

MLK Subarea Plan - Subsequent to Open House 24 May 2012

Actions, responsibilities, and performance measures

The preliminary Subarea Plan actions illustrated in this open house were identified from the results of the customer, employee, business, and adult resident surveys; the focus group sessions; and charrettes.

Economic development - employment

Actions	Participating parties	Performance measures
1: Database Inventory available mixed use properties, buildings, and resources in MLK to create a local database with which to identify opportunities during business and developer recruitment efforts.	Tacoma Community/Economic Dvpmt Hilltop Business District Association Tacoma-Pierce County Association of Realtors Tim Johnson Commercial Properties Kidder Mathews Private property owners	% of local property owners and brokers participating % all available properties on local listing # hits database receives from property owners and brokers # hits database receives from interested businesses % of listing rented/sold within # days of listing
2: Business outreach Integrate public, nonprofit, and private business efforts and communications in the economic recruitment process to maximize impacts and allocate resources.	Tacoma Community/Economic Dvpmt Tacoma Private Capital Division Hilltop Business District Association Economic Development Board for Tacoma-Pierce County Tacoma-Pierce County Association of Realtors	# public, property owners, businesses involved in subarea planning process % to which the above involved in implementing plans and projects % programs or projects that receive funding from outside sources
3: Economic sustainability Recruit businesses that employ technical, professional, and managerial skills offered by MLK residents to facilitate live/work sustainability in MLK.	Tacoma Community/Economic Dvpmt Tacoma Private Capital Division Tacoma Housing Authority/PDA Hilltop Business District Association Economic Development Board for Tacoma-Pierce County Private property owners	% MLK residents employed within MLK % MLK residents who seek employment in MLK who find jobs % MLK businesses who seek employees hire residents of MLK % of new employees find housing in MLK
4: Medical and health industries Retain and recruit businesses that support and can expand the health related services and products offered by Multicare Health System and St Joseph Hospitals and Community HealthCare's location in MLK.	Tacoma Community/Economic Dvpmt Tacoma Private Capital Division Hilltop Business District Association Economic Development Board for Tacoma-Pierce County Tacoma-Pierce County Association of	# hospital and related employees recruited # businesses who locate in MLK citing hospitals # new health related employees involved in new businesses % new health employees who reside in MLK % new health employees seek and find housing

	Realtors Multicare Health System Franciscan Health System Community Healthcare	in MLK
5: Education industries		
Retain and recruit businesses that support and can expand on the opportunities created by the association of UW Tacoma, Evergreen College, and Bates Technical College with MLK.	Tacoma Community/Economic Dvpmt Tacoma Private Capital Division Tacoma Housing Authority/PDA Hilltop Business District Association Economic Development Board for Tacoma-Pierce County Tacoma-Pierce County Association of Realtors UW Tacoma Evergreen College Bates Technical College	# students residing in MLK # student related activities locating in MLK % citing association with UW Tacoma, Evergreen, Bates as reason for MLK location # MLK adult residents enrolled in education classes, job placements

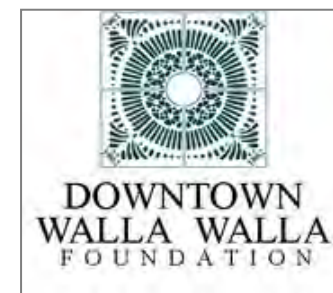
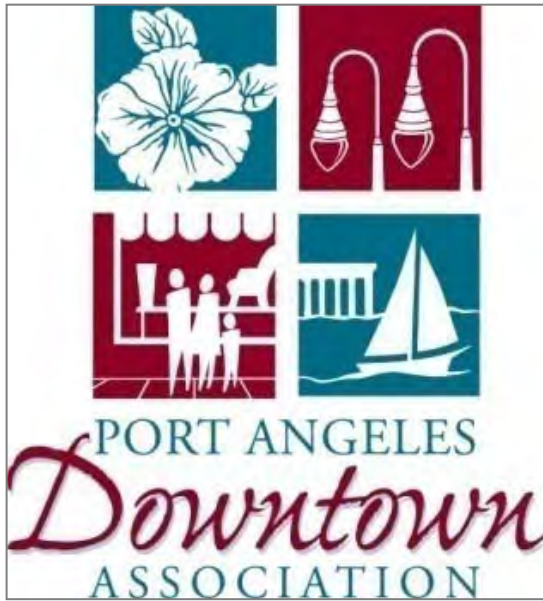
Economic development - business district

6: Marketing

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

Initiate a competitive grant and low cost loan program to enhance retail storefronts including signage, display windows, building facades, and other improvements on MLK and 11th.	Tacoma Community/Economic Dvpmt Tacoma Private Capital Division Tacoma Historic Preservation Office Hilltop Business District Association Historic Tacoma Spaceworks	# new/rehabilitated storefronts and building projects # new façade, sign, display window projects % customers rate high quality appearances % businesses rate appearances as good and high quality
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National Trust for Historic Preservation’s Main Street Program

Main Street’s 4-Point Approach - encompasses work in 4 distinct areas - Design, Economic Restructuring, Promotion, and Organization - that are combined to address all of a commercial district’s needs. The philosophy behind this methodology makes it an effective tool for community-based, grassroots revitalization efforts.

The Main Street approach is also incremental; it is not designed to produce immediate change. Because they often fail to address the underlying causes of commercial district decline, expensive improvements, such as pedestrian malls do not always generate the desired economic results. In order to succeed, a long-term revitalization effort requires careful attention to every aspect of a business district - a process that takes time and requires leadership and local capacity building.

The Washington State Downtown Revitalization/Main Street Program (WSMP) - has been helping communities revitalize the economy, appearance, and image of downtown commercial districts using the Main Street Approach since 1984.

www.mainstreet.org
www.downtown.wa.gov



8: Promotion

Initiate and expand retail sales and other events and activities including sidewalk cafes and vendors, farmers' and public markets to attract customers within and into MLK.	Hilltop Business District Association Tacoma Farmers' Market Safeway Save-A-Lot LeLe's Johnson's Candy Company Mr Mac Tower Coffee	# retail oriented events per year # of merchants participating in events # customers participating in events \$ sales and sales tax revenue generated by events % event attendees rating events as successful
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9: Organization

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

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

Institute temporary artist galleries or similar uses in vacant storefronts or buildings in order to provide visual interest and activity while the building is being marketed for a permanent tenant or owner.	Hilltop Business District Association Spaceworks Tacoma Community/Economic Dvpmt Washington State Main Street Tacoma Historic Preservation Office Historic Tacoma	# empty storefronts filled with temporary exhibits per year % temporary tenants become permanent tenants \$ retail sales raised by temporary tenants or exhibits % other businesses rate program to be successful
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Spaceworks Tacoma

Spaceworks Tacoma is a creative, maybe even utopian response to economic hard times. The goal of Spaceworks is to transform empty storefronts and vacant space into dynamic points of interest through artistic energy and enterprise, making Tacoma a stronger, more active city.

Spaceworks is a joint initiative of the City of Tacoma, Shunpike, and the Tacoma-Pierce County Chamber of Commerce. In exchange for creatively activating unused spaces, artists are temporarily provided no- and low-cost rent, exposure and business consultation.

<http://spaceworkstacoma.wordpress.com/>

space|works
tacoma

Community development - youth

12: Education

Build upon Tacoma Housing Authority's Education Project that provides rental support and caseworkers for transitional households with children at McCarver School, and curriculum enrichment incorporating the Primary Years International Baccalaureate Program (IBP). Additional volunteer mentoring could be provided with UW Tacoma, Evergreen College, and others to improve the reputation of McCarver School in the community.

Tacoma School District - McCarver School
Tacoma Housing Authority
UW Tacoma
Evergreen College
Bates Technical College
Upward Bound - Evergreen
Peace Community Center
NW School of Innovative Learning
Youth for Christ, Hilltop Campus Life

volunteers enlisting in youth mentoring
organizations involved in youth mentoring
youth participating in youth mentoring
% improvement in school attendance
% improvement in school test scores
% students advancing in school
% community rating efforts successful
% students rating efforts successful

13: Employment

Create a youth job placement service offering part and full-time employment opportunities with MLK businesses and organizations for youth that want them.

Tacoma School District - McCarver School
UW Tacoma
Evergreen College
Bates Technical College
Hilltop Business District Association
Hilltop Action Coalition
Central Neighborhood Council
New Tacoma Neighborhood Council

% of all youth employed in part or full-time positions
% of youth that can find work that want work
% of employers that can find youth to hire that want youth employees
% of all employers who have hired youth
of youth participating in workforce
of employers who have hired youth

14: Civic participation

Create youth civic opportunities to mentor children or adults, promote events or social outreach, construct projects or enhance the environment, network careers or occupations, and create fine and performance art with MLK public and private organizations.

Tacoma School District - McCarver School
UW Tacoma
Evergreen College
Bates Technical College
Hilltop Business District Association
Hilltop Action Coalition
Central Neighborhood Council
New Tacoma Neighborhood Council
Allen Renaissance Center
Associated Ministries
Tacoma Ministerial Alliance
Black Collective

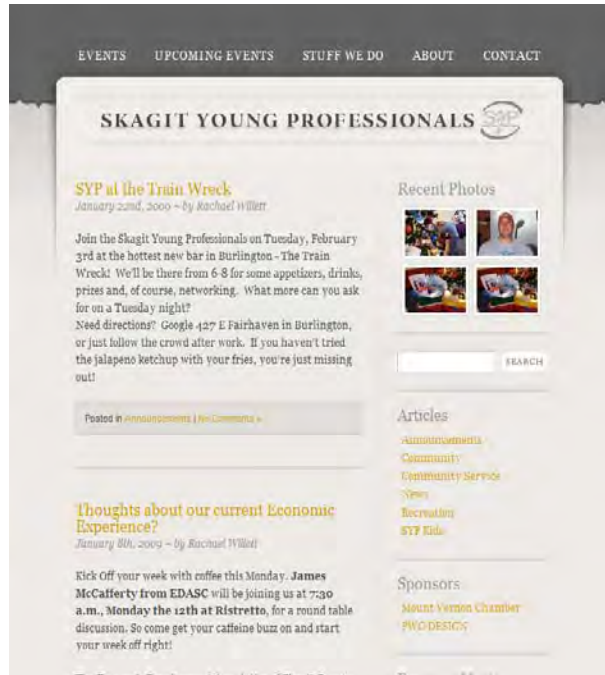
% of all youth that participate in community events and organizations
% of all youth that participate that indicate they want to participate
% of community organizations that can find youth to participate that want youth to participate
of youth participating
of service programs youth are involved in
of community projects youth have completed
% civic organizations rating efforts successful
% of youth rating efforts successful

15: Social activities

Create youth social and recreation oriented activities and facilities that offer evening and after school peer group interactions and events.

