



LAKWOOD CITY COUNCIL STUDY SESSION AGENDA

Tuesday, May 26, 2015

7:00 P.M.

City of Lakewood

City Council Chambers

6000 Main Street SW

Lakewood, WA 98499

Page No.

CALL TO ORDER

ITEMS FOR DISCUSSION:

- (3) 1. Review of the Community Visioning Plan. – (Memorandum)
- (197) 2. Joint Planning Commission meeting.
 - Community Visioning
 - Work Plan
 - Comprehensive Plan Amendments
- (201) 3. Review of City Council Comprehensive Plan amendments. – (Memorandum)
- (206) 4. Review of the Six Year (2016-2021) Transportation Improvement Program. – (Memorandum)

REPORTS BY THE CITY MANAGER

ITEMS TENTATIVELY SCHEDULED FOR THE JUNE 1, 2015 REGULAR CITY COUNCIL MEETING:

1. Item No. 1 above.
2. Setting Monday, June 15, 2015, at approximately 7:00 p.m., as the date for a public hearing by the City Council on the proposed sale of the Lakeland surplus property. (Resolution – Consent Agenda)

The City Council Chambers is accessible to persons with disabilities. Equipment is available for the hearing impaired. Persons requesting special accommodations or language interpreters should contact the City Clerk's Office, 589-2489, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.

<http://www.cityoflakewood.us>

The Council Chambers will be closed 15 minutes after adjournment of the meeting.

3. Awarding a bid for the Main Street overlay and 59th Avenue improvements project. – (Motion – Consent Agenda)
4. Awarding a bid for the Woodbrook sewer extension project. – (Motion – Consent Agenda)
5. Approving a condemnation on South Tacoma Way. – (Ordinance – Regular Agenda)
6. Vacating a portion of Lakeholme Road. – (Resolution – Regular Agenda)
7. Approving an agreement for preparing a Stormwater Source Control Study. – (Motion – Regular Agenda)

COUNCIL COMMENTS

ADJOURNMENT

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TO: Mayor and City Councilmembers

FROM: Dan Catron, Principal Planner, & Dave Bugher, Assistant City Manager/Community Development Director

THROUGH: John Caulfield, City Manager 

MEETING DATE: May 26, 2015

SUBJECT: Community Visioning Plan- Final Draft

The final draft of the Lakewood *Community Vision Plan* is attached for the Council's review. The project documents also include the *Public Outreach and Scenario Planning Summary*, and a *Community Profile*. Key elements of the plan include the Community Vision Statement and Action Plan matrix.

Primary Themes

The Vision Plan organizes ideas and themes from a wide variety of persons and sources. The project consultants have compiled and organized this information, discerning common themes and issues. Primary insights gathered through the public outreach include:

- Traffic and transportation issues are actually a larger concern than crime or blight;
- Diversity is seen as a defining aspect and positive characteristic of Lakewood. The co-existence of diverse socio-economic groups and ethnic communities provides opportunities for interesting cross-cultural exchange and learning. Providing services to immigrant and non-English speaking persons will be a challenge, but is important for the community;
- Support services for a growing senior citizen population is a rapidly emerging community need;
- School system performance is seen as one of the most important and compelling indicators in judging the quality and desirability of the community;
- Improved transportation options and transit opportunities are sorely needed within the isolated neighborhoods of Springbrook, Woodbrook, and Tillicum;
- Increased retail and restaurant opportunities are highly desired;
- Residents would like to see new development transition from an emphasis on multi-family rental to owner-occupied single-family types of development. However, development modeling scenarios indicate that new growth is likely to be in the form

of medium density products such as small multi-family projects and small lot single family development. Medium density housing can be owner-occupied.

- Gateways to the City are seen as an important element of the City’s physical character;
- County targets for new housing units and jobs (8,380 new dwelling units and 9,285 new jobs by 2030) are likely more ambitious than can actually be achieved (given historical market trends);
- Themes from the original Visioning effort in 1999 are still valid, just more “evolved”.

Initial Implementation Plan

A significant part of the Vision Plan document is the Action Plan matrix organized according to the 5 identified community values. The matrix includes 66 specific actions and timeframes for implementation. In addition to the programs identified as currently underway in the City, staff will recommend initial implementation of additional action items by department as follows:

City Council/Administration:

- Establish a committee to examine issues of diversity and social equity in the City and recommend actions to improve communication between the City government and residents regarding diversity. (Action items 1.1 to 1.3)
- In conjunction with the Community Development Department, prepare a subarea plan for the Central Business District (Action item 3.7)
- In conjunction with the Community Development Department, ensure that the City’s comprehensive plan is updated to reflect the values expressed in the Community Vision Plan. (Action item 3.9)

Community Development Department:

- Develop and implement a rental housing inspection program to ensure that all multi-family rental housing units are safe, habitable and conform to all City policies and regulations (Action item 3.15);
- Prepare a subarea plan for the Central Business District (Action item 3.7)
- Update the City’s comprehensive plan to reflect the values expressed in the Community Vision Plan. (Action item 3.9)

Economic Development:

- Perform an analysis of market rate housing buyer preferences (Action item 3.16)
- Develop policies and programs to increase home ownership rates (Action item 3.17)
- Prepare a small business resource guide with translations in Spanish and Korean (Hangul) languages (Action item 4.6)
- Review and evaluate existing thresholds and methods for project specific traffic analysis in the development review process, with the intent of reducing unnecessary burdens on new development. (Action item 4.7)
- Work with the business community, Waste Connections, and others to develop and implement a Community Sustainability Plan including “Green Building” incentives,

recycling and composting programs, and community outreach and educational opportunities to demonstrate and explain sustainability practices.

Communications:

- Expand communication outreach and support opportunities for celebration of community life (Action items 1.6 to 1.8)
- Provide an opportunity and process for the community to provide on-going feedback to the city on its performance in implementing the Vision Plan and meeting community needs through City programs and services. This information would be included in a “report card” that would measure the City’s progress against established benchmarks. (Action item # 2.1)

Resolution

Staff is recommending that the Council formally accept the Community Vision Plan by adopting the attached draft resolution. It will then be the responsibility of the Council and staff to see that the Community Vision is implemented as noted above and periodically updated to stay current with emerging issues and trends in the community.

Attachments:

1. Draft Resolution
2. *Community Vision Plan*- final draft dated May 6, 2015
3. *Public Outreach and Scenario Planning Summary*
4. *Community Profile*

RESOLUTION NO. 2015-__ (draft)

A RESOLUTION of the City Council of the City of Lakewood, Washington, accepting the Community Vision Plan prepared by Tindale Oliver Associates, and Establishing a Work-Plan for Implementation

WHEREAS, the City of Lakewood incorporated on February 28, 1996; and

WHEREAS, as a newly created city, Lakewood began the process of defining itself, articulating a vision of its future and shaping its physical form. To this end, community-wide visioning sessions were held early in the development of the City's first comprehensive plan; and

WHEREAS, the principal role of these visioning sessions in the original comprehensive planning process was to provide City officials and staff a sense of Lakewood's current state and preferred policy direction(s) from the public's perspective. The original visioning exercise also identified specific actions the City should take in response to some of the issues facing Lakewood just after incorporation; and,

WHEREAS, on July 10, 2000, the City adopted the City of Lakewood Comprehensive Plan pursuant to the Growth Management Act (GMA); and on August 20, 2001, the City adopted a Land Use and Development Code (Chapter 18A of the Lakewood Municipal Code) implementing the comprehensive plan; and

WHEREAS, the Comprehensive Plan was subsequently updated in 2004 as required by GMA; and

WHEREAS, the City has now accomplished many of the goals identified in the original 2000 Comprehensive Plan and the 2004 update; and

WHEREAS, the City has not formally re-examined the policy preferences of Lakewood residents since 2000; and,

WHEREAS, the Lakewood City Council desires to keep its policy direction up-to-date with regard to community attitudes concerning current issues affecting the City; and

WHEREAS, in 2014 the City retained the consulting firms of Tindale-Oliver Associates and Fregonese Associates to lead a community visioning effort. The project included preparation of a Community Profile which gathered and expressed basic demographic and land use information about the city; and an outreach program including a web-based community survey, interviews with individual citizens, and meetings with community groups. The outreach effort also included

a plenary Community Vision Workshop where over 70 participants were asked for input concerning future scenarios for growth and development within the city; and

WHEREAS the consultants then prepared a *Community Vision Plan* reviewing the results of the outreach effort, identifying key themes from the on-line survey, and distilling five community values reflecting collective preferences for Lakewood's future; and

WHEREAS the Community Vision Plan also includes an action plan that outlines strategies and activities to support the identified community values;

NOW, THEREFORE, BE IT RESOLVED, the Lakewood City Council does hereby accept the final Community Vision Plan prepared by Tindale-Oliver Associates. The City Council further resolves the following:

- The City's Comprehensive Plan should be updated to incorporate the values and policy directions contained in the updated Community Vision Plan; and
- The action plan incorporated in the Vision Plan document should be revised and updated periodically to keep current with changing resources, opportunities, and long-term needs in support of the identified community values; and,
- Public outreach should be expanded on a more focused basis to ensure that the Vision Plan is meeting the needs of the community; and,
- The limited funding and resources of the city will need to be prioritized to implement many of the actions identified in the Community Vision Plan, recognizing that other potential challenges and barriers to implementation may be identified and need to be addressed as the plan is realized.

PASSED by the Lakewood City Council this ____ day of June, 2015.

CITY OF LAKEWOOD

Don Anderson, Mayor

Attest:

Alice M. Bush, CMC, City Clerk

Approved as to Form:

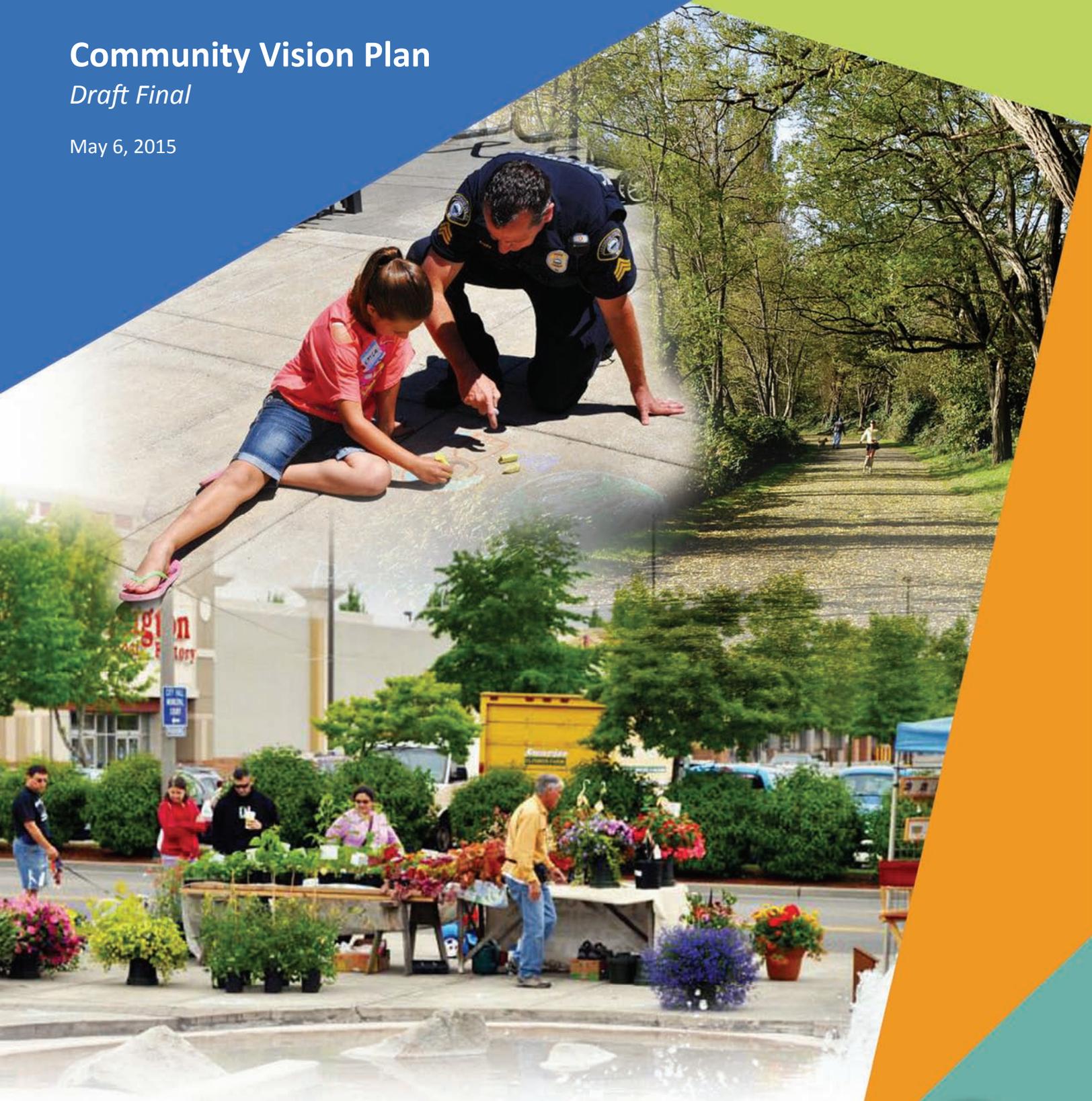
Heidi Wachter, City Attorney

CITY OF LAKEWOOD

Community Vision Plan

Draft Final

May 6, 2015



in association with



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MESSAGE FROM THE MAYOR AND CITY COUNCIL

As councilmembers for the City of Lakewood, it is our pleasure to present this Community Vision Plan to the Lakewood community. This document was prepared as the culminating expression of ideas shared by residents, business owners, and visitors to Lakewood between June and November 2014. The Lakewood City Council reviewed and accepted the plan in ____, 2015.

A broad-based community survey was used to elicit input from the community on a wide variety of subjects. City staff and the consultant team hired for this project also reached out to various community groups and organizations to gather information regarding the needs and desires of residents and other community members. This information was used to craft a 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.

This document is intended to be the beginning of an ongoing process within the community to refine and adjust City policies and actions consistent with identified community values. Additionally, it will be used to inform development of the City's comprehensive plan and help shape the future of the City.

It is expected that the City will revisit the document at appropriate intervals and will consider future actions in relation to the values and goals expressed here. As the City moves forward, new community values will be added, and that community actions will be identified that further the realization of those values.

Mayor Don Anderson

Councilmember Paul Bocchi

Deputy Mayor Jason Whalen

Councilmember John Simpson

Councilmember Mary Moss

Councilmember Michael D. Brandstetter

Councilmember Marie Barth

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Please note: All images and graphics used in this document are provided courtesy of the City of Lakewood or the consultant team unless otherwise noted.



Lakewood International Festival

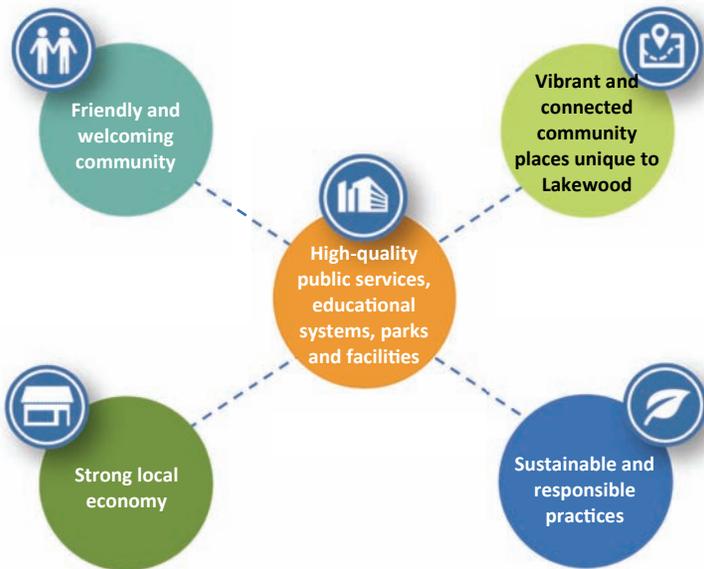


INTRODUCTION

The Lakewood Vision is community-inspired and is the result of the best ideas shared by residents, business owners, and visitors of Lakewood between June and November 2014. During this time, the community was asked what they loved about Lakewood, what they wanted to see change, and how they wanted Lakewood to grow over time. This document identifies the community's goals and aspirations, and provides a blueprint for how the vision can be realized.

As suggestions flowed in, it became apparent that the majority fit within one of five overarching themes. These five themes evolved into Lakewood's Community Values. The Community Vision embraces these values, becoming the foundation for future policy and investment decisions. The City of Lakewood's Community Vision expresses the best of Lakewood today and what the community desires Lakewood to become.

Lakewood Community Values



WELCOME TO LAKEWOOD'S COMMUNITY VISION!

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. Recognition for Lakewood 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.



VISION COMMITTEE

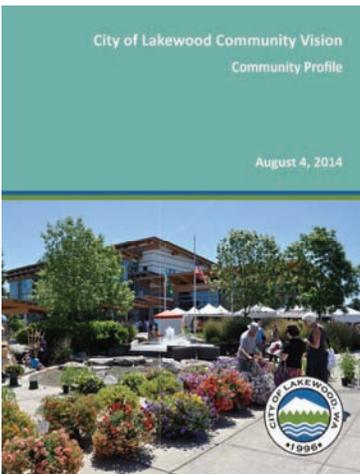
A 14-member Vision Committee was established to provide guidance in developing the Lakewood Community Vision Plan. Committee members represented a wide variety of interests to ensure that all aspects of the Community Vision were adequately examined.

SUPPORTING DOCUMENTATION

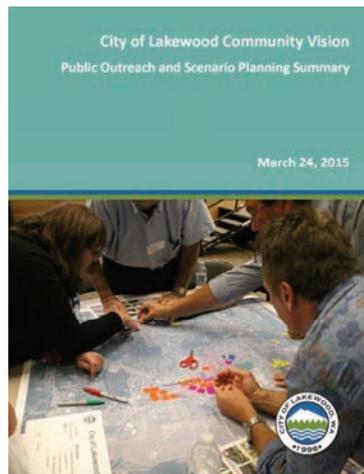
Two important pieces of supporting documentation accompany this Lakewood Community Vision Plan. The first is the Community Profile, which was prepared early in the process to document Lakewood's history and demographic, economic, and physical characteristics. This profile was used to identify the community's available resources, strengths, issues and opportunities. Key findings are incorporated into the development of the Community Vision.

In addition to the Community Profile, the Public Outreach and Scenario Planning Appendix documents all public outreach activities undertaken as part of the visioning process. The Public Outreach and Scenario Planning Appendix discusses in detail the community visioning workshop and scenario planning process undertaken to develop alternative development scenarios.

Both of these documents are provided under separate cover.



*City of Lakewood Community Vision
Community Profile, August 2014*



*City of Lakewood Community Vision
Public Outreach and Scenario Planning
Summary, February 2015*

VISION COMMITTEE MEMBERS & CITY OF LAKEWOOD STAFF

A special thank you to the following individuals for providing their time and guidance in preparing the Lakewood Community Vision Plan.

Vision Committee Members

- Becky Newton, Manager, Lakewood Economic Development Department
- Catherine Rudolph, Government Affairs Director, Tacoma-Pierce County Association of Realtors
- Colonel Chuck Hodges, Installation Commander, Joint Base Lewis McChord
- Denise Yochum, President Pierce College - Fort Steilacoom
- Don Daniels, Chair, Planning Advisory Board
- Don MacSparran, Oakbrook resident
- Ed Brooks, Steilacoom Lake Improvement Club
- Jae Han, Local Business Owner (Boo Han Plaza)
- Jason Gerwin, Chair, Parks and Recreation Advisory Board
- Jim Chaboneau, Chair, Redevelopment Advisory Board
- Jim Taylor, Member, Planning Advisory Board
- Kim Prentice, Community Relations Director, Clover Park School District
- Linda Smith, Executive Director, Lakewood Chamber of Commerce
- Tim Puryear, Lakewood Industrial Park

City of Lakewood Staff

- John Caulfield, City Manager
- Dave Bugher, Assistant City Manager for Community Development
- Dan Catron, Planning Manager
- Brent Champaco, Communications Manager



LAKEWOOD TODAY





The Lakewood International Festival showcases the rich cultural diversity of the community.

LAKWOOD IS DIVERSE

The range and growth in diversity within Lakewood is indicative of a dynamic and multicultural community. According to the 2010 Census, 36% of Lakewood residents identify themselves as a race other than Caucasian, compared to 25.5% in Pierce County. By far, the fastest-growing segment of the population is the Hispanic community, which grew from 8.5% to 17.4% of the population between 2000 and 2012.

LAKWOOD IS BEAUTIFUL

Lakewood is known for its stunning lakes, including American Lake, Lake Steilacoom, and Gravelly Lake; its expansive natural and open space areas; and its quality parks and recreation facilities. Lakewold Gardens, a Washington State historic landmark, provides 10 acres of beautiful gardens within the city. Mt. Rainier can be viewed from locations throughout Lakewood.



Lakewold Gardens

“The mix of an urban feel in the Towne Center area and the feeling of being in the forest/lake with areas such as around Lake Steilacoom.”

— Visioning Outreach participant, commenting on what she likes best about Lakewood

LAKWOOD IS UNIQUE

In addition to its rich natural, recreational, and cultural assets, several other notable features of Lakewood strengthen the uniqueness and character of the community.

Lakewood is adjacent to Joint Base Lewis–McChord (JBLM), the largest military installation on the West Coast. JBLM is the second largest employer in the state of Washington, thus affording the region, including Lakewood, significant economic benefit.

Two nationally-recognized institutions of higher education are located within Lakewood—Pierce College and Clover Park Technical College. These institutions provide great educational resources to the community and also are key partners in strengthening economic development and enhancing the skilled labor force in Lakewood.



Pierce College (photo courtesy of Pierce College)

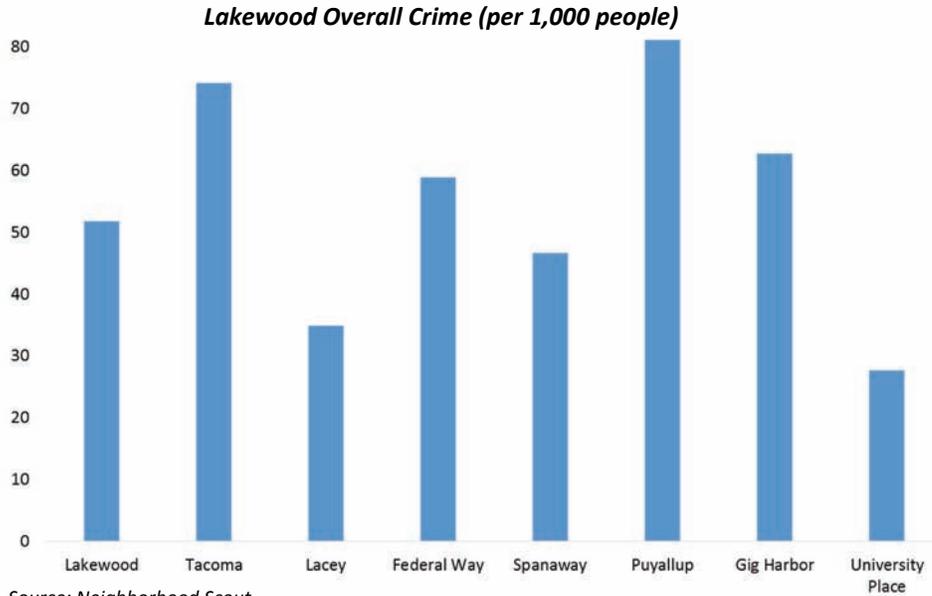


LAKEWOOD IS SAFE

Both residents and visitors believe that Lakewood has, to some extent, retained a reputation for being unsafe, which stemmed largely from when Lakewood was a part of unincorporated Pierce County. In reality, crime in Lakewood has decreased significantly over the past decade following establishment of the Lakewood Police Department in 2004. Violent crimes dropped by 25% and property crimes dropped by 50% during this period. Crime rates in Lakewood are lower than those in several nearby cities, indicating that perception is the biggest obstacle for Lakewood to be recognized as a safe community.

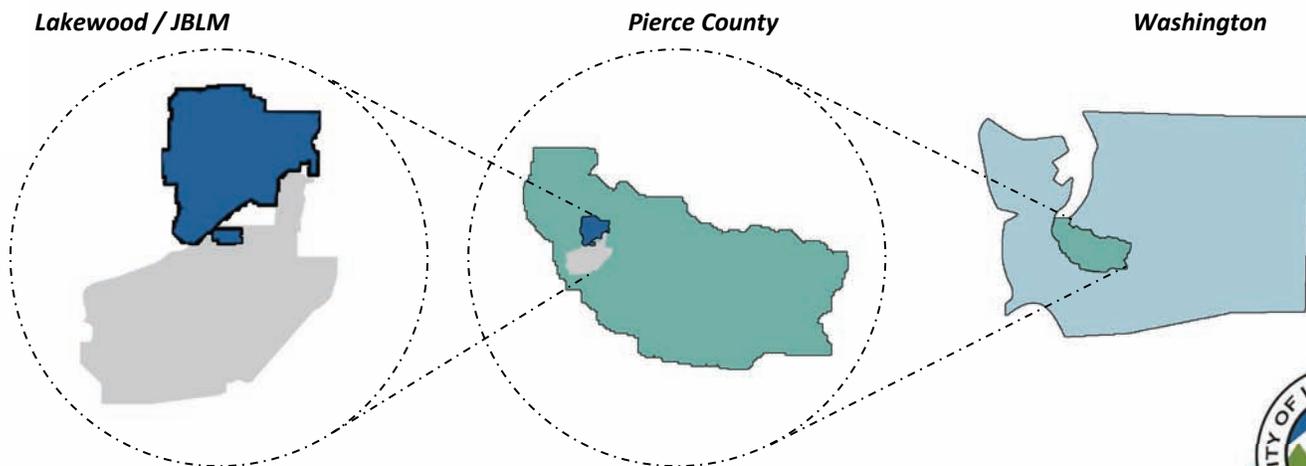
Lakewood Police Department named 2014 Agency of the Year

In 2014, Lakewood Police Department was awarded with the RISE Award as "Agency of the Year." Judges recognized the Lakewood Police Department for its "remarkable policing efforts, which has led to a 12% drop in person, property, and society crimes in the last year."



LAKEWOOD'S LOCATION HAS MUCH TO OFFER

In addition to being located adjacent to JBLM, Lakewood is centrally located within the greater Puget Sound region, immediately south of Tacoma, and within a moderate driving distance to Olympia and the Seattle-metro area. Lakewood's central location provides access and convenience. There are seven direct exits off Interstate 5 (I-5) into Lakewood, including the I-5/ Highway 512 interchange, which provides direct freeway access to eastern Pierce County and the Kent/Auburn valley.



LAKEWOOD'S CHALLENGES AND OPPORTUNITIES

There are many great things about Lakewood, but the community is not without its challenges, many of which are common to all cities. During the outreach process for this visioning effort, participants voiced their concerns for Lakewood and what they would like to see changed. This section highlights some of the issues identified by the

Lakewood's Legacy as an Unincorporated Area

While Lakewood is a relatively young city, it is not a new community. Essentially built out at the time of incorporation, the City has struggled to overcome a legacy of poor land use planning established under Pierce County. Since incorporation on February 28, 1996, Lakewood has been challenged with establishing its own vision for growth and redevelopment and to provide the necessary municipal infrastructure and services for residents, the business community, and visitors. In Lakewood's nearly 20-year history, much has been accomplished. A new City Hall has been constructed, the Lakewood Police Department was established, the Towne Center was redeveloped, and the parks system, roads, and utility infrastructure have been enhanced.

To date the focus has been to establish a community vision and provide the essential infrastructure, services, and Comprehensive Plan policies necessary to be a great community. Now that this foundation has been laid, the City looks forward to further addressing other remaining issues from Lakewood's legacy as an unincorporated area.

Socioeconomic Imbalances

Just under 18% of Lakewood's households earn an annual income below the poverty level. Although the per-capita income is consistent with Pierce County and Washington State, the median household income is \$10,000+ less than the county and state averages. Comparative household incomes between different neighborhoods demonstrate a "barbell" effect—the presence of both high- and low-income households but the lack of a solid middle class.

City of Lakewood Historical Income Trends

City of Lakewood:	1989	2000	2010	% Change (2000–2010)
Per capita income	\$13,538	\$20,569	\$26,760	30.0%
Median household income	\$26,228	\$36,422	\$42,476	16.6%
% of persons below poverty level	16.0%	15.8%	17.9%	13.3%

Source: 1990/2000 US Census Data and ACS 2010 Data

"I think the City of Lakewood has made major strides since incorporation. The goal now is to continue in that direction."

— Visioning Outreach participant



Perceptions of Lakewood's Public Schools

Incorrect information regarding high school graduation rates from local schools has contributed to the perception that K–12 schools in Lakewood are of lesser quality than those in surrounding communities. The reputation of the local school system is often a major consideration when deciding to move into a new community. Therefore,



“Clean up abandoned properties.”

“Vacant homes owned by banks are not properly treated or cared for and look decrepit.”

— Visioning Outreach participants

ensuring that correct information is available is important in attracting new and retaining existing families.

Property Maintenance Issues

During the community outreach process, it became apparent that a high priority for residents is to clean up run down or abandoned properties in Lakewood. There was a clear correlation between comments that certain areas of Lakewood are unsafe with areas where the majority of these problem properties were located. Public discussions at the neighborhood level focused on issues such as excess junk and/or trash outside, poor yard maintenance, and undesirable activities at specific properties. These properties were viewed as eyesores, perpetuating significant problems in otherwise quiet neighborhoods.

