



AGENDA

*The Planning Commission's meeting on December 18, 2013 includes a **field trip** and a **regular session**, as described below:*

Part I. Field Trip

Time: Wednesday, December 18, 2013, 2:30 p.m.

Place: Point Ruston LLC (old Ruston School Building)
5219 N. Shirley St., Suite 100, Ruston, WA 98407

(Driving directions: [HTTPS://MAPS.GOOGLE.COM/MAPS?IE=UTF-8&HL=EN&TAB=WL](https://maps.google.com/maps?ie=utf-8&hl=en&tab=wl))
(Parking: Park on street or in the parking lot on the east side of the building)

Part II. Regular Session

Time: Wednesday, December 18, 2013, 4:00 p.m.

Place: Visibility Center, 9th FL, Tacoma Municipal Building, 747 Market Street

A. CALL TO ORDER AND QUORUM CALL

B. FIELD TRIP

1. Point Ruston Mixed-Use Center (Annual Amendment Application #2014-01)

- 2:30 p.m. Meet at Point Ruston LLC and review site history and development plan
- 2:45 p.m. Visit Point Ruston development site and Waterwalk
(Commissioners/staff riding in a van; citizens managing their own transportation)
- 3:30 p.m. Arrive back at Point Ruston LLC office
- 3:35 p.m. Recess; Reconvene at 4:00 p.m. in Visibility Center, 9th FL, Municipal Building
- Contact: Elliott Barnett, 591-5389, elliott.barnett@cityoftacoma.org

C. RECONVENE; APPROVAL OF MINUTES – Regular Meeting on December 4, 2013

D. DISCUSSION ITEMS

1. Point Ruston Mixed-Use Center (Annual Amendment Application #2014-01)

- Continue to review staff analysis of the application and if appropriate authorize the distribution of the proposal for public review.
- See “Agenda Item D-1” / Elliott Barnett, 591-5389, elliott.barnett@cityoftacoma.org

2. Urban Forestry Landscaping Code Update (Annual Amendment Application #2014-10)

- Review code development progress to date and respond to the Commission's questions and inquiries from the November 20, 2013 meeting.
- See “Agenda Item D-2” / Elliott Barnett, 591-5389, elliott.barnett@cityoftacoma.org



3. Temporary Homeless Camps Permit Process

- Complete the review of draft code amendments, authorize the distribution of the proposal for public review, and set January 22, 2014 as the date for a public hearing.
- See “Agenda Item D-3” / John Harrington, 279-8950, jharring@cityoftacoma.org

4. Hilltop Subarea Plan and EIS

- Complete the review of the draft plan, authorize the distribution of the proposal for public review, and set January 22, 2014 as the date for a public hearing.
- See “Agenda Item D-4” / Brian Boudet, 573-2389, bboudet@cityoftacoma.org

5. Mixed-Use Centers Code Review (Annual Amendment Application #2014-04)

- Review the status of the project.
- See “Agenda Item D-5” / Brian Boudet, 573-2389, bboudet@cityoftacoma.org

E. COMMUNICATION ITEMS & OTHER BUSINESS

(a) Transportation Commission and Bicycle Pedestrian Technical Advisory Group joint meeting, December 18, 2013, 6:00 p.m., Room 248; agenda includes:

- Sound Transit Link Extension Update
- Roles & Responsibilities
- Mobility Master Plan
- Transportation Master Plan

(b) Planning Commission meeting, January 8, 2014 (rescheduled from January 1, 2014), 4:00 p.m., Room 335; agenda includes:

- Point Defiance Park Development Regulation Agreement Policy
- Affordable Housing Policy and Code Amendments
- Open Space Recreation Habitat Element
- Sustainability Code Amendments
- Minor Plan ad Code Amendments
- Status of 2014 Annual Amendment

(c) Infrastructure, Planning and Sustainability Committee meeting, January 8, 2014, 4:30 p.m., Room 16; agenda includes:

- Transportation Equity
- Transportation Master Plan
- Sustainable Tacoma Commission 2013 Accomplishments and Proposed Work Plan for 2014

F. ADJOURNMENT



MINUTES (draft)

Meeting: Regular Meeting
Time: Wednesday, December 4, 2013, 4:00 p.m.
Location: Room 16, Tacoma Municipal Building North, 733 Market Street
Present: Sean Gaffney (Chair), Donald Erickson, Tina Lee, Alexandria Teague, Stephen Wamback
Absent: Scott Winship (Vice-Chair), Chris Beale, Benjamin Fields, Erle Thompson

CALL TO ORDER

Chair Gaffney called the meeting to order at 4:04 p.m. and declared a quorum present.

APPROVAL OF MINUTES

The minutes of the November 20, 2013 meeting were reviewed. Commissioner Erickson proposed an amendment to the 3rd-to-the-last bullet point under "Temporary Homeless Camps Permit Process", to be read as "• Extend distance to transit ~~stops stop to ½ mile or one mile~~", to better reflect the content of the discussion. The proposed amendment was approved, and the minutes approved as amended.

DISCUSSION ITEMS

1. Open Space Habitat and Recreation Element (Annual Amendment Application #2014-08)

Elliott Barnett, Planning Services Division, presented the scope of the proposed amendments to the *Open Space Habitat and Recreation Element* (OSHR) of the Comprehensive Plan to be evaluated as part of the 2014 Annual Amendment. He provided an overview of OSHR, including the vision of the plan, policy focus areas, and implementation strategies. The proposed OSHR amendments are intended to achieve the following objectives: reaffirm the vision, goals and policies; improve and update inventories; reflect recent policy initiatives and implementation progress; enhance guidance on implementation; prepare for the 2015 Comprehensive Plan update; and maintain grant eligibility. Mr. Barnett discussed the key issues and the approach to addressing the issues in association with each objective. Staff will present the text of the proposed amendments for the Commissioners' review at a later meeting, Mr. Barnett indicated.

2. Minor Plan and Code Amendments (Annual Amendment Application #2014-11)

Cheri Gibbons, Planning Services Division, presented the scope of the Minor Amendments to the Regulatory Code and Comprehensive Plan to be evaluated as part of the 2014 Annual Amendment. The minor amendments are intended to keep information current, address inconsistencies, correct minor errors, and clarify policy and regulatory intents where necessary. The proposal would amend the Transportation Element of the Comprehensive Plan by updating the policy provisions relating to Commute Trip Reduction and the cost information of various pedestrian and bicycle projects. The proposal would also revise the Regulatory Code to address a variety of issues, such as major modification/revision to permits process, pipe-stem lots, small lot design standards governing roof orientation and street trees, work/live residential units, landscaping provisions applicable to Downtown, short plats submittal requirements and appeal authority, SEPA appeals, and fencing standards. Staff intends to present the text of the proposed amendments for the Commissioners' review and discussion at the meeting on January 8, 2014, Ms. Gibbons indicated.

3. Hilltop Subarea Plan and Environmental Impact Statement (EIS)

Brian Boudet, Manager of the Planning Services Division, and Justin Leighton, Chair of the Hilltop Community Working Group, provided an update on the Hilltop Subarea Plan and EIS project (formerly referred to as the MLK Subarea Plan and EIS). They provided an overview of the project, including the community vision, the community involvement process, the on-site case study conducted by the Urban Land Institute, and key redevelopment and implementation strategies. Mr. Boudet indicated that staff is nearing completion of the process of incorporating public comments received on the project into a Revised Draft Subarea Plan and Final EIS. He distributed a copy of the current draft subarea plan, dated November 2013, for the Commissioners' preview. He also distributed a discussion outline that provided the notable changes between the initial and revised draft plans; those key changes addressed the following topics: General Modifications, Area Branding, Affordable Housing, Open Space and Recreation, Sustainability, Mobility, Complete Streets, Zoning and Development Standards, and Urban Design. Staff will continue to facilitate the Commission's review of the revised draft subarea plan at the next meeting on December 18, and seek the Commission's concurrence in setting a public hearing date for January 22, 2014, Mr. Boudet indicated.

COMMUNICATION ITEMS AND OTHER BUSINESS

- (a) Lihuang Wung, Planning Services Division, provided the Infrastructure, Planning and Sustainability Committee's pending agenda for the December 11, 2013 meeting and the Planning Commission's pending agenda for the December 18, 2013 meeting.
- (b) Mr. Wung informed the Commission that the next meeting on December 18, 2013 will include a field trip, between 2:30 and 3:30 p.m., to the Point Ruston development site where the designation of a Mixed-Use Center is being proposed as part of the 2014 Annual Amendment.
- (c) The Commission approved the rescheduling of the meetings of January 1 and January 15, 2014 to January 8 and January 22, respectively,

ADJOURNMENT

The meeting was adjourned at 5:27 p.m.



City of Tacoma
Planning and Development Services

**Agenda Item
D-1**

To: Planning Commission
From: Elliott Barnett, Planning Services Division
Subject: **Application #2014-01 – Point Ruston Mixed-Use Center**
Meeting Date: December 18, 2013
Memo Date: December 12, 2013

At the December 18th meeting, the Planning Commission will continue this discussion and follow up on the issues and questions raised at the October 12th, 2013 meeting. The intent of the application is to designate Point Ruston as a Mixed-Use Center (MUC) in order to support, strengthen and accelerate redevelopment efforts, and stimulate job creation and the development of high-density mixed-income housing. Designation as a MUC would enable qualifying multifamily housing developments to benefit from the City's Tax Exemption Program, and would strengthen policy support for infrastructure and other investments supportive of the MUC's development.

At the October 12th meeting, the Commission requested additional analysis of the consistency of the proposal with the Comprehensive Plan's guidance on MUCs, and of the appropriateness of Point Ruston's characteristics and location as an MUC. Key issues included strategies to provide affordable housing and transit, as well as the public and private benefits of the designation. Since the last meeting, staff have engaged with Pierce Transit on the transit issue and worked with the applicants to analyze the issues.

Attached is a revised draft staff report and supporting exhibits, with four new exhibits since last time — a memo analyzing the Multifamily Tax Exemption Program prepared by McCament and Rogers, a revised map, and two letters of support for the proposal. At the meeting, staff will request guidance from the Commission, and if appropriate, authorization to release the package for public review. Meanwhile, staff will continue to engage with the applicants and do outreach.

If you have any questions, please contact me at 591-5389 or elliott.barnett@cityoftacoma.org.

Attachments (8)

c: Peter Huffman, Interim Director



2014 Annual Amendment Staff Analysis Report

Application No.:	2014-01
Proposed Amendment:	Point Ruston Mixed-Use Center
Applicant:	Point Ruston, LLC
Location & Size of Area:	Ruston Way; 29 acres
Current Land Use & Zoning:	S-15 Shoreline District (<i>effective October 15, 2013</i>)
Neighborhood Council Area:	West End
Staff Contact:	Elliott Barnett, Planning Services Division (253) 591-5389 elliott.barnett@cityoftacoma.org
Date of Report: (Planning Commission review date; draft or final)	<u>December 18</u> , 2013 (draft)

I. Description of the Proposed Amendment:

1. Describe the proposed amendment, including the existing and proposed amendatory language, if applicable.

The proposed amendment would designate that portion of the former ASARCO site located in the City of Tacoma (excluding the Slag Peninsula) as a *Mixed-Use Center (MUC)* and Residential Target Area. The proposed 29-acre *Point Ruston MUC* would encompass that portion of the City's *S-15 Point Ruston / Slag Peninsula Shoreline District* (effective as of October 15th, 2013) intended for mixed-use development as part of Point Ruston (see Exhibit A).

Specifically, the proposal would amend the *Growth Strategy and Development Concept Element* of the *Comprehensive Plan* by adding "Point Ruston" to the list of Community Centers and revising the *Growth Concept Map* and the *Generalized Land Use Plan Map*. The revisions in the *Generalized Land Use Plan Map* would also be reflected in the corresponding maps in the *Generalized Land Use and Transportation Elements*.

In addition, *Tacoma Municipal Code (TMC) Chapter 13.17 Mixed-Use Center Development* would be amended to add the Point Ruston Community Center to the designated residential target area list (*TMC 13.17.020.C*). Inclusion on this list would make qualifying multifamily housing developments eligible for the multifamily tax exemption program. No changes to the site's *S-15* zoning, or to the scope of development as previously reviewed by the City, are included in this proposal.

Point Ruston, LLC's initial application included an additional 12 acres (parcel 8950003322) within the proposed MUC. However, after discussions with City staff the applicants have removed that parcel from the proposal. Located just southeast of Point Ruston, it was initially included because it is part of Point Ruston LLC's ownership. However, the parcel is mostly marine waters and the zoning is not appropriate for residential development.

2. Describe the intent of the proposed amendment and/or the reason why it is needed.

The intent of establishing a MUC and residential target area at Point Ruston is to support, strengthen and accelerate redevelopment efforts and stimulate job creation and the development of high-density mixed-income housing. One of the policy tools available to designated MUCs is the City's Multi-family Tax Exemption Program, which can provide a boost to development efforts. In addition, the Comprehensive Plan calls for MUCs to be given priority in allocating resources for infrastructure improvements. Finally, designating Point Ruston as an MUC would mean that it will be part of the ongoing discussion of the City's growth vision and strategies, which will be a major component of the 2015 Annual Amendments.

3. Describe the geographical areas associated with the proposed amendment. Include such information as: location, size, parcel number(s), ownership(s), site map, site characteristics, natural features, current and proposed Comprehensive Plan land use designations, current and proposed zoning classifications, and other appropriate and applicable information for the affected area and the surrounding areas.

The proposed Point Ruston MUC is the roughly 29-acre portion of the site that is located within the City of Tacoma (excluding the Slag Peninsula). The former ASARCO property is 97 acres in total and straddles the boundary between the Cities of Tacoma and Ruston. In 2006 Point Ruston, LLC purchased the property and currently owns the entire former ASARCO site, with the exception of the Slag Peninsula which is owned by the Metro Parks District. Point Ruston is located at the northern end of Ruston Way and is bordered by the City of Tacoma to the south, the City of Ruston to the east, Point Defiance Park (City of Tacoma) to the north and Commencement Bay to the east.

Since being added to the U.S. Environmental Protection Agency's (EPA) National Priorities list in 1983, the former industrial site has undergone extensive environmental remediation under the direction of the US Environmental Protection Agency. The site has now been prepared for mixed-use development, as authorized under the 2008 Final Supplemental Environmental Impact Statement (FSEIS) and Shoreline Development Permit (see Exhibit B). Earlier this year, the waterfront promenade (Waterwalk) opened to the public, and the Copperline Apartments building has been constructed. Additional development is in review or underway.

The proposed MUC is located within the *S-15 Point Ruston / Slag Peninsula Shoreline District*, characterized in the *Shoreline Master Program* as an Urban Environment with a *High Intensity Environmental Designation*.

The site includes 11 parcels: Parcels 8950003311, 8950003312, 8950003313, 8950003314, 8950003315, 8950003316, 8950003317, 8950003318, 8950003319, 8950003320 and 8950003321.

4. Provide any additional background information associated with the proposed amendment.

If designated, Point Ruston would become the 18th MUC. While the majority of the existing MUCs are zoned as Mixed-Use "X" Districts, this is not always the case. The Downtown Center has its own Downtown zoning districts, and the west Foss Waterway has Shoreline District zoning. Should this proposal be enacted, Point Ruston would have a similar status to the west Foss Waterway which is within the Downtown MUC and Residential Target Area, and is zoned Shoreline District.

The Point Ruston project has been reviewed extensively and received numerous permit approvals including the 2008 FSEIS and Shoreline Substantial Development Permit. The proposed amendments would not result in any modifications to the development approved under these permits.

In 2008, Point Ruston, LLC submitted then withdrew an application for designation as a Mixed-Use Center. At that time, City staff argued that the application was premature due to timing issues. At that time, both the Mixed-Use Centers (“X”) District zoning and the Shoreline Master Program were under review. In addition, the MUC designation is intended to foster development within established centers, and no development had yet occurred. Now, with the “X” District and SMP updates complete and development underway, the situation has changed substantially.

As part of Annual Amendment Application 2014-04, the City’s MUCs will be re-evaluated. This review may include the removal of some previously designated MUCs as well as the incorporation of new ones. The review for this application and that one will be coordinated, as appropriate.

II. Analysis of the Proposed Amendment:

1. How does the proposed amendment conform to applicable provisions of State statutes, case law, regional policies, the Comprehensive Plan, and development regulations?

The proposed designation, with associated policy and code changes, is generally consistent with the applicable provisions of State, regional and local law and policy.

Shoreline Master Program:

The proposal is consistent with the S-15 Shoreline District policy intent and Environmental Designation:

The intent of the S-15 Shoreline District is to establish continuous public access along the shoreline that will take full advantage of the unique shoreline location and views of Puget Sound and Commencement Bay while integrating high intensity upland development that includes mixed-use residential and commercial structures and protecting the integrity of the site wide cap Superfund remedy consistent with EPA directives.

The S-15 Point Ruston / Slag Peninsula Shoreline District is an Urban Environment with a High Intensity Environmental Designation.

Comprehensive Plan:

The proposal is generally consistent with the Comprehensive Plan goals and policies. The site is slated to become a dense, compact, mixed-use community, with pedestrian-oriented streets and public spaces and amenities, connected to the bicycle, pedestrian and vehicular networks, and designed for transit. However, it is unclear whether Point Ruston will provide the full range of housing affordability envisioned, and transit service is not currently available to the site.

The redevelopment of the ASARCO site as Point Ruston supports multiple City economic development, transportation, environmental, recreation and open space, neighborhood and other goals. Policies from the Arts and Culture, Capital Facilities, Environmental Policy, Housing, Transportation, Neighborhood and Open Space Elements provide both general and specific support for Point Ruston. For example, the Neighborhood Element specifically endorses the development.

Point Ruston's development is also consistent with Metro Parks Tacoma's plans for Point Defiance Park and Slag Peninsula Park, and with the City of Ruston's plans for the site within its jurisdiction.

Several characteristics make Point Ruston distinct from Tacoma's existing MUCs. It is a master planned mixed-use community, in single ownership, being developed on a former industrial site; and, the full buildout of the area is already established and permitted. However, these characteristics are not inconsistent with the Comprehensive Plan guidance on MUCs. Though buildout is in the early stages, the approved plans facilitate a clear understanding of the ultimate characteristics of the site, which can be evaluated against the Comprehensive Plan.

The Comprehensive Plan Generalized Land Use Element (GLUE) provides the most pertinent direction on MUCs. The Mixed-Use Centers Goal is:

To achieve concentrated centers of development with appropriate multimodal transportation facilities, services and linkages that promote a balanced pattern of growth and development, reduce sprawl, foster economies in the provision of public utilities and services, and yield energy savings.

MUCs are intended to be areas where development will be directed, concentrated and connected to multimodal transportation systems. They aim to provide convenience and choice for residents and employees, and to be distinctive, attractive and rich in amenities.

The MUCs Vision emphasizes:

- building on community assets and character
- increased mix of uses
- enabling and providing incentives for a variety of higher density housing for different needs and ages
- creating quality urban neighborhoods
- Providing frequent and convenient transit with good roads
- Providing community gathering space and public spaces
- Creating a safe, comfortable, interesting walking and biking environment through the efficient use of land

MUC principles for development are:

- Mix of Uses – mix of uses and density near transit and services; shopping and services near home and work; employment opportunities
- Housing Choices – types, mix of incomes, support home ownership
- Transportation choices – comfortable and safe walking districts; bicycle access and facilities; transit; transportation demand management strategies; reduced dependence on cars
- Quality of Life and Active Living – comfortable and accessible public spaces; neighborhood identity; pedestrian-oriented streets; vegetation and greenery; buffers and transitions
- Thriving Economy – increase investment in centers; priority for incentives; employment; business climate; small businesses; opportunities to live near work; home ownership; development feasibility

The GLUE's MUC policies further flesh out the goal, vision and principles. The GLUE calls for incentives to increase residential density within MUCs, and identifies them as priority areas for growth, public investment, services and capital facilities. The Multifamily Tax Exemption Program's purpose is to stimulate new multifamily housing and direct density to centers, and to encourage housing for a range of incomes.

The GLUE identifies four categories of MUCs – Downtown Center, Urban Centers, Community Centers, and Neighborhood Centers. Point Ruston best fits the character of Community Centers, which are intended as concentrations of commercial and residential development with larger scale commercial development and mid-range density / mid-rise development. Density ranges envisioned are 25-42 units per net acre.

To summarize, designating Point Ruston as an MUC would be consistent with the majority of the pertinent policy direction. The possible exceptions may be transit availability and housing affordability.

In terms of transit, Point Ruston has provided two bus stop pads per Pierce Transit's specifications and will construct bus stops once service is available. Per discussions with Pierce Transit, based on the increasing density, a revision could be considered to their service plans to add a route along Ruston Way. Should that occur, is likely that service would commence once buildout is well underway, pending funding availability.

In terms of housing affordability, the applicants have indicated that the fixed costs of remediating and developing the site make it more challenging to provide affordable housing options. However, they are currently exploring approaches and have indicated they will be providing more information on this subject.

2. Would the proposed amendment achieve any of the following objectives?

- Address inconsistencies or errors in the Comprehensive Plan or development regulations;
- Respond to changing circumstances, such as growth and development patterns, needs and desires of the community, and the City's capacity to provide adequate services;
- Maintain or enhance compatibility with existing or planned land uses and the surrounding development pattern; and/or
- Enhance the quality of the neighborhood.

The proposed amendment reflects changes that have occurred as a result of the former ASARCO site being redeveloped as a master planned mixed-use project. This is a major change in circumstances, as the site has been industrial, then a brownfield, for about a century.

To the extent that it facilitates the Point Ruston development, this proposal would help to achieve multiple city goals. The Point Ruston project harnesses private investment to achieve goals including environmental cleanup; reuse of a brownfield site; housing; economic development; concentrating growth within existing centers; and, connecting people to the waterfront. Point Ruston is a major enhancement to the West End Neighborhood, and complements the adjacent development planned for Point Defiance Park and the City of Ruston.

3. Assess the proposed amendment with the following measures: economic impact assessment, sustainability impact assessment, health impact assessment, environmental determination, wetland delineation study, traffic study, visual analysis, and other applicable analytical data, research and studies.

The Point Ruston project has gone through extensive review and received numerous permit approvals. Impacts were studied at that time, and appropriate conditions placed on the FSEIS and Shoreline permit. The current proposal would have no direct effect on the scope and character of development already approved, but could accelerate the pace of that development.

Designation of Point Ruston as a ~~MUC and~~ Residential Target Area would ~~set up~~make property tax ~~reductions exemptions~~ for the development of multifamily housing available, for a period of 8 or 12 years. This ~~would~~ result in reduced tax revenue to the City of Tacoma ~~for multifamily housing developed~~ during that period compared to the amount that otherwise would be generated. On the other hand, this temporary reduction in revenue ~~should could~~ be balanced against the economic benefits of accelerating the build-out, including tax revenue from commercial development. For one perspective on the public and private benefits of the Program, see the attached 2007 analysis prepared by McCament and Rogers, and provided by the applicants (Exhibit E).

Should this application be approved, Point Ruston would be placed within a well-developed policy framework which continues to be refined. Tacoma's Mixed-Use Centers are part of a comprehensive strategy intended to enhance sustainability, promote active transportation and transit use, and build on Tacoma's neighborhood assets for economic development. At the highest level, developing within the City inherently promotes sustainability by directing growth into urban areas and away from rural and natural areas.

4. Describe the community outreach efforts conducted for the proposed amendment, and the public comments, concerns and suggestions received.

Outreach for this application will build on the extensive public processes that have already taken place for Point Ruston. Point Ruston, LLC has engaged McCament and Rogers, a consultant firm, to assist with the process. City staff are coordinating with them to identify the stakeholders. Staff note that the vision and plans for Point Ruston are well established and broadly supported, and this proposal would not change the scope of development already approved. Furthermore, the objections raised to the original 2008 Point Ruston MUC proposal have now been substantially resolved.

To date, staff and the applicants have identified and had preliminary discussions with the following stakeholders:

- West End Neighborhood Council (presentation on 09/18/13 – voted to support the application) – letter attached
- City of Ruston (emailed Mayor Hopkins 07/13; met with Ruston's Planner 10/03/13)
- Ruston Pearl Business District (meeting on 09/30/13)
- Metro Parks District (discussion with staff on 09/17/13)
- Citizens for a Healthy Bay (~~conversation on 09/23/13~~letter attached)
- Tacoma Housing Authority (emails/phone calls in September)
- Pierce Transit (emails 10/04/13 and 10/18/13)
- Planning Commission discussion (10/16/13)

Outreach to date has revealed general support for the application, with some exceptions or caveats. Several stakeholders have expressed support for the proposal given the expectation that MUC designation could accelerate development. Some stakeholders were reassured to learn that no changes to development regulations, particularly height, are proposed. The West End Neighborhood Council and Citizens for a Healthy Bay have provided letters in support of the designation.

The City of Ruston stakeholders are also generally supportive of the MUC designation, but call for continued coordination between the Cities of Tacoma and Ruston, and Point Ruston, LLC to ensure that the build-out meets the approved plans and is phased in a manner that is equitable to both jurisdictions in terms of tax benefits.

Tacoma Housing Authority (THA) initiated a discussion of affordable housing at Point Ruston. The applicants have indicated they have been in contact with THA to discuss the potential for providing affordable housing at Point Ruston.

At its October 16th meeting, the Planning Commission raised several issues for further consideration. These included public versus private benefit, the importance of providing affordable housing and transit service, and considerations about the appropriateness of the location as an MUC.

Staff will continue to work with the stakeholders identified, as well as conduct additional outreach as part of the overall 2014 Annual Amendment package.

5. Will the proposed amendment benefit the City as a whole? Will it adversely affect the City's public facilities and services? Does it bear a reasonable relationship to the public health, safety, and welfare?

The proposed amendment ~~will~~would benefit the City as a whole by potentially accelerating the pace of a long-awaited development that provides multiple benefits to the community. The residential target area designation will benefit the City by incentivizing residential development and investment in a mixed-use project.

III. Staff Recommendation:

Staff recommends that the proposed amendments to the Comprehensive Plan and the Tacoma Municipal Code pertaining to the proposed designation of Point Ruston as a Community Mixed-Use Center and residential target area, as applied by the Point Ruston, LLC and as depicted in Exhibits C and D, be distributed for public review. Staff will continue to engage in public outreach and provide a summary to the Planning Commission prior to the public hearing process which is tentatively scheduled for February-March 2014.

IV. Exhibits:

- A. Site Map of the Proposed Point Ruston Mixed-Use Center
- B. Point Ruston Development Concept
- C. Proposed Amendments to the Comprehensive Plan
- D. Proposed Amendments to the Tacoma Municipal Code
- E. Multifamily Tax Exemption Program – Key Points
- F. Letter from West End Neighborhood Council
- G. Letter from Citizens for a Healthy Bay

Exhibit A: Site Map of Proposed Point Ruston MUC



Exhibit B - Point Ruston Mixed-Use Center



BUILDING	USE
1A	MIXED USE: MULTIFAMILY OVER RETAIL / COMMERCIAL
1B	TOWNHOME STYLE CONDOMINIUMS
1C	RESTAURANT / RETAIL
2A	MIXED USE: MULTIFAMILY OVER RETAIL / COMMERCIAL
2B	MIXED USE: MULTIFAMILY OVER RETAIL / COMMERCIAL
3A	MIXED USE: MULTIFAMILY OVER RETAIL / COMMERCIAL
3B	TOWNHOME STYLE CONDOMINIUMS
4A	MIXED USE: MULTIFAMILY OVER RETAIL / COMMERCIAL
4B	LIVE-WORK TOWNHOME STYLE CONDOMINIUMS
5	COMMERCIAL OVER RETAIL
6 A&B	SENIOR HOUSING / ASSISTED LIVING MULTIFAMILY
7	MULTIFAMILY APARTMENTS
8	RETAIL / COMMERCIAL
9 A,B&C	MIXED USE: MULTIFAMILY OVER FITNESS CLUB / RETAIL
10 A&B	RETAIL / COMMERCIAL
11A	NEIGHBORHOOD MARKET AND 250 SPACE PARKING GARAGE
11B	MIXED USE: MULTIFAMILY OVER RETAIL / COMMERCIAL
12	RETAIL / COMMERCIAL
13	OPEN SPACE / RECREATION
14	MIXED USE: PARKING GARAGE / COMMERCIAL / MULTIFAMILY
15	MULTIFAMILY
16	RETAIL / COMMERCIAL
17	HOTEL WITH RESTAURANT LOUNGE AND MEETING ROOMS
18 A&B	RESTAURANTS
19	GRAND SALON SALES CENTER ABOARD HISTORIC FERRY

Source: ESM, 2008





2014 Annual Amendment Application No. 2014-01
Point Ruston Mixed-Use Center

DRAFT COMPREHENSIVE PLAN CHANGES
October 16, 2013

*Note – These amendments show all of the changes to the *existing* Comprehensive Plan. The sections included are only those portions of the plan that are associated with these amendments. New text is underlined and text that is deleted is shown in ~~strikethrough~~.

Community Center

The community center is a concentration of commercial and/or institutional development that serves many nearby neighborhoods and generally includes a unique attraction that draws people from throughout the city. Some residential development may already be present, and there is a goal to have more residential development. It is directly accessible by arterials and local transit. Pedestrian accessibility is important within the center, but because of its focus on larger scale commercial development, the community center continues to provide for automobile parking, preferably within structures.

Designated Community Centers:

- Tacoma Central Plaza/Allenmore (Tacoma Central)
- S. 72nd and Pacific Avenue
- S. 72nd and Portland Avenue
- TCC/James Center
- Westgate
- Lower Portland Avenue
- S. 34th and Pacific Avenue
- S. 121st and Pacific Avenue (Outside the city within the urban growth area)
- Point Ruston



2014 Annual Amendment Application No. 2014-01
Point Ruston Mixed-Use Center

DRAFT LAND USE REGULATORY CODE CHANGES
October 16, 2013

*Note – These amendments show all of the changes to the *existing* land use regulations. The sections included are only those portions of the code that are associated with these amendments. New text is underlined and text that is deleted is shown in ~~strikethrough~~.

Chapter 13.17
MIXED-USE CENTER DEVELOPMENT

C. Designated Target Areas. The proposed boundaries of the “residential target areas” are the boundaries of the ~~17-18~~ mixed-use centers listed below and as indicated on the Generalized Land Use Plan and in the Comprehensive Plan legal descriptions which are incorporated herein by reference and on file in the City Clerk’s Office.

The designated target areas do not include those areas within the boundary of the University of Washington Tacoma campus facilities master plan (per RCW 84.14.060).

MIXED-USE CENTER	CENTER TYPE	ORIGINALLY ADOPTED
South 56th and South Tacoma Way	Neighborhood	November 21, 1995
Downtown Tacoma	Downtown	November 21, 1995
Proctor (North 26th and Proctor)	Neighborhood	November 21, 1995
Tacoma Mall Area	Urban	November 21, 1995
Martin Luther King Jr. (South 11th and MLK Jr. Way)	Neighborhood	November 21, 1995
Westgate	Community	November 21, 1995
Lincoln (South 38th and “G” Street)	Neighborhood	November 21, 1995
6th Avenue and Pine Street	Neighborhood	November 21, 1995
Tacoma Central Plaza/Allenmore	Community	November 21, 1995
South 72nd and Pacific Avenue	Community	November 21, 1995
East 72nd and Portland Avenue	Community	November 21, 1995
Stadium (North 1st and Tacoma)	Neighborhood	November 21, 1995
James Center/TCC	Community	November 21, 1995
Lower Portland Avenue	Community	January 16, 1996
South 34th and Pacific Avenue	Community	December 11, 2007
McKinley (E. 34th and McKinley)	Neighborhood	December 11, 2007
Narrows (6th Avenue and Jackson)	Neighborhood	December 11, 2007
<u>Point Ruston</u>	<u>Community</u>	<u>August 1, 2014</u>

Multi-Family Tax Exemption - Key Points
April 2, 2007

1. The Property Tax Exemption serves a number of purposes
 - A. Increases residential density in selected areas in keeping with the goals and requirements of the Growth Management Act
 - B. Reduces urban sprawl by encouraging higher densities for all multi-family product: condominiums, townhomes, and apartments.
 - C. Increases property tax revenues
 - Short-term: increases the land value when new construction or building rehab takes place
 - Long-term: taxes collected on land and improvements
 - D. Mitigate the risk to lenders that would not otherwise loan money for development
2. Does the developer benefit? Yes.
 - Helps attract renters or buyers
 - Condos or townhomes will most likely sell faster & apartments rent up quicker
 - Reduces carrying costs
 - May help the project quality for financing
3. Does the City benefit? Yes
 - City continues to receive property tax just as they do now on the vacant piece of property, and—
 - The improvements on the property lift the value of the land and provide increased property taxes during the exemption period.
 - City receives revenue from one-time and annual taxes generated by the construction activity and new residents
 - MFTE makes areas competitive for the resident that might otherwise choose to live in a neighboring community or remain in single-family housing
4. Bottom Line

Money flowing to the City from proposed development with a multi-family tax exemption generates more tax revenue than presently received from vacant property or underdeveloped property

(Note: Higher priced residential units will generate even higher property taxes at the end of the exemption period. For instance, a \$1 million condo will generate 5x the property taxes as a \$200,000 unit and bring greater discretionary income to support retail shopping and services.)



SW
DEC 04 2013

Sean Gaffney, Chair
Tacoma Planning Commission
747 Market Street, Room 345
Tacoma, WA 98402

November 18, 2013

Dear Chair Gaffney:

On September 19, 2013, the West End Neighborhood Council heard a proposal by Pt. Ruston LLC with J.J. McCament et al, stating their proposal to designate a portion of the former ASARCO property as a Mixed-Use Center. The West End members feel that Pt. Ruston will be a great addition to our area and knowing that the residential area included in this design will make a Mixed-Use Center of high quality, we voted unanimously to support this amendment.

We feel strongly that this redevelopment will be a significant improvement to the area, and bring in a high quality of mixed-income housing, along with the Mixed-Use Center, on land that has previously been closed to the public for many years. The remediation of this area has been remarkable and we look forward to the creation of a vibrant, bustling waterfront area that will eventually bring many new people and businesses to our neighborhood.

If we can be of further help in this matter, please do not hesitate to contact either myself at 253-278-3398, or Ginny Eberhardt at 253-224-6967.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Kingsbury".

Ken Kingsbury, Chair
West End Neighborhood Council

cc: J.J. McCament



535 Dock Street
Suite 213
Tacoma, WA 98402
Phone (253) 383-2429
Fax (253) 383-2446
chb@healthybay.org
www.healthybay.org

December 3, 2013

Mr. Elliott Barnett
Planning Services Division
City of Tacoma
747 Market Street, Room 345
Tacoma, WA 98402

Re: Application #2014-01 – Point Ruston Mixed-Use Center

Dear Mr. Barnett:

This letter is in support of the above referenced application to amend the Comprehensive Plan and development regulations in order to designate the portion of the Point Ruston mixed-use development located in the City of Tacoma as a Mixed-Use Center.

CHB considers that the application is appropriate as the Point Ruston redevelopment site meets the definition as stated in TMC 13.17.010.C.: *“Mixed-use center” means a center designated as such in the land use element of the City’s Comprehensive Plan. A mixed use center is a compact identifiable district containing several business establishments, adequate public facilities, and a mixture of uses and activities, where residents may obtain a variety of products and services.*”

Point Ruston is located within the S-15 Point Ruston / Slag Peninsula Shoreline District, characterized in the Shoreline Master Program (SMP) as an Urban Environment with a High Intensity Environmental Designation. The SMP defines a mixed-use project as: “... developments **which include a combination of components, such as residential uses, hotels, marinas, habitat improvement actions, public access provisions, and other uses**”. Additionally, several references in the SMP describe Point Ruston as a “mixed-use center.”

The planned redevelopment of the Point Ruston site which is currently underway is consistent with the City’s intent and purpose in creating the Mixed-use center designation.

We urge the City of Tacoma Planning Commission to favorably consider Point Ruston’s application and approve the MUC designation.

Sincerely:

Leslie Ann Rose
Senior Policy Analyst

cc: J.J. McCament

Board of Directors
Bonnie Becker
Cheryl Greengrove
Kathleen Hasselblad
Bett Lucas
Melissa Braisted Nordquist
Marco Pinchot
Bill Pugh
Lee Roussel
Angie Thomson
Sheri Tonn

A tax-exempt
501(c)(3) Washington
nonprofit corporation



City of Tacoma
Planning and Development Services

**Agenda Item
D-2**

To: Planning Commission
From: Elliott Barnett, Planning Services Division
Subject: **Application #2014-10 – Urban Forestry Landscaping Code Update**
Meeting Date: December 18, 2013
Memo Date: December 11, 2013

At the Commission's next meeting on December 18th, staff will report on code development progress to date in response to the Planning Commission's direction and questions from the November 20th meeting, as well as on ongoing stakeholder outreach.

At the November meeting the Commission expressed general support for further refinement of the proposed update approach. The Commission also provided pertinent guidance on issues including enforcement, tree size, flexibility options, plant selection, canopy goals and outreach strategies, and asked for clarification and additional information on several issues including methods of determining tree size. Since then, staff have met with stakeholders including Metro Parks Tacoma and the Port of Tacoma. We have also consulted with other City departments including Code Enforcement, Traffic, and Environmental Services whose staff are providing technical input.

At the meeting, staff will present a summary of those issues, along with analysis and recommendations. We will also provide some example scenarios to illustrate how the proposed code would work. Our objective at this meeting will be to obtain guidance from the Commission in order to develop the draft policy and code and provide it at the next meeting, scheduled for January 22nd, 2014. Attached is a summary of the issues and analysis. If you have any questions please contact me at 591-5389 or elliott.barnett@cityoftacoma.org.

Attachment

c: Peter Huffman, Director

Urban Forestry Landscaping Code Amendments

Additional Analysis – Annual Amendments #2014-10

December 18, 2013

SUMMARY:

As part of the 2014 Annual Amendments, the Planning Commission will consider amendments to the Comprehensive Plan and Land Use Regulatory Code to improve trees and landscaping related regulations, with a focus on achieving such policy intents as incentives, flexibility, quality, and tree health (right tree; right place; right caring).

Code update objectives

1. Encourage Planting More Trees (and other plants)
2. Plant Better Trees (variety, larger sizes, right tree right place)
3. Better Ensure the Health, Survival and Proper Maintenance of Trees
4. Encourage Tree Retention
5. Provide Flexibility while Still Achieving Goals of Requirements
6. Increase/Recognize Stormwater Benefits
7. Provide an Understandable and Predictable Approach

SEE THE NOVEMBER 20, 2013 PACKET FOR AN OVERVIEW OF PROPOSED CHANGES

Outreach and Collaboration

Staff will work with key stakeholders to refine this approach, including:

- | | |
|--------------------------------------|-----------------------------|
| • Metro Parks Tacoma | • Tacoma School District |
| • Port of Tacoma | • Chamber of Commerce |
| • Master Builders Association | • Business Districts |
| • Association of General Contractors | • Neighborhood Councils |
| • Green Tacoma Partnership | • Sustainability Commission |
| • City Code Enforcement | • Association of Realtors |
| • City Traffic Division | • Commenters from 2011-2012 |

The following is additional analysis of issues raised at the November 20th meeting, and through stakeholder consultation to date.

Urban Forestry Landscaping Code Amendments

Additional Analysis – Annual Amendments #2014-10

December 18, 2013

SMALL, MEDIUM, LARGE TREES – DEFINITION

- At the 11/20 meeting the Commission expressed support for further analysis of the proposal to overlay tree planting requirements with a sliding scale based on tree size.
- The Commission discussed what approach is most appropriate to create the small, medium and large tree categories. Tree height, tree crown (width), or trunk Diameter at Breast Height (DBH) were all discussed, perhaps in combination.

ANALYSIS:

Both tree crown (plural is canopy) coverage and tree height are significant size measures. Canopy coverage has multiple benefits, as previously discussed, while tree height is also significant since it is more closely associated with tree growth rates for evergreen conifers, which provide year-round stormwater benefits. Many evergreen conifers are tall with a relatively narrow canopy spread. Staff recommend modifying the proposal to include both tree crown and tree height. Proposed Tree Size Categories:

1. Small trees – mature height and/or canopy width of 15-25 feet
2. Medium trees – mature height and/or canopy width of 26-40 feet
3. Large trees – mature height and/or canopy width of 41 feet or greater

This approach provides an incentive for both canopy and height, would be easy to implement and would provide flexibility. In addition, this approach would promote greater tree species diversity which promotes the overall health of the urban forest.

DBH is used in reference to measuring the size of existing mature trees, as typically used in forestry practices. In contrast, this proposal is based on an estimated tree size at maturity, as determined by the typical mature size of the tree species.

NOTE: The Landscaping Code currently has minimum tree size requirements at planting.

Small, Medium and Large Tree Lists will be provided in the Urban Forest Manual.

Urban Forestry Landscaping Code Amendments

Additional Analysis – Annual Amendments #2014-10

December 18, 2013

SMALL, MEDIUM, LARGE TREES – SLIDING SCALE

- The proposal is to require about the same number of trees as are currently required by code, overlain with a sliding scale based on tree size. The same number of trees as are required under the current code would still be required if Medium Trees are planted; a larger number would be required if Small Trees are planted; or, a smaller number would be required if Large Trees are planted. The next step is to establish those ratios.

ANALYSIS:

Staff have developed these proposed ratios for discussion purposes, with the intent to continue to test them against hypothetical development scenarios. This additional “road testing” is necessary to ensure that, in application, the various objectives of the Landscaping Code will be met.

For example:

Street Trees (most zones):

- Current Requirement: 3 trees per 100 linear feet
- Proposal: 4 Small Tree per 100 linear feet; 3 Medium Tree per 100 linear feet; 2 Large Trees per 100 linear feet.

Parking Lot Interior Trees:

- Current Requirement: 1 tree per 1000 sf (distribution requirements also apply)
- Proposal: 1 Small Tree per 700 sf; 1 Medium Tree per 1000 sf; 1 Large Tree per 1400 sf.

Buffer/Perimeter Trees:

- Current Requirement: Type A (dense screen) – 1 tree per 150 sf;
Types B (moderate screen) and C (parking lot visual relief) – 1 tree per 300 sf
- Proposal:
 - Type A – 1 Small Tree per 125 sf; 1 Medium Tree per 150 sf; 1 Large Tree per 300 sf (must provide effective screening)
 - Types B and C – 1 Small Tree per 200 sf; 1 Medium Tree per 300 sf; 1 Large Tree per 450 sf.

Urban Forestry Landscaping Code Amendments

Additional Analysis – Annual Amendments #2014-10

December 18, 2013

MINIMUM SPACING, SOIL VOLUMES AND UNPAVED AREAS

- To promote tree health and survival, it is important to provide adequate space and soil volumes as appropriate to Small, Medium and Large Trees.

ANALYSIS:

The following recommendations were developed in support of the initial proposal to utilize tree height at maturity as the method to create Small, Medium and Large Tree lists. If the Commission moves forward with the proposal to combine crown size and tree height, these numbers may be refined to reflect the appropriate standards.

Minimum Soil Volumes and Minimum Unpaved Planting Area per Tree			
	Small Trees *	Medium Trees *	Large Trees *
Minimum unpaved planting area (sq. ft.):	24	32	40
Standard tree pit size (ft.):	4 X 6	4 X 8	4 X 10
Minimum soil volume (cu. ft. / cu. yd.):	72 / 2.7	96 / 3.6	120 / 4.4

Minimum Spacing Requirements for Trees			
	Small Trees *	Medium Trees *	Large Trees *
Minimum spacing requirement in ft.:	10	25	40

* as defined in glossary under "Tree Class Sizes"

GENERAL LANDSCAPING

- Commission comments included the following:
 - Clarify what is meant by "required when feasible" in reference to trees.
Trees would be required unless site conditions (rather than cost) pose constraints.
 - Allow for smaller trees particularly when they would be better suited for survival.
Landscaping would be required to be climate-adapted; the code and UFM will provide enhanced guidance to promote health and survival; location and size flexibility will help promote "right tree-right place".
 - Clarify that native landscaping is not appropriate in every case.
Native landscaping would be encouraged, not required.

Urban Forestry Landscaping Code Amendments

Additional Analysis – Annual Amendments #2014-10

December 18, 2013

SELF-MANAGED AGENCIES (aka, Landscape Master Plans)

- Metro Parks Tacoma and the Port of Tacoma have expressed interest in exploring options for additional landscaping flexibility for public agencies with their own Urban Forestry Program.
- The initial staff proposal included developing canopy coverage goals by land use category. However, based on Commission and stakeholder comments, there is no consensus around establishing these goals at this time.
- In the initial discussion, staff referred to this approach as “Landscape Master Plans”. However, in 2011-12 the term “Self-Managed Agencies” was used, and seems to have caught on.

ANALYSIS:

Staff propose adding language to the Urban Forest Policy Element in support of this approach, without the inclusion of new canopy coverage goals by land use category. The Element would establish that public agencies utilizing this option would need to demonstrate they have an Urban Forestry plan, including provision for ongoing maintenance, which promotes the City’s urban forestry and canopy coverage goals on a system-wide or larger site basis.

In addition, the Landscaping Code would include a provision allowing additional flexibility on a site by site basis. Some of the trees required on a given site could be planted elsewhere on the site or in the system, if the policy direction described above were met.

INDUSTRIAL DISTRICTS LANDSCAPING

- The November 20th proposal included extending Street Tree requirements to key corridors within Industrial Areas where they are currently not required.

ANALYSIS:

Staff have had initial consultation with Port of Tacoma staff and will continue to work with them to identify “key corridors” appropriate for street tree requirements.

Urban Forestry Landscaping Code Amendments

Additional Analysis – Annual Amendments #2014-10

December 18, 2013

INCENTIVES/BONUSES

- The proposal includes an expanded menu of options for greater flexibility and/or reduced planting requirements in exchange for providing desired features (listed below).
- Following are refinements on the general discussion of incentives and bonuses for the provision of desired features above and beyond requirements.
- The Commission questioned including front and rear yard reductions as a bonus to encourage tree retention.

ANALYSIS:

Based on the Commission’s comments, staff removed the proposal to allow front and rear yard flexibility as an incentive for tree retention. Instead, the code variance process could be refined to allow limited setback relief in order to allow retention of mature trees.

The following further details desired features and potential incentives/bonuses (additional analysis underway to develop recommended bonuses):

Desired features (on a tree by tree basis)	Incentives/bonuses - <i>Bonuses count toward total # required on sliding scale of Small, Medium and Large Trees</i>
Larger trees (<i>SEE ABOVE</i>)	<i>Sliding scale for tree requirements based on small, medium, large tree list</i>
Tree retention (<i>EXISTING BONUS</i>)	<i>1 per retained of equal size 2 per 8-20 inch diameter 3 per 20-32 inch diameter 4 per 32+ diameter</i>
Evergreen conifers	<i>Additional credit toward # required (e.g., counts as 1.2 required trees)</i>
Additional Soil volume	<i>“</i>
Greater than 50% Evergreen conifers or Additional Soil Volume	<i>Additional distribution flexibility (e.g., parking lot trees may be further apart from each other)</i>

Desired features (on a site or system basis)	Incentives/bonuses -
LID approaches (e.g., permeable pavement, rain gardens, green roofs)	<i>Area infiltrated could count toward planting requirements (ratio to be developed); Additional distribution flexibility</i>
Self-managed agency plan (approved by the City)	<i>Some required landscaping may be located on another site (e.g., up to 50%); Additional distribution flexibility</i>



City of Tacoma
Planning and Development Services

**Agenda Item
D-3**

To: Planning Commission
From: John Harrington, Development Services Division
Subject: **Temporary Homeless Camp Permitting Process**
Meeting Date: December 18, 2013
Memo Date: December 12, 2013

At the next meeting on December 18, 2013, the Planning Commission will continue to review the proposed language for amending TMC Chapters 13.05 and 13.06 to establish the permitting process and development regulations concerning temporary homeless camps associated with a religious organization as provided for in RCW 36.01.290.

Staff will respond to the Commission's questions and inquiries raised at the meeting on November 20, 2013. Upon completion of the review, staff intends to seek the Commission's authorization for the distribution of the proposal for public review and set January 22, 2014 as the date for a public hearing.

Attached is a revised staff analysis report, which includes the revised version of the proposed code language. If you have any questions, please contact me at 279-8950 or jharring@cityoftacoma.org.

Attachment

c: Peter Huffman, Director



Temporary Homeless Camp Permitting Process

Staff Analysis Report

Proposed Amendment:	Add Temporary Homeless Camp Permitting Process to TMC Chapter 13.05 Land Use Permit Procedures and add regulatory standards for the camps in TMC 13.06.635 - Temporary Uses
Applicant:	City of Tacoma
Location & Size of Area:	City-wide
Current Land Use & Zoning:	All land use and zoning districts
Neighborhood Council Area:	All Neighborhood and Council Areas
Staff Contact:	John Harrington, Development Services Division (253) 591-2069, jharring@cityoftacoma.org
Date of Report: (Planning Commission review date; draft or final)	December 18, 2013 (2 nd draft)

I. Description of the Proposed Amendment:

1. Describe the proposed amendment, including the existing and proposed amendatory language, if applicable.

The proposed amendment would regulate temporary homeless camps to protect public health and safety and the safety of the residents of such camps in the City of Tacoma.

Exhibit A attached is the second draft of the proposed amendment language to the Tacoma Municipal Code Sections 13.05 and 13.06.635. Under the authority of the City Council, the fee code in Chapter 2.09 of the Municipal Code will also be amended at a future date to add an application fee for a temporary homeless camp. The new information regarding changes to the proposed amendment is located in Section III – Staff Recommendation.

2. Describe the intent of the proposed amendment and/or the reason why it is needed.

In 2010, the Washington Legislature passed [Ch. 175 \(ESHB 1956\)](#), codified as [RCW 36.01.290](#) which granted broad authority to religious organizations to host temporary homeless camps for individuals experiencing homelessness on property owned or controlled by such organizations. It allows cities to enact regulations that are necessary to protect the public health and safety in conducting the setup, operation and decommissioning of a temporary homeless camp but that do not substantially burden the decisions or actions of a religious organization with respect to the provision of temporary homeless camps. It also prohibits the imposition of permit fees in excess of the actual costs associated with the review and approval of the required permit applications for temporary homeless camps. The city has not had a religious organization propose such a camp since the state law passed, but wants to have regulations in place should an a group want to operate one.

- 3. Describe the geographical areas associated with the proposed amendment. Include such information as: location, size, parcel number(s), ownership(s), site map, site characteristics, natural features, current and proposed Comprehensive Plan land use designations, current and proposed zoning classifications, and other appropriate and applicable information for the affected area and the surrounding areas.**

The only limitation to the location of the temporary homeless camps in the City of Tacoma is that the site must be on property that is owned or controlled by the religious organization that is running the camp.

- 4. Provide any additional background information associated with the proposed amendment.**

No additional information.

II. Analysis of the Proposed Amendment:

- 1. How does the proposed amendment conform to applicable provisions of State statutes, case law, regional policies, the Comprehensive Plan, and development regulations?**

The proposed amendment is in response to RCW 36.01.290 passed by the Washington State Legislature in 2010. The law provides great latitude for religious organizations to run homeless camps and limits local jurisdictions controls that protect the public health and safety only.

Numerous cities in the state have enacted similar regulations. There is no case law resulting from a legal test of any of the existing regulations.

- 2. Would the proposed amendment achieve any of the following objectives?**
 - Address inconsistencies or errors in the Comprehensive Plan or development regulations;**
 - Respond to changing circumstances, such as growth and development patterns, needs and desires of the community, and the City's capacity to provide adequate services;**
 - Maintain or enhance compatibility with existing or planned land uses and the surrounding development pattern; and/or**
 - Enhance the quality of the neighborhood.**

There are currently no regulations for the establishment and operation of homeless encampments in the City of Tacoma. The proposed amendment puts into place public health and safety regulations for the operation of homeless encampments as authorized by state law.

- 3. Assess the proposed amendment with the following measures: economic impact assessment, sustainability impact assessment, health impact assessment, environmental determination, wetland delineation study, traffic study, visual analysis, and other applicable analytical data, research and studies.**

The proposed amendment has no significant impacts in economic development, but may have positive impacts to sustainability and the public health.

The intent of the camps is to provide a temporary, safe and healthy housing alternative for homeless persons who want to live in a camp environment who otherwise would be living on the streets. The camps will provide a place where the residents can be educated about services that they can take advantage of to improve their life situation.

4. Describe the community outreach efforts conducted for the proposed amendment, and the public comments, concerns and suggestions received.

There are a number of non-governmental organizations and governmental agencies in the greater Tacoma/Pierce County area that have been engaged for some time assisting the homeless. City staff met with many of these groups in September and October to tap into the experience and expertise of these groups, neighborhood and business groups and the public-at-large by holding a number of public meetings to elicit feedback and to hear concerns regarding the operation of temporary homeless camps in the City.

