



Tacoma 2025 Update

Tacoma City Council Study Session
January 7, 2020



Background



- Six Month Process
- Large and Small Community Events
- Engaged over 2,000 Residents



Steering Committee

- Community Members
- Partner Organizations

The diagram shows five goal areas: Livability, Economy & Workforce, Education, Civic Engagement, and Equity & Accessibility. Each goal area is represented by a photograph. Livability shows a park with people. Economy & Workforce shows a modern transit station. Education shows a large group of students. Civic Engagement shows people at a community meeting. Equity & Accessibility shows a group of people outdoors.

tacoma2025
shared vision | shared future

The logo features a circular design with five overlapping circles in red, blue, green, orange, and grey. Each circle contains an icon representing a goal area: a house for Livability, a gear for Economy & Workforce, a book for Education, a person for Civic Engagement, and a scale for Equity & Accessibility. The text 'tacoma2025' is in a bold, sans-serif font, and 'shared vision | shared future' is in a smaller font below it.

SEAL OF THE CITY OF TACOMA

Tacoma 2025 Goal Areas

Livability

Economy & Workforce

Education

Civic Engagement

Equity & Accessibility

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The pyramid is divided into four horizontal sections. From top to bottom, they are: '2025' (the apex), 'Council Priorities', 'Department Goals', and 'Day to Day Operations' (the base). The word 'Alignment' is written in a large, white, sans-serif font at the bottom of the slide, centered under the pyramid.

tacoma2025

SEAL OF THE CITY OF TACOMA

Tacoma 2025

2025

Council Priorities

Department Goals

Day to Day Operations

Alignment

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Goal: Equity and Accessibility



Tacoma residents are treated equitably and have access to services, facilities and financial stability.

Success Indicators (All Repeats):

***All indicators noted in bold represent equity indicators**

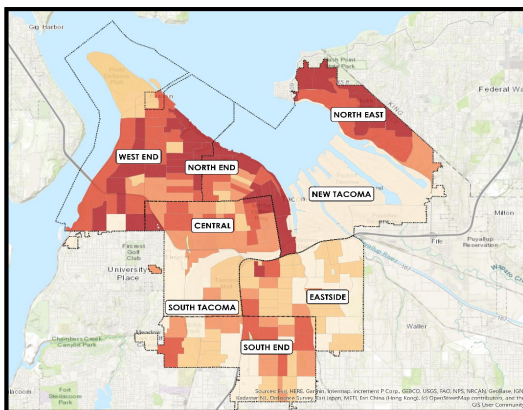
***Equity indicators are included in each of the four other goal areas because equitable outcomes happen when we have an equitable economy, educational opportunities, civic engagement, and conditions for livability**

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Equity and Accessibility Strategy



Equity Index Map



Strategy Actions

- Understand and acknowledge the history of Tacoma, as well as how historical policies and investments have shaped the city.
- Embed equity in policy decision-making processes in order to invest in "upstream" solutions (prevention rather than treatment) to inequities.
- Center community engagement efforts within communities who have been least represented historically.
- Use hiring and purchasing power to invest and build community wealth in traditionally underrepresented communities.

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Goal 1: Livability



Tacoma residents have connected neighborhoods, accessible and efficient transportation options, and vibrant arts and culture while maintaining affordability.

Success Indicators:

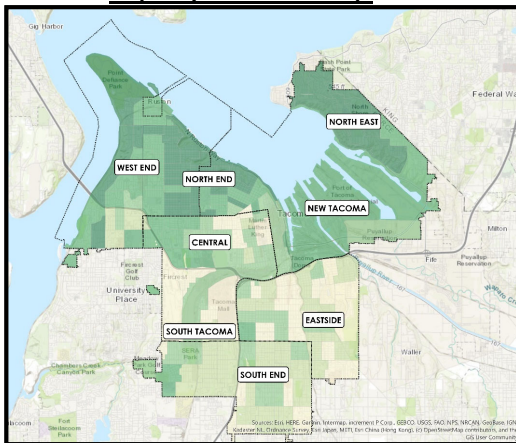
1. **Improve access and proximity by residents to diverse income levels and race/ethnicity to community facilities, services, infrastructure, and employment.**
2. Increase the number of Complete Compact Communities/ 20-Minute Neighborhoods throughout the city.
3. **Improve health outcomes and reduce disparities, in alignment with the community health needs assessment and improvement plan, for all Tacoma residents.**
4. **Decrease the percentage of individuals who are spending more than 45% of income on housing and transportation costs.**
5. Increase positive public perception of safety and overall quality of life.