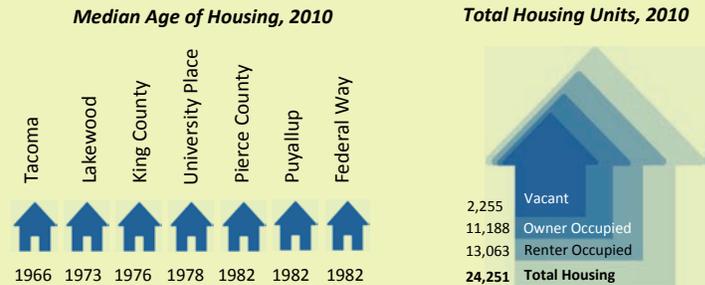
A Balance of Quality Housing

Lakewood’s character and housing conditions focus on the adjoining military base, lakefront property, and proximity to Tacoma. Historically, affordable housing has been in demand for personnel stationed at JBLM, which has a significant effect on the number of multi-family units found in Lakewood. The highest-value homes generally are found on or near the lakes. Lakewood has a post-World War II housing stock because of its proximity to Tacoma. The balance among these three characteristics has resulted in the existing housing profile of Lakewood.

Despite having a high percentage of multi-family housing, Lakewood has some of the oldest housing stock in the region. Many of these units are in need of redevelopment. In addition, there is a greater number of rental units compared to owner-occupied, and the median rent is substantially below that of neighboring communities or the county average. Many comments were received from residents about the need to increase home ownership rates, reduce the number of apartments, and clean up units that are viewed as uninhabitable.



Source: 2010 Census



Gaps in Essential Services for Minorities

To engage a more representative sample of Lakewood’s population, community organizations that work directly with minority populations in Pierce County, including Lakewood, were invited to participate in the visioning process. These organizations expressed concern that today there are gaps in essential services for non-English speaking persons that historically were supported, in part, through City funding. Language and cultural barriers are significant hurdles to minority persons in Lakewood being able to successfully integrate into the community. Housing conditions are a high priority concern, in particular when renters are unaware of, do not understand, or are fearful of enforcing their rights as tenants to safe and sanitary living conditions.

Centro Latino, an agency serving the Latino community of Pierce County, estimates that 30–40% of people who visit its office in need of services are from Lakewood. According to the 2013 American Community Survey, 25.9% of Lakewood households speak a language other than English at home, and 6% of all households have no one age 14 and over who speaks English only or speaks English "very well."



LAKEWOOD TOMORROW



LAKEWOOD'S VOICES

The Lakewood Community Vision is the result of hundreds of comments generated by the community over a six-month period. Participants attended community events, completed surveys, submitted comment cards and shared their ideas for the future of Lakewood through a variety of activities.

Community Events

Between June and November 2014, various local events and meetings were held to discuss the vision with community leaders, residents, business owners, and other stakeholders. These events included hosting a table at the Lakewood Farmers Market, attending neighborhood association meetings, and one-on-one interviews. In all, **400+** people were engaged face-to-face during these various activities and provided important input used to develop the Lakewood Community Vision

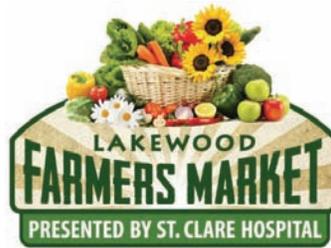
Community Survey

An online community survey was distributed to gather critical input regarding Lakewood's future, with more than **450** people responding. In addition to rating community issues and concerns, respondents provided more than **1,250** open-ended comments to help in the development of the Community Vision.

Key themes from the survey are documented on the following page. A detailed analysis of the survey responses is provided in the Public Outreach and Scenario Planning Summary Appendix.

"I have lived abroad for many years of my life. I have seen many gorgeous towns, and I think what really matters most is having people that truly care about our town and how it can be improved and put forth a presentable, welcoming image. Thank you for allowing me to participate in this very important survey!"

— Visioning Outreach participant



ASIA
PACIFIC
CULTURAL
CENTER



KEY THEMES FROM THE COMMUNITY SURVEY

Parks and natural resources, Public safety; proud of reduction in crime; feels safe, Caring, close-knit community

Quiet neighborhoods, but close to retail/services Towne Center; retail choices Good location in region, proximity to I-5 & transit

Lower crime (in targeted areas); clean up problem properties (structures, yards)

Expand business and restaurants choices

Closer relationship at the citizen level with Joint-Base Lewis McChord

450
RESPONSES
1,250 OPEN-ENDED
COMMENTS
OVER 12 WEEKS

Improve gateways into Lakewood

Less multi-family/group housing

Slow down speeders, traffic calming

Attracting and retaining businesses (small, locally-owned)

City services, leaders, and communication
Diverse community
More sidewalks; better connectivity and safer bicycle lanes

Improve quality of primary schools



Community Visioning Workshop

A community visioning workshop was held on September 23, 2014. More than **70** people participated in the workshop, which included two interactive elements. The first was an instant polling activity, asking participants a series of questions concerning topics such as transportation, housing, and development trends in Lakewood to gauge their interest in different future growth patterns. Participants used keypads to instantly record their vote during the activity and the results of the poll of each question were shown in real time.

Following the instant polling activity, participants were divided into groups and worked with a base map of the city, development stickers, and pens to identify where they wanted future development to occur and to identify types, transportation facilities, and open/recreation space that should be preserved. Each of the nine groups produced a map documenting their future growth scenario for Lakewood.



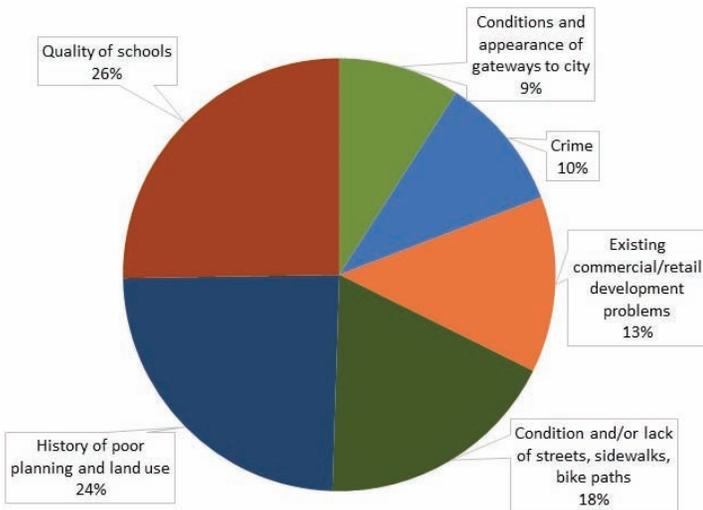
Working in groups, workshop participants placed different types of development chips on a map of Lakewood to identify where they would like to see future growth and redevelopment occur.

Key Themes Resulting from the Workshop

The common themes resulting from the different group scenarios are noted below. These were incorporated into one of the four future development scenarios prepared during the scenario planning process (discussed on the following pages).

- Redevelop the Towne Center to have a better mix of uses, including the addition of housing.
- Retain existing and attracting new businesses.
- Locate jobs and households around the transit center and in areas served with good transit.
- Beautify the gateways into the city.
- Make investments to improve the Bridgeport Way corridor from I-5 to the Towne Center.
- Balance more single family homes with mixed-use housing.
- Improve and adding more sidewalks, bike lanes, trails and street lighting.
- Preserve the existing open space and parks.
- Identify new trails and pathways better connecting the parks throughout the city.
- Target some of the older single family neighborhoods for upgrades and infill development.

What is Lakewood's Biggest Challenge?



Responses to all instant polling questions are documented in the Public Outreach and Scenario Planning Summary Appendix.



THE SCENARIO PLANNING PROCESS

Scenario planning is a method that allows planners and policy makers to plan for what lies ahead. It provides a framework for developing a shared vision for the future by analyzing various factors such as housing, employment, parks, and transportation that affect future growth and prosperity.

Scenario planning tests various future alternatives and provides feedback on their performance across a variety of categories. Different groups can give their input to the process, which develops a scenario output. Comparing different scenarios to each other allows all participants to see the merits and impacts of their input.

Working with residents of Lakewood and City staff, four different scenarios for Lakewood were prepared. These scenarios represented a range of possible options for the future of the city, ranging from a “business as usual” approach to more innovative, directed growth strategies.



Lakewood residents working to develop a future growth scenario at the Community Vision Workshop.

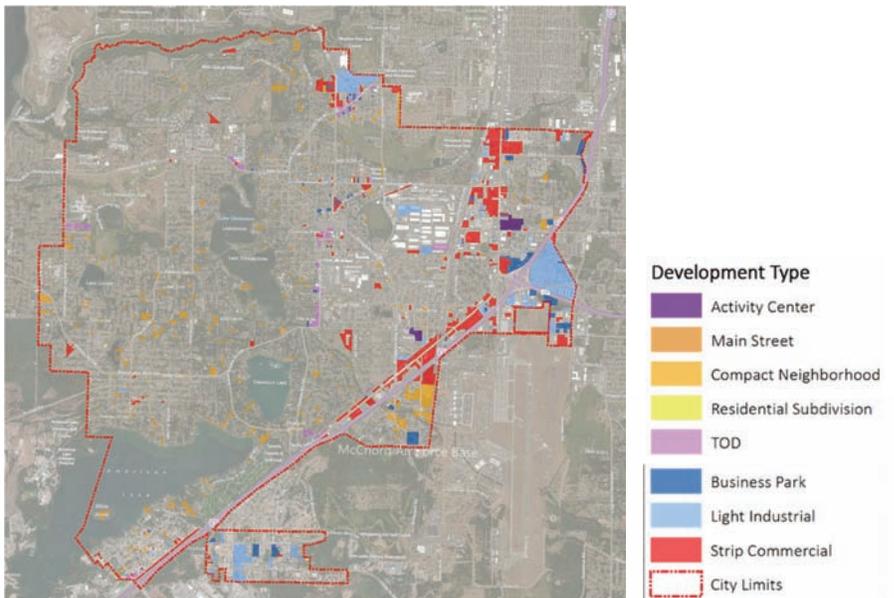
Scenario A

Scenario A represents the existing trend scenario, or what would be expected to happen if growth and development continue as they have in Lakewood’s recent history. The primary characteristics of this scenario are the continued trend of building new multi-family units and the development of low-density strip commercial retail. The land for new housing is in the form of infill of vacant lots rather than redevelopment. New retail is from both infill of vacant parcels and redevelopment of underused parcels.

Another distinguishing feature of this scenario is what it did *not* include. There was no new activity center in the Towne Center, and only a very small amount of transit oriented development.

This scenario resulted in a **net increase of 4,500 new housing units and 3,600 new jobs**. New housing was primarily in the form of townhomes, and new employment was primarily retail.

Results of Scenario A



Scenario B

Scenario B is based on the common themes observed from the scenarios developed at the community visioning workshop. This scenario shows the continued growth and redevelopment of Lakewood based on the priorities and vision of the community. The primary characteristics of this scenario are its housing approach and more directed redevelopment scope. Instead of infill multi-family units, there was a large focus on redeveloping existing residential areas with new single-family homes and more transit-oriented development along transit lines. Another defining outcome of the workshop scenario was an enhanced Towne Center, including mixed-use buildings, retail shops, and new civic spaces.

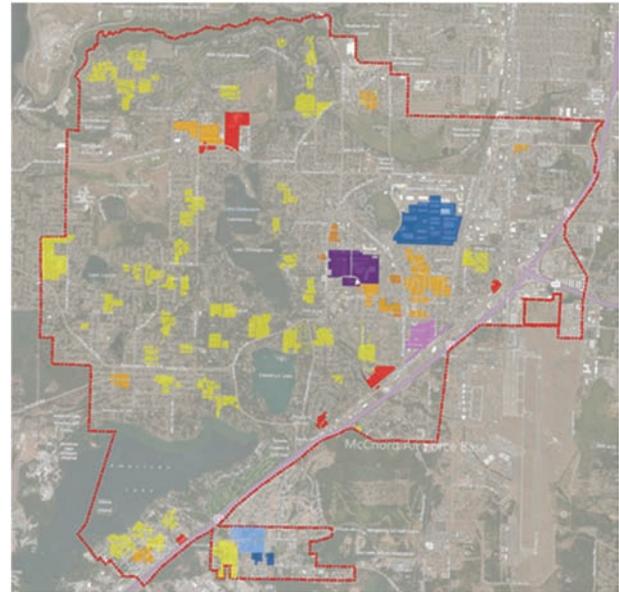
This scenario resulted in a **net increase of 3,800 new housing units and 1,200 new jobs**. New housing was primarily in single-family homes, and new employment was primarily office space, with some retail.

Scenario C

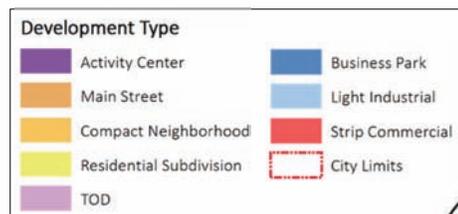
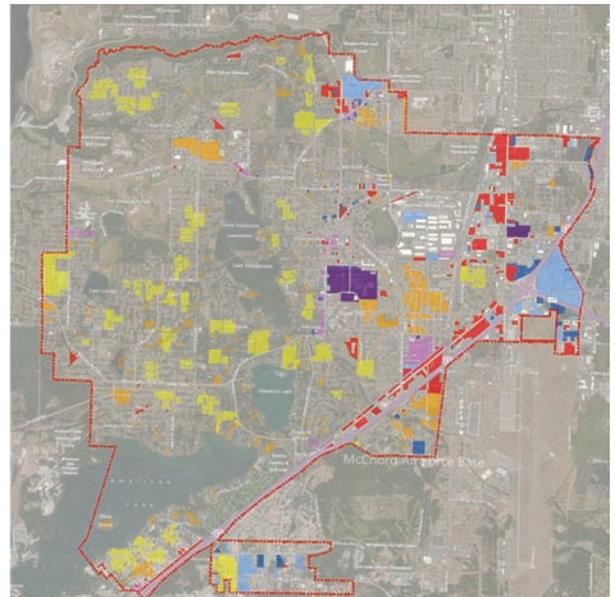
Scenario C was a blend of Scenarios A and B. From Scenario A, infill residential development would allow for the intensification of existing neighborhoods, and commercial redevelopment would allow for lower-valued developments to be given new life. From Scenario B, new single-family homes, transit-oriented development, and enhanced Towne Center all satisfy a clear desire from the community.

This scenario resulted in a **net increase of 8,000 new housing units and 2,900 new jobs**. New housing was split between townhomes and single-family residences, and new employment was primarily retail.

Results of Scenario B



Results of Scenario C



Scenario D

Scenario D was a modification of Scenario C based on feedback from City of Lakewood staff. Although Scenario C represented the combined desires of the community and existing development trends, it was not checked against existing conditions. City staff identified locations where development was unlikely to occur for a variety of reasons, such as being within environmentally-sensitive land or other designated greenspace or simply in an area unlikely to change as indicated in earlier scenarios. Additionally, staff added locations where redevelopment was not identified in Scenario C but believed that it may occur. Incorporating this expert feedback improved the utility of the scenario planning exercise by providing more realistic estimates of future possibilities.

This scenario resulted in a **net increase of 5,000 new housing units and 2,300 new jobs**. New housing was a mix of townhomes and single-family homes, and new employment was primarily retail, with some office space.

Performance Indicators

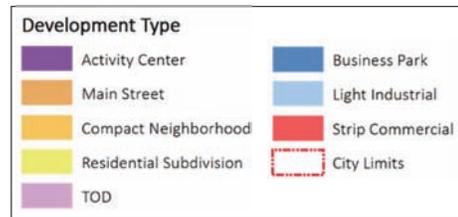
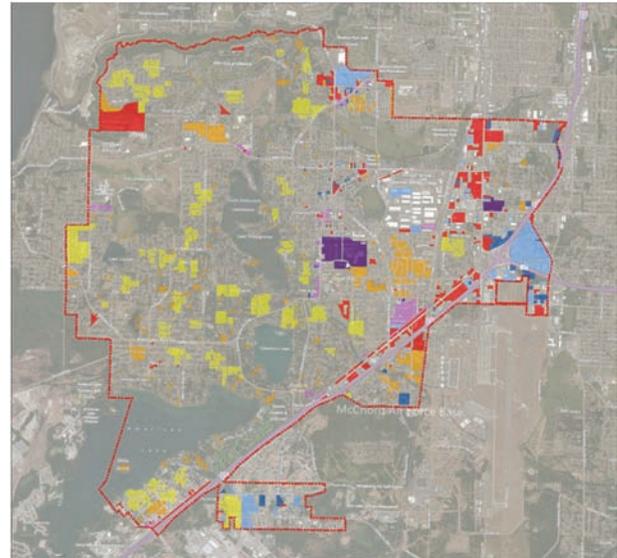
For each scenario, a series of performance indicators was created to assess how well the scenario performed related to a specific indicator and to compare the performance of the four scenarios. Example performance indicators are provided on the following page, and all performance indicators analyzed for the scenarios are provided in the Public Outreach and Scenario Planning Appendix.

Comparison of Net Housing Units and Jobs

	Scenario A	Scenario B	Scenario C	Scenario D	Planning Targets
Housing Units	4,336	3,822	7,946	4,989	8,380
Jobs	3,012	1,245	2,970	2,304	9,285

Net New Housing Units and Jobs for Four Scenarios, compared to the 2030 growth targets allocated for City of Lakewood as part of long range planning process

Results of Scenario D



What the Scenarios Indicate

The scenario planning process illustrates how applying different overarching land use goals can produce different built environments and considerable ranges in population and employment outcomes over time. For Lakewood, this process also provides valuable insight that anticipated future development levels based on today's land use policies do not particularly align with the redevelopment goals of the community.

The incremental difference among some performance indicators between the four scenarios also demonstrates how in communities where growth is primarily from redevelopment, land use policies must be targeted to ensure that the desired type and location of redevelopment occur. This will help built-out communities realize a change in the mix of development and employment over time without the benefit of larger-scale development of raw vacant land.



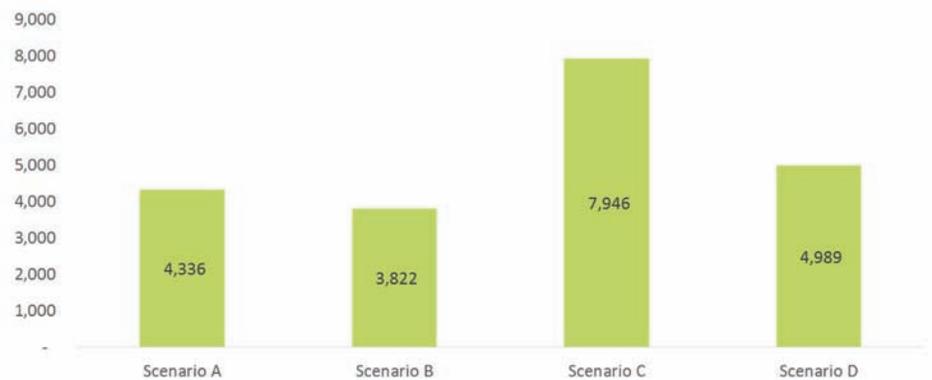
Conclusions Drawn from Scenario Planning

Development of the four scenarios resulted in the following conclusions:

- The 2030 planning target for household and job growth provided by Pierce County is likely more aggressive than can be achieved.
- Under any scenario, a substantial part of Lakewood’s growth will be through redevelopment and infill, as there is little vacant developable land within the city.
- The majority of the new housing units over the next 20 years will be in higher-density products such as townhomes, duplexes, condominiums, and mixed-use buildings. It should be noted that these types of housing units can still be ownership products rather than rentals, as the community has indicated a desire to increase homeownership levels in Lakewood.
- There is potential for some single family redevelopment but it will not be a large portion of the household growth.
- Reinvesting in the Towne Center and areas with good public transit should be a focus for new growth.
- Preservation of existing parks and greenspace is a high priority of the community.
- Better non-motorized connections to parks and other community assets is desired.



Land Consumed (Acres) performance indicator from scenario analysis.



Net New Housing Units performance indicator from scenario analysis.



Jobs-to-Household Ratio (Existing vs. Four Scenarios) performance indicator from scenario analysis. Note: Jobs-Housing Balance is the total number of new jobs divided by the total number of new housing units.



COMMUNITY VISION PLAN



THE COMMUNITY VISION PLAN

Lakewood's Community Vision is built around five core values in support of the Community Vision Statement (provided below). These values come directly from the input received during the outreach process and reflect the community's collective desire for the direction of Lakewood's future.

The Lakewood Community Vision is supported by an action plan that outlines strategies and activities to bring each community value to life. The action plan is presented in the matrix on the following pages. It identifies 66 initial strategies and activities in support of the 5 community values that can be built upon in years to come.

Lakewood's Community Vision: *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. Recognition for Lakewood 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.*

Lakewood Community Values



“Lakewood is a great place to live and raise a family.”

— Visioning Outreach participant



NEXT STEPS

- The City's Comprehensive Plan should be updated to incorporate the updated Community Vision Plan.
- The action plan should be revised and updated periodically to keep current with changing resources, opportunities, and long-term needs in support one or more of the five community values.
- Public outreach should be expanded on a more focused basis to ensure that the Vision Plan is meeting the needs of the community.
- Limited funding and resources will need to be prioritized to implement many of the actions identified in the Community Vision Plan. Other potential challenges and barriers to implementation may be identified and need to be addressed as the plan is realized.





Community Value #1



FRIENDLY & WELCOMING COMMUNITY

Lakewood is a place in which all people are welcome. Each person’s differences are what make this community interesting and fulfilling. Lakewood is a city of diverse cultures, lifestyles, and family types, and each is equally respected and honored. People of all ages, backgrounds, and abilities have an important place in the community.

Lakewood embraces its new residents and encourages them to become involved at whatever level they feel comfortable. The community strongly believes that citizen involvement in the local government decision-making process is fundamental in providing a strong community foundation.

Frequent and interesting events bring people of all backgrounds together. Information to citizens, business owners, visitors, and neighbors is open and forthcoming in many different formats. Strong partnerships with surrounding communities enrich not only Lakewood, but the larger region as a whole.

Images from top: City of Lakewood International Day; multilingual welcoming signage at the intersection of South Tacoma Way and SR 512 in Lakewood; Summerfest at Ft. Steilacoom Park; City of Lakewood 2015 Martin Luther King Jr. Day celebration.



COMMUNITY VALUE # 1: FRIENDLY & WELCOMING COMMUNITY

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
Strengthen connections among diverse community groups and with city government.						
1.1: Diversity & equity ad hoc committee	Constitute a diversity and social equity ad hoc committee to determine the state of the city pertaining to issues of race and barriers to equal opportunities.	Lead: City of Lakewood Support: Community organizations that support Latino, Korean, and other minority communities in Lakewood; interested citizens	△	⇨	⇨	<ul style="list-style-type: none"> Incorporate policies and philosophy into all citizen committees as part of their on-going work programs. Develop a work plan for the ad hoc committee. Appoint ad hoc committee members.
1.2: Conduct Community Meetings	The ad hoc committee holds community meetings with cultural leaders and citizens to understand specific issues facing minority persons in Lakewood.	Lead: City of Lakewood Support: Community organizations that support Latino, Korean, and other minority communities in Lakewood; interested citizens; Lakewood’s Promise; Clover Park School District; Community Services Advisory Board	△			<ul style="list-style-type: none"> Ad hoc committee conducts an initial meeting; reviews the work plan. Ad hoc committee conducts meetings throughout the community.
1.3: Strategic Plan	Conduct a “unity retreat” & initiate a process to develop overarching strategies for the City.	Lead: City of Lakewood, Clover Park School District, Lakewood’s Promise Support: Community organizations that support Latino, Korean, and other minority communities in Lakewood; interested citizens; Lakewood’s Promise; Clover Park School District; Community Services Advisory Board	△			<ul style="list-style-type: none"> Ad hoc committee advertises meeting; sets meeting agenda. Ad hoc committee prepares a final report to the City Council.
△	Anticipated Start	●	Currently underway	⇨	Ongoing	

COMMUNITY VALUE # 1: FRIENDLY & WELCOMING COMMUNITY

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
Strengthen connections among diverse community groups and with city government. (Continued)						
1.4: Multilingual Gateway Signage	Standardize theme for and expand locations where multilingual welcoming signage is provided in Lakewood, including City Hall, City website, gateways, and other public spaces.	Lead: City of Lakewood Support: Parks, Recreation, & Community Services Department, Lakewood Arts Commission	△	↑↑	↑↑	<ul style="list-style-type: none"> Incorporate gateway signage in the City's capital facilities plan. Coordinate with the arts commission.
1.5: Multicultural Public Art	Seek opportunities to incorporate multiculturalism in public art/community spaces.	Lead: City of Lakewood Support: Lakewood Arts Commission	△	↑↑	↑↑	<ul style="list-style-type: none"> Initiate the concept with the arts commission. Perform brainstorming meetings on the concept. Review concepts with the greater community.
Strengthen community identity.						
1.6: #IamLakewood	Build upon the #IamLakewood brand by incorporating information posted on social media into the City's website and other "instant" modes of communication.	Lead: City of Lakewood Support: Community partners	△			<ul style="list-style-type: none"> Set a goal to produce a set number of #IamLakewood spots per quarter. Create a means by which to gauge public reaction to this form of media outreach.
1.7: Communication Outreach	Continue to expand the reach of social media and other forms of communication outreach to keep all parties informed, to promote regular participation in local decisions, and to encourage volunteerism.	Lead: City of Lakewood Support: Community partners	△	↑↑	↑↑	<ul style="list-style-type: none"> Have targeted benchmarks for increased levels of public participation.
1.8: Community Events	Promote understanding and appreciation of Lakewood's diversity through celebrations and festivals.	Lead: City of Lakewood Support: Community partners	△	↑↑	↑↑	<ul style="list-style-type: none"> Improve public outreach to the events that are already occurring within Lakewood.

△ Anticipated Start ● Currently underway ↑↑ Ongoing



COMMUNITY VALUE # 1: FRIENDLY & WELCOMING COMMUNITY

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
Promote a strong relationship with Joint Base Lewis-McChord (JBLM) at the citizen level.						
1.9: Community Partnership with JBLM	Support community access to information about active duty, veteran and military family workforce development, healthcare, and social care services available on and off base.	Lead: SSMCP Support: Emergency services; economic development boards; school districts; public and private utilities; public libraries; convention visitor bureaus parks districts; health systems; ports; colleges & universities; environmental advocates; chambers of commerce; workforce development organizations; social service organizations; veterans services; charitable organizations	●	⇧	⇧	<ul style="list-style-type: none"> Identify SSMCP member-only & public events; elected officials events; legislative/regulatory/administrative advocacy; work group interactive sessions; increased SSMCP membership; & improved SSMCP communication.
1.10: Implement Recommendations from the 2015 JBLM Joint Land Use Study	Adopt recommended policies & regulations which are designed to reduce urban encroachment, and improve the quality of life for residents working and living in or near JBLM's accident potential zones or noise corridors.	Lead: City of Lakewood Support: JBLM; SSMCP	●	⇧	⇧	<ul style="list-style-type: none"> As needed, amend the City's Comprehensive Plan and implementing land use & development regulations.

031

 Anticipated Start
  Currently underway
  Ongoing



COMMUNITY VALUE # 1: FRIENDLY & WELCOMING COMMUNITY

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
Promote a strong relationship with Joint Base Lewis-McChord (JBLM) at the citizen level. (Continued)						
1.11: Enhance & Expand Regional SSMCP Coordination & Participation	Engage community technical experts, advisors, & leadership holding various social, cultural, agency, jurisdictional, non-profit, & institutional capacities in order to carry out recommendations & strategies of the SSMCP & provide expertise to tackle issues as they arise.	Lead: SSMCP Support: Emergency services; economic development boards; school districts; public and private utilities; public libraries; convention visitor bureaus parks districts; health systems; ports; colleges & universities; environmental advocates; chambers of commerce; workforce development organizations; social service organizations; veterans services; charitable organizations	●	⇧	⇧	<ul style="list-style-type: none"> Maintain an updated SSMCP work plan. Introduce JBLM transportation policies to the PSRC, stand up SME subcommittees.
1.12: Improve Outside Knowledge of the Military's Direct & Indirect Impacts on the Region, the state, & Vice-Versa	<ul style="list-style-type: none"> Improve community access to data & information. Better inform the community about the economic benefits of a military presence. Monitor & share changes occurring on JBLM & the Department of Defense. 	Lead: SSMCP Support: Emergency services; economic development boards; school districts; public and private utilities; public libraries; convention visitor bureaus parks districts; health systems; ports; colleges & universities; environmental advocates; chambers of commerce; workforce development organizations; social service organizations; veterans services; charitable organizations	●	⇧	⇧	<ul style="list-style-type: none"> Identify opportunities through websites; electronic and hard copy newsletter; media outreach; talking points and technical memoranda for agencies, partners, elected officials, etc.; and testimony/comment letters/presentations as appropriate.

△ Anticipated Start

● Currently underway

⇧

Ongoing



COMMUNITY VALUE # 1: FRIENDLY & WELCOMING COMMUNITY

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Promote a strong relationship with Joint Base Lewis-McChord (JBLM) at the citizen level. (Continued)</i>						
1.13: Conduct Periodic JBLM Surveys, & Circulate Results	Regularly seek information about community perceptions of, & attitudes about, JBLM military service members, staff, & military families.	Lead: SSMCP Support: JBLM; business community.	●	↑	↑	<ul style="list-style-type: none"> Conduct a 2015 community survey. Prepare a draft RFP. Initiate survey and coordinate survey with the SSMCP. Disseminate survey results to partners.

033

 Anticipated Start
  Currently underway
  Ongoing





Community Value #2



HIGH-QUALITY PUBLIC SERVICES, EDUCATIONAL SYSTEMS, PARKS & FACILITIES

Since incorporation, Lakewood has strived to provide a diverse offering of high-quality and convenient community facilities and services. Like most local governments, Lakewood’s leaders are continually challenged to prioritize limited resources to maintain existing assets and service levels, plan for growth, and address changing technologies and community desires.

