CITY OF TACOMA

Tacoma Impact Fee Framework

November 2021

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Introduction

The City of Tacoma has experienced significant growth over the past decade. While this expansion has offered new residential opportunities, local jobs, and services, it has also strained the public infrastructure, including roads, parks, schools, and emergency services that our community relies on. While the City and voters have taken meaningful and responsible measures to address some of this need, including increasing funds for roadway maintenance, the investments required to accommodate future growth are still significantly underfunded.

The City is committed to providing public infrastructure that meets the needs of our community and impact fees are a potential source for funding this infrastructure. Impact fees are applied widely throughout Washington State with more than 70 cities and counties having established transportation impact fee programs. School districts and parks districts throughout the state have also leveraged these programs to enhance their capital infrastructure to meet the needs of growth. Fire impact fee programs are less common, but several local jurisdictions[1] are leveraging these fees to provide adequate fire projection facilities to serve growing communities.

Given this context, the Tacoma City Council commissioned a study to develop a potential impact fee framework for the City of Tacoma. This framework, which has been developed with the guidance of the City's Public Works, Fire, Community Economic Development, and Planning and Development Services Departments, recommends the types of projects that could be funded, how the program should be structured, and identifies key steps needed to develop a program in Tacoma.

[1] Issaquah, Renton, and Tukwila are a few nearby examples.

Legal Framework & State Guidance

Impact fees are a mechanism that jurisdictions can use to help pay for certain types of capital improvements needed to accommodate growth. They are one-time charges paid by new development. The rationale behind impact fees is that "growth should pay for growth."

Fees are authorized by the Growth Management Act (GMA) and Washington State Law in RCW 82.02.050-110 and WAC 365-196-850. Impact fees fund capital system improvements that provide capacity to serve new development and that are included in a jurisdiction's Capital Facilities Element of its Comprehensive Plan.

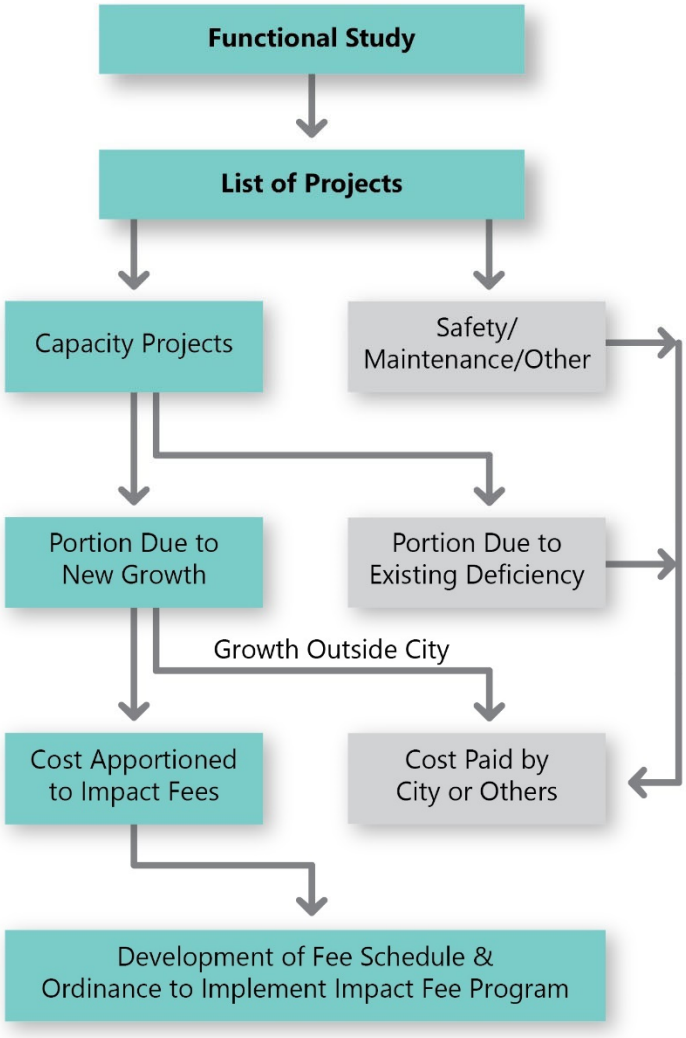
State law outlines four types of capital infrastructure that communities can impose impact fees to fund:

- Transportation
- Fire protection facilities
- School facilities
- Parks, open space, and recreation facilities

State law guides how programs are established and fees are assessed. Impact fees can only fund the proportional share of a project's cost needed to accommodate new growth and cannot be the sole source of funding for any capital improvement. Impact fees cannot pay for existing deficiencies, ongoing costs such as maintenance and operations, or for growth outside of a jurisdiction. **Exhibit 1** outlines the steps to structuring an impact fee program.

For more information about impact fees and other mechanisms available for infrastructure funding in Washington State, see **Appendix A**.

Exhibit 1: Steps to Develop an Impact Fee Program



1. Conduct a full identification of needs/functional study based on level of service standards.
2. A rate study begins by collecting the list of potential projects
3. Projects are evaluated for their eligibility. Projects that provide capacity for future growth are considered eligible. Non-capacity projects, such as those focused exclusively on safety or maintenance, are considered ineligible.
4. Then, each project is evaluated for existing deficiencies, since impact fee funds cannot pay for the cost of addressing existing deficiencies. Impact fees can fund the portion of a project that provides additional capacity after an existing deficiency is addressed.
5. Another reduction is calculated to account for outside of city growth.
6. Fee schedule must be based on calculations above to establish program nexus.

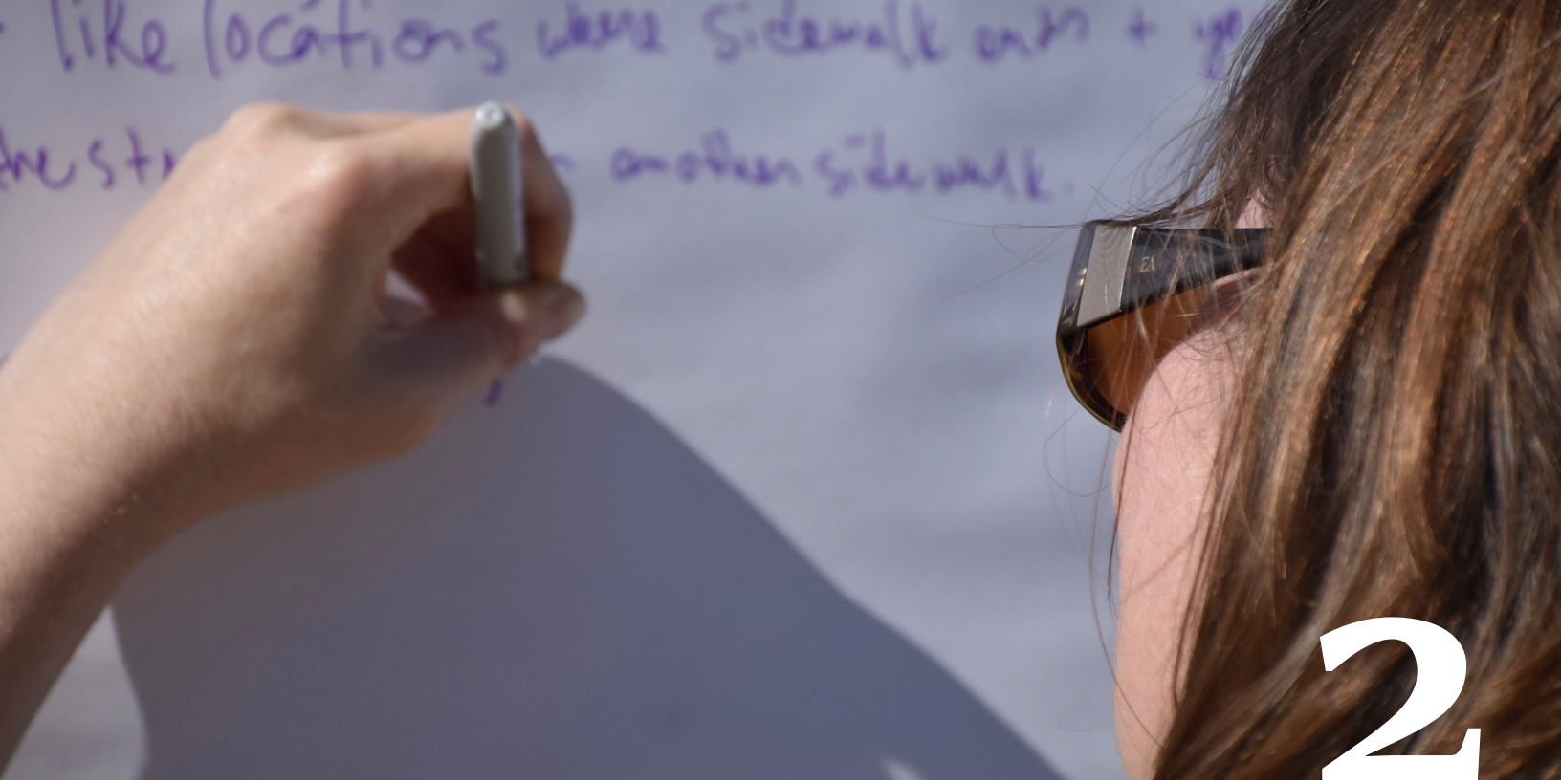
Why is Tacoma Considering Impact Fees?

The City of Tacoma, like other local agencies in the Puget Sound area, has a significant gap in infrastructure funding. While the City Council and voters have taken meaningful and responsible measures to address some of this need—particularly when it comes to maintaining existing transportation infrastructure—the investments required to accommodate future growth are still underfunded. City of Tacoma planning documents, including the South Downtown Subarea Plan, North Downtown Subarea Plan, and Tacoma Mall Subarea Plan, have identified transportation impact fees as a tool Tacoma could implement to bridge the funding gap for future investments.

The need for additional local funding is recognized in the City's Transportation Master Plan and is highlighted in regional planning documents as well. The Puget Sound Regional Council has highlighted in

their regional transportation plan the importance of local agencies making use of all funding options available, including impact fees, to address the growing demand for transportation infrastructure.

Existing businesses and residents have made significant commitments to addressing the need, and impact fees can provide a streamlined tool to allow new development to pay a one-time fee to share the cost of providing the improvements which are needed to support the new activity. The City of Tacoma aspires to design a fee program which reduces the review and permitting timeline for new developments and increases fairness and predictability for the development community.



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Process Summary

The Tacoma City Council commissioned this study to develop a framework for the potential implementation of impact fees in Tacoma. This framework, which has been developed with the guidance of the City's Public Works, Fire, Community Economic Development, and Planning and Development Services Departments, recommends the types of projects that could be funded, how the program should be structured, and identifies key steps needed to develop impact fee programs to fund transportation and fire protection infrastructure in Tacoma. Critical to developing this framework was an informed and inclusive process. This chapter outlines the process to date for considering impact fees in Tacoma. This work was conducted between February and August 2021.

Overview of Process

Exhibit 2 summarizes the approximate timing of key tasks conducted for this effort. **Exhibit 3** describes each of the groups that the project team consulted with throughout this process. These groups were selected based on their community representation and to obtain a better understanding of what meaningful community engagement should include. See **Appendix B** for recommendations on future community engagement and outreach. These exhibits are followed by a summary of the feedback each group provided.

Exhibit 2: Framework Development Process

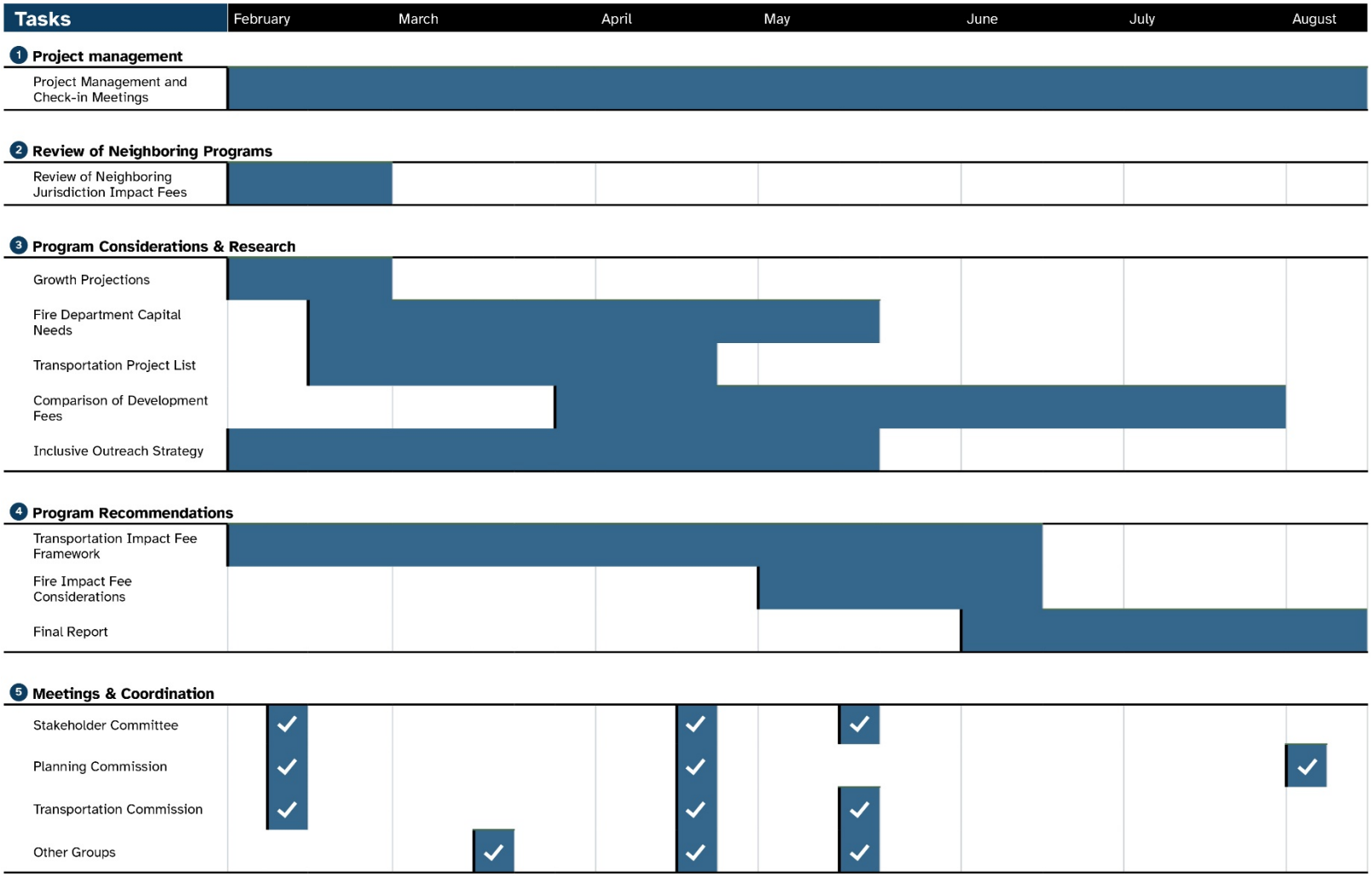

Exhibit 3: Key Groups Consulted

Group(s)	*Description*	*Topics Discussed*
Stakeholder Committee[2]	Presentation and group discussion with representatives from Tacoma Public Works; Tacoma Fire; Tacoma Community Economic Development; Tacoma Planning & Development Services; Tacoma Metro Parks	February: Project kick off; review of peer communities April: Growth projections, example transportation projects, fire program considerations; input from community stakeholders July: Draft framework plan
Planning Commission	Presentation and requesting feedback at regularly scheduled meetings	February: Project kick off; review of peer communities May: Growth projections, example transportation projects, fire program considerations; input from community stakeholders July: Fee stacking, draft framework plan
Transportation Commission	Presentation and requesting feedback at regularly scheduled meetings	February: Project kick off; review of peer communities April: Growth projections, example transportation projects, input from community stakeholders May: Affordability considerations, geographic structure of the program
Centro Latino, Commission on Immigrant & Refuge Affairs, Human Rights Commission	Listening sessions, stakeholder presentation, and follow up responses	Impact fee overview Discussion of community interests & concerns surrounding impact fees Other groups to engage
Tacoma Permit Advisory Committee	Presentation and requesting feedback at regularly scheduled meetings	April: Impact fee overview; peer community findings May: Transportation and fire needs and program considerations
Infrastructure, Planning, and Sustainability (IPS)	Presentation and requesting feedback at regularly scheduled meetings	February: Impact fee overview

[2] Tacoma Public Schools was invited to participate, but declined.

Feedback Received

Through our multiple discussions with stakeholders throughout this process, the following key questions emerged:

How do impact fees align with housing affordability?

This question was posed by all groups. Housing affordability is front of mind in Tacoma and there is a strong interest in making sure that impact fees are structured to support the City's housing affordability goals. Discussions resulted in recommendations to maximize allowable exemptions for low-income housing and structuring the fees to vary for different housing types, recognizing the lesser impacts of smaller units.

What types of projects could impact fees help advance?

This question was posed by all groups but was a particular focus for the Transportation Commission and groups representing broader community interests (Centro Latino, Commission on Immigrant & Refuge Affairs, and Human Rights Commission). There was a strong sentiment that impact fees should support construction of projects that have tangible benefits to Tacoma's existing residents, such as improvements to existing schools and parks and adding sidewalks to streets that are lacking this infrastructure. It will also be important to demonstrate that projects meet statutory eligibility requirements by providing capacity to accommodate growth.

How will fees vary in different areas of the city?

This question was posed by all groups from the standpoint of fairness (ensuring that the program does not lead to certain neighborhoods becoming unaffordable to develop in) and ensuring that the program apportions benefits broadly. The Transportation Commission had the opportunity to consider a few program options, including a single citywide program and a program that is structured with multiple geographic zones. The key takeaways from this discussion were that while a multizone system is likely the most defensive type of program, care should be taken in geographically assigning zones to ensure that the program supports an equitable fee structure and citywide infrastructure funding.

How will impact fees streamline the development process?

Not surprisingly this question was of most interest to development community interests represented by the Permit Advisory Task Force. They shared that the City already has a lengthy development review process, which requires development to fund mitigations identified through State Environmental Policy Act (SEPA) review. If impact fees move forward, there would be a strong interest in exploring how impact fees could offset SEPA mitigations or streamline project review time.

Why are impact fees the right method for Tacoma right now?

This question was posed by development interests, but speaks to the unique time we live in. As Tacoma is emerging from the effects of the COVID-19 pandemic, it will be important to highlight why impact fees

are needed as a funding mechanism now and how they can be structured to support continued economic recovery.

See **Appendix B** for a summary of the outreach process conducted and **Appendix C** for the letter received from the Permit Advisory Task Force.

Future Considerations of Parks and Schools

Of the four public facility types that can be funded with impact fees, transportation and fire protection facilities are provided by the City of Tacoma. Parks, open space, and recreation facilities and school facilities are each primarily provided by separate jurisdictions – Metro Parks Tacoma and Tacoma Public Schools. Tacoma Public Schools boundaries include the majority of the City's incorporated area, but other school districts' boundaries include small sections of the City.

Impact fees are levied as part of the permitting process and collected by the City Planning and Development Services. As separate jurisdictions without direct development permitting authority, Metro Parks Tacoma and Tacoma Public Schools need an agreement with the City to impose impact fees.

As part of creating this impact fee framework, the project team contacted both Metro Parks Tacoma and Tacoma Public Schools. As shown in Exhibit 3, Metro Parks Tacoma was actively engaged throughout the project. Metro Parks Tacoma is in the process of updating parks level of service standards and associated capital facilities planning that are key pieces to collecting impact fees. Tacoma Public Schools did not participate in engagement efforts for this project due to the impacts of the pandemic.

Both jurisdictions could elect to participate in future efforts to implement impact fees or request that the City collect fees on their behalf.

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Program Recommendations

This chapter presents key recommendations that resulted from the seven-month process summarized in the previous chapter. The chapter begins with a proposed mission statement, which should guide the development of an impact fee framework in Tacoma. The mission statement is followed by specific recommendations for a transportation impact fee framework and key steps to advance the development of a fire impact fee framework. This chapter concludes with guidance for how community engagement should be approached as these impact fee program frameworks progress towards implementation.

Proposed Mission Statement

The City of Tacoma has a significant gap in infrastructure funding. While the City Council and voters have taken meaningful and responsible measures to address some of this need—particularly when it comes to maintaining existing streets—the investments required to accommodate future growth are still underfunded. Impact fees are a method to help Tacoma bridge this funding gap.

The City of Tacoma desires to design a fee program which simultaneously helps close the gap of infrastructure funding to accommodate increased growth, reduces the review and permitting timeline for new developments, and increases predictability in the development process. To achieve these goals, four guiding principles have been established for an impact fee framework in Tacoma:

- **Reflects collaborative dialogue between the City, community, and development interests**
- **Aligns with City goals related to housing affordability**
- **Funds projects that accommodate growth and can be sustainably funded**

- **Contributes to a more equitable infrastructure landscape, ensuring that no part of the city is left behind**

With this mission statement in mind, the remainder of this chapter presents key recommendations for development of an impact fee framework for the City of Tacoma.

Impact Fee Program Recommendations - Transportation

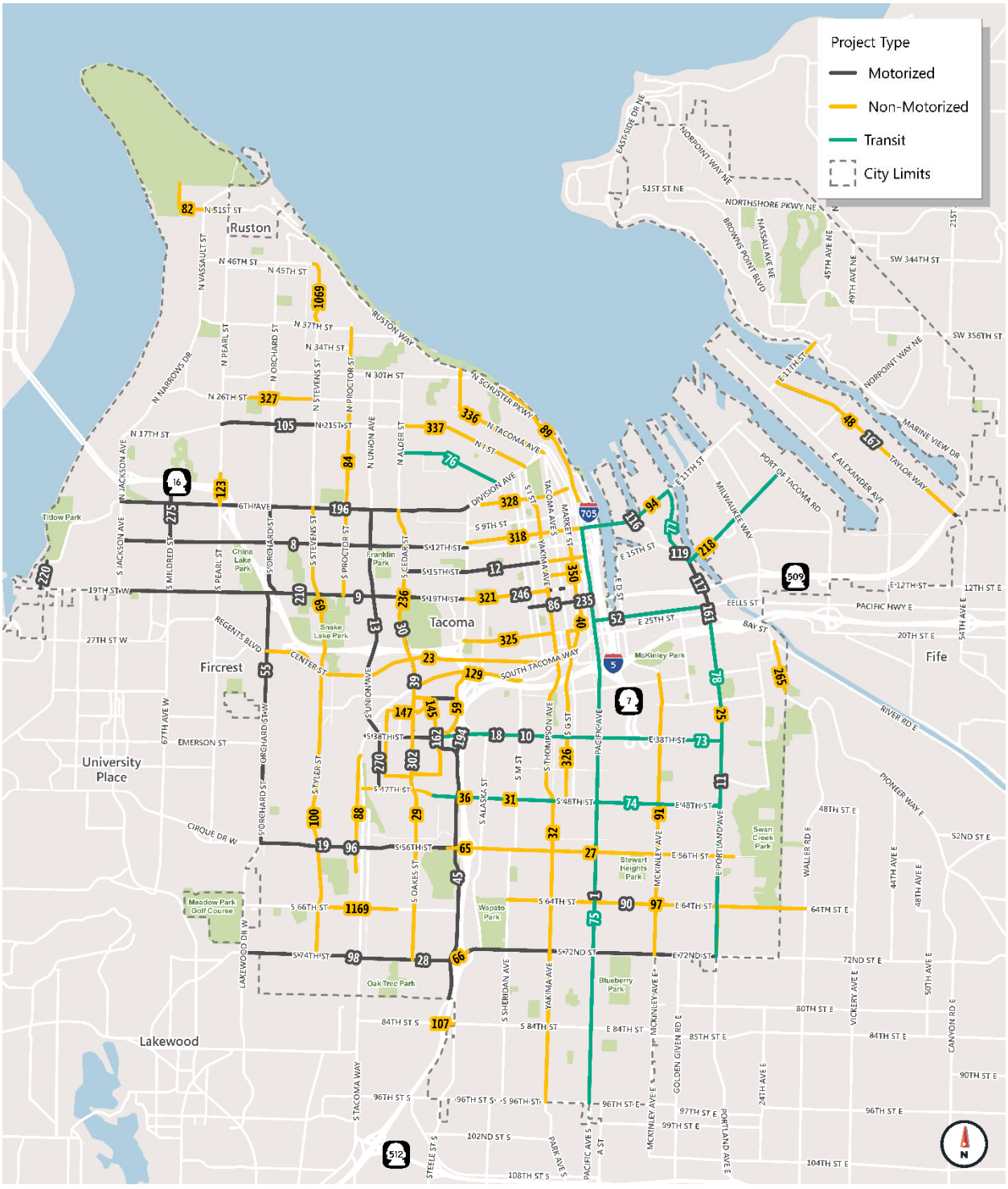
Over the past decade, the City has invested significant effort into transportation capital planning. Some of these major efforts include the Transportation Master Plan (2016), Local Road Safety Plan (2018), Six-Year Transportation Improvement Program (2020), and subarea plans for specific areas of the City, such as Hilltop, Tacoma Mall, North Downtown, and South Downtown. These plans have resulted in a substantial head start for developing a transportation impact fee program. As such, **it is recommended that the City move forward with developing a transportation impact fee program over the next few years.**

Projects to Fund

There was a strong sentiment from the Transportation Commission and groups representing broader community interests (Centro Latino, Commission on Immigrant & Refuge Affairs, and Human Rights Commission) that impact fees should support construction of projects that offer tangible benefits to Tacoma's existing residents. For a transportation impact fee program, these would generally include multimodal projects, such as sidewalk construction, facilities for bicyclists, transit-supportive infrastructure, crossing treatments, intersection improvements, street lighting, and roadway improvements that support travel in Tacoma. Less support was voiced for projects that would be more focused on highway access or that only benefit vehicle travel.

Exhibit 4 shows approximately $400 million worth of capital projects that have been identified through the recent capital planning efforts described above and determined to be potentially impact fee eligible. This list is not exhaustive but shows the general mix of projects by primary mode served and geographic distribution throughout Tacoma. See **Appendix D** for more detail on specific projects.

Exhibit 4: Capital Projects that Could be Impact Fee Eligible



The following actions are recommended to further advance the City's development of a project list to support transportation impact fees:

- **Continue to evaluate capital projects for eligibility.** Develop a multimodal project list, built from the project considered in this analysis as a starting point. Projects must be within the right of way of public streets and roads and provide capacity to support future growth. This analysis considered 376 capital projects, of which 102 were found to meet the state's impact fee eligibility criteria (mapped above) and an additional 57 were potentially eligible, subject to further analysis.
- **Perform focused capital planning in areas that lack identified projects** (for example, Northeast Tacoma). This additional capital planning effort can be focused but will ensure that an impact fee program can support development of infrastructure that benefits the entire community.
- **Define capacity based on person-trips as opposed to vehicle trips**. This will provide a strong nexus for funding multimodal projects, such as sidewalks, crossings, and bicycle infrastructure.
- **Establish a definition for existing deficiencies that supports enhancement of Tacoma's mature urban street system.** Deficiency approaches applied in Portland, Oregon and Oakland, California provide opportunities to increase project funding eligibility (see **Appendix E**).

Geographic Considerations

There was relative consensus that an impact fee program in Tacoma should strive to create a fee structure that avoids having certain neighborhoods becoming unaffordable and which apportions benefits broadly. Given the diversity of Tacoma's neighborhoods, it likely makes sense to divide the city into at least three zones:

- Downtown, Hilltop, and Dome District
- Tideflats
- Remaining communities of Tacoma

Exhibit 5 and **Exhibit 6** show two of the zone options considered by the project team.

The following actions are recommended to further refine the subarea definition of an impact fee program in Tacoma:

- **Refine forecasts that serve as the basis for the fee program.** The project team worked from the regional model and Census data. This approach did not benefit from current efforts that may shape Tacoma's future. These include Home in Tacoma and Tideflats Subarea Plans. The impact fee program should be based on best-available information from these two efforts, as well as any other updates to citywide growth projections.
    - **Home in Tacoma:** The Tacoma City Council will soon consider recommendations from the Planning Commission. This project, if adopted would allow more housing types and higher density throughout Tacoma's neighborhoods citywide. If adopted, this package of zoning and comprehensive plans could increase growth projections versus what is currently adopted. All else held constant, higher growth would result in lower transportation impact fee rates due to the spreading of impact fee eligible costs over a greater number of trips.

    - **Tideflats Subarea Plan**: The City of Tacoma and the Port of Tacoma are working to create a shared long-term vision of the Tideflats. This effort is re-envisioning the type of development that is expected in this regional manufacturing and industrial center, as well as the types of transportation projects that are needed to accommodate this growth. The ultimate recommendations of this effort should inform the development of a transportation impact fee program to ensure growth in the Tideflats is accurately captured and potential eligible projects are funded.
- **Develop zones to support an equitable fee structure and have logical boundaries.** An equitable fee structure does not mean that fees are the same everywhere, but they should align with market realities, property values, and infrastructure improvements. It will also be critical to consider zone boundaries. Geographic zones should be broken at physical barriers, like highways and waterways.
- **Leverage Tacoma's Equity Index in structuring the program.** The City has built an interactive tool that visually highlights disparities in Tacoma. It uses 29 data points sorted into five determinant categories to determine where community members are not able to access services or where services do not meet community needs. It is one of the primary tools that City staff, partners, and other decision makers use to help ensure they are making data-informed decisions to improve access to opportunity for all community members. In structuring an impact fee framework, this tool should be leveraged in every step from project selection to geographic zone development.

Exhibit 5: Option for Six-Zone Geographic Structure

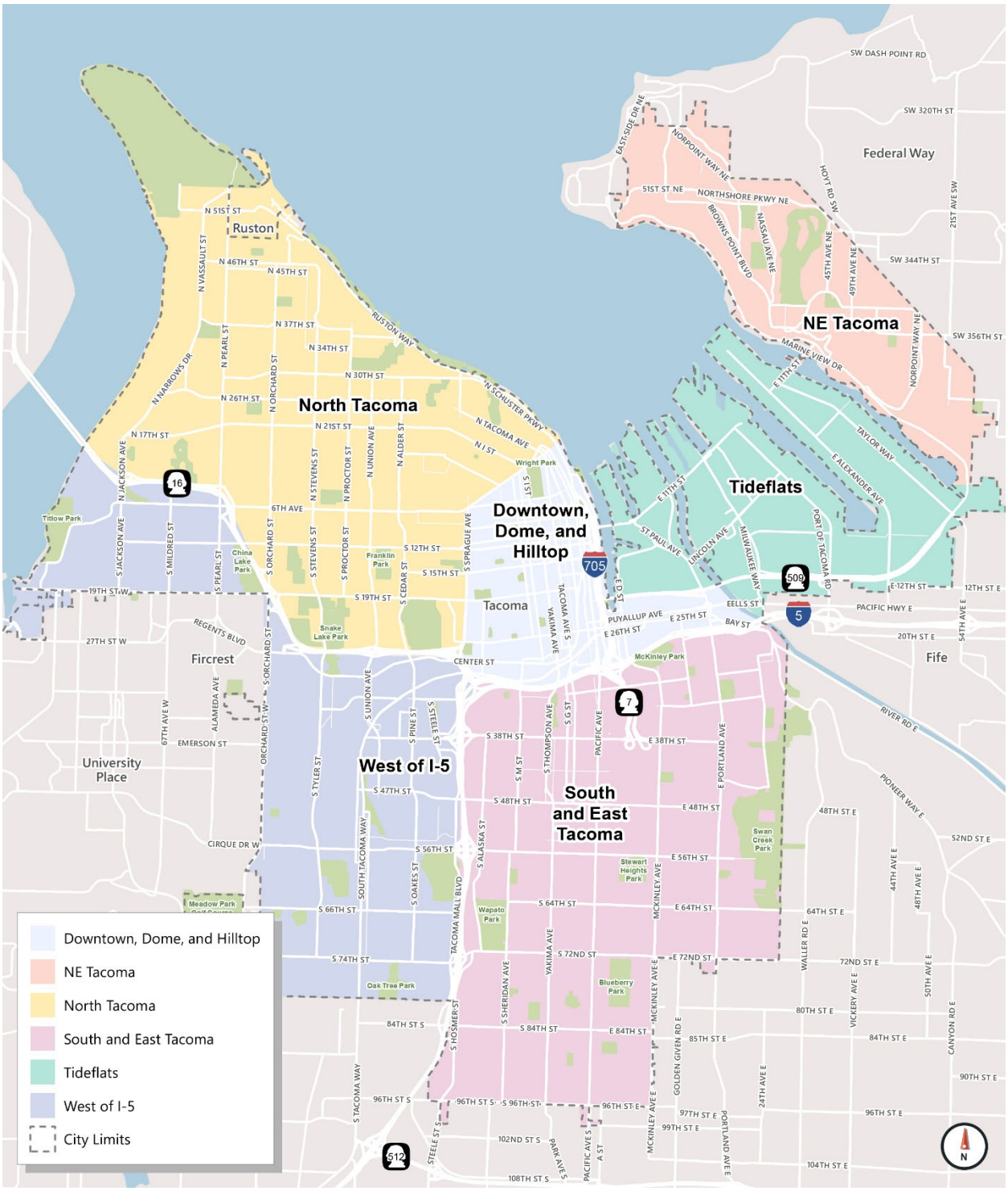
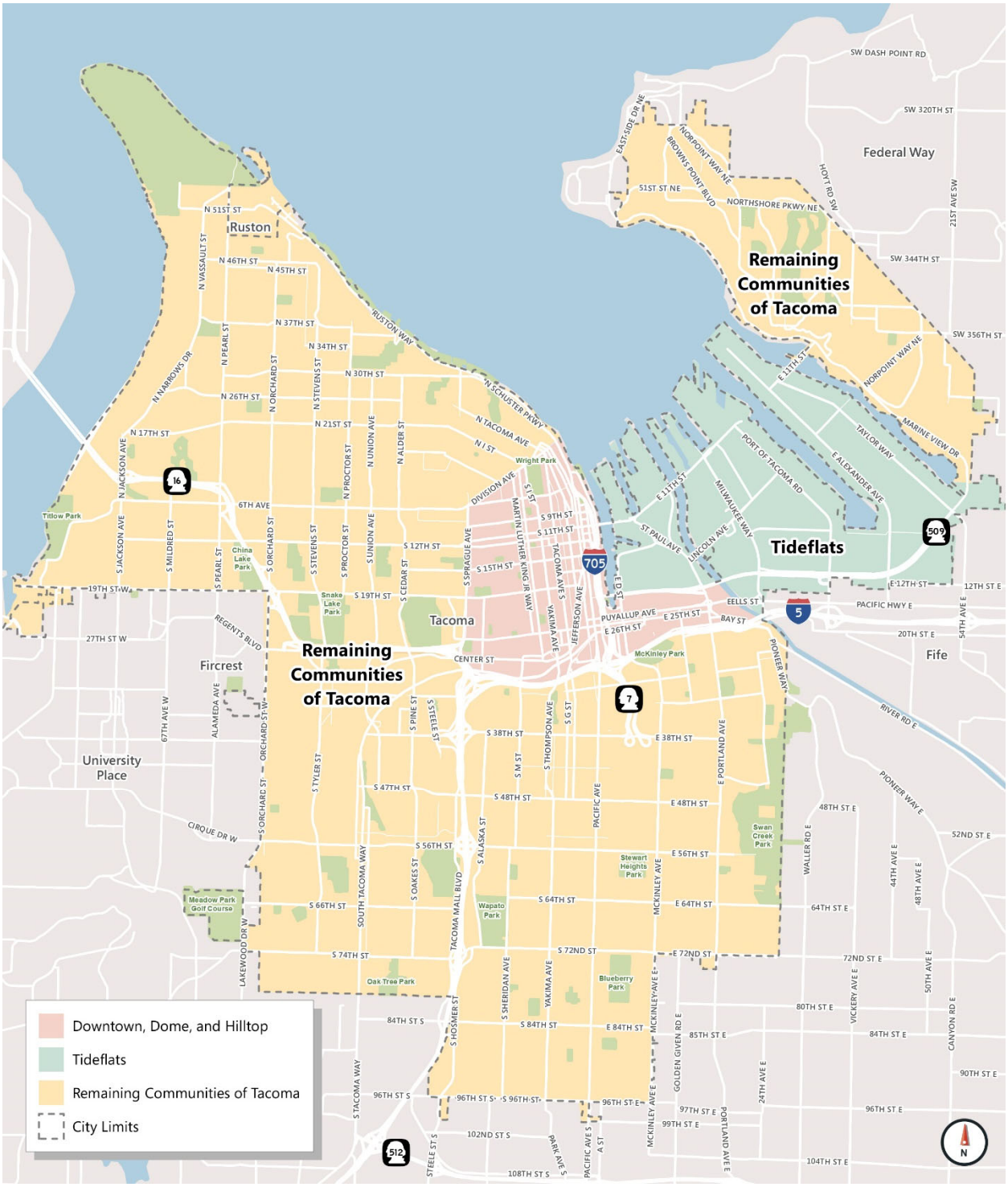


Exhibit 6: Option for Three-Zone Geographic Structure



Fee Schedule Considerations

The fee schedule is the most visible aspect of an impact fee program, as it ties specific land use proposals to fees assessed. All groups shared a strong interest in ensuring that the fee schedule offers the following attributes:

- **Maximum number of residential categories.** This provides the ability to reflect a diversity of housing options and their likely differentiated impacts, in terms of trip generation. See **Appendix F** for sample fee schedules from Kent, Redmond, and Portland, OR which show differentiated land use categories for uses like small homes, multifamily dwellings, and apodments.
- **Full or partial exemption of fees for low-income housing.** Statute allows municipalities to elect partial or full exemptions for low-income housing[3]. For housing that meets the statutory definition of low-income, the City could waive up 80% of the impact fee completely. Any waived amount above 80% must be paid by the City using other revenues (non-impact fees).
- **Encourage adaptive reuse of existing buildings.** In assessing impact fees for proposed uses, reductions should be provided to encourage adaptive reuse of existing buildings.
- **Consider allowing for fee reductions for uses that can demonstrate lower vehicle trip generation.** Not all trips have the same impact and it's important that the fee schedule be structured to incentivize developments that are designed to reduce vehicle trips, such as being located near transit, in walkable areas, or otherwise including attributes that encourage travel modes other than driving. These reductions can be provided either geographically or on an individual project basis.

Overall, the key principles established for this framework speak directly to the formulation of the fee schedule. Below, we provide thoughts on how the fee schedule should respond to each of these principles.

