

Livable City Year

Expanded Project List
June 2017



TACOMA LIVABLE CITY YEAR PROJECT LIST

1. A Roadmap to Civic Engagement

Description: Civic engagement and communication is one of the most challenging responsibilities of a government organization. The renewed vision for equity and inclusion requires an accounting of existing methods of community outreach and civic engagement, so that Tacoma can more effectively understand and serve its diverse citizenry. In order to install best practices uniformly across all parts of government, the City would like a study that documents existing and recommends innovative ways to connect with residents along the continuum of civic engagement. Emphasis on translation and interpretation.

Department/Division: City Manager's Office

Project Lead: David Nash-Mendez

Community Partnerships: May include surveying or interviewing community organizations

Suggested Deliverables: Report including gap analysis, inventory of current tools, and implementation actions

Impact Area: Social Equity, Inclusion and Access

2. Pacific Avenue Market Study

Description: The City's Neighborhood and Community Services Department is currently engaged in a neighborhood stabilization focus on Pacific Avenue, south of 80th street, during the 2017-2018 biennium. A market study analyzing existing uses, spending patterns, commercial trade areas, and economic development opportunities would lay the groundwork for selection as a revitalization focus area in 2019-2020.

Department/Division: Neighborhood and Community Services, Planning and Development Services

Project Lead: Allyson Griffith (NCS) and Stephen Atkinson (PDS)

Community Partnerships: Businesses along Pacific Avenue Corridor

Suggested Deliverables: Market Study

Impact Area: Livability, Economic Viability, Social Equity, Inclusion and Access

3a. Pacific Avenue Transit Station Area Development Feasibility and Catalyst Site Recommendations

Description: Pierce Transit is initiating a study from the City's southern limits to the Downtown. This project would complement Pierce Transit's high-capacity transit feasibility and design study for the Pacific Avenue Corridor by identifying catalyst sites within planned transit station areas and assessing redevelopment feasibility of these sites for transit oriented development. The project will help inform potential amendments to zoning and development standards along this corridor.

Department/Division: Planning and Development Services and Community and Economic Development

Project Lead: Stephen Atkinson (PDS), Carol Wolfe (CED)

Community Partnerships: Pierce Transit, South End Neighborhood Council, Tacoma-Pierce County Health Department

Suggested Deliverables: Report

Impact Area: Inclusion and Access, Social Equity, Environmental Sustainability

3b. Tacoma Mall Transit Station Area Development Feasibility and Catalyst Site Recommendations

Description: Pierce Transit is initiating a study for the relocation of the Tacoma Mall Transit Center. This project will complement the Pierce transit station relocation stud by identifying catalyst sites within the potential station locations and assessing the redevelopment feasibility of these sites for transit oriented development. The project will help to inform the long term station location plans.

Department/Division: Planning and Development Services and Community and Economic Development

Project Lead: Elliott Barnett (PDS), Carol Wolfe (CED)

Community Partnerships: Pierce Transit, South End Neighborhood Council, Tacoma-Pierce County Health Department

Suggested Deliverables: Report

Impact Area: Inclusion and Access, Social Equity, Environmental Sustainability

4. Transit Station Area Placemaking

Description: This project would complement the Pierce Transit High Capacity Transit feasibility and design study by working with local businesses and residents within a walk distance of potential transit station locations at 38th, 56th, 72nd, and 84th, to explore place-making strategies that could be implemented in conjunction with transit station construction. Place-making elements could include façade improvements, tree canopy, signage and wayfinding, public spaces, streetscape design, as well as route-directness and connectivity improvements that help facilitate the growth of transit-oriented communities. This project will include design charrettes with public stakeholders.

Department/Division: Planning and Development Services, Public Works Department

Project Lead: Stephen Atkinson (PDS), Jennifer Kammerzell (PW)

Community Partnerships: Pierce Transit, South End Neighborhood Council, Tacoma-Pierce County Health Department

Suggested Deliverables: Report with maps and illustrations

Impact Area: Inclusion and Access; Social Equity, Economic Viability

5. Identifying & Educating Vulnerable Workers

Description: Project would identify and reach out to Tacoma’s most precariously employed workers who are at higher risk of working in conditions that do not include minimum wage or required paid sick leave. The project would involve researching Census, NAICS, regional, and local data to understand what groups are most affected by various types of worker exploitation. Would support Tacoma 2025’s goals to: 1) Reduce poverty; 2) Increase housing stability; and 3) Increase the quality of jobs throughout Tacoma.

