



WEEKLY REPORT TO THE CITY COUNCIL

July 27, 2017

Members of the City Council
City of Tacoma, Washington

Dear Mayor and Council Members:

ITEMS OF INTEREST

1. As you travel home from Tuesday's City Council meeting, you will notice many street closures throughout the City. These block parties or street closures are neighbors getting together celebrating "**National Night Out.**" Tacoma citizens will join millions of people across the country on Tuesday for this annual event. Please see the attached **list of neighborhoods participating**.
2. In 2015 Tacoma voters approved two ballot propositions to fund additional maintenance and improvements to City transportation infrastructure. These proposition approved taxes are expected to generate \$175 million and will sunset after ten years. In addition to the voter approved revenues, the City has made the commitment to allocate an additional \$30 million to the Streets Initiative Fund during the ten years. With these additional revenues the Streets Initiative is projected to collect \$205 million. Please see the attached **Streets Initiative's 2016 Progress Report for additional information**.
3. Planning and Development Services Director Peter Huffman reports that **several refinements to Accela, the City's permitting system** launched in January 2016, are ready for implementation. These refinements include 1) verification of application documents prior to routing the permit for review; 2) standardization of document naming for ease of identification; 3) categorization of each document based on review cycle; 4) automation of emails to all listed parties on a permit record; 5) inclusion of next steps for applications, staff contacts, and contact information for all reviewers assigned to the permit record for better coordination; and, 6) inclusion of only comments from the current review cycle on review comment memos, to increase efficiency. If you have questions, please contact Interim Permit Resource Center Manager Philip Kao at 253-279-6324.

STUDY SESSION/WORK SESSION

4. The **City Council Study Session** of Tuesday, August 1, 2017, will be held in Room 16 of the Tacoma Municipal Building North, at Noon. Discussion items will include: (1) **Second Quarter Financial Report**; (2) **Port/Tideflats Safety Enhancements**; (3) **Other Items of Interest**; (4) **Committee Reports**; (5) **Agenda Review and City Manager's Weekly Report**; and, (6) **Closed Session – Labor Negotiations**.

At Tuesday's Study Session, the Finance Office of Management and Budget will present the **2017 Second Quarter Budget Actuals Report, including initiative tracker and performance management.**

As a second item on Tuesday Study Session agenda, there will be a **discussion related to staffing options, construction schedule and funding for Fire Station 5.**

5. The updated **Tentative City Council Forecast and Consolidated Standing Committee Calendars** are attached for your information.

COUNCIL MEETING

6. At last Tuesday's City Council meeting, Ordinance No. 28441 was removed from the agenda. This ordinance was related to **Complete Streets Design Guidelines** to ensure transportation improvements are planned, designed, and constructed to encourage walking, bicycling and transit use. On Tuesday's agenda for your consideration is **Ordinance No. 28446**, which is similar to the original legislation but codifies the ordinance through an **amendment to Title 10 of the Tacoma Municipal Code by adding Chapter 10.29** and bringing the legislation into line with what agencies typically require for transportation improvement grant funding. The proposed ordinance is attached for your review.

COUNCIL REQUESTS/INQUIRIES

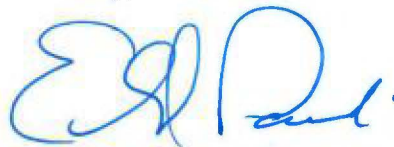
7. In response to Council questions from last Tuesday's Study Session, Planning and Development Services Director Peter Huffman provides the attached memorandum about the **status of the City's Hilltop Ladders of Opportunity Project**. The City of Tacoma was recently selected as one of five cities through a national competition to receive assistance under the Technical Assistance Ladders of Opportunity Initiative, a project of the Federal Transit Administration in partnership with Smart Growth America. The assistance comes in the form of finance, real estate, workforce development, and transportation consulting services focused on creating economically and socially equitable strategies for growth and development for Hilltop residents and business-owners along the Link Light Rail Expansion Route.
8. Public Works Director Kurtis Kingsolver provides the attached memorandum with information regarding the **City's coordination with the Port of Tacoma and the City of Fife to address concerns** from citizens, business owners and internal stakeholders, such as Tacoma Rail, **about traffic along the SR-509 corridor**, particularly along the segment from the Alexander Avenue signalized intersections to Taylor Way.

MARK YOUR CALENDARS

9. You have been invited to the following events:

- **University of Washington Tacoma Summer Soiree on Saturday, July 29th, 6:30 to 9:00 p.m.**, on the Prairie Line Trail, located at 1900 Commerce Street.
- **Ethnic Fest 2017, a celebration of culture and community in Tacoma, on Saturday, July 29th and Sunday, July 30th**, at Wright Park, located at 501 South I Street.
- **Dedication of George Weyerhaeuser Jr. Park on Monday, July 31st, 4:00 p.m.**, on the Waterfront Esplanade adjacent to The Henry Apartments, located at 1933 Dock Street.
- **Tacoma Housing Authority celebration and ribbon cutting for the final phase of Bay Terrace in the Hilltop on Monday, August 7th, 1:00-4:00 p.m.**, at 2550 South G Street.
- **Connecting Our Community through Walking Event on Monday, August 7th, 11:30 a.m. to 6:30 p.m.**, at Bethlehem Baptist Church, located at 4818 Portland Avenue East.
- **Marriott Tacoma Convention Center Hotel Groundbreaking on Tuesday, August 8th, 9:00 a.m.**, at 1538 Commerce Street.

Sincerely,



Elizabeth A. Pauli
City Manager

EAP:crh
Attachments

Neighborhood Group	Event Address	TPD Sector	Begin	End	Est # of Adults	Est # of Youth
Hilltop	Sheridan 9th & 11th Street (Starts on 9th & ends on 11th Street)	1	5:30 PM	8:00 PM	70	30
Tacoma Urban Digs, Hilltop	2147 Martin Luther King Jr Way Tacoma Wa 98405	1	4:00 PM	7:00 PM	20+	20+
Church of the Living God	1954 S M. Street Tacoma Wa 98405	1	4:00 PM	8:00 PM	15	30
Marissa estates	2954 37th Ave NE. Tacoma 98422	1	6:00 PM	8:30 PM	40	20
900 S Ridgewood	921 S Ridgewood Ave, Tacoma , WA 98405	1	5:00 PM	8:00 PM	20	10
Ainsworth Alley (21-23rd st.)	intersection of S 21st and Ainsworth, 98405	1	3:30 PM	7:00 PM	30	20
Mercy Housing/New Tacoma Apts	1709 S G. St., Tacoma, Wa. 98405	1	7:00 AM	7:00 PM	300 Adults	200 Youth
9th Cushman	S 9th ST & S Cushman Ave	1	6:00 PM	8:30 PM	18	12
L&M Neighbors (L - M, 23 - 25)	2320 S L St, Tacoma, WA 98405	1	5:00 PM	8:30 PM	50	25
"L" Street	1602 MLK Jr Way	1	5:00 PM	9:00 PM	100	100
S. 7th and Cushman Bryant Neighbors	S Cushman between 7th and 8th	1	5:00 PM	8:00 PM	30	20
S Grant/S Alaska	Park strip in front of 2325 S Grant	1	5:30 PM	9:00 PM	50	20
26th and Vassault Neighborhood	2507 N. Vassault 98406	2	6:00 PM	9:00 PM	100	50
42nd and Orchard	42nd St between Orchard and Baltimore	2	5:00 PM	7:00 PM	30	15-Jan
Highland Condominiums	6110 N 15th Street Tacoma, WA 98406	2	5:30 PM	7:30 PM	50-75	5
N. 29th & N. Carr St.	N. 29th and N. Carr St.	2	5:00 PM	9:00 PM	20	10
8th & I Neighbors	Neighbors' Park - corner of S 8th & I streets	2	5:00 PM	8:00 PM	50	50
N 42nd Verde St Block Part	4200 Block of N Verde St	2	4:00 PM	10:00 PM	30	20
Visscher Street Block Party	On N Visscher Street, between N. 48th and N. 49th street	2	4:30 PM	9:00 PM	15	10
N Anderson 1500 Block	1518 N Anderson Street, Tacoma, WA 98406	2	12:00 PM	8:00 PM	40	30
N 33rd Street	NW corner of N 33rd and Adams Streets	2	6:00 PM	7:30 PM	15-Oct	6-Feb

26th Street Area, Old Town Tacoma	N. 26th Street Tacoma, WA 98403	2	5:00 PM	8:00 PM	25	25
Communtiy Safety	6102 6th Ave Tacoma WA 98406	2	4:00 PM	6:00 PM	30	12
Jefferson Block Watch Group	4017 N. 13th St. Tacoma Wa. 98406	2	5:30 PM	7:30 PM	100	25
Sixth Avenue Safe Streets	5202 S 10th Street, Tacoma, WA 98465	2	6:00 PM	8:00 PM	30-Oct	Unknown
Corners of N Puget Sound Ave at 22nd and 24th Neighborhood	2224 N Puget Sound Ave, Tacoma, WA, 98406	2	5:00 PM	9:00 PM	20-30	20
spanish hills	6409 S 12th street	2	6:00 PM	8:00 PM	100	50
Firmoor/DeLong Neighborhood	1649 Firlands Dr, Tacoma, 98405	2	5:00 PM	8:00 PM	30	30
N Proctor to Washington	I'd like to block N Washington from 28th to 29th	2	6:00 PM	10:00 PM	First year so unsure, but hopefully ~20	~10
neighbors	N 7th St & Adams to N 7th St. & Washington, Tacoma, WA 98406	2	5:00 PM	8:00 PM	15	8
Fife Street Neighborhood Watch	1224 N Fife St - Between N 14th & N 12th	2	5:30 PM	8:00 PM	60	10?
N/A	N Washington St near intersection with N 9th St	2	6:30 PM	9:30 PM	20?	5
Gray Gables Homeowners Association	1617 Division Avenue, Tacoma, WA 98403	2	5:30 PM	7:30 PM	15	6
31st & Monroe	3108 N Monroe St, Tacoma WA 98407	2	5:00 PM	9:00 PM	30	20
N Old Town/Prospect Hill	2125 N Prospect St Tacoma, WA 98406	2	6:00 PM	9:00 PM	25?	10?
Edison	S 60th and S. Warner	3	4:00 PM	8:00 PM	80	40
Kravitz Neighborhood watch	7244 S Oakes St	3	5:30 PM	7:30 PM	20	5
Oak Tree Hill	2604 S 76th, Tacoma	3	5:00 PM	8:00 PM	apprx.24	12 or 14
S 57th street group	1521 S 57th street tacoma	3	7:00 PM	9:30 PM	50	20
Mason Avenue	3808 S Mason Avenue Tacoma, WA 98409	3	5:00 PM	7:00 PM	50	100

First Creek Neighbors	3513 E Portland Ave Tacoma WA 98404	4	3:00 PM	6:00 PM	25 or more	30 or more
Lincoln S	3625 Tacoma Ave S	4	5:30 PM	8:00 PM	20-30	20-Oct
Spring Hill	55th Street between PAC. Ave and D 98408	4	3:00 PM	10:00 PM	40	25
Lincoln Area Watch Group (LAWGs)	3844 S D St	4	6:30 PM	8:00 PM	30	20
Stewart Heights Neighborhood Coalition	6001 E D ST Tacoma WA 98404	4	6:00 PM	8:00 PM	50	10
Fern Hill Alliance	Fern Hill Park: 88th & Fawcett	4	6:30 PM	8:00 PM	60+ including youth	see above
Birney-Baker Safe Streets	United Lutheran Church 1231 S 76th St, Tacoma WA 98408	4	5:30 PM	7:30 PM	75	20
Hillsdale Neighbors	130 E 70th St., Tacoma 98404	4	6:00 PM	8:00 PM	60	45
Larchmont	205 E 96th St, Tacoma, WA 98405	4	5:00 PM	8:00 PM	80	20-30
Salishan Association	1724 E 44th St. Tacoma 98404	4	4:00 PM	8:00 PM	100	40
Cloverdale Park neighbors	1635 E 59th Street Tacoma, WA 98404	4	5:00 PM	8:00 PM	200	150
Jennie Reed Neighbors	3640 S M St (Tacoma First Nazarene Church)	4	5:00 PM	7:00 PM	30+	20+
G St Neighbors	6101 S G St, Tacoma, WA 98408	4	7:15 PM	9:30 PM	60	40

Tacoma Streets Initiative



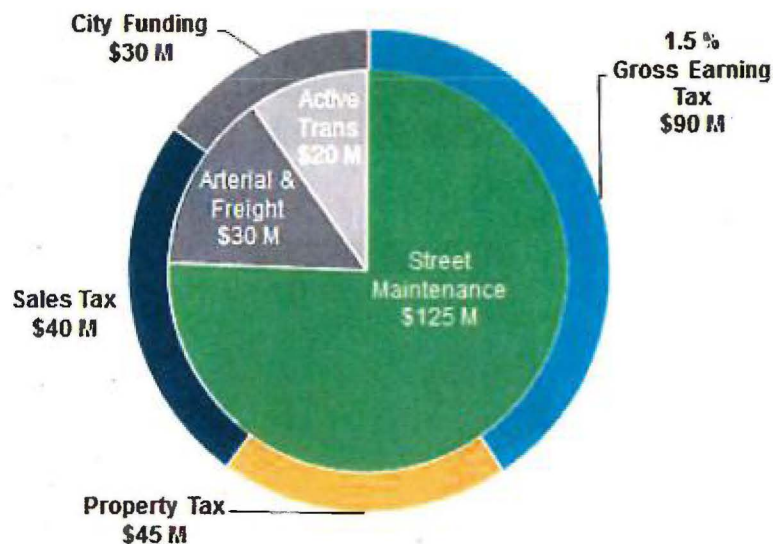
2016 Progress Report

Introduction

In 2015 Tacoma voters approved two ballot propositions to fund additional maintenance and improvements to City transportation infrastructure (City of Tacoma Proposition 3 and Transportation Benefit District Proposition A). Proposition 3 approved an increase in property tax of \$.2/ \$1000 of assessed value and a 1.5% increase in the gross earning tax for power, telephone and natural gas utilities. Proposition A approved 1/10 of 1% increase in the City's sales tax. The taxes approved through Proposition 3 and Proposition A are expected to generate \$175 M and will sunset after ten years.

