

EXHIBIT A
Industrial Subarea Plan

**Chapter 1
Purpose and Vision**

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Industry Transformation

Evolving technologies are transforming industry in the Kent Valley. Developments in commercial space, new categories of manufacturing and materials, and innovations in global trade/supply chain management mean the activities taking place in industrial spaces are fundamentally different from those of past decades. Kent Valley companies are at the leading edge of aerospace, developing technologies that will take people into space by the close of the decade. Composite materials made in Kent undergird modern automobile crash safety. Kent-made cable technologies, tooling, and machinery make possible a world of unique products, while new capabilities in logistics and supply chain management drive an increasingly precise, optimized, and just-in-time distribution apparatus that sustains regional commerce. At the threshold of this “fourth industrial revolution”, the Kent Valley is positioned for enormous opportunities in economic growth and global recognition.

At the same time, Kent's ability to capitalize on these opportunities is bounded by outdated land use policies and state-imposed fiscal constraints. Much of the land in the Kent Valley is currently limited by land use policies aimed at preserving an outdated notion of industrial lands, and zoning codes that are based on obsolete conceptions of industrial uses as dirty, loud, smelly, and incompatible with other uses. Many of the regulations guiding development in the Kent Valley don't consider modern industrial practices, or the layers of environmental regulations and minimum performance standards already in

place. They also fail to capitalize on existing assets, which, if made more visible and accessible, would stand to enrich not only the daily experience of industrial workers, but also that of the greater Kent community.

Rally the Valley seeks to address these issues through goals, policies, projects and programs that steer the Kent Valley over the short and long term toward the following vision:

The Kent Valley is recognized as a thriving, economically resilient industrial ecosystem, a center for productive business, and a healthy, desirable place to work.

Fiscal and Policy Limitations

Due to its geography and past investment patterns, the City of Kent is well-suited for industrial economic activity, particularly those characterized by significant warehousing and distribution operations. Reinforced by growing market demand and business-friendly regulations, Kent has become highly specialized in land-consumptive warehousing and distribution uses. This trend continues as e-commerce expands and competes with other uses for space. Meanwhile, the City, state, and region invest substantial resources to build and maintain infrastructure needed to support these freight-intensive operations.

Funding for infrastructure investments is constrained by state-imposed regulatory limits on taxes that can be collected and how they can be spent. Some revenue sources must be deployed for new capital investments, while others can be tapped for maintenance purposes. Property and sales taxes are flexible revenue streams that can be used to both build and maintain City infrastructure, but state legislative action in recent decades has reduced revenues from both. Property tax is capped at 1% growth per year for local jurisdictions, less than annual inflation. Sales tax revenues have also declined sharply; beginning in 2008, Streamlined Sales Tax shifted the state's sales tax collection to a destination-based model. This dramatically reduced Kent's revenues from its warehousing and distribution sector. The hit to these flexible, once strong and reliable revenue streams reduces the City's capacity to maintain the freight infrastructure needed to support its industrial users.

Limited regional grant funds are available, some of which are tied directly to Kent's Manufacturing Industrial Center (MIC) designation. Regionally funded projects serving Kent's MIC primarily include expansion of freight infrastructure through road widening and grade separations. Some repair and reconstruction projects have also received regional support, although these dollars are hardly commensurate with the increased demands on the City's maintenance program. Other types of infrastructure investments – transit, trails, and open space – are needed to mitigate the externalities and opportunity costs of freight infrastructure. Grant programs are available to support some of these projects, but the regional policy framework misses the fundamental link between ever-expanding freight infrastructure and the costs incurred to sustain it¹.

These limitations introduce a new urgency to explore different funding mechanisms and make the best use of the tools available. One of four main goals of Rally the Valley is to:

¹ See Chapter 4 – Infrastructure and Transportation for more discussion of the costs of freight infrastructure.

- 1) Optimize the City's financing mechanisms to support the public services and infrastructure that keep the City financially resilient and the Valley productive.

Proposed outcomes of this goal will be to make targeted, strategic changes to the fees collected from developers and businesses to encourage positive investments that generate jobs, revenues, and valuable assets for the City. The proposal also promotes formalized funding partnerships with businesses and regional partners to share the costs of building new freight infrastructure and maintaining it into the future. Part of achieving financial resilience will be a re-evaluation of the types of investments the City has historically prioritized, and shifting focus to investments that have cascading positive effects for the City's economy, such as pedestrian, bicycle, and transit projects that aid in workforce retention.

Worker Experience

People's experience of the Valley is shaped by the physical environment and what they perceive visually while moving in, around or through the Valley. Visual cues – components of the physical environment that distinguish one place from another – can contribute to or detract from the Kent Valley's image as an attractive location for people to be and for businesses to invest.

Kent's branding is strong in the real estate sector, and the City's business-friendly policies are familiar to industrial businesses nationwide. For the industrial workforce, however, there are fewer indicators signifying the unique and dynamic activities taking place, or the value and care that may be important to employee satisfaction.

There are also many non-business-related assets in the Valley, like a regional trails system and award-winning parks and natural spaces. Many would-be users aren't aware of these assets, largely attributable to the lack of visibility and accessibility; few of them are marked with high-visibility signs or wayfinding markers. Today this results in significant underutilization, but positions them as hidden gems if a strong re-investment strategy is deployed.

A second goal of Rally the Valley is to:

- 2) Elevate people's experience of the Valley by introducing visible cues of dynamic business activity and desirable amenities.

Investments in design and aesthetics, both public and private, will signal that the Kent Valley is a place worth caring about and investing in, and can reshape the perception of the Valley into a place that people and people-focused businesses are welcome.

Realization of these investments are envisioned in several ways in Rally the Valley. Zoning and development standards will require elevated design components including visible entries, more windows, and encouraging smaller building footprints, while simultaneously simplifying overly complicated regulations and reducing unnecessary restrictions such as height. The enormous scale of certain classes of industrial buildings can be disorienting for people; smaller buildings can provide visual relief and help provide spatial orientation to people making their way from place to place. Through progressive standards that require more investment in site design for large buildings with significant numbers of dock-high doors (signaling high dependence on trucking), developers are encouraged to consider smaller building footprints. Those who require large building footprints and depend on dock-high doors are not prevented from building; they simply must meet additional standards to mitigate the impacts of their scale and contribute positively to the Valley by investing more in on-site amenities.

Through thoughtful signage, wayfinding, and site design strategies, Rally the Valley efforts will point people to underutilized assets in the Kent Valley. These include both recreational amenities and important links in the Valley's transportation network. Efforts will be especially focused on the regional trails system and transit infrastructure, making use of both public and private investment to highlight assets, improve user experience, and increase utilization.

Economic Diversity

Today's market demand strongly favors large-scale warehousing and distribution uses; however, this is not by any means the only type of demand in the Kent Valley. In recent years, the City has received inquiries from multiple smaller-scale, employment-dense industrial users including prototyping and design and boutique manufacturing; these users often struggle to find appropriately sized space at a price point their growing businesses can afford.

These challenges can be partly attributed to the fact that current land use policy and development regulations fail to define modern industrial uses in such a way that ensures a healthy mix of industrial building types to serve a variety of businesses in the Valley. Industrial users present a wide range of operational needs, from the small start-up that needs prototyping and design space to major producers like Oberto snacks and rapidly expanding companies like Blue Origin. These businesses seek locations where they can establish a presence, recruit talent and share ideas, access customers and suppliers, and grow and expand their operations.

The third goal of Rally the Valley is to:

- 3) Encourage more business types, uses, and economic activity to complement the City's current strengths as a manufacturing and industrial hub.

The Kent Valley is already known as one of the best places to be an industrial business. Kent has a global reputation as a hub for manufacturing some of the most advanced technologies and best-known brands. Near two Seaports, adjacent to markets in Seattle and Bellevue, and along several major freight routes, Kent is also known as a prime location for distribution of materials and consumer goods.

Through strategic changes to policies and development regulations, as well as recognition of and investment in existing assets, Rally the Valley strategies aim to welcome all different scales and types of industrial uses, and open the door to other supportive uses that contribute to an amenity-rich environment for industrial workers. These strategies will build resilience to market fluctuations and help businesses in the Kent Valley capitalize on new technologies and innovations through information sharing and deep talent pools.

Recommended policy and regulatory changes target distinct areas of opportunity within the industrial valley. They endeavor to preserve existing and encourage new smaller-scale uses and mixed-use complexes that form concentrations of diverse business types. These uses are more likely to be independent and locally-based, and increase employment numbers per acre dedicated to industrial use.

These policy and regulatory changes will ensure availability of a variety of building forms and price-points, to meet the needs of a rapidly diversifying industrial sector. They target externalities rather than narrowly defining permitted uses based on the type of activities that occur inside a building. This simplification of use definitions is intended to minimize off-site impacts to adjacent users, while building more flexibility for new uses and streamlining the permitting process.

Public Realm

Kent's investment patterns in the past were designed to facilitate the efficient movement of freight to and from its industrial center. Externalities of this investment strategy are now becoming apparent: it has created an environment in the industrial valley in which pedestrians feel disoriented by scale, particularly due to the length of blocks and pedestrian crossings, and bicyclists must brave intimidating roadway configurations, even short distances of which would deter all but the most experienced riders.

There are significant gaps in the existing sidewalk and bicycle network; in fact, several of Kent's largest employers disclose that their employees traverse streets with no sidewalks to get to their bus stops. Where non-motorized infrastructure is present, it does not account for the impact and scale of truck movement.

Signage and wayfinding in the Kent Valley fails to orient people to significant protected non-motorized routes and other amenities like the Interurban and Green River Trails, as well as parks and green spaces and commercial amenities. These result in missed opportunities to provide positive experiences to workers in the Valley and to generate more business at Kent Valley restaurants and commercial centers.

The final goal of Rally the Valley is to:

- 4) Invest in a public realm that supports people and their activities.

Rally the Valley policies propose a shift in investment focus to people and call for a public realm that offers opportunities for people to interact with one another outside of their cars and enjoy positive experiences in the Kent Valley.

These policies focus on investments in multi-modal connections for pedestrians, cyclists, and trail users, and better integration of all of these modes with transit. The qualities of these facilities need to respond to the unique context of the industrial valley; technical and programmatic recommendations will guide future investment and design decisions to increase usage of public trails specifically.

The business community will also be engaged in achieving this goal, through development regulations that encourage amenity spaces for employees to use on their breaks. These on-site amenities are especially intended to serve people who work in the Valley and have limited breaks or opportunities to leave their work sites. They would also add attractive, visually interesting components to an industrial site that could be visible to passers-by.

The Future of the Kent Valley

The unifying concept of Rally the Valley is to create a complete, functioning industrial ecosystem, with a diversity of activities and scales, in which each type of business and employee has an important and unique role. Like biodiversity in natural ecosystems, the cross-pollination of ideas, technologies, and knowledge makes the whole system better able to absorb and take advantage of changing market conditions.

People-centered investment will result in positive worker experiences, create opportunities for both planned and spontaneous interactions and collaboration, and sustain a physically and emotionally healthy workforce. Over time, this investment strategy along with the vital contributions of the private market will

make the Kent Valley stronger and more resilient as a community; its businesses will thrive, and will likely see a gradual increase in location-based value as the Kent Valley becomes a more competitive and attractive place to do business.

The following table summarizes the proposed strategic framework and policy recommendations to achieve this future:

Table 1. 1 Rally the Valley Strategic Framework

VISION: THE KENT VALLEY IS RECOGNIZED AS A THRIVING, ECONOMICALLY RESILIENT INDUSTRIAL ECOSYSTEM, A CENTER FOR PRODUCTIVE BUSINESS, AND A HEALTHY, DESIRABLE PLACE TO WORK.

<p>GOAL #1: OPTIMIZE THE CITY'S FINANCING MECHANISMS TO SUPPORT THE PUBLIC SERVICES AND INFRASTRUCTURE THAT KEEP THE CITY FINANCIALLY RESILIENT AND THE VALLEY PRODUCTIVE.</p>	<ul style="list-style-type: none"> a) Structure City infrastructure fee schedules and investment priorities to encourage high-value uses. b) Reduce direct City expenditures on freight-supportive capital projects and long-term maintenance through partnerships and strategic use of untapped state-authorized funding mechanisms.
<p>GOAL #2: ELEVATE PEOPLE'S EXPERIENCE OF THE VALLEY BY INTRODUCING VISIBLE CUES OF DYNAMIC BUSINESS ACTIVITY AND DESIRABLE AMENITIES.</p>	<ul style="list-style-type: none"> a) Raise the bar for urban design by regulating minimum standards that are flexible to site constraints. b) Increase visibility and accessibility of existing parks, trails, and non-motorized transportation amenities. c) Invest in Interurban and Green River Trails as both recreational and transportation assets.
<p>GOAL #3: ENCOURAGE MORE BUSINESS TYPES, USES, AND ECONOMIC ACTIVITY TO COMPLEMENT THE CITY'S CURRENT STRENGTHS AS A MANUFACTURING AND INDUSTRIAL HUB.</p>	<ul style="list-style-type: none"> a) Preserve existing and encourage new smaller manufacturing and office uses that support the competitiveness of the greater Kent Valley. b) Modernize industrial land use policy at local and regional level to support industrial job creation. c) Encourage appropriate commercial uses to support manufacturing. d) Continue allowing wide variety of industrial uses; curtail externalities proportional to size/impact of development.
<p>GOAL #4: INVEST IN A PUBLIC REALM THAT SUPPORTS PEOPLE AND THEIR ACTIVITIES.</p>	<ul style="list-style-type: none"> a) Increase recreational value of city-owned parks in the Kent Valley. b) Support Kent Valley business needs with regards to parking and transportation in the public right of way, particularly focused on those businesses with high job density. c) Consider multimodal needs in the Kent Valley, particularly focusing on increased connections for commuters utilizing active transportation, ride-share, and public transit.

Geographic Scope

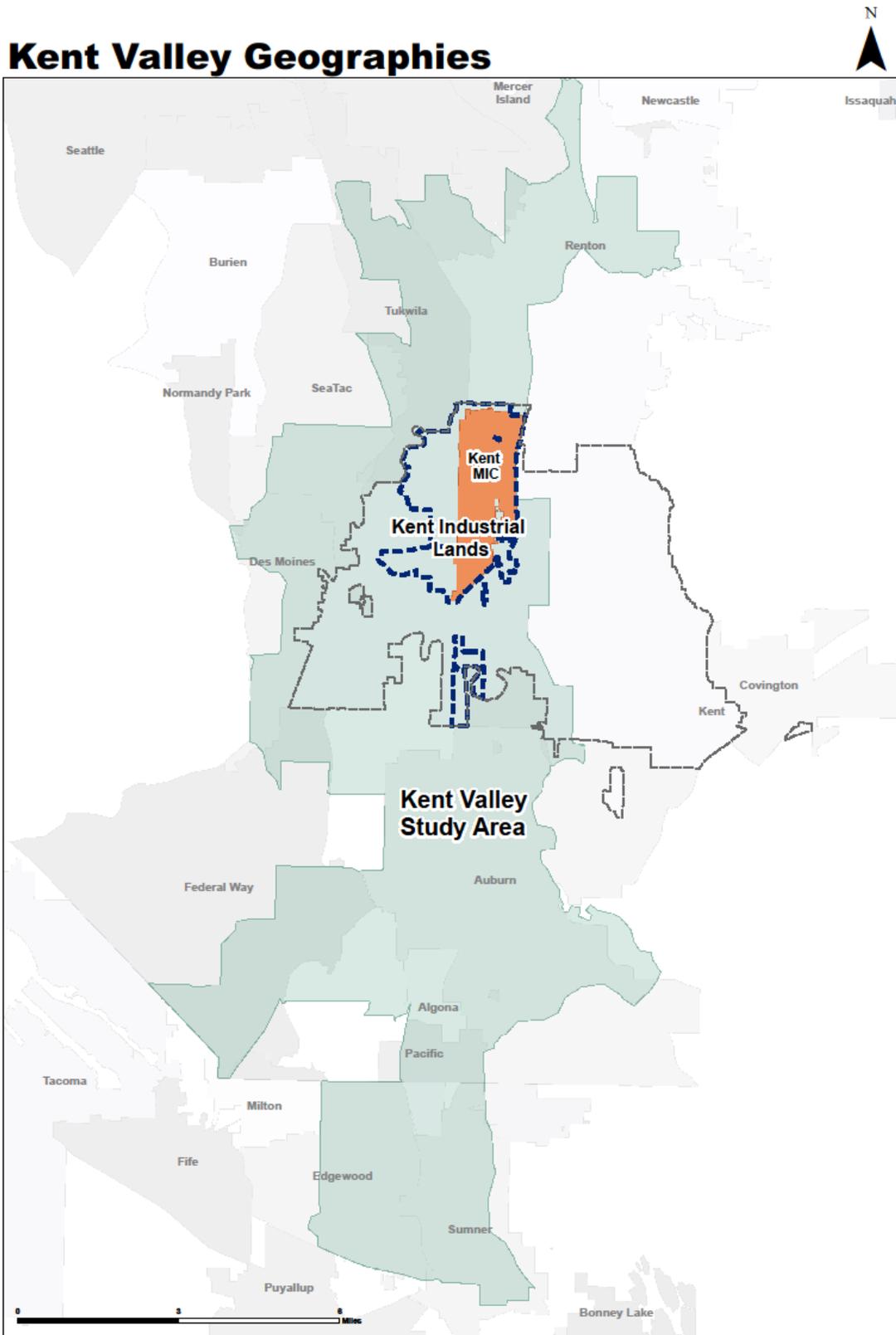
This subarea plan covers three nested geographies; distinctions were drawn based on differences in policy hierarchies and regulatory authorities, described in detail below.

The first-tier geography is Kent's regionally-designated Manufacturing and Industrial Center (MIC), contained entirely within Kent's municipal boundaries. The MIC comprises 3.1 square miles – almost 2,000 acres – in Kent's north valley industrial area. Kent retains regulatory authority over the MIC, but as a regionally-designated center, Kent's MIC is subject to regional land use policies aimed at preserving industrial land and preventing the intrusion of other types of uses such as commercial/retail, residential, and office. While Kent has historically interpreted and applied these policies conservatively, the Rally the Valley planning process allowed Kent to reexamine the grounds for these policies and imagine a new land use policy structure based on desired outcomes.

The second geographic tier considered in the Rally the Valley subarea plan includes Kent's jurisdictional industrial lands – those lands designated for industrial land use within Kent's municipal boundaries. These are lands over which Kent has direct regulatory authority. Although the MIC is included in this geography, policies governing industrial lands in the MIC do not apply across all industrial lands in Kent.

The third, and largest geographic tier in Rally the Valley is the larger Kent Industrial Valley, which contains Kent's MIC, all of Kent's jurisdictional industrial lands, and portions of industrial lands in neighboring cities including Auburn, Renton, Pacific, Tukwila, Des Moines, SeaTac, Federal Way, Sumner, and Algona. Metrics and trends for the larger Kent Industrial Valley are useful to this subarea plan because they represent a sub-regional market area, as defined by industrial and commercial real estate and property development industry leaders. Kent has no jurisdictional authority over the larger Kent Industrial Valley outside of its municipal boundaries; implementation strategies pertaining to this geography emphasize partnerships and collaboration rather than direct regulatory tactics.

Figure 1.1 Kent Valley Geographies



Legend

- Kent City Limits
- Kent Industrial Lands
- Kent Manufacturing/Industrial Center
- Kent Valley Study Area



Source: City of Kent, ECD February 6, 2020

Outreach and Stakeholder Engagement

Stakeholder engagement was integral to Rally the Valley policy development and formulation of zoning and code amendment recommendations. A brief summary of outreach activities is below, and additional documentation of outreach activities can be found in the appendices at the end of this document.

Rally the Valley Advisory Panel

To guide the project team in developing policies, projects, and regulations for the Rally the Valley planning effort, Mayor Dana Ralph appointed an advisory panel comprised of 13 individuals representing five categories of industrial stakeholders: aerospace/high-tech manufacturing, commercial/industrial real estate, general manufacturing/food production, global trade and supply chain management, and workforce development.

The advisory panel met monthly for six months, discussing Kent Valley opportunities and constraints, city finances and financial tools, geographic focus areas for public realm and connectivity investments, development standards, industrial uses and operational needs, and public outreach findings and potential strategies.

Partner Cities and Staff Working Group

The Kent Valley as an economic sub-region consists of a handful of south King County and Pierce County cities that experience similar market pressures, regulatory constraints, and economic challenges. Partnership with neighboring jurisdictions to discuss policy development and potential strategies was a key component to the Rally the Valley outreach strategy.

All partner cities, including Renton, Auburn, Tukwila, SeaTac, Des Moines, Algona, Pacific, Sumner, Federal Way, and Kent convened twice during the planning process to discuss project goals and potential outcomes as well as public outreach findings. A smaller group consisting of staff from Renton, Auburn, and Pacific met monthly to discuss project details such as data collection, advisory panel meeting content, and ongoing projects relating to Rally the Valley work.

Employee Survey

To learn more about industrial workers' experience in the Kent Valley, Kent released a public online survey that gathered information about what kind of jobs are present in the industrial valley, what employees' work schedules are like and how they commute to work, as well as how they spend their breaks and what amenities they'd like to see more of in the industrial valley.

The survey generated a total of 310 responses. Nearly all respondents were people who work in the Kent Valley, and 40% reported residential zip codes in Kent. Overwhelmingly respondents work Monday through Friday daytime shifts, and they run their errands after work.

The survey found that 90% of respondents drive to work, and many prefer it that way, although more than two times more people would use transit if it were a convenient and safe option for them. Fifty percent more people would bike to work if it were safe and convenient. Food and lunch options were the most important things to have near work, but tied for second place were parks and open space and transportation options. Also listed as important to have near work were trails, groceries, banking, shopping, and safe bicycle routes.

Things most people would change if they could included traffic congestion, roads and lighting, more east-west connections, reduce train delay, and increase available bicycle infrastructure.

Employer Interviews

In order to facilitate deeper discussions with a small number of companies in the Kent Valley about their operations, future plans, and general experience in the Kent Valley, Kent scheduled interviews with representatives from nine Kent Valley companies specializing in manufacturing, assembly, and industrial processing.

Companies were selected through stratified random sampling to capture small, medium, large, and very large companies operating in the Kent Valley. The final list of companies interviewed ranged in size from 17 employees and less than 19,000 square feet to 2,000+ employees and more than 500,000 square feet, with tenure in Kent ranging from 4 years to 52 years.

Interview findings included that early all operations expanding and plan to stay in the Kent Valley long-term. Limitations to growth include parking availability, rising labor costs and competition, and difficulty finding talent. All businesses have an office component ranging from 10% to 30% of the company's square footage.

The businesses interviewed reported that the greatest advantages to being located in the Kent Valley are being near customers (esp. Boeing), space to grow, access to transportation networks, and relatively short commutes for employees (many live nearby in south King or Pierce County). The biggest reported disadvantages to being in Kent Valley are transit and employee transportation options, traffic, road maintenance issues, and limited parking.

Most businesses have onsite lunch options, including vending and cafeterias, and employees frequently use delivery service and nearby fast food. All listed at least one of their top three suppliers and/or customers as being within the Kent Valley, indicating well-established local supply networks. Few rely on rail transportation at this time, while reliance on trucking for transportation was a common trait shared by nearly all businesses interviewed. Some also ship and/or receive goods globally via the Ports of Seattle and Tacoma.

Subject Matter Expert Consultation

Many Rally the Valley topics required specialized consultation with subject matter experts. The project team engaged on an ongoing, as-needed basis with a handful of industrial developers and property managers, staff from King County Metro and King County Parks, Port of Seattle and NW Seaport Alliance staff, and staff from Puget Sound Regional Council.

Chapter 2 Industrial Profile

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Policy Framework

Multicounty and Countywide Planning Policies

The City of Kent plans under the Washington State Growth Management Act and coordinates transportation, growth management, and economic development planning with its regional partners through Puget Sound Regional Council (PSRC).

Members of PSRC, as a General Assembly, adopt a long-term regional vision to manage growth, sustain a healthy environment, and ensure thriving communities and a strong economy. Vision 2050, scheduled for adoption by the PSRC General Assembly in May 2020, contains Multicounty Planning Policies (MPPs) focused on concentrating growth in the region’s designated urban growth area and limiting development in natural resource and rural areas. The MPPs in Vision 2050 establish a regional growth strategy based on nine types of regional geographies. The geographies are determined by size, function, and access to high-capacity transit, and provide a flexible framework for distributing forecast growth to cities, towns, and neighborhoods of various sizes and characters. They’re intended to provide a wide choice of living options while achieving a development pattern with minimal environmental impacts and a compact urban

form. Within regional geographies, designated regional growth centers (RGCs) and manufacturing and industrial centers (MICs) are more concentrated areas which are intended to accommodate a significant percentage of the region's population and employment growth.

To support the regional MPPs, each county also adopts Countywide Planning Policies (CPPs), through which the county and its cities commit to more specific policies and strategies for managing growth. The CPPs allocate population and employment growth targets to cities, which then plan to accommodate those targets in their comprehensive plans.

In this framework, Kent is considered a Core City, and is envisioned as a densely developed urban place. The City of Kent has both a Regional Growth Center (RGC), located in its downtown area, and a regional Manufacturing and Industrial Center (MIC), currently located in the northeast portion of Kent's industrial lands. As described later in Chapter 3 – Land Use, this plan proposes amendments to the current MIC boundaries. All regionally-designated centers must meet minimum planning criteria by 2020, which may be accomplished through adoption of a subarea plan. This document serves as the subarea plan for Kent's designated Manufacturing and Industrial Center.

City of Kent Comprehensive Plan

Kent's Comprehensive Plan, adopted in 2015, establishes a vision for the City's growth over the next 20 years. It guides staff and elected officials in making decisions about capital planning and projects, implementing development regulations, and communicates the City's investment priorities to the community and other public agencies. The Rally the Valley subarea plan is adopted as an element of Kent's comprehensive plan, in accordance with the Growth Management Act, RCW 36.70A.080(2).

Businesses and Employment

Kent Valley industrial lands host over 10,000 businesses with more than 250,000 employees; together they generate \$6.7 billion dollars in annual revenue. The Boeing Company, Blue Origin, Flow International Corporation, Woodward Hexcel and Spaceflight Industries, are some of the best-known names, but thousands of other Kent Valley firms lead their industries with advanced manufacturing expertise and specialized logistics management.

Employment trends over the decade between 2008 and 2018 reflect significant growth in all sectors other than retail, with manufacturing, transportation/warehousing, and construction leading the way. Data from the Puget Sound Regional Council (PSRC) also indicates that the Kent Valley captures a larger share of regional manufacturing employment compared to other cities and counties in the region. While Seattle's share of manufacturing sector jobs fell by about 8 percent since 2008, other jurisdictions in the region - mainly Kent, Auburn, Renton, and Everett - saw a commensurate increase in their regional shares.

Of the 250,000 jobs in the Kent Valley, nearly 49,000 are in the manufacturing sector. Sixty percent of manufacturing jobs in the Kent Valley (12% of all Kent Valley employees) are in advanced manufacturing industries – those that require a high degree of training or advanced education. Aerospace manufacturing jobs, including those at Boeing and Blue Origin, make up 22,000 of these, while 7,100 are in advanced manufacturing industries outside of the aerospace industry.

The construction, warehousing and transportation sectors in the Kent Valley also grew over the last decade, indicating that the Valley's mix of manufacturing and distribution industries remains stable as King County as a whole moves towards an economy dominated by high-tech and medical services. Changes in regional shares of employment for manufacturing and other industrial uses indicate

that the Kent Valley will continue to have regional competitive advantages to grow employment in manufacturing industries.

The Kent Valley’s manufacturing businesses tend to be those with a relatively high share of workers in “white collar” occupations (those engaged in management and design), as compared to “blue collar” occupations (those engaged in production and supervision). This is especially true for the advanced manufacturing and aerospace industries in the Valley. These types of business are more likely to have operational needs that support a larger share of office-based “white collar” workers.

About 20 percent of Kent Valley employees reside within the cities of Kent, Auburn and Renton, while 20 percent of employees in the Kent Valley commute to work from nearby cities including Seattle, Federal Way, and Tacoma. The Kent Valley also draws a large industrial workforce, about 28 percent, from eastern rural and unincorporated urban areas of the Puget Sound Region.

