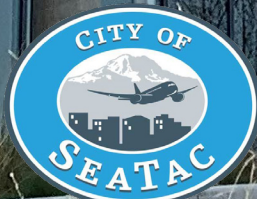


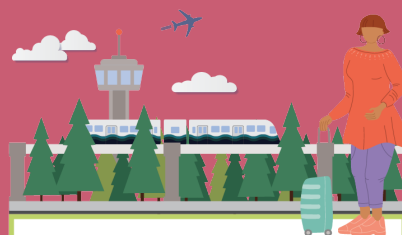
ECONOMIC VITALITY ELEMENT

CHAPTER 6



Welcome.

THE HUB



ENVISION
SEATAC 2044

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INTRODUCTION

SeaTac's Vision for Economic Vitality

In 2044, SeaTac is a multicultural, thriving community and a major job center within the Puget Sound region. It is home to the region's primary international airport, corporate headquarters for Alaska Airlines, and is the second largest hospitality sector in the state. SeaTac is a regional transportation hub, with a local light rail system that provides convenient multimodal access to businesses throughout its urban core, and three highways that connect customers, travelers, and freight to destinations within and nearby the city.

The main driver of SeaTac's economy and employment is the Seattle-Tacoma International Airport. Of the 43,197 total jobs within city boundaries as of 2023, close to 25,000 were within or immediately surrounding the airport. Much of the city's future employment will be generated by increases in airport demand and the expanded airport facilities identified in the Sustainable Airport Master Plan (SAMP). The majority of new job and business growth is focused within the Urban Center and its transit-oriented urban villages, with some growth also catalyzing the emergence of resident-serving neighborhood village centers and flex warehouse/industrial clusters adjacent to the airport.

In 2044, the City will work with public, private, and nonprofit sector partners to support and educate local businesses, entrepreneurs, and workers. Targeted investments in placemaking and quality of life improvements will continue to attract new visitors and employers to SeaTac and increase economic opportunities that empower residents and the local business community.



Purpose of Element

Establishing and updating goals and policies related to Economic Vitality is a crucial step toward sustaining and continuing to build a strong, diversified economy in SeaTac that provides workers and businesses with opportunities for growth and creates a tax base for the City that is sustainable and resilient. The goals and policies in this section support the City's vision for growing Urban, Neighborhood, and Industrial Centers and Complete Neighborhoods while increasing access to economic opportunities that benefit SeaTac residents, businesses, workers, and visitors.

Role in State, Regional, and County Planning Framework

RCW 36.70A.070 (7) requires* comprehensive plans to include an economic development element establishing local goals, policies, objectives, and provisions for economic growth and vitality and a high quality of life. A city that has chosen to be a residential community is exempt from the economic development element requirement of this subsection.

**Because the state has not funded work on economic development elements, it is an optional requirement.*

The Puget Sound Regional Council's Vision 2050 includes a Regional Economic Strategy, organized around three key goal areas – Expanding Economic Opportunity, Maintaining Global Competitiveness, and Sustaining Quality of Life. Within that framework, the Regional Economic Strategy includes the following focus areas:

- Equity
- Health
- Childcare
- Job Distribution
- Broadband
- Housing
- Business Recovery
- Industry Resilience

The PSRC Vision 2050 Multicounty Planning Policies (MPPs) that are intended to inform economic vitality policies have a goal of supporting businesses and job creation, investing in all people and their health, sustaining environmental quality, and creating great central places, diverse communities, and high quality of life.

King County's Countywide Planning Policies reflect the goals of the multicounty and PSRC visions, with an emphasis on pursuing equity and mitigating disparities. They call on cities within the county to:

- Support PSRC's regional economic strategy.
- Support advanced manufacturing throughout the county.
- Foster a supportive environment for locally owned and women- and minority-owned businesses.

- Reduce historic and ongoing disparities in income and employment opportunities for communities that have been economically disadvantaged.
- Call for the development of a system that provides a safety net during economic downturns.
- Prioritize a diversity of middle-wage jobs.
- Encourage the public and private sectors to incorporate environmental stewardship and social responsibility into their practices.

Consistency with Other Elements

This element is closely coordinated with the Land Use, Urban Center, Neighborhoods, Housing and Human Services, Environment, and Parks, Recreation and Open Space elements.

Local Context

To guide the work, the major components of SeaTac's economic vitality development framework that guide the City's priorities and work plan are:

1. Business Retention and Expansion
2. Business Attraction
3. Workforce Development
4. Neighborhood Development
5. Real Estate Development and Reuse
6. Travel and Tourism

SeaTac faces the following major economic vitality challenges as it looks ahead to 2044:

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

GOALS AND POLICIES



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

GOAL 6.1

Align economic development goals and policies with local, county, regional, and statewide growth strategies, policies, and job targets.

Policy 6.1A

Implement economic development strategies that align with the City's vision for urban and neighborhood centers and designated industrial/flex areas adjacent to the airport.

Policy 6.1B

Increase economic opportunities that empower all residents and support the business community.

Policy 6.1C

Encourage clustering of businesses within the City's designated Urban Villages, Neighborhood Villages, and Flex Warehouse/Industrial areas.

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

Policy 6.1D

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

Over the next 20 years significant population and employment growth is expected in the Puget Sound area and will impact the region's economic vitality. Businesses and industries affected by such growth include those listed in Policy 6.6B.

Policy 6.1E

Ensure that Economic Vitality goals and policies are aligned with Vision 2050 Multicounty Planning Policies (MPP) and King County's Countywide Planning Policies (CPP) while maximizing the benefits of SeaTac's competitive advantages within the regional economic landscape.



Place Typologies

Urban Center

Urban Village

Urban Center Boundary

Neighborhood Center/ Neighborhood

Neighborhood Village

Neighborhood Residential

Approximate Neighborhood Village Area

Industrial Center

Flex Warehouse / Industrial

Date Prepared: 11/22/2024
Prepared by the City of SeaTac. All rights reserved. This product has been compiled from the best available data. No warranty is expressed or implied as to accuracy, completeness, or fitness for any specific use. Not to be used for purposes of legal description or definition. Not a substitute for a professional survey. Sources: City of SeaTac, King County, Sound Transit, WSDOT.

