



AGENDA

MEETING: Regular Meeting

TIME: Wednesday, February 18, 2015, 4:00 p.m.

LOCATION: Room 16, Tacoma Municipal Building North
733 Market Street, Tacoma, WA 98402

A. Call to Order

B. Quorum Call

C. Approval of Minutes – Regular Meeting and Retreat of February 4, 2015

D. Discussion Items

1. LID Code Update and Public Works Design Manual Update

Review the status of the Low Impact Development (LID) code update and the City of Tacoma Design Manual update.

(See "Agenda Item D-1"; Merita Trohimovich, 502-2103, mpollard@cityoftacoma.org)

2. Code and Plan Cleanup (Annual Amendment #2015-10)

Review the scope of the proposed minor amendments to the Land Use Regulatory Code and the Comprehensive Plan.

(See "Agenda Item D-2"; Allison Barker, 591-5145, abarker@cityoftacoma.org)

E. Communication Items & Other Business

- (1) Tacoma's Citywide Strategic Plan and Vision – Tacoma 2025, January 2015 (See "Agenda Item E-1")
- (2) Billboards Community Working Group Report, February 2015 (See "Agenda Item E-2")
- (3) Infrastructure, Planning and Sustainability Committee meeting, February 25, 2015, 4:30 p.m., Room 16; agenda includes: Transportation Master Plan, and Commercial Yard/Food Waste Rates.
- (4) Planning Commission Meeting, March 4, 2015, 4:00 p.m., Room 16; agenda includes 2015 GMA Update and related issues.

F. Adjournment





MINUTES (Draft)

TIME: Wednesday, February 4, 2015, 4:00 p.m.
PLACE: Room 16, Tacoma Municipal Building North
733 Market Street, Tacoma, WA 98402
PRESENT: Chris Beale (Chair), Benjamin Fields, Sean Gaffney, Anna Petersen, Stephen Wamback
ABSENT: Scott Winship (Vice-Chair), Donald Erickson, Meredith Neal, Erle Thompson

A. CALL TO ORDER

Chair Beale called the regular meeting and retreat to order at 4:10 p.m.

B. QUORUM CALL

A quorum was declared.

C. APPROVAL OF MINUTES

The minutes of the regular meeting on January 21, 2015 were reviewed. Chair Beale noted that on page 3, the 7th bullet point statement should have been regarding traffic impact fees and not simply traffic impact. The minutes were approved as amended.

D. RETREAT DISCUSSION ITEMS

1. 2015 GMA Update and Comprehensive Plan

Stephen Atkinson, Planning Services Division, and two consultants from 3 Square Blocks, Deborah Munkberg and Marcia Wagoner, provided an overview and facilitated the Commission's discussion of the "Tacoma 2040 – Comprehensive Plan Update" effort.

Ms. Munkberg reviewed the goals and planning framework for the Comprehensive Plan Update, as set forth in the State Growth Management Act (GMA), the Puget Sound Regional Council's (PSRC) Vision 2040 and the Pierce County Countywide Planning Policies. She indicated that the project will be coordinating with some of the ongoing planning initiatives such as the Tacoma 2025 Strategic Plan, the Transportation Master Plan, the Mixed-Use Centers Review, and the Environmental Action Strategy. Ms. Munkberg stated that the project will also streamline and simplify the Comprehensive Plan by removing policies that were redundant, improving clarity, and utilizing color and formatting to make it more functional for the Commission, more relatable for other city departments and more user friendly for the public. Regarding the project schedule, Ms. Munkberg commented that they plan to start immediately and hopefully complete by the end of 2015, and will seek the Commission's feedback along the way.

Mr. Atkinson discussed the preliminary structure for the revised Comprehensive Plan, which would include three sets of documents, i.e., (1) the core policy elements that are most in alignment with GMA and Vision 2040; (2) the stand alone elements such as the Shoreline Master Program and various subarea plans; and (3) related plans that are not part of the Comprehensive Plan but still support its goals and policies, such as Utilities System Plans and the Urban Forest Manual. Mr. Atkinson also displayed a chart illustrating how some of the current elements of the Comprehensive Plan would be updated, consolidated, combined and transformed into the proposed core policy elements.

Ms. Munkberg reviewed the approach for policy development. She indicated that for each of the plan elements staff will conduct data review, policy audits and assessment of preliminary policy issues and priorities, and subsequently present draft goals and policies for the Commission's review and feedback. Goals would describe desired outcomes and provide broad direction, while policies would support goals and provide guidance for steps to achieve goals. Ms. Munkberg emphasized that key features for goals and policies would include being measurable, allowing options for future implementation, and avoiding regulatory language.

Concerning the Public Engagement aspect of the project, Ms. Wagoner discussed methods starting with community workshops and larger public meetings hosted in each of the five Council districts with interactive exercises to begin explaining the Comprehensive Plan update. The ending workshop would be a community-wide event to help people understand and provide feedback on the proposed changes. Ms. Wagoner proposed having a speaker's bureau in between meetings to speak with smaller groups throughout the city. She also suggested establishing a Boards and Commissions Forum involving certain Council-appointed citizen groups to gather further insight on what their views would be on the update.

Commissioners brought up some concerns and suggestions, such as: concerning the pairing down of elements and the removing of specific elements and grouping them into innocuous terms like "Urban Form", there needs to be consideration on whether it would be best to keep elements like Downtown and Neighborhoods as standalone elements; consider more integration of transportation and housing issues into both the Urban Form and the Design & Development elements; consider hosting the community workshops in Neighborhood Council districts instead of City Council districts, as neighborhood council meetings are typically well attended and would be a good place to introduce the topic; and it is important to make it clear to the public that this is a review and update, not an undoing of the work that has been done.

2. Transportation Master Plan

Joshua Diekmann and Jennifer Kammerzell, Public Works Department, provided information relating to the Transportation Master Plan (TMP). They acknowledged that Justin Leighton and Jane Moore, Co-Chairs of the Transportation Commission, were present.

Mr. Diekmann, in response to the Commission's concerns raised at the previous meeting on January 21, provided clarification on the project timeline for the TMP. He indicated that the draft goals and policies reviewed by the Planning Commission on January 21 are still under review by the Transportation Commission, and that the Transportation Commission is scheduled to receive the first draft TMP in mid-February, release it for public review in March, review public comments in early April, and forward the TMP to the Planning Commission in mid-April for consideration as part of the amendments to the Comprehensive Plan. He noted that the public outreach efforts during March-April will be coordinated with those for the Comprehensive Plan update.

Ms. Kammerzell discussed the relationship between the Transportation Commission and the Planning Commission. She indicated that both Commissions had commented on a lack of clarity on how they relate to each other and what their specific roles and responsibilities include. She presented a Venn diagram highlighting the respective responsibilities of the Commissions, with items such as the TMP and the 6-Year Transportation Improvement Program in the overlapping area, where both groups had a stake in participation and both of the examples related to the implementation of the Comprehensive Plan. Ms. Kammerzell suggested that on both items the Transportation Commission could take the initial lead and then send its recommendations on to the Planning Commission or the City Council's Infrastructure, Planning and Sustainability Committee (IPS), which would carry it forward to the City Council for adoption. Meeting with the Co-Chairs from each Commission to examine the work plans and looking at opportunities for joint meetings was recommended as a next step.

Chair Beale commented that meeting with the Co-Chairs made sense as a next step. He noted that there had been some confusion, but he wasn't overly concerned about the crossover of roles and

responsibilities. Additional information on staff's upcoming discussion with IPS on February 25 was requested. Ms. Kammerzell responded that they would mainly be presenting the status of the TMP, but could also incorporate discussion on the roles of the Commissions.

3. Capital Facilities Program

Lihuang Wung, Planning Services Division, and Tadd Wille, Finance Department, provided information on the Capital Facilities Program (CFP) in response to some of the concerns raised by the Commission in October 2014, when reviewing the draft CFP for 2015-2020. Mr. Wung introduced Mark Lauzier, Assistant City Manager, who acknowledged the Commission's input and concerns on the CFP during the last biennial budget process, staff's effort to improve and streamline the process for preparing the CFP, and the expected outcomes of today's discussion.

Mr. Wung provided that the GMA requires that the capital facilities element of a comprehensive plan should contain an inventory of existing capital facilities owned by public entities, a forecast of the future needs, and proposed locations and capacities for all the future capital facilities. It must also have a six-year financing plan. He clarified that although the CFP is a six-year document, it represents a 20-year long-range plan to accommodate the projected growth.

Mr. Wille noted the difference between the CFP and the Capital Improvement Program (CIP), two closely related documents. . The CFP includes project descriptions, policy tie-in questions, prioritization criteria, and cost estimates, and is more of a wish list with some secured funding. The CIP includes funding sources, represents secured funding for projects, and focuses on the 2-year capital budget cycle. Mr. Wille reviewed the current process that leads to the CIP and CFP being approved and adopted over the course of a single year starting in May and running through December. He acknowledged that there are some issues about the current process as raised by the Commission, such as the limited time for review, the lack of criteria for selection and prioritization of projects, and the lack of in-depth analysis on how new projects are consistent with and advance relevant goals of the Comprehensive Plan.

Mr. Wille proposed an alternative process to be carried out in the next two years. In this recommended process, the Budget Office and PDS would work in 2015 to research best practices in development of the CFP document, develop a new system for gathering CFP project information, and work with the Planning Commission to develop prioritization criteria and guidelines. Starting in spring of 2016, staff would identify added and deleted projects and recommend prioritization of projects; in May-June, the Planning Commission would review projects based on approved prioritization criteria and guidelines and forward the draft CFP to the City Manager; in July-September, the Budget Office and the City Manager would validate the CFP for secured funding vs. unsecured, modify projects as appropriate, and create the CIP; in October-November, the updated CFP, the CIP and the proposed budget would be presented to the City Council for review and adoption, and the Planning Commission would be kept abreast of the Council's actions. Mr. Wille emphasized that this is only a proposed process and staff will work with the Planning Commission to fine-tune it, including developing a framework for analyzing adherence to the Comprehensive Plan, developing prioritization criteria, and reformatting the CFP to make it more user friendly.

The Commission concurred with the general approach. Chair Beale suggested an opportunity for public interest be included somewhere in the recommended process calendar. Mr. Wille recognized that public hearings would be necessary in the process. Commissioner Wamback suggested that if the Chair and the Budget Office were interested, the Commission could form a task force or small group to work with staff on the project. Chair Beale responded that he liked the concept, but they should wait until more Commission members are present before discussing it further. Mr. Wung provided that the formation and operation of a task force through a public meetings process may be challenging, given limited staffing resources; he suggested that staff could contact one or two commissioners and seek their advice as needed.

4. Planning Commission Responsibilities and Operating Procedures

Lihuang Wung, Planning Services Division, facilitated a discussion regarding TMC 13.02 and the Planning Commission's Bylaws to see if there were any opportunities to make changes. He suggested that they may wish to discuss changes to reflect what they might want to do with regard to the TMP and the CFP, and secondly to improve their operations and procedures. He suggested three potential changes to TMC 13.02: a simple majority of filled positions for a quorum, members abiding by code of ethics, and allowing each member to serve until a successor is appointed.

Commissioner Wamback suggested making a change that would allow a Commissioner to represent both a district and specialized position, allowing more at large positions. He also suggested no more than 3 Commissioners be allowed from any one Council District to ensure citywide representation. Discussion ensued. Mr. Wung commented that the language in 13.02 is the same as the Charter, which can't be changed for ten years, but could be expanded though it would present technical challenges. Commissioner Petersen commented that a member filling more than one position would create issues if that member were to resign.

Chair Beale asked if the third potential change, allowing each member to serve until appointment of a successor, could be expanded to allow a Commission Member to continue serving should they move outside of their current district. Mr. Wung responded that there could be issues with that as moving outside of the district would disqualify the member from that position. Commissioner Wamback noted that the Council has a provision allowing a member to serve out their term should redistricting move them outside of their current district and commented that the Planning Commission should have a similar provision.

On the topic of a potential change to the Commission's Bylaws, i.e., adding public comments to the agenda, Mr. Wung noted that the current Bylaws accommodate public comments at the discretion of the chair. Chair Beale clarified that his concept was to place it as a permanent fixture to the agenda with an option to move the comment period to earlier or later in the agenda. Discussion ensued on the length and nature of the proposed public comment period. Commissioner Wamback suggested an alternative approach where comments are limited to items relevant to the Commission, but not on the agenda. The Commission decided to continue the discussion at a later meeting.

5. Other Issues of Interest

Commissioner Wamback suggested that the Commission revisit whether or not they should ask questions of people providing testimony at public hearings. Chair Beale responded that his concern is that it would create an expectation that they could ask questions of the Commissioners. Brian Boudet Planning Services Division Manager, commented that while at Council's public hearings they will occasional direct questions from the public to staff for clarification, it carries the potential of turning into a debate. He noted that it remains the discretion of the Chair to allow questions.

E. COMMUNICATION ITEMS & OTHER BUSINES:

Mr. Boudet updated the Commission on the following items:

- a) The Billboards Community Work Group had completed its final meeting, was in the process of finalizing its report, and is scheduled to make a presentation to the Council study session on March 3, 2015.
- b) The City Council conducted a public hearing on February 3, 2015, regarding recreational marijuana regulations and received some testimony about buffering from churches and separation requirements. The Council did not indicate any intent to make any changes to the regulations as recommended by the Planning Commission.

- c) The Point Ruston annexation petition was another topic of discussion at the City Council meeting on February 3rd and would be a complicated process if it were to proceed.
- d) The City Council adopted the Strategic Plan – Tacoma 2025 on January 27, 2015.
- e) Sound Transit had been working with the City to put forward an application for a Small Starts grant for the Link Light Rail Extension, which had been included in the President's budget and forwarded to Congress.

Chair Beale noted the upcoming IPS meeting on February 11th and the Planning Commission meeting on February 18th.

Commissioner Fields encouraged Commissioners to attend the annual dinner of the Southwest Washington Chapter of the American Institute of Architects (AIA) on February 17, 2015, featuring Stephen Murakami, Tacoma Public Schools, discussing "A Vision for the Elementary Learning Environment."

F. ADJOURNMENT:

At 6:30 p.m., the meeting and retreat of the Planning Commission was concluded.



City of Tacoma
Planning and Development Services

**Agenda Item
D-1**

To: Planning Commission
From: Merita Trohimovich, Principal Engineer, Environmental Services
Subject: **LID Code Update and Public Works Design Manual**
Date of Meeting: February 18, 2015
Date of Memo: February 11, 2015

At the Planning Commission's meeting on February 18, 2015, City staff will be providing a status report on the Low Impact Development (LID) code update and the City of Tacoma Design Manual update.

The August 2013 National Pollutant Discharge Elimination System (NPDES) permit mandates that the City review all development codes and regulations to ensure that LID is the "commonly and most preferred method of stormwater management." Meeting the intent of the NPDES permit may require changes to a variety of documents including the Tacoma Municipal Code (TMC), Stormwater Management Manual (SWMM), Design Manual, and City of Tacoma standard drawings.

The NPDES permit requires that the code and regulatory changes are effective by June 30, 2015. However, due to the NPDES permit appeal and modification deadline this may be revised. The SWMM has been revised and submitted to the Washington State Department of Ecology (Ecology) for review. Revisions to TMC, Design Manual, and the standard drawings are in process.

The Design Manual provides guidance to City staff and private developers on the design and construction of infrastructure within the City's right-of-way. The Manual has not been updated since 2004 and is in need of revision. Updating the Manual will help to ensure the improvements made within the right-of-way meet the current City policies and standards.

If you have any questions, please contact Merita Trohimovich at (253) 502-2103, or at mpollard@cityoftacoma.org.

c: Peter Huffman, Director



City of Tacoma
Planning and Development Services

**Agenda Item
D-2**

To: Planning Commission
From: Allison Barker, Planning Services Division
Subject: **Plan and Code Cleanup (Annual Amendment #2015-10)**
Meeting Date: February 18, 2015
Memo Date: February 11, 2015

At the February 18, 2015, Planning Commission meeting, staff will present an overview of the proposed minor amendments to the Land Use Regulatory Code and the Comprehensive Plan to be evaluated as part of this year's annual amendment process. These amendments are intended to update information, address inconsistencies, correct minor errors, and improve administrative efficiency.

Attached for your review as "Exhibit A" is a list of proposed Code and Plan cleanup items, which are categorized into "Larger Cleanups" and "Smaller Cleanups." Larger cleanups will require more thoughts and review, while smaller cleanups are generally less intensive, such as scrivener's errors.

Staff will seek the Commission's feedback on whether these cleanup items should be moved forward for technical analysis or if there are any additional items that should also be considered.

If you have any questions, please contact me at (253) 591-5145 or abarker@cityoftacoma.org.

Attachment

c: Peter Huffman, Director

Larger Cleanup Items

	Code Section	Proposal	Issue/Change
1.	13.02.041	Revise Quorum for Planning Commission	Currently, a quorum requires a “majority of the members of the commission.” This creates issues when there are some positions of the commission are not filled. Change to say “a simple majority of appointed filled positions shall constitute a quorum.”
2.	13.06.645	Consider allowing height variances outside of VSD and accessory buildings	Currently, applicants can’t even ask for additional height. This makes for unnecessary rezones sometimes.
3.	13.06.510	Review Parking Code to correct inconsistencies	There are inconsistencies between bike parking bonuses for mini flats and the required bike parking.
4.	13.06.502	Refine Landscaping Code	Simplify the newly adopted Landscaping Code. Instead of a separate calculation of overall landscaped area for perimeter, interior and overall site, do a single calculation for total parking area-to-landscaping.
5.	13.06, 13.06A	Simplify core and pedestrian streets	Related to both development requirements and streetscape design. Terminology inconsistencies between the different zones.
6.	13.05.095	Revise DRA section to have more general language because whatever is proposed will be reviewed and negotiated.	Currently, the code states that the building(s) shall be L.E.E.D certified to a gold level or certified under another well-recognized rating system. This should be more general and include examples of other possible sustainability measures.
7.	13.06.522	Allow reasonably sized apartment signs in Residential districts	The residential districts don’t have any allowance for signs other than real estate signs and home occupation signs.
8.	13.06.630	Have a clear “sunset clause” for discontinued CUPs	After a use has been vacant for a certain amount of time, should there be a new conditional use permit to reestablish the use?
9.	13.06.700.A	Remove the “within 6 ft. is attached” rule	This proposal would be to make it either/or buildings are physically attached at a roof (any roof) or a wall or they are not attached.

	Code Section	Proposal	Issue/Change
10.	13.06 Land Use Tables	Clarify the “Master Plan” process for Conditional Uses	No change to the Master Plan process, this is for clarity. Flesh this part of the code out more and move it to a more appropriate section.
11.	13.06.501 13.06A.111	Review fence standards	Look at inconsistencies in fence provisions the throughout the code. Explore the potentiality to add height provisions and design standards.
12.	13.05.020	Change the CUP notification process to 400 ft. across the board	The impact of large facilities is greater than 2 properties so this would change the major modification notice for conditional uses from 100 ft. to 400 ft.
13.	13.04.090	Streamline the review process for short plats of 5-9 lots.	The code states that final short plats of 5-9 lots are supposed to go to City Council, which is not necessary. The code also requires more signatures than necessary.
14.	13.06.501	Add additional options for awning regulations	Awnings have a 5 ft. depth requirement but the fire code has a maximum of 4 ft. before sprinkling requirements kick in.
15.		Review waiver processes throughout code	We have not processed a waiver for a fee since 2001. Should these waivers exist as is, be replaced by an appropriate variance type, be eliminated or rephrased without using the word “waiver?”
16.	Plan	Review procedure for minor adjustments in annexations	To be worked on over the next couple of months with other jurisdictions.

Smaller Cleanup Items

	Code Section	Proposal	Issue/Change
17.	8.30	Add reference to 13.11 within the nuisance code for sites with overgrown vegetation near critical areas.	Adding the reference will improve clarity.
18.	13.05, 13.07, 13.12	Add unanticipated discovery language to 13.05, 13.07, or 13.12 for SEPA purposes.	These sections do not currently explain the full discovery process.

	Code Section	Proposal	Issue/Change
19.	13.05.095.D.4	Add that the City is the lead agency for SEPA's under the DRA process.	This is not currently stated in the code.
20.	13.06.640.F	Cleanup historic CUP	Small language cleanups
21.	13.06.645	Change the language for level 1 wireless facility in 13.06.545 to more closely resemble SEPA language of WAC 197-11-800	This is to improve consistency between the WAC and our code.
22.	13.06.522.A	Make the allowed real estate signs in the R1 sign regulations section be temporary.	The word temporary is missing.
23.	13.06.602.A	Clarify if athletic field regulations for parks are also meant to be applied to school athletic fields. Potentially move 13.06.602.A.4.p to parks section (13.06.560).	If the athletic field regulations are meant to apply to schools also, this should be stated clearly.
24.	13.06.522	Make the language for signage in commercial and x-districts consistent.	Replace multiple words (business/tenant/frontage) with one consistent word.
25.	13.06.300.E	Minimum density explanation language says round up to the nearest whole number and the example is rounding down.	The word "up" needs to be removed.
26.	13.06A.065.E.7	13.06A.065.E.7 reference does not make sense.	This references "types" which are no longer in the landscaping code.
27.	13.06.522.K	Heading is incorrect.	
28.	13.06.521	Clarify the difference between blade and projecting signs.	These signs are similar and it gets confusing.
29.	13.10, 13.11, and 13.06.630	Fix references in 13.10, 13.11, and 13.06.630	Small reference changes

	Code Section	Proposal	Issue/Change
30.	13.11	Volcanic Hazard Area definition needs finished	The definition sentence needs to be completed.
31.	13.11.250.C	Remove "Land Use Administrator" throughout code	Replace with "Planning Director."
32.	Plan	Update the Regional Growth Center Map	The RGC map does not reflect the Hilltop Subarea Plan changes.