The City is responsible for a range of services and infrastructure, but as a public agency it cannot do it all. As a community comprising many different cultures, ages, lifestyles, and abilities, City leaders and staff must work closely with community partners to ensure that quality services such as education, health care, and social support are available to all as needed. Demographic shifts point to health care for the aging population and support services for Spanish and other non-English speaking persons as being increasingly important needs within the Lakewood community. Working with strong community partners will be necessary to identify where the potential gaps in existing services are, understand how these needs will change in the future, and work together accomplish the goal of providing high-quality public services available to all.

Images from top: Active Park; Clover Park High School students who received Act Six scholarships (photo courtesy of Clover Park School District); Lakewood Police Department receives 2014 Agency of the Year Award (photo courtesy of Lakewood Police Department); vendor at the Lakewood Farmer’s Market.



COMMUNITY VALUE #2: HIGH-QUALITY PUBLIC SERVICES, EDUCATIONAL SYSTEMS, PARKS &

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
Monitor progress of municipal services and programs.						
2.1: Annual Performance Report Card Process	Prepare and market an annual report card that identifies benchmarks and measures performance of City programs and services. Report card format should be clearly understood and consistent, and should identify projects, programs, efforts, initiatives for the following reporting period.	Lead: City of Lakewood Support: Community members to provide feedback	△	↑	↑	<ul style="list-style-type: none"> Develop an annual report card process and format. Obtain on-going feedback from the public as to its usefulness.
Work with community partners to provide superior education, health care, recreation, and social services.						
2.2: Strengthen Education Partnerships	Strengthen the partnerships between the City of Lakewood and educational institutions to provide quality K-12 and higher educational services.	Lead: City of Lakewood, Clover Park Technical College, Pierce College; Clover Park School District Support: Workforce Central, SSMCP	△	↑	↑	<ul style="list-style-type: none"> Work with educational partners to identify areas of need and partnership opportunities. Establish a plan for leveraging partnerships. Monitor activities or initiatives in which Lakewood can aid or lead to support educational programs within the city. Hold periodic meetings and regularly evaluate partnership strategy and reach.
2.3: Expand Reach of Youth Programs	Work with community partners to expand youth mentorship and other youth programs throughout Lakewood.	Lead: City of Lakewood, Clover Park School District, Lakewood's Promise Support: Lakewood Youth Council, other community partners such as St. Clare's Hospital, Boys and Girls Club, Boy Scouts of America, Centerforce, YMCA, etc.	△	↑	↑	<ul style="list-style-type: none"> Identify areas and subjects where youth mentorship and other programs are needed. Establish an on-going program to establish and maintain a list of qualified mentors and to match student needs with mentors. Note whether other identified needs are being met and find ways to resolve any challenges to providing needed programs.



COMMUNITY VALUE #2: HIGH-QUALITY PUBLIC SERVICES, EDUCATIONAL SYSTEMS, PARKS &

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Work with community partners to provide superior education, health care, recreation, and social services (continued).</i>						
2.4: New Community Center	Create a multi-generational center open to all residents that focuses on activities for youth/teens/seniors and provides needed resources for adults.	Lead: City of Lakewood Support: Lakewood's Promise; Centerforce; other youth-based and community organizations		△		<ul style="list-style-type: none"> Amend the Comprehensive Plan to support a community center. Gather public input regarding community needs and vision for community center design and services. Conduct feasibility assessment and cost estimation. Identify potential grant/local funding options. Include community center in 6-year capital improvement plan.
<i>Provide a clean, safe, and attractive city for all.</i>						
2.5: Roadway Level of Service	Maintain existing levels of service on arterial streets.	Lead: City of Lakewood	●	↑	↑	<ul style="list-style-type: none"> Monitor LOS at critical points and intersections.
2.6: Citywide Safety	Continue to enhance safety and reduce crime in all areas of the city.	Lead: City of Lakewood Support: Public Safety Advisory Board; neighborhood organizations; other community-interest groups	●	↑	↑	<ul style="list-style-type: none"> Establish citywide and sub-area targets to maintain or annually reduce crime rates. Monitor crime rates/calls for service.

△ Anticipated Start ● Currently underway ↑ Ongoing



COMMUNITY VALUE #2: HIGH-QUALITY PUBLIC SERVICES, EDUCATIONAL SYSTEMS, PARKS &

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Provide a clean, safe, and attractive city for all (continued).</i>						
2.7: Enhance CPTED Design Elements	Incorporate Crime Prevention Through Environmental Design (CPTED) concepts into the Land Development Code to deter criminal behavior in parks and other public spaces through environmental design.	Lead: City of Lakewood Support: City of Lakewood, Public Safety Advisory Board; Planning Commission; neighborhood organizations and other community-interest groups	△	↑	↑	<ul style="list-style-type: none"> Perform evaluation of City codes to identify existing CPTED principals versus areas of need. Develop a plan to implement findings. Update City codes and design documents per plan.
2.8: Alternative Funding Options	Within targeted redevelopment areas, consider a policy by the City Council to dedicate a percentage of the increase in the annual property tax revenue generated by properties within the redevelopment area. This revenue will be dedicated to funding infrastructure and services that support the redevelopment area. This program would be part of the City's budgetary process and a list of prioritized improvements or services to be funded by this revenue source identified.	Lead: City of Lakewood Support: Various community business interest groups	△	↑	↑	<ul style="list-style-type: none"> Hold City Council workshop to discuss alternative funding concepts. Evaluate policy program and identify potential areas of application. Update City codes and policies to implement program, as appropriate.
2.9: Problem Property Clean-Up	Continue current programs such as public nuisance and dangerous building abatements, in addition to ongoing property maintenance programs .	Lead: City of Lakewood Support: Various neighborhood and community interest groups	●	↑	↑	<ul style="list-style-type: none"> Perform evaluation of existing program to identify the number of problem properties that have been cleaned up and the rate at which city expenditures are being recovered.

△ Anticipated Start ● Currently underway ↑ Ongoing



COMMUNITY VALUE #2: HIGH-QUALITY PUBLIC SERVICES, EDUCATIONAL SYSTEMS, PARKS &

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Provide a clean, safe, and attractive city for all (continued).</i>						
2.10: Develop a Property Maintenance Plan	Explore developing a “maintenance plan” and insurance requirement for vacant properties to keep structures safe and presentable.	Lead: City of Lakewood Support: Various neighborhood and community interest groups	△	↑	↑	<ul style="list-style-type: none"> Evaluate whether developing a maintenance plan is feasible. If feasible, develop a work plan to implement program. If not feasible, evaluate whether other alternatives are appropriate.
2.11 Monitor and Support Transportation Improvement Efforts in JBLM Corridor	Advocate for and track state and federal funding opportunities for the I-5 JBLM transportation corridor as well as the local road network.	Lead: City of Lakewood Support: SSMCP	●	↑	↑	<ul style="list-style-type: none"> Develop a coordinated approach with JBLM to advocate for and track funding. Identify specific actions that the City of Lakewood can do to support and advocate for transportation improvements. Tracking funding received for identified improvements.
<i>Identify targeted activities to help combat misperceptions about Lakewood.</i>						
2.12: Establish a Community Marketing Plan	Publicize information to the community to inform about key public services and rebut any incorrect or misleading information published about Lakewood. For example: <ul style="list-style-type: none"> Market reduced crime statistics and periodic information about crime statistics and trends, particularly in relation to other jurisdictions. Publish school test scores and other information on a regular basis. 	Lead: City of Lakewood; Clover Park School District Support: City of Lakewood; Public Safety Advisory Committee; neighborhood associations and other interest groups	△	↑	↑	<ul style="list-style-type: none"> Develop a publication strategy and set a goal to produce a set number of community highlights per quarter. Monitor the number of press releases or other published items. Create a means by which to gauge public reaction to this information.



Anticipated Start



Currently underway



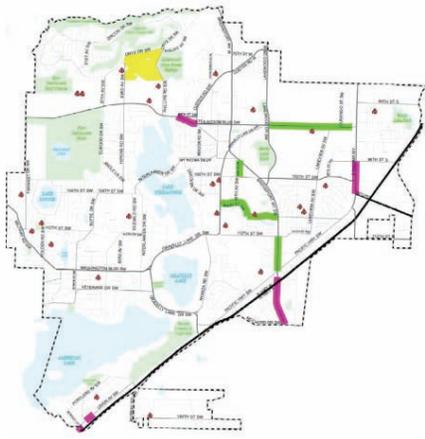
Ongoing



COMMUNITY VALUE #2: HIGH-QUALITY PUBLIC SERVICES, EDUCATIONAL SYSTEMS, PARKS &

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
Expand local support public services for non-English speaking or traditionally underserved residents.						
2.13: Safe-Place Social Services Resource Center	Work with community partners to create and identify funding for a “safe-place” social services resource center providing translation, legal, housing, and other essential services where people who need these services can easily access them.	Lead: City of Lakewood Support: Community organizations that support Latino, Korean, and other minority communities in Lakewood	△	△	↑	<ul style="list-style-type: none"> Diversity & Equity Ad Hoc Committee take the lead to evaluate need for resource center. Make recommendations to City Council. As appropriate, develop parameters for City support.
2.14: HopeSparks Family Services	Become an active member of HopeSparks, an advocacy group that assists families with developing problem solving skills, parenting education, linking them with resources, encouraging ways to support their children in school.	Lead: HopeSparks, City of Lakewood and other HopeSparks community partners Support: SSMCP, various community interest groups	△	↑	↑	<ul style="list-style-type: none"> Hold discussion with HopeSparks about services provided and the City of Lakewood’s potential role. Identify initiatives that the City can support and be involved with.
2.15: Multilingual City Resources Guide	Create a multilingual City services resource guide to provide frequently requested information about City programs and services in one accessible document.	Lead: City of Lakewood Support: Community organizations that support Latino, Korean, and other minority communities in Lakewood	△	↑	↑	<ul style="list-style-type: none"> Establish an inter-departmental City staff committee to work with Diversity & Equity Ad Hoc Committee to develop source guide material. Prepare City resource guide in English and Spanish. Evaluate success of resource guide; if deemed valuable, translate into other languages as needed.





Community Value #3



VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD



The quality of life for Lakewood residents is greatly enhanced by the connections formed in the community. This includes personal connections, such as relationships with friends, neighbors, places of worship, and other community service clubs and organizations. It also includes the physical connections that allow easy and safe movement between many interest points throughout the city, such as shopping, dining, healthcare, education centers, parks, jobs, and other services.

A thriving and vibrant community is never the product of a single place—it is the overlapping of many places and the degree to which they are connected. Creating a connected community of great places, such as institutions of higher education, arts and culture, parks, and retail choices, as well as safe and convenient ways to access them, is also a vital component of economic health.

Images from top: Map illustrating \$19 million in transportation improvements programmed for 2015 (photo courtesy of City of Lakewood Public Works Department); a community center was identified by the public as a need in Lakewood—pictured is the Federal Way Community Center, which opened in 2007 and is operated by the City of Federal Way (photo courtesy of City of Federal Way); Lakewood Playhouse, a community theatre serving Lakewood for more than 76 years, located in the heart of the Lakewood Towne Center (photo courtesy of www.southsoundtalk.com); Lakewood Gardens (photo courtesy of Lakewood Gardens).



COMMUNITY VALUE #3: VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Provide a safe and connected multimodal transportation system.</i>						
3.1: Complete Bicycle and Pedestrian Network	Implement the recommendations of the City's Non-Motorized Transportation Plan (2008).	Lead: City of Lakewood Support: Various neighborhood and community interest groups	●	⇨	⇨	<ul style="list-style-type: none"> Identify annual priorities from 2008 plan. Incorporate project priorities into 6-year capital improvement plan. Identify metrics to evaluate success of program—have the miles (or lineal feet) of bicycle lanes and/or sidewalks provided increased? Have the number of bike/pedestrian network connectivity gaps addressed? Periodically update the Non-Motorized Plan to reassess needs and priorities.
3.2: Identify Lower-Cost Safety Improvements	Assess locations for lighting, signal timing, and/or low-cost traffic-calming improvements to address safety concerns.	Lead: City of Lakewood Support: Various neighborhood and community interest groups	●	⇨	⇨	<ul style="list-style-type: none"> Conduct assessment to identify projects. Prepare plan for completing projects. Monitor the completion rate of identified safety projects. Identify metrics to evaluate success of program and how has safety been enhanced.
3.3: Enhanced Springbrook Public Transportation Connection	Better connect Springbrook residents to Towne Center (currently requires transfer using Pierce Transit).	Lead: City of Lakewood; Pierce Transit Support: Centerforce, various community and neighborhood interest groups	△	⇨	⇨	<ul style="list-style-type: none"> Hold community meeting with Pierce Transit and neighborhood representatives to discuss issues. Work with Pierce Transit staff to identify potential solutions.

△ Anticipated Start ● Currently underway ⇨ Ongoing



COMMUNITY VALUE #3: VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Provide a safe and connected multimodal transportation system. (Continued)</i>						
3.4: Complete Current Vehicle Fee-Funded Transportation Projects	Complete \$15.7 million in transportation projects to be funded by vehicle licensing fee and general fund between 2015–2020.	Lead: City of Lakewood	●	↑	↑	<ul style="list-style-type: none"> Collect licensing fee revenue to fund identified project. Complete list of identified projects.
3.5: Vehicle Fee-Funded Transportation Projects Marketing Campaign	Create signage program to advertise which transportation projects were paid for with vehicle licensing fee.	Lead: City of Lakewood	△	↑	↑	<ul style="list-style-type: none"> Develop marketing strategy (branding, signage, etc.). Identify key projects to market for pilot campaign. Evaluate campaign for possible expansion to all projects.
3.6: Additional Vehicle Fee-Funded Projects Plan	As needed, create project priority list for needed improvements after 2020 and a plan to engage citizens in this decision-making process.	Lead: City of Lakewood Support: Various neighborhood and community interest groups		△	↑	<ul style="list-style-type: none"> Assess need to continue revenue source beyond 2020. Conduct community outreach to identify projects. Develop a list of identified projects. Take list of projects to the public for review and input.



COMMUNITY VALUE #3: VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Provide a safe and connected multimodal transportation system. (Continued)</i>						
3.7: Central Business District Sub-Area Plan	Prepare a subarea plan for the Central Business District as a means to maximize redevelopment potential consistent with the Community Vision	Lead: City of Lakewood Support: Owners of the Towne Center; various business and other community interest groups	△	↑	↑	<ul style="list-style-type: none"> Initiate subarea plan. Amend land use policies and regulations. Initiate implementation of approved changes..
3.8: Beautify City Gateways and Points of Entry	Beautify main entryways into the city to make them more attractive and unique to Lakewood.	Lead: City of Lakewood Support: Parks and Recreation Advisory Board, Arts Commission, Keep Lakewood Beautiful, Planning Commission; various business and other community interest groups	△	↑	↑	<ul style="list-style-type: none"> Develop a prioritized list of projects/locations. Develop guidelines and standards for different scales of entryways into city. Incorporate projects in City's capital facilities plan.
3.9: Comprehensive Plan Policies Consistent with Community Vision	Update the Comprehensive Plan to maximize redevelopment potential of underutilized properties or less stable neighborhoods, preserve stable neighborhoods, and maximize connectivity to transit consistent with the community vision.	Lead: City of Lakewood Support: Planning Commission; neighborhood and other community interest groups	△	↑	↑	<ul style="list-style-type: none"> Perform an annual review of vision action plan. Concurrent with annual review, assess changes to implementing policies and regulations needed to support community vision. Draft amendments and carry through appropriate review and adoption process. Monitor and evaluate the Comprehensive Plan and/or code amendments tied to subjects referenced in the Community Visioning Plan.

△ Anticipated Start ● Currently underway ↑ Ongoing



COMMUNITY VALUE #3: VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
Maximize the connectivity, quality, and aesthetics of public and private spaces. (Continued)						
3.10: Wayfinding Study	Conduct a study to improve wayfindings for motorists, bicyclists, and pedestrians to major community destinations and attractions.	Lead: City of Lakewood Support: Planning Commission	△	↑	↑	<ul style="list-style-type: none"> Identify geographic extent for improved wayfinding. Initiate a wayfinding study. Review recommendations and program implementing projects. Monitor the number of wayfinding signs installed and evaluate effectiveness.
Nurture the historical, arts, and cultural assets.						
3.11: Use City Communication Outlets to Promote Historical, Arts, and Cultural Programs	Work with community partners (Lakewood Playhouse, Lakewood Gardens, etc.) to promote historical, arts, and cultural programs.	Lead: City of Lakewood, Lakewood Playhouse, Lakewood Gardens, others Support: Clover Park School District; minority and other community interest groups	●	↑	↑	<ul style="list-style-type: none"> Work with partners to develop a marketing/promotion strategy via the City's communication outlets. Monitor the number of groups using City media to promote cultural events and activities.
3.12: Create a City Culture Guide	Create a city culture guide for residents and visitors.	Lead: City of Lakewood, Lakewood Arts Commission, Lakewood Playhouse, Lakewood Gardens, others Support: Lakewood Chamber of Commerce; Clover Park School District; minority and other community interest groups	△	↑	↑	<ul style="list-style-type: none"> Work with community interest groups to identify content for guide. Prepare marketing plan for distributing guide. Prepare and distribute guide. Identify and collect information used to gauge distribution, reception, and perceived usefulness of the guide.

△ Anticipated Start ● Currently underway ↑ Ongoing



COMMUNITY VALUE #3: VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Maximize the connectivity, quality, and aesthetics of public and private spaces. (Continued)</i>						
3.13: Lakewood Playhouse Expansion	Support growth of the Lakewood Playhouse within the existing Towne Center consistent with the organization's long-term plans for expansion of its existing space.	Lead: Lakewood Playhouse Support: City of Lakewood; various community, business, and arts interest groups	△			<ul style="list-style-type: none"> Invite the Lakewood Playhouse to discuss its plans for expansion with the City Council.
3.14: Expanded Library Services	Work with Pierce County Library System to expand library services in the city, consistent with desire voiced by members of the City Council, City staff, and residents during the visioning outreach effort.	Lead: City of Lakewood; Pierce County Library System Support: Various neighborhood and community interest groups	△	↑		<ul style="list-style-type: none"> Hold initial meeting with Pierce County Library Services to discuss need. Support Pierce County Library System's effort to conduct a needs assessment. Meet with community leaders and citizens to inform needs assessment. Assist in assessing locations and other facility planning concepts for new library space.
3.15: Rental Housing Inspection Program	Explore establishing a rental inspection program to ensure that all multifamily rental units are safe, habitable, and conform to all City policies and regulations.	Lead: City of Lakewood Support: Various neighborhood, business, development, and other community interest groups	△	↑	↑	<ul style="list-style-type: none"> Develop proposal for apartment inspection housing program. Take proposal to City Council. If approved, implement program. Establish performance measures to monitor effectiveness of program.

△ Anticipated Start ● Currently underway ↑ Ongoing



COMMUNITY VALUE #3: VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Strengthen the quality and balance of housing options, affordability, and styles. (Continued)</i>						
3.16: Market Rate Housing and Buyer Preference Analysis	Expand the City's existing library of information sources regarding housing stock to explore the needs and preferences of prospective purchasers of market rate housing.	Lead: City of Lakewood Support: Various business, development, and other community interest groups	△	↑↑	↑↑	<ul style="list-style-type: none"> Identify concept for analysis and evaluate additional data and information required. Collect and analyze data to assess needs and preferences of prospective purchasers of market rate housing. Determine whether changes to City programs or policies should be made to better support purchase of market rate housing.
3.17: Home Ownership Programs and Policies	Encourage programs and policies to increase home ownership rates within Lakewood.	Lead: City of Lakewood Support: Pierce County Housing Authority, Washington State Finance Commission	△	↑↑	↑↑	<ul style="list-style-type: none"> Work with community partners to identify new or expand existing strategies to increase home ownership rates. Monitor if home ownership rates increased over a defined time period.

△ Anticipated Start ● Currently underway ↑ Ongoing



RUTLAND CITY WANTS YOUR BUSINESS SMALL BUSINESS RESOURCE GUIDE



Community Value #4



STRONG LOCAL ECONOMY

Maintaining a strong local economy is challenging for any city, and Lakewood has worked hard to lay a strong foundation. However, many opportunities still exist for the local economy to grow and become more balanced. Lakewood is working diligently to diversify its employment base by attracting new industries and, at the same time, supporting small and locally-owned businesses.

A strong local economy is best achieved through an accessible and responsive local government and strong community partnerships. Providing high-quality supporting infrastructure and an efficient and cohesive transportation system that moves people to work and moves goods and services to market also is critical. Attracting and retaining educated and knowledgeable talent for all sectors of industry will draw additional family-wage jobs to Lakewood, in turn generating the income levels necessary to support a robust local economy.

Images from top: Example of municipal small business resource guide (photo courtesy of Rutland City, VT); automotive center at Clover Park Technical College, a higher education resource within Lakewood that supports and grows an educated work force in Lakewood (photo courtesy of Clover Park Technical College); November 2014 Lakewood Business Showcase of Boo Han Market, a long-time operating Asian grocery store in the heart of the International District along South Tacoma Way (photo courtesy of City of Lakewood); Lakewood Towne Center (photo courtesy of www.shoplakewoodtownecenter.com).



COMMUNITY VALUE # 4: STRONG LOCAL ECONOMY

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
Encourage diversification of business and industry and foster opportunities for existing businesses to grow and expand.						
4.1: Business Retention Best Practices	Monitor best practices for peer cities concerning business retention and attraction programs to help retain and expand local businesses and attract new industry and large employers to Lakewood.	Lead: City of Lakewood Support: Business and other community interest groups	●	⇧	⇧	<ul style="list-style-type: none"> Research peer cities that have implemented “best practices” for business retention programs. Evaluate peer city programs and assess whether Lakewood should adopt similar practices. Update Lakewood’s Business Retention plan based on findings of evaluation.
4.2: Developer Forums	Continue to hold developer forums to discuss building permitting and approval process/issues with business/developer community.	Lead: City of Lakewood; Development and business community Support: Other community interest groups	●	⇧	⇧	<ul style="list-style-type: none"> Identify key issues resulting from forums. Following each meeting, prepare an action plan to address/respond to identified issues.
Develop a quality workforce that supports current and future businesses.						
4.3: Tacoma-Pierce County Growth Partnership	Join and actively participate in the Tacoma-Pierce County Growth Partnership.	Lead: City of Lakewood Support: Tacoma-Pierce County Growth Partnership members	●	⇧	⇧	<ul style="list-style-type: none"> Participate in Partnership meetings. Identify initiatives and programs Lakewood can lead or support. Monitor the number of Growth Partnership initiatives and programs that have been pursued by the City.



Anticipated Start



Currently underway



Ongoing



COMMUNITY VALUE # 4: STRONG LOCAL ECONOMY

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
Develop a quality workforce that supports current and future businesses. (Continued)						
4.4: Youth Workforce Training/ Internship Programs	Establish youth workforce training and summer internship programs.	Lead: Workforce Central; City of Lakewood Support: Clover Park School District; Clover Park Technical College; Pierce College, business and other community interest groups	△	↑	↑	<ul style="list-style-type: none"> Work with community partners to prepare a strategy for developing a youth workforce training/internship programs. Implement pilot program. Monitor effectiveness and evaluate opportunity for expansion.
4.5: Promotion of Family-Wage Jobs Creation	Partner with Workforce Central and institutions of higher education to promote and educate community about opportunities for workforce training.	Lead: Workforce Central; City of Lakewood Support: Clover Park School District; Clover Park Technical College; Pierce College, SSMCP, business and other community interest groups	●	↑	↑	<ul style="list-style-type: none"> Work with community partners to identify initiatives and programs Lakewood can lead or support. Monitor whether the number of Lakewood residents receiving job training assistance has increased.
Support small and minority-owned businesses.						
4.6: Small Business Resource Guide	Prepare a small business resource guide and prepare in Spanish and Korean.	Lead: City of Lakewood Support: Development and business community	△	↑	↑	<ul style="list-style-type: none"> Work with community to identify content for resource guide. Prepare resource guide. Monitor the number of resource guides (in specific languages) that have been distributed. Work with community leaders to assess effectiveness of resource guide.



COMMUNITY VALUE #4: STRONG LOCAL ECONOMY

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
Support small and minority-owned businesses. (Continued)						
4.7: Re-evaluate the Development Review Threshold	Re-evaluate the existing threshold for development traffic generation where a traffic impact analysis is not required for small development projects.	Lead: City of Lakewood Support: Development and business community	△	↑	↑	<ul style="list-style-type: none"> Review historical traffic studies to assess whether the threshold should be raised. Implement recommendations based on findings into city codes and regulations. Monitor the estimated time/cost savings to development projects resulting from this policy.
4.8: Small Business Incentive Program	Explore an incentive program to waive permits and fees for qualifying small businesses based on the number of family-wage jobs created; program should include safeguards to the City should the business not produce the anticipated employment levels or duration (example: Roswell, GA).	Lead: City of Lakewood Support: Development and business community	△	↑	↑	<ul style="list-style-type: none"> Research other communities that have implemented a similar program. Identify protections put in place for the City to recoup revenue if program requirements are not met. Implement pilot program and monitor the number of family-wage jobs being produced versus fees waived.
4.9: Buy/Eat Local Programs	Partner with the Chamber of Commerce to establish a “buy-local” program and create a Lakewood “restaurant” week.	Lead: Lakewood Chamber of Commerce; City of Lakewood Support: Development and business community	△	↑	↑	<ul style="list-style-type: none"> Work with community partners to develop program parameters and marketing strategy. Prepare implementation plan for new programs. Identify metrics to assess whether increased sales are attributable to new programs. Identify opportunities to expand if deemed successful.

△ Anticipated Start ● Currently underway ↑ Ongoing



COMMUNITY VALUE #4: STRONG LOCAL ECONOMY

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Support small and minority-owned businesses. (Continued)</i>						
4.10: Farmers Market Expansion	Expand Lakewood's Farmers Market to feature "Business of the Week" and include indoor space during non-summer weeks.	<p>Lead: Lakewood Chamber of Commerce; City of Lakewood</p> <p>Support: Business community and other interest groups</p>	△	↑	↑	<ul style="list-style-type: none"> • Talk to existing vendors about possible marketing expansion • Develop a farmer's market expansion plan, evaluating options considering both seasonal and space-based expansion. • Implement "Business of the Week" program. • Evaluate whether increased sales can be correlated to expanded space or vendor spotlights.

051

△ Anticipated Start ● Currently underway ↑ Ongoing





Community Value #5

SUSTAINABLE & RESPONSIBLE PRACTICES

Lakewood today is known for its abundance of natural areas, quality parks, and beautiful lakes. These assets that are so enjoyed now cannot be taken for granted; it is the community’s responsibility to work collectively to ensure that all community members live and do business in a sustainable and responsible manner.

As Lakewood looks to grow and redevelop, a top priority is preserving open space and park lands to maintain natural beauty and to promote a healthy and active lifestyle. Looking forward to better connecting existing recreational trails and integrating green spaces will provide a more seamless and safer travel network for pedestrians and bicyclists of all ages and abilities, while at the same time expanding the green footprint of the city.

Investing in sustainable infrastructure, expanding the understanding and knowledge of residents, and encouraging responsible business practices are key components to ensuring that the legacy of Lakewood’s beauty is enjoyed for many generations to come.

Images from top: Ward Lake (photo courtesy of City of Lakewood Parks and Recreation Department); two views of a 3-in-1 “commingle” trash, compost, and recycle bin (photo courtesy of Linfield College); using community events such as the Lakewood Farmers Market to provide the community with information about sustainable and healthy practices; activities such as the Lakewood Summerfest Triathlon promote healthy and active lifestyles.



COMMUNITY VALUE #5: SUSTAINABLE & RESPONSIBLE PRACTICES

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs 4-6 yrs 7+ yrs	Initial Steps/Milestones
<i>Preserve, protect, and enhance the natural resources and extensive recreational spaces.</i>				
5.1: Connected Path & Greenway System	Enhance connectivity of paths, & greenway systems with the goal of forming an interconnected non-motorized trail system for users of all ages & abilities.	Lead: City of Lakewood Support: Planning Commission; Parks & Recreation Advisory Board; various neighborhood & other community interest groups.	<ul style="list-style-type: none"> <li style="text-align: center;">● <li style="text-align: center;">⇧ <li style="text-align: center;">⇧ 	<ul style="list-style-type: none"> • Develop an ADA access and transition plan to connect parks and other areas. • Review and refine the City's street standards. • Further examine the Non-Motorized Transportation Plan project definition criteria based on the funding plan and policies derived from the Lakewood Transportation Master Plan process. • Convene a special city staff working group in the revision of local standards. • Convene local training and development workshops regarding revised ADA-compliant construction standards and applications. • Convene school-specific, walk-to-school route plan refinement efforts to either confirm or expand and refine existing plans. • Continue to pursue federal and state funding.



● Currently underway



Ongoing



COMMUNITY VALUE #5: SUSTAINABLE & RESPONSIBLE PRACTICES

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Preserve, protect, and enhance the natural resources and extensive recreational spaces (continued).</i>						
5.2: Protection of Natural Resources & Recreational Assets	Ensure that the City's Comprehensive Plan adequately protects & preserves open space, recreation facilities, & natural amenities in accordance with the Community Vision.	Lead: City of Lakewood Support: Planning Commission; Parks & Recreation Advisory Board; Partners for Parks; various neighborhood & other community interest groups.	●	↑	↑	<ul style="list-style-type: none"> Periodically review/revise Comprehensive Plan and Legacy Plan policies. Continue efforts to acquire wetlands in the Flett Creek Complex.
<i>Encourage sustainable design and business practices and increase community awareness of their role in making Lakewood a sustainable community. (Continued)</i>						
5.3: Community Park Clean-Up Volunteer Opportunities	Use City communication tools to help market current events and to help connect community volunteers.	Lead: City of Lakewood; Partners for Parks Support: Neighborhood and other community organizations	●	↑	↑	<ul style="list-style-type: none"> Market a minimum number of events per year and create new opportunities to volunteer.
5.4: Promote Municipal Energy Conservation	Reduce municipal electrical costs by installing LED traffic signals & street lights.	Lead: City of Lakewood Support: State of Washington	●	↑	↑	<ul style="list-style-type: none"> Obtain grant funds and begin installation.
5.5: Promote Alternatives Forms of Transportation	Deploy two public vehicle charging stations at City Hall	Lead: City of Lakewood Support: Federal Department of Ecology	●	△	↑	<ul style="list-style-type: none"> Seek grant funding. Enter into agreement with charging station manufacturers.
5.6: Protect Puget Sound Water Quality	City requires that all new development use onsite infiltration techniques to dispose of stormwater. This mechanism decreases stormwater infrastructure costs, increases groundwater recharge, and decreases pollutant loads in stormwater runoff.	Lead: City of Lakewood Support: State Department of Ecology	●	↑	↑	<ul style="list-style-type: none"> Ongoing.

