation interests seeking to designate local sites of historic value.
- 4.2.1 Form City staff committee that meets semi-annually and identifies opportunities and mechanisms (funding options) to implement policy
- 4.2.2 Increase awareness of the community’s heritage by promoting cultural preservation programs and/or educational activities.

- 4.3.1 Develop incentives, such as fee waivers or code flexibility, to encourage preservation of historic resources, including those that are currently known and those that have yet to be identified.
- 4.5.1 Develop public art and markers that incorporate local historical references, events, and individuals.
- 4.5.2 Promote partnerships between the City and community cultural heritage groups, such as the Tukwila Historical Society.
- 4.5.3 Recognize Tukwila’s heritage by naming or renaming parks, streets, or other public places with their original names or after major figures and events.
- 4.5.4 Develop materials and processes that could help developers learn about design characteristics of Tukwila’s history and cultural diversity and how those elements could be reflected in commercial, public, and multiple-family buildings.
  
- 5.2.1 Coordinate with the Tukwila community to identify how the City can support advertising of community events of interest – whether through outreach by Economic Development, Communications, Parks, or onsite promotion
- 5.4.1 Expand the linguistic and cultural competencies of the City Council, staff, commissions and other City representative groups through recruitment, training, and hiring.
- 5.6.1 Continue and enhance the relationship with the school districts serving Tukwila through classroom visits, partnerships, internships, and scholarship programs.
  
- 7.1.1 Research issues related to food trucks and develop regulations as appropriate.
  
- 8.6.1 Develop internal City procedures and practices that publicly account for how City plans, policies, and activities support equity principles for Tukwila residents and visitors,

## **LAND USE**

- 1.1.1 Continue to maintain consistency with countywide and regional planning policies and targets.
- 1.4.1 Continue to review jobs and housing achieved growth, impediments to development and explore potential code amendments to help achieve growth targets.
  
- 2.1.1 Consider transit-oriented development (TOD) and general density considerations in planning decisions.
  
- 3.1.1 Refer to comprehensive plan criteria in consideration of changes to zoning designations or modification of desired use allowances.
  
- 4.1.1 Apply overlays where appropriate to modify underlying development standards.
  
- 5.1.1 Coordinate with King County and ensure consideration of policy criteria in consideration of annexations.

- 6.1.1 Coordinate with relevant entities and ensure consideration of policy criteria in discussions and siting of essential public facilities.
- 7.1.1 Broaden allowances for small grocery stores, and other alternative food sales and production locations.
- 7.3.1 Analyze how public investment can be focused to mitigate further harm to areas with greater concentrations of historically marginalized communities, and produce restorative actions through greater housing affordability, opportunity for daily physical activity and employment opportunities.
- 7.5.1 Continue to monitor naturally occurring affordable housing (NOAH) and coordinate with property owners and managers.
- 7.7.1 Consider potential impacts from environmental pollutants in planning actions related to residential development.
- 7.8.1 Coordinate capital improvement program (CIP) projects to address existing deficiencies.
- 8.1.1 Actively coordinate with relevant entities to mitigate noise and other environment impacts to the extent possible and consider additional regulations to mitigate impacts where appropriate.
- 9.1.1 Update zoning, and other development regulations in the area of the station location to support future transit-oriented development (TOD).
- 9.2.1 Update capital improvement plan to emphasize non-motorized and public transportation connections from the station.
- 9.3.1 Collaborate with relevant agencies to support additional community access to non-motorized and public transportation options.
- 10.1.1 Update the Development Agreement to revisit and realign vision and priorities for the Tukwila South subarea.
- 11.4.1 Adopt new residential, mixed use and commercial design standards to set clear expectations, and encourage, new development.
- 11.6.1 Loosen density, parking requirements and use allowances permitted along Tukwila International Boulevard.
- 11.8.1 Explore branding and promotion opportunities to continue to build a unique identity for the TIB district.
- 11.9.1 Collaborate with other jurisdictions, and key entities on opportunities to support broader development.
- 12.1.1 Identify unsafe areas for pedestrians and cyclists along TIB, and integrate traffic calming, frontage improvements or other safety improvements in the capital improvement program.
- 12.3.1 Update development standards to incentivize desired site layouts and building form in development and redevelopment.

- 14.1.1 Identify key areas for street network improvements and update standards to build out additional connections as development occurs and funding becomes available.
- 14.2.1 Explore pilot opportunities with surrounding cities to support TIB, Southcenter, and SeaTac International Airport or other key points of interest and support last mile connections.
- 14.4.1 Identify and address issues in maintenance of transportation facilities.
- 15.2.1 Identify opportunities in collaboration with the community to increase city-sponsored events, programming and engagement.
- 16.1.1 Explore additional funding opportunities to support property maintenance and redevelopment.
- 17.1.1 Continue to collaborate between City Staff, community members, businesses and agencies to improve safety.
- 17.3.1 Identify unsafe areas for pedestrians and cyclists along TIB, and integrate traffic calming, frontage improvements or other safety improvements in the capital improvement program.
- 18.5.1 Update development standards to incentivize desired site layouts and building form in development and redevelopment.
- 18.7.1 Provide education to potential developers on the benefits of coordinated stormwater treatment.
- 18.8.1 Reduce parking requirements and other regulations restricting job growth near TIB.

## **REGIONAL CENTERS**

### ***Southcenter Tukwila Urban Center***

- 1.1.1 Work with Southcenter stakeholders to develop a Public Amenities Plan.
- 1.1.2 Develop standards and incentives for providing a variety of different types of open spaces (e.g., plazas, parks, public and private) that attract further residential development and balances out the increasingly dense environment
- 1.2.1 Coordinate with transit providers to optimize transit service and station improvements.
- 1.2.2 Seek opportunities for public/private partnerships.
- 1.4.1 Update development standards to align with market forces.
- 2.1.1 Seek opportunities for public/private partnerships.
- 2.1.2 Look for opportunities for pocket park development
- 2.1.3 Promote the use of shade trees.
- 2.1.4 During review of proposed public and private projects:
  - § Promote use of indigenous plants.
  - § Promote use of water-saving plants.
- 2.1.5 Implement the Master Plan and water quality improvement program for Tukwila Pond Park

