This Plan is a bold step for Kent’s economic growth and development for the next ten years. When the City commissioned this project, our goals were to:

- Learn more from the business community about why key businesses chose Kent to operate and what challenges and opportunities they face
- Learn what Kent’s competitive advantages and disadvantages are and how these shape our strategies for continued business development, business recruitment and business creation
- Identify compatible industry clusters and growth prospects
- Create a platform to collaborate with business and community leaders to improve economic conditions and quality of life
- Set cohesive economic development priorities ranked by business and community leaders

From this analysis and outreach effort, we have a renewed sense of who we are and where we are going, but our work is not complete. Identifying resources and the specific initiatives necessary to execute the strategies will require ongoing collaboration with industry and community leaders and Kent residents.

For those of you who have been committed to Kent for the long haul and others who may just be learning about what Kent has to offer, I look forward to working with you to further refine and implement the preliminary goals and strategies outlined here that were developed in partnership with our business leaders. The key messages of this plan are: Kent has capacity for continued growth and diversification. We have redevelopment potential in our industrial and commercial areas and, we offer a diversity of training programs to equip our workforce with the skills they need to compete for the jobs of the future. We have engaged community partners who participated in brainstorming priorities and who are poised to partner with the City to support existing business and recruit new businesses.

Thank you for your interest in our community, I look forward to working with you.

Sincerely,

Suzette Cooke
CITY OF KENT MAYOR
Mayor
Suzette Cooke

Council
Jim Berrios
Bill Boyce
Brenda Fincher
Dennis Higgins
Dana Ralph
Deborah Ranniger, Ph.D.
Les Thomas

Staff
Charlene Anderson  Planning Manager
Tom Brubaker  Acting Chief Administrative Officer
Mike Carrington  Director of Information Technology
Josh Hall  Economic Development Specialist
Kurt Hanson  Economic & Community Dev. Manager
Tim LaPorte  Director of Public Works
Julie Pulliam  Assistant to the ECD Director
Fred Satterstrom  Director of Planning Services Division
Ken Thomas  City of Kent Police Chief
Jeff Watling  Director of Parks, Rec., & Community Services
Ben Wolters  Director of Economic & Community Dev.

Business Leaders
Dana Beckley  Developer
Jim Berrios  Golden Steer Steak & Rib House
Dawn Colston  Express Employment
Dione Dittmar  Airways Brewing Company
Derek Fallen  Pacific Metallurgical
Sue Froyd  Maggie’s On Meeker
Harpreet Gil  Punjab Sweets
Chad Gleason  Raven Commercial Real Estate
Greg Haffner  Curran Law Firm
John Hinds  Kent Station
Donna Johnson  Worldwide Distributors
Nadim Kilzi  Starbucks
Scott Kirkpatrick  Sound Transit
Bill McSherry  Boeing
Mike Miller  HomeStreet Bank
Jason Milliren  Hermanson Co.
Mike Moran  Cascade Gasket & Manufacturing Co.
Daric Schweikart  Flow International
Ken Sharp  Minuteman Press
Kath Simmering  REI
Mark Spatz  Sterlitech Corporation
Johnathan Spaulding  Kvichak Marine
Mark Williams  Worldwide Distributors

Community Partners
Bob Embrey  Green River Community College
Tim Higgins  ShoWare Center
Andrea Keikkala  Kent Chamber of Commerce
Chris Loftis  Kent School District
Tom McLaughlin  CAMPS
Robin Nixon  CAMPS
Barbara Smith  Kent Downtown Partnership
Rachel Smith  Sound Transit
Dr. Lee Vargas  Kent School District
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BACKGROUND & PURPOSE

KENT'S VISION FOR 2025

STRATEGIES AT-A-GLANCE

DETAILED STRATEGIES

FOUR

FIVE

THREE

TWO

ONE

PLAN IMPLEMENTATION & COORDINATION

APPENDIX A:

FURTHER READING
INTRODUCTION

Kent's roots stretch back to 1890, the year it was incorporated with a population of 763 people. Kent was a major grower of hops and berries, and at one time, it was considered the Lettuce Capital of the World. Dairy farming was also an important sector of Kent’s early economy. In 1899, the first can of Carnation Milk was produced in Kent.

In the 1950’s, industrial production began to develop on Kent’s valley floor. In 1963, completion of the Howard Hanson Dam, a flood-storage facility hastened further economic change in the Valley. What was once farmland that was routinely flooded by the Green River each winter, the dam transformed a rural community into the industrial powerhouse it is today.

A City in Transition

As of 2013, the City of Kent is the 6th largest city in Washington State, with roughly 123,000 residents and more than 63,000 jobs. Kent has evolved into a major employment center and is now home to the fourth largest manufacturing & distribution area in the US.

Still more changes are underway for Kent. For most of its existence a rural and then suburban city, Kent is becoming a rapidly urbanizing city located squarely within the region’s Urban Growth Boundary (UGB). Major population growth and increasing cultural diversity are changing the face of Kent and shattering old preconceptions about the City. This growth is reflected in a changing skyline – housing options downtown and elsewhere in the City are increasing & high-quality open spaces, parks and plazas have been developed. Major infrastructure & transit improvements connecting Kent to the region are also underway.

Along with these demographic and physical changes, challenges to Kent’s fiscal sustainability have come about as a result of the deep economic recession of 2008 and its after-effects – as well as structural changes to the way sales tax is collected in the State of Washington. In 2008, Washington implemented Streamlined Sales Tax (SST) provisions, which changed sales tax collection from source-based to destination-based. As a result, Kent can no longer collect sales taxes on goods shipped from millions of square feet in the industrial valley. These changes have resulted in a dramatic shift in the City's fiscal base and as a consequence, to the way in which it delivers services to residents and businesses alike.
Many significant developments, trends & changes have occurred in recent years, including:

> Kent Station
> ShoWare Center
> Transit Station & Commuter Train
> Highway Improvements
> Lowes & Home Depot
> Green River Community College & 4-year degree programs
> Fire Department from City to a Regional Fire Authority
> Achieved Park Landmark Status
> Recognized as Sports Town USA
> Designated 100 Best Places for Young People
> Lake Meridian Improvements
> Establishment of Neighborhood Councils
> Panther Lake Annexation
> Blue Origin
> Amazon Fulfillment Center
> Carlisle Interconnect Technologies
> Pacific Gateway / Stryker
> East Hill Skate Park
> Redevelopment of Boeing Surplus Properties

City leaders and planners have responded energetically to these changes in Kent. A clear vision for Kent’s future has been articulated and plans developed and coordinated to implement this vision of Kent as “a safe, connected and beautiful city, culturally vibrant with richly diverse urban centers.” From these efforts, the City of Kent is emerging as a distinctive place, attractive and functional for residents and businesses.
KENT: BY THE NUMBERS

123,000
Population
(Census 2012)

6th
Largest City
in Washington

$58,477
Median Family Income
(Census 2008-2012)

18 miles
from Seattle & Tacoma

36,424
Housing Units
(Census 2010)

8,094
Total Firms
(Census 2007)

33
Years Old
Median Age
(Census 2010)

63,090
Covered Employment
(Puget Sound Regional Council Estimate, 2012)

$17,865
Retail Sales per Capita
(Census 2007)
PURPOSE OF THE PLAN

The purpose of this Economic Development Plan (EDP) for the City of Kent is to provide a comprehensive playbook of strategies for economic growth for the next 5 to 10 years. Since the previous Economic Development Strategic Plan was adopted in 2008, the City achieved many goals outlined in the plan while experiencing significant population growth, as well as structural changes to its economy. Also since that time, the City has articulated a clear, over-arching vision for its future. This document will update and expand on Kent’s original economic plan, coordinating the resulting strategies closely with the vision, goals and objectives articulated in the Kent City Council’s Strategic Plan - The Vision for 2025.

Project Aims
The major aims of this project are to:

> Analyze Kent’s commercial & industrial advantages & disadvantages and identify strategies to build on existing assets while pursuing new opportunities.

> Identify Kent’s economic cluster industries, sectors or cross-sectors.

> Update Kent’s 2008 EDP, summarizing accomplishments & opportunities for future economic development strategies.

> Reflect Kent’s position as a regional industrial center; advance its vision for Downtown, strong neighborhoods & commercial centers.

> Collaborate with business leaders and community partners through stakeholder outreach & a business forum to develop strategies that align businesses’ needs with Kent goals for economic development.

> Identify tasks, resources & community partners necessary to pursue strategies.

What To Do With The Plan
This document should be utilized as a tool to:

> Identify & prioritize strategies to strengthen & grow the Kent economy over the next 10 years.

> Coordinate implementation of strategies for economic growth with recommendations in Kent’s other current planning documents, including the Downtown Subarea Action Plan (DSAP).

> Secure funding for implementation of strategies to strengthen and grow Kent’s economy.

> Track progress in implementation of strategies.
The City of Kent’s first Comprehensive Plan was adopted in April 1995, under provisions of the 1990 Washington State Growth Management Act (GMA). A full update was completed in August 2004 and a second complete review & update will be concluded by June 30, 2015. Under GMA, Comprehensive Planning provides citywide policy direction for land use, zoning and public improvements.

Kent’s Downtown Subarea Action Plan (DSAP) was recently updated by the Kent City Council in November 2013. Many of the actions from the previous plan – including the construction of Kent Station and Town Square park – had been completed, and the plan was in need of updating. The refreshed plan integrated key findings and data from Phase I of the Economic Development Plan which helped to inform many of the new strategic actions for downtown.

In 2010, Kent’s Parks & Open Space Plan was completed, laying out a detailed roadmap including goals, policies and implementation recommendations to support the development of park land & recreational facilities as well as the preservation and enhancement of environmentally sensitive areas. Adopted in 2011, Kent’s Midway Subarea Plan describes a range of actions to help prepare the Pacific Highway South transportation corridor for future high capacity light rail transit, illustrating the potential of Midway to inform policy decisions affecting the area.

In the fall of 2005, Kent began the process of developing a Transportation Master Plan (TMP). The TMP was integrated into the Transportation Element of the City’s Comprehensive Plan, serving as Kent’s blueprint for long-range transportation planning. The TMP includes, among other items, an inventory of the existing transportation system; level of service standards; transportation demand management strategies; future improvement needs; and a multi-year financing plan for improvements.

In early 2011, Kent staff and City Council engaged in strategic planning activities and workshops to identify priorities and strategies for Kent municipal governance. A variety of accomplishments were identified, contributing to the need to pursue new opportunities and address challenges for continued economic prosperity. The resulting Strategic Plan – The Vision for 2025 addresses all aspects of City governance as well as other topics including land use, economic development, community engagement, public health and recreation. The Strategic Plan developed and articulated the vision, goals and objectives to guide growth in Kent and has been adopted as the foundation for this EDP.
In Phase I of Kent’s Economic Development Plan update, begun in 2011 and completed in March of 2012, Community Attributes utilized a variety of quantitative and qualitative methods to develop a baseline and analyze retail, employment, demographic, real estate & industry trends. The results of the complete technical analyses are the Commercial Profile & Industrial Assessment, located in the Appendix I: Technical Analyses Parts 1 and 2, respectively, at the end of this document. In addition, a document was produced outlining Themes, Goals & Priorities informed by these analyses as well as 16 stakeholder interviews and a Business Forum involving over 40 Kent business leaders, City staff, Mayor Cooke and key community partners. This document preceded & laid the foundation for Phase II of the update.

Phase II, culminating in the present document, draws from and expands upon the Themes, Goals and Priorities outlined in Phase I of Kent’s Economic Development Plan to articulate a robust playbook of specific Strategies and Action Steps, supported by case studies and examples from across the country, for economic growth in Kent.
Sixteen structured interviews were performed with key businesses in Kent in order to obtain a firsthand perspective on the strengths, challenges and opportunities of operating a local business. Firms interviewed included a mix of manufacturing firms, real estate representatives, small and mid-sized businesses in Kent’s industrial area, Downtown and East Hill as well as membership-based organizations such as the Kent Chamber and the Center for Advanced Manufacturing Puget Sound and Kent Downtown Partnership. Results of these interviews are summarized by theme, below.

Choosing Kent: Strengths & Opportunities
Respondents were complimentary of Kent’s wide variety of strengths. Businesses chose Kent for a variety of reasons, including access to amenities such as Downtown’s Kent Station, shopping, dining and transit station; a supportive base of local businesses; proximity to major customers and supply chains; convenient or central location; Kent’s pro-business atmosphere and the relative affordability of land and labor. Many felt that Kent’s stable and increasing tax base would be a growing strength for the business community.

Growth & Other Factors Affecting Kent Businesses
The overall outlook for business in Kent is positive. The majority of respondents anticipate modest growth while suppliers for Boeing anticipate strong growth and expansion. The recent retention of the 777X and 737 MAX work in the Puget Sound region reinforces this assertion. While at the time of these interviews, the most significant factor cited by stakeholders affecting businesses was the national economic downturn, the rebounding economy has already begun to improve local business prospects. Other factors cited as concerns to local businesses include uncertainty around federal budget stability as it would affect local contracting and concerns over the local talent pipeline.
Regulatory Environment
The majority of stakeholders were emphatic in their support of the City’s commitment to going above and beyond to help businesses succeed. Several stakeholders affirmed that Kent is one of the best, if not the best, city to work with in the South End. Stakeholders mentioned that challenges regarding the City’s regulatory reputation can, in many cases, be mitigated through enhanced communication and targeted outreach.

Infrastructure
Both the Stakeholder Interviews and Business Forum indicate a lack of consensus among businesses regarding infrastructure needs. Stakeholders mentioned several opportunities to improve infrastructure, but the impact of infrastructure on businesses varies depending on location and industry type. Concerns over traffic and maintenance of roads for freight mobility were the most commonly cited concern among industrial stakeholders, including traffic on 167 and up I-5. The 167/405 interchange is a bottleneck and a challenge for companies like Boeing, which frequently transports between Kent and Everett. Companies whose workforce prefers a more urban atmosphere and transit options (rather than single use vehicles) emphasized the need to improve pedestrian-friendliness and biking amenities. Other challenges cited by a small number of respondents included broadband capacity and the flood potential of the Kent Valley. Overall, respondents spoke favorably of infrastructure and especially highlighted satisfaction with access to green spaces and City parks.

