

3 The proposed action

The proposed action is to adopt and implement the MLK Subarea Plan for Tacoma, Washington. The proposed action is in accordance with Chapter 35.63 of the Revised Code of Washington (RCW) and the provisions of the adopted Growth Management Act (GMA) Chapter 36.70A RCW.

The proposed MLK Subarea Plan will supplement current Tacoma policies governing the environment, land use, economics, transportation, design resources, parks and recreation, public services, and utilities conforming to GMA provisions.

Implementation actions will include land use, transportation, housing, zoning, and other measures to comply with the MLK Subarea Plan's policies.

3.1: MLK Subarea

The MLK subarea is centered on Martin Luther King Jr (MLK) Way from Division Avenue to south of South 23rd Street, and to the west of I Street/Yakima Avenue from Division Street to South 27th Street. The MLK subarea extends a half block west from MLK except in the business district core where it extends west to Sheridan Avenue along South 11th Street. The MLK subarea includes approximately 165 acres, not including public rights-of-way or facilities, and acts as a major gateway into downtown Tacoma and its historic brewery district.

The MLK subarea contains some major institutions including MultiCare Health System's Mary Bridge Children's and Tacoma General Hospitals on the north between Division Avenue and South 6th Avenue, and the Franciscan Health System's St Joseph Medical Center on South J Street between South 16th and 19th Streets.

3.2: MLK Subarea Plan objective

The purpose of the MLK Subarea Plan is to anticipate, promote and guide the long-term redevelopment of the MLK subarea including the district core, hospitals, and residential neighborhoods. The plan will serve as a statement of the city's commitment and direction for these areas and as a resource for potential investors, property owners, the community, and other public agencies. The MLK Subarea Plan includes the retention of some

existing land use activities as well as recruitment of new and intensified commercial and residential mixed use developments along with pedestrian, bicycle and transit enhancements, roadway reconfigurations, and other infrastructure improvements.

Key objectives also include improving multimodal transportation services, upgrading infrastructure, preserving important historic resources, and establishing new gateway entries to the MLK subarea as well as between the district, downtown, and city, by refurbishing signage, streetscapes, and other amenities.

3.3: Actions initiated to date

Recent and ongoing developments help to provide the momentum and opportunity to create and implement a revitalization strategy for the MLK subarea. Recent developments within the MLK subarea include:

Community Health Care Clinic - construction has been initiated of the 3-story, 59,100 square foot, \$26,000,000 regional health center on the southwest corner of Earnest S Brazill Street and MLK Jr Way for treating low-income patients with a scheduled opening in August 2013. The building will replace a 7,000 square foot clinic located 2 blocks away which may be used for warehouse and maintenance operations. The new clinic will employ 130 full-time workers and service 200-300 patients daily.



The ground floor will provide an urgent care clinic, pharmacy, laboratory, community meeting room, coffee shop, reception, and office space for a community-related organization.

The second floor will house the medical clinic with 36 exam rooms and a family-practice medical residency program with study space

and classrooms for 18 resident doctors and office space for 6 MD trainers. Resident doctors will use the same exam rooms as the medical clinic.

The third floor will house a dental clinic, medical specialties clinic, and lunch and meeting room for the staff.

A separate 3-story parking garage with 250 stalls will be built next to the clinic.

Franciscan Medical Office Building & Parking Garage - is under construction on the block east of MLK Jr Way between South 16th and 17th Streets. The 5-story 120,000 square foot \$62,000,000 Franciscan Medical Office Building will adjoin a 7-story 770 stall parking garage and outdoor sitting area and sky-bridge to the existing hospital facility.

The medical facility will house Franciscan Medical Group doctors specializing in primary care, orthopedics, neurosciences and women's care. The building's design will allow caregivers representing different medical specialties to come together in the same location rather than being housed at different buildings on the hospital's campus and throughout Tacoma.



A unique feature of the Franciscan Medical Office Building will be its 4 full-service care centers offering primary care medicine, orthopedic services, neuroscience specialists (neurologists, neurosurgeons and psychiatrists) and women's care. This arrangement of specialists offers a one-stop medical experience that will benefit doctors and patients.

The pedestrian sky-bridge across South J Street will link the new medical office building to the St Joseph Outpatient Center which houses the Walters Day Surgery Center; the Center for Advanced Endoscopy for gastrointestinal procedures; diagnostic imaging; physical, speech and occupational therapies; and other services.

The MLK street frontage of the parking garage will include approximately 2,700 square feet of

leasable street-level spaces and an adjoining public plaza to increase pedestrian activities.

▪ **MultiCare Health System's Women and Children's Community Expansion Project** - will remodel and update the areas serving women, newborns and children at Tacoma General Hospital and Mary Bridge Children's Hospital beginning in spring/summer 2012.

The four-year project will add more Pediatric Intensive Care Unit (PICU) beds, a renovated Tacoma General Family Birth Center, and an improved Neonatal Intensive Care Unit (NICU). These areas of the hospital have not been updated for more than two decades, even as the demand for these services is growing.

Construction will begin this spring/summer and will generate 350 local jobs during the course of the project.



MultiCare Health System Milgard and Rainier Pavilions - 2 floors will be added to the top of the 5-story Milgard Pavilion, which was built in 2010 and houses the Mary Bridge Children's and Tacoma General Hospitals Emergency Departments and the MultiCare Regional Cancer Center. The new 6th and 7th floors will house Mary Bridge Children's general pediatric beds and the Pediatric Intensive Care Unit.

The Rainier Pavilion - facing Wright Park - will be remodeled and expanded along South 4th Street toward South I Street. The building will house expanded labor and delivery facilities, general medical/surgical units and private Neonatal Intensive Care Unit (NICU) rooms.



Hillside Terrace - Tacoma Housing Authority (THA) will soon initiate redevelopment of its Hillside Terrace site, a 166 unit family and elderly public housing and project-based Section 8 project located on South G Street between 18th and 25th Streets just outside of MLK subarea boundaries.

Hillside Terrace will be redeveloped to provide mixed income housing including units for low and moderate income households. The project will expand unit availability from 104 to 127 units increasing the total from 166 to 189 units in the complex.

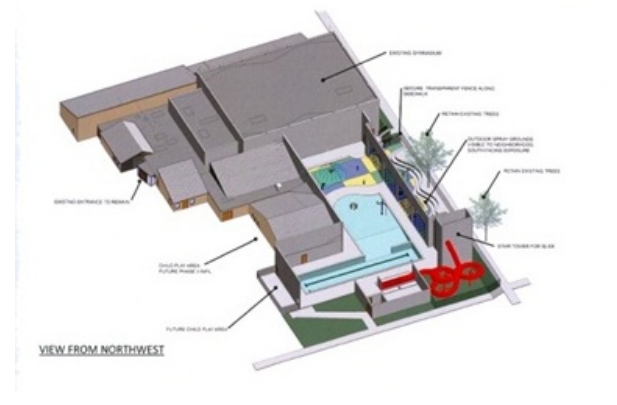


The revitalization will provide play areas for children and open space for all residents. The project will also create a community and early learning center with space for community services, family self-sufficiency programs, Head Start, and early learning resources, and classrooms for adult education.

McCarver Elementary School - working with the Tacoma Housing Authority (THA), McCarver Elementary School was accepted as an International Baccalaureate Primary Years Program (IBPYP) Program candidate school and is working toward passing a certification visit during the 2013-2014 school year.

Starting in the fall of 2011, THA has provided up to 5 years of rental support for up to 50 families who are homeless or at risk of homelessness and who have a child enrolled in kindergarten through 2nd grade at McCarver Elementary School in MLK.