- 2.1.6 Coordinate with Tukwila’s Parks and Recreation Department to ensure that the Southcenter area’s parks and open space concepts are integrated into the Parks Plan.
- 2.2.1 Coordinate with the City Public Works Department to create a Street Network Plan that establishes a finer-grained system of public and private streets and pedestrian corridors for the Southcenter area and requires development to share in the cost of providing them.
- 2.2.2 Identify and employ mechanisms and incentives by which a finer grid system and public frontage improvements can be implemented by the Street Network Plan
- 2.2.3 Coordinate with the Public Works Department to prepare an access management plan for the Southcenter area that requires the consolidation of driveways and access points, wherever possible
- 2.2.4 Update the Street Tree Plan for the Southcenter area (CBD).
- 2.2.5 Continue working with Sound Transit, the City of Renton, and the Union Pacific and Burlington Northern Railroads to fund and complete the Strander Boulevard connection between the Sounder commuter rail/Amtrak Station and the Tukwila Urban Center, including the pedestrian only underpass beneath the Union Pacific lines. Coordinate with land use planning efforts to ensure that improvements in the transportation and circulation system are parallel with projected growth in the Tukwila Urban Center.
- 2.2.6 Coordinate with land use planning efforts to ensure that improvements in the transportation and circulation system are parallel with projected growth in the Tukwila Urban Center
- 2.2.7 Develop a Southcenter Streetscape Improvement Plan with distinct identities for major streets, and strategies for pedestrian-oriented improvements and linkages such as new pathways, arcades, awnings, sidewalk eating areas, and special displays.
- 2.5.1 Over the short to midterm, focus public and private investments and regulations on properties fronting Baker Boulevard between the Mall and the Sounder station
- 2.8.1 Conduct a public parking structure feasibility study, including siting, potential funding sources and mechanisms.
- 2.8.2 Investigate alternative parking strategies such as shared parking, etc.
- 2.8.3 Look for opportunities for on-street parking in areas planned for higher pedestrian activity, particularly in the TOD District.
- 2.8.4 Revisit standards and guidelines for parking design and layout to support the type of development envisioned in each of Southcenter’s districts.
- 2.8.5 Continue Commute Trip Reduction Programs and other Transportation Demand Management Programs. Incorporate the Growth Transportation Efficiency Center (GTEC) into transportation and land use planning in Southcenter.
- 2.9.1 Review and update design guidelines for Southcenter.
- 2.10.1 Identify appropriate design guidelines and locations for directional signage for shopping, access to amenities, and leisure activities, in order to alleviate congestion in key corridors and intersections
- 2.11.1 Establish a lead redevelopment entity on the public side to coordinate implementation of an urban center redevelopment strategy and provide it with people, resources, and tools to succeed.
- 2.11.2 Rebrand urban center districts to take advantage of assets, location, and character, and reinforce land use concepts so that the image of Tukwila is refreshed.
- 2.11.3 Improve infrastructure through the Capital Improvement Plan that reflects Southcenter policies.

- 2.11.4 Create a public sector redevelopment tool kit that offers developers assistance in achieving the community’s goals for the Southcenter area.
- 2.11.5 Prepare and implement a redevelopment strategy.
- 2.11.6 Identify projects necessary to catalyze economic development and give them high priority for funding when considering public investment in the Urban Center.

***Manufacturing/Industrial Center***

- 1.1.1 Create and support an Economic Development Advisory Board empowered to provide economic data and other appropriate assistance
- 1.1.2 Provide City permit process assistance and advice consistent with MIC policies
- 1.2.1 Provide technical assistance in bringing contaminated property into productive use in ways that minimize remediation costs while protecting the water quality of the Duwamish River
- 1.2.2 Support development of a regional approach to remediation issues that cross jurisdictional boundaries
- 1.3.1 Initiate a programmatic environmental impact statement for MIC development, based on relevant information from existing EISs
- 1.3.2 Develop a method for preparing and approving master plans for developing or redeveloping sites in the MIC, geared to the size and type of development
- 1.3.3 Coordinate simultaneous action by the City on building permit application, State Environmental Policy Act (SEPA) review, and other required approvals on proposed projects
- 1.3.4 Develop an outreach program (in all parts of the City) that provides meaningful opportunities for citizen input into the permit review process
- 1.3.5 Continue to improve the permit review process already in place in the City to ensure successful outcomes
- 1.4.1 Review this at next Shoreline Master Program update cycle
- 1.9.1 Duwamish corridor river access guidelines consistent with the Tukwila Parks and Open Space Plan, other City access plans, and city-wide river access guidelines
- 1.10.1 Work to have a multimodal transportation center
- 1.10.2 Provide continued support of agencies developing other programs to reduce dependence on the single-occupancy vehicle
- 1.10.3 Work with regional transit agencies to support new east-west transit routes serving the MIC and other areas in Tukwila
- 1.10.4 Support alternative commercial routes in and out of the MIC
- 1.10.5 Continue to work with regional agencies to pursue light rail and commuter rail stops in the vicinity of Boeing Access Road
- 1.11.1 Coordinate with the City of Seattle to initiate a trade of territory that would enable 16th Avenue South to become the City boundary between East Marginal Way and the river
- 1.11.2 Eliminate undesirable boundary line irregularities, such as the splitting of Associated Grocers and King County International Airport property

- 1.12.1 Seek opportunities to work with appropriate governments to:
- Investigate tax increment financing options;
  - Increase electrical energy capacity;
  - Improve soil remediation regulations;
  - Identify the most equitable and cost-effective approach to surface water drainage in the Duwamish Basin
  - Continue improvement in water quality and wildlife habitat; and
  - Increase predictability of permit conditions and reduce permit processing time

## HOUSING

- 1.1.1 Update middle housing allowances to comply with state law and increase residential density allowances to support denser development in multifamily and mixed-use areas, and transit-oriented development near major transit stops.
- 1.2.1 Work with stakeholders to continue to identify and reduce regulatory barriers to housing production through code amendments.
- 1.3.1 Regularly review residential development trends to calibrate development standards with City Goals for housing production through code amendments.
- 1.4.1 Increase density allowances near major transit stops through code amendments.
- 1.5.1 Review market studies, and impediments to recent, and proposed development when proposing code amendments to support desired residential development.
- 2.(1-3).1 Amend residential development standards to incentivize a broader diversity of housing types by updating middle housing and co-living allowances, increasing incentives for affordable housing, reducing regulations that increase housing development cost and updating impact fees to reflect unit size, bedrooms and overall impact for smaller units.
- 2.(4-5).1 Review and amend regulations and fees for emergency shelters, transitional housing, emergency housing, and permanent supportive housing (STEP Housing) through code amendments and to ensure capacity and feasibility of STEP Housing development.
- 2.6.1 Update middle housing allowances to comply with state law through code amendment.
- 2.7.1 Collaborate between DCD, Human Services and South King Housing and Homelessness Partnership (SKHHP) staff and property owners and managers of affordable residences to share resources and information.
- 2.8.1 Collaborate between City Staff, SKHHP and other community groups to disseminate affordable housing opportunities with new income restricted housing development.
- 2.9.1 Explore opportunities to provide educational resources on designing for climate change to developers building in Tukwila.
- 3.1.1 Support and encourage legislation and resource allocation at the County, State and federal level that promotes affordable housing goals.
- 3.2.1 Consider expansion of multifamily tax exemption (MFTE), or other tax exemptions to encourage housing development, through code amendment.
- 3.3.1 Regularly review residential development trends by income band to calibrate development standards with City Goals for housing development at lower income levels through code amendments.

- 3.4.1 Continue to collaborate with SKHHP, and fund their housing capital fund, while collaborating with developers on potential subsidized affordable developments for Tukwila.
- 4.1.1 Review state and regional guidance and implement zoning amendments through code amendments to address areas such as large minimum lot sizes and exclusionary zoning.
- 4.2.1 Explore opportunities to support the development of additional income-restricted housing, or transition of naturally occurring affordable housing (NOAH) into income-restricted housing, including but not limited to density bonuses for affordable housing, expansion of 12-year MFTE availability, fee reductions and other standard flexibility for preservation of existing NOAH units and infill redevelopment.
- 4.3.1 Review mapping of areas with greatest risk of displacement and staff knowledge when considering zoning or other City actions with significant potential to impact displacement and consider attempting to offset the action through mitigating measures, phasing actions with other affordable housing development or reconsidering actions altogether.
- 4.4.1 Coordinate between City Staff and SKHHP to connect agencies purchasing and managing affordable housing with interested Tukwila property owners.
- 4.5.1 Continue to fund and administer the Residential Rental Licensing and Inspection Program and integrate knowledge gained through the program into City actions where appropriate.
- 4.6.1 Continue to fund and administer the minor home repair program.
- 4.7.1 Continue to engage historically underserved populations with greater risk of displacement through both informal means of outreach, as well as representation on citizen boards and commissions.
- 4.8.1 Continue to seek partnerships with organizations developing affordable homeownership project, while amending residential development standards to expand viability of ownership housing types at lower price points through code amendments and partnering with organizations such as the Black Home Initiative to direct homeownership covenant funds and other resources toward ownership opportunities in Tukwila.
- 4.9.1 Explore adoption of renter protections with City Council to provide additional housing stability for Tukwila Renters.
- 5.1.1 Update middle housing and accessory dwelling unit allowances to comply with state law and explore further incentives for larger sized apartments.
- 5.2.1 Regularly review residential development trends to calibrate development standards with City Goals for production of additional homeownership products at relatively affordable price points through code amendments.
- 5.3.1 Produce and distribute educational materials to encourage universal design in new private development and integrate universal design principles into public works standards and City initiated development.
- 5.4.1 Coordinate City programming and promotion related to rental assistance, job training and advocacy with transit organizations in an effort to provide housing access, while supporting construction of new housing affordable to lower income levels.
- 5.5.1 Coordinate with existing community-based organizations and community-based organizations through boards, commissions and programmatic outreach.
- 5.6.1 Explore code amendments to encourage front porches, reduced setbacks and other features to facilitate social interaction.

