
CITY OF TUKWILA TUKWILA URBAN CENTER GROWTH AND TRANSPORTATION EFFICIENCY CENTER PROGRAM



June 2007

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I. EXECUTIVE SUMMARY

Since 1991, the City of Tukwila has participated in the Washington State Commute Trip Reduction program. As part of this program, the City has worked with major employers to reduce drive alone trips and vehicle miles traveled.

Under the Washington State CTR Efficiency Act, the City of Tukwila was given the option of developing a Growth and Transportation Efficiency Center (GTEC) program. The GTEC program is a voluntary program designed to encourage cities to expand CTR efforts to additional employers and residential groups within a defined area.

The City of Tukwila has proposed to develop a Growth and Transportation Efficiency Center (GTEC) for the Tukwila Urban Center (TUC). The TUC has been designated as a regional growth center by the Puget Sound Regional Council. The center is made up of retail, commercial and light industrial/warehouse uses. Though housing is planned within the TUC for the future, there is currently only one single family home within the TUC. However, a large number of multi-family units are situated nearby just north of the center across Interstate 405.

The GTEC program is a collection of City-adopted goals and policies, facility and service improvements and marketing strategies that are designed to help the City make progress for reducing drive alone trips and vehicle miles traveled for the GTEC over the next six years. The program also specifies a financial plan and organizational structure for implementing the program strategies and services. Building upon the success of the existing commute trip reduction (CTR) program, the City strives to meet the goals of the plan for the future by working in partnership and coordination with other agencies.

The GTEC program has been developed through extensive involvement by employers, organizations, and individuals from throughout the City who helped identify strategies for successful achievement of the goals. This plan helps to support the achievement of the City's overall CTR plan.

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A. Vision of the GTEC and how it relates to the base CTR program:

The vision of the TUC GTEC program, which echoes the goals of the City's Comprehensive Plan, is based on two primary objectives:

- Bolster the TUC's market position as a regional shopping center by creating an attractive central destination offering housing, shopping, entertainment and recreation. Connect dispersed retail activities, and provide a convenient, walkable, enjoyable and varied shopping environment.
- Use the planned commuter rail station, Tukwila Transit Center and other transportation investments as a catalyst to shift development patterns, provide amenities, and create a true center and focal point for the community.

The Plan provides guidance for restructuring and transforming the TUC from an area of dispersed, unconnected, and auto-dominated land use pattern, with little distinguished design, hidden amenities and no real center, to a center that is organized, connected, and where appropriate, pedestrian-oriented, and which is well-designed around its amenities. The components of the plan's vision are summarized below. Change is expected to be evolutionary, driven by market forces, catalyst public projects, and the guidance of new development regulations.

B. GTEC program goals and targets:

The goal of the GTEC program is to reduce drive alone trips by 10% and vehicle miles traveled by 13% among affected and unaffected CTR work sites.

C. GTEC target population:

The TUC GTEC program will focus primarily on commuters who travel to the TUC. However, as multi-family develops in the area, the program will be expanded to residential groups. There is a strong market for increasing transit and ridesharing programs among the following groups:

- Major Employers
- Unaffected Employers
- Westfield Shopping Mall
- Multi-family Residential Sites

D. Proposed GTEC program strategies:

To achieve the goals of the GTEC program, the City has developed a set of strategies that are designed to help the City make progress towards reducing drive alone trips and vehicle miles traveled over the next six years. The strategies are a combination of policies, regulations, services, facilities, marketing and incentive programs. The strategies include, but are not limited to:

- Development of Transportation Management Association or a coordinated program to administer CTR programs
- Area-wide Flexpass
- Vanpool Program
- Area-wide marketing and promotions
- Parking management
- Construction of the Tukwila Transit (bus) Center
- Construction of the Sounder Commuter Station
- Enhanced transit services for the Tukwila Urban Center
- Bicycle and Sidewalk Improvements
- Intensify land uses and group transit-supportive uses in the TUC

E. Key funding and service partnerships:

Funding for the GTEC is planned to come from a variety of sources. In order for the GTEC program to be successful, it must be done in partnership with other agencies. The City is expected to be the lead for the GTEC program and work with other partners to fund different aspects of the GTEC program. Partners for the GTEC include, but are not limited to:

- WSDOT GTEC funding
- City of Tukwila
- King County Metro Transit
- Sound Transit
- Major Employers

II. BACKGROUND INFORMATION

As part of the requirements for developing a GTEC program, the City conducted an assessment of existing and future conditions in the Tukwila Urban Center. To prepare the assessment, the City referred to existing plans and documents. Information that was used included the following documents:

A. Sources of Information

Information	Date Published
City of Tukwila Comprehensive Plan	January 2002
Puget Sound Regional Council Regional Growth Centers Report	2002
Tukwila Urban Center Subarea Plan Planned Action Draft EIS	2007
Draft Tukwila Urban Center Study 2020 Traffic Forecasts and Recommendations – prepared by Mirai and Associates	April 27, 2004
Tukwila Transit Plan – prepared by Perteet Inc.	April 2005

B. Background Information

In the past 40 years, the Tukwila Urban Center has evolved from farms, dairies, and nurseries into a major retail shopping and employment center. The 840-acre center provides over 21,000 jobs, over 3.5 million square feet of retail space, 1,200 hotel rooms, and 5.6 million square feet of warehousing and distribution services. The heart of the regional growth center is Southcenter Mall, built in 1968. The mall contains some 170 stores and vendors, and draws 20 million annual shoppers. Roadways serving the center include Southcenter Parkway, Andover Park West, Andover Park East, Strander Boulevard, and Minkler Boulevard.

While the center has seen plenty of commercial, retail, and light industrial growth, it has yet to experience significant residential development. Currently, there is only one residential dwelling unit within the TUC. However, there is a large area of multi-family housing located across I-405 from the TUC, near City Hall.

The City of Tukwila is planning for a dramatic metamorphosis in its urban center. Whereas the center now has virtually no housing, and is dominated by large blocks, the Southcenter Shopping Mall, and other large retail development, the city's plan shows a different future. The plan encourages a broader mix of uses, establishes specific pedestrian oriented areas, links open spaces, amenities, and activity areas, improves internal circulation, reduces congestion, and promotes transportation alternatives. The City's plan includes an urban center redevelopment strategy that has the transition of the TUC from a suburban center to an urban growth center as its goal. The strategy includes prioritized city CIP investments to support planned development, and financial incentives for private investment in the center. The plan will break up the existing mega-blocks to relieve congestion, create smaller, more pedestrian friendly blocks, and provide improved internal traffic flow. The plan will build connections between the TUC and Sound Transit's commuter and light rail stations, and create a bus

transit center. In addition, the city is considering changes to its parking regulations as the availability of other transportation modes increases.

1. Description of the geographic boundaries

The Tukwila Urban Center (TUC) is approximately 1,000 acres in area. It is generally bounded by Interstate 405 on the north, Interstate 5 on the west, the City's boundary with the City of Renton on the east, and it extends one lot deep south of South 180th Street. The City of Sea Tac is located to the west of I-5, and the Cities of Seattle and Renton are located to the north and east.

The Tukwila Urban Center is located in the southern portion of the City. To the north are several residential neighborhoods and the City's Manufacturing/Industrial Center. The Tukwila Urban Center is separated from these neighborhoods by freeways, topography and the Green River.

2. Documentation that the GTEC is located within the City's urban growth area

Tukwila's Comprehensive Plan, adopted in 1995, identifies the Tukwila Urban Center as an Urban Center, according to criteria developed for regional growth centers by the PSRC. The Puget Sound Regional Council recognizes Tukwila Urban Center as one of the 21 designated Regional Growth Centers in the central Puget Sound region. Regional Growth Centers within the Puget Sound region are areas in which jurisdictions intend to focus employment, housing and population growth.

3. Vision for the GTEC

The vision of the Tukwila Urban Center GTEC program, which echoes the goals of the City's Comprehensive Plan, is based on two primary objectives:

- Bolster the TUC's market position as a regional shopping center by creating an attractive central destination offering shopping, entertainment and recreation. Achieve this by connecting dispersed retail activities, and provide a convenient, walkable, enjoyable and varied shopping environment.
- Use the planned commuter rail station and other transportation investments as a catalyst to shift development patterns, provide amenities, and create a true center and focal point for the community and the region.

The Plan provides guidance for restructuring and transforming the TUC from an area of dispersed, unconnected, and auto-dominated land use pattern, with hidden amenities and no real center, to a center that is organized, connected, and pedestrian-oriented, and which is well-designed around its amenities. The components of the plan's vision are summarized below. Change is expected to be evolutionary, driven by market forces, catalyst public projects, and the guidance of new development regulations.

C. Evaluation of Land Use and Transportation Context

1. Existing population and employment¹

	2000
Population	3
Employment	21,650

Development in the Tukwila Regional Growth Center has focused almost exclusively on retail, commercial, office, and light industrial use, with negligible residential development to date.

On the other hand the center has a significant employment base. As of 2003 there were 21,650 jobs in the regional growth center. The comparison of percentage of total employment by sector is as follows:²

Percentage of Total Employment	Manuf	WCTU	Retail	FIRES	Gov
Year 2000	26%	17%	24%	29%	4%

In 2000 the center had just over 25 jobs per gross acre, comparing favorably with the Regional Council's guideline for regional growth centers as contained in VISION 2020: 25 jobs per gross acre. In addition, the Tukwila regional growth center has more than achieved the VISION 2020 guideline for total jobs in a regional growth center, with 21,650 jobs as compared with the guideline of 15,000 total jobs. The center is clearly achieving the type of employment base that is envisioned in the regional plan. And while the Tukwila Regional Growth Center has virtually no residents, the city's comprehensive plan calls for the center to have concentrated high density multi family development, within walking distance of the future Sounder Commuter Rail Station and the Tukwila Transit (bus) Center.

2. Existing Land Use Conditions

The TUC is further distinguished by its function and mix of intensive land uses. Since the 1960's, the TUC has evolved from an agricultural and horticultural district into a major regional shopping and employment center. The area is currently developed with approximately 6.2 million square feet of retail, commercial, office, warehousing, distribution and industrial uses. The TUC is dominated by retail development (4.1 million square feet), followed by office/business park uses (1.2 million square feet), and close to 1 million square feet combined of warehouse/distribution and

¹ Source: Tukwila Urban Center Draft Environmental Impact Statement

² Year 2003 PSRC Household and Employment Forecasts

manufacturing. Land use patterns are suburban and generally large in scale, and most of the TUC is covered with impervious surfaces.

Currently, the City's zoning map applies a single zoning classification to the entire TUC; virtually all uses are permitted anywhere, subject to basic requirements for height, setbacks, parking, and similar aspects of development. In some cases land uses have tended to congregate near one another -- e.g., warehousing and distribution in the southern portion of the TUC. However, the prevailing pattern is a scattering of uses throughout the TUC. Subareas within the TUC are disconnected functionally and visually.