[3] RCW 82.02.060 defines low income housing as units that have a monthly housing expense that is less than 30% of county 80% average median income adjusted for family size.

Exhibit 7: Key Principles and Fee Schedule Considerations

Principle	*Fee Schedule Response*
Reflects collaborative dialogue between the City, community, and development interests	The fee schedule should be responsive to Tacoma's infrastructure needs, but also mindful of the development context in Tacoma, including other fees charged by the City as well as development fees charged by neighboring communities.
Aligns with City goals related to housing affordability	The fee schedule should include multiple residential categories to ensure that fees are right-sized for smaller, more affordable units that may have fewer impacts. The City should also follow state guidance to reduce fees for affordable units.
Funds projects that accommodate growth and can be sustainably funded	The fees charged should be sufficient to sustainably fund transportation capital necessary to support mobility. Projects supporting the fee should be realistic to construct within the lifespan of the program.
Contributes to a more equitable infrastructure landscape, ensuring that no part of the city is left behind	The project list underlying the fees should represent a robust response to identified community needs. Transportation capacity should be defined broadly, based on person travel by people of all ages and all abilities.

Impact Fee Program Recommendations - Fire

The Tacoma Fire Department (TFD) has experienced increased call volume from development-related growth and anticipates increased demand from growth in the future. TFD has capital needs spanning facilities, equipment, and apparatus, which includes stations, support buildings, and fleet.

To understand the capital needed to provide an acceptable level of service, TFD periodically conducts inventories of current capital with condition information, replacement schedules, and any existing deficiencies. Key to determining facility sufficiency is TFD's service delivery performance standard(s); taken together with the policies and procedures that guide the allocation of resources across TFD service area, these are referred to as the Standards of Cover.

TFD updated the *Standards of Cover* in 2009 and updated the facilities master plan in 2010 (*Master Planning/Feasibility Study*). Both were completed during the Great Recession or associated economic recovery period. The resulting resource restricted environment caused many of the capital recommendations from both to be put on hold.

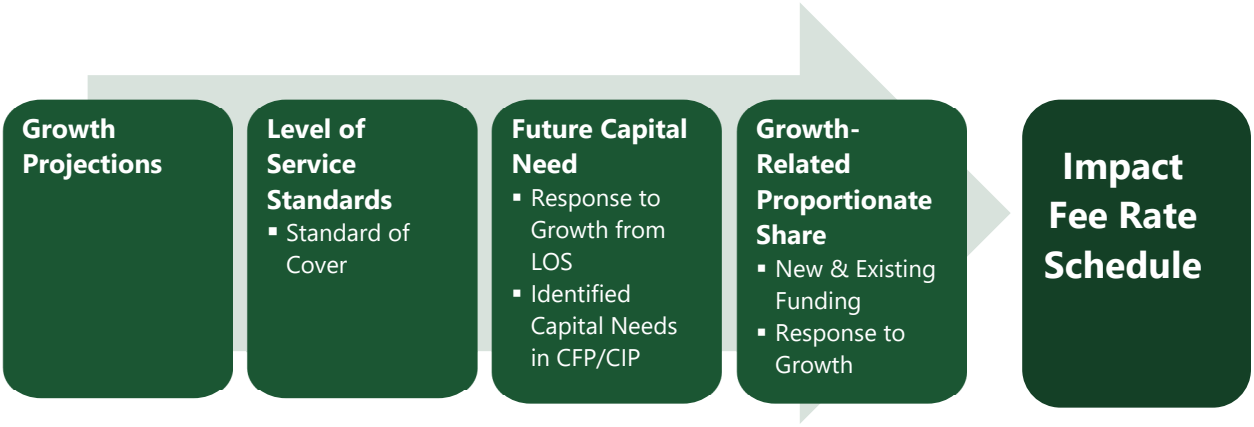
In 2020, the City had started both a Standards of Cover study and facilities master plan update that are necessary to quantify the Department's existing and future needs. Unfortunately, because of the COVID-19 pandemic, both studies were postponed and do not have confirmed restart dates.

While there is certainty that Tacoma Fire Department has capital needs, TFD cannot currently quantify those needs with existing information. Should the City implement a fire impact fee program, impact fee calculations require both studies to be updated.

Data Needs and Next Steps

Multiple sources of information will need to be considered and, in some cases, updated, should the City of Tacoma implement a fire impact fee program. **Exhibit 8** outlines the fire impact fee rate calculation.

Exhibit 8. Fire Impact Fee Rate Calculation Overview



Each of these calculation steps and associated data requirements are described separately below.

Growth Projections

To be consistent with Growth Management Act requirements, most jurisdictions use growth targets as adopted in their Comprehensive Plans or associated planning elements. The City of Tacoma's Comprehensive Plan (*One Tacoma Plan*) and adopted updates includes growth targets for population, housing, and employment. As many fire incidents occur at commercial properties, fire impact fees often are charged for commercial and residential development.

Level of Service Standards

Level of service standards guide the governmental response to growth and determine capital project eligibility for impact fee funding. One level of service standard for fire services is included in the *One Tacoma Plan*: **0.109 apparatus per 1,000 people** (*One Tacoma Plan*, Table 9, p 9-12). However, the 2010 master facilities plan identified $168-$180 million in total capital needs nor does the adopted level of service standard address the Standards of Cover. Implementing a fire impact fee program would likely require updating the adopted level of service standard to align with the Standards of Cover. Level of service standards represent policy decisions and can include addition considerations, such as risk profiles.

Future Capital Need

Statute allows impact fees to fund "fire protection facilities" but does not define what constitutes a fire protection facility. Jurisdictions thus have discretion to define what facilities are needed to provide adequate services. Washington cities and counties have included apparatus, equipment, and emergency medical services-related capital as these are typically included in capital facilities plans.

Washington State statute requires that impact fee eligible capital projects be included in the Capital Facilities Element of the adopted Comprehensive Plan, including any plays incorporated by reference. The level of service standard will be one source for estimating future capital needs. For example, One Tacoma Plan adopts a residential growth target of 127,000 new residents; using the fire level of service standard of 0.109 apparatus per 1,000 people, the level of service standard would support funding 13.843 apparatus.

An updated facilities master plan would provide information to set a level of service standard appropriate for TFD's facilities needs and Standards of Cover will include policies on equipment and apparatus needs. Additionally, TFD commissioned a review of fleet replacement practices and management systems in 2015. At that time, TFD had an estimated $44 million in backlogged fleet maintenance and replacement.

Impact fees cannot be used to address existing deficiencies and TFD will require information to differentiate between any existing deficiencies and expected need related to growth from development.

Growth-Related Proportionate Share

Two separate but connected considerations – the expected new revenue from development-related growth and the portion of each capital investment that is required to respond to development-related growth. Each is described below.

Estimated Proportionate Share for Revenues: How much of the revenue from growth will go towards fire capital needs? This is typically determined by looking at the recent past – how much of residential and commercial tax collections have been used for fire capital needs? 2020 would likely be excluded because of the drastic changes in spending responding to the global COVID pandemic. While the typical method is to use past spending as a guide, the department could decide other approaches are justified.

Estimated Proportionate Share for Capital Response: Calculating impact fees also requires that the share of growth must be calculated for each capital project. That is, each project must be considered in light of the question "to what extent this project responding to increased demand from growth?" The proportionate share establishes how much of each project is eligible for impact fee funding. These determinations are typically done by subject matter expertise originating in the Department itself – asking those responsible for each project how much is related to growth.

Geography

Not included in Exhibit 8, TFD will need to decide on geographic service areas. Washington State law requires impact fee programs to create at least one service area; the 2009 Standards of Cover transitioned the TFD service area to a division with two urban, and nine suburban, and one rural planning zones. Two of these zones are outside the City limits and would require separate impact fee collection arrangements with the cities of Fife and Fircrest. An updated Standards of Cover would likely include review of the 2009 planning zones; however, for the purposes of impact fees, TFD could elect using different service area definitions that match capital investment needs.

Overall Process

The following steps are required by State and local laws to implement an impact fee program.

1. **Calculate impact fee schedules.** Statute requires that the City use a method to calculate fees and includes specific considerations to be included; see Impact Fee Ordinance Requirements below.
2. **Develop an impact fee ordinance.** An impact fee program will need to be enacted by City Council action and included in the Tacoma Municipal Code.
3. **Possibly submit the impact fee ordinance and supporting materials to the Washington State Department of Commerce for review.** Development regulations require Department of Commerce review; however, while impact fees are implemented through development regulations, it is unclear if impact fees are development regulations in themselves. We recommend that the City's legal counsel determine if Commerce review is a necessary step.
4. **Comply with the City development regulation process.** The City will need to follow its defined development regulation process, which can include review by the Planning Commission, public comments, and multiple readings by City Council.
5. **Enact through Council action.** After completing Department of Commerce review (if applicable) and the City's development regulation process, the program will be enacted by the City Council.
6. **Update impact fees periodically.** Impact fees are calculated from a set project list that will evolve over time as projects are completed, changed, or removed. The elements of updating impact fee programs are described below.

Impact Fee Ordinance Requirements

Washington State statute outlines requirements for impact fee ordinances. These include:

- Fee schedules specifying the amounts by type of system improvement and development activity subject to fees
- Description of calculation method(s) and project costs
- Establishment of one or more reasonable service areas and imposition of fees for land use categories per unit of development
- Calculation of the proportionate share of each capital project related to new development
- Mechanism to adjust fees for past or future payments from new development to pay for capital projects
- Description of the availability of other funding sources
- Provisions for:
    - Credits given for land dedications, improvement to existing capital, and new construction of capital
    - Independent calculation of fees to consider unusual circumstances
- Deferral process for single-family residential construction

- Define that early learning facilities cannot be charged more than commercial retail or commercial office development activities that generate similar vehicle trips

Programmatic Update Requirements

Statute requires that capital improvement projects are pulled from the Capital Facilities Element of the Comprehensive Plan. The City of Tacoma's Comprehensive Plan, *One Tacoma Plan*, is updated on a six-year cycle; to keep the capital project list up to date, the City of Tacoma adopted by reference the Capital Improvement Plan and department-specific capital plans.

Washington State statute does not include update requirements for impact fees; however, to be connected to capital needs, the fee calculations need to be updated periodically. Given the six-year planning cycle, many jurisdictions include annual impact fee updates indexed to a cost index. Construction costs historically do not track consumer price indices closely; to keep impact fees aligned with actual costs, jurisdictions typically use a construction cost index or composite index. Should the City include indexed impact fee updates, it can choose to have these updates be automatic or reviewed by staff, Planning Commission, and/or City Council. As City Council has a role in the capital planning process, many impact fee programs make these updates automatic.

SEPA Considerations

The Washington State Environmental Policy Act (SEPA) of 1971 requires all Washington governmental bodies to consider the environmental impact of actions. Since 1977, SEPA has allowed governments to condition actions, such as development, on mitigating adverse environmental impacts. The City can require mitigation measures be included in individual development projects if the SEPA review finds adverse environmental impacts. Jurisdictions can enact programmatic SEPA mitigation fees that use a fee schedule.

Under Washington State Law, capital measures deemed necessary to offset adverse environmental impacts through SEPA review cannot also be include in GMA impact fee calculations. The City cannot collection both types of fees for the same capital project.

Adoption of the impact fee program itself is considered an action under SEPA and requires SEPA review. GMA impacts fees generally do not have significant adverse environmental impacts. For those actions that are below a threshold of significant impacts, the City is required to document a Determination of Nonsignificance, the likely outcome for a proposed impact fee program.

Engaging the Community

By their very nature, impact fee programs generate revenue that may influence how infrastructure is prioritized and constructed over time. The City has placed a priority on engaging the community in the formulation of this impact fee framework and subsequent steps of program development.

For this current phase of work, the City worked with the Consultant team to implement a three-step outreach process that facilitated an exchange of information (see **Exhibit 9**).

Exhibit 9: Three-Step Outreach Process Conducted

Activity	*Description*	*Timing/Elements*
Stakeholder Listening Session(s)	Attended a regularly scheduled meeting for personal introductions and to secure an understanding of the group's interests and goals.	Early enough in the project timeline for subsequent engagements.
Stakeholder Presentation(s)	Provided a high-level briefing on Impact Fees – and allowed adequate time for Q&A and comments.	Critical to provide adequate time for Q&A and comments.
Stakeholder Follow-up	Followed up with group leadership to ensure question(s) were fully answered and concerns and/or positions were accurately documented.	Contact with group leadership also included a briefing on next steps.

Implementing this outreach process, the City worked with the Consultant team to contact the following Staff Workgroups and Stakeholder Groups to provide an Impact Fees briefing, respond to participant questions and solicit recommendations on additional key Stakeholder Groups important to engage:

- Transportation Commission
- Planning Commission
- Permit Advisory Task Force
- Human Rights Commission
- Commission on Immigrant and Refugee Affairs
- Centro Latino

Moving forward, it is recommended that the City continue intentional efforts to incorporate a broad variety of perspectives into the development of an impact fee program framework that is uniquely curated to our community. The following groups were identified for inclusion into the next phase of program development, although engagement would not be limited to this list:

- UW Tacoma, Real Estate Advisory Board
- Hilltop Action Coalition
- Stadium Business District Association
- Hilltop Urban Garden
- Latinx Unidos of the South Sound
- Economic Development Board for Tacoma-Pierce County

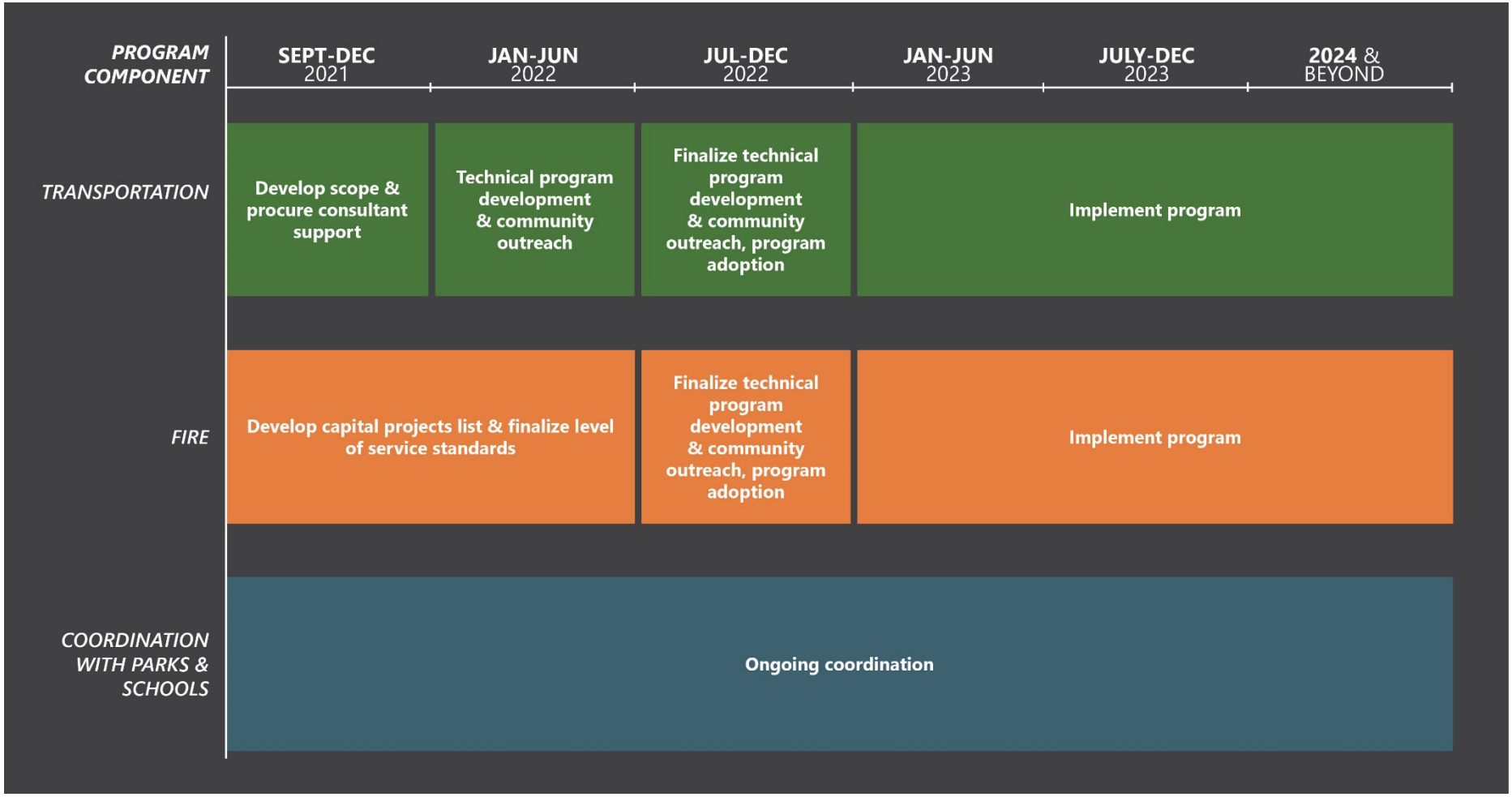
- Tacoma-Pierce County Chamber
- Black Collective

The three-step engagement process conducted for this phase of the impact fee framework development was very effective in facilitating an informed, inclusive, and respectful dialog with entities not typically engaged in technical city processes, like impact fee program development. It is recommended that this process be replicated for future phases of program development.

Implementation Timeline

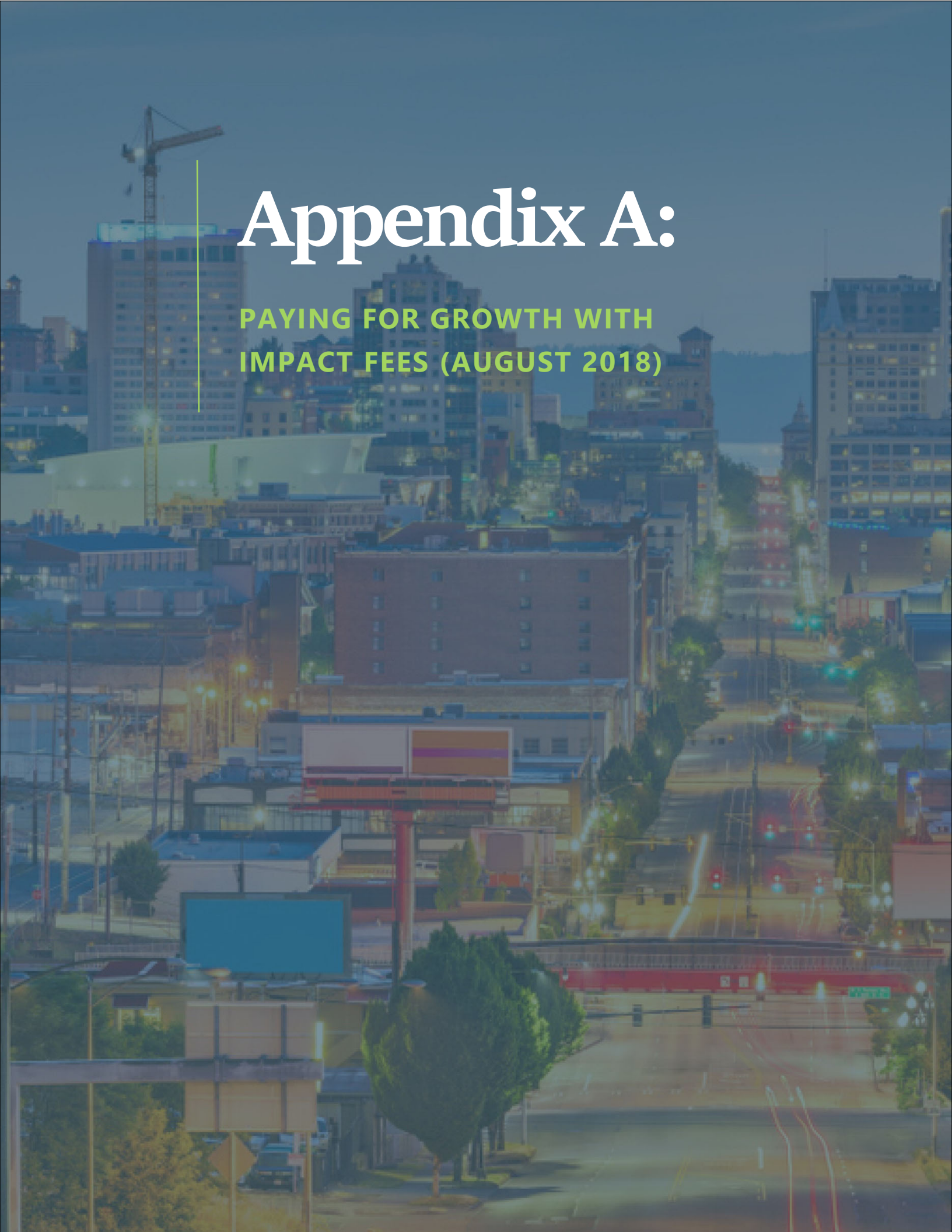
Exhibit 10 recommends how impact fee frameworks should continue to advance in subsequent years.

Exhibit 10: Recommended Implementation Timeline



Appendices:

A. Paying for Growth with Impact Fees (August 2018)
B. Outreach Overview and Recommendations
C. Letter from the Permit Advisory Task Force
D. Project Considered for Impact Fee Eligibility
E. Existing System Value Memo – Deficiency Approach
F. Sample Fee Schedules
G. Summary of Impact Fees Charged in Peer Communities
H. Fee Stacking Summary



Appendix A:

PAYING FOR GROWTH WITH IMPACT FEES (AUGUST 2018)

CITY OF TACOMA

PAYING FOR GROWTH WITH IMPACT FEES?

AUGUST 2018

FEHR PEERS

BERK

Impact Fees Summary

Impact fees are a mechanism that jurisdictions can use to help pay for certain types of capital improvements needed to accommodate new growth. They are one-time charges paid by new development.[1] The rationale behind impact fees is that "growth should pay for growth."

Legal Framework & State Guidance

Impact Fees are authorized by the Growth Management Act (GMA) and Washington State Law in RCW 82.02.050-.110 and WAC 365-196-850. Impact fees fund capital system improvements that are reasonably related to new development and that are included in a jurisdiction's Capital Facilities Element of its Comprehensive Plan. Impact fees can only fund the proportional share of a project's cost needed to accommodate new growth and cannot be the sole source of funding for any capital improvement.

Impact fees cannot pay for existing deficiencies, ongoing costs such as maintenance and operations, or for growth outside of a jurisdiction.[2] While State law does not allow impact fees to be the sole source of project funding, it does not specify what amount must come from other sources. Funding from impact fees cannot exceed any project's proportionate share related to growth. While some projects can be eligible for upwards of 90% funding from impact fees, eligibility of 50% or less is more typical.

Collection and Disbursement

Generally, impact fees are collected during the permitting process, but jurisdictions must offer a payment deferral option for single family residential developments. Once collected, impact fees must be maintained in a separate interest earning fund for impact fees. Impact fees must be spent within 10 years of collection or returned to the developer.

Method

Statute requires that jurisdictions use "a formula or other method of calculating" to develop impact fee rates.[3] While statute requires that the local ordinance include the impact fee schedule, the method itself does not need to be included in the ordinance. It is becoming more common for jurisdictions to include an automatic update to impact fee rates tied to one of the industry standard cost indices.

Credits and Adjustments

Jurisdictions must provide credits to developers for capital improvements they construct that are identified on the impact fee project list and are required as a condition of approving development. Jurisdictions are required to include a provision to their impact ordinances that allow the fee to be adjusted to consider unusual circumstances. Jurisdictions can also include exemptions for low-income housing[4] developments. Up to 80% of the impact fee can be exempted for low-income development without any further action on the part of the jurisdiction; any exemption above 80% requires the jurisdiction to pay the fee from public funds other than impact fees.

Types of Impact Fees

State law outlines four areas that can be funded by impact fees:

- Transportation
- Fire protection facilities
- School facilities
- Parks, open space, and recreation facilities

1. New development can include tenant improvements and change in use.
2. Urban Growth Areas are generally considered outside of a jurisdiction and impact fees cannot be charged here. However, when the jurisdiction provides service in a UGA, fee collection can be negotiated with the County. For example, as Tacoma provides fire service outside of City limits, an Interlocal Agreement with Pierce County could collect fees for the fire protection.
3. RCW 82.02.060 (1)
4. RCW defines low-income housing as "housing with a monthly housing expense, that is no greater than thirty percent of eighty percent of the median family income adjusted for family size, for the county where the project is located, as reported by the United States department of housing and urban development" RCW 82.02.060(8)

Transportation

Transportation impact fees fund infrastructure that adds capacity to the transportation network, such as traffic signals, roundabouts, roadway widening, sidewalks, and bike facilities. The infrastructure must be within the right-of-way of a public street or road. Projects are analyzed individually to remove ineligible costs in accordance with impact fee legislation.

Fire Protection Facilities

Fire impact fees can be used to pay for fire protection and emergency medical services (EMS) capital improvements, which includes equipment, apparatus, and facilities. Fire impact fees can be assessed for capital improvements based on the level of service (LOS) standards in place. The City's current fire protection LOS includes an average total response time to all emergency responses. Impact fees could be assessed to ensure the Department's continued performance as the population increases through acquiring equipment, apparatus, and facilities, or accelerated replacement schedules for capital improvements.

School Facilities

Impact fees can be used to fund school capital facilities projects, which include both buildings and equipment. For school facilities, the City would be acting as a conduit for impact fee revenues, collecting fees as part of its land use regulation role and distributing the revenue to Tacoma Public Schools (TPS), which provides public education facilities in the city. Impact fees could be used to purchase land or buildings, to construct or remodel buildings, or to purchase new equipment—but only to the extent that development-driven growth contributes to these capital needs.

Parks, Open Space, and Recreation Facilities

The exact use of parks impact fees is dictated by a jurisdiction's LOS standard(s), but the law allows parks impact fees to be expended on capital projects, including both facilities and acreage. Dependent on the local government's LOS standard and associated capital projects, park impact fees can be used toward projects that add capacity for growth, whether that is adding acres dedicated for parks and recreation use, or, more likely in urban environments, adding new facilities to existing park and recreation sites that allow more people to use the site. Similar to school facilities, the City would be acting as a conduit, collecting park impact fees for Metro Parks Tacoma.

Alternative and Current Revenue Sources

There are a limited number of revenue sources available to cities that can be used to fund capital improvements. There are four fees that are development-related and directly comparable to GMA impact fees:

- **Local Transportation Act (LTA) impact fees** could be used for transportation improvements and operate similarly to GMA impact fees, but are not typically used in Washington. Traffic impact assessments on a development-by-development basis are a necessary prerequisite to the imposition of transportation impact fees under the LTA, which would require a greater level of up-front analysis work than what is required for GMA impact fees.
- **Transportation Benefit District (TBD) impact fees** could be used for transportation improvements and can be more expansively applied than GMA or LTA impact fees (i.e., they could be used to fund public transportation and demand management projects), but require voter approval, can only be assessed on commercial and industrial buildings, and require a greater level of up-front analysis than is required for GMA impact fees.
- **State Environmental Policy Act (SEPA) Alternative Mitigation fees** are currently used in Seattle in the South Lake Union and Northgate areas and resemble GMA impact fees in that they are based on a fee schedule and require transportation modeling to develop; unlike GMA impact fee programs, specific environmental impacts must be identified for these fees to be assessed and these fees do not apply to SEPA-exempt projects.
- **SEPA Mitigated Determination of Nonsignificance (MDNS) fees** can be assessed when permitting staff identify measures that can be taken to reduce environmental impacts. They can be applied to a wider range of projects than GMA impact fees, but these fees also require up-front analysis to the extent that the basis for them must be included in the City's Comprehensive Plan or in other adopted development regulations or relevant local, state, or federal laws. SEPA MDNS fees could be used to supplement GMA impact fees for multi-modal projects.

Several common, non-development focused potential alternative sources of funding are also suitable for supporting development-driven capital improvements:

- **Real estate excise taxes** (REET I and II) are assessed on all real estate transactions and are currently used to fund a variety of capital projects, but the excise tax rate must be authorized to be increased.
- **General funds** can be used to finance all types of capital improvements, but the City has many competing needs for these funds.

In addition to these common sources, there are more specialized funding mechanisms that can be used for capital projects. These funding mechanisms are described in **Appendix A**.

Other Jurisdictions

Impact fees are common across Western Washington, but less so in other parts of the state. Transportation and school impact fees are by far the most prevalent type of impact fees assessed. A sampling of the jurisdictions that charge fire protection, school facilities, and parks fees are shown in **Table 1**. **Table 2** shows jurisdictions in Western Washington with transportation impact fees.

Table 1: Example Jurisdictions with Fire, Park, and School Impact Fees in Western Washington

Fire Impact Fees		
Anacortes	DuPont	Milton
Redmond	Renton	Tukwila
Park Impact Fees		
Anacortes	Auburn	Bonney Lake
Buckley	Edgewood	Fife
Gig Harbor	Orting	Pierce County
Puyallup	Sumner	Redmond
Renton	Tukwila	University Place
School Impact Fees		
Auburn	Bellevue	Bonney Lake
Edgewood	Everett	Fife
Gig Harbor	Milton	Orting
Pierce County	Puyallup	Redmond
Renton	Sumner	Vancouver

Source: BERK Consulting, 2018

Table 2: Transportation Impact Fee Jurisdictions in Western Washington

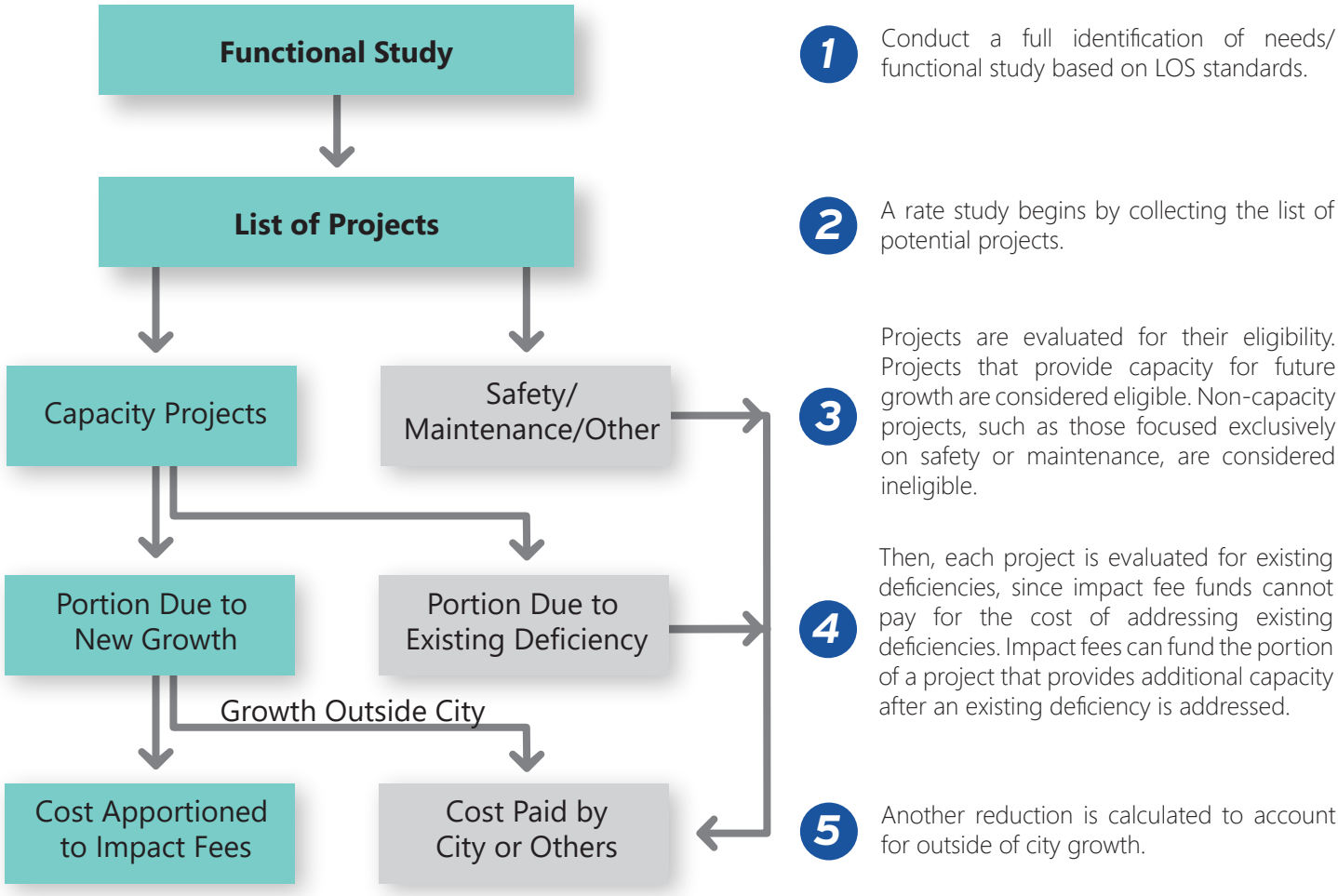
Cities			
Anacortes	Arlington	Auburn	Bainbridge Island
Battleground	Bellevue	Bellingham	Blaine
Bonney Lake	Bothell	Buckley	Burien
Burlington	Camas	Carnation	Covington
Des Moines	Duvall	Edgewood	Edmonds
Enumclaw	Everett	Federal Way	Ferndale
Fife	Gig Harbor	Granite Falls	Issaquah
Kenmore	Kent	Kirkland	La Center
Lacey	Lake Stevens	Lynden	Lynnwood
Maple Valley	Marysville	Mercer Island	Mill Creek
Milton	Monroe	Mount Vernon	Mount Lake Terrace
Mukilteo	Newcastle	North Bend	Oak Harbor
Olympia	Orting	Poulsbo	Puyallup
Redmond	Renton	Ridgefield	Sammamish
SeaTac	Sedro Wooley	Sequim	Shelton
Shoreline	Snohomish	Stanwood	Sultan
Sumner	Tukwila	Tumwater	University Place
Vancouver	Washougal	Woodinville	Yelm
Counties			
Kitsap	Pierce	Snohomish	Thurston

Source: Data compiled by Chris Comeau, AICP-CTP, Transportation Planner, Bellingham Public Works

Fee Program Mechanics

A rate study must be prepared to justify the allowable impact fee costs. The methodology for rate studies is shown below in **Figure 1**.

Figure 1: Rate Study Methodology



Once these reductions are taken, the remainder of project costs are eligible for impact fee funding. A fee schedule translates the overall program eligible costs into per unit of development costs to be charged during the permitting process.

Transportation Structural Considerations

There are several policy choices for communities in structuring a transportation impact fee program. The following section outlines some of the key considerations.

Geographic Extent

A transportation impact fee program can be implemented across an entire city or in one or more subareas. While a citywide program may generate more revenue (since it would be assessed on all development), there may be instances where limiting a program's scope to a part of the city is justified. For example, if a large number of projects and growth are concentrated in the same area, a more focused geographic extent may be more reasonable than imposing impact fees across the entire city. In Tacoma, the City could consider developing a program that is focused on the Port area, with projects that accommodate mobility to and within the Port.

District-Based or Area Wide

The next decision is whether to implement the program as a single area or to divide into smaller districts. Impact fee legislation states that projects must be reasonably related to the development funding them. Case law (City of Olympia v. Drebick, 2006) has found that a single zone for an entire city is justified as projects could be reasonably related to new development across the city. However, as Tacoma is a larger city, creating multiple zones may be more defensible as local development could pay for projects that more clearly serve their growth. A zone system reduces flexibility in funding, as fees cannot be as easily expended across zones. This can inhibit the city's ability to strategically use impact fee funds as local matching money when grants or other competitive funding is available.

Types of Projects to Fund

Transportation impact fees must fund projects that (1) add capacity to the network, (2) are included in the Capital Facilities Element, and (3) are located within the right-of-way of public streets and roads. First generation impact fee programs funded only vehicle capacity projects, but a growing number of jurisdictions are adding multimodal projects, such as bus lanes, sidewalks, bike lanes, and shared use paths within the right-of-way. Impact fees cannot fund transit vehicles, off street trails, or maintenance costs. One exception is that rails-to-trails corridors can be eligible as converted railroad right-of-way is considered to be a state highway.

Fee Schedule

Once a cost per trip is determined, a fee schedule is developed to translate the cost per trip into land use terms. The Institute of Transportation Engineers (ITE) Trip Generation Manual is often used to calculate the expected number of PM peak hour trips to be generated for a given development. For instance, a single family home is expected to generate about one vehicle trip in the PM peak hour, whereas a supermarket would generate approximately nine vehicle trips per 1,000 square feet of floor area.

Recent Innovations

A growing number of communities are funding multi-modal projects instead of just vehicle projects. With this switch to more multi-modal programs, many communities are basing their programs on person trips instead of vehicle trips. This switch to person trips provides a clear nexus for justifying how projects like sidewalks and bike lanes provide capacity for growth. Several communities, including Redmond, Kenmore, and Portland, have pioneered methods for measuring the person trip impacts of projects.

Example Projects

To give a sense of how an impact fee program might work in Tacoma, three projects were selected from the TMP for preliminary analysis. If an impact fee program moves forward, these calculations would be subject to further refinement.