Economic Development
Regarding economic development, insights focused on working with existing local businesses, as well as efforts to attract new businesses, employees, and visitors. Overcoming any remaining stigma and negative perceptions of Kent stand out as the most cited challenge to address, followed by the relative lack of anchor businesses (especially grocery stores) in Kent and infrastructure improvements. Transportation and congestion issues and public safety, particularly on the East Hill, were also identified. Respondents listed a wide variety of available resources and partners, highlighting the need for a comprehensive approach to economic development. Many of these organizations were represented at the Business Forum (discussed in the subsequent section) and had a role in developing economic development priorities that are reflected in this document.
BUSINESS FORUM

In October 2011, a Business Forum with approximately 40 business leaders, City staff, Mayor Cooke and key community partners was held to identify top priorities for economic growth in the City of Kent. Teams were assigned according to industry and interest to develop a series of economic development actions based on participant expertise. A preliminary timeframe and potential partners to implement the actions were also identified by the teams. All participants voted on the top actions to clearly communicate priorities for the next 5 to 10 years.

The priority actions, listed below, were synthesized from the Business Forum voting. In addition to informing the Strategies and Action Steps at the heart of this Plan, these actions have been incorporated into the priorities and timing schedule of the Plan Implementation and Coordination (Chapter FIVE) section of this document.

> Support the Aerospace Industry to develop a competitive workforce and participate in growing new talent

> Develop partnerships with education system and community colleges

> Facilitate focus groups to develop Kent’s market strategy, brand and target audience

> Increase awareness of Kent’s assets to local and regional markets through targeted advertising for dining, shopping and events. Pursue a dining guide and other specific advertising

> Improve circulation and access to businesses

> Improve the Permitting Process

> Create an Executive Roundtable to address workforce and education challenges

> Perform a gap analysis that assesses existing educational programs and resources and industry workforce needs

> Improve the connection between Kent Station and downtown Kent

> Encourage building and landowners to improve maintenance and aesthetics of properties in historic Downtown

> Create cohesive urban centers with sense of place, personality and local power. A variety of efforts are necessary for both East and West Hill to establish a sense of place and improve development quality and aesthetics

> Improve landlord absenteeism and provide incentives to maintain properties
Structure & Coordination with Other Plans

This Economic Development Plan is intended as a tool for City staff and partners to achieve and measure economic growth, as well as related goals such as place-making and fiscal sustainability that are mutually advantageous. As such, this document is structured as a detailed playbook of Strategies and Action Steps that are supported by case studies from around the country and that reference ongoing successes in the City of Kent today. This document includes the following sections:

ONE

Introduction
Chapter ONE begins with an introductory discussion of Kent’s history and more recent challenges associated with its growth and emergence as a major employment center in the region. This section outlines the Purpose of the Plan and the Planning Context, including the overarching City Council Strategic Plan – The Vision for 2025 that guided the development of this Plan and summarizes Stakeholder Outreach.

TWO

Kent’s Vision for 2025
This Chapter details the Vision, Goals and Objectives articulated in Kent’s City Council Strategic Plan – The Vision for 2025 developed by City Council in 2011, and describes how the Strategies detailed throughout this Plan are linked back to the Strategic Plan’s Goals using a series of icons.

THREE

Economic Development Strategies At-A-Glance
Chapter THREE presents all 21 Strategies and 112 Action Steps together in one simple matrix for easy reference.

FOUR

Detailed Economic Development Strategies
Chapter FOUR comprises the heart of this Economic Development Plan. Strategies & Action Steps for economic growth and retention are presented here in detail, including Case Studies in their application elsewhere and Kent Success Stories.

FIVE

Plan Implementation & Coordination
Chapter FIVE distills the Plan’s Strategies and Action Steps into a clear, easy-to-use implementation program and checklist, indicating priority and funding levels, and expected timing and staff leads for implementation. This section also presents performance measures that may be useful in tracking the implementation of the Strategies and Action Steps.
For the purposes of this *Economic Development Plan*, the following terms are utilized in conjunction with a numbering system and color-coding to describe and organize the recommendations for economic growth found herein.

**Focus Areas**
The Strategies and Action Steps comprising the heart of this Plan are organized into six major Focus Areas, including:

1. **IMAGE & BRANDING**
2. **PLACE-MAKING & GATEWAYS**
3. **BUSINESS CLIMATE**
4. **CLUSTER GROWTH & RETENTION**
5. **KENT INDUSTRIAL VALLEY AS REGIONAL INNOVATOR**
6. **WORK FORCE**

Focus Areas and their constituent Strategies & Action Steps are further organized by color.

**Strategies**
In this document, a *Strategy is an approach to achieving a goal* – in this case the goals and objectives set forth in the Kent City Council’s Strategic Plan – The Vision for 2025. The Strategies in this Plan - there are 21 of them - each contain a number of specific Action Steps that, when implemented, will embody each approach.

**Action Steps**
Action Steps are the most specific individual measures that the City of Kent and its partners may implement to realize economic growth and retention that are laid out in this Plan. The Plan details 112 individual Action Steps. Many of these Action Steps are applicable to more than one Strategy and are therefore “cross-listed” in more than one place in the document.

**Performance Measures**
Finally, Performance Measures are described in Chapter FIVE of this document in order to track and measure progress toward implementation of the Plan’s Strategies and Action Steps. For each Performance Measure, a Baseline is implied or specified from which to measure change.
KENT TOP EMPLOYERS

Source: City of Kent Economic Development (2014); Hoover’s (2014).
ONE  BACKGROUND & PURPOSE
TWO  KENT’S VISION FOR 2025
THREE  STRATEGIES AT-A-GLANCE
FOUR  DETAILED STRATEGIES
FIVE  PLAN IMPLEMENTATION & COORDINATION

APPENDIX A:  FURTHER READING
KENT’S VISION FOR 2025

In early 2011, Kent staff and City Council engaged in a variety of strategic planning activities and workshops to identify priorities and strategies for Kent municipal governance. A variety of accomplishments were identified during the strategic planning retreat, contributing to the need to pursue new opportunities and address challenges for continued economic prosperity. The resulting Strategic Plan - The Vision for 2025 addresses all aspects of City governance as well as other topics including land use, economic development, community engagement, public health and recreation.

THE VISION FOR 2025

Kent is a safe, connected and beautiful city, culturally vibrant with richly diverse urban centers.
Strategic planning determines where our City is going, how we’re going to get there, and measures success over time. It ensures the most effective use of our limited resources by focusing on key priorities. It is the framework by which the City organization will provide services and programs to all members of our community. The **5 Goals of the Strategic Plan** address the vision for Kent with Objectives that support the community’s values.

**Kent City Council’s Strategic Plan - The Vision for 2025**

1. **DEVELOP & IMPLEMENT A SUSTAINABLE FUNDING MODEL**
   - The City will continue to prioritize public services, execute new fund reserve policies and will identify and implement efficiencies.
     - Increase operating efficiencies
     - Achieve reserve and fund balances
     - Adopt new revenue sources
     - Prioritize public services as part of annual budget process
     - Community forums and input
     - Partnership opportunities

2. **CREATE NEIGHBORHOOD URBAN CENTERS**
   - Identify and develop a niche unique to Kent.
     - Transform zoning and planning to create urban centers
     - Establish unique identities for neighborhoods
     - Identify and develop a unique City identity
     - Implement incentives to build urban centers

3. **CREATE CONNECTIONS FOR PEOPLE & PLACES**
   - Create connections for people and places by improving trails and roadways and establish welcoming entries into Kent.
     - Expand trails, sidewalks and bikeways
     - Deploy wayside horns on all city railroad crossings
     - Deploy fiber optics to every home and business
     - Expand neighborhood community gathering opportunities
     - Develop capital budgets for community gardens
     - Conduct a study to identify opportunities for youth recreation
     - Improve access to City services and information via City website
     - Develop and implement a language translation plan

4. **FOSTER INCLUSIVENESS**
   - Broaden opportunities to celebrate and showcase the diversity of our community and ultimately promote inclusiveness.
     - Promote inclusiveness, social justice and equity
     - Remove barriers to hiring reflecting the City’s diverse population
     - Educate on the cultural diversity of Kent
     - Institute youth programs at every middle school
     - Broaden the base of family fun events

5. **BEAUTIFY KENT**
   - Design standards for residential, commercial and downtown Kent will be updated and will include a plan for a “Green Kent,” making better use of the city’s assets.
     - Enhance existing public roads and rights-of-way
     - Enhance and revitalize existing public parks
     - Enhance City facilities
     - Implement a plan for private property beautification
     - Create gateways
     - Review and update City development standards
The Strategies & Action Steps at the heart of this Plan are intended to implement the Goals and Objectives articulated in Kent’s Strategic Plan - The Vision for 2025 in a coordinated way with Kent’s other current planning documents as discussed in Chapter ONE.

1. **DEVELOP & IMPLEMENT A SUSTAINABLE FUNDING MODEL**
   The City will continue to prioritize public services, execute new fund reserve policies and will identify and implement efficiencies.

2. **CREATE NEIGHBORHOOD URBAN CENTERS**
   Identify and develop a niche unique to Kent.

3. **CREATE CONNECTIONS FOR PEOPLE & PLACES**
   Create connections for people & places by improving and expanding trails and roadways and establish welcoming entries into Kent.

4. **FOSTER INCLUSIVENESS**
   Broaden opportunities to celebrate and showcase the diversity of our community and ultimately promote inclusiveness.

5. **BEAUTIFY KENT**
   Design standards for residential, commercial and downtown Kent will be updated and will include a plan for a “Green Kent,” making better use of the city’s assets.
As such, this report uses a set of FIVE icons to establish the connection between specific Strategies and the Strategic Plan Goal(s) that the Strategy aims to achieve.
ONE  BACKGROUND & PURPOSE
TWO  KENT’S VISION FOR 2025
THREE  STRATEGIES AT-A-GLANCE
FOUR  DETAILED STRATEGIES
FIVE  PLAN IMPLEMENTATION & COORDINATION

APPENDIX A: FURTHER READING
1 CITY IMAGE & BRANDING

1.1 Signal Kent Aspirations with Implementation of Compelling Branding Identity

1.1.1 Brainstorm a Brand
1.1.2 Develop Kent’s City-Wide Brand
1.1.3 Include District Identities

1.2 Strengthen the Image of Kent in the Region with a Strategic Marketing Campaign

1.2.1 Plan a Marketing Campaign
1.2.2 Execute a Marketing Campaign
1.2.3 Brand City Communications
1.2.4 Build Social Media Presence
1.2.5 Communicate Successes
1.2.6 Build “Made in Kent” Campaign

2 PLACE-MAKING & GATEWAYS

2.1 Beautify Kent Streetscapes & Public Realm with Strategic Design & Policy Interventions

2.1.1 Rebuild Commercial Corridors
2.1.2 Brand the Shopping Areas
2.1.3 Gray to Green
2.1.4 Light the Streets
2.1.5 Make Downtown Walkable
2.1.6 Extend Good Design
2.1.7 Support High-Quality Transit-Oriented Development
2.1.8 Back the Downtown Partnership
2.1.9 Activate Street Space
2.1.10 Connect Downtown to Neighborhoods
2.1.11 Master-Plan for Alternative Modes
2.1.12 Activate the Medians

2.2 Strengthen Sense of Place by Designating & Improving Key Gateways & Connections Into & Through Kent

2.2.1 Designate External Gateways
2.2.2 Designate Internal Gateways
2.2.3 Design the Gateways
2.2.4 Pursue Funding for Quality Design

2.3 Encourage Quality Development, Renovation, and Upkeep of New & Existing Building Stock

2.3.1 Emphasize Good Urban Design
2.3.2 Practice Effective Code Enforcement
2.3.3 Engage Key Property Owners
2.3.4 Solicit Pro Bono Design Services
2.3.5 Formulate & Implement Design Guidelines
### 2.4 Accommodate Growing Workforce with Diversified Housing Stock, Including Downtown Multifamily & Executive Housing

- **2.4.1** Implement the Downtown Subarea Action Plan (DSAP)
- **2.4.2** Expand Housing Choice in Kent
- **2.4.3** Map & Market Key Sites
- **2.4.4** Leverage Assets & Local Improvement Districts (LIDs)
- **2.4.5** Update the Planned Action Ordinance
- **2.4.6** Utilize Tax Abatement Downtown
- **2.4.7** Understand What’s Missing
- **2.4.8** Show Developers the Demand
- **2.4.9** Surplus City Property for Housing & Commercial

### 2.5 Strengthen & Enhance Competitiveness of Kent Commercial Centers

- **2.5.1** Highlight Downtown’s Assets
- **2.5.2** Connect Kent Station to Meeker Street
- **2.5.3** Promote “Clean and Safe” Downtown
- **2.5.4** Prioritize Anchor Retail
- **2.5.5** Embrace Shopping Area Character
- **2.5.6** Highlight Cultural Diversity

### 2.6 Grow Green Space & Connect Local & Regional Greenways through Kent

- **2.6.1** Implement the Parks Plan
- **2.6.2** Add Biking & Running Trails
- **2.6.3** Swap Parking & Pocket Parks
- **2.6.4** Finish the Kent Valley Loop Trail
- **2.6.5** Enhance Green River Open Space
- **2.6.6** Assess & Remediate Brownfields