Some of the community based agencies, organizations and groups that staff consulted with included: Tent City Tacoma, Associated Ministries, Metropolitan Development Council, Catholic Community Services, Comprehensive Life Resources, Ministerial Alliance, Tacoma-Pierce County Coalition to End Homelessness. The Tacoma Community Council and the Cross District Association were also given presentations.

A number of city staff on the intergovernmental code-development team went down to Olympia, Washington and observed the operation of an active temporary homeless camp and interviewed the camp operators, human services provider serving the residents, and residents of the camp.

5. Will the proposed amendment benefit the City as a whole? Will it adversely affect the City's public facilities and services? Does it bear a reasonable relationship to the public health, safety, and welfare?

Yes. It will provide the public and religious organizations with the confidence that the City is ready to address homeless encampments with limited, reasonable regulations to protect the public health and safety and the health and safety of the camp residents.

III. Staff Recommendation:

The staff recommendation has changed based upon site visits to Tent City 3 in Renton and Tent City 4 in Sammamish, information from a number of tent city residents, and comments and suggestions from the Planning Commission the last time this proposal was presented.

The recommended changes from my last presentation are depicted in blue font in the document. This report will discuss my recommended changes and the rationale behind the new standards.

1. Notification distance was increased from 100 feet to 400 feet (page 7 of draft proposal). The sensitivity of the public to homeless encampments and the desire to be transparent in the establishment of a temporary homeless camp in a neighborhood were the primary reasons for this change. The negative effect of this change is that the added notification cost will be borne by the applicant.
2. Crime Prevention Through Environmental Design (CPTED) principles will be applied to the camps. During the site plan review (page 13 of draft proposal), staff will review the site plan for application of CPTED principles and make recommendations for the camp set up and operation based upon CPTED principles. This will help address safety and policing issues in the camps, especially at night when it would be difficult to see potential perpetrators.

3. A ten foot setback from the property line for the exterior sight obscuring fencing was added (page 13 of draft proposal). This was added to address bulk, air, light and fire safety considerations at the perimeter interface between the camp and neighboring properties.
4. Maximum occupancy of each camp was increased to 100 residents (page 13 of draft proposal). This was done as result of observation of the Tent City 3 and 4 sites. Each of these sites were set up to accommodate 100 residents and were more efficiently laid out than the Camp Quixote example in Olympia. The demonstrated success of each of the Tent City operations in numerous cities was compelling in allowing a larger camp occupancy. The 100 occupant limit is consistent with most jurisdictions that have regulations for the use. The 100 resident limit also aligns with the projected need suggested by our Housing and Homeless Services staff and would be able to be hosted by numerous churches throughout the city that have property with flat turf areas of over 15,000 square feet.
5. Minimum occupancy for a camp area of 7,500 square feet was increased from 25 to 50 residents (page 14 of draft proposal). In addition, the number of camp residents could be incrementally increased at the rate of one per each increment of 150 square feet added to the minimum camp area of 7,500 square feet. This was done in response to the site visit to the tent city operations where we discovered higher populations could be accommodated without problems and to meet the desire to provide a scaled requirement for adding residents after the first fifty people.
6. Time limits for the camps and minimum time intervals to return to a site were adjusted to provide allowance for sites that were on gravel or paved lots and for sites that were not in residential areas (page 14 of draft proposal). The timeframe was increased from 93 to 123-days for camps on gravel or paved sites and those in non-residential areas. The interval between camps was decreased from two years to 18 months from the start date of the preceding camp for the same hard sites and non-residential areas. The increase in camp size limits to 100 residents also allowed the requirement for camp separation of two 50-person camps to be deleted. A camp on a turf site in a residential area will still have a 93-day time limit and will not be able to return for two years from the start of the previous camp. Because there are numerous church sites in the city that can host a 100-resident camp and many more that can host a 50+ resident camp, it is desirable that the camps rotate to more than just a few sites.
7. Maximum number of residents in temporary homeless camps in the city shall not exceed 100 at any time. Even though two camps are able to operate at the same time, the 100 resident limit applies to the aggregate number of both camps (page 14 of draft proposal).
8. The sight-obscuring fencing material is not specified, where a chain-link or wood fence was previously required (page 14 of draft proposal). In visiting the tent city sites, it was evident that an effective sight screen could be achieved with other materials, such as dark fabric fencing. This material provides the capability to be quickly emplaced or taken down and transported to the next site.
9. No warrant or background checks were previously required, while they have been added to the new draft (page 14 of draft proposal). In speaking with residents of the camps in Renton and Sammamish, we discovered that the residents are very concerned about who their fellow residents are for their own safety. They were straight forward in prohibiting sex offenders from being in the camps, but took a more measured approach to those that may be wanted for, or have a history of, lesser offenses. The new requirement prohibits sex offenders, but allows the tent camp organization to use the warrant and background information to make their own decision whether to allow other persons to stay or not. In the related topic of what to do with persons with problem

dogs/animals, the camp organizations handle it very pragmatically. If an animal becomes a problem, it is seen as an extension of the resident it belongs to and both would have to leave the camp.

10. The requirement that a temporary homeless camp site had to be a maximum of one-quarter mile from a transit stop was perceived as a problem and a ½ mile standard suggested instead. I looked at over 180 church sites in the city and of those that were large enough to host a camp, only six were over ¼ mile from a bus stop. Only one was more than ½ mile from a bus stop. So to enable those five sites to host a camp, the minimum distance was increased to ½ mile.
11. One of the more difficult standards in the first draft to achieve for the homeless camps is the requirement to have one shower for each 15 residents (page 14 of draft proposal). I reviewed this Health Department recommendation with their staff and they indicated that the original standard is from disaster manuals that provided requirements for instances of prolonged habitation far in excess of the 93 days proposed for the temporary homeless camps. Our visit to other, existing camps also demonstrated that a one per 15 ratio is probably unnecessarily high. A ratio of one per 33 residents would allow for a daily shower over a 16-hour period during the day when showers were available. Health Department staff indicated that having at least two would enable a female-only shower and prevent difficult situations, but over two should depend on the overall situation including the ability for residents to shower off-site. In this regard, the ability to reduce the requirement depending on the specific scenario was added.
12. The sleeping shelter standards (page 15 of draft proposal) were altered based on further discussion with Health Department staff. Again, these standards were taken from manuals for emergency shelters, which primarily utilize high occupancy tents where separation of inhabitants for health reasons is of high importance. While there are some group tents used in the tent cities, most of the residents use smaller tents with only one or two occupants. The standards would apply only to the group tents.
13. Incorporation of recycling in the solid waste pickup requirement was desired by a number of Commissioners (page 14 of draft proposal). Recycling is a service provided routinely with garbage pick-up and a requirement has been added to the draft proposal.
14. Parking for the camps was adjusted from two per camp to two per every 25 residents. This gives a scalable requirement based on number of residents and will address the fact that some of the homeless persons in the camp will have vehicles and park at the church property.

IV. Exhibits:

- A. Draft 2 of proposed amendments to the Tacoma Municipal Code pertaining to the Temporary Homeless Camp Permit Process.

Permit Process – TMC 13.05

13.05.010 Application requirements for land use permits.

A. Purpose. The purpose of this section is to outline land use permit and application requirements.

B. Applicability. The regulations identified in this section apply to land use permits for which the Director and/or Hearing Examiner have decision-making authority. The applicant for a land use permit requested under this title shall have the burden of proving that a proposal is consistent with the criteria for such application.

C. Application Requirements.

1. Predevelopment Conference. A predevelopment conference may be scheduled at the request of the Department or the applicant. The predevelopment conference is intended to define the project scope and identify regulatory requirements of Title 13, prior to preparing a land use proposal.

2. Pre-Application Meeting. The pre-application meeting is a meeting between Department staff and a potential applicant for a land use permit to discuss the application submittal requirements and pertinent fees. A pre-application meeting is required prior to submittal of an application for rezoning, platting, height variances, conditional use permit, shoreline management substantial development (including conditional use, variance, and revision), wetland/stream/Fish and Wildlife Habitat Conservation Area (FWHCA) development permits, wetland/stream/FWHCA minor development permits, and wetland/stream/FWHCA verifications. This requirement may be waived by the Department. The pre-application meeting is optional for other permits.

3. Applications Form and Content. The Department shall prescribe the form and content for complete applications made pursuant to this title. The applicant is responsible for providing complete and accurate information on all forms as specified below.

Applications shall include the following:

- a. The correct number of completed Department application forms signed by the applicant;
- b. The correct number of documents, plans, or maps identified on the Department Submittal Requirements form which are appropriate for the proposed project;
- c. A demonstration by the applicant of consistency with the applicable policies, regulations, and criteria for approval of the permit requested;
- d. A completed State Environmental Policy Act checklist, if required; containing all information required to adequately determine the potential environmental impacts of the proposal;
- e. Payment of all applicable fees as identified in Section 2.09.170 – Required Filing Fees for Land Use Applications; and
- f. Additional application information which may be requested by the Department and may include, but is not limited to, the following: geotechnical studies, hydrologic studies, noise studies, air quality studies, visual analysis, and transportation impact studies.

D. Initiation of Review Process. The Department shall review a submitted application to determine its completeness, but will not begin permit processing of any application until the application is found to be complete.

“Completeness” means the appropriate documents and reports have been submitted. Accuracy and adequacy of the application is not reviewed as a part of this phase.

E. Notice of Complete or Incomplete Application.

1. Within 28 days after receiving a development permit application, the Department shall provide in writing to the applicant either:

- a. A notice of complete application; or
- b. A notice of incomplete application and what information is necessary to make the application complete.

The 28-day time period shall be determined by calendar days from the date the application was filed to the postmarked date on the written notice from the Department.

2. An application shall be found complete if the Department does not, within 28 days, provide to the applicant a notice of incomplete application.

3. If the application is determined to be incomplete, and/or additional information is requested, within 14 days after an applicant has submitted the requested additional information, the Department shall notify the applicant whether the information submitted adequately responds to the notice of incomplete application, thereby making the application complete, or what additional information is still necessary.

4. An application is complete for purposes of this section when it meets the submission requirements of the Department as outlined in Section 13.05.010.C and TMC Section 13.11.250 for projects that may affect wetlands, streams, or their regulated buffers, even though additional information may be required or project modifications may be made later. The determination of a complete application shall not preclude the Department from requesting additional information or studies, either at the time of the notice of complete application or subsequently if new information is required or substantial changes in the proposed action occur, or should it be discovered that the applicant omitted, or failed to disclose, pertinent information.

F. Inactive Applications. If an applicant fails to submit information identified in the notice of incomplete application or a request for additional information within 120 days from the Department's mailing date, or does not communicate the need for additional time to submit information, the Department may consider the application inactive and, after notification to the applicant, may close out the file and refund a proportionate amount of the fees collected with the application.

G. Modification to Application. Proposed modifications to an application which the Department has previously found to be complete will be treated as follows:

1. Modifications proposed by the Department to an application shall not be considered a new application.
2. If the applicant proposes modifications to an application which would result in a substantial increase in a project's impacts, as determined by the Department, the application may be considered a new application. The new application shall conform to the requirements of this title which are in effect at the time the new application is submitted.

H. Limitations on Refiling of Application.

1. Applications for a land use permit pursuant to Title 13 on a specific site shall not be accepted if a similar permit has been denied on the site within the 12 months prior to the date of submittal of the application. The date of denial shall be considered the date the decision was made on an appeal, if an appeal was filed, or the date of the original decision if no appeal was filed.

2. The 12-month time period may be waived or modified if the Director finds that special circumstances warrant earlier reapplication. The Director shall consider the following in determining whether an application for permit is similar to, or substantially the same as, a previously denied application:

a. An application for a permit shall be deemed similar if the proposed use of the property is the same, or substantially the same, as that which was considered and disallowed in the earlier decision;

b. An application for a permit shall be deemed similar if the proposed application form and site plan (i.e., building layout, lot configuration, dimensions) are the same, or substantially the same, as that which was considered and disallowed in the earlier decision; and

c. An application for a variance or waiver shall be deemed similar if the special circumstances which the applicant alleges as a basis for the request are the same, or substantially the same, as those considered and rejected in the earlier decision.

In every instance, the burden of proving that an application is not similar shall be upon the applicant.

I. Filing Fees. The schedule of fees for land use permits is established in Chapter 2.09 of the Tacoma Municipal Code.

J. Time Periods for Decision on Application.

1. A decision on applications considered by the Director shall be made within 120 days of complete application. Applications within the jurisdiction of the Hearing Examiner shall be processed within the time limits set forth in Chapter 1.23. The notice of decision on a land use permit shall be issued (and postmarked) within the prescribed

number of days after the Department notifies the applicant that the application is complete or is found complete as provided in Section 13.05.010.D.3. The following time periods shall be exempt from the time period requirement:

- a. Any period during which the applicant has been requested by the Department to correct plans, perform required studies, or provide additional required information due to the applicant's misrepresentation or inaccurate or insufficient information.
- b. Any period during which an environmental impact statement is being prepared; however, in no case shall the time period exceed one year, unless otherwise agreed to by the applicant and the City's responsible official for SEPA compliance.
- c. Any period for administrative appeals of land use permits.
- d. Any extension for any reasonable period of time mutually agreed upon in writing between the applicant and the Department.

2. The 120-day time period established in Section 13.05.010.J.1 for applications to the Director shall not apply in the following situations:

- a. If the permit requires approval of a new fully contained community as provided in RCW 36.70A.350, master planned resort as provided in RCW 36.70A.360, or the siting of an essential public facility as provided in RCW 36.70A.200.
- b. If, at the applicant's request, there are substantial revisions to the project proposal, in which case the time period shall start from the date on which the revised project application is determined to be complete, per Section 13.05.010.E.3.

3. Decision when effective. A decision is considered final at the termination of an appeal period if no appeal is filed, or when a final decision on appeal has been made pursuant to either Chapter 1.23 or Chapter 1.70. In the case of a zoning reclassification, the first reading of the reclassification ordinance by the City Council shall be considered the final decision. First reading shall be considered a tentative approval, and does not constitute final rezoning of the property. However, first reading of the ordinance shall assure the applicant that the reclassification will be approved, provided that the application complies with all requirements and conditions for reclassification as may have been imposed by the Hearing Examiner or the City Council.

4. If unable to issue a final decision within the 120-day time period, a written notice shall be made to the applicant, including findings for the reasons why the time limit has not been met and the specified amount of time needed for the issuance of the final decision.

5. Time Computation. In computing any time period set forth in this chapter, the day of the act or event from which the designated period of time begins to run shall not be included. The last day of the period so computed shall be included, unless it is a Saturday, a Sunday, or a legal holiday, in which event the period runs until the end of the next day which is neither a Saturday, a Sunday, nor a legal holiday. Legal holidays are described in RCW 1.16.050.

(Ord. 28109 Ex. O; passed Dec. 4, 2012; Ord. 28070 Ex. A; passed May 8, 2012; Ord. 27893 Ex. A; passed Jun. 15, 2010; Ord. 27771 Ex. B; passed Dec. 9, 2008; Ord. 27728 Ex A; passed Jul. 1, 2008; Ord. 27431 § 5; passed Nov. 15, 2005; Ord. 27245 § 1; passed Jun. 22, 2004; Ord. 26843 § 2; passed Aug. 21, 2001; Ord. 26645 § 4; passed Jun. 27, 2000; Ord. 25852 § 1; passed Feb. 27, 1996)

13.05.020 Notice process.

A. Purpose. The purpose of this section is to provide notice requirements for land use applications.

B. Process I – Minor Land Use Decisions.

1. A notice of application shall be provided within 14 days following a notice of complete application being issued to the applicant as identified in Section 13.05.010.E. Examples of minor land use decisions are waivers, variances, [temporary homeless camp permits](#), wetland/stream/FWHCA Verifications, and wetland/stream/FWHCA Minor Development Permits.

2. Notice of application shall be mailed by first-class mail to the applicant; property owner (if different than the applicant); neighborhood councils in the vicinity where the proposal is located; qualified neighborhood or community organizations; the Tacoma Landmarks Commission (for proposals located within a historic district or

affecting a designated landmark); the Puyallup Indian Tribe for “substantial action” as defined in the “Agreement Between the Puyallup Tribe of Indians, Local Governments in Pierce County, the State of Washington, the United States of America, and Certain Private Property Owners,” dated August 27, 1988; and to owners of property and/or taxpayers of record, as indicated by the records of the Pierce County Assessor/Treasurer, within the distances identified in Section 13.05.020.G.

3. Parties receiving notice of application shall be given 14 days from the date of mailing (including the day of mailing) to provide any comments on the proposed project to the Department. The notice shall indicate that a copy of the decision taken upon such application will be provided to any person who submits written comments on the application within 14 days of the mailing of such notice, or who requests receipt of a copy of the decision.

4. Decisions of the Land Use Administrator shall be mailed to the applicant and the property owner, if different than the applicant, by first class mail. Decisions of the Administrator requiring environmental review pursuant to the State Environmental Policy Act, WAC 197-11, and the provisions of TMC Chapter 13.12, shall also include a Threshold Determination by the Responsible Official for the Department. A decision shall be mailed by first-class mail to: owners of property and/or taxpayers of record as indicated by the Pierce County Assessor/Treasurer’s records within the distance identified in Section 13.05.020.G; neighborhood councils in the vicinity where the proposal is located; qualified neighborhood or community organizations; and the Puyallup Indian Tribe for “substantial action” as defined in the “Agreement Between the Puyallup Tribe of Indians, Local Governments in Pierce County, the State of Washington, the United States of America, and Certain Private Property Owners,” dated August 27, 1988.

5. A neighborhood or community organization shall be qualified to receive notice under this section upon a finding that the organization:

(a) has filed a request for a notification with the City Clerk in the form prescribed by rule, specifying the names and addresses of its representatives for the receipt of notice and its officers and directors;

(b) includes within its boundaries land within the jurisdiction of the permit authority;

(c) allows full participating membership to allow property owners/residents within its boundaries;

6. More than one neighborhood or community organization may represent the same area.

7. It shall be the duty of the neighborhood group to advise the City Clerk’s office in writing of changes in its boundaries, or changes in the names and addresses of the officers and representatives for receipt of notice.

8. A public information sign (or signs), provided by the Department for applications noted in Table G (Section 13.05.020.G), indicating that a land use permit application for a proposal has been submitted, shall be erected on the site by the applicant, in a location specified by the Department, within seven calendar days of the date on which a notice of complete application is issued to the applicant. The sign shall remain on the site until the date of final decision, at which time the sign shall be removed by the applicant. The sign shall contain, at a minimum, the following information: type of application, name of applicant, description and location of proposal, and where additional information can be obtained.

C. Process II – Administrative Decisions Requiring an Environmental Determination and Height Variances, Shoreline Permits, Conditional Use, Special Development Permits, Wetland/Stream/Fish & Wildlife Habitat Conservation Area (FWHCA) Development Permits.

1. A notice of application shall be provided within 14 days following a notice of complete application being issued to the applicant as identified in Section 13.05.010.E.

2. Notice of application shall be mailed by first-class mail to the applicant; property owner (if different than the applicant); neighborhood councils in the vicinity where the proposal is located; qualified neighborhood or community organizations consistent with the requirements set forth for Process I land use permits; the Tacoma Landmarks Commission (for proposals located within a historic district or affecting a designated landmark); the Puyallup Indian Tribe for “substantial action” as defined in the “Agreement Between the Puyallup Tribe of Indians, Local Governments in Pierce County, the State of Washington, the United States of America, and Certain Private Property Owners,” dated August 27, 1988; and to owners of property and/or taxpayers of record, as indicated by the records of the Pierce County Assessor/Treasurer, within the distances identified in Section 13.05.020.G. For major modifications to development approved in a PRD District rezone and/or site approval, the notice of application shall also be provided to all owners of property and/or taxpayers of record within the entire PRD District and owners of

property and/or taxpayers of record, as indicated by the records of the Pierce County Assessor/Treasurer, within the distances identified in Section 13.05.020.G from the boundary of the PRD District.

3. Parties receiving notice of application shall be given 30 days, with the exception of five to nine lot preliminary plats which shall be given 20 days from the date of mailing (including the day of mailing) to provide any comments on the proposed project to the Department, unless a Public Meeting is held, as provided by Section 13.05.020.F. The notice shall indicate that a copy of the decision taken upon such application will be provided to any person who submits written comments on the application within 30 days of the mailing of such notice, or who requests receipt of a copy of the decision.

4. A public information sign (or signs), provided by the Department for applications noted in Table G (Section 13.05.020.G), indicating that a land use permit application for a proposal has been submitted, shall be erected on the site by the applicant, in a location specified by the Department, within seven calendar days of the date on which a notice of complete application is issued to the applicant. The sign shall remain on the site until the date of final decision, at which time the sign shall be removed by the applicant. The sign shall contain, at a minimum, the following information: type of application, name of applicant, description and location of proposal, and where additional information can be obtained.

5. Notice shall be published in a newspaper of general circulation for applications identified in the table in subsection G of this section.

D. Process III – Decisions Requiring a Public Hearing.

1. A notice of application shall be provided within 14 days following a notice of complete application being issued to the applicant as identified in Section 13.05.010.C.

2. Notice of application, including the information identified in Section 13.05.020.E, shall be mailed by first-class mail to the applicant, property owner (if different than the applicant), neighborhood councils in the vicinity where the proposal is located; qualified neighborhood or community organizations; the Tacoma Landmarks Commission (for proposals located within a historic district or affecting a designated landmark); Puyallup Indian Tribe for “substantial action” as defined in the “Agreement Between the Puyallup Tribe of Indians, Local Governments in Pierce County, the State of Washington, the United States of America, and Certain Private Property Owners,” dated August 27, 1988; and to owners of property and/or taxpayers of record, as indicated by the records of the Pierce County Assessor/Treasurer, within the distances identified in Section 13.05.020.G. For major modifications to development approved in a PRD District rezone and/or site approval, the notice of application shall also be provided to all owners of property and/or taxpayers of record within the entire PRD District and owners of property and/or taxpayers of record, as indicated by the records of the Pierce County Assessor/Treasurer, within the distances identified in Section 13.05.020.G from the boundary of the PRD District.

3. The notified parties shall be allowed 21 days from the date of mailing to comment on the pre-threshold environmental determination under provisions of Chapter 13.12, after which time the responsible official for SEPA shall make a final determination. Those parties who comment on the environmental information shall receive notice of the environmental determination. If an appeal of the determination is filed, it will be considered by the Hearing Examiner at the public hearing on the proposal.

4. A public information sign (or signs), provided by the Department, indicating that a land use permit application for a proposal has been submitted, shall be erected on the site by the applicant, in a location specified by the Department, within seven calendar days of the date on which a notice of complete application is issued to the applicant. The sign shall remain on the site until the date of final decision, at which time the sign shall be removed by the applicant. The notice shall contain, at a minimum, the following information: type of application, name of applicant, location of proposal, and where additional information can be obtained.

5. Notice shall be published in a newspaper of general circulation for applications identified in the table in subsection G of this section.

E. Content of Public Notice of Application. Notice of application shall contain the following information, where applicable, in whatever sequence is most appropriate for the proposal:

1. Date of application;
2. Date of notice of completion for the application;

3. Date of the notice of application;
4. Description of the proposed project action;
5. List of permits included in the application;
6. List of studies requested;
7. Other permits which may be required;
8. A list of existing environmental documents used to evaluate the proposed project(s) and where they can be reviewed;
9. Public comment period (not less than 14 nor more than 30 days), statement of right to comment on the application, receive notice of and participate in hearings, request a copy of the decision when made, and any appeal rights;
10. Date, time, place and type of hearing (notice must be provided at least 15 days prior to the open record hearing);
11. Statement of preliminary determination of development regulations that will be used for project mitigation and of consistency;
12. A provision which advises that a “public meeting” may be requested by any party entitled to notice;
13. Any other information determined appropriate, e.g., preliminary environmental determination, applicant’s analysis of code/policy applicability to project.

F. Public Comment Provisions. Parties receiving notice of application shall be given the opportunity to comment in writing to the department. A “public meeting” to obtain information, as defined in Section 13.05.005, may be held on applications which require public notification under Process II when:

1. The Director determines that the proposed project is of broad public significance; or
2. The neighborhood council in the area of the proposed project requests a “public meeting”; or
3. The owners of five or more parcels entitled to notice for the application make a written request for a meeting; or
4. The applicant has requested a “public meeting.”

Requests for a meeting must be made in writing and must be in the Planning and Development Services office within the comment period identified in the notice. One public meeting shall be held for a permit request regardless of the number of public meeting requests received. If a public meeting is held, the public comment period shall be extended 7 days beyond and including the date of the public meeting. Notice of the “public meeting” shall be mailed at least 14 days prior to the meeting to all parties entitled to original notice, and shall specify the extended public comment period; however, if the Director has determined that the proposed project is of broad public significance, or if the applicant requests a meeting, notification of a public meeting may be made with the notice of application, and shall allow the standard 30-day public comment period.

The comment period for permit type is identified in Section 13.05.020.G. When a proposal requires an environmental determination under Chapter 13.12, the notice shall include the time within which comments will be accepted prior to making a threshold determination of environmental significance or non-significance.

G. Notice and Comment Period for Specified Permit Applications. Table G specifies how to notify, the distance required, the comment period allowed, expiration of permits, and who has authority for the decision to be made on the application.

Table G – Notice, Comment and Expiration for Land Use Permits

Permit Type	Preapplication Meeting	Notice: Distance	Notice: Newspaper	Notice: Post Site	Comment Period	Decision	Hearing Required	City Council	Expiration of Permit
Interpretation/determination of code	Recommended	100 feet for site specific	For general application	Yes	14 days	Director	No	No	None
Uses not specifically classified	Recommended	400 feet	Yes	Yes	30 days	Director	No	No	None
Boundary line adjustment	Required	No	No	No	No	Director	No	No	5 years***
Binding site plan	Required	No	No	No	No	Director	No	No	5 years***
Environmental SEPA DNS/EIS	Optional	Same as case type	Yes if no hearing required	Yes for EIS	Same as case type	Director	No	No	None
Variance, height of main structure	Required	400 feet	No	Yes	30 days	Director	No*	No	5 years
Open space classification	Required	400 feet	No	Yes	**	Hearing Examiner	Yes	Yes	None
Plats 10+ lots	Required	400 feet	Yes	Yes	21 days SEPA**	Hearing Examiner	Yes	Final Plat	5 years***
Plats 5-9 lots	Required	400 feet	Yes	Yes	20 days	Director	No*	Final Plat	5 years***
Rezones	Required	400 feet	No	Yes	21 days SEPA**	Hearing Examiner	Yes	Yes	None
Shoreline/CUP/ variance	Required	400 feet	No	Yes	30 days***	Director	No*	No	2 years/ maximum 6
Short plat	Required	No	No	No	No	Director	No	No	5 years***
Site approval	Optional	400 feet	No	Yes	30 days***	Director	No*	No	5 years
Conditional use	Required	400 feet	No	Yes	30 days***	Director	No*	No	5 years****
Conditional use, large-scale retail	Required	1,000 feet	Yes	Yes	30 days**	Hearing Examiner	Yes	No	5 years
<u>Temporary Homeless Camp Permit</u>	<u>Required</u>	<u>400 feet</u>	<u>Yes</u>	<u>Yes</u>	<u>14 days</u>	<u>Director</u>	<u>No</u>	<u>No</u>	<u>1 year</u>
Variance	Optional	100 feet	No	Yes	14 days	Director	No*	No	5 years
Waiver	Optional	100 feet	No	Yes	14 days	Director	No*	No	Condition of permit
Wetland/Stream/ FWHCA development permits	Required	400 feet	No	Yes	30 days	Director	No*	No	5 years with 5 year renewal option to a maximum of 20 years total
Wetland/Stream/ FWHCA Minor Development Permits	Required	100 feet	No	Yes	14 days	Director	No*	No	5 years with 5 year renewal option to a maximum of 20 years total
Wetland/Stream/ FWHCA verification	Required	100 feet	No	Yes	14 days	Director	No*	No	5 years

INFORMATION IN THIS TABLE IS FOR REFERENCE PURPOSE ONLY.

* When an open record hearing is required, all other land use permit applications for a specific site or project shall be considered concurrently by the Hearing Examiner (refer to Section 13.05.040.E).

** Comment on land use permit proposal allowed from date of notice to hearing.

*** Must be recorded with the Pierce County Auditor within five years.

**** Special use permits for wireless communication facilities, including towers, are limited to two years from the effective date of the Director's decision.

***** If a public meeting is held, the public comment period shall be extended 7 days beyond and including the date of the public meeting.

(Ord. 28109 Ex. O; passed Dec. 4, 2012; Ord. 28070 Ex. A; passed May 8, 2012; Ord. 28050 Ex. B; passed Feb. 14, 2012; Ord. 27893 Ex. A; passed Jun. 15, 2010; Ord. 27813 Ex. C; passed Jun. 30, 2009; Ord. 27771 Ex. B; passed Dec. 9, 2008; Ord. 27728 Ex. A; passed Jul. 1, 2008; Ord. 27631 Ex. A; passed Jul. 10, 2007; Ord. 27431 § 6; passed Nov. 15, 2005; Ord. 27245 § 2; passed Jun. 22, 2004; Ord. 27158 § 1; passed Nov. 4, 2003; Ord. 26195 § 1; passed Jan. 27, 1998; Ord. 25852 § 1; passed Feb. 27, 1996)

13.05.030 Director Decision Making Authority.

A. Authority. The Director shall have the authority to act upon the following matters:

1. Interpretation, enforcement, and administration of the City's land use regulatory codes as prescribed in this title;
2. Applications for conditional use permits;
3. Applications for site plan approvals;
4. Applications for variances;
5. Applications for waivers;
6. Applications for preliminary and final plats as outlined in Chapter 13.04, Platting;
7. Applications for Wetland/Stream/FWHCA Development Permits, Wetland/Stream/FWHCA Verifications, and Wetland/Stream/FWHCA Minor Development Permits as outlined in Chapter 13.11;
8. Applications for Shoreline Management Substantial Development Permits/conditional use/ variances as outlined in Chapter 13.10;
9. Modifications or revisions to any of the above approvals;
10. Approval of landscape plans;
11. Extension of time limitations;
12. Application for permitted use classification for those uses not specifically classified.
13. Boundary line adjustments, binding site plans, and short plats;
14. Approval of building or development permits requiring Land Use Code and Environmental Code compliance;
15. Applications for temporary homeless camps

D. Interpretation and Application of Land Use Regulatory Code. In interpreting and applying the provisions of the Land Use Regulatory Code, the provisions shall be held to be the minimum requirements for the promotion of the public safety, health, morals or general welfare. It is not intended by this code to interfere with or abrogate or annul any easements, covenants or agreements between parties. Where this code imposes a greater restriction upon the use of buildings or premises or upon the heights of buildings or requires larger yards or setbacks and open spaces than are required in other ordinances, codes, regulations, easements, covenants or agreements, the provisions of this code shall govern. An interpretation shall be utilized where the factual basis to make a determination is unusually complex or there is some problem with the veracity of the facts; where the applicable code provision(s) is ambiguous or its application to the facts unclear; or in those instances where a person applying for a license or permit disagrees with a staff determination made on the application. Requests for interpretation of the provisions of the Land Use Regulatory Code shall be processed in accordance with the requirements of Section 13.05.040.

E. Permitted Uses – Uses Not Specifically Classified. In addition to the authorized permitted uses for the districts as set forth in this title, any other use not elsewhere specifically classified may be permitted upon a finding by the Director that such use will be in conformity with the authorized permitted uses of the district in which the use is requested. Notification of the decision shall be made by publication in a newspaper of general circulation.

F. Reasonable Accommodation. Any person claiming to have a handicap, or someone acting on his or her behalf, who wishes to be excused from an otherwise applicable requirement of this Land Use Code under the Fair Housing

Amendments Act of 1988, 42 USC § 3604(f)(3)(b), or the Washington Law Against Discrimination, Chapter 49.60 RCW, must provide the Director with verifiable documentation of handicap eligibility and need for accommodation. The Director shall act promptly on the request for accommodation. If handicap eligibility and need for accommodation are demonstrated, the Director shall approve an accommodation, which may include granting an exception to the provisions of this Code.

1. Purpose. This section provides a procedure for requests for reasonable accommodations made by persons with disabilities, their representative or any entity, when the application of a land use regulation acts as a barrier to fair housing opportunities.

2. Application. Requests for reasonable accommodation shall be submitted in the form of a letter to the Development Services Division of the Planning and Development Services Department and shall include the following:

- a. The applicant's name, address, and telephone number;
- b. Address of the property for which the request is being made;
- c. The current use of the property;
- d. The basis for the claim that the individual is considered disabled under the fair housing laws: identification and description of the disability which is the basis for the request for accommodation, including current, written medical certification and description of disability and its effects on the person's medical, physical or mental limitations;
- e. The code provision, regulation or policy from which reasonable accommodation is being requested, including all applicable material necessary to reach a decision regarding the need for and reasonableness of the accommodation, such as drawings, pictures, plans, correspondence or any other background information relevant to the request;
- f. The type of accommodation being sought and why the reasonable accommodation is necessary to make the specific property accessible to the individual; and
- g. Other supportive information deemed necessary by the Department to facilitate proper consideration of the request, consistent with the Acts.

3. No application fee shall apply to a request for reasonable accommodation (unless the request is being made concurrently with an application for some other Land Use discretionary permit, in which case the applicant shall pay only the required application fee for that other discretionary permit).

4. Review Authority and Review Procedure.

- a. Review Authority. Requests for reasonable accommodation shall be reviewed by the Director, or his/her designee.
- b. Other Review Authority. Requests for reasonable accommodation submitted for concurrent review with another Land Use discretionary application shall be reviewed by the authority reviewing the discretionary land use application; further, a reasonable accommodation cannot waive a requirement for a Conditional Use Permit when otherwise required or result in approval of uses otherwise prohibited by the City's land use and zoning regulations.
- c. Review Procedure. The Director, or his/her designee, shall grant, grant with conditions, or deny a request for reasonable accommodation in accordance with 13.05.030.F.5 (Findings and Decision).

d. The Director may require a Concomitant Zoning Agreement (CZA) be recorded with the Pierce County Auditor to ensure conditions of approval are met. The City will be responsible for creating the CZA and will provide it to the applicant. The CZA must be recorded prior to issuance of Certificate of Occupancy or Certificate of Completion for the associated building permit;

e. A notice of the Director's decision will be mailed to all property owners/taxpayers located within 100 feet of the site where the accommodation is requested.

5. Findings and Decision. The written decision to grant or deny a request for reasonable accommodation will be consistent with the Acts and shall be based on consideration of the following factors, with or without conditions:

- a. The requested accommodation is necessary to make specific housing available to a disabled person;
- b. The housing will be used by a disabled person;

c. The requested accommodation would not require a fundamental alteration in the nature of a City program or law, including land use and zoning; and

d. The requested accommodation would not impose an undue financial or administrative burden on the City;

6. Reasonable Conditions. In granting a request for reasonable accommodation, the reviewing authority may further impose conditions of approval that are deemed reasonable and necessary to ensure that the reasonable accommodation would comply with the findings required under 13.05.030.F.5 above, such as removal of the improvements, where removal would not constitute an unreasonable financial burden and when the need for which the accommodation was granted no longer exists.

(Ord. 28109 Ex. O; passed Dec. 4, 2012; Ord. 28077 Ex. B; passed Jun. 12, 2012; Ord. 28070 Ex. A; passed May 8, 2012; Ord. 27893 Ex. A; passed Jun. 15, 2010; Ord. 27813 Ex. C; passed Jun. 30, 2009; Ord. 27728 Ex. A; passed Jul. 1, 2008; Ord. 27539 § 1; passed Oct. 31, 2006; Ord. 27466 § 35; passed Jan. 17, 2006; Ord. 27431 § 7; passed Nov. 15, 2005; Ord. 27245 § 3; passed Jun. 22, 2004; Ord. 27017 § 5; passed Dec. 3, 2002; Ord. 26195 § 2; passed Jan. 27, 1998; Ord. 25852 § 1; passed Feb. 27, 1996)

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Development Standards/Permitting Process for Temporary Homeless Camps – TMC Chapter 13.06

13.06.635 Temporary use.

A. Purpose. The purpose of this section is to allow listed temporary uses which:

1. Are not contrary to the various purposes of this chapter;
2. Will not impede the orderly development of the immediate surrounding area, as provided for in the Comprehensive Plan and the zoning district in which the area is located; and
3. Will not endanger the health, safety, or general welfare of adjacent residences or the general public.

B. Temporary uses.

1. General. A temporary use shall be subject to the standards of development specified in this section.
2. Duration and/or frequency. Where permitted as a temporary use, the following uses may be authorized for the time specified in Table 1, and subject to Section 13.06.635.B.

Table #1: TEMPORARY USES ALLOWED – NUMBER OF DAYS ALLOWED

Temporary Use Type	Days Allowed Per Year
Seasonal sales	45
Carnival	14
Temporary housing	See Section 13.06.635.B.3.a
Temporary office space	See Section 13.06.635.B.3.b
Temporary storage	See Section 13.06.635.B.3.d
<u>Temporary homeless camps</u>	See Section 13.06.635.B.4

a. The duration of the temporary use shall include the days the use is being set up and established, when the event actually takes place, and when the use is being removed.

b. A parcel may be used for no more than three temporary uses within a calendar year; provided, the time periods specified in Table 1 are not exceeded. Multiple temporary uses may occur on a parcel concurrently; provided, the time periods in Table 1 are not exceeded.

3. Temporary structure standards.

a. Temporary housing.

- (1) Such use shall be placed on a lot, tract, or parcel of land upon which a main building is being in fact constructed. The applicant shall have a valid building permit approved by Planning and Development Services;
- (2) Such uses are of a temporary nature not involving permanent installations, including structures and utilities;
- (3) That such a house trailer or mobile home shall be located at least 25 feet away from any existing residences;
- (4) That conformance with all applicable health, sanitary, and fire regulations occasioned by the parking and occupancy of said house trailer or mobile home shall be observed.
- (5) The temporary housing shall be removed within 30 days after final inspection of the project, or within one year from the date the unit is first moved to the site, whichever may occur sooner.

b. Temporary office space.

- (1) Such use shall be in accordance with the use regulations of the zoning district within which the temporary office is located.
- (2) Such use is appropriate due to the construction or reconstruction of a main building or the temporary nature of the use.

(3) Such use is of a temporary nature not involving permanent installations, including structures, utilities, and other improvements, unless such improvements are to be used in conjunction with a permanent structure, plans for which have been approved by Planning and Development Services. This provision shall not be construed to prohibit the installation of utilities necessary to serve the temporary use or the requiring of improvements necessary to eliminate or mitigate nuisances or adverse environmental impacts resulting from the temporary use.

(4) Such a temporary building shall be located at least 25 feet away from any existing structure or structures under construction unless it can be demonstrated that a lesser distance will be adequate to safeguard adjacent properties and provide a safe distance from any construction occurring on the site.

(5) Such temporary building shall not be required to comply with the design standards found in Section 13.06.501.

(6) That conformance with all applicable health, sanitary, and fire regulations occasioned by the parking and occupancy of said temporary building shall be observed.

(7) The temporary office shall be removed within 30 days after final inspection of the project, or within one year from the date the unit is first moved to the site, whichever may occur sooner.

c. Carnival.

(1) Such uses are of a temporary nature not involving permanent installations, including both structures and utility services, except those already existing on the premises.

(2) Proper regard shall be given to the controlling of traffic generated by the use with respect to ingress and egress to the given site and the off-street parking of automobiles attracted by the use.

(3) That any structures, buildings, tents, or incidental equipment shall be located at least 200 feet from existing residences;

(4) That off-street parking for the primary use on the site shall not be reduced below the required parking for that use.

d. Temporary storage. Temporary storage units are transportable units designed and used primarily for temporary storage of building materials, household goods, personal items and other materials for use on a limited basis, Temporary storage units, where allowed, shall be subject to the following standards:

(1) Temporary storage units shall be allowed as part of an active construction project or active moving process.

(2) In residential zoning districts, the maximum duration of temporary storage shall be 180-days in any two-year period, with up to one 60-day extension allowed at the discretion of Planning and Development Services.

(3) In commercial, mixed-use or industrial zoning districts, temporary storage units shall be removed within 30 days after final inspection of the project.

(4) Temporary storage units shall be placed in the least conspicuous location available to minimize disturbance to any adjoining properties and shall be located in accordance with all applicable building, health and fire safety ordinances and regulations. Units shall provide a minimum 5-foot setback from all exterior property lines and shall not be located within required buffer areas. Units shall not block, impair, or otherwise unduly inconvenience pedestrian or vehicular traffic patterns, emergency access, access points to the site, parking lots, or adjacent uses.

(5) Such use is of a temporary nature not involving permanent installations, including structures, utilities, and other improvements, unless such improvements are to be used in conjunction with a permanent structure, plans for which have been approved by Planning and Development Services. This provision shall not be construed to prohibit the installation of utilities necessary to serve the temporary use or the requiring of improvements necessary to eliminate or mitigate nuisances or adverse environmental impacts resulting from the temporary use.

(6) Such temporary building shall not be required to comply with the standard locational, bulk and area requirements or the design, landscaping, parking and other standards found in Sections 13.06.500-.522.

(7) Planning and Development Services shall have full discretion to stipulate additional limitations or conditions on such temporary use to ensure that it does not unduly affect the health, safety, or general welfare of adjacent properties or residences or the general public.

4. Temporary Homeless Camps

a. Purpose. In recognition of the need for temporary housing for homeless persons, it is the purpose of this section to allow sponsoring religious organizations to use property they own or control for temporary homeless camps, while preventing harmful effects associated with such uses, including the use of open flames, the possibility of impediments to emergency services, the possibility of environmental degradation, the use of improper sanitary facilities, and the possibility of any other factors that would be considered a nuisance under applicable laws.

b. Application. In order to allow sponsoring religious organizations to establish a temporary homeless camp on qualifying property, a permit must be obtained from Planning and Development Services in accordance with TMC 13.05 Land Use Permit Procedures and the following:

(1) The director of Planning and Development Services is authorized to issue permits for temporary homeless camps only upon demonstration that all public health and safety considerations have been adequately addressed and may administratively adjust standards upon providing findings and conclusions that justify the requirements.

(2) An application for a temporary homeless camp shall include the following:

(a) The dates of the start and termination of the temporary homeless camp;

(b) The maximum number of residents proposed;

(c) The location, including parcel number and address

(d) The names of the managing agency or manager and sponsor

(e) A site plan showing the following shall be prepared and reviewed by staff which will make recommendations for best practices, including Crime Prevention Through Environmental Design (CPTED) principles:

(i) Property lines,

(ii) Property dimensions,

(iii) Location and type of fencing/screening (must be minimum ten (10) feet from property lines),

(iv) Location of all support tents/structures (administrative, security, kitchen, and dining areas)

(v) Method of providing and location of potable water,

(vi) Method of providing and location of waste receptacles,

(vii) Location of required sanitary stations (latrines, showers, hygiene, hand-washing stations),

(viii) Location of vehicular access and parking,

(ix) Location of tents and dwellings for each person (must meet Tacoma Pierce County Health Department requirements),

(x) Entry/exit control points, and

(xi) Internal pathways, access routes for emergency services

(f) A statement from the sponsoring religious organization regarding its commitment to maintain during the existence of any sponsored temporary homeless camp liability insurance in types and amounts sufficient to cover the liability exposures inherent in the permitted activity.

c. Safety and health requirements. A temporary homeless camp shall be established in accordance with the following standards:

(1) No more than ~~50~~ 100 residents shall be allowed per camp location. There may be ~~up to two camps of up to 50 residents operating under the same religious organization or coalition of religious organizations at a time on separate parcels with at least one (1) mile separation.~~ The City may further limit the number of residents as site conditions dictate.

(2) A minimum seven thousand five hundred (7,500) square feet of site area shall be required for camps of up to twenty-five (25) fifty (50) people. Site area may be proportionally reduced if adjacent existing church buildings are used for support facilities such as kitchen, dining hall, showers and latrines, and

(3) A minimum fifteen thousand (15,000) square feet of site area shall be required for camps of twenty-six to fifty (26-50) people. Site area reduction may be permitted as in (2) above. For a camp of more than 50 residents, the minimum 7,500 square feet camp area shall be increased by 150 square feet for each additional resident, up to a total of 100 residents.

(4) The maximum duration of a homeless camp shall be ninety-three (93) consecutive days. Gravel or paved camp sites and sites not zoned for residential use may extend the maximum duration of the camp to 123 consecutive days.

(5) A camp may only return to, or within one mile of, the same parcel of land after two years has lapsed since the start date of the previous camp. moved off the site. Gravel or paved camp sites and sites not zoned for residential use may decrease the relocation time to 18 months since the start date of the previous camp.

(6) In no event shall more than two (2) homeless camp sites or 100 homeless camp residents be permitted within the City at any given time.

(7) The encampment shall be enclosed on all sides with a minimum six foot tall site obscuring fence. Such fence may be comprised of chain link with slats or be a solid wood fence.

(8) Permanent structures are prohibited from being constructed within the camp.

(9) Temporary homeless camps are prohibited in Shoreline Districts, critical areas, and their buffers.

(10) The sponsoring religious organization shall work with Neighborhood and Community Services and other agencies to find more permanent housing solutions for the inhabitants of the camp during its operation.

(11) One security/office/operations tent for the purposes of having the manager overseeing the camp must be onsite at all times. Persons who are acting as the on-site manager must be awake while on shift to monitor the security of the camp and be ready and able to alert police and/or other emergency responders if the need arises.

(12) The minimum age for camp inhabitants is 18-years-old.

(13) Each resident shall be pre-screened for warrants and a background check completed by the sponsor religious organization. No sex offenders will be permitted as camp residents.

(14) The temporary homeless camp must be located within one-quarter (1/4) one-half (1/2) mile of a bus route that is in service seven (7) days-a-week.

(15) The following facilities and provisions must be made available on site and approved for adequacy and location by the Tacoma-Pierce County Health Department prior to occupancy:

(a) Potable water as approved or provided by local utilities. Estimated usage is four to five (4-5) gallons per day per resident.

(b) One sanitary portable toilet per twenty (20) residents with service as required.

(c) Hand-washing stations with warm water, soap and paper towels and covered garbage cans at the following locations:

(i) One (1) per fifteen (15) residents next to the portable toilets

(ii) One (1) at the entrance to the dining area, and

(iii) One (1) at the food preparation area,

(d) One (1) showering facility per fifteen (15) thirty-three (33) residents on-site. Fractions will be rounded to nearest whole number. This requirement may be reduced depending on reasonable access to off-site shower facilities.

(e) At least one food preparation area/tent with refrigeration, sinks and cooking equipment. If food is prepared on site, adequate dishwashing facilities must be available.

(f) Food preparation, storage and serving. No children under age of ten (10) in food preparation or storage areas

(g) An adequate water source must be made available to the camp

(h) Sleeping shelters must meet the following standards:

(i) Minimum ~~ten (10) feet~~ one (1) foot separation on all sides from other tents and be flame retardant.

(ii) Minimum thirty (30) square feet per resident in group tents.

(iii) Minimum forty to fifty (40-50) cubic feet of air space per resident in group tents.

(iv) Beds arranged at least three (3) feet apart in group tents.

(i) Waste water disposal including mop sink which drains to sanitary sewer, and

(j) Solid waste: Garbage and recycling removal by local utilities. Adequate scheduled dumping to prevent overflow. Estimate 30 gallon capacity per 10 residents. Infectious waste/sharps disposal shall be made available.

(k) Premises must be maintained to control insects, rodents, and other pests

(16) Fire safety shall be provided as approved by the Tacoma Fire Department (TFD), including:

(a) Approval letter from the Tacoma Fire Department, should the camp contain structures in excess of 200 square feet or canopies in excess of 400 square feet.

(b) Provide at least one fire extinguisher as specified by TFD within seventy-five (75) feet from every tent and at least one (1) in the kitchen facility and security office/tent.

(c) Adequate access for fire and emergency services, with a minimum of two access points.

(d) No smoking or open flames allowed in tents.

(e) Electrical inspection in coordination with Planning and Development Services electrical inspector to ensure safe provision of power to support tents and facilities (administration, security, kitchen, dining, shower, hygiene, and latrine facilities) and individual living tents.

(f) Security plan. The security plan shall:

(i) List the contact name and phone number of the on-site manager.

(ii) Contain an evacuation plan for the camp.

(iii) Contain a controlled access plan for residents, and

(iv) Contain a fire suppression and emergency access plan.

(17) Parking Standards.

(a) Parking spaces, layouts, and configuration shall be designed in accordance with TMC 13.06.510.

(b) A minimum of two (2) off-street parking spaces per 25 residents are required for all temporary homeless camps, and

(c) Any required parking for the principal/existing use on site shall not be displaced as a result of the temporary homeless camp.

(18) Refuse and recycling containers shall be provided on site, with service provided by Solid Waste Management and paid for by the applicant.

(Ord. 28109 Ex. O; passed Dec. 4, 2012; Ord. 27893 Ex. A; passed Jun. 15, 2010; Ord. 27079 § 48; passed Apr. 29, 2003; Ord. 26933 § 1; passed Mar. 5, 2002)

DRAFT



City of Tacoma
Planning and Development Services

**Agenda Item
D-4**

To: Planning Commission
From: Brian Boudet, Manager, Planning Services Division
Subject: **Hilltop Subarea Plan and EIS**
Meeting Date: December 18, 2013
Memo Date: December 12, 2013

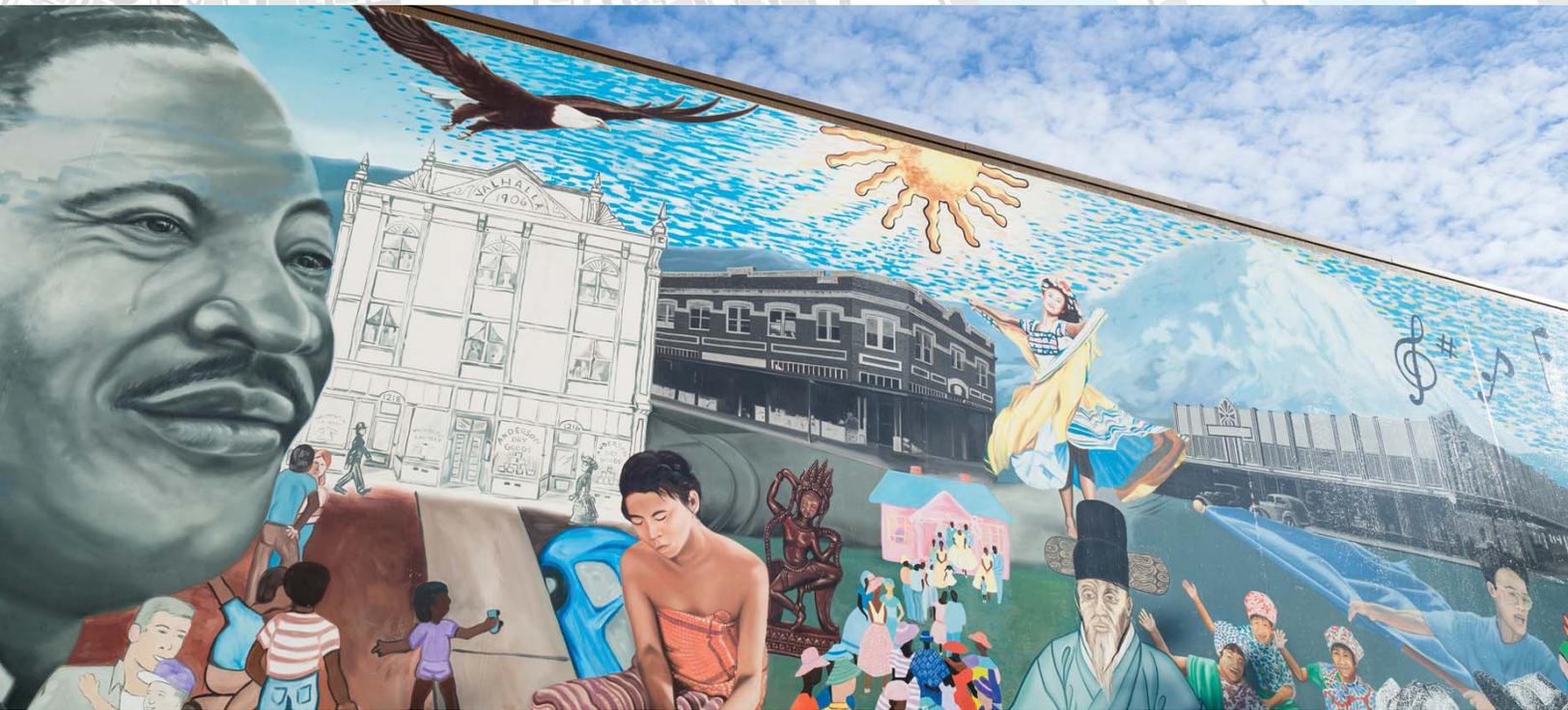
In December 2012, the preliminary draft Hilltop Subarea Plan and draft Environmental Impact Statement (EIS) were released for the formal 30-day period for public comment. Staff has completed the process of incorporating the comments received on the project into a revised Draft Subarea Plan and Final EIS as well as drafting regulatory code changes which were recommended by stakeholders through this subarea planning process. It is anticipated that the Final EIS will be issued the week of December 23.