- 5.7.1 Update co-living allowances to comply with state law through code amendment and explore allowed.

## **ECONOMIC DEVELOPMENT**

- 1.1.1 Actively assist businesses that confer strong net financial benefit to Tukwila’s municipal revenue streams.
- 1.1.2 Continue and grow the Experience Tukwila program to proactively market shopping, dining, and entertainment options available in Tukwila through targeted social media posts and individual business highlights in appropriate forums.
- 1.2.1 In the course of outreach to local businesses, assess the degree to which adopting zoning (and related standards) support business operations and streamline requirements that provide little benefit.
- 1.2.2 Promote Tukwila to the priority business subsectors by building relationships with key firms and understanding their land, facility, infrastructure, and workforce needs.
- 1.4.1 Continue supporting Explore Seattle Southside to market activities and amenities that actively promote Tukwila to business travelers and tourists and leverage Tukwila’s location to SeaTac airport to attract overnight stays and layover breaks.
- 1.4.2 Support events, activities, pop-ups, and temporary markets that activate public spaces and underutilized parking lots and contribute buzz and energy to surrounding commercial districts.
- 1.4.3 Promote the Tukwila International Boulevard neighborhood as an authentic, international district welcoming to visitors.
- 1.6.1 Create a robust and sustainable business contacts database for the City and utilize to track, schedule, and monitor engagement and “touches” with Tukwila businesses and entrepreneurs.
- 1.10.1 Protect and monitor development in the Southcenter District and MIC and adjust zoning and infrastructure as needed to accommodate and attract development and employment.
- 1.11.1 Work with the landowner to review and adjust, as necessary, the Tukwila South development agreement to ensure the vision for this important future employment center is realized.
- 1.11.2 Consider incentives and other tools such as the multi-family property tax exemption (MFTE), tax increment financing (TIF) to incentivize private investment and new development that is compatible with the city’s vision.
- 1.12.1 Protect industrially zoned areas by maintaining industrial zoning and infrastructure. Consider allowing the uses within a structure to change and not trigger building code upgrades if the uses are industrial.
- 1.13.1 Inventory all major developable or redevelopable sites in Tukwila, gathering information on ownership, zoning, and known development constraints.
- 1.13.2 Prepare criteria for the development of publicly owned sites that may be available for future disposition.
- 1.14.1 Conduct a business outreach program that can act as an effective feedback loop for city policies, programs, and regulations and can address needs, challenges, and opportunities for individual businesses and sectors alike.

- 1.14.2 Facilitate and participate in networking opportunities between the City and local and regional businesses.
- 1.16.1 Seek opportunities to improve the experience in the Southcenter District, such as improving the public experience of Tukwila Pond Park; improving Baker Boulevard as a festival street; creating better pedestrian experiences; and connecting Westfield Southcenter to the commuter train station.
- 1.16.2 Seek opportunities to improve the Tukwila International Boulevard neighborhood by creating a walkable, pedestrian friendly experience along the Boulevard, incentivizing development on the Boulevard, leveraging the sale of City property for catalyst development, and fostering the international experience for visitors.
- 1.16.3 Continue to partner with the King County Flood Control District, US Army Corps of Engineers, and private property owners to monitor, maintain, and improve Tukwila's levee systems and banks on the Green and Duwamish Rivers to ensure sustainable flood protection, environmental restoration, and improved habitat.
  
- 2.2.1 Communicate positive crime statistics across multiple channels, including formally and informally via City contacts with partners and communities.
- 2.2.2 Support Tukwila Police Department in their recruiting and crime reduction public engagement efforts such as National Night Out.
- 2.2.3 Continue to expand engagement between Police and the community to build stronger relationships and trust.
- 2.2.4 Advocate strongly for fiscal sustainability policies that add budget capacity for public safety including hiring, programming, reporting, and equity training.
- 2.2.5 Invite key property owners and businesses to collaborate on public safety measures such as private security, information sharing, and property management practices.
- 2.2.6 Consider creating a business improvement area in the Southcenter District to assist with additional public safety initiatives.
- 2.3.1 Continue community art program and seek to scale up public and private art installations, such murals and utility box wraps.
- 2.3.2 Seek opportunities to leverage enjoyment of the Green River Trail and the river itself for economic development.
- 2.3.3 Seek opportunities to improve Tukwila Pond for public enjoyment.
- 2.3.4 Support and attract businesses that provide fun and positive experiences and build on synergy with existing businesses.
- 2.3.5 Consider and explore the feasibility of adding new and additional streetlights throughout the city.
- 2.4.1 Continue and expand the Experience Tukwila social media and sponsorships program.
- 2.4.2 Continue and expand Tukwila's family friendly activities hosted by the City, partners, and outside organizations.
- 2.4.3 Celebrate the diversity of Tukwila's business community to draw new market share regionally to experience the unique offerings in street food, and niche and experiential retail and events.
- 2.4.4 Continue and strengthen relationships with Tukwila-based organizations with positive public relations reputations such as the OL Reign, Seawolves, and Starfire.
  
- 3.4.1 Dedicate staff time to participate in workforce development and network with workforce partners.

- 3.4.2 Vocally advocate for and promote Tukwila’s specific needs to workforce development organizations.
- 3.4.3 Create and maintain an online directory of organizations and services in Tukwila providing workforce development, language training, internship and apprenticeship opportunities, and employment assistance.
- 3.4.4 Promote workforce development opportunities, including training, workshops, education, and resources, directly to Tukwila residents.
- 3.5.1 Explore organizing an event series to connect high school counselors and teachers to local industry representatives in high-growth and / or target sectors, such as biotech, media arts, and others.
- 3.5.2 Identify opportunities to leverage the success of the Tukwila School District’s Career & Technical Education (CTE) programs by connecting their efforts to expand student recruitment and program offerings to local business needs. Serve as a conduit between local employers and CTE programs.
- 3.5.3 Connect with local employers’ human resources staff to understand their needs and connect them with workforce development organizations.
  
- 4.2.1 Augmenting signage regulations to allow greater flexibility of expression, branding, and identity in business signage.
- 4.2.2 Encourage the founding and development of home-based, virtual, mobile, and / or pop-up businesses that don’t require brick-and-mortar locations with incentives and / or other City support.
- 4.3.1 Continue and expand support for technical assistance consulting services to guide small businesses on matters ranging from taxes, business loans, permitting, lease negotiation, and hiring.
- 4.3.2 Seek out and promote resources around no-interest funding models for small businesses.
- 4.3.3 Translate key small business materials into languages present in the Tukwila community and stress-test translations with community partners.
- 4.3.4 Support small businesses to create social media and other online digital presence.
- 4.3.5 Consider creating an incubator space for small businesses that are supported by private sector venture capital.
- 4.4.1 Develop a communication strategy to emphasize the city’s accessibility to its business community.
- 4.4.2 Identify and track metrics related to permitting and entitlements timelines and work toward continuous improvement.
- 4.4.3 Provide guidance for how City departments embrace a business-friendly culture while also maintaining a resident friendly culture.
  
