

TACOMA TIDEFLATS

SUBAREA PLAN & EIS

PUBLIC ENGAGEMENT PLAN
JUNE 26, 2020

 **BERK**



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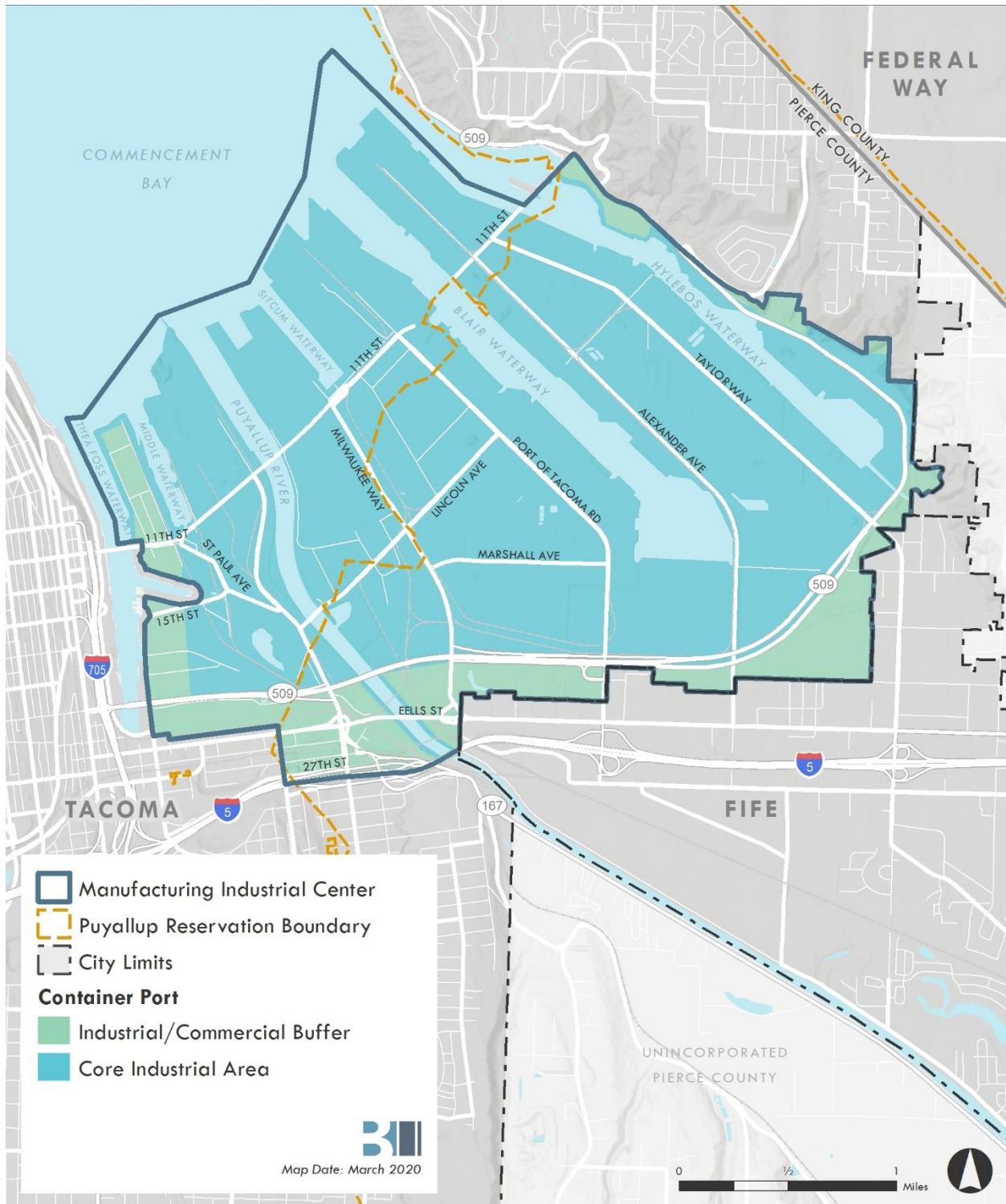
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1. INTRODUCTION

Located in the heart of Commencement Bay, the Tideflats subarea is comprised of over 5,000 acres of waterfront land and designated as the Port of Tacoma Manufacturing Industrial Center (MIC). With about 9,800 employees, the MIC is home to Tacoma and Pierce County's highest concentration of industrial and manufacturing activity. The Tideflats is a unique environment containing shoreline, river deltas, tidal creeks, freshwater and salt marshes, naturalized creeks and river channel corridors. Over 1,000 acres of this vital saltwater and estuarian habitat is home for several species of salmon, shellfish, and other marine life. Development in the Tideflats consists primarily of industrial and manufacturing uses, with a major focus on port maritime industrial activities. The Tideflats also serves as an important location for cultural traditions and the practice of tribal treaty rights.

In recognition of the regional significance of MIC, the City of Tacoma, Port of Tacoma, Puyallup Tribe of Indians, City of Fife, and Pierce County have partnered to develop a Tideflats Subarea Plan for adoption by the City of Tacoma as part of the City's Comprehensive Plan. Public engagement is a key element of the Plan.



Exhibit 1 Study Area

Source: BERK, 2020.

Tideflats Subarea Work Plan

The Tideflats Subarea Work Plan (Work Plan) was adopted by all five participating jurisdictions on February 10, 2019. The intent of this Work Plan is to provide a clear framework for cooperation and information sharing among the City of Tacoma, the Puyallup Tribe, the Port of Tacoma, Pierce County, the City of Fife while respecting Tacoma's jurisdiction and role as SEPA lead agency. The Work Plan also observes all existing substantive and procedural obligations under the Growth Management Act, Shoreline Management Act, State Environmental Policy Act (SEPA), and the Tacoma Municipal Code.

By participating in this Work Plan, the City of Tacoma, the Puyallup Tribe, the Port of Tacoma, Pierce County, and the City of Fife do not waive any existing legal rights or responsibilities the governments otherwise possess or may assert with respect to this subject matter, to include consultation with the Puyallup Tribe or collaboration with the Port.

Overarching themes of the interjurisdictional approach include economic prosperity for all, environmental remediation and protection, transportation and capital facilities plan, and public participation and outreach.¹

Public Engagement Plan

As described in the Work Plan, meaningful public engagement is an important goal of this project and public open houses and other opportunities for public comment will be developed through the Public Engagement Plan. This public engagement plan identifies stakeholders, describes outreach techniques, and presents engagement options throughout the life of the project. The engagement plan also focuses on equitable engagement, or strategies to make sure that all voices in the community are heard as part of inclusive decision-making. This focus flows from a commitment to equity across all five participating governments. Additional information on equitable engagement can be found in Appendix A. More information on strategies to ensure equitable engagement can be found in Section 4, Community Engagement Toolbox.

Guiding Principles for Engagement

The following principles, based on guidance from One Tacoma, the City of Tacoma's Comprehensive Plan, provided guidance for the development of engagement activities:

¹ City of Tacoma, Puyallup Tribe of Indians, Port of Tacoma, Pierce County, City of Fife. *Tideflats Subarea Planning Work Plan*. (February 10, 2019), p. 1.

- Communicate early, often, and clearly about purpose and process so the community is well informed and engaged in the planning of the project.
- Actively solicit information from businesses, residents, property owners, organizations, and other governments about their questions, priorities, and concerns.
- Apply an equity lens to identify and intentionally engage across different demographic, racial, cultural and economic spectrums that make up our community to seek the perspectives of those who may have been historically marginalized or excluded and unlikely or unable to participate in the process.
- Focus engagement around issues that can be molded and influenced by public input to ensure it remains relevant and consistent with community needs.
- Build project support through outreach and engagement efforts that allow for meaningful input throughout the constantly evolving process.
- Integrate plan development with environmental review to ensure a seamless experience for participants and multiple opportunities to comment.

Community Profile

To benchmark the success of public engagement activities in reaching representation of communities with a likely interest and a stake in the future of the Port of Tacoma Manufacturing Industrial Center, this profile summarizes the underlying demographics for the five governments. The primary source of information for city demographics is the American Community Survey 2014-2018 5-year produced by the United States Census Bureau. Information on tribal members is from the Puyallup Tribe. Information on employment is based on data from the Puget Sound Regional Council (PSRC).

City of Tacoma, City of Fife, Puyallup Tribe & Pierce County Demographics

Total Population

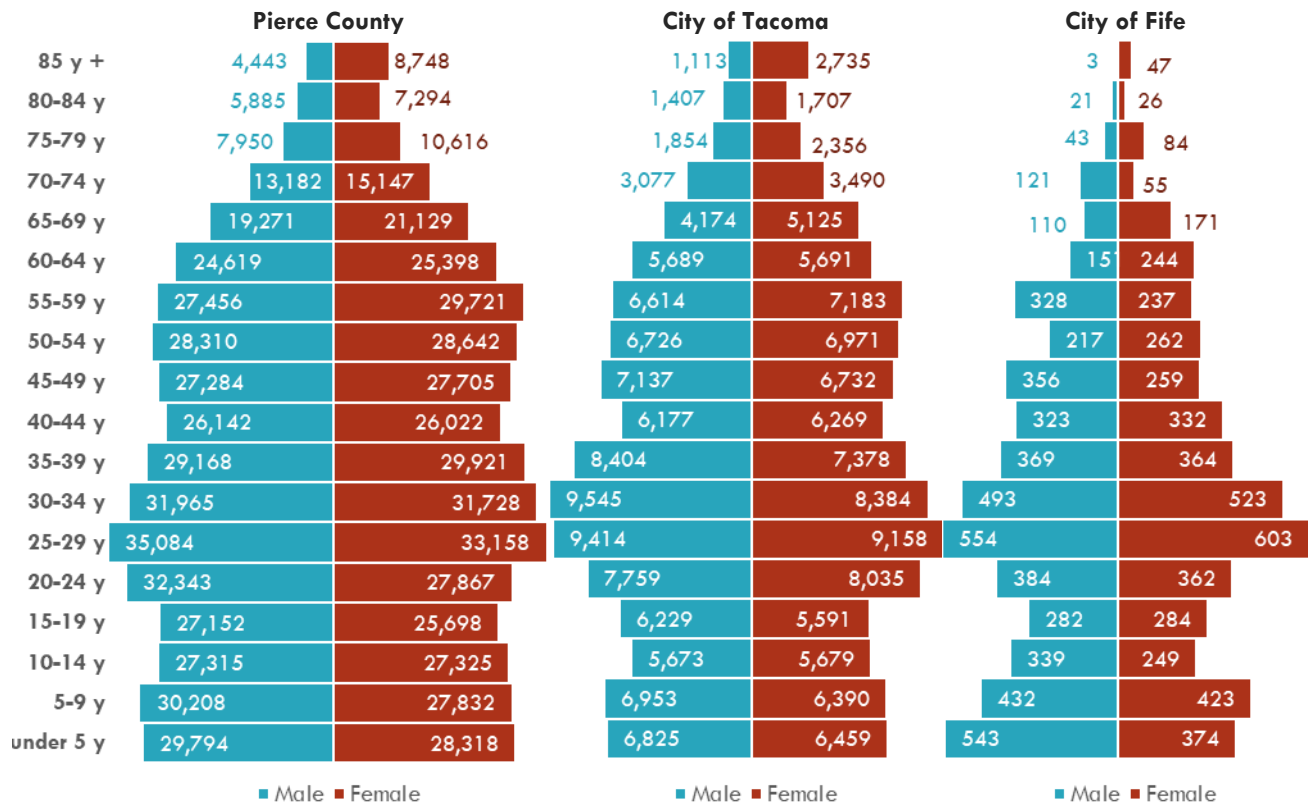
According to 2018 Census estimates, the total population in Pierce County is 859,840. Of that the City of Tacoma population comprises 210,103 or (24.4%) and the population in the City of Fife numbers 9,968 or (1.2%). The population of the Puyallup Reservation and Off-Reservation Trust Land is 51,407.

