

# PROSPERITY ON PURPOSE for the City of Tacoma

## City of Tacoma

---

Community & Economic Development  
Business Plan



# City of TACOMA

## **City Vision**

The City of Tacoma will be recognized as a livable and progressive international city, regarded for the richness of its multicultural population and its natural setting.

## **City Mission**

We provide high-quality, innovative and cost-effective municipal services that enhance the lives of our citizens and the vitality of our neighborhoods and businesses through teamwork, integrity and continuous improvement in partnership with our community.

## **City of Tacoma Strategic Plan Goals**

- ∴ Create and sustain a safer community
- ∴ Maintain and enhance neighborhoods as desirable places to live
- ∴ Build and sustain a vibrant economy

## **City of Tacoma Guiding Principles**

- ∴ Service
- ∴ Integrity
- ∴ Accountability
- ∴ Respect
- ∴ Stewardship
- ∴ Innovation
- ∴ Teamwork

## **Community & Economic Development Department Mission**

### **PROSPERITY ON PURPOSE:**

Providing leadership for a balanced, vibrant economy and a thriving community.

### **Goals**

- ∴ Promote Tacoma's livability; its cultural diversity and physical assets; its civic momentum and competitive advantages as a business location.
- ∴ Cultivate and attract private investment.
- ∴ Develop and redevelop the community's housing.
- ∴ Act as a catalyst for an even more livable community.
- ∴ Provide thoughtful comprehensive planning for the future of Tacoma.

*Stimulate the  
economy by ...*

**GOAL:**

Promoting Tacoma's livability; its cultural diversity and physical assets; its civic momentum and competitive advantages as a business location.

**STRATEGY:**

Utilize proven public relations and marketing methods to promote Tacoma.

**Objectives:**

- ∴ Market Tacoma's assets for business investment purposes, focusing on: Available sites and buildings, comprehensive planning, historic preservation, arts amenities, housing, desire for growth and development, and the unique capacities and value of our municipal utilities and incentives.
- ∴ Promote the many positives of Tacoma's business climate and the success of our entrepreneurs, small businesses and business districts.
- ∴ Use public relations to support regional clusters, targeted industries and development opportunities.
- ∴ Promote our "Most Livable Community" award-winning status.
- ∴ Promote Tacoma's international linkages through our Sister Cities network and Port relationships.
- ∴ Market the strengths of Tacoma's neighborhoods as well as the benefits of downtown Tacoma as a place to live.
- ∴ Leverage Tacoma's distinctive character, cultural diversity, and recreational opportunities to encourage people to work, play, and stay in Tacoma.
- ∴ Promote Tacoma's unique array of higher education and training assets.
- ∴ Collaborate with downtown stakeholders to promote the success of downtown residential development.
- ∴ Work with downtown stakeholders and partner organizations to promote downtown for investment purposes, including office and retail development.
- ∴ Work with a public relations contractor that will garner media coverage of Tacoma's advantages to attract investment.
- ∴ Create an investor and media relations kit.

**STRATEGY:**

Utilize grassroots marketing methods to gain increased visibility and recognition for Tacoma.

**Objectives:**

- ∴ Utilize Forward Tacoma and other electronic newsletters designed to circulate through and be proactively distributed by our engaged citizenry.
- ∴ Serve the information needs of citizens who desire to promote their community and grow the local economy.
- ∴ Serve as a single point of contact for citizens to share their leads and referrals with City staff.
- ∴ Implement an awards program to recognize the achievements of citizen volunteers in grassroots efforts resulting in job creation in the City of Tacoma.
- ∴ Establish a web-based repository of demographics, statistics and other resources citizens can use in telling Tacoma's business-friendly story.
- ∴ Enhance [www.cityofdestiny.com](http://www.cityofdestiny.com) as a primary source for general information about the unique amenities in Tacoma.