City of Tacoma
Planning and Development Services

Agenda Item
E-1

To: Planning Commission
From: Lihuang Wung, Planning Services Division
Subject: **Tacoma's Strategic Plan – Tacoma 2025**
Date of Meeting: February 18, 2015
Date of Memo: February 11, 2015

The City Council adopted Resolution No. 39016 on January 27, 2015, approving the City of Tacoma's Ten-Year Citywide Strategic Plan and Vision, *Tacoma 2025*, and establishing the *Tacoma 2025* Advisory Committee, to consist of 11 members to be appointed by the Mayor.

A copy of *Tacoma 2025* and Resolution No. 39016 are attached for your information. Also attached is a synopsis provided by ECONorthwest, the consultant for *Tacoma 2025*.

More information about the project can be viewed at http://www.cityoftacoma.org/tacoma_2025. If you have any questions, please contact me at 591-5682 or lwung@cityoftcoma.org.

Attachments

c: Peter Huffman, Director

DATE: **February 9, 2015**
TO: Lihuang Wung, City of Tacoma
FROM: Morgan Shook and Tacoma 2025 Strategic Plan Consultant Team
SUBJECT: SYNOPSIS OF THE TACOMA 2025 CITYWIDE STRATEGIC PLAN FOR PLANNING COMMISSION

Plan Purpose and Process Overview

As recommended by the Fiscal Sustainability Task Force in December 2013, Council initiated a process for a long-term visioning effort that would create an open, inclusive and transparent process for all Tacoma residents and stakeholders known City of Tacoma’s Citywide Strategic Plan and Vision, (Tacoma 2025). The Plan is a result of wide-ranging and in-depth community engagement that spanned nine months through fairs, festivals, interviews, community survey, committee meetings, online forums and a community event held on July 30, 2014. The Plan creates a shared vision for a shared future and represents the input of over 2,000 engaged residents, community and business partners, the Mayor, Council Members and City staff. Tacoma 2025 was developed to guide the City in decision-making and resource allocation, as well as performance tracking and reporting.

Core Values and Plan Framework

The Tacoma 2025 Steering Committee identified four Core Values to shape the process and Tacoma’s vision: Opportunity, Equity, Partnerships, and Accountability. The plan recognizes the key role that civic institutions, community, groups, businesses, and residents play in creating **opportunity** for today and tomorrow’s generations. The City recognizes that it can play a key role of convener to build more effective **partnerships** with community organizations, neighborhoods, business groups, and other government agencies that will be essential in tackling many of the community’s challenges. Community residents recognize that **equity** and empowerment are top priorities, meaning that all Tacoma residents must have equitable opportunities to reach their full potential and share in the benefits of community progress. Tacoma 2025 will be a data driven process where outcomes measures will push **accountability** and transparency.

To address these challenges and opportunities, Tacoma 2025 is organized into 7 Focus Areas:

- Health and Safety
- Human and Social Needs
- Economic Vibrancy and Employment
- Education and Learning
- Arts and Cultural Vitality
- Natural and Built Environment
- Government Performance



Each Focus Area is organized in the following elements:

- A Vision Statement
- A description the opportunity in front of the city
- A list of community priorities identified by the Tacoma 2025 engagement process

- An statement of what equity means in this focus area
- A list of partners, connections, and champions that will be important in the implementation of the plan
- Accountability measures used to gauge success in meeting the community’s priorities.

Plan Implementation and Next Steps

On Tuesday, January 27, 2015, the Tacoma Mayor & City Council adopted the “Tacoma 2025 Ten-Year Strategic Plan and Visioning” Document. As part of implementation over the next several months, the city is undertaking a series of activities to move forward with Tacoma 2025, including:

- Hiring a 2025 Program Manager (underway)
- Forming an ongoing Tacoma 2025 Implementation Committee
- Identifying baseline data for Accountability Measures
- Identify 2025 Targets for Accountability Measures
- Developing a Scorecard for reporting progress
- Creating a Volunteers & Partners network
- Enhancing the Tacoma 2025 website (updates & ways to get involved)



RESOLUTION NO. 39106

1 BY REQUEST OF MAYOR STRICKLAND

2 A RESOLUTION approving the City of Tacoma's Ten-Year Citywide Strategic Plan
3 and Vision, *Tacoma 2025*; and establishing the Tacoma 2025 Advisory
4 Committee, to consist of 11 members to be appointed by the Mayor.

5 WHEREAS, pursuant to Resolution No. 38652, adopted April 2, 2013, a
6 Fiscal Sustainability Task Force ("Task Force") was created to provide a mechanism
7 for members of the Government Performance and Finance Committee, along with
8 private and public sector partners, non-profit interests, and labor partners, to
9 examine the City's revenue structure and structural budget deficit, and
10

11 WHEREAS the purpose of the Task Force was to develop recommendations
12 for revenue enhancements and expenditure efficiencies to help the City reduce its
13 structural deficit and align the growth of expenditures with the growth of revenues,
14 and

15 WHEREAS, on December 17, 2013, the City Council adopted Resolution
16 No. 38808, accepting the final report and recommendations of the Task Force, and
17

18 WHEREAS the final report provided approximately 28 recommendations for
19 further research and consideration, including a recommendation that the City
20 undertake a long-term visioning process, and

21 WHEREAS, at the January 7, 2014, Committee of the Whole meeting, staff
22 was directed to initiate a selection process to award a professional services
23 contract for the facilitation and creation of a ten-year Citywide Strategic Plan and
24 Vision document for the City of Tacoma, and
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WHEREAS the City Council envisions a long-term comprehensive Strategic Plan that aligns with the City Council's Five Policy Priorities, establishes the City's long-term vision for the City, and guides decision-making and resource allocation, with the goal of making the City a leader in providing high-quality services and offering an enjoyable and sustainable quality of life for its residents, and

WHEREAS the planning process included staff participation, community and civic engagement, and significant external agency collaboration, and

WHEREAS more than 2,000 City residents participated in the Citywide Vision and Strategic Plan process through a dozen fairs and festivals, an online forum, a community survey, and a series of citywide visioning events, and

WHEREAS more than 300 residents gathered at the Convention Center on July 30, 2014, to share their vision for a shared future, and, as a result of community engagement and feedback, the Citywide Strategic Vision and Plan identified the following seven focus areas to guide the City in striving for its vision of *Tacoma 2025*: Health and Safety, Human and Social Needs, Economic Vibrancy and Employment, Education and Learning, Arts and Cultural Vitality, Built and Natural Environment, and Government Performance, and

WHEREAS each of the focus areas are influenced by the following core values identified by the community: Opportunity, Equity, Partnerships, and Accountability; Now, Therefore,

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF TACOMA:

Section 1. That the City Council hereby approves the Ten-Year Citywide Strategic Plan and Vision of the City of Tacoma, *Tacoma 2025*, to guide the City in



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a long-term comprehensive Strategic Plan that aligns with the City Council’s Five Policy Priorities, establishes the long-term vision for Tacoma, and will serve to guide decision-making and resource allocation, with the goal of making the City a leader in providing high-quality services and offering an enjoyable and sustainable quality of life for its residents.

Section 2. That the Tacoma 2025 Advisory Committee, to consist of 11 members to be appointed by the Mayor, is hereby established to provide input on desired objectives and outcomes, monitor plan implementation, and review performance reports during the development and implementation process.

Adopted _____

Mayor

Attest:

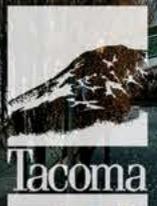
City Clerk

Approved as to form:

City Attorney

tacoma2025

shared vision | shared future





City of Tacoma
Marilyn Strickland, Mayor

A Message from Mayor Marilyn Strickland

This strategic plan was inspired by the richly diverse range of community perspectives shared with us in meetings, focus groups, online forums and workshops. It includes goals that are ambitious, and will guide policy-making priorities over the next decade.

Welcoming. Beautiful. Emerging. Home. These are just a few of the words used to describe our city by those who shared their thoughts and ideas about Tacoma's future.

As our progressive international waterfront city continues to evolve and improve, now is the time for us to come together and make Tacoma the city of choice. With a distinct focus on economic opportunity, education and quality of life, we can bring our community's vision to life.

We will need an unprecedented level of civic engagement, full participation and commitment from public entities, non-profit and business partners to help us make this plan a success.

Please join us.

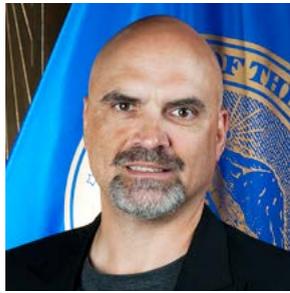
Sincerely,
Marilyn Strickland
Mayor

747 Market Street, Room 1200 ■ Tacoma, Washington 98402-3766 ■ (253) 591-5130 ■ FAX (253) 591-5123

Tacoma City Council



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Marilyn Strickland**



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At-Large**



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At-Large**



**Anders Ibsen
District 1**



**Robert Thoms
District 2**



**Lauren Walker
District 3**



**Marty Campbell
District 4**



**Joe Lonergan
District 5**

Council Priorities

1. Strengthen and maintain a Strong Fiscal Management position.
2. Strengthen and support Human Services, Public Education, and Diverse Higher Learning opportunities in Tacoma.
3. Foster Neighborhood, Community, and Economic Development Vitality and Sustainability.
4. Plan for and improve Public Infrastructure that meets the Transportation needs of all Tacoma residents and visitors.
5. Encourage and promote an Open, Effective, Results-oriented Organization.



City of Tacoma
City Manager

I am pleased to present the City of Tacoma's Citywide Strategic Plan and Vision, also known as Tacoma 2025. The Plan is a result of the community's desire to create a shared vision for a shared future and represents the input of over 2,000 engaged residents, community and business partners, the Mayor, Council Members and City staff.

As recommended by the Fiscal Sustainability Task Force in December 2013, Council initiated a process for a long-term visioning effort that would create an open, inclusive and transparent process for all Tacoma residents and stakeholders. After nine months of community engagement through fairs, festivals, interviews, committee meetings, online forums and a community event held on July 30, 2014, Tacoma 2025 was developed to guide the City in decision-making and resource allocation, as well as performance tracking and reporting. The community identified seven focus areas: Health & Safety, Human & Social Needs, Economic Vibrancy & Employment, Education & Learning, Arts & Cultural Vitality, Natural & Built Environment, and Government Performance. All focus areas are guided by four principles important to the community: Opportunity, Equity, Partnerships, and Accountability.

Over the next several months, staff will develop a five-year action plan as part of the City's commitment to ensuring this plan and its various components are implemented in partnership with residents and other stakeholders in a transparent manner. Additionally, as part of the 2015-2016 Biennial Budget, I have dedicated specialized staff support through a full-time position to manage the implementation and coordination of Tacoma 2025. I look forward to the partnerships that will be formed and/or further strengthened as a result of our shared vision for Tacoma.

I want to take the time to thank everyone for his or her participation in this effort. The Steering Committee, the City staff, the consultant team, and most importantly the community provided support, wisdom, and guidance throughout the process.

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Contents

Executive Summary	7
Steering Committee	8
Community Workshop Participants	9
Acknowledgements	10
Introduction	15
Core values: Supporting Quality of Life in Tacoma	17
1 Health and Safety	19
2 Human and Social Needs	23
3 Economic Vibrancy and Employment	27
4 Education and Learning	31
5 Arts and Cultural Vitality	35
6 Natural and Built Environment	39
7 Government Performance	43



Executive Summary



1: Health and Safety

A safe city with healthy residents

- 1A:** Improve neighborhood safety
- 1B:** Increase active living
- 1C:** Improve overall health

2: Human and Social Needs

All Tacoma residents are valued and have access to resources to meet their needs

- 2A:** Increase housing security
- 2B:** Improve services to youth and vulnerable populations
- 2C:** Reduce poverty

3: Economic Vibrancy and Employment

A vibrant and diverse economy with good jobs for all Tacoma residents

- 3A:** Increase the number and quality of jobs throughout Tacoma
- 3B:** Diversify Tacoma's living wage business base
- 3C:** Improve neighborhood business districts
- 3D:** Strengthen downtown Tacoma as a business core and residential option

4: Education and Learning

Thriving residents with abundant opportunities for life-long learning

- 4A:** Close the education achievement gaps
- 4B:** Prepare people to succeed in Tacoma's workforce

5: Arts and Cultural Vitality

A vibrant cultural sector that fosters a creative, cohesive community

- 5A:** Increase participation in arts and culture
- 5B:** Embrace Tacoma's diversity of people, places, and cultures
- 5C:** Leverage and strengthen Tacoma's arts and cultural assets

6: Natural and Built Environment

Outstanding stewardship of the natural and built environment

- 6A:** Increase transportation options
- 6B:** Sustain and improve Tacoma's natural environment
- 6C:** Grow and enhance the vitality of Tacoma's neighborhoods
- 6D:** Improve and maintain Tacoma's streets

7: Government Performance

Efficient and effective government, guided by engaged residents

- 7A:** Ensure accountable, efficient, and transparent city services
- 7B:** Engage residents, stakeholders, and partners in the future of Tacoma
- 7C:** Strengthen the City's fiscal sustainability

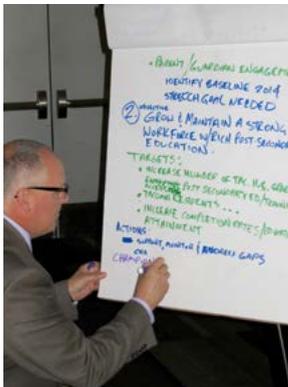
Tacoma 2025 Steering Committee

The Tacoma 2025 Citywide Vision and Strategic Planning process was guided by a Steering Committee that was representative of Tacoma’s many partner organizations and diverse voices. These volunteers participated both in Steering Committee meetings and in all of the community events during the Tacoma 2025 process. Together, they worked to ensure that this plan’s values, opportunities, priorities, and accountability measures reflect the dreams and aspirations of Tacoma’s remarkable community.

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Mike Wark, University of Washington-Tacoma
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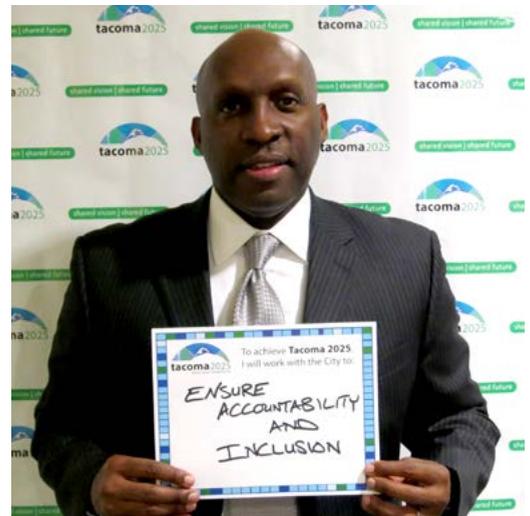
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"I appreciated the comprehensive approach and inclusive process, as well as the leadership of the City Manager, Mayor and City Council. More importantly, I am convinced that one of the defining differences between this and any previous city plan is their approach to collaborating with community partners."

*Wayne Williams, Metro Parks Tacoma
Tacoma 2025 Steering Committee*



"I am impressed with Tacoma 2025 as the blueprint to bring continuity to all city efforts. The breadth of representation of Tacoma's diversity brought about a unified and well reasoned vision of the City's future."

*Marty Mattes, Bates Technical College
Tacoma 2025 Steering Committee*

Introduction

Tacoma is one of the nation's healthiest, safest, and most playful cities. We have daily access to stunning natural surroundings and a great quality of life. We are Washington's most diverse big city, with arts, culture, parks, and recreational opportunities that are envied by much larger cities. We recognize just how lucky we are, but we know we can make it better.

Shared vision | Shared future

More than 2,000 Tacoma residents participated in "Tacoma 2025" through a dozen fairs and festivals (such as Ethnic Fest, farmers markets, at the Zoo), an online forum, a community survey, and a series of citywide visioning events. More than 300 residents of all ages gathered at the Convention Center on July 30, 2014 to share their vision for a shared future. More than 100 residents turned out to review the first draft of Tacoma 2025 during fall events at the Asia Pacific Cultural Center, University of Puget Sound, and Bates Technical College.

Potential

The important theme is shared vision and shared future. Tacomans turned out for this vision in a big way, and agreed that Tacoma is bursting with potential. When asked to describe Tacoma in a single word, Tacomans resoundingly said, "potential." This word contains the hope of a better future and the excitement to achieve it. Participants came with numerous ideas for how the City and the community can help Tacoma reach its potential.

Core Values

The Tacoma 2025 Steering Committee identified four Core Values to shape the process and Tacoma's vision:

Opportunity, Equity, Partnerships, and Accountability. Each of the community events used these core values to shape discussion of Tacoma's future and to ensure that the resulting plan is visionary, realistic, and focused on specific and measurable outcomes.

Focus Areas

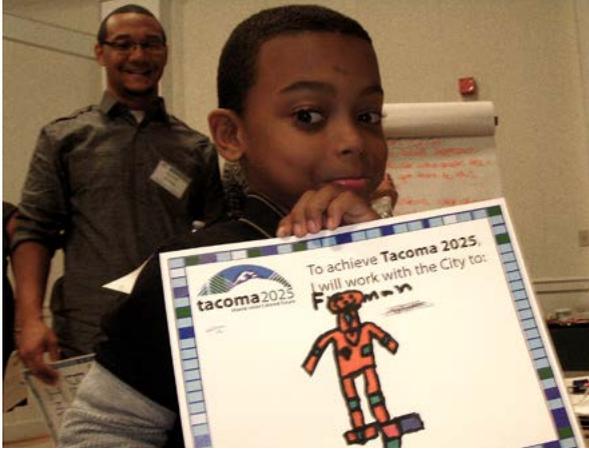
Diversity is Tacoma's greatest asset and the foundation of its outstanding arts, culture, and community programs. Along with a spectacular natural setting, the diversity of Tacoma's workforce and quality of its neighborhoods give Tacoma an enviable foundation for community and economic development. At the same time, the community has much to accomplish in terms of public health and safety, human and social needs, and education and learning.

To address these challenges and opportunities, Tacoma 2025 is organized into 7 Focus Areas:

- Health and Safety
- Human and Social Needs
- Economic Vibrancy and Employment
- Education and Learning
- Arts and Cultural Vitality
- Natural and Built Environment
- Government Performance

"The process encouraged diverse ideas and supported participants to develop strategies and tactics in a collaborative way."

*Priscilla Lisicich, Safe Streets Campaign
Tacoma 2025 Steering Committee*



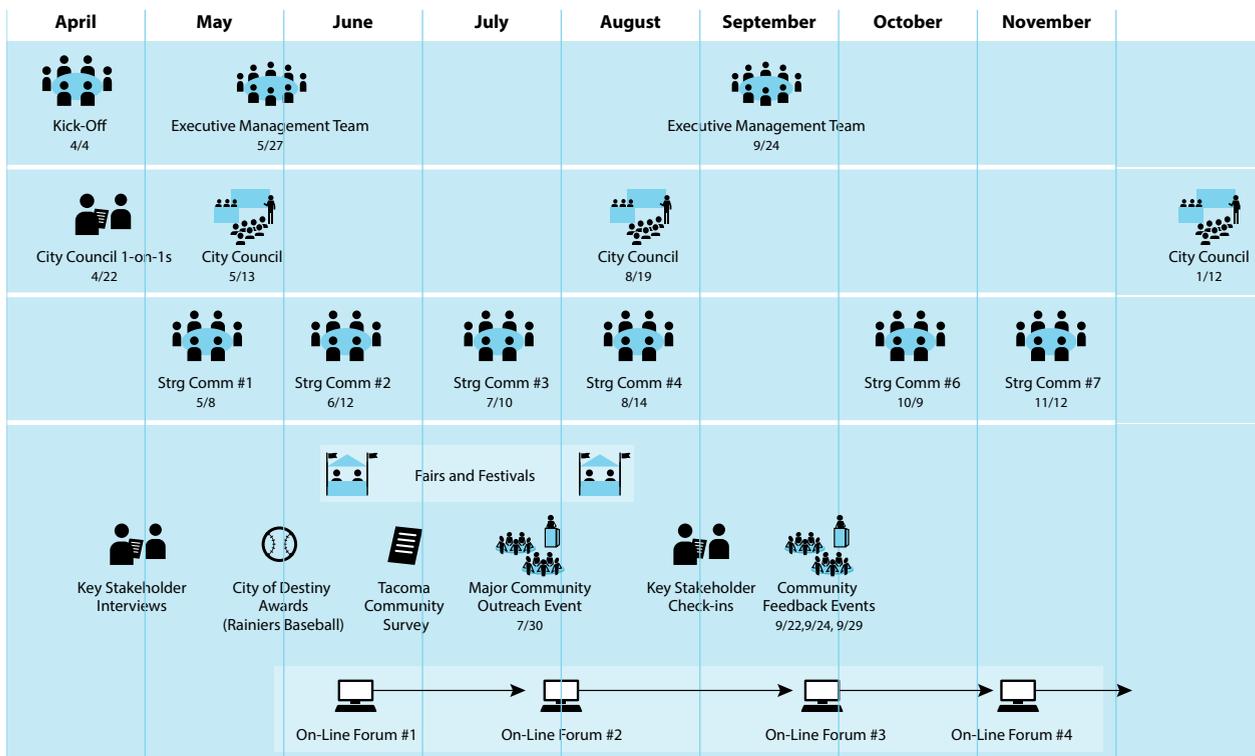
Process

Public involvement was an important part of developing Tacoma 2025. The community engagement program was widespread, and included a variety of ways to gather input from organized stakeholder groups, the general public, and from communities that are sometimes under-represented in community planning.