Tacoma School District - McCarver School
Boys & Girls Club
Metro Parks
Allen Renaissance Center

% of all youth that participate in activities
of youth that participate
of activities or events for youth per year
% of youth satisfied with social activities



Skagit Young Professionals

Young professionals are vital to every city by giving time, money, and energy that supports local charitable and civic activities. They are the local community's entrepreneurs innovating and bringing new ideas into the marketplace. They are, however, the most likely age group able and willing to move away.

The Mount Vernon Chamber of Commerce recognized that young professionals are valuable for their social, civic, and tax contributions to the local community but are easily lost to other areas that provide more jobs, more pay, or more fun. To encourage young professionals to stay, the Chamber realized it needed get young professionals involved with Mount Vernon.

The Chamber provided financial and administrative support to start the Skagit Young Professionals (SYP). The purpose of SYP is to build the business relationships and friendships that will help this age group become the leaders of Skagit County. The SYP realized this age group responds more easily to like-minded peers using internet and other tools to initiate contacts and network relationships.

SYP's goal is to develop and guide events and projects that young professionals find engaging and worthwhile. SYP programs events to include civic programs, professional networking, career development, social mixers, and public service.

SYP also encourages its members to take advantage of the great programs the Mount Vernon Chamber of Commerce has to offer - though SYP members can participate in any of the other Skagit County chambers as well.

In addition, the Chamber works with corporate sponsors to recruit young professionals for job openings and start-up business opportunities.

www.mountvernonchamber.com
www.skagityoungprofessionals.com

Community development - housing

16: Housing options

Increase housing choice by type, price, tenure, and location to house current and potential employees in or near employment centers, transit corridors, and recreational sites to provide live/work/play sustenance in MLK.	Tacoma Community/Economic Dvpmt Tacoma Housing Division Tacoma Housing Authority/PDA Pierce Transit Multicare Health System Franciscan Health System Community Health Care UW Tacoma	# new urban housing starts by type, price, location # days new products are on the market compared to conventional products % vacancy and occupancy rate of new urban housing products # new MLK residents in urban housing products
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17: Affordable housing

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

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

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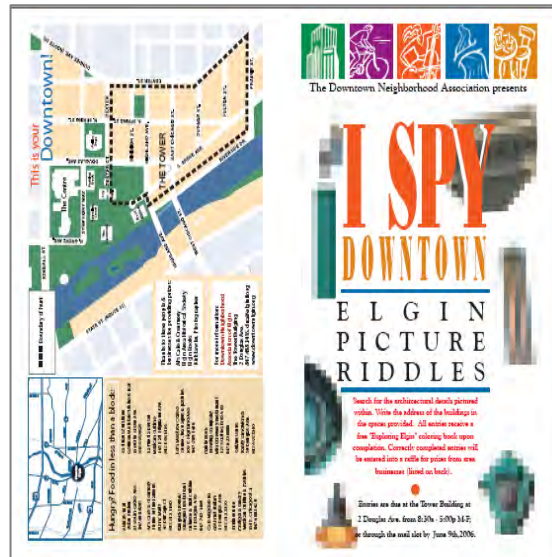
Arts and culture

20: Marketing

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

<p>Redefine the MLK (or Hilltop) brand to include arts and historical based themes and install artworks, gateways, wayfinding signage, and streetscape at the entrances into MLK.</p>	<p>Tacoma Public Works Department Hilltop Downtown Business Association Tacoma Arts Administrator Tacoma Historic Preservation Office Hilltop Artists in Residence Historic Tacoma Tacoma Historical Society Allen Renaissance Center DASH Center for the Arts</p>	<p>@ new comprehensive branding ideas revealed % organizations, public validate new brand approach @ gateways and wayfinding signs installed throughout MLK % cost funded by business and art related organizations % customers rate brand unique and successful</p>
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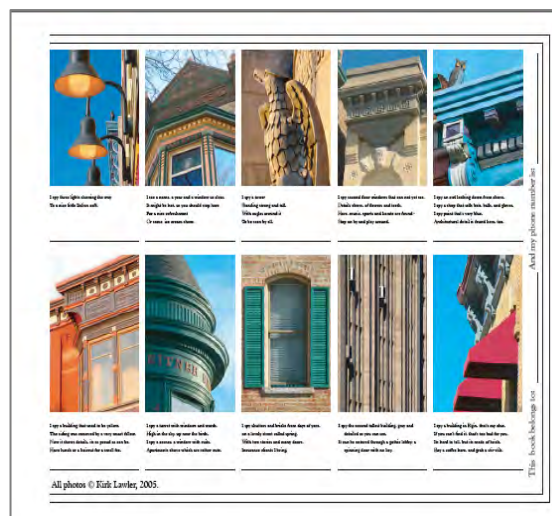
Downtown Elgin Association (DNA)

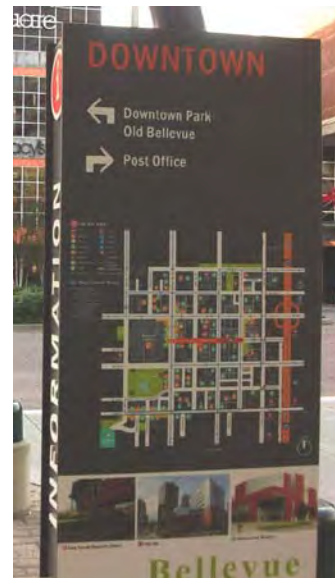
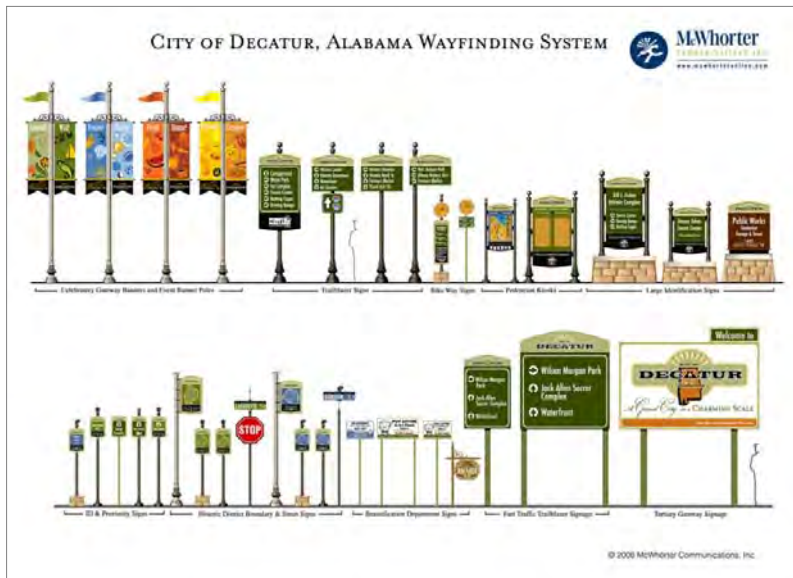
DNA of Elgin, Illinois has developed an interactive website that employs low-cost and no-cost tools to provide online services to provide promotional information, directories, schedules, and other materials to interested downtown residents, customers, and tourists.

DNA redesigned their website to rely on free and inexpensive online communications to connect with as many people as possible. Blogs, online calendars, Facebook, Flickr, and others are tools that young adults use to communicate every day.

By incorporating these tools into the DNA website, the downtown reached a generation of customers that it would not effectively reach otherwise. And, DNA found that as young adults became knowledgeable of what the downtown had to offer, they also became interested in working the DNA on downtown development and promotional issues.

www.downtownelgin.org



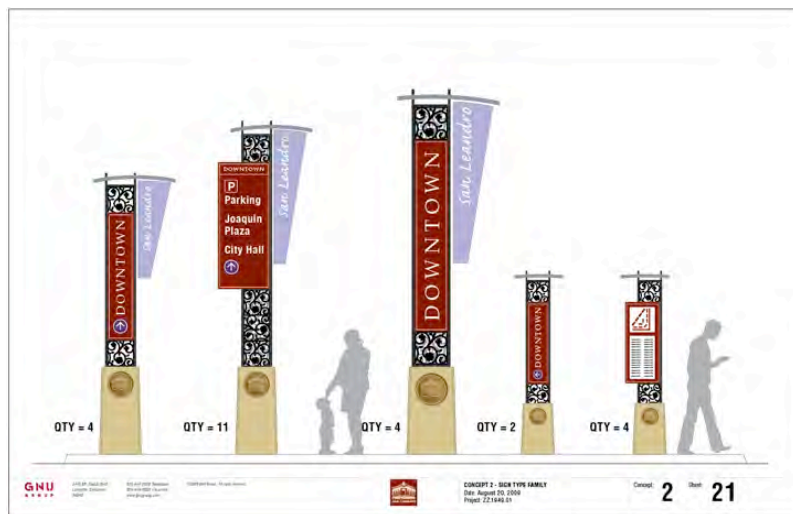


Gateways and wayfinding

Gateways - establish the entrances into a special area or district using graphic and artwork representations that represent the area's image or brand.

