A G E N D A

PLANNING COMMISSION

Connie Coleman-Lacadie • Don Daniels • Robert Estrada • James Guerrero • Robert Pourpasand • Paul Wagemann • Christopher Webber

Regular Meeting
Wednesday, September 2, 2015, at 6:30 pm
City Hall, Council Chambers
6000 Main Street SW, Lakewood, Washington

1. **Call to Order**

2. **Roll Call**

3. **Approval of Minutes from August 19, 2015**

4. **Public Comments**
   (Members of the audience may comment on items that are not included on the agenda. Each person will be allowed 3 minutes to speak, to a total of 15 minutes per topic. Groups with a designated speaker may have a total of 10 minutes to speak.)

5. **Public Hearings**
   - (None)

6. **Unfinished Business**
   - 2015 CPAs and Update –Study Session
   - Cottage Housing –revisions to recommendation

7. **New Business**
   - Public Hearing Protocol

8. **Reports from Commission Members & Staff**
   (Planning Commission members and staff may make committee reports and announcements relating to items not on the agenda.)

Enclosures: August 19, 2015 Draft Minutes
Staff Report re:
2015 CPAs and Update Staff Report and Attachments
Cottage Housing Staff Report and Attachments
Public Hearing Protocol and Attachments

Members Only:
Please email to kdevereaux@cityoflakewood.us and call Karen Devereaux at 253.983.7767 by Tuesday, September 1, 2015, if you are unable to attend. Thank you.

The next meeting is tentatively scheduled for September 16, 2015

	PLANNING COMMISSION **REGULAR MEETING** **WEDNESDAY August 19, 2015** **Council Chambers** **6000 Main Street SW** **Lakewood, WA 98499**

Chairman Mr. Don Daniels called the meeting to order at 6:30 p.m.

Roll Call
Planning Commission Members Present: Don Daniels, Chair; Robert Pourpasand, Vice-Chair; Connie Coleman-Lacadie, Robert Estrada, James Guerrero, Paul Wagemann and Christopher Webber
Planning Commission Members Excused: None
Planning Commission Members Absent: None
Staff Present: Dan Catron, Principal Planner; and Frank Fiori, Planning Manager; Becky Newton, Economic Development Manager; and Karen Devereaux, Recording Secretary
Council Liaison: Councilmember Paul Bocchi

Acceptance of Agenda
No changes were suggested.

Approval of Minutes
Chairman, Mr. Don Daniels, opened the floor for discussion of the draft minutes of the meeting held July 15, 2015.

Minutes of the meeting held on July 15, 2015, were approved by a unanimous voice vote, M/S/C Guerrero/Estrada.

Public Comments
None.

Public Hearing
None.

Unfinished Business
None.

New Business
Vice Chair Request to Step Down
Mr. Robert Pourpasand, Vice-Chair, requested to be allowed to step down from his current position although he intends to continue to serve on the planning commission. Mr. Don Daniels, Chair, opened the floor for nominations. Mr. Robert Estrada nominated Mr. Paul Wagemann to fill the Vice Chair position.

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The motion to appoint Mr. Paul Wagemann as Vice Chair was made by Mr. Robert Estrada and seconded by Mr. James Guerrero. A voice vote was taken. The motion carried unanimously.

Critical Areas and Flood Hazard Areas Ordinance Updates

Mr. Frank Fiori, Planning Manager, informed the commissioners of updates being prepared by staff to comply with current regulations and legislative changes. As a participating jurisdiction in the National Flood Insurance Program (NFIP) the City of Lakewood is required to maintain a floodplain management program and associated ordinances that meet the requirements of the NFIP as established by the Federal Emergency Management Agency (FEMA). The City is currently in compliance with NFIP requirements, however, two actions since the City last updated the codes associated with their floodplain management program will require the City to review its' codes and make amendments as necessary.

1. The Federal Emergency Management Agency (FEMA) has recently completed a new preliminary Flood Insurance Study and the creation of new Flood Insurance Rate Maps (FIRM) for Pierce County.

2. The National Marine Fisheries Service (NMFS) filed legal action against FEMA over the implementation of the NFIP in the Puget Sound Basin. The NMFS prevailed in the action and as a result a Biological Opinion (BiOp) was prepared that provided guidance to FEMA regarding the implementation of the NFIP.

The proposed updated FIRM will increase the amount of land within the City that is classified as being in a special flood hazard area, in particular lands along Clover Creek in the Racquet Club Estates and Springbrook neighborhoods.

City staff has been preparing amendments to both LMC Title 18A and Title 14A. The draft updates have been forwarded to responsible agencies and the City is awaiting revisions. Those revisions will be shared with the commissioners once received.

Economic Development Update

Ms. Becky Newton, Economic Development Manager, presented a slide show of 2015 goals and priorities which covered several topics to include business retention and expansion, strategic focus area development and redevelopment, recruitment of target industries, marketing and promotion, as well as building the JBLM partnership.

A sound bite of a City of Lakewood promotional commercial that will air on Pandora Internet Radio was heard by commissioners and a list of potential businesses seeking locations within the City was shared.

Reports from Commission Members and Staff

Mr. Dan Catron reminded commissioners of the public hearing to be held on Wednesday, September 16, 2015. Chairman, Mr. Don Daniels, requested that staff

provide a brief protocol on the do's and don'ts of public hearings regarding the commissioners' responsibilities before the September 16th hearings.

Next Meeting: September 2, 2015, at 6:30 p.m. in Council Chambers

Meeting Adjourned at 7:57 p.m.

_____	_____
Don Daniels, Chair	Karen Devereaux, Recording Secretary
Planning Commission 09/02/2015	Planning Commission 09/02/2015

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COMMUNITY DEVELOPMENT DEPARTMENT
STAFF REPORT

TO: PLANNING COMMISSION

FROM: DAN CATRON, PLANNING MANAGER

MEETING DATE: SEPTEMBER 2, 2015 AGENDA ITEM:

SUBJECT: 2015 COMPREHENSIVE PLAN UPDATE- STUDY SESSION

BACKGROUND:

RCW 36.70A.130(4) of the Washington State Growth Management Act (GMA) requires that cities "take action to review and, if needed, revise their comprehensive plans and development regulations to ensure the plan and regulations comply with the requirements (of the GMA)". Jurisdictions planning under the GMA (such as Lakewood) are required to review and update their comprehensive plans every eight (8) years. The state schedule requires that Lakewood update its plan by June 30, 2015, however the City has notified the State that the Lakewood amendments are not expected to be finally adopted until the end of 2015.

PROPOSED AMENDMENTS/ UPDATES:

The Lakewood Comprehensive Plan was initially adopted in 2000, and updated in 2004. Specific amendments and obvious updates have occurred annually since the initial adoption. The 2015 updates include the following:

Chapter 1, Introduction- Amendments to Chapter 1 consist primarily of simple updates to language and references. The Chapter 1 update also includes incorporation of conclusions from the City's 2015 Community Vision Plan. Section 1.2.1 is added to describe the 2015 Vision Plan project. The *Guiding Principles* statement in the original comprehensive plan is proposed to be replaced by the *Community Values* identified in the 2015 Vision Plan. The 2015 update also includes a series of "before and after" comparison pictures based on photos included in the original comprehensive plan. Finally, Section 1.7 is added to describe the 2015 update itself.

Chapter 4, Community Design- Amendments to Chapter 4 are also primarily simple updates and word-smithing. Substantive changes include extending the Civic-Boulevard designation to

all of Bridgeport Way (instead of just Pacific Highway to Steilacoom Boulevard), adjusting the lists of "Green Streets" and "Principal Arterials", noting the potential for significant modifications of the freeway interchanges in Tillicum, and affirming the City's desire to see a commuter rail station in Tillicum.

Chapter 6, Transportation- The Transportation Element of the City's Comprehensive Plan consists of two parts- Chapter 6 of the comprehensive plan which contains general transportation goals and policies, level-of-service standards, policies regarding concurrency, and a re-assessment strategy intended to address any failure to maintain LOS standards and/or funding for transportation facilities; and, second, the City's Six-Year Comprehensive Transportation Improvement Program (6-year TIP). The 6-year TIP is a planning document that is updated every year as required by state law (RCW 35.77.010). The early years of the Program are fairly definite- it can be assumed that those projects will be constructed as scheduled. Projects in the later years of the program are more speculative, and may be accelerated, delayed or canceled as funding and conditions change.

Updates to Chapter 6 of the Comprehensive Plan include:

- Reworking some language in in the General Transportation Goals and Policies.
- Modified Policy T-2.4 to eliminate reference to the proposed Cross-base Highway, instead focusing on improvement to I-5 through Lakewood and JBLM, and connections to the Lakewood street system.
- Modified Policy T-2.5 regarding the I-5/SR 512 interchange.
- Added Policy T-4.6 to "Ensure emergency responders have efficient access to public and private properties."
- Added Policy T-7.3 to "Ensure predictable sources of income to maintain the transportation system."
- Replaced Goal T-9 regarding streetlights with goal to "Provide a balanced multimodal transportation system that supports the safe and efficient movement of people and goods." Policies are added encouraging an inclusive transportation planning process that provides for the needs of all users, and to minimize the impacts of transportation facilities on low-income, minority, and special needs populations.
- Added Policy T-10.4 to "Consider the negative effects of transportation infrastructure and operations on the climate and natural environment."
- Added Policy T-10.5 to "Support the development and implementation of a transportation system that is energy efficient and improves system performance."
- Modification of Goal T-14 and related policies to specifically reference the Non-Motorized Transportation Plan adopted in 2009.
- Changed Policy T-14.7 from "Develop a non-motorized transportation plan…" to "Consider adopting a "Complete Streets" ordinance."
- Added Policy T-16.5 to "Focus investments in downtown central business areas by promoting joint- and mixed use development and integrating shared use parking practices."

- Added Policy T-16.6 to "Incorporate *Transportation 2040* guidelines into planning for centers and high-capacity transportation station areas."
- Policy T-19.1- Recalibrated Level of Service definitions generally by adding time to the definition of each LOS level.
- Modified Policy T-19.3 to include development of multimodal concurrency standards.
- Revised Goal T-20 and related policies to revise LOS standards for specific roadways and intersections. Eliminated specific LOS standards for 5 roadway segments.
- Added new Policy T-20.4 to allow stop-controlled intersections to operate worse than the LOS standard.
- Reworked the last bullet in Section 6.7, Reassessment Strategy.

Chapter 8- Public Services- The chapter was last amended in 2004. The chapter outlines City policy in the following areas: fire protection, emergency medical services, police, emergency management, schools and higher education, library services, health and human services, and housing and community development programs. 2015 updates recognize the creation of West Pierce Fire and Rescue, acknowledge the discontinuance of the crime free rental housing program, update policies regarding fire protection and emergency management, and enhance policies regarding the location of schools and redevelopment of surplus school sites. The updates also refine policies regarding library services, including a policy to promote the construction of a new main library facility within the City's downtown core, provide a reference to the Pierce County Library 2030 report, and support expansion of bookmobile services to underserved and/or isolated areas. Goals and policies regarding health and human services are also updated together with policies regarding housing and community development programs.

Chapter 9, Public Facilities and Improvements- Amendments to Chapter 9 include making explicit the references to the City's 6-year Capital Improvement Plan (CIP), the Legacy Parks Plan, and the master plan documents for private utility companies as part of the City's Capital Facilities element. The 20-year plan portion includes capital-facilities-related goals and policies; and the Capital Improvement Plan, Parks Plan, and utility master plans provide specific short term operational planning. Substantive changes include the addition of Policy CF- 2.10, which directs the City to update the CIP every two years in conjunction with approval of the city budget; update of Policy CF-7.2 to reflect the fact that the Lakewood Police Station building has been constructed; and addition of Policy CF 9.3 providing that the siting of essential public facilities is not categorically prohibited.

Chapter 10, Implementation- Amendments to Chapter 10 are primarily updates to the existing text. Substantive amendments include the explicit policy of supporting the construction of a Sounder commuter rail station in Tillicum.

City Initiated Amendments

In addition to the update of the comprehensive plan, in April, 2015, the Planning Commission adopted a resolution of intent directing the Community and Economic Development Department to consider two amendments to the Land–use and Zoning maps:

- To "up-zone" approximately 56 acres of developed large-lot residential land comprising approximately 75 parcels located between Interlaaken Drive SW and Tower Road SW, north of Washington Blvd. SW. The amendment would rezone the land from R1 to R2 in order to reflect the existing mix of lot sizes and provide for increased in-fill housing options; and

- To re-designate and rezone approximately 7 acres of mostly vacant land located on the southwest corner of Gravelly Lake Drive SW and Veterans Drive SW (Pierce County Assessor's Parcels 4585000042 and 4725003074). The property would be re-designated from *Residential Estate* to *Single Family*, and rezoned from *R1* to *R3*.

Privately-Initiated Amendment (Lakewood Racquet Club)

The Lakewood Racquet Club is proposing to re-designate and rezone a portion of their 11.4 acre facility at 5820 112th Street SW from *Open Space and Recreation/OSR2* and *Single Family/R3* to *Mixed Residential/MR1* in order to accommodate development of the site with residential uses. The conceptual project map submitted with the rezone application indicates a 26-unit residential development on the western portion of site (although the City must consider all potential uses when evaluating a re-zone request.) The proposed rezone affects approximately 5.4 acres of the 11.4 acre property. The Club has also indicated its intent to expand the club facilities.

PUBLIC NOTICE AND COMMENTS

Public notice of the 2015 Updates and the 2015 city-initiated and privately-initiated amendments was issued on July 30, 2015. Notice of the September 16, 2015, public hearing was issued on August 27, 2015. Methods of notice included a legal notice published in *The News Tribune*, notice boards posted in the areas subject to the site specific map amendments, and notices mailed to the owners of properties within 300 feet of the site specific amendments.

As of the date of this writing, staff has received seven letters concerning the Interlaaken Drive/ Tower Road amendments, and one letter each regarding the Veterans Drive/ Gravelly Lake and Lakewood Racquet Club amendments.

DISCUSSION: The 2015 updates use the Department of Commerce Update Checklist and the Puget Sound Regional Council (PSRC) Vision 2040 Plan and corresponding checklist to ensure that the City's plan and update comply with the State and PSRC requirements. Both of these agencies want to see that the City is accommodating its "fair share" of regional growth as determined through the Pierce County Regional Council (PCRC), and planning for corresponding growth and traffic. The checklists also track other miscellaneous requirements and directives of State law and Vision 2040.

2030 growth targets established for Lakewood include 13,200 additional population (72,000 total), 8,380 additional dwelling units (34, 284 total), and 9,285 additional jobs (38,336 total). The land use element update completed in 2014 indicates that the City has capacity for approximately 10,915 new housing units, and 23,904 in population growth.

Tower Road /Interlaaken Amendment

The proposed Tower Road/Interlaaken amendment would rezone approximately 75 properties from *Residential One* (R1) to *Residential Two* (R2). Both of these zoning districts are allowed within the *Residential Estate* comprehensive plan land-use designation, so a comprehensive plan amendment is not required.

This area is being considered for rezoning because of the variety of lot sizes already present in the area. The largest properties in the area are over 53,000 sq. ft. in area. There is also a number of lots along Interlaaken Drive that are approximately 15,000 sq. ft. in size, and another row of lots on Tower Road that are 9,000 sq. ft. in area. The smallest lot is approximately 5.750 sq. ft,, and the largest lot is approximately 82,000 sq. ft. The average lot size in the area is 30,300 sq. ft.

Concerns expressed by residents of the area include concerns about neighborhood compatibility, preservation of neighborhood character, traffic impacts, and impacts to trees and wildlife.

Veterans Drive/ Gravelly Lake Drive Amendment

This amendment pertains to a seven (7) acre "underdeveloped" lot in the southwest corner of the intersection of Veterans Drive and Gravelly Lake Drive. The property consists of two lots under the same ownership, and is developed with three detached single-family residences. The proposed amendment would change the comprehensive plan and zoning designations from *Residential Estate/R1* to *Single Family/R3*. Under R1 zoning the property could potentially be developed with (1.45 du/acre X 7 acres =) 10 single-family dwelling units. Under R3 zoning, the property could potentially be developed with (4.8 du/acre X 7 acres=) 33 single-family dwelling units.

Lakewood Racquet Club Amendment

The Lakewood Racquet Club is proposing to designate approximately one half of their 11-acre site from *Open Space and Recreation/OSR2* and *Single Family/R3*, to *Mixed Residential/ MR1* to accommodate residential development on the site. The remaining portion of the site used by the Racquet Club would remain designated for Open Space and Recreation. Conceptual project plans indicate a 26-unit small lot single-family development.

The project site is potentially affected by revised floodway designations currently under consideration by FEMA. If implemented, this designation and revised flood zone regulations

may require the Club to take action to protect any future projects from flood damage as well as mitigate any potential impacts to salmon habitat that may be caused by the floodway. The City expects these issues to be addressed at the time that specific project plans are developed.

Draft Updates

In order to facilitate the commission's consideration of the proposed comprehensive plan update, rough drafts of the proposed updates are attached. These are incomplete working documents, so some information and references may be missing. The Planning Commission is free to discuss any aspect of the proposed amendments and offer suggestions to staff. The Planning Commission will eventually need to make affirmative findings that the proposed updates are consistent with the City's comprehensive plan and the Washington State Growth Management Act.

Public Hearing

A public hearing on the proposed updates and amendments is scheduled before the Planning Commission on September 16, 2015. At some time after conclusion of the public hearing, the Commission will be asked to make a recommendation to the City Council regarding the proposed amendments. The City Council is required to take final action on any recommended updates and/or amendments.

Attachments:

1. Draft Comprehensive Plan Updates
   a) Chapter 1- Introduction
   b) Chapter 4- Urban Design
   c) Chapter 6- Transportation
   d) Transportation Background report
   e) Chapter 8- Public Services
   f) Chapter 9- Capital Facilities
   g) Chapter 10- Implementation

2. Exhibit 1- Map of Proposed Interlaaken Drive/Tower Road amendment
3. Exhibit 2- Map of Proposed Veterans Drive/ Gravelly Lake Drive amendment
4. Exhibit 3- Map of Proposed Lakewood Racquet Club amendment
5. Department of Commerce Comp Plan Update Checklist (draft)
6. PSRC Comp Plan Update Checklist (draft)
7. SEPA Checklist dated July 13, 2015
8. SEPA Determination of Non-Significance issued July 30, 2015
9. Letter from Jack Tillen dated July 31, 2015
10. Letter from Marvin and Melissa Tommervik dated August 6, 2015
11. Letter from John and Marilyn Dimmer dated August 8, 2015
12. Letter from D. Blake, Cloverdale Court HOA, dated August 10, 2015
13. Letter from Bonnie Boyle dated August 10, 2015

14. Letter from Calvin and Katie Howard dated August 13, 2015
15. Letter from Lorrie and Danny O'Brien dated August 14, 2015
16. Letter from Preston and Elizabeth Carter dated August 20, 2015
17. Letter from Burton and Doris Johnson dated August 24, 2015

1.0 INTRODUCTION

1.1 What is the Purpose of this Plan?

Incorporated in 1996, the City of Lakewood is engaged in the process of defining itself, articulating a vision of its future, and shaping its physical substance. This process is ongoing, taking place in City Council meetings, in letters to the editor, in permit requests, in dinner-table discussions, and many other venues. The ultimate blueprint of this vision is this comprehensive plan, which will guide Lakewood's growth and development ~~over the next 20 years~~.

The City of Lakewood has prepared and updated this comprehensive plan~~,~~ as required by the Washington State Growth Management Act (GMA). Per GMA, comprehensive plans are intended to plan for a 20-year time horizon. The plan will shape Lakewood's growth for the next two decades by:

- defining the level, intensity, and geographic distribution of employment and residential growth;
- identifying the needed improvements to public facilities, transportation, and utility infrastructure to service the projected levels of population and employment, along with proposed methods of finance;
- identifying the housing needs and requirements for the community; and
- defining the desired physical development patterns and urban design treatments.

1.2 How Was this Plan Created?

This comprehensive plan is a reflection of the community's values and an expression of its vision for the future. Community-wide visioning sessions held early in the plan's development (prior to original adoption in 2000) identified characteristics in Lakewood held dear by the participants, and those they thought needed to be changed. A summary of strengths and weaknesses is given in Table 1.1 below, based on the initial visioning sessions and refined during the 2004 review process.

{Insert photo? Was aerial view of Bridgeport}

Table 1.1: Lakewood's Strengths and Weaknesses (updated 2004).

	Strengths	Weaknesses
1	Abundant natural beauty	Despite intermediate improvements, perception of Lakewood as a high–crime area perpetuates
2	High quality of City officials and staff	Older, substandard retail development
3	Good economic potential and business climate	Unattractive gateways to the city
4	Strong civic involvement	Legacy of poor land-use planning
5	Good schools, libraries, and higher education opportunities	Poor quality or non-existent streets, sidewalks and bike paths

The original visioning exercise went further to identify specific actions the City should take in relationship to some of the issues facing Lakewood. The principal role of these visioning sessions in the comprehensive planning process was to provide City officials and staff a sense of Lakewood's current state and where it should be headed, from the public's perspective. During the period between city incorporation and the initial adoption of a comprehensive plan, the following priorities have lent guidance to City officials in prioritizing public actions (Table 1.2). Throughout the lengthy comprehensive planning process, these visions have remained as a touchstone for accomplishment. They mark one standard against which the comprehensive plan and a constantly evolving city environment can be measured in years ahead. Again, these were ~~have been~~ modified and updated as part of the 2004 review process.

Table 1.2: Goals and Recommended Actions Emerging from 1999 Visioning.

Action Area	Goal	Prioritized Actions
Capital Facilities	Lakewood has attractive, well designed civic facilities that are a source of pride to the community.	• Acquire land base for civic functions • • Build a Civic Center • Conduct capital facilities planning
Economic Base	Lakewood supports a strong, diverse employment base.	• Make Lakewood 'Lakewood' –more grass, trees, and water • Create a broad economic base through a variety of creative tools
Environment	Lakewood continues to cherish and protect the natural environment including its lakes, woods, and natural amenities.	• Cleanse stormwater entering lakes • Protect and make accessible the lakes and woods

Table 1.2: Goals and Recommended Actions Emerging from 1999 Visioning. (cont)

Action Area	Goal	Prioritized Actions
Government	City government in Lakewood functions to preserve and protect the values of its diverse population.	• Monitor implementation of zoning code • Amend the zoning process where necessary • Formalize dealing with military bases • Complete the conversion of police services from County contract
Human Services	Lakewood has paid close attention to the needs of all its citizens and provides excellent human services.	• Promote youth services • Promote neighborhood interaction
Land Use – Residential	Lakewood has preserved its existing single-family neighborhoods while creating an urban center that supports multi-family residential in planned areas with high levels of public services.	• Maintain character of single-family neighborhoods • Promote compact urban center well served by public services • Diversify housing types for emerging markets • Promote mixed use
Land Use – Commercial	Lakewood has both thriving community centers and a downtown. Downtown has become not only the "heart" of the city, but a regional urban center where commerce, culture, and government flourish.	• Encourage quality design in commercial construction
Land Use – Amenities	Lakewood is a beautiful city marked by an abundance of parks, open spaces, and attractive, landscaped corridors.	• Emphasize open space and preservation of wildlife habitat • Preserve natural area within Ft. Steilacoom Park
Transportation	Lakewood has an excellent, integrated transportation system that supports all modes of transportation – private vehicles, public transportation, bicycles, and walking.	• Upgrade streets with sidewalks and landscaping • Add bicycle trails/lanes, especially between park areas • Continue to pursue development of Sound Transit station • Seek funding for 512/100th intersection • Support Cross-Base Highway
Urban Design	Lakewood is now a city with a "heart." Friendly, diverse neighborhoods with distinct character are now linked to a dynamic unique city center	• Encourage more pleasant human environment around development • Encourage

	that is truly a blending of lakes and woods.	contemporary design in redevelopment
Utilities	Utilities have been extended throughout the majority of the city to provide citizens with efficient and reliable services.	• Extend sewers to Tillicum & American Lake Gardens • Pursue undergrounding of above-ground utilities city-wide at appropriate level

Representative photos reflecting the strengths and weaknesses that citizens observed during the visioning process (prior to initial adoption of the Comprehensive plan) are presented at the end of this chapter as Figures 1.1 and 1.2. The prioritized actions developed during the 1999 visioning sessions served as a basis for many of the original policies established in Chapter 3.0. At the beginning of each chapter are additional photographs depicting the character of the city at the start of this ~~20-year~~ plan (in 2000). Both the citizen photos and the additional character photos serve as benchmarks documenting the city at the start of the comprehensive planning process, against which future change can be measured. "Before and After" photo comparisons are added in 2015 to show progress since the initial adoption of this plan. As of 2015, it is clear that a significant amount of change has occurred since incorporation, and the City has made great strides in realizing the values and goals articulated in the original visioning effort.

1.2.1 2014-15 Community Vision Project

In 2014 the City prepared an updated Community Vision Plan based on a broad community survey and meetings with a variety of community groups and organizations. This information was used to craft an aspirational vision statement, define a set of community values, and articulate a set of actions intended to further those values as the City moves into the future.

The 2015 Vision Plan includes the following Vision Statement:

> *Lakewood is a safe, culturally diverse, and beautiful city. As Lakewood grows, we will continue to be one of Washington's premier places to live, raise a family, and cultivate a business. Our picturesque parks, scenic lakes, protected open spaces, and abundant natural amenities make Lakewood the undiscovered gem of the Puget Sound region. The foundation for Lakewood's future lies in the outstanding K-12 and higher education institutions within our city and the core values our community is built upon, including family, service, community engagement, and protection of the natural environment. Active and on-going support for America's service members at Joint Base Lewis-McChord is an explicit mission of the city. Lakewood's strategic location, robust economy, high-quality public services, and parks and recreation facilities round out the reasons that the City of Lakewood is the perfect place to call home.*

Not surprisingly, the 2015 Vision Plan reinforces many of the themes identified in the 1999 visioning exercise such as creation of a broad and diverse economic base, provision of high quality public facilities, and protection of the environment. The 2015 Vision Plan acknowledges the core values of family, service, community engagement and protection of the natural environment. However, the 2015 Vision Plan goes even farther and organizes the community's goals and aspirations around five Community Values. These Community Values are:

Lakewood Community Values

- Friendly and Welcoming Community
- High Quality Public Services, Educational Sytems, Parks and Facilities
- Vibrant Connected Community Places Unique to Lakewood
- Strong Local Economy
- Sustainable and Responsible Practices

The 2015 Vision Plan discusses each of these community values and sets forth over 65 action items intended to move the community toward its vision for the future. Progress on the the realization of these community values is intended to be measured in an annual "report card" using milestones, benchmarks, and metrics set forth in the Community Vision Plan.

1.3 What Principles Guide This Plan?

Lakewood is a place where values that increase our ability to form community are honored and proclaimed: integrity, honesty, rights with responsibility, respect for law and order, mutual respect and care for all citizens, cooperation, and volunteerism. These values were augmented in 2015 with the 5 community values noted above.

As Lakewood continues to ~~coalesce~~ develop as a city, the City seeks to ensure a more successful future for Lakewood's people by working together with vision, focus, and cohesion to provide opportunities for all people to meet their needs and fulfill their aspirations.

~~City staff and the Planning Advisory Board (PAB), an advisory body to the City Council, used the core values expressed by those participating in the initial visioning process to develop the set of guiding principles for the comprehensive plan, presented on the following page. These principles were developed to serve as a framework, giving structure to and containing the proces. They do not identify specific actions that should be taken, but they are a measuring device against which to gauge decisions. Ultimately, each of the goals and policies contained in the plan relates back to these guiding principles.~~

~~GUIDING PRINCIPLES~~

~~People are Lakewood's most vital asset.~~

~~A city's livability and prosperity are found in the collective spirit of those who live and work there. Lakewood's community development goals are not merely related to buildings, roads, and such, but to people's quality of life and their pride in and individual contributions to the community.~~

~~A sense of place helps define the city.~~

~~Putting Lakewood's comprehensive plan to work will help support its most functional areas and continue to improve the physical and social conditions that have resulted in its compromised standing in the regional eye.~~

~~Lakewood must be a safe community.~~

~~A city and its neighborhoods are underpinned by caring people who watch after each other. Ensuring that there are adequate resources in place to foster public safety will help create a quality place for everybody.~~

~~Variety in the built environment helps sustain Lakewood.~~

~~Combining land uses that encourage people to live, work, and play in the "new downtown" and the Lakewood Station area will help create a more vibrant life and economy in the city's dominant commercial areas.~~

~~Connectivity and movement are essential.~~

~~Urban life is improved by facilitating movement, access, and connection for freight, private vehicles, pedestrians, public transportation, and bicycles. Developing a connecting network of streets, sidewalks, and land uses will keep Lakewood's people and products mobile.~~

~~Lakewood's urban ecology is important.~~

~~A city's natural spaces help make it a desirable place to live. Actively identifying and pursuing opportunities to reestablish a balance between Lakewood's urban and natural systems and restore such natural spaces as creek channels, oak stands, and "rails-to-trails" possibilities will help overcome past encroachment by development.~~

~~New development must contribute.~~

~~Holding new development responsible for providing functional infrastructure will offset its impacts on the community and ensure healthy neighborhoods for new residents.~~

~~The City must contribute.~~

~~Lakewood's public lands and infrastructure -- streets, sidewalks, and other public areas -- set the stage for life in the city. Targeting public investments into infrastructure and other public projects will create clean, safe, inviting, and well-connected and -maintained facilities for a maximum number of people.~~

1.4 What Does this Plan Do?

As a community, Lakewood has been around for a long time, but it was not until incorporation in 1996 that the City began the ambitious effort of charting its own destiny for the first time. The course charted by the City's plan ~~will take~~continues Lakewood on a deliberate new direction in clear departure from the incremental approach to planning that prevailed prior to incorporation. Adoption of this plan represents the City's commitment to that new direction, ~~allowing~~ helping -Lakewood to create a community that reflects the values of all its inhabitants.

Development of this plan was a long, complex effort involving the contributions and reflections of members of the community, the PAB, elected officials, and outside experts. The result is a cohesive policy structure to guide the innumerable decisions facing this community as it forges ahead over the next two decades. Because all City regulations are legally required to be consistent with this plan, it gives City government~~, for the first time,~~ a common starting point for developing regulations, reviewing legislation and proposed projects, and making crucial spending decisions.

A review of this plan was required under state law in 2004. Because the plan was only a little more than three years into its implementation at that time, this was not viewed as an opportunity to deviate from the course set following the arduous process leading up to Lakewood's initial comprehensive plan.

Because every effort was made to make this plan a vital, living document that is relevant in the day-to-day activities of the City moving forward ~~over the next 20 years~~, the required review process focused on evaluating the plan against statutory requirements and making adjustments where needed. To achieve this objective, the goals and policies that comprise the foundation of the plan must be specific enough to direct real actions while remaining sufficiently far-reaching to apply to the unforeseeable future. This is no simple task. The plan's edicts vary in specificity from the details of urban design in the Lakewood Station district to the much more general, longerrange transition of ~~American Lake Gardens~~ the Woodbrook area from residential to industrial use.

Above all, this plan seeks to make Lakewood the kind of community where people are proud to live and work. This defining objective will be achieved through a variety of approaches, characterized into three broad themes: **controlling sprawl**, **creating place**, and **protecting the environment**.

1.4.1 Controlling Sprawl

Land use in Lakewood is characterized by sprawl—that all too common pattern of low intensity land use, where housing, businesses, and other activities are widely scattered with no focus. Sprawl, often the result of lax land use controls, results in inefficient use of infrastructure, over-dependence on the automobile ~~dependency~~, lack of spatial organization, and urban development that most people perceive as ugly. This plan will reverse this trend through the following:

- ~~New l~~Land use designations custom tailored to resolving Lakewood's existing land use problems.

In contrast to generic land use controls, each of the land use designations was developed to specifically address the land use issues facing Lakewood. To be applied through new zoning developed in response to this plan, the land use designations address specific types of uses as well as housing and employment densities. The mosaic of designations will direct development intensity and determine where living, working, shopping, and relaxing will occur for the next two decades.

- Limiting the surplus of commercial land.
- ~~.~~

- ~~Limiting the surplus of commercial land.~~

Commercial activity has traditionally been distributed throughout Lakewood in a relatively random pattern. Not only is this an extremely inefficient use of land, it ~~contributes to a weak~~ weakens the local economy. This plan restricts new commercial development to specialized nodes and corridors for regional commerce and neighborhood commercial areas as a service to nearby residents and businesses.

- Targeted residential growth in specific neighborhoods.

A number of residential areas will be rejuvenated as high-density neighborhoods supported by public open space, neighborhood commercial centers, and other amenities. The neighborhood targeted for maximum growth is Springbrook. Along with its name change from McChord Gate, this neighborhood will undergo substantial redevelopment at land-efficient densities. With its proximity to employment opportunities at JBLM ~~McChord Air Force Base (AFB)~~ and the central business district (CBD), as well as excellent access via I-5 and commuter rail at Lakewood Station, Springbrook is a natural candidate for high density residential development. Construction of new townhouses and apartments has been ~~will be~~ catalyzed through provision of amenities such as new parks, open space, and improved infrastructure (including a new water main installed in 2012).~~.~~ Other neighborhoods with substantial growth capacity slated for redevelopment under this plan include the Custer neighborhood in north central Lakewood, the northern portion of Tillicum, and the area around the Lakewood commuter rail station.

- Focused investment.

Public investment will be focused on the areas of the city where major change is desired. ~~Future s~~Spending will be prioritized to achieve the coherent set of goals established in this plan. As required by law, capital expenditure will be consistent with the comprehensive plan, providing a rational basis for fiscal decision-making. Specifically, public investment will be tied to growth; thus, areas targeted for increased housing and employment density will have top priority for City spending. The City has spent over $24 million on projects in the Springbrook, Woodbrook and Tillicum areas since 2004, including extension of sanitary sewer service to Tillicum and Woodbrook, extension of water service to Springbrook, and substantial roadway improvements in these areas.

1.4.2 Protecting the Social, Economic, and Natural Environments

While much of the emphasis of this plan is to transform the city, preserving and enhancing its best attributes are also underlying directives. From a broad perspective, Lakewood's environment consists of viable neighborhoods, healthy economic activity, and functioning natural systems. This plan recognizes that to be sustainable, the inter-relationships between these elements must be recognized. ~~each of these environments is interrelated:~~

- Preserve existing neighborhoods.

One of Lakewood's greatest strengths is its established residential neighborhoods. This plan protects these valuable assets through careful management of growth, provision of adequate services, and stewardship of the physical environment.

- Attracting new jobs through a variety of economic development incentives.

To balance residential growth, Lakewood needs to significantly increase its employment base. This will be achieved by protecting existing employment resources and by creating new opportunities. In addition to a host of economic development initiatives, the plan seeks to cultivate~~protects~~ industrial resources through designation of the City's two~~an~~ industrial areas- Lakewood Industrial Park and Woodbrook, as ~~/manufacturing~~ C~~c~~enters of Local Importance. New jobs will be facilitated by designating new areas for industrial, commercial, warehousing and distribution , and related uses ~~office, and high-tech growth~~.

- Addressing public safety in a responsible manner.

Since incorporation, much of Lakewood's budget has been spent on police protection. Under this plan, crime prevention and effective response will remain ~~the City's~~ a ~~top~~ priority of the City.~~.~~

- Application of environmental protection measures.

Environmental protection is a major, integral theme of this plan. Environmental values and actions underlie and drive the majority of goals and policies comprising each chapter of the plan. Examples range from land use provisions such as riparian protection to transportation demand management.

- Conversion of a part of Woodbrook (American Lake Gardens) to industrial use.

Woodbrook American Lake Gardens currently provides substandard housing served by failing septic systems. With this plan targeting residential growth in other neighborhoods, American Lake Gardens Woodbrook is a promising opportunity for job creation. This plan envisions a new state-of-the-art industrial area park. Over the 20-year life of the plan, this The assortment of aging and substandard housing and other land uses will be transformed to a major destination for manufacturing, corporate headquarters, and other employment-generating uses making use of excellent access to I-5 and ports in Tacoma and Olympia and the Cross-Base Highway.

1.4.3 Creation of Place

"There's no there, there" is a common criticism of many American localities, and Lakewood has been no exception. The traditional icon of place is a recognizable downtown. While many of the basic ingredients for a downtown are already in place in Lakewood, they currently do not work together to create an active, multi-faceted core. This plan is focused on creating a viable, functioning, and attractive community center.

- Continue development of the a cCentral bBusiness dDistrict (CBD).

The CBD is will become the center of commercial and cultural activity for the city. It encompasses both the Lakewood Towne Center and Colonial Center. The area in and around the Towne Center is envisioned as a magnet for intensive mixed use urban development including higher density office and residential uses. At the north end of the CBD, the Colonial Center will serve as the hub of Lakewood's cultural activity. Higher quality, denser urban redevelopment is expected within will dominate the Ddistrict, noticeably increasing social, cultural, and commercial activity. Streetscape and other urban design improvements will make this area more accessible and inviting to pedestrians.

- Development of a special district around Lakewood Station.

The Lakewood Station area is intended to will become a new high density employment and residential district catalyzed by station-area development opportunities. A dense concentration of urban development with a major concentration of multi-unit housing, health care services, and employment, shopping, and services will be developed within walking distance of the Lakewood commuter rail station. A significant high density, multi-unit residential presence in the center of this area will be encouraged. There will be special emphasis placed on design to enhance the pedestrian environment and create a diverse new urban neighborhood. New open space opportunities consistent with the desired urban character will be prioritized to attract development. A new pedestrian bridge connection the Lakewood Station to the neighborhood to the north was completed in 2013.

- Increased emphasis on making Lakewood accessible and convenient for pedestrians and bicycle riders.

This plan offers transportation choice by putting walking and bicycling on an equal footing with the automobile. New linked systems of sidewalks, crosswalks, trails, and pathways will not only make alternatives to driving viable for those unable to drive, but a desirable option for those who choose to walk or ride.

- New urban design approaches to raise the aesthetic standards throughout the city.

Lakewood citizens are overwhelmingly in favor of instilling a sense of place for their community by making it more attractive. This plan addresses this sentiment with an entire chapter devoted to urban design. The policies in the Urban Design is chapter will improve the quality of place through specific design treatments

both at the city-wide context level as well as at the level of specific targeted neighborhoods.

1.5 How Will this Plan Be Used?

Following adoption in 2000, ~~the~~ this -comprehensive plan ~~will be~~ was implemented in large part ~~by~~ through adoption of a number of programs, plans, and codes. Some of these additional documents include:

- A zoning code that ~~will ensure that the City's zoning i~~is consistent with the comprehensive plan land use designations;
- Sub-area, corridor, and gateway plans for specific portions of Lakewood. Sub-area plans have been prepared for Tillicum and the Woodbrook Industrial Park;
- A critical areas ordinance, as defined by the GMA (LMC Title 14A, adopted March 2004); and
- A shoreline master program, as defined by the State Shoreline Management Act (adopted December 2014); and,
- ~~a~~A 6-year capital improvement program (CIP), updated on a regular basis.

Because the GMA requires that these programs and regulations be consistent with the City's comprehensive plan, the plan is particularly important in determining the City's future capital expenditures and how they relate to specific plan goals and policies.

This plan also directs evaluation of specific development proposals in Lakewood. Development regulations that apply to development proposals are driven by the goals and policies contained in this plan. When reviewing and commenting on a proposed development project, the planning staff and the decision-making body need to be able to evaluate the proposal's conformance with specific planning goals and applicable policies. Since many planning issues, such as land use and transportation, are inextricably interrelated, the goals and policies of one element are very likely to pertain to other elements as well.

Central to the plan is an official land use map, presented in Chapter 2, that delineates the type and intensity of all land uses within the city. This map is accompanied by definitions for all land use designations it includes. Chapter 2 also includes a discussion of Lakewood's urban growth area (UGA) and identifies UGA boundaries. The remaining chapters contain the individual plan elements and their various goals and policies that guide decisionmaking on how Lakewood will grow, look, and function into the future.

1.6 How Does this Plan Relate to GMA and Other Requirements?

Comprehensive plans are intentionally broad and far-reaching. This plan does not address the specifics of individual land uses, localized urban design treatments, or specific programs. Instead, it lays the framework for how such issues will be addressed by City policies and programs in the future.

Under GMA, local comprehensive plans must address certain planning elements including land use, transportation, housing, capital facilities, and utilities. This plan contains a number of chapters that correspond to or otherwise address the GMA's required planning elements. Lakewood has also chosen to prepare several optional elements, addressing the topics of urban design, economic development, and public services.

Tables 1.3 through 1.8 identify the locations of required and optional elements under GMA within this plan. Each chapter generally contains goals and policies, accompanied by explanatory text. Information required by GMA is also contained in a background report, which documents existing conditions and trends in detail; an environmental impact statement (EIS), which analyzes potential environmental impacts as required by SEPA;

and the CIP, the City's prioritized list of planned capital expenditures for the next 6 years.

1.6.1 Land Use

The GMA land use requirements are addressed in several locations. The majority of issues related to land use are addressed in Chapters 2 and 3. Chapter 2 discusses land use designations and locations, while Chapter 3 consists of goals and policies related to the land use designations. In addition, some physical characteristics such as building intensities are addressed at greater detail in Chapter 4 (Urban Design). Future population is estimated according to a development capacity model included in Section 3.3 of the EIS.

Table 1.3: Relationship Between GMA Requirements for Land Use and the Lakewood Comprehensive Plan.

RCW Section & GMA Requirement	Location where Lakewood Comprehensive Plan Complies with Requirement
36.70A.070(1) Population densities (land use element)	• comp. plan Section 2.3: Land Use Designations
36.70A.070(1) Building intensities (land use element)	• comp. plan Section 2.3: Land Use Designations • comp. plan Section 4.2: Relationship Between Urban Design and Land Use Designations
36.70A.070(1) Estimates of future population growth (land use element)	• comp. plan Section 3.2: Residential Lands and Housing ~~2.3: Land Use Designations~~
36.70A.070(1) Protection of groundwater quality/quantity (land use element)	• comp. plan Section 3.11: Environmental Quality
36.70A.070(1) Drainage/flooding/stormwater runoff (land use element)	• comp. plan Section 3.11: Environmental Quality

1.6.2 Housing

Housing issues are addressed in the land use chapter and several other locations. The comprehensive plan land use designations and map (Chapter 2) identify areas of the city targeted for different housing types. The land use chapter (Chapter 3) addresses goals and policies related to a variety of housing issues. Technical analysis of needs and capacity is contained in the background report and the EIS.

Table 1.4: Relationship Between GMA Requirements for Housing and the Lakewood Comprehensive Plan.

RCW Section & GMA Requirement	Location where Lakewood Comprehensive Plan Complies with Requirement
36.70A.070(2)(a) Inventory/analysis of existing/projected housing needs (housing element)	• Housing section of background report • EIS Section 3.5 Housing
36.70A.070(2)(b) Statement of goals/policies/objectives/ mandatory provision for the preservation/improvement/ development of sufficient land for housing (housing element)	• comp. plan Section 3.2: Residential Lands and Housing
36.70A.070(2)(c) Sufficient land for housing, including government-assisted, low-income, manufactured, multi-family, group homes, & foster care (housing element)	• comp. plan Section 3.2: Residential Lands and Housing • comp. plan Section 2.3: Land Use Designations
36.70A.070(2)(d) Provisions for existing/projected needs for all economic segments (housing element)	• comp. plan Section 3.2: Residential Lands and Housing

1.6.3 Capital Facilities

Capital facilities are addressed in Chapter 9 of the comprehensive plan, background report, EIS, and Lakewood 201~~0~~5-20~~1~~20 CIP. The required capital facilities issues are addressed in the capital facilities chapter. Technical analysis of needs and capacity is contained in the background report and the EIS.

Table 1.5: Relationship Between GMA Requirements for Capital Facilities and the Lakewood Comprehensive Plan.

RCW Section & GMA Requirement	Location where Lakewood Comprehensive Plan Complies with Requirement
36.70A.070(3)(a) Inventory of existing capital facilities owned by public entities, showing location and capacities (capital facilities element)	• background report utilities section • EIS Section 3.8: Public Services and Utilities
36.70A.070(3)(b) Forecast of future needs for capital facilities (capital facilities element)	• background report utilities section • EIS Section 3.8: Public Services and Utilities
36.70A.070(3)(c) Proposed locations and capacities of expanded/new capital facilities (capital facilities element)	• Lakewood 2010~~0~~5-2021~~1~~0 CIP
36.70A.070(3)(d) At least a 6-year plan to finance capital facilities (capital facilities element)	• Lakewood 2010~~0~~5-2021~~1~~0 CIP
36.70A.070(3)(e) Requirement to reassess land use element capital facilities funding falls short (capital facilities element)	• comp. plan Section 9.4: General Goals and Policies

1.6.4 Utilities

The most detailed discussion of utility capacity, needs, and locational issues is contained in the utilities section of the background report. The utilities section of the EIS also contains relevant information, especially pertaining to impacts and proposed mitigation associated with this plan. Although the comprehensive plan chapter on utilities includes summary level review of how the plan will accommodate land use changes, the chapter is primarily comprised of goals and policies.

Table 1.6: Relationship Between GMA Requirements for Utilities and the Lakewood Comprehensive Plan.

RCW Section & GMA Requirement	Location where Lakewood Comprehensive Plan Complies with Requirement
36.70A.070(4) General/proposed locations of utilities (utilities element)	background report utilities section EIS Section 3.8: Public Services and Utilities comp. plan Chapter 7.0: Utilities
36.70A.070(4) Capacity of existing/proposed utilities (utilities element)	background report utilities section EIS Section 3.8: Public Services and Utilities comp. plan Chapter: 7.0 Utilities

1.6.5 Transportation

The transportation chapter of the comprehensive plan establishes the overall transportation framework for Lakewood's transportation planning through long-range goals and policies.

Table 1.7: Relationship Between and GMA Requirements for Transportation and the Lakewood Comprehensive Plan.

RCW Section & GMA Requirement	Location where Lakewood Comprehensive Plan Complies with Requirement
36.70A.070(6)(a)(i) Land use assumptions used in estimating travel (transportation element)	• comp. plan Section 2.3: Land Use Designations
36.70A.070(6)(ii) Estimated traffic impacts to state transportation facilities (transportation element)	• EIS Section 3.6: Transportation
36.70A.070(6)(iii)(A) Inventory of air/water/ground transportation & services (transportation element)	• background report transportation section • EIS Section 3.6: Transportation
36.70A.070(6)(iii)(B)&(D) Level of service standards (LOSs) for locally owned arterials & transit routes & actions/requirements for bringing those that don't meet LOSs into compliance (transportation element)	• comp. plan Section 6.5: Level of Service Standards and Concurrency
36.70A.070(6)(iii)(C) Level of service standards for state highways (transportation element)	• comp plan. Section 6.5: Level of Service Standards and Concurrency
36.70A.070(6)(iii)(E) Traffic forecasts for at least ten years (transportation element)	• EIS Section 3.6: Transportation
36.70A.070(6)(iii)(F) Identification of state/local system needs to meet current/future demands (transportation element)	• EIS Section 3.6: Transportation
36.70A.070(6)(iv)(A) Analysis of funding capability (transportation element)	• Lakewood 2005-2010 CIP (transportation section)
36.70A.070(6)(iv)(B) Multi-year financing plan based on needs identified in comp. plan (transportation element)	• Lakewood 2005-2010 CIP (transportation section)
36.70A.070(6)(iv)(C) Discussion of how funding shortfalls will be handled (transportation element)	• EIS Section 3.6: Transportation

36.70A.070(6)(v) Intergovernmental coordination efforts (transportation element)	• comp. plan Section 6.1: Introduction and Purpose (Transportation) • comp. plan Section 6.1.1: General Transportation Goals and Policies
36.70A.070(6)(vi) Demand management strategies (transportation element)	• comp. plan Section 6.2: Transportation Demand Management

This plan also designates arterial street classifications, identifies bicycle and pedestrian trails, and establishes level of service (LOS) standards. Analysis of traffic, safety, and LOS impacts; road improvements proposed by the state and county; and funding options are contained in the EIS. Specific transportation projects led by the City are listed in the CIP.

1.6.6 Optional Elements

Lakewood opted to include chapters addressing urban design, economic development, and public services, along with the five required elements discussed above. In addition, other issues such as parks and recreation and environmental quality are addressed in the land use chapter. (Economic development and parks and recreation have been added to the GMA as required elements; however, that requirement is currently not in effect per RCW 36.70A.070(9) so still are considered to constitute optional elements being addressed under this plan.

Table 1.8 Relationship Between GMA Optional Elements and the Lakewood Comprehensive Plan.

RCW Section & GMA Requirement	Location where Lakewood Comprehensive Plan Complies with Requirement
36.70A.080(1) Optional elements at City's discretion	• comp. plan Chapter 4.0: Urban Design • comp. plan Chapter 5:0: Economic Development • comp. plan Chapter 8:0: Public Services

1.6.7 Regional Planning Policies

In addition to the GMA, this plan is required to comply with VISION 204~~2~~0, the multi-county policies, and Pierce County's County-Wide Planning Policies (CWPP). This plan shares many of the VISION 204~~2~~0 goals, especially expanding housing choice and increasing job opportunities for community residents. Urban scale neighborhood redevelopment proposed for the Lakewood Station district, Springbrook, Tillicum, and elsewhere exemplifies the type of urban growth envisioned by these regional policies. Numerous other features, including improved pedestrian and bicycle networks, compact urban design types, and balanced employment and housing, further demonstrate this consistency. The goals and policies comprising Lakewood's comprehensive plan also reflect the emphasis of each of the major CWPP issue areas. In particular, the Future Land-Use Map is based on the CWPP's land-use principles. This is reiterated in the corresponding goals and policies associated with the map, which comprise the land-use chapter.

1.6.7.1 Compliance with Vision 2040

The Lakewood Comprehensive Plan supports a sustainable approach to growth and future development. The Plan incorporates a systems approach to planning and decision-making that addresses protection of the natural environment. The plan commits to maintaining and restoring ecosystems, through steps to conserve key habitats, clean up polluted waterways, and reduce greenhouse gas emissions. The plan includes provisions that ensure that a healthy environment remains available for future generations in Lakewood.

Lakewood's comprehensive plan has been updated based on residential and employment targets that align with Vision 2040. Through the targeting process the City has identified the number of housing units in the city for the year 2031. We have also established an affordable housing goal for this planning period.(?) Residential and employment growth targets have also been identified for our designated regional growth center.

The comprehensive plan addresses each of the policy areas outlined in VISION 2040. Lakewood has policies that address habitat protection, water conservation, air quality, and climate change. The City's land-use codes incorporate environmentally friendly development techniques, such as low-impact landscaping. The plan calls for more compact urban development and includes design guidelines for mixed-use and transit-oriented development. There are directives to prioritize funding and investments to our regional growth center. The housing (sub)element commits to expanding housing production at all income levels to meet the diverse needs of both current and future residents. The plan includes an economic development element that supports creating jobs, investing in all people, creating great communities, and maintaining a high quality of life. The transportation element advances cleaner and more sustainable mobility, with provisions for complete streets, green streets, context-sensitive design, and a programs and strategies that advance alternatives to driving alone. The City coordinates its transportation planning with neighboring jurisdictions, including our level-of-service standards and concurrency provisions. The City is committed to resource conservation in the provision of public services.

The comprehensive plan also addresses local implementation actions in VISION 2040, including identification of underused lands, mode-split goals for the City's designated center, and housing targets.

1.7 2015 Update

A substantial update to this plan was completed in 2015. The 2015 updates acknowledged goals that had been met since the plan's initial adoption in 1996, and also took into account the recommendations resulting from a Visioning project in 2014-15. The 2015 updates intend to implement the provisions of Vision 2040, the regional growth strategy put forth by the Puget Sound Regional Council (PSRC).

The primary concept of the regional growth strategy is that development is to be focused into urban areas and "centers". The City of Lakewood is classified as a "core city" and designated as a *Regional Growth Center*, and, as such, is expected to accommodate a large share of the region's growth.

In 2014 the City designated eight (8) Centers of Local Importance (COLIs). These COLIs were adopted in Section 2.5 (Land Use Maps chapter) of this comprehensive plan. Centers of Local Importance are designated in order to focus development and funding to areas that are important to the local community. COLIs are intended to promote compact, pedestrian oriented development with a mix of uses, proximity to diverse services, and a variety of appropriate housing options. COLIs may also be used to identify established industrial areas. The Centers of Local Importance identified for the City of Lakewood include:

A. Tillicum
B. Fort Steilacoom/Oakbrook
C. Custer Road
D. Lakewood Industrial Park/CPTC
E. South Tacoma Way
F. Springbrook
G. Woodbrook
H. Lake City West

The City of Lakewood is also working with Pierce County and the Puget Sound Regional Council (PSRC) to develop an appropriate Centers policy for Joint Base Lewis McChord (JBLM). The base has a significant impact and influence on the region, the State, and the City of Lakewood. PSRC and Pierce County are seeking an appropriate and equitable way to account for JBLM within the regional Centers framework and the Growth Management Act.

4.0 URBAN DESIGN AND COMMUNITY CHARACTER

4.1 Introduction

This chapter describes the community's vision for the development of Lakewood's physical environment. It presents a framework of priority roads, gateways, open space connections, and focus areas, followed by the goals and policies to achieve the vision.

Upon incorporation, Lakewood ceased to be a small part of a larger entity and instead became its own place. With the status of cityhood has come a need for identity and sense of place. Lakewood's citizens have strongly expressed the need for the community to take control of its image, to grow into a recognizable city with a strong civic center, and to eliminate the negative aspects of its past.

In the citizens' visioning sessions that took place at the beginning of the comprehensive planning process, urban design was identified as the most urgent planning issue before the City. This was a significant occurrence, as it is somewhat unusual for urban design to achieve such a high profile when compared to other pressing civic issues such as transportation, public safety, and human services. Participants expressed a desire for a plan that develops a foundation for building a "heart of the city," creates beautiful entrances to the city ("gateways"), creates a legacy of interconnected parks and green spaces, and identifies and preserves the best natural and built features that Lakewood has to offer. They wanted a more pedestrian-oriented city with attractive streets and an environment that helps orient and guide visitors.

This chapter begins the process of fulfilling a community vision of Lakewood as a fully evolved city that combines a defined sense of place and a collective unity of spirit as evidenced by an appealing, functional environment. Five major urban design building blocks are defined in this chapter to work toward this goal. First, urban design needs related to specific land-use categories are discussed. Secondly, the relationship of urban design to transportation planning is presented, and some street classifications related to urban design are presented. Next, a physical framework plan identifies the key elements that define the city's physical structure in terms of its open space network, civic boulevards, and major gateways. Urban design strategies for specific focus areas are presented, along with specific actions for implementation. Finally, overall urban planning goals and policies are identified to guide development of Lakewood's physical environment.

The three urban design focus areas that are singled out for special attention are: the CBD, Lakewood Station district, and Tillicum. These three focus areas are crucial to the city's image and are parts of the city where substantial change is planned that will create a rich mixture of land uses in a pedestrian oriented environment. To achieve this level of change, substantial public investment and standards for private development will be needed.

There are limitations as to how urban design can be addressed at the comprehensive planning level. For this reason, this chapter recommends the future preparation of subarea plans to address priority areas at a scale allowing for the necessary attention to detail. Pending these detailed studies, adherence to the goals and policies shown here will assist the City in carrying out some of its most pressing development priorities such as City Hall construction, continued redevelopment of the Lakewood Mall into Lakewood Towne Center, development of transit oriented residential projects around the Sound Transit commuter rail station, and preservation of strong single-family neighborhoods.

4.2 Relationship Between Urban Design and Land–Use Designations

Particularly desirable urban design features accompany many of the land–use designations discussed in Chapter 2. These features are identified here in relationship to the specific land–use designations, except the CBD and Lakewood Station district, which are presented separately.

4.2.1 Residential Lands

Urban design is especially important in multi-family residential areas to create satisfying and aesthetic places for residents. The following factors should be considered in developing multi-family properties:

Mixed Residential and Multi-Family: Encourage infill development along key pedestrian streets and in proximity to public transit routes or centers. Use design to create a pedestrian scale along key pedestrian streets. Locate parking behind residential buildings with access off alleys, where possible, and limit driveways and curb cuts along key pedestrian streets. Building faces should typically be oriented parallel to the street with setbacks aligned with adjacent buildings. Architectural variety should be encouraged, as should building modulation, emphasis on semi-public, semi-private, and private open space. Building scale, especially in mixed residential areas, should respect physical context. Above all, livability over the long term should be a prime consideration during the project review process.

High-Density Multi-Family: Encourage the development of high-density multi-family residential neighborhoods in proximity to public transit and the commuter rail station. Neighborhood character should reinforce a pedestrian orientation along key pedestrian streets and linkages to commuter rail or public transit. Below grade parking or garages behind buildings, with access from alleys where possible, should be encouraged. Driveways and curb cuts along key pedestrian streets should be limited. Encourage the incorporation of design elements characteristic of older single-family residential areas such as pitched roofs, roof dormers, modulation of building facades, articulated building materials and finishes, and human-scale massing. The result should be an attractive, urban residential neighborhood with wide sidewalks, street trees, and numerous public seating/gathering spots in a combination of private and open space.

4.2.2 Commercial Lands

Urban design is particularly important in commercial areas to create vibrant and interesting places for people to shop, dine, and meet. The following factors should be considered in developing commercial areas:

Corridor Commercial: New commercial development within this designation is likely to continue to be predominantly auto-oriented. Encourage the redevelopment of streets, bicycle paths, transit stops, street trees, and sidewalks along these commercial corridors, and reduce the number of curb cuts and surface parking lots fronting onto streets. Establish building design and signage standards and guidelines to provide a unified, attractive character to these commercial corridors. Visually, these areas are to appear dedicated to commerce but should not be unduly cluttered or chaotic looking. Individual character in areas such as the International District should be promoted.

Neighborhood Business District: Development within this designation serves the immediate surrounding neighborhood with goods and services. These are pedestrian-scaled business districts within close walking distance to medium and high-density residential areas. New development should have a strong pedestrian orientation with improved sidewalks along key pedestrian streets. On-street parking should be provided to assist in slowing traffic through the business district and providing a sense of pedestrian safety. The design of the neighborhood business district should reflect the scale of adjacent residential areas. Streetscape design may emphasize a special neighborhood character and a richer palette of materials, including public artworks. Green

street connections emphasizing pedestrian safety should link neighborhood business districts to surrounding residential neighborhoods. These districts should have the feel of a small village hub which serves as the focus of community life.

4.2.3 Industrial Lands

Industrial areas require less extensive urban amenities, but urban design is still important to create economically viable and attractive industrial sites. The following factors should be considered in developing industrial properties:

Emphasis is on employment-generating uses, including light manufacturing, warehousing and distribution, and business park activities. Perimeter buffer areas should clearly define the site's geographic boundaries, minimizing visual, acoustic, or other impacts to adjacent users, reducing the nuisance potential of these land uses. Sources of noise, dust, light, or other potential nuisances should be sited properly to shield adjacent land uses. Entryways to industrial sites should be visually attractive, as they tend to be the only public expression of design for these uses.

Way-finding is ~~also~~ critical ~~due to the transient nature of those~~ for persons making pickups and deliveries at industrial sites. Consequently, signage should clearly identify principal entrances and loading docks for each business. Resistance to theft, vandalism, and personal crimes should also be a prime design consideration. Freight traffic must be accommodated through use of proper turning radii, consolidated access points, adequate turning lanes, turning pockets and sight distances, and clear freeway access routes. The needs of rail access should be accounted for, and conflicts with pedestrians and vehicles minimized. Minimum landscaping standards adequate to prevent large areas of parking from dominating the landscape should be required. Stormwater detention basins should be developed as attractive features of the natural landscape, with attention to appearance, landscaping, biofiltration, and potential for providing wildlife or open space ~~values~~ resources.

4.3 Relationship Between Urban Design and Transportation

Transportation networks, together with open space, typically form a framework of public lands that set the stage for city life. While private lands arrayed within this framework account for the bulk of human activity, it is the public networks which often form our deepest image of a city. These networks also typically contain much of the lands in public ownership, giving the city a measure of control over how they appear, how they are used, and what functions they perform. These networks can help fulfill the citizens' desire for a better regional image, more attractive gateways and entrances into the city, better accommodations for foot and bicycle traffic, and increased access to natural and recreation areas.