Department/Division: Finance (Tax & License)

Project Lead: Melanie Harding

Community Partnerships: Local businesses and private sector employees

Suggested Deliverables: Public engagement; Report of findings and recommendations

Impact Area: Livability, Economic Viability, Social Equity

6. Equitable Smart Energy Delivery

Description: A clean energy/smart grid related program that benefits the low income community through innovative programming and partnerships. The idea is that if there are enough partners (outside the utility) that find such a program useful (for non-energy benefits), then the costs could be spread out, making more wide-spread and affordable technologies that otherwise would not be – in particular, for the low income community. I don't know how much interest there is in this type of partnership from either community advocates or potential corporate/philanthropic partners. Project focus would be querying the community, identifying interested entities and hopefully establishing these initial partnerships.

Department/Division: Tacoma Power

Project Lead: Ahlmahz Negash

Community Partnerships: Community Organizations

Suggested Deliverables: Report including program review and recommendations

Impact Area: Livability, Environmental Sustainability

7. Open Space Survey

Description: The purpose of the project is to develop a statistically valid survey to build upon information gathered in the City of Tacoma Environmental Services Satisfaction Survey Report of Results from 2015. We would like additional information on topics such as: the way people, already aware of the Open Space Program, became familiar with it; the activities that are of most concern to people with regards to Open Space; the reasons people do not report illegal activity on Open Space; how people search for Open Space volunteer opportunities; and the reasons people choose not to volunteer in Open Space. The Open Space Program would use the results of this survey to develop a more effective marketing and outreach program.

Department/Division: Environmental Services Department (Science and Engineering Division)

Project Lead: Aris Efting

Suggested Deliverables: Survey design and Marketing Plan

Impact Area: Environmental Sustainability

8. Business Recruitment: A Millennial Perspective

Description: City staff would like UWT students to conduct a focus group(s) to report on what amenities/retail destinations are missing in Tacoma. Report should include qualitative and quantitative data that is used to recommend amenities/retail options that would be beneficial to a college student body, surrounding educational institutions and working young adults who live in Tacoma. This project should focus on suggesting opportunities in proximity to our local educational institutions: UWT, Bates, UPS, TCC and PLU.

Department/Division: Community and Economic Development

Project Lead: India Adams

Community Partnerships: UW-Tacoma, Bates Technical College, Tacoma Community College, Pacific Lutheran University

Suggested Deliverables: Report showing findings and recommendations

Impact Area: Livability, Economic Viability

9. Downtown Green Stormwater Ecosystem Services Analysis

Description: Development and redevelopment happens frequently in Tacoma's downtown core, and as such it is important to understand the true environmental value and impact of changing assets in the urban fabric. With traditional Grey stormwater infrastructure, there is a fairly predictable way to quantify value based on the quality and lifespan of the asset. With green stormwater infrastructure, it takes more effort to understand the true value in terms of stormwater quality and quantity, air quality, climate resiliency, habitat and wildlife and reinforcing vibrant and livable cities. This project will include an inventory and analysis of Tacoma's downtown green infrastructure assets, including the urban forest (street trees and natural areas) and engineered green stormwater infrastructure.

Department/Division: Environmental Services Department (Office of Environmental Policy and Sustainability)

Project Lead: Michael Carey

Suggested Deliverables: Inventory including all green infrastructure assets in Tacoma's downtown area

Impact Area: Environmental Sustainability

10. Emergency Preparedness for High Risk Populations

Description: The City recognizes that many in the community are simply unable to prepare themselves for a disaster or major emergency. This project would provide an assessment of the City's neighborhoods, particularly South End, Eastside and Hilltop, to identify potential locations in each for emergency sheltering and supply storage (e.g., community centers, schools, churches, etc.).