\\...\\Working\\SEA-CED\\Planning\\PRJ-ComprehensivePlan\\Envision_2024\\20241021_CompPlanMaps\\ComprehensivePlan.aprx GrowthFramework

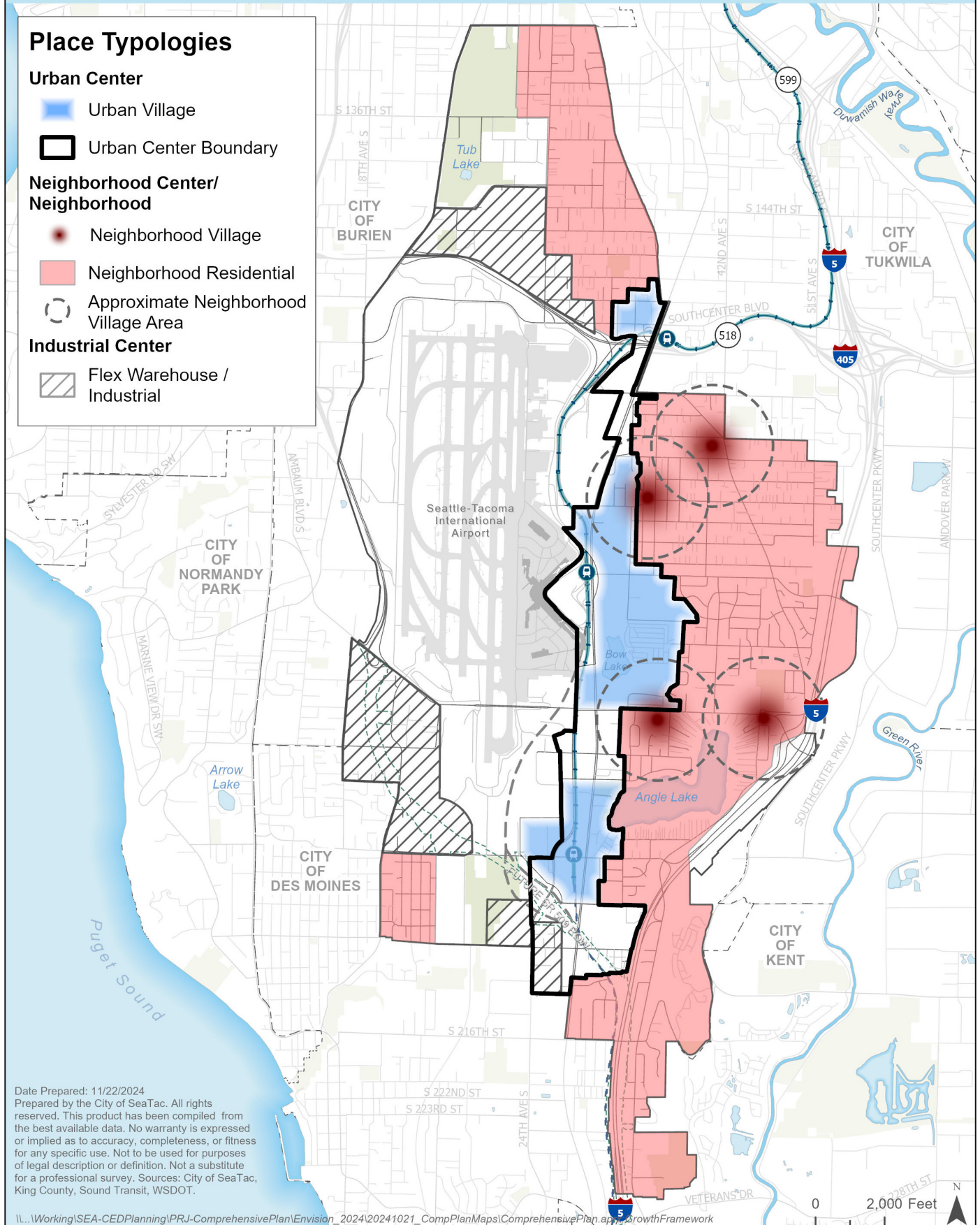


Figure BR 6.1 - SeaTac Growth Framework and Place Typologies



GOAL 6.2

Promote an economic climate that is supportive of business formation, expansion, and retention, and that emphasizes the importance of small businesses, locally owned businesses, women-owned businesses, and businesses with Black, Indigenous, and other People of Color; immigrant and refugee; LGBTQIA+; and disabled -led businesses, in creating jobs.

Policy 6.2A

Foster a broad range of public-private partnerships to implement economic development policies, programs, and projects, including partnerships with community groups.

Policy 6.2B

Celebrate the cultural diversity of local communities as a means to enhance social capital, neighborhood cohesion, global relationships, and support for cultural and arts institutions.

Policy 6.2C

Direct investments to community and economic development initiatives that elevate equitable economic opportunity for those communities most marginalized and impacted by disinvestment and economic disruptions.

Policy 6.2D

Support entrepreneurs in positioning and continual development of their businesses and expanding market capture, particularly of expendable income of the tourism/traveler economy.

Policy 6.2E

Establish high quality baseline economic data specific to the City of SeaTac and its employers and residents who participate in the workforce (employment, industries, trends of growth/decline, etc.). Include analysis of employee commute sheds and opportunities for aligning jobs close to housing.

GOAL 6.3

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

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

Policy 6.3A

Develop economic strategic action plans and establish and monitor performance measures related to business development and middle/living wage job creation to make recommendations to appropriate City departments, Planning Commission, City Council, and Port Commission, and to coordinate with other public and private sector organizations.

Policy 6.3B

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

Policy 6.3C

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

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

Policy 6.3D

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

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

Policy 6.3E

Increase the City's capacity to understand and analyze the City's economic base and the regional economy to better inform planning and implementation of policies aimed at supporting business growth and retention.