To help implement the City's aspirations for an attractive and well-ordered streetscape environment, urban design classifications have been identified related to the transportation network. The intent is to identify key features in the city for improvement with regards to civic image, orientation, and pedestrian functioning, rather than create an universal system into which all public rights-of-way (ROW) fit. The principal urban design concepts related to transportation are shown in Table 4.1. Only certain critical streets and intersections have been selected for special attention. These civic boulevards, green streets, and gateways are discussed in the following section.

Table 4.1: Urban Design Street Classifications.

Urban Design Classification	Primary Function	Design Characteristics
Civic Boulevards	To provide a positive civic image and sense of identity along key arterials functioning as entranceways into the city or key commercial areas of the city while maintaining adequate levels of service for high traffic volumes.	Should include full sidewalks with planting strips , curb ramps, crosswalks, and traffic control at all intersections; street trees, attractive street furniture, special attention to bus shelter areas; and decorative lighting. May include planted medians, decorative pavements, on-street parking, and special signal mounting. Should be considered an opportunity for public art.
Green Streets	To provide for a high level of pedestrian function, protect pedestrians from conflicts with vehicles, and provide pedestrian amenities.	Full sidewalks or sidewalks with planting strips; curb ramps, crosswalks, and traffic control at all intersections; street trees; street furniture including seating in appropriate locations; and pedestrian oriented lighting.
Internal Gateways	To create a positive sense of entry into a district, create a sense of neighborhood identity, and provide way-finding and orientation functions.	Significant landscaping, way-finding and orientation devices, public art, special pavements, street furnishings. Finer scale, greater emphasis on pedestrians than with external gateways.
External Gateways	To create a positive sense of entry into the city, as well as providing way-finding and orientation functions.	Significant landscaping, way-finding and orientation devices, public art, special pavements, street furnishings. Larger scale, greater emphasis on vehicular experience than with internal gateways.

Civic Boulevards: These are the key vehicular routes people use to travel through or to districts and neighborhoods. These road corridors should be a priority for improvements to vehicular and pedestrian functioning and safety, and for general streetscape improvements such as street trees, street lighting, landscaping, signage and pedestrian sidewalks, building orientation, and the location of on-street parking. They have been identified as civic boulevards due to the prominent role they play in carrying people into the city and therefore creating an image of the city. The urban design framework plan identifies the following arterials as civic boulevards: the full length of Bridgeport Way ~~from I-5 to Steilacoom Boulevard~~, Gravelly Lake Drive from Nyanza Boulevard to Steilacoom Boulevard, 100th Street from South Tacoma Way to Gravelly Lake Drive, and the entirety of S. Tacoma Way and Pacific Highway Southwest, the entire length of Steilacoom Blvd., Veterans Drive from Vernon Ave. to Gravelly Lake Drive, Washington Blvd. from Military Road to Gravelly Lake Drive, and Military Road from 107th Ave. to Washington Blvd, as well as N. Thorne Lane and~~,~~ Union Avenue~~, and Spruce Street~~ in Tillicum (Table 4.2).

Table 4.2: Civic Boulevards.

Civic Boulevards	Locations
Bridgeport Way	Full length
Gravelly Lake Drive	from Nyanza Boulevard to Steilacoom Boulevard
100th Street	from South Tacoma Way to Gravelly Lake Drive
S. Tacoma Way/ Pacific Hwy SW	All (except So. Tac. Way extension)
N. Thorne Lane	from I-5 to Union Avenue
Union Avenue	from N. Thorne Lane to Berkeley Street
Veterans Drive	Vernon Ave SW to Gravelly Lake Drive
Steilacoom Blvd SW	South Tacoma Way to Far West Drive
Washington Blvd.	Military Road to Gravelly Lake Drive
Military Road	107th Avenue to Washington Blvd.

Key Pedestrian Streets or Trails ("Green Streets"): This term identifies streets that function as preferred pedestrian routes between nodes of activity, trails that link open space areas, or streets with a distinctive pedestrian oriented character, such as a shopping street. Key pedestrian streets should have wide sidewalks; streetscape features such as street trees, benches, way-finding signage, and pedestrian-oriented street lighting; and safe street crossings. The framework plan identifies pedestrian-friendly green streets in several areas including the CBD where they are important to create a downtown atmosphere. Lastly, Lakewood's Legacy parks plan identifies a system of off-street trails to be developed that link the city's major open spaces.

Table 4.3: Key Pedestrian Routes.

Table 4.3: Key Pedestrian Routes.

Green Streets	Neighborhood	Extents
83rd Ave.	Oakbrook	Steilacoom Blvd. to Garnett
Onyx Drive	Oakbrook	Oakbrook Park to 87th Ave.
Phillips Road	Oakbrook	Steilacoom Blvd. to 81st St.

87th Ave SW	Oakbrook	Onyx Drive to Fort Steilacoom Park
Hipkins Road		104th to Steilacoom Blvd.
Lakewood Town Center	CBD	Various pedestrian links within LTC property
Lakewood Drive	CBD	Bridgeport Way to Steilacoom Blvd.
Steilacoom Blvd.	CBD	Lakeview Drive to 63rd Ave.
63rd Ave.	CBD	Steilacoom Blvd. to Motor Ave.
Motor Avenue	CBD	Gravelly Lake Dr. to Whitman
72nd Ave.	Lakewood Center	Steilacoom Blvd. to Waverly Dr.
Waverly Drive	Lakewood Center	72nd Ave. to Hill Grove Lane
Hill Grove Lane	Lakewood Center	Waverly Drive to Mt. Tacoma Drive
Mt. Tahoma Drive	Lakewood Center	Dekoven to Bridgeport Way
108th Street	Lakeview	Pacific Hwy. to Davisson Road
Kendrick Street	Lakeview	Entire length
San Francisco Ave.	Springbrook	Bridgeport Way to 49th Ave.
49th Ave.	Springbrook	San Francisco Ave. to 127th St.
127th St.	Springbrook	49th Ave. to 47th Ave.
Bridgeport Way	Springbrook	123rd St. to McChord Gate
123rd St.	Springbrook	Entire length
47th Ave.	Springbrook	From Pacific Hwy. SW to 127th St.
Washington Ave.	Tillicum	W. Thorne Lane to N. Thorne Lane
Maple Street	Tillicum	Entire length
Custer Road	Flett	Bridgeport Way to Lakewood

Drive

Gateways: Gateways are the major access points and entrances to a city. They contribute to the public's mental image of a city and provide people with clues to wayfinding and orientation. This function can be strengthened by making them more memorable and identifiable through special design features such as landscaping, signage, lighting, paving patterns, and architectural treatment. A summary of proposed internal and external gateways is identified in Table 4.4. Most external gateways in the plan are along I-5, with several located at the city's northern and western boundaries. Three internal gateways are recognized in the area of the CBD: the intersections of 100th Street and Lakewood Boulevard at Bridgeport Way; 100th Street at Gravelly Lake Boulevard; and most importantly, Gravelly Lake Boulevard at Bridgeport Way.

Table 4.4: Gateways.

Internal Gateways	Locations
Gravelly Lake Drive	At Bridgeport Way
Intersections of 100th Street and Lakewood Boulevard	At Bridgeport Way
100th Street	At Gravelly Lake Drive
External Gateways	
Union Ave	Fort Lewis Gate
Union Ave	Thorne Lane
Bridgeport Way	Pacific Highway SW
South Tacoma Way/ Pacific Highway SW	SR 512 Interchange
84th Street	I-5 Interchange
Bridgeport Way	Leach Creek (University Place border)
Steilacoom Blvd.	Town of Steilacoom border
South Tacoma Way	80th Street (Tacoma border)
Nyanza Boulevard	I-5 Interchange

4.4 Citywide Urban Design Framework Plan

With incorporation, Lakewood inherited an established system of transportation and open space networks. With improvement, they can help fulfill the citizens' desire for a better regional image, more attractive gateways into the city, better pedestrian and bicycle accommodations, and better access to natural and recreation areas. A citywide urban design framework plan illustrating these design components is shown in Figure 4.1. This framework plan focuses on the following main elements.

Landmarks: Landmarks are reference points in or outside the city. They help orient people and create the city's identity. Lakewood landmarks identified in this plan include:

- Colonial Center
- Flett House
- Boatman-Ainsworth
- Settlers Cemetery
- Fort Steilacoom
- Thornewood Manor House
- Lakewood Mall
- Lakewold Gardens
- Lake Steilacoom Bridge
- City Hall*
- Lakewood Station*

* potential future landmarks

Although they have no official protected status at this time, landmarks serve as important catalysts for neighborhood building. The plan also shows the opportunity to create several new landmarks with the recent~~careful~~ development of a new~~the~~ City Hall and ~~future development of~~ Lakewood Station.

Activity Nodes: Activity nodes are key destinations that attract human activity such as employment, shopping, civic functions, and public open spaces such as parks. These areas are usually memorable places in the minds of residents. No attempt was made to identify activity nodes in the framework plan, as they are widespread and varied in nature. However, among the most prominent are the three identified as urban design focus areas (the Central Business District, Lakewood Station, and Tillicum)~~,~~ which are shown on Figure 4.1, and discussed in depth in Section 4.5.

Open Space/Parks/Landscape Buffers: Open spaces, parks, and landscaped buffers contribute to a city's image, provide a public amenity, and offer visual relief from the built environment. Major open spaces such as Seeley Lake, the Flett Wetlands, or the beach park at Harry Todd Park in Tillicum are existing open space areas that contribute to the quality of Lakewood's urban environment. New open space amenities should be developed as part of new commercial development and public facilities to add to the network of parks and open spaces within the city. These may be small pocket parks, civic plazas, green corridors, buffers, or habitat restoration.

4.5 Focus Area Urban Design Plans

Three areas of the city were selected for a focused review of urban design needs: the CBD, the Lakewood Station district, and Tillicum. These areas were singled out for their prominence, for the degree of anticipated change, and for the rich mixture of land uses within a limited space, calling for a higher level of urban design treatment. Each area is discussed in terms of a vision for that area, its needs, and proposed actions to fulfill those needs and realize the vision. A graphic that places those identified needs and proposed actions in context accompanies the discussion.

4.5.1 Central Business District

A major goal of this comprehensive plan is to create a downtown in the CBD, redeveloping it into a rich urban area with civic amenities, walkable streets, and a mix of uses including housing, entertainment, restaurants, and retail. The CBD has significant economic assets such as the Lakewood Towne Center~~Mall~~, historic and cultural assets such as the Colonial Center, nearby open space assets such as Seeley Lake, civic assets such as Clover Park High School and ~~the future~~ City Hall, and other major retail and entertainment assets. There is a strong street pattern, including the intersection of three of the city's major civic boulevards: Bridgeport Way, Gravelly Lake Drive, and 100th Street.

To create a downtown atmosphere, a number of land use and infrastructure changes will be needed, including:

- intensification of land use within the CBD, including some higher density residential infill;
- development of more urban civic amenities, including park space, civic plazas, and recreation opportunities;
- establishment of pedestrian linkages between the Colonial Center and Lakewood Towne Center~~the Mall~~; and
- creation of an urban streetscape with pedestrian-oriented spaces, buildings that define street edges, and high quality design in the streetscape.

Key to this vision for the CBD is continuation of the successful and creative evolution of ~~the~~ Lakewood ~~Mall~~Towne Center. Specific actions the City can take in support of ~~Mall~~ this redevelopment include ~~appropriate design of the new City Hall within the Mall site;~~ assistance with strengthening the street grid within the CBD, including specific streetscape improvements along major civic boulevards; good transportation planning, including a strong transit link between the CBD and the new commuter rail station; and good land~~-~~-use planning, working with the development community to promote residential growth within the CBD where it is close to available jobs and services.

The urban design framework plan depicting some of the potential land~~-~~-use and urban design changes in the CBD is shown in Figure 4.2. Some of the specific urban design actions shown in that figure that may occur as the CBD develops are as follows:

Landmarks/Activity Nodes: Streetscape enhancements to the intersection of Gravelly Lake Drive and Bridgeport Way would create a positive image of the city, with new landscaping, crosswalks, signal poles, central island, signage, and other treatments. ~~The new City Hall could include an integrated park/plaza with useable performance space.~~

Civic Boulevards: The framework plan identifies various safety and image-oriented streetscape improvements to Bridgeport Way, Gravelly Lake Drive, and 100th Street, including the use of landscaped medians in the current turning lanes, crosswalks, undergrounding of utilities, and general aesthetic improvements. Improvements to the intersection of Bridgeport Way with Lakewood Boulevard and 100th Street would improve visibility and access to the ~~Mall~~Towne Center.

Green Streets: For the network of pedestrian-oriented streets identified in between the Colonial Center and the ~~Lakewood Mall~~Towne Center, improvements would be made to increase pedestrian interest and safety, such as curb ramps, street trees, crosswalks, and lighting.

Open Space: Improved access and recreational opportunities are shown for Seeley Lake Park. ~~A new park/plaza could be developed in conjunction with City Hall, providing new open space in the CBD.~~ The development of smaller urban parks within the CBD could occur through density bonuses to private developers in exchange for development of public open space.

4.5.2 Lakewood Station District

Development of the Sound Transit commuter rail station ("Lakewood Sounder Station") on Pacific Highway Southwest represents a major investment of public funds in Lakewood. It also presents the potential for major land use change as the private market responds to the opportunities presented by increased transportation options. The comprehensive plan defines the Lakewood Station district as a transit-oriented neighborhood with higher density residential uses, medically oriented businesses, and other commercial uses responding to increased transportation access in the area.

The commuter rail station ~~will~~ combines a ~~Pierce Transit~~substantial park-and-ride lot and transit transfer center ~~along~~ with the rail station to create a multi-modal transportation hub. ~~The station's design must be harmonious with development of an adjacent high-density residential neighborhood separated by only the railroad tracks and a minor street. The design should include an attractive streetscape and incorporate features that make it a good neighbor.~~ Parking for a large number of vehicles, as well as improved transit and pedestrian access, will assist in the transformation and redevelopment potential for the commercial corridor along Pacific Highway Southwest. ~~Design features should include such elements as street-level commercial uses integrated into the façade of the parking structure, safe pedestrian connections across the tracks, as well as through the extensive parking lots associated with the rail station, and attractive open spaces containing significant landscaping.~~ A

newly constructed pedestrian bridge and pedestrian amenities on Kendrick Street to the north of the Sounder Station, together with high-density multi-family residential zoning set the stage for redevelopment of the area with transit –oriented residential development. ~~Features such as wet stormwater detention ponds for parking lot runoff and preservation of the existing Garry oak stands north of the planned station location can become part of the public open space structure.~~ New sidewalks and streetscape elements such as lighting and landscaping will improve the visual quality and public safety of the area around the station.

Other changes envisioned within the Lakewood Station district include:

- the strengthening and completion of the street grid north of St. Clare Hospital and east of Bridgeport Way;
- development of an open space corridor adjacent to the railroad tracks as part of a greater citywide system; and
- expansion of the street grid in Springbrook to allow for connections between 47th Street and Bridgeport Way.

The urban design framework plan graphic depicting some of the potential land-use and urban design changes in the Lakewood Station area is shown in Figure 4.3. Some of the specific urban design actions shown which may occur as the Lakewood Station district develops over the next 20 years are as follows:

Landmarks/Activity Nodes: The Bridgeport Way intersection with I-5, arguably the most important and visible access point into the city, would be redeveloped and landscaped into a graceful entrance on both sides of Pacific Highway Southwest. The commuter rail station and related architecture, including the garage structure, could present a memorable regional image, while simultaneously functioning to mediate the transition in scale between the station and the neighborhood to the north.

Civic Boulevards: Bridgeport Way, Pacific Highway Southwest, and 112th Street would receive various safety and image-oriented streetscape improvements, including the use of landscaped medians in the current turning lanes, improved crosswalks, undergrounding of utilities, and general aesthetic improvements. The intersection of Bridgeport Way with Pacific Highway Southwest in particular is suited for potential improvements related to creating a positive gateway image for Lakewood.

Green Streets: Several important pedestrian connections would be made along existing streets to increase pedestrian interest and safety, including curb ramps, street trees, crosswalks, lighting, and other improvements. A pedestrian connection along Kendrick Street, which acts as a spine connecting the commuter rail station to Lakeview School, would facilitate use of the playground as a neighborhood park. Another important connection between the station area and Springbrook could be made through improvements along 47th Avenue, including the bridge, which could become a significant second access point to Springbrook.

Open Space: A number of significant public open space opportunities could be realized in the course of station area development. Stormwater retention facilities developed in conjunction with the station ~~park-and-ride lots~~ would provide open space, as would the proposed linear park developed adjacent the Burlington Northern ROW. One or more small pocket parks could be developed in conjunction with future development. Freeway buffers along the I-5, primarily on the east side, would create additional green space.

4.5.3 Tillicum

The Tillicum neighborhood functions as a separate small village within Lakewood. Accessible only by freeway ramps at the north and south end of the area, it has its own commercial sector; moderately dense residential development; and an elementary school, library, and park. Tillicum is a very walkable neighborhood with a

tight street grid and relatively low speed traffic. Harry Todd Park is one of the largest City-owned parks, and Tillicum is one of the few neighborhoods in the city with public waterfront access.

In public meetings discussing alternative plans for the city, Tillicum emerged as a neighborhood viewed as having significant potential for residential growth over the next 20 years. With a traditional street grid, significant public open space and lake access, and strong regional transportation connections, there is a major opportunity for Tillicum to evolve into a more urban, pedestrian-oriented community. This is further enhanced by the long-range potential for a commuter rail station and new highway connection to the east.

~~A significant constraint to realizing this vision is the lack of sewers in Tillicum. Extension of the sewer to Tillicum would be very expensive, with the cost of the distribution system through the streets being the most costly aspect. The City is committed to the sewering of Tillicum by 2017; however, sewer extension is dependent on the successful redevelopment of American Lake Gardens as an industrial area, including private development of sewers east of I-5. T~~ Because of recent extension of sewer service to the area, the development of multi-family housing in Tillicum ~~will not be~~ is now possible ~~until sewer hookups are available~~. In addition to sewer development, there are other actions the City can take in support of the development of multi-family housing in Tillicum including: development of a long-range plan for Harry Todd Park and implementation of specific improvements to expand ~~its~~ sewer capacity;

- development of a pedestrian connection between the park and commercial district along Maple Street, with sidewalks, curb ramps, crosswalks, lighting, and other improvements;
- improvements at the I-5 interchanges to create attractive, welcoming gateways; and
- a pedestrian/bikeway easement north along the railroad or through the country club to other portions of Lakewood.

The proposal by Amtrak to locate high-speed passenger rail service through the area (the Point Definace Bypass project) will result in significant modifications to the freeway interchanges in Tillicum. These modifications should be designed in conjunction with improvements to I-5 to address congestion.

The urban design framework plan for Tillicum is shown in Figure 4.4. Some of the specific urban design actions which could be undertaken in Tillicum include:

Landmark/Activity Nodes: The northern entrance into Tillicum, as well as the only entrance into ~~American Lake Gardens~~ Woodbrook, is at the Thorne Lane overpass and I-5. It would be improved as a civic gateway, with landscaping, road improvements, signage, and other elements as needed. This interchange may be significantly redesigned in conjunction with the Point Defiance Bypass and I-5 congestion management projects.

Civic Boulevards: As the main entrance road into Tillicum and the perimeter road embracing multi-family development, Thorne Lane would be improved as a civic boulevard. Development intensification in Tillicum would occur east of Thorne Lane, with W. Thorne Lane marking the initial southern boundary of the sewer extension to keep costs in check. Potential improvements of Union Street in support of commercial functions would include such elements as pedestrian improvements, parking, landscaping, lighting, and other functional items. Long-range planning would also identify site requirements for the ~~potential~~ planned future commuter rail stop and propose~~s~~ a strategy~~ies~~ to fulfill ~~these~~ this need ~~needs~~.

Green Streets: Maple Street would be improved as a green street to provide a pedestrian-oriented connection between ~~the lake~~ American Lake and Harry Todd Park at one end, and the commercial district/future rail station

at the other. In between, it would also serve the school and the library. It would serve as a natural spine, gathering pedestrian traffic from the surrounding blocks of multi-family housing and providing safe access to recreation, shopping, and public transportation.

Open Space: Harry Todd Park would be improved by upgrading existing recreation facilities and constructing additional day use facilities such as picnic shelters and restrooms. A ~~regional biking/hiking trail connecting~~ local connection between Tillicum ~~to~~ and the Ponders Corner area could be built along an easement granted by various landowners, principally the Tacoma Country and Golf Club and Sound Transit/ Burlington Northern Railroad.

4.6 Goals and Policies

GOAL UD-1: Design streets and associated amenities so that they are an asset to the city.

Policies:

UD-1.1: Provide attractive streetscapes with street trees and sidewalks, planting strips, shelters, benches, and pedestrian-scale lighting in appropriate locations.

UD-1.2: Clearly define and consistently apply a reasonable threshold for requiring developer improvements in development regulations.

UD-1.3: Require sidewalks on both sides of all new streets, except local access streets in industrially designated areas that are not on existing or planned transit routes and where there is a low projected level of pedestrian traffic.

UD-1.4: Design intersections to safely accommodate both pedestrian and vehicular traffic. Construct intersections with the minimum dimensions necessary to maintain LOSs and to meet emergency services needs, discouraging the construction of turning lanes where they would deter pedestrians.

UD-1.5: Develop and apply appropriate traffic-calming tools to control traffic volume and speed through identified neighborhoods.

UD-1.6: Work with transit providers to incorporate transit stops and facilities at appropriate intervals along transit routes.

UD-1-7: Include curb ramps for sidewalks at all intersections to assist wheelchairs, strollers, and cyclists.

GOAL UD-2: Establish a system of gateways and civic boulevards to provide identity to the city, foster appropriate commercial uses, and enhance the aesthetic character of the city.

Policies:

UD-2.1: Identify streets to be treated as civic boulevards and provide appropriate design improvements.

UD-2.2: Identify intersections to be treated as major gateways and provide appropriate design improvements.

GOAL UD-3: Employ design standards to ease the transition of scale and intensity between abutting residential uses and between residential areas and other uses.

Policies:

UD-3.1: Use buffers, landscaping, and building design and placement to ease the transition of scale and intensity between abutting residential uses of different densities and between residential areas and other uses.

UD-3.2 Work with WSDOT to identify solutions to buffering the visual and acoustic impacts of I-5 and the railroad on sensitive neighborhoods.

GOAL UD-4: Employ design standards to improve the auto-dominant atmosphere that dominates commercial corridors.

UD-4.1 Encourage the redevelopment of streets, bicycle paths, transit stops, street trees, and sidewalks along commercial corridors.

UD-4.2 Reduce the number and width of curb cuts and surface parking lots fronting on commercial streets.

UD-4.3 Establish building design and signage standards and guidelines to provide a unified, attractive character to commercial corridors.

UD-4.4 Promote individual neighborhood character in areas such as the International District.

GOAL UD-5: Establish a system of gateways and civic boulevards to provide identity to the city, foster appropriate commercial uses, and enhance the aesthetic character of the city.

Policies:

UD-5.1: Provide appropriate design improvements to treat the following streets as civic boulevards:

- the full length of Bridgeport Way ~~from I-5 to Steilacoom Boulevard~~;
- Gravelly Lake Drive from Nyanza Road to Steilacoom Boulevard;
- 100th Street from Gravelly Lake Drive to S. Tacoma Way;
- S. Tacoma Way and Pacific Highway Southwest from the Tacoma city limits to Ponders Corner;
- 112th Street from Nyanza Road to Bridgeport Way;
- N. Thorne Lane from I-5 to Portland Street;
- W. Thorne Lane between Portland Street and Union Avenue;
- Portland Street between N. Thorne Lane and W. Thorne Lane;
- Union Avenue from Berkeley Avenue to Spruce Street; and
- Spruce Street from Union Avenue to Portland Avenue.

UD-5.2: Provide appropriate design improvements to treat the following intersections as major gateways:

- South Tacoma Way at Tacoma city limits;
- 84th Street at I-5;
- SR 512/I-5 at South Tacoma Way;
- Bridgeport Way at South Tacoma Way/I-5;
- Nyanza Boulevard at I-5;
- N. Thorne Lane at I-5;
- Steilacoom Boulevard at city limits;
- Berkeley Avenue SW at I-5;
- Bridgeport Way at University Place city limits;
- Bridgeport Way at Gravelly Lake Drive;
- 100th Street at Gravelly Lake Drive; and
- 100th Street at Bridgeport Way.

GOAL UD-6: Create distinct districts for commercial activity and promote character and improved aesthetic standards.

Policies:

UD-6.1: Establish design standards for commercial districts implemented through a design review process and design guidelines to reinforce a distinct character for individual commercial districts.

UD-6.2: Develop and enforce parking lot design standards, identifying requirements for landscaping, walkways, runoff treatment, parking area ratios, and other elements as needed.

GOAL UD-7: Promote pedestrian-oriented development patterns within designated mixed-use commercial districts.

Policies:

UD-7.1: Foster pedestrian-oriented site design measures including items such as pedestrian amenities, pedestrian-oriented lighting, traffic calming devices, signage, and related measures.

UD-7.2: Encourage the development of office and housing uses above retail in appropriate land-use designations to permit living and working in the same neighborhood.

UD-7.3: Encourage the development of appropriately scaled commercial development that creates consistent street walls and limits parking on the primary street frontage.

UD-7.4: Encourage pedestrian connections between buildings and across streets to public open space, and to adjoining areas.

UD-7.5: Promote pedestrian linkages between mixed use districts and related neighborhoods through development of a green streets program.

UD-7.6: Promote pedestrian linkages between mixed use districts and the existing open space network.

GOAL UD-8: Develop the design of the CBD to support its role as Lakewood's downtown.

Policies:

UD-8.1: Develop a sub-area plan for the entire CBD area, paying attention to the integration of Lakewood Towne Center with the remainder of the CBD. ~~partnership arrangement with the Lakewood Mall to reestablish its viability, in recognition of its importance to the city and its economy.~~

UD-8.2: Continue to f~~F~~oster transformation of the former mall to provide better public visibility; create additional public rights-of-way; and potentially develop entertainment, housing, visitor-serving, and open space uses.

UD-8.3: Promote design elements that ~~reinforce and~~ enhance the distinctive character of the Colonial Center ~~and~~while enabling contemporary urban design in the CBD overall.

UD-8.4: Maintain a pedestrian-orientation in building, site, and street design and development in the CBD.

UD-8.5: Promote urban amenities throughout the CBD and on individual sites.

GOAL UD-9: Create a livable, transit-oriented community within the Lakewood Station district through application of urban design principles.

Policies:

UD-9.1: Provide for pedestrian and bicycle connectivity within the Lakewood Station district to the commuter rail station.

UD-9.2: Identify the opportunities for additional public/semi-public green space in the Lakewood Station district. (see Policy LU25.3 regarding bonus densities).

UD-9.3: Improve identified civic boulevards, gateways, and green streets within the Lakewood Station district to provide a unifying and distinctive character.

UD-9.4: Establish the intersection of Pacific Highway Southwest and Bridgeport Way as a major gateway into the city and develop a landscaping treatment to enhance the city's image at this gateway.

UD-9.5 Develop a sub-area plan to serve as the framework plan for developing the Lakewood Station district. Incorporate site and architectural design measures to coordinate consistency of private and public development.

GOAL UD-10: Promote the evolution of Tillicum into a vital higher density pedestrian-oriented neighborhood through application of urban design principles.

Policies:

UD-10.1: Identify opportunities for additional public/semi-public green space in Tillicum.

UD-10.2: Provide opportunities for pedestrian and bicycle connections from Tillicum to other portions of Lakewood.

UD-10.3: Improve identified civic boulevards, gateways, and green streets within Tillicum to provide a unifying and distinctive character.

GOAL UD-11: Reduce crime and improve public safety through site design and urban design.

Policies:

UD-11.1: Reduce crime opportunities through the application of crime prevention through environmental design (CPTED) principles.

UD-11.2: Consolidate parking lot access onto major arterials where appropriate to promote public safety.

GOAL UD-12: Facilitate implementation of gateway enhancement programs in Tillicum, Springbrook, and Woodbrook ~~American Lake Gardens~~.

Policies:

UD-12.1: Establish a program to design and implement a gateway enhancement plan at the entrances to each

neighborhood.

UD-12.2: Work with private and public property owners and organizations to create and implement the gateway plans.

UD-12.3: Work with the WSDOT or successor agency to facilitate the future incorporation of sound barriers adjacent to these communities along I-5 to reduce noise impacts to residential areas.

GOAL UD-13: Provide funding for urban design and open space improvements necessary for maintenance and improvement of the quality -of life in Lakewood.

Policies:

UD-13.1: Identify and seek potential outside funding sources such as grants, regional and state partnerships, and others to implement identified urban design and open space improvements.

UD-13.2: Develop a strategy to partially fund urban design and open space improvements from local sources, which may include sources such as local improvement districts, developer impact fees, bond measures, and others.

GOAL UD-14: Recognize the value of scenic views and visual resources as contributors to Lakewood's character and the quality of life.

Policies:

UD-14.1: Develop a program to identify and protect sensitive views, view corridors, and/or visual resources.

UD-14.2: Make views of Mt. Rainier, the lakes, wetlands and creeks, Ft. Steilacoom, Flett Wetlands, and historic landmarks from public sites a priority for protection.

6.0 TRANSPORTATION

The references highlighted throughout this document reference the *VISION 2040 and Growth Management ACT (GMA) Checklist*. The policy review found many of the policies and goals established by the City of Lakewood comply with guidance from PSRC and the State of Washington.

Notes:
TEXT – These sections contain track-changes updates related to the GMA/VISION 2040 checklist contained in Attachment A.
TEXT – These sections include other updates unrelated to the checklist.
TEXT – These sections may need to be updated to reflect changes in travel demand model or network operations.

Note: The policies contained in this section are based upon technical information contained in the Transportation Background Report prepared by Transpo Group dated July 2015. The Background Report provides baseline transportation information on existing transportation facilities, travel forecast data, transportation systems plans, and options for implementation. The Background Report is supplementary to the Transportation Element (this document) which contains the City's transportation goals and policies.

6.1 Introduction and Purpose

By the year ~~2020~~2030, traffic congestion on freeways and arterial roadways within the region is projected to be far more extensive, resulting in longer travel delays. Lakewood shares the region's transportation woes since it is part of the regional transportation system and integrally connected to systems of adjacent jurisdictions. Lakewood currently experiences traffic congestion around its freeway interchanges and some principal arterial streets.

- There are many causes of increased traffic congestion within Lakewood, including:
  - Annual vehicle miles traveled growing at a faster rate than population or employment growth.
  - An increase in the number of two-wage-earner households. An historical decline in transit use as a percentage of overall trips.
  - Road improvements have not kept pace with traffic volume for environmental, financial, and community character reasons.

To correct some of the problems contributing to these conditions, Lakewood must develop and maintain a balanced multimodal transportation system that integrates the local transportation network with the regional transportation system and supports land use goals and policies.

This chapter addresses the connection between transportation and land use; establishes means to increase travel options; describes desirable characteristics of transportation facility and design; and addresses connectivity, access, traffic management, maintenance, and amenities for transportation improvements. The general principles underlying the transportation chapter include:

- Promote safe, efficient, and convenient access to transportation systems for all people.
- Recognize transit, bicycling, and walking as fundamental modes of transportation of equal importance compared to driving when making transportation decisions.
- Create a transportation system that contributes to quality of life and civic identity in Lakewood.
- Reduce mobile source emissions to improve air quality.
- Integrate transportation-oriented uses and facilities with land uses in a way that supports the City's land use as well as transportation goals.
- Increase mobility options by actions that diminish dependency on SOVs.
- Focus on the movement of both people and goods.

This chapter covers all areas within Lakewood's city limits and will be expanded to ensure that consideration is given to urban growth areas as they are brought into the city. The transportation goals and policies included here are based on local priorities but are also coordinated with the comprehensive plans of neighboring cities such as University Place and Tacoma, and that of Pierce County. The proposals within this transportation chapter are consistent with neighboring jurisdiction plans and will positively contribute to the region's transportation system.

Travel forecasts and financial strategies are included in the technical appendix.

The challenge of developing Lakewood's future transportation system will be to strike a balance between accommodating increased traffic demand and maintaining community character. Developing a

transportation system that enhances Lakewood's neighborhoods while providing effective mobility for people, goods, and services through multiple travel modes is a primary focus of this chapter. There are a number of considerations related to transportation in Lakewood:

Physical Features. Natural obstacles, especially American Lake, Gravelly Lake, and Lake Steilacoom, constrict traffic flow between the east and west halves of the city to a few arterial connections.

Existing Patterns. Lakewood's road network has evolved in a pattern typical of suburban sprawl. A few principal roadways connect a network largely composed of otherwise unconnected cul-de-sacs. Because of the city's geographic location and presence of natural features and military reservations, I-5 and SR 512 form primary connections with the rest of the region.

Alternative Modes. There are few realistic alternatives to driving for most people in Lakewood. The City's incomplete bicycle and pedestrian network does not provide safe links between most commercial areas, schools, community facilities, and residential neighborhoods. Alternative motorized modes include local and regional transit connections provided by Pierce Transit. Intercity Transit and Sound Transit systems will improve connectivity as commuter rail service is established.

6.1.1 Arterial Street Classifications

Street classifications are defined in ~~Table 6.1 and illustrated geographically in~~ Figure 6.1.

~~**Table 6.1: Street Classification.**~~

6.2 General Transportation Goals and Policies

GOAL T-1: Apply the street functional classification system and transportation design standards in the construction of new or upgraded transportation infrastructure~~Apply a standardized set of street classifications to roadways within Lakewood~~.

Policy:

T-1.1: Define all streets ~~for each transportation system, and define roadways as principal arterials, minor arterials, collector arterials, or local access roads~~ according to the following criteria:

- Principal arterials are roadways that provide access to principal centers of activity. These roadways serve as corridors between principal suburban centers, larger communities, and between major trip generators inside and outside the plan area. Service to abutting land is subordinate to travel service to major traffic movements. The principal transportation corridors within the City of Lakewood are principal arterials. These roadways typically have daily volumes of 15,000 vehicles or more.

- Minor arterials are intra-community roadways connecting community centers with principal arterials. They provide service to medium-size trip generators, such as commercial developments, high schools and some junior high/grade schools, warehousing areas, active parks and ballfields, and other land uses with similar trip generation potential. These roadways place more emphasis on land access than do principal arterials and offer lower traffic mobility. In general, minor arterials serve trips of moderate length, and have volumes of 5,000 to 20,000 vehicles per day.

- Collector arterials connect residential neighborhoods with smaller community centers and facilities as well as provide access to the minor and principal arterial system. These roadways provide both land access and traffic circulation within these neighborhoods and facilities. Collector arterials typically have volumes of 2,000 to 8,000 vehicles per day.

- Local access roads include all non-arterial public city roads and private roads used for providing direct access to individual residential or commercial properties. Service to through traffic movement usually is deliberately discouraged.

- ~~Principal arterials as those roadways that provide access to principal centers of activity. These roadways serve as corridors between principal suburban centers, larger communities, and between major trip generators inside and outside the plan area. The principal transportation corridors within Lakewood are principal arterials.~~

- ~~Principal arterials typically carry 15,000 or more vehicles per day. Generally, 75 percent or more of this traffic utilizes the arterial to pass through an area rather than leaving from or coming to that area.~~

- ~~Minor arterials are those inter-community roadways that connect community centers with principal arterials. They provide service to medium-size trip generators, such as commercial developments, high schools and some junior high/grade schools, warehousing areas, active parks and ball fields, and other land uses with similar trip generation potential. In general, minor arterials serve trips of moderate length and have a daily volume of 5,000 to 20,000 vehicles. Approximately 50 percent of this traffic utilizes the arterial to pass through an area, while the remaining half uses it to leave from or come to the area.~~

- ~~Collector arterials are roadways that connect residential neighborhoods with smaller community centers and facilities, as well as provide access to the minor and principal arterial system. They typically carry between 2,000 to 8,000 vehicles per day. Some portion of this traffic uses the arterial to pass through an area, while the majority is leaving or coming to that area.~~

~~Local access roads are all non-arterial public city roads and private roads used for providing direct access to individual residential or commercial properties.~~ Figure 6.1 – Arterial Street Classification

T-1.2: Design transportation facilities to fit within the context of the built or natural environments in which they are located.

- T-1.3: Adopt a street light placement policy that establishes the level and type of lighting that must be provided in conjunction with new development and redevelopment, including pedestrian-oriented lighting in targeted areas.[JP1]

GOAL T-2: Maintain maximum consistency with state, regional, and local plans and projects.

Policies:

T-2.1: Coordinate with the state, county, adjacent jurisdictions, and transit providers to ensure consistency between ~~street~~ transportation improvements, land-use plans, and decisions of the City and other entities, consistent with PSRC's Regional Growth Strategy.

T-2.2: Continue to participate in regional transportation planning to develop and upgrade long-range transportation plans.

T-2.3: Periodically review the street classification system with adjacent jurisdictions to ensure consistency.

T-2.4: Support and actively participate in ~~construction of the proposed Cross-Base Highway~~ improvements to I-5 through Lakewood and JBLM, and pursue ~~workable~~ safe connections ~~with~~ to the local community.

T-2.5: ~~Support~~ Work with WSDOT to identify and implement improvements to ~~construction and permanent alignment for~~ the I-5/SR 512 interchange ~~and pursue workable connections with the local business community~~.

GOAL T-3: Maximize ~~road~~ transportation connections without negatively impacting residential areas.

Policies:

T-3.1: Delineate key street connections through undeveloped parcels to ensure that connections are made as development occurs.

T-3.2: Where practical, connect public streets to enable local traffic to circulate efficiently~~progress smoothly~~ and to ~~prevent~~ reduce ~~overloads~~ impacts elsewhere in the transportation network.

T-3.3: Where practical, require new development to "stub out" access to adjacent undeveloped parcels to ensure future connectivity, indicating the future connection on the face of the plat, and (when possible) connect with existing road ends.

T-3.4: Accommodate pedestrian and bicycle connections where grades, right-of-way (ROW) widths, or other natural or built environment constraints have precluded street connections from being implemented.

GOAL T-4: Balance the need for property access with ~~traffic~~ safety considerations.

Policies:

T-4.1: Limit access as necessary to maintain safe and efficient operation of the existing street system while allowing reasonable access to individual parcels.

T-4.2: Limit direct access onto arterials when access opportunities via another route exist.

T-4.3: Provide for full access to parcels abutting local residential streets, except where adequate alley access exists to individual lots.

T-4.4: Discourage abandonment of alleys.

T-4.5: Work with adjacent jurisdictions to establish consistent access limitations to arterials and highways of regional transportation importance.

T-4.6: Ensure emergency responders have efficient access to public and private properties.

GOAL T-5: Manage traffic to minimize its impact on neighborhoods, mobility, and enterprise.

Policies:

T-5.1: Maintain optimal traffic signal timing and synchronization along arterials and other principal transportation routes to ensure smooth traffic flow as well as pedestrian safety at crossings.

T-5.2: Prior to any street reclassifications, conduct an analysis of existing street configurations, land uses, subdivision patterns, location(s) of structure(s), impact on neighborhoods, and transportation network needs.

T-5.3: Upgrading residential streets to collector and arterial classifications will be discouraged and will occur only when a significant community-wide need can be identified.

GOAL T-6: Reduce the impact of freight routing on residential and other sensitive land uses.

Policies:

T-6.1: Designate truck ~~haul~~ routes for freight ~~and construction trucks on appropriate roads~~.

T-6.2: Require new development and redevelopment to provide for freight loading and unloading on-site or in designated service alleys rather than in the public ROWs.

GOAL T-7: Sustain and protect the City's investment in the existing transportation ~~road~~ network.

Policies:

T-7.1: Maintain streets at the lowest life cycle cost (the optimum level of street preservation required to protect the surfaces).

T-7.2: Maintain sidewalks to ensure continuous and safe connections.

T-7.3: Ensure predictable sources of income to maintain the transportation system.

GOAL T-8: Minimize visual and noise impacts of roadways on adjacent properties and other users.

Policies:

T-8.1: Create and apply standards for planting strips, including street trees, between road edges and sidewalks to be applied to various road classifications.

T-8.2: Create and apply standards for landscaped islands and medians to break up linear expanses.

GOAL T-9: Provide a balanced, multimodal transportation system that supports the safe and efficient movement of people and goods~~Ensure the provision of lighting along city streets~~.

Policies~~y~~:

T-9.1: Provide for the needs of drivers, public transportation vehicles and patrons, bicyclists, and pedestrians of all ages and abilities in the planning, programming, design, construction, reconstruction, operations, and maintenance of the City's transportation system. [JP2]

T-9.2: Minimize the negative impacts of transportation improvement projects on low-income, minority, and special needs populations.

T-9.3: Ensure mobility choices for people with special transportation needs, including persons with disabilities, the elderly, the young, and low-income populations.

~~Adopt a street light placement policy that establishes the level and type of lighting that must be provided in conjunction with new development and redevelopment, including pedestrian-oriented lighting in targeted areas.~~

6.3 Transportation Demand and Systems Management

Transportation demand management (TDM) techniques include various mechanisms intended to influence people's choices about how they get from one place to another, with the goal of reducing vehicular travel demand on the road network, which subsequently reduces pollution and greenhouse gas emissions. Within Washington State, there is a statewide commute trip reduction (CTR) program that was initiated in 1991 to work with and assist employers in instituting TDM programs for their employees. These programs include measures such as parking management (making parking more difficult or expensive to obtain) ridesharing, telecommuting, and alternative work schedules. In addition, local governments can establish land-use regulations that foster the use of bike/pedestrian and transit modes.

Transportation systems management (TSM) refers to strategies that improve facility operations, traffic flow, or safety without adding lanes to increase capacity. TSM strategies are generally lower-cost improvements that do not typically involve major construction of new or expanded capital facilities.

GOAL T-10: Minimize the growth of traffic congestion to meet state, regional, and local environment and sustainability goals.

Policies:

T-10.1: Require TDM improvements serving pedestrians, bicyclists, and transit riders as impact mitigation for new development.

T-10.2: Where practical, retrofit existing streets to link neighborhoods and disperse neighborhood access to services.

T-10-3: ~~Explore interconnecting~~Interconnect traffic signals to provide green light progressions through high-volume corridors to maximize traffic flow efficiency during peak commute periods.

T-10-4: Consider the negative effects of transportation infrastructure and operations on the climate and natural environment.

T-10-5: Support the development and implementation of a transportation system that is energy efficient and improves system performance.

GOAL T-11: Reduce dependence on SOV use during peak commute hours.

While the WSDOT, the State Department of General Administration (GA), and Pierce Transit have shared responsibility for implementing and managing the state and regional CTR programs, the City of Lakewood can actively support and promote these programs. Beyond supporting the state's and Pierce Transit's work to implement CTR programs, the City of Lakewood should work closely with Pierce Transit, Pierce County and/or the GA to cooperatively implement CTR programs

Policies:

T-11.1: Establish CTR programs within major employer worksites as required by state law.

T-11.2: Work with Pierce Transit, Pierce County and major employers and institutions to coordinate and publicize CTR efforts.

T-11.3: Encourage employers not affected by the CTR law (less than 100 employees) to offer CTR programs to their employees on a voluntary basis and assist these employers with tapping into larger employers' ridematching/ridesharing and other HOV/transit incentive programs, where possible.

T-11.4: Encourage large employers to institute flex-hour or staggered-hour scheduling and compressed work weeks to reduce localized congestion during peak commute times.

T-11.5: Implement a local public awareness and education program designed to promote the environmental and social benefits of TDM strategies.

T-11.6: Work with local high schools to educate students about the social benefits of carpooling and riding transit to school.

T-11.7: Plan and implement arterial HOV improvements such as HOV lanes or transit-signal priority improvements at intersections to connect high-density employment centers with bus transit centers and commuter rail stations.

GOAL T-12: Decrease dependence on single-occupant vehicles (SOVs) as a primary means of transportation.

Policies:

T-12.1: Prevent automobiles from dominating neighborhood and central business districts, while still accommodating their use.

T-12.2: ___Maximize the availability of non-SOV transportation options to encourage people to use different modes.

T-12.3: ___Work with Pierce Transit to implement transit signal-priority systems that enhance the reliability of transit as an alternative transportation mode.

GOAL T-13: Develop and maintain collaborative working relationships with outside agencies to ~~achieve specific transportation purposes~~improve the transportation system.

Policies:

T-13.1: Involve appropriate agencies in the early review of development proposals to assess opportunities for transit-oriented design and amenities.

T-13.2: Support regional and high-capacity transit systems (e.g., buses and rail) ~~structures~~ that reliably and efficiently connect to local transit services ~~to other fixed or flexible route systems (e.g., buses and rail)~~.

T-13.3: Coordinate with transit agencies to provide facilities and services supportive of HOV use such as ridematching, provision of vanpool vehicles, on-demand services, shuttles, etc.

T-13.4: Coordinate with transit agencies to determine and respond to emerging routing and frequency needs, particularly in residential neighborhoods.

T-13.5: Work with transit agencies to develop design and placement criteria for shelters so that they best meet the needs of users and are a positive amenity.

T-13.6: Work with WSDOT ~~or successor agency~~ to pursue HOV lanes on ~~state facilities (~~I-5 and~~,~~ SR 512~~)~~ serving the city and ~~and/or Sound Transit~~regional transit operations.

T-13.7: Allocate staff resources to work with other transportation government agencies in drafting and submitting joint applications for state and federal transportation grants to support projects that benefit multiple jurisdictions.

T-13.8: Work with the Burlington Northern Santa Fe Railway, Sound Transit and other appropriate agencies to pursue funding for a grade separation at the 100th Street SW rail crossing.

T-13.9: Explore local shuttle service between high density areas within the urban center such as the Lakewood Station district, Lakewood Towne Center, the ~~planned~~ Sound Transit commuter rail station, the Colonial Center, and other high-density developments with high transit ridership potential.

T-13.10: Encourage ridesharing through requirements for parking reserved for carpool and vanpool vehicles in the zoning code.

T-13.11: Coordinate with service providers and other utilities using rights-of-way on the timing of improvements to reduce impacts to communities and to lower the cost of improvements.

T-13.12: Work with Sound Transit and WSDOT to pursue expansion of the existing SR-512 park-and-ride facility.

T-13.13: Work with Pierce Transit to monitor transit service performance standards and to focus service expansion along high-volume corridors connecting high-density development centers with intermodal transfer points.

GOAL T-14: Provide safe, convenient, inviting routes for bicyclists and pedestrians (see adopted Non-Motorized Transportation Plan~~Figure 6.2~~).

Policies:

T-14.1: ~~Identify key routes~~Implement and place a high importance on projects identified in the City's Non-Motorized Transportation Plan that serve~~ing~~ and connect high density areas, major employers, schools, parks, shopping areas, and other popular destinations~~ as high priorities for public improvements that will serve bicyclists and pedestrians such as sidewalks, bike lanes, and urban trails~~.

T-14.2: ~~Identify areas where streets cannot be connected but that could be retrofitted with~~Promote and improve public bicycle~~k~~e and pedestrian connections to achieve greater connectivity.

T-14.3: Balance the desirability of breaking up large blocks with midblock crossings with the safety needs of pedestrians.

T-14.4: Require the incorporation of non-motorized facilities including bicycle parking, pedestrian-scale lighting, benches, and trash receptacles into new development designs.

T-14.5: Work with transit providers to provide bike racks and/or lockers at key transit stops and require them as condition of new development.

T-14.6: Coordinate with adjacent jurisdictions to design for coherent bike and pedestrian corridors.

T-14.7: Consider adopting a "Complete Streets" ordinance.

6.4 Parking

Parking in Lakewood primarily exists in surface parking lots to support commercial, office, light industrial, and multi-family residential areas. There is an abundant supply of parking in most of these areas. While adequate parking is critical to any type of development, an oversupply of parking wastes resources and encourages a continuation of auto-oriented travel. Therefore, the parking goals and policies balance these two conflicting outcomes.

GOAL T-15: Provide adequate parking that serves Lakewood's needs but does not encourage a continuation of auto-oriented development and travel patterns.

Policies:

T-15.1: Develop and implement reasonable and flexible parking standards for various types of land uses that balance the need for providing sufficient parking with the desirability of reducing commute traffic.

T-15.2: Consider parking standards that support TDM efforts.

T-15.3: Allow adjacent or nearby uses that have different peak parking demands such as employment and housing to facilitate shared parking spaces.

T-15.4: Recognize the capacity of transit service in establishing parking standards.

T-15.5: Develop and enforce parking lot design standards, identifying requirements for landscaping, walkways, runoff treatment, parking area ratios, lighting, and other elements as needed.

GOAL T-16: Foster the evolution of a central business district that is compact and walkable and not defined by large expanses of parking lots.

Policies:

T-16.1: Consider maximum parking requirements for higher density areas to encourage alternative transportation modes.

T-16.2: Confine the location of parking areas to the rear of properties to increase pedestrian safety and minimize visual impact.

T-16.3: Identify places where on-street parking can be added adjacent to street-facing retail to encourage shopping and buffer sidewalks.

T-16.4: Encourage the use of structured or underground parking to use land more efficiently.

T-16.5: Focus investments in downtown central business areas by promoting joint- and mixed use development and integrating shared-use parking practices.

T-16.6: Incorporate Transportation 2040 guidelines into planning for centers and high-capacity transportation station areas.

GOAL T-17: Expand park-and-ride capacity to serve rail as well as other transit uses and accommodate growth.

Policies:

T-17.1: Work with transit providers to establish additional park-and-ride facilities to serve Sound Transit operations and to facilitate ridesharing and express bus connections.

T-17.2: Encourage commercial development on major transit routes to dedicate unused parking area to park-and-ride facilities where feasible.

6.5 Freight Mobility

Movement of goods is critical to Lakewood's economic activity. Supplies and products must be able to move into, out of, and throughout the commercial parts of the city. The following goals and policies address the specific needs of freight mobility in Lakewood.

GOAL T-18: Plan for location of freight routing in conjunction with placement of industrial, commercial, and other land uses to maintain and improve commercial transportation and mobility access.

Policies:

T-18.1: Install directional signage for truck routes through key areas of the city.

T-18.2: Consider potential freight movement needs of new development as part of SEPA review.

T-18.3: Create development standards for freight access to commercial uses likely to possess such needs.

T-18.4: Examine the potential of unused or underutilized rail lines in Lakewood for freight rail.

T-18.5: As industrial uses concentrate into certain areas, identify ways to eliminate the conflict among freight users this may tend to create.

T-18.6: Promote the continued operation of existing rail lines to serve the transportation needs of Lakewood businesses.

T-18.7: Support reconstruction of the I-5/SR 512 interchange to improve access to the Lakewood Industrial Park.

T-18.8: Support new access and infrastructure improvements to American Lake Gardens that facilitate industrial development.

T-18.9: Explore future opportunities to grade separate rail traffic from street arterials where significant safety hazards or traffic congestion warrant.

6.6 Level-of-Service Standards and Concurrency

6.6.1 Definitions

The GMA requires the adoption of Level-of-Service (LOS) standards for arterial streets and intersections to serve as a gauge to judge the quality and performance of the transportation system. The LOS standards for arterial streets and intersection selected for Lakewood are based on the peak hour LOS for special roadway links designated on Figure ~~6.3~~6.2.

Figure 6.2 – Designated LOS Thresholds

Level-of-service standards required by the GMA are closely related to the issue of concurrency. The GMA requires transportation improvements to be made concurrent with development. Once a street or intersection exceeds its LOS standard, improvements must be planned within six years to improve the street's performance to a level that does not violate the standard. If planned improvements were to exceed the six-year time frame, new development that would add traffic to the street could not be approved.

The most common approach to LOS for roads is the ratio of traffic volume to the design capacity of a facility while intersection LOS is based on the average delay experience by drivers. ~~The measurement can be taken at intersections or on roadway segments. It can be measured during the peak hour of travel or for total traffic throughout the day.~~ Both roadway and intersection LOS are typically evaluated during the peak hour travel~~These volume- to-capacity (v/c) ratios~~ and are typically converted to letter grades "A" through "F," as described in the Transportation Research Board's *Highway Capacity Manual*. The ~~letter "A"~~LOS A represents the least amount of congestion, while ~~the letter "F"~~LOS F represents the highest level of congestion.

Level-of-service standards can be chosen for different arterials within a city. Levels of service should desirably be the same on both sides of a city/county boundary; however, different goals on either side of a boundary can be legitimate reasons for two jurisdictions to establish different standards.

6.6.2 Goals and Policies

GOAL T-19: Apply standardized performance measurement criteria to monitor transportation LOS.

Policies:

T-19.1: Monitor road performance using the Highway Capacity Manual's standardized A-F LOS measures:

- LOS A is defined as representing a free flow condition. Travel speeds are typically at or near the speed limit and little to no delay exists. Drivers have the freedom to select their desired speeds and to make turns and maneuver within the traffic stream.
- LOS B is defined as representing stable flow. Drivers still have some freedom to select their travel speed. Average delays of 10-20 ~~5 to 15~~ seconds per vehicle are experienced at signalized intersections.
- LOS C is defined as falling within the range of stable flow, but vehicle travel speeds and maneuverability are more closely controlled by higher traffic volumes. The selection of speed is not affected by the presence of others, and maneuvering within the traffic stream requires vigilance on the part of the driver. Longer average delays of ~~15 to 25~~20-35 seconds per vehicle are experienced at signalized intersections.
- LOS D is defined as approaching unstable flow. Travel speed and freedom to maneuver are somewhat restricted, with average delays of ~~25 to 40~~35-55 seconds per vehicle at signalized intersections. Small increases in traffic flow can cause operational difficulties at this level.

- LOS E is defined as representing operating conditions at or near the capacity of the roadway. Low speeds (approaching 50 percent of normal) and average intersection delays of ~~40 to 60~~55-80 seconds per vehicle are common. Freedom to maneuver within the traffic stream is extremely difficult. Any incident can be expected to produce a breakdown in traffic flow with extensive queuing.

- LOS F is defined as forced flow operation at very low speeds. Operations are characterized by stop-and-go traffic. Vehicles may progress at reasonable speeds for several hundred feet or more, then be required to stop in a cyclic fashion. Long typical delays of over 8~~6~~0 seconds per vehicle occur at signalized intersections.

T-19.2: Collaborate with adjacent jurisdictions to develop appropriate LOS standards where roadway centerlines serve as a jurisdictional boundary.

T-19.3: Work toward developing multi-modal LOS and concurrency standards.

GOAL T-20: Adopt the following arterial and intersection LOS thresholds for maintaining transportation concurrency on arterial streets in Lakewood~~ (These level of service thresholds were used in the impacts analysis described in Chapter 3 of the SEPA EIS)~~.

Policies:

T-20.1: Maintain LOS D with a V/C ratio threshold of 0.90 during weekday PM peak hour conditions on all arterial streets and intersection in the city, including state highways of statewide significance except as otherwise identified.

T-20.1: Maintain LOS D during weekday PM peak hour conditions at all arterial street intersections in the city, including state highways of statewide significance except as otherwise identified.

T-20.2: Maintain LOS F with a V/C ratio threshold of 1.10 in the Steilacoom Boulevard corridor between 88th Street SW and 83rd Avenue SW.

T-20.3: Maintain LOS F with a V/C ratio threshold of 1.30 on Gravelly Lake Drive between I-5 and Washington Boulevard SW and Washington Boulevard SW, west of Gravelly Lake Drive.

T-20.4: The City may allow two-way and one-way stop-controlled intersections to operate worse than the LOS standards. However, the City requires that these instances be thoroughly analyzed from an operational and safety perspective.

~~T-20.1: Maintain LOS F with a v/c ratio threshold of 1.10 in the Steilacoom Boulevard corridor between 88th Street SW and 83rd Avenue SW.~~

~~T-20.2: Maintain LOS F with a v/c ratio threshold of 1.30 on Gravelly Lake Drive between I-5 and Washington Blvd. SW.~~

~~T-20.3: Maintain LOS F with a v/c ratio threshold of 1.25 on Washington Boulevard SW, west of Gravelly Lake Drive.~~

~~T-20.4: Maintain LOS F with a v/c ratio threshold of 1.05 on Ardmore Drive SW between Steilacoom Blvd. SW and Whitman Avenue SW.~~

~~T-20.5: Maintain LOS F with a v/c ratio threshold of 1.05 on Murray Road SW north of 146th Street SW.~~

~~T-20.6: Maintain LOS E with a v/c ratio threshold of 1.00 on South Tacoma Way between 84th Street S and Steilacoom Boulevard SW.~~

~~T-20.7: Maintain LOS E with a v/c ratio threshold of 1.00 on 108th Street SW between Pacific Highway SW and Bridgeport Way W.~~

~~T-20.8: Maintain LOS E with a v/c ratio threshold of 1.00 on Bridgeport Way SW between Pacific Highway SW and 108th Street SW.~~

~~T-20.9: Maintain LOS D with a v/c ratio threshold of 0.90 on all other arterial streets in the city, including state highways of statewide significance.~~

~~(The traffic conditions at these locations have high congestion levels. Improving existing LOS would require road improvements beyond the funding capacity of the City's capital facilities plan. The above-listed policies acknowledge the City's inability to fund the road improvements necessary to lower the LOS.)~~

GOAL T-21: Use traffic management strategies and land use regulations to protect street and network LOS standards.

Policies:

T-21.1: Establish mitigation requirements for new development where LOS is expected to fall below acceptable standards as a result of that development.

T-21.2: Limit new development to areas where LOS standards can be maintained and restrict development in areas where they cannot be maintained.

T-21.3: Use road widening only as a last resort to address LOS deficiencies, except in areas where roadways are substandard and improving them to standards would increase their contribution to overall LOS.

T-21.4: Ensure that comprehensive plan amendments, rezones, master plans, conditional uses, and other significant land use proposals are reviewed with consideration of the proposal's impact on street LOS standards.

6.7 Reassessment Strategy

The arterial level of service thresholds established above will be monitored over time. For locations that may exceed the level of service threshold in the future, a different threshold would need to be established or a specific facility improvement would need to be identified and programmed for funding within six years.

While the future of transportation financing from state and federal sources remains uncertain at present, there are mechanisms available to municipalities to generate revenue for, or otherwise encourage private investment in, transportation facilities. If the above proactive policies fail to maintain future levels of service within the established LOS thresholds, the City of Lakewood will resort to some combination of the following TDM/TSM and land-use strategies to bring any LOS deficiencies back into compliance under GMA concurrency requirements:

- Coordinate timing of new development in LOS-deficient areas with fully-funded improvements identified in the required six-year transportation improvement plan.

- Provide for routing traffic to other roads with underutilized capacity to relieve LOS standard deficiencies, but taking into consideration the impact of additional traffic on the safety and comfort of existing neighborhoods.

- Aggressively pursue the following TDM strategies, including parking management actions in dense commercial centers:

    - Install parking meters on streets within and adjacent to commercial centers;

    - Develop public parking facilities and use cost pricing to discourage SOV commuting;

    - Institute a municipal parking tax;

    - Set maximum parking space development standards and reduce over time to further constrain parking supply;

    - Support charging for employee parking and providing monetary incentives for car and vanpooling;

    - Partner with Pierce Transit to identify public and/or private funding for expanded transit service during peak and off-peak times along LOS-deficient corridors.

- Aggressively pursue federal and state grants for specific transportation improvements on LOS deficient roadway segments.

- Make development density bonuses available to developers who provide additional transit, bicycle, and pedestrian-friendly amenities beyond the minimum requirements.

- Reassess commercial and residential development targets by planning area and make adjustments to channel development away from LOS-deficient ~~corridors~~locations.