Wayfinding signs - which can be derivations of gateway images, are designed to complement the area's brand and provide out-of-area customers and tourists directions to facilities and destinations of interest. To be effective, wayfinding signage must be designed in scales appropriate for pedestrians, bicyclists, and vehicles.

Designed and used appropriate, gateways and wayfinding can establish an effective brand at a relatively low cost.



22: Promotion

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

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

24: Art and history walking tours

<p>Identify, sign, and create audio and phone apps for walking tours of MLK historical sites and buildings, artworks, and other visually interesting and significant landmarks.</p>	<p>Hilltop Downtown Business Association Tacoma Arts Administrator Tacoma Arts Commission Tacoma Historic Preservation Office Tacoma Landmarks Preservation Commission Hilltop Artists in Residence Historic Tacoma Tacoma Historical Society Allen Renaissance Center DASH Center for the Arts</p>	<p># historical buildings located on tour # historical buildings open to public during annual event # tourists requesting maps or apps for tour % historical property owners indicating tours successful % tourists indicating tours successful</p>
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Artspace

Finding and retaining affordable live/work space is an age-old problem for artists, painters, sculptors, dancers, and others who require an abundance of well-lit space in which to work. Many artists gravitate to old warehouses and other industrial buildings, but their very presence in an industrial neighborhood often acts as a catalyst, setting in motion a process of gentrification that drives rents up and forces the artists out.

Artspace is America's leading nonprofit real estate developer for the arts. In the last few years, Artspace has further expanded its mission to incorporate the planning and development of performing arts center, other arts facilities, and entire arts districts throughout the country.

Artspace's mission is to create, foster, and preserve affordable space for artists and arts organizations. Artspace pursues this mission through development projects, asset management activities, consulting services, and community-building activities that serve artists and arts organizations of all disciplines, cultures, and economic circumstances. By creating this space, Artspace supports the continued professional growth of artists and enhances the cultural and economic vitality of the surrounding community.

Tashiro Kaplan Artist Lofts

115 Prefontaine Place South, Seattle
Status: Opened 2004

www.artspace.org



25: Artist live/work

Sponsor an affordable artist live-work-teach-display-sell center in MLK to attract young and emerging talent similar to the Schack Center in Everett.	Tacoma Housing Authority/PDA Hilltop Downtown Business Association Tacoma Arts Administrator Hilltop Artists in Residence Allen Renaissance Center DASH Center for the Arts	# artists desiring to be on waiting list for live/work in MLK @ site selected and project initiated # live/work units created # persons attend art exhibitions at site # persons attend art classes at site % of funding achieved by nonprofit or private sources
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26: Farmers'/Public Market

Establish a year-round activity with all-weather structures, available parking, and increased visibility to MLK and out-of-area customers possibly in People's Park and/or People's Community Center for this purpose.	Hilltop Downtown Business Association Metro Parks Tacoma Community/Economic Dvpmnt Tacoma Arts Administrator Tacoma Farmers' Market	@ permanent site selected and all-weather shelter built # new vendors added to market # market days conducted year-round # market customers per year \$ sales achieved per year % public indicating results successful
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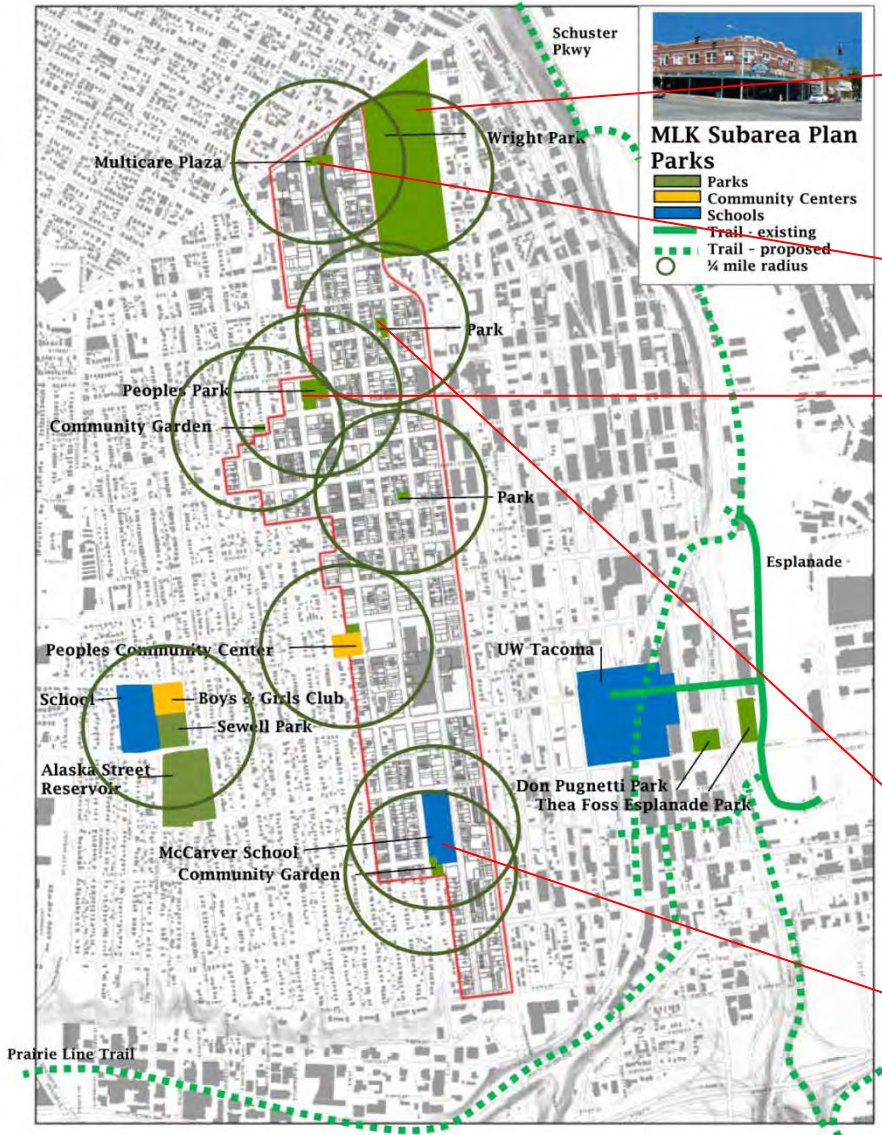
Parks and recreation

27: Greenways

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

Plant community or pea patch gardens in vacant building sites along MLK to generate green growth, grow foods for local use, and improve visual appearances.	Tacoma Open Space Program Forever Green Council Metro Parks Sustainability Commission Tacoma-Pierce County Health Department Tahoma Audubon Society	# acres in designated community gardens # volunteer gardeners and garden plots # food stuffs donated to food banks from gardens % vacant lots dedicated to community gardens % MLK residents indicating gardens successful
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Parks in MLK within 1/4 mile walking radius

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MLK Subarea Plan





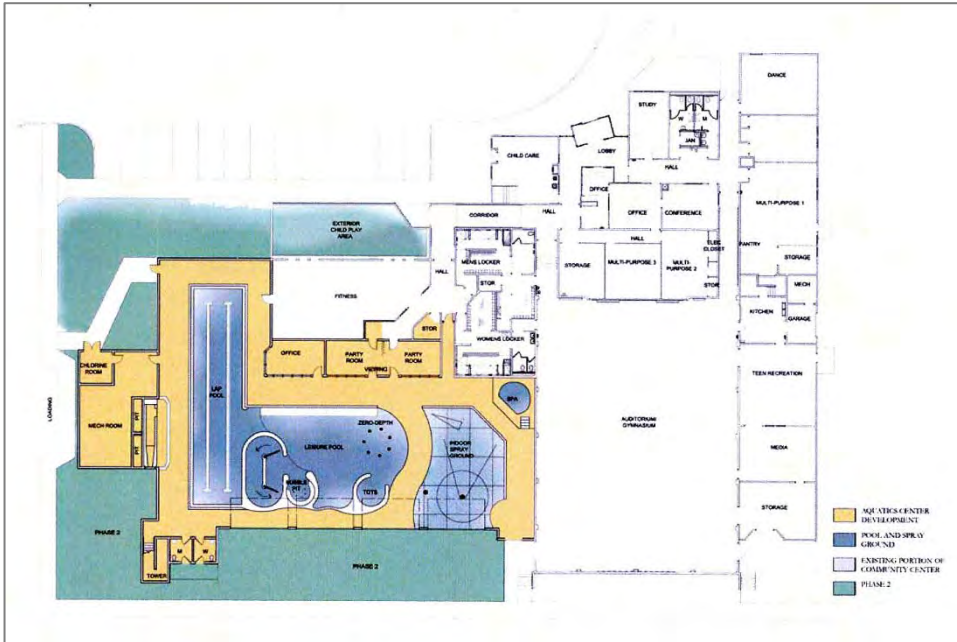
Urban parks and gathering places

Urban areas need public gathering places and park places as much, if not more than suburban neighborhoods. The emphasis in urban areas, however, is on places that introduce natural elements - i.e., water, trees, landscaping, as well as visual or aesthetic elements - i.e., artworks, sculptures, and terraces.

Urban park places can be small even semi-private alcoves that provide a respite from the hustle and bustle of the street or more active semi-public or public areas that add vendors and entertainment.

Urban park places may be designed for adult interests and/or include splash fountains and sculptures to be enjoyed by families with children.