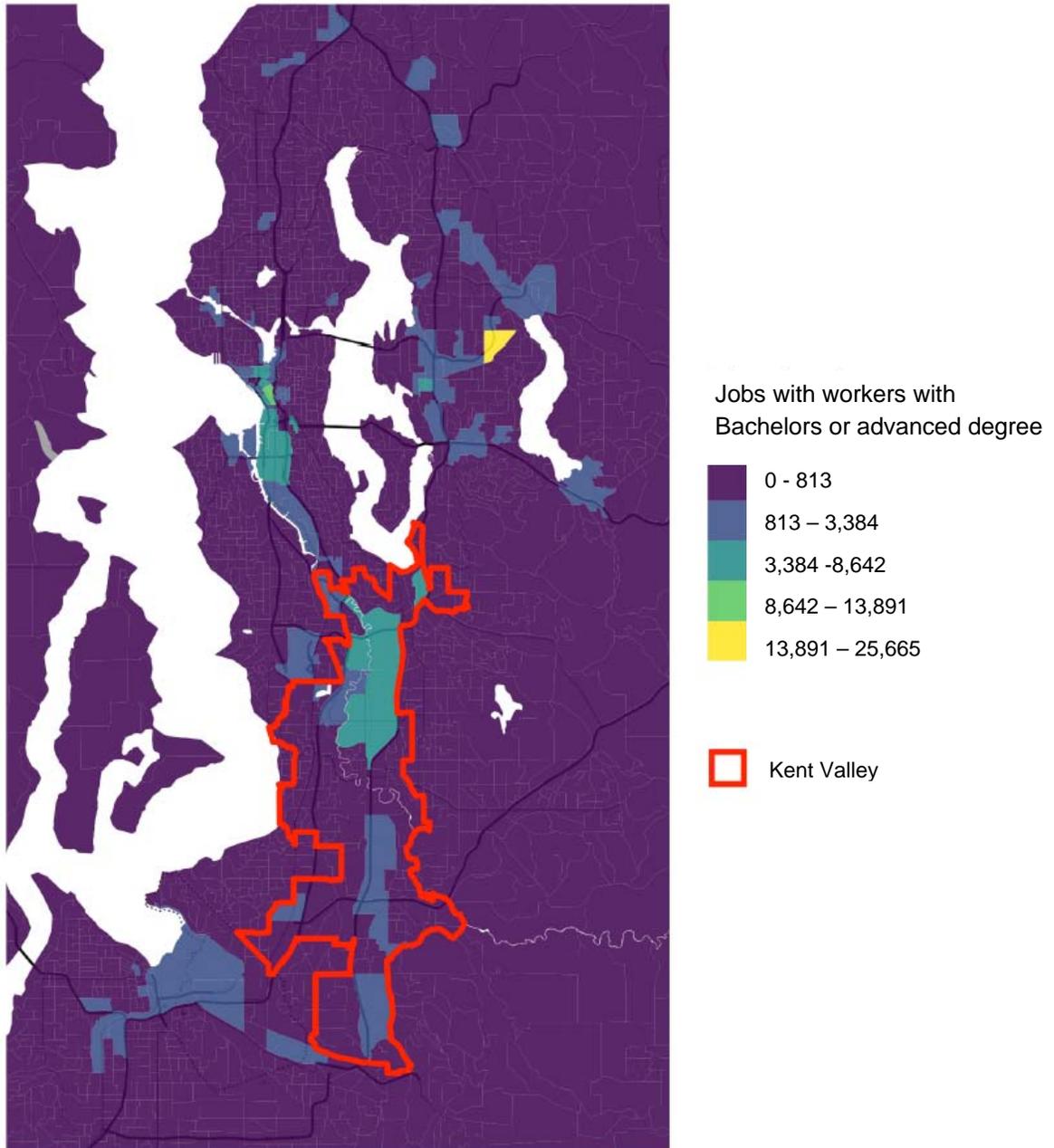
Figure 2. 1 Employee Commute Patterns in Kent Valley



Source: LODS 2017

In the Puget Sound region, jobs requiring a bachelor’s degree or higher tend to cluster around downtown Seattle and the Bel-Red area in Bellevue (home to the Microsoft campus). However, according to the US Census Bureau’s Longitudinal Employer-Household Dynamics (LEHD) data from 2015, a concentration of workers with bachelor’s degrees or higher is also present in the Kent Valley.

Figure 2. 2 Jobs with Employees with a Bachelor's Degree or Higher

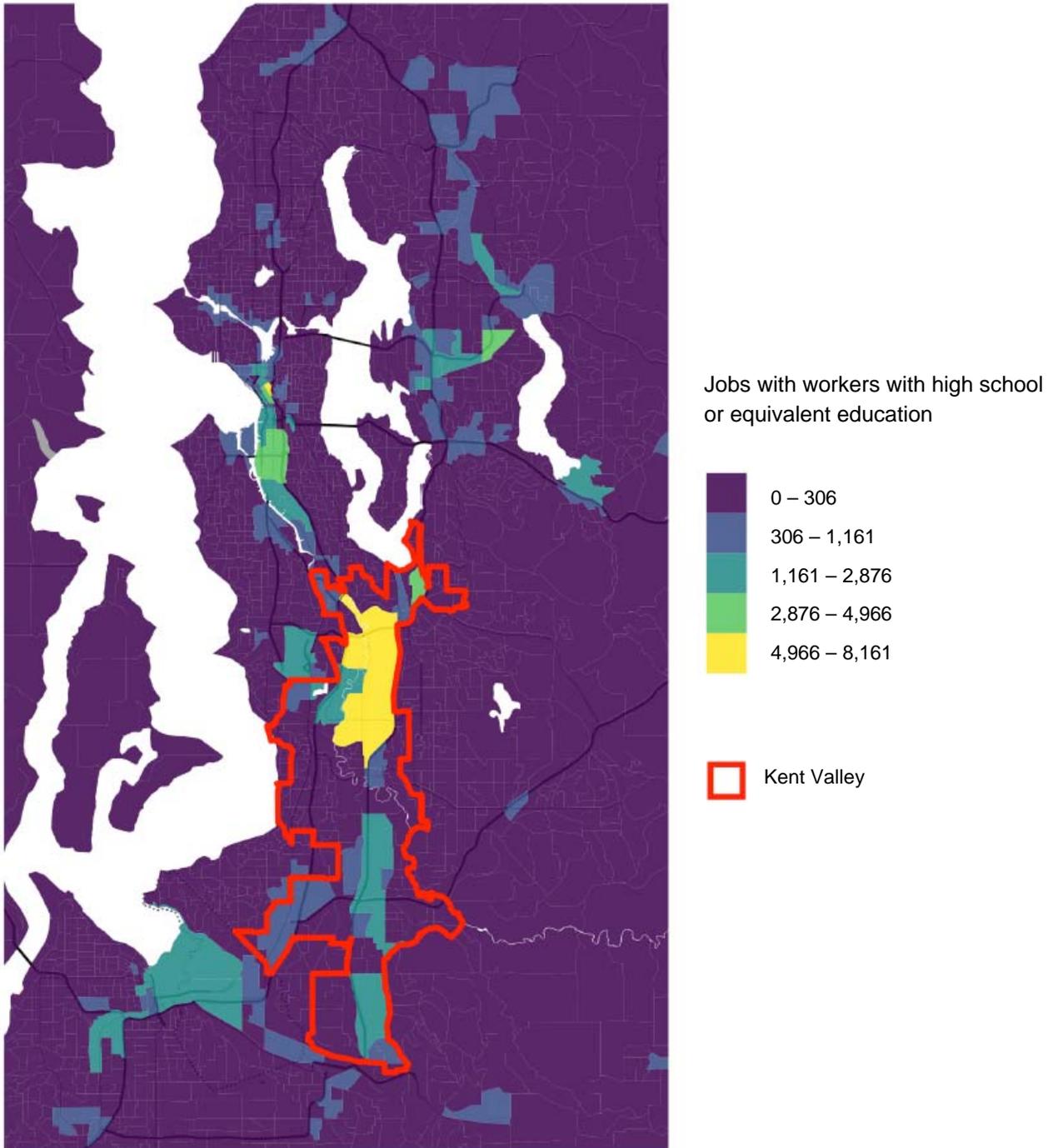


Source: LEHD 2015

Typically, jobs requiring a high school diploma or less are clustered in industrial districts and commercial areas with a high share of service sector employees. Employment in industrial sectors has long provided lower barrier-to-entry middle wage jobs for workers without higher-education degrees. The map below indicates that the Kent Valley has the highest share of workers in jobs with a high school diploma or equivalent of any area in the Puget Sound region. This is due to the large amount of manufacturing, warehousing, and distribution jobs that require a high school diploma or equivalent, with technical training, or specialized skills. Investments in the skilled workforce in these industries is a competitive

advantage and opportunity for continued growth and agglomeration of industrial employers in the Kent Valley.

Figure 2. 3 Jobs with Employees with a High School Diploma or Equivalent



Source: LEHD 2015

Operational Context

Industrial buildings constitute a wide range of uses and operational needs. The National Association of Industrial and Office Properties (NAIOP) provides the following definitions and operational characteristics¹:

Clear Height

Distance from the floor to the lowest-hanging ceiling member or hanging objects, beams, joists or truss work descending down into a substantial portion of the industrial work area. This is the most important measure of the interior height of an industrial building because it defines the minimum height of usable space within the structure.

Distribution Building

A type of warehouse facility designed to accommodate efficient movement of goods.

Dock-high Door

The openings in the loading dock area to the outside of a building. The typical interface involves a semi-truck backing up to a building directly aligning the back doors of the truck with a loading dock door. Also known as loading dock doors.

Door-to-square-foot Ratio

The ratio of the total number of dock-high doors to the building's total square feet.

Flex Facility

As its name suggests, an industrial building designed to allow its occupants flexibility of alternative uses of the space, usually in an industrial park setting. Specialized flex buildings include service centers, showrooms, offices, warehouses, and more.

Fulfillment Center

A fulfillment center is a building is used primarily for the storage and/or consolidation of manufactured goods (and to a lesser extent, raw materials) prior to their distribution to retail customers, retail locations, or other warehouses. A typical fulfillment center has a high level of on-site automation and logistics management. These facilities usually handle smaller packages and quantities than other types of warehouses, and operations at these facilities often include employees fulfilling online orders by picking, packing, and shipping the goods and materials directly to online retail customers; fulfillment centers therefore typically have significant storage.

High Cube

A relative term that refers to industrial buildings with an abundance of clear height or vertical cubic space. (Synonym: high bay)

Industrial Building

A structure used primarily for manufacturing, research and development, production, maintenance, and storage or distribution of goods or both. It can include some office space. Industrial buildings are divided into three primary classifications: manufacturing, warehouse or distribution, and flex.

¹ (Maria Sicola, 2017)

Manufacturing Building

A facility used for the conversion, fabrication or assembly of raw or partly wrought materials into products or goods.

Truck Court

Exterior area adjacent to an industrial building's loading docks where trucks maneuver. The most important measure of the truck court is the depth from the building to the end of the truck court. Greater depth allows for greater maneuverability and better accommodates multiple trucks.

Truck Terminal

This specialized distribution building for redistributing goods from one truck to another serves as an intermediate transfer point. The facilities are primarily used for staging loads (rather than long-term storage) and possess very little, if any, storage area.

Truck-turning Radius

The tightest turn a truck can make, depending on several variables such as truck configuration, trailer size and location of adjacent objects that obstruct the inner turning radius.

Warehouse

A facility primarily used for the storage and/or distribution of materials, goods, and merchandise.

Table 2. 1 Industrial Building Types Matrix

Industrial Building Types Matrix							
	Manufacturing	Warehouse				Flex	
Primary Type	General Purpose	General Purpose Warehouse	General Purpose Distribution	Truck Terminal	Fulfillment Center	General Purpose Flex	Service Center or Showroom
Primary Use	Manufacturing	Storage	Distribution	Truck Trans-shipment	Distribution	Research and Development, Cold Storage, Office, Lab, Light Manufacturing, High-tech, Data or Call Center	Retail Showroom
Subsets	Heavy, Light Manufacturing	Bulk Warehouse, Cold or Refrigerator Storage, Freezer Storage, High-Cube	Overnight Delivery Services, Air Cargo		Delivery directly to consumer		
Building Characteristics							
Square Footage	Any	50,000+	50,000+	20,000+	100,000 - 1m+	Any	Any
Clear Height (ft)	10+	32-36	32-36	16	40	10-24	Any
Loading Docks or Doors	Yes	Yes	Yes	Cross-dock	Yes	Yes	Yes
Door-to-Square-Foot Ratio	Varies	1:5K-15K	1:3K-1K	1:50K-5K	Varies	1:15K+	1:10K
Office Percentage	<20%	<15%	<20%	<10%	<20%	30-100%	30+%
Vehicle Parking Ratio	Varies	Low	Low	Varies	Very High	High	High
Truck-turning Radius (ft)	130	130	120-130	130	130	110	110
Other desirable features		Charging stations for forklifts, solar power array	Charging stations for forklifts, solar power array		Charging stations for forklifts, solar power array		

Industrial uses are typically separated from residential and commercial uses due to the expectation that the operational characteristics of industrial uses will result in negative impacts to surrounding properties. The Puget Sound region also maintains policies limiting the introduction of non-industrial land uses in designated industrial areas. Modern industrial practices and trends, as well as environmental regulations limiting air pollution, waste generation and storage, and other offsite impacts, expand opportunities for certain types of industrial uses, particularly manufacturing and assembly, to coexist harmoniously with others, particularly commercial and service uses. In fact, smaller scale commercial uses within industrial employment areas can add value by providing amenities and services for the surrounding industrial workforce.

Certain industrial uses such as logistics and warehouse buildings and their associated truck courts for storage, loading and maneuvering, challenge this paradigm. These facilities are characterized by large expanses of paving, and long buildings ranging from 100 to 2,000 feet long with 10-200 loading dock doors. Operations are often 24/7, generally with the highest truck volume outside of typical peak PM trip periods from 3-7pm. Traditionally these uses conflict with urban characteristics such as non-motorized travel and active streetscapes. In response, zoning codes often require truck court orientation away from or perpendicular to main streets, as well as fencing, landscape screening or berms to reduce visual impacts. Additional design features as proposed in this subarea plan and associated code changes, can reduce the size and scale of industrial buildings and introduce more human-scaled elements to reduce the impacts of large-scale trucking intensive industrial uses.

Market Trends

Industrial

Industrial lands in the Puget Sound area continue to experience steady growth in lease rates since 2013. Even with rents increasing from \$5.26 per square foot in 2013 to \$8.34 per square foot in 2018, Kent remains a lower-cost option, compared to other areas in the region. These low rents are a competitive advantage for attracting businesses from other parts of the region where costs are increasing at a higher rate. The Kent area is likely to be attractive to price-sensitive tenants looking for lower rents, who also need good access to a qualified workforce and the regional transportation network.

Since 2009, industrial vacancy rates have fluctuated, but they stabilized from 2014 to 2018 at an average of 4%. Current vacancy rates show 2%-4%, indicating a constrained market. This low vacancy rate signals a strong industrial market within Kent's industrial lands which has translated into more rapid rent escalations in the past three years. Market analysts predict that in the near future investors may begin to buy lower-rent flex space and standard industrial buildings in the area and make value-add improvements to the properties to respond to the high demand and attract different tenant types. New development of speculative industrial buildings will still be challenging due to relatively low achievable rents that cannot currently support new construction. As vacancy remains low, increasing lease rates could lead to new construction in future market cycles. In the near-term, build-to-suit development for industrial users is likely to dominate the new construction market.

Office

Office rents have surpassed pre-recession levels in Kent's industrial lands – hitting a record high of \$16.59 per square foot in 2018 compared to \$13.78 in 2013. Office rents are lower in the Kent submarket

relative to comparable submarkets, primarily due to the higher share of Class B and Class C² office space and limited new construction office space in the last two development cycles. Similar to the industrial market, value-driven office tenants are likely to be attracted to the Kent area as office rents have risen quickly in markets closer to Seattle. Current rents do not support new construction of office space in the near-term; achievable office rents would have to approach \$30/sf for the market to support new speculative office development in Kent.

The office vacancy rate in Kent's industrial lands has been declining steadily since 2013. Vacancy rates have dropped from 25.6 percent in 2013 to 7.6 percent in 2018, signaling increasing market strength in Kent for office space. The 2018 vacancy rate of 7.6 percent is the lowest office vacancy rate observed in the last fifteen years. Other areas in the Puget Sound region are also experiencing a strong office market with low vacancy rates; particularly Bellevue, Lynnwood, SoDo, and Tacoma. Decreasing vacancy rates and increasing lease rates indicate that investors are may begin purchasing and renovating older office buildings to command higher rents. These value-add office building renovations are likely to be targeted to attract office tenants that are willing to pay higher rates for improved amenities.

Retail

Despite annual volatility over the last few years, the retail lease rates have remained relatively flat in Kent's industrial lands since 2007, at \$24.70 NNN per square foot in 2018. Although retail lease rates in Kent's industrial lands and the larger Kent Valley have not seen significant growth over the last 12 years, achievable lease rates are at or above all other comparison geographies, excluding Bellevue and Lynnwood. Current retail lease rates around \$25/sf in Kent's industrial lands are consistent with higher demand retail locations in suburban jurisdictions throughout the region.

While retail lease rates have remained relatively stable since 2007, vacancy rates have been on a steady decline over the last five years. Vacancy rates between 2% and 4% in Kent's industrial lands signal a constrained supply of retail space. It is likely that the retail demand is driven by restaurant and food service tenants looking to serve an increasing employee base in the area. The combination of current lease rates and extremely low vacancy indicates that there could be sufficient demand to support additional new construction of retail space to serve employees and residents in the area.

Significant Developments

Amazon Fulfillment Center

Amazon chose Kent as the location for its nearly 1-million square foot fulfillment center, opening for operations in 2016. As of 2019, the new facility employs 3,000 to 5,000 workers, varying seasonally, including picking, packing, and shipping positions to fill Amazon orders generated online.

Blue Origin

In January, 2020, Blue Origin officially opened its new headquarters facility in Kent. The aerospace company established its presence in Kent in 2005, and has since grown to over 2,000 employees. The new building is a significant investment in the company's aerospace manufacturing presence in Kent and will allow Blue Origin to expand its research, development, and manufacturing operations to meet its projected growth to 3,500 in 2020.

² Class B office space buildings compete for a wide range of users with rents in the average range for the area and are usually 10-20 years old. Class C buildings are generally older buildings that compete for tenants requiring functional space at rents below the average for the area.

Boeing Space Center

The Boeing Company, a long-standing fixture in the Kent Valley, has condensed its operations in Kent and as of January, 2020, sold 54 acres of its former Space Center property to industrial property developers Link Industrial Properties and Panattoni. The planned project, near the Amazon Fulfillment Center and Boeing Defense Space and Security building, is expected to be a large industrial business park, including office space, with a range of building sizes. The new owners' goals for the site include attracting manufacturing companies and other industrial tenants with high job-density, similar to that of Blue Origin.

Significant Projects

Puget Sound Gateway Program

After many years of planning, environmental review, and design work, the Puget Sound Gateway Program is expected to be under construction in February 2020. The Puget Sound Gateway Program, consisting of two distinct projects – the completion of SR-167 in Pierce County and the completion of SR-509 in King County – will help move people and goods more reliably through the Puget Sound region, enhancing the state's economic competitiveness, both nationally and globally, by improving the connection between the Ports of Seattle and Tacoma to distribution centers in King and Pierce counties and to eastern Washington.

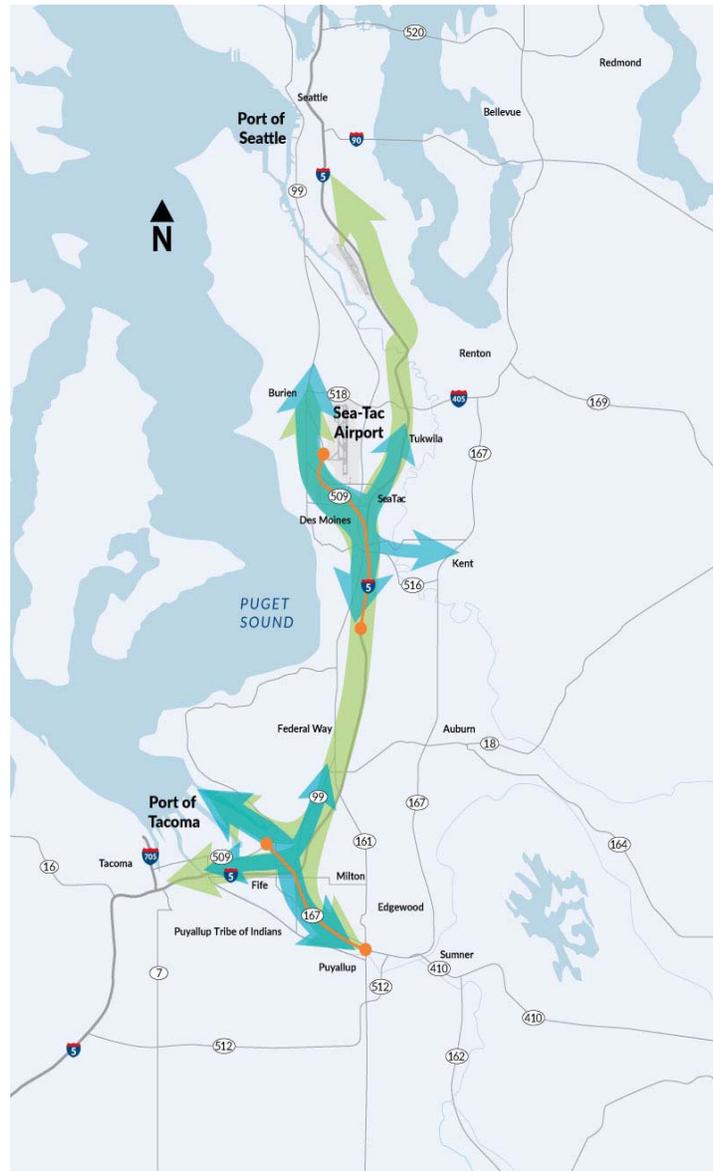
Significant Legislation

Streamlined Sales Tax

The Streamlined Sales and Use Tax Agreement, adopted by Washington State in 2008, is an agreement between member states to simplify sales tax and reduce administrative and reporting costs for businesses that collect sales tax, especially those that have operations in more than one state. It shifted the state's local sales tax structure from an origin-based to a destination-based system.

The City of Kent, as a regional distribution hub, relied heavily on sales tax revenue from warehousing and distribution centers in its industrial lands. The shift to destination-based taxation resulted in decreased sales tax revenues for the City, totaling \$12 million per year. This drop in revenue has contributed to ongoing budget shortfalls for the City.

Figure 2. 4 Puget Sound Gateway Program



Source: WSDOT, 2020

Property Tax Limitation to 1% Annual Growth

In Washington State, property taxes collected by individual taxing districts are limited to one percent annual growth, with the exception of new construction, utility property, and new annexations. Property tax increases are not based on the increasing value of properties, but rather the amount of the property taxes that were assessed in the prior year. Each year's total levy amount may be increased by no more than 1%, unless the public votes for a greater increase (commonly called a "levy lid lift") or the jurisdiction uses banked capacity (meaning they levied less than the maximum in previous years, and reserve the ability to close the gap in future years when additional revenue is needed).

As property values continue to increase at a rapid pace in the Kent Valley – industrial rents are up from \$5.26/sf in 2013 to a historic high of \$8.34/sf in 2018 – the 1% levy lid prevents local jurisdictions like Kent from collecting a commensurate increase in tax revenue to meet growing capital and maintenance needs. In fact, the 1% limit is less than the annual inflation rate, calculated at 2.3% in 2019, causing Kent's property tax revenues to decline in real terms each year.

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- ECONorthwest; Mackenzie. (2019). *Kent Industrial Lands Market Analysis and Industrial Site Design Analysis*. City of Kent.
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Chapter 3
Land Use and Industrial Design

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Existing Conditions

Kent’s industrial lands cover approximately 6 square miles (4,073.9 acres) and represent 20 percent of the City’s land base. This area hosts a concentration of manufacturing, industrial and other related employment uses. In its comprehensive plan, the City has assigned an industrial land use designation to this area, and has established five zoning districts: Industrial Park (M1), Industrial Park/Commercial (M1-C), Commercial Manufacturing I (CM-1), Limited Industrial (M2), and General Industrial (M3). In general, existing development regulations emphasize large scale industrial uses, including various types of manufacturing and warehousing and distribution. Certain office uses are allowed within the M1 and M1-C zoning districts, and to a limited degree in M2. Large-scale bulk retail is allowed, while food service and commercial uses are limited in size and allowed only as accessory uses, promoting those that serve a “make-in-back, sell-in-front” business model.

Kent’s regional manufacturing and industrial center (MIC) was initially designated in 2002, and consists of approximately 1,970 acres, 100% of which is zoned for core industrial uses. It is adjacent to Kent’s Regional Growth Center; the two regional centers are separated by SR 167, which runs north-south through the Kent Valley. Zoning in Kent’s MIC is primarily M2 Light Manufacturing and M3 Heavy Manufacturing (M3), with small areas zoned M1-C Industrial Park/Commercial. Existing development regulations in the MIC are intended to preserve industrial uses by prohibiting intrusion of office, commercial, and residential uses which over time could displace core industrial operations. These limitations are in support of regional policies protecting industrial lands, requiring that non-industrial uses be strictly limited.

PSRC’s covered employment estimates for 2018 show 49,680 jobs in Kent’s industrial lands, and 19,782 jobs within the existing MIC boundary. The 2015 comprehensive plan estimates that Kent’s employment numbers will grow to 81,900 jobs by 2035. As a designated center, a greater percentage of job growth is expected to occur in the manufacturing and industrial center (see below for discussion of proposed

changes to MIC boundaries). Although the industrial lands comprise 20% of the land area in Kent, they are expected to accommodate 40% of job growth, totaling 13,960 new jobs.

Existing Land Use

Distribution of Uses

Using 2019 King County assessor and tax lot data, ECONorthwest analyzed current land use within Kent's industrial lands based on individual building use, as well as total square footage. The analyses focused on industrial uses, which constitute 93 percent of all building uses in this area. The building-based analysis concluded that over 70% of all buildings in Kent's industrial lands are identified as warehousing/storage or distribution, with one third of all buildings being small warehousing and distribution buildings less than 25,000 square feet in size. About 25 percent of all buildings are smaller structures of less than 50,000 square feet devoted to a mix of manufacturing, engineering, automotive, and industrial flex uses.

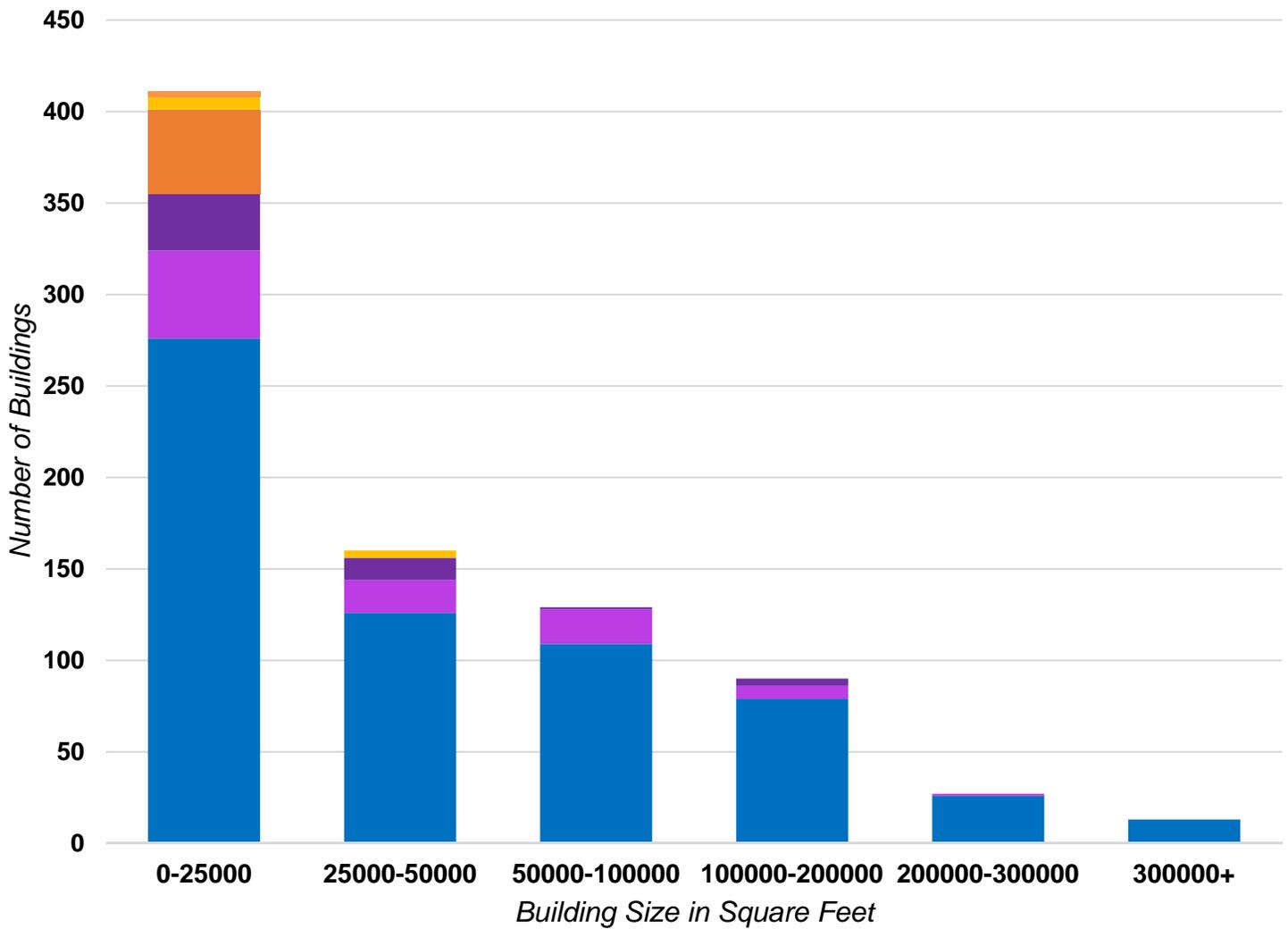
Another key finding for this analysis is that the large majority of manufacturing uses (about 90 percent) are located in buildings that are less than 100,000 square feet. Manufacturing creates higher numbers of jobs per square foot of building area than other land uses, as discussed in detail below. This makes more efficient use of Kent's industrial lands towards achieving employment growth targets. It also generates more direct sales tax revenues for the City than warehousing and distribution¹, and indirect revenues through business-to-business expenditures and employee expenditures on goods and services². Manufacturing companies, particularly new start-up businesses, tend to be more cost-sensitive than large distribution firms; these businesses are also more likely to be locally-based in contrast to global distribution conglomerates. New land use policies and development regulations adopted through Rally the Valley will prioritize buildings of this smaller size in order to preserve and create new space for manufacturing businesses in Kent's industrial lands.