People's Park Renovations - Site improvements include perimeter sidewalk repairs, decorative fencing, picnic tables and benches, irrigation upgrades, trees, landscape improvements, a new stage at the lower end of the park, and possible relocation of the play area and basketball court. The renovations are being funded by the Parks Improvement Bond Measure, approved by the citizens of Tacoma in November of 2005.



Vue25 Apartments - a mixed use structure with street-level retail and services and 163 upper level market rate studio, 1, and 2 bedroom apartments recently constructed on Yakima Avenue at South 25th Street.



3.4: MLK planning process

This MLK Subarea Plan was developed and vetted extensively with the MLK community including youth and adult residents, business owners, employees, and customers during the year-long planning process by the MLK Community Working Group, city staff, and consulting team.

The planning process reflected the MLK Subarea Plan Community Working Group's commitment to fully and effectively engage the MLK community in the creation of a plan and implementing strategies that fully incorporate MLK aspirations and potentials.

Stakeholder focus groups - a series of focus group discussion sessions were conducted at the Peoples Community Center in the MLK district. During the 3-day period over 45 individuals participated in 13 separate topic focus group discussions. Each focus group session lasted an average 1.5 hours.

The participants were asked to share their concerns, hopes, issues and visions for the MLK subarea. Follow up questions were asked by the consultant team seeking additional clarification. Participants were encouraged to state their views and suggestions even when they strayed from the topics for which the focus groups were initially organized.

The comments and suggestions provided from the focus group sessions are provided in Appendix A of this MLK Subarea Plan.

Internet and mail-back surveys - were conducted for residents, business owners, employees, and customers on the city website www.cityoftacoma.com/MLKPlan from January to April 2012.

Resident and customer surveys were distributed and collected from display boxes at Safeway, Save-A-Lot, Jones BBQ, Goodfellas Barbers and Fashion, and the Sam and Terry Barber Shop. Business owner and employee surveys were mailed to every business that had a city business license within MLK and the surrounding Hilltop neighborhood.

The surveys were completed by 42 MLK business owners, 45 employees, 22 customers, and 69 adult residents. The results of the survey are provided in Appendices B-E of this MLK Subarea Plan.

Charettes - or brainstorming sessions were conducted on the 22nd of March 2012 with 38 people with consultant facilitators and scribes in classrooms at McCarver Elementary School. The participants were self selected based on invitations emailed to all survey respondents and focus group participants, and the public at large through posters and newspaper notices.

The purpose of the charette was to solicit likes and dislikes about the MLK district in general, then focus on identifying priorities, results and

measurements related to the highest priority topics identified by persons who participated in the customer, employee, business owner, and resident surveys and focus group sessions.

Charette participants were organized into 2 groups to develop priority results and performance measurements about how the following specific subjects or issues can be improved upon to realize the MLK district's strategic objectives.

The results were transcribed and comments grouped into general headings where the grouping conformed to the intent expressed by brainstorming participants. The results are provided in Appendix F of this MLK Subarea Plan.

McCarver Elementary School student charette - was conducted at the school after hours during April by University of Washington Tacoma students and Tacoma Planning Division interns. The students were self selected based on invitations from their teachers.

The purpose of the charette was to determine their perspectives on the MLK district's existing conditions and their aspirations for the future community.

The results were photographed and transcribed for review at subsequent open houses for public review and comment. The results of the school student charette are provided in Appendix G of the MLK Subarea Plan.

The first open house and survey - was conducted with 55 attendees at Evergreen State College facility on the 24th of May 2012. The results of the focus group sessions, surveys, and charette were displayed along with the proposed actions that resulted from the input.

A hand-out survey was distributed at the open house and later posted on the MLK Plan website. The survey was completed by 60 people. The results are provided in Appendix H of the MLK Subarea Plan.

Housing survey - was distributed from August through October to all interested residents, employees of the MultiCare and Franciscan Health System's facilities, and students of Evergreen State College Tacoma and University of Washington Tacoma and Bates Technical College.

The internet survey was completed by 104 parties who had an interest in commenting on potential rental or sale housing in a mixed use

and income project located within MLK with characteristics similar to two examples:

- **Denny Park Apartments** - a 50 unit, 6-story building located a half-block north of Denny Park in Seattle owned and operated by the Low Income Housing Institute (LHI) of Seattle, and
- **Pontedera Condominiums** - a 94 residential unit and 8 live/work commercial loft 6-story building located near Seattle's downtown core developed by HomeSight, a nonprofit developer of workforce housing for first time homebuyers.

The survey results are provided in Appendix I of the MLK Subarea Plan.

MLK Subarea Plan survey - will be conducted with community members to determine their preferences and priorities concerning specific proposals and financing implications of the MLK plan during the DEIS review process.

The results of the survey will be provided in Appendix J of the MLK Subarea Plan.

3.5: MLK vision

The MLK Subarea Plan was developed in concert and partnership with and will be implemented by members of the MLK Subarea Plan Community Working Group - a variety of public, nonprofit, and private parties who have been active on the Hilltop and the MLK district for a significant period.

The MLK Community Working Group defined the vision for the MLK district to be a place where people live, work, and play. Specifically, the plan is to realize the following key elements:

- **A brand** - that establishes a positive MLK image and identity that reflects the community's past and potential.
- **Diverse populations** - including employment, housing, and community services to support all racial, ethnic, and religious populations.
- **Diverse ages** - providing housing and community services to support of all age groups including youth, young adults, family starters, middle families, empty nesters, and seniors.
- **Diverse households** - providing housing and community services to support all household types including single individuals, couples, single-headed families, and nuclear family households.
- **Mixed income** - with employment and housing opportunities to support of all income levels.

- **Mixed use** - with sufficient retail, commercial, services, offices, and other land uses to support the MLK population.
- **Sustainable** - greening the impacts on the environment from human activities using, and creating a community that is fiscally and economically self-sufficient.
- **Respectful** - preserving MLK history, landmarks, and culture as the community continues to develop and evolve.
- **An urban form** - that blends the various MLK elements including hospitals with single family residences, and major with minor transportation corridors such that MLK provides an identifiable and functional form to community residents and the rest of the city.
- **Human-scaled** - such that new infill urban development projects produces mass and form that respects existing developments and a human scale.
- **Public spaces** - incorporating public and privately-accessible open spaces, parks, plazas, special event staging areas, and other features where the community may congregate.
- **Quality architecture** - that respects MLK historical buildings and features, a pedestrian scale, and the vistas and viewpoints within MLK and with the Downtown and other physical features.
- **Quality streetscape** - incorporating high quality walkways, street trees, artworks, signage, furnishings, and other improvements that appropriate to and unique of MLK.
- **Multimodal** - creating a village that promotes walking, biking, and transit as a means of transportation in addition to vehicular.
- **Connected** - using all transportation modes to access MLK with the Downtown, South Downtown, and rest of Tacoma.

3.6: MLK proposed actions

Following is a description of the major MLK Subarea Plan's proposed actions, responsible parties, and performance measures necessary to realize the community's vision, goals, and objectives that resulted from the focus group sessions, surveys, and charettes and were displayed at the open houses.

The proposed actions represent the consensus opinions of the MLK Subarea Plan Community Working Group as well as the results of the stakeholder focus group sessions, surveys, and charettes. The consensus opinion is that these actions are critical to the effective realization of the MLK Subarea Plan's goals.