In addition to the revenues approved by voters, the City has also made the commitment to allocate an additional \$30 M to the Streets Initiative Fund over the course of ten years. With these additional revenues the Streets Initiative is projected to collect \$205 M over the course of ten years.

A majority of these funds (\$ 155 M) will fund street maintenance on residential streets, while \$50 M will fund capital improvements to arterial streets, freight routes, and active transportation infrastructure. Streets Initiative revenue sources and expected funding categories are shown in the graph below.



To maximize the investment of Streets Initiative, funding for capital improvements will be used to leverage grant opportunities, and when possible, residential street maintenance funding will be used to partner with utilities and other work in the right-of-way. By seeking out these grant and partnership opportunities, the City believes an additional \$120 M of investment will be realized over the course of the Streets Initiative, bringing the total ten year investment to \$325 M.

This report is intended to provide an update on 2016 revenues collected, additional grant and partner funds leveraged and street work performed as well as a look forward into year 2017. This report is provided in accordance with Amended Resolution No. 39236, which states:

... the City Manager is directed to work with the Public Works Department to deliver an annual progress report to the public through the Transportation Commission so that citizens may easily understand the improvements made and budget and leverage achieved, among other indicators, important for transparency and accountability of these public resources.

2016 Revenues and Expenditures

The various Streets Initiative revenue sources were implemented at different times throughout 2016. The new gross earning tax went into effect March 1, 2016, and the new sales tax rate went into effect April 1, 2016. These unavoidable delays resulted in lower revenue projections in 2016 than will be expected in future years. In 2016 the City projected the Streets Initiative to collect \$15.3 M in 2016; actual revenues were as follows.

2016 Streets Initiative Revenue			
Revenue Source	Projected Revenue	Actual Revenue	Over/(Under)
City Funding	\$ 3,000,000	\$ 3,190,000	\$ 190,000
TBD Sales Tax (0.1%)	\$ 2,380,000	\$ 2,380,000	-
Gross Earnings Tax (+1.5%)	\$ 6,390,000	\$ 6,451,217	\$ 61,217
Property Tax (\$0.2/\$1,000 AV)	\$ 3,500,000	\$ 3,725,693	\$ 225,693
Interest and Other	-	\$ 26,231	
Total	\$ 15,270,000	\$ 15,773,141	\$ 503,141

Streets Initiative expenditures are tracked by the funding categories, 2016 expenditures were as follows.

2016 Streets Initiative Expenditures			
Streets Initiative Funding Category	Budget	Actual Expenditures	Balance
Residential Maintenance	\$ 12,470,000	\$ 9,393,458	\$ 3,076,542
Capital – Arterial/ Freight	\$ 1,800,000	\$ 1,221,449	\$ 578,551
Capital - Active Transportation	\$ 1,000,000	\$ 53,264	\$ 946,736
Total	\$ 15,270,000	\$ 10,668,171	\$ 4,601,829

2016 Capital Commitments

Streets Initiative revenue allowed the City to be more aggressive in applying for grants. In 2016, 27 grant applications were submitted, and of those, seven projects received grant funding totaling \$21.1 M. In addition to those projects, three other capital projects were allocated Streets Initiative funds for design to improve the likelihood that those projects will secure grant funding in future years. Explanation of these projects and anticipated schedules are provided in Appendix A.

Project	Funding Category	Street Initiative Funding	Grant/ Partner Funds	Total Secured Funding	Estimated Project Cost
Taylor Way	Arterial/Freight	\$ 470,000	\$ 7,441,800	\$ 7,911,800	\$ 21,385,540
Pipeline Trail Phase II	Active Transportation	\$ 455,267	\$ 2,042,600	\$ 2,787,867	\$ 2,786,867
S. 56th and Cirque Phase II	Arterial/Freight	\$ 1,669,931	\$ 6,955,729	\$ 8,625,660	\$ 8,625,660
Port of Tacoma Road Phase II	Arterial/Freight	\$ 826,000	\$ 707,000	\$ 1,508,000	\$ 1,508,000
Portland Ave. Signal Upgrades	Arterial/Freight	\$ 232,689	\$ 1,368,535	\$ 1,601,224	\$ 1,601,224
South Tacoma Way Safety Improvements	Arterial/Freight	\$ 145,883	\$ 923,930	\$ 1,069,813	\$ 1,069,813
Lincoln Dist. Streetscape/ Festival Street	Arterial/Freight	\$ 253,000	\$ 1,663,179	\$ 7,081,571	\$ 7,081,571
Puyallup Ave; Pacific- Portland	Arterial/Freight	\$ 200,000		\$ 200,000	\$ 19,200,000
N. 21 st Adams- Pearl	Arterial/Freight	\$ 200,000		\$ 200,000	\$ 18,000,000
E. 64 th Pacific- McKinley	Arterial/Freight	\$ 850,000		\$ 850,000	\$ 8,785,000
Total		\$ 5,302,770	\$ 21,102,773	\$ 31,835,935	\$ 90,043,675

In 2016, \$36.9 M in funding was attributed to the Streets Initiative when accounting for \$21.1 M in grant commitments secured, and the \$15.8 M generated through Propositions 3 and A.

To help address active transportation challenges that are not generally grant eligible, the Transportation Commission worked with the Public Works Department to allocate funding in 2016 and 2017 towards the following program areas to help:

- ADA Accessibility/ Transition Plan

- Bicycle and Pedestrian
- Sidewalks
- Partnerships (transit, schools, parks, etc.)
- Small Projects (street eateries, wayfinding, signs, etc.)

In 2016 the Commission allocated \$65 k for the Safe Routes to School Implementation Plan, which is expected to be complete by April 2017. The project will provide implementation strategies, and assign roles to agencies to successfully implement a comprehensive Safe Routes to School program.

2016 Residential Maintenance

Residential street maintenance is a focal point for the City and the Streets Initiative. Over the ten year life of the Streets Initiative the goal is to maintain up to 70% of the residential street network through various maintenance activities. In 2015, prior to the November ballot staff believed there were 8,610 blocks of residential streets within Tacoma. This was based on a pavement condition assessment conducted in 2006. Information generated in support of Proposition A and Proposition 3 used this assessment to determine how many blocks would be maintained if the initiatives passed. This resulted in our belief that 70%, or 6,027 blocks, of the residential street network would be maintained. In late 2015 a new pavement condition assessment was conducted using modern technology specifically designed to measure the amount of pavement and its condition. As a result of this new assessment, it is now believed there are approximately 8,020 blocks of residential streets, of which 70% would be 5,614 blocks. Over the ten years of the Streets initiative, Public Works will track progress of how many streets were maintained using the 70% goal, or 5,614 blocks, based on the most current pavement assessment.

In 2016 the City spent over \$18 M on residential street maintenance through funding provided by the Streets Initiative and the Street Operations Fund. In January 2016, the Public Works Department presented to the City Council the estimated 2016 residential street maintenance service levels. Overlays are performed on streets in the worst condition and include repaving the streets with new asphalt, surface treatment are performed on streets that are beginning show wear and includes adding a new wearing surface to the road, and preventative maintenance is applied to streets in good condition and is intended to keep water from getting into the pavement. Projected and actual service levels are provided below.

Treatment	2016 Projected Service Level (Blocks)	2016 Actual Service Level (Blocks)	Initiative to Date (10-Year Goal)
Overlay	130	90	90 (1,500)
Surface Treatment	85	108	205 (4,200)
Preventative Maintenance	78	97	
Gravel Streets	20	0	0 (122*)
Total	313	295	
Initiative to Date Total	-	295/5,614	295/5,822

*Goal is based on the newest pavement condition data collected in 2015 which showed there being 122 blocks of residential streets, old data showed 167 blocks of gravel streets. This data is still being validated.

A later than normal start to developing the 2016 work plan led to fewer completed overlays in 2016. Unlike other treatments, overlays require design, engineering, and coordination with utilities. To make up for lost time, Public Works is working with underground utilities to develop a pipeline of projects for future years.

Additional Streets Initiative Features

Residential street maintenance and capital projects often include the construction of transportation features that Public Works feel are important to the overall transportation network. The table below provides a summary of additional transportation features that were installed as a part of Streets Initiative maintenance or capital projects; additional categories may be added in subsequent years, as needed.

Transportation Feature	2016	Initiative to Date
Curb Ramps Installed	283	283
Miles of Bike Infrastructure Installed	0	0
School Crossing Safety Beacons Installed	0	0
Lineal Feet of Sidewalk Constructed	0	0

Projected 2017 Revenues and Expenditures

2017 anticipated revenues for the Streets Initiative are as follows:

Revenue Source	Projected Revenue
City Funding	\$ 3,000,000
TBD Sales Tax (0.1%)	\$ 5,200,000
Gross Earnings Tax (+1.5%)	\$ 7,800,000
Property Tax (\$0.2/\$1,000 AV)	\$ 3,800,000
Other	-
Total	\$ 19,800,000

2017 Streets Initiative revenues are budgeted towards the following funding categories.

2017 Streets Initiative Expenditures	
Streets Initiative Funding Category	Budget
Residential Maintenance	\$ 15,600,000
Capital – Arterial/ Freight	\$ 2,200,000
Capital - Active Transportation	\$ 2,000,000
Total	\$ 19,800,000

Projected 2017 Capital Commitments

In late 2016 the City was notified that seven capital projects were tentatively approved for grant funding. If approved by the State, they will be logged as 2017 capital commitments and project information will be added to the Streets Initiative Dashboard at

TacomaStreetInitiative.org. Projects tentatively approved for grant funding include:

Project	Funding Category	Street Initiative Funding	Grant/ Partner Funds	Total Secured Funding	Estimated Project Cost
Lister Elementary Safe Routes to School	Active Transportation	\$ 85,000	\$ 450,115	\$ 535,115	\$ 535,115
First Creek Middle School Safe Routes to School	Active Transportation	\$ 65,000	\$ 318,885	\$ 383,885	\$ 383,885
Fawcett Avenue: S. 19th to S. 21st	Active Transportation	\$ 250,000	\$ 1,013,290	\$ 1,263,290	\$ 1,263,290
S. Stevens/ Tyler/66th Bike and Pedestrian Connector	Active Transportation	\$ 237,460	\$ 1,350,892	\$ 1,728,209	\$ 1,728,209
Total		\$ 637,460	\$ 3,133,182	\$ 3,770,642	\$ 3,770,642

When additional grant opportunities come available, staff will work with the Transportation Commission to identify appropriate projects and submit grant applications. Submitted projects will be those that are identified priority projects in the Transportation Master Plan and score well against grant selection criteria. Other projects may be allocated Streets Initiative funding to better prepare those projects for future grant opportunities or to address a need.