### 2.7 Accommodate Growing Workforce with Diversified Housing Stock, Including Downtown Multifamily & Executive Housing

- **2.7.1** Implement the Downtown Subarea Action Plan (DSAP)
- **2.7.2** Expand Housing Choice in Kent
- **2.7.3** Map & Market Key Sites
- **2.7.4** Leverage Assets & Local Improvement Districts (LIDs)
- **2.7.5** Update the Planned Action Ordinance
- **2.7.6** Utilize Tax Abatement Downtown
- **2.7.7** Understand What’s Missing
- **2.7.8** Show Developers the Demand
- **2.7.9** Surplus City Property for Housing & Commercial

### 3.1 Welcome Businesses to Kent with Clear Communication of Business Support Structures & Tools

- **3.1.1** Make Resources Available
- **3.1.2** Involve Businesses in Planning
- **3.1.3** Highlight Local Business Support
- **3.1.4** Listen Carefully to Local Business
- **3.1.5** Put Latest Data at Kent’s Fingertips
- **3.1.6** Enhance International Trade Connections

### 3.2 Strengthen & Communicate the Competitive Advantage in Cost of Doing Business Related to Kent Tax & Regulatory Structures

- **3.2.1** Streamline Permitting
- **3.2.2** Make Licensing Easy
- **3.2.3** Designate a Handler
- **3.2.4** Detail Value of a Healthy Green River
- **3.2.5** Show Where Business & Occupancy (B&O) Goes
- **3.2.6** Show Where Utility Tax Goes
- **3.2.7** Describe the Value Proposition
4 CLUSTER GROWTH & RENTENTION

4.1 Strengthen & Diversify the Advanced Manufacturing Cluster in Kent

4.1.1 Utilize Economic Development Council (EDC) Cluster Services
4.1.2 Market Kent Industrial Valley Campuses to Advanced Manufacturing
4.1.3 Market the Advanced Mfg Agglomeration
4.1.4 Leverage Center for Advanced Mfg Puget Sound (CAMPS) Consulting

4.2 Position Kent as a Hub for Outdoor Recreation Equipment “RecTech” Firms

4.2.1 Market Kent as a RecTech Hub
4.2.2 Target Outdoor Amenities in Kent Industrial Valley
4.2.3 Sponsor RecTech Events in Kent Industrial Valley
4.2.4 Continue to Support REI Headquarters
4.2.5 Market the RecTech Agglomeration

4.3 Increase Kent’s Share of Retail Cluster Firms, Employment & Revenue in the Kent Valley & Surrounding Area

4.3.1 Conduct a Competitive Analysis
4.3.2 Incentivize Redevelopment on Meeker Street
4.3.3 Infill the Strip Malls
4.3.4 Make in Back, Sell in Front
4.3.5 Locate a Big Box
4.3.6 Respond Proactively to Retail Trends

4.4 Leverage Area Health Care, Manufacturing & Retail Anchors to Expand Kent Professional & Business Services Presence

4.4.1 Market Kent as a Healthcare Hub
4.4.2 Grow Hospitality Amenities in Kent Industrial Valley
4.4.3 Market CenterPoint’s Assets
4.4.4 Improve Look & Feel of CenterPoint
4.4.5 Build a Bike Spur to CenterPoint
5 KENT INDUSTRIAL VALLEY

5.1 Enhance & Expand Industrial Zoning Classifications to Accommodate a Changing State & Local Tax Structure

5.1.1 Expand Allowable Uses in Kent Industrial Valley
5.1.2 Modernize Industrial Zoning
5.1.3 Integrate Land Use Best Practices

5.2 Position the Industrial Valley as a Regional Leader in Industrial Greening & Sustainability

5.2.1 Embrace Alternative Energy in Kent Industrial Valley
5.2.2 Utilize Center for Advanced Mfg Puget Sound (CAMPS) & Environmental Coalition of South Seattle (ECOSS) as Resource Centers
5.2.3 Green River Green Infrastructure
5.2.4 Secure Funding for Sustainability
5.2.5 Join a By-Product Synergy Network

5.3 Position the Industrial Valley as an Amenity for both Industrial Users & Surrounding Communities

5.3.1 Encourage Retail & Hospitality in KIV
5.3.2 Put a Window on Manufacturing
5.3.3 Conduct a “Made in Kent” Retail Tour
5.3.4 Activate the Slack Space

5.4 Support Increased Development of Attractive Industrial Campus Environments in Kent Industrial Valley

5.4.1 Master-Plan an Industrial Campus
5.4.2 Incorporate Campus Best Practices
5.4.3 Re-Imagine the Boeing Campus
5.4.4 Signal Intent with Design Guidelines

5.5 Advance State-of-the-Art Infrastructure Connectivity in Kent Industrial Valley

5.5.1 Back Completion of Missing Link
5.5.2 Build Out Broadband in Kent Industrial Valley
5.5.3 Grow Transit Options in Kent Industrial Valley
5.5.4 Certify the Levees

6 WORK FORCE

6.1 Connect Kent Residents & Communities to New Economic Opportunities

6.1.1 Promote Kent Job Opportunities
6.1.2 Educate the Educators
6.1.3 Support Small Business Entrepreneurs
6.1.4 Develop a Maker Space in the Kent Industrial Valley

6.2 Facilitate Workforce Training, Development & Higher Education Opportunities in Kent

6.2.1 Support Center for Advanced Mfg Puget Sound (CAMPS) Career Pathways Program
6.2.2 Continue Leveraging Regional Workforce Efforts
6.2.3 Sponsor Internships
6.2.4 Support Washington FIRST (For Inspiration & Recognition of Science & Technology)
ONE  BACKGROUND & PURPOSE
TWO  KENT’S VISION FOR 2025
THREE  STRATEGIES AT-A-GLANCE
FOUR  DETAILED STRATEGIES
FIVE  PLAN IMPLEMENTATION & COORDINATION

APPENDIX A:
FURTHER READING
NAVIGATING THIS SECTION

Strategy
Numbered and named individual Strategies; a Strategy represents an “approach” to achieving a goal.

☑ Check Icon
Checked Action Steps indicate that Kent is already making progress on implementation in this area.

Action Step Number
Three-part numbers indicate Focus Area, Strategy and Action Step.

Action Step Title
Action Step Titles are worded for a “quick read,” or scan-ability.

Action Step Text
A more detailed description of Action Step recommendations.

Strategic Plan Icons
Icons indicate direct correlation between individual Kent City Council Strategic Plan Goals and specific Strategies outlined in this document.

- SUSTAINABLE FUNDING MODEL
- FOSTER INCLUSIVENESS
- CREATE URBAN CENTERS
- BEAUTIFY KENT
- CREATE CONNECTIONS

Case Study or Kent Success Story
Case Studies provide contextual evidence or illustration of successful implementation of recommendations drawn from the experience of other jurisdictions or regions.

Kent Success Stories highlight these successes locally.

Cross Listed Action Steps
Many Action Steps are mutually reinforcing in that they will be effective in implementing more than one Strategy.

If Action Steps from another Strategy are also appropriate here, they are “Cross Listed”.
1 CITY IMAGE & BRANDING
A city’s image relates to its reputation in the region and the qualities of its communities, residents, and the businesses that call it home. Branding is not just about a logo or catchphrase, “it’s about coordinated activity and a joined-up approach to attract all the city’s audiences” (The Guardian, 2008). Great cities attract people, resources, and business and thrive on creativity and differentiation. The City of Kent’s Vision for 2025 is an articulation of this City’s core values and priorities and represents a solid foundation for the formation of a new image and brand.

City image can be defined as “the sum of beliefs, ideas and impressions people have toward a certain place” (Marketing Places, 1993). Branding is “a tool that can be used by cities to define themselves and attract positive attention in the midst of an international information glut” (Branding Your City, 2013). Developing a brand and image can help a city better understand its identity and aspirations. It’s also important to recognize neighborhood themes and assets. Neighborhoods like East Hill and Downtown Kent have unique identities and can play a significant role in economic development.

The effectiveness of a branding campaign can vary greatly, but a successful effort will complement a City’s economic development goals and provide a cohesive platform to communicate Kent’s vision and assets.

Branding the City of Kent Can…

- **Shift** the perception of a place among external and internal constituents.
- **Create** a common vision for the future of the community and its potential.
- **Provide** a consistent representation of the place.
- **Enhance** its local, regional and/or global awareness and position.
- **Shed** unfavorable stereotypes associated with a place and make it more appealing.
Identity & Branding

Stakeholders and City leaders speak to a sense of cultivating Kent’s future while trying to stay true to its past. Historically, Kent was home to agriculture, manufacturing and industry and the working-class manpower that keeps those industries running. Finding ways to embrace and redirect this image is a priority. Kent is also home to leading innovators such as Boeing (the City’s largest employer) and other strong brands such as REI and Starbucks. Leveraging and aligning these assets with Kent’s image can improve perceptions and further economic diversification.

Existing Strengths

Many stakeholders encouraged the City and business community to promote Kent’s existing strengths, such as ShoWare Center, Kent Station, and the wide diversity of businesses to improve Kent’s image. Additional lifestyle amenities, specifically youth-oriented recreational outlets and amenities desirable for workers, were also mentioned.

What we’ve heard about Kent?

Branding

A city is not just about the logo but the intricate details as small as clean streets and as deep as getting a city’s residents to feel proud to be brand ambassadors. When citizens are proud, visitors are encouraged to find out what the fuss is all about and then tell the world.

Jonathan Gabay

Founder, Brand Forensics

"Branding a city is not just about the logo but the intricate details as small as clean streets and as deep as getting a city’s residents to feel proud to be brand ambassadors. When citizens are proud, visitors are encouraged to find out what the fuss is all about and then tell the world."
Strategy 1.1 Signal Kent Aspirations with Implementation of Compelling Branding Identity

1.1.1 Brainstorm A Brand ✓
Conduct a branding charrette for Kent with business and community leaders and City staff.

1.1.2 Develop Kent’s City-Wide Brand ✓
Engage a branding consultant to translate the results of branding charrette and other branding ideas (how about “Made in Kent”?) into a robust and compelling identity that reflects Kent’s aspirations as articulated in Vision 2025 and highlights the City’s business-friendly attitude [1.2.6].

1.1.3 Include District Identities
Develop, in tandem, branding themes for major Downtown, East Hill and West Hill Commercial Centers in Kent [2.1.2].

Cross Listed Action Steps
2.1.2 Brand the Shopping Areas
1 CITY IMAGE & BRANDING

Strategy 1.2 Strengthen the Image of Kent in the Region with a Strategic Marketing Campaign

1.2.1 Plan a Marketing Campaign
Engage a marketing consultant for crafting and delivery of messaging and images and identification of channels to disseminate Kent’s aspirational brand.

1.2.2 Execute a Marketing Campaign
Implement and track results of strategic marketing campaign for Kent.

1.2.3 Brand City Communications
In consultation with the City’s Communications Director, compile and assess City Department Communication materials following implementation of marketing plan to align branding and messaging with plan.

1.2.4 Build Social Media Presence
Increase City of Kent’s Social Media footprint with content highlighting City’s sustainability and livability aspirations.

1.2.5 Communicate Successes
Highlight Kent’s growing quality of life amenities including Kent Station, Kent Commons, ShoWare Center, Kent Valley Loop Trail, etc with increased positive press releases.

1.2.6 Build “Made in Kent” Campaign
Partner with local manufacturers to develop a “Made in Kent” campaign to highlight interesting and exceptional products and research developed and/or manufactured in Kent. Explore the possibility [1.1.2] of embracing “Made in Kent” as a citywide branding concept.

CASE STUDY
SF Made Organization

SF Made is a nonprofit organization based in San Francisco, CA that works to grow, support and promote the City’s manufacturing sector. The organization has more than 450 members representing approximately 3,500 employees. In its capacity, SF Made promotes the advantages of local manufacturing. This includes the creation of brand identity, utilization of existing infrastructure capacity, the efficiencies of local supply chain and a locally based skilled workforce, all attributes represented in Kent.

Business Outreach
Industry-specific education, networking opportunities, and connecting these companies to powerful local resources. Connecting companies to local hiring resources and job training programs and connecting their workers to relevant local resources and assistance.

Community Outreach
Educational workshops, factory tours and other programs designed to heighten the public awareness of manufacturing, the crafts people they employ and their collective role in the local economy.

Cross Listed Action Steps
4.2.1 Market Kent as a RecTech Hub
PLACE-MAKING & GATEWAYS
Effective place-making strategies are essential to developing and maintaining a comparative advantage in the Puget Sound region. Great place-making animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire and be inspired. The unique elements of a community become critical components in improving the livability of a place – and meeting economic development goals.

Fundamentally, place-making reintroduces creative patterns of activities and connections into the task of planning and building our cities. However, there are tangible economic benefits associated with creating networked pedestrian-friendly places that are walkable and active. For example, a 2009 study found that homes in more walkable locations command a premium of $4,000 to $34,000 over houses with just average levels of walkability in the typical metropolitan area. A University of Arizona study also found that WalkScore, a common metric used to measure how connected and pedestrian-friendly a place is, predicted higher office and retail rents, as well as lower capitalization rates (a common measure of real property value) and higher incomes. In turn, these economic benefits yield higher tax revenues, and quality places attract talented people and motivated firms.

CASE STUDY

ESTHER SHORT PARK
Vancouver, WA

Located in downtown Vancouver, the park was developed as part of a $6 million investment by the City. The design consists of a rose garden, a brick-paved square complemented by a working bell tower. The park and surrounding downtown neighborhood have attracted approximately $250 million in capital investments since 2002. The park has also catalyzed a 20-year, $800 million plan to redevelop downtown. The downtown has experienced growth in both its residential population as well as commercial investment, including the construction of a new Hilton Hotel and Event Center. (APA Great Places 2013)
Town squares, public markets, parks and trails, attractive sidewalks, historic architecture, public art and historic markers can all contribute to a sense of place, and place-making can work in Kent, too! Already, the Town Square Plaza, Kent Station and the Interurban trail provide gathering space and showcase Kent’s assets. A community-driven vision for capitalizing on Kent’s green spaces, downtown character, unique shopping destinations, resident workforce and cultural diversity will act as a rallying point and can incentivize private sector investment in jobs and housing in Kent. According to Elizabeth Ferruelo, writing for *Forbes*, “businesses and cities across the country should take note: Locally-inspired public spaces... and other quality-of-life factors have a real effect on economies.”