The 60 strategies are grouped according to subarea goals and objectives rather than priority and are listed in an analytical sequence beginning with stimulating new employment opportunities, marketing and developing the business district, engaging youth, providing urban and affordable housing, attracting and promoting arts and culture, complimenting parks and recreation activities, promoting sustainability, developing multimodal complete streets, initiating catalytic projects, and managing growth and development.

Participating parties - each action listed under each goal or objective heading includes a list of participating parties from the MLK Subarea Plan Community Working Group as well as other public, nonprofit, and for-profit parties who will be involved in implementing the action.

All of the listed participants will be involved and necessary to realize the implementation of

each action though a lead participant or participants (shown in bold) will likely be primarily responsible for coordinating all of the potential parties to each action.

Performance measures - are defined for each action that provides specific metrics or milestones for determining the degree to which an action is effectively implemented.

The MLK Community Working Group will need to determine performance measurement particulars or statistics during the first year of implementation and on an annual basis thereafter to gauge the degree to which each action is being implemented - including whether the action, participants, or other specifics need to be adjusted in order to make implementation possible or effective.

Goal: Create local employment opportunities

Actions	Participating parties	Performance measures
1: Database		
Inventory available mixed use properties, buildings, and resources in the MLK subarea to create a local database with which to identify opportunities during business and developer recruitment efforts.	Tacoma Community/Economic Development Hilltop Business District Assn Tacoma-Pierce County Association of Realtors Tim Johnson Commercial Properties Kidder Mathews Private property owners	% of local property owners and brokers participating % all available properties on local listing # hits database receives from property owners and brokers # hits database receives from interested businesses % of listing rented/sold within # days of listing
2: Business outreach		
Integrate public, nonprofit, and private business efforts and communications in the economic recruitment process to maximize impacts and allocate resources.	Tacoma Community/Economic Development Tacoma Private Capital Division Hilltop Business District Assn Economic Development Board for Tacoma-Pierce County Tacoma-Pierce County Association of Realtors	# public, property owners, businesses involved in subarea planning process % to which the above involved in implementing plans/projects % programs or projects that receive funding from outside sources
3: Economic sustainability		
Recruit businesses that employ technical, professional, and managerial skills offered by and/or able to be developed for MLK residents to facilitate live/work sustainability in MLK.	Tacoma Community/Economic Development Tacoma Private Capital Division Hilltop Business District Assn Economic Development Board for Tacoma-Pierce County Tacoma-Pierce County Association of Realtors Private property owners	% MLK residents employed within MLK % MLK residents who seek employment in MLK who find jobs % MLK businesses who seek employees hire residents of MLK % of new employees find housing in MLK

4: Medical/health sector

Retain and recruit businesses that support and can expand the health related services and products offered by the MultiCare and Franciscan Health Systems and Community Health Care as well as the growth of these institutions proper in the MLK area.	<p>Tacoma Community/Economic Dvpmt Tacoma Private Capital Division Hilltop Business District Assn Economic Development Board for Tacoma-Pierce County Tacoma-Pierce County Association of Realtors MultiCare Health System Franciscan Health System Community Healthcare</p>	<p># hospital and related employees recruited # businesses who locate in MLK citing hospitals # new health related employees involved in new businesses % new health employees who reside in MLK % new health employees seek and find housing in MLK</p>
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5: Education sector

Retain and recruit businesses that can support and expand on the opportunities created by the association of UW Tacoma, Evergreen State College Tacoma, and Bates Technical College with MLK subarea business and employment development potentials.	<p>Tacoma Community/Economic Development Tacoma Private Capital Division Hilltop Business District Assn Economic Development Board for Tacoma-Pierce County UW Tacoma Evergreen State College Tacoma Bates Technical College</p>	<p># students residing in MLK # student related activities locating in MLK % citing association with UW Tacoma, Evergreen, Bates as reason for MLK location # MLK adult residents enrolled in education classes, job placements</p>
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Goal: Market and develop the Hilltop Business District

6: Marketing

Identify and recruit businesses to fill critical gaps in retail sales and services such as coffee shops and restaurants, entertainment, personal and professional services as well as women’s and children’s clothing, etc.	<p>Tacoma Community/Economic Development Tacoma Private Capital Division Hilltop Business District Assn Tacoma Business Assistance Center Economic Development Board for Tacoma-Pierce County Tacoma-Pierce County Association of Realtors</p>	<p>% existing businesses retained in MLK # new retail businesses established % increase in retail sales overall % increase in target retail sales - food, clothing, beauty % increase in sales to out-of-area residents</p>
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7: Design

Initiate a competitive grant and low cost loan program, potentially using BID funds (see #10), to enhance retail storefronts including signage, display windows, building facades, and other improvements, with a focus on the core area around MLK and 11th.	<p>Tacoma Community/Economic Development Tacoma Private Capital Division Tacoma Historic Preservation Office Hilltop Business District Association Historic Tacoma Spaceworks</p>	<p># new/rehabilitated storefronts and building projects # new façade, sign, display window projects % customers rate high quality appearances % businesses rate appearances as good and high quality</p>
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8: Promotion

initiate and expand retail sales and other events and activities including sidewalk cafes and vendors, farmers’ and public markets to attract customers within and into the MLK area.	<p>Hilltop Business District Assn Tacoma Farmers’ Market Safeway LeLe’s Johnson’s Candy Company Mr Mac Tower Coffee</p>	<p># retail oriented events per year # of merchants participating in events # customers participating in events \$ sales and sales tax revenue generated by events % event attendees rating events as successful</p>
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9: Organization

<p>Adopt the National Trust for Historic Preservation’s Main Street 4-Point program by the Hilltop Business District Association to organize marketing, design, and promotion strategies.</p>	<p>Hilltop Business District Assn Tacoma Community/Economic Development Washington State Main Street Tacoma Historic Preservation Office Historic Tacoma</p>	<p>@ Main Street approach adopted # of merchants and businesses participating % of all eligible merchants and businesses participating in Main Street % participating members rating program and events to be productive</p>
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10: Financing

<p>Adopt a Business Improvement District (BID) or Business Improvement Area (BIA) with which to assess benefiting properties and businesses for the cost of instituting coordinated marketing, design, and promotional activities and physical improvements and maintenance in the MLK district.</p>	<p>Tacoma City Council Tacoma Community/Economic Development Tacoma Private Capital Division Hilltop Business District Assn Tacoma Business Assistance Center</p>	<p>@ date 60% of businesses sign petition to adopt BID @ date Council adopts BID \$ raised by BID adoption first year # programs or projects funded by BID revenue % BID revenue leverages of other funding % businesses in BID pay on time % businesses in BID rate effort to be effective</p>
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11: Interim storefronts

<p>Continue working with Spaceworks and other entities to institute temporary artist galleries or similar uses in vacant storefronts or buildings in order to provide visual interest and activity while the building is being marketed for a permanent tenant or owner.</p>	<p>Hilltop Business District Assn Spaceworks Tacoma Community/Economic Development Washington State Main Street Tacoma Historic Preservation Office Historic Tacoma</p>	<p># empty storefronts filled with temporary exhibits per year % temporary tenants become permanent tenants \$ retail sales raised by temporary tenants or exhibits % other businesses rate program to be successful</p>
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Goal: Engage MLK youth in education, employment, and civic opportunities

12: Education

<p>Expand school/community relations to include volunteer mentor and peer group support with the participation of the Tacoma Public Schools, Tacoma Housing Authority, UW Tacoma, Evergreen State College Tacoma, Bates Technical College, and others to improve educational opportunities, test scores, and the reputation of McCarver School in the community and marketplace.</p>	<p>Tacoma Public Schools - McCarver School Tacoma Housing Authority UW Tacoma Evergreen State College Tacoma Bates Technical College Upward Bound - Evergreen Peace Community Center NW School of Innovative Learning Youth for Christ, Hilltop Campus Life</p>	<p># volunteers enlisting in youth mentoring # organizations involved in youth mentoring # youth participating in youth mentoring % improvement in school attendance % improvement in school test scores % students advancing in school % community rating efforts successful % students rating efforts successful</p>
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13: Employment