Outreach aimed to make participation convenient for community members to provide input in a variety of ways. In total, more than 2,000 Tacoma residents provided input into Tacoma 2025 between May and October 2014 through the following activities:

- 7 Steering Committee meetings
- An interactive booth at 14 fairs, festivals, and special events throughout Tacoma, including:
 - City of Destiny Event, May 28
 - Point Defiance Zoo, June 17
 - Go Skate Tacoma, June 21
 - South Tacoma Farmer’s Market, June 22
 - Disaster Preparedness Workshop, June 25
 - Freedom Fair, July 4
 - Out in the Park, July 12
 - Art on the Ave, July 13
 - Point Defiance Zoo, July 15
 - Proctor Farmers Market, July 19
 - Tacoma Jazz and Blues Festival, July 26
 - Ethnic Fest, July 27
 - Brew Five Three, August 9
 - Military Parade, August 16
 - Ethnic Fest
- An online community forum, with 4 phases
- The Tacoma Community Survey, which included questions specific to Tacoma 2025
- More than 100 one-one-one interviews with individuals and stakeholder groups
- A Community Visioning Workshop on July 30, 2014
- 3 Tacoma 2025 Vision Preview Workshops on September 22, 24, and 29

The illustration below shows the varied community outreach activities completed during the Tacoma 2025 process.





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CEREAL MILLERS

UNION STATE TERMINAL

Core Values:

Supporting Quality of Life in Tacoma

Opportunity

Tacoma abounds with opportunity and positions its residents to excel. Tacoma residents enjoy a spectacular natural setting and a world-class seaport. Tacoma is one of the most diverse major cities in the Pacific Northwest, and the City sustains a superior arts and cultural scene. Tacoma's higher educational opportunities are excellent. Tacoma has remarkable access to the markets of the western United States and the Pacific Rim, yet benefits from a cost of living that is more affordable than nearby cities. Tacoma pursues its destiny from a foundation that is second to none.

Equity

Tacoma's diversity is its greatest asset. In an increasingly global marketplace, Tacoma embraces its multi-cultural and multi-ethnic character. Communities of color and immigrant communities are fundamental to Tacoma's entrepreneurial spirit, workforce, and long-term success. In Tacoma, equity and empowerment are top priorities, meaning that all Tacoma residents must have equitable opportunities to reach their full potential and share in the benefits of community progress.

Partnerships

The City of Tacoma cannot achieve this vision alone. Effective partnerships with community organizations, neighborhoods, business groups, and other government agencies are essential. This plan is the shared product of community collaboration. In pursuing the visions outlined here, the City will work closely with its partners to efficiently use existing resources. Bringing Tacoma 2025 to reality will be a community effort.

Accountability

Tacoma has emerged from difficult times through fiscal discipline and hard decisions. Tacoma residents expect efficient and effective performance from their city government and the City's officials and staff take this responsibility seriously. Pursuit of Tacoma 2025 will be transparent and accountable.



1: Health and safety

A safe city with healthy residents.

Opportunity

In 2025, Tacoma is—and is known as—one of the safest cities in Washington State. Strong partnerships between law enforcement, neighborhood groups, and public officials have reduced crime rates and recidivism, making Tacoma residents feel safe and secure. Community cohesion is improved and sustained through proactive prevention programs and youth outreach. As a result, Tacoma has increased home readiness, community preparedness, and decreased preventable fires.

Tacoma also boasts high rates of personal, communal, and environmental health. Residents enjoy equal access to Tacoma's strong health care system and access to healthy, local, and affordable food options. Tacoma's great outdoor spaces, access to nature, and recreational opportunities support residents in managing their own health. Healthy air quality means few worries about exercise, whether running along the Sound, hiking in Point Defiance, or at high school track practice. All of this has improved overall health and reduced health disparities. In 2025, residents call Tacoma a place of healthy behavior, healthy environments, and healthy homes.

Community Priorities

- 1A **Improve neighborhood safety.** Tacoma residents want to feel safe. This means that the rate of crime falls and people feel secure in their neighborhoods.
- 1B **Increase active living.** Increasing active lifestyles is Tacoma's greatest opportunity to improve the health of its residents.
- 1C **Improve overall health.** Tacoma residents value an integrated system of wellness programs and health care as a means of supporting community health and wellbeing.

Accountability Measures

- Increase residents' **feeling of safety**
- Increase the percent of residents reporting **leisure time physical activity**
- Increase the percent of students who meet recommended **physical activity levels**
- Improve **self-reported health status** among residents
- Decrease **obesity rates** among adults and youth
- Decrease the prevalence of current **adult smokers**

Equity

In 2025, Tacoma is a safe city with healthy residents that has eliminated the underlying disparities in safety and health that impact underrepresented communities.

Partnerships

Key Partners

Tacoma–Pierce County Health Dept.
Health Systems
Pierce County
Metro Parks
Tacoma School District

Focus Area Connections

The objectives for Health and Safety have strong linkages with related objectives for **Natural and Built Environment** and **Human and Social Needs**.

City Champions

Tacoma Police Department
Tacoma Fire Department
Office of Environmental Policy & Sustainability

Context

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. Active living often depends on the built environment: bike lanes, trails, and access to nature. Environmental preservation is a key priority for Tacoma. Unsafe environments can dampen economic development and discourage business retention, attraction, and expansion. Improving health and safety is critical to a city's future.

Tacoma Today

The community wants to live in a safer city

- Although overall rates of crime have gone down over the past ten years, there has been a recent increase in violent crime. Many community members voiced concern about youth participation in gangs and increased gang violence.
- Safety was the number one concern among residents of Tacoma in the National Citizen Survey. Indeed, Tacoma has one of the highest violent crime rates among Washington cities and 55% agreed that the City should spend more on crime prevention.

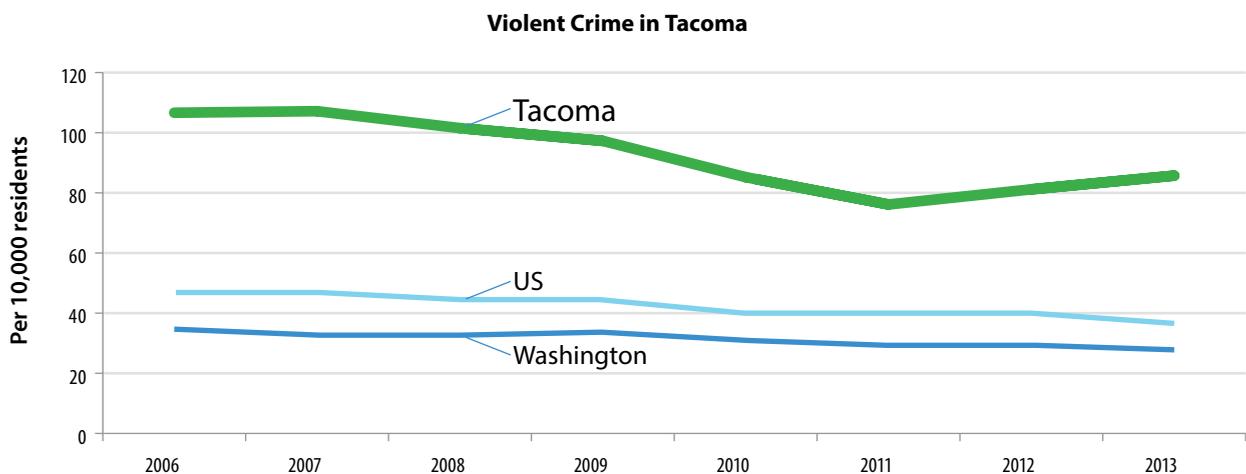
- Tacoma residents have a distinct overall *perception* that their city is unsafe. Although over 80% of residents feel safe in their neighborhoods, only 40% feel that Tacoma is a safe city. Feedback at community outreach events suggested that strained relationships between the community and the police department have increasingly compounded this issue.

Residents value active living and healthy lifestyles

- The majority of residents who responded to the National Citizen Survey gave a positive rating to health and wellness, preventative health services, health care, food, recreational opportunities, and fitness opportunities.
- Residents voiced the importance of access to healthy food in their community, as well as the importance of recreational opportunities.

Residents also value equitable access to health resources

- Residents also expressed particular concern for disparities related to race/ethnicity, as well as the need for comprehensive services for the mentally ill.
- High rates of tobacco use and obesity contribute to heart disease—the leading cause of death in Pierce County. In fact, residents of Pierce County have an overall higher death rate than Washington State residents, as a result of preventable disease. These rates are higher among at-risk populations.



Sources: Washington Association of Sheriffs and Police Chiefs, 2006–2013; FBI Uniform Crime Reports.
"Violent Crime" includes murder, rape, assault, and robbery.

Crime rates have dropped over the past decade.

Implementation

Additional Partners

Community organizations
(i.e., YMCA, Boys & Girls Club, etc.)
Community Clinic Network
Faith communities
Community mobilization & youth partners
Tacoma business improvement area

City Role

To help realize Tacoma 2025, the City of Tacoma will:

- Provide police and fire/EMS services responsible for public safety activities. In addition to the primary accountability measure of increasing residents' feelings of safety, the City will also track the rates of violent and property crimes, as well as fire/EMS rates.
- Collaborate with the Public Health Department and Metro Parks planning and activities.
- Help fund and collaborate with a myriad of community organizations working in health and safety.

How to get involved

You can help make Tacoma 2025 a reality by volunteering through one of many community organizations, or by participating in the work of the following City boards, commissions, and programs:

Neighborhood Councils

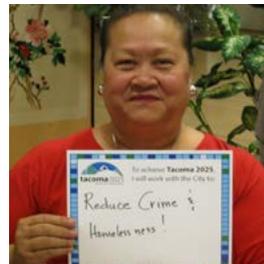
Citizen Review Panel

Personal Commitments

To achieve Tacoma 2025, I will work with the City to:

"Reduce crime and homelessness!"

Lua Pritchard



"Build greater partnerships throughout our city!"

Chief Don Ramsdell

"Contact my neighborhood watch captain and get neighbors on my block involved."

Bea Christophersen



"Know my neighbors and watch out for them. Give to local social service organizations."

Gwen Voelpel

"Bring neighborhoods and communities together to clean up, prevent crime, make it safer for our future generations, god needs to be back in all we do!"

Gerod Byrel



2: Human and Social Needs

All Tacoma residents are valued and have access to resources to meet their needs.

Opportunity

In 2025, Tacoma has a strong and resilient social safety net. Tacoma also benefits from an integrated service delivery system that helps address multiple needs and gets people back on their feet quickly and with confidence. Multiple institutions focus on prevention first and on programs to reduce prolonged unemployment. Measures are in place to support vulnerable families and reduce youth poverty and homelessness. Not every issue can be fully solved through social programs, but groups consistently work together to blunt the impact of circumstance.

In 2025, all Tacoma families have resources for housing and shelter. Gaps in access to mental health have been addressed to support a decline in homelessness and to create a broader sense of mental health and wellbeing for all Tacoma residents. Families in poverty increasingly find new economic opportunities and that—even during periods of struggle—their most basic needs are met.

Community Priorities

- 2A Increase housing security.** Tacoma residents want everyone to have shelter and to feel secure in their housing options.
- 2B Improve services to youth and vulnerable populations.** Tacoma cherishes its youth and other vulnerable residents; providing services to them is a priority.
- 2C Reduce poverty.** Reducing poverty is the best way to ensure that all Tacoma residents have resources to meet their needs.

Accountability Measures

- Decrease the percent of individuals and families who experience **homelessness**
- Decrease the unmet need for **mental health services**
- Decrease the number of days that residents **report their mental health** was not good
- Reduce the percentage of Tacoma population in **poverty**
- Reduce the percentage of households spending more than 45% on **housing and transportation**

Equity

In 2025, Tacoma residents experience no barriers to receiving services, and resources are applied to meet the greatest needs.

Partnerships

Key Partners

Tacoma Pierce County Health Dept.
Pierce County
Tacoma Housing Authority
Nonprofit Coalition

Focus Area Connections

The objectives for Human and Social Needs have strong linkages with related objectives for **Economic Vibrancy and Employment** and **Education and Learning**.

City Champions

Neighborhood & Community Services
Community & Economic Development

Context

Adverse circumstances, personal decisions, and other social factors can deprive individuals of basic resources. However, human services that are delivered through both government agencies and community organizations can step in to help protect and support a city's vulnerable population.

Tacoma Today

Homelessness and mental health are core concerns

- Homelessness was mentioned numerous times through feedback channels. Many noted a “nucleus around homelessness,” including addiction, mental health issues, and recidivism. Another participant noted that Tacoma needed to “focus on all aspects because they are interrelated.”
- Access to appropriate mental health services is an issue for both public welfare and specifically for at-risk populations. In the Citizen Satisfaction Survey, only 38% rated ‘mental health care’ positively.

Residents want support for families

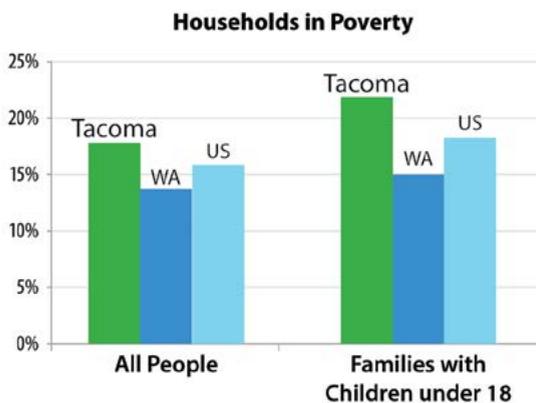
- Residents prioritize support for families, particularly single-parent households. One participant urged, “Treat those families as heroes, not a problem.” It was also noted that some families who need services can't receive them because of unfair eligibility requirements.

Residents want a more integrated and innovative service system

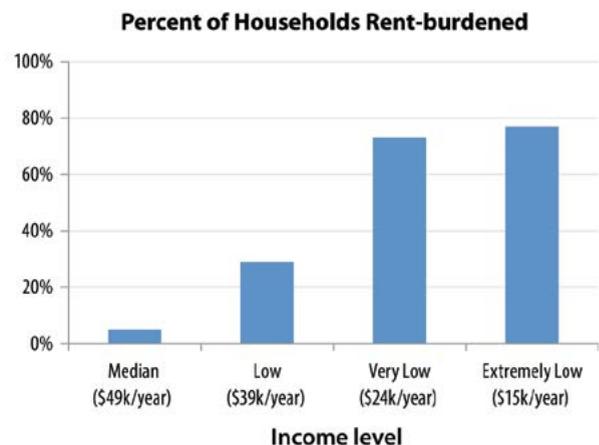
- Complaints of service fragmentation were common. In defining success in 2025, participants wanted “folks to know all services” and “more explicit collaboration and alignment of non-profits.”
- Participants noted the need to “recognize the changing role of government in service delivery.” In the Citizen Satisfaction Survey, “social services” was the fifth most popular spending priority.

Housing affordability matters

- Housing affordability is important, and linked to vibrant neighborhoods. One resident wanted “safe, affordable, integrated neighborhoods safe for children to walk and play freely.”
- Only 62% of respondents to the Citizen Satisfaction Survey reported they were not under housing stress, and 28% thought the city should spend more on housing services.



Source: US Census Bureau, American Community Survey, 2010-2012



“Rent burdened” households spend more than 30% of their income on rent and utilities.

Source: City of Tacoma Affordable Housing Policy Advisory Group, 2010

Tacoma households experience high rates of poverty relative to Washington as a whole; families are even more challenged.

Low-income households are much more likely to be rent burdened.

Implementation

Additional Partners

Faith-based Organizations
Social Services
Health Systems
Community-based Organizations

City Role

To help realize Tacoma 2025, the City of Tacoma will:

- Continue to be responsible for land use and zoning — impacting housing choices and costs.
- Partner with both public and private housing developers.
- Help fund and collaborate with a myriad of community organizations working in human and social services.

How to get involved

You can help make Tacoma 2025 a reality by volunteering through one of many community organizations, or by participating in the work of the following City boards, commissions, and programs:

Human Rights Commission

Human Services Commission

Tacoma Area Commission on Disabilities

Tacoma Community Redevelopment Authority Board

PATH Program

Positive Interactions Business Outreach Program

Personal Commitments

To achieve Tacoma 2025, I will work with the City to:

“Up my contribution to the food banks, food kitchens and charities dealing with homeless.”

Susan Odenchantz

“Reduce homelessness.”

Al Cosio

“Advance financial literacy.”

Felix Guzman

“Assist City of Tacoma to introduce the community resources to the Cambodian community.”

Sinuon Hem

“Bring communities together. Build partnerships within Tacoma.”

Gerod Byrel

“Assist the city in intelligently setting priorities and addressing bias.”

Tom L Hilyard



“Bring information and create understanding of inclusion and community kuleana.”

Victoria Nokleby



3: Economic Vibrancy and Employment

A vibrant and diverse economy with good jobs for all

Opportunity

In 2025, Tacoma has a vibrant economy that provides economic opportunities for all its residents. Economic activity is rooted in a vibrant downtown core, complemented by active neighborhood business districts. Tacoma has a number of substantial employers that provide jobs and income for many of Tacoma’s residents. Small businesses are recognized and supported as significant drivers of economic activity throughout the City. Tacoma’s business friendly environment has led to a surge in business growth and well-paying jobs. The majority of Tacoma’s residents now work in the city where they live.

Community Priorities

- 3A **Increase the number and quality of jobs throughout Tacoma.** Tacomans will have more economic opportunities—partners will strive to recruit, retain, and expand job opportunities throughout the community.
- 3B **Diversify Tacoma’s living wage business base.** Providing jobs at living wages is a top priority; well paying jobs helps the community meet multiple goals.
- 3C **Improve neighborhood business districts.** A diversity of neighborhoods with vital business activity and housing options is essential to Tacoma.
- 3D **Strengthen downtown Tacoma as a business core and residential option.** A successful downtown Tacoma is a driver of Tacoma’s economic health and quality of life.

Accountability Measures

- Increase the **number of jobs** in Tacoma
- Increase the percentage of households that meet or exceed **living wage** standards or are economically self-sufficient
- Increase **business sector diversity**
- Increase the percentage of residents positively rating the **quality of neighborhood business districts**
- Increase **district activity**
- Increase the assessed value and decrease the vacancy rate of **downtown property**
- Increase the number of **downtown workers and residents**

Equity

In 2025, all of Tacoma’s residents have access to a variety of well-paying careers and all of Tacoma’s neighborhoods benefit from economic investment and prosperity.

Partnerships

Key Partners

Tacoma Public Utilities
Port of Tacoma
Chambers of Commerce
Economic Development Board
Executive Council for a Greater Tacoma
Tacoma Regional Convention and Visitor’s Bureau

Focus Area Connections

The objectives for **Economic Vibrancy and Employment** have strong linkages with related objectives for **Education and Learning**.

City Champions

Community & Economic Development

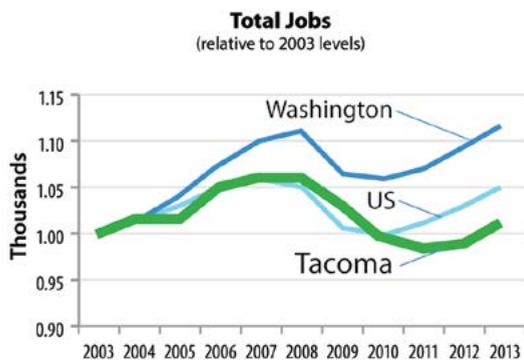
Context

To support a vibrant economy, government policies often aim to retain, and expand businesses. In turn, businesses will provide benefits that residents value, such as jobs, income, improved quality of life, and revenues for the operation of local government. Economic vibrancy can take many forms, and each city charts its own economic development path.

Tacoma Today

Current economic opportunities do not meet residents' expectations

- Tacoma, like many cities across the nation, was hit hard by the recession. In 2012, Tacoma had 10% fewer jobs than in 2007, and unemployment among residents had soared from 4.8% to 8.3%.
- Respondents' perception of local economic health is below the national benchmark. In the Citizen Satisfaction Survey, only 33% of respondents rate Tacoma's overall economic health as good/excellent, and only 34% believe Tacoma's management of economic development is good/excellent. Median household income is lower in Tacoma than in Pierce County and Washington State.
- Residents also want a skilled workforce. One resident said, "Entrepreneurial support and education creates a workforce who are more in control of the future."



Sources: Puget Sound Regional Council; US Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Tacoma's Economy was hit hard by the recession, but it is recovering.