Age & Sex

The distribution of the population by age and sex is presented in Exhibit 2. Across the three jurisdictions, roughly a quarter of the population is under age 20 and roughly two-thirds is between 20 to 64 years old. The City of Fife has proportionally more children under 10 years old and adults 25 to 35 years old, possibly representing Millennial families with young children.

The Gen X and the early Baby Boomer generations (ages 40 to 65) are more likely to be in Pierce County at large than in the two Cities.

Exhibit 2 Age and Sex Distribution (2018)

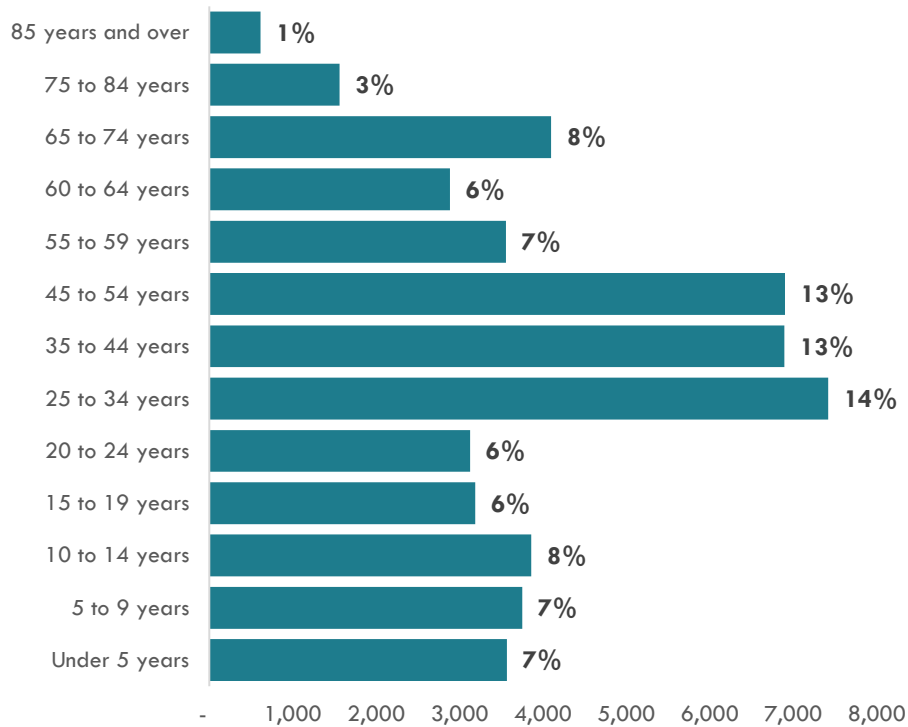


Totals:	427,571	432,269	104,770	105,333	5,069	4,899
65+	50,731 (11.9%)	62,934 (14.6%)	11,625 (11.1%)	15,413 (14.6%)	298 (5.9%)	383 (7.8%)
20-64	262,371 (61.4%)	260,162 (60.2%)	67,465 (64.4%)	65,801 (62.5%)	3,175 (62.6%)	3,186 (65.0%)
Under 19	114,469 (26.8%)	109,173 (25.3%)	25,680 (24.5%)	24,119 (22.9%)	1,596 (31.5%)	1,330 (27.1%)

Source: American Community Survey 5-year estimates (2014-2018), 2020; BERK, 2020.

The age breakdown of the population on the Puyallup Reservation and Off-Reservation Trust Land is shown on the next page. Like Pierce County, City of Tacoma and City of Fife, roughly a quarter (28%) of the population is under age 20. A slightly smaller proportion of the population (60%) is between 20 to 64 years old.

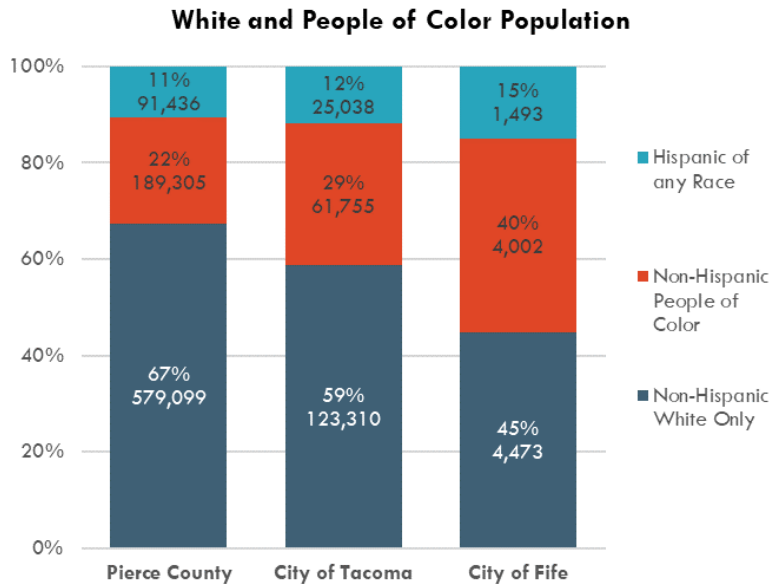
Exhibit 3 Age and Sex Distribution, Population on Puyallup Reservation and Off-Reservation Trust Land (2018)



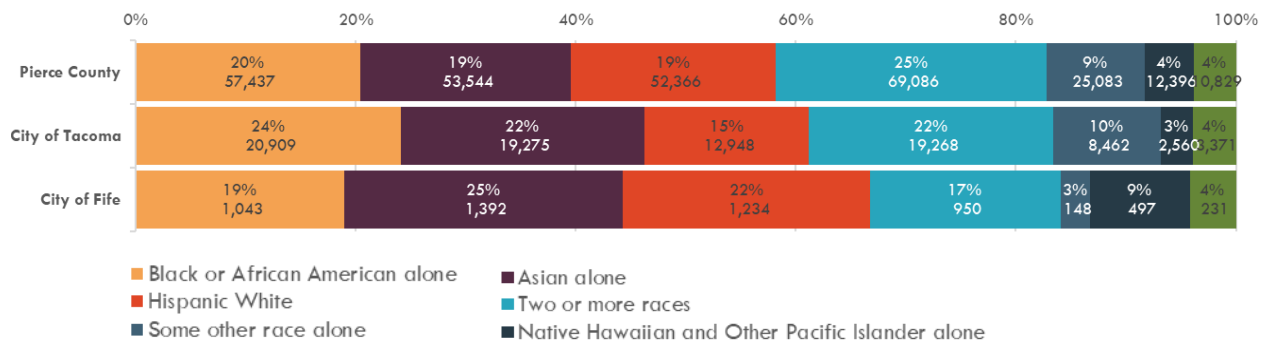
Source: American Community Survey 5-year estimates (2014-2018), 2020; BERK, 2020.

Race & Ethnicity

Hispanic and Latino origin is an ethnicity marker that is considered in addition to race according to the US Census. Exhibit 4 displays the total population of each jurisdiction by non-Hispanic white, Hispanic persons of any race and non-Hispanic Person of Color identities. Non-white (including Hispanic of any race) populations are most prevalent in the City of Fife (45%) and least prevalent in the County at large (33%).

Exhibit 4 Population by Race and Ethnicity (2018)

Source: American Community Survey 5-year estimates (2014-2018), 2020; BERK, 2020.

Exhibit 5 People of Color Population Detail (2018)

Source: American Community Survey 5-year estimates (2014-2018), 2020; BERK, 2020.

As shown in the Person of Color population detail in Exhibit 5, all of the jurisdictions have significant populations identifying Black or African-American, Asian, and white Hispanic as well as persons of two or more races. The City of Fife has a notably higher proportion of population identified as Native Hawaiian and Other Pacific Islander (9% vs 3% in Tacoma and 4% in Pierce County). Fife also has a slightly higher proportion of Asian and white Hispanic residents. Across the jurisdictions, the percentage that identify as American Indian and Alaska Native alone or Native Hawaiian or Other Pacific Islander may appear small. However, these populations include relatively large enclave communities that are often farthest from opportunity and representation due in part to their smaller size in Census figures. The Puyallup Reservation and Off-Reservation

Trust land also has significant populations identifying as Black or African American (8%), and Asian (12%). 14% of the population identify as Hispanic or Latino (of any race).

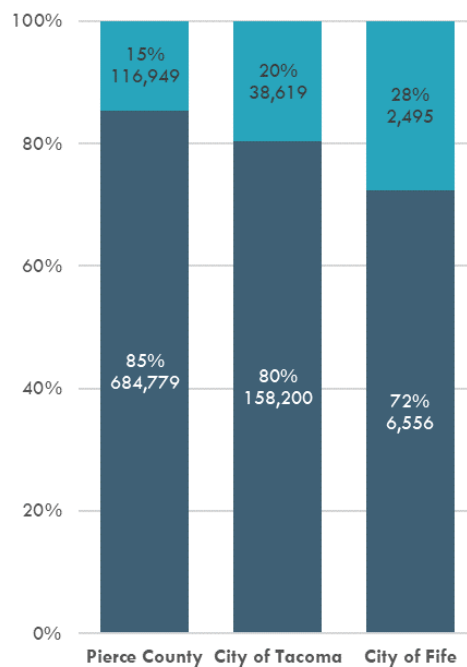
Home Language

Exhibit 6 displays the population over 5 years old in each jurisdiction by their language spoken at home. The City of Fife is most likely to be home to non-English speakers (28%) while Pierce County at large is least likely (15%). Asian and Pacific Island languages are the most prevalent non-English languages spoken in Fife (13%) and Tacoma (8%). Spanish is the second most prevalent in the cities (8% in Fife and 7% in Tacoma) and the most prevalent in the county at large (6%). Other Indo-European languages are the third most prevalent home language category across all jurisdictions.