People's Community Center Pool

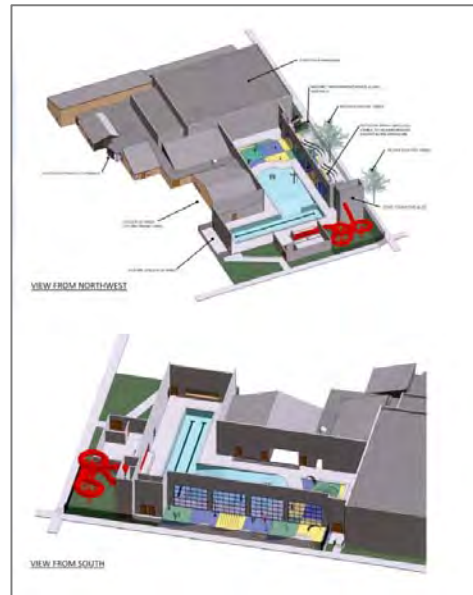
The pool at People's Community Center was constructed in 1978. The pool has been a huge attraction offering year-round swimming in an enclosed environment.

However, a structural analysis in 2005 determined that moisture conditions were significantly deteriorating the natatorium roof and wall systems and the pool was closed in 2008 as a result.

In 2010, Metro Parks and Tacoma conducted a visioning to determine the future of the center. The preferred option will reconfigure and reorient the center entrance from MLK, renovate the community rooms, develop a public plaza, new community room, and a new pool with expanded water features including a water slide and outdoor spray grounds. The pool portion was determined to be the highest priority.

In 2011, Metro Parks and Tacoma refined the pool option into a 3-phase project of which phase 1 will demolish and rebuild the natatorium with all aquatic features, party rooms, and the stair tower for the water slide; and phase 2 will install the water slide and construct the outdoor spray ground for an estimated cost of \$6,600,000.

A future phase 3 will expand the center north to provide for an enlarged fitness facility, concessions, and storage.





Urban recreational facilities

Residents of high density urban areas tend to be younger and older individuals and couples who choose to reside in urban areas for the housing, shopping, and entertainment opportunities.

However, urban households value park and recreation facilities as much as families though their interests tend to be active in regards to physical conditioning, exercise, and recreational pursuits. Urban lands are expensive so urban recreational facilities are increasingly being developed in conjunction with urban structures.

The examples depict a variety of public and private recreational courts including tennis, handball, basketball, and even lap swimming pools that have been integrated into garage and even residential structure rooftops.



Parks and recreation - catalytic projects

29: Peoples Community Center Plaza

Redevelop the green space in front of People's Community Center into a more formal plaza type park with picnic shelters, tables, benches, splash fountain, and play equipment.

Metro Parks
Tacoma Open Space Program
Forever Green Council

new activities created in new hardscape plaza
events staged per year in new plaza
people who participate in new events
people who utilize plaza
% MLK public who indicate plaza a success

30: Peoples Community Center Pool

Resolve a financial source of funds to finish refurbishment, retrofit, and expansion of the existing facility to include indoor leisure pool elements, party rooms and concessions.

Metro Parks

@ funding strategy resolved for Pool upgrade
% operating costs recovered by user fees
annual pool users
% increase in pool utilization
persons receiving swimming instruction
% of public using pool facilities

Environment - sustainability

31: Native habitat

Plant street trees, reforest open spaces, remove invasive species to promote use of native and drought resistant plants to restore wildlife habitat.

Tacoma Open Space Program
Forever Green Council
Metro Parks
Sustainability Commission
Tacoma-Pierce County Health Department
Tahoma Audubon Society

% acreage impacted by invasive species
acres cleared of invasive species per year
volunteers involved
new planting projects completed
new trees planted per year
% tree cover canopy realized of MLK

32: Stormwater

Develop rain gardens, green roofs and walls, bio-filtration swales, and other green development features in MLK green streets as well as projects and development codes.

Tacoma Community/Economic Dvpmt
Tacoma Public Works Department
Metro Parks
Tacoma Open Space Program
Forever Green Council
Sustainability Commission
Tacoma-Pierce County Health Department

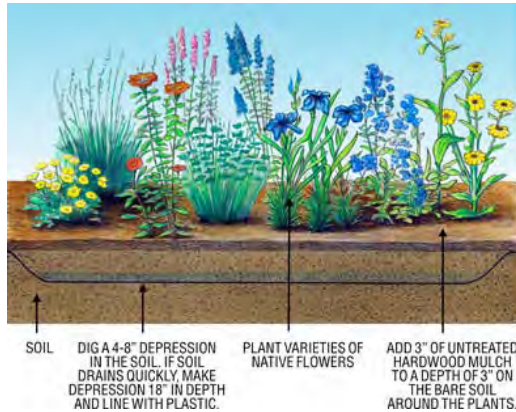
demonstration rain gardens, bio-swales installed
% stormwater volume treatable by green methods
% realized by green methods
@ green incorporated into MLK development projects

33: Brownfields

Identify all known sites of hazardous materials including former gas stations and laundries, develop appropriate mitigation strategies, and create a funding source for redeveloping the sites for market uses.

Tacoma-Pierce County Health Department
Tacoma Community/Economic Dvpmt
Tacoma Public Works Department
EPA

sites identified and analyzed
% known sites inventoried
@ mitigation methods/programs defined
time pre-programmed for site resolutions
\$ funded to offset mitigation costs



Rain gardens

Nearly 70% of the pollution in surface waters gets there through stormwater runoff, according to studies by the Environmental Protection Agency. And 50% of that pollution is chemical pollution from products used for yard care and household activities and from yard waste.

A rain garden is a shallow depression that is planted with deep-rooted native plants and grasses and positioned near a runoff source like a downspout, driveway or sump pump to capture rainwater runoff and stop the water from reaching the sewer system.

A rain garden will:

- help reduce pollution in lakes, rivers and streams
- help recharge groundwater
- keep rainwater on property where it naturally belongs
- create native habitat for wildlife and butterflies
- beautify the landscape

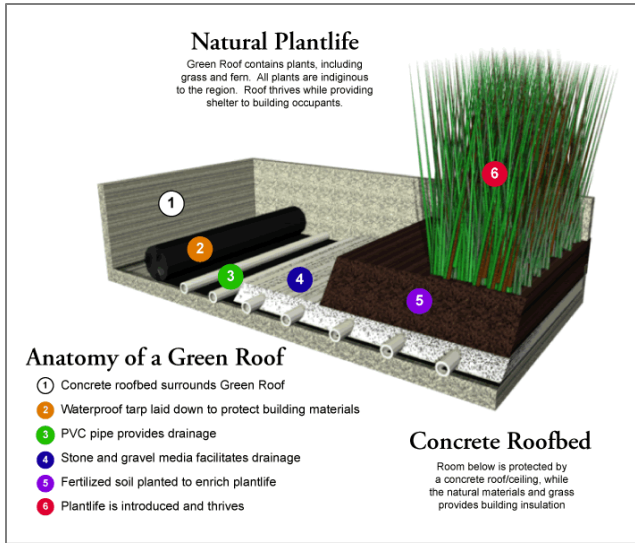
A rain garden can mimic the natural absorption and pollutant removal activities of a forest, or a meadow or a prairie and can absorb runoff more efficiently, sometimes as much as 30% - 40% more than a standard lawn. Capturing rainwater in a rain garden, holding the water for a short time and then slowly releasing it into the soil can reduce the rush of a large storm - quickly, neatly and naturally.

Because rain gardens are dug 4" to 8" deep, and in some cases 1' - 2' deep, they hold larger quantities of rainwater making their overall construction more cost efficient than other green alternatives. Rain gardens also need less technical experience to install and can be installed without permits or heavy equipment.

Rain gardens are one very good option that helps to lower the impact of impervious surfaces and polluted runoff because they are low-tech, inexpensive, sustainable and esthetically beautiful.

<http://www.raingardennetwork.com/>





Green roofs/walls

Stormwater management - green roofing systems have been shown to retain 60-100% of the rainfall they receive. Stormwater retention relieves excess volume from overburdened sewer systems and filters stormwater pollutants. By replacing the footprint of vegetation that was removed by buildings and associated impermeable pavement surfaces, green roofs mitigate the impacts of stormwater runoff from urban development.

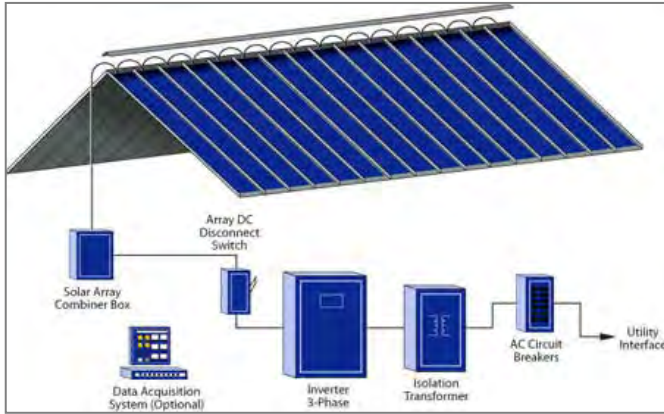
Reduce energy costs - green roofs provide the ecologically and economically important benefit of rooftop insulation to reduce the amount of energy used for building air conditioning. Green roofing acts as a barrier to thermal transfer of the sun's energy through the roof. Plants re-circulate water from the root zone, cooling the air above the roof and absorb or deflect incoming solar radiation.

Reduced urban heat island effect - cities can be up to 5-7° C hotter than their surrounding rural areas. Living green roofs help mitigate this effect by cooling the air over congested urban environments.

Improved air quality - tests show that increased urban vegetation habitats helps reduce atmospheric pollutants and the levels of CO, NO2, O3, PM10, SO2.

Green walls - the benefits of green walls are similar to green roofs in that green walls covered in vegetation can be 25% cooler than regular buildings walls in summer, remove air pollutants, and look great.

www.xeroflor.ca/types-and-systems/green-roof-types.html



Solar applications

Solar panels work by harnessing the energy of the sun, converting it into energy that can be stored and used by humans. The type of solar panel known as a solar thermal collector works by absorbing the energy into a liquid medium, such as water, to later use as heat energy. The type of solar panel known as a photovoltaic module converts this energy into electricity, which can then be stored in battery bays to be used at a later date.