**STRATEGY:**

Improve community outreach and relations

**Objectives:**

- ∴ Increase partnerships between the Tacoma-Pierce County Chamber of Commerce, the Economic Development Board of Tacoma-Pierce County and Pierce County's Economic Development division to increase outreach to the community.
- ∴ Serve as a general City of Tacoma ombudsman to help the community remain informed and engaged.
- ∴ Support Community and Economic Development initiated research projects and help citizens get involved with this work.
- ∴ Support the Community Based Services program in community development and ushering in a new cross-functional way of doing business with the City of Tacoma.
- ∴ Increase community outreach and involvement for all Community and Economic Development Department divisions.
- ∴ Address hot legislative topics by securing input from community stakeholders.
- ∴ Use CED staffing of Neighborhood Councils, Business Districts, and appointed boards and commissions to provide additional venues for coordinated community outreach efforts.

*Stimulate the  
economy by*

**GOAL:**

Cultivating and attracting private investment.

**STRATEGY:**

Work directly with developers, entrepreneurs, employers and their advisors to secure new and expanded investments in Tacoma.

**Objectives:**

- ∴ Facilitate private sector investments generating jobs in Tacoma.
- ∴ Use a professional client services model for high performance customer service from a dedicated team in our Private Capital Division.
- ∴ Encourage developers and employers to utilize Tacoma's unique tax credit programs emphasizing family wage job creation, historic preservation incentives, our downtown International Financial Services Zone and the Renewal Community Programs.
- ∴ Seek EB-5 designation (The EB-5 Program is designed to encourage foreign nationals to invest in the U.S. in specific Regional Centers, whose boundary the U.S. Citizenship and Immigration Services approves. Seeking designation for Renewal Community and the Nalley Valley areas.)
- ∴ Encourage small business growth and grass roots entrepreneurship using economic gardening methodologies.
- ∴ Promote partner resources such as, and make appropriate referrals to, the Economic Development Board, the Tacoma Angels network and William Factory Incubator.
- ∴ Work with neighborhood councils, neighborhood business districts and other partners to sustain, expand and diversify business in our designated neighborhood business districts and mixed use centers.
- ∴ Assist the arts community with strategy development and tactical information to encourage business growth for individual artists and institutions.
- ∴ Target and grow opportunities for private investments that are consistent with our Comprehensive Plan and fulfill our aspirations as a community.
- ∴ Communicate that Tacoma wants business to thrive and appreciates the business risk-takers who create jobs for our citizens.

**STRATEGY:**

Review our business climate to encourage businesses and individuals to grow and prosper in Tacoma.

**Objectives:**

- ∴ Identify and suggest opportunities that will aid in causing local business growth.
- ∴ Convey the analyses of allied and partner organizations and from economic and community development studies undertaken from time to time.
- ∴ Communicate to developers, brokers and existing businesses regarding incentives and programs for which they may be eligible.
- ∴ Facilitate and develop opportunities for international trade, particularly with our Sister Cities.
- ∴ Create an information-rich business environment for Tacoma, providing excellent data, mapping, and analysis to facilitate investor, employer and entrepreneurial decision-making.
- ∴ Implement business retention strategies that recognize and appreciate long-term businesses and involve the Economic Development Board with our own staff in servicing retention and/or expansion candidates.
- ∴ Collaborate with partner and philanthropic organizations to develop programs encouraging financial independence and self-sufficiency for our citizens.

**Our consultative services include:**

- ∴ Site and building selection
- ∴ Contacts for utility and infrastructure analysis and permitting entities
- ∴ Referrals to and access of resources from partner agencies and nonprofits
- ∴ Federal, state and local incentive support
- ∴ Local agency coordination
- ∴ Marketing and public relations support
- ∴ Regional demographics and marketplace research
- ∴ Supply chain referrals
- ∴ Coordination with other agencies on international trade assistance and workforce development
- ∴ Business workshops
- ∴ Business loan programs and tax credits
- ∴ Economic gardening and business workshops
- ∴ Secret shopper programs

For more information contact the Community & Economic Development Department by calling 1-866-947-3324 or by sending an E-mail to: [Robert.Levin@cityoftacoma.org](mailto:Robert.Levin@cityoftacoma.org).