<p>Create a youth job placement service offering part and full-time internships and employment opportunities with MLK businesses and organizations for area youth.</p>	<p>Tacoma Public Schools - Jason Lee Middle and Stadium High Schools Tacoma Housing Authority Hilltop Business District Assn UW Tacoma Evergreen State College Tacoma Bates Technical College Hilltop Action Coalition Central Neighborhood Council New Tacoma Neighborhood Council</p>	<p>% of all youth employed in part or full-time positions % of youth that can find work that want work % of employers that can find youth to hire that want youth employees % of all employers who have hired youth # of youth participating in workforce # of employers who have hired youth</p>
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14: Civic participation

<p>Create youth civic participation opportunities where youth can mentor children or adults, promote events or social outreach, construct projects or enhance the environment, network careers or occupations, or create fine and performance art as youth members of MLK public and private organizations.</p>	<p>Tacoma Public Schools - Jason Lee Middle and Stadium High Schools Hilltop Business District Assn Hilltop Action Coalition UW Tacoma Evergreen College Bates Technical College Central Neighborhood Council New Tacoma Neighborhood Council Allen Renaissance Center Associated Ministries Tacoma Ministerial Alliance Black Collective</p>	<p>% of all youth that participate in community events and organizations % of community organizations that can find youth to participate that want youth to participate # of youth participating # of service programs youth are involved in # of community projects youth have completed % civic organizations rating efforts successful % of youth rating efforts successful</p>
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15: Social activities

<p>Expand youth social and recreation oriented activities and facilities that offer evening and after school peer group interactions and events.</p>	<p>Tacoma Public Schools - McCarver School Metro Parks Tacoma Al Davies YMCA Boys & Girls Club Allen Renaissance Center</p>	<p>% of all youth that participate in activities # of youth that participate # of activities or events for youth per year % of youth that indicate they are satisfied with social activities</p>
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Goal: Create affordable, mixed-use, mixed-income, and mixed-household housing

16: Housing options

<p>Increase housing choice by type, price, tenure, and location to house a mixed age, household, and income population in or near employment centers, transit corridors, and recreational sites to provide increased live/work/play opportunities in the MLK area.</p>	<p>Tacoma Housing Authority Tacoma Community/Economic Development Tacoma Housing Division Pierce Transit MultiCare Health System Franciscan Health System Community Health Care UW Tacoma</p>	<p># new urban housing starts by type, price, location # days new products are on the market compared to conventional products % vacancy and occupancy rate of new urban housing products # new MLK residents in urban housing products</p>
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17: Affordable housing

Award additional density, reduced parking requirements, reduced permit fees, and/or other measures for new housing projects that promote rental and sale workforce housing for moderate income working households employed or resident within MLK.	<p>Tacoma City Council Tacoma Community/Economic Development Tacoma Housing Division Tacoma Public Works Department Tacoma Public Utilities District Tacoma School District Metro Parks</p>	<p># new housing starts affordable to MLK households at 80% of Family Median Income (FMI) % of all new housing projects participating in affordable housing % of occupants that work in MLK # new MLK residents/employees in affordable units</p>
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18: Distribution affordable housing

Incorporate moderate and low income housing opportunities in mixed use and mixed income building and project developments to avoid creating "housing project" concentrations and market image associations.	<p>Tacoma Housing Authority Tacoma Community/Economic Development Tacoma Housing Division Tacoma/Pierce County Affordable Housing Consortium MLK Housing Development Association Catholic Community Services Shared Housing Tacoma Cross Cultural Collaborative Associated Ministries Homeownership Center of Tacoma Tacoma-Pierce County Habitat for Humanity Korean Women's Association</p>	<p># affordable housing units in new mixed use, mixed income projects in MLK % affordable housing units in prototypical new mixed use, mixed income project in MLK % distribution of affordable housing units throughout MLK % distribution of population in affordable housing units as percent of total MLK population by block, neighborhood</p>
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19: Special populations

Continue to provide social services and housing assistance for homeless, addicted, mentally ill, and domestic violence individuals and households by MLK social service agencies and organizations.	<p>Tacoma Housing Authority Tacoma Human Rights & Human Services Tacoma Housing Division Catholic Community Services MLK Housing Development Association Shared Housing Tacoma Cross Cultural Collaborative Associated Ministries Tacoma-Pierce County Habitat for Humanity Korean Women's Association</p>	<p># housing units dedicated to homeless populations % of homeless population housed # housing units dedicated to alcohol, drug, and mental illness % of alcohol, drug, and mental illness population housed # housing units dedicated to domestic violence victims % of domestic violence victim populations housed</p>
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Goal: Attract and promote MLK arts and cultural resources and potentials

20: Marketing

<p>Conduct regular market surveys of resident and out-of-area attendees to MLK community events, festivals, and facilities such as Ethnic Fest, People’s Park, People’s Community Center, and Wright Park to determine their characteristics, expenditure patterns, sources of information, and other behavior with which to maximize their attraction to MLK and their beneficial economic impact on MLK businesses and activities.</p>	<p>Hilltop Business District Assn Hilltop Artists in Residence Tacoma Arts Administrator Allen Renaissance Center DASH Center for the Arts Fab-5 Fulcrum Gallery Tacoma Art Place 1022 Tempest</p>	<p># events involved in outreach events # survey responses received from outreach events % determination of most successful form of outreach % determination of average expenditures by participants % of expenditures tracked to local MLK businesses # new email addresses added to outreach list % survey respondents indicating will increase participation as result of outreach proposals % art organizations indicate market results useful</p>
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21: Design

<p>Redefine the MLK (and Hilltop) brand to include arts and historical based themes and install artworks, gateways, way-finding signage, walking tours, maps, and streetscape at the entrances into and of significant landmarks in MLK.</p>	<p>Hilltop Business District Assn Hilltop Artists in Residence Tacoma Arts Administrator Tacoma Historic Preservation Office Historic Tacoma Tacoma Historical Society Allen Renaissance Center DASH Center for the Arts Tacoma Public Works Department</p>	<p>@ new comprehensive branding ideas revealed % organizations, public validate new brand approach @ gateways and wayfinding signs installed throughout MLK % cost funded by business and art related organizations % customers rate brand unique and successful</p>
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22: Promotion

<p>Create an MLK arts website and utilize social media such as Google maps, Facebook, and Twitter to announce, promote, and attract out-of-area residents and tourists to an expanded year-round calendar of events and festivals for performing, literary, culinary, fine, and other arts interests.</p>	<p>Hilltop Business District Assn Hilltop Artists in Residence Tacoma Arts Administrator Tacoma Community/Economic Development Tacoma Historic Preservation Office Historic Tacoma Tacoma Historical Society Allen Renaissance Center DASH Center for the Arts</p>	<p># art and culture events conducted per year # new or additional events introduced # new event participants who did not participate before # new vendors or exhibitions included in new events # hits to central arts/history website % outreach survey participants indicating website as source</p>
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23: Organization