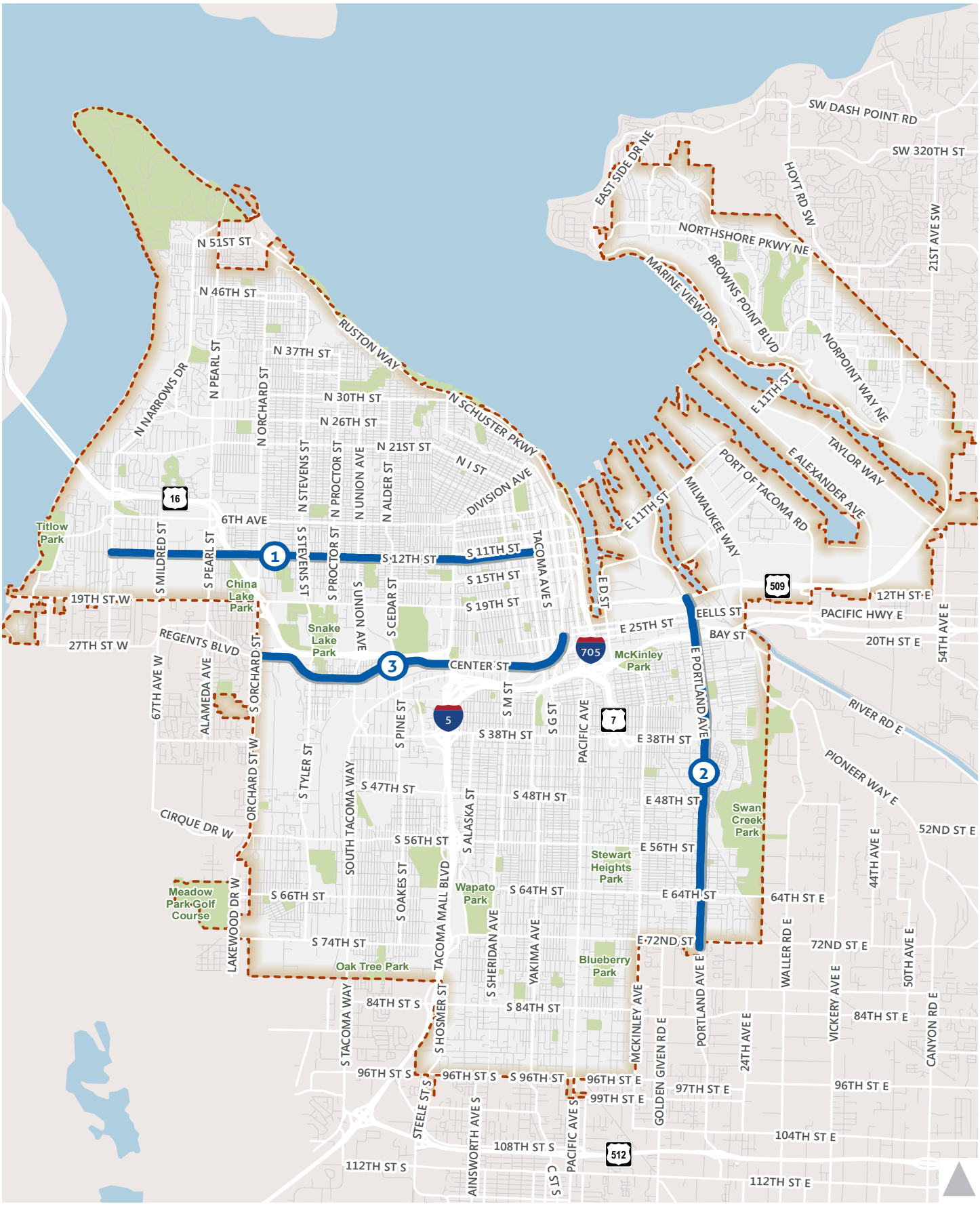
1. S 12th Street Corridor – Signal integration and coordination, other ITS improvements

2. E Portland Avenue Corridor – Signal integration and coordination, other ITS improvements

3. Center Street – Bike lane from S Orchard Street to S 25th Street

The example projects are mapped in **Figure 2**. The results of the preliminary calculations are shown in **Table 3**.

Figure 2: Map of Example Transportation Projects



As shown in **Table 3**, the portion of a project that is eligible for impact fee funding can vary widely depending on the type of project, travel characteristics in the area, and existing deficiencies.

Table 3: Potential Impact Fee Project Funding

	S 12th Steet Corridor Improvements	E Portland Avenue Corridor Improvements	Center Street Bike Lanes
Cost (Average of low and high estimate)	$9,920,100	$5,607,200	$1,095,090
% Deficient[4]	0%	0%	69%
% City Growth[5]	67%	32%	75%
Impact Fee Eligible Cost	**$6,646,467**	**$1,794,304**	**$254,608**
Impact Fee Eligible %	**67%**	**32%**	**23%**

Source: Fehr & Peers, 2018

Potential Transportation Impact Fee Revenue

To approximate the level of revenue that could be generated over 20 years by a transportation impact fee program in Tacoma, we evaluated how much revenue could be generated if the City set fees at a Puget Sound low, medium, and high level.[6] Note, these estimates are rough and would be affected by the level of development that actually occurs, as well as by decisions made in administering the program.[7] The exact rate for Tacoma would be set based on the findings of a rate study and final policy by Council (see **Table 4**).

Table 4: Potential 20 Year Transportation Impact Fee Revenue

Impact Fee Rate	Growth in Trips	Maximum Potential Revenue
Low $3,000	52,000	$156 M
Medium $5,000		$260 M
High $10,000		$520 M

Source: Fehr & Peers, 2018

4. No corridor project deficiency was identified based on intersection performance as measured in the Synchro traffic operations model provided by City Staff. The deficiency for the bike lane project was calculated based on a fair-share calculation of the portion of trips that would be related to existing land uses versus future development. Based on data from the City's travel model, 31% of trips in 2040 are related to future development.
5. Corridor projects use travel demand modeling to determine proportion of growth in project area related to Tacoma. The bike project uses a default value, based on standard assumptions.
6. Based on growth assumptions in the Tacoma Transportation Master Plan
7. Number of exemptions provided, how many impact fee list projects are constructed directly by developers, etc.

Fire Protection Structural Considerations

Since the Tacoma Fire Department is currently providing services beyond the City's boundaries and has a variety of geographically clustered uses, the City may want to consider a fire protection impact fee schedule that allows for service areas and development type.

Service Areas

Washington State's statute authorizing impact fees, 82.02, requires that local ordinances creating impact fees must:

> *establish one or more reasonable service areas within which it shall calculate and impose impact fees for various land use categories per unit of development [RCW 82.02.060(1)]*

While the hearing examiner who heard the case of Olympia v. Drebick approved a single service area for the City of Olympia as adequate, as a larger city, Tacoma may want to consider creating multiple service areas to align specific capital improvements with development activities. Defining service areas would require creating fire impact fee schedules for each of those service areas.

Projects Eligible for Funding

Impact fee legislation requires that impact fees only be used for system improvements that benefit the new development and relate to the demand from new development. To the extent projects extend fire services, the growth-related portion of capital project costs can be funded by impact fees. The process used to identify the portion of each project that is related to growth can range from relying on the fire department's subject matter expertise to conducting time studies to show the expected impact of locating capital facilities at different locations.

We recommend creating a policy rationale for determining the percentage of each project that is related to growth. For example, for replacing or renovating fire stations, only including the additional space beyond the original station size may be eligible for impact fee funding.

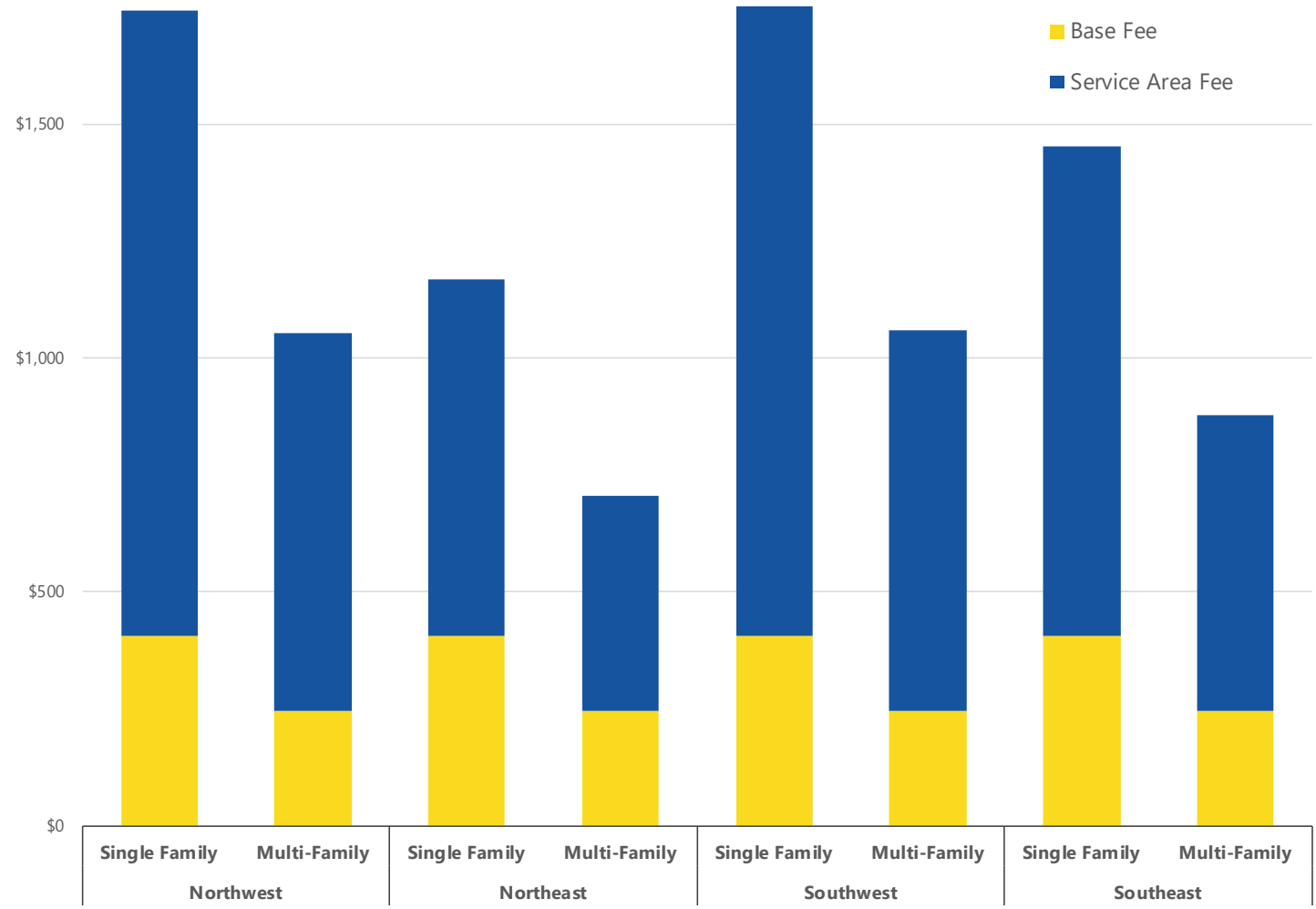
Example Project

Capital improvements to the existing Marine Security Operations Center (MSOC) are an example of a project that is planned to serve Tacoma's current citizens and future growth. The City can approach apportioning the project's cost to growth in multiple ways:

- Between 2018-2030, the City is planning for an additional 72,200 residents (approximately 25% of the expected 2030 total population will be from growth). If this project is designed to serve the expected population of 2030, the 25% population growth would be a good approximation of the project's cost related to growth and thus impact fee eligible.
- Alternatively, the components of the project can be attributed to growth individually; the project includes expansions and new moorage, and to the extent that these capital improvements are added to respond to growth, those portions of the improvement project can be impact fee eligible.

The MSOC also demonstrates that should the City adopt service areas, some projects may span multiple service areas or even the entire City (for example, training facilities); the City has the option of creating a base fee charged citywide with a service area addition specific to the development location. **Figure 3** is an example of an impact fee for single and multi-family residential that includes both capital projects that serve the entire city (base) and specific service areas.

Figure 3: Example Impact Fees with Base and Service Area Fees



Source: BERK Consulting, 2018

Level of Service Standard and Risk Mitigation

The Tacoma Fire Department has completed a considerable amount of analysis in the past 10 years to create standards of cover for fire, EMS, and other emergency response services based on risk and response standards in accordance with national and international guidelines. If the City were to establish formal service areas as part of implementing impact fees, it is likely that the analysis underlying the standards of cover (SOC) work may need to be revisited. Additionally, the City may want to create a correspondence between SOC and LOS; either the updated analysis and possible direct linking of SOC to LOS would present opportunities for the City to update the capital improvement projects list.

Fee Schedule

Impact fees must be assessed in accordance with the requirements of RCW 82.02 subsections 050 through 090. The schedule must be based on a formula or consistent method (RCW 82.02.060(1)). The fees must be adjusted for the share of future taxes or other available funding sources.

Recent Innovations

Fewer jurisdictions in Washington have fire impact fees compared to the other types of GMA impact fees, so it difficult to identify trends. However, since the revenue-limiting effects of Initiative 747 (2002) capped property tax growth to 1% annually, jurisdictions have been forced to explore alternative funding mechanisms or reevaluate existing ones. Matching with that trend, fire impact fee amounts have been increasing.

Potential Fire Impact Fee Revenue

Potential fire impact fee revenue was estimated based on low, medium, and high fee rates among other jurisdictions. The potential revenue is shown in **Table 5**.

Table 5: Potential 21 Year Fire Protection Impact Fee Revenue (2019-2040)

Impact Fee Rate	Growth in Housing Units	Maximum Potential Revenue
Low $120	55,881	$6.7 M
Medium $767		$42.9 M
High $1,700		$95.0 M

Notes: Based on the One Tacoma Comprehensive Plan's listed 59,800 new housing units between 2010-2040, updated to reflect the estimated growth in housing units between 2010-2018 from the OFM Estimates of Housing Units, April 2010-April 2018. Rates are based on Washington State rates in the lowest tenth (Low), average rate (Medium), and highest tenth (High). Potential revenue is presented in year of expenditure dollars; the net present value of these collections would be considerably less, but jurisdictions increase rates through time to make up for inflation.

Source: BERK Consulting, 2018

Next Steps

Implementation Strategies

While each jurisdiction has its own considerations when implementing impact fees, there are some general processes and strategies outlined below.

Current and Future Needs Analysis: Adopted LOS standards direct the City how to respond to growth and the Capital Facilities Element outlines the City's planned response to growth and current needs. However, should the City decide that service areas are appropriate for impact fees, these LOS standards may need to be updated for those service areas. If the City continues to explore impact fees, it should review the projects on the Capital Facilities Element for inclusion of projects that could be impact fee eligible. Additionally, any updates to population, employment, and housing from the Countywide Planning Policies should be incorporated into the needs analysis.

Capital Projects List: Once the current and future needs are identified, the City will want to review its capital projects to identify the portion of each project related to growth. Impact fees function similar to matching funds in that they cannot be sole funding source, so the City will need to identify other sources of funding to deliver projects in the impact fee program.

Impact Fee Structure Development: The City will want to consider the structural considerations described in this memo including how to measure development's impacts, the use of service areas, and how to structure the rate schedule.

Program Implementation: To address internal processes and frameworks required, including process for impact fee assessment, appropriate administrative fees, impact fee revenue tracking mechanisms, periodic rate review and adjustment schedule, and impact fee appeals process.

Public Engagement

If the City Council is interested in pursuing impact fees, public engagement will be a crucial part of implementation. As part of the Growth Management Act, implementation of impact fees has multiple public hearing requirements that allow for public input; however, given the history of impact fees in both Tacoma and Pierce County, there are key stakeholders who should be engaged early and often to address concerns and opposition to an impact fee program.

Pierce County has created a working group consisting of representatives from stakeholder groups, including the Master Builders Association of Pierce County, the Tacoma-Pierce County Association of Realtors, a citizen advisory board member, and an advocacy group. This Working Group was able to come to consensus around the impact fee schedule and a phase implementation (the Working Group's final report[8] documents the process used and full recommendations).

As with any tax or fee, an important question about impact fees is who ultimately bears the cost of the fee? The developer pays the impact fee during the permitting process, but the developer may be able to pass those costs along to end users.

8. https://www.co.pierce.wa.us/DocumentCenter/View/42917/Park-Impact-Fee-Working-Group-Report-FINAL

Appendix A

Funding Source	Description and Applicable Restrictions	Example Cities
General Obligation Bonds RCW 39.36.015 and Article 8, Section 6 of the Constitution of the State of Washington	Cities, Transportation Benefit Districts, and Local Improvement Districts may issue general obligation bonds, by special election or council decision, to finance projects of general benefit to the city or district. TBDs must use the revenue to finance projects specific to transportation. In addition to the principal and interest costs of issuing debt, there are usually costs associated with issuing bonds, including administrative time, legal and underwriting costs, and insurance costs. *The Washington State Constitution limits the amount of debt municipalities can incur to 5.0% of the City's assessed value of taxable properties; the Washington State Legislature has statutorily limited the debt carrying capacity further to 2.5% of the assessed value.*	Most jurisdictions have used GO bonds
Limited Tax General Obligation (LTGO) RCW 36.36	Limited tax general obligation bonds, sometimes referred to in Washington as "councilmanic" bonds, do not require voter approval and are payable from the issuer's general tax levy and other legally available revenue sources. LTGO bonds can be used for any purpose, but funding for debt service must be made available from existing revenue sources. There are constitutional and statutory limits on a municipality's authority to incur non-voted debt. *Total debt is limited to 2.5% of the assessed value of taxable properties; maximum LTGO debt is then 2.5% minus unlimited tax general obligation bonds.*	N/A
Unlimited Tax General Obligation (UTGO) RCW 84.52.056 and Article 7, Section 2 of the Constitution of the State of Washington	These bonds require 60% voter approval with a minimum voter turnout of 40% of voters who cast ballots in the last general election within the district. When voters of a jurisdiction vote for a bond issue, they are being asked to approve: (a) the issuance of a fixed amount of general obligation bonds and (b) the levy of an additional tax to repay the bonds, unlimited as to rate or amount. Once voter approval is obtained, a municipal corporation is still restricted by constitutional and statutory debt limits with these bonds. *Councilmanic debt is limited to 1.5% of the assessed value of taxable properties.*	N/A
Property Tax Levy Lid Lift **RCW 84.55**	Any taxing jurisdiction may present voters with a ballot measure to increase property tax rates if that jurisdiction is collecting less the statutorily-defined maximum. Levy lid lifts can be either be permanent (changes the base tax) or temporary (returns to past base plus inflation). Additionally, the rate can be increased once (a single-year lid lift) or annually for up to six years. *Levy lid lift revenues cannot be used to pay debt servicing for more than nine years.*	Everett Seattle Tacoma Orting Valley Fire & Rescue has a Fire Levy Lid Lift on the 2018 Ballot

Funding Source	Description and Applicable Restrictions	Example Cities
Public Utility Tax RCWs 35.21.870 and 35.22.280(32)	Local governments have the authority to levy Public Utility Taxes, which are a form of Business and Occupation tax. These revenues contribute to a municipality's General Fund and may be used for capital improvements. Washington State sets a 6.0% maximum rate of tax on electrical, natural gas, steam energy, and telephone businesses unless approved by voters. There is no tax rate limit on other utilities such as water, sewer, and garbage services.	Bellevue Federal Way Tacoma
Local Improvement District (LID) and Road Improvement District (RID) RCW 35.43-35.56	LIDs allow cities to carry out public improvements through mechanisms that assess those costs to benefited property owners. The process of forming a LIDRIDs are roughly the county equivalent. The City of Tacoma currently has one active LID, the Broadway LID (8645)	Everett Seattle Spokane Tacoma
Levied by Transportation Benefit District (TBD) RCW 36.73	TBDs are independent taxing districts that can impose an array of fees or taxes to fund transportation improvements. TBDs can be established in jurisdictions ranging from a city to multi-county area. TBDs are intended to finance the construction of, and operate, improvements to roadways, high capacity transportation systems, public transit systems, and other transportation management programs. The City of Tacoma has approved and implemented a TBD with both MVET and sales tax both.	Kirkland Seattle Tacoma 12 Other Pierce County Cities

Some revenue sources are not discussed. Specifically, the following revenue sources are available but unlikely to be used by the City to fund capital projects:

- Franchise fees are entered into on an as needed basis with utility providers and other jurisdictions;
- Short-term debt funding tools, such as anticipation notes, loans, and lines of credit that are meant to cover temporary liquidity issues; and
- Tolling on state highway portions which would require designation by the Washington State Legislature.

Sources

1. Impact Fees. MSRC. http://mrsc.org/Home/Explore-Topics/Planning/Land-Use-Administration/Impact-Fees.aspx
2. RCW 82.03.050 – 110. Washington State Legislature. http://apps.leg.wa.gov/rcw/default.aspx?cite=82.02.050
3. WAC 365-196-850. Washington State Legislature. http://apps.leg.wa.gov/wac/default.aspx?cite=365-196-850

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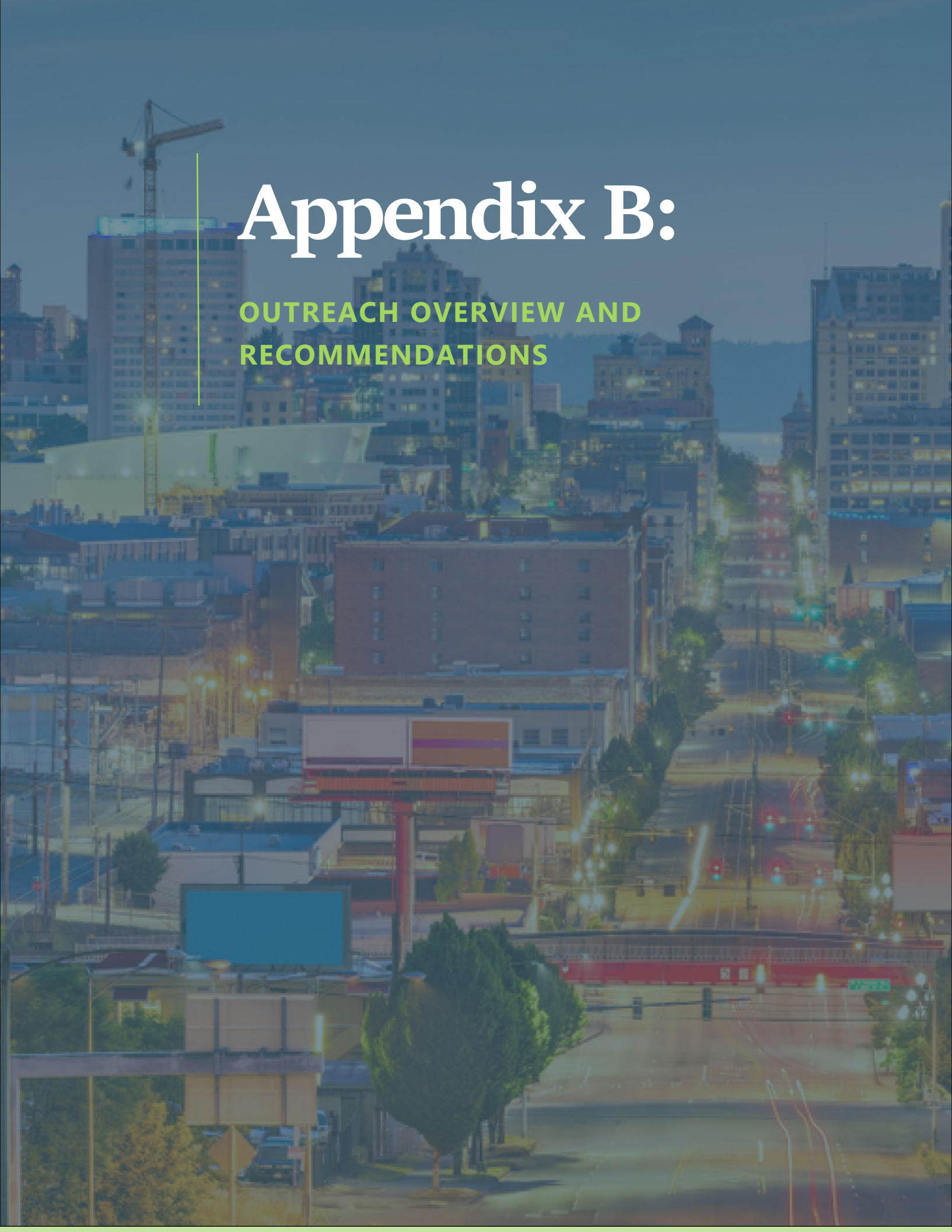
TACOMA
FIRE



Appendix B:

OUTREACH OVERVIEW AND RECOMMENDATIONS

Project Memo

To: Kendra Breland

From: Eric Alozie

Date: May 18, 2021

Subject: Impact Fees Framework – Community Engagement

Purpose

The purpose of this memo is to provide a summary of our outreach effort on the Impact Fees Framework. More specifically, to articulate our Community outreach process, catalogue the Staff Workgroups and Stakeholder Groups we initially engaged and finally outline a short-list of Stakeholder Groups we were advised to engage in future outreach efforts.

Background

The City of Tacoma has experienced significant development over the past decade. Community concerns regarding this growth and development include, but are not limited to the following issue(s):

- opportunities for public input;
- clarity around how Community feedback would be utilized;
- transparency regarding leader decision-making;
- housing affordability.

Community Engagement Process

Understanding this historical and contextual background, the City worked with the Consultant team to implement a three-step outreach process that facilitated an **exchange** of information:

Activity	Description	Timing/Elements
Stakeholder Listening Session(s)	Attended a regularly scheduled meeting for personal introductions and to secure an understanding of the group's interests and goals.	Early enough in the project timeline for subsequent engagements.

Activity	Description	Timing/Elements
Stakeholder Presentation(s)	Provided a high-level briefing on Impact Fees – and allowed adequate time for Q&A and comments.	Critical to provide adequate time for Q&A and comments.
Stakeholder Follow-up	Followed up with group leadership to ensure question(s) were fully answered and concerns and/or positions were accurately documented.	Contact with group leadership also included a briefing on next steps.

Community Engagement – Phase I

Implementing the outreach process described herein, the City worked with the Consultant team to contact the following Staff Workgroups and Stakeholder Groups to provide an Impact Fees briefing, respond to participant questions and solicit recommendations on additional key Stakeholder Groups important to engage:

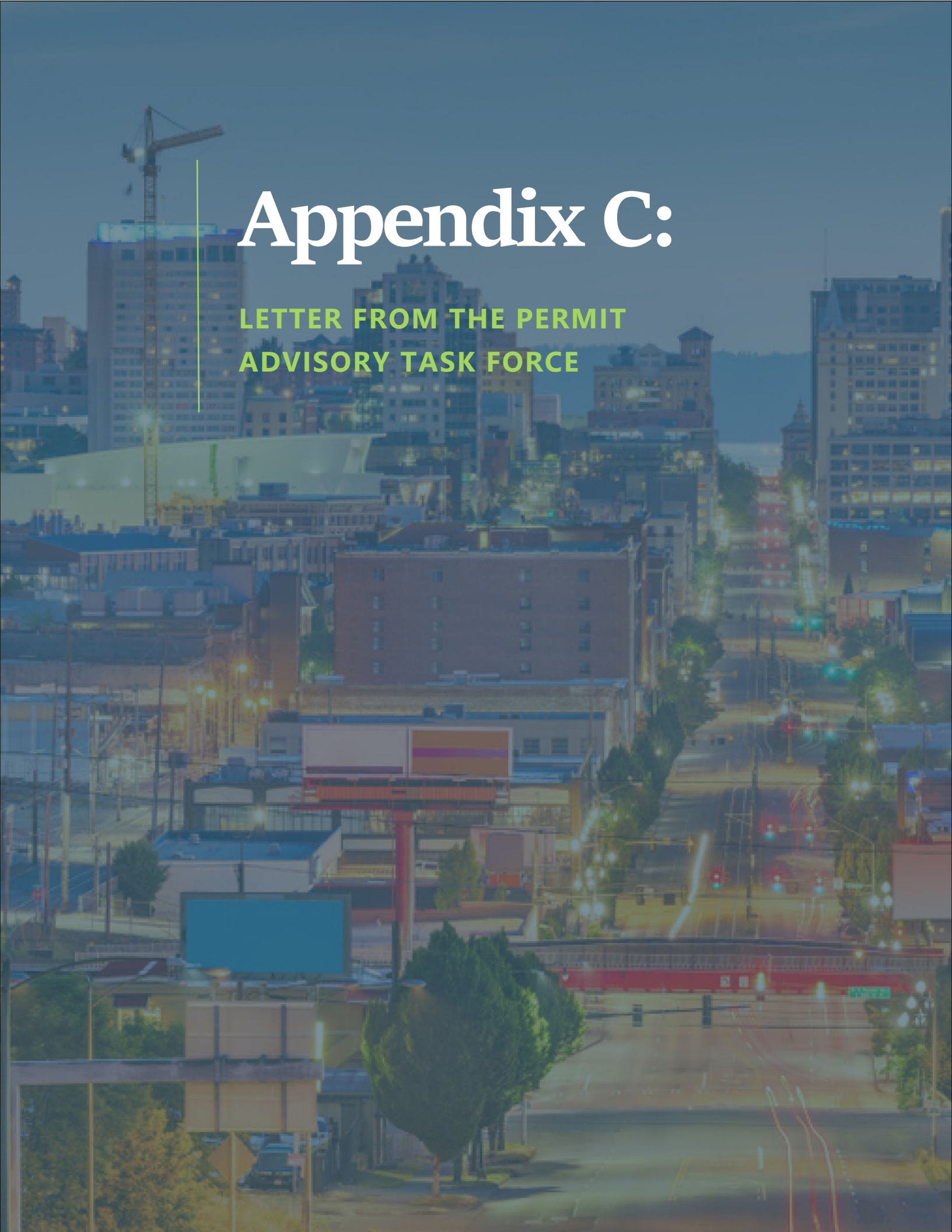
- Transportation Commission;
- Planning Commission;
- Permit Advisory Task Force;
- Human Rights Commission;
- Commission on Immigrant and Refugee Affairs;
- Centro Latino.

Community Engagement – Phase 2

Moving forward, we plan to engage the recommended list of Stakeholder Groups and continue our intentional effort to incorporate a broad variety of perspectives into an Impact Fees Program uniquely curated to our Community.

- UW Tacoma, Real Estate Advisory Board
- Hilltop Action Coalition
- Stadium Business District Association
- Hilltop Urban Garden
- Latinx Unidos of the South Sound
- Economic Development Board for Tacoma-Pierce County
- Tacoma-Pierce County Chamber
- Black Collective

CC: Jennifer Kammerzell



Appendix C:

LETTER FROM THE PERMIT ADVISORY TASK FORCE

City of Tacoma
Tacoma Permit Advisory Task Force

Memorandum

TO: **Mayor Victoria Woodards, Tacoma City Council, and City Manager Elizabeth Pauli**

FROM: Tacoma Permit Advisory Task Force

SUBJECT: Comments on Impact Fee study

DATE: July 2, 2021

CC: Jennifer Kammerzell, Kurtis Kingsolver, Peter Huffman, Philip Kao, Terry Forslund, Chris Johnson, Lynda Foster

The Tacoma Permit Advisory Task Force (Task Force) convened on April 1, 2021, and May 13, 2021, to discuss City of Tacoma Impact Fees. Jennifer Kammerzell, Principal Engineer, presented to the Task Force. Most if not all of what the Task Force asked in response to the presentation remains yet to be determined as the current phase is a "data gathering and discovery phase". One overarching question that was not addressed was: why does the City of Tacoma need impact fees?

The City asked for feedback from the Task Force. The purpose of this memo is to provide the requested feedback for consideration by the Planning Commission, the Transportation Commission, City Management and City Council. The Task Force identified several questions that need to be asked and answered and challenges that need to be resolved, prior to the Task Force's ability to render an opinion of support or not. The following summary is organized in the same high-level categories as presented by the City of Tacoma today and incorporates feedback provided in each of the two meetings on this subject.

The current study is phase 2 of 4 phases for the City of Tacoma to implement impact fees. Phase 3 would be required to answer many of the questions the Task Force identified. Task Force members were asked (Poll), "does the Task Force support the City pursuing phase 3 of Impact Fees in order to answer the outlined questions?"

- 3 answered "Yes, we want the City to do phase 3 of this project"
- 2 answered "No opinion or not enough info to weigh in"
- 7 answered "No, we do not want the City to pursue phase 3 at this time"

Based on the information presented to the Tacoma Permit Advisory Task Force as of the date of this memorandum, the majority (75%) of the Tacoma Permit Advisory Task Force (poll results above) does not support the Impact Fees initiative by the City of Tacoma.

The Tacoma Permit Advisory Task Force welcomes further discussion when the information requested by the questions that comprise the remainder of this memorandum is provided.

Need

- **Growth Projections**
- **Transportation, fire service, park, school needs – where, what and when**
- **Timing of fees collected and delivery of projects**

1. What is the problem the COT is trying to solve by imposing Impact fees on development? The Task Force is looking for specificity with this answer.
2. What are the projects (the "LIST") that the City intends to fund with the imposition of Impact Fees? The Task Forces desires to better and fully understand the targeted projects so that an opinion of support or not may be provided. The Task Force is looking for specificity with this response.
3. The Task Forces desires to avoid adding another layer of taxation. We suggest modifying existing methods of funding instead of implementing impact fees. Given the plan is to have a phased roll out if approved, will the payment of Impact Fees also have a phased or deferred payment plan? The Task Force is concerned about the direct impact to homeowners and businesses that in a non-crisis market did not plan for it and in a crisis market are already struggling and suffering.
4. Why is the City Fire Department one of the categories that may be funded by the imposition of Impact Fee's? The Task Force does not understand how the purpose of Impact Fee's and the service of the Fire Department are related.
5. With population growth, what other infrastructure needs may be required, that are not able to be funded with impact fees? Would additional taxation be better spent for a more significant need?

Equity

- **Affordable Housing**
- **Attainable Housing**
- **Infill Development**

1. How will the imposition of Impact Fees in the City of Tacoma help or improve our affordable housing crisis? The Task Force believes the imposition of Impact Fees will negatively impact efforts to mitigate the affordable housing crisis.
2. Why does the City of Tacoma think "Planning for Growth" begins with the imposition of Impact Fees? The Task Force does not.
3. How will the City of Tacoma ensure uniformity/equity across the City of Tacoma with the imposition of Impact Fees?
4. What will be the impacts to Infill Development by the imposition of Impact Fees? The Task Force believes Impact Fees are counter intuitive to two other City of Tacoma Initiatives: (1) Homes in Tacoma, and (2) Affordable Housing.

Funding

- **Other Available Funding Resources**

1. What is the cost for imposing Impact fees on developers in the City of Tacoma?
2. What other sources of funding exist for the projects impact fees intend to pay for? Has the City considered those funding sources instead?
3. Has the City of Tacoma done a comprehensive review of all imposed fees on development when considering additional imposed fees on development? The Task Force believes the City needs to look at ALL fees as a whole, when considering additional fees.
4. Has the City evaluated whether or not the funds generated as a result of Impact Fee's will be able to fully fund the cost of the projects planned and when they are needed? Based on actual performance of other jurisdictions, the Task Force does not think the fees will adequately fund the needs.

Livability

- **Address Jobs and Workforce**

1. Has the City of Tacoma carefully evaluated the impact to developer interest and project viability in Tacoma with the imposition of Impact Fees? The Task Force believes the impact will be severe.
2. Why does the City consider Traffic a significant issue in Tacoma? The Task Force does not consider traffic congestion in the City of Tacoma as a crisis compared to that of affordable housing and homelessness.
3. Has the City evaluated all the benefits of not imposing Impact Fees? The Task Force desires this information as part of their final analysis.
4. Will Impact Fees help Tacoma to increase jobs, be more livable and affordable and generally a preferred place to live? The Task Force believes that it does not.

Other

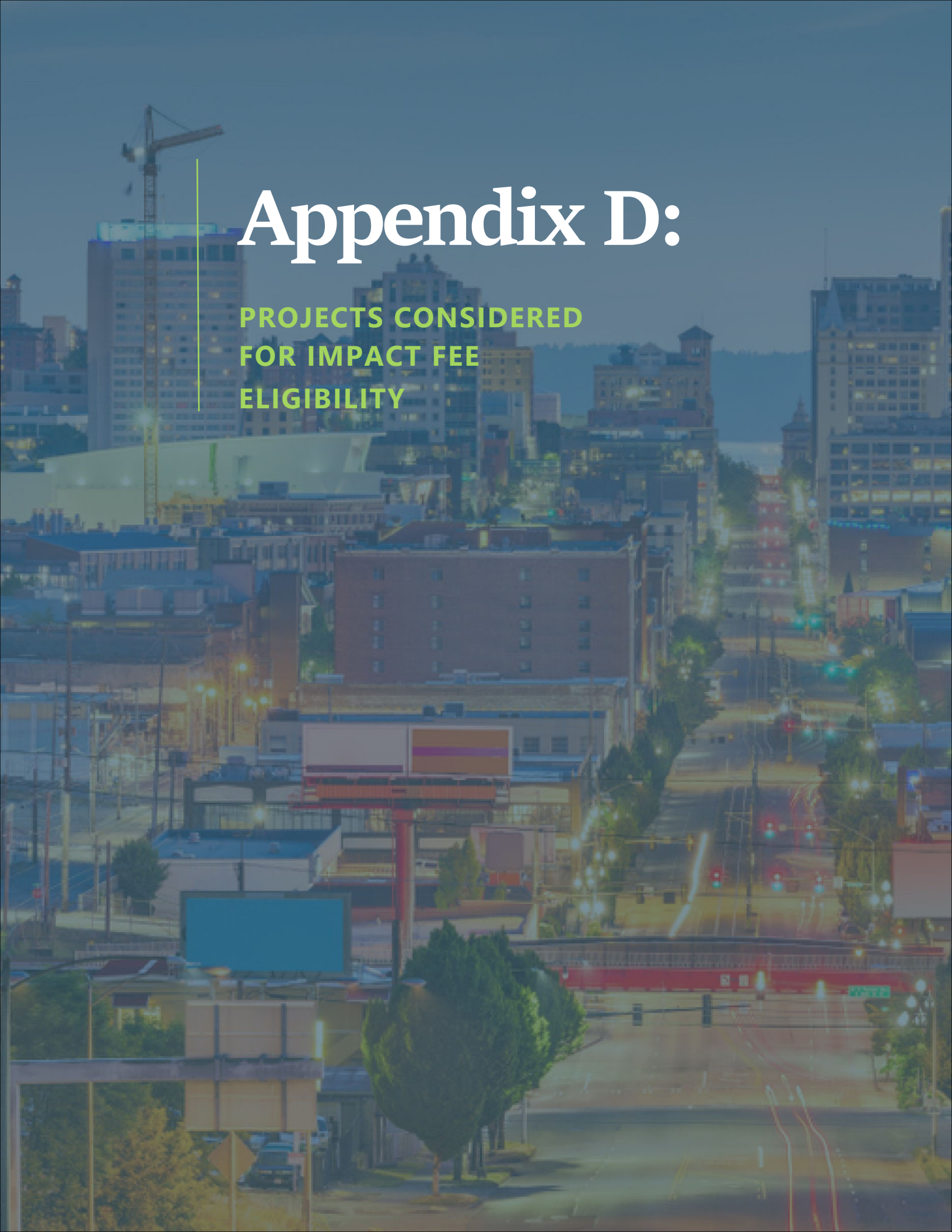
1. Will the imposition of Impact Fees mitigate in part or whole the requirements for off-site improvements in the Right-Of-Way for future development? The Task Force needs to understand what the proposed Impact Fees do and do not pay for, in regard to off-site improvements.
2. Will the imposition of Impact Fee's mitigate the need for B & O taxes? Other jurisdictions have one or the other and it appears to the Task Force that Tacoma intends to do both.