**Communities scoring well on...“soft” factors have higher economic rates of growth — local ‘GDP’— than jurisdictions which offer less ‘quality of life’ assets and presumably stick with “hard” growth strategies like direct subsidies to business..”**

**Soul of the Community**  
*a project of the Knight Foundation*
2 PLACE-MAKING & GATEWAYS

STRATEGIES & ACTION STEPS

Strategy 2.1 Beautify Kent Streetscapes & Public Realm with Strategic Design & Policy Interventions

2.1.1 Rebuild Commercial Corridors
Seek transportation and urban design grants to plan, redesign and redevelop key corridors based on quality, integrated design to improve function, establish a sense of place and attract new private commercial and residential development. Prioritize the redesign and rebuilding of these commercial corridors within the City’s Transportation Master Plan and 6 year Transportation Improvement Plan. Key corridors are Meeker Street from the River to Downtown, 248th, South Central, Kent-Kangley, 104th, East Valley, and Pacific Highway.

2.1.2 Brand the Shopping Areas
Develop unique identities that distinguish City of Kent commercial corridors using signage, banners, bike racks, street furniture and other urban design elements.

2.1.3 Gray to Green
Stimulate high-quality, low-cost streetscape design through regular planting and maintenance of street trees through primary Kent corridors; Treat streetscapes as parks, and empower the Parks Department to administer.

2.1.4 Light the Streets
Ensure consistent street lighting and maintenance through primary City of Kent corridors. Explore solar grants for lighting.

2.1.5 Make Downtown Walkable
Strengthen pedestrian infrastructure in Downtown Kent, including improved traffic light timing and pedestrian crossings along Central Avenue, and Smith and James Streets.

CASE STUDY

Pedestrian / Transit Oriented Streetscape
Pearl District, Portland, OR

The Pearl District is located in downtown Portland between the central business district and Willamette River. Through the 1980’s, the area became a decaying industrial area with abandoned rail yards and under-utilized warehouses. Since the early 1990’s, Portland has adopted several redevelopment plans for the area and the Pearl District has undergone significant renovation. The streetscape improvements were designed to reflect and promote the district’s historic characteristics as well as a planned streetcar system that would serve the district connecting to major downtown destinations and to regional light rail system. Now, the Pearl District is Portland’s premium transit and pedestrian friendly neighborhood with more than 12,500 residents, 21,000 jobs, and numerous restaurants and retail shops.
2.1.6 Extend Good Design
Replicate attractive and functional street, sidewalk and public realm improvements at intersection of 4th Avenue and SR 516, northward along the 4th Avenue arterial through the heart of Kent.

2.1.7 Support High-Quality TOD
Finalize Link Light Rail station design and route on Highway 99 that will provide for successful Transit-Oriented Development location, design and connectivity.

2.1.8 Back The Downtown Partnership
Continue to support Kent Downtown Partnership and its efforts to revitalize the City.

2.1.9 Activate Street Space
Utilize street parking spaces for expanded outdoor seating and dining opportunities.

2.1.10 Connect Downtown To Neighborhoods
Improve pedestrian connections from Downtown to adjacent residential neighborhoods – including under Highway 167.

2.1.11 Master-Plan for Alternative Modes
Prioritize a master-planning for pedestrian and bicycle infrastructure city-wide for Kent, detailing design, construction, repair, and maintenance of sidewalks, paths, trails and bicycle facilities around Kent’s Neighborhood and Commercial Centers.

2.1.12 Activate the Medians
Repair and improve existing street medians utilizing creative low-cost design - including best practices from successful jurisdictions.

CASE STUDY

Divisadero Street Parklet
San Francisco, CA

Cities across the west are rethinking the role of on-street parking spaces in their commercial districts. The term parklet originated in San Francisco to describe the process of converting a parking space into a small public “park.” Parklets are, in effect, an extension of the sidewalk into the street, exchanging private auto space for additional public gathering space (City of Seattle). San Francisco has an established program called Pavement to Parks, while Seattle has initiated its own version in the form of a Pilot Parklet Program. Parklets have taken a variety of forms in cities like Los Angeles, Vancouver, Boston and Philadelphia.
Strategy 2.2 Strengthen Sense of Place by Designating & Improving Key Gateways & Connections Into & Through Kent

2.2.1 Designate External Gateways
Designate and prioritize gateways of primary importance into and out of the City of Kent, including the East Hill gateway at Lake Meridian Shopping Center, Highway 516 gateways at 4th Avenue and Military Road and the future West Hill gateway at Highway 99 Midway Station Area.

2.2.2 Designate Internal Gateways
Designate internal gateways or corridors of primary importance that connect City of Kent’s primary residential, historic, commercial and industrial districts, including Central at James and Smith and Meeker downtown, the SR-167 underpasses at James and Meeker, Willis and 4th Avenue, 212th Street and 68th Avenue.

2.2.3 Design the Gateways
Improve primary and internal gateways and connections with regular cleaning, well-maintained landscaping, distinctive signage, public art, wayfinding, and other urban design elements consistent with Kent’s brand and district themes [1.1.3].

2.2.4 Pursue Funding for Quality Design
Seek funding sources for implementation of high-quality design treatments for Kent’s designated gateways, including grants, Business Improvement Area (BIA) levies, Local Improvement Districts (LIDs), etcetera.

Gateway Design: Cleveland, OH, Chicago, IL, Kent, WA
Strategy 2.3 Encourage Quality Development, Renovation, & Upkeep of New & Existing Building Stock

2.3.1 Emphasize Good Urban Design
Encourage high-quality urban design and building renovation in commercial centers and the KIV that will increase improvement values and bolster property tax base.

2.3.2 Practice Effective Code Enforcement
Continue to manage code enforcement case load and identify prominent troubled properties for targeted enforcement.

2.3.3 Engage Key Property Owners
Act as liaison between local and out-of-town owners of Kent’s most visible commercial and industrial properties and tenants to facilitate improvements to buildings, facades, signage, lighting and landscaping.

2.3.4 Solicit Pro Bono Design Services
Partner with Kent Downtown Partnership to approach design firms in region for solicitation of pro bono façade improvement services for neighborhood retail corridors such as Meeker Street.

2.3.5 Formulate & Implement Design Guidelines
Formulate and implement single-family residential, downtown, and Midway Subarea (existing) design guidelines and consider extending design review to other areas of the City.

CASE STUDY

rStore Facade Improvement Program
Community Design Collaborative
Philadelphia, PA

Community Design Collaborative’s rStore program offers individual design consultations pro bono to property owners who are investing in storefront facade improvements.

Here, CDC volunteers worked with six store owners on the 4100 and 4200 blocks of Ridge Avenue, in Philadelphia. They offered facade improvement recommendations for a range of conditions. They played up good bones and remaining historic details, and offered strategies to add dimension to plainer stucco facades.
2.4.1 Implement the DSAP
Coordinate Kent’s 2013 Downtown Subarea Action Plan (DSAP) Policies and Actions with the Strategies and Action Steps of City of Kent’s EDP.

2.4.2 Expand Housing Choice in Kent
Prioritize the development of high-quality residential and/or mixed-use housing development in coordination with Kent’s 2013 Downtown Subarea Action Plan (DSAP), single-family residential zoning and design guidelines, and Midway Subarea Plan in order to provide a range of quality housing choices for existing and future Kent residents and workers and strengthen the City’s commercial centers and property tax base.

2.4.3 Map and Market Key Sites
Identify, map, prioritize, and market the most catalytic sites in Downtown Kent for additional high-quality residential and/or mixed-use housing development in coordination with Kent’s 2013 Downtown Subarea Action Plan.

2.4.4 Leverage Assets and LID
Incentivize high-density, high-quality multifamily housing or mixed-used development in Downtown Kent by leveraging publicly-held property near existing assets and creating Local Improvement Districts (LIDs) to finance additional infrastructure improvements.
2.4.5 Update the Planned Action Ordinance
A planned action ordinance is a new and innovative way to streamline the environmental review process for development that is consistent with the downtown vision. It defines what mitigation is required up front, allowing developers to save time and money in obtaining the appropriate development permits.

2.4.6 Utilize Tax Abatement Downtown
Extend Multifamily Tax Abatement program to incentivize private development in Downtown Kent.

2.4.7 Understand What’s Missing
Identify other specific typology, density, configuration, or locational gaps in Kent’s housing supply that correspond to demand related to City’s primary economic growth clusters.

2.4.8 Show Developers the Demand
Solicit development proposals using residential and/or mixed-use housing market analysis of unmet demand.

2.4.9 Surplus City Property for Housing & Commercial
Identify surplus City-owned parcels in Kent citywide; reserve and market surplus parcels for target residential & commercial development.

The Multifamily Housing Tax Abatement Program, approved by the state Legislature in 1995 and implemented in Tacoma and other cities, originally gave developers and condo owners a 10-year exemption from property taxes on apartments, condominiums and other multi-family structures built in designated city neighborhoods. The building or condo owners still paid taxes on the property on which the buildings were constructed, but they enjoyed a decade-long tax holiday on the value of the structures themselves.

The program helped prompt the construction of some 2,550 housing units throughout Tacoma, many of them downtown, where only a few dozen new housing units had been built in the two decades before the tax exemption went into effect. Now, local governments are beginning to see significant new property tax income from those buildings as their exemptions expire, and a rash of new developments using the tax-exempt program are on the drawing boards.
**Strategy 2.5** Strengthen & Enhance Competitiveness of Kent Commercial Centers

**2.5.1 Highlight Downtown’s Assets**
Prioritize urban design interventions [2.1.1 to 2.1.5] that connect Downtown Kent’s primary commercial assets, including ShoWare Center, Kent Station and the Meeker Street Retail Corridor.

**2.5.2 Connect Kent Station to Meeker Street**
Prioritize density and mixed-use development along Smith and Harrison Street to connect Kent Station with Meeker St. Retail Corridor and Downtown Historic District.

**2.5.3 Promote “Clean and Safe” Downtown**
Strengthen and continue to implement coordinated programming to improve and maintain cleanliness and instill a sense of safety in downtown Kent.

**2.5.4 Prioritize Anchor Retail**
Strengthen neighborhood and boutique retail presence in City of Kent Commercial Centers by prioritizing development of anchor retail or grocery stores.

**2.5.5 Embrace Shopping Area Character**
Based upon identified branding themes for Kent’s East and West Hill Commercial Centers [1.1.3] implement consistent public realm design interventions that highlight their diversity and unique character.

**2.5.6 Highlight Cultural Diversity**
Promote the cultural diversity of Kent as an asset in connection with the City’s distinctive neighborhood Commercial Centers.

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**KENT SUCCESS STORY**

**The Platform: Mixed Use Development**  
**Downtown Kent, WA**

In 2013 Goodman Real Estate broke ground on The Platform, a 5-story, 176 unit mixed use development located in Downtown Kent. The project consists of ground floor retail with market rate apartments above and represents the first mixed use multifamily housing development in Kent. Located adjacent to Kent Town Square, Kent Station, Sounder Commuter Rail and a variety of urban amenities, the project will offer a form of housing not found in other Kent neighborhoods. The project also represents a public private partnership between the City and the developer, as Kent sold the land on which the project is built.

Cross Listed Action Steps

- **1.1.3** Include District Identities
- **2.2.3** Design the Gateways
Strategy 2.6 Grow Green Space & Connect Local & Regional Greenways through Kent

2.6.1 Implement the Parks Plan
Coordinate City of Kent’s 2010 Park and Open Space Plan Recommendations with the Strategies and Action Steps of Kent’s EDP.

2.6.2 Add Biking & Running Trails
Analyze the feasibility of repurposing the undevelopable portion of the former Veteran’s Drive Landfill for passive recreation, including trail running or mountain biking trails.

2.6.3 Swap Parking for Green Space & Pocket Parks
Consistent with 2013 DSAP Policies and Actions, identify and prioritize specific opportunities to relocate or consolidate parking in Downtown Kent for increased green space.

2.6.4 Finish the Kent Valley Loop Trail ✔
Complete the planning for Kent Valley Loop Trail linking Green River and Interurban Trails, including connections to Downtown Kent, several parks and other area attractions.

2.6.5 Enhance Green River Open Space ✔
Consistent with the City of Kent 2010 Park and Open Space Plan, prioritize short-term acquisitions and development / redevelopment of green and open space most accessible to the KIV workforce.

2.6.6 Assess & Remediate Brownfields ✔
EPA has selected the City of Kent for two brownfields assessment grants that will be used to create a brownfields inventory, perform environmental site assessments and develop two cleanup plans.

KENT SUCCESS STORY

Valley Loop Trail
Kent, WA

The City of Kent is working on a plan to connect the existing Green River and Interurban Trails, resulting in a complete loop trail within the City. With the stated goal of making Kent a “regional biking and recreation destination”, the trail was one of the recommendations of the Let’s Go Kent walking and biking study, funded by a grant from Public Health Seattle and King County. The Valley Loop Trail will be a multi modal path available to walkers, runners and bikers. It will take advantage of existing trail infrastructure as well as provide needed connections to several parks and downtown Kent.

Cross Listed Action Steps
2.1.3 Gray to Green
3 BUSINESS CLIMATE
Business owners’ perceptions of business climate are a major factor in locating decisions. Business climate is an amalgam of many factors, including the cost (real and perceived) of doing business related to licensing, registrations and taxes, land use regulations, environmental, health and safety regulations, infrastructure, the workforce pipeline and access to training, networking, and financial resources. While the list varies by business, some of these factors outweigh others. According to a survey conducted by the National Federation of Independent Business, America’s small business owners are most worried about taxes (22%), government requirements and red tape (21%) and poor sales (18%). While governments have little control over a company’s sales, they do have something to say about taxes and regulations.

