



AGENDA

MEETING: Regular Meeting and Public Hearing
TIME: Wednesday, July 16, 2014, 4:00 p.m.
(Public Hearing begins at approximately 5:00 p.m.)
LOCATION: Council Chambers, 1st Floor, Tacoma Municipal Building
747 Market Street, Tacoma, WA 98402

← Change of Location
(Not in Room 16)

A. Call to Order

B. Quorum Call

C. Approval of Minutes – Regular Meeting on June 18, 2014

D. Discussion Items

1. City of Tacoma Strategic Plan – “Tacoma 2025”

Receive an update on the “Tacoma 2025” strategic visioning process.
(See “Agenda Item D-1”; Brian Boudet, 573-2389, bboudet@cityoftacoma.org)

2. 2015 Comprehensive Plan Update

Review the progress and relevant information pertaining to the “periodic update” as mandated by the Growth Management Act.
(See “Agenda Item D-2”; Stephen Atkinson, 591-5531, satkinson@cityoftacoma.org)

3. Billboards

Receive an update on the billboard situation and proposed process to explore a regulatory resolution, including the proposed approach, desired outcomes, preliminary schedule, and next steps.
(See “Agenda Item D-3”; John Harrington, 279-8950, jharring@cityoftacoma.org)

4. Public Hearing – North Downtown Subarea Plan

Receive public testimony on the draft plan and accept written comments through July 18, 2014.
(See “Agenda Item D-4”; Cheri Gibbons, 591-5379, cgibbons@cityoftacoma.org)

E. Communication Items & Other Business

- 1) **S. Puget Sound Avenue Area-wide Rezone** (Application #2008-04) (see “Agenda Item E-1”)
- 2) **Letter from the Affordable Housing Policy Advisory Group** – Addressed to Mayor Strickland and City Councilmembers, the letter from the AHPAG requests the City Council to reinstate a provision regarding affordable housing at the Point Ruston Mixed-Use Center. (Application #2014-01) (see “Agenda Item E-2”)
- 3) **2015 Annual Amendment** – The Planning Commission is accepting applications for amending the Comprehensive Plan and/or the Land Use Regulatory Code for 2015. Applications are due by August 1, 2014. (www.cityoftacoma.org/planning > “2015 Annual Amendment”)



- 4) **Vacancies** – The City Council is seeking applicants for three vacant positions on the Planning Commission, representing Council District No. 1, “Public Transportation” and “Development Community. Applications are due by July 23, 2014. (www.cityoftacoma.org > “Government” > “Committees, Boards, and Commissions”)
- 5) Infrastructure, Planning and Sustainability Committee meeting, July 23, 2014, 4:30 p.m., Room 16; agenda includes: General Traffic Code Updates; Board of Building Appeals Interviews (2 vacancies); and Transportation Commission Interviews (3 vacancies).
- 6) Planning Commission’s meeting, August 6, 2014, 4:00 p.m., Room 16; agenda includes: North Downtown Subarea Plan; and Other items to be determined.

F. Adjournment



MINUTES (Draft)

TIME: Wednesday, June 18, 2014, 4:00 p.m.
PLACE: Room 248, Tacoma Municipal Building
747 Market Street, Tacoma, WA 98402
PRESENT: Scott Winship (Vice-Chair), Chris Beale, Tina Lee, Alexandria Teague, Erle Thompson,
Stephen Wamback
ABSENT: Sean Gaffney (Chair), Donald Erickson, Benjamin Fields

A. CALL TO ORDER

Vice-Chair Winship called the meeting to order at 4:05 p.m.

B. QUORUM CALL

A quorum was declared.

C. APPROVAL OF MINUTES

The minutes of the regular meeting on May 21, 2014 were approved as submitted.

D. DISCUSSION ITEMS

1. Transportation Master Plan Update

Josh Diekmann, Public Works Department, accompanied by Jane Moore, Co-Chair of the Transportation Commission and Dan Grayuski, project consultant, provided an update of the development of the Transportation Master Plan (TMP). Mr. Diekmann reviewed the project's scope of work, schedule, public outreach plan, mission statement, guiding principles, goals, and the multimodal transportation modeling efforts. He also elaborated on the future integration of the TMP with the City's current Strategic Visioning Process (i.e., "Tacoma 2050") and the upcoming 2015 Comprehensive Plan Update.

Discussion ensued. The Commissioners brought up the following comments and suggestions:

- The working relationship between the Transportation Commission and the Planning Commission, the coordination of reviewing transportation related issues, and the integration of the TMP into the Comprehensive Plan need to be better defined and further clarified. It was acknowledged that the two commissions have common goals pertaining to transportation but are entitled to different opinions and perspectives, that staff for either commission have been working closely together, and that the Transportation Element of the Comprehensive Plan, with the TMP incorporated, must be certified by the Puget Sound Regional Council in order for Tacoma to maintain the eligibility for future transportation funding.
- It is understood and expected that the outreach efforts that currently focus on the Community Council, community events and various public agencies will later be expanded to cover the Neighborhood Councils and additional stakeholders. Pierce Transit's Citizens Advisory Group should also be outreached.
- The "How would you prioritize transit investment in Tacoma?" survey should incorporate transit agencies' concerns and interests, such as the (perceived) safety at transit facilities or on the service. Also, consider making the survey available online.

- It is understood that the “Green Transportation Hierarchy” upside-down triangle is carried over from the existing Mobility Master Plan and represents a sustainable transportation system. However, putting “vehicles” at the bottom of the hierarchy may not be taking into account the needs of small businesses, e.g., ensuring adequate parking for their customers and enabling their employees to drive around to provide customer service. We should be mindful that making the transportation system sustainable is one piece of making the community sustainable. There should be continued dialogue on this issue.

2. North Downtown Subarea Plan

Ian Munce and Cheri Gibbons, Planning Services Division, provided an update of the North Downtown Subarea Plan. Ms. Gibbons reviewed the scope of work, funding source, schedule, and public outreach efforts for the subarea plan, as well as the associated Environmental Impact Statement (EIS). The Draft EIS and the first Draft Subarea Plan were issued in mid-May 2014 and a staff-coordinated public hearing was conducted on May 29. Key issues reflected in the comments received included parking concerns in the Stadium District, transportation issues and the LINK Light Rail expansion, and the safety and public/private view issues on the hillside below Stadium Way. Ms. Gibbons indicated that the comments are being incorporated and that the Final EIS is anticipated to be issued by June 30 and the revised Draft Subarea Plan is ready for the Planning Commission’s release for public review in preparation for a public hearing to be set on July 16, 2014. Mr. Munce noted that through the public outreach process, staff has received support from downtown commercial core property owners and businesses for the SEPA expedited review process, and received no requests to change zoning, height, or other regulatory requirements.

Discussion ensued. Staff responded to Commissioners’ inquiries about the view and safety issues on the Stadium Way hillside, about the SEPA process, about having a staff report at the upcoming public hearing that documents the comments on and changes to the draft Subarea Plan thus far. Commissioner Thompson suggested that the Reduced Parking Area (RPA) be expanded to encompass the St. Helens and Stadium districts, in order to be consistent with the expansion of the RPA to the Dome District through the South Downtown Subarea Plan effort, to make the parking requirements in the St. Helens neighborhood more compatible with the surrounding areas, and to address the confusion about the RPA’s boundaries that he had heard from some stakeholders. Some Commissioners were concerned about introducing this policy-level change before the public hearing without adequate public outreach. Staff also indicated that stakeholders in the Stadium District have not reached a consensus about changing parking requirements.

Commissioner Lee made a motion, seconded by Commissioner Wambach, to release the revised Draft North Downtown Subarea Plan for public review and set July 16, 2014, as the date for a public hearing. Commissioner Thompson proposed a friendly amendment that would revise the draft subarea plan to include the proposed expansion of the RPA boundaries. He reiterated his rationale and intent and, acknowledging the Stadium District’s concerns about parking, would limit the proposed expansion only up the Stadium Mixed-Use Center, i.e., from 6th Avenue to Division Avenue. Other Commissioners responded with comments and concerns, such as: this major amendment would necessitate additional outreach to targeted stakeholders; it is appropriate to have different parking requirements for Stadium, St. Helens and the Commercial Core where the underlying zonings are different; and the issue of RPA expansion has not been raised during the staff-coordinated public hearing process.

Commissioner Thompson’s proposal was not considered a friendly amendment; Commissioner Lee decided to withdraw her motion. Commissioner Thompson moved to extend the northern boundaries of the RPA from 6th Avenue to Division Avenue, but the motion died for lack of a second. Commissioner Lee reintroduced her original motion, which was seconded by Commissioner Wambach, and the motion passed unanimously.

3. Planning Commission Annual Report for 2013-2014

Lihuang Wung, Planning Services Division, presented the draft Planning Commission Annual Report for 2013-2014, prepared pursuant to the Tacoma Municipal Code Section 13.02.040.L, which requires that the Planning Commission “provide an annual report to the City Council regarding accomplishments and the status of planning efforts undertaken in the previous year.” The report highlighted the Commission’s accomplishments between July 2013 and June 2014 and outlined the planning work program for 2014-2016. The report was approved by the Commission and will be forwarded to the City Council for review.

4. Election of Officers for 2014-2015

According to the Commission’s Rules and Regulations (i.e., Bylaws), officers shall be nominated at the first meeting in June of each year and elections held at the following meeting. Since the Commission had canceled the previous meeting on June 4 and the next meeting on July 2, Mr. Wung suggested a few options for the Commission’s consideration, i.e., conducting the nomination and election today, conducting the nomination today and election on July 16, or deferring the nomination and election until July 16. He also brought to the Commission’s attention that (a) Chair Gaffney and Commissioners Erickson and Fields are absent, (b) Commissioners Lee’s and Thompson’s terms expire on June 30 and Vice-Chair Winship’s term expires on August 31, (c) the Infrastructure, Planning and Sustainability Committee is scheduled to interview candidates for the three vacant positions in mid-August, leading to the City Council’s appointments taking place in late August or early September, and (d) it is not clear if those term-expired Commissioners may continue to serve until their replacements are appointed. Commissioner Teague also announced that she may be resigning within a few months upon moving out of town.

Given the information provided and after further discussions, Commissioner Wamback made a motion, seconded by Commissioner Beale, to defer the nomination and election of officers for 2014-2015 until the Commission’s membership transition situation settles and a full complement exists and to consider amending the Bylaws to provide flexibility in the timing for the nomination and election of officers (since the current process is always complicated by the membership change that occurs in June of each year). The motion passed unanimously. The Commissioners also requested staff to clarify with the Legal Department and the City Clerk’s Office on whether term-expired Commissioners may continue to serve until their replacements are appointed.

E. COMMUNICATION ITEMS

Mr. Wung provided the following information:

- (a) Agenda of the Infrastructure, Planning and Sustainability Committee’s meeting on June 25, 2014.
- (b) Planning Commission’s meeting on July 2, 2014 has been canceled.
- (c) The Infrastructure, Planning and Sustainability Committee reviewed the Planning Commission’s recommendations on the 2014 Annual Amendment on June 11, 2014, and made a recommendation to the City Council that the Commission’s recommendations be adopted with the addition that the proposed amendments concerning electric vehicle parking be amended to require new multifamily development to include conduit for the future installation of electric vehicle charging stations. The City Council is scheduled to conduct the first reading of adopting ordinances on June 24, 2014.

F. ADJOURNMENT

The meeting was adjourned at 5:48 p.m.



City of Tacoma
Planning and Development Services

**Agenda Item
D-1**

To: Planning Commission
From: Brian Boudet, Manager, Planning Services Division
Subject: **City of Tacoma Strategic Plan – “Tacoma 2025”**
Date of Meeting: July 16, 2014
Date of Memo: July 9, 2014

At the Planning Commission’s meeting on July 16, 2014, the Commission will be provided with an update on the “Tacoma 2025” Strategic Visioning Process and solicit your feedback.

The Strategic Plan is intended to set the course and guide where the City of Tacoma (as both a local government organization and a community) is going over the next ten years and to help the City direct its efforts and resources toward a clearly defined vision for its future that reflects community desires, current and future trends, and bolsters the City’s unique position within the region. It will include benchmarks or milestones that measure the City’s progress towards its clearly defined vision, and it will be a “living document” that undergoes periodic review and adjustment to reflect progress towards achievement of goals and/or modifications of goals. The Strategic Plan will also help guide the City’s future resource allocations and budget decisions to ensure funding is available to realize community priorities.

The presentation will cover the scope of work, the schedule, the key focus areas, the expected outcomes, and the public engagement process associated with the project. The following documents are attached to facilitate your review:

- a) Tacoma 2025 – Community Meeting Postcard
- b) Tacoma 2025 – Planning Process Graphic
- c) Tacoma 2025 – Steering Committee Overview
- d) Tacoma 2025 – Draft Issue Briefs

For more information about the project and to provide feedback, please visit www.Tacoma2025.com. If you have any questions, please contact me at 573-2389 or bboudet@cityoftacoma.org.

Attachment(s)

c: Peter Huffman, PDS Director

What is your vision for Tacoma in 2025?

Help Shape Tacoma's Citywide Strategic Plan

The Citywide Strategic Plan will identify a shared vision for Tacoma's future and the steps needed to achieve it by 2025. We invite you to get involved– the Strategic Plan will help guide our future resource allocation and budget decisions, so make sure your voice is heard!

Get involved:

- Join the **online community forum** to post your comments and respond to other community members' ideas.
<http://engagetacoma.mindmixer.com>
- Attend the **community meeting**
Wednesday, July 30, 2014
6-8 p.m.
Greater Tacoma Convention and Trade Center
1500 Broadway, Tacoma
- Visit our **website**
www.Tacoma2025.com

For more information about the City of Tacoma Strategic Plan or to join the project mailing list, please contact the City at Tacoma2025@cityoftacoma.org or (253) 591-5100.