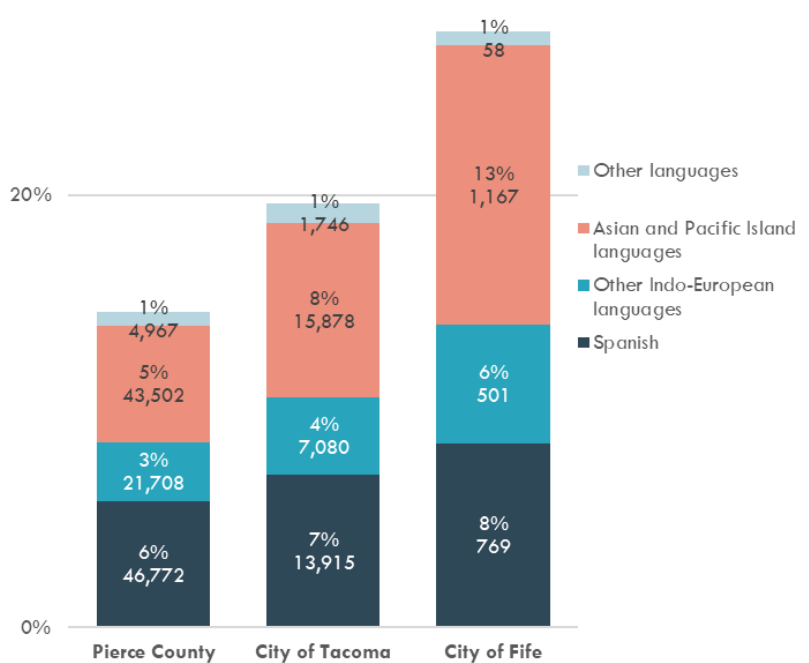
Exhibit 6 Population by Home Language (2018)

Population 5 Years and Older by Home Language

- Language other than English
- Only English



Non-English Speaking Detail



Source: American Community Survey 5-year estimates (2014-2018), 2020; BERK, 2020.

Exhibit 7 shows at a finer level of detail the top non-English home languages spoken. Spanish is the most common non-English home language across all three jurisdictions. Asian and Pacific Island languages, including Korean, Vietnamese, Tagalog, and others are commonly in the top 5. Russian, Polish, and other Slavic Languages account for 7.5% to 12.3% of the non-English home language speakers.

Exhibit 7 Top Non-English Languages Spoken at Home (as % of Non-English Home Language Population)

Rank	Pierce County	City of Tacoma	City of Fife
1	Spanish (40.0%)	Spanish (36.0%)	Spanish (30.8%)
2	Other Asian and Pacific Island languages* (13.7%)	Other Asian and Pacific Island languages* (15.1%)	Korean (16.0%)
3	Korean (7.8%)	Vietnamese (11.4%)	Other Asian and Pacific Island languages* (13.5%)
4	Tagalog (incl. Filipino) (7.5%)	Russian, Polish, or other Slavic languages (8.9%)	Russian, Polish, or other Slavic languages (12.3%)
5	Russian, Polish, or other Slavic languages (7.0%)	Korean (6.2%)	Tagalog (incl. Filipino) (11.1%)
6	Other Indo-European languages* (5.7%)	Tagalog (incl. Filipino) (6.0%)	Vietnamese (5.0%)
7	Vietnamese (5.2%)	Other Indo-European languages* (4.4%)	Other Indo-European languages* (4.9%)
8	German or other West Germanic languages (4.0%)	Other and unspecified languages* (4.0%)	German or other West Germanic languages (2.1%)
9	Other and unspecified languages* (3.5%)	German or other West Germanic languages (3.3%)	Other and unspecified languages* (2.0%)
10	Chinese (incl. Mandarin, Cantonese) (3.0%)	Chinese (incl. Mandarin, Cantonese) (2.5%)	Chinese (incl. Mandarin, Cantonese) (1.2%)
11	French, Haitian, or Cajun (1.8%)	French, Haitian, or Cajun (1.7%)	French, Haitian, or Cajun (0.8%)
12	Arabic (0.7%)	Arabic (0.5%)	Arabic (0.3%)

* Per US Census [website](#), Other Asian and Pacific Island languages include Japanese, Hmong, Thai, Lao, Khmer, Ilocano, Samoan, Hawaiian for example; Other Indo-European languages include Italian, Armenian, Bengali, Tamil, and Iranian Persian for example; Other unspecified languages include Navajo, Hebrew, Amharic, and Yoruba, for example.
Source: American Community Survey 5-year estimates (2014-2018), 2020; BERK, 2020.

It is also important to note that of those using non-English languages at home report different abilities to converse in English. For example, between 34 and 40% of those who speak Spanish at home report they speak English less than “Very Well.” For those with Korean or Vietnamese as a home language, the proportion who cannot speak English very well is closer to two-thirds. Russian, Polish and Other Slavic language speakers report speaking English less than “Very Well” at 41 to 56%.

Port of Tacoma and Northwest Seaport Alliance

The Port of Tacoma has more than 2,700 acres of real estate property. Many tenants on those properties directly support the marine cargo operations of The Northwest Seaport Alliance. However, the Port of Tacoma is home to a wide range of industrial and non-industrial tenants and activities. The Earley Business Center is home to SAFE Boats for the manufacture of their largest boats. The Fabulich Center provides commercial office space for tenants, including non-NWSA government employees. Other tenants utilizing Port of Tacoma properties include Trident Seafoods, Darling International, North West Company, Pepsi Co/Quaker, Americold, Puget Sound Energy, and many others.

Outside of the NWSA marine cargo operations, the Port of Tacoma also provides bulk cargo operations at the TEMCO Grain Terminal, as well as bulk gypsum operations for the wallboard manufacturing activities of Georgia Pacific Gypsum.

In 2017, Port of Tacoma tenant and bulk activities summed to 1,500 direct jobs, \$849.4 million in business output, and \$109.8 million in labor income. Total economic impacts from these activities summed to 5,200 jobs, \$326.9 million in labor compensation, and \$1.6 billion in business output. Port of Tacoma tenant activities and other Port of Tacoma business supported an average annual income, including benefits, of more than \$76,000. These activities supported \$15.4 million in state taxes through direct and secondary activities.

The Northwest Seaport Alliance (NWSA) represents one of the largest marine cargo gateways in the U.S. Combined across all marine cargo activities, the NWSA directly supported 20,100 jobs, and \$1.9 billion in labor income in 2017. The average annual wage among direct jobs supported by marine cargo through the NWSA, including benefits, was nearly \$95,000. In total, the NWSA marine cargo directly supported \$5.9 billion in business output in 2017.

Factoring in upstream business-to-business transactions (indirect) and worker earned income household consumption expenditures (induced), the NWSA activities supported 58,400 jobs across the state economy, or the equivalent of a job multiplier of 2.9. In other words, for every direct job, marine cargo activities through the NWSA support an additional 1.9 jobs throughout the Washington state economy.

Puyallup Tribe

The spuyaləpabš or Puyallup Tribe of Indians have lived on the headwaters of the Puyallup River since time immemorial. The Tribe has traditionally hunted, gathered, and fished throughout the Puget Sound. In 1854 the Treaty of Medicine Creek was signed where the Tribe ceded all of its traditional territory except for a portion of land known today as the Puyallup Reservation. The Treaty set aside most of all the Tacoma Tideflats for benefit of the Tribe and secured the land to house, sustain, and benefit the Puyallup people. Over the next century, the Tribe would see 99%

of its lands sold off and taken. Despite this the Tribe has persevered, continued to regrow its land base, and actively practice its traditional treaty rights.

Today, the Puyallup Tribe of Indians is the seventh largest employer in Pierce County, with a total estimated employment of over 3,400. Within the Tideflats the Tribe operates a Marina, several administrative departments, several cultural sites, a riverboat facility, and leased port marine businesses. Over 25% of the 5,500 tribal members live on the reservation with small communities in and around the Tideflats.

The Tribe continues to grow in and around the Tideflats area. Restoration of the Hylebos Creek Watershed remains a priority for sustaining the local fishery. The Place of Hidden Waters Housing Development provide essential housing for tribal members. dxʷłalilali or “A Place to Come Ashore” and the Ceremonial Grounds, are traditional cultural sites for the Tribe to practice its culture and traditions. The Tribe continues to purchase land within the Tideflats to restore its land base to benefit its people.

Stakeholders

There are a variety of stakeholders with an interest in this plan. In addition to the stakeholders identified in the Work Plan, an initial set of stakeholders by stakeholder group is included in Appendix B. This list will be updated as the planning process unfolds.



2. PLANNING FRAMEWORK

Growth Management Act

Adopted in 1990, the Growth Management Act (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, GMA goals support focused growth in designated urban centers with adequate infrastructure, while preserving the rural area around the urban centers. The GMA identifies specific requirements for comprehensive plans, focused primarily on the required land use, housing, transportation, utilities and capital facilities elements. The City of Tacoma Comprehensive Plan has been prepared and adopted in accordance with the requirements of the GMA.

Shoreline Management Act

Originally adopted in 1972, the Shoreline Management Act (SMA) provides a statewide framework for managing, accessing and protecting shorelines. The overarching goal of the SMA is “to prevent the inherent harm of uncoordinated and piecemeal development of the state’s shorelines.” The SMA applies to a variety of marine waters, streams and rivers, lakes, wetlands and river deltas, the 100-year floodplain, and upland areas at shoreline edges. Jurisdictions with these types of waters must prepare a shoreline master program for regulation of uses in these shoreline areas, consistent with the SMA.

In Tacoma, Wapato Lake, the Puyallup River and the marine shoreline areas fall under the jurisdiction of the SMA. Consistent with the SMA, the City’s Shoreline Management Program provides goals, policies, and regulations for shoreline use and protection and establishes a permit system for administering the Program. The goals, policies and regulations in the City’s Program are tailored to the specific geographic, economic, and environmental needs of the City of Tacoma.

VISION 2040

The Puget Sound Regional Council *VISION 2040* is a regional strategy plan for the central Puget Sound region, including all jurisdictions in Snohomish, King, Pierce and Kitsap counties. *Vision 2040* addresses regional goals around the topics of environment, development patterns, housing, economy, transportation and public services. The plan designates Tacoma as one of five Metropolitan Cities in the region. As a Metropolitan City, Tacoma is to serve as a focal point for

accommodating forecast growth and helping to relieve development pressure on rural and natural resource lands. The plan also designates the Tacoma Tideflats subarea as a regional manufacturing/industrial center, discussed below.

Manufacturing/Industrial Centers

The Port of Tacoma Manufacturing Industrial Center (MIC) is one of ten MICs designated by the Puget Sound Regional Council (PSRC). Within the central Puget Sound region, local governments and PSRC worked together to develop an overall process for reviewing local, countywide, regional, and transit agency plans for compatibility and consistency. VISION 2040, the Regional Transportation Plan, calls for PSRC to review and certify subarea planning efforts of jurisdictions with designated regional centers, such as the Port of Tacoma Tideflats Manufacturing Industrial Center. PSRC recognizes it as an Industrial Employment Center, due its legacy of Industrial employment and the fact that it represents important long-term industrial areas such as a deep-water port industrial-related infrastructure that would be irreplaceable elsewhere, such as working maritime port facilities, air, and rail freight facilities.