Attached is the Revised Draft Subarea Plan, dated December 2013, compiled with Appendix A – Proposed Amendments to Tacoma Municipal Code Chapter 13.06: Zoning. As noted previously, this version is largely the same as was handed out at the last meeting, with the primary changes being the incorporation of some additional background information and revised maps and the inclusion of the limited, proposed code changes.

At the meeting on December 4th staff and the chair of the Hilltop Community Working Group provided the Planning Commission with an overview of the draft plan. At the next meeting on December 18, 2013, staff will facilitate the Commission's continued review, and request the Commission to authorize the public distribution of the document and set a public hearing date for January 22, 2014.

Further information about this project is also available on the project webpage at www.cityoftacoma.org/planning (and click on "Hilltop Subarea Plan and EIS"). If you have questions about this information, please contact me at 573-2389 or bboudet@cityoftacoma.org.

c: Peter Huffman, Director



HILLTOP SUBAREA PLAN

City of Tacoma
December 2013

DRAFT





Final report prepared by VIA Architecture



This project has been funded in part by the United States Environmental Protection Agency (EPA) under assistance agreement PO-00J093-01-0. The contents of this document are those of the author and do not necessarily reflect the views and policies of the US Environmental Protection Agency, nor does mention of trade names or commercial products constitute endorsement or recommendation for use. Grant funds are awarded by Puget Sound Regional Council (PSRC) and Washington State Department of Commerce (DOC).



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FIG. 1-1 The Hilltop Business District is home to some of the oldest family-owned and operated businesses in the Tacoma as well as to several up-and-coming new establishments.

01

INTRODUCTION

The Hilltop Subarea is poised for a great future, and the goal of this Subarea Plan is to help make that future a reality. Blessed with invaluable assets, Hilltop has unmatched potential to become part of a thriving urban center that brings opportunity to local residents and businesses while promoting a sustainable future for the City and region.

OVERVIEW

This Subarea Plan is one of the two main components of the Tacoma Hilltop Subarea Plan & EIS Project. The intent of the Project is to develop an innovative, area-wide long-range plan for the Hilltop Subarea and to complete a pre-development environmental review that will identify how to address environmental and community issues.

The Hilltop Subarea is one of the City's 17 Mixed-Use Centers (MUCs), and is located in the Puget Sound Regional Council's (PSRC) Tacoma Downtown Regional Growth Center. The City has designated the MUC's as targeted areas for accommodation of growth. In addition, the City of Tacoma is required by the State Growth Management Act to plan for 60,000 new jobs and 70,000 additional people in Tacoma by 2030, with a focus on accommodating growth in the Regional Growth Centers.

The 271 acre Hilltop Subarea is centered on Martin Luther King (MLK) Jr Way between Division Avenue and South 27th Street, as shown on the map in Figure 1-2. The Hilltop Subarea consists of a mix of low-rise commercial and residential uses, and is a major gateway into downtown Tacoma and the greater Hilltop neighborhood. The Subarea encompasses numerous

significant community facilities, including Tacoma General & Mary Bridge Children's Hospitals, St Joseph Medical Center, the new Community Healthcare Center, and McCarver Elementary School.

The Subarea Plan

The purpose of the Hilltop Subarea Plan is to anticipate, support, and guide the long-term community development in the Hilltop Subarea, including the business district core, hospitals, and residential neighborhoods. The Subarea Plan provides innovative planning and policy interventions to help Hilltop achieve its potential for community development, an outcome that will deliver a broad range of equitable social and environmental benefits at both the local and regional scales. The Plan will serve as a statement of the City's commitment to and direction for future development in the Hilltop Subarea in addition to serving as a resource for potential investors, property owners, the community and other public agencies.

Proposed implementation actions in the Subarea Plan will revise zoning and apply organizational approaches, economic and business recruitment, arts and cultural promotions, historical preservation objectives, complete street typologies, multi-modal transportation plans

FIG. 1-2 HILLTOP CONTEXT



and projects including streetcar, bike, and pedestrian facilities, sustainability measures, and initiate catalytic projects for City and privately owned properties, among other measures.

The Subarea Plan supplements current Tacoma policies governing the environment, land use, economics, transportation, design resources, parks and recreation, public services, and utilities. The Plan supports the City's *Comprehensive Plan*, while focusing on issues and opportunities at a scale that is responsive to the Subarea's specific needs.

The Environmental Impact Statement

The City of Tacoma has prepared a non-project Environmental Impact Statement (EIS) for the Hilltop Subarea Plan. A non-project EIS involves a cumulative environmental impact and mitigation analysis for the entire Subarea, rather than piecemeal analysis on a project-by-project basis. The non-project EIS eliminates the need for subsequent environmental review associated with project-specific development proposals that comply with the Subarea Plan's development regulations. As such, the non-project EIS provides developer certainty and predictability, thereby streamlining the environmental review process and furthering the goals of the State Environmental Policy Act (SEPA)¹ and the GMA.

The non-project EIS is subject to RCW 43.21C.420, known as "Transit Infill Review." Recognizing that RCW 43.21C.420(5)(a) and (b) include a sunset provision, the City is also proceeding under RCW 43.21C.031 (planned action) and RCW 43.21C.229 (infill exemption), to provide additional SEPA tools if provisions in RCW 43.21C.420(5)(a) and (b) expire.²

The Hilltop Subarea Plan EIS analyzes the impacts associated with future development in the Subarea, including additional development and increases in

- 1 SEPA is the State Environmental Policy Act (Chapter 43.21C RCW). Regulations that implement SEPA are called the SEPA Rules (Chapter 197-11 WAC).
- 2 For background see "Using SEPA to Encourage Economic Development and Sustainable Communities" by Jeremy Eckert, Environmental & Land Use Law, June 2011.

employment and population that are anticipated over the next twenty years. Preliminary growth targets for the area include 10,000 new jobs and 10,000 additional people and up to 10 million square feet of new residential and commercial space floor space by 2030.

Mitigation Strategy

In the near term, the Subarea Plan does not require extensive up front mitigations for potential impacts of growth and redevelopment. However the Plan does specify future mitigations that are triggered as buildout in the Subarea occurs over time.

Currently in Hilltop there is sufficient utility infrastructure, transportation capacity, and open space to serve anticipated growth likely for the next 5 to 10 years. Within this timeframe, requirements for mitigations placed on private development would not only be unnecessary, but also could have the unintended consequence of creating a financial barrier to redevelopment.

The Subarea Plan recognizes that the levels of buildout being considered would eventually require improvements in infrastructure and amenities to serve significantly higher numbers of residents and employees in Hilltop. To address the future needs of a growing community, the Plan proposes monitoring systems and development thresholds for transportation investments and affordable housing, and phased-in impact fees to fund open space.

Lastly, as documented in the EIS, Public Utilities and Public Services can be expanded to meet the anticipated demands of the future buildout in Hilltop as needed over time.

Other Downtown Subareas

The City of Tacoma is also currently engaged in Subarea Plan & EIS projects in the South Downtown Subarea, and the North Downtown Subarea, that, together with Hilltop, comprise Tacoma's entire downtown Regional Growth Center. By planning for all three of

these Subareas in a coordinated fashion, the City hopes to provide a unified plan of action that will leverage synergies and promote the most positive outcomes throughout downtown.

Timeline

The Project was initiated in Summer 2011. Research, data compilation, stakeholder engagement, and development of the Draft Subarea Plan and Draft EIS were ongoing through early 2012. The Draft Subarea Plan and Draft EIS were formally issued in late 2012. The Final EIS, as well as the Final Subarea Plan and its implementing ordinances, were drafted in Fall 2013, and it is anticipated that the final Plan and EIS will be approved by Council in early 2014.

COMMUNITY PLANNING PROCESS

This Hilltop Subarea Plan was developed and vetted extensively with the Hilltop community, including youth and adult residents, business owners, employees, and customers, during a year-long planning process conducted by the Hilltop Working Group, city staff, and the consultant team. The planning process reflected the Hilltop Subarea Plan Community Working Group's commitment to fully and effectively engage the Hilltop community in the creation of a plan and implementation strategies that fully incorporate the community's aspirations and potential.

Stakeholder Focus Groups

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

The participants were asked to share their concerns, hopes, issues and visions for the Hilltop Subarea. The consultant team posed follow up questions if additional

clarification was needed. Participants were encouraged to state their views and suggestions even when they strayed from the topics for which the focus groups were initially organized. The comments and suggestions provided from the focus group sessions are provided in Appendix A of the Draft Hilltop Subarea Plan.

Surveys

Internet and mail-back surveys were conducted for residents, business owners, employees, and customers. The online surveys were posted on the city website at www.cityoftacoma.com/MLKPlan from January to April 2012. Hard copy resident and customer surveys were distributed and collected from display boxes at Safeway, Save-A-Lot, Jones BBQ, Goodfellas Barbers and Fashion, and the Sam and Terry Barber Shop. Business owner and employee surveys were mailed to every business that had a city business license within the Hilltop neighborhood. Surveys were completed by 42 Hilltop business owners, 45 employees, 22 customers, and 69 adult residents. The results of the survey are provided in Appendices B, C, D, and E in the Draft Hilltop Subarea Plan.

Charettes

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

The purpose of the charette was to solicit likes and dislikes about Hilltop in general, and then focus on identifying priorities, results, and measurements related to the highest priority topics identified by those who participated in the surveys and focus group sessions. Charette participants were organized into two groups to develop priority results and performance measurements that would best help realize Hilltop's strategic objectives. Results were transcribed and

grouped, and are provided in Appendix F of the Draft Hilltop Subarea Plan.

McCarver Elementary School Student Charrette

This charrette was conducted at McCarver after hours in April 2012 by University of Washington Tacoma students and Tacoma Planning Division interns. The students were self selected based on invitations from their teachers. The purpose of the charrette was to determine the student's perspectives on Hilltop's existing conditions and their aspirations for the future community. The results were photographed and transcribed for review at subsequent open houses for public review and comment. Results are provided in Appendix G of the Draft Hilltop Subarea Plan.

Community Open House

An Open House event was held on May 24, 2012 at Evergreen State College, and was attended by 55 people. The results of the focus group sessions, surveys, and charrette were displayed along with the proposed actions that resulted from the input. A hand-out survey was distributed at the open house and later posted on the City's Hilltop Subarea Plan website. The survey was completed by 60 people and the results are provided in Appendix H of the Draft Hilltop Subarea Plan.

Housing Survey

A custom, online housing survey was distributed from August through October 2012 to all interested residents, employees of the MultiCare and Franciscan Health System's facilities, and students of Evergreen State College Tacoma, University of Washington Tacoma and Bates Technical College. The survey was completed by 104 parties who had an interest in commenting on potential rental or for-sale housing in a mixed-use, mixed-income project located located within Hilltop that would have characteristics similar to two examples:

- Denny Park Apartments – a 50 unit, 6-story building located a half-block north of Denny Park in Seattle



The City hosted a community open house in December of 2012 to provide stakeholders with an opportunity to learn more about and comment on the draft Hilltop Subarea Plan and DEIS.

owned and operated by the Low Income Housing Institute (LHI) of Seattle

- Pontedera Condominiums – a 94 residential unit and 8 live/work commercial loft 6-story building located near Seattle's downtown core developed by HomeSight, a nonprofit developer of workforce housing for first time homebuyers

Survey results are provided in Appendix I of the Draft Hilltop Subarea Plan.

Hilltop Subarea Plan survey

After the Draft Subarea Plan was issued in late 2012, another survey was conducted with community members. The purpose was to give stakeholders and other interested parties an opportunity during the DEIS review period to express their preferences and priorities concerning specific proposals and financing implications in the Draft Subarea Plan. The survey results are provided in Appendix 1 of the Hilltop Subarea Plan Final Environmental Impact Statement.

HILLTOP WORKING GROUP PARTICIPANTS

The Hilltop Subarea Plan was developed in partnership with members of the Hilltop Subarea Plan Working Group. The group consists of a variety of public, nonprofit, and private parties who have been active in the Hilltop community for a significant period. Participants are listed below (in alphabetical order):

Allen Renaissance

Allen Renaissance is a nonprofit, community-development organization organized in 1999 to combat community deterioration and juvenile delinquency, to provide relief and affordable housing to the underprivileged, and to advocate for the advancement of quality education for all children.



www.allenrenaissance.org/

Associated Ministries

Associated Ministries represents more than 680 congregations in Tacoma-Pierce County, particularly 250 congregations with whom they work closest through ministries, programs, and services, and are compelled to speak publicly about issues in society.



associatedministries.org

Bates Technical College

Bates College serves approximately 3,000 career training students and 10,000 more community members on three campuses, in programs such as Continuing Education, Home & Family Life, High School, General Education and Basic Studies, Business & Management Training Center, and others. Bates' main campus is located on Yakima Avenue just east of the Hilltop Subarea.



www.bates.ctc.edu/

Black Collective

The Black Collective is a volunteer leadership organization engaged in addressing issues affecting the Black community of Tacoma and Pierce County. It is open to anyone in the black community. There are four subcommittees that address the issues of education, economics, social justice, and politics.



tacomablackcollective.org/

Central Neighborhood Council

In 1992, the Tacoma City Council created the Neighborhood Council Program, and divided the city into 8 designated neighborhoods, each of which formed an independent, volunteer-led, nonprofit organization of residents, business owners, and employees from the neighborhood. These neighborhood councils advise the City Council on issues important to their neighborhood(s), and seek consensus of the residents to develop a specific mission and activities. The Central Neighborhood includes a large portion of the Hilltop Subarea.



cnc-tacoma.com/

Centro Latino

Centro Latino program services are made possible through funding support from Pierce County, City of Tacoma, Tacoma-Pierce County Health Department Family Support Partnership, KeyBank, Washington State Department of Commerce, United Way of Pierce County, and WorkForce Central.



www.clatino.org/

Colored Women’s Association/Club (CWC)

CWC is a nonprofit organization established exclusively for charitable service. The Association’s mission is to promote and improve health, education, economic, and cultural awareness so that lives and relationships are improved and the quality of the community is enhanced. Since 1944, the Tacoma CWC has assisted women and families through educational endeavors, civic organizations, and social functions. The Association currently hosts four active clubs: The Asberry Culture Club, The McCabe Twenty Club, the Matrons, and the Future Sevens, and operates the Association’s center located at 2316 Yakima Avenue.

tacomacwc.org/

Community Health Care

Community Health Care is a private, non-profit organization created in 1987 when the clinical system separated from the Tacoma-Pierce County Health Department. The clinic was founded in 1969 when local physicians and concerned citizens, recognizing the problems of access to quality health care for the county’s low-income and uninsured residents, established two volunteer clinics to help fill that void. The organization operates five medical and two dental clinics, and is currently building a new clinic in the Hilltop Subarea.



www.commhealth.org/

Evergreen State College

In 1982, Evergreen-Tacoma was formally established on the corner of MLK Jr Way and 12th Street. Evergreen’s Tacoma program is committed to providing junior- and senior-level students with a community responsive interdisciplinary liberal arts education. The Evergreen Tacoma campus culture is diverse, with a world class faculty and student body who engage in meaningful study and collective action for the purpose of making positive and lasting change.



www.evergreen.edu/tacoma/

Franciscan Health System



Franciscan Health System is based in Tacoma, and includes 5 full-service hospitals (St. Joseph Medical Center, Tacoma; St. Francis Hospital, Federal Way; St. Clare Hospital, Lakewood; St. Anthony Hospital, Gig Harbor; St. Elizabeth Hospital, Enumclaw); Franciscan Medical Group, a regional network of primary-care and specialty-care clinics, physicians and other professional providers; in-home and inpatient hospice and palliative services; same-day surgery centers; dialysis centers; occupational health and physical therapy clinics; and centers for advanced medicine in women’s care and heart and vascular services.

www.fhshealth.org/

Hillside Development Council (HDC)

HDC membership consists of property owners, business owners, workers, and residents of the area on the “side of the hill” on the eastern edge of the Hilltop Subarea. HDC’s primary areas of emphasis are public safety and working to provide a more vibrant area to work, live and invest. The HDC was founded 2002 in response to the plan to move Nativity House to the corner of Jefferson Avenue and 23rd Street. Since, HDC has evolved into an organization working for the betterment of the greater neighborhood.



hdctacoma.org/

Hilltop Action Coalition (HAC)

HAC is a community based coalition working to mobilize and empower diverse individuals, families, businesses, and other public and community organizations to build a safe, clean, healthy, dynamic, united community. Originally organized to respond to gangs, drugs, and crime on the Hilltop, the Coalition now also works on other issues that affect neighborhood stability, such as housing, health, and a clean environment. The Coalition focuses primarily

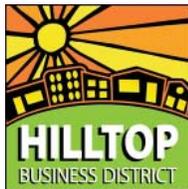


on empowering and assisting residents to effectively improve life on their blocks. The Coalition also helps departments of the City of Tacoma better understand how they can serve residents of the Hilltop.

www.hilltopactioncoalition.com

Hilltop Business District Association

The Hilltop Business District serves as heart and primary local commercial center for the Hilltop neighborhood. A rich history as one of Tacoma's oldest neighborhoods and a strong sense of community are part of what make the Hilltop neighborhood so special. The area is home to one of the city's largest concentrations of churches as well as several other community institutions, including St. Joseph's Medical Center, the Evergreen State College and Bates Technical College.



www.tacomabusinessdistricts.com/Page.aspx?nid=40

Historic Tacoma

Historic Tacoma's mission is to "promote, conserve and enhance Tacoma's architectural character." Historic Tacoma uses three strategies to accomplish that mission: education, advocacy and preservation. Historic Tacoma's advocacy purpose is to provide a collective, trusted voice advocating for issues that affect the conservation and re-use of Tacoma's architectural heritage. Historic Tacoma's strategies include a Resource Network, Partnerships, Discussion Forums, Position Statements, Local Testimonials, Outreach, and Programming. Historic Tacoma's 2012 Advocacy Agenda includes: Continue neighborhood focus; Work on related public policy issues; and Cultivate relationships.

www.historictacoma.org

McCarver Elementary School

Located at South 21st Street and Yakima Avenue South, McCarver is part of the Tacoma School District and one of the oldest institutions and structures (1925) within the Hilltop Subarea. In 1968



McCarver Elementary became the nation's first Magnet school. Today, more than 250 community volunteers assist McCarver students in developing and reinforcing reading skills and self-esteem. Working with the Tacoma Housing Authority (THA), McCarver was accepted as an International Baccalaureate Primary Years Program (IBPYP) Program candidate school and is working toward passing a certification visit during the 2013-2014 school year.

www.tacoma.k12.wa.us/sites/schools/McCarver

MultiCare Health Systems

MultiCare Health Systems is a not-for-profit health care organization with more than 9,100 employees and a comprehensive network of services throughout Pierce, South King, Thurston and Kitsap counties. MultiCare operates five hospitals including, Mary Bridge Children's Hospital and Tacoma General Hospital located in the north end of the Hilltop Subarea. MultiCare's voluntary charity care policies are among the most generous in the country. All patients with income below 200% of the poverty level (\$40,000 per year for a family of four) receive a 100% discount, and patients with income between 200-300% receive a graduated discount. Mary Bridge patients with family income below the 300% level, (\$61,950 per year for a family of four) receive a 100% discount.



www.multicare.org/

New Tacoma Neighborhood Council

The New Tacoma Neighborhood Council's boundaries include the northern portion of the Hilltop district. The Council includes representatives of many community organizations each with their own focus and geographic range including the Dome District, Downtown Merchants Association, Hillside Development Council, Hilltop Action Coalition, Safe Streets Campaign Weed & Seed Program, Stadium Business District, Tacoma Avenue Coalition, and the Hilltop Business District.

newtacoma.org/

Shared Housing Services

Shared Housing Services is an independent, non-profit 501(C)3 social service agency working cooperatively with other community agencies to ensure basic needs of low-income community members are met.

www.sharedhousingservices.org

Tacoma Housing Authority

The Tacoma City Council formed the Tacoma Housing Authority (THA) in 1940 to address a “shortage of safe and sanitary dwellings accommodation in the City of Tacoma, Washington available to persons of low-income at rentals they can afford” and to participate in the new federal housing programs. The mission of the THA is to provide high quality housing and supportive services to persons and families in need. THA seeks to do this in ways that strengthen communities and help them be safe, vibrant, prosperous, attractive and just.



www.tacomahousing.org/afternoon.html

Tacoma Ministerial Alliance (TMA)

TMA was established during the mid 1980’s by a coalition of pastors, lay ministers and community leaders as a not-for-profit, faith based organization. The organization works collaboratively with many other community and faith-based organizations by advocating for issues; such as: freedom of worship expression, social and economic equality through academics, and raising the social conscious of underrepresented populations in our community. TMA has been a central voice in the community since its inception. This ecumenical group of churches pools resources to help members connect with community organizations by providing workshops and advocacy opportunities with and for the African American Community.

The organization has been on the front line in the battle against institutional discrimination and disparate treatment in the work place, housing and banking. More recently, TMA functioned as catalyst on behalf of one of

the most collaborative endeavors that began in 2010, the “Thousand Man March” on the Hilltop to bring attention to on-going specific social injustices. TMA provides more than 20 scholarships annually, and advocates by helping connect constituents with their representatives in Olympia.

associatedministries.org/over-25-years-of-local-advocacy-the-tacoma-ministerial-alliance/

Tacoma Urban League

Founded in 1968, the Tacoma Urban League is devoted to empowering African Americans and other disenfranchised groups to enter the economic and social mainstream across the greater Tacoma-Pierce County Community. Through the generous support of corporate and philanthropic community along with many dedicated volunteers the Tacoma Urban League has trained, educated, employed and advocated for over half a million individuals and families.



thetacomaurbanleague.org/

Tacoma-Pierce County Affordable Housing Consortium (AHC)

AHC is a non-profit association of over 50 organizations who develop, build, finance, or manage affordable housing in Pierce County, or support its availability in other ways. Members include non-profit housing developers and providers (both private and public), builders, financial institutions, government entities, advocates, individuals, and support service providers. The mission of the AHC is to advocate for expanded opportunities for non-profit corporations and others to finance, produce, and manage housing for low-income people.



www.affordablehousingconsortium.org

University of Washington Tacoma (UWT)

UWT was founded in 1990 to provide opportunities for bachelors and masters degrees to students located in the South Puget Sound region of Washington State. The campus consists of approximately 420,000 sq ft in downtown Tacoma's Union Station neighborhood. Originally established as a 2-year institution focused on 4-year degree completion for transfer students, UW Tacoma welcomed its first freshman class in 2006. UWT is an urban-serving university, and is a member of the Coalition of Urban Serving Universities, a network of public, urban, research universities committed to creating an educated workforce, building strong communities and improving the health of diverse populations.



www.tacoma.uw.edu/

Wedge Neighborhood Historic District

The Wedge Neighborhood Historic District was established in 2011 by City Council in response to a request submitted by neighborhood residents. It is significant in its representation of a pre-WWII middle class Tacoma neighborhood, and the profiles of its residents, which cut across professions and backgrounds. The original Wedge settlers were a very diverse group of people from all walks of life, and from many parts of the country and world, many hailing from Germany, Sweden, Norway and England. The population included pioneers, successful merchants and businessmen, European immigrants, westward travelers, as well as professionals and civil servants.

www.cityoftacoma.org/Page.aspx?hid=13991

VISION

The following Vision is the result of an extended collaborative effort between Hilltop stakeholders, City staff, and the consultant team:

Restore the Hilltop district as a place where people live, work, and play.

Specifically, plan to realize the following key elements:

- A brand – that establishes a positive Hilltop image and identity that reflects the community's past and potential.
- Diverse populations – including employment, housing, and community services to support all racial, ethnic, and religious populations.
- Diverse ages - providing housing and community services to support of all age groups including youth, young adults, family starters, middle families, empty nesters, and seniors.
- Diverse households – providing housing and community services to support all household types including single individuals, couples, single-headed families, and nuclear family households.
- Mixed income – with employment and housing opportunities to support all income levels.
- Mixed use – with sufficient retail, commercial, services, offices, and other land uses to support the Hilltop population and serve as a destination for surrounding neighborhoods.
- Sustainable – limiting the impacts on the environment from human activities using, and creating a community that is ecologically and economically self-sufficient.
- Respectful – preserving Hilltop history, significant landmarks, and culture as the community continues to develop and evolve.
- An urban form – that blends the various Hilltop elements including hospitals and other larger institutions with mixed residential uses, and major and minor transportation corridors such that Hilltop

provides an identifiable and functional form to community residents and the rest of the city.

- Human-scaled – such that new infill urban development projects produces mass and form that respects existing developments and a human scale.
- Public spaces – incorporating public and privately-accessible open spaces, parks, plazas, special event staging areas, and other features where the community may congregate.
- Quality architecture – that respects Hilltop historical buildings and features, a pedestrian scale, and the vistas and viewpoints within Hilltop and with the Downtown and other physical features.
- Quality streetscape – incorporating high quality walkways, street trees, artworks, signage, furnishings, and other improvements that are appropriate to and unique of Hilltop.
- Multimodal – creating a village that promotes walking, biking, and transit as a means of transportation in addition to vehicular.
- Connected – using all transportation modes to access Hilltop with the Downtown, South Downtown, and rest of Tacoma.

The Vision for Hilltop is a thriving, equitable urban community that offers a rich spectrum of opportunities to live, learn, work, and play. To achieve that Vision, one of the primary goals of the Hilltop Subarea Plan & EIS is to promote economic development. In Hilltop today, lack of economic development is a major impediment to sustainable growth as well as the most significant root cause of adverse impacts to the community. This planning effort is motivated by a belief that innovative interventions will help Hilltop achieve its potential for economic development and that this outcome will maximize net environmental and community benefits.

Over recent decades, Hilltop has seen relatively low levels of economic development, which has resulted in a variety of negative impacts on the community, including

underutilized property, buildings in disrepair, loss of historic structures, limited economic opportunity, and lack of urban livability in general.

Redevelopment is the critical step to realizing Hilltop’s potential to provide equitable livability and a diverse, thriving economy while minimizing environmental impact. This point of view is endorsed by a plethora of public policy spanning the federal, State, regional, County, City, and neighborhood levels, and is supported by a mountain of research and studies on “smart growth.” Creating a compact, mixed-use, transit-rich community in Hilltop is precisely the kind of smart growth that will help the City of Tacoma and the surrounding region achieve established goals for sustainable growth. At the local level, another significant benefit that would be provided by Hilltop redevelopment—housing in particular—is equitable access to the amenities of the City, including economic opportunity, education, culture, entertainment, and transportation.

Redevelopment introduces the risk of displacing existing homes and businesses, but fortunately, because Hilltop has a relatively large amount of underutilized buildings and vacant land, the risk of displacement is less pronounced than in other urban areas. The goal of the Subarea Plan is to encourage redevelopment that complements and reinforces the existing social fabric and economy. New jobs and housing in Hilltop will expand the customer base for many existing businesses, retail in particular.

Action-based Plan

Based on input from the Hilltop Subarea Plan Working Group, this Subarea Plan was crafted to focus on proposing tightly defined actions with direct connections to achieving tangible results that will further Hilltop goals. These actions are stated throughout the document in appropriate topical sections, each associated with an umbrella goal. To provide an overview of this action-based approach all of the Subarea Plan’s the goals and actions are listed in Table 6-1.

TABLE 6-1 HILLTOP GOALS AND PROPOSED ACTIONS

NEIGHBORHOOD RESOURCES	
GOAL NR-1	Create local employment opportunities
ACTION NR-1.1	Database: Inventory available mixed use properties, buildings, and resources in the Hilltop Subarea to create a local database with which to identify opportunities during business and developer recruitment efforts.
ACTION NR-1.2	Business outreach: Integrate public, nonprofit, and private business efforts and communications in the economic recruitment process to maximize impacts and allocate resources.
ACTION NR-1.3	Economic sustainability: Recruit businesses that employ technical, professional, and managerial skills offered by and/or able to be developed for Hilltop residents to facilitate live/work sustainability in Hilltop.
ACTION NR-1.4	Medical/health sector: Retain and recruit businesses that support and can expand the health related services and products offered by the MultiCare and Franciscan Health Systems and Community Health Care as well as the growth of these institutions proper in the Hilltop area.
ACTION NR-1.5	Education sector: Retain and recruit businesses that can support and expand on the opportunities created by the association of UW Tacoma, Evergreen State College Tacoma, and Bates Technical College with Hilltop Subarea business and employment development potentials.
GOAL NR-2	Market and develop the Hilltop Business District
ACTION NR-2.1	Marketing: Identify and recruit businesses to fill critical gaps in retail sales and services such as coffee shops and restaurants, entertainment, personal and professional services as well as women’s and children’s clothing, etc.
ACTION NR-2.2	Design: Initiate a competitive grant and low cost loan program, potentially using BID funds (see also NR-10), to enhance retail storefronts including signage, display windows, building facades, and other improvements, with a focus on the core area around MLK and 11th.
ACTION NR-2.3	Promotion: Initiate and expand retail sales and other events and activities including sidewalk cafes and vendors, farmers’ and public markets to attract customers within and into the Hilltop area.
ACTION NR-2.4	Organization: Adopt the National Trust for Historic Preservation’s Main Street 4-Point program by the Hilltop Business District Association to organize marketing, design, and promotion strategies.
ACTION NR-2.5	Financing: Adopt a Business Improvement District (BID) or Business Improvement Area (BIA) with which to assess benefiting properties and businesses for the cost of instituting coordinated marketing, design, and promotional activities and physical improvements and maintenance in the Hilltop Subarea.

ACTION NR-2.6	Interim storefronts: Continue working with Spaceworks and other entities to institute temporary artist galleries or similar uses in vacant storefronts or buildings in order to provide visual interest and activity while the building is being marketed for a permanent tenant or owner.
GOAL NR-3 Attract and promote Hilltop arts and cultural resources and potentials	
ACTION NR-3.1	Marketing: Conduct regular market surveys of resident and out-of-area attendees to Hilltop community events, festivals, and facilities such as Ethnic Fest, People’s Park, People’s Community Center, and Wright Park to determine their characteristics, expenditure patterns, sources of information, and other behavior with which to maximize their attraction to Hilltop and their beneficial economic impact on Hilltop businesses and activities.
ACTION NR-3.2	Design: Redefine the Hilltop brand to include arts and historical based themes and install artworks, gateways, way-finding signage, walking tours, maps, and streetscape at the entrances into and of significant landmarks in Hilltop.
ACTION NR-3.3	Promotion: Create a Hilltop arts website and utilize social media such as Google maps, Facebook, and Twitter to announce, promote, and attract out-of-area residents and tourists to an expanded year-round calendar of events and festivals for performing, literary, culinary, fine, and other arts interests.
ACTION NR-3.4	Organization: Create a central clearinghouse organization with which to coordinate schedules, advertisements, events, productions, and other theatrical, literary, culinary, fine, and other promotions in order to maximize Hilltop arts potential and promotional effectiveness.
GOAL NR-4 Preserve Hilltop history and create history and art projects in Hilltop	
ACTION NR-4.1	Art and history walking tours: Sign and create audio and phone apps for walking tours of Hilltop historical sites, buildings, and other visually interesting and significant landmarks for local recognitions as well as for historical tourist attractions.
ACTION NR-4.2	Preservation of key historic resources: Complete the ongoing city-wide historic resources inventory and then conduct a focused evaluation of and community discussion about historic buildings within the Hilltop district to identify the most critical buildings to be retained and explore incentives, such as historical transfer of development rights (TDR), and regulatory tools to support their preservation and continued use.
ACTION NR-4.3	Artist live/work: Develop affordable artist live-work-teach-display-sell galleries and workshops as well as live-work housing opportunities to retain and attract young and emerging talent in Hilltop.

ACTION NR-4.4	Farmers/Public Market: Establish a seasonal and possibly year-round farmers/public market with all-weather structures, available parking, and increased visibility to provide expanded access to locally-produced and healthy foods, serve residents and attract out-of-area customers into the Hilltop Subarea.
GOAL NR-5 Engage Hilltop area youth in education, employment, and civic opportunities	
ACTION NR-5.1	Education: Expand school/community relations to include volunteer mentor and peer group support with the participation of the Tacoma Public Schools, Tacoma Housing Authority, UW Tacoma, Evergreen State College Tacoma, Bates Technical College, and others to improve educational opportunities, test scores, and the reputation of McCarver School in the community and marketplace.
ACTION NR-5.2	Employment: Create a youth job placement service offering part and full-time internships and employment opportunities with Hilltop businesses and organizations for area youth.
ACTION NR-5.3	Civic participation: Create youth civic participation opportunities where youth can mentor children or adults, promote events or social outreach, construct projects or enhance the environment, network careers or occupations, or create fine and performance art as youth members of Hilltop public and private organizations.
ACTION NR-5.4	Social activities: Expand youth social and recreation oriented activities and facilities that offer evening and after school peer group interactions and events.
GOAL NR-6 Create affordable, mixed-use, mixed-income, and mixed-household housing	
ACTION NR-6.1	Housing options: Increase housing choice by type, price, tenure, and location to house a mixed age, household, and income population in or near employment centers, transit corridors, and recreational sites to provide increased live/work/play opportunities in the Hilltop area.
ACTION NR-6.2	Affordable housing: Award additional density, reduced parking requirements, reduced permit fees, and/or other measures for new housing projects that promote rental and sale workforce housing for moderate income working households employed or resident within Hilltop.
ACTION NR-6.3	Distribution affordable housing: Incorporate moderate and low income housing opportunities in mixed use and mixed income building and project developments to avoid concentrating too much subsidized housing in one building or area.
GOAL NR-7* At least twenty-five percent of the total housing units in Hilltop shall be affordable to households earning up to 80 percent of the countywide median income	
ACTION NR-7.1*	Establish an affordable housing monitoring system for the Hilltop Mixed-Use Center.
ACTION NR-7.2*	Explore the creation of a system that activates policies and regulations designed to promote the production of new affordable housing when affordability trends project a future shortfall.

GOAL NR-8 Enhance Hilltop governance and support Subarea Plan implementation	
ACTION NR-8.1	NGO participation: Integrate nongovernmental organizations (NGOs) such as the Hilltop Business District Association, Central Neighborhood Council, Hilltop Action Coalition, and others, including property owners, businesses, residents and significant institutions into the implementation of the Hilltop Subarea plan actions and strategies.
ACTION NR-8.2	Communication: Establish effective public information and feedback materials and conduct frequent town halls, public open houses, and other events at locations in the Hilltop Subarea to encourage public access and facilitate dialogue on Hilltop Subarea Plan implementation policies, programs, projects, and budgets.
ACTION NR-8.3	Strategy development: Extend and coordinate the implementation resources of public, nonprofit, and private organizations to continue strategizing and implementing the Hilltop Subarea Plan.
ACTION NR-8.4	Assess performance results: Conduct regular “State of Hilltop” program, project, and budget assessments including public, customer, and business surveys to determine the effectiveness, performance, and priority of subarea plan actions.
OPEN SPACE	
GOAL OS-1 Expand Hilltop open space, parks, and recreation opportunities	
ACTION OS-1.1*	Pursue the creation of a green pedestrian connection between Hilltop and the UWT; collaborate with UWT on developing concepts for a hillclimb that will best support an extension all the way into Hilltop; explore potential alignments between Tacoma Way South and MLK Jr Way.
ACTION OS-1.2*	Pursue the creation of a green pedestrian connection between Hilltop and the Brewery District, focussing on South 23rd Street as the preferred alignment.
ACTION OS-1.3	Designate a system of coordinated open spaces, conservation corridors, greenways and green streets to link Hilltop parks and community facilities, and connect Hilltop to adjacent neighborhoods, the Prairie Line Trail, UWT, and the Thea Foss Waterway.
ACTION OS-1.4	Plant community or pea patch gardens on vacant sites as well as other available lands within Hilltop to restore habitat, grow healthy foods for local use, and improve visual appearances, in some cases to serve as temporary uses on sites waiting for redevelopment.
ACTION OS-1.5	Complete the planned renovations to the People’s Community Center and Pool.
ACTION OS-1.6	Explore establishing a phased-in development impact fee to fund open space improvements in Hilltop.
ACTION OS-1.7	Depending on the specific location, context, and timing, consider applying the full range of open space strategies listed in the <i>Other Open Space Strategies</i> section of Chapter 4.

GOAL OS-2	Promote Hilltop sustainability opportunities and performance
ACTION OS-2.1	Stormwater: Develop rain gardens, green roofs and walls, bio-filtration swales, and other green development features in and around the Hilltop Subarea’s public facilities and “green” streets, as well as in new project developments.
ACTION OS-2.2*	Develop partnerships and seek funding from the City of Tacoma Public Works Department, the Center for Urban Waters, Citizens for a Healthy Bay, the Puget Sound Partnership, the Department of Ecology, the U.S. EPA, and other organizations to develop natural drainage features in existing and planned open spaces.
ACTION OS-2.3	Native habitat: Plant street trees, reforest open spaces, remove invasive species, and promote use of native and drought resistant plants to restore wildlife habitat in and around Hilltop’s public facilities and within Hilltop’s green, urban, and parkway street corridors.
MOBILITY	
GOAL M-1*	Modify traffic management methods in coordination with the City’s proposed modifications in Downtown
ACTION M-1.1*	Move traffic analysis and mitigation for the Hilltop Subarea from SEPA to new engineering codes.
ACTION M-1.2*	Set the motor vehicle level of service standard to LOS “E” and the transit level of service to LOS “D”.
ACTION M-1.3*	Implement a monitoring program to collect transportation and land use performance data every five years.
ACTION M-1.4*	Implement an Adaptive Management and Mitigation Program to address potential future impacts to mobility as the Subarea builds out.
GOAL M-2	Expand pedestrian networks within Hilltop and connections to the rest of the City.
ACTION M-2.1	Initiate a City program to create a prioritized list of pedestrian crossing improvements in Hilltop along with a plan for implementing the improvements.
ACTION M-2.2	Initiate a City program to create a prioritized list of pedestrian connector improvements in Hilltop along with a plan for implementing the improvements.
ACTION M-2.3*	Explore potential strategies and collaborations to create pedestrian hillclimbs from the UWT and from the Brewery District.

GOAL M-3		Expand bicycle networks within Hilltop and connections to the rest of the City
ACTION M-3.1	Implement the City’s proposed active bicycle infrastructure projects in Hilltop as identified in the Mobility Master Plan, and prioritize the South J Street Bicycle Boulevard.	
GOAL M-4		Implement Tacoma’s Complete Streets typologies in Hilltop
ACTION M-4.1	Assign Complete Street types to Hilltop streets as illustrated in Figure 5-14 in Chapter 5.	
ACTION M-4.2	Implement Complete Streets reconfigurations of Hilltop streets based on a priority that focuses on the MLK Jr Way business district.	
ACTION M-4.3*	Continue to pursue PSRC prioritization and funding of the MLK District Complete Streets Project.	
GOAL M-5		Expand transit/streetcar service in Hilltop
ACTION M-5.1	Continue to support the selection of the North Downtown Central Corridor (E1) alternative for the Sound Transit LINK light rail extension.	
ACTION M-5.2	Support a two way alignment on MLK Jr Way for the LINK light rail expansion.	
ACTION M-5.3	Actively engage Sound Transit to collaborate on street designs that will most effectively support Hilltop’s vision and goals.	
ACTION M-5.4	Actively engage Sound Transit to collaborate on station siting and design that will most effectively support Hilltop’s vision and goals.	
ACTION M-5.5	Retain and expand Pierce Transit’s schedules and stops to include hours and routes that support Hilltop employees and residents, particularly at MultiCare and Franciscan Health System’s Hospitals, Community Health Care and within the business district core.	
LAND USE		
GOAL LU-1		Refine zoning and development regulations for the Hilltop Subarea
ACTION LU-1.1*	In recognition of the traditional name for the area and the need for consistent branding, rename the “Martin Luther King Jr. (South 11th & MLK Jr. Way) Mixed-Use Center” to the “Hilltop Mixed-Use Center.”	
ACTION LU-1.2*	Implement the zoning conversions described in the <i>Land Use Code Updates</i> section of Chapter 6.	
ACTION LU-1.3*	Expand the Hilltop Mixed-Use Center boundary to include the proposed rezone to HMX located west of South L Street and south of Division Avenue.	

ACTION LU-1.4*	Explore modifications to the administrative design review process that will support the realization of Hilltop’s urban design goals and principles.
ACTION LU-1.5	Ground floor retail requirements: Designate Pedestrian Street mixed use ground floor retail requirements to reflect market capacity and desired concentrated retail corridor locations, with a focus on MLK Jr. Way and South 11th Street in the business district core.
ACTION LU-1.6	Design standards: Create and adopt a design overlay for the district that utilizes a hybrid “form-based” approach that illustrates building and street-level design objectives using examples to better address historic character, pedestrian vibrancy, compatibility and design quality issues within a flexible administrative procedure that recognizes innovation.
ACTION LU-1.7	View corridors: Identify public view corridors focused on the key east-west streets in the Hilltop Subarea and create appropriate view protection measures to preserve and protect them.
ACTION LU-1.8*	Promote Live-work and Work-live opportunities in Hilltop: Monitor the application of the new codes and suggest improvements; establish a program to promote Live-Work and Work-Live pilot projects in Hilltop; consider permitting assistance, design competitions, and other incentives.

CATALYST PROJECTS

GOAL CP-1 Implement catalytic development projects in Hilltop

ACTION CP-1.1	Browne’s Star Grill/Pochert Building: Subject to feasibility assessments, retain as much of the Browne’s Star Grill and Pochert historical buildings as possible and redevelop the remaining city property for mixed use including ground floor retail, upper floor office and/or mixed income housing.
ACTION CP-1.2	MLK Jr Way and 11th Ave Site: Subject to feasibility assessments, support the redevelopment of the vacant properties on MLK Jr. Way and J Street at 11th Avenue for mixed use with ground floor retail, street level artist live/work housing, an educational center, and/or upper floor office and mixed income housing activities and the possible retention and incorporation of the Tally Ho Tavern building.
ACTION CP-1.3	Municipal Service Center: Subject to feasibility assessments, redevelop the city property housing the Municipal Services Center at MLK Jr. Way and South 13th Street for mixed use including ground floor retail with upper floor mixed income housing.
ACTION CP-1.4	Allen Renaissance Center: Promote the sensitive renovation and reuse of the former Valhalla Hall, with the potential for a mix of commercial, residential, institutional, and community spaces.

ACTION CP-1.5	Other Potential Development Opportunities: Promote the redevelopment of underutilized surface parking lots, vacant lands, or underused buildings for new development projects, that help to create a dense mix of uses throughout the district, including retail, restaurants, office, personal services, medical facilities, and mixed-income housing.
ACTION CP-1.6	Coordinated Institutional Development: Work with MultiCare and Franciscan Health Systems and any other significant, campus-like institutions to evaluate more collaborative processes with the city and community, such as development agreements, to better define and support the long-range needs of these institutions, mitigate future development impacts as appropriate, and address how such future development can allow institutions to participate in the revitalization of the Hilltop Subarea. For example, Franciscan Health Systems’ long-range plan includes the construction of a new tower to replace the aging iconic tower at S 18th and S J St.
GOAL CP-2 Support the implementation of catalytic infrastructure projects in Hilltop	
ACTION CP-2.1	Proactively collaborate with Sound Transit to ensure that the catalytic benefit of the LINK extension is maximized in terms of station design and location, and street reconfiguration.
ACTION CP-2.2	Continue to support the MLK District Complete Streets Improvement Project.
ACTION CP-2.3	Support the implementation of the proposed UWT Hillclimb, and develop concepts for extending the hillclimb further west to connect into Hilltop.
ACTION CP-2.4	Develop concepts for a pedestrian hillclimb/greenway connector between Hilltop and the Brewery District, with primary consideration given to an alignment on South 23rd Street, in coordination with South Downtown planning efforts.
GOAL CP-3 Plan and coordinate infrastructure upgrades and redevelopment	
ACTION CP-3.1	Develop a district-wide infrastructure plan sufficient to service the level of development planned for this district, including the undergrounding of power lines in areas where overhead lines conflict with planned development. Prioritize the replacement and upgrading of infrastructure within the Hilltop Subarea, focus infrastructure investments based on economic development opportunities, partner with private property owners and other agencies to coordinate utility projects, and support the use of alternative financing and construction mechanisms, such as local improvement districts (LIDs).
ACTION CP-3.2	Brownfields: Identify all known sites of hazardous materials including former gas stations and laundries, develop appropriate mitigation strategies, and create a funding source for proactively mitigating the sites to support redevelopment.
ACTION CP-3.3	Leverage potential synergies between Hilltop catalytic projects and nearby redevelopment.



FIG. 2-1 Martin Luther King, Jr. Way, a commercial corridor anchored by the Franciscan and Multicare medical campuses, serves as the north-south spine of the Hilltop neighborhood.

02

CONTEXT

Tacoma is the second-largest city in the Puget Sound region and the most important business center in the South Sound region. The Hilltop neighborhood is located immediately adjacent to Tacoma's downtown core, which is home to the City's largest concentration of jobs, as well as most of its major cultural and educational institutions. Downtown Tacoma has undergone significant revitalization over the past few decades, and Hilltop is well-poised to capitalize on that new energy. Hilltop's local assets include two of the City's largest healthcare facilities, an established business district and residential neighborhood, strategic proximity to local and regional assets and destinations, a unique and dynamic history, and a future Sound Transit LINK light rail investment through the core of the community. Together, these endowments create an extraordinary opportunity for positive transformation in Hilltop.

THE HILLTOP SUBAREA

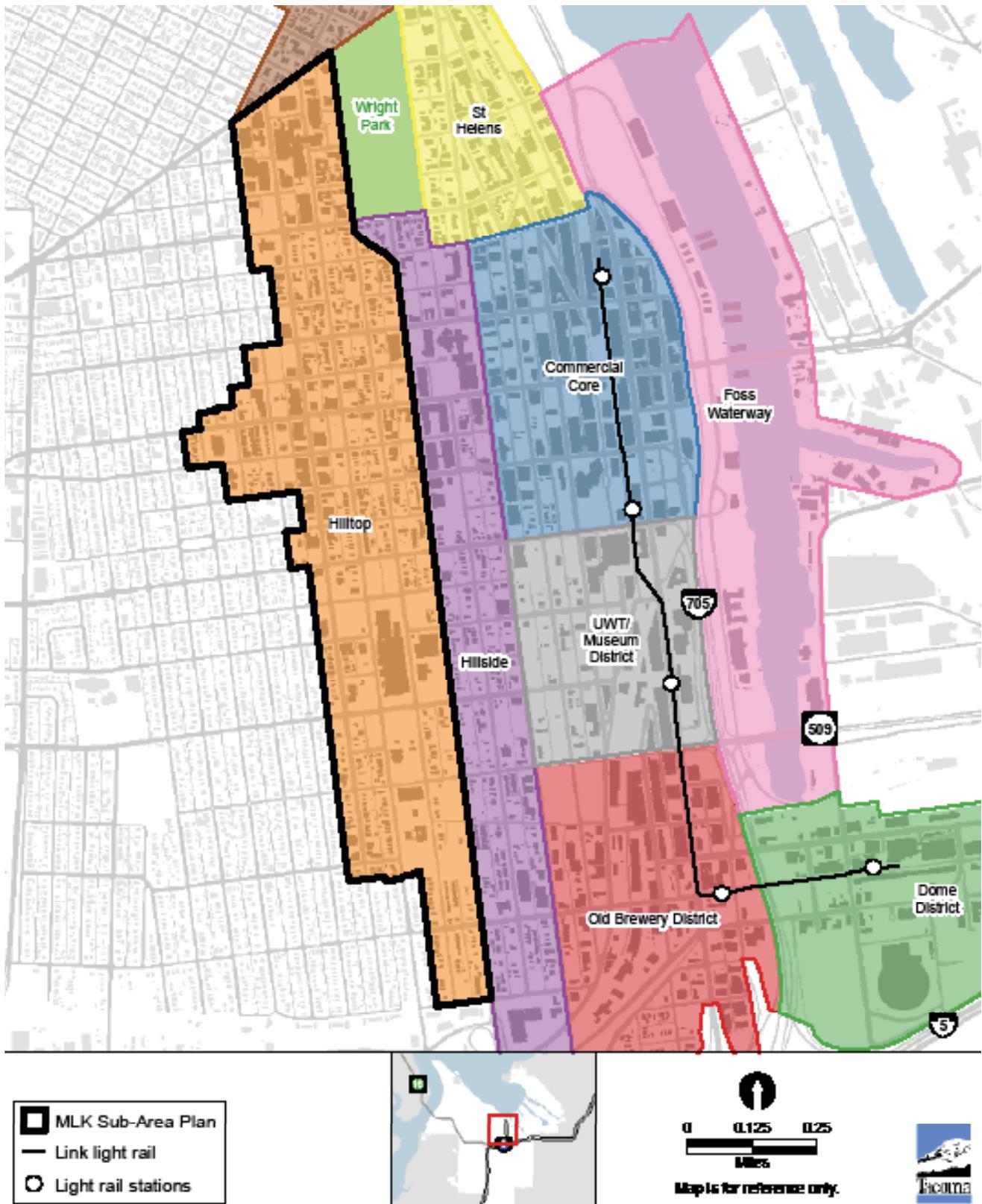
The Hilltop Subarea consists of approximately 271 acres located along the western edge of downtown Tacoma, as illustrated in Figure 2-2. Hilltop is centered on Martin Luther King (MLK) Jr Way, and spans from Division Avenue to South South 27th Street. The eastern boundary runs along South Yakima Ave and South I Street, and the western boundary jogs between half block west of MLK Jr Way and Sheridan Avenue. The Subarea is a gateway into downtown and the Brewery District from neighborhoods to the west.

The Hilltop Subarea is part of the larger Hilltop community, and is located partially in the New Tacoma Neighborhood and partially in the Central Neighborhood, covering parts of the Bryant, Stanley, and McCarver districts. The Tacoma City Council changed the name of the Hilltop Business District to the Upper Tacoma Business District 2007, but then reinstated the name to Hilltop in 2011.

The Subarea is designated in Tacoma's Comprehensive Plan as a Neighborhood Mixed Use Center, one of Tacoma's 17 designated Urban, Community, and Neighborhood Mixed-use Centers (MUC). MUCs are intended to accommodate a significant share of Tacoma's future population and employment growth by encouraging a more intense level of development that is well-served by transportation options. The City's goal is for MUCs to be areas that provide a range of housing choices, employment opportunities, transit-supportive development, pedestrian and bicycle facilities, and a mix of shops, services, and public spaces.

The Hilltop Subarea is also part of Tacoma's regionally-designated Downtown Regional Growth Center, one of two regional growth centers within the City (the other is the Tacoma Mall). Regional Growth Centers are designed to absorb most of Pierce County's future population growth under the Puget Sound Regional Council's (PSRC) Vision 2040 urban development strategy.

FIG. 2-2 HILLTOP AND ADJACENT CHARACTER AREAS



Built Environment

The Hilltop Subarea contains a large number of older and some historic single and multifamily structures that were developed in response to the early streetcar system that ran north to south on MLK Jr Way between Division Street and South 25th Street, and east to west on 11th and 13th Streets between MLK Jr Way and the downtown.

The main business district is composed of about nine blocks on MLK Jr Way, centered around the intersection of South 11th Street. The district includes a number of older and contextually significant buildings located on MLK Jr Way and South 11th Street including the Kellogg-Sicker Building (aka Browne’s Star Grill), Pochert Building, and Courtney Building, among others.

The district also includes the Subarea’s principal retail activities: a Safeway located between South 11th Street and Earnest S Brazill Street, South M Street and South Sheridan Avenue; and the former Save-A-Lot store located between South 11th Street and Earnest S Brazill Street, MLK Jr Way and South J Street.

The Subarea’s two largest institutions are MultiCare Health System’s Mary Bridge Children’s and Tacoma General Hospitals between Division Avenue and South 6th Avenue, and the Franciscan Health System’s St Joseph Medical Center on South J Street between South 16th and 19th Streets.

Other important facilities include Community Health Care’s offices and regional clinic under construction at the southwest corner of Earnest Brazill Street and MLK Jr Way, the Group Helath Tacoma Medical Center located MLK Jr Way just south of Division Ave, the People’s Community Center and Pool located at 1602 MLK Jr Way, and McCarver Elementary School located at 2111 South J Street.

Bates Technical College is located along the eastern edge of the Subarea, on Yakima Avenue near S 11th St. Evergreen State College’s Tacoma campus is adjacent to the Subarea on 6th Ave to the west of S L St. The University of Washinton Tacoma campus begins two blocks east of the Subarea’s eastern boundary.



FIG. 2-3 Historic character building on the corner MLK Jr Way and South 11th Street.



FIG. 2-4 McCarver Elementary School.