△ Anticipated Start ● Currently underway ↑ Ongoing



COMMUNITY VALUE #5: SUSTAINABLE & RESPONSIBLE PRACTICES

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Encourage sustainable design and business practices and increase community awareness of their role in making Lakewood a sustainable community.</i>						
5.7: Community Sustainability Plan	Develop a Community Sustainability Plan to coordinate, track, & report efforts to preserve natural assets, improve sustainable practices.	Lead: City of Lakewood Support: Various community interest groups	△	↑	↑	<ul style="list-style-type: none"> Integrate sustainability policies into the City's Comprehensive Plan, focusing on active living policies, and jobs/housing balance.
5.8: Green Building Initiatives	Develop incentives for sustainable building designs (e.g., expedited permit review, permit fee reduction, residential & commercial deconstruction).	Lead: City of Lakewood Support: Business and development community	△	↑	↑	<ul style="list-style-type: none"> Establish an incentive program and create a benchmarks system to monitor progress.
5.9: Institute new recycling programs amongst Lakewood's large institutional users	Develop a waste diversion program for large institutional users through waster prevention, recycling, &/or composting.	Lead: City of Lakewood; Waste Connections Support: Clover Park School District; Pierce College; Clover Park Technical College; Western State Hospital; Saint Clare Hospital	△	↑	↑	<ul style="list-style-type: none"> Review/modify the City's contract for services with Waste Connections.
5.10: Food Composting Program	Consider establishing a citywide food composting program.	Lead: City of Lakewood; Waste Connections Support: Neighborhood and other community organizations; business community	△	↑	↑	<ul style="list-style-type: none"> Using Department of Ecology grant funding, consider establishing a pilot program
5.11: Community Education Opportunities	Identify community events (Farmer's Market, etc.) to provide educational opportunities for residents on sustainable practices, such as recycling, energy savings, appliance replacement program, etc.	Lead: City of Lakewood Support: Community organizations and other interested parties	△	↑	↑	<ul style="list-style-type: none"> Track existing educational opportunities and determine the City's reach to-date. Obtain a Department of Ecology public participation grant.

△ Anticipated Start ● Currently underway ↑ Ongoing





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City of Lakewood Community Vision Public Outreach and Scenario Planning Summary

March 24, 2015



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Visioning Information Materials

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This section documents the information materials made available to the public as part of the outreach process for the Lakewood Community Vision Plan. The purpose of these documents ranged from informing the public about the plan to notices of specific events and meetings. Examples of individual information materials are provided in the remainder of this section.

Visioning Process Information Sheet

One of the first public outreach activities undertaken was the development of a single-page (two-sided) information sheet to introduce the Community Vision Plan to the public. This information sheet contained an overview of what community visioning is, the schedule for completion of the plan, information on how people can get involved in the visioning effort, and contact information for the project team.

Community Profile Fact Sheet

A comprehensive assessment of Lakewood's history, demographics, socio-economic trends, and existing infrastructure/services was prepared early in the visioning process. The results of this effort were documented in the City of Lakewood Community Vision Community Profile (dated August 4, 2014), which is provided under separate cover. Because this document is very comprehensive, a fact sheet highlighting the key findings and take-aways from the community profile was prepared for and distributed to the public.

Half-Page Visioning Flier

A half-page flier was created to distribute at meetings and key locations within the city (such as City Hall) to inform the public about the Vision Plan and advertise the community survey opportunity.

Email Notices

Throughout the course of preparing the Community Vision Plan, the City of Lakewood sent email notices to the approximately 4,500 persons in its contact database. These notices were strategically timed to coincide with major milestones in the visioning process, such as introducing the vision plan, advertising the community survey, and advertising the visioning workshop. In addition to reaching the contacts in the City's email list, several community partners also forwarded these email notices to their internal email lists. In all, the emails were sent to nearly 12,000 email addresses, with the possibility that additional emails were distributed outside of this group.

Visioning Webpage

The City of Lakewood prepared a page on its website dedicated to the Community Vision Plan. This webpage provided important information about the public outreach activities, copies of the documents and materials prepared to-date, and allowed persons to submit comments/questions, request a community meeting, submit their email address to receive emails related to the Community Vision Plan, and provided contact information for the project team.



Help Chart the Course for Lakewood!

Over the next six months, the Lakewood community will come together to create a vision and develop a set of goals for the future of our city. The process will build on past accomplishments and will evaluate new priorities to determine what is relevant now. Through a comprehensive public outreach process, members of the Lakewood community will have many different opportunities to share their thoughts about what the future of Lakewood should look like and how best to get there. The outcome of this process will be a Community Vision Plan that will serve as a roadmap for the future and will address a range of topics such as community image, economic development, and improvements in public facilities and infrastructure.

Want more information?

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What is the Visioning Process?

Lakewood's visioning process will take into account input received from the community. From this, priorities will be developed and plausible alternatives for Lakewood's future will be explored. These alternatives will test how decisions made today may drive outcomes in the future and will help expose opportunities and challenges, identify key variables of success, and recommend proactive strategies to achieve a successful outcome. As part of the process, a visioning workshop will be held in September 2014 to bring the community together to build consensus about what the future of Lakewood can and should look like. For more information about the community workshop, see the back of this page.

Before



After



Jun–Sept

Sept–Oct

Nov–Feb

1

Public Outreach
Process

2

Scenario
Development

3

Vision Plan,
Goals, and
Priorities

How You Can Get Involved

The community visioning process will provide interested persons with a convenient and fun way to be involved. Several opportunities are available and are crucial to developing a realistic and implementable plan for the future.

1. **Community Survey** – Take a web-based survey to provide your input and help us identify issues and opportunities that your Community Vision should address! The survey will be available July 2014.
2. **Community Meetings** – Would your community or neighborhood organization like to have someone come to speak about the Community Vision Plan? Go to www.cityoflakewood.us/visionplan and submit a request for a community meeting, or contact one of the project team members listed on the front of this sheet.
3. **Tell us what you think!** – Go to www.cityoflakewood.us/visionplan and tell us your vision or contact one of the project team members listed on the front of this sheet.
4. **Visioning Workshop** – This important event will be held in September 2014 and will provide many interactive ways for you to provide input on the future of Lakewood.

1

Community Survey

Survey will be available July 2014.

2

Community Meetings

Visit the vision plan webpage to request a community meeting!

3

Tell us what you think!

Visit the vision plan webpage or contact a project team member.

4

Visioning Workshop

Make your voice known!
Planned for September 2014

Visioning Workshop

The Community Visioning Workshop is planned for September 2014 and will be open to the entire Lakewood community. The workshop will offer a number of ways for you to provide input into the visioning process and help develop consensus of community vision elements. Activities at the workshop will include:

- **Presentations** – Learn more about the project and how your input will determine the future of Lakewood.
- **Interactive Polling** – Tell us what you like and what you don't!
- **Group Visioning Exercise** – Develop scenarios for the future that will serve as a foundation for the Vision Plan.
- **Discussion/Questions** – Share your general thoughts and hear what your neighbors have to say!



STAY UPDATED AS THE COMMUNITY VISION PROGRESSES!

Want to receive occasional email updates about the visioning process and opportunities to provide input? If so, go to the City's vision plan webpage (provided below) and submit your email address to receive these important notices. Don't miss a chance to be involved in developing the future vision for Lakewood!

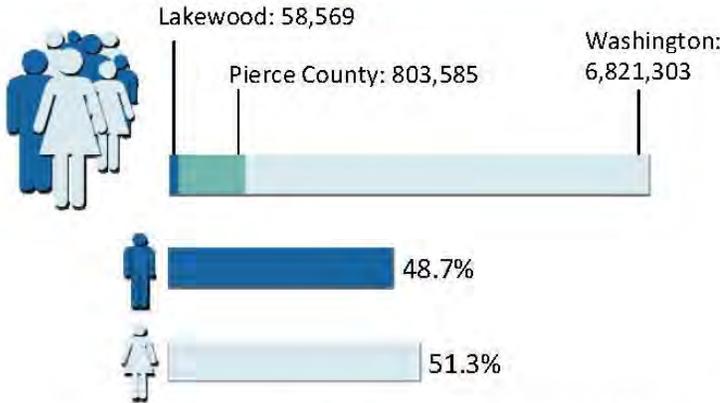
www.cityoflakewood.us/visionplan



Lakewood Community Fact Sheet

Below is a snapshot of the most current community characteristics of Lakewood. These facts represent a deeper understanding of how trends such as population, ethnicity, crime, housing, transportation, education, and recreation will guide the Community Visioning process.

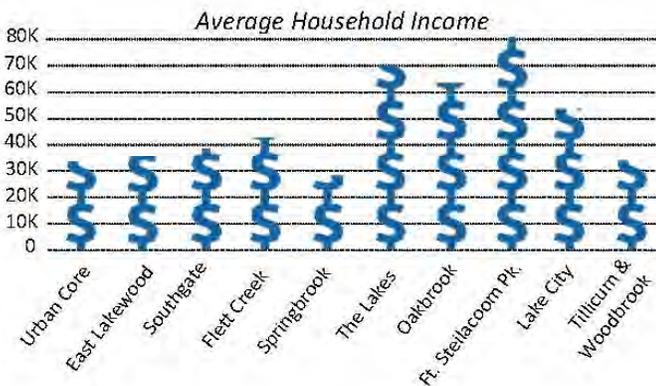
Population (2014)



- Population and density characteristics show an established suburban community.
- Population characteristics consistent with county and state.
- Consistent population over multiple decades with little shift in age (median age: 35) and gender, showing strong representation of families and retired persons.

Source: Lakewood Comprehensive Plan Background Report 2014

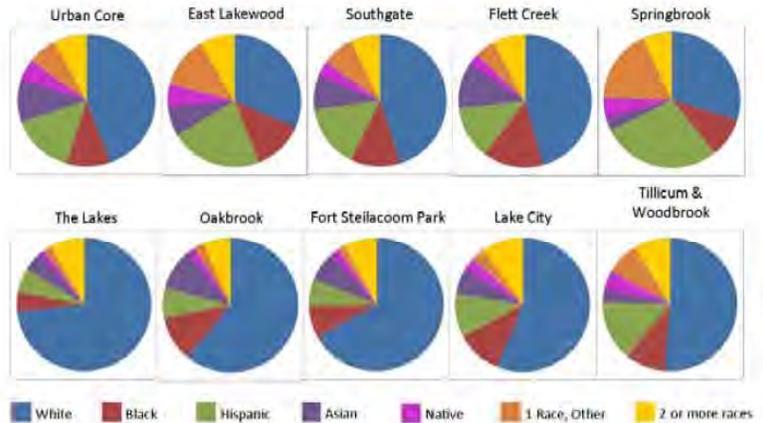
Income



- Average income in 2010 was \$26,760, with an average household income of \$42,476 (\$10,000 less than the Pierce County and state average).
- A total of 17.9% of persons live below the poverty level.
- Household incomes in different neighborhoods demonstrate a “barbell” effect—the presence of high income and low income households but lack of a solid middle class.
- Segregation by neighborhood based on income is evident.

Source: Census 2010

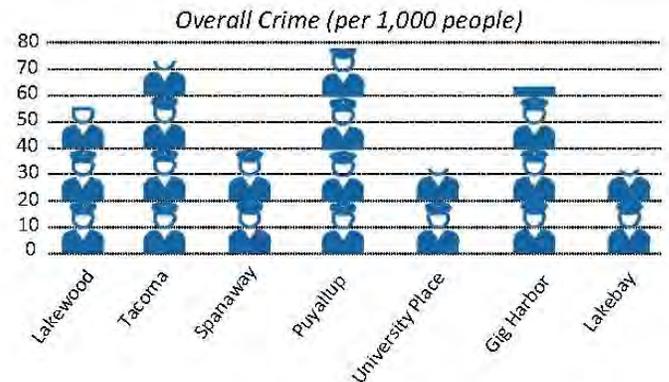
Ethnicity



- East Lakewood and Springbrook are the most diverse areas. The Lakes and Fort Steilacoom Park have the least diversity.
- The Hispanic population of Lakewood increased from 8.5% to 17.4% between 2000 and 2012.
- The range and growth in diversity within Lakewood are indicative of a dynamic and multicultural community.

Source: 2010 Census

Crime



- Lakewood has a reputation for high crime rates, when in reality it has decreased drastically over the past decade as violent crimes dropped by 25% and property crimes dropped by 50% during this period.
- Crime rates in Lakewood are lower than those in several nearby cities.
- Lakewood’s reputation for high crime is one of the largest hurdles to overcome in implementing a community vision.

Source: Neighborhood Scout



Housing

Total Housing Units



- Character of housing based on 3 factors: adjoining military base, lakefront property, and proximity to Tacoma.
- Slower growth in housing market than rest of county.
- Rent and housing prices lower than county average, but housing prices higher than Tacoma.

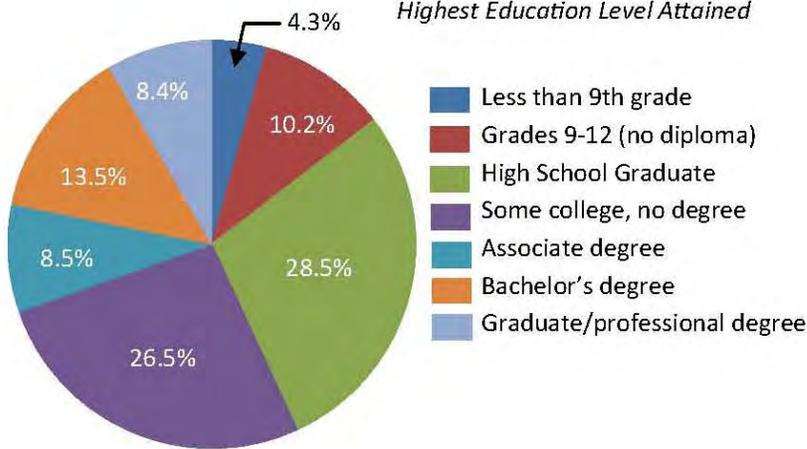
Housing Sale Prices



Source: 2010 Census

Education

Highest Education Level Attained



- Clover Park School District includes 17 elementary schools, 4 middle schools, and 2 high schools with enrollment of 11,709 students in 2014.
- Majority of student population in grades 1-8, indicative of families with younger children.
- Vast majority of Lakewood population have a high school degree and some college education.

Sources: Clover Park School District; 2010 Census

Transportation

Lakewood Transit Routes and Headway Times



- Pierce Transit serves 70% of Pierce County's population, including Lakewood.
- Lakewood Transit Center in Lakewood Towne Center serves as a transfer point for all 10 routes that serve Lakewood.
- Frequency of bus service for Lakewood ranges from 20 to 60 minutes (as illustrated above).
- Rider demographics indicates that Pierce Transit riders are heavily dependent on the system.
- Lakewood's transportation system includes an integrated system of multiple modes: roads, bus, commuter rail, the interstate, bicycle facilities, and sidewalks.
- An integrated transportation system supports the vision for a walkable, urban center and connected neighborhoods.

Source: Pierce Transit

Open Space & Recreation



- Lakewood has a strong identity associated with its natural environment (supported by land use planning and zoning).
- Priority of developing Urban Center allows parks, lake front, and recreation facilities to be preserved.
- The Legacy Plan documents the importance of parks and recreation to Lakewood's citizens and the City's future.
- Citizens ability or desire to connect with nature will be honored in creating a community vision.

Source: City of Lakewood



Half Page Flier

Lakewood Community Vision Plan

Help chart the course for the City of Lakewood!!

Let the City of Lakewood know your thoughts and concerns by taking the online survey at:
www.surveymonkey.com/s/LakewoodCommunityVisionPlan

OR, to provide comments directly, contact:

Dan Catron, Lakewood City Planner, at (253) 983-7730, or
 Elisabeth Schuck, Planning Consultant, at (206) 858-2202

Additional information available at:
www.cityoflakewood.us/community/community-vision-plan

Sample Email Notice

CITY OF LAKEWOOD

Community visioning describes the process to develop consensus about what future the community wants, and then deciding what is necessary to achieve it. The City of Lakewood is in the process of updating its Community Vision Plan, which will serve as a guide for the future of Lakewood. Your input is critical to this process! Please consider the opportunity to provide your thoughts during the community visioning workshop planned for September 23, 2014.

This workshop will be a fun, interactive event open to the entire community and will offer a number of ways for you to provide input into the visioning process. Workshop activities include: a brief presentation about what visioning is, interactive polling of the audience where you can tell us what you like and what you don't and a group visioning exercise where you will also develop scenarios for the future of Lakewood. These scenarios will help develop the foundation for the Community Vision Plan.

To help us plan for this workshop, please indicate whether you plan to [attend the workshop](#).

Lakewood Community Vision Plan Workshop
 Date: Tuesday, September 23, 2014
 Time: 6:00 PM
 Place: Sharon McGeivick Conference Center
 Clover Park Technical College
 3500 Wallaceton Blvd.

For more information about the Community Vision Plan, please visit the City's website at: www.ci.lakewood.wa.us

If you have not done so already, please click the [Community Survey](#). Your answers to these questions will help us identify and prioritize what your Community Vision should address!

- [Take the Community Survey Right Now!](#)
- [Contact Community Visioning Planning](#)
- [Community Visioning Planning](#)

Privacy Policy

Copyright © 2014 City of Lakewood. All rights reserved.
 We are securing this information by using a secure and confidential communications system. www.ci.lakewood.wa.us is an internet public portal. Please do not use this system to communicate sensitive information about you or the City of Lakewood.

Visioning Webpage

Related Documents

- Community Vision Information
- Lakewood Community Profile
- Submit a Comment
- Request a Community Meeting

Community

- About Lakewood
- Calendar of Events
- Community Vision Plan**
- Request a Community Meeting
- Submit a Comment
- Farmers Market
- Living
- Maps
- Military
- Neighborhoods

Vision Plan

Help Chart the Course for Lakewood!

Over the next six months, the Lakewood community will come together to create a vision and develop a set of goals for the future of our city. The process will build on past accomplishments and will evaluate new priorities to determine what is relevant now.

Through a comprehensive public outreach process, members of the Lakewood community will have many different opportunities to share their thoughts about what the future of Lakewood should look like and how best to get there. The outcome of this process will be a Community Vision Plan that will serve as a roadmap for the future and will address a range of topics such as community image, economic development, and improvements in public facilities and infrastructure.

Contact Information

Dan Catron
Principal Planner
City of Lakewood
(253) 983-7730
dcatron@cityoflakewood.us

Elisabeth Schuck
Tindale-Oliver & Associates
(206) 858-2202
eschuck@tindaleoliver.com

What is the Visioning Process?

Lakewood's visioning process will take into account input received from the community. From this, priorities will be developed and plausible alternatives for Lakewood's future will be explored. These alternatives will test how decisions made today may drive outcomes in the future and will help expose opportunities and challenges, identify key variables of success, and recommend proactive strategies to achieve a successful outcome. As part of the process, a visioning workshop will be held in September 2014 to bring the community together to build consensus about what the future of Lakewood can and should look like.



Visioning Webpage

Videos Featuring Lakewood

How Can My Voice Be Heard?

There are several different ways to be involved in the Community Vision Plan process.

1. **Take the Community Survey:** Take the [Community Survey](#). Your answers to these questions will help us identify and prioritize what your Community Vision should address!
 - [Take the Community Survey in English](#)
 - [Tomar la Encuesta Comunitaria en Español](#)
 - [한국어로 진행되는 지역 설문조사](#)



2. **Host a Community Meeting:** Are you a member of a community organization? If so, a member of the Lakewood Community Vision Team would love to come speak to your group. [Request a community meeting](#).
3. **Attend the Visioning Workshop:** This important event is scheduled for 6 p.m., Sept. 23 at the Sharon McGavick Conference Center, Clover Park Technical College, 4500 Steilacom Blvd., Lakewood. This workshop will provide many interactive ways for you to share your thoughts on the future of Lakewood. [RSVP here](#).
4. **Share your thoughts:** [submit your comments, thoughts, or questions](#). Want to talk to a real person? Give Dan Catron a call at (253) 983-7730 to have a conversation about the future of your city.

Visioning Workshop

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- **Discussion/Questions** – Share your general thoughts and hear what your neighbors have to say!

Get Updates in Your Inbox

* indicates required

Email Address *

First Name

Last Name

I am a

- Resident of Lakewood
- Business Owner in Lakewood
- Employee in Lakewood
- None of the above
- Other

Also subscribe to

- News and Info Bulletins (Weekly)
- Council Agendas and Meeting Schedules (Weekly)
- Council Agendas Minutes Ordinances and Resolutions (Weekly)
- Lakewood Connections and Recreation Brochures (Quarterly)



Community Survey

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City of Lakewood Community Vision Plan Survey Results

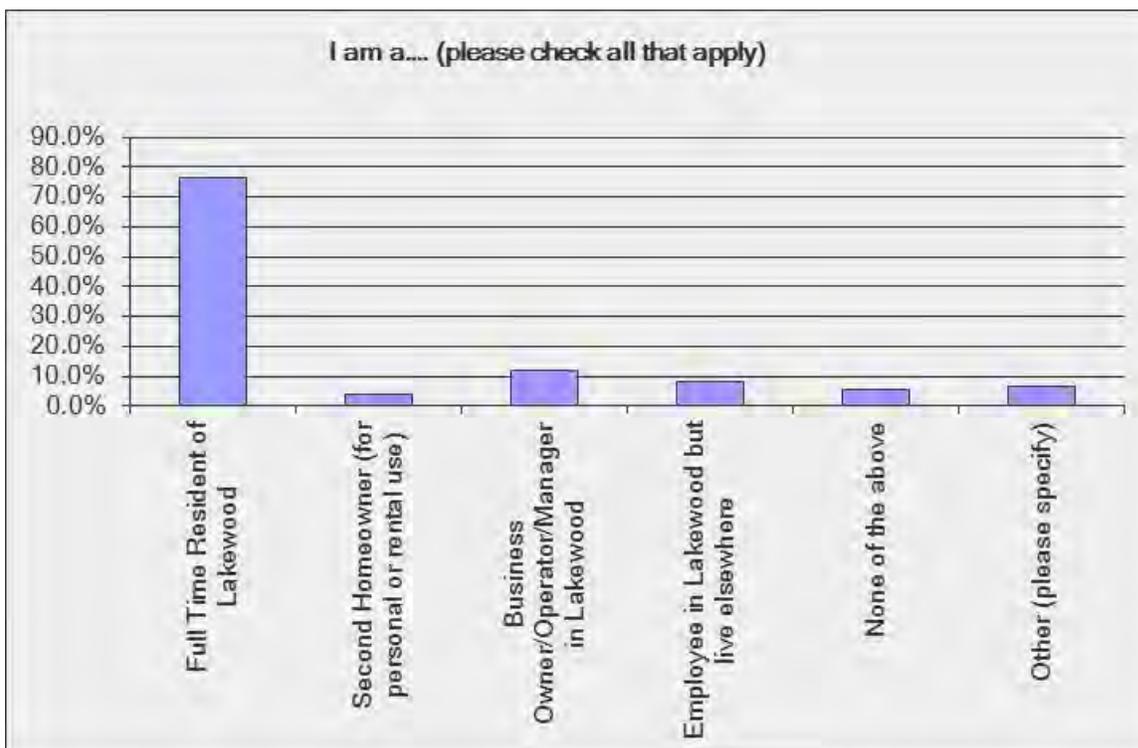
A community survey was provided online via the City’s visioning webpage from approximately mid-July through the first week of October in 2014. Written copies of the survey also were provided at meetings and other community events and combined with the online survey results. The survey was offered in English, Spanish, and Hangul (Korean). This results of the community survey are documented in the remainder of this section.

1 I am a... (please check all that apply)

Answer Options	Response %
Full-Time Resident of Lakewood	76.3%
Second Homeowner (for personal or rental use)	4.0%
Business Owner/Operator/Manager in Lakewood	11.9%
Employee in Lakewood but live elsewhere	8.1%
None of the above	5.3%
Other (please specify)	6.8%

n = 455

Note: The response % adds up to more than 100% because respondents were able to select all that apply.





2 The map below illustrates 11 different areas of Lakewood. Please identify the area of Lakewood in which your primary residence or the property you own is located. If you own multiple properties in multiple areas, please choose all that apply. If you are not a property owner or do not have your primary residence in Lakewood, choose "N/A."

6 The map below illustrates 11 different areas of Lakewood. If you own property in Lakewood (second home or a business, etc.) please identify the area of Lakewood where you are a property owner. If you own multiple properties in multiple areas, please choose all that apply. If you not a property owner in Lakewood, choose "N/A."

Answer Options	Response %
Area 1	23.4%
Area 2	2.6%
Area 3	0.7%
Area 4	0.9%
Area 5	19.2%
Area 6	6.3%
Area 7	6.1%
Area 8	9.2%
Area 9	0.9%
Area 10	2.2%
Area 11	0.0%
N/A	11.1%
None Selected	17.5%

n = 378





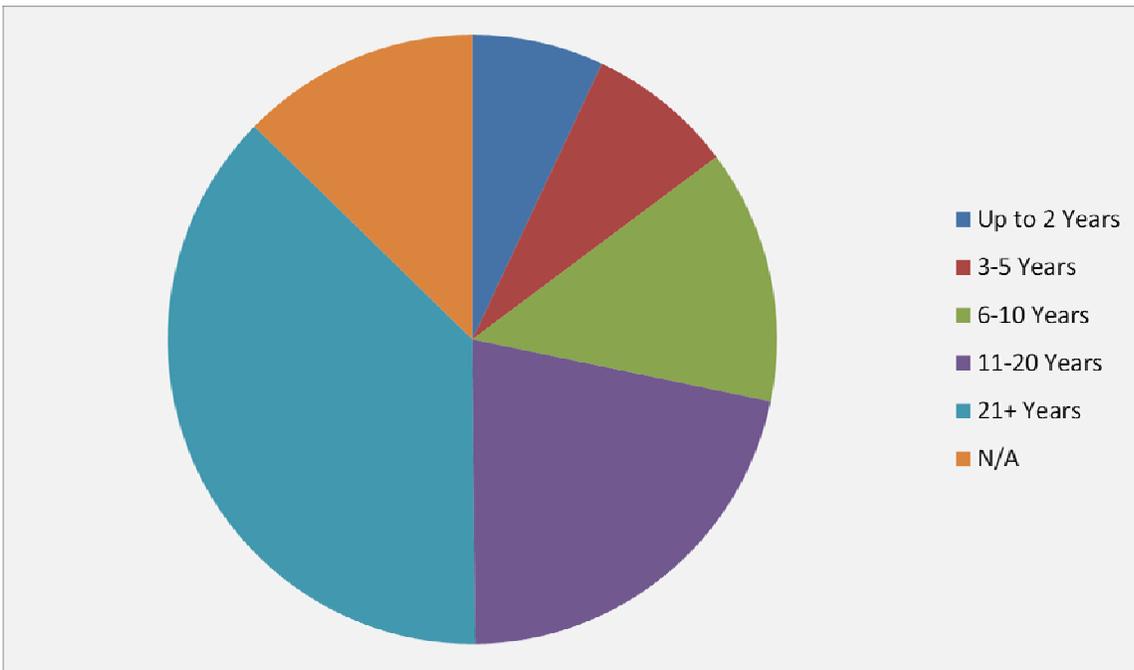
3 How long have you lived in (owned/rented) your primary residence?

7 How long have you owned property or properties in Lakewood? Please choose "N/A" if you are not a property owner in Lakewood.

Answer Options	Response %
Up to 2 years	7.0%
3–5 years	7.8%
6–10 years	13.5%
11–20 years	21.6%
21+ years	37.5%
N/A	12.7%

Answered: 371
Skipped: 87

n = 371





4 Referring back to the specific area of Lakewood where you live (as indicated in Question #2), please answer the following question. The three (3) things I like most about my community/neighborhood within Lakewood are:

8 Based on my experiences working in or visiting Lakewood, the three (3) things I like most about Lakewood are: (You can be as specific as you like. In your response, be sure to let us know which area of Lakewood you are referencing if need be.)

Top Five Categories

- 1. Parks & Natural Resources
- 2. Shopping & Services
- 3. Quiet
- 4. Access & Proximity
- 5. People

**Total
Comments
Received: 797**

Answer Categories	Response Count
Access & Proximity	95
Clean - Nice - Private	56
Community	64
Crime & Safety	36
Diversity	15
Economy & Business	16
Government	17
Housing Related	43
Location	15
Military	6
Parks & Natural Resources	175
People	74
Quiet	96
School	17
Shopping & Services	149
Transportation & Traffic	34
Undeveloped & Open Space	4

n = 343



Examples of Comments (Questions 4 and 8)

The following are examples of open-ended comments provided by survey respondents for Questions 4 and 8 of the community survey. These comments were selected at random and are presented as written with the exception of correcting spelling or grammatical errors.