Projected 2017 Residential Maintenance Work Plan:

Throughout 2016 staff from Public Works, Environmental Services, and Tacoma Water worked together to develop the 2017 work plan. Below are the expected 2017 service levels. A map

showing project locations can be found in Appendix B. These projects can also be found on the Streets Initiative dashboard at TacomaStreetsInitiative.org.

2017 Projected Service Level	
Treatment	Estimated Blocks
Overlay	188
Surface Treatment	235
Preventative Maintenance	175
Gravel Streets	7
2017 Total	605

Additional overlays will be completed through partnerships with utilities; projects are yet to be defined. Five lane miles of chip seal will also be funded and completed in 2017.

Report Submitted By:



Kurtis D Kingsolver, P.E.
Public Works Director/City Engineer

Date: 7/11/17

Report Received By:



Jane Ann Moore
Transportation Commission Co-Chair

Date: July 7, 2017



Justin Leighton
Transportation Commission Co-Chair

Date: July 7, 2017

Appendix A

2016 Streets Initiative Capital Project Detail

Taylor Way - Design expected to begin in Q4 of 2017 and last a year; other stages are dependent on additional funding. Project will install cement concrete pavement and upgrade traffic signals, sidewalks, streetlights, and install intelligent transportation system along Taylor Way from SR 509 to E. 11th Street.

Pipeline Trail Phase II - Completed design expected in Q2 2017, completed construction expected in Q4 2017. Construct a 2.4 mile trail from Pipe Line Road at E. 48th Street to E. 25th Street at the Tacoma Dome Station. Project includes a shared use path between E 48th and E. 40th.

S. 56th and Cirque Phase II – Project is currently on hold due to the granting agency overcommitting available funding. Project will rehabilitate S. 56th between Washington and Tacoma Mall Boulevard, curb ramps, LED streetlights, bike facilities and lanes on parallel route S. 54th Street with north south connections to transit centers and other improvements.

Port of Tacoma Road Phase II – Construction of the roadway is complete, installation of a new signal at Marshall Ave is expected to be completed in Q3 2017. Continuation of the Port of Tacoma Roadway project to replace the failing asphalt pavement with concrete pavement designed to heavy haul corridor standards from Marshall Avenue to the SR 509 Interchange. The initial project included improvements from East 11th Street to Marshall Avenue.

Portland Ave. Signal Upgrades – Completed design expected in Q1 2018 with completed construction expected Q4 2019. Project will construct safety improvements including signal system upgrades, flashing yellow arrow signal heads, countdown pedestrian signals and audible pedestrian push buttons; and improve signal timing, communication and coordination.

South Tacoma Way Safety Improvement - Completed design expected in Q1 2018 with completed construction expected Q4 2019. Project will construct safety improvements including signal system upgrades, flashing yellow arrow signal heads, countdown pedestrian signals and audible pedestrian push buttons; and improve signal timing, communication and coordination.

Lincoln Dist. Streetscape and Festival Street – Project will be completed in two phases. Phase I Lincoln Dist. Streetscape Completed design expected in Q2 2017, completed construction expected Q3 2018. Project will construct improvements to S. 38th and South G Streets to address vehicle and pedestrian safety as well as current road and sidewalk conditions involve improvements to access, intersection geometry, multimodal facilities, traffic control, traffic operations, and condition. Phase II Festival Street – completed design expected Q3 2017 completed construction expected Q3 2018. Project will develop South Yakima Street between S. 38th and S. 39th Streets as "Festival Street" complete streets concept.

Puyallup Ave.; Pacific- Portland – Completed conceptual design expected Q1 2017 further phases of the project are dependent on additional funding. Project will ultimately construct a new roadway on Puyallup Ave. from Pacific to Portland.

Appendix A

N. 21st Adams-Pearl – Completed conceptual design expected Q2 2017 further phases of the project are depended on additional funding. Project will ultimately construct a new roadway on N. 21st from Proctor to Pearl.

E. 64th Pacific-McKinley – Completed design expected Q2 2018 further phases of the project are dependent on additional funding. Project will ultimately construct a new roadway on East 64th Street from Pacific to McKinley.

Lister Elementary Safe Routes to School – Completed construction expected Q3 2018. Project will improve pedestrian crossings, install school zone warning beacons and improve bus/parent access in front of the School. Project will also provide safety education and increase enforcement.

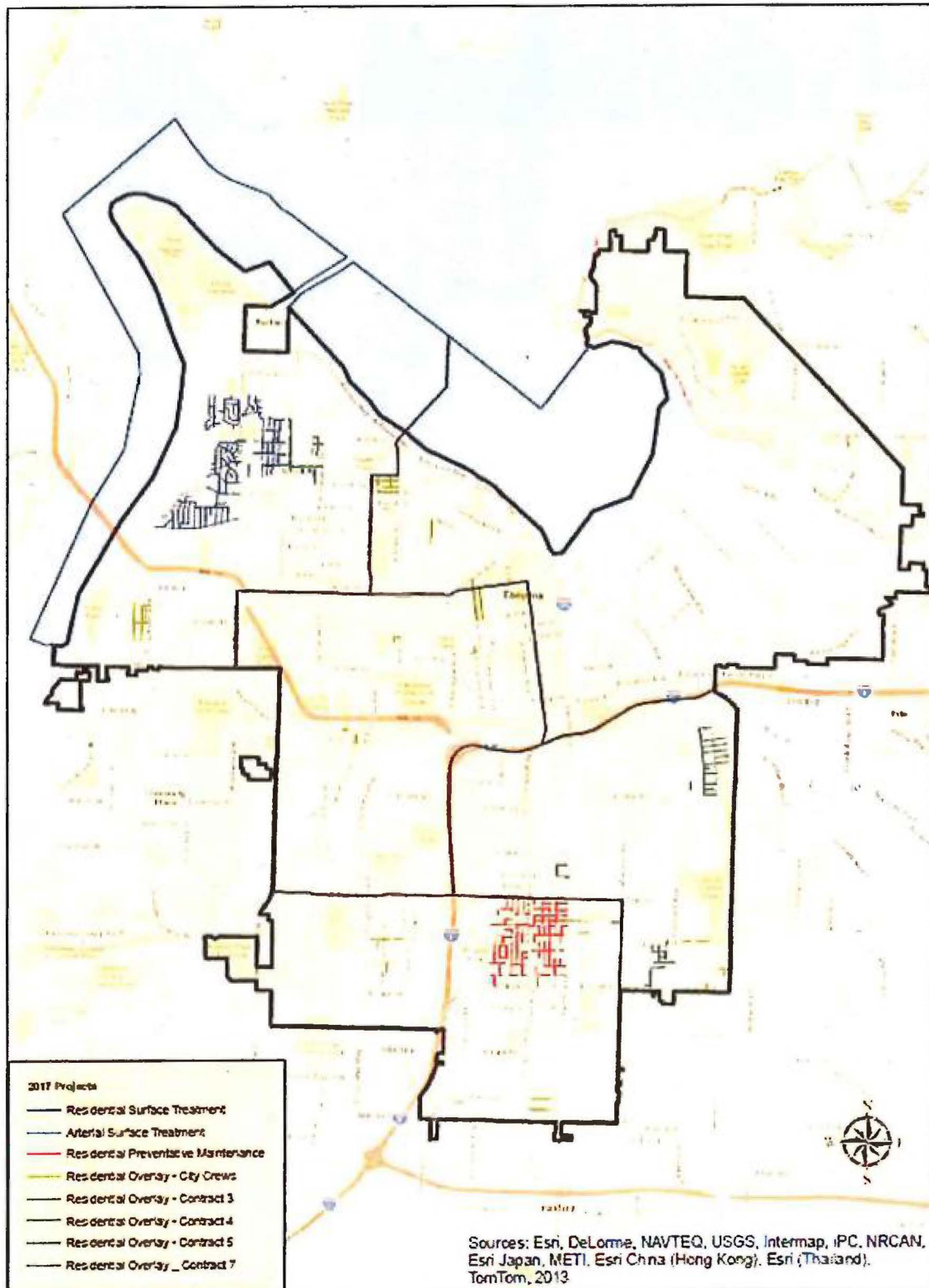
First Creek Middle School Safe Routes to Schools – Completed construction expected Q3 2018. Project will improve student safety by installing a HAWK signal on Portland Ave. and provide safety education and enforcement.

Fawcett Avenue: S. 19th to S. 21st – Completed design expected Q1 2018, completed construction expected Q4 2018. Project will build crossing improvements at the intersection of S. 21st Street and Fawcett Avenue and provide pedestrian and bicycle improvements along Fawcett Avenue.

South Stevens/Tyler/66th Bike and Pedestrian Connector – Completed design expected Q4 2017, completed construction expected Q4 2018. Project will link existing bikeways across the City by closing the gap on Tyler/ Stevens bikeway and adding an east/west bike connection along S. 66th Street. Project also includes pedestrian improvements.

