



PERIODIC UPDATE WORK PLAN | JANUARY 29, 2024

Project Understanding

The City of Tacoma is updating its Comprehensive Plan, "One Tacoma," to provide City Council, Planning Commission, Transportation Commission, city staff, city residents, and the business and development community with a comprehensive, internally consistent and legally defensible tool to guide the City's decision making and development over the next 25 years, to the year 2050. The updated plan will help maintain collaborative and respectful relationships within the community and surrounding neighbors and establish or confirm existing policies and priorities for coordinated development/redevelopment and necessary infrastructure consistent with the State Growth Management Act, Puget Sound Regional Council's VISION 2050 and Transportation 2050, and the City of Tacoma's ongoing Strategic Plan process.

Focus Areas for the 2024 One Tacoma Plan Update

Sustainability: This effort will support a transition to a green, sustainable economy by promoting and accelerating the decarbonization of industrial sectors and transportation systems to meet our adopted greenhouse gas reduction targets.

Equity: This effort will evaluate current Comprehensive Plan and recommend actions the City can take to implement anti-racist systems transformation goals.

Public Health: This effort will coordinate land use and transportation plans to ensure that they support an accessible and thriving city for all ages and abilities while, addressing the overall reduction of harmful air emissions, both greenhouse gas emissions and toxics, with a particular focus on our frontline and most vulnerable populations.

Opportunity: This effort will better align capital plans and investments to create and expand opportunity in low-opportunity neighborhoods, and help to ensure city services are being delivered equitably.

Actionable Goals and Performance Measures: This effort will give particular attention to identifying key metrics and performance measures to demonstrate progress toward meeting the goals and policies contained within the Comprehensive Plan.

Communications and Engagement: This effort will communicate how the Comprehensive Plan goals and policies are expected to improve or otherwise affect the lives of community members and the way they experience the City; and ensure that plans and policies are developed with the community in a culturally appropriate and equitable manner.

What is the One Tacoma Comprehensive Plan?

Tacoma's Comprehensive Plan, [One Tacoma](#), is the City's official statement concerning its vision for future growth and development. It identifies goals, policies, and strategies for maintaining the health, welfare, and quality of life of Tacoma's residents. The Comprehensive Plan is comprised of numerous individual elements, including elements addressing such important issues as urban form, design and development, environment and watershed health, parks and recreation, housing, economic development, and transportation and infrastructure.

The City of Tacoma amends its Comprehensive Plan on an annual basis as permitted by state law. In addition to these regular amendments, the [Growth Management Act](#) (GMA) requires counties and cities to periodically conduct a thorough review of their plans and regulations to bring them in line with any relevant changes in the GMA, and to accommodate updated growth targets. [RCW 36.70A.130](#) establishes the review procedures and schedule for Comprehensive Plan amendments and periodic review. Tacoma last completed such a "periodic update" in 2015 and is mandated to undertake another "periodic update" in 2024.

In addition, the City of Tacoma is the designated "Metropolitan City" for Pierce County and is allocated, through [Vision 2050](#) and the [Countywide Planning Policies](#), to accommodate a significant share of the region's population and employment growth. The Puget Sound Regional Council evaluates and certifies local comprehensive plans for consistency with the multi-county planning policies (see the [Plan Review Manual](#), page 27). The Comprehensive Plan update will include a review and update to ensure consistency with the goals and policies of Vision 2050.



The Puget Sound Region is expected to grow to 5.8 million residents by 2050. As a Metropolitan City, Tacoma is expected to accommodate a significant share of this regional growth: 137,000 more people, 59,000 more homes, and 94,000 more jobs.

What is in the One Tacoma Plan?