- 5.2.1 Educate and connect minority and immigrant-owned businesses on the availability of grant and low- to no-interest loan programs at local, state, and federal levels.
- 5.2.1 Evaluate Tukwila’s business license fee, business and occupations tax, development impact fees and consider other revenue sources such as a transportation benefit district to determine if the taxes and fees can be simplified and improved.
- 5.2.3 Engage with the Equity and Social Justice Commission, social organizations, and faith organizations to build relationships and understand economic gaps and resource constraints among the minority and immigrant owned business community in Tukwila.

- 5.3.1 Survey minority and immigrant-owned small businesses to identify which culturally relevant business services the City should provide to small business owners in Tukwila.
- 5.3.2 Identify resources and support to continue to cultivate ethnic shopping districts, including cuisine, and pursue recognition as a world-class street food destination.
- 5.4.1 Celebrate Tukwila’s diversity by promoting small and diverse businesses.
- 5.4.2 Highlight & promote a rotating roster of individual minority and immigrant-owned small businesses in Tukwila’s existing social media communications.

## NATURAL ENVIRONMENT

- 1&2.all.1 Support and maintain the City’s Green Tukwila 20-year Stewardship Plan, which addresses the restoration and protection of City-owned parks and green spaces to protect urban tree canopy and native landscapes.
- 1&2.all.2 Update and expand the City’s website to post information on environmental stewardship, green building techniques and standards, recycling and re-use of construction waste, low-impact development (LID) techniques, and other related topics. Distribute information to applicants and contractors during permit reviews.
- 1&2.all.3 Incorporate green construction and low-impact development techniques into City construction or retrofit projects as a tool for educating Tukwila residents, businesses and developers about their benefits.
- 1&2.all.4 Partner with environmental organizations – such as Forterra, Earth Corps, National Wildlife Federation and the Washington Native Plant Society – to train environmental stewards, help recruit and manage volunteers and carry out environmental restoration projects.
- 1&2.all.5 Seek grants and donations to fund publications, volunteer environmental restoration projects, and citizen environmental stewardship training.
- 4.1-6.2 Seek opportunities to enhance the insect and bird communities that support the City's green infrastructure (e.g., education on how to plant bee-friendly vegetation or provide building design information to developers to deter bird-strikes on windows).
- 5.all.1 Define and map springs, channel migration zones (CMZs), and riparian management zones (RMZs) on the environmentally critical areas map using available information and update the maps as new information is submitted in required critical area studies.
- 5.all.2 Periodically offer workshops or classes for property owners to provide guidance for environmentally critical areas stewardship, regulations, stream bank enhancement, and other related topics.
- 5.all.3 Improve tracking and monitoring of environmentally critical areas regulations and develop other mechanisms to improve compliance with maintenance requirements.
- 5.all.4 Continue implementation of the Surface Water Management Plan, the Shoreline Master Program (SMP) Habitat Restoration Program, the Water Resource Inventory Area (WRIA) 9 Salmon Habitat Plan, WRIA 9 – Duwamish-Green Watershed Restoration and Enhancement Plan, and other regional watershed restoration/basin plans to remove

- identified fish barriers during surface water and street maintenance and upgrade projects, where possible.
- 5.all.5 Develop guidelines and provide training to surface water, parks and street maintenance staff in best management practices (BMPs) for work in or near environmentally critical areas. This could include consideration of outdoor light standards as supported by DarkSky International (<https://darksky.org/>)
  - 6-all.1 Continue implementation of the Environmentally Critical Areas Regulations and improve tracking and monitoring and develop other mechanisms to improve compliance with maintenance requirements.
  - 6-all.4 Publish articles on environmentally critical areas stewardship in the Hazelnut or on social media.
  - 6-all.5 Offer assistance to property owners interested in providing mitigation sites, where appropriate.
  - 6-all.6 Evaluate establishing an in-lieu fee wetland mitigation program in the City, and present recommendations to decision-makers.
  - 6-all.8 Continue to coordinate with the Department of Fish and Wildlife and the Tribes regarding projects that impact fish and the design of watercourse restoration projects.
  - 7.1.1 Implement water quality testing, as required under the City's new National Pollutant Discharge System permit and develop action plans for identifying and eliminating sources of pollution when problems are identified.
  - 7.1.2 Set up internal procedures for evaluating development projects to ensure no adverse impacts to wetland or stream hydrology and no net loss of ecological function.
  - 7.1.3 Provide training resources and written educational information on low-impact development (LID) techniques, their benefits, and methods for implementation to developers, contractors, and other interested parties. City staff and City officials.
  - 7.1.4 Actively seek out grants and other funding opportunities to implement new or upgrade existing surface water systems, protect existing water sources from sources of pollution and create action plans for the City's water resources that have the potential to be impacted by climate change.
  - 7.1.5 Work with local climate professionals to gather information and develop reports on how the City of Tukwila will be directly impacted by climate change.
  - 8.3.1 Review the Washington State Department of Transportation and National Marine Fisheries program for Regional Road Maintenance Program (RRMP) to adopt applicable best management practices and ensure that Tukwila Public Works is engaging in practices that improve roadway safety, maintain the City's roads, and follow the Endangered Species Act.
  - 9.all.1 Modify requirements for geotechnical evaluations under the Environmentally Critical Areas Regulations to expand the assessment of trees' function in slope stability.
  - 9.all.2 Ensure that erosion and pollution control plans are adequate, and that control measures are implemented through inspections conducted as part of development or redevelopment permits and NPDES permit conditions.
  - 9.all.3 Update the City's GIS system to reflect data submitted in permits including geotechnical studies.

- 9.all.4 Require the use of Best Management Practices (BMPs), erosion control measures and, where warranted, written erosion and sediment control plans, to minimize erosion during and after construction activities on steep slopes or other erosion-prone areas.
- 9.all.5 Require setbacks and the use of native plant buffers for buildings and other infrastructure where needed, from the top and/ or toe of steep slopes, to reduce risks of slope failure and risks to public safety.
- 10-all.1 Conduct outreach with potential partners (non-profit, business, and community groups) and develop hands-on training to support stewardship, restoration, and clean-up effort.
- 10-all.2 Pursue grant and partner support for youth and adult green job training programs
- 11&12.all.1 Set a periodic schedule and budget for tree inventory updates. Utilize GIS and other mapping tools to track urban forest health and canopy cover throughout the City.
- 11&12.all.2 Develop and implement maintenance plans and programs for trees on City property as a resource for management of streetscapes and open spaces. Include climate change resiliency strategies in the City’s plans/programs, such as retention of wildlife corridors and mitigating urban heat island effects on a local scale.
- 11&12.all.3 Prepare and publish technical specifications for landscape professionals and landscape contractors reflecting best management practices/standards for achieving adequate soil conditions, plant quality specifications, proper planting techniques, proper mulch placement, tree care and pruning, and other relevant information.
- 11&12.all.4 Prepare and make available technical guidance for homeowners on tree selection, planting, care, pruning, selecting a good arborist, and identifying and controlling invasive plants.
- 11&12.all.5 Conduct volunteer activities in parks and other public areas to help carry out urban forest restoration plans, to remove invasive plants and plant native trees and other vegetation.
- 11&12.all.6 Create “Adopt an Urban Forest,” “Ivy Removal Team,” or similar programs, to actively remove invasive plants and promote ongoing stewardship of urban forests in the City’s parks and other public areas.
- 11&12.all.7 Add an urban forestry page to the City’s website that contains information about programs, regulations, technical guidance, finding a certified arborist, and other relevant issues.
- 11&12.all.8 Expand the annual Arbor Day celebration to widen public participation;
- 11&12.all.9 Evaluate other jurisdiction’s heritage tree programs and reach out to business and resident community to determine interest in a heritage tree program in Tukwila.
- 11&12.all.10 Develop mechanisms for monitoring tree canopy growth, removal and replacement – in addition to periodic tree canopy assessments – using GIS and remote sensing methods;
- 11&12.all.11 Review and amend, as necessary, Critical Area and Shoreline regulations to ensure consideration of tree retention, particularly in steep slope areas.
- 11&12.all.12 Incorporate requirements in geotechnical studies to ensure evaluation of the role trees play in slope stability.
- 11&12.all.13 Develop incentives for increasing retention of trees on steep slopes.
- 11&12.all.14 Provide ongoing training for City staff from all departments on tree selection, site preparation, proper planting techniques, protection of tree roots during construction activities, proper pruning, and general tree care.