- If the actions above are not sufficient, consider changes in the LOS standards and/or limit the rate of growth, revise the City's current land use element to reduce density or intensity of development, and/or phase or restrict development to allow more time for the necessary transportation improvements to be completed.~~Adjust LOS standards to accept higher levels of traffic congestion in corridors locations where none of the previous strategies are feasible, or where LOS deficiencies still occur after all feasible strategies have been implemented.~~

Transportation Background Report

CITY OF LAKEWOOD COMPREHENSIVE PLAN

Prepared for:
City of Lakewood

July 2015

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transpogroup
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Table of Contents

Inventory of Existing Transportation Facilities & Conditions 1
Street & Highway System 1
Freight System 11
Non-Motorized Travel System 13
Transit System 13
City Transportation Programs 15

Travel Forecasts and Needs Evaluation 16
Travel Demand Forecasts 16
Planned Transportation Improvements 17
Level of Service Standards & Concurrency 19
2030 Baseline & Plan Evaluation 21

Transportation Systems Plan 31
Street and Highway System 31
Freight & Mobility System 38
Non-Motorized Travel System 38
Public Transit System 38
Transportation Demand Management 39
Air, Rail, & Water Transportation Facilities 40

Implementation Program 41
Local Funding 41
Transportation Benefit District 41
Regional Coordination 41
Grants 42
Other Potential Funding Sources 42
Concurrency Management and Development Review 44
Reassessment Strategy 44

Figures

Figure 1. Existing Street Network ... 2
Figure 2. Existing Traffic Control ... 3
Figure 3. Existing (2014) Weekday Daily Traffic Volumes ... 4
Figure 4. Existing (2014) Weekday PM Peak Hour Traffic Volumes ... 5
Figure 5. Existing (2014) Weekday PM Peak Hour Roadway LOS Where LOS D or Worse ... 12
Figure 6. Future (2030) Weekday Daily Traffic Volumes ... 22
Figure 7. Future (2030) Weekday PM Peak Hour Traffic Volumes ... 23
Figure 8. Future (2030) Baseline Weekday PM Peak Hour Roadway LOS Where LOS D or Worse ... 30
Figure 9. Arterial Street Classification ... 32

Tables

Table 1. Existing (2014) Weekday PM Peak Hour Intersection Traffic Operations Summary ... 6
Table 2. Existing (2014) Weekday PM Peak Hour Roadway Traffic Operations Summary ... 8
Table 3. Transit Service Routes ... 13
Table 4. Level of Service Criteria for Urban and Rural Roadways ... 20
Table 5. Future (2030) Weekday PM Peak Hour Intersection Traffic Operations Summary ... 24
Table 6. Future (2030) Weekday PM Peak Hour Roadway Traffic Operations Summary ... 26
Table 7. Roadway Functional Classification Descriptions ... 33
Table 8. Transportation Projects and Programs ... 34
Table 9. Local Transportation Funding Options ... 42

Inventory of Existing Transportation Facilities & Conditions

Travel needs within the City of Lakewood are met by a range of transportation facilities and services. These facilities and services provide for travel within the City and also connect Lakewood with the rest of the region. The City's existing transportation system is comprised of a state highway, arterials, collectors, and local roads as well as facilities for pedestrians, bicycles, and transit. The following summarizes key elements of the existing transportation system serving the City. The inventory provides input for identifying and prioritizing the City's transportation improvement projects and programs.

Street & Highway System

The backbone of the City's transportation system is the street and highway system. The street and highway system provides mobility and access for a range of travel modes and users. Roadways are classified by their intended function and desired service. The City's roadway functional classification is identified in the Transportation Systems Plan section and is based on existing and future transportation needs.

To provide background for identifying the transportation improvement projects and programs, a summary of existing conditions of the City roadway system is presented. This includes the number of lanes and existing traffic controls, traffic volumes and operations, transportation safety conditions, and the freight system. Non-motorized and transit facilities and services, which use the roadway system, are described in the subsections that follow.

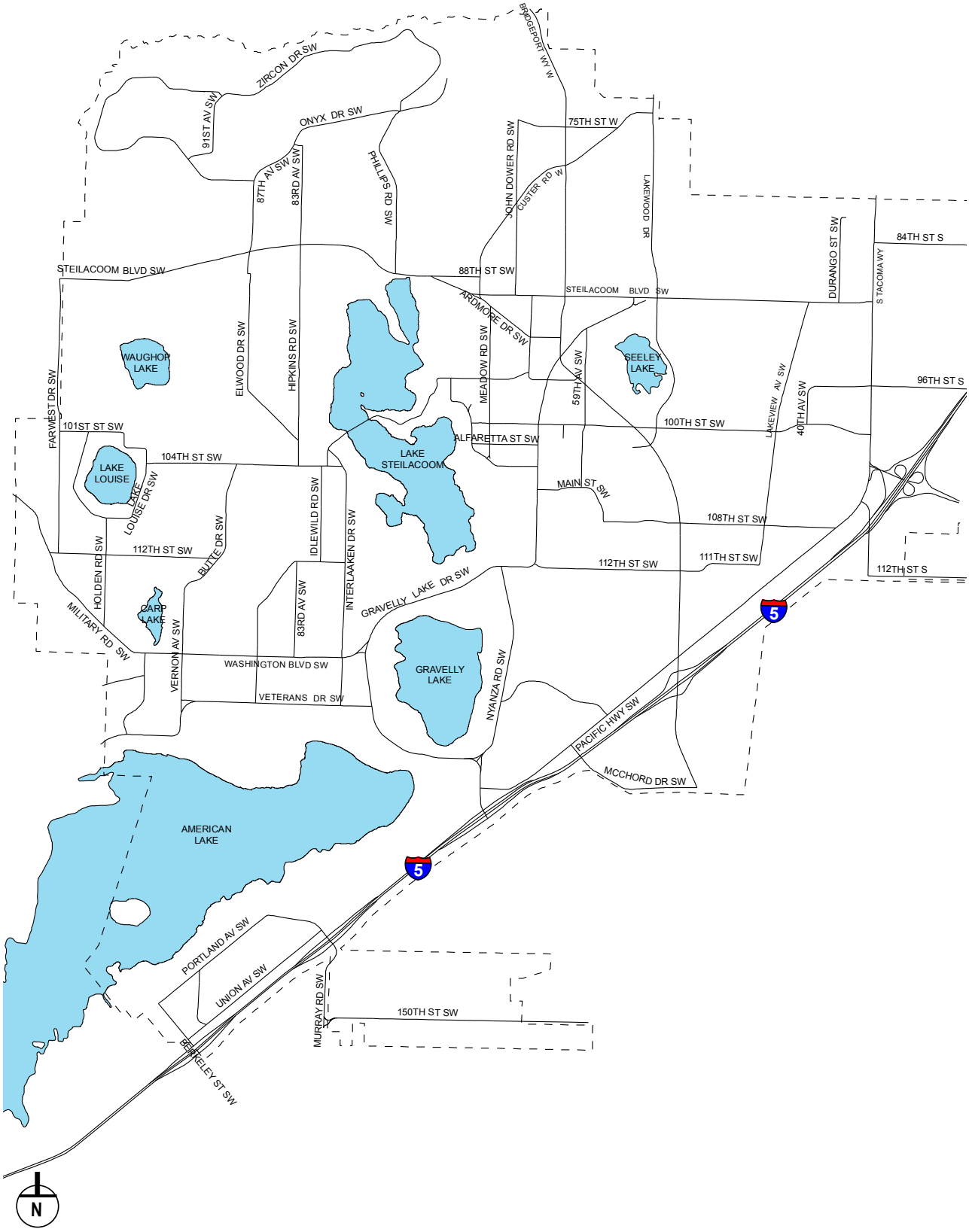
Street Network

The existing state highway and arterial street system serving Lakewood is shown in Figure 1. The City is served by several highways and major, minor, and local streets include Interstate 5 (I-5), State Route (SR) 512, South Tacoma Way, Pacific Highway SW, Steilacoom Boulevard, Bridgeport Way, a portion of Gravelly Lake Drive, Custer Road, 100th Street SW, Lakewood Drive, Washington Boulevard, Military Road, and a small segment of 112th Street SW. Existing intersection traffic control devices are shown on Figure 2. All major arterial street intersections are signalized.

Existing Traffic Volumes

Recent traffic counts were assembled from a variety of sources to determine current vehicle demands on City roadways. Daily vehicle volumes were obtained from the City of Lakewood and as needed, were adjusted based on historically observed growth rates to reflect existing (2014) conditions. Weekday PM peak hour volumes were also assembled for major intersections throughout the City through a combination of planning studies conducted in the City and new counts collected in 2014. The weekday PM peak hour is typically the period when traffic volumes are the highest within the City.

Existing (2014) average daily traffic volumes are summarized in Figure 3 and existing weekday PM peak hour traffic volumes are summarized in Figure 4. As shown, high daily traffic volumes are generally experienced along principal arterials, which carry volumes ranging from approximately 13,000 to as high as 41,000 trips per day. Traffic volumes are the highest in the vicinity of interchanges with I-5, with the highest daily volume occurring at South Tacoma Way north of the I-5/SR 512 interchange (about 41,400 vehicles per day). Volumes are generally lower in the southern and western areas of the city, where many of the residential neighborhoods are located.



0 2,000 4,000 Feet

Figure 1
Existing Street Network

Source: Transpo Group

July 2015

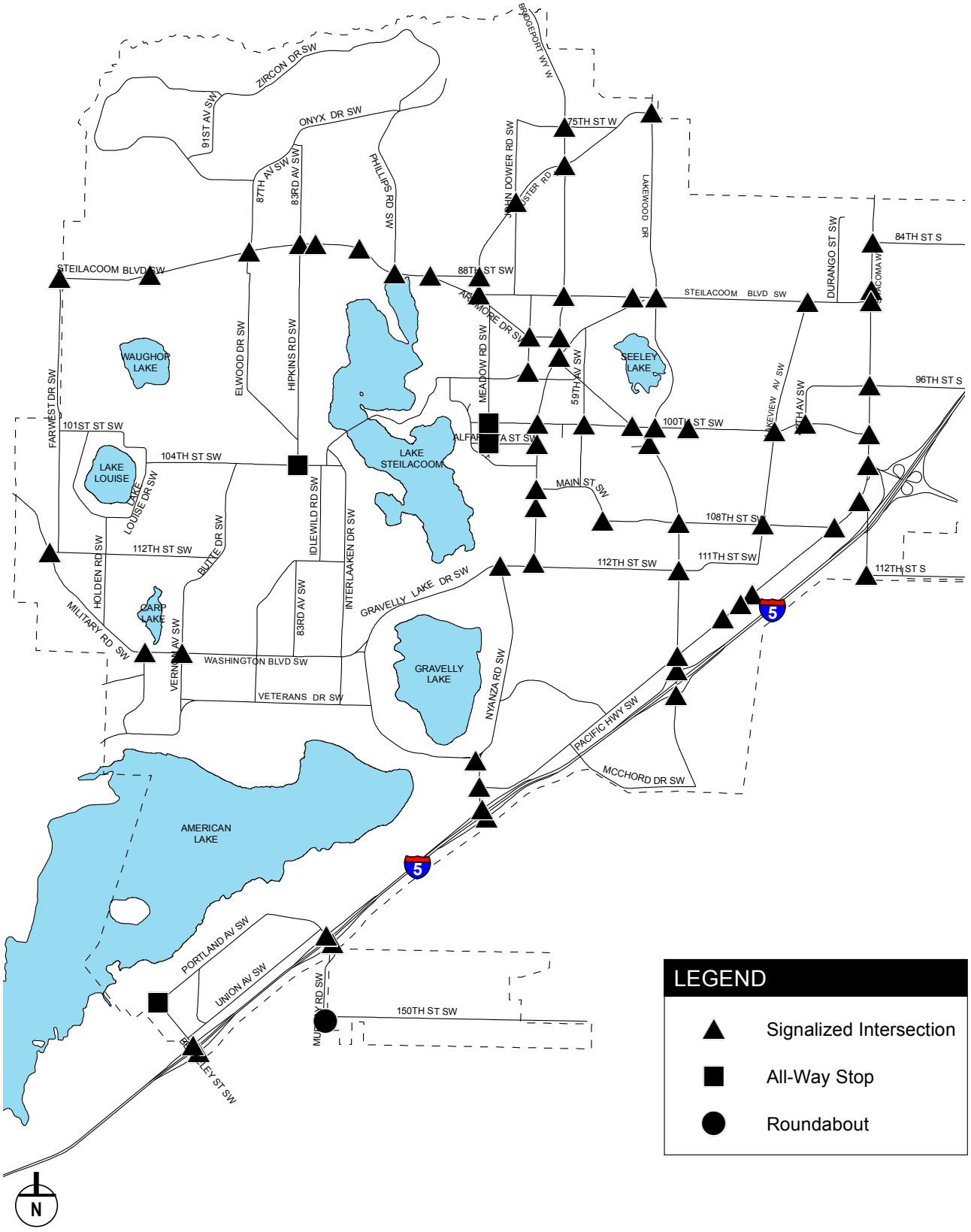
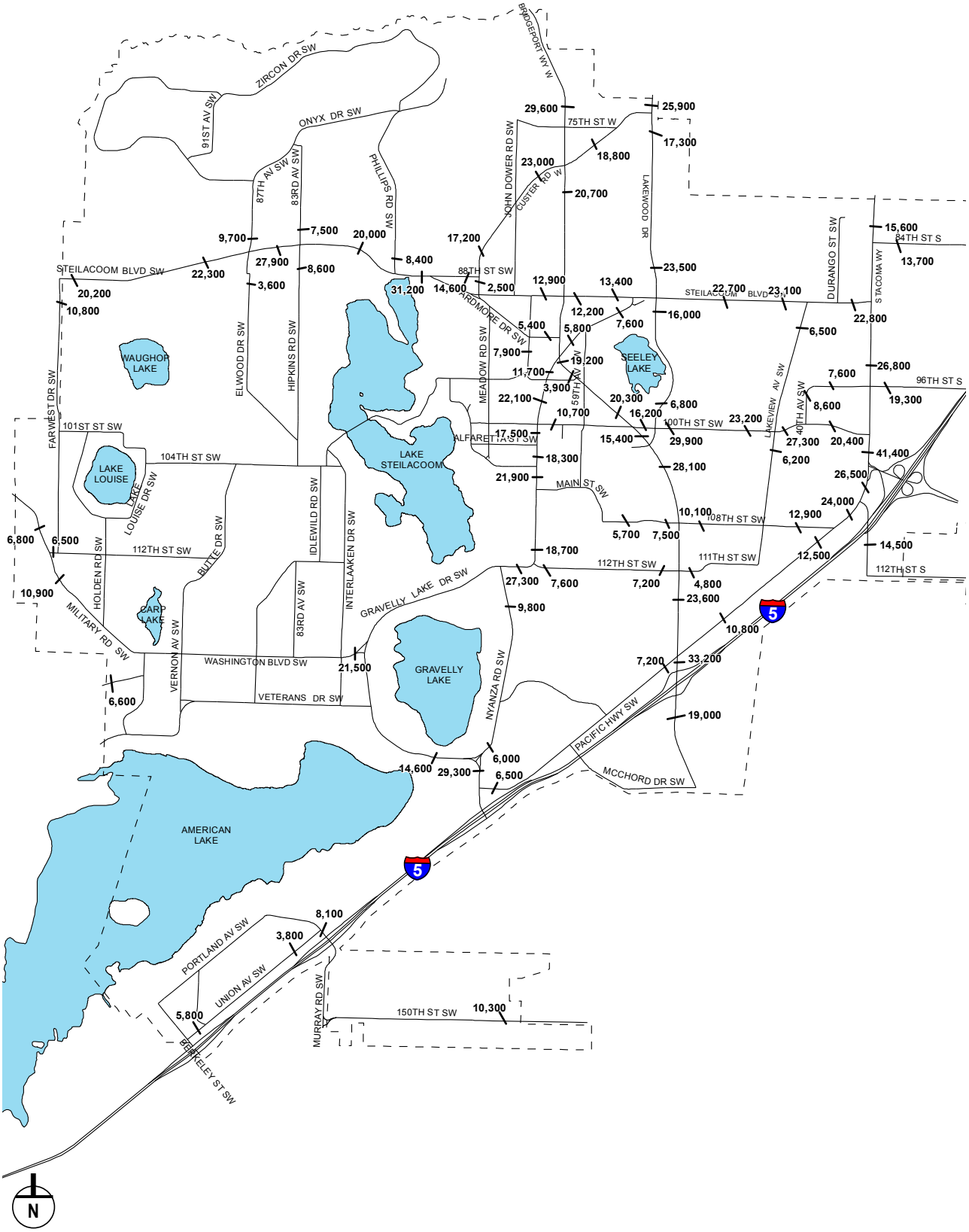


Figure 2
Existing Traffic Control

Source: Transpo Group

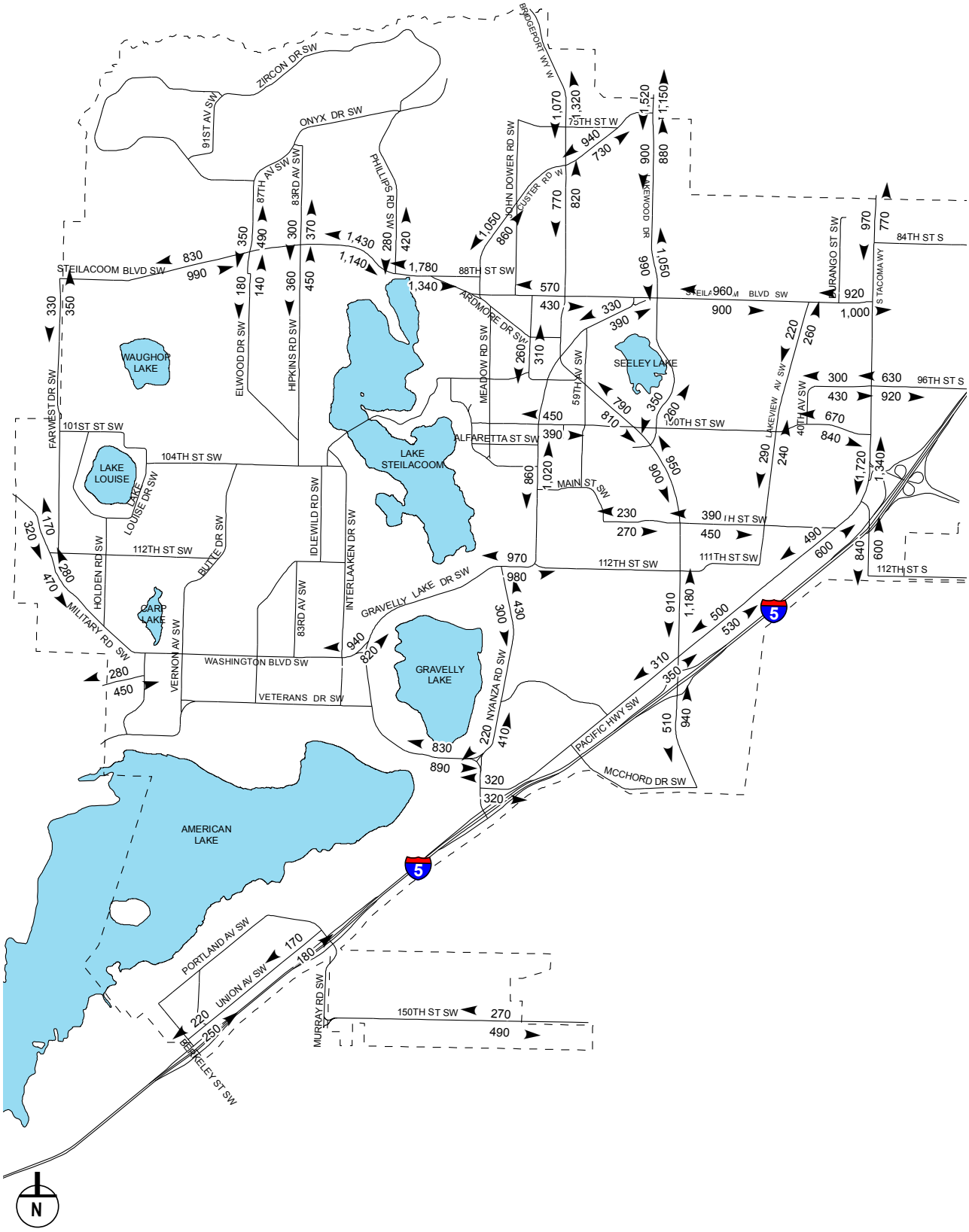


0 2,100 4,200 Feet

Source: Transpo Group

July 2015

Figure 3
Existing (2014) Weekday Daily Traffic Volumes



0 2,100 4,200 Feet

Figure 4
Existing (2014) Weekday PM Peak Hour Traffic Volumes

Source: Transpo Group

July 2015

Existing Traffic Operations

Traffic volumes were used to evaluate existing traffic operations in Lakewood through the evaluation of levels of service (LOS) as defined in the later Travel Forecasts and Needs Evaluation section. Major intersections throughout the City were evaluated based on the latest level of service methodologies defined in the *Highway Capacity Manual (HCM)*, 2010.

Level of service (LOS) is an estimate of the quality and performance of transportation facility operations in a community. According to the HCM, the degree of traffic congestion and delay is rated using the letter "A" for the least amount of congestion to the letter "F" for the highest amount of congestion (i.e., LOS A through LOS F). LOS for intersections is based on the overall delay for all drivers at an intersection while LOS for roadway segments is based on the volume-to-capacity ratio (V/C) for roadway segments.

An LOS standard of LOS D is generally applied for all arterial street intersection in Lakewood, and WSDOT facilities within the City are also under an LOS D standard. An average delay of 35 seconds or less for drivers at stop-controlled intersection is equivalent to LOS D or better. At signalized intersections this threshold is 55 seconds or less and for roadway segments it is a V/C ration of 0.90 or less.

Table 1 summarizes the level of service at each of the major intersections while roadway operations are described later.

Table 1. Existing (2014) Weekday PM Peak Hour Intersection Traffic Operations Summary

Intersection	LOS[1,2]	Delay[3]
Berkeley Ave/NB I-5 Ramps[2]	D	52
Berkeley Ave/SB I-5 Ramps[2]	C	27
Berkeley Ave/Union Ave	B	12
Bridgeport Way/San Francisco Ave	A	9
Bridgeport Way/NB I-5 Ramps[2]	C	21
Bridgeport Way/SB I-5 Ramps[2]	B	19
Bridgeport Way/Pacific Hwy	D	45
Bridgeport Way/112th St	B	17
Bridgeport Way/108th St	B	20
Bridgeport Way/Lakewood Dr[2]	C	30
Bridgeport Way/100th St	C	32
Bridgeport Way/59th Ave	B	12
Bridgeport Way/Mt. Tacoma Dr	A	8
Bridgeport Way/Gravelly Lake Dr[2]	C	27
Bridgeport Way/93rd St	B	10
Bridgeport Way/Steilacoom Blvd	C	22
Bridgeport Way/Custer Rd	C	27
Bridgeport Way/75th St	B	16
Bridgeport Way/Meadow Park Rd	D	43
Gravelly Lake Dr/NB I-5 Ramps[2]	E	70
Gravelly Lake Dr/SB I-5 Ramps[2]	D	47
Gravelly Lake Dr/Pacific Hwy[2]	B	16
Gravelly Lake Dr/Nyanza Rd S[2]	A	10
Gravelly Lake Dr/Veterans Dr	B	11
Gravelly Lake Dr/Washington Blvd	B	18
Gravelly Lake Dr/Nyanza Rd N[2]	A	8

Intersection	LOS[1,2]	Delay[3]
Gravelly Lake Dr/112th St	C	30
Gravelly Lake Dr/Main St[2]	C	27
Gravelly Lake Dr/Avondale Rd	E	50
Gravelly Lake Dr/Alfaretta St	B	11
Gravelly Lake Dr/100th St	B	19
Gravelly Lake Dr/Mt. Tacoma Dr	B	13
Gravelly Lake Dr/Steilacoom Blvd	B	12
Pacific Hwy/108th St[2]	C	22
Pacific Hwy/S Tacoma Way[2]	C	24
Steilacoom Blvd/Sentinel Dr	A	10
Steilacoom Blvd/Western State Hospital[2]	A	7
Steilacoom Blvd/87th Ave	B	19
Steilacoom Blvd/83rd Ave	C	26
Steilacoom Blvd/Custer ES	B	14
Steilacoom Blvd/Briggs Ln	B	18
Steilacoom Blvd/Phillips Rd[2]	B	10
Steilacoom Blvd/88th St[2]	B	16
Steilacoom Blvd/Custer Rd[2]	A	7
Steilacoom Blvd/Lakewood Dr	C	26
Steilacoom Blvd/Hageness Dr	A	3
Steilacoom Blvd/Lakeview Dr	A	8
Steilacoom Blvd/Durango St	D	33
Steilacoom Blvd/S Tacoma Way	C	30
S Tacoma Way/Pacific Hwy[2]	C	24
S Tacoma Way/SR 512-Perkins Ln[2]	D	35
S Tacoma Way/100th St[2]	B	10
S Tacoma Way/96th St	C	28
S Tacoma Way/92nd St	F	60
S Tacoma Way/84th St[2]	B	14
SR 512/I-5 SB Off-Ramp	E	62
Thorne Ln/NB I-5 Ramps[2]	D	51
Thorne Ln/SB I-5 Ramps[2]	D	48
Thorne Ln/Union Ave	B	11
100th St/Lakewood Dr	C	21
Motor Ave/Whitman Ln	A	6
Ardmore Dr/Whitman Ln	B	11
Custer Rd/Lakewood Dr	D	46
Interlaaken Dr/Washington Blvd	D	34
75th St/Custer Rd	B	14
75th St/Lakewood Dr	C	17
108th St/Lakeview Dr	A	8
John Dower Rd/Custer Rd	A	6
88th St/Custer Rd[2]	A	5
112th St/Old Military Rd	A	6
112th St/Holden Rd	A	7
100th St/Lakeview Dr	B	17
100th St/59th Ave	B	15

Intersection	LOS[1,2]	Delay[3]
108th St/Main St	B	11
100th St/David Ln	A	5
Murray Rd/150th St[4]	B	0

1. Level of service based on *Highway Capacity Manual (HCM) 2010* methodology unless otherwise noted.
2. Level of service based on *HCM 2000* methodology due to limitation of the *HCM 2010* methodology,
3. Average delay in seconds per vehicle.
4. Level of service based on Sidra roundabout methodology.
5. When comparing these calculated performance measures to field observations and real-world driver experience, it is important to note that these calculations are based on the volume of vehicles that travelled through each intersection and may not fully capture the actual travel demand; some locations such as S Tacoma Way/100th Street or S Tacoma Way/SR 512-Perkins Lane may operate worse than reported in this table.

As shown in Table 1, all study intersections currently operate at LOS D or better with the exception of the State Route (SR) 512/I-5 Southbound Off-Ramp traffic signal which operates at LOS E primarily due to long vehicle delays on the southbound off-ramp approaching SR 512.

Although all study intersections are calculated to meet City and WSDOT level of service standards, when comparing these calculated performance measures to field observations and real-world driver experience, it is important to note that these calculations are based on the volume of vehicles that travelled through each intersection and may not fully capture the actual travel demand. This is demonstrated by observed congestion at the two SR 512 intersections where calculated delays may be shorter than those experienced in the field. However, the calculated results do illustrate similar patterns of performance and relative congestion to those observed in the field, which indicates that the methodology is useful in evaluating the performance of potential improvements.

Roadway V/C ratios and LOS were calculated for mid-block arterial roadway sections throughout the City of Lakewood, based on and on the HCM methodology and current PM peak hour traffic volumes. The results are shown in Table 2.

Table 2. Existing (2014) Weekday PM Peak Hour Roadway Traffic Operations Summary

	Existing (2014) Volume			Existing (2014) V/C	
Street Name/Section	NB/EB[1]	SB/WB[1]	Existing Capacity[2]	NB/EB	SB/WB
Ardmore Dr SW					
southeast of Steilacoom Blvd SW	480	480	720	0.67	0.67
northwest of Whitman Ave SW	370	460	720	0.51	0.64
Bridgeport Way W					
north of 75th St W	1,320	1,070	2,050	0.64	0.52
north of Custer Rd W	920	900	2,050	0.45	0.44
south of Custer Rd W	820	770	2,050	0.40	0.38
north of Gravelly Lake Dr SW	1,070	890	2,050	0.52	0.43
south of Gravelly Lake Dr SW	740	680	2,050	0.36	0.33
north of 100th St SW	790	810	2,050	0.39	0.40
south of 100th St SW	570	620	2,050	0.28	0.30
south of Lakewood Dr SW	950	900	2,050	0.46	0.44
north of 112th St SW	880	760	2,050	0.43	0.37
north of Pacific Highway SW	1,180	910	2,050	0.58	0.44
south of Pacific Highway SW	1,250	990	2,050	0.61	0.48
at Clover Creek bridge south of I-5	940	510	2,050	0.46	0.25
Custer Rd SW/ W					
northeast of Bridgeport Way SW	730	940	1,825	0.40	0.52

Street Name/Section	Existing (2014) Volume NB/EB[1]	Existing (2014) Volume SB/WB[1]	Existing Capacity[2]	Existing (2014) V/C NB/EB	Existing (2014) V/C SB/WB
southwest of Bridgeport Way SW	790	1,040	1,825	0.43	0.57
north of 88th St SW	860	1,050	1,825	0.47	0.58
south of 88th St SW	120	180	2,050	0.06	0.09
Far West Dr SW					
south of Steilacoom Blvd SW	350	330	2,050	0.17	0.16
Gravelly Lake Dr SW					
southwest of Steilacoom Blvd SW	390	330	2,050	0.19	0.16
northeast of Bridgeport Way SW	280	290	1,825	0.15	0.16
southwest of Bridgeport Way SW	670	560	2,050	0.33	0.27
south of Mount Tacoma Dr SW	960	740	2,050	0.47	0.36
south of 100th St SW	950	790	2,050	0.46	0.39
south of Alfaretta St SW	920	670	2,050	0.45	0.33
north of Wildaire Rd SW	1,020	860	2,050	0.50	0.42
north of 112th St SW	920	870	2,050	0.45	0.42
west of 112th St SW	980	970	2,050	0.48	0.47
west of end Nyanza Rd SW (S)	890	830	975	0.91	0.85
north of Pacific Highway SW	1,380	1,070	2,050	0.67	0.52
south of Pacific Highway SW	1,330	1,020	2,050	0.65	0.50
Hipkins Rd SW					
south of Steilacoom Blvd SW	450	360	720	0.63	0.50
Lakeview Ave SW					
south of 100th St SW	240	290	1,825	0.13	0.16
south of Steilacoom Blvd SW	260	220	1,825	0.14	0.12
Lakewood Dr SW					
north of 74th St W	1,150	1,520	2,050	0.56	0.74
south of 74th St W	880	900	1,825	0.48	0.49
north of Steilacoom Blvd SW	1,050	990	1,825	0.58	0.54
south of Steilacoom Blvd SW	690	680	2,050	0.34	0.33
north of 100th St SW	260	350	2,050	0.13	0.17
Military Rd SW					
south of 112th St SW	470	280	975	0.48	0.29
northwest of 112th St SW	320	170	975	0.33	0.17
Mount Tacoma Dr SW					
west of Bridgeport Way	200	170	975	0.21	0.17
west of Gravelly Lake Dr	390	410	975	0.40	0.42
Murray Rd SW					
north of 146th St SW	1,040	530	1,825 NB / 975 SB	0.57	0.54
N Gate Rd SW					
northeast of Nottingham Rd SW	450	280	720	0.63	0.39
N Thorne Ln SW					
southeast of Union Ave SW	270	450	720	0.38	0.63
Nyanza Rd SW (N)					
north of Gravelly Lake Dr SW	410	220	975	0.42	0.23
south of Gravelly Lake Dr SW	430	300	975	0.44	0.31
Pacific Highway SW					
north of 108th St SW	1,050	850	2,050	0.51	0.41

Street Name/Section	Existing (2014) Volume NB/EB[1]	Existing (2014) Volume SB/WB[1]	Existing Capacity[2]	Existing (2014) V/C NB/EB	Existing (2014) V/C SB/WB
southwest of 108th St SW	600	490	2,050	0.29	0.24
northeast of Bridgeport Way SW	530	500	2,050	0.26	0.24
southwest of Bridgeport Way SW	350	310	975	0.36	0.32
east of Gravelly Lake Dr SW	320	320	720	0.44	0.44
Phillips Rd SW					
north of Steilacoom Blvd SW	420	280	720	0.58	0.39
South Tacoma Way					
north of 84th St SW	770	970	2,050	0.38	0.47
north of Steilacoom Blvd	1,000	1,240	2,050	0.49	0.60
south of Steilacoom Blvd SW	990	1,310	2,050	0.48	0.64
north of 96th St S	910	1,300	2,050	0.44	0.63
north of 100th St SW	780	950	2,050	0.38	0.46
south of SR 512	1,060	1,190	2,050	0.52	0.58
southeast of Pacific Highway SW	600	840	2,050	0.29	0.41
Steilacoom Blvd SW					
east of Farwest Dr SW	830	840	1,825	0.45	0.46
west of 87th Ave SW	990	830	1,825	0.54	0.45
west of 83rd Ave SW/Hipkins Rd SW	960	1,190	2,050	0.47	0.58
west of Phillips Rd SW	1,140	1,430	1,825	0.62	0.78
east of Phillips Rd	1,340	1,780	2,050	0.65	0.87
southeast of 88th St SW	710	1,040	1,825	0.39	0.57
west of Bridgeport Way SW	430	570	1,825	0.24	0.31
east of Bridgeport Way SW	470	580	1,825	0.26	0.32
west of Gravelly Lake Dr SW	500	600	1,825	0.27	0.33
east of Lakewood Dr SW	900	960	2,050	0.44	0.47
west of Lakeview Ave SW	940	930	2,050	0.46	0.45
west of South Tacoma Way	1,000	920	2,050	0.49	0.45
Union Ave SW					
northeast of Berkeley St SW	250	220	720	0.35	0.31
southwest of North Thorne Ln SW	180	170	720	0.25	0.24
Washington Blvd SW					
west of Gravelly Lake Dr SW	820	940	975	0.84	0.96
Whitman Ave SW					
south of Ardmore Dr SW	310	260	975	0.32	0.27
40th Ave SW					
north of 100th St SW	360	390	975	0.37	0.40
74th St					
west of Lakewood Dr	960	1,010	2,050	0.47	0.49
83rd Ave SW					
north of Steilacoom Blvd SW	370	300	975	0.38	0.31
84th St S					
east of South Tacoma Way	540	570	2,050	0.26	0.28
87th Ave SW					
south of Steilacoom Blvd SW	140	180	720	0.19	0.25
north of Steilacoom Blvd SW	490	350	975	0.50	0.36
88th St SW					

Street Name/Section	Existing (2014) Volume NB/EB[1]	Existing (2014) Volume SB/WB[1]	Existing Capacity[2]	Existing (2014) V/C NB/EB	Existing (2014) V/C SB/WB
east of Steilacoom Blvd SW	780	840	1,825	0.43	0.46
93rd St SW					
east of Whitman Ave SW	180	220	975	0.18	0.23
96th St S					
west of South Tacoma Way	430	300	975	0.44	0.31
east of South Tacoma Way	920	630	1,825	0.50	0.35
100th St SW					
west of South Tacoma Way	840	670	1,825	0.46	0.37
east of Lakeview Ave SW	1,180	930	2,050	0.58	0.45
west of Lakeview Ave SW	980	810	2,050	0.48	0.40
east of Lakewood Dr SW	1,130	1,040	2,050	0.55	0.51
east of Bridgeport Way	730	710	2,050	0.36	0.35
east of Gravelly Lake Dr	390	450	1,825	0.21	0.25
108th St SW					
west of Pacific Highway SW	550	460	720	0.76	0.64
east of Bridgeport Way SW	450	390	975	0.46	0.40
west of Bridgeport Way SW	300	270	975	0.31	0.28
east of Davisson Rd SW	270	230	975	0.28	0.24
112th St SW/S					
between Military Rd SW & Farwest Dr S	200	210	720	0.28	0.29
east of Gravelly Lake Drive	310	350	975	0.32	0.36
east of Bridgeport Way SW	180	190	975	0.18	0.19
west of Bridgeport Way SW	290	310	720	0.40	0.43
150th St SW					
east of Woodbrook Rd SW	490	270	720	0.68	0.38

1. Volumes shown are for northbound and southbound (NB and SB) when the roadway is oriented NB-SB or eastbound and westbound (EB and WB) when oriented EB-WB.
2. When roadway capacity differs between a roadway's two directions of travel, each direction's capacity is shown (e.g. NB / SB or EB / WB).

Figure 5 highlights the one arterial segment within the City of Lakewood that currently operates at LOS D (v/c > 0.90) or worse under existing (2014) conditions: westbound Washington Boulevard SW west of Gravelly Lake Drive SW. Although operating at LOS F with a v/c of 1.22, this roadway segment does not currently exceed its adopted LOS F and 1.30 v/c standard.

Freight System

The Washington State Freight and Goods Transportation System (FGTS) is used to classify state highways, county roads, and city streets according to average annual gross truck tonnage they carry as directed by RCW 47.05.021. The FGTS establishes funding eligibility for the Freight Mobility Strategic Investment Board (FMSIB) grants and supports designations of HSS (Highways of Statewide Significance) corridors, pavement upgrades, traffic congestion management, and other state investment decisions.

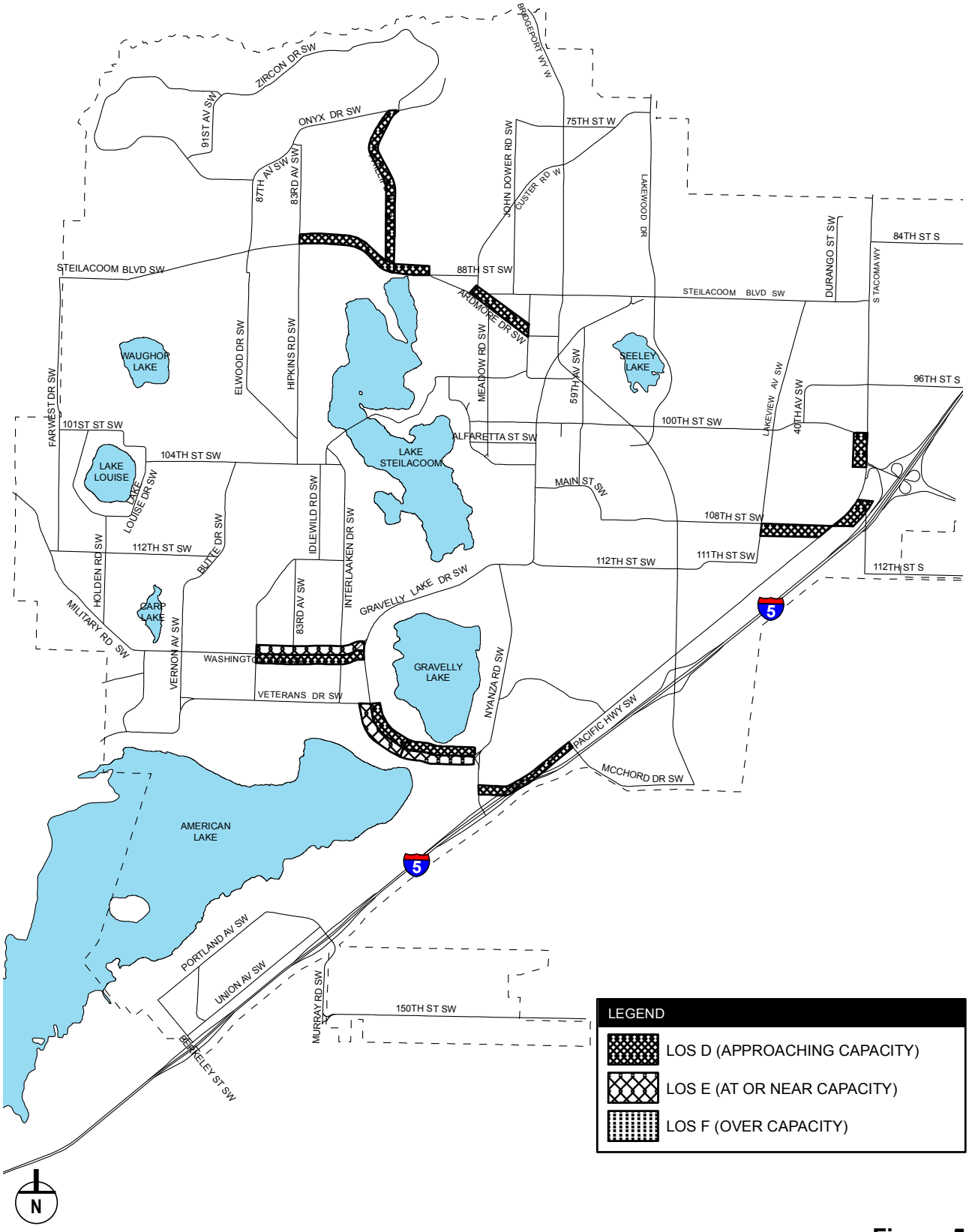


Figure 5
Existing (2014) Weekday PM Peak Hour Roadway LOS Where LOS D or Worse

Source: Transpo Group

July 2015

The FGTS classifies roadways using five freight tonnage classifications, T-1 through T-5. Routes classified as T-1 or T-2 are considered strategic freight corridors and are given priority for receiving FMSIB funding. Within the City of Lakewood, the western terminus of SR 512 up to Pacific Highway SW has the highest classification at T-1, which reflects this state route's connectivity to I-5 and the broader Puget Sound region freeway system. The City of Lakewood also classifies all principal arterials as truck routes and designs these roadways to serve fright movement. Industrial areas throughout the City served by these routes include the Lakewood Industrial Park, the areas southeast of the SR 512/I-5 interchange, and other designated industrial areas throughout the City

Non-Motorized Travel System

Pedestrian and bicycle facilities play a vital role in the City's transportation environment. The non-motorized transportation system is comprised of facilities that promote mobility without the aid of motorized vehicles. A well-established system encourages healthy recreational activities, reduces travel demand on City roadways, and enhances safety within a livable community. Pedestrian and bicycle facilities also provide access to/from transit facilities. Good transit access can increase the use of non-automobile travel modes, and vice versa.

The City of Lakewood has developed a Non-Motorized Transportation Plan (NMTP, June 2009). The NMTP provided an inventory of the City's pedestrian and bicycle facilities, evaluated deficiencies and needs, and identified projects and strategies to enhance the non-motorized system.

Transit System

Three transit providers operate within the City of Lakewood: Pierce Transit, Intercity Transit, and Sound Transit. Pierce Transit provides bus service throughout Lakewood and all three transit agencies provide service to areas outside of Lakewood.

Pierce Transit provides transit service within the City of Lakewood and throughout Pierce County. There are currently ten local routes serving the City of Lakewood, offering connections to McChord AFB, Parkland Transit Center, Tillicum, Steilacoom, Tacoma Mall, and downtown Tacoma. Nine of these routes connect at the Lakewood Transit Center, adjacent to the north side of Lakewood Towne Center.

In addition to the local transit routes, regional express routes to Seattle and Olympia operated by Sound Transit and Intercity Transit also serve the SR 512 Park and Ride located at the junction of SR 512 and South Tacoma Way, and the Lakewood Sounder Station. Sound Transit operates three bus routes that serve the City of Lakewood as well as the Lakewood-Seattle Commuter Train. Intercity Transit operates four daily commuter routes that serve Lakewood and one weekend route. Table 1 lists Pierce Transit, Sound Transit, and Intercity transit routes currently serving the City of Lakewood.

Table 3. Transit Service Routes

Route No.	Operator	Description	Service Area	Schedule
2	Pierce Transit	S 19th St – Bridgeport	Downtown Tacoma to Lakewood Mall	Weekdays – every 30 minutes Sat/Sun. – every 30 minutes
3	Pierce Transit	Lakewood – Tacoma	Downtown Tacoma to Lakewood Mall	Weekdays – every 30 minutes Sat/Sun. – every 30 minutes
48	Pierce Transit	Sheridan – M St	Downtown Tacoma to Lakewood Mall	Weekdays – every 30 minutes Sat/Sun. – every hour
51	Pierce Transit	Union Ave	Ruston to St Clare Hospital	Weekdays – every hour

Route No.	Operator	Description	Service Area	Schedule
				Sat/Sun. – every hour
202	Pierce Transit	72nd St	Lakewood Mall to Tacoma City Park	Weekdays – every 30 minutes Sat/Sun. – every 30 minutes
204	Pierce Transit	Lakewood - Parkland	Pacific Lutheran University to Lakewood Mall	Weekdays – every 30 minutes Sat/Sun. – every 30 minutes
206	Pierce Transit	Pacific Highway – Tillicum	Lakewood Mall to Tillicum	Weekdays – every 45 minutes Sat/Sun. – every 45 minutes
212	Pierce Transit	Steilacoom	Lakewood Mall to Steilacoom Ferry	Weekdays – every 30 minutes Sat/Sun. – every hour
214	Pierce Transit	Washington	Lakewood Mall to Pierce College to American Lake Veterans Hospital	Weekdays – every 30 minutes Sat/Sun. – every hour
300	Pierce Transit	S Tacoma Way	Tacoma Mall to McChord Air Force Base	Weekdays – every 30 minutes Sat/Sun. – every hour
574	Sound Transit	Lakewood – Sea-Tac	Lakewood Mall to Sea-Tac Airport	Weekdays – every 30 minutes Sat/Sun. – every 30 minutes
592	Sound Transit	Olympia/DuPont – Seattle	Downtown Seattle to Downtown Olympia	Weekdays – every 20 minutes Sat/Sun. – every 30 minutes
594	Sound Transit	Lakewood – Seattle	Downtown Seattle to Downtown Tacoma to DuPont	Weekdays – every 15 minutes Sat/Sun. – every 30 minutes
Train	Sound Transit	Commuter rail line from Lakewood to Seattle	Downtown Seattle to St Clare Hospital	Weekdays – every 30 minutes Sat/Sun. – No Service
603	Intercity Transit	Olympia – Tumwater – Tacoma - Lakewood	Downtown Tacoma to Tumwater	Weekdays – every 30 minutes Sat/Sun. – No Service
605	Intercity Transit	Weekend Service	Downtown Tacoma to Tumwater	Weekdays – No Service Sat/Sun. – Every hour
609	Intercity Transit	S 19th St – Bridgeport	Downtown Tacoma to Lakewood Mall	Weekdays – every 30 minutes Sat/Sun. – every 30 minutes
612	Intercity Transit	Lakewood – Tacoma	Downtown Tacoma to Lakewood Mall	Weekdays – every 30 minutes Sat/Sun. – every 30 minutes
620	Intercity Transit	Sheridan – M St	Downtown Tacoma to Lakewood Mall	Weekdays – every 30 minutes Sat/Sun. – every hour

1. Route and service information provided on each transit agencies' website (Accessed 7/1/2015).

Pierce Transit also provides door-to-door paratransit service via the Shuttle for the mentally ill and physically impaired. This service is available through the Pierce Transit Dispatch Office. Rideshare and ridematch programs are also available for commuters who want to start or join a carpool or vanpool.

In support of these transit operations, several transit service facilities are also provided in Lakewood including:

- The Lakewood Transit Center located in the Town Center area,
- The SR 512 Park & Ride near the SR 512 / I-5 interchange, and
- Lakewood Station on Pacific Highway SW near the Bridgeport Way SW interchange with I-5

City Transportation Programs

The City of Lakewood maintains a Six-Year Comprehensive Transportation Improvement Program (Six-Year TIP) that provides a six-year list of proposed transportation-related capital expenditures and associated operating costs for the City. This plan sets funding strategies not only for the current year, but also to project future needs for major construction, land acquisition, and equipment to improve the cultural environment, capital infrastructure, and recreational opportunities for the citizens of Lakewood.

The City maintains a pavement resurfacing program to maintain the City's road system to the highest condition rating with the funds available using asphalt overlays and surface chip seals. The City uses a Pavement Management System software program to help identify individual resurfacing projects. The City targets alternating annual funding of $30,000 and $5,000 for the pavement management software program while funding for pavement resurfacing varies each year depending on roadway locations and resurfacing needs. The City's 2016-2021 Six-Year Transportation Improvement Program identifies a minimum annual expenditure of $1,410,000 for pavement resurfacing during the next six years.

Travel Forecasts and Needs Evaluation

In addition to addressing existing transportation system issues, the City must develop its transportation system to accommodate forecast growth. The Growth Management Act (GMA) requires that the transportation planning horizon be at least ten years in the future. The City has adopted 2030 as the forecast year for the Transportation Element consistent with the Land Use Element.

The City's travel demand model was updated to support the City's transportation planning efforts. The travel demand model provides a tool for forecasting long-range traffic volumes based on the projected growth in housing and employment identified in the Land Use Element. However, it must be noted that the specific land use forecasts included in the model are intended for planning purposes only and in no way are intended to restrict or require specific land use actions. The land use forecasts are consistent and supportive with the adopted countywide growth targets for the City and region.

The following sections summarize the travel demand forecast, planned improvements, and level of service standards used to evaluate the adequacy of the City's planned transportation system. A future baseline scenario (2030 Baseline) was evaluated that reflects all currently planned land uses and transportation improvements. Where deficiencies were identified by this analysis when compared to the City's adopted standards, improvements were identified to be added to the City's Comprehensive Plan (2030 Plan).

Travel Demand Forecasts

A citywide travel demand model was developed using the Visum computer software package. An important function of a travel demand model is its ability to analyze future land use and its corresponding travel forecasts. The model calculates trip generation based on land use characteristics, allowing the impact of different land use types and development intensities to be evaluated.

The City's travel demand model developed in 2009 was updated as part of the I-5 JBLM Corridor Plan. The I-5/JBLM/Lakewood Model (or 2014 Lakewood Model) was the basis for the 2015 Transportation Element update because in enhances the 2009 model with more detail around I-5 and JBLM facilities and travel demands. The 2009 Lakewood Model was a refined version of Pierce County's older regional EMME model, but was converted to the Visum software platform. TAZs had also been subdivided to better reflect travel patterns in the Cities of Lakewood and DuPont, and for JBLM areas.

The 2014 Lakewood Model was built to be generally consistent with PSRC model inputs and outputs, such as regional land use forecasts, mode share estimates, and trip distribution in the model area, along with future forecasts at some external zones. The model also included the roadway network in eastern Thurston County. The 2014 Lakewood Model is generally consistent with TRPC future volume forecasts for Thurston County external zones.

Land use inputs drive the travel demand developed for the study area. In other words, the number of person trips generated in the model is directly tied to the land use inputs. These land use inputs can be in units of people, homes, or employment, or for more unique land types, specific traffic counts. The land use growth assumed in the City's travel demand model is consistent with the Land Use Element.

Within the City of Lakewood, the number of residential dwelling units was forecast to grow at an annual growth rate of 1.3 percent until 2030, based on Pierce County growth targets for the City of Lakewood. The number of employees is expected to growth at an annual growth

rate of 1.6 percent until 2030, consistent with the growth agreed upon by Pierce County and local cities and the Land Use Element of the City of Lakewood Comprehensive Plan.

Planned Transportation Improvements

The City has identified a comprehensive list of multimodal transportation system improvement projects and programs. The multimodal improvement projects address transportation needs within the existing City limits. Improvements under other jurisdictions include previously identified projects as well as potential improvements identified by the City of Lakewood. The City will continue to coordinate with the other agencies in their transportation planning efforts to facilitate development of a comprehensive transportation system for the City and surrounding communities.

The following sections describe roadway network and transit service/capital project planned to improve the transportation system within the City. Additional improvement not currently included but identified to be added to the City's Comprehensive Plan are also identified (2030 Plan). Non-motorized improvements have been separately identified in the City's Non-Motorized Transportation Plan (NMTP, June 2009).

Roadway Network Improvements

Adapted from the existing street network, the future street network includes various planned transportation improvements. For travel demand forecasting purposes, only funded projects associated with vehicle operations and roadway capacity have been analyzed in the City's travel demand model. The following are planned transportation improvements outside the City assumed when evaluating future 2030 Baseline model:

- High-Occupancy Vehicle lanes on I-5 and SR 16 in the Tacoma area, north of S 38th Street
- SR 510 Yelm Loop
- I-5 Congestion Management TIGER III (Southbound auxiliary lane and ramp metering)
- Point Defiance Bypass rail project
- JBLM Joint-Base Connector Phase 1 (Rainer Gate Closed)
- JBLM Integrity Gate Open
- JBLM Mounts Road Gate Open (full access)
- JBLM I-Street and Pendleton Gates Closed

For areas within the City, the future 2030 Baseline scenario includes only the projects that have been recently completed or will be completed in the near future as identified in the City's current (2016-2021) Six-Year Transportation Program project list. This scenario provides a baseline for identifying future deficiencies, which are used to establish a framework for developing the Transportation Systems Plan. The 2030 Baseline scenario includes the following planned improvements:

- **Madigan Access Improvement Project** - Activate the traffic signal at the Union Avenue SW / Berkeley Avenue SW and add dual left-turn lanes from Union Avenue SW to Berkeley Avenue SW.
- **Steilacoom Boulevard / S Tacoma Way Intersection** – Add eastbound right-turn lane on Steilacoom Boulevard, replace/upgrade traffic signal controllers, and implement access control in the vicinity of the intersection.

- **Gravelly to Thorne Connector** – Construct a new two-way connector road between Tillicum and Gravelly Lake Drive, and install a traffic signal at the Union Avenue SW/Thorne Lane SW.

The future 2030 Plan scenario includes improvement projects expected to be completed as part of the City's Transportation Element. The 2030 Plan scenario includes the following long-term improvement projects which were identified based on the evaluation of 2030 Baseline conditions described in the later 2030 Baseline & Plan Evaluation section:

- All 2030 Baseline improvements
- **96th Street Two-Way Left-Turn Lane** – Construct a center two-way left-turn lane from 500 feet east of S Tacoma Way to the I-5 underpass.
- **Murray Road & 150th Street Corridor Widening** – Widen southbound Murray Road north of S 146th Street to two travel lanes. Previous phases of this project have been constructed and are reflected in existing conditions.
- **Gravelly Lake Drive: Bridgeport to Steilacoom Road Diet** – Reduce four travel lanes to two travel lanes with a center two-way left-turn lane.
- **Rechannelize Southbound S Tacoma Way at 96th Street** – Reconfigure the southbound channelization on southbound S Tacoma Way at 96th Street SW to provide two left-turn lanes, one through lane, and one shared through/right-turn lane, and modify associated traffic signal heads.

Note that the WSDOT is currently preparing an Interchange Justification Report (IJR) to identify improvements to the interchanges between SR 512 and Nisqually. Within the City of Lakewood, this study is considering potential improvements to the Thorne Lane SW and Berkeley Avenue SW interchanges. This study is currently still in progress and as such, no specific improvements to either of these interchanges or I-5 within the City are included in the future conditions analysis.

Transit Planned Service and Capital Improvements

Pierce Transit's planned service and capital improvements are summarized in the *Transit Development Plan: 2014-2019* and show no anticipated bus expansions. Bus routes are regularly reviewed for potential modification and/or consolidation although no specific expansion of bus route service is planned from 2015 and beyond, although vanpool service is anticipated to expand by approximately 10 vans per year through the 2019 planning horizon.

Sound Transit's current long-range plans are summarized in the *Final Supplemental Environmental Impact Statement on the Regional Transit Long-Range Plan* (2005). This plan identified two potential Sound Transit service expansions beyond existing conditions that would be located within the Lakewood:

1) The potential extension of Sounder Commuter Rail service from its current southern terminus at the Lakewood Sounder Station to a new station located in DuPont, although funding/construction of this extension was not included within the Sound Transit 2 funding package, and
2) A potential Bus Rapid Transit (BRT) route from DuPont to Lakewood and extending north to Tacoma and Federal Way.

Potential additional changes to Sound Transit service have been adopted by Sound Transit's Board of Directors in the Sound Transit *Regional Transit Long-Range Plan Update Final Supplemental Environmental Impact Statement* (November 2014). This document is the basis behind the potential "Sound Transit 3" funding package that is anticipated to be put a public vote in November 2016. Within Lakewood, this plan would maintain the previously planned extension of Sounder Commuter Rail service to DuPont and adds a potential regional

express/BRT service from Lakewood to Spanaway, Frederickson, South Hill, and Puyallup. However, it is important to consider that none of these potential Sound Transit service expansions are currently funded.

Based on a review of **Intercity Transit's** 2015-2019 *Strategic Plan*, no specific Intercity Transit service changes or capital projects are anticipated to occur that impact Lakewood.

Level of Service Standards & Concurrency

Level of service (LOS) standards establish the basis for the concurrency requirements in the GMA, while also being used to evaluate impacts as part of the State Environmental Protection Act (SEPA). Agencies are required to "adopt and enforce ordinances which prohibit development approval if the development causes the level of service on a transportation facility to decline below the standards adopted in the transportation element of the comprehensive plan, unless transportation improvements or strategies to accommodate the impacts of development are made concurrent with development" (RCW 36.70A.070(6)(b)). Therefore, setting the LOS standard is an essential component of regulating development and identifying planned improvements for inclusion in the Transportation Element.

Level of Service Definitions

Level of service is both a qualitative and quantitative measure of roadway and intersection operations. Level of service uses an "A" to "F" scale to define the operation of roadways and intersections as follows:

LOS A: Primarily free flow traffic operations at average travel speeds. Vehicles are completely unimpeded in their ability to maneuver within the traffic stream. Control delays at signalized intersections are minimal.

LOS B: Reasonably unimpeded traffic flow operations at average travel speeds. The ability to maneuver within the traffic stream is only slightly restricted and control delays at signalized intersections are not significant.

LOS C: Stable traffic flow operations. However, the ability to maneuver and change lanes may be more restricted than in LOS B, and longer queues, adverse signal coordination, or both may contribute to lower than average travel speeds.

LOS D: Small increases in traffic flow may cause substantial increases in approach delays and, hence, decreases in speed. This may be due to adverse signal progression, poor signal timing, high volumes, or some combination of these factors.

LOS E: Significant delays in traffic flow operations and lower operating speeds. Conditions are caused by some combination of adverse progression, high signal density, high volumes, extensive delays at critical intersections, and poor signal timing.

LOS F: Traffic flow operations at extremely low speeds. Intersection congestion is likely at critical signalized intersections, with high delays, high volumes, and extensive vehicle queuing.

A more technical method of measuring LOS is described in the Transportation Research Boards *Highway Capacity Manual* (HCM), which involves the calculation of the volume-to-capacity ratio (V/C) of a roadway or intersection. The V/C ratio ranges shown in Table 4have been developed for determining corridor LOS for urban roadways.

Table 4. Level of Service Criteria for Urban and Rural Roadways

LOS		Volume-to-Capacity (V/C) Ratio
A	less than or equal to	0.3
B	less than or equal to	0.5
C	less than or equal to	0.75
D	less than or equal to	0.90
E	less than or equal to	1.0
F	greater than	1.0

State Highway Level of Service Standards

The City of Lakewood is served by two state highways. Both of the highways, I-5 and SR 512, are classified as Highways of Statewide Significance (HSS). There are no state highways classified as Highways of Regional Significance (HRS) within Lakewood.

State law sets LOS D for HSS facilities in urban areas and LOS C for HSS facilities in rural areas. Both I-5 and SR 512 are classified as Urban within the Lakewood planning area so LOS D applies. The GMA concurrency requirements do not apply to HSS facilities.

WSDOT applies these standards to highway segments, intersections, and freeway interchange ramp intersections. When a proposed development affects a segment or intersection where the level of service is already below the region's adopted standard, then the pre-development level of service is used as the standard. When a development has degraded the level of service on a state highway, WSDOT works with the local jurisdiction through the SEPA process to identify reasonable and proportional mitigation to offset the impacts. Mitigation could include access constraints, constructing improvements, right-of-way dedication, or contribution of funding to needed improvements.

City of Lakewood Level of Service Standards

The City has adopted LOS standards for transportation facilities under its jurisdiction as required under the GMA. The Comprehensive Plan adopts the following roadway capacity and LOS standard:

> *Maintain LOS D with a V/C ratio threshold of 0.90 during weekday PM peak hour conditions on all arterial streets and intersection in the city, including state highways of statewide significance.*

Although, this standard is typically considered reasonable and is used in most urban areas in the Puget Sound region, some transportation facilities are considered fully built-out and are not able to be further improved due to either physical limitations or very high financial cost. Setting different LOS standards for specific areas is a common practice that accounts for the function and use of the roadways into acceptable operating conditions. At locations where physical limitations prevent widening or where a very high financial cost to construct additional improvements would likely occur, LOS standards are based on the 2030 Plan scenario described in the later 2030 Baseline & Plan Evaluation section.