Most commonly, solar roof panels are of the solar thermal collector variety. Many buildings will line their roofs with hot water panels to collect heat energy. These panels contain a liquid which runs through pipes that are attached to an absorber panel. This absorber panel will be coated with a deep black coloring, to help it absorb as much sunlight as is possible. The sunlight strikes this panel, and heats it up, in turn heating up the liquid, which can then be pumped elsewhere for use.

For home applications, solar roof panels may be used to provide hot water for showers, laundry, and sinks, or may be used as part of a forced-water heating system to heat the entire building.



Transportation - pedestrian

34: Walkways and sidewalks

Improve and complete key connections on 11th, 15th, 19th, 25th Avenues, and MLK from the neighborhoods to the west and MLK, and from MLK to the downtown, UW Tacoma, Thea Foss Waterway, and other major walking destinations including a Safe Routes to School program.

Tacoma Public Works Department
Tacoma Traffic Engineering
UW Tacoma
Metro Parks
Thea Foss Public Development Authority
Port of Tacoma
Sound Transit
Pierce Transit

% of MLK streets with at least 1 sidewalk
% of MLK street lane miles with at least 1 sidewalk
% of all MLK residents that walk to work
% of all MLK residents that walk to transit
of pedestrians on major walkways during peak commuting times
of pedestrians on major walkways during peak retail hours

35: Crosswalks

Install special paving materials, flashing light crossing strips, pedestrian activated signals, median and curb extensions to improve pedestrian safety, increase visibility, and calm traffic at major intersections on MLK and Yakima Avenue.

Tacoma Public Works Department
Tacoma Traffic Engineering
Sound Transit
Pierce Transit

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

36: Trails

Link MLK walkways to the Prairie Line Trail to UW Tacoma and Thea Foss Waterway.

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

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

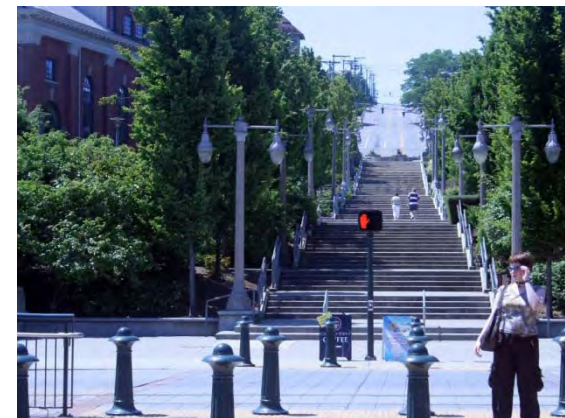


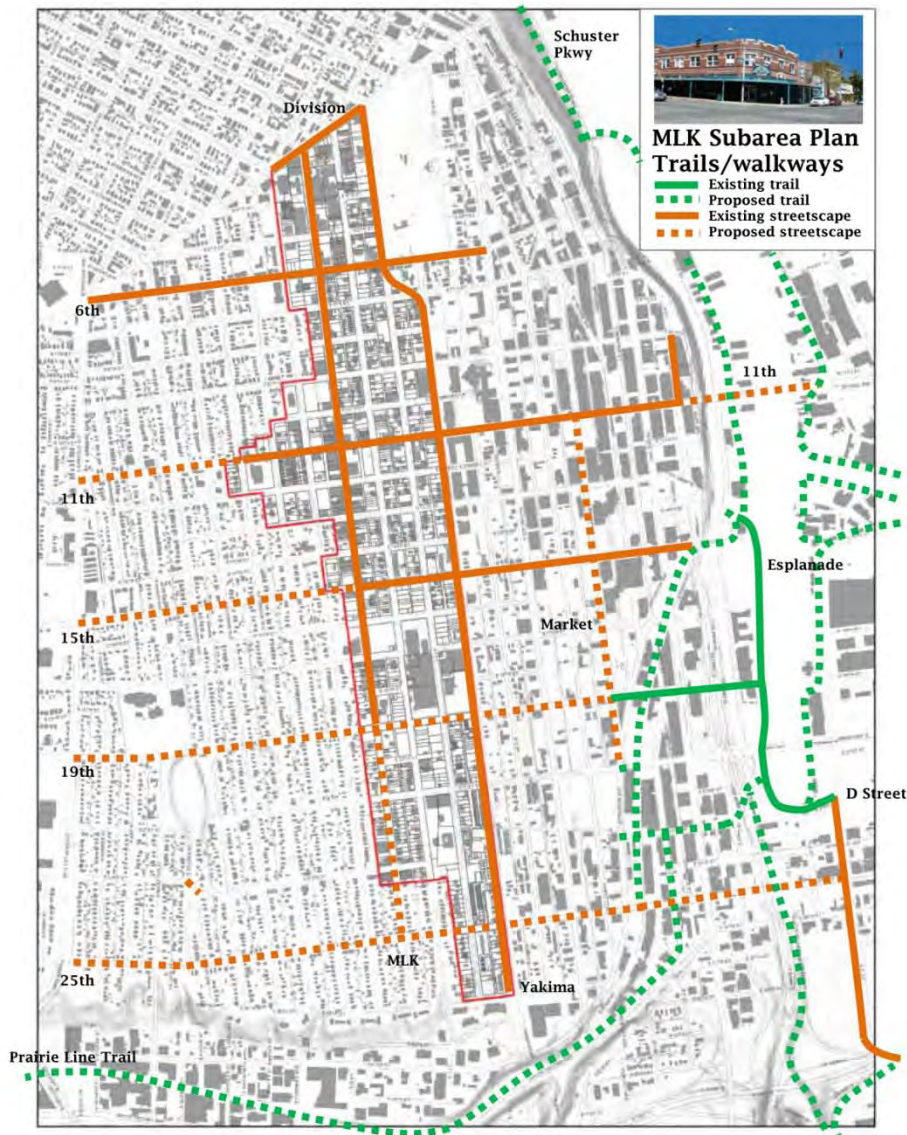
Hillclimbs

Walkways and sidewalks on steep hills and grades can be turned into accessible and visually interesting streetscape parks where the grades are accessed by stairs and hillclimbs that provide resting areas, viewpoints, artworks, landscaping, and even frontage shops and restaurants.

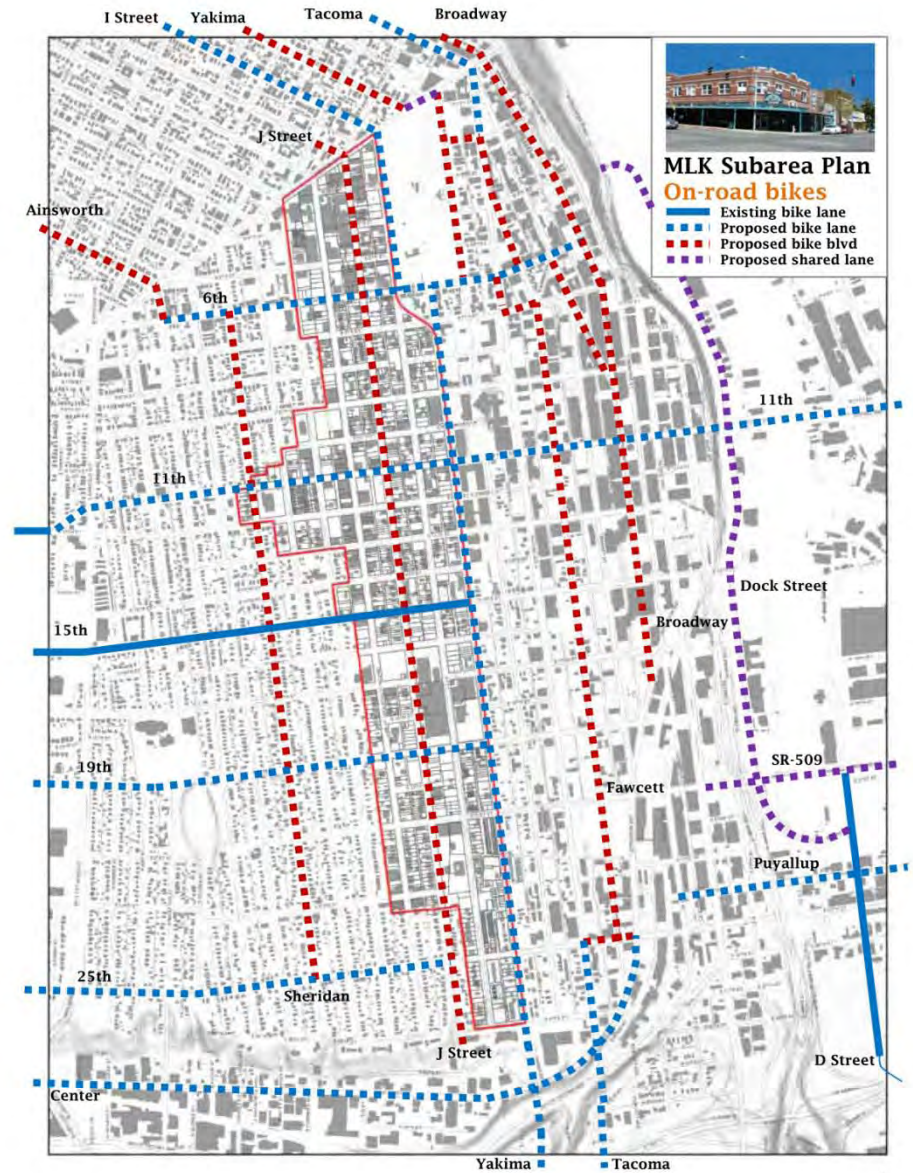
Hillclimbs can be developed within the building space proper or by converting or expanding the walkways within existing rights-of-way, or by expanding the right-of-way to include hillclimbs and vehicular traffic lanes, or by converting the entire corridor into a pedestrian oriented hillclimb and public assembly space.

The examples shown include harbor steps in downtown Seattle, the back access steps to Pike Place Market, and Pike Street Hillclimb adjacent to the market, as well as the grand stairs in UW Tacoma.