Department/Division: Fire Department

Project Lead: Tory Green

Community Partnerships: Community organizations

Suggested Deliverables: Report and maps

Impact Area: Livability, Social Equity, Inclusion and Access

11. Planning Video Library

Description: This project will create a sample Planning and Development Video library, with each video focused on a specific topic of interest to the community. Topics include a profile of the Planning and Development Services Department, a tutorial of the One Tacoma Plan, the vision for the City's designated Mixed-use Centers, and/or a profile of the City's Downtown Subarea Plans. This project will create a template for future expansion of the video library to help improve citizen and developer access to, and understanding of, the City's plans and programs.

Department/Division: Planning and Development Services

Project Lead: Stephen Atkinson

Suggested Deliverables: 2-3 videos of approximately two to four minutes in length.

Impact Area: Inclusion and Access, Social Equity

12. Planning and Development Services Communications Plan Implementation – Social Media

Description: PDS has been seeking to increase the diverse methods of communication the department uses to reach citizens and to involve them in the decision-making process. The intent is to create a social media presence that reflects the mission of PDS and to train staff on how to most effectively utilize social media to have the greatest impact.

Department/Division: Planning and Development Services

Project Lead: Jana Magoon

Community Partnerships: Neighborhood Councils

Suggested Deliverables: Social media accounts and how-to guidebook

13. Revitalization Area Planning Toolkit

Description: This project will assess the lessons learned from recent subarea planning and neighborhood revitalization strategies. The intent is to create a more operationalized approach to neighborhood revitalization, including scoping, assessment of needs, assessment of assets and capacities, and community based strategies for future replication.

Department/Division: Community and Economic Development, Planning and Development Services

Project Lead: Carol Wolfe

Community Partnerships: Tacoma-Pierce County Health Department, Neighborhood Councils, Business Districts, Tacoma Public Schools, Metro Parks Tacoma

Suggested Deliverables: A Lessons Learned Report and Revitalization Area Scoping Toolkit.

Impact Area: Population Health, Social Equity, Economic Viability

14. Neighborhood and Workplace Electric Vehicle Charging Deployment

Description: Part of Tacoma’s vision for an environmentally responsive future involves electric vehicles. In order to support the use of these vehicles, the City needs to strengthen our charging infrastructure. However, the City must assess where charging stations should be deployed? Should it be in the right-of-way, multifamily development, or workplaces? The City needs to develop an Electric Vehicle Strategy so we can deploy resources most effectively and equitably.

Department/Division: Environmental Services (Office of Environmental Policy and Sustainability)

Project Lead: Kristin Lynett

Suggested Deliverables: Report and maps

Impact Area: Livability, Environmental Sustainability

15. Eastside Food Innovation District

Description: Studies show that a child raised on the Eastside of Tacoma is likely to live 7-12 years less than other parts of the city. While there are many reasons for this, access to healthy food is a strong contributor. A Food Innovation District can help to reduce this disparity. By encouraging business collaboration, FIDs provide important opportunities for product aggregation, information sharing, and partnering on events and market promotion. This project will identify existing assets that can be built upon, evaluate specific opportunity sites, and identify actions to spur a cross-cultural and cross-generational food district.

Department/Division: Community and Economic Development, Office of Environmental Policy and Sustainability

Project Lead: Carol Wolfe

Community Partnerships: Tacoma-Pierce County Health Department, Neighborhood Councils, Business Districts

Suggested Deliverables: Report

Impact Area: Population Health, Social Equity

16. Working Towards Equity and Inclusion through Historic District Development

Description: We believe that historic preservation should reflect the diversity of our history and communities, in order to recognize the contributions that underrepresented groups have made to our history and city. Currently, most of the City's landmarks and historic districts are located on the north end of the city, which has more resources, affluence, and awareness of planning and historic preservation processes. This project would explore the histories of neighborhoods in the central, east, and southern ends of Tacoma and would make recommendations about the potential for National Register Historic District nominations, individual landmark nominations, or historic context statements in these areas, which have been less served by historic preservation programs. This project will deal with social equity, inclusion, and access through the creation of historic districts and landmarks. It will also deal with issues of economic disparity and cultural and ethnic diversity.

Department/Division: Planning and Development Services (Historic Preservation)

Project Lead: Reuben McKnight

Suggested Deliverables: Report

Impact Area: Social Equity, Inclusion and Access

17. Urban Design Program Graphics Package

Description: The City of Tacoma's growth precipitates a need to be more conscious and deliberate about how development projects affect the public realm and the aesthetic vision of the City. Out of this awareness for increased quality in the built environment, a design review program has emerged. While considerable feasibility research has been conducted, the next step is to develop guidelines and create visual examples of standards. This project would include developing diagrams, renderings, and hypothetical projects that embody the goals of the design review process.