FIG. 2-5 The iconic tower of the Franciscan Health System’s St. Joseph Medical Center is one of Hilltop’s most distinctive landmarks.



FIG. 2-6 The neighborhood is made up of a mix of residential, commercial and institutional uses.



FIG. 2-9 MultiCare's new Milgard Pavilion.



FIG. 2-7 Mt. Rainier is visible from Hilltop on clear days.



FIG. 2-10 A mix of new and old single-family houses.



FIG. 2-8 Construction of the new Community Healthcare Clinic on MLK Jr Way.



FIG. 2-11 Multicare's Tacoma General Hospital.

The Hilltop Mixed-Use Center was created in 1996 and the area was rezoned to promote mixed-use development. In 2009, building height limits were increased up to 45 feet near single family zones and 85 feet within the commercial core of the district through the creation of an innovative height bonus system (see Tacoma Municipal Code Section 13.06.300.E). Since then only one large-scale, mixed-use multifamily project has been developed, the 163-unit Vue 25 apartments located at Yakima Ave and South 25th Street. Several smaller scale townhouse-style projects have recently been constructed, mostly in the southern portion of the Subarea. In addition, both MultiCare and Franciscan have constructed significant medical facilities over the past few years and Community Health Care is currently constructing a new 3-story, 59,000 square foot health center along with a 3-story, 250-stall parking garage.

Aesthetics

The Subarea is located at the top edge of the hill that rises approximately 300 feet from the downtown core to the Hilltop plateau. The south end of the Subarea overlooks the Nalley Valley, Center Street and Interstate 5, and the central and northern portions overlook the downtown core, the tideflats and Thea Foss Waterway.

Spectacular views to the east can be had from most of the Subarea’s east-west roads, as well as from the upper floors of most buildings on the slopes of the hillside between South J Street east to Yakima Avenue. Views include Commencement Bay, downtown Tacoma, the Thea Foss Waterway, the SR-509 Cable Bridge, the Brewery District and University of Washington Tacoma campus, the Tacoma Dome, and the Port of Tacoma waterways.

On clear days, Mount Rainier can be seen from vantage points at McCarver Elementary School and its playground, from an overlook plaza on the east side of St Joseph Hospital on South I Street, from undeveloped lots at the top of the hillside on South I and J Street, and from adjacent low density single family neighborhoods in the Hilltop Subarea, among other sites.



FIG. 2-12 A mural inspired by intergenerational relationships on the 2143 Martin Luther King, Jr. Way Building.



FIG. 2-13 The neighborhood is organized on a regular street grid with alleys running north-south through the blocks.



FIG. 2-14 Community Garden located at South 14th and South G Streets.



FIG. 2-15 Holiday decorations enliven Martin Luther King, Jr. Way in the winter of 1941.



FIG. 2-16 Block party in the Hilltop neighborhood, circa 1940.



FIG. 2-17 Tacoma General Hospital, circa 1940.

Important visual landmarks in the Subarea include St Joseph’s Hospital’s iconic round, white tower, the historical water standpipe at S J St and S 20th St, McCarver Elementary School, and the large Multicare buildings in the north end of the Subarea. Overall, Hilltop consists of diverse quilt of architectural periods, styles, and building types, and many older historic structures remain, scattered throughout the Subarea.

History

The Hilltop community was the first residential neighborhood to develop in Tacoma outside of the downtown core. Settlement accelerated after 1875, spreading up the hill from the waterfront following the Northern Pacific Railroad’s decision to locate its terminus on Commencement Bay. By the 1880s, development had concentrated around South 9th, South 11th, South 15th, and South 17th Streets.

To catalyze development, property owners in the Hilltop petitioned the city for a cable car line to downtown, and in 1891 the Tacoma Railway & Motor Company opened a single track loop line up South 11th Street, south on MLK Jr Way (K Street at the time), and back down to South A Street via South 13th Street. The Tacoma cable car, one of only three in the United States, was not only a practical means of transportation but became a popular tourist attraction as well. The cable car lines were eventually expanded to connect Hilltop and the downtown to the emerging neighborhoods to the west and north.

With the cable car, development accelerated, as waves of ethnically diverse peoples from around the globe and throughout the Eastern States moved in and established the Hilltop area as a predominantly working class community. Prior to the onset of the automobile, Hilltop was the largest neighborhood district in Tacoma. Local residents did the majority of their shopping by walking along the K Street corridor, and tended to remain up on the neighborhood due to the steep grade to the east. With the level walking environment and the streetcar and cable car connections to the City, Hilltop thrived as a business district.

Hilltop and the City of Tacoma as a whole underwent a adverse transformation in the late fifties and early sixties. Local industries went into decline, the automobile become more prevalent, and suburbs began to emerge. The opening of the Tacoma Mall accelerated the decline of the traditional commercial areas in downtown and Hilltop. Many established residents moved out of the area and often become absentee landlords. Lack of investment in upgrades to deteriorating property led to continuing decline. In the past decade however, this decline has begun to reverse for the City and for Hilltop, and positive changes in the community are already evident.

SOCIOECONOMIC CONDITIONS

In recent years there have been notable success stories and areas of marked improvement in the Hilltop Subarea. Many residents and visitors to Hilltop appreciate the human-scaled, “village” feel, and those permanent residents who endured the turbulence of the 1980’s and 1990’s have begun to enjoy the benefits of an improving community. However, much of Hilltop—particularly the MLK corridor—continues to be characterized by neglected homes and commercial buildings, and a lack of positive street level activity. Currently, commercial activity and investment lags behind other areas of the city.

With numerous social service organizations providing front line services for families and individuals in distress, along with one of the City’s largest concentrations of rental property, the Hilltop tends to have relatively high numbers of families in transition. These conditions all contribute to perceptions of a generally underperforming district.

The challenges facing Hilltop are also reflected in McCarver Elementary School, which in 2008 experienced 115% turnover, with over 93% of students qualifying for free and reduced lunches. In Fall 2011 the Tacoma Housing Authority (THA) launched a program that provide up to five years of rental support for up to 50 families who are homeless or at risk of homelessness and who have a child enrolled in kindergarten through 2nd grade at McCarver Elementary School (see the

LEED for Neighborhood Development

In April 2012 the City, in partnership with Smart Growth America, conducted a workshop to apply the LEED-ND rating system to the Hilltop Subarea. The purpose of the workshop was to support the planning effort in the Subarea by evaluating the existing conditions and identifying opportunities for improving sustainability over the next 20+ years.

In two half-day sessions, about 20 staff and community members completed an informal LEED-ND scorecard for the Hilltop Subarea which resulted in a preliminary rating of “Gold” (the second highest rating). This high rating reaffirms the significance of the Subarea planning effort, and reflects Hilltop’s valuable assets in terms of infrastructure, development patterns, location, public institutions, community facilities, and more. The analysis also identified key opportunities for guiding future growth in a way that improves the sustainability of the community over time, such as:

- Improving multi-modal linkages, particularly to the downtown
- Ensuring development enhances a dense, mixed-use, pedestrian-friendly character
- Expanding access to green space, recreation, and healthy food
- Providing incentives for the construction of “green” buildings
- Developing “green” infrastructure projects to address issues such as storm water control, water conservation, and energy





FIG. 2-18 Crosswalk improvements near McCarver Elementary School.



FIG. 2-19 The New Look Senior Apartments, located in the Alberta J. Canada building on Martin Luther King, Jr. Way.



FIG. 2-20 Streetscape on MLK Jr Way in the core business district of Hilltop.

Housing Section of the Neighborhood Resources Chapter for further details).

Healthy Food Access

In September 2012, the City published the *MLK District Healthy Community Evaluation*, an effort intended to help inform the Hilltop Subarea Plan. Findings of the study are summarized below.

Evaluation Approximately 72% of people residing within the boundaries of the Hilltop Subarea live within a half-mile of a grocery store. Only 31% live within a half-mile of a farmers' market, yet 100% of these residents live within a half-mile of a convenience store. High quality nutritious food can be attained at Tacoma's farmers markets; however, each market (including the one closest to Hilltop residents) is only open one day per week, and only during the months of May through October. Many of the produce stands at the Farmers' Markets accept WIC checks, which is a great help to mothers and young children, but these young families still rely on grocery stores to provide bread, meats (meats at Farmer's Markets can be prohibitively expensive for low-income families), and other basics. The only grocery store in the Hilltop District is Safeway, located on South M Street and adjacent to a Route 28 bus stop. However, route 28 buses only run every half hour during commuting times, and every hour during midday and evening (typically the most convenient times for working adults and parents of children to grocery shop).

Crime

Over the past two decades Hilltop experienced relatively high concentrations of criminal activity, but in recent years the crime rates have fallen significantly. This success is due in part to an unprecedented cooperation between the Tacoma Police Department and the Hilltop Action Coalition (HAC), among other neighborhood groups. This effort involved a sustained, strategic effort over a number of years, during which time the Tacoma Police Department was able to leverage the threat of landlord liability for criminal activities on

their properties, as well as enforcement of background checks for tenants in subsidized housing. The eventual result has been a significant decline in crime, especially drug related activities. The introduction of a police sector station at South 17th Street and MLK Jr Way (one of five such stations in the City of Tacoma) has been instrumental in helping to maintain the hard fought reduction in crime, and provides a direct connection to police for Hilltop residents and workers.

Employment and Business

More than 85% of the daytime employees in the Hilltop are employed in Health Services. Educational Institutions (32.7%) and Libraries (18.6%) comprise more than 50% of the businesses in Hilltop.

Hilltop and the MLK corridor suffers from retail vacancies and a lack of retail development. In the late 1990's, the development of the Alberta Canada Building at South 11th Street and MLK Jr Way and the Rite Aid building at South 12th Street and MLK Jr Way both generated new commercial activity, along with a variety of small business ventures. Since that time, investment has been limited.

Retail businesses in Hilltop are challenged by multiple factors, including:

- Relatively low income levels and limited purchasing power of Hilltop residents
- Lingering negative perceptions of Hilltop
- Ongoing competition from the Tacoma Mall and other retail establishments have captured the retail business of Hilltop residents
- Low home-ownership rates that make the area unattractive to retailers providing shopping goods and specialty goods, as opposed to convenience goods.

However, in recent years the business district has begun to show signs of revival, with new additions including the Eleven Eleven, a sandwich bar on South 11th Street just west of MLK Jr Way, and the Broken Spoke, see sidebar.

Successes in the Hilltop Business District

One of the key goals of the Hilltop community is to reinvigorate the business district. Recognizing that over the past few years a number of new small-scale neighborhood businesses have sprouted up in the core district, the community endeavored to get a better understanding of the factors that have led to these positive additions. In the Fall 2012 student interns from the University of Washington Tacoma interviewed several Hilltop business owners and operators. These interviews provided helpful insights into the location decisions that businesses make, how they see the future of the commercial core, and the kinds of things that could help foster continued commercial growth.

One such interview was with Ben Jones, owner of the Broken Spoke, which opened in October 2012, and is a combination art studio, bike shop and a place for coffee, beer and light grub. In looking for a new location, Ben knew he wanted his place to be somewhat centrally located in an established, bike friendly people-dense neighborhood. Hilltop was ideal for these requirements because of its relative proximity to downtown, flat grade, and historic community both in density, time, and social interactions. Ben estimates that about 90% of his customers live locally, arriving by foot or bicycle.





FIG. 2-21 The Franciscan Health System was Pierce County's fifth-largest employer in 2013.



FIG. 2-22 Tacoma General Hospital is part of the MultiCare Health System, the third-largest Pierce County employer in 2013.



FIG. 2-23 The Martin Luther King, Jr. Way corridor is lined with a fine grain of unique commercial buildings.

Demographics

Selected demographic data for the Hilltop Subarea and other geographies are shown in Tables 2-2 and 2-3. Characteristics of the Subarea that stand out from the City of Tacoma as a whole and from the greater region are summarized below:

Population

- Lower median age
- Lower percentage of children and elderly
- Higher percentage of Blacks and Hispanics
- Lower educational attainment

Households

- Very low average household size
- High percentage of single-person households

Economics

- High job density
- Low median household income and per capita income
- High unemployment rate
- High fraction of residents not in the labor force
- Relatively high proportion of service and production/transportation occupations
- Relatively low proportion of management/business/science/arts occupations

Housing

- Lower occupancy
- Very high rate of renting
- Relatively low median home value

Subsidized affordable housing projects located in the Subarea include:

- Campbell Court Apartments – a 12 unit homeless/disabled project located at 1210 South Yakima

sponsored by the Metropolitan Development Council (MDC) and funded with HOME funds.

- Catalina Apartments – a 43 unit family housing projected located at 1616 South Yakima Avenue sponsored by Intercommunity Mercy Housing and funded with Section 8/CDBG and FHA loans, Washington State Housing Trust Funds, and Low Income Housing Tax Credits.
- EB Wilson Apartments – a 77-unit elderly housing project located at 1202 South M Street funded with Public Housing monies.
- Matsusaka Townhomes – a 26 unit family housing project located at 1314 South Yakima sponsored by Catholic Community Services (CCS) and funded with Low Income Housing Tax Credits.
- New Look Senior Housing – a 49-unit elderly housing project located at 1102 South 11th Street sponsored by MLK Housing Development Association, New Look LLC and funded with HOME/ CDBG and Low Income Housing Tax Credits.

Further details on affordable housing are provided in the Neighborhood Resources Chapter.



FIG. 2-24 A restored Victorian duplex in Hilltop.



FIG. 2-25 Older apartment in Hilltop.



FIG. 2-26 Single-family housing stock in Hilltop.

TABLE 2-1 HILLTOP DEMOGRAPHIC AND HOUSEHOLD DATA

Parameter	Hilltop	Tacoma	Pierce County	King County	WA State	USA
DEMOGRAPHICS						
Population	2,745	198,397	795,225	1,931,249	6,724,540	308,745,538
Median Age	33.0	35.1	35.9	37.1	37.3	37.2
Percent Less than 18 years of Age	19%	23%	24%	21%	24%	24%
Percentage Age 65 or Older	6%	11%	11%	11%	12%	13%
POPULATION BY RACE						
White	51%	65%	74%	69%	77%	72%
Black	26%	11%	7%	6%	4%	13%
American Indian	3%	2%	1%	1%	2%	1%
Asian	8%	8%	6%	15%	7%	5%
Pacific Islander	1%	1%	1%	1%	1%	<1%
Hispanic	11%	11%	9%	9%	11%	16%
Other	3%	5%	4%	4%	5%	6%
Percent Foreign Born	n/a	13%	9%	20%	13%	13%
Percent non-English Spoken at Home	18%	18%	14%	26%	18%	21%
EDUCATIONAL ATTAINMENT (AGE 25+)						
High School Graduate (or higher)	75%	87%	90%	90%	90%	86%
Bachelor's Degree (or higher)	14%	24%	23%	31%	31%	28%
Graduate/Professional Degree	4%	9%	8%	17%	11%	10%
HOUSEHOLDS						
Number of Households	1,349	78,541	295,554	787,809	2,606,863	114,567,419
Average Household Size	1.59	2.44	2.59	2.41	2.51	2.58
Percent Householder Living Alone	n/a	33%	25%	31%	27%	25%
Percent Households with Children		31%	35%	29%	32%	33%
Percent Households in Group Quarters		3%	2%	2%	2%	3%

TABLE 2-2 HILLTOP ECONOMIC, EMPLOYMENT, AND HOUSING DATA

Parameter	Hilltop	Tacoma	Pierce County	King County	WA State	USA
ECONOMICS						
Median Household Income	\$35,090	\$47,862	\$57,869	\$66,174	\$57,244	\$50,046
Per capita Income	\$16,586	\$25,377	\$27,466	\$36,410	\$29,733	\$26,059
Poverty Rate		16%	12%	12%	13%	15%
EMPLOYMENT						
Unemployment Rate	17%*	13%	12%	9%	11%	11%
Not in Labor Force		37%	34%	30%	35%	36%
OCCUPATION						
Management, business, science, and arts	26%	34%	32%	48%	39%	36%
Service	32%	22%	19%	15%	18%	18%
Sales and office	23%	25%	26%	22%	23%	25%
Natural resources, construction, maintenance	4%	8%	10%	6%	10%	9%
Production, transportation, material moving	15%	11%	12%	9%	11%	12%
HOUSING						
Number of Units	1,594	85,786	325,375	851,261	2,885,677	131,704,730
Occupancy Rate	85%	92%	92%	93%	91%	89%
Renter Occupied	85%	46%	37%	41%	36%	35%
Owner Occupied	15%	54%	63%	59%	64%	65%
Median Home Value	\$146,181	\$230,400	\$252,000	\$385,600	\$271,800	\$179,900
Median Gross Rent	n/a	\$856	\$964	\$1,036	\$908	\$855
Percent Single-family Detached	n/a	62%	66%	56%	64%	61%

*2010 rate; Source: Hilltop/MLK Mixed-Use Center Redevelopment Study

CONSISTENCY WITH EXISTING PLANS AND POLICY

The objectives and policies of the Hilltop Subarea Plan are well aligned with, and strongly supported by, an abundance of existing plans policies at the Federal, State, regional, and local levels. These plans and policies have been put in place to foster precisely the kind of outcome that is sought by the Hilltop Subarea Plan: a vibrant, walkable, mixed-use community that provides a robust range of housing, transportation, employment, and recreation choices; a community that is a welcoming home to people of all cultures, ages, and incomes. The following section discusses these plans and policies.

Washington State Growth Management Act

Adopted in 1990, the Growth Management Act (GMA) sets forth 13 goals, including the following six that are most directly aligned with the overall objectives of the Hilltop Subarea Plan:

- Encourage development in urban areas where adequate public facilities and services exist or can be provided in an efficient manner.
- Reduce the inappropriate conversion of undeveloped land into sprawling, low-density development.
- Encourage efficient multimodal transportation systems that are based on regional priorities and coordinated with County and City comprehensive plans.
- Promote economic opportunity... especially for unemployed and for disadvantaged persons, promote the retention and expansion of existing businesses and recruitment of new businesses... encourage growth in areas experiencing insufficient economic growth.
- Protect the environment and enhance the State's high quality of life, including air and water quality.

The GMA requires municipalities to plan for accommodating growth, and grants counties, in consultation with cities, the authority to assign growth

allocations for population and employment. In general, the goals of the GMA will be most successfully achieved by maximizing the portion of growth that can be accommodated in urbanized areas with adequate infrastructure.

Assigned by the Pierce County Regional Council (within parameters set by the PSRC), the City of Tacoma's allocations are 78,600 new residents and 64,200 new jobs between 2008 and 2030. The Hilltop Subarea Plan is intended to play a key role in helping the City plan for accommodating these allocations, as required by the GMA.

Within Tacoma, GMA goals would be best served by maximizing accommodation of the growth allocations within the downtown Regional Growth Center, where there is plentiful development capacity, a concentration of employment, and significant infrastructure, including a regional transit hub. A 2009 City of Tacoma study estimated that downtown Tacoma has the capacity to accommodate an additional 62,400 people and 42,200 jobs, which is a large portion of the growth allocations.

VISION 2040

VISION 2040 is the PSRC's vision and strategy for accommodating the five million people and three million jobs expected to be present in the Puget Sound region by 2040, while promoting the "well-being of people and communities, economic vitality, and a healthy environment." VISION 2040 is also the policy document that provides the rationale for assigning growth allocations to meet the requirements of the GMA, as noted above.

One of the six overarching goals of VISION 2040 is to "focus growth within already urbanized areas to create walkable, compact, and transit-oriented communities that maintain unique local character." Even more pertinent to Hilltop, VISION 2040 establishes the following policy: "Encourage efficient use of urban land by maximizing the development potential of existing urban lands, such as advancing development that achieves zoned density."¹

1 <http://psrc.org/growth/vision2040>

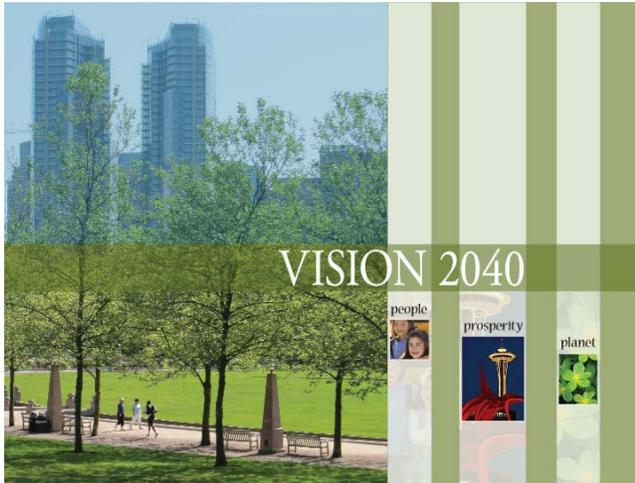


FIG. 2-27 *Vision 2040* is focused on guiding development to accommodate regional growth.

One of VISION 2040’s key strategies is to concentrate growth in urban centers, defined as “locations identified to take a greater proportion of future population and employment in order to curb sprawl.” Centers are characterized by “compact, pedestrian-oriented development, a mix of different office, commercial, civic, entertainment, and residential uses,” along with “improved accessibility and mobility for walking, biking, and transit.”

At the top of VISION 2040’s hierarchy of centers are the Regional Growth Centers, “envisioned as major focal points of higher density population and employment, served with efficient multimodal transportation infrastructure and services.” Downtown Tacoma is one of the 27 designated Regional Growth Centers, and the Hilltop Subarea comprises its western edge. The objectives of the Hilltop Subarea Plan are completely in sync with VISION 2040’s intention to target growth and leverage the potential of Regional Growth Centers.

Pierce County Countywide Planning Policies

In accordance with Washington State’s GMA, the Pierce County Regional Council maintains the Pierce County Countywide Planning Policies (PCCPP) to coordinate planning countywide. Updated in 2012, the PCCPPs

include a wide range of policies that support the objectives of the Hilltop Subarea Plan, with the most relevant policies summarized below:²

Community and Urban Design

Each municipality in the County will develop high quality, compact communities that:

- Impart a sense of place
- Preserve local character
- Provide for mixed uses and choices in housing types
- Encourage walking, bicycling, and transit use

Economic Development and Employment

The County, and each municipality in the County, will work to achieve a prospering and sustainable regional economy by supporting business and job creation, investing in all people, sustaining environmental quality, and creating great central places, diverse communities, and high quality of life by:

- Providing an adequate supply of housing with good access to employment centers
- Determining a reasonable “jobs/housing” balance and then coordinating land use and development policies to help achieve the designated balance of adequate affordable housing accessible to employment centers
- Providing opportunities and locations for incubator industries
- Marketing development opportunities
- Encouraging redevelopment of underutilized commercial areas
- Encouraging the location of economic development activities in areas served by public transit and adequate transportation facilities
- Reducing inefficient, sprawling development patterns
- Reducing transportation demand

² <http://www.co.pierce.wa.us/pc/abtus/ourorg/pcrc/index.htm>

- Promoting development in areas with existing available public facility capacity
- Encouraging joint public/private development as appropriate
- Concentrating a significant amount of economic growth in designated centers
- Promoting infill development to assist in maintaining a viable market for existing businesses
- Utilizing redevelopment or other public financing mechanisms, where appropriate, to maintain existing businesses
- Streamlining permit processing

Health and Well-Being

The County, and each municipality in the County, will be designed to promote physical, social, and mental well-being, so that all people can live healthier and more active lives, by:

- Designing communities to provide an improved environment for walking and bicycling
- Developing and implementing design guidelines to encourage construction of healthy buildings and facilities to promote healthy people
- Developing and implementing community plans and programs, such as community gardens and farmer’s markets, that provide support for agricultural, farmland, and aquatic uses that facilitate the production of fresh and minimally-processed healthy foods, and encourage community access to those resources

Natural Resources, Open Space, Protection of Environmentally Sensitive Lands and the Environment

Air Quality: Strengthening efforts to reduce pollutants from transportation activities by:

- Reducing vehicle miles traveled (VMT) and auto dependence

- Designing and prioritizing compact communities and neighborhood accessibility for goods and services

Climate Change:

- Direct development into urban areas and compact centers to prevent and reduce the urbanization of ecologically sensitive areas and natural resources
- Increase alternatives to driving alone
- Encourage private and public development of transit-oriented development throughout the country to reduce the need for personal vehicle use

Transportation Facilities and Strategies

The County, and each municipality in the County, shall address substandard LOS for existing facilities by:

- Using transportation demand management (TDM)
- Promoting nonmotorized travel

The County, and each municipality in the County, shall address compatibility between land use and transportation facilities by:

- Using land use regulations to increase the modal split between automobiles and other forms of travel
- Designating high densities in transit and transportation corridors and designated TOD sites
- Requiring pedestrian-oriented design
- Encouraging or requiring mixed use development and TOD

Overall Policies for Non-Industrial Centers

Design Features of Centers: The County and each jurisdiction that designates a center within its comprehensive plan shall encourage density and development to achieve targeted growth:

- [By] encouraging higher residential densities within centers
- [By] allowing for greater intensity of use within centers

- Designated centers are expected to receive a significant share of projected growth in conjunction with periodic disaggregation of countywide population allocations

Transportation, Parking and Circulation: Locate higher densities/intensities of use close to transit stops within centers and seek opportunities to:

- Create a core area to support transit and HOV use
- Establish incentives for developers to provide transit and TDM-supportive amenities

Implementation Strategies: Jurisdictions should consider incentives for development within centers such as:

- Streamlined permitting
- Financial incentives
- Density bonuses or transfer of development rights (TDR)
- Using SEPA Planned Action provisions to streamline environmental review by conducting environmental analysis during planning and providing permit applicants and the public with more certainty of how impacts will be addressed

Regional Growth Centers

Regional Growth Centers are targeted for employment and residential growth and provide excellent transportation service, including fast, convenient high capacity transit service, as well as investment in major public amenities. Regional Growth Centers shall plan to meet the following criteria:

- A minimum of 25 employees per gross acre of non-residential lands
- A minimum of 10 households per gross acre
- A minimum of 15,000 employees
- Planning recognizing the need to receive a significant share of the regional growth

Tacoma Comprehensive Plan

The Comprehensive Plan is Tacoma’s 20-year plan for physical growth, development and improvement. Its various Elements include a wide range of policies that are aligned with and support the objectives of the Hilltop Subarea Plan, the most relevant of which are summarized below:³

Growth Strategy and Development Concept Element

This Element articulates several relevant policy goals, including:

- “Growth will be directed toward compact mixed-use centers and in nodes along major transportation corridors including primary transit routes.”
- “Support of the high-capacity transit system, including light rail and commuter rail, will be a top priority of the City.”
- “Concentrating growth within mixed-use centers will... strengthen the existing development pattern, protect neighborhoods and the environment and create attractive urban living and working environments which encourage walking, cycling and public transit.”

Also defined are minimum densities appropriate for “High Intensity in Mixed-Use Centers” such as Hilltop:

“Minimum site densities should range from 25 to 80 dwelling units per net acre... Higher minimum densities are envisioned in other parts of the mixed-use centers depending on the established height limit.”

Generalized Land Use Element

In the Generalized Land Use Element, the Mixed-use Centers goal is spelled out as follows:

“To achieve concentrated centers of development with appropriate multimodal transportation facilities, services and linkages that promote a balanced pattern of growth and development, reduce sprawl,

³ <http://www.cityoftacoma.org/Page.aspx?hid=2241>

foster economies in the provision of public utilities and services, and yield energy savings.”

Also provided is the following description of Transit-Oriented Development (TOD) that describes desired outcomes for Hilltop, especially if LINK light rail is built on MLK Jr Way, as is currently proposed:

“Multi-family housing and mixed-use projects that support the public investment in fixed route transit service... TODs increase the density of people near transit, including residents, employees, visitors, and customers in a built environment that is pedestrian-friendly and connected to transit. Mixed-use buildings, projects, or areas with a mix of uses are active from early in the morning to late in the evening, making the environment safer for pedestrians and providing peak- and off-peak customers for transit service.”

Hilltop is a *Neighborhood Center* Mixed-Use Center type, which is defined as “a concentrated mix of small- to medium-scale development that serves the daily needs of center residents, the immediate neighborhood, and areas beyond.”

Neighborhood Element

Tacoma is organized into eight neighborhoods, and the Hilltop Subarea straddles portions of two of them: *New Tacoma* and *Central*. The Central Neighborhood Vision includes the following language:

Further development of this area should include building market-rate infill housing generally affordable to area residents, buffering neighborhood areas from heavily trafficked commercial areas and major transportation corridors, and pursuing appropriate infill and redevelopment opportunities of vacant properties in re-emerging older business districts. New commercial development should be directed to the existing mixed-use centers that enrich local business and protect residential areas from incompatible commercial development.

The New Tacoma Neighborhood Vision includes the following language:

The vision is optimistic, and includes a variety of issues and concerns as the City of Tacoma moves forward in addressing the economic vitality, housing, mixed uses of existing structures, art, culture and tourism, international trade, social service related activities, educational opportunities, waterfront developments, transportation, and infrastructure improvements that make Tacoma the No. 1 “Wired City” in America. The vision is to create a blueprint for public-private investments to address the needs and concerns of a community in transition, while keeping in mind how the area relates to other areas of the city.

Transportation Element

Key policies in this Element that align with the transportation vision for Hilltop include:

- *T-LUT-9 Transit Oriented Development:* Encourage and promote transit-oriented development (TOD) and provide incentives for development that includes specific TOD features.
- *T-TSM-6 Level of Service Standards:* Establish level of service standards that are consistent with regional and state standards for roadways that reflect arterial functional classifications and the differing development patterns, growth objectives, accessibility for vehicles, transit, pedestrian and bicycle use.
- *T-MS-12 Complete Streets:* Apply the Complete Streets guiding principles.
- *T-ES-3 Congestion Management:* Encourage the use of alternative modes, and thereby slow the increase in the use of single occupant vehicles and the increase of environmental degradation associated with their use.

As part of the Transportation Element, the City of Tacoma adopted the *Mobility Master Plan* in 2010, an implementation plan for improving “conditions for pedestrians and bicyclists citywide over the next fifteen

years,” providing “recommendations for developing a nonmotorized network that reduces auto travel, increases the number of nonmotorized users of all ages and abilities...”⁴ The main goals of the plan are to:

- “Complete a safe and comfortable bicycling system that connects all parts of the city (north to south/ east to west) and accommodates all types of cyclists by 2025.
- “Complete an accessible network of pedestrian supportive infrastructure, including sidewalks, curb ramps, accessible pedestrian signals and shared-use paths, in high-priority pedestrian areas.
- “Increase the nonmotorized mode split to 5% by 2015 and continue gains thereafter
- “Increase transit use by enhancing pedestrian access and bicycle support facilities through the development of bikeways and walkways that serve transit hubs.”

A particularly relevant policy of the Mobility Master Plan is to “Prioritize infrastructure improvements that connect residential areas to local retail, business, and community services, so residents can access more of the services they need close to home by walking, biking, and using assistive devices.” The corresponding Action is to “Prioritize funding and construction of non-motorized facilities in recognition of the livability, environmental and health benefits these forms of mobility provide,” with priority given to projects that:

- “Provide the greatest connectivity to the greatest number of people or neighborhoods;
- “Provide connections to transit;
- “Connect major employers or employment areas to residential areas in order to increase commute trips by bike or walking;
- “Connect residential areas to local retail, business and community services so residents can access daily”

Regarding Level of Service, the Plan states, “The focus of arterial corridors in this transportation plan is on

moving people as opposed to moving vehicles. As such, we are suggesting that a lower level of service (LOS E) be provided to vehicular traffic within the identified arterial corridors.”

In Summer 2013 the City initiated a process to create a Transportation Master Plan and an update of the Comprehensive Plan Transportation Element, with an anticipated completion date of Fall 2014. The purpose of this effort is to provide more detailed guidance about future mass transit and roadway improvements and connections, and more information about how each component will work together to provide a cohesive, efficient, and effective multimodal transportation system that meets the needs and goals of the community. The update will factor the land use changes described in this Subarea Plan, and will be tailored to support the Plan’s goals and policies. Specific tasks include Transportation Model and Level-of-Service updates, transit scenario planning, corridor analysis, and a roadway update. To provide guidance for the Transportation Element update, the City established a Transportation Commission in August 2013.

Hilltop Connection to Downtown

In December 2006 Tacoma City Council passed Resolution No. 37070, designating the “Hilltop area” as part of the new working definition of downtown Tacoma. One of the guiding principles in the Resolution was to increase densities in the downtown and neighborhood business districts.

City of Tacoma Climate Action Plan

In 2006, the Tacoma City Council adopted a resolution calling for a reduction in greenhouse gas emissions in City operations and pursuing reductions in community emissions through cooperative programs and policies, including reusing older buildings, pursuing regional transfer of development rights and enhancing compact and walkable neighborhoods. In 2007, the City Council appointed the Green Ribbon Climate Action Task Force, which published the *Tacoma Climate Action Plan* in 2008. One of the five recommended strategies in this

4 <http://www.cityoftacoma.org/Page.aspx?hid=12894>

plan is “Enhancing Compact/Livable Neighborhoods,” which is also essentially the primary goal of the Hilltop Subarea Plan & EIS. The Climate Action Plan states:

“[The] City should implement smart growth principles – including compact, transit-oriented development within the City’s mixed-use centers – to promote mixed-use developments, affordable housing, green building, green site development, and bike- and pedestrian-friendly neighborhoods. Policies should increase mobility while decreasing dependence on private vehicles.”

This strategy to reduce Tacoma’s greenhouse gas emissions is completely aligned with the regional goals for smart growth that are fundamental to VISION 2040, as described above.

Washington State Policy on Greenhouse Gas Emissions

In 2008, the Washington State Legislature passed House Bill 2815, mandating reductions in vehicle miles traveled (VMT).⁵ Intended as a strategy to reduce greenhouse gas emissions from automobiles, the legislation sets targets of 18 percent reduction in per capita VMT by 2020, 35 percent by 2035, and 50 percent by 2050. Numerous studies have shown that households in walkable, transit-rich neighborhoods tend to drive less than comparable households located in more car-dependent environments.⁶ Focusing new household and employment growth in Hilltop will help the State to meet its VMT reduction goals.

Other Plans and Studies

The Hilltop Plan draws from and builds upon the following previous plans and studies:

- Hilltop and MLK Mixed Use Center: A Strategic Plan of Action for Community Redevelopment (November 2010)

⁵ <http://apps.leg.wa.gov/documents/billdocs/2007-08/Pdf/Bills/Session%20Law%202008/2815-S2.SL.pdf>

⁶ *Transit-Oriented Communities: A Blueprint for Washington State*, Futurewise, 2009.

- MLK District Healthy Community Evaluation (September 2012)
- ULI Rose Fellowship: In September 2012 the Urban Land Institute (ULI) Daniel Rose Center for Public Leadership awarded Mayor Marilyn Strickland a fellowship to study how the City of Tacoma can leverage existing and future assets to attract investment along the MLK Jr Way corridor. Work is ongoing.



FIG. 3-1 Normanna Hall, located at the corner of Martin Luther King, Jr. Way and South 15th Street, is home to a number of community organizations, including the Sons of Norway, DASH Center for the Arts and the Metro Tacoma Fencing Club.

03

NEIGHBORHOOD RESOURCES

Hilltop has a wide range of valuable neighborhood resources that can be leveraged and built upon to promote community development. This Chapter addresses the following five categories of neighborhood resources: Employment; The Hilltop Business District; Youth; Arts, Culture, and History; Housing; and lastly, Governance and Subarea Plan Implementation.

EMPLOYMENT

GOAL NR-1: Create local employment opportunities

ACTION NR-1.1: Database: Inventory available mixed use properties, buildings, and resources in the Hilltop Subarea to create a local database with which to identify opportunities during business and developer recruitment efforts.

ACTION NR-1.2: Business outreach: Integrate public, nonprofit, and private business efforts and communications in the economic recruitment process to maximize impacts and allocate resources.

ACTION NR-1.3: Economic sustainability: Recruit businesses that employ technical, professional, and managerial skills offered by and/or able to be developed for Hilltop residents to facilitate live/work sustainability in Hilltop.

ACTION NR-1.4: Medical/health sector: Retain and recruit businesses that support and can expand

the health related services and products offered by the MultiCare and Franciscan Health Systems and Community Health Care as well as the growth of these institutions proper in the Hilltop area.

ACTION NR-1.5: Education sector: Retain and recruit businesses that can support and expand on the opportunities created by the association of UW Tacoma, Evergreen State College Tacoma, and Bates Technical College with Hilltop Subarea business and employment development potentials.



FIG. 3-2 Le-Le Vietnamese restaurant opened in the Hilltop neighborhood in 2001.



FIG. 3-3 The Basket Nook, a gift store located on Martin Luther King, Jr. Way between the medical campuses.



FIG. 3-4 Although Hilltop's business district has experienced an economic resurgence in recent years, many vacant storefronts remain.

HILLTOP BUSINESS DISTRICT

GOAL NR-2: Market and develop the Hilltop Business District

ACTION NR-2.1: Marketing: Identify and recruit businesses to fill critical gaps in retail sales and services such as coffee shops and restaurants, entertainment, personal and professional services as well as women's and children's clothing, etc.

ACTION NR-2.2: Design: Initiate a competitive grant and low cost loan program, potentially using BID funds (see also NR-10), to enhance retail storefronts including signage, display windows, building facades, and other improvements, with a focus on the core area around MLK Jr Way and South 11th Street.

ACTION NR-2.3: Promotion: Initiate and expand retail sales and other events and activities including sidewalk cafes and vendors, farmers' and public markets to attract customers within and into the Hilltop area.

ACTION NR-2.4: Organization: Adopt the National Trust for Historic Preservation's Main Street 4-Point program by the Hilltop Business District Association to organize marketing, design, and promotion strategies.

ACTION NR-2.5: Financing: Adopt a Business Improvement District (BID) or Business Improvement Area (BIA) with which to assess benefiting properties and businesses for the cost of instituting coordinated marketing, design, and promotional activities and physical improvements and maintenance in the Hilltop Subarea.

ACTION NR-2.6: Interim storefronts: Continue working with Spaceworks and other entities to institute temporary artist galleries or similar uses in vacant storefronts or buildings in order to provide visual interest and activity while the building is being marketed for a permanent tenant or owner.

ARTS, CULTURE, AND HISTORY

Hilltop's existing arts, cultural, and historic assets are mapped in Figure 3-8.

GOAL NR-3: Attract and promote Hilltop arts and cultural resources and potentials

ACTION NR-3.1: Marketing: Conduct regular market surveys of resident and out-of-area attendees to Hilltop community events, festivals, and facilities such as Ethnic Fest, People's Park, People's Community Center, and Wright Park to determine their characteristics, expenditure patterns, sources of information, and other behavior with which to maximize their attraction to Hilltop and their beneficial economic impact on Hilltop businesses and activities.

ACTION NR-3.2: Design: Redefine the Hilltop brand to include arts and historical based themes and install artworks, gateways, way-finding signage, walking tours, maps, and streetscape at the entrances into and of significant landmarks in Hilltop.

ACTION NR-3.3: Promotion: Create a Hilltop arts website and utilize social media such as Google maps, Facebook, and Twitter to announce, promote, and attract out-of-area residents and tourists to an expanded year-round calendar of events and festivals for performing, literary, culinary, fine, and other arts interests.

ACTION NR-3.4: Organization: Create a central clearinghouse organization with which to coordinate schedules, advertisements, events, productions, and other theatrical, literary, culinary, fine, and other promotions in order to maximize Hilltop arts potential and promotional effectiveness.

space|works tacoma

Spaceworks Tacoma is a joint initiative of the City of Tacoma and the Tacoma-Pierce County Chamber of Commerce designed to activate empty storefronts and vacant space. The initiative makes no- and low-cost temporary space, training, and technical assistance available to artists, creative entrepreneurs, organizations, and community groups in order to nurture successful projects that transform Tacoma into a stronger, more active city.

In 2011, four vacant retail storefronts located at 1310-1316 MLK Jr Way in Hilltop were added to the Spaceworks program of exhibition/residency spaces. The spacious studios in the building owned by Marie Thorp Wilson Trust were made available for three-to-six month terms, rent-free to the Fab-5 hip hop youth arts group, Nate Dybevik Piano Company, and Toy Boat Theatre. In 2012, Fab-5 and Dybevik took on regular leases with the property owner.

<http://spaceworkstacoma.wordpress.com>





FIG. 3-5 Children play in the community garden at Neighbors Park.



FIG. 3-6 The Tacoma Murals Project joins artists and communities in the making of public, transformational artwork.



FIG. 3-7 The Peoples' Community Center focuses on activities for youth and after-school programming.

GOAL NR-4: Preserve Hilltop history and create history and art projects in Hilltop

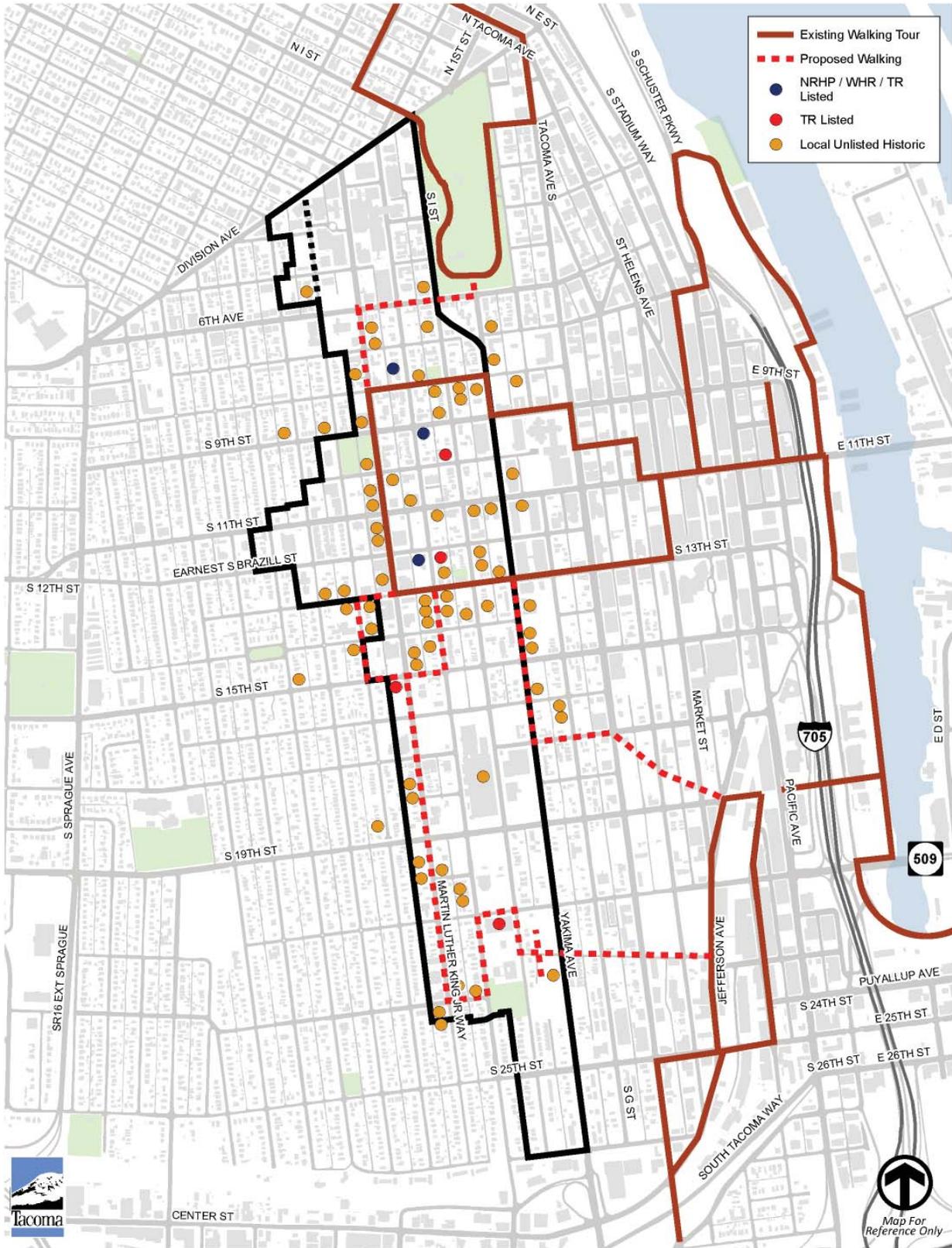
ACTION NR-4.1: Art and history walking tours: Sign and create audio and phone apps for walking tours of Hilltop historical sites, buildings, and other visually interesting and significant landmarks for local recognitions as well as for historical tourist attractions.

ACTION NR-4.2: Preservation of key historic resources: Complete the ongoing city-wide historic resources inventory and then conduct a focused evaluation of and community discussion about historic buildings within the Hilltop district to identify the most critical buildings to be retained and explore incentives, such as historical transfer of development rights (TDR), and regulatory tools to support their preservation and continued use.

ACTION NR-4.3: Artist live/work: Develop affordable artist live-work-teach-display-sell galleries and workshops as well as live-work housing opportunities to retain and attract young and emerging talent in Hilltop.

ACTION NR-4.4: Farmers/Public Market: Establish a seasonal and possibly year-round farmers/public market with all-weather structures, available parking, and increased visibility to provide expanded access to locally-produced and healthy foods, serve residents and attract out-of-area customers into the Hilltop Subarea.

FIG. 3-8 ARTS, CULTURAL AND HISTORIC ASSETS IN THE HILLTOP SUBAREA AND NEARBY



YOUTH

GOAL NR-5: Engage Hilltop area youth in education, employment, and civic opportunities

ACTION NR-5.1: Education: Expand school/ community relations to include volunteer mentor and peer group support with the participation of the Tacoma Public Schools, Tacoma Housing Authority, UW Tacoma, Evergreen State College Tacoma, Bates Technical College, and others to improve educational opportunities, test scores, and the reputation of McCarver School in the community and marketplace.

ACTION NR-5.2: Employment: Create a youth job placement service offering part and full-time internships and employment opportunities with Hilltop businesses and organizations for area youth.

ACTION NR-5.3: Civic participation: Create youth civic participation opportunities where youth can mentor children or adults, promote events or social outreach, construct projects or enhance the environment, network careers or occupations, or create fine and performance art as youth members of Hilltop public and private organizations.

ACTION NR-5.4: Social activities: Expand youth social and recreation oriented activities and facilities that offer evening and after school peer group interactions and events.

HOUSING

Existing Conditions

Most housing in Hilltop is relatively low density, consisting largely of single family homes, along with lesser numbers of duplexes and relatively small apartments. There is a diverse range of condition and age. Basic housing data is provided in Table X in the Context chapter. Two notable characteristics of housing in Hilltop include are a low rate of ownership and a low median home value.

Two most significant recent market-rate housing developments in Hilltop are:

- **Vue25 Apartments:** Completed in 2012, the 163-unit apartment is the largest multifamily development in Hilltop, located at Yakima Avenue at South 25th Street
- **Chelsea Heights Apartments:** Completed in 2008, a 78-unit mixed-use apartment at 6th & J Streets

Other recent housing development consists primarily of “townhouse” projects, such as those located along South Yakima Avenue near South 23rd St.

Affordable Housing

Ensuring equitable access to all of the benefits provided by a transit-rich, walkable, mixed-use neighborhood requires the availability of affordable housing. Affordable housing can be provided by either nonprofit or private development, including public-private partnerships. Nonprofit developers are the principal source of affordable housing in Tacoma and are most effective at serving the neediest households. These developers typically rely on grants and subsidies from a wide range of sources. Private developers may provide affordable housing as part of a market-rate development, depending on market conditions, regulations, and incentives.

Tacoma, like many U.S. cities, faces a challenge to provide sufficient affordable housing for its residents. The 2010 Policy Recommendations from the Tacoma Affordable Housing Policy Advisory Group estimated that:

Tacoma presently needs approximately an additional 14,096 affordable housing units for its present population of low-income households who are paying unaffordable amounts for housing. To accommodate the additional households Tacoma expects between now and 2030, Tacoma will require an additional 8,174 affordable units.

The report also documents the following conditions in Tacoma as a whole:

- To afford the 2009 Fair Market Rent of \$926/month for a two bedroom apartment, a household would need an annual income of approximately \$37,040, or the full time equivalent of \$17.81/hour. However, the average Tacoma renter income is only \$12.35/hour.
- As of the 2000 census, 77% of Tacoma's extremely low income households are paying more than 30% of their gross income for housing and utilities; 22% of very low income households and 61% of extremely low-income households are paying more 50% of an already low income on these expenses.
- It is estimated that between 4,440 and 5,550 persons experienced homelessness in Tacoma during 2009; members of homeless families with minor children constituted more than 80% of this total.

Subsidized Housing in Hilltop

Subsidized affordable housing projects located in the Hilltop Subarea include:

- Campbell Court Apartments – a 12 unit homeless/disabled project located at 1210 South Yakima sponsored by the Metropolitan Development Council (MDC) and funded with HOME funds.



FIG. 3-9 The Vue25 Apartments on Yakima Avenue, Hilltop's largest multifamily development, were completed in 2012.



FIG. 3-10 Townhomes at South Yakima Avenue and South 23rd Street.

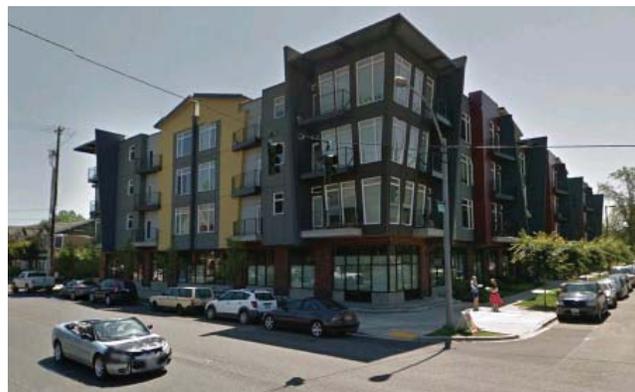


FIG. 3-11 The Chelsea Heights apartments, completed in 2008, contain 78 units near Tacoma General Hospital and the MultiCare campus.



FIG. 3-12 The Campbell Court Apartments on South Yakima Avenue.



FIG. 3-13 The EB Wilson Apartments provide 77 units of housing for the elderly.



FIG. 3-14 The Matsusaka Townhomes, a subsidized family housing development on South Yakima Avenue.

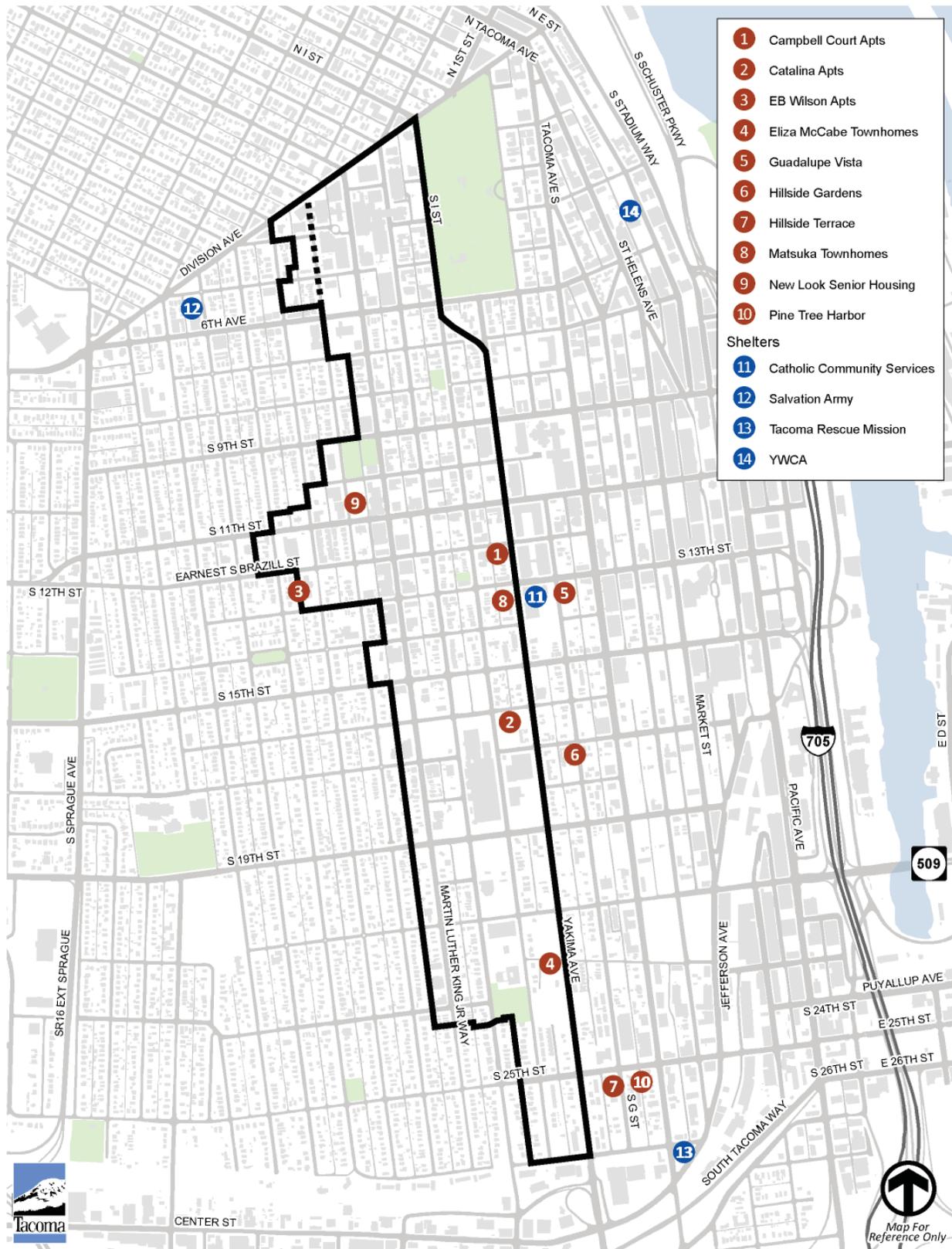
- Catalina Apartments – a 43 unit family housing project located at 1616 South Yakima Avenue sponsored by Intercommunity Mercy Housing and funded with Section 8/CDBG and FHA loans, Washington State Housing Trust Funds, and Low Income Housing Tax Credits.
- EB Wilson Apartments – a 77-unit elderly housing project located at 1202 South M Street funded with Public Housing monies.
- Matsusaka Townhomes – a 26 unit family housing project located at 1314 South Yakima sponsored by Catholic Community Services (CCS) and funded with Low Income Housing Tax Credits.
- New Look Senior Housing – a 49-unit elderly housing project located at 1102 South 11th Street sponsored by MLK Housing Development Association, New Look LLC and funded with HOME/CDBG and Low Income Housing Tax Credits.