Educational opportunity and attainment

Public health and safety

Culture

arts

mobility

environmental sustainability

Economic vibrancy

Quality of life

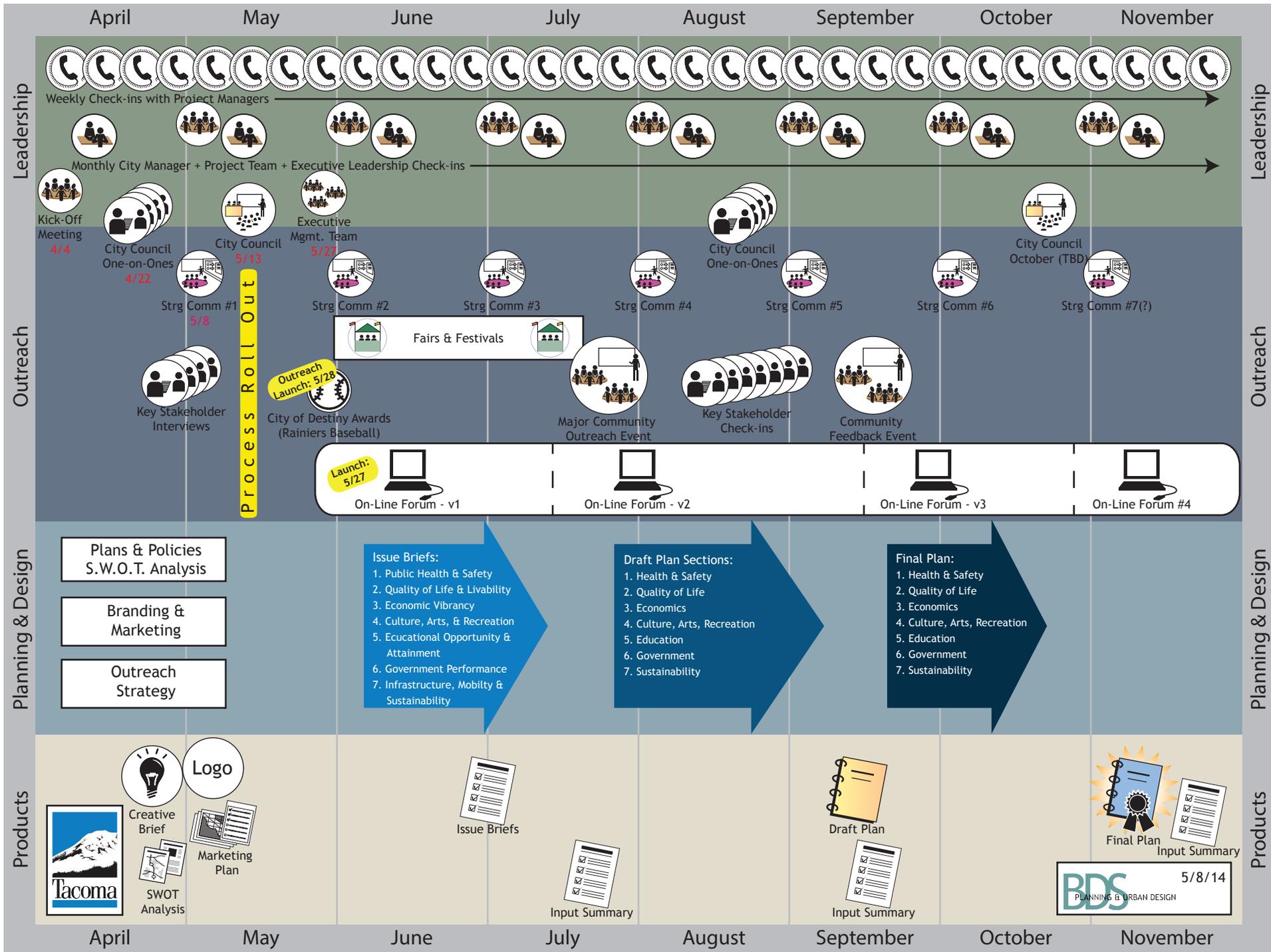
recreation

Government performance

livability

Infrastructure







Tacoma 2025 Citywide Strategic Plan Steering Committee Charge

Purpose:

The primary function of the Citywide Strategic Plan (CSP) Steering Committee is to help guide the Strategic Plan Engagement & Implementation process and advise City Council and other Community Stakeholders on CSP developments and milestone progression.

The Steering Committee will provide insight on long- term strategies to achieve the mission and vision of the CSP. Members of the Steering Committee will also ensure that the CSP’s strategic objectives are being addressed and that projects chartered by the CSP are completed in a timely and efficient manner.

Roles/Responsibilities:

1. Assist staff and consulting team with **outreach and engagement** process.
2. Coordination and **leadership** of the CSP implementation process.
3. Serve as **advocates** for the CSP.
4. **Monitor progress** of projects that are underway and ensure project milestones and timelines are on schedule.
5. **Monitor effectiveness** of completed projects and recommend adjustments when necessary.
6. Provide leadership within the CSP to advocate/apply for grants and assist with **funding requests** for CSP implementation.
7. **Report progress** to the Tacoma City Council and other Executive Boards as appropriate.

Committee Composition:

The CSP Steering Committee will be comprised of 15-21 members to represent one of the following interest categories:

- | | | |
|--|--|---|
| 1. Arts, Culture and Entertainment (Arts Commission & PC Aces) | 8. NAACP | b. Transportation Commission |
| 2. Health, Wellness & Recreation (Health Department & Metro Parks) | 9. Black Collective | 14. Youth & Young Adults (“Fab Five” Director) |
| 3. Human/Social Services (Human Services Commission / Coalition) | 10. Washington–Tacoma Korean American Association | 15. Workforce Central |
| 4. Greater Tacoma Chamber | 11. Community Council & Cross-District Association | 16. Russian/European Community |
| 5. Executive Council | 12. Education/Literacy | 17. Vietnamese Community |
| 6. Puget Sound Latino Chamber | a. Tacoma Public Schools | 18. Port of Tacoma |
| 7. Small Business Enterprise | b. Community Colleges | 19. Military |
| | c. UWT/PLU/UPS | 20. Puyallup Tribe |
| | 13. Transportation/Infrastructure/ Mobility/Sustainability | 21. Community Organizers (Safe Streets, Hilltop Action Committee...etc) |
| | a. Sustainable Tacoma Commission | |



Tacoma 2025 Citywide Strategic Plan Steering Committee Charge

Staffing:

The City Manager’s Office will work with the Steering Committee and provide appropriate levels of staff support during their term of service.

Compliance with State and Local Laws/Policies:

The Steering Committee is responsible for conducting its activities in a manner which is in compliance with all relevant state and local laws and regulations but not limited to the Open Public Meeting Law and Public Records Law.

Staff Leadership:

1. Nadia Chandler Hardy, City Manager’s Office
2. Mary Morrison, Human Resources
3. Gwen Schuler, Media/Communications Office
4. Brian Boudet, Planning & Development Services
5. Tadd Wille, Office of Management & Budget

Staff Working Team:

1. Nadia Chandler Hardy
2. Anita Gallagher
3. Christina Watts
4. Mary Morrison
5. Gwen Schuler / Maria Lee
6. Brian Boudet
7. Diane Powers
8. Tadd Wille / Katie Johnston
9. Joshua Diekmann
10. Ricardo Noguera / Martha Anderson
11. John O’Loughlin
12. Assistant Chief McAlpine

Department

- City Manager’s Office
- City Manager’s Office
- City Manager’s Office
- Human Resources
- Media/Communications Office
- Planning & Development Services
- Neighborhood & Community Services
- Management & Budget
- Public Works
- Community & Economic Development
- Environmental Services Department
- Police Department

Consulting Team:

Leadership

- | | Firm | Role |
|------------------------|---------------|--------------------------------|
| 1. Brian Douglas Scott | BDS | Project Director / Facilitator |
| 2. Morgan Shook | ECONorthwest | Project Manager / Analysis |
| 3. Andrés Mantilla | CBE Strategic | Stakeholder Outreach |
| 4. Kimbra Wellock | PRR | Community Outreach |

Support *

- | | | |
|--------------------|--------------|----------------------------|
| 1. Mike Rosen | PRR | Branding |
| 2. Beth Dufek | BDS | Steering Committee Support |
| 3. Alexandra Reese | ECONorthwest | Assistant Project Manager |

* All firms have additional personnel working in largely behind-the-scenes roles



ISSUE BRIEF: Overview

TABLE OF CONTENTS

- Overview 1
- Health & Safety 4
- Social Services 8
- Economic Vibrancy 11
- Arts, Culture, and Neighborhood Vitality 15
- Education and Learning 18
- Government Performance 21
- Built and Natural Environment 24

OVERVIEW AND PURPOSE

The issue briefs are a critical piece of the strategic planning process. In their final version, they will describe the key challenges facing Tacoma and how the community, including the municipal government, is addressing them. The briefs will facilitate external alignment for the plan with community priorities and actions. They will also support internal alignment among city departments working on similar issues. This will set the stage for effective, efficient, collaborative, and accountable public actions.

The issues briefs are a living document, and they will evolve based on community and stakeholder feedback. Their current version frames the issues broadly and provides some context for Tacoma, as represented in existing city (and some partner) documentation.

The City and the Consultant Team have framed these issue briefs, and the strategic plan as a whole, around seven key focus areas. Therefore, this overview begins with a discussion of the seven focus areas. Then, it provides an overview of the current version of the issue briefs, including how they relate to the strategic planning process as a whole. An endnotes section explains some of our rephrasing and reframing of the issue areas.

IMPROVING QUALITY OF LIFE AND LIVABILITY: TACOMA’S SEVEN FOCUS AREAS

The broad goal for the public sector is common for all regions: make all people, in all parts of the region, over all time, happy. Governments often make their broadest goal one of improving the “**quality of life**” or “**livability**” for people in a region. A community with a high quality of life is one in which residents can *work, learn,* and engage in *recreation,* however they define and prefer it.

That goal is too general to support systematic decision-making. Quality of life has many dimensions, and the broad goal must be parsed into sub-goals, which become objectives, which become performance measurements and decision-making criteria. The categories of these sub-goals for planning in the public sector are similar across jurisdictions and generally involve delivering economic prosperity, environmental quality, and urban amenities in a cost-effective way.¹ The shared understanding of these issues varies by community, and different plans parse “quality of life” in different ways. There is no perfect way to categorize – rather, categories should help people discuss priorities and tradeoffs.



ISSUE BRIEF: Overview

Tacoma has categorized these sub-goals into seven key issue areas. ECONorthwest has refined these focus areas to align better with existing City frameworks (e.g. the STAR rating system) and public policy best practices.ⁱⁱ These issue areas are:

- **Health and Safety:** Experience Tacoma as a healthy and safe place to live.
- **Social Service** [perhaps better titled as **Equity and Empowerment**]: Enjoy equal access to opportunity, inclusion in community decision-making, and support in times of adverse circumstance.
- **Economic Vibrancy:** Ability to engage in economic activity.
- **Arts, Culture, and Neighborhood Vitality:** Communicate creatively, celebrate cultural identity, and feel connected to neighbors.
- **Education and Learning:** Develop one's own emotional and cognitive capabilities.
- **Government Performance:** Served by an effective, efficient, open municipal government.
- **Built and Natural Environment:** Access to quality infrastructure and protection of natural resources.

Although this framework is intended to be at once collectively exhaustive and mutually exclusive, it is important to note that these issues do not operate in isolation – each can have impacts on the others. In addition, equity is a cross-cutting issue.

THE FINAL VERSION OF THE ISSUE BRIEFS

This section provides a brief explanation of how this version of the issue briefs connects to the final version and the strategic plan. This version will be developed after community input. Currently, the version only contains content from existing city documentation, but through Steering Committee feedback, stakeholder outreach, and public engagement, the issue briefs will grow to include the following information:

- **Vision:** A high-level statement of purpose that describes Tacoma in 2025 and contains the key priorities.
- **Goals:** Goals are achievable objectives that directly support the vision. It should be clear whether a goal is achieved or not. Goals can be related to the community or to internal performance. It is our understanding that the Tacoma Strategic Plan will involve *community* goals – and individual community actors, including municipal government, can prioritize their own goals, including performance goals, as a means of achieving them.
- **Indicators:** Indicators measure progress toward goals. Indicators similarly can relate to community goals (community indicators) or to performance goals (current performance measures). Indicators will be carefully chosen when goals have been articulated.
- **Strategies:** Strategies are the means through which goals will be achieved. Strategies will vary by community actor. For example, municipal government might have a different strategy for achieving certain graduation rates than school districts.
- **Initiatives and Actions:** Initiatives and actions are the concrete steps in the strategy.

GUIDE TO CURRENT VERSION OF ISSUE BRIEFS

Steering Committee members are well versed the issues facing Tacoma. Their organizations have their own strategic plans and their own visions for the community. This is an opportunity for Steering Committee members to communicate their priorities to ensure that the final documents reflect *external* alignment.

To that end, the issues are framed in a way that facilitates feedback. They are structured as follows:

- **Overview:** this is an intentionally broad explanation of what the issue area is and why it's important to cities. This will allow committee members to understand the full range of issues Tacoma could focus on.
- **Key Facts:** this contains some facts related to the issue area discovered in documentation and through limited supplemental research. Existing documentation did not include many facts about the community. This section will allow committee members to learn some things about their community – and invite feedback if key facts are missing.



ISSUE BRIEF: Overview

- **Matrix of Issues:** this contains a list of issues mentioned in city documentation AND issues that emerge in other cities. The cross-tab of city departments is still in draft. This will allow committee members to identify their own place within the issue area. What issues is their organization prioritizing?
- **Current state for the city:** this will be more useful later on when we begin crafting the city's strategic plan, but we've included it now to stimulate thinking.

STEERING COMMITTEE EXERCISE

At the Steering Committee meeting, we want attendees to think through the following:

- Are these the key relevant facts? What else should be added?
- What are the top five issues Tacoma is facing? If these are not already represented in the matrix on page 2, let's add them.
- Individually, what is an example of something your organization is doing to tackle one of these issues?

ⁱ See Appendix 1, excerpt from Moore, Terry, Paul Thorsnes, and Bruce Appleyard. *The Transportation/Land Use Connection*. Chicago, Ill: American Planning Association, Planning Advisory Service, 2007. Print.

ⁱⁱ We have preserved most of the issues that have been identified already, but we have made one significant shift. We have elevated "Quality of Life" and "Livability" to the central theme for the strategic plan because it is so important. Every key issue area contributes to Tacoma's quality of life, and ultimately, the strategic plan should increase quality of life, as felt by many different residents at many different times.

We have reframed "Quality of Life and Livability" as "Social Service," though we are considering rephrasing this as "Equity and Empowerment." As noted above, we see 'Livability' as more important than just the seven key issue areas – it's what we are all focusing on. Many of the issues proposed in this area related to basic human services: homelessness, social service delivery, affordable childcare, and assistance to seniors. As such, we have made the original phrases part of the overall goal, and we have refocused this area around the core services that support vulnerable populations.

We have also rephrased "Infrastructure, Mobility, and Sustainability" as the "Built and Natural Environment." Transportation infrastructure supports mobility. In addition, 'sustainability' – in the sense of consuming resources at a rate that doesn't jeopardize future consumption – should characterize all aspects of Tacoma's strategies. Therefore, we have reframed this issue area around the more narrow focus of environmental quality, which is not explicitly specified elsewhere. This might warrant breaking out into its own issue area.

We have also removed 'Recreation' from "Arts, Culture, and Recreation," because we also see recreation, defined as use of leisure time, as an umbrella concept. People may use their leisure time across any of the issue areas – exercising outside, visiting nature, going to a cultural festival, taking online courses, etc. We see recreation in a more narrow sense of enjoying open spaces and being active, as a function of available infrastructure (from Built and Natural Environment) and active living decisions (from Health and Safety). Any groups specifically focusing on enjoyment of open spaces and the outdoors, such as Metro Parks Tacoma, could be contributing to both areas. We have added 'Neighborhood Vitality' to capture a focus on community organizing and engagement we saw reflected in existing strategic plans.



ISSUE BRIEF:

Health & Safety

[was Public Health and Safety]

As a basis for Tacoma's Citywide Vision and Strategic Planning process, an Issue Brief for each of the Strategic Plan's seven key Focus Areas presents a snapshot summary of existing conditions and the strategic planning efforts and initiatives currently underway by city departments and partners. A more thorough summary is available at: _____.

WHY THIS IS IMPORTANT

A healthy and safe city is one in which individuals feel supported in managing their health and are safe from danger. Improving health and safety can foster community cohesion, increase happiness, and attract new residents and businesses. Each city must contend with its own set of health and safety challenges.

Typical health and safety issues include:

CRIME	EMERGENCY PREPAREDNESS	ACCESS TO FOOD
RECIDIVISM	ENVIRONMENTAL SAFETY	ACCESS TO RECREATIONAL SPACES
TRAFFIC SAFETY	COMMUNICABLE DISEASES	CHRONIC ILLNESS

Health and safety impact many other issues. Active living often depends on the built environment: bike lanes, trails, and access to nature. Environmental hazards are linked to environmental preservation. Unsafe environments can dampen economic development and discourage business retention, attraction, and expansion. Improving health and safety is critical to a city's future.

KEY RELEVANT FACTS

- Pierce County residents, in general, have fewer years of healthy life than residents in Washington State overall.
- Heart disease and cancer are two leading causes of death in Pierce County, and tobacco use and obesity are the two leading *actual* causes of death for Pierce County residents. Tobacco use and obesity rates are negatively correlated with income.
- Infant mortality rates vary by race, with non-white races experiencing higher rates.
- Pierce County leads its Puget Sound neighbors in having the most unhealthy air quality days over the past decade.
- Crimes overall have declined since 2009, with remarkable decreases in drug/narcotic offenses. Kidnapping and motor vehicle theft have increased slightly.