VISION 2040 includes an action (DP-Action-17 and p. 98) for jurisdictions with regional growth centers and/or manufacturing/industrial centers to develop subarea plans for those centers. Subarea planning efforts are reviewed for consistency with the Regional Manufacturing/Industrial Center Plans Checklist. The Checklist contains six major categories, each with specific requirements for the plan. Major categories include (1) Center Concept; (2) Critical Areas; (3) Land Use; (4) Economy; (5) Public Services, and (6) Transportation

One Tacoma Comprehensive Plan

A comprehensive plan guides a community's development over the long term, addresses the entire community and describes how the community's vision for the future is to be achieved. In short, it is a blueprint for the future character of the city. It guides decisions on land use, transportation, housing, capital facilities, parks, and the environment. It also sets standards for roads and other infrastructure, identifies how they will be paid for, and establishes the basis for zoning and development regulations.

The plan takes a long-range perspective on topics that address the physical, social, and economic health of the City. Plan guidance is intentionally general, providing broad policy direction. Policy guidance established in the plan will be translated into action through specific implementation programs or regulatory actions developed by the City to fulfill plan direction. A plan is also a living document, adaptable to evolving conditions, and offering a framework for the consideration of policy changes.

Container Port Element

In 2009, the Washington State Legislature amended the Growth Management Act to include a requirement for a Container Port Element in the GMA Comprehensive Plan for cities that contain a marine container port with annual operating revenues in excess of \$60 million. The legislative intent is to ensure that local land use decisions are made in consideration of the long-term and widespread economic contribution of international container ports and related industrial lands and transportation systems and to ensure that container ports continue to function effectively alongside vibrant city waterfronts. Port elements must be developed collaboratively between the city and the applicable port. (RCW 36.70A.085).

Because the Port of Tacoma meets the threshold for requiring preparation of a Container Port Element, the City amended its Comprehensive Plan in 2014 to include a Container Port Element developed jointly with the Port of Tacoma.

The goals and policies of this element seek to:

- Protect the long-term function and viability of the Port of Tacoma maritime industrial activities and services.
- Provide for a compatible transition for the Port of Tacoma maritime industrial area to development in the larger surrounding area.
- Ensure the provision, protection and preservation of capital facilities and essential public services within the Port of Tacoma maritime industrial area.
- Provide for efficient multimodal movement of goods within, to, and from the Port of Tacoma.
- Protect the habitat and shoreline areas in the Commencement Bay area.

Port of Tacoma Comprehensive Scheme of Harbor Improvements and Strategic Plan

The state Growth Management Act (GMA) governs land use planning requirements that cities and counties (as general-purpose government agencies) must adhere. Under state law, the Port is not an entity required to create land use plans pursuant to the GMA.

The Port is required to maintain a Comprehensive Scheme of Harbor Improvements (CSHI) as mandated by state law. In addition to the CSHI, the Port's Strategic Plan, together with the Program Budget, in concert describe the Port's plans and intended future improvements.

The Port's 2014 Strategic Plan includes the following goals:

1. Enhance the port's competitive position
2. Provide reliable and efficient regional and local infrastructure connections

3. Improve the port's financial position
4. Increase organizational capabilities
5. Advance environmental stewardship
6. Strengthen the port's community connections

Pierce County Countywide Planning Policies

Countywide planning policies are written policy statements intended to help establish a countywide framework from which a county and municipal comprehensive plans are developed and adopted. The framework is intended to ensure that plans are consistent, as required by the Washington Growth Management Act/

The development of the countywide planning policies is intended to be a collaborative process between the County and the municipalities. In Pierce County, the County and its municipalities have entered into an Interlocal Agreement that establishes a Steering Committee and protocol for the development, adoption and amendment of the Countywide Planning Policies (CPPs). Consistent with this protocol, the Pierce County Countywide Planning Policies were originally adopted on June 20, 1992 and most recently amended on November 13, 2018.

The CPPs address affordable housing; agricultural lands; buildable lands; community and urban design; economic development and employment; education, fiscal impact; health and well-being; historic, archaeological and cultural preservation; natural resources, open spaces, protection of environmentally sensitive lands, and the environment; rural areas; siting of essential public capital facilities of a countywide or statewide significance; transportation facilities; and urban growth areas.

Puyallup Tribe

Treaty of Medicine Creek

The 1854 Treaty of Medicine Creek established the Puyallup Reservation and retained specific treaty rights to the Puyallup people. Treaties are considered the supreme law of the land. The reservation system introduced by the Federal Government remains purposed to designate lands within the reservation to preserve a variety of benefits to the people that reside there. These include specific activities outlined in the Treaty like the right of taking fish from accustomed grounds and stations, the privilege of hunting, gathering roots and berries, the ability to settle upon the reservation, etc. The Federal Government, as trustee to the Tribe, has a duty to protect the Tribe when specific development considerations and land uses conflict with those rights.

Puyallup Tribe Land Claims Settlement

The Puyallup Tribe Land Claims Settlement Agreement passed by Congress in March 1990, binds its signatory members, which include all of the governments participating in the Tideflats Subarea Planning process, to adhere to specific provisions when conducting land use planning. The Tideflats Subarea Planning process will take into account specific considerations which include:

- The Tribe retaining its authority to prevent negative impacts on the fishery resource and habitat.
- Both the Tribe and local governments will follow federal law for dealing with applications by the Tribe and Tribal members to continue to put land into trust, including Bureau of Indian Affairs regulations.
- Both the Tribe and the local governments will consult with each other concerning certain kinds of land use decisions, which include the Tideflats Subarea Plan, plan ordinances, environmental regulations, and other applicable actions triggered under the Settlement Agreement. The Agreement includes a set of guidelines, standards, and factors the parties will consider when they make land use decisions. The Tideflats Subarea Planning Process does not substitute this process.
- Fourth, the Tribe owns a significant portion of the Tideflats. These lands are not subject to the Subarea Plan. However, under the Settlement Agreement, signatories are obligated to provide services and utilities to the Tribe's trust lands in situations where there is an agreement in place for those services.

3. TIDEFLATS SUBAREA PLAN

Subarea planning allows for the establishment of a shared, long-term vision, and a more coordinated approach to development, environmental review and protection, and strategic capital investments in a focused area. Completion of a subarea plan will support the ongoing eligibility for, and prioritization of, transportation funding in the Port of Tacoma Manufacturing and Industrial Center. A well-developed plan for the Tideflats will provide great regional benefit. In addition, subarea planning meets the requirements of the Washington Growth Management Act (GMA). The GMA mandates that local comprehensive plans comply with VISION 2040 and directs local jurisdictions having one or more regionally designated centers to prepare a subarea plan for each.

The Subarea Plan, at a minimum, will address requirements under Washington State law including the State Environmental Policy Act (SEPA) environmental review, GMA, Shoreline Management Act (SMA), the Puyallup Land Claims Settlement, the Container Port Element and elements for certification as a Regional Manufacturing and Industrial Center (MIC) by the Puget Sound Regional Council (PRSC).

Anticipated Planning Outcomes

The planning process is expected to culminate in a Subarea Plan that is ready to be presented for adoption by the Tacoma City Council as an element of the City's Comprehensive Plan. In addition, the Subarea Plan will provide potential text and map amendments to other elements of the City's Comprehensive Plan and amendments to the City's Land Use Regulatory Code, zoning districts, Shoreline Master Program, and Capital Facilities Program. As described in the Work Plan, anticipated planning outcomes include, but are not limited to those listed in the box on the following page.²

² City of Tacoma, et al. *Tideflats Subarea Planning Work Plan*. (February 10, 2019), pp. 2 - 3.

Anticipated Planning Outcomes

1. The Subarea Plan will protect the fisheries and shellfish resources that are essential to the Puyallup Tribe culturally and economically and shall support continued growth of the regional economy and the currently estimated 29,000 existing family-wage jobs in the maritime, manufacturing and industrial sectors, the provision of infrastructure and services necessary to support these areas, and the important role of the Tideflats area as an economic engine for the City of Tacoma, Pierce County, state, and the region while protecting the livability of surrounding areas.
2. The Subarea Plan will support and consider transportation and infrastructure that promotes connectivity to other regional employment centers and will provide reasonably efficient access to the core area through transportation corridors to include freight.
3. The Subarea Plan will establish environmental improvement goals for Commencement Bay, including providing for greater bay-wide diversity of ecosystems, restoration of historic functions and improvement of physical conditions to protect and enhance environmental and cultural resources.
4. The Plan will ensure the ability of the participating governments to compete effectively for grant funding.
5. The Plan will support, protect, and improve health and safety of area employees and residents of surrounding communities.
6. The Subarea Plan will be consistent with Tacoma's adopted planning policies and goals, as well as state, regional, and federal law, policies, and regulations.
7. The Subarea Plan will retain sufficient planning flexibility to secure emerging port and manufacturing/industrial opportunities and other economic opportunities.
8. The Subarea Plan will result in process improvements that will streamline Tideflats project permitting and environmental review and will provide predictable mitigation measures.
9. The Subarea Plan will materially preserve the area and boundaries of the Port of Tacoma Manufacturing and Industrial Center and will support resiliency strategies to prevent loss of manufacturing/industrial lands, transportation infrastructure, and environmental resources.
10. The Subarea Plan will promote and support opportunities for voluntary, proactive interjurisdictional plans and projects to clean up environmentally contaminated sites within the Tideflats.
11. The Subarea Plan will define and protect the core areas of port and port related manufacturing/industrial uses within the city. The Subarea Plan will resolve key land use conflicts along the edges of the core area, and minimize and mitigate, to the extent practicable, uses that are incompatible with industrial uses along the edge of the core area. The Subarea Plan will evaluate the use of transitions and buffers as a means of addressing compatibility with surrounding communities.
12. The Subarea Plan will be consistent with treaty-protected rights.

Subarea Plan Elements

The Work Plan identifies the following non-exclusive elements, intended to meet PSRC MIC Checklist requirements, as well as applicable legal requirements and issues identified by the participating governments.