The above list adds up to a total of 207 units of subsidized housing, which corresponds to 13% of the total 1,594 housing units in the Hilltop Subarea (2010 Census). Note that in most cases, market-rate rents in Hilltop are low enough to meet affordability limits established by Pierce County.¹ For example, as of Fall 2013, studios in the new Vue25 apartments rent for about \$1000 per month, and that represents the upper range of rents in Hilltop.

In Fall 2011, the Tacoma Housing Authority (THA) launched a program that provide up to five years of rental support for up to 50 families who are homeless or at risk of homelessness and who have a child enrolled in kindergarten through 2nd grade at McCarver Elementary School.

¹ As of 2012 in Pierce County, the annual income limits to qualify for 80 percent of countywide median income are \$40,150 for a single person, and \$57,350 for a family of four. Assuming a maximum of 30 percent of income can be spent on rent, that corresponds to maximum monthly rents of \$1004 (studio) and \$1434 (three-bedroom), respectively.

FIG. 3-15 ASSISTED HOUSING IN HILLTOP SUBAREA AND NEARBY



THA pays almost all of the family’s rent for the first year and then the family pays 20 percent more each year for five years. On average, a voucher is worth over \$500 per month for a low-income family. Participating families agree to keep their child enrolled in McCarver and complete a Family Success Plan with specific goals and timelines for their educational and economic progress.

There are also several significant subsidized affordable housing projects located near the Subarea, including:

- Hillside Terrace on South G Street (Tacoma Housing Authority)
- The Catalina Apartments at 1616 South Yakima Avenue (Catholic Community Services of Western Washington)
- New Tacoma Senior Housing at 1709 South G Street (Mercy Housing)
- Pine Tree Harbor Apartments at 2501 South G Street (Trieste Holdings)
- he Eliza McCabe Townhomes at 2315 South Yakima Avenue (Mercy Housing Northwest)
- The Hillside Gardens Townhomes at 1708 South G Street (Mercy Housing Northwest)
- Guadalupe Vista at 1305 South G Street (Catholic Community Services)

Homelessness

The following homeless support facilities are located in or near the Hilltop Subarea:

- Tacoma Rescue Mission, 425 South Tacoma Way: 27 beds for households with children, 70 beds for single males, and 7 beds for single females
- Catholic Community Services, 1323 South Yakima Avenue: 15 beds for households with children, 90 beds for single males, and 23 beds for single females

- Nativity House, 2304 South Jefferson Avenue: daytime shelter and community center for people experiencing homelessness
- Salvation Army, 1501 South 6th Street: 32 beds for households with children and 10 beds for single females
- YWCA (location non-disclosed): 34 beds for domestic violence victims and women with children

Housing Goals and Actions

GOAL NR-6: Create affordable, mixed-use, mixed-income, and mixed-household housing

ACTION NR-6.1: Housing options: Increase housing choice by type, price, tenure, and location to house a mixed age, household, and income population in or near employment centers, transit corridors, and recreational sites to provide increased live/work/play opportunities in the Hilltop area.

ACTION NR-6.2: Affordable housing: Award additional density, reduced parking requirements, reduced permit fees, and/or other measures for new housing projects that promote rental and sale workforce housing for moderate income working households employed or resident within Hilltop.

ACTION NR-6.3: Distribution affordable housing: Incorporate moderate and low income housing opportunities in mixed use and mixed income building and project developments to avoid concentrating too much subsidized housing in one building or area.

In accordance with Washington State’s Growth Management Act (GMA), the Pierce County Regional Council maintains the Pierce County Countywide Planning Policies (PCCPP) to coordinate planning

countywide. Updated in 2012, the PCCPPs establish the following policy on affordable housing:

AH-3.3 It shall be the goal of each jurisdiction in Pierce County that a minimum of 25% of the growth population allocation is satisfied through affordable housing.

Pierce County defines “affordable housing” as housing affordable to households earning up to 80 percent of the countywide median income (AMI). As discussed above, under current real estate market conditions, market-rate housing in Hilltop is likely to meet the requirement for affordability for 80 percent AMI. However, as Hilltop grows and the real estate market improves, at some point new affordable housing development will be necessary to maintain an equitable balance of housing options. The following policy addresses that need, and maintains consistency with Pierce County policies:

GOAL NR-7: At least twenty-five percent of the total housing units in Hilltop shall be affordable to households earning up to 80 percent of the countywide median income.

As noted above, lack of affordable housing is not a pressing issue for the Hilltop Subarea today. But if and when there is significant redevelopment in the Subarea, there exists a risk that the percent of affordable units could drop to unacceptable levels. One potential solution is to monitor levels of affordability in the Subarea over time and to establish policies and regulations that are activated when the affordability trend indicates that corrective action is necessary.

ACTION NR-7.1: Establish an affordable housing monitoring system for the Hilltop Mixed-Use Center.

ACTION NR-7.2: Explore the creation of a system that activates policies and regulations designed to promote the production of new affordable housing when affordability trends project a future shortfall.

GOVERNANCE AND IMPLEMENTATION

GOAL NR-8: Enhance Hilltop governance and support Subarea Plan implementation

ACTION NR-8.1: NGO participation: Integrate nongovernmental organizations (NGOs) such as the Hilltop Business District Association, Central Neighborhood Council, Hilltop Action Coalition, and others, including property owners, businesses, residents and significant institutions into the implementation of the Hilltop Subarea plan actions and strategies.

ACTION NR-8.2: Communication: Establish effective public information and feedback materials and conduct frequent town halls, public open houses, and other events at locations in the Hilltop Subarea to encourage public access and facilitate dialogue on Hilltop Subarea Plan implementation policies, programs, projects, and budgets.

ACTION NR-8.3: Strategy development: Extend and coordinate the implementation resources of public, nonprofit, and private organizations to continue strategizing and implementing the Hilltop Subarea Plan.

ACTION NR-8.4: Assess performance results: Conduct regular “State of Hilltop” program, project, and budget assessments including public, customer, and business surveys to determine the effectiveness, performance, and priority of subarea plan actions.



FIG. 4-1 Neighbors' Park, once a vacant and blighted lot, has been transformed into a neighborhood open space with sports courts, a playground, and a community garden.

04

OPEN SPACE

As the Hilltop Subarea gains population and employment, open space will be a key ingredient for achieving the goal of a vibrant, walkable, mixed-used community. A diverse network of equitably-accessible, high-quality open spaces and active recreation opportunities will be essential for preserving livability and health as density increases. In addition, urban parks and public open spaces add value to surrounding properties and promote community revitalization.

The Hilltop Vision (see Chapter 1) includes the following overall goals that guide this Subarea Plan’s approach to open space:

- Public spaces – incorporating public and privately-accessible open spaces, parks, plazas, special event staging areas, and other features where the community may congregate.
- Quality architecture – that respects Hilltop historical buildings and features, a pedestrian scale, and the vistas and viewpoints within Hilltop and with the Downtown and other physical features.
- Quality streetscape – incorporating high quality walkways, street trees, artworks, signage, furnishings, and other improvements that are appropriate to and unique of Hilltop.

EXISTING OPEN SPACE

Existing parks and open spaces in and around the Subarea are listed below and illustrated in Figure 4-2.

Parks and Open Space in the Subarea

- Lots for Tots – this 0.24 acre park is located at 1216 South I Street within the Hilltop Subarea. The park has been improved with play equipment and picnic tables.
- Neighbors Park – at 0.57 acres, was established in 1992 at 722 South I Street in what was once a vacant lot with blight and crime issues and which is now a great play and community garden area for the neighborhood.
- McCarver Park – is located at 2301 South J Street directly adjoining McCarver Elementary School within the Hilltop Subarea. The park is a tribute to Zina Linnik (who was abducted and slain in 2007) and includes - a reading circle, playground with high tech interactive play equipment, tetherball and community gardens.

- McCarver Park Community Garden – is located on the south end of McCarver Park directly adjoining McCarver Elementary School.
- Peoples Park – this 2.14 acre park located at 900 MLK Jr Way serves Tacoma’s Hilltop community with amenities for both active and passive recreation. Recent improvements include sidewalk repairs, picnic tables and benches, irrigation upgrades, trees, landscape improvements, and relocation of the play area and basketball court. Peoples Park hosts Hilltop community events including the summer festival.
- People’s Community Center – located at 1602 MLK Jr Way, Peoples Community Center was built as a result of strong community organization and effort. Known as the Malcolm X Center before the name was changed in 1978 to Peoples Center, it has served as a cornerstone of the community for meeting and social functions. A recently completed renovation enhances the facility, which includes a fitness center and basketball/gym. The indoor swimming pool is currently closed due to structural issues. A new and upgraded pool and aquatic facility has been designed and partially funded by the City of Tacoma and the Park District and is scheduled to open in the near future.



FIG. 4-3 Playground equipment at McCarver Park.

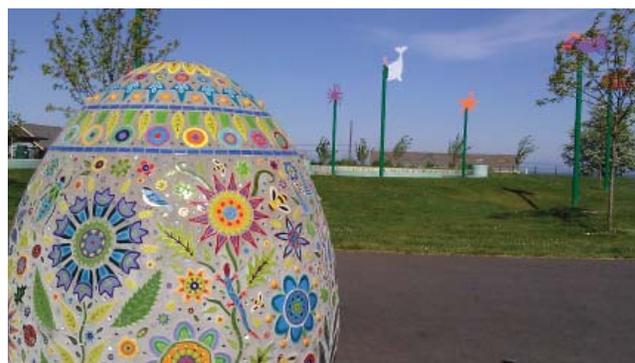


FIG. 4-4 McCarver Park has received many recent upgrades as a memorial to Zina Linnik, a young local girl who was kidnapped and murdered in 2007. The park has new playground, signage, and landscape improvements.

Parks and Open Space Near the Subarea

- Wright Park - Established in 1886, Wright Park, located directly adjacent to the northeast corner of the Hilltop Subarea, covers 27 acres filling out 10 city blocks. With funding through the 2005 Park Improvement Bond, the park went through a complete renovation of the pathways, utilities, pond, restroom, community building, and sculptures. In 2010 a new playground and spray ground were added along with interpretive signs. Wright Park also houses a Spanish-American War Cannon and several sculptures .
- W.W. Seymour Botanical Conservatory - at Wright Park was opened in 1908 through a generous gift from William W. Seymour. Today, the historical icon



FIG. 4-5 Neighbors Park, once a vacant lot suffering from issues of blight and crime, is now home to a community garden, picnic tables, and a playground installed by volunteers.



FIG. 4-6 Peoples Park, located at Martin Luther King Jr. Way and S. 9th Street, provide the neighborhood with more than two acres of passive and active recreation facilities.



FIG. 4-7 Open lawn area at Peoples Park.



FIG. 4-8 Community gardens at McCarver Park.

houses a brilliant venue for exotic plant displays from all over the world.

- Ferry Park - Established in 1883, Tacoma's oldest park is the 0.5-acre Ferry Park, located at South 14th and Cushman just west of the Hilltop Subarea boundaries. Improvements completed in 2009 include a kiosk to house utilities with interpretive signage, ornamental steel fence, perimeter sidewalk, gravel paths, picnic tables, park benches, small seating wall/benches, and play equipment.
- Irving Park - is 2.7 acres and was established in 1946 at 1902 South 25th Street just south of Hilltop Subarea boundaries. The neighborhood park overlooks the Nalley Valley and has been improved with a basketball court, playground, and picnic amenities.
- Sheridan Park - through a cooperative effort of neighbors and the City of Tacoma, this vacant lot at 2347 South Sheridan Avenue, just west of the Hilltop Subarea boundaries, was converted to a small neighborhood park.
- Stanley Playfield – is located next to Al Davies Boys & Girls Club at 1712 South 19th Street just west of Hilltop Subarea boundary. The 6.51 acre park was established in 1977 and has been improved with baseball/softball and football fields. The adjacent Stanley Elementary School provides play equipment and basketball courts.
- Peck Field – is located at 1425 South State Street, west of the Hilltop Subarea. This central Tacoma facility includes 4 lighted sports fields accommodating adult and girls fast pitch, T-ball, and boys baseball (3rd grade through U12). The complex is generally only open during scheduled league play or tournaments.
- The La Grande Garden - located at South 18th Street and South G Street in the Hillside neighborhood of South Downtown. Owned and administered by the Guadalupe Land Trust, La Grande provides garden plots free of charge to neighborhood residents. The garden includes an outdoor produce prep kitchen and serves as the site for participant potlucks.

PROPOSED OPEN SPACE ACTIONS

The proposed open space actions described below are mapped in Figure 4-9.

GOAL OS-1: Expand Hilltop open space, parks, and recreation opportunities

University of Washington Tacoma (UWT) Hillclimb

The steep, east-facing slopes along the eastern portion of the Subarea present a significant barrier to pedestrian east-west travel between Hilltop and important destinations to the east. In response to these topographical challenges, the 2008 UWT Campus Master Plan proposes extending the existing 19th Street Grand Stairs on South 19th Street in a diagonal alignment to the intersection of South 17th Street and Tacoma Avenue, as illustrated in Figure 4-2.

If the UWT Hillclimb is built, it will set up a valuable opportunity to create an open space connector between UWT and Hilltop running from Tacoma Ave South to MLK Jr Way. Ideally, this connector would run diagonally, off the the street grid to reduce the slope. Alternatively, the connector could be routed along the right-of-way on South 17th or South 16th Streets, or be a combination of on- and off-street segments.

The connector should be designed as “green street,” with generous pedestrian amenities along the way, such as street plantings, wide sidewalks, street furniture, and “pocket” parks where feasible. Ideally, the connector would be designed to improve important public view corridors. Also note that this kind of prominent public investment would be a catalyst for nearby private investment.

ACTION OS-1.1: Pursue the creation of a green pedestrian connection between Hilltop and the UWT; collaborate with UWT on developing concepts for a hillclimb that will best support an extension all the way into Hilltop; explore potential alignments between Tacoma Way South and MLK Jr Way.

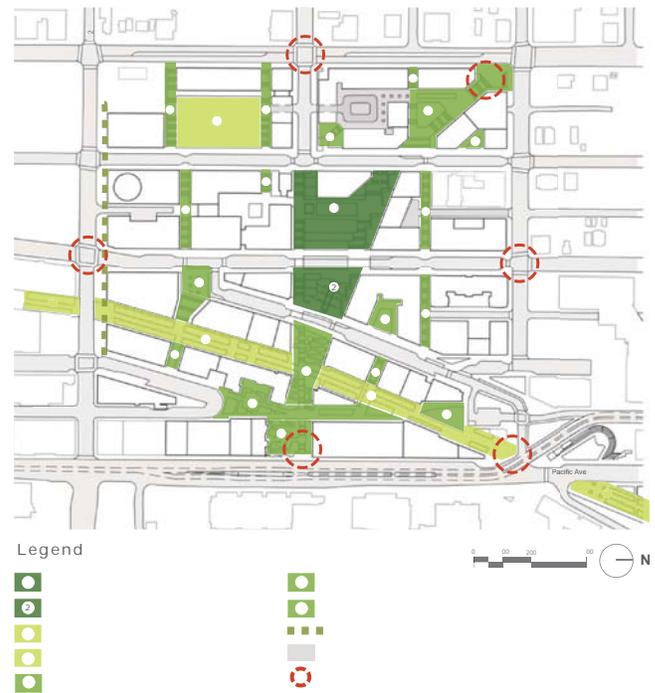


FIG. 4-9 UWT’s 2008 Campus Master Plan outlines a framework of active and passive public open spaces that create green connections across and through the campus.

Hillside-to-Brewery-District Pedestrian Corridor

Steep topography also creates a significant barrier to pedestrian travel between the southern half of Hilltop and the Brewery District to east. Similar to the case for UWT, an established pedestrian route with pedestrian amenities and “green street” features would help to overcome that division and knit together the two neighborhoods. One possible alignment would be along 23rd Avenue, which is a narrow, slightly-angled street running up the hillside from the Brewery District and reaching Hilltop just north of McCarver Park, as illustrated in Figure 4-2. This alignment for a pedestrian open space connector was proposed in the 2013 Tacoma South Downtown Subarea Plan, and if completed would link Hilltop through the Brewery District all the way to the Foss Waterway.

ACTION OS-1.2: Pursue the creation of a green pedestrian connection between Hilltop and the Brewery District, focussing on South 23rd Street as the preferred alignment.

Greenways

Planning for future open space should not only be tailored to provide a sufficient amount of diverse, accessible, usable open spaces, but also to leverage the network of open spaces by enhancing the connectivity among them. Creating legible, efficient, non-motorized connections and trails linking open spaces would not only improve accessibility and usability, but would also help to knit together the Subarea and integrate it with surrounding neighborhoods.

ACTION OS-1.3: Designate a system of coordinated open spaces, conservation corridors, greenways and green streets to link Hilltop parks and community facilities, and connect Hilltop to adjacent neighborhoods, the Prairie Line Trail, UWT, and the Thea Foss Waterway.

Community Gardens

Community gardens enable residents to grow food on public or communally held land, typically in their local neighborhood. These gardens can support Hilltop's open space goals in a number of ways, including bringing a positive community use to underutilized urban open spaces, adding to vegetation and green canopy, preventing undesired or illegal activities through fostering community ownership of open spaces, aiding stormwater management by improving soil quality, raising awareness of both urban open space and regional farmland issues, creating a sense of community, and improving health.

The City of Tacoma partners with the Pierce Conservation District's Community Garden Program to support community gardens throughout the community. Currently McCarver Park Community Garden is the only community garden in the Hilltop Subarea.

ACTION OS-1.4: Plant community or pea patch gardens on vacant sites as well as other available lands within Hilltop to restore habitat, grow healthy foods for local use, and improve visual appearances, in some

cases to serve as temporary uses on sites waiting for redevelopment.

Peoples Community Center Plaza and Pool

Known as the Malcolm X Center before the name was changed in 1978 to Peoples Center, it has served as a cornerstone of the Hilltop community for meeting and social functions. With a primary focus on youth and after school programming, the Center is popular with both adults and children.

Site improvements made starting in 2012 include tree planting, "staple" bike racks, perimeter sidewalk repairs, decorative fencing, picnic tables and benches, irrigation upgrades, trees, landscape improvements, a new stage at the lower end of the park, and possible relocation of the play area and basketball court.

A new Aquatic Center at Peoples Community Center is scheduled to be completed in September 2015. The Center will feature a natatorium with a zero depth entry pool, lazy river, leisure pool, lap lanes, bubble pool, and indoor sprayground, along with an outdoor sprayground and waterslide. Construction is anticipated to begin in June 2014 and be completed by September 2015. The renovations are being funded by the 2005 Parks Improvement Bond Measure.

ACTION OS-1.5: Complete the planned renovations to the People's Community Center and Pool

Impact Fees to Fund Open Space

The current fiscal climate makes funding the construction and maintenance of public open space a challenge. One potential tool for generating open space funding is an impact fee on new development that would help pay for open space that adds value to that development. However, in a weak real estate market such as currently exists in Hilltop, impact fees could be a counterproductive encumbrance on development.

Currently, the City of Tacoma does not assess any such impact fees. But as Hilltop builds out over time and the real estate market improves, it may eventually become practical to phase in impact fees to fund open space. Details regarding rates and trigger points for phasing in the impact fee would require further investigation.

ACTION OS-1.6: Explore establishing a phased-in development impact fee to fund open space improvements in Hilltop.

Other Open Space Implementation Strategies

Local Improvement District (LID)

A Local Improvement District (LID) is an area within which a special tax is applied to properties that will benefit from a public investment. An LID could be formed to finance debt from the construction of open spaces that nearby property owners believe would bring value to their property.

Small-Scale, Community-Driven Projects

Small-scale projects such as shared vegetable gardens can often be supported by local volunteers and by small grants spearheaded by community members. Though these projects may be small, they can have a powerful positive impact on their neighborhoods, demonstrating the kind of commitment that can catalyze private investment.

Private Open Space

Privately-owned open space that is publicly accessible can contribute to the open space needs of Hilltop. When development regulations require open space, it should be coordinated such that the design best supports the open space goals of the greater community. If the City establishes a public/private partnership for development in Hilltop, the agreement can be tailored to require the provision of public open space in exchange for value being offered to the developer.

Parks Levy

In 2010, the City of Tacoma voters approved a Parks Levy on property taxes to fund Metro Parks Tacoma operations and maintenance. In the future, the increasing need for new open space in Hilltop could help justify another Parks Levy designed to fund land acquisition and the construction of new parks.

Land Acquisition

As Hilltop redevelops and property values increase, it will become increasingly challenging to secure well-located land for parks and open space. Securing land well in advance of actual construction would help to avoid the additional financial burden of acquiring land after significant appreciation has occurred. Another potential source of low-cost land for open space is surplus land owned by the City of Tacoma itself or by other municipalities and agencies such as Pierce County, the School District, Sound Transit, and the Washington State Department of Transportation.

ACTION OS-1.7: Depending on the specific location, context, and timing, consider applying the full range of open space strategies listed above.

SUSTAINABILITY

GOAL OS-2: Promote Hilltop sustainability opportunities and performance

Future development in Hilltop presents the opportunity to incorporate green infrastructure such as rain gardens, swales, permeable pavement, and rainwater capture. These natural drainage strategies help to reduce toxic runoff to local water bodies while decreasing capacity demand on the City’s stormwater system. Natural drainage features can also be designed to enhance the aesthetic quality and educational value of open spaces.

ACTION OS-2.1: Stormwater – Develop rain gardens, green roofs and walls, bio-filtration swales, and other green development features in and around the Hilltop Subarea’s public facilities and “green” streets, as well as in new project developments.

Open spaces can be designed or modified to integrate natural drainage features that reduce stormwater runoff, which has the dual benefit of reducing demand on the City’s stormwater system, and reducing the flow of pollution into local water bodies. These benefits are aligned with the goals of numerous agencies and organizations that could potentially provide partnership opportunities and funding for natural drainage projects in Hilltop open spaces. A primary goal of the Center for Urban Waters is to make Tacoma a national center for stormwater technology, a mission that could be supported by in-City demonstration projects.

ACTION OS-2.2: Develop partnerships and seek funding from the City of Tacoma Public Works Department, the Center for Urban Waters, Citizens for a Healthy Bay, the Puget Sound Partnership, the Department of Ecology, the U.S. EPA, and other organizations to develop natural drainage features in existing and planned open spaces.

ACTION OS-2.3: Native habitat – Plant street trees, reforest open spaces, remove invasive species, and

promote use of native and drought resistant plants to restore wildlife habitat in and around Hilltop’s public facilities and within Hilltop’s green, urban, and parkway street corridors.

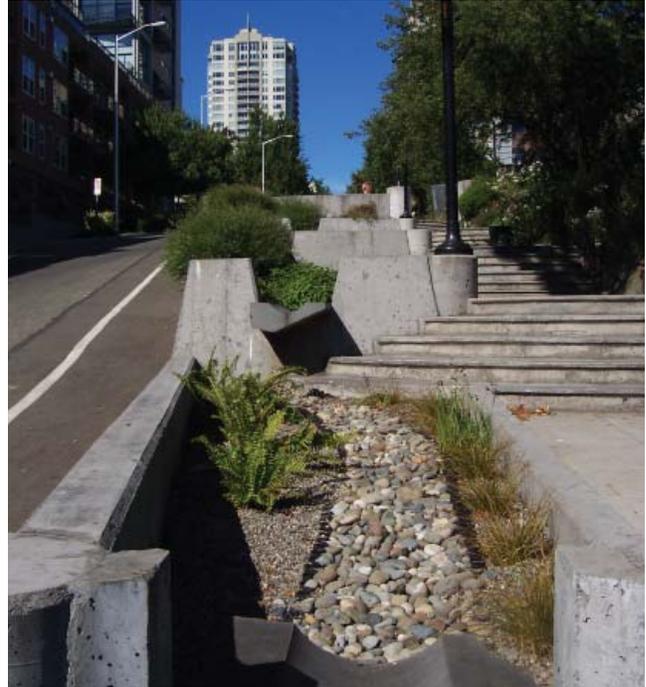


FIG. 4-10 This artful stormwater conveyance system is part of a community garden in Seattle’s Belltown neighborhood.



FIG. 4-11 An example of a green street feature, this swale running between the sidewalk and roadway collects and filters stormwater.



FIG. 5-1 The Hilltop neighborhood is served by several Pierce Transit bus routes.

05

MOBILITY

One of the City’s primary goals for the Hilltop Subarea is a balanced set of transportation choices for residents, businesses, and visitors. Because the City’s transportation system is currently biased toward the single-occupant vehicle (SOV), the focus of this Plan is to help enhance alternative, active transportation modes, including walking, cycling, and transit. Sound Transit’s recent selection of a preferred LINK light rail extension alignment that runs through the MLK Jr Way core business district has the potential to bring great improvements for both transportation and placemaking in Hilltop.

This Subarea Plan’s Vision (see Chapter 1) includes the following components that frame the overall goals for mobility in Hilltop:

- Multimodal – creating a village that promotes walking, biking, and transit as a means of transportation in addition to vehicular.
- Connected – using all transportation modes to access Hilltop with the Downtown, South Downtown, and rest of Tacoma.

The stakeholder process for the Subarea Plan developed the following specific mobility goals for Hilltop:

- Expand pedestrian networks within Hilltop and with the rest of the city
- Implement a bicycle network within Hilltop and between Hilltop and the city
- Implement Tacoma’s Complete Streets typologies in Hilltop
- Expand transit/street car service in Hilltop

Supporting Policy

The above mobility goals are also supported by an abundance of programs and policy at the federal, State, regional, and local levels, including:

- Federal Partnership for Sustainable Communities
- Washington State Growth Management Act
- Washington State Policy on Greenhouse Gas Emissions
- Puget Sound Regional Council’s VISION 2040 and Transportation 2040
- Pierce County Countywide Planning Policies
- *City of Tacoma Comprehensive Plan*
- *City of Tacoma Mobility Master Plan*
- *City of Tacoma Climate Action Plan*

Further details on the above programs and policies can be found in Chapter 1 of this Plan. In particular, the 2010 City of Tacoma *Mobility Master Plan* presents a wide range of specific recommendations that are aligned with the transportation goals of Hilltop.

The primary goals of the Mobility Master Plan are to:

- Develop a active transportation network that reduces auto travel and increases the number of active transportation users of all ages and abilities.
- Complete a safe and comfortable bicycling system that connects all parts of the city (north to south/ east to west) and accommodates all types of cyclists by 2025.
- Complete an accessible network of pedestrian-supportive infrastructure, including sidewalks, curb ramps, accessible pedestrian signals, and shared-use paths, in high-priority pedestrian areas.
- Increase the active transportation mode split to 5% by 2015 and continue gains thereafter.
- Increase transit use by enhancing pedestrian access and bicycle support facilities through the development of bikeways and walkways that serve transit hubs.

Tacoma’s “Complete Streets” guiding principle is another key City policy that supports the transportations goals of Hilltop. In November of 2009, the Tacoma City Council adopted the policy, formalizing the goal that “every street built will be ‘complete’ in terms of safely and comfortably accommodating all users and fostering a sense of place in the public realm.” Complete Streets is a nationally-recognized term referring to streets and sidewalks that are designed, operated, and maintained to enable safe and convenient access and travel for all users – pedestrians, bicyclists, transit riders, and people of all ages and abilities, as well as freight and motor vehicle drivers. In the Transportation Element of the *Tacoma Comprehensive Plan*, Policy #T-MS-12 states:

Apply the Complete Streets guiding principle, where appropriate, in the planning and design for new construction, reconstruction and major transportation improvement projects to appropriately accommodate all users, moving by car, truck, transit, bicycle, wheelchair, or foot to move along and across streets.

In Summer 2013 the City initiated a process to update the Comprehensive Plan Transportation Element, with an anticipated completion date of Fall 2014. The citywide update will be designed to support the transportation goals and policies of the Subarea Plan, and will be grounded in the growth assumptions and proposed land use changes in the Plan. The overall objective of the update is to provide a cohesive, efficient, and effective multimodal transportation system that meets the needs and goals of the community. Specific tasks include Transportation Model and Level-of-Service updates, transit scenario planning, corridor analysis, and a roadway update. To provide guidance for this work, the City established a Transportation Commission in August 2013.

EXISTING CONDITIONS

Hilltop possesses multiple assets that can be leveraged to help achieve a more balanced transportation system. Hilltop's key transportation facilities are mapped in Figure 5-5 and 5-6, and a summary of each mode is given below. Additional details on the Subarea's transportation infrastructure can be found in the Transportation Element of the *Hilltop Environmental Impact Statement*.

Pedestrian Facilities

The Hilltop Subarea has been improved with sidewalks and curbs and gutters on most all public rights-of-way, though their quality varies widely. In most areas, the sidewalks are 4 to 5 feet, which is sufficient to accommodate expected pedestrian volumes. In few locations in the business district core, such as around the intersection of MLK Jr Way and South 11th Street, there are segments with wider sidewalks. However, many sidewalks in these areas are too narrow to support a vibrant pedestrian-oriented commercial environment, and lack pedestrian amenities such as planting buffers, benches, and street trees. Currently, no sidewalks in Hilltop are identified in the City's short and medium term sidewalk improvements program.

The quality of pedestrian street crossings varies widely throughout the Subarea. Numerous intersections lack even basic striped demarcation for crosswalks. For example, almost all the crossings along MLK Jr Way have either no crosswalk markings, or markings that are so worn as to be hardly visible. Exceptions include striped crosswalks at MLK Jr Way and S 5th St (adjacent to Multicare), at MLK Jr Way and S 21st St (adjacent to McCarver Elementary), and on S J St between S 16th St and S 23rd St. There is a midblock crosswalk on MLK Jr Way between S 3rd St and S 5th St.

As a result of recent redevelopment, the intersections of MLK Jr Way with S 5th St, and with S Earnest Brazill St have been improved with extended curb bulbs. Three of the four corners at the intersection of MLK Jr Way and S 11th St have extended curb bulbs.



FIG. 5-2 The neighborhood's streets are in various states of repair.



FIG. 5-3 Several major intersections in Hilltop lack painted pedestrian crosswalks.



FIG. 5-4 Pedestrian infrastructure along Martin Luther King, Jr. Way: painted planters, information kiosks, and pedestrian-scaled street lights.

FIG. 5-5 KEY FEATURES OF PEDESTRIAN TRANSPORTATION NETWORK

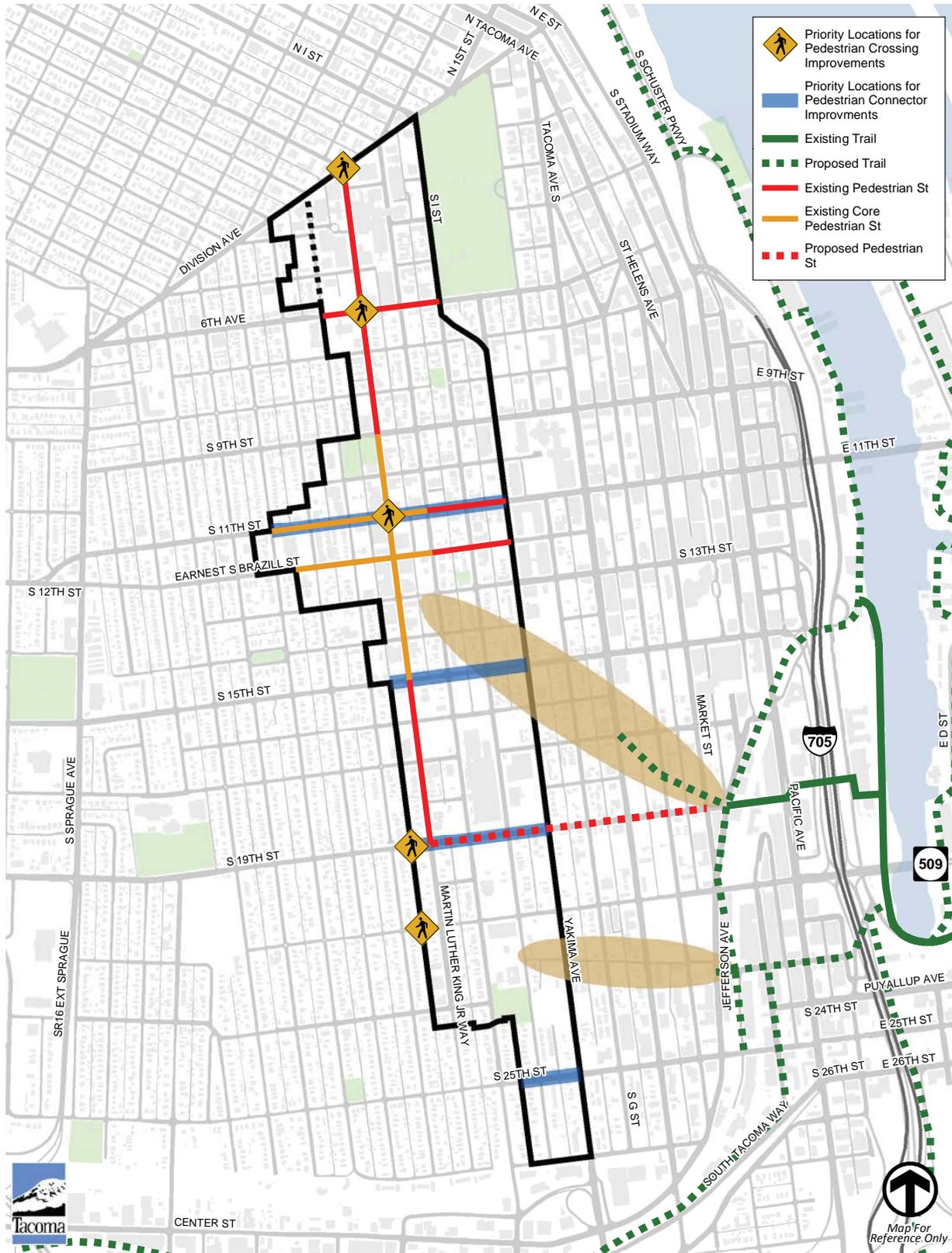


FIG. 5-6 KEY FEATURES OF THE BICYCLE AND TRANSIT NETWORK

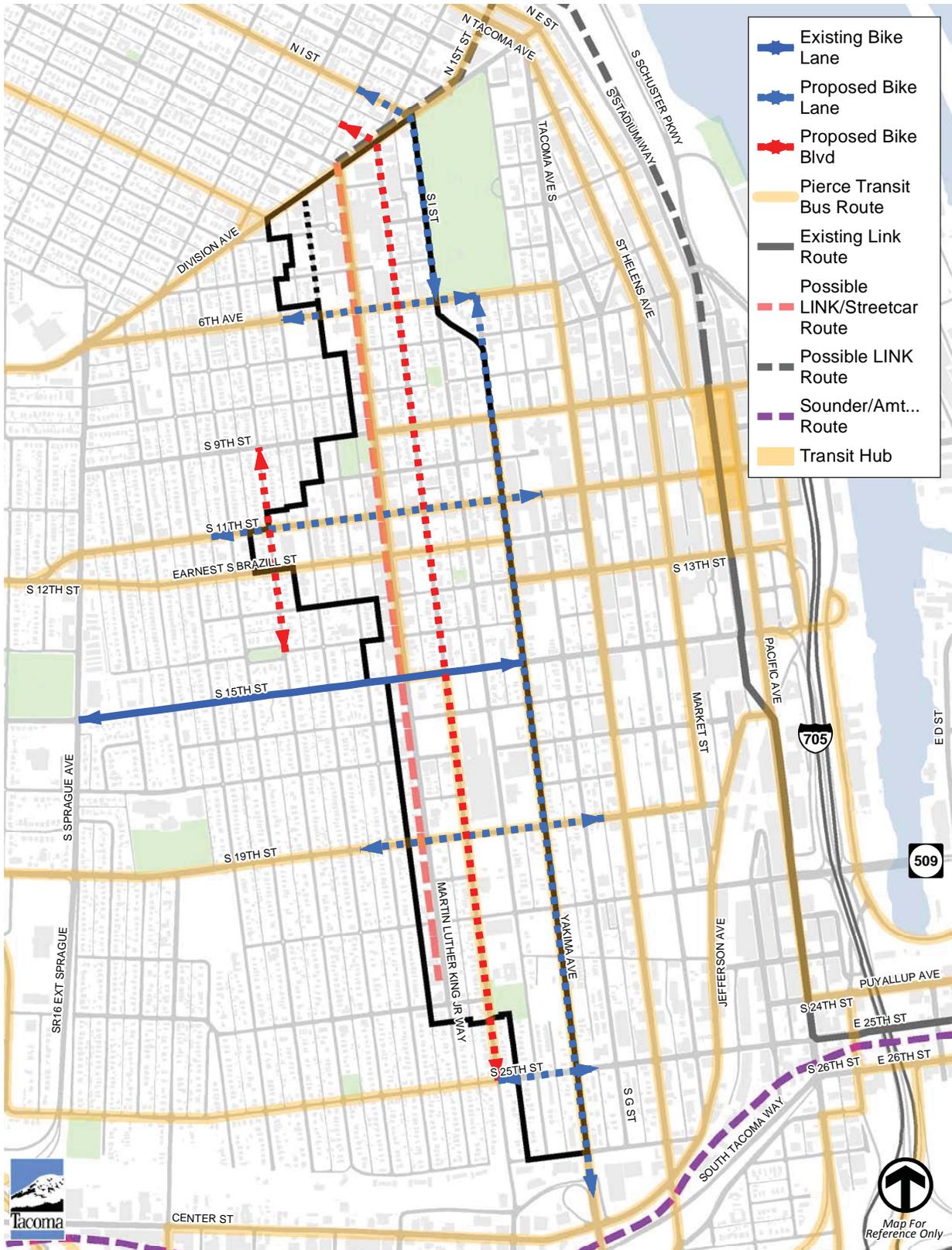




FIG. 5-7 A hardscape pedestrian path through People’s Park.



FIG. 5-8 An arcade on Martin Luther King, Jr. Way, a designated pedestrian street.



FIG. 5-9 A bus shelter on the St. Joseph’s medical campus.

The City’s short term intersection improvement program proposes to improve South I Street and Division Avenue, South J Street and South 19th Street based on prioritization criteria.

Most of the Subarea is relatively flat, with the exception of the area east of approximately South I Street. Pedestrian connections further east towards the downtown core and the Brewery District are significantly challenged by steep grades.

Designated Pedestrian Streets

Pedestrian streets are considered to be key streets in the development and utilization of Tacoma’s mixed use center districts due to pedestrian use, traffic volumes, transit connections, and/or visibility. The streets are designated for use with provisions such as increased transparency, weather protection, and street furniture standards. In some centers, these “pedestrian streets” are further designated as “core pedestrian streets” with additional provisions. In centers where multiple streets are designated, one street is designated the “primary pedestrian street”.

The following streets in the Hilltop Subarea are designated Pedestrian Streets: MLK Jr Way (Primary Pedestrian Street), South 11th Street, South Earnest S Brazill Street, and 6th Avenue

The following streets in the Hilltop Subarea are also designated as Core Pedestrian Streets: MLK Jr Way (from South 9th to South 15th Street), South 11th Street, and South Earnest S Brazill Street

Bicycle Facilities

Currently, bicycle facilities in the Hilltop Subarea are limited. The only official bike facility in the Subarea are striped bike lanes running on South 15th Street, starting at Yakima Way and running across the Subarea into the neighborhoods to the west.

Public Transit

Pierce Transit provides bus service to the Subarea. Six Pierce Transit routes travel from downtown Tacoma through Hilltop to outlying destinations including Tacoma Community College (TCC), Walmart, Lakewood, Parkland, Tacoma Mall, and Purdy on the Gig Harbor Peninsula. Transit routes are mapped in Figure 5-6.

- Route 1 – runs from the Tacoma Community College (TCC) station through the Hilltop Subarea on 6th Avenue, then through the downtown and out to SR-7 and the Walmart at 200th and Mountain Highway.
- Route 2 – runs from downtown Tacoma through Hilltop on South 19th Avenue to Tacoma Community College (TCC) and then Lakewood Transit Center.
- Route 28 – runs from downtown Tacoma through the Hilltop Subarea on South 11th and 12th Streets to Tacoma Community College (TCC) Transit Center.
- Route 45 – runs from downtown Tacoma through the Hilltop Subarea on Yakima Avenue to the Parkland Transit Center.
- Route 57 – runs from downtown Tacoma through the Hilltop Subarea on South 9th Street, MLK Jr Way, South J Street, and South 25th Street to the Tacoma Mall Transit Center.
- Route 102 – runs from the Purdy park-and-ridge on the Gig Harbor Peninsula through the Hilltop Subarea on MLK Jr Way to downtown Tacoma.

Numerous additional transit options are available in the downtown core, Brewery District, and Dome District, provided by Pierce Transit, Sound Transit, and Intercity Transit.

Due to projected budget constraints, Pierce Transit had expected to eliminate 28% of current service in September 2013. However, because sales tax revenues have been rising, in July 2013 it was determined that Pierce Transit could maintain current service levels through June 2014.



FIG. 5-10 Pierce Transit SHUTTLE, a shared-ride service, provides door-to-door rides for those unable to use regular buses.



FIG. 5-11 Hilltop currently has few bicycle facilities, but a new bike workshop-and-bar has recently opened up at Martin Luther King, Jr. Way and S.10th Street.



FIG. 5-12 Pierce Transit routes 57 and 45 traverse Hilltop from north to south. A handful of routes make east-west connections across the neighborhood.

Roadways

Nearly all of the Subarea is arranged on a rectilinear street grid with 260' blocks bisected by north-south running alleys.

The most important north-south roadway in the Hilltop is MLK Jr Way, which bisects the Subarea and is the primary location of commercial activity. South Yakima Ave is an important north-south arterial running along the eastern edge of the Subarea. Key east-west arterials include 6th Avenue, South 11th and South 19th Streets.

Table 5-1 shows averages daily traffic (ADT) volumes at various locations in the Subarea. With the exception of S 19th St at MLK Jr Way, all these locations have ample unused capacity.

Parking

In general, the Hilltop Subarea currently has an excess supply of parking, to which significant land area is dedicated (for reference, see land use map in Figure 6-3 in Chapter 6).

On-Street Parking

Curb-side or other on-street parking within the public right-of-way is available on most local and arterial roadways within the Subarea. In most areas, there is significant unused on-street parking capacity, although streets adjacent to the hospitals tend to be highly utilized. There are no on-street parking meters in the Subarea. Almost all of the on-street parking in the Subarea is not time limited, exceptions being Division St and the north end of MLK Jr Way where there are some 1-hour and 2-hour limited zones.

Off-Street Parking

The Subarea has several large parking lots, both surface and structured, that are associated with healthcare facilities. Two recent additions are:

TABLE 5-1 ROADWAY USE

ROADWAY	ADT	Capacity	Percent
19th Street (at Yakima)	12,800	18,000	71%
19th Street (at MLK)	17,942	18,000	99%
11th Street (at Yakima)	9,250	18,000	51%
11th Street (at MLK)	8,117	18,000	45%
6th Ave (at MLK)	9,017	18,000	50%
Yakima Ave (at 12th)	9,041	18,000	50%
Yakima Ave (at 20th)	10,918	18,000	61%
Yakima Ave (at 25th)	10,228	18,000	57%

Source: Tacoma Public Works, 2011

- Franciscan Medical Center's 7-story, 770 stall parking garage, located on the block east of MLK Jr Way between South 16th and 17th Streets.
- Community Health Center's 3-story, 250 stall garage located behind the new health center building on the southwest corner of Earnest Brazill Street and MLK Jr Way.

The Community Health Center garage is a good example of how to locate parking in a way that minimizes negative impact on the pedestrian environment on MLK Jr Way. In contrast, the surface parking lot that was part of the Right Aid development on near the southeast corner of MLK Jr Way and South 11th Street is an example of parking that compromises the pedestrian environment and street-level retail activity on these two important pedestrian streets.

The City's Mixed-use Center regulations apply to off-street in the Subarea (TMC 13.06.510), with a typical requirement of 1 stall per residential unit, and 2.5 stalls per 1000 square feet of commercial space. For buildings within 10 feet of Hilltop's designated Core Pedestrian Streets—MLK Jr Way, South 11th Street, and South Earnest S Brazill Street—there are no off-street parking requirements for either residential or commercial uses.

Multicare is currently conducting a parking study to explore strategies for managing their parking and reducing parking demand.

TRANSPORTATION MODELING

The City of Tacoma recently produced an Environmental Impact Statement (EIS) for the South Downtown Subarea Plan that included transportation modeling. Because the South Downtown work was occurring concurrently with the Hilltop Subarea planning process, and because the two Subareas are adjacent to each other, the buildout alternatives for the Hilltop EIS were analyzed along with the buildout alternatives for South Downtown EIS.¹

Details on the modeling methodology and results can be found in the Tacoma South Downtown EIS Transportation Element. The study area for the modeling was an aggregate of the South Downtown and Hilltop Subareas. To estimate potential impacts to vehicular traffic and other modes of transportation within the two Subareas and at the regional level, all of the EIS alternatives for both Subareas were evaluated based on the results of a scenario-specific forecast using the Puget Sound Regional Council's (PSRC's) Regional Travel Demand Model.

Regional Result Summary

Consistent with theory and research evidence on the travel demand impacts of compact, mixed-use development in accessible locations, model results suggest that relative to the No-Action Alternatives, all of the Action Alternatives will result in the following relative impacts to vehicular travel at the regional level:

- A lower share of trips made by driving single occupant vehicles (SOV)
- Reduced vehicle-hours of delay
- Essentially no change to vehicle-miles traveled (VMT)
- Increased use of non-auto modes of transportation

Subarea Result Summary

For the study area—which includes the South Downtown and Hilltop Subareas—VMT and vehicle delay are projected to increase under all Action Alternatives and are projected to be highest with the most intense development alternatives. The largest buildout alternative is projected to result in 17% more VMT and 28% more average daily vehicle hours of delay than the No Action Alternative. However, the results also show that per capita VMT and exposure to vehicle delay will be lowest for the most intense development alternatives. This is consistent with the projections that vehicular traffic impacts at the regional level will be minimal, with lower VMT and delay for the action alternatives with the highest development intensity. Regarding mode split, the largest buildout alternative results in the greatest decrease in SOV use (27% vs. 36% for the No-Action Alternative), and the greatest increase in walking (42% vs. 29% for the No-Action Alternative).

¹ Tacoma South Downtown Subarea Plan and EIS, 2012.

STRATEGIES

GOAL M-1: Modify motor-vehicle traffic management methods in coordination with the City's proposed modifications in Downtown.

Engineering Codes

Explicit language can be added to the engineering section of the Tacoma Municipal Code to set forth a framework for the City Engineer to secure traffic analyses for specific projects and to require appropriate mitigation. For model code language describing Traffic Impacts Assessments, see Appendix D in the South Downtown Subarea Plan.

ACTION M-1: Move traffic analysis and mitigation for the Hilltop Subarea from SEPA to new engineering codes.

Level of Service Standards

The Transportation Element of the *Tacoma Comprehensive Plan* sets Level of Service (LOS) standards citywide, and currently requires LOS "E" on arterial corridors and LOS "D" on all other arterials and connectors. In 2003, the PSRC revised their LOS standards, considering additional measures such as travel time, transit service levels, pedestrian, bicycle, etc. The PSRC recommendation for all urban centers is LOS E-mitigated.

With the intent of optimizing utilization of the existing transportation network while minimizing potential impacts on walking, cycling, transit use, community development potential, and the environment, the following revisions of LOS standards are proposed for the Hilltop Subarea:

Within the Subarea, the City will by operate streets and intersections at LOS E or better.

Future changes and/or improvements to designated transit corridors will, where practicable, maintain a minimum average delay for transit vehicles equivalent

to or less than the vehicle delay associated with Level of Service D.

Vehicle LOS will be measured for selected intersections, streets, and roadways in the Subarea based on one of the following two methodologies, to be selected at the discretion of the City:

- A modified version of the methodology used by the Puget Sound Regional Council (PSRC) to determine the severity of congestion at specific locations over a 24-hour period (Annual Average Daily Traffic to one-hour capacity ratio, or AADT/C), or,
- The methodology contained in the most recently published version of the Highway Capacity Manual (HCM) published by the Transportation Research Board.

ACTION M-2: Set the motor vehicle level of service standard to LOS "E" and the transit level of service to LOS "D".

Monitoring

To enable regular evaluation of Plan implementation, adaptive management and mitigation, and to inform planning for operation of and investment in transportation facilities and services, the City of Tacoma will collaborate with WSDOT, Pierce Transit, Sound Transit, Intercity Transit, and other public agencies to collect, analyze and report transportation and land use performance data to the public every five years, with baseline data collection to be completed by 2015. Subject data include:

Motor vehicle traffic counts at connections between the state highway and local street systems, including state highway ramp termini located within or immediately adjacent to the Subarea

- Transit ridership (including vehicle passenger loads in relation to vehicle seated capacity)
- Transit vehicle delay at key intersections
- Point-to-point transit vehicle travel times

- Parking occupancy and turnover (on-street and off-street) in selected areas
- Volumes of pedestrian and bicycle traffic at selected screenlines
- Intercept travel surveys of the occupants of selected new or redeveloped buildings

ACTION M-3: Implement a monitoring program to collect transportation and land use performance data every five years.

Adaptive Management

The City of Tacoma will work with transportation service providers and private property owners to adaptively manage the provision of transportation facilities and services and land use plan implementation as necessary to mitigate any identified significant impacts to access or mobility within the Subarea. Mitigation may include measures such as:

- Expanding the use of parking pricing or limiting the supply of off-street parking.
- Adopting more aggressive commute trip/ vehicle trip reduction regulations.
- Providing additional financial incentives for vehicle trip reduction, mode shift, and/or off-peak travel.
- Expansion of multimodal transportation facilities and services.

If significant impacts to transit speed, capacity or reliability are identified, the City will pursue appropriate mitigation measures, such as:

- Funding, or assessing fees on new and/or existing development, to fund additional transit service
- Dedicating street right-of-way to provide transit-only lanes in key corridors
- Installing Transit Signal Priority (TSP) and/or queue jumps at selected intersections

- Other corridor specific transit speed, reliability and capacity improvements agreed to in collaboration with Pierce Transit and Sound Transit.

ACTION M-4: Implement an Adaptive Management and Mitigation Program to address potential future impacts to mobility as the Subarea builds out.

Additional Long-term Strategies

The monitoring program proposed above could be used to trigger a range of additional actions appropriate responses to changing conditions. Potential strategies that should be considered by the City for Hilltop including the following:

Development Thresholds for Impact Fees

As the Subarea gains population and employment, there will be an increasing need for multimodal transportation investments that support travel by walking, biking, and transit. Implementing developer impact fees is one common approach for funding such infrastructure. However, Tacoma does not currently assess any impact fees.

The proposed solution is a developer impact fee that is phased in over time based on the amount of new development that has occurred in the local area. A phased-in approach would avoid counterproductive encumbrance of near-term projects, and if properly designed, would only begin to impose impact fees after the real estate market had recovered.

This approach would require careful selection of growth thresholds that would trigger the activation of the impact fees, and the fees would need to be consistent with the Growth Management Act requirements.

Development Thresholds for Transportation Management Programs

Consistent with its authority under the State Environmental Policy Act (SEPA), the City of Tacoma may require property owners to develop and implement a

Transportation Management Program (TMP) intended to reduce the share of tenants and employees who access the site by driving alone.