KEY DEPARTMENTS & PARTNERS

- Human Services Commission (HSC)
- Neighborhood and Community Services Department (NCS)
- Tacoma Fire Department (TFD)
- Tacoma Police Department (TPD)
- Metro Parks Tacoma (MPT)
- Tacoma-Pierce County Health Department (TPHD)

TABLE OF ISSUES & PLANNED ACTIONS

The following table includes a range of issues represented in existing city goals and actions. This list is augmented with other strategic issues that cities across the country might prioritize. The list is not meant to be exhaustive and many of the strategic issues relate to each other. However, the list can help clarify which focus areas are most important to Tacoma community partners and residents. The list is organized according to different scales at which health and safety issues are most acutely felt.



ISSUES & PLANNED ACTIONS

	TPD	TFD	PD	TPHD	MPT	NOTES
Individual						
Obesity				X		
Diabetes						
Heart disease				X		
Cancer				X		
Smoking				X		
Alcoholism						
Chemical dependency				X		
Maternal and child health				X		
Healthy eating decisions				X		
Active living			X	X	X	
Recidivism	X			X		
Effective use of 911	X	X				
Mental health				X		
Oral Health				X		
Household						
Domestic violence						
Home disaster preparedness		X				
Home fire prevention		X				
Child abuse						
Community						
Epidemics						
Sexually transmitted diseases				X		
Property crime	X					
Violent crime	X					
Community preparedness	X					
Community perception of safety	X					
Traffic safety						
Gang activity	X					
Prostitution						
Institutional Resources						
Access to health care/ insurance				X		
Access to healthy food options						
Awareness of community programs						
Emergency response		X				
Environmental						
Air quality				X		
Environmental toxicity						
Recreational spaces				X	X	
Water toxicity	X			X		
Safe waste disposal				X		
Natural disasters						
Inequality						
Infant mortality				X		
Cultural medical needs						
Tobacco use				X		
Weight				X		

TPD = Tacoma Police Department; TFD = Tacoma Fire Department; PDS = Planning and Development Services; TPHD = Tacoma-Pierce County Health Department; MPT = Metro Parks Tacoma



EXISTING VISIONS & GOALS

- To support healthy people and communities (TPHD)
- To create a safe and secure environment (TPHD)
- To protect people, property, and the environment (TFD)
- To meet the basic needs of the public (NCS and HSC)

CHALLENGES

- Persistent health disparities related to race/ethnicity and economic factors (TPHD, TFD)
- Leadership and workforce development (TFD)
- Fiscal constraints (TFD)

STRATEGIC FOCUS AREAS

Public Health

- Minimize impacts of communicable disease and illness
- Assist residents to achieve healthy lifestyles
- Enable children and families to grow and develop optimally
- Provide enhanced mental health and chemical dependency services

Emergency Services

- Reduce property crime by 10 percent
- Implement the Tacoma Crime Control System,
- Implement a community liaison officer workflow management system
- Obtain national accreditation in Crime Scene Investigation and Latent Print Examinations
- Prevent gang violence

PLANNED ACTIONS

Public Health

- Implement a community health improvement plan (TPHD)
- Coordinate community education programs (TPHD)
- Implement a comprehensive community oral health program (TPHD)
- Craft a plan to address health disparities and achieve health equity (TPHD)
- Provide mental health and chemical dependency treatment programs (NCS, HSC)
- Improve services for homeless youth (NCS, HSC)
- Provide jail and hospital diversion programs (NCS, HSC)
- Provide infrastructure to encourage active living and community wellness (MPT)
- Promote healthy lifestyles through diverse programming (MPT)

Emergency Services

- Collaborate with partners and community at large (TFD)
- Effectively manage risk (TFD)
- Improve emergency response through the reduction of non-emergency use of 911, the implementation of efficiencies, and adoption of industry best practices (TFD)
- Develop a diverse workforce with strong leadership (TFD)



Bottom Line

INFORMATION GAPS

- A clear set of actions to achieve Tacoma-Pierce County Health Department goals.
- How does the work of Metro Parks Tacoma, which emphasizes recreation as a means to improving public health, align with the work of Tacoma-Pierce County Health Department?
- Consensus among TPHD, MPT, NCS, and the HSC on how these departments can work together toward a shared vision.
- A vision and strategic plan for public safety (TPD).

NEXT STEPS

- Engage TPHD, NCS, and HSC in a discussion on how these departments can work together toward a shared vision.
- Work with the Police Department to complete a strategic plan.

POSSIBLE EFFICIENCIES, COURSE CORRECTIONS, NEW PARTNERSHIPS

- A ...
- B ...

DRAFT



ISSUE BRIEF:

Social Services [Equity & Empowerment?] [was Quality of Life and Livability]

As a basis for Tacoma's Citywide Vision and Strategic Planning process, an Issue Brief for each of the Strategic Plan's seven key Focus Areas presents a snapshot summary of existing conditions and the strategic planning efforts and initiatives currently underway by city departments and partners. A more thorough summary is available at: _____.

WHY THIS IS IMPORTANT

Social services help protect and support a city's vulnerable populations. Adverse circumstance, personal decisions, and other factors can deprive individuals of basic resources. This in turn can create vicious cycles, and human services — delivered through government agencies, community organizations — can step in to help. Each city must prioritize its own social service delivery.

Typical issues with social services include.

HOMELESSNESS
CLOTHING

CHILD CARE
SENIOR CARE

FOOD ACCESS
CRISIS AND COUNSELING

Social services impact many other issues. Weak social services can contribute to public health issues. Chronic homelessness can impact neighborhood and downtown quality. Community hunger can impede education. Enhancing social services is critical to a city's future.

KEY RELEVANT FACTS

- Over 3,000 unaccompanied youth and young adults experience prolonged homelessness at any given time in Pierce County, with approximately 1,000 being highly vulnerable youth under the age of 18 (National Alliance to End Homelessness, 2012).
- There has been an increase in people over the age of 60.
- The percent of Tacoma residents living below the federal poverty level is 17.1% compared to 12.1% statewide.
- In a 2012 city-issued survey, 34% of participants agreed that the community has made improvements in meeting the basic needs of Tacoma residents. Survey participants also identified "Educational and Employment Services for Youth and Adults" as the top unmet community need.

KEY DEPARTMENTS & PARTNERS

- Community and Economic Development Department (CEDD)
- Human Services Commission (HSC)
- Neighborhoods and Community Services Department (NCS)
- Planning and Development Services (PDS)
- Tacoma Community Redevelopment Authority Board
- Tacoma Housing Authority (THA)
- Sound Transit
- Tacoma Public Schools
- Unions
- Gates Foundation



TABLE OF ISSUES & PLANNED ACTIONS

The following table includes a range of issues represented in existing city goals and actions. This list is augmented with other strategic issues that cities across the country might prioritize. The list is not meant to be exhaustive and many of the strategic issues relate to each other. However, the list can help clarify which focus areas are most important to Tacoma community partners and residents. We did not pull out inequality separately because social services broadly address issues of inequality.

ISSUES & PLANNED ACTIONS

	CMO	NCS	Notes
Youth homelessness	X	X	
Adult homelessness			
Housing assistance		X	
Senior housing		X	
Foster care			
Community food access			
Job support			
Crisis counseling			
Legal assistance and advocacy			
Universal access			
Access to childcare		X	
Public libraries			

CMO = City Manager's Office; NCS = Neighborhood and Community Services

EXISTING VISIONS & GOALS

- "Build healthy and successful neighborhoods and households through the protection of human rights, code compliance, community problem-solving, and indirect and direct services which include human services and services for the elderly and youth" (NCS)

CHALLENGES

- Fragmented service and treatment systems (NCS, HSC)
- An increase in the demand for services, in conjunction with a reduction in program budgets (NCS, HSC)
- Housing affordability (NCS, HSC)
- Meeting the needs of a highly diverse population is increasingly challenging (HSC)

PLANNED ACTIONS

- Provide housing assistance services for seniors and low-income residents (Human Services Commission Strategic Plan 2014-2018, CEDD website)
- Provide housing stabilization and access to basic services for the homeless population (Human Services Commission Strategic Plan 2014-2018)
- Promote available, affordable, quality childcare services through the program Child Care Aware (NCS website)
- Develop and identify funding to support the acquisition and operation of a Youth Shelter and Crisis Center (CMO Goals)



STRATEGIC FOCUS AREAS

- Increase the health of the community through the equitable provision of key services and programming (NCS, HSC)
- Ensure high quality and affordable housing (CEDD, PDS)

Bottom Line

INFORMATION GAPS

- How do the City and its residents define this focus area?
- What is the overarching vision for this focus area?
- What departments and partners contribute directly to this focus area?

NEXT STEPS

- Create an action plan with the City to (1) define this focus area, (2) identify the departments that should be engaged in the strategic planning process, and (3) facilitate coordination among these departments.

POSSIBLE EFFICIENCIES, COURSE CORRECTIONS, NEW PARTNERSHIPS

- A ...
- B ...

DRAFT



ISSUE BRIEF: Economic Vibrancy

As a basis for Tacoma's Citywide Vision and Strategic Planning process, an Issue Brief for each of the Strategic Plan's seven key Focus Areas presents a snapshot summary of existing conditions and the strategic planning efforts and initiatives currently underway by city departments and partners. A more thorough summary is available at: _____.

WHY THIS IS IMPORTANT

A vibrant economy benefits cities in myriad ways. It provides individuals with opportunities for meaningful and rewarding employment. Businesses can grow in size, market share, and product and service sophistication. Local government enjoys tax revenues that fund further investment in the city. Economic vibrancy can take many forms, and each city charts its own economic development path.

Typical Economic Vibrancy issues include:

QUALITY JOBS
WORKFORCE DEVELOPMENT
REGULATION

JOB GROWTH
TAX REVENUE
LOCAL COMMERCE

CLUSTER DEVELOPMENT
INNOVATION
MINORITY-OWNED BUSINESSES

Economic vibrancy impacts many other issues. Tax revenue inevitably impacts government performance. A sluggish economy can contribute to poverty, which can increase demand on social services. Some economic activity hinges on arts and culture. Improving economic vibrancy is critical to a city's future.

KEY RELEVANT FACTS

- Tacoma's unemployment rate is 6.7%, higher than Washington State's 6.1%.
- Median household income is lower in Tacoma than in Pierce County and Washington State.
- There was a 6% loss in manufacturing jobs in Pierce County between 1999 and 2010 and these are predicted to decline another 9% between 2005 and 2040.
- The Trade, Transportation, and Utilities sector has grown steadily in the past 10 years and is now over 20% of the jobs in Tacoma.

KEY DEPARTMENTS & PARTNERS

- City Council
- City Manager's Office (CMO)
- Community and Economic Development Department (CEDD)
- Human Services Commission (HSC)
- Neighborhood and Community Services Department (NCS)
- Office of Environmental Policy and Sustainability (EPS)
- Business Districts
- Chamber of Commerce
- Higher Education and K-12
- Tacoma Public Utility

TABLE OF ISSUES & PLANNED ACTIONS

The following table includes a range of issues represented in existing City goals and actions. This list is augmented with other strategic issues that cities across the country might prioritize. The list is not meant to be exhaustive and many of the strategic issues relate to each other. However, the list can help clarify which focus areas are most important to Tacoma


ISSUE BRIEF: Economic Vibrancy

community partners and residents. The list is organized according to different stakeholder perspectives of economic vibrancy, issues of inequality, and places in the city specific to Tacoma.

ISSUES & PLANNED ACTIONS

	CEDD	EPS	NCS	Notes
Worker				
Living-wage Stable			X	
Business				
Quality workforce (high-tech)	X			
Quality workforce (soft skills)				
Quality workforce (manufacturing)				
Business regulation				
Permit and regulatory review	X			
Export assistance				
Affordable office space				
Development costs				
Quality infrastructure	X			
Subsidized loans or grants	X			
Representation in policy-making	X			
Municipal Government				
Tax revenue	X			
Job growth	X			
Neighborhood businesses	X			
Entrepreneurs and small business growth	X			
Foreign direct investment	X			
Local businesses and commerce	X			
Tacoma national and international brand	X			
Innovation and technology startups	X			
STEM economy				
Green sector	X	X		
Manufacturing	X			
Retail	X			
Food and restaurants	X			
Tourism	X			
Hotels and hospitality	X			
Downtown	X			
Inequality				
Minority-owned businesses	X			
Women-owned businesses	X			
Geographically challenged neighborhoods	X			
Specific Places				
Central City, Dome & Brewery Districts	X			
World Trade Center	X			
Foss Waterway Project	X			

CEDD = Community and Economic Development Department. EPS = Office of Environmental Policy and Sustainability. NCS = Neighborhood and Community Services



EXISTING VISIONS & GOALS

- Foster economic development vitality (City Manager's 2014 Goals)
- Support a "diverse, productive, and sustainable economy" (CMO, 2012-2013 City Accomplishments)

CHALLENGES

- Slow economic growth
- Rising income gap for racial/ethnic minorities
- Expensive childcare and housing

STRATEGIC FOCUS AREAS

Community & Economic Development Department

- Revitalize key neighborhoods and business districts
- Support small business development and entrepreneurship services
- Retain, expand, and attract industries that positively impacts the City's tax base and creates jobs
- Develop the workforce
- Support culture, tourism, and hospitality

PLANNED ACTIONS

Business and Private Investment Attraction and Retention

- Develop a comprehensive marketing initiative to enhance the image of the City (City Manager's 2014 Goals)
- Leverage the presence of major employers in Tacoma to attract potential investors (CEDD, City Manager's 2014 Goals)
- Streamline the business licensing and tax filing process (City Manager's 2014 Goals)
- Form active auto dealer and industrial associations to retain and expand existing firms and attract new firms to fill vacant sites (CEDD, 2013-2014 Economic Development Strategic Framework & Action Plan)
- Attract foreign investment by coordinating activities with the Port of Tacoma, the World Trade Center, and its 12 sister cities (CEDD, 2013-2014 Economic Development Strategic Framework & Action Plan)
- Establish and coordinate workforce training programs that meet the skill needs of target industries (HSC, Human Services Commission Strategic Plan 2014-2018)

Small Business Development and Entrepreneurship Services

- Partner with local organizations and higher education institutions to offer incubator, financing, and other business support services (CEDD, 2013-2014 Economic Development Strategic Framework & Action Plan)
- Launch a procurement program that provides opportunities for local companies to obtain contracts with government agencies (CEDD, 2013-2014 Economic Development Strategic Framework & Action Plan)

Downtown Development and Neighborhood Revitalization

- Facilitate downtown development and revitalization by marketing key downtown amenities and sites (CEDD, 2013-2014 Economic Development Strategic Framework & Action Plan)
- Facilitate mixed-use live/work development in key neighborhoods (CEDD, 2013-2014 Economic Development Strategic Framework & Action Plan)
- Develop catalytic infrastructure, including streetscape improvements in the Lincoln Business District and the South Tacoma Business District (CEDD and Public Works, City Manager's 2014 Goals)



Bottom Line

INFORMATION GAPS

- Key challenges to economic growth, the focus of the Community and Economic Development Department (CEDD), pertain to income inequality and expensive childcare and housing, focus areas for the HSC. It is not clear how closely the CEDD and HSC work together to ensure that HSC programs are compatible with the CEDD vision and goals.

NEXT STEPS

- Engage the Community and Economic Development Department and Human Services Commission in a discussion regarding the connection between their departments' strategic visions and goals, and how they can coordinate programming and evaluation on key initiatives.