Exhibit 8 Subarea Plan Elements³

Plan Element	Description
Plan Concept or Vision	<ul style="list-style-type: none"> ▪ Preservation of industrial land base ▪ Economic role of the Manufacturing and Industrial Center ▪ Relationship to Comprehensive Plan ▪ Relationship to adjacent areas
Environment	<ul style="list-style-type: none"> ▪ Protection of sensitive areas ▪ Stormwater management ▪ Air pollution and greenhouse gas emissions ▪ Contaminated soils ▪ Environmental risks and hazard areas, including sea level rise ▪ Opportunities for proactive environmental remediation
Land Use	<ul style="list-style-type: none"> ▪ Employment growth targets ▪ Description of appropriate industrial and manufacturing uses ▪ Incompatible land uses ▪ Buffers for industrial uses and appropriate transitions ▪ Mitigation of aesthetic impacts
Economy	<ul style="list-style-type: none"> ▪ Economic development and growth strategies ▪ Maintain and expand family wage jobs ▪ Key sectors and industry clusters
Public Services and Facilities	<ul style="list-style-type: none"> ▪ Capital plans and investments to meet targeted employment growth ▪ Safety and Emergency Response
Transportation	<ul style="list-style-type: none"> ▪ Freight movement ▪ Employee commuting ▪ Transit and mode splits ▪ Priority projects ▪ Financing strategy ▪ Design standards
Implementation Actions	<ul style="list-style-type: none"> ▪ Zoning and Code Amendments ▪ Programs ▪ Funding Strategies ▪ Other

³ City of Tacoma, et al. *Tideflats Subarea Planning Work Plan*. (February 10, 2019), p. 4.

Plan Development

The planning process for the Tideflats Subarea Plan is will proceed in four major phases, as illustrated in Exhibit 9. The phases of work follow a logical progression of tasks, beginning with early data collection and review and culminating in adoption of the Subarea Plan. Each phase consists of specific technical tasks and community engagement activities that will work together to inform and guide each phase of planning. Each of the phases of work that comprise the plan development process are briefly described below. Community engagement activities mentioned below are described in greater detail in Chapter 4.

Visioning

Purpose. The Visioning phase provides an opportunity to think broadly about the desired future in the Tideflats Subarea and develop preliminary future scenarios for further consideration and analysis.

Activities. Technical work will include data collection and review, including a summary of existing plans and programs. Community engagement activities will include development of communication materials, facilitation of community visioning sessions, initiation of meetings supported by meeting in a box materials, one or more visioning open houses, and ongoing online outreach. The Technical Advisory Group (TAG) and Steering Committee will meet and guide the process as described in Chapter 4.

Scoping

Purpose. The Scoping phase overlaps with Visioning, but is focused primarily on developing and refining the future scenarios. Technical work includes developing the future scenarios and preparing a recommended scope of environmental review for the SEPA Environmental Impact Statement (EIS).

Activities. Technical work will consist primarily of refining the description of the scenarios, finalizing the scope of analysis for the EIS, and transitioning to initial steps in the environmental analysis and plan development. During this period, the SEPA-required 21-day comment period on the proposed scope of the EIS will occur. Community engagement will continue the visioning activities from the prior phase and add new activities, including a public meeting on the scope of the EIS and discussion of the alternative scenarios that will be considered in the EIS. The TAG and Steering Committee meetings will meet and guide the process as described in Chapter 4.

Planning

Purpose. The Planning phase is primarily focused on integrated development of the Subarea Plan and Draft Planned Action EIS. Steps within this phase of work include preparation and issuance of draft documents, public comment and review, revisions to the Draft Subarea Plan and preparation/issuance of the Final EIS.

Activities. Preparation of Draft Subarea Plan will include development of goals, policies and implementing measures. Preparation of the Draft EIS consists primarily of identification and analysis of environmental impacts and mitigating measures associated with each alternative scenario. The culmination of this effort will be public issuance of the Draft Subarea Plan and Draft EIS. During the preparation of these documents, project updates will be provided through the project website.

Following issuance of the Draft Subarea Plan and EIS, community review and feedback will be invited through a variety of measures, including in-person and/or virtual community meetings, additional meetings supported by meeting in a box materials, and outreach to interested stakeholders. During this time, the 30-day formal public comment period for the Draft EIS will provide opportunities for verbal and written comment on the Draft EIS. Online engagement will provide stand-alone opportunities for participation duplicate in-person meetings as needed. The TAG and Steering Committee will meet and guide the process as described in Chapter 4.

Following the public comment period, the Final EIS will be prepared and issued, including responses to all comments received on the Draft EIS, together with corrections and changes to the alternatives and analysis as a result of public and agency comment.

Based on comments received during the public review process and on Steering Committee guidance, the Subarea Plan will be revised for further review in the next phase. The Steering Committee will recommend the Subarea Plan to the Tacoma Planning Commission.

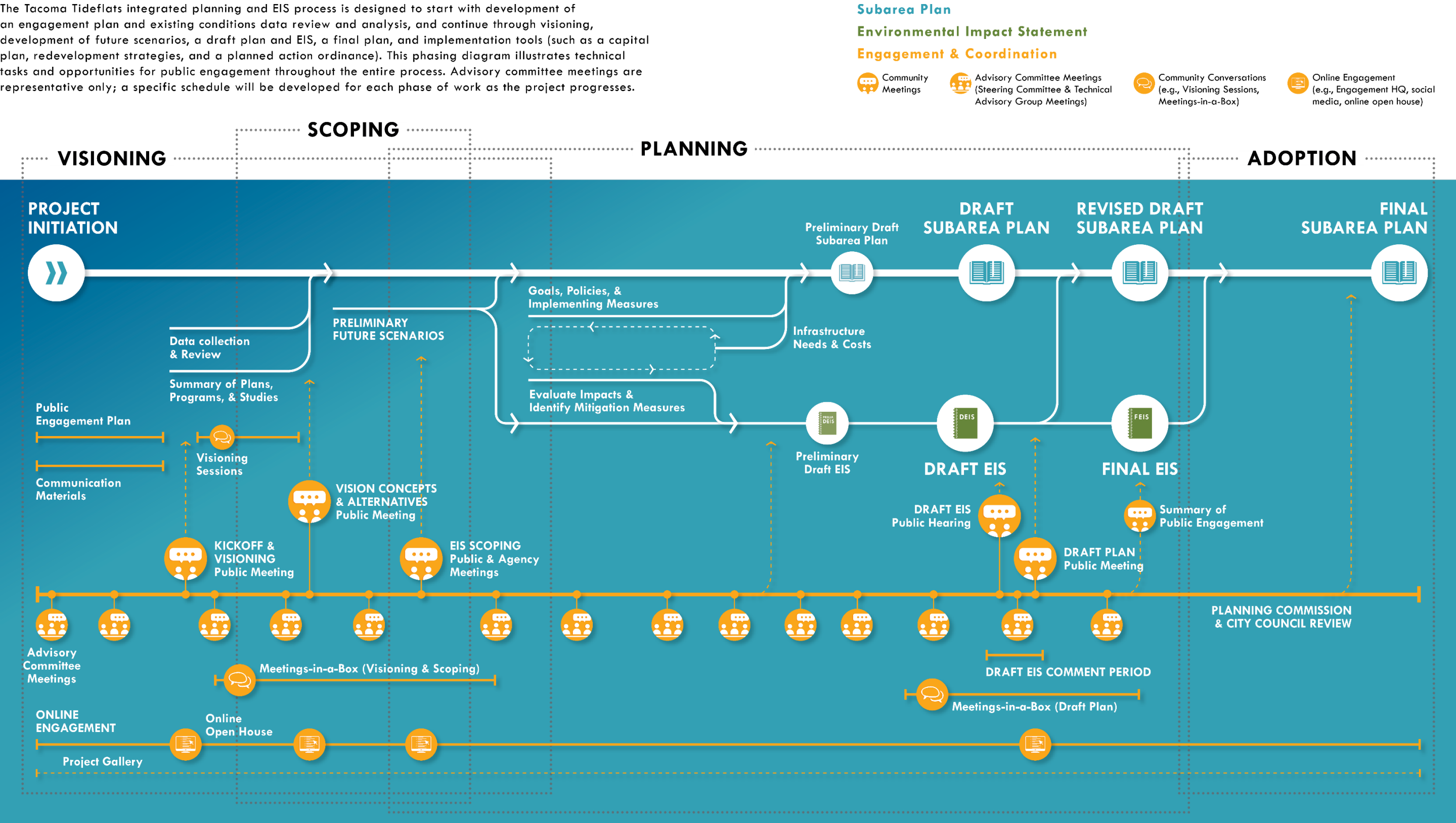
Adoption

Purpose. The Adoption phase of work is focused on the legislative review process through the City of Tacoma Planning Commission and City Council.

Activities. Activities include Planning Commission and City Council review of the Draft Subarea Plan, followed by City Council adoption of the final Subarea Plan. Community engagement activities will include public hearings in front of the Commission and Council and ongoing project updates on the project website.

Exhibit 10 Project Phasing

The Tacoma Tideflats integrated planning and EIS process is designed to start with development of an engagement plan and existing conditions data review and analysis, and continue through visioning, development of future scenarios, a draft plan and EIS, a final plan, and implementation tools (such as a capital plan, redevelopment strategies, and a planned action ordinance). This phasing diagram illustrates technical tasks and opportunities for public engagement throughout the entire process. Advisory committee meetings are representative only; a specific schedule will be developed for each phase of work as the project progresses.



4. COMMUNITY ENGAGEMENT TOOLBOX

The following pages identify both engagement tools that are required (i.e. public hearings) and tools that are flexible and can be implemented on an as-needed basis (i.e. community meetings). While many of these efforts would be carried out by the Consultant, this toolbox includes additional efforts that could be carried out by the participating governments.

Equity strategies are woven into each of the engagement activities in the toolbox presented below. Given increasingly diverse demographics, as well as past failures to fully engage all members of the community, these strategies include the provision of supports such as childcare, translation and interpretation, engagement with trusted community partners and a diverse range of ways to provide input.

The public engagement activities described in this Chapter are based on current information and best practices for meeting the guiding principles for engagement described in Chapter 1. The participating jurisdictions recognize that over the two- to three-year planning period for this project, public engagement methods may need to adapt as issues and priorities evolve, public health guidance for COVID-19 changes and other issues arise. For these reasons, this plan is intended as a flexible guide that may be modified over time according to project needs. The Steering Committee and Technical Advisory Group will be briefed on a regular basis regarding the engagement process and consulted as needed regarding proposed changes. Activities requiring adaptation are indicated by an asterisk and include additional details about how the activity would be adapted.

Exhibit 11 Public Engagement Schedule

	Start-up	Visioning	Scoping	Draft Subarea Plan & EIS	Legislative Review	Type of Engagement
Corresponding elements of Work Plan	Public Engagement Plan	Analysis of existing conditions Visioning	Identification of Alternatives	Evaluation of Alternatives Development and Recommendation of Proposed Subarea Plan	Planning Commission Recommendation to Council Council Review and Decision	
Communications Materials						
Project Identity	○					N/A
FAQ/Fact Sheet & Comment Cards	○	○	○	○	○	N/A
Notification Methods						
Emails to Project Listserv	○	○	○	○	○	Notification only
Project Website	○	○	○	○	○	Notification only
Direct Mailings	○	○	○	○	○	Notification only
Traditional Media	○	○	○	○	○	Notification only
Blogs/Newsletters/Bulletins	○	○	○	○	○	Notification only
Social media	○	○	○	○	○	Informal comment only
Public Engagement						
Meeting-in-a-Box		■	■	■		Facilitated group discussion & comment card
Visioning Sessions		■				Facilitated group discussion & comment card
Community Meetings	●	●	●	●		TBD
Interactive Project Website	●	●	●	●		TBD
Project Kiosk		■	■	■		Comment card & discussion w/staff
Project Gallery		■	■	■	■	Comment card
Other Meetings						
Advisory Committee	●	●	●	●	●	Comment card
City Council	●	●	●	●	●	Formal public comment
Planning Commission	●	●	●	●	●	Formal public comment

● Dedicated engagement activity

○ Limited engagement activity

○ Notification only

Communication Materials

Project Identity & Templates

Lead: Consultant with input from PM Team

Overview: The project identity will create a consistent “look and feel” for all project materials. Use of a consistent project identity increases visibility and overall public awareness of the project.