- Maintain LOS F with a V/C ratio threshold of 1.10 in the Steilacoom Boulevard corridor between 88th Street SW and 83rd Avenue SW.
- Maintain LOS F with a V/C ratio threshold of 1.30 on Gravelly Lake Drive between I-5 and Washington Boulevard SW and Washington Boulevard SW, west of Gravelly Lake Drive.

Signalized and stop-sign controlled intersection LOS shall be calculated based on the most recent version of the *Highway Capacity Manual* (HCM, Transportation Research Board). Signalized and all-way stop-controlled intersection level of service shall be calculated for the overall intersection while side-street (two-way) stop-controlled intersections shall be calculated for the worst operating travel lane group at the intersection. Intersection level of service at roundabout intersections shall be evaluated using the Sidra software program roundabout methodology for the overall intersection and signalized LOS delay thresholds from the current HCM. When HCM or Sidra intersection methodologies are unable to be applied due to limitations of the methods, alternative calculation methods may be used.

The City also recognizes how intersection control (e.g., traffic signals, roundabouts, and stop signs) defines level of service. For two-way and one-way stop-controlled intersections, the LOS is defined by the amount of time vehicles are waiting at the stop sign. Although a substantial volume of traffic can proceed through the intersection without any delays, a small volume at the stop sign can incur delays that would exceed LOS D. To avoid mitigation that would only serve a small volume of traffic, the City may allow two-way and one-way stop-controlled intersections to operate worse than the LOS standards. However, the City requires that these instances be thoroughly analyzed from an operational and safety perspective.

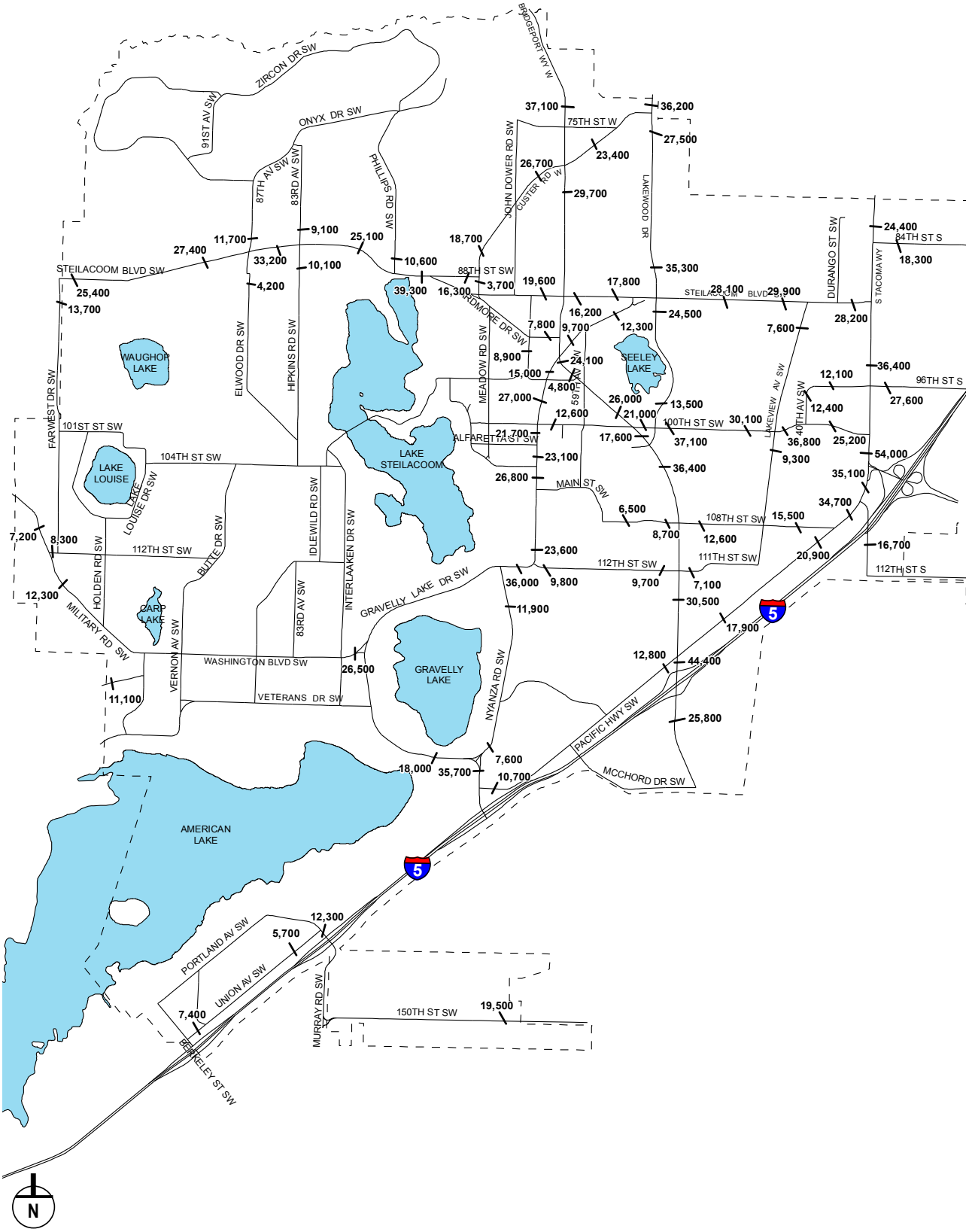
As appropriate, mitigation will be identified and required to address potential impacts to safety or operations. Potential installation of traffic signals or other traffic control devices at these locations shall be based on the Manual on Uniform Traffic Control Devices (MUTCD), the Transportation Element, and sound engineering practices. This allowance within the LOS standards is needed because the installation of a traffic signal or other traffic control device may not be warranted per the MUTCD or desirable based on the proximity of other current or planned traffic controls as identified in the Transportation Element.

2030 Baseline & Plan Evaluation

The 2030 travel demand model assumed currently committed and planned transportation improvement projects would be constructed by 2030 as discussed above. This scenario provides a baseline for identifying potential alternative transportation improvement needs. The results of the alternatives evaluation were used to establish a framework for the Transportation Systems Plan.

The updated Lakewood travel demand model was used to convert forecasted 2030 land use data into vehicle travel demand growth on City roadways. This travel demand growth was then used to forecast 2030 traffic volumes and travel patterns. Figure 6 and Figure 7 summarize the forecast daily and weekday PM peak hour traffic volumes throughout Lakewood.

Traffic operations for forecast 2030 conditions were evaluated and have been summarized in Table 5 for intersection operations and Table 6 for roadway operations. Locations falling below City or WSDOT level of service (LOS) standards are highlighted in both tables. Both the future planned intersection and roadway segment LOS results are compared with the baseline conditions results to understand potential deficiencies in the transportation system, and whether the identified long-term transportation improvements address the baseline deficiencies.

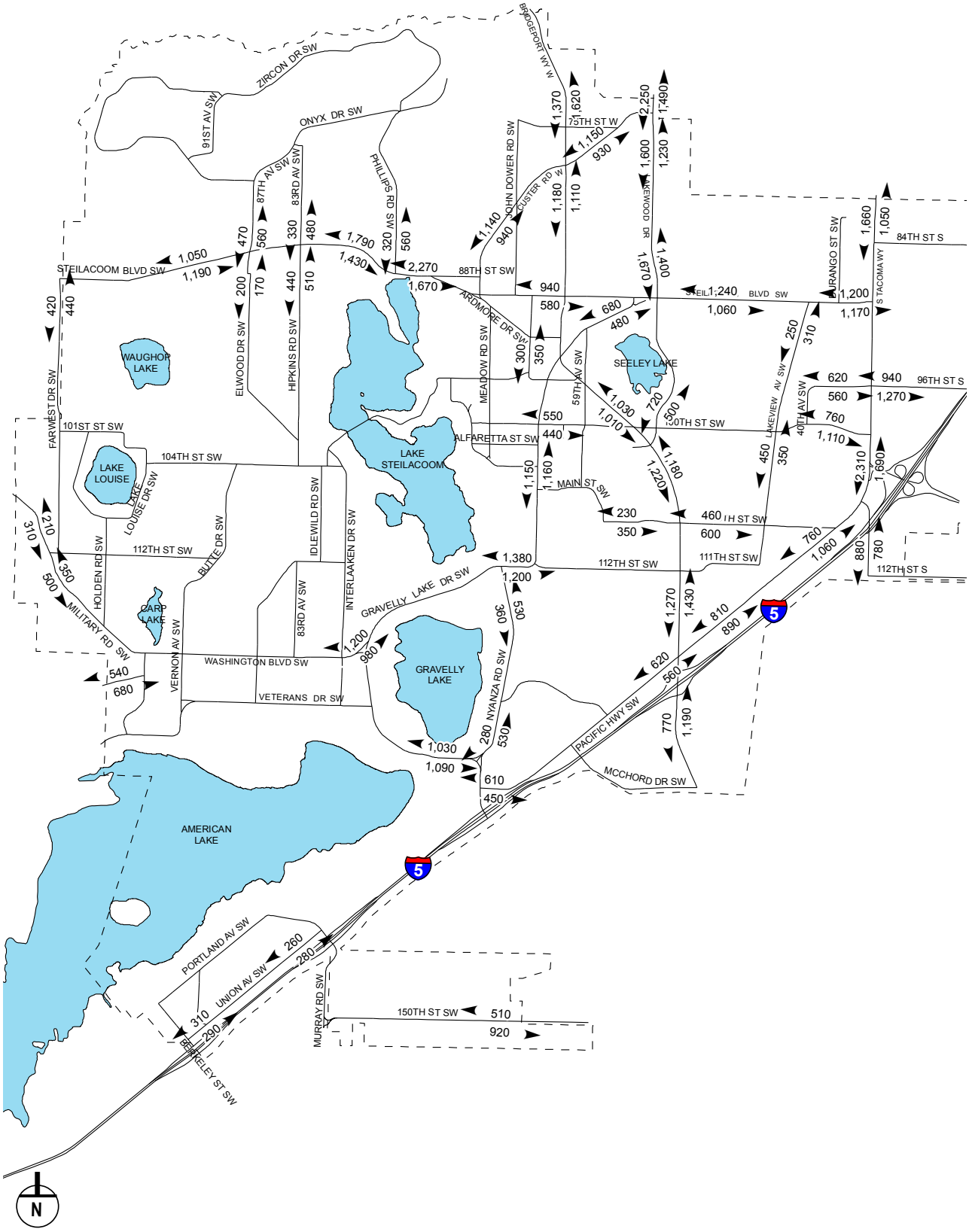


0 2,100 4,200 Feet

Source: Transpo Grou

July 2015

Figure 6
Future (2030) Weekday Daily Traffic Volumes



0 2,000 4,000 Feet

Figure 7
Future (2030) Weekday PM Peak Hour Traffic Volumes

Source: Transpo Group

July 2015

Table 5. Future (2030) Weekday PM Peak Hour Intersection Traffic Operations Summary

	2030 Baseline		2030 Plan[1]	
Intersection	**LOS[2,3]**	**Delay[4]**	**LOS**	**Delay**
Berkeley Ave/NB I-5 Ramps[2]	D	46	-	-
Berkeley Ave/SB I-5 Ramps[2]	F	85		
Berkeley Ave/Union Ave	B	13		
Bridgeport Way/San Francisco Ave	A	9		
Bridgeport Way/NB I-5 Ramps[2]	B	20		
Bridgeport Way/SB I-5 Ramps[2]	B	14	-	-
Bridgeport Way/Pacific Hwy	D	53	-	-
Bridgeport Way/112th St	C	20	-	-
Bridgeport Way/108th St	C	28	-	-
Bridgeport Way/Lakewood Dr[2]	D	35	-	-
Bridgeport Way/100th St	D	51	-	-
Bridgeport Way/59th Ave	B	12	-	-
Bridgeport Way/Mt. Tacoma Dr	A	10	-	-
Bridgeport Way/Gravelly Lake Dr[2]	D	38	-	-
Bridgeport Way/93rd St	B	14	-	-
Bridgeport Way/Steilacoom Blvd	D	36	-	-
Bridgeport Way/Custer Rd	D	39	-	-
Bridgeport Way/75th St	C	21	-	-
Bridgeport Way/Meadow Park Rd	D	49	-	-
Gravelly Lake Dr/NB I-5 Ramps[2]	C	27	-	-
Gravelly Lake Dr/SB I-5 Ramps[2]	C	31	-	-
Gravelly Lake Dr/Pacific Hwy[2]	D	51	-	-
Gravelly Lake Dr/Nyanza Rd S[2]	A	10	-	-
Gravelly Lake Dr/Veterans Dr	B	15	-	-
Gravelly Lake Dr/Washington Blvd	C	21	-	-
Gravelly Lake Dr/Nyanza Rd N[2]	A	10	-	-
Gravelly Lake Dr/112th St	D	45	-	-
Gravelly Lake Dr/Main St[2]	C	26	-	-
Gravelly Lake Dr/Avondale Rd	A	6	-	-
Gravelly Lake Dr/Alfaretta St	B	12	-	-
Gravelly Lake Dr/100th St	C	23	-	-
Gravelly Lake Dr/Mt. Tacoma Dr	B	15	-	-
Gravelly Lake Dr/Steilacoom Blvd	C	20	-	-
Pacific Hwy/108th St[2]	C	25	-	-
Pacific Hwy/S Tacoma Way[2]	D	42	-	-
Steilacoom Blvd/Sentinel Dr	B	14	-	-
Steilacoom Blvd/Western State Hospital[2]	B	10	-	-
Steilacoom Blvd/87th Ave	C	25	-	-
Steilacoom Blvd/83rd Ave	C	34	-	-
Steilacoom Blvd/Custer ES	C	34	-	-
Steilacoom Blvd/Briggs Ln	C	28	-	-
Steilacoom Blvd/Phillips Rd[2]	B	13	-	-
Steilacoom Blvd/88th St[2]	C	25	-	-
Steilacoom Blvd/Custer Rd[2]	B	17	-	-
Steilacoom Blvd/Lakewood Dr	**E**	**66**	D	51

Intersection	2030 Baseline LOS[2,3]	2030 Baseline Delay[4]	2030 Plan[1] LOS	2030 Plan[1] Delay
Steilacoom Blvd/Hageness Dr	A	3	-	-
Steilacoom Blvd/Lakeview Dr	A	10	-	-
Steilacoom Blvd/Durango St	A	4	-	-
Steilacoom Blvd/S Tacoma Way	C	32	-	-
S Tacoma Way/Pacific Hwy[2]	D	42	-	-
S Tacoma Way/SR 512-Perkins Ln[2]	D	40	-	-
S Tacoma Way/100th St[2]	B	17	-	-
S Tacoma Way/96th St	**E**	**71**	D	48
S Tacoma Way/92nd St	A	7	-	-
S Tacoma Way/84th St[2]	B	17	-	-
SR 512/I-5 SB Off-Ramp	E	56	-	-
Thorne Ln/NB I-5 Ramps[2]	D	40	-	-
Thorne Ln/SB I-5 Ramps[2]	D	37	-	-
Thorne Ln/Union Ave	B	15	-	-
100th St/Lakewood Dr	D	42	-	-
Motor Ave/Whitman Ln	A	8	-	-
Ardmore Dr/Whitman Ln	B	12	-	-
Custer Rd/Lakewood Dr	D	55	-	-
Interlaaken Dr/Washington Blvd	A	5	-	-
75th St/Custer Rd	B	14	-	-
75th St/Lakewood Dr	C	26	-	-
108th St/Lakeview Dr	B	11	-	-
John Dower Rd/Custer Rd	B	12	-	-
88th St/Custer Rd[2]	A	6	-	-
112th St/Old Military Rd	A	7	-	-
112th St/Holden Rd	A	7	-	-
100th St/Lakeview Dr	C	31	-	-
100th St/59th Ave	B	16	-	-
108th St/Main St	B	12	-	-
100th St/David Ln	A	5	-	-
Murray Rd/150th St[5]	A	4	-	-

1. Traffic operations at locations where the 2030 Plan scenarios differs from the 2030 Baseline scenario are shown in both tables; where results are not shown for the 2030 Plan scenario, traffic operations remain the same as 2030 Baseline operations.
2. Level of service based on *Highway Capacity Manual (HCM) 2010* methodology unless otherwise noted.
3. Level of service based on *HCM 2000* methodology due to limitation of the *HCM 2010* methodology,
4. Average delay in seconds per vehicle.
5. Level of service based on Sidra roundabout methodology.

As shown in Table 5, the Steilacoom Boulevard SW / Lakewood Drive SW and S Tacoma Way / 96th Street S intersection would operate below the City's LOS D intersection standard without the planned improvements at both intersections.

Table 6. Future (2030) Weekday PM Peak Hour Roadway Traffic Operations Summary

	2030 Baseline					2030 Plan[1]		
Street Name/Section	NB/EB[2] Volume	SB/WB[2] Volume	Capacity[3]	NB/EB v/c	SB/WB v/c	Capacity	NB/EB v/c	SB/WB v/c
Ardmore Dr SW								
southeast of Steilacoom Blvd SW	550	610	720	0.76	0.85	-	-	-
northwest of Whitman Ave SW	420	530	720	0.58	0.74	-	-	-
Bridgeport Way W								
north of 75th St W	1,620	1,370	2,050	0.79	0.67	-	-	-
north of Custer Rd W	1,190	1,220	2,050	0.58	0.60	-	-	-
south of Custer Rd W	1,110	1,180	2,050	0.54	0.58	-	-	-
north of Gravelly Lake Dr SW	1,340	1,160	2,050	0.65	0.57	-	-	-
south of Gravelly Lake Dr SW	930	850	2,050	0.45	0.41	-	-	-
north of 100th St SW	1,030	1,010	2,050	0.50	0.49	-	-	-
south of 100th St SW	660	700	2,050	0.32	0.34	-	-	-
south of Lakewood Dr SW	1,180	1,220	2,050	0.58	0.60	-	-	-
north of 112th St SW	1,060	1,060	2,050	0.52	0.52	-	-	-
north of Pacific Highway SW	1,430	1,270	2,050	0.70	0.62	-	-	-
south of Pacific Highway SW	1,650	1,350	2,050	0.80	0.66	-	-	-
at Clover Creek bridge south of I-5	1,190	770	2,050	0.58	0.38	-	-	-
Custer Rd SW/ W								
northeast of Bridgeport Way SW	930	1,150	1,825	0.51	0.63	-	-	-
southwest of Bridgeport Way SW	980	1,150	1,825	0.54	0.63	-	-	-
north of 88th St SW	940	1,140	1,825	0.52	0.62	-	-	-
south of 88th St SW	260	190	2,050	0.13	0.09	-	-	-
Far West Dr SW								
south of Steilacoom Blvd SW	440	420	2,050	0.21	0.20	-	-	-
Gravelly Lake Dr SW								
southwest of Steilacoom Blvd SW	480	680	2,050	0.23	0.33	975	0.49	0.70
northeast of Bridgeport Way SW	350	610	1,825	0.19	0.33	975	0.36	0.63
southwest of Bridgeport Way SW	740	840	2,050	0.36	0.41	-	-	-
south of Mount Tacoma Dr SW	1,100	980	2,050	0.54	0.48	-	-	-
south of 100th St SW	1,080	1,070	2,050	0.53	0.52	-	-	-
south of Alfaretta St SW	1,050	950	2,050	0.51	0.46	-	-	-
north of Wildaire Rd SW	1,160	1,150	2,050	0.57	0.56	-	-	-
north of 112th St SW	1,100	1,170	2,050	0.54	0.57	-	-	-
west of 112th St SW	1,200	1,380	2,050	0.59	0.67	-	-	-
west of end Nyanza Rd SW (S)	1,090	1,030	975	1.12	1.06	-	-	-
north of Pacific Highway SW	1,670	1,320	2,050	0.81	0.64	-	-	-
south of Pacific Highway SW	1,530	1,350	2,050	0.75	0.66	-	-	-
Hipkins Rd SW								
south of Steilacoom Blvd SW	510	440	720	0.71	0.61	-	-	-
Lakeview Ave SW								
south of 100th St SW	350	450	1,825	0.19	0.25	-	-	-
south of Steilacoom Blvd SW	310	250	1,825	0.17	0.14	-	-	-
Lakewood Dr SW								
north of 74th St W	1,490	2,250	2,050	0.73	1.10	2,050	0.73	1.10

	2030 Baseline					2030 Plan[1]		
Street Name/Section	NB/EB[2] Volume	SB/WB[2] Volume	Capacity[3]	NB/EB v/c	SB/WB v/c	Capacity	NB/EB v/c	SB/WB v/c
south of 74th St W	1,230	1,600	1,825	0.67	0.88	-	-	-
north of Steilacoom Blvd SW	1,400	1,670	1,825	0.77	0.92	1,825	0.77	0.92
south of Steilacoom Blvd SW	1,020	1,080	2,050	0.50	0.53	-	-	-
north of 100th St SW	500	720	2,050	0.24	0.35	-	-	-
Military Rd SW								
south of 112th St SW	500	350	975	0.51	0.36	-	-	-
northwest of 112th St SW	310	210	975	0.32	0.22	-	-	-
Mount Tacoma Dr SW								
west of Bridgeport Way	240	210	975	0.25	0.22	-	-	-
west of Gravelly Lake Dr	440	500	975	0.45	0.51	-	-	-
Murray Rd SW								
north of 146th St SW	1,360	740	1,825 NB / 975 SB	0.75	0.76	1,825	0.75	0.41
N Gate Rd SW								
northeast of Nottingham Rd SW	680	540	720	0.94	0.75	-	-	-
N Thorne Ln SW								
southeast of Union Ave SW	440	650	720	0.61	0.90	-	-	-
Nyanza Rd SW (N)								
north of Gravelly Lake Dr SW	530	280	975	0.54	0.29	-	-	-
south of Gravelly Lake Dr SW	530	360	975	0.54	0.37	-	-	-
Pacific Highway SW								
north of 108th St SW	1,550	1,200	2,050	0.76	0.59	-	-	-
southwest of 108th St SW	1,060	760	2,050	0.52	0.37	-	-	-
northeast of Bridgeport Way SW	890	810	2,050	0.43	0.40	-	-	-
southwest of Bridgeport Way SW	560	620	975	0.57	0.64	-	-	-
east of Gravelly Lake Dr SW	450	610	720	0.63	0.85	-	-	-
Phillips Rd SW								
north of Steilacoom Blvd SW	560	320	720	0.78	0.44	-	-	-
South Tacoma Way								
north of 84th St SW	1,050	1,660	2,050	0.51	0.81	-	-	-
north of Steilacoom Blvd	1,350	1,960	2,050	0.66	0.96	-	-	-
south of Steilacoom Blvd SW	1,290	1,880	2,050	0.63	0.92	-	-	-
north of 96th St S	1,180	1,830	2,050	0.58	0.89	-	-	-
north of 100th St SW	1,110	1,350	2,050	0.54	0.66	-	-	-
south of SR 512	1,410	1,570	2,050	0.69	0.77	-	-	-
southeast of Pacific Highway SW	780	880	2,050	0.38	0.43	-	-	-
Steilacoom Blvd SW								
east of Farwest Dr SW	1,050	1,060	1,825	0.58	0.58	-	-	-
west of 87th Ave SW	1,190	1,050	1,825	0.65	0.58	-	-	-
west of 83rd Ave SW/Hipkins Rd SW	1,180	1,380	2,050	0.58	0.67	-	-	-
west of Phillips Rd SW	1,430	1,790	1,825	0.78	0.98	-	-	-
east of Phillips Rd	1,670	2,270	2,050	0.81	1.11	2,050	0.81	1.11
southeast of 88th St SW	1,010	1,370	1,825	0.55	0.75	-	-	-
west of Bridgeport Way SW	580	940	1,825	0.32	0.52	-	-	-

Street Name/Section	2030 Baseline NB/EB[2] Volume	SB/WB[2] Volume	Capacity[3]	NB/EB v/c	SB/WB v/c	2030 Plan[1] Capacity	NB/EB v/c	SB/WB v/c
east of Bridgeport Way SW	580	800	1,825	0.32	0.44	-	-	-
west of Gravelly Lake Dr SW	630	830	1,825	0.35	0.45	-	-	-
east of Lakewood Dr SW	1,060	1,240	2,050	0.52	0.60	-	-	-
west of Lakeview Ave SW	1,150	1,270	2,050	0.56	0.62	-	-	-
west of South Tacoma Way	1,170	1,200	2,050	0.57	0.59	-	-	-
Union Ave SW								
northeast of Berkeley St SW	290	310	720	0.40	0.43	-	-	-
southwest of North Thorne Ln SW	280	260	720	0.39	0.36	-	-	-
Washington Blvd SW								
west of Gravelly Lake Dr SW	980	1,200	975	1.01	1.23	975	1.01	1.23
Whitman Ave SW								
south of Ardmore Dr SW	350	300	975	0.36	0.31	-	-	-
40th Ave SW								
north of 100th St SW	420	670	975	0.43	0.69	-	-	-
74th St								
west of Lakewood Dr	1,160	1,280	2,050	0.57	0.62	-	-	-
83rd Ave SW								
north of Steilacoom Blvd SW	480	330	975	0.49	0.34	-	-	-
84th St S								
east of South Tacoma Way	750	730	2,050	0.37	0.36	-	-	-
87th Ave SW								
south of Steilacoom Blvd SW	170	200	720	0.24	0.28	-	-	-
north of Steilacoom Blvd SW	560	470	975	0.57	0.48	-	-	-
88th St SW								
east of Steilacoom Blvd SW	810	1,010	1,825	0.44	0.55	-	-	-
93rd St SW								
east of Whitman Ave SW	250	320	975	0.26	0.33	-	-	-
96th St S								
west of South Tacoma Way	560	620	975	0.57	0.64	-	-	-
east of South Tacoma Way	1,270	940	1,825	0.70	0.52	2,050	0.62	0.46
100th St SW								
west of South Tacoma Way	1,110	760	1,825	0.61	0.42	-	-	-
east of Lakeview Ave SW	1,530	1,320	2,050	0.75	0.64	-	-	-
west of Lakeview Ave SW	1,280	1,050	2,050	0.62	0.51	-	-	-
east of Lakewood Dr SW	1,400	1,310	2,050	0.68	0.64	-	-	-
east of Bridgeport Way	900	960	2,050	0.44	0.47	-	-	-
east of Gravelly Lake Dr	440	550	1,825	0.24	0.30	-	-	-
108th St SW								
west of Pacific Highway SW	630	590	720	0.88	0.82	-	-	-
east of Bridgeport Way SW	600	460	975	0.62	0.47	-	-	-
west of Bridgeport Way SW	400	270	975	0.41	0.28	-	-	-
east of Davisson Rd SW	350	230	975	0.36	0.24	-	-	-
112th St SW/S								
between Military Rd SW & Farwest Dr S	240	280	720	0.33	0.39	-	-	-

	2030 Baseline					2030 Plan[1]		
Street Name/Section	NB/EB[2] Volume	SB/WB[2] Volume	Capacity[3]	NB/EB v/c	SB/WB v/c	Capacity	NB/EB v/c	SB/WB v/c
east of Gravelly Lake Drive	370	490	975	0.38	0.50	-	-	-
east of Bridgeport Way SW	240	310	975	0.25	0.32	-	-	-
west of Bridgeport Way SW	350	460	720	0.49	0.64	-	-	-
150th St SW								
east of Woodbrook Rd SW	920	510	1,825	0.50	0.28	-	-	-

1. Traffic operations at locations where the 2030 Plan scenarios differs from the 2030 Baseline scenario are shown in both tables; where results are not shown for the 2030 Plan scenario, traffic operations remain the same as 2030 Baseline operations.
2. Volumes shown are for northbound and southbound (NB and SB) when the roadway is oriented NB-SB or eastbound and westbound (EB and WB) when oriented EB-WB.
3. When roadway capacity differs between a roadway's two directions of travel, each direction's capacity is shown (e.g. NB / SB or EB / WB).

Figure 8 highlights the arterial segments within the City of Lakewood that operate at LOS D (v/c > 0.90) or worse under future (2030) conditions and includes the following roadway sections:

- Southbound Lakewood Drive SW north of 74th Street W
- Southbound Lakewood Drive SW north of Steilacoom Boulevard SW
- Southbound Murray Road SW north of 146th Street SW
- Westbound Steilacoom Boulevard SW east of Phillips Road
- Westbound Washington Boulevard SW west of Gravelly Lake Drive SW

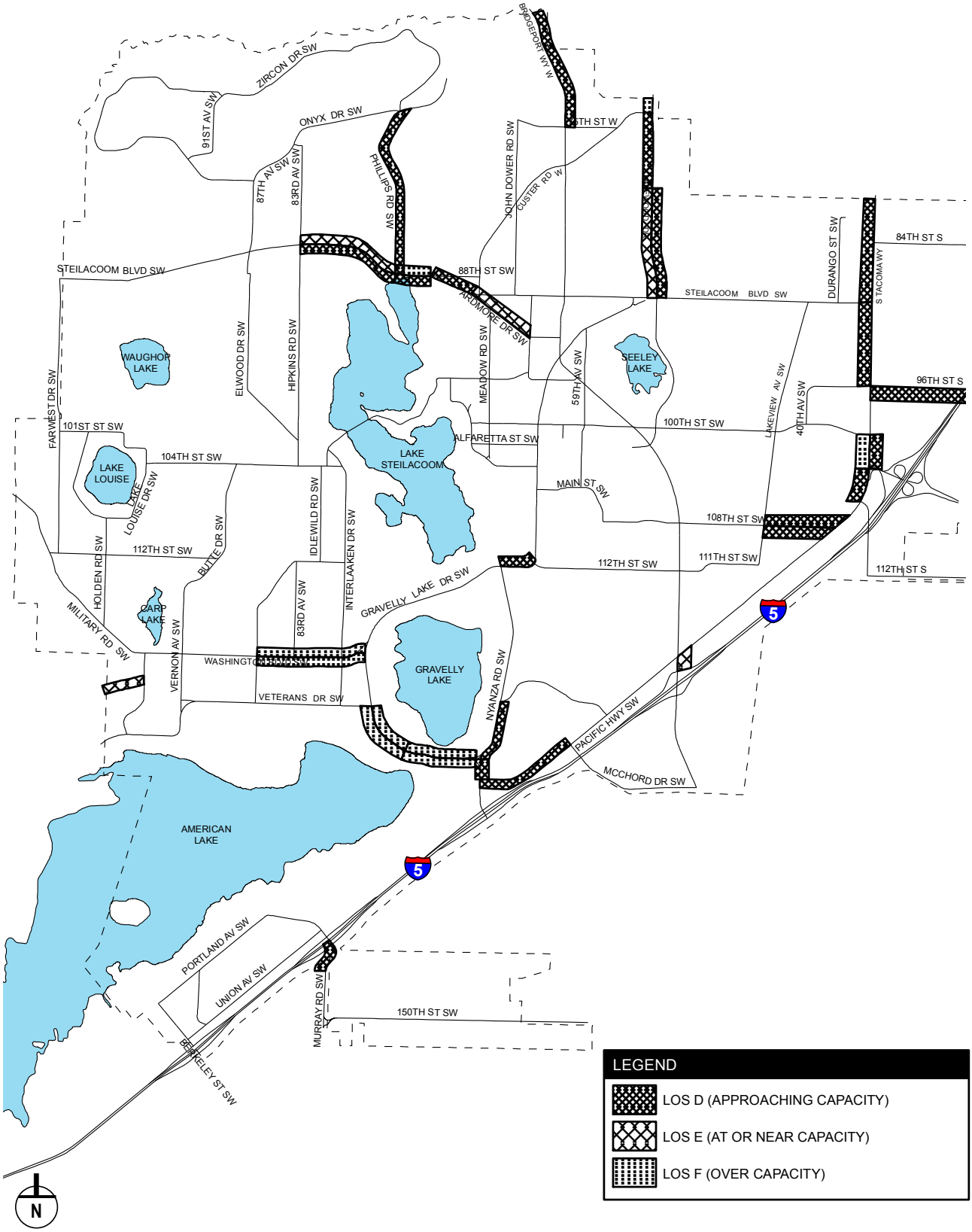


Figure 8
Future (2030) Baseline Weekday PM Peak Hour Roadway LOS where LOS D or Worse

Source: Transpo Group

July 2015

Transportation Systems Plan

The transportation system improvement recommendations provide a long-range strategy for the City of Lakewood to address current and forecast transportation issues and needs. Transportation system improvements are required to safely and more efficiently accommodate the projected growth in population and employment within the City. The recommended improvements are based upon analyses of the existing transportation system, forecasts of future travel demands, anticipated availability of funding resources, and the desire of the community to create an efficient transportation system that puts a priority on community livability.

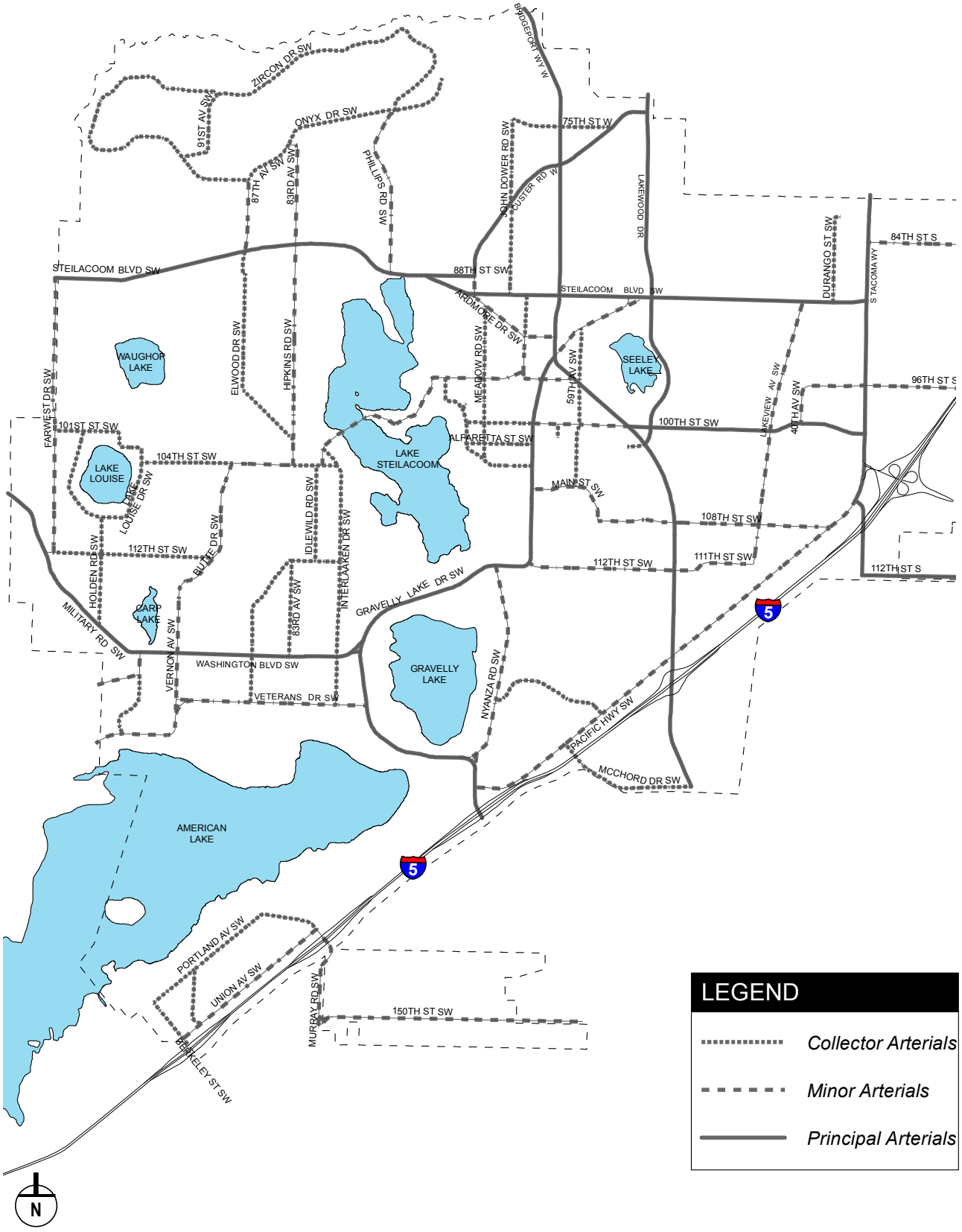
Street and Highway System

Streets and state highways are the core of the transportation system serving the City of Lakewood and surrounding communities. These facilities provide for the overall movement of people and goods through a wide range of travel modes. Streets and highways serve automobile trips, trucks, transit, vanpools, carpools, and bicycle/pedestrian travel. Therefore, the streets and highways establish the framework for the overall transportation system of the City.

Roadway Functional Classification

A roadway functional classification system allows the City to group highways, roads, and streets that comprise the transportation system into a hierarchy. The functional classification of a roadway is typically based on the types of trips that occur on it, the basic purpose for which it was designed, and the amount of traffic it carries. Higher classifications (e.g., freeways, principal arterials) provide a high degree of mobility with higher traffic volumes, generally at higher speeds, and should have limited access to adjacent land uses. Lower classifications (e.g., local access streets) provide greater access to adjacent land and are not intended to serve through traffic, carrying lower volumes at lower speeds. Collectors balance the function between mobility and access.

Based on state law, cities are required to adopt a roadway functional classification system that is consistent with state and federal guidelines. In Washington, these requirements are codified in RCW 35.78.010 and RCW 47.26.090. Each local jurisdiction is responsible for defining its transportation system into at a minimum, three functional classifications: principal arterial, minor arterial, and collector. All other roadways are assumed to be local streets. Lakewood's roadway functional classification system has four categories, as presented in Table 7. Figure 9 shows the functional classification for streets within the City.



0 2,000 4,000 Feet

Figure 9
Arterial Street Classification

Source: Transpo Group

July 2015

Table 7. Roadway Functional Classification Descriptions

Classification	Description
Principal Arterial	Principal arterials are roadways that provide access to principal centers of activity. These roadways serve as corridors between principal suburban centers, larger communities, and between major trip generators inside and outside the plan area. Service to abutting land is subordinate to travel service to major traffic movements. The principal transportation corridors within the City of Lakewood are principal arterials. These roadways typically have daily volumes of 15,000 vehicles or more.
Minor Arterial	Minor arterials are intra-community roadways connecting community centers with principal arterials. They provide service to medium-size trip generators, such as commercial developments, high schools and some junior high/grade schools, warehousing areas, active parks and ballfields, and other land uses with similar trip generation potential. These roadways place more emphasis on land access than do principal arterials and offer lower traffic mobility. In general, minor arterials serve trips of moderate length, and have volumes of 5,000 to 20,000 vehicles per day.
Collectors	Collector arterials connect residential neighborhoods with smaller community centers and facilities as well as provide access to the minor and principal arterial system. These roadways provide both land access and traffic circulation within these neighborhoods and facilities. Collector arterials typically have volumes of 2,000 to 8,000 vehicles per day.
Local Streets	Local access roads include all non-arterial public city roads and private roads used for providing direct access to individual residential or commercial properties. Service to through traffic movement usually is deliberately discouraged.

Planning for the transportation system needs primarily focuses on the arterial and collector street system within the City since local access streets typically do not have capacity deficiencies.

Roadway Standards

The City has sought to encourage standardization of road design elements for consistency and to assure that motoring, bicycling, and pedestrian public safety needs are met. Considerations include safety, convenience, aesthetics, proper drainage, and economical maintenance. The standards include items such as right-of-way needs, pavement width, type and width of pedestrian and bicycle facilities, and roadway and intersection radii.

The standards are intended to support the City's goals in providing adequate facilities to meet the mobility and safety needs of the community, as well as complying with storm water management, sensitive areas, and other regulations. The standards are intended to assist design professionals and developers for all new and reconstructed roadways and right-of-way facilities, both public and private, within the City. See City of Lakewood *Engineering Standards Manual* and *Non-Motorized Transportation Plan* for more details.

Transportation Improvement Projects

Based on an evaluation of existing and forecast traffic volumes, traffic operations, safety, and circulation needs, a recommended list of transportation improvement projects and programs were defined. The project list is organized into the following categories:

- New Construction Arterial Street Projects
- Roadway Improvements
- Traffic Signals
- Transportation Planning
- Bikeways
- Street Lighting
- Bridges
- Beautification Projects
- Roadway Restoration Projects
- Neighborhood Traffic Management
- Various Other Transportation Projects

Table 8 also provides a brief description of each project including the project limits. A project identification number consistent with the City's Six-Year TIP project list is provided for each project that is referenced. Planning-level cost estimates are also included for each project based on costs identified in the 2016-2021 Six-Year TIP. This project list includes one improvement in addition to the 2016-2021 Six-Year TIP: rechannelizing Southbound S Tacoma Way at 96th Street (Project #3.20). The cost estimates for Project #3.20 were prepared based on typical per unit costs, functional classification, and level of improvement. Adjustments to construction costs were included, as needed, to reflect any specific implementation issues, such as environmental impacts or impacts on adjacent properties.

Table 8. Transportation Projects and Programs

Number	Project	Description	Estimated Cost[1]
New Construction Arterial Street Projects			
1.2	Gravelly Lake Drive at I-5 Right Turn Lane	Widen GLD from Nyanza to I-5 SB on-ramp to provide dedicated right-turn lane. Traffic signal upgrades; bridge widening; r/w acquisition.	$1,600,000
1.4	Union Avenue – Berkeley to N. Thorne Lane	Widen to add turn lane, shared bike/travel lane, sidewalks, street lighting. Intersection improvements.	$5,000,000
1.18	96th Street – 2-way left turn lane	Widen 96th St. from 500' east of So. Tac. Way to I-5 underpass to provide 2- way left turn lane. Does not include sidewalks or HMA overlay.	$500,000
1.20	123rd St SW – Realignment	Realign 123rd St SW as it enters Bridgeport	$400,000
1.21	Murray Road and 150th Street Corridor Capacity	Provide capacity for Woodbrook Industrial development: widening of Murray Road and 150th; bike/pedestrian facilities; structural pavement section improvements	$4,500,000
1.22	Gravelly to Thorne Connector	Two-way connector road between Tillicum and Gravelly Lake Drive. Signalization.	$25,000,000
1.23	Interstate 5 through Lakewood	Planning and design coordination only.	$1,000 annual
1.24	Madigan Access Project	Provide improved access to Madigan including: Freedom bridge, ramp, & roadway widening; signalization improvements; Union Ave/Berkeley St improvements	$4,200,000
1.25	North Gate Access Improvements	Improve access to Lewis North including: intersection improvements (Edgewood / North Gate Road); non- motorized improvements (Edgewood Dr. and North Gate Rd)	$1,700,000
1.26	Steilacoom Boulevard / So Tacoma Way Intersection	SB right turn lane extension on Steilacoom Blvd. Access control improvements on both roads. Replace/upgrade traffic signals. Curb, gutter, sidewalk, lighting.	$1,380,000
1.27	Bridgeport Way – I-5 Ramp to Pacific Hwy	Turn lane extension to improve capacity and queuing capability. Road / shoulder widening; sidewalks; walls for widening.	$810,000
Roadway Improvements			
2.26	Safety Improvements in the Vicinity of Schools	May include sidewalks, crossing improvements, signage, etc. in vicinity of schools.	$50,000 bi-annual
2.29	Steilacoom Blvd. Custer to 88th Street	Curbs, gutters, sidewalks, street lighting, on both sides. Signal modifications. Signal replacement Custer/Ardmore. Overlay.	$1,975,000
2.41	Steilacoom Blvd – Bridgeport Way to Fairlawn	Curbs, gutters, sidewalks, on both sides. Overlay.	$1,400,000
2.50	Gravelly Lake Drive – 100th to Bridgeport Way	Curb, gutters, sidewalks, street lighting, drainage. Signal modifications. Signal replacement Mt. Tacoma.	$1,774,000

Number	Project	Description	Estimated Cost[1]
2.54	Minor Pedestrian Safety Improvements	Non-hardscape improvements. Shoulder widening on high-volume roads where less than 2' walkway exists.	$50,000 – annual
2.55	High Accident Location Safety Improvements	May include sight distance corrective measures, signal modifications, etc. at one of top 25 accident locations.	$50,000 – annual
2.60	South Tacoma Way – SR512 to 96th Street	Curb, gutter, sidewalks, street lighting, drainage, overlay.	$3,460,000
2.61	ADA Standards – Sidewalk Upgrades	On-going program to gradually upgrade existing facilities to current ADA standards	$50,000 – annual
2.65	Steilacoom Blvd – 87th to 83rd	Curb, gutter, sidewalks, street lighting, drainage, overlay.	$2,080,000
2.66	Steilacoom Blvd –83rd to Weller Road	Curb, gutters, sidewalks, street lighting, drainage, overlay.	$2,650,000
2.67	Bridgeport Way – I-5 to JBLM Gate	Curb, gutters, sidewalks, street lighting, drainage, overlay.	$3,650,000
2.68	Hipkins Rd. 104th to Steilacoom Blvd.	Curb, gutters, sidewalks, street lighting, drainage, overlay.	$3,050,000
2.69	Gravelly Lake Drive – Bridgeport to Steilacoom Road Diet	Reduce 4 travel lanes to 3. Curb, gutters, sidewalks, bike lanes, street lighting, drainage, overlay.	$1,850,000
2.70	Lakewood Station – Non-Motorized Access Improvements	Curb, gutters, sidewalks, and street lighting improvements per Lakewood NMTP and Sound Transit Access Improvement Study.	$1,500,000
2.71	Steilacoom Blvd – Weller Road to Phillips Road	Curb, gutter, sidewalks, street lighting, drainage, overlay.	$2,530,000
2.72	100th Street & Lakewood Drive	Curb, gutter, sidewalks, sharrows, replace 100th/Lakewood signal, street lighting, drainage, overlay.	$1,780,000
2.73	112th / 111th – Bridgeport to Kendrick	Curb, gutter, sidewalks, sharrows, street lighting, drainage, overlay.	$2,040,000
2.74	Steilacoom Blvd Corridor Design – Farwest to Phillips	Curb, gutter, sidewalks, sharrows, turn lanes, street lighting, drainage, overlay.	$942,000
2.75	South Tacoma Way – 88th to North City Limits	Curb, gutter, sidewalks, bike lanes, street lighting, signal at 84th, drainage, overlay.	$3,100,000
2.76	Phillips Road – Steilacoom to Onyx	Curb, gutter, sidewalks, bike lanes, street lighting, drainage, overlay.	$2,800,000
2.77	Washington Blvd – Edgewood Ave to Gravelly Lake Drive	Curb, gutter, sidewalks, bike lanes, street lighting, drainage, overlay.	$5,900,000
2.78	Oakbrook Sidewalks & Street Lighting	Curb, gutter, sidewalks, sharrows, turn lanes, street lighting, drainage, overlay.	$3,400,000
2.79	Lake City Business District Sidewalks (American Lake Park to Veterans Dr / Alameda)	Curb, gutter, sidewalks, sharrows, street lighting, drainage, overlay.	$2,100,000
2.80	Interlaaken Drive SW / Mt. Tacoma Drive Non-Motorized Improvements – Short Lane to Whitman Avenue SW	Provide curb and gutter, sidewalk and a shared travel/bike lane on one side of Interlaaken / Mt. Tacoma Dr.	$4,000,000
2.81	Roadway Safety Improvements at 40th Ave. SW and 96th St. SW	Curb, gutter, sidewalks, sharrows, guard rail, street lighting, pavement reconstruction.	$843,000
2.82	59th Ave SW Sidewalk – 100th to Bridgeport Way SW	Sidewalk east side of roadway	$125,000
2.83	Gravelly Lake Dr. – Pacific Hwy to Nyanza (south)	Curb, gutter, sidewalks, bike way, street lighting, pavement rehab.	$1,450,000
Traffic Signals			
3.1	Steilacoom / Durango Traffic	Intersection meets warrants for traffic signal. Signal	$350,000

Number	Project	Description	Estimated Cost[1]
	Signal	needed with new development in area. Special concern with adjacent train crossing becoming active.	
3.7	Washington Blvd. / Interlaaken Drive Signal and Intersection improvement	Install new signal at intersection.	$375,000
3.8	Traffic Signal Timing Upgrades	Upgrade traffic signal timing and coordination.	$10,000 – annual
3.11	City-Wide Traffic Signal Management System	City-hall based Traffic Management Center. Fiber optic interconnect. PTZ major corridors. Active traffic management including web based info.	$1,270,000
3.12	Traffic Signal Replacement Program	Replace aging traffic signals. Priorities based on maintenance history. (one signal every 3rd year)	$250,000 – bi-annual
3.13	Gravelly Lake Drive / Avondale Traffic Signal	Intersection meets warrants for traffic signal. Increased volumes in and around Towne Center.	$250,000
3.14	S Tacoma Way / 92nd Street	New warranted signal	$650,000
3.16	Steilacoom Blvd / Western State Hospital Signal Replacement	Replace existing signal	$210,000
3.17	Steilacoom Blvd / Lakeview Ave Signal Replacement	Replace existing signal	$340,000
3.19	Traffic Signal Asset Management System	Purchase software; develop asset management system	$115,000
3.20	Rechannelize Southbound S Tacoma Way at 96th Street	Reconfigure the southbound channelization on southbound S Tacoma Way at 96th Street SW to provide two left-turn lanes, one through lane, and one shared through/right-turn lane, and modify associated traffic signal heads.	$805,000
Transportation Planning			
4.1	Pavement Management System	Semi-Annual evaluation of pavement condition	$5,000 / $30,000 – bi-annual
4.2	Transportation Model	On-going updates of travel demand model.	$5,000 – annual
4.8	Lakewood City Center Sub-Area Plan	Review access and circulation for vehicles, transit, and non- motorized transportation.	$20,000
4.9	Non-Motorized Transportation Plan Update	Update NMTP to include relevant policy updates and capital improvement projects. (original plan adopted June 2009)	$15,000
4.10	ADA Transition Plan Update	Update ADA transition plan to address ADA deficiencies of existing curb ramps; signal access / operations; etc.	$15,000
Bikeways			
5.1	Miscellaneous Bikeway Markings / Signage	Ongoing installation of bicycle pavement markings and signage throughout the City.	$20,000 – annual
5.4	Miscellaneous Bike Lane Construction	Ongoing construction of bicycle lanes on existing roadways.	$50,000 – bi-annual
5.5	North Thorne Lane to Gravelly Lake Drive Non-Motorized Trail	Provide non-motorized path between Tillicum and Gravelly Lake Drive "Gravelly to Thorne Connector" construction.	$5,000,000
5.6	Gravelly Lake Non-Motorized Trail	Provide non-motorized path around Gravelly Lake along Gravelly Lake Drive and Nyanza Drive. Existing roadway cross section shifted to outside and overlaid. Lighting.	$200,000
Street Lighting			
6.2	Arterial Street Lighting	Install street lighting in requested areas based on ranking criteria	$30,000 – annual
6.4	Low income area street lighting	Install street lighting in various low income areas	$30,000 – annual
6.6	LED Street Lighting Upgrades	Update existing street lighting to LED. Coordinate	$2,260,000

Number	Project	Description	Estimated Cost[1]
		with purveyors on rebates.	(*typically $160,000 annual)
Bridges			
7.1	Bridge Inspection	On-going biennial bridge inspection.	$9,000 – bi-annual
Beautification Project			
8.10	Gateway Improvements		$20,000 – annual
Roadway Restoration Projects			
9.7	Resurfacing Program – Various Locations	Projects in various locations may include pavement preservation contribution to planned utility projects to facilitate full roadway overlays.	$18,070,000
9.10A	Steilacoom Boulevard – 87th to Weller Road	Restore roadway section to current City standards.	$1,120,000
9.10B	Steilacoom Boulevard – Weller Road to Custer Road	Restore roadway section to current City standards.	$1,120,000
9.14	Lakewood Drive – 100th to Steilacoom Blvd	Restore roadway section to current City standards.	$900,000
9.15	Lakewood Drive – Flett Creek to N. City Limits	Restore roadway section to current City standards.	$1,100,000
9.16	59th Ave – Main Street to 100 Street	Restore roadway section to current City standards.	$450,000
9.17	108th – Bridgeport Way to Pacific Hwy	Restore roadway section to current City standards.	$600,000
9.18	Custer – Steilacoom to John Dower	Restore roadway section to current City standards.	$450,000
9.19	88th – Steilacoom to Custer	Restore roadway section to current City standards.	$250,000
9.20	Pacific Hwy – 108th to SR512	Restore roadway section to current City standards.	$540,000
9.21	100th – Lakeview to South Tacoma Way	Restore roadway section to current City standards.	$480,000
9.22	100th – 59th to Lakeview	Restore roadway section to current City standards.	$1,100,000
10.1	Neighborhood Traffic Management	May include speed humps, traffic circles, signage, etc.	$20,000 – annual
Other			
11.1	On-call technical assistance	Various professional services including surveying, structural, geotechnical, environmental to support various projects	$50,000 – annual
11.2	Public Works Operations & Maintenance Facility	Property acquisition; design and construction of jointly-owned Streets / Surface Water Management O&M Shop.	$585,000

1. All costs in 2015 dollars with no accounting for inflation and are consistent with the 2016-2021 Six-Year TIP project list with the exception of Project #3.20 - Rechannelize Southbound S Tacoma Way at 96th Street.
2. Costs estimated for project #3.20 - Rechannelize Southbound S Tacoma Way at 96th Street prepared by Transpo Group and are based on typical per unit costs, functional classification, and level of improvement

Transportation Programs

The City of Lakewood has several ongoing programs to maintain or improve the transportation system. These regular programs help to ensure the condition and reliability of the City's transportation system and to upgrade different elements to current City, State, Federal, or typical industry standards. Improvement programs include:

- Safety improvements within the vicinity of schools (bi-annual)
- A review of high accident location safety improvements (annual)

- On-going upgrades to pedestrian facilities to comply with current Americans with Disabilities Act (ADA) standards (annual)
- Maintenance updates for traffic signal timing settings (annual)
- A traffic signal replacement program to update/upgrade aging traffic signals (tri-annual)
- A pavement management system (bi-annual)
- On-going updates to the City's travel demand model
- Bikeway markings and signage (annual) and bike lane construction (bi-annual)
- Street lighting installation based on ranking criteria, specific low-income areas, and regular upgrading to LEDs (annual)
- Bridge inspections (bi-annual)
- Pavement resurfacing (annual)
- Neighborhood traffic management (annual)

Freight & Mobility System

Trucks deliver goods to retail establishments and construction materials to construction sites, as well as transport goods from industrial uses located throughout the City. By increasing the time cost and other costs of moving freight, traffic congestion increases the price of goods. The City must ensure that trucks have the ability to move to and through Lakewood.

To support freight movement, the City classifies all principal arterials as truck routes. Access to industrial areas such as the Lakewood Industrial Park, the areas northeast and southeast of the SR 512/I-5 interchange, the Woodbrook neighborhood, and other designated industrial areas throughout the City is supported by the maintenance and design of the City's principal arterials.

Non-Motorized Travel System

Bicycle, pedestrian, and equestrian facilities play a vital role in the City's transportation environment. The non-motorized transportation system is comprised of facilities that promote mobility without the aid of motorized vehicles. A well-established system encourages healthy recreational activities, reduces vehicle demand on City roadways, and enhances safety within the community.

The City desires to enhance the Lakewood urban area pedestrian and bicycle system. The City has an annual program to enhance non-motorized facilities. Improvements summarized in the Non-Motorized Transportation Plan (NMTP, June 2009) are identified to address gaps in the non-motorized transportation system. Greater details on existing and planned pedestrian and bicycle facilities are provided in the NMTP and previously in Table 8. As a separate publication, the NMTP was developed to directly address non-motorized elements as part of the Comprehensive Plan and the vision of citizens.
Non-Motorized Transportation Plan (NMTP, June 2009)

Public Transit System

As the region continues to grow in population, vehicular traffic congestion, and ages, more citizens will become reliant on alternatives to the passenger vehicle for mobility purposes. Pierce

Transit, Sound Transit, and Intercity Transit will be key players in Lakewood's ability to maintain necessary mobility.

The City will continue to support the use of transit services by supporting the following:

- Bus, commuter rail, and passenger rail stops at popular destinations;
- Transit oriented development near existing or new transit facilities;
- Transit stops that are comfortable and convenient for waiting for transit service;
- High frequency and reliability of service (Bus Rapid Transit, transit signal priority, etc.);
- Low number of transfers required to reach a destination;
- Service during non-peak hours and weekends;
- Vehicular and non-motorized accessibility of transit facilities (bus stops, park-and-rides, etc.);
- Safety and security at the transit facilities

Several key transit facilities located in the City support of these features including the Lakewood Transit Center, SR 512 Park & Ride, and Lakewood Station. In additional the City could implement transit oriented development policies in the vicinity of these facilities to further support transit usage.

Transportation Demand Management

To minimize increases in the impacts of vehicles on the transportation system and the environment, alternatives to the single-occupancy vehicle will become more necessary. These alternatives include carpooling, walking, bicycling, transit, telecommuting, and flexible hours at work sites.

Transportation demand management (TDM) is the term used when communities, employers, schools, or households develop techniques to influence mode choice, the time of a trip, and the frequency of trips made. TDM is a major policy thrust in the Puget Sound Regional Council's MTP and is also required under the Growth Management Act (GMA). Examples of TDM include:

- Charging for parking at worksites to increase the cost of driving alone, relative to carpooling;
- Providing free or low cost bus passes to employees as part of an employee benefit package to encourage use of transit or vanpools;
- Providing incentives to employees who carpool, walk, or bicycle to work;
- Allowing flexible hours at work sites so employees can shift their commute trip to non-peak periods;
- Developing telecommuting programs so that employees do not need to commute into the office every work day;
- Providing guaranteed ride home programs to employees who bus, carpool, or vanpool; and
- Providing worksite amenities, such as cash machines, food services, daycare, breakrooms, showers, and clothes lockers to reduce the need for non-work trips.

Other techniques, such as convenient parking for carpool/vanpools, in-house ride matching services, and bus maps on site can encourage alternatives to the single-occupancy vehicle.

Washington's Commute Trip Reduction (CTR) Act sets goals for reducing the number of single-occupancy vehicle trips at worksites that employ over 100 regular, full-time employees.

While there are currently no employers in the City that currently fall under these requirements, the City will continue to coordinate with employers and transportation service providers (such as Pierce Transit and Sound Transit) as appropriate, to coordinate policies and services to CTR affected sites.

Air, Rail, & Water Transportation Facilities

Regional, national, and international air travel for Lakewood is provided via Seattle-Tacoma International Airport, located approximately 30 miles north of the City. The airport can be accessed via I-5.

Sound Transit railroad tracks traverse Lakewood in approximate alignment with S Tacoma Way, Lakeview Avenue S, and I-5. Currently, this rail line serves Sounder Commuter Rail north from the Lakewood Station. Amtrak passenger train activity is anticipated to begin using these tracks through Lakewood beginning in 2017, although is not expected to stop at the Lakewood Station. The City of Lakewood would support potential improvements to rail facilities such as a study of a potential Amtrak stop at the Lakewood Station or potential grade separation from rail facilities at various crossing locations through the City.

There is no waterborne transportation serving Lakewood. The Transportation Element does not identify waterborne transportation as a component of the City's transportation system.

Implementation Program

The transportation improvement projects must be funded and implemented to meet existing and future travel demands in and around the City of Lakewood. Implementation of the projects identified in the Transportation Element involves a range of funding strategies and potential new funding sources. One strategy includes coordinating with other agencies to build support and construct the transportation improvement projects, including the expansion of transit service in the City. Another strategy includes the pursuit of grants, which will be especially critical in the implementation of safety and operational improvements and completion of the non-motorized projects. The City will also need to review and regularly maintain development review processes to assure that the impacts of growth are mitigated and transportation improvements are completed concurrent with new development. Additionally, the City should explore additional funding sources to implement high priority transportation projects to support new growth. Finally, if expected funding for improvements to meet future transportation needs is found to be inadequate and the City will not be able to meet adopted level of service (LOS) standards, then the City will need to pursue options as laid out under the Reassessment Strategy.

Local Funding

The City utilizes a number of fees and tax revenues to construct and maintain their transportation facilities. Primary City revenues directed toward transportation projects include the Real Estate Excise Tax (REET) and Surface Water fees. Drainage and retention of storm water is part of most roadway and intersection projects making Surface Water fee revenue an appropriate part of the transportation funding program. The City also uses state fuel tax revenue to maintain and operate the transportation system and can direct revenues from its General Fund to transportation projects and programs, as needed.