<p>Create a central clearinghouse organization with which to coordinate schedules, advertisements, events, productions, and other theatrical, literary, culinary, fine, and other promotions in order to maximize MLK arts potential and promotional effectiveness.</p>	<p>Hilltop Business District Assn Hilltop Artists in Residence DASH Center for the Arts Tacoma Community/Economic Development Tacoma Arts Administrator Tacoma Historic Preservation Office Historic Tacoma Tacoma Historical Society Allen Renaissance Center</p>	<p>% art related organizations participating in clearinghouse % all local artists participating in clearinghouse # coordinated promotions conducted by clearinghouse % outreach participants indicating clearinghouse successful and useful</p>
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Goal: Preserve MLK history and create history and art projects in MLK

24: Art and history walking tours

<p>Sign and create audio and phone apps for walking tours of MLK historical sites, buildings, and other visually interesting and significant landmarks for local recognitions as well as for historical tourist attractions.</p>	<p>Hilltop Business District Assn Tacoma Community/Economic Development Hilltop Artists in Residence Tacoma Arts Administrator Tacoma Historic Preservation Office Tacoma Arts Commission Tacoma Landmarks Preservation Commission Historic Tacoma Tacoma Historical Society Allen Renaissance Center DASH Center for the Arts</p>	<p># historical buildings located on tour # historical buildings open to public during annual event # tourists requesting maps or apps for tour % historical property owners indicating tours successful % tourists indicating tours successful</p>
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25: Preservation of key historic resources

<p>Complete the ongoing city-wide historic resources inventory and then conduct a focused evaluation of and community discussion about historic buildings within the MLK district to identify the most critical buildings to be retained and explore incentives, such as historical transfer of development rights (TDR), and regulatory tools to support their preservation and continued use.</p>	<p>Tacoma Historic Preservation Office Tacoma Community/Economic Department Tacoma Landmarks Preservation Commission Historic Tacoma Tacoma Historical Society Hilltop Business District Assn</p>	<p>@ completion of city-wide historic resources inventory @ completion of MLK resources inventory and prioritization # key sites listed on historic register # key sites preserved through other mechanisms, such as Historic TDR</p>
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26: Artist live/work

<p>Develop affordable artist live-work-teach-display-sell galleries and workshops as well as live-work housing opportunities to retain and attract young and emerging talent in MLK.</p>	<p>Tacoma Housing Authority Tacoma Community/Economic Department Hilltop Business District Assn Tacoma Arts Administrator Hilltop Artists in Residence Allen Renaissance Center DASH Center for the Arts</p>	<p># artists desiring to be on waiting list for live/work in MLK @ site selected and project initiated # live/work units created # persons attend art exhibitions at site # persons attend art classes at site % of funding achieved by nonprofit or private sources</p>
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27: Farmers/Public Market

<p>Establish a seasonal and possibly year-round farmers/public market with all-weather structures, available parking, and increased visibility to provide expanded access to locally-produced and healthy foods, serve residents and attract out-of-area customers into the MLK district.</p>	<p>Hilltop Business District Assn Tacoma Farmers' Market Tacoma Community/Economic Development Metro Parks Tacoma Tacoma Arts Administrator</p>	<p>@ permanent site selected and all-weather shelter built # new vendors added to market # market days conducted year-round # market customers per year \$ sales achieved per year % public indicating results successful</p>
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Goal: Expand MLK parks and recreation opportunities

28: Greenways

<p>Designate a system of coordinated open spaces, conservation corridors, greenways and green streets to link MLK parks and community facilities, and connect the MLK district to adjacent neighborhoods, the Prairie Line Trail, UW Tacoma and the Thea Foss Waterway.</p>	<p>Tacoma Open Space Program Metro Parks Tacoma Forever Green Council Sustainability Commission Tacoma-Pierce County Health Department Tahoma Audubon Society</p>	<p>@ acres in protected critical area or conservation status % protected acres represent of critical areas and habitat total in MLK # miles of extended greenway or corridors in MLK - downtown % accessible by trail or walkway % public indicates greenways are successful</p>
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29: Community gardens

<p>Plant community or pea patch gardens on vacant sites as well as other available lands within MLK to restore habitat, grow healthy foods for local use, and improve visual appearances, in some cases to serve as temporary uses on sites waiting for redevelopment.</p>	<p>Tacoma Open Space Program Forever Green Council Metro Parks Tacoma Sustainability Commission Tacoma-Pierce County Health Department Tahoma Audubon Society</p>	<p># acres in designated community gardens # volunteer gardeners and garden plots # food stuffs donated to food banks from gardens % vacant lots dedicated to community gardens % MLK residents indicating gardens successful</p>
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Goal: Complete MLK parks and recreation projects

30: Peoples Community Center Plaza

<p>Redevelop the green space in front of People’s Community Center into a more formal plaza type park with active features such as picnic shelters, tables, benches, splash fountain, and play equipment in accordance with the proposals in the People’s Community Center master plan.</p>	<p>Metro Parks Tacoma Tacoma Open Space Program Forever Green Council</p>	<p># new activities created in new hardscape plaza # events staged per year in new plaza # people who participate in new events # people who utilize plaza % MLK public who indicate plaza a success</p>
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31: Peoples Community Center Pool

<p>Resolve a financial source of funds to finish refurbishment, retrofit, and expansion of the existing facility to include indoor leisure pool elements, party rooms and concessions as proposed in the People’s Community Center master plan.</p>	<p>Metro Parks Tacoma</p>	<p>@ funding strategy resolved for Pool upgrade % operating costs recovered by user fees # annual pool users % increase in pool utilization # persons receiving swimming instruction % of public using pool facilities</p>
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Goal: Promote MLK sustainability opportunities and performance

32: Native habitat

<p>Plant street trees, reforest open spaces, remove invasive species, and promote use of native and drought resistant plants to restore wildlife habitat in and around MLK’s public facilities and within MLK’s green, urban, and parkway street corridors.</p>	<p>Tacoma Open Space Program Forever Green Council Metro Parks Tacoma Sustainability Commission Tacoma-Pierce County Health Department Tahoma Audubon Society</p>	<p>% acreage impacted by invasive species # acres cleared of invasive species per year # volunteers involved # new planting projects completed # new trees planted per year % tree cover canopy realized of MLK</p>
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33: Stormwater

<p>Develop rain gardens, green roofs and walls, bio-filtration swales, and other green development features in and around the MLK subarea’s public facilities and within the MLK area’s green and urban streets as well as in new project developments.</p>	<p>Tacoma Public Works Department Tacoma Open Space Program Metro Parks Tacoma Forever Green Council Sustainability Commission Tacoma-Pierce County Health Department</p>	<p># demonstration rain gardens, bio-swales installed % stormwater volume treatable by green methods % realized by green methods @ green incorporated into MLK development projects</p>
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34: Brownfields

<p>Identify all known sites of hazardous materials including former gas stations and laundries, develop appropriate mitigation strategies, and create a funding source for proactively mitigating the sites to support redevelopment.</p>	<p>Tacoma-Pierce County Health Department Tacoma Community/Economic Development Tacoma Public Works Department EPA</p>	<p># sites identified and analyzed % known sites inventoried @ mitigation methods/programs defined # time pre-programmed for site resolutions \$ funded to offset mitigation costs</p>
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Goal: Expand pedestrian networks within MLK and with the rest of the city

35: Walkways and sidewalks

<p>Improve and complete key connections on 11th, 15th, 19th, 25th Streets, and MLK Way from the neighborhoods to the west of the MLK subarea, and from the MLK subarea to the downtown, UW Tacoma, Thea Foss Waterway, Murray Morgan Bridge, and other major walking destinations including a Safe Routes to School program for McCarver Elementary School.</p>	<p>Tacoma Public Works Department Tacoma Traffic Engineering UW Tacoma Metro Parks Tacoma Thea Foss Public Development Authority Port of Tacoma Sound Transit Pierce Transit</p>	<p>% of MLK streets with at least 1 sidewalk % of MLK street lane miles with at least 1 sidewalk % of all MLK residents that walk to work % of all MLK residents that walk to transit # of pedestrians on major walkways during peak commuting times # of pedestrians on major walkways during peak retail hours</p>
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36: Crosswalks

Install special paving materials, flashing light crossing strips, pedestrian activated signals, median and curb extensions to improve pedestrian safety, increase visibility, and calm traffic at major intersections throughout the MLK subarea, especially on MLK and Yakima Avenues, and South 11th and 19th Streets.