Audience: Project identity will be used on all project materials and reach all audiences.

Materials: Graphic logo, color palette, and document templates.

Timeframe: For use throughout the project.

Highlights & Equity Strategies

- Provides an interesting, friendly project identity.
- Increases public awareness of the project.
- Provides a template for consistent and more legible project materials.



FAQ/Fact Sheet & Comment Cards

Lead: Consultant with input from PM Team

Overview: Fact Sheets will provide overview information about the project, key issues, and options. The FAQ will be developed based on the comments, questions, and issues raised throughout the project. These may be identified at public meetings, TAG meetings, through comment cards, or through one-on-one interactions between members of the public and county staff and/or the consultants. All materials will be posted on the project website and available at events.

Audience: Supports outreach to all audiences but will be a critical source of information for Meeting-in-a-Box and Kiosk audiences.

Materials: Print and online versions of a Fact Sheet, FAQ, and Comment Card.

Timeframe: An initial set of materials at the outset of the project followed by three updates as the project progresses.

Highlights & Equity Strategies

- Focuses on a broad Tacoma audience with basic project information as well as ongoing responses to questions that are raised through public outreach.
- Includes language and information that can be tailored for all types of notification and engagement opportunities.
- Includes instructions for requesting further translation and interpretation services.

Notification Methods

Emails to Project Listserv

- Lead:** While the City of Tacoma will maintain a contact list specific to this project, it is expected that the City of Tacoma, City of Fife, Puyallup Tribe, Pierce County, and Port of Tacoma will use their agencies' contact database where possible to share project notifications.
- Overview:** Emails to a comprehensive list of all project participants, including public meeting attendees, advisory group members, elected officials, media representatives, and any other groups that may be interested in the project.
- Audience:** The list would contain a comprehensive list of all individuals who have participated in project activities or signed up to receive project information. Depending on how information is collected, the database could be developed to sort based on specific characteristics or interests.
- Materials:** The database will be developed in an Excel format with different fields for name, address, organization, and email.
- Timeframe:** The list would be developed at the project start and maintained over the course of the project. Could be used strategically to announce key events, promote participation in online surveys or other activities, invite feedback, or other activities as appropriate.

Highlights & Equity Strategies

- Provides structure to ensure that all project participants are included.
- Email messages include instructions for requesting further translation and interpretation services.

Project Website (cityoftacoma.org/tideflatsplan)

Note: This refers to the City of Tacoma's Tideflats Subarea Plan page (cityoftacoma.org/tideflatsplan). In addition to this page, interactive online content will be hosted on the Engagement HQ site (engagetacoma.com). These two resources will be clearly linked to encourage familiarity with both resources. Read more about engagetacoma.com in the Public Engagement section of the PEP.

Lead: While the City of Tacoma will host and maintain the primary project website, the City of Fife, Puyallup Tribe, Pierce County, and Port of Tacoma will use their agencies' websites where possible to direct visitors to the City of Tacoma website.

Overview: The website will be an up-to-date, accessible source of information for all aspects of the project.

Audience: Those interested and following the project, those who use the City of Tacoma's website as a resource to learn about new projects, and those directed to the website by other project communications or activities.

Materials: Project background language, a calendar of events, project updates, advisory group meeting summaries, and project documents.

Timeframe: An initial website update at the outset of the project followed by a minimum of three updates as the project progresses.

Highlights & Equity Strategies

- Taps a resource where interested parties typically look for information.
- Uses the same information being developed for other outreach.
- Provides a consistent repository for relevant project information.
- Offers translation function, as well as instructions for requesting further translation and interpretation services.



Tacoma Tideflats website.

Direct Mailings

Lead: Agency staff

Overview: An electronic and taxpayer/occupant mailing list for formal notification.

Audience: Utility mailings or other community newsletters may be used to disseminate information to a broad audience that includes tenants as well as property owners. City of Tacoma to provide formal notice of legislative hearings to property owners within the Port of Tacoma MIC and 2500' feet of the boundaries.

Materials: Postcards/trifold notices

Timeframe: Direct mailings will be used in advance of public hearings

Highlights & Equity Strategies

- Reaches individuals without access to a computer or internet.
- Ensures that occupants—as well as property owners—are treated as equal stakeholders.
- Includes instructions for requesting further translation and interpretation services.

Traditional Media

Lead: Agency staff

Overview: Announcements for key events and document releases will be distributed to local media outlets including the Daily Index and The News Tribune, neighborhood newspapers, and other outlets.

Audience: A general audience who regularly follow the local media.

Materials: Press releases, media packets, event information.

Timeframe: In advance of all key events and to announce document releases.

Highlights & Equity Strategies

- Uses PM Team's existing network of contacts and methods for media.
- Uses the same information being developed for other outreach.
- Discussions may require monitoring and responses.
- Opportunity to reach underrepresented groups by targeting specific news outlets.
- Includes instructions for requesting further translation and interpretation services.

Community Blogs, Newsletters, and Bulletins

Lead: Agency staff

Overview: Flyers, posters, fact sheets, announcements for key events, and FAQs distributed to local organizations for distribution on their existing channels.

Audience: A general audience who follows blogs or organizations in Tacoma that are focused on specific topics, neighborhoods, or citywide.

Materials: Press releases, media packets, event information.

Timeframe: In accordance with organizations' predetermined schedules, e.g. quarterly newsletters.

Highlights & Equity Strategies

- Leverages a resource where people go for information about their community and places the Tideflats Subarea Plan within that context.
- Uses the same information being developed for other outreach.
- May require management or comment on the discussion.
- Opportunity to reach underrepresented groups by targeting specific organizations.
- Includes instructions for requesting further translation and interpretation services.

Social Media

Lead: While the City of Tacoma will lead social media notification, the City of Fife, Puyallup Tribe, Pierce County, and Port of Tacoma will use their agencies' platforms where possible to share project updates and provide online surveys soliciting community feedback. They will be tied to the initial set of informational and interactive materials at the outset of the project followed by here updates as the project progresses using the Engage Tacoma platform.

Overview: Facebook, Twitter, and Instagram will be used to announce project news and promote and document events and solicit feedback from a broader audience, including those who may not typically participate in City planning initiatives. Social media will also be used to make connections to similar efforts, organizations and individuals in Tacoma, Fife, and Pierce County.

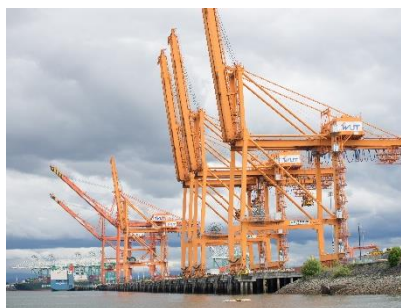
Audience: A general audience who regularly follow the PM Team's agencies' social media accounts, and through the use of social media by the City of Fife, the Puyallup Tribe, Pierce County, and the Port of Tacoma, a broader audience, including those who may not typically participate in city planning initiatives.

Materials: Short, simple messages accompanied by graphics highlighting upcoming events, project updates, and ways to get involved.

Timeframe: Can be used strategically to announce key events, promote participation in online surveys or other activities, invite feedback, or other activities as appropriate.

Highlights & Equity Strategies

- Relatively low cost.
- May require management or comment on the discussion.
- Reaches broad audience, including those who may not typically participate in City planning initiatives.
- Includes instructions for requesting further translation and interpretation services.



Public Meetings

“Meeting-in-a-Box” (Speakers Bureau) *

Lead: PM Team, Staff Leadership Team, and TAG, with materials developed by Consultant

Overview: Provides PM Team, Staff Leadership Team, and TAG with materials for use at meetings with Neighborhood Councils, Business Districts, and other neighborhood and business groups to talk about the process upon request and seek their input. The PM

Team will ensure that interested groups are made aware of project proposals and milestones, offer opportunities for submitting comments and attend community group meetings at key milestones.

As needed, these meetings could be adapted as live events held via Zoom or another videoconferencing platform or narrated online presentations with guided questions and feedback opportunities available anytime for individual participation.

Audience: Neighborhood, community, and business organizations with regularly scheduled meetings who can accommodate a presentation on their regular agendas or arrange a dedicated meeting for the project. Meeting-in-a-box materials could be provided to teachers for use with their classes.

Materials: Short slideshow, talking points, fact sheets, FAQ, comment cards, and feedback worksheet.

Timeframe: An initial set of meeting materials at the outset of the project followed by three updates as the project progresses, including following issuance of the draft subarea plan and prior to the formal legislative process.

Highlights & Equity Strategies

- Reaches a broad audience of Tacoma residents and business owners who participate in various civic and community organizations.
- Can be presented by a variety of agency staff.
- Offers opportunity to gather regular and timely feedback.
- Located in accessible spaces along public transit lines.
- Held at varying times of day to ensure that people who work non-traditional schedules can participate.
- Provides sign-language and non-English interpreters.
- Make meetings child friendly and provide financial compensation for participants' time at some meetings, depending on availability of resources.

Visioning Sessions*

Lead: Consultant with input from PM Team

Overview: A series of meetings consisting of small group facilitated discussions to gather input on vision concepts. Consultant would develop a moderator guide, facilitate each focus group, and provide summaries of up to five meetings; additional meetings could be led by agency staff. It is anticipated that each visioning session will focus on a specific topic, such as transportation, natural environment, etc. For each meeting, Consultant will invite stakeholders with specific interest in the selected topic as well as provide broad notice to members of the public.

As needed, these meetings could be adapted as live events held via Zoom or another videoconferencing platform or narrated online presentations with guided questions and feedback opportunities available anytime for individual participation

Audience: Up to ten participants in each small discussion group. Participants could represent specific interest groups such as employees of Tideflats businesses or environmental interests, specific city neighborhoods, or be broadly based to provide diverse opinion. The structure of the focus group will depend on the nature of the questions to be addressed.

Materials: Materials would be determined based on the types of issues to be addressed in the meeting.

Timeframe: Focus Groups would be held during the Visioning phase of the project and would provide the foundation for the larger public Community Visioning Meeting.

Highlights & Equity Strategies

- Facilitated small group discussion.
- Allows consideration of complex questions.
- Can be tailored to specific or diverse audiences, depending on meeting goal.
- Provides for in-depth consideration of issues and perspectives.
- Located in accessible spaces along public transit lines.
- Held at varying times of day to ensure that people who work non-traditional schedules can participate.
- Provides sign-language and non-English interpreters.
- Make meetings child friendly and provide financial compensation for participants' time at some meetings, depending on availability of resources.

