



# CITY OF BURIEN STRATEGIC PLAN

2023-2028

## Plan Development & Implementation

### How was the Strategic Plan developed?

The strategic planning process was a collaborative effort between the Burien City Council and City of Burien staff. Feedback from community gathered through public workshops and the Community Survey guided the strategic planning process.

### How will the Plan be implemented?

The Strategic Plan will be central in guiding our actions and investments in the coming years, helping us:

- ✓ **Stay focused on what is most important**, keeping community priorities in front of elected officials and City staff, partners, and community members
- ✓ **Establish aligned efforts** across the City organization
- ✓ **Prioritize the use of resources**, guiding staff development on budget proposals and framing the City Council's adoption of a final budget

Progress will be regularly reviewed by the City Council and the City's Leadership Team and updates will be shared with the community.

# Burien Community Vision

**A vibrant and creative community, where the residents embrace diversity, celebrate arts and culture, promote vitality, and treasure the environment.**

## Our Five-Year Vision

**In the next five years, as a result of our efforts we will see:**

- Smart, mindful development that equitably accommodates growth
- Equal access to opportunity and quality of life
- Resources to meet our community's level-of-service needs
- Informed, engaged, connected, and diverse community
- A sustainable budget that accounts for future growth
- Root causes of homelessness addressed and housing in place for all

## Our Obstacles

**We recognize that we are blocked from our vision by:**

- Undefined and differing priorities about level-of-service standards
- Limited public awareness of how government works and the need to partner externally in many areas
- Ineffective and outdated systems
- Limited revenue sources, fear about affordability, and honesty about what we need to fund core services
- Incomplete and outdated approaches to community engagement
- Ineffective ways of hearing from our diverse community

## Burien's Focus for The Next Five Years

Through 2028, the City of Burien will prioritize:

<b>Achieving Financial Stability</b>
<b>Achieving Racial Equity</b>
<b>Centering Community Accountability</b>
<b>Reshaping Community Through Smart, Mindful Development</b>

We will continue to strive to deliver core services, meet regulatory requirements, and ensure the community's key infrastructure needs are met. This strategic plan identifies how the Burien City Council and City of Burien staff will advance these shared commitments through 2028. A forecasted revenue gap, however, may affect our ability to meet community needs. This strategic plan identifies how the City of Burien staff will advance these shared commitments through 2028.

### Key for Strategic Direction Accomplishments:

- Funded through partnership ☑
- Not funded and/or staffed ⊗
- Funded by City and/or staffed (*no symbol*)

## Direction: **Achieving Financial Stability**

Goal	Accomplishments
<p><b>Define current and future financial outlook and budget needs (2023)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Confirm structural deficit and define long-term budget needs</li> <li><input type="checkbox"/> Evaluate and present councilmanic and voter-approved revenue options, including ballot measures, permit fees, utility taxes, solid waste fees, B&amp;O tax, etc.</li> <li><input type="checkbox"/> Work with the community, City Council, and staff to determine service-level cuts that will be required if voter-approved ballot measures fail</li> </ul>
<p><b>Implement Councilmanic revenue options (2023 and 2024)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Act on revenue options</li> </ul>
<p><b>Implement voter-approved revenue options (2025)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a ballot measure plan that involves the development of an advisory committee, gathering community feedback on defining services that new revenues would fund, and creating a community education campaign</li> <li><input type="checkbox"/> Consider creation of a Metropolitan Parks District</li> </ul>

### Success Metrics for Achieving Financial Stability

- Financial consultant has completed financial outlook
- Staff and financial consultants have made presentations to the City Council
- Councilmanic options and ballot measure implemented

## Direction: Advancing Racial Equity

Goal	Accomplishments
<p><b>Understand current programs, hiring, and practices through an equity lens (2024)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop equity impact tool for all departments and City Council to support identification, evaluation, and communication of potential impact, both positive and negative, of a policy, plan, or program on equity</li> <li><input type="checkbox"/> Audit current programs and practices using an equity impact tool</li> </ul>
<p><b>Establish internal framework and structures to support equity goals (2023-2024)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Finalize the charter for the Advancing Racial Equity (ARE) Committee</li> <li><input type="checkbox"/> Develop an ARE Action Plan with metrics (inclusive of internal and external audit and community engagement)</li> </ul>
<p><b>Establish a training program for the City of Burien organization (2024)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement a training program for the City of Burien organization</li> </ul>

### Success Metrics for Advancing Racial Equity

- Committee has clarity about focus, goals, roles, and responsibilities
- Burien policies, plans, and programs advance opportunity and reduce harm to our community members
- All staff have a common understanding of anti-racism and their role in that work
- Burien has clarity about a vision and action steps for the 2025-26 biennium

## Direction: Centering Community Accountability

Goal	Accomplishments
<p><b>Customer service experience improved in prioritized areas (2023-2025)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Launch online permit system</li> <li><input type="checkbox"/> Launch and maintain new community service request system and internal customer service workflow (issue reporting)</li> <li><input type="checkbox"/> Launch external Laserfiche electronic content sharing and management system</li> </ul>
<p><b>Strengthen citywide community engagement and communications capacity (2023-2028)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Internal Community Engagement Committee formed</li> <li><input type="checkbox"/> Community engagement training opportunities offered to staff</li> <li><input type="checkbox"/> Community engagement and communications plan co-created with community stakeholders developed and implemented ⊗</li> <li><input type="checkbox"/> Maintain Burien Community Connectors program ⊗</li> <li><input type="checkbox"/> Contract with CBOs to collaborate on engagement activities</li> <li><input type="checkbox"/> City 101 virtual program launched</li> </ul>
<p><b>Digital engagement infrastructure maintained, expanded, and adapted to meet community need and expectation (2024-2026)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> New Burien website (burienwa.gov) launched ⊗</li> <li><input type="checkbox"/> Update digital communications and engagement strategy</li> <li><input type="checkbox"/> Launch and maintain capital projects public dashboard</li> </ul>