1
MLK Subarea Plan



1
MLK Subarea Plan



Bicycles - Portland's Yellow Bike Project

Bicycles are being used more frequently for commuting as well as recreational pursuits by residents of urban areas. Portland, for example, has the highest rate of bicycle commuting to work of any major American city with 4.2% of workers commuting to work by bicycle in 2006.

Portland's reputation as a bike-friendly city was enhanced by *The Yellow Bike Project*, a 1994 civic engagement action that donated bikes - repaired by at-risk-youth served by the Portland based Community Cycling Center - bright yellow, and deploying them for free use around Portland.

The project was one of the first community bicycle programs in the United States. The Community Cycling Center, which helped to operate the Yellow Bike Project, has since developed its Create-a-Commuter program, which provides 375 free bicycles per year to individuals.

Portland is developing a network of bicycle boulevards to make cycling easier and safer. The east side of Portland is particularly well-suited for this technique due to its consistent grid of north/south and east/west streets. The boulevards are defined with a combination of street markings, signs, and better signals for crossing busy intersections.

In addition, the city has painted sections of hazardous bike lanes blue, in order to try to prevent car-bike crashes. More recently, the city has installed experimental bike boxes that allow bicyclists to wait ahead of motorized traffic at red lights.

Overall, bicycle use in Portland has been growing rapidly, having nearly tripled since 2001. Bicycle traffic on four of the Willamette River bridges has increased from 2,855 before 1992 to over 16,000 in 2008, partly due to improved facilities.

Pedicabs - Portland Pedicab, and PDX Pedicab, operate pedicabs in the downtown area. Portland Pedicabs operated 35 pedicabs, and PDX operated 8 pedicabs in 2008. Pedicabs offer safe, fun, and environmental transportation. Pedicabs are also used for special events and weddings. Weddingpedicab.com offers bridal wedding pedicab service in Portland. Pedicabs also collaborate with local public agencies such as the Portland office of Transportation, the Portland Old Town Arts & Culture Foundation, and the Old Town Chinatown Neighborhood Association to provide pedicab-led audio tours.



Transportation - bicycle

37: Bikeway network

<p>Institute the bike lanes on 6th, 11th, 19th, and 25th Avenues, I Street and Yakima Avenue, and bike boulevard on J Street to complete key connections to MLK business district, schools, parks, and other major commuter and recreational destinations as well as with the downtown and larger city system.</p>	<p>Tacoma Public Works Department Tacoma Traffic Engineering Bicycle & Pedestrian Action Committee Tacoma Wheelmen Bicycle Club Transportation Choices Coalition Coalition for Active Transportation Downtown on the Go</p>	<p>% of all MLK residents that ride bikes to work % of all MLK school students that ride bikes to school # of bike riders on major roads and trails % reduction of vehicle use % reduction in bike accident rate</p>
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Transportation - vehicle

38: Street maintenance

<p>Create a financing strategy with which to maintain life cycle pavement conditions on MLK streets and roads.</p>	<p>Tacoma City Council Tacoma Public Works Department Tacoma Traffic Engineering Pierce Transit</p>	<p>@ funding strategy resolved and approved by Council and/or voters # complaints pavement or pot holes per year # street miles pavement overlaid per year % street pavement life cycle met % all street pavement rated as good or better % public indicating success</p>
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39: MLK retail/pedestrian/transit

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

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

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

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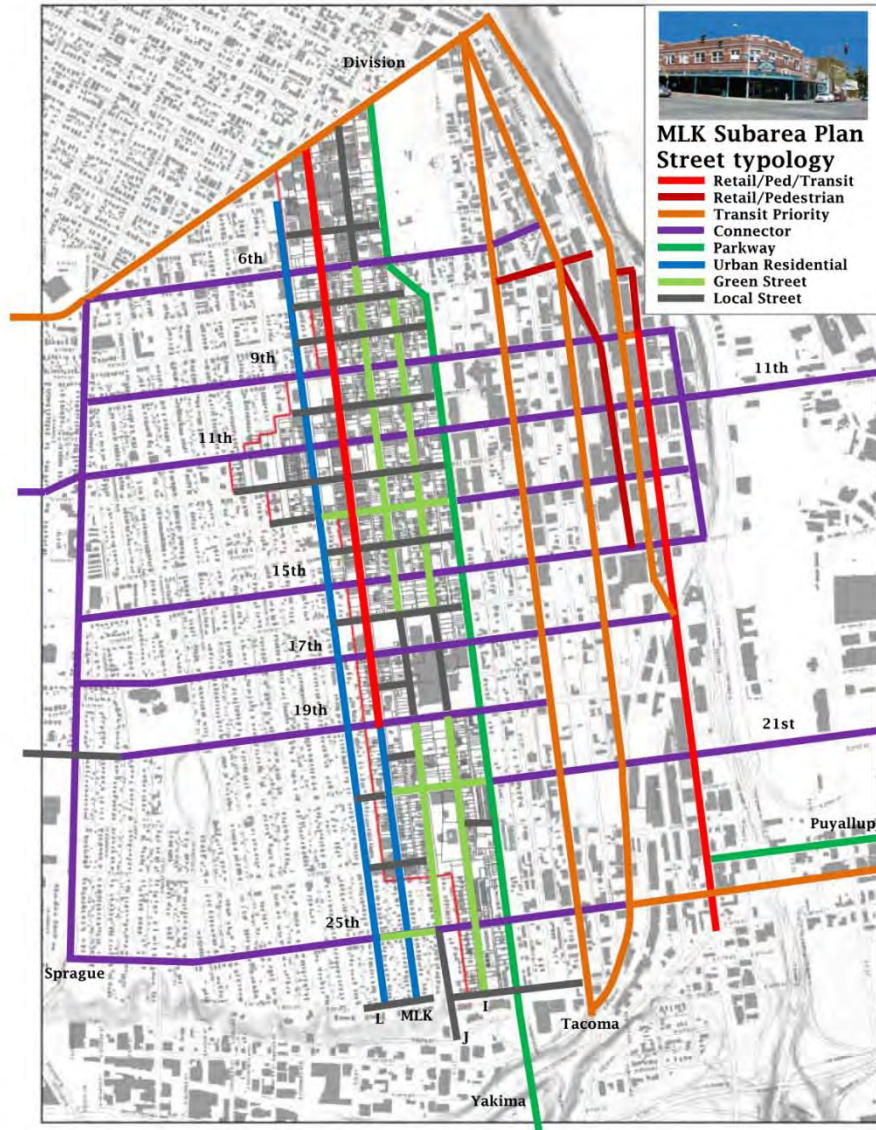
43: Green streets

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

44: Streetcar (LINK)

Re-install historical streetcar (or LINK) service on MLK from Division Street south to 25th in shared lanes with vehicles or in a dedicated median lane with stops at Multicare Health System, Peoples Park, the Business District, Peoples Community Center, St Joseph's, and 25th Street.	Tacoma Public Works Department Tacoma Traffic Engineering Tacoma Streetcar Sound Transit Pierce Transit Transportation Choices Coalition Hilltop Downtown Business Association Multicare Health System Franciscan Health System	@ streetcar/LINK service initiated % streetcar/LINK operating funds provided by non-city sources % streetcar/LINK cost recovered from fares # streetcar/LINK riders per year # streetcar/LINK riders during peak events % businesses indicate streetcar/LINK success % MLK residents indicate streetcar/LINK success
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MLK Subarea Plan

Urban residential streets

Urban residential streets support enhanced pedestrian amenities, shared or separated bicycle lanes, landscaping, and street trees including an option for a “sustainable street” (see Green Streets).

Urban residential street rights-of-way vary between 70 and 80 feet with ample space for street trees and ground cover plantings, on-street parking aisles on one or both sides, crosswalk curb extensions, and sidewalks at the ROW edge.