Community Meetings*

Lead: Consultant with input from PM Team

Overview: Public events such as open houses and workshops provide opportunities to share information about the project and process; identify issues, concerns, and questions of participants; and obtain feedback about key project issues.

An **open house** is an informal event in which there are a number of staffed informational stations and opportunities for the public to review materials and engage in informal discussions with staff.

Workshops are typically more structured events in which a facilitator leads participants through one or more exercises to gain specific feedback on one or more questions. Elements of both types of events may include presentations, display boards, handouts and written or verbal opportunities to provide individual comments.

As needed, these meetings could be adapted as live events held via Zoom or another videoconferencing platform or narrated online presentations with guided questions and feedback opportunities available anytime for individual participation.

Audience: Stakeholders and the general public

Materials: Likely to include PowerPoint presentations, display boards, handouts and other materials depending on the focus of the open house or workshop.

Timeframe: Four meetings, including:

- Kickoff Meeting to introduce the team, project schedule, milestones, and planned engagement activities.
- Visioning Meeting to share vision concepts and alternative scenarios.
- Informational Meeting – Prior to Public hearing to provide an opportunity to learn about drafts that are open for public comment.

Highlights & Equity Strategies

- Traditional outreach method and public familiarity.
- Opportunity for in-person interaction.
- Opportunity to share key messages, information and to hear from interested participants.
- Most effective in reaching active stakeholders and those with specific interests.
- Located in accessible spaces along public transit lines.
- Held at varying times of day to ensure that people who work non-traditional schedules can participate.
- Provides sign-language and non-English interpreters.

- Make meetings child friendly and provide financial compensation for participants' time at some meetings, depending on availability of resources.

Interactive Project Website: EngageTacoma.com

Note: Interactive online content will be hosted by the City of Tacoma at their Engagement HQ site, engagetacoma.com, which will supplement the City of Tacoma's Tideflats Subarea Plan page (cityoftacoma.org/tideflatsplan). These sites will be clearly linked to encourage familiarity with both resources.

Lead: Agency staff

Overview: An interactive website that can host surveys, "online open houses," comment forms, and other interactive elements.

Audience: Those interested and following the project, those who fill out online surveys, those who use Engage Tacoma as a resource to learn about new projects, and those directed to the website by Fife, Puyallup Tribe, Pierce County, and Port of Tacoma websites and social media, or other project communications or activities.

Materials: An initial set of informational and interactive materials at the outset of the project followed by three updates as the project progresses. Four online surveys soliciting feedback on project process. Short videos about Tideflats issues posted to the website and available to others to post to their Facebook or other sites.

Timeframe: Though active and maintained throughout the project, updates should coincide with and supplement Community Meetings.

Highlights & Equity Strategies

- Provides opportunities for individuals who are unable to attend real-time meetings to get involved.
- Includes instructions for requesting further translation and interpretation services.

Project Kiosk ("Tabling-in-a-box") *

Lead: Agency staff

Overview: A set of materials that would enable agency staff to set up a table or "kiosk" at community events. If bringing the kiosk to in-person events is not possible, kiosk materials could be adapted and dispersed online through agency and partner channels.

Audience: Supports outreach to all audiences who regularly frequent community events, including those less likely to be aware of the project.

Materials: Could include posters, Fact Sheet/FAQ, comment forms, etc.

Timeframe: Kiosks could be utilized throughout the project process but would be most valuable early on to build public awareness of the project and increase participation in future activities.

Highlights & Equity Strategies

- Leverages existing network of spaces to bring information to people in locations they already frequent.
- Can reach audiences who may otherwise be unaware of the project.
- Includes instructions for requesting further translation and interpretation services.

Project Gallery

Lead: PM Team with support from Consultant

Overview: High visibility, graphically compelling display that provides basic project information, advertises engagement opportunities, and shares the URLs for the project website and Engage Tacoma. Located in high traffic areas, such as libraries, community centers, universities, museums, workplaces, or shopping centers. Workplaces in the project area that employ 25 or more people. The Project Gallery would allow for socially distanced viewing by passers-by and would not need to be adapted if in-person gatherings continue to be restricted.

Audience: Supports outreach to all audiences who regularly frequent public and educational facilities, including those less likely to be aware of the project.

Materials: Materials could include posters, Fact Sheet/FAQ, comment forms, etc.

Timeframe: A Project Gallery could be utilized throughout the project process but would be most valuable early on to build public awareness of the project and increase participation in future activities.

Highlights & Equity Strategies

- Leverages existing network of spaces to bring information to people in locations they already frequent.
- Can reach audiences who may otherwise be unaware of the project.
- Includes instructions for requesting further translation and interpretation services.

Legislative Process*

The legislative review process will be initiated upon Steering Committee recommendation of a Draft Tideflats Subarea Plan to the City of Tacoma Planning Commission. During this process, the Planning Commission will review the Draft Subarea Plan, including one or more public hearings for public comments and testimony, and make a recommendation to the City Council for final action. The City Council will review the Planning Commission recommended Subarea Plan, hold one or more public hearings for public comments and testimony, and make a final decision. Please see Exhibit 9 Project Phasing and supporting narrative in Chapter 3.

See also Chapter 5 Decision Making Process for additional discussion of the Planning Commission and City Council process. This discussion notes that if the Planning Commission and/or City Council propose a material change to the Steering Committee recommended Subarea Plan, it will be provided back to the Steering Committee for additional review and comment.

SEPA Planned Action EIS Review Process

EIS Scoping Workshop*

As part of initiation of the Planned Action EIS process, the City of Tacoma will conduct a 21-day comment period to invite comments on the EIS scope and alternatives. During this period, agency staff will meet with interested members of the public to describe the EIS process, preliminary direction for the EIS alternatives and topics for analysis in the Draft EIS. Public comments on the EIS alternatives and topics for analysis will be invited in written and verbal form at this workshop. Written comments will also be invited through the project website and via email during the balance of the 30-day comment period. This meeting will be adapted to be held online as needed.

Draft EIS Public Hearing*

Following issuance of the Draft EIS, the City of Tacoma will conduct a 30-day comment period to receive comments on the Draft EIS. During this period, the City will conduct a public hearing to share the major findings and to hear comments from the public about the EIS. Public comments in written and verbal form will be invited at the hearing. Written comments will also be invited through the project website and via email during the 30-day comment period. This meeting will be adapted to be held online as needed.

Tideflats Advisory Group (TAG)

Tideflats Advisory Group (TAG) provides input and feedback as a “sounding board” for the Subarea Planning Process and the City during their respective parts of the process. TAG members also serve as liaisons to the broader stakeholder groups they represent. TAG meetings will be open to the Public but will not receive public comment. The TAG will number no more than twenty-one individuals. The public is welcome to attend meetings of the Tideflats Advisory Group (TAG) to listen to presentations and discussions and fill out a comment card. The composition of the TAG will consist of the affected communities and perspectives listed below.⁴

Adjacent Jurisdictions

- City of Lakewood (Self-appointed)
- City of Sumner (Self-appointed)
- Joint Base Lewis McChord (Self-appointed)

Neighborhoods

- Northeast Tacoma Neighborhood Council (Self-appointed)
- New Tacoma Neighborhood Council (Self-appointed)
- South Tacoma Neighborhood Council (Self-appointed)

Business & Industry

- Port Tenant (Port appointed)
- Tideflats Industrial/Non-Port Property (Fife appointed)
- Energy Company (Self-appointed)
- Fredrickson Industrial Group (County appointed)

Labor

- ILWU Local 23 (Self-appointed)
- Pierce County Building and Construction Trades Council (Self-appointed)

Environmental

- Wildlife Representative (Tribe appointed)
- Air Quality Representative (Tacoma appointed)
- Water Quality Representative (Port appointed)
- Climate Change Resiliency (Tribe appointed)

Regional Economic

⁴ City of Tacoma, et al. *Tideflats Subarea Planning Work Plan*. (February 10, 2019), pp. 7 - 8.

- Tacoma/Pierce County Chamber of Commerce (Self-appointed)
- Tacoma/Pierce County Economic Development Board (Self-appointed)

General

- Transportation (Fife appointed)
- Other to achieve balance (Tacoma appointed)
- Other to achieve balance (County appointed)

Note: This group is referred to as the Stakeholder Advisory Group in the Work Plan approved on February 8, 2019.

Planning Commission

The Tacoma Planning Commission is a nine member citizens' advisory body responsible for advising the City Council on all land use matters. The Commission's meetings are open to the public and advertised on the City's website. The Tideflats subarea planning process will include regular consultation and information sharing with the Steering Committee, and the Steering Committee will be responsible for developing an initial draft Subarea Plan for consideration by the Tacoma Planning Commission and the City Council.



5. DECISION MAKING PROCESS

Because of the regional significance of the designated Port of Tacoma Manufacturing Industrial Center, a cooperative interjurisdictional planning and decision-making process is essential to a successful outcome. At the same time, the work products of this process will be a Subarea Plan and implementing regulations that ultimately will be adopted by the City of Tacoma. This section describes how the interjurisdictional planning process will integrate with the City of Tacoma decision-making process. In addition, the required state and regional approvals required as part of the adoption process are briefly described.

Tideflats Steering Committee

The Tideflats Steering Committee consists of two elected leaders, and alternates (elected officials), from each participating government. The governments that are members of the Steering Committee include City of Fife, City of Tacoma, Pierce County, Port of Tacoma and the Puyallup Tribe.

The subarea planning process will include regular consultation and information sharing with, and advice from, the Steering Committee. The Steering Committee will provide guidance for policy decisions and facilitate mutual understanding and a closer alignment of interests across jurisdictions throughout the subarea planning process. The Steering Committee is specifically responsible for affirming the Public Engagement Plan and for developing an initial draft Subarea Plan for consideration by the Tacoma Planning Commission.⁵

Tacoma Planning Commission

The Tacoma Planning Commission is a nine-member advisory body appointed by the City Council. Its review and advisory responsibilities primarily include the Comprehensive Plan and its elements, land use and development regulations, and other planning issues. The Tideflats Subarea Plan will

⁵ City of Tacoma, et al. *Tideflats Subarea Planning Work Plan*. (February 10, 2019), pp. 5 – 6, 9.

be an element of the City's Comprehensive Plan and falls under the purview of the Planning Commission.