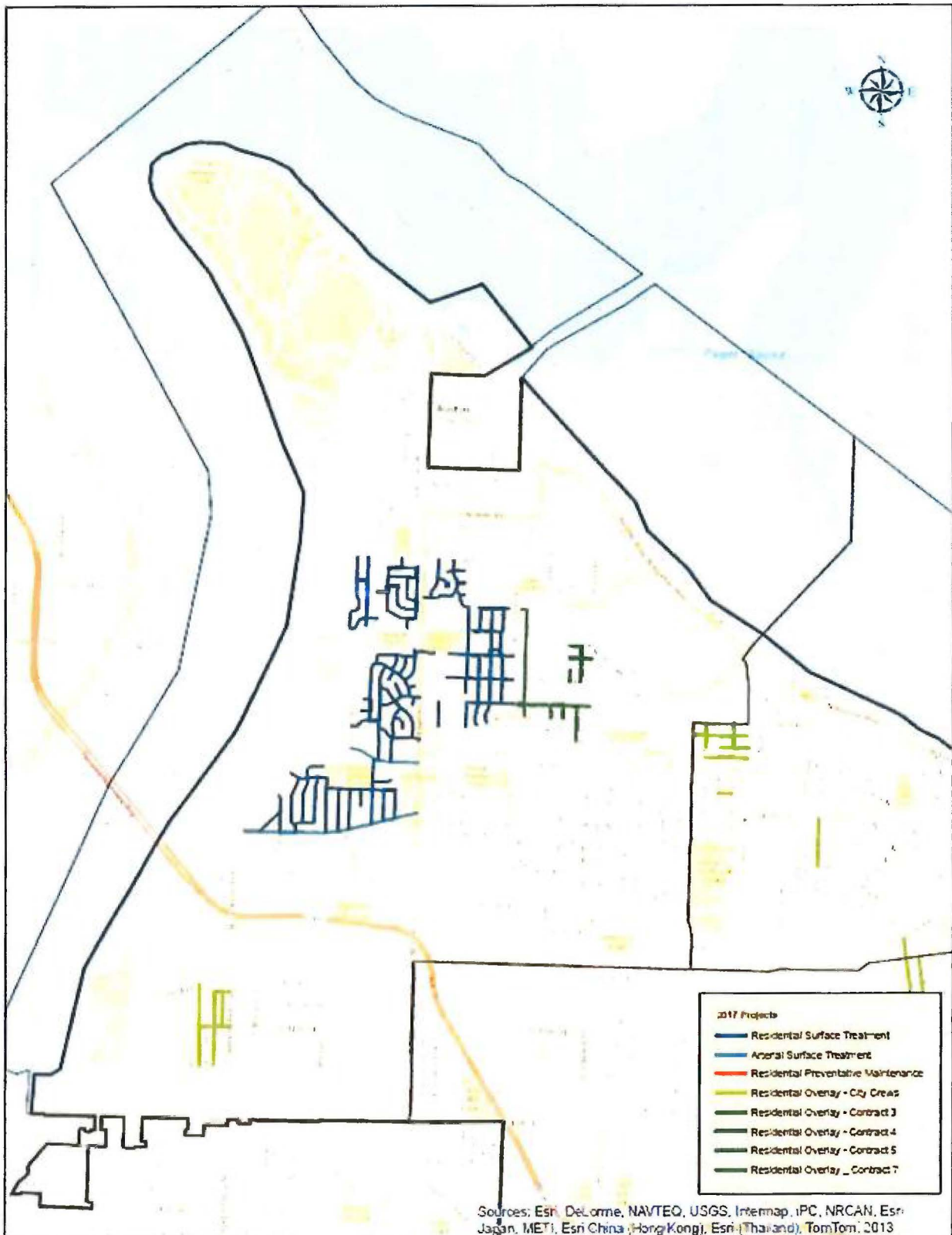
Appendix B

2017 Streets Initiative – Residential Work Plan

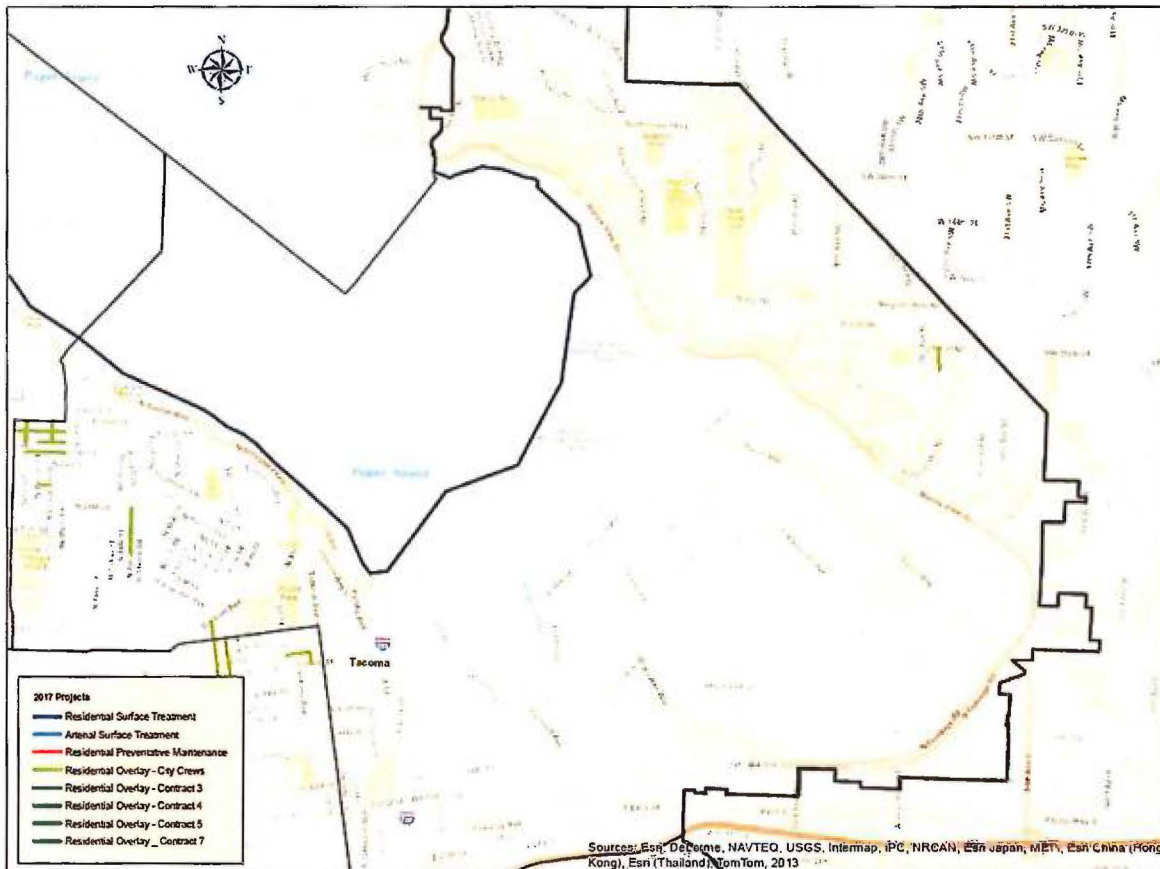


Appendix B

2017 Streets Initiative – Residential Work Plan Council District 1

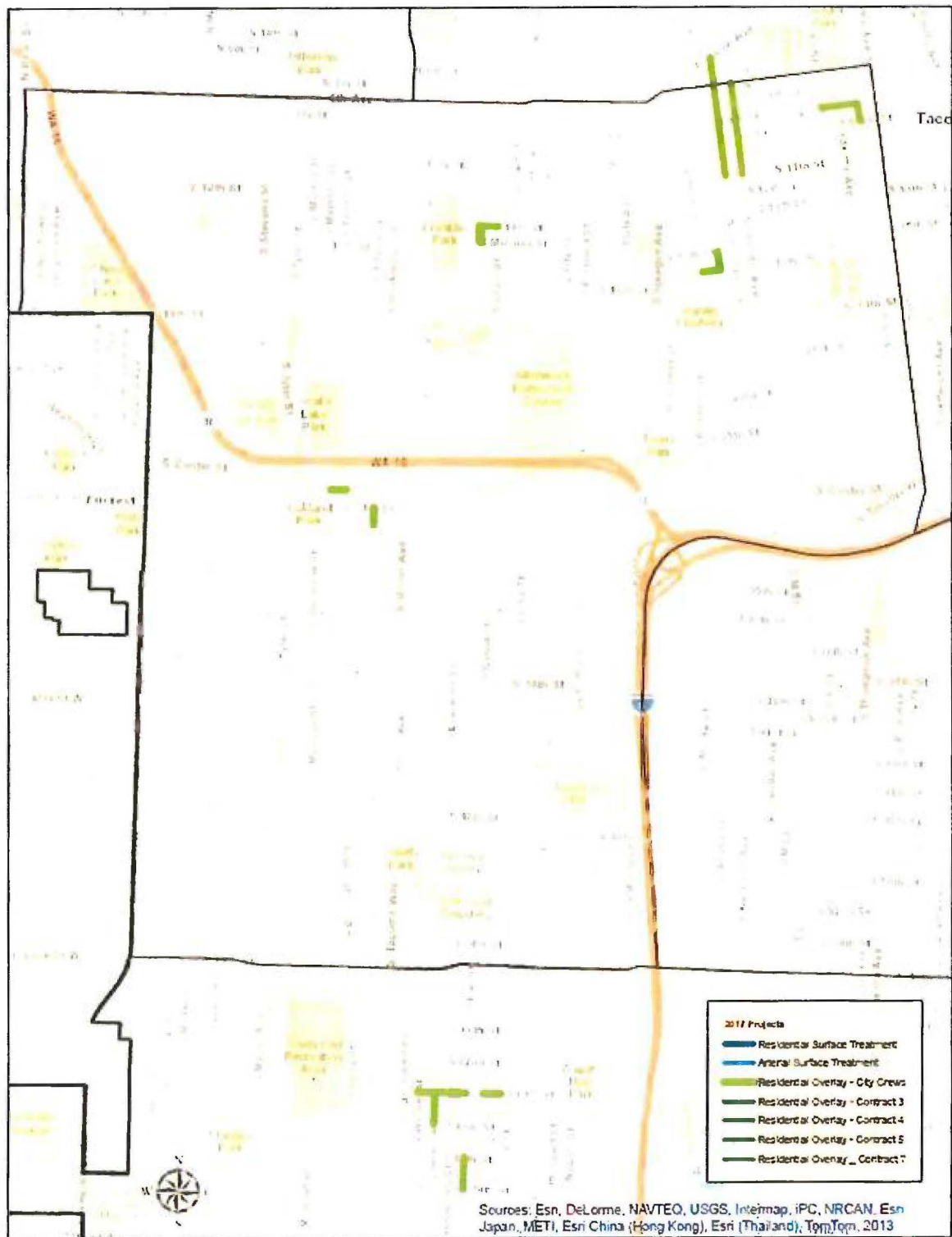


Appendix B
2017 Streets Initiative – Residential Work Plan Council District 2

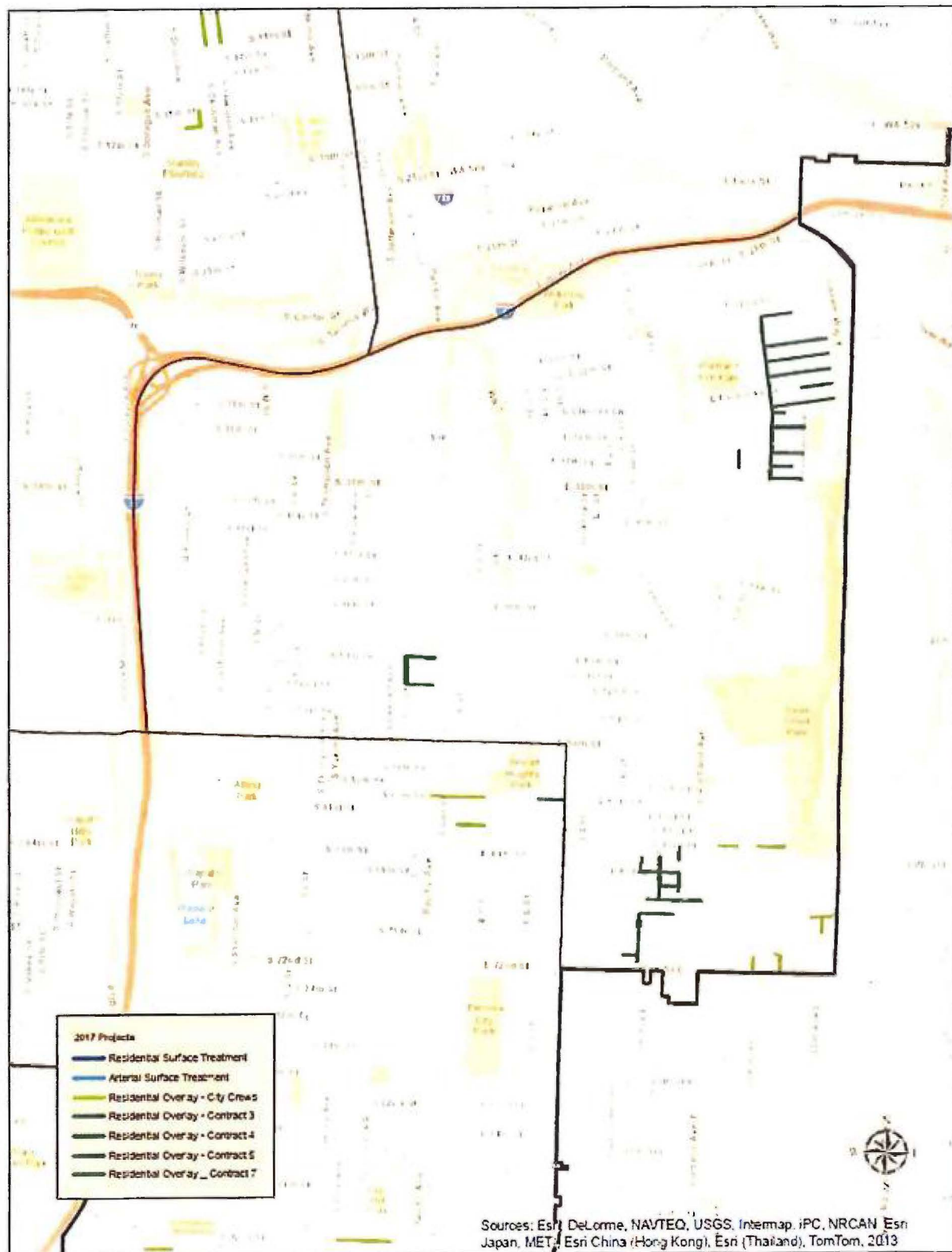


Appendix B

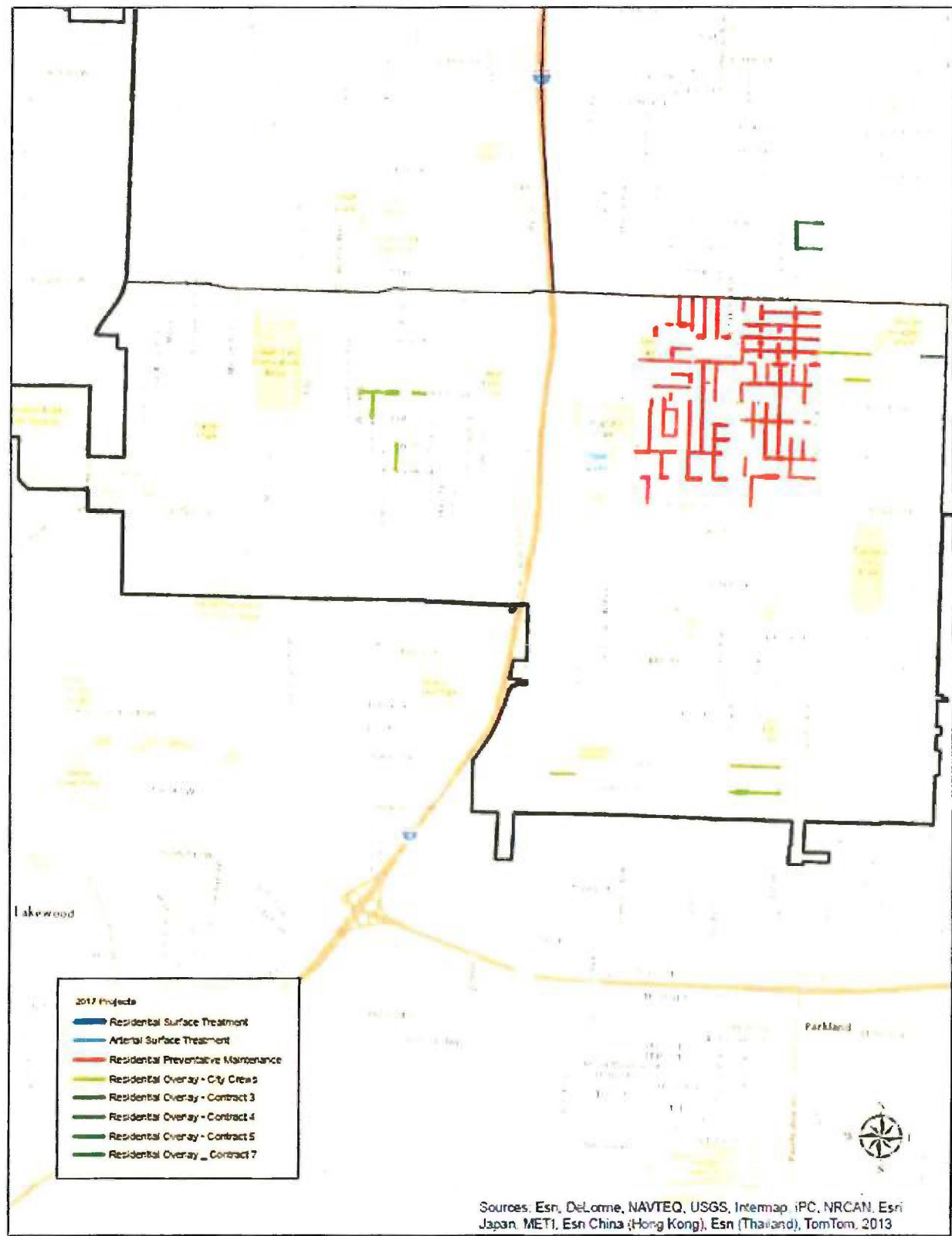
2017 Streets Initiative – Residential Work Plan Council District 3



Appendix B
2017 Streets Initiative – Residential Work Plan Council District 4



Appendix B
2017 Streets Initiative – Residential Work Plan Council District 5



**City of Tacoma 2017
City Council Forecast Schedule**

Date	Meeting	Subject	Department	Background
August 1, 2017	Study Session	2nd Quarter Financial Report	OMB	2017 2nd Quarter Budget Actuals Report, including initiative tracker and performance management.
		Port/Tideflats Safety Enhancements	Tacoma Fire	Discussion related to staffing options, construction schedule, and funding for Fire Station 5.
		Closed Session - Labor Negotiations	CAO/HR	
	City Council Meeting			
August 8, 2017	Study Session	Immigrant and Refugee Taskforce Convening Update	OEHR	Update on the discussions and development plans for the convening of the Immigrants and Refugees Taskforce
	City Council Meeting			
August 15, 2017	Study Session	Livable City Year Projects in Tacoma		Livable City Year Program contract in collaboration with University of Washington for 30 projects throughout the City related to infrastructure, economic development and community services.
	City Council Meeting			
August 22, 2017	Study Session	Puyallup Land Claims Settlement Agreement	Puyallup Tribe (John Bell), CMO	Presentation on the Puyallup Land Claims Settlement Agreement between the Puyallup Tribe of Indians, Pierce County, Tacoma, Fife, Puyallup, Port of Tacoma, State of Washington, United States of America, and certain private property owners.
	City Council Meeting			
August 29, 2017	Study Session	Youth-Led Community Mapping	Council Member Campbell, UWT (Matt Kelley)/CED	Stewart Middle School students and UWT staff have built a community-based, participatory action mapping process that creates hard data out of youth perceptions and lived experience on the Eastside.
	City Council Meeting			
September 5, 2017	CANCELLED			

**City of Tacoma 2017
City Council Forecast Schedule**

Date	Meeting	Subject	Department	Background
September 12, 2017	Joint Utility Board Study Session	Quarterly Joint Meeting	TPU	
	City Council Meeting			
September 19, 2017	Study Session	Environmental Services Strategic Plan Update	ESD	Update on the next steps to implement an Environmental Services Strategic Plan for 2018-2015, which supports the Tacoma 2025 Citywide Vision & Strategic Plan.
	City Council Meeting			
September 26, 2017	Study Session			
	City Council Meeting			

Community Vitality and Safety				
Committee Members: Blocker (Chair), Campbell, Lonergan, Walker Lee, Alternate-Mello Executive Liaison: Linda Stewart; Staff Support - Will Suarez		2nd and 4th Thursdays 4:30 p.m. Room 248	CBC Assignments: • Citizen Police Advisory Committee • Human Services Commission • Human Rights Commission • Housing Authority • Commission on Disabilities • Library Board • Tacoma Community Redevelopment Authority	
August 10, 2017	TFD Mid-Year Review [Informational Briefing]	<i>Tory Green, Deputy Fire Chief, Tacoma Fire Department</i>	Staff will give the Tacoma Fire Department Mid-Year Review, which will include incident data and key initiatives for 2017	
	Aid Vehicle Implementation [Informational Briefing]	<i>Faith Mueller, Deputy Fire Chief, Tacoma Fire Department</i>	Staff will give an update on aid vehicle implementation.	
Future:				
August 24, 2017	Neighborhood Council Program Review [Policy Direction]	<i>Carol Wolfe, Supervisor, Community and Economic Development</i>	Staff will give an informational briefing on the community revitalization efforts in the Lincoln District, NUSA conference and other neighborhood updates including a review of the Neighborhood Council Program.	
	Tacoma Area Commission on Disabilities Interviews	<i>Clerks Office</i>		
	Tacoma Community Redevelopment Authority Interviews	<i>Clerks Office</i>		
September 14, 2017	Proposed Affordable Housing Strategies [Policy Direction]	<i>Daniel Murillo, Housing Division Manager, Community and Economic Development</i>	Staff will bring proposed affordable housing policy recommendations for City Council to review and discuss	

Economic Development Committee				
Committee Members: Campbell (Chair), Mello, Strickland, Thoms, Alternate-McCarthy Executive Liaison: Mark Lauzier; Staff Support - India Adams		2nd, 4th, and 5th Tuesdays 10:00 a.m. Room 248	CBC Assignments: •Tacoma Arts Commission •Greater Tacoma Regional Convention Center Public Facilities District •Foss Waterway •City Events and Recognition Committee	