Department/Division: Planning and Development Services

Project Lead: Lauren Flemister

Community Partnerships: AIA, Master Builder's Association, APA

Suggested Deliverables: Graphics Supplement

Impact Area: Livability

18. Regional Growth Center/Subarea Plan Scorecard & Dashboard

Description: Taking action to promote growth and positive change in Tacoma’s Downtown and Tacoma Mall Neighborhood Regional Growth Centers (RGC’s) is a high priority. The City has adopted Subarea Plans and EIS’s for Downtown Tacoma and is in the process of adopting the same for the Tacoma Mall Neighborhood. The Subarea Plans articulate the community’s vision for the areas over a 20 year planning period. However, it becomes a challenge to maintain focus, track progress over time, and adjust if goals are not being reached. Though each Subarea has different needs and actions, they share a focus on job growth and housing that fit into the Vision 2040 RGC framework. A key input to this effort is the Puget Sound Regional Council’s Centers Checklist, which would be tailored to Tacoma goals based on the Subarea Plans.

Department/Division: Planning and Development Services, Community and Economic Development

Project Lead: Ian Munce/Elliott Barnett/Pat Beard

Community Partnerships: Subarea Plan Advisory Committees, Neighborhood Councils, and Business/Merchant Groups

Suggested Deliverables: Implementation tracking tool (could be a web-based data dashboard)

Impact Area: Economic Viability, Social Equity, Environmental Sustainability

19a. Tacoma 2025 Baseline Data Collection

Description: Tacoma 2025, the City’s strategic plan, is the visioning document to inform elected and staff decision-making. Out of the strategic planning process, a set of indicators were developed around our seven core values. In order to create specific goals, an implementation strategy, and viable targets, the City needs to collect, analyze, and report baseline data. This project would require identifying strong collection methodologies, time frames for collection, and an organizing structure for how the data will be reported. If the project is selected and extends over one academic quarter, actual data collection could be within scope.

Department/Division: City Manager’s Office

Project Lead: Tanisha Jumper

Suggested Deliverables: Report including data collection design and reporting template

Impact Area: Livability, Economic Viability, Social Equity, Inclusion and Access

19b. Neighborhood Health Indicators or Livability Index

Description: Much of Tacoma’s appeal comes from the uniqueness and spirit of our neighborhoods. As the lifeblood of the city, it is vital that we continue to provide support and seek out opportunities and projects that make the places people live better. A pathway to make good decisions is an analytic tool, which will be used across departments, that displays, interprets, and correlates a set of indicators (schools, grocery stores, parks, retail, rates of foreclosure, age, race, ethnicity) that portend neighborhood health.

Department/Division: Neighborhood and Community Services (Neighborhood Enhancement Team), Planning and Development Services

Project Lead: Allyson Griffith (NCS) and Lauren Flemister (PDS)

Suggested Deliverables: Web-based GIS tool

Impact Area: Livability

20. Equity in the Urban Forest: A Sustainable Model for Green Regional Growth

Description: Investing in green infrastructure, engaging the community, and developing meaningful partnerships will ensure smart growth, healthy ecosystems and environmental equity for current and future generations. This analysis would specifically look at tree canopy and its effects on human and environmental health, including air quality, stormwater quality and quantity, reducing the effects of the urban heat island, and creating more attractive and walkable streetscapes. This proposed case study will demonstrate the integration of a green infrastructure network to improve community health and environmental equity, while supporting dense urban growth.

Department/Division: Environmental Services Department (Office of Environmental Policy and Sustainability)

Project Lead: Michael Carey

Suggested Deliverables: Report

Impact Area: Environmental Sustainability

21. 2018 Neighborhood Council Program Review and Ordinance Update

Description: Neighborhood Councils do not adequately reflect the community they are meant to represent within defined boundaries and as a result resources are disproportionately applied w/in NC boundary areas and our civic involvement does not reflect equitable engagement. Support in creating an effective and meaningful continuous improvement team within the organization and strategic guidance on a project implementation plan..Some research on what works in other cities and high performing equitable organizations.