POSSIBLE EFFICIENCIES, COURSE CORRECTIONS, NEW PARTNERSHIPS

- A ...
- B ...

DRAFT



ISSUE BRIEF:

Arts, Culture and Neighborhood Vitality [was Culture, Arts, & Recreation]

As a basis for Tacoma's Citywide Vision and Strategic Planning process, an Issue Brief for each of the Strategic Plan's seven key Focus Areas presents a snapshot summary of existing conditions and the strategic planning efforts and initiatives currently underway by city departments and partners. A more thorough summary is available at: _____.

WHY THIS IS IMPORTANT

Arts and culture contain the spirit of a city. Creative human expression inspires community members and attracts visitors. Celebrating cultural and religious identity brings people together. Music can stir emotions. Art can challenge residents to see the world in new ways. Festival and events can educate communities about each other. From cultural heritage to contemporary art, human creativity in a city contains the past, present, and future. These all contribute to social relationships, civic engagement, and neighborhood vitality. Each city has a proud cultural heritage and arts scene that gives it an identity.

Typical issues with arts, culture, and neighborhood vitality include:

MUSIC
CULTURAL FESTIVALS
VOLUNTEERISM

THEATER
DIVERSITY
RELIGIOUS COMMUNITIES

MURALS
HISTORIC PRESERVATION
COMMUNITY INSTITUTIONS

Arts and culture impact many other issues. Creativity can strengthen education and learning, and later, foster innovation in various industries. Arts and culture can encourage environmental preservation. Neighborhood vitality can increase public safety. Many religious communities provide critical human and social services. Enhancing arts, culture, and neighborhood vitality is critical to a city's future.

KEY RELEVANT FACTS

- Tacoma's public art includes 49 murals, 102 sculptures, and 22 other types of public art.
- In 2013, over 100 unique city or special events were held in Tacoma.
- A larger share of the city's population identifies as two or more races than that of Washington state's population as a whole.
- Only 60.5% of Tacoma residents identify as only white, compared to 72.5% for the whole state of Washington.
- The Puyallup Tribe of Indian's Reservation land lies within the Tacoma metropolitan area, with roughly 2,500 members residing on the reservation.
- As of March 2000, the City, through the Municipal Art Program, dedicates 1% of constructions costs from public capital projects to the creation of public art.

KEY DEPARTMENTS & PARTNERS

- City Manager's Office (CMO)
- Community and Economic Development Department (CEDD)
- Metro Parks Tacoma (MPT)
- Neighborhood and Community Services Department (NCS)
- Tacoma Arts Commission (TAC)
- Planning and Development Services (PDS)
- Pierce County arts & cultural executives
- Tacoma South Sound Sports
- Tacoma Regional Convention & Visitor Bureau
- Tacoma Public Schools, University of Washington Tacoma, University of the Puget Sound, etc.



TABLE OF ISSUES & PLANNED ACTIONS

The following table includes a range of issues represented in existing city goals and actions. This list is augmented with other strategic issues that cities across the country might prioritize. The list is not meant to be exhaustive and many of the strategic issues relate to each other. However, the list can help clarify which focus areas are most important to Tacoma community partners and residents. The list is organized according to the creation or enjoyment of arts and culture, issues with neighborhood vitality, and issues of inequality particular to Arts, Culture, and Neighborhood Vitality.

ISSUES & PLANNED ACTIONS

	PDS	CMO	TAC	MPT	HP	NCS	Notes
Creation							
Local artists	X		X				
Community festivals	X		X	X			
Local theater			X				
Local music			X				
Local film			X				
Public art	X	X	X				
Space for low-income artists	X		X				
Arts education	X		X				
Neighborhood events	X	X					
Community venues						X	
Enjoyment							
Arts and culture-based tourism	X		X	X			
Creative brand		X					
Theater							
Music							
Sports		X	X				
Film							
Historic preservation	X		X	X	X		
Neighborhood Vitality							
Neighborhood associations						X	
Volunteerism							
Community leadership						X	
Social and cultural diversity						X	
Inequality							
Arts access	X						
Cultural education	X			X			
Community involvement						X	

PDS = Planning & Development Services Department; CMO = City Manager's Office; TAC = Tacoma Arts Commission; MPT = Metro Parks Tacoma; HP = Historic Preservation Office; NCS = Neighborhood and Community Services Department.

EXISTING VISIONS & GOALS

- Champion Tacoma's diverse character, and embrace and support the arts and art in public places (Comprehensive Plan)
- Position Tacoma as a Destination City (City Manager's 2014 Goals)

CHALLENGES

- Program management and funding
- Expensive housing for artists



STRATEGIC FOCUS AREAS

- Create vibrant public spaces through the support of public art
- Build the creative economy
- Foster public access to art
- Provide art education opportunities for K-5 students in Tacoma Public Schools
- Strengthen local civic capacity and leadership
- Preserve historic architecture

PLANNED ACTIONS

- Preserve and restore natural and cultural resources
- Market arts and cultural events
- Build the creative economy
- Inventory historic preservation sites and adopt a historic preservation plan
- Increase funding for public art and support for local arts and culture activities
- Hire local artists to create artwork, sculptures, or perform in public spaces
- Provide entrepreneurial and workforce development training programs that serve artists, writers, designers, and other creative industries professionals
- Adopt neighborhood plans that guide future development, recommend strategies to create or preserve community venues, and address neighborhood-specific issues
- Partner with local neighborhood groups to support community leaders
- Implement human resources policies to promote equity and diversity in government staff

Bottom Line

INFORMATION GAPS

- What is the strategic plan for the Tacoma Arts Commission (TAC) and, more generally, culture and arts?
- Are the pertinent departments/partners – TAC, CEDD, Planning and Development Services (PDS), Metro Parks Tacoma (MPT) – working together on shared visions and goals?
- What is the overarching vision for this focus area?

NEXT STEPS

- Engage TAC in a strategic planning process.
- Bring together the various departments that work in this focus area to discuss alignment of their visions, goals, and programming.

POSSIBLE EFFICIENCIES, COURSE CORRECTIONS, NEW PARTNERSHIPS

- A ...
- B ...



ISSUE BRIEF:

Education and Learning [was Educational Attainment and Achievement]

As a basis for Tacoma's Citywide Vision and Strategic Planning process, an Issue Brief for each of the Strategic Plan's seven key Focus Areas presents a snapshot summary of existing conditions and the strategic planning efforts and initiatives currently underway by city departments and partners. A more thorough summary is available at: _____.

WHY THIS IS IMPORTANT

Education enables community members to develop their own emotional and cognitive capabilities. As children develop the ability to think critically, use technical skills, and learn throughout life, they can tackle community problems. A supportive community environment can help strengthen the formal education system. Quality education takes different forms for different learners, and each city faces unique educational challenges.

Typical issues with education include:

EARLY CHILDHOOD DEVELOPMENT
COLLEGE READINESS

KINDERGARTEN READINESS
HIGH SCHOOL GRADUATION

SCHOOL SAFETY
ENGLISH AS A SECOND LANGUAGE

Education impacts many other issues. Well-educated residents contribute to a dynamic economy. Education can support stronger families and communities. Education curriculum can instill appreciation of art, culture, and the natural environment. Enhancing education is critical to a city's future.

KEY RELEVANT FACTS

- The Tacoma School District is the third largest in Washington.
- About 60% Tacoma's public high school students receive free or reduced-price lunch, well above the median of 38.4%.
- 14.7% of Tacoma School district students require special education; only six other districts in Washington have a higher percentage.
- The Tacoma school district had a 70.2% on-time graduation rate for the class of 2013, lower than the state average of 78%.
- The dropout rate was 18%, higher than state average of 11.7%
- The average years of experience teaching for Tacoma teachers is 13.1, placing the district in the top quartile of WA school districts.

KEY DEPARTMENTS & PARTNERS

- City Manager's Office (CMO)
- Community and Economic Development Department (CEDD)
- Human Services Commission (HSC)
- Media and Communications Office (MCO)
- Metro Parks Tacoma (MPT)
- Neighborhood and Community Services Department (NCS)
- Tacoma Police Department (TPD)
- Boys and Girls Club
- Chamber of Commerce
- Child Care Aware
- Children's Museum
- Click!
- Community Colleges/Higher Education
- Criminal justice system
- Employers
- Faith communities
- First Five Fundamentals
- Private and home schools
- REACH
- Remann Hall
- Tacoma Public Library
- Tacoma Public Schools
- United Way
- YMCA



TABLE OF ISSUES & PLANNED ACTIONS

The following table includes a range of issues represented in existing city goals and actions. This list is augmented with other strategic issues that cities across the country might prioritize. The list is not meant to be exhaustive and many of the strategic issues relate to each other. However, the list can help clarify which focus areas are most important to Tacoma community partners and residents. The list is organized according to the educational level at which issues arise.

ISSUES & PLANNED ACTIONS

	HSC	Notes
Children/Pre-K		
At-home early childhood development	X	
Parental education		
Quality childcare		
Community learning environment		
K-12		
Kindergarten readiness		
3rd grade performance		
Bullying		
Advanced placement		
Dropout rates		
Graduation rates		
Highschool math		
Classroom size		
School safety		
Teacher quality		
After-school learning	X	
Summer programs		
English as a second language		
Special education		
Post-secondary		
College readiness		
College graduates		
College enrollment		
Vocational schools		
Career counseling		
Inequality		
Disparities by income		
Disparities by ethnicity		

HCS = Housing and Community Services

EXISTING VISIONS & GOALS

- Provide high-quality and equitable public education opportunities for Tacoma youth, and continuing education opportunities for adults



CHALLENGES

- Rising poverty
- Increasing homelessness among Tacoma youth
- Increased demand for service coupled with decreased budgets
- Little to no program and service coordination

STRATEGIC FOCUS AREAS

- Strengthen public education and diverse higher learning opportunities in Tacoma
- Prepare children and youth for success
- Increase employability and self-sufficiency for adults

PLANNED ACTIONS

- Implement youth development programs (after school, mentoring, family/individual support)
- Open a youth shelter and crisis center
- Increase alignment with community childcare providers through partnerships with the Foundation for Tacoma Students and Tacoma Public Schools
- Invest in workforce development programs for adults

Bottom Line

INFORMATION GAPS

- Existing work in this focus area emphasizes educational opportunity, but does not touch on educational attainment. Are there visions and goals that pertain to educational attainment (e.g. graduation rate targets)?
- Most of the challenges identified within this focus area relate to underlying socioeconomic and race/ethnicity factors, which fall under other focus areas. Therefore, the visions, goals, and programming among these focus areas should be coordinated. How could the departments that work across focus areas align their strategic plans and programs?
- What is the relationship between the City departments that work in this focus area, namely CEDD, HSC, and NCS with the educational institutions in the City? Are they working together to achieve common visions and goals?

NEXT STEPS

- Engage the City departments that work in this focus area, CEDD, HSC, and NCS; those that work in Social Services; and Tacoma's educational institutions, to define a vision and goals for educational attainment, as well as to coordinate program implementation and evaluation.

POSSIBLE EFFICIENCIES, COURSE CORRECTIONS, NEW PARTNERSHIPS

- A ...
- B ...



ISSUE BRIEF: Government Performance

As a basis for Tacoma's Citywide Vision and Strategic Planning process, an Issue Brief for each of the Strategic Plan's seven key Focus Areas presents a snapshot summary of existing conditions and the strategic planning efforts and initiatives currently underway by city departments and partners. A more thorough summary is available at: _____.

WHY THIS IS IMPORTANT

Municipal government is responsible for delivering key services to its community. As a gatekeeper for many decisions and approval processes, it has a responsibility to be accountable in its actions, responsive to feedback, and effective in its efforts. A poorly performing government can bring down a city's vitality; a well performing government can help improve nearly all aspects of community life. Knowing that a municipal government can't do *everything*, each city government chooses its own priorities.

Typical issues with government performance include:

EFFICIENCY
PUBLIC PARTICIPATION

FISCAL RESPONSIBILITY
TRANSPARENCY

TECHNOLOGY
PARTNERSHIPS

Government performance impacts many other issues. Timely response in regulatory matters can increase the ease of doing business, contributing to economic vibrancy. Engaging in strategic partnerships can amplify the impact of the city and community partners. Enhancing government performance is critical to a city's future.

KEY RELEVANT FACTS

- General Fund Revenues are expected to increase by 2.06% annually through 2020, but expenditures are expected to increase 2.16% to maintain existing levels of service (2015 to 2020 Financial Forecast).
- The number of city staff has decreased from 4,020 in FY09/10 to 3524 in FY13/14 (City Budget).

KEY DEPARTMENTS & PARTNERS

- City Council
- City Manager's Office (CMO)
- Human Resources Department (HRD)
- Office of Management and Budget (OMB)
- Boards and commissions working with individual departments
- State Auditor's Office
- Washington Attorney General

TABLE OF ISSUES & PLANNED ACTIONS

The following table includes a range of issues represented in existing city goals and actions. This list is augmented with other strategic issues that cities across the country might prioritize. The list is not meant to be exhaustive and many of the strategic issues relate to each other. However, the list can help clarify which focus areas are most important to Tacoma community partners and residents. The list is organized according to issues municipal government might face internally and issues it might face externally.



ISSUES & PLANNED ACTIONS

	CMO
Internal	
Diverse	X
Staff development	X
Strategic direction	X
Leadership	X
Metrics	X
Outcome-driven	
Fiscal responsibility	X
Upgraded Technology	
External	
Voter participation	
Transparency	
Open data	
Partnering with other organizations	X
State advocacy	
Federal advocacy	
Technology Services	X

CMO = City Manager's Office

EXISTING VISIONS & GOALS

- Facilitate produce a high-performing, efficient, and engaged government

CHALLENGES

- Slow economic growth, contributing to fiscal instability
- Fragmented leadership, visions, and processes

STRATEGIC FOCUS AREAS

- Facilitate a high-performing, open, engaged government
- Ensure strong fiscal management
- Encourage an open, effective, results-oriented government
- Recruit, hire, and retain a diverse and talented workforce

PLANNED ACTIONS

- Develop a City-wide Strategic Plan to guide decisions
- Develop a balanced 2015-16 City Biennial Budget



Bottom Line

INFORMATION GAPS

- What are actions that the City can implement to improve government performance?
- How will the City Council, City Manager's Office, Human Resources Department, and the Office of Management and Budget implement and track initiatives to improve government performance among other departments?

NEXT STEPS

- Engage the City Council, CMO, HRD, and OMB in a discussion regarding how their visions for government performance translate to a strategic plan with implementable actions.

POSSIBLE EFFICIENCIES, COURSE CORRECTIONS, NEW PARTNERSHIPS

- A ...
- B ...

DRAFT



ISSUE BRIEF:

Built and Natural Environment

[was Infrastructure, Mobility, & Sustainability]

As a basis for Tacoma's Citywide Vision and Strategic Planning process, an Issue Brief for each of the Strategic Plan's seven key Focus Areas presents a snapshot summary of existing conditions and the strategic planning efforts and initiatives currently underway by city departments and partners. A more thorough summary is available at: _____.

WHY THIS IS IMPORTANT

The built and natural environment supports all aspects of a city's livability. Infrastructure enables mobility, housing choices, and broadband access. Preserving the environment ensures that future generations can enjoy natural resources. The physical layout of cities is the foundation upon which a community thrives. Each city must balance its infrastructure needs and its assessment of environmental quality.

Typical issues with the built and natural environment include.

TRANSPORTATION
HOUSING AFFORDABILITY
CARBON EMISSIONS

ENERGY
SPRAWL
SOIL QUALITY

COMMUNICATIONS
WATER AND WASTE
FOREST COVER

The built and natural environment impacts many other issues as well. Functional infrastructure supports economic activity, from access to a quality workforce to the movement of goods. A degraded natural environment introduces public health concerns. Enhancing the built and natural environment is critical to Tacoma's future.