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Livability Strategy



Equity Index Map



Strategy Actions

- Focus on improving access and proximity to services, facilities, and opportunities based on data such as the Equity Index.
- Identify improvements to address the specific needs for each community to be a 20-minute compact community.
- Protect and improve the health of Tacoma residents, especially those who experience the greatest health inequities.
- Invest in and fully implement Affordable Housing Action Strategy.
- Intentionally design strategies to increase the perception of safety for those who currently rate their sense of safety the lowest.

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Goal 2: Economy and Workforce



Tacoma residents can find livable wage jobs in key industry areas. Tacoma will be a place of choice for employers, professionals and new graduates.

Success Indicators:

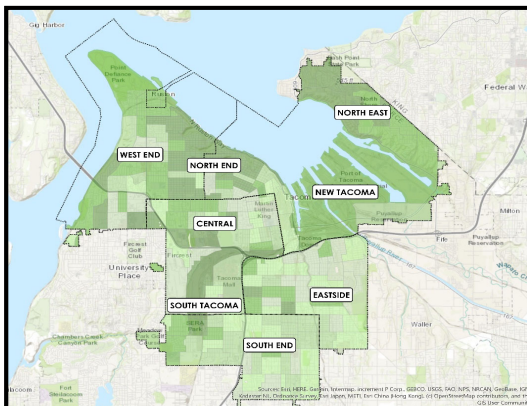
1. Increase the number of diverse livable wage jobs.
2. **Increase the number of Tacoma households that have livable wage jobs within proximity to the city.**
3. Increase the number of infrastructure projects and improvements that support existing and new business developments.
4. Increase the availability of industry-specific education programs to support identified growth sectors.
5. Increase the percentage of people relocating to the city and affordability of housing compared to neighboring jurisdictions.
6. Decrease the number of vacant properties downtown and in neighborhood business districts
7. Increase positive public perception related to the Tacoma economy.

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Economy and Workforce Strategy



Equity Index Map



Strategy Actions

- Invest in recruitment and retention of livable wage jobs in Tacoma.
- Focus on ensuring that more Tacoma residents have access to the programs and educational opportunities to fill livable wage jobs in identified growth sectors in Tacoma.
- Increase the number of infrastructure projects and improvements that support existing and new business developments.
- Decrease the number of vacant properties downtown and in the neighborhood business districts.
- Create complete, compact communities that are safe and walkable.

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Goal 3: Education



Tacoma produces more graduates from high school and college, links residents to employment in the region, and invests in lifelong learning opportunities.

Success Indicators:

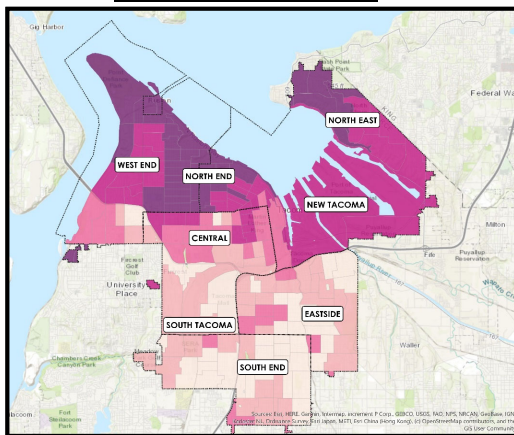
1. Increase the availability and accessibility of early childhood education programs.
2. **All students will graduate from high school and be prepared to enter the workforce or pursue post-secondary education.**
3. **Increase the # of quality out of school time learning opportunities distributed equitably across the city.**
4. Demonstrate community support for education by increasing support for school levies and bonds; volunteering and mentoring youth.
5. Increase the # of college students that find employment and remain in Tacoma after post-secondary completion.
6. **Increase digital access and equity across the city.**
7. Increase the # of adults with post-secondary degrees or certifications.
8. Increase school choice options.