Focus on "locally-grown" businesses

- Residents have voiced the desire for more local jobs. Commercial activity in downtown and in neighborhood districts is very important. A respondent to the City's Engage Tacoma website wrote, "The City should continue to support economic growth in core neighborhoods including 6th, Proctor, downtown, Lincoln and S Tacoma Way. Encourage density in these neighborhoods and build up, not out."
- Of survey respondents, 47% said the City should spend more on small business development, compared to only 27% who said the City should spend more on large economic development projects. Attendees of the July 30, 2014 outreach event, along with participants in community outreach, all generally agreed that the government should provide more support to small businesses.
- Tacoma residents also want a more business-friendly city. Only half think Tacoma provides good businesses and services and slightly less than half say the City should do more to support small and growing businesses. These feelings are even more strident among residents of color and minority businesses.

	Median income
Tacoma	\$50,653
Pierce County	\$58,056
Washington	\$58,592
United States	\$52,176

	Median Hourly Earnings
Tacoma	\$15.89
Pierce County	\$16.83
Washington	\$16.43
United States	\$15.19

Source: American Community Survey, 2011-2013

Tacoma's median income and wages lag behind Pierce County and Washington.

Implementation

Additional Partners

World Trade Center of Tacoma
Labor Unions
Healthcare Industry
Joint Base Lewis–McCord
College and Universities

City Role

To help realize Tacoma 2025, the City of Tacoma will:

- Provide economic development services for existing and new businesses.
- Partner with regional and local economic development organizations.

How to get involved

You can help make Tacoma 2025 a reality by volunteering through one of many community organizations, or by participating in the work of the following City boards, commissions, and programs:

City Events and Recognition Committee

Neighborhood Business Districts

Foss Waterway Development Authority

Public Utility Board

Mayor's Commission on International Relations

Personal Commitments

To achieve Tacoma 2025, I will work with the City to:

**"Be a Tacoma champion!
Watch Tacoma grow.
You'll like Tacoma."**

Brett Santhuff

"Attract private investment"

Su Dowie

"Continue to improve the Lincoln area."

Leslie Young

"Continue to cultivate a strong and agile workforce."

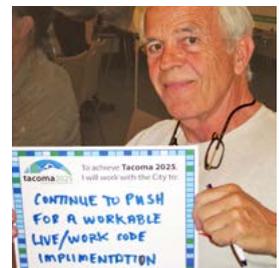
Brian Humphreys

"Create & preserve good jobs."

Abby Lawlor

"Create a culture of success that permeates our schools, our businesses, our local government! We can do this together."

Fannie Kelley



"Develop a sense of community in my neighborhood."

Ryan Webster



4: Education and Learning

Thriving residents with abundant opportunities for life-long learning.

Opportunity

In 2025, Tacoma has a rich learning environment, expanding beyond classroom walls and beyond even student homes. Strong partnerships between the formal K-12 school system and cultural institutions, governments, and non-profit organizations, provide kids with a multitude of hands-on learning experiences. Children begin school excited and ready to learn because of great early learning experiences. Continuous parental involvement means that learning extends beyond the school day. Young adults emerge from the school system ready to pursue college, technical schools, or other forms of professional development. The community's youth can follow their dreams, and have economic opportunities to do so locally if they choose, as Tacoma's economy thrives on the well-trained talents of its youth.

Community Priorities

- 4A **Close the education achievement gaps.** Helping all of Tacoma's youth succeed through quality education is key to the community's future.
- 4B **Prepare people to succeed in Tacoma's workforce.** All residents should be prepared to succeed at jobs that are located in Tacoma or anywhere.

Accountability Measures

- Increase **kindergarten readiness**
- Increase the percentage of **third grade students** meeting or exceeding reading proficiency
- Increase total **high school graduation** rates
- Increase **post-secondary degrees**
- Increase the percentage of graduates from local **educational institutions** (workforce training and universities) gaining employment

Equity

In 2025, Tacoma has sustainable partnerships with educational institutions, government agencies and community members to close achievement gaps and propel the next generation to success.

Partnerships

Key Partners

Tacoma Public Schools
Educational Stakeholders
Foundation for Tacoma Students
Higher Education Institutions
Workforce Central

Focus Area Connections

The objectives for **Education and Learning** have strong linkages with related objectives for **Human and Social Needs** and **Economic Vibrancy and Employment**.

City Champions

Neighborhood & Community Services
Tacoma Public Library

Context

Education helps children develop the ability to think critically, use technical skills, and learn throughout life. A rich learning environment benefits the entire community—and benefits from the entire community’s support. Additionally, in an increasingly global and competitive economy, post-secondary education and life-long learning opportunities are critical to maintaining a capable local workforce.

Tacoma Today

Education is critical to Tacoma’s future

- Residents frequently expressed a demand for better schools and linked education with higher quality of life. One wrote that in 2025, Tacoma will be “a city that has a great education system and good city to raise kids.” The Tacoma 2025 Steering Committee has emphasized the high return for Tacoma on investments in education and the need for institutional coordination.

Education is a community process

- Neighborhood-specific conditions can impact education. One resident emphasized, “we need to focus our energy around education,” by coordinating social service funding, targeting at-risk groups, and addressing neighborhood-specific issues. Residents voiced support for schools

and teachers, and noted the need for partnerships and collaboration beyond school walls.

- Only 47% of survey respondents rated child care/preschool positively, although this is in line with the national benchmark average. Residents also mentioned the need for early childhood education, noting “gaps start at earliest ages.”

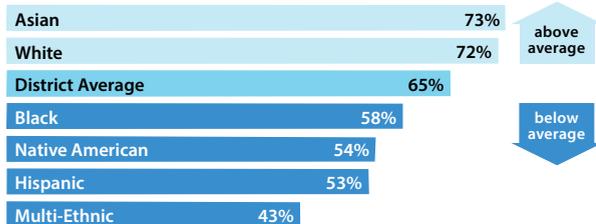
Educational equity is a concern

- Concerns over equity in schools emerged in many forms. Residents wanted education for *all* Tacoma kids. Beyond the achievement opportunity gap, the various issues mentioned included the need to address racial discrimination, support for the LGBTQ community, as well as, resources for non-English speakers.

Education is a workforce issue

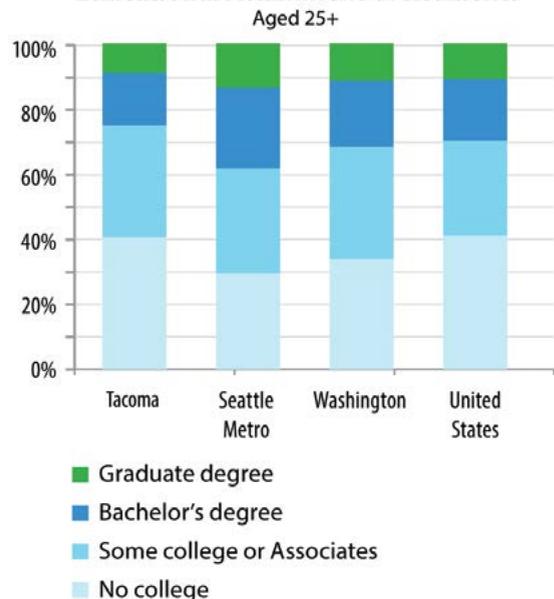
- In many ways, education never stops. Learning—formal and informal—contributes to professional success, and many noted the need to support and improve Tacoma’s workforce. People in all industries and occupations benefit from education and training.

Students Meeting Third-grade Reading Standards



Two-thirds of Tacoma third graders meet state reading standards. Performance is lower among some racial and ethnic minorities.

Educational Attainment of Residents



Source: US Census Bureau, American Community Survey, 2010 - 2013

Tacoma’s workforce is less educated than the regional workforce. This isn’t the only sign of workforce preparedness, but it is important.

Implementation

City Role

To help realize Tacoma 2025, the City of Tacoma will:

- Collaborate with the school district, higher education institutions, and workforce development organizations.
- Work on creating safe places for children and families.

How to get involved

You can help make Tacoma 2025 a reality by volunteering through one of many community organizations, or by participating in the work of the following City boards, commissions, and programs:

Library Board

Human Rights Commission

Human Services Commission

Personal Commitments

To achieve Tacoma 2025, I will work with the City to:

"Significantly increase the graduation rate, and close the achievement gap!"

Kent Roberts

"Be an advocate for Tacoma to the youth to stay and keep their talents and skills here!"

Kasey Williams

"Increase cultural competency and give ALL students a fair shot at education!"

Jennifer Alsawadi

"Engage Pierce County higher educational institutions in addressing education and learning objectives."

John Hickey

"Develop action steps for Education & Learning."

Jene Jones

"Increase high school graduation and post-secondary completion while closing opportunity gaps for children, youth & families."

Julia Garnett



"Continue to cultivate a strong and agile workforce."

Brian Humphreys



5: Arts and Cultural Vitality

A vibrant cultural sector that fosters a creative, cohesive community.

Opportunity

In 2025, Tacoma is widely recognized for its flourishing arts and culture. A prolific arts scene is nourished by affordable housing and studio space. The revitalized theater and dome districts feature historic venues that are gloriously restored, while a stunning and vibrant museum campus attracts nationwide visitors. People from all walks of life — and especially students and youth — enjoy exceptional access to a broad variety of cultural activities. Arts and heritage are fundamental to Tacoma’s brand and self-image — attracting and retaining creative residents, while stimulating economic development and neighborhood vitality, and encouraging a widespread embrace of the community’s ethnic diversity.

Community Priorities

- 5A Increase participation in arts and culture.** Tacoma’s impressive arts and cultural scene offers opportunities that can enrich everyone’s lives.
- 5B Embrace Tacoma’s diversity of people, places, and cultures.** Active celebration of Tacoma’s diversity will help the community succeed economically and socially.
- 5C Leverage and strengthen Tacoma’s arts and cultural assets.** Tacoma’s excellent collection of arts and cultural facilities and historic buildings provides an economic advantage in attracting residents and investment.

Accountability Measures

- Increase the number of **youth participating** in arts and cultural events in Tacoma
- Increase **attendance** at arts and cultural events
- Increase the **economic impact** of creative and cultural events in Tacoma
- Increase percentage of all business activity represented by **creative industries**

Equity

In 2025, Tacoma celebrates and fosters ethnically diverse and culturally rich contributions and programs from all community sectors, particularly youth.

Partnerships

Key Partners

Tacoma Public Schools
Tacoma Public Library
Arts Community
Metro Parks
Nonprofit Coalition

Focus Area Connections

The objectives for **Arts and Cultural Vitality** have strong linkages with related objectives for **Education and Learning**.

City Champions

Community & Economic Development
Neighborhood & Community Services
Office of Equity & Human Rights
Public Assembly Facilities

Context

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 embodies the past, present, and future. In turn, these strengthen social relationships, civic engagement, and neighborhood vitality. A city's identity is grounded in its proud cultural heritage and arts scene.

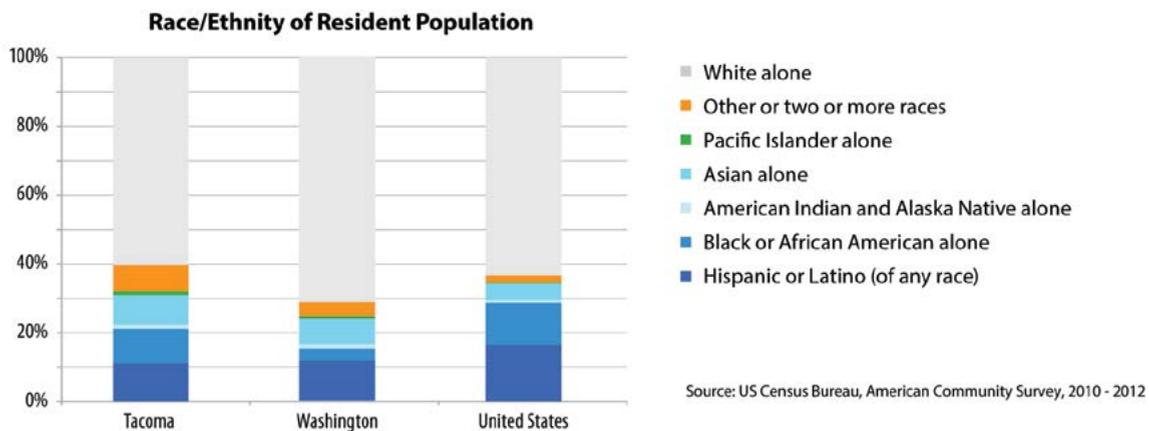
Tacoma Today

Strong support for the arts

- Residents voiced strong support of and pride in the Tacoma arts scene, urging the City to “not bring something in [but rather to] nurture and grow what is already here.” An emphasis was also placed on the unique diversity of the arts scene, including graffiti, museums, music, and ethnic festivals.
- Residents want Tacoma to be ‘an international destination for the arts.’ One resident wanted “a music, art, and culture hub comparable to Austin, TX.”
- However, access to these activities is unequal and varies by ethnicity and socioeconomic background. Perhaps as a result, the survey found a statistically significant difference in support for them, with 68% of white respondents vs. only 49% of nonwhites rating these activities positively.

Diversity and history are key aspects of Tacoma's identity

- Tacoma's history is intricately related to many residents' identity. Several members of the public related stories of their grandparents working in Tacoma or migrating here. The community expressed pride in its built environment and historic buildings.
- Diversity and heritage are points of pride. The Tacoma 2025 Steering Committee has said that cultural and ethnic diversity is one of Tacoma's distinguishing factors. It underpins the rich arts scene and gives character to its neighborhoods.



Tacoma's is one of the most diverse areas in Washington.



1.2 million people visited arts and culture events in Tacoma in 2011.

Implementation

City Role

To help realize Tacoma 2025, the City of Tacoma will:

- Focus economic development and planning activities around arts and historic preservation.
- Fund and collaborate with a myriad of community organizations working in arts and culture.

How to get involved

You can help make Tacoma 2025 a reality by volunteering through one of many community organizations, or by participating in the work of the following City boards, commissions, and programs:

City Events and Recognition Committee

Tacoma Arts Commission

Landmarks Preservation Commission

Sister City Council

Personal Commitments

To achieve Tacoma 2025, I will work with the City to:

"Increase Arts!"

Lauren Walker

"Expand the outreach of the arts into all elements of the community"

Dick Ammerman

"Invigorate the community by increasing involvement and engagement of the arts through active participation."

Sarah Loannides

"Increase access to the arts among young people."

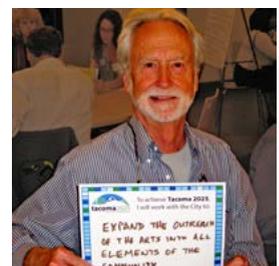
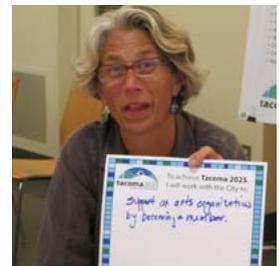
Matt Hudgins

"Tell people about what Tacoma has to offer."

Pat Babbitt

"I commit to work with the city to provide more vibrant access to Shakespeare and cultural education to all youth."

Kristie Worthey





6: Built and Natural Environment

Outstanding stewardship of the natural and built environment.

Opportunity

In 2025, Tacoma's residents and community leaders are committed to a specific and funded program of on-going stewardship of its natural and built systems. Tacoma has a complete and high quality transportation system that is focused on the mobility needs of residents, businesses, and visitors. Residents continue to be proud of their great parks and open spaces. Tacoma's equity, economic, and environmental sustainability program is a model for other communities, and the foundation for Tacoma's healthy people and many vibrant neighborhoods.

Community Priorities

- 6A Increase transportation options.** Tacomans need to be mobile, with transportation choices including transit, bicycling, and walking.
- 6B Sustain and improve Tacoma's natural environment.** Tacoma residents treasure their outstanding parks and stunning natural setting; these must be sustained.
- 6C Grow and enhance the vitality of Tacoma's neighborhoods.** Transit-oriented and infill development, as well as reuse of historic buildings and districts, provides housing, economic, and environmental benefits.
- 6D Improve and maintain Tacoma's streets.** Tacoma's residents are concerned about the condition of their streets; maintenance is a top priority.

Accountability Measures

- Increase the percentage of population using **alternative modes** (bike, walk, transit) for work trips and Tacoma's walk score
- Increase percentage of residents **visiting a park** and percentage **satisfaction** with park amenities
- Decrease number of days exceeding the Puget Sound Clean Air Agency's **fine particle pollution** target
- Improve **stormwater quality**
- Increase number of structures designated as historical, added to **historical** districts, rehabilitated, or reused
- Increase the percentage of **streets** in good or excellent condition

Equity

In 2025, Tacoma's neighborhoods with the most need will have natural and built environments that are sustainable and healthy for all.

Partnerships

Key Partners

Metro Parks
Pierce Transit
Tacoma Housing Authority
Chamber
Citizen Committees Boards and Commissions

Focus Area Connections

The objectives for **Natural and Built Environment** have strong linkages with related objectives for **Health and Safety** and **Economic Vibrancy and Employment**.

City Champions

Community & Economic Development
Office of Environmental Policy & Sustainability
Environmental Services
Planning & Development Services
Public Works

Context

The natural and built 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.

Tacoma Today

Transportation infrastructure needs to be improved

- Residents emphasized the need to improve road conditions, and 'potholes' repeatedly came up in their feedback.
- Years of budget cuts have made transportation investments challenging, and over 50% of Tacoma's residential roads and 44% of arterial streets are in poor or failed condition.

Parks, open spaces, and natural systems are essential elements of livability

- Metro Parks maintains nearly 3,000 acres of parks and open space in Tacoma. Tacoma residents like their City parks: 79% rated them positively. One resident exclaimed, "Pt. Defiance is amazing," and another requested, "continued strong commitment to parks." However, another resident online emphasized, "parks should include unprogrammed open space." Residents also wanted greenery more distributed to "integrate/ complement built and natural environments," while community gardens and tree cover could help "get rid of concrete jungle."

Residents need an effective and efficient transportation mobility system

- Tacoma residents are multi-modal. Forty seven percent frequently used public transit rather than driving, higher than the benchmark average, and 62% walked or biked instead of driving. Thirty-six percent believe the City should spend more on transit services and 27% on pedestrian and bike infrastructure.
- Survey respondents approved of the overall ease of travel, with 67% rating it positively. Satisfaction with all travel modes was in line with national averages, but travel by public transit and travel by bicycle had the fewest positive ratings, 42% and 45% respectively.

Residents are passionate about sustainability and sense of place

- Residents expressed a clear desire to not just maintain the status quo, but also rather strive for environmental innovation and improvement. They called for environmental sustainability in a way that reflects Tacoma's sense of place, including buildings, neighborhoods, and built infrastructure.
- One resident expressed enthusiasm at the July 30, 2014 event: "Impressed with the sustainability stuff and looking at the STAR stuff it seems the city I most want Tacoma to be is one that continues to improve on those. Good job so far, much still to do!"

Air quality has improved over the past decade

- Overall, air quality has improved over the past decade, though wood burning in the winter still contributes to several unhealthy air days. Although 62% of residents rated Tacoma's natural environment as good or excellent overall, only 48% gave a comparable rating to air quality.

50% Residential roads are in poor condition

44% Arterial streets are in poor condition

47% Residents who frequently use transit service instead of driving

91% Residents who frequently visit Tacoma parks

Implementation

City Role

To help realize Tacoma 2025, the City of Tacoma will:

- Build and maintain local streets and roads.
- Partner with local, regional, state, and national agencies in the planning and provision of road, transit, and other alternative modes of transportation.
- Provide strategic directions for land use, environmental sustainability, and climate change.

How to get involved

You can help make Tacoma 2025 a reality by volunteering through one of many community organizations, or by participating in the work of the following City boards, commissions, and programs:

Board of Building Appeals

Parking Transportation Advisory Group

Transportation Commission

Planning Commission

Sustainable Tacoma Commission

Personal Commitments

To achieve Tacoma 2025, I will work with the City to:

"Work on Pierce Transit funding."

Debbie Winskill

"Improve the aesthetics of the Hilltop."

Nancy Bishop

"Increase outreach for public environmental events in the UPS community."

Sierra Coccoziello

"Help accomplish equitable active (biking, walking, and transit) access to all of the City's unique treasures (physical and human)."

Kendal Reid

"Galvanize the arts and cultural sector as a strong & vital partner."

Andy Buelow

"Spread excitement about our history and our potential. Admit it, Tacoma you're beautiful!"

Deborah Anderson



"Plan and implement high-capacity, frequent, and reliable transit. By improving public transportation and increasing mobility options, my vision is a city where the automobile is no longer the dominant mode choice."

Darin Stavish



7: Government Performance

Efficient and effective government, guided by engaged residents.

Opportunity

In 2025, Tacoma residents trust in their city government and civic institutions. Elected leaders and civil servants hold transparency and accountability as primary civic responsibilities. The community believes that local government is tackling the tough issues, and actively engaging residents and community partners in those endeavors. Residents engage in civic affairs, participate in government activities, and vote.

Community Priorities

- 7A Ensure accountable, efficient, and transparent city services.** Tacoma's City Council and staff are committed to providing the city's residents with outstanding service.
- 7B Engage residents, stakeholders, and partners in the future of Tacoma.** Creating a better Tacoma requires engaged residents and strong partnerships.
- 7C Strengthen the City's fiscal sustainability.** Tacoma's ongoing stability requires increasing the tax base, managing costs, and monitoring tax burdens closely.