To address the increasing need for TMPs as the Subarea grows, and to avoid overly encumbering near term catalyst redevelopment projects, the City could establish new development thresholds to trigger requirements for TMPs.

Transportation Demand Management

As the Subarea redevelops over time, the City could consider transportation demand management (TDM) strategies such as Universal Transit Passes and Commute Trip Reduction (CTR) to reduce the vehicle trip generation of new and existing buildings.

Transit agencies in the Central Puget Sound Region, including Pierce Transit and Sound Transit currently offer a universal transit pass, called the ORCA Business Passport (ORCA stands for “One Regional Card for All”), for sale to selected employers. The ORCA Business Passport provides pass-holding employees with unlimited access to regular service on:

- Sound Transit’s Link Light Rail, express buses, and Sounder commuter rail trains
- King County Metro Transit, Pierce Transit, Community Transit, Everett Transit, and Kitsap Transit buses
- King County Water Taxis and Kitsap Transit Foot Ferries

The State currently requires employers with employment sites where 100 or more employees are scheduled to arrive for work during the morning peak period to implement a CTR program to encourage employees to walk, cycle, share rides, take public transportation, telecommute, and/or to work a flexible schedule that allows them to commute during off-peak hours (RCW.70.94.531). The City of Tacoma maintains a robust Commute Trip Reduction Program, but could consider extending it to employment sites 10-99 employees.

Parking Management

As noted above in the Existing Conditions section, the Hilltop Subarea currently has an underutilized supply of parking resources, both on and off-street, with the exception of some areas near the hospitals that are well utilized. However, as the Subarea builds out, the City should consider the following strategies to respond to increasing demand for parking while minimizing the amount of new parking that is built.

Shared Parking

Shared parking effectively expands parking capacity by taking advantage of parking demand that comes at complementary times. The hospitals are a potential opportunity for shared parking, given that the parking needs of employees that commute are often complementary to those of neighborhood residents.

Pricing

As demand for parking rises, inconsistent pricing of parking creates a market distortion that can lead to inefficient utilization of parking resources. Pricing strategies should be based on an area-wide assessment. For optimum results, off-street pricing strategies would also be coordinated with strategies for the pricing and permitting of on-street parking.

The following supplemental parking management strategies should also be considered as future conditions warrant:

- On-street parking vacancy rate management: Parking Benefit District:
- Unbundling Parking Rents from Unit Rents
- Maximum Parking Requirements
- Non-residential Off-street Parking Tax
- Flexible parking design that anticipates future changes in demand or sharing opportunities

PROJECTS

The following sections describe transportation-related projects that are important ingredients for achieving Hilltop’s long-term goals. Some of these projects are already in the planning stages, while some are concepts that have been previously proposed and some are proposed for the first time in this Subarea Plan. The maps in Figures 5-5 and 5-6 show the proposed projects.

Active Transportation Projects

Because walking and cycling can meet the need of many daily trips and also provide connections to longer trips on transit, improving active transportation is a high priority for Hilltop.

GOAL M-1: Expand pedestrian networks within Hilltop and connections to the rest of the City.

Pedestrian Crossings

As noted in the existing conditions discussion above, many pedestrian crossings throughout the Subarea are in need of basic improvements such as striping and signage. In general, pedestrian crossing improvements should be prioritized on MLK Jr Way in the core business district. Additional priority locations for improvements adjacent to MLK Jr Way include Division Ave, South 6th Ave, South 11th Street, South 19th Street, and South 21st Street (to improve access to McCarver Elementary School).

ACTION M-5: Initiate a City program to create a prioritized list of pedestrian crossing improvements in Hilltop along with a plan for implementing the improvements.

Pedestrian Connectors

To provide more attractive and usable pedestrian connections within the Subarea and to adjacent neighborhoods, there are several locations in the

Subarea that would benefit greatly from sidewalk and streetscape improvements. In particular, improved east-west connections would help Hilltop benefit from surrounding assets. Top priority locations include:

- South 19th Street: Bring University of Washington Tacoma campus life up to Hilltop
- South 11th Street: Connect to regional transit, Bates Technical College, downtown, and the Foss Waterway
- South 6th Avenue: Connect to the Theatre District, the 6th Ave corridor, and the University of Puget Sound

Other locations that would benefit improvements include South 25th Street and some sections of MLK Jr Way. In addition, special priority should be given to routes that provide good walking connections to McCarver Elementary School.

ACTION M-6: Initiate a City program to create a prioritized list of pedestrian connector improvements in Hilltop along with a plan for implementing the improvements.

Hillclimbs

The steep topography to the east of the Hilltop Subarea presents a significant impediment to pedestrian travel to the downtown core, UWT, LINK light rail, the Brewery District, and important destinations further east such as the Foss Waterway and the Dome District Multi-modal transportation hub. As noted in the previous section, east-west pedestrian connections are especially important for Hilltop, but one intrinsic challenge is the steep topography east of the Subarea. In response, as described in the Open Space chapter, this Subarea Plan recommends two locations for creating hillclimb connections with enhanced pedestrian amenities:

- Continuation of the hillclimb proposed by UWT, starting at the corner of South 17th Street and Tacoma Ave South.

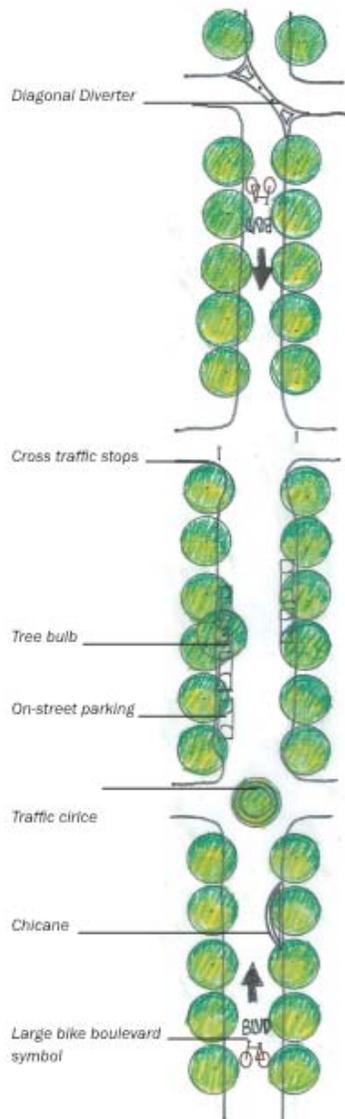


FIG. 5-13 Typical Bicycle Boulevard features.

- Hillclimb from the Brewery District following South 23rd Street and connecting to the McCarver Elementary playground

ACTION M-7: Explore potential strategies and collaborations to create pedestrian hillclimbs from the UWT and from the Brewery District.

GOAL M-2: Expand bicycle networks within Hilltop and connections to the rest of the City.

Mobility Master Plan Bicycle Projects

In general, the principles and recommendations of Tacoma’s Mobility Master Plan (MoMaP) align with the goals of Hilltop. Where possible, proposed MoMaP projects that are located in the Subarea should be prioritized to reflect the City’s intention to focus significant growth in the Subarea. The MoMaP proposes the following bicycle infrastructure projects in or near Hilltop:

Short term:

- Bike Lane on South 6th Ave across the north end of the Subarea and continuing east and west beyond the Subarea.
- Bike Lane on South 11th Street across the Subarea and continuing east and west beyond the Subarea
- Bicycle Boulevard on Sheridan Ave, just outside the western border of the Subarea

Medium term:

- Bicycle Boulevard on South J Street between Division and S 27th Streets.
- Bike Lane on South 19th Street from Yakima Ave to beyond the western border of the Subarea
- Bike Lane on Yakima Ave and South I Street, continuing north on North I Street, and to the south beyond the borders of the Subarea

- Bike Lane on Center Street just beyond the southern border of the Subarea
- Bicycle Boulevard on S G St just outside the northeast corner of the Subarea

Long term:

- Bike Lane on South 25th Street between Yakima Ave and South Sheridan Ave

Of the MoMaP projects listed above, the highest priority project for Hilltop is the Bicycle Boulevard on S J St. According to the MoMaP, “Bike Boulevards are streets where motorists and cyclists share the road. Pavement markings and signage indicate bicycle route. Bike Boulevards are used on lower-volume, residential streets. They are designed to be comfortable for cyclists of all ages and abilities. Bike Boulevards often include traffic calming measures such as traffic circles, rain gardens, or street trees as well as wayfinding signage.”

Since the proposed Bicycle Boulevard bisects the Subarea’s two major medical institutions, careful design will be required to balance the needs of cyclists with the needs of the users of the Franciscan and Multicare healthcare complexes that front on South J Street. Both hospitals use South J Street for emergency vehicle/ ambulance access, which often involves time-critical situations. The final alignment and design for those sections must be closely coordinated with the medical facilities to ensure there are no significant impacts to hospital operations, particularly emergency vehicle access.

ACTION M-8: Implement the City’s proposed active bicycle infrastructure projects in Hilltop as identified in the Mobility Master Plan, and prioritize the South J Street Bicycle Boulevard

Street Types

As described above in the *Supporting Policy* section of this chapter, the City of Tacoma has adopted a Complete Streets policy that includes defined street types based on their use and context, and each of these street types has recommended design features, as documented in the 2009 *Tacoma Mixed-Use Centers Complete Streets Design Guidelines*. This Subarea Plan assigns Mixed-Use Center Complete Street types of Transit Priority, Avenue, Main Street, and Urban Residential, according to the map Figure 5-14, and these types are illustrated in Figures 5-15 – 5-18.

“Green Street” upgrades are recommended as shown in Figure 5-14. They are a variety of features that can be included in Green Streets, and one possible configuration is illustrated in Figure 5-19, taken from the Downtown Element of the Comprehensive Plan.

Lastly, the Plan also supports the creation of a “Signature” Street on Yakima Ave, in accordance with the proposal in the Downtown Element of the Comprehensive Plan. One concept for this street type is illustrated in Figure 5-20.

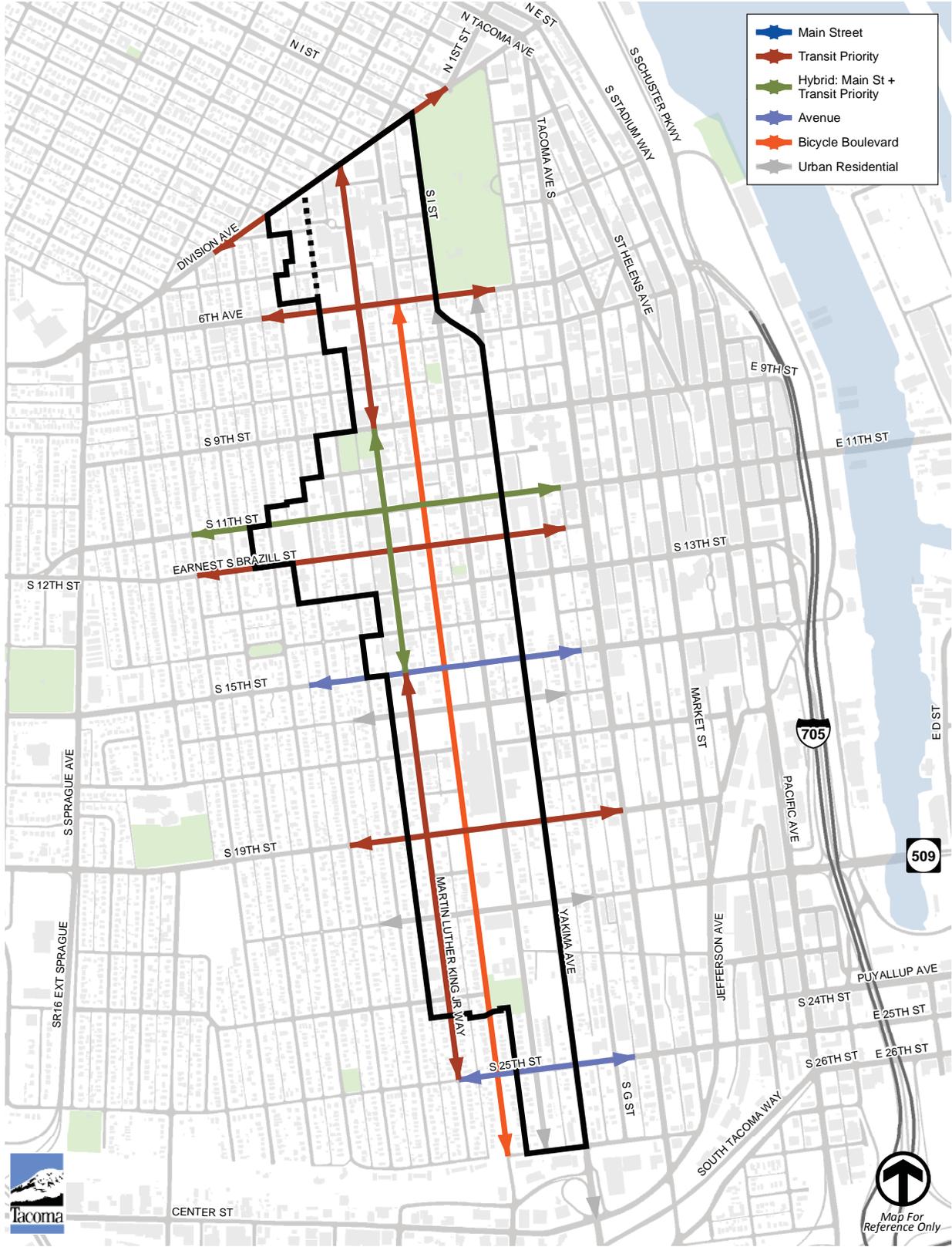
Most of these streets would require significant upgrades to meet the City’s Complete Streets design guideline recommendations.

GOAL M-3: Implement Tacoma’s Complete Streets typologies in Hilltop.

ACTION M-9: Assign Complete Street types to Hilltop streets as illustrated in Figure 5-13.

ACTION M-10: Implement Complete Streets reconfigurations of Hilltop streets based on a priority that focuses on the MLK Jr Way business district.

FIG. 5-14 COMPLETE STREET TYPE DESIGNATIONS



MLK District Complete Streets Improvement Project

The development of this Subarea Plan led to an innovative proposal to fund a network of Complete Streets upgrades in Hilltop as a logical implementation measure to support the future Sound Transit LINK light rail expansion to Hilltop. In February of 2013, the City submitted a proposal for the “MLK District Complete Streets Improvement Project” to the Puget Sound Regional Council (PSRC) for inclusion in their 2014 update to Transportation 2040 and for consideration in their transportation project prioritization process, a process which is intended to assist with decision-making and to inform how transportation investments can best implement VISION 2040.

The proposed \$28 million project would implement the Complete Streets concept focussed on the Hilltop business district, with improvements including bike lanes, sidewalks, street bulb outs, transit improvements, signalization improvements, channelization, stormwater improvements, utilities and more, to transform several arterial streets into a multimodal network that improves efficiency for all modes of transportation. The proposed network of streets to be improved covers the area between MLK Jr. Way to J St, and from Division St. to S. 25th St, and includes 25th, 19th, 15th, 12th, 11th, 9th, and Division Streets and 6th Ave.

Implementing complete streets in Hilltop District, which is part of a designated Regional Growth Center targeted for significant growth, is perfectly aligned with the goals of VISION 2040. The project will also improve connections to the LINK Light Rail and to the Tacoma Dome Station, a regional multimodal and intermodal transportation center, in support of the goals of PSRC’s “Growing Transit Communities Partnership.”

The PSRC prioritizes proposed transportation projects based on the following nine criteria: Air Quality, Freight, Jobs, Multi-Modal, Puget Sound Land and Water, Safety & System Security, Social Equity & Opportunity, Support for Centers, and Travel. The prioritization will inform the 2014 update to Transportation 2040, PSRC’s regional transportation plan, and will inform future project funding allocations. The MLK District Complete Streets

project ranked 6th out of 126 key arterial projects regionwide.

ACTION M-11: Continue to pursue PSRC prioritization and funding of the MLK District Complete Streets Project.

FIG. 5-15 AVENUE COMPLETE STREET TYPE DIAGRAM

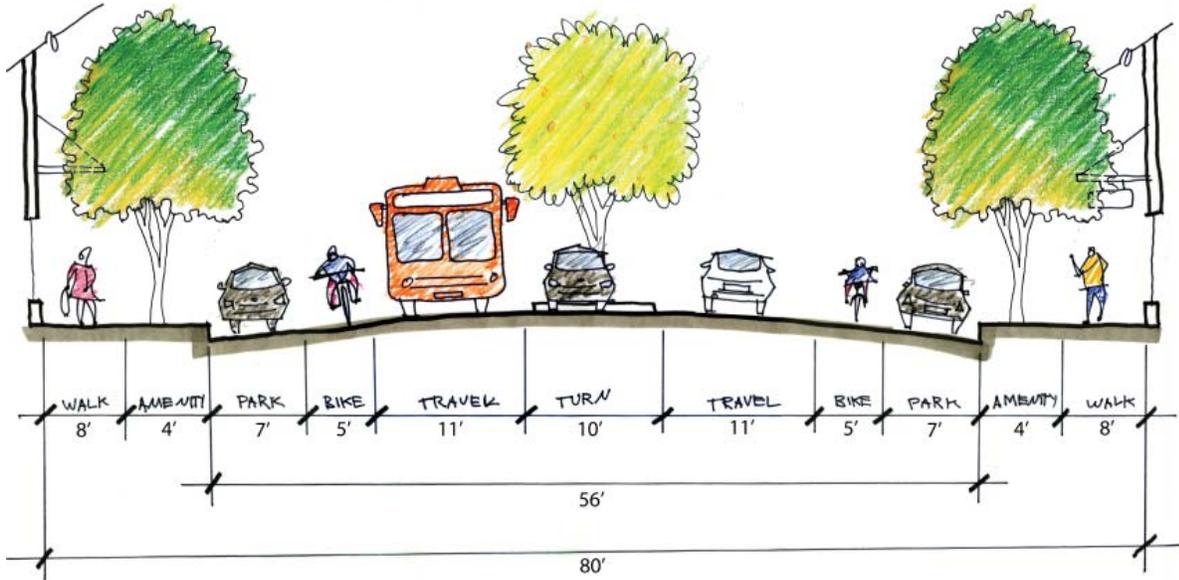


FIG. 5-16 TRANSIT PRIORITY COMPLETE STREET TYPE DIAGRAM

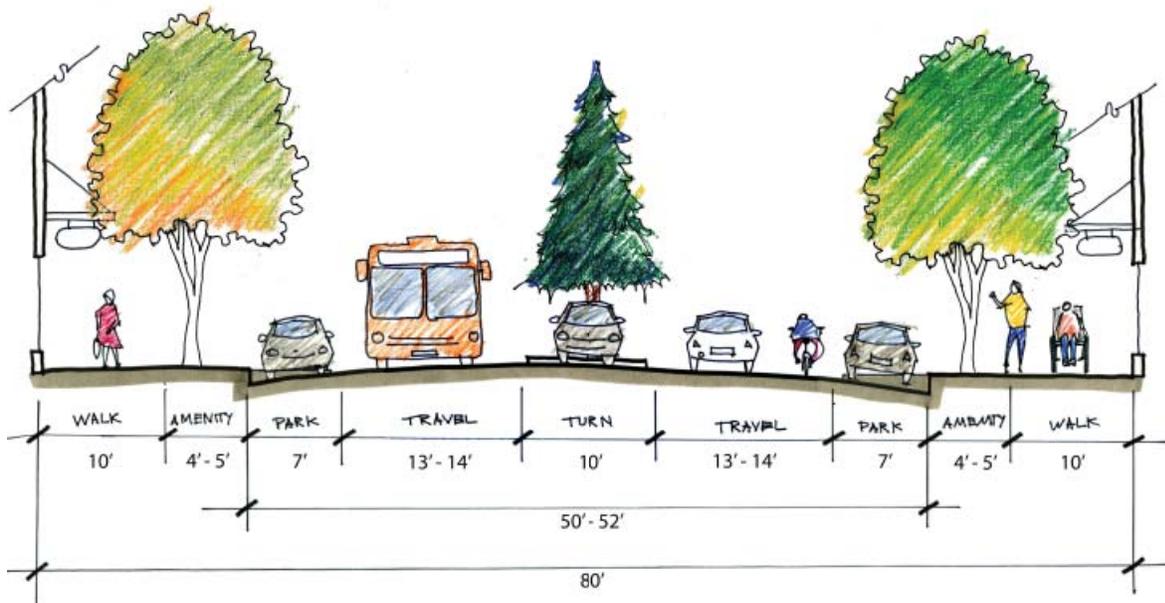


FIG. 5-17 MAIN STREET COMPLETE STREET TYPE DIAGRAM

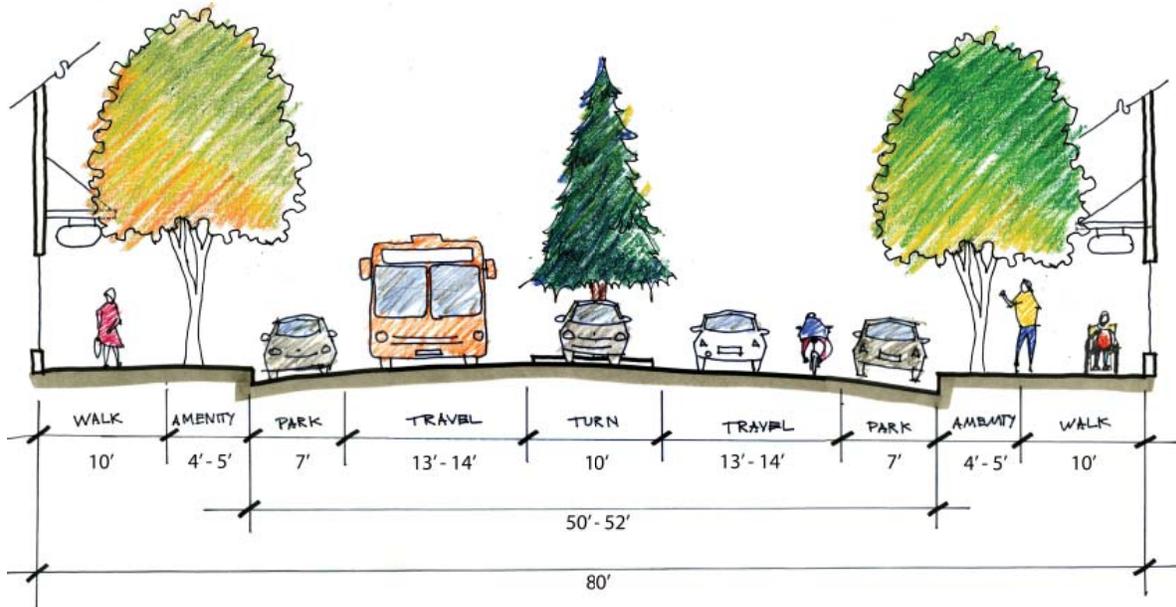


FIG. 5-18 URBAN RESIDENTIAL COMPLETE STREET TYPE DIAGRAM

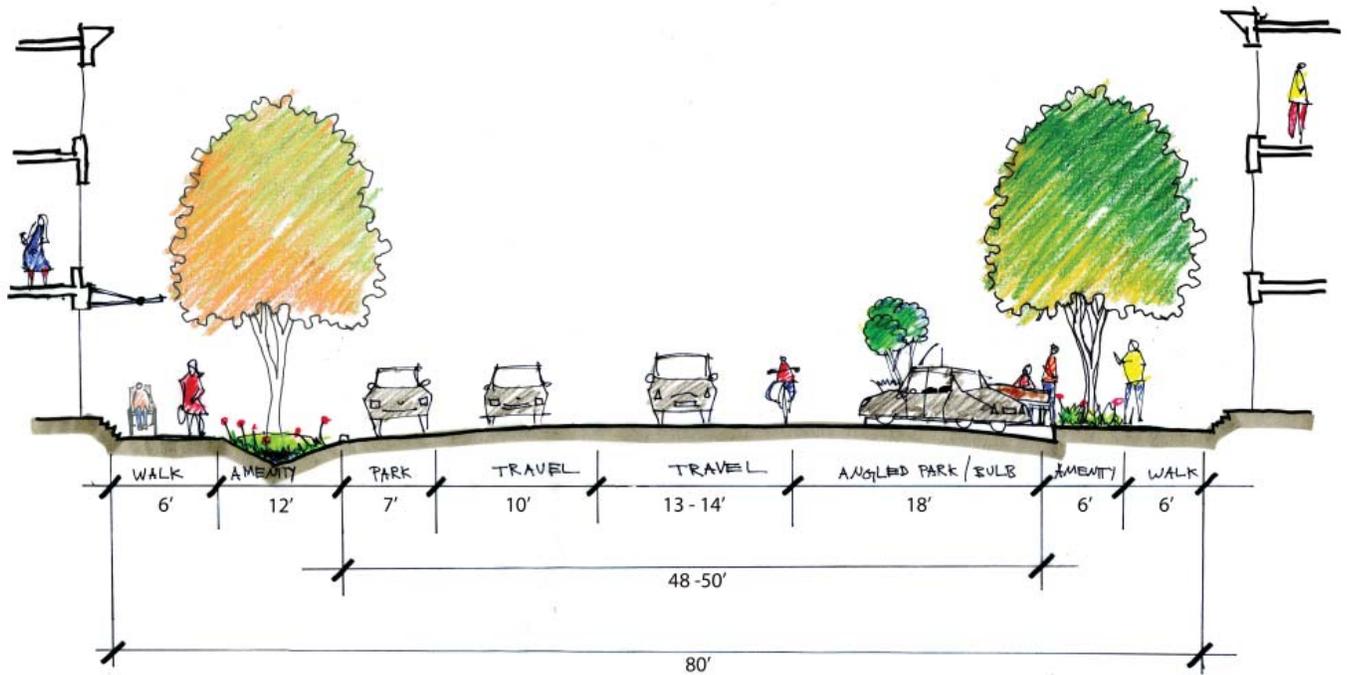


FIG. 5-19 POTENTIAL CONFIGURATIONS FOR GREEN STREETS

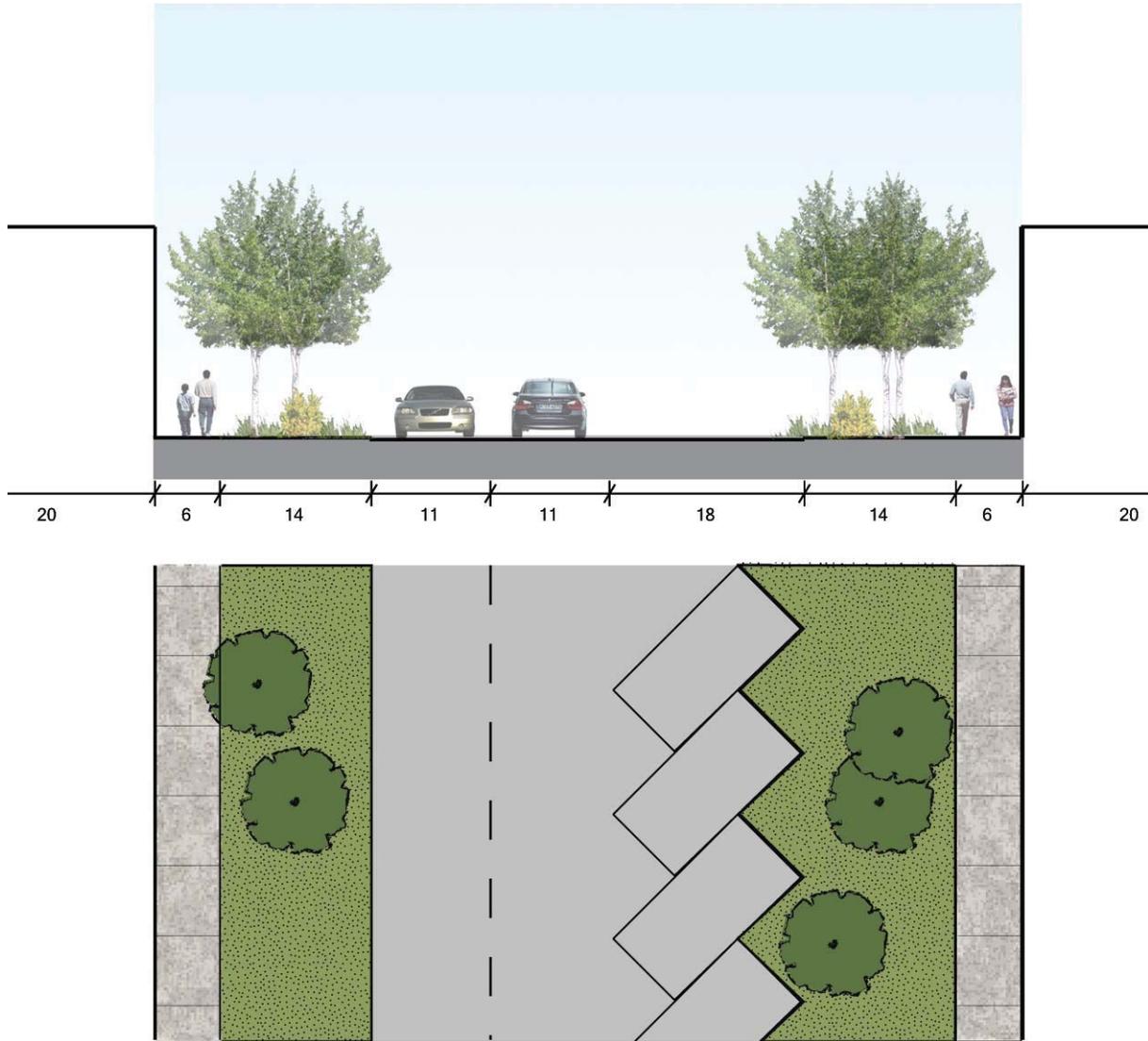
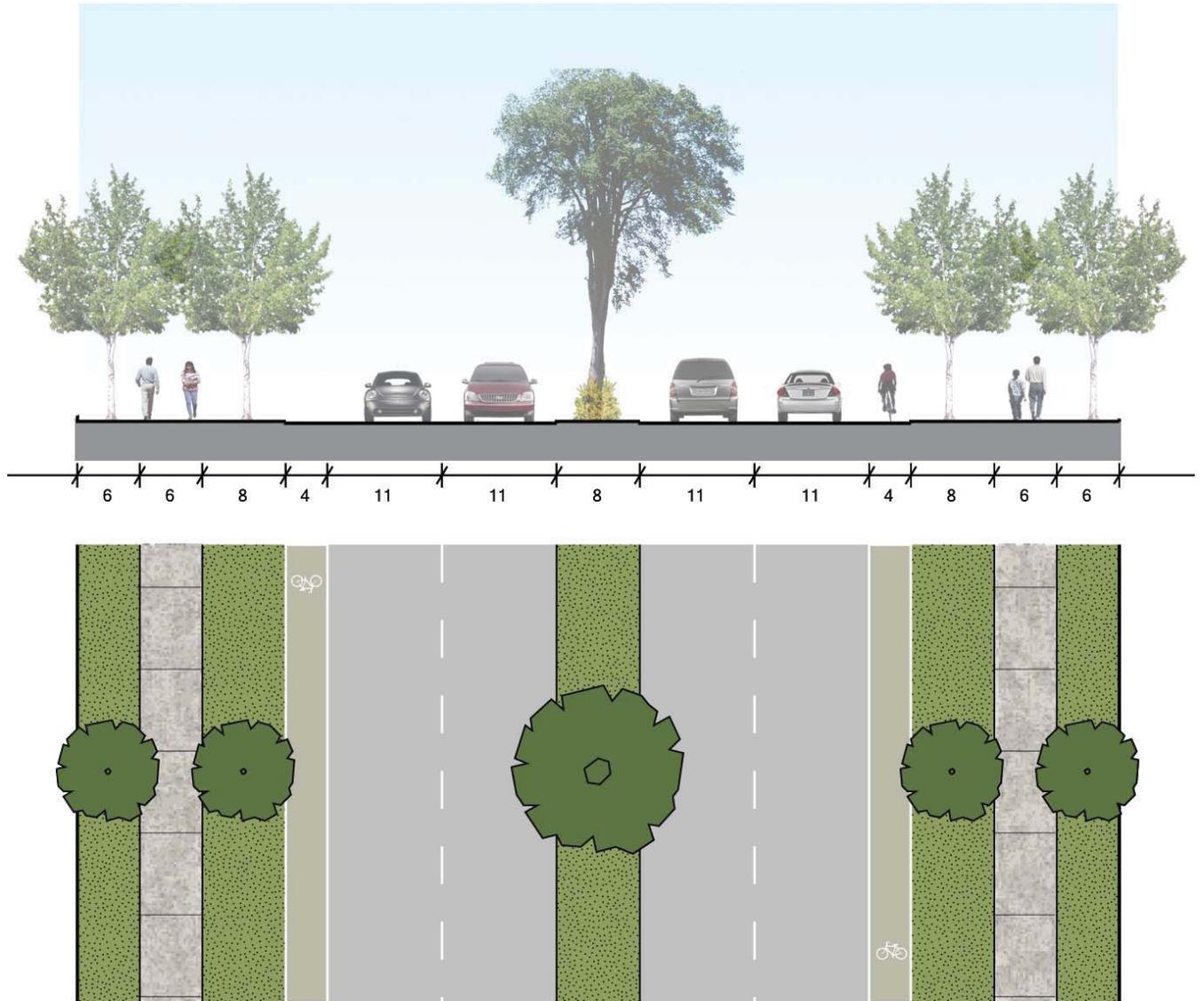


FIG. 5-20 SIGNATURE STREET ON YAKIMA AVENUE



TRANSIT

GOAL M-4: Expand transit/streetcar service in Hilltop.

LINK Light Rail Expansion

On May 23, 2013 the Sound Transit Board approved the North Downtown Central Corridor, known as “E1,” as the alignment to move ahead with further environmental review for a potential expansion of the Tacoma Link light rail system. This alignment would take the light rail trains down MLK Jr Way right through the heart of the Hilltop Subarea, as shown in Figure 5-15.

Urban light rail not only provides high-quality transit service, but also can be a powerful catalyst for economic development. This potential transit investment would have a powerful positive influence on livability and revitalization in Hilltop. Assuming that the E1 LINK alignment will be built, planning for the integration of the train line into MLK Jr Way is the highest priority transportation project in Hilltop.

The preferred E1 alignment will provide a high-quality, frequent transit connection between Hilltop and the Stadium District, the downtown core, South Downtown, the Brewery District, and the Dome District. The alignment extends the existing LINK line north on Commerce Street, to South Stadium Way, to North East Street, left onto North 1st Street, to Division Avenue, and south on Martin Luther King Jr. Way, terminating at South 19th Street. The 2.3-mile route will undergo further evaluation, and once environmental review is complete, the Sound Transit Board will take final action on the project route, station locations and project funding.

The existing 1.6 mile Tacoma LINK light rail line currently serves 6 stations from the Theater District to the Tacoma Dome Station. Trains run every 12 minutes during the day and served nearly a 1,000,000 riders in 2011.

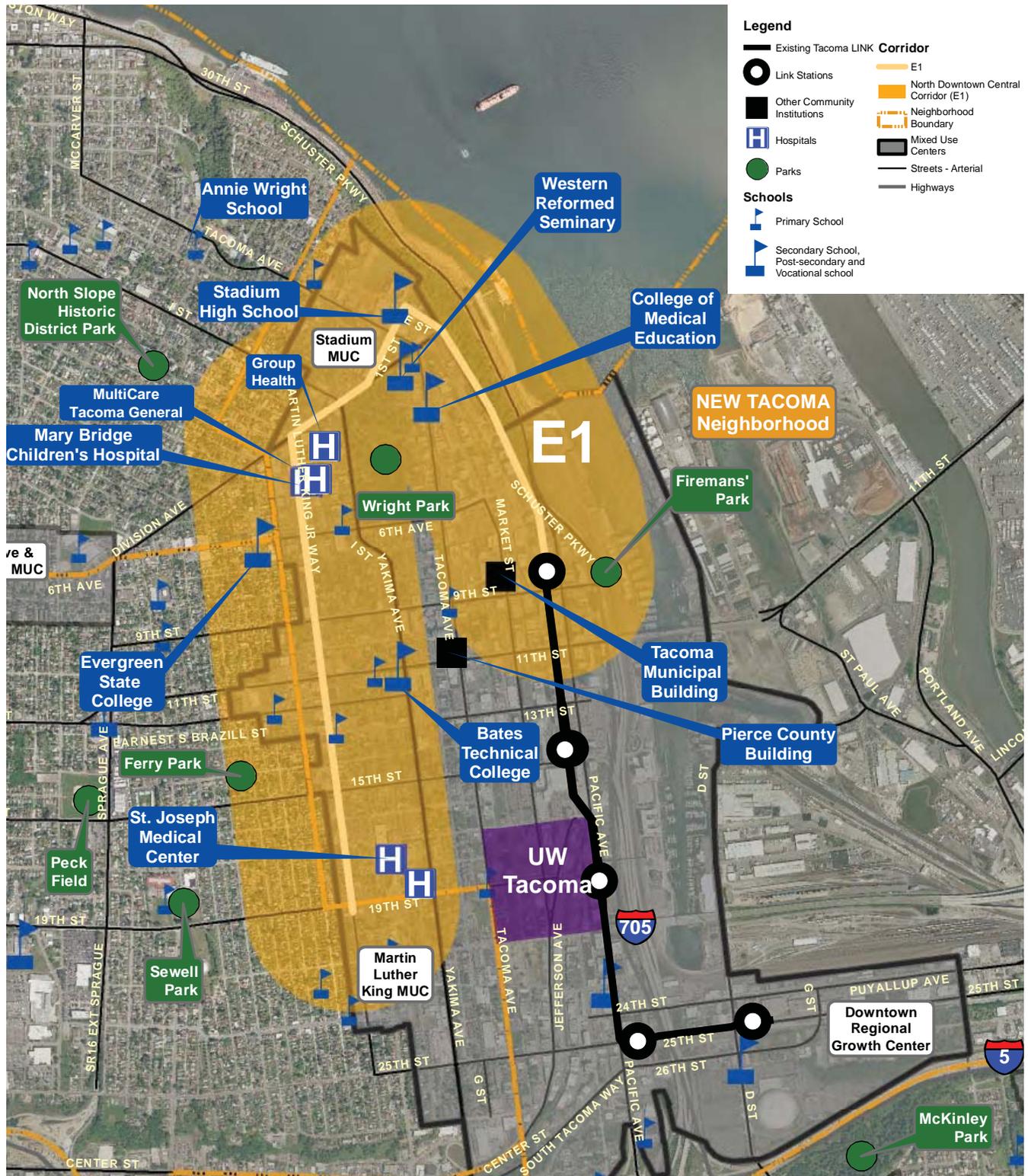
Alignment Determination

The major conclusions reached during the Sound Transit’s Pre-Alternatives Analysis are that there appear to be several alternative corridors that meet community and Sound Transit objectives and are feasible to construct. However, of all eight corridors analyzed, the North Downtown Central Corridor would serve the largest population in 2040. It would also serve a high number of existing and forecast jobs, a high percentage of low-income and minority residents, a large number of community institutions, and would travel through four historic districts (Old City Hall, Wright Park and Seymour Conservatory, Stadium-Seminary, and North Slope).

The Hilltop Subarea Plan Working Group recommended Sound Transit pursue development of the North Downtown Central corridor as the number one priority alternative for the reasons originally outlined in the February 2011 Tacoma Link Expansion Stakeholder Group Final Report:

1. Serves underserved communities – in that it has the greatest ability to generate economic development.
2. Serves Tacoma neighborhoods – connecting the Hilltop Subarea including the MultiCare and Franciscan hospitals and Evergreen College to the downtown and other core areas.
3. Serves downtown Tacoma – potentially creating a loop opportunity between the Hilltop Subarea, the downtown, waterfront, UWT, brewery, and dome districts – as well as providing the opportunity for future expansions into the North, North End Central, and South Downtown Central corridors.
4. Captures high ridership – attracting current and new riders from urban households bound for activities in the Hilltop Subarea as well as downtown, waterfront, UWT, brewery, and dome district destinations.
5. Completes regional connections – including the opportunity to link the Hilltop Subarea and eventually the North, North End Central, South Downtown Central corridors to the intermodal

FIG. 5-21 "E1" ALIGNMENT ALTERNATIVE SELECTED FOR THE FUTURE EXTENSION OF TACOMA LINK LIGHT RAIL (SPECIFIC ROUTE NOT YET DETERMINED)



connections at Freighthouse Square to Sound Transit’s Central Link and SeaTac as well as Amtrak.

6. At a comparatively low cost – to serve the Hilltop Subarea as well as provide the basis for eventual expansion into the North, North End Central, and South Downtown Central corridors.

ACTION M-12: Continue to support the selection of the North Downtown Central Corridor (E1) alternative for the Sound Transit LINK light rail expansion.

Light Rail Alignment

Tacoma Public Works analyzed of potential alternative designs for streetcar service on MLK Jr Way, including options that could create S-loop system, double-track pinched-loop system, or single track with bypass system. More recently, Sound Transit has narrowed the alternatives to either a two-way alignment along MLK Jr Way, or a couplet on MLK Jr Way and J Street, as shown in Figure 5-22.

Hilltop Subarea Plan stakeholders and City staff favor a two-way alignment on MLK Jr Way for the following reasons:

- A multi-modal couplet design has been envisioned for Hilltop, with MLK Jr Way serving as the primary transit corridor, and South J Street serving as the bicycle corridor and a calmer pedestrian-oriented neighborhood street .
- There are inherent design conflicts in corridors having facilities for both streetcars and bicycles because the track slots are a hazard for bicycle tires.
- Light Rail on South J Street is not preferable to the Franciscan and Multicare healthcare complexes because it would impact multiple corridors bisecting their campuses, and in particular, South J Street is the primary emergency vehicle access route for both hospitals.
- A two-way alignment on MLK Jr Way would focus the catalytic energy and pedestrian activity of the light rail on the MLK business corridor, which is the most important commercial street in the Subarea—

in contrast, the couplet diffuses half of the energy to a less important side street.

ACTION M-13: Support a two way alignment on MLK Jr Way for the LINK light rail expansion.

MLK Jr Way Street Design

The City of Tacoma’s adopted Complete Streets Principles includes recommendations for streets with streetcar lines and stations, as illustrated in Figure 5-23. The City of Tacoma should collaborate with Sound Transit to help ensure that the final street design best supports the Hilltop’s goals to improve the pedestrian environment, support the business district, and catalyze redevelopment.

ACTION M-14: Actively engage Sound Transit to collaborate on street designs that will most effectively support Hilltop’s vision and goals.

Station Location and Design

The siting and design of the LINK stations Transit should determined in close collaboration with Sound Transit such that investments support Hilltop’s goals to improve the pedestrian environment, support the business district, and catalyze redevelopment.

ACTION M-15: Actively engage Sound Transit to collaborate on station siting and design that will most effectively support Hilltop’s vision and goals.

Pierce Transit

ACTION M-15: Retain and expand Pierce Transit’s schedules and stops to include hours and routes that support Hilltop employees and residents, particularly at MultiCare and Franciscan Health System’s Hospitals, Community Health Care and within the business district core.

FIG. 5-23 STREETCAR LOADING OPTIONS FROM TACOMA'S COMPLETE STREETS DESIGN GUIDELINES

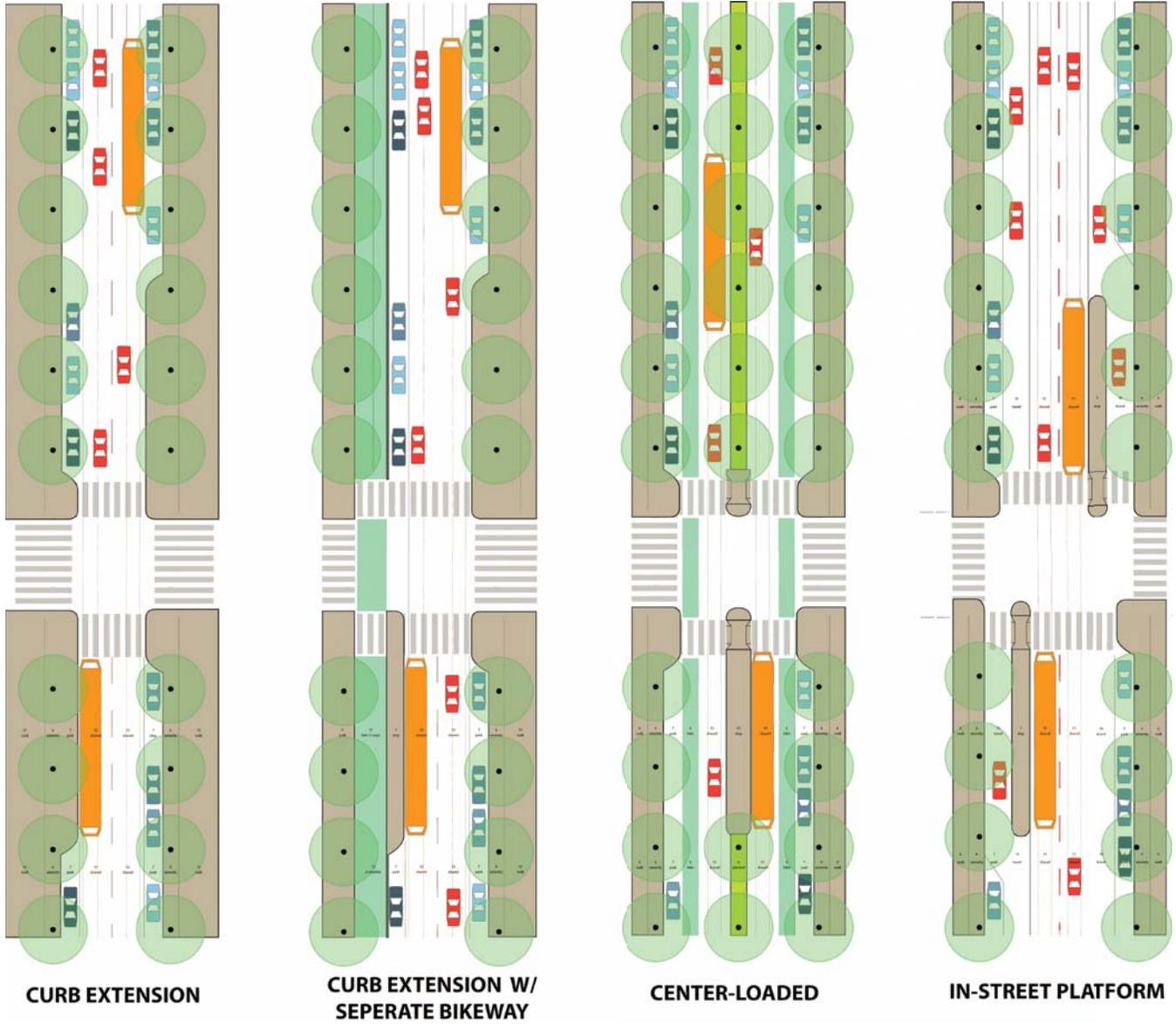




FIG. 6-1 The Hilltop neighborhood is zoned for a mix of residential, commercial and neighborhood uses. The district is bookended by two areas of "Hospital Medical Mixed Use" zoning around the health care campuses.

06

LAND USE

Land use planning is most effective at fostering community development when it strikes the proper balance between necessary regulation and allowance for flexibility. In many instances, Tacoma’s land use code is successful in achieving this balance. However, there are several areas of the City’s Land Use Code in which updates could help Hilltop achieve its goals, as described below.

EXISTING CONDITIONS

Land Use

Existing land uses within the Subarea are illustrated in the pie chart of generalized land use by area in Figure 6.2, and in the generalized land use map in Figure 6-2. The designations are based on the City’s current land use designations assigned at the parcel level, and do not necessarily reflect future land use.

Commercial uses are found mostly along the MLK corridor, with a focus in the vicinity of South 11th Street. The Subarea’s two major medical institutions are evident at the north end of the Subarea and around the intersection South 17th Street and South J Street. A mix of commercial and residential uses is found to the east of the Subarea as it transitions to the downtown core and the Brewery District. To the west of the Subarea residential uses dominate, primarily single family.

Commercial, industrial, office, and institutional properties comprise approximately 45 percent of the total parcel area in Hilltop, while residential comprises 25 percent. The Subarea also exhibits a relatively high proportion of vacant land and parking.

Most of the land in Hilltop is divided into a regular grid of square blocks composed of two tiers of 25 foot wide and 130 foot deep lots, divided by a central alley. However, as development moved west and south away from downtown, intermediate east-west streets were sometimes omitted. The grid roughly parallels Commencement Bay’s shoreline and the slope of the hill rising westward from the water, and lies roughly 10 degrees askew from due north.

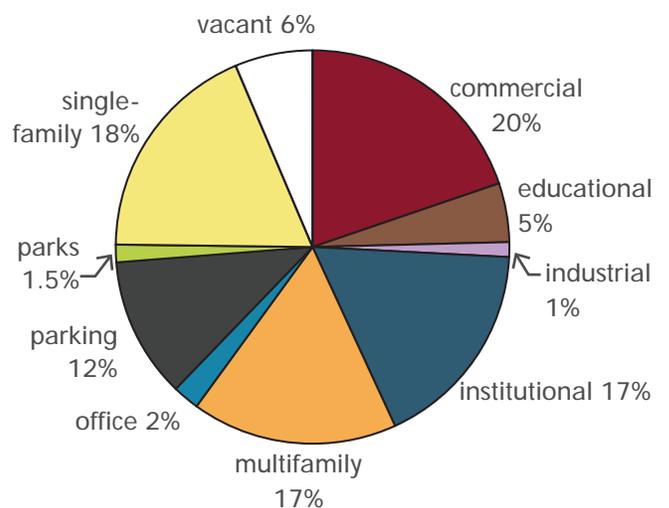


FIG. 6-2 Land use area percentages.