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Education Strategy



Equity Index Map



Strategy Actions

- Place-based educational opportunity efforts.
- Invest in the social, economic, and environmental conditions that support student success.
- Identify opportunities to improve Internet access.
- Create and strengthen linkages between livable wage employers and local educational institutions to create a workforce pipeline for Tacoma students.
- Ensure Tacoma residents have access educational opportunities to fill livable wage jobs in identified growth sectors in Tacoma.

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Goal 4: Civic Engagement



Tacoma residents that reflect the diversity of the city are engaged participants in making Tacoma a well-run city through community-led decision making, elected leadership, and volunteer leadership.

Success Indicators:

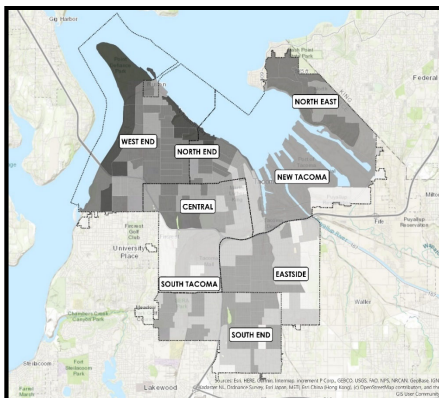
1. Increase the number of residents who participate civically through volunteering and voting.
2. **Elected officials, boards, commissions, and volunteer leadership will reflect the diversity of the Tacoma community.**
3. **Increase the percentage of residents who believe they are able to have a positive impact on the community and express trust in the public institutions in Tacoma.**
4. **Representation at public meetings will reflect the diversity of the Tacoma community.**

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Civic Engagement Strategy



Equity Index Map



Strategy Actions

- Create more opportunities for Tacoma residents to feel like they can have an impact on their community.
- Address root causes of lower voter participation in historically disenfranchised communities.
- Partner with other organizations working on engaging and empowering communities.
- Create activities that encourage participation and eventual leadership, especially with communities that have been traditionally left out of decisions.
- Design and implement strategies to improve perceptions of trust in government and participation in community decision-making.
- Reduce barriers to diverse public participation at meetings.

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Application & Embedding



Shared Vision Shared Future

Tacoma 2025 worked to ensure that this plan's values, opportunities, priorities, and accountability measures reflect the dreams and aspirations of Tacoma community.

Goal Areas

- Livability
- Economy
- Education
- Accessibility & Equity
- Civic Engagement

Policy

- CAM & Council Contingency Process
- Council Priorities

Budget

- Biennial Budget Analysis

Operational

- Equity Index
- 2025 Report
- Performance Measures

Initiatives

- Anchor Institutions
- Participatory Budgeting
- Affordable Housing Action Strategy
- Tacoma Creates