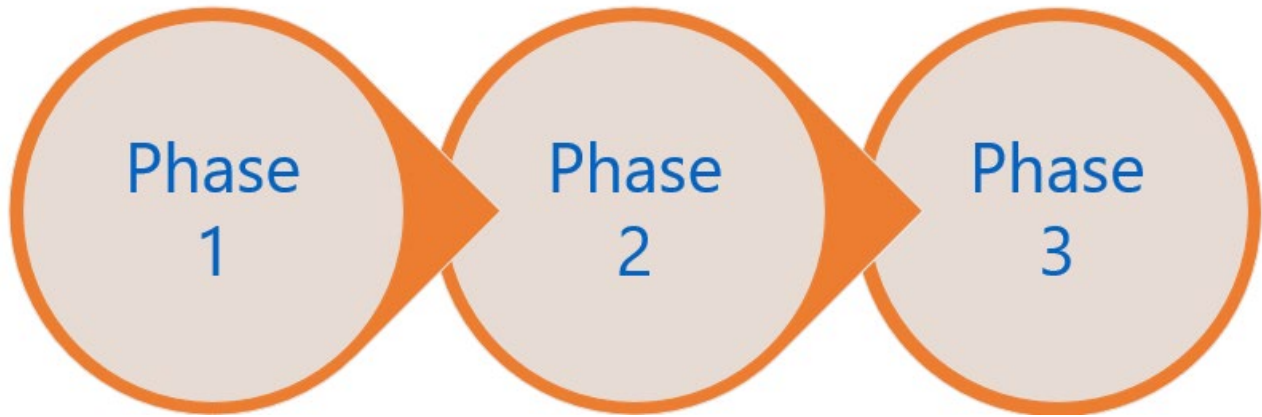
The One Tacoma Plan is organized into "books". Book One comprises the core policy elements. Book Two includes functional and programmatic elements that more directly span both policy and code/implementation. The following tables summarize each element of the One Tacoma Plan:

ELEMENT	ELEMENT FOCUS
Urban Form	Equitable system of compact mixed-use and commercial centers; major corridors as vibrant urban places and key transportation connections; enhanced public realm; integrate nature into the city and link people, places and wildlife; description of overall development pattern and area character to inform and guide future investments and development.
Design + Development	Building and site design that promotes human and environmental health and safety and responds to local context; strong links between building and site design, streets and the public realm; historic and cultural resource and scenic view preservation; integration of nature into the built environment; energy and resource efficient neighborhoods and buildings.
Environment + Watershed Health	Watershed functions, trees and forests, open space lands and habitat corridors, and natural resources; air and water quality; habitat functions and values; tree canopy and urban forest, greenhouse gas emissions and anticipated impacts from climate change; preservation and restoration of Tacoma’s environmental assets.
Housing	Housing diversity, equitable access to housing, housing stock that is safe and healthy, affordable housing and resource efficient and high performance housing.
Economic Development	Access to a diversity of economic opportunities; positive business climate; build upon employment in Downtown, manufacturing/industrial centers and mixed-use centers; leverage industrial strengths and assets
Transportation Master Plan	Partnerships to serve all users of the regional transportation system; safe and healthy connections to places where people work, live and play; mobility options, accessibility, equity and economic vitality; fiscal, environmental and social sustainability; transportation demand management strategies; reinforce the land use vision and <i>VISION 2040</i> ; implementation actions and a detailed project list.
Parks + Recreation	Safe and equitable access to high quality parks and recreational facilities, contribute to the health of all Tacomans, partnerships to enhance the quality of services, long-term maintenance of facilities, facilities consistent with community needs, a complete park system that serves diverse needs, special area and specific facilities consistent with adopted master plans.
Public Facilities + Services	Public facilities and services needed to support current and future development, annexation areas, essential public facilities, prioritization criteria, economic development, facilities management, inventory of facilities, planned capital projects, financing strategies
Container Port	Long-term function and viability of the Port of Tacoma maritime industrial activities and services, compatible transition between maritime industrial area and surrounding development, essential capital facilities and an efficient multi-modal movement of goods.
Engagement, Administration + Implementation	Inclusionary and equitable community engagement, working in partnership with individuals and organizations, commitment to transparency and accountability. Steps in implementation of the Comprehensive Plan, working in coordination within the city and with external partners, and maintaining/amending the Comprehensive Plan in order to make sure it stays useful and relevant.
Downtown	Supporting a balanced, health economy, achieving vitality downtown, sustainable city, city of the arts, urban design, downtown circulation and policies for each downtown district.