Cities known for being business-friendly tend to have straightforward zoning codes that provide attractive and affordable commercial space and fair and predictable regulatory regimes with modest fees and charges. However, this should not result in a “race to the bottom”, where cities lower or eliminate fees and regulations to attract new businesses. Instead, cities ought to make the case for their policies and requirements as a value proposition for these businesses. Taxes can fund new roadways that make freight transportation more efficient; environmental regulations can protect commercial areas by mitigating the effect of natural disasters; and fees can help support programs that develop a city’s brand, add new amenities, or train the local workforce.

Increasingly urban amenities and human capital are being recognized by businesses as drivers of locational choice. Companies want to locate where there is a deep pool of talent, so cities that make quality of life a policy priority are more likely to attract the would-be employees that often pull employers with them. Downtown business and cultural districts, universities, hospitals, airports - all of these places are key assets for communities looking to attract and retain businesses and talent. Furthermore, the addition of qualitative criteria in business climate metrics indicates that the goals advanced in other sections of this economic development plan are essential to improving the business climate that, in essence, everything in this plan is about the business climate.
Business leaders in Kent are speaking up about the City’s successes and opportunities for improvement. According to stakeholders interviewed during this planning process, Kent’s amenities, especially Kent Station and the Downtown Transit Station, are significant assets that influence their decision to stay in Kent. The City’s central location and the accessibility of the Mayor and key City staff were also cited as strengths, and many business owners identified advantages that come from locating near suppliers, customers and other firms in the same industry. While the Puget Sound region has a generally high cost of doing business, stakeholders felt that Kent offered affordable land for companies looking to relocate or expand. At the same time, business leaders identified their concerns, including difficulties in finding skilled labor, neighborhood safety and aesthetics, the transparency behind impact fees, utility rates and the B&O tax, the efficiency of the permitting process, traffic and freight mobility, mass transit and pedestrian and bike amenities, and flood risk along the Green River. Kent’s reputation for being “open for business” depends on effectively addressing these challenges.

To succeed in the global economy, firms must continually innovate and economic regions must offer the assets necessary to support a strong innovation environment. Although there are many assets that matter for regional development—physical infrastructure, financial systems, and efficient governmental regulations among them—talented people are the engine of innovation. As a result, education has become the fundamental driver of wealth creation.

Randall Kempner
Columbia University, 2008
Strategy 3.1 Welcome Businesses to Kent with Clear Communication of Business Support Structures & Tools

3.1.1 Make Resources Available
Provide online and print resources to assist in locating and operating a business in the Kent, including socioeconomic profiles and tax, licensing and regulatory guides and assistance.

3.1.2 Involve Businesses in Planning ✓
Increase outreach for local business involvement in holistic neighborhood planning projects to revitalize neighborhood shopping districts for residents and visitors.

3.1.3 Highlight Local Business Support
Advertise and showcase other Kent business support organizations’ missions and programs including the Center for Advanced Manufacturing Puget Sound (CAMPS), Green River Community College’s Small Business Assistance Center (SBAC), Kent Chamber of Commerce and Kent Downtown Partnership.

Kent Success Story

Kent East Hill Revitalization (KEHR) is a group of residents, business owners, and community members working together to create a vibrant and livable community by drawing on the strengths of the people on Kent East Hill. Our goal is to create a community that celebrates its diversity, has a distinct sense of place, and builds a sense of pride for the community in which we live, work, and enjoy life.

Over the last couple of years KEHR has addressed physical improvements by conducting neighborhood cleanups, a Revitalization round-table, hosted Cultural Awareness Conversations, and advocating for a youth and community center on East Hill. KEHR’s goals going forward aim to impact the community in the areas of Youth and Family, Economic Development, and Physical Improvements.
3.1.4 **Listen Carefully to Local Business**
Conduct periodic surveys of the Kent Business Community to gather insights around perceptions – do businesses feel welcome? – if so, what makes them feel that way – if not, what can be improved?

3.1.5 **Put Latest Data at Kent’s Fingertips**
Develop a dynamic Business Climate Dashboard tool for Kent to allow for easy comparison of the costs and benefits of doing business in Kent versus that of peer cities.

3.1.6 **Enhance International Trade Connections**
Partner with Seattle-King County Economic Development Council, Kent Chamber and Port of Seattle to attract Foreign Direct Investment, connect Kent businesses to Foreign Trade Zone programs, and build connections within Kent’s existing immigrant business community. Explore opportunities for EB-5 visa program in the region.

Cross Listed Action Steps
1.1.2 **Develop Kent’s City-Wide Brand**
1.2.1 **Plan a Marketing Campaign**
2.5.3 **Promote “Clean and Safe” Downtown**
3 BUSINESS CLIMATE

Strategy 3.2 Strengthen & Communicate the Competitive Advantage in Cost of Doing Business Related to Kent Tax & Regulatory Structures

3.2.1 Streamline Permitting
Streamline application, review and approval processes and implement culture of continuous improvement for engineering, building, and planning permits.

3.2.2 Make Licensing Easy
Provide clear, functional online and print guides and application forms for required business licensing and registration for potential and existing businesses in Kent.

3.2.3 Designate a Handler
Appoint a dedicated “Handler” as a single point of contact to assist potential and existing businesses in Kent with navigating the City’s tax, licensing and permitting processes.

3.2.4 Detail Value of a Healthy Green River
Clearly communicate the benefits to area businesses of coordinated actions underway to restore salmon habitat, reduce flood risk and improve water quality in Kent’s portion of the Green River watershed.

KENT SUCCESS STORY

Online Permitting & Project Leads

For several years, Kent has endeavored to streamline its permit process to better meet the expectations of its customers. Basic types of permits like plumbing, mechanical, and re-roofs can now be done online; other simple permit types may be accomplished over-the-counter. Large projects are handled by project leads who coordinate affected departments. The emphasis is on efficiency as well as effectiveness. The City administers a regular survey of permit customers that not only gives feedback on performance but creates the opportunity for a dialogue about further refinements to the process.
Kent adopted a B&O Tax, effective January 1, 2013, with revenues generated by the new tax dedicated to street maintenance. Quality transportation infrastructure is a vital component of any city, especially for its residents, employees and business community. Kent in particular depends on a quality network of roads, rail and freeway access not just for the movement of people but for the movement of products and goods. Maintaining access for businesses and the supply chains and delivery networks they depend on is a crucial component of a fostering a quality business environment.

### 3.2.5 Show Where B&O Goes
Highlight utilization of City of Kent Business and Occupancy (B&O) tax revenue for infrastructural improvements to strengthen freight mobility, commuting access and access to markets for Kent business and workforce.

### 3.2.6 Show Where Utility Tax Goes
Highlight utilization of Kent’s Utility Tax revenue to improve drainage and levees to protect businesses located in the KIV.

### 3.2.7 Describe the Value Proposition
Research and publish materials on Kent’s website that clearly articulate City tax, license and fee revenue benefits and value proposition for local businesses.

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**KENT SUCCESS STORY**

**Business & Occupancy (B&O) Tax**

Kent adopted a B&O Tax, effective January 1, 2013, with revenues generated by the new tax dedicated to street maintenance. Quality transportation infrastructure is a vital component of any city, especially for its residents, employees and business community. Kent in particular depends on a quality network of roads, rail and freeway access not just for the movement of people but for the movement of products and goods. Maintaining access for businesses and the supply chains and delivery networks they depend on is a crucial component of a fostering a quality business environment.
4 CLUSTER GROWTH & RETENTION
Kent is home to several industry clusters, which the Institute for Strategy and Competitiveness defines as “geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field.” These clusters help underpin Kent’s economy by creating and maintaining a comparative advantage over other cities and regions. Michael Carroll and Neil Reid (2004) argue that due to “the global complexities of the 21st century economy…this phenomenon of clustering can be seen around the world.”

Industry Clustering is beneficial for firms within those clusters because a group of companies can achieve economies of scale that are out of reach for individual enterprises. This can mean lower costs, simplified supply chain and distribution logistics, faster production, cooperative workforce development, and access to a network that spurs creativity and innovation. Clustered companies also wield greater influence over policy than do individual businesses, and their employees tend to value similar amenities. Employees of Seattle Bike Supply (Accell Group), for example, enjoy many of the same trails that are important to their peers working at REI, Raleigh, and other companies in Kent.

It isn’t just business that benefits, though, as clustering helps the City too. Kent can target policy and investment to meet the needs of a select group and when a large group of firms have similar needs, the City’s investments have a disproportionately large economic impact. Further, these targeted policies and concentrated cluster impacts contribute to making Kent an excellent place for
new businesses and relocations, leading to growth and new revenue for the City. The community also benefits because clustering increases access to living-wage jobs, as well as education and training that enable upward mobility.

This economic development plan identifies four industry clusters in Kent, including advanced manufacturing, outdoor recreation equipment or “RecTech”, retail and professional business services. These clusters arose in Kent for a number of reasons—some driven by economic conditions, some by policy, and some by the qualities intrinsic to Kent’s location. The outdoor recreation equipment cluster, for example, whose members include REI, Seattle Bike Supply, Raleigh Bicycles, Sherpa Adventure Gear, Classic Accessories and Columbia Sportswear, values the combination of affordable warehouse and manufacturing space and proximity to regional outdoor amenities that are valuable to employees. Kent has each in spades, with available space in the Industrial Valley and excellent access to skiing, biking, hiking, climbing, fishing, and other active pursuits. Each of the other clusters also have specific needs and offer unique opportunities to the City. It is therefore important for Kent to have a tailored approach to industry cluster growth and retention.

© REI Campus Headquarters: Kent, WA
Strategy 4.1 Strengthen & Diversify the Advanced Manufacturing Cluster in Kent

4.1.1 Utilize EDC Cluster Services
Invest in and partner with the Economic Development Council of Seattle and King County to retain and attract Aerospace, Clean Tech, Interactive Media, Life Science and Technology firms to Kent.

4.1.2 Market KIV Campuses to Advanced Manufacturing
Market properties such as CenterPoint Corporate Park and Pacific Gateway as high-bandwidth data hubs for Aerospace and Defense, Technology and Business Services firms.
4.1.3 Market the AM Agglomeration
Market properties at the core of the KIV based upon the benefits of proximity to the region’s largest physical agglomeration of Aerospace, Defense and Technology firms including Boeing Space and Defense, Blue Origin Aerospace, ThyssenKrupp Aerospace and Fokker Elmo.

4.1.4 Leverage CAMPS Consulting
Continue to partner with the Center for Advanced Manufacturing Puget Sound (CAMPS) to help Kent area manufacturers succeed through innovation, supply chain positioning and business development.

Cross Listed Action Steps
3.2.3 Hire a Handler
6.2.2 Support CAMPS Career Pathways Programs
4 CLUSTER GROWTH & RETENTION

Strategy 4.2 Position Kent as a Hub for Outdoor Recreation Equipment “RecTech” Firms

4.2.1 Market Kent as a RecTech Hub
Invest in and partner with the Economic Development Council of Seattle and King County to retain and attract Aerospace, Clean Tech, Interactive Media, Life Science and Technology firms to Kent.

4.2.2 Target Outdoor Amenities in KIV
Survey City of Kent’s Outdoor Recreation Equipment firms to identify opportunities for enhancement of physical amenities available to cluster employees such as spur trails connecting the KIV to the Kent Valley Loop Trail, climbing walls or ropes courses.

4.2.3 Sponsor RecTech Events in KIV
Partner with Outdoor Recreation Equipment companies to sponsor events including tent sales, screenings and gear swaps to increase Kent’s exposure to the larger regional outdoor industry community.

CASE STUDY

RecTech Cluster
Boise, ID

The City of Boise is positioning itself as a recreation destination not only in terms of biking, hiking and skiing, but as a place for outdoor recreation companies to locate. A recent campaign by the Boise Valley Economic Partnerships is illustrative of this effort. The campaign highlights Boise’s existing cluster of RecTech Companies as well as its favorable demographics, cost of living and location. The region is attempting to position itself as an attractive destination for RecTech companies and represents the type of branding effort that the Kent can replicate and improve upon.
4.2.4 Continue to Support REI HQ
Partner with REI to identify opportunities for expansion, relocation, or organic re-purposing of existing space to enhance physical amenities available to REI and other cluster employees in the KIV.

4.2.5 Market the RecTech Agglomeration
Market properties at the core of the KIV based upon the potential benefits of proximity to a strong physical agglomeration of regional and national Outdoor Recreation Equipment firms including REI, Sherpa Adventure Gear, Raleigh America, Seattle Bike Supply (recently acquired by Accell Group) and Peak Performance.

Cross Listed Action Steps
2.6.2 Add Biking & Running Trails
3.2.3 Designate a Handler
4.1.4 Leverage CAMPS Consulting

CASE STUDY
The Navy Yard
Philadelphia, PA

The Navy Yard, located downtown, is a prime example of an adaptive reuse success story that has been leveraged for business recruitment and retention. It represents an effective mix of historic preservation (the Navy Yard served as the country’s first naval yard) and publicly funded infrastructure investment (est. $130 million) that has yielded hundreds of millions of dollars of new private investment. The property is now a 1,200 acre business campus with more than 6.5 million sq ft of office, industrial, manufacturing and R&D space. It houses roughly 130 tenants.

One such tenant is Urban Outfitters, a nationally recognized clothing retailer. Founded in Philadelphia in 1972, Urban Outfitters elected to relocate its corporate headquarters from downtown Philadelphia to 5 historic buildings in the Navy Yard. The choice was made in part because of the aesthetic appeal of the historic structures, more closely mirroring the values and brands of Urban Outfitters. The adjacent park and grounds have become a major amenity for the Navy Yard.
Since 2006 the Theo Chocolate Factory, located in the Fremont neighborhood of Seattle, has become the first Organic and Fair Trade Chocolate Factory in North America. Theo both produces and sells chocolate on site at their combination factory and retail store. Theo offers factory tours where, “We will entertain you with the story of cacao, including the extraordinary transformation of the cacao fruit into what we know and love as chocolate and the social and environmental issues relating to cocoa and cocoa farmers. Best of all, you will try our amazing products during your tour experience!”