CBC Assignments: <ul style="list-style-type: none"> • Tacoma Arts Commission • Greater Tacoma Regional Convention Center Public Facilities District 		<ul style="list-style-type: none"> • Foss Waterway • City Events and Recognition Committee 		
August 8, 2017	CERC Interviews	Doris Sorum, City Clerk	Clerk's Office will conduct interviews for committee.	
August 22, 2017	Transit Oriented Development Update [Informational Briefing]	Pat Beard, Project Manager, Community and Economic Development	CEDD staff will provide an update regarding the transit oriented development through the City of Tacoma.	
Future:				
August 29, 2017	Small Business Loans, Entrepreneurial Activities & Tenant Improvement Programs [Informational Briefing]	Daniel Murillo, Housing Division Manager. Community and Economic Development		
	Update on NBD and Revitalization Unit [Informational Briefing]	Carol Wolfe, Community and Economic Development Supervisor, Community and Economic Development	Staff will present an update on the activities and policies to date for the Small Business Development and Neighborhood Revitalization unit which includes the Neighborhood Business District and Neighborhood Council Programs, Neighborhood Revitalization Project Areas, Special Event Permitting Office.	

Government Performance and Finance Committee			
Committee Members: Lonergan (Chair), Campbell, Ibsen, Walker Lee, Alternate-Strickland		1st, 3rd, and 5th Wednesdays 4:30 p.m. Room 248	CBC Assignments: •Public Utility Board •Board of Ethics •Audit Advisory Board •Civil Service Board
Executive Liaison: Andy Cherullo; Staff Support - Chris Bell			
August 2, 2017			
August 16, 2017	Board of Ethics Interviews	Clerk's Office	There is one open position. Applications will close July 24th.
	Workforce Central Line of Credit [Request for Approval by Council]	Linda Nguyen, CEO, Workforce Central	Workforce Central, operated under an interlocal agreement between Pierce County and the City, is requesting a \$500,000 line of credit to be split equally between the City and County.
Future:			
August 30, 2017			

Infrastructure, Planning and Sustainability Committee			
Committee Members: Mello (Chair), Ibsen, McCarthy, Thoms, Alternate-Blocker Executive Liaison: Mark Lauzier; Staff Support - Rebecca Boydston		2nd and 4th Wednesdays 4:30 p.m. Room 16	CBC Assignments: •Sustainable Tacoma Commission •Planning Commission •Landmarks Preservation Commission •Board of Building Appeals •Transportation Commission
August 9, 2017			
	Safe Routes to School Update [Informational Briefing]	Jennifer Kammerzell, Engineer, PW	Public Works staff will present a progress update on the Safe Routes to School Implementation. The presentation will include an overview of the community engagement, program goals, and implementation actions.
Future:			
August 23, 2017			
	Transportation Master Plan Performance Measures [Informational briefing]	Jennifer Kammerzell, Engineer, PW	Public Works staff will present a progress update on the Transportation Master Plan – System Performance Measures to the Infrastructure, Planning, and Sustainability Committee meeting. The presentation will include an overview of the adopted system performance measures and progress report on establishing baseline measures.
	Green Roads Update (tentative)	Jim Parvey, OEPS/Chris Larson, PW	The update will provide the status of developing a Green Roads Policy and Program to guide the City's planning, design and maintenance of roads and other transportation infrastructure. The update will discuss existing policies and detail the next steps in the program's development.
	Street Naming Process [Informational Briefing]	Josh Diekmann, Reuben McKnight	The presentation will provide a general overview of the naming process currently in place, especially City Council Resolution 38091 which adopted policies to ensure proposed place name (and street name) changes are thoroughly vetted. The presentation will also likely discuss how honorary street and place names are reviewed and approved, how street name changes are made, and other basic conventions and constraints in the MUTCD and in Chapter 4 of the City's Right of Way Design Manual.
September 13, 2017	Tacoma Mall Neighborhood Subarea Plan Update (Tour)	Elliott Barnett, PDS	IPS committee members will be touring the mall subarea plan area



ORDINANCE NO. 28446

1 AN ORDINANCE relating to Tacoma's Complete Streets Design Guidelines,
2 identifying guiding principles and practices so that transportation
3 improvements are planned, designed, and constructed to encourage
4 walking, bicycling, and transit use while promoting safe operations for all
5 users of the City's transportation network; and amending Title 10 of the
6 Tacoma Municipal Code by the addition thereto of a new Chapter 10.29,
7 entitled "Complete Streets," consisting of four sections.