**Tacoma Public Works Department
Tacoma Traffic Engineering
Sound Transit
Pierce Transit**

MLK and Yakima intersections improved with crosswalks
% of MLK and Yakima key intersections improved
% reduction in pedestrian accidents
persons using new crosswalks
% public indicating crosswalks successful

37: Trails

Extend and connect the MLK subarea’s walkways on South 6th, 11th, 15th, 19th, and 25th Streets to the neighborhood to the west and the downtown to the east and explore extension of the proposed UW Tacoma hillclimb into the district to provide connections to the Prairie Line Trail, UW Tacoma, South Downtown, and Thea Foss Waterway.

**Tacoma Public Works Department
Tacoma Traffic Engineering
UW Tacoma
Metro Parks Tacoma
Thea Foss Public Development Authority
Port of Tacoma**

miles of off-road trail in MLK
sites and facilities connected to or by off-road trails
% of population within 0.25 miles of an off-road trail
persons on trails during peak summer weekend
% public indicating trails success

Goal: Implement a bicycle network within MLK and between MLK and the city

38: Bikeway network

Institute bike lanes on 6th, 11th, 19th, and 25th Avenues, I Street and Yakima Avenue, and bike boulevard on J Street to complete key connections to and the MLK district, schools, parks, and other major commuter and recreational destinations as well as with the downtown and larger city system. Develop the J Street bike boulevard in conjunction with MultiCare and Franciscan Health Systems to account for emergency access to the hospitals.

**Tacoma Public Works Department
Tacoma Traffic Engineering
Bicycle & Pedestrian Action Committee**
Tacoma Wheelmen Bicycle Club
Transportation Choices Coalition
Coalition for Active Transportation
Downtown on the Go
MultiCare Health System
Franciscan Health System

% of all MLK residents that ride bikes to work
% of all MLK school students that ride bikes to school
of bike riders on major roads and trails
% reduction of vehicle use
% reduction in bike accident rate

Goal: Implement Tacoma’s Complete Streets typologies in MLK

39: Street maintenance

<p>Institute a citywide financing strategy with which to maintain life cycle pavement conditions, with a focus on MLK residential streets and roads including South I and J Streets, and South 19th, 21st, and 25th Streets east of the MLK district.</p>	<p>Tacoma City Council Tacoma Public Works Department Tacoma Traffic Engineering Pierce Transit</p>	<p>@ funding strategy resolved and approved by Council and/or voters # complaints pavement or pot holes per year # street miles pavement overlaid per year % street pavement life cycle met % all street pavement rated as good or better % public indicating success</p>
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40: MLK retail/pedestrian/transit

<p>Reconfigure MLK to expand and improve sidewalks, particularly in the business district, retain on-street parking, install bulbouts and curb extensions and median turn lanes and planting strips with street trees in accordance with a retail, pedestrian, transit street designation that promotes pedestrian uses and anticipates the eventual development of a streetcar (or LINK) connection.</p>	<p>Tacoma Public Works Department Tacoma Traffic Engineering Tacoma Streetcar Sound Transit Pierce Transit Transportation Choices Coalition Hilltop Business District Assn MultiCare Health System Franciscan Health System</p>	<p>@ funding strategy resolved and approved @ MLK improvements completed @ streetcar or LINK begins operation # streetcar or LINK riders % cost recovered by streetcar or LINK fares % MLK residents use streetcar or LINK % reduction in vehicle use % MLK residents indicate streetcar or LINK success</p>
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41: Connectors

<p>Reconfigure 6th, 9th, 11th, 15th, 17th, 19th, and 25th Streets to provide sidewalks, turn lanes, transit stops and other features to support vehicle and bus access from the neighborhoods to the west to the MLK subarea, and from MLK to the downtown.</p>	<p>Tacoma Public Works Department Tacoma Traffic Engineering Transportation Choices Coalition Downtown on the Go Pierce Transit Hilltop Business District Assn</p>	<p>LOS designations before improvements # miles of street reconfigured # traffic volume on streets before/after LOS designations after improvements % MLK residents indicating connector improvements successful</p>
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42: Parkway

<p>Improve Yakima Avenue to reduce on-street parking, install bike lanes, expand sidewalks, plant street trees next to the curbs and in the medians to create a parkway boulevard from Wright Park south.</p>	<p>Tacoma Public Works Department Tacoma Traffic Engineering Transportation Choices Coalition Downtown on the Go Pierce Transit</p>	<p>LOS designations before improvements # miles of Yakima reconfigured # traffic volume on Yakima before/after # bike riders on Yakima before/after LOS designations after improvements % MLK residents indicating parkway improvements successful</p>
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43: Urban residential streets

<p>Reconfigure L Street and MLK Jr. Way south of 19th Street to expand on-street parking, improve sidewalks, and plant street trees to calm traffic, improve pedestrian and bike access, and establish a character to these residential neighborhood streets.</p>	<p>Tacoma Public Works Department Tacoma Traffic Engineering Hilltop Business District Assn Central Neighborhood Council New Tacoma Neighborhood Council</p>	<p>LOS designations before improvements # miles of streets reconfigured # traffic volume on streets before/after # bike riders on streets before/after LOS designations after improvements % MLK residents indicating urban streets improvements successful</p>
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44: Green streets

<p>Reconfigure South I and J Streets, and the wider right-of-way in 14th, 21st, and 25th Streets (historical streetcar routes) to expand on-street parking, improve sidewalks, plant street trees, and develop bio-swale rain gardens to calm traffic, improve pedestrian and bike access, and establish a “green and park-like” Green Complete Streets character to these residential neighborhood streets.</p>	<p>Tacoma Public Works Department Tacoma Traffic Engineering Forever Green Council Sustainability Commission Tacoma-Pierce County Health Department MultiCare Health System Franciscan Health System</p>	<p>LOS designations before improvements # miles of streets reconfigured # traffic volume on streets before/after # bike riders on streets before/after LOS designations after improvements % stormwater runoff captured after % improvement in stormwater treated % MLK residents indicating green streets successful</p>
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Goal: Expand transit/street car service in MLK

45: Streetcar (LINK)