¹ From 2017-2018, manufacturing businesses in Kent contributed an average \$15,569 per business in Sales & Use and B&O taxes each month (a total of \$3,440,749 for 221 businesses), while warehouse/wholesale businesses each contributed an average of \$9,411 per month (a total of \$4,319,649 for 459 businesses).

² (Community Attributes, Inc. , 2019)

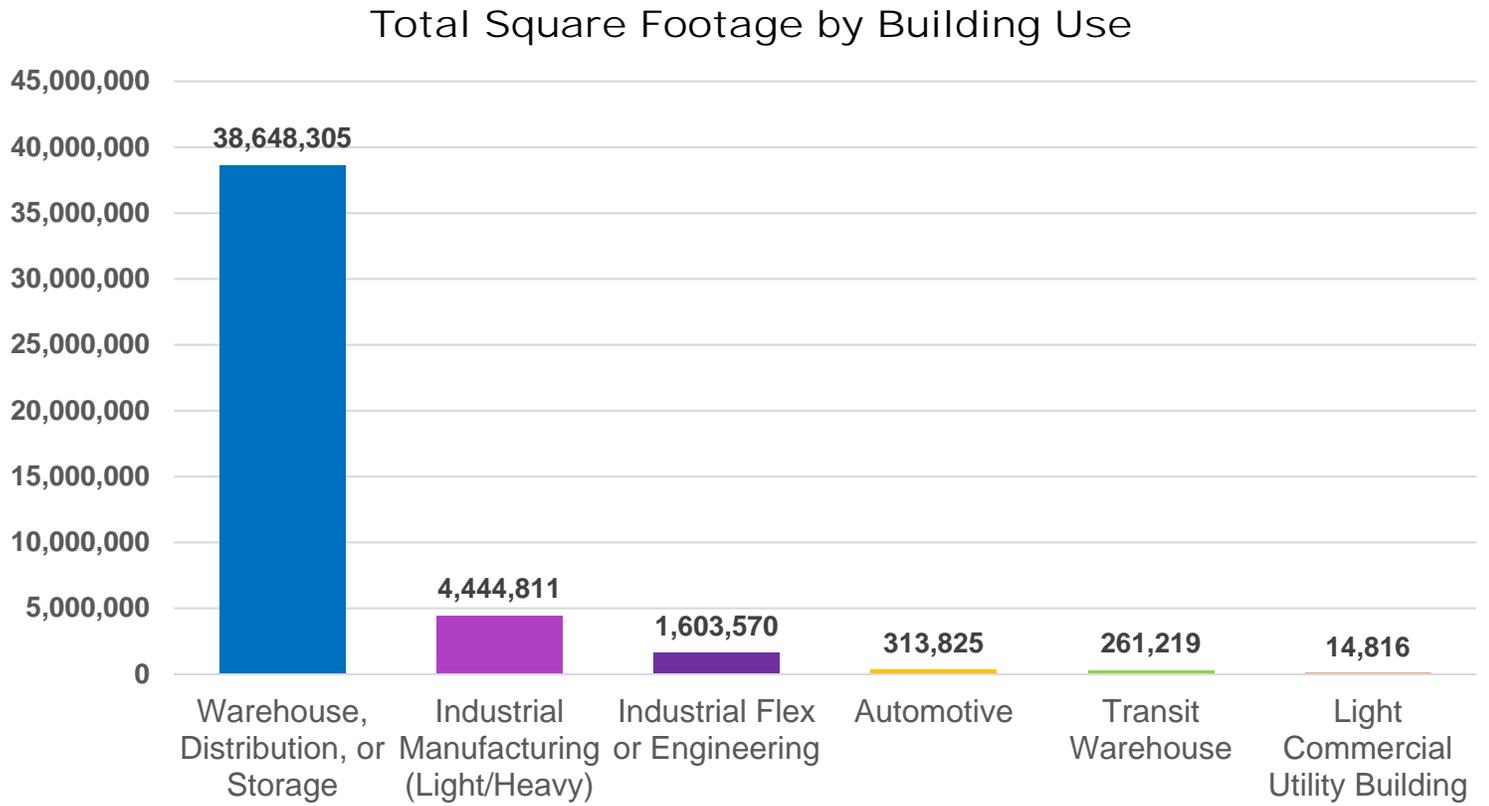
Figure 1. 1 Total Buildings by Use and Size

Industrial Buildings by Use and Size



- LIGHT COMMERCIAL UTILITY BUILDING
- AUTOMOTIVE
- INDUSTRIAL MANUFACTURING (LIGHT/HEAVY)
- TRANSIT WAREHOUSE
- INDUSTRIAL FLEX OR ENGINEERING
- WAREHOUSE, DISTRIBUTION, OR STORAGE

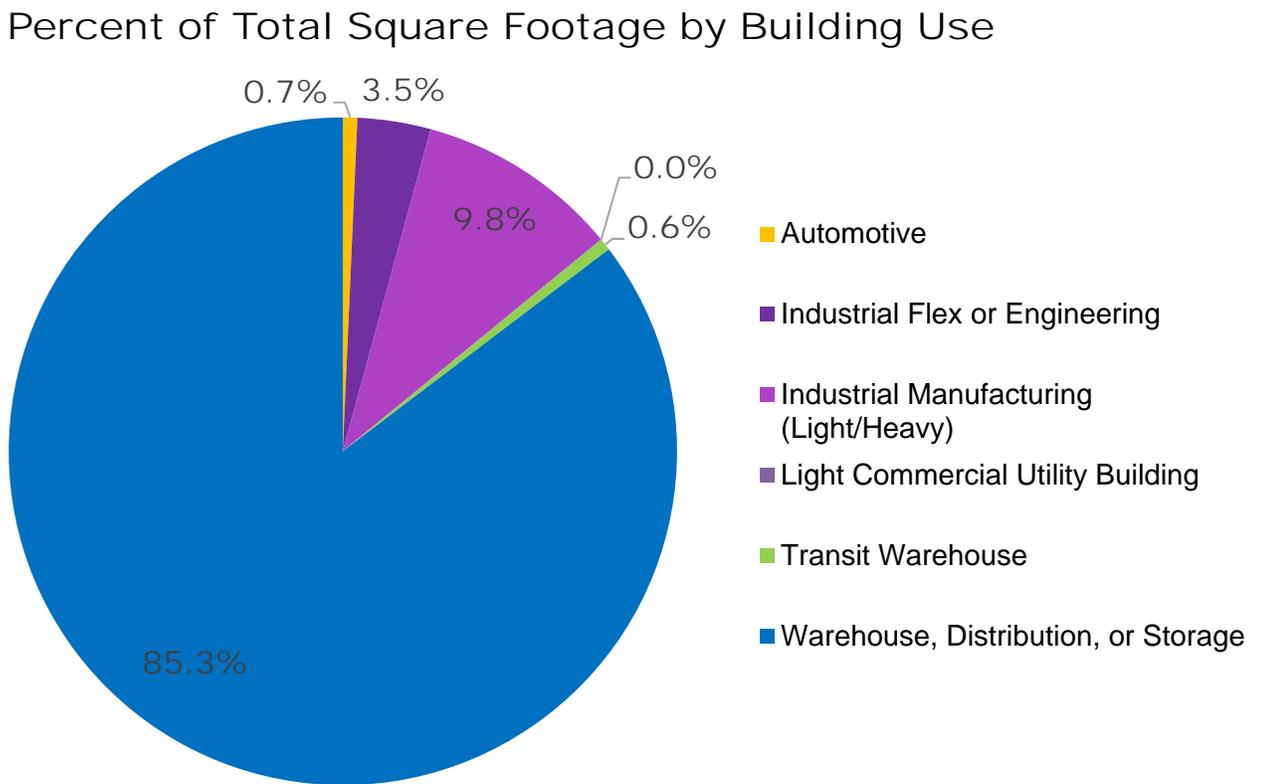
Figure 1. 2 Total Square Footage by Building Use



In terms of square footage, current development patterns in Kent's industrial lands also consist primarily of large format warehousing with a smaller share of total square footage comprised of small and medium-sized industrial buildings. The majority of building square footage in the area, 86 percent, is used for distribution or warehousing, while only 13 percent is dedicated to manufacturing, flex or industrial engineering space. This amounts to about 5.9 million square feet of manufacturing, flex or industrial engineering space, and nearly 38.7 million square feet of distribution and storage warehouse space. This includes more than 4.5 million square feet of new industrial space delivered between 2011 and 2016, with increasingly rapid absorption rates.

The chart below, Figure 1. 3, shows the total share of existing building square footage by use.

Figure 1. 3 Percent of Total Square Footage by Building Use



Employment Densities

While only 13% of industrial square footage in Kent's industrial lands is dedicated to manufacturing and industrial flex, employment in manufacturing sectors comprises 28% of all jobs, with a job density of approximately 1 job per 430 square feet. In contrast, while 86% of industrial building square footage is in distribution and warehousing, only 38% of jobs are in warehousing, wholesale, and distribution, with a job density of about one job per 2,070 square feet.

Table 3. 1 Industrial Land Use Employment Densities

LAND USE	TOTAL SQUARE FOOTAGE	TOTAL JOBS	PERCENT OF JOBS	SQUARE FOOTAGE PER JOB
Industrial Land Uses	44,600,000	39,601	80%	1,126.2
Manufacturing/Flex	5,900,000	13,667	28%	431.7
Transportation, wholesale, and warehousing	38,700,000	18,711	38%	2,068.3

This analysis highlights the market dynamics trending toward warehousing and distribution uses, despite the significant fiscal and regional policy-related merits of manufacturing uses. It demonstrates that although manufacturing uses are currently allowed throughout Kent’s industrial lands, only a small percentage of building square footage is actually devoted to production-related activities. Thus, with market forces strongly favoring storage and pass-through operations for goods produced elsewhere, there is a need for a deliberate, proactive approach to preserve and grow the manufacturing sectors in Kent’s industrial lands.

Demand for these spaces exists – from small start-ups seeking prototyping and design space, to large producers looking for space to expand their operations – but market forces alone are not resulting in a sustainable, balanced mix of industrial uses. By adopting this subarea plan, the City of Kent will endeavor to meet the needs of all industrial users so that Kent is a place where businesses can establish a presence and expand their operations. In the case of manufacturing, particularly advanced manufacturing, an industry that depends on the ability to attract and retain employees, this will depend on the cultivation of an employee-centric industrial employment center that is responsive to the changing demands of an discerning workforce.

Worker Preferences

Trends in industrial development reflect a growing preference for locations that offer on-site and nearby amenities for employees to utilize during their work days. The modern industrial workforce is empowered through increased mobility and connectivity to make choices about where they work, and industrial businesses are hiring more office-based and “white collar” workers – industrial businesses in Kent’s industrial lands dedicate 10-30% of their building square footage to office uses, and that percentage is growing – which means they’re competing with more urban environments where these jobs are more traditionally found.

These expanded options result in quality of life playing a more critical role in how people decide where to work. For many modern workers, choosing a job is not just about a paycheck – it can reflect a lifestyle choice. This brings many factors under consideration, which may not have been as important in the past, including the quality of the commute, or ability to exercise at lunch or run errands. Prospective workers may consider whether there is a nearby place to celebrate with co-workers after work, or a variety of places to go to lunch.

The Rally the Valley employee survey conducted in 2019 found that 80% of respondents placed food and lunch options in their top three most important things to have nearby their place of work. Closely following food and lunch options were parks, trails, and open space; as well as commercial services such

as groceries, banking, and shopping. Transportation options and safe bicycle routes also emerged as top priorities.

These findings are evidence that workers seek space to mentally restore, be physically active, and engage in social activities, as well as achieve a healthy work-life balance through commute/transportation options and the ability to accomplish daily tasks without traveling long distances. Research shows people are more creative when they are physically engaged and/or outside, and workers who are happy and healthy are more productive; the businesses they work for are more successful. Given that employees represent 80-90% of a business's operating expenses, investments in worker quality of life can be expected to result in a high rate of return.

Commercial, service, recreation and cultural, and retail uses play an important role in attracting employers. As described above, there is significant demand for commercial services near industrial employment centers. In fact, retail lease rates in Kent's industrial lands are at or above comparable neighboring areas, with the only exceptions being Bellevue and Lynnwood. Existing regulations governing commercial uses in Kent's industrial lands limit most non-industrial uses to accessory-only; these uses may constitute no more than 25% of a site's gross floor area without a conditional use permit. This requires applicants to undergo expensive and time-consuming administrative procedures, and public hearings before a hearing examiner.

In addition to simplifying manufacturing categories and establishing new performance-based code definitions, this subarea plan also proposes to allow non-industrial uses, including commercial/retail, service, and recreation and cultural uses at neighborhood scales in order to serve the surrounding industrial uses and create a vibrant, amenity-rich environment that welcomes growing industrial businesses.

New land use policies adopted with this subarea plan are intended to align Kent's development regulations with the evolving land use needs of industrial uses. They emphasize manufacturing, research and development, and high-tech or design-related industrial uses that require greater percentages of office use than traditional industrial operations. They also represent a shift to more neighborhood-scale commercial, service, and food-related uses that support industrial and manufacturing uses as worker amenities.³ With adoption of this plan, the focus of Kent's Manufacturing/Industrial Center will turn from industrial land preservation to preservation and betterment of industrial jobs.

³ A secondary benefit to the strategic introduction of commercial and service uses is that they, like manufacturing, directly generate higher revenues through Sales & Use taxes than warehousing and distribution uses. From 2017 to 2018, retail businesses in Kent's industrial lands each generated an average of \$10,854 per month in combined Sales & Use and Business & Occupation taxes (a total of \$1,432,728 for 132 businesses).

Proposed Land Use

This plan proposes amending the boundaries of the regionally-designated MIC to include the largest contiguous area of Kent's industrial lands, as mapped in Figure 3. 1. While Kent's land use policies for all of its industrial lands are consistent with regional MIC policies, centers guidelines emphasize contiguity of designated centers. For this reason, smaller, non-contiguous industrial lands are excluded from the proposed regional designation. In total, the new MIC as proposed will nearly double the size of Kent's MIC to 3,899 acres (91% of Kent's industrial lands, which total 4,297 acres). Employment in Kent's industrial lands is expected to reach to 63,640 jobs by 2035, with 13,960 new jobs by 2035. In Kent's proposed MIC, projected job growth is 12,704 new jobs (91% of industrial lands), totaling 57,912 jobs by 2035.

Kent's comprehensive land use plan map will also be amended to include two industrial land use designations: Manufacturing/Industrial Center – 1 and Manufacturing/Industrial Center – 2, shown in Figure 3. 2. Zoning districts allowed within these land use designations, described further in a later section, are shown in Table 3. 2, below.

The Manufacturing/Industrial Center-1 and Manufacturing/Industrial Center-2 land use designations are defined as follows:

Manufacturing/Industrial Center-1

The Manufacturing/Industrial Center-1 is an area for manufacturing, industrial, and advanced technology uses, generally located along high-opportunity, high-visibility corridors. Other related and supportive uses, including offices, warehousing and distribution, and commercial uses are also allowed, but are limited in scale by development standards. Urban design is a high priority in this land use designation, and complexes with a mix of uses are encouraged in order to facilitate an amenity-rich environment for workers.

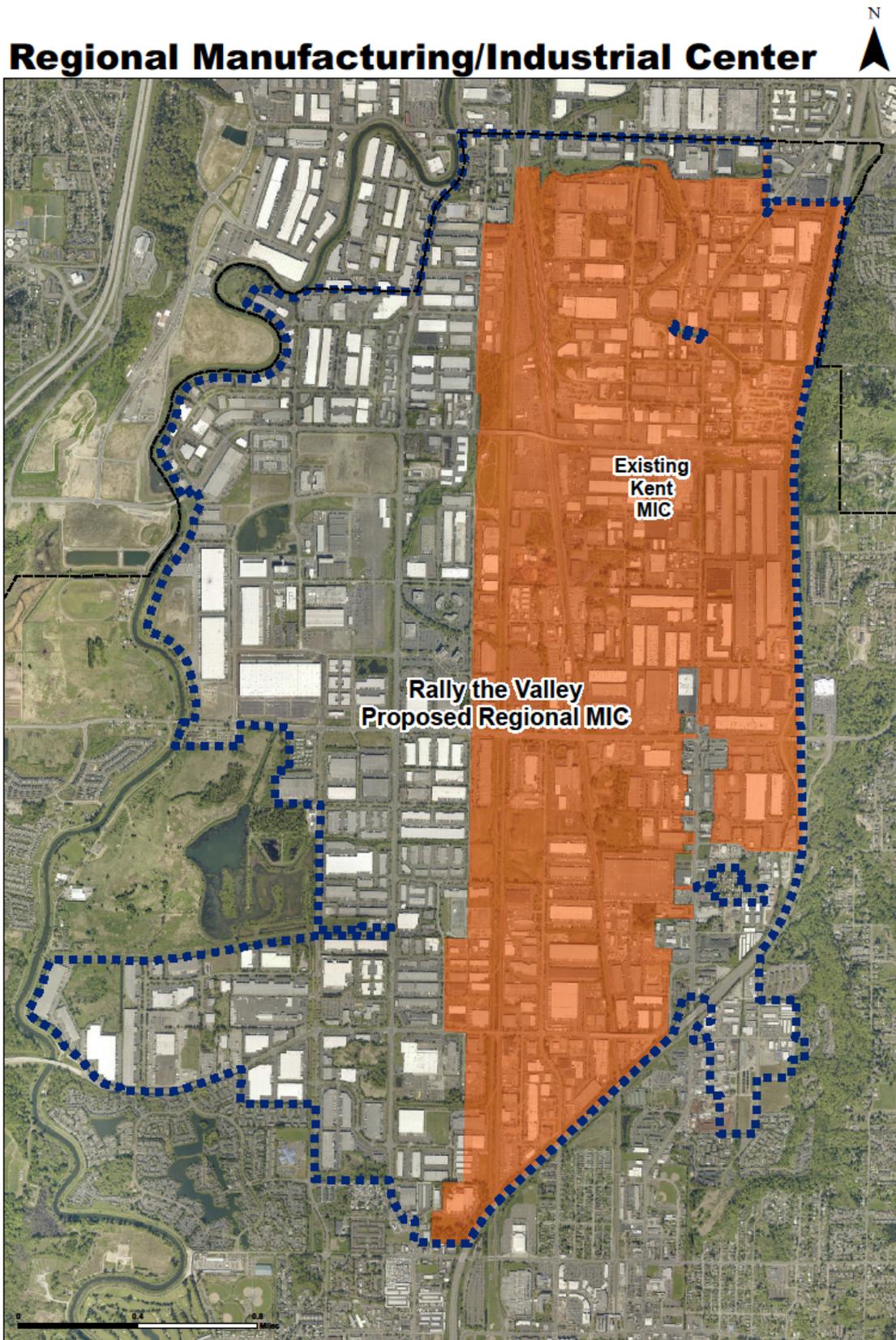
Manufacturing/Industrial Center-2

The Manufacturing/Industrial Center-2 is an area for manufacturing, industrial, and advanced technology uses; warehousing and distribution uses are also allowed. Other related and supportive uses, including offices and commercial uses are allowed, but are limited in scale by development standards. Basic urban design requirements apply in this land use designation to ensure positive worker experience, but they are balanced with goals of achieving cost-effective redevelopment.

Table 3. 2 Industrial Land Use Designations

Land Use	Allowed Zoning
Manufacturing/Industrial Center – 1 (MIC-1)	Light Industrial (I1)
Manufacturing/Industrial Center – 2 (MIC-2)	Medium Industrial (I2), Heavy Industrial (I3)

Figure 3. 1 Kent Manufacturing/Industrial Center



Legend

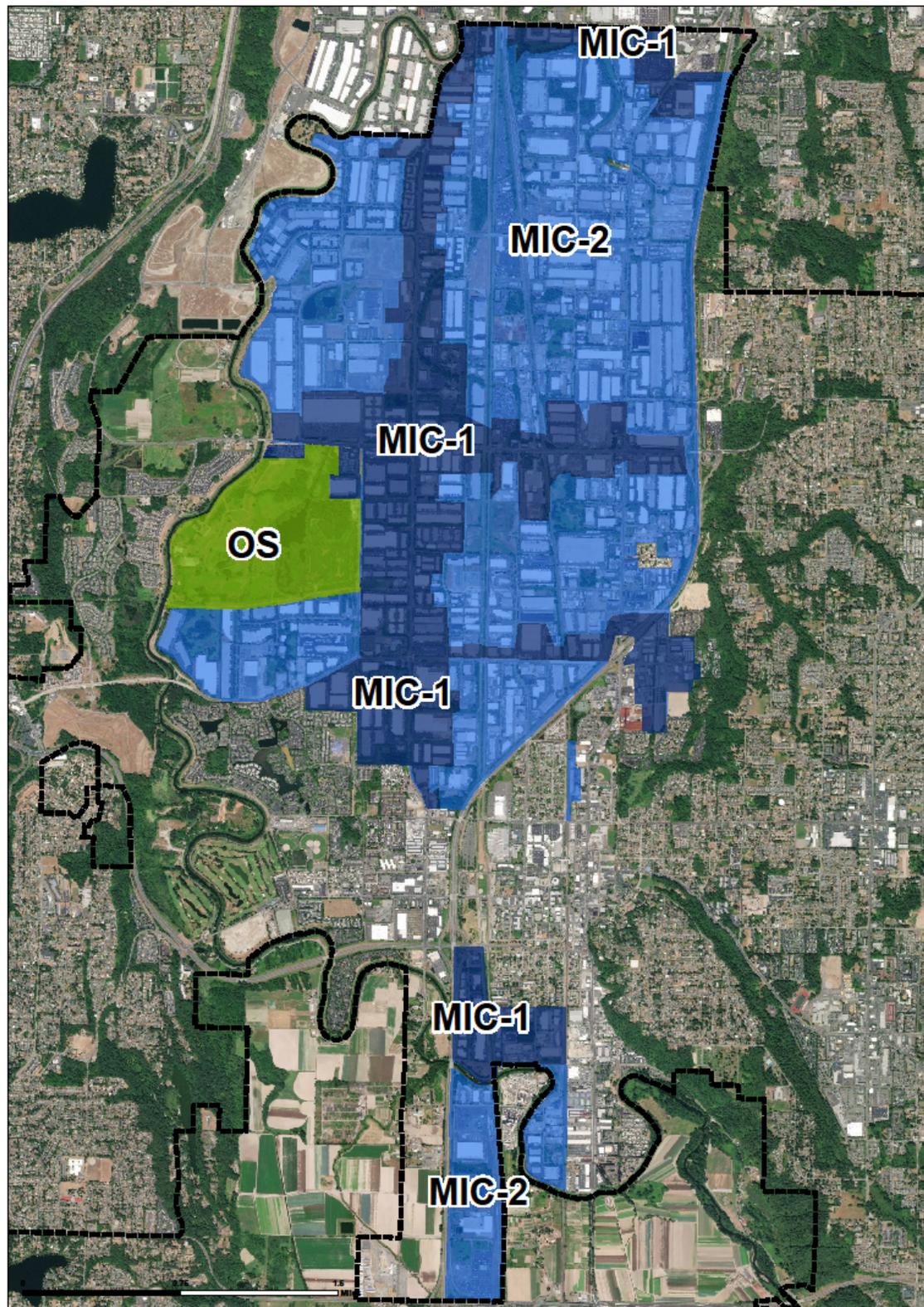
- Kent City Limits
- Existing Kent MIC
- Proposed Regional MIC



Source: City of Kent, ECD February 5, 2020

Figure 3. 2 Kent Industrial Valley Land Use

Kent Industrial Valley - Proposed Land Use



Legend

- Kent City Limits
- Manufacturing/Industrial Center - 1
- Manufacturing/Industrial Center - 2
- Open Space



Source: City of Kent, ECD December 26, 2019

New zoning districts will be established to replace the existing M1, M1-C, CM-1, M2, and M3 zoning districts. A proposed Zoning Districts Map is shown in Figure 3.3. The following intent statements describe the purpose and intended character of each of the proposed zoning districts:

I1 Industrial Business District

The Industrial Business district consists of areas of high opportunity for the City in terms of employment, revenue, and placemaking. High opportunity areas may exhibit a mix of characteristics such as high visibility from key transportation corridors, proximity to prominent gateways, adjacency to transit, commercial nodes, or residential districts, etc. The Industrial Business district is primarily intended to be an amenity-rich environment and to accommodate small- to moderate-scale industrial land uses with high employment density, such as light industrial, manufacturing, assembly, fabrication, industrial offices, prototyping, research and development, small-scale wholesaling, local distribution, and similar activities that generate few adverse operational impacts (e.g., noise, odor, truck traffic, etc.). Neighborhood scale uses such as food, retail, and services are encouraged in the Industrial Business District, as are multi-story buildings, master-planned business parks, and complexes with a mix of allowed uses. Because of its high-quality employment focus, development in the Industrial Business District is required to provide amenity space and attractive architectural design, to improve the daily experience for workers.

I2 Mixed Industrial

The I2 Mixed Industrial district is intended to accommodate a range of small-, moderate- and large-scale industrial uses and activities with moderate to high employment density. Uses appropriate for the I2 district include manufacturing, logistics, processing, industrial parks, and other industrial activities that may generate adverse operational impacts (e.g., noise, odor, truck traffic, etc.) beyond the subject property lines but can be largely mitigated. Because of its employment focus, the Mixed Industrial district has some amenity and architectural design requirements to improve the daily experience for workers, but these requirements are more flexible than those in the I1 district in order to facilitate cost-effective development and redevelopment.

I3 Heavy Industrial

The I3 Heavy Industrial district is primarily intended to accommodate large-scale, high-impact uses, including raw materials and metals processing, large-scale warehousing and distribution, and other activities that generate adverse operational impacts (e.g., noise, odor, truck traffic, etc.) often requiring significant movement of trucks or large vehicles, outdoor storage, or outdoor operational space within the site. Lands designated I3 may have access constraints or potential adverse impacts due to their proximity to rail lines or limited-access freeways.

Use tables in Kent's zoning code contain information about which uses are allowed in each zoning district. Although many industrial and manufacturing uses are operationally similar, Kent's current use tables draw fine distinctions between various types of manufacturing and other industrial uses based on specific inputs, products, and processes. In the context of modern environmental regulations, including Kent's own performance standards, nuisance regulations, and noise ordinance, which prevent offsite operational impacts on properties in Kent, these distinctions are redundant and fail to add value. They create barriers to potential development, and cause unnecessary work for permit applicants and Kent's planning staff. This plan proposes to collapse manufacturing categories by establishing new definitions based on operational characteristics, and rely on performance standards to ensure negative externalities are contained onsite.

Some uses, especially outdoor storage or outdoor warehousing, have negative externalities and make inefficient use of high-value industrial land as stand-alone operations. These uses almost always create negative visual impacts and make little contribution to the industrial fabric when not associated with another primary industrial use such as manufacturing, prototyping, or research and development. As outdoor storage uses, not currently defined as warehousing, they generate substantial trucking activity but are not subject to a square footage tax which applies to similar warehousing activities conducted indoors. This plan proposes to limit outdoor storage use in all of the industrial zoning districts to accessory-only, and establish maximum site area percentages that can be dedicated to outdoor storage with a lowest percentage in the I1 district. For existing outdoor storage or outdoor warehousing uses, the City will also explore options for establishing parity in taxation regardless of whether operations are conducted indoors or outside.

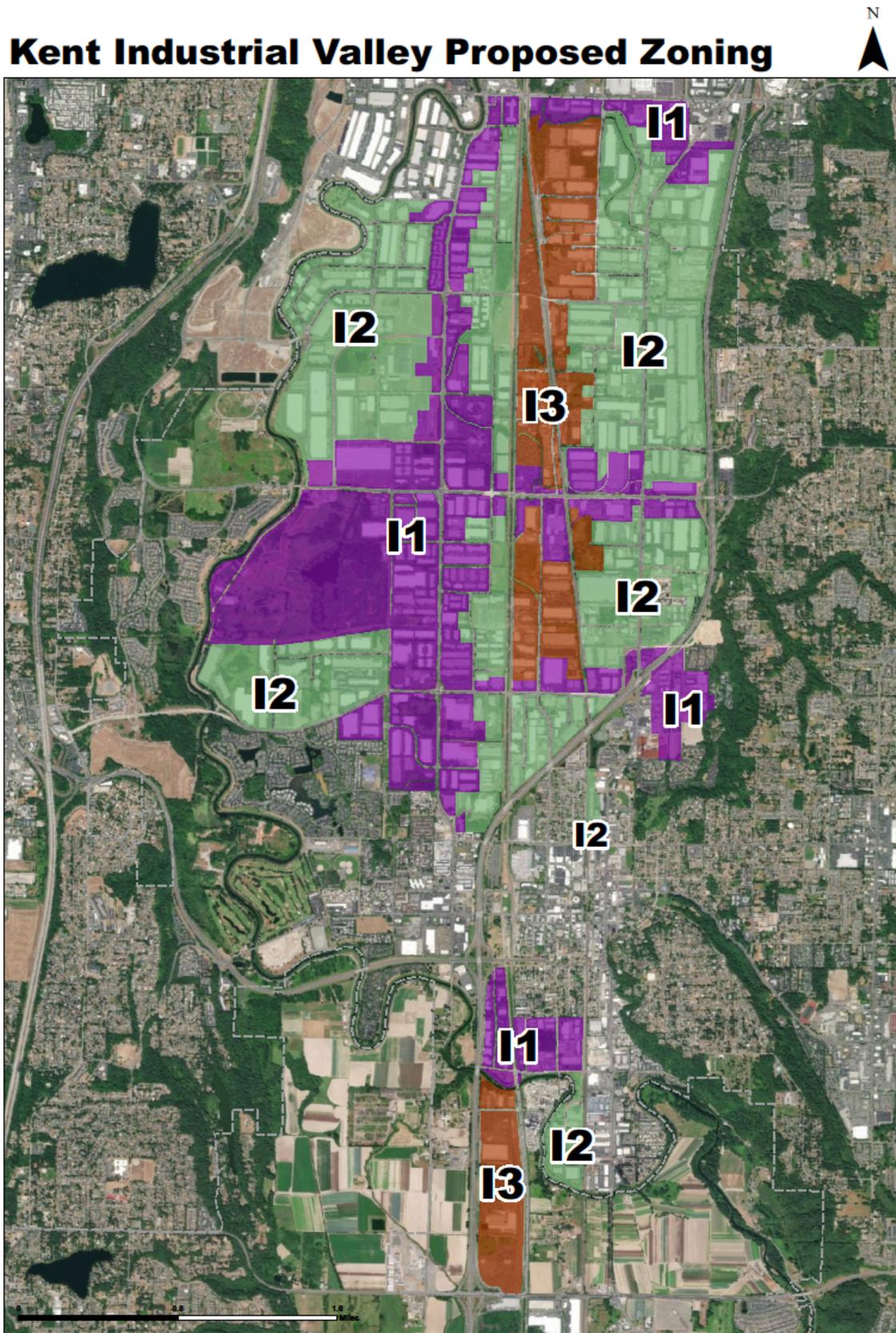
Other uses like transit operations and maintenance facilities are appropriate in some industrial areas but not others, and may require additional consideration through the conditional use process. With multiple operations and maintenance facilities planned in the coming years for King County Metro and Sound Transit, this plan considered the appropriateness of these facilities in Kent's industrial lands, and proposes to allow operations and maintenance facilities in the I3 district, and as a conditional use in the I2 district. Operations and Maintenance Facilities will not be allowed in the I1 district, as this district is envisioned as a high-opportunity, amenity-rich environment; a large operations and maintenance facility characterized by significant movement of equipment and transit vehicles, as well as 24-hour operations, would not be consistent with this vision.