- 11&12.all.15 Prepare and publish technical specifications manuals for utility companies and City staff to identify techniques to protect tree roots during installation of public and private surface and underground infrastructure.
- 11&12.all.16 Revise City regulations to allow assessment of fines or requirement of financial guarantees in the enforcement of corrective actions.
- 11&12.all.17 Prepare an urban forest inventory for publicly owned trees in the City.
- 11&12.all.18 Notify property owners about applicable tree regulations via inclusion of fliers in storm water utility bill, direct mailings, and media announcements.
- 11&12.all.19 Improve the frequency of landscape and tree replacement inspections and increase enforcement.
- 11&12.all.20 Develop street tree plans for various parts of the City, taking into account the need for diversity for tree health and urban design issues.
- 11&12.all.21 Modify landscape, tree and right-of-way vegetation regulations, including consideration of a point system for landscape requirements, clarification of responsibilities for trees on City ROW, identifying incentive programs, and allowing for fines based on the value of trees damaged or removed.
  
- 13.2.1 Partner with utilities to promote energy efficiency programs and initiatives.
- 13.9.1 Support EV charging infrastructure throughout the community in order to support the decarbonization of our transportation sector.
- 13.9.2 In anticipation of the City of Tukwila needing to complete a Climate Change Element for its Comprehensive Plan by 2029, begin examination of the data needs, stakeholder involvement, and potential actions that will be necessary for that planning exercise.
- 13.9.3 Create a hierarchy of priorities for all rights-of-way and new private streets that emphasize pedestrian and emergency access and safety first, followed by bicycles, transit, and carpool, with single-occupant vehicles prioritized last.

## SHORELINE

- 2.1-3.1 WRIA 9 Salmon Habitat Plan
- 2.1-3.2 Tukwila SMP Restoration Plan
- 2.1-3.3 King County Flood Hazard Management Plan
  
- 3.1-7.1 Shoreline Design Guidelines
- 3.1-7.2 Development standards
- 3.1-7.3 Tukwila Urban Center Plan
  
- 4.1-2.1 River design guidelines
- 4.1-2.2 River access guidelines
- 4.1-2.3 Shoreline development standards
- 4.3-5.1 Shoreline design guidelines
  
- 5.1.1 River design guidelines n Shoreline development standards n Tukwila Urban Center Plan
- 5.1.2 Shoreline development standards
- 5.1.3 Tukwila Urban Center Plan
- 5.2.1 Shoreline design guidelines

- 5.2.2 Shoreline development standards
- 6.1-3.1 Shoreline design guidelines
- 6.1-3.2 Shoreline public access guidelines
- 6.1-3.3 Shoreline development standards
- 6.1-3.4 Walk and Roll Plan
- 6.1-3.5 Parks and Open Space Plan
- 6.7.1 King County Green River Trail Master Plan
- 6.7.2 Shoreline public access standards
- 6.7.3 Walk and Roll Plan
- 6.7.4 Parks and Open Space Plan
- 6.8.1 Shoreline access guidelines
- 6.8.2 King County Green River Trail Master Plan
- 6.8.3 Walk and Roll Plan
- 6.8.4 Parks and Open Space Plan
- 6.9.1 Shoreline design guidelines
- 6.10-14.1 Shoreline design guidelines
- 6.10-14.2 Shoreline access guidelines
- 6.10-14.3 Walk and Roll Plan
- 6.10-14.4 Parks and Open Space Plan
- 10.1-4.1 Where possible, increase levee setback n Shoreline access guidelines n Surface Water Management Plan n WRIA 9 Plan water quality policies
- 10.1-4.2 Shoreline access guidelines
- 10.1-4.3 Surface Water Management Plan
- 10.1-4.4 WRIA 9 Plan water quality policies

## **PARKS, RECREATION, AND OPEN SPACE**

- 1.1.1 Replace numerical park land level-of-service standard with an overall park land service area distance.
- 1.10.1 Pursue trail easements in areas with natural amenities, and incorporate them into a City-wide trail system
- 1.10.2 Seek trail easements from willing private property owners where no public right-of-way is available for a link in the network,
- 1.10.3 Consider the street sidewalk system as a link in the connecting network, when necessary
- 1.13.1 Update the Public Recreation Overlay Comprehensive Plan designation to reflect the goals of this Element and of the Concept Map.
- 2.0.1 Develop a comprehensive vision for recreation along the Green/Duwamish River Corridor.
- 2.0.2 Update tree protection and clearing regulations that achieve open space network and natural environment goals and policies.

- 2.0.3 Support an urban forestry program to implement policies in the Natural Environment element of the Comprehensive Plan.
- 2.0.4 Conduct and maintain a city-wide tree inventory and identify ways to improve and increase the urban tree canopy.
- 2.0.5 Maximize external funding opportunities and seek matching funds from other sources, for the purchase of open space lands identified for acquisition.
- 2.0.6 Continue to work with businesses, private property owners and volunteers to maintain and foster stewardship of open space areas.
- 2.2.1 Pursue acquisition and development of the high priority needs through the Capital Improvement Program (CIP), as guided by the Parks, Recreation, and Open Space Plan.
- 2.2.2 Develop property acquisition and disposition policies and procedures with local public and private agencies for potential open space acquisition sites.
- 2.2.3 Work with property owners and encourage non-purchase options, including conservation easements, current use assessment, and development covenants. Accept donations of properties where public benefit is anticipated or planned.
- 2.3.1 "Apply a range of measures to preserve and protect the open space network, including:
  - Sensitive areas regulations.
  - Shoreline regulations.
  - Land altering regulations.
  - Landscaping regulations.
  - Tree regulations.
  - Parks Impact Fees."
- 2.3.2 Design site planning and subdivision standards that offer flexibility and reflect the purpose of open space network areas.
- 2.6.1 Maintain and protect undeveloped rights-of-way within or adjacent to parks and the open space network.
- 3.1.1 Partner with Tukwila Village to activate Sullivan Center and expand opportunities for social gatherings and cohesion.
- 3.1.2 Add places for social gathering by adding features in parks with existing capacity and in new facilities.
- 3.1.3 Develop design guidelines to ensure that uses and structures adjacent to parks recognize and complement open spaces and public amenities.
- 3.1.4 Prepare standards and guidelines for parks and open spaces that ensure access to sunlight, a sense of security, seating, landscaping, accessibility, and connections to surrounding uses and activities.
- 3.1.5 Work with public agencies to incorporate public spaces as an important element of major public transportation, utilities and facilities projects.
- 3.1.6 Examine alternative spaces for each neighborhood in identified park access gap areas that could be used to create a neighborhood gathering spot.
- 3.1.7 Consider locating parklets in commercial areas, such as in the vicinity of Tukwila International Boulevard and the Tukwila Urban Center/Southcenter area.
- 3.2.1 Increase access to places for social gathering in identified focus areas of the Parks, Recreation and Open Space Plan.
- 3.4.1 Develop and implement a parks and public spaces beautification program that includes public art, landscape and streetscape enhancements, formal, informal, seasonal and annual plantings, installation of hanging floral baskets and banners, new park furnishings, security lighting, etc.