Final Comment for Commission and Council Consideration

During a recent Task Force meeting on this subject and after lengthy discussion, the Task Force was asked by the Chair if anyone on the Committee could support the imposition of Impact Fee's, based on what they know so far. The Chair asked for an electronic "raise the hand" as a signal of support.
No hands were raised.

While by no means is this a final opinion or recommendation of the Task Force as of this date, it is worth noting as the subject of Impact Fees begins to make its way through internal review and discussion steps.

The Task Force discussed impact fees on their April 1, 2021 special meeting and their May 13, 2021 meeting. Approved minutes and additional materials for these meetings will be posted online at: https://www.cityoftacoma.org/government/city_departments/planning_and_development_services/DevelopmentServices/tacoma_permit_advisory_task_force/agendas_and_minutes



Appendix D:

PROJECTS CONSIDERED FOR IMPACT FEE ELIGIBILITY

Project ID	Project Name/Location	Project Description	Total Project Cost	Prior Spending	Source	Impact Fee Comment	Motorized/Non-Motorized	On 2021-2026 TIP	Included in Comp Plan	Impact Fee Eligible 0=No 1=Maybe 2=Yes	Overlap	Eligibility Comment
1	Pacific Ave/SR7 Corridor	This project will improve the visibility of traffic signal heads and improve phasing, timing and coordination between signals. It will also upgrade certain intersections to accesible countdown pedestrian signals and push buttons, improve crosswalks and upgrade signs.	$ 995,166		Transportation Master Plan		Motorized		Yes	2		Signal coordination, pedestrian crossings
2	Pacific Avenue Multimodal Corridor Study	Mid-term safety improvements (37th Street to S City Limits), HCT corridor enhancements, access management strategies	$ 375,000		Transportation Master Plan		Motorized		Yes	0		Study
3	S 38th St Multimodal Corridor Study	Mid-term safety improvements, HCT corridor enhancements, access management strategies	$ 375,000		Transportation Master Plan		Motorized		Yes	0		Study
4	Portland Avenue Multimodal Corridor Project	Mid-term safety improvements, HCT corridor enhancements, access management strategies	$ 375,000		Transportation Master Plan		Motorized		Yes	0		Studyy
5	Puyallup Bridge F16A & F16B Replacement. F16D Replacement	This project replaces two of the six Puyallup River Bridge segments (westerly two segments) and a portion of the bridge segment just to the west with a new cable stayed bridge. F16D replacement is separate item in TIP of $10,820 thousand	$ 2,052,505		Transportation Master Plan		Motorized		Yes	0		Replacement of bridge segments
6	Prairie Line Trail Grade Separation	Separate phase to pre-exising project.	$ 18,000,000		Transportation Master Plan		Non-Motorized		Yes	1		Trail grade separation (Was this S 21st crossing? If so, I believe grade separation is no longer on the table)
7	S 72nd/74th St Multimodal Corridor Study	Mid-term safety improvements, HCT corridor enhancements, access management strategies	$ 375,000		Transportation Master Plan		Motorized		Yes	0		Study
8	S 12th St Corridor Improvement Project	A signal integration and coordination project and other ITS applications	$ 9,920,100		Transportation Master Plan		Motorized		Yes	2		Signal coordination
9	S 19th St Corridor Improvement Project	A signal integration and coordination project and other ITS applications	$ 6,900,425		Transportation Master Plan		Motorized		Yes	2		Signal coordination
10	S 38th St Corridor Improvement Project	A signal integration and coordination project and other ITS applications	$ 7,763,650		Transportation Master Plan		Motorized		Yes	2		Signal coordination
11	E Portland Avenue Corridor Improvement Project	A signal integration and coordination project and other ITS applications	$ 5,607,200		Transportation Master Plan		Motorized		Yes	2		Signal coordination
12	S 15th St Corridor Improvement Project	A signal integration and coordination project and other ITS applications	$ 862,150		Transportation Master Plan		Motorized		Yes	2		Signal coordination
13	Union Avenue / S Warner St Corridor Improvement Project	A signal integration and coordination project and other ITS applications	$ 3,881,825		Transportation Master Plan		Motorized		Yes	2		Signal coordination
14	20-minute Neighborhood Pedestrian Projects	Project to utilize the collected pedestrian data collection to prioritize and install pedestrian projects such as improved sidewalks, crossings, illumination, etc. within the 20-minute neighborhoods	$ 35,000,000		Transportation Master Plan		Non-Motorized		Yes	1		Sidewalk infill?
15	6th & Tacoma Ave.	Feasibility of a roundabout	$ 75,000		Transportation Master Plan		Motorized		Yes	0		Feasbility study
16	Amtrak Station Pedestrian Bridge	Construct a grade-separated bridge to connect the new Amtrak station with the Soun dTransit garage and the new passenger platform and lot near the Tacoma Dome.	$ 4,500,000		Transportation Master Plan		Transit		Yes	0		Pedestrian bridge for Amtrak/Garage
17	S 38th St - S Tacoma Way to I-5	The South 38th Street project is a 2" HMA overlay project from the east gutter line of South Tacoma Way to the concrete joint of the I-5 overpass. The work will include grinding the existing asphalt surface down 2 inches for the same area. We included in the preliminary estimate a lump sum number for an upgrade to the road illumination system, traffic signal system, and including upgrades or addition of Accessible Pushbutton Systems (APS). Per ADA regulations, upon performing an HMA overlay, we are required to install compliant curb ramps, compliant sidewalk transitions, and compliant concrete driveway approaches.	$ 540,000		Transportation Master Plan		Motorized		Yes	0		Overlay project
18	S 38th St Improvement - Pacific Avenue and I-5	This project consists of a grind and overlay of the existing roadway, adding nonmotorized facilities, and streetscape improvements.	$ 324,000		Transportation Master Plan		Motorized		Yes	2		Nonmotorized facilities
19	S 56th St Corridor Improvement Project	A signal integration and coordination project and other ITS applications	$ 7,763,650		Transportation Master Plan		Motorized		Yes	2		Signal coordination
20	S 56th St Multimodal Corridor Study	Mid-term safety improvements, HCT corridor enhancements, access management strategies	$ 375,000		Transportation Master Plan		Motorized		Yes	0		Study
21	S Pine St Multimodal Corridor Study	Evaluation to provide a connection across SR16 between Scott Pierson Trail and the Historic Water Flume Trail	$ 325,000		Transportation Master Plan		Motorized		Yes	0		Feasbility study
22	Tacoma Mall Blvd - S 38th to 56th Sts	This estimate is for the corridor improvement project of Tacoma Mall Blvd, from the intersection of S56th to the intersection of S38th Street, and will include edge grinding and 2" overlay of the asphalt roadway, patching of unserviceable road sections, concrete ADA ramps, and concrete driveways, replacement of non-compliant sidewalks and approaches, replacement of traffic detection loops with video detection, installation of LED street lighting, installation of pedestrian APS buttons, replacement of older storm drain grates/structures, striping, and installation of a center median landscape island in select areas. This estimate does not include the installation of major utilities, significant ROW acquisition, changes to the current channelization or alignment, or significant signal replacement.	$ 675,000		Transportation Master Plan		Motorized		Yes	0		Overlay and fixing issues, no new capacity
23	Center St	Bike Lane between S Orchard St - S 25th St	$ 1,095,090		Transportation Master Plan		Non-Motorized		Yes	2		Bike lane
24	MLK Mixed Use Center Complete Sts Improvement Project	This project will implement the "Complete Streets" concept in the area anchored by our two major healthcare facilities. Improvements will include bike lanes, sidewalks, street bulb outs, transit improvements, signalization improvements, channelization, stormwater improvements, utilities and more to transform several arterial streets into a multimodal network that improves efficiency for all modes of transportation. The project will improve connections to the LINK Light Rail transit center and to the Tacoma Dome Station, (Regional Transit Center).	$ 4,442,190		Transportation Master Plan		Motorized		Yes	1		Bike lanes, sidewalks, transit improvements, signalization improvements
25	Portland Ave	Bike Lane between Puyallup Ave - S 72nd St	$ 1,120,557		Transportation Master Plan		Non-Motorized		Yes	2		Bike lane
26	Puyallup Avenue Multimodal Corridor Project	Mid-term safety improvements, HCT corridor enhancements, access management strategies	$ 375,000		Transportation Master Plan		Motorized		Yes	0		Study
27	S 56th St - State to Pipeline Trail	Bike Lane between S State St - Pipeline Trail	$ 1,512,115		Transportation Master Plan		Non-Motorized		Yes	2		Bike lane
28	S 74th/72nd St Corridor Improvement Project	A signal integration and coordination project and other ITS applications	$ 7,331,500		Transportation Master Plan		Motorized		Yes	2		Signal coordination
29	S Oakes St/S Pine St/S Cedar St	Protected bicycle facilities between 6th Ave- S 74th St	$ 11,800,000		Transportation Master Plan		Non-Motorized		Yes	2		Bike lane
30	Cedar St / Pine St Corridor Improvement Project	A signal integration and coordination project and other ITS applications	$ 3,881,825		Transportation Master Plan		Motorized		Yes	2		Signal coordination
31	S 47th St/S 48th St/E C St/E 46th St/E E St	Bike Lane between S Tacoma Wy - McKinley Ave	$ 1,015,505		Transportation Master Plan		Non-Motorized		Yes	2		Bike lane
32	Yakima Ave (south)	Protected bicycle facilities between S 97th St - 6th Ave	$ 12,380,000		Transportation Master Plan		Non-Motorized		Yes	2		Bike lane
33	Tideflats Area Fiber Optic Infrastructure	Construct initial ITS Infrastructure needed for basic information sharing among stakeholders.	$ 2,990,000		Transportation Master Plan		Motorized		Yes	2		Adds capacity with ITS infrastructure
34	Pedestrian Access to Schools, Parks and other places of interest	Project to identify and prioritize projects to improve pedestrian access to schools, parks and other places of interest.	$ 7,500,000		Transportation Master Plan		Non-Motorized		Yes	1		Study, but would likely fill sidewalk gaps?
35	Pedestrian Access to Transit Projects	Project to identify and prioritize projects to improve pedestrian access to high capacity transit stops and stations.	$ 625,000		Transportation Master Plan		Non-Motorized		Yes	1		Study, but would likely fill sidewalk gaps?
36	*S. 48th St. Overpass	Overpass or shared-use path project as part of any WSDOT new or reconstruction project	*$ 2,000,000*		Transportation Master Plan		Non-Motorized		Yes	2		New crossing of I-5

37	Brewery District Roadway Improvement	This project will implement the "Complete Streets" concept in the area of south downtown known as the brewery district. Improvements will include bike lanes, sidewalks, street bulb outs, transit improvements, signalization improvements, channelization, stormwater improvements, utilities and more to transform several arterial streets into a multimodal network that improves efficiency for all modes of transportation. The project will improve connections to the LINK Light Rail transit center and to the Tacoma Dome Station, (Regional Transit Center).	$ 2,776,369		Transportation Master Plan	Motorized		Yes	2		Bike lanes, sidewalks, transit improvements, signalization improvements
38	City-wide ITS System Architecture Plan	A planning effort to establish the overall system architecture the city will utilize for the ITS infrastructure in order to allow for additional federal and state coordination and funding opportunities	$ 250,000		Transportation Master Plan	Motorized		Yes	0		ITS study
39	Pine St and S Tacoma Way	Vertical separation of RXR and Roadway	$ 22,500,000		Transportation Master Plan	Motorized		Yes	2		Increase capacity by grade separating rail and road
40	Prairie Line Trail	Shared-Use Path	$ 4,420,686		Transportation Master Plan	Non-Motorized		Yes	2		Shared use path, Rails to Trails?
41	Puyallup Ave	Bike Lane between Holgate - Pacific Ave	$ 31,834		Transportation Master Plan	Non-Motorized		Yes	1		Bike lane
42	S C St 2100 Block	Complete gap of 304 feet of missing sidewalk	$ 129,200		Transportation Master Plan	Non-Motorized		Yes	1		Sidewalk gap
43	S C St 2500 Block	Complete gap of 1052 feet of missing sidewalk	$ 447,100		Transportation Master Plan	Non-Motorized		Yes	1		Sidewalk gap
44	SR509Non-MotorizedTrail Feasibility Study	Feasibility study for aNon-Motorizedtrail along SR509 right-of-way to connect NE Tacoma neighborhoods to Downtown Tacoma	$ 250,000		Transportation Master Plan	Motorized		Yes	0		Feasbility study
45	Tacoma Mall Blvd HOV lanes	Between 38th Street and South City Limits	$ 4,000,000		Transportation Master Plan	Motorized		Yes	2		HOV lanes
46	WSDOT HOV program from SR16 to South City Limits*	Extends HOV lanes south in both directions between the SR 512 interchange and the SR 16 interchange. Reconstructs the 72nd Street and 84th Street interchanges to accommodate the widening and improve traffic movements on and off the interstate.			Transportation Master Plan	Motorized		Yes	0		WSDOT Project
47	Browning St - Grandview to Pioneer	This project is a partnership with the Puyallup Tribe of Indians to reconstruct Browning Street from Grandview Avenue East to Pioneer Way. Improvements will include sidewalks, stormwater treatment, walls, curb and gutter, widening for a right turn lane on Browning at Pioneer, widening for a left turn lane on Pioneer at Browning, and signal infrastructure.	*$ 3,000,000*		Transportation Master Plan	Motorized		Yes	0		Sidewalks, turn lanes, signals, Local Street
48	E 11th St/Taylor Way	Bike Lane between SR 509 - Marine View Dr	$ 878,618		Transportation Master Plan	Non-Motorized		Yes	2		Bike lane
49	Holgate St	Bike Lane between S 25th St - S 24th St	$ 22,284		Transportation Master Plan	Non-Motorized		Yes	0		Bike lane, Local Street
50	I-5 Tacoma / Pierce County HOV Program*	HOV lanes from SR-16 to 54th Avenue Interchange			Transportation Master Plan	Motorized		Yes	0		WSDOT Project
51	Martin Luther King Jr Way 2300 Block	Complete gap of 304 feet of missing sidewalk	$ 129,200		Transportation Master Plan	Non-Motorized		Yes	1		Sidewalk gap
52	Puyallup Avenue Multimodal Corridor Project (Portland to Pacific)	The Puyallup Avenue project scope includes Pacific Avenue to Portland Avenue. The new road will be designed to reduce pavement area, add facilities for active lifestyles (such as bike lanes), rain gardens, and other boulevard treatments.	$ 2,295,000		Transportation Master Plan	Motorized		Yes	2		Bike lanes, bus lanes
53	S 80th/82nd St/D St - Hosmer to D/McKinley Ave	Bicycle Boulevard between S Hosmer - D StMcKinley Ave	$ 2,120,000		Transportation Master Plan	Non-Motorized		Yes	0		Bike boulevard
54	S Alaska St - S 72nd to S 96th St	Bike Lane between S 56th - 96th St S	$ 805,400		Transportation Master Plan	Non-Motorized		Yes	0		Bike lane, Local Street
55	S Orchard St Corridor Improvement Project	A signal integration and coordination project and other ITS applications	$ 2,587,525		Transportation Master Plan	Motorized		Yes	2		Signal coordination
56	J St (north)	Bicycle Boulevard between N 3rd St - S 27th St	$ 1,870,000		Transportation Master Plan	Non-Motorized		Yes	0		Bike boulevard
57	S 25th St	Bicycle Boulevard between Fawcett Ave - S Hood St	$ 80,000		Transportation Master Plan	Non-Motorized		Yes	0		Bike boulevard
58	S 25th St	Bike Lane between MLK Jr Way - Tacoma Ave S	$ 458,410		Transportation Master Plan	Non-Motorized		Yes	1		Bike lane
59	S 37th St/Sprague Ave	Bike Lane between Water Ditch Trail - S Steele St	$ 251,489		Transportation Master Plan	Non-Motorized		Yes	2		Bike lane
60	Yakima Ave (north)	Bike Lane between Wright Park - S 27th St	$ 25,467		Transportation Master Plan	Non-Motorized		Yes	0	Overlaps with Project 32	Bike lane, overlap
61	Point Defiance Gateway Phase II	This project will construct a new roundabout at Pearl Street and include intersection improvements at N 54th St, Pearl St, the park entry roads and State Hwy 163 (Ferry Crossing Landing Rd)	*$ 1,000,000*		Transportation Master Plan	Motorized		Yes	0		Roundabout **Project completed**
62	Pedestrian Improvements in Hilltop & South Downtown	This project will include intersection improvements that may include ADA curb ramps, painted crosswalks, or signage or similar treatments that make intersections more visible, safer and pedestrian and bicycle friendly. This project also includes a safety and education component.	$ 3,617,000		Transportation Master Plan	Non-Motorized		Yes	0		Safety, ADA ramps, crosswalks
63	Pedestrian Improvements Phase II	This project will improve pedestrian crossing at intersections identified by the community through the 2014 public outreach workshops, surveys, and projects that were not completed as part of Phase 1.	$ 150,000		Transportation Master Plan	Non-Motorized		Yes	0		Crosswalks
64	Taylor Way Arterial Improvements	Reconstruct roadway to heavy haul standards.	$ 11,000,000		Transportation Master Plan	Motorized		Yes	1		Repave to heavy haul **Project under construction**
65	*S. 56th St. Overpass	Overpass or shared-use path project as part of any WSDOT new or reconstruction project	*$ 500,000*		Transportation Master Plan	Non-Motorized		Yes	2		Overpass or shared use path
66	*S. 72nd/74th St. Overpass	Overpass or shared-use path project as part of any WSDOT new or reconstruction project	*$ 500,000*		Transportation Master Plan	Non-Motorized		Yes	2		Overpass or shared use path
67	*SR 509 (East West Rd.)	Overpass or shared-use path project as part of any WSDOT new or reconstruction project	*$ 500,000*		Transportation Master Plan	Non-Motorized		Yes	2		Overpass or shared use path
68	48th St S & Tacoma Mall Blvd	As of 2014, this project will grind and asphalt overlay the intersection and the four approach legs. Additionally it will provide ADA compliant curb ramps to the existing sidewalks.	$ 137,601		Transportation Master Plan	Motorized		Yes	0		Repave, ADA ramps
69	Connecting Stevens/Tyler Across Tacoma	This project will link existing bikeways north/south across the city and add pedestrian improvements at three busy intersections along the route. The proposed project includes the following two elements: Closing the gap on the Tyler/Stevens bikeway by adding on-street bike lanes between S. Wright and S. 6th (1.7 miles). Stevens/Tyler between N. 37th and N. 46th (0.6miles). S. 66th between Tyler and the Water Ditch Trail (0.8 miles) as well as adding pedestrian improvements along Stevens/Tyler at the three intersections of S. 19th, S. 12th and 6th Ave. including ADA curb ramps and crosswalk striping and analysis for additional amenities.	$ 30,000		Transportation Master Plan	Non-Motorized		Yes	2		Bike lane
70	Delin St/S G St/S 36th St/Tacoma/S 38th St	Bike Lane between S 25th St - S Wright Av	$ 178,270		Transportation Master Plan	Non-Motorized		Yes	0		Bike lane, **Already completed?**
71	Direct HOV access ramps to S 47th/S 48th St (transit center)	New Capacity/Link	$ 19,200,000		Transportation Master Plan	Motorized		Yes	0		HOV Direct Access. WSDOT project
72	Fawcett Ave 1500 Block	Complete gap of 304 feet of missing sidewalk	$ 129,200		Transportation Master Plan	Non-Motorized		Yes	1		Sidewalk gap
73	HCT Corridor - 38th St	Possible BRT/Light Rail/Streetcar service to connect Tacoma Mall with the 34th/Pacific neighborhood and the Portland Avenue area	$ 4,500,000		Transportation Master Plan	Transit		Yes	2		HCT corridor?
74	HCT Corridor - 48th St	Possible BRT or urban transit service improvements to connect Tacoma Mall with Portland Avenue area	$ 4,500,000		Transportation Master Plan	Transit		Yes	2		HCT corridor?
75	HCT Corridor - Downtown Tacoma to Parkland	Corridor identified in the updated Sound Transit Long Range Plan. Corridor located along Pacific Avenue or Yakima Avenue	$ 7,500,000		Transportation Master Plan	Transit		Yes	2		HCT corridor?
76	HCT Corridor - N M St/15th St	Possible BRT/Light Rail/Streetcar service to University Puget Sound to Downtown Tacoma	$ 3,750,000		Transportation Master Plan	Transit		Yes	2		HCT corridor?
77	HCT Corridor - Port of Tacoma	Possible BRT/Light Rail/Streetcar service to connect Downtown Tacoma with the Port of Tacoma	$ 8,750,000		Transportation Master Plan	Transit		Yes	2		HCT corridor?

78	HCT Corridor - Portland Avenue	Possible BRT or urban transit service improvements to connect South Downtown Tacoma, Puyallup Tribal Center, S 72nd Street, Portland Ave. Business District. Includes Salishan neighborhood connection	$ 6,875,000		Transportation Master Plan	Transit		Yes	2		HCT corridor?
79	HCT Corridor - West End Crosstown	Possible BRT/Light Rail/Streetcar service to connect Tacoma's West End neighborhood with the Proctor Business District, University of Puget Sound, Central Tacoma Business District, Tacoma Mall, Pacific Ave. Business Districts, and Pacific Lutheran University	$ 12,500,000		Transportation Master Plan	Transit		Yes	2		HCT corridor?
80	Light Rail Corridor - Downtown Tacoma to Tacoma Mall	Corridor identified in the updated Sound Transit Long Range Plan			Transportation Master Plan	Transit		Yes	2		HCT corridor?
81	Market St	Bicycle Boulevard between S 7th St - S 11th St	$ 310,000		Transportation Master Plan	Non-Motorized		Yes	0		Bike boulevard
82	Mildred/N. 51st (Pearl to Point Defiance Park)	Stripe bike lanes	$ 238,755		Transportation Master Plan	Non-Motorized		Yes	2		Bike lane
83	Pedestrian Data Collection	Project to collect, categorize and digitize all pedestrian facility data within the City limits	$ 150,000		Transportation Master Plan	Non-Motorized		Yes	0		Data collection
84	Proctor St	Bike Lane between N37th St - S 19th St	$ 849,968		Transportation Master Plan	Non-Motorized		Yes	2		Bike lane
85	Puyallup River Levee Trail	Shared-Use Path From E. 11th St - City Boundary	$ 4,000,000		Transportation Master Plan	Non-Motorized		Yes	1		Shared use path, in ROW?
86	S 21st St widening	From Market/Jefferson Avenue to MLK to support MLK Subarea Plan	$ 5,750,000		Transportation Master Plan	Motorized		Yes	2		Widening (MLK to Yakima may not be eligible as it is not a major collector or higher)
87	S 60th at Lawrence, Montgomery, and Alder St.	Install ADA ramps at each intersection.	$ 26,460		Transportation Master Plan	Non-Motorized		Yes	0		ADA ramps
88	S Washington - S 60th to S 43rd	Bike Lane between S 60th – S 43rd (S Tacoma Way)	$ 375,641		Transportation Master Plan	Non-Motorized		Yes	2		Bike lane
89	Schuster Parkway Trail	Shared-Use Path From S.7th - Ruston Way	$ 3,000,000		Transportation Master Plan	Non-Motorized		Yes	2		Shared use path
90	64th St E - Portland Ave to Pacific Ave	As of 2014, this project consists of providing a fully improved 42' wide arterial street with "Complete Street" concepts . This will consist of a 10' common left turn lane, two 11' driving lanes, two 5' bike lanes, and two 7' combination sidewalks. Most, if not all, existing sidewalk will be replaced to ADA Standards. Streetlighting, storm drainage, and utility relocation will be provided, as necessary.	$ 1,215,000		Transportation Master Plan	Motorized		Yes	2		Bike lanes, sidewalks, turn lanes
91	E McKinley Ave	Bike Lane between 72nd - E D St	$ 986,854		Transportation Master Plan	Non-Motorized		Yes	2		Bike lane
92	J St (south)	Bicycle Boulevard between S 37th St - S 84th St	$ 3,060,000		Transportation Master Plan	Non-Motorized		Yes	0		Bike boulevard
93	N 11th St	Bicycle Boulevard between N Pearl St - N Steele St	$ 2,740,000		Transportation Master Plan	Non-Motorized		Yes	0		Bike boulevard
94	S 11th St	Bike Lane between Dock St - E Portland Ave	$ 264,222		Transportation Master Plan	Non-Motorized		Yes	2		Bike lane
95	S 37th St	Bicycle Boulevard between A St - S Hosmer St	$ 1,440,000		Transportation Master Plan	Non-Motorized		Yes	0		Bike boulevard
96	S 56th and Washington St	Vertical separation of RXR and Roadway	$ 22,500,000		Transportation Master Plan	Motorized		Yes	2		Grade separation
97	S 64th St/E 64th St	Protected bicycle facilities between S Alaska St - Waller Rd	$ 6,260,000		Transportation Master Plan	Non-Motorized		Yes	2	Middle section overlaps with Project 90	Bike lane
98	S 74th St and S Tacoma Way	Vertical separation of RXR and Roadway	$ 22,500,000		Transportation Master Plan	Motorized		Yes	2		Grade separation
99	S A St - 96th to 37th St	Bicycle Boulevard between E 96th St - E 37th St	$ 3,780,000		Transportation Master Plan	Non-Motorized		Yes	0		Bike boulevard
100	S Tyler St - S Wright Ave to S 74th St	Protected bicycle facilities between S Wright Ave - S 74th St	$ 5,520,000		Transportation Master Plan	Non-Motorized		Yes	2		Bike lane
101	Mckinley Ave 2400 Block	Complete gap of 181 feet of missing sidewalk	$ 76,925		Transportation Master Plan	Non-Motorized		Yes	1		Sidewalk gap
102	N 21st St	Bike Lane between Division Ave - 6th Ave	$ 101,869		Transportation Master Plan	Non-Motorized		Yes	2		Bike lane
103	S 15th St	Bike Lane between Yakima Ave - I-705	$ 155,987		Transportation Master Plan	Non-Motorized		Yes	2		Bike lane
104	Ruston Way Sidewalk	Sidewalk related improvements along Ruston Way for safety and compliance.	$ 360,000		Transportation Master Plan	Non-Motorized		Yes	0		Safety and compliance
105	N 21st St Proctor to Pearl - Complete St	As of 2013, this project includes arterial street rehabilitation and utility infrastructure replacement. Street rehabilitation shall incorporate "Complete Street concepts", curb and gutters, bike lanes, street trees, pedestrian islands, sidewalks and curb ramps. Other utilities, such as storm sewers, sanitary sewers, signals, streetlighting will be removed and replaced as needed. Partial local match is shown for future grant applications. Project is programmed for grant submittal.	$ 1,162,350		Transportation Master Plan	Motorized		Yes	2		Bike lanes, sidewalks
106	Lincoln Business District Streetscape	This project will implement a Main Street design for the 6 blocks within the core of the Lincoln Business District for a total of $4 million. $600,000 potentially funded through a Byrne Federal Justice Grant for neighborhood revitalization. Staff has completed a streetscape plan in accordance with City Council priorities identified from the 2014 retreat. Final design and construction can begin when funds are secured.	$ 4,250,000		Transportation Master Plan	Motorized		Yes	0		**Project completed?**
107	*S. 84th St. Overpass	Overpass or shared-use path project as part of any WSDOT new or reconstruction project	*$ 500,000*		Transportation Master Plan	Non-Motorized		Yes	2		Overpass or shared use path
108	Enhanced Sounder service - South Tacoma to Downtown Seattle	Speed and reliability improvements, operating on a full-day schedule, and weekend operations			Transportation Master Plan	Transit		Yes	0		Sound Transit Project
109	SR 167 Completion*	Extension of SR 167 from current terminus to I-5 and SR-509			Transportation Master Plan	Motorized		Yes	0		WSDOT Project
110	Prairie Line Trail Phase II	This project will construct the southern 1/3 mile of the Praire Line Trail from the UW-Tacoma to South 26th St.	$ 5,000,000		Transportation Master Plan	Non-Motorized		Yes	0	Overlaps with project 40	New trail (Rails to Trails?)
111	At-Grade Rail Crossing CCTV	Add cameras to key existing at-grade rail crossings.	$ 250,000		Transportation Master Plan	Motorized		Yes	0		Cameras
112	Pacific Highway Signal Coordination	Update signal coordination for signals on priority corridors	$ 135,000		Transportation Master Plan	Motorized		Yes	1		Signal coordination
113	Tideflats Area Emergency Signal Preemption	install signal preemption for existing signals on priority corridors.	$ 150,000		Transportation Master Plan	Motorized		Yes	0		Emergency preemption
114	S. 66th and Star Center Bikeways	This project would design and construct bike lanes along South 66th Street connecting the STAR center between Tyler St bike lanes and the Water Flume Trail.	$ 180,000		Transportation Master Plan	Non-Motorized		Yes	0	Overlaps with project 69 (mapped as project 1169)	Bike lanes, overlap
115	54th Avenue Signal Coordination	Update signal coordination for signals on 54th Avenue	$ 75,000		Transportation Master Plan	Motorized		Yes	1		Signal coordination
116	St Paul Avenue/ E 11th St intersection	Construct signal or roundabout	$ 2,800,000		Transportation Master Plan	Motorized		Yes	2		Signal or roundabout
117	Portland Avenue on and off ramps at SR 509	Add traffic signals and modify channelization	$ 1,000,000		Transportation Master Plan	Motorized		Yes	2		Signal

118	2015-2016 Business District Allocation	This allocation of $150,000 (less 40% for construction design overhead) is for capital enhancement in designated Neighborhood Business Districts; prioritizing the South Tacoma and Lincoln Business District.	$ 1,000,000		Transportation Master Plan		Motorized		Yes	0		Business district allocation
119	St Paul Avenue/ Portland Avenue intersection	Construct signal	$ 500,000		Transportation Master Plan		Motorized		Yes	2		Signal
120	Thorne Rd - Heavy Haul Improvements	Improved roadway	$ 2,500,000		Transportation Master Plan		Motorized		Yes	1		Heavy haul pavement?
121	East Tacoma PCB Clean-up, Phase 2	This project replaces catch basins, curb, gutter, and soils contaminated with PCBs from sealant used in an LID in 1975. Constructs new curb ramps.	$ 825,000		Transportation Master Plan		Motorized		Yes	0		Cleaanup, curb ramps
122	East Tacoma PCB Clean-up, Phase 1	This project replaces catch basins, curb, gutters, and soil contaminated with PCBs from sealant used in an LID in 1975. Construct new curb ramps.	$ 1,065,000		Transportation Master Plan		Motorized		Yes	0		Cleaanup, curb ramps
123	6th and Pearl Bike and Pedestrian Improvements	This project will improve north-south connections to Scott Pierson Trail between 6th and N 11th.	$ 1,650,000		TIP (2021-2026)		Non-Motorized	Yes	No	2		Bike lanes
124	Active Transportation Access to Pacific Avenue High Capacity Transit	This project would provide pedestrian and bicycle acessto and along the Pacific Avenue High Capacity Transit Corridor, including a Bike Boulevard on A Street	$ 1,000,000		TIP (2021-2026)		Non-Motorized	Yes	No	0		Bike Boulevard
125	Bicycle & Pedestrian Education, Encouragement, and Safety Program	This project will improve bicycle and pedestrian safety through education, encouragement, and engineering, which includes bicycle events, purchasing/installing bike racks, striping, signage, and other active transportation improvements.	$ 520,000	$ 63,268	TIP (2021-2026)		Non-Motorized	Yes	No	0		Education
126	Cultural Shift to Active Transportation	This multiagency project focused on transportation demand management programs will educate and influence people's travel behavior between home, work, services, and recreation trips.	$ 477,500	$ 20,000	TIP (2021-2026)		Non-Motorized	Yes	No	0		Education
127	Fawcett Avenue: South 19th to South 21st	This project enhances the Top 4 Bikeways corridor with newcrossing treatment at S 21st & Fawcett and traffic calming/bike boulevard improvement on Fawcett from 19th to 21st.	$ 2,893,290	$ 176,007	TIP (2021-2026)		Non-Motorized	Yes	No	0		Bike Boulevard
128	Hilltop Offsite Improvements	Using 2015-2016 catalytic funding, this project will construct offsite improvements required for development of 1.25 acres in the Hilltop.	$ 342,767	$ 342,767	TIP (2021-2026)		Non-Motorized	Yes	No	0		Offsite improvements
129	Historic Water Ditch Trail- Phase III & IV	Phase IV is complete. Phase III will complete 1.1 miles of shared use trail between Pine and M Street on the north side of South Tacoma Way and a sidewalk between Pine and Sprague on the south side of South Tacoma Way.	$ 9,761,556	$ 2,989,498	TIP (2021-2026)		Non-Motorized	Yes	No	2		Shared use path
130	Links to Opportunity	This project will include a Multimodal Mobility Plan and streetscape design to address non-vehicular access to the Tacoma Link Extension Project. The project will also include anEquity and Empowerment Initiative focused on job access.	$ 17,640,000	$ 3,012,482	TIP (2021-2026)		Non-Motorized	Yes	No	1		Project description unclear
131	Missing Link Sidewalks	This project will complete missing link sidewalks with a focus on providing continuous sidewalk access to Schools, Parks and Community Centers. Complete build out 61st to 72nd design.	$ 3,015,000	$ 1,413,268	TIP (2021-2026)		Non-Motorized	Yes	No	1		Sidewalk gaps
132	North 21st Street Pedestrian Safety Improvements	Improvements to pedestrian crossings along N. 21st Street from Proctor to Pearl Street.	$ 1,026,916	$ 1,026,916	TIP (2021-2026)		Non-Motorized	Yes	No	0		Crossings, **Project Completed**
133	Pearl Street Lighting & Pedestrian Improvements	The project will improve/include street and pedestrian lighting, sidewalks, banners poles, bike lanes, 2-3 mid-block crossings, traffic calming (49th, 52nd, 48th), bus shelters, wayfinding, and streetscape.	$ 850,000		TIP (2021-2026)		Non-Motorized	Yes	No	1		Bike lanes
134	Pedestrian Crossing Improvement Project Phase II	Improve pedestrian crossings at intersections across the City.	$ 1,000,000		TIP (2021-2026)		Non-Motorized	Yes	No	0		Crossings
135	Pipeline Trail/Cross County Commuter Connector--Phase II	This project will construct a 2.4 mile nonmotorized facility including a multiuse path, limited access gates, bike lanes, lighting, stormwater, curb ramps, sidewalks, pedestrian signals, safety enhancements, and user amenities as needed.	$ 2,858,248	$ 2,858,248	TIP (2021-2026)		Non-Motorized	Yes	No	0		Not road right of way, **Project Completed**
136	Pipeline Trail/Cross County Commuter Connector--Phase III	This project will construct a nonmotorized facility including a multiuse path, lighting, limited access gates, stormwater, curb ramps, sidewalks, pedestrian signals, safety enhancements, and user amenities as needed.	$ 2,511,057	$ 2,511,057	TIP (2021-2026)		Non-Motorized	Yes	No	0		Not road right of way, **Project Completed**
137	Prairie Line Trail Phase II	This project will construct the southern 1/3 mile of the Prairie Line Trail from South 21st Street to South 25th Street.	$ 8,102,222	$ 867,123	TIP (2021-2026)		Non-Motorized	Yes	No	0	Overlaps with project 40	New trail (Rails to Trails?), Overlap
138	Puyallup Avenue Improvements	Utilizing complete street concepts, design and construct streetscape improvements, upgrade utilities, improve ADA access, reduce pavement width, and add bicycle facilities along the corridor.	$ 22,055,000	$ 255,000	TIP (2021-2026)		Non-Motorized	Yes	No	1	Overlaps with project 52	Bike lanes
139	Revitalizing Tacoma's Brewery District with Complete Streets: Phase I	This project will add bike lanes, curb ramps, pedestrian refuge islands, upgrade crossings, upgrade signals for bicycle detection/APS, improve ADA accessibility, add mid-block crossing, and bicycle amenities.	$ 3,122,177	$ 2,231,040	TIP (2021-2026)		Non-Motorized	Yes	No	0	Overlaps with project 37	Bike lanes, overlap
140	Schuster Parkway Promenade	The Schuster Parkway Promenade project will replace an existing sidewalk with a shared-use promenade along Schuster Parkway between South 4th to North 30th and McCarver. The project will include elevated sections.	$ 19,734,310	$ 732,431	TIP (2021-2026)		Non-Motorized	Yes	No	1		Replacing existing sidewalk with shared use path?
141	Scott Pierson Trail Access	This project will improve connections from City right of way to the Scott Pierson Trail.	$ 600,000		TIP (2021-2026)		Non-Motorized	Yes	No	0		Outside ROW
142	Sidewalk Abatement Program	This project replaces unfit or unsafe sidewalks following the process outlined in Tacoma Municipal Code 10.18 and Revised Code of Washington 35.68 and assesses the cost upon the abutting property owner.	$ 403,685	$ 29,841	TIP (2021-2026)		Non-Motorized	Yes	No	0		Replacement of sidewalk segments
143	South 19th St - S. Cedar to Bates Technical College Campus	Install approximately 1,200 LF of missing link sidewalk and ADA ramp/signal improvements at the Cedar/S. 19th St. intersection.	$ 584,830	$ 584,830	TIP (2021-2026)		Non-Motorized	Yes	No	0		**Project completed**
144	South 21st Prairie Line Trail Crossing	This project will construct a new overpass, underpass, or bypass for the Prairie Line Trail at South 21st Street.	$ 5,200,000	$ 200,000	TIP (2021-2026)		Non-Motorized	Yes	No	1		Trail grade separation (Was this S 21st crossing? If so, I believe grade separation is no longer on the table)
145	South Sprague Avenue Bike Connection	This project will add a bicycle connection from the I-5 bridge along Sprague Avenue to Steel Street, South 35th Street and South Tacoma Way.	$ 2,100,000	$ 2,100,000	TIP (2021-2026)		Non-Motorized	Yes	No	2		Bike lanes
146	Steele Street Lighting and Pedestrian Improvements	This project will make improvements to the right-of-way including illumination, sidewalk, and landscaping of the southern portion of Steele Street that was vacated by Tacoma Mall owners between S. 42nd and S. 43rd.	$ 254,000	$ 254,000	TIP (2021-2026)		Non-Motorized	Yes	No	0		**Project Completed**
147	Tacoma Mall Neighborhood Loop Road	This project will improve existing roadways and establish a missing link to provide a multimodal internal connector emphasizing bike, pedestrian and green stormwater features in the Tacoma Mall subarea.	$ 14,200,000		TIP (2021-2026)		Non-Motorized	Yes	No	2		Bike lanes (Only part of the Loop Road is on Major Collectors or higher)
148	TMP Conflicted Corridor Study	This project would conduct an engineering study on two corridors listed in the Transportation Master Plan with 3 or more modal conflicts (Conflicted Corridors) to identify future design and grant eligibility.	$ 300,000		TIP (2021-2026)		Non-Motorized	Yes	No	0		Study
149	Tree Street Corridor (Alder/Cedar/Pine) Goes Green	This project beween S 47th-N 15th St includes: two-way protected cycle track & infill sidewalk (S 47th - S 9th St), a bike boulevard on N Cedar Street (S 9th -N 15th with a jog to 6th and Junett St), and links to Scott Pierson and Water Flume Line Trail.	$ 6,110,000		TIP (2021-2026)		Non-Motorized	Yes	No	0	Overlaps with Project 29 except 6th to N 15th, which is a Bike Boulevard only	Bike boulevard, cycle track, overlap
150	Unfit/Unsafe Sidewalk Program	Program to administer and supplement grants that provide funding to reconstruct unfit/unsafe sidewalks and construct new sidewalks.	$ 2,000,000	$ 861,476	TIP (2021-2026)		Non-Motorized	Yes	No	1		Sidewalk gaps
151	Union and Scott Pierson Trail Crossing Improvements	This project will upgrade the median, add bicycle detection, and implement leading pedestrian intervals.	$ 100,000	$ 100,000	TIP (2021-2026)		Non-Motorized	Yes	No	0		Crossings