Stimulate the  
economy by



**GOAL:**

Developing and redeveloping the community's housing.

**STRATEGY:**

Leverage public and private resources to provide a range of housing choices and housing development opportunities.

**Objectives:**

- ∴ Implement the Consolidated Plan for housing as amended by the City Council.
- ∴ Actively promote and effectively implement the Multi-family Property Tax Abatement program to provide for the planned growth and development of our City's 17 designated mixed use centers.
- ∴ Assist in the formation of the strategic Local Improvement Districts for infrastructure improvements in the City's mixed use centers.
- ∴ Complete the update to the residential portion of the City's zoning code to enhance economic development, livability, and urban design.
- ∴ Utilize housing rehabilitation and major home repair funding to optimize value to residents and neighborhoods.
- ∴ Review the minimum number of units required to qualify for the Multi-Family Property Tax Abatement under the Tacoma Municipal Code.
- ∴ Update the Tacoma Municipal Code to reflect state legislation affecting the multi-family housing property tax abatement program.
- ∴ Work with the community and City Council Neighborhood and Housing Committee to develop recommendations for a new downtown housing policy.

**GOAL:**

Acting as a catalyst for an even more livable community.

**STRATEGY:**

Develop and support our community's quality of life.

**Objectives:**

- ∴ Support the development of thriving neighborhoods and business districts.
- ∴ Continuously engage in national and regional benchmarking to identify benchmarks and trends, calling them to the attention of the City Manager and City Council and sharing them with relevant local organizations.
- ∴ Invest in the training and development of professional and support staff and engaged citizens to support high performance in pursuit of community and economic development objectives.
- ∴ Foster and preserve Tacoma's historic character and historic districts, encouraging rehabilitation and adaptive reuse of our most significant historic buildings.
- ∴ Engage citizens through commission and board involvement and by creating new avenues for their involvement in the cause of community and economic development.
- ∴ Encourage and support the sustainability of Tacoma's cultural institutions.
- ∴ Encourage opportunities for artists to live and make a living in Tacoma.
- ∴ Support public art development and maintenance in Tacoma.
- ∴ Work with Council to complete the development of a new special events policy.
- ∴ Comprehensively promote the community as a learning environment via higher education and training resources.
- ∴ Encourage former residents to return to Tacoma; encourage visitors, as well, to call Tacoma home.
- ∴ Continue to partner with the Foss Development Authority and Metro Parks to protect and promote our recreational assets.



*Stimulate the economy by*

**GOAL:**

Providing thoughtful comprehensive planning aimed at densification and the protection of the City's single family neighborhoods and critical areas.