- 3.5.1 Identify and secure a suitable location for a larger-scale public gathering space - including but not limited to the Southcenter/Tukwila Urban Center area and the Tukwila International Boulevard area - per the Parks, Recreation, and Open Space Plan.
- 3.5.2 Develop strategies for public-private partnerships that will result in public open spaces to serve as focal points and settings for special events and other activities.
  
- 4.1-12.1 Add places for unstructured play by adding features in parks with existing capacity, as identified in the Parks, Recreation and Open Space Plan.
- 4.1-12.2 Increase access to unstructured play in identified focus areas of the Parks, Recreation, and Open Space Plan.
- 4.1-12.3 Continue to seek locations for new multi-use all-weather and lighted sports fields and sport courts at sites with adequate capacity, as identified in the Parks, Recreation and Open Space Plan.
- 4.1-12.4 Partner with the Highline, Tukwila, and Seattle school districts, the Tukwila Metropolitan Park District, King County, neighboring jurisdictions and other providers, to improve community access to programs and services during non-school hours.
- 4.1-12.5 Identify locations and funding for a facility serving the Tukwila International Boulevard area.
- 4.1-12.6 Develop a Recreation Program Plan that addresses all programs and services of the Department's programming functions, including activity selection, type, and scope of programs, trend analysis and program lifecycle, and outreach initiatives.
- 4.1-12.7 Recruit instructors and coordinators from different cultural backgrounds to introduce the community to activities and events from their culture.
- 4.1-12.8 Incorporate measures of participation diversity into program performance targets and encourage program offerings that reflect trending topics and interests.
- 4.1-12.9 Develop and implement an ADA Transition Plan that prioritizes the elimination of physical barriers to parks, facilities, and programs.
- 4.1-12.10 Develop and implement a Language Access Plan- the process by which the Department will provide meaningful access to parks and recreation programs, services and activities for persons with LEP.
  
- 5.1-8.1 Create a toolkit that provides updated guiding principles and actionable tactics to inform park planning, design and development so that parks, trails and open spaces are more inviting, welcoming and foster opportunities for greater belonging. Design guidelines should include example landscape designs, treatments, furnishings and functionality that desired most amongst the diverse cultures of Tukwila.
- 5.1-8.2 Expand recreation programming and services in identified focus areas of the Parks, Recreation and Open Space Plan, using a combination of mobile programming, classes and activities held at City-owned and school district-owned locations, and other sites as appropriate.
- 5.1-8.3 Refine the cost-recovery framework to increase affordability of all programs.
- 5.1-8.4 Pursue alternative service delivery models, such as mobile programming at employment areas, to enhance programming options and convenience.
- 5.1-8.5 Partner with Highline, Seattle and Tukwila school districts, Tukwila Metropolitan Park District, King County, neighboring jurisdictions and other providers, to improve community access to programs and services.
- 5.1-8.6 Expand and enhance volunteer programs and opportunities.

- 5.1-8.7 Expand and diversify outreach efforts to increase awareness of and involvement in parks programs.
- 5.1-8.8 Develop and implement a procedure for working with expected park users and neighborhood residents when developing new parks or land features or adding programs to existing parks.
- 5.1-8.9 Develop a sponsorship program to support low/no-cost programming and expanded events and activities.
- 5.1-8.10 Secure a non-profit partner to serve as a fiscal sponsor/foundation supporting Tukwila Parks and Recreation.
  
- 6.1-8.1 Provide accessible programs and classes that promote healthy activity and food choices for residents of all ages.
- 6.1-8.2 Develop a volunteer project database to serve as a clearinghouse for Citywide volunteer opportunities.
- 6.1-8.3 Work with volunteer organizations and the City of Tukwila Parks Commission to identify ways to strengthen the park system.
- 6.1-8.4 Continue to provide a variety of volunteer opportunities multiple programs and business units, nature walks and interpretive services, as well as use of social media and public outreach, to foster long-term support and stewardship.
- 6.1-8.5 Increase environmental stewardship and awareness by offering food system and urban agriculture programs and classes. Identify joint-use agreements for publicly- or privately-owned sites for uses such as urban farms, community gardens and pea patches.
- 6.1-8.6 Seek development incentives, grants, and other funding sources, including public-private partnerships, to support development of urban agriculture sites and programming.
- 6.1-8.7 Review development regulations for barriers to implementing urban agriculture activities.
- 6.1-8.8 Identify the preferred location for an additional community garden, which may include a children's learning garden.
- 6.1-8.9 Encourage and support farmers' market opportunities that are accessible to all residents.
- 6.1-8.10 Develop and implement system-wide environmental strategies for management and operations.
- 6.1-8.11 Co-locate public infrastructure, environmental and recreational projects where practical.
- 6.1-8.12 Conduct maintenance efficiency improvements to better align smaller parks with the way these sites are used by the public.
- 6.1-8.13 Develop and use integrated pest management plans for all parks, with the least hazard to people, property and the environment.
- 6.1-8.14 Regularly maintain and monitor natural areas to control invasive species and other impacts.
- 6.1-8.15 Incorporate designs with green infrastructure, water and energy efficiency, recycling, waste prevention and low-impact design storm water management, that reduce environmental impacts.
- 6.1-8.16 Implement recycling opportunities at all parks and facilities.

## TRANSPORTATION

Implementation strategies for the Transportation Element will be presented at the Comprehensive Plan Public Hearing on November 18, 2024.

## UTILITIES

- 1.1.1 Update the Sewer, Water and Surface Water Plans every 10 years, or as appropriate, and include a section or discussion on applicable laws and codes, including any updates and emerging subject matter that could be formalized into law or code. Have the City attorney review the plans for legal compliance.
- 1.1.2 Review and update the City's Infrastructure and Construction Guidelines every 10 years, or as needed to meet new legal thresholds and integrate best available science and emerging technologies.
- 1.1.3 Review Utilities M&O Plans or SOPs against the City's NPDES Phase II permit for compliance with each reissuance of the permit
- 1.1.4 Develop a policy that provides consistent guidance for private versus public ownership, and maintenance requirements for residential surface water detention, water quality and conveyance systems.
- 1.2.1 Maintain checklist for applicants and reviewers to ensure standards are being met
- 1.4.1 Establish process for drainage review that ensures that applicants are meeting off-site analysis requirements of the stormwater manual; consider a site visit as a required part of the review process.
- 1.4.2 Require that erosion controls be in place prior to any demolition or construction work by issuing and inspecting separate erosion control permits prior to all demolition or construction activity. Document inspections and corrections within inspection tracking program and conduct escalating enforcement to ensure compliance with zero non-stormwater discharges from all projects within Tukwila.
- 1.5.1 Provide timely and effective notification of road construction, maintenance, and other City actions to interested and affected utilities.
- 1.5.2 Review and update franchise utility agreements regularly
- 1.5.3 Establish a regular meeting schedule with service providers, on at least once per year, to discuss upcoming City and franchise projects and plans
- 1.6.1 Provide timely and effective notification of road construction, maintenance, and other City actions to interested and affected utilities.
- 1.7.1 Review and update the Tukwila Municipal Code on regular basis to stay up to date on regulatory needs and requirements.
- 1.7.2 Continue to analyze and issue service rate changes every other year
- 1.11.1 Utility Comprehensive plans shall be coordinated with growth projections
- 1.12.1 Continue to Require Concurrency Forms for certain development for utilities except for stormwater; for stormwater, the design review process will determine capacity to accommodate growth or redevelopment.
- 1.14.1 Consolidate PW shops into one new facility that utilizes sustainable and cost-effective energy sources and creates operational efficiencies