152	56th Street South and Cirque Drive Corridor Improvements	This project is a joint project between City of University Place and City of Tacoma with limits of South 56th Street from I-5 to the west city limit and continuing into the City of University Place to Grandview Drive West.	$ 11,637,651	$ 5,898,202	TIP (2021-2026)		Motorized	Yes	No	1		Capacity project?
153	Arterial Overlay Program	Provide overlay of arterial streets in Tacoma.	$ 2,735,100	$ 1,000	TIP (2021-2026)		Motorized	Yes	No	0		Overlay
154	East 64th Street : McKinley to Portland Ave (Phase 2)	This project will rehabilitate the roadway, add bike lanes, install and/or replace and widen sidewalks, and upgrade the stormwater system. The project will also interconnect signals at Portland Ave.	$ 7,665,000	$ 230,127	TIP (2021-2026)		Motorized	Yes	No	0	Overlap with project 90	Bike lanes, overlap
155	East 64th Street : Pacific to McKinley (Phase 1)	This project will rehabilitate the roadway, add bike lanes, install and/or replace and widen sidewalks, and upgrade the stormwater system. The project will also interconnect signals at McKinley and Pacific.	$ 8,721,975	$ 2,379,602	TIP (2021-2026)		Motorized	Yes	No	0	Overlap with project 90	Bike lanes, overlap
156	East 64th Street : Portland Ave to City limits (Phase 3)	This project will rehabilitate the roadway, add bike lanes, install and/or replace and widen sidewalks, and upgrade the stormwater system.	$ 7,850,000		TIP (2021-2026)		Motorized	Yes	No	0	Overlaps with project 97	Bike lanes, overlap
157	Lincoln Business District Streetscape	Reconstruction of roadway and streetscape along S. 38th from Fawcett Ave. to S. J St, along S. G St from S 37th to S 38th, and along Yakima Ave. from S. 37th to S. 39th.	$ 9,461,571	$ 9,461,571	TIP (2021-2026)		Motorized	Yes	No	0		**Project completed**
158	Mildred Street Improvements from South 12th to North 9th	This project will rehabilitate and upgrade the existing street to a cement concrete street and provide a "Complete Street."	$ 3,500,000		TIP (2021-2026)		Motorized	Yes	No	1		Complete street?
159	North 21st Street: Proctor to Pearl	Roadway rehabilitation and streetscape including new sidewalks, ADA compliant curb ramps, bicycle facilities, and a new asphalt surface and re-channelization.	$ 17,625,500	$ 200,000	TIP (2021-2026)		Motorized	Yes	No	0	Overlap Project 105	Sidewalks, bike lanes, overlap
160	Northshore Parkway	Grind and overlay of Northshore Parkway from easterly city limits to Nassau Ave. NE. Project will include installation of ADA compliant curb ramps and driveway approaches.	$ 4,400,000		TIP (2021-2026)		Motorized	Yes	No	0		Overlay
161	Portland Avenue Freight and Access Improvements	Portland Ave, north leg of Lincoln to north leg of E 27th, east along Lincoln approx 200'. Replacement of asphalt with concrete, rechannelization, new signal at SR-509 off ramp, signal improvements & ITS, ADA improvements.	$ 4,358,000	$ 104	TIP (2021-2026)		Motorized	Yes	No	2	Some overlap with project 117 (Signals at 509)	Signal improvements, ITS
162	South 38th & Steele Street Intersection	This project will revise intersection channelization to improve vehicle operations.	$ 1,500,000		TIP (2021-2026)		Motorized	Yes	No	2		Channelization/capacity
163	South 74th Street: Tacoma Mall Blvd to West City Limits	This project consists of a grind and overlay of the existing roadway on S. 74th Street from Tacoma Mall Blvd. to the west city limits. The project will install ADA compliant curb ramps and driveway approaches where needed.	$ 4,400,000		TIP (2021-2026)		Motorized	Yes	No	0		Overlay
164	South Tacoma Business District Streetscape	Infrastructure improvements such as landscaping, green streetscaping, de-paving, and street repair in the South Tacoma Business District.	$ 2,000,000		TIP (2021-2026)		Non-Motorized	Yes	No	0		Streetscaping, repair
165	South Tacoma Way: 47th to 56th Street	Asphalt overlay of South Tacoma Way from S. 47th to S. 56th Street. The project will include curb & gutter, ADA compliant curb ramps, replace hazardous sidewalks, add sidewalks where necessary, street-lighting as needed, and landscaping.	$ 6,000,000		TIP (2021-2026)		Motorized	Yes	No	1		Mostly overlay, but some sidewalk gaps
166	St. Helen's Streetscape	Roadway and streetscape improvements from St. Helens/Market St. intersection to North 1st Street. Project includes new curb and gutter, pavement, some decorative concrete intersections, ADA compliant curb ramps, sidewalks and streetscape amenities.	$ 6,525,000		TIP (2021-2026)		Non-Motorized	Yes	No	0		pavement
167	Taylor Way Rehabilitation	Upgrade Taylor Way to Heavy Haul corridor standards, implement ITS, signal, streetlight, pedestrian, and other transportation corridor improvements.	$ 25,994,605	$ 14,970,930	TIP (2021-2026)		Motorized	Yes	No	2		ITS, signal, Heavy Haul?
168	Union Avenue: South 19th to Center Street	Rehabilitation of Union Ave. from S. 19th to SR16 including new asphalt and ADA compliant curb ramps and driveway approaches.	$ 1,130,000		TIP (2021-2026)		Motorized	Yes	No	0		Asphalt
169	34th St. Bridge - Pacific Ave. to B St.	This project will rehabilitate the existing bridge. The bridge was constructed in 1937 and many elements have deteriorated. This bridge is the smaller of the two 34th St. bridges.	$ 10,000,000		TIP (2021-2026)		Motorized	Yes	No	0		rehabilitation of bridge
170	Bridge Capital Projects	This project supports capital improvements to the City of Tacoma's 43 bridges. This includes replacement, rehabilitation, and maintenance of all bridges.	$ 400,000		TIP (2021-2026)		Motorized	Yes	No	0		Maintenance
171	East 11th Street Bridge Demolition over the Puyallup River	Remove the existing bridge over the Puyallup River as well as the east and west approaches from Portland Ave to Milwaukee Ave.	$ 9,000,000		TIP (2021-2026)		Motorized	Yes	No	0		Demolition
172	East 11th Street Bridge Replacement	Replace the 11th Street over the mouth of the Puyallup River.	$ 150,000,000		TIP (2021-2026)		Motorized	Yes	No	0		Replacement
173	East 11th Street Bridge Study	Determine the need for the East 11th Street Bridge and review different options for replacement of this bridge.	$ 138,689	$ 138,689	TIP (2021-2026)		Motorized	Yes	No	0		**Project completed**
174	Fishing Wars Memorial Bridge D Puyallup River Bridge Replacement	Replace bridge segment F16-D in the Puyallup River Bridge series. This 117 ft. span is located on the Fife side of the Puyallup River	$ 11,000,000		TIP (2021-2026)		Motorized	Yes	No	0		Project consolidated
175	Portland Avenue Bridge Repair - Span Over BNSF Tracks	Project consists of installing external post tensioning to improve the load carrying capacity of the bridge.	$ 5,000,000		TIP (2021-2026)		Motorized	Yes	No	0		Maintenance
176	Puyallup Bridge F16A & F16B Replacement	This project replaces two of the six Puyallup River Bridge segments (westerly two segments).	$ 42,229,750	$ 42,229,750	TIP (2021-2026)		Motorized	Yes	No	0		**Project completed**
177	Puyallup River Bridge Bearing Upgrades	The F16 Series bearings are in poor condition and need to be upgraded.	$ 1,300,000	$ 768,034	TIP (2021-2026)		Motorized	Yes	No	0		**Project completed**
178	Puyallup River Bridge Corridor Study	Determine cost, bridge type, permits, and right of way needs to complete this corridor.	$ 250,000	$ 222,500	TIP (2021-2026)		Motorized	Yes	No	0		**Project completed**
179	Puyallup River Bridge Replacement	Replace all spans of the Puyallup River Bridge	$ 180,000,000		TIP (2021-2026)		Motorized	Yes	No	0		Bridge replacement
180	Yakima Ave Bridge Overlay	Provide a new cement concrete overlay on the bridge deck, expansion joints, and minor bridge repairs. ADA improvements will be provided where necessary. Other work will include bridge access improvements and re-channelization for bike lanes.	$ 3,715,000	$ 3,456,900	TIP (2021-2026)		Motorized	Yes	No	2		Bike lanes
181	A Street: 84th to 96th - Complete Street	This project would complete A street as a "Complete Street," adding curb, gutters, sidewalks, and streetlighting.	$ 10,000,000		TIP (2021-2026)		Non-Motorized	Yes	No	1		Sidewalks
182	City Support for SR167	This project will provide grant match requested by WSDOT project grants- $500K for 70th Ave East project and $1.5M for the Port of Tacoma Spur as requested to assist in securing funding for completion of SR167, and $500k for 509 Shared Use Trail.	$ 2,500,000		TIP (2021-2026)		Motorized	Yes	No	0		WSDOT Project
183	East 29th Street Roundabout & Extension	The project will improve 29th Street by constructing a roundabout with asphalt paving, sidewalks, ADA ramp improvements, crosswalk pavers, lighting, and constructing a new segment of 30th Street.	$ 1,500,000		TIP (2021-2026)		Motorized	Yes	No	0		Roundabout and new roadway. **Project completed?**
184	East 31st Street Rehabilitation Project	This project will improve E. 31st St with asphalt paving, adding sidewalks, ADA improvements, landscaping, traffic calming, and stormwater improvements. The project includes Portland Ave & E. R St.	$ 500,000		TIP (2021-2026)		Motorized	Yes	No	1		Sidewalks
185	East 32nd Street Rehabilitation Project	This project will improve E 32nd St with asphalt paving, adding sidewalks, ADA improvements, landscaping, traffic calming, and stormwater improvements. The project includes Portland Ave and cul de sac.	$ 500,000		TIP (2021-2026)		Motorized	Yes	No	1		Sidewalks
186	I-5 Active Transportation Crossing Program	This program will identify potential short, medium, and long term pedestrian and bicycle crossings over I-5.	$ 390,000	$ 390,000	TIP (2021-2026)		Non-Motorized	Yes	No	0		Study
187	Infrastructure Fund (CED)	Funds to cost-share off-site improvements to enable the development of substantial market rate residential and office projects in downtown Tacoma that may not otherwise occur due to inadequate or antiquated public infrastructure.	$ 407,233		TIP (2021-2026)		Motorized	Yes	No	0		Off site improvements
188	Municipal Dock Deck Demolition	Project includes demolition and complete removal of the timber elements including the deck and the stringers and timber header beams to eliminate further deterioration.	$ 500,000	$ 500,000	TIP (2021-2026)		Non-Motorized	Yes	No	0		Marine
189	Site 10 Seawall & Esplanade Removal	This project will address subsidence behind the seawall at Site 10. Repairs will remove the existing seawall and esplanade and install a new seawall to provide a service life of 30 years.	$ 270,000	$ 270,000	TIP (2021-2026)		Non-Motorized	Yes	No	0		Marine

190	Site 12 Seawall	This project will address subsidence behind the seawall at Site 12. Repairs will remove the existing seawall and install a new seawall to provide a service life of 30 years.	$ 470,000	$ 470,000	TIP (2021-2026)		Non-Motorized	Yes	No	0		Marine
191	South 86th: Thompson to Yakima & South Thompson: 86th to 84th	This 3-block connection project between Fern Hill and Baker Middle School would consist of roadway reconstruction and sidewalks.	$ 5,000,000		TIP (2021-2026)		Motorized	Yes	No	1		Sidewalks
192	South Sheridan Avenue: 56th to 84th - Complete Street	This project would complete South Sheridan Avenue street as a "Complete Street," adding curb, gutters, missing link sidewalks, and streetlighting.	$ 19,900,000	$ 400,000	TIP (2021-2026)		Non-Motorized	Yes	No	1		Sidewalks
193	South Sound Freight Priority Modeling & Capital Planning	This project will develop a South Sound freight travel demand model.	$ 930,000		TIP (2021-2026)		Motorized	Yes	No	0		Travel model
194	Tacoma Mall/I-5 Direct Access	This project will construct a new overpass from southbound I-5 at S. 38th St to Tacoma Mall Blvd. It will include roadway modifications, new signals, streetlighting, landscaping, and utility work.	$ 22,290,000		TIP (2021-2026)		Motorized	Yes	No	2		New road, signals
195	2021-2022 Citywide Striping & Markings	This project would restripe the City's arterial roadways, bicycle facilities, crosswalks, other lane markings, and reflectors.	$ 1,000,000	$ 500,000	TIP (2021-2026)		Motorized	Yes	No	0		Maintenance
196	6th Avenue Pedestrian Crossing Safety Improvements	Upgrade existing traffic signal heads and signal phasing, install APS, improve signal timing, install ADA crossing improvements, median islands and pedestrian actuated rectangular rapid flashing beacons.	$ 3,564,600	$ 19,211	TIP (2021-2026)		Motorized	Yes	No	2		Signal timing
197	ADA Curb Ramp Program	This program seeks to provide curb ramps to improve access to sidewalks and other facilities.	$ 500,000		TIP (2021-2026)		Non-Motorized	Yes	No	0		Curb ramps
198	Arterial Traffic Calming	This project will enhance four corridors selected for traffic calming: N. 30th, N. 21st, S. 12th, and S. 74th Street.	$ 600,000		TIP (2021-2026)		Non-Motorized	Yes	No	0		Traffic calming
199	I-5/S. 56th Street Interchange - ADA Compliance	Washington State Department of Transportation (WSDOT) has requested the City of Tacoma to design and manage the construction of a WSDOT project to construct new ADA compliant crossing ramps along the sidewalks and on/off ramps at the I-5 interchange.	$ 631,322	$ 77,422	TIP (2021-2026)		Motorized	Yes	No	0		ADA ramps
200	First Creek Middle School Safe Routes to School	This project will improve safety for students by installing a HAWK signal on Portland Avenue. Infrastructure improvements will be enhanced by providing education through incentives and encouragement, as well as increased enforcement.	$ 398,885	$ 398,885	TIP (2021-2026)		Non-Motorized	Yes	No	0		Crossing, **Project Completed?**
201	Lister Elementary School Safe Routes to School	This project will improve safety by relocating and improving a school crossing, installing school zone beacons, and improving bus/parent access.	$ 550,115	$ 550,115	TIP (2021-2026)		Non-Motorized	Yes	No	0		Safety
202	Mary Lyon Elementary Safe Routes to School	School safety improvements including installation of ADA compliant curb ramps at S46th St & Pacific Ave, at S46th St & S Bell St, and at S45th & S A St.	$ 348,440	$ 75,444	TIP (2021-2026)		Non-Motorized	Yes	No	0		Safety, ADA ramps
203	Neighborhood Programs (PW)	This project designs and constructs neighborhood traffic calming devices, such as speed humps, traffic circles, and bulbouts to address citizen and community requests.	$ 950,989	$ 164,975	TIP (2021-2026)		Non-Motorized	Yes	No	0		Traffic calming
204	Pedestrian and Bicycle Counts and Facility Inventories	This project will conduct pedestrian and bicycle counts and inventory infrastructure/facilities to determine future safety needs.	$ 234,000	$ 234,000	TIP (2021-2026)		Non-Motorized	Yes	No	0		Counts
205	Pedestrian Accessibility Improvements	This project will replace curb ramps between McKinley and Pacific along S. 38th Street and various ADA curb ramps in the City of Tacoma ROW to current ADA standards as well as replacing substandard driveways. This project will also install bus pads.	$ 1,499,000	$ 820,948	TIP (2021-2026)		Non-Motorized	Yes	No	0		ADA ramps
206	Railroad Crossing Improvements	Review existing rail crossings, gather public comment, recommend updates, and construct recommendations where applicable at 6th & Titlow, S. 19th & Narrows Marina, McCarver & Ruston Way, E. C and E. D Sts in the Dome District, and other crossings.	$ 4,111,750	$ 481,313	TIP (2021-2026)		Motorized	Yes	No	0		Railraod crossing improvements
207	Safe Routes to School Improvements	This project will implement strategies outlined in the Safe Routes to School Implementation Plan and construct improvements at schools throughout the City.	$ 1,700,000	$ 536,524	TIP (2021-2026)		Non-Motorized	Yes	No	0		SRTS
208	Safe Routes to School Infrastructure Assessment	This project includes identifying, assessing, and developing a cost estimate for needed infrastructure improvements at 10 schools per year, which provides for opportunities to partner.	$ 120,000		TIP (2021-2026)		Non-Motorized	Yes	No	0		Study
209	School Beacons	This project will continue installing school zone flashing beacons on arterials as identified on the school priority list developed by the City and School District.	$ 2,410,000	$ 2,410,000	TIP (2021-2026)		Non-Motorized	Yes	No	0		Safety
210	South 19th and Clay Huntington	Install full traffic signal, Accessible Pedestrian Signals (APS), curb ramps meeting ADA, ADA compliant sidewalk, signage/pavement markings and pedestrian countdown signal at intersection.	$ 721,403	$ 88,239	TIP (2021-2026)		Motorized	Yes	No	2		Traffic signal
211	South 19th Street: Union to Mullen	Project consists of grinding the outer lane on each side of the street, overlaying the roadway with HMA and constructing ADA compliant ramps. Traffic signals will also be upgraded.	$ 3,367,865	$ 10,000	TIP (2021-2026)		Motorized	Yes	No	0		**Project completed**
212	South Yakima Avenue Traffic Signal Operations and Visibility Improvements	Upgrade existing traffic signal heads and phasing, install APS, and improve signal timing, communication and coordination. Includes ADA improvements as required.	$ 1,122,700	$ 1,003,771	TIP (2021-2026)		Motorized	Yes	No	2		Signal timing and coordination
213	SR 7 (Pac Ave) Signal Corridor Improvements	Improve the visibility of traffic signal heads and improve the phasing, timing, and coordination between signals. Upgrade signal infrastucture to accessible countdown pedestrian signals and push buttons, improve crosswalks, and upgrade signs.	$ 1,255,166	$ 1,255,166	TIP (2021-2026)		Motorized	Yes	No	0		**Project completed**
214	Systemic Safety Improvements	Improve pedestrian visibility at S 19th & Fawcett, McKinley & E 37th, McKinley & E 36th, S 19th & Yakima, and S 19th & Tacoma Ave. with lighting, bulb outs, high visibility markings, protected signal phasing and a HAWK signal at S 19th & Fawcett.	$ 829,772	$ 632,826	TIP (2021-2026)		Non-Motorized	Yes	No	0		Safety
215	Traffic Enhancements	This project designs and constructs guardrails, fences, medians, islands, and other vehicle/bicycle/pedestrian barriers for safety and mobility.	$ 581,084	$ 210,828	TIP (2021-2026)		Non-Motorized	Yes	No	0		Safety
216	Vision Zero Implementation	This project would implement the actions and targets outlined in the Vision Zero Action Plan to eliminate traffic fatalities and serious injuries.	$ 1,000,000		TIP (2021-2026)		Motorized	Yes	No	0		Safety
217	Citywide Street Rehabilitation	This project rehabilitates streets citywide based on a pavement rating system.	$ 12,222,000		TIP (2021-2026)		Motorized	Yes	No	0		Maintenance
218	Lincoln Avenue Bridge & Overlay	As of 2016, the project will provide aNon-Motorizedfacility from the east end of the bridge to the Gog-Li-Hi-Te Wetland.	$ 4,843,722	$ 4,843,722	TIP (2021-2026)		Non-Motorized	Yes	No	2		Bike lanes
219	Streets Initiative Gravel Streets	Upgrading various existing gravel roads across the city to paved roads with associated stormwater upgrades, signage, and other requirements.	$ 1,002,394	$ 443,977	TIP (2021-2026)		Motorized	Yes	No	0		Paving, non-arterial?
220	Walters Road	Project will include widening and replacing the existing roadway section to include two 11' vehicle lanes, new curb and gutter, 7' sidewalks, and 5' bike lanes on both sides of the road. Other elements include LED lights and a new stormwater system.	$ 3,967,500		TIP (2021-2026)		Motorized	Yes	No	2		Widening, bike lanes, sidewalks
221	Adding New Streetlights (2019/2020)	This project will add 200 new streetlights to existing Tacoma Public Utility Poles during the 2019-2020 Biennium.	$ 2,500,000		TIP (2021-2026)		Non-Motorized	Yes	No	0		Street lights, **Project completed/consolidated**
222	Adding New Streetlights (2021/2022)	This project will add 200 new streetlights to existing Tacoma Public Utility Poles during the 2019-2020 Biennium.	$ 200,000		TIP (2021-2026)		Non-Motorized	Yes	No	0		Street lights
223	East Portland Avenue Safety Improvements	This project will construct needed safety improvements along the Portland Ave corridor. The project will include a variety of safety improvements including signal system upgrades (12" signals with retroreflective backplates).	$ 2,909,594	$ 863,764	TIP (2021-2026)		Motorized	Yes	No	0		Safety
224	South Tacoma Way Corridor Safety Improvements	This project will construct needed safety improvements along the South Tacoma Way/E. 26th Street corridor. The project will include a variety of safety improvements including signal system upgrades (12" signals with retroreflective backplates)	$ 1,169,517	$ 1,119,517	TIP (2021-2026)		Motorized	Yes	No	0		Safety
225	Streetlight Infrastructure Deferred Maintenance	This project will restore service to 70 streetlights that are out due to failed assets and unrecoverable 3rd party damages. Work includes replacement of damaged circuits, ornamental streetlight poles, and other infrastructure requiring significant material.	$ 850,000	$ 400,000	TIP (2021-2026)		Non-Motorized	Yes	No	0		Maintenance

226	Tideflats Area Short-Term ITS Improvements	This project implements the Intelligent Transportation Systems (ITS) projects identified in the Tideflats and Port of Tacoma ITS Strategic Plan.	$ 3,100,000		TIP (2021-2026)		Motorized	Yes	No	2		ITS
227	Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project	This project will develop, update, and calibrate a citywide travel demand model used for traffic analysis, Growth Management Act concurrency and arterial grant funding. This project will include data collection and asset management.	$ 506,529	$ 495,000	TIP (2021-2026)		Motorized	Yes	No	0		Travel model
228	Traffic Signal Infrastructure Improvements	This project includes repair and replacement of failed and outdated traffic signal infrastructure along the top three Pierce Transit corridors. This restores signal functionality along the 6th Avenue and Pacific Avenue corridors (Route 1).	$ 1,490,000	$ 201,545	TIP (2021-2026)		Motorized	Yes	No	1		Will new equipment improve capacity?
229	6th Avenue Complete Streets	This project will provide complete streets enhancement on 6th Ave, including protected bikeway and pedestrian improvements linking to existing bike lanes on 6th Ave at Ainsworth and the Stevens/Tyler bike lanes, and in coordination with existing projects.	*$ 5,000,000*		TIP Add/Remove List		Non-Motorized	Yes	No	2		Bikeway
230	Browning St - Grandview to Pioneer	This project is a partnership with the Puyallup Tribe of Indians to reconstruct Browning St from Grandview Ave E to Pioneer Way. The improvements will include sidewalks, stormwater, adding turn lanes, and signalization.	*$ 5,000,000*		TIP Add/Remove List		Motorized	Yes	No	0	Overlap with project 47	Sidewalks, turn lanes, signals, Local Street, Overlap
231	LID-8669 Street Paving	This project will provide street paving improvements as part of a Local Improvement District.	*$ 686,000*		TIP Add/Remove List		Motorized	Yes	No	0		pavement
232	LID-8670 Street Paving	This project will provide street paving improvements as part of a Local Improvement District.	*$ 493,000*		TIP Add/Remove List		Motorized	Yes	No	0		pavement
233	Links to Opportunity Phase 2	This is phase 2 of the multimodal plan & streetscape of Links to Opportunity that constructs bike crossings and parallel facilities to Hilltop Link, including striping, traffic calming, signage, & signals. This project also includes a festival area.	*$ 1,000,000*		TIP Add/Remove List		Motorized	Yes	No	0		streetscape
234	Manitou Elementary Safe Routes to Schools	This project improves walking & rolling by constructing crosswalk improvements, standard/buffered/protected bike lanes, transit islands, illumination, bike storage, wayfinding, and providing education/encouragement.	*$ 1,000,000*		TIP Add/Remove List		Non-Motorized	Yes	No	2		Bike lanes
235	S 21st St & C St Signal	This project will install a new traffic signal, APS push buttons, curb ramps, striping and signal interconnect.	*$ 1,000,000*		TIP Add/Remove List		Motorized	Yes	No	2		New traffic signal
236	S Cedar St Active Transportation Enhancements: S 15th St to S Center St	This project improves walking & biking by constructing crosswalk improvements, buffered bike lanes, ADA improvements, sidewalk, channelization, bike detection, signal improvements, and engineering evaluation.	*$ 2,000,000*		TIP Add/Remove List		Non-Motorized	Yes	No	2	Bike lanes overlap with project 29	Bike lanes, sidewalks, channelization, signals
237	South Tacoma Sounder Station Access	This project improves access to the South Tacoma Sounder Station, including ADA access, pedestrian enhancements, new/improved bikeways, & connectivity to transit.	*$ 2,000,000*		TIP Add/Remove List		Non-Motorized	Yes	No	2		Bikeways
238	Stadium Way to NB SR 705	This project will preserve the existing bridge deck by correcting reinforcing steel delaminations present in the deck.	*$ 2,000,000*		TIP Add/Remove List		Motorized	Yes	No	0		Maintenance
239	Stadium Way to SB SR 705	This project will preserve the existing bridge deck by correcting reinforcing steel delaminations present in the deck.	*$ 2,000,000*		TIP Add/Remove List		Motorized	Yes	No	0		Maintenance
240	Tacoma Dome Link Extension Station Access	This project improves access to the Tacoma Dome and East Tacoma Link Station, including ADA access, pedestrian enhancements, new/improved bikeways, & connectivity to transit.	*$ 2,000,000*		TIP Add/Remove List		Non-Motorized	Yes	No	2		Bikeways
241	McKinley Ave E from E 36th St to E 40th St	On McKinley Avenue at 37th Street, add ADA curb ramps, bulb outs, and additional street lighting at crossing, which would require shifting the bus stop to the south.	$ 75,000		LRSP		Non-Motorized	No	No	0		lighting,ADA ramps
242	McKinley Ave E from E 36th St to E 40th St	Install an RRFB across McKinley Avenue at 36th Street, assuming guidance is met. Add ADA curb ramps, bulb outs and additional street lighting at crossing.	$ 95,000		LRSP		Non-Motorized	No	No	0		crossing
243	McKinley Ave E from E 36th St to E 40th St	Add bike lanes on McKinley Avenue. Parking removal or widening would be needed.	$ 14,000		LRSP		Non-Motorized	No	No	0	Overlap project 91	Bike lanes, Overlap
244	S 19th St from L St to Jefferson Ave	At 19th Street/Fawcett Avenue, add enhancements to pedestrian crossings across 19th Street, such as RRFBs or PHBs.	$ 237,000		LRSP		Non-Motorized	No	No	0		Crossings
245	S 19th St from L St to Jefferson Ave	At the 19th Street/Tacoma Avenue and 19th Street/Yakima Avenue intersections, add protected left-turn phasing (which would include signal cabinet/controller replacement), and high visibility crosswalks across all legs.	$ 482,000		LRSP		Motorized	No	No	2		Left turn phasing
246	S 19th St from L St to Jefferson Ave	At the 19th Street/J Street and 19th Street/M.L.K. Jr Way intersections, add protected left-turn phasing (which would include signal cabinet/controller replacement).	$ 406,000		LRSP		Motorized	No	No	2		Left turn phasing
247	S 19th St from L St to Jefferson Ave	At the 19th Street/G Street and the 19th Street/I Street intersections, add enhanced pedestrian crossings across 19th Street including RRFBs or PHBs. At I Street, the crosswalk would need to be on the east leg due to vertical curvature.	$ 474,000		LRSP		Non-Motorized	No	No	0		Crossings
248	S 19th St from L St to Jefferson Ave	At the 19th Street/Market Street intersection, add protected left-turn phasing (which would include signal cabinet/controller replacement) and high visibility crosswalks across all legs, ADA compliant curb ramps, and ADA compliant pushbuttons.	$ 335,000		LRSP		Motorized	No	No	2		Left turn phasing
249	S 19th St from L St to Jefferson Ave	At the 19th Street/Jefferson Avenue intersection, add high visibility crosswalk striping across all legs, ADA compliant curb ramps, and potentially a median refuge island on 19th Street.	$ 70,000		LRSP		Non-Motorized	No	No	0		Crossings
250	S 19th St from L St to Jefferson Ave	Install speed indicator signs in downhill portions of roadway (2 eastbound, 1 westbound).	$ 41,000		LRSP		Motorized	No	No	0		Safety
251	N Pearl St from N 11th St to N 9th St (under SR 16)	Add the following trail crossing improvements: Widen both curb openings on each side of Scott Pierson Trail to 8 feet or more. (This may require one relocation and one additional drainage inlet.) Move the stop bar back from the crosswalk by a minimum of 8 feet to increase visibility. Consider relocating the chain link fence on the west side of the trail crossing back to increase sight lines. Add push button for bikes on the west side of Pearl Street on the south side of trail.	$ 62,000		LRSP		Non-Motorized	No	No	0		trail crossing improvements
252	N Pearl St from N 11th St to N 9th St (under SR 16)	Increase lighting of the trail crossing location.	$ 41,000		LRSP		Non-Motorized	No	No	0		lighting
253	N Pearl St from N 11th St to N 9th St (under SR 16)	Add a raised median on N Pearl Street between Bantz Boulevard and N 11th Street where left turns are not possible, maintaining access to Westside Estates driveway.	$ 135,000		LRSP		Motorized	No	No	0		median
254	N Pearl St from N 11th St to N 9th St (under SR 16)	Reconstruct driveway at entrance to Westside Estates to improve pedestrian crossing across the driveway.	$ 5,000		LRSP		Non-Motorized	No	No	0		driveway/crossing
255	N Pearl St from N 11th St to N 9th St (under SR 16)	Tighten the turn radius of the northeast corner of the Bantz Blvd & N Pearl Street intersection and remove the taper to slow down right turning vehicles and shorten pedestrian crossing distance.	$ 85,000		LRSP		Non-Motorized	No	No	0		safety
256	N Pearl St from N 11th St to N 9th St (under SR 16)	Add ADA compliant curb ramps at N Pearl Street and N 11th Street. Consider adding crosswalk on south leg.	$ 71,000		LRSP		Non-Motorized	No	No	0		ADA ramps
257	S Pine St from S Tacoma Way to S 47th St	At the Pine Street/Tacoma Way, Pine Street/35th Street, Pine Street/36th Street, and Pine Street/38th Street intersections, add high visibility crosswalks, ADA compliant curb ramps, and APS where applicable.	$ 297,000		LRSP		Non-Motorized	No	No	0		Crossings, ADA ramps
258	S Pine St from S Tacoma Way to S 47th St	Install pedestrian hybrid beacon at 40th Street, 42nd Street, or 43rd Street across S Pine Street. If at 40th Street, it would need to be located on the south leg of the intersection.	$ 237,000		LRSP		Non-Motorized	No	No	0		Crossing
259	S Pine St from S Tacoma Way to S 47th St	Add pedestrian crossing across the north leg of the Pine Street/45th Street intersection to better serve bus stops, restripe the existing crosswalks on the east and south legs, and add pedestrian push buttons.	$ 60,000		LRSP		Non-Motorized	No	No	0		Crossing
260	S Pine St from S Tacoma Way to S 47th St	Fill sidewalk gaps on S Pine Street from S Tacoma Way to just south of S 36th Street.	$ 374,000		LRSP		Non-Motorized	No	No	1		Sidewalk gaps
261	S Cedar St from S 19th St to Center St	Install sidewalks on the west and east side of Cedar Street from Center Street to just north of the SR 16 overcrossing.	$ 272,000		LRSP		Non-Motorized	No	No	0		Sidewalks

262	S Cedar St from S 19th St to Center St	Replace narrow sidewalk on west side of Cedar Street from just north of the SR 16 overcrossing to the Allenmore Ridge Driveway.	$ 380,000		LRSP		Non-Motorized	No	No	0		Replacement
263	S Cedar St from S 19th St to Center St	Implement road diet from 19th Street to Center Street going from two lanes in each direction with a center turn lane to a single lane in each direction, maintaining the turn lane. Add video vehicle detection for new lane configuration at S 19th Street, S 23rd Street, and Center Street intersections. Add buffered protected bike lanes (striped buffer with vertical separator) for entire corridor.	$ 159,000		LRSP		Motorized	No	No	0	Overlaps with project 29, 236	Bike lanes, signal detection, overlaps
264	S Cedar St from S 19th St to Center St	Upgrade the traffic signal at 23rd Street & Cedar Street in the form of 12-inch signal heads with back plates with retro-reflective borders, APS pushbuttons, and countdown pedestrian heads. At this intersection, also add high visibility crosswalk striping, and upgrade curb ramps to be ADA compliant.	$ 231,000		LRSP		Motorized	No	No	0		non-capacity improving signal upgrades
265	Pioneer Way from Bay St to city limits	Multimodal accommodations and connection improvements – add shared use path on west side of Pioneer Way along the entire corridor. This may require some retaining walls and significant drainage (ditch and culvert) construction. Add pedestrian scale lighting to the sidewalk. Select a fixture that minimizes light intrusion. At Pioneer Way & SR 167, compress the signal footprint and enhance pedestrian crossing(s).	$ 7,830,000		LRSP		Non-Motorized	No	No	2		Shared use path
266	72nd St E from Golden Given Rd E to city limits	Provide the following pedestrian improvements: Fill sidewalk gaps from Portland Avenue to city limits. On 72nd Street at the intersections with 12th Avenue E, 20th Avenue E, and E Grandview Avenue, add appropriate uncontrolled pedestrian crossing treatments, which will include ADA compliant curb ramps to serve the transit stops and may also include context-appropriate signing, striping, and beacons.	$ 2,132,000		LRSP		Non-Motorized	No	No	1		Sidewalk gaps
267	72nd St E from Golden Given Rd E to city limits	Implement a 4 to 3 lane road diet east of Portland Ave.	$ 45,000		LRSP		Motorized	No	No	0		Road diet
268	72nd St E from Golden Given Rd E to city limits	At the intersection of 72nd Street/Portland Avenue, add ADA ramps on the east side corners and crosswalks to all legs.	$ 31,000		LRSP		Non-Motorized	No	No	0		Crossings, ADA ramps
269	S Warner St from S 38th St to S 47th St	Provide intersection improvements at Warner Street & 38th Street, such as signal modifications, pedestrian crossing improvements, and ADA accommodation.	$ 405,000		LRSP		Motorized	No	No	1		Signal modifications to improve capacity?
270	S Warner St from S 38th St to S 47th St	Install buffered bike lanes from S 38th Street to S 47th Street. This will require removing parking from S 38th Street to S 40th Street, and removing the center turn lane south of S 40th Street. Add video vehicle detection for new lane configuration at 47th Street intersection.	$ 72,000		LRSP		Motorized	No	No	2		Bike lanes
271	S Warner St from S 38th St to S 47th St	Install buffered bike lanes from 40th Street to 47th Street.	$ 36,000		LRSP		Non-Motorized	No	No	0	Overlap project 270	Bike lanes
272	S Warner St from S 38th St to S 47th St	At the Warner Street/40th Street and Warner Street/45th Street intersections, add corner bulb outs and high visibility crosswalks at 40th Street, 43rd Street, and 45th Street.	$ 176,000		LRSP		Non-Motorized	No	No	0		Crossing
273	S Warner St from S 38th St to S 47th St	Close sidewalk gaps on both sides of Warner Street between 43rd Street and 47th Street.	$ 465,000		LRSP		Non-Motorized	No	No	1		Sidewalk gaps
274	S Warner St from S 38th St to S 47th St	At the Warner Street/47th Street intersection, add high visibility crosswalks on all legs, install ADA compliant curb ramps, and add vehicle video detection for new ramp positions.	$ 85,000		LRSP		Motorized	No	No	0		Crossings, ADA ramps
275	Mildred St from N 9th St (Scott Pierson Trail) to S 12th St	Road diet from 6th Avenue to S 12th Street, reducing vehicle lanes from two in each direction to one in each direction plus a center turn-lane/median. Add video vehicle detection for new lane configuration at the intersection of 6th Avenue & Mildred Street. Add buffered bike lanes from N 9th Street to S 12th Street.	$ 75,000		LRSP		Motorized	No	No	2		Bike lanes
276	Mildred St from N 9th St (Scott Pierson Trail) to S 12th St	Install sidewalk on the west side of N Mildred Street from 6th Avenue to N 9th Street.	$ 257,000		LRSP		Non-Motorized	No	No	1		Sidewalks
277	Mildred St from N 9th St (Scott Pierson Trail) to S 12th St	Improve the N 9th Street/N Mildred Street intersection by removing the northbound free right-turn, adding curb extensions, adding ADA compliant curb ramps, and highlighting/enhancing the connection across N 9th Street to the Scott Pierson Trail.	$ 23,000		LRSP		Non-Motorized	No	No	0		Crossings, ADA ramps
278	Mildred St from N 9th St (Scott Pierson Trail) to S 12th St	Improve the 6th Avenue/Mildred Street intersection by upgrading pedestrian push buttons, adding ADA compliant curb ramps, and striping crosswalks.	$ 227,000		LRSP		Non-Motorized	No	No	0		Crossings, ADA ramps
279	Mildred St from N 9th St (Scott Pierson Trail) to S 12th St	At the S 8th Street/S Mildred Street intersection or the S 10th Street/Mildred Street intersection, add an enhanced pedestrian crossing (RRFB, flashing LED sign, PHB, etc.), potentially add a median refuge island, and install ADA compliant curb ramps.	$ 238,000		LRSP		Non-Motorized	No	No	0		Crossings, ADA ramps
280	S 72nd St at I-5	Add auxiliary lane for westbound traffic starting at S Hosmer St turning right northbound onto I-5.	$ 680,000		LRSP		Motorized	No	No	2		New lane
281	Citywide (Bike Counters)	Add permanent bike counters at specific locations within the City (6 in-road locations and 6 trail locations). This project could be scaled back if necessary.	$ 109,000		LRSP		Non-Motorized	No	No	0		Counts
282	Citywide (Pedestrian & Bicycle Counts)	Conduct AM peak, mid-day, and PM peak pedestrian and bicycle counts at 20 key locations. This project could be scaled back if necessary.	$ 11,000		LRSP		Non-Motorized	No	No	0		Counts
283	Citywide (Median Inventory)	Conduct a median and traffic island inventory.	$ 26,000		LRSP		Motorized	No	No	0		Inventory
284	Citywide (Fixed Object Inventory)	Conduct a clear zone and fixed object inventory. Data collection on fixed objects within the clear zone, such as utility poles, trees, irrigation structures, etc. This project could be scaled back if necessary.	$ 161,000		LRSP		Motorized	No	No	0		Inventory
285	Citywide (Sidewalk/Crosswalk Inventory)	Conduct a sidewalk and crosswalk inventory to identify where there are gaps in the network. This project could be scaled back if necessary.	$ 36,000		LRSP		Non-Motorized	No	No	0		Inventory
286	Citywide (Pavement Markers)	Add raised pavement markers to the 190 known locations of traffic islands and medians.	$ 12,000		LRSP		Motorized	No	No	0		Safety
287	Loop Road Demonstration Project	Initial implementation of a section of the Loop Road—would include a study to identify the best location	$ 1,500,000		Tacoma Mall Subarea Plan		Motorized	No	No	1		Project description unclear
288	I-5 Direct Access Ramp—Phase 1	Preliminary engineering study for new direct access/potential high occupancy vehicle freeway off-ramp	$ 900,000		Tacoma Mall Subarea Plan		Motorized	No	No	0		Study
289	Madison District—Residential Streets—Phase 1	Initial implementation of residential streets within the district, potentially including green stormwater infrastructure	$ 8,300,000		Tacoma Mall Subarea Plan		Motorized	No	No	1		Project description unclear
290	S. 38th Street / S. Steele Street Intersection	Revise intersection channelization to improve vehicle operations; may require new turn lane	$ 1,500,000		Tacoma Mall Subarea Plan		Motorized	No	No	0	Overlap project 162	New turn lane
291	S. Sprague Avenue Bike Connection	Add bicycle connection from I-5 Bike/Ped Bridge along Sprague Ave to Steele Street, S. 35th St and S. Tacoma Way	$ 2,100,000		Tacoma Mall Subarea Plan		Non-Motorized	No	No	0	Overlap project 145	Bike connection
292	Tacoma Mall Transit Center—Phase 1	Location study and preliminary design for new transit center (in conjunction with ST3 high-capacity transit study)	$ 900,000		Tacoma Mall Subarea Plan		Non-Motorized	No	No	0		Study
293	Area-wide Sidewalk Gaps	As development occurs, connect sidewalk system, addressing gaps and substandard conditions	$ 14,230,000		Tacoma Mall Subarea Plan		Non-Motorized	No	No	1		Sidewalk Gaps
294	I-5 Direct Access Ramp	New direct access/potential highoccupancy vehicle freeway off-ramp that would likely feed into Tacoma Mall Blvd near the 38th Street interchange.	$ 27,650,000		Tacoma Mall Subarea Plan		Motorized	No	No	0	Overlaps with project 194	New roadway, Overlap
295	Tacoma Mall Transit Center	New transit center with six bus bays, shelter, layover space, and passenger amenities	$ 28,000,000		Tacoma Mall Subarea Plan		Non-Motorized	No	No	0		Replacement of existing transit center
296	I-5 Transit Connector	Enhancements for transit speed and reliability between I-5 and new transit center location	$ 2,450,000		Tacoma Mall Subarea Plan		Non-Motorized	No	No	2		Speed and reliability enhancements
297	Transit-Supportive Actions	Speed and reliability enhancements to support planned high-capacity transit routes	*$ 2,000,000*		Tacoma Mall Subarea Plan		Non-Motorized	No	No	2		Speed and reliability enhancements
298	S. 38th Street Complete Streets/ Gateway Project	Complete Streets redesign and incorporate gateway features on S. 38th Street between S. Tacoma Way and I-5	$ 10,660,000		Tacoma Mall Subarea Plan		Motorized	No	No	1		Complete street?