Non-industrial uses like retail, commercial services, and office can serve as amenities for Kent's industrial workforce, and contribute to their growth and long-term success; however, given increasing property values and achievable retail lease rates, it is necessary to consider the risk that these uses could over time displace core industrial uses. Regional policies emphasize the need to strictly limit non-industrial uses to mitigate this risk. Zoning code amendments adopted to implement this plan will allow a wider mix of non-industrial uses, but will strictly limit them to 30,000⁴ square feet in order to maintain neighborhood scale, serving the immediate industrial area rather than drawing customers from elsewhere in the City or the region.

Residential uses, on the other hand, present a number of unique challenges in industrial areas. While many industrial uses have modernized to generate fewer offsite impacts, and MIC-1 lands within Kent's industrial lands and proposed MIC are envisioned as becoming similar to an office or business park environment, some externalities may remain due to existing allowed uses that render residential uses incompatible with industrial lands. For example, diesel emissions and particulate matter are disproportionately high in the Kent Valley due to significant truck activity. The high and increasing value of residential properties in the Puget Sound, particularly in areas with exceptional transportation access and proximity to metropolitan centers like Kent's industrial lands, also presents the risk that residential uses allowed in industrial areas could displace core industrial operations over time. Adopted regional policies speak to housing as an inappropriate use in regionally-designated manufacturing and industrial centers. Any changes to this policy or how it is applied in Kent's MIC will require discussion at the regional level. Kent has also undertaken an effort to develop a comprehensive housing plan. This effort will consider appropriate ways in which Kent can facilitate housing development to serve its industrial workforce while remaining consistent with multicounty and countywide planning policies.

⁴ (Easton & Owen, 2009)

Figure 3. 3 Kent Industrial Valley Proposed Zoning



Legend



Source: City of Kent, ECD December 26, 2019

New definitions to be included in Kent's zoning code include:

Industrial uses: Activities that include production, testing, distribution, or repair of commodities or materials.

Manufacturing, assembly, and fabrication, heavy: The transformation of materials or substances into new products including additive or subtractive processes, construction, testing, and assembling of component parts, and the blending of materials such as lubricating oils, plastics, resins or liquors. Heavy manufacturing and fabrication are often characterized by the need for large outdoor areas in which to conduct operations, and typically result in environmental impacts beyond their own sites. This definition includes, but is not limited to: manufacture and fabrication of cement, brick, lime, gypsum, asphalt, and other manufacturing and fabrication uses as determined by the Economic and Community Development Director. This definition excludes slaughterhouses, manufacture of shellac, varnish or turpentine, paper, pulp, rubber from crude material, refining and/or manufacturing of petroleum products.

Manufacturing, assembly, and fabrication, medium: The transformation of materials or substances into new products including additive or subtractive processes, construction, testing, and assembling of component parts, and the blending of materials such as lubricating oils, plastics, resins or liquors. Medium manufacturing and fabrication is characterized by need for only very limited areas of outdoor storage and may create minor external environmental impacts during the conduct of operations, but most impacts are contained on-site. This definition includes but is not limited to manufacture and fabrication of automotive and aerospace vehicles and their parts, alcoholic products, paints, printing ink, leather goods, and other manufacturing and fabrication uses as determined by the Economic and Community Development Director. This definition excludes manufacture of hazardous substances, as well as slaughterhouses, manufacture of shellac, varnish or turpentine, paper, pulp, rubber from crude material, refining and/or manufacturing of petroleum products.

Manufacturing, assembly, and fabrication, light: The transformation of materials or substances into new products including additive or subtractive processes, construction, testing, and assembling of component parts, and the blending of materials such as lubricating oils, plastics, resins or liquors. Light manufacturing and fabrication is characterized by the use being contained within buildings, and materials or equipment used in production not being stored outside. Light manufacturing and fabrication activities do not generate external emissions such as smoke, odor, noise, vibrations or other nuisances outside the building. This definition includes but is not limited to manufacture and fabrication of food products, electronic components, office products, furniture, glass products, printing and publishing, and other manufacturing and fabrication uses as determined by the Economic and Community Development Director. This definition excludes manufacture of hazardous substances, as well as slaughterhouses, manufacture of shellac, varnish or turpentine, paper, pulp, rubber from crude material, refining and/or manufacturing of petroleum products.

Industrial Design

Perception of the Kent Valley, and Kent's industrial lands, is shaped by the physical environment. Visual cues can contribute to or detract from the Kent Valley's image as an attractive location for workers to seek employment and for businesses to invest. Over time, design standards that increase the aesthetic appeal of Kent's industrial lands are intended to attract forward-thinking businesses that are more sensitive to the settings in which they do business. Generally speaking, these are the businesses that rely more on people and creative ideas.

Successful businesses recognize that customers want quality. Aesthetic details like windows and creative design components such as enhanced entryways are visible measures of quality and they signal that businesses, the City of Kent, and other Kent Valley cities are invested in people's experience. Investments in quality can include people-centered site design techniques that orient workers and visitors within and through the site, and connect them to various transportation options, including transit and non-motorized modes. Deliberate and clearly defined connections to nearby amenities like parks, trails, and open space; and commercial services also helps define Kent's industrial lands as a place where people are welcome.

Large-scale trucking-intensive uses like distribution and warehousing (typically signified by large numbers of dock-high doors) impose externalities on the environment in which they are located. Impacts can be financial as well as opportunity costs; while it is well known that trucking activity causes wear and tear on roads and curbs, it is less commonly recognized that trucking-intensive uses also have visual and accessibility impacts. Large warehouse buildings with expansive loading docks, particularly those that run parallel to City streets, create long, unvarying blocks with few visual indicators of distance. This environment is disorienting for people who are on foot or traveling at less-than-highway speeds.

Additionally, as described above, manufacturing and industrial flex uses are typically found in smaller industrial buildings of less than 100,000 square feet. In order to ensure these design considerations are included in future industrial development, and that smaller spaces are preserved and continue to be built, Kent's industrial design standards will include specific provisions to require or incentivize small-scale industrial buildings. In the I1 district, large-format trucking-intensive uses will not be allowed unless they provide additional building or site design features to offset the impacts of their scale and trucking activity. These limitations will be tiered based on building size and potential impact. Also in the I1 district, due to its high-visibility and high-value access to key transportation corridors, truck courts will be required to be oriented perpendicular to high-priority street corridors and located only on one side of the building. This is intended to minimize the length of the large format building's unbroken street frontage and reducing their visual impact.

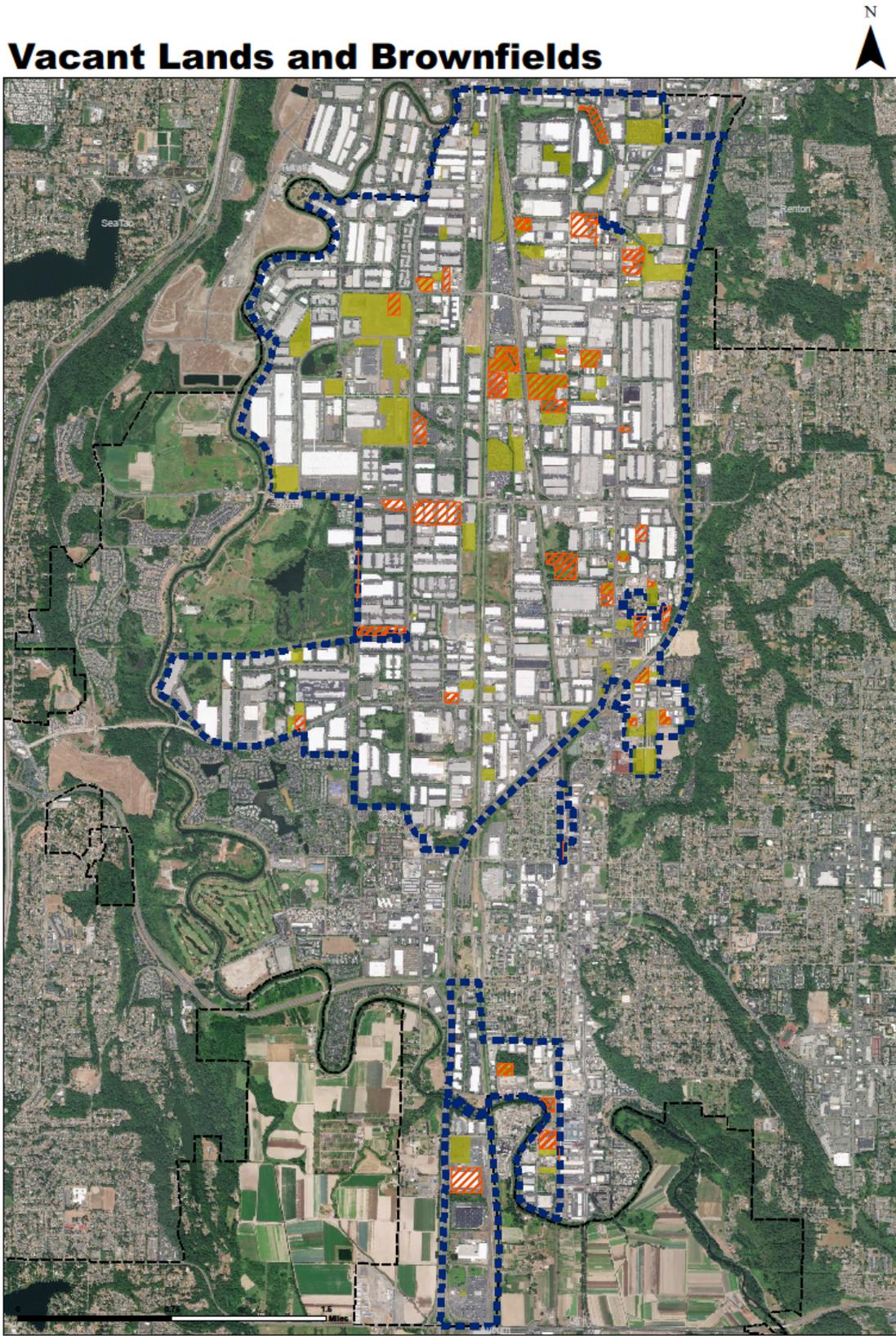
Consistent with the intent statements of the proposed zoning districts above, and the goal of improving the perception of value in the Kent's industrial lands, the design standards will require minimum fenestration, modulation, and other design components with particular emphasis on the I1 district. Given trends in high-value industrial markets toward multi-story warehousing and distribution buildings and emerging automation technologies, these standards should be reevaluated in the future to consider their application as these development trends become more relevant for Kent.

Challenges to New Development

There are relatively few vacant or redevelopable sites remaining in Kent's industrial lands. While there are a number of relatively small vacant sites located throughout the area, few developable sites exist with

common parcel ownership over five acres. Potential redevelopment of sites located throughout the Kent Valley, and in particular in Kent's industrial lands, can be constrained by the presence of "brownfields". The term "brownfield" refers to property on which expansion, redevelopment, or reuse may be complicated by the presence or potential presence of hazardous substances. To be redeveloped, these sites are likely to require environmental remediation, presenting challenges related to unknown cleanup costs, liability, and market challenges of industrial to industrial redevelopment. See Figure 3. 4, below for a map depicting vacant lands and brownfields in Kent's industrial lands.

Figure 3. 4 Vacant Lands and Brownfields



Source: City of Kent, ECD February 3, 2020

Redevelopment and Tenant Improvements

As described above, few opportunities exist for new development of industrial lands; therefore, most future development will tend toward improvement and redevelopment of existing properties. Complex design standards present a challenge to planning departments in determining their application for existing buildings. Some design elements can be costly, so it is not always appropriate to apply 100% of the design standards to all building permits related to tenant changes submitted to planning services.

This plan proposes a tiered approach to applying the design standards based on building valuation. For each tier of building value, or improvement value, a percentage of that value will be required to be invested in building and site design elements from the design standards.

References

- Community Attributes, Inc. . (2019). *Kent Valley Supply Chain Management Sector Analysis - Economic Impacts and Workforce Analysis*. City of Kent.
- ECONorthwest; Mackenzie. (2019). *Kent Industrial Lands Market Analysis and Industrial Site Design Analysis*. City of Kent.

Chapter 3 Action Items

1. Amend MIC boundaries to include the largest contiguous area of Kent's industrial lands, and pursue amendments to CPPs and MPPs to reflect this change
2. Amend land use plan map to include two industrial land uses: MIC-1 and MIC-2
3. Amend zoning districts map and zoning code to replace M1, M1-C, CM-1, M2, and M3 with I1, I2, I3
4. Amend zoning use tables to simplify manufacturing definitions
5. Amend zoning use tables to prohibit outdoor storage other than accessory uses, with maximum site percentages in the I1, I2, and I3 zoning districts.
6. Amend zoning use tables to allow transit operations and maintenance facilities in the I3 zoning district, and in the I2 district as a conditional use
7. Amend zoning use tables to allow non-industrial uses at neighborhood scales to serve as amenities and support industrial uses
8. Establish tiered dock-door to square footage ratios for industrial buildings to preserve and promote smaller-scale industrial development, with elective design and amenity options to increase ratios
9. Establish design standards to elevate urban design in Kent's industrial lands by requiring fenestration, modulation, and site design requirements that mitigate visual impacts and non-motorized accessibility challenges of large development
10. Establish tiered approach to application of design standards for redevelopment
11. Complete housing plan, including assessment of housing needs and opportunities for industrial workforce

**Chapter 4
Infrastructure and Transportation**

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Transportation

Kent’s landscape is dominated by three distinct geographic features: a flat river valley oriented north to south formed by the Green River, and two steep hills rising to the east and west – Kent’s East Hill and West Hill. The Valley, characterized by flat terrain with scattered wetland areas, serves as an ideal transportation corridor for freeways, rail lines, transit, surface streets, and non-motorized routes; steep inclines approaching the East Hill and West Hill tend to present challenges to east-west connections traversing the valley, particularly for non-motorized transportation.

Kent’s access to regional transportation networks is its most often-cited competitive advantage, particularly in reference to freight distribution and commuter networks. Significant state and regional transportation assets serve all transportation modes in Kent, connecting Kent to neighboring communities, metropolitan centers to the north and south, as well as to distribution networks to and from Seattle-Tacoma International Airport and the Ports of Seattle and Tacoma.

Highways and Freight Corridors

One interstate (I-5) and three limited access freeways (SR-167, SR-18, and west of the Union-Pacific Railroad on SR-516) provide freight mobility in the City of Kent. Interstate-5 on Kent’s West Hill and SR-167 in the Kent Valley run north-south, and the SR-516 runs east-west. SR-18 passes just southeast of the City limits. In addition, several principal arterials traverse the City providing mobility for people and freight.

East-west principal arterials:

- S 212th Street from the western city limits to 108th Ave SE
- E James/S 240th/SE 240th Street from SR 181 to 132nd Ave SE
- W Smith Street/Canyon Drive/SE 256th Street/SE Kent-Kangley Road/SE 272nd Street/SR-516 from Central Avenue S to SR-18
- W Willis Street from 4th Avenue N to Central Avenue N
- S 272nd Street/S 272nd Way/S 277th Street/SE 274th Way from SR-99 to 151th Avenue SE

North-south principal arterials:

- SR-99 from S 272nd Street to Kent Des Moines Road/SR-516
- Washington Avenue N/W Valley Highway/68th Avenue SSR-181 from Kent Des Moines Road/SR-516 to S 180th Street
- 116th Avenue SE from 114th Ave SE to SE Kent-Kangley Road
- Central Ave N/S from W Smith Street to W Willis Street

These corridors are vital to freight transportation, which remains an important part of the Kent Valley economy. The WSDOT Freight and Goods Transportation System (FGTS) quantifies freight movement based on the gross annual tonnage. The highest classification, T-1, indicates that 10 million or more gross annual tonnage of freight utilizes the corridor in a year, and the second highest classification, T-2, indicates between 4 million and 9.99 million gross annual tonnage of freight utilizes the corridor in a year. These classifications are eligible for grant funding from the Freight Mobility Strategic Investment Board (FMSIB). T-1 and T-2 corridors in the Kent Valley are listed below:

- S 212th Street from the western city limits to SR-167 (T-1)
- SR-167 (T-1)
- W Valley Highway/68th Avenue S/SR-181 from S 228th Street to S 180th Street (T-1)
- 84th Avenue S/E Valley Highway from SR-167 to S 196th Street (T-1)
- S 196th Street from 80th Avenue S to 84th Ave S/E Valley Highway (T-1)
- SW 43rd Street BNSF Railroad to SR-167 northbound on-ramp (T-1)
- S 272nd Street/S 272nd Way/S 277th Street from I-5 to 83rd Avenue S/Central Avenue S (T-2)
- Kent Des Moines Road/W Willis Street/E Willis Street/SR-516 from SR-99 to Central Avenue S (T-2)
- W James Street from 4th Avenue N to Central Avenue N (T-2)
- S 228th Street/Veteran Drive/83rd Avenue S from Military Road S to 84th Ave S (T-2)
- Washington Ave N/68th Avenue S/W Valley Highway/SR 181 from S 277th Street to S 228th Street (T-2)
- 64th Avenue S from S 228th Street to S 216th Street (T-2)
- 76th Avenue S from S 228th Street to S 212th Street (T-2)
- 84th Avenue S/Central Avenue S from the southern city limits to SR 167 (T-2)
- Canyon Drive/SR-516/SE 256th Street from Central Ave S to 104th Avenue SE (T-2)

- S 196th Street/Russell Road S from western city limits to 80th Avenue S
- E Valley Highway from S 196th Street to northern city limits (T-2)
- S 180th Street from SR-181 to BNSF Railroad (T-2)
- 80th Avenue S from S 196th Street to SW 43rd Street (T-2)

An estimated 9% of all truck trips entering or exiting the ports of Seattle and Tacoma and Sea-Tac International Airport either originate or are destined for locations in the Kent Valley¹; this includes import cargo coming from overseas and export cargo destined for Asia and other markets.

As the second largest distribution center on the West Coast, the Kent Valley is seeing rapid growth in new large-scale warehousing and distribution centers as e-commerce continues to transform the way people buy and sell goods. Due in large part to its access to freeways, and proximity to the Port of Seattle, Port of Tacoma, Sea-Tac Airport and the large customer base in the Greater Seattle Area, the Kent Valley enjoys a competitive advantage in fulfillment and distribution of online orders. E-commerce firms have leveraged the Valley's advantages in recent years, most notably Amazon, which has opened 2,731,700 square feet of warehouse space in the Kent Valley since July 2014, but also other e-commerce giants such as Target and Wayfair. Amazon's push for same-day delivery has raised the standard for shipping online orders and increased demand for warehouses close to Seattle consumers.

The cost to build and maintain freight infrastructure is high: studies show that a single truck trip generates more than 400 times more damage to city streets than a single average passenger vehicle.² Kent's regional Manufacturing and Industrial Center designation places Kent in a position to receive regional grant funding for freight-supportive projects within, or directly serving the designated MIC. Only a portion of Kent's industrial lands are designated MIC; to fully capitalize on available regional funds, Kent proposes to expand its MIC boundaries to include all of its lands designated for industrial use. What such funding sources do not address are opportunity costs; wide turning radii and expansive streets with wide lanes make pedestrian movement difficult and limit placemaking opportunities. Projects to mitigate the negative externalities of freight infrastructure should also be part of the regional funding program, and Kent will advocate at a state and regional level for these projects to be considered. This will require Kent to quantify the economic benefits of distribution and logistics operations in Kent, which are shared regionally, to make the case for equivalent regional cost-sharing.

Generally, transportation funding mechanisms available are tied to vehicle congestion and system expansion, including expenditure of state-authorized traffic impact fees (TIF), which are paid by a developer based on the number of vehicle trips a project is expected to generate. Given that Kent's freight network is largely built-out, its greatest need is for ongoing maintenance. The need also exists for reinvestment in existing streets using construction techniques that extend the useful life of road infrastructure and reduce long-term life cycle costs, concrete roads being a notable example.

A challenge to Kent's TIF model is its methodology for calculating fees. Currently, Kent's TIF program is based on the number of vehicle trips generated by a given land use during the PM peak hour. Trucking-intensive uses generate most trips outside of this PM peak hour, and so are not typically accounted for in congestion-based counts. This results in a lower trip generation rate, and therefore lower TIF, for uses like warehousing and distribution, despite their disproportionately heavy use of City infrastructure. Uses generating greater numbers of passenger vehicles during the PM peak hour, such as manufacturing,

¹ (Community Attributes, Inc. , 2019)

² (Lindeke, 2016)

assembly, or other industrial operations with high employment-density pay higher TIF rates. The City will improve its data collection to document these disparities. It will also explore ways to reduce fees for high employment-density uses within the impact fee framework imposed by state law, particularly when they are combined with other uses such as retail, service, or supportive industrial uses that could retain trips onsite.

Kent's current TIF model exclusively relies on vehicle congestion to determine capacity, which excludes non-motorized and transit-related projects from the TIF project list. These projects can help to achieve mode-shift goals, and reduce road congestion while also increasing throughput capacity. The City will seek ways to recognize the role of non-motorized and transit projects in increasing transportation system capacity, and include capacity projects for all modes in the TIF project list.

In addition to impact fees, other state-authorized infrastructure financing tools were discussed throughout the Rally the Valley process, and included Local Improvement Districts, Community Facilities Districts, Community Revitalization Financing, Transportation Benefit Districts, and the like. These tools are cataloged and assessed in Appendix C, Infrastructure Funding Memo. While each tool has potential to aid in reducing the cost burden for the City, none is well suited to solve the City's financial problems. As an example, Local Improvement Districts cannot be used for ongoing maintenance costs, nor even capital projects that would reduce long term maintenance costs such as concrete roads. Community Revitalization Funding, which authorizes local governments to retain a higher percentage of sales tax to pay for infrastructure improvements within a targeted area, may be an appropriate tool over the long term, but requires significant partnership with other taxing jurisdictions and will likely be slow to produce revenue.

At an Advisory Panel meeting focused on financial issues, discussion included a special fee or tax on dock-high doors, as well as new user fees for trucking companies as a sort of special taxation. While this idea had been considered in one other Washington municipality (Frederickson), the City currently lacks the authority to impose these types of new fees or taxes without changes to state law. Legislative changes such as would be needed to impose a new type of taxation would depend on a very large political coalition and potentially take many years to accomplish; it is therefore inappropriate as a central tenet to achieving the strategic objectives of optimizing land use for the City's fiscal benefit. However, Kent will support such efforts should they become politically viable in the future.

Ultimately, reducing the City of Kent's cost burden related to infrastructure will be severely limited by state-imposed taxation regulations. The City intends to pursue every possible tool through the creation of project lists that meet the requirements of available tools; the pace of this ongoing work will be dependent on all the transportation planning processes the City engages in, including the Transportation Master Plan.

Rail Transportation

Two heavy rail lines owned by Union Pacific Railroad (UPRR) and BNSF Railway Company run north-south through the geographic center of Kent's downtown and Kent Valley industrial lands. The rail lines convey freight, as well as Sound Transit (Sonder) commuter trains and Amtrak passenger rail service. With about 68 trains transitioning through Kent on BNSF rail lines each day, and 8 on UPRR, Kent Valley commuters and visitors frequently express frustration over impacts to east-west traffic flow on surface

streets due to trains crossing (or malfunctioning crossing gates). Sounder trains in particular cause frequent congestion downtown due to operational limitations requiring the trains to protrude into Smith Street during passenger loading at Kent Station.

In addition to heavy rail in the Valley, two new light rail connections are also coming to Kent in 2024 as part of Sound Transit's Federal Way Link Extension project. The extended route will connect Angle Lake Station in SeaTac to new stations on Kent's West Hill at Kent-Des Moines Road near Highline College (Kent's Midway subarea) and at South 272nd Street at the City's border with Federal Way.

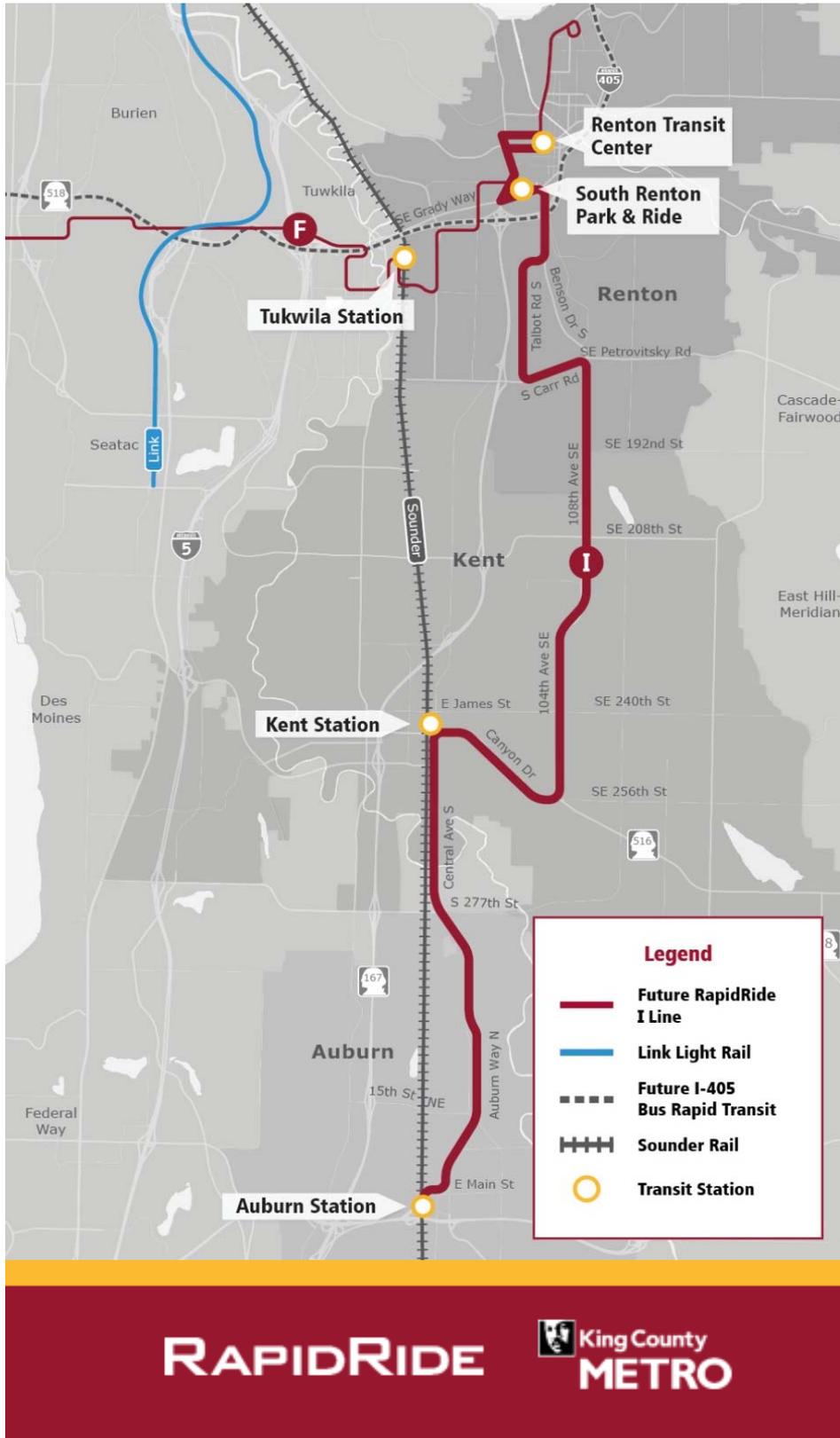
Bus Transit Service

Both King County Metro and Sound Transit operate bus transit service in Kent, with significant expansion planned over the next five years to respond to increasing demand for frequent service, in line with King County Metro's long-range transit plan, Metro Connects. Near-term expansion projects serving the Kent Valley include an upgraded, integrated mobility network with fixed-route, flexible services and a new frequent route between Renton, Kent, and Auburn that will be upgraded to the RapidRide I Line in 2023. The RapidRide I Line is expected to run from Auburn Station to Kent Station primarily on Auburn Way N, similar to existing route 180 service; from Kent Station it will likely follow Canyon Drive SE to the Benson Highway (104th Ave SE/108th Ave SE) and into Renton.