8 WHEREAS, on November 7, 2009, the City Council adopted Resolution
9 No. 37916: "A Resolution relating to the City's street design; endorsing the
10 creation and ongoing development of Tacoma's Complete Streets Design
11 Guidelines; and directing the City Manager to implement the Mixed-use Centers
12 Complete Streets Design Guidelines and the Residential Complete Streets Design
13 Guidelines," and

14 WHEREAS Tacoma's *Transportation Master Plan* identifies a vision for a
15 multimodal transportation system, offering travel options that provide safe access
16 for all users, and encouraging healthy living, and

17 WHEREAS Tacomans identified increased transportation options as a
18 community priority in *Tacoma 2025*, and

19 WHEREAS Tacoma is expected to grow by 127,000 residents and 97,000
20 jobs by 2040, and

21 WHEREAS Complete Streets will create a comprehensive, integrated,
22 connected transportation system to serve the growing population, and

23 WHEREAS other jurisdictions and agencies nationwide have adopted
24 Complete Streets legislation, including the U.S. Department of Transportation,
25 Washington State Department of Transportation, and Pierce County, and
26



1 WHEREAS transportation improvements include an array of facilities and
2 amenities such as sidewalks, bike lanes, crosswalks, traffic calming measures,
3 and street and pedestrian lighting; targeted pedestrian and bicycle safety
4 improvements; access improvements for freight; access improvements in
5 compliance with the Americans with Disabilities Act; public transit facilities
6 accommodations including, but not limited to, pedestrian access improvements to
7 transit stops and stations; street trees and landscaping; green infrastructure; and
8 street furniture, and

9 WHEREAS the Public Works Department will design, operate, and
10 maintain the transportation network to improve travel conditions for bicyclists,
11 pedestrians, transit, and freight consistent with, and supportive of, the
12 community's needs, and

13 WHEREAS Complete Streets will balance access, mobility, health and
14 safety needs of all users, which include pedestrians, bicyclists, and transit riders
15 of all ages and abilities, as well as buses, high-capacity transit, and commercial
16 and private motorized vehicles, and

17 WHEREAS the City's Transportation Master Plan calls for tracking of
18 performance standards that will continuously evaluate the Complete Streets
19 Policy for success and opportunities for improvement; Now, Therefore,

20 BE IT ORDAINED BY THE CITY OF TACOMA:

21 Section 1. Legislative Findings. The recitals and findings set forth above
22 are hereby adopted as the City Council's legislative findings.
23
24
25
26



1 , Section 2. That there is hereby enacted a new Chapter 10.29 of the
2 Tacoma Municipal Code, entitled "Complete Streets," as set forth in the attached
3 Exhibit "A."

4 Section 3. Implementation. Implementation of the Complete Streets Policy
5 will include the following:
6

- 7 1. Incorporate policy into the Comprehensive Plan.
- 8 2. Modify the Rights-of-Way Manual and other guiding documents in
9 accordance with this policy.
- 10 3. Participate in the U.S. Department of Transportation's Mayor's
11 Challenge for Safer People, Safer Streets.
- 12 4. Pursue the highest certification level of Walk Friendly Community and
13 Bicycle Friendly Community.
- 14 5. Continue engagement in the Safe Routes to School program.
- 15 6. Identify gaps in the active transportation network, and work to fill those
16 gaps.
17
18

19 Section 4. Severability. If any section, subsection, paragraph, sentence,
20 clause, or phrase of this Ordinance or its application to any person or situation
21 should be held to be invalid or unconstitutional for any reason by a court of
22 competent jurisdiction, such invalidity or unconstitutionality shall not affect the
23 validity or constitutionality of the remaining portions of this Ordinance or its
24 application to any other person or situation.
25
26



1 Section 5. Effective Date. This Ordinance shall be effective five days after
2 its publication.

3
4 Passed _____

5
6 _____
7 Mayor

8 Attest:

9 _____
10 City Clerk

11 Approved as to form:

12 _____
13 Deputy City Attorney



EXHIBIT "A"

Chapter 10.29 COMPLETE STREETS

Sections:

10.29.010 Short Title.

10.29.020 Purpose – Objectives.

10.29.030 Applicability.

10.29.040 Exceptions.

10.29.010 Short Title. This Chapter may be referenced as the "Complete Streets Code."

10.29.020 Purpose – Objectives. The purpose of this Chapter is to provide guiding principles and practices so that transportation improvements are planned, designed, and constructed to encourage walking, bicycling, and transit use while promoting safe operations for all users of the City's transportation network. The Public Works Department ("Department") will prioritize the safety and convenience of all users of the transportation system, including pedestrians, bicyclists, transit riders, people of all ages and abilities, motorists, emergency responders, freight providers, and adjacent land users. The goals and policies of this Chapter 10.29 and as incorporated into the Transportation Element of the City of Tacoma Comprehensive Plan, are hereby designated as the Tacoma Complete Streets Policy ("Complete Streets").

10.29.030 Applicability. The Department should approach publicly funded transportation improvements as an opportunity to create safer, more accessible streets for all users.

A. Scope. Public works projects within City-owned transportation facilities in the public right-of-way, including, but not limited to, streets, bridges, and all other connecting pathways, should be designed, constructed, operated, and maintained, when appropriate and feasible, so that users of all ages and abilities can travel safely and independently.

B. Network and Connectivity. The Department will continue to foster partnerships with the Washington State Department of Transportation, Pierce County, neighboring cities and communities, business and school districts, and utility companies to encourage development of facilities that further the City's Complete Streets Policy and continue such infrastructure within and beyond the City's borders. The City recognizes the need to create a comprehensive, integrated, and connected network for all modes and encourages street connectivity.

C. Complete Streets may be achieved through single projects or incrementally through a series of smaller improvements or maintenance activities over time. It is the City's intent that all transportation projects implement Complete Streets.

D. Design. The Department will continue to follow accepted or adopted design standards and use the best and latest design standards available, including, but not limited to, existing design guidance from the American Association of State Highway Officials, Washington State Department of Transportation, Institute of Transportation Engineers, National Association of City Transportation Officials, Americans with Disabilities Act, and Public Rights-of-Way Accessibility Guidelines.

E. Context Sensitivity. The Department will implement Complete Streets solutions in a manner that is sensitive to the local context and character, aligns transportation and land use goals, and recognizes that the needs of users may vary by case, community, or corridor.

10.29.040 Exceptions.

A. An affected roadway prohibits, by law, use by specified users (e.g., interstate highways or pedestrian malls);

B. The costs of providing the accommodation are excessively disproportionate to the need or probable use;

C. Repair and maintenance of the transportation network does not change the roadway geometry or operations, such as mowing, sweeping and spot repair (in which case existing bicycle and pedestrian traffic must be safely accommodated during maintenance); or

D. Other available means or factors indicate an absence of need, including future need.



TO: Elizabeth Pauli, City Manager
FROM: Peter Huffman, Planning and Development Services Director
SUBJECT: **Ladders of Opportunity Project – Status Update**
DATE: July 26, 2017

The City of Tacoma was recently selected as one of five cities through a national competition to receive assistance under the Technical Assistance Ladders of Opportunity Initiative, a project of the Federal Transit Administration in partnership with Smart Growth America. The assistance comes in the form of finance, real estate, workforce development, and transportation consulting services focused on creating economically and socially equitable strategies for growth and development for Hilltop residents and business-owners along the Link Light Rail Expansion Route.

With the economic development opportunities and changing housing landscape spurred by the Light Rail Expansion, understanding the data and exploring possible solutions to create affordable housing and ward off displacement is critical. The end products of this work will be valuable data and information for the community and public and private sectors to guide future development and investment in Tacoma's Hilltop neighborhood.

The consulting team assigned to our project visited Tacoma in early May and conducted numerous interviews and meetings with stakeholders from the community, government and the private sector, and collected information about the Hilltop area, the proposed Light Rail Expansion, existing programs, and community challenges and opportunities. From that first visit the team has put together an initial assessment and findings report, as well as the scope of work for the final report. A copy of this initial report is attached for your information.

The team will be back in Tacoma in October to engage again with stakeholders and discuss their initial findings and get input into their final report, which is scheduled to be completed by November 2017.

If you have any questions, please contact Lauren Flemister, Senior Planner, at 253-905-4146 or lauren.flemister@cityoftacoma.org.

Attachment

**Scope of Work for Transit-Oriented Development Technical Assistance
City of Tacoma, Washington**

Scope of work for technical assistance

The goal of the technical assistance is to support the City of Tacoma in better understanding the existing and future housing market conditions and needs of the Hilltop community in anticipation for the light rail expansion into the neighborhood. Having a clear understanding of the housing needs and conditions would put the City in a stronger position to implement policies to support existing affordability in Hilltop and stem the impact of displacement resulting from development and light rail investment. The TA would leverage the various existing planning and organizing efforts as well as studies to set a short-term vision and housing goals for the future of Hilltop.

The technical assistance would deliver a housing market study and support the City in establishing housing goals for the next 5 years. The TA team will also deliver accompanying recommendations tailored to the Tacoma context to support meeting these housing goals. The housing market study, housing goals, and recommendations will be developed through an iterative and collaborative process with the City and key stakeholders identified by the City. A formal presentation of the housing market study will be presented to the City and public during a site visit in Fall 2017. During the same site visit, the TA team will conduct a workshop to refine the overall vision for the Hilltop community set forth in the Hilltop Subarea Plan and establish goals to guide housing work in the Hilltop for the next 5 years.

The TA process and deliverables generated will help the City gain a better understanding of housing needs for all income spectrums in Hilltop, especially low-and moderate income households, which would put the City in a stronger position to engage with major community assets and anchor institutions to explore potential incentive programs and partnerships to benefit Hilltop residents.

Task #1: Existing Conditions Analysis

Goal: Synthesize prior planning efforts and studies to identify opportunities as well as gaps to support housing affordability and better understand the housing market conditions and needs in Hilltop.

Description:

This task will conduct in-depth review and crosswalk of existing planning documents, efforts and studies that focuses on and informs housing conditions and needs in Hilltop. The TA team will synthesize strategies, goals and activities identified in these existing efforts, highlight opportunities to pursue and identify gaps to be addressed. The TA team will also conduct an inventory of the existing pipeline of projects and quantify existing subsidized housing supplying, including public housing. The document review will be supported by additional phone interviews with key stakeholders as necessary.

The TOD team will conduct a housing market study for the Hilltop neighborhood, highlighting specific conditions related to the 4 new light rail station areas. The market study will assess existing housing market conditions and provide estimates of the likely impact of the introduction of light rail service on housing affordability for households at different income levels. The analysis will be used to determine how housing affordability has changed in Hilltop and identify gaps that can be expected in future supply (e.g., types and quantity of housing units for different income levels and populations such as seniors and persons with disabilities), and will thereby serve to inform subsequent policy tool recommendations (see Task #3).

The findings from the review of the existing work as well as the housing market study will be synthesized and summarized in a report for review by the City. The findings will be used to inform Task #2 to establish housing goals and targets.

Deliverables:

- Analysis of existing planning efforts and studies
- Housing Market Study for Hilltop

Timeline: July to September 2017

Task #2: Establish a Vision and Housing Goals

Goal: Establish a cohesive, short-term vision for the Hilltop Community and realistic goals to guide Hilltop' s housing work for the next 5 years.

Description: This task builds upon the work in Task #1, Existing Conditions Analysis, to develop a short-term, cohesive vision for the Hilltop community, drawing upon existing planning efforts. The TA team will also work with the City and key community partners to establish overarching goals to guide housing work in the Hilltop for the next 5 years, with a focus on supporting existing low income residents.

Site Visit: Review of Existing Conditions Analysis and Goal Setting

The goal of this site visit is to present the key findings of the housing market study to the City and key community stakeholders and to develop a short-term vision and realistic housing goals to guide housing work in Hilltop based on the information presented. In addition to the presentation, the TA team will facilitate a two-part workshop with the City and key community stakeholders. Part one of the workshop will be to develop an overall short-term vision for the Hilltop Community. Part two of the workshop will be to establish and prioritize Hilltop housing goals for the next 5 years.

The housing goals established under this Task will help to inform Task #3 to develop recommendations.

Deliverables:

- Two-day workshop
- Short-term visions and goals that articulate overarching outcomes for Hilltop' s housing related work for the next 5 years.

Timeline: October 2017

Task #3: Develop Recommendations

Goal: Based on existing conditions analysis and the housing goals established, develop recommendations for strategies, including policy and other tools that can be used to supporting the achievement of the housing goals established.

Description: The TA team will develop recommendations based on the existing conditions analysis and housing goals established. The policy recommendations will draw upon promising practices and strategies from other communities around the nation that are facing similar issues of affordability and displacement. They will be tailored to the Tacoma context and detail tools that can be implemented by the City. Recommendations may cover the following topics and their applicability in Hilltop:

- Producing new affordable housing through various tools and tactics (e.g., value capture strategies, leveraging publicly-owned land for affordable housing, density transfers and bonuses, etc.).
- Preserving existing affordable housing through various tools and tactics
- Cultivating new or more effectively using existing resources for affordable housing development
- Protecting existing renters and homeowners, including seniors
- Supporting access to affordable rental and for-sale homes
- Understanding the nexus between neighborhood employment and neighborhood stability

Deliverables:

- Short-term (2-5 year) housing strategy that summarizes existing conditions and proposes recommendations to address housing affordability in Hilltop

Timeline: October to November 2017

Post-Technical Assistance Follow-up

Tacoma will provide the Smart Growth America TA team with progress reports in memorandum format describing the implementation of any strategies or programs arising from the technical assistance. Two progress reports will be provided: one six months after the conclusion of the engagement, and one twelve months after the conclusion of the engagement.