Accountability Measures

- Improve **resident satisfaction** in services provided by Tacoma or confidence in City government
- Increase **City employee satisfaction**
- Improve Tacoma's **Fiscal Wellness Index** score
- Align the **City's workforce profile** with regional and national demographics
- Increase the percentage of residents who believe they are able to **make a positive impact** on their community

Equity

In 2025, the City of Tacoma government will be inclusive, reflective of the community it serves and ensure that City resources are distributed equitably to residents and visitors.

Partnerships

Key Partners

City Council
Boards & Commissions
Residents

Focus Area Connections

Government Performance is the cornerstone of achieving all of Tacoma 2025's ambitious goals and objectives. It connects to **all six** other focus areas.

City Champions

The City of Tacoma

Context

Municipal government is responsible for delivering key services to its community, and must be accountable for its actions, responsive to feedback, and effective in its efforts. A poorly performing government can diminish a city's vitality; a well performing government can help improve nearly all aspects of community life. Knowing that a municipal government cannot do everything, each city government chooses its own priorities.

Tacoma Today

Government performance is headed in the right direction but more progress is needed

- Overall, Tacoma residents rated issues of governance below the national average. Overall confidence in Tacoma government was 32% positive. We ranked 46 out of 57 comparison communities and are lower than the benchmark. Employment levels in the past decade have dropped, while population and service demand have not.
- Many were sceptical at the July 30, 2014 public event, but many were also excited, noting that this event seemed like a turning point. One resident wrote, "have more events like Tacoma 2025 to gather feedback and generate conversation."

Community engagement is high

- Over 57% thought opportunities to participate in community matters were good or excellent and 44% volunteered regularly.

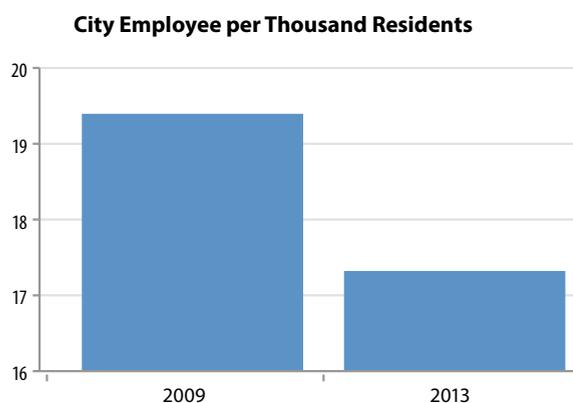
- Despite lower than average perceptions of City government, residents are still civically engaged. 82 percent reported voting in local elections. 16 percent attended local public meetings and 33 percent watched on the City's local governmental station, TV Tacoma. These are in line with national averages.

Engagement, partnership, transparency, and accountability are areas of focus

- Residents expressed a desire for transparency and accessible information, noting that many public documents and plans are large, complex, and difficult to read. Only 49% reported access to public information positively, while 39% thought City government was welcoming resident involvement.
- Some community participants wanted more partnerships, noting that the "City has its own role," and there is a need to "strengthen neighborhood organizations," and have "more city/community partnerships."

Fiscal responsibility, stability, and sustainability are core values of residents

- The City has made large strides in improving its fiscal position; however, significant challenges still remain. 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 fiscal year 2009-10 to 3,524 in fiscal year 2013-14.



Source: City of Tacoma Employment; US Census Bureau

2000+ Number of Tacomans who participated in Tacoma 2025

Budget cuts have meant the City has less staff to provide services to more people.

Implementation

City Role

To help realize Tacoma 2025, the City of Tacoma will:

- Have created staff capacity to implement Tacoma 2025.
- Measure progress toward Tacoma 2025 on an annual basis.

How to get involved

You can help make Tacoma 2025 a reality by volunteering through one of many community organizations, or by participating in the work of the following City boards, commissions, and programs:

Board of Ethics

Civil Service Board

Public Utility Board

Charter Review Committee

Fiscal Sustainability Task Force

Joint Municipal Action Committee

Personal Commitments

To achieve Tacoma 2025, I will work with the City to:

"Make our goals specific, measurable and attainable by 2025."

Kent Roberts

"Overcome the adversities that may block the success of the strategic vision."

Aaron Winston

"Create a culture of success that permeates our schools, our businesses, our local government! We can do this together!"

Fannie Kelley

"Ensure Accountability and Inclusion."

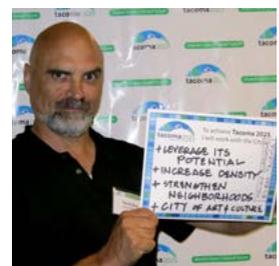
City Manager, T.C. Broadnax

"Bring more resources to maintain our assets."

Mayor Marilyn Strickland

"Bring people together to create community."

Hillary Ryan





Art of the
American West
OPENS NOV 13



TAM



City of Tacoma
Planning and Development Services

**Agenda Item
E-2**

To: Planning Commission
From: Lihuang Wung, Planning Services Division
Subject: **Billboards Community Working Group Report**
Date of Meeting: February 18, 2015
Date of Memo: February 11, 2015

The Community Working Group established in September 2014 to facilitate a robust discussion on regulatory alternatives for billboards has completed its tasks and approved a final report on February 2, 2015. Attached for your information is a copy of the report, which will be presented to the City Council at the Tuesday, March 3, 2015 Study Session.

More information about the project can be viewed at www.cityoftacoma.org/planning (and click on "Billboard Community Working Group"). If you have any questions, please contact John Harrington at 279-8950 or jharring@cityoftacoma.org.

Attachment

c: Peter Huffman, Director

REPORT OF THE TACOMA COMMUNITY WORKING GROUP ON BILLBOARDS

February 2015

Executive Summary

The Tacoma Community Working Group on Billboards (CWG) was convened in September 2014 by Tacoma City Manager T.C. Broadnax. The CWG was composed of 17 members representing a broad cross section of the City, including residents, business owners, property owners, and billboard owners. Billboard regulation in Tacoma has been highly contentious and fraught with litigation between the City and Clear Channel Outdoor (the current owner of almost all billboards in the City). The City has, in response to public concerns, adopted increasingly strict billboard regulations in recent decades. Under the current City Code, all but 3 of 311 billboard faces – although presumably legal when originally installed – now no longer conform to code. Current code is not being enforced, as a result of a “standstill agreement” between the City and Clear Channel Outdoor entered into in 2012 to end the most recent litigation. That agreement also called for continued discussions between the City and Clear Channel about potential permanent solutions – the work of the CWG is a key component of that effort.

The mission of the CWG, in summary, was **to develop at least two viable alternative regulatory approaches for billboards for consideration by the City Planning Commission and City Council. The regulatory approaches should be different from current code, in favor of an approach that better balances the interests of all the various stakeholders.** The hope of the City Manager was that the City and Clear Channel Outdoor could resolve their differences with the help of the CWG’s input, and avoid further costly litigation.

The CWG met 11 times, from September 2014 to February 2015. CWG meetings were open to the public. CWG members were briefed on the current city zoning code, applicable state and federal regulations, the history of billboard regulations in Tacoma, on recent litigation and the current “standstill agreement” between Clear Channel Outdoor and the City. Members also heard presentations from billboard opponents and proponents. The CWG was supported by City Planning Department staff and an independent facilitator. Clear Channel Outdoor, which had two seats on the group, also responded to a variety of information requests from the group.

The group focused on three basic questions: (1) in what zones of the City are billboards potentially allowable (subject to reaching agreement on other applicable code conditions); (2) what should billboards look like – in terms of design requirements, size, height, buffers and dispersal; and (3) how do we get “there” from “here” —what transition mechanisms are likely to be most successful.

The Report presents three options for consideration by the City Council and Planning Commission: Option A presents the points on which the CWG was able to reach a recommendation or consensus. In cases where a recommendation could not be made, two alternatives are presented: Option B includes the positions of most (but not all) of the neighborhood/Scenic Tacoma/Historic Tacoma group members. Option C includes positions of those on the CWG who favored comparably less restrictive billboard zoning, including most (but not all) votes of billboard owners.

The CWG began by identifying common goals to work from, including:

- Providing a pleasant, attractive City environment
- Being able to enjoy views of the water and/or mountains from our homes
- Establishing a regulatory framework that balances interests of all stakeholders, and
- Having a clear set of regulations so that everyone understands the rules.

The CWG identified 10 zoning districts where it should be a high priority to remove billboards and ensure no new billboards are installed (there are 23 billboard faces in these zones today). The CWG also identified 11 zoning districts where billboards could be allowable—subject to reaching agreement on other code requirements (current code allows billboards in only 4 zones). There were 3 zones where the CWG could not reach agreement as to whether billboards should be allowed or not (there are 51 billboard faces in those zones today).

Most billboards do not comply with current code for multiple reasons—they are too close to a residential zone or other “sensitive” zone or use, too close to another billboard, too tall, or too large, or are constructed in a manner inconsistent with other code provisions. The CWG considered each of these matters and in nearly all cases agrees that it is appropriate to reduce the current buffer and dispersal requirements—however, the CWG could not reach agreement on the specific changes to recommend. Similarly the CWG was split on the issues of billboard height and size, except to agree that “bulletin” size (672 sq. ft.) signs are appropriate in Industrial zones. The CWG also reached agreement as to several other code provisions.

The CWG generally supports the concept of some sort of exchange mechanism to help remove and move billboards from current locations to better match the various goals of the CWG. They reviewed and proposed a wide array of other “transition mechanisms,” but did not reach agreement. Although the scope of this effort was to find solutions that can avoid litigation, a few CWG members remain in favor of seeking to enforce the billboard amortization provisions that the City has long had in code, even though it may result in additional litigation with Clear Channel.

Through a willingness of the CWG members to bring compromise proposals to the table, the three Options identified in the CWG Report outline a range of potential outcomes that substantially narrow the playing field on which the City and Clear Channel can continue their discussions.

“Minority statements,” highlighting views of various CWG members, are offered in footnotes in several places in the Report.

REPORT OF THE TACOMA COMMUNITY WORKING GROUP ON BILLBOARDS

February 2015

INTRODUCTION

This report presents the conclusions of the Tacoma Community Working Group (CWG) on Billboards. It has been approved as an accurate statement of our findings and process by unanimous vote of the CWG members at our last meeting.¹

- **Our Mission**

The Tacoma Community Working Group on Billboards (CWG) was convened by Tacoma City Manager T.C. Broadnax in September, 2014, and charged with the following mission:

...[T]to develop at least two viable alternative regulatory approaches for billboards in this community that can be forwarded for review and consideration to the City Planning Commission and City Council.

Specifically, the CWG is being asked to develop regulatory alternatives different from current city code (which is not currently being enforced per an agreement with Clear Channel), in favor of an approach that better balances the interests of all the various stakeholders.

The CWG's mission is not to render an opinion on the current code or deliberate on whether it should or should not be enforced, but rather, to develop alternatives that could, by balancing interests, potentially be a preferable alternative to current code.

Our work is advisory. In his welcoming remarks to us, Mr. Broadnax noted that the City desires to resolve the disputes between Clear Channel and the City without further litigation. Mr. Broadnax made clear he expects that at the end of the process, Tacoma will still have billboards, but fewer billboards; and remaining billboards will be in more appropriate locations with better mitigation of negative impacts.

We were not charged with conducting a public outreach process. Nor were we asked to write "city code." We focused our work on the major parameters of billboard regulation – where billboards can be located, what they can look like (size, height, design, etc.), and how we get there from here. It is important to note that our mission excluded consideration of codes for "on-premise" signage: the CWG recognizes that such signs constitute the majority of signage in the City and some community concerns about billboards often relate to "on-premise" signs as well.

Our mission required all CWG members be prepared and willing to compromise. Given the strength of opinions that many of us have regarding billboards, this was not easy. Our discussions were spirited, frank, and respectful. We took seriously the need for compromise, and we believe that our findings and the options we present here reflect this. That said, we were not able to reach a recommendation on several items.

¹ 16 of 17 CWG members were present at our last meeting.

We have reviewed and approved this report by a vote of our Members. This report presents three options for addressing the regulation of billboards in Tacoma, in response to our mission.

We hope this report will serve as the basis for successful negotiations between the City and Clear Channel Outdoor, which owns nearly all of the billboards in Tacoma, to resolve remaining differences between the parties without further litigation, and help the City shape a new billboard code which better reflects the balance of interests in our community on this challenging issue.

- **CWG Membership**

Our membership is comprised of residents, businesses owners, property owners and others in Tacoma, together with two representatives from Clear Channel Outdoor (Clear Channel) (one of whom lives and works in Tacoma). Our 17 members come from diverse backgrounds and brought a very wide range of opinions and perspectives to the table with respect to billboards: we were selected by the City Manager, with input from the City Council, for this very purpose. There are twelve different stakeholder groups represented on the CWG:

- Neighborhood Councils (3 seats)
- Business Districts (1 seat)
- Scenic Tacoma (2 seats)
- Historic Tacoma (1 seat)
- Commercial Real Estate (1 seat)
- City Planning Commission (1 seat)
- Clear Channel Outdoor (2 seats)
- Other Billboard Owners (1 seat)
- Port of Tacoma (1 seat)
- Advertising Industry (1 seat)
- Non-profit Organizations (1 seat)
- General Community Members (2 seats)²

In addition to the three members that represent billboard owners, one member of the CWG leases land to Clear Channel for a billboard structure. One of two General Community Representatives has a background in advertising and creative services; the other owns a firm that makes “on-premise” signs.

Each CWG member was allowed the opportunity to appoint an alternate (so long as they were residents, business or property owners in the City). There was some shifting in membership over the course of our work, as two members had to depart for personal or professional reasons, but we were fortunate to have strong participation from alternates from early in the process, so this shifting did not create significant problems.

Our work was supported by a team of staff from the City Planning Department who sat at the table with us, helped answer questions and offered observations. We also were supported by an independent facilitator. A full list of our members and the support team is included at **Attachment A**.

- **Our Process**

The CWG met 11 times, for two hours each meeting. Participation by CWG members was very strong—there were few absences. Our limited time together was supplemented by several “homework” items, and the addition of an extra meeting (we had originally planned for 10 meetings). All our meetings were

² A third General Community Representative had to withdraw for personal reasons after 4 meetings.

open to the public but there was minimal public attendance. All our meeting materials, and summaries of each meeting, are posted online.³

As noted, we were not charged with conducting a public outreach process, understanding that this will occur as the City moves forward from here.

To begin our deliberations, we adopted a charter to guide our decision-making process. It restated our mission slightly, identifying the goal “*to identify at least two viable alternative regulatory approaches to billboards different from current city code that better balances the interests of all the various stakeholders.*” Our charter also acknowledges that the City retains the option of deciding whether to enforce current code, and other parties have the ability to oppose the City Code in court. One important “scoping” item that made our discussions considerably easier was the commitment from Clear Channel at the outset that they do not believe that digital billboards are a necessary component of a solution in Tacoma, and they would not place digital billboards on the table.

Our charter requires that this Report receive support from at least 60% of our members. Further, we identified two levels of support to guide us with respect to specific conclusions: a “**consensus**” position from the CWG must receive support from 80% of those voting; a “**recommendation**” position must receive approval of at least 60% of those voting.

We began by working to identify the range of interests and values of the CWG members, from which we immediately identified a number of areas of agreement, discussed below under the CWG findings section of this Report. Our first four meetings were otherwise largely dedicated to learning about billboards, and our last seven meetings focused on developing recommendations.

In the “learning” phase of the effort, we heard a presentation from Paula Rees, a citizen activist and long-time billboard opponent, who provided us an array of information and research finding negative impacts from billboards (safety, visual blight, negative impact on property values, etc.); information about the evolution of the advertising industry showing little growth in billboards and limited use by local advertisers; a review of how some other communities have faced similar challenges – particularly around digital proposals; and articles about Clear Channel’s corporate financial situation.

On the other side of the equation, Clear Channel gave a presentation addressing the benefits of billboards, focusing on how local businesses and nonprofits in Tacoma have benefited from them; research which found no driver safety impacts from billboards; the importance of billboards as a sector of the advertising industry; a comparison of the number of billboards in Tacoma versus other major west coast cities; noting that the vast majority of signage in cities is on-premise signage, rather than billboards; and stating Clear Channel’s interest in collaborating with the Tacoma community to find a solution that will reduce impact in neighborhoods, consolidate multiple smaller signs into larger formats, find appropriate areas for billboards in the community, and grandfather remaining signs. As part of the presentation, representatives from the Boys & Girls Club of South Puget Sound and JayRay Advertising

³ Weblink for CWG materials: <http://www.cityoftacoma.org/planning> (Click on “Billboard Community Working Group”). Any updated information on the CWG and its Report will also be posted at this site.

spoke briefly to the benefit their agencies and clients have received from advertising through Clear Channel billboards.

We observed that there were many conflicts between the information we heard, but acknowledge that we did hear a full array of perspectives.

We also were briefed by State Dept. of Transportation staff regarding the overlays of federal and state regulation of billboards and how they interact with local billboard regulation. We looked at the potential impact of recent federal legislation, so-called “MAP-21” and how that may affect local authorities’ regulation of billboards.

The City Attorney provided us a background overview on the history of litigation between Clear Channel and the City over billboards, summarized below. Planning Department staff presented the current zoning map and provided us with details that distinguish between the various allowed uses and intended character for each of the zones. Over the course of the process, staff tracked questions from CWG members that could not be answered in meetings; staff or Clear Channel provided responses to nearly all 45 questions tracked.

At our sixth meeting, we elected co-chairs from among our membership: Tricia DeOme, a member of the Neighborhood Council stakeholder group, and Steve Wamback, who is on the City Planning Commission. They worked with the staff team and facilitator to help shape the remaining meeting agendas.

Our seven meetings dedicated to developing conclusions and recommendations involved a combination of presentations from staff, small group discussion, full CWG discussion, voting, and reconsideration of voted outcomes. We heard presentations from Clear Channel as to which city zones were most important to them for placement of new billboards, and why. The Co-Chairs served as “small group facilitators” for several meetings.

As noted, our discussions were spirited, frank, and respectful. We all feel that this experience has allowed us all to better understand the many points of views, concerns and positions around the regulation of billboards in the City. Over the course of the deliberations, we had extensive opportunity to share our views and to hear and consider many different ideas. We reached several “consensus” recommendations and several other items received “recommendation” level support. In several cases, however, we were unable to reach recommendation level support. The conclusions in this Report are presented in a way to capture these distinctions. The Report also identifies several issues raised during our discussions but not fully explored—issues which are likely important considerations as the discussion moves forward.

We divided our efforts into three basic questions, and took each of these up in turn:

- 1. Where – which zones – should billboards be allowed and not allowed?**
- 2. What should billboards look like?** This question encompasses buffers, dispersal, size, height, lighting, and other design and development standards.
- 3. How do we get there from here?**

It is important to understand that these questions are interactive: on the ground and, as code is written, they all combine together to allow, or not allow, something to happen. **Therefore, it is important not to look at the results of our agreement on the first question in particular –where should billboards be allowed -- without also considering our input on the other questions: to do so would be to misinterpret the results.**

RECENT HISTORY – AND WHERE WE ARE TODAY

Billboard regulations have been a highly contentious issue in Tacoma for decades. Although the CWG was expressly "not charged with rendering an opinion on current city codes or deliberating whether that code should be enforced," it was necessary for us to understand how Tacoma, its citizens, billboard owners and advertisers arrived at this point. This section of our report summarizes this context with a brief re-cap of recent history and the current billboard situation in Tacoma.

The City's billboard codes have evolved substantially over time. Whereas we understand from the Planning Department that it is reasonable to assume that nearly all billboards in the City were, at the time they were initially installed, compliant with code, changes over time mean that today, only 3 of the 311 billboard faces in the City comply with code. These 308 billboards are considered "nonconforming" -- because they are not consistent with the code.

The City first adopted comprehensive billboard regulations in 1988, which sought to limit the number of billboards to those in place in April of that year, ban billboards from all parts of the City excepting Industrial and some commercial zones, and adopt other regulations. That code was significantly revised in 1997, adding provisions that made many more existing billboards nonconforming, and adopting an amortization provision that required nonconforming billboards to be brought into compliance or removed, at the cost of the owner, within 10 years. The rationale behind amortization was that the owner of the billboard structure would have been able to fully recoup its capital investment in the structure over the course of a decade. Clear Channel has owned nearly all of the billboards in the City since the early 2000s.

When, in 2007, the City sought to enforce the 1997 code amortization provisions, Clear Channel Outdoor sued, leading to a Settlement Agreement in 2010. The Settlement Agreement recognized Clear Channel's vested rights in its conforming and legally nonconforming signs and relocation permits, and included an exchange program that would allow digital billboards. After community opposition to digital billboards, the City did not pass a digital ordinance as contemplated by the Settlement Agreement, but instead passed the 2011 Code⁴ (also referred to in this Report as "Current Code") which revived the prior 10-year amortization provision as a way to reduce the number of billboards, the 2011 Code also banned digital billboards, expanded buffer and dispersal requirements, and instituted a number of design requirements. The City then filed a declaratory judgment action asking the Court to declare that the Settlement Agreement was not binding. In response, Clear Channel countersued the City over the 2011 Code, which led to the current Standstill Agreement.

⁴ Referred to in our meeting materials as the "2012 Code" (or "Current Code") but was actually approved in August 2011,

Per the Standstill Agreement, the 2011 Code remains in place, but is not enforced: the 1997 code applies, except the amortization provisions are not enforced. Under the 2011 Code, all but three of the current 311 billboard faces⁵ in the City are nonconforming, most for multiple reasons. Nearly ninety percent of the billboards do not comply with the buffer requirements in the current code. The evolution of these various codes and the litigation are summarized at **Tables 1 and 2**.