Department/Division: Planning and Development Services and Community and Economic Development

Project Lead: Carol Wolfe (CED)

Community Partnerships: Neighborhood Councils

Suggested Deliverables: Report, Implementation Plan, Guidelines

Impact Area: Inclusion and Access, Social Equity

22. Addressing Implicit Bias in the Prosecution of Cases

Description: Identifying and addressing implicit bias in the prosecution of misdemeanor cases by the City Attorney's Office in the Tacoma Municipal court. Prosecutors are not immune from implicit bias. As gatekeepers of the criminal justice system, prosecutors can be part of the problem - as well as the solution. If prosecutors are not aware of their biases, have no consciousness about them, and do not work to counteract them, then these biases can become part of how any individual prosecutor reacts and makes decisions in any individual case, and these actions can then become part of the system.

<https://implicit.harvard.edu/implicit/takeatest.html>

Department/Division: City Attorney's Office/Prosecution Division

Project Lead: Jean Hayes

Suggested Deliverables: Curriculum Design

Impact Area: Social Equity, Inclusion and Access

23. CityNet Business Model

Description: The current CityNet business model and service offerings limit future business growth and return on investment for the communications infrastructure. Specifically, CityNet services are currently limited to relatively high-bandwidth, point-to-point, private communication circuits. As a result, customer growth has stagnated and service costs are no longer competitive in the marketplace as internet circuits, software defined networks, and cloud computing have become more prevalent. CityNet is currently chartered in a way that precludes Internet service delivery for City operations or other Anchor Institutions. With Internet of Things (IoT) and Smart City initiatives on the horizon, the business model will need to be updated to account for a large number of connected, low-bandwidth consumption sensors and connected devices.

Department/Division: Information Technology Division/Media and Communications

Project Lead: Jack Kelanic

Community Partnerships: N/A

Suggested Deliverables: Business strategy, Report with alternative business and service options

Impact Area: Economic Viability

24. City Services Artificial Intelligence

Description: We would like to improve access to City services. For example, many of the City's services are accessible by calling 311, using the TacomaFIRST 311 mobile app, and City website. With more and more homes having virtual assistants, such as the Amazon Echo (commonly called Alexa) and Google Home devices, we see the opportunity for City residents using these systems to engage them for City services. Additionally, these low-cost AI devices could be deployed in public places like Police substations, public transit stops, libraries, shelters, etc. for community members having real-time access to City service information.

Department/Division: Information Technology Division

Project Lead: Jack Kelanic

Community Partnerships: N/A

Suggested Deliverables: Technical assistance in designing and developing API connections between our existing services (e.g.Tacoma First 311 and other City databases) and external AI platforms like Google and Amazon.

Impact Area: Inclusion and Access

25. Cardiac Arrest Survivability with and without Citizen CPR Intervention

Description: Map the cardiac arrest incidents in Tacoma and understand where there may be gaps in our citizen CPR training. We have 2 years of data about cardiac arrests with and without citizen CPR invention and would like to map these incidents to target the highest risk areas of the city for citizen CPR training opportunities. We also have 2 years of data about our citizen CPR training efforts and would like to overlay that map to understand the effectiveness of our training and be sure we are offering it in the areas most in need.

Department/Division: Fire Department/EMS

Project Lead: Chris Rock

Community Partnerships: N/A

Suggested Deliverables: Report

Impact Area: Livability, Inclusion and Access

26. Preventable Causes of Structure Fire Awareness & Education

Description: Focus awareness and education efforts to preclude fires that are easily preventable, focusing on the most effective methods that capture citizens' attention and prompt them to take action. Review of our data about structure fires and identify the preventable causes and focus education and awareness efforts, based on cause and locations. Also identify the most effective programs to reach citizens and get them to take action. This project's outcome could benefit the department by keeping our firefighters safer and less likely to be needed for response to preventable fires, and the citizens, keeping them safer and experiencing less property damage.