KEY RELEVANT FACTS

- Households, particularly those with incomes well below the area median, could buy less housing in 2010 than in 1980.
- Energy use accounts for about 45 percent of the community's greenhouse gas emissions.
- The Solid Waster Management truck fleet currently consumes over 450,000 gallons of diesel fuel per year, the most fuel of any in the Department.
- Tacoma is a certified 4-STAR sustainable community, and it was the first certified city in the country.
- According to a 2009 community survey, Over 99% ranked "maintaining parks and open space for future generations" and "protecting and preserving natural areas, lakes and creeks" either "very important" or "important".

KEY DEPARTMENTS & PARTNERS

- City Manager's Office (CMO)
- Environmental Services (ES)
- Metro Parks Tacoma (MPT)
- Office of Environmental Policy and Sustainability (EPS)
- Planning and Development Services (PDS)
- Public Works (PW)
- Sustainable Tacoma Commission
- Chamber of Commerce
- Exit 133
- Port of Tacoma
- Sound Transit
- Tacoma Public Utilities

TABLE OF ISSUES & PLANNED ACTIONS

The following table includes a range of issues represented in existing city goals and actions. This list is augmented with other strategic issues that cities across the country might prioritize. The list is not meant to be exhaustive and many of the


ISSUE BRIEF: Built and Natural Environment

strategic issues relate to each other. However, the list can help clarify which focus areas are most important to Tacoma community partners and residents. The list is organized according to different infrastructure systems and the natural environment. We did not see mentioned issues of inequality specific to this issue area.

ISSUES & PLANNED ACTIONS

	CMO	EPS	PDS	PW	ES	MPT	Notes
Built environment							
Transportation Infrastructure							
Congestion				X			
Road maintenance				X			
Freight routes							
Parking				X	X		
Mode shift				X			
Transit				X			
Cycling	X	X		X			
Pedestrian Access		X		X			
Housing							
Housing affordability			X				
Housing options			X				
Neighborhood amenities			X				
Compact development			X				
Infill			X				
Mixed-use Development			X				
Jobs-housing co-location							
Streetscapes							
Graffiti				X			
Urban design			X	X			
Parks and Open Spaces							
Public space							
Parks and green spaces							
Access to nature					X	X	
Communications							
Broadband infrastructure							
Phone service							
Utilities							
Waste Water Infrastructure					X		
Solid Waste Infrastructure					X		
Recycling					X		
Electricity							
Natural environment							
Soil health							
Carbon emissions		X			X	X	
Water quality and preservation	X			X	X		
Species health							
Forest health		X					
Use of renewables			X	X		X	

CMO = City Manager's Office. EPS = Office of Environmental Policy and Sustainability. PDS = Planning and Development Services. PW = Public Works. ES = Environmental Services. MPT = Metro Parks Tacoma.

EXISTING VISIONS & GOALS

- Achieve exceptional quality of life for every generation and will leave a legacy of stewardship
- Achieve lasting and equitable prosperity



- Build a safe, healthy, attractive, and vibrant community
- Minimize negative impacts in order to conserve the natural resources
- Develop, promote and implement sustainable practices through education, community partnerships and performance management.

CHALLENGES

- A lack of financial resources: in the past, the PWD has not had the budget available to maintain key infrastructure
- The existing transportation infrastructure and zoning for the City: Tacoma's transportation network is single-occupancy vehicle oriented, and there is a lack of infrastructure for bicycles and pedestrians

STRATEGIC FOCUS AREAS

- Achieve desirable and compact growth and development
- Develop multimodal transit systems that facilitate safe and efficient pedestrian and bicycle use
- Invest in infrastructure that will catalyze private investment
- Ensure high quality and affordable housing
- Factor sustainability into decision-making
- Improve environmental stewardship, sustainability, and system resilience

PLANNED ACTIONS

Regional Planning

- Formalize design standards for new development (PDS)
- Plan commercial, residential, and transportation developments to ensure desirable, environmentally friendly, compact growth (PDS)
- Incentivize developments/programs that support designated growth tiers or environmental sustainability (PDS)

Transportation and Streetscape Improvements

- Develop and implement a comprehensive transportation plan that includes bicycle and pedestrian infrastructure; includes \$2.5 million in pedestrian safety improvements, including targeted signage, crosswalk markings, and ADA improvements (PW)
- Identify funding for deferred street maintenance (PW)
- Develop a Greenroads Program to improve water quality and neighborhood infrastructure (EPS, ES, PW)
- Coordinate a graffiti removal program and community clean ups (Neighborhood and Community Services Department)

Environmental Services and Sustainability

- Create an Environmental Sustainability Master Plan, and implement environmental and sustainability management systems (ES, EPS, City Manager's 2014 Goals)
- Use life-cycle assessments to measure the environmental performance of products and services and inform City decision making (EPS, Resolution 38188)
- Improve waste-water and surface water collection with maintenance and repairs to water treatment systems (ES)
- Invest in sustainability and resilience capital projects (ES, EPS, City Manager's 2014 Goals)
- Achieve 70% waste diversion by 2028 (Climate Action Plan)
- Achieve 30% canopy cover by 2030 (Climate Action Plan)
- Preserve and restore natural resources (MPT)
- Demonstrate leadership in environmental sustainability and species conservation (MPT)



Bottom Line

INFORMATION GAPS

- This focus area is broad as it encompasses three related, but unique, topics. Although there are clear visions and goals for each of the three items, it is unclear if the agencies that work in this focus area have coordinated their strategic plans.
- How can the departments that work in this focus area streamline their visions, goals, and actions? How can they improve consistency among implementation and evaluation processes?

NEXT STEPS

- Engage the City Manager's Office, Environmental Services Department, Office of Environmental Policy and Sustainability, Planning and Development Services Department, and Public Works Department in a discussion about how to integrate their work in this focus area.

POSSIBLE EFFICIENCIES, COURSE CORRECTIONS, NEW PARTNERSHIPS

- A ...
- B ...

DRAFT



City of Tacoma
Planning and Development Services

Agenda Item
D-2

To: Planning Commission
From: Stephen Atkinson, Associate Planner, Planning Services
Subject: **2015 Comprehensive Plan Update**
Date of Meeting: July 16, 2014
Date of Memo: July 9, 2014

At the Planning Commission's meeting on July 16, 2014, staff will provide a reintroduction to the scope and schedule for the 2015 Comprehensive Plan update, discuss next steps in the process, as well as review the Pierce County 2014 Buildable Lands Report (available at <http://www.co.pierce.wa.us/index.aspx?NID=923>). Dan Cardwell, Pierce County Planning and Land Services, will present on the purpose, methodology, and key findings from the 2014 Buildable Lands Report and City staff will provide an overview of the approach developed for Downtown Tacoma and the mixed-use centers. The Buildable Lands Report is a key input into the City of Tacoma Comprehensive Plan and will inform the City's mixed-use center review.

The Buildable Lands Program was adopted as an amendment to the GMA in 1997, (RCW 36.70A.215, <http://apps.leg.wa.gov/rcw/default.aspx?cite=36.70A.215>). It is a review and evaluation program aimed at determining if six Western Washington counties - Snohomish, King, Kitsap, Pierce, Thurston and Clark - and their cities have an adequate amount of residential, commercial, and industrial land to meet the growth needs adopted in their GMA comprehensive plans.

If result of the analysis demonstrates inconsistencies in how growth and development are occurring, compared to what was envisioned in the comprehensive plan and county-wide planning policies, then jurisdictions must consider implementation of "reasonable measures" to take to increase consistency between plans and development.

Appendix A to the Pierce County Comprehensive Plan establishes population, housing unit, and employment targets for cities, towns, and unincorporated areas of Pierce County for the year 2030 (available at <http://www.co.pierce.wa.us/DocumentCenter/View/23902>). Tacoma is allocated for a total 2030 population of 281,300 residents, up from an estimated 202,700 residents in 2008. The Report estimates the City's 2030 housing unit need at 47,240 units with capacity under existing zoning for 97,692 units.

If you have any questions, please contact Stephen Atkinson at 591-5531 or satkinson@cityoftacoma.org.

c: Peter Huffman, Director



City of Tacoma
Planning and Development Services

Agenda Item
D-3

To: Planning Commission
From: John Harrington, Principle Planner
Planning and Development Services
Subject: **Billboards Update**
Date of Meeting: July 16, 2014
Date of Memo: July 9, 2014

At the Planning Commission's meeting on July 16, 2014, staff will provide an update regarding billboards in the City, as a follow-up to the City Council's Committee of the Whole discussion on July 1. The update will include information on the background of the current billboard situation and outlook for a regulatory resolution, as well as the approach, desired outcomes, proposed schedule, and next steps.

As the Commission is aware, the regulation of billboards in this community has been a long-standing, contentious issue, involving numerous code changes, moratoria, and lawsuits over the past 20+ years. The regulatory code was most recently amended in August 2011, after a substantial review by the Planning Commission. While the number of billboard signs in the city has gone down over the past 15-20 years, there are still a significant number of them – approximately 320 in total. The majority of those signs do not comply with the City's current billboard regulations, generally because of their location, size, design, and/or concentration in particular areas.

In August 2012, the City entered into a Standstill Agreement which provides an opportunity for the City and Clear Channel to explore other viable options related to the regulation of billboards in an attempt to resolve the outstanding disputes and ongoing lawsuits. Over the next six months, Planning and Development Services will be working through a community process to examine the potential for an alternative regulatory approach to billboards that could be brought forward for Planning Commission and City Council consideration in early 2015. The City's basic goal is to reduce the number of billboards that are not in compliance with the current code, with a particular focus on those billboards located within or in close proximity to residential areas, historic districts, view sensitive districts, shoreline areas and key pedestrian areas.

I would note that the Community Working Group is proposed to include a representative from the Planning Commission. Staff will be requesting that the Commission select a member and an alternate to serve on the group.

Attached is a copy of the PowerPoint presentation recently provided to the City Council's Committee of the Whole. If you have any questions, please contact me at (253) 279-8950 or jharrin@cityoftacoma.org.

Attachment

c: Peter Huffman, Director

City of Tacoma

Billboards Update

Planning & Development
Services Department

Committee of the Whole
July 1, 2014

1

Background

- ❖ 1997 – Ordinance with 10-year amortization for nonconforming billboards
- ❖ 2007 – City enforcement action and Clear Channel lawsuit
- ❖ 2008 – Active litigation put on hold while settlement explored, but settlement was rejected and revised regulations were put in place in August 2011
- ❖ August 2012 – 2-year standstill agreement to explore alternatives



2

Background

- ❖ Approximately 390 billboard faces existed in August 2012
- ❖ Majority are owned and operated by Clear Channel
- ❖ Approximately 70 faces have been removed by Clear Channel since August 2012
- ❖ Approximately 320 billboard faces currently exist in the City



3

Current Regulations

TMC 13.06.521.M

- ❖ Permits billboards in the city (*but only in C-2, M-1, M-2 and PMI zones*)
- ❖ 500-foot buffer from each other and from “sensitive” areas/uses
- ❖ Maximum 300 sq. ft.
- ❖ Maximum 30 ft. high (45 in PMI)
- ❖ Maximum 2 faces per structure
- ❖ Maximum number of faces/structures permitted in City is that amount existing on 8/1/2011
 - This maximum was to be further reduced by the amount that were still non-conforming 6-months later (March 2012)

4

Overview

Proposed public process to explore an alternative

- ❖ July 2014 - Move forward with collaborative code revision process
- ❖ Goal is to develop an alternative regulatory approach for review by Planning Commission and Council
- ❖ Spring 2015 – Council consideration of new regulations for billboards



5

Approach

- ❖ **Community Working Group**
- ❖ **Community Meetings**
 - Neighborhood Councils
 - Business Districts
- ❖ **IPS Committee Review**
- ❖ **Planning Commission**
- ❖ **City Council**



6

Community Working Group

❖ Members Comprised from

- Clear Channel
- Neighborhood Councils
- Business Districts
- Chamber of Commerce
- Scenic Tacoma
- Port of Tacoma
- Puyallup Tribe
- Advertising Agencies
- Non-profits
- Commercial Real Estate
- Planning Commission
- WSDOT
- General Community Members

7

Next Steps

July 2014	Community Working Group formation
Aug. – Oct. 2014	Community Working Group meetings
Sept. – Oct. 2014	Community Meetings/Outreach
Nov. 2014 – Feb. 2015	Planning Commission review and recommendation
Feb. – March 2015	City Council consideration

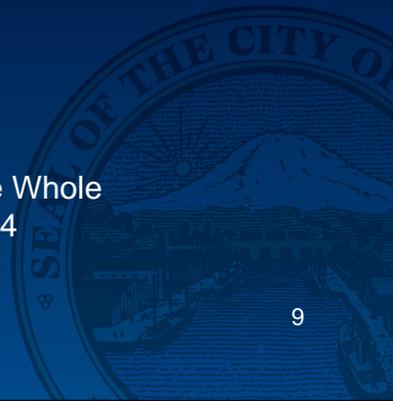
8

City of Tacoma

Billboards Update

Planning & Development
Services Department

Committee of the Whole
July 1, 2014





City of Tacoma
Planning and Development Services

**Agenda Item
D-4**

To: Planning Commission
From: Ian Munce, Planning and Development Services
Subject: **Public Hearing on Revised Draft North Downtown Subarea Plan**
Meeting Date: July 16, 2014
Memo Date: July 9, 2014

Action

The Planning Commission will conduct a public hearing on July 16, 2014, at approximately 5:00 p.m., to receive testimony on the Revised Draft North Downtown Subarea Plan (dated June 2014), and will keep the record open through July 18, 2014, to accept written comments.

Public Hearing Subject

The North Downtown Subarea Plan will set a vision for growth and development in the North Downtown area. This project will build on existing plans and visioning efforts and provide a means to streamline development projects in the future. The overall planning effort coordinates land use, infrastructure, open space, and transportation priorities to sustain a healthy environment and a healthy economy in the decades to come. Funding for this effort was provided by the State Community Economic Revitalization Board in the Amount of \$50,000, a grant application which was approved by Council in April of 2012.

The North Downtown Subarea is comprised of the north half of the Downtown Tacoma Regional Growth Center. The Subarea consists of a mix of high-rise and mid-rise commercial and residential uses as well as smaller-scale neighborhood residential areas. North Downtown has numerous significant community amenities, including Wright Park, Old City Hall, Bates Technical College, Stadium High School, the Commerce Street Transit Hub, and two Historic Districts. 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.

Project Background

A first draft of the North Downtown Subarea Plan and a draft of the associated Environmental Impact Statement (EIS) were released for a staff-led 30-day comment period on May 15, 2014, and an associated public hearing that was held on May 29, 2014. The purpose of the comment period and staff-led hearing was to provide an added opportunity for stakeholders and the community to provide comments on the project prior to the Planning Commission's public process.

9 comment letters were received during the comment period and eight people provided comments at the public hearing. The comments were generally focused around A) expressing support for the Draft Plan and EIS process thus far; B) transportation and parking in the Stadium neighborhood; and C) the hillside below Stadium Way. A summary of the comments received on the Draft Plan are attached to this memo for the Commission's review. Two comments

pertaining to Historic Preservation were received on the Draft EIS and were incorporated into the Final EIS (FEIS) which was issued on July, 2014.