FIG. 6-3 EXISTING LAND USE BASED ON TAX PARCEL DATA

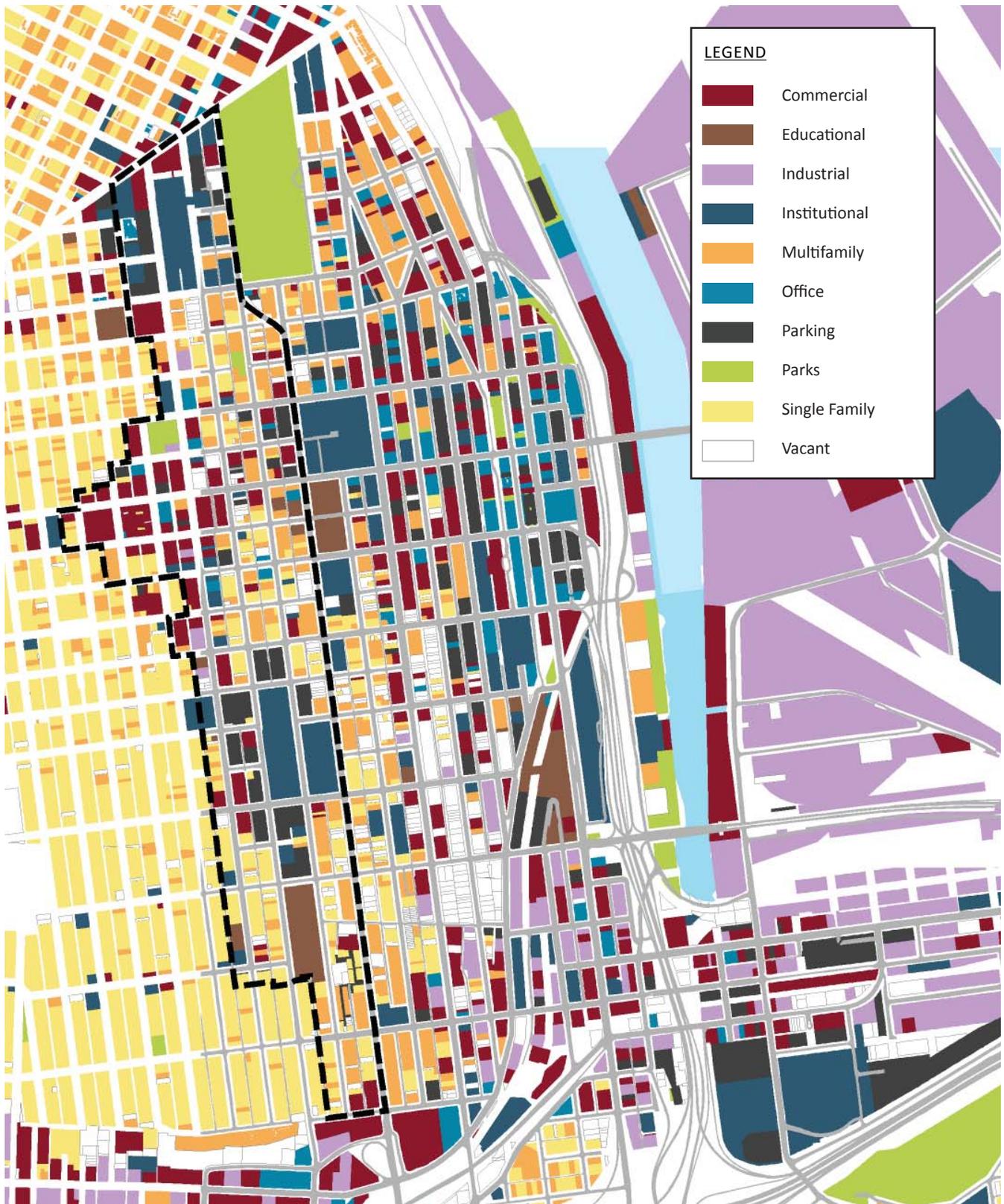
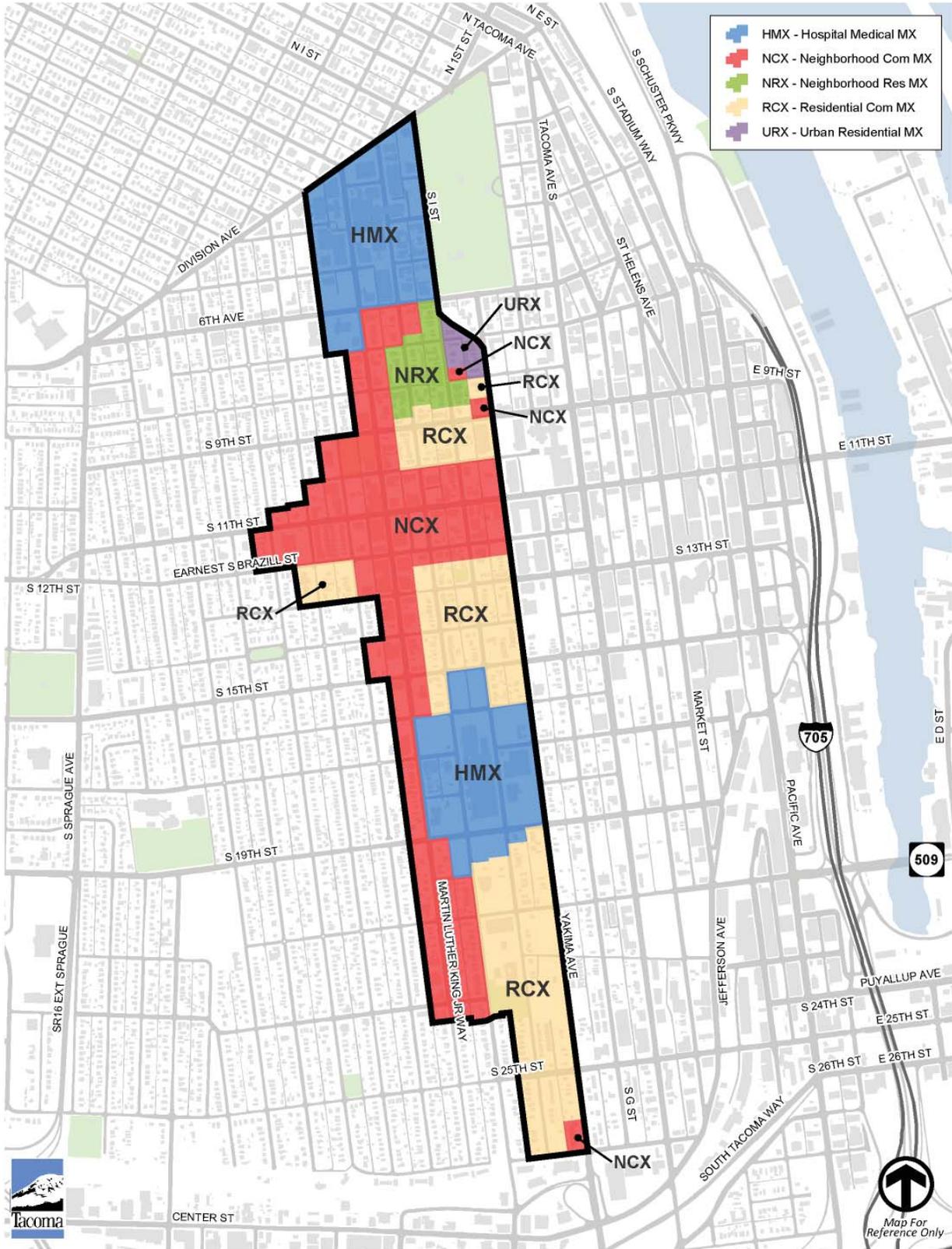


FIG. 6-4 EXISTING ZONING



Existing Zoning

There are five mixed-use zoning districts within the Subarea, as mapped in Figure 6-2, and summarized in Table 6-1. NCX and HMX are the more intense zoning districts and allow a broad range of commercial and residential uses; HMX is unique in that it allows hospital uses. RCX allows a broad range of commercial and residential uses but requires 75% of each development to be residential.

The URX and NRX zoning districts are generally limited to residential uses, including uses that are compatible with residential development (i.e. daycares, retirement homes, etc.). URX is geared toward higher density residential development, whereas the NRX district does not allow multi-family housing development.

Tacoma's mixed-use zones incorporate a height bonus program to allow additional height in exchange for various public benefits provided by the developer. Bonus heights for each zone are split into two levels, as shown in Table 6-1. To build to these increased heights, developers are required to provide one or more public benefit bonus features:

- Level 1
 - » Pedestrian-oriented environment - ground floor retail/restaurant, public art, structured parking
 - » Transit-oriented development - transit stop improvements and 50% residential use in mixed-use projects
 - » Sustainability - LID stormwater management, green roof, solar energy collection, historic landmark designation, historic façade retention, and energy efficiency
 - » Quality of life - affordable housing, affordable housing contribution, open space fund contribution, transfer of development rights
- Level 2
 - » Quality of life – open space fund contribution (0.5%), transfer of development rights.

Transfer of Development Rights

Transfer of Development Rights (TDR) is a regulatory strategy by which development rights are transferred from places that are appropriate for preservation (sending areas) to places that are appropriate for increased development (receiving areas). Sending areas are typically rural, undeveloped locations for which the preservation of natural resources or farmland is a goal, but also can be open space or historic structures in urban areas. Receiving areas are typically in urban areas where there is a market demand for development capacity beyond what is normally allowed.

The City of Tacoma has implemented a TDR program in its Mixed-Use Centers.¹ Within the Hilltop Mixed-Use Center, properties located in NCX zoning districts, and in RCX zoning districts east of MLK Jr Way and between 9th and 13th Streets, are designated TDR receiving areas. TDRs are integrated into the X-District Bonus Height Program, and are the only means to achieve the “Level 2” height bonuses (see Table 6-1).

The success of a TDR program hinges on real estate market conditions that support development at densities requiring bonus development capacity. Until market conditions improve in the Hilltop Mixed-Use Center, the TDR height bonus is unlikely to be utilized. One of the primary goals of the Hilltop Subarea Plan is to improve market conditions in the Subarea, and thus it can be expected to support the successful implementation of TDR as development occurs over future years. The Subarea Plan focuses on specific strategies that can be implemented within Hilltop to spur positive economic growth, and these kinds of proactive planning and community engagement processes are key to improving market interest and thus stimulating the utilization of TDRs.

¹ The City of Tacoma has produced two recent reports on TDR: *Transfer of Development Rights: Program Analysis for the City of Tacoma*, December 2008; and *Transfer of Development Rights Program Market Study for the City of Tacoma*, August 2012

TABLE 6-1 ZONING AREAS AND HEIGHT LIMITS

Zoning District	Parcel Area Within the Subarea (ac.)	Base Allowable Building Height (ft.)	Maximum Height Allowed Through Level 1 Bonuses (ft.)	Maximum Height Allowed Through Level 2 Bonuses (ft.)	Maximum Non-residential Floor Area (max. sf) ¹	Minimum Density for Single-Purpose Residential (dwelling units) ²
Neighborhood Residential Mixed Use (NRX)	7	35'	no bonus height available	no bonus height available	no maximum	no minimum
Urban Residential Mixed Use (URX)	1.5	45'	no bonus height available	no bonus height available	no maximum	25 DU
Neighborhood Commercial Mixed Use (NCX)	58	45'	65'	85' with TDR, for property within 200' of a Core Pedestrian Street ³	30,000 per business 45,000 for full service grocery store (offices are exempt)	40 DU on Core Pedestrian Streets; otherwise 30 DU
Residential Commercial Mixed Use (RCX)	52	60'	70' in Hilltop Center Height Bonus Area ⁴	80' with TDR, in Hilltop Center Height Bonus Area	30,000 per business 45,000 for full service grocery store	40 DU on Core Pedestrian Streets; otherwise 30 DU
Hospital-Medical Mixed Use (HMX)	44	150'	no bonus height available	no bonus height available	7,000 per business for restaurant, retail, and personal service use	no minimum

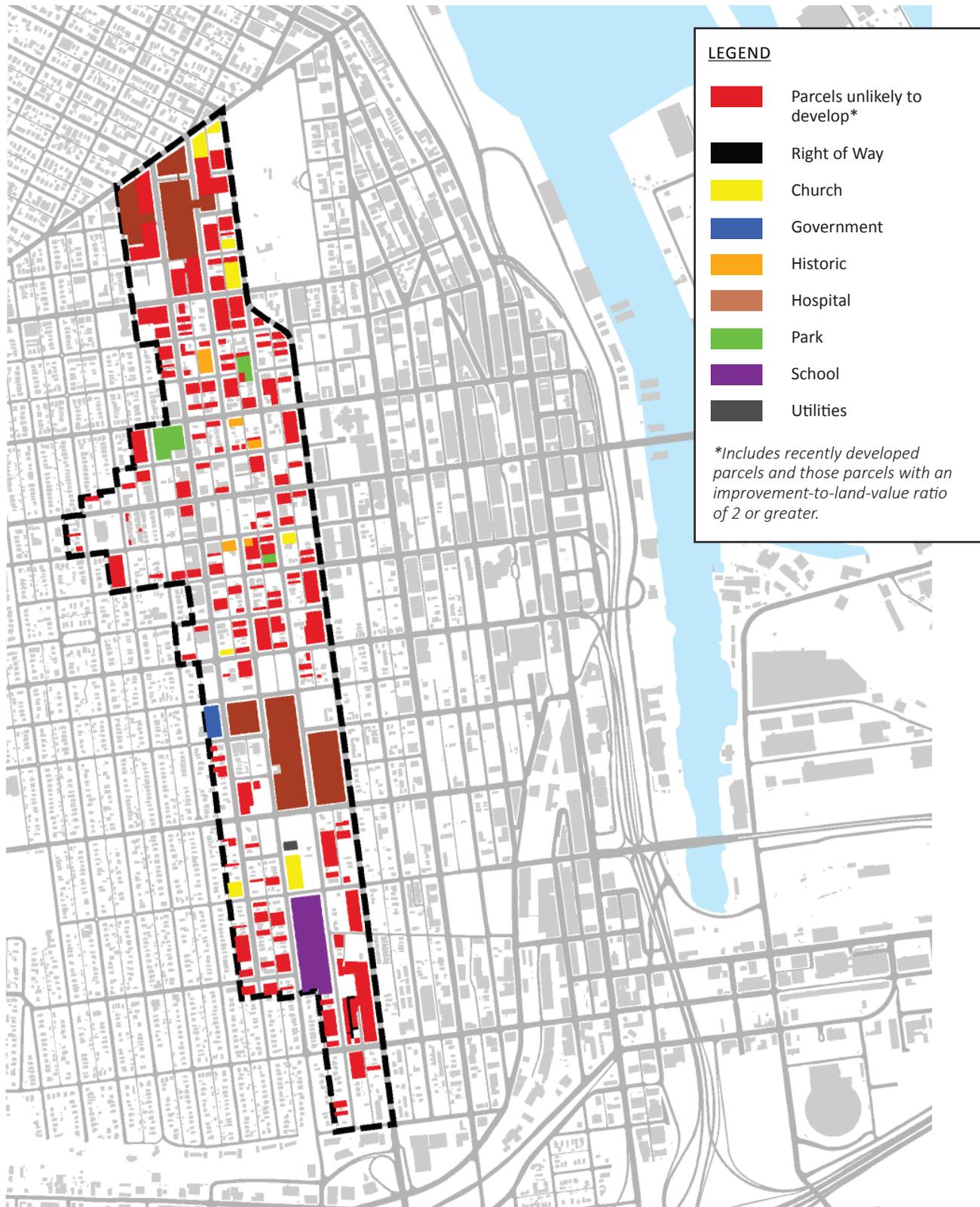
¹The floor area of any development in RCX must be at least 75% residential

²Projects that do not include residential uses, and mixed-use projects, are exempt from minimum-density requirements

³Core Pedestrian streets are MLK Jr Way (S 9th to S 15th Street), South 11th Street, and South Earnest S Brazill Street

⁴East of MLK Jr. Way and between South 9th and South 13th Streets

FIG. 6-5 DEVELOPMENT CAPACITY



Development Capacity

The Hilltop Subarea currently supports 12,305 jobs and a population of 3,023. The Hilltop Subarea Plan EIS considers two buildout alternatives for the year 2040, as shown in Table 6-2 below. See the Hilltop Subarea Plan Environmental Impact Statement for further details.

TABLE 6-2 THE EIS ALTERNATIVES

	Alt 1	Alt 2
New Residents	11,617	5,097
New Jobs	29,023	6,962

During the process of developing this Subarea Plan the City of Tacoma re-examined growth allocations for its Regional Growth Centers, Mixed-use Centers, and Manufacturing/Industrial Centers. The City's main assumptions concerning the Hilltop Subarea are that 60 percent of the population growth, and 70 percent of the employment growth will occur in the downtown Regional Growth Center. Of that, the City assumes an allocation of approximately nine percent of both population and employment to the Hilltop Subarea, equivalent to 11,310 people and 9,065 jobs.

The buildouts in Table 6-2 were tested for development capacity in the Hilltop Subarea under existing zoning. GIS analysis was used to identify developable parcels, based on the assumptions below, along with qualitative knowledge of the Subarea in some cases. Parcels with the following uses were designated as undevelopable:

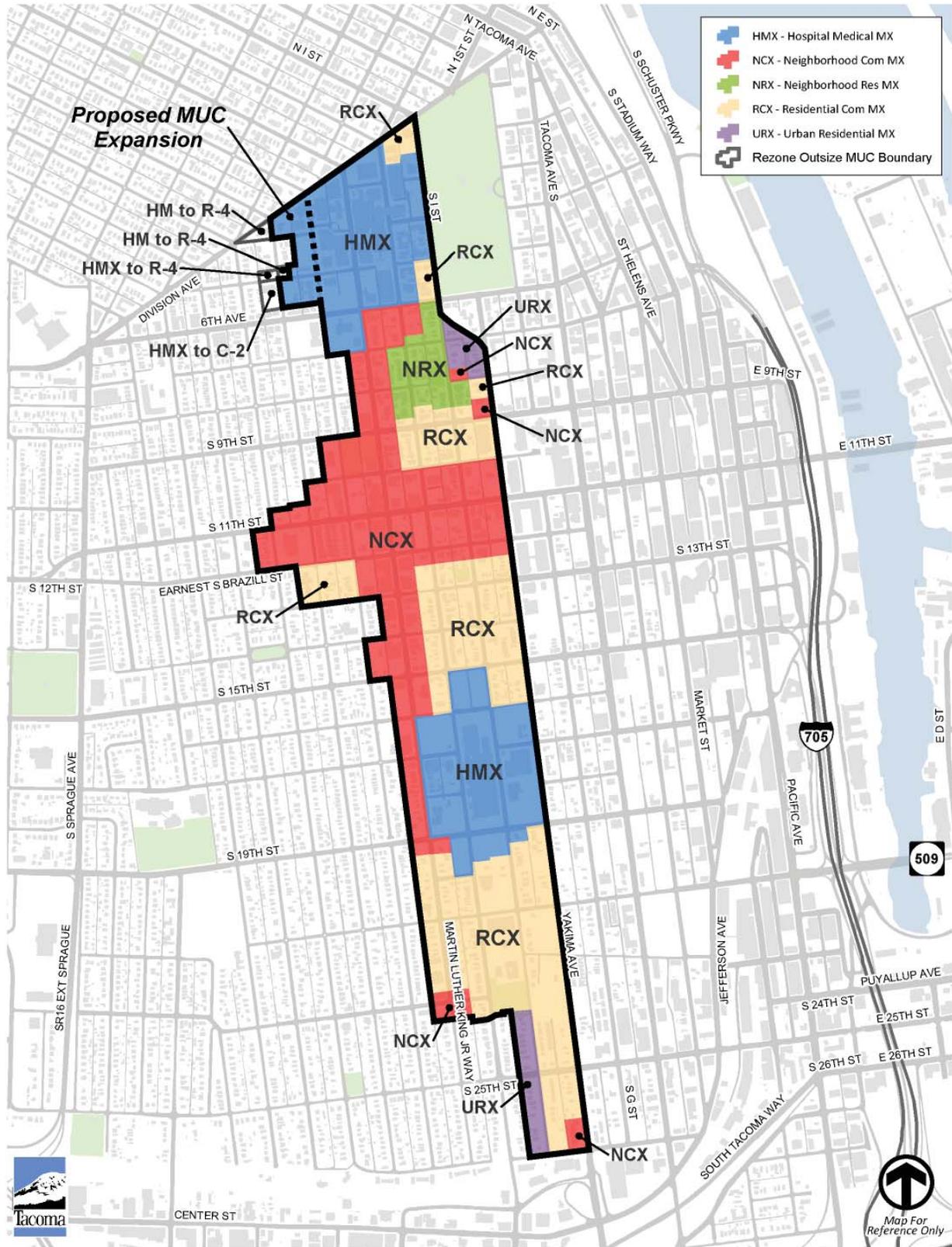
- schools
- historic structures
- parks and greenbelts
- religious services
- hospitals
- significant government offices
- utilities
- right-of-way (including rail)

To account for the dependence of future development potential on the value of existing improvements, parcels with an improvement-value-to-land-value ratio greater than 2 were designated as undevelopable. A map of developable and undevelopable parcels is provided in Figure 6-5.

For all parcels not identified as undevelopable, development capacity was calculated according to an assumed capacity of population and employment based on the zoning.² Lot coverage of 70% was assumed, along with zone-specific assumptions for average number of floors, and for residential-commercial use mix. Residential floor area capacity was converted to population using an average unit size of 1000 square feet, and an average household size of 2.32, which is Pierce County's projected year 2022 average household size for Tacoma. Commercial floor area capacity was converted to employment assuming an average of 375 square feet per employee. Lastly, a 25% market factor was applied to arrive at a final estimated capacity for the Hilltop Subarea of 12,819 people and 11,473 jobs.

² need citation for new growth allocation work

FIG. 6-6 PROPOSED ZONING ADJUSTMENTS



LAND USE CODE UPDATES

GOAL LU-1: Refine zoning and development regulations for the Hilltop Subarea

Mixed-Use Center Name Change

ACTION LU-1.1: In recognition of the traditional name for the area and the need for consistent branding, rename the “Martin Luther King Jr. (South 11th & MLK Jr Way) Mixed-Use Center” to the “Hilltop Mixed-Use Center.”

Zoning Adjustments

To better promote the goals of Hilltop, this Plan proposes several modest modifications to existing zoning, as illustrated in Figure 6-3. These changes include the following:

- NCX to RCX – for the blocks located south of South 19th Street on MLK Jr Way to reflect existing good condition single family committed structures and protect the integrity of the neighborhood from fragmentation. NCX zoning would be retained for the corner lots on MLK Jr Way at South 23rd Street to reflect the existing neighborhood stores.
- NCX to URX – on the half block south of Street 23rd Street along South I Street.
- RCX to URX – for the blocks located south of South 19th Street on J Street and on the west side of I Street south of South 23rd Street to reflect existing good condition single family committed structures and protect the integrity of the neighborhood from fragmentation.
- HMX expansion – to include MultiCare Health System properties that have been acquired west of South L Street and north of South 6th Avenue that are viable and supportable for hospital related developments.
- HMX to RCX – to exclude the churches and existing apartment buildings located on Division Avenue and South I Street/Yakima Avenue that are not owned by MultiCare Health Systems and which are not

viable or necessary to MultiCare’s future hospital needs.

- Various Minor Rezones – to rectify the zoning just outside of the MultiCare campus in the vicinity of 4th and M Street and 5th & M Street. The new zoning classifications will better reflect the existing development on these properties, the fact that they are not within the MultiCare campus boundary and are not suitable for core hospital functions, and that they are within the transition area between the MultiCare campus and the adjacent Wedge Historic District.

ACTION LU-1.2: Implement the zoning conversions described above.

Hilltop Mixed-Use Center Boundary Adjustment

The zoning adjustments in described in the previous section include changes to HMX zones that are located outside of the Mixed-Use Center boundaries in the northwest corner of the Subarea. These zoning changes are intended to address existing hospital uses, as well as likely expansion of hospital uses in these areas. Given the intended land uses in Mixed-Use Centers, it is appropriate to expand the Mixed-Use Center boundary to include the HMX rezone.

ACTION LU-1.3: Expand the Hilltop Mixed-Use Center boundary to include the proposed rezone to HMX located west of South L Street and south of Division Avenue.

Development Regulations

Hilltop stakeholders have expressed the need for a more flexible and refined approach to development regulations that can better address “quality” and the overall design synergy of a project instead of just basic design components. The urban design principles discussed below are intended provide a clear framework for implementing this approach.

The overarching urban design goal for the Hilltop Mixed-Use Center is to create a dense, dynamic, pedestrian-oriented environment that supports the vision as a place where people want to live, work, shop and play. While the entire district is important, the business district core along MLK Jr Way and designated pedestrian and core pedestrian streets should be a priority for design sensitivity. In short, the district should be primarily designed for people, not for cars.

More specifically, new development should be designed to:

- support pedestrian activity by creating convenient, safe, and inviting pedestrian access;
- enhance the pedestrian-level experience through the incorporation of transparency, features such as primary entrances and engaging building facades that are oriented to the street, and other design elements that are attractive and engaging to pedestrians;
- accommodate off-street vehicle parking in a way that does not detract from the pedestrian realm, through measures such as locating parking and vehicle access in less visible areas, and ensuring that off-street surface parking is not a dominant feature of any development or of the district as a whole;
- when in close proximity to historic buildings, complement and enhance the historic nature, scale and character of the district;
- promote architectural variety that adds visual interest to the district, and incorporate high quality, durable materials that reflect a both a refined design intent and a long-term commitment to the community;
- incorporate landscaping and other design techniques that soften the view of service and mechanical features, auto-oriented spaces, and other necessary components that could detract from the quality of the pedestrian realm;
- create open spaces that maximize accessibility, safety, convenience, and flexibility of use, and

reflect their location within a dense urban environment;

- enhance public safety, for example through the application of Crime Prevention Through Environmental Design (CPTED) standards.

ACTION LU-1.4: Explore modifications to the administrative design review process that will support the realization of Hilltop’s urban design goals and principles.

ACTION LU-1.5: Ground floor retail requirements – Designate Pedestrian Street mixed use ground floor retail requirements to reflect market capacity and desired concentrated retail corridor locations, with a focus on MLK Jr Way and South 11th Street in the business district core.

ACTION LU-1.6: Design standards – Create and adopt a design overlay for the district that utilizes a hybrid “form-based” approach that illustrates building and street-level design objectives using examples to better address historic character, pedestrian vibrancy, compatibility and design quality issues within a flexible administrative procedure that recognizes innovation.

ACTION LU-1.7: View corridors – Identify public view corridors focused on the key east-west streets in the Hilltop Subarea and create appropriate view protection measures to preserve and protect them.

Live-Work/Work-Live Code

In 2013 the City adopted new Land Use Code language that applies to Live-Work and Work-Live uses in mixed-use centers, including Hilltop. The new code is intended to promote numerous goals that are aligned with those of Hilltop, including:

- Stimulate additional economic activity in conjunction with residential uses

- Reduce vacant space and underutilized buildings
- Help preserve Hilltop’s architectural and cultural past
- Establish a live-work and residential community

The new Live-Work code allows all buildings (with some exceptions) to add a home occupation pursuant to TMC 13.06.100 E, without being subject to the limitation in TMC 13.06.100 E(6) that no employees outside the members of the family residing on the premises be involved in the home occupation.

Under the new Work-Live code, adding a minor residential component to an existing or historic building does not trigger change of use requirements, and is not subject to density requirements in the underlying zone.

Additional features of the new code that apply to both Live-Work and Work-Live uses include:

- No additional parking spaces are required
- Up to 10% of new floor area may be added without triggering a change in use
- External additions are exempt from all prescriptive design standards
- Non-conforming floor area, Floor Area Ratio (FAR), setbacks, height, and site landscaping are “grandparented in”
- Mezzanine spaces may be added as long as they do not exceed a 10% increase in floor area or one third of the area of the floor below
- These provisions do not extend to adaptive reuses that involve more than 20 dwelling units or more than 12,000 square feet of commercial space in a particular building

The Live-work/Work-live code can be expected to expand opportunities for renovation and reuse of underutilized properties in Hilltop. This small-scale, incremental approach to economic development is well-



FIG. 6-7 The Columbia City Live-Aboves, an eight-unit project in Seattle, is an example of a live-work unit that provides small business owners with a relatively affordable alternative to traditional mixed use retail space. This adaptable masonry structure was designed to look modern while fitting into the context of a historic neighborhood.

sited to the local context and community aspirations of Hilltop.

ACTION LU-1.8: Promote Live-work and Work-live opportunities in Hilltop. Monitor the application of the new codes and suggest improvements. Establish a program to promote Live-Work and Work-Live pilot projects in Hilltop; consider permitting assistance, design competitions, and other incentives.



FIG. 7-1 The new Regional Health Care Center on Martin Luther King, Jr. Way will bring an estimated 48,000 patients and visitors to Hilltop each year, stimulating economic growth in the neighborhood.

07

CATALYST PROJECTS

The launching of catalytic development projects is one of most important and immediate goals of the Hilltop Subarea Plan. Hilltop has a wealth of assets that make it an attractive opportunity for new housing and commercial projects. In particular, the facilities associated with the medical mile provide a powerful foundation for redevelopment. Future potential looks even brighter with Sound Transit’s alignment selection for the LINK light rail extension that includes the MLK Jr Way corridor in Hilltop. The crucial first step is to launch catalyst projects—the near-term fuel to get the long-term revitalization engine started.

Due to market rents and cost of construction, there has been very little new development in Hilltop in recent years. In such a scenario, pioneering projects are critical for helping to prove the market and reduce developer risk. Because the risk assumed by the first new development project in an unproven market area is typically relatively high, the successful launching of a catalyst project calls for targeted strategies that reduce developer risk and improve the financial pro forma. The sections below discuss the most significant recent developments, strategies for promoting catalyst projects, and the most promising future catalyst sites.

RECENT AND CURRENT CATALYTIC PROJECTS

The following recent and ongoing developments can be expected to provide momentum that will support future catalyst projects in the Hilltop Subarea.

Community Health Care Clinic

In Fall 2013, construction will be completed on a 3-story, 59,100 square foot, \$26,000,000 regional health center on the southwest corner of Earnest Brazill Street and MLK Jr Way. The project includes a separate 3-story parking garage with 250 stalls. Focusing on treating low-income patients, the facility will replace a 7,000 square foot clinic located 2 blocks away. The new clinic will employ 130 full-time workers and service 200-300 patients daily.

Franciscan Medical Office Building & Parking Garage

In Summer 2013 Franciscan Medical Center completed a 5-story 120,000 square foot \$62,000,000 office building with an adjoining 7-story 770 stall parking garage, located on the block east of MLK Jr Way between South 16th and 17th Streets. The project includes an outdoor sitting



FIG. 7-2 The CHC Hilltop Regional Health Center, which will serve low-income and uninsured patients, opened in November of 2013.



FIG. 7-3 The Franciscan Medical Office Building at St. Joseph Medical Center, promotes collaboration among multiple providers on the Hilltop health care campus.



FIG. 7-4 Two new floors were added to the Milgard Pavilion on the MultiCare healthcare campus as part of a multi-phase strategy for expanding women and children's services.

area and sky-bridge to the hospital facility on the other side of South J Street. The MLK Jr Way street frontage of the parking garage will include approximately 2,700 square feet of leasable street-level spaces.

MultiCare Tacoma Campus

The Multicare healthcare campus is located in the north end of the Subarea centered around MLK Jr Way and South 4th Street. In 2010 Multicare completed the 132,000-square-foot Milgard Pavilion houses the MultiCare Regional Cancer Center and two new Emergency Departments for Tacoma General Hospital and Mary Bridge Children's Hospital.

In 2012 Multicare began a four year project to remodel and update the areas serving women, newborns and children at Tacoma General Hospital and Mary Bridge Children's Hospital. The project involves adding floors onto existing hospital wings—the Milgard Pavilion on MLK Jr Way and the Rainier Pavilion facing I Street. Construction is projected to generate 350 local jobs during the course of the project.

Vue25 Apartments

Completed in 2012, the 163-unit Vue25 apartments is the largest multifamily development in Hilltop. Located at Yakima Avenue at South 25th Street, it provides market-rate studio, 1, and 2-bedroom apartments, along with street level retail space.

Chelsea Heights Apartments

Completed in 2008, Chelsea Heights Apartments is a 78-unit mixed-use apartment at 6th & J Streets. This project and Vue25 (see above) are the only two large scale multifamily projects that have been developed in Hilltop in the past two development cycles. The project provides 88,000 square feet of residential, 20,000 square feet of commercial, 56,000 square feet of gated parking, and a 5,000 square foot plaza.

Hillside Terrace

In Spring 2013 the Tacoma Housing Authority (THA) initiated redevelopment of its Hillside Terrace site, a 166 unit family and elderly public housing project located on South G Street between 18th and 25th Streets just outside of Hilltop Subarea boundaries.

The \$15 million redevelopment is being built on 1.88 acres of the 2500 block Hillside Terrace. The new facility includes an 75,286 square foot mid-rise building with 54 affordable housing units, 5 townhome style buildings made up of 16 affordable housing units and a 6925 square foot Community Education Facility.

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

People’s Park Renovations

Site improvements made starting in 2012 include tree planting, “staple” bike racks, perimeter sidewalk repairs, decorative fencing, picnic tables and benches, irrigation upgrades, trees, landscape improvements, a new stage at the lower end of the park, and possible relocation of the play area and basketball court.

A new Aquatic Center at Peoples Community Center is scheduled to be completed in Septemeber 2015. The Center will feature a natatorium with a zero depth entry pool, lazy river, leisure pool, lap lanes, bubble pool, and indoor sprayground, along with an outdoor sprayground and waterslide. Construction is anticipated to begin in June 2014 and be completed by September 2015. The renovations are being funded by the 2005 Parks Improvement Bond Measure.



FIG. 7-5 The redevelopment of Hillside Terrace will provide additional units as well as children’s play areas, resident amenities and access to services.

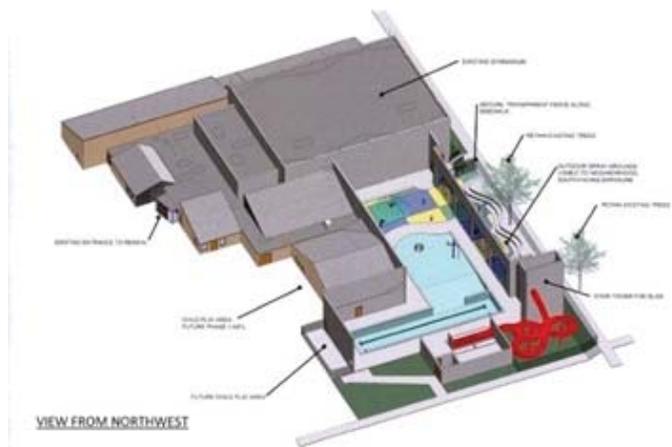


FIG. 7-6 A rendering of the swimming pool renovation project at the People’s Community Center.



FIG. 7-7 Wright Park’s 27 acres of arboretum and walking paths provide a significant open space resource for Hilltop residents.



FIG. 7-8 Phase II improvements to Wright Park included new pathways, picnic tables, and interpretive signage.



FIG. 7-9 Pacific Avenue streetscape improvements include new landscaping, crisscross overhead street lighting, rain gardens, and public art installations.



FIG. 7-10 Tacoma Link Light Rail provides free service between the Theater District and the Tacoma Dome.

Wright Park

Located directly adjacent to the northeast corner of the Subarea, 27-acre Wright Park is the most significant public park conveniently located for Hilltop residents and employees. The park provides an important open space amenity that adds value to potential new development nearby in Hilltop. The park recently underwent two phases of substantial upgrades:

- 2011 - Improvements included a new playground and sprayground, landscaping, bike racks, picnic tables, benches, trash receptacles, a water fountain and four interpretive/way finding signs. The old restroom and playground were removed to create a new outdoor performance area and pathway.
- 2008 - Improvements created a longer view of the park and featured design elements that improve safety and security: the south entry and bowling green, north entry, renovation of the maintenance building, relocation of the basketball court and renovation of the pond.

Downtown Projects

Downtown Tacoma has had numerous relatively recent investments that, given Hilltop's proximity, can be expected to provide some amount of positive reinforcement for redevelopment in Hilltop. Important projects include:

- Convention Center
- Museum of Modern Art
- UWT
- Glass Museum and Bridge of Glass
- Foss Esplanade
- 11th Street Bridge
- LeMay Car Museum
- Union Station
- Numerous streetscape upgrades
- LINK light rail

Community Projects and Initiatives

Community-based events and projects can also act as catalysts for revitalization...

Spaceworks Tacoma

Spaceworks is a joint initiative of the City of Tacoma, Shunpike, and the Tacoma-Pierce County Chamber of Commerce. In exchange for creatively activating unused spaces, artists are temporarily provided no- and low-cost rent, exposure, and business consultation. A number of such temporary artist galleries eventually become full time market rate tenants.

The Hilltop Business District Association will continue to engage Spaceworks Tacoma - a creative response to economic hard times. The goal of Spaceworks is to transform empty storefronts and vacant space like those in the Hilltop business district into dynamic points of interest through artistic energy and enterprise, making Hilltop a stronger, more active business center.

Diversitree Project

Funded by an anonymous donation of \$100,000, the Diversitree Project will plant over 200 trees in the Hilltop Business District starting in Fall 2013. New trees are to be planted in the area between South 9th and Earnest S. Brazill, and between South J and Sheridan. The plantings will focus along the east/west “spine” of 11th Street, where the City is proposing to build four medians to accommodate trees without reducing parking, while at the same time providing more rooting volume, traffic calming, and UV protection to the street.

Hilltop Heat Concert Series

This new concert series was launched by the Hilltop Business District in Summer 2013. Three evening concerts were held on Thursdays in July, August, and September at the Allen Renaissance, 1321 MLK Jr Way. The series will continue in Summer 2014.



FIG. 7-11 Spaceworks Tacoma will program four retail storefronts adjacent to the Fulcrum Gallery that have remained vacant for more than two years.



FIG. 7-12 Hilltop's Diversitree Project will help Tacoma to achieve its goal of having a tree canopy that covers 30 percent of the city's area by 2030.



FIG. 7-13 Hilltop Business District banners reinforce the neighborhood's identity.

New Business District Name and Banners

In late 2011 the business district along MLK Jr Way was officially renamed "Hilltop." A new Hilltop logo was designed and new Hilltop banners were installed along MLK Jr Way. These efforts are intended to create a stonger, more positive identity for the neighborhood.

McCarver Elementary School

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

STRATEGIES

ULI Rose Fellowship

In September 2012 the Urban Land Institute (ULI) Daniel Rose Center for Public Leadership awarded Mayor Marilyn Strickland a fellowship to study how the City of Tacoma can leverage existing and future assets to attract investment along the MLK Jr Way corridor. Initial work on the fellowship has identified the following opportunities, challenges, and proposed strategies:

Opportunities:

- Significant investment by health care sector occurring
- Contemplated light rail investment
- Mixed-use zoning in place and programmatic EIS underway
- Parks, schools and other public amenities in place
- New residential and mixed-use development
- Authentic character and neighborhood pride

Challenges:

- Perceptions of disinvestment
- Neighborhood concern regarding health care sector growth
- Connectivity within study area
- Sustainable private sector growth

Strategies:

- Reinforce the corridor and its connections
- Continue to set the table for meaningful development
- Improve communication between city agencies and community stakeholders
- Define a short term development project at the 11th and MLK intersection and organize around it
- Explore potential for a development fund
- Activation/Programing designed to bring people to experience Hilltop

Public-private partnerships

Public-private partnerships are one of the most powerful and appropriate tools for promoting catalyst projects in Hilltop. In general, public-private partnerships involve a public entity providing support for a private development in exchange for public benefits provided by the development. This support most often takes the form of discounted land but may also include special loans, tax abatements or exemptions, code departures, or fast-track permitting. Recent public-private partnerships in Tacoma include the Foss Waterway Esplanade, the Center for Urban Waters, the Greater Tacoma Convention and Trade Center, and the South Park Parking Garage/Pacific Plaza.

Developer RFPs

Public-private partnerships can be initiated with a Request for Proposals (RFP) for specific development sites. An RFP spells out the all of the development conditions that must be met, which may include criteria such as program, design standards, financials, or specific public benefits. After packaging the RFP, the City proceeds with a transparent, competitive process to solicit developer proposals and select a private developer best suited to complete the project. The City of Tacoma has recently issued RFPs for City-owned land in the Brewery District.

Land Acquisition

The availability of publicly-owned land is a key ingredient for most public-private redevelopment projects. The City of Tacoma, agencies such as Sound Transit, and other municipal entities often own properties that they no longer need that can be offered for redevelopment. Cities also have the option of proactively assisting in the acquisition and consolidation of land to initiate a desired redevelopment.

Public Development Authorities

A Public Development Authority (PDA) could be an effective tool for promoting and coordinating redevelopment in targeted areas of Hilltop. Most importantly, a PDA would help compensate for the high degree of risk associated with being one of the first private development projects in a largely unproven market such as Hilltop. PDAs are quasi-municipal corporations that are governed by a volunteer board. The City of Tacoma has established several PDAs, including the Foss Waterway Redevelopment Authority (FWDA) and the Tacoma Community Redevelopment Authority.

Community Development Corporations

Community Development Corporations (CDCs) are similar to PDAs in many ways, but they are truly private not-for-profit entities that are independent from the City. CDCs are not bound by laws covering public construction, can access foundation and other philanthropic funds, and can use tax-exempt financing. For example, the Pierce County CDC focuses on providing low and moderate-income housing.

A Community Land Trust (CLT) is a variation on a CDC that acquires and holds land as a means to develop and steward affordable housing, community gardens, civic buildings, commercial spaces or other assets on behalf of a community. A CLT acquires multiple parcels of land throughout a targeted geographic area and retains ownership in perpetuity. Development on the property is owned by individuals, or by nonprofit, governmental, or for-profit entities.

Adaptive Reuse

Hilltop has several underutilized buildings that have the potential to become catalyst projects through renovation and repurposing. To help encourage this potential, the City recently adopted new land use code language that applies to “Live-Work” and “Work-Live” uses in downtown. The new code is intended to remove barriers to the conversion of existing buildings to Live-

Work and Work-Live uses, which enable a unique, economical solution for both housing and commercial space. Although these projects may be relatively small in scale, they have great potential to act as seeds that set the stage for ongoing redevelopment and business investment.

Attracting Investment

An important component of promoting catalyst projects is defining and marketing the opportunity. Developers and the general public need to be educated regarding Hilltop's unique assets and its undiscovered appeal for both housing and businesses. Opportunities that could be better marketed to attract development include:

- Healthcare related businesses and services that capture synergy from the hospitals
- Housing targeted to Hilltop area healthcare workers who may wish to live closer to work
- Businesses targeted toward Hilltop area healthcare workers who currently leave the neighborhood for services, shopping, and entertainment
- Potential location for student housing given the proximity of the expanding UWT campus
- Adjacency to Evergreen State College's Tacoma Campus and Bates Technical College's Downtown Campus
- Adaptation of existing underutilized building stock for shared work spaces for office, tech incubators, artists, or small-scale production
- Adjacency to the downtown core and all of its jobs and recreation
- Adjacency to Wright Park, Tacoma's crown jewel urban park
- Future light rail extension on MLK Jr Way, which will improve the aesthetics of the street, and provide high quality transit access to downtown, the UWT, the Foss Waterway, and the Dome District transit hub

FUTURE CATALYST PROJECTS

Catalytic Redevelopment Projects

GOAL CP-1: Implement catalytic development projects in Hilltop

There are numerous properties in Hilltop that over the years have been identified as potential catalyst redevelopment sites. To give an overview of the possibilities, a sampling of some of the capacity and envelope studies that have been conducted on these sites is shown in Figures 7-17 and 7-18. Specific sites are addressed in the proposed actions below, and mapped in Figure 7-19.

ACTION CP-1.1: Browne's Star Grill/Pochert Building

– Subject to feasibility assessments, retain as much of the Browne's Star Grill and Pochert historical buildings as possible and redevelop the remaining city property for mixed use including ground floor retail, upper floor office and/or mixed income housing. Envelope studies of this site are provided in Appendix F of the Draft Hilltop Subarea Plan.

ACTION CP-1.2: MLK Jr Way and 11th Ave Site – Subject to feasibility assessments, support the redevelopment of the vacant properties on MLK Jr Way and J Street at 11th Avenue for mixed use with ground floor retail, street level artist live/work housing, an educational center, and/or upper floor office and mixed income housing activities and the possible retention and incorporation of the Tally Ho Tavern building. Envelope studies of this site are provided in Appendix F of the Draft Hilltop Subarea Plan.

ACTION CP-1.3: Municipal Service Center – Subject to feasibility assessments, redevelop the city property housing the Municipal Services Center at MLK Jr Way and South 13th Street for mixed use including ground floor retail with upper floor mixed income housing.



FIG. 7-14 Historic Tacoma and the Tacoma Housing Authority are exploring opportunities for redeveloping the Browne's Star Grill and Pochert Building properties.



FIG. 7-15 The Municipal Services Center building at Martin Luther King Jr. Way and South 13th Street could be redeveloped as a mixed-use, mixed-income housing project.



FIG. 7-16 Allen Renaissance, Inc., a non-profit developer associated with the Allen Africal Methodist Church, has invested in the restoration of Valhalla Hall as a multi-use community facility.



TCF Architecture

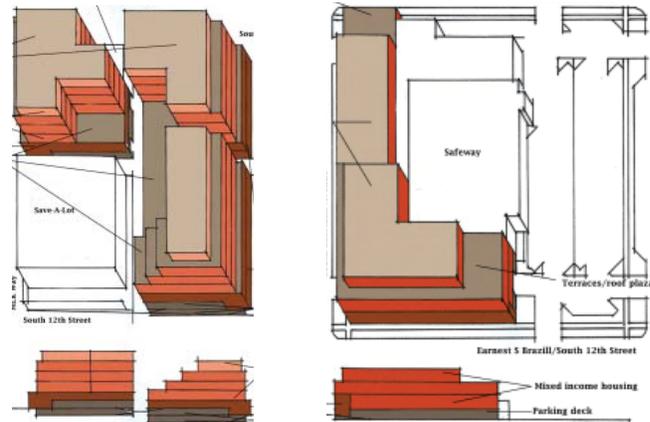


FIG. 7-17 *Left* - Visioning study for the northwest corner of MLK Jr Way and South Earnest Brazill Street. *Above* - Envelope studies on potential development sites at the MLKHDA site at MLK Jr Way and South 11th Street, the Browne’s Star Grill/Pochert Building site at MLK Jr Way and South 12th Street, the former Save-a-Lot surface parking lots, and the Safeway (see Appendix K of the Draft Hilltop Subarea Plan for details on the envelope studies).



FIG. 7-18 Renderings of previously conducted massing studies on various potential catalyst development sites along the MLK Jr Way corridor.

ACTION CP-1.4: *Allen Renaissance Center* – Promote the sensitive renovation and reuse of the former Valhalla Hall, with the potential for a mix of commercial, residential, institutional, and community spaces.

ACTION CP-1.5: *Other Potential Development Opportunities* – Promote the redevelopment of underutilized surface parking lots, vacant lands, or underused buildings for new development projects, that help to create a dense mix of uses throughout the district, including retail, restaurants, office, personal services, medical facilities, and mixed-income housing. Two notable potential redevelopment sites are the surface parking lots around the former Save-a-Lot store and the Safeway. Envelope studies of this site are provided in Appendix F of the Draft Hilltop Subarea Plan.

ACTION CP-1.6: *Coordinated Institutional Development* – Work with MultiCare and Franciscan Health Systems and any other significant, campus-like institutions to evaluate more collaborative processes with the city and community, such as development agreements, to better define and support the long-range needs of these institutions, mitigate future development impacts as appropriate, and address how such future development can allow institutions to participate in the revitalization of the Hilltop Subarea. For example, Franciscan Health Systems’ long-range plan includes the construction of a new tower to replace the aging iconic tower at South 18th and South J Streets.

Catalytic Infrastructure Projects

GOAL CP-2: Support the implementation of catalytic infrastructure projects in Hilltop

LINK light rail extension

On May 23, 2013 the Sound Transit Board approved the North Downtown Central Corridor, known as “E1,” as the preferred alignment for expansion of Tacoma LINK light rail. This alignment would take the light rail trains down MLK Jr Way right through the heart of the Hilltop Subarea, and has great potential to catalyze revitalization.

The preferred E1 alignment will provide a high-quality, frequent transit connection between Hilltop and the Stadium District, the downtown core, South Downtown, the Brewery District, and the Dome District. The existing 1.6 mile Tacoma LINK light rail line currently serves 6 stations from the Theater District to the Tacoma Dome Station. Trains run every 12 minutes during the day and served nearly a 1,000,000 riders in 2011. For further details on the LINK light rail extension, see the Mobility chapter.

ACTION CP-2.1: Proactively collaborate with Sound Transit to ensure that the catalytic benefit of the LINK extension is maximized in terms of station design and location, street reconfiguration, etc.

MLK District Complete Streets Improvement Project

As detailed in the Mobility Chapter, the development of this Subarea Plan led to an innovative proposal to fund a network of Complete Streets upgrades in Hilltop as a logical implementation measure to support the future Sound Transit LINK light rail expansion to Hilltop. The \$28 million “MLK District Complete Streets Improvement Project” was proposed to the Puget Sound Regional Council (PSRC) for inclusion in their 2014 update to Transportation 2040, and has been ranked 6th out of 126 key arterial projects regionwide.

The project would implement the Complete Streets concept focussed on the Hilltop business district, to transform several arterial streets into a multimodal network that improves efficiency for all modes of transportation. The proposed network of streets covers the area between MLK Jr. Way to J St, and from Division St. to S. 25th St, and includes 25th, 19th, 15th, 12th, 11th, 9th, and Division Streets and 6th Ave.

The City's commitment to investment and improvements in Hilltop that would be displayed with the implementation of this complete streets project would send a powerful positive message to those considering pursuing redevelopment or renovation projects. The project would also improve connections between Hilltop and the resources of surrounding neighborhoods, downtown, the UWT, and the Brewery District in particular.

ACTION CP-2.2: Continue to support the MLK District Complete Streets Improvement Project.

Hillclimb Connections to the UWT Campus and the Brewery District

The Open Space Chapter describes the desire for improved hillclimb/greenway connections from Hilltop to the UWT campus, and to the Brewery District. These prominent public investments would not only be valuable amenities for Hilltop residents and businesses, but would also act as important catalysts for nearby private investment. These hillclimb/greenway projects have the potential to provide:

- Off-street grid connections between the Hilltop, recent and planned residential development, and important Downtown destinations
- Green/open space corridors and amenities
- New open spaces that could be incorporated with other community gathering spaces, community gardens, etc.
- Improved public view corridors (better aligned with Mount Rainier View)

The 2008 UWT Campus Master Plan proposes extending the existing campus hillclimb on South 19th Street from Pacific Avenue to Fawcett Avenue in a diagonal alignment from the Prairie Line Trail north to the intersection of South 17th Street and Tacoma Avenue. If this hillclimb could be extended further west it would provide a valuable amenity for the Hilltop Subarea.

For a greenway connector between Hilltop and the Brewery District, one possible alignment would be along 23rd Avenue, which is a narrow, slightly-angled street running up the hillside from the Brewery District and reaching Hilltop just north of McCarver Park. This alignment is proposed in the 2013 South Downtown Subarea Plan.

ACTION CP-2.3: Support the implementation of the proposed UWT Hillclimb, and develop concepts for extending the hillclimb further west to connect to Hilltop.

ACTION CP-2.4: Develop concepts for a pedestrian hillclimb/greenway connector between Hilltop and the Brewery District, with primary consideration given to an alignment on South 23rd Street, in coordination with South Downtown planning efforts.

Leveraging Coordination

Construction of new infrastructure can provide a strong incentive for promoting catalyst projects. Infrastructure investments in the vicinity of a development site demonstrate the City's commitment to the neighborhood, reduce developer risk, and increase the value of future development. A wide range of public infrastructure investments can help to catalyze redevelopment, including street reconfigurations, transit stations, utility upgrades, undergrounding of overhead power lines, creation of new public open space, streetscape improvements, and brownfield remediation. Potential catalyst projects in Hilltop also stand to benefit by leveraging the positive impacts of redevelopment in nearby areas, and should be planned accordingly whenever possible.

GOAL CP-3: Promote catalyst projects through the coordination of infrastructure investments and redevelopment

ACTION CP-3.1: Develop a district-wide infrastructure plan sufficient to service the level of development planned for this district, including the undergrounding of power lines in areas where overhead lines conflict with planned development. Prioritize the replacement and upgrading of infrastructure within the Hilltop Subarea, focus infrastructure investments based on economic development opportunities, partner with private property owners and other agencies to coordinate utility projects, and support the use of alternative financing and construction mechanisms, such as local improvement districts (LIDs).

Brownfield Cleanup

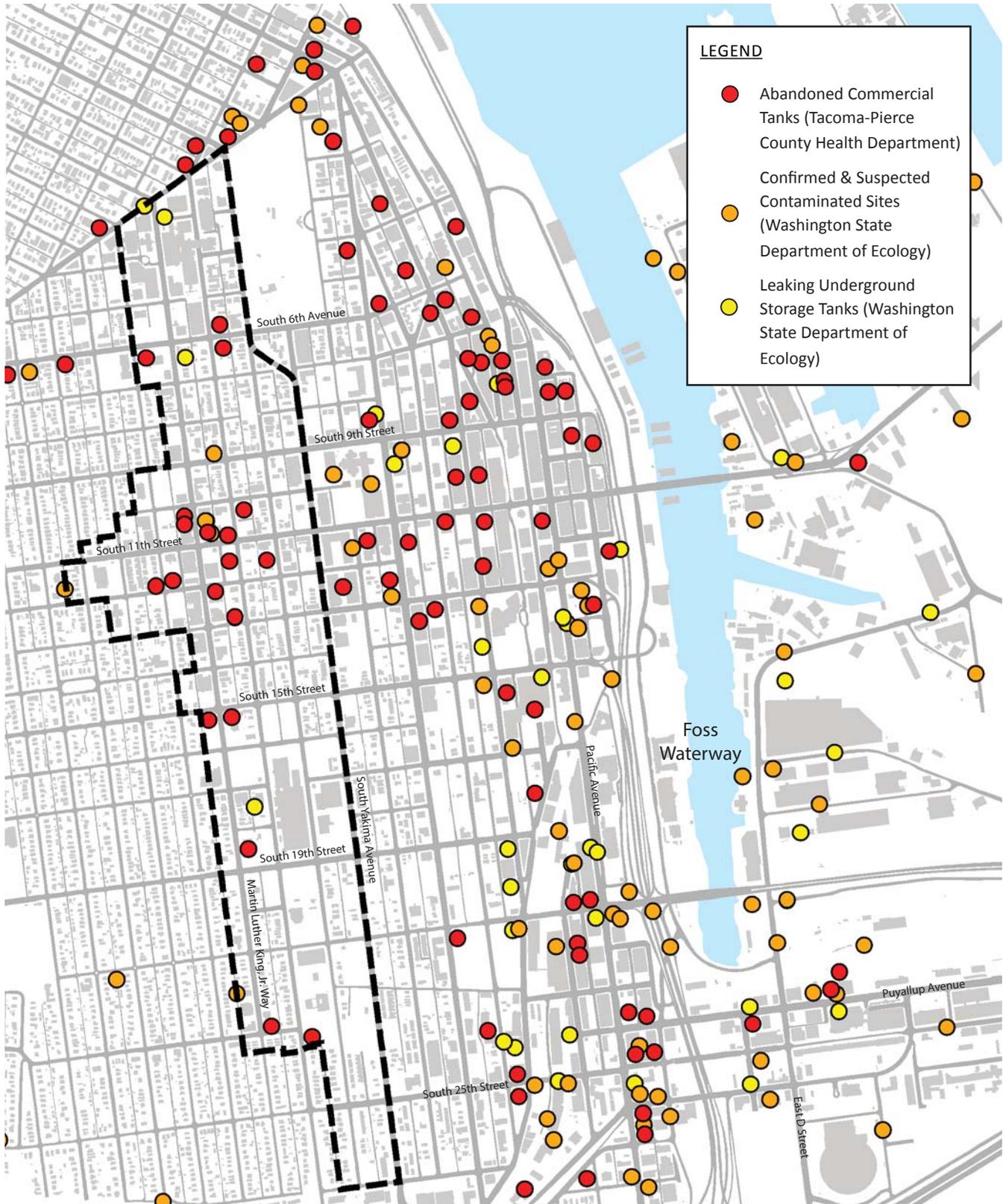
Brownfields are land that has been previously used for industrial or commercial purposes and is potentially contaminated by low concentrations of hazardous waste or pollution. Brownfields are not only an environmental health issue, but can also be a serious impediment to redevelopment.