PROGRAM	PROGRAM FOCUS
Shoreline Master Program	Includes goals, policies and development regulations for all shoreline areas including Commencement Bay and its waterways, the Tacoma Narrows, and Wapato Lake.
Capital Facilities Program	Implements the Comprehensive Plan Capital Facilities Element, documents priorities for the capital improvements the City intends to build in the next six years and plans for how to pay for these improvements. Functions as a budgeting tool, providing guidance for appropriations that are made through adoption of the budget.
Downtown Regional Growth Center Subarea Plans	Smaller area plans to help implement the vision for the Downtown Regional Growth Center. Includes to North Downtown Subarea, South Downtown Subarea and Hilltop Subarea. Each subarea plan focuses on issues and opportunities at a scale that is responsive to the subarea’s specific needs.
Historic Preservation Plan	Defines the City of Tacoma’s preservation goals, policies and actions for preservation and neighborhood conservation. Provides a framework for organizations engaged in community based initiatives with interests in protecting and experiencing cultural resources.



Timeline and Project Phases



Phase 1: Priority Setting (First Half 2024)

Objectives:

- Listen deeply to focus community priorities on comprehensive plan topics not already addressed in recent engagement.
- Leverage strategic plan survey for a few broad points of input.
- Broadly socialize the planning effort at existing community events and online.

Plan Outcomes: Baseline Conditions Report; Equity Assessment, Community Profile; Summary of Engagement

Phase 2: Community Check in (Summer – Fall 2024)

Objectives:

- Connect with communities to update on policy development progress and initial policy ideas based on their priorities.
- Broadly socialize the planning effort at existing community events.

Plan Outcomes: Draft Policy Elements

Phase 3: Plan Adoption (First Half 2025)

Objective:

- Gather broad input on draft policies.

Plan Outcomes: Adopted Plan Update and Regulatory Code

Phase 1: Initiation, Visioning, and Baseline Conditions

Project Kickoff

A kickoff meeting at the start of the project will clarify larger questions for project priorities; clarify roles, timelines, and expectations for project communications; and establish the key progress check-in moments to track across the Comprehensive Plan process. This will be held virtually and include all Consultant staff and City counterparts with key roles in the project. The Consultant will develop and maintain this schedule for project team reference. Key inter-departmental and inter-agency staff will be provided with materials to summarize the key takeaways from this kickoff.

Baseline Conditions and Data for each Plan element

Baseline conditions assessments will summarize existing analysis and reports relevant to the Plan element, and complete any new analysis and mapping needed to support element updates. Where identified, additional topics of study will be included to support a robust policy development effort.

Anticipated elements included for baseline conditions report:

Urban Form

Baseline conditions for this element will incorporate the process of population allocation across planning geographies in Tacoma.

Housing

This report will summarize current datapoints on Tacoma's housing market, including all requirements to comply with WAC 365.196.410 and updates in HB 1220. The baseline conditions data will also compile the various planning efforts related to housing from recent years to synthesize themes and policy guidance.

Transportation

Transportation analysis will be completed as part of the TMP development (See Task D). The Consultant will provide any necessary data inputs for TMP development, such as population allocation figures according to TAZ.

Parks and Recreation

Baseline conditions for Parks and Recreation will primarily reference the Metro Parks Strategic Plan, currently in development. Additional supportive efforts will include updated LOS metrics to incorporate City properties, a crosscheck of state-level guidance for parks planning, and collaboration on equity findings.

Public Facilities and Services

This report will review and summarize existing policies related to the management of public facilities as well as capital improvement projects. The report will also provide a summary of identified goals and priorities for service delivery.

Environment and Watershed Health element

This report will be a high-level summary of publicly documented critical areas within the City and a description of each of the five critical area types. Publicly available

watershed-scale assessments will also be summarized. This effort assumes that the existing descriptions in the City's Comprehensive Plan are accurate and that limited updates will be needed.

Historic Preservation element

This report will summarize an assessment of existing plan language and regulations pertaining to historical resources. A comparative analysis will gather relevant best practices from other jurisdictions who have modified their historic resource regulations in efforts to satisfy goals for the update, as identified by staff.

Deliverables

- Baseline Conditions Report, Internal Draft, Public Draft, and Final

Equity Assessment

Conduct a series of interviews and research to assemble existing resources and understand the current equity priorities within the City of Tacoma. This research is also intended to create understanding of what equity measures and data are available, and how they are used.

Next, create a broad equity framework that identifies equity outcomes and indicators thematically (and their current state, targets, data sources and methods). These themes will include at minimum comprehensive plan chapters and Seva may create an evaluation rubric based on the requirements of HB 1220 that aligns with the broader framework.

Finally, assess the existing Comprehensive Plan according to the finalized framework. This assessment is intended to identify where and how the Plan can better contribute to equitable outcomes. This assessment will include a completed rubric to meet 1220 requirements. Elements will be assessed at the goal level, except for the housing element..