299	Loop Road - Phase 2	Complete Loop Road--multimodal internal connector emphasizing bike, pedestrian and green stormwater features	$ 12,700,000		Tacoma Mall Subarea Plan		Motorized	No	No	0	Overlaps with project 147	Bike connection, overlap
300	Madison District—Residential Streets—Phase 2	Construction of remaining residential streets, potentially including green stormwater infrastructure	$ 8,000,000		Tacoma Mall Subarea Plan		Motorized	No	No	0		Non-arterial
301	Lincoln Heights—Residential Streets	Potentially including construction of residential streets, green stormwater infrastructure	*$ 8,000,000*		Tacoma Mall Subarea Plan		Motorized	No	No	0		Non-arterial
302	Pine St & 42nd St Signal	Add a signal at the intersection of Pine St and 42nd St.	$ 300,000		Tacoma Mall Subarea Plan		Motorized	No	No	2		Signal
303	Pine Street—Complete Streets/ Gateway Project	Complete Streets redesign including bicycle and transit service	$ 2,640,000		Tacoma Mall Subarea Plan		Non-Motorized	No	No	0	Overlaps with project 29	Bike lanes, overlap
304	S. 47th/48th Street Complete Streets/Bike Connection	Complete Streets redesign incorporating bike connection from I-5 bridge to Water Flume Trail	$ 5,040,000		Tacoma Mall Subarea Plan		Motorized	No	No	0	Overlaps with project 31	Bike connection, overlap
305	S. 48th Street Overpass	Widen existing overpass of I-5 or build a new adjacent bridge for improved bicycle/ pedestrian connection to the subarea	$ 1,810,000		Tacoma Mall Subarea Plan		Non-Motorized	No	No	0	Overlap project 36	Bike connection, overlap
306	S. 35th Street Bike Corridor	Add bicycle facility and extend corridor to South Tacoma Way	$ 2,720,000		Tacoma Mall Subarea Plan		Motorized	No	No	2		Bike lanes
307	S. Fife St to S. 48th St Bike Connection	Add bicycle connection between the Lincoln Heights and Mall Districts to S. 48th St	$ 570,000		Tacoma Mall Subarea Plan		Non-Motorized	No	No	0		Bike connection, Local Road
308	S. 40th St Bike Connection	Add bicycle connection from S. Tacoma Way to S. Fife St	$ 1,250,000		Tacoma Mall Subarea Plan		Non-Motorized	No	No	0		Bike connection, Local Road
309	Warner St Bike Connection	Add bicycle connection from S. 38th St to S. 47th St	*$ 500,000*		Tacoma Mall Subarea Plan		Non-Motorized	No	No	0	Overlap project 270	Bike connection, overlap
310	Area-wide Active Transportation Pathways	Add pedestrian pathways and missing link bike connections called for in the Subarea Plan	*$ 5,000,000*		Tacoma Mall Subarea Plan		Non-Motorized	No	No	2		Bike connection
311	Area-wide street grid connections	As development occurs, add new street connections to enhance overall mobility for all modes	$ 39,110,000		Tacoma Mall Subarea Plan		Motorized	No	No	0		Likely non-arterial
312	MLK District Complete Streets Improvement Project	The project would implement the Complete Streets concept focused on the Hilltop business district, to transform several arterial streets into a multimodal network that improves efficiency for all modes of transportation. The proposed network of streets covers the area between MLK Jr. Way to J St, and from Division St. to S. 25th St, and includes 25th, 19th, 15th, 12th, 11th, 9th, and Division Streets and 6th Ave.	$ 28,000,000		Hilltop Subarea Plan		Non-Motorized	No	No	1		Complete street?
313	Hillclimb Connections to the UWT Campus and the Brewery District: South 19th Street	The 2008 UWT Campus Master Plan proposes extending the existing campus hillclimb on South 19th Street from Pacific Avenue to Fawcett Avenue in a diagonal alignment from the Prairie Line Trail north to the intersection of South 17th Street and Tacoma Avenue. If this hillclimb could be extended further west it would provide a valuable amenity for the Hilltop Subarea.	*$ 1,000,000*		Hilltop Subarea Plan		Non-Motorized	No	No	0		Hillclimb
314	Hillclimb Connections to the UWT Campus and the Brewery District: 23rd Avenue	For a greenway connector between Hilltop and the Brewery District, one possible alignment would be along 23rd Avenue, which is a narrow, slightly-angled street running up the hillside from the Brewery District and reaching Hilltop just north of McCarver Park. This alignment is proposed in the 2013 South Downtown Subarea Plan.	*$ 1,000,000*				Non-Motorized			0		Hillclimb
315	Pedestrian Crossing Improvements Program (Hilltop Subarea Plan)	Initiate a program to identify a prioritized list of pedestrian crossing improvements in the Hilltop area, with a plan for implementing improvements.	*$ 100,000*		Hilltop Subarea Plan		Non-Motorized	No	No	0		Study
316	Pedestrian Connection Program (Hilltop Subarea Plan)	Initiate a program to identify a prioritized list of pedestrian connections in the Hilltop area, with a plan for implementing improvements.	*$ 100,000*		Hilltop Subarea Plan		Non-Motorized	No	No	0		Study
317	South 6th Ave Bike Lane	Bike Lane on South 6th Ave across the north end of the Subarea and continuing east and west beyond the Subarea.	*$ 500,000*		Hilltop Subarea Plan		Non-Motorized	No	No	0		Bike lane, Project Completed
318	South 11th Street Bike Lane	Bike Lane on South 11th Street across the Subarea and continuing east and west beyond the Subarea	*$ 500,000*		Hilltop Subarea Plan		Non-Motorized	No	No	2		Bike lane
319	Sheridan Ave Bike Lane	Bicycle Boulevard on Sheridan Ave, just outside the western border of the Subarea	*$ 300,000*		Hilltop Subarea Plan		Non-Motorized	No	No	0		Bike boulevard
320	South J Street Bicycle Boulevard	Bicycle Boulevard on South J Street between Division and S 27th Streets.	*$ 300,000*		Hilltop Subarea Plan		Non-Motorized	No	No	0		Bike boulevard
321	South 19th Street Bike Lane	Bike Lane on South 19th Street from Yakima Ave to beyond the western border of the Subarea	*$ 500,000*		Hilltop Subarea Plan		Non-Motorized	No	No	2		Bike lane
322	Yakima Ave Bike Lane	Bike Lane on Yakima Ave and South I Street, continuing north on North I Street, and to the south beyond the borders of the Subarea	*$ 500,000*		Hilltop Subarea Plan		Non-Motorized	No	No	0	Overlap project 32	Bike lane, overlap
323	Center Street Bike Lane	Bike Lane on Center Street just beyond the southern border of the Subarea	*$ 500,000*		Hilltop Subarea Plan		Non-Motorized	No	No	0	Overlap project 23	Bike lane, overlap
324	S G Street Bicycle Boulevard	Bicycle Boulevard on S G St just outside the northeast corner of the Subarea	*$ 300,000*		Hilltop Subarea Plan		Non-Motorized	No	No	0		Bike boulevard
325	South 25th Street Bike Lane	Bike Lane on South 25th Street between Yakima Ave and South Sheridan Ave	*$ 500,000*		Hilltop Subarea Plan		Non-Motorized	No	No	2		Bike lane
326	Top Priority Bikeway Project #2 - Tacoma Avenue	A 1.7-mile bicycle lane along Tacoma Avenue/South G Street/Delin Street from South 48th Street to South 2th STreet, a connecting sharrow on South 25th between Tacoma and Fawcett, and a 1.5-mile bicycle boulevard on Fawcett Avenue between South 25th Street and 6th Avenue.	*$ 1,000,000*		North Downtown Subarea Plan		Non-Motorized	No	No	2		Bike lane
327	Top Priority Bikeway Project #3 - 6th Avenue	A .5-mile bicycle bouelvard on 6th Avenue between South G Street and Fawcett Avenue and South G Street between Division Avenue and 6th Avenue, a cycle track connection on Division Avenue, a 3.4-mile bicycle boulevard on Yakima Avenue/North 24th Street/North 23rd Street from Division Avenue to North Highland Street, a connecting bicycle boulevard on North Highland Street, and a .8-mile bicycle lane on North 26th Street from North Stevens Street to Pearl Street	*$ 2,000,000*		North Downtown Subarea Plan		Non-Motorized	No	No	2		Cycle track, bike lane
328	6th Avenue Bike Lane from Ainsworth to Broadway	Bike lanes on 6th Avenue between Ainsworth and East Broadway	*$ 500,000*		North Downtown Subarea Plan		Non-Motorized	No	No	2		Bike lane
329	11th Street Bike Lane from Ferry to Pacific	Bike lanes on South 11th Street between Ferry Street and Pacific Avenue	*$ 500,000*		North Downtown Subarea Plan		Non-Motorized	No	No	0	Overlap project 318	Bike lane, overlap
330	Broadway Bicycle Boulevard	Bicycle boulevard on Broadwy beginning at North Tacoma Avenue and connecting to the Prairie Line Trail near South 17th Street	*$ 300,000*		North Downtown Subarea Plan		Non-Motorized	No	No	0		Bike boulevard
331	Dock Street Sharrow	Shared lane markings along Dock Street between South Schuster Parkway and East D Street	*$ 200,000*		North Downtown Subarea Plan		Non-Motorized	No	No	0		Sharrows
332	Foss Waterway Shared-Use Path Phase I	Shared-use path on the east side of the Foss Waterway from the Murray Morgan Bridge to East 3rd Street	*$ 1,000,000*		North Downtown Subarea Plan		Non-Motorized	No	No	1		Shared use path (In ROW?)
333	St Helens Avenue Bicycle Boulevard	Bicycle boulevard on Coutr D and St. Helens Avenue from South G Street to South 9th Street	*$ 300,000*		North Downtown Subarea Plan		Non-Motorized	No	No	0		Bike boulevard

334	J Street Bicycle Boulevard	Bicycle boulevard on J Street from North 3d Street to South 27th Street	$ 300,000		North Downtown Subarea Plan		Non-Motorized	No	No	0		Bike boulevard
335	Schuster Parkway Trail	Implement the Schuster Parkway Trail	$ 10,000,000		North Downtown Subarea Plan		Non-Motorized	No	No	1	Project 141	Trail (in ROW?)
336	McCarver Street Bike Lane	Bike Lanes on McCarver Street and North Tacoma Avenue from North Schuster Parkway to Tacoma Avenue South	$ 500,000		North Downtown Subarea Plan		Non-Motorized	No	No	2		Bike lane
337	North 21st Street Bike Lane	Bike lanes on North 21st Street, North I Street, and South I Street between North Alder Street and Division Avenue	$ 500,000		North Downtown Subarea Plan		Non-Motorized	No	No	2		Bike lane
338	Foss Waterway Shared-Use Path Phase II	Shared-use path on the east side of the Foss Waterway from South 11th Street to Waterway Park	$ 5,000,000		North Downtown Subarea Plan		Non-Motorized	No	No	1		Shared use path (In ROW?)
339	11th Street Bike Lane from Dock to Portland	Bike lanes on South 11th Street from Dock Street to East Portland Avenue	$ 500,000		North Downtown Subarea Plan		Non-Motorized	No	No	0	Overlap project 94	Bike lane, overlap
340	South Fawcett Avenue Bicycle Boulevard	Bicycle Boulevard on South Fawcett Avenue between South 15th and South 25th Streets, continuing north beyond the Subarea; construct on anticipated in 2013	$ 300,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Bike boulevard
341	Tacoma Avenue South Bike Lane	Bike Lane on Tacoma Ave South, to the south of South 25th Street, continuing south beyond the South Downtown Subarea	$ 500,000		South Downtown Subarea Plan		Non-Motorized	No	No	0	Overlap project 326	Bike lane, overlap
342	South 25th Street Bike Lane	Bicycle Lane on South 25th Street to connect the bicycle lanes on South Fawcett Avenue and Tacoma Avenue South	$ 50,000		South Downtown Subarea Plan		Non-Motorized	No	No	2		Bike lane
343	Puyallup Avenue Bike Facilities	Bicycle facilities on Puyallup Avenue/South 24th Street, between South C Street and East L Street, continuing east beyond the South Downtown Subarea	$ 500,000		South Downtown Subarea Plan		Non-Motorized	No	No	0	Overlap project 52	Bike facilities, overlap
344	Dock Street Sharrow from East D St to Waterway	Shared lane markings on Dock Street between East D Street and the north end of the Waterway	$ 200,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Sharrows
345	Prairie Line Multi-Use Trail	Multi -use trail on the Prairie Line	$ 5,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	1		Trail (in ROW?)
346	South 25th Street Multi-Use Trail	Multi -use trail from the end of the Prairie Line Trail at South 25th Street, connecting via South C Street to South Tacoma Way (continuing southwest beyond the South Downtown Subarea)	$ 5,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	1		Trail (in ROW?)
347	South Yakima Avenue Bike Lane	Bicycle Lane on South Yakima Avenue extending through the entire South Downtown Subarea	$ 500,000		South Downtown Subarea Plan		Non-Motorized	No	No	0	Overlap project 32	Bike lane, overlap
348	B Street Gulch Multi-Use Trail	Multi -use trail in the "B Street Gulch"	$ 5,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	1		Trail (in ROW?)
349	South 21st Street Cycle Track	Cycle track on South 21st Street east of Pacific Avenue, continuing along SR-509 beyond the Subarea, and connecting downtown to Marine ViewDrive	$ 10,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Cycle track , Not a local road
350	South Market Street Bike Facilities	Bicycle facilities on South Market Street between South 15th and South 21st Streets, continuing north beyond the Subarea	$ 500,000		South Downtown Subarea Plan		Non-Motorized	No	No	2		Bike facilities
351	Foss Waterway Multi-Use Trail	Multi -use trail on the east edge of the Foss Waterway from Dock Street Extension to beyond the north boundary of the Subarea (a very long term project)	$ 10,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	1		Trail (in ROW?)
352	South 17th Street Bike Facilities	Bicycle facilities on South 17th Street between Jefferson and South Yakima Avenues	$ 500,000		South Downtown Subarea Plan		Non-Motorized	No	No	2		Bike facilities, west of Tacoma Ave is local street
353	Market Street Bike Route	"Bicycle-Friendly" route extending through the entire Subarea on Market Street, Jefferson Avenue, and Center Street (note that UWT favors future bike facilities on Fawcett Street to avoid conflicts with transit on Market Street)	$ 500,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Bike route (not dedicated?)
354	South C Street Bike Facilities	Bicycle facilities on South C Street between the UWT campus and South Tacoma Way (as of February of 2013, utility work is being done and the City is determining whether bike lanes, sharrows, or a combination of the two would be the best option for the reconstructed street).	$ 500,000		South Downtown Subarea Plan		Non-Motorized	No	No	1		Bike lane or sharrows?
355	A Street Bike Route	"Bicycle-Friendly" route on A Street between East 22nd and East 26th Streets, continuing west on East 22nd Street to Pacific Avenue	$ 500,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Bike route (not dedicated?)
356	East 26th Street Bike Route	"Bicycle-Friendly" route on East 26th Street between South Tacoma Way and East 25th Street	$ 500,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Bike route (not dedicated?)
357	Pedestrian Crossing Improvements Program (South Downtown Subarea Plan)	Initiate a program to identify a prioritized list of pedestrian crossing improvements in the South Downtown Subarea, with a plan for implementing improvements.	$ 3,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Crossings
358	Market Street Transit Priority Street	Transform Market St into a transit priority street to serve a growing campus and surrounding and South Downtown	$ 2,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	1		Transit speed & reliability?
359	Pedestrian Bridge across railroad tracks at the head of the Foss Waterway	Improve pedestrian access to the Waterway and Esplanade from the Brewery and Dome Districts by constructing a Pedestrian Bridge across railroad tracks at the head of the Foss Waterway	$ 5,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Ped bridge
360	Tacoma Dome Station Access Improvements	ImproveNon-Motorizedaccess to Tacoma Dome Station by implementing the actions identified in Sound Transit's Sounder Station Access Study	$ 2,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Non-motorized access
361	Pedestrian Bridge from Freighthouse Square to East 26th Street	Improve pedestrian access between the Sounder Station and the Tacoma Dome by constructing a Pedestrian Bridge from Freighthouse Square to East 26th Street	$ 4,500,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Ped bridge
362	Hillside to Brewery District Pedestrian Corridor	Improve pedestrian connectivity between the two neighborhoods by implementing a Hillside to Brewery District Pedestrian Corridor	$ 1,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Ped corridor
363	Expansion of the 15th Street Bridge to Dock Street	Widen the bridge by 20 feet as part of the purchase agreement with BNSF Railroad for the Prairie Line property	$ 10,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	1		Capacity increasing?
364	Holgate Shared-Use Street	Create a pedestrian-friendly, slow-travel, shared-use street on Holgate between 23rd and 26th Streets.	$ 500,000		South Downtown Subarea Plan		Non-Motorized	No	No	0		Shared use street
365	Brewery District Complete Streets Improvement Project	Implement the Complete Streets concept on a network of streets in the Brewery District, spanning from Pacific Avenue to Jefferson Street and from South 19th Street to South 25th Street, with South 19th Street and South 21st Street extending to Tacoma Avenue South.	$ 2,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	0	Overlaps with project 37	Specific capacity improvements?
366	Puyallup Ave Reconfiguration	Transform Puyallup Ave into a pedestrian-friendly, multi-modal street	$ 2,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	0	Project 52	Ped friendly
367	Jefferson Ave Complete Street	Coordinate wastewater repair with the transformation of Jefferson Avenue between 21st and 25th Streets into a street that meets Tacoma's Complete Streets guidelines	$ 2,000,000		South Downtown Subarea Plan		Motorized	No	No	1		Complete street?
368	South C Street Upgrade	Create a "Complete Street" on C Street between South 21st Street and South Tacoma Way, including sidewalk, parking, and bike lanes if desired.	$ 2,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	1		Bike lanes?
369	East C Street Green Street	Create a street with natural drainage features between America's Car Museum and the Foss Waterway	$ 5,000,000		South Downtown Subarea Plan		Motorized	No	No	0		Stormwater
370	South 21st Street Upgrade	Improve pedestrian environment and vehicle travel efficiency by marking intersections, addressing slope issues and filling sidewalk gaps.	$ 2,000,000		South Downtown Subarea Plan		Non-Motorized	No	No	1		Sidewalk gaps
371	SR-509/East D Street Slip Ramps	Construct new exit ramps connecting East D Street and SR-509	$ 3,000,000		South Downtown Subarea Plan		Motorized	No	No	1		New Ramps, WSDOT Project?
372	Tacoma Avenue South Bridge	Renovate the aging bridge that connects South Downtown to neighborhoods to the south	$ 10,000,000		South Downtown Subarea Plan		Motorized	No	No	0		Renovation
373	City Contribution to Streets Initiative	As part of the streets initiative approved by voters in November 2015, the City committed to contribute $30 M over 10 years.	$30,000,000		Capital Facilities Plan		Non-Motorized	No	No	0		Contribution to projects

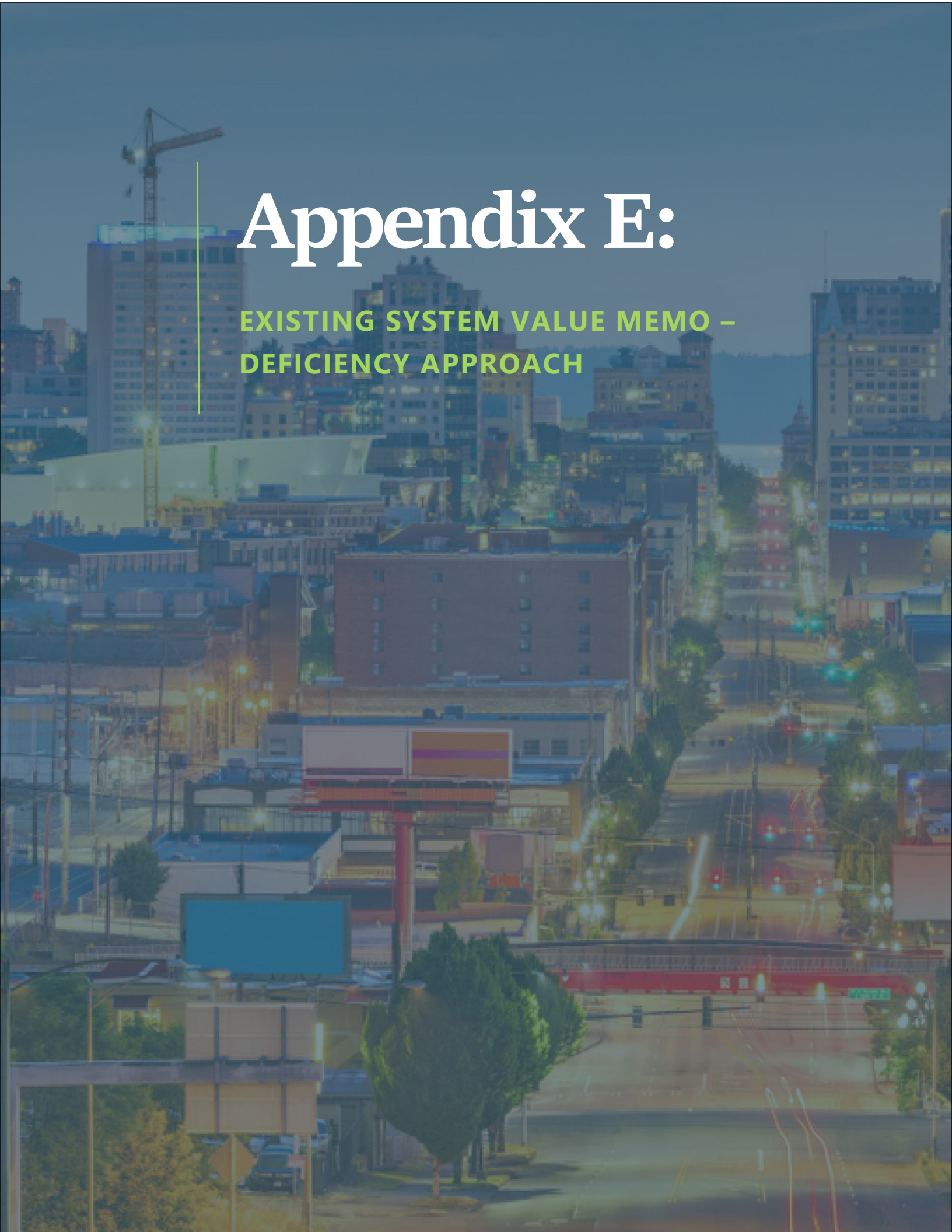
374	South 72nd Improvements - D to A Streets	Phase 1 includes a crosswalk signal, median island, and sidewalk improvements at South 72nd and D Streets. Phase 2 includes crosswalk signal, median, and sidewalk improvments at South 72nd and A Streets, and transitions from Bus Rapid Transit at Pacific A	$5,880,000		Capital Facilities Plan		Non-Motorized	No	No	0		Crosswalks
375	Tacoma Trails to Transit Connector	Stripe bike lanes on S Mildred St from S 12th St to N 9th St and connect Pierce Transit's Tacoma Community College Transit Center and Tacoma Community College to the Scott Pierson Trail, grocery stores, housing, local retail and Hunt Middle School.	$276,699		Capital Facilities Plan		Non-Motorized	No	No	0	Overlap project 275	Bike lanes
376	Traffic Signal Repair, Replacement, Rehabilitation, and Improvements	This project includes reconstruction, repair, replacement, rehabilitation, and improvements to damaged, failed, and outdated traffic signal infrastructure throughout the City. Work will focus on major transit routes where possible.	$2,000,000		Capital Facilities Plan		Motorized	No	No	0		Maintenance

Number of Projects

Impact Fee Eligibility	Transit	Non-Motorized	Motorized			
No	2	128	87	**0**	**217**	**No**
Maybe	0	39	18	**1**	**57**	**Maybe**
Yes	8	50	44	**2**	**102**	**Yes**
	10	**217**	**149**			

Cost of Projects

Impact Fee Eligibility	Transit	Non-Motorized	Motorized	
No	$ 4,500,000	$ 200,037,558	$ 677,090,061	**0**
Maybe	$ -	$ 269,879,179	$ 72,644,841	**1**
Yes	$ 48,375,000	$ 125,142,633	$ 226,211,543	**2**
	$ 52,875,000	**$ 595,059,369**	**$ 975,946,445**	



Appendix E:

EXISTING SYSTEM VALUE MEMO – DEFICIENCY APPROACH

FEHR PEERS

MEMORANDUM

Date: February 6, 2017

To: Christine Leon, PBOT

CC: Kyle Chisek, Rich Eisenhauer, PBOT

From: Sarah Keenan, Carmen Kwan, and Don Samdahl, Fehr & Peers

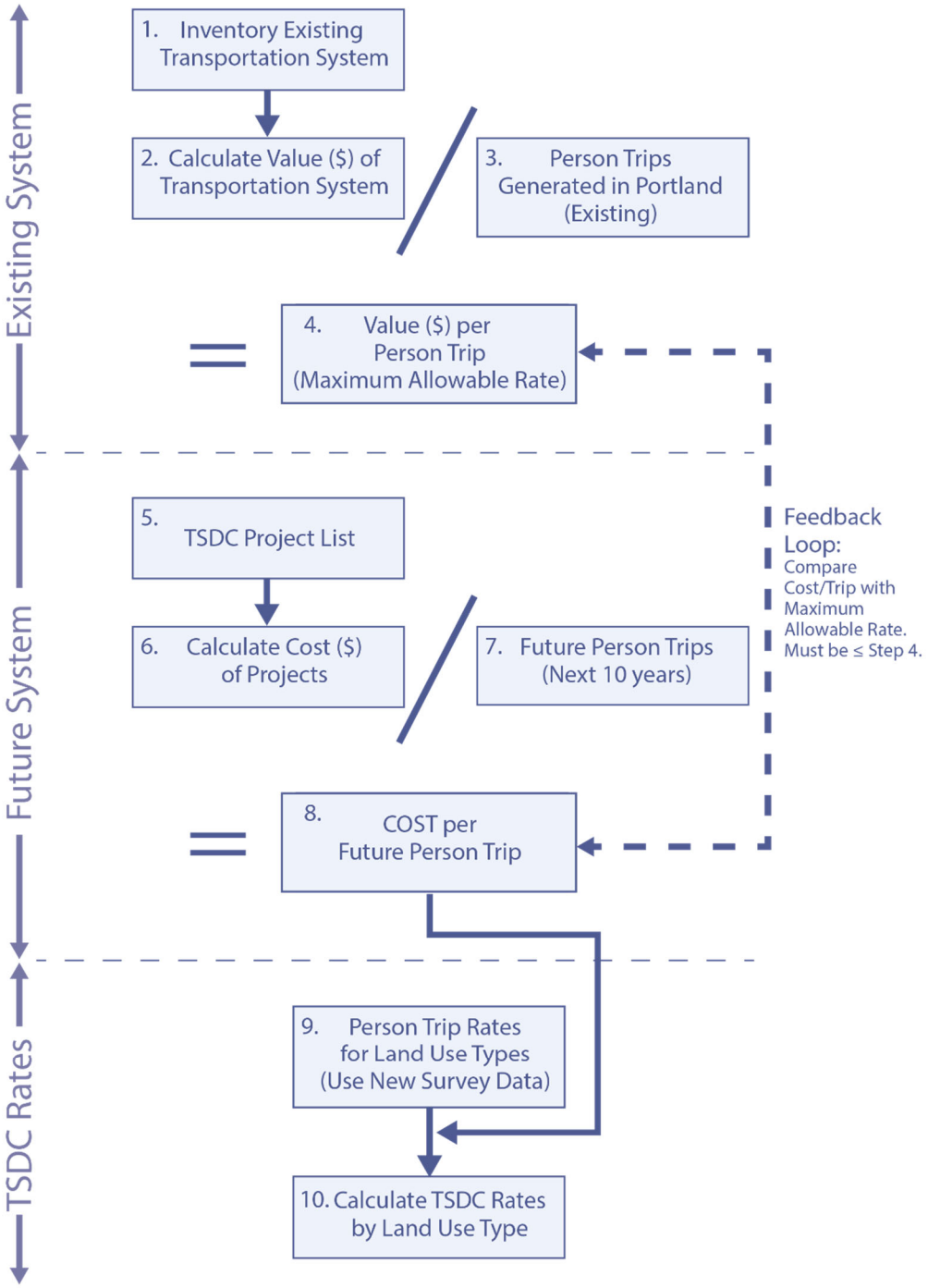
Subject: TSDC Cost Per Trip Calculation Summary

SE16-0459

Over the past six months, the Fehr & Peers team has been working with PBOT staff to explore a new methodology for calculating TSDC rates. The methodology is described in a memo to PBOT staff (see ***TSDC Methodology Recommendations, November 2, 2016***). This memorandum provides specific details on two key calculations:

- **The maximum allowable TSDC rate**, which is calculated by summing the existing value of the entire transportation system, and dividing it by the existing number of person trips per PM peak hour.
- **The recommended TSDC rate**, which is based on the total value of the TSDC project list, divided by forecast growth in PM peak hour person trips over the next 10 years.

The figure on the next page summarizes the proposed approach, with details provided below. Note that the two main calculations described in this memo are the maximum allowable TSDC rate (step 4) and recommended TSDC rate (step 8).


Existing System
1. Inventory Existing Transportation System
2. Calculate Value ($) of Transportation System
3. Person Trips Generated in Portland (Existing)
4. Value ($) per Person Trip (Maximum Allowable Rate)
Future System
5. TSDC Project List
6. Calculate Cost ($) of Projects
7. Future Person Trips (Next 10 years)
8. COST per Future Person Trip
Feedback Loop: Compare Cost/Trip with Maximum Allowable Rate. Must be ≤ Step 4.
TSDC Rates
9. Person Trip Rates for Land Use Types (Use New Survey Data)
10. Calculate TSDC Rates by Land Use Type

MAXIMUM ALLOWABLE TSDC RATE

This maximum allowable rate is calculated by summing the existing value of the entire transportation system, and dividing it by the existing number of person trips per PM peak hour. The resulting rate will be the maximum allowable TSDC rate per PM peak hour person trip, as shown in Steps 1-4 in the figure above.

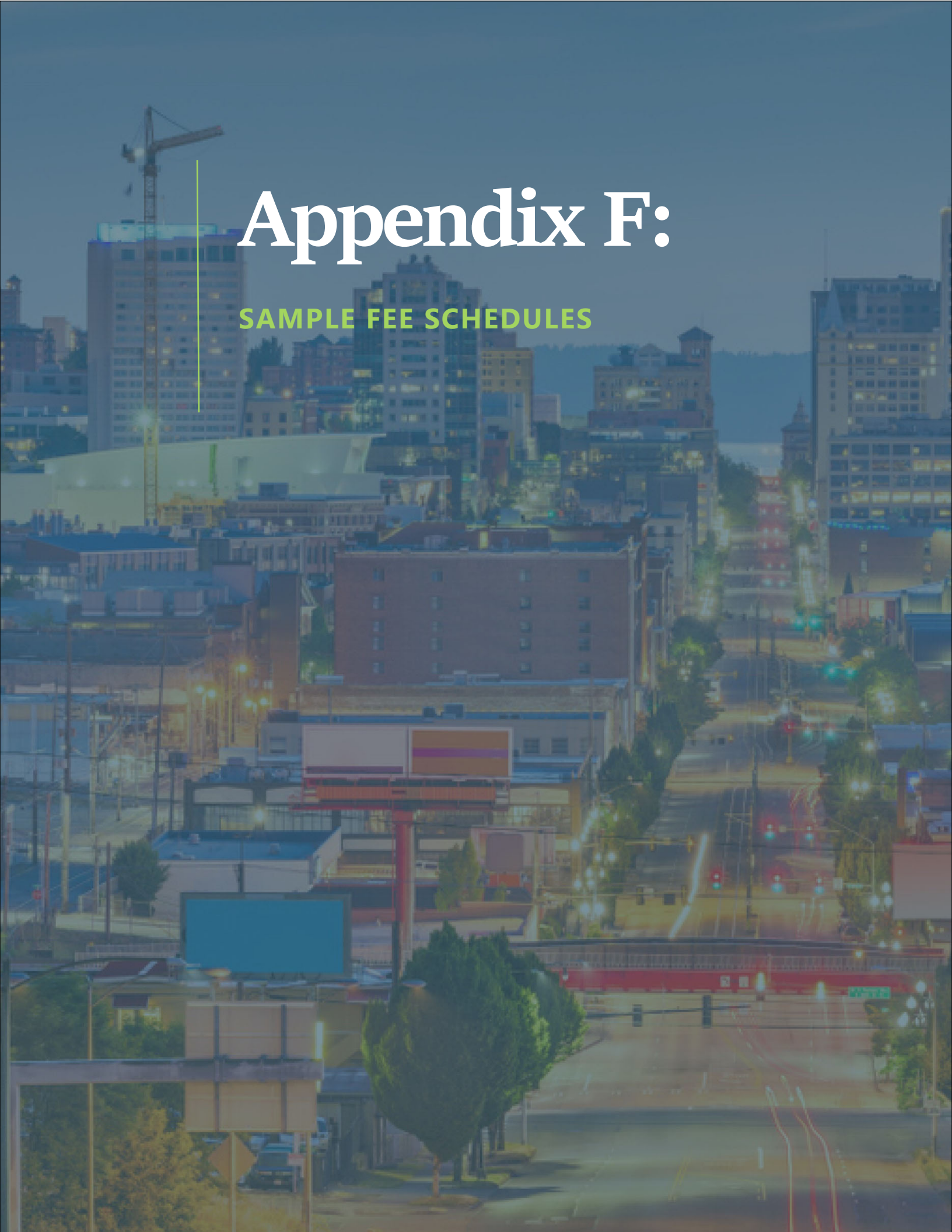
The inventory of the existing transportation system was based on the Portland Bureau of Transportation's Asset Status & Conditions Report. The 2015 report is a complete inventory of the existing transportation system, including the replacement value and the percent meeting specific condition requirements for each facility. The following facilities were included in the calculation of the transportation system value:

- Pavement
- Sidewalks
- Bicycle Network
- Structures
- Signals
- Streetcars
- Traffic Calming Devices
- Street Lights
- Pavement Markings
- Right-of-Way

The value of the existing transportation system was calculated by subtracting the existing deficiency value (total unmet need from the Asset Status & Conditions Report) from the replacement value. The value of the existing transportation system was calculated to be $9.8 billion.