Parks & Natural Resources

- Natural beauty - environment with lakes, trees, parks, etc.
- American Lake
- Fort Steilacoom Off-Leash Dog Park
- Open space, including creek ravine environment
- The lakes, oak trees and Fort Steilacoom Park
- Lake Louise
- Parks with playgrounds close by
- The extensive green belt area around the housing development
- The view, lakes and trees
- The playground at Fort Steilacoom
- The "green" ... that is the trees, established landscaping, etc.
- I love how green this area is with the trees and the beauty of the lakes

Shopping & Services

- Close to hospitals, shopping and services
- I am close to freeway, shopping, military base
- The convenience to Lakewood Towne Center
- Availability of resources and shopping
- Proximity to work, shopping, and other resources

Quiet

- It is a quiet residential area
- Relatively quiet
- The quiet, safe green spaces, landscaping, winding streets, slower speed limit
- Quiet and safe
- Oakbrook – very quiet, no noise or traffic
- Quiet & peaceful neighborhood
- Safe, quiet, and clean

Access & Proximity

- Central Location to amenities
- Close to work
- Close to everything
- My neighborhood is within 10–15 minutes away from grocery stores, etc.
- Close proximity of infrastructure
- Close places to shop
- Immediate access to I-5
- Close to the Towne Center
- Accessibility to local events

People

- Friendly neighbors
- Great neighborhood
- Friends we have here
- Friendly, helpful neighbors
- Involvement of neighbors in Homeowners Association
- Very community-oriented, friendly neighborhood
- Incredible, responsible neighbors



5 Referring back to the specific area of Lakewood where you live (as indicated in Question #2), please answer the following question. Based on my experience living in Lakewood, the three (3) things about Lakewood that I would most like to see change/enhance/improve are:

9 Based on my experiences working in or visiting Lakewood, the three (3) things about Lakewood that I would most like to see change/enhance/improve are: (You can be as specific as you like. In your response, be sure to let us know which area of Lakewood you are referencing if need be.)

Top Five Categories

- 1. Transportation & Traffic
- 2. Crime & Safety
- 3. Clean Up Blight & Noise
- 4. Shopping & Services
- 5. Parks & Natural Resources

**Total
Comments
Received: 901**

Answer Categories	Response Count
Clean, Nice, Private	1
Clean Up, Blight, Noise	118
Community Image	42
Crime & Safety	163
Economy & Business	62
Government	28
Housing Related	33
Neighborhood	14
Military	3
Parks & Natural Resources	50
People	6
School	24
Shopping & Services	100
Transportation & Traffic	219
Undeveloped & Open Space	11

n = 339



Examples of Comments (Questions 5 and 9)

The following are examples of open-ended comments provided by survey respondents for Questions 5 and 9 of the community survey. These comments were selected at random and are presented as written with the exception of correcting spelling or grammatical errors.

Transportation & Traffic

- More sidewalks, safer city for walking
- Bus service into Oakbrook
- Beautification on major roads-Bridgeport, Steilacoom, and Gravelly
- Add sidewalks & bike lanes
- More pedestrian-friendly with safe, and ample sidewalks to schools and the city center
- Non-motorized transportation
- For bus stops for Pierce Transit

Crime and Safety

- More alcohol enforcement in Edgewater Park
- The biggest drawback for friends or family coming to Lakewood is its reputation for crime
- Police presence regarding speeding—limit is 25, not 55
- Enhance police visibility in high crime areas
- More business involvement in neighborhood crime watches, reporting of crimes, less tolerance for crime
- Safety at transit stations
- New road paving with speed bumps

Clean up Blight & Noise

- Set and enforce rules on cleanliness around private and business properties
- Clean up the look and image
- Maintenance of vacant or rental properties through code enforcement or enactment
- Clean up blighted homes
- Clean up of overgrown yards
- Greater emphasis on pressuring home owners to keep their property tidy

- Clean up of trash, old junk cars, etc., in yards and alleys, and trash on the roadsides
- Make an ordinance to keep outside of house junk free

Shopping and Services

- More improved choices of shopping in Lakewood (Kohl's, Trader Joes)
- More events that brings citizens and home owners together
- An outdoor entertainment venue for mature residents, i.e. outdoor theater, indoor/outdoor decent facility for wedding venues, parties, etc.
- Better retail and restaurants
- More cultural events
- Higher-end restaurants
- More positive thing for kids to do
- Better shopping options, especially "non-military" focused retailers and restaurants

Parks and Natural Resources

- Splash pad for kids like University Place and at Titlow Beach
- More parks/green/public space in Oakbrook
- Community pool in the south end or spray park
- Better facilities/fields at Ft. Steilacoom
- More park athletic programs for kids
- Keeping natural areas of Ft. Steilacoom Park natural



10 Help develop a vision statement for the City of Lakewood by completing the following two sentences:

- 1) If I were to describe Lakewood to someone who has never been there, I would say Lakewood is:
- 2) In the next 20 years, I would like Lakewood to become a city that:

Top Five Categories

- | | |
|-------------------------|------------------------------|
| 1. Clean - Nice - Great | 4. Military |
| 2. Diversity | 5. Parks & Natural Resources |
| 3. Has Potential | |

**Total
Comments
Received: 283**

1) Answer Categories	Response %
Access & Proximity	2.1%
Clean - Nice - Great	33.2%
Community	2.1%
Crime & Safety	2.8%
Deterioration	2.8%
Diversity	18.4%
Economy & Business	4.2%
Family	3.5%
Fragmented/Nothing Going On	3.5%
Government	1.1%
Growing	1.1%
Has Potential	11.7%
Housing Related	0.7%
Military	4.9%
Parks & Natural Resources	4.6%
Shopping & Services	2.5%
Small Town	1.1%
Transportation & Traffic	1.1%

n = 283



Top Five Categories

- | | |
|-------------------------|------------------------|
| 1. Clean - Nice - Great | 4. Crime & Safety |
| 2. Economy & Business | 5. Shopping & Services |
| 3. Community | |

**Total
Comments
Received: 275**

2) Answer Categories	Response %
Access & Proximity	0.4%
Clean - Nice - Great	17.9%
Community	9.3%
Crime & Safety	8.2%
Deterioration	1.1%
Diversity	3.2%
Economy & Business	11.4%
Family	7.5%
Fragmented / Nothing Going On	1.1%
Government	1.4%
Growing	2.9%
Has Potential	6.4%
Healthy	1.1%
Housing-Related	3.2%
Military	2.9%
Parks & Natural Resources	3.2%
Schools	5.4%
Shopping & Services	9.6%
Small Town	1.4%
Transportation & Traffic	2.5%

n = 280



Examples of Comments (Question 10)

The following are examples of open-ended comments provided by survey respondents for Question 10 (parts 1 and 2) of the community survey. These comments were selected at random and are presented as written with the exception of correcting spelling or grammatical errors.

1) *If I were to describe Lakewood to someone who has never been there, I would say Lakewood is:*

- A very diverse and divided community with rich and poor people.
- Lakewood is a peaceful residential community close to JBLM and Tacoma.
- Improving.
- A diverse community, rich with natural beauty and a sense of community spirit; great potential.
- Diverse both racially and in its physical look. Changing, improving.
- Tacoma suburb struggling with crime and development.
- Not quite polished.
- Good place to live.
- Parts of it are beautiful, stay out of other areas day or night.
- A suburb of Tacoma but with the feeling of a smaller town that has the amenities, look, and feel of a vacation spot.
- A more financially poor city; that is reflected visually.
- A good community with plentiful parks, shopping and restaurants.
- A tale of two cities – rich and poor.
- A quiet, upscale community with hospitals, stores, and businesses that serve.
- Beautiful city with great cultural diversity.
- Very community friendly for families and kids.
- Lakewood is a beautiful city with great lakes and parks, but it is also very busy and on the lower end economically.
- A community with great divisions of haves and have nots – beautiful and ugly – givers and takers that is striving to reduce these great divides.
- A city where everyone is counted because the city tries to look after its residences.
- A place with a lot of potential and good things, but a lot of problems, undervalued, and attracts the wrong kinds of people, businesses, developers, etc. It struggles to attract high quality. Areas like Tillicum and the all of the I-5 frontage should be prime property, but are undervalued and underutilized.
- Looking forward. Lakewood is nothing like its reputation left over from the early 1990s!
- Working on being a better city. Needs lots of improvements.
- Lacks a core, no good shopping.
- Different than it was 10 years ago; a nice place to live.
- A medium size community with low crimes concerns.
- Diverse, has adequate facilities, services, and shopping.
- Nice residential community that offers business and recreational opportunities to its residents.
- A city with upscale and downscale neighborhoods, but has a lot of potential to provide quality of life for everyone.



2) In the next 20 years, I would like Lakewood to become a city that:

- Has less apartments and more single-family dwellings.
- Is safe, attractive, encourages home ownership with good schools, etc., along with our military friends.
- Is thriving in all areas from east to west, north to south embracing culture and differences.
- Cleans up the dirt.
- Is a highly desired place to live, work and play.
- Is family friendly, parks, programs. People friendly bike lanes, walking areas.
- Has enhanced its sense of community by encouraging more middle class homeowners to stay in the community.
- Gets more jobs so the community can grow.
- Has a better image than it does.
- Brings back the pride of home ownership, more nice neighborhoods, less crime; pride of place
- Is a pleasant and appealing place to live with all the amenities needed to stay in the city of Lakewood.
- Has more shopping for it residences.
- Has better busing and lighting.
- Has less outdated apartment communities and more neighborhoods with single-family homes.
- Supports families through building communities.
- Has a better reputation.
- Grows Lakewood Towne Center, improves it's image, grows its police and fire forces.
- Improves that standard of living in some of the run-down areas.
- I would like it not to be #2 on the most unsafe cities in WA; more parks for children to play in Oakbrook; sidewalks and lighting in Oakbrook.
- Is a livable city with reasonable taxes that don't tax residents out of their homes.
- Invests in its parks and schools.
- Becomes a more stable, balanced city throughout. Reduce the pockets of need and bring the City into its own. Let it have a definite personality that reflects diversity but not poverty and need.
- Excels in the arts.
- Great place to retire.
- Fosters community. I think Fircrest and University Place have done a fantastic job with this.
- Is progressive, a desired living location and city that encourages all citizens to improve their status.
- A family-friendly, economically-stable community with great schools and safe places to play.
- Encourages small businesses and supports our military.
- Emphasizes goal setting and recognizes individual success.
- Makes ALL of Lakewood inclusive; i.e., Lake City, Woodbrook, Tillicum, and South Tacoma Way/Pacific Highway.
- Is safe, energetic, and united in work, education, and recreation.
- Focuses on walkable neighborhoods/businesses.
- Embraces extensive improvements it's infrastructure and enhancement & access to it natural amenities ,especially the lakes.
- Continues to grow strong and produce competent citizens who will be able to return/remain to raise their families and be appreciated for their contributions.



11 The following is a preliminary list of issues or concerns regarding the future of Lakewood that have been gathered from early outreach efforts. Please rate the level of priority for each item below. If you would like to give us specifics on any of the issues, please use the comments field at the end of the question. Note: Scale = 1 to 3, 3 being of most concern.

Top Five Issues & Concerns

- | | |
|--|------------------------------------|
| 1. Reducing Crime | 4. Better Connected Transportation |
| 2. Protecting Natural Resources & Assets | 5. Quality Single Family Housing |
| 3. Attracting New Businesses/Employers | |

**Total
Comments
Received: 93**

Answer Options	Rating Ave.	Response Count
Improving Lakewood’s overall image	2.38	337
Reducing crime	2.66	342
Increasing the overall sense of community and civic engagement	2.43	338
Increasing the quality and frequency of community activities and events	2.18	343
Improving the quality of primary education	2.53	339
Retaining younger people to stay in Lakewood after high school	1.99	342
Meeting the needs of the aging population	2.24	339
Increasing the average income of Lakewood residents	2.29	338
Protecting Lakewood’s natural resources and assets	2.64	343
Embracing the cultural diversity of Lakewood	2.16	342
Retaining and growing existing businesses	2.55	310
Attracting new businesses/employers to Lakewood	2.59	341
Attracting employees with a range of education levels to work in Lakewood	2.40	340
Better balance between single family houses and other housing choices such as duplexes, townhomes, condos, or apartments	2.22	338
Providing quality single-family housing	2.48	341
Having a better connected transportation system (roads, buses, sidewalks, bicycle paths, trails, etc.)	2.51	341
Increasing the overall quality of major corridors (examples: quality/look of development, variety of transportation options, etc.)	2.39	341
Increasing bus coverage off of main corridors and more frequent transit service	1.99	343
Relieving traffic congestion	2.24	343
Maintain close relationship with Joint Base Lewis–McChord	2.26	341
Enhancing the gateways into Lakewood from I-5	2.08	340
Bringing more development to the existing Towne Center	2.37	342
Having more options for safely bicycling and walking as opposed to driving	2.36	342

n = 344



Examples of Comments (Question 11)

The following are examples of open-ended comments provided by survey respondents for Question 11 of the community survey. These comments were selected at random and are presented as written with the exception of correcting spelling or grammatical errors.

- With regards to my comment about bringing more business to town, I think it's important that we develop more locally owned businesses versus expanding larger franchise / corporate businesses. Also, it's important to help coach existing locally owned businesses on how to stay in business.
- Too many empty retail establishment and fewer young people are moving in. Also, police do not patrol enough – all they want to do is give radar or photo speeding tickets....
- Lakewood has TOO many apartments already that attract lower-income residents. We need more homeowners! Even Oakbrook now may get more apartments. Multi-family housing is, of course, important but it seems more and more of that is being built instead of improving existing apartments and condo developments....
- Especially, do not develop Ft. Steilacoom Park into anything more than it is now. No amphitheater or businesses.
- Maintain greenspace on Ruby Drive by the Oakbrook golf course. No apartments to be built to infringe on Oakbrooks HOAs!
- Go to Seattle and see the TURF fields, that are LIT, just begging residents to come and play. At Ft. Steilacoom, coaches and families feel like felons for remaining in the park too late, even daring to want soccer goals out. I would like this changed!
- Filling the empty storefronts along Bridgeport Way and Gravelly Lake Drive would be a huge step in the right direction of bringing Lakewood into a new era. Perhaps we could become the “pill hill” of Tacoma? We have many healthcare related businesses and St. Francis Hospital.
- I wish Lakewood had more for families with small children. I find myself constantly traveling to other communities to do activities with my children.
- Lakewood needs more single-family homes and neighborhoods of single-family homes.
- Living in Oakbrook where many people walk, run and ride bikes, it disturbs me (and many others) the speed people drive at while on the major arterials specifically. Speed bumps strategically placed on Zircon and Onyx and a couple other areas would enhance the safety of the walkers, runners and bikers. I know sidewalks are not feasible, but speed bumps could be the answer.
- Attract new business and higher-income residents. Take the extra money they bring in and use it build programs for education and housing. People and safe neighborhoods for all should always be the priority.
- I want to see a safe environment for children and adults, a thriving economy, newer and bigger industries, a more walk/bike able environment, good single-family options, good schools, and better connectivity to the region. These things will bring higher density, younger people, and offer jobs for all levels.
- I think we need to build a close relationship with JBLM not retain—I do not presently think it's strong.
- This was not easy to fill out as all the goals are good ones. Thanks for the opportunity to have input.
- Lakewood Towne Center traffic stops are horrible. People do not wait their turn. That needs to be revised.
- Keep our city clean, fun and well organized.
- Better childcare options for working families and that accommodate alternate/late shifts. Improving safety and accountability in school bus transportation.



- The number of apartment complexes in Lakewood is about 2–3 times greater than Washington State at large. There needs to be a concerted effort made to reign in permits for building MORE structures that encourage a transient population and programs to enhance and refurbish what we already have. There needs to be string encouragement for families, with an accent on parks and rec activities especially for children
- After living in Lakewood for over 40 years and working for Clover Park Schools for 35 years, my observation: Becoming an incorporated city was one of the best things to happen.
- Major corridors like Bridgeport and 100th are so seedy; they set a very tacky tone for the entire city.
- We don't want to overdevelop Lakewood and make it a city that is overburdened with traffic and crime. The beauty of Lakewood has always been the lakes, parks, and rural colonial look. Let's keep it that way.
- It is important in the future to maintain and preserve the residential neighborhoods that currently exist in Lakewood. Keep commercial and businesses in areas so that they do not impede on this. This will attract more families and keep neighborhoods vested in maintaining their homes. It is important to address the zoning of vacant and rundown commercial property to see if it can be used first for parks and recreation and then to be used for multifamily, i.e., townhouses, condos, or apartments. It is vitally important that Lakewood define where businesses are to be opened so there is a cohesiveness to the city. As it stands right now, it seems to be scattered with no direction or vision.
- Keep our city clean, fun, and well-organized.
- Think density! Townhouses, condos, rentals, good bus systems and beautiful streets for walking and cycling. We need sidewalks!! A sprawly(er), suburban Lakewood is an alienated, traffic filled nightmare.
- Image?? My husband and I are at a winery in eastern WA and the server asks where we are from. We replied Lakewood and started to explain location and the guy says, "Lakehood, yeah, I know where Lakehood is located." On another note, what is up with the vacant colonial center on Motor Ave and surrounding area? Cascade Bagel is the anchor store in the strip across the way. Building new when there are obvious vacancies is not enhancing anything!
- Living outside the gates of a large military complex is a not an easy task for a community. Military families have a community example for themselves and their families that is difficult to provide in the less-controlled environment outside the fences. Lakewood has come a long way in providing that from where it was when we incorporated. It is no longer the war zone it seemed when we move off post in 1986. However, I frankly still miss being on the other side. That sense of peace, security, and neighborhood is still not quite there.
- As a Board member of Lakewood Baseball Club (LBC), I have serious concerns that many of our youth have to go elsewhere to play baseball because of the lack of support from the City Parks & Recreation. Instead of partnering with LBC to serve our youth players, Parks & Rec staff seem to forget that the Ft. Steilacoom Park fields were originally built for the use of Lakewood residents and instead chose to limit the availability of these fields to our local teams. The cost of using these fields is also a factor and drives up the rates we have to charge families, many of whom are low-income. They can play elsewhere for less because surrounding city parks & rec organizations actively support and promote baseball in their communities.



12 In regard to the question above, if you have other issues or concerns regarding the future of the City of Lakewood that you would like to tell us about, please list them below. Please list them in order of importance, with 1 being most important.

Top Five Issues & Concerns

- | | |
|-----------------------|-------------|
| 1. Housing | 4. Schools |
| 2. Transportation | 5. Clean Up |
| 3. Government Related | |

**Total
Comments
Received: 120**

Categories	Response %
Ban Fireworks	3.3%
Beautify - Land - Trees	2.5%
Clean Up	6.7%
Crime - Drugs - Safety	5.8%
Culture and Arts	2.5%
Elderly	1.7%
Ft. Steilacoom Park	3.3%
Government Related Issues	8.3%
Housing Related	9.2%
Jobs & Economy	3.3%
Medical - Health	0.8%
Mental Health	5.0%
Military	0.8%
Parks & Recreation	5.8%
Personal Investment	0.8%
Poverty and Income	2.5%
Quality of Life	2.5%
Related to Businesses	5.0%
Schools	6.7%
Sidewalks - Bike Paths	2.5%
Transportation	8.3%
Venues	1.7%
Vision	2.5%
Youth	1.7%



Examples of Comments (Question 12)

The following are examples of open-ended comments provided by survey respondents for Question 12 of the community survey. These comments were selected at random and are presented as written with the exception of correcting spelling or grammatical errors.

- Better quality shopping and schools.
- The Lakewood police should spend time and resources on crime, not traffic.
- Concentrate on creating a real town center.
- Lakewood's retail has really fallen off and lots of businesses have been lost to University Place and Lacey.
- Moratorium on apartments.
- Encourage high tech business.
- Fewer sex offenders.
- Sidewalks.
- Improved fields/time availability at Ft. Steilacoom.
- Don't follow Seattle's direction ... mass transportation, excessive bike lanes, lack of parking, and more expensive—If we liked Seattle, we would live there.
- Expanding the presence of existing arts organizations.
- Family-based activities.
- Rewrite the city charter. Let the citizens get involved in the city government election process.
- Quality of education and the need for two high schools.
- The intersections throughout the city have a considerable amount of litter. Though this may seem trivial, litter begets litter, much like graffiti. And the solution is not difficult.
- Improve the quality of our students.
- "Graffiti" goes up, it's painted over within 24 hours.
- Supporting the Lakewood Police Department with all of the resources they request.
- I think Lakewood should find a way to eliminate or greatly reduce the amount of bikini barista coffee stands. They are all located in our city and it does nothing to enhance our image.
- There are too many congregate care and group homes.
- There seems to be a lack of infrastructure, services, and support to age in place in Lakewood.
- Stress home ownership! Owners have a vested interest in Lakewood; renters do not.
- Better landscaping.
- I feel that we have beautiful natural resources, such as the lakes, which draw people to this area. But, unfortunately, there are so many "bad" areas that sometimes I do not feel safe when I am out at night by myself. I also wish that we did not have to look outside of Lakewood to find the best schools and to enjoy nice restaurants. The Tacoma Golf and Country Club is great, but there really are no other nice dining facilities in the area. I work for a business that has people come from out of town and when they ask about nice places to "host" an event, we need to refer them outside of the city of Lakewood. I would like my adult children who have moved to Seattle to be proud of where they grew up and not need to be making excuses for the reputation that Lakewood has outside of our city.
- Upscale condos similar to those build at the country club would be a welcome addition.
- Increase property values. We bought in 2009 and our value has decreased 25% while the rest of the country seems to rise.



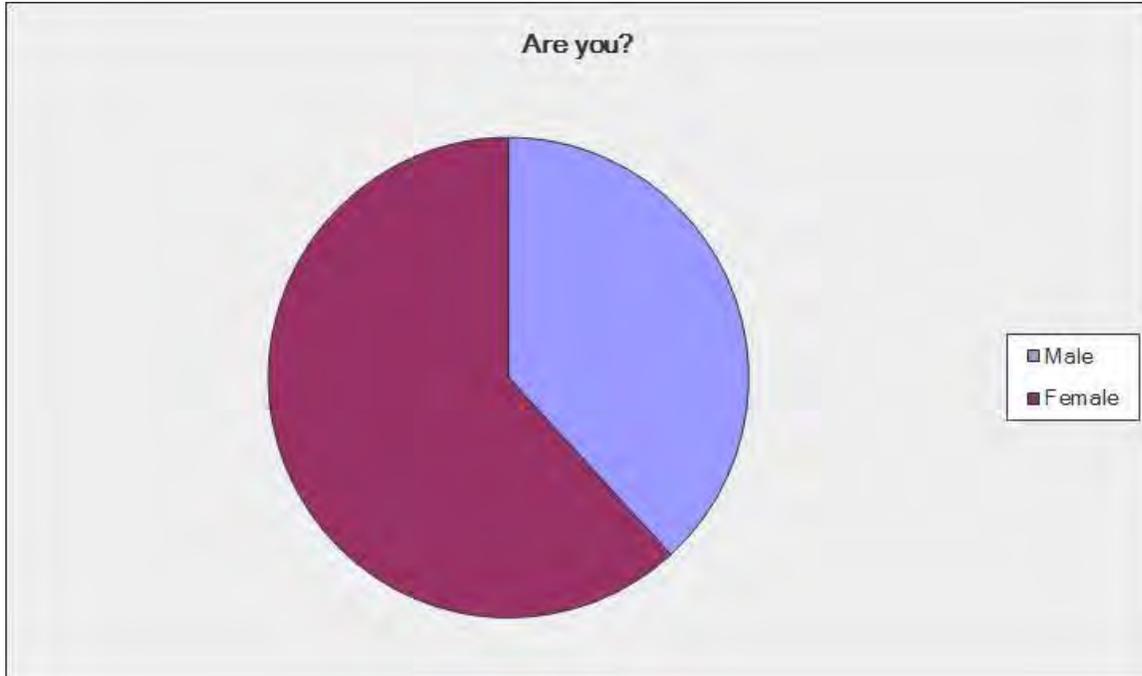
- Acknowledging and addressing the huge economic gaps between Lakewood residents.
- The rail improvements have brought more homeless along the railroad tracks and into the backyards of residents. Low value property crimes (a weed whacker here, clothing there) are going up. In 2004, it happened once or twice a year, now it's happening once or twice a month.
- Increasing the median income for Lakewood residents (rather than average, which is skewed for Lakewood by some very high income folks).
- Continued engagement with public on community vision—to get buy-in on projects.
- Work on quality of life issues.
- Ban fireworks within City limits and put on a 4th party with commercial firework display.
- Squash Ruby apartments . Wrong location for this!
- Better school performance.
- Prioritize small businesses, not corporations.
- No more group homes in Oakbrook!
- More support of businesses in Lakewood.
- I moved to Lakewood thinking Lakewood was Gravelly Lake Drive—that's all I'd seen in my visits—and I know the city brings visitors in on that road to present that image. We need to clean up the un-Gravelly Lake Drive areas, and it is a lot better now than it used to be, but still needs so much improvement.
- Get traffic where it belongs and out of the neighborhoods. Pierce County left a haphazard mess. It will take significant investment to develop a logical, efficient, and safe street system.
- Vacant homes owned by banks are not properly treated or cared for and look decrepit. There is one on 80th St SW that needs to be removed or sold.
- Increase number of vendors at the Farmers Market; consider concerts in the park that do not conflict with Steilacoom.
- Build fewer apartments! Encourage single family dwellings and home ownerships, which, in turn, should bring people to our community that will be vested into it.
- Education and support for our poorest residents.
- Help fund pre-school for all 3 and 4 year olds living in poverty.
- Gateways and building/sign code. Lakewood looks like a great place to pass through, when, in fact, it is a great place to live
- We need more housing for the retired and aging who wish to stay in a smaller, one level home.
- Effect of JBLM troop drawdowns on property values.
- Clean up abandoned properties
- Homeowners who let their houses and yards go to seed.
- Set a standard as a city.
- Traffic congestion on I-5 around JBLM.
- Restrict commercial development to the existing core.
- Putting in more safety measures in residential communities. more petrol, speed bumps, neighborhood watch signs, incentives for community watch programs.
- It takes way too long to get a permit in Lakewood. Albeit the staff is friendly and helpful; at times there just isn't enough to meet the customer's needs in a timely and responsive manner.



13 Are you?

Answer Options	Response %
Male	38.2%
Female	61.8%

n = 340

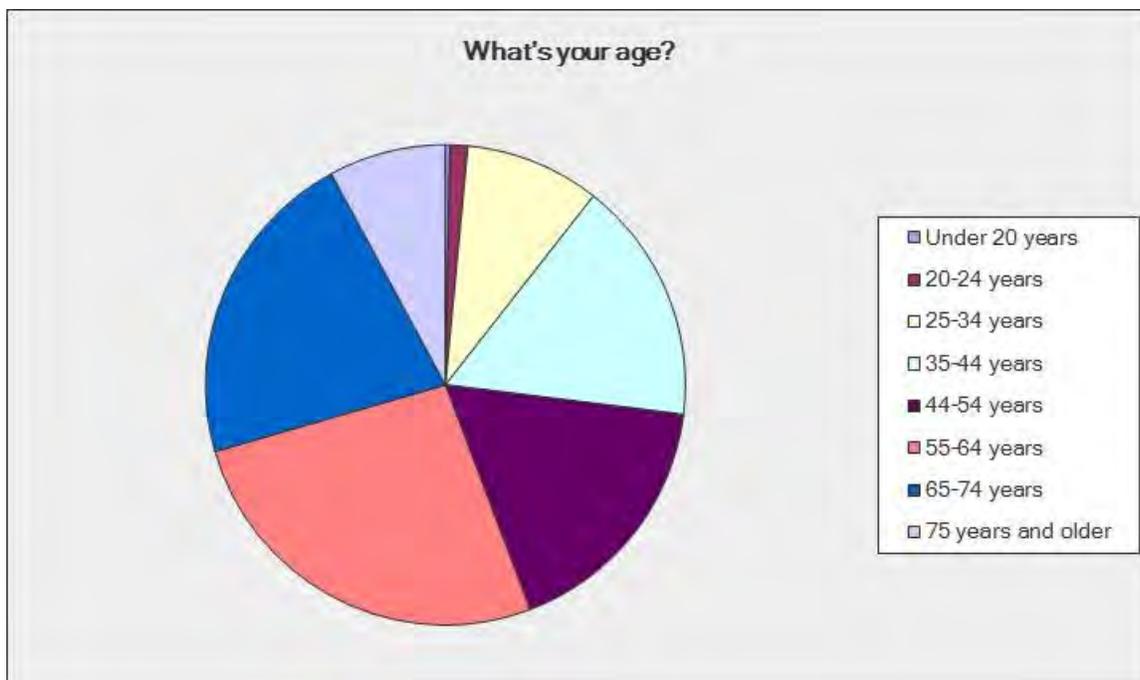




14 What's your age?

Answer Options	Response %
Under 20 years	0.3%
20–24 years	1.2%
25–34 years	9.1%
35–44 years	16.4%
44–54 years	17.3%
55–64 years	26.3%
65–74 years	21.6%
75 years and older	7.9%

n = 342





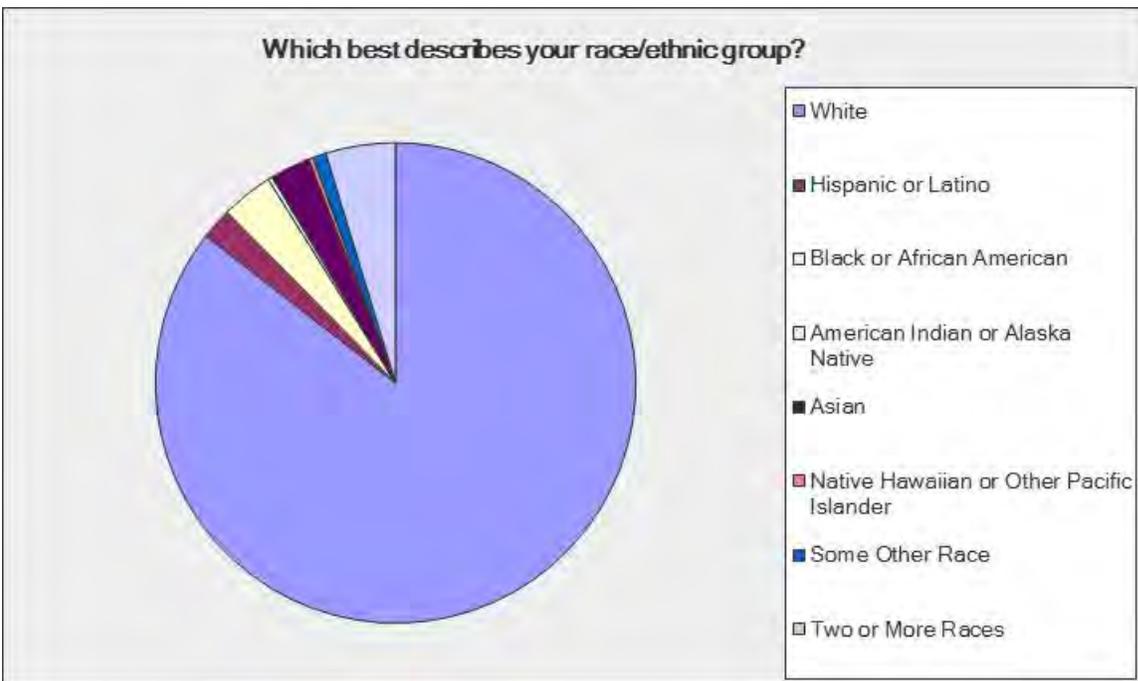
15

Which best describes your race/ethnic group?