A word should be said about the amortization issue, which has been a focus for the litigation between the City and Clear Channel -- and was the subject of some contention in our discussions. The City Attorney made clear to us that the City believes that amortization is a valid regulatory approach (having included it in the 1997 and 2011 Codes). However, the City expects that if the code retains an amortization provision and the City seeks to enforce it, then, based on history, there will continue to be legal challenges from Clear Channel on the validity of this approach and/or the amount of compensation owed Clear Channel. Clear Channel disagrees with the City's legal position. We understand that both the City and Clear Channel agree that an alternative to amortization should be explored—as contemplated in the 2012 Standstill Agreement. Specifically, the parties agreed to look for some sort of exchange mechanism and provide recognition of property rights of existing billboards.

In sum, one of the main regulatory approaches the City has taken to shift the landscape of billboards is amortization. Since our mission is to identify *regulatory alternatives different from current city code*, we did not take up the issue of amortization as part of our proposed regulatory alternatives. It should be noted that some of the CWG members believe that the City should again pursue amortization and think that since this concept has been in code for seventeen years, all billboards subject to amortization by code should be considered illegal and removed. Others believe that either the City's legal position is untenable, or that amortization is not a valid or appropriate mechanism. **This report is not intended to signify support or opposition to the issue of amortization.** CWG members who have endorsed this report may or may not support amortization.

It is important to note that over the course of the past several years, the billboard “face” count in the City has come down substantially. City records indicate that since 2012, CCO has taken down 81 faces of the 383 faces it owned in 2012, a reduction of 21.1% of its inventory. Of the 311 billboard faces remaining in the City, Clear Channel owns 302.

Where are the remaining billboards? They are present in most land-use zones, primarily along major arterials and state highways. Approximately one third of them are in zones that have, essentially since 1988, prohibited billboards. The billboard count *by zone* today in Tacoma is presented at **Attachment B**.

⁵ A billboard structure usually includes two billboard “faces.” The faces are the display panels. Typically, there are two billboard faces per structure, though in some cases there are more. Per City Code, each “face” is considered a separate sign.

Table 1: Overview of the Evolution of Billboard Regulations in Tacoma⁶

Item	2011 Code (Current Code)	1997 Code/1988 Code if different
Zones	Billboards (BB) permitted in C-2, M-1, M-2, and PMI zones	Zone names were different. BB permitted in C-1 ⁷ , C-2, C-3, B, M-1, M-2, PMI/ Zone names different; territory approximately the same
Design	Max 2 faces per structure	Not addressed
	Faces must be back to back and within 5 degrees of perpendicular with road.	Not addressed
	No offset or cantilevered construction of structure	Not addressed
	May not project above adjacent building	Not addressed
	No rooftop construction	Same as current code
	Must have facing to cover back bracing and framework	Same as current code.
	Max 10 foot setback from street	Not addressed
	No new BB if existing on-site pole sign	Not addressed
Landscaping	<ul style="list-style-type: none"> • Screen base of support from pedestrian view. • Alteration of street trees requires prior city approval 	Not addressed
Lighting	<ul style="list-style-type: none"> • Must be directed toward sign and use cut-off shield. • Internal illumination prohibited. 	Indirect or internal lighting only, no flashing signs
Digital Signs	Prohibited	Not addressed
Height	30 ft. , except 45 ft. in PMI	Same as current code (PMI used to be M-3)/ 35 ft., except 45 ft. in M-3
Size	300 sq. ft. max. (no “Premier” or “Bulletin” sizes allowed). Cut outs and extensions may add 20%	<ul style="list-style-type: none"> • Same as current code/672 sq. ft. max with face max of 25 ft. tall and 50 ft. wide • Faces over 300 sq. ft. must locate on arterials with 2 lanes going each way.
Dispersion	500 ft. minimum between BB structures	<ul style="list-style-type: none"> • Minimum of 100 feet between BB structures. • Max 4 faces on 2 structures within 1000/660 ft. • Must have 300 ft. of proper zone to locate BB on that side of street, 600 ft. for second BB. Property across street must also be zoned to permit BB.
Buffering	No billboard within 500 ft. of: <ul style="list-style-type: none"> • Residential, mixed use or shoreline districts. • Special uses/areas (schools, churches, public open space, playgrounds, parks, historic and conservation districts, registered historic properties) 	<ul style="list-style-type: none"> • Not within 250/100 ft. of residential district. • Not allowed within 250/100 ft. of special use/ areas (same list as under current code) • Shoreline setback requirement same as current code (375/150 ft.)

⁶ Information prepared by City Planning Department.

⁷ Minority Statement: CWG member Doug Schafer disputes the Planning Department conclusion that billboards were allowed in C-1.

Table 2: Summary of Key Components of Recent Billboard History

<p>1997 Code</p> <ul style="list-style-type: none"> • 10 year amortization of all non-conforming billboards (by August 1, 2007) added. Thereafter, nonconforming billboards would be required to be removed by owner w/o compensation from City. • Billboard owners could exchange 2 or more smaller signs to make a conforming sign elsewhere. • Billboard owners could move non-conforming billboards to conforming locations before end of amortization period.
<p>The Proposed 2010 Settlement Agreement</p> <ul style="list-style-type: none"> • Remove 54 faces (and related structures), locations identified, and in exchange Clear Channel (CCO) may build 10 digital BB. • Thereafter, for every 1 digital billboard, CCO will relinquish/remove 15 other permits and/or faces (at least 5 faces must be removed for each sign). • After all relocation permits traded in, CCO must remove 8 faces in exchange for 1 digital structure. • In addition, CCO will remove 25 faces in the next 5 years regardless, selected at CCO discretion.
<p>2011 Code (“Current Code”)</p> <ul style="list-style-type: none"> • Relocation permits (to move non-conforming signs to approved areas) expired September 1, 2012. None allowed in future. • Amortization period for <i>existing</i> non-conforming BB ends March 1, 2012. Billboards must be removed thereafter without compensation. • <i>Future code changes</i> making billboards non-conforming: 10 year amortization to remove billboard or make it conforming.
<p>Standstill Agreement (2012)</p> <ul style="list-style-type: none"> • Litigation dismissed without prejudice. • 1997 code applies for now, except amortization provisions. • Parties will confer to find a permanent solution. Focus will be on <u>sign consolidation</u> to remove specific signs in exchange for bulletin sized static billboards in mutually agreeable areas, and vested rights for existing billboards. • Lawsuit may be reinstated if issues not resolved by deadline of August 15, 2014. Deadline subsequently extended by the parties for 1- year --- through August 15, 2015. • CCO relinquishes all 183 relocation permits. • CCO removes 31 specified billboard faces (including structures). These removed billboards count towards any consolidation plan ultimately executed between the City and CCO to resolve the lawsuit. • CCO performs repair on 18 specified billboards. <p><i>The CWG has been created as the first phase of the attempt to find a “consolidation plan” acceptable to both parties.</i></p>

CWG CONCLUSIONS—CONSENSUS, RECOMMENDATION, AND OTHERWISE

This section of the Report presents our three “Options” posed as alternatives to the current code, and describes the process used to reach agreement – or not. As noted, we divided our work into three basic questions, and took each of these up in turn:

1. **Where – which zones – should billboards be allowed or not allowed (subject to other code requirements)?**
2. **What should billboards look like?** This question encompasses buffers, dispersal, size, height, lighting, and other design and development standards.
3. **How do we get there from here?**

Code items are interactive, in the sense that they are deployed in combination. Our deliberations took up each issue individually. Thus, while we may have consensus on placing billboards in certain zones, that agreement is *subject to the appropriateness of other code conditions* – buffers, height, size, dispersal, etc. Therefore, it is not correct to conclude that the CWG supports a “no holds barred” approach in “billboards allowed zones.” In fact, the CWG found it very difficult to reach agreement on those other code conditions.

As noted above, we agreed in our CWG Charter to have two types of proposals—those with **consensus level support** (80% of the CWG members voting to support the item), and those with **recommendation level support** (60% of the CWG members voting to support the item). These distinctions are noted throughout the report. We did not reach recommendations on all issues that we discussed.

For example, we do not have a recommendation on a specific **buffer** or **dispersal** requirement for any zone. In order to provide a “sense of the group” in these issues, we present several “*aggregated votes*.” The question before the group here was basically “what is the **minimum** buffer level / dispersal level you would be comfortable with?” Working from the smallest acceptable level of support upward to the level, if any, at which *60% or more of the CWG members votes were included* became the “aggregated vote” (AV) level presented. In other words, the votes of CWG members supporting for 0 feet, 50 feet, and 100 feet, etc. were combined until the 60% threshold was met: “*aggregated votes*” include votes of CWG members voting for smaller buffers or dispersal than the “*aggregated vote*” number. The math of vote totals led to some internally inconsistent results, so “**aggregated votes**” **should be taken as indicative of direction, not necessary a conclusive finding.**

As another example, on size or height limitations, we have only one agreement to report out of eight votes taken. In sum, for any “billboards allowed” zone, we were in several cases unable to reach even a “recommendation” level of agreement on the specific terms necessary to craft code: different members had very different opinions on the standards under which billboards should be allowed to be placed in “billboards allowed zones.”

The nature of the discussions and results are presented in this section of our Report. These results are then combined in a single matrix at **Attachment C** and presented as a set of **three different options which we forward for your consideration:**

- **Option A** presents items that received either Consensus Level support, Recommendation Level support, or a 60% “aggregated vote” (AV) level of support. As noted, for each aggregated vote it is important to understand that some of the 60% of members whose votes are aggregated in fact voted for smaller buffers or dispersal than the threshold number presented. In Option A, there are several items on which no recommendation is presented: alternatives on these items are presented in Options B and C.
- **Option B** – alternatives typically receiving support from less than 50% of CWG members—generally (but not in all cases) reflecting the views of representatives from the Neighborhood Councils, Scenic Tacoma and Historic Tacoma and CWG members favorable to relatively less easing of billboard regulatory requirements. Option B only presents alternatives on aggregated vote issues and on issues where no recommendation is presented in Option A.
- **Option C** – again, alternatives typically receiving support from less than 50% of CWG members, generally (but not in all cases) reflecting the views of billboard owners and CWG members favorable towards greater easing of billboard regulatory requirements. Option C only presents alternatives on aggregated vote issues and on issues where no recommendation is presented in Option A.

- **Common Interests and Values**

We began the work of finding compromise with a search for common interests and values among the CWG members. Based on a member survey and follow up discussion, these are presented in **Table 3**.

Table 3: Shared CWG Interests and Values

Shared Interests and Values: <i>Consensus Level (80% + support)</i>
<ul style="list-style-type: none"> ● Providing a pleasant, attractive City environment. ● Being able to enjoy views of the water and/or mountains from our homes ● Establishing a regulatory framework for billboards that balances interests of all stakeholder groups ● Having a clear set of billboard regulations so that everyone understands the rules

Shared Interests and Values: *Recommendation* Level (>60% but < 80% support)

- Promoting a positive business climate
- Reducing safety risks from billboards
- Helping the City avoid costly litigation
- Having attractive streetscapes
- Curtailing over-regulation
- Ensuring regulatory costs paid for by those being regulated

It was helpful for us to be able to identify that there are in fact many shared values across CWG members with very diverse backgrounds. This exercise helped us build a foundation of understanding from which to proceed, and a common set of values to return to throughout our deliberations.

The CWG members representing the Neighborhood Councils, Scenic Tacoma and Historic Tacoma expressed that their priority interests from amongst the shared values were having a pleasing City environment and attractive streetscapes. Other values important to this group, not included on Table 3, are: (1) concern that people do not have a choice whether or not to view billboards and those billboards are located on the public roadways that are paid for by the broader community, and (2) a principle of fair play, which they believe is not being met, given that Clear Channel purchased billboards in Tacoma in 2002 knowing at that time the billboards did not conform to City Code.

Clear Channel has affirmed to us that its goal was, and remains: “to find a mutually beneficial solution for the Community that also ends years of costly litigation for taxpayers, the City and Clear Channel Outdoor. Through collaboration, we believe we can respect the community landscape, give Tacoma business owners and non-profits the opportunity to use out-of-home advertising to grow their business, respect the rights of real property owners and offer additional information to elected officials to draft a responsible and comprehensive code for the 21st century. At the conclusion of this process, we want a thriving business in Tacoma while being good partners with the community.”

• **Question 1: Where – Which Zones -- Should Billboard Be Allowed or Not Allowed?**

Values and interests identified, we then turned to the most basic question: *in which zones of the City should billboards potentially be allowed?* The current code (adopted in 2012, not now being enforced per the Standstill Agreement), is similar to the 1997 code and 1988 code before it: it allows billboards solely in **Industrial Zones (M-1, M-2, PMI)** and limited **Commercial Zones** (specifically, **C-2**).⁸ Some 62% of existing billboard faces are in these four zones.

⁸ See Attachment B for a summary description of these zones and Table 1 for how code has changed over time.

The CWG spent three meetings on this question. We divided up into two smaller discussion groups. Each subgroup included a broad range of stakeholder interests on the CWG – from strong billboard opponents to Clear Channel representatives. (Mathematical precision in composing the subgroups was not possible, with 17 members and many stakeholder groups having only one representative). We worked from staff information as to the current billboard count in each zone, and results of a homework exercise where each CWG member was able to vote on whether they thought it was potentially appropriate to allow billboards in each City land use zone and overlay district. After discussion in the small groups, we again voted. The results of the two subgroup discussions were nearly identical and are presented in **Tables 4, 5 and 6** below.

The CWG recommendations would expand the number of allowable zones for billboards in the City from the current four (4) to eleven (11) – ***subject to other code conditions being acceptable***. The rationale for the expansion of new zones varied among the members: the primary focus was on the nature of development in the zone. Many members observed that the seven (7) additional zones share similar characteristics to industrial and commercial zones where billboards are now permitted. The less residential the area, the more open the group was to considering allowing billboards. In some cases, the group assessed what they thought a reasonable expectation for someone choosing to live in the zones, other types of uses allowed in the zones, or development patterns and expectations for the zones. However, it should be noted that Neighborhood Council, Scenic Tacoma and Historic Tacoma representatives in particular stated that their support for allowing billboards in these new zones as being conditioned on conservative buffer, dispersal, and sign size and type conditions. For expansion of billboards into the downtown zones in particular, these groups advocated for code conditions at least as restrictive as on the books today. Other CWG members supported less restrictive conditions as a way to make billboard “receiving” zones more attractive.

CWG members acknowledge, and anticipate, that as any future code language is developed, individual CWG member support or opposition to locating billboards in any particular zone may change. Public statements of that nature will not be interpreted by CWG members as being in conflict with our mission to collectively support the outcome and this Report.

The CWG also identified a set of ten (10) zones where it is a priority to **remove** existing billboards – referred to in this Report as “No Billboards Zones.” Generally, these zones were identified because they are either: (1) primarily residential in nature; (2) are areas with critical value to the attractiveness of the city (for example, the Historic Special Review Overlay, Shoreline Districts, Conservation Overlay and View Sensitive Districts); or (3) have no billboards currently and the group on balance felt it was more appropriate to continue to keep billboards out of these areas.

It is noteworthy that eight of these ten “No Billboard Zones” (which include three overlay districts) are currently protected by 500 foot buffers: the exceptions are the Downtown Residential Zone (DR), and the View Sensitive Overlay District (VSD), which is largely, but not entirely in Residential zones.

For the three zone types where the CWG does **not** have a recommendation—the Transition Zones (T), General Neighborhood Commercial Districts (C-1) and Neighborhood Commercial Mixed Use Districts (NCX), alternatives are presented in the Recommendations Matrix (**Attachment C**) under Options B and C. Some viewed these zones as appropriate for billboards given their high value to advertisers and the amount of traffic in and along these areas. Others felt strongly that these zones are too close to

residential areas, or that billboards are inconsistent with a goal of promoting pedestrian friendly mixed development. See **Table 6** for additional information. It is noteworthy that some of these zones are so compact that any buffer requirement (50 feet or greater) would make the zone closed to siting of billboards.

For two overlay districts, the CWG determined that the overlay classification was not relevant to billboards and that the billboards should be allowed, or not, based on underlying zoning. These two districts are: **ST-M/IC**- *South Tacoma Manufacturing/ Industrial Center Overlay District*, and **STGPD**- *South Tacoma Groundwater Protection District*

If the CWG recommendations were adopted, about 78% of the billboards would be in “Billboards Allowed” zones. However, other code requirements are also critically important. **Even if the CWG recommendations on zones are adopted into code, this action alone will have little or no impact on the situation: 308 of 311 billboards would remain nonconforming for other reasons** – those other reasons are the focus of the next section of this Report.

**Table 4:
Zones Where it is a Priority to Remove Billboards and Ensure No New Billboards are Installed
 (“No Billboard Zones”)**

C/R*	Zone	Current Billboard Face Count	Notes
C	All “R” Residential Districts	3	2 in R-2; 1 in R-4
C	SD -- All Shoreline districts	4	
C	RCX (Residential Commercial Mixed Use)	1	
C	VSD View Sensitive Overlay District	0	
C	HIST HistoricSpecial Review Overlay District	0	
C	NRX Neighborhood Residential Mixed-Use	0	
C	URX Urban Residential Mixed Use District	0	
R	DR (Downtown Residential)	10	This is a High priority area for CCO to locate new billboards
R	CONS Conservation Overlay District	5	
R	HMX Hospital Medical Mixed Use District	0	
	Total Current Billboard Face Count in these Zones	23	

*“C” denotes a **consensus** level support; “R” denotes **recommendation** level support.

Table 5: Zones Where Billboards Should Be Allowable –subject to agreement on other code requirements - (“Billboards Allowed Zones”)

Tier 1: Zones where there is <u>consensus level support</u> from CWG to allow Billboards –subject to agreement on other code requirements			
C/R*	Zone	Current Billboard Face Count	Notes
C	C-2 General Community Commercial District	103	Consistent with current code.
C	M-1 Light Industrial District	52	Consistent with current code.
C	M-2 Heavy Industrial District	29	Consistent with current code.
C	PMI Port Maritime and Industrial District	10	Consistent with current code.
C	PDB Planned Development Business District	0	
C	UCX Urban Center Mixed Use District**	2	
C	CIX Commercial Industrial Mixed Use District**	4	
	Total billboard faces in Tier 1 zones:	200	
Tier 2: Zones where there is <u>recommendation level support</u> to allow billboards***--again, subject to reaching agreement on other code requirements			
R	DCC Downtown Commercial Core**	5	Priority for Clear Channel to place billboards in this zone.
R	DMU Downtown Mixed Use District**	5	
R	CCX Community Commercial Mixed-Use District**	14	
R	WR Warehouse Residential**	18	Priority for Clear Channel to place billboards in this zone.
	Total billboard faces in Tier 2 zones	42	
	Combined total billboard faces, Tiers 1 and 2:	242	

* “C” denotes a **consensus** level support; “R” denotes **recommendation** level support.

** Neighborhood Tacoma, Scenic Tacoma and Historic Tacoma representatives in particular stated that their support for allowing billboards in these new zones was conditioned on conservative buffer, dispersal, and sign size and type conditions.

***For Tier 2 zones, one discussion group supported billboards at a **consensus** level, but the other was at a **recommendation** level – in combination, this results in a recommendation level of support. The Warehouse Residential zone received **recommendation** level support from both discussion groups.

**Table 6:
Zones Where There is No CWG Recommendation on Whether Billboards
Should be Allowed or Not Allowed**

Zone	Current Billboard Face Count	Notes
C-1 General Neighborhood Commercial	4	One subgroup was in unanimous agreement that there should be no new billboards here and preferred to remove them. Clear Channel indicated this is a <i>low-priority area</i> for siting new billboards. The other subgroup would allow billboards in these areas, subject to consideration for residential impacts.
T Transitional District	10	One subgroup would allow billboards in this zone, the other was strongly divided for and against.
NCX Neighborhood Commercial Mixed-Use	37	Priority area for Clear Channel to place billboards. Both subgroups were deeply divided on whether billboards should be allowed in this zone.
Total billboard face count in these zones	51	

- Question 2: What Should Billboards Look Like? (Buffers, Dispersal, Size, Height, Lighting, and other Design and Development Standards)**

As noted, only 3 of the 311 billboard faces in the City meet current code requirements. According to City staff analysis, the main reasons that billboards do not conform to current code are because of buffer, dispersal, size, height and other design and development standards. And, most billboards are nonconforming for multiple reasons. **Table 7** summarizes staff research on this issue (See **Attachment D** for more detailed information).

**Table 7:
Non-Conforming Billboard Faces – Percentages Failing Various Types of Code Provisions,
Excluding Zoning District**

Type of Code Provision	Percentage of Billboards Failing to Meet This Type of Code Provision
Buffers	85%
Design (other than size, height, lighting)	71%
Dispersal	65%
Height	47%
Size	10%

In other words, making “space” for billboards in Tacoma’s code requires adjustment of these types of provisions as well. Simply amending the list of allowable “zones” is necessary, but not sufficient, to make a noticeable change in the outcome.