Department/Division: Fire Department/Operations

Project Lead: Allen Estes

Community Partnerships: N/A

Suggested Deliverables: Report

Impact Area: Livability, Inclusion and Access

27. Commercial Pattern Areas

Description: Develop the companion document to the Residential Patterns study (TachOMEa). This analysis would evaluate the City's existing commercial areas to develop specific commercial typologies that describe the common characteristics and patterns of these areas. Factors for evaluation could include existing building coverage, floor area ratio, street intersection density, parcel and building size, use clusters, and street orientation. The final report should offer zoning and development standard amendments that would help facilitate the transition of existing commercial patterns towards those supported in City policies, or to better protect desirable existing pattern areas.

Department/Division: Planning and Development Services

Project Lead: Elliott Barnett & Steve Atkinson

Suggested Deliverables: Report (see TachOMEa)

Impact Area: Livability, Social Equity, Inclusion and Access, Economic Viability

28. Impact Fee Policy Options Study

Description: The City of Tacoma has a long-standing policy interest in exploring the potential of an impact fee program. The City of Tacoma, like all jurisdictions, continuously works to stretch its transportation funding resources to meet the current and future needs as the City grows. Tacoma has been very effective leveraging limited funds to attract transportation grant funding from federal and state sources. More recently, the voters approved new funding for street maintenance which has begun to address that backlog. The next step in that positive trajectory is to develop a method to pool development resources to grow and improve Tacoma's multi-modal capacity to handle increasing transportation needs as the City grows. An impact fee program could put Tacoma in a better position to attract and support jobs and housing consistent with its role as a metropolitan city and the downtown of the South Puget Sound region. The study will analyze the current needs and opportunities for Tacoma, lay out the legal and policy framework, assess a range of policy options, and conclude with recommendations.

Department/Division: Public Works; Planning and Development Services

Project Lead: Josh Diekman; Lihuang Wung; Lisa Spadoni

Suggested Deliverables: Study

Impact Area: Livability, Economic Viability

29. Arts Strategy for Tacoma Mall Subarea Plan

Description: The City of Tacoma has been awarded a National Endowment for the Arts grant to develop a context based training program for artists to learn and implement community engagement strategies and artworks responsive to community needs. The program will train artists to address actual civic and social concerns in our community and develop meaningful temporary art projects that engage the community, illuminate the issues, and successfully respond to identified needs. A cohort of artists will be selected from the community representing a variety of disciplines to collectively address a defined geographic area. This pilot will target the Tacoma Mall Neighborhood – an auto-oriented “art desert” that currently lacks a distinct, positive identity, sense of community ownership or “soul”. These challenges become more urgent in light of the needs of the neighborhood’s diverse, low income population, its role as a regional retail destination, and the City’s vision to focus jobs and housing growth in this designated Regional Growth Center. Public art can become a powerful tool to reframe how people think of the neighborhood, spark positive change, and build understanding and appreciation for this place and the people who live and work here—to help make this a neighborhood that people can love.

Department/Division: Planning and Development Services; Community and Economic Development/Arts

Project Lead: Elliott Barnett; Amy McBride

Suggested Deliverables: Public Art Strategy Document

Impact Area: Livability, Social Equity, Economic Viability

30. Ruston Way Environmental Design Challenge

Description: Ruston Way is one of the City’s most popular destinations, comprised of linear parks and recreation, interspersed with water enjoyment uses and commercial offices. However, the design of the waterfront dates from the early 1980’s and the use of the waterfront has changed significantly. The City of Tacoma and Metro Parks Tacoma have signed a memorandum of understanding to fund a mobility study and capital improvement plan for Ruston Way. This project would provide a complementary design challenge: to seek ways of re-integrating the gulches along Ruston Way with the waterfront. There are four gulches along Ruston Way: Garfield, Mason, Buckley and Puget Gulches. The final design concept would reconnect the natural topography and hydrology of the gulches to Commencement Bay while also maintaining the corridor transportation and recreation functions.

Department/Division: Planning and Development Services, Metro Parks Tacoma

Project Lead: Dave Johnson

Suggested Deliverables: Design Concept

Impact Area: Livability

31. Housing (Landlord, Unit Number, Cost) Inventory

Description: The City’s goal to stabilize neighborhoods, provide housing choice, and create and sustain affordable housing in our community requires an understanding of existing stock and cost data. There is currently a patchwork of data, but a comprehensive understanding of what housing is available to residents is vital. Using information found on OpenData and various departments, as well as collecting data where gaps exist, such as smaller multifamily buildings, duplexes, etc.