CASE STUDY

Theo Chocolate Factory and Retail Store
Seattle, WA

Cross Listed Action Steps
2.3.4 Solicit Pro Bono Design Services
2.5.3 Promote “Clean and Safe” Downtown
3.1.4 Hire a Handler
4 CLUSTER GROWTH & RETENTION

CASE STUDY

Filson Factory
Seattle, WA

Manufacturing in Seattle since 1897, Filson is a locally based apparel company specializing in hand made outdoor clothing. In 2013 Filson re-upped its commitment to Seattle by moving into its new 57,400 sq ft factory, showroom and headquarters. Located two blocks from Safeco field in the heart of the SODO district, the new Filson HQ is housed in a converted warehouse space and represents a major expansion for the company in terms of manufacturing and distribution capacity. The headquarters is a unique combination of manufacturing facilities, corporate offices and retail space.

4.3.5 Locate a Big Box
Explore whether land capacity exists at the periphery of the Kent Industrial Valley (KIV) for single-location big-box retail or wholesale-retail with sufficient buffering to preclude further incursion.

4.3.6 Respond Proactively to Retail Trends
Major retailers are responding to challenges by online retailers by blurring the lines between storefronts and warehouses. Kent can anticipate these trends by providing flexibility for high-volume retail-fulfillment hybrids in the Kent Industrial Valley (see Case Study, below).

CASE STUDY

Omni-Channel Retailing

In omni-channel retailing, a customer can use more than one sales channel to shop from a retailer for any given transaction. They can buy online and pick up in-store for example, or use a mobile device in-store to research or make a purchase, or can buy in-store and initiate a return online. Brick and mortar retailers have struggled with the advent of online retail and the success of companies like Amazon. Among major brand retailers, omni-channeling is viewed as an opportunity to compete. Major brands that have invested in omni-channeling include Nordstrom, Apple, Macy's, Walmart, Target and Best Buy, to name a few. Many retailers have focused their initial efforts related to omni-channeling on updating the fundamentals of retail: merchandising and supply chain. This includes deployment of specialized supply chain strategy software and the reorganization of how stores, warehouses and distribution networks interact. It represents the best opportunity for brick and mortar retailers to leverage their existing sales channels (e.g. stores, call centers, mobile, etc.) while they grow their eCommerce presence.
### 4 CLUSTER GROWTH & RETENTION

**Strategy 4.4** Leverage Area Health Care, Manufacturing & Retail Anchors to Expand Kent Professional & Business Services Presence

#### 4.4.1 Market Kent as a Health Care Hub
Utilize Kent resources, such as the City website and marketing materials, to highlight Kent’s potential as a location for Health Care cluster activities such as feeder clinics and medical records processing and storage including service-area mapping of nearby medical centers, health and human services expansion, and implementation of state health care exchanges.

#### 4.4.2 Grow Hospitality Amenities in KIV
Market city-owned properties in the KIV to commercial developers to grow hospitality offerings that support Professional and Business Services such as hotels, restaurants, cafés, and pubs.

#### 4.4.3 Market CenterPoint’s Assets
Work closely with real estate brokers to achieve full occupancy at CenterPoint Corporate Park by targeting Professional and Business Services firms with literature highlighting competitive rent rates, bandwidth, location, amenities, and access.

#### 4.4.4 Improve Look and Feel of CenterPoint
Partner with CenterPoint Corporate Park owners to explore the creation of a Local Improvement District to make improvements in site and urban design of this significant asset to the KIV.

#### 4.4.5 Build a Bike Spur to CenterPoint
Secure an easement, design and build a bike trail spur from the Interurban Trail to the 72nd Ave South entrance to CenterPoint Corporate Park.

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Cross Listed Action Steps

- 1.1.2 Develop Kent’s City-Wide Brand
- 6.2.4 Sponsor Internships

**CenterPoint Corporate Park: Kent, WA**
5 KENT INDUSTRIAL VALLEY AS REGIONAL INNOVATOR
The idea that America is a post-industrial economy has gained some traction of late, but the truth is far more complicated. In fact, a new study by Boston Consulting Group indicates that “more than half of U.S. based manufacturing executives at companies with sales greater than $1 billion are planning to bring back production to the U.S. from China or are actively considering it.” Their reasons include labor costs (cited by 43% of respondents), proximity to customers (35%) and quality (34%), as well as access to skilled labor, transportation costs, and supply-chain efficiencies.

This trend of reverse migration of manufacturing jobs from China to the U.S. is called re-shoring, and according to some observers “it began as a ripple and is becoming a powerful wave” (Business Week, 2013). Rising labor costs in other countries point toward a continued erosion of the low-cost advantage for foreign markets, while the U.S. boom in natural gas extraction is poised to lower the cost of production domestically. Additionally, as industry increasingly prizes innovation, the U.S. should be able to craft a qualitative advantage in the labor market, producing skilled knowledge workers that are capable of working seamlessly with highly automated processes. These factors are fueling a resurgence in American industry and creating an opportunity to reposition and reinvigorate Kent’s Industrial Valley (KIV).

The existing supply of space in Kent allows manufacturing and light industrial uses to take advantage of established supply chain and logistics networks. The KIV also presents opportunities for new firms to innovate and meet the evolving demands of the market. A recent trend called omni-channeling is one example: as retailers face increasing competition from e-commerce, they are exploring new
paths for fulfilling orders – including **ship from the store** or **shop at the warehouse** options and even collocating retail with warehousing and distribution (effectively turning big-box retailers into some-time distributors). Major retailers like Macy’s, Best Buy and Walmart are embracing this new logistical paradigm. **Patagonia’s Reno Outlet** is located in the same building as its western distribution hub, providing a new and convenient distribution channel for refurbished, returned or out of season goods. The KIV will need to position itself to respond proactively to these changes.

At the same time, users of industrial land are increasingly desirous of well-designed, multidimensional places to do business. One advanced manufacturing firm recently touring space in the KIV indicated that leafy, high-quality streetscapes in the area would rank high in their location decision-making. In fact, there is a strong push to infuse industrial areas with additional quality-of-life elements, and many areas are taking a “campus” approach to designing industrial hubs. **Arizona State University’s SkySong** campus is one example where amenities anchor a cluster of innovative companies. This focus on good design even extends to architecture, and Seattle-based **Filson’s new headquarters** illustrates how aesthetic appeal is increasingly desirable for industrial users. Even massive infrastructure projects can be harnessed to infuse life into industrial areas; **Seattle’s I-5 Colonnade Park** is a mountain biking course squeezed into underutilized land beneath I-5. Empowered by market trends, Kent has an opportunity to fashion the Industrial Valley into a leading industrial hub that brings new companies, new employees, and new energy to the City.
In 2012, the City of Philadelphia overhauled its zoning code, adopting new designations for the entire city. As part of this process, the development and regulation of industrial properties was rethought. With a geographically diverse set of industrial areas, wherein many historical industrial properties sit adjacent to growing commercial and residential neighborhoods, the City needed to rethink how it regulated its industrial zones. The result was the adoption of new zoning designations for industrial properties that are designed to account for the evolving nature of industrial users.

**Industrial Commercial Mixed-Use (ICMX)** was created to act as a buffer between Industrial districts and Commercial and Residential districts, and also provide for a growing segment of urban industrial activities that can coexist with other land uses. The City’s new Light, Medium and Heavy Industrial districts are partially performance-based, taking into account such factors as noise, odor, vibration and other activities that impact adjacent or surrounding neighborhoods and other land uses.

### Strategy 5.1 Enhance & Expand Industrial Zoning Classifications to Accommodate a Changing State & Local Tax Structure

#### 5.1.1 Expand Allowable Uses in KIV
In conjunction with the City of Kent’s Comprehensive Plan update, expand the range of allowable uses in Kent industrial zoning categories to reflect modern industrial users’ needs, including increased office and commercial amenities and opportunities to mix retail sales activity with industrial activities at the same facility.

#### 5.1.2 Modernize Industrial Zoning
Identify applicable best practices in modern, flexible industrial zoning typologies – including hybrids of performance-based, form-based and geometric zoning types – for application in Kent industrial zones.

#### 5.1.3 Integrate Land Use Best Practices
Track industrial land studies being conducted in the central Puget Sound region and integrate analyses and findings into policy decisions related to KIV lands.

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**Philadelphia’s New Industrial Mixed-Use Zones**

In 2012, the City of Philadelphia overhauled its zoning code, adopting new designations for the entire city. As part of this process, the development and regulation of industrial properties was rethought. With a geographically diverse set of industrial areas, wherein many historical industrial properties sit adjacent to growing commercial and residential neighborhoods, the City needed to rethink how it regulated its industrial zones. The result was the adoption of new zoning designations for industrial properties that are designed to account for the evolving nature of industrial users. **Industrial Commercial Mixed-Use (ICMX)** was created to act as a buffer between Industrial districts and Commercial and Residential districts, and also provide for a growing segment of urban industrial activities that can coexist with other land uses. The City’s new Light, Medium and Heavy Industrial districts are partially performance-based, taking into account such factors as noise, odor, vibration and other activities that impact adjacent or surrounding neighborhoods and other land uses.
**5 KENT INDUSTRIAL VALLEY**

**Strategy 5.2** Position the Industrial Valley as a Regional Leader in Industrial Greening & Sustainability

### 5.2.1 Embrace Alternative Energy in KIV
Promote the use of alternative energy sources such as solar, wind and geothermal in the KIV to lower costs and strengthen competitive advantage while greening operations.

### 5.2.2 Utilize CAMPS & ECOSS as Resource Centers
Partner with CAMPS and Environmental Coalition of South Seattle (ECOSS) to grow their role as resource centers for Puget Sound region manufacturers to reduce production-related waste to zero and increase recycling and upcycling potential of finished products.

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**Case Study**

**By-Product Synergy**

**Ohio**

According to Sustainable-Ohio.org, *By-Product Synergy (BPS)* is defined as the practice of matching under-valued waste or by-product streams with potential users, helping to create new sources of revenue or savings for the organizations involved while simultaneously reducing environmental burdens. BPS is related to other concepts including industrial ecology, industrial symbiosis and cradle-to-cradle manufacturing.

There are examples of BPS Networks all over the country. One such example is the *Ohio BPS Network*. The Network was started in 2009 with the intent to help businesses convert wastes into profits while creating environmental and economic benefits for communities in the region. The network is led by Sustainable Ohio in collaboration with The Ohio State University, the *Mid-Ohio Regional Planning Commission (MORPC)* and other Ohio organizations. According to Sustainable Ohio, other BPS networks have developed in Chicago, Houston, Kansas City, Mobile, New England, New Orleans and Puget Sound.
5.2.3 Green River Green Infrastructure
Continue to incorporate the Green River into Kent’s industrial neighborhoods as a green infrastructure amenity that enhances the ecological, recreational, and economic functioning of the KIV.

5.2.4 Secure Funding for Sustainability
Identify and pursue topical funding sources that serve to strengthen the KIV through sustainability measures such as brownfield remediation, alternative energy generation and resource recovery.

5.2.5 Join a By-Product Synergy Network
Inform and encourage KIV companies to explore membership in By-Product Synergy Northwest, a regional Network for Business Innovation and Sustainability (NBIS) initiative that engages members in innovative materials and resource management.

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CASE STUDY

Green River Natural Resources Area

The Green River Natural Resources Area (GRNRA) is a combined storm-water detention and enhanced wetland facility. Once an abandoned sewage lagoon system, the 3.04 acre site incorporates state of the art techniques of wetland creation and enhancement, urban wildlife management and stormwater retention. According to the City of Kent, the site is one of the largest man-made, multi-use wildlife refuges in the United States. With wildlife viewing tours, nature trails and a bike path along the west and south sides of the site, the site provides a distinct example of green infrastructure that serves as a recreational amenity for local citizens and employees.

Brownfields 2012 Assessment Grant:
- $200,000 for hazardous substances
- $200,000 for petroleum

In 2012, Kent was awarded a total of $400,000 in grant funding through the Environmental Protection Agency’s (EPA) Brownfields Program. The EPA’s stated goal to prevent, assess, safely clean up, and sustainability reuse brownfields by providing resources to state and local governments. Brownfields sites are defined by the EPA as real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminants. Kent’s Brownfields program is tied directly to economic development goals, providing an avenue for job creation, diversification of tax revenues and neighborhood redevelopment by providing grant funding to support the following activities:

- Conducting a community-wide inventory of potential opportunity sites
- Identifying priority opportunity sites and conducting assessment activities
- Planning for cleanup and reuse
- Community outreach
- Planning for revitalization of priority areas or corridors.

Cross Listed Action Steps

- 2.1.3 Gray to Green
- 2.1.4 Light the Streets
- 2.6.2 Add Biking and Running Trails
5.3.1 Encourage Retail and Hospitality in KIV
Articulate clear City policies that encourage additional retail, service and hospitality development at the most visible gateways and intersections of the KIV.

5.3.2 Put a Window on Manufacturing
Partner with Kent Industrial Valley manufacturing firms to explore possibilities for indoor or outdoor visitor viewing areas for local manufacturing, fabrication, assembly or food processing operations.

5.3.3 Conduct a “Made in Kent” Retail Tour
Organize and promote retail tours and marketing collateral for local manufacturers & prominent brands via Kent Chamber of Commerce, City and consortium of interested firms in the Kent Industrial Valley.

5.3.4 Activate the Slack Space
Partner with landowners and tenants to identify opportunities for adaptive revenue-generating reuse of underutilized warehouses, storage lots, slack space and vacant or overlooked industrial buildings and sites in the KIV.