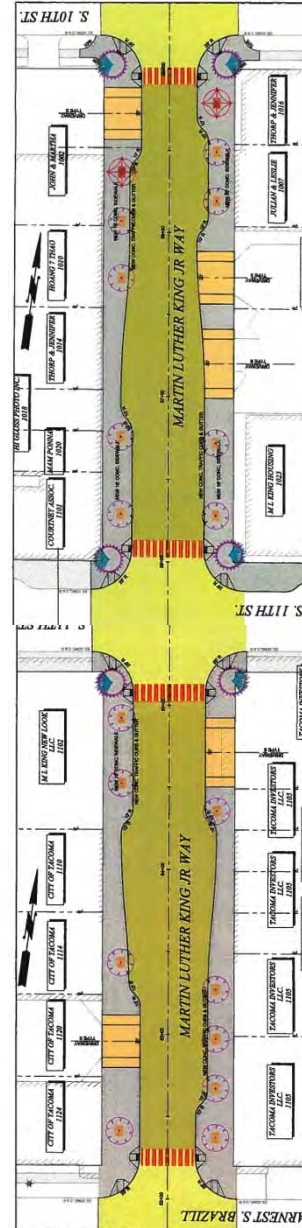
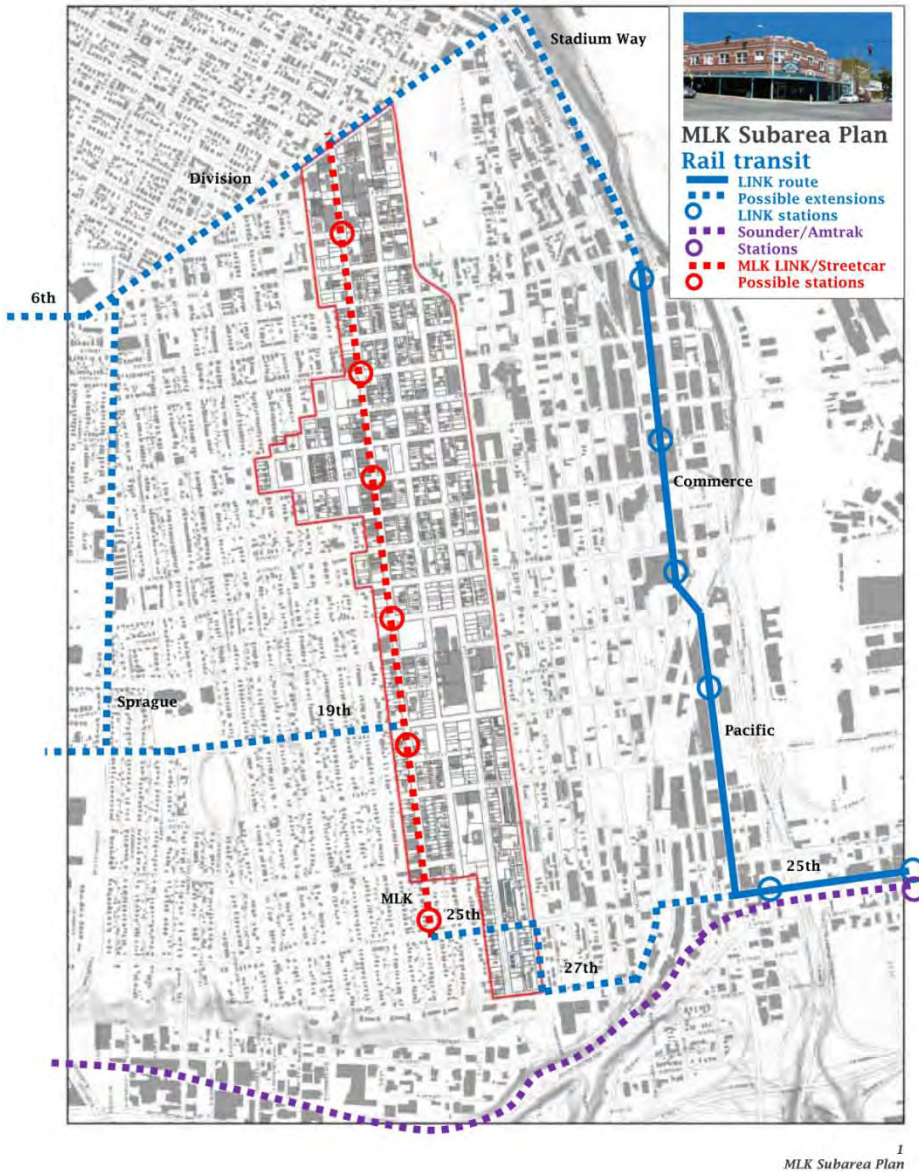
Green streets

Green streets showcase innovative ‘street greening’ strategies such as stormwater detention and on-street bio-filtration. Street rights-of-way vary between 70 and 100 feet with ample space for on-street bio-filtration channels, street trees and ground cover plantings, on-street parking aisles, crosswalk curb extensions, and sidewalks or pathways at the ROW edge.



Urban residential street

Green street



Tacoma Streetcar

In the early 1900s, streetcars boosted development in Tacoma business districts such as Fern Hill, Proctor, Stadium, and “K” Street. These neighborhoods grew and flourished because of their streetcar lines, bringing in commerce, a larger labor force and new residents.

Today, streetcars reinforce the historic character of older neighborhoods and spark growth for the revitalization of pedestrian oriented mixed use developments.

Tacoma Public Works recently completed an analysis of potential designs for re-introducing streetcar service on MLK where the streetcars would share outer parking lanes for pull-off stops (see plan to the left for Brazil to 10th Street).

The reintroduction of streetcar (or LINK light rail) is physically feasible (and desirable) on MLK if a method of financing construction can be resolved.



45: LINK

<p>Expand LINK light rail service to MLK on the north from Stadium Way and Division, or the south from 27th-25th to create a shuttle loop service with the Sound Transit and Amtrak connections at Freighthouse Square in the Dome District, and from MLK to UW Tacoma, Thea Foss Waterway, and downtown.</p>	<p>Tacoma Public Works Department Tacoma Traffic Engineering Tacoma Streetcar Sound Transit Pierce Transit Amtrak Transportation Choices Coalition Hilltop Downtown Business Association Multicare Health System Franciscan Health System</p>	<p># riders on LINK from MLK % rider increase due to LINK extension # time reduced on headway thorough MLK corridor % public indicating use of LINK over vehicles due to route extensiuon % new residents indicating sought to live in MLK due to LINK service</p>
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46: Pierce Transit

<p>Retain and expand Pierce Transit’s schedules and stops to include hours that support MLK employees and residents, particularly at Multicare Health System and St Joseph Hospitals, Community HealthCare, MLK business district, and to UW Tacoma and the downtown.</p>	<p>Pierce Transit Tacoma Streetcar Sound Transit Transportation Choices Coalition Hilltop Downtown Business Association Multicare Health System Franciscan Health System</p>	<p># riders on Pierce Transit before/after % rider increase due to schedule expansion % public indicating use of transit over vehicles due to schedule improvements % employees using Pierce Transit % employee indicating improvement success % MLK residents indicating improvement success</p>
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Governance – development regulations

47: View corridors

<p>Identify public view corridors in MLK and create appropriate view protection measures to preserve and protect them.</p>	<p>Tacoma City Council Tacoma Community/Economic Dvpmt Tacoma Planning Commission Hilltop Downtown Business Association Central Neighborhood Council New Tacoma Neighborhood Council</p>	<p>% of MLK surveyed and mapped viewsapes @ viewscape maps developed as part of city GIS system @ view overlay zones and ordinances adopted by Council % residents indicate success of view preservation efforts % developers indicate success of view preservation efforts</p>
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48: Ground floor retail requirements

<p>Designate mixed use ground floor retail requirements to reflect market capacity and desired concentrated retail corridor locations on MLK in the business district and adjacent to Multicare Health System and St Joseph Hospitals.</p>	<p>Tacoma City Council Tacoma Community/Economic Dvpmt Tacoma Planning Commission Tacoma Housing Authority/PDA Hilltop Downtown Business Association Multicare Health System Franciscan Health System</p>	<p>% MLK market capacity allocated to ground floor retail # square footage developed in ground floor retail in required street frontages % vacancy/utilization rate of ground floor retail</p>
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Form-based design - mixed use

Flex Block is a vertical mixed-use building typically of a single massing element, designed for occupancy by retail, service, or office uses on the ground floor, with upper floors configured for retail, service, office, and/or residential uses. Second floor units may be directly accessed from the street through a stair. Upper floors are accessed through a street level lobby.

This building type is typically found in town centers and neighborhood main streets. The building can be owned by one entity, or divided into several individually owned commercial and residential condos.

Flex Block is a proposed building form for the retail street frontages of the MLK corridor. Shown are examples of mixed use developments around Puget Sound



49: Design standards

<p>Illustrate building and street-level design objectives using examples to indicate public quality objectives within a flexible procedure that recognizes innovation.</p>	<p>Tacoma City Council Tacoma Community/Economic Dvpmt Tacoma Planning Commission Hilltop Downtown Business Association Central Neighborhood Council New Tacoma Neighborhood Council</p>	<p>@ design standards updated to include illustrations and form-based examples % developers rating standards to be understandable and fair % staff/Commission rating standards effective # variances sought since standards update</p>
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Urban development - catalytic projects

50: Hospital master plans

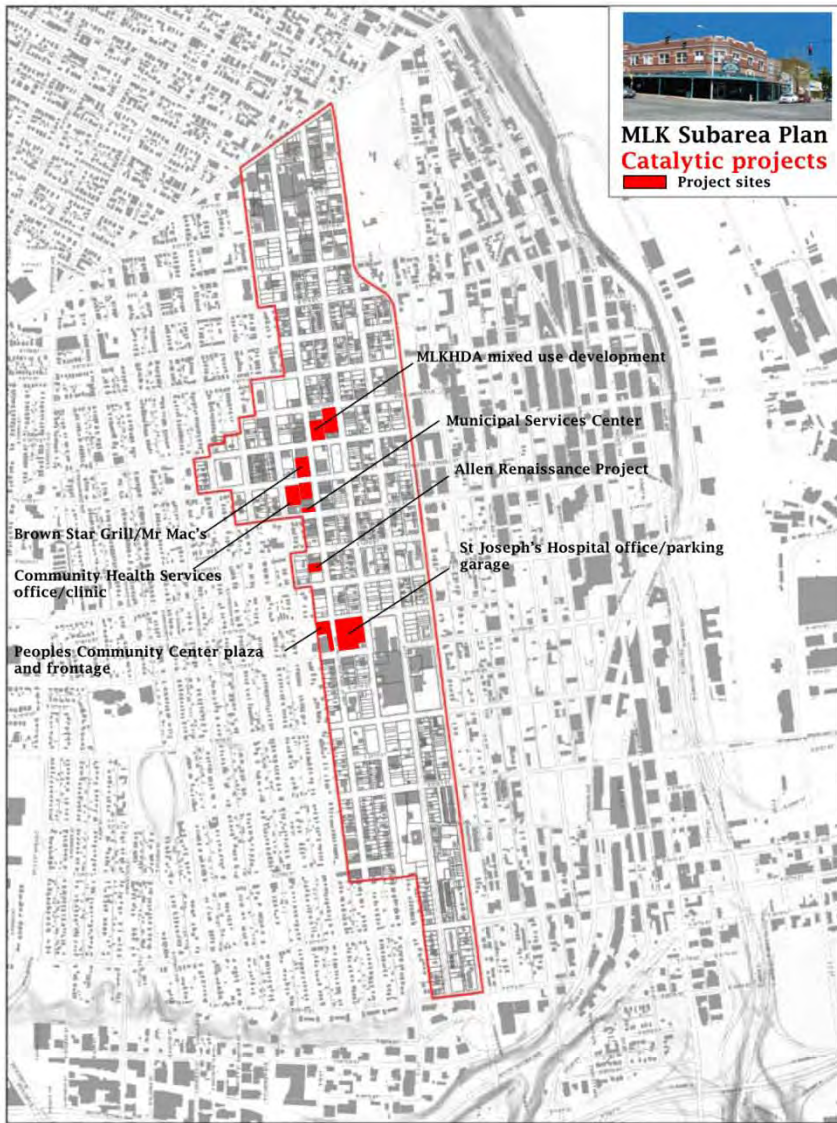
<p>Resolve development agreements with Multicare Health System and St Joseph Hospitals concerning long range building requirements, property ownerships, development boundaries, transitions with adjacent neighborhood buildings and uses, ground floor pedestrian-oriented activities, public access corridors and spaces within and between the hospital campuses and adjacent MLK neighborhoods.</p>	<p>Tacoma City Council Tacoma Community/Economic Dvpmt Tacoma Planning Commission Multicare Health System Franciscan Health System Hilltop Downtown Business Association Central Neighborhood Council New Tacoma Neighborhood Council</p>	<p>@ date hospital master planning process initiated % adjacent property and business owners participating in planning # catalytic projects identified - that are accomplished % property, business, residents indicating plan priorities have been accomplished annually and within 5 years</p>
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51: Browne’s Star Grill/Mister Mac’s