Answer Options	Response %
White	85.5%
Hispanic or Latino	2.1%
Black or African American	3.5%
American Indian or Alaska Native	0.3%
Asian	2.7%
Native Hawaiian or Other Pacific Islander	0.3%
Some Other Race	0.9%
Two or More Races	4.7%

Answered: 339
Skipped: 119

n = 339





Community Meetings

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Introduction

As part of the public outreach process for the Lakewood Community Vision Plan, meetings were held with community groups, stakeholders, and other interested parties. This section documents the notes that were taken during these meetings, with this input considered during the development of the vision statement, community values, and action plan.

Community Meeting Notes

Springbrook Neighborhood Association Meeting

July 29, 2014

Challenges

- Limited options for teens in the neighborhood (on the east side of I-5)
 - ◊ YMCA expensive and far away
 - ◊ More outreach is needed as to what programs are available
- Limited transportation options/lower vehicle ownership
 - ◊ City-operated trolley or shuttle bus to/from Lakewood Towne Center (should stop at key activity centers along the way, such as the library)
 - ◊ Reroute Pierce Transit route 300 to be more effective?
- Lack of bike lanes (safety issues)
- Lack of grocery stores/produce (“food desert”)

Assets

- Library branch/book mobile
- Good neighbors (long-term residents)
- Volunteers/community events
- Diversity

Other Notes/Ideas

- More community events needed (note: look at Tacoma/Fircrest)
 - ◊ Communication needs to be improved about cultural events and provided in different languages
- Use I-5 bridge to advertise different community events (summer fest, fun run); coordination with WSDOT needed
- Start a community scholarship program (“make-a-wish” concept)
 - ◊ Use public-private partnerships to have a program that rewards children/teens for different things (staying in schools, etc.) and fight generational influences
 - ◊ Can have a similar program for older adults, especially to provide support for grandparents raising grandchildren (support groups and activities to do with the children); recognition program like “Grandparent Grammys”?



- What can Lakewood be known for? City needs an identity.
 - ◇ School of the arts?
 - ◇ Need more magnet/charter school options
 - ◇ Note: Look at Fab 5 program in Tacoma to take gang members and have them do art/murals rather than graffiti
 - ◇ Note: Look at TAF program (Federal Way)
- Relationship with JBLM is nonexistent; base has no presence in neighborhood.
- Alternative housing options for lower cost housing needed (repurpose old shipping containers?)
- Economic development
 - ◇ More jobs/businesses to the neighborhood
 - ◇ Need a better mix of businesses (other than gas stations and mini marts)
 - ◇ Mixed-use developments as part of apartment complexes?
 - ◇ Businesses think location is good due to proximity to JBLM but people going to/from the Base don't stop or shop in the neighborhood. Maybe if there were higher quality businesses (like a subway) they would stop and then also other businesses would relocate here.

Lake City Neighborhood Association Meeting

September 11, 2014

Community Assets:

- Greenbelt/parks/lake access
- Trees (especially oaks)/natural resources
- Public schools
- Neighbors/Neighborhood Association (strong presence)
- Police support (NPOs, CSOs)
- City support
- Fire Dept. support
- Churches
- Retail/convenience stores
- Higher education (Pierce College)
- Cultural diversity (embraced well)
- Food banks (there are several serving the neighborhood)
- Community support (observation by resident of only 1 month)
- Proximity to Base

Community Challenges:

- Drugs/gangs
- Problem properties
- Need sidewalks (no sidewalk access around the VA hospital)
- Underground utilities needed



- I-5 gateways need to be cleaned up
- Panhandlers off I-5
- Economic development – retaining existing businesses and attracting new businesses
- Goal should be to have no vacant commercial properties
- More quality restaurants are needed
- More homeless shelter space needed? (especially for men?)
- Support addressing mental health issues
- Traffic congestion (citywide)
- Note: why was the fishing dock off American Lake never built as planned by the City?

Centerforce

September 15, 2014

Assets

- Small community, connected
- Lakewood Towne Center/Pierce Transit Center
- Boys & Girls Club and YMCA
- St. Clare's Hospital
- People (neighbors and friends)
- Diversity
- Parks and recreation, lakes, natural resources
- Higher education (Pierce College)
- JBLM
- Youth serving organizations
- I-5 access points (several); provide for commerce and transport
- Schools/leadership
- City government; open and accessible
- West Pierce Fire Department
- Lakewood Police Department
- Service clubs
- Road conditions
- No paid parking
- Farmer's Market
- City's e-newsletter (connections)
- Centerforce in the Springbrook neighborhood

Challenges

- Need for sidewalks, in particularly in the Springbrook neighborhood
- Traffic flow (signal timings create back ups)
- Congestion on Bridgeport
- Costly infrastructure needs in the Springbrook neighborhood



- Need streetlights by the freeway the Springbrook neighborhood
- Need marked crosswalks at Bridgeport and McChord
- I-5 overpass on Bridgeport unsafe for pedestrians in high winds
- Vacant houses by Springbrook park
- Liquor/alcohol sales in too many convenience marts near schools and daycare centers
- Need more off-leash dog parks
- Springbrook is a food desert – need grocery stores
- Lack of public transportation in the Springbrook neighborhood
- Lakewood Farmer’s Market should be year round (move indoors?)
- Need more neighborhood events in the Springbrook neighborhood
- Lack of structured activities for families/kids in the Springbrook neighborhood (need for safe places)
- Police substation to have physical presence in the Springbrook neighborhood
- Food bank needs a safer place to pull off the road (Centerforce working to provide space)
- Property maintenance/code enforcement
- Having equal share of resources in the Springbrook neighborhood (there are two sides to Lakewood with I-5 dividing)
- Lack of an articulated value within the city
- Lack of a unified community (more frequent events like National Night Out would be great)
- Pacific Highway and Bridgeport to Lakewood Towne Center – need beautification
- Bicycle lanes are needed throughout the city
- Need activities for kids in the Springbrook neighborhood
- Need a place where kids can do homework on the computer, wi-fi; community center (note: state standardized tests are starting to include computer skills in order to pass grades—look at Hilltop Scholars)
- Vision statement should be not to give up on kids nor tolerate anyone who does
- Lack of connection with JBLM
- Lack of social services in the Springbrook neighborhood (plenty in other areas of Lakewood)
- Need for more awareness of basic health and arts
- Need to better embrace the diversity of cultures in the Springbrook neighborhood. For example, it would be great to have different cultures showcase performances and dances
- Lack of employment opportunities in the neighborhood
- Library is needed in the Springbrook neighborhood; currently, only a book mobile that is very popular with the kids but doesn’t provide any space for them to enjoy the books
- Need for more arts in Lakewood – bigger history museum, art gallery, Playhouse expansion
- School of the arts would be a great asset to the Springbrook neighborhood and city
- Well child checks and other basic health/dental services are needed in the Springbrook neighborhood
- Mentors are needed for the kids—the St. Clare’s program is fantastic
- Need to explore a boy scout/girl scout partnership to bring the program to the Springbrook neighborhood



Lakewood Youth Council

October 20, 2014

Assets

- Convenient to everything; centralized commercial
- Public spaces (e.g., Ft. Steilacoom Park)
- Easy access to public transportation
- Broadening interaction among youth (diversity—both ethnic and economic)
- Youth Council involvement → awareness of the YC by others

Challenges

- Lack of sidewalks (Oakbrook area near Mann Middle School; streets near the Lakes)
- Lack of activities, places for teens to go (centralized community center)
- Places for families to go and things to do with kids
- Low-cost activities like movies in the park?
- Knowing about community events
- Note: for Lakewood Summerfest, visual ads were used
- No local newspaper; no consistent outlet to get information out
Communication among youths? What about an e-newsletter through the school district?

Centro Latino

November 4, 2014

- Centro Latino (CL) serves Pierce County in its entirety and about eight years ago had a grant to do a community needs assessment. CL was funded to provide services in Lakewood out of the Hope Center. Lakewood provided funds for family outreach.
- CL also provided a bilingual tutoring program that was on-site at three schools in Lakewood.
- Grant funding was pulled by the City Council but it is of the opinion of CL that the City needs help communicating with non-English speaking Hispanic persons in Lakewood. CL estimates that of all the persons it provides services for, about 30-40% are from Lakewood.
- Family Support Partnership: Consortium of providers that could serve as a partner for Lakewood.
- The feeling isolation is a huge problem for many residents in Lakewood who do not speak English at all or very well. They have a lower sense of safety. This community is a huge target for landlords taking advantage of their tenants. They do not know their rights as tenants or are afraid to speak out.
- The community feels that they are not wanted and there is a fear of accessing what services are available. Many feel afraid that they will be pulled over by the Lakewood Police or questioned unnecessarily.
- For the services that are provided, many in this community do not know they are available. Right now the only real access to translation and other necessary services is through CL, which then requires travel to Tacoma.
- Legal issues between landlords and tenants (very common issue), employment, interpretation/translation, mail, and document review are some of the main services CL provides to Lakewood residents.



- CL sees the major challenges for the Latino community to be communication and cultural acceptance. To get cultural acceptance, we must dispel myths, encourage people making the decisions that this community is not going away and going to grow so work should be done to create a coexisting relationship that can translate into a healthy community with economic stability.
- Need someone in a position of power to be the champion for change. Lakewood and CL should form a real and strong partnership to get this done.
- CL acknowledges that it has minority soldiers from JBLM come in and voice concerns about housing and desire to look anywhere but Lakewood for better acceptance from the broader community.
- For children, CL feels that there should be stronger support within Clover Park School District for Hispanic children as they have minimal resources to communicate with children and/or families that may not speak English. For example, CL has attended many back-to-school nights to provide translation services.
- CL feels that Lakewood has the opportunity to be a wonderful and powerful city and would like to see the Hispanic community a part of that.

My Service Mind

November 4, 2014

- My Service Mind (MSM) has been working in the Lakewood community since 1996. In the past has been an active partner with Lakewood Police Department, providing police officer training regarding language and culture barriers with the Korean Community. MSM found the City to be less welcoming so services ended in Lakewood about 10 years ago.
- The Korean business owners MSM works with find the City's business licensing and code requirements to be very strict—more so than surrounding communities so business owners tend to go elsewhere. MSM thinks it would be very helpful to bring back the classes where City Code officials met with minority construction companies to discuss building code issues; however, the City would need to help support such a program as it was all supported by MSM volunteers before.
- There also significant housing issues in Lakewood that are exacerbating for minority persons who are a target to be taken advantage of.
- MSM runs a long-running free legal clinic that is one of the busiest in Pierce County but MSM receives no referral from the City of Lakewood.
- MSM would like to see a minority business assistance program established in Lakewood. Perception is that there is a lack of support for minority-owned business in Lakewood.
- There are bigger barriers than language—cultural barriers need to be bridged for more effective communication.



Community Visioning Workshop

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Community Vision Workshop

On September 23, 2014, the City of Lakewood hosted a community visioning workshop at Clover Park Technical College from 6:00–8:00 pm. The purpose of this workshop was to gather community input concerning future scenarios for growth and development within the city. Just over 70 people participated in the workshop, which included the following activities:

- Welcome and Introduction by Mr. Don Anderson, Mayor of Lakewood
- Presentation by the Project Team introducing the Community Vision Plan and scenario planning
- Instant polling exercise
- Interactive scenario planning exercise

Detail pertaining to the process and results of the two workshop exercises (instant polling and scenario planning) are documented in the remainder of this section.

Instant Polling Results

Following the opening statements and presentation, participants were asked a series of questions, the purpose of which was two-fold. The first was to get participants thinking about topics (land use, transportation, housing, etc.) that would be addressed during the scenario planning exercise. The second was to capture an overview of general sentiment of workshop participants for the project team. Using instant polling technology, a question was presented, and the participants were able to respond instantly using a small keypad. The results were instantly presented to the group to observe the audience’s thoughts on future planning concepts for Lakewood.



Instant polling technology

The results of the instant polling exercise from the visioning workshop are presented below.

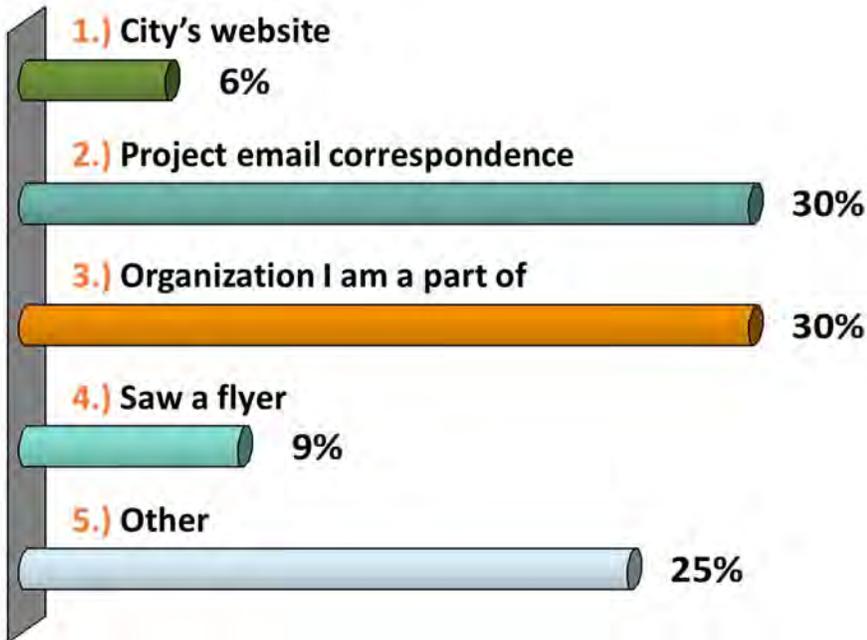
1 Is this your first time participating in a planning meeting or workshop for Lakewood?





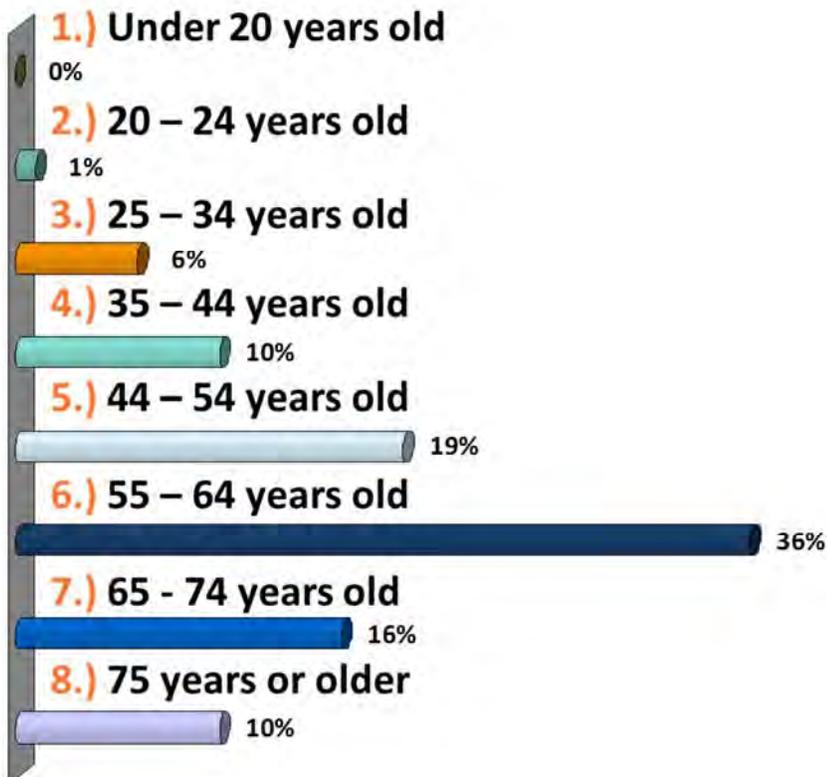
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How Did You Find Out About This Meeting?



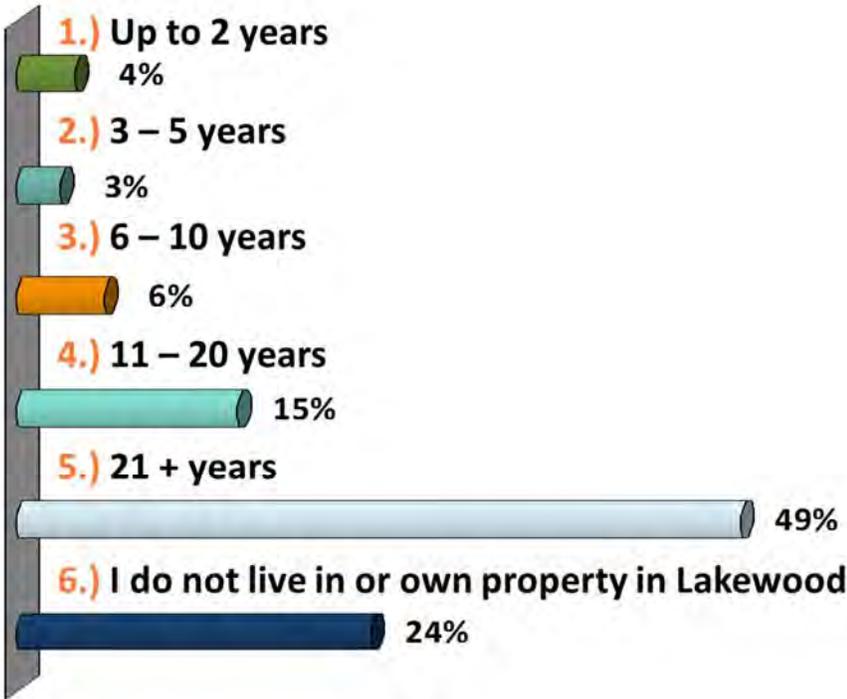
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How old are you?