Transportation Benefit District

The City created a Transportation Benefit District (TBD) in 2012, and in 2014 authorized an annual $20 vehicle licensing fee to fund specific transportation projects and programs throughout the City. The TBD is governed by the members of the Lakewood City Council as the District's Board of Directors and the Mayor serves as the Chair of the Board. Revenues from a TBD can be used for the construction, maintenance, preservation, and operation of state, regional, or local agency roadways, high capacity transportation systems, public transit, and transportation management programs. However, Lakewood has specifically identified the projects and programs that the fee revenue will be applied towards. The City could consider enacting additional TBD taxes and fees to implement additional projects identified in the Transportation Element.

Regional Coordination

The City will closely coordinate with WSDOT to implement improvements to I-5, SR 512, the Sound Transit railroad tracks in association with the Point Defiance Bypass project, and the Berkeley Street interchange. Even though I-5 and SR 512 are outside the corporate limits of the City, Lakewood residents and businesses take primary and direct access from these highways. Lakewood will work with WSDOT, PSRC, the transit providers, and neighboring jurisdictions to improve these corridors.

Lakewood's transportation system is also impacted by neighboring jurisdictions. Lakewood needs to address regional traffic impacts to jointly develop or advocate for transportation improvements along common border streets. The City must also work to improve connections to key Pierce Transit and Sound Transit facilities.

Grants

The City will continue to aggressively pursue federal and state grants to implement many of the identified transportation improvements. Key state and federal grant programs are managed by the state Transportation Improvement Board (TIB), PSRC, or through WSDOT Local Programs. Each grant program requires an agency match. The City will need to reserve adequate funding for use in matching against any grant funds that are received.

The City will work through TIB, PSRC, and WSDOT to pursue grants for specific projects. Projects to improve principal arterials such as South Tacoma Way, Steilacoom Boulevard, Bridgeport Way, and Gravelly Lake Drive are candidates for TIB and some federal grant programs managed through WSDOT. Grants to enhance pedestrian and bicycle facilities are largely through either TIB, WSDOT pedestrian/bicycle program, or the Safe Routes to Schools program.

Other Potential Funding Sources

The following outlines possible funding sources the City could consider for financing transportation maintenance, and capital projects and programs. The City should explore strategies to address funding shortfalls and consider policy changes that would provide for reliable future revenues to fully maintain, operate, and expand its transportation system. The potential funding options are described below and listed in Table 9.

Table 9. Local Transportation Funding Options

Local Funding Source	Comments
Transportation Impact Fee	With City Council approval, the City may charge a fee to help fund specific transportation projects shown to be reasonably related to new development.
Local or Business Improvement District (LID or BID)	Levy a special benefit assessment on properties within a specific area that would benefit from the improvement.
General Obligation (GO) Bonds	With voter approval, a GO bond requires 60 percent approval and creates a new source of funds when tied to an excess levy for repayment of the bond debt.
Planned Action Ordinance	A project specific action under the State Environmental Protection Act (SEPA) in which the mitigation measures that will be applied have already been identified through a environmental review process.
Other Developer Mitigation	Potential mitigation to address local development regulations and requirements such as GMA concurrency, the State Environmental Policy Act (SEPA), and street standards/frontage improvements.
Latecomers Agreements	Allow property owners who have paid for capital improvements to recover a portion of the costs from other property owners in the area who later develop property that will benefit from those improvements.

SOURCE: Transpo Group 2015

Transportation Impact Fees

Transportation impact fees (TIF) may be charged to help fund specific transportation projects shown to be reasonably related to new development. The impact fees “shall only be used to fund system improvements” that are reasonably related to and benefit the new development. Impact fees may not be used to correct existing deficiencies. The imposing jurisdiction must also contribute funds to the included projects, which by statute cannot be funded 100 percent through impact fees (RCW 82.02.050 [2]). The revenues collected from a TIF must then be used within six years of payment. The goal of implementing transportation impact fees is to create fees based on a new development’s expected benefit from the transportation system improvements that are needed to support future growth. Generally, this is done by basing the fees on the number of vehicle trips a development is expected to generate and the

proportional cost of the transportation improvement projects (alternatively can be charged on a per unit basis) needed to serve growth.

Local Improvement District or Parking and Business Improvement Area

Any jurisdiction may form a local improvement district (LID) parking and business improvement area (PBIA) and levy a special assessment on properties within the district that would benefit from the improvements. An LID is a special purpose financing option that may be created by the City or other local governments to fund improvements, such as streets, water, or sewer facilities that benefit nearby property owners. Voter approval is not required to form an LID, but the LID formation may be challenged by the property owners. LIDs for cities are authorized under RCW 35.43 to 35.56. The City may levy a tax on the property within an area that will benefit from a specific capital project. They can be created by local governments or they can be initiated by property owners in the benefit area. Property owners that will benefit from the improvements would be assessed a special benefit assessment based on proportionate levels determined during the formation of the districts. This special benefit assessment would typically be paid annually by the property owner for a time period established during the formation of the district. The City would have discretion in its financial contribution to the overall project costs of the district.

A PBIA is somewhat similar to an LID, but has specific requirements per RCW 35.87A.010. A PBIA is permitted to aid general economic development and neighborhood revitalization. It is intended to facilitate the cooperation of merchants, businesses, and residential property owners to support economic vitality, livability, and general trade. A PBIA requires a petition be submitted by at least 60 percent of the assessments of property within the area.

General Obligation Bonds Supported with an Excess Property Tax Levy

The City Council may go to the public for a voter-approved bond with a property tax increase. With voter approval, the City can increase funding through debt by raising the property tax rates to pay the general obligation bond.

Planned Action Ordinance

Planned Action Ordinances (PAO) are a project specific action under the State Environmental Protection Act (SEPA) in which an Environmental Impact Statement (EIS) designates, by ordinance, those types of projects to be considered Planned Actions – spelling out mitigation measures that will be applied. This type of action is appropriate for small areas, such as the downtown, expecting a specific type of development. Per RCW 43.21C.031, GMA counties and cities may designate a planned action. A planned action must be designated by an adopted ordinance or resolution of the City. The planned action must be based on an Environmental Impact Statement (EIS) that adequately addresses significant environmental impacts. The EIS needs to be prepared in conjunction with a comprehensive plan or subarea plan adopted under GMA.

The planned action can only include projects that are subsequent to or implement the comprehensive plan or subarea plan; however, the projects must be located within the defined urban growth area. The planned action would be limited to specific geographical areas that are less than the boundaries of the City or to specific types of development within the City. The ordinance and/or EIS must specify a time limit for the planned action. The City will need to fund the costs of preparing the subarea plan and EIS to establish the planned action, which is typically a significant upfront investment.

To ensure that the developments are not paying twice for the same impacts, it is recommended that projects included in a planned action are not also included in a TIF, or at least are specifically allocated to each funding source. This distinction would simplify the administration of both funding options.

Other Development Mitigation

All new development in the City must pass state and local development regulations and requirements. These include GMA concurrency requirements, the State Environmental Policy Act (SEPA), and road standards/frontage improvements. These elements are project specific and are reviewed as part of each development application.

Latecomers Agreements

Latecomers Agreements (RCW 35.72) are contracts that allow property owners who have elected to install capital improvements to recover a portion of the costs from other property owners in the area who later develop property that will benefit from those improvements. The City may also join in the financing of the improvement projects and be reimbursed in the same manner as a property owner. The period of collection may not exceed 15 years and is based on a pro-rata share of the construction and contract administration costs of the particular project. The City must define an area subject to the charges by determining which properties would require similar improvements. The preliminary assessment reimbursement area needs to be provided to all property owners within the area; owners of property in the area may request a hearing to discuss the Latecomers Agreement. The contract must define the cost allocation process based on benefits to properties in the reimbursement area. The final contract must be recorded with the County Auditor within 30 days to be valid. Although not explicitly required, the City could adopt an ordinance noting the circumstances where the option for such a reimbursement contract would be acceptable.

Concurrency Management and Development Review

Concurrency refers to the ongoing process of coordinating infrastructure needs with community development. This concept was formalized in the GMA to ensure that adequate public facilities are provided in concert with population and employment growth. For transportation facilities, the GMA requirement is fulfilled if its LOS standards will continue to be met including the additional travel demand generated by each development.

Concurrency determinations for the roadway network are closely linked with development review decisions. In addition, the City reviews development applications pursuant to the State Environmental Policy Act (SEPA). Concurrency and SEPA are primarily focused on a shorter-term time frame. Projects that result in an adverse impact are required to fund or implement mitigation measures that reduce the impact below a level of significance and/or meet the LOS standard. The City provides credits where developers are required to construct improvements whose costs are included in the Six-Year TIP program.

The City will regularly monitor the operations and levels of service of its transportation system. The City will use the information in developing its Six-Year Transportation Improvement Program (TIP), pursuit of grants, and coordination with WSDOT and other agencies. The City will apply SEPA and the City's Road Standards to evaluate and identify appropriate improvements for mitigating impacts of developments in the City.

Reassessment Strategy

The implementation strategy to complete the capital projects identified in Table 8 is largely based on revenue from taxes and grants, and the Transportation Benefit District. The City may be able to shift revenues from other funding programs to address specific needs as yearly budgets are prepared. In addition, the City is committed to reassessing its transportation needs and funding sources each year as part of the annual six-year TIP. This allows the City to match the shorter-term improvement projects with available funding.

In order to maintain the vitality of the City's transportation system, the City should adhere to the following principles as it implements the Transportation Element:

- Coordinate timing of new development in LOS deficient areas with fully-funded improvements identified in the required six-year TIP.
- Provide for routing traffic to other roads with underutilized capacity to relieve LOS standard deficiencies, but taking into consideration the impact of additional traffic on the safety and comfort of existing neighborhoods.
- Aggressively pursue the following TDM strategies, including parking management actions in the commercial centers:
    - Install parking meters on streets within and adjacent to commercial centers;
    - Develop public parking facilities and use cost pricing to discourage SOV commuting;
    - Institute a municipal parking tax;
    - Set maximum parking space development standards and reduce over time to further constrain parking supply;
    - Support charging for employee parking and providing monetary incentives for car and vanpooling;
    - Partner with Pierce Transit to identify public and/or private funding for expanded transit service during peak and off-peak times along LOS deficient corridors.
- Aggressively pursue federal and state grants for specific transportation improvements on LOS deficient roadway segments.
- Make development density bonuses available to developers who provide additional transit, bicycle, and pedestrian-friendly amenities beyond the minimum requirements.
- Reassess commercial and residential development targets and make adjustments to channel development away from LOS deficient locations.
- If the actions above are not sufficient, consider changes in the LOS standards and/or limit the rate of growth, revise the City's current land use element to reduce density or intensity of development, and/or phase or restrict development to allow more time for the necessary transportation improvements to be completed.

8.0 PUBLIC SERVICES

8.1 Introduction

~~As a new city with many start-up responsibilities, the City did not take on direct provision of the majority of public services within Lakewood. Police and fire services were initially provided by contract with the Pierce County Sheriff's Office and Lakewood Fire District #2, respectively, while other services traditionally held by other entities continue to be provided in that fashion. As the City undertakes its 2004 comprehensive plan review, Lakewood is in the process of taking its police services in-house. This is being accomplished on a short timeline and without a great deal of advance planning due to the circumstances involving contract renewal and costs with the County that led to the City's decision to begin its own department. In subsequent years, both the police services section of this chapter and the capital facilities chapter are likely to see additional amendments as an outcome of this action. However, since emphasis is being placed on actual department organization, staffing, facilities, and other aspects of start-up at this time, revisiting of strategic functions and long-range goals and policies were not undertaken as part of the 2004 review.~~

The City of Lakewood is not a full-service city. This circumstance stems from Lakewood being an unincorporated community of Pierce County up until 1996. Many public services were provided by Pierce County, the City of Tacoma, special service districts, a utility co-op (Lakeview Light and Power), and a private utility company (Puget Sound Energy). A number of these entities still provide services to Lakewood.

Since incorporation, some public services are now provided by the City of Lakewood. The table below provides information on the services the City provides, and the services provided by other public agencies and one private company.

Table 8.1
Public Service Providers

Public Service	**Provider**
General Administrative Services	City of Lakewood
Police	City of Lakewood
Public Works	City of Lakewood
Stormwater	City of Lakewood
Refuse	Waste Connections (under contract with the City of Lakewood)
Fire Protection	West Pierce Fire & Rescue
Emergency Medical Services (EMS)	West Pierce Fire & Rescue
Emergency Management	City of Lakewood
Health & Human Services	City of Lakewood
Housing and Community Development	Tacoma/Lakewood Consortium

Programs	
Schools	Clover Park School District, Pierce College, Clover Park Technical College, & private schools
Library Services	Pierce County Library
Water	Lakewood Water District
Sewer	Pierce County Public Works & Utilities; City of Tacoma provides sewers on Lakewood's northerly edge
Power (electricity & gas)	Tacoma Power, Puget Sound Energy, & Lakeview Light & Power

Many of the utility related services listed in the table are covered in other chapters of Lakewood's Comprehensive Plan, or by other agencies' planning programs. Thus, these services are not addressed in this chapter. This chapter concentrates on the following services: fire protection; emergency medical services; police; emergency management; schools and higher education; library services; health and human services; and housing and community development programs.

The City recognizes the importance of planning for ~~all public services~~ these functions in conjunction with required GMA elements to ensure that growth in the ~~city~~City is coordinated with growth in these services. This is particularly important for schools, both K-12 and post-secondary education, whose enrollment numbers, student populations, and sometimes even course emphases are strongly tied to local growth, but where "disconnects" may easily occur if planning is not coordinated. This chapter interrelates Lakewood's ~~comprehensive plan~~Comprehensive Plan to the functions of Clover Park School District, Pierce College, Clover Park Technical College, the Pierce County Library System, and various ~~providers and community members who comprise the Lakewood Human Services Collaboration. Locations of local schools and fire stations are shown in Figure 8.1.~~human services providers.

In setting goals and policies related to this final group, this chapter also sets forth the City's commitment to its citizens' well~~-~~being through its participation in community-based strategic planning efforts for health and human, and housing and community development services.

8.2 Fire Protection

GOAL PS-1: ~~Support Fire District efforts to protect~~ Protect the community through a comprehensive fire and life safety program.

Policies:

PS-1.1~~.: Achieve standards necessary to maintain~~ : Maintain a Washington Surveying and Rating Bureau ~~—~~(or successor agency) rating of ~~International Standardization Organization (~~ISO~~)~~ Class 3 or better~~, including response distance standards, apparatus, staffing levels, training, water delivery system, and the communication/ dispatch system.~~.

PS-1.2: Install and maintain traffic signal control devices responsive to emergency vehicles.

PS-1.3: Where possible, and mutually beneficial, coordinate land acquisition for emergency services facilities with other ~~-~~departments (e.g., Parks, Public Works, Police) to maximize benefits to the ~~city~~City.

PS-1.4: ~~Examine~~Continue the ~~potential~~utilization of ~~utilizing joint~~the West Pierce Fire & Rescue Fire Marshal and staff to provide fire ~~stations and operation agreements with fire departments of adjoining districts and other emergency responders where~~ and ~~when operationally and fiscally advantageous.~~
life safety inspections of occupancies

~~PS-1.5: Continue the fire inspection program~~ as a means of identifying and remedying potential fire ~~-~~hazards before fires occur.

PS-1.~~6~~5: Educate and inform the public on fire safety and hazardous materials to further protect the ~~-~~community and the environment from unnecessary ~~hazards~~damage.

GOAL PS-2: ~~Coordinate with Lakewood Fire District to ensure~~ Ensure that fire facilities and protective services are provided in conjunction with growth and development.

Policies:

PS-2.1: Periodically evaluate population growth, ~~LOS (~~community risks, emergency response ~~time~~times, apparatus deployment, and staffing~~), and fire hazards~~ levels to ~~-~~identify ~~increased~~future service and ~~facilities~~facility needs.

PS-2.2: ~~Maintain phasing and funding standards based on population, specific time projections, and buildout percentages.~~

~~PS-2.3:~~ Incorporate the fire department ~~input~~ in evaluation of proposed annexations to determine the impact ~~-~~on response standards.

PS-2.~~4~~3: Provide fire station locations, apparatus deployment, and staffing levels that ~~comply with~~support the ~~1.5 mile~~core fire service provisions and response ~~distance standard and/or four-minute response standard,~~time objectives as ~~provided~~approved in ~~the Lakewood Fire Department Master Siting Plan.~~

~~PS-2.5: Facilitate construction of new fire stations to serve underserved high growth areas such as Springbrook and Lakewood Station neighborhoods and equip and staff with fire apparatus and firefighters appropriate to~~Resolution by the ~~land uses served.~~Board of Fire Commissioners.

~~PS-2.6: Identify a need to provide Station # 2-3 with special capacity for industrial response, such as a medical unit.~~

GOAL PS-3: Ensure built-in fire protection for new development and changes or additions to existing construction.

Policies:

PS-3.1: Require all new development to provide minimum fire flow requirements as prescribed in the International ~~Codes~~Fire Code.

PS-3.2: Continue to require that all structures and facilities under City jurisdiction adhere to City, state, and national regulatory standards such as the International Building and Fire Codes and any other applicable fire safety guidelines.

PS-3.3: Require developers to install emergency access control devices to gated communities as approved by the public works director.

PS-~~PS-3.4: Require building sprinklering or other approved measures for new development in areas where response standards cannot be met.~~

~~PS-3.5~~3.4: Consider requiring assessment of a hazardous material impact fee for industrial uses.

8.3 Emergency Medical Services (EMS)

GOAL PS-4: Protect citizens through a comprehensive EMS program that maximizes available resources.

Policies:

PS-4.1: The fire department will serve as the primary and lead Basic Life Support (BLS) and Advanced Life Support (ALS) provider within the city.

PS-4.2: Provide a ~~4~~four-minute initial ~~response~~ time standard for EMS calls.

PS-4.3: Provide fire station~~/EMT~~ locations~~-~~, apparatus deployment, and staffing levels that ~~meet a 1.5 mile response distance standard.~~

~~PS-4.4: Develop agreements among~~ support the core EMS service ~~providers to determine the role~~provisions and response time objectives as approved in Resolution by the Board of ~~first provider.~~Fire Commissioners.

PS-4.~~5~~4: Maintain ~~a~~ criteria-based dispatch system for determining appropriate levels of response.

PS-4.~~6~~5: Implement citizen ~~cardio-pulmonary resuscitation (~~CPR~~)~~ training programs with existing personnel and resources.

PS-4.~~7~~6: Implement and maintain a local physician ~~control~~advisor program ~~or integrate~~in conjunction with the Pierce County EMS ~~physician control program~~Medical Program Director to ensure the medical quality of emergency medical services.

8.4 Police Service

GOAL PS-5: Protect community members from criminal activity and reduce the incidence of crime in Lakewood.

Policies:

PS-5.1: Provide police protection with a three-minute response time for life-threatening emergencies (Priority 1), a six-minute response time for crimes in progress or just completed (Priority 2), and a routine/non-emergency response time of 20 minutes (Priority 3).

PS-5.2: Maintain a level of police staffing, services, and ~~administration effective~~command that is adequate to serve Lakewood's current needs and future growth.

PS-5.3: Where appropriate, participate in innovative programs and funding strategies to reduce community crime.

GOAL PS-6: Enhance the ability of citizens and the Police Department to minimize crime and provide security for all developed properties and open spaces.

Policies:

PS-6.1: Support and encourage community-based crime-prevention efforts through interaction and coordination with existing neighborhood watch groups, assistance in the formation of new neighborhood watch groups, and regular communication with neighborhood and civic organizations.

~~PS-6.2: Increase participation in the crime-free rental housing program as a means of controlling crime related to rental properties.~~

~~PS-6.3~~PS-6.2: Implement a crime prevention through environmental design program that results in the creation of well-defined and defensible spaces by reviewing such things as proposed developments' demographic settings; intended uses; and landscaping, lighting, and building layout as a means of access control.

PS-6.~~4~~3: Seek ways to involve police with youth education, such as bike safety training, anti-drug courses, "cop in school" program, etc.

8.5 Emergency Management

GOAL PS-7: Protect the community through a comprehensive emergency management program.

Policies:

~~PS-7.1~~PS-7.1: Adopt and maintain a comprehensive emergency management plan consistent with federal and state requirements.

PS-7.2: Continue to fund and support the emergency management program, ensuring that emergency management plans, equipment, and services are sufficient for potential disaster response.

~~PS-7.2: Provide personnel and resources in Lakewood's Fire, Police, Public Works, Community Development, and Parks and Recreation departments for participation in the preparation or amendment of any emergency management disaster response plans.~~

PS-7.3: Maintain ~~the~~ personnel, resources, and training necessary within all appropriate City departments to provide the disaster response called for in the emergency management disaster response plans.

~~PS-7.4: Provide for a unified emergency operations center where all City public service departments will be coordinated in the event of a disaster in accordance with the disaster plan.~~

~~PS-7.5~~PS-7.4: Coordinate with appropriate state agencies when preparing disaster response plans and when considering floodplain or seismic ordinance standards.

PS-7.~~6~~5: Develop an interagency communications network incorporating all public service agencies within the ~~city~~City for use during disasters.

PS-7.~~7~~6: Maintain and enhance rescue capabilities that include extrication, trench rescue, water rescue, high-angle rescue, and urban rescue.

PS-7.~~8~~7: Develop and implement additional public education activities that promote water safety.

8.6 Schools

GOAL PS-8: Support the maintenance and enhancement of the public education system, placing a strong emphasis on providing quality school facilities that function as focal points for family and community activity.

Policies:

PS-8.1: Support efforts of the school district to ensure that adequate school sites are provided and that the functional capacity of schools is not exceeded.

PS-8.2: ~~Continue to work~~Work with the school district to ~~maintain its~~prepare/update a master plan for all its facilities and a capital improvement plan.

PS-8.3: Consider the impact on school enrollment and capacities when reviewing new development –proposals, higher density infill projects, zoning changes, and comprehensive plan amendments.

PS-8.4: Require that developers assist in donating or purchasing school sites identified on the facilities map ——in correlation to the demand that their developments will create.

PS-8.5: Ensure that new school sites include room for future expansion if needed.

PS-8.6: Request student generation factors from the school district for the City's use in analyzing the –impact of project proposals on schools.

~~PS-8.7: Continue to coordinate planning efforts with the Clover Park School District.~~

~~PS-8.8: Work with the Clover Park School District to consider authorization of exaction of development impact fees to finance new school facilities.~~

GOAL PS-9:— _Accommodate the maintenance and enhancement of private school opportunities for area students and residents.

Policies:

PS-9.1: Subject to specific regulatory standards, allow existing private schools to expand and new private ——schools to develop.

PS-9.2: Ensure that the comprehensive plan and development standards provide sufficient ——accommodation for the operation and expansion of private school opportunities.

~~PS-9.3: Monitor travel demand at private schools and consider special bus programs to facilitate student and faculty transportation.~~

GOAL PS-10:- _Ensure that both public and private schools are safe and accessible to students, generate a minimal need for busing, and are compatible with and complementary to surrounding neighborhoods.

Policies:

PS-10.1: Prohibit development of public and private schools on sites that present hazards, such as within Accident Potential Zones and industrial zoning districts, nuisances, or other limitations on the —normal functions of schools that are unable to be mitigated.

~~PS-10.2: Follow standardized locational criteria for placement of schools.~~

~~PS-10.3~~PS-10.2: Work with schools and neighborhoods to explore options for access to elementary and secondary schools via local streets and/or paths.

PS-10.~~4~~3: Develop specific regulatory standards to ensure that new residential development located near public schools provides adequate pedestrian and bicycle connections, signage, and traffic control measures where needed to ensure the safety of students traveling between the development and the school.

~~PS-10.5: Require school districts or private schools to meet public~~PS-10.4: Apply improvement responsibilities ~~consistent with other types of developments when~~ to school district or private school operator developing new school sites equivalent to that applied to other types of development.

PS-10.~~6~~5: Retrofit existing neighborhoods with sidewalks, crosswalks, special signage, and other traffic control measures near schools as funding becomes available or as land uses are redeveloped.

PS-10.~~7: Collocate~~6: Co-locate public school grounds and public parks whenever possible.

PS-10.~~8~~7: Encourage as appropriate the school district or private school operator to reduce high school student generated traffic impacts by implementing transportation demand management mechanisms such as limited student parking, public bus routes, and other appropriate tools.

PS-10.~~9~~8: Encourage the school district to continue to make schools available for civic functions when classes are not in session.

PS-10.~~10~~9: Establish limited parking zones around schools where parking capacity problems exist.

~~PS-10.11: Encourage appropriate setbacks, buffers, design measures and truck routing adjacent to the Woodbrook Middle School to buffer the school from excessive noise and air pollution due to industrial redevelopment in the area.~~

PS-10.10: Work with the CPSD to reuse/redevelop surplus school properties with appropriate uses consistent with the Comprehensive Plan.

8.7 Higher Education

GOAL PS-11: Maintain and enhance top-quality institutions of higher education that will meet the changing needs of Lakewood's residents and business community.

Policies:

PS-11.1: Work with colleges to prepare a master plan and policy guide addressing the location of existing and proposed on- and off-site campus structures and uses.

PS-11.2: Require new construction to be subject to requirements of the City's development standards, including adequate fire protection and emergency access, and generally consistent with the master plan.

PS-11.3: Work with colleges to enhance area infrastructure to better serve college facilities, such as improved pedestrian, bike, and bus connections, and more student housing and support services in the surrounding area.

GOAL PS-12: Maximize the ability of higher educational institutions to provide quality services while minimizing impacts on area residents and businesses.

Policies:

Policy:

PS-12.1: Participate with institutions of higher education in master planning efforts, transit programs, neighborhood plans, and other programs intended to facilitate the provision of quality education in a manner compatible with surrounding uses.

8.8 Library Services

GOAL PS-13: Ensure that high quality library services are available to Lakewood residents.

Policies:

PS-13.1: Support the efforts ofWork with the Pierce County Library System to ensure that adequate library address current service is available, meeting communitydeficits, continued population growth, changing library services, increased and changing customer needs and responsive to growth and development.expectations within the Lakewood service area.

PS-13.2: Promote the construction a new main library facility within the City's downtown core.

PS-13.3: Assist the Pierce County Library System in the reuse/sale of the existing library building/property located at 6300 Wildaire Rd SW.

PS-13.4PS-13.2: Work with the Library System to ensure that its facilities are located and designed to effectively serve the community.

PS-13.3: Maintain or exceed Pierce County's LOS standard for library facilitiesPS-13.5: Support the Pierce County Library System's service levels (seating, materials and shelving, technology guidelines, meeting rooms, square feet per capita, and parking) as outlined in the *Pierce County Library 2030* report and as may be updated from time-to-time.

PS-13.4: Provide opportunities for the Library System's review and comment on the impact of proposed annexations on LOS.

PS-13.5: Establish a three- to five-mile service radius for library coverage.

PS-13.6: Work with the Library System to identify non-capital alternatives such as specialized programs, new technologies, and other alternatives to achieve theprovide up-to-date library facilities LOSservices.

PS-13.7: Establish a three- to five-mile service radius for library coverage.

PS-13-8: Continue and expand bookmobile services to underserved and/or isolated areas such as Springbrook, Tillicum, and Woodbrook.

8.9 Health and Human Services

GOAL PS-14: Improve the delivery and outcome of health and human services efforts in Lakewood.
GOAL PS-14: Create a community in which all members have the ability to meet their basic physical, economic, and social needs, and the opportunity to enhance their quality of life.

Policies:

PS-14.1: FosterAssess and utilize the individual and combined strengths of the Lakewood Human Services Collaboration or successor affiliations.

PS-14.2: Maintain a strategic plan to direct collaborativeanticipate human services efforts.

PS-14.3: Create a process to disburse funds to programs serving City priorities as recommended by a citizen advisory group to the City Councilneeds and develop appropriate policy.

PS-14.4: Support the development of a central database of partner agencies and other pertinent information to improve communication among and between providers and consumers.program responses.

PS-14.2: Convene and engage others, including the Youth Council, the Lakewood Community Collaboration, and Lakewood's Promise, in community problem-solving to develop and improve social services.

PS-14.3: Disburse Community Development Block Grant and General Fund dollars to support a network of services which respond to community needs.

PS-14.4: PS-14.5: Coordinate with other funding sources to apply consistent funding requirements based on best practices and evaluated outcomes.

PS-14.6: Leverage funding by promoting collaboration among agencies with complementary program objectives.

~~**GOAL PS-15:** Encourage the provision of collaborative, neighborhood-based services using collective resources.~~

Promote awareness of needs and resources through strengthened dialogue, effective marketing strategies, and public relations activities.

PS-14.5: Encourage services that respect the diversity and dignity of individuals and families, and foster self-determination and self-sufficiency.

PS-14.6: Foster a community free of violence, discrimination and prejudice.

GOAL PS-15: Ensure the City's Human Services Funds are effectively and efficiently managed.

Policies:

PS-15.1: ~~Create~~The City's role is to fund, advocate, facilitate, plan, and inform by continually engaging service ~~hubs at schools and other neighborhood centers.~~ providers

~~PS-15.2: Encourage linkages~~ and ~~working relationships among local government, including police and fire departments; businesses;~~ community~~-based~~ organizations~~;~~ in dialogue regarding the ~~military; religious institutions; educational entities; other partners; and~~ functioning of the ~~neighborhood~~present service ~~hubs.~~

~~PS-15.3: Utilize educational institutions as points for information exchange~~systems, the emerging~~,~~

~~PS-15.4: Seek ways to promote communities of families and neighborhoods that take ownership of their assets,~~ needs~~, and solutions and who engage collaboratively in community building and problem solving with agencies that provide services to the community.~~

~~PS-15.5: Seek ways to enlist~~ of the community ~~in marketing~~and the ~~availability~~building of a comprehensive system of services.

PS-15.2: Develop and maintain a strategic plan to direct collaborative services efforts.

PS-15.3: Assess community needs and administer a funding allocations process to address identified community needs.

PS-15.4: Develop contract performance measures and monitor contracting agencies performance.

GOAL PS-16:~~-~~ Give a broad range of Lakewood citizens a voice in decision~~-~~ making about how we can create a safer, healthier community.

~~Policies:~~

Policies:

PS-16.1: Ensure the representation of culturally and economically diverse groups, including youth, people of color, seniors, and the disabled, in publicly appointed committees working on human ~~service~~services needs.

PS-16.2: ~~Seek ways of including non-English speakers in decision-making.~~

~~PS-16.3:~~ Develop decision-making processes that include regular feedback from the community and health/human services consumers~~, focused on integrated problem solving and co-ownership of issues~~.

~~PS-16.4: Conduct public relations~~GOAL PS-17: Participate in regional and local efforts ~~to enlist the broader community in preparing to meet~~that address human services needs in ~~Lakewood.~~

~~**GOAL PS-17:** Create conditions that contribute to a safe community and enable all citizens to access needed resources~~the region and ~~take responsibility for their own success~~in the City.

~~Policies:~~

Policies:

PS-17.1: ~~Focus on the prevention of all forms of community violence.~~
Support and actively coordinate
~~PS-17.2: Partner~~ with ~~youth, neighborhoods, and service providers to pursue the availability of safe places for both structured~~local, regional, and ~~unstructured extra-curricular activities for youth of all ages~~national efforts that ~~fosters youth/adult interaction.~~

~~PS-17.3: Develop a means of outreach to seniors, particularly those who might otherwise feel disenfranchised within the community, to bring them together~~address local human services needs and ~~form supportive structures.~~

~~PS-17.4: Develop community-based forums~~ensure that ~~assist in identifying concerns about community safety~~ local services are compatible with other programs provided at the state and federal levels.

PS-17.2: ~~mobilize community/service provider partnerships to address issues.~~Continue the City's active participation in the Pierce County Continuum of Care, the Pierce County Human Services Coalition, and the 2060 and 2163 Funding Programs.

8.10 Lakewood's Housing and Community Development Programs

GOAL PS-18: Provide decent affordable housing.

Policies:

PS-18.1: Preserve existing owner-occupied housing stock.

Provide a range of home repair assistance to qualified lower-income homeowners.

PS-18.2: Expand/sustain affordable homeownership opportunities.

Reduce the financial burden of new homeowners through assistance with down payment for home purchases.

Provide housing counseling to homeowners and potential homebuyers.

Collaborate with partners and housing providers toward the goal of expanding homeownership opportunities.

PS-18.3: Provide assistance to preserve the quality and habitability of affordable rental housing.

Provide incentives to improve properties.

Collaborate with partners and housing providers to develop and implement strategies to preserve affordable rental housing.

Support the crime-free housing activities.

Support fair housing activities such as landlord/tenant counseling.

PS-18.4: Provide assistance for a continuum of housing for persons with special needs, homeless persons and people at risk of homelessness.

Develop partnerships with housing providers and human services agencies providing emergency shelters, permanent supportive, and repaid re-housing assistance.

Support the efforts of the Ten-Year Regional Plan to End Chronic Homelessness in Pierce County.

PS-18.5: Reduce barriers to affordable housing by supporting fair housing activities such as outreach and education.

Support fair housing activities such as outreach and education.

PS-18.6: Develop new affordable housing options as new funding opportunities become available.

GOAL PS-19: Revitalize targeted neighborhoods.

Policies:

PS-19.1: Assist with sewer connections for single family owner-occupied units in targeted areas.

PS-19.2: Support code violation enforcement activities and activities to remove slums and blight.

GOAL PS-20: Maintain/improve community facilities and public infrastructure.

Policies:

PS-20.1: Support public infrastructure such as streets, sidewalks, street-lighting, street-related improvements, and park facilities and improvements, and the removal of architectural barriers that impede American Disabilities Act accessibility.

PS-20.2: Support community facilities providing emergency services and basic needs.

PS-20.3: Support the delivery of human services to identified vulnerable populations.

PS-20.4: Develop and improve parks and open space in low income residential neighborhoods.

GOAL PS-21: Expand economic opportunities.

Policies:

PS-21.1: Support economic development activities that provide or retain livable wage jobs for low and moderate income persons.

Develop a low-interest loan program, tax credits and other mechanisms to serve as incentives for businesses to create or retain jobs for low and moderate income persons.

Develop a technical assistance program for supporting businesses for the purpose of creating or retaining jobs for low and moderate income individuals.

Provide businesses with access to low-interest loans to expand economic opportunities through on-site infrastructure improvements, rehabilitation, acquisition, and other commercial improvements for the purpose of creating or retaining jobs for low and moderate income persons.

PS-21.2: Focus investment on housing development and infrastructure improvements in support of economic development in targeted neighborhoods.

9.0 CAPITAL FACILITIES AND IMPROVEMENTS

9.1 Introduction

Upon its incorporation, Lakewood was typical of most newly incorporated cities in Washington in that many urban services and utilities in the city were provided by special districts, other jurisdictions, or private companies. While this is still largely the case, Lakewood's decision to take its police services in-house in 2004 changed the City's position with regard to ~~poses a dramatic departure from past practices in terms of~~ capital facilities needs and funding for that service function.

A key function of this comprehensive plan is to coordinate the provision of urban~~these~~ services and utilities to fulfill Lakewood's vision. However, the City has varying levels of actual control over the urban services and utilities provided within its boundaries~~the city~~. This chapter directs how the City manages and finances capital improvements for the services and utilities directly provided by the City, and establishes the City's relationship to other services and utility providers.

The Capital Facilities Element of the Comprehensive Plan consists of two portions- the 20 year Plan and the 6-year Plan/Program. The 20 year plan portion, which is this chapter, contains capital facilities related goals and policies that are integrated with other goals and policies of the Comprehensive Plan. The program portion, which is the 6-year Capital Improvement Plan, contains inventories of existing and proposed capital facilities, identifies both regular and special maintenance requirements, forecasts future needs for facilities for six years, identifies deficiencies in capital facilities and the actions necessary to address such deficiencies, and contains a six-year financing plan and budget. The 6-year Capital Improvement Plan is a separate document.

In addition to the Capital Facilities Element, planning and programming for transportation and parks (the two largest components of City spending on capital facilities) is guided by the Transportation element of this plan, and the Legacy Parks Plan.

Planning and programming for utilities and facilities/services provided by special districts, State and Federal government, Pierce County, the City of Tacoma, and private utility companies is typically the responsibility of these providers.

~~The terminology important to this element is defined below.~~

~~*Capacity*. The maximum amount of service or utility that can be provided with existing capital facilities.~~

~~*Capital facilities*. The physical facilities and systems used to provide a service or utility.~~

~~*Concurrency*. The ability and financial commitment of the service provider to expand capacity or maintain the level of service for new development through capital improvements within a six-year period.~~

~~*Level of service (LOS)*. The minimum acceptable standard of service provision.~~

~~*Regulatory authority*. The jurisdiction, district, or company with basic control of the service or utility. The authority can be vested in the state, county, City, or special district. Sometimes federal or state regulations~~

~~place specific limitations on the local jurisdiction's authority to regulate a service or utility.~~

~~*Special district.* An independent, quasigovernmental organization that provides a public service or utility and operates under specific state regulations.~~

9.2 Urban Services and Utilities

Utilities and services in Lakewood are provided by the City, other jurisdictions, special districts, and private companies. The responsibilities of these providers are described below in terms of four types of service.

9.2.1 Type 1: City-Provided Services and Utilities

Type 1~~he~~ services and utilities (shown below) are provided directly to the resident by the City of Lakewood or City-contracted provider.

Table 9.1: Type 1 Services & Utilities.

Service Or Utility	City Regulatory Authority	Planning Responsibility	Funding Responsibility	Who Sets LOS?	Project Review
City Facilities	total	City	City	n/a	City
Parks & Recreation	total	City	City	City~~n/a~~	City
Transportation	total	City	City	City	City
Stormwater Management	total	City	City	City	City
Solid Waste	total	provider	provider	City	provider
Police	total	City	City	City~~n/a~~	City

Source: City of Lakewood

9.2.2 Type 2: Independent Special District-Provided Services

Type 2~~he~~ services ~~detailed below~~ are provided directly to the resident by a special district with independent taxing and regulatory authority. The City has land-use regulatory authority; thus, the provider must coordinate with the City for the provision of the services to support development and administration of this plan.

Table 9.2: Type 2 Services.

Service Or Utility	Agency	City Regulatory Authority	Planning Responsibility	Funding Responsibility	Who Sets LOS?	Project Review
Public Schools	Clover Park School District	land use	provider	provider	provider	provider
Fire & Medical	West Pierce Fire and Rescue	land use	provider	provider	provider	provider
Libraries	Pierce County Library District	land use	provider	provider	provider	provider
Transit	Pierce Transit and Sound Transit	land use	provider	provider	provider	provider

Source: City of Lakewood

9.2.3 Type 3: Special District, Pierce County, or Private Utilities

Type 3 services are utilities ~~A utility is~~ provided directly to the resident by a special district, county, or company. The City has land-use, right-of-way (ROW), and franchise regulatory authority; thus, the districts, county, and private companies must provide the service or utility to support development and administration of this plan. The City may also require additional considerations from the provider for use of the city right-of-way~~ROWs~~.

Table 9.3: Type 3 Utilities.

Service Or Utility	Agency	City Regulatory Authority	Planning Responsibility	Funding Responsibility	Who Sets LOS?	Project Review
Sanitary Sewer	Pierce County Public Works	land use, ROW/franchise	joint	provider	joint	provider
Water	Lakewood Water District, Parkland Water	land use, ROW/franchise	joint	provider	joint	provider

Electric	District Tacoma Power, Puget Sound Energy, Lakeview Power	land use, ROW/franchise	provider	provider	joint	provider
Communications	Private communications companies, City of Tacoma (Click! Network)	land use, ROW/franchise	provider	provider	joint	provider/ City
Natural Gas	Puget Sound Energy	land use, ROW/franchise	provider	provider	joint	provider

Source: City of Lakewood

9.2.4 Type 4: Federal Service

Type 4 ~~U~~utilities and services are provided to federal military lands and utilities and services provided by the federal government to non-federal lands as~~re~~ listed below.

Table 9.4: Type 4 Utilities & Services.

	City Regulatory Authority	Planning Responsibility	Funding Responsibility	Who Sets LOS?	Project Review
Federal Military Lands	none	federal	federal	federal	federal NEPA[1]
Federal Utilities & Services to Non-Federal Lands	none	provider	provider	City	City

Source: City of Lakewood
Notes: 1. The City retains the right of comment on federal projects through the National Environmental Policy Act.

9.3 Service and Utility Goals and Policies

Specific goals and policies for Type 1 services and utilities are found in other chapters of this comprehensive plan or in plans developed by the providers. The locations of these goals and policies are identified in Table 9.5.

The following documents contain information supplemental to this plan.

Environmental Impact Statement (EIS). Through the EIS process, existing capacities are documented and a forecast of future capital improvements in services and utilities is projected. Based on the EIS analysis, capacity and locational policies for each Type 1, Type 2, Type 3, and Type 4 service and utility are incorporated in the respective service, utility, transportation, and land-use chapters of this plan. The background report includes an inventory of existing capital facilities. ~~As Lakewood continues with the process of assuming its own police services, the capital facilities inventory will be modified to include police-related elements.~~

Capital Improvement Plan (CIP). The CIP lists the planned capital investments for each Type 1 service and utility and identifies dedicated funding sources for the projects anticipated within six years. Lakewood's CIP is procedurally modified and updated in conjunction with its budget rather than as part of the yearly

comprehensive plan amendment cycle.

Table 9.5: Location of Utility and Public Service Goals and Policies.

Type 1	Subheading Addressing Primary Policies	Level of Service	Capital Improvements
Parks & Recreation[2]	3.9	n/a	City[1]
Transportation[2]	6.0	Chapter 6	City[1]
Stormwater Management[2]	7.2	Chapter 7	City[1]
Solid Waste	7.7	provider plans	City[1]
Police	8.4	Chapter 8	City[1]
Capital Facilities	9.6	n/a	City[1]
Type 2			
Public Schools[4]	8.6	provider plans[4]	provider CIP[3]
Fire	8.2	provider plans	provider CIP[3]
Emergency Medical	8.3		
Libraries	8.8	provider plans	provider CIP[3]
Type 3			
Sewer[4]	7.3	provider plans[4]	City & provider CIP[3]
Water[4]	7.4	provider plans[4]	City & provider CIP[3]
Electric	7.5	provider plans	provider CIP[3]
Communications	7.6	provider plans	provider CIP[3]
Natural Gas	7.9~~8~~	provider plans	provider CIP[3]
Location of Type 4 References			
Federal Military Lands	Installation plans	Installation plans	Federal
Federal Utilities & Services to Non-Federal Lands	Varies by utility & service	Varies by utility & service	City & provider CIPs

Source: City of Lakewood
Notes:
1: City capital improvement plan (CIP).
2: Technical plans (Legacy parks plan, stormwater management plan, transportation plans)
3: CIPs are included as an appendix to this plan.
4: Provider plans will be reviewed and approved by the City to the extent permitted under the law, and thereafter, adopted as technical plans.

9.4 General Goals and Policies

GOAL CF-1: Provide services and utilities that the City can most effectively deliver, and contract or franchise for those services and utilities that the City determines can best be provided by a special district, other jurisdiction, or the private sector.

Policies:

CF-1.1: Periodically review the provision of services and utilities within the city to ensure that service is being provided in accordance with this plan.

CF-1.2: Require the provider to correct deficiencies where deficiencies in service or utility provision are identified. If the City determines that the provider is not responsive to the service needs of city residents, the City shall consider all remedies within its authority to ensure the adequate provision of service.

CF-1.3: All services and utilities shall be provided in accordance with this plan.

GOAL CF-2: Provide and maintain adequate Type 1 capital facilities to meet the needs of existing and new development as envisioned in this plan.

Policies:

CF-2.1: Deny land use and/or development permit requests when capacity to serve the project is projected to be inadequate, and/or LOS is projected to be unmet, at the time of occupancy.

CF-2.2: Require new development to fund a fair share of costs to provide service and utility needs generated by that development.

CF-2.3: At the City's discretion, capital improvements shall be provided by the developer to ensure that capacity is available or LOS standards are met at the time of occupancy.

CF-2.4: Concurrency may be utilized for determining transportation capacity and LOS.

CF-2.5: Provide City facilities and parks and recreation capital improvements in accordance with this plan and the Legacy parks plan.

CF-2.6: Review proposed land use permits and/or development permits or approvals for impacts to parks and recreation capacity.

CF-2.7: Require new development to fund a fair share of costs to provide parks and recreation needs generated by that development.

CF-2.8: The City may consider public, on-site open space and recreational facilities provided at the developer's expense that are substantially in excess of those required by the City, or that provide a unique attribute to the city, as a full or partial substitute for a development's fair share funding for parks and recreation.

CF-2.9: Coordinate with public schools for jointly funded parks and recreation capital improvements and inclusion of jointly funded projects in the parks and recreation CIP.

CF-2.10: Update the City's 6-year Capital Improvement Plan at least every two years in conjunction with the City's budget development and approval process. ~~Develop a discrete capital facilities needs assessment and funding plan associated with the assumption of police services.~~

GOAL CF-3: Require Type 2 providers to provide adequate service and capital facilities to meet the needs of existing and new development as envisioned in this plan.

Policies:

CF-3.1: Where land use and/or development permits or approvals must be reviewed by a Type 2 provider, the provider shall conduct such reviews in a timely manner concurrently with the City.

CF-3.2: Coordinate with fire and medical service providers for inclusion of necessary health and safety development standards into City development regulations and building codes, and support the providers' enforcement of the adopted standards.

CF-3.3: Coordinate with public school providers for the provision of capital improvements.

CF-3.4: Incorporate the public school CIPs as appendices to the City CIP following review for consistency with this plan.

CF-3.5: Following review and adoption of a District master plan and CIP, coordinate with public schools for the collection, if applicable, of school impact fees as part of the project review process.

GOAL CF-4: Require Type 3 utilities to provide adequate service and capital facilities to meet the needs of existing and new development as envisioned in this plan.

Policies:

CF-4.1: Type 3 utilities shall expedite the provision of services and capital facilities necessary to support this plan.

CF-4.2: Where land use and/or development permits or approvals must be reviewed by a Type 3 provider, the provider shall conduct such reviews in a timely manner concurrently with the City.

CF-4.3: Coordinate with providers for inclusion of necessary development standards into City development regulations and building codes, and support the providers' enforcement of the adopted standards.

CF-4.4: Deny land use and/or development permit applications unless sufficient water, sewer, and electrical capacity or LOS are available to the development at time of occupancy.

CF-4.5: At the City's discretion, the developer shall provide the necessary capital improvements to ensure that water, sewer, and electrical capacity will be available or levels of service met at the time of occupancy. Improvements shall meet the standards set forth by the utility provider.

CF-4.6: Require new development to fund a fair share of costs to provide water and sewer utilities needs generated by that development.

CF-4.7: Incorporate sewer and water provider CIPs as appendices to the City CIP, following review for consistency with this plan.

GOAL CF-5: Coordinate with Type 4 utilities and services for the provision of services to non-federal lands.

Policies:

CF-5.1: Coordinate with Type 4 providers on a case-by-case basis for the provision of services on non-federal land.

CF-5.2: Coordinate with Type 4 providers for monitoring and maintenance of provider facilities located on non-federal land.

9.5 Capital Improvement Plans

GOAL CF-6: Maintain and continually update~~Establish~~ a City CIP consisting of separate CIPs for each service or utility that lists planned capital improvements and establishes a priority and dedicated funding source for the

capital improvements for a six-year period.

Policies:

CF-6.1: Evaluate each service or utility CIP priority and funding sources at least once every two years, but not more than twice a year. Any amendment to the CIP must analyze the impacts the amendment will have on permits issued by the City based on concurrency.

CF-6.2: Provide necessary Type 1 capital improvements within the City's ability to fund or within the City's authority to require others to provide.

CF-6.3: Evaluate concurrency for transportation based on only those capital improvements identified in the CIP as fully funded within the six-year period.

CF-6.4: The City shall not provide a capital improvement, nor shall it accept the provision of a capital improvement by others, if the City or the provider is unable to pay for subsequent annual operating and maintenance costs of the improvement.

CF-6.5: The City CIP shall constitute a separate adopted appendix to this plan.

9.6 City Facilities

GOAL CF-7: Provide, maintain, and improve City facilities to ensure efficiency safety, and to provide the best possible service to residents, employees, and the city while enhancing the physical landscape and quality of life.

Policies:

CF-7.1: Provide a City Hall and other city facilities that are safe; functional; conducive to the provision of local governance, service provision, and operations; and provide a positive model of the type of development desired in the city.

CF-7.2: Maintain, and provide as needed,~~Pursue the timely acquisition and/or development of~~ adequate permanent facilities for police functions.

CF-7.3: To the extent possible, direct public investment toward residential areas targeted for high density residential growth, especially those with existing substandard public environment, characterized by a lack of sidewalks, street lighting, open space, and other public amenities.

CF-7.4: Prioritize the acquisition and development of parks and recreation facilities to eliminate LOS deficiencies in densely populated areas of the city and provide amenities in areas designated for growth.

CF-7.5: Acquire properties and/or conservation easements in support of critical lands protection, salmon recovery, and floodplain management.

9.7 Essential Public Facilities Siting

GOAL CF-8: Provide for the siting of identified essential public facilities.

Policies:

CF-8.1: Identify and classify a list of statewide, countywide, and citywide essential public facilities.

CF-8.2: Identify facilities of a statewide nature consistent with those of the Washington State Office of Financial Management or successor agency.

CF-8.3: Identify countywide essential public facilities following a cooperative interjurisdictional agreement pursuant to GMA requirements and consistent with the guidance of the CWPP.

CF-8.4: Identify city essential public facilities pursuant to the requirements of GMA.

GOAL CF-9: Administer a process, through design and development regulations, to site essential public facilities that adequately consider impacts of specific uses.

Policy:

CF-9.1: Address, as a priority measure, essential public facilities siting related to direct provision of police services.

CF-9.2: The proposal process for siting an essential public facility is as follows:

- The proposal must be identified on the City's essential public facilities list.
- In the siting of a statewide or countywide essential public facility, the applicant is required to provide a justifiable need for the public facility and for its location in Lakewood based upon forecasted needs and logical service area, including an analysis of alternative sites within and outside of the city.
- In the siting of a statewide or countywide essential public facility, the applicant is required to establish a public process by which the residents of the city and the affected neighborhoods have a reasonable opportunity to participate in the site selection process.
- Proposals must be consistent with this comprehensive plan and the City's design and development regulations.
- If a proposal is not specifically addressed by use (or intensity of the use) in the comprehensive plan or design and development regulations, the City will make an administrative use determination in accordance with City regulations. In such cases, proposals requesting siting as an essential public facility shall be subject to a conditional use permit or public facilities permit unless otherwise determined by the City.
- The proposal will be analyzed for impacts and mitigation in accordance with City design and development regulations.
- Analysis and mitigation may include fiscal impacts of the proposal to the City.

CF 9.3: Subject to the provisions of this section, the siting of essential public facilities is not categorically precluded.

9.8 Servicing Urban Growth Areas

GOAL CF-10: Coordinate with other jurisdictions, agencies, and service and utility providers for the provision of urban services and utilities within the UGA.

Policy:

CF-10.1: Coordinate with other jurisdictions and agencies for the provision of services and utilities in accordance with the appropriate Type 1, 2, 3, or 4 goals and policies.

GOAL CF-11: Provide urban services and utilities to annexed areas that the City can most effectively deliver, and contract or franchise for those services and utilities that the City determines can best be provided by a special district, other jurisdiction, or the private sector.

Policy:

CF-11.1: Determine which service and utility providers are best suited to provide for annexed areas on a case-by-case basis prior to annexation.

10.0 IMPLEMENTATION

10.1 Introduction and Purpose

The adoption of a comprehensive plan does not complete the land-use planning process. Planning is an ongoing process, and the comprehensive plan is a living document that must respond to changing circumstances and evolving community values. The success of Lakewood's comprehensive planning effort will be measured in the end by the degree to which the plan is implemented; to ensure successful implementation, mechanisms must be in place to provide for ongoing administration, monitoring, and amendments.

This chapter has been included to assist the City and others toward that end by identifying a programmatic framework of comprehensive plan implementation. It differs in format from other chapters because it establishes specific mechanisms for responding to implementation needs. The purpose of the implementation approaches contained in this chapter is three-fold:

- To ensure effective, fair, and impartial administration and enforcement of the comprehensive plan and its implementing ordinances and programs;
- To ensure that the comprehensive plan continues to reflect the needs and desires of the Lakewood community; and
- To ensure that the comprehensive plan is regularly reviewed and amended consistent with state law.

10.2 Interpretation of Goals and Policies

The comprehensive plan provides a guide and general regulatory framework for development in Lakewood that reflects community desires. The goals and policies contained in the plan will guide public and private investments in development but, by themselves, will not ensure that Lakewood becomes the community it wants to be. The plan will be used by the City of Lakewood to help make decisions about proposed ordinances, policies, and programs. Although the plan will be used to direct the development of regulations governing land use and development, the plan will not be relied upon in reviewing applications for specific development projects, except when reference to the comprehensive plan is expressly required by an applicable development regulation.

Goals included in the plan represent the results that the City hopes to realize over time; however, it should be kept in mind that they are neither guarantees nor mandates. Accompanying policies help guide the creation or change of specific rules or strategies such as development regulations, budgets, or strategic plans. Rather than referring directly to the comprehensive plan policies, decisions on specific City actions will typically follow ordinances, resolutions, budgets, or strategic plans that, themselves, reflect relevant plan policies. Implementation of most policies involves a number of City actions over time, so often a specific action or project cannot be looked to as fulfilling a particular plan policy.

Some policies use the words "shall" or "should, "ensure" or "encourage," and so forth. In general, such words should be read to describe the relative degree of emphasis that the policy imparts, but not necessarily to establish a specific legal duty to perform a particular act, to undertake a particular program or project, or to achieve a specific result. Whether such result is intended must be determined by reading the policy in question in the context of all related policies in the plan.

Although policies are intended to be mutually supportive, a conflict may sometimes appear to arise between policies, particularly in the context of a specific situation, or as viewed from the differing perspectives of opposing interests. Because policies do not exist in isolation, it is the responsibility of City officials and policymakers to reconcile and balance the various interests represented by the policies.

The Future Land-Use Map (Figure 2.1), and any amendments that are made to that that map in the coming years, should reflect and be based on goals and policies included in the text. If conflicts arise between the Future Land-Use Map and the plan goals and policies, the map shall prevail.

Any strategies which are suggested are not intended to be directive but are included to exemplify a means of carrying out the plan. Other strategies to carry out the plan may also be available and, in some cases, may be preferred. The plan should not be construed as compelling the City to undertake a particular work program; rather, decision makers should use the plan to evaluate potential courses of action to satisfy plan goals and policies.

10.3 Administration

This chapter includes a series of four tables that link implementation mechanisms or programs to specific comprehensive plan goal areas that they are responsible for implementing. These tables are categorized according to the program or party responsible for goal implementation: current City of Lakewood programs; current City regulations; other government agencies; or private sector entities. Many goal areas are implemented by more than one mechanism, and some mechanisms implement multiple goal areas. In order to avoid redundancy, no attempt has been made to cross-reference the two.

While these tables are not a complete inventory of either available implementation mechanisms or comprehensive plan goal areas, they establish an initial implementation framework for the major issues addressed by this plan. Additional mechanisms will be made available or identified in the years ahead that will also play an important role in implementing the comprehensive plan.

10.3.1 City-Run Programs

The City of Lakewood administers a number of current ongoing programs whose missions are consistent with the purposes of the comprehensive plan, which are summarized in Table 10.1. These programs are administered by a variety of City departments and focus on a range of objectives. Their ongoing activities will gradually allow the City to achieve many of the goals identified by the plan.

Table 10.1: City-Run Programs and Goal Implementation.

PRINCIPAL IMPLEMENTATION MECHANISMS	PRIMARY GOAL AREAS
Street tree program	3.10 Isolated Areas 3.11 Environmental Quality 4.5 Focus Area Urban Design Plans
Sidewalk program	3.10 Isolated Areas 4.3 Relationship between Urban Design and Transportation 6.3 Transportation Demand and Systems Management
Significant tree ordinance	3.10 Isolated Areas 3.11 Environmental Quality 4.5 Focus Area Urban Design Plans

Crime-free rental housing program	3.2 Residential Lands and Housing
Street lighting program	3.2 Residential Lands and Housing 3.3 Commercial Lands and Uses 4.5 Focus Area Urban Design Plans
Economic development/ redevelopment program	3.4 Industrial Lands and uses 5.0 Economic Development Goals and Policies
Urban trails program	3.9 Greenspaces, Recreation, and Culture 3.10 Isolated Areas 4.4 Citywide Urban Design Framework Plan
Strategic budgeting (CIP, TIP)	6.7 Transportation Re-Assessment Strategy 9.5 Capital Improvement Plans
Stormwater and surface water management program	7.2 Stormwater

10.3.2 City Regulation

The City's zoning, land-use, and development codes are the primary regulatory vehicles for implementing many aspects of the comprehensive plan. These codes are the main translation mechanisms between the land-use designations and actual physical development (Table 10.2) and must be consistent with this plan. Since adoption of the comprehensive plan in 2000, new zoning designations have been developed to achieve the densities and development standards outlined in the comprehensive plan, and a new Title 18A setting forth zoning districts and associated permitted uses and development standards has replaced Title 18, the City's interim zoning code still in effect at the time of the plan's initial adoption.

Table 10.2: City Land-Use Regulations and Goal Implementation.

PRINCIPAL IMPLEMENTATION MECHANISMS	PRIMARY GOAL AREAS
Design standards for business districts	3.3 Commercial Lands and Uses
Sign ordinance	3.3 Commercial Lands and Uses
Subarea plans for applicable districts	3.2 Residential Lands and Housing 3.3 Commercial Lands and Uses 3.9 Greenspaces, Recreation, and Culture 3.10 Isolated Areas 3.12 Nonconformities 4.5 Focus Area Urban Design Plans
Development code	3.2 Residential Lands and Housing 3.3 Commercial Lands and Uses 3.7 Air Corridor Lands and Uses 3.9 Greenspaces, Recreation, and Culture 3.10 Isolated Areas 3.11 Environmental Quality 3.12 Nonconformities
Land use and zoning code	3.2 Residential Lands and Housing 3.3 Commercial Lands and Uses 3.4 Industrial Lands and uses 3.6 Military Lands 3.7 Air Corridor Lands and Uses 3.8 Public and Semi-Public Institutional Land Uses 3.10 Isolated Areas 3.11 Environmental Quality 3.12 Nonconformities 4.2 Relationship between Urban Design and Land-Use Designations
Uniform building, fire, mechanical, and plumbing codes	3.2 Residential Lands and Housing 3.3 Commercial Lands and Uses 3.12 Nonconformities
Critical areas ordinance	3.11 Environmental Quality
Shoreline master program	3.11 Environmental Quality
Impact fees	3.2 Residential Lands and Housing 3.11 Environmental Quality
SEPA mitigation	3.3 Commercial Lands and Uses 3.9 Greenspaces, Recreation, and Culture 3.11 Environmental Quality
NEPA mitigation	3.5 Military Lands 3.11 Environmental Quality

10.3.3 Other Government Agencies and Special Districts

Much of the public infrastructure essential to Lakewood is owned and operated by other agencies. Because the city's schools, colleges, libraries, and public transit are not controlled by the City, this plan includes policy language addressing coordination with these agencies. Table 10.3 identifies the relationship between these agencies and comprehensive plan goal areas.

Table 10.3: Non-City Agencies and Goal Implementation.