The City of Portland travel demand model provided the basis for the exiting year PM peak hour person trips. The travel demand model provides 2010 and 2035 PM peak two hour person trip data. Linear distribution was used to estimate 2017 PM peak two hour person trips. Assuming close to constant distribution between two hours, a factor of 1/1.9 was used to convert two hour person trips to peak hour person trips. During the PM peak hour, the City of Portland generates approximately 501,263 person trips.

Therefore, the maximum allowable TSDC rate was calculated to be $19,577 per PM peak hour person trip.



Appendix F:

SAMPLE FEE SCHEDULES

Table 8: City of Kent Impact Fee Schedule Based on Maximum Cost Per Trip

ITE Land Use Code	Land Use Code[4]	Units[3]	Vehicle PM Peak Trips/Unit[1]	Non-Pass by Percentage	New Trip Vehicle Rate	Vehicle-to-Person Trip Ratio[2]	PM Peak Person Trip Rate	Impact Fee Rate	
Single Family	210	dwelling	0.99	100%	0.99	1.45	1.44	$8,978.52	per dwelling unit
1-2 Story Multi/Townhome/ADU	220	dwelling	0.56	100%	0.56		0.81	$5,078.76	per dwelling unit
Midrise Story Multi/Townhome/Condo	221	dwelling	0.44	100%	0.44		0.64	$3,990.45	per dwelling unit
Highrise Story Multi/Townhome/Condo	222	dwelling	0.36	100%	0.36		0.52	$3,264.91	per dwelling unit
Senior Housing	251	dwelling	0.30	100%	0.30		0.44	$2,720.76	per dwelling unit
Mobile Home in MH Park	240	dwelling	0.46	100%	0.46		0.67	$4,171.84	per dwelling unit
Hotel	310	room	0.60	100%	0.60	1.45	0.87	$5,441.52	per room
Motel	320	room	0.38	100%	0.38		0.55	$3,446.30	per room
Service Station	944	VFP	14.03	38%	5.33	1.25	6.66	$41,682.39	per VFP
Service Station w/ Mini-mart	945	VFP	13.99	38%	5.32		6.65	$41,563.55	per VFP
Car Sales New/Used	841	sf/GFA	3.75	80%	3.00		3.75	$23.45	per sf/GFA
Auto Care Center	942	sf/GLA	2.25	70%	1.58		1.97	$12.31	per sf/GLA
Health Club	492, 493	sf/GFA	3.45	75%	2.59	1.25	3.23	$20.23	per sf/GFA
Elementary School	520	sf/GFA	1.37	80%	1.10	1.26	1.38	$8.64	per sf/GFA
Middle/JR High School	522	sf/GFA	1.19	80%	0.95		1.20	$7.50	per sf/GFA

High School	530	sf/GFA	0.97	80%	0.78		0.98	$6.12	per sf/GFA
Day Care Center	565	sf/GFA	11.12	10%	1.11		1.40	$8.76	per sf/GFA
Assisted Living, Nursing Home	254, 620	bed	0.48	100%	0.48		0.60	$3,782.80	per bed
Church	560	sf/GFA	0.49	100%	0.49		0.62	$3.86	per sf/GFA
Hospital	610	sf/GFA	0.97	80%	0.78		0.98	$6.12	per sf/GFA
Quality Restaurant	931	sf/GFA	7.80	56%	4.37		5.46	$34.15	per sf/GFA
High Turnover Restaurant	932	sf/GFA	9.77	57%	5.57		6.96	$43.54	per sf/GFA
Fast Food Restaurant	934	sf/GFA	32.67	50%	16.34		20.42	$127.71	per sf/GFA
Espresso w/ Drive-Thru	938	sf/GFA	83.30	20%	16.66		20.83	$130.25	per sf/GFA
Library	590	sf/GFA	8.16	75%	6.12		7.65	$47.85	per sf/GFA
Post Office	732	sf/GFA	11.21	75%	8.41		10.51	$65.73	per sf/GFA
Movie Theater	444, 445	seat	0.09	85%	0.08		0.10	$531.64	per seat
Shopping Center	820	sf/GLA	3.81	66%	2.51	1.25	3.14	$19.66	per sf/GLA
Supermarket	850	sf/GFA	9.24	62%	5.73		7.16	$44.79	per sf/GFA
Convenience Market	851	sf/GFA	49.11	49%	24.06		30.08	$188.14	per sf/GFA
Free Standing Discount Store[a]	813, 815, 857, 863, 864	sf/GFA	4.52	73%	3.30		4.12	$25.80	per sf/GFA
Hardware/Paint Store	816	sf/GFA	2.68	40%	1.07		1.34	$8.38	per sf/GFA
Furniture Store	890	sf/GFA	0.52	60%	0.31		0.39	$2.44	per sf/GFA
Home Improvement Superstore	862	sf/GFA	2.33	58%	1.35		1.69	$10.57	per sf/GFA
Pharmacy w/ Drive-Thru	881	sf/GFA	10.29	51%	5.25		6.56	$41.03	per sf/GFA
General Office[b]	710, 715, 750	sf/GFA	1.15	90%	1.04	1.22	1.26	$7.90	per sf/GFA

Medical Office	720	sf/GFA	3.46	75%	2.60		3.17	$19.80	per sf/GFA
Light Industrial/Manufacturing	110, 140	sf/GFA	0.63	100%	0.63	1.08	0.68	$7.16	per sf/GFA
Industrial Park	130	sf/GFA	0.40	100%	0.40		0.43	$4.55	per sf/GFA
Mini-Warehouse/Storage	151	sf/GFA	0.17	100%	0.17		0.18	$1.54	per sf/GFA
Warehousing	150	sf/GFA	0.19	100%	0.19		0.21	$2.16	per sf/GFA

1. ITE Trip Generation Handbook, 10th Edition: 4-6 PM Peak Hour Vehicle Trip Generation Rates for the Adjacent Street Traffic (Weekday, 4-6PM)
2. The ratio of vehicle trips to person trips as extracted from the PSRC Household Travel Survey
3. Dwelling = dwelling unit, room = hotel/motel room available, VFP = vehicle fueling position/pump, sf/GFA = square feet per Gross Floor Area
4. For land uses with multiple ITE codes, the lowest rate was used, except for:
    a. Free Standing Discount Store: the five land uses are very similar, so the average rate was used
    b. General Office: the rate from land use code 710 was used, even though it is higher than land use code 750, because land use code 750 only has one observed sample

TSDC Rate Schedule Based on 50% of the Eligible Project List Cost

Land Use Categories	Land Use Code (1)	Unit of Measure	PM Peak Vehicle Trips/ Unit	Future AVO	Vehicle Mode Share	PM Peak Total Person Trips/Unit (Est)	New Trip %	PM Peak new person trips/ unit	TSDC Rate
Cost per PM Peak Hour Person Trip									$4,174
Residential									
Single Family (1,200 square feet or more)	210	dwelling	1.0	1.17	0.95	1.23	100%	1.23	$5,140
Single Family (1,199 square feet or less)	50% of 210	dwelling	0.5	1.17	0.95	0.62	100%	0.62	$2,570
Multiple Family	220	dwelling	*	*	*	0.60	100%	0.60	$2,504
Senior Housing/Assisted Living/Nursing Home	251	dwelling/ bed	0.27	1.13	0.95	0.32	100%	0.32	$1,341
Commercial – Services									
Bank	911	sq ft/GFA	12.13	1.13	1.00	13.71	65%	8.91	$37.19
Day Care	520	sq ft/GFA	1.21	1.13	0.95	1.44	100%	1.44	$6.01
Hotel/Motel	310	room	0.6	1.31	0.95	0.82	100%	0.82	$3,426
Service Station / Gasoline Sales (2)	946	VFP	13.86	1.13	0.95	16.49	44%	7.25	$30,274
Movie Theater/Event Hall	444	sq ft/GFA	3.04	1.13	0.95	3.62	85%	3.07	$12.83
Carwash	947	wash stall	5.54	1.13	0.95	6.59	65%	4.28	$17,877
Health Club / Racquet Club	492	sq ft/GFA	3.53	1.13	0.95	4.20	90%	3.78	$15.77
Commercial – Institutional									
School, K-12	(3)	sq ft/GFA	1.09	1.13	0.95	1.30	85%	1.10	$4.60
University / College/ Jr College	(4)	Student	0.145	1.13	0.95	0.17	90%	0.16	$648
Church	560	sq ft/GFA	0.55	1.13	0.95	0.65	95%	0.62	$2.60
Hospital	610	sq ft/GFA	0.93	1.13	0.95	1.11	85%	0.94	$3.93
Park	411	acre	3.5	1.13	0.95	4.16	85%	3.54	$14,769
Commercial – Restaurant									
Restaurant (Standalone)	931	sq ft/GFA	7.49	1.59	1.00	11.91	56%	6.67	$27.84
Quick Service Restaurant (Drive-Though)	934	sq ft/GFA	32.65	1.29	0.96	43.70	50%	21.85	$91.20
Commercial – Retail									
Shopping/Retail	(5)	sq ft/GFA	3.21	1.20	0.97	3.95	58%	2.29	$9.57
Convenience Market (6)	851	sq ft/GFA	*	*	*	43.90	49%	21.51	$89.78
Free Standing Retail Store/Supermarket	815	sq ft/GFA	4.98	1.32	0.95	6.92	83%	5.74	$23.97
Car Sales - New / Used	841	sq ft/GFA	2.62	1.20	0.95	3.31	80%	2.65	$11.05
Commercial – Office									
Administrative Office	710	sq ft/GFA	*	*	*	1.40	90%	1.26	$5.26
Medical Office / Clinic	720	sq ft/GFA	3.57	1.37	0.95	5.15	75%	3.86	$16.12
Industrial									
Light Industry / Manufacturing	130	sq ft/GFA	0.85	1.37	0.95	1.23	90%	1.10	$4.61
Warehousing / Storage	150	sq ft/GFA	0.32	1.30	0.95	0.44	90%	0.39	$1.65
Self-Storage	151	sq ft/GFA	0.26	1.37	0.95	0.37	95%	0.36	$1.49

* Based on Observed Person Trip Data (Survey sites in Portland, California, and Washington, D.C.)

(1) Land Use Code - Reference 'Trip Generation', 9th Edition, Institute of Transportation Engineers, 2012

(2) With or Without Minimart (not to exceed 1,500 SF) and/or Carwash (Fuel is Primary Use)

(3) School, K-12: Average of ITE categories 520 and 530

(4) University / College/ Jr College: Average of ITE categories 540 and 550

(5) Shopping/Retail: Blend of ITE Categories 820 and 826

(6) If gasoline sales included on-site, use Service Station/Gasoline Sales SDC rate.

City of Redmond
Impact Fees Schedule

Effective as of January 1, 2020, the next fee update will go into effect January 1, 2021.

The tables below provide Fire, Parks, Transportation, and Schools Impact Fees currently in effect. Projects are assessed by their land use type and the associated units of that land use type to determine what the impact fees shall be.

All impact fees shall be paid at building permit issuance.

Fire

Land Use	Units	Impact Fee Per Unit
Single-Family Residences	1 housing unit	$125.01
Mobile Homes and Detached Single-Family Manufactured Homes	1 housing unit	$149.31
Multi-Family Residences	1 housing unit	$211.14
Residential Suites	1 residential suite	$105.57
Offices	1,000 sq. ft. of GFA	$174.81
Retail Trade	1,000 sq. ft. of GFA	$201.51
Manufacturing	1,000 sq. ft. of GFA	$20.65

Parks

Land Use	Units	Impact Fee Per Unit
Single-Family Residences (inclusive of Mobile Homes and Detached Single-Family Manufactured Homes)	1 housing unit	$4,932.88
Multi-Family Residences	1 housing unit	$3,424.50
Residential Suite	1 residential suite	$1,861.26
Offices	1,000 sq. ft. of GFA	$1,336.23
Retail Trade	1,000 sq. ft. of GFA	$592.81
Manufacturing	1,000 sq. ft. of GFA	$601.41

Transportation

Residential Land Uses	Units	Impact Fee Per Unit

Single Family	Dwelling	Downtown -$6,010.13 Overlake - $6,217.43 Rest of City - $7,356.99
Multiple Family	Dwelling	Downtown - $4,221.18 Overlake - $4,366.78 Rest of City - $5,167.14
Residential Suites	Residential Suite	Downtown - $2,574.46 Overlake - $2,663.26 Rest of City - $3,151.39
Retirement Community	Dwelling	Downtown - $1,928.62 Overlake - $1,995.14 Rest of City - $2,360.82
Nursing Home	Bed	Downtown - $1,571.47 Overlake - $1,6325.67 Rest of City - $1,923.63
Congregate Care/Assisted Living	Dwelling	Downtown - $1,214.32 Overlake - $1,256.20 Rest of City - $1,486.44
Hotel/Motel	Room	Downtown - $5,660.67 Overlake - $5,855.92 Rest of City - $6,929.21
Institutional Land Uses	**Units**	**Impact Fee Per Unit**
Elementary School	Student	Downtown - $497.62 Overlake - $514.78 Rest of City - $609.13
High School	Student	Downtown - $485.18 Overlake - $501.91 Rest of City - $593.90
Church/House of Worship	Per sq. ft. of GFA	Downtown - $3.21 Overlake - $3.32 Rest of City - $3.93
Hospital	Per sq. ft. of GFA	Downtown - $4.62 Overlake - $4.78 Rest of City - $5.65
Retail Shopping Center Land Uses	**Units**	**Impact Fee Per Unit**
Up to 99,999 ft^2	Per sq. ft. of GLA	Downtown - $19.25 Overlake - $19.91 Rest of City - $23.56

100,000 ft² – 199,999 ft²	Per sq. ft. of GLA	Downtown - $18.37 Overlake - $19.00 Rest of City - $22.49
200,000 ft² – 299,999 ft²	Per sq. ft. of GLA	Downtown - $16.81 Overlake - $17.39 Rest of City - $20.58
300,000 ft² and Over	Per sq. ft. of GLA	Downtown - $16.20 Overlake - $16.76 Rest of City $19.83
Car Sales – New/Used	Per sq. ft. of GFA	Downtown - $12.24 Overlake - $12.67 Rest of City - $14.99
Convenience Market	Per sq. ft. of GFA	Downtown - $137.77 Overlake - $142.52 Rest of City - $168.65
Free Standing Discount Store	Per sq. ft. of GFA	Downtown - $13.69 Overlake – $14.16 Rest of City - $16.76
Furniture Store	Per sq. ft. of GFA	Downtown - $1.58 Overlake - $1.63 Rest of City - $1.93
Miscellaneous Retail	Per sq. ft. of GFA	Downtown - $16.25 Overlake - $16.81 Rest of City - $19.90
Supermarket	Per sq. ft. of GFA	Downtown - $41.53 Overlake - $42.97 Rest of City - $50.84
Services Land Uses	**Units**	**Impact Fee Per Unit**
Bank/Savings and Loans	Per sq. ft. of GFA	Downtown - $70.98 Overlake - $73.42 Rest of City - $86.88
Carwash	Stall	Downtown - $21,035.68 Overlake - $21,761.26 Rest of City - $25,749.75
Daycare	Per sq. ft. of GFA	Downtown - $54.06 Overlake - $55.93 Rest of City $66.18
Health Club/Racquet Club	Per sq. ft. of GFA	Downtown - $20.79 Overlake - $21.51

		Rest of City - $25.45
Library	Per sq. ft. of GFA	Downtown - $31.98 Overlake - $33.09 Rest of City - $39.15
Movie Theater	Seat	Downtown - $347.58 Overlake – $359.57 Rest of City - $425.47
Post Office	Per sq. ft. of GFA	Downtown - $49.16 Overlake - $50.85 Rest of City - $60.17
Service Station	Fuel position	Downtown - $32,409.32 Overlake - $33,527.20 Rest of City - $39,672.20
Service Station/Minimart	Fuel position	Downtown - $23,676.09 Overlake - $24,492.74 Rest of City - $28,981.87
Restaurant	**Units**	**Impact Fee Per Unit**
Fast Food Restaurant	Per sq. ft. of GFA	Downtown - $95.36 Overlake - $98.65 Rest of City $116.74
Restaurant	Per sq. ft. of GFA	Downtown - $35.00 Overlake - $36.21 Rest of City - $42.85
Administrative Office Land Uses	**Units**	**Impact Fee Per Unit**
Up to 99,999 ft^2	Per sq. ft. of GFA	Downtown - $19.99 Overlake - $20.68 Rest of City - $24.47
100,000 ft^2 – 199,999 ft^2	Per sq. ft. of GFA	Downtown - $17.18 Overlake - $17.77 Rest of City - $21.03
200,000 ft^2 – 299,999 ft^2	Per sq. ft. of GFA	Downtown - $14.99 Overlake - $15.51 Rest of City – $18.35
300,000 ft^2 and Over	Per sq. ft. of GFA	Downtown – $14.05 Overlake - $14.54 Rest of City - $17.20
Medical Office/Clinic	Per sq. ft. of GFA	Downtown - $20.53

		Overlake - $21.24 Rest of City - $25.13
Industrial Land Uses	**Units**	**Impact Fee Per Unit**
Light Industrial/Manufacturing	Per sq. ft. of GFA	Downtown - $9.38 Overlake - $9.71 Rest of City - $11.49
Industrial Park	Per sq. ft. of GFA	Downtown - $8.22 Overlake - $8.51 Rest of City - $10.06
Warehousing/Storage	Per sq. ft. of GFA	Downtown - $3.10 Overlake $3.20 Rest of City - $3.79
Mini Warehouse	Per sq. ft. of GFA	Downtown - $1.84 Overlake - $1.90 Rest of City - $2.25
Alternate Impact Fee Assessment*	**Units**	**Impact Fee Per Unit**
Cost per Person Mile of Travel (PMT)	Mile of travel per person	$3,036.35

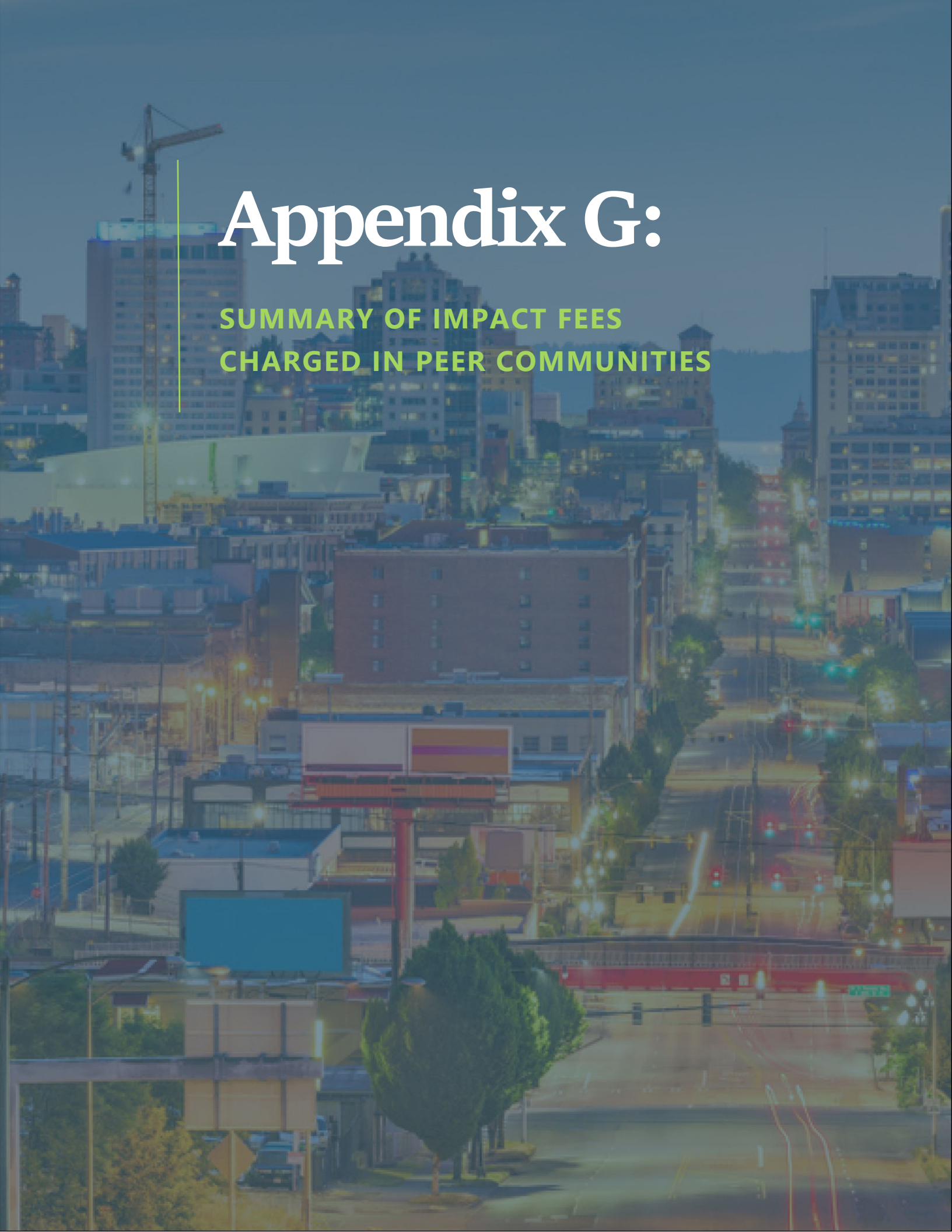
Schools

Land Use	Units	Impact Fee Basis	Impact Fee Per Unit
Single-Family Residences (inclusive of Mobile Homes and Detached Single-Family Manufactured Homes)	1 housing unit	2019-2024 LWSD CFP approved on 6/10/2019	$13,633.00
Multi-Family Residences	1 housing unit	2019-2024 LWSD CFP approved on 6/10/2019	$1,388.00

Impact Fee Schedule Notes

* Requires an impact study to be conducted by a traffic engineer for the applicant. If the proposed land use does not fit into one of the categories of the Transportation Impact Fee Schedule, the applicant may choose to do an impact study to apply the PMT impact fee.

- Additionally, the applicant may choose to do an impact study to apply the PMT impact fee if he/she believes that the impacts generated by development are less than those assessed in the Transportation Impact Fee Schedule for a comparable land use.
- GFA = Gross Floor Area
- GLA = Gross Leasable Area
- A $65.00 school admin fee will be assessed to the School Impact fee.
- Fire, Parks, Transportation and School impact fees are effective per Ordinance 2983.



Appendix G:

SUMMARY OF IMPACT FEES CHARGED IN PEER COMMUNITIES

FEHR PEERS

Memorandum

Date: February 26, 2021

To: Jennifer Kammerzell, City of Tacoma

From: Kendra Breiland, Daniel Dye and Michael Adamson, Fehr & Peers

Subject: Tacoma Impact Fee Framework Project, Summary of Task 2 Transportation Findings

TC21-0014

As part of Task 2 of the Tacoma Impact Fee Framework Project, Fehr & Peers and BERK were tasked with researching impact fee programs from peer cities in Pierce, Thurston, and King Counties to inform impact fee program development in the City of Tacoma. The findings of this research were presented at a joint meeting of the Planning Commission and Transportation Commission on February 17, 2021. These presentations also included an overview of the purpose of impact fee programs, as well as a discussion on the project schedule and outreach strategy.

As part of determining state of practice, traffic impact fee programs for nine peer cities were evaluated. Key findings from this evaluation included the following:

- Some cities charge one rate citywide while others assess fees by subarea
- More and more jurisdictions are funding multimodal lists and basing their rates on person trips, rather than vehicle trips
- Many jurisdictions reduce or waive fees for low-income housing
- It is recommended that traffic impact fee programs be updated every 5-8 years

The current transportation impact fee rates charged by these peer city programs are compared in **Figure 1**. It was also requested that the project team report the inception date for each impact fee program evaluated. These original program adoption dates, as well as the date of most recent major update, are summarized in **Table 1**.

Figure 1: Traffic Impact Fee Program Rates from Peer Cities

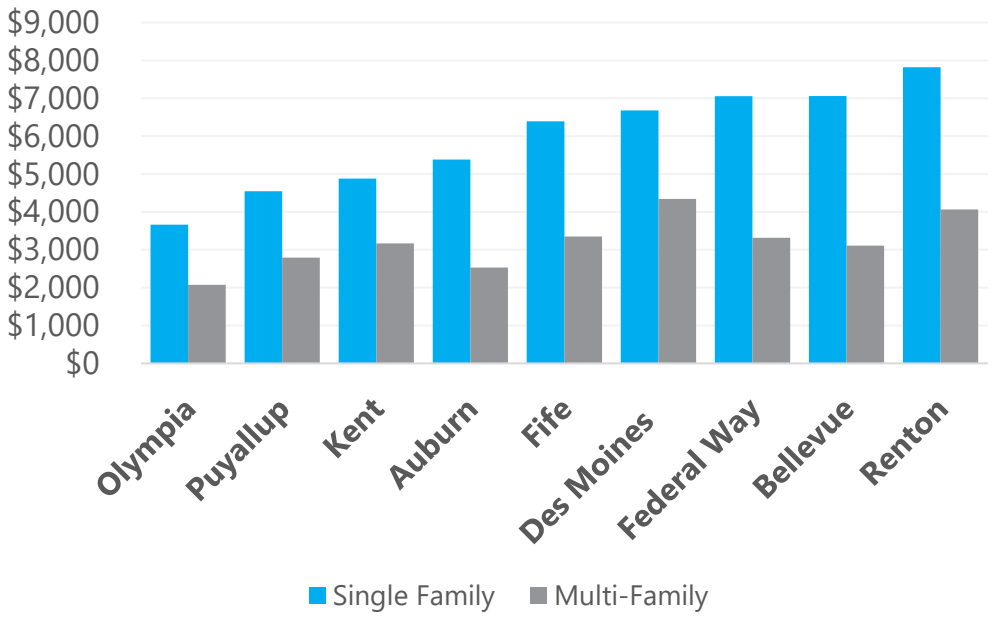


Table 1: Transportation Impact Fee Programs Year of Original Adoption & Most Recent Major Update

Peer City	Original Adoption	Most Recent Update
Olympia	2001	2020
Puyallup	2006	2008
Kent	2010	2021 (in adoption process)
Auburn	2001	2010
Fife	2006	2014
Des Moines	2003	2016
Federal Way	2010	2020
Bellevue	1989	2021
Renton	2012	2016

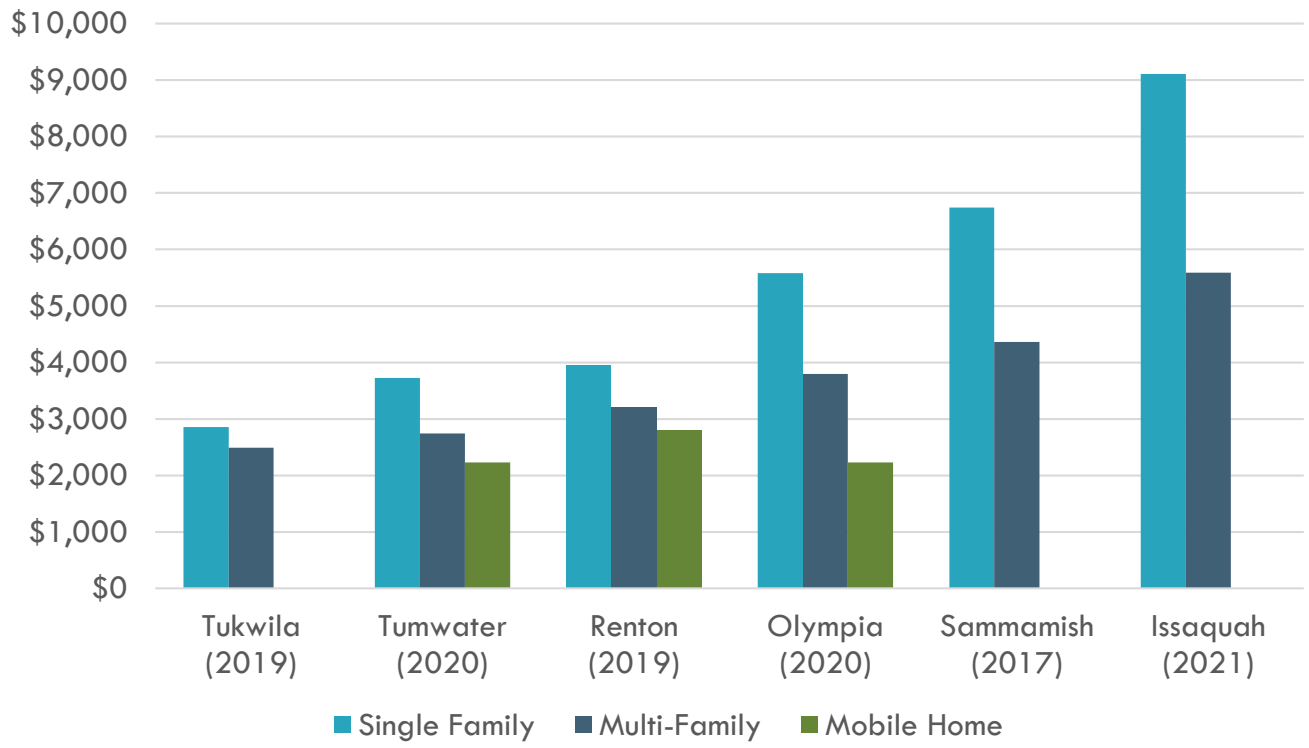
Source: Fehr & Peers.

Parks Impact Fees

Key takeaways:

- Park impact fees tend to be between $2,500-$5,000, with a couple key jurisdictions in the state levying significantly more.
- Multi-family fees tend are generally lower, reflecting fewer people per dwelling unit on average in multi-family housing.
- Parks impact fees tend to focus on residential development.

Exhibit 1. Parks Impact Fee Program Rates from Peer Cities



Source: BERK, 2021.

Exhibit 2. Parks Impact Fee Programs Rates, Year of Original Adoption, and Most Recent Update

CITY	ORIGINAL ADOPTION	MOST RECENT UPDATE	SINGLE FAMILY	MULTI-FAMILY	MOBILE HOME
Tukwila	2008	2019	$2,859	$2,490	$0
Tumwater	2007	2020	$3,727	$2,746	$2,228
Renton	2012	2019	$3,946	$3,203	$2,801
Olympia	2001	2020	$5,581	$3,796	$2,233
Sammamish	2006	2017	$6,739	$4,362	$0
Issaquah	2014	2021	$9,107	$5,591	$0

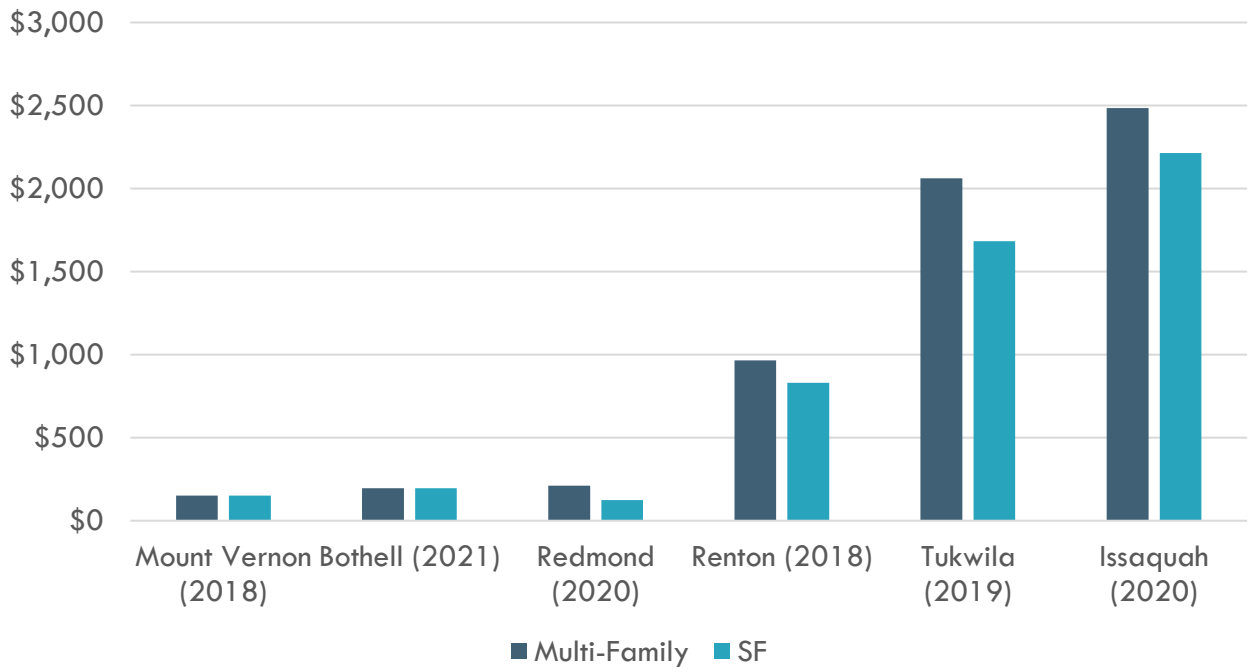
Source: BERK, 2021.

Fire Impact Fees

Key takeaways:

- Fire impact fees are the least common type of GMA impact fees and tend to have lower residential rates than the other impact fees.
- Fire impact fee rates are often higher for multi-family housing, reflecting higher incidence rates from multi-family housing compared to single family.
- Commercial rates for fire are more common than other impact fee types. These fees tend to be charged on a per square footage basis, which can make comparison with residential rates challenging.

Exhibit 3. Fire Impact Fee Program Rates from Peer Cities



Source: BERK, 2021.

Exhibit 4. Fire Impact Fee Programs Rates, Year of Original Adoption, and Most Recent Update

CITY	ORIGINAL ADOPTION	MOST RECENT UPDATE	MULTI-FAMILY	SINGLE FAMILY
Mount Vernon	2016	2018	$152.00	$152.00
Bothell	2016	2021	$196.86	$196.86
Redmond	2011	2020	$211.14	$125.01
Renton	2012	2018	$964.53	$829.77
Tukwila	2008	2019	$2,062.00	$1,683.00
Issaquah	2006	2020	$2,484.52	$2,212.53

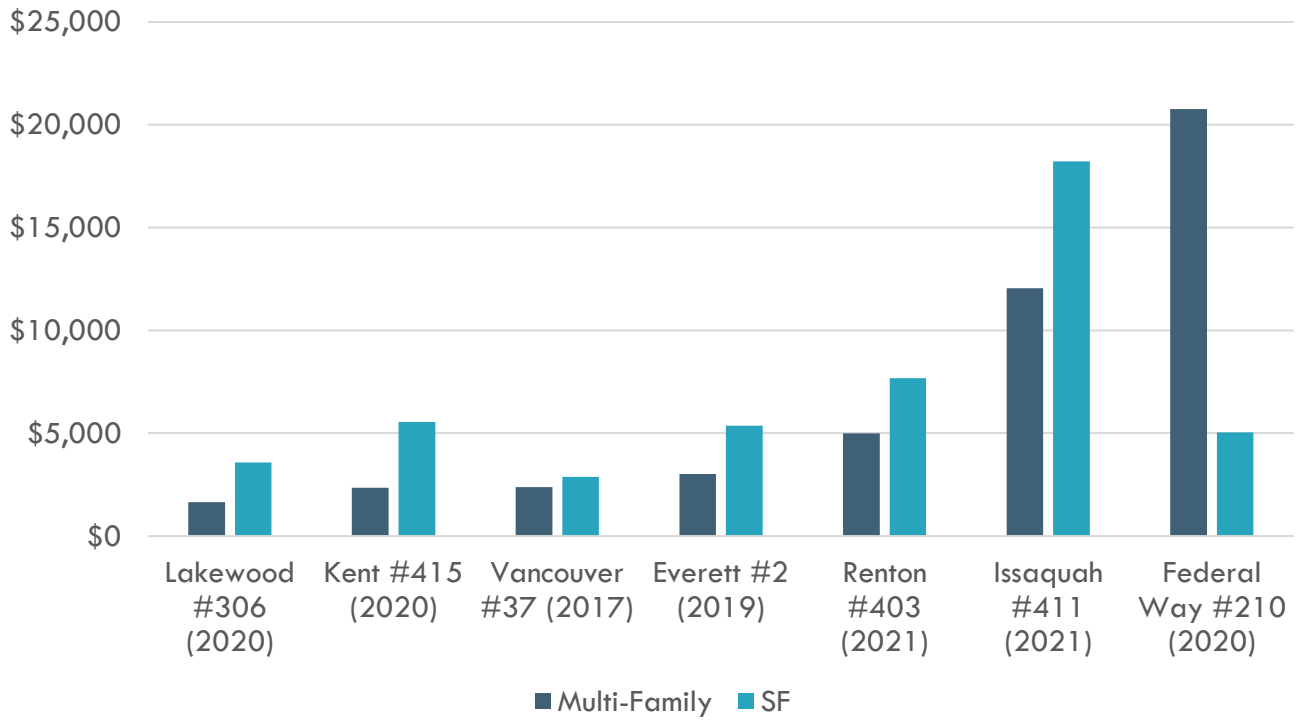
Source: BERK, 2021.

School Impact Fees

Key takeaways:

- School impact fees tend to be the highest of the four types on a per unit basis.
- School impact fees are tied to residential development and have the strongest connection to service need – schools have the address for new students and can connect with specific developments.
- In general, multi-family school impact rates are lower than single family rates.