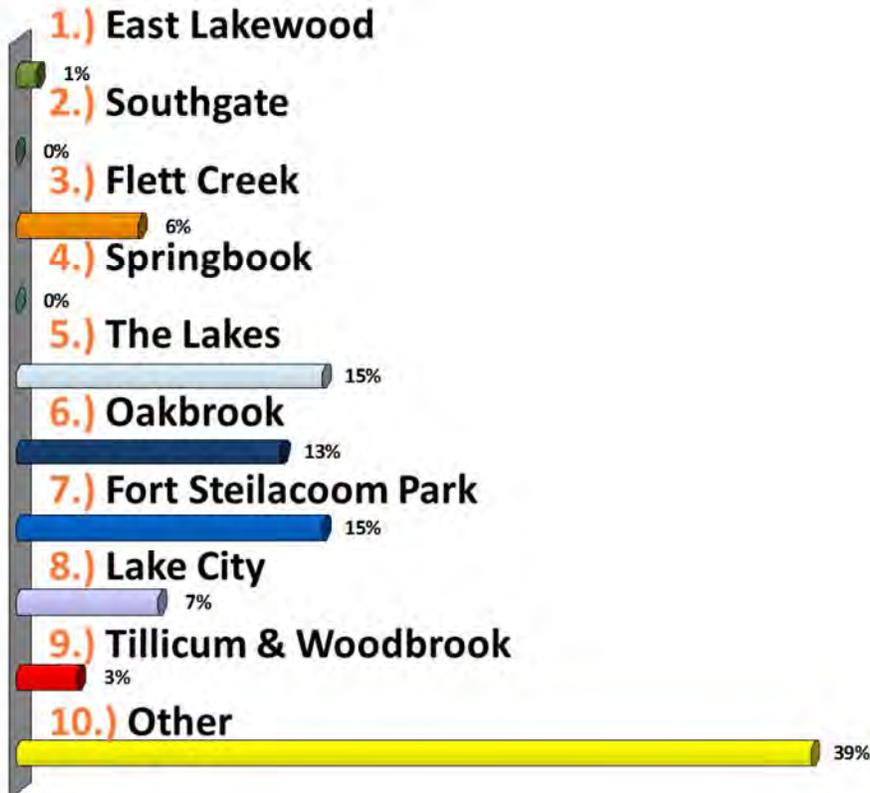




4 How long have you lived or owned property in Lakewood?

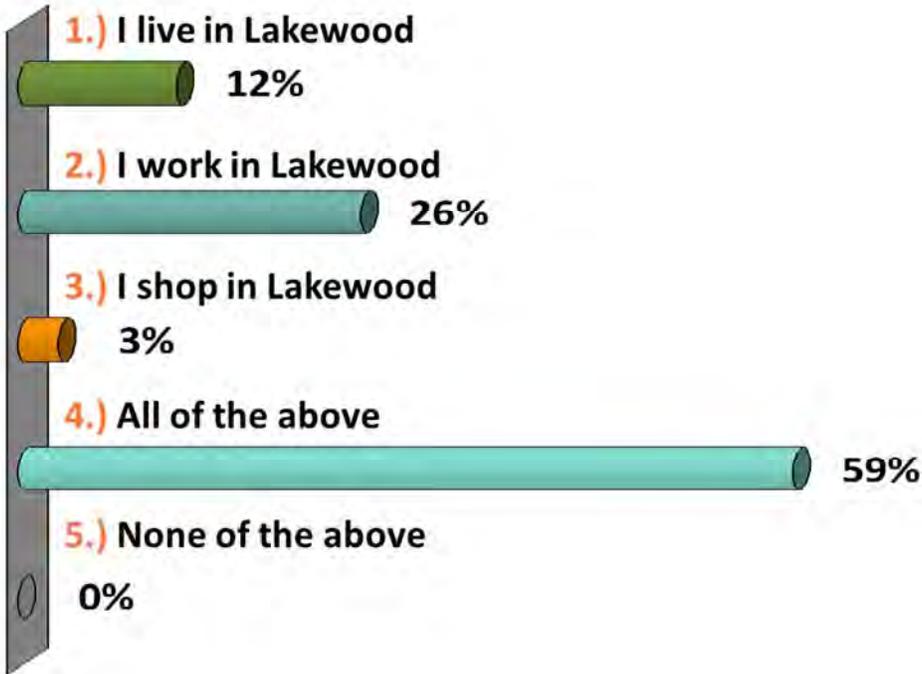


5 Where do you live?





6 What activities do you do in Lakewood?

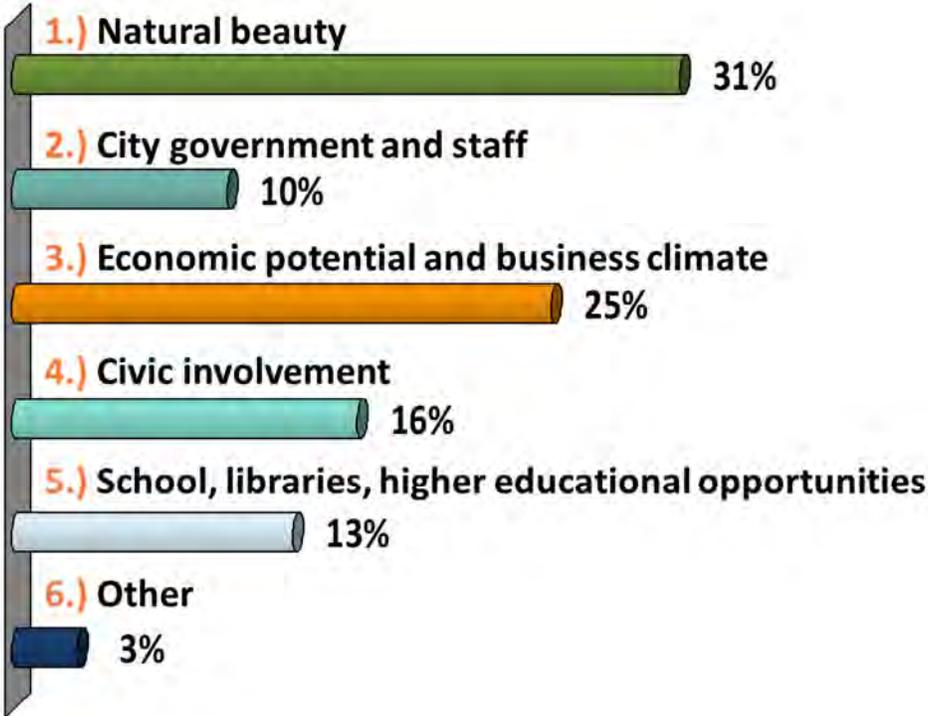


7 What is the highest priority for Lakewood?

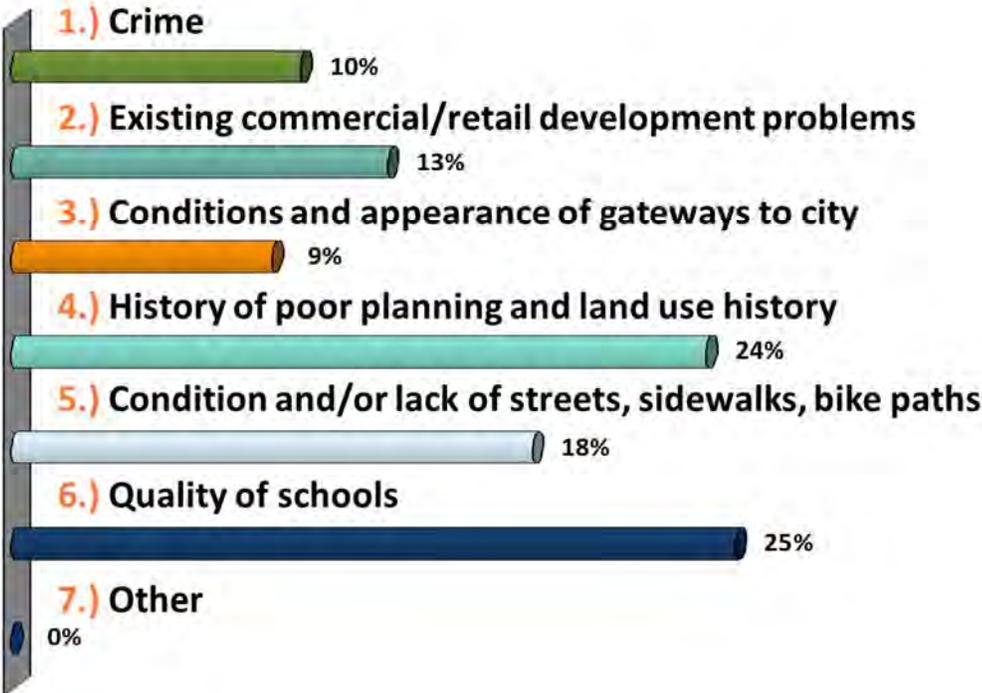




8 In your opinion, which is Lakewood's greatest strength?

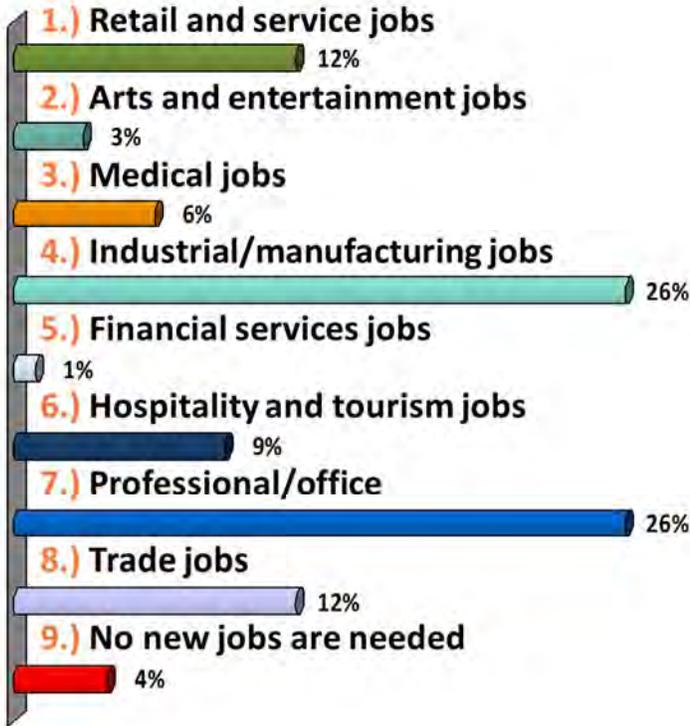


9 In your opinion, which is Lakewood's greatest weakness?

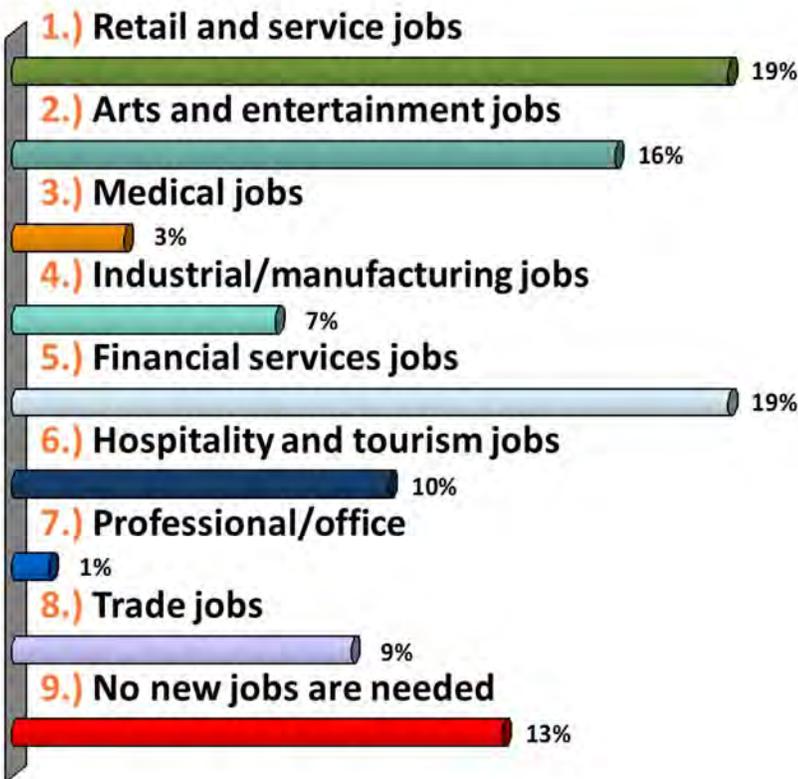




10 What type of jobs are most needed in Lakewood?

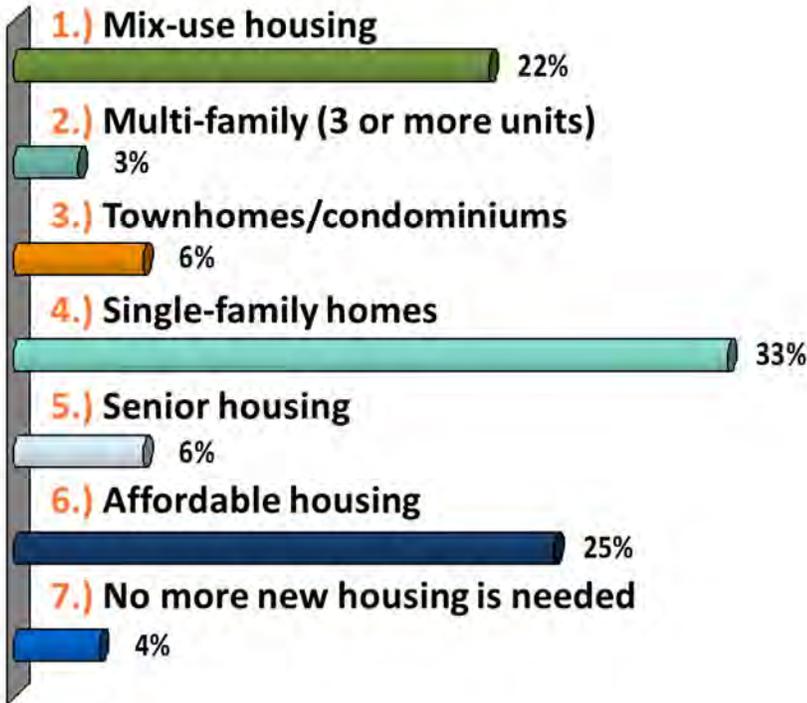


11 What type of jobs are least needed in Lakewood?

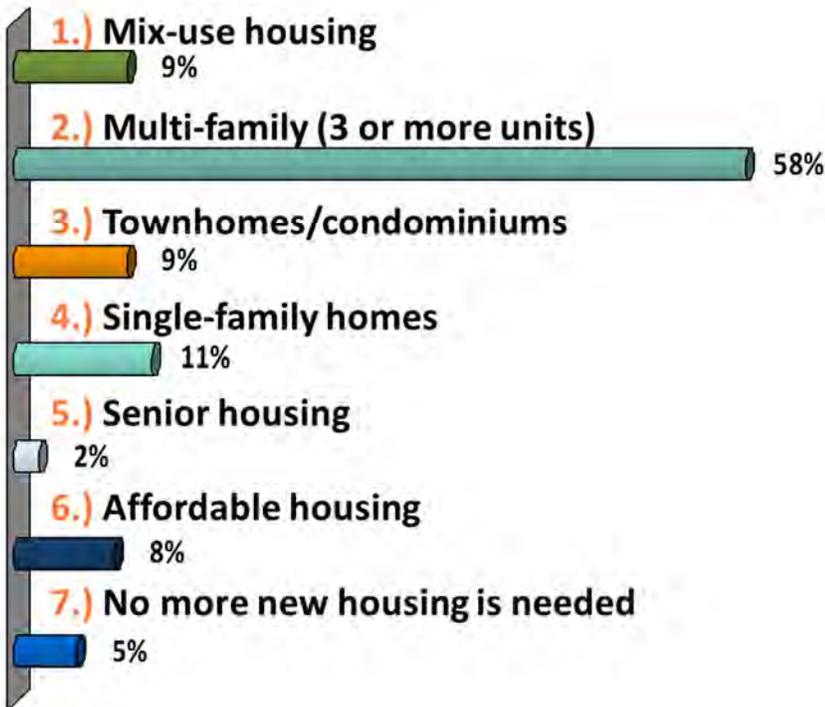




12 What type of housing is most needed in Lakewood?

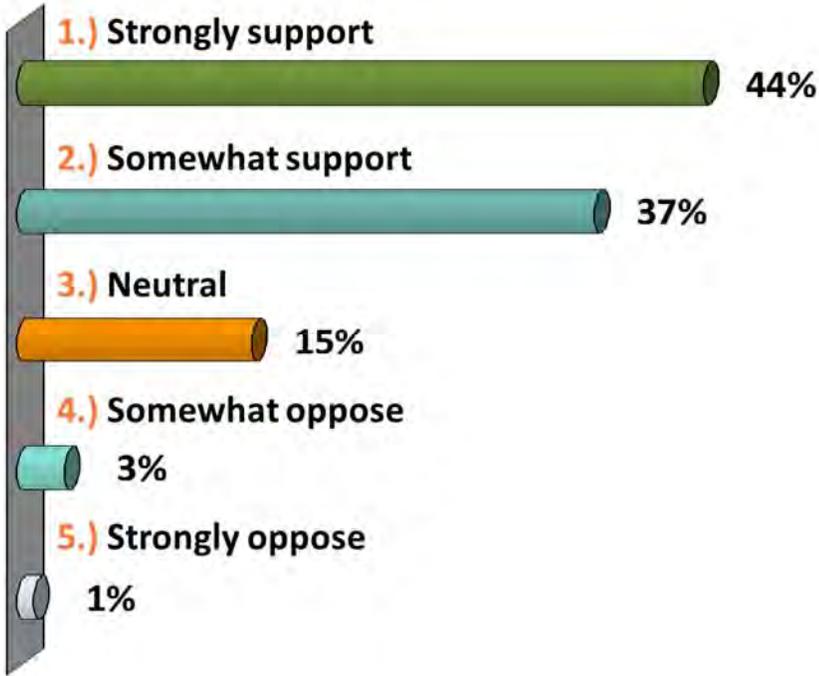


13 What type of housing is least needed in Lakewood?

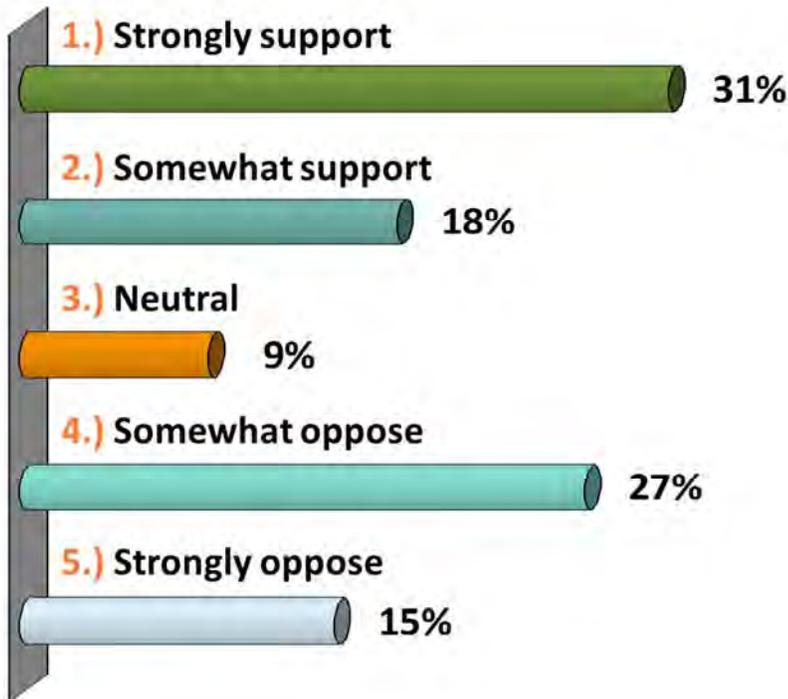




14 Would you support or oppose new senior housing in Lakewood?

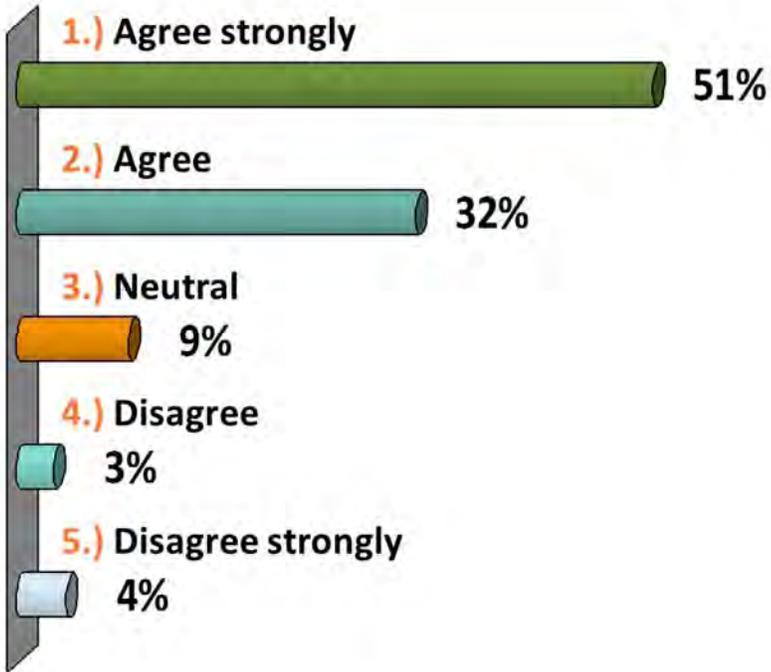


15 Would you support or oppose new affordable housing in Lakewood?

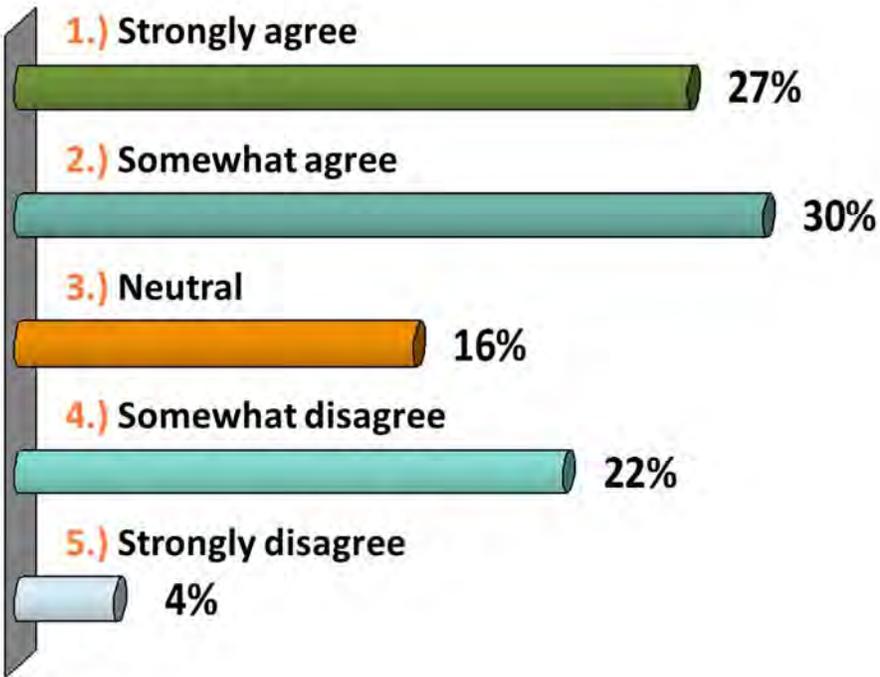




16 Encouraging the construction of housing types that will meet future needs should be a key priority for the city .

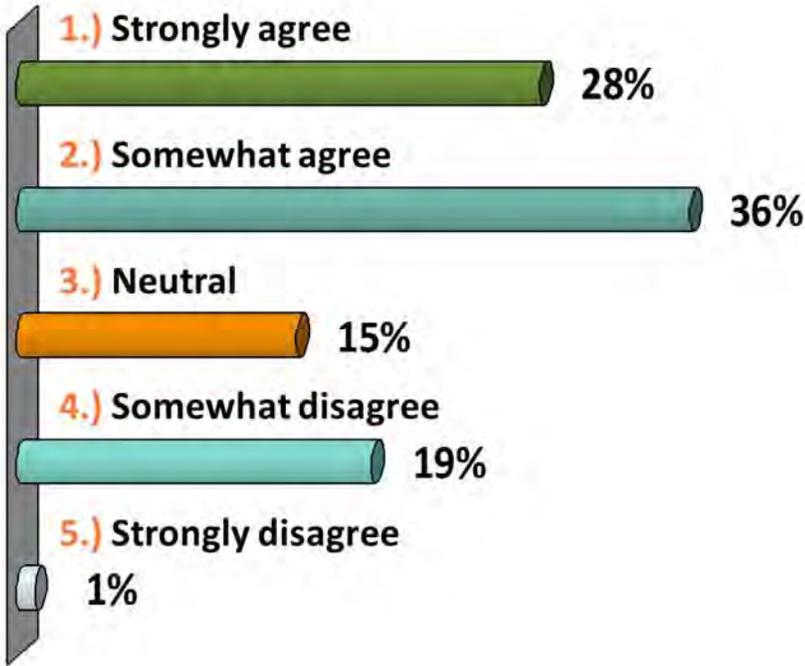


17 Lakewood should have more residential development .

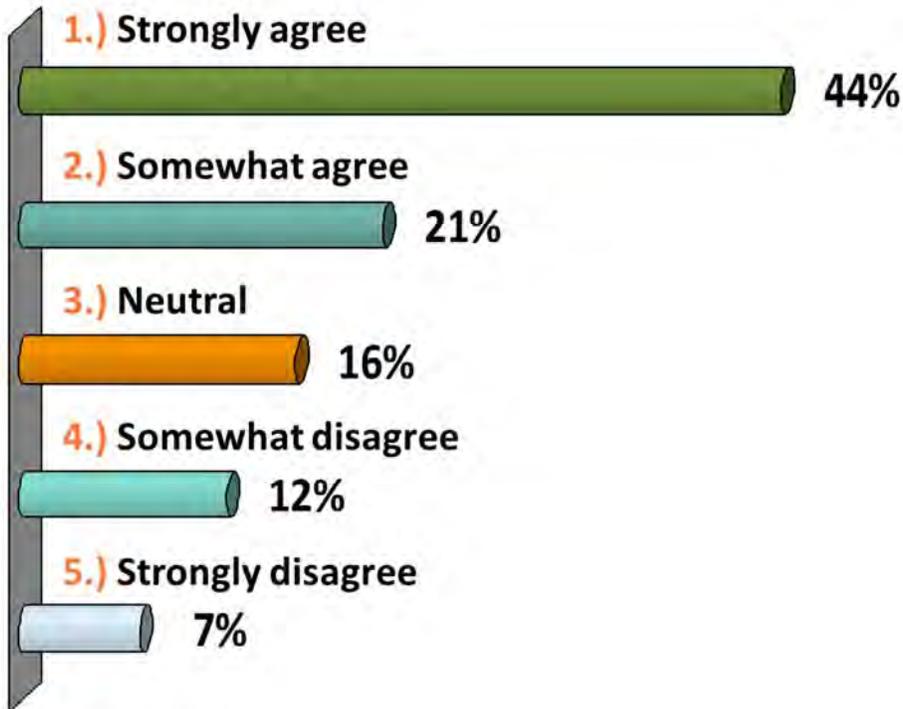




18 Lakewood should have more office development.

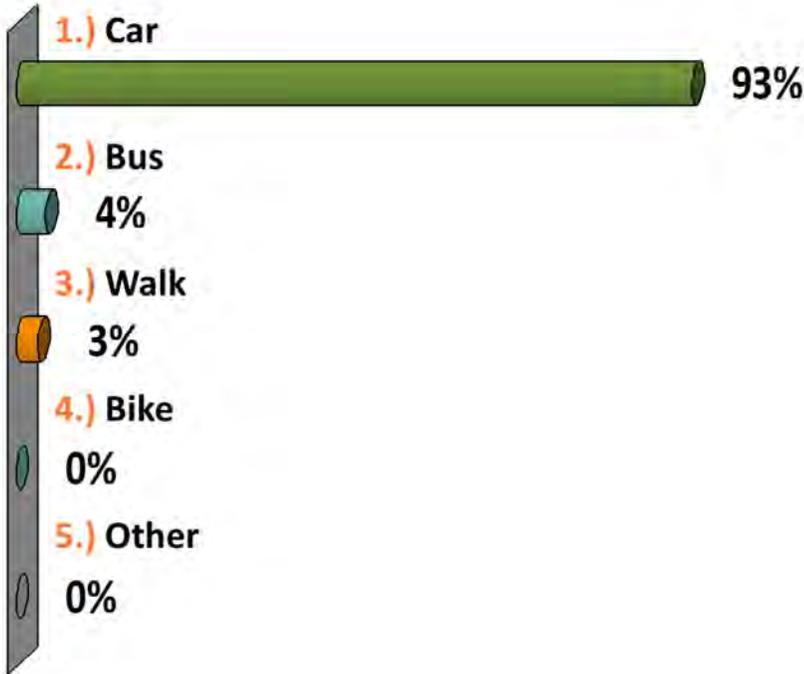


19 Lakewood should have more retail development .

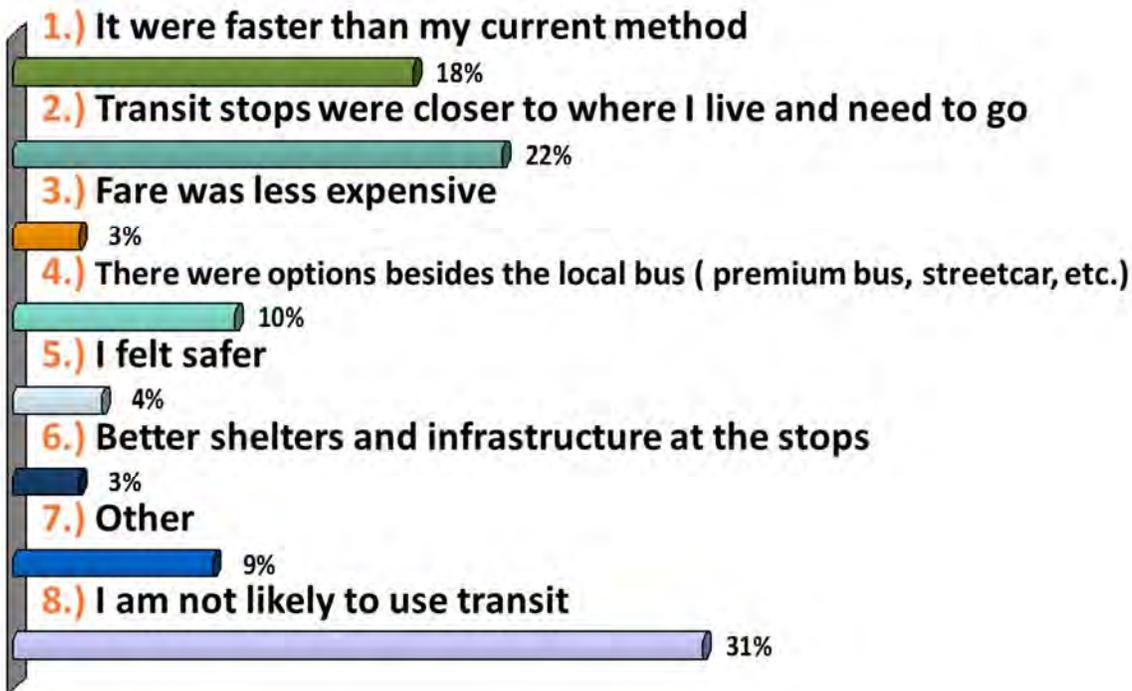




20 How do you typically travel to work and errands?



21 I would use transit more if ...





22 I would walk and bike more often if there were ...



23 When shopping or running errands I like to ...



Interactive Scenario Planning Exercise

The instant polling questions were intended to get participants thinking about future growth in Lakewood so that they could contribute ideas for what their community should look like in the future. For the scenario planning exercise, participants worked hands-on to place projected population and job growth using various types of development. Participants worked together in groups of 6–8 people representing a cross-section of interests. The project team provided the participants with all the instructions and background necessary for them to take part in the map exercise.

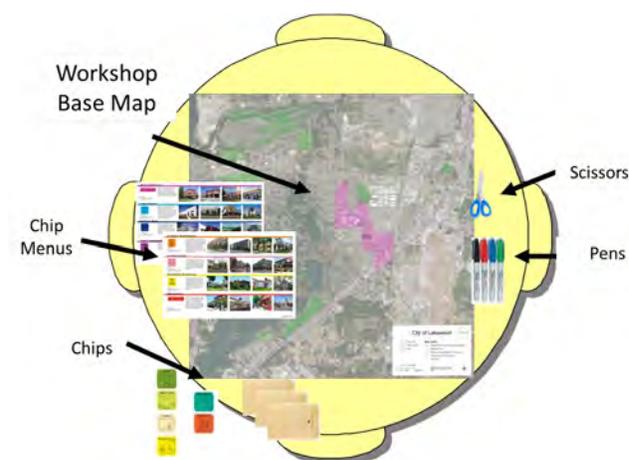
Each group was asked to create a vision by placing a series of development types, represented by “development chips,” onto a base map of Lakewood. The chips were scaled to the base map and consisted of varying intensities of growth. Three sets of chips were provided to each group representing three scenarios for projected growth. Each group was asked to select one of the growth scenarios, or they could trade in chips for others to create their own overall growth scenario. Groups also could cut development chips in half to represent a lower development amount for that type.

A description of each development type was provided to each group in the workshop materials. Listed below are the eight development chip types that were used to illustrate future growth scenarios in Lakewood:

- Activity Center
- Compact Neighborhood
- Main Street
- Transit Development
- Strip Commercial
- Light Industry
- Business Park
- Residential Subdivision

In addition to placing development chips on the map to illustrate the desired future growth, workshop participants also were asked to use colored markers to indicate areas of Lakewood they would like to see preserved (parks, open space, etc.) and new transportation infrastructure (roads, transit, bicycle/pedestrian facilities, and paths).

Examples of the materials, including the base map, chip descriptions, scenario packets provided to each group are shown below.



Scenario planning exercise materials.

At the end of the workshop, each table presented its design to the entire workshop group. The input gained from this workshop was instrumental in developing scenarios for testing and modeling, as well as developing a vision for the city.

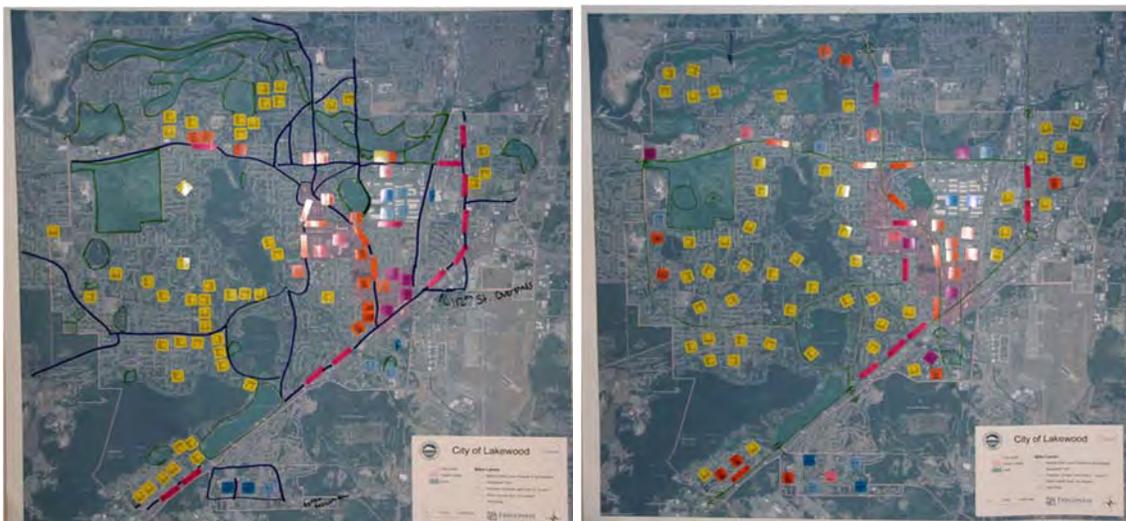
Themes and Consensus Resulting from Workshop

- Redeveloping the Towne Center to have a better mix of uses including the addition of housing.
- Retaining existing and attracting new businesses was high on the priority list for most residents.
- Nearly every small group placed jobs and households around the transit center and areas served with good transit.
- Gateways! Another theme that resonated was beautifying the gateways into the city.

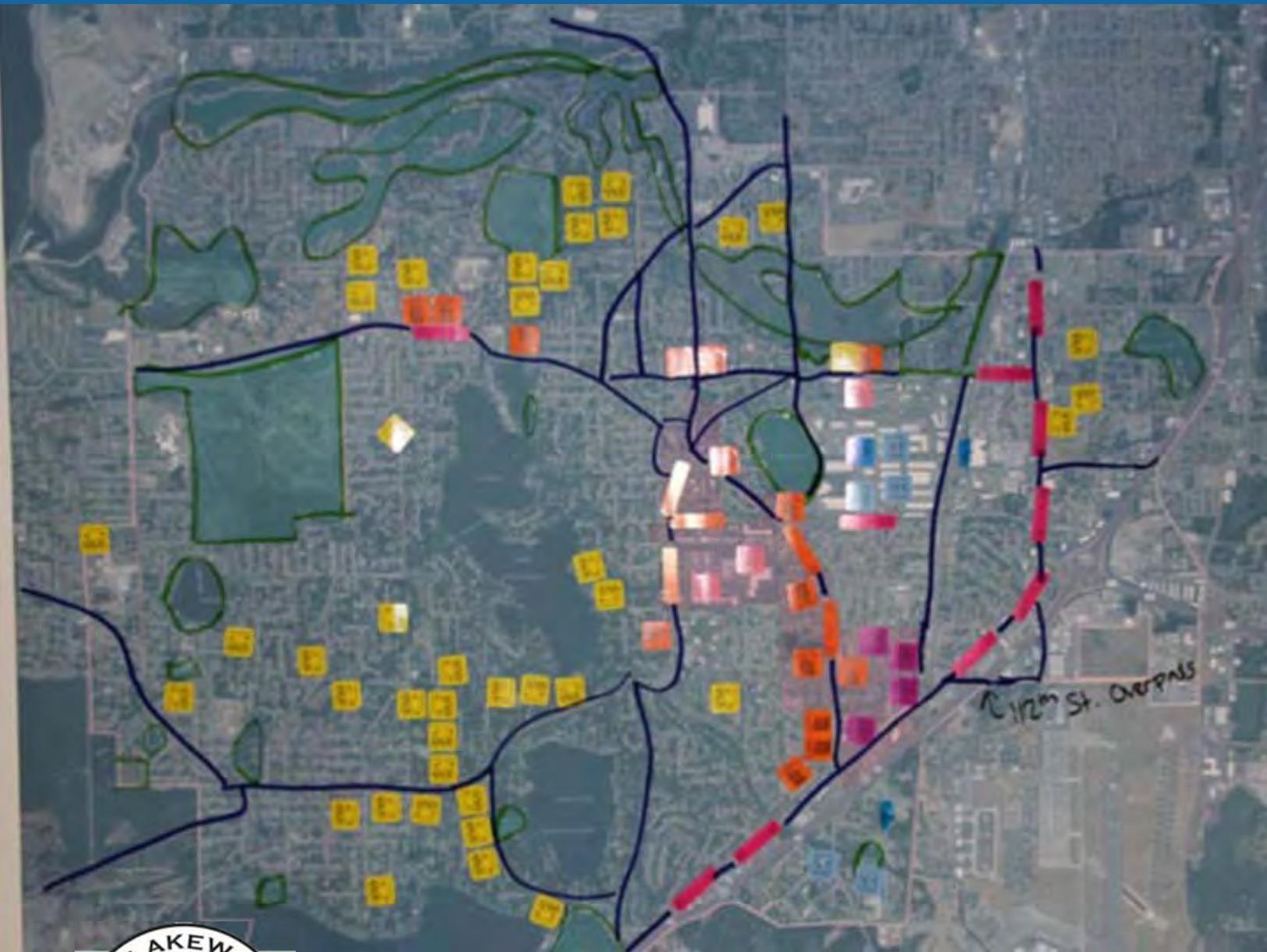


Participants working on developing their future scenario for Lakewood.

- Bridgeport Way from I-5 to the Towne Center; nearly all the groups wanted new investments and improvements to this corridor.
- Many residents wanted more single-family homes but also recognized that mixed-use housing was also desirable.
- Improving and adding more sidewalks, bike lanes, trails, and street lighting.
- Existing parks were highlighted by all groups as an asset they love about Lakewood.
- Several groups drew in trails and pathways connecting the parks throughout the city.
- Many participants targeted some of the older single family neighborhoods for upgrades and infill development.



Example of workshop maps completed by the breakout groups.