The Planning Commission will receive a recommended Tideflats Subarea Plan from the Steering Committee and conduct a review of the draft Plan. This review will include study sessions and one or more public hearings, in which community members will have an opportunity to provide comments and testimony directly to the Planning Commission. Following their review, the Commission will send their recommendation to the Tacoma City Council and to each participating government. If the Planning Commission proposes a material change to the Steering Committee recommended Subarea Plan, the proposed change will be provided to the Steering Committee for review and comment within a 45-day comment period before transmittal to the City Council. Each participating government and the Steering Committee will also have the opportunity, either jointly or separately, to comment on the Planning Commission's recommendation.⁶

Tacoma Planning Director

The City of Tacoma Planning Director is designated as the State Environmental Policy Act (SEPA) Responsible Official for this project, responsible for ensuring compliance with substantive and procedural requirements of SEPA. The City has determined that it will meet its SEPA responsibilities through preparation of a Planned Action Environmental Impact Statement (EIS). As Responsible Official, the Planning Director will oversee this process, ensuring that processes are properly followed and substantive content is factual and objective. The Draft and Final SEPA EIS documents will be issued upon approval by the Responsible Official. The City must wait a minimum of seven days after issuance of the Final EIS before acting on the Subarea Plan.

Tacoma City Council

Final decisions regarding the Subarea Plan will be made by the Tacoma City Council based on recommendations from staff, Steering Committee, Planning Commission and public input. The City Council will review and discuss any recommended revisions at one or more study sessions. The study session meetings are open to the public, although public comment is not invited at study sessions. The City Council will also hold at least one public hearing to receive additional public comment before acting on the proposed Subarea Plan.

If the City Council proposes a material change to the proposed Subarea Plan, the proposed change will be provided to the Steering Committee for review and comment within a 45-day comment period. If additional changes are proposed by the City Council, the review and comment

⁶ City of Tacoma, et al. *Tideflats Subarea Planning Work Plan*. (February 10, 2019), p. 11.

process will repeat. Final City Council action on the Subarea Plan will occur after the final 45-day comment period, if applicable.⁷

State & Regional Approvals

Puget Sound Regional Council (PSRC)

The Puget Sound Regional Council is an association of cities, towns, counties, ports, and state agencies that serves as a forum for developing policies and making decisions about regional growth management, environmental, economic, and transportation issues in Snohomish, Kitsap, King and Pierce counties. The PSRC is designated under federal law as the Metropolitan Planning Organization (required for receiving federal transportation funds), and under state law as the Regional Transportation Planning Organization for the four-county region. Consistent with its responsibilities, the PSRC developed and adopted VISION 2040, a regional plan that describes the growth management, environmental, economic, and transportation strategy for the central Puget Sound region.

VISION 2040 directs local jurisdictions with a regionally designated center to prepare a subarea plan for each such center within four years of designation (DP-Action-17). Subarea plans must be consistent with the jurisdiction-wide comprehensive plan and are required to fully address all planning requirements in the Growth Management Act. Subarea plans should be a chapter or section in the comprehensive plan. The Port of Tacoma Manufacturing Industrial Center is a regional-designated center under VISION 2040 and the Tideflats Subarea Plan will be an element of the City's Comprehensive Plan.

Prior to adoption and during the same period that the Department of Commerce is reviewing the draft Subarea Plan (see Department of Commerce below), PSRC will also conduct a preliminary review of the Subarea Plan. To facilitate this review, the City will provide a brief report that outlines how the plan satisfies Growth Management Act requirements for subarea plans, as well as regionally established criteria for center planning. Once the final center plan is adopted, the PSRC prepares a certification report and makes their decision regarding certification of the plan. Plan certification qualifies and prioritizes capital projects identified in the plan for regional funding.

Department of Commerce

The Growth Management Act requires that at least 60 days prior to adoption, the City provide a copy of the proposed Subarea Plan to the Department of Commerce for review and distribution

⁷ City of Tacoma, et al. *Tideflats Subarea Planning Work Plan*. (February 10, 2019), p. 11.

to other state agencies. The purpose of this requirement is to allow Commerce and other state agencies the opportunity to comment on the proposal. Following adoption, the City must provide Commerce with notice of adoption within ten days of final adoption. This requirement does not impact the date of effectiveness of the City's action; the Subarea Plan and related implementing regulations would become effective upon adoption by the City.

Department of Ecology

The Shoreline Management Act requires that after local adoption of amendments to the Shoreline Master Program (SMP), the amended SMP must be approved by the Department of Ecology before the amendments take effect. Depending on the type of comments provided by the Department of Ecology, resolution of comments can take months or longer. During this period, the prior SMP would remain in effect and proposals for actions under the amendments would not be permitted.

6. ACCOUNTABILITY & EVALUATION

Feedback Loop

As part of this public involvement plan, the Consultant team and PM team will be responsible for gathering and disseminating the public's input to decision makers and back to the public at large. This is a necessary component for a successful project. The Consultant team will work closely with the PM team to compile public comments throughout the planning process. Comments and online survey results will be integrated into ongoing work and summaries will be shared through the website, electronic/hard copy mailings and local media outlets.

Public Involvement Evaluation

Evaluation of the public involvement will be completed upon completion. Tools for evaluation will include:

- Informal feedback from stakeholders
- Voices and representation from all communities with an interest and stake in the future of the Tideflats. This includes ensuring that traditionally under-represented and under-served groups, including low-income communities and communities of color are engaged. (see Community Profile)
- Short questionnaires following events
- Team debriefs following meetings and events to discuss needed adjustments

APPENDIX A EQUITY & EMPOWERMENT FRAMEWORKS

A focus of the engagement effort will be on equitable engagement, or strategies to make sure that all voices in the community are heard as part of inclusive decision-making. Particular efforts will be made to improve communication with traditionally under-represented and under-served groups, including low-income communities and communities of color. The Plan details a range of opportunities for meaningful engagement, to include voices in our community that may have been historically marginalized and excluded, to create a shared vision for the future. This focus flows from the commitment to equity across all five participating governments, summarized below. This shared commitment provided guidance for the development of this Public Engagement Plan.

City of Tacoma

The City of Tacoma's commitment to diverse and inclusive public engagement is demonstrated by the Equity and Empowerment Initiative framework, which was adopted by City Council in September 2015 (see page X) and has been incorporated into the Tacoma Comprehensive Plan. The City created the Office of Equity and Human Rights in October 2014 to support the city in carrying out the goals of the equity framework.

In a 2014 survey, Tacoma residents ranked how important it was to expand access to city services and infrastructure to people of different races, ethnicity, disability, and income levels; 71% of respondents said this work was "essential" or "very important." In public outreach for the Tacoma 2025 Strategic Plan, community members indicated a strong desire to see equity and racial justice. The framework calls out five goals to improve outcomes for all communities:

1. **The City of Tacoma Workforce Reflects the Community it Serves** – actively work to eliminate racial and other disparities and provide accommodations for people with disabilities in hiring, promotion, and retention.

2. **Purposeful Community Outreach and Engagement** – work with community partners and businesses to promote equity and inclusion within Tacoma and throughout the region, producing measurable improvements and disparity reductions.
3. **Equitable Service Delivery to Residents and Visitors** – provide guidance, education, and assistance to all departments as they develop sustainable methods to build capacity in achieving equitable outcomes and services.
4. **Support Human Rights and Opportunities for Everyone to Achieve their Full Potential** – promote, support, and build capacity for compliance with civil rights laws, ordinances, and regulations, including ADA within the City.
5. **Commitment to Equity in Policy Decision Making** – be transparent and collaborative with internal and external individuals and groups, hold ourselves and partners accountable for measurable improvements and outcomes.

APPENDIX B STAKEHOLDERS

Stakeholders

There are a variety of stakeholders with an interest in this plan. In addition to the stakeholders identified in the Work Plan, below an initial set of stakeholders by stakeholder group. This list is intended as a “living list” and will be iteratively updated as the planning process unfolds.

Exhibit 11 Initial Stakeholders by Group

Stakeholder Group	Stakeholder
Community Members	<ul style="list-style-type: none"> ▪ Hearing and visually impaired individuals ▪ Non-English speakers ▪ Older residents ▪ People of color ▪ Tribal members ▪ Northeast Tacoma Neighborhood Council ▪ New Tacoma Neighborhood Council ▪ South Tacoma Neighborhood Council
Port Users	<ul style="list-style-type: none"> ▪ Shipping lines ▪ Beneficial cargo owners ▪ Smaller business owners and employees ▪ Port tenant ▪ Northwest Horticultural Council and Washington Wheat Growers Commission ▪ Automobile importers ▪ Aerospace, trucking, and rail ▪ United States Customs and Homeland Security ▪ Recreational users ▪ Joint Base Lewis McChord (JBLM) ▪ Academic institutions that do research in/utilize port area
Regional Economic	<ul style="list-style-type: none"> ▪ City of Sumner ▪ City of Lakewood ▪ Tacoma-Pierce County Chamber of Commerce ▪ Manufacturing Industrial Council
Labor	<ul style="list-style-type: none"> ▪ ILWU Local 23 ▪ P.C. Building and Construction Trades ▪ Pierce County Labor Council ▪ Trucking Owner Operators Association ▪ Water navigation pilots

Stakeholder Group	Stakeholder
Workforce Development Entities	<ul style="list-style-type: none"> ▪ University of Washington Tacoma ▪ Community colleges ▪ Trade organizations
Elected officials	<ul style="list-style-type: none"> ▪ Steering Committee ▪ City Council ▪ Port Commission ▪ Tribal Council
Environmental Groups	<ul style="list-style-type: none"> ▪ Friends of Hylebos Wetlands ▪ Tahoma Audubon Society ▪ 350 Tacoma ▪ Advocates for a Cleaner Tacoma ▪ Earthcorps ▪ Forterra ▪ Surfrider ▪ CCL ▪ Citizens for a Healthy Bay ▪ Puyallup Watershed Initiative
Community Organizations	<ul style="list-style-type: none"> ▪ Sea Scouts ▪ NW Immigrants Rights Project ▪ La Resistencia ▪ Foss Waterway Development Authority ▪ Centro Latino ▪ Tacoma Urban League ▪ Asia Pacific Cultural Center
Local, State & Regional Agencies	<ul style="list-style-type: none"> ▪ Department of Ecology (to expedite environmental review) ▪ Metro Parks Tacoma ▪ Emergency planning commission ▪ Washington State Department of Transportation Freight and Rail Office (WSDOT) ▪ Washington State Department of Commerce ▪ Washington State National Guard ▪ Pierce Transit ▪ Department of Natural Resources ▪ Pierce Conservation District
Boards and Commissions	<p>City of Tacoma</p> <ul style="list-style-type: none"> ▪ Police and fire ▪ Transportation Commission ▪ Planning Commission ▪ Sustainable Tacoma Commission ▪ Mayor's Youth Commission ▪ Transportation Commission ▪ Human Rights Commission ▪ Commission on Disabilities

Stakeholder Group	Stakeholder
	Port of Tacoma <ul style="list-style-type: none">■ Port Commission Puyallup Tribe <ul style="list-style-type: none">■ Planning Commission■ Fisheries Commission City of Fife <ul style="list-style-type: none">■ Planning Commission Pierce County <ul style="list-style-type: none">■ Pierce County Planning Commission
Adjacent Jurisdictions	<ul style="list-style-type: none">■ Boards and Commissions