Exhibit 5. School Impact Fee Program Rates from Peer Cities

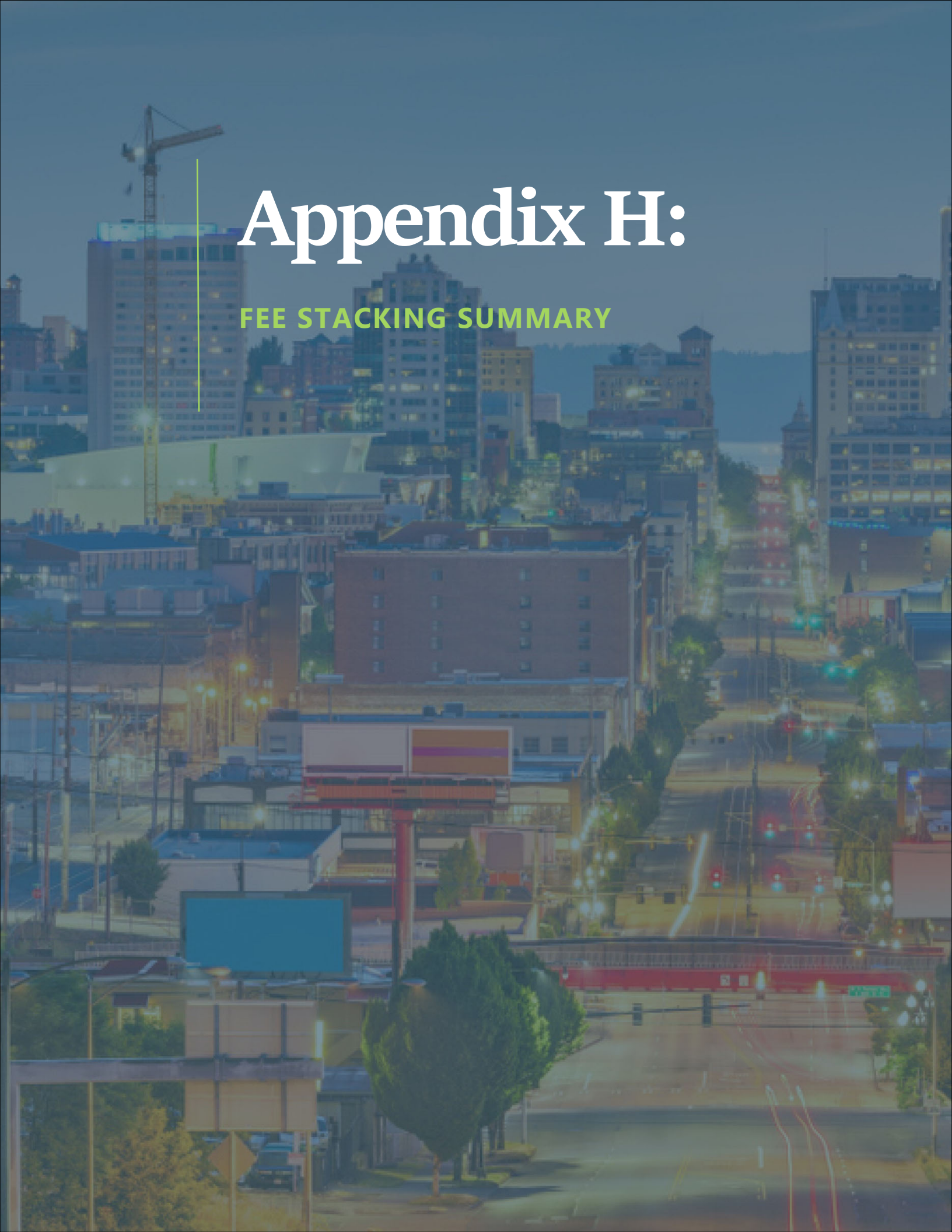


Source: BERK, 2021.

Exhibit 6. School Impact Fee Programs Rates, Year of Original Adoption, and Most Recent Update

SCHOOL DISTRICT	ORIGINAL ADOPTION	MOST RECENT UPDATE	MULTI-FAMILY	SINGLE FAMILY
Lakewood No. 306	1999	2020	$1,641	$3,566
Kent No. 415	1996	2020	$2,345	$5,554
Vancouver No. 37	2004	2017	$2,382	$2,881
Everett No. 2	2014	2021	$3,010	$5,358
Renton No. 403	2013	2021	$4,989	$7,681
Issaquah No. 411	1995	2021	$12,043	$18,213
Federal Way No. 210	1995	2020	$20,768	$5,035

Source: BERK, 2021.



Appendix H:

FEE STACKING SUMMARY

Comparison of System Development Fees

System improvement charges refer to any fees levied by jurisdictions on new development to help pay for investments to infrastructure and services to accommodate growth. Investments might support improvements to transportation, parks, schools, water, wastewater treatment, stormwater management, fire service, affordable housing, child-care, or other services that local governments provide. System improvement charges may be paid up front by developers or over time by the owners of new buildings.

This analysis focuses on charges paid up front by developers and does not include charges paid by property owners.

This memo compares system improvement charges in the City of Tacoma as well as six other jurisdictions. Permit fees are excluded from the quantitative comparison but noted in a qualitative description of fees by jurisdiction at the end of this report.

Exhibit 1 shows the assumed characteristics of five different typical development types used to calculate and compare system improvement charges across jurisdictions in this analysis. These assumptions are based on actual development projects in Tacoma and were provided by City staff.

- A single family home, located outside of downtown
- A multifamily apartment building, located not downtown, around 22,000 sq. ft, with 33 units.
- A commercial office building, located not downtown, around 27,000 sq. ft.
- A commercial retail building, located not downtown, like a convenience store, around 3,000 sq. ft.
- A commercial industrial building, located not downtown, in light industry, around 28,000 sq. ft.

Several jurisdictions impose different fees in different areas, such as downtown or outside downtown, or in different school districts, so these assumptions note where the development would occur.

Tacoma currently does not have any impact fees or system development charges for storm or stormwater. The City collects water system development charges that are set based on meter size.

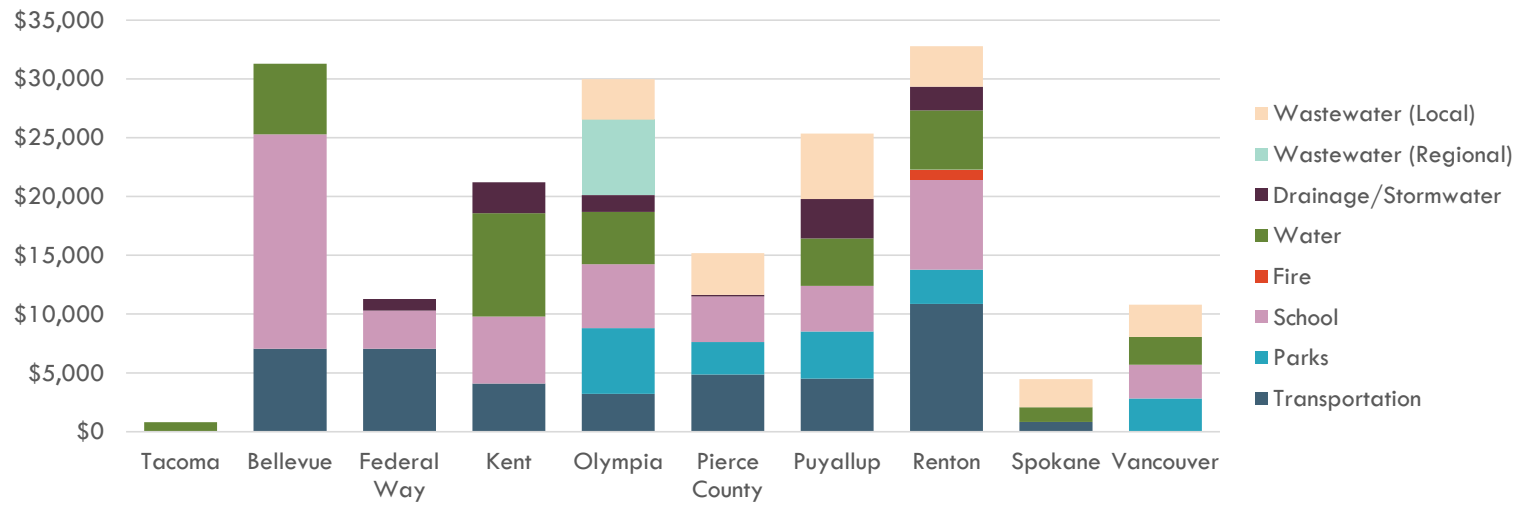
Exhibit 1 summarizes assumptions around typical project types that are used to compare system improvement charges. The comparison charts that follow show costs of development in each city and provides greater context to inform the development of draft impact fees in Tacoma.

Exhibit 1. Example Project Types Used to Compare System Improvement Charges

	Single Family Residential	Multifamily Residential	Commercial Office	Commercial Retail	Commercial Industrial
Number of units	1	33	N/A	N/A	N/A
Building square feet	2,076	21,861	26,960	3,054	27,586
Gross leasable area	2,076	15,633	24,163	2,940	3,172
Impervious area	2,700	30,492	13,351	16,399	169,050
Project location	Not downtown	Not downtown	Not downtown	Not downtown	Not downtown
Specific type of commercial space	N/A	N/A	Office/education	Convenience/gas	Metal recycling center (Light industry)
Water meter size	5/8" meter & 3/4" service line	Bldg#1&2 each have a 2" Fire/Domestic combination meter & 2" service line, 3rd meter is Irrigation 5/8" meter and 3/4" service	Fire Service, 6" DC meter with 6" service line // Domestic Service 1.5" meter and 2" service line	1" meter and 1" service line	Fire Service 6" DC meter & Domestic 1" meter with 2" service line
Number of plumbing fixtures	3	33	18	2	2

Source: City of Tacoma, 2021.

Exhibit 2. Single Family Residential System Development Fees

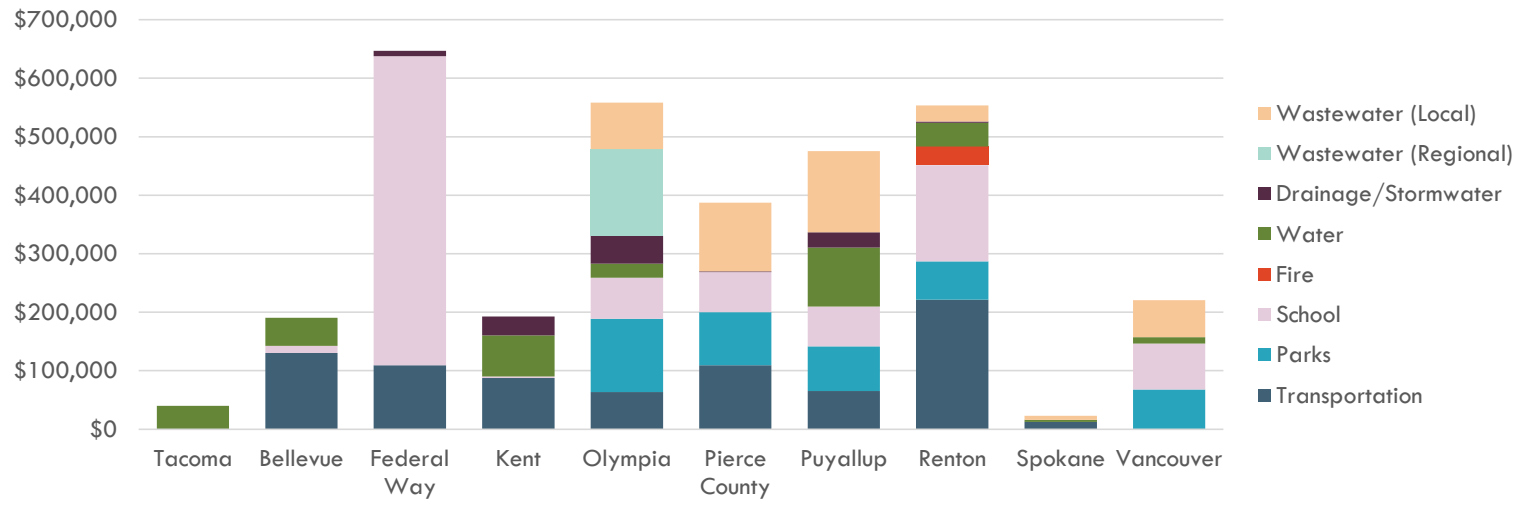


	Tacoma	Bellevue	Federal Way	Kent	Olympia	Pierce County	Puyallup	Renton	Spokane	Vancouver
Single Family	**$809**	**$31,278**	**$11,278**	**$21,209**	**$29,980**	**$15,178**	**$25,347**	**$32,781**	**$4,466**	**$10,800**
SF Cost per Sq. Ft.	$0.39	$15.07	$5.43	$10.22	$14.44	$7.31	$12.21	$15.79	$2.15	$5.20
Transportation	$0	$7,060	$7,054	$4,095	$3,219	$4,859	$4,500	$10,862	$834	$0
Parks	$0	$0	$0	$0	$5,581	$2,754	$4,017	$2,915	$0	$2,819
School	$0	$18,213	$3,243	$5,693	$5,448	$3,890	$3,890	$7,681	$0	$2,881
Fire	$0	$0	$0	$0	$0	$0	$0	$830	$0	$0
Water	$809	$6,005	$0	$8,783	$4,433	$0	$4,020	$5,044	$1,232	$2,360
Drainage/Stormwater	$0	$0	$981	$2,638	$1,439	$125	$3,360	$2,000	$0	$0
Wastewater (Local)	$0	$0	$0	$0	$3,442	$3,550	$5,560	$3,450	$2,400	$2,740
Wastewater (Regional)	$0	$0		$0	$6,418			$0	$0	$0

Notes: Assumes a single family residence outside of downtown; does not include system development fees that are paid by the property owner rather than developer. Lakewood was analyzed as a part of this study, but not included in these charts due to a lack of system development fees.

Sources: City of Tacoma, 2021; City of Bellevue, 2021; City of Federal Way, 2021; City of Kent, 2021; City of Olympia, 2021; Pierce County 2021; City of Puyallup, 2021; City of Renton, 2021; City of Spokane, 2921; City of Vancouver, 2021; BERK, 2021.

Exhibit 3. Multifamily Residential System Development Fees

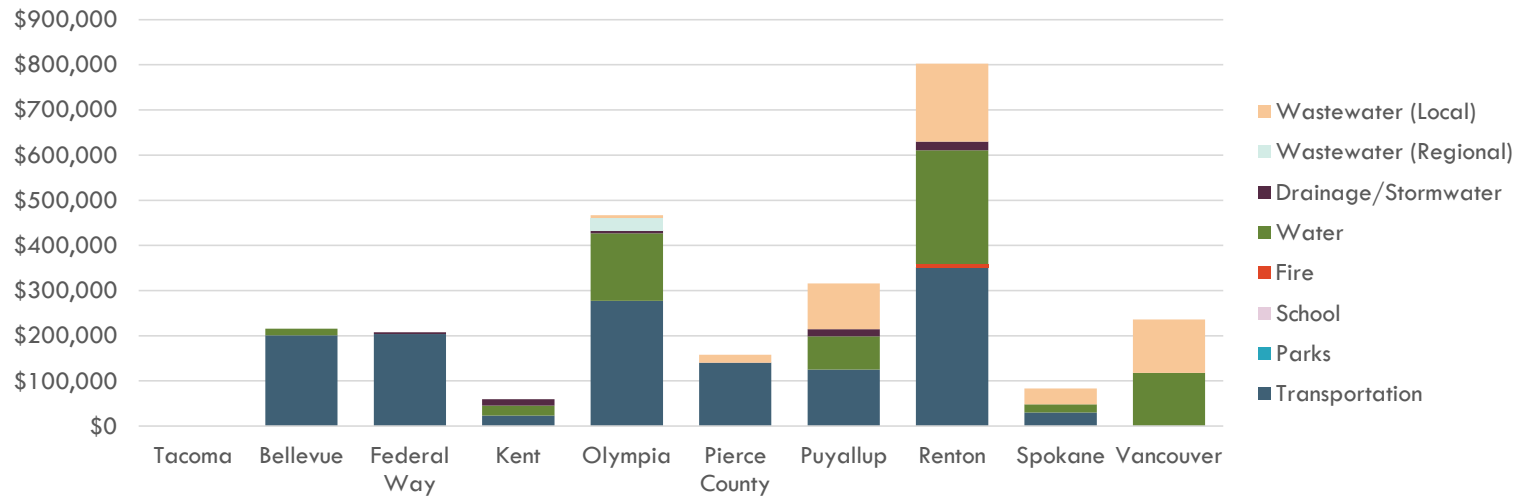


	Tacoma	Bellevue	Federal Way	Kent	Olympia	Pierce County	Puyallup	Renton	Spokane	Vancouver
Multifamily	**$40,095**	**$190,532**	**$29.59**	**$192,551**	**$558,307**	**$387,052**	**$475,565**	**$553,346**	**$22,980**	**$220,639**
MF Cost Per Sq. Ft.	$1.83	$8.72	$109,362	$8.81	$25.54	$17.71	$21.75	$25.31	$1.05	$10.09
Transportation	$0	$130,449	$0	$87,716	$63,525	$109,428	$65,340	$221,664	$12,728	$0
Parks	$0	$0	$528,099	$0	$125,268	$90,882	$76,346	$65,261	$0	$67,980
School	$0	$12,043	$0	$2,405	$70,389	$68,145	$68,145	$164,637	$0	$78,604
Fire	$0	$0	$0	$0	$0	$0	$0	$31,829	$0	$0
Water	$40,095	$48,040	$9,348	$70,261	$23,881	$0	$100,500	$40,354	$3,485	$10,762
Drainage/Stormwater	$0	$0	$0	$32,169	$47,487	$1,447	$26,233	$2,000	$0	$0
Wastewater (Local)	$0	$0	$0	$0	$79,510	$117,150	$139,000	$27,600	$6,767	$63,294
Wastewater (Regional)	$0	$0	$29.59	$0	$148,247	$0	$0	$0	$0	$0

Notes: Assumes multifamily apartment building, located not downtown, with 33 units; does not include system development fees that are paid by the property owner rather than developer. Lakewood was analyzed as a part of this study, but not included in these charts due to a lack of system development fees.

Sources: City of Tacoma, 2021; City of Bellevue, 2021; City of Federal Way, 2021; City of Kent, 2021; City of Olympia, 2021; Pierce County 2021; City of Puyallup, 2021; City of Renton, 2021; City of Spokane, 2921; City of Vancouver, 2021; BERK, 2021.

Exhibit 4. Commercial Office System Development Fees

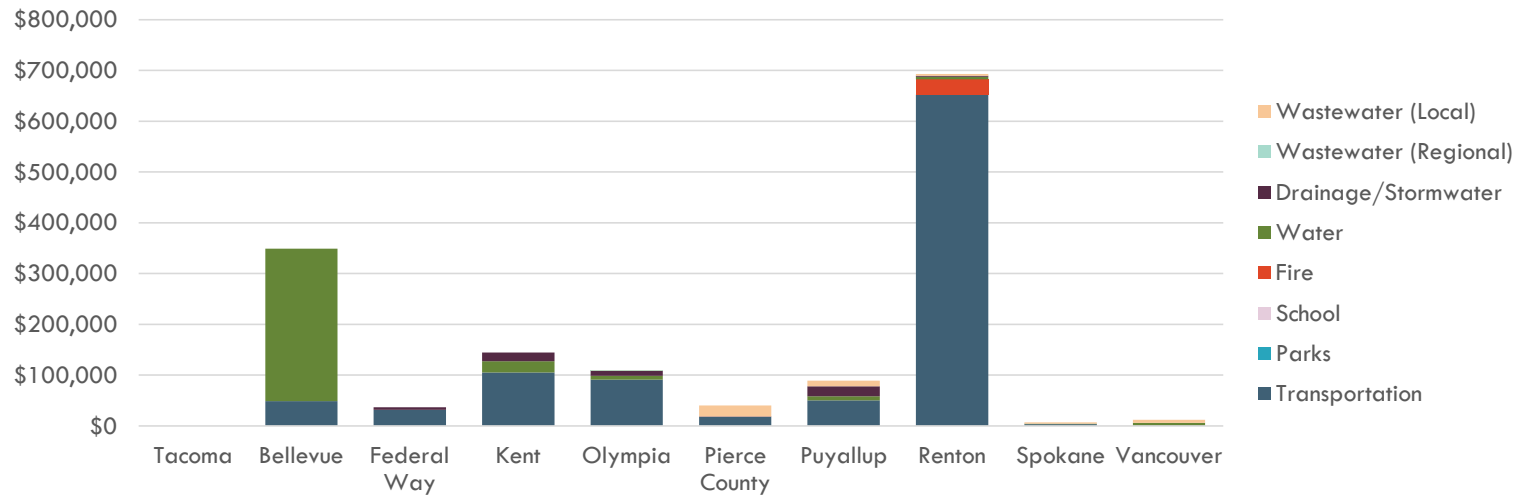


	Tacoma	Bellevue	Federal Way	Kent	Olympia	Pierce County	Puyallup	Renton	Spokane	Vancouver
Commercial Office	**$0**	**$215,807**	**$207,787**	**$59,357**	**$466,811**	**$158,249**	**$315,740**	**$802,621**	**$83,335**	**$236,000**
Office Cost Per Sq. Ft.	$0.00	$8.00	$7.71	$2.20	$17.31	$5.87	$11.71	$29.77	$3.09	$8.75
Transportation	$0	$200,795	$203,694	$23,314	$277,150	$139,662	$125,044	$352,297	$29,962	$0
Parks	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
School	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Fire	$0	$0	$0	$0	$0	$0	$0	$6,282	$0	$0
Water	$0	$15,013	$0	$21,957	$149,338	$0	$73,478	$252,212	$18,108	$118,000
Drainage/Stormwater	$0	$0	$4,093	$14,085	$7,600	$634	$16,021	$19,330	$0	$0
Wastewater (Local)	$0	$0	$0	$0	$6,143	$17,953	$101,198	$172,500	$35,265	$118,000
Wastewater (Regional)	$0	$0	$0	$0	$26,581	$0	$0	$0	$0	$0

Notes: Assumes a commercial office building, located not downtown, around 27,000 sq ft; does not include system development fees that are paid by the property owner rather than developer. Lakewood was analyzed as a part of this study, but not included in these charts due to a lack of system development fees.

Sources: City of Tacoma, 2021; City of Bellevue, 2021; City of Federal Way, 2021; City of Kent, 2021; City of Olympia, 2021; Pierce County 2021; City of Puyallup, 2021; City of Renton, 2021; City of Spokane, 2921; City of Vancouver, 2021; BERK, 2021.

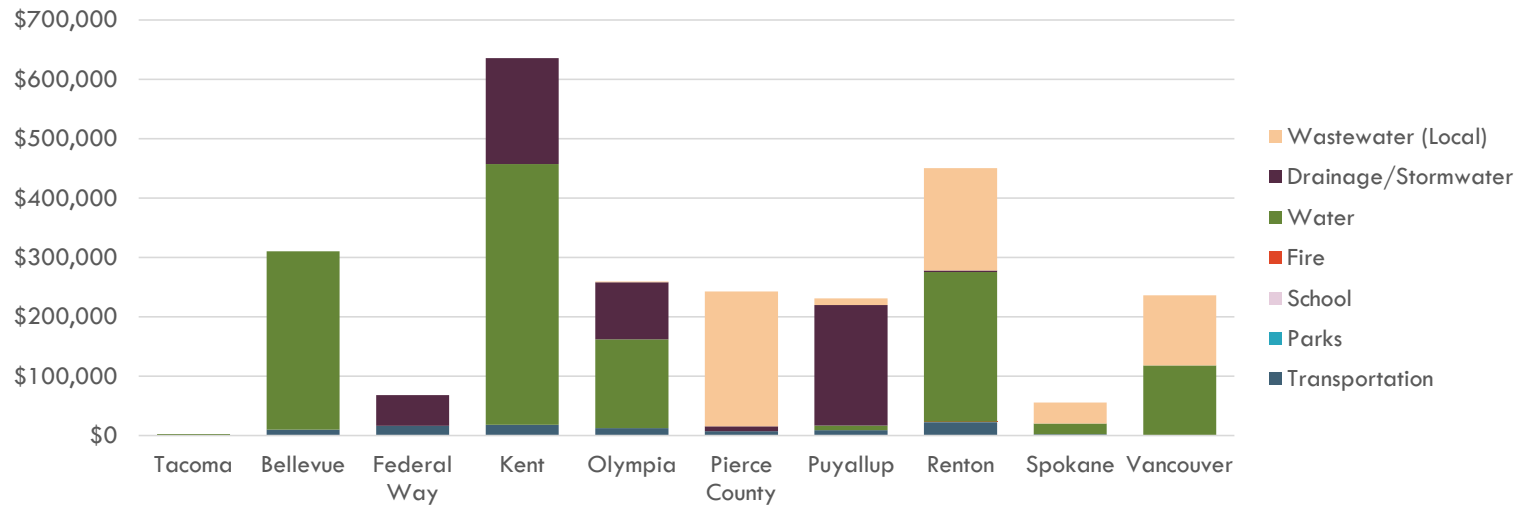
Exhibit 5. Commercial Retail System Development Fees



	Tacoma	Bellevue	Federal Way	Kent	Olympia	Pierce County	Puyallup	Renton	Spokane	Vancouver
Commercial Retail	**$0**	**$348,848**	**$36,632**	**$144,598**	**$109,450**	**$40,323**	**$89,245**	**$693,171**	**$6,895**	**$11,800**
Retail Cost Per Sq. Ft.	$0.00	$114.23	$11.99	$47.35	$35.84	$13.20	$29.22	$226.97	$2.26	$3.86
Transportation	$0	$48,598	$31,605	$105,340	$91,169	$17,493	$50,406	$652,121	$3,263	$0
Parks	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
School	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Fire	$0	$0	$0	$0	$0	$0	$0	$30,204	$0	$0
Water	$0	$300,250	$0	$21,957	$7,483	$0	$8,040	$5,044	$1,232	$5,900
Drainage/Stormwater	$0	$0	$5,027	$17,301	$9,335	$778	$19,679	$2,352	$0	$0
Wastewater (Local)	$0	$0	$0	$0	$275	$22,052	$11,120	$3,450	$2,400	$5,900
Wastewater (Regional)	$0	$0	$0	$0	$1,188	$0	$0	$0	$0	$0

Notes: Assumes a commercial retail building, located not downtown, similar to a convenience store, around 3,000 sq ft; does not include system development fees that are paid by the property owner rather than developer. Lakewood was analyzed as a part of this study, but not included in these charts due to a lack of system development fees.
Sources: City of Tacoma, 2021; City of Bellevue, 2021; City of Federal Way, 2021; City of Kent, 2021; City of Olympia, 2021; Pierce County 2021; City of Puyallup, 2021; City of Renton, 2021; City of Spokane, 2921; City of Vancouver, 2021; BERK, 2021.

Exhibit 6. Commercial Industrial System Development Fees



	Tacoma	Bellevue	Federal Way	Kent	Olympia	Pierce County	Puyallup	Renton	Spokane	Vancouver
Commercial Industrial	**$2,653**	**$310,432**	**$68,097**	**$635,660**	**$265,136**	**$242,737**	**$231,013**	**$450,405**	**$55,689**	**$236,000**
Industrial Cost Per Sq. Ft.	$0.10	$11.25	$2.47	$23.04	$9.61	$8.80	$8.37	$16.33	$2.02	$8.56
Transportation	$0	$10,182	$16,272	$18,176	$12,783	$7,391	$8,993	$22,680	$2,316	$0
Parks	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
School	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Fire	$0	$0	$0	$0	$0	$0	$0	$476	$0	$0
Water	$2,653	$300,250	$0	$439,137	$149,338	$0	$8,040	$252,212	$18,108	$118,000
Drainage/Stormwater	$0	$0	$51,824	$178,348	$96,227	$8,025	$202,860	$2,538	$0	$0
Wastewater (Local)	$0	$0	$0	$0	$1,274	$227,321	$11,120	$172,500	$35,265	$118,000
Wastewater (Regional)	$0	$0	$0	$0	$5,514	$0	$0	$0	$0	$0

Notes: Assumes a commercial industrial building, located not downtown, in light industry, around 28,000 sq ft; does not include system development fees that are paid by the property owner rather than developer. Lakewood was analyzed as a part of this study, but not included in these charts due to a lack of system development fees.

Sources: City of Tacoma, 2021; City of Bellevue, 2021; City of Federal Way, 2021; City of Kent, 2021; City of Olympia, 2021; Pierce County 2021; City of Puyallup, 2021; City of Renton, 2021; City of Spokane, 2921; City of Vancouver, 2021; BERK, 2021.

CITY OF BELLEVUE

The City of Bellevue charges most development fees based on:

- Dwelling units
- Meter size

The City of Bellevue charges several development related fees for construction. A project must pay for building permits, land-use review fees, a right of way review fee, and clearing and grading permits. Additionally, there are design review fees; construction related fees including electrical permit fees, fire permit fees, mechanical and plumbing permit fees; as well as sewer, water, and stormwater connection fees.

Bellevue charges **transportation impact fees** by project type, breaking residential projects into single family, multifamily, or senior citizen dwelling. Transportation impact fees for commercial projects are based on 25 categories of projects that determine the fee levied. These fees are based on trip rate factors.

Bellevue city boundaries include several school districts. Issaquah School District and Renton School District levy **school impact fees**, charging fees for single family and multifamily residences. This analysis assumes developments located in Issaquah School District.

Developments in Bellevue must also pay the **Cascade Water Alliance's Regional Capital Facilities Charge, which** is intended to equitably recover growth related costs pertaining to the water supply system. This fee is charged by meter size. Bellevue collects this fee based on CWA's methodology and passes that amount on to CWA quarterly.[1]

The City of Bellevue also levies **Capital Recovery Charges** for water, sewer, and drainage (stormwater) to all new developments, which are collected so that each new improvement, development, redevelopment or existing structure that places an additional demand on the public utility systems bears its equitable share of the cost of said public utility system.[2] The fees are paid over a 10-year period by the property owner based on the size of development; they are not paid upfront by the developer of the project. This cost is not included in this analysis.

King County charges a **regional Sewer Capacity Charge**, which is based on number of Residential Equivalent Units. This paid by the property owner monthly for 15 years and is not an upfront cost of development. This cost is not included in this analysis.

[1] CWA Code, Title 5, Chapter 5.25, CWA Resolution 2012-06, Bellevue City Code 24.02.260(A.1)
[2] Bellevue City Code 24.02.275, 24.04.275 and 24.06.120.

CITY OF FEDERAL WAY

The City of Federal Way charges most development fees based on:

- Dwelling units
- Square Feet
- Equivalent Service Unit (3,200 square feet)

Federal Way charges **transportation impact fees** by project type, breaking residential projects into single family, multifamily, senior housing, or mobile home dwelling. Transportation impact fees for commercial projects are based on 38 categories of projects that determine the fee levied. These fees are based on trip rate factors.

Federal Way city boundaries overlap with the Federal Way Public Schools school district, which levies **school impact fees**, charging fees for single family residences and multifamily residences. Federal way has some of the highest multifamily school impact fees in the state.

Federal Way charges a **surface water system development fee** based on square feet of new impervious surface.

King County charges a **regional Sewer Capacity Charge**, which is based on number of Residential Equivalent Units. This paid by the property owner monthly for 15 years and is not an upfront cost of development. This cost is not included in this analysis.

CITY OF KENT

The City of Kent charges most development fees based on:

- Dwelling units
- Location
- Meter size
- Square feet

Permits. Kent collects a range of permit fees related to construction. Projects must pay for building permits (includes plumbing and mechanical), civil engineering permits (including sewer, water, traffic/roads, stormwater), fire prevention permits, and land use and environmental permits.

Kent charges **transportation impact fees** by project type and location, with lower fees for inside downtown than outside downtown. Residential projects are categorized as single family, multifamily, senior housing, or mobile home in a mobile home park. Commercial projects are categorized into 39 different project types.

Kent includes four school districts: Federal Way School District, Auburn School District, and Kent School District, and Highline School District. Federal Way, Auburn, and Kent school districts charge **school impact fees** on single family and multifamily residential development. This analysis assumes developments located in Kent School District.

Kent is part of the Puget Sound Regional Fire Authority. It previously collected fire impact fees under the Kent Fire Department Regional Fire Authority but no longer collects fire impact fees.

Kent charges **water system development fee** and a water meter fee based on meter size. Kent charges a **stormwater system development charge** based on square feet of new impervious surface.

King County charges a **regional Sewer Capacity Charge**, which is based on number of Residential Equivalent Units. This paid by the property owner monthly for 15 years and is not an upfront cost of development. This cost is not included in this analysis.

CITY OF LAKEWOOD

New development in the City of Lakewood requires several permits, including land use permits and construction-related permits (including building, mechanical, plumbing, and site development permits). In addition, there are fees charged for plan reviews, mechanical reviews, plumbing reviews, design reviews, plat subdivision, and land use permits.

Lakewood does not charge any impact fees or system development charges.

Lakewood does charge **SEPA mitigation fees** for transportation within the Downtown Subarea at a rate of $2,174 per trip.

CITY OF OLYMPIA

The City of Olympia charges most development fees based on:

- Dwelling units
- Location
- Equivalent Residential Unit
- Meter size
- Square feet

New development requires several permits, including building permits, land use review, engineering permits and inspection fees (includes right of way, sewer, storm, water).

Olympia charges **transportation impact fees** for residential and commercial development. Residential development is organized into single family, multifamily duplex/triplex/fourplex/cottage housing, apartments, mobile home, and senior housing/ADU. Commercial development is organized into 35 categories including services, institutional, industrial, restaurant, retail, office. Retail and office rates vary based on square footage. Multifamily residential and commercial rates are different for downtown or outside downtown (lower rates downtown).

Parks impact fees are charged on residential development, with different multifamily rates for downtown and outside downtown.

Olympia School District sets **school impact fees** on residential development, with lower rates for multifamily located within the downtown.

Olympia collects a water **general facility charge** based on meter size; a **stormwater general facility charge** based on impervious unit (which is based on impervious surface); and a **sewer general facility charge is** based on Equivalent Residential Unit and differs for downtown or not downtown.

Additionally, there is a **regional wastewater/sewer charge**, the LOTT Sewer Reserve Capacity

Development Charge, through the LOTT Clean Water Alliance. This is also charged based on Equivalent Residential Unit.

CITY OF PUYALLUP

The City of Puyallup charges most development fees based on:

- Dwelling units
- Equivalent Residential Unit
- Evening peak hour trips

Permits. New development projects must pay for several permits, including building permits, fire construction, mechanical, and plumbing. Additionally, there are several development specific fees for plan reviews, critical area reviews, and design reviews.

Puyallup charges **transportation impact fees** for residential and commercial development. Residential fees are set for single family and multifamily using a discounted per unit rate and commercial fees are charged based on p.m. peak hour trips.

Parks impact fees are charged on residential development.

Puyallup School District levies **school impact fees** for residential development.

Puyallup charges **water and sewer system development charges** per unit for residential properties and a per fixture rate for commercial and industrial properties. Puyallup also charges a **stormwater system development charge** based on square footage.

CITY OF RENTON

The City of Renton charges most development fees based on:

- Dwelling units
- Equivalent Residential Unit
- Meter size
- Square feet

Permits. New development projects must also pay for several permits, including building permits, fire permits, civil construction, mechanical/electrical/plumbing, inspections, and right of way permits.

Renton charges **transportation impact fees** for residential and commercial development. Residential fees are set for single family and multifamily, and commercial fees are organized into 32 categories.

Parks impact fees are charged on residential development.

Issaquah School District, Renton School District, and Kent School District all levy **school impact fees** for residential development. This analysis assumes developments located in Renton School District.

Renton charges **fire impact fees** on residential and commercial development.

Renton charges **water and wastewater system development charges** for water service, fire service, and wastewater service; and a **stormwater system development charge** based on square footage.

King County charges a **regional Sewer Capacity Charge**, which is based on number of Residential Equivalent Units. This paid by the property owner monthly for 15 years and is not an upfront cost of development. This cost is not included in this analysis.

CITY OF SPOKANE

Permits. Development projects must pay for several construction related permits, including planning, design, engineering, electrical, fire, and plumbing.

The City of Spokane charges most development fees based on:

- Dwelling units
- Location
- Meter size

Spokane levies transportation impact fees for residential and commercial development with varying rates for each of its five districts. Multifamily residential fees are organized by type: 1-2 level, 3-10 level/ADU, or multifamily low income. There are 43 categories of commercial development including services, institutional, administrative office, retail, industrial, and restaurants.

The City of Spokane does not levy parks, fire, or school impact fees.

Spokane collects a **water general facility charge** based on meter size and a **wastewater general facility charge** based on meter size.

CITY OF VANCOUVER

The City of Vancouver charges most development fees based on:

- Dwelling units
- Location
- Meter size
- Equivalent Residential Unit

Permits. For new development, projects must pay for permits and fees including building permits; building plan review fees; development review fees; electrical, mechanical, plumbing; fire building permits and protection system fees; and grading and erosion control.

Vancouver collects **transportation impact fees** on residential and commercial development based on its three districts. **Parks impact fees** are collected on residential development and are the same across three parks districts.

Vancouver School District, Battle Ground School District, Camas School District, and Evergreen School District levy **school impact fees** on single family and multifamily development. This analysis assumes developments located in Vancouver School District.

Vancouver collects a **water system development charge** based on meter size and a **sewer system development charge** based on equivalent dwelling unit.

PIERCE COUNTY

Pierce County charges most development fees based on:

- Dwelling units
- Location
- Square feet
- Equivalent Residential Unit

Pierce county collects: transportation impact fees, park impact fees, school impact fees (for school districts)

New development projects must pay for permits and fees including land use and planning fees like building permits, development engineering fees, and critical area reviews, among others. In addition the county charges fire prevention bureau fees.

Pierce County collects **transportation impact fees** on residential and commercial development based on its four transportation service areas. Residential fees are charged on a per unit basis while commercial fees are charged based on square footage. **Parks impact fees** are collected on residential development and are charged per dwelling unit.

There are 13 school districts in Pierce County that levy school impact fees on single family and multifamily units. Pierce County applies maximum school impact fees for single family ($3,890 per unit) and multifamily ($2,065 per unit). All 13 school districts within unincorporated Pierce County calculated rates above the single family maximum; as a result, the maximum rate is the levied rate for all 13 districts and is the rate included in this analysis. For multifamily, this analysis used the maximum impact fee charge in affect for 8 of the 13 school districts. There are five school districts that calculate a multifamily fee less than the maximum: Bethel, Carbonado, Dieringer, Fife, and Steilacoom. Two of those, Bethel and Steilacoom, do not calculate school impact fee on multifamily units.

Pierce County collects a **sewer capacity charge** and a **surface water management utility service charge** based on residential equivalent and impervious surface respectively.