<p>Re-install streetcar (or LINK) service on MLK Jr Way in shared lanes with vehicles or in a dedicated median lane with stops at least serving MultiCare Health System, People’s Park, the Business District core, People’s Community Center, Franciscan Health System, and 23rd Street. The streetcar (or LINK) service should connect the MLK district with local employment and residential areas and destinations, such as the Stadium District, Downtown core, UW Tacoma, Brewery District, Thea Foss Waterway, and the Dome District (where there are regional connections with Sound Transit, Greyhound, and Amtrak). The system should also be designed to allow potential loop configurations and future expansions west into the neighborhoods and to other commercial districts, mixed-use</p>	<p>Tacoma Public Works Department Tacoma Traffic Engineering Sound Transit Pierce Transit Transportation Choices Coalition Tacoma Streetcar Hilltop Business District Assn MultiCare Health System Franciscan Health System</p>	<p>@ streetcar/LINK service initiated % streetcar/LINK operating funds provided by non-city sources % streetcar/LINK cost recovered from fares # streetcar/LINK riders per year # streetcar/LINK riders during peak events % businesses indicate streetcar/LINK success % MLK residents indicate streetcar/LINK success</p>
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centers, and destinations..		
46: Pierce Transit		
Retain and expand Pierce Transit's schedules and stops to include hours and routes that support MLK district employees and residents, particularly at MultiCare and Franciscan Health System's Hospitals, Community Health Care and within the business district core.	Pierce Transit Sound Transit Transportation Choices Coalition Tacoma Streetcar Hilltop Business District Assn MultiCare Health System Franciscan Health System	# riders on Pierce Transit before/after % rider increase due to schedule expansion % public indicating use of transit over vehicles due to schedule improvements % employees using Pierce Transit % employee indicating improvement success % MLK residents indicating improvement success

Goal: Plan and coordinate infrastructure upgrades and replacement

47: Utilities		
Develop a district-wide infrastructure plan sufficient to service the level of development planned for this district, including the undergrounding of power lines in areas where overhead lines conflict with planned development. Prioritize the replacement and upgrading of infrastructure within the MLK district, focus infrastructure investments based on economic development opportunities, partner with private property owners and other agencies to coordinate utility projects, and support the use of alternative financing and construction mechanisms, such as local improvement districts (LIDs).	Tacoma Public Works Department Tacoma Public Utilities Private utilities Tacoma Community/Economic Development Sound Transit Hilltop Business District Assn MultiCare Health System Franciscan Health System	@ district-wide infrastructure plan completed @ commitments from utilities to prioritize projects based on development opportunities and projects % infrastructure capacity in place for planned development

Goal: Refine development regulations for MLK district

48: Ground floor retail requirements		
Designate Pedestrian Street mixed use ground floor retail requirements to reflect market capacity and desired concentrated retail corridor locations, with a focus on MLK Jr. Way and South 11th Street in the business district core.	Tacoma Community/Economic Development Tacoma Planning Commission Hilltop Business District Assn	% MLK market capacity allocated to ground floor retail # square footage developed in ground floor retail in required street frontages % vacancy/utilization rate of ground floor retail

49: Design standards

<p>Create and adopt a design overlay for the district that utilizes a hybrid “form-based” approach that illustrates building and street-level design objectives using examples to better address historic character, pedestrian vibrancy, compatibility and design quality issues within a flexible administrative procedure that recognizes innovation.</p>	<p>Tacoma Community/Economic Development Tacoma Planning Commission Hilltop Business District Assn Central Neighborhood Council New Tacoma Neighborhood Council</p>	<p>@ design standards updated to include illustrations and form-based examples % developers rating standards to be understandable and fair % staff/Commission rating standards effective # variances sought since standards update</p>
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50: View corridors

<p>Identify public view corridors, focused on the key east-west streets in the MLK subarea and create appropriate view protection measures to preserve and protect them.</p>	<p>Tacoma Community/Economic Development Tacoma Planning Commission Hilltop Business District Assn Central Neighborhood Council New Tacoma Neighborhood Council</p>	<p>% of MLK surveyed and mapped viewsapes @ viewscape maps developed as part of city GIS system @ view overlay zones and ordinances adopted by Council % residents indicate success of view preservation efforts % developers indicate success of view preservation efforts</p>
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Goal: Implement MLK catalytic development projects

51: Hospital planning and coordination

<p>Work with MultiCare and Franciscan Health Systems and any other significant, campus-like institutions to evaluate more collaborative processes with the city and community, such as development agreements, to better define and support the long-range needs of these institutions, mitigate future development impacts as appropriate, and address how such future development can allow institutions to participate in the revitalization of the MLK Business District.</p>	<p>Tacoma City Council Tacoma Community/Economic Development Tacoma Planning Commission MultiCare Health System Franciscan Health System Hilltop Business District Assn Central Neighborhood Council New Tacoma Neighborhood Council</p>	<p>@ date hospital planning process initiated % adjacent property and business owners participating in planning # catalytic projects identified – that are accomplished % property, business, residents indicating plan priorities have been accomplished annually and within 5 years</p>
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52: Browne's Star Grill/Pochert Building

<p>Subject to feasibility assessments, retain as much of the Browne's Star Grill and Pochert historical buildings as possible and redevelop the remaining city property for mixed use including ground floor retail, upper floor office and/or mixed income housing.</p>	<p>Tacoma City Council Tacoma Community/Economic Development Tacoma Housing Authority Tacoma Historic Preservation Office Tacoma Private Capital Division Landmarks Preservation Commission Historic Tacoma Tacoma Historical Society Tacoma Planning Commission Hilltop Business District Assn</p>	<p>@ date Council adopts development criteria @ date city initiates competitive RFP # quality developers recruited from RFP @ date Council selects proposal and developer team % adjacent property/business owners indicating project is successful % public indicating project is successful</p>
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53: Municipal Service Center

<p>Subject to feasibility assessments, redevelop the city property housing the Municipal Services Center at MLK Jr. Way and South 13th Street for mixed use including ground floor retail with upper floor mixed income housing.</p>	<p>Tacoma City Council Tacoma Community/Economic Development Tacoma Private Capital Division Tacoma Planning Commission Hilltop Business District Assn</p>	<p>@ date Council adopts development criteria @ date city initiates competitive RFP # quality developers recruited from RFP @ date Council selects proposal and developer team % adjacent property/business owners indicating project is successful % public indicating process is successful</p>
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54: MLKHDA

<p>Subject to feasibility assessments, support the redevelopment of the vacant properties on MLK Jr. Way and J Street at 11th Avenue for mixed use with ground floor retail, street level artist live/work housing, an educational center, and/or upper floor office and mixed income housing activities and the possible retention and incorporation of the Tally Ho Tavern building.</p>	<p>Tacoma Housing Authority Evergreen State College Tacoma MLK Housing Development Assn Tacoma Community/Economic Development Tacoma Private Capital Division Tacoma Planning Commission Hilltop Business District Assn</p>	<p>@ date MLKHDA adopts development criteria @ date MLKHDA initiates competitive RFP # quality developers recruited from RFP @ date MLKHDA selects proposal and developer team % adjacent property/business owners indicating project is successful % public indicating process is successful</p>
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55: Allen Renaissance Center

<p>Support the restoration of the former Valhalla Hall for ground floor coffee shop and restaurant, and upper floor performing arts, science and computer lab, and other outreach educational activities.</p>	<p>Allen Renaissance Center Tacoma Community/Economic Development Tacoma Private Capital Division Tacoma Historic Preservation Office Hilltop Business District Assn DASH Arts Center</p>	<p>@ date ARC opens ground floor coffee and restaurant @ date ARC opens upper floor performing center and science lab % adjacent property/business owners indicating project is successful % public indicating process is successful</p>
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56: Other private development opportunities

<p>Promote the redevelopment of underutilized surface parking lots, vacant lands, or underused buildings for new development projects, that help to create a dense mix of uses throughout the district, including retail, restaurants, office, personal services, medical facilities, and mixed-income housing, such as those illustrated for the Save-a-Lot and Safeway sites in the catalytic project envelope studies.</p>	<p>Private property owners Tacoma Community/Economic Development Tacoma Private Capital Division Tacoma Planning Commission Hilltop Business District Assn</p>	<p>@ date property owner/city adopts development criteria @ date city/owner initiates competitive RFP # quality developers recruited from RFP @ date Council selects proposal and developer team % adjacent property/business owners indicating project is successful % public indicating process is successful</p>
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Goal: Enhance MLK governance and support Subarea Plan implementation