Cross Listed Action Steps
2.1.3 Gray to Green
2.1.4 Light the Streets
2.6.2 Add Biking and Running Trails
2.6.4 Finish the Kent Valley Loop Trail
4.2.3 Sponsor RecTech Events in KIV
4.3.4 Make In Back, Sell In Front
5.1.1 Expand Allowable Uses in KIV

CASE STUDY
Tillamook Cheese Factory
Tillamook, OR

The Tillamook Cheese Factory, located on the west coast of Oregon, is both a major food production facility and regional tourist draw. The facility is the original Tillamook Cheese production factory and produces approximately 167,000 pounds of cheeses each day. It also draws about 1 million visitors per year. The factory is a successful example of “Make in Back, Sell in Front”, wherein it is a major food production factory with fully integrated visitor and retail facilities.
5 KENT INDUSTRIAL VALLEY

Strategy 5.4 Support Increased Development of Attractive Industrial Campus Environments in KIV

5.4.1 Master-Plan an Industrial Campus
Consider a dedicated master-planning process for the KIV focusing on opportunities for industrial campus development.

5.4.2 Incorporate Campus Best Practices
Identify and analyze peer regions’ most successful industrial districts for best practices in industrial campus design and development.

5.4.3 Re-Imagine the Boeing Campus
Partner with landowners and brokers to re-position former Boeing (Pacific Gateway) properties for 21st century industrial users.

5.4.4 Signal Intent with Design Guidelines
Create and implement design guidelines for new development in the Kent Industrial Valley to signal the City’s intent regarding high-quality design of the public and private realm.

Cross Listed Action Steps
2.3.3 Engage Key Property Owners
4.4.4 Improve Look & Feel of CenterPoint
5.1.1 Expand Allowable Uses in KIV
5 KENT INDUSTRIAL VALLEY

Strategy 5.5 Advance State-of-the-Art Infrastructure Connectivity in KIV

5.5.1 Back Completion of Missing Link
Support the completion of Highway 509 and Highway 167 to strengthen freight access to the Ports of Seattle and Tacoma from the Kent Industrial Valley.

5.5.2 Build Out Broadband in KIV
Identify gaps in telecommunications infrastructure in the KIV and work with providers to improve level of service.

5.5.3 Grow Transit Options in KIV
Expand transit connections within, and to and from, the Kent Industrial Valley.

5.5.4 Certify the Levees
Work with Federal Emergency Management Agency (FEMA) and other partners to ensure certification of Kent’s portion of Green River levees.

Cross Listed Action Steps
2.6.4 Finish the Kent Valley Loop Trail

▲ Blue Origin Aerospace: Kent, WA
**Making the Case**

Workforce development includes **training and education** programs that aim to create, sustain and retain a viable workforce. Programs designed to connect local companies’ needs with local residents will serve Kent and bind the City’s residences and businesses for a more cohesive community.

For Kent, workforce development may mean education for the City’s residents, especially those who are currently unemployed or working for wages well-below the median income. It may also mean policies specifically focused on developing the skills needed for successful employment in Kent’s prominent industry clusters (such as Advanced Manufacturing, RecTech or Professional Services).

Kent is already well along this path, either funding or directly supporting a number of programs and organizations that provide training, education, or skills development for a diversity of Kent residents. One such organization is the **Washington Community Alliance for Self-Help (C.A.S.H.)**, which is supported by Community Development Block Grant funds administered by the City of Kent. C.A.S.H. provides the hands-on education, in-depth support, and access to capital needed to launch and grow successful small enterprises. They serve those in the community for whom traditional business development services are out of reach, with a focus on low-income, women, and minority populations.
The most commonly expressed concern manufacturers cite is the inability to find skilled applicants or qualified applicants to train...

**Workforce Development Survey, Center for Advanced Manufacturing Puget Sound**

Another good example is the Kent Chamber of Commerce hosted *Educate the Educators 2012* tour to expose teachers and counselors in the Kent School District to the skills needed for local manufacturing and technical jobs available to students after graduation.

Kent has some ready-made partners in *Green River Community College, Highline Community College, the Kent Chamber of Commerce, the Center for Advanced Manufacturing Puget Sound (CAMPS), the Workforce Development Council of Seattle-King County*, several of the City’s large employers, and others. As Kent continues to grow, working proactively with these organizations is essential to ensuring sustainable and equitable growth—as well as access to economic opportunities for all Kent residents.
Strategy 6.1 Connect Kent Residents & Communities to New Economic Opportunities

6.1.1 Promote Kent Job Opportunities
Through partnerships, promote an ongoing series of workshops, forums, and communications that match job-seekers with job opportunities, including internships, apprenticeships and open positions.

6.2.1 Educate the Educators
Support the efforts of CAMPS, Boeing, Kent Chamber and other groups to provide orientations and tours for School District teachers and career counselors of manufacturing businesses to learn about the latest career opportunities and pathways in advanced manufacturing.

6.1.3 Support Small Business Entrepreneurs
Continue to support and promote Green River Community College’s Small Business Assistance Center (SBAC), and Highline Community College’s Start Zone program.

6.1.4 Develop a Maker Space in the KIV
Support self-employment and entrepreneurialism in Kent by researching existing FabLabs in the region—including Seattle’s Fremont FabLab, Metrix Create:Space, Jigsaw Renaissance, and Tacoma’s FabLab—and partner to develop a local Maker Space for product prototyping and development.

KENT SUCCESS STORY

Refugee Employment Summit
Kent, WA

Almost 100 employers and community partners attended the first ever Refugee Employment Summit in Kent, WA in October. Organized by The Kent Cultural Diversity initiative Group and 10 local employment service providers, the successful one day event was held at Green River Community College, Kent Station Campus with funding through the City of Kent and The Seattle Foundation. The goal of the summit was to bridge the gap between refugee job seekers and area employers, as well as to connect all stakeholders on issues related to the city’s changing demographics, including the rapidly growing refugee and immigrant population.
Strategy 6.2 Facilitate Workforce Training, Development & Higher Education Opportunities in Kent

6.2.1 Support CAMPS Career Pathways Programs
Support CAMPS’ initiation of innovative, “industry driven” workforce development programs including Military to Manufacturing (M2M); Training to Placement to Advancement (TPA).

6.2.2 Continue Leveraging Regional Workforce Efforts
Actively connect with the workforce development programs provided by regional organizations like the Workforce Development Council of Seattle-King County, and the Washington State Department of Commerce.

6.2.3 Sponsor Internships
Working with the Kent School District, Green River Community College and Highline Community College, facilitate the development of paid internship programs for students interested in RecTech, Advanced Manufacturing, Retail, or Professional Services employment.

6.2.4 Support Washington FIRST
Broaden exposure to and availability of STEM (Science, Technology, Engineering, and Math) education for Kent students through continued support of the efforts of Washington FIRST Robotics, recently headquartered in Kent.

KENT SUCCESS STORY

Washington FIRST Robotics
Washington FIRST Robotics (FIRST: For Inspiration & Recognition of Science & Technology) established their State Headquarters & Fieldhouse in the City of Kent in 2013. FIRST is a community of dedicated volunteers working to ensure Washington State students develop skills necessary to succeed in science & technology careers. FIRST has grown into Washington’s premier STEM program. Using robotics contests as the central theme, teams of students work with industry mentors to design and build robots. These robots play unique games each year in large scale competitions. The teams experience the thrill and excitement of playing a sport, while developing skills needed to become our future workforce.
ONE  BACKGROUND & PURPOSE
TWO  KENT’S VISION FOR 2025
THREE  STRATEGIES AT-A-GLANCE
FOUR  DETAILED STRATEGIES
FIVE  PLAN IMPLEMENTATION & COORDINATION

APPENDIX A: FURTHER READING
Strategies
Numbered and named individual Strategies; a Strategy represents an “approach” to achieving a goal.

Status Bar
- 100% Complete
- 75% Complete
- 50% Complete
- 25% Complete
- 10% Complete
- 0% Complete

Funding Level Required
- $$$ High
- $$ Mid
- $ Low

Lead Staff
- E Economic & Community Development
- R Parks, Recreation & Community Services
- P Public Works
- F Finance
- C City Clerk
- A All of the above, plus Police & Law Departments

Performance Measures
Performance Measures outline suggested methods for tracking progress in implementation of individual strategies.

Action Steps
Three-part numbers indicate Focus Area, Strategy and Action Step.
Action Step Titles are worded for a “quick read,” or scan-ability.

NAVIGATING THIS SECTION

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**1 CITY IMAGE & BRANDING**

**IMPLEMENTATION**

### Strategy 1.1 Signal Kent Aspirations with Implementation of Compelling Branding Identity

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<th>Timing</th>
<th>Action Steps</th>
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<td>Include District Identities</td>
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**Performance Measures**: Implement branding and style guide for 100% of City and partner materials within three years.

### Strategy 1.2 Strengthen the Image of Kent in the Region with a Strategic Marketing Campaign

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<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.1</td>
<td></td>
<td>Plan a Marketing Campaign</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>1.2.2</td>
<td></td>
<td>Execute a Marketing Campaign</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>1.2.3</td>
<td></td>
<td>Brand City Communications</td>
<td>E,C</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>1.2.4</td>
<td></td>
<td>Build Social Media Presence</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>1.2.5</td>
<td></td>
<td>Communicate Successes</td>
<td>A</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>1.2.6</td>
<td></td>
<td>Build “Made in Kent” Campaign</td>
<td>E</td>
<td></td>
<td>$$$</td>
</tr>
</tbody>
</table>

**Performance Measures**: Improve Kent’s Livability Score and Ranking in “Best Places to Live in Washington".
### Strategy 2.1 Beautify Kent Streetscapes & Public Realm with Strategic Design & Policy Interventions

<table>
<thead>
<tr>
<th>Priority Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1</td>
<td>Rebuild Commercial Corridors</td>
<td>E, P, R</td>
<td></td>
<td>$$$$</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Brand the Shopping Areas</td>
<td>E</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>2.1.3</td>
<td>Gray to Green</td>
<td>E, P, R</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>2.1.4</td>
<td>Light the Streets</td>
<td>E, P, R</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.1.5</td>
<td>Make Downtown Walkable</td>
<td>E, P, R</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.1.6</td>
<td>Extend Good Design</td>
<td>E, P, R</td>
<td></td>
<td>$$$</td>
</tr>
<tr>
<td>2.1.7</td>
<td>Support High-Quality TOD</td>
<td>E, P, R</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.1.8</td>
<td>Back The Downtown Partnership</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.1.9</td>
<td>Activate Street Space</td>
<td>E, P, R</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.1.10</td>
<td>Connect Downtown to Neighborhoods</td>
<td>E, P, R</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>2.1.11</td>
<td>Master-Plan for Alternative Modes</td>
<td>E, P, R</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>2.1.12</td>
<td>Activate the Medians</td>
<td>E, P, R</td>
<td></td>
<td>$$</td>
</tr>
</tbody>
</table>

**Performance Measures**

Identify baselines from DSAP survey data and increase positive response rate for Kent streetscape environment (notably Venture Downtown Survey #1 and Action Items Survey #2, sections on Pedestrian Safety and Design and Beautification) and reapply survey.

### Strategy 2.2 Strengthen Sense of Place by Designating & Improving Key Gateways & Connections Into & Through Kent

<table>
<thead>
<tr>
<th>Priority Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.1</td>
<td>Designate External Gateways</td>
<td>E, P, R</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Designate Internal Gateways</td>
<td>E, P, R</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.2.3</td>
<td>Design the Gateways</td>
<td>E, P, R</td>
<td></td>
<td>$$$</td>
</tr>
<tr>
<td>2.2.4</td>
<td>Pursue Funding for Quality Design</td>
<td>E, P, R</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Gateway designation and conceptual designs for three primary Gateways by year two from adoption of this EDP.**
## Strategy 2.3 Encourage Quality Development, Renovation, and Upkeep of New & Existing Building Stock

<table>
<thead>
<tr>
<th>Priority Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.1</td>
<td>Emphasize Good Urban Design</td>
<td>E, P</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.3.2</td>
<td>Practice Effective Code Enforcement</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.3.3</td>
<td>Engage Key Property Owners</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.3.4</td>
<td>Solicit Pro Bono Design Services</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.3.5</td>
<td>Formulate &amp; Implement Design Guidelines</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Performance Measures**

Conduct windshield survey of Kent residential and commercial properties in year one and year five from adoption of this EDP; improve building condition grades by 15% for this period.

## Strategy 2.4 Accommodate Growing Workforce with Diversified Housing Stock, Including Downtown Multi-family & Executive Housing

<table>
<thead>
<tr>
<th>Priority Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4.1</td>
<td>Implement the DSAP</td>
<td>A</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.4.2</td>
<td>Expand Housing Choice Downtown</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.4.3</td>
<td>Map &amp; Market Key Sites</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.4.4</td>
<td>Leverage Assets &amp; LID</td>
<td>E, P</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.4.5</td>
<td>Update the Planned Action Ordinance</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.4.6</td>
<td>Utilize Tax Abatement Downtown</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.4.7</td>
<td>Understand What's Missing</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.4.8</td>
<td>Show Developers the Demand</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.4.9</td>
<td>Surplus City Property for Housing &amp; Commercial</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Performance Measures**

Increase the share of multifamily housing in the Downtown Subarea (baseline from Commercial Profile 2012).
**Strategy 2.5 Strengthen & Enhance Competitiveness of Kent Commercial Centers**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5.1</td>
<td></td>
<td>Highlight Downtown’s Assets</td>
<td>E,R,P</td>
<td></td>
<td>$ $</td>
</tr>
<tr>
<td>2.5.2</td>
<td></td>
<td>Connect Kent Station to Meeker St.</td>
<td>E,R,P</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.5.3</td>
<td></td>
<td>Promote “Clean and Safe” Downtown</td>
<td>A</td>
<td></td>
<td>$ $</td>
</tr>
<tr>
<td>2.5.4</td>
<td></td>
<td>Prioritize Anchor Retail</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.5.5</td>
<td></td>
<td>Embrace Shopping Area Character</td>
<td>E,R,P</td>
<td></td>
<td>$$$</td>
</tr>
<tr>
<td>2.5.6</td>
<td></td>
<td>Highlight Cultural Diversity</td>
<td>E,R,P</td>
<td></td>
<td>$ $</td>
</tr>
</tbody>
</table>

**Performance Measures**

Steadily increase Kent’s share of area retail spending on a year-to-year basis (baseline from Commercial Profile 2012); follow up on DSAP survey to identify qualitative improvements from business owners.