PRINCIPAL IMPLEMENTOR	PRIMARY GOAL AREAS
U. S. Department of Defense	3.6 Military Lands
Clover Park School District	8.6 Schools 3.8 Public and Semi-Public Institutional Land Uses
Clover Park Technical College	8.7 Higher Education 3.8 Public and Semi-Public Institutional Land Uses
Pierce College	8.7 Higher Education 3.8 Public and Semi-Public Institutional Land Uses
Pierce County Library System	8.8 Library System
Tacoma Pierce County Housing Authority	3.2 Residential Lands and Housing
Pierce Transit	6.2 General Transportation Goals and Policies 6.3 Transportation Demand Management (park and ride)
Sound Transit	6.2 General Transportation Goals and Policies (rail station development)
WSDOT	6.2 General Transportation Goals and Policies 6.3 Transportation Demand Management 6.5 Level of Service Standards (LOS) and Concurrency (New SR 512 interchange)
Pierce County Department of Parks and Recreation	3.8 Greenspaces, Recreation, and Culture
Pierce County Department of Public	7.3 Sanitary Sewers
Works and Utilities	7.7 Solid Waste
Town of Steilacoom	7.3 Sanitary Sewers
Lakewood Water District	7.4 Water
Tacoma Public Utilities	7.4 Water
Puget Sound Energy	7.5 Electricity
Pierce County Sheriff's Office	8.4 Police Service
Lakewood Fire District #2	8.2 Fire Protection 8.3 Emergency Medical Services (EMS)

10.3.4 Private Sector

Implementing the comprehensive plan will be the responsibility of the entire community throughout the life of the plan. Both for-profit enterprises, such as developers and other businesses, as well as non-profit organizations will play major roles in this effort. Private contributions will range from voluntary to regulatory compliance and payment of impact fees. Table 10.4 identifies some of the most important private sector responsibilities for comprehensive plan implementation.

Table 10.4: Private Sector Roles in Goal Implementation.

PRINCIPAL IMPLEMENTATION MECHANISMS OR IMPLEMENTOR	PRIMARY GOAL AREAS
St. Clare Hospital	8.9 Health and Human Services 3.8 Public and Semi-Public Institutional Land Uses
Developer agreements	3.9 Greenspaces, Recreation, and Culture 3.11 Environmental Quality
Lakewood Human Services Collaboration strategic plan	8.9 Health and Human Services

Tahoma Nature Conservancy Lakewold Gardens Other non-profits	3.8 Greenspaces, Recreation, and Culture
Private utility purveyors	7.0 Utilities

10.3.5 Initial Implementation Strategies

The following strategies exemplify how some of the central comprehensive plan elements can be implemented. These are not intended to be exhaustive, but form a critical link between policy-making and programming. They begin to translate the comprehensive plan into guidance for City's everyday work functions.

Land-Use Implementation Strategies

- Target redevelopment of obsolete one-bedroom apartment complexes.
- Recognize existing programs and regulatory mechanisms such as the City's street lighting program, street tree program, sign ordinance, sidewalk program, significant tree ordinance as ongoing means of achieving land-use goals.
- Develop redevelopment and subarea plans for ~~Tillicum, American Lake Gardens,~~ the Lakewood Station D~~d~~istrict, Springbrook, the CBD, the Pacific Highway SW corridor, and selected residential arterials.
- Examine the potential for employing density bonuses in return for private development of public open space.
- Maintain and periodically update the city's~~Adopt a~~ Critical Areas and Resource Lands Ordinance and related plans as required by the GMA. The City's critical areas regulations were initially adopted in 2004.
- ~~Develop and adopt a~~ Maintain the City's Shoreline Master Program (adopted 2014) consistent with GMA and the state Shoreline Management Act, including salmon recovery provisions.
- Capitalize on historical sites in the area such as Fort Steilacoom, Lakewold Gardens, and the Lakewood Colonial Theater, as well as other local amenities like the lakes and parks.
- Work to maintain an adequate variety of land uses within the city to support development.
- Work to provide for on-line submittal of development permit and building permit application forms.
- Streamline the permit processing system wherever possible to make it easier to understand and to minimize the review time and costs.
- ~~Develop redevelopment plans for the Lakewood Station area, the Central Business District, and the Pacific Highway southwest corridor.~~
- Continue to prepare the Woodbrook area foe redevelopment with industrial uses and pursue opportunities to locate appropriate businesses consistent with utility extensions as described in the Woodbrook Business Park Development report issued in July, 2009.

- Continue with redevelopment efforts in Tillicum and the preparation of development regulations and design standards as described in the Tillicum Neighborhood Plan adopted in June 2011.
-

Urban Design and Community Character Implementation Strategies

- Develop and implement community design guidelines for commercial, industrial, and multi-family residential development. Identify design elements and features that give specific areas a distinctive character. Include provisions to minimize impacts to residential development adjacent to development sites.

- Include design considerations in developing subarea plans.

- Study the feasibility of creating a local improvement district in the CBD to help fund local improvements.

- Encourage ongoing development of an individual identity for the International District.

- Develop an urban design manual for commercial and industrial development to provide information to developers regarding the architectural and landscape standards that would be applied to a project in an effort to streamline the project review and application process.

Economic Development Implementation Strategies

- Develop a policy to clarify the types of economic development incentives that could be offered by the City, and work with the Enterprise Consortium to take advantage of the incentive programs available to designated areas of Lakewood.

- Maintain an active relationship with the Tacoma-Pierce County Economic Development Board and work with them to attract businesses to Lakewood.

- Identify those industries best suited to Lakewood such as military or transportation related, high-tech, medical services or biotechnology, and actively pursue ~~new~~ corporations to relocate or expand in Lakewood.

- Develop neighborhood business alliances which would focus the energy and resources of the local business community to create a sense of identity and improve communications between business owners and the City, as well as facilitate the use of business assistance resources.

- Develop and carry out periodic surveys of the business community to identify issues affecting the business community and to ensure retention efforts are focused appropriately.

- Maintain the ~~Implement a~~ business visit program by the City's Economic Development staff.

- Encourage home-based businesses which have outgrown the home to stay in Lakewood.

- Continue to develop and improve ~~Create~~ systems for information exchange between the City, real estate brokers, the development community, and the financial organizations to inform the City of new development trends, properties for sale,, vacancies, and economic development issues ~~inquiries~~.

- Take advantage of existing business assistance programs offered by partner organizations.
- In coordination with partner organizations, develop new assistance programs to fill unmet business training needs.
- Partner with educational institutions to take advantage of workforce training opportunities.
- Seek grant opportunities to support business development loan programs.
- Support existing business development loan programs to ensure their continued success.
- Devise cooperative ways to encourage small business development by working with local lending institutions.
- Develop and maintain an economic development component for the City Web site.
- Prepare profiles of successful Lakewood businesses to be used in marketing packets.
- Research and develop a demographic and economic profile as part of a marketing packet.
- Develop a promotional community brochure highlighting the special attributes of the community.
- Develop a marketing campaign targeted at regional business publications designed to attract business and promote a positive business image for Lakewood, while developing a publication and database of land available for development.
- Develop a "buy local" campaign to promote local businesses and decrease sales tax leakage.
- Create opportunities for Lakewood residents to learn how business contributes to the services and amenities enjoyed by those living in the Lakewood community.
- Create opportunities to showcase local businesses to draw attention to Lakewood's diverse business community.
- Create opportunities for the City to express support of the business community and express appreciation of its importance to the community.
- Develop relationships with other public and private organizations to capitalize on existing resources. Such partners may include the Lakewood Chamber of Commerce, Pierce County, City of Tacoma, Port of Tacoma, The Empowerment Consortium, Pierce College, Clover Park Technical College, Tacoma-Pierce County Economic Development Board as well as others.
- Explore the development of an annual "economic summit" to be conducted in association with our partner organizations and the business community in order to exchange information.
- Enhance communication linkages between the City, business community, property owners, the Korean Business Association, and other business organizations.
- Facilitate and support community events that attract visitors to the community such as LakeFolk Fest, SummerFest, and Fort Steilacoom Days.

- Continue to work with the Tacoma-Pierce County Visitor and Convention Bureau and the Lakewood Chamber of Commerce to promote tourism.

- Create a tourism development strategy in conjunction with the Tacoma-Pierce County Visitor and Convention Bureau and Lakewood Chamber of Commerce.

- ~~Establish a~~ Maintain and develop the Lakewood Lodging Tax Advisory Board and lodging tax funding program.

- Develop and implement a communications program to "sell" Lakewood as a preferred location for development of new businesses.

- Study and report on commercial demand leakage and pursue projects and strategies to keep retail dollars in Lakewood.~~, and devise potential mechanisms to deter, commercial leakage.~~

- Identify a funding base for and provide loans for business expansion, apart from startups.

Transportation Implementation Strategies

- Develop pedestrian overlay zones for the CBD and Lakewood Station district.

- Complete funding and implementation of reconstruction of the Pacific Highway Southwest corridor to add curb, gutter and sidewalks as well as add landscaping elements and improve signage.

- Provide local support for the reconstruction of the I-5/SR 512 interchange and grade separation at 100th Street SW and Lakeview Drive.

- Provide local support for the construction of ~~the Lakewood~~ a Sounder Station in Tillicum. The station could also serve as an Amtrak station if Amtrak service is added to the Sound Transit rail line.

- Identify the gateways to Lakewood and construct entry signage and install landscaping.

Capital Facilities Implementation Strategies

- As part of the capital facilities plan, develop public policies that assign public dollars to areas targeted for redevelopment. Use the capital facilities plan to identify funding strategies including the use of public bonds, local improvement districts, public-private partnerships, and grants to focus the phased construction of public facilities and infrastructure. This policy also includes regularly updating the capital facilities plan to reflect any changes in financing strategies.

- Develop an equitable process for siting essential public facilities that balances developer certainty with the public interest.

10.4 Public Involvement

The City values the involvement and input of all its citizens in planning issues. Considerable public involvement and input has been sought and offered with regard to the comprehensive plan and its succeeding amendments, and the zoning code and development regulations. As work programs evolve to support the plan's implementation, additional targeted public involvement processes may be used to gain further insight as

to how the community might wish to achieve comprehensive plan goals and policies. As the comprehensive plan unfolds, the City should remain mindful of creating meaningful opportunities for public involvement in the creation and institution of programs and practices geared toward plan implementation. These will not be "one-size-fits-all" efforts but may use differing techniques and tools depending on the scope and nature of the issue at hand, and the level of participation being sought.

Responsibility for citizen involvement in shaping the City's activities lies not only at the City's level in creating opportunities, but also at the citizens' level in availing themselves of those opportunities. The City will make every effort to inform people of involvement and input processes; but in order to be truly effective, citizens must accept personal responsibility for informing themselves of the issues and responding to the City. The highest potential for contribution lies in early and continuous involvement.

10.5 Enforcement

At the policy level, Community Development staff will monitor the relationship of the comprehensive plan to other City activities and policy undertakings, providing information to City administration and elected officials as necessary to make informed decisions in keeping with the adopted plan. Enforcement of regulations adopted pursuant to the comprehensive plan routinely occur through the activities of the City's code enforcement staff.

10.6 Amendments

The comprehensive plan can be amended only once yearly, except as provided in state law. Changes to the comprehensive plan may occur only after analysis, full public participation, notice, and environmental review.

Proposed amendments each calendar year shall be considered not only on their own merits, but concurrently so that the cumulative effect of the proposals can be determined. To begin the process of entertaining amendments to either the plan's goals and policies or the Future Land-Use Map, staff shall promulgate an application process that involves, at minimum, the following information:

- A detailed statement of what is proposed to be changed and why;
- A statement of anticipated impacts of the change, including geographic area affected and issues presented;
- A demonstration of why the existing comprehensive plan guidance should not continue or is no longer relevant;
- A statement of how the proposed amendment complies with the state GMA's goals and specific requirements;
- A statement of how the proposed amendment complies with the CWPP; and
- Identification of any changes to zoning or development regulations, other plans, or capital improvement programs that will be necessary to support the change, together with identification of funding sources if capital change is involved.

Details for review of amendments is set forth in the Lakewood Municipal Code and details the type and level of information to be required for each type of amendment (policy or map), public notice and participation, environmental review, and methods for cumulative impact analysis of separate proposals. As with any application and review process, the City may charge fees for plan amendments, consistent with the City's approved fee schedule.

10.7 Periodic Review

The comprehensive plan, in accordance with state law, shall be formally reviewed in its entirety every seven

years following the 2015 update~~04 review~~, per RCW 36.70A.130(4)(a). The review should include an analysis of the effect on various plan elements of recent demographic trends and projections, land-use trends and demand, economic trends, statutory requirements and relevant case law, and any other data that is deemed relevant at the time. Under RCW 36.70A.130(3), the County shall review its designated UGAs and densities against anticipated population growth for the succeeding 20-year period. In conjunction with this review, the City shall review its UGAs and population densities and determine the efficacy of, and any changes that may be sought to, growth boundaries.

To effectively and flexibly respond to changing conditions, the specific review approach and process is to be developed administratively and may vary from one periodic review to the next.

Monitoring to what degree the comprehensive plan is being met will be an integral part of the periodic review process. This will enable the City to make mid-course corrections to accomplish or refine goals and policies to more capably respond to local needs. For the 2004 review, an attempt to wholly revamp the plan was not seen as appropriate. In only four years since its adoption, and three since adoption of new development regulations, much of what is envisioned under the plan has not had the opportunity to come to fruition. Therefore, the initial review was quite limited in scope. For later review periods, the City may wish to consider intermediate benchmarking practices to quantifiably measure the comprehensive plan's outcomes and to identify trends that may indicate needed changes. For example, measuring the amount of vacant land used for new development each year and how dense the growth is on this land offers a picture of how quickly and efficiently that vacant land supply is being used.

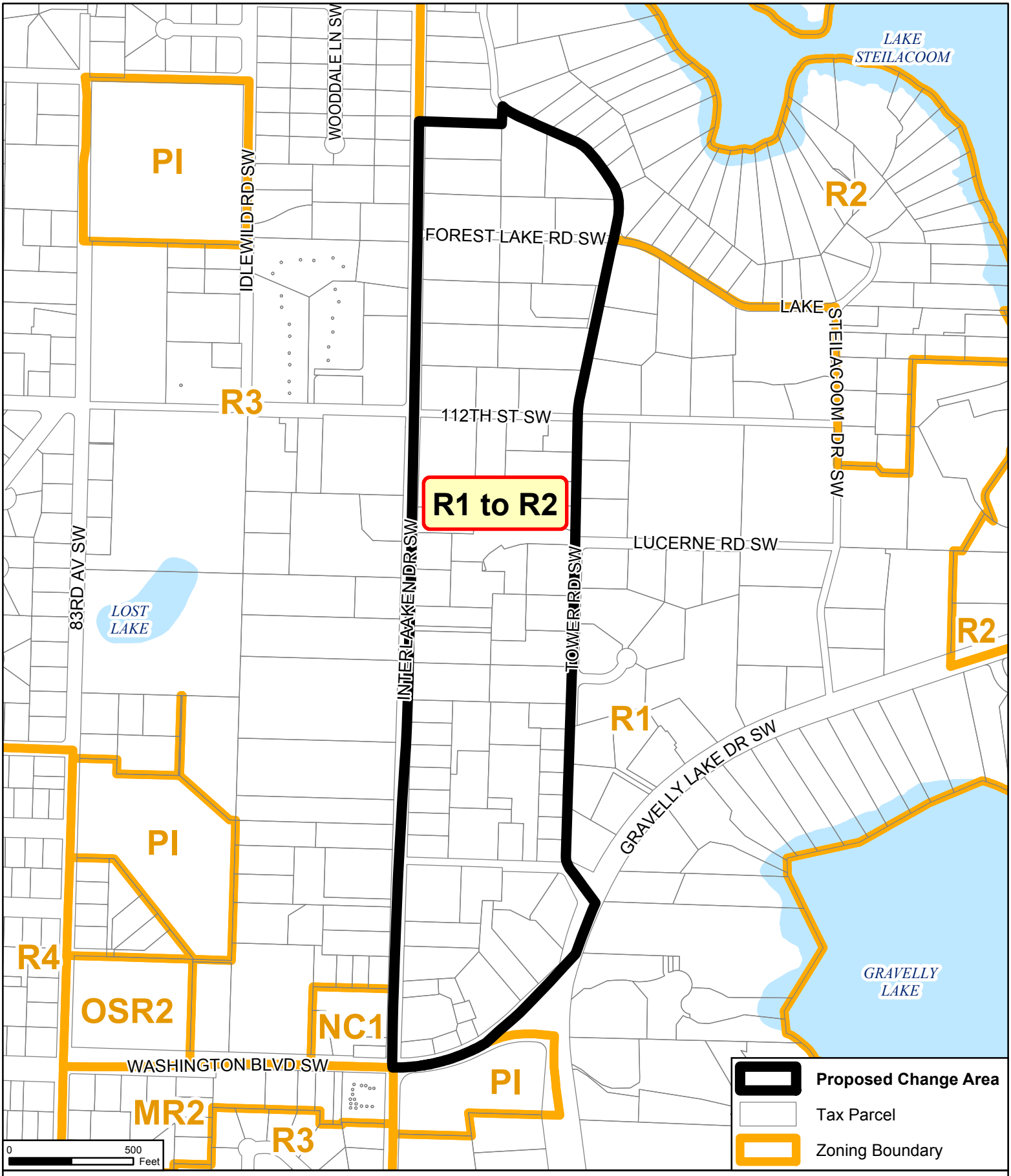


Exhibit 1 - Interlaaken Dr/Tower Rd
Zoning District: R1 to R2

Map Date: August 27, 2015
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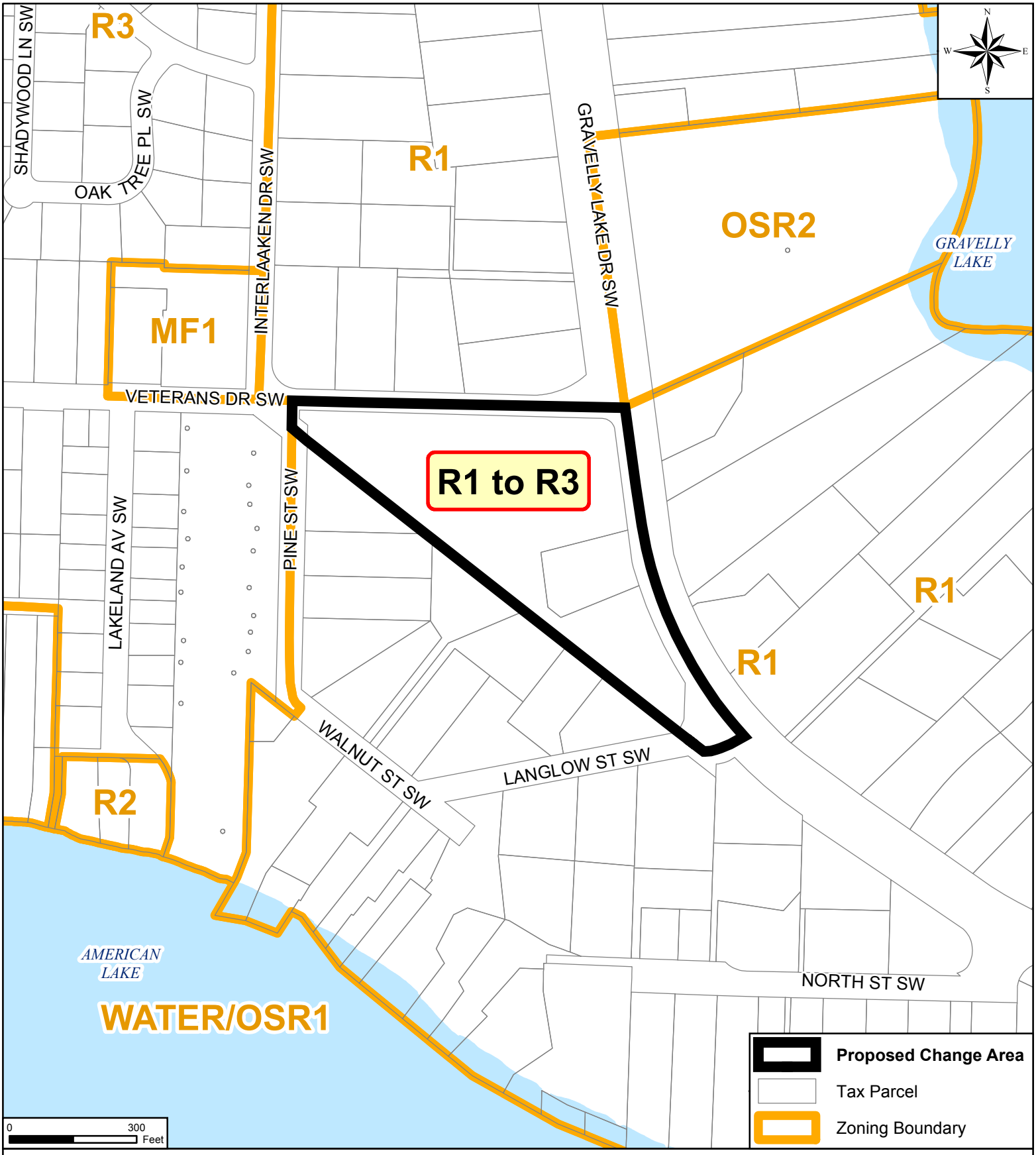

Exhibit 2 - Veterans Dr/Gravelly Lake Dr
Future Land Use Designation: Residential Estate to SF
Zoning District: R1 to R3

Map Date: August 27, 2015
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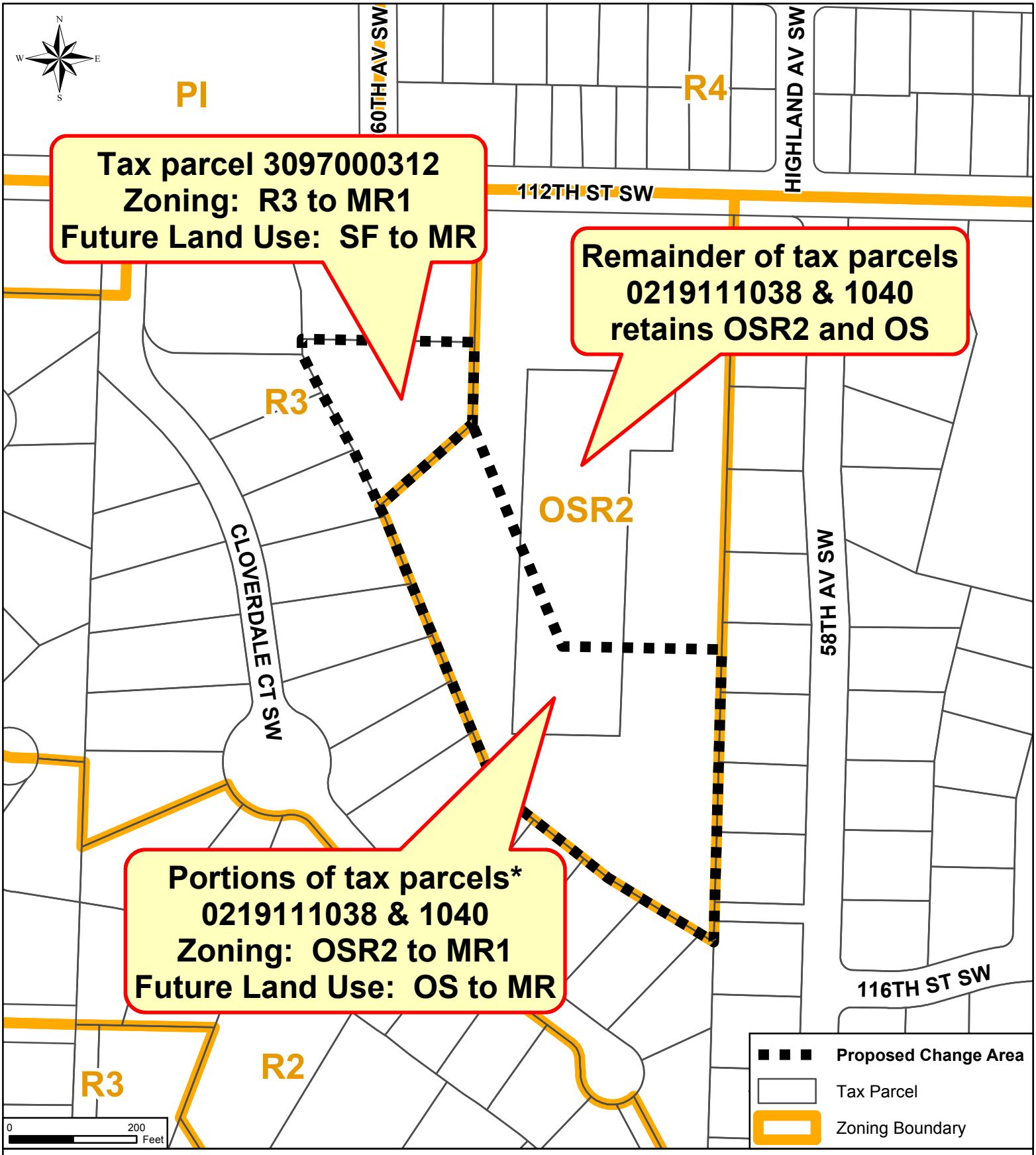

Exhibit 3 - Lakewood Racquet Club
Future Land Use Designation: SF and OS to MR
Zoning District: OSR2 and R3 to MR1

*Portioning of tax parcels based on sketch from CED.
Map Date: August 27, 2015
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Department of Commerce
Innovation is in our nature.

Periodic Update Checklist for Cities – Updated June 2013

Covers laws through 2012

This checklist is intended to help cities that are fully planning under the Growth Management Act (GMA) to conduct the "periodic review and update" of comprehensive plans and development regulations required by RCW 36.70A.130(4). Cities can use the checklist to identify components of their comprehensive plan and development regulations that may need to be updated to reflect the latest local conditions or to comply with changes to the GMA since their last update.

This checklist includes components of the comprehensive plan and development regulations that are specifically required by the GMA. Statutory requirements adopted since 2003 are emphasized in highlighted text to help identify new components of the GMA that may not have been addressed in annual updates or other amendments outside of the required periodic update process. Cities within the Puget Sound Regional Council boundaries may want to use this checklist in tandem with PSRC checklists. A separate checklist is available for counties. Expanded checklists (one for Comprehensive Plans, one for Development Regulations) are also available, which include a more comprehensive list of related good ideas and things to consider.

How to fill out the checklist

With the most recent version of your comprehensive plan and development regulations in hand, fill out each item in the checklist. Select the check box or type in the fields, answering the following questions:

Is this item addressed in your current plan or regulations? If YES, fill in the form with citation(s) to where in the plan or code the item is addressed. We recommend using citations rather than page numbers because they stay the same regardless of how the document is printed. If you have questions about the requirement, follow the hyperlinks to the relevant statutory provision or rules. If you still have questions, visit the Commerce web page or contact a Commerce planner assigned to your region.

Is amendment needed to meet current statute? Check YES to indicate a change to your plan or regulations will be needed. Check NO to indicate that the GMA requirement has already been met. Local updates may not be needed if the statute hasn't changed since your previous update, if your city has kept current with required inventories, or if there haven't been many changes in local circumstances. Check "Further Review Needed" if you are unsure whether the requirement has already been met or if the city is considering a review, but hasn't yet decided.

Is your city considering optional amendments? Use this field to note areas where your city may elect to work on or amend sections of your plan or development regulations that are not required by the GMA.

How to use the completed checklist

Commerce strongly encourages you to use the completed checklist to develop a detailed work plan (see Appendix B) for your periodic update. The checklist can be used to inform the contents of a city council resolution that defines what actions will be taken as part of the GMA periodic update.

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?

I. Required Comprehensive Plan Elements and Components

1. A **Land Use Element** that is consistent with countywide planning policies (CWPPs) and RCW 36.70A.070(1).			
a. A **future land use map** showing city limits and urban growth area (UGA) boundaries. RCW 36.70A.070(1) and RCW 36.70A.110(6) WAC 365-196-400(2)(d), WAC 365-196-405(2)(i)(ii)	❑ No x Yes Location(s) Comp Plan figure 2.1	❑ Yes x No ❑ Further review needed	
b. Consideration of **urban planning approaches that increase physical activity**. RCW 36.70A.070(1), **Amended in 2005** WAC 365-196-405 (2)(j)	❑ No x Yes Location(s) • Station district and ped bridge • NMTP • Most commercial areas are mixed use • Sidewalk requirements • Legacy Parks Plan	❑ Yes x No ❑ Further review needed	
c. **A consistent population projection throughout the plan** which should be consistent with the Office of Financial Management forecast for the county or the county's sub-county allocation of that forecast. RCW 43.62.035, WAC 365-196-405(f)	❑ No X Yes Location(s) Comp Plan 3.2.5, 3.2.6 (2030= 72,000)	❑ Yes X No ❑ Further review needed	
d. **Estimates of population densities and building intensities based on future land uses.** RCW 36.70A.070(1); WAC 365-196-405(2)(i)	❑ No X Yes Location(s) Comp Plan Table 3.2	❑ Yes X No ❑ Further review needed	
e. Provisions for **protection of the quality and quantity of groundwater used for public water supplies**. RCW 36.70A.070(1)	❑ No x Yes Location(s) CP Sec. 3.11.7 LMC 14A.150-Aquifer Recharge Areas LWD Comp. Water Plan	❑ Yes x No ❑ Further review needed	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
f. **Identification of lands useful for public purposes** such as utility corridors, transportation corridors, landfills, sewage treatment facilities, stormwater management facilities, recreation, schools, and other public uses. RCW 36.70A.150 and WAC 365-196-340	❑ No x Yes Location(s) CP Sec 3.8, 3.9, 3.10 PI zone OS zone	❑ Yes x No ❑ Further review needed	
g. **Identification of open space corridors within and between urban growth areas**, including lands useful for recreation, wildlife habitat, trails, and connection of critical areas. RCW 36.70A.160 and WAC 365-196-335	❑ No x Yes Location(s) CP Sec 3.10 Ft Steilacoom Park Phillips Rd Game Farm Chambers Ck Cyn. Flett Wetlands	❑ Yes X No ❑ Further review needed	
h. *If* there is an airport within or adjacent to the city: **policies, land use designations** *(and zoning)* **to discourage the siting of incompatible uses adjacent to general aviation airports.** [RCW 36.70A.510, RCW 36.70.547, New in 1996)] *Note:* The plan *(and associated regulations)* must be filed with the Aviation Division of WSDOT. WAC 365-196-455	x No ❑ Yes Location(s) No g.a. airports; See CP Sec 3.7 for JBLM policies	❑ Yes x No ❑ Further review needed	
i. *If* there is a Military Base within or adjacent to the jurisdiction employing 100 or more personnel: **policies, land use designations,** *(and consistent zoning)* **to discourage the siting of incompatible uses adjacent to military bases.** RCW 36.70A.530(3), **New in 2004.** See WAC 365-196-475	❑ No x Yes Location(s) CP 3.6, 3.7 JBLM JLUS update in progress	❑ Yes ❑ No x Further review needed	
j. Where applicable, **a review of drainage, flooding, and stormwater run-off** in the area and nearby jurisdictions and provide guidance for corrective actions to mitigate or cleanse those discharges that pollute waters of the state. RCW 36.70A.70(1) and WAC 365-196-405(2)(c) *Note:* RCW 90.56.010(26) defines waters of the state.	❑ No x Yes Location(s) CP 3.12.4, 3.12.7	❑ Yes x No ❑ Further review needed	
k. **Policies to designate and protect critical areas** including wetlands, fish and wildlife habitat protection areas, frequently flooded areas, critical aquifer recharge areas, and geologically hazardous areas. In developing these policies, the city must have included the **best available science (BAS)** to protect the functions and values of critical areas, and give **"special consideration"** to conservation or protection measures necessary to preserve or enhance anadromous fisheries.	❑ No x Yes Location(s) CP 3.12.1, 3.12.2, 3.12.4, 3.12.5, 3.12.8 LMC 14A.142 et seq; BAS Report from Geo Engineers dated 8/18/2004	❑ Yes x No ❑ Further review needed	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
RCW 36.70A.030(5), RCW 36.70A.172, BAS added in 1995. See WAC 365-195-900 through -925, WAC 365-190-080 *Note:* A voluntary stewardship program was created in 2011 as an alternative for protecting critical areas in areas used for agricultural activities. Counties had the opportunity to opt into this voluntary program before January 22, 2012. See requirements of the voluntary stewardship program. RCW 36.70A.700 through .904.			
l. *If* forest or agricultural lands of long-term commercial significance are designated *inside* city: **a program authorizing Transfer (or Purchase) of Development Rights.** RCW 36.70A.060(4), **Amended in 2005**	x No ❑ Yes Location(s) NA	❑ Yes x No ❑ Further review needed	
2. A **Housing Element** to ensure the vitality and character of established residential neighborhoods and is consistent with relevant CWPPs, and RCW 36.70A.070(2).			
a. **Goals, policies, and objectives** for the preservation, improvement, and development of housing. RCW 36.70A.070(2)(b) and WAC 365-196-410(2)(a)	❑ No X Yes Location(s) CP Section 3.2	❑ Yes X No ❑ Further review needed	
b. **An inventory and analysis** of existing and projected housing needs over the planning period. RCW 36.70A.070(2)(a) and WAC 365-196-410(2)(b) and (c)	❑ No X Yes Location(s) CP Sec. 3.2.7; Table 3.1	❑ Yes X No ❑ Further review needed	
c. **Identification of sufficient land for housing**, including but not limited to, government-assisted housing, housing for low-income families, manufactured housing, multifamily housing, group homes, and foster care facilities. RCW 36.70A.070(2)(c)	❑ No X Yes Location(s) CP Sec. 3.2.7; Table 3.2	❑ Yes X No ❑ Further review needed	
d. **Adequate provisions for existing and projected housing needs** for all economic segments of the community. RCW 36.70A.070(2)(d) and WAC 365-196-410	❑ No X Yes Location(s) CP Sec. 3.2.8;	❑ Yes X No ❑ Further review needed	
e. *If* enacting or expanding an **affordable housing program** under RCW 36.70A.540: identification of land use	❑ No X Yes	❑ Yes X No	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
designations within a geographic area where increased residential development will assist in achieving local growth management and housing policies. RCW 36.70A.540, **New in 2006**. WAC 365-196-870	Location(s) CP Sec 3.2, Policies LU 2.38 thru LU 2.42	❑ Further review needed	
f. Policies so that **manufactured housing** is not regulated differently than site built housing. RCW 35.21.684, 35.63.160, 35A.21.312, and 36.01.225, **Amended in 2004**	❑ No x Yes Location(s) CP LU-7.6 LMC 18A.50.180	❑ Yes x No ❑ Further review needed	
g. *If* the city has a population of over 20,000: **provisions for accessory dwelling units (ADUs) to be allowed in single-family residential areas.** RCW 36.70A.400, RCW 43.63A.215(3)	❑ No x Yes Location(s) CP LU-6.2, 6.3 LMC 18A.70.300	❑ Yes x No ❑ Further review needed	
3. A **Capital Facilities Plan (CFP) Element** to serve as a check on the practicality of achieving other elements of the plan, covering all capital facilities planned, provided, and paid for by public entities including local government and special districts, etc.; including water systems, sanitary sewer systems, storm water facilities, schools, parks and recreational facilities, police and fire protection facilities. Capital expenditures from Park and Recreation elements, if separate, should be included in the CFP Element. The CFP Element must be consistent with CWPPs, and RCW 36.70A.070(3), and include:			
a. Policies or procedures to ensure **capital budget decisions are in conformity with the comprehensive plan**. RCW 36.70A.120	❑ No X Yes Location(s) CP Goals CF-1,2	❑ Yes X No ❑ Further review needed	
b. An **inventory** of existing capital facilities owned by public entities. RCW 36.70A.070(3)(a) and WAC 365-196-415(2)(a)	❑ No X Yes Location(s) CP Section 9.2	❑ Yes X No ❑ Further review needed	
c. **A forecast of needed capital facilities.** RCW 36.70A.070(3)(b) and WAC 365-196-415 (b) *Note:* The forecast of future need should be based on projected population and adopted levels of service (LOS) over the planning period.	❑ No X Yes Location(s) Goals CF-2 through10 Adopted LOS: D, or per	❑ Yes X No ❑ Further review needed	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
	Figure 6.3 for roadways. Future needs: 6-yr CIP		
d. Proposed **locations and capacities of expanded or new capital facilities.** RCW 36.70A.070(3)(c) and WAC 365-196-415 (3)(C)	❑ No X Yes Location(s) As indicated in 6-yr CIP	❑ Yes X No ❑ Further review needed	
e. A **six-year plan** (at least) identifying sources of public money to finance planned capital facilities. RCW 36.70A.070(3)(d) and RCW 36.70A.120 WAC 365-196-415	❑ No X Yes Location(s) 6-yr CIP	❑ Yes X No ❑ Further review needed	
f. A **policy or procedure to reassess the Land Use Element** if probable funding falls short of meeting existing needs. RCW 36.70A.070(3)(e) WAC 365-196-415(2)(d)	❑ No X Yes Location(s) Comp Plan section 6.7-Reassessment Strategy	❑ Yes X No ❑ Further review needed	
g. *If* impact fees are collected: **identification of public facilities on which money is to be spent.** RCW 82.02.050(4) WAC 365-196-850	x No ❑ Yes Location(s) NA. NO impact fees.	❑ Yes x No ❑ Further review needed	
4. A **Utilities Element** which is consistent with relevant CWPPs and RCW 36.70A.070(4) and includes:			
a. The **general location, proposed location and capacity** of all existing and proposed utilities. RCW 36.70A.070(4) WAC 365-196-420	❑ No x Yes Location(s) CP Ch 7.0- Utilities Element	❑ Yes x No ❑ Further review needed	
5. A **Transportation Element** which is consistent with relevant CWPPs and RCW 36.70A.070(6) and includes: TRANSPORTATION ELEMENT WILL BE INCLUDED AS PART OF 2015 UPDATE			
a. An **inventory** of air, water, and ground transportation facilities and services, including transit alignments, state-	❑ No x Yes	❑ Yes x No	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
owned transportation facilities, and general aviation airports. RCW 36.70A.070(6)(a)(iii)(A) and WAC 365-196-430(2)(c).	Location(s) CP Ch 6.0-Transportation Element	❑ Further review needed	
b. Adopted **levels of service (LOS) standards** for all arterials, transit routes and highways. RCW 36.70A.070(6)(a)(iii)(B), New in 1997. WAC 365-196-430	❑ No x Yes Location(s) CP Section 6.6	❑ Yes x No ❑ Further review needed	
c. Identification of specific **actions to bring locally-owned transportation facilities and services to established LOS**. RCW 36.70A.070(6)(a)(iii)(D), **Amended in 2005.** WAC 365-196-430	❑ No x Yes Location(s) CP Section 6.3 (TDM) CP Section 6.7 (Reassessment strategy)	❑ Yes x No ❑ Further review needed	
d. A **forecast of traffic for at least 10 years**, including land use assumptions used in estimating travel. RCW 36.70A.070(6)(a)(i), RCW 36.70A.070(6)(a)(iii)(E) WAC 365-196-430(2)(f).	❑ No X Yes Location(s) Transpo model. See 7/15 Transp. Background Report	❑ Yes X No ❑ Further review needed	
e. A **projection of state and local system needs** to meet current and future demand. RCW 36.70A.070(6)(a)(iii)(F) WAC 365-196-430(2)(f)	❑ No x Yes Location(s) CP Section 6.7 (Reassessment strategy)	❑ Yes x No ❑ Further review needed	
f. A **pedestrian and bicycle component.** RCW 36.70A.070(6)(a)(vii), **Amended 2005** WAC 365-196-430(2)(j)	❑ No x Yes Location(s) CP Goal T-14 and sub. policies. NMTP adopted 11/08	❑ Yes x No ❑ Further review needed	
g. A description of any existing and planned **transportation demand management (TDM) strategies**, such as HOV lanes or subsidy programs, parking policies, etc. RCW 36.70A.070(6)(a)(vi) WAC 365-196-430(2)(i)	❑ No x Yes Location(s) CP section 6.3	❑ Yes x No ❑ Further review needed	
h. An **analysis of future funding capability** to judge needs	❑ No	❑ Yes	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
against probable funding resources. RCW 36.70A.070(6)(a)(iv)(A) WAC 365.196-430(2)(k)(iv)	X Yes Location(s) CP Sec. 6.7; Transp. Background report; 6-year TIP	X No ❑ Further review needed	
i. A **multiyear financing plan** based on needs identified in the comprehensive plan, the appropriate parts of which serve as the basis for the 6-year street, road or transit program. RCW 36.70A.070(6)(a)(iv)(B) and RCW 35.77.010 WAC 365-196-430(2)(k)(ii)	❑ No X Yes Location(s) CP Sec. 6.7; Transp. Background report; 6-year TIP	❑ Yes X No ❑ Further review needed	
j. *If* probable funding falls short of meeting identified needs: a **discussion of how additional funds will be raised**, or **how land use assumptions will be reassessed** to ensure that LOS standards will be met. RCW 36.70A.070(6)(a)(iv)(C); WAC 365-196-430(2)(l)(ii)	❑ No x Yes Location(s) T-13.7, 13.8; Goal T-21; Section 6.7 Reassessment Strategy	❑ Yes X No □Further review needed	
k. A **description of intergovernmental coordination efforts**, including an assessment of the impacts of the transportation plan and land use assumptions on the transportation systems of adjacent jurisdictions and how it is consistent with the regional transportation plan. RCW 36.70A.070(6)(a)(v); WAC 365-196-430(2)(a)(iv)	❑ No x Yes Location(s) CP Goals T-2, T-13 and sub policies. Policy T-19.2	❑ Yes X No ❑ Further review needed	
6. Provisions for siting essential public facilities (EPFs), consistent with CWPPs and RCW 36.70A.200. This section can be included in the Capital Facilities Element, Land Use Element, or in its own element. Sometimes the identification and siting process for EPFs is part of the CWPPs.			
a. **A process or criteria for identifying and siting essential public facilities (EPFs).** [RCW 36.70A.200, Amended in 1997 and 2001] *Notes:* EPFs are defined in RCW 71.09.020(14). Cities should consider OFM's list of EPFs that are required or likely to be built within the next six years. Regional Transit Authority facilities are included in the list of essential public facilities RCW 36.70A.200**, amended 2010**. WAC 365-196-550(d)	❑ No X Yes Location(s) CP Section 3.8, and Chapter 8.0 – Public Services. LMC 18A.30.800 et. seq.; LMC 18A.20.400.D	❑ Yes X No ❑ Further review needed	
b. Policies or procedures that ensure the **comprehensive plan does not preclude the siting of EPFs.** RCW 36.70A.200(5) *Note:* If the EPF siting process is in the CWPPs, this policy may be contained in the comprehensive plan as well.	❑ No X Yes Location(s) CP Policy 9.3 CWPP EPF 1-8	❑ Yes X No ❑ Further review	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
WAC 365-196-550(3)		needed	
7. Consistency is required by the GMA.			
a. All plan elements must be **consistent with relevant county-wide planning policies (CWPPs) and, where applicable, Multicounty Planning Policies (MPPs), and the GMA.** RCW 36.70A.100 and 210 WAC 365-196-400(2)(c), 305 and 520	❑ No X Yes Location(s) CP Section 1.6.7	❑ Yes ❑ No X Further review needed Chapter 1 will be updated in 2015	
b. All plan elements must be **consistent with each other.** RCW 36.70A.070 (preamble). WAC 365-197-400(2)(f)	❑ No X Yes Location(s)	❑ Yes ❑ No X Further review needed Chapter 1 will be updated in 2015	
c. The plan must be **coordinated with the plans of adjacent jurisdictions.** RCW 36.70A.100 WAC 365-196-520	❑ No X Yes Location(s) Section 10.3.3; Table 10-3	❑ Yes X No ❑ Further review needed	
8. Shoreline Provisions			
Comprehensive plan acknowledges that for shorelines of the state, the goals and policies of the shoreline management act as set forth in RCW 90.58.020 are added as one of the goals of this chapter as set forth in RCW 36.70A.020 without creating an order of priority among the fourteen goals. The goals and policies of the shoreline master program approved under RCW 90.58 shall be considered an element of the comprehensive plan. RCW 36.70A.480, WAC 365-196-580	❑ No x Yes Location(s) CP Section 3.11.3; SMP Update recently approved by DOE	❑ Yes x No ❑ Further review needed	
9. Public participation, plan amendments and monitoring. ***Note*: House Bill 2834, passed in 2012, eliminates the requirement for cities planning under the GMA to report every 5 years on its progress in implementing its comprehensive plans.**			
a. **A process to ensure public participation in the comprehensive planning process.** RCW 36.70A.020(11), .035, and .140; WAC 365-196-600(3) The process should address annual amendments (if the	❑ No X Yes Location(s) CP Section 10.4, 10.6, 10.7.	❑ Yes X No ❑ Further review	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
jurisdiction allows for them) [RCW 36.70A.130(2), **Amended in 2006**], emergency amendments [RCW 36.70A.130(2)(b)], and may include a specialized periodic update process. Plan amendment processes may be coordinated among cities within a county [RCW 36.70A.130(2)(a)] and should be well publicized.	LMC 18A.02.400, 18A.02.565 Pub. Part. Plan for Comp Plan updates adopted May 2013.	needed	
b. A process to assure that proposed **regulatory or administrative actions do not result in an unconstitutional taking of private property**. See *Attorney General's Advisory Memorandum: Avoiding Unconstitutional Takings of Private Property* for guidance. RCW 36.70A.370	X No ❑ Yes Location(s) See 18A.50.135.I with regard to street frontage improvements.	❑ Yes ❑ No X Further review needed No explicit policy?	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?

II. Required Components of Development Regulations WAC 365-196-810

10. **Regulations designating and protecting critical areas** are required by RCW 36.70A.170, RCW 36.70A.060(2) and RCW 36.70A.172(1). *Note*: A voluntary stewardship program was created in ESHB 1886 (2011) as an alternative for protecting critical areas in areas used for agricultural activities. Counties may choose to opt into this voluntary program before January 22, 2012. Click *here* for the requirements of the voluntary stewardship program.			
a. **Classification and designation** of each of the five types of critical areas *(wetlands, critical aquifer recharge areas, fish and wildlife habitat conservation areas, frequently flooded areas, and geologically hazardous areas),* if they are found within your city. RCW 36.70A.170; WAC 365-196-830(2) *Note*: Senate Bill 5292 adopted in 2012 clarified that certain water-based artificial features or constructs are excluded from being considered part of a fish and wildlife habitat conservation areas.	❑ No X Yes Location(s) LMC 14A.142 et seq.	❑ Yes X No ❑ Further review needed	
b. Findings that demonstrate **Best Available Science (BAS)** was included in developing policies and development regulations to protect the function and values of critical areas. In addition, findings should document special consideration given to conservation or protection measures necessary to preserve or enhance anadromous fisheries. RCW 36.70A.172(1); WAC 365-195, WAC 365-195	❑ No X Yes Location(s) BAS Review prepared by GeoEngineers Inc. dated August 18, 2004	❑ Yes X No ❑ Further review needed	
c. Regulations that protect the functions and values of **wetlands**. RCW 36.70A.060(2) and RCW 36.70A.172(1) WAC 365-190-090	❑ No X Yes Location(s) LMC 14A.162	❑ Yes X No ❑ Further review needed	
d. A **definition of wetlands** consistent with RCW 36.70A.030(21) WAC 365-190-090, WAC 173-22-035	X No ❑ Yes Location(s) LMC 14A.165.010	❑ Yes ❑ No X Further review needed	Need to update language
e. **Delineation of wetlands** using the approved federal wetlands delineation manual and applicable regional supplements [RCW 36.70A.175, RCW 90.58.380 (1995) (2011)] WAC 173-22-035	X No ❑ Yes Location(s) LMC 14A.162.020	X Yes ❑ No ❑ Further review needed	Need to reference 2014 rating system (Need to update CARL by 6/30/15)

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
f. Regulations that protect the functions and values of **critical aquifer recharge areas ("areas with a critical recharging effect on aquifers used for potable water" RCW 36.70A.030(5)(b))**. RCW 36.70A.060(2) and RCW 36.70A.172(1) WAC 365-190-100	❑ No X Yes Location(s) LMC 14A.150	❑ Yes X No ❑ Further review needed	
g. Regulations to protect the **quality and quantity of ground water** used for public water supplies. RCW 36.70A.070(1)	❑ No X Yes Location(s) CP 3.11.7; LMC 14A.150; Lot size and lot coverage limits in zoning code.	❑ Yes X No ❑ Further review needed	
h. Regulations that protect the functions and values of **fish and wildlife habitat conservation areas.** RCW 36.70A.060(2) and RCW 36.70A.172(1) WAC 365-195-925(3), 365-190-130	❑ No X Yes Location(s) LMC 14A.154	❑ Yes ❑ No X Further review needed to analyze WAC 365-190-130 adopted 2010.	(Need to update CARL by 6/30/15)
i. Regulations that protect the functions and values of **frequently flooded areas.** RCW 36.70A.060(2) and RCW 36.70A.172(1) WAC 365-190-110, WAC 173-158-040	❑ No X Yes Location(s) LMC 14A.158; LMC 18A.40.100 et seq.	❑ Yes ❑ No X Further review needed Update references to latest FEMA maps.	(Need to update CARL by 6/30/15)
j. Definition of "fish and wildlife habitat conservation areas" does not include such artificial features or constructs as irrigation delivery systems, irrigation infrastructure, irrigation canals, or drainage ditches that lie within the boundaries of and are maintained by a port district or an irrigation district or company. **New in 2012**. RCW 36.70A.030(5)	❑ No X Yes Location(s) LMC 14A.165.010	❑ Yes ❑ No ? Further review needed NEEDS UPDATE TO ADD CLARIFICATION LANGUAGE?	(Need to update CARL by 6/30/15)
k. Provisions to ensure **water quality and stormwater drainage regulations** are consistent with applicable Land Use Element policies. RCW 36.70A.070(1)	❑ No X Yes Location(s) LMC 12A.10, 12A.11, 14A.150	❑ Yes X No ❑ Further review needed	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
l. Regulation of **geologically hazardous areas** consistent with public health and safety concerns. RCW 36.70A.030(9), RCW 36.70A.060(2) and RCW 36.70A.172(1) WAC 365-190-120	❑ No X Yes Location(s) LMC 14A.146	❑ Yes X No ❑ Further review needed	
m. Provisions that allow "**reasonable use**" of properties constrained by presence of critical areas. RCW 36.70A.370. See *Attorney General's Advisory Memorandum: Avoiding Unconstitutional Takings of Private Property* for guidance	❑ No X Yes Location(s) LMC 14A.142.080 and 090	❑ Yes X No ❑ Further review needed	
n. *If* your city is assuming regulation of forest practices as provided in RCW 76.09.240: **forest practices regulations** that protect public resources, require appropriate approvals for all phases of conversion of forest lands, are guided by GMA planning goals, and are consistent with adopted critical areas regulations. RCW 36.70A.570, **Amended in 2007, 2010** and RCW 76.09.240 **Amended in 2007, 2010** *Note: Applies only to counties fully planning under the GMA with a population greater than 100,000 and the cities and towns within those counties where a certain number of Class IV applications have been filed within a certain timeframe.*	❑ No ❑ Yes Location(s) NA	❑ Yes X No ❑ Further review needed	
11. Shoreline Master Program See Washington State Department of Ecology's SMP Submittal Checklist			
a. **Zoning** is consistent with Shoreline Master Program (SMP) environmental designations. RCW 36.70A.070; RCW 36.70A.480 WAC 365-196-580	❑ No X Yes Location(s) SMP Table II-development standards refer to underlying zoning.	❑ Yes X No ❑ Further review needed	
b. *If* **SMP regulations** have been updated to meet Ecology's shoreline regulations: protection for critical areas in shorelines is accomplished solely through the SMP. RCW 36.70A.480(4), **Amended in 2003 and 2010** and RCW 90.58.090(4). WAC 365-196-580	❑ No X Yes Location(s) SMP Chapter 3, Section B.3	❑ Yes X No ❑ Further review needed	
12. The Zoning Code should contain the following provisions:			
a. **Family daycare providers** are allowed in areas zoned for residential or commercial uses. Zoning conditions should be no more restrictive than those imposed on other residential	❑ No X Yes Location(s)	❑ Yes X No ❑ Further	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
dwellings in the same zone, but may address drop-off and pickup areas and hours of operation**.** RCW 36.70A.450, WAC 365-196-865	LMC 18A.70.100	review needed	
b. Manufactured housing is regulated the same as site-built housing. RCW 35.21.684, 35.63.160, 35A.21.312 and 36.01.225, **All Amended in 2004**	❑ No X Yes Location(s) LMC 18A.50.180; 18A.70.400 et seq.	❑ Yes X No ❑ Further review needed	
c. *If* the city has a population over 20,000 **accessory dwelling units (ADUs)** are allowed in single-family residential areas. RCW 43.63A.215(3)	❑ No X Yes Location(s) LMC 18A.70.310	❑ Yes X No ❑ Further review needed	
m. *If* there is an airport within or adjacent to the city: zoning **that discourages the siting of incompatible uses adjacent to general aviation airports.** RCW 36.70A.510, RCW 36.70.547, New in 1996) *Note:* The zoning regulations must be filed with the Aviation Division of WSDOT. WAC 365-196-455	❑ No ❑ Yes Location(s) NA	❑ Yes ❑ No ❑ Further review needed	
n. *If* there is a Military Base within or adjacent to the jurisdiction employing 100 or more personnel: **zoning that discourages the siting of incompatible uses adjacent to military bases.** RCW 36.70A.530(3), **New in 2004.** WAC 365-196-475	❑ No X Yes Location(s) LMC 18A.30.700 et. seq, JBLM JLUS update underway 2014	❑ Yes X No ❑ Further review needed	
o. Residential structures that are occupied by **persons with handicaps** must be regulated the same as a similar residential structure occupied by a family or other unrelated individuals. RCW 36.70A.410, WAC 365-196-860	❑ No X Yes Location(s) See LMC 18A.90.200 def'n of 'family'; and allowance for Type 1 Group Homes in all residential zones.	❑ Yes X No ❑ Further review needed	
p. Cities adjacent to I-5, I-90, I-405, or SR 520 and counties -- for lands within 1 mile of these highways -- must adopt regulations that allow electric vehicle infrastructure (EVI) as a use in all areas except those zoned for residential or resource use, or critical areas ***by July 1, 2011.*** RCW 36.70A.695, **New in 2009**	❑ No X Yes Location(s) See Admin policy 2010-01 dated 6/30/2010. May want to adopt model ordinance.	❑ Yes ❑ No X Further review needed	
q. Development regulations of all jurisdictions must allow electric vehicle battery charging stations in all areas except	❑ No X Yes	❑ Yes X No	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
those zoned for residential or resource use, or critical areas ***by July 1, 2011***. RCW 36.70A.695, **New in 2009**	Location(s) See Admin policy 2010-01 dated 6/30/2010. May want to adopt model ordinance.	❑ Further review needed	
13. Subdivision Code regulations			
a. Subdivision code is **consistent with and implements comprehensive plan policies**. RCW 36.70A.030(7)and 36.70A.040(4)(d), WAC 365-196-820	❑ No X Yes Location(s) LMC 17.10.030 as amended by Ord 591. 17.14.020.A; 17.22.050.B	❑ Yes X No ❑ Further review needed	
b. Code requires **written findings** documenting that proposed subdivisions provide appropriate provision under RCW 58.17.110(2)(a) for: Streets or roads, sidewalks, alleys, other public ways, transit stops, and other features that assure safe walking conditions for students; potable water supplies [RCW 19.27.097], sanitary wastes, and drainage ways (stormwater retention and detention); open spaces, parks and recreation, and playgrounds; and schools and school grounds. WAC 365-196-820(1)	❑ No X Yes Location(s) LMC 17.14.030.A.1 and B.1; LMC 17.22.070.B.1	❑ Yes X No ❑ Further review needed	
c. **Subdivision regulations may implement traffic demand management (TDM) policies.** RCW 36.70A.070(6)(a)(vi)	❑ No X Yes Location(s) CP Section 6.3;	❑ Yes X No ❑ Further review needed	
d. Preliminary subdivision approvals under RCW 58.17.140 are valid for a period of five, seven, or nine years. [RCW 58.17.140 and RCW 58.17.170. **Amended 2010 by SB 6544. Expires 2014**. **Amended 2012 by HB 2152** *Note*: House Bill 2152, adopted by the Legislature in 2012, modified timelines. The preliminary plat approval is valid for: seven years if the date of preliminary plat approval is on or before December 31, 2014; five years if the preliminary plat approval is issued on or after January 1, 2015; and nine years if the project is located within city limits, not subject to the shoreline management act, and the preliminary plat is approved on or after December 31, 2007.	❑ No X Yes Location(s) LMC 17.14.040 as amended by Ord 591. Note, checklist does not seem to accurately reflect RCW 58.17.140(3)(b).	❑ Yes X No ❑ Further review needed	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
14. Concurrency , Impact Fees, and TDM			
a. The **transportation concurrency** ordinance includes specific language that prohibits development when level of service standards for transportation facilities cannot be met. RCW 36.70A.070(6)(b)	❑ No X Yes Location(s) LMC 18A.50.195, LMC 12A.09	❑ Yes X No ❑ Further review needed	
b. *If* adopted: **impact fee methods** are consistent with RCW 82.02.050 through 100 *Note:* The timeframe for expending or encumbering impact fees has been extended to ten years. RCW 82.02.070 and RCW 82.02.080, **Amended in 2011.** WAC 365-196-850	❑ No ❑ Yes Location(s) NA	❑ Yes X No ❑ Further review needed	
If required by RCW 70.94.527: a **commute trip reduction** ordinance to reduce the proportion of single-occupant vehicle commute trips. RCW 70.94.521-551, **Amended in 2006.** WAC 468-63 *Note:* WSDOT maintains a list of affected jurisdictions	❑ No X Yes Location(s) LMC 12A.13	❑ Yes X No ❑ Further review needed	
15. Siting Essential Public Facilities (EPFs)			
Regulations are consistent with Essential Public Facility siting process in countywide planning policies or city comprehensive plan, and **do not preclude the siting of EPFs.** RCW 36.70A.200(5) WAC 365-196-550	❑ No X Yes Location(s) LMC 18A.20.400.D, 18A.30.830.A.1.b	❑ Yes X No ❑ Further review needed	
16. Project Review Procedures			
Project review processes integrate permit and environmental review for: notice of application; notice of complete application; one open-record public hearing; allowing applicants to combine public hearings and decisions for multiple permits; notice of decision; one closed-record appeal. RCW 36.70A.470, RCW 36.70B and RCW 43.21C WAC 365-196-845	❑ No X Yes Location(s) LMC 18A.02 et seq	❑ Yes X No ❑ Further review needed	
17. General Provisions: The GMA requires that development regulations be consistent with and implement the comprehensive plan. RCW 36.70A.030(7) and .040(4)(d). Regulations should also include:			
a. A process for **early and continuous public participation** in the development regulation development and amendment process. RCW 36.70A.020(11),.035, .130 and .140	❑ No X Yes Location(s) CP 10.4; LMC 18A.02.565.	❑ Yes X No ❑ Further review needed	
b. A process to assure that proposed regulatory or administrative actions **do not result in an unconstitutional**	❑ No ❑ Yes	❑ Yes ❑ No	

	Addressed in current plan or regs? If yes, where?	Changes needed to meet current statute?	Is city considering optional amend-ments?
taking of private property. RCW 36.70A.370, WAC 365-196-855 *Note:* See *Attorney General's Advisory Memorandum: Avoiding Unconstitutional Takings of Private Property*.	Location(s) See 18A.50.135.I with regard to street frontage improvements.	X Further review needed No explicit policy?	

This checklist covers the requirements of the Growth Management Act through the laws of 2012. It does not address related issues, or things that are not required but that are commonly found in comprehensive plans and the implementing regulations. It may be useful to look at the expanded checklists (one for comprehensive plans, one for development regulations) and the Growth Management Act Amendment Changes 1995-2012 (amended annually). For more information, please visit:
http://www.commerce.wa.gov/Services/localgovernment/GrowthManagement/Growth-Management-Planning-Topics/Pages/GMA-Periodic-Update.aspx

PSRC Comprehensive Plan Reporting Tool
City of Lakewood- 2015

Description of Submitted Materials

Explain the nature of the comprehensive plan materials being submitted for review, including the date adopted. For example, is this a full plan update, a revised plan element, or a set of annual amendments?

The attached materials represent a full comprehensive plan update for the City of Lakewood for 2015. Chapters 2, 3, 5, and 7 (Land-use Maps, Land Use and Housing, Economic Development and Utilities) were updated in 2014. 2015 updates include Chapters 1,4,6,8,9, and 10 (Introduction, Urban Design, Transportation, Public Services, Capital Facilities and Implementation).