Retail uses are generally located in the northern approximate one-third of the subarea, along the entire western side, and in the southeast. The TUC contains the Puget Sound region's largest shopping center (Westfield Southcenter Mall), as well as numerous freestanding "big box" retail facilities and auto-oriented shopping centers. Areas of office/business park, industrial and warehouse and distribution facilities occupy the central, eastern and southern portions of the subarea. There is almost no housing in the TUC at present. While there are numerous retail destinations there is no real center or "core" to the subarea.

There is relatively little vacant developable land remaining in the TUC overall. Most land use change, therefore, will result from redevelopment of existing land and buildings. However, there are several key undeveloped parcels and/or vacant buildings located in strategic locations that are considered vulnerable to change. Redevelopment of these parcels will help spur the change desired in the TUC.

In the TUC today, there are relatively few green spaces, little significant landscaping, and only limited visual relief from the TUC's concentration of urban development and concrete. Major open space, recreational areas and natural features of the TUC include the Green River, Christensen trail and park, Tukwila Pond and park, and Minkler Pond. These areas are largely invisible from most vantage points in the TUC.

Land uses and site design are generally auto-oriented in nature, with large buildings separated from the street by extensive surface parking lots. Large-footprint industrial and business park buildings are also present in many portions of the area, described further below. The street system is built around super-blocks, defined by a few major arterials. The large blocks, long distances between activity areas, pedestrian system and lack of pedestrian amenities make walking a relatively unattractive option for circulation. The overall pattern is generally land intensive, sprawling and suburban in character; most buildings are 1 or 2 stories, only a few are taller than 3 stories.

3. Existing Transportation Network

Regional Access

Located at the crossroads of I-5 and I-405, the Tukwila Urban Center has excellent access to the region's freeways system. Interchanges on both major interstate

highways provide convenient access to the TUC. There are three entry points to the TUC from the interstates and only one exit, which is to I-405 northbound. I-5 access to the TUC is provided at South 154th Street/ Southcenter Boulevard for trips destined to or from north I-5, and at Klickitat Drive/Southcenter Parkway for trips destined to south I-5. Additional access from south of the TUC is provided at the South 188th Street Interchange, following Military Road and South 178th Street or Orillia Road.

From the west, SR 518 becomes I-405, just east of the I-5 interchange, connecting Burien and SeaTac Airport with Tukwila. Eastbound/Northbound drivers on I-405/SR 518 can enter the TUC at the Interurban Avenue/West Valley Highway interchange. Drivers leaving the TUC to travel northbound on I-405 can use an on-ramp from the Tukwila Parkway. Southbound drivers on I-405 can access the TUC from the Interurban Avenue/West Valley Highway interchange, as well as from an off-ramp at Southcenter Boulevard.

I-405 HOV lanes extend from I-5 in Tukwila, north to the I-5 interchange in Lynnwood. I-5 HOV lanes extend north from Tukwila to the express lanes in downtown Seattle and south from Tukwila to the Federal Way area.

Next to the SeaTac Regional Growth Center, Tukwila is the closest regional growth center to Seattle-Tacoma International Airport, providing Tukwila with excellent access to the region's primary commercial aviation facility.

Street Network

Tukwila's Urban Center is served by a network of arterial, collector and access streets that provide local access and circulation within the City (Figure 1), including ten entry and exit points to the TUC:

- 61st Avenue South at I-405
- I-405 on-ramp @ Tukwila Parkway
- 66th Avenue South at I-405
- Strander Boulevard at Green River
- South 180th Street at Green River
- Andover Park West at South 180th Street
- Southcenter Parkway at S 180th Street
- South 178th Street at Southcenter Parkway
- I-5 off-ramp at Southcenter Parkway
- Klickitat Drive at I-5

The following streets are classified as north/south arterials:

- West Valley Highway (SR 181): South 180th to I-405 (principal arterial)
- Southcenter Parkway: South 180th to Tukwila Parkway (minor arterial)
- Andover Park East: South 180th to Tukwila Parkway (minor arterial)
- Andover Park West: South 180th to Tukwila Parkway (minor arterial)
- 61st Avenue S (bridge): Southcenter Boulevard to Tukwila Parkway

The following streets are classified as east/west arterials:

- South 180th Street: Southcenter Parkway to Tukwila/Renton city limits (minor arterial)

II. BACKGROUND INFORMATION

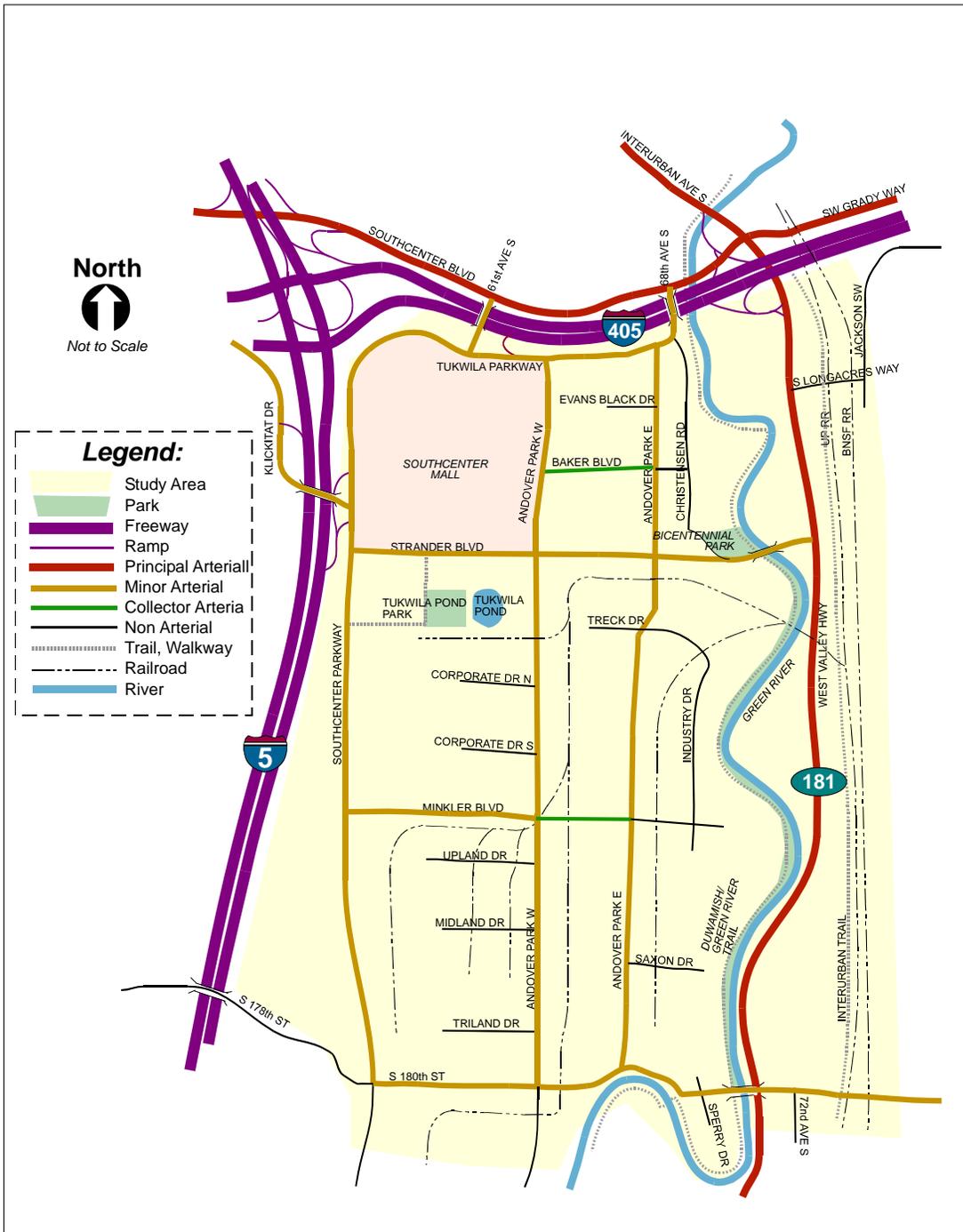
- Minkler Boulevard: Andover Park West to Andover Park East (collector arterial)
- Strander Boulevard: Southcenter Parkway to West Valley Highway (minor arterial)
- Baker Boulevard: Andover Park West to Andover Park East (collector arterial)
- Tukwila Parkway: Southcenter Parkway to 66th Avenue South (minor arterial)
- Klickitat Drive: Interstate 5 to Southcenter Parkway (minor arterial)

Many of these roadways are 4 to 7-lane arterials that carry high volumes of passenger vehicles as well as heavy truck traffic to and from the center. The center contains a modest internal street grid.

The TUC has signals at various intersections. Figure 2 shows the locations of signalized and unsignalized intersections.

The TUC has heavy volumes of traffic on the West Valley Highway, South 180th Street, Southcenter Parkway and 61st Avenue South. Average weekday volumes on major roadways are shown on Figures 3 and 4.

Figure 1: Tukwila Urban Center Street Classification



Source: Tukwila Comprehensive Plan, 1995.

Non-Motorized Facilities

For the most part, streets within the TUC have a continuous sidewalk system. While the center does not contain designated bicycle facilities, it does connect to the Green River Trail and Interurban Trail, which are major facilities within the regional trail system.

4. Existing Transit Service

King County Metro provides transit service to the TUC. According to a Fall 2002 ridership count, the most activity (boardings / alightings) occurs at the transit stop at the intersection of Andover Park West and Baker Blvd, where there is an average of 2,200 daily weekday riders who use this stop. Most routes provide service to the major regional mall where this stop is located, Westfield Mall at Southcenter, with north/south service along Southcenter Parkway and Andover Park West, as well as on the West Valley Highway. East/west service is concentrated along Strander Boulevard between Southcenter Parkway and Andover Park West (five routes) and continuing with one route to the West Valley Highway. Buses also run east/west on S. 180th Street and the section of Tukwila Parkway between Andover Park West and Andover Park East. There are seven transit routes that serve TUC. Those routes include:

Tukwila Station

126	Rainier Beach	Every Thirty minutes during peak
140	Burien Transit Center to Renton Transit Station	Every 15 minutes during peak
161	East Hill to Downtown Seattle	Every 30 minutes during peak

Tukwila Park and Ride

150	Downtown Seattle to Kent Station	Every 15 minutes
154	Federal Center to Kent Station	Every 2 hours during peak
941	Providence Medical Center to Kent-Des Moines	Every 30 minutes during peak
280	South Renton to Seattle	Hourly in early morning

Source: Puget Sound Regional Council, Community Transit, Everett Transit, Kitsap Transit, Metro Transit, Pierce Transit, Sound Transit

The Tukwila Commuter Rail Station is temporarily located directly adjacent to the Boeing Longacres property. This station currently serves Sounder Commuter Rail and Amtrak Service. King County Metro bus connections at the current station provide additional transit service from the station. About 250 parking stalls are currently available. The City of Tukwila and Sound Transit are exploring transit-oriented development (TOD) at the site to enhance the city and expand Sounder ridership. Along with this development, Sound Transit plans to construct a permanent station to replace the temporary facility by 2010. The permanent station plan features station platforms with a pedestrian tunnel connecting both sides of the track. Sound Transit

has purchased a 10.5-acre station site near Burlington Northern/Santa Fe Railroad and Union Pacific Railroad tracks, south of Longacres Way and north of the future Strander Boulevard right-of-way in Tukwila for this station. This facility has great potential for attracting ridership from Boeing's Longacres campus and Boeing's Renton facility, and will be easily reached from the station by King County Metro bus. Additionally, improvements to the station will serve TUC employment and future residents. The planned bridge over the Green River, with an at-grade signalized crossing for West Valley Highway connecting to the station, will provide a dedicated facility for pedestrians and bicycles within a distance of ¾ mile from the Mall.