Implementation: Policy



Council Action Memorandum


2025 STRATEGIC PRIORITIES:

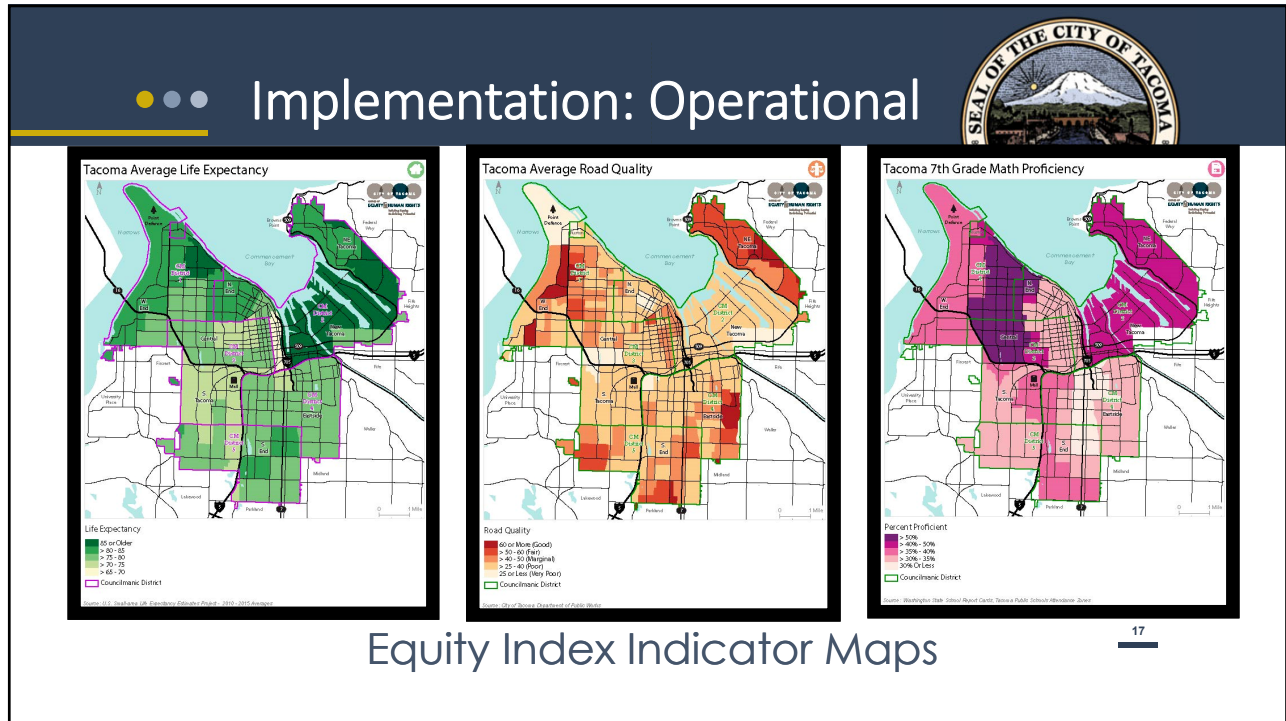
Tacoma 2025 represents our community's vision for the future with defined indicators that guide the City of Tacoma. All department proposals and legislation should work towards affecting these strategic goals. This helps ensure that we align the City's work towards making Tacoma an inclusive and equitable place to *Live, Learn, Work, and Play*.

- Review the indicators and identify the main goal area(s) in 2025 that your proposal addresses (*Livability, Economy/Workforce, Education, Civic Engagement*).
- Use the dropdown menus to choose (up to five) indicators that the proposal will likely impact. You can choose multiple indicators within the same goal area.
- Using the *Equity Index*, state the Opportunity Score (*Very High, High, Moderate, Low, or Very Low*) for each goal area your proposal is affecting.
 - Go to the *Equity Index* and review the geographic area your legislation will affect (if it is Citywide, then use the Citywide scores).
 - This is one of the primary tools to help ensure we are making equitable, data-informed decisions. (There is a user guide available on the Office of Equity and Human Rights website.)
- Finally, provide a brief statement (2-3 sentences) about how your legislation will improve the listed indicators and/or *Equity Index Score*.

The community made *Equity and Accessibility* a priority goal within the Strategic plan, underlying each of the other four goal areas. As such, the Equity and Accessibility section **must be completed**. (Exemptions include Union negotiations and CBAs, Hearing Examiner, CBC Council Appointments, and others. Please consult with CMO if you believe your proposal should be exempt from this requirement.)

Council Priorities

		LIVABILITY				ECONOMY					EDUCATION			CIVIC ENGAGEMENT			
Council Strategy Sessions Results		L1 Access and Mobility	L2 Connected Communities	L3 Improved Health	L4 Housing and Transit	L5 Safety and Quality of Life	E1 More livable wage jobs	E2 Residents have livable wage jobs	E3 Increase infrastructure Projects	E4 Industry Specific ED Programs	E5 Positive Perceptions of Economy	E6 Graduation	E7 Out of School Time Learning	E8 Food Employment and Stay	E9 Digital Equity	C3 Belief in Impact and Trust	C4 Representation at Meetings
Mayor Woodards																	
DM Blocker																	
CM Beale																	
CM Hines																	
CM Hunter																	
CM McCarthy																	
CM Thoms																	
CM Ushika																	
CM Waller																	





Questions?

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CityofTacoma.org/Tacoma2025