NATIONAL RESOURCES & TECHNICAL ASSISTANCE FOR TRANSIT-ORIENTED DEVELOPMENT

FROM: Frances Wang, Program Director, Enterprise Advisors; and James Madden, Senior Program Director Pacific Northwest, Enterprise Community Partners. Alex Hutchinson, Economic Development Specialist, Smart Growth America; Sarah Kline, SK Solutions.

TO: Lauren Flemister, Ian Munce, City of Tacoma

RE: Initial Assessment Findings and Proposed Technical Assistance

DATE: May 17th, 2017

INTRODUCTION

This memorandum summarizes the initial assessment findings and recommends technical assistance activities for the City of Tacoma. The findings and proposed assistance are based on the assessment team's three-pronged assessment process, including a two-day assessment visit on May 1st and 2nd.

Based on this process, the TOD Technical Assistance team proposes to assist the City of Tacoma to be proactive in the Hilltop neighborhood by better understanding the housing market and conditions and the housing needs of its residents, leveraging the planning and organizing efforts as well as studies that have already taken place to set longer-term vision and housing goals for the future Hilltop as it welcomes the light rail expansion and the accompanying development and growth.

OVERVIEW OF TOD TA INITIATIVE

The Federal Transit Administration's Transit Oriented Development Technical Assistance Initiative (TOD TA Initiative), a project in partnership with Smart Growth America, is intended to help elected leaders, municipal and transit agency staff, developers, and community members work together to maximize economic development return on transit investments by advancing TOD. This technical assistance seeks to support projects that are both economically successful and socially equitable, meaning these projects promote access to housing, jobs, and transportation for low- and moderate-income residents.

Communities receiving technical assistance were selected through a competitive process, which included a request for technical assistance from the TOD TA Initiative. To be eligible to apply, a community must have an active federally funded capital transit project.

Overview of Local Project

Tacoma Link light rail is currently a 1.6-mile LRT serving six stations between the Theater District and Tacoma Dome Station. The Tacoma Link expansion will extend the existing service by 2.4 miles and six stations to connect downtown to the Hilltop Neighborhood. The total project cost is estimate at \$165 million, \$75 million of which was funded by a Small Starts Grant and \$15 by TIGER VII in 2015. The Link Light Rail expansion is funded through a partnership between Sound Transit and the City of Tacoma, with Sound Transit serving as the lead agency on the project. Federal and state funding sources include the following: Small Starts Grant (\$75 million), a TIGER grant (\$15 million), the State of Washington Regional Mobility Grant (\$5 million), in addition to \$13 million in grants previously received and matching funds by the City of Tacoma. Streetscape design and utility relocation planning are funded through the Hilltop Links

to Opportunity Program, a two-part effort to improve social and economic opportunity through planning for multimodal mobility and economic development in communities along the Tacoma Link Light Rail expansion corridor. The total project budget for Links to Opportunity is 2.5 million, including a \$2 million grant from FTA's TOD Planning Pilot Project, and a \$500,000 match from the City of Tacoma.

Summary of Initial Technical Assistance Request

The City of Tacoma seeks to understand how to allow Hilltop residents to be beneficiaries of economic opportunity, and to be able to maintain existing housing options while providing new housing choices. The City requested TA to provide an economic and housing market study to understand real-estate development prospects, job opportunities, and housing needs, which would ultimately provide a stronger basis to reach out to specific businesses and to create the proper incentives to spur development.

ASSESSMENT PROCESS & ACTIVITIES

On May 1st and 2nd an assessment team conducted a site visit in the City of Tacoma. The assessment team included representatives from the following organizations:

Smart Growth America. Smart Growth America is a national organization dedicated to advocating for people who want to live in great communities. SGA works with clients on economic revitalization, community development, policy analysis, and public-private partnerships to inform public sector decision-making. SGA works across sectors and stakeholders to produce long-term visions to revitalize downtowns, neighborhoods, districts, cities, and regions into job-producing, community-strengthening assets.

Enterprise Community Partners. Enterprise is a national organization that provides expertise to governments, developers, and affordable housing advocates; operates national programs in such areas as equitable TOD, green building, and affordable housing design; and leads policy and research work nationally and at the state and local levels. Collectively, Enterprise advances our vision that one day, every person will have an affordable home in a vibrant community, filled with promise and the opportunity for a good life.

SK Solutions. SK Solutions LLC is an independent consulting firm based in Fairfax, Virginia, specializing in innovative transportation policy and practice. SK Solutions delivers policy analysis, technical assistance, research, strategic advice, and proven project management. Areas of expertise include public transportation, transit-oriented development, public-private partnerships, project financing, and the federal legislative process.

The TOD TA Initiative uses a three-pronged approach to assess local capacity to support TOD and integrate equity into this work: 1) background research and data analysis; 2) onsite assessment; and 3) proposed assistance:

Background Research and Data Analysis

The first stage of the assessment synthesizes land use, market conditions, housing needs, and other information provided by the City and transit agency, and other publicly available data sources. The background research and analysis were compiled into a briefing book that discusses existing conditions within a proposed target area along the transit project and citywide.

Onsite Assessment

The second stage of the assessment is an onsite visit, including stakeholder interviews and a tour of the local subject area, transit project, and adjacent neighborhoods and developments.

Over two days, the assessment team meets with elected leaders, City department staff, transit agency staff, and representatives from local institutions. This trip seeks to better understand alignment between existing initiatives and the transit project; capacity to implement new or existing TOD policies, programming, and projects; and how the interests of low- and moderate-income residents are represented in these efforts. See Appendix A for a list of all individuals who participated in the onsite interviews.

Proposed Assistance

The third and final stage of the assessment involves developing this memo, which provides recommendations for technical assistance from the TOD TA Initiative. The proposed assistance draws on background research, data analysis, and onsite observations, among other information, to tailor the recommended assistance to local priorities and on-the-ground realities.

KEY ASSESSMENT FINDINGS

The following summarizes the assessment team's findings and recommended technical assistance. These findings and recommendations are based on the team's background research, onsite assessment visit, and knowledge of equitable TOD best practices across the country.

The Tacoma and Hilltop Appeal

The City of Tacoma is poised to experience growth and development in the coming years, largely benefiting from a booming regional economy driven by Seattle. The City as a whole has experienced a 3% increase in population from 2010 to 2016 and is expected to attract more residents and businesses. Tacoma is becoming an attractive destination for those looking for alternatives from the real estate market of Seattle, especially its high-cost housing. Tacoma's success is driven by relatively affordable housing prices and rents, a light rail system that connects with regional transportation networks (Sounder Commuter Rail and buses), a walkable downtown with entertainment and cultural institutions, and a variety of historic buildings and single-family homes.

The Hilltop neighborhood, located directly adjacent to Tacoma's downtown core, is a historic neighborhood that has long been home to a large share of the City's African-American population. Hilltop's Martin Luther King Jr. Way possesses the design of a traditional main street with its mix of retail, services and public facilities, flanked by low-density residential neighborhoods that are rapidly increasing in home sale price. Recent developments within the Stadium District, adjacent to the Hilltop neighborhood, will become more accessible via its own stop on the future link expansion. The Stadium District is already undergoing a transformation in its own right and benefiting from the upcoming transit investment with new construction in the form of both retail and residential development. While the Stadium District is one of the most established neighborhoods in Tacoma, there is optimism that the light rail Link expansion will also spur transit-oriented development in Hilltop.

Down the hill from Hilltop, the campus of University of Washington, Tacoma, (UWT) is a key asset in downtown and through a successful series of partnerships has catalyzed much of the area's growth through historic rehabilitation, and the development of commercial retail, and more recently housing. The UWT campus blends into the surrounding urban environment and views itself as integral to downtown's revitalization. UWT currently owns property on the west side of its campus abutting the Hilltop neighborhood. Opportunities for development and strengthening connections to the Hilltop neighborhood may be available as the University explores its own future, growth, and relationship to the City.

Hilltop Anchors and Engagement

Hilltop boasts several major Health Care anchor institutions including Multi-Care Health System's Mary Bridge Children's and Tacoma General Hospitals, and the Franciscan Health System's St. Joseph Medical Center. Other important facilities include Community Health Care's offices and recently completed regional clinic, and the Group Health Tacoma Medical Center (now Kaiser Permanente), as well as the recently constructed People's Community Center and Pool. There are also educational anchors directly in the Hilltop that include Bates Technical College and Evergreen State College (in addition to UW-Tacoma which abuts the neighborhood).

Although these anchors have a large physical presence in Hilltop and are large drivers of employment, existing residents currently do not fully benefit from their presence. Out of the 3,998 jobs available in Hilltop, only 362 Hilltop residents both work and reside in the neighborhood. Currently there are no community benefits agreements in place with any of the major anchor institutions located in Hilltop and the anchors do not participate in any local hiring or procurement practices.

Group Health Tacoma Medical Center was recently purchased by Kaiser Permanente, which has a strong focus on social determinants of health and a long track record of community engagement and benefits. New ownership by Kaiser Permanente presents an opportunity for the City to engage with an anchor institution for the benefit of the community, which could serve as a model for future engagement.

Overall, stronger community outreach and engagement with and by Hilltop anchors, including the provision of additional linkages to training and employment opportunities, should be explored as part of the conversation for Hilltop's revitalization. The City of Tacoma is currently in the early stages of developing an anchor engagement plan modeled after Cleveland, OH that focuses on community procurement, workforce, transportation, housing and economic development. The assessment team would recommend that the City work to convene and facilitate discussions among existing anchors, community partners, and to identify near-term actions that anchors could take to employ Hilltop residents and/or support local businesses, as well as longer-term strategies for anchor engagement in community development and workforce training.

Light Rail Expansion into Hilltop – Benefits and Uncertainties

In general, the City and the Hilltop community have a good understanding of transit-oriented development and its potential for long-term benefits, but there is concern on the part of Hilltop residents regarding whether the most vulnerable citizens will be able to share in the wealth and benefits generated.

Downtown Tacoma has undergone significant revitalization over the past few decades. The Greater Tacoma Convention Center, restaurants and museums, UWT, the Theater District, and the businesses and offices around Commerce Street Station draw large numbers of visitors and workers to downtown via the regional transportation networks and the reliable light rail service each day. Although Hilltop is adjacent to downtown, it has not benefited from the development and activities taking place there.

In Hilltop, historic disinvestment and lower levels of economic development activity have had negative impacts on the community, including underutilized property along MLK, buildings in disrepair, loss of historic structures, and limited economic opportunity for its residents. However, some notable developments have come to Hilltop in the form of both market rate mixed-use multifamily (Vue25 Apartments and Chelsea Heights Apartments) and affordable redevelopment (Bay Terrace) led by the Tacoma Housing Authority, a high-capacity, engaged service provider and housing developer. It is also important to note that though rents and housing prices in Tacoma have not caught up with the rest of the region, construction costs are comparable to that of Seattle, making development and rehabilitation of older buildings and housing stock more difficult to undertake. Tacoma Housing Authority owns several key parcels along the MLK corridor but has had difficulty securing funding (one LIHTC application was denied) to start developing the sites. However, the Hilltop has already seen housing “flippers” and home prices escalating out of reach for existing residents. In addition, there are concerns regarding TOD as the light rail expands into Hilltop, and opportunities for development increase around station areas. Concerns center on the potential for light rail investment to cause increases in land speculation along the corridor, pose major parking issues, drive up rents and housing costs, and displace existing local small business during the construction phases and beyond.

Community reaction to the light rail extension into Hilltop ranges from mild support to apprehension. Some long-time residents and local non-profits believe that the light rail will not benefit existing residents and that its real purpose is not that of transportation but of economic development, namely to serve tourists and employees of the neighborhood’s anchor institutions. Residents and representatives from local nonprofits voiced that although the light rail will offer a connection to downtown and the region, where additional employment opportunities may be accessed, it does not address immediate needs of residents to access quality and affordable grocery stores, social services, and shopping. There is real concern among residents and small businesses that the City has traditionally been eager to court development and economic activity without controls or limits in place to guide them and to ensure the benefits of investment will be shared. For example, though the community sees development as an overall positive for the neighborhood, they expressed concern with a 250-unit city-subsidized market rate apartment which has no affordable provisions.

The City’s economic development and planning staff have a strong and active relationship with the Hilltop community; however, some small businesses expressed the City’s current permitting and licensing process is too cumbersome to allow local entrepreneurs to thrive. Furthermore, there is sentiment that businesses from outside the community, with required resources and sophistication to navigate the complex permitting and licensing channels, are better able to establish themselves along the corridor and take advantage of the light rail investment as opposed to long-standing residents.