5. Travel Behavior Inventory

Traffic Volumes

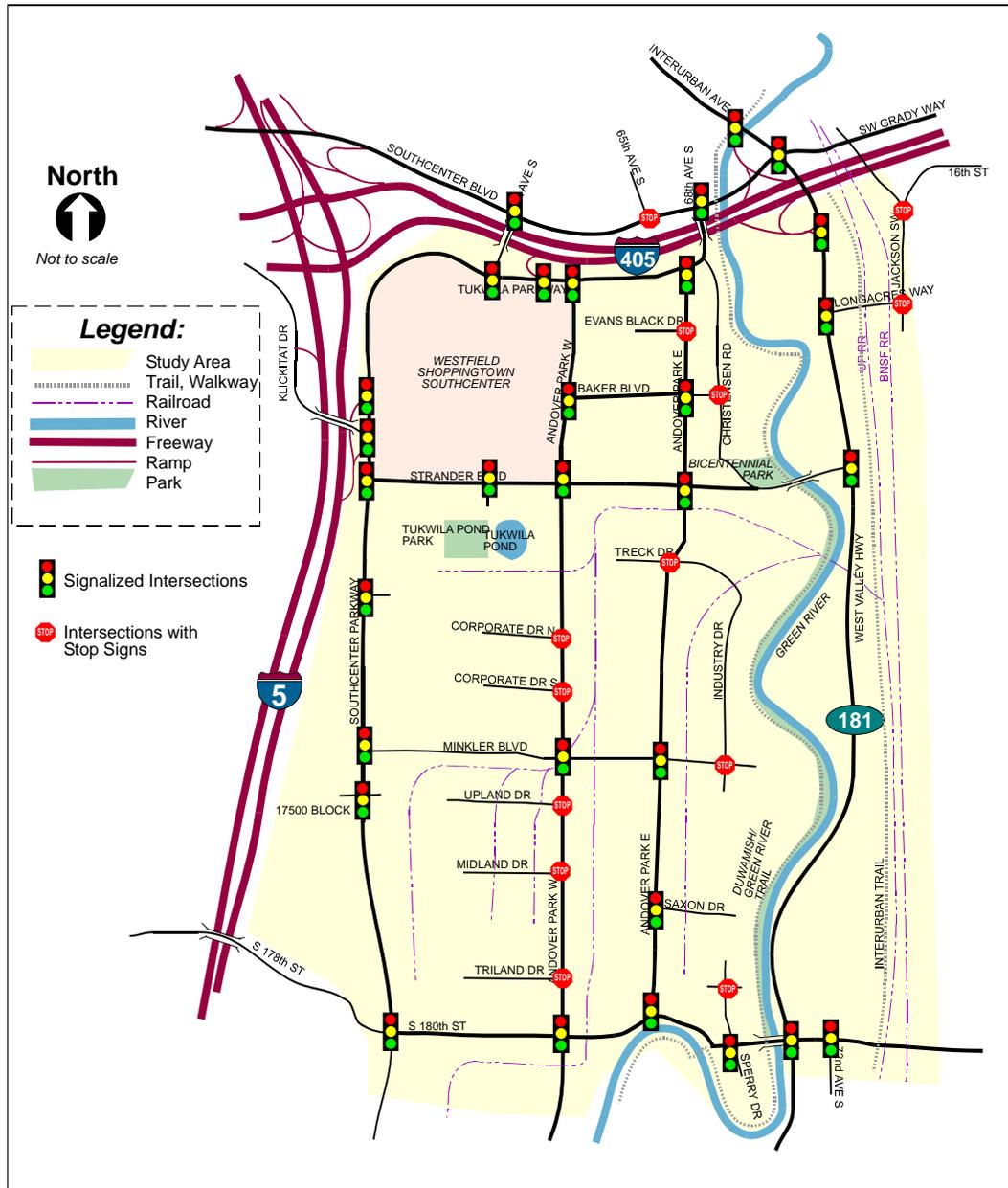
At present (2002), approximately 113,000 persons arrive daily in the TUC for various activities during a 24-hour period. Nearly all of those coming to the TUC use private vehicles (99.3 percent); transit use in the TUC currently represents a very minor share (0.7 percent). While commuters comprise about 18 percent of the total person trips to the TUC, more than 80 percent of the trips to the TUC are shopping, recreational, commercial and business trips.

Traffic Volumes within the Tukwila Urban Center

Figure 4 indicates the busiest roadways within the TUC, with more detailed information for the area shown in **Figure 5**. As these figures indicate, there are four roadways within the TUC that carry an average weekday traffic volume of approximately 30,000 vehicles or more per day:

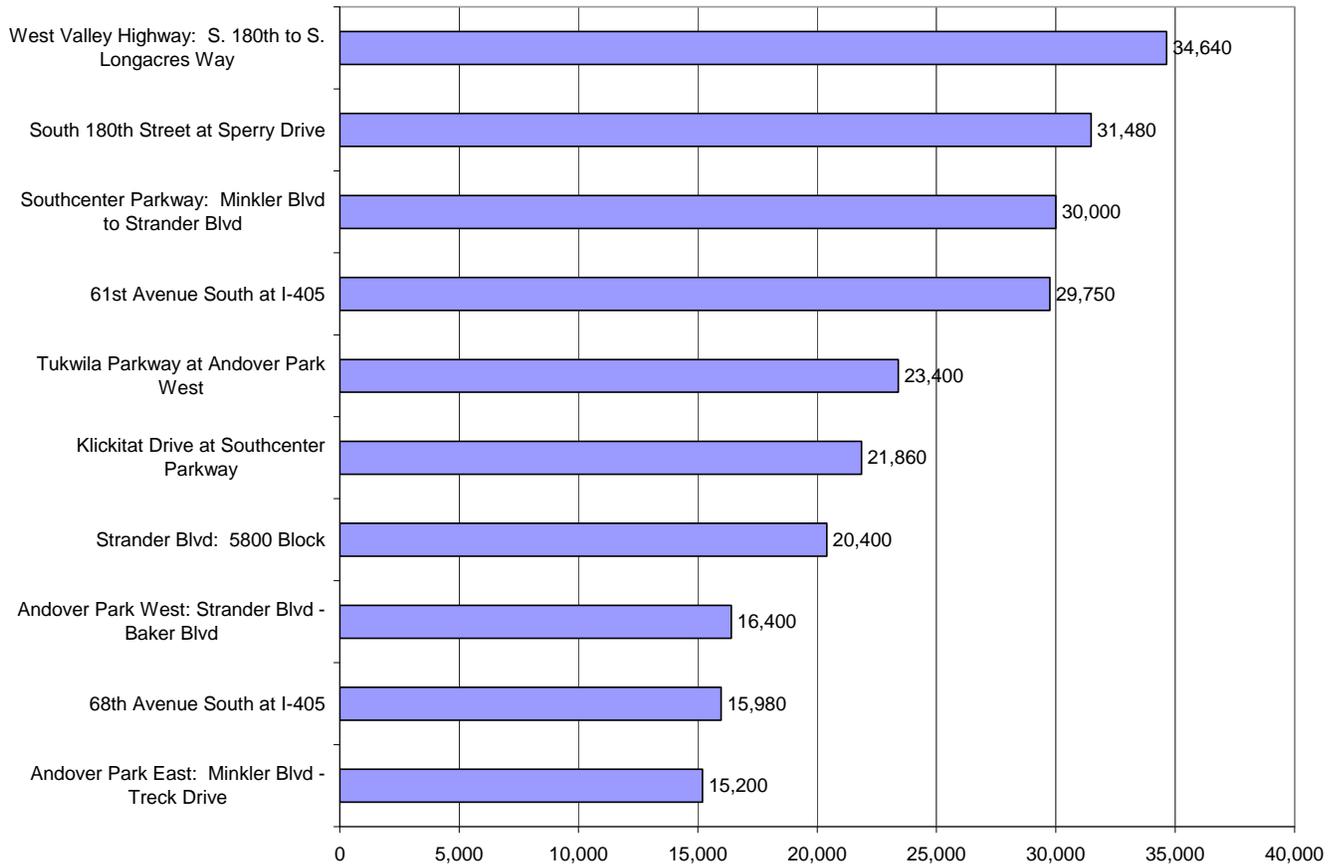
- 61st Avenue South at I-405,
- Southcenter Parkway, between Minkler and Strander Boulevards,
- South 180th Street, west of Andover Park East, and,
- West Valley Highway between South 180th Street and South Longacres Way

Figure 2: Signalized and Unsignalized Intersections



Source: Mirai Associates, 2002

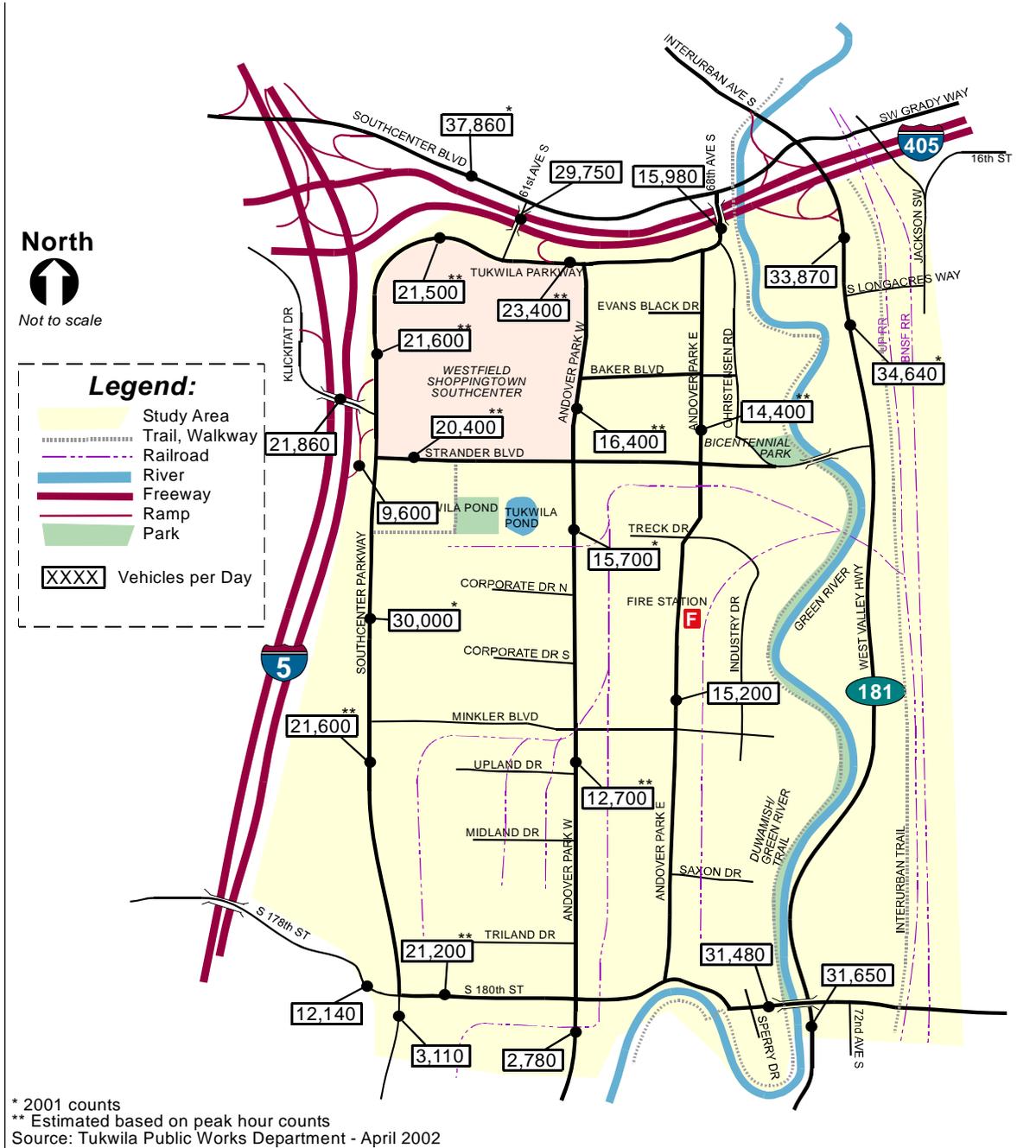
Figure 3: 2002 Average Weekday Traffic Volumes on Major Roadways



Source: City of Tukwila Public Works

II. BACKGROUND INFORMATION

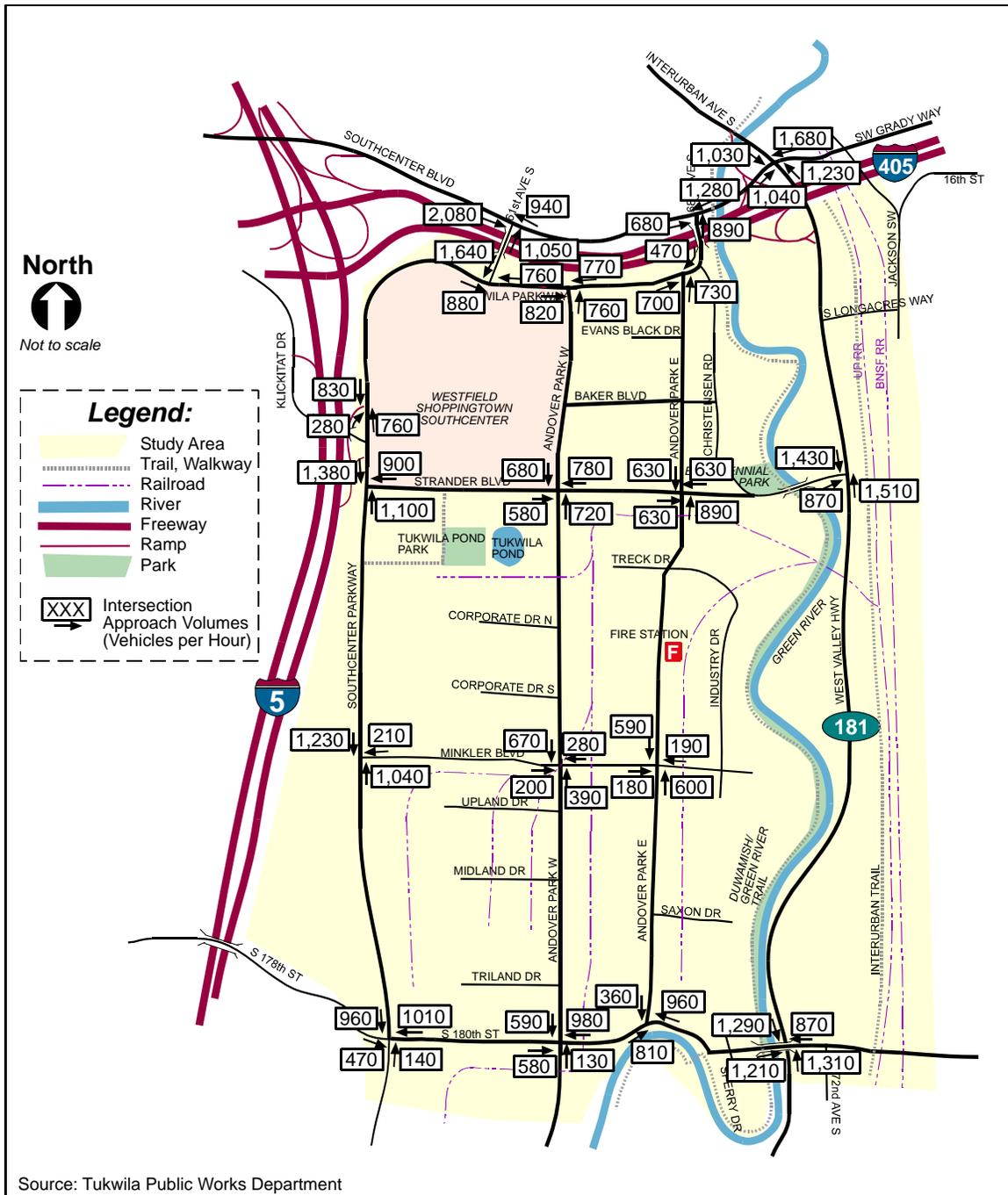
Figure 4: 2002 Average Weekday Daily Traffic Volumes



II. BACKGROUND INFORMATION

Figure 5 shows PM peak hour traffic volumes for the major intersections in the TUC. In general, the traffic analysis indicated that the afternoon peak hour volumes are higher than or equal to the noontime hour or morning peak hour volumes throughout the TUC. PM peak hour traffic was used, therefore, to express the greatest expected traffic congestion associated with the TUC.

Figure 5: 2002 PM Peak Hour Traffic Volumes



Intersection Level of Service

LOS at an intersection is measured in terms of average delay per vehicle in seconds and is rated with letters A through F, where “F” indicates the greatest congestion. The length of delay describes the traffic conditions at a given intersection. The Highway Capacity Manual (HCM 2000) defines intersection LOS for signalized and unsignalized intersections and is shown in Table T-3. Note that the rating definition is more stringent for unsignalized intersections. The LOS rating for a signalized intersection carries a lengthier delay than its equivalent for an unsignalized intersection.

Table 3: Definition of Level of Service

LOS	Delay per Vehicle Signalized Intersections	Delay per Vehicle Unsignalized Intersections
A	Less than or equal to 10 seconds	Less than or equal to 10 seconds
B	Greater than 10 and less than or equal to 20 seconds	Greater than 10 and less than or equal to 15 seconds
C	Greater than 20 and less than or equal to 35 seconds	Greater than 15 and less than or equal to 25 seconds
D	Greater than 35 and less than or equal to 55 seconds	Greater than 25 and less than or equal to 35 seconds
E	Greater than 55 and less than or equal to 80 seconds	Greater than 35 and less than or equal to 50 seconds
F	Greater than 80 seconds	Greater than 50 seconds

Source: Highway Capacity Manual, 2000.

Intersections in the TUC are currently experiencing the following LOS:

- The intersection at West Valley Highway and South 180th Street currently operates at LOS D during the weekday PM period, which may be due to ongoing construction.
- During the PM peak hour, nearly 80 percent of the signalized intersections operate at LOS C or better.
- The unsignalized intersection at 65th Avenue South and Southcenter Boulevard operates at LOS F during the PM peak hour.
- Two intersections on the border of the TUC operate at LOS E during the PM peak hour - Southcenter Boulevard at 61st Avenue South and Southcenter Boulevard and Interurban Avenue South.
- Two intersections with South 180th Street, at Southcenter Parkway and the West Valley Highway, operate at LOS D during the PM peak hour. The intersections at Tukwila Parkway and 61st Avenue South and at Strander Boulevard and Andover Park East also operate at LOS D.

6. *Historical CTR Mode Shares by Year*

The City of Tukwila has participated in the CTR program since 1991. Listed below are the City's drive alone and VMT rates since 1993:

Table 4: Historical CTR Mode Shares

Measurement	1993	1995	1997	1999	2001	2003	2005
Drive Alone Rate	0.80	0.80	.79	.77	.77	.80	.77
Vehicle Miles Traveled	13	13.5	13.3	13.2	13.4	15.4	15

Source: WSDOT CTR Office 2007

7. **History with TDM**

Although the City of Tukwila has only a few CTR-affected work sites that are located in the Tukwila Urban Center, the City has implemented a few TDM programs in partnership with King County Metro. During the past years, the City worked with King County Metro to sponsor the "Classified Ad Project" and the 'Tukwila Lunch Bus". Both of these programs were aimed at increasing participation in carpools and vanpools. The Tukwila Lunch bus was launched to encourage commuters to leave their cars at home while giving them opportunities to shop during their lunch hours. Described below are the Classified Ad Project and Tukwila Lunch Bus:

Classified Ad Project

South King County Commute Connection was a classified advertisement publication in which employees place ads looking for carpool and vanpool partners. It was published by the Washington state jurisdictions of Tukwila, SeaTac, Renton and Kent in collaboration with King County Metro in 1997 and 1998 as a grant-funded project providing incentives for riders. The objectives of the publication were to:

- Raise awareness of carpooling and vanpooling through consistent visibility of real opportunities which compliment general promotional pieces;
- Proactively show commuters that there are options that work for them;
- Generate more names in the Regional Ridematch System;
- Create new carpools and vanpools;
- Place additional riders into existing vanpools and carpools.

Ride Free – The Tukwila Lunch Bus

For a three-month period in the mid-1990s, the City of Tukwila sponsored the “Lunch Bus,” a free lunchtime shuttle operating in the Tukwila Urban Center. The shuttle ran routes between 11 a.m. and 2 p.m., and was intended to enable people who carpooled, took the bus or simply did not want to use their cars during lunch. The Lunch Bus was a partnership between the City of Tukwila, King County Metro Transit, Washington State Energy Office, Tukwila employers and the Southwest King County Chamber of Commerce.

8. Parking Regulations

The City regulates parking through its zoning code. Listed below are the parking regulations related to shared parking, complementary parking, and the process for obtaining an administrative variance to reduce the amount of required parking.

- **18.56.070 Cooperative Parking Facility**

Shared Parking: When two or more property owners agree to enter into a shared parking agreement, the setbacks and landscaping requirements on their common property line(s) may be waived with that land used for parking, driveway and/or building.

Complementary Parking: A complementary use is a portion of the development that functions differently than the primary use but is designed to serve or enhance the primary land use without creating additional parking needs for the primary traffic generator. Up to 10% of the usable floor area of a building or facility may be occupied by a complementary use without providing parking spaces in addition to the number of spaces for the principal use. Examples of complementary uses include pharmacies in hospitals or medical offices, food courts or restaurants in a shopping center or retail establishments.

Administrative Variance from Parking

A. General:

1. A request for an administrative variance from required parking standards must be received prior to any issuance of building or engineering permits. Administrative variances are only eligible for requests for reductions of required parking between 1% and 10%. Requests for reductions from minimum parking standards in excess of 10% must be made to the Planning Commission.
2. The project developer shall present all findings to the Director prior to any final approvals, including design review, conditional use permit review, building review or any other permit reviews required by the Director.

B. Criteria:

1. All requests for reductions in parking shall be reviewed under the criteria established in this section.
2. In addition to the following requirements, the Director may require specific measures not listed to ensure that all impacts with reduced parking are mitigated. Any spillover parking which cannot be mitigated to the satisfaction of the Director will serve as the basis for denial. A reduction may be allowed, pursuant to either an Administrative variance or requests to the Planning Commission, after:
 - a. All shared parking strategies are explored.
 - b. On-site park and ride opportunities are fully explored.
 - c. The site is in compliance with the City's commute trip reduction ordinance or, if not an affected employer as defined by the City's ordinance, agrees to become affected.
 - d. The site is at least 300 feet away from a single-family residential zone.
 - e. A report is submitted providing a basis for less parking and mitigation necessary to offset any negative effects.

C. Process:

1. An applicant shall submit evidence that decreased parking will not have a negative impact on surrounding properties or potential future uses. This may take the form of a brief report for administrative variances. Decreases in excess of 10% must be made to the Planning Commission. The Director may require additional studies to ensure that negative impacts are properly mitigated. A complete and detailed Parking Demand study is required for requests reviewed by the Planning Commission.
2. All site characteristics should be described in report, including
 - a. Site accessibility for transit.
 - b. Site proximity to transit, with 15- to 30-minute headways.
 - c. Shared use of on-site parking.
 - d. Shared use of off-site parking.
 - e. Combined on-site parking.
 - f. Employee density.
 - g. Adjacent land uses.

D. Review: Applications for Administrative Variances for reductions below minimum parking requirements between 1% and 10% shall be processed as Type 2 decisions, pursuant to TMC 18.108.020. Applications for reductions from minimum parking requirements in excess of 10% shall be processed as Type 4 decisions, pursuant to TMC 18.108.040, including a hearing before the Planning Commission. (Ord. 1795 §2(part), 1997)

Parking Supply, Availability and Price

The City's Zoning Code includes the following parking requirements for the TUC:

Tukwila Regional Growth Center Parking Requirements (number per thousand square feet of usable floor area)

	Minimum	Maximum
Residential	2/du	No limit
Office	3/1000 sf	No limit
Retail (general)	4/1000 sf	No limit
Manufacturing	1/1000 sf	No limit

9. Local and Regional Economic Development Plans

The Comprehensive Plan's *Economic Development* element identifies achieving increased intensity and diversity of land uses as an "issue" that should be addressed through a variety of programs -- planning, regulatory, infrastructure investment and incentives. The City's general philosophy is to sustain moderate growth; to ensure quality growth and guide it to desired areas through zoning and development regulations; and to provide capacity to meet employment targets. It identifies a range of implementation strategies to encourage economic development and consistent infill and redevelopment, which include preparation of area-wide environmental impact statements, focused public infrastructure investment, cooperative environmental remediation actions to facilitate redevelopment, and formation of local improvement districts to finance facilities.

To foster economic development in the Tukwila Urban Center, the City plans to broaden the mix of uses that can occur in the area north of Strander Blvd., as well as the area surrounding Tukwila Pond. In the area north of Strander Blvd and surrounding Tukwila Pond, zoning changes will also exclude the low-intensity uses like warehousing, and will encourage development that is more transit-supportive. The TUC Plan also calls for infrastructure to support walking and bicycling from the mall to the Sounder Station. The City also encourages a full range of housing opportunities for all population segments, and plans to revise the zoning code as necessary, to allow mixed use residential developments in appropriate areas.

10. Projected Future Conditions and Characteristics

The City of Tukwila is currently developing a sub area plan for the Tukwila Urban Center. The proposed plan is currently being reviewed by the Planning Commission and is anticipated to be adopted in 2007.

Project Population and Employment for the Tukwila Urban Center³

Summary	2003	2020
Total Employment	21,650	25,056
Total Households	1	3,200

Based on the proposed Tukwila Urban Center plan, the following changes in land use and transportation conditions are expected to occur.

a. Projected Changes in Land Uses

The land use pattern depicted in the Proposed TUC Subarea Plan indicates the general locations and planned groupings of activities. The plan is conceptual in nature and provides a framework and flexibility for future site planning. The specific location or design of individual buildings are not known and not prescribed; these details will be determined through individual proposals that are developed according to the TUC's objectives, development standards and design guidelines. The stated land use emphasis of each district, and the uses permitted within each proposed TUC zoning district, would guide the type and location of future development.

Redevelopment and change will occur incrementally over an extended period of time, possibly 30 to 50 years. The year 2020 is used as a benchmark to provide a mid-term snapshot of the nature and character of planned change in the TUC. Changes would be evident in a greater diversity and altered design of land uses in several portions of the TUC – on and adjacent to the Westfield Southcenter Mall site, in the northeast portion of the TUC adjacent to the Green River, and adjacent to Tukwila Pond. Other portions of the TUC, such as the Workplace (industrial and business park) District and the Commercial Corridor (Southcenter Parkway) would change relatively little. The Subarea Plan recognizes the importance of these land uses and the jobs they provide, preserves their place in the City's fabric, and seeks to improve circulation and design over time.

Growth overall (measured in terms of projected square feet of development in 2020) is projected to increase by approximately 40 percent, to a total of approximately 8.7 million square feet. While retail would remain the most extensive single land use (5.1 million square feet, or 59 percent of the total), the TUC would become significantly

³ Source: Tukwila Urban Center Draft Environmental Impact Statement

more balanced than it is today. The biggest increase would be in housing – growing from almost zero today to more than 1,500 dwelling units in 2020. Office uses would also grow by almost 20 percent. Manufacturing space would not increase at all, and warehouse/distribution space would increase only marginally. In contrast, No Action would likely result in a continuation of the existing pattern, with more retail, significant new office development, more warehouse and manufacturing uses, and some new housing.

The character of land use change, as well as its timing, will be strongly influenced by a combination of public policy and economic forces. Public policy/City guidance will occur in the form of the TUC Subarea Plan's strategy and objectives, the framework provided by zoning standards and design guidelines, and strategic public investments in amenities and capital facilities. If the local economy remains strong and the TUC's vitality continues as predicted, the area will remain attractive to investors and land prices will likely increase. Real estate investments will generally seek attractive locations that provide redevelopment and market opportunities. Recent plans and growth in other Urban Centers in the Puget Sound region suggest that markets do or will exist in the TUC for some types and forms of land use that are absent today – primarily housing and mixed-use development.

Assuming that the economic impetus for change is present, the TUC will generally develop more intensively for a broader range of urban uses. Growth will occur through development of remaining vacant land and redevelopment of existing uses. To use the existing land base more intensively and more efficiently, multi-story buildings will be encouraged.

Parks and open space will increase in amount and improve in terms of access and function. An improved park and esplanade will be created at Tukwila Pond and public access to the park would be provided. The Pond will become a major amenity for the TUC overall while maintaining its important functions for stormwater management and habitat.

Similarly, new development in the eastern portion of the TOD District will be oriented to the Green River. A riverwalk/esplanade will be developed parallel to the shoreline, providing increased public access while also protecting the shoreline environment.

b. Traffic

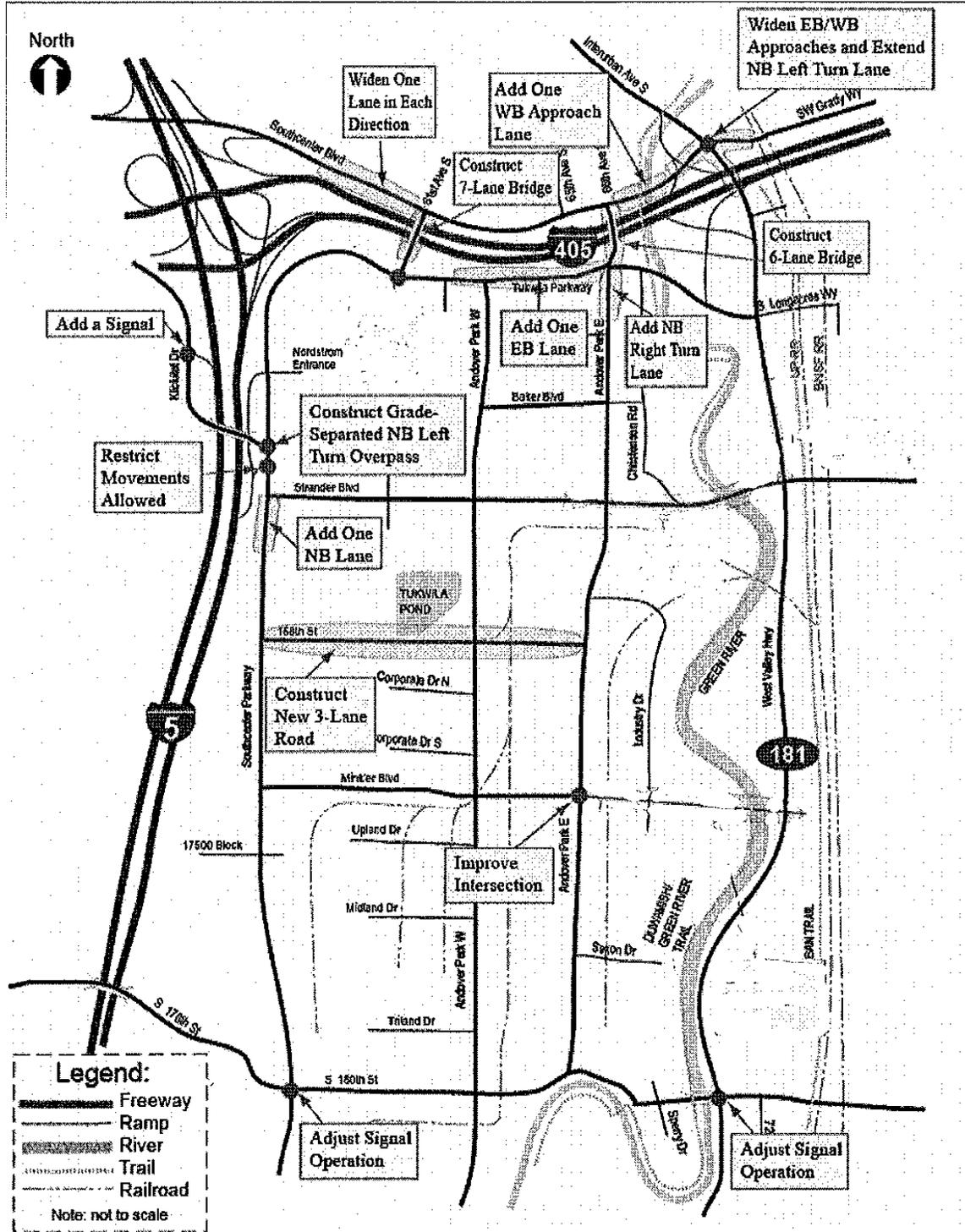
The City of Tukwila's travel demand model, which covers the entire city, was used to forecast future traffic volumes within and surrounding the TUC Subarea. Demographic data sets, including household and employment forecasts associated with a system of transportation analysis zones (TAZs), form the basis for forecasting travel demand. A new forecast is due August 2007.

For the 2020 traffic forecast, the City prepared a forecast with a proposed network of improvements. The proposed improvements are shown on Figure 6:

Traffic Volumes

At present (2002), approximately 113,000 persons arrive daily in the TUC for various activities during a 24-hour period. Nearly all of those coming to the TUC use private vehicles (99.3 percent); transit use in the TUC currently represents a very minor share (0.7 percent). While commuters comprise about 18 percent of the total person trips to the TUC, more than 80 percent of the trips to the TUC are shopping, recreational, commercial and business trips.

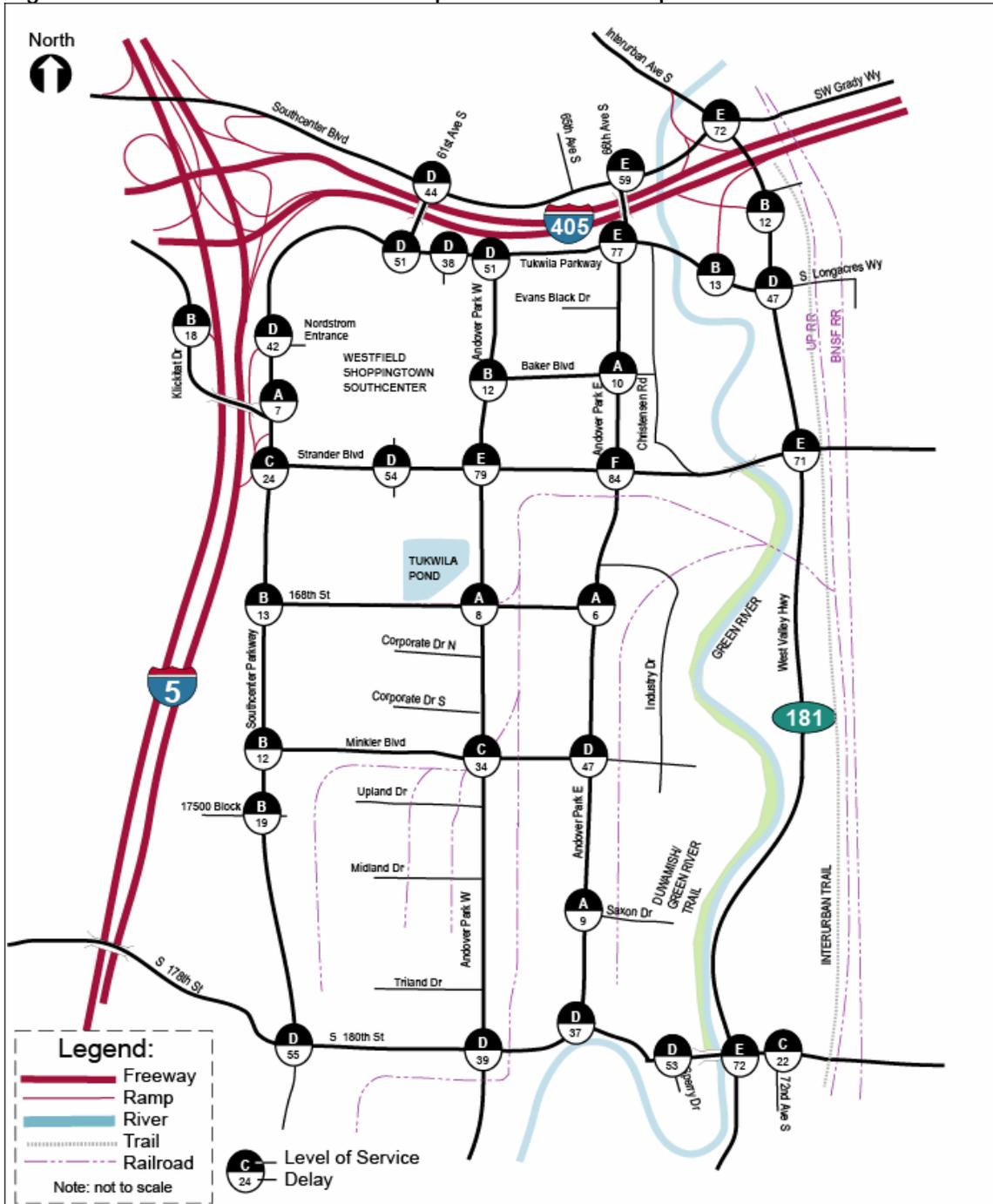
Figure 6: Proposed Network of Improvements



II. BACKGROUND INFORMATION

The 2020 Levels of Service with Proposed Network Improvements for the Mall-to-Station Land Use Scenario are shown on the following map:

Figure 7: 2020 Level of Service with Proposed Network of Improvements



11. Gap Analysis

WAC 468-63-060 (2)(b)(iv) requires the GTEC plan to include a gap analysis that evaluates the degree to which existing and future services, policies, and programs will be sufficient to maintain or improve transportation access and increase the proportion of non-drive-alone travel as the area grows. The rule states that the jurisdiction's evaluation of its own policies, programs, and regulations shall include an evaluation of land use and transportation regulations, to determine the extent that they can reduce the need for drive-alone travel and attract and maintain a mix of complementary land uses, particularly uses that generate pedestrian activity and transit ridership. The evaluation is to include:

- Parking Policies and Ordinances

The City regulates parking supply through its zoning code. Currently, the City's zoning includes minimum requirements for parking but no maximums. At most of the employment sites, there is free and ample parking, which encourages commuters and shoppers to use drive alone vehicles. To address the parking issue, the City plans to work with employment sites to encourage them to implement parking management strategies such as reducing parking capacity and implementing preferential parking for carpools and vanpools.

- Streetscape Design Standards

Changes to the pedestrian environment included in the TUC Plan are wider sidewalks in areas planned for pedestrian-orientation. In the future, some streets will have on-street parking. Sidewalks on streets with on-street parking will be 15' wide, with street trees provided in tree pits. Where on-street parking is not allowed, a minimum 5' wide landscaping buffer is required, with sidewalks ranging from 6' - 10' wide. Current sidewalks are generally 6' wide, though there are some areas with 5' or 8' wide sidewalks. Other pedestrian enhancements required by the TUC Plan are greater facade transparency, the requirement for more articulation on building facades, and, where appropriate, the requirement that new development be brought up to the street edge.

- Development Requirements (see Section 18.60.30)

Through the City's Zoning Code, the City requires developers to implement TDM supporting measures. In the TUC, the City requires design review for all hotels and motels and commercial structures that are larger than 10,000 square feet. The City also requires new development to install bicycle parking, generally based on number of automobile parking spaces required for the associated land use.

- Concurrency policies

The City of Tukwila has adopted transportation concurrency regulations that require an analysis of the transportation impacts of development within the City. The analysis is based upon level of service standards at intersections and road segments. Level of service (LOS) is the primary indicator of the quality of traffic flow at an intersection or road segment. LOS is measured by the number of seconds, on average, of delay at intersections and in travel speeds on a road segment. LOS grading ranges from A to F, with LOS A indicating minimal delays and low volumes, and LOS F indicating long delays and/or forced flow.

- Level of Service Standards

The City's Comprehensive Plan discusses level of service standards and establishes acceptable levels for traffic. Projected growth in Tukwila and surrounding areas was used in the Comprehensive Transportation Plan to project traffic volumes and levels of service in 2020. Level of service standards for all local arterials and transit routes are necessary in order to ensure mobility, vitality, and quality of life for the city. The standard, coordinated with surrounding jurisdictions, is to judge the performance of the system against what the community is willing to accept and what can be financed. Goals and policies related to LOS from Tukwila's Comprehensive Plan are listed below, including the LOS established within the Comprehensive Plan for specific corridors within the TUC.

Goal 13.3 Level-of-Service

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

Policies

13.3.1 In general, Level of Service Standards shall vary by differing levels of development patterns, desired character of streets, and growth management objectives. Use the following LOS standards to guide City improvement and development approval decisions:

—The Tukwila Urban Center corridor average is not to exceed LOS E, except for the Strander Boulevard and a portion of the Andover Park E corridor. Methodology for computing the average LOS is described in the Comprehensive Transportation Plan and is updated annually in the Concurrency Ordinance.

—The Strander Boulevard corridor average is not to exceed LOS F with an average delay not to exceed 120 seconds. The Andover Park E, between Tukwila Parkway and Strander Boulevard, is not to exceed LOS F with an average delay not to exceed 120 seconds.

—All other non-residential arterial intersections are not to exceed LOS E.

—The LOS of minor and collector arterials in predominantly residential areas is not to exceed LOS D for each specific arterial.

—West Valley Highway (SR 181), as a state highway of regional significance, is not to exceed LOS E/Mitigated, as defined by PSRC.

— SR 599, as a state highway of regional significance, is not to exceed LOS E/Mitigated, as defined by PSRC.

13.3.2 Use adopted LOS standards to guide City improvement and development approval decisions.

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

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

13.3.5 When reviewing private development proposals, apply the Concurrency Ordinance to determine mitigation, if required, that will provide capacity or traffic generation

13.3.6 Include as a priority increased transportation choices such as transit use; rideshare measures such as carpooling as capacity mitigation measures; and pedestrian and bicycle facilities. After consideration of these priority improvements, consider signal improvements, other street capacity improvements, and street widening as a last resort.

13.3.7 Establish a program to monitor congestion and evaluate the effectiveness of the LOS standards.

13.3.8 Highways of Statewide significance (HSS), including Interstate 5 (I-5), Interstate 405 (I-405), and State Route 518 (SR-518), are exempt from concurrency requirements.

13.3.9 Regionally Significant State Highways, including SR 181 (West Valley Highway) and SR 599 are subject to a Regional Level of Service Standard established by the Puget Sound Regional Council and WSDOT.

— LOS standard for Regionally Significant State Highways within Tukwila's boundaries is LOS E/Mitigated.

Traffic

The TUC area and key arterial corridors throughout Tukwila will continue to be monitored to assure that the LOS standard is maintained. The Tukwila Comprehensive Transportation Plan identifies improvements that would maintain adopted level of service standards around the City. Projects necessary to maintain the minimum level of service standard will be built, as needed, to accommodate projected growth. In the event of a funding shortfall or unexpected growth, the City must re-evaluate planned land uses and explore alternate funding sources to assure continuing concurrency with transportation system improvements.

Transit Level of Service

At this time, Tukwila is not the owner/operator of a transit service; therefore a minimum level of service standard cannot be enforced. However, Tukwila will encourage all transit providers to achieve and maintain a minimum LOS C and work within Tukwila's Transit Street Classification System.

Non-motorized Level of Service

A level of service for pedestrian and other modes of non-motorized transportation is much more difficult to establish. Various methodologies exist but none are yet considered industry standards. The City of Tukwila currently does not have a level of service established for non-motorized facilities.

- Assessment of Impact fees, and Zoning

The City assesses impact fees through its zoning code. Impact fees are based on schedule depending on the size of the development and available capacity. Currently, the City allows developers a reduction in impact fees if a development incorporates TDM supporting measures. The measures must be designed to effectively reduce vehicle trips that reduce the impact to the City's transportation system.

III. GOAL SETTING AND PERFORMANCE MEASURES

A. Proposed Goals and Targets for GTEC

The Tukwila Urban Center GTEC program builds upon the City's successful CTR program by expanding the program to unaffected work sites and residential groups. The goal of the GTEC program is to reduce drive alone trips by 10% and vehicle miles traveled by 13%.

Tukwila Urban Center's employment population is a mix of manufacturing, office, service sector and retail. Although there is a large base of employment in the Tukwila Urban Center, most of the employers are small and are not affected by the CTR law. There are three CTR-affected employers in or near the TUC which include Red Dot, Fatigue and Carlyle (see Appendix A for a map of the TUC and the CTR work sites).

Because the majority of TUC employment sites are unaffected, the City proposes to meet its GTEC goals by decreasing the number of absolute trips and VMT in the Tukwila Urban Center. The overall goal of the Tukwila Urban Center GTEC is to reduce drive alone trips by 10% and VMT by 13%. It will target unaffected employers to reduce additional trips.

Target Population	Base Drive Alone Rate	Goal	Target Drive Alone Rate	Base VMT	Goal	Target VMT Rate
Employees at CTR-affected work sites	73%	Reduce by 10%	65.7%	15.0 ⁴	Reduce by 13%	13.05
	There are currently around 1000 employees in Tukwila Urban Center who work at CTR-affected work sites. Based on the average drive alone of 73%, 246 commuters currently use non-drive alone modes. Based on a six-year target of 65.7% for non-drive alone modes, the City plans to increase the number of commuters using non-drive alone modes at CTR-affected sites by 67 (for a total of 313 commuters).					
Un-affected work sites	According to the Draft TUC EIS, there are approximately 21,650 employees who work in Tukwila Urban Center. For the year 2013, the City has set a target for increasing the number of commuters using non-drive alone modes by 2,165 (approximately 10% of current employment population).					
Residential developments	According to the 2000 Census, there were fewer than 100 people living in the Tukwila Urban Center. As the residential population in the TUC grows, the City plans to work with residential groups to increase use of non-drive alone alternatives, including LINK Light Rail, Commuter Rail and bus.					
Entire GTEC area	For the entire GTEC area, the City has set a target of converting 2,165 commuters to non-drive alone trips (10% of the employment population). This figure includes both CTR-affected and unaffected work sites.					
Entire City	78.0%	Reduce by 10%	70%	15.4	Reduce by 13%	13.4

⁴ Puget Sound Regional Council calculated base VMT rate.

III. GOAL SETTING AND PERFORMANCE MEASURES

B. Proposed Performance Measures

The City is required to measure the progress towards achieving the goals. Every year, the City will prepare an annual report and every two years, the City will conduct surveys of employees and residents to determine their travel behavior. The City plans to use the WSDOT CTR survey as the survey instrument. Listed below are the proposed measures and the scheduled dates for measuring progress.

Performance Measure	Agency Responsible	Scheduled Date
Percentage of commuters using non-drive alone modes	City of Tukwila	Every two years beginning fall 2008
Number of un-affected employers participating in transit and ridesharing programs	City of Tukwila	Every two years beginning fall 2008
Number of residential buildings participating in transit and ridesharing programs.	City of Tukwila	Every two years after the first residential building is built in Tukwila Urban Center.
Transit ridership on Tukwila Urban Center transit routes	King County Metro Transit, Sound Transit	Every two years beginning fall 2008
Vanpool ridership for vans traveling to Tukwila Urban Center	King County Metro Transit	Every two years beginning fall 2008

The City of Tukwila proposes to implement the following elements as part of its GTEC program. Implementation of the elements will be done in partnership with employers and property owners, transit agencies and business groups. Listed below are the following planned local services and strategies for achieving the established goals and targets:

A. Proposed Target Population

As a major employment center, the Tukwila Urban Center has a strong market for increasing transit and ridesharing activities. Populations that will be targeted for transit and ridesharing activities include:

- Employees working in CTR-affected work sites
- Employees who work for unaffected work sites, including retail, office, manufacturing and service sectors
- Residential populations (as they move into Tukwila Urban Center)

B. Proposed Strategies for Achieving Goals

To achieve the goals of the GTEC program, the City has developed a set of strategies that will help the TUC make progress towards its six-year planning target. The strategies are a combination of policies, regulations, services, facilities, marketing and incentive programs. The policies, projects and regulations are consistent with the TUC sub area plan.

Strategy	Description
Develop a Coordinated Transportation Management Program run by the City or a Transportation Management Association for Tukwila Urban Center	Develop a transportation management association to be run by a new organization or the City to administer the GTEC program for the Tukwila Urban Center. This coordinated effort will bring together the different partners and agencies to develop a coordinated program of transit and ridesharing services.
Parking Management	Work with employers and property managers to implement parking management at work sites. Parking management may include preferential parking for carpools and vanpools, reducing parking capacity for drive alone vehicles, and encouraging employers to charge employees for parking.
Transit Services	Work with King County Metro Transit and Sound Transit to enhance transit services to the TUC. Enhance transit services by increasing coverage, span of service and frequencies to encourage more commuters to use transit.
Transit Center	Implement the new bus transit center in the TUC.
Sounder Commuter Rail Station	Implement the new Sounder station in Tukwila to allow commuters to access Sounder service.
Vanpool/Vanshare Services	Provide vanpool/vanshare services such as ridematching and vanpool/vanshare training to employees and residents.

Marketing and Promotion	Market and promote transportation alternatives to employees and residents using a variety of materials such as brochures, fliers, web sites, and on-site promotions.
Bicycle and Pedestrian Facilities	Implement bicycle and pedestrian facilities based on the Tukwila Urban Center sub area plan and the Walk & Roll bicycle and pedestrian plan.
Bicycle Amenities	Install bike lockers at various locations in the Tukwila Urban Center to provide safe and secure bicycle parking for bicycle commuters.
Subsidies	Provide subsidies for carpools and vanpools to employees.
Flexpass	Develop an area-wide flexpass program that offers discounted transit passes to employees. As residential groups move into Tukwila Urban Center, develop a residential flexpass program.
Car Sharing	Work with car sharing providers to implement a car sharing program in Tukwila Urban Center
Telework	Work with employers to develop a telework program. The program will consist of educating employers about the telework program and will offer assistance for IT and human resource issues.
Ridematching Assistance	Work with King County Metro to improve the ridematching system for Tukwila commuters. Encourage more employers to encourage their employees to register with the system.
On-Site Employer Assistance	Provide on-site assistance to both CTR-affected and unaffected employers. Assistance may include on-site promotions, developing program strategies and measuring performance.
Information Kiosks	Install information kiosks that will enable employees to access transit and ridesharing information. Kiosks will include access to internet sites to enable employees to register for carpools, find transit schedules and get up-to date traffic information.
Real Time Ridesharing System	The City will explore the development of a real time ridematching system that matches up carpool partners through cell phone technology. Unlike the traditional ridematching system where riders can match up with partners and form carpools over a period of time, real time ridematching will allow commuters to find carpools for individual trips.
Promotions for Non-English Speaking Populations	The Tukwila Urban Center has a large population of non-English speaking employees. The City will work to inform these populations of transit and ridesharing services in multiple languages and teach them the benefits of non-drive alone vehicle alternatives.
Implement Capital Improvement	<ul style="list-style-type: none"> • Pedestrian Spine - construction of wide sidewalks,

Projects to Improve Pedestrian and Bicycling Activities	on-street parking, and bike lanes along Baker Blvd, connecting the Mall to the Sounder Station <ul style="list-style-type: none"> • Green River Pedestrian and Bicycle Bridge • Directional Signage—urban center and nonmotorized • Klickitat/Southcenter Parkway Improvement • On-street parking and bike lanes on Andover Park East
TDM Construction Mitigation	Implement TDM construction mitigation for the future construction of the Klickitat/Southcenter Parkway Improvement and other major transportation projects.

C. Schedule for Implementing Program Strategies and Services

The City has identified the following schedule for implementing the GTEC program strategies and services. The agency responsible for implementing the strategy or service is also listed.

Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
Policies and Regulations		
Amend Comprehensive Plan to include Tukwila Urban Center GTEC program	City of Tukwila	July 2008
Review parking policies and parking code requirements for Tukwila Urban Center	City of Tukwila	2009 and beyond
Services and Facilities		
Implement Tukwila Urban Center bus transit center	City of Tukwila, King County Metro	2007 and beyond
Implement new Sounder Station	Sound Transit	2007 and beyond
Enhance transit services in Tukwila Urban Center	King County Metro, Sound Transit	2008 and beyond
Implement vanpool services	King County Metro	2008 and beyond
Install bicycle and sidewalk improvements	City of Tukwila	2008 and beyond
Install bicycle amenities for bicycle commuters (bike racks)	City of Tukwila, property managers	2008 and beyond
Implement car sharing service	City of Tukwila, private	2008 and beyond

IV: PROGRAM STRATEGIES

	vendor	
Provide on-site employer assistance	City of Tukwila	2008 and beyond
Implement ridematching assistance	City of Tukwila, King County Metro	2008 and beyond
Marketing and Incentive Programs		
Develop TMA or coordinated program for transit and ridesharing services	City of Tukwila, King County Metro, Tukwila Urban Center businesses	2008 and beyond
Implement subsidies for carpools and vanpools	City of Tukwila	2008 and beyond
Develop area-wide Flexpass	City of Tukwila, King County Metro	2008 and beyond
Develop marketing and promotional campaign	City of Tukwila or TMA	2009 and beyond
Install information kiosks in various buildings in the Tukwila Urban Center to help employees access transit and ridesharing information	City of Tukwila, property managers	2009 and beyond
Develop Telework Program	City of Tukwila, employers	2009 and beyond
Develop real time ridesharing program	City of Tukwila	2008 and beyond
Develop multicultural promotional program	City of Tukwila	2008 and beyond
Bicycle and sidewalk capital improvements	City of Tukwila	2008 and beyond

E. Proposed System for Measurement and Reporting

To determine whether the GTEC program is making progress towards achieving its goals and targets, the City proposes to perform an evaluation of the GTEC program every two years. The program evaluation will begin in 2009 and consist of the following elements:

- Survey employees at CTR-affected and unaffected work sites to develop a representative sample.
- Survey residents at buildings that are participating in transit and ridesharing activities.
- Review transit ridership numbers for Tukwila Urban Center transit routes.
- Review vanpool participation rates for vans traveling to Tukwila Urban Center.
- Conduct interviews with ETCs at CTR-affected work sites.

V. FINANCIAL PLAN

The City has prepared a financial analysis to identify revenues and expenses that are associated with the City's GTEC program plan. The following is a description of the available funding sources that the City may use to implement its GTEC program plan. After identifying the available funding sources, the City has identified the expenses, which include program administration, employer assistance, policy and regulation development, promotional activities, transit and ridesharing services, and implementation of supporting facilities.

A. Program Funding Sources

Funding Source	Responsible Agency	Estimated Amount FY 2008	Estimated Amount FY 2009	Estimated Amount FY 2010	Estimated Amount FY 2011	Estimated Amount FY 2012	Estimated Amount FY 2013	Estimated Total Amount
GTEC Grants	WSDOT	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
CMAQ Funds	RTPO	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$150,000
City of Tukwila Operating Budgets (staff resources or cash contributions)	City of Tukwila	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$300,000
Transit Revenue (transit services and vanpool services)	Transit Agency	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,000,000
Mitigation Funds for Construction Projects	WSDOT/City of Tukwila	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$300,000
King County Capital Funds	King County Metro	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$5,000,000
Sound Transit Capital Funds	King County Metro	\$11,400,000	\$0	\$0	\$0	\$0	\$0	\$11,400,000
Total Funds Available:		\$17,125,000	\$725,000	\$725,000	\$725,000	\$725,000	\$725,000	\$20,750,000

B. Program Expenses

V. FINANCIAL PLAN

Expense	Responsible Party	Estimated Amount FY 2008	Estimated Amount FY 2009	Estimated Amount FY 2010	Estimated Amount FY 2011	Estimated Amount FY 2012	Estimated Amount FY 2013	Estimated Total Cost
Prepare local GTEC plan and ordinance	City of Tukwila	\$ 5,000	\$ 0	\$ 0	\$0	\$0	\$0	\$ 5,000
Administer GTEC program (contract management, program measurement, annual reporting, coordination meetings)	City of Tukwila	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000
Implement supporting transit services	King County Metro and Sound Transit	\$1 million	\$6 million					
Implement new Tukwila Urban Center Transit Center	King County Metro	\$5 million	\$0	\$0	\$0	\$0	\$0	\$5 million
Implement new Sounder Station	Sound Transit	\$11.4 million	\$0	\$0	\$0	\$0	\$0	\$11.4 million
Implement vanpool program	King County Metro, Employers, Commuters	\$50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
Tailor ridematching services for Tukwila Urban Center	King County Metro, City of Tukwila	\$50,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$100,000
Offer program incentives	City of Tukwila, King County Metro, Employers	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
Offer Area-wide Flexpass	Commuters and residents	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
Development of a coordinated approach for transit and ridesharing services or TMA	Employers, Property Owners, City of Tukwila	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
Develop and print marketing and promotional materials	Commuters, Residents	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	300,000
Install information kiosks to access transit and ridesharing information (install one kiosk each year)	Commuters, Residents	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
Install bike lanes	City of Tukwila	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
Install bike lockers (one per year)	City of Tukwila	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
Develop real time ridesharing program	City of Tukwila	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
Develop multicultural education program	City of Tukwila	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
Total Expenses:		\$18,045,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$26,045,000

The following table shows the summary of revenues and expenses for the Tukwila GTEC program. The City is projected to have a shortage of funding to implement its planned strategies. However, there are a number of sources of funding that the City can explore to help fill the gaps. Funding sources include, but are not limited to:

- WSDOT CTR funding
- Federal grants
- City of Tukwila funds
- Developer contributions
- Employer contributions

Summary of Expenses							
	2008	2009	2010	2011	2012	2013	Total
Revenue	\$17,125,000	\$725,000	\$725,000	\$725,000	\$725,000	\$725,000	\$20,750,000
Expenses	\$18,045,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$26,045,000
Shortfall:	(\$920,000)	(\$875,000)	(\$875,000)	(\$875,000)	(\$875,000)	(\$875,000)	(\$5,295,000)

C. Funding Gaps

Based on the expected revenues and expenses of the City's GTEC program, the City is expected to have a shortage of funds for the GTEC program. To fund these programs, the City will pursue grants and contributions from the following sources:

- Congestion mitigation funds
- WSDOT funds
- Federal grants, i.e. CMAQ funds
- Employer contributions
- Developer contributions

VI. ORGANIZATION STRUCTURE

As part of its strategic plan for implementing the GTEC program, the City plans to work in partnership with transit agencies, neighboring jurisdictions, employers and property owners. Each of these stakeholders will have a role in implementing various parts of the GTEC program. To coordinate the City's GTEC program, the City will designate a program manager who will oversee the entire program and work with the different partners.

Listed below are the organizations that may be involved with the implementation of the City's GTEC. Their roles and responsibilities are described as follows:

Agency or Organization	Strategy or Service	Projected Date for Completion
City of Tukwila	The City will be responsible for overseeing the GTEC program and coordinating the services of the different partners. It will be responsible for setting and tracking goals, administering the funding agreement with WSDOT and performing program evaluation. It will also implement bicycle and sidewalk facilities.	On-going
King County Metro Transit	King County Metro will be responsible for providing transit services to the Tukwila Urban Center area, implementing the new Tukwila Urban Center bus transit center, offering vanpool services and administering the regional ridematching system.	On-going
Program Coordinator or Transportation Management Association	The Program Coordinator or TMA will be responsible for conducting outreach to employers, conducting promotions, coordinating ridesharing and transit programs with King County Metro and developing support for TDM programs.	Fall 2008
Employer	Employers will help promote TDM programs to their employees, provide incentives, and participate in regular network meetings.	Fall 2008
Residential Group	Residential property owners will be responsible for	TBD (when residential building is developed in Tukwila Urban

VI. ORGANIZATION STRUCTURE

	promoting TDM program to their residents, surveying residents and participating in regular network meetings.	Center)
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VII. PUBLIC OUTREACH

The City of Tukwila has been conducting extensive outreach to develop its Downtown Plan. The following represents a chronology of community workshops and joint City Council/Planning Commission workshops that have been held to date on the Tukwila Urban Center (TUC)/Transit oriented development (TOD) subarea plan.

Phase I: Develop an understanding of the market forces and forecasts, land use relationships and transportation system in the TUC.

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| May 13, 2002 | Council Of the Whole. ECONorthwest briefing on their preliminary market forecast and trends for the Tukwila Urban Center. |
| March 25, 2003 | Joint City Council/Planning Commission Meeting. Summarized Phase I findings on existing land use, transportation and market conditions, issues and opportunities for the TUC study area. |

Phase II: Prepare preliminary alternatives and a preferred alternative for the TUC/TOD area

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|----------------|---|
| May 21, 2003 | TUC Public Workshop #1. Summarized land use, transportation and recent market issues and began refining the vision for the area. |
| June 10, 2003 | I-405 Corridor/ TUC connection. Evaluated existing I-405 alternatives and identified preferred alternative supporting TUC/TOD plans. |
| June 30, 2003 | TUC Public Workshop #2. Presented several 'broadbrush' concepts based on feed back from 1 st TUC Public Workshop. |
| July 1, 2003 | TOD Public Workshop #1. Summarized emerging land use, transportation, utility and market issues and their impact on redevelopment potential for the TOD area. |
| Sept. 15, 2003 | TUC Public Workshop #3. Presented preliminary land use and transportation alternatives, and associated market implications. |
| Sept.16, 2003 | TOD Public Workshop #2. Presented several alternative land use and transportation concepts for future development, based on feedback from the 1 st TOD Public Workshop. |
| Nov. 20, 2003 | Joint City Council/Planning Commission Meeting. Reviewed the planning process and concepts for the TUC. Presented the preliminary evaluation of market feasibility. |
| Feb. 26, 2004 | Combined TUC/TOD Final Public Workshop. Presented implementation strategies, preliminary recommendations for land use and development policies, and traffic impacts and improvements. |

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| May 11, 2004 | Joint City Council/Planning Commission Meeting. Council directed staff and consultants to prepare the draft plan after reviewing the recommended vision and alternative implementation strategy alternatives. |
| June 11, 2007 | Transportation Commission Meeting. Staff brief Commission on draft plan. |

In addition to public workshops and meetings, the City has met individually with each of its CTR-affected work sites to discuss how the work sites will continue to make progress towards reducing drive alone vehicles and vehicle miles traveled.

SUPPORT FOR THE CITY'S GTEC PROGRAM

The City of Tukwila is required to submit the following additional information as part of their application for GTEC certification:

1. Copy of the City's resolution to designate the GTEC and adopt the program plan.
2. Letter from the local transit agency endorsing the designation of the area as a GTEC.
3. Letters of support from partners that are expected to contribute resources.

SECTION VIII. RELATIONSHIP TO LOCAL CTR PLAN

The Tukwila Urban Center GTEC program builds upon the City's existing CTR program. The City will continue to work with major employers in the CTR program to reduce drive alone travel and vehicle miles traveled. In addition to the City's CTR program, the City plans to expand CTR activities to unaffected employers and residential groups as they move into the Tukwila Urban Center.

By expanding the City's CTR program in the Tukwila Urban Center through a GTEC program, the City will help improve air quality, reduce traffic congestion on state highways and local streets, and help achieve the goals and vision of the Tukwila Urban Center plan. Described below is the relationship between the Tukwila Urban Center GTEC program and the City's Local CTR plan.

Base CTR Program	GTEC Plan	Expected Benefits
<p>The base CTR program will continue to focus on major employers in the Tukwila Urban Center, including the 3 major employers that are located in or adjacent to the Tukwila Urban Center.</p>	<p>The GTEC program expands efforts to reduce drive alone trips to the following markets, including work sites within the TUC that are not currently CTR-affected: 1) Retail employees; 2) Office employees; 3) Manufacturing employees; 4) Service sector employees; 5) Residents (as they move into Tukwila Urban Center.</p>	<p>Additional efforts to reduce drive alone trips will help reduce traffic congestion in Tukwila Urban Center, improve air quality and help achieve the goals and vision of the City's Tukwila Urban Center sub area plan.</p>