Available information on the location of known potentially contaminated sites in the Hilltop Subarea is mapped in Figure 7-20. Three types of sites are identified on the map:

1. The Tacoma-Pierce County Health Department (Health Department) identified Abandoned Commercial Tank (ACT) sites at former gas station sites in the downtown area that are potentially contaminated from on-site historical activities for which there are no records of storage tank removals or environmental cleanup.
2. The Health Department has also identified sites at which storage tanks have been removed, and sites for which Washington State has recorded a cleanup. These cleanup sites may or may not have been gas stations and could have been industrial activities, such as laundries or vehicle maintenance shops, that contributed contaminants.
3. The Washington State Department of Ecology (DOE) keeps a database of leaking underground storage tanks (LUSTs). Many of these tanks have been removed, but the status indicates that contamination remains. DOE also tracks various "contaminated sites," including UST and other miscellaneous spills.

The City of Tacoma has demonstrated a long-term commitment to addressing contaminated soils and has been engaged in multiple ongoing brownfield-related efforts. Most recently, in 2013 the City applied for an EPA Brownfields Assessment Grant for the South Downtown Subarea. Addressing potential brownfields in Hilltop will require a comprehensive approach, including area-wide assessment, individual site assessment, and remediation.

FIG. 7-20 HILLTOP CONTAMINATED SITES



ACTION CP-3.2: *Brownfields* – Identify all known sites of hazardous materials including former gas stations and laundries, develop appropriate mitigation strategies, and create a funding source for proactively mitigating the sites to support redevelopment.

Nearby Redevelopment

The UWT has long range plans to expand its enrollment from about 3,500 today to as much as 15,000. Given its proximity, this expansion can be expected to be a major catalytic impact on redevelopment in Hilltop. In particular, based on the UWT's land holdings, future expansion will primarily move westward up the hill toward Tacoma Ave S. The future growth of UWT can be expected to create opportunities in Hilltop for housing and services targeted to students and staff.

Potential catalyst projects in the Brewery District could help build momentum for redevelopment in Hilltop. In particular, the City-owned vacant property between Jefferson Ave, Tacoma Ave S, S 21st St, and S 23rd St is relatively close to Hilltop. The City-owned Public Works Department properties near S Holgate St also have potential. In 2013 the City issued RFPs for redevelopment at both of these catalyst sites.

ACTION CP-3.3: Pursue coordinated planning to leverage potential synergies between Hilltop catalytic projects and nearby redevelopment



Hilltop Subarea Plan

Appendix A

Draft Regulatory Code Amendments

December 2013

Chapter 13.06 Zoning

13.06.300 Mixed-Use Center Districts.

* * *

C. Applicability and pedestrian streets designated.

Applicability. The following tables compose the land use regulations for all Mixed-Use Center Districts. All portions of Section 13.06.300 and applicable portions of Section 13.06.500, apply to all new development of any land use variety, including additions and remodels, in all Mixed-Use Center Districts, unless explicit exceptions or modifications are noted. The requirements of Sections 13.06.300.A through 13.06.300.D are not eligible for variance. When portions of this section are in conflict with other portions of Chapter 13.06, the more restrictive shall apply.

TABLE C.1: MIXED-USE CENTER PEDESTRIAN STREETS ESTABLISHED

The following pedestrian streets are considered key streets in the development and utilization of Tacoma’s mixed-use centers, due to pedestrian use, traffic volumes, transit connections, and/or visibility. They are designated for use with certain provisions in the mixed-use zoning regulations, including use restrictions and design requirements, such as increased transparency, weather protection and street furniture standards. In some centers, these “pedestrian streets” and/or portions thereof are further designated as “core pedestrian streets” for use with certain additional provisions. The “core pedestrian streets” are a subset of the “pedestrian streets,” and thus, those provisions that apply to designated “pedestrian streets” also apply to designated “core pedestrian streets.”		
Mixed-Use Center	Designated Pedestrian Streets (All portions of the streets within Mixed-Use Centers, unless otherwise noted.)	Designated Core Pedestrian Streets (All portions of the streets within Mixed-Use Centers, unless otherwise noted)
6th Avenue and Pine Street	6th Avenue	6th Avenue
Narrows (6th Avenue and Jackson)	6th Avenue	6th Avenue
Downtown Tacoma (Tacoma Dome Area)	Puyallup Avenue; East 25th Street*; East 26th Street; East D Street	N/A
McKinley (East 34th and McKinley)	McKinley Avenue from Wright Avenue to East 39th Street*	McKinley Avenue from Wright Avenue to East 36th Street
Lower Portland Avenue	Portland Avenue*, East 32nd Street, East 29th Street	Portland Avenue
Proctor (North 26th Street and Proctor Street)	North 26th Street; North Proctor Street*	North 26th Street; North Proctor Street
Stadium (North 1st Street and Tacoma Avenue)	Division Avenue from North 2nd Street to Tacoma Avenue; Tacoma Avenue*; North 1st Street; North I Street	Division Avenue from North 2nd Street to Tacoma Avenue; Tacoma Avenue; North 1st Street
Hilltop Martin Luther King Jr. (South 11th Street and Martin Luther King Jr. Way)	Martin Luther King Jr. Way*; South 11th Street; Earnest S. Brazill Street; 6th Avenue, <u>South 19th Street</u>	Martin Luther King Jr. Way from S. 9th to S. 15th, South 11th Street; Earnest S. Brazill Street
Lincoln (South 38th Street and G Street)	South 38th Street*; Yakima Avenue from South 37th Street to South 39th Street; and South G Street south of 36th Street	South 38th Street
South 34th and Pacific	Pacific Avenue	Pacific Avenue
South 56th Street and South Tacoma Way	South Tacoma Way*; South 56th Street	South Tacoma Way
East 72nd Street and Portland Avenue	East 72nd Street*; Portland Avenue	East 72nd Street, Portland Avenue
South 72nd Street and Pacific Avenue	South 72nd Street; Pacific Avenue*	Pacific Avenue
Tacoma Central/Allenmore	Union Avenue*; South 19th Street between South Lawrence Street and South Union Avenue	Union Avenue south of South 18th Street; South 19th Street between South Lawrence Street and South Union Avenue

Tacoma Mall Area	South 47th/48th Transition Street; Steele Street*	N/A
TCC/James Center	Mildred Street*; South 19th Street	Mildred Street south of South 12th Street; South 19th Street
Westgate	Pearl Street*; North 26th Street	Pearl Street
<p>* Indicates primary designated pedestrian streets. In centers where multiple streets are designated, one street is designated the <i>Primary</i> Pedestrian Street. This is used when applying certain provisions, such as the maximum setback requirements for projects that abut more than one pedestrian street.</p>		

13.0X Known Archaeological, Cultural, and Historic Resources

A. Known Archaeological, Cultural and Historic Resources

- 1. Applications for a permit shall identify whether the property is within 500 feet of a site known to contain an historic, cultural or archaeological resource(s). Records of known sites are restricted. Consultation with Washington Department of Archaeology and Historic Preservation or a certified archaeologist will be required. If the property is determined to be within 500 feet of a site known to contain an historic, cultural, or archaeological resources, the City shall require a cultural resource site assessment; provided that, the provisions of this section may be waived if the Director determines that the proposed development activities do not include any ground disturbing activities and will not impact a known historic, cultural or archaeological site. The site assessment shall be conducted in accordance with Washington State Department of Archaeology and Historic Preservation guidelines for survey and site reporting to determine the presence of significant historic or archaeological resources. The fee for the services of the professional archaeologist or historic preservation professional shall be paid by the landowner or responsible party.**
- 2. If the cultural resource site assessment identifies the presence of significant historic or archaeological resources, a Cultural Resource Management Plan (CRMP) shall be prepared by a professional archaeologist or historic preservation professional paid by the landowner or responsible party. In the preparation of such plans, the professional archaeologist or historic preservation professional shall solicit comments from the Washington State Department of Archaeology and Historic Preservation, and the Puyallup Tribe. Comments received shall be incorporated into the conclusions and recommended conditions of the CRMP to the maximum extent practicable.**
- 3. A CRMP shall contain the following minimum elements:**
 - a. The CRMP shall be prepared by a qualified cultural resources consultant, as defined by the Washington State Department of Archaeology and Historic Preservation.**
 - b. The CRMP shall include the following information:**
 - i. Description of the Area of Potential Effect (APE) for the project, including a general description of the scope of work for the project and the extent and locations of ground disturbing activities. Ground disturbing activities include excavations for footings, pilings, utilities, environmental testing or sampling, areas to be cleared and/or graded, demolition, removal or relocation of any existing structures, and any other ground disturbances that may occur as a result of construction activities.**
 - ii. Photographs of the APE, including existing structures and areas of construction activities.**
 - iii. An examination of project on-site design alternatives;**
 - iv. An explanation of why the proposed activity requires a location on, or access across and/or through, a significant historic or archaeological resource; and**
 - v. Citations with dates, of any previous written documentation on listed or known culturally significant sites. In compiling this information consultations with the following agencies shall be necessary. A list of the agency officials that were consulted with shall be included:**
 - State Department of Archaeology and Historic Preservation to identify buildings, sites or objects within the APE that are listed on or the National Register of Historic Places or the Washington State Heritage Register.**
 - City of Tacoma Historic Preservation Office to identify any buildings, sites, or objects within the APE listed on the Tacoma Register of Historic Places.**
 - The Puyallup Tribe of Indians Historic Preservation Section to identify any buildings, sites, or objects within the APE within the 1873 Land Claims Settlement Survey Area.**
 - vi. An assessment of probable adverse impacts to culturally significant buildings, sites or objects, resulting from:**
 - Demolition of any buildings or structures over 50 years of age.**
 - The potential for the site to contain historic or prehistoric archaeological materials, based on the topography of the property, historical literature, geological data, geographical context, or proximity to areas of known cultural significance.**

vii. A description of how potential adverse effects to cultural resources as a result of construction activities will be mitigated or minimized. Mitigation includes but is not limited to:

- Additional consultation with Federal, State, local and Tribal officials or Tacoma Landmarks Commission.
- Additional studies such as pedestrian surveys, subsurface testing, remote sensing, phased or periodic testing as a part of any geotechnical assessment or soil testing required for the project, or monitoring during construction.
- Subject to review and approval of the City's Historic Preservation Officer other potential mitigation measures may include:
 - Avoidance of historic/cultural resources
 - Retention of all or some of historic structure into a new development
 - Interpretive/educational measures
 - Off-site/on site preservation of another historic resource
 - Recording the site with the State Department of Archaeology and Historic Preservation, or listing the site in the National Register of Historic Places, Washington Heritage Register, as applicable, or any locally developed historic registry formally adopted by the City of Tacoma;
 - Preservation in place;
 - Reinterment in the case of grave sites;
 - Covering an archaeological site with a nonstructural surface to discourage pilferage (e.g., maintained grass or pavement);
 - Excavation and recovery of archaeological resources;
 - Inventorying prior to covering of archaeological resources with structures or development; and
 - Monitoring of construction excavation.

4. Upon receipt of a complete permit application in an area of known historic/archaeological resources, the City shall notify and request a recommendation from appropriate agencies such as the Washington State Department of Archaeology and Historic Preservation, and the Puyallup Tribe. Recommendations of such agencies and other affected persons shall be duly considered and adhered to whenever possible and reasonable.

5. The recommendations and conclusions of the CRMP shall be used to assist the Administrator in making final administrative decisions concerning the presence and extent of historic/archaeological resources and appropriate mitigating measures. The Administrator shall consult with the Washington State Department of Archaeology and Historic Preservation, and the Puyallup Tribe prior to approval of the CRMP.

6. The Administrator may reject or request revision of the conclusions reached in a CRMP when the Administrator can demonstrate that the assessment is inaccurate or does not fully address the historic/archaeological resource management concerns involved.

B. Unanticipated Discovery of Archaeological, Cultural and Historic Resources

All permit applications shall prepare a plan for the possible unanticipated discovery of historic, cultural or archaeological resource(s), including a point of contact, procedure for stop-work notification, and for notification of appropriate agencies.

13.xx Traffic Impacts Assessment

13.xx.010 Purpose and Applicability

A. This section sets forth provisions for Traffic Impact Assessments located in the Downtown Tacoma Regional Growth Center. Transportation impacts generally relate to the size of the development, the number of trips generated, and their effect on local and state streets and transportation facilities, transit operations, freight, and pedestrian and bicycling facilities and operations. The provisions of this chapter shall apply to all residential, commercial, and mixed-use development within the Downtown Tacoma Regional Growth Center boundaries, see Figure X: Downtown Tacoma Regional Growth Center.

The Department of Public Works will use the Traffic Impacts Assessment to evaluate impacts and assist in identifying and establishing mitigation measures that will address safety, circulation, and capacity issues; capacity will be addressed in terms of Level of Service established in the City Comprehensive Plan and applicable sub-area plans. In those cases where DPW identifies potential impacts to State Highways DPW will consult with the Washington State Department of Transportation (WSDOT) in identifying mitigation measures.

B. Exemptions. The Director of Public Works may be able to provide an exemption from this impact analysis if a proposal has no meaningful potential for significant and adverse transportation or traffic impacts. This may occur if the proposal has characteristics that may limit its net new vehicle traffic generation, or if only non-congested roadways and intersections are nearby, or if the net increase in traffic would not be significant compared to traffic from existing development.

13.xx.020 Definitions

See section 13.06.700.

13.xx.030 Traffic Impact Assessments Use Category

The transportation information is required to be prepared and submitted to Public Works Department at the time of permit intake. If such information is not present, the Public Works Department may delay completing the application process until such time as the information is available. After the application is accepted, the permit review by Public Works Department staff may generate a request for additional information, which will be detailed in a correction notice.

A. Level 1: The following information must be provided by a qualified expert in the form of a transportation impacts study:

1. Number of additional daily vehicle trips generated by the development as calculated using the ITE Trip Generation Manual, 8th Edition or successor edition.
2. Number of additional “peak hour” vehicle trips generated by the development in the afternoon peak hours as calculated using the ITE Trip Generation Manual, 8th Edition or successor edition
3. The proposed access/egress routes, such as alleys and streets on which vehicles will enter and leave the site’s parking garage or lot and including whether or not new curb-cuts will be proposed.
4. An estimate of what proportion of the development’s traffic is likely to use which streets.
5. Identify whether the nearest intersections are controlled by stop signs, traffic lights, or other form of traffic control.
6. Describe existing pedestrian and bicycle facilities in the immediate site vicinity, using the City’s Mobility Master Plan.
7. Describe any pedestrian or bicycle facility improvements proposed.
8. Describe any impacts to State Highways.

B. Level 2: The following information must be provided by a qualified expert in the form of a transportation impacts study:

1. Identification of existing conditions, future baseline conditions, and number of additional daily vehicle trips generated by the development.
 - a. Information to describe the local streets and state highways, existing traffic volumes and turning movements, and traffic control devices on affected streets, state highways, and intersections;
 - b. Level of service information or alternate equivalent measures of traffic operation, delay, volume-to-capacity (v/c) ratio for affected intersections and/or streets/highway;
 - c. Traffic safety information – accident/collision history, latest 3 years;

- d. Trip Generation: use the ITE Trip Generation Manual, 8th Edition (or successor), or alternate method:
- (i) Calculate reductions from basic trip generation, for internal trips, pass-by trips, and mode choices (e.g., proportion likely to use modes other than single-occupant vehicle travel), at the applicant’s discretion.
 - (ii) Calculate any other reductions justifiable due to the nature of the development or site.
 - (iii) Summarize the resulting trip calculations for residential and commercial uses
2. Number of additional “peak hour” vehicle trips generated by the development in the afternoon peak hours.
- a. Using comparable methods described under #1 above, calculate peak hour vehicle trip generation
 - b. The proposed access/egress routes, such as alleys and streets on which automobiles will enter and leave the site’s parking garage or lot and whether or not new curbcuts will be proposed.
3. The applicant’s estimate of “trip distribution” and assignment – what proportion of the development’s traffic is likely to use which streets.
4. Identify the probable extent of traffic impacts on affected streets, highways, and intersections
- a. Afternoon peak hour turning movement impacts on identified intersections, and interpretation of the potential magnitude of impact, including roadway level of service, intersection level of service, and/or other methods of evaluating impacts on street and intersection operations.
 - b. Site access operations, including information such as peak hour volumes, delay and/or level of service, and relationship to freight operations if relevant.
5. Summarize relationships and potential for impacts to transit service, passenger rail, and non-motorized facilities in the site vicinity, and traffic safety, to the extent affected by the proposed development
- a. Description of proposed bicycle, pedestrian, transit, and freight facilities and operations as provided for in existing multimodal plans. This should include whether there are gaps in pedestrian connections from the site to the nearest transit stop or gaps in continuity of bicycle facilities in the site vicinity.
 - b. Describe whether the development would adversely affect sidewalks, bicycle lanes, transit facilities, and whether it would contribute traffic to a high accident location.
 - c. Describe any planned improvements or reconstruction of sidewalks or streets adjacent to the development site.
6. Describe any impacts to State Highways.

<u>USE</u>	<u>“Level 1” Analysis</u>	<u>“Level 2” Analysis</u>
<u>Residential</u>	<u>100 to 199 dwelling units</u>	<u>Over 199 dwelling units</u>
<u>Commercial</u>	<u>30,000-59,999 sq. feet</u>	<u>Over 59,999 sq. feet</u>
<u>If the residential unit count in a mixed-use development is less than the listed size ranges, but the non-residential use exceeds 20,000 square feet:</u>	<u>20,000 – 59,999 sq. feet</u>	<u>Over 59,999 sq. feet</u>

Chapter 13.17 Mixed-Use Center Development

13.17.020 Residential target area designation and standards.

* * *

C. Designated Target Areas. The proposed boundaries of the “residential target areas” are the boundaries of the 17 mixed-use centers listed below and as indicated on the Generalized Land Use Plan and in the Comprehensive Plan legal descriptions which are incorporated herein by reference and on file in the City Clerk’s Office.

The designated target areas do not include those areas within the boundary of the University of Washington Tacoma campus facilities master plan (per RCW 84.14.060).

MIXED-USE CENTER	CENTER TYPE	ORIGINALLY ADOPTED
South 56th and South Tacoma Way	Neighborhood	November 21, 1995
Downtown Tacoma	Downtown	November 21, 1995
Proctor (North 26th and Proctor)	Neighborhood	November 21, 1995
Tacoma Mall Area	Urban	November 21, 1995
Hilltop Martin Luther King Jr. (South 11th and MLK Jr. Way)	Neighborhood	November 21, 1995
Westgate	Community	November 21, 1995
Lincoln (South 38th and “G” Street)	Neighborhood	November 21, 1995
6th Avenue and Pine Street	Neighborhood	November 21, 1995
Tacoma Central Plaza/Allenmore	Community	November 21, 1995
South 72nd and Pacific Avenue	Community	November 21, 1995
East 72nd and Portland Avenue	Community	November 21, 1995
Stadium (North 1st and Tacoma)	Neighborhood	November 21, 1995
James Center/TCC	Community	November 21, 1995
Lower Portland Avenue	Community	January 16, 1996
South 34th and Pacific Avenue	Community	December 11, 2007
McKinley (E. 34th and McKinley)	Neighborhood	December 11, 2007
Narrows (6th Avenue and Jackson)	Neighborhood	December 11, 2007



City of Tacoma
Planning and Development Services

**Agenda Item
D-5**

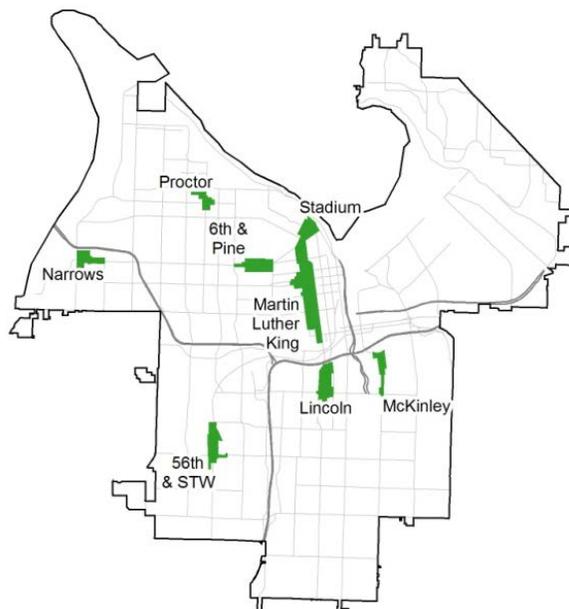
To: Planning Commission
From: Brian Boudet, Manager, Planning Services Division
Subject: **Mixed-Use Centers Zoning Code Update**
Date of Meeting: December 18, 2013
Date of Memo: December 11, 2013

At the next meeting on December 18th, staff will provide an update on the Mixed-Use Centers Code Update project (Annual Amendment Application #2014-04). This project is designed to evaluate the existing regulatory standards applicable within the centers and identify potential barriers to achieving the desired development. Since the last presentation the City has retained the services of BLRB Architects to assist in the analysis, stakeholder engagement, and drafting of recommendations. Staff will be outlining the project, current status, and upcoming public outreach.

As the Commission is aware, the mixed-use centers are at the heart of the Comprehensive Plan's growth and development strategy. They are intended to accommodate a significant share of Tacoma's future population and employment growth and be areas that provide a range of housing choices, employment opportunities, transit-supportive development, pedestrian and bicycle facilities and a mix of shops, services and public spaces. Renewing and transforming the mixed-use centers into functional, vibrant, sustainable urban villages is critical to achieving the City's long-term goals and vision for its future.

However, while most of the mixed-use centers were created in the mid-1990's they have seen relatively limited new growth. The purpose of this Mixed-Use Centers Code Update Project is to conduct a focused evaluation of the existing development requirements applicable within the Neighborhood Mixed-Use Centers, and particularly those applicable to mixed-use projects in the core of these districts. The evaluation will utilize prototype development scenarios as examples to work both with internal stakeholders and with community development and design professionals to help identify potential barriers and alternatives that could be pursued, either on a temporary or permanent basis, without sacrificing the long-term community vision and core principles for the Neighborhood Mixed-Use Centers. Attached is information about the prototypical project being reviewed and the specific locations being used for the review.

Tacoma's Eight Neighborhood Mixed-Use Centers



If you have any questions, please contact me at 573-2389 or bboudet@cityoftacoma.org.

c: Peter Huffman, Director

Mixed-Use Centers Code Review

Project Overview – Annual Amendment #2014-04

December 11, 2013

SUMMARY:

The purpose of this Mixed-Use Centers Code Update Project is to conduct a focused evaluation of the existing development requirements applicable within the Neighborhood Mixed-Use Centers, and particularly those applicable to mixed-use projects in the core of these districts. The evaluation will utilize prototype development scenarios as examples to help identify potential barriers that could be removed and/or alternatives that could be pursued that would support this type of development without sacrificing the long-term community vision and core principles for the Neighborhood Mixed-Use Centers, which include:

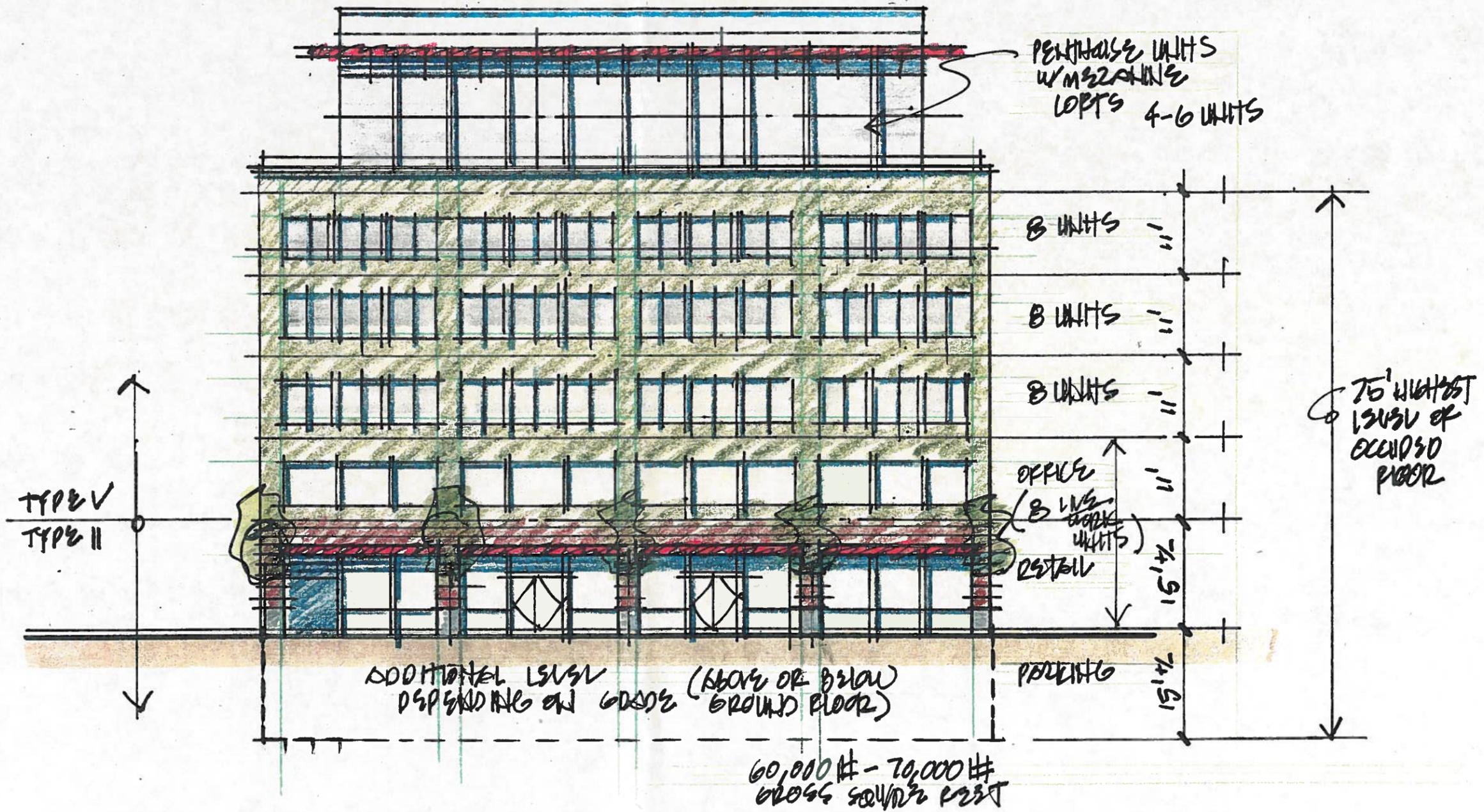
- Mixed-use
- Dense
- Pedestrian-oriented
- Encourage multi-modal transportation
- Livability
- Core area is focus of growth and activity
- Compatible with adjacent neighborhoods

MIXED-USE PROJECT PROTOTYPE:

The prototype being utilized for this analysis is envisioned as a mixed-use project located on a relatively small lot (100-feet wide) along a Core Pedestrian Street within a Neighborhood Mixed-Use Center. The basic concept is a 6-story, approximately 75-80-foot tall, mixed-use building with retail or other commercial space at the street level, parking, office, or live/work apartments (associated with street level retail) on the 2nd floor, eight residential units on each of the 3rd, 4th and 5th floors, and a 6th floor with four (4) penthouse units with mezzanines. The building would include parking accessed from the rear via an alley and would be at the ground-level and potentially within the second level or in a basement. Depending on the site, the building footprint would be between 10,000 to 13,000 square feet and the overall building would be in the range of 40,000 to 65,000 square feet. The attached schematic plans provide some basic details on the prototype building form and layout.

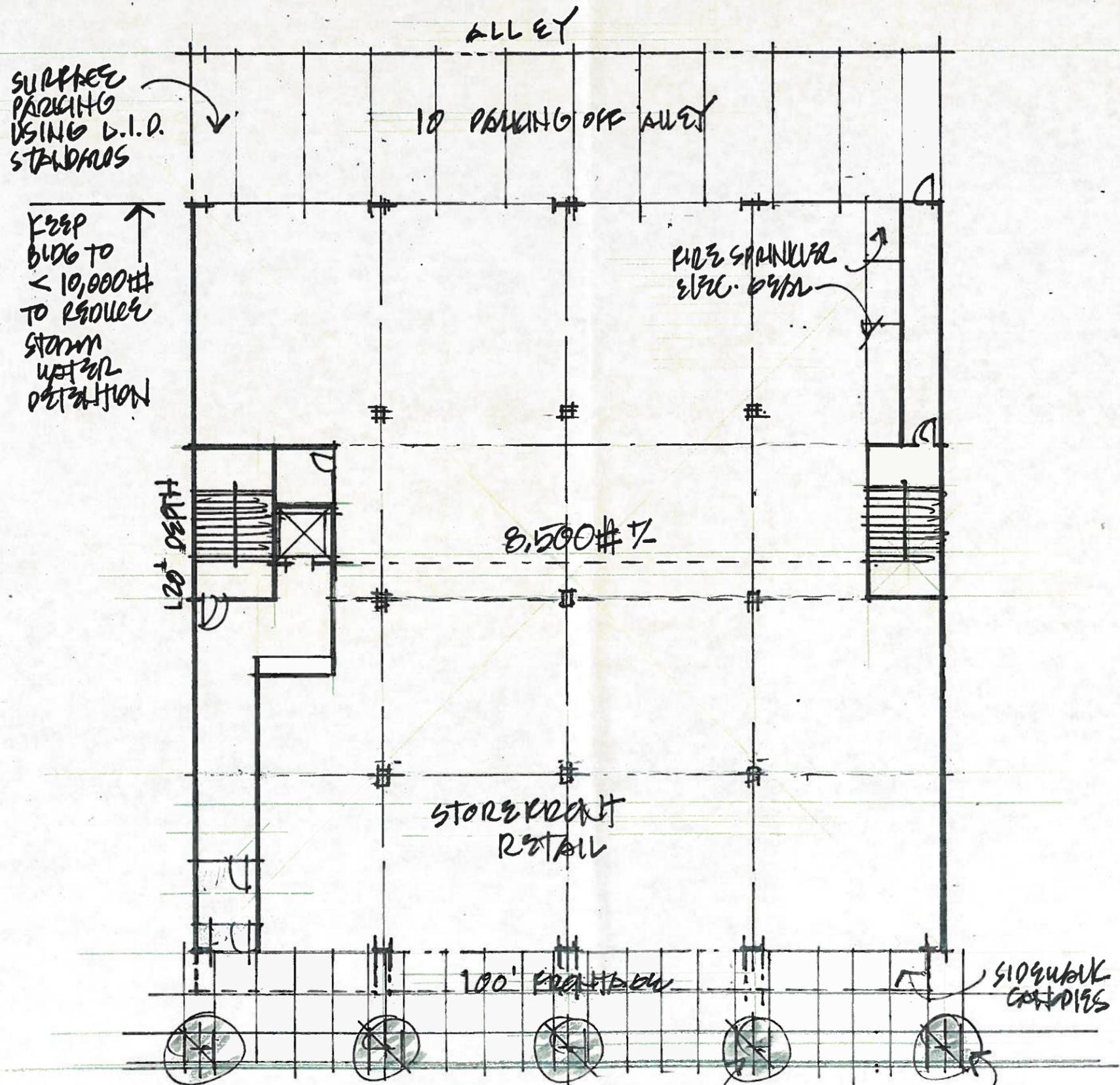
POTENTIAL LOCATIONS:

To provide for a more complete analysis, this prototypical project is being reviewed for construction on test sites located on Core Pedestrian Streets in three different Mixed-Use Centers – Proctor, Hilltop, and 56th & South Tacoma Way. The three sites are all slightly different in size and configuration (the Proctor site is located on a corner, while the other two sites are mid-block). Additionally, the three sites reflect different areas of the City and different circumstances in relation to certain standards, such as stormwater requirements. The attached maps show the three locations being reviewed.

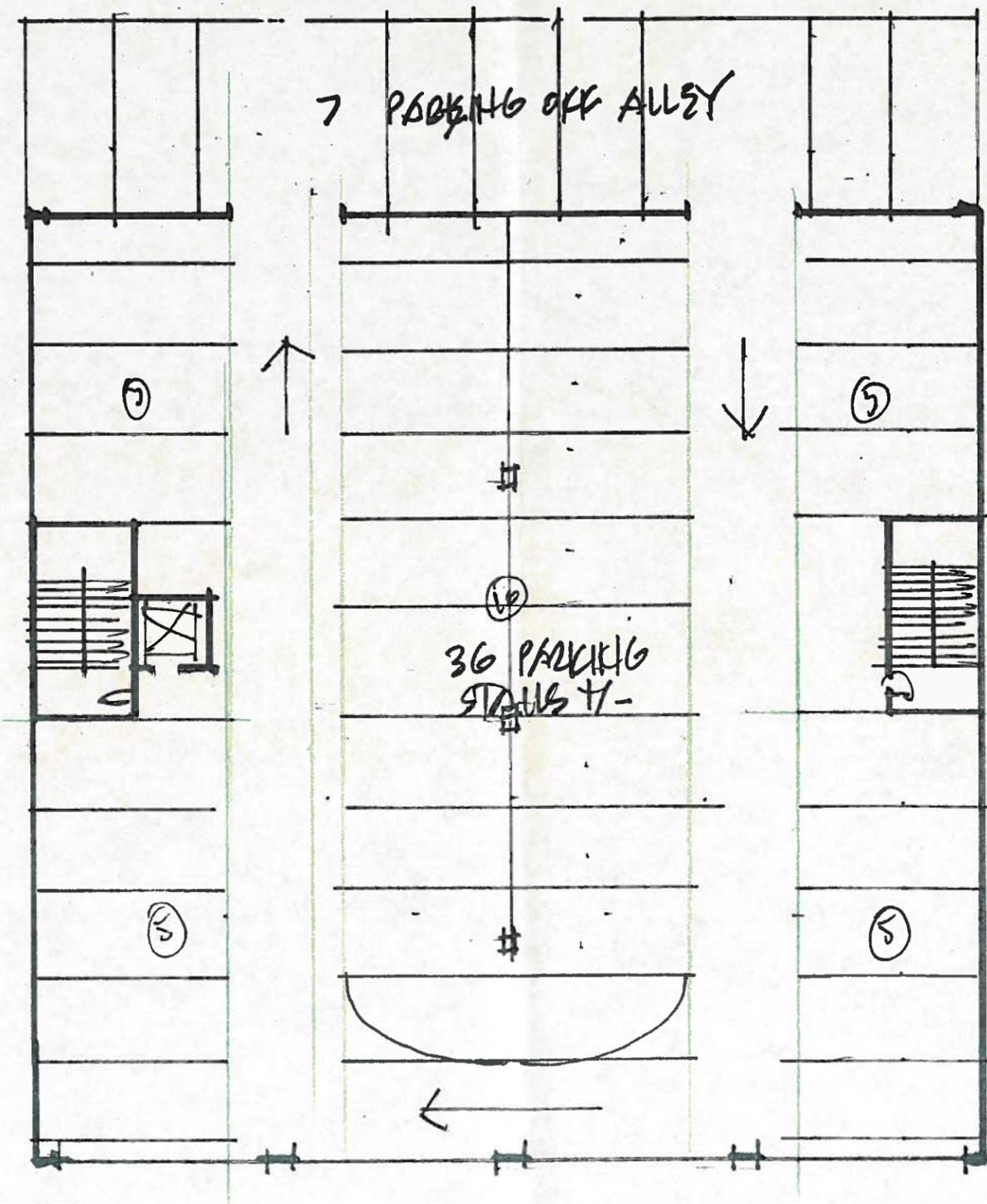


A TACOMA MIXED-USE BUILDING PROTOTYPE





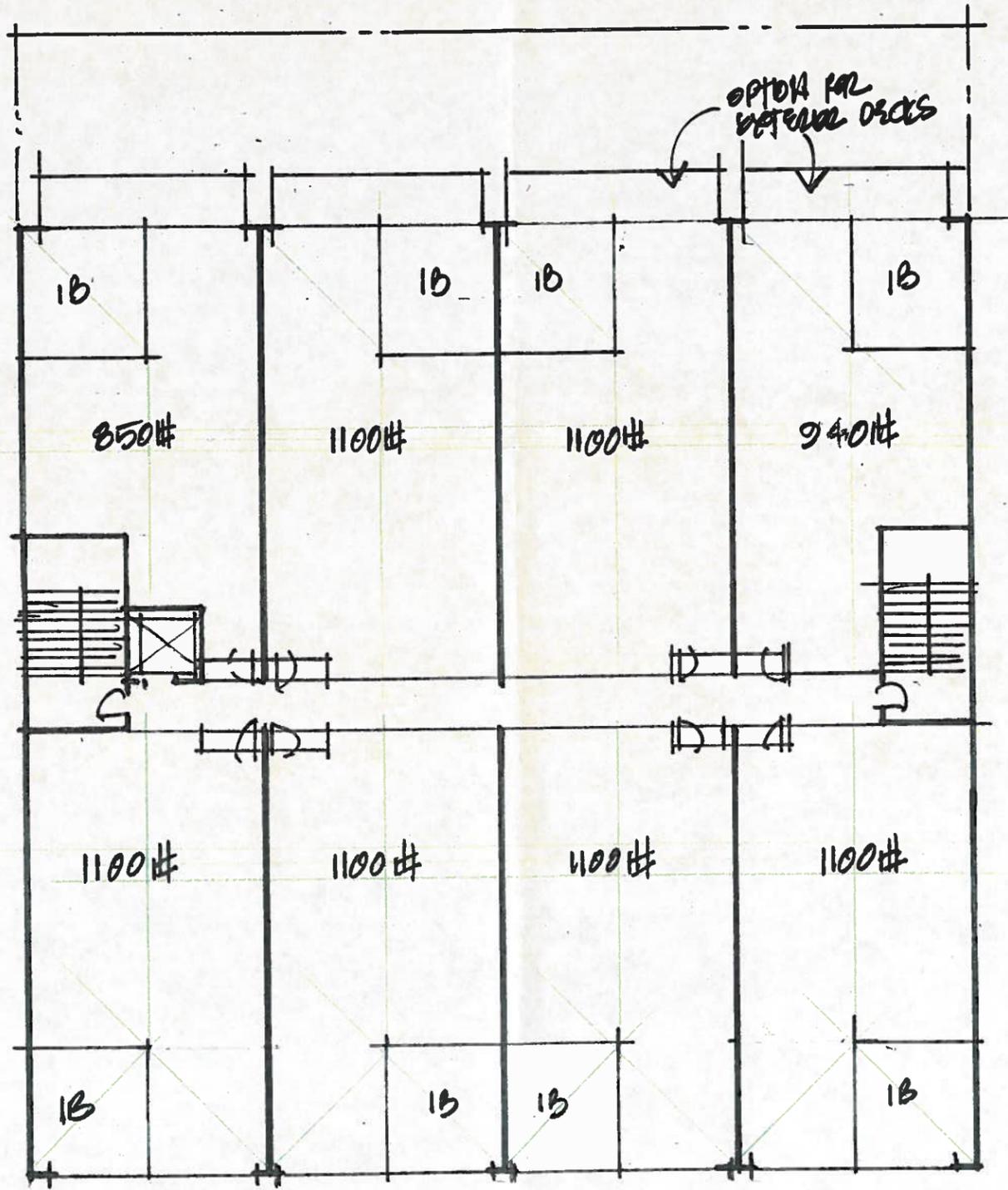
GROUND FLOOR PLAN
 A TACOMA MIXED-USE BUILDING PROTOTYPE
 1/16" = 1'-0"



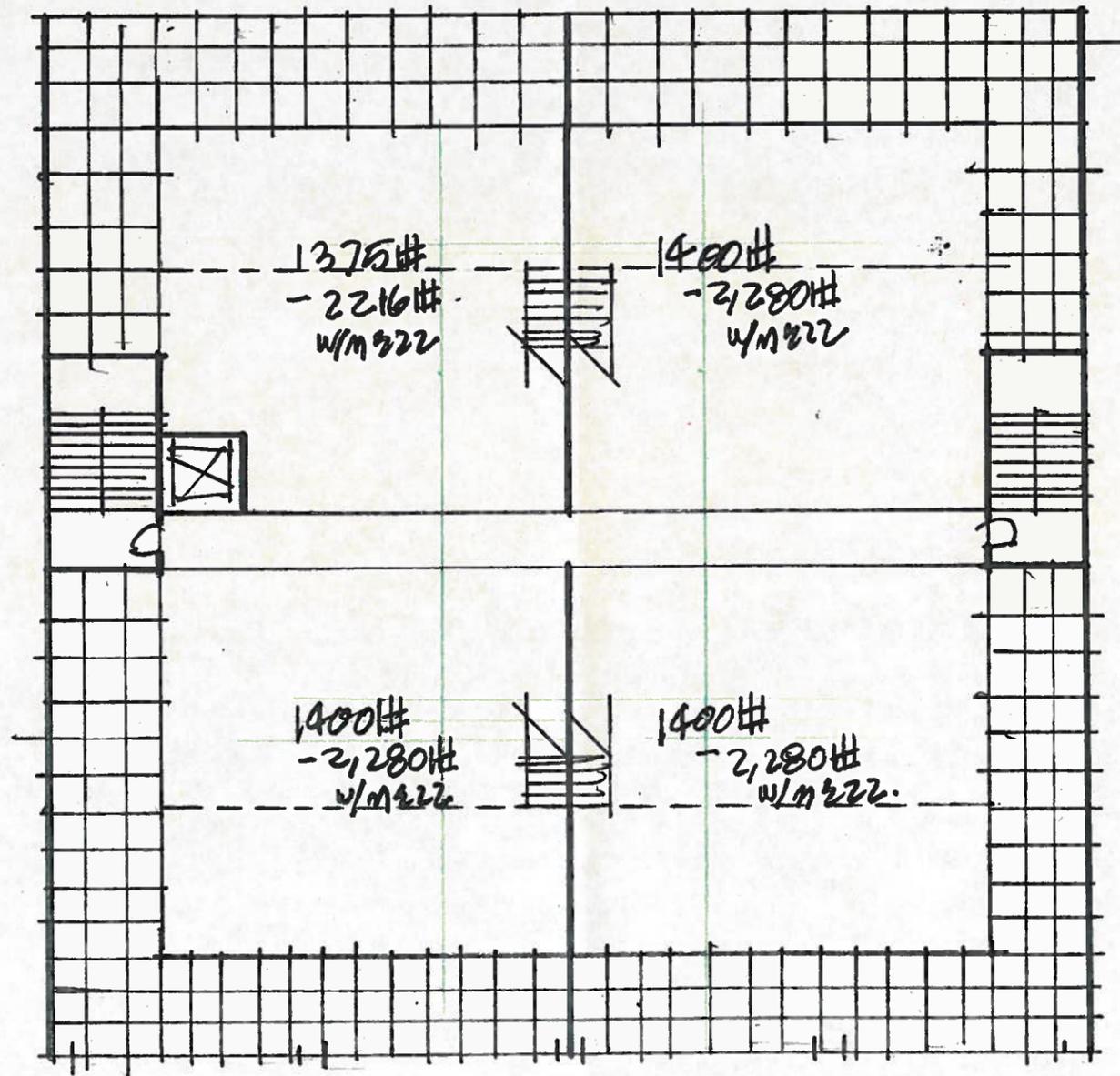
PARKING LEVEL PLAN ENTER ABOVE OR BELOW
 GROUND FLOOR DEPENDS ON SITE

A TACOMA MIXED-USE BUILDING PROTOTYPE

1/16/2011



RESIDENTIAL FLOOR PLAN
 A TACOMA MIXED-USE BUILDING PROTOTYPE
 1/16" = 1'-0"



*COULD BE 6 UNITS @ 1560#
w/m 222

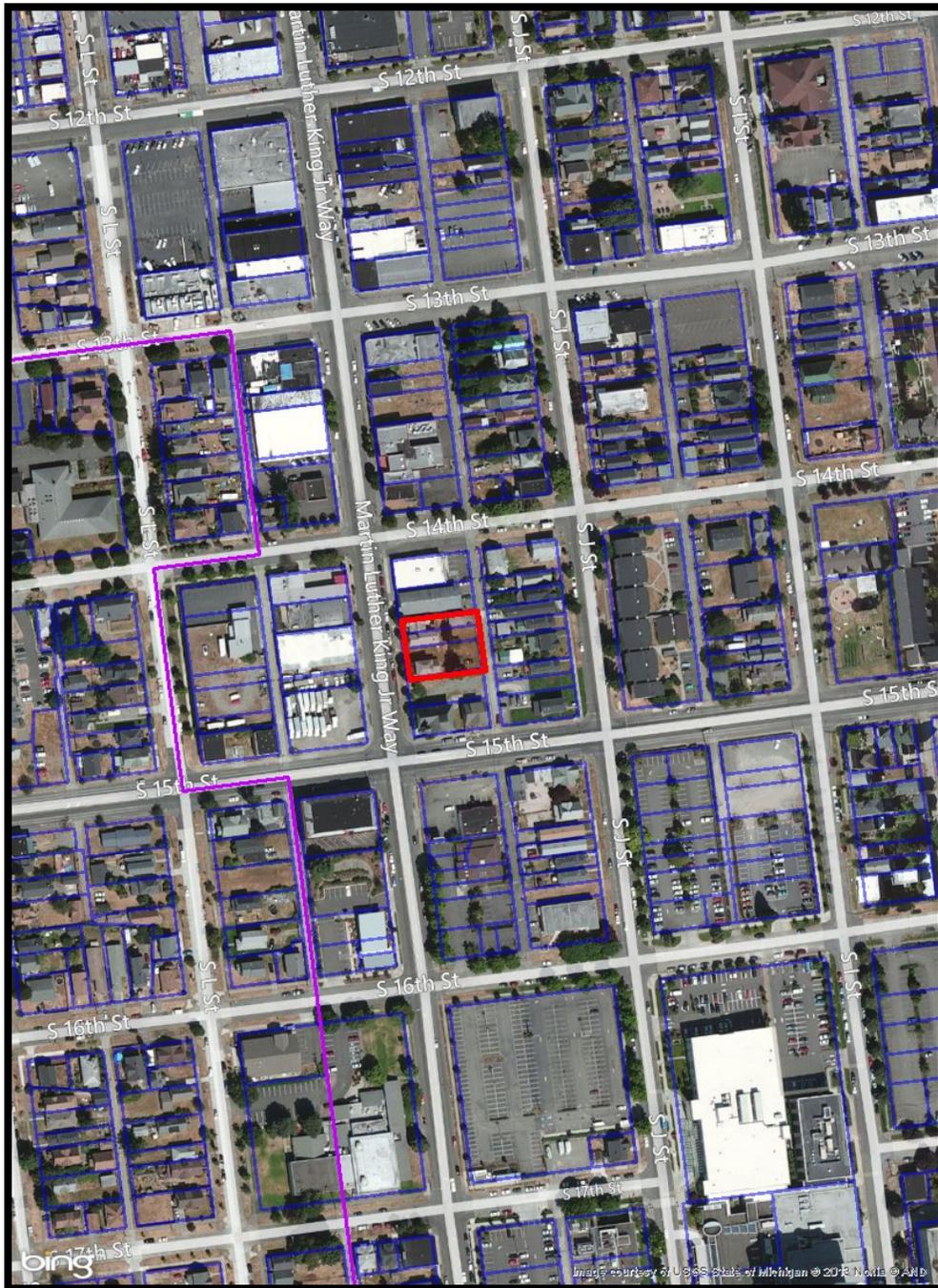
PENTHOUSE FLOOR PLAN*
 A TACOMA MIXED-USE BUILDING PROTOTYPE
 VISIONAL

Site 1:

Hilltop Mixed-Use Center

1409-1415 MLK Jr Way (Parcel Numbers: 2014210030, 2014210040, 2014210051)

Site Dimensions – 100 feet x 130 feet

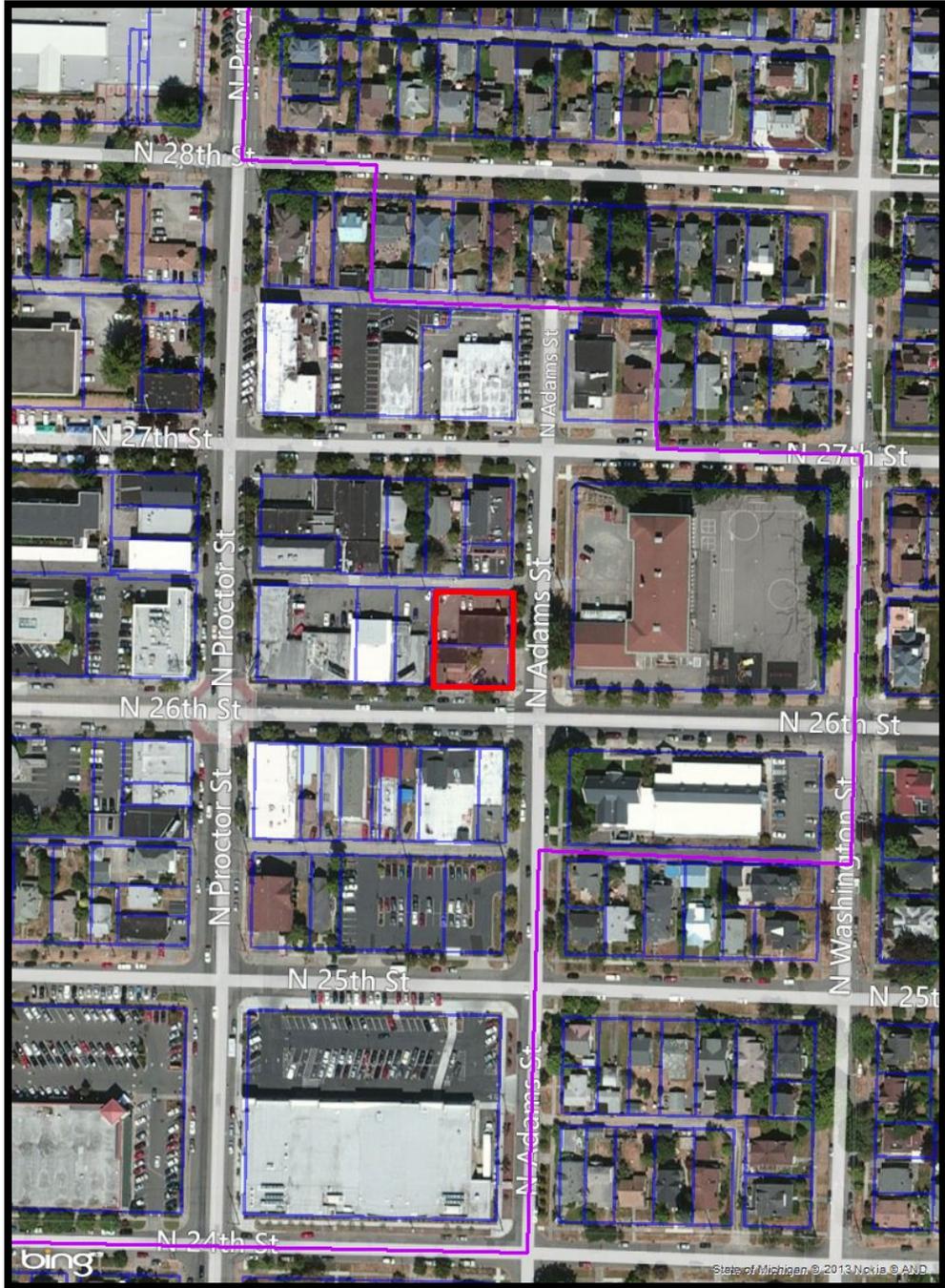


Site 2:

Proctor Mixed-Use Center

3803 N 26th St & 2612 N Adams (Parcel Numbers: 7475012230, 7475012260)

Site Dimensions – 100 feet x 120 feet



Site 3:

56th & South Tacoma Way Mixed-Use Center

5209-5213 South Tacoma Way (Parcel Numbers: 5740000660, 5740000670, 5740000680)

Site Dimensions – 100 feet x 110 feet