Key Issues

During the planning process and recent public outreach for the project, concerns have been expressed regarding several key issues within the North Downtown Subarea:

- **On-Street parking within the Stadium neighborhood.** The Stadium neighborhood currently has approximately 397 on-street parking stalls according to the City's Public Works Department's preliminary parking study, completed in July 2013. As business owners, residents, and employees of businesses in the area have expressed concerns that there is not adequate on-street parking to meet the area's needs. To this end, the Goal, LU-5 was added to the Plan. LU-5 states: Maintain the current number of on-street parking spaces in Stadium District with a target total of 420 spaces.
- **Expansion of the Reduced Parking Area (RPA).** The city of Tacoma adopted a Reduced Parking Area (RPA) in downtown that sets parking minimums to zero for residential and commercial uses, although accessible parking is still required. The RPA supports many of the goals for North Downtown and would eliminate a barrier to new investment and move the City toward a market-based parking system. The North Downtown Subarea Plan proposes to expand the existing RPA boundary west to Yakima Avenue and north to 6th Avenue.
- **Stadium Slope Design Standards.** While technically outside of the Subarea, residents of the North Downtown are directly affected by limited access to, and vegetation overgrowth of, the hillside below (eastward) of Stadium way. As such, the North Downtown Subarea Plan establishes design standards for the pedestrian connection between the upland Stadium neighborhood and the Schuster Parkway Promenade at the bottom of the slope. The design standards balance the preservation of public access to scenic views with slope stability, habitat, and public health and safety. The guidelines are intended to aid Metro Parks Tacoma and the City's Environmental Services Department as they develop a long-range natural resource management plan for the hillside.
- **Stadium Business District Boundary Revision.** Business District Association boundaries typically follow the existing Mixed-Use zoning (Neighborhood Mixed-Use - NCX) in an area. The Stadium Business District has requested that their boundaries are revised to reflect membership boundaries. The boundaries have been expanded to include Tacoma General Hospital, the ST. Helens neighborhood, and the Elk's property.
- **Off-street parking within the Stadium neighborhood.** Off-street parking requirements in the Stadium mixed-use center are consistent with the requirements of the City's other mixed-use centers. Currently, one stall per residential unit and 2.5 stalls per 1,000 square feet of commercial floor area are required for new development. Existing buildings do not have to provide parking. As with other mixed-use centers, new development on Pedestrian Streets does not require off-street parking. There was considerable discussion on this issue and it was suggested that that off-street parking requirements on pedestrian streets

are re-introduced in this area given limited parking availability. A consensus could not be reached on this issue.

Public Review Document

The Public Review Document includes the complete text of the Revised Draft North Downtown Subarea Plan and associated code amendments and has been made available for review by the general public at City offices, Tacoma Public Library branches, on the City's website, and on CD (hard copies are available to Commissioners upon request).

Environmental Evaluation

The City of Tacoma issued a non-project EIS for the Revised Draft North Downtown Subarea Plan that was issued on July 2, 2014. This Final EIS is distinctive in that: 1) it is a non-project document in that it addresses approximately a 520-acre area of North Downtown Tacoma and presents cumulative impact analyses for the entire Subarea, rather than piecemeal analysis on a project-by-project basis; 2) it is an EIS aimed at comprehensiveness; and 3) it is a "Planned Action" EIS with the objective of eliminating the need for subsequent environmental review associated with site-specific development or redevelopment. This will help to provide certainty for future development and simplify and expedite the permitting process in order to foster the realization of high quality urban development in the North Downtown Subarea.

Notification

Notification for the Planning Commission's public hearing has been disseminated to a broad-based audience, through the following efforts:

1. Public Notice – A notice was distributed to the City Council, Neighborhood Councils, business district associations, civic organizations, environmental groups, the development community, the Puyallup Tribal Nation, adjacent jurisdictions, major employers and institutions, City and State departments, and other known stakeholders and interested entities. In addition, all residents, tax payers, and business owners within the subarea and within 400 feet of the subarea's boundaries received notice via US Mail.
2. Library – A request was made to the Tacoma Public Library to make the public hearing notice and the proposal available for patrons' review at all eight branches.
3. News Media – Newspaper advertisement notices were placed in The News Tribune and Daily Index on July 2, 2014.
4. 60-Day Notices – A "Notice of Intent to Adopt Amendment 60 Days Prior to Adoption" was sent to the State Department of Commerce on Friday, July 2, 2014 (per RCW 36.70A.106). A Local Comprehensive Plan certification reporting tool was sent to the Puget Sound Regional Council on July 2, 2014.
5. Website – The public hearing notice and all information associated with the proposal, including the Final Environmental Impact Statement issued on July 2, 2014, are posted on the Planning Services Division's website at www.cityoftacoma.org "click on North Downtown Subarea Plan and EIS".

Next Steps

The Planning Commission is scheduled to review public comments at the next meeting on August 6, 2014, and consider modifications to the proposal as appropriate, and make a recommendation to the City Council at the subsequent meeting on August 20, 2014.

Attachments

- A. Notice of Availability
- B. Proposed Amendment to the Tacoma Municipal Code
- C. Summary of Comments Received to Date

If you have any questions, please contact the project manager, Ian Munce, at 253-573-2478 or imunce@cityoftacoma.org.

c: Peter Huffman, Director



Notice of Availability and Planning Commission Public Hearing: Final Environmental Impact Statement (FEIS) and July 2014 Draft North Downtown Subarea Plan

Co-Lead Agencies

City of Tacoma
Planning and Development Services Dept.
747 Market Street, Room 345
Tacoma, WA 98402

Bates Technical College
1101 South Yakima Avenue
Tacoma, WA 98402

Project Name: North Downtown Subarea Plan and Environmental Impact Statement (EIS)

Description of the Proposal

The purpose of the North Downtown Subarea Plan is to anticipate, support, and guide the long-term redevelopment of the North Downtown area. The proposed project involves development of an innovative, area-wide plan for Tacoma’s North Downtown that will become an element of the City’s Comprehensive Plan. The proposed Subarea Plan will supplement current Tacoma policies and regulations governing transportation, land use, affordable housing, open space, brownfields, capital facilities, and utilities to implement the North Downtown Subarea Plan and to conform to GMA requirements. The plan will serve as a statement of the City’s commitment to and direction for the area and as a resource for potential investors, property owners, the community, and other agencies.

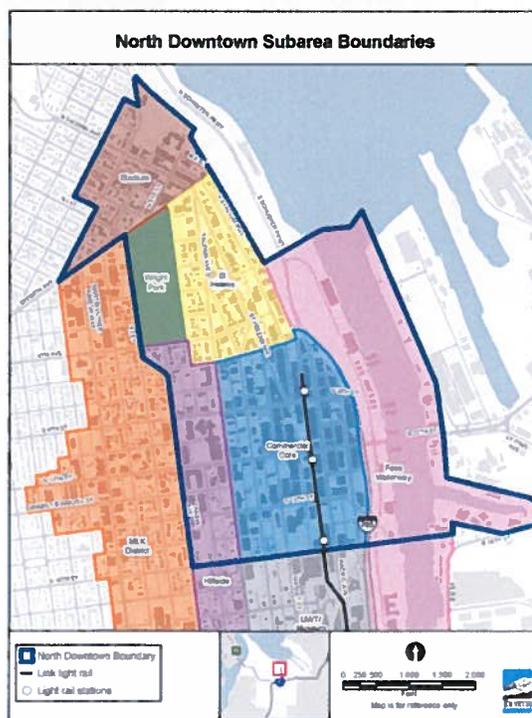
Together with the Subarea Plan, a non-project EIS is being prepared that will evaluate the environmental impacts associated with the alternative that is part of the Subarea Plan and identify measures that will be used to mitigate any potential adverse impacts identified. Specifically, the EIS will analyze the impacts associated with future development in this portion of downtown over approximately the next 20 years, along with potential increases in employment and population that are being planned for in this area.

Location of the Proposal

The geographic area of the North Downtown Subarea Plan and EIS project encompasses an area of approximately 520 acres. The subarea extends north from South 15th Street downtown to North 4th Street in the Stadium District and extends from Yakima Avenue in the west to the Thea Foss Waterway in the east. This area includes the Bates Technical College campus, the downtown commercial core, the Thea Foss Waterway, Stadium District, Hillside District, St. Helens District, and Wright Park.

Alternatives

The Final EIS analyzes the impacts associated with future development in the North Downtown Subarea, including additional development that is forecasted to occur over approximately the next 20 years, as well as potential increases in employment and population that are being planned for in this area. Preliminary



growth targets for the area include 30,000 new jobs and 30,000 additional people by 2030. This new development could represent a maximum of approximately 30 million square feet of new residential, educational, and commercial space.

As required, the Final EIS also evaluates a “no action” alternative under which it is assumed that development would occur within the North Downtown Subarea based on existing plan policies, zoning and environmental review procedures.

Planned-Action Environmental Review

As part of the subarea planning process, the City has prepared a non-project environmental impact statement (EIS) for the North Downtown Subarea Plan. Completing a non-project EIS presents a cumulative impact analysis for the entire subarea, rather than piecemeal analysis of the environmental impacts and mitigation on a project-by-project basis. As a result, the environmental impacts and mitigation are comprehensively evaluated at the subarea-wide level. The non-project EIS also eliminates the need for subsequent environmental review associated with project-specific development proposals that meet the subarea’s development regulations. As such, the non-project EIS provides certainty and predictability for urban development proposals; thereby, streamlining the environmental review process within the subarea and implementing the State’s Growth Management Act and the Regional Development Plan (Vision 2040).

The City has decided the non-project EIS will proceed under RCW 43.21C.420. Recognizing that RCW 43.21C.420(5)(a) and (b) include a sunset provision, the City wishes to also proceed under RCW 43.21C.031 (planned action) and RCW 43.21C.229 (infill exemption), providing the City with additional SEPA tools that the City may use if provisions in RCW 43.21C.420(5)(a) and (b) expire.

Appeal and Noticing

For a non-project EIS completed under RCW 43.21C.420, the SEPA-based appeal opportunity occurs only in conjunction with issuance of the non-project Final EIS. Consistent with RCW 43.21C.420, a proposed development will not be subject to project-specific SEPA-based administrative or judicial appeals if the proposed development is (1) proposed within 10 years of the issuance of the subarea Final EIS, (2) situated within the subarea, and (3) appropriately addresses the adopted subarea plan and development regulations. Similarly, there are no SEPA noticing requirements for subsequent, site-specific development or redevelopment within the subarea that appropriately addresses the subarea plan and development regulations.

This notice of availability is provided in accordance with the Washington State Environmental Policy Act (SEPA) of 1971, Chapter 43.21C of the Revised Code of Washington (RCW), and SEPA Guidelines, Effective 16 January 1976, Chapter 197-10, Washington Administrative Code (WAC).

Proposed Date of Implementation

The North Downtown Subarea Plan’s planning period extends 20 years or from 2014 to the year 2034. Implementation will commence beginning with the adoption of the North Downtown Subarea Plan by the Tacoma City Council, which is expected to occur in September of 2014.

Date of Issuance of this Final EIS

July 2, 2014

Planning Commission Public Hearing

A Planning Commission public hearing is being held at 5:00 pm on **Wednesday, July 16, 2014**, in the City Council Chambers on the first floor of the Tacoma Municipal Building (747 Market Street). The purpose of the meeting is to provide an opportunity for community members to comment on the Draft Subarea Plan. There is no comment period for the Final Environmental Impact Statement.

Availability of the Final EIS, Draft Subarea Plan, and Background Materials

The complete North Downtown Subarea Plan and Final Environmental Impact Statement (FEIS) can be downloaded from the project website at www.cityoftacoma.org/planning by clicking on "North Downtown Subarea Plan and EIS".

Copies of these documents are also available for review at:

- The Planning and Development Services Department
747 Market Street, Room 345
Tacoma, WA 98402
- All branches of the Tacoma Public Library.

The document may also be acquired on CD from the Planning and Development Services Department at no charge. Physical copies can be acquired for the cost of reproduction from any reproduction or copy business by download from the city website or from a CD copy

Draft Subarea Plan Comments

You may submit written comments on the Draft Subarea Plan no later than 5:00 pm on **July 18, 2014**. There is no comment period for the Final Environmental Impact Statement. Comments may be submitted to the Project Manager via mail, fax or e-mail, as follows:

Project Manager:Ian Munce, Special Assistant to the Director

Address:.....City of Tacoma
Planning and Development Services Department
747 Market Street, Room 345
Tacoma, WA 98402

Phone #:.....253.573.2478

Fax #:253.591.5433

E-mail Address:imunce@cityoftacoma.org



Ian Munce, SEPA Officer
Special Assistant to the Director
Planning and Development Services
City of Tacoma
747 Market Street, Room 345
Tacoma, WA 98402



Subarea Plan and Environmental Impact Statement

Draft Regulatory Code Language
July 2014

**Chapter 13.06A
DOWNTOWN TACOMA**

Sections:

- 13.06A.010 Purpose.
- 13.06A.020 Applicability.
- 13.06A.030 Definitions.
- 13.06A.040 Downtown Districts and uses.
- 13.06A.050 Additional use regulations.
- 13.06A.052 Primary Pedestrian Streets.
- 13.06A.055 Nonconforming Development.
- 13.06A.060 Development Standards.
- 13.06A.065 Parking Standards.
- 13.06A.070 Basic design standards.
- 13.06A.080 Design standards for increasing allowable FAR.
- 13.06A.090 Transfer of Development Rights for Increasing Allowable Floor Area Ratio.
- 13.06A.100 Downtown Master Planned Development (DMPD).
- 13.06A.110 Variances.
- 13.06A.120 Repealed.
- 13.06A.130 Severability.

13.06A.065 Reduced Parking Area

B. Reduced Parking Area (RPA) – Parking Quantity Standards

	Residential Parking (Stalls/Unit)		Non-Residential Parking (Stalls/Floor area SF)	
	Minimum	Maximum	Minimum	Maximum
RPA	Not Applicable	Not Applicable	Not Applicable	Not Applicable

1. Minimum off-street parking stall quantity requirements do not apply within the Reduced Parking Area (RPA), which is located generally between 6th Avenue and Interstate 5, and between Dock Street and Tacoma Avenue or Yakima Avenue (the specific boundary of the area is shown in Figure 2, below).

Figure 2:



North Downtown Draft Plan and EIS -Comments Summary- Comment Period May 15 to June 16, 2014		
Name	Address (if provided)	Comment Topic
May 29 Public Hearing Oral Comments		
Marty Mattes, Director of Facilities and Operations, Bates Technical College	1101 Yakima Ave S, Tacoma	-General support for the Plan and process. -The Plan supports Bates Master Plan in regard to parking.
Elizabeth Burris, Chair, New Tacoma Neighborhood Council		-General support for the Plan and process. -Happy with inclusion of 6 th and ST Helens intersection in the Plan and mention of NUSA Award.
Denny Faker, Stadium Business District Manager		-Support for the Plan process and City staff's efforts. -Not enough off-street parking, need to at least maintain existing off-street parking. -Support for reintroducing off-street parking standard in Stadium area.
Corine Dixon	One North Stadium Way	-Makes no sense not to require off-street parking in the Stadium area. -Expressed interest in Stadium Hillside Design Standards.
Ben Han, Pierce Transit		-Support for the Plan and process and it reflects the City's willingness to listen to everyone and people's comments.
Jori Adkins, Dome District		-Tacoma is in a transition phase and there is a push-pull with transit and cars. -Support for the LINK.
Ruby Chambers, Building Owner in the Theater District		-Honor to be involved with the project and proud of how it's shaping the neighborhood.
Email and Letter Comments		
Gayle Rieber, Resident May 29, 2014	1121 A Street	-Questions about policies in the Plan. [Staff has provided her with a link to the Plan online and contact info for additional questions]
Gary and Judy Sevilles, Resident June 3, 2014		-Concerns about views from their Stadium Way Residence. -The view is shrinking. -Underbrush is friendly to transients and makes a great place for crime. -Support for a trail down the hillside.