Part I: Checklist

Vision 2040 Statement

- ✓ A VISION 2040 statement of how the comprehensive plan addresses the multicounty planning policies and the planning requirements in the Growth Management Act is included

The City of Lakewood interacts with the region through the Puget Sound Regional Council (PSRC). The City of Lakewood is considered a Core City with a designated Regional Growth Center. As a core city, Lakewood expects to play a significant role in accommodating forecasted growth in Pierce County and helping to reduce development pressure on rural and natural resource lands. A statement to this effect will be part of the update of Chapter 1 (Introduction).

General Multi-County Planning Policies

- ✓ Describe planning coordination with other jurisdictions and agencies (including, where appropriate tribes) *(MPP-G-1)*
- ✓ Describe efforts to identify existing and new funding for infrastructure and services *(MPP-G-4)*

MPP-G-1 Planning Coordination

The City of Lakewood participates regularly in the Pierce County Growth Management Coordinating Committee, Pierce County Transportation Coordinating Committee and the Pierce County Regional Council. The City of Lakewood also hosts the South Sound Military Communities Partnership (SSMCP) which is funded by the Department of Defense Office of Economic Adjustment to help military communities deal with the unique issues presented by the presence of military installations. The SSMCP is currently working with jurisdictions affected by Joint Base Lewis McChord (JBLM) to update that installation's Joint Land Use Study (JLUS) and Air Installation Compatible Use Zone (AICUZ) plans.

The City works closely with State agencies on specific topics such as critical areas, shorelines, and regional transit issues. The City also enjoys a productive relationship with the Nisqually Tribe.

MPP-G-4 Funding

The City of Lakewood monitors State and federal registers and clearinghouses that provide up-to-date information on new and existing grant, loan, and other funding resources for infrastructure and services. Funding sources for transportation projects typically include motor vehicle fuel tax, real estate excise tax, transfers from the Surface Water Management Fund, CDBG, vehicle license fees, property taxes, private utilities, private developers and various grant opportunities. The City has also used transportation grant funding provided through the Department of Defense, Office of Economic Adjustment. These funds have been used for relieving I-5 Corridor congestion adjacent to Lakewood and JBLM.

The Environment

Stewardship

- ✓ *Address the natural environment in all aspects of local planning, basing decision-making on the environmental best-information available; incorporate regionwide planning initiatives, such as the Department of Ecology's water resource inventory areas (WRIA) process – or actions based on guidance from the International Council for Local Environmental Initiatives (ICLEI) (MPP-En-1 through 7; En-Action-11)*

The City of Lakewood supports protection of important ecological systems through restoration activities and public ownership of lands, supporting critical environmental processes. The City's Critical Areas and Resource Lands Ordinance, adopted in 2004, incorporates Best Available Science (BAS). The City is proactively working to improve stormwater management and surface water quality through the installation of stormwater filtration devices on inlet structures and fish habitat improvements (such as the removal of fish barriers and construction of fish ladders in the City's creeks). Under the National Pollutant Discharge Elimination System (NPDES), the City maintains its current permits with the State Department of Ecology. The City is currently in the process of integrating low-impact development (LID) regulations into its municipal code. LID practices protect natural ecosystems as well as water quality. The City also supports the habitat preservation and management efforts of Joint Base Lewis-McChord. The City uses environmental review under SEPA to identify and mitigate potential environmental impacts of specific development projects.

Earth and Habitat

- ✓ Identify open space areas and develop programs for protecting and/or acquiring these areas *(MPP-En-8 and 9)*
- ✓ Coordinate planning for critical areas and habitat with adjacent jurisdictions *(MPP-En-9 through 11)*
- ✓ Include provisions for protecting and restoring native vegetation *(MPP-En-12)*

The City of Lakewood is fortunate to have many critical environmental resource lands under public ownership and control. The City contains approximately 1,100 acres of publicly owned passive open

space and 350 acres of active recreational open space. The City has specific open space land use designations in the Comprehensive Plan and open space zoning districts. Development on properties designated and zoned for open space is extremely limited. In addition, the City's Critical Areas and Resource Lands (CARL) regulations may require restrictive covenants, placement of sensitive property in a separate tract, or permanent dedication of sensitive critical areas and their buffers.

The City engages in joint planning efforts with Pierce County and the City of University Place with regard to Chambers Creek Canyon, and with JBLM and the Washington State Department of Fish and Wildlife over American Lake and the boat launch located just south of the Lakewood city limit.

The City has also established a partnership with Pierce College to provide financial assistance from the City's tree fund in order to support the College's experimental oak prairie restoration program.

Water Quality

- ✓ *Take actions to maintain hydrological functions within ecosystems and watersheds, including restoration of shorelines and estuaries, as well as reducing pollution in water (MPP-En-13 through 16)*

The City of Lakewood is working proactively to maintain hydrological functions and water quality within the Chambers- Clover Creek Watershed (WRIA 12). The City maintains a full-time Surface Water Quality Manager, levies a surface water quality management fee on individual properties, and is actively engaged in installation of water quality improvement devices in public stormwater intake structures. The City has obtained grant funds to monitor water quality at Waughop Lake located in Fort Steilacoom Park. Lakewood maintains an active public education and outreach program designed to reduce or eliminate behaviors and practices that cause or contribute to adverse stormwater impacts, and, further, encourages the public to participate in stewardship programs.

The City adopted a comprehensive shoreline management program update in 2013, which was approved by the Department of Ecology in 2014. Other policies and regulations intended to protect water quality include the City's critical areas regulations which address aquifer recharge and wellhead protection, wetlands, and protective buffers for other water bodies including lakes, ponds, and streams.

Air Quality

- ✓ *Include policies and implementation actions to address federal and state clean air laws and the reduction of pollutants including greenhouse gases (MPP-En-17 through 19)*
- ✓ *Incorporate the Puget Sound Clean Air Agency's adopted growth management policies into the comprehensive plan (see Appendix-E-1) (MPP-En-17 through 19)*

Section 3.11.9 of the Comprehensive Plan addresses air quality. Goal LU-63 directs the City to pursue federal, state, regional and local air quality standards through coordinated, long-term strategies that address the many contributors to air pollution. Specific policies include promotion of land use and transportation practices and strategies that reduce levels of air-polluting emissions; ensuring the

retention and planting of trees and other vegetation to help promote air quality, and restriction of wood-burning fireplaces in new and replacement construction.

Climate Change

- ✓ *Include specific provisions to reduce greenhouse gas emissions; include provisions addressing adaptation to the effects of climate change (MPP-En-16, 20 through 25. MPP-DP-45, MPP-T-5 through 7; MPP-PS-1, 12, 13; RCW 80.80.020)*

Transportation is the primary source of greenhouse gas emissions in Lakewood. As a focal point for action, the City targets more efficient and less polluting alternatives to driving alone as the best way to reduce emissions. Regulatory and incentive approaches are being explored, including changing zoning regulations to promote more mixed-use and higher-density development. Through these approaches, the City can create more walkable and transit-friendly neighborhoods. The City of Lakewood also encourages the use of alternative energy sources at work and at home. Development practices that retain or restore vegetation and conserve water and energy are also used to help address issues related to climate change.

Development Patterns

Urban

- ✓ Document growth targets[1] for population (expressed in housing units) and for employment *(MPP-DP-3)*
- ✓ Include provisions to develop compact urban communities and central places with densities that support transit and walking. *(MPP-DP-14)*
- ✓ Identify underused land and have provisions for redevelopment in a manner that supports the *Regional Growth Strategy(MPP-DP-15)*

The City of Lakewood is designated as a "Core City" within Pierce County in the Vision 2040 Regional Growth Strategy. Pierce County Ordinance 2011-36s established population, housing unit, and employment targets for cities, towns and unincorporated areas for the year 2030. The targets established for Lakewood are:

	2008 Baseline	'08-'30 Change	2030 Target
Population	58,780	13,220	72,000
Housing	25, 904	8,380	34,284
Employment	29,051	9,285	38,336

[1] ***Regional Growth Strategy* and Planning Targets -** The Regional Growth Strategy in VISION 2040 provides guidance for local growth targets. Jurisdictions are asked to explain steps being taken to align with the regional guidance. It is recognized that the allocations in the Regional Growth Strategy are for 2040 and that the planning process between now and then may not be linear.

The City's comprehensive plan, chapter 5, discusses the means by which to establish an urban design framework from which to develop compact urban communities. Generalized plans have been proposed for the Central Business District and the Lakewood Station District. These plans have been followed through with extensive sidewalk construction projects, "sharrow" bike lanes, and a pedestrian bridge to connect the Lakeview Neighborhood with the Sound Transit Commuter Rail Station. Of late, the City has proposed a complete streets program for Motor Avenue. This fall the Lakewood City Council will be releasing a subarea plan request for proposal for the entire Central Business District in furtherance of its goals to establish a downtown.

Lakewood has mapped all of its vacant and underutilized lands. There are about 695 acres and 1,210 acres of vacant land and underutilized properties, respectively. The data is used by the City's economic development division to market the City for redevelopment purposes. The City's current land use policies do allow for the City to plan for the project targets. However, there are two concerns. The first is the lack of infrastructure. Upon incorporation, Lakewood inherited a deficient system and has been playing catch-up ever since. Notable examples include a lack of sewers in some neighborhoods and a very poor non-motorized transportation system. The second issue is that Lakewood is not a full-service city. Fire services are provided by the West Pierce Fire District. Water is provided by a special service district. Sewer is provided by Pierce County. Power is provided by one of three utility providers. The current system requires a significant amount of policy coordination where sometimes the City's goals are not shared by other agencies.

Centers

- ✓ Identify one or more central places as locations for more compact, mixed-use development *(MPP-DP-11)*
- ✓ Demonstrate how funding has been prioritized to advance development in centers and central places *(MPP-DP-7, 10, 13; MPP-T-12; MPP-H-6)*

The central portion of Lakewood is designated as an "Urban Growth Center" under the Countywide Planning Policies (CWPP). Lands within this designated center are mostly zoned "Central Business District" or CBD, but the designated center also includes mixed residential, high-density residential, neighborhood commercial and Transit Oriented Commercial (TOC) zoning districts. The CBD zone supports a wide variety of primarily commercial uses, but also allows for multi-family residential uses at up to 54 dwelling units per acre. The City has enacted several incentives intended to encourage new growth within identified growth centers including a Multi-family Tax Exemption program pursuant to Section 84.14. RCW, and a Senior Housing Overlay and Housing Incentives Programs which encourage affordable housing and housing for seniors through density bonuses.

Unincorporated Urban Areas

- ✓ *Include policies and programs to address annexation and the orderly transition of unincorporated areas to city governance (MPP-DP-18)*

The City of Lakewood's Urban Growth Area (UGA) includes the Partridge-Arrowhead Glen area west of the City (approx. 256 acres and a population of 2,444) and the cantonment areas of Joint Base Lewis McChord (JBLM)and Camp Murray (Washington State National Guard). The Partridge-Arrowhead Glen UGA is shared with the Town of Steilacoom. This area is mostly built-out with moderate density single-family housing, and is not expected to experience drastic changes in the existing land use pattern.

Issues related to the incorporation of these areas are discussed in detail in the recently updated Section 2.6 of the Lakewood Comprehensive Plan.

Resource Lands

- ✓ *Identify steps to limit development in resource areas. (MPP-DP-29 through 32)*

The City of Lakewood does not currently contain any commercially viable resource extraction lands. Environmentally sensitive areas are discussed in the City's critical areas regulations –LMC Section 14A.142 et seq.

Development Patterns- Orderly Development

Regional Design

- ✓ *Incorporate design provisions in local plans and regulations that apply the Transportation 2040 Physical Design Guidelines (Transportation 2040 Physical Design Guidelines)*
- ✓ *Include guidelines for environmentally friendly and energy-efficient building (MPP-DP-33 through 42)*
- ✓ *Preserve historic, visual, and cultural resources (MPP-DP-34)*
- ✓ *Ensure that the design of public buildings contributes to a sense of community (MPP-DP-38)*

The City of Lakewood was mostly developed after World War II, and already built out at the time of its incorporation in 1996. The area is historic, however, being one of the first areas in the state to be settled by persons of European descent. In 1849, Mr. Joseph Heath established a farm on what was to eventually become Fort Steilacoom, and later, Western State Hospital. The landscape upon the arrival of European settlers was primarily prairie and lakes. The history of Lakewood is of the conversion of the original prairie to the suburban landscape we see today. Around the turn of the century, wealthy citizens in Tacoma constructed large vacation homes around the City's lakes - homes that are generally the most expensive homes in the City today. In 1935 Mr. Norton Clapp constructed the Lakewood Colonial Center, one of the first shopping centers established west of the Mississippi River. The Colonial Center still exists today at the intersection of Gravelly Lake Drive and Bridgeport Way SW. Camp Lewis, (later to become Fort Lewis and then Joint Base Lewis-McChord, JBLM) was established with the advent of World War One. The presence of JBLM

created a need for affordable housing for its soldiers and other personnel. The City's proximity to the established City of Tacoma led to a housing construction boom after World War II. The City's current form was shaped by these historic developments, together with other influences such as the construction of a Navy Supply Depot during World War II (which would later become Clover Park Technical College and the Lakewood Industrial Park), and the construction of Interstate 5 in the mid- and late- 1950's. The City supports a Landmarks and Heritage Advisory Board to help preserve, protect, and promote the unique heritage and historic resources of the City.

New construction in the City today must follow energy efficiency standards of the *International Building Code* and *International Energy Conservation Code (IECC)*. To promote a high level of design and a sense of community in the City, new multi-family residential and non-residential developments are also subject to compliance with community design guidelines.

Health and Active Living

- ✓ *Include health provisions that address (a) healthy environment, (b) physical activity and well-being, and (c) safety (MPP-DP-43 through 47; MPP-En-3, 19. MPP-T-4, 7, 11, 15, 16)*

The City promotes a healthy environment, physical activity, well-being and safety through a number of policies, programs and actions including the City's Parks and Recreation Legacy Plan, the City's Non-Motorized Transportation Plan, and codes generally intended and designed to "protect the public health, safety, and welfare."

Section 3.10 of the City's comprehensive plan addresses Green Spaces, Recreation, and Culture. One of the explicit goals of this section is to "Create a strong, active, and healthy community by providing a variety of open space and recreation opportunities." Further development of the City's parks and recreation programs is expected to be accomplished pursuant to the Parks Legacy Plan adopted in 2013.

Housing

- ✓ *Include provisions to increase housing production opportunities, including diverse types and styles for all income levels and demographic groups (MPP-H-1 through 9)*
- ✓ *Include provisions to address affordable housing needs (MPP-H-1 through 9)*
- ✓ *State how regional housing objectives in VISION 2040 are being addressed – including housing diversity and affordability, jobs-housing balance, housing in centers, and flexible standards and innovative techniques (H-Action-1 and 2)*

The City of Lakewood's 2014 Comprehensive Plan update provided a thorough review of the City's housing policies- essentially incorporating a Housing sub-element into the Land-Use element. The Housing sub-element is included as Section 3.2 of the comprehensive plan as updated in 2014. The updates specifically promote a variety of housing types for all income levels and demographic groups. Section 3.2.8 addresses housing provisions for all economic segments of the community. Section 3.2.9 addresses housing resources with a focus on affordable housing for low income households. The update also includes lengthy discussion

of the City's efforts to address affordable housing needs through several on-going City programs. Among the programs offered:

- A major home repair program; a housing rehabilitation program;
- Down payment assistance;
- A neighborhood stabilization program designed to assist with the demolition and/or redevelopment of foreclosed, vacant, or abandoned properties;
- Forming a special partnership with Habitat for Humanity to build 41 owner-occupied single family homes; and
- Providing financial support for rehabilitation and improvements of properties through various non-profit organizations such as Rebuilding Together South Sound, in addition to properties owned by Network Tacoma, Living Access Support Alliance, and the Pierce County Housing Authority.

Economic Development

- ✓ *Include an economic development element that addresses: business, people, and places (Ec-Action-6; see MPP-Ec-1 through 22)*
- ✓ *Include provisions that address industry clusters (MPP-Ec-3)*
- ✓ *Focus retention and recruitment efforts on business that provide family wage jobs, industry clusters that export goods and services, and small/start up companies that are locally owned (MPP-Ec-1, 3, 4, 5)*
- ✓ *Include provisions and programs for distressed areas or areas with disadvantaged populations (MPP-Ec-11, 12)*
- ✓ *Ensure adequate housing growth in centers working collaboratively with the private sector – through the provision of infrastructure (MPP-Ec-6, 18, 20)*

The City's 2014 update includes an update of the Economic Development Element (Chapter 5). This element updates the City's vision of its economic future- evolving from a "bedroom community" for the City of Tacoma and JBLM, to a "diversified, full-service, and self-contained city". The updated element notes how the City's strong transportation networks, with immediate access to Interstate 5 and State Highway 512 and to the Ports of Tacoma and Seattle, provide a natural opportunity for warehousing and distribution facilities. The Economic Development element also notes the natural potential for a health-care industry cluster focused around St. Clare, Madigan, and the American Lake Veterans hospitals, and an Educational Services cluster developed around Pierce College, Clover Park Technical College, and the Clover Park School District. Section 5.2.4 discusses the role of Joint Base Lewis- McChord in the region's economy and the natural linkages to off-base businesses that support the military.

Goal ED-5 and associated policies promote the revitalization/ redevelopment of (among other areas) the distressed areas of Springbrook, Woodbrook, Tillicum, Lakeview, and Lake City.

Housing is promoted in the City's urban center through the provision of robust transportation alternatives including the transit center at Lakewood Towne Center shopping area, which is within the *Central Business District* (CBD) zone, and the Lakewood Station Commuter Rail terminus in the *Transit Oriented Commercial* (TOC) zoning district. Both of these zoning districts permit high density multi-family housing at up to 54 dwelling units per acre.

Public Services

- ✓ *Include provisions to promote more efficient use of existing services, such as waste management, energy, and water supply, through conservation – including demand management programs and strategies (MPP-PS-3, 7, 8, 11, 12, 13, 19)*
- ✓ *Include provisions to promote renewable energy and alternative energy sources (MPP-PS-12, 13; MPP-En-21 through 23; MPP-T-6)*
- ✓ *Include provisions to meet long-term water needs, including conservation, reclamation and reuse (MPP-PS-17 through 20; MPP-En-25)*

Lakewood is a "contract city" and does not provide waste management, energy, water or communications infrastructure. The City does, however, promote the efficient use of existing service infrastructure (provided by contract service providers) through the encouragement of infill development (versus extension of services to currently unserved areas). The City also supports measures promoting use of renewable energy and alternative energy sources such as Electric Vehicle charging stations and infrastructure.

The City's two largest power providers are Tacoma Power and Puget Sound Energy. Tacoma gets 90% of its power from hydroelectric sources, and Puget Sound Energy gets 48% of its electricity from hydroelectric and wind sources. Puget Sound Energy also gets 25% of its electricity from natural gas sources. The City's third electrical provider, Lakeview Light and Power, is heavily invested in development of renewable energy sources; however, the cooperative buys energy on the regional market and specific sources may vary from day to day.

Water service throughout Lakewood is primarily provided by the Lakewood Water District. The Lakewood Water District has served the Lakewood Community since 1943. There is no significant land area into which the District could expand of its service. Sewer service in the City is provided primarily through the Pierce County sewer utility.

Lakewood has limited stormwater collection infrastructure. The soils in Lakewood are very porous and stormwater is expected to be infiltrated into the ground on-site for most land development projects. Limited municipal stormwater systems are provided where infiltration is difficult because of soil conditions, or where soils have been contaminated and it is not desirable to infiltrate stormwater because of the potential to spread the contamination. There are also larger regional stormwater systems that convey water from other jurisdictions (i.e. City of Tacoma) to existing detention/infiltration facilities in Lakewood.

Transportation- VISION 2040 and Transportation 2040

As of this writing (May, 2015), the City is in the process of updating its entire comprehensive plan transportation chapter. Adoption of the revised chapter is to occur in the fall of 2015. Amendments to this checklist are anticipated to take place after this date.

The road system for the City of Lakewood is essentially built out. There are no areas available for development or redevelopment that would require any significant expansion of the roadway system. The City is strategically placed to take advantage of regional commuting resources including the Sounder commuter train and bus systems operated by Pierce Transit and Sound Transit. Several "park-and-ride" facilities are located within the city.

Transportation funding sources for the City include motor vehicle fuel tax, real estate excise tax, transfers in from the Surface Water Management Fund (for the portions of projects related to surface water), grants, private utilities, private developers, vehicle license fees, a Property Tax Excess Bond Levy, Community Development Block Grant (CDBG) funds and the City's general fund.

Maintenance, Management and Safety

- ✓ Develop clean transportation programs and facilities, including actions to reduce pollution and greenhouse gas emissions from transportation *(MPP-T-5 through 7))*
- ✓ Incorporate environmental factors into transportation decision-making, including attention to human health and safety *(MPP-DP-44; MPP-T-7)*
- ✓ Identify stable and predictable funding sources for maintaining and preserving existing transportation facilities and services *(MPP-G-4, 5: MPP-T-33)*
- ✓ Include transportation system management and demand management programs and strategies *(MPP-T-2, 3, 11, 23, 24)*
- ✓ Identify transportation programs and strategies for security and emergency responses *(MPP-T-8)*

The City of Lakewood is improving its transportation management capabilities through the implementation of active traffic management technology. Cameras have been installed at many key intersections and City personnel are able to manipulate traffic signal cycles based on real-time congestion conditions.

The City has also taken an active role with regard to the Interstate 5 corridor adjacent to Joint Base Lewis McChord (JBLM) and through Lakewood. Corridor issues include congestion and capacity, access to JBLM, and safety issues prompted by the proposed Point Defiance Bypass railroad project, which includes routing high speed passenger rail alongside Interstate 5. The train project has potential impacts on the existing I-5 interchanges.

Supporting the Growth Strategy

- ✓ Focus system improvements to support existing and planned development as allocated by the *Regional Growth Strategy (MPP-T-9 through 22)*

- ✓ Prioritize investments in centers *(MPP-T-12; MPP-DP-7, 10, 13; MPP-H-6)*
- ✓ Invest in and promote joint- and mixed-use development *(MPP-T-10)*
- ✓ Include complete street provisions and improve local street patterns for walking and biking *(MPP-T-14 through 16)*
- ✓ Design transportation facilities to fit the community in which they are located ("context-sensitive design"); use urban design principles when developing and operating transportation facilities in cities and urban areas *(MPP-T-20, 21)*

Lakewood's Comprehensive Plan supports the regional growth strategy by taking advantage of the City's location on the Sounder commuter rail network. The southerly terminus of the Sounder route is the Lakewood Station. The station provides a parking garage for 600 vehicles, and is also served by several bus routes. The area surrounding the Lakewood Station is designated as the Lakewood Station District. The District includes both Transit Oriented Commercial and High Density Multi-family Residential zoning districts. Both zoning districts allow multi-family residential development at up to 54 dwelling units per acre.

The City promotes a downtown farmer's market. The City is releasing a complete streets request for proposal for Motor Avenue which is located near the Colonial Center. The City is embarking on the promulgation of a subarea plan for the Central Business District. Work on the plan is to begin in 2016. Part of the plan will include a capital facilities plan which will assist policy makers in prioritizing major infrastructure projects where people and goods are a central focus. Of late, the City has proposed new, linear walkways throughout the Towne Center designed to promote new mixed used development.

Greater Options and Mobility

- ✓ Invest in alternatives to driving alone *(MPP-T-23, 24)*
- ✓ Ensure mobility of people with special needs *(MPP-T-25)*
- ✓ Avoid new or expanded facilities in rural areas *(MPP-T-28; MPP-DP-27)*
- ✓ Include transportation financing methods that sustain maintenance, preservation, and operations of facilities. *(MPP-T-33)*

The City of Lakewood is served by the Pierce County Public Transportation Benefit Area Corporation ("Pierce Transit"). Pierce Transit provides at least 10 bus routes through the City. The primary transit hub in Lakewood is the Lakewood Transit Center located in the Lakewood Towne Center. Lakewood is also served by the I-5/512 commuter park-and-ride facility, and the Lakewood Sounder Station ("Lakewood Station") facilities operated by Sound Transit. By contract with Sound Transit, the City of Lakewood is responsible for the maintenance of the Lakewood Station facility. The 1-5/512 Park and Ride facility provides 493 parking spaces and Lakewood Station provides approximately 600 parking spaces. Shuttle paratransit programs are provided by Pierce Transit for persons with disabilities who are unable to avail themselves of regular transit service.

The City's primary industrial facility, the Lakewood Industrial Park, and Joint Base Lewis McChord are both served by rail which reduces roadway transportation requirements for freight.

The City possesses no rural areas in which to expand. Development within Lakewood is through redevelopment.

Linking Land Use and Transportation

- ✓ Integrate the ten *Transportation 2040* physical design guidelines in planning for centers and high-capacity transit station areas *(MPP-T-21; Transportation 2040 Physical Design Guidelines)*
- ✓ Use land use development tools and practices that support alternatives to driving alone – including walking, biking and transit use *(MPP-T-33)*

The Lakewood Comprehensive Plan provides for concentrated residential densities in areas proximate to the Lakewood Transit Center and the Lakewood Sounder Station. Both areas support residential development at densities up to 54 dwelling units per acre. Access to the Lakewood Sounder Station has been further promoted by the construction of a pedestrian bridge over the railroad tracks to connect the Station to the residential neighborhoods to the north and west. The City is also pursuing non-motorized linkages between the Sounder Station and St. Clare hospital to the west.

Investments

The City has in place an adopted Six-Year Transportation Capital Improvement Plan. The Plan lists current and planned public improvement needs that are considered the most important within the six-year planning horizon. Projects are funded through a variety of sources including motor fuel tax, real estate excise tax, transfers in from Surface Water Management Fund for portions related to surface water, grants - secured/anticipated, private utilities, private developers, general government, CDBG and a $20 vehicle license fee. The improvements include pavement preservation, new streets and sidewalks, new LED street lights, signal programs, and neighborhood traffic safety programs. Most of the improvements focus on major transportation corridors throughout the City. The enclosed map shows the locations of proposed projects. The total investment over the six-year period is $75,315,000. The following table provides a summary of the total investments by year.

Table 1
Summary of Six-Year Transportation Capital Improvement Plan

	2015	2016	2017	2018	2019	2020
All transportation projects	$14,872,500	$14,941,500	$9,506,000	$12,961,000	$11,642,000	$11,392,000

Transportation- Growth Management Act Requirements

Land Use Assumptions and Forecast of Travel Demand

- ✓ Demonstrate that travel demand forecasts and transportation need assessments are always based on land use assumptions[2] that correspond with the most recently adopted growth targets; ensure that population and employment assumptions are consistent throughout the comprehensive plan (i.e., land use element, transportation element, and housing element) *RCW 36.70A.070(6)(a)(i)*

The City's transportation Element is being updated in 2015. The update will utilize the land use assumptions from the City's 2014 update of the Land Use element, and the 2030 population and employment targets adopted by Pierce County.

Service and Facility Needs- LOS Standards and Concurrency

- ✓ Include inventories for each transportation system, including roadways, transit, cycling, walking, freight, airports, and ferries *RCW 36.70A.070(6)(a)(iii)(A)*
- ✓ Establish level-of-service standards that promote optimal movement of people across multiple transportation modes *RCW 36.70A.070(6)(a)(iii)(B); MPP-DP-54*
- ✓ Include state facilities and reflect related level-of-service standards
- ✓ *RCW 36.70A.070(6)(a)(iii)(C)*
- ✓ Address multiple transportation modes in concurrency programs *(RCW 36.70A.070(b) and 36.70A.108; MPP-DP-54 through 56)*
- ✓ Tailor concurrency programs, especially for centers, to encourage development that can be supported by transit *(MPP-DP-56)*

The 2015 Transportation Element Update includes an evaluation of existing conditions pertaining to critical transportation systems. The update will provide special focus on corridors and intersections identified as having specific congestion issues. The City's transportation consultant will prepare a traffic model to identify levels of service at identified locations. The analysis will note existing levels of service and identify any existing or anticipated LOS deficiencies.

Financing and Investments

- ✓ Include a multiyear financing plan, as well as an analysis of funding capability *RCW 36.70A.070(6)(a)(iv)(A) and (B)*
- ✓ Include a reassessment strategy to address the event of a funding shortfall *RCW 36.70A.070(6)(a)(iv)(C)*

The City maintains a "rolling" six-year transportation capital improvement plan and a two-year biennial operating budget. Project costs and allocation of future resources beyond the current 2015/2016 biennium are proposed as an integral part of the plan and will be reviewed and updated during each subsequent biennium. Each year through the adoption of the capital improvement plan,

[2] **The Transportation Element Must Be Based on the Land Use Assumptions in the Comprehensive Plan -** A problem sometimes encountered in the certification of transportation-related provisions in local comprehensive plans is the use of different planning assumptions in the transportation element from the land use element. Comprehensive plans are to be internally consistent, which means that the same land use assumptions must be used for planning for housing, transportation, and other provisions in the plan.

revenues are assessed. If funding shortfalls exist, then the City adjusts the level of improvements to coincide with financial resources.

On August 6, 2012, the Lakewood City Council adopted Ordinance No. 550, creating a transportation benefit district (TBD) in the City of Lakewood, referred to as the Lakewood TBD. The TBD is a quasi-municipal corporation and independent taxing district created for the sole purpose of acquiring, constructing, improving, providing and funding transportation improvement within the city limits of Lakewood. The Lakewood TBD accounts for the $20 annual vehicle licensing fee (VLF) revenues used to fund specific transportation projects. Proceeds from the VLF are transferred to Fund 102 Street Capital Projects.

The City's adopted financial polices further address capital financing and investments. Decision making for capital improvements is coordinated with the operating budget to make effective use of the City's limited resources for operating and maintaining facilities. Revenues are estimated conservatively so as not to introduce regular shortfalls in individual revenue accounts. Capital proposals include comprehensive resource and expenditure plans. Changes in the comprehensive resource plan project estimates are fully reported to the City Council for review and approval. Project proposals include the project's impact on the operating budget. Capital projects that are not completed within the fiscal year are carried over to subsequent year(s) and approved by the City Council. Capital projects will not be budgeted unless there are reasonable expectations that revenues will be available to pay for them. If a proposed project will cause a direct negative impact on other publicly owned facilities, improvements to the other facilities will be required as part of the new project and become a part of the new project's comprehensive costs.

The City Council annually reviews and establishes criteria against which capital proposals should be measured. Included among the factors which will be considered for priority-ranking are the following:

- Projects which have a positive impact on the operating budget (reduced expenditures, increased revenues);
- Projects which are programmed in the 6-Year Operating Budget Forecast;
- Projects which can be completed or significantly advanced during the 6-Year Capital Improvement Plan;
- Projects which can be realistically accomplished during the year they are scheduled;
- Projects which implement previous City Council-adopted reports and strategies.

Intergovernmental Coordination

- ✓ *Coordinate with neighboring cities, the county, regional agencies, and the state RCW 36.70A.070(6)(a)(v); MPP-G-1; MPP-T-9*

The City coordinates with neighboring cities, the County, Joint Base Lewis-McChord and the State on a variety of transportation issues including congestion on I-5, construction of the Point Defiance Rail Bypass, access to Camp Murray, and access to JBLM.

The City is a member of the South Sound Military & Communities Partnership (SSMCP). Its purposes is to foster effective communication, understanding, and mutual benefit by serving as the most effective point of coordination for resolution of those issues which transcend the specific interests of the military and civilian communities of the South Sound region. SSMCP membership includes cities and towns in Pierce and Thurston counties, school districts, economic development boards, health systems, ports, colleges and universities, chambers of commerce, workforce development organizations, social services organizations, veterans' services and the Nisqually tribe. SSMCP also works hand-in-hand with the Washington Military Alliance.

The City coordinates with Pierce County Community Connections on a wide variety of social services programs. The City is an active member of the Tacoma-Pierce County Coalition to End Homelessness. The City is an active participant in the oversight and distribution of Section 2060 and 2163 funds. These programs provide funds for low income housing development and support homelessness programs throughout the region.

Lakewood is a member of RAMP. RAMP is a regional coalition including business, labor, public and private organizations and citizens dedicated to improved mobility in the South Sound and Washington State.

Lakewood is a member of the Pierce County Growth Coordination Committee (GMCC) and the Pierce County Regional Council (PCRC). The GMCC is the technical body which supports the PCRC. Both groups ensure that the Growth Management Act requirements are coordinated within the County and the region.

Demand Management

- ✓ *Identify demand management strategies and actions, including but not limited to programs to implement the Commute Trip Reduction Act. RCW 36.70A.070(6)(a)(vi); MPP-T-3; MPP-T-23; MPP-T-24*

The City has made investments and developed policies that are intended to foster use of the Sounder Commuter rail system and other transit options along the I-5 corridor. The City encourages transit oriented development in the Lakewood Station area through zoning that allows for high density residential development, application of multi-family residential tax incentives, and construction of sidewalks, a pedestrian bridge, and other infrastructure to facilitate access to Lakewood Station. Infrastructure improvements extend across I-5 into the Springbrook neighborhood. The City also encourages the use of public transit options through high density zoning and multi-family tax incentives around the Lakewood Towne Center.

Policies to implement the Commute Trip Reduction Act are contained in the Comprehensive Plan and Section 12A.13 of the Lakewood Municipal Code. The City of Lakewood provides commute trip reduction actions through a technical work group comprising Pierce County jurisdictions and Pierce Transit called "Pierce Trips". This group is active and is working to continually update and improve its level of employer and commuter support services. CTR services provided by Pierce trips include

employer commute reduction program development, ride matching services, Emergency Ride Home program, ORCA program administration and vanpool programs.

Pedestrian and Bicycle Component

- ✓ *Include strategies, programs, and projects that address nonmotorized travel as a safe and efficient transportation option – including pedestrian and bicycle planning, project funding and capital investments, education and safety.*
  RCW 36.70A.070(6)(a)(vii); MPP-T-14 through 16

The City of Lakewood adopted a Non-Motorized Transportation Plan (NMTP) in 2008. The plan includes an inventory of the existing pedestrian and bicycle system which was then integrated into the City's geographic information system (GIS). The NMTP also includes a planning process intended to address the guidelines and regulatory requirements of the Americans with Disabilities Act (ADA), and to provide a methodology for prioritizing non-motorized transportation projects. The NMTP also includes policy and design guidelines for non-motorized transportation systems, and plans for a way-finding program.

Land Uses Adjacent to Airports

- ✓ *Identify and address any airports within or adjacent to the jurisdiction RCW 36.70.547 and 36.70A.070(6)(a)(iii)(A); MPP-T-31*
- ✓ *Describe existing and planned uses near the airport, as well as policies and regulations that discourage incompatible uses RCW 36.70.547; MPP-DP-51*

The City of Lakewood is adjacent to JBLM and the McChord Field runway. Properties to the north of McChord Field are within the identified Accident Potential Zones (APZs) and impacted areas for aircraft noise. These constraints are noted in the City's comprehensive plan and zoning ordinance. The City is currently working with JBLM and other neighboring jurisdictions on an update of the Joint Land Use Study (JLUS) for the facility. The City's current zoning within the Accident Potential Zones places limitations on types of uses and the intensity of uses (as expressed in terms of persons per acre), implements performance standards to discourage activities that are detrimental to aircraft operations, and requires noise attenuation for new structures based on the structure's location. Upon conclusion of update of the Joint Land Use Study (currently underway), appropriate adjustments will be made to the City's comprehensive plan and development regulations.

PART II: Questions

The Environment

(MPP-En-1 through 25; MPP-DP-29 through 32, 43 through 47; MPP-PS-1, 3, 7, 8, 12, 13, 19, 20, 24)

Explain how the plan addresses the environment and sustainable development. At a minimum please discuss the following:

- ✓ *Using system approaches to planning for and restoring the environment*
- ✓ *Air quality and climate change (including clean transportation and reduced greenhouse gas emissions)*
- ✓ *Water quality*
- ✓ *Wise use of services and resources (including conserving water and energy, reducing waste, protecting resource lands)*
- ✓ *Human health and well-being*

The City of Lakewood Comprehensive Plan and development regulations were developed from the outset with environmental protection considerations in mind. The most valuable of the City's environmental systems resources, open space and natural habitat areas of the City are protected through public ownership and/or open space designation and zoning. The City's critical areas and shoreline regulations are also used to regulate land use in and around sensitive areas. Development standards and capital improvement projects are implemented to protect the environment against the more direct impacts of land development. Planning decisions regarding the distribution of land uses relative to transportation networks are intended to reduce transportation impacts and greenhouse gas emissions.

Population and Employment Growth

(MPP-G-4, 5; MPP-DP-1 through 28, 33 through 42, 48 through 56; MPP-H-1 through 9, MPP-Ec-1 through 22; MPP-PS-2, 4, 5, 21 through 24)

Explain how the plan guides residential and job growth. At a minimum, please discuss the following:

- ✓ *Planning targets (housing and employment) that align with VISION*
- ✓ *Planning for and achieving housing production (to meet the needs of all income levels and demographic groups)*
- ✓ *Adequate infrastructure and financing to serve existing communities and future development (including amenities)*
- ✓ *Promoting centers and compact urban development (including density, redevelopment and infill, design)*
- ✓ *Planning for unincorporated urban growth areas (joint planning) and annexation*
- ✓ ***for counties:*** *Rural development and rural character*
- ✓ *Economic development*

As noted above, Lakewood is designated as a *regional growth center*. The comprehensive plan focuses housing and employment growth into the City's Central Business District and the Lakewood Station District. The City also has eight designated "Centers of Local Importance" which reflect second

tier targets for growth. The City's "toolbox for growth" includes the multi-family tax exemption incentive programs, various housing assistance programs, and a flexible zoning code allowing for mixed use development.

Transportation Provisions

(MPP-G-4, 5; MPP-EN-7, 19, 23; MPP-DP-7, 10, 13, 17, 27, 40, 42, 43, 54 through 56; MPP-H-6, MPP-Ec-6; MPP-T-1 through 33; RCW 36.70A.070(6))

Explain how the plan addresses the following provisions from VISION 2040 and Transportation 2040 – the region's long-range transportation plan:

- ✓ *Clean transportation*
- ✓ *Maintenance and safety*
- ✓ *Demand management*
- ✓ *Serving centers and compact communities*
- ✓ *Transportation facilities that fit the community in which they are located ("Context-sensitive design")*
- ✓ *Greater options and mobility*

The City's Transportation Element is being updated as part of the 2015 update cycle. As noted above, the City is focusing on taking advantage of existing transit systems by focusing population and employment growth into the Central Business District and Lakewood Station areas. The City is also working to fill gaps in pedestrian and bicycle routes through targeted improvements selected according to the prioritization methodology established in the City's Non-Motorized Transportation Plan.

Future transportation projects intended to provide increased options for Lakewood citizens include new trolley or shuttle service from isolated areas of the City (Springbrook, Woodbrook, and Tillicum) to the City's Central Business District. (This program was recently identified as part of the City's Visioning process and has not yet been developed or implemented.)

Consistency Assessment of Capital Facilities Programming Processes

(PS-Action-8)

- ✓ *Describe how capital improvement programs and other service and facility plans are consistent with and implement VISION 2040 and the growth management objectives in the comprehensive plan.*

Regional and state-wide public facilities located in Lakewood include Western State Hospital, Pierce College and Clover Park Technical College, St. Clare Hospital, Pierce Transit headquarters, DSNS Work-Source offices, and the South Tacoma Game Farm. Transportation facilities include the Lakewood Sounder Station, Sounder Layover facility, and rail line owned by Sound Transit, as well as Interstate 5 and the WSDOT maintenance facility of Pacific Highway SW.

The City evaluates the siting of public facilities through zoning permits. A wide variety of public uses are allowed in the Public-Institutional zoning district with the issuance of a discretionary land-use permit (administrative use permit or conditional use permit). Most of the existing institutional uses in Lakewood operate pursuant to an approved discretionary land use permit. "Master Plans" are required for facilities exceeding 20 acres. Other public uses may be sited in other zoning districts depending on the nature of the use and the district. New structures and significant programmatic changes are usually authorized through an amendment or update of an existing land-use permit or master plan.

VISION 2040 Actions

Describe work underway or proposed to address the following VISION 2040 implementation actions:

- ✓ *Expanded efforts to conduct environmental planning (En-Action-11)*
- ✓ *Identification of underutilized lands (DP-Action-16)*
- ✓ *Collaboration with special districts on facilities siting and design (PS-Action-6)*
- ✓ *Collaboration with special districts on facilities location (PS-Action-7 and 8)*

Several actions are currently under consideration or in development which are intended to further land use planning goals expressed in the city's comprehensive plan and related programs. These include:

- Closure of Oakwood Elementary School. This school is located in the Accident Potential Zone and Noise Impact Area for McChord Airfield. The school is proposed to be closed in 2015 and its students distributed to other schools in the vicinity.
- Closure of Woodbrook Junior High School. This school is proposed to be closed to help facilitate conversion of the Woodbrook area to industrial uses. The student population of this school is intended to be redistributed to schools both on-base at JBLM and off-base in Lakewood.
- The City is currently in the process of making adjustments to the comprehensive plan Future Land Use map and zoning district maps to re-designate/re-zone select properties in the Residential Estate areas to accommodate increased density. This reassessment is focusing on lands fronting on arterial streets or with other characteristics that may warrant increased densities.
- The City is currently in the process of developing a "cottage housing" ordinance that would provide for increased densities in single –family zoning districts in exchange for development of cottage housing units meeting specific design requirements and providing for specific types and amounts of open space.
- The City is planning to develop a specific planning document, a "Planned Action" or other framework, to encourage further development of the Lakewood Towne Center. This is likely to take the form of a subarea plan for the City's Regional Growth Center.
- The City has recently taken steps to accommodate a new large multi-family development in the Springbrook neighborhood. The project site was a decrepit mobile-home park that has

been vacated over the last few years. A multi-family tax exemption has tentatively been approved for the property. The project may include over 200 dwelling units.

- The City and the Clover Park School District will initiate a capital facilities planning process this late summer and early fall. This proposal will review aging school and facility infrastructure, and consolidation and closure issues.
- Through the SSMCP and the JLUS planning process which is currently underway, the City is pursuing the acquisition of privately held Clear Zone properties located at the northerly end of McChord Field.
- Within the past year, the City embarked on a community visioning process. Sustainable and responsible practices have become a topic of interest. The city council is currently considering a number of actions items including a community sustainability plan, a green building intuitive, a waste diversion plan for large institutional uses (school facilities, colleges, an existing hospital, and a psychiatric hospital), and reducing municipal electrical costs by installing LED traffic signals & street lights throughout the community.

Monitoring

(MPP-G-3) Describe monitoring programs for

1) *plan implementation and performance*
2) *tracking where residential and employment growth is occurring*
3) *achieving housing production*
4) *assessing the health and function of natural environmental systems – including protection and restoration*
5) *reducing pollution and greenhouse gas emissions*

The City's comprehensive plan includes an implementation chapter. Section 10.3.5 lists specific implementation strategies for land use, urban & community character, economic development, transportation, and capital facilities planning. Additionally, the community & economic development department provides an annual work plan to the city council which outlines emerging land use issues, and where appropriate, makes recommendations for amendments to policy documents. Specific performance measurements are adopted as part of the City's biennium budget process.

The City monitors existing economic conditions and trends and produces reports to this effect. Case in point is the semi-annual Lakewood Index which provides statistical information on school enrollment, new businesses, and unemployment rates at the local and regional level, real estate data, and retail sales tax collections. Residential growth is tracked through the issuance of building permits. Employment growth is also tracked through building permits, in addition to business licensing. The City maintains a list of top employers. The City performs business retention/expansion interviews. Over 100 interviews are conducted annually. The City is a member of the Tacoma Pierce County Economic Development Board (EDB). The EDB assists with site selection and relocation of major businesses to Pierce County. EDB board members include Lakewood elected officials and the city manager.

Each year, the community & economic development department produces an annual housing report. The report provides information on new housing starts, in addition to data on the type of housing, and level of affordability. The City's comprehensive plan has specific policies encouraging housing of all types (See Section 3.2.10). In 2014 and 2015, the City expanded its multifamily tax exemption program to Springbrook and the Lakewood station district to encourage redevelopment and expand housing production.

The City requires tree removal permits as a means of monitoring the City's forested lands. Natural open and forested lands account for 31 percent of Lakewood's land cover.

Development projects are required to set aside the City's remaining open space areas or provide mitigation. For one project, over 30 percent of the land was set aside as private open space to protect Oregon white oaks, and, further, to preserve portions of the Flett Creek Wetlands Complex from further development.

The City has used its land use regulations to set aside private lands for open space. The City has acquired private lands classified as wetlands. The City has expanded its park areas.

The City maintains contracts for services for a tree arborist and with Pierce College. The tree arborist monitors the health of City street trees. Pierce College works with the City to develop systems which would increase the population of Oregon white oaks. This program is funded using the City's tree mitigation fund.

The City has pursued Department of Ecology grants to study the health of local lakes. The Public Works Surface Water Management Division (SWM) promotes the preservation of natural drainage systems, protection of fishery resources, and wildlife habitat. Most recently, the SWM partnered with the Nisqually Tribe to construct a fish ladder on Clover Creek.

Lakewood is pursuing the reduction of greenhouse gas emissions primarily through its transportation policies by: reducing the consumption of energy through an efficient and convenient transportation system; keeping travel times for people and goods as low as possible; and emphasizing the movement of people and goods, rather than vehicles, in order to obtain the most efficient use of transportation facilities.

Currently under review by the City Council is a community visioning plan. Five community values have been identified, one of which is labeled, Sustainable & Responsible Practices. Multiple actions have been proposed including developing a community sustainability plan, promoting municipal energy conservation and alternative forms of transportation, protecting Puget Sound water quality, and introducing new recycling programs.

Other Topics

Explain any other provisions in the comprehensive plan of regional interest or significance, as well as any unique topics or issues.

CITY OF LAKEWOOD

DEPARTMENT OF COMMUNITY DEVELOPMENT

ENVIRONMENTAL CHECKLIST APPLICATION FORM

A. BACKGROUND INFORMATION

Name of Project:	2015 Lakewood Comprehensive Plan Update and Amendments
Name of Applicant:	City of Lakewood
Contact Person:	Dan Catron, Principal Planner (253) 983-7730
Mailing Address:	6000 Main Street SW Lakewood, WA 98499

DESCRIPTION OF PROPOSED AMENDMENTS:

The 2015 update involves Chapters 1 (Introduction), 4 (Urban Design), 6 (Transportation), 8 (Public Services), 9 (Capital Facilities), and 10 (Implementation) of the Lakewood Comprehensive Plan. The 2015 comprehensive plan updates will apply city-wide.

Three separate comprehensive plan amendments are also proposed:

- The Lakewood Racquet Club is proposing to re-designate and rezone their 11.4 acre facility from *Open Space and Recreation* to *Residential* to accommodate development of the site with residential uses. The Lakewood Racquet Club is located at 5820 112th Street SW (Pierce County Assessor's Parcels 0219111038, 0219111040, and 3097000312).

- The City is proposing to "up-zone" approximately 56 acres of developed large-lot residential land comprising approximately 75 parcels located between Interlaaken Drive SW and Tower Road SW, north of Washington Blvd. SW. The amendment would rezone the land from R1 to R2 in order to reflect the existing mix of lot sizes and provide for increased in-fill housing options; and

- The City is proposing to re-designate and rezone approximately 7 acres of mostly vacant land located on the southwest corner of Gravelly Lake Drive SW and Veterans Drive SW (Pierce County Assessor's Parcels 4585000042 and 4725003074). The property would be re-designated from *Residential Estate* to *Single-Family*, and rezoned from *R1* to *R3*. (Corrected description of proposed land-use and zoning designation from Multifamily/MF1 to Single Family/ R3, 8/14/15).

C. SIGNATURE

The above answers are true and complete to the best of my knowledge. I understand that the lead agency is relying on them to make its decision.

Signature: _____

Name of signee: Dan Catron

Position and Agency/Organization: Planning Manager, City of Lakewood

Date Submitted: July 13, 2015

D. SUPPLEMENTAL SHEET FOR NONPROJECT ACTIONS

Because these questions are very general, it may be helpful to read them in conjunction with the list of the elements of the environment.

When answering these questions, be aware of the extent the proposal, or the types of activities likely to result from the proposal, would affect the item at a greater intensity or at a faster rate than if the proposal were not implemented. Respond briefly and in general terms.

1. *How would the proposal be likely to increase discharge to water; emission to air; production, storage, or release of toxic or hazardous substances; or production of noise?*

The proposed comprehensive plan updates are primarily administrative in nature and are intended to achieve consistency with the Puget Sound Regional Council's Vision 2040 document, the Washington State Growth Management Act, other applicable State laws, and the Pierce County Countywide Planning Policies. The proposed city-initiated comprehensive plan amendments are intended to increase residential densities in specific areas with existing roadways, utilities and infrastructure as directed by the Growth Management Act. The proposal by the Lakewood Racquet Club is intended to allow the development of vacant property with medium density residential uses. None of these amendments are expected to result in increased discharges to air or water, involve the production, storage or release of toxic substances, or to produce significant amounts of noise.

Proposed measures to avoid or reduce such increases are:

(Not applicable)

2. *How would the proposal be likely to affect plants, animals, fish, or marine life?*

The proposed comprehensive plan updates are not expected to affect plants animals, fish, or marine life.

The City –initiated amendments may result in the elimination of on-site trees and vegetation when the properties in question are developed, but significant impacts to critical habitat resources are not expected. All new development will be required to comply with City regulations related to habitat protection, stormwater discharge, and tree removal.

The privately initiated amendment for the Lakewood Racquet Club involves lands within a recently delineated "Area of Special Flood Concern" (as shown on draft FEMA Flood Insurance Rate Maps issued 9/28/2007) which is the potential pathway for floodwaters overflowing the Clover Creek channel in the vicinity of 58th Avenue SW. Overflow from Clover Creek may result in impacts to sensitive salmon species. This change to the Flood Insurance Rate map has not yet been adopted.

Proposed measures to protect or conserve plants, animals, fish, or marine life?

A site specific engineering and /or biological impact analysis of the Clover Creek flood issue for the Lakewood Racquet Club property will be required prior to any development. The concern is that Clover Creek could overtop its banks in a major flood event and result in the impound of flood waters along 58th Avenue and onto the Racquet Club property. An engineering analysis could result in identifying actions that could be taken to reduce the flood risk. If the risk cannot be substantially reduced or eliminated, a biological assessment may be necessary to identify the impacts of a flood event on the salmon in Clover Creek, and specify mitigation measures to eliminate any such impacts.

3. *How would the proposal be likely to deplete energy or natural resources?*

The proposed updates and amendments are not expected to have any significant impact on energy or natural resources.

Proposed measures to protect or conserve energy and natural resources are:

New development facilitated by the proposed comprehensive plan amendments will be subject to the International Energy Conservation Code (IECC). Any new development will be located within an urban area with existing utilities and infrastructure which will also help minimize energy use over the life of the development.

4. *How would the proposal be likely to use or affect environmentally sensitive areas or areas designated (or eligible or under study) for governmental protection; such as parks, wilderness, wild and scenic rivers, threatened or endangered species habitat, historic or cultural sites, wetlands, floodplains, or prime farmlands?*

Under draft updated FEMA Flood Insurance Rate Maps (FIRM) issued in September 2007, the Lakewood Racquet Club property is re-designated from Zone C (Areas of Minimal Flood Concern) to Zone AE- Area of Special Flood Hazard, Elevations Determined, based on more

detailed mapping of the topography of the area. The new map identifies the LRC property as being within the pathway of the "Clover Creek Lakewood Overflow". The re-designation of the property from *Open Space* to *Residential* could result in increased exposure of structures and development to flood hazard risks.

Proposed measures to protect such resources or to avoid or reduce impacts are:

Further detailed engineering analysis of the Clover Creek Lakewood Overflow is necessary to determine the extent of the flood risk and potential measures to reduce or eliminate that threat. It is not known at this time if engineering actions are available to eliminate or reduce the flood risk.

5. *How would the proposal be likely to affect land and shoreline use, including whether it would allow or encourage land or shoreline uses incompatible with existing plans?*

The proposed comprehensive plan updates and amendments would have only minimal impacts on land and shoreline use- the proposed updates are mostly administrative in nature. The proposed city-initiated amendments and the Lakewood Racquet Club amendments will affect land use. The proposed land use changes would not, however, be clearly incompatible with existing plans. In both instances, the proposed amendments would provide for residential development in an existing residential area.

Proposed measures to avoid or reduce shoreline and land use impacts are:

Future development would be subject to the development standards of the City's Land Use and Development Code which includes provisions intended to foster compatibility between adjacent land uses.

6. *How would the proposal be likely to increase demands on transportation or public services and utilities?*

The proposed comprehensive plan updates re-emphasize the strategy of focusing new growth in areas with good transit access such as the *Central Business District* and the *Lakewood Station District.*

While the proposed up-zone of residential property between Interlaaken Drive and Tower Road could potentially result in the construction of up to 40 additional dwelling units if all of the properties were cleared and redeveloped at the highest level of density, Staff believes that additional development over the next 10-20 years is more likely to be in the 6- 12 unit range. This equates to additional traffic of 60-120 vehicle trips per day over existing levels, with the increase spread out over a period of 10-20 years. The City Engineer does not consider this to be a significant impact on the City's transportation systems.

Proposed measures to reduce or respond to such demand(s) are:

The City hopes to *increase* demands on public transit systems. All of the proposed comprehensive plan map amendments propose to increase residential densities in areas with existing excess roadway capacity.

7. *Identify, if possible, whether the proposal may conflict with local, state, or federal laws or requirements for the protection of the environment.*

The most significant environmental issue identified for the 2015 Comprehensive Plan Amendments/Update is the Flood/Endangered Species issue at the Lakewood Racquet Club. This issue was the subject of a Biological Opinion (BiOp) issued by the National Marine Fisheries Service (NMFS) on September 22, 2008. Federal law requires that effects on floodplain features and functions must be identified and avoided or mitigated to prevent harm to ESA listed fish species and killer whales that feed on those fish. All potential impacts must be avoided or fully mitigated.

City of Lakewood

2015 Comprehensive Plan Amendments and Update

Determination of Non-Significance

Project: **2015 Lakewood Comprehensive Plan Amendments and Update**

Description: The Washington State Growth Management Act requires that Pierce County jurisdictions review and, as necessary, update their comprehensive plans every eight years. The City of Lakewood 2015 update involves Chapters 1 (Introduction), 4 (Urban Design), 6 (Transportation), 8 (Public Services), 9 (Capital Facilities), and 10 (Implementation) of the Lakewood Comprehensive Plan. The 2015 updates also include a request by the Lakewood Racquet Club to re-designate and rezone their 11.4 acre facility from *Open Space and Recreation* to *Residential* to accommodate development of the site with residential uses; and two city-sponsored proposals to "up-zone" approximately 63 acres of residentially zoned land in order to increase residential densities and provide for increased housing options in specific areas.

The City adopted updates to Chapters 2, 3, 5, and 7 of the Comprehensive Plan in 2014. The 2015 update is a continuation of the 2014 update effort.

Specific elements of the 2015 update are described below:

Comprehensive Plan Update

Amendments to Chapter 1- Introduction. Chapter 1 is amended to acknowledge actions that have been completed since the comprehensive plan was first adopted in 2000. The Chapter is also amended to include findings from a Visioning program initiated by the City in 2014. Many of the conclusions and results of the Visioning effort are discussed in the updated chapter.

Amendments to Chapter 4- Urban Design. Chapter 4 is updated to reflect actions that have been completed since the Chapter was originally written in 2000, such as construction of the Lakewood Sounder Station and extension of sewer service to Tillicum and Woodbrook, as well as projects that have emerged since that time, including the Point Defiance Rail Bypass project. This chapter also directs the City to prepare sub-area plans for the Lakewood Station District and the Central Business District.

Amendments to Chapter 6- Transportation. The City's Transportation Element has been updated to reflect changes and improvements in the City's transportation systems and traffic demands,

and to reflect the growth forecasts of the City's Land Use element that was updated in 2014. The City's transportation Element consists of two parts. First, Chapter 6 of the comprehensive plan document discusses the circumstances and issues affecting the City's transportation networks, and contains goals and policies relative to transportation systems. The comprehensive plan document also includes the Transportation Background Report. Second, the City's Six-year Transportation Improvement Program (6-year TIP) contains prioritized lists of specific transportation system projects together with budget and funding information. Together, Chapter 6 of the comprehensive plan (including the Transportation Background Report) and the 6-year TIP comprise the City's Transportation Element.

Amendments to Chapter 8- Public Services. Chapter 8 is updated to reflect program changes and the evolution of several agencies providing public services. A policy is added to prohibit the development of school facilities on sites that present potential hazards that may affect school functions and/or negatively impact students and others. At the present time, the Clover Park School District is proposing to close several schools that are impacted by their environments. A new policy (PS 10-10) directs the City to work with the school district to redevelop surplus sites with appropriate uses consistent with the comprehensive plan. Updates also include more specific policies with regard to the improvement of public library services in Lakewood, establishment of goals and policies with regard to health and human services, and expansion of goals and policies regarding efforts to provide affordable housing in the community.

Amendments to Chapter 9- Capital Facilities. This chapter is updated to acknowledge changes in the City since 2000 including formation of a police force and construction of a police station facility. A new policy CF 9.3 is also added noting that the siting of essential public facilities is not categorically precluded.

Amendments to Chapter 10- Implementation. This chapter is updated to acknowledge the development of the City's regulatory framework through the adoption of implementing regulations and programs since initial adoption of the Comprehensive Plan in 2000.

Lakewood Racquet Club- Comprehensive Plan and Zoning Map Amendments

The Lakewood Racquet Club is proposing to re-designate and rezone their 11.4 acre facility from *Open Space and Recreation* to *Residential* to accommodate development of the site with residential uses. The property is located at 5820 112th Street SW. The proposal involves lands within a recently delineated "Area of Special Flood Concern" (as shown on draft FEMA Flood Insurance Rate Maps) which is the potential pathway for floodwaters overflowing the Clover Creek channel in the vicinity of 58th Avenue SW. This change to the Flood Insurance Rate map has not yet been adopted.

Site specific engineering and /or biological impact analysis of the Clover Creek flood issue will be required prior to any development of the Lakewood Racquet Club property. An engineering analysis could result in identifying actions to further reduce or eliminate the flood risk. If the risk cannot be substantially reduced or eliminated, a biological assessment may be necessary to identify the impacts of a flood event on the salmon in Clover Creek, and specify mitigation measures to eliminate any such impacts.

Interlaaken/Tower Road Zoning Map Amendments

The City is proposing two comprehensive plan amendments intended to increase residential densities in specific areas with existing roadways, utilities and infrastructure as directed by the Growth Management Act. The study area includes residential properties between Interlaaken Drive and Tower Road, north of Washington Boulevard. While the proposed up-zone could potentially result in the construction of up to 40 additional dwelling units if all of the properties were cleared and redeveloped at the highest level of density, staff believes that additional development over the next 10-20 years is more likely to be in the 6- 12 unit range. This equates to additional traffic of 60-120 vehicle trips per day over existing levels, with the increase spread out over a period of 10-20 years. The City Engineer does not consider this to be a significant impact on the City's transportation systems in this area.

Veterans Drive Comprehensive Plan and Zoning Map Amendments

The City is also proposing to change the comprehensive plan designation on a seven (7) acre site from *Residential Estate* to *Single--Family*, and to change the zoning from *R1* to *R3*. The property is located in the southwest quadrant of the intersection of Gravelly Lake Drive and Veterans Drive SW (Pierce County Assessor's Parcels 4585000042 and 4725003074). The property is currently developed with two older homes, but is mostly vacant. (Corrected description of proposed land-use and zoning designation from Multifamily/MF1 to Single Family/ R3, 8/14/15).

FINDINGS OF FACT:

1. On July 10, 2000, the Lakewood City Council adopted a new Comprehensive Plan as required by the Washington State Growth Management Act of 1995. An Environmental Impact Statement was prepared pursuant to the State Environmental Policy Act (SEPA) which addresses the environmental impacts caused by changes in land use proposed by the new Plan.

2. On August 20, 2001 the City adopted a Land Use and Development Code (Chapter 18A of the Lakewood Municipal Code). The broad intent of the Code is to implement the Comprehensive Plan. The adopted Code is intended to foster harmony among land uses, preserve the qualities of desirable residential neighborhoods, improve neighborhoods whose character undermines good-quality living conditions, diminish reliance on automobile use, and promote the well-being of the city through integration of aesthetic, environmental, and economic values.