The Consultant will deliver a draft summary Equity Analysis and Actions document that includes recommendations, example language, and other resources to guide staff in an update of the Comprehensive Plan.

Deliverables

- Equity Evaluative Framework, Draft and Final
- Equity Assessment

Policy Audit

This will include a policy audit for plan policies that need to be updated for consistency with GMA and to ensure consistency with PSRC checklist and Pierce County CWPPs. Each department's staff will complete the assessment of existing policies under the compliance framework. Results will be cross-checked with the findings from the Equity Assessment in Task B.5.

Deliverables

- Policy audit framework for each existing element

- Policy audit memo of findings

Community Engagement

Early outreach and gap analysis

Early outreach will feature early calls with key stakeholders to discuss upcoming planning work and understand how they would like to be involved in community engagement and planning. This may include: the Puyallup Tribe of Indians, Tacoma Office of Equity, Trust for Public Land, Pierce Transit, Port of Tacoma, Tacoma Public Schools, Office of Strategy, Metro Parks Tacoma, Early Action Collaborative of Pierce County, Tacoma-Pierce County Health Department, and the Tacoma Housing Authority.

The gap analysis effort will include a review of engagement reports and raw notes from recent years in the City of Tacoma. The review will summarize key themes heard and document groups in the City that have been reached, as well as those who have not yet contributed to key conversation threads relevant to the comprehensive plan.

In addition to this review of written materials, the Consultant will develop a community profile for Tacoma. Using publicly available data, this will explore demographic topics for the city's population such as race, ethnicity, income, language, immigration, education, disability, and age.

Develop a Public Engagement Plan

In partnership with the City, the Consultant will discuss gaps to prioritize themes/planning questions and community groups for further engagement. Seva will develop targeted engagement strategies for each group, customized to their most relevant planning questions, and create a comprehensive public engagement plan (PEP). This will be developed in consultation with the City Office of Equity and City community engagement group.

The final plan will depend on the findings of Task 2 above. Given the likely scope of engagement, these could include:

- Focused listening sessions (can be led by community ambassadors)
- Interviews
- Broad Community Survey
- Community partner hosted events (in partnership with CBOs), with opportunities for community capacity building
- Social Pinpoint engagement and other online activities
- Pop-up/tabling engagements at existing community and neighborhood events
- Targeted mailings
- Partnering with existing advisory committees, such as the Housing Equity taskforce and a TOD committee

The plan will be supported by communications strategies implemented by Team Soapbox. It is envisioned that the Consultant's role for implementation of this plan will be focused on analysis of results, while City staff will lead the execution and implementation of activities consistent with the PEP.

Develop a Communications Plan

Strategies outlined in the PEP (see above) will be implemented to complete the community visioning process. City of Tacoma staff will lead meetings and events as established in the PEP and the consultant team will lead preparation of supporting materials and communications content.

Deliverables

- Summary of community engagement efforts (gap analysis)
- Community profile
- Public Engagement Plan, Draft and Final
- Communications Plan, Draft and Final (may be integrated into PEP)

Phase 2: Draft Plan and Regulatory Code Amendments

This task includes the update of each project element, engagement, communications, and legislative support for the planning process. It also includes overall project management and coordination.

Public Outreach and Engagement

Analyze findings from engagement and create a summary of themes that can be used to inform plan and policy development.

Deliverables

- Implementation of activities, as outlined in the PEP
- Phase I and Phase II engagement summaries

Plan Production and Graphic Development

The Consultant will perform graphic and branding work related to the comprehensive plan. This will include tasks such as creating an initial look and feel for the project, developing an InDesign template based on this look and feel, and taking all policy development documents to be transformed into the final Comprehensive Plan. It is anticipated that the look and feel will build on the existing structure and graphic elements. There will also be work for developing a mapping template and creating a simpler Word template for baseline conditions reports and other plan appendices.

Deliverables

- Project templates for Word, InDesign, and ArcGIS
- Fully produced comprehensive plan

Element Updates

Introduction and Vision

Update this element with a refreshed vision that reflects themes from community engagement, captured during the gap analysis exercise and the first phase of engagement for the project.

Introductory content to be reviewed and revised, as appropriate. It is anticipated that this element will not incorporate major changes from its existing structure.