Some anticipated changes planned for 2020 include:

- Added service frequency to routes 105, 148, 164, 166, 168, 183, 906, 917, and 180
- Pathway changes for routes 102, 148, 166, 168, 181, 190, 192, 906, and 915
- Restructuring routes 158, 159, 169, 180, 186, 910, 916, and 917
- New routes 160, 161, 162, 184, and 914
- Eliminating routes 908, 913, 952

Figure 4. 1 Rapid Ride I-Line Representative Alignment



RAPIDRIDE

King County METRO

King County Metro is targeting new transportation options for the Kent Valley, citing its critical role as the fourth-largest center for manufacturing and distribution in the U.S. The new Community Connections program recognizes that many industrial workers have schedules that prevent them from using existing bus service, and that the Valley's terrain and pedestrian environment present challenges for the area's diverse and growing workforce getting to or from their jobs. New transportation services coming to the Kent Valley include:

Community Ride: Community Ride is an on-demand public transportation service that operates within a specified service area during a specific time. The Community Ride service area would include the East Hill and Meridian neighborhoods and areas within the Kent Valley and Kent Station. This service would be available daily from 5 a.m. to 7 p.m. Customers would schedule rides with the Community Ride phone app on their phones or by calling a dispatch number. Riders would be picked up by accessible 8-10 passenger transit vehicles driven by paid drivers employed by a King County Metro vendor, and would pay a regular Metro fare using ORCA, cash, valid paper transfer, or mobile ticket.

Community Shuttle: Community Shuttle is a smaller Metro route that includes both a fixed-route section, with regular stops, and flexible-service stops for which riders call ahead to schedule a pick-up or drop-off. Riders pay a regular Metro fare using ORCA, cash, valid paper transfer, or mobile ticket. A Community Shuttle route would operate on evenings and weekends when other Metro bus service through the valley is less available. The route would connect Renton Transit Center and Kent Station to certain work sites in the Kent Valley. Flexible service stops requiring a reservation could include other work sites in the Kent Valley.

Vanpool LIFT: Vanpool LIFT enables qualified Vanpool riders to pay a reduced fare for a Vanpool. A Vanpool is a group of five or more people who share a similar commute. For example, they could be co-workers, friends, or neighbors. Each group has at least two volunteer drivers plus a volunteer bookkeeper to track mileage, ridership and fares. Fares are based on mileage, number of riders and size of van. On average, vanpooling saves participants \$6,000 each year compared to driving alone. Riders with low incomes can qualify for Vanpool LIFT if they qualify for ORCA LIFT (see table below) and if their employer does not offer a transportation subsidy. Qualifying participants can participate in a Vanpool group at a discounted fare (up to 50%). For this pilot, Vanpool groups must serve a worksite within the Kent Valley.

Non-motorized Transportation

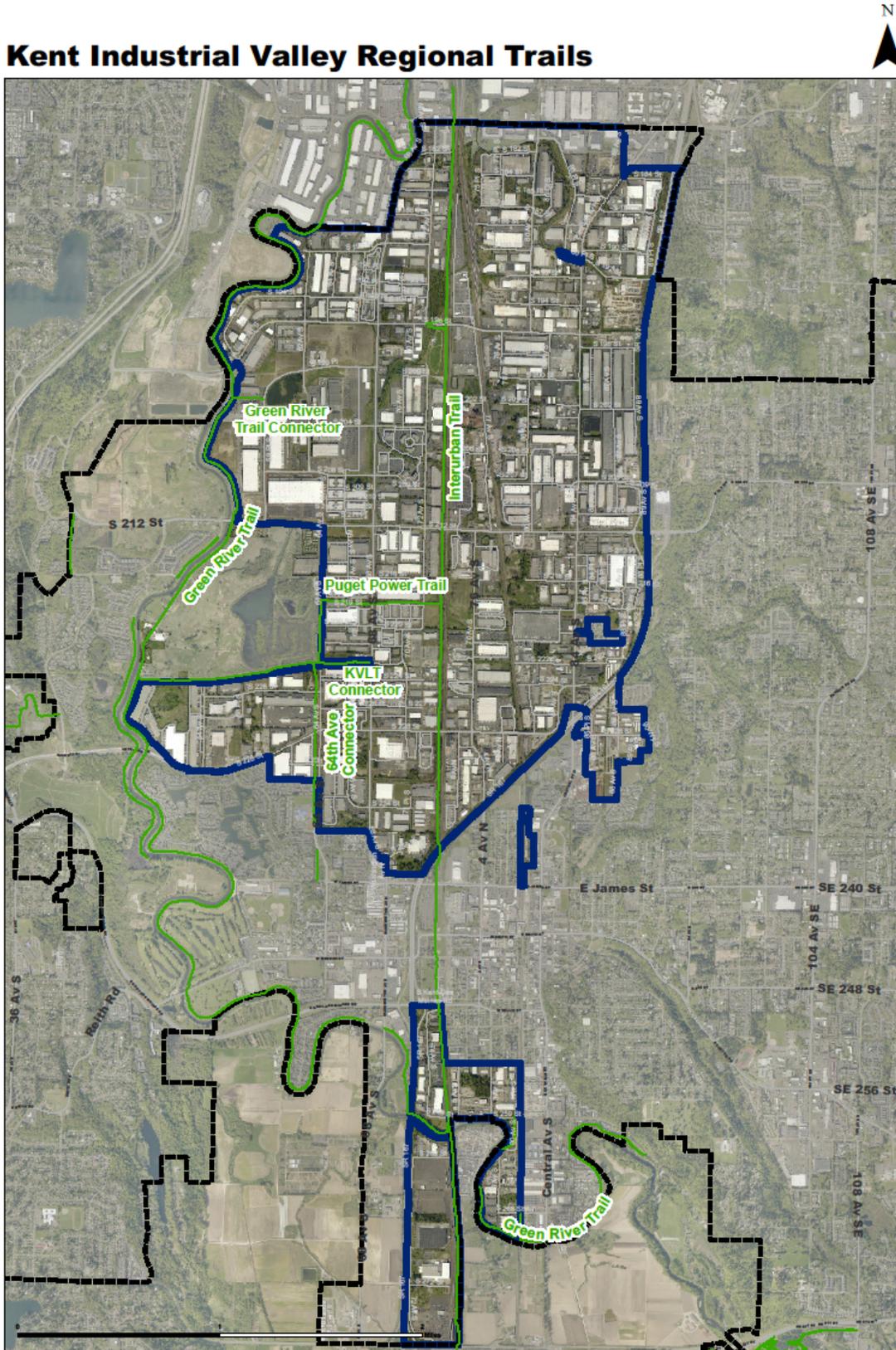
A regional multimodal non-motorized trail network comprised of the Green River Trail, Interurban Trail, Puget Power Trail, and various connector segments spans the valley floor generally north to south, linking Kent to Tukwila and Renton to the north and to Auburn, Pacific, and Algona to the south. Portions of the trail network – the Interurban Trail – are owned by Puget Sound Energy, operated as regional trails by King County Parks, and maintained by Kent Parks, while others – the Green River Trail and connectors – are owned and managed by City of Kent Parks Department.

A companion study to this plan, the Regional Trails Opportunity Study, focused specifically on maximizing the recreation, placemaking, and transportation utility of the regional trail system within the Kent Valley. The Interurban and Green River Trails represent significant public investment and opportunities to provide transportation choices and amenities for Kent Valley workers. The trails are geographically well-suited to

complement the growing transit network in the Kent Valley, and their strong linkages to Valley businesses also provide the basis for mutually beneficial public-private partnerships, as access to a high-quality trail system can be a valuable asset for businesses seeking to elevate their image for employee recruitment and retention.

The Kent Valley segments of the regional trails system require capital investment to reach their full potential and overcome existing challenges, including safety, visibility, and cleanliness concerns. The Regional Trails Opportunity Study shows ways to reposition the Kent Valley regional trails as safe and welcoming, and as vital components of the Valley's transportation network. Most businesses have installed physical and visual barriers between their properties and the trails, particularly those businesses along the Interurban Trail, so solutions that include partnerships with businesses and future property redevelopment will be especially important. The study emphasized enhancements to crossings and trail entrances and gateways to improve safety, visibility, and accessibility. In particular, strategies like signage and wayfinding can serve to orient people to significant non-motorized routes, including the Interurban and Green River Trails, as well as other amenities like parks, natural areas, and commercial services.

Figure 4. 2 Kent Valley Regional Trails



Legend

- Kent City Limits
- Kent Industrial Lands
- Kent Valley Regional Trails and Connectors



Source: City of Kent, ECD February 3, 2020

In the Kent Valley, local and regional investments have historically favored projects that increase the efficiency of trucking and freight movement. While beneficial for the movement of goods, this focus on freight has resulted in an environment where pedestrians often feel disoriented by the scale of the streetscape. For example, street crossings in the Valley can span seven lanes and distances between marked crossings can be 1,800 feet or more.

Many of the surface streets in the Kent Valley have sidewalks or bicycle facilities, but the network is incomplete with significant gaps, in some cases near large employers where a sidewalk could connect hundreds of employees to nearby transit stops. Where non-motorized facilities are present, they often fail to account for the impact of proximal truck movement and the level of traffic stress can be high. For example, few bicycle lanes in the Valley are sufficiently protected or buffered to achieve an LTS rating of greater than 4³; cyclists or pedestrians are typically directly adjacent to truck traffic traveling at speeds greater than 35 miles per hour.

Insufficient lighting and comfort and safety of transit stops is also a concern for non-motorized travelers and transit-users, particularly during the winter months when many industrial workers find that both ends of their commute happen outside of daylight hours. Rally the Valley revises design standards to require or encourage enhanced pedestrian-scale lighting at building entrances, and proposes partnership with King County Metro and other transit providers to improve lighting and transit user experience at bus stops in the Kent Valley. Kent will facilitate and incentivize through elective design standards partnerships between King County Metro and business owners to install custom bus shelters wherever possible.

A 2019 survey of employees in the Kent Valley demonstrated that 90% drive to work, and many prefer it that way. However, 50% of survey respondents stated they would choose other modes if other options were safe and convenient. More than twice as many people would use transit if it were a convenient and safe option, and 50% more people would bike to work⁴. Kent will invest in transit and non-motorized transportation infrastructure in order to achieve mode-shift goals in Kent's industrial lands, as described below in Table 4. 1.

Table 4. 1 Mode Shift Goals

MODE	CURRENT	2035 GOAL
DRIVE ALONE	90%	50%
CARPOOL	14%	20%
TRANSIT	9%	25%
COMPANY SHUTTLE	4%	10%
WALK	4%	5%
BICYCLE	10%	15%

*These percentages total greater than 100% due to multiple modes being used for the same trip.

**These figures will be reviewed as part of the 2020 Transportation Master Plan update and may be revised as further data is considered.

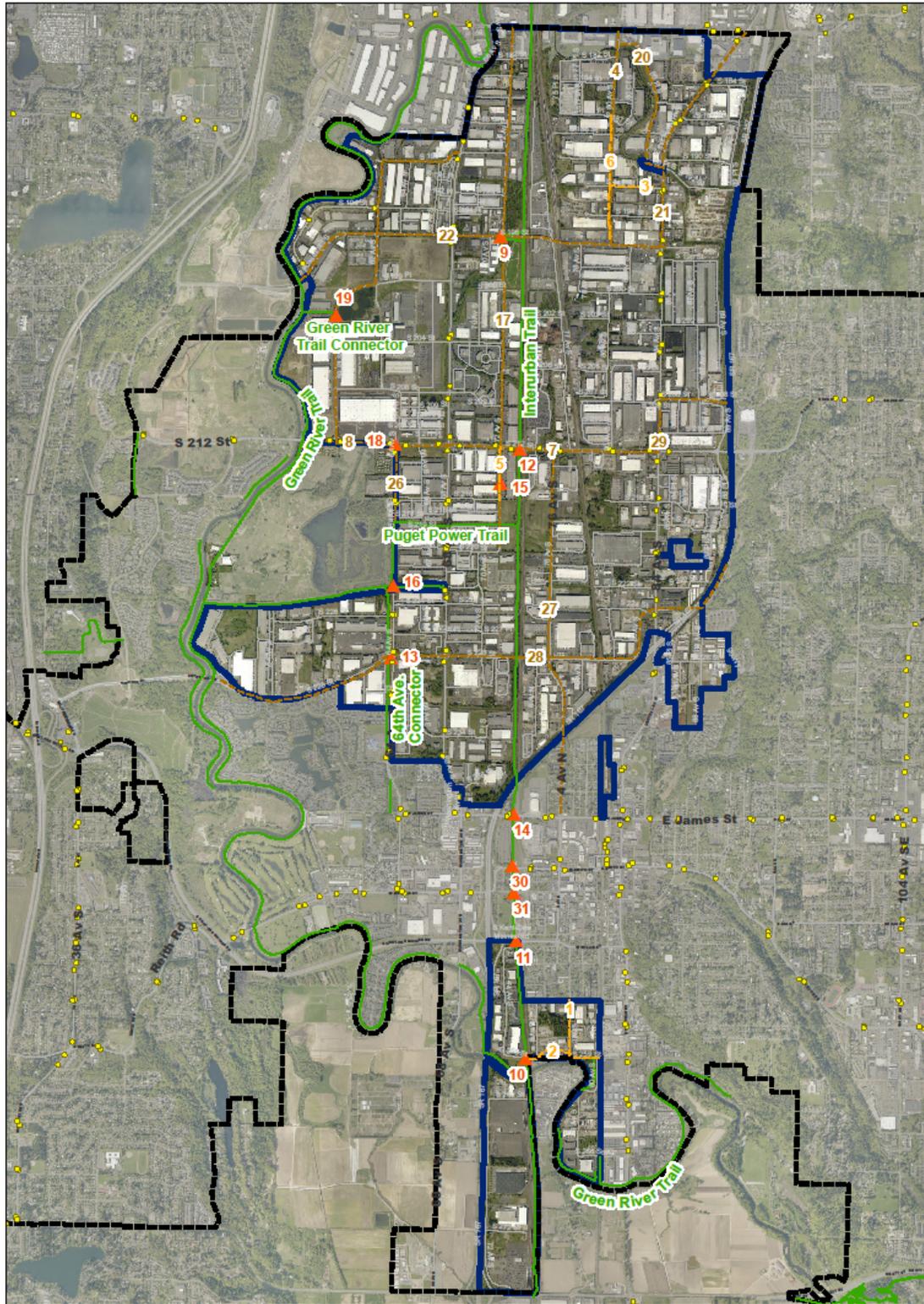
³ Refer to Kent's Transportation Master Plan for more information about LTS.

⁴ Refer to 2019 Rally the Valley Employee Survey Results report for more information. (City of Kent, 2019)

The map below, Figure 4. 3, shows planned projects to improve the non-motorized network in the Kent Valley to better serve the industrial workforce.

Figure 4. 3 Non-Motorized Projects

Kent Industrial Valley - Non-Motorized Projects



Legend

- Kent City Limits
- Kent Industrial Lands
- Existing Shared Use Path
- Sidewalk Improvement
- Bicycle Improvement
- ▲ Crossing Improvement
- 1 Project Number (Refer to Table Below)
- ◆ Metro 2025 Transit Stops



PROJECT #	PROJECT TYPE	LOCATION	DESCRIPTION
1	Sidewalk Improvement – Both Sides	3 rd Ave. S	Install new sidewalk on east and west sides of 3 rd Ave. S between W Overlock St. and S 259 th St. to connect south of downtown industrial businesses to Green River Trail and downtown.
2	New Trail Connection	S 259 th St	As part of the Milwaukee 2 levee and UPRR bridge construction project, install new trail segment connecting the Interurban Trail and Green River Trail segments on S 259 th St. between 1 st Ave. S and 5 th Ave. S. Connect trail segment to existing sidewalk on north side of S 259 th St. between 3 rd Ave. S and Central Avenue to facilitate access to transit on the Central Ave. corridor. This project should be coordinated with Kent Public Works, Kent Parks, King County Parks, and King County Flood Control District.
3	Sidewalk Improvement – Both Sides	S 192 nd St	Install new sidewalk on north and south sides of S 192 nd St. between 80 th Ave. S and existing sidewalk facilities (650ft. east of 80 th Ave. S) to connect employers on 80 th Ave S to transit stops on Central Ave.
4	New Bicycle Facility	80 th Ave S	Install new LTS-3 bike facility between S 180 th St. and S 196 th St.
5	Sidewalk Improvement – West Side and New Crossing	72 nd Ave S	Install new sidewalk on west side of 72 nd Ave. S between S 212 th St. and S 216 th St. to connect major employers to transit on W Valley Hwy and S 212 th St., and install new crosswalk between jointly-operated facilities.
6	Sidewalk Improvement – Both Sides	80 th Ave S - South Segment	Install new sidewalk on east and west sides of 80 th Ave. S between S 186 th Pl. and existing facilities north of S 196 th St. to connect major employers to transit stops on S 180 th and to transit stops on E Valley Hwy/84 th Ave. S.
7	Bicycle Facility Improvement	S 212 th St. – East Segment	Improve level of traffic stress (LTS) on existing bicycle facility from 68 th Ave. S to 84 th Ave. S to LTS-1 by building buffered or separated bicycle facility.
8	New Bicycle Facility	S 212 th St. – West Segment	Build new LTS-1 bike facility connecting existing S 212 th St bicycle facility, Interurban, and Green River Trail from 72 nd Ave. S to the Green River Trail.
9	Crossing Improvement	S 196 th St. and 72 nd Ave. S	Improve crossing safety and visibility by installing high-visibility crosswalk, yellow pedestrian crossing signs, and other safety infrastructure as appropriate.
10	Crossing Improvement and New Sidewalks	S 259 th St. and Interurban Trail	Improve crossing safety and visibility by installing RRFB, street lights or other illumination, high-visibility and/or raised crosswalk and other safety infrastructure as appropriate. Install sidewalks with ADA-compliant ramps on both sides of crosswalk to formalize trail approaches and driveway to parking lots on north and south sides.
11	Crossing Improvement	Willis St. and Interurban Trail	Improve crossing safety and visibility by installing high-visibility crosswalk, yellow pedestrian crossing sign, and other safety infrastructure as appropriate. This project should be coordinated with construction of the Naden Ave. entrance to Willis.
12	Crossing Improvement	S 212 th St. and Interurban Trail	Improve crossing safety and visibility by installing high-visibility crosswalk, yellow pedestrian crossing signs, and other safety infrastructure as appropriate. Install vertical planters on median, with consideration for FHWA requirements for break-away or barrier-protected installations.
13	Crossing Improvement	S 228 th St. and 64 th Ave. S Connector	Realign the 64 th Ave. S Connector Trail entrances on 64 th Ave. S and S 228 th St. to connect directly to the signalized crosswalk. Widen and install high-visibility crosswalk and expand triangular pedestrian refuge island to meet ADA standards. Install other safety infrastructure as appropriate.
14	Crossing Improvement	W James St. and Interurban Trail	Improve crossing safety and visibility by installing high-visibility crosswalk and other safety infrastructure as appropriate.

15	New Crossing	72 nd Ave. S – Midblock	Install new midblock crosswalk on 72 nd Ave. S between S 216 th St. and S 212 th St. to accommodate high volume of pedestrian crossings between facilities under shared ownership. Install high-visibility crosswalk with RRFB.
16	Crossing Improvement	64 th Ave. S and Puget Power Trail	Improve crossing safety and visibility by installing high-visibility crosswalk, pedestrian refuge median, and RRFB, and other safety infrastructure as appropriate.
17	New Bicycle Facility	72 nd Ave. S – S 196 th St. to S 220 th St.	Install new one-way bicycle lanes on the east and west sides of 72 nd Ave S between S 180 th St. and S 228 th St.
18	Crossing and Lighting Improvement	S 212 th St. and 64 th Ave S	Improve crossing safety and visibility by increasing intersection illumination and installing high-visibility crosswalk, pedestrian refuge median, and other safety infrastructure as appropriate.
19	New Crossing	59 th PI S at Boeing Ponds and Green River Trail Connector	Install new RRFB and high-visibility crosswalk between Green River Connector trail and Boeing Ponds stormwater facility and Earthworks Tour wayfinding markers.
20	New Bicycle Facility	80 th PI S	Install new LTS-3 bicycle facility between 80 th Ave. S and 84 th Ave. S/Central Ave.
21	New Bicycle Facility	84 th Ave. S/Central Ave.	Install new LTS-3 bicycle facility between S 180 th St. and S 196 th St.
22	New Bicycle Facility	S 196 th St.	Install new LTS-3 bicycle facility between Russell Rd. and 84 th Ave. S/Central Ave.
23	Programmatic	Citywide	Develop and implement regional trail lighting program. Identify and coordinate with private property owners to install lighting fixtures on private property and building façades abutting regional trails.
24	Programmatic	Citywide	In cooperation with private property owners and King County Metro, establish procedures and standard maintenance agreements for installation of custom bus shelters serving major employers.
25	New Bicycle Facility	59 th PI S - S 212 th St. to 68 th Ave. S	Install new LTS-3 bicycle facility on 59 th PI S, 62 nd Ave. S, and S 190 th St. between S 212 th St. and 68 th Ave. S.
26	New Bicycle Facility	64 th Ave. S - 212 th to Puget Power Trail	Install new LTS-3 bicycle facility on 64 th Ave. S between Puget Power Trail and S 212 th St.
27	New Bicycle Facility	76 th Ave. S - 212 th to Downtown	Install new LTS-3 bicycle facility on 76 th Ave S/4 th Ave. S from S 212 th St. to Downtown.
28	New Bicycle Facility	S 228 th St.	Install new LTS-3 bicycle facility on S 228 th St. from Russell Rd. to 88 th Ave. S
29	New Bicycle Facility	84 th Ave. S/ S 209 th St.	Install new LTS-3 bicycle facility on 84 th Ave. S and S 209 th St. from 212 th St. to the SR-167 bridge, connecting to LTS-2 facilities on east side of bridge.
30	Crossing Improvement	W Smith St. and Interurban Trail	Improve crossing safety and visibility by installing high-visibility crosswalk and other safety infrastructure as appropriate.
31	Crossing Improvement	W Meeker St. and Interurban Trail	Improve crossing safety and visibility by installing high-visibility crosswalk and other safety infrastructure as appropriate.

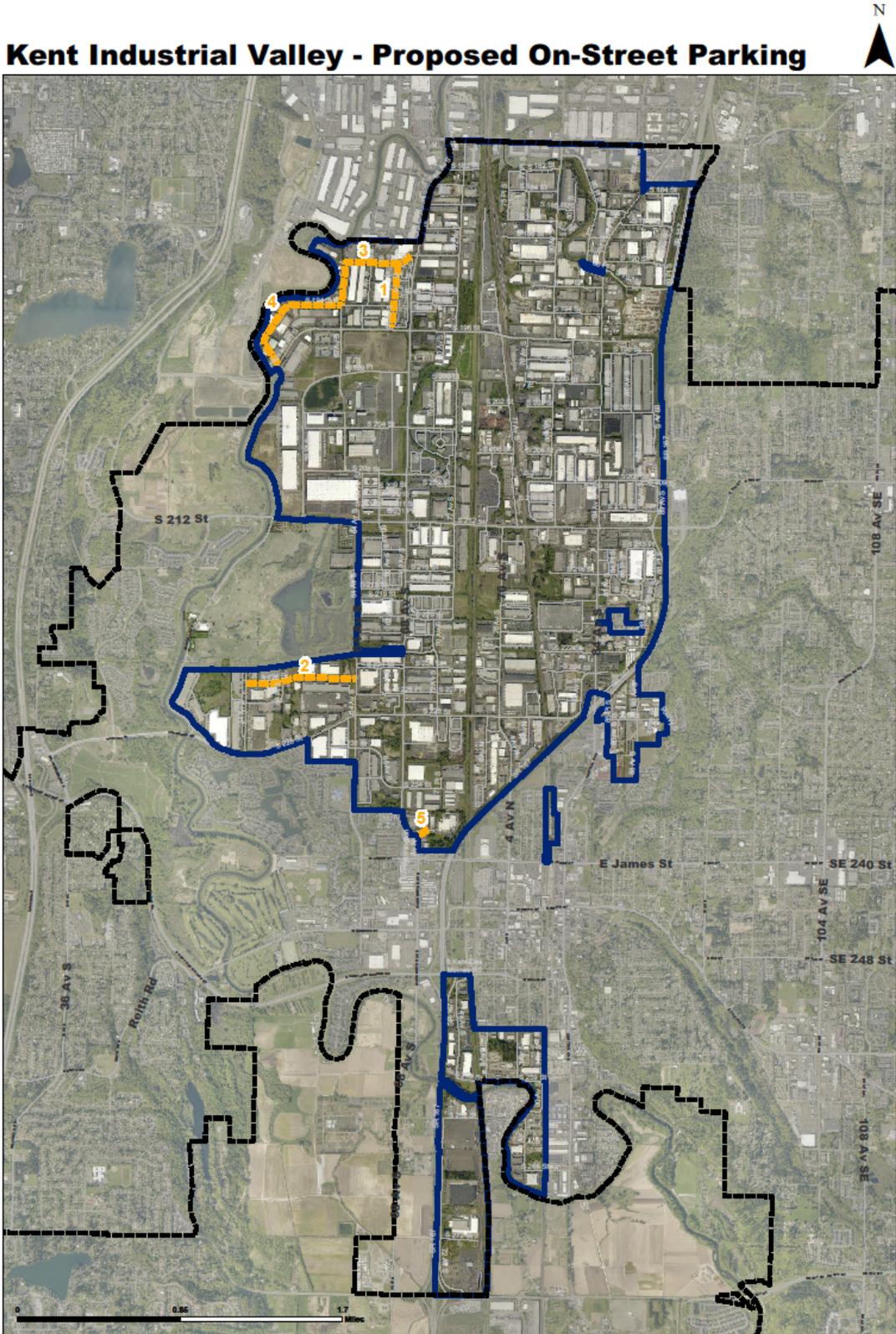
Passenger Vehicles and Parking

Passenger vehicle traffic congestion and parking shortages are described as serious concerns by Kent Valley employers, workers, and visitors. In fact, parking shortages are cited as the greatest barrier to growth for some Kent Valley industrial businesses. Additionally, a small number of manufacturers in Kent have embraced Kent's "make-in-back, sell-in-front" business model with small retail or café space attached to a production facility, and have found that inadequate parking for staff and customers challenges their long-term success and growth potential. Some of this pressure can be attributed to existing parking requirements for industrial uses, which are based on assumptions of relatively low employment density. With the adoption of Rally the Valley, the City will amend its parking regulations to require new industrial development to consider the needs of industrial businesses with higher employment-density. Ample street width or unused right-of-way on many of Kent's industrial collectors and arterials also present the opportunity for the City to explore appropriate corridors for on-street parking to help support business growth in the Valley.

Potential restriping and on-street parking opportunities will be tracked by Public Works Staff and implemented whenever feasible alongside maintenance projects or when funding becomes available through partnerships. Economic and Community development staff will provide prioritization guidance and facilitate partnerships wherever possible. On-street parking regulations will follow best practices for parking in industrial areas, including mechanisms to prevent overnight or long-term parking, and will be implemented in coordination with Kent Public Works and Kent Police Department.

Below is a map of proposed on-street parking corridors for further consideration (Figure 4. 4) followed by a proposed street cross section for industrial on-street parking corridors (Figure 4. 5).