Department/Division: Community and Economic Development/Housing; Community and Economic Development/GIS

Project Lead: Shannon Johnson; Adriana Abramovich

Community Partnerships: Tacoma Housing Authority

Suggested Deliverables: Report; Data

Impact Area: Livability, Social Equity, Inclusion and Access, Economic Viability

32. Innovative Housing Options Toolkit

Description: As housing costs rise and people crave more compact, sustainable ways of living, the City needs to consider how to update our approach and policies around housing. This change will require adding tools and new ways of thinking about housing alternatives and the nature of development. Some of the housing options to look into would be land trusts, land banks, tiny house developments, mixed type and size cottage housing. Researching case studies, barriers to implementation, and making recommendations would be essential to final report.

Department/Division: Planning and Development Services/Community and Economic Development/Housing

Project Lead: Lauren Flemister/Shannon Johnson/Josh Jorgensen

Community Partnerships: Tacoma Housing Authority

Suggested Deliverables: Report

Impact Area: Livability, Social Equity, Inclusion and Access, Economic Viability

33. Development Incentive Toolkit

Description: Tacoma is facing the challenge of how to encourage specific types of development in desired locations throughout mixed use centers and regional growth centers in a changing development climate. Currently, the City has programs such as the Multifamily Tax Exemption and density and height bonus to incentivize development. However, knowing where, when, and how much to use these programs needs to be studied. Additionally, figuring out what tools are needed to encourage small scale multifamily, commercial, and affordable housing should also be investigated.

Department/Division: Community and Economic Development; Planning & Development Services

Project Lead: Pat Beard; India Adams; Shirley Schultz

Community Partnerships: Master Builder's Association

Suggested Deliverables: Study

Impact Area: Social Equity, Economic Viability

34. Infill Housing Program Development

Description: The Residential Infill Pilot Program was a part of the recent affordable housing code amendment that is designed to promote innovative residential infill, while ensuring that such infill demonstrates high quality building and site design that is responsive to and harmonious with neighborhood patterns and character. Housing choice and affordability are primary goals of this program. The pilot program has gone through the selection process, but tools to assess the success of individual projects and overall goals through further program development, public engagement, and surveys.

Department/Division: Planning and Development Services

Project Lead: Lauren Flemister

Community Partnerships: N/A

Suggested Deliverables: Report; Public Outreach Plan; Surveys

Impact Area: Livability, Social Equity, Inclusion and Access, Economic Viability

35. Thea Foss Peninsula Manufacturing and Industrial Futures Study

Description: The Thea Foss Peninsula is an historic center of the City's maritime industrial waterfront. The area has a direct connection and proximity to Downtown Tacoma, via the Murray Morgan Bridge (11th street); relic maritime structures; chemical storage and transport facilities; limited deep water access for shipping; as well as significant vacant lands and mixed-use water enjoyment activities. This study would evaluate the spatial needs of small and medium size industrial and manufacturing firms that specialize in clean tech, maritime, or other sustainable manufacturing sectors to evaluate the potential for a spatial match between industry sectors and the Thea Foss Peninsula. The report should identify growth sectors and niche markets that Tacoma's labor and land markets could support. Lastly, the report should detail attraction and recruitment strategies, including firm, labor, and land based strategies.

Department/Division: Planning and Development Services

Project Lead: Stephen Atkinson, Planning and Development Services, Pat Beard, Community and Economic Development

Suggested Deliverables: Market Analysis and Spatial Analysis

Impact Area: Economic Viability

37. City of Tacoma Innovation Laboratory

Description: The Tacoma Municipal Building, while a beautiful historic landmark, needs to create work spaces that complement the way individuals and departments work, engage, and collaborate. Money has been budgeted and a number of spaces have been allocated for innovation labs and breakout rooms throughout the building. A creative vision and design for each of these spaces would help inform how Tacoma City employees work together. An emphasis should be on technology, collaboration, and openness and creating a visual connection to City's Values and Principles.

Department/Division: City Manager's Office; Public Works/Facilities Management

Project Lead: Tanisha Jumper

Community Partnerships: N/A

Suggested Deliverables: Design Plans including Finish Plan, Furniture Plan

Impact Area: Livability