		<ul style="list-style-type: none"> -Thinks the Tribes should be involved in the project and incorporated into artwork along trail. -Open public views first, clear undergrowth and see positive progress.
<p>Denny Faker, Stadium Business District</p> <p>June 3, 2014</p>		<ul style="list-style-type: none"> -Edits for the Schuster Slope Design Standards in the Plan: Line 3 of first paragraph- add “not to interfere with views.” Line 2 of second paragraph- add “not to interfere with views.”
<p>Curt Anderson, Owner, and Corinne Dixon, Chair, One Stadium Way Condo Association</p> <p>June 16, 2014</p>	1 Stadium Way	<ul style="list-style-type: none"> -Trees along Stadium Way interfere with views. -Requests that City and MPT proceed with the Vegetation Management Plan for the hillside. -Desires to protect quality of life for citizens along Stadium Way corridor with its view and vegetation and to protect investment of property owners.
<p>Jane Moore, Resident</p> <p>June 16, 2014</p>		<ul style="list-style-type: none"> -Recommendation M-14, Do Complete Streets Design Guidelines already apply to all MUC and residential streets? - Recommendation M-16, connection to overpass at 4th? -The idea of parklets are great. - P 137, Confusion about what a Pedestrian Street is. Clarification should be added -P 143, On and off ramp location -P 143, Further explanation on Transit Priority and bicycle boulevard streets is needed. -P.161, MoMaP priority locations for intersections improvements. Double check accuracy. -P161, Tacoma and 1st Ave, update intersection improvement description
<p>Kristina Walker, Downtown on the Go</p> <p>June 16, 2014</p>		<ul style="list-style-type: none"> -Excited to see mobility and transportation options as a key goal in the Plan. -Find it problematic that a specific number of on-street parking stalls is listed as a goal. Would rather see language to the effect of: “Maintain access to businesses through parking management and a diverse set of transportation options that has a positive effect on economic development.” -Encourage the inclusion of a recommendation for a Transportation Demand management plan to ensure Adaptive Management and Mitigation Program investments are understood and utilized.
<p>Liz Underwood, Puget Sound Regional Council</p>	1101 Western Avenue, Suite 500 Seattle, WA 98104	<ul style="list-style-type: none"> -Additional descriptions in the Plan about how the City cooperates with Pierce Transit would be useful. -The use of the term “Recommendations” could be

<p>June 16, 2014</p>		<p>clarified in future versions of the Plan. SDT and Hilltop use the terminology “Actions” and “Proposed Actions”. Consistency is needed.</p> <ul style="list-style-type: none"> - Vision 2040 calls for mode split goals for regional growth centers. Could be addressed center-wide through other elements, such as the Downtown Element of the Comprehensive Plan. However, this item needs addressed.
<p>Sue Comis, Sound Transit June 16, 2014</p>	<p>401 S. Jackson St., Seattle, WA 98104</p>	<ul style="list-style-type: none"> -Plan will be useful for ST’s Small Starts grant application. -Support Recommendations M-2 regarding LOS and M-5 regarding Adaptive Management. -P 142- Fares have been deferred for the LINK and will begin in Sept. 2016. [Staff notes this has been clarified in the revised draft plan.] -Recommendation M-11 should be deleted. Sound Transit cannot commit to share responsibility for access improvements but welcome the City committing to improvements described. - ST strongly supports Recommendation M-13 to designate the Link expansion alignment as a Transit Priority Streets. -Siting and design of Link expansion will be done by ST in collaboration with the City. - The Plan should recognize that a specific number of parking spaces is not as important as achieving the goals of providing multi-modal transportation system and a balance among modes. The Plan should recognize that the public r-o-w is limited and transit stops may inevitably impact some on-street parking.
<p>Greg Griffith, Deputy State Historic Preservation Officer</p>	<p>P.O. Box 48343 Olympia, WA 98504</p>	<ul style="list-style-type: none"> -P 10 Table 1-1, recommend including another recommendation that touches upon Historic Preservation. -P11, recommend including another recommendation to encourage in-fill development or additions to be compatible with surrounding development. -Consistency with Existing Plans section, important to mention and describe the Historic Preservation Element of the City’s Comprehensive Plan. -P54 Development Capacity discussion, recommend including a note that historic structures listed as “undevelopable” may be eligible for rehabilitation as appropriate. -Recommend revising sentence regarding renovations to reflect ‘perceived’ high-costs rather than as a factual statement.

		<ul style="list-style-type: none">-Appreciation for mentioning TDR and Live-Work as strategies.-Correction on P 97/98 regarding WA State historic preservation and the Officer's Award.
--	--	--



City of Tacoma
Planning and Development Services

Agenda Item
E-1

To: Planning Commission
From: Stephen Atkinson, Associate Planner, Planning Services
Subject: **S. Puget Sound Avenue Area-wide Rezone**
Meeting Date: July 16, 2014
Memo Date: July 9, 2014

At the Planning Commission meeting on May 21, 2014, the Commission requested information on the land use intensities and zoning designations along S. Puget Sound Avenue south of S. 50th Street and to provide background information on past Planning Commission review of this area. Currently, Puget Sound Avenue from S. 50th Street to the mid-block between 56th Street and 58th Street is part of the designated South Tacoma Way Neighborhood Mixed-Use Center. South of 56th Street, S. Puget Sound Avenue begins to transition from mixed-use zoning to “R-2 SRD” One-Family Dwelling Special Review district. From South 60th Street to 64th Street the east side of Puget Sound Avenue remains “R-2 SRD” while the west side alternates between “R-2 SRD” and “C-2” Commercial. The area south of 64th has been discussed as part of two previous area-wide rezone applications, summarized below.

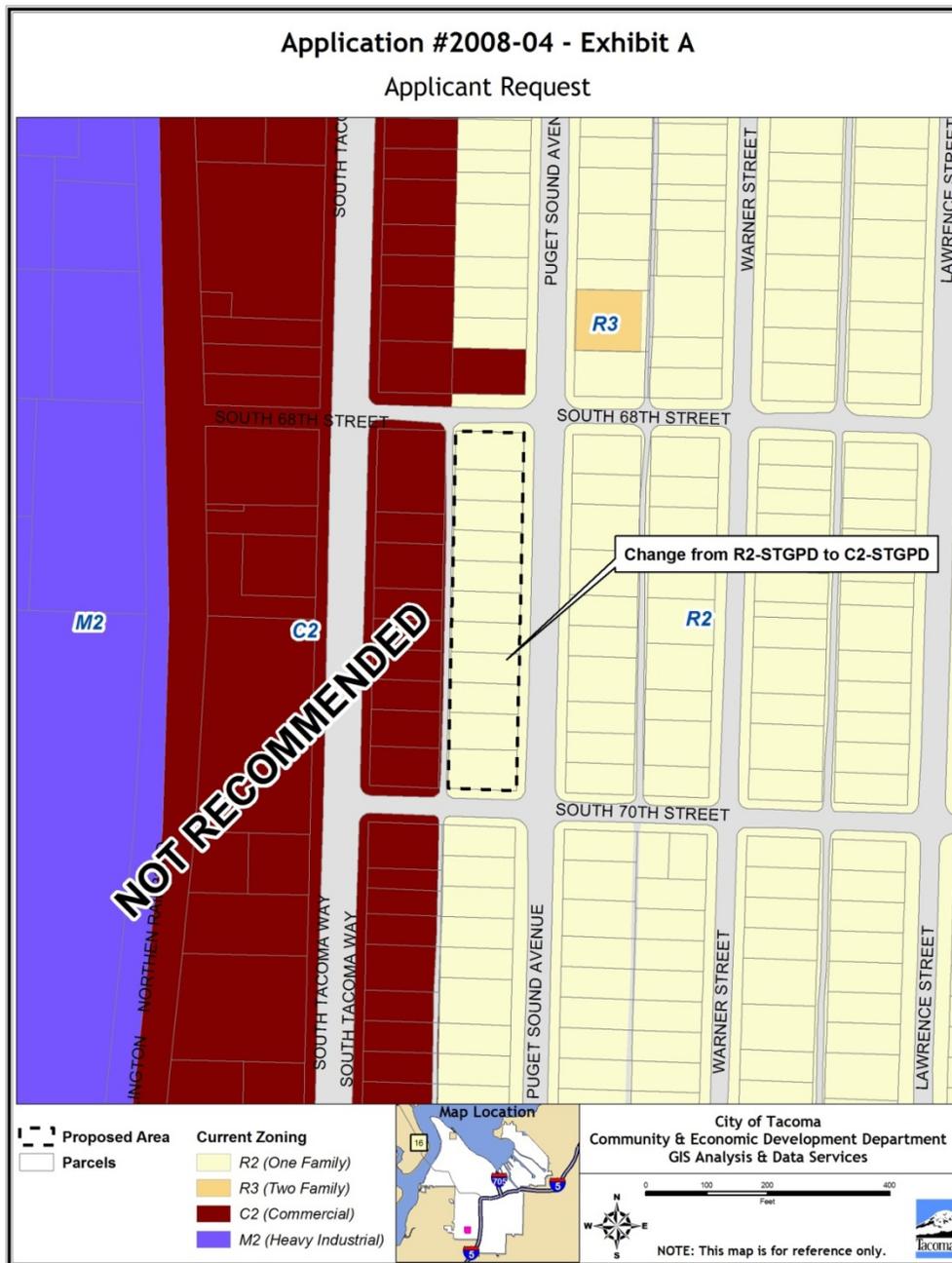
During the 2004 Comprehensive Plan Amendment process this neighborhood was reviewed for a possible intensity change from Medium Intensity to Single-family Intensity due to concerns about adverse impacts on residential homes from adjacent commercial activities. Light and noise pollution have encroached on this single-family neighborhood from nearby auto dealerships. The proposed amendment was not recommended by the Planning Commission, nor approved by the City Council at that time, due to the needs expressed by the commercial property owners of the area. The area remained Medium Intensity with “R-2” zoning.

The area was later reviewed by the Planning Commission in 2008 (application #2008-04). A private applicant proposed to change the zoning classification for 11 properties along the west side of South Puget Sound Ave. between South 68th and South 70th Streets from “R-2” One-Family Dwelling to “C-2” Commercial district. The rezone was intended to allow for the expansion of existing auto-related commercial uses located along South Tacoma Way, including an existing home occupation auto repair business.

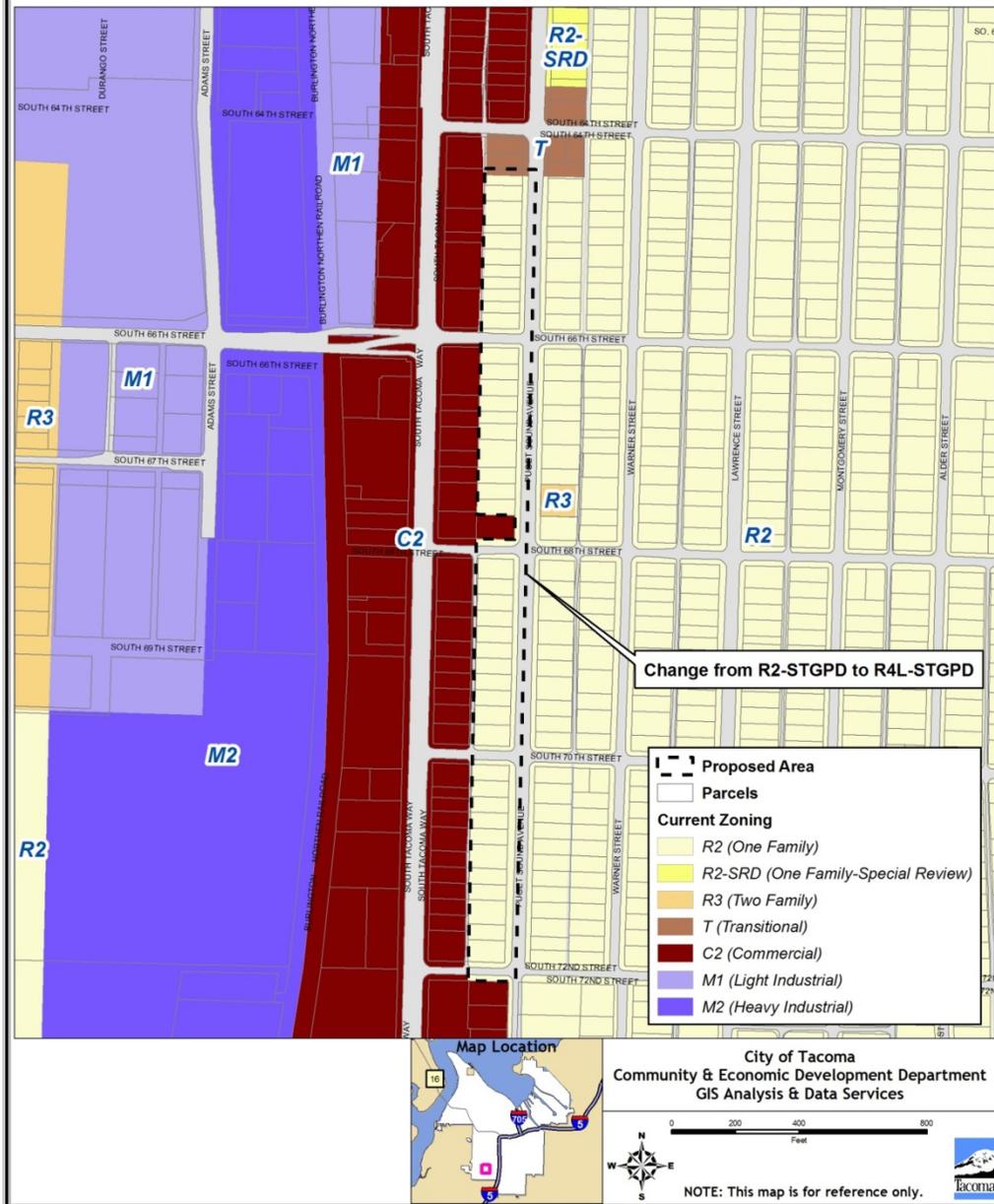
Staff identified significant issues with the proposal and recommended denial of the proposal due to inconsistency with the *Comprehensive Plan*, incompatibility with surrounding land uses, and recent rezones in the area. Staff instead proposed an area wide rezone to “R-4L” Low-Density Multifamily while retaining the overlay zone for the groundwater protection district (STGPD). Staff also recommended that other, similar parcels directly north and south of the amendment area be rezoned to “R-4L”, for a total of almost four half-blocks between South 64th Street and South 72nd Street, as similar conditions in these adjacent areas would likely result in similar applications for rezones in the future. The Commission concurred with the staff recommended alternative as described above. The maps on the following pages show the area-wide rezone as requested by the private applicant and as recommended to and approved by Council.

If you have any questions, please contact Stephen Atkinson at (253) 591-5531 or satkinson@cityoftacoma.org.

c: Peter Huffman, Director



Application #2008-04 - Exhibit B Proposed Change



**CITY OF TACOMA
AFFORDABLE HOUSING POLICY ADVISORY GROUP**

July 8, 2014

By hand
By e-mail

Mayor Marilyn Strickland and City Councilmembers
City of Tacoma
747 Market Street, Room 1036
Tacoma, WA 98402

Re Pending Ordinances 28229 and 28230
Mixed Use Center Designation for Point Ruston and Affordable
Housing

Dear Mayor Strickland and City Councilmembers:

We write as co-Chairs and on behalf of the City's Affordable Housing Policy Advisory Group (AHPAG) to ask the City Council to reinstate a modest provision in proposed Ordinances 28229 and 28230 providing for affordable housing at the development of Point Ruston. The Planning Commission recommended this provision. It closely tracks language that the Point Ruston developer proposed. It implements important City policies governing not only affordable housing but also transportation, environmental protection, growth management and equitable development. The provision also conforms to the AHPAG's policy recommendations that we delivered to the council. We strongly urge the Council to reinstate the provision when it considers the ordinances on July 22nd. We also recommend a modification to the proposal to more closely track those policies and the proposal of the developer.