Scenario Planning Summary

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The Scenario Planning Process

Introduction to Scenario Planning

Scenario Planning is a method of urban and regional planning that allows planners, policy makers, and politicians to plan for what lies ahead. It provides a framework for developing a shared vision for the future by analyzing various factors (e.g., housing, employment, parks, and transportation) that affect future growth and prosperity. Scenario planning tests various future alternatives and provides feedback on their performance across a variety of categories. Different groups can give their input to the process, which develops a scenario output. Comparing different scenarios to each other allows for all participants to see the merits and impacts of their input, and come to a consensus on a shared future vision.



Scenarios give plausible stories about the future.

Scenario Planning Software

Envision Tomorrow software was used to develop the future scenarios for Lakewood. Envision Tomorrow is an open-access scenario planning package that allows users to analyze how their community's current growth pattern and future decisions will impact not only growth but also a range of measures from public health, fiscal resiliency, and environmental sustainability. The analysis tools allow users to analyze aspects of their current community using commonly-accessible Geographic Information Systems (GIS) data, such as tax assessor parcel, land use, and Census data. The scenario painting tool allows users to "paint" alternative future development scenarios on the landscape, and compare scenario outcomes in real time.

Scenario comparison measures include a comprehensive range of indicators relating to land use, housing, demographics, economic growth, development feasibility, fiscal impacts, transportation, environmental factors, and quality of life.

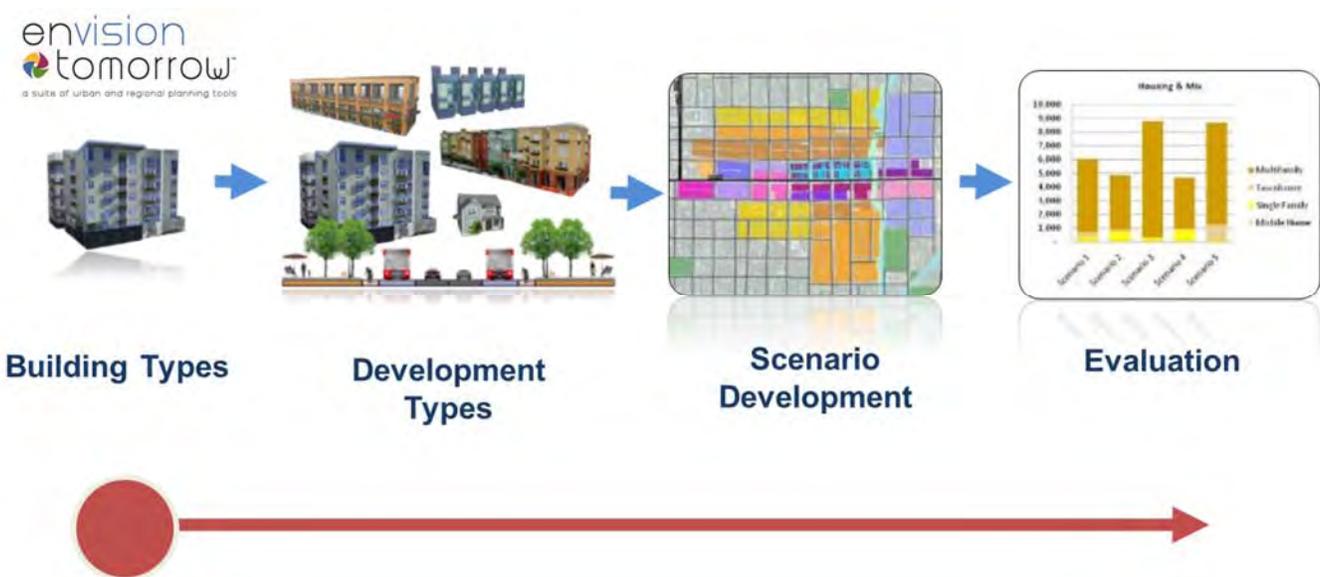


Illustration of scenario planning process using Envision Tomorrow software.

Scenarios Modeled

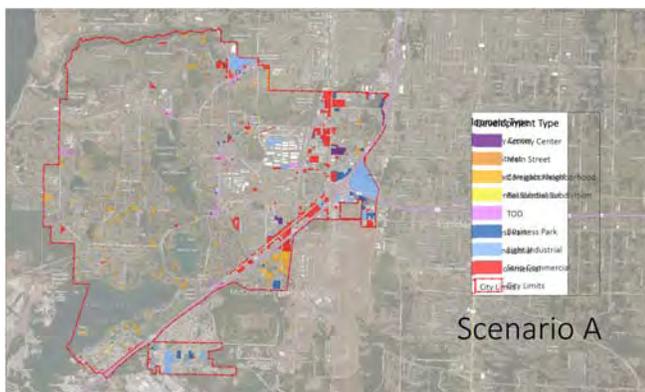
Working with residents of Lakewood and City staff, the Project Team prepared four different scenarios for Lakewood. These represented a range of possible options for the future of Lakewood, ranging from a “business as usual:” approach to more innovative, directed growth strategies.

Scenario A

Scenario A represents the existing trend scenario, or what would be expected to happen if growth and development continues the way that it has in Lakewood’s recent history. The primary characteristics of this scenario continued the trend of new multi-family units being built and the development of low-density strip commercial retail. The land for new housing came in the form of infill of vacant lots rather than redevelopment. New retail came from both infill of vacant parcels, and redevelopment of underused parcels.

Another distinguishing feature of this scenario is what it did *not* include. There was no new activity center in the Towne Center and only a very small amount of transit-oriented development.

This scenario resulted in a **net increase of 4,500 new housing units, and 3,600 new jobs**. New housing was primarily in the form of townhomes, and new employment was primarily retail.

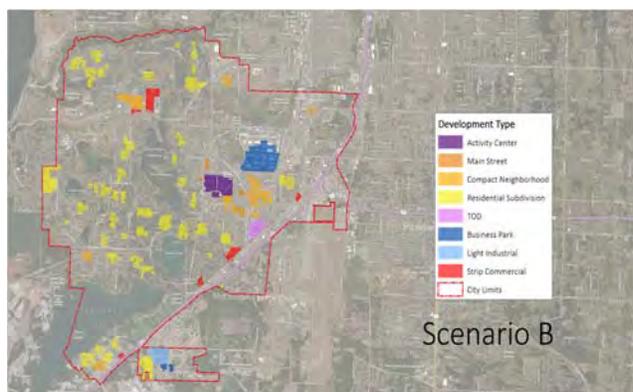


Results of Scenario A

Scenario B

Scenario B is based on the common themes observed from the different scenarios developed by the break-out groups at the community visioning workshop. This scenario shows the continued growth and redevelopment of Lakewood based on the priorities and vision of the community. The primary characteristics of this scenario are its housing approach and more directed redevelopment scope—instead of infill multi-family units, there was a large focus on redeveloping existing residential areas with new single-family homes and more transit-oriented development along transit lines. Another defining outcome of the workshop scenario was an enhanced Towne Center including mixed-use buildings, retail shops, and new civic spaces.

This scenario resulted in a **net increase of 3,800 new housing units and 1,200 new jobs**. New housing was primarily in single-family homes, and new employment was primarily office space, with some retail.

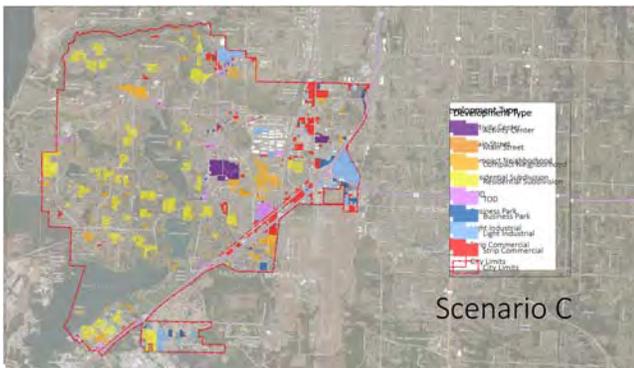


Results of Scenario B

Scenario C

Scenario C was a blend of Scenarios A and B, taking the infill and commercial redevelopment from Scenario A and the new single-family homes and enhanced Towne Center from Scenario B. By capturing the intensification opportunities presented in Scenario A and community vision captured in Scenario B, this new scenario represented the best of both scenarios. From Scenario A, infill residential development allows for the intensification of existing neighborhoods, and commercial redevelopment allows for lower quality establishment to be given new life. From Scenario B, new single-family homes, transit-oriented development, and enhanced Towne Center all satisfy a clear desire from the community.

This scenario resulted in a **net increase of 8,000 new housing units and 2,900 new jobs**. New housing was split between townhomes and single-family, and new employment was primarily retail.

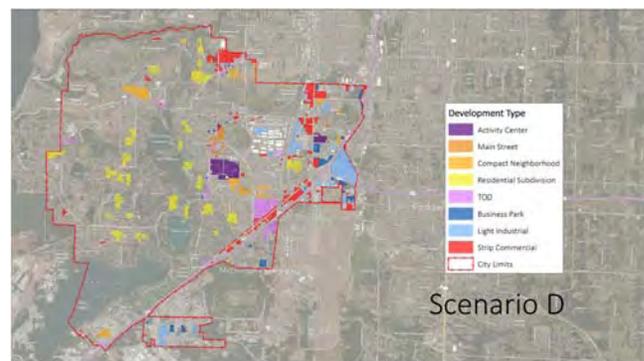


Results of Scenario C

Scenario D

Scenario D was a modification of Scenario C based on feedback from City of Lakewood staff. Although Scenario C represented the combined desires of the community and existing development trends, the scenario painting was not checked against existing conditions. City staff identified locations where development was unlikely to occur for a variety of reasons, such as being within environmentally sensitive land or other designated greenspace, or simply in an area unlikely to change as indicated in earlier scenarios. Additionally, staff added locations where redevelopment was not identified in Scenario C, but believed that it may occur. By incorporating this expert feedback, it improves the utility of the scenario planning exercise by providing realistic estimates of future possibilities.

This scenario resulted in a **net increase of 5,000 new housing units, and 2,300 new jobs**. New housing was a mix of townhomes and single-family homes, and new employment was primarily retail, with some office.



Results of Scenario D



Scenario Performance Indicators

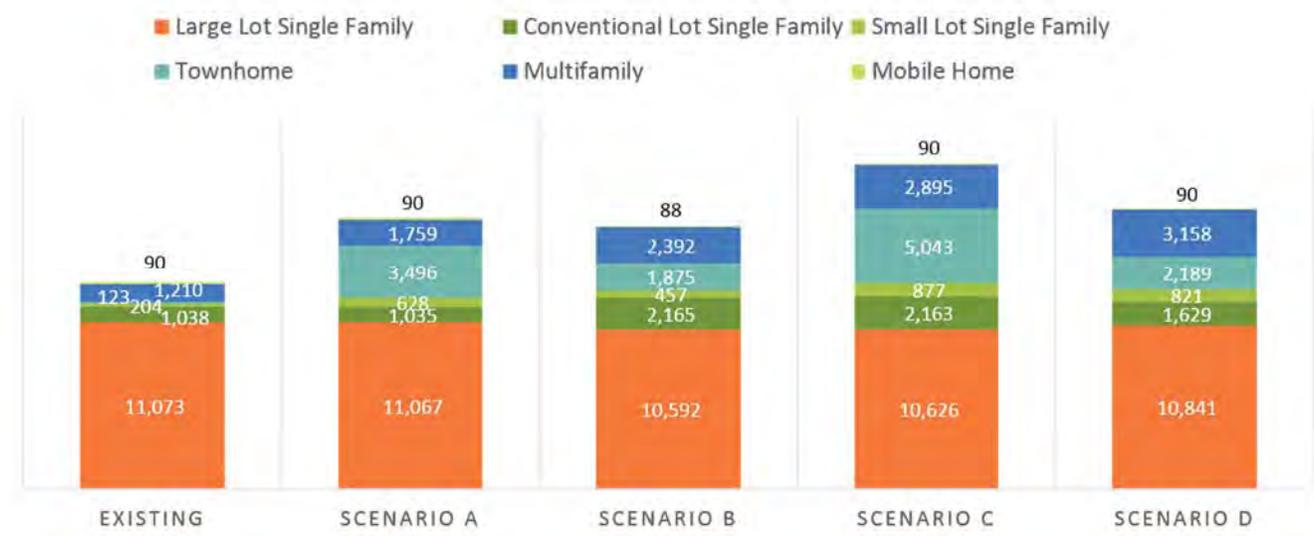
For each scenario, a series of indicators was created to assess how well the scenario performed with regard to a specific indicator and to compare the four scenarios to each other. This section summarizes the results of the performance indicators for the four scenarios.

Housing and Employment Growth Summary

Each scenario produced a net increase in population and employment (jobs). The table below summarizes the housing and employment growth for each scenario compared to the growth targets established by Pierce County as part of the long range planning process. This comparison indicates that the County’s forecast for households and jobs in Lakewood is likely more aggressive than can be achieved.

		Scenario A	Scenario B	Scenario C	Scenario D	Planning Targets
Housing Units	Net	4,336	3,822	7,946	4,989	8,380
Jobs	Net	3,012	1,245	2,970	2,304	9,285

Net New Housing Units and Jobs for Four Scenarios, compared to growth targets allocated for City of Lakewood as part of long range planning process



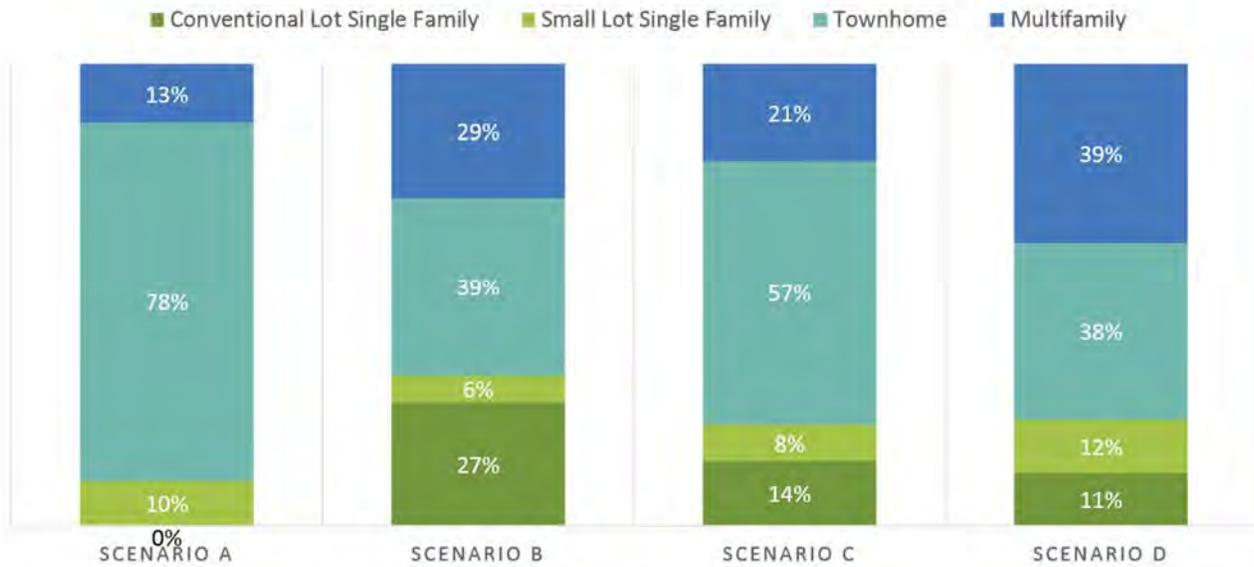
Total Housing (Existing vs. Four Scenarios)



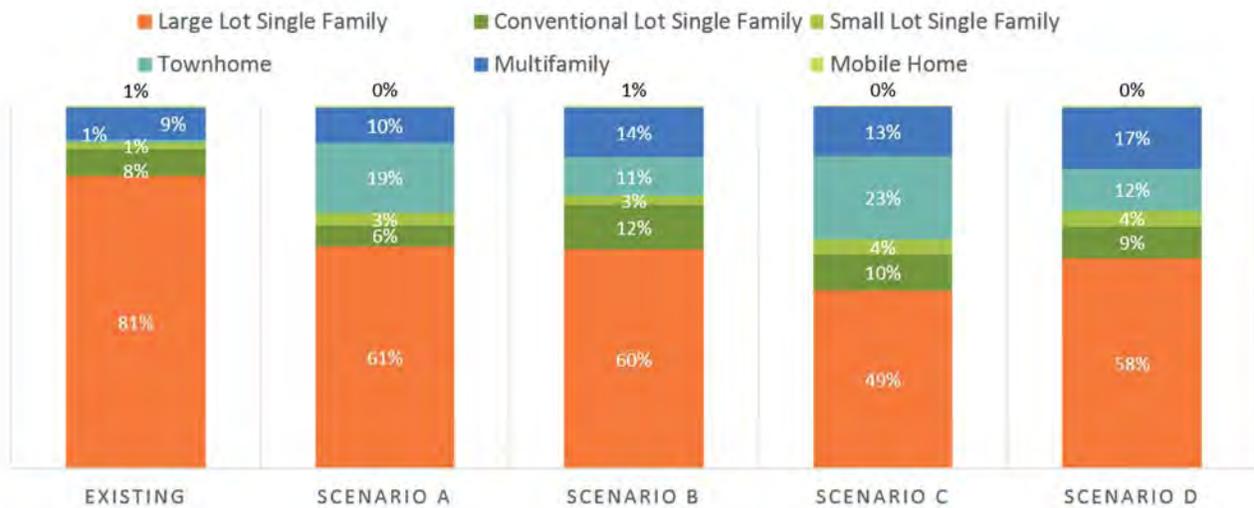
Housing Mix (Total Mix, Incremental Mix, New Mix and Net New Housing Units)

Housing mix indicates whether the housing in an area is single-family, townhouse, or multi-family. This measures the variety of housing types provided, as well as the density typical of new housing types. This is a commonly-used subset of the housing data, often a quick snapshot when the more complete Housing Match Indicator is not needed.

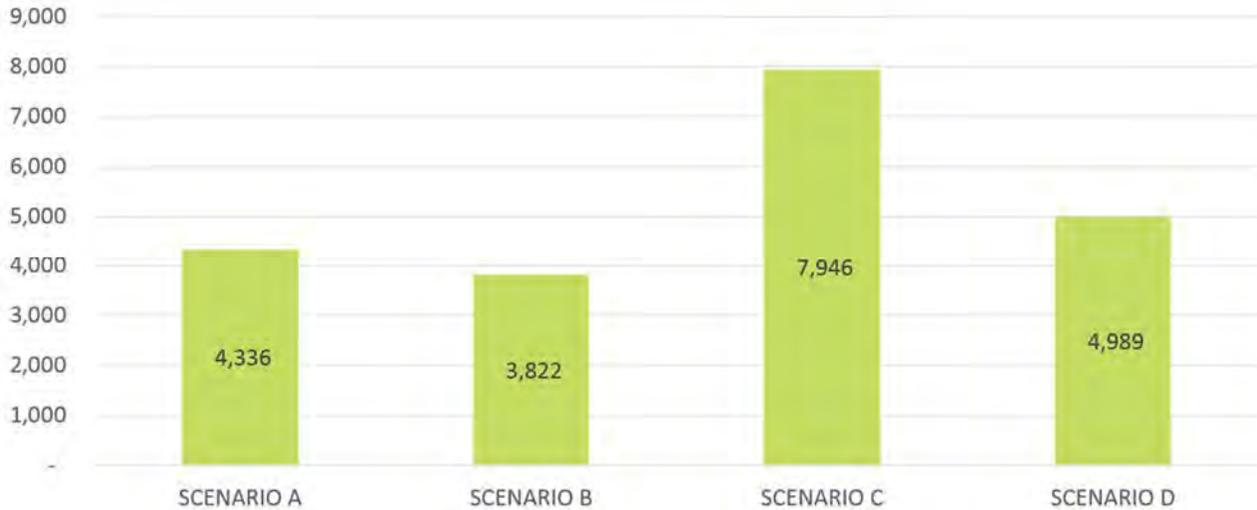
Each scenario contains a different mix of development types. Each development type is defined as a certain mix of building types. Therefore, each development type contains a certain mix of residential building types, including single-family homes, townhomes, and multi-family homes. The number of acres of each development type for each scenario were multiplied by the single-family, townhome, and multi-family percentages in each development type to determine the number of new single-family, townhome, and multi-family households.



Incremental Housing Mix



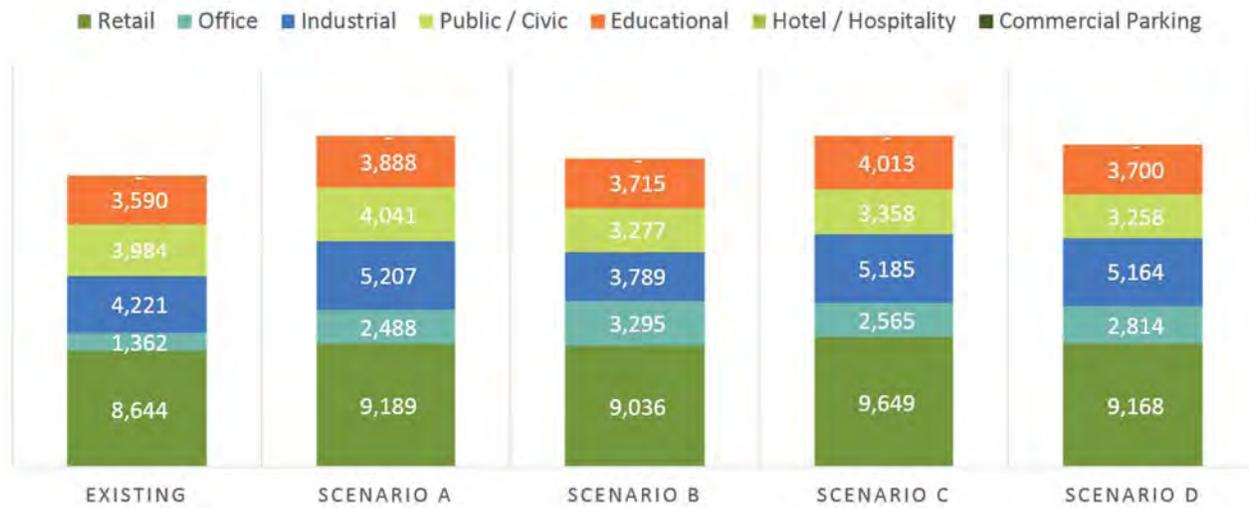
New Housing Mix (Existing vs. Four Scenarios)



Net New Housing Units

Employment Mix (Total Mix, Incremental Mix, New Mix and Net New Jobs)

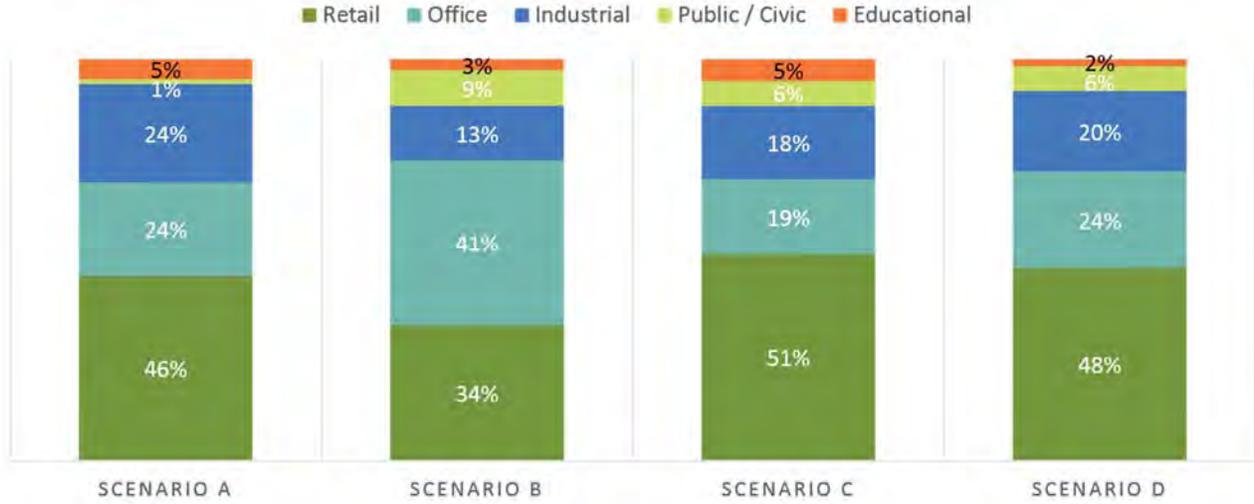
Similar to housing mix, employment mix indicates the types of employment resulting from the development types indicated in the scenario.



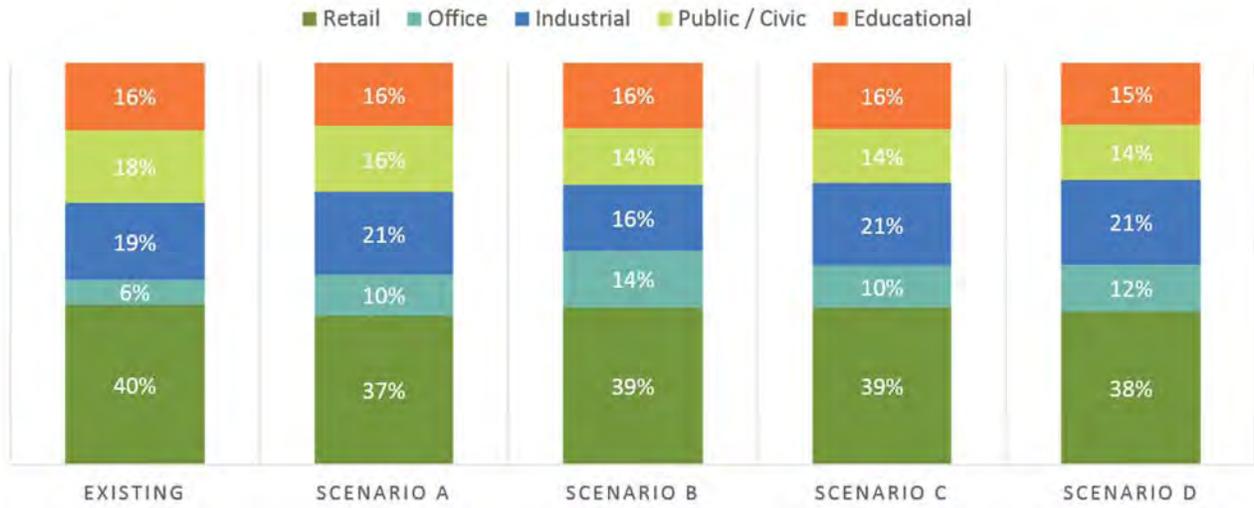
Total Employment (Existing vs. Four Scenarios)

Jobs-Housing Balance

The ratio of jobs to households in the various subareas within a region or city can be an important indicator of the economic health of a region. If a large mismatch exists between employment and housing in one or more subareas, then significant in-commuting and out-commuting will occur, putting pressure on the transportation system and adding to household transportation costs. The ratio is all housing relative to all jobs, not necessarily jobs where the persons in the households are employed. As jobs are a surrogate for destinations, this indicator is measuring person-destination match.



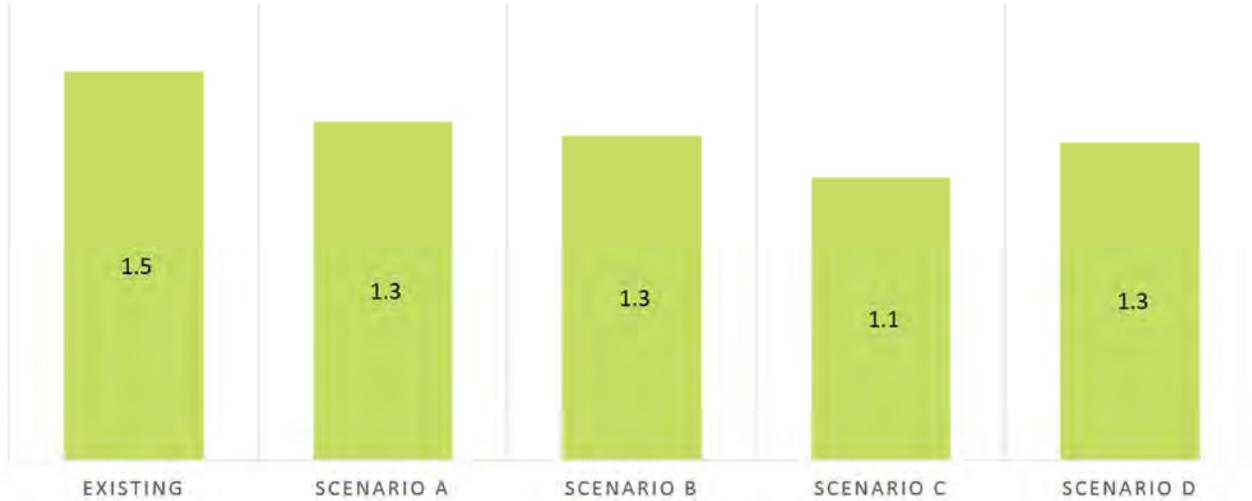
Incremental New Employment



New Employment Mix (Existing vs. Four Scenarios)



Net New Jobs (Existing vs. Four Scenarios)



Jobs-Housing Balance (Existing vs. Four Scenarios) Note: Jobs-Housing Balance is the total number of new jobs divided by the total number of new housing units.

Land Consumed or Urbanized Acres

“Urbanized acres” is an indicator of the amount of developed land under each scenario. It may include total urbanized acres in the scenario, or incremental new urbanized acres. It can be further divided into new incremental urbanized acres on vacant land, or urbanization through redevelopment.

Each scenario includes a map showing the location of new development. The scenario layer is coded with the existing supply (acreage) of buildable land – both vacant and currently developed. Envision Tomorrow automatically tracks the amount of vacant and developed land that is developed in any given scenario. To get total urbanized acres for a scenario, the acres of new development are added to the number of urbanized acres for the base year. It can be reported as either total urbanized acres or incremental urbanized acres.