3. 2004 Update. In 2004 the City completed its first update of the comprehensive plan. Changes were minimal, however, since the plan was adopted only four years before, and few of the implementing regulations adopted in response to the initial comprehensive plan had an opportunity to be applied.

4. 2014 Update. In 2014, the Lakewood City Council adopted updates to Chapters 2 (land Use), 3 (Land Use Maps), 5 (Economic Development); and 7 (Utilities). The environmental impacts of these amendments were analyzed at that time and a Determination of Non-significance was issued on July 28, 2014. The 2015 slate of updates will reference the plans, policies and determinations made in the 2014 amendments.

5. SMP adoption. On September 8, 2014, the Washington State Department of Ecology granted final approval to the City's update of its Shoreline Master Program. By statute (RCW 36.70A.480) the goals and policies of the shoreline master program are considered to be an element of the comprehensive plan.

6. Visioning program. In conjunction with the 2015 Comprehensive Plan Update, the Community Development Department has been conducting a community visioning program to solicit input from citizens regarding the policy direction of the city. Efforts have included preparation of a community profile document, interviews of select stakeholders, preparation, dissemination, and collection of results from a web-based community survey, meetings with existing community groups, and conducting a plenary Community Visioning Workshop. The principal findings of this effort are reflected in the *City of Lakewood Community Vision Plan* prepared by Tindale Oliver Associates dated June 2015.

7. Critical Areas Update. In 2015, the City has been working to update its critical areas regulations (Title 14A of the Lakewood Municipal Code). Updates include reference to the National Marine Fisheries Service (NMFS) biological opinion regarding implementation of the National Flood Insurance Program in the Puget Sound region. NMFS found that development in flood hazard areas could have detrimental effects on endangered salmon species. The City is updating its code to ensure that potential impacts to special status species are identified and avoided. Measures necessary to avoid impacts to special status species will be identified and implemented as part of the project specific environmental review of any proposed development.

8. Transportation element. As part of the 2015 update, the City Engineer, in conjunction with the City's transportation consultant, completed an inventory of existing transportation facilities and conditions, including a compilation of existing traffic volumes on City roadways, and an evaluation of traffic operations (i.e. level-of-service) at major intersections. The Background Report then provides a travel demand forecast and needs evaluation, a description of the City's transportation systems planning, and finally discussion of an implementation program including potential funding sources, regional coordination, concurrency management and development review, and a reassessment strategy if funding conditions change. The analysis identifies several specific locations where transportation LOS may fall below established levels. In most cases planned infrastructure improvements will improve LOS to acceptable levels. Five specific locations are identified where arterial segments will operate at LOS D or worse, even with planned transportation system improvements.

9. Conclusions regarding 2015 Update. The Environmental Official has concluded that the proposed comprehensive plan and zoning code updates, for the most part, simply update information and recognize the attainment of many of the goals of the original comprehensive plan. With regard to the three proposed map amendments, prospective impacts are speculative at this time and cannot be properly evaluated until specific development projects are proposed. No significant adverse environmental impacts are expected as a result of the proposed comprehensive plan updates, or the three proposed amendments.

CONCLUSIONS OF RESPONSIBLE OFFICIAL:

The Responsible Official concludes that the proposed amendments and update to the City's comprehensive plan will not have a probable significant adverse impact to the environment. Pursuant to WAC 197-11-340(2)(a)(v), a DNS may be issued. This conclusion is based on staff review of the proposed comprehensive plan update and the environmental checklist. The environmental effects of specific projects allowed under the plan will be analyzed on a case-by-case basis, as required by the State Environmental Policy Act.

Agency: City of Lakewood
Community Development Department
6000 Main Street SW
Lakewood, WA 98499

Date of Issue: July 30, 2015

Comment Deadline: August 14, 2015

Date of Final Determination: _____

_____
David Bugher, Responsible Official

NOTE: Pursuant to Lakewood Municipal Code Section 14.02.200, decisions of the Responsible Official regarding Process V Legislative Actions are final and are not subject to administrative appeal.

Dan Catron

From: Jack Tillen <tillenjr@gmail.com>
Sent: Friday, July 31, 2015 6:09 AM
To: Dan Catron
Subject: Rezoning between Interlakken and Tower Rd.

Dear Mr. Catron,

I saw the Public Notice on Tower Rd. yesterday. My property could be potentially impacted. Would appreciate it if you could send me a copy of the Public Notice and any other pertinent information at this time.

Sincerely,

Jack Tillen
11312 Tower Rd. SW

Disclaimer: Public documents and records are available to the public as required under the Washington State Public Records Act (RCW 42.56). The information contained in all correspondence with a government entity may be disclosable to third party requesters under the Public Records Act.

August 6, 2015

City of Lakewood Planning Commission
City of Lakewood Community Development Department
Dave Bugher, Community Development Director
Dan Catron, Long Range Planning Manager

Dear Sirs:

We are writing in response to your letter of notice on the re-zone of my neighborhood, an area of towering trees and stately homes, from R-1 estate 30,000-25,000 sq. ft to R-2 17,000 sq. ft. The additional homes would certainly create more traffic along Tower Road which is already heavily used. More importantly, the character of the neighborhood would be adversely impacted with the subsequent and necessary clear cutting of trees for these new homes.

There are currently smaller homes and lots in this neighborhood. A majority of these existing homes on Tower Road are rentals and poorly maintained. More of this type of housing would potentially reduce the property value of the entire area and would surely affect parcels to the east of Tower Road and west of Interlaaken Drive. What would prevent someone from purchasing a home on a large lot, demolishing it, and building 3 homes instead of the original one? This would dramatically alter the neighborhood.

This is a beautiful and picturesque neighborhood, one that should be protected and promoted by the city as a jewel, a wonderful example of a rural place to live, protected from random re-zoning which is exactly what you are wanting to do. We supported the city formation to prevent this very scenario.

We implore you to cancel this rezone effort.

Sincerely,

Marvin and Melissa Tommervik

RECEIVED
AUG 12 2015
COMMUNITY DEVELOPMENT

August 8, 2015

City of Lakewood Planning Commission
City of Lakewood Community Development Department
Dave Bugher, Community Development Director
Dan Cantron, Long Range Planning Manager

Dear Sirs:

We bought our property in Lakewood over 55 years ago when the zoning was one house per acre. Our intent was to have a home in a low density area with other high quality homes. Later you downgraded the zoning to one house per ¾ acre. You are now proposing another downgrade to one house per 25,000 square feet which is just over one half acre. We feel very strongly that we should have the right to expect maintenance of the property standards at the levels they were when we acquired them. Anything short of this will result in reduced property values and unjust treatment to the existing land holders.

We ask that you do not downgrade the property in the immediate vicinity of our property.

Thank you for your attention.

Sincerely,

John C Dimmer
Marilyn J. Dimmer

John and Marilyn Dimmer
7505 112th Street Southwest
Lakewood, Washington 98498

Dan Catron

From: CloverdaleCourt HOA President <cloverdalepres@gmail.com>
Sent: Monday, August 10, 2015 8:49 AM
To: Dan Catron
Subject: Lakewood Racquetball Club re-zoning

Good morning,

I am the current President of the Cloverdale Court HOA. We have several homes that are adjacent to the property of the Club and are located on Cloverdale Ct. SW.

Many of our home owners have concerns about the new zoning the Club plans.

A few homeowners will attend the meeting on Sept 16th to provide some input. I have a few questions for you concerning the meeting:

1) Is the meeting scheduled for Sept 16th going to be with the City Council or with the Planning Commission?

2) What type of forum will it be? Will we as an HOA be able to speak and voice some concerns?

If you can provide me with some protocol for these types of meeting I would appreciate it.

Thank you very much,

V/r
"Blake"

David Blake
253-861-7751
Cloverdale Court HOA
President

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Dan Catron

From: Bonnie C Boyle <bonniecboyle@comcast.net>
Sent: Monday, August 10, 2015 9:32 AM
To: Dan Catron
Subject: Zoning amendments question

Were the parcels on the west side of Interlaaken between Washington Blvd and 112th St. considered for rezoning? If so, why was there no recommendation to provide for more dense housing there? It appears to have more potential for growth than many of the parcels included in the changes. Thanks you.

Bonnie C Boyle
11012 80th Ave Ct SW
Lakewood WA 98498
(253) 468-8540
bonniecboyle@comcast.net

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Calvin & Katie Howard
11408 Tower RD SW
Lakewood, WA 98498

RECEIVED
AUG 18 2015
COMMUNITY DEVELOPMENT

August 13, 2015

David Bugher
Community Development Director, City of Lakewood
6000 Main Street
Lakewood, WA 98499-5027

Re: 2015 Comprehensive Plan Amendments & Update

Mr. Bugher, Mr. Catron, and all other parties affiliated:

I am in receipt of the public notice for proposal to change zoning in my area of residence from R1 to R2, and I adamantly object to this change.

I purchased my property at 11408 Tower Rd SW, Lakewood, WA 98498 in May of 2013 in large part due to the large lots, surrounding undeveloped areas and seemingly less-populated neighborhood. RE-zoning this area will change the entire fabric of the community and completely undermine my, and I'm sure most of the property owner's in the area, intentions to purchase property and make my home in the Lake Steilacoom/ Gravelly Lake area of Lakewood.

Not only will this re-zoning have an adverse impact on our property values, but this area of the city is not equipped to function with smaller, thus more populated, lots.

While it is my understanding this proposal will allow lots to be subdivided into smaller parcels at the owner's discretion, surrounding properties will lose value in the event that construction occurs on the newly-determined parcels- construction that may not conform with the current landscape of the community and will rid the area of its most prominent and natural characteristic; trees.

Safety is also a concern. Our streets in this area are not meant for high-traffic. These are residential roads that are barely wide enough for one vehicle, traveling in one direction. We do not have sidewalks, we have very few streetlights, very few stop signs, and most of our driveways are hidden and undefined. The impact that re-zoning would inevitably have on this area would wreak havoc on our roads and the safety of pedestrians, motorists, bicyclists, alike.

This area of Lakewood is an area in which homes and properties are cared for. As a resident of this area, I am passionate about the fabric of my neighborhood. As a real estate professional, I am also very aware of the impact that surrounding areas have on my property value. Re-zoning these areas to allow for more subdivision will be detrimental to property values, safety and the desirability of this neighborhood.

I appreciate the opportunity to voice my opinion about this proposal, and it is my hope that you will consider each of the points that I have made and discontinue your plans for re-zoning.

Sincerely,

Katie Howard
253·273·5835

Dan Catron

From: laobrien77@aol.com
Sent: Friday, August 14, 2015 12:58 PM
To: John Caulfield; Adam Lincoln; Dan Catron
Cc: Don Anderson; Jason Whalen; Marie Barth; Paul Bocchi; mbrandsetter@cityoflakewood.us; Mary Moss; John Simpson; mffjmob@aol.com
Subject: RE: City-initiated amendments to "up-zone" location between Interlaaken Drive SW and Tower Road SW, north of Washington Blvd. SW

To:
John Caulfield - City Manager
Adam Lincoln - Assistant to City Manager/Management Analyst
Dan Catron - Long-Range Planning Manager

August 13, 2015

Dear Sirs,

I'm writing to you in response to the city's proposal to "up-zone" land in my neighborhood from R1 to R2. I have been a resident of the Interlaaken Neighborhood for 16 years, living on Tower Road SW. This area of Lakewood has a beautiful rural setting, stately homes, active wildlife which includes nesting eagles, and historical value. Even though the city is only proposing at this time to rezoning two of the streets from R1 to R2 in the neighborhood, it effects the ENTIRE neighborhood. My husband and I are concerned about the effects rezoning will have on its natural beauty, infrastructure, and ecosystems the neighborhood supports. We feel this area needs to be preserved as is for our children and future generations.

I would like to outline our concerns about rezoning in this area:

- <u>Destroying the rural setting and natural beauty of the neighborhood:</u>
    - The area from Interlaaken east and north to Lake Steilacoom has a beautiful rural setting. There are stately homes and historical homes in the neighborhood dating back to 1905. The towering Douglas firs and Garry oaks/Oregon white oak trees (the only oaks native to Washington State and characteristic features of the valley woodlands in the Pacific Northwest) line the streets within this neighborhood. We have many people walk our streets because they love the rural setting.

- <u>The ecosystems and wildlife the neighborhood support</u>:
    - In our neighborhood, it is common to see deer, owls, bunnies, hawks, and a variety of birds including eagles nesting in towering trees. I am blessed and privileged to have bunnies living in my yard, bats fly overhead at dusk, birds making their homes in our trees and eagles soaring overhead and nesting in trees just north of my property. I also have mature Douglas firs, Garry Oaks, wild Rhododendrons, ferns, and other plants native to this area living on my property. The plants and trees you would see at Lakewold Gardens are growing wild in this neighborhood. The ecosystems and

wildlife would diminish or radically change with clear cutting and the removal of plants and trees to accommodate urban sprawl.

- Will the neighborhood's infrastructure handle the additional homes and congestion?

  - Again, this is a rural area. Our roads are narrow and we do not have sidewalks nor street lights. I don't think our neighborhood could handle the influx of new homes created from r-zoning. Parts of Tower Rd and 112th are already heavy used. I don't know if the city officials realize how bad the traffic is in the morning and evenings on Gravelly Lake out to I5. Many times I don't use the Gravelly Lake exit in the mornings because it is backed up. I have to use alternative routes to get to I5. What would an influx of housing do to the Gravelly Lake exit during rush hour?

- Re-Zoning? Haven't we been there before with the county? Haven't we learned from the past?

  - In my opinion, the zoning in Lakewood is a mess due to the county's governance. Before moving to Tower Road, I lived on John Dower Road SW for fourteen years. The road has businesses, apartment complexes, duplexes and single family homes. It is a mess and that is why I had voted for cityhood twice. I wanted the people of Lakewood to be in control of Lakewood. I wanted our taxes to be used for the good of Lakewood. And, I want the citizens of Lakewood to be in control of urban growth and economic development.

- Effecting the value of our homes:

  - I believe rezoning will effect and lower the values of homes in this area. My husband and I feel extremely blessed to live in this neighborhood. We love the rural setting and quietness of the neighborhood. It has the feel of living out in the country but I am only a few minutes to shopping, entertainment and the I5 corridor. I have lakes close by, woods, parks and spectacular views of Mt. Rainier. Living in this rural neighborhood is a way of life for my husband and I, and I'm sure many of my neighbors feel the same way. Frankly, what is to stop the city from rezoning this area from R1 to R2 and then in a few years rezone from R2 to R3, etc.

- The historical value and future value this neighborhood has for Lakewood and its citizens and keeping the 'Woods' in Lakewood!

  - This neighborhood and other areas near Lake Steilacoom in the 1920's was the playground and recreational area for the greater Tacoma area. In 1908 the township of Interlaaken had property lots of 5 to 10 acres. Those property lines no longer exist today and the township of Interlaaken is now part of Lakewood but some of those historical homes, mansions and carriage houses still exist. Let's preserve what we have left of the Interlaaken neighborhood's past and keep the few R1 areas that still remain for future generations. They should be preserved not rezoned. I believe this neighborhood has more value to Lakewood as a whole then being divided into mini sub-divisions.

I did have a meeting with Dan Catron to go over the proposed 'up-zoning' of this area. He did explain to me that the state is asking Lakewood to find areas for future growth. If Lakewood doesn't comply, the city could lose state transportation funding. I understand this is a perplexing situation. I

believe the city can find the extra space without rezoning the few R1 areas left in Lakewood. According to the zoning maps Dan showed me the only R1 areas left is my neighborhood and around Gravelly Lake. The city should promote these areas in their marketing materials instead of ripping them apart. It demonstrates that Lakewood can support different living styles from apartment/condo living, multi-family, single family, to R1 estate living.

Please reconsider the proposal to 'up-zoning' this neighborhood. Come and tour our neighborhood and see what a picturesque and beautiful area it truly is. I asking you to be good stewards to the rural areas left in Lakewood and keeping the 'Woods' in Lakewood.

If you have any questions or would like a personal tour of our neighborhood, please give us a call.

Best Regards,

Lorrie and Danny O'Brien
Tower Road SW, Lakewood
(253) 232-2568

CC:
Don Anderson - Mayor
Jason Whalen - Deputy Mayor
Marie Barth - City Council Member
Paul Bocchi - City Council Member
Michael Brandsetter - City Council Member
Mary Moss - City Council Member
John Simpson - City Council Member

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RECEIVED
AUG 21 2015
COMMUNITY DEVELOPMENT

20 August, 2015

David Bugher
Assistant City Manager for Community Development
City Hall
Lakewood, WA 98498

RE: Consideration of re-zoning, parcel bounded by Gravelly Lake Drive, Veteran's Drive, and Langlow Street SW, commonly known as the Barker property.

Dear Mr Bugher:

This is in response to the recently posted public notices on the above-referenced Lakewood property. An original erroneous notice was posted proposing re-zoning from R-1 to Multifamily. Several days later, this notice was replaced by the current notice which proposes re-zoning the land in question from R-1 to R-3. We are abutting property owners on Walnut Street SW. This property has long been in the Barker family, and about a year ago was listed for sale in its R-1 status. Under the ownership of Wilbur and Nancy Barker, a large fraction of this approximately 8 acre parcel had been undeveloped except for a large private seasonal vegetable garden maintained by Mr Barker. As such, the property has substantial areas of habitat suitable for birds and other urban wildlife, and contains numerous large and historic trees, including mature old-growth Douglas fir and endangered Garry Oaks.

We understand the desire of the city to make this zoning change as an incentive to potential buyers to re-develop the site with modern housing on lots smaller than currently allowed under R-1 status. The proposed change to R-3 would cut the minimum lot size from the current approximately 0.6 acres to a new minimum lot size of approximately 0.2 acres, about a three-fold reduction. We understand that the proposed change may be more in keeping with housing trends which favor less yard maintenance as a tradeoff for more closely packed housing units. We believe that when properly done, such a change could be accomplished in a manner that maintains the current overall "feel" and quality of the existing neighborhood, and would cite as an example the existing Madera development at the corner of Gravelly Lake Drive and Nyanza Drive.

Despite the opinion just expressed, we wish to document our strong concerns (in the event that the proposed zoning change takes place) that any potential re-development plan

for this parcel be carefully vetted for attention to the previously mentioned historic trees and related habitat, with preservation of sufficient greenspace and common areas to maintain the compatibility of the parcel with the existing surrounding estate-level homes. If a developer were to be permitted to merely pack in as many houses as possible under the new zoning minimums without attention to maintaining the overall ambience of this important area of Lakewood, it would have severe negative impact on property values of the surrounding homes, not only for those which abut the property directly, but also for the entire surrounding neighborhood in this part of the Gravelly Lake / American Lake region. We urge that city planners strictly stipulate appropriate greenspace and common space covenants as a condition of redevelopment of this important parcel in the city of Lakewood. We further encourage the city to consider recognizing the Barker family's longstanding excellent stewardship of this land by encouraging any developer to either include the Barker family name in the name of the new subdivision, or by the placement of a suitable monument on the redeveloped property which recognized its important heritage in Lakewood history

Sincerely,

Preston & Elizabeth Carter

Preston Carter, MD
Elizabeth Carter, MD

7817 Walnut Street SW
Lakewood, WA 98498
plandejcarter@hotmail.com

RECEIVED
AUG 25 2015
COMMUNITY DEVELOPMENT

August 24, 2015

Don Catron

City of Lakewood

600 Main Street SW

Lakewood, WA 98499-5027

Dear Mr. Catron,

We will not be in the state when the City Planning Commission meets on September 16th. We are writing to oppose the change of zoning for Interlaaken. We are 46 year residents of Lakewood at our current address 11405 Interlaaken. We chose this area for the larger lots and many trees. Now a rezoning is being considered because someone privately requested an amendment to the City's Comprehensive plan.

We contest this decision because of the lack of an environmental impact statement. Has anyone from the city looked at the number of large trees on the parcels included in this decision. We love the many birds that live in our neighborhood because we have large trees and dense undergrowth. A spotted owl lives here as well as a pileated woodpecker. There are not very many of these around in a city. Our extra lot includes mature native rhodendrons. Smaller lots mean more houses which mean fewer trees which mean less wildlife.

There is also a problem with traffic. Interlaaken is a heavily traveled through street. The intersection of Interlaaken and Washington Blvd. is unsafe because of a lack of sight distance. When Bernese was closed some years ago we were promised a light at the Washington and Interlaaken intersection. It hasn't happened. Before Bernese was closed one could turn onto Bernese to get to Tower and then right to Gravelly Lake Drive for a safe intersection. Now many vehicles traveling South on Interlaaken turn right at 112 Street then right on the narrow Tower Road to get to Gravelly. There also is a plan for over 30 homes in a platted area on the West side of Interlaaken just North of Washington Blvd. which will add many more vehicles.

There are plenty of places in Lakewood where urban renewal could provide denser population in quality homes or apartments. Concentrate on making Lakewood attractive to new residents. There are many homes for sale and apartments that are for rent as well without destroying our neighborhood. We, as well as our neighbors, urge you not to go through with this change of minimum parcel size in our neighborhood.

Dr. Burton L Johnson and Doris E. Johnson

Burton L Johnson

Doris E Johnson

MEMO

Date: September 2, 2015

To: Planning Commission

From: Dan Catron, Principal Planner

RE: Adjustments to Proposed Cottage Housing Regulations

On July 15, 2015, the Planning Commission adopted Resolution 2015-01 recommending that the City Council amend its zoning code to provide for cottage housing developments. Since that time, staff has had further conversations with persons experienced with cottage housing development, who have recommended some minor adjustments as follows:

- Increase maximum unit size to 1,500 sq. ft. in order to accommodate a third bedroom;

- Note that cottages are intended to be a maximum of 1-1/2 stories, not 2-stories. Any upper floor should be developed within the roof structure, not below the roof structure.

- Provide that developers must show a workable site plan using conventional development standards and addressing any environmental constraints in order to establish the base number of units that could be constructed under conventional zoning.

Staff is also recommending that a two other adjustments be made to maintain continuity with the format of the zoning code. These include adding cottage housing to the list of residential land use types, and adding cottage housing to the list of uses allowed in the single family zoning districts upon issuance of an administrative use permit.

A draft amended Resolution 2015-01 is provided for the Commissions consideration.

EXHIBITS:

1. Draft amended Resolution 2015-01.

CITY OF LAKEWOOD
PLANNING COMMISSION
RESOLUTION NO. 2015-01
(Amended 9/2/2015)

A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY OF LAKEWOOD RECOMMENDING APPROVAL OF AN AMENDMENTS TO THE LAND USE AND DEVELOPMENT CODE- CHAPTER 18A OF THE LAKEWOOD MUNICIPAL CODE REGARDING COTTAGE HOUSING

WHEREAS, the City of Lakewood incorporated on February 28, 1996; and

WHEREAS, pursuant to the Washington State Growth Management Act of 1995, the City of Lakewood adopted a Comprehensive Plan in July, 2000, and a Land Use and Development Code (Chapter 18A of the Lakewood Municipal Code) on August 20, 2001; and,

WHEREAS, since the time of adoption of the Land Use and Development Code the City has received input on the Code from citizens and project proponents, and has identified areas where adjustments to the Code would be appropriate; and,

WHEREAS, the Community Development Director has received suggestions to provide for increased density and housing options within the City's single family residential zoning districts; and

WHEREAS, the Planning Commission held a duly-noticed public hearing(s) on June 17, 2015, to receive and consider public testimony on said proposed code changes; and,

WHEREAS, the Planning Commission has found that the proposed changes to the Land Use and Development Code are consistent with the adopted Lakewood Comprehensive Plan and will not adversely affect the public health , safety and general welfare of the citizens of the city; and,

WHEREAS, the Planning Commission has found affirmatively that the proposed amendments satisfy the applicable findings of LMC 18A.02.415;

NOW, THEREFORE, BE IT RESOLVED that the Planning Commission for the City of Lakewood does hereby recommend to the Lakewood City Council that the following amendments to Chapter 18A of the Lakewood Municipal Code be adopted:

(Language to be added is <u>underlined</u>, and language to be deleted is ~~struck-through~~).

1. The Commission recommends that Section 18A.02.502 be amended so that the Section reads as follows:

18A.02.502 - Process Types – Permits

TABLE 3: APPLICATION PROCESSING PROCEDURES

Permit Process Types. Permit applications for review pursuant to this section shall be classified as a Process I, Process II, Process III, or Process IV action. Process V actions are legislative in nature. Permit applications and decisions are categorized by process type as set forth in Table 3. The differences between the processes are generally associated with the different nature of the decisions and the decision-making body as described below.

	Process I Administrative Action	**Process II Administrative Action**	**Process III Hearing Action**	**Process IV Hearing Action**	**Process V Legislative Action**
Permits	Zoning certification; Building permit; Design Review; Sign permit; Temporary Sign permit; Accessory Living Quarters; Limited Home Occupation; Temporary Use; Manufactured or Mobile Home permit; Boundary Line Adjustments; Minor modification of Process II and III permits; Final Site Certification; Certificate of Occupancy; ***Sexually Oriented Business	Administrative Uses; Short Plat; SEPA; Home Occupation; Administrative Variance; Binding Site Plans, Minor Plat Amendment, Major modification of Process II permits	Conditional Use; Major Variance; Preliminary Plat; Major Plat Amendment; Major modification of Process III permits: Shoreline Conditional Use; Shoreline Variance; Shoreline Substantial Development Permit; Public Facilities Master Plan; Cottage Housing Development (may be considered together with residential binding site plan)	Zoning Map Amendments; Site-specific Comprehensive Plan map amendments; Specific Comprehensive Plan text amendments; Shoreline Redesignation, **Final Plat**; **Development Agreement** **No hearing required or recommendation made by Planning Advisory Board**	Generalized or comprehensive ordinance text amendments; Area-wide map amendments; Annexation; Adoption of new planning-related ordinances

	extensions				
Impacts	Minimal or no effect on others, so issuance of permit is not dependent on others	Application of the standards may require some knowledge of impacts and effect upon others	Potential significant effect on some persons or broad impact on a number of persons	Potential significant effect on some persons or broad impact on a number of persons	Potential significant effect on some persons or broad impact on a number of persons
Notice & Comment	Participation of applicant only	Nearby property owners invited to comment on an application	In addition to applicant, others affected invited to present initial information	In addition to applicant, others affected invited to present initial information	Anyone invited to present information
Recomm-endation	NA	NA	Community Development Department Staff	Planning Advisory Board, except for Final Plat and Development Agreement as noted ** above	Planning Advisory Board
Decision-Making Body	Community Development Director	Community Development Director	Hearing Examiner	City Council	City Council
Appeal	Hearing Examiner Community Development Director's decision on permits noted *** above is appealable to Superior Court.	Hearing Examiner	Superior Court	Superior Court	Superior Court

2. The Commission recommends that Section 18A.20.300.A be amended to read as follows

18A.20.300 - Residential Use Category - Land Use Types and Levels

The Residential use category includes permanent living accommodations for individuals or families of varying economic means, including those having special needs. The Residential use category has been separated into the following types based upon distinguishing features such as the type and scale of the structure, ownership pattern; number, age and special needs of individuals who reside in the structure; and any applicable state and/or local licensing requirements.

A. Single-Family Residential. A residential dwelling unit that provides living accommodations for a single individual or family. This category includes development with up to two (2) dwelling units per individual lot, not including accessory dwelling units permitted under LMC 18A.70.310.

Level 1: Detached single-family: conventionally built, manufactured, or modular homes permanently constructed on-site to meet applicable uniform codes, and placed on a permanent foundation as specified by the manufacturer, where each unit is detached from any other unit and located on its own separate legal lot of record. Manufactured and modular homes are subject to the provisions of LMC 18A.50.180, Manufactured Homes on Individual Lots.

Level 2: Two Family Residential: A legal lot of record containing two units, whether attached or detached from each other (including instances where individual units are held in condominium ownership on a commonly owned parcel), but not including units attached to multiple units on other lots, which are instead classified as Single Family - Level 3 (Attached Single Family-multiple). Two Family Residential also includes attached single-family conventionally built or modular homes permanently constructed on-site to meet applicable uniform codes, and placed on a permanent foundation, where each unit is structurally attached to one, and only one, other unit on a separate parcel, so that the units are attached in pairs.

Level 3: Attached Single Family-multiple: Attached single-family conventionally built or modular homes permanently constructed on-site to meet applicable uniform codes, and placed on a permanent foundation, where each unit is structurally attached to at least one other unit, usually on a separate parcel. A maximum of two units may be located on any individual parcel. This term includes “townhouses” and “rowhouses.”

Level 4: Manufactured home parks, subject to the provisions of LMC 18A.70.400, Manufactured Home Parks.

Level 5: Cottage Housing, subject to the provisions of LMC 18A.70.700, Cottage Housing.

3. The Commission recommends that LMC Section 18A.30.140.A be amended to read:

18A.30.140- Administrative Uses - Single-Family Residential Zoning Districts

The following uses are permitted within the Residential zoning districts, subject to approval of an administrative use permit and all applicable development permits:

A. R1, R2, R3, and R4 Zoning Districts

1. Single Family Residential (Level 5)
2. Type 2 Group Home (Level 2)
3. Community and Cultural Services (Level 1)
4. Daycare Facilities (Level 2)
5. Religious Assembly (Level 1)
6. Social Services (Level 1)
7. Communication Facilities (Level 2)
8.. Lodging (Level 1)

B. R1 and R2 Zoning Districts

1. Expansion of private and commercial equestrian facilities already legally existing within the zone at the time of adoption of this title.

4. The Board recommends that a new Section 18A.70.700 through 790 be added to read as follows:

18A.70.700 - Cottage Housing

18A.70.710 – Purpose and Intent – Cottage Housing

The purpose of this chapter is to provide for a specific residential development type ("cottage housing") featuring modestly sized single family detached residences with commonly held community amenities, and oriented around commonly held open-space areas. Specific design standards must be met. An increase in allowable density over the maximum density allowed in the underlying zoning district is provided as an incentive to encourage development of this type of housing, and in recognition of the reduced impacts expected from this type of housing versus typical single-family residential development. This housing type is intended to:

A. Promote a variety of housing choices to meet the needs of a population diverse in age, income, household composition, and individual needs.

B. Provide opportunities for more affordable housing choices within single-family neighborhoods.

C. Encourage creation of functional usable open space in residential communities.

D. Promote neighborhood interaction and safety through design.

E. Ensure compatibility with neighboring land uses.

F. Provide opportunities for infill development that support the growth management goal of more efficient use of urban residential land.

Intent: It is the intent of this section to provide specific standards for an increased density residential development type that is compatible with moderate density single family residential environments. This housing type will be strictly regulated to provide design amenities that make the development more attractive and compatible as infill in existing single family neighborhoods. Specific design features include limited-size detached building forms with a high level of design quality, increased minimum levels of landscaping and open space, and professionally maintained landscaping, common areas and building exteriors.

Approval of a cottage housing development project exceeding the maximum density allowed in the underlying zoning district shall only be granted if the project complies with the specific development and design standards contained in this section. Nothing in this section is intended prohibit or limit the development of housing projects that otherwise meet the provisions of the underlying zoning district.

18A.70.720 – Applicability – Cottage Housing

Cottage housing is permitted in the R1, R2, R3 and R4 zoning districts. The provisions of individual zoning districts shall be applicable to cottage housing developments; provided, that where a conflict exists, the provisions of this section shall control.

18A.70.730 - General Provisions – Cottage Housing

A. Cottage housing projects are permitted with the approval of a Cottage Housing Development Plan. Discrete ownerships may only be created through the residential binding site plan and/or condominium declaration process pursuant to RCW 64.34 as applicable. Cottage housing development plans shall be subject to review and approval as a conditional use permit subject to Process III permit procedures. Adherence to all applicable development standards shall be determined by the City's Hearing Examiner as a component of the review process.

B. Individual cottage units shall contain at least eight hundred (800) and no more than one thousand ~~two~~ five hundred (1,500) square feet of gross floor area. Cottage units may include basements of up to 400 sq. ft., which shall not be included in the gross floor area calculation.

C. A community building of up to 2,500 square feet in size may be provided for the residents of the cottage housing development. Roof pitch, architectural themes, materials and colors shall be consistent with that of the dwelling units within the cottage housing development.

D. Accessory dwelling units shall not be permitted in cottage housing developments.

18A.70.740 - Development Standards – Cottage Housing

Cottage housing development shall be subject to the following development standards.

A. Density.

1. In the R1 and R2 zoning districts, cottage housing development shall be allowed a density not to exceed three (3) times the base density allowed in the underlying zone.

2. In R3 and R4 zoning districts, cottage housing developments shall be allowed a density not to exceed two (2) times the base density allowed in the underlying zone.

3. On a site to be used for a cottage housing development, existing detached single-family residential structures, which may be nonconforming with respect to the standards of this section, may be permitted to remain at the discretion of the hearing examiner, but the extent of the nonconformity may not be increased. The number of any such nonconforming dwelling unit(s) shall be multiplied by the factors noted in sections 1 or 2 above, and included in calculating the density of the cottage housing development.

4. An applicant for a cottage housing development may be required to show, through a conceptual site plan, the number of traditional units that could be constructed on the site under conventional development standards and addressing any environmental constraints affecting the property. This number of units shall be used to calculate the maximum number of cottage units that may be constructed on the property.

B. Locational criteria.

1. The minimum area for a cottage housing project is 0.75 acre, which may include more than one contiguous lot.

2. Cottage housing development shall be separated from another cottage housing development by a minimum of 400 feet measured between the closest points of the subject properties.

C. Site design.

1. Cottage housing development shall be clustered and shall consist of a minimum of four (4) dwelling units and a maximum of twelve (12) dwelling units.

2. At least seventy-five (75) percent of dwelling units shall abut the common open space.

3. Common open spaces shall have dwelling units abutting at least two (2) sides.

4. Creation of individual lots shall only be permitted through the residential binding site plan process provided in LMC 17.34 and Chapter 64.34. RCW.

5. Siting of dwelling units or common open space in areas with slopes exceeding fifteen (15) percent is discouraged. Dwelling units shall not be placed in such areas if extensive use of retaining walls is necessary to create building pads or open space areas.

6. Fencing and Screening. The intent of internal decorative fencing and screening is to delineate private yards, screen parking areas and structures, community assets and unit walls. A cottage housing development is intended to be an internally open community sharing common areas. The intent of external fencing and screening is to conceal the higher density development from adjacent lower density land uses. Chain link and solid fences shall not be allowed internally. Solid fencing is allowed on the perimeter boundary, except where bordering an external street where streetscape landscaping is required.

D. Setbacks and building separation.

1. Dwelling units shall have at least a fifteen (15) foot front and five (5) foot side and rear yard setback.

2. Dwelling units shall be separated from one another by a minimum of ten (10) feet, not including projections.

3. Dwelling units and accessory buildings shall be separated by at least six (6) feet.

4. Dwelling units not abutting or oriented toward a right of way shall have a front yard oriented towards the common open space. The approval authority may use appropriate discretion, consistent with the intent of this chapter, in determining orientation of yards.

E. Lot coverage.

Lot coverage shall not exceed the maximums specified for each individual zoning district. Lot coverage shall be calculated for the overall cottage housing development, not for individual lots. Paved components of common open space areas and walkways shall not be counted in lot coverage calculations.

18A.70.750 - Open Space – Cottage Housing

1. A minimum of five hundred (500) square feet of common open space shall be provided per dwelling unit.

2. Common open space shall be a minimum of three thousand (3,000) square feet in size, regardless of number of dwelling units.

3. No dimension of a common open space area used to satisfy the minimum square footage requirement shall be less than ten (10) feet, unless part of a pathway or trail.

4. In subdivisions and short subdivisions, common open space shall be located in a separate tract or tracts.

5. Required common open space shall be divided into no more than two (2) separate areas per cluster of dwelling units.

6. Common open space shall be improved for passive or active recreational use. Examples may include but are not limited to courtyards, orchards, landscaped picnic areas or gardens. Common open space shall include amenities such as but not limited to seating, landscaping, trails, gazebos, barbecue facilities, covered shelters or water features.

7. Surface water management facilities may be commonly held, but shall not counted toward meeting the common open space requirement.

8. Parking areas, required setbacks, private open space, and driveways do not qualify as common open space area.

18A.70.760 – Building Design Standards – Cottage Housing

A cottage housing development is expected to reflect a coherent and high quality design concept and include architectural elements that ensure compatibility with existing neighborhood development and character. The following design elements are intended to provide compatibility with existing residential environments. Alternative designs may be submitted to the hearing examiner for review and approval, but the Examiner must find that any such concepts meet or exceed the design quality of the prescriptive standards, and fulfill the stated purpose and intent of this chapter.

A. Roofs.

1. Dwelling units shall have a minimum 6:12 roof pitch. Up to thirty-five (35) percent of roof area may have a slope not less than 4:12. Portions of a roof with a pitch of less than 6:12 shall be limited to architectural features such as dormers, porch roofs and shed roofs.

2. Garages and carports shall have a minimum 6:12 roof pitch.

3. Cottages shall be a maximum of 1-1/2 stories. Any upper floor shall be located within the roof structure, not below it, in order to reduce building massing as much as possible.

B. Entries and porches.

1. Each dwelling unit abutting a public right of way (excluding alleys) shall have a primary entry and covered porch a minimum of eighty (80) square feet in size, oriented toward the public right of way. If abutting more than one public right of way, the developer and City shall collaborate to determine which right of way the entrance and covered porch shall be oriented toward.

2. Each dwelling unit shall have an entry and covered porch oriented toward the common open space. If the dwelling unit abuts a public right of way, this may be a secondary entrance, and the minimum porch size shall be fifty (50) square feet. If not abutting a public right of way, this shall be the primary entrance, and the minimum porch size shall be eighty (80) square feet.

3. Covered porches shall be a minimum of six (6) feet deep.

C. Dwelling units shall not include attached garages unless the garage abuts an alley or shared parking lot. The first 200 square feet of attached garage space shall not be counted towards maximum dwelling unit size allowance. Garage area in excess of 200 sq. ft. shall be counted in the floor area of the unit.

D. Detached garages and carports associated with individual dwelling units shall not exceed five hundred (500) square feet in size. No shared garage or carport may exceed one thousand – two hundred (1,200) square feet in size.

E. Hearing Examiner Review. The Hearing Examiner shall consider all aspects of the project, and shall ensure that the project is well designed and compatible with existing and planned development in the vicinity. Possible topics for review by the Examiner include (but are not necessarily limited to): building materials and finishes, articulation and modulation, massing, trim details, colors, exterior lighting, special building heights, paving materials, mechanical equipment screening, fencing, tree retention and landscaping.

18A.70.770 – Parking – Cottage Housing

A. A minimum of 1.8 parking spaces per cottage shall be provided for the entire development. Fifteen (15) percent of total required spaces shall be designated for guests.

B. All or a portion of new on-street parking provided as a component of the development may be counted towards minimum parking requirements if the approval authority finds that such parking configuration will result in adequate parking, and is compatible with the character and context of the surrounding area.

C. No more than fifty (50) percent of covered parking spaces may be carports.

D. Garage doors shall not be oriented toward a public right of way with the exception of an alley.

E. Garages and carports shall not be located between the common open space and the dwelling units.

F. Parking lots shall be broken into sub-lots of no more than eight (8) parking spaces. Sub-lots shall be separated by landscaped bulb-outs a minimum of 12 (twelve) feet in width.

G. Parking in the form of garages, carports or lots may occupy no more than forty (40) percent of site frontage on a public right of way, except in the case of an alley, in which case no restriction applies. On-street parking is permitted along the entire frontage. Parking in garages shall not be counted towards meeting minimum parking requirements unless an enforceable covenant is established that would require that the garage be used for automobile parking only and not general storage.

H. Parking lots shall be set back at least fifteen (15) feet from front property lines and ten (10) feet from external side and rear property lines.

I. Parking lots of more than two (2) spaces, visible from a public right of way (excluding alleys) or adjacent single-family uses or zones shall be screened by landscaping consistent with LMC 18A.50.430.

18A.70.780 - Common Area Maintenance – Cottage Housing

Cottage housing development shall be required to implement a mechanism, acceptable to the approval authority, to ensure the continued care and maintenance of all common areas including common open space, parking, surface water management facilities (if applicable) and any other common area. Such a mechanism might include creation of a homeowners' or condominium association with authority and funding necessary to maintain the common areas.

18A.70.790 – Modifications – Cottage Housing

Applicants may request modifications to the open space, site design, design standards, setbacks and parking provisions of this chapter. The approval authority may modify the above referenced provisions of this chapter if both of the following apply:

A. The site is constrained due to unusual shape, topography, easements or critical areas; and

B. The modification will not result in a project that is less compatible with neighboring land uses than would have occurred under strict adherence to the provisions of this chapter.

C. The approval authority may permit modifications to the building design standards if it finds the alternative design concept provides a high level of design quality and compatibility with the character of the surrounding neighborhood.

5. The Commission recommends that Section 18A.90.200 be amended to add the following definitions:

18A.90.200 - Definitions

COTTAGE. A Single Family Detached Dwelling containing at least eight hundred (800) and no more than one thousand two hundred (1,200) square feet of gross floor area, constructed as part of a cottage housing development project and subject to the general requirements of LMC section 18A.10.800

COTTAGE HOUSING DEVELOPMENT. An alternative type of development comprised of small, Single Family Detached Dwellings ("cottages") clustered around common open space, usually with detached garages and parking area.

18A.90.200A - Definitions

SINGLE FAMILY DETACHED DWELLING. A residential dwelling unit that is not attached to another residential dwelling unit by any means and provides living accommodations for a single individual or family. Dwelling units shall be separately located, with a maximum of one (1) dwelling unit per individual lot, except as may be allowed in conjunction with approved Cottage Housing Development.

PASSED AND ADOPTED at a regular meeting of the Planning Commission on July 15, 2015, by the following vote:

AYES:	BOARDMEMBERS:	Daniels, Pourpasand, Estrada, Guerrero, Wagemann, Webber
NOES:	BOARDMEMBERS:	None
ABSENT:	BOARDMEMBERS:	Coleman-Lacadie

_____
DON DANIELS, CHAIR
PLANNING COMMISSION

ATTEST:

_____
KAREN DEVERAUX, SECRETARY

MEMO

Date: September 2, 2015

To: Planning Commission

From: Dan Catron, Principal Planner

RE: Public Hearing Protocols

On September 16, 2015, the Planning Commission will conduct a public hearing to take testimony on the 2015 Comprehensive Plan Update and Amendments. Attached is a white paper published by the Municipal Research and Service Center (MRSC) regarding public hearings. The paper explains the basic parameters and issues related to the conduct of public hearings.

The MRSC article notes a difference between "Legislative" and "Quasi-judicial" public hearings. The public hearing for the comprehensive plan updates and the city-initiated amendments would be considered "legislative" public hearings, whereas the hearing for the Lakewood Racquet Club might be considered "quasi-judicial" because it involves a site-specific rezone proposed by a private party.

A critical element for both types of hearings is public notice. Notice of the September 16th public hearing has been posted in *The News Tribune*, posted on the subject properties, and mailed to the owners of properties within 300 feet of the properties affected by the proposed amendments. Copies of the notice have also been posted on the city's website.

Another critical element for quasi-judicial hearings is the "Appearance of Fairness" doctrine. Although this doctrine applies primarily to the Lakewood Racquet Club amendment, it may be argued that it should apply to the city-sponsored amendments as well. For this reason, it would be appropriate for commission members to avoid and/or disclose any *ex-parte* contacts or conflicts of interest with regard to the proposed map amendments.

For the purpose of the comprehensive plan updates and amendments, the main concern is providing an opportunity for all attending persons to speak and be heard on the proposed legislation. As for meeting protocol on the September 16th, staff recommends that the hearings include the following elements (A more thorough outline of hearing protocols is included in the white paper from MRSC):

- Introduction by the Chair, including a general statement regarding the proposed comprehensive plan updates as well as general identification of the three proposed map amendments. The Chair should also ask the Commission if there are any conflicts of interest or other appearance of fairness issues.

- The Chair should then call on the staff to make a basic presentation regarding the updates and amendments, including the staff recommendation. Staff will make a presentation inclusive of all the proposed updates and amendments.

- After the staff presentation, the Lakewood Racquet Club should be afforded an opportunity to present their proposal first since they are making a specific map amendment request. After the Racquet Club representatives have made their presentation, the Chair may open the hearing for public testimony. At the discretion of the Chair and the Commission, the Chair may call for testimony on one topic at a time, or may allow for testimony on any topic in no particular order. The Planning Commission may ask questions of staff, the applicant, or anyone providing testimony at the hearing.

- Finally, it is important that the official record on which the Planning Commission will base its' recommendation to the Council be fully documented. If commissioners are considering any materials not provided through staff, those materials should be entered into the record.

After everyone wishing to speak has had the opportunity and all evidence and information has been entered into the record, the Chair should explicitly close the public hearing.

The Planning Commission is free to discuss and deliberate on the proposed updates and amendments after the close of the public hearing, although it is expected that the Commission will reserve final deliberations and development of their recommendation for a later meeting. Staff will provide a draft resolution for the Commission's consideration and adoption at the direction of the Commission.

Attachment:

1. MRSC paper– *Public Hearings: When and How to Hold Them*

MRSC
Local Government Success

Public Hearings: When and How to Hold Them

Introduction

Public bodies, such as city councils, boards of county commissioners, and planning commissions, are sometimes required by state law to hold public hearings. Since the issues addressed in these public hearings are frequently contentious, may involve due process rights of private parties, and generate litigation, it is important to know and follow proper hearing procedures. Because these procedures are not generally spelled out in the statutes that require hearings, there is no ready guide for public bodies to follow when conducting hearings.

This page discusses what is legally required for public hearings, with an emphasis on quasi-judicial hearings, and summarizes the basic procedures that should be followed. While following proper hearing procedures may not eliminate litigation over the issues addressed in hearings, it will help prevent having the decisions made following public hearings overturned by the courts on procedural grounds. Following proper procedures also helps insure that public hearings are conducted fairly.

What is a public hearing and how it is different from a public meeting?

A public meeting generally occurs whenever a quorum of a public body, and sometimes less than a quorum, meets together and deals in any way with the business of that body. Public meetings, whether regular or special meetings, are governed by the procedures of the Open Public Meetings Act in Ch. 42.30 RCW (http://app.leg.wa.gov/rcw/default.aspx?cite=42.30). Although the public often is allowed to participate in regular or special meetings, public participation is not required by state law. Two basic legal requirements of a public meeting are that the public be notified and be allowed to attend.

Although a public hearing is also a public meeting, or occurs in the context of a public meeting, the main purpose of most public hearings is to obtain public testimony or comment. A public hearing may occur as part of a regular or special meeting, or it may be the sole purpose of a special meeting, with no other matters addressed.

Types of public hearings

There are two types of public hearings, legislative and quasi-judicial, and it is important to understand the distinction between them.

- **Legislative public hearings.** The purpose of a legislative public hearing is to obtain public input on legislative decisions on matters of policy. Legislative public hearings are required by state law when a city or county addresses such matters as comprehensive land use plans or the annual or biennial budget. Legislative public hearings are generally less formal than quasi-judicial public hearings. They do not involve the legal rights of specific, private parties in a contested setting, but rather affect a wider range of citizens or perhaps the entire jurisdiction. The wisdom of legislative decisions reached as a result of such hearings is not second-guessed by the courts; if challenged, they are reviewed only to determine if they are constitutional or violate state law. For example, a court will not review whether the basic budgetary decisions made by a city council or county commission were correctly made. On the other hand, comprehensive plans in Growth Management Act (GMA) counties may be reviewed by a

growth management hearings board, and maybe later by a court, for consistency with the GMA.

- **Quasi-judicial public hearings**, unlike legislative ones, involve the legal rights of specific parties, and the decisions made as a result of such hearings must be based upon and supported by the "record" developed at the hearing. Quasi-judicial hearings are subject to stricter procedural requirements than legislative hearings. Most quasi-judicial hearings held by local government bodies involve land use matters, including site specific rezones, preliminary plats, variances, and conditional uses.

When are public hearings required?

A public hearing is required only when a specific statute requires one. Of course, a local government may hold a public hearing in other instances, such as when it desires public input on a sensitive or controversial policy issue. If you have any question as to whether a public hearing is required for a particular matter, we recommend that you consult with your city attorney or county prosecutor.

What procedural requirements apply to public hearings?

Notice (Legislative and Quasi-Judicial Public Hearings)

Some form of public notice is required for all public hearings. If the statute that requires a public hearing in a particular instance identifies the type of notice to be provided, those notice requirements must be followed. Such notice requirements may include publication in a newspaper, posting on and/or near real property that may be affected by the matter being addressed in the hearing, and mailing notice to specific parties. Since all public hearings are considered public meetings under the Open Public Meetings Act, the notice requirements of that law must be followed. A city or county may, of course, choose to provide any additional notice beyond whatever statutory notice requirements may exist.

If the statute requiring a public hearing does not specify the type of public notice to be provided, a good general rule to follow is to provide notice designed to alert those who may be affected by the proposed action, to inform them of its nature, and to allow them enough time to prepare for and attend the public hearing. The method of providing notice can include publication in the official newspaper, posting on the jurisdiction's website and in other places such as a comminty bulletin board, mailed notice, and other means that a jurisdiction typically employs. Given that people now get much of their information from the Internet, posting on the jurisdiction's website would be an effective method of notification.

If the timing of the notice is not specified by statute, the notice should be provided a number of days before the hearing, and a week to 10 days generally is sufficient. In some circumstances, notice of less than a week may be adequate. Ideally, each city and county should enact an ordinance that sets out the notice to be provided for public hearings when notice provisions are not identified in the statute requiring the hearing.

Appearance of Fairness (Quasi-Judicial Hearings)

The appearance of fairness doctrine applies to quasi-judicial hearings, not to legislative hearings. It is permissible, even expected, that members of a public body will have biases and will be lobbied by constituents when the matter is legislative. Different rules apply to quasi-judicial hearings, where a decision maker is not permitted to prejudge or have biases regarding or a matter. Ex parte communications - communications with members of the decision-making body outside the context of the public hearing - are prohibited in quasi-judicial proceedings. More information on the appearance of fairness doctrine can be found in the MRSC publication, The Appearance of Fairness Doctrine in Washington State (/getmedia/04ae5092-48df-4964-91d7-2a9d87cb2b7c/afd11.pdf.aspx) , MRSC Report No. 32, revised April 2011.

Decision Based on the Record (Quasi-Judicial Hearings)

A public body's decision on a quasi-judicial matter must be based on and supported by the "record" in that matter. The "record" consists of all testimony or comment presented at the hearing and all documents or exhibits that have been submitted in connection with the matter being considered. All documents, including maps, drawings, and staff reports, should be admitted as numbered exhibits during the public hearing.

All quasi-judicial hearings should be tape recorded. If a quasi-judicial decision is appealed, the court will require a transcript of the hearing, which can be made from the tape. Tape recording of legislative hearings is not required.

How should a public hearing be held?

The setting

Council or commission chambers where public meetings are usually held will often be the best place to hold a public hearing. If a large crowd that cannot be accommodated in those chambers is anticipated, a larger room should be found. Whatever room is used should be well lighted and ventilated. A microphone (on a podium, if available) should be provided to help insure that all testimony is heard and, if necessary, adequately recorded.

Legislative hearings

State statutes do not specify how public hearings, whether legislative or quasi-judicial, should be conducted. Because legislative hearings are generally informal, the main concern is to provide an opportunity for all attending members of the public to speak if they so desire. Time limits should be placed on individual comments if many people are intending to testify, and the public should be advised that comments must relate to the matter at hand. Order and decorum should be maintained at all times. The "ground rules" for the conduct of the hearing should be stated by the chairperson or presiding official at the beginning of the hearing.

Quasi-judicial hearings

Because due process protections apply to quasi-judicial matters, quasi-judicial hearings are more formal than legislative hearings. However, they should not be as formal as a court proceeding. Keep in mind that quasi-judicial decisions may be overturned by a court if proper procedures are not followed, even if the decision itself is a "correct" one. Thus, it is important to establish in advance written procedures to guide the conduct of quasi-judicial hearings, both for the sake of the public body holding the hearing and for the attending public. Copies of the procedural rules should be made available prior to the hearing to members of the public.

Agenda (quasi-judicial hearings)

The adopted procedures should include a standard agenda. A typical agenda for quasi-judicial land use hearings might include the following:

- Introduction. The presiding officer introduces the matter being heard and announces the ground rules for the hearing. The presiding officer should also address the appearance of fairness doctrine by asking if any members of the hearing body have any interest, conflict, or bias that would preclude their participation and if any members have had ex parte communications regarding the matter at issue. See the discussion below concerning a "script" for the presiding officer to follow.
- Staff report. Planning staff describe the application being considered; identify and discuss and technical studies; describe possible alternatives; and, if appropriate, make a recommendation concerning the proposal. Members of the decision-making body should ask questions of staff at this point.
- Applicant presentation. The applicant, who has the burden of proof to show compliance with applicable laws,

presents testimony and evidence to support the application. The applicant may have expert witnesses, who should speak at this point. The applicant should addresses any issues raised by staff-proposed conditions. Members of the decision-making body should ask questions.

- Public Testimony. Both proponents and opponents of the proposal are allowed to speak. Typically, proponents speak first, followed by opponents, pursuant to ground rules previously announced (either at the beginning of the hearing or at the beginning of the public testimony stage). People testifying should give their names and addresses. Some jurisdictions also require speakers to provide this information in writing at the beginning of the hearing, and speakers are called according to the order on the sign-up sheet. Speakers should be given time limits and cautioned to avoid repetitious or irrelevant comments. They should not be allowed to make personal attacks.

  Note that quasi-judicial bodies are not governed by the formal rules of evidence established for the courts. Comments and exhibits should be allowed as long as they have some relevance to the matter at hand. However, attempts to exercise too much control over seemingly irrelevant comments or exhibits could be perceived as censorship of legitimate public comment. If in doubt about an exhibit, admit it and decide about its reliability or relevance later.
  - **Should testimony be taken under oath?** Testimony at a quasi-judicial hearing should be taken under oath. However, it is not necessary that individual oaths be taken. A group oath given by the clerk or the presiding officer is sufficient and saves time.
  - **Should cross-examination be allowed?** As a general rule, cross-examination is not appropriate in a quasi-judicial hearing before a local government body. However, there may be instances where it should be allowed. Where the hearing assumes a distinctly adversarial posture, the proponents and opponents are represented by legal counsel, expert witnesses are called, or complex technical information is presented, cross-examination should be permitted if requested. Cross-examination can be conducted by one representative, presumably legal counsel, from each side of the matter. When requested by a party, cross-examination of planning staff who wrote and presented the staff report should also be permitted.
- Rebuttal testimony. Some jurisdictions allow the applicant to respond to any testimony presented. Some also allow rebuttal by staff and by opponents. Rebuttal preferably should not include new testimony or evidence.
- Questions from the hearing body. The hearing body may wish to direct questions to speakers either during testimony, or at the close of public testimony.
- Close the hearing. Sometimes it becomes necessary to continue a hearing to another day if there are more people wishing to testify than can be accommodated in one evening or afternoon. A hearing should not be allowed to last too late into the night since many of the public participants will find it necessary to leave before its conclusion. The record is closed at the conclusion of the hearing, and no other testimony or evidence should be considered by the hearing body. Deliberations and the vote on the application can take place immediately after the close of the public hearing or at some future meeting.

Hearing script (quasi-judicial hearings)

The presiding officer may find it helpful to have a written "script" to follow for opening and presiding over the hearing. A typical script might include the following:

- Call to order; open the hearing.
- Introduce self, hearing body, and staff.
- State the purpose of the hearing, including a brief description of the application and the action that the hearing

body may legally take on the application.

- Address appearance of fairness issues; explain briefly what the appearance of fairness doctrine requires; ask the members of the hearing body:
  - if they have any interest in the property or the application, or if they own property within a certain distance (e.g., 300 feet) of the property subject to the application;
  - if they stand to gain or lose any financial benefit as a result of the outcome of the hearing;
  - whether they can hear and consider the application in a fair and objective manner;
  - if they have engaged in any ex parte communications with either proponents or opponents of the application, and, if so, ask them to place on the record the substance of any such communications so that interested parties have the opportunity at the hearing to rebut the communications.

  Ask members of the audience if they wish to challenge on appearance of fairness grounds participation in the matter by any member of the hearing body, including the reasons for the request. (Any member challenged should be given the opportunity to either disqualify or refuse to disqualify him- or herself.) Any member disqualified based on appearance of fairness grounds must leave the hearing room and must not participate further concerning the application.

- State the ground rules for the hearing and the manner in which it will proceed.
- Administer the oath to all those who may testify, as a group (or have clerk or other appropriate official administer the oath).
- Ask for staff to give a report on the application; insure that all documents, charts, maps, etc. are introduced as exhibits, with a number assigned to each exhibit.
- Ask for applicant to comment on the application, followed by the testimony of any technical experts in support of the application.
- Ask for any public testimony on the application (first by proponents and then by opponents) and state any rules regarding public testimony, such as:
  - all speakers must speak into the microphone and give their names and addresses;
  - all comments should be addressed to the hearing body, should be relevant to the application, and should not be of a personal nature;
  - identify time limits, if any, on speaking;
  - avoid repetitive comments;
  - if there are a large number of speakers, including many who are part of groups or organizations, ask for a representative to speak on behalf of the organization or group;
  - unruly behavior, such as booing or hissing or harassing remarks, is prohibited.
- Ask if everybody understands these rules.
- Ask for closing or rebuttal comments from the applicant, and, if desired, from the public.
- Ask for additional staff comments.
- Ask for questions from members of the hearing body (these questions may also be authorized to occur as testimony is presented).
- Close the hearing and state what steps are to occur next regarding the application.

Deliberations (quasi-judicial hearings)

Deliberations on a quasi-judicial matter can occur following the public hearing or at some other time. If the matter is a complex one, it is best to postpone deliberations until members of the hearing body have had time to review the exhibits and perhaps listen again to some or all of the recorded testimony. Be careful not to delay the deliberations and eventual decision beyond any applicable statutory timelines.

Although deliberations may occur in open session, the Open Public Meetings Act exempts from its coverage that part of a meeting which relates to quasi-judicial matters between named parties. If the deliberations are held in an open meeting, comments from the audience should not be permitted. Deliberations by the hearing body are not considered part of the record for purposes of judicial review of the decision.

Vote/decision (quasi-judicial hearings)

The vote on the application must occur in open session. After the vote is taken, the hearing body should direct the staff or legal counsel to prepare, based upon instructions from the hearing body, findings of fact and conclusions of law in support of the decision. After preparation of the findings and conclusions, the hearing body must vote to approve them or to send them back for modification.

Tips for a successful public hearing

The following should be kept in mind to help insure that a quasi-judicial public hearing runs smoothly, is error-free, and is fair:

- Be prepared! Don't come to the hearing cold. Review the application and supporting documentation, including SEPA documents, and any staff-prepared documents and recommendations prior to the hearing.
- Prior to the hearing, make sure that timely and proper notice was provided.
- Have clear ground rules for conducting the hearing, and make printed copies available to the public.
- Make sure that all appearance of fairness issues are addressed.
- Be sure that the recording equipment is working properly and that there is an ample supply of blank tapes. Stop any testimony during tape changes.
- Keep order in the hearing, limit testimony where necessary, but maintain an impartial attitude.
- Make sure all witnesses identify themselves on the record and that all exhibits are properly identified for the record. Testimony that references an exhibit should identify the exhibit number.
- Make sure that every person or group (via a spokesperson) that wishes to speak has that opportunity.
- If the hearing is going on too long, adjourn it and continue it to another day.
- Ask questions, ask questions . . . of staff, legal counsel, the applicant, and people who testify.
- Make sure your decision is clear and understandable, is based on evidence included in the record, and is consistent with the legal standards that apply to the application.

Additional References

The following resources provide more detailed information concerning public hearings and the legal considerations that apply:

- The Appearance of Fairness Doctrine (/getmedia/04ae5092-48df-4964-91d7-2a9d87cb2b7c/afd11.pdf.aspx), MRSC Report No. 32, revised April 2011

- A Short Course on Local Planning: Resource Guide (http://www.commerce.wa.gov/Documents/GMS-Short-Course-Guidebook-5-1.pdf), Planning Association of Washington and the Washington Department of Community, Trade and Economic Development, version 5.1, July 2009

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