



TO: Elizabeth Pauli, City Manager
FROM: Kim Bedier, Acting Director Community & Economic Development
COPY: Economic Development Committee
PRESENTER: Kim Bedier, CEDD
SUBJECT: **Community & Economic Development Strategy – Current State**
DATE: April 10, 2018

PRESENTATION TYPE:
Informational Briefing

SUMMARY:

Several policy documents and strategic plans exist to direct the work of the Community & Economic Development Department (CEDD). Tacoma 2025 sets out the City's vision and goals. The One Tacoma Comprehensive Plan supports the vision and goals. The Five Year Economic Development Strategic Framework is an action plan for implementation of the vision and goals (2018-2022).

BACKGROUND:

TACOMA 2025 (developed in 2014) is the City's strategic plan and vision for the future. Its seven focus areas are Health & Safety, Human & Social Needs, Economic Vibrancy & Employment, Education & Learning, Arts & Cultural Vitality, Natural & Built Environment, and Government Performance. Several areas relate specifically to the work of CEDD:

Economic Vibrancy & Employment

- Increase the number and quality of jobs
- Diversify living wage business base
- Improve neighborhood business districts
- Strengthen downtown as a business core and residential option

Human & Social Needs

- Increase housing security
- Reduce poverty

Arts & Cultural Vitality

- Increase participation in arts and culture
- Embrace diversity of people, places and cultures
- Leverage and strengthen arts and cultural assets

Built & Natural Development

- Grow and enhance vitality of neighborhoods

ONE TACOMA is the City's comprehensive plan that guides development over the long term – a “blueprint for the future character of our City”. The plan underwent a major periodic review in 2014. There are eleven elements in the plan, all which in some way relate to Economic Development. Elements particularly relevant to Economic Development include:



Urban Form

- identifies mixed use and commercial centers; development density guidelines, Downtown and Tacoma Mall Regional Growth Centers; neighborhoods, light and heavy industrial

Housing

- housing diversity; equitable access; safe and healthy housing stock; affordable housing; resource efficient and high performance housing

Economic Development

- access to diversity of economic opportunities; positive business climate; build upon employment in the downtown, manufacturing/industrial centers and mixed use centers; leverage industrial strength and assets

Downtown

- supporting a balanced, healthy economy; achieving vitality; sustainable city; city of the arts; urban design; downtown circulation

One Tacoma Economic Development goals:

1. Diversify and expand Tacoma's economic base to create a robust economy that offers a wide range of employment opportunities, goods and services
2. Increase access to employment opportunities and equip Tacomans with education and skills needed to attain high quality, living wage jobs
3. Cultivate a business culture that allows existing establishments to grow in place, draws new firms, and encourages more homegrown enterprises
4. Foster positive business environment within the City and proactively invest in transportation, infrastructure and utilities to grow economic base
5. Create a city brand and image that supports economic growth and leverages existing cultural, community and economic assets
6. Create robust thriving employment centers and strengthen and protect Tacoma's role as a regional center for industry and commerce

One Tacoma is compatible with the Puget Sound Regional Council (PSRC) vision and strategy for 2040 in which Tacoma was identified as one of 5 Metropolitan Cities, and its most recent economic strategy, Amazing Place.

FIVE YEAR ECONOMIC DEVELOPMENT FRAMEWORK STRATEGIC PLAN (2018-2022)
identifies eight key areas:

1. Central City, Dome, Brewery Districts Vitality: Land and Infrastructure

- Prioritize infrastructure improvements associated with catalytic economic development and redevelopment projects
- Pro-actively market development and re-use of high impact/high value City-owned and privately-owned properties

2. Small Business Development and Entrepreneurship Services

- Support entrepreneurship, incubators, and small businesses with technical support
- Partner with higher learning institutions such as UWT, Bates Technical College UPS, PLU, TCC and others to provide technical training for start-up small businesses including retired military personnel seeking to launch businesses



3. Business Attraction, Retention, and Expansion Efforts

- Focus on attracting industry which positively impacts the City's tax base, creates jobs and positively impacts the budget
- Focus on retaining and expanding industries which generate significant revenues and offer good paying jobs and essential services for the local community and minimize revenue leakage to neighboring communities

4. Port of Tacoma and Industrial Development

- Strengthen relationship and communications with the Port and focus to recruit companies to vacant and undeveloped sites and create more jobs
- Seek to expand the Innovation Partnership Zone (Urban Clean Water)
- Focus on business retention and expansion of existing industrial firms

5. Business District and Neighborhood Revitalization

- Strengthen business district retail to its full potential, maximizing revenue impact and neighborhood livability
- Create more walkable, vibrant mixed-use environments to spur interaction and attract talent
- Encourage and support adaptive re-use of existing buildings and infill development

6. Workforce Development

- Strengthen the quality and competitiveness of Tacoma's workforce
- Establish business development and training opportunities in partnership with Joint Base Lewis McChord, higher learning institutions and neighborhood organizations focused on ethnic and economically challenged communities

7. Culture, Tourism, and Hospitality Initiatives

- Position Tacoma as a destination city
- Partner with Tacoma Regional Convention & Visitors Bureau, Tacoma-Pierce County Chamber of Commerce and others to promote the arts, culture, venues and other events and attractions

8. Professional and Business-Friendly Government

- Foster a supportive business-friendly environment
- Expedited development review process and stream-lined regulatory review

The Two Year Action Plan for 2018-2019 identifies the following prioritized focus areas:

Downtown office development

Downtown office and retail recruitment, retention and expansion

Market rate multi-family and hotel development (includes mixed-use)

Affordable housing development

International development, trade, and Sister Cities

Arts and Culture and creative maker space

Special Events

Industrial development, recruitment and expansion

Small business development and financing

Neighborhood Business Districts and revitalization efforts

MBDA, SBE/LEAP

Public assets converted to private development

Adaptive re-use and historic building renovations

Waterfront activities



ISSUE:

To identify existing policy, goals and strategies specific to the activities of the Community and Economic Development Department.

ALTERNATIVES:

This is an information briefing only.

FISCAL IMPACT:

This is an information briefing only.

RECOMMENDATION:

This is an information briefing only.