We devoted two and a half of our last four meetings to the question of design and development standards issues. We could have spent far longer, however, there simply was not enough time.⁹ We spent one meeting discussing design code issues in our two subgroups. At a second meeting, we went through an extensive voting exercise in order to consider all the issues on the table. If we had had more time to engage in debate on these issues, the outcomes may have been different. However, it was clear from the voting that the CWG had little initial consensus or even recommendation level support on these matters. “Aggregated votes” are offered on some buffer and dispersal issues to provide a sense of where the preponderance of opinion fell.

CWG views could often be divided into two groups– one supporting more restrictive billboard regulations, and one supporting less restrictive regulation: the views of these two groups are represented in Options B and C, respectively. That said, not all members voted across the board in one group or another, and all members brought compromise to the table -- often substantial compromise. In short, while there may not be agreement on many of these factors, the “bookends” on these issues have become much closer.

In tackling these issues, the “**Billboards Allowed**” Zones were divided up into their four general categories (See **Table 8**). Then several design issues were taken up, category by category, as presented in **Table 9**. Votes were tallied, and discussed at a third meeting.

Table 8:
CWG Recommended “Billboards Allowed” Zones, by Land Use Category

<u>Industrial Zones</u> M-1, M-2, PMI	<u>Mixed Use Zones</u> CCX, UCX, CIX
<u>Commercial Zones</u> C-2, PDB	<u>Downtown Zones</u> DCC, DMU, WR

Table 9: “Question 2 Exercise” Issues

<p><u>Buffers</u></p> <ul style="list-style-type: none"> • What is the minimum size of a buffer that CWG members would support between a “Billboards Allowed” Zone and Residential zones? • What is the minimum size of a buffer that CWG members would support between a “Billboards Allowed” Zone and “No Billboard Zones” (DR, RCX, NRX, URX, HMX, Shoreline Zones; and VSD, HIST and CONS overlay zones)?
--

⁹ We added a meeting to our schedule in January, since it was clear we were time challenged to get through design and development standards, transition mechanisms and approving a final report with just 3 remaining meetings.

- What is the minimum size of a buffer that CWG members would support between a “Billboards Allowed” Zone and **Special Uses**? In current code, these include: schools, churches, public open space, playgrounds, parks, historic and conservation districts, and registered historic properties.
- For each question, **buffers of 500 ft., 300 ft., 250 ft., 100 ft., 50 ft. and 0 ft.** were considered.

Dispersal

How much distance should be required between billboards in each zone category of zones?

- Dispersal requirements of **500 ft. 400 ft., 300 ft., 200 ft., 100 ft., 50 ft. and 0 ft.** were considered

Lighting

In this category, the group considered a proposal from a CWG member (not a Clear Channel representative): *Allow regulated digital billboards in “Billboard Allowed” Zones, so long as the display doesn’t flash or spin and brightness is controlled to something less than that allowed for static billboards.*

Size

What is the maximum size of billboard that should be allowed in each “Billboards Allowed” category? Options considered included **300 sq. ft.** (current code, roughly consistent with what the billboard industry refers to as “Poster size”); **378 sq. ft.** (“Premier Size”), and **672 sq. ft.** (“Bulletin Size”).

Height

What is the maximum height of billboards (including structure) that should be allowed in each “Billboards Allowed Category”? Options considered include **30 ft.** (1997 and 2011Code for nearly all zones); **35 ft.** (1988 code); and **greater than 35 ft.** (45 ft. heights under current code in the PMI zone).

Design

Which of the several design code factors, not in any category above, should be retained in code, and which should be removed from code? These are varied requirements, for example, “no more than 2 billboard faces per structure.”

In reviewing the votes, it is clear that the **Option A “aggregated votes”** led to some internal inconsistencies, so again, those should not be regarded as firm recommendations. To help provide clarification, we adopted the following guiding statement, which is also consistent with the way the City’s land use code is currently structured: **Generally, billboard code provisions should get increasingly restrictive as one moves through zoning classifications, from least to most restrictive in the following order: Industrial, Commercial, Downtown, Shoreline, Residential.**

- **Buffers:**

The CWG has consensus support to reduce all buffers, but no consensus or recommendation on a specific level of buffer.

Buffers were a particularly challenging issues for the CWG, for two primary and competing reasons. In a densifying urban environment, “residential” and “commercial” land uses will be increasingly located near one another. Buffers are viewed as necessary to protect residential uses from the visual impact of billboards. At the same time, a more compact urban environment promotes co-location of uses and results in relatively compact or narrow zoned areas: buffers can then have the effect of making a zone otherwise deemed appropriate because of its intensity of use unacceptable because it is too near other land uses.

Current City code buffers residential, shoreline districts, and mixed use zones by 500 feet. That is, billboards are not allowed within 500 feet of these zones. Clear Channel observed that Seattle generally has 50 foot buffers in place for zones, but does have 500 ft. buffers for special uses. Overall, the CWG agreed that smaller buffers than current code are appropriate, but some buffers should be in place for all “No Billboard Zones”—this means that the CWG is recommending buffers for two zones which currently do not have buffers: the Downtown Residential (DR) Zone, and the View Sensitive Overlay District (VSD). The latter would have little or no impact on the ground given other code limitations.

Option B votes support 300 foot buffers in all cases; Option C votes support 100 foot buffers (in some cases, billboard owners voted for 50 foot buffers or zero buffers in Industrial zones and for special uses, but the predominant support level for small buffers was at 100 feet). Option A generally runs somewhere in the middle, and in some cases the group was so evenly divided there is no recommendation.

The alignment of individual CWG member votes on the issue of special use buffers shifted substantially as compared to votes on other buffer issues. This may have been in part due to CWG members holding different assumptions about what is included in the term “special uses.”

Table 10: Minimum Acceptable Buffers –Options A, B and C
Yellow shaded cells show items where no CWG recommendation was reached.
“(AV)” denotes “aggregated votes.”

Buffer distance from a billboard in zone below to “Residential Zones”			
	Option A	Option B	Option C
Industrial (M-1, M-2, PMI)	100 ft. or less (AV)	300 ft.	100 ft.
Commercial Zones (C-2, PDB)	250 ft. or less (AV)	300 ft.	100 ft.
Mixed Use (CCX, UCX, CIX)	250 ft. or less (AV)	300 ft.	100 ft.
Downtown Zones (DCC, DMU, WR)	<i>No recommendation: Group split: 250 ft. or less v. 300 ft. or more.</i>	300 ft.	100 ft.

Buffer distance from a billboard in zone below to “No Billboard Zones”*			
	Option A	Option B	Option C
Industrial (M-1, M-2, PMI)	250 ft. or less (AV)	300 ft.	100 ft.
Commercial Zones (C-2, PDB)	250 ft. or less (AV)	300 ft.	100 ft.
Mixed Use (CCX, UCX, CIX)	<i>No recommendation:</i> Group is split: 300 ft. <u>or more</u> v. 250 ft. <u>or less</u> .	300 ft.	100 ft.
Downtown Zones (DCC, DMU, WR)	<i>No recommendation:</i> Group is split: 300 ft. <u>or more</u> v. 250 ft. <u>or less</u> .	300 ft.	100 ft.

*Defined by the CWG as all shoreline districts, DR, RCX, VSD, HIST, CONS, NRX, URX, and HMX.

Buffer distance from a billboard in zone below to Special Uses*			
	Option A	Option B	Option C
Industrial (M-1, M-2, PMI)	250 ft. or less ¹⁰ (AV)	300 ft.	100 ft.
Commercial Zones (C-2, PDB)	100 ft. or less (AV)	300 ft.	100 ft.
Mixed Use (CCX, UCX, CIX)	100 ft. or less (AV)	300 ft.	100 ft.
Downtown Zones (DCC, DMU, WR)	250 ft. or less (AV)	300 ft.	100 ft.

*Defined in code as: schools, churches, public open space, playgrounds, parks, historic and conservation districts, and registered historic properties.

○ **Dispersal (distance between billboard structures):**

There is consensus support to reduce dispersal requirements in all zones below the current 500 ft. requirement – except for in downtown zones. As with buffers, there was no consensus on a specific dispersal number.

Dispersal was also a particularly challenging item for the CWG. Some felt that the more restrictive the zone, the larger the dispersal should be. Others observed that amount of dispersal required should depend on the size and speed of the arterials on which billboards are located. Still others observed that the market will dictate how closely billboards are spaced and just because a zone allows smaller dispersal will rarely mean the zone is filled to that level, so smaller dispersal should be allowed to facilitate market decisions. Dispersal voting results for Options A, B and C are presented in **Table 11**.

¹⁰ This is one example of how Aggregated Votes result in internal inconsistencies: generally, the group favors less restrictive zoning in Industrial Zones as compared to other zones.

Table 11: Billboard Dispersal Requirements—Options A, B and C

*Yellow shaded cells show items where no CWG recommendation was reached.
“(AV)” denotes “aggregated votes.”*

	Option A	Option B	Option C
Industrial (M-1, M-2, PMI)	200 ft. <u>or less</u> (AV)	200 ft.	100 ft.
Commercial Zones (C-2, PDB)	No recommendation: Group is split: 300 ft. <u>or more</u> v. 200 ft. <u>or less</u> .	400 ft.	100 ft.
Mixed Use (CIX)	200 ft. <u>or less</u> (AV)	300 ft.	100 ft.
Mixed Use (CCX, UCX)	300 ft. <u>or less</u> (AV)	400 ft.	100 ft.
Downtown Zones (DCC, DMU, WR)	Group is split: 300 ft. <u>or more</u> v. 200 ft. <u>or less</u> .	500 ft.	100 ft.

○ **Sign Size:**

There is **recommendation level** support to **increase** the size of billboards in industrial zones. Other than that, the group was split: **there is no recommendation from the CWG on sign sizes in any zone except industrial zones.** Approximately one third of the group voted to retain the current 300 sq. ft. code limit on signs (“poster size”) in all zones except industrial zones. Approximately another third voted to allow signs up to 378 sq. ft. (“premium size”) in all zones. Approximately another third voted to allow signs up to 672 sq. ft. (“bulletin size”) in all zones. Votes were not aggregated, since the group was so evenly split between the three choices considered. Alternatives are provided under Options B and C.

○ **Sign Height:**

The group was split on height. **There is no recommendation from the CWG on the height of billboards in any zone.** Approximately a third of the group voted to retain current height limits of 30 ft. in all zones outside the industrial areas. Approximately another third voted to increase the height to 35 ft. in all zones, as was in place in the 1988 code. Approximately another third voted to allow sign height to exceed 35 ft. in all zones. Votes were not aggregated, since the group was so evenly split between the three choices considered. Alternatives are provided under Options B and C.

Table 12 presents results for Options A, B and C on Billboard Size and Height.

Table 12: Billboard Size and Height – Options A, B and C

Yellow shaded cells show items where no CWG recommendation was reached.

	Size ¹¹			Height		
	Option A	Option B	Option C	Option A	Option B	Option C
Industrial (M-1, M-2, PMI)	672 sq. ft.			Group is split	30 ft.	>35 ft.
Mixed Use (CCX, UCX, CIX)	Group is split	300 sq. ft.	672 sq. ft.	Group is split	30 ft.	>35 ft.
Commercial Zones (C-2, PDB)	Group is split	300 sq. ft.	672 sq. ft.	Group is split	30 ft.	>35 ft.
Downtown Zones (DCC, DMU, WR)	Group split	300 sq. ft.	Group is split : 378 sq. ft. or 672 sq. ft.	Group is split	30 ft.	>35 ft.

○ **Lighting:**

The group **recommends against allowing digital billboards** in the City. (Note: Clear Channel representatives did not vote on this issue). The group considered but ultimately rejected proposals from a CWG member (not a Clear Channel representative) to allow restricted digital billboards in all “Billboards Allowed Zones.”

○ **Other Billboard Design Issues:**

The results of CWG deliberations over other design issues are presented in **Table 13**. On several of these items, the CWG felt that the new design limitations added to the 2011 Code are not very important and the City should consider removing them from code; others are considered important by the CWG – particularly, billboard faces being back to back, prohibiting rooftop construction of billboards, and requiring covering of back bracing and framework of billboard structures.

¹¹ There are two Minority Statements on billboard size limits:

- The CWG members representing Neighborhood Councils, Scenic Tacoma and Historic Tacoma would prefer to limit billboard sizes in Industrial zones to 300 sq. ft., except along SR 509 where 672 sq. ft. sizes would be acceptable to them.
- Clear Channel supports 672 sq. ft. signs in the downtown zones where the CWG has proposed billboards are allowable.

Table 13: CWG Recommendations on Other Billboard Design Issues

The CWG reached consensus that City code should <u>retain</u> these requirements:
1. Billboard faces must be back to back
2. No rooftop construction
3. Must have facing to cover back bracing and framework
The CWG reached consensus that it is <u>not important</u> to retain these requirements:
4. Faces must be within 5 degrees of perpendicular to road
5. No offset or cantilevered construction of structure
6. May not project above adjacent building ¹²
7. Maximum 10 foot setback from street
8. Screen base of support from pedestrian view. Alteration of street trees requires prior city approval. ¹³
The CWG is <u>divided (no recommendation)</u> on whether these items are important to retain in code:
9. Maximum 2 billboard faces per structure
10. May not install a billboard structure or onsite signage structure on a parcel/property where either such type of structure is already present

In sum, the CWG supports a reduction in current buffers and nearly all dispersal requirements, however, the CWG is divided on specific levels. The CWG did not reach any recommendations as to size or height of billboards, except to recommend 672 sq. ft. size limits for billboards in industrial zones. The CWG did reach recommendations on several other design code issues.

○ **What do the options mean on the ground for billboards?**

While the Options presented in this Report will make some of the 308 “legally nonconforming” billboards conform with code, many, if not most of them, will likely remain “legally nonconforming” for some reason. A precise count has not been presented to us.

We reviewed maps prepared by the Planning Department designed to give a general understanding of the impact of reducing Residential, Shoreline, Historic Overlay and Conservation Overlay District buffers

¹² Minority Statement: CWG members representing the Neighborhood Councils, Scenic Tacoma and Historic Tacoma feel this code condition is important and should be retained.

¹³ City staff note that the combination of these two issues in the discussion was confusing. The tree code is a separate code from the billboard code.

from their current 500 ft. level to 300 ft. and 100 ft. The maps *did not show* the impacts of reducing the Mixed Use zone buffers (also currently at 500 ft.) or adding buffers for the Downtown Residential Zone (DR) and a small portion of the C-2 zone in the View Sensitive Overlay (VSD).¹⁴

Both buffer scenarios, as partially mapped, appear to open up new arterials for potential location of billboards. However, it is not possible to know at this point how a complete analysis – of buffers, as well as other code conditions – will impact the type and amount of area available for potential location of billboards, or how that will be received by any stakeholder group. Further, on-the-ground review might indicate that even if a new billboard structure is allowable in a particular location, the onsite configuration of buildings, driveways, utilities and other easements, and mature landscaping might make siting a billboard there impossible.

- **Question 3: How do we get “there” from “here”?**

While the work on Questions 1 and 2 helps define alternate visions for how billboards may be more appropriately sited and mitigated, the question of transitioning towards that vision is also critical. The City’s historical approach – requiring a 10-year amortization of nonconforming billboards – has been perhaps the primary reason for the history of litigation with Clear Channel. For this reason, the Standstill Agreement notes that the focus between the parties moving forwards will be on consolidation of existing billboards into fewer, bulletin size signs, with credit for the removal of signs listed in the Standstill Agreement (which have all been removed by Clear Channel). Consistent with this, the CWG focused on considering types of transition mechanisms *other than amortization*, although several members think amortization remains the appropriate path.

We completed an exercise between Meetings 9 and 10 in which we were asked to rank eight different hypothetical “transition mechanisms” – ranging from crafting a ratio whereby billboards could only be installed if other(s) came down, to increasing fees on billboard companies and using the funds to incentivize billboard landlords not to renew billboard leases. And, we had the opportunity to propose other “transition mechanisms.” Through this exercise many ideas were offered but, as we reviewed the collated results of our input, it is clear that there was very little consensus.

As a general matter, most of the CWG members support the concept of an exchange ratio of some sort, where a new billboard could be constructed (in an acceptable zone subject to other zoning criteria being met) in exchange for nonconforming billboards coming down. The exchange ratio could consider both value to the community (an interest in seeing billboards come down sooner rather than later, areas where it is the highest priority to do so, etc.) and the value to billboard owners (commercial value of particular locations and sizes of billboards). It should also provide sufficient incentive for billboard owners to result in real changes on the ground – removal of high priority billboards, consolidation of billboards into fewer signs, etc. We do not have a recommendation on a precise exchange ratio,

¹⁴ These maps can be viewed at the website for the CWG.

however, we agree that it should be simple enough to understand, and be fairly administered without manipulation by any party.^{15 16}

We encourage the City to also consider other options. It may be that a combination of approaches is appropriate.

- **Issues Not Addressed by Our Recommendations**

In our limited time together, the CWG was not able to grapple with all issues relevant to adjusting the City's billboard code. A partial list of these includes:

- Pending state regulations on how to implement federal law known as "MAP-21" which could potentially impact the City's regulation of billboards along "principal arterials," (in addition to current limitations on billboards along state and federal highways).
- Whether code should be revised to include a cap on the number of billboard faces and billboard square footage allowed in the City.
- Conditions under which wall signs may be an acceptable alternative to free-standing billboard structures.
- Potential consideration of other types of off-premise signs (kiosks, bus shelters, etc.)

¹⁵ Minority Statement: CWG Members representing the Neighborhood Councils, Scenic Tacoma and Historic Tacoma) generally considered areas for compromise to include six additional zones to allow billboards (CCX, UCX, CIX, WR, DCC and DMU); reduce the buffer, dispersal and design requirements and allow wall signs that do not cover windows or architectural features. Four of these zones were identified by Clear Channel as high priority zones for having billboards. The intention of the compromise was to remove billboards from undesirable areas that affect residents and pedestrians and into more car oriented zones. Clear Channel has indicated they want credit for billboards removed between 2007 and 2015. The Neighborhood Councils, Scenic Tacoma and Historic Tacoma fear that if the City cannot develop a compromise with the billboard owners that actually removes the majority of the existing non-conforming billboards, then we will maintain the majority of the existing billboards and get new billboards in the new zones.

¹⁶ Minority Statement from Dale Reed, CWG Member representing billboard owners: Over 125 property owners in Tacoma rely on rent checks from Clear Channel to supplement our businesses or family incomes. Most of us are Tacoma taxpayers and voters who have voluntarily contracted to use our real property in return for rent payments. We do this to enhance our business revenues, pay the bills, or simply make ends meet.

These billboards were erected legally -- abiding by the City codes of the time -- and many were built long before the current business districts or residential districts were formed. Additionally, our financial investments have stimulated growth in some of these districts.

Over the years, the City progressively changed the codes making legally-built structures illegal or legislating they be removed at our expense and for no compensation. These actions not only violate our real property rights, but send a strong negative signal to potential investors and small businesses.

- Whether reducing hours in which billboards may be illuminated (or eliminating illumination altogether), or other modifications, would be an acceptable reason for reducing buffer sizes.
- Whether different buffers are appropriate for different types of special uses, e.g., should historic buildings have greater buffers than churches, or should special uses all be treated similarly.
- Whether the City should explore the feasibility of reducing billboard count by preventing landlords from renewing leases on nonconforming billboards.
- Whether the City should retain current (2011) code if an acceptable reduction in billboard face count cannot be reached in negotiation with Clear Channel.
- What code changes may be necessary to accommodate the potential entry of new billboard companies into Tacoma if an exchange mechanism is also put in place.

CONCLUSION

Finding a sustainable middle ground between the interests of the community and Clear Channel has thus far eluded Tacoma. It may again. But we would observe a few things about this challenge.

- A set of shared interests around this issue can serve as guideposts. We were able to identify several such interests.
- A sustainable solution must address the strong desires of neighborhood representatives and others for removal of billboards from particularly sensitive areas, protecting important views, and mitigating other billboard impacts as much as practicable.
- A sustainable solution must also afford Clear Channel –and potentially other billboard companies -- a reasonable opportunity to continue to operate in the City. There must be locations where billboards can be placed that will be of real economic value to Clear Channel or other billboard companies.
- The most contentious issues in our deliberations revolved around a few core issues:
 - The placement of billboards in some of the City’s Mixed Use Zones that have or are intended to have a strong residential component and/or pedestrian-oriented character.
 - The size of buffers that should be put in place between Residential, some Mixed Use Zones (those more residential in nature), special uses and billboards.
 - The amount of dispersal that should be required between billboards.
 - What size signs should be allowed outside of industrial areas?
 - What height of signs should be allowed?

- Despite our inability to reach a recommendation on all issues, we believe a sustainable solution is possible if the City and Clear Channel continue forward in the spirit of compromise.

The three Options we present in this report overall each provide for a different balance of interests than the 2011 Code, and move away from the situation in which all but 3 of 311 billboard faces are nonconforming. Our options are not complete as to all the issues that will need to be resolved between the City and Clear Channel in order to reach a binding agreement out of court—but it remains our hope that such an agreement can be reached. Our Options all incorporate compromise, and should help substantially narrow the frame of discussion as the parties move forward.

We would be pleased to discuss our recommendations with the City Manager, Council and Planning Commission. We thank the City Manager for convening this Community Working Group, and for the opportunity to provide our recommendations to him, the City Council, Planning Commission and the greater Tacoma community. We extend our particular thanks to the City staff for their tremendous assistance throughout this effort.