Figure 4. 4 Proposed On-Street Parking



Legend

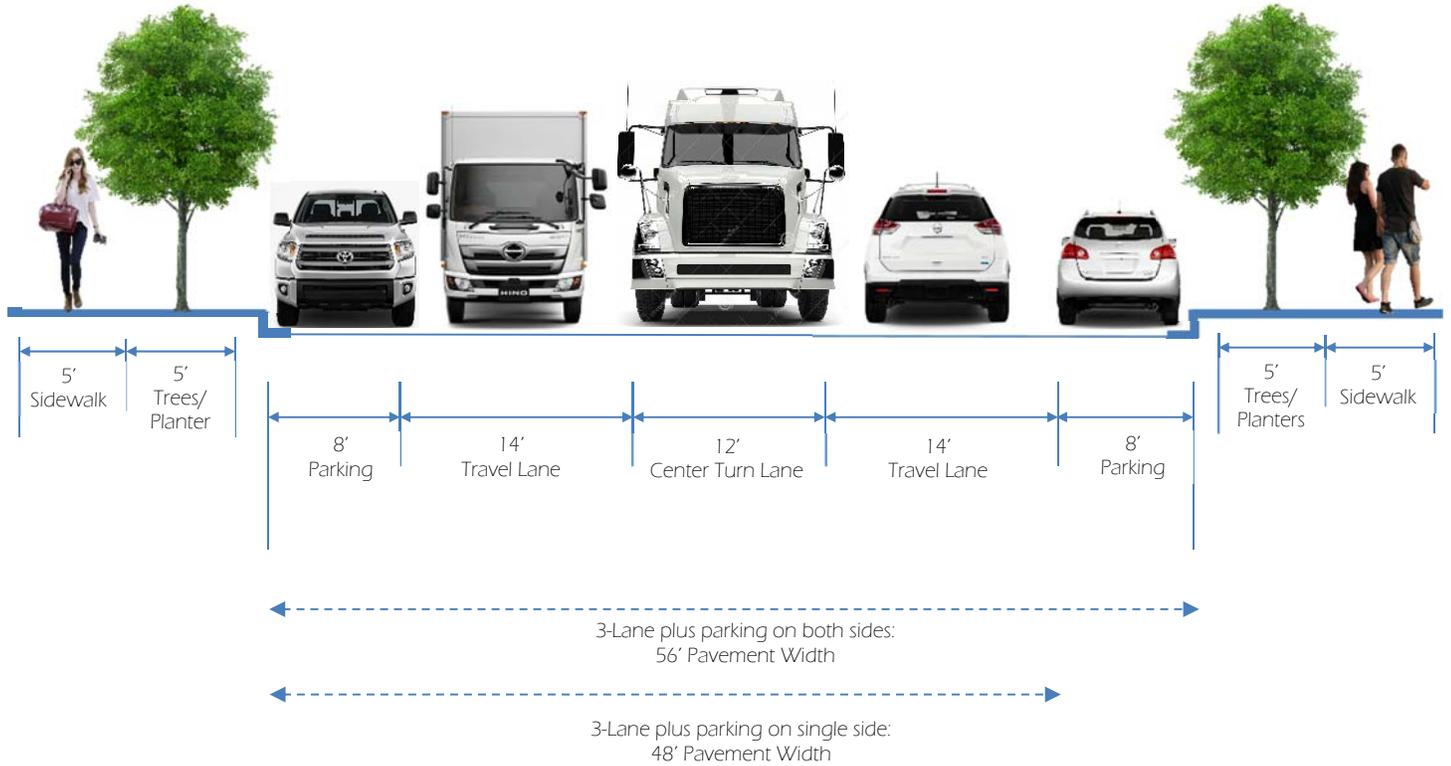
- Kent City Limits
- Kent Industrial Lands
- Proposed On-Street Parking Corridor
- 1 Project Number (Refer to Table Below)



Source: City of Kent, ECD February 7, 2020

PROJECT #	PROJECT TYPE	LOCATION	DESCRIPTION
1	Re-striping and signage project	66 th Ave. S	Re-stripe and install new signage on 66 th Ave. S from S 190 th St. to S 196 th St. for two through-lanes and on-street parking on the west side adjacent to the existing sidewalk.
2	Re-striping and signage project	S 226 th St.	Re-stripe and install new signage on S 226 th Street between 54 th Ave. S and 64 th Ave. S for two through-lanes and on-street parking on the north side or south side of the street.
3	Re-striping and signage project	62 nd Ave. S and S 190 th St.	Re-stripe and install new signage on 62 nd Ave. S and S 190 th St. from S 194 th St. to W Valley Highway for two through-lanes and on-street parking on the east/south side or west/north side.
4	Re-striping and signage project	58 th PI S and S 194 th St.	Re-stripe and install new signage on 58 th PI S and S 194 th St. from S 200 th St. to 62 nd Ave. S for on-street parking on the west/north side or the east/south side.
5	Re-striping and signage project	Oberto Drive	Re-stripe and install new signage on the north side of Oberto Drive from Washington Ave. N east to the cul-de-sac for on-street parallel parking.

Figure 4.5 Proposed On-Street Parking Corridor Cross-Section



Transportation Technologies

The transportation sector is poised for transformation, particularly with the rapid advancement of autonomous and electric trucking technologies. For example, PACCAR, a Kent Valley company and leader in autonomous and alternative powertrain development for commercial vehicles, recently announced its Level 4 autonomous and battery-electric Kenworth- and Peterbilt-branded trucks designed for a range of commercial applications from on-road transportation of goods, refuse collection, and distribution within urban areas. Development of this technology requires local support for infrastructure investments, such as fiber optic cable and dedicated, protected street environments for testing. Rally the Valley proposes that the City of Kent consider facilitating provision of such environments, given Kent's reputation for innovation and advanced technology. A prominent example of Kent's reputation for advancing transportation technology is NASA's Apollo program and Boeing's development of the lunar rovers, which were sent to traverse the moon's surface with Apollo 15, 16, and 17. With new technologies emerging every day, Kent will seek to be a leader by partnering with innovative firms to provide infrastructure and resources needed to support their ambitious goals.

Parks and Recreation

Providing adequate parks and open space in the Kent Valley can help achieve the goals of Rally the Valley by contributing to a healthy environment for industrial workers and offering space for people to recreate and restore during their work day. Access to these spaces leads to health benefits by providing contact with nature, along with opportunities for physical activity and social interaction. It supports industrial businesses by improving their prospects for workforce recruitment and retention.

Investment in parks and open space in Kent is driven by a recreational-value model, largely based on population density in residential areas.⁵ Rally the Valley's focus on industrial lands in the Kent Valley has highlighted the need to direct resources to not only residents but also to workers in the industrial valley. Over 60,000 people spend their work days in Kent, representing almost half of Kent's total residential population. Need for parks and open space is high, as demonstrated in the City's 2016 Park and Open Space Plan, and current funding sources are limited. Parks capital funding comes primarily from Real Estate Excise Taxes (REET), Business and Operating (B&O) taxes, and one-time funding appropriations such as \$3.86 million in Streamlined Sales Tax mitigation funds allocated to parks projects in 2020. A capital infrastructure backlog grows each year, as park assets and amenities fail without the necessary reinvestment to keep them operational and relevant to users. An evaluation in 2017 showed 43% of park assets at or near the end of their useful life. Given this backlog, new investments in parks and open space in Kent's industrial lands are unlikely without a new, sustained funding source. Kent will evaluate the feasibility of a Parks Impact Fee within Kent's industrial employment center, including the completion of a rate study.

The Kent Parks Department maintains several significant assets in the City's industrial lands, including developed and undeveloped properties. Developed parks include Briscoe Park, Three Friends Fishing Hole, and Van Doren's Landing. Boeing Rock Park, a long strip of park land running north to south along the Green River north of S 212th Street, is a large undeveloped asset owned by Parks; Parks has developed conceptual designs for future development of the park. The Green River Natural Resources Area is a City-owned storm water and habitat restoration facility managed by Kent's Public Works Department. This facility represents tremendous potential to introduce recreational programming and formalized public access; to achieve these goals, Kent's Public Works and Parks Departments will work toward a cooperative management agreement to ensure that the facility can continue to meet citywide objectives for storm water storage, habitat, and recreation.

Other opportunities exist throughout Kent's industrial lands to invest in recreational opportunities for industrial workers and visitors. These include City-owned portions of the Boeing Ponds facility, which currently serves as an opportunity for informal wildlife viewing and urban nature experience; as well as various trailheads for regional trails and connectors throughout the Valley.

⁵ See the 2016 Kent Park and Open Space Plan

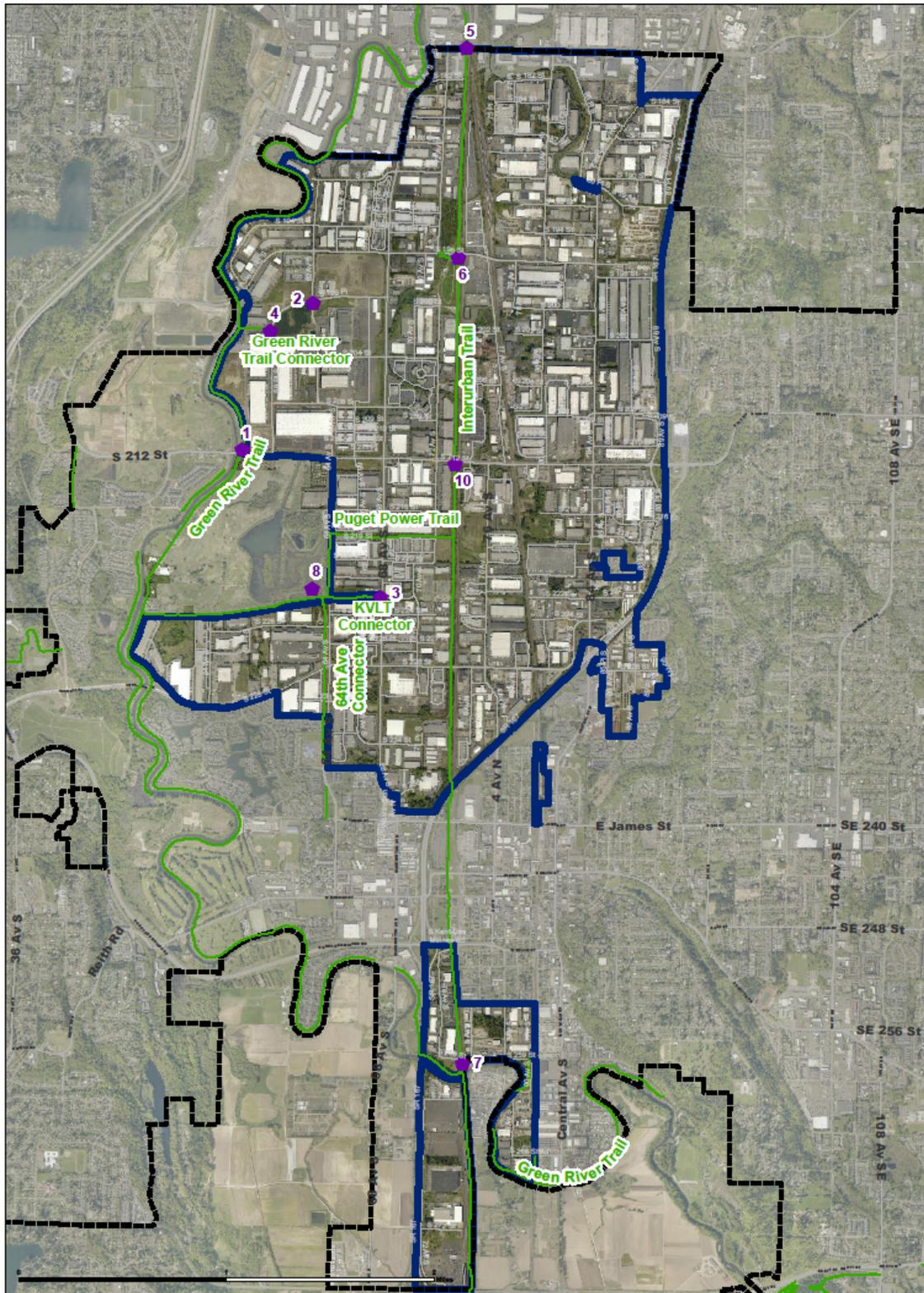
A fundamental challenge to management of parks and open space in Kent's industrial lands is inadequate visibility and accessibility to these assets, resulting in underutilization and perceived or actual safety concerns due to lack of passive surveillance. To address these challenges, the City will pursue projects to activate existing parks and natural spaces through improved formal access, enhanced signage and wayfinding strategies, as well as gateway enhancements to draw in potential users. This plan also proposes replacement of the Green River Corridor Ordinance, KCC 15.08.260, with more targeted language to establish and maintain access to the regional trails system.

While public parks and open space may serve some industrial workers, others may find it difficult to travel offsite during breaks. Many employees in the Kent Valley have break times of 30 minutes or less during the day, and would be better served by on-site amenity spaces. On-site amenity spaces would serve as a place for people in the industrial lands to refresh during lunch breaks, hold outdoor meetings, or interact with one another informally. They could also add attractive, visually interesting components to an industrial site that could be visible to passers-by. To meet this need, the City of Kent will partner with the business community to introduce private or quasi-public amenity spaces for employees to use on their breaks, including through design standards and development incentives.

The following map and project list (shows opportunities for public investment and public-private partnerships for activation opportunities in the Kent Valley:

Figure 4. 6 - Activation Opportunities

Kent Industrial Valley - Activation Opportunities



Legend

- Kent City Limits
- Kent Industrial Lands
- Existing Shared Use Path
- Activation Opportunities
- 1 Project Number (Refer to Table Below)

PROJECT #	PROJECT TYPE	LOCATION	DESCRIPTION
1	New Park Development and Gateway Enhancement	S 212 th St and Green River Trail	Develop City-owned park property along east side of Green River at Boeing Rock Park. Create highly visible trail entrance and flexible activity space with access from S 212 th St. Consider mobile food vendors and EV charging infrastructure. Partner with adjacent private property owner to maximize park development and gateway enhancement opportunities.
2	New Park Development	Boeing Ponds	Improve access and visibility of City-owned storm water facility to provide opportunities to experience wildlife viewing and natural environment through birdwatching, nature walks. Improvements could include signage, interpretive kiosks, and improved vehicle access, parking, and EV charging infrastructure.
3	Gateway Enhancement	KVLT Connector Trail	Improve access and visibility of City-owned gateway to regional trail system at KVLT Connector Trail entrance. Enhancements could include improved signage and wayfinding information, interpretive kiosks, and site furnishings.
4	Gateway Enhancement	Green River Trail Connector at Boeing Ponds	Improve access and visibility of privately-owned gateway to regional trail system at Green River Trail entrance. Enhancements could include improved signage and wayfinding information, interpretive kiosks, and site furnishings, visual/pedestrian connection to Boeing Ponds natural area and existing Earthworks Tour wayfinding elements.
5	Gateway Enhancement	S 180 th Street Bridge	Improve visibility of Interurban Trail by installing art or signage on the Interurban Trail overpass structure indicating presence of the trail to motorists and passers-by. Add formal access to the trail on the south side by working with private property owner to install access ramp.
6	Gateway Enhancement	Interurban Trail at S 196 th St.	Install gateway signage, art, and wayfinding informational kiosk at Interurban Trail entrances from S 196 th on-ramps. May also include site furnishings such as benches or trash receptacles. Signage should include significant vertical components.
7	Gateway Enhancement and Gap Closure	Interurban Trail at Foster Park Trailhead/Milwaukee 2 Levee	Improve visibility and aesthetic appeal of Interurban Trail trailhead and connect missing link on Green River Trail south of S 259 th St. Improvements could include signage, interpretive kiosks, landscaping, and improved vehicle access, parking, and EV charging infrastructure. Project should be coordinated with King County Flood District, King County Parks, and Kent Public Works on Milwaukee 2 levee construction project.
8	New Park Development and Improvement	Green River Natural Resources Area	Implement the Green River Natural Resources Area Master Plan, including development of park space and programming.
9	Programmatic	Citywide	Establish procedures for cooperative management of storm water infrastructure for recreational and public access purposes. Project will require collaborative effort between Public Works and Parks Departments.
10	Gateway Enhancement	S 212 th St. and Interurban Trail	Install gateway signage, art, and wayfinding informational kiosk (including transit and mode transfer information) at Interurban Trail entrances from S 212 th St. Install permeable hardscape and mode transfer facilities such as bikeshare pick-up/drop-off facilities and markers. May also include site furnishings such as benches or trash receptacles. Signage should include significant vertical components.
11	Programmatic	Citywide	Restore staffing capacity in Kent Parks and Public Works to support volunteer management programs. Develop and implement an adopt-a-trail program for Kent Valley businesses to adopt and regularly clean up and beautify regional trail segments. Secure grants from King Conservation District and Department of Ecology for community-supported restoration and cleanup projects.

Utilities

Other public infrastructure in Kent's industrial lands includes water, sewer, and storm water utilities owned and operated by the City of Kent, and electrical and natural gas utilities provided by Puget Sound Energy.

Water

The City of Kent's water system plan was updated in 2019 in order to identify and plan for water system improvements to correct existing system deficiencies and ensure a safe and reliable supply of water to current and future customers. This water system plan reflects King County's population allocation to the City and the City's current Urban Growth Area (UGA), consistent with Kent's 2015 Comprehensive Plan and King County's 2018 Comprehensive Plan. The water system plan also reflects improvements and changes to the water system since the completion of the previous water system plan in 2011.

Major improvements to the water system proposed in the 2019 water system plan that serve the Kent Valley include:

CIP WM4: 68th Avenue S Transmission Main Improvements

Replace existing >50-year-old concrete main in 68th Ave. S between James St. and S 190th St. with 12" and 16" diameter main, and add seismic restraints.

CIP WM5: S 212th Street Transmission Main Improvements

Replace existing >50-year-old concrete main in S 212th Street between Russell Road and 84th Avenue S with 16-inch-diameter main and add seismic restraints.

CIP WM6: 84th Avenue S Transmission Main Improvements

Replace existing >60-year-old concrete main in 84th Avenue S between S 228th Street and S 192nd Street with 16-inch-diameter main and add seismic restraints.

CIP WM8: 78th Avenue S Water Main Improvements

Replace existing undersized 8-inch-diameter main in 78th Avenue S between approximately S 262nd Street and S 277th Street with 12-inch-diameter main.

CIP WM9: 88th Avenue S Water Main Improvements

Install 12-inch-diameter main where no water main currently exists in 88th Avenue S between S 218th Street and approximately S 222nd Street.

For all future water mains constructed in commercial, business park, and industrial areas, mains will be a minimum of 12 inches in diameter and looped. With these upgrades, water demands from projected growth in Kent's industrial lands can be accommodated.

Sewer and Solid Waste

The service area of the City of Kent sewer utility encompasses approximately 23 square miles, including all of Kent's industrial lands. The City has adopted a Comprehensive Sewerage Plan, which based on population forecasts under Department of Ecology requirements, identified various undersized lines, as well as others that required rehabilitation. This plan, completed in 2000, along with King County's Regional Wastewater Services Plan adopted in 1999, remain in place to guide development of the regional sewer system. King County Wastewater Treatment is responsible for interception, treatment,

and disposal of wastewater from the City, including the industrial lands. Recent and planned projects to address these deficiencies include the Kent-Auburn Conveyance System Improvements Project, completed in 2016, and the South Renton Interceptor Parallel, planned for completion by 2030. The Kent-Auburn Conveyance System Improvements Project consisted of two elements in Kent:

Kent East Hill Diversion.

Located on the East Hill of Kent, this new gravity pipe was built to divert flow out of the upstream portion of the Mill Creek Interceptor and into the South 277th Interceptor.

Kent ULID 1/5 Interceptor Parallel or Replacement.

Located north of downtown Kent, this new gravity pipe would either replace or parallel portions of the existing interceptor along 4th Avenue North between approximately State Route 167 and South 212th Street.

King County is also expanding its capacity through investments in its South Treatment Plant to handle additional flow from south and east King County. Future public investments will be identified through King County's Clean Water Plan, an effort that began in 2019.

Solid waste is managed in cooperation with King County Solid Waste through an interlocal agreement, as well as through a competitive multi-year contract with a private waste collection provider, Republic Services. Kent's solid waste is received by King County's Cedar Hills Landfill for disposal; this facility is slated to close in 2025, so the City continues to coordinate with King County to develop the King County Comprehensive Solid Waste Management Plan, which will provide alternatives to waste disposal at Cedar Hills. This will be an important issue to solve for all Kent businesses, especially manufacturers in the Kent Valley which are dependent on solid waste disposal and recycling service to remove scrap materials or manufacturing waste products.

Storm Water

The City of Kent storm water system is comprised of a 325-mile network of ditches, pipes, and storm water quantity and quality control facilities, as well as several regional control facilities, including the Green River Natural Resources Area. Kent is active in the Technical Advisory Committees for the King County Flood Control District, which constructs, operates, and maintains the levees on the Green River, primarily located in Kent's industrial lands. Additional information regarding the levees in the Kent Valley can be found in Chapter 6 – Environment.

The City maintains a Drainage Master Plan, last updated in 2009, to plan for replacement and repair of storm water infrastructure, and has adopted an updated 2017 Surface Water Design Manual, which adopts by reference the 2016 King County Surface Water Design Manual.

A significant project underway in the Kent Valley to implement the Drainage Master Plan is the Mill Creek Reestablishment Project. This project will reduce flood risks, improve water quality, enhance fish passage and in-stream riparian habitats, and efficiently serve planned growth in Kent's industrial lands. It will reestablish the original creek bottom elevation and channel capacity of Mill Creek through the Kent Valley.

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Community Attributes, Inc. . (2019). *Kent Valley Supply Chain Management Sector Analysis, Economic Impacts and Workforce Analysis*. Kent, Washington.

Lindeke, B. (2016, July 7). *Chart of the Day: Vehicle Weight vs. Road Damage Levels*. Retrieved from Streets.nm: <https://streets.mn/2016/07/07/chart-of-the-day-vehicle-weight-vs-road-damage-levels/>

Chapter 4 Action Items

1. Maintain and expand the geography of the Manufacturing and Industrial Center (MIC) designation to position Kent for regional funding opportunities to support freight infrastructure and advocate regionally for support for projects that offset the financial and opportunity costs of freight.
2. Explore revisions to TIF which may include project lists that include all modes of transportation, reduced fees for mixed-use complexes, and consideration of Rally the Valley findings that trucking-intensive uses generate the highest traffic counts during non-PM-peak hours.
3. Track transportation-related revenue, including grants and TIF, and costs including infrastructure expansion and maintenance.
4. Quantify the regional economic benefits of distribution and logistics operations in the Kent Valley.
5. Support King County Metro and Sound Transit in advancing transit options for workers in the Kent Valley.
6. Partner with businesses to increase safety, accessibility, and utilization of the regional trails system through lighting, placemaking, and gateway enhancement projects.
7. Replace the Green River Corridor Ordinance, KCC 15.08.260 with targeted language to establish and maintain access to the regional trails system.
8. Invest in improvements to the non-motorized transportation system in the Kent Valley, and opportunities to highlight and activate existing assets to achieve 2035 mode-shift goals.
9. Explore opportunities for on-street parking to serve businesses with high employment density.
10. Amend parking regulations to require new development to provide adequate parking for high employment-density uses.
11. Pursue opportunities to partner with firms developing advanced technologies, and explore ways to facilitate supportive infrastructure and resources.
12. Implement water system plan and comprehensive sewerage plan projects to maintain existing infrastructure and ensure capacity for growth in the Kent Valley.
13. Complete the Mill Creek Reestablishment Project in the Kent Valley.
14. Evaluate the feasibility of a Parks Impact Fee within Kent's industrial employment center, including the completion of a rate study.
15. Develop and implement regional trail lighting program. Identify and coordinate with private property owners to install lighting fixtures on private property and building façades abutting regional trails.
16. In cooperation with private property owners and King County Metro, establish procedures and standard maintenance agreements for installation of custom bus shelters serving major employers.
17. Establish procedures for cooperative management of storm water infrastructure for recreational and public access purposes. Project will require collaborative effort between Public Works and Parks Departments.
18. Restore staffing capacity in Kent Parks and Public Works to support volunteer management programs. Develop and implement an adopt-a-trail program for Kent Valley businesses to adopt and regularly clean up and beautify regional trail segments. Secure grants from King Conservation District and Department of Ecology for community-supported restoration and cleanup projects.

**Chapter 5
Economy and Employment**

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Overview

Previous chapters describe Kent’s Manufacturing/Industrial Center and Kent’s industrial lands; recognizing the importance of a broader perspective when considering economic and employment trends, this chapter will focus on Rally the Valley’s third geography: the larger Kent Valley. The Kent Valley as a market subarea is known globally as a booming industrial hub. As part of the larger Puget Sound region, this area has a reputation as a welcoming host to advanced manufacturing, aerospace research and development, as well as advanced global trade, logistics, and supply chain management.

The Kent Valley, as defined in this plan and previous studies¹ is a major industrial region comprised of all or parts of the cities of Kent, Renton, Tukwila, SeaTac, Federal Way, Des Moines, Auburn, Algonia, Pacific, and Sumner (see Figure 5. 1). In 2017, total employment in the Kent Valley summed to 255,200 workers, representing 8% of total employment in the state of Washington, compared to 51% for the Seattle-Bellevue-Everett Metropolitan Division, 7% for Spokane Metropolitan Statistical Area (MSA), and 3% for the Yakima MSA. The Kent Valley is replete with complex distribution networks; many firms draw little distinction between the different cities in the Valley, viewing it instead as a single economic subregion. Evidence of this viewpoint can be found throughout the Kent Valley, with many firms operating associated facilities in multiple Kent Valley cities. Starbucks, for example, has manufacturing facilities in the northern portion of Kent’s industrial lands, and ships much of its product out of a distribution center in Auburn.

The three geographies covered in this plan contain varying percentages of core industrial employment; Kent’s industrial lands contain 49,680 total jobs based on 2018 covered employment estimates. Eighty percent of these jobs are with core industrial firms, including various categories of manufacturing and transportation, warehousing, and wholesale (NAICS 31-33 and 42, 48-49); as well as construction, utilities, waste management and remediation, telecom, broadcasting and production; and other industrial services (NAICS 22, 23, 14, and 19)². Manufacturing alone consists of 28%, while transportation and

¹ (Community Attributes, Inc. , 2019)

² Refer to PSRC’s 2015 Industrial Lands Analysis for more information regarding these categories. (Community Attributes, Inc. , 2015)

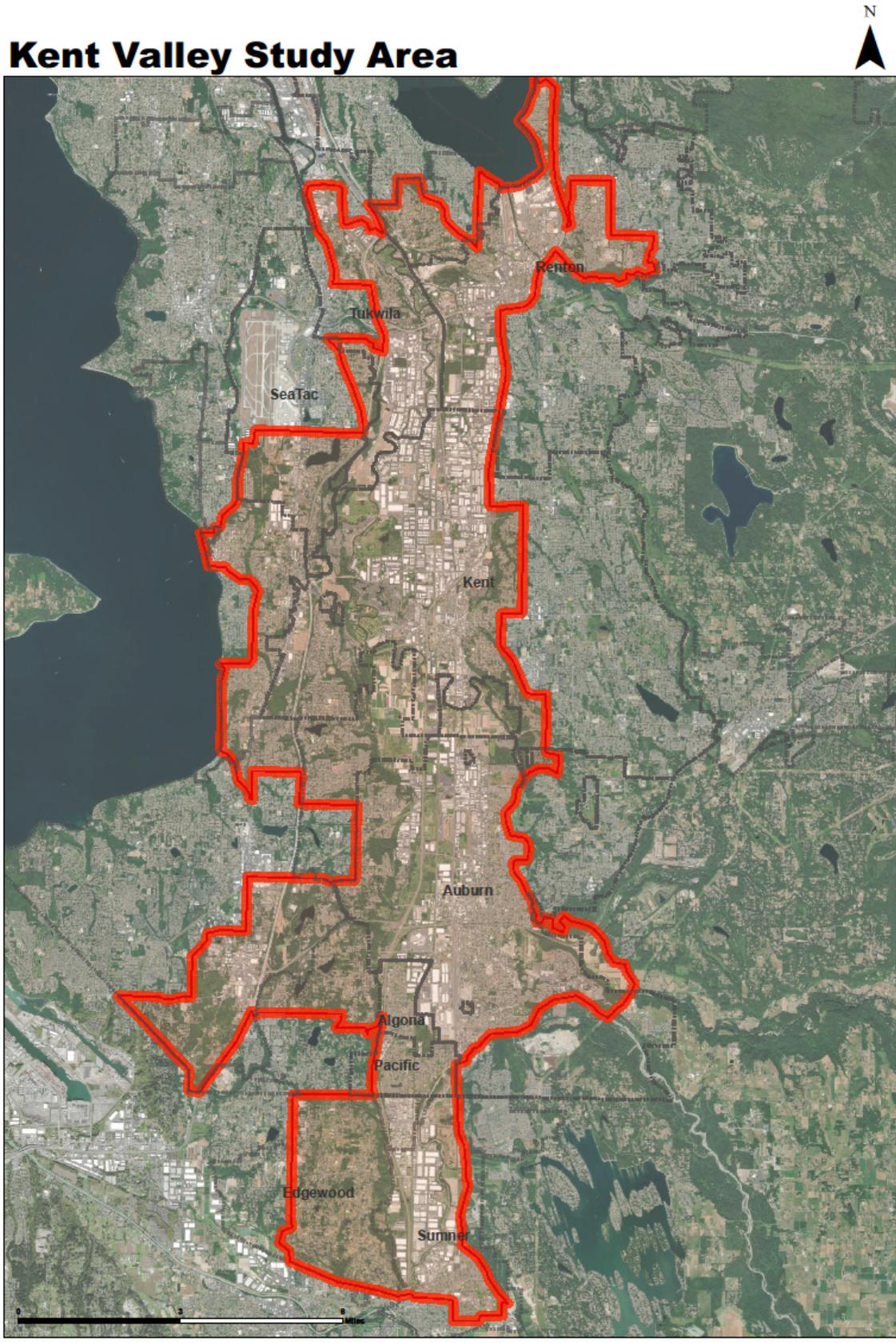
warehousing jobs total 38% of the total jobs. In comparison, Kent's existing MIC hosts 19,782 jobs; 86% of these are in core industrial sectors with 37% in manufacturing. Figures in 2018 for the larger Kent Valley, with which this chapter is most concerned, were 252,292 total jobs, of which 55% are core industrial. This percentage is expected to be lower due to this geography covering areas outside of industrial-zoned lands.³

Through strategies described in previous chapters, as well as those described below, this plan targets job growth in the core industrial sectors, with a focus on manufacturing. Of the 13,960 new jobs expected in Kent's industrial lands, and 12,704 in the proposed regional MIC by 2035⁴, this plan establishes a goal of achieving 80% core industrial jobs, with 50% in manufacturing sectors. Achieving these targets would mean 11,168 new industrial jobs in Kent's industrial lands by 2035, with 10,163 in the proposed MIC. Of these, 6,980 in Kent's industrial lands, and 6,352 in the proposed MIC would be in manufacturing sectors.

³ The Kent Valley geography was drawn using census tracts due to data availability.