**STRATEGY:**

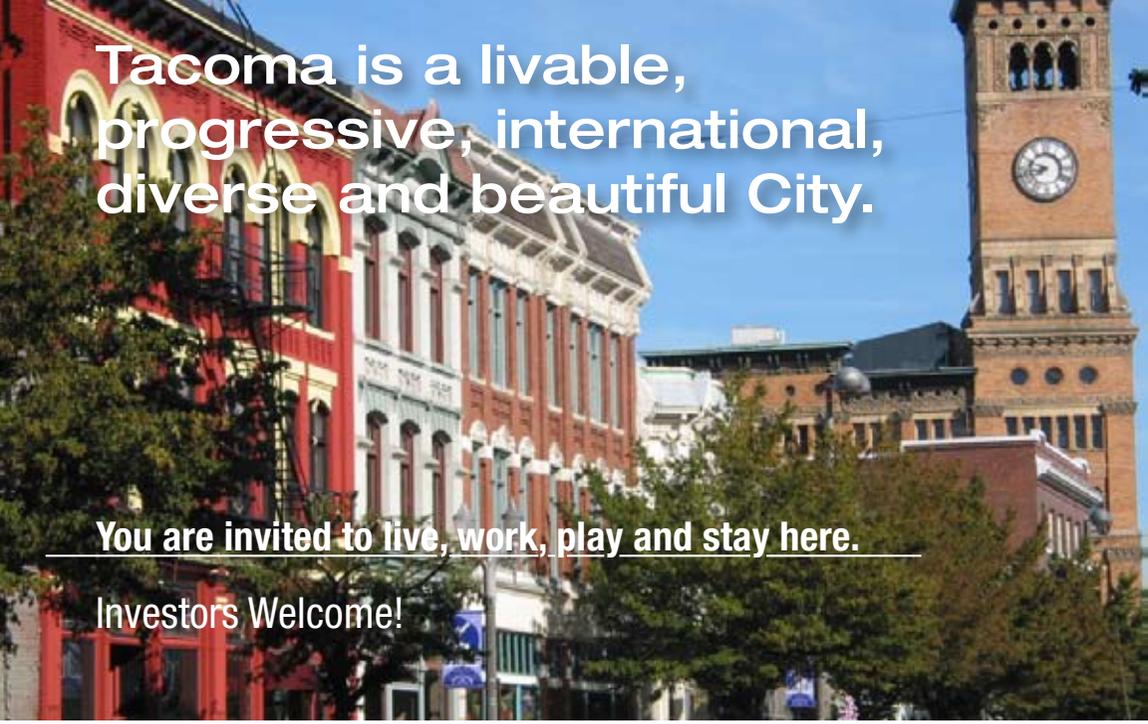
Ensure an adequate supply of available land to provide for the aspirations of our community for residential, commercial industrial growth and environmental protection.

**Objectives:**

- .: Facilitate orderly growth and development through thoughtful planning.
- .: Review and adopt the Comprehensive Plan and Land Use Regulatory Code annually and facilitate City Council amendment process.
- .: Complete an Open Space Management Plan to improve the management, maintenance and protection of natural areas throughout the City.
- .: Complete a comprehensive update to the City's Shoreline Master Program.
- .: Continue an ongoing review and necessary revisions of the Land Use Regulatory Code to ensure predictable and prompt decision making regarding land-use permitting.
- .: Ensure compliance with state planning laws, specifically the Growth Management Act, the State Environmental Policy Act and the Shoreline Management Act.
- .: Update the downtown comprehensive plan.
- .: Adopt a new economic development element of the downtown comprehensive plan effectively replacing the Destination Downtown document.
- .: Provide support to the City's Public Works Department on coordination with Sound Transit for design, mitigation and construction of the "D" to "M" Street Sounder Commuter rail alignment.



*Stimulate the economy*



# Tacoma is a livable, progressive, international, diverse and beautiful City.

You are invited to live, work, play and stay here.

Investors Welcome!

## **EXPECTED OUTCOMES:**

- ∴ Increased private investment
- ∴ Increased opportunities for entrepreneurship
- ∴ Increased employment
- ∴ Increased construction activity
- ∴ Sustained investment in public infrastructure
- ∴ Increased home ownership
- ∴ Preservation of existing housing and development of new housing
- ∴ Improved physical and visual character of neighborhoods
- ∴ Increased utilization of underutilized historic and older buildings
- ∴ Increased opportunities for artists and arts institutions
- ∴ Sustainability of public art

## **AREAS OF FOCUS**

- Private Investment (office, multi-family, retail)
- ∴ Entrepreneurship
  - ∴ Business retention, expansion and attraction
  - ∴ Job creation
  - ∴ Neighborhoods
  - ∴ Business districts
  - ∴ Waterfront downtown
  - ∴ Housing
  - ∴ Marketing and image
  - ∴ Historic preservation
  - ∴ Effective partnerships
  - ∴ Arts and cultural development

---

### **City of Tacoma**

Community & Economic Development Department  
747 Market Street, Room 900  
Tacoma, WA 98402-3793  
(253) 591-5056

[www.cityoftacoma.org/ced](http://www.cityoftacoma.org/ced)