57: NGO participation

<p>Integrate nongovernmental organizations (NGOs) such as the Hilltop Business District Association, Central Neighborhood Council, Hilltop Action Coalition, and others, including property owners, businesses, residents and significant institutions into the implementation of the MLK subarea plan actions and strategies.</p>	<p>Hilltop Business District Assn Tacoma Community/Economic Development Central Neighborhood Council New Tacoma Neighborhood Council Hilltop Action Coalition Associated Ministries Black Collective Hilltop Action Coalition Tacoma Ministerial Alliance</p>	<p>% organizations who feel city government is giving good service % organizations who feel city government is listening to them and keeping them involved % organizations involved in policy development and implementation % organizations indicating involvement successful and satisfying</p>
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58: Communication

<p>Establish effective public information and feedback materials and conduct frequent town halls, public open houses, and other events at locations in the MLK subarea to encourage public access and facilitate dialogue on MLK Subarea Plan implementation policies, programs, projects, and budgets.</p>	<p>Hilltop Business District Assn Tacoma Community/Economic Development Central Neighborhood Council New Tacoma Neighborhood Council Hilltop Action Coalition</p>	<p># webpage hits on city, MLK business sites # outreach events per year # persons participating in outreach events # persons on outreach contact lists # comments on MLK blog, Facebook, and Twitter accounts % residents connected to MLK by social media % residents who feel that MLK listens to them, keeps them informed, and seeks their involvement</p>
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59: Strategy development

Extend and coordinate the implementation resources of public, nonprofit, and private organizations to continue strategizing and implementing the MLK Subarea Plan.	Tacoma Community/Economic Development Hilltop Business District Assn Tacoma Private Capital Division Central Neighborhood Council New Tacoma Neighborhood Council Hilltop Action Coalition	# of organizations involved in Subarea Plan implementation actions \$ combined to fund marketing, promotion actions % of organizations satisfied with strategy development involvement
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60: Assess performance results

Conduct regular “State of MLK district” program, project, and budget assessments including public, customer, and business surveys to determine the effectiveness, performance, and priority of subarea plan actions.	Tacoma Community/Economic Development Hilltop Business District Assn Tacoma Private Capital Division Central Neighborhood Council New Tacoma Neighborhood Council Hilltop Action Coalition	% businesses satisfied with Subarea Plan results % public satisfied with Subarea Plan results % youth satisfied with Subarea Plan results % of Council satisfied with Subarea Plan results
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3.7: Planned Action Ordinance (PAO)

The MLK Subarea Plan will include the adoption of a Planned Action Ordinance (PAO), which will encourage redevelopment and revitalization of the MLK area, by streamlining the project review process. The MLK Subarea Plan DEIS identifies impacts of development and specific mitigation measures that developers will have to meet to qualify as a Planned Action project.

According to WAC 197-11-164, a Planned Action is defined as a project that:

- Is designated a Planned Action by ordinance.
- Had the significant environmental impacts addressed in an EIS,
- Has been prepared in conjunction with a comprehensive plan, subarea plan, master planned development, phased project, or with subsequent or implementing projects of any of these categories,
- Is located within an urban growth area (UGA),
- Is not an essential public facility, and
- Is consistent with an adopted comprehensive plan.

It should be noted that the MLK district includes a number of uses commonly considered essential public facilities, such as hospitals, substance abuse facilities, and group homes. This Planned Action and the associated EIS are not being conducted specifically for any one of those facilities, but is being done for the entire district with the understanding and recognition

that those types of facilities are a part of the overall district and thus are covered under this Planned Action.

The DEIS analyzes the MLK Subarea Plan and proposed mitigations that will amend current Tacoma plans and regulations and be consistent with the Tacoma Comprehensive Plan.

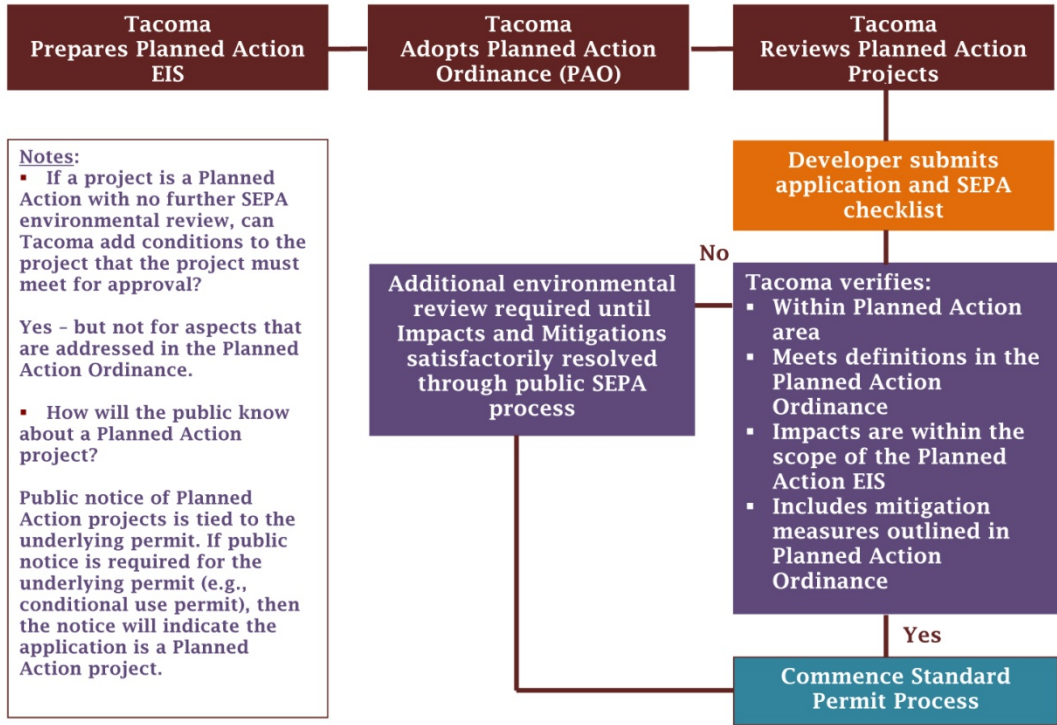
Planned Action projects will include the catalytic mixed use development projects including ground floor retail and pedestrian-oriented activities, platform building parking decks, and upper floor office and residential uses, as well as local streets, pedestrian walkways and trails, on-road bicycle routes, transit configurations, parks and open space enhancements outlined in the preceding pages.

WAC 197-11-168 requires that a Planned Action Ordinance include:

- A description of the components of the Planned Action,
- A finding that the probable significant environmental impacts of the Planned Action have been identified and adequately addressed in an EIS, and
- The identification of mitigation measures that must be applied to a project for it to qualify as a Planned Action project.

Following completion of the EIS process, Tacoma will designate the Planned Action by ordinance. Tacoma will designate as a Planned Action the MLK Subarea Plan pursuant to SEPA and implementing rules.

Planned Action Project Review Process



Notes:

- If a project is a Planned Action with no further SEPA environmental review, can Tacoma add conditions to the project that the project must meet for approval?

Yes - but not for aspects that are addressed in the Planned Action Ordinance.

- How will the public know about a Planned Action project?

Public notice of Planned Action projects is tied to the underlying permit. If public notice is required for the underlying permit (e.g., conditional use permit), then the notice will indicate the application is a Planned Action project.