⁴ See Chapter 3 – Land Use and Industrial Design

Figure 5. 1 Kent Valley Study Area



Legend

-  Kent Valley Cities
-  Kent Valley Study Area



Source: City of Kent, ECD February 3, 2020

The region is home to a large concentration of manufacturing and industrial operations, contributing also to a thriving network of supporting industries. Many of these companies are engaged in aerospace manufacturing, research and development, and product assembly⁵. The Boeing Company, at its Kent Space Center, manufactured the lunar rovers launched to the moon's surface for NASA's Apollo 15, 16, and 17 missions in the early 1970s. Boeing continues to develop aerospace technologies in Kent and in its other facilities in the Kent Valley, including Tukwila, Renton, and Auburn. More recently, Blue Origin, a private spaceflight services, orbital spacecraft and launch vehicle manufacturing company located its headquarters in Kent. Founded in 2000, this firm has positioned itself at the forefront of new space, with its BE-3 and BE-4 engines and New Shepard suborbital rocket. They have also publicly announced their pursuit of Lunar exploration activities. The company currently employs over 2,000 people, and projects this number to grow to 3,500 in the next year.

These major aerospace companies depend on and support a number of industries providing goods and services such as satellite, phone and internet providers; weather forecasting services; fleet, asset, and inventory tracking systems; navigational systems; and research activities relying on satellite and spacecraft data. This supply chain creates space for new startups to access the existing aircraft manufacturing supply chains in the Kent Valley for parts and assembled kits, including off-the-shelf components that can be produced at lower cost. They also benefit from the labor pool of engineers, technicians, and other workers.

Warehousing and distribution of marine and air cargo is also a foundational component of the region's economy. These include e-commerce warehousing and fulfillment centers, transloading operations, and local manufacturers importing components and exporting products to overseas and domestic markets. An estimated 6.5% by value of all imports and exports entering or exiting the ports of Seattle and Tacoma and Sea-Tac International Airport are at some point handled at facilities in the Kent Valley.

Strategies to Support Manufacturing and Industrial Industries

Marketing and Messaging

Subregional efforts are underway to collectively market the Kent Valley's strengths and competitive advantages using well-coordinated messaging. Spotlighting its role in space history, Kent submitted an application to King County to designate the three lunar rovers currently on the moon's surface as City of Kent landmarks. The eight-member King County Landmarks Commission unanimously granted the city landmark designation for the three lunar rovers. Efforts are currently underway to advance the designation to the state level. The City recently received a King County Executive's John D. Spellman Award for Exemplary Achievement in Historic Preservation category for its regional campaign for landmark designation of the rovers.

Kent and its partners are committed to inspiring the next generation of the industrial workforce. Building on the enthusiasm from the rovers' landmark designation and press coverage from the 50-year Apollo mission anniversaries, Kent (through the Kent Downtown Partnership) received generous financial support from numerous private companies, including Boeing, to commission a replica lunar rover. The rover, constructed as a detailed interactive play structure, was unveiled at a STEM festival which offered hands-on activities, information and resource booths, and guest characters from Star Wars. More than 700 people, many of them young people and kids, attended the event. This event is representative of ongoing efforts to create forums for attracting talent and connecting with media outlets to share real

⁵ (BERK, 2018)

stories of success in the Kent Valley, drawing strong associations between Kent Valley cities and its flourishing industrial sector. Whether hosting or attending these events, Kent Valley representatives seek to highlight the region as a central figure in the global industrial landscape, and elevate its profile in influential circles.

Kent's Lodging Tax Advisory Committee (LTAC) allocated lodging tax funds for professional marketing and communications services, helping to shape efforts to tell the Kent Valley story in a consistent, compelling, and authentic way. Through strategic curated media coverage, Kent Valley partners are creating a brand for the subregion. With support from communications consultants, Kent and its partners seek out headlines that create a name association for the Kent Valley with aerospace, space, and advanced manufacturing in Puget Sound; global leadership in innovative industrial design and operations; and a progressive approach to developing and training talented young people.

Online Presence

Also using LTAC funds, Kent and its neighboring Kent Valley cities have developed a collaborative website to share information about the Kent Valley's many assets. The website graphically tells the story of the Kent Valley, serving as the 21st Century equivalent of a freeway sign or a number in the yellow pages. This web-based portal, distinct from other Kent-branded sites focused on tourism, government services, or downtown, is focused on business and real estate in the industrial portions of the Kent Valley. Its target audience consists of investors, site selectors, and businesses seeking information about other firms in the area. It includes highlights of the Kent Valley's success, including overlooked companies and innovative technologies, expanding business opportunities south from Seattle, and high-tech companies that don't fit the software development mold. Prospective Kent Valley companies can use the website to find information about real estate opportunities and other relevant data they need to make location decisions. A true regional economic development effort, this work is also funded in part by a Port of Seattle Economic Development Partners grant with contributions from the Cities of Tukwila and Pacific. The website can be found at the following address: <https://www.kentvalleywa.com/>.

Public Partnerships

The Port of Seattle Economic Development grant also funded the Kent Valley Regional Trails Opportunity Study, completed in partnership between the Cities of Kent and Pacific, with consultant support. The Trails Study identified opportunities along the Interurban and Green River Trail network from Tukwila to Pacific to generate activity on the trails, increase their visibility and utilization, and capitalize on past and future investment in the trail network to market the Kent Valley as an amenity-rich employment center with abundant active commute options.

Meaningful partnerships with other Kent Valley cities are critical for the success of Kent's efforts to grow its advanced manufacturing sector. This subarea plan represents coordinated efforts by Kent Valley cities. Kent formally engaged its partner cities by forming a staff working group to collaboratively develop the vision, goals, and stakeholder engagement strategy for Rally the Valley.

Other mutually beneficial efforts such as local business sector promotion, job training, networking, business services, can be undertaken through collaboration with Kent's neighbor cities as well as colleges, state-based agencies and trade groups. Ongoing relationships between Kent Valley cities and these institutions build the 'soft' infrastructure of the Kent Valley – a less visible, but nevertheless critical component of the Valley's asset portfolio. These partnerships can become coalitions to collectively influence regional decision-making and position partners to capitalize on grants and other institutional resources, an example of which is the Port of Seattle Economic Development Partnerships program.

Industry Partnerships

Kent and its Kent Valley partners are also joining efforts with industry groups and economic development agencies with a shared vision of a stronger industrial valley. An example of this partnership is the Aerospace Joint Apprenticeship Committee (AJAC). AJAC, launched in 2008 with investment from Washington State to build-up the aerospace and advanced manufacturing workforce through registered apprenticeship, established an advanced manufacturing training center in Kent. The training center is a platform for future workforce development efforts.

Other important industry partners include:

- Aerospace Futures Alliance (AFA)/Washington State Space Coalition (WSSC)
- Regional Economic Development Alliance (REDA)
- Highline College
- University of Washington

References

- BERK. (2018). *The Washington State Space Economy*. Seattle, Washington: Puget Sound Regional Council.
- Community Attributes, Inc. . (2019). *Kent Valley Supply Chain Management Sector Analysis, Economic Impacts and Workforce Analysis*. Kent, Washington.

Chapter 5 Action Items

1. Continue to invest in collaborative marketing and messaging efforts with Kent Valley partner cities to elevate Kent's image as an attractive place for business.
2. Establish and maintain a Kent Valley website and continue to share data and statistics to support Kent Valley businesses and recruit new firms.
3. Maintain partnerships with Kent Valley partner cities and seek opportunities to collectively influence regional decision-making and collaborate on grant offerings.
4. Partner with industry groups and institutions to promote shared goals of growing manufacturing, high-tech, and aerospace jobs in the Kent Valley.

Chapter 6 Environment

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Overview

Kent’s industrial lands are situated within a flat, low-lying river valley, dominated by level, poorly drained alluvial soils and urban fill. The area is nearly entirely developed, with approximately 74% impervious surface, including pavement, buildings, and other hardscape; only 26% of Kent’s industrial lands consist of vegetation or other permeable surfaces¹. Kent’s industrial lands consist of as little as 3.7% tree canopy², placing the area well beyond best-available-science thresholds for watershed health.³ In addition to watershed health, these factors present a number of environmental challenges and risks, including drainage and flood storage limitations, water quality and temperature issues affecting salmon, urban heat island effect⁴, and natural hazards risks like seismic liquefaction and riverine, stream, and localized flooding.

Climate Change and Floodplains

¹ (King County GIS Center, 2009)

² Determined using a 30-meter Landsat 7 landcover grid classified by percent forested. A binary classification was created for this analysis. Grid units identified as greater than 50% forested were considered “forested”; grid units with less than 50% forestation were considered “unforested”.

³ (Booth, 2000)

⁴ See <https://www.epa.gov/heat-islands> for more information about urban heat islands.

The Kent Valley is located almost entirely within the Lower Green River Corridor – between river miles 11 and 32 – as defined by the King County Flood Control District. This portion of the Green River is protected from flood events by five distinct levee systems totaling 28 miles.⁵

The Howard Hanson Dam, completed in 1961, is located on the upper reach of the Green River, about 64 miles upstream. Designed for the dual purposes of flood control in the winter and water conservation for fish enhancement in the summer, it was an early example of multi-jurisdictional collaboration, with funding coming from federal sources (\$37 million), Washington State (\$1.5 million), and King County (\$37 million).

Before the dam was constructed, the Green River periodically overflowed into large portions of the Green River Valley. These nearly annual floods caused extensive damage to agricultural lands and buildings. With the construction of the dam, the likelihood of flooding was dramatically reduced, and US Army Corps of Engineers (USACE) estimates that losses avoided just in the past decade (2009-2019) amount to \$4.6 billion.⁶

Climate change increases the risk of flooding for Kent and other communities situated along the Green River. In scenarios run by the Climate Impacts Group of the University of Washington, streamflow volume increased between 15 and 76 percent from historical figures, resulting in 500-year flood levels (0.2% annual chance) becoming the 100-year flood levels (1% annual chance) in the next 60 years. Fortunately for the Kent Valley, USACE research demonstrates that most of this increased risk can be mitigated through flood management operations at the Howard Hanson Dam and the Green River levee system.⁷

Critical Areas

As part of the alluvial valley of the Green River, the Kent Valley is a topographical low point in the Puget Sound area. Built on former floodplains and agricultural lands, it is characterized by numerous wetlands and tributary streams draining to the Green River. Many of these serve as habitat for sensitive species, including threatened or endangered salmon and trout species. The Valley's alluvial soils make it susceptible to significant shaking and liquefaction during seismic events, resulting in nearly the entire valley being identified as a seismic hazard area. The following maps depict these critical areas for Kent's industrial lands within the Kent Valley.

Seismic Hazards

King County defines seismic hazard areas as areas subject to severe risk of earthquake damage resulting from seismic settlement or soil liquefaction. Identified hazard areas are those with low-density loose soils, and are usually associated with a shallow groundwater table.

Wetlands and Streams

Wetlands and streams mapped below include wetlands identified in Kent's wetland inventory, which is updated occasionally as wetlands are delineated, as well as Class 1, 2, and 3 streams and their associated buffers per Kent's Critical Areas Ordinance KCC 11.06.

FEMA Flood Zones

⁵ (King County Flood Control District, 2016)

⁶ (US Army Corps of Engineers, 2019)

⁷ (Climate Impacts Group, University of Washington, 2018)

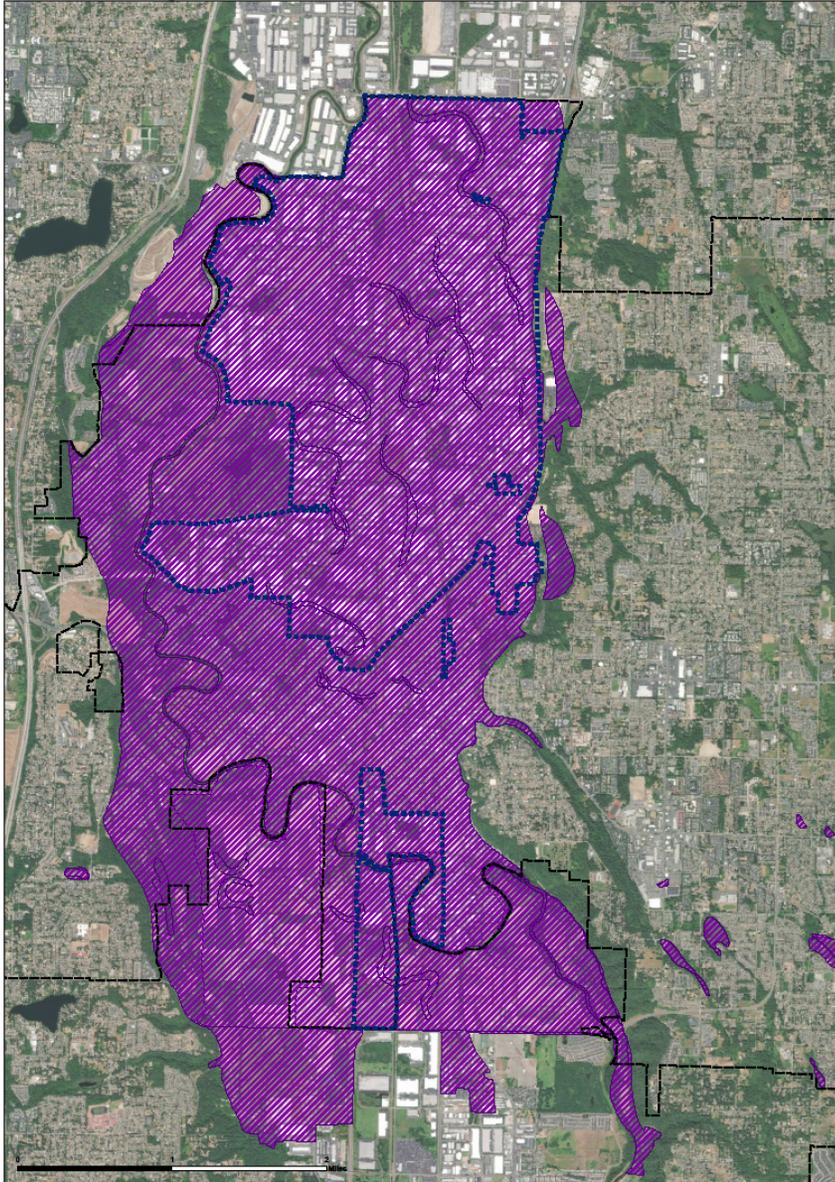
The mapped 100-year flood extent are those areas depicted on the Federal Emergency Management Agency's Flood Insurance Rate Maps (FIRMs) published September 29, 1989. City of Kent staff are currently coordinating with FEMA representatives to update the FIRMs for the Green River; however as of the writing of this plan these updates have not been finalized.

Wildlife Priority Habitat and Species

The Washington State Department of Fish and Wildlife (WDFW) identifies and maps sensitive habitat areas and wildlife presence in the Priority Habitat and Species database. This database is updated regularly and can be found on the WDFW website. A snapshot of the PHS data is included below.

Figure 3. 2 Kent Valley Critical Areas - Seismic Hazard Area

Kent Valley Critical Areas - Seismic Hazard Area



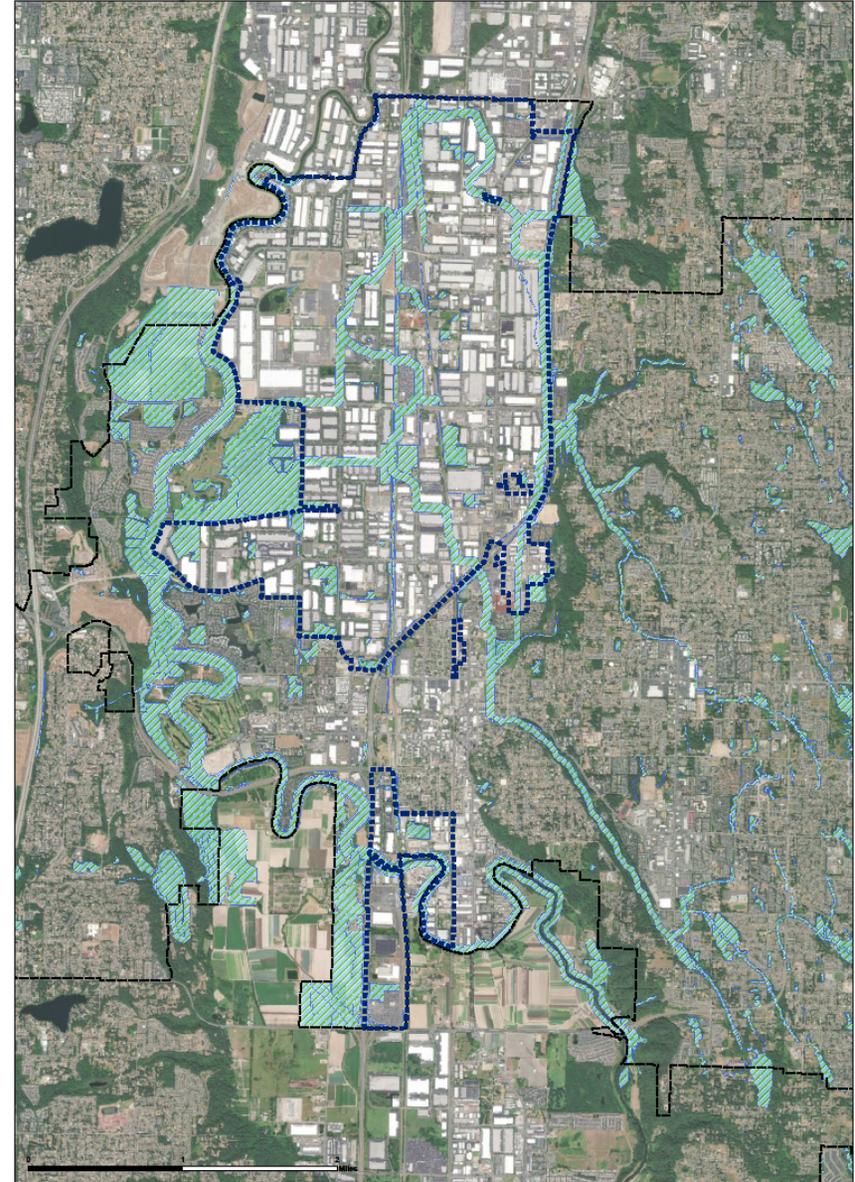
Legend

- Kent Industrial Lands
- Kent City Limits
- Seismic Hazard Area


Source: City of Kent, ECD December 26, 2019

Figure 3. 1 - Kent Valley Critical Areas - Wetlands and Streams

Kent Valley Critical Areas - Wetlands and Streams



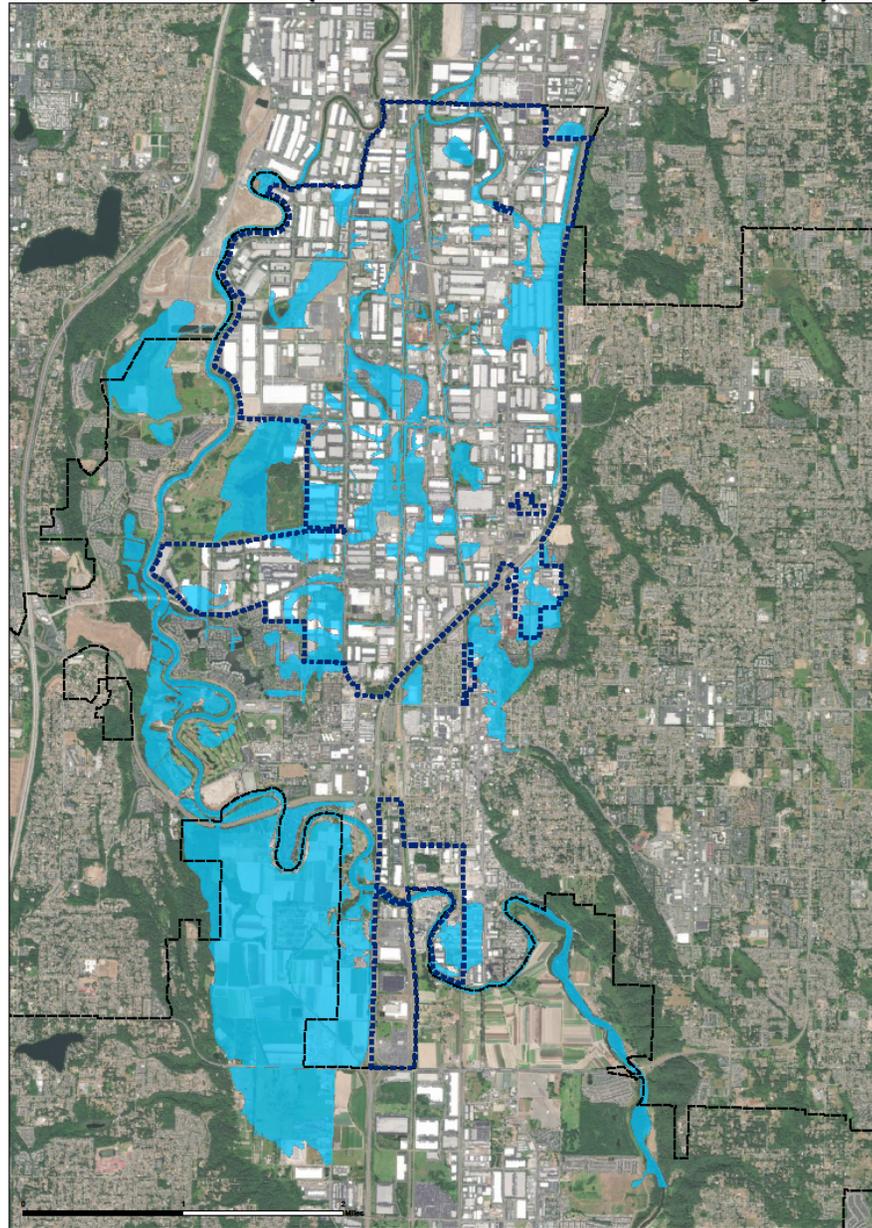
Legend

- Kent Industrial Lands
- Kent City Limits
- Streams and Wetlands


Source: City of Kent, ECD December 26, 2019

Figure 3. 4 - FEMA Flood Zone (1% Annual Chance or 100-year)

FEMA Flood Zone (1% Annual Chance or 100-year)



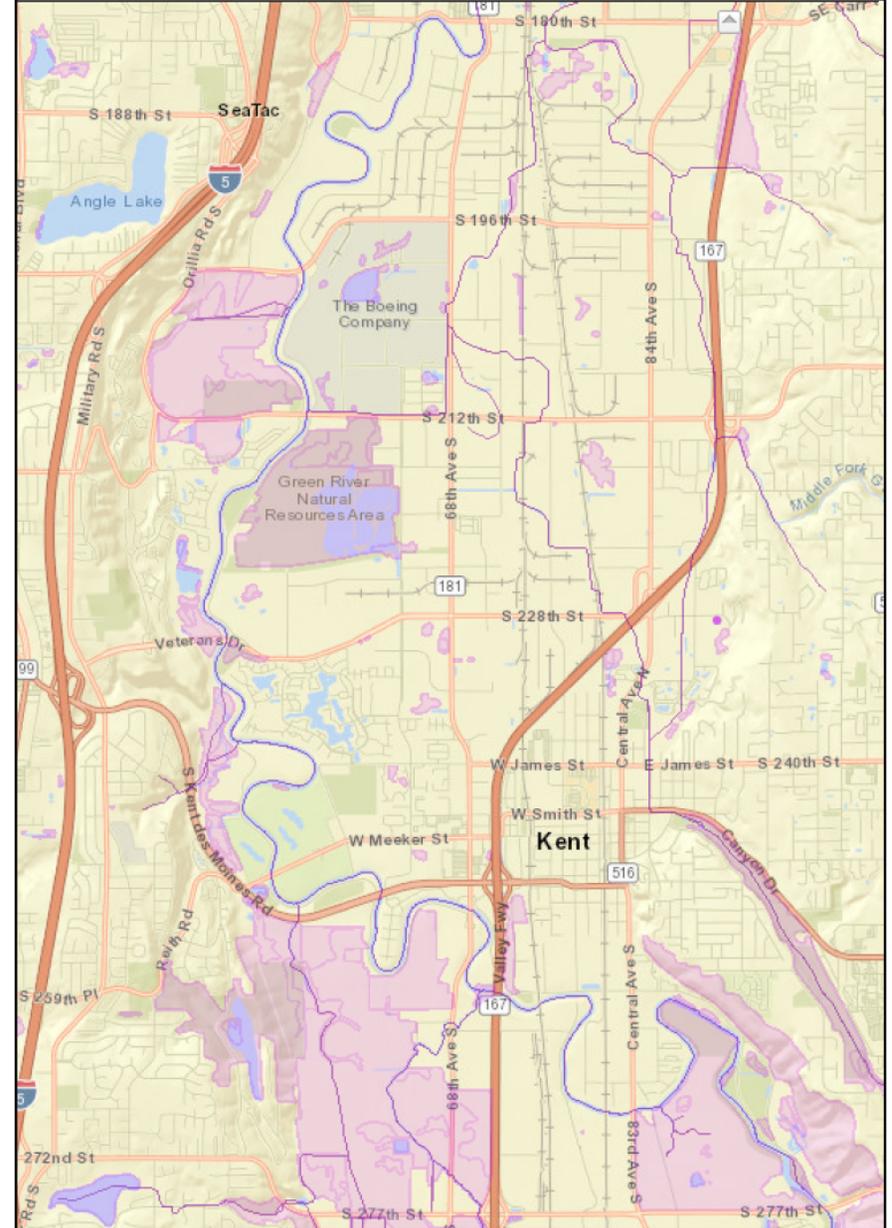
Legend

- Kent Industrial Lands
- Kent City Limits
- 100-Year Flood Zone



Figure 3. 3 - Kent Valley Critical Areas - Priority Habitat & Species

Kent Valley Critical Areas - Priority Habitat & Species



Legend

- WDFW Priority Habitat and Species



Strategies for Flood Management

The City of Kent is actively involved in the construction and management of Green River flood control levees to achieve flood protection goals, as well as those related to wildlife habitat preservation and enhancement of natural public spaces. The significance of these efforts to Kent, other cities in the Green River valley, and to the entire Puget Sound region cannot be understated. The flood protection provided by Green River levee projects makes possible the economic engine that is the Kent Valley, enabling businesses to securely invest for the long-term. Habitat features of the levees contribute to the restoration of resident and migratory salmon on the Green River, and continued efforts to ensure public access along much of the levees connect residents to all-too-rare opportunities to enjoy nature and open space.

Key partners in the levee projects are the King County Flood Control District and the State of Washington, which continue to invest in levee construction and improvement projects. Ongoing projects add to the over \$100 million already invested by the district over the past 10 years. In addition to various improvement projects like native tree planting and invasive plant removal and installation of shelves and woody debris for wildlife habitat, the following levee and flood storage projects are ongoing or recently completed:

Briscoe/Desimone Levee

2015. Setback levee with a floodwall landward of the Green River Trail and levee with gently sloped riverbank and installation of a wide variety of native plants.

Boeing Levee

Future Project. Will raise the existing earthen levee height for additional flood risk reduction and complete riparian plantings to enhance wildlife and fish habitat, plant shade trees, and enhance recreational opportunities.

Green River Natural Resources Area

1996. Former sewage lagoon on a 304-acre site which provides flood storage, stormwater treatment, wildlife habitat, passive recreation and environmental education opportunities. Future plans at the GRNRA include construction of a new watershed education facility.

Lower Russell Levee

Ongoing. New setback levee and floodwall landward of the existing levee, removal of portions of the existing levee to allow for more gently sloped banks and excavation of side/back channels for improved habitat along the Green River, installation of native plants and engineered wood structures, and relocation of Van Doren's Park.

SR 516 to S. 231st Way Levee

2016. Construction of setback levees landward of the existing levee, which provide flood protection for The Lakes Community, Kent Valley Ice Centre, and Riverbend Golf Course. Future phases of this project may include removal of the existing levee to allow for more flood storage and habitat improvements.

Downey Farmstead Restoration

Ongoing. Former 22-acre tree nursery being reshaped into a network of side channels of various depths to enhance salmon habitat and flood storage. Non-native vegetation will be removed and replaced with native plants, trees, and large wood structures.

Signature Pointe Levee

Planned. Combination of earthen levees and floodwalls to meet slope stability and freeboard elevation requirements for 500-year flood protection FEMA accreditation standards. Also includes recreation along the Green River trail, invasive plant species removal and installation of native plantings.

Hawley Road Levee

2017. Construction of flood protection and separation of Green River Trail from Hawley Road. Future habitat project may include planting native trees and plants and installation of large wood structures to provide additional habitat for fish and wildlife.

Riverview Park Channel Restoration

2012. A 700-foot side channel that provides refuge for salmon during high flows on an undeveloped park property. Also includes a pedestrian bridge over the channel to allow maintenance and preserve public access.

Leber Homestead Restoration

2017. Construction of a new back channel on Mill Creek near its confluence with the Green River to provide flood storage to help reduce flood risk and to provide high-flow refuge for salmon. The project also included improved habitat on the east bank of Mill Creek and surrounding the back channel, removal of non-native vegetation, and installation of native plants.

Foster Park Levee

2011. Installation of a setback levee in Foster Park, a city park along the Green River. Also included repaving a parking lot with pervious pavement, and construction of a new stretch of the Green River Trail. Future plans include planting trees and other natural vegetation to shade the river and to improve habitat for fish.