**Strategy 2.6 Grow Green Space & Connect Local & Regional Greenways through Kent**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.6.1</td>
<td></td>
<td>Implement the Parks Plan</td>
<td>A</td>
<td></td>
<td>$ $$$</td>
</tr>
<tr>
<td>2.6.2</td>
<td></td>
<td>Add Biking &amp; Running Trails</td>
<td>P,R</td>
<td></td>
<td>$$$</td>
</tr>
<tr>
<td>2.6.3</td>
<td></td>
<td>Swap Parking for Green Space &amp; Pocket Parks</td>
<td>E,R,P</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>2.6.4</td>
<td></td>
<td>Finish the Kent Valley Loop Trail</td>
<td>R,P</td>
<td></td>
<td>$ $$$</td>
</tr>
<tr>
<td>2.6.5</td>
<td></td>
<td>Enhance Green River Open Space</td>
<td>E,R,P</td>
<td></td>
<td>$ $$$</td>
</tr>
<tr>
<td>2.6.6</td>
<td></td>
<td>Assess &amp; RemEDIATE Brownfields</td>
<td>E,R</td>
<td></td>
<td>$ $$$</td>
</tr>
</tbody>
</table>

**Performance Measures**

Increase trail mileage in the City of Kent by 20% within five years.
### Strategy 3.1 Welcome Businesses to Kent with Clear Communication of Business Support Structures & Tools

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.1</td>
<td></td>
<td>Make Resources Available</td>
<td>A</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3.1.2</td>
<td></td>
<td>Involve Businesses in Planning</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3.1.3</td>
<td></td>
<td>Highlight Local Business Support</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3.1.4</td>
<td></td>
<td>Listen Carefully to Local Business</td>
<td>A</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3.1.5</td>
<td></td>
<td>Put Latest Data at Kent's Fingertips</td>
<td>A</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3.1.6</td>
<td></td>
<td>Enhance International Trade Connections</td>
<td>A</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Performance Measures**

Increase the number of businesses operating in the City (baseline from current database of business licenses) with a 10% increase over the next five years.

### Strategy 3.2 Strengthen & Communicate the Competitive Advantage in Cost of Doing Business Related to Kent Tax & Regulatory Structures

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.1</td>
<td></td>
<td>Streamline Permitting</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3.2.2</td>
<td></td>
<td>Make Licensing Easy</td>
<td>F</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3.2.3</td>
<td></td>
<td>Designate a Handler</td>
<td>F</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3.2.4</td>
<td></td>
<td>Detail Value of a Healthy Green River</td>
<td>E,R</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3.2.5</td>
<td></td>
<td>Show Where B&amp;O Goes</td>
<td>E,F</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3.2.6</td>
<td></td>
<td>Show Where Utility Tax Goes</td>
<td>E,F</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>3.2.7</td>
<td></td>
<td>Describe the Value Proposition</td>
<td>E,F</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Performance Measures**

Decrease permitting wait and processing times from current baseline (measured annually).
## Strategy 4.1 Strengthen & Diversify the Advanced Manufacturing Cluster in Kent

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1</td>
<td></td>
<td>Utilize EDC Cluster Services</td>
<td>E,F</td>
<td></td>
<td>$ $</td>
</tr>
<tr>
<td>4.1.2</td>
<td></td>
<td>Market KIV Campuses to Advanced Manufacturing</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.1.3</td>
<td></td>
<td>Market the AM Agglomeration</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.1.4</td>
<td></td>
<td>Leverage CAMPS Consulting</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Performance Measures**
Establish a baseline of gross business income (available through Washington DOR) for advanced manufacturing companies in Kent with the goal of increasing incomes over a five year period.

## Strategy 4.2 Position the Kent as a Hub for Outdoor Recreation Equipment RecTech Firms

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.1</td>
<td></td>
<td>Market Kent as a RecTech Hub</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.2.2</td>
<td></td>
<td>Target Outdoor Amenities in KIV</td>
<td>E,R</td>
<td></td>
<td>$ $$</td>
</tr>
<tr>
<td>4.2.3</td>
<td></td>
<td>Sponsor RecTech Events in KIV</td>
<td>A</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.2.4</td>
<td></td>
<td>Continue to Support REI HQ</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.2.5</td>
<td></td>
<td>Market the RecTech Agglomeration</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Performance Measures**
Measure the number of "RecTech" firms and overall employment at such firms on an annual basis with goal of increasing overall employment over the next five years.
4 CLUSTER GROWTH & RETENTION

IMPLEMENTATION

Strategy 4.3 Increase Kent’s Share of Retail Cluster Firms, Employment & Revenue in the Kent Valley & Surrounding Area

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead</th>
<th>Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3.1</td>
<td></td>
<td>Conduct a Competitive Analysis</td>
<td>E</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.3.2</td>
<td></td>
<td>Incentivize Redevelopment on Meeker St.</td>
<td>E</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.3.3</td>
<td></td>
<td>Infill the Strip Malls</td>
<td>E,R</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.3.4</td>
<td></td>
<td>Make in Back, Sell in Front</td>
<td>E</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.3.5</td>
<td></td>
<td>Locate a Big Box</td>
<td>E</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.3.6</td>
<td></td>
<td>Respond Proactively to Retail Trends</td>
<td>A</td>
<td></td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

Performance Measures

Increase taxable retail sales per capita and total number of retail establishments, monitored on an annual basis.

Strategy 4.4 Leverage Area Health Care, Manufacturing & Retail Anchors to Expand Kent Professional & Business Services Presence

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead</th>
<th>Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.4.1</td>
<td></td>
<td>Market Kent as a Healthcare Hub</td>
<td>E</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.4.2</td>
<td></td>
<td>Grow Hospitality Amenities in KIV</td>
<td>E,P,R</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.4.3</td>
<td></td>
<td>Market CenterPoint’s Assets</td>
<td>E</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.4.4</td>
<td></td>
<td>Improve Look &amp; Feel of CenterPoint</td>
<td>E</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>4.4.5</td>
<td></td>
<td>Build a Bike Spur to CenterPoint</td>
<td>R,P</td>
<td></td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

Performance Measures

Using business license data, monitor and grow number of professional and businesses service establishments and their overall employment.
5 KENT INDUSTRIAL VALLEY

IMPLEMENTATION

Strategy 5.1 Enhance & Expand Industrial Zoning Classifications to Accommodate a Changing State & Local Tax Structure

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.1</td>
<td></td>
<td>Expand Allowable Uses in KIV</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>5.1.2</td>
<td></td>
<td>Modernize Industrial Zoning</td>
<td>E</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>5.1.3</td>
<td></td>
<td>Integrate Land Use Best Practices</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

Performance Measures
Increase number of allowable uses in City of Kent industrial zones within three years of adoption of this Plan.

Strategy 5.2 Position the Industrial Valley as a Regional Leader in Industrial Greening & Sustainability

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.1</td>
<td></td>
<td>Embrace Alternative Energy in KIV</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>5.2.2</td>
<td></td>
<td>Utilize CAMPS &amp; ECOSS as Resource Centers</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>5.2.3</td>
<td></td>
<td>Green River Green Infrastructure</td>
<td>R,P</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>5.2.4</td>
<td></td>
<td>Secure Funding for Sustainability</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>5.2.5</td>
<td></td>
<td>Join a By-Product Synergy Network</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

Performance Measures
Secure funding and / or grants for industrial greening measures within five years of adoption of this Plan.
### Strategy 5.3 Position the Industrial Valley as an Amenity for both Industrial Users & Surrounding Communities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3.1</td>
<td></td>
<td>Encourage Retail &amp; Hospitality in KIV</td>
<td>A</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>5.3.2</td>
<td></td>
<td>Put a Window on Manufacturing</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>5.3.3</td>
<td></td>
<td>Conduct a “Made in Kent” Retail Tour</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>5.3.4</td>
<td></td>
<td>Activate the Slack Space</td>
<td>E</td>
<td></td>
<td>$$</td>
</tr>
</tbody>
</table>

### Strategy 5.4 Support Increased Development of Attractive Industrial Campus Environments in KIV

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.4.1</td>
<td></td>
<td>Master-Plan an Industrial Campus</td>
<td>E,R</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>5.4.2</td>
<td></td>
<td>Incorporate Campus Best Practices</td>
<td>E</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>5.4.3</td>
<td></td>
<td>Re-Imagine the Boeing Campus</td>
<td>E</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>5.4.4</td>
<td></td>
<td>Signal Intent with Design Guidelines</td>
<td>E,P,R</td>
<td></td>
<td>$$</td>
</tr>
</tbody>
</table>

### Performance Measures

- Inventory current land uses at or near KIV gateways and intersections and increase number of retail and service amenity land uses over a five year period.
- Develop inventory of infrastructure projects needed in Kent Industrial Valley and track number of projects and dollar value on an annual basis.

### Strategy 5.5 Advance State-of-the-Art Infrastructure Connectivity in KIV

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.5.1</td>
<td></td>
<td>Back Completion of Missing Link</td>
<td>A</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>5.5.2</td>
<td></td>
<td>Build Out Broadband in KIV</td>
<td>E,P</td>
<td></td>
<td>$$$</td>
</tr>
<tr>
<td>5.5.3</td>
<td></td>
<td>Grow Transit Options in KIV</td>
<td>E,P</td>
<td></td>
<td>$$$</td>
</tr>
<tr>
<td>5.5.4</td>
<td></td>
<td>Certify the Levees</td>
<td>E,P</td>
<td></td>
<td>$$</td>
</tr>
</tbody>
</table>

### Performance Measures

- Measure permitting activity in Kent Industrial Valley by value and square footage and incrementally increase on an annual basis.
### 6 WORK FORCE

#### IMPLEMENTATION

**Strategy 6.1** Connect Kent Residents & Communities to New Economic Opportunities

<table>
<thead>
<tr>
<th>Priority Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1.1</td>
<td>Promote Kent Job Opportunities</td>
<td>A</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>6.1.2</td>
<td>Educate the Educators</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>6.1.3</td>
<td>Support Small Business Entrepreneurs</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>6.1.4</td>
<td>Develop a Maker Space in the KIV</td>
<td>E</td>
<td></td>
<td>$$$$</td>
</tr>
</tbody>
</table>

**Performance Measures**

Increase local hiring by Kent firms for all occupations by 15%, as measured by LEHD, in five years.

**Strategy 6.2** Facilitate Workforce Training, Development & Higher Education Opportunities in Kent

<table>
<thead>
<tr>
<th>Priority Timing</th>
<th>Action Steps</th>
<th>Lead Staff</th>
<th>Status</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2.1</td>
<td>Support CAMPS Career Pathways Programs</td>
<td>E</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>6.2.2</td>
<td>Continue Leveraging Regional Workforce Efforts</td>
<td>E</td>
<td></td>
<td>$$$$</td>
</tr>
<tr>
<td>6.2.3</td>
<td>Sponsor Internships</td>
<td>E</td>
<td></td>
<td>$$$$</td>
</tr>
<tr>
<td>6.2.4</td>
<td>Support Washington FIRST</td>
<td>A</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

**Performance Measures**

Increase enrollment in job training and workforce development programs available to City of Kent residents.
SOURCES:

- Branding Your City - CEO’s for Cities [http://ceosforcities.org/research/branding-your-city]
- What is Placemaking - Project for Public Spaces [http://pps.org/reference/what_is_placemaking]
- US Industrial Renaissance is Eroding Emerging Markets’ Competitive Edge [http://blogs.cfainstitute.org/investor/2013/05/02/us-industrial-renaissance-is-eroding-emerging-markets-competitive-edge]
| 1 | CITY IMAGE & BRANDING | 1.1. | 1 2 3 |
|   |                        | 1.2. | 1 2 3 4 5 6 |
| 2 | PLACE-MAKING & GATEWAYS | 2.1. | 1 2 3 4 5 6 7 8 9 10 11 12 |
|   |                        | 2.2. | 1 2 3 4 |
|   |                        | 2.3. | 1 2 3 4 5 |
|   |                        | 2.4. | 1 2 3 4 5 6 7 8 9 |
|   |                        | 2.5. | 1 2 3 4 5 6 |
|   |                        | 2.6. | 1 2 3 4 5 6 |
| 3 | BUSINESS CLIMATE       | 3.1. | 1 2 3 4 5 6 |
|   |                        | 3.2. | 1 2 3 4 5 6 7 |
| 4 | CLUSTER GROWTH & RETENTION | 4.1. | 1 2 3 4 |
|   |                        | 4.2. | 1 2 3 4 5 |
|   |                        | 4.3. | 1 2 3 4 5 6 |
|   |                        | 4.4. | 1 2 3 4 5 |
| 5 | KENT INDUSTRIAL VALLEY AS A REGIONAL INNOVATOR | 5.1. | 1 2 3 |
|   |                        | 5.2. | 1 2 3 4 5 |
|   |                        | 5.3. | 1 2 3 4 |
|   |                        | 5.4. | 1 2 3 4 |
|   |                        | 5.5. | 1 2 3 4 |
| 6 | WORK FORCE             | 6.1. | 1 2 3 4 |
|   |                        | 6.2. | 1 2 3 4 |