Urban Form

Update Tacoma's Urban Form element to incorporate a new Future Land Use Map. It is anticipated that this update will center a 20-minute neighborhood framework and integrate a refreshed set of commercial area typologies. Goals and policies will be updated for designated Corridors, and goals, policies, actions, and opportunities will be incorporated for each Mixed-Use Center.

Design and Development

Update this element to incorporate findings from the baseline conditions analysis and to ensure broader consistency of design goals across City geographies.

Environment and Watershed Health

Update the element goals and policies as necessary for consistency with BAS and to include consideration of climate change. This includes review of policies for planning for environmental protection, managing environmental hazards, protecting Tacoma's environmental assets, improving environmental quality, and watershed health.

Housing

Update the existing element goals and policies to implement new state planning requirements as well as recommendations and policy direction established in recent planning efforts, such as Home in Tacoma.

Economic Development

Enhance goals and policies specific to Manufacturing and Industrial Centers (MIC) and update policies to support the Green Economy Strategy.

Parks and Recreation

Update existing element to align goal/policy framework, park typologies, and level of service standards with Metro Parks Tacoma Strategic Plan and Comprehensive Plan.

Public Facilities and Services

Update existing element including level of service standards, project prioritization criteria, and project lists. Coordinate with Impact Fee Policy and Program development.

Historic Preservation

Remove Historic Preservation Plan as a stand-alone program element and integrate as a chapter of the Comprehensive Plan. Remove "program" elements and focus the chapter on the program goals and policies. Depopulate policies that are redundant in other elements. Amend policies for consistency with City housing and growth goals. Add goals and/or policies for greater consistency with climate and equity goals.

Transportation Master Plan (TMP)

The TMP update will respond to transformations that are occurring through zoning changes, such as Home in Tacoma and Sub-Area Planning efforts. The update will also seek to better align the TMP with Vision Zero and the Safe Systems approach, Tacoma's anti-racist transformation and equity focus, as well as address emerging policy and technology trends. Technical consulting services will be used to assist the City with:

- Updating performance measures for evaluating the TMP progress toward its goals
- Updating the City's travel demand forecast model using regional and city-specific data to understand growth impacts to travel citywide.
- With this model, evaluate and update the City's transportation level of service (LOS) standards to a multimodal LOS (MMLOS) that will include consideration of people trips (pedestrians, bicyclists, and transit riders) as well as general purpose vehicle delay.
- Updating the transportation modal plans in GIS
- Developing a new functional element that includes goals and policies related to curbside management, urban goods delivery, shared mobility, people-focused streets.
- Identify system deficiencies and mitigation opportunities
- Develop a 6-year TIP prioritization approach and implementation plan

Deliverables:

- MMLOS Metrics and Standards Table with description of measurement approaches
- System deficiency analysis
- Draft 6-year TIP project list
- Draft and Final TMP, including 6 modal elements, functional element, and network maps
- TMP summary report (highly graphic) and summary slide deck

Land Use Regulatory Code Amendments

Land use regulatory code amendments are anticipated to be focused on the following established priorities:

- ***Critical Areas Preservation Ordinance***
Consider amendments to the Critical Areas Preservation Ordinance based on community input, review of the best available science, and updates to the South Tacoma Groundwater Protection District.
- ***Freeway Buffer Overlay Zone***
Consider the establishment of a Freeway Buffer Overlay Zone to limit new development alongside the freeway that would result in adverse air quality impacts.
- ***Open Space Corridors Overlay Zone***
Consider the establishment of an Open Space Corridors Overlay Zone to support the retention and establishment of open spaces and natural areas within the City.
- ***Historic Preservation Ordinance***
Consider amendments to the process to establish Historic Preservation Districts and coordination between the Landmarks Commission and Planning Commission; Consider updates to the Land Use Regulatory Code for Cultural Resources preservation.

Phase 3: Draft Plan Review and Adoption

Environmental Review

Conduct non-project action SEPA review and completed checklist.

Health in all Policy

Utilize Tacoma-Pierce County Health Department Healthy Planning Toolkit to review draft plan for consistency with “Health in all Policy” resolution.

Legislative Process

Planning Commission public hearing and Findings and Recommendations; City Council Public Hearing and First and Final Readings of Ordinance.

Plan Review and Certification

Plan submittal to the Puget Sound Regional Council for review and certification of consistency with Vision 2050.