Milwaukee 2 Levee

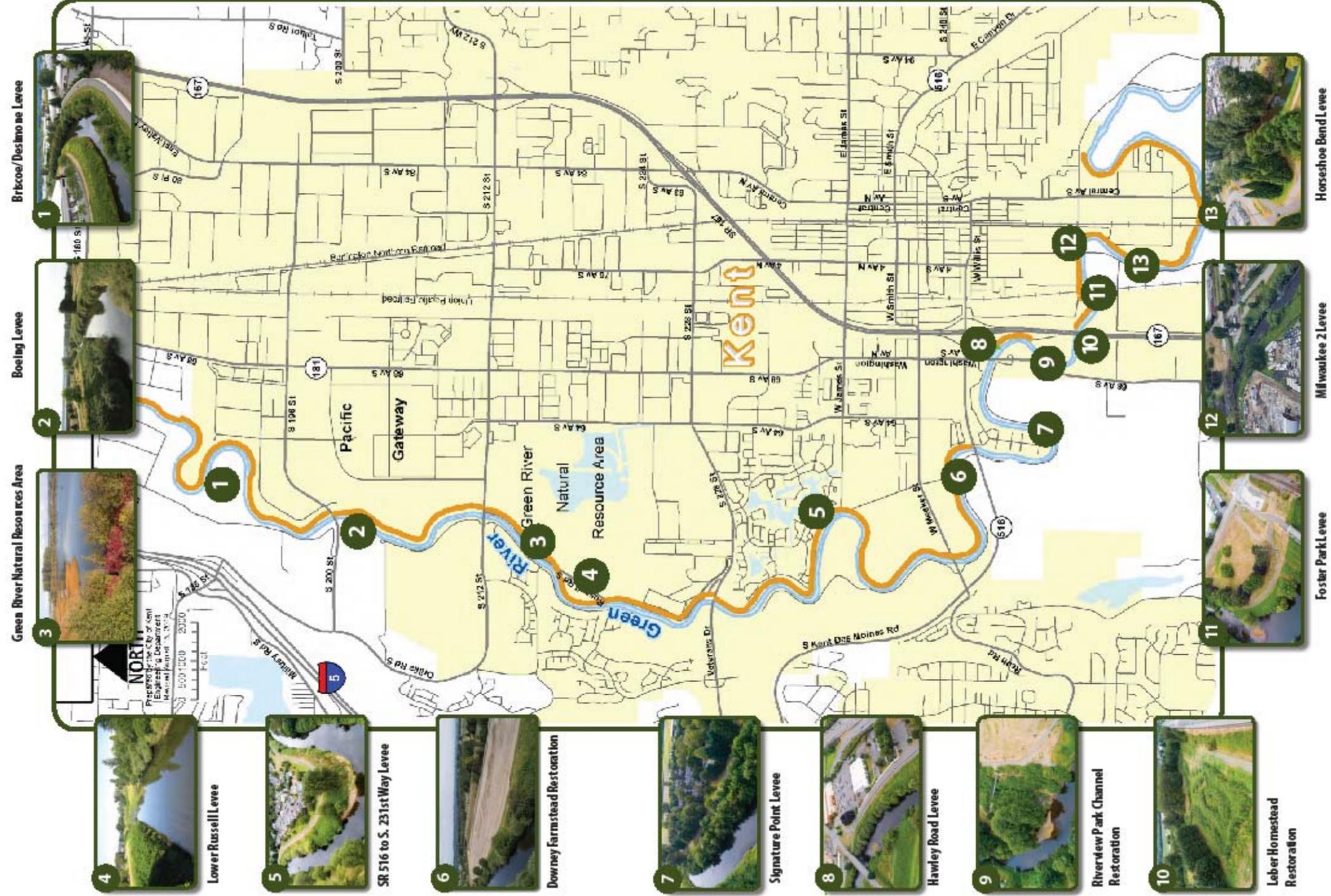
Planned. Connects the Foster Park and Horseshoe Bend levees, and includes excavation of a backwater channel, removal of all invasive vegetation and hardscape, and replacement with native plants and trees.

Horseshoe Bend Levee

2013. Brought substandard portions of the levee up to FEMA standards and planted nearly 2.5 acres of open space with native shrubs and trees. In a future phase of the project, large wood structures will be installed along the riverbank to provide critical salmon habitat.

Figure 3.5 - Green River Levee Projects

GREEN RIVER PROJECTS



Critical Areas Regulations

As required by the Washington State Growth Management Act, the City of Kent has adopted Critical Areas regulations to preserve and protect sensitive lands and resources within the City. Kent's Critical Areas Ordinance (CAO), found in KCC 11.06, was last updated in 2015. It contains protections for wetlands, streams, wildlife and fish habitat, geologic hazard areas such as steep slopes, frequently flooded areas, and critical aquifer recharge areas. These regulations are based on best available science and are intended to preserve ecological and hydrological functions of wetlands and streams, and minimize impacts of development on habitat and wildlife, and minimize risk of loss of life and property due to flooding or landslides.

Special stream buffers and enhancement program applies within Kent's industrial lands, along portions of Mill Creek, Garrison Creek, and Springbrook Creek. These areas are substantially degraded, almost entirely built out, and have historic buffers typically less than 50 feet. The valley stream buffers program requires 50-foot buffers with no option for reduced buffers, and emphasizes enhancement to existing vegetation and habitat to accomplish sediment removal and erosion control, pollutant removal, and placement of large woody debris. A key objective of the special program is to reduce stream temperatures.

All development within Kent's industrial lands is subject to Critical Areas regulations, and will be required to comply with all wetland or stream setbacks and buffers, as well as mitigation requirements for unavoidable impacts.

Shoreline Master Program

Significant hydrological features in Kent are regulated by the Shoreline Master Program (SMP) under the authority of the Washington State Shoreline Management Act. The City of Kent updated its SMP in 2019, per Shoreline Management Act requirements. Applicability of the SMA is determined based on size and rate of flow (cubic feet per second, or cfs). Within Kent's industrial lands, SMP regulations apply to the following hydrological features and their associated wetlands:

- Green River
- Green River Natural Resources Area
- Springbrook Creek

Development within 200 feet of the ordinary high-water mark of these water bodies may require a shoreline substantial development permit, shoreline conditional use permit, or shoreline exemption.

Stormwater Regulations

The City of Kent's Surface Water and Drainage Code, KCC 7.07, contains regulations that minimize water quality degradation and control runoff resulting in erosion and sedimentation of its water bodies. They protect downstream property owners from negative impacts of changing water flow patterns, and preserve the aesthetic quality and suitability of Kent's water bodies for recreation and fishing. Another key function of Kent's stormwater regulations is to ensure public roads and right-of-way remain safe and useable.

A drainage plan must be submitted as part of most development permits, including grading, shoreline substantial development, conditional use, and certain building permits. Subdivisions, PUDs, and rezones also require a drainage plan.

All development within Kent's industrial lands is subject to the requirements of the Surface Water and Drainage Code.

The City of Kent also adopts a Surface Water Design Manual, which by reference adopts the 2016 King County Surface Water Design Manual. All development in Kent's industrial lands which meets the thresholds established in the Surface Water Design Manual are subject to drainage review under its requirements.

Air Pollution and Greenhouse Gas Emissions

In Kent's industrial lands, environmental health disparities due to air pollution and greenhouse gas emissions are a serious concern. The Washington State Department of Health publishes data on emissions and air pollutants on its website. Kent's industrial lands rank the highest (10 out of 10) for diesel pollution and disproportionate impact, an index pairing the amount of diesel emissions and five socioeconomic factors of residents. Excluding the socioeconomic factors, Kent's industrial lands rank nine out of ten for both particulate and diesel emissions, based on annual tons per square kilometer.

Land use will not change dramatically with this proposal, and will remain primarily industrial. Emissions from vehicle travel are anticipated to increase slightly as development occurs on vacant property. However, the prioritization of non-motorized and transit-related modes of transportation, coupled with a planned shift away from passenger vehicles and incentivization of less trucking-intensive land uses, is intended to reduce overall air pollution. Investment in parks and open space in Kent's industrial lands will also help to sequester carbon and clean air for Kent Valley inhabitants.

King County Metro plans to replace its entire 1,500-bus fleet with non-carbon-emitting buses by 2040. To serve the infrastructure needs of this fleet transformation, Metro will establish a zero-emission bus base in South King County; Kent is one of the finalists selected to potentially host the facility. A stated goal of the project will be to serve an area where residents have historically experienced a greater share of pollution from cars and trucks. Kent will amend its zoning code to allow this type of operations and maintenance facility in the I3 zoning district, and will support King County Metro in achieving its carbon-neutrality goals.

Kent will also support the transition to alternative transportation fuels that generate fewer greenhouse gases and less particulate matter, which negatively impact health outcomes in the Kent Valley.⁸ Kent will ensure its fleet policies and codes are consistent with Washington State electric vehicle fleet and charging requirements, including RCW 43.19.648, which requires state agencies and local governments to fuel publicly owned vehicles, vessels and construction equipment with electricity or biofuels to the extent practicable, and WAC 51-50-0427, a provision in the Washington State building code which requires that for certain office, residential, and hotel uses where parking is provided, at least five percent of parking spaces be provided with electric vehicle charging.

Environmental Outcomes for People in the Kent Valley

As described in this chapter, current environmental conditions in Kent's industrial lands are poor in some respects. This plan proposes investments in the public realm and non-motorized transportation infrastructure, strong performance standards for development and industrial operations, and elevated aesthetic appeal of Kent's industrial lands. It also contains stated goals of increasing employment density

⁸ See WSDOH Environmental Health Disparities Map: <https://fortress.wa.gov/doh/wtn/WTNIBL/>

within the industrial lands. Achievement of these goals and investment priorities will necessarily result in more people inhabiting Kent's industrial lands, primarily for employment purposes, but also to enjoy the improved amenities. With adoption of this plan, the City of Kent will undertake many actions⁹ which will result in improved conditions for future users, but equally as importantly, for the thousands of employees already in its industrial employment center.

Chapter 6 Action Items

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1. In coordination with the USACE and King County Drainage District, continue to maintain and upgrade the Green River levee system to achieve flood protection and habitat goals.
2. Continue to minimize and mitigate environmental impacts from development through implementation of Kent's Critical Areas Ordinance, Shoreline Master Program, and Surface Water and Drainage Code. Ensure these regulations are updated per required schedules and reflect best available science.
3. Reduce air pollution from passenger vehicles by promoting mode shift to non-motorized and transit modes through investment in non-motorized infrastructure projects in Chapter 4 – Infrastructure and Transportation.
4. Increase carbon sequestration through investments in parks and open space in Kent's industrial lands listed in Chapter 4 - Infrastructure and Transportation.
5. Amend zoning code use tables to allow transit operations and maintenance facilities in the I3 zoning district and as a conditional use in the I2 zoning district.
6. Support King County Metro's work to achieve carbon neutrality by 2040.
7. Ensure Kent's policies and codes are consistent with state requirements relating to transition to alternative fuels.

⁹ See Chapter 7 – Implementation for a list of actions.

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Chapter 7 Conclusions and Implementation

Conclusions

The Kent Valley is brimming with opportunity from transformations in industrial uses and technologies. The City of Kent is poised to capitalize on this “fourth industrial revolution”, and abundant demand for its superior access to Ports, regional transportation infrastructure, and metropolitan consumer markets. Rally the Valley is the City’s long-term strategy to ensure that these opportunities are realized. Driven by fiscal and policy limitations, and observed trends toward overspecialization in warehousing and distribution, this plan represents a new vision for Kent’s industrial lands and its partnerships with its nearby neighbors.

Rally the Valley has laid out a plan to achieve a diverse, economically resilient industrial employment center that is ready to adapt to an evolving industrial market. Its modernized development regulations and design standards will turn the course of Kent’s industrial lands toward achieving a healthy balance of industrial uses. At the same time, people-centered investment priorities and economic development partnerships will improve the overall quality of the industrial workforce’s experience in the Kent Valley. This move toward diversification and investments in workforce recruitment and retention will deliver financial benefits to Kent Valley businesses through improved location-based property values and long-term business success. The City of Kent will benefit directly through increases in taxable value, and indirectly through growth in its employment base as the Kent Valley establishes itself as an attractive place for industrial businesses to flourish.

The following section outlines an implementation strategy to guide the ongoing work to achieve the vision of Rally the Valley.

Implementation

The efforts surrounding development of a subarea plan are valuable in their own right; the identification of a vision and goals with the support of stakeholders and subject matter experts can have tremendous value in defining a city’s direction. This work can easily be undercut, however, without a strong strategy for ensuring actions identified in the planning process are implemented.

The following table summarizes the actions proposed in the Rally the Valley subarea plan; this table is intended to be a tool to track progress on action items and maintain accountability for City departments. For each action identified, this table lists a project lead, as well as partners with which implementation of the action must be coordinated. It describes the goals met by the action, with reference to the strategic framework outlined in Chapter 1 – Purpose and Vision. Each action also has a performance metric (an

achievable point at which the action can be considered complete), potential options for funding or resourcing the work, as well as a timeline designation for short-, mid-, or long-term. Short-term actions are those intended to be implemented simultaneously with the adoption of the subarea plan, or within one to three years. Mid-term actions are those that will be implemented following the adoption of the subarea plan, and expected to be completed within three to seven years. Long-term actions are those that will be accomplished toward the second half of the planning horizon of 2035.

Actions are divided into groups based on the chapter in which they are found.

Action Tracking Matrix

LAND USE AND INDUSTRIAL DESIGN			
Action LU-1: Amend MIC boundaries to include the largest contiguous area of Kent's industrial lands, and pursue amendments to CPPs and MPPs to reflect this change			
Project Lead:	ECD	Partners:	King County, PSRC
Goals/Policies Met:	1b, 3b	Performance Metric:	New boundaries adopted in Kent's comprehensive plan, King County CPPs, and Puget Sound MPPs
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:		Action T-1, King County Countywide Planning Policies, Vision 2050	
Action LU-2: Amend land use plan map to include two industrial land uses: MIC-1 and MIC-2			
Project Lead:	ECD	Partners:	King County, PSRC
Goals/Policies Met:	1b, 3b	Performance Metric:	New boundaries adopted in Kent's comprehensive plan
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:		King County Countywide Planning Policies, Vision 2050	
Action LU-3: Amend zoning districts map and zoning code to replace M1, M1-C, CM-1, M2, and M3 with I1, I2, I3			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	2a, 3a-d	Performance Metric:	New zoning districts map and zoning code updates adopted
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:		City of Kent Comprehensive Plan update	
Action LU-4: Amend zoning use tables to simplify manufacturing definitions			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	3b, 3d	Performance Metric:	Zoning code updates adopted
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:			
Action LU-5: Amend zoning use tables to prohibit outdoor storage other than accessory uses, with maximum site percentages in the I1, I2, and I3 zoning districts.			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	2a, 3a, 3b, 3d	Performance Metric:	Zoning code updates adopted
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:		Metro Connects	
Action LU-6: Amend zoning use tables to allow transit operations and maintenance facilities in the I3 zoning			

district, and in the I2 district as a conditional use			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	3d, 4c	Performance Metric:	Zoning code updates adopted
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:		Metro Connects	
Action LU-7: Amend zoning use tables to allow non-industrial uses at neighborhood scales to serve as amenities and support industrial uses			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	1a, 3b, 3c	Performance Metric:	Zoning code updates adopted
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:			
Action LU-8: Establish tiered dock-door to square footage ratios for industrial buildings to preserve and promote smaller-scale industrial development, with elective design and amenity options to increase ratios			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	1b, 2a, 2b, 2c, 3a, 3d, 4c	Performance Metric:	Zoning code amendments and elective design standards adopted
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:			
Action LU-9: Establish design standards to elevate urban design in Kent's industrial lands by requiring fenestration, modulation, and site design requirements that mitigate visual impacts and non-motorized accessibility challenges of large development			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	2a, 2b, 2c, 3d, 4a, 4c	Performance Metric:	Design standards adopted
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:			
Action LU-10: Establish tiered approach to application of design standards for redevelopment			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	1a, 3a	Performance Metric:	Zoning code amendments adopted
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:			
Action LU-11: Complete housing plan, including assessment of housing needs and opportunities for industrial workforce			
Project Lead:	ECD	Partners:	South King County cities; Dept. of Commerce
Goals/Policies Met:	3b	Performance Metric:	Adopted housing plan with strategies for providing housing for industrial workforce
Timeline:	Mid term	Funding/Resource Options:	Staff time; Department of Commerce grant
Related Plans or Projects:		South King County Housing Plan, City of Kent Housing Plan	

TRANSPORTATION AND INFRASTRUCTURE

Action T-1: Maintain and expand the geography of the Manufacturing and Industrial Center (MIC) designation to

position Kent for regional funding opportunities to support freight infrastructure and advocate regionally for support for projects that offset the financial and opportunity costs of freight.			
Project Lead:	ECD and Elected Officials	Partners:	Public Works, PSRC, King County
Goals/Policies Met:	1a, 1b	Performance Metric:	New boundaries adopted in Kent's comprehensive plan, King County CPPs, and Puget Sound MPPs; regional grant funding availability
Timeline:	Mid term	Funding/Resource Options:	Staff time; elected official time
Related Plans or Projects:		Action LU-1, King County Countywide Planning Policies, Vision 2050	
Action T-2: Explore revisions to TIF which may include project lists that include all modes of transportation, reduced fees for mixed-use complexes, and consideration of Rally the Valley findings that trucking-intensive uses generate the highest traffic counts during non-PM-peak hours.			
Project Lead:	Public Works	Partners:	ECD
Goals/Policies Met:	1a	Performance Metric:	Adopted revisions to Traffic Impact Fees (TIF) and project list
Timeline:	Mid term	Funding/Resource Options:	Staff time; TMP consultant work
Related Plans or Projects:		Transportation Master Plan update	
Action T-3: Track transportation-related revenue, including grants and TIF, and costs including infrastructure expansion and maintenance.			
Project Lead:	Public Works	Partners:	Finance, ECD
Goals/Policies Met:	1a, 1b	Performance Metric:	Reportable data
Timeline:	Short term, ongoing	Funding/Resource Options:	Staff time; EcoNW consultant work
Related Plans or Projects:		EcoNW consultant contract	
Action T-4: Quantify the regional economic benefits of distribution and logistics operations in the Kent Valley.			
Project Lead:	ECD	Partners:	Finance, Public Works
Goals/Policies Met:	1a, 1b	Performance Metric:	Data and messaging for elected officials to share regionally
Timeline:	Short term, ongoing	Funding/Resource Options:	Staff time; EcoNW consultant work
Related Plans or Projects:		EcoNW consultant contract	
Action T-5: Support King County Metro and Sound Transit in advancing transit options for workers in the Kent Valley.			
Project Lead:	King County Metro, Sound Transit	Partners:	ECD, Public Works
Goals/Policies Met:	2b, 2c	Performance Metric:	Full implementation of King County Metro Connects and ST3 projects
Timeline:	Long term	Funding/Resource Options:	Metro, Sound Transit, Regional Mobility Grants, PSRC grants
Related Plans or Projects:		Metro Connects, ST3	
Action T-6: Partner with businesses to increase safety, accessibility, and utilization of the regional trails system through lighting, placemaking, and gateway enhancement projects.			
Project Lead:	ECD/Parks	Partners:	Private businesses

Goals/Policies Met:	1b, 2b, 2c, 4a, 4c	Performance Metric:	Programmatic investment in trails and gateways by private partners
Timeline:	Long term	Funding/Resource Options:	Private investment, placemaking funds
Related Plans or Projects:		Kent Valley Regional Trails Opportunity Study	
Action T-7: Replace the Green River Corridor Ordinance, KCC 15.08.260 with targeted language to establish and maintain access to the regional trails system.			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	2b, 2c, 4c	Performance Metric:	Repeal of KCC 15.08.260, and adoption of new code language
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:		Shoreline Master Program, Kent Valley Regional Trails Opportunity Study	
Action T-8: Invest in improvements to the non-motorized transportation system in the Kent Valley, and opportunities to highlight and activate existing assets to achieve 2035 mode-shift goals.			
Project Lead:	Public Works/Parks	Partners:	ECD, King County Parks, King County Metro
Goals/Policies Met:	2b, 2c, 4a, 4c	Performance Metric:	Completion of the Non-Motorized and Activation Opportunities project lists
Timeline:	Long term	Funding/Resource Options:	PSRC grants, Regional Mobility Grants, King County Metro, King County Parks
Related Plans or Projects:		Action E-3, Action E-4, Metro Connects, King County Open Space Plan, Kent Park and Open Space Plan	
Action T-9: Explore opportunities for on-street parking to serve businesses with high employment density.			
Project Lead:	Public Works	Partners:	ECD
Goals/Policies Met:	3c, 4b	Performance Metric:	Completion of the On-Street Parking project list
Timeline:	Mid term	Funding/Resource Options:	Private development, City capital budget
Related Plans or Projects:		Transportation Master Plan update	
Action T-10: Amend parking regulations to require new development to provide adequate parking for high employment-density uses.			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	3a	Performance Metric:	Zoning code amendments adopted
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:			
Action T-11: Pursue opportunities to partner with firms developing advanced technologies, and explore ways to facilitate supportive infrastructure and resources.			
Project Lead:	ECD	Partners:	ACESNW
Goals/Policies Met:	3a, 3b, 3d	Performance Metric:	Established partnership with advanced technology or R&D firm to locate operations in Kent's industrial lands
Timeline:	Short term	Funding/Resource Options:	Private funding, utilities franchise agreements, City capital budget
Related Plans or Projects:		ACES Northwest Network strategic goals (https://cascadia.center/aces/)	

Action T-12: Implement water system plan and comprehensive sewerage plan projects to maintain existing infrastructure and ensure capacity for growth in the Kent Valley.			
Project Lead:	Public Works	Partners:	ECD, private development
Goals/Policies Met:	1a, 3d	Performance Metric:	Completion of projects listed in Kent's Water System Plan and comprehensive sewerage plan
Timeline:	Long term	Funding/Resource Options:	Private development, City capital budget
Related Plans or Projects:		2019 Water System Plan; 2000 Comprehensive Sewer Plan	
Action T-13: Complete the Mill Creek Reestablishment Project in the Kent Valley.			
Project Lead:	Public Works	Partners:	King County Drainage District, USACE, WDFW, Muckleshoot Tribe, Dept. of Ecology
Goals/Policies Met:	3a, 4b	Performance Metric:	Completion of all Mill Creek Reestablishment Project components
Timeline:	Mid term	Funding/Resource Options:	City capital budget
Related Plans or Projects:		Mill Creek Reestablishment Project EIS	
Action T-14: Evaluate the feasibility of a Parks Impact Fee within Kent's industrial employment center, including the completion of a rate study.			
Project Lead:	Parks	Partners:	ECD
Goals/Policies Met:	1a, 2b, 4a,	Performance Metric:	Parks Impact Fee feasibility study completed.
Timeline:	Short Term	Funding/Resource Options:	Staff time
Related Plans or Projects:		Parks Impact Fee Rate Study	
Action T-15: Develop and implement regional trail lighting program. Identify and coordinate with private property owners to install lighting fixtures on private property and building façades abutting regional trails.			
Project Lead:	Parks	Partners:	ECD
Goals/Policies Met:	2a, 2b, 2c, 4c	Performance Metric:	Lighting program created and underway.
Timeline:	Mid term	Funding/Resource Options:	Staff time
Related Plans or Projects:			
Action T-16: In cooperation with private property owners and King County Metro, establish procedures and standard maintenance agreements for installation of custom bus shelters serving major employers.			
Project Lead:	ECD	Partners:	Public Works
Goals/Policies Met:	3d, 4b, 4c	Performance Metric:	Procedures established.
Timeline:	Mid Term	Funding/Resource Options:	Staff time
Related Plans or Projects:		Metro Connects	
Action T-17: Establish procedures for cooperative management of storm water infrastructure for recreational and public access purposes. Project will require collaborative effort between Public Works and Parks Departments.			
Project Lead:	Public Works, Parks	Partners:	ECD
Goals/Policies Met:	2b, 4a	Performance Metric:	Procedures established.
Timeline:	Mid Term	Funding/Resource Options:	Staff time
Related Plans or Projects:		GRNRA Master Plan	
Action T-18: Restore staffing capacity in Kent Parks and Public Works to support volunteer management programs. Develop and implement an adopt-a-trail program for Kent Valley businesses to adopt and regularly clean up and beautify regional trail segments. Secure grants from King Conservation District and Department of			

Ecology for community-supported restoration and cleanup projects.			
Project Lead:	ECD	Partners:	Public Works
Goals/Policies Met:	2b, 2c, 4a	Performance Metric:	Procedures established.
Timeline:	Mid Term	Funding/Resource Options:	Staff time
Related Plans or Projects:			

ENVIRONMENT			
Action E-1: In coordination with the USACE and King County Drainage District, continue to maintain and upgrade the Green River levee system to achieve flood protection and habitat goals.			
Project Lead:	Public Works	Partners:	Parks, King County Drainage District
Goals/Policies Met:	1b, 3a, 3d, 4b, 4c	Performance Metric:	Green River levee system completed
Timeline:	Short term	Funding/Resource Options:	King County Drainage District, City capital budget
Related Plans or Projects:		Green River System-Wide Improvement Framework	
Action E-2: Continue to minimize and mitigate environmental impacts from development through implementation of Kent's Critical Areas Ordinance, Shoreline Master Program, and Surface Water and Drainage Code. Ensure these regulations are updated per required schedules and reflect best available science.			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	3a, 3d	Performance Metric:	New development and redevelopment occurs consistent with environmental regulations
Timeline:	Ongoing	Funding/Resource Options:	Staff time
Related Plans or Projects:		Shoreline Master Program, Critical Areas Ordinance, Surface Water and Drainage Code, 2017 Kent Surface Water Design Manual	
Action E-3: Reduce air pollution from passenger vehicles by promoting mode shift to non-motorized and transit modes through investment in non-motorized infrastructure projects in Chapter 4 – Infrastructure and Transportation.			
Project Lead:	Public Works	Partners:	ECD, King County Metro, King County Parks, Sound Transit, Private developers
Goals/Policies Met:	2b, 2c, 4c	Performance Metric:	Mode shift goals achieved, and overall reduction in air pollution from passenger vehicles (per Puget Sound Clean Air Agency GHG Inventory)
Timeline:	Long term	Funding/Resource Options:	King County Parks Levy, Private development, City capital budget
Related Plans or Projects:		Action T-8, Kent Transportation Master Plan, Metro Connects, King County Open Space Plan, Kent Park and Open Space Plan	
Action E-4: Increase carbon sequestration through investments in parks and open space in Kent's industrial lands listed in Chapter 4 - Infrastructure and Transportation.			

Project Lead:	Public Works/Parks	Partners:	Parks, King County Drainage District
Goals/Policies Met:	2b, 2c, 4a, 4c	Performance Metric:	Completion of Activation Opportunities project list
Timeline:	Long term	Funding/Resource Options:	
Related Plans or Projects:	Action T-8, King County Open Space Plan, Kent Park and Open Space Plan, Kent Valley Regional Trails Opportunity Study		
Action E-5: Amend zoning code use tables to allow transit operations and maintenance facilities in the I3 zoning district and as a conditional use in the I2 zoning district.			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	3d, 4c	Performance Metric:	Zoning code updates adopted
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:	Action LU-5, Metro Connects		
Action E-6: Support King County Metro's work to achieve carbon neutrality by 2040.			
Project Lead:	King County Metro	Partners:	ECD, Public Works
Goals/Policies Met:	4a, 4c	Performance Metric:	Completion of carbon neutrality projects in King County's Metro Connects plan
Timeline:	Long term	Funding/Resource Options:	Staff time
Related Plans or Projects:	Action T-5, Metro Connects		
Action E-7: Ensure Kent's policies and codes are consistent with state requirements relating to transition to alternative fuels, including RCW 43.19.648 and WAC 51-50-0427.			
Project Lead:	ECD	Partners:	
Goals/Policies Met:	2a, 3a, 4b	Performance Metric:	Zoning code amendments adopted
Timeline:	Short term	Funding/Resource Options:	Staff time
Related Plans or Projects:			

ECONOMY AND EMPLOYMENT			
Action EE-1: Continue to invest in collaborative marketing and messaging efforts with Kent Valley partner cities to elevate Kent's image as an attractive place for business.			
Project Lead:	ECD	Partners:	Kent Valley partner cities
Goals/Policies Met:	3a, 3d, 3c	Performance Metric:	Kent Valley has brand recognition globally
Timeline:	Short term, ongoing	Funding/Resource Options:	LTAC funds
Related Plans or Projects:	City of Kent Economic Development Plan		
Action EE-2: Establish and maintain a Kent Valley website and continue to share data and statistics to support Kent Valley businesses and recruit new firms.			
Project Lead:	ECD	Partners:	Kent Valley partner cities, Port of Seattle
Goals/Policies Met:	3a	Performance Metric:	Website is live, sees 100+ views per day, and is instrumental in drawing firms to the Kent Valley
Timeline:	Short term, Ongoing	Funding/Resource Options:	LTAC, Port of Seattle grant program

Related Plans or Projects:		https://www.kentvalleywa.com/	
Action EE-3: Establish and maintain partnerships with Kent Valley partner cities and seek opportunities to collectively influence regional decision-making and collaborate on grant offerings.			
Project Lead:	ECD	Partners:	Kent Valley partner cities, Elected officials
Goals/Policies Met:	1b, 3a, 3b	Performance Metric:	Kent is a regional thought-leader and successfully advocates for regional policy change benefiting the Kent Valley; Kent Valley cities receive partnership grants
Timeline:	Short term, ongoing	Funding/Resource Options:	Staff time
Related Plans or Projects:			
Action EE-4: Partner with industry groups and institutions to promote shared goals of growing manufacturing, high-tech, and aerospace jobs in the Kent Valley.			
Project Lead:	ECD	Partners:	AFA/WSSC, Highline College, UW
Goals/Policies Met:	3a	Performance Metric:	Through partnerships, Kent achieves manufacturing job growth targets
Timeline:	Short term, ongoing	Funding/Resource Options:	Staff time, private and institutional investment
Related Plans or Projects:			