### Success Metrics for Centering Community Accountability

- Time to respond to issues reduced
- People impacted by projects, programs, and policies are more engaged
- New and more members of community participating in civic processes
- Community can find essential information and access online City services easily in formats that are accessible and meet their needs

# Direction: Reshaping Community through Smart, Mindful Development

Goal	Accomplishments
<p><b>Achieve major planning and policymaking efforts (2023-2028)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Economic Development Action Plan approved</li> <li><input type="checkbox"/> Comprehensive Plan update approved</li> <li><input type="checkbox"/> Transportation Master Plan approved</li> <li><input type="checkbox"/> Parks, Recreation and Open Space Plan approved</li> <li><input type="checkbox"/> Critical area policy updates approved (⊗)</li> <li><input type="checkbox"/> Comprehensive Plan for five-year anniversary underway (⊗)</li> </ul>
<p><b>New zoning and design standards approved (2023-2028)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ambaum and Boulevard Park zoning code amendments with design standards adopted</li> <li><input type="checkbox"/> Expansion of Multifamily Tax Exemption (MFTE) or affordable housing zoning adopted as part of Ambaum Boulevard Park Subarea Plan</li> <li><input type="checkbox"/> Subdivision section of the zoning code amendments adopted (⊗)</li> <li><input type="checkbox"/> Citywide middle housing zoning code amendments adopted</li> <li><input type="checkbox"/> Urban Center/downtown zoning code amendments adopted</li> <li><input type="checkbox"/> Critical area zoning code amendments adopted (⊗)</li> </ul>
<p><b>Increase the number and type of affordable housing units (2023-2028)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain affordable housing governance partnerships</li> <li><input type="checkbox"/> South King Housing and Homelessness Partners (SKHHP) affordable housing monitoring program established (☑)</li> <li><input type="checkbox"/> Extend or expand the Affordable Housing Demonstration Program</li> <li><input type="checkbox"/> Align City policy and planning documents with Washington State Affordable Housing Finance Commission scoring criteria for affordable housing tax credit awards</li> <li><input type="checkbox"/> Advocacy with state and federal delegations for increased Low Income Housing Tax Credit funding for development of affordable housing</li> <li><input type="checkbox"/> Consider or create an inclusionary affordable housing code standard when market conditions would make such a program feasible</li> <li><input type="checkbox"/> Deepen the affordability requirements associated with MFTE when market conditions would make such a change feasible</li> </ul>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Create a shared parking program in downtown to reduce the cost of building new parking in new housing developments</li> <li><input type="checkbox"/> Attract developments that benefit the local community, including walkable amenities and services</li> </ul>
<p><b>Attract new businesses and development (2023-2028)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Permit system goes live for improved permit tracking and customer service</li> <li><input type="checkbox"/> First round of targeted investment attraction campaign complete</li> <li><input type="checkbox"/> Developer and property owner economic development opportunity sessions: Boulevard Park, Urban Center, Ambaum</li> <li><input type="checkbox"/> Economic development analysis of downtown growth as part of the Comprehensive Plan</li> <li><input type="checkbox"/> Outreach to regional developers to consider Urban Center development in advance of rezones</li> <li><input type="checkbox"/> Boulevard Park targeted development attraction campaign to begin once zoning code amendments are in process or complete</li> <li><input type="checkbox"/> If MFTE program is expanded, a targeted marketing campaign to inform developers ☒</li> <li><input type="checkbox"/> Redesign of Burien’s gateway at 1st Ave S and SW 148<sup>th</sup> St ☒</li> </ul>
<p><b>Optimize opportunity sites (2023-2028)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> King County issues request for proposals for downtown transit-oriented development site ☑</li> <li><input type="checkbox"/> Kinect@Burien development complete and open ☑</li> <li><input type="checkbox"/> Mary’s Place affordable family housing under construction ☑</li> <li><input type="checkbox"/> Evaluate highest and best use for downtown City-owned properties</li> <li><input type="checkbox"/> DESC permanent supportive housing construction complete ☑</li> <li><input type="checkbox"/> Port of Seattle issues RFP for a 10+-acre site on S 152nd St and Des Moines Memorial Drive ☑</li> </ul>

## Success Metrics for Reshaping Community through Smart, Mindful Development

- Increase in the quality and diversity of jobs citywide
- Increase in housing citywide
- Increase in housing affordable to all income bands



## City of Burien Strategic Plan 2023-2028

- Preservation strategies in place for naturally-occurring affordable housing
- Comprehensive Plan (Burien 2044), Transportation Master Plan, Parks, Recreation and Open Space Plan, Economic Development Action Plan approved
- Increased development potential for commercially-zoned properties
- Middle housing zoning in place
- Urban Center and 1st Ave S mixed use/commercial zoning in place
- Ambaum and Boulevard Park zoning in place
- Design standards for residential/commercial sites in neighborhood centers in place
- Affordable housing monitoring staff capacity and systems in place through SKHHP
- Integrated, online permit system/customer service system launched and supported
- Increase in number and valuation of commercial development permits issued
- Increase in sales tax revenue
- New housing development that meets community needs
- More development for government-owned lands in the pipeline