- 1.14.2 Enlist a third party to do an internal audit of operational practices relative to environmentally sound, sustainable and cost-effective potential
- 1.15.1 Develop implementation plan to institute findings from the operational audit
- 1.16.1 Continue to work with utility providers to disseminate promotional materials to customers
- 1.16.2 Develop a strategy or plan to implement climate change reduction goals especially related to utility operations, green fuels, energy and consumption and materials management.
- 1.17.1 Develop a green infrastructure program that includes urban forest management planning
- 1.17.2 Provide capacity and resources to implement urban forestry and GSI policy and plan goals
- 1.18.1 Coordinate with King County Wastewater Division to develop reclaimed water rate structure commensurate with ratepayers' means' and in consideration of environmental justice and equity goals
- 1.18.2 Upon completion of the prior implementation strategy (1.18.1), develop a plan to develop and distribute reclaimed water as to high volume nonpotable water users as well as the larger community as applicable, and develop code to establish rates, incentives and requirements for reclaimed water use.
- 1.18.3 Develop and practice conservation measures for each utility.
- 1.18.4 Use conservation and retrofit as a means of improving the development of new and existing facilities or as a means of augmenting available resources.
- 1.18.5 Encourage removal of pavement and LID retrofit to enhance water quality and preserve natural resources.
- 1.18.6 Structure water rates to encourage conservation.
- 1.18.7 Require conservation-conscious operation of all City facilities, to provide a good model for the community. Develop an inventorying process that can measure and account for City conservation-conscious actions that can be shared annually with the public.
- 1.18.8 Implement public education programs on water conservation and protection of surface water quality, including alternatives to toxics and safe use and disposal of household toxics.
- 1.18.9 Provide routine inspection and maintenance of surface water system and dispose of all sediments in an approved manner.
- 1.18.10 Use methods associated with stormwater and sewage disposal systems - including green stormwater infrastructure, grease traps, oil and water separators, and regular inspection - to reduce and eliminate point sources of pollution.
- 1.18.11 Reuse and reclaim water at public facilities as appropriate, especially for high-volume non- potable water uses such as parks, schools, and the golf course.
- 1.18.12 Use Low-Impact Development techniques as a preferred option.
- 1.18.13 Provide ongoing training for City staff regarding best management practices for operations and maintenance of all lands owned and operated.
- 1.18.14 Develop Urban Forest Management Plan
- 1.20.1 Provide notice of work in advance; notice shall include anticipated impacts, length of service outage etc.
- 1.20.2 Screen generators, pump stations, material storage yards or other infrastructure, to reduce impacts to neighboring property.
- 1.20.3 Implement Design Review for public utility facilities
- 1.20.4 Allow joint use of utilities corridors and transportation rights-of-way, when possible.

- 1.20.5 Underground utilities according to policy.
- 1.20.6 Coordinate construction activities to minimize impacts.
- 1.20.7 Use right-of-way agreements for cable and electrical services to discourage excessive wiring throughout the City
- 1.21.1 Carry out a water quality monitoring program.
- 1.21.2 Implement a response plan for water emergencies
- 1.21.3 Implement water reuse as a water supply source.
- 1.21.4 Allow private wells, where approved by the appropriate authority
- 1.21.5 Implement a water line replacement/ enhancement program for deficient single-family residential areas, as documented in the Comprehensive Water Plan.
- 1.23.1 Establish a schedule and strategy to bring sewer service to homes and businesses within the City's service area that are currently on septic systems.
- 1.25.1 Maintain an up-to-date inventory of properties within Tukwila and accurately identify the rate class for each.
- 1.26.1 Issue updates to the Surface Water Comprehensive Plan every 10 years.
- 1.26.2 Develop a Surface Water Management Program update annually and hold interdepartmental coordination meetings per Administrative Policy 900-08
- 1.26.3 Maintain adequate staffing capacity to meet policy goals and NPDES permit requirements
- 1.26.4 Expand the Public Works O&M program to maintain habitat restoration and urban forestry sites
- 1.26.5 As required by the NPDES Ph II permit, provide education and outreach services annually to a selected target audience.
- 1.26.6 Develop enforcement procedures and establish penalties to support NPDES Permit compliance per TMC 14.30.230
- 1.27.1 Review and update the Tukwila Municipal Code section pertaining to Low Impact Development and the Infrastructure Design and Construction Manual every 5 year, or more often if needed, to reflect emerging science and technology
- 1.27.2 Develop clear criteria and processes for applicants and development reviewers to ensure that LID is implemented and obstacles to LID are consistent and justifiable.
- 1.27.3 Develop a Green Stormwater Infrastructure (GSI) assistance program that provides support to property owners interested in implementing GSI; program elements could include rain garden assistance; tree giveaways, etc.; utilize regional GSI programs as applicable.
- 1.28.1 Adopt periodic updates to the King County design manual
- 1.28.2 Evaluate the need to either modify or create amendments to the adopted manual to address commonly seen issues including the exclusion of bioretention as water quality treatment; simultaneously evaluate the potential pros and cons of either adopting the Ecology manual or expanding the use of it in code.
- 1.29.1 Continue regular participation in Our-Green Duwamish Partnership
- 1.29.2 Continue regular participation in the STORM workgroup
- 1.29.3 Develop a plan or strategy to implement large scale water quality retrofit projects including but not limited to stormwater parks and community-based public private partnerships (CBP3).
- 1.30.1 Continue to budget annual funding to the Water Quality Retrofit CIP project
- 1.30.2 Continue active participation as a WRIA 9-member jurisdiction; advocate for Tukwila projects in the WRIA 9 Habitat Plan; establish CIPs for habitat plan projects, apply for WRIA 9 directed funding and other grant funding to support and implement projects.