List of Attachments:

Attachment A: CWG Membership and Support Team

Attachment B: Billboard Count by Zone in Tacoma as of January 2015

Attachment C: Options A, B and C

Attachment D: Reasons Why Billboards are Nonconforming Under Current Code

Attachment A
Tacoma Billboard Community Working Group Members
and Support Team

Community Working Group Members:

(Alternates are listed in italics)

	Sector/Interest Group	Name	Organization
1	Neighborhood Councils	Tricia DeOme, Co-Chair ¹⁷	Central Neighborhood Council
		Doug Schafer	Central Neighborhood Council
		John Thurlow ¹⁸	Northeast Tacoma Neighborhood Council
2	Business Districts	Nick Fedaiy	6th Avenue Business District
3	Scenic Tacoma	Jill Jensen	Scenic Tacoma
		Dale Cope ¹⁹	Scenic Tacoma
		<i>Dalton Gittens</i> ²⁰	<i>Scenic Tacoma</i>
4	Historic Tacoma	Sharon Winters	Historic Tacoma
		<i>Marshall McClintock</i>	<i>Historic Tacoma</i>
5	Commercial Real Estate	Ray Velkers	1st Western Properties
6	Planning Commission	Steve Wamback, Co-Chair	Planning Commission
		<i>Chris Beale</i>	<i>Planning Commission</i>
7	Clear Channel (Billboard Owner)	Pam Guinn	Clear Channel
		Mike Luinstra	Clear Channel
		<i>Peter Wangoe</i>	<i>Clear Channel</i>
		<i>Al Ralston</i>	<i>Gordon-Thomas-Honeywell; Gov'tl Affairs</i>
8	Reed/Ketler (Billboard Owner)	Dale Reed	Reed/Ketler Billboards
		<i>Jon Ketler</i>	<i>Reed/Ketler Billboards</i>
9	Port of Tacoma	Evette Mason	Port of Tacoma
10	Advertising Industry	Rusty George	Rusty George Creative
		<i>Julie Burr</i>	<i>Rusty George Creative</i>

¹⁷ The CWG elected Tricia DeOme and Steve Wamback as Co-Chairs at Meeting 6.

¹⁸ Andrew Mordhorst, from the South Tacoma Neighborhood Council, originally served as a member of the Neighborhood Councils group but had to resign in January; he was replaced by John Thurlow, who attended all the meetings from the start of the process.

¹⁹ Mr. Cope replaced Britton Sukys who was originally appointed as a Scenic Tacoma representative, but was unable to participate at the time slot that the group agreed to. Mr. Cope joined the group at Meeting 2.

²⁰ Mr. Gittens replaced Megan Sukys who was originally appointed as an alternate for the Scenic Tacoma caucus but was unable to participate at the time slot the group agreed to. Mr. Gittens joined the group at Meeting 2.

11	Non-Profit Organizations	Pete Grignon	United Way of Pierce County
		<i>Nalani Lender</i>	<i>United Way of Pierce County</i>
12	General Community Members	Eric Jackson	Background in advertising & creative services
		Rose Mednick	Image 360
		<i>Al Mednick</i>	<i>Image 360</i>
		Tony Powell ²¹	Resident

Support Team Members:

Name	Title
Karen Reed	Facilitator Karen Reed Consulting, LLC
Brian Boudet	Planning Division Manager, Planning and Development Services Dept.
John Harrington	Principal Planner, Planning and Development Services Dept.
Michelle Regan	Office Manager, Planning and Development Services Dept.
John Griffith	Office Assistant, Planning and Development Services Dept.
Elliott Fitzgerald	Interim Assistant Planner, Planning and Development Services Dept.

²¹ Mr. Powell was appointed as a primary representative at Meeting 2, but had to leave the group for personal reasons after Meeting 4.

Attachment B

Zones, Billboard Face Count, Description of Zone, and CWG Recommendation

As of 1.13.15, Billboard face count and zone data provided by City Planning Staff

CWG recommendation: No BB zone	CWG recommendation: BB Allowable in this zone (subject to agreement on other code terms)	No Recommendation from CWG on this Zone / District	CWG: Defer to Underlying Zoning
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# Billbrd Faces	Zone	Zone Name, description
Residential Zones (3 total billboards)		
0	R-1	Single-Family Dwelling District. Low-density urban residential neighborhood.
2	R-2	Single-Family Dwelling District. Residential, slightly higher density than R-1.
0	R-2SRD	Residential Special Review District. Allows limited number of 2 & 3 family dwellings.
0	HMR-SRD	Historic Mixed Residential Special Review District. Mostly single-family dwellings, some allowance for 2 & 3 family dwellings, some pre-existing multi-family.
0	R-3	Two-Family Dwelling District. Allows 2 & 3 family dwellings.
0	R-4L	Low Density Multiple-Family Dwelling District. Low density. 35 ft. height limit.
1	R-4	Multiple Family Dwelling District. Medium density. 60 ft. height limit.
0	R-5	Multiple Family Dwelling District. High density. 150 ft. height limit.
Downtown Zones (38 total billboards)		
5	DCC	Downtown Commercial Core. High rise office, hotels, public services, retail, residential, educational and limited industrial. 400 ft. height limit.
5	DMU	Downtown Mixed-Use District. Mid-rise office, hotels, education, residential, cultural and limited industrial. 100 ft. height limit.
10	DR	Downtown Residential. Mid-rise urban residential development, some employment and retail. 90 ft. height limit
18	WR	Warehouse Residential District. Mix of residential, office, retail, education, and industrial. 100 ft. height limit.
Commercial Zones (117 total billboards)		
10	T	Transitional District. Primarily office and personal service uses. 35 ft. height limit.
4	C-1	General Neighborhood Commercial District. Low intensity, smaller scale retail, office, and personal services. 35 ft. height limit.
103	C-2	General Community Commercial District. Similar to C-1, but intended to serve a larger market area. Higher intensity, larger scale uses. 45 ft. height limit.
0	PDB	Planned Development Business District. Mix of non-residential uses, generally designed as an "office/commercial park." 45 ft. height limit.
Mixed Use Zones (58 total billboards)		
37	NCX	Neighborhood Commercial Mixed-Use District. Pedestrian-oriented neighborhood shopping areas with retail, office, restaurants and residential uses. 45 ft. height limit with bonus program.

# Billbrd Faces	Zone	Zone Name, description
Mixed Use Zones (cont'd.) (58 total billboards)		
14	CCX	Community Commercial Mixed-Use District. Commercial and retail serving people from throughout city, along with residential uses. 60 ft. height limit with bonus program.
2	UCX	Urban Center Mixed-Use District. Highest densities outside of central business district. Mix of commercial and residential uses. 75 ft. height limit with bonus program.
1	RCX	Residential Commercial Mixed-Use District. Primarily multi-family residential district with some commercial uses. 60 ft. height limit with bonus program.
4	CIX	Commercial Industrial Mixed-Use District. Commercial, light industrial and residential uses. 75 ft. height limit with bonus program.
0	NRX	Neighborhood Residential Mixed-Use District. Primarily residential, moderate density, discourages removal of single family structures. 35 ft. height limit.
0	URX	Urban Residential Mixed-Use District. Primarily residential. Transition between more intense mixed-use and lower density residential areas. 45 ft. height limit.
0	HMX	Hospital Medical Mixed-Use District. Contains hospitals and similar large scale medical facilities. 150 ft. height limit.
Industrial Zones (91 billboards)		
52	M-1	Light Industrial District. Warehouse and light industrial uses. 75 ft. height limit.
29	M-2	Heavy Industrial District. Heavy industrial uses. 100 ft. height limit.
10	PMI	Port Maritime and Industrial District. Heavy industrial uses, with focus on marine related and support facilities. 100 ft. height limit, with allowances for more.
Shoreline Zones (4 billboards)		
0	S9	There are 17 shoreline districts (district numbers do not correlate to density). Depending on the portion of the shoreline, they range from natural areas and park areas, to residential and commercial areas, to the heavy industrial areas in the Port Tideflats. In most, the maximum building height is 35 ft., but in some it may go up to 100 feet.
4	S10	
Overlay Zones (billboard count duplicated above)		
0	VSD	View Sensitive Overlay District. Established to protect views through reduced height limit. Mostly residential areas. 25 ft. height limit.
61	ST-M/IC	South Tacoma Manufacturing/Industrial Center Overlay District. Designed to protect industrial and manufacturing uses in South Tacoma & Nalley Valleys. <i>[Defer to underlying code]</i>
0	HIST	Historical Special Review Overlay District. To protect historic fabric. Generally prevents demolition and requires design review for new buildings and remodels to existing ones.
5	CONS	Conservation Overlay District. Protection of historic resources and traditional development patterns. Generally prevents demolition and requires design review for new buildings.
112	STGPD	South Tacoma Groundwater Protection District. Focused on controlling hazardous substances in this area to protect aquifer. <i>[Defer to underlying code]</i>

ATTACHMENT C: OPTIONS A, B and C

The CWG reached at least a recommendation level of agreement on many, but not all items discussed.

- **Option A** – Option A presents the items on which the CWG reached *at least 60% agreement* (recommendation level). Further details are in the body of the report.
 - On the issues of **buffers and dispersal**, there was no recommendation level support for a specific result. In these cases, Option A incorporates numbers that are an aggregation of those *voting at or below a threshold level (“X or less”)*. These “aggregated votes” are annotated “(AV).” The aggregated vote numbers indicate *the level at which 60% support was reached, with some members of those 60% supporting smaller buffers or dispersal limits*. Where an “aggregated vote” threshold is included, alternatives are provided in Options B and C.
- Where there is no recommendation at all, the row is shaded beige and alternatives are provided in Options B and C.
- **Option B** -- Option B *generally* (but not always) is supported by Neighborhood Council, Scenic Tacoma and Historical Tacoma representatives and various other CWG members in some cases.
- **Option C** -- Option C *generally* (but not always) is supported by billboard owners and various other CWG members in support of greater easing of billboard regulations.
- Options B and C only identify alternatives on items where there was no recommendation at all, or only an aggregated vote.

	Item	Option A	Option B	Option C
	Overall Interests:			
1	<ul style="list-style-type: none"> • Consensus: 	<ul style="list-style-type: none"> • Providing a pleasing city environment • Being able to enjoy views of the water and/or mountains from my home (100%) • Establishing a regulatory framework for billboards that balances interests of all stakeholder groups (80%) • Having a clear set of billboard regulations so that everyone understands the rules (80%) 		
2	<ul style="list-style-type: none"> • Recommendation: 	<ul style="list-style-type: none"> • Promoting a positive business climate (60%) • Reducing safety risks from billboards (60%) • Helping the City avoid costly litigation (60%) • Having attractive streetscapes (60%) • Curtailing over regulation (60%) • Ensuring regulatory costs paid for by those being regulated (60%) 		

	Item	Option A	Option B	Option C
3	<ul style="list-style-type: none"> General Guidance: 	<p>Generally, zoning should be least restrictive in Industrial zones and become more restrictive as zones change, in the following order: Industrial – Commercial – Downtown – Shoreline – Residential Note: because Mixed Use Zones are so variable, they are not included in this statement.</p>		
<p>Question 1: Where Should BB be Allowed? (which zones)—subject to other code conditions being acceptable City Code currently allows billboards in C-2, M-1, M-2 and PMI zones. The willingness to support allow billboards in the additional zones listed in Rows 4 and 5 was conditioned on the acceptability of the other applicable zoning conditions. This was particularly important to the Neighborhood Council, Scenic Tacoma and Historic Tacoma, whose support for these zones was conditioned on those additional code conditions being conservative and very protective of residential impacts.</p>				
4	“Billboards Allowed Zones” -- Consensus	C-2	Current code allows billboards in this zone. Consensus agreement to continue to allow billboards here.	
		M-1	Current code allows billboards in this zone. Consensus agreement to continue to allow billboards here.	
		M-2	Current code allows billboards in this zone. Consensus agreement to continue to allow billboards here.	
		PMI	Current code allows billboards in this zone. Consensus agreement to continue to allow billboards here.	
		PDB	New zone for billboards. Consensus to allow billboards in this zone, subject to acceptability of other zoning conditions.	
		UCX	New zone for billboards. Consensus to allow billboards in this zone, subject to acceptability of other zoning conditions.	
5	“Billboards Allowed Zones”-- Recommendation Level Support	CIX	New zone for billboards. Consensus to allow billboards in this zone, subject to acceptability of other zoning conditions.	
		DCC	New zone for billboards. Recommendation level support to allow billboards in this zone, subject to acceptability of other zoning conditions.	
		DMU	New zone for billboards. Recommendation level support to allow billboards in this zone, subject to acceptability of other zoning conditions.	
		WR	New zone for billboards. Recommendation level support to allow billboards in this zone, subject to acceptability of other zoning conditions.	
6	Priority to remove all	CCX	New zone for billboards. Recommendation level support to allow billboards in this zone, subject to acceptability of other zoning conditions.	
		All “R” zones	Consensus	
		All Shoreline districts	Consensus	

	Item	Option A	Option B	Option C	
	BB in these zones -- "No Billboard Zones" & Districts	DR	Recommendation		
		RCX	Recommendation		
		VSD	Consensus		
		HIST	Consensus		
		CONS	Recommendation		
		NRX	Consensus		
		URX	Consensus		
		HMX	Consensus		
7	No Recommendation on these zones.	C-1	<i>No recommendation.</i>	Do not allow billboards	Allow billboards.
		T	<i>No recommendation.</i>	Do not allow billboards.	Allow billboards.
		NCX	<i>No recommendation.</i>	Do not allow billboards.	Allow billboards.
<p>Question 2: What Should Billboards Look Like? (Design, Buffers, Dispersal, etc.) Where votes are demarked with ("AV") that indicates <i>the level at which 60% support was reached, with some members of those 60% supporting smaller buffers or dispersal limits.</i> Note: Options shaded in grey offered under Question 2 had support from less than 50% of the CWG. <i>Support of individual CWG members differs between issues.</i></p>					
Design Code					
8	Faces must be back to back	This condition is important: keep in current code			
9	No rooftop construction	This condition is important: keep in current code			
10	Must have facing to cover back bracing and framework	This condition is important: keep in current code			
11	Faces must be w/in 5 degrees of perpendicular with road	This condition is not very important: consider eliminating from code			

	Item	Option A	Option B	Option C
12	No offset or cantilevered construction of structure	This condition is not very important: consider eliminating from code		
13	May not project above adjacent building	This condition is not very important: consider eliminating from code ²²		
14	Maximum 10 foot setback from street	This condition is not very important: consider eliminating from code		
15	Screen base of support from pedestrian view. Alteration of street trees requires prior city approval	This condition is not very important: consider eliminating from code		
16	2 billboard faces per structure, max	<i>No recommendation</i>	Keep requirements	Eliminate requirements
17	May not install a BB structure or onsite signage structure on a parcel/property where either such type of structure is already present	<i>No recommendation</i>	Keep requirements	Eliminate requirements
Buffers				
18	Between BB in Industrial Zones (M-1, M-2, PMI), and R-zones	100 ft. or less (AV) ²³	300 ft.	100 ft.
19	Between BB in Mixed Use Zones (CCX, UCX, CIX),	250 ft. or less (AV)	300 ft.	100 ft.

²² Minority Statement: CWG members representing the Neighborhood Councils, Scenic Tacoma and Historic Tacoma feel this code condition is important and should be retained.

²³ (AV) indicates recommendations where votes are aggregated—this is the level at which at least 60% support was reached, with some of the 60% voting for smaller buffers.

	Item	Option A	Option B	Option C
	Commercial Zones (C-2, PDB), and R-zones			
20	Between BB in Downtown Zones (DCC, DMU, WR) and R-zones	<i>No recommendation:</i> Group is split: 300 ft. <u>or more</u> v. 250 ft. <u>or less</u> .	300 ft.	100 ft.
21	Between BB in Industrial Zones (M-1, M-2, PMI), Commercial Zones (C-2, PDB) and other “No Billboard Zones”	250 ft. or less (AV)	300 ft.	100 ft.
22	Between Mixed Use Zones (CCX, UCX, CIX) and “No Billboard Zones”	<i>No recommendation:</i> Group is split: 300 ft. <u>or more</u> v. 250 ft. <u>or less</u> .	300 ft.	100 ft.
23	Between Downtown Zones (DCC, DMU, WR) and “No Billboard Zones”	<i>No recommendation:</i> Group is split: 300 ft. <u>or more</u> v. 250 ft. <u>or less</u> .	300 ft.	100 ft.
24	Between BB in Industrial Zones (M-1, M-2, PMI), Downtown Zones (DCC, DMU, WR) and “special uses”²⁴	250 ft. or less (AV)	300 ft.	0 ft.
25	Between BB in Mixed Use Zones (CCX, UCX, CIX), Commercial Zones (C-2, PDB) and “special uses”	100 ft. or less (AV)	300 ft.	0 ft.
	Dispersal of Billboards			

²⁴ Special Uses include those defined in current code: schools, churches, public open space, playgrounds, parks, historic and conservation districts, and registered historic properties.

	Item	Option A	Option B	Option C
26	In Industrial Zones (M-1, M-2, PMI)	200 ft. or less (AV) ²⁵	200 ft.	100 ft.
27	In Commercial Zones (C-2, PDB)	--No recommendation--	400 ft.	100 ft.
28	In Mixed Use Zones (CCX, UCX)	300 ft. or less (AV)	400 ft.	100 ft.
29	In Mixed Use Zone CIX	200 ft. or less (AV)	300 ft.	100 ft.
30	In Downtown Zones (DCC, DMU, WR)	--No recommendation--	500 ft.	100 ft. or less
Size of Billboards²⁶				
31	In Industrial Zones (M-1, M-2, PMI)	672 sq. ft. (Bulletin size)		
32	In Mixed Use Zones (CCX, UCX, CIX)	-- No recommendation--	300 sq. ft.	672 sq. ft.
33	In Commercial Zones (C-2, PDB)	-- No recommendation--	300 sq. ft.	672 sq. ft.
34	In Downtown Zones (DCC, DMU, WR)	--No recommendation--	300 sq. ft.	Group is split : 378 sq. ft. or 672 sq. ft.
Height of Billboards				
35	Industrial Zones (M-1, M-2, PMI)	--No recommendation--	30 ft.	>35 ft.

²⁵ (AV) indicates recommendations where votes are aggregated—this is the level at which at least 60% support was reached, with some of the 60% voting for smaller dispersal levels.

²⁶ There are two “minority statements” on the issue of billboard size limits:

- The CWG members representing Neighborhood Councils, Scenic Tacoma and Historic Tacoma would prefer to limit billboard heights in Industrial zones to 300 sq. ft., except along SR 509 where 672 sq. ft. sizes would be acceptable to them.
- Clear Channel supports 672 sq. ft. signs in the downtown zones where the CWG has proposed billboards are allowable.

	Item	Option A	Option B	Option C
36	In Mixed Use Zones (CCX, UCX, CIX)	--No recommendation--	30 ft.	>35 ft.
37	Commercial Zones (C-2, PDB)	--No recommendation--	30 ft.	>35 ft.
38	Downtown Zones (DCC, DMU, WR)	--No recommendation--	30 ft.	>35 ft.
Lighting of Billboards				
39	Digital Billboards	Continue prohibition on digital billboards		
Question 3: How do we get there from here?				
40	There is no specific recommendation on this issue. Most of the CWG members support the concept of an exchange ratio of some sort, where a new billboard could be constructed (in an acceptable zone subject to other zoning criteria being met) in exchange for nonconforming billboards coming down. The exchange ratio could consider both value to the community (an interest in seeing billboards come down sooner rather than later, areas where it is the highest priority to do so, etc.) and the value to billboard owners (commercial value of particular locations and sizes of billboards). It should also provide sufficient incentive for billboard owners to result in real changes on the ground – removal of high priority billboards, consolidation of billboards into fewer signs, etc. We do not have a recommendation on a precise exchange ratio, however, we agree that it should be simple enough to understand, and be fairly administered without manipulation by any party. We encourage the City to also consider other options. It may be that a combination of approaches is appropriate.			

Attachment D: Reasons Why Billboards are Nonconforming Under Current Code (as of January 2015)

Data per City staff. 308 of 311 billboard faces are currently non-conforming.

Type of Code Provision	# of faces not complying	% of total faces not complying
1. Buffer (within 500 ft, of zone/special districts/etc.)	263	85%
a. R2 zone	141	
b. R2SRD zone	15	
c. R3 zone	37	
d. R4 zone	43	
e. UCX zone	11	
f. CCX zone	15	
g. CIX zone	13	
h. NCX zone	43	
i. RCX zone	24	
j. HMX zone	2	
k. NRX zone	0	
l. URX zone	29	
m. Shoreline zone	10	
n. Publicly owned open space, park, recreation, playground	0	
o. School	13	
p. Church	45	
q. Historic district	included below	
r. Historic property on federal, state, local register	70	
s. Conservation district	included above	
2. Design	220	71%
a. Cantilevered	83	
b. Offset	81	
c. Project over roof	73	
d. Setback no more than 10 ft from ROW	26	
e. 3+ faces	25	
f. Not Perpendicular to adjacent street	23	
g. More than one pole sign on site	22	
3. Dispersal (within 500 ft of another billboard)	199	65%
4. Height (over 30 ft)	146	47%
5. Zone (all except C2, M1, M2, PMI)	114	37%

6. Size	31	10%
7. Maintenance	70	23%
a. Rust	66	
b. No Backing	11	
c. Graffiti	1	