<p>Retain as much of the historical buildings as possible and redevelop the remaining city property for mixed use including ground floor retail with upper floor office and residential.</p>	<p>Tacoma City Council Tacoma Community/Economic Dvpmt Tacoma Housing Authority/PDA Tacoma Historic Preservation Office Tacoma Private Capital Division Landmarks Preservation Commission Historic Tacoma Tacoma Historical Society Tacoma Planning Commission Hilltop Downtown Business Association</p>	<p>@ date Council adopts development criteria @ date city initiates competitive RFP # quality developers recruited from RFP @ date Council selects proposal and developer team % adjacent property/business owners indicating project is successful % public indicating project is successful</p>
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52: Municipal Service Center

<p>Redevelop the city property housing the post office and municipal services center at MLK and 13th for mixed use including ground floor retail with upper floor residential.</p>	<p>Tacoma City Council Tacoma Community/Economic Dvpmt Tacoma Private Capital Division Tacoma Planning Commission Tacoma Housing Authority/PDA Hilltop Downtown Business Association</p>	<p>@ date Council adopts development criteria @ date city initiates competitive RFP # quality developers recruited from RFP @ date Council selects proposal and developer team % adjacent property/business owners indicating project is successful % public indicating process is successful</p>
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1
MLK Subarea Plan



Catalytic projects

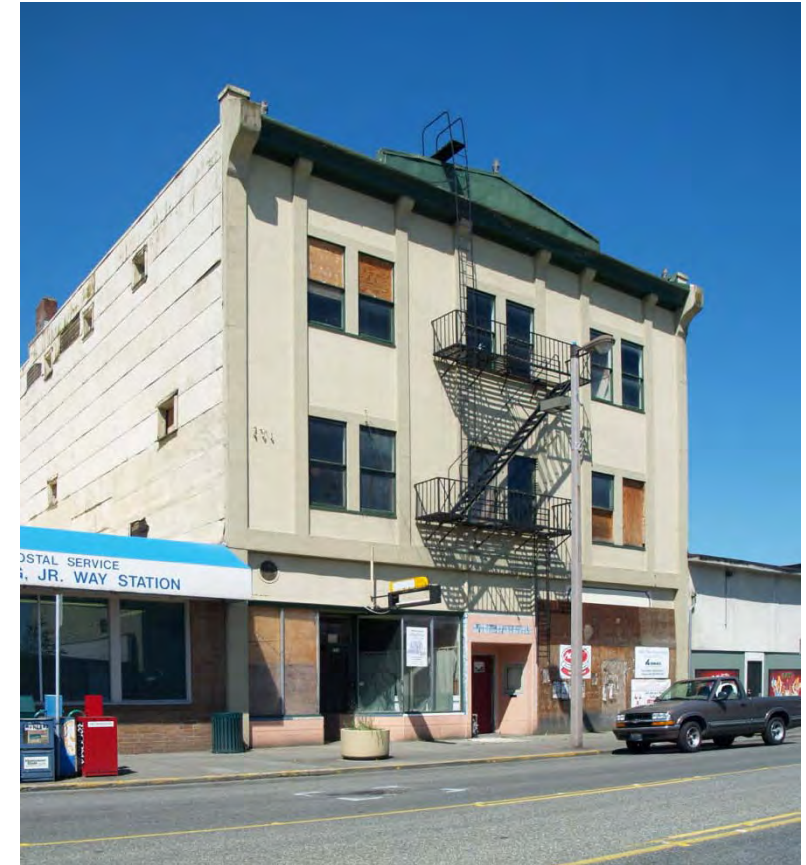
Catalytic or “kick-start” actions stimulate an area’s revitalization effort by initiating and accomplishing a strategic objective or goal. A catalytic action may be immediate but low cost, like the design and installation of a gateway and wayfinding system, or even a volunteer effort like removing unnecessary and unsightly boarded up windows on a building storefront, or a process like resolving a master plan for a major or contentious facility like a hospital.

Catalytic projects achieve a similar “kick-start” affect by initiating the redevelopment of key vacant or underutilized property, or restarting the process on a stalled or overdue project like the vacant MLK Housing Development Association’s properties at the corner of MLK and 11th, the 100% retail corner of the MLK corridor.



Hospital Master Plans
Multicare Health Systems (Tacoma General and Mary Bridge Children’s Hospitals) - campus (on left) frames the north end of MLK abutting Wright Park, Division Street, and 6th Avenues.
Franciscan Health Systems (St Joseph Hospital) - campus (above) defines the south central end of MLK abutting Yakima Avenue, 16th and 19th Avenues, and MLK.

Both sites have sufficient capacity to meet all of Multicare’s and Franciscan’s long range requirements provided hospital campus plans can create functional building components, sufficient on-campus parking, and appropriate transitions with the adjacent neighborhoods.



Catalytic projects

Browne's Star Grill - a city-owned property that includes the adjacent beauty salon, Browne's Star Grill, vacant parking lot, and Mister Mac's are located on MLK adjacent the 100% retail corner of MLK and 11th (photo above left). The properties are key to revitalization of the business district and need to be restored/redeveloped to provide ground floor retail with upper floor office and housing activities to regenerate street front activities.

Allen Renaissance Center - a nonprofit spinoff from Allen AME Church, owns the former Valhalla Hall located on MLK between 13th and 14th Streets (photo above right). The building is to be retrofit to provide a coffee shop and restaurant on the ground floor with a performing theater and math/science lab on the upper floors. The property adjoins the city-owned parcels that house the post office and municipal service centers - which are also prime redevelopment opportunities.

53: MLKHDA

Support the redevelopment of the vacant properties on MLK and J Street at 11th Avenue for mixed use with ground floor retail and upper floor office and housing activities.	MLK Housing Development Association Tacoma Housing Authority/PDA Tacoma Community/Economic Dvpmt Tacoma Private Capital Division Tacoma Planning Commission Hilltop Downtown Business Association	@ date MLKHDA adopts development criteria @ date MLKHDA initiates competitive RFP # quality developers recruited from RFP @ date MLKHDA selects proposal and developer team % adjacent property/business owners indicating project is successful % public indicating process is successful
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54: Allen Renaissance Center

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

Promote the redevelopment of underutilized parking lots, vacant lands, or underused buildings for new mixed use development projects providing ground floor retail and upper floor office and housing activities.	Private property owners Tacoma Community/Economic Dvpmt Tacoma Private Capital Division Tacoma Housing Authority/PDA Tacoma Planning Commission Hilltop Downtown Business Association	@ date property owner/city adopts development criteria @ date city/owner initiates competitive RFP # quality developers recruited from RFP @ date Council selects proposal and developer team % adjacent property/business owners indicating project is successful % public indicating process is successful
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Governance - implementation

56: NGO participation

Integrate nongovernmental organizations (NGOs) such as the Hilltop Business District Association, Central Neighborhood Council, Hilltop Action Coalition, and others into the implementation of MLK subarea plan actions and strategies.	Hilltop Business District Association Central Neighborhood Council New Tacoma Neighborhood Council Hilltop Action Coalition Associated Ministries Black Collective Hilltop Action Coalition Tacoma Ministerial Alliance	% organizations who feel city government is giving good service % organizations who feel city government is listening to them and keeping them involved % organizations involved in policy development and implementation % organizations indicating involvement successful and satisfying
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Governance – communications

57: Communication

Establish effective MLK public information and feedback methods including websites, blogs, Facebook, Twitter, and other social media outreach.	Hilltop Business District Association Central Neighborhood Council New Tacoma Neighborhood Council Hilltop Action Coalition	# webpage hits on city, MLK business sites # email addresses in notification lists # comments on MLK blog, Facebook, and Twitter accounts % residents connected to MLK by social media % residents who feel that MLK listens to them, keeps them informed, and seeks their involvement
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58: Access

Conduct frequent town halls, public open houses, and other events at locations in MLK to encourage public access and facilitate dialogue on policies, programs, projects, and budgets.	Hilltop Business District Association Central Neighborhood Council New Tacoma Neighborhood Council Hilltop Action Coalition	# outreach events per year # persons participating in outreach events # persons on outreach contact lists % eligible voters who participated in last general election
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59: Strategy development

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

Conduct annual State of MLK program, project, and budget assessments including public, customer, and business surveys to determine the effectiveness, performance, and priority of subarea plan actions.	Tacoma Community/Economic Dvpmt Tacoma Private Capital Division Hilltop Business District Association Central Neighborhood Council New Tacoma Neighborhood Council Hilltop Action Coalition	% businesses satisfied with Subarea Plan results % public satisfied with Subarea Plan results % youth satisfied with Subarea Plan results % of Council satisfied with Subarea Plan results
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