- 1.30.3 In support of NPDES Ph2 Permit requirements for urban canopy, develop a City-wide urban forestry inventory and plan; develop tree canopy mapping
- 1.30.4 Ensure staff capacity is adequate to manage urban forestry planning and policy implementation
- 1.31.1 Continue to review and update tree code and ordinances to protect valuable trees and tree canopy
- 1.31.2 In conjunction with Urban Forestry Plan, acquire properties with mature canopy or other sites with the potential to contribute to canopy goals
- 1.31.3 Create an Urban Forestry CIP with dedicated funds to publicly managed canopy
- 1.31.4 Establish interdepartmental working group to focus on implementing Urban Forestry Plan goals and Green Tukwila Plan goals
- 1.31.5 Expand capacity of the Green Tukwila Program to meet demand and expedite progress towards plan goals
- 1.31.6 Apply for grants, such as through CFT, DNR, WRIA 9 etc. to support property acquisition, planting, restoration, and maintenance.
- 1.31.7 Investigate programs that provide financial incentives through the Surface Water Utility to property owners who maintain or enhance the tree canopy.
- 1.31.8 Adequately fund surface water facility inspections and enforcement.
- 1.37.1 Consolidate utility locations and use shared towers, poles, antennae, trenches, easements and substation sites.
- 1.37.2 Require new cellular communications facilities to make use of existing structures wherever possible.
- 1.37.2 Enclose telephone switching facilities in buildings compatible with the surrounding area.
- 1.38.1 / 1.37.2 Enclose telephone switching facilities in buildings compatible with the surrounding area.
- 1.42.1 Continue comprehensive public education and outreach programs that promote recycling, composting, purchase and use of environmentally preferable products, and other waste diversion and prevention measures.
- 1.42.2 Support and promote product stewardship to divert waste from the Cedar Hills Landfill.
- 1.42.3 Consider innovative solid waste and recycling programs to reduce carbon emissions, and limit accumulation of garbage in Tukwila residential neighborhoods.
- 1.43.1 Continue competitively bid solid waste and recycling collection services and technical assistance contracts when current contracts expire
- 1.43.2 Monitor solid waste providers for adequacy of service and compliance with the service contracts.
- 1.44.1 Monitor solid waste providers for adequacy of service and compliance with the service contracts.
- 1.45.1 Continue to participate in the Metropolitan Solid Waste Advisory Committee (SWAC).
- 1.47.1 "Support regional, State, federal initiatives and programs that encourage local renewable energy production, such as:
  - Third-party financing to lower up-front costs of solar panels;
  - Incentive programs for rooftop solar systems;
  - Expanded opportunities for net-metering;
  - Establish feed-in tariff programs;
  - Net-zero energy building code Statewide;
  - Expanded opportunities for net-metering through raising net-metering cap Statewide"
- 1.47.2 Consider local actions to support local energy generation, including amendments to development codes that would:

- Provide mechanisms to exempt solar panels and wind turbines from maximum height standards;
  - Allow the creation of solar access easements;
  - Streamlined permit process for alternative energy production projects, including waiving permit fees;
  - Develop incentives to encourage local electrical
- 1.47.3 Investigate and consider the following:
  - Make City properties available for community solar access or other pilot programs;
  - Install solar panels on existing City properties such as Tukwila’s Community Center and the Foster Golf Course;
  - Prioritize installing solar panels at new City facilities;
  - Use franchise agreements to leverage electric utilities actions regarding solar and renewable power, including expanded programs and plans."
- 1.47.4 Partner with utility providers to promote financial assistance and discounted billing programs for income qualified residents in order to ensure that the most vulnerable are not disproportionately impacted by the State's clean energy transition.
- 1.49.1 In coordination with PSE consider the potential for renewable, recoverable natural gas in existing systems. (PSE suggested)

## **CAPITAL FACILITIES**

- 1.1.1 Periodically review and maintain contracts supporting regionally shared capital options.
- 1.3.1 Requests of Council for CIP funding for projects to be initiated within the 7- to 20-year timeframe shall include a narrative discussion of how the project is consistent with Comprehensive Plan goals as a part of the Council discussion material.
- 1.3.2 Projects proposed in the 6-year CIP shall reference consistency with the Comprehensive Plan as well as provide detailed cost estimates.
- 1.4.1 Public Works shall monitor development-activated Concurrency requirements and associated fees to ensure that anticipated projects are completed within the 6-year time period
- 1.6.1 Public Works will prioritize lists of repairs and continue to update the list annually.
- 1.6.2 The CIP shall track six-year spending in single-family, industrial and commercial neighborhoods, in order to measure investment balance.
- 1.1-7.1 The CIP shall track six-year spending in residential, industrial, and commercial neighborhoods, in order to measure investment balance.
- 1.1-7.2 The CIP/FPM shall include capital expenditures and include bond payment expenditures.
- 1.15.1 At least every 2 years, City departments will coordinate to determine if adopted impact fees reflect related improvement costs.
- 1.8-17.1 Create and use a decision matrix to show project consistency with Comprehensive Plan and Strategic Plan goals and policies.
- 1.8-17.2 Rank and prioritize unfunded projects.
- 1.18.1 Tukwila shall use PSRC Equity Planning Resources for Comprehensive Plans - April 2023 ([psrc.org](https://psrc.org)) as a guide in ensuring equitable access and investment. Also see metrics on pages 16-19 in *Advancing Racial Equity Across the Water Sector: A Toolkit for Utilities* ([uswateralliance.org](https://uswateralliance.org)):

- Use the Racial Equity Toolkit to examine existing and new public services.
  - Use data to support the prioritization of equitable investments and to account for historical service disparities.
  - Equity is a prioritized criterion for infrastructure and capital improvement investments and leads to increased allocation for historically underserved areas/neighborhoods and populations.
  - Increase access among diverse language groups.
  - Identify specific actions to address displacement.
- 1.19.1 Strategies should be integrated across all policies/ dispersed to appropriate policies  
Tukwila Public Works shall approach adjacent communities to establish a regular communication/coordination forum to minimize project disruptions, impacts, and costs for jurisdictions.
- 1.20.1 Tukwila shall establish a GIS-based map showing proposed developments for use by city departments in knowing where development is proposed
- 1.21.1 Create and use a decision matrix to show project consistency with Comprehensive and Strategic Plan goals and policies
- 1.21.2 Rank and prioritize unfunded projects.
- 1.23.1 Develop a prioritization matrix for use in evaluating all PW and other City Projects meeting the specified criteria. The scoring for each decision will be reported to the City Council annually.
- 1.25.1 Develop or adopt a matrix of criteria to use in determining how well proposed projects support disaster resiliency and public service recovery
- 1.26.1 Coordinate with other City Departments to identify meaningful categories of data to be provided to Council and other Departments on a monthly / Quarterly/ Semi-annual/ or Annual basis
- 1.27.1 Coordinate with other City Departments to identify meaningful categories of data to be provided to Council and other Departments on a monthly / Quarterly/ Semi-annual/ or Annual basis
- 1.39.1 If no utility is available for the developer, then it is on the developer to build an extension.
- 1.40.1 DCD will monitor permits submitted and notify PW of additions or alternations. PW will continue to maintain the system and create a list of priorities.
- 1.40.2 Continue funding six-year System Plan updates.
- 1.40.3 Compliance with the level-of-service standards and shall be reviewed, relative to city growth targets, in the biennial updates to the CIP/FPM.
- 2.2.1 The City will market to the residents continually to reduce water usage. A tiered system of usage would also help reinforce this.
- 3.1.1 Tukwila will support the Green River System-Wide Improvement Framework (SWIF) that outlines the implementation strategy to address levee deficiencies in a prioritized way to optimize flood risk reduction, address system-wide issues and maintain eligibility in the federal levee program.
- 3.1 to 3.4 Participate in and contribute to County-wide flood control meetings sponsored by King County Flood Control District, the U.S. Army Corps of Engineers, and other applicable organizations.
- 3.1 to 3.4 Actively research and develop strategies to prepare the City of Tukwila for flood related impacts of climate change such as increased winter flooding.

- 3.1 to 3.4 Minimize the alteration of natural surface water features that retain or carry floodwaters (such as wetlands, natural flood plains and streams), and prevent land alterations that would increase potential flooding.
- 3.1 to 3.4 Increase City staff expertise in bioengineering techniques for bank stabilization and to reduce hazards associated with slope failures and erosion.
- 3.1 to 3.4 Promote and incentivize the use of native vegetation and buffers in proximity to environmentally sensitive areas through public engagement and educational programs.
- 3.1 to 3.4 Participate and contribute to the update to the county wide Flood Hazard Management Plan and adopt the final plan.
- 3.1 to 3.4 Participate and contribute to the Lower Green River Flood Hazard Management Plan.