Access to capital and startup funds is also a barrier to local small business success in Hilltop. The community perceives the lack of support from the City’s Economic Development Department as an indicator that supporting small businesses in Hilltop is not a priority for the City. Overall, the community views the Economic Development Department’s approach as chasing larger scale employers and not as engaged with smaller-scale economic development efforts. They would like to see increased efforts to support more access to capital, networking opportunities among businesses, the community and the City, and performance accountability on the part of the City’s Economic Development Department.

Planning Fatigue and the Need for a Vision

Solid efforts have been undertaken in the recent years to plan for Tacoma's growth and its place in the regional economy. Efforts include *Tacoma Housing Authority's Housing Hilltop Discovery Report*, The Tacoma Housing Authority's real estate market analysis conducted by Heartland, the Hilltop Subarea Plan, the MLK Subarea Plan, ULI Technical Assistance Panel report...etc. As such, Hilltop has been the subject of multiple planning reports, real estate studies and community outreach efforts and has begun to feel the effects of planning fatigue and distrust when elements of the engagement are not incorporated into plans and revisions. For example, residents voiced during meetings that their concerns regarding the light rail's impact on parking in the neighborhood and its impact on local business during construction were not fully addressed. Effective outreach in Hilltop is likely only to occur at a grassroots level, and is likely to require a labor-intensive effort due to lack of effectiveness of social media and other means of outreach. The Links to Opportunity initiative, which addresses design and streetscape elements of the Link light rail, presents a great opportunity for the City to engage deeper and make additional connections with the community. Strong partners, such as the various faith-based organizations, Hilltop Action Coalition, Spaceworks, Sound Outreach and other non-profit organizations based in Hilltop, are committed to working with the City to support and address the needs of the community. It is clear that despite all the planning and engagement efforts, Hilltop lacks a clearly articulated, agreed-upon, and cohesive vision for what its future should look like in light of the light rail investment.

Displacement and the Need for Housing Affordability

Hilltop has indicators of a neighborhood that is at risk for displacement – high percentage of renters, lower education attainment levels, and lower incomes as compared to the rest of the City in an area where home sale prices have rapidly increased. Housing affordability is becoming a main concern and driver of displacement. Hilltop, a historically Black neighborhood, has experienced a decline in its Black population. The shortage of social services for young children and aging minority residents (especially support for aging in place) has driven the faith-based community in the neighborhood to step in and fill some of the gaps. The neighborhood lacks affirmative policies and programs that encourage investment and help residents build equity in their homes or businesses to take advantage of neighborhood revitalization.

Tacoma Housing Authority (THA) has a strong presence in Hilltop and there are more than 25 properties totaling more than 750 units of affordable housing. However, the wait list is long and the lottery is open only once a year. The city is also exploring an infill housing pilot program to allow accessory dwelling units (ADUs) to be built on properties in Hilltop. Though the program could help residents maintain property ownership and intergenerational assets, the lack of access to capital among owners or other funding sources for construction of ADUs is a barrier to the program's success. Anecdotally, the assessment team was told that there is significant mismatch between the type of housing that residents need (i.e. affordable, 3-bedroom units) and the types of market rate, studio and one bedroom apartments that are currently being built.

RECOMMENDED TECHNICAL ASSISTANCE

Technical Assistance Goals

The TOD Technical Assistance team proposes to assist the City of Tacoma to be proactive in the Hilltop neighborhood by better understanding the housing market and conditions and the housing needs of its residents, leveraging the planning and organizing efforts as well as studies

that have already taken place to set longer-term vision and goals for the future of Hilltop as it welcomes the light rail expansion and the accompanying development and growth.

The primary objective of the technical assistance would be deliver a Housing Market Study and accompanying policy recommendations or case studies to support the City in understanding the major existing and future affordable housing challenges and needs in Hilltop, and provide the City with policy tools and recommendations to address housing affordability and displacement pressures so that both existing and new residents can benefit from economic growth and development. Gaining a better understanding of the continuum of housing needs for all income spectrums in Hilltop, especially low-and moderate income households, will also benefit the City in engaging with major community assets and anchor institutions to explore potential incentive programs and partnerships to benefit the residents of the Hilltop community.

Technical Assistance Activities

Using this approach, the TOD Technical Assistance Team could support Tacoma through the following activities

- Existing Conditions Analysis
 - Conduct in-depth review and crosswalk of existing planning documents, efforts and studies that focuses on and informs housing needs in Hilltop, synthesize strategies, goals and activities, and identify gaps.
 - Housing market analysis
 - Assess existing housing market conditions and needs and projected housing needs of both owners and renters; determine housing demand for the future (number and types of housing units needed by Area Median Income); recommend where future demand should be accommodated to preserve existing affordability while also allowing for new residents with a range of incomes.
- Establish Vision and Housing Goals
 - Based on existing conditions analysis, work with the City and key community partners to establish a Hilltop vision for housing, as well as housing preservation and production goals for specific income levels
- Develop Recommendations
 - Based on existing conditions and the housing goals established, develop recommendations for policies and tools that can be used to achieve the goals established for preserving housing affordability and stemming displacement in Hilltop. Policy recommendations or case studies could take a more in-depth look at a selection of the following areas and its applicability in the Hilltop.
 - Producing new affordable housing through various tools and tactics (e.g., value capture strategies, leveraging publicly-owned land for affordable housing, density transfers and bonuses, etc.).
 - Preserving existing affordable housing through various tools and tactics
 - Cultivating new or more effectively using existing resources for affordable housing development
 - Protecting existing renters and homeowners, including seniors
 - Supporting access to affordable rental and for-sale homes

NEXT STEPS

Based on your feedback, the TOD TA Initiative team will develop a complete project

management plan to carry out the agreed upon scope of work, including a workplan with project tasks, schedule, and personnel to support technical assistance delivery.

APPENDIX A. STAKEHOLDERS PARTICIPATING IN MAY 2017 SITE VISIT

Smart Growth America/ Enterprise Visit to Tacoma May 1-2		
	Name	Affiliation
Morning Tour	Ali Modarres	UWT
	Allison Gregg	Sound Transit
	Brian Boudet	Planning, City of Tacoma
	Seth Kirby	Oasis
	Kristina Walker	Downtown on the Go
	Ian Munce	Planning, Links to Opportunity, City of Tacoma
	Carol Wolfe	Community and Economic Development, City of Tacoma
Bus Tour	Lauren Walker Lee	Tacoma City Council, Fair Housing Center of Washington
	Carol Wolfe	Community and Economic Development, City of Tacoma
	Josh Jorgensen	Project Manager, Real Estate Development
	Pastor Anthony Steele	Allen AME Church Tacoma
	Olga Inglebritson	Managing Director, The Evergreen State College-Tacoma
	Dean Jackson	Hilltop Urban Gardens
	Ian Munce	Planning, Links to Opportunity, City of Tacoma
	Hally Bert	Coordinator, Downtown on the Go
	Marty Mattes	Director of Facilities and Operations
Focus Group 1.1 Mayor and Transit Partners	Marilyn Strickland	Mayor of Tacoma, City of Tacoma
	Alexandra Fastle	Government Relations, Pierce Transit
Group 1.2 Arts, business and economic development and housing and preservation		
	Carol Wolfe	Community and Economic Development, City of Tacoma
	Reuben McKnight	Historic Preservation Officer, City of Tacoma
	Shannon Johnson	Housing Office, City of Tacoma

	Patricia Beard	Community and Economic Development, City of Tacoma
	Amy McBride	Arts Administrator, City of Tacoma
Group 2.1 Universities, colleges and City staff	Marty Mattes	Bates Technical College
	Olga Inglebritson	Evergreen State College
	Linda Ishem	University of Washington
	Tanisha Jumper	Tacoma 2025 Program Manager, City of Tacoma
Group 2.2 Health, Human Services	Amy Pow	Principal Planner, Tacoma Pierce County Health Department
	Marianne Seifert	Community Liaison, Environment Health, Health Department
	Jeff Klein	Executive Director, Sound Outreach
Group 3. Community Business	David Olson	US Bank and Hilltop Business Association
	Jessica DeVisser	Grit City Baking
	Pieter DeVisser	Grit City Baking
	Daniel Regelbrugge	Grit City Baking
	Eric Alozie	NEW Construction Co.
Group 4. Housing	Cathy Reines	Koz Development
	Brittani Flowers	Tacoma Housing Authority
	Josh Jorgensen	Tacoma Housing Authority
	Jordan Rash	Forterra
	Carol Wolfe	Community and Economic Development, City of Tacoma
	Shannon Johnson	Housing Office City of Tacoma
Group 5. Non Profit and Community Partners	Liz Dunbar	Tacoma Community House
	Sally Perkins	Hilltop Resident
	Dr. Judith Nielsen	Kaiser Permanente
	Corey Mosesly	United Way of Pierce County
	Kim Morrison	Education Director, Metropolitan Development Council
Group 6. Faith Based Community	Pastor Anthony Steele	Allen AME Church Tacoma
	Pastor John Stroeh	Peace Lutheran Church



TO: Elizabeth A. Pauli, City Manager
FROM: Kurtis D. Kingsolver, P.E., Public Works Director/City Engineer
CC: Mark Lauzier, Assistant City Manager
SUBJECT: SR-509 Improvements to Signal Timing
DATE: July 25, 2017

KD/C

There has been an increase in complaints regarding traffic along the SR-509 corridor, particularly along the segment from the Alexander Avenue signalized intersections to Taylor Way. The complaints converge on Public Works from a variety of sources including external business owners, citizens, and internal stakeholders such as Tacoma Rail and council members.

The cause of this trend stems from a variety of reasons: increased traffic diversion to SR-509 due to I-5 construction activity, fluctuations in both rail and freight activity, and increased development on either end of the corridor and throughout the tideflats. These challenges have been further exacerbated by a history of collisions including single vehicle knockdowns of critical infrastructure such as the traffic signal cabinet at Alexander Avenue and SR-509. Even with the existing infrastructure restored and with relatively recent signal retiming conducted in 2013, conditions have changed enough that retiming is required. Although signal timing is unfunded, Public Works has found opportunities to work with planned development to make improvements to existing operations.

Prologis is currently constructing warehouses on the Port of Tacoma's (Port) Parcel 14, which lies at the City limits between 54th (Taylor Way) and Alexander Avenue. The City has been working with the Port and the City of Fife to mitigate the impacts from this development. The developer has agreed to mitigate their impacts at the intersections of SR-509 with Taylor Way and Alexander Avenue.

The Port, along with the cities of Tacoma and Fife, met with the developer on July 13, 2017, to develop a plan for implementing the remaining improvements identified for the development. At Alexander Avenue, the developer has provided the City with the basic traffic analysis information necessary for the City to develop and implement a new traffic signal timing plan at this intersection. The City is in the process of implementing an agreement, which will provide for developer funding for City staff to implement the new timing plan. This agreement will also allow for the future extension of the westbound left-turn pocket at SR-509 and Taylor Way. In the short-term, timing plans will be finalized and implemented by the end of September.

Longer term traffic signal enhancements and intelligent transportation system (ITS) projects have been identified by both WSDOT and the City for the SR-509 corridor and the tideflats as a whole which remain unfunded. The size and scope of these improvements vary from \$70,000 upgrades for advanced signal control at the Alexander Avenue and SR-509 signals to millions of dollars in infrastructure (fiber optics, traffic cameras, and other ITS field devices) to better handle fluctuating mobility demands of commuter and port activity. The first phase of these upgrades is planned as part of the Taylor Way improvement project.

The Taylor Way improvement project will enhance the corridor from the Fife/Tacoma border approximately 300 feet east of SR-509 to the intersection at East 11th Street. Improvements

include reconstructing the roadway surface to heavy haul standards, widening the intersection of SR-509 and Taylor Way, removing rail crossings, upgrading traffic signals, installing communication fiber, new street lighting, sidewalks and the first phase of the Tacoma Tideflats ITS improvements. The Taylor Way improvement project is not fully funded at this time.

The agreement with Puget Sound Energy states that implementation of the first phase of the Tacoma Tideflats ITS is required no later than commencement of the commercial LNG operations which is estimated to be the end of 2019. The agreement also states that no later than five years after commencement of LNG commercial operations, the Taylor Way corridor improvements will be completed from SR-509 to the boundary of the LNG facility.