The City Council initially convened the AHPAG on April 27, 2010 by Resolution 38071. It represents both for-profit and non-profit developers and interests. That resolution asked the group to propose policies that would promote the preservation or development of affordable housing in the City. The group submitted its recommendations to the City Council on December 3, 2010. We enclose a copy. On May 17, 2011, by Resolution 38263, the Council reconvened the group so it can remain available as a source of further advice and assistance. We write in that spirit seeking to be useful to the Council as it considers this important matter.

Pending before the City Council is a Planning Commission proposal to designate the development at Point Ruston as a Mixed Use Center (MUC). By our letter of March 20, 2014, the AHPAG supported this designation as part of a mechanism to include affordable housing in the development. The Planning Commission's proposal would condition the MUC designation upon the adoption of a "Development Agreement" between the City and Point Ruston LLC "that establishes the provision for [affordable

housing] within the MUC.” To implement this proposal, the Planning Commission recommends appropriate amendments to the City’s Comprehensive Plan and related provisions in its Municipal Code. The specific provision that the Planning Commission proposes reads as follows:

LU-MFTI-6 Point Ruston Housing Goals

In keeping with the City’s focus on providing affordable housing in all City neighborhoods, the Multi-Family Tax Exemption program will become available within the Point Ruston Mixed Use Center (MUC) upon the adoption of a Development Agreement that establishes the provision for such housing within the MUC. Essential elements of the Development Agreement shall include, but not be limited to, (i) establishing goals for the provision of affordable housing and a diversity of housing choices within the MUC, (i.e., range of product types, size and price points, including housing affordable to families that are at or below the Area Median Income); and, (ii) establishing a mechanism for monitoring the fulfillment of such goals (i.e., reporting requirements).

We understand that on June 24th, at the first reading for the ordinances, the City Council voted to delete this provision. We strongly urge the Council to reinstate the provision, for three (3) reasons we explain below. We also recommend that the Council modify the provision in one respect to make it more congenial to those reasons.

The Council should reinstate the provision for the following three reasons:

1. The provision in question aligns with City policies governing these issues.

By resolution 38264, on May 17, 2011, the City Council adopted as City policy the following eight (8) “policy principles” on affordable housing recommended by the AHPAG. We enclose a copy of that resolution. By that resolution, the Council directed the Planning Commission to incorporate these principles in the City’s comprehensive plan. The Planning Commission’s proposal for Point Ruston does precisely that. The Resolution reads as follows:

“A. The City’s welfare requires an adequate supply of well-built and well-managed affordable housing serving the full range of incomes appearing among its residents. An adequate supply of this housing is vital to the following important civic needs and values:

- “● The City’s prosperity, economic development, and growth of employment opportunities;

- “● The appropriate management of the City’s projected population growth and transportation needs;
 - “● The City’s fulfillment of its legal obligations under the Growth Management Act to make “adequate provisions for existing and projected (housing) needs of all economic segments of the community” and to comply with the related directives of the Pierce County Countywide Planning Policies;
 - “● The survival of green spaces throughout the City and Pierce County;
 - “● The success of the City’s schools;
 - “● The effectiveness of the City’s emergency services;
 - “● The City’s ability to continue its accommodation of a population that is increasingly diverse by income, race, ethnicity, ability, disability, and age;
 - “● The City’s ability to accommodate a population that, in the aggregate, is getting older; and
 - “● The City’s values of social justice.
- “B. Affordable housing developments by nonprofit developers, public and private, in the City, region, and nation have been among the most attractively designed and most environmentally innovative and best managed in the market place.
- “C. Nonprofit developments of affordable housing will never likely be adequate to meet the City’s needs. The City also needs a companion strategy to enlist the engine of private market rate developments to include a measure of affordable units. These strategies also provide the added benefit of economic and demographic integration.
- “D. Affordable housing developments have spurred the revitalization of neighborhoods, encouraging both public and private investment, helping the City attain its desired density, and furthering a neighborhood’s economic development.
- “E. Affordable housing is an asset to be encouraged and not a detriment to be tolerated and controlled.

- “F. The City should promote the development of affordable housing in every City neighborhood.
- “G. In seeking the appropriate balance, the City should not have to compromise important neighborhood design standards in order to promote affordable housing. Instead, proper design should allow affordable housing to show the way for all developments servicing all incomes toward a greener, more sustainable urban future that accommodates the appropriate density that the City’s planning documents anticipate to be necessary for the City’s projected population allocations.
- “H. In a complex community like Tacoma, interests and policies often clash. Good governance is the effort to balance them appropriately. In doing so, the City should give a very high priority to the promotion of affordable housing development, . . .”

In this resolution, the Council formally adopted these “policy principles” and directed the Planning Commission and City Staff to incorporate them into City planning and policy documents:

“Section 1. That the City Council hereby adopts the policy principles set out in recommendation 3.1 of the Affordable Housing Policy Advisory Group Final Report, received on December 3, 2010.

“Section 2. That the City Council requests the Planning Commission, the Tacoma Community Redevelopment Authority, the Human Services Commission, and other appropriate City bodies to incorporate the policy principles into the City’s Comprehensive Plan, Consolidated Plan, the Human Services Strategic Plan, and other appropriate policy documents.

“Section 3. That the City Manager is directed to make available staff from the Tacoma Community and Economic Development Department, the Human Rights and Human Services Department, and other General Government Departments, as may be necessary, to assist the appropriate boards and commissions in the incorporation of these policy principles.”

The Planning Commission’s Point Ruston proposal is an occasion to apply those policy principles and give them meaning. This is particularly evident from certain aspects of the Point Ruston development.

First, some measure of affordable housing will help to economically and racially integrate this impressive new Tacoma neighborhood. **Second**, the development is planned to include 1.5 million square feet of commercial space, including space for restaurants, office and retail trade. Most of the wages these establishments will offer to

their employees will not support the market rents at Point Ruston or in nearby areas. The AHPAG's report, for example, details some representative Tacoma occupations well under 80% of the Area Median Income (AMI), their wages and the rents such wages can support. (*e.g.*, bookkeeping clerk, beginning teacher, retail sales worker, dishwasher). Affordable housing in Point Ruston will allow these workers to live nearby and avoid the burden to themselves and to Tacoma and the region that commuting by car will impose. In this way, the Planning Commission's proposal aligns with important City policies on transportation, growth management and responsible environmental design.

2. The Point Ruston developer proposed the provision in question.

Throughout the Planning Commission public process the developer of Point Ruston, Point Ruston, LLC, publicly stated its strong support for the inclusion of affordable housing in the development and for provisions in the MUC legislation to make it happen. Below we list those statements of support. All of them are part of the public record and appear in the City Council's packet for Ordinance 28229. In fact, as we recount below, the Planning Commission's proposal is nearly identical in language to the proposal that Point Ruston LLC submitted to the City for the same purpose.

- Point Ruston LLC included provision for affordable housing in its MUC proposal to the City.
- In an April 9, 2014 letter to Brian Boudet, city planning division manager, Loren Cohen, Manager of Legal Affairs for Point Ruston, LLC proposed essentially the same provision now at issue. We enclose a copy. The letter reads in full:

“Thank you for taking the time to discuss the proposed ‘Point Ruston Mixed Use Center’ with JJ McCament and myself. As we discussed, it is a worthwhile goal to provide a broad range of housing choices throughout the City’s neighborhoods. As Point Ruston redevelops the former Asarco smelter site into a high-density urban neighborhood, its goal is to include a mix of housing choices by providing a range of product types, sizes, and price points that span the City’s residential housing market segments. We believe that a diversity of housing choices increases a neighborhood’s vibrancy, and strengthens its character. Therefore, in the context of the redevelopment of this former industrial site, Point Ruston is committed to providing housing that is affordable to a wide cross-section of the market, including to families that are at, or below, the area’s average median income.

“Point Ruston submits the following draft policy language within the context of the City’s adoption of the proposed Point Ruston Mixed Use Center as a component of the City’s 2014 Comprehensive Plan

Amendment: In keeping with the City’s goal of providing housing throughout its neighborhoods that is affordable to a wide cross section of the market, and as a condition of qualifying for the Multi-Family Tax Exemption program within the Point Ruston Mixed Use Center (MUC), any project seeking to qualify for the Multi-Family Tax Exemption program within the Point Ruston MUC shall enter into a Development Agreement with the City that establishes goals for the provision of such housing. Essential elements of the Development Agreement shall include, but not be limited to, (i) establishing goals for the provision of affordable housing and a diversity of housing choices within the MUC (i.e., range of product types, sizes and price points); and (ii) establishing a mechanism for monitoring the fulfillment of such goals (i.e. reporting requirements).

“We look forward to receiving your comments, and appreciate your guidance in this matter.”

[2014 ANNUAL AMENDMENT TO THE COMPREHENSIVE PLAN AND LAND USE REGULATORY CODE: Public Comments and Staff Responses and Suggestions Report May 7, 2014 (Revised) Appendix C; page 519, City Council packet for ORD 28229](emphasis added)]

- Testimony on March 19, 2014 Planning commission public hearing: “(10) J. J. McCament, Point Ruston: Ms. McCament thanked the Commissioners and staff for visiting Point Ruston in December 2013. She provided a follow-up on the issues raised in December relating to transit and affordable housing. . . . Regarding affordable housing, Point Ruston has discussed with the Tacoma Housing Authority on ways to provide affordable housing for those earning less than 80% of Average Median Income. Point Ruston has also done research about regional micro-apartments, analyzed current rents at Point Ruston in context of the 2014 Affordable Housing Availability and Income Limits, looked at competitive properties that are using the multifamily tax-exemption, and drafted an informal survey to gain information regarding the local acceptance of micro-apartments.”
[2014 ANNUAL AMENDMENT TO THE COMPREHENSIVE PLAN AND LAND USE REGULATORY CODE: Public Comments and Staff Responses and Suggestions Report May 7, 2014 (Revised) Appendix B, page 2; page 464, City Council packet for ORD 28229]
- Point Ruston restated that commitment to the Planning Commission. In a December 18, 2013 letter to the Planning Commission from Loren Cohen of Point Ruston LLC.
[2014 ANNUAL AMENDMENT TO THE COMPREHENSIVE PLAN AND LAND USE REGULATORY CODE: Public Comments and Staff Responses and Suggestions Report May 7, 2014 (Revised) Appendix C; page 470, City Council packet for ORD 28229]

- In a March 19, 2014 letter to the Planning Commission Loren Cohen of Point Ruston LLC summarized the planned efforts to include affordable housing “for those earning less than 80% of Area Median Income”. The letter concluded: “In closing, Point Ruston continues to embrace economic diversity and remains highly motivated to include affordable housing as a residential market segment within the Asarco redevelopment.”
2014 ANNUAL AMENDMENT TO THE COMPREHENSIVE PLAN AND LAND USE REGULATORY CODE: Public Comments and Staff Responses and Suggestions Report May 7, 2014 (Revised) Appendix C [page 468, City Council packet for ORD 28229]

The public record of the Planning Commission’s proposal provides no basis for deletion of the proposal. Instead, all comments on the question, including the public comments of the developer, support its inclusion.

3. The Provision is compatible with the AHPGA’s report and policy recommendations to the Council

The Planning Commission’s proposed provision aligns with the AHPAG’s 2010 report to the Council in the following ways:

- The Planning Commission appropriately acknowledges that our City has a large and growing unmet need for more affordable places for its residents. AHPA’s 2010 report noted:

The data and information in this section show that the City of Tacoma has an affordable housing crisis. It will only worsen as the City’s population grows and ages over the next two decades unless Tacoma takes immediate action to ensure an adequate supply of affordable housing for its existing and anticipated residents at all income levels.

[POLICY RECOMMENDATIONS TO THE CITY COUNCIL, page 12 (2010)]

This shortage afflicts low-wage workers such as those that will fill many of the Point Ruston commercial jobs. The report contains a comparison of the wage rates in Tacoma’s job market and the extent to which Tacoma’s rental market is unaffordable to workers at those rates. *See Id.* at page 6.

- The report noted that the City needs policies to harness the engine of private development to meet this need:

For-Profit Development: The report’s second principal theme is to harness the engine of private, for-profit developers and make it financially worthwhile for them to include affordable units in market rate projects. For this purpose, the report recommends a range of incentive and limited mandatory inclusionary programs. Enlisting for-profit development

efforts in this way is important for three reasons. First, nonprofit development efforts will not likely ever be enough. There is not enough financing available to do the job. Second, for-profit developers can usually build at a lower per-unit cost because their financing sources do not impose expenses common with non-profit financing. Third, including affordable units into market rate projects also promotes economic and other demographic integration. The report also notes, however, that such incentive and inclusionary programs generally do not serve the lower income tiers. For this reason, both the for-profit and the non-profit development efforts are necessary to address the range of the City's housing needs.

[*Id.* at page 2.]

- The report recommends strategies to enlist the private development of affordable housing. Two strategies in particular are applicable to Point Ruston. **First**, the report recommends incentives (*e.g.*, density bonuses, tax abatements). *Id.* at section 3.2.1. Our report notes that the City's MUC Ordinance seeks to do this. Our report also recommends how the MUC program needs strengthening. The Planning Commission's proposal for Point Ruston is a start at doing that. **Second**, the report also addresses those developments like Point Ruston where the City is a development partner through its contributions of financing, infrastructure, regulatory accommodations or property tax abatements as the MUC designation would allow. In such instances, the report recommends that the City include in the terms of the partnership a provision for either affordable housing or an equivalent contribution to the City's housing trust fund. *Id.* at section 3.2.6. The report notes that the negotiated terms need to be specific to each development and set forth in a development agreement. This is precisely what the modest proposals of the Planning Commission and Point Ruston LLC contemplate.

We recommend one modification to the Planning Commission's proposal. As it presently reads, it would target the affordable housing to households "at or below the Area Median Income." This should refer instead to households "at or below 80% of the Tacoma Area Median Income (AMI)", for three reasons. **First**, the notable need in Tacoma for affordable rental housing is not for households at AMI but those who are at or below 80% AMI. This includes those earning less than \$19 per hour (*e.g.*, medical technician, starting education professional, office clerk, retail sales worker, home care aide, dishwasher. *See Id.* at page 6. **Second**, state law directs jurisdictions in their growth management planning to focus affordable housing measures on populations at or below 80% AMI. *See* RCW 36.70A.540. We note that Point Ruston LLC, in its support for an affordable housing provision, appropriately stated a focus on "those earning less than 80% of Area Median Income". *See above.* We agree with this focus.

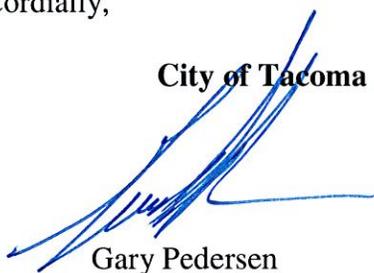
In summary, the AHPAG strongly recommends that the City Council reinstate the Planning Commission's provision for affordable housing at Point Ruston, modified to

target households at or below 80% AMI. Doing this aligns with important City policy governing housing, transportation, growth management, environmental responsibility and equitable development. Doing this also aligns with the proposal of the Point Ruston developer who throughout has expressed an impressive commitment to these same values and an accurate view that a measure of affordable housing will make that new neighborhood better still.

We hope these comments are helpful to the Council in this important matter.

Cordially,

City of Tacoma Affordable Housing Policy Advisory Group



Gary Pedersen
Co-Chair



Michael Mirra
Co-Chair

Cc: T.C. Broadnax, Tacoma City Manager
Elliot Barnett, City of Tacoma, Planning and Development Services Department
City of Tacoma Planning Commission
Loren Cohen, Point Ruston LLC