See Policy 6.4B for specifics on retaining and recruiting businesses.

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

GOAL 6.4

Review and reform regulations and taxing policies to develop a strong business climate and encourage a flexible and adaptable city government that can nimbly address the needs of businesses, entrepreneurs, and workers through changing market and economic environments

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

Policy 6.4A

Continue to support regulatory reform at the State, County, and City levels that are consistent with GMA goals and this Plan in order to optimize benefits from regulation on businesses and developers, while simultaneously strengthening requirements for sustainability and worker safety.



See Goal 8.7 regarding the natural environment.

Policy 6.4B

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

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

Policy 6.4C

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

Review development code at least every five years to analyze impacts on development costs, permit review, and approval time frames; bonding requirements; and other issues identified by a panel of development regulation experts. Update the regulations to address unnecessary layers of control, redundancy, inconsistency, and unpredictability and to support job growth in targeted areas, such as urban and neighborhood centers.

Policy 6.4D

Adopt maximum SEPA exemption thresholds to help increase flexibility within the development process.

Continue to utilize zoning and other development codes to ensure high quality projects that align with City priorities

Policy 6.4E

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

The evaluation of business and development impacts should include metrics related to the creation and sustainability of minority- and women-led businesses, business displacement, and the growth of middle-wage jobs.

Policy 6.4F

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

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

GOAL 6.5

Promote and encourage quality job training and educational opportunities, with an emphasis on opportunities that eliminate and correct for historical and ongoing disparities in income, employment, and wealth building opportunities for Black, Indigenous, and other People of Color; women; immigrant and refugee; LGBTQIA+; or disabled populations.

Policy 6.5A

Encourage and support job training programs for workers of all ages entering the job market and in need of training or retraining to improve residents' economic prosperity options.

Policy 6.5B

Work with educational institutions to ensure that students, particularly students from marginalized groups that have not yet fully benefitted from regional economic growth, can receive a high quality basic education and develop the competencies needed to continue their education and/or enter the work force with essential skills.

Policy 6.5C

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

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

Policy 6.5D

Evaluate historic data and patterns and develop strategies on best practices to integrate newly arrived residents into the workforce while establishing career advancement opportunities to ensure economic mobility to living wages.



See the Housing and Human Services Goal 5.7 for more ways to offer opportunities for self-empowerment.



GOAL 6.6

Encourage economic diversity and a variety of jobs at various wage levels, with an emphasis on job creation in designated urban and neighborhood villages, flex warehouse/industrial areas, and areas with lower access to opportunity.

Policy 6.6A

Establish economic development programs to support the City's current mix of business and industry and encourage the diversity necessary to maintain or achieve employment growth.

Business diversity reduces the negative effects of cyclical economic fluctuations.

Policy 6.6B

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

- Aerospace
- Information & Communication Technology
- Maritime
- Military & Defense
- Life Sciences & Global Health
- Clean Technology
- Tourism / Hospitality
- Transportation & Logistics
- Business Services
- Food Production & Processing/Distribution



Policy 6.6C

Understand and develop City strategies that address the industrial land and development owned by the Port of Seattle/Airport including all land identified in the Strategic Airport Master Plan (SAMP) and other Port-owned properties in the City of SeaTac.

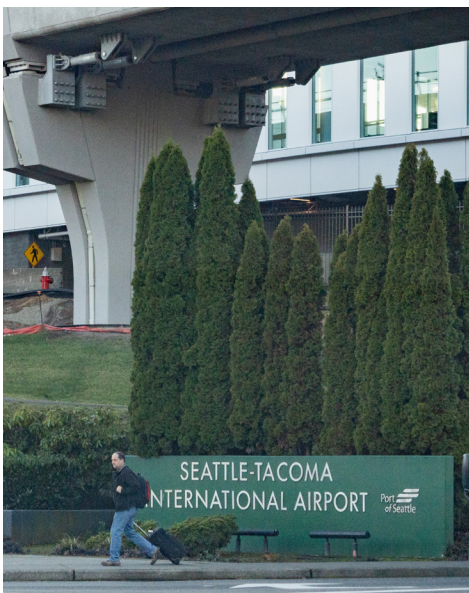
Policy 6.6D

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

A healthy job mix provides opportunities for residents' economic success and provides the resources needed to maintain high-quality public services.

Policy 6.6E

Promote the local workforce through priority hire programs that create middle-high wage employment opportunities in historically disadvantaged communities.



Policy 6.6F

Identify and implement strategies to mitigate the risks of physical, economic, and cultural displacement of local businesses, particularly businesses that are in low-opportunity neighborhoods and/or minority-owned.

GOAL 6.7

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

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

Policy 6.7A

Support food-related workforce development, entrepreneurship training, and business incubator facilities through public programs as well as partnerships with private and non-profit sector partners.

Policy 6.7B

Coordinate with a broad range of partner organizations, businesses, and public sector agencies to promote food innovation district development and related programming and facilities, emphasizing the need for equitable access to healthy food across all SeaTac neighborhoods.

Policy 6.7C

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

Policy 6.7D

Continue supporting farmer's markets, pop up retail, food trucks, and other food-related businesses etc.



Also see the Utilities Element Goals 10.1, 10.2, and 10.3.



Also see the Capital Facilities Element Goals 11.2 and 11.3.

GOAL 6.8

Maintain and upgrade existing and strategically locate new public infrastructure to provide capacity for economic growth, prioritizing urban and neighborhood villages and airport-adjacent industrial areas while ensuring appropriate investment in lower-opportunity neighborhoods

Policy 6.8A

Provide adequate public infrastructure to support the City's economic development program, especially in areas designated for manufacturing and economic growth as well as in neighborhoods with a high share of local minority- and women-led businesses.

Policy 6.8B

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

Policy 6.8C

Support the development of state-of-the-art telecommunications infrastructure systems that support business growth and retention and address the digital divide.

GOAL 6.9

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

Policy 6.9A

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

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

Policy 6.9B

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

These programs and strategies should reflect the cultural diversity of SeaTac residents. Enhancing residential neighborhoods within the City increases livability and the probability that employers and employees may locate in SeaTac.

Policy 6.9C

Facilitate redevelopment of contaminated sites through local, county, and state financing and other strategies that assist with planning, site design, and funding for environmental remediation.

Policy 6.9D

Update existing zoning, land use policies, and City programs to establish and promote neighborhood Villages and smaller scale corner store mixed use development in neighborhoods outside of the Urban Center.

Policy 6.9E

Partner with the Port of Seattle/Airport and other local jurisdictions and institutions to implement goals and regulations aimed at reducing pollution and noise in airport-adjacent communities.

Policy 6.9F

Evaluate the impacts of creating one or more business improvement districts (BID), particularly in the Urban Center and villages near the City's three light rail stations.



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



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

Tourism & Travel

Travel and tourism play large roles in the City of SeaTac's economy. The Seattle-Tacoma International Airport (SEA), airport-related services, and other SeaTac businesses, serve millions of travelers and tourists annually within the City limits and are important economic drivers of the local economy. Tourism promotion and development also benefits residents by providing increased amenities, community events, and shopping opportunities.

GOAL 6.10

Enhance the visitor experience and foster the local travel and tourism ecosystem to maximize the benefits of the City of SeaTac's geographic position regionally and globally.

Coordinated efforts by the City, airport, and airport-related businesses to enhance visitor amenities can help establish SeaTac as a memorable destination experience and a "gateway to the Pacific Northwest."



Policy 6.10A

Leverage the airport's presence to enhance travel and tourism opportunities in SeaTac utilizing placemaking strategies that increase and enhance hospitality, dining, recreation, and entertainment options within the City, while supporting local businesses' ability to capture traveler spending.

Travel and tourism economic activities capitalize on the airport as a globally recognized west coast gateway for the Pacific Northwest and North American continent, and as a regional transportation hub that draws travelers and generates significant tax revenues for the City.

Policy 6.10B

Utilize deliberate and thoughtful placemaking strategies to create consistent identity and community design elements to ensure SeaTac is recognizable and distinguished from other communities, reflecting and promoting pride in its cultural diversity.

A coordinated approach to establish a consistent City identity and image can help promote SeaTac as a memorable and recognizable destination to visitors and travelers, including those from different regions, cultures and languages. This approach also promotes pride among residents and businesses and can be achieved through consistent physical communication (art, architecture, landscaping), promotion (digital, print, written word) and event programming.

Policy 6.10C

Promote programming, open spaces and physical connections that enhance the visitor experience, prioritizing neighborhoods directly adjacent to the Airport, such as the City Center.

Providing activities and amenities like shuttle service, connected sidewalks, bike paths and open space, can simplify access for hotel guests and other visitors to amenities in SeaTac. This expanded access enables visitors to contribute to local tax revenue and job creation.

Policy 6.10D

Use lodging tax funding to enhance the SeaTac destination experience through placemaking and programming.

Lodging tax funding will be allocated to fulfill SeaTac's goals, policies, and statutory requirements of 67.28 RCW.

This includes funding for marketing to attract visitors, tourism related facilities, events and festivals by updating and maintaining a relevant/ current Tourism Destination Development Plan (TDDP).

Policy 6.10E

Engage in regional destination promotion to attract overnight visitors to SeaTac.

SeaTac should engage with regional cities and partners to maximize regional destination promotion to a national and international audience. This regional collaboration* on tourism promotion and destination development should also elevate SeaTac within the region as part of an amenity-rich sub-region within Puget Sound and further the goals and policies stated in 6.10A-D.

Policy 6.10F

Define, support, and develop the sports tourism segment of the overall travel economy by maximizing existing sports venues and supporting the development of new facilities.

Policy 6.10G

Sustain and enhance arts, cultural, and live/musical entertainment institutions that reflect local diversity and history and attract visitors to SeaTac.

Policy 6.10H

Identify opportunities for pop-ups or temporary activations that support local small businesses and entrepreneurs, particularly those that showcase the culture and diversity of SeaTac.

Policy 6.10I

Establish mixed-use districts specifically designed for food-related activities within one of the City's Urban Villages that will showcase SeaTac's unique culture and diversity and provide more dining options for visitors.

* a Tourism Promotion Area (TPA) including SeaTac, Tukwila, and Des Moines which generates TPA assessment revenues to attract overnight visitors outside a 50-mile radius using the Seattle Southside brand with Seattle Southside Regional Tourism Authority (SSRTA) as the administrator of the TPA.

RECOMMENDED IMPLEMENTATION STRATEGIES



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

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

The time frame categories are defined as follows:

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

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

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

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
6.1 SUPPORT THE PRIVATE SECTOR			
6.1A Implement economic development strategies that align with the City's vision for urban and neighborhood villages as well as designated industrial/flex areas adjacent to the airport.	Align economic development initiatives with City planning priorities to ensure that the strategies support the City's vision for efficiency, sustainability, and accessibility.	Staff, City Council	Ongoing
6.1B Increase economic opportunities that empower all residents and support the business community.	Identify initiatives to drive economic growth in targeted areas, such as urban and neighborhood villages.	Staff	Ongoing
6.1C Encourage clustering of businesses within the City's designated urban villages, neighborhood villages, and flex warehouse/industrial areas.	Ensure that City zoning regulations and development incentives are targeted to supporting business and job growth in identified Urban Villages, Neighborhood Villages, and Flex Warehouse/Industrial areas (i.e., density bonus program, MFTE, fee waivers, etc.).	Staff	Ongoing
	Determine business clusters existing and desired in each geographic area.	Staff	Short-Term
	Tailor recruitment/retention plan, including review and streamlining of regulatory processes to achieve the desired mix in each area.	Staff, City Council	Ongoing
	Identify opportunity sites in these areas where the City can directly support activation.	Staff	Short-Term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
6.1D Facilitate employment growth to accommodate the City's employment growth target.	Identify strategies to incentivize business creation and expansion where compatible with Plan goals and policies.	Staff	Ongoing
	Periodically update baseline employment data in conjunction with 6.1E strategy.	Staff	Ongoing
	Track growth (positive or negative) as it relates to the baseline.	City Council, Planning Commission	Ongoing
	Identify specific impediments to employment growth and implement remedial actions.	Staff	Short-Term
	Maintain involvement in regional planning to ensure appropriate employment targets.	Staff	Ongoing
6.1E Ensure that Economic Vitality goals and policies are aligned with Vision 2050 Multicounty Planning Policies (MPP) and King County's Countywide Planning Policies (CPP).	Refer to Vision 2050 and the King County Countywide Planning Policies when developing new economic development strategies to ensure that City policies are in line with regional expectations.	Staff	Ongoing
6.2 PROMOTE SUPPORTIVE ECONOMIC CLIMATE FOR EVERYONE			
6.2A Foster a broad range of public-private partnerships to implement economic development policies, programs, and projects, including partnerships with community groups.	Continue regular outreach to local businesses, the development community, agencies, and other community partners.	Staff	Ongoing
6.2B Celebrate the cultural diversity of local communities as a means to enhance social capital, neighborhood cohesion, global relationships, and support for cultural and arts institutions.	Continue small business outreach efforts in BIPOC and other communities to identify potential cultural and art-related projects and programs that could lead to enhanced City/community relationships and/or business or neighborhood improvements.	Staff	Ongoing
	See strategies related to promoting economic development and culture in 6.10B, C, G, H, and I.		

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
6.2C Direct investments to community and economic development initiatives that elevate equitable economic opportunity for those communities most marginalized and impacted by disinvestment and economic disruptions.	Implement ARPA funded programs to support in home daycare businesses and small business capital funding, and work to identify other economic initiatives that could benefit traditionally marginalized communities.	Staff	Ongoing, Short-Term
6.2D Support entrepreneurs in positioning and continual development of their businesses and expanding market capture, particularly of expendable income of the tourism/traveler economy.	See strategy for 6.2A.	Staff	Ongoing
6.2E Establish high quality baseline economic data specific to the City of SeaTac and its employers and residents who participate in the workforce (employment, industries, trends of growth/decline, etc.). Include analysis of employee commute sheds and opportunities for aligning jobs close to housing.	Integrate data collection and monitoring of economic data within Economic Development Division work plan.	Staff	Short-Term
GOAL 6.3 SUPPORT THE PRIVATE SECTOR			
6.3A Develop economic strategic action plans and establish and monitor performance measures related to business development and middle/living wage job creation to make recommendations to appropriate City departments, Planning Commission, City Council, and Port Commission, and to coordinate with other public and private sector organizations.	Continue to staff Soundside Alliance committees and forward recommendations for action to appropriate entities.	Staff	Ongoing
	Develop a monitoring system that includes measures related to business development and middle-wage job creation.		

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
6.3B Retain and recruit businesses by recommending and actively implementing marketing plans and strategies.	Develop a marketing plan that includes prioritization, private sector contact and recruitment, listing of available properties, and retention strategies. Strategies should prioritize the growth and retention of minority- and women-led businesses.	City Council	Ongoing
6.3C Facilitate communication between government, business, major institutions, residential community, and other entities.	Utilize the City's website to provide up-to-date, user-friendly information including: <ul style="list-style-type: none"> • Comprehensive Plan goals and policies • Regulatory policies • Adopted amendments 	Staff	Ongoing
	Provide a user-friendly process online and over-the-counter/ phone by which residents may ask questions, voice concerns, or issue complaints regarding the local business community.		
	Provide a visible presence (e.g., staffing, information booths) at local business group meetings and business-related conferences.		
6.3D Coordinate development information, services, and funding with adjacent communities and the Port to enhance the viability of businesses in SeaTac through consistency with local, regional, and State economic development plans.	Periodically report Soundside Alliance and Port activities to the Council.	Staff	Ongoing
	Maintain contact with local jurisdictions to share business development expertise and information on current/potential projects that may have an impact on SeaTac's business climate.	Staff	Ongoing
	Analyze and comment on County and regional plans that affect growth in the region, including SeaTac.	Staff	Ongoing
6.3E Increase the City's capacity to understand and analyze the City's economic base and the regional economy to better inform planning and implementation of policies aimed at supporting business growth and retention	Annually review available economic information and determine information needs of key decisionmakers.	Staff	Ongoing
	Submit an annual report of City and Soundside Alliance actions and the state of the economic vitality of business to the Planning Commission and City Council.	Community & Economic Development	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
GOAL 6.4 REVIEW AND REFORM REGULATIONS AND TAXING POLICIES			
6.4A Continue to support regulatory reform at the State, County, and City levels that are consistent with GMA goals and this Plan in order to optimize benefits from regulation on businesses and developers, while simultaneously strengthening requirements for sustainability and worker safety.	Survey business community regarding the impacts of current regulations.; revise Zoning Code accordingly.	Staff, City Council, Planning Commission	Short-Term
	Evaluate potential zoning and tax code changes to ensure that the benefits of limiting regulations are balanced with requirements for sustainability and worker safety.	Staff	Ongoing
	Implement necessary appropriate revisions to the zoning code, recommend any changes that cannot be made directly by the City to changes to City Administration for corrective legislation at the State and County governmental levels.	Staff, City Council, Planning Commission	Ongoing
6.4B Provide thorough and accurate development review and land use permitting customer service with short processing periods.	Evaluate development regulations and eliminate unnecessary layers of control and promote greater consistency and predictability in the regulatory process.	City Council	Ongoing
6.4C Update development regulations as needed to minimize unnecessary requirements and negative impacts.	Survey developers to understand regulatory impacts and ways to gain greater consistency and predictability.	City Council, Staff	Ongoing
	Review development at least every five years to identify unnecessary negative impacts of regulations on development.	Staff, City Council, Planning Commission	Ongoing
	Update development regulations based on above evaluation. Prioritize development policies and regulations that support job growth in targeted areas, such as urban and neighborhood centers.	Staff, City Council, Planning Commission	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
6.4D Adopt maximum SEPA exemption thresholds to help increase flexibility within the development process	Adopt maximum SEPA exemption thresholds.	Staff	Short-Term
6.4E Review the existing and future City tax and fee structure at least every five years to evaluate impacts on businesses and development activities and ensure consistency with Plan goals and priorities.	Review, evaluate, and summarize tax reporting and compliance processes, business and occupation tax structure, utility rate structures where they may apply, and the cumulative debt and tax burden of overlapping jurisdictions. Ensure that this review includes metrics related to the creation and retention of minority- and women-led businesses, business displacement, and the growth of middle wage jobs.	Staff, City Council, Planning Commission	Ongoing
	Update tax structure as needed to minimize negative impacts to businesses while ensuring an adequate tax base for providing infrastructure and services.	Staff, City Council, Planning Commission	Ongoing
6.4F Consider economic trends and market conditions when amending Plan land use designations or zoning classifications.	Reassess plans and policies periodically when market conditions and trends appear to be out of sync with anticipated development in areas designated for redevelopment.	City Council, Planning Commission, Staff	Ongoing
GOAL 6.5 ENCOURAGE JOB TRAINING AND EDUCATIONAL OPPORTUNITIES			
6.5A Encourage and support job training programs for workers of all ages entering the job market and in need of training or retraining to improve residents' economic prosperity options.	Periodically survey SeaTac's employers to identify specific job skill requirements for new employees or new skills needed to grow.	Staff, Planning Commission	Short Term
	Coordinate programs, when appropriate, with the Highline School District, Puget Sound Skills Center, Highline, South Seattle, and Green River Colleges, and Renton Technical College.	Staff, Planning Commission, City Council	Short Term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
6.5A Continued	Seek funding to support customized training programs aimed at the desired skill set identified by the periodic survey and ensure these programs are accessible to marginalized communities.	Staff	Short-Term
6.5B Work with educational institutions to ensure that students, particularly students from marginalized groups that have not yet fully benefitted from regional economic growth, can receive a high quality basic education and develop the competencies needed to continue their education and/or enter the work force with essential skills.	Coordinate with public and private schools to provide students the highest level of education possible.	City Council	Ongoing
	Endorse initiatives to improve local school district programs, including those emphasizing a STEM curriculum (science, technology, engineering, and math).	City Council, Staff	Ongoing
	Work with partner institutions to ensure that educational opportunities are available and accessible to students from marginalized groups.	Staff, Partners	Ongoing
	Coordinate with Soundside Alliance and other partners to arrange for business leaders to visit schools to help students understand local employment opportunities.	Staff	Ongoing
6.5C Participate in business, labor, and educational institution coalitions to develop competency-based education and training programs targeted to local business needs and increasing resident employability (e.g., vocational, apprenticeships, entrepreneurial skills, and customized on-site training).	Coordinate with Soundside Alliance and other economic development / education partners and employers to ensure curriculums and trainings are relevant and adaptable.	Staff	Short-Term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
6.5D Evaluate historic data and patterns and develop strategies on best practices to integrate newly arrived residents into the workforce while establishing career advancement opportunities to ensure economic mobility to living wages.	Regularly evaluate workforce data and align workforce development strategies on an annual basis.	Staff	Ongoing
GOAL 6.6 ENCOURAGE ECONOMIC DIVERSITY			
6.6A Establish economic development programs to support the City's current mix of business and industry and encourage the diversity necessary to maintain or achieve employment growth.	Use economic base information (see Strategy 6.1E) to prioritize desired business and industry sectors for recruitment and expansion.	City Council, Planning Commission	Ongoing
	Develop a plan with steps to produce growth in targeted business or industry types.	Staff	Ongoing
	Continue to fund the Small Business Development Center to enhance program delivery. Work with the Center to build programs targeted to minority- and women-led businesses.	City Council	Ongoing
6.6B Encourage and recruit economic activity that brings new capital into the SeaTac economy.	Invest in infrastructure and incentives for new—and incentivize the prioritized existing—businesses and industries, including placemaking investments that will make SeaTac a more attractive place to live and work.	City Council	Ongoing
	Update list of prioritized businesses and industries in this policy as needed to reflect economic trends.	Staff	Ongoing
	Develop specific marketing strategies that utilize identifying available state and local incentives.	Staff, Planning Commission, City Council	Short-Term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
6.6C Understand and develop City strategies that address the industrial land and development owned by the Port of Seattle/Airport including all land identified in the Strategic Airport Master Plan (SAMP) and other Port-owned properties in the City of SeaTac.	Coordinate such efforts with the Port of Seattle/Airport (\$1 billion per year average capital project budget).	Staff	Ongoing
6.6D Encourage a job mix that improves the City's economic strength and stability, prioritizes living wage jobs, and increases the tax base.	See strategies in 8.4A and B and Goal 8.5.	City Staff	Short-Term
6.6E Promote the local workforce through priority hire programs that create middle-high wage employment opportunities in historically disadvantaged communities.	Create a priority hire program consistent with Countywide Planning Policies.	City Council, Staff	Short-Term
	Explore supporting real estate ownership opportunities for small businesses drawing in resources from the local, regional, state and federal levels.	Staff	Short- to Medium-Term
6.6F Identify and implement strategies to mitigate the risks of physical, economic, and cultural displacement of local businesses, particularly businesses that are in low-opportunity neighborhoods and/or minority-owned.	Identify and implement strategies to mitigate the risks of physical, economic, and cultural displacement of local businesses.	City Council, Staff	Short-Term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
GOAL 6.7 SUPPORT DEVELOPMENT OF A LOCAL FOOD SECTOR			
6.7A Support food-related workforce development, entrepreneurship training, and business incubator facilities through public programs as well as partnerships with private and non-profit sector partners.	Identify locations appropriate for mixed use food districts and a food hub to provide necessary facilities and ancillary services.	Staff	Short Term
	Provide infrastructure as necessary and appropriate.	Staff	Short Term
	Assist in researching and applying for funds to develop a food innovation district.	Staff	Short Term
	Forge public-private partnerships to develop the facility and related programs aimed at business growth and development (Policy 8.5D).	Staff, City Council	Short Term
	Protect facility from displacement over time.	Staff, City Council	Ongoing
6.7B Coordinate with a broad range of partner organizations, businesses, and public sector agencies to promote food innovation district development and related programming and facilities, emphasizing the need for equitable access to healthy food across all SeaTac neighborhoods.	Continue participation in the Food Innovation Network and other partnerships to develop and implement a food-related economic development strategy.	Staff	Ongoing
6.7C Forge public-private sector partnerships to develop a food-related workforce and business incubator training facility.	Work with other economic, community development, educational, business training, and food industry organizations to build food-related facilities. Ensure that these opportunities are accessible for residents of low-opportunity neighborhoods as well as women- and minority-led businesses.	Staff, City Council	Short Term
6.7D Continue supporting farmer's markets, pop up retail, food trucks, and other food-related businesses.	Ensure code and events permitting are supportive of farmer's markets, pop up retail, food trucks, and other food-related businesses	Staff, Planning Commission	Short term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
GOAL 6.8 MAINTAIN AND UPGRADE PUBLIC INFRASTRUCTURE			
6.8A Provide adequate public infrastructure to support the City's economic development program, especially in areas designated for manufacturing and economic growth as well as in neighborhoods with a high share of local minority- and women-led businesses.	Review infrastructure needs as part of the Capital Facilities Plan.	City Council, Planning Commission	Ongoing
	Catalog current infrastructure assets of the City of SeaTac to include road, rail, air, fiber optics, telecommunications, ecommerce, and bandwidth capacities. Compare these capacities to the needs of businesses the City would like to retain and recruit.	Staff	Ongoing
	Develop a 10 year infrastructure plan to provide the facilities identified above. Implement this plan by accomplishing one project per year from the 10 year plan.	Staff, City Council, Planning Commission	Short-Term
	Provide access to fiber optics and computer training in conjunction with these improvements to help address the digital divide.	Staff, Partners	Ongoing
6.8B Analyze the impacts of the City's capital investments on businesses, employment, and other economic development opportunities, particularly within marginalized communities, when making decisions about utilities, transportation, and other public facilities.	Annually review infrastructure needs and support infrastructure investments which encourage economic development, particularly within lower-opportunity neighborhoods.	Planning Commission	Ongoing
	Prioritize highest positive impact opportunities/projects. Combine and align timing of capital improvement/maintenance projects to minimize business interruptions.	Staff, Public Works	Ongoing
6.8C Support the development of state-of-the-art telecommunications infrastructure systems that support business growth and retention and address the digital divide.	Review and revise as needed the Zoning Code regarding telecommunications as needed.	City Council, Planning Commission	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
GOAL 6.9 ENHANCE AND UTILIZE THE CITY'S ENVIRONMENT			
6.9A Beautify and enhance the commercial and residential areas of the City through placemaking strategies such as the application of urban design standards and support for public facilities and amenities to attract commercial and residential growth.	Revise zoning standards and land use policies, as necessary, to enhance the natural and built environment and improve economic vitality.	City Council, Planning Commission	Ongoing
	Revise and apply design standards in the Urban Center and neighborhood centers.	Staff, Planning Commission, Community Council	Short Term
	Conduct placemaking initiatives to optimize the user experiences.	Staff	Ongoing
6.9B Identify and implement programs and strategies that enhance the livability of residential neighborhoods, such as neighborhood cleanups, street trees, signage, code compliance, lighting, and other available mechanisms.	See Transportation Element strategies for improving pedestrian and bicycle infrastructure.	City Council, Planning Commission	Ongoing
	Update and evaluate code enforcement policies and implementation to address property conditions that negatively impact public safety, public health and reduce neighborhood livability.	City Council, Planning Commission	
	See associated strategies Housing and Human Services Element Goals 5.1-6.		
	See Parks, Recreation, and Open Space Element Strategies to increase access to parks facilities and programs.		
6.9C Facilitate redevelopment of contaminated sites through local, county, and state financing and other strategies that assist with planning, site design, and funding for environmental remediation.	Work with County and State agencies to connect developers of brownfield sites with financing opportunities to assist with environmental remediation.	City Council, Planning Commission	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
GOAL 6.9 ENHANCE AND UTILIZE THE CITY'S ENVIRONMENT			
6.9D Update existing zoning, land use policies, and City programs to establish and promote Neighborhood Villages and smaller scale Corner Store Mixed Use development in neighborhoods outside of the Urban Center.	Update existing zoning and land use policies to allow for Neighborhood Villages with retail spaces in residential neighborhoods.	Staff, Planning Commission	Short-Term
6.9E Partner with the Port of Seattle/Airport and other local jurisdictions and institutions to implement goals and regulations aimed at reducing pollution and noise in airport-adjacent communities.	Partner with the airport, neighboring communities, and local institutions to advocate for regulations that would reduce pollution and noise in airport-adjacent communities.	Staff, City Council, Planning Decision	Ongoing
6.9F Evaluate the impacts of creating one or more business improvement districts (BID), particularly in the Urban Center/Villages near the City's three light rail stations.	Conduct a study of the financial and business impacts of creating BIDs near the City's three light rail stations.	Staff, City Council, Planning Decision	Short-Term
GOAL 6.10 MAXIMIZE THE BENEFITS OF SEATAC'S GEOGRAPHIC POSITION, ENHANCE POSITIVE VISITOR EXPERIENCE			
6.10A Leverage the airport's presence to enhance travel and tourism opportunities in SeaTac utilizing placemaking strategies that increase and enhance hospitality, dining, recreation, and entertainment options within the City, while supporting local businesses' ability to capture traveler spending.	Annually track, update, and analyze baseline visitor & airport data. This includes jobs, transportation & logistics, tax revenue, and international awareness.	City Staff - CED and Finance	Ongoing (Annual)
	Annually present data to Council and partner organizations. This includes airport, visitor interaction/activity levels within City.	City Staff - CED	Ongoing (Annual)
	Integrate visitor needs (amenities, connectivity) into programs within other Comprehensive plan elements as appropriate.	City Staff, Planning Commission, Council	Short-Term / Ongoing
	Initiate and maintain quarterly forums (hotel, retail, restaurant, other).	City Staff	Short-Term / Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
6.10A Continued	Establish and grow a SeaTac Culinary Tourism program.	City Staff	Short term
6.10B Utilize deliberate and thoughtful placemaking strategies to create consistent identity and community design elements to ensure SeaTac is recognizable and distinguished from other communities, reflecting and promoting pride in its cultural diversity. Create consistent identity and community design elements to ensure SeaTac is recognizable.	Analyze highest and best use of land and structures as it relates to tourism/travel. Develop strategic approach for tourism-related capital improvements.	City Staff	Short-Term / Ongoing
	Define tourism (i.e gateway vs. destination), target audiences (i.e day visitor & travel/traveler) as it relates to the City of SeaTac.	City Staff	Short-Term
	Engage with community members, stakeholders, and other City departments on specific physical, programmatic, and brand related initiatives and amenities in line with goal 8.8.	City Staff	Short-Term / Ongoing
6.10C Promote programming, open spaces and physical connections that enhance the visitor experience, prioritizing neighborhoods directly adjacent to the Airport, such as the City Center.	Execute the work plan outlined in the TDDP.	City Staff	Ongoing (Annual)
	Regularly review and evaluate who SeaTac visitors are (local/regional/national or international, length/reason of stay, demographic profile, traveler type, etc.) to assess consistency of visitor experience and current visitor type	City Staff	Ongoing
	Execute surveys of city visitors to determine types of desired amenities and venue programming to ensure SeaTac competitiveness in the hospitality market.	City Staff	Ongoing
	Identify opportunities to meet visitor needs while reflecting and promoting pride in SeaTac's cultural diversity.	City Staff	Ongoing
	Collaborate with stakeholder organizations and City Departments on programming beneficial to SeaTac visitors (day or overnight visitor) such as Parks & Recreation, SeaTac businesses.	City Staff	Ongoing
	Coordinate with other City Departments on projects that help to enhance visitor amenities.	City Staff	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
6.10C Continued	Maintain subscriptions and access to reputable travel & tourism data sources and provision of data to inform regular reports to internal & external stakeholders.	City Staff	Ongoing
	Implement highest priority placemaking initiatives prior to the 2026 World Cup, which is expected to significantly increase traffic volume through Sea-Tac International Airport.	City Staff	Ongoing
6.10D Use lodging tax funding to enhance the SeaTac destination experience through placemaking and programming. Lodging tax funding will be allocated to fulfill SeaTac's goals, policies, and statutory requirements of 67.28 RCW.	Identify strengths, challenges (gaps and barriers), opportunities and threats (SWOT analysis) of SeaTac travel & tourism growth	City Staff	Ongoing (Annual)
	Establish criteria for lodging tax applicants, as it relates to visitor experience defined in policies.	City Staff, Council, HMAC	Ongoing
	Identify desired types of funding applications based on visitor (day & overnight) analysis and needs.	City Staff, HMAC	Ongoing
	Actively recruit lodging tax applications	City Staff, Council, HMAC	Ongoing
	Implement regular review of existing lodging tax grant application metrics, Hotel Motel Advisory Committee (HMAC) applicant evaluation criteria, and State lodging tax reporting system, to confirm satisfactory quantitative & qualitative criteria.	City Staff, Council, HMAC	Ongoing
6.10E Engage in regional destination promotion to attract overnight visitors to SeaTac.	Annually review the Interlocal Agreement/Tourism Promotion Area (ILA/TPA) and Seattle Southside Regional Tourism Authority (SSRTA) performance criteria and compare with other City visitor analyses and priorities to ensure continued alignment.	City Staff, Council	Ongoing
	Coordinate and collaborate with partner cities and the marketing organization on information, services, and funding to enhance the viability of overnight visitor attraction.	City Staff	Ongoing
	Monitor action plans and performance measures and regularly brief City Council.	City Staff	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
6.10F Define, support, and develop the sports tourism segment of the overall travel economy by maximizing existing sports venues and supporting the development of new facilities.	Evaluate opportunities, including facility capacity and guidance from the Parks, Recreation and Open Space (PROS) Plan, to maximize existing sports venues and support development of new facilities.	City Staff	Ongoing
6.10G Sustain and enhance arts, cultural, and live/musical entertainment institutions that reflect local diversity and history and attract visitors to SeaTac.	Identify opportunities for the City to support local cultural institutions via financing, infrastructure, programming, or other means.	City Staff	Ongoing
6.10H Identify opportunities for pop-ups or temporary activations that support local small businesses and entrepreneurs, particularly those that showcase the culture and diversity of SeaTac.	Identify opportunities for pop-ups or temporary activations to create trial spaces for local entrepreneurs, especially those showcasing the culture and diversity of SeaTac.	City Staff	Ongoing
6.10I Establish mixed-use districts specifically designed for food-related activities within one of the City's Urban Villages that will showcase SeaTac's unique culture and diversity and provide more dining options for visitors.	Identify gaps and barriers in land use designations and zoning and development regulations.	Staff, Planning Commission	Short Term
	Establish and/or amend regulations as necessary to facilitate developing a local food sector.	Staff, Planning Commission, City Council	Short Term
	Maintain development regulations that support a food-related districts in a designated manufacturing center.	City Council	Ongoing
	Establish and develop a SeaTac Culinary Tourism Program.	Staff	Short-Term / Ongoing
	Deliberately develop a SeaTac Culinary Tourism Program to capture traveler spending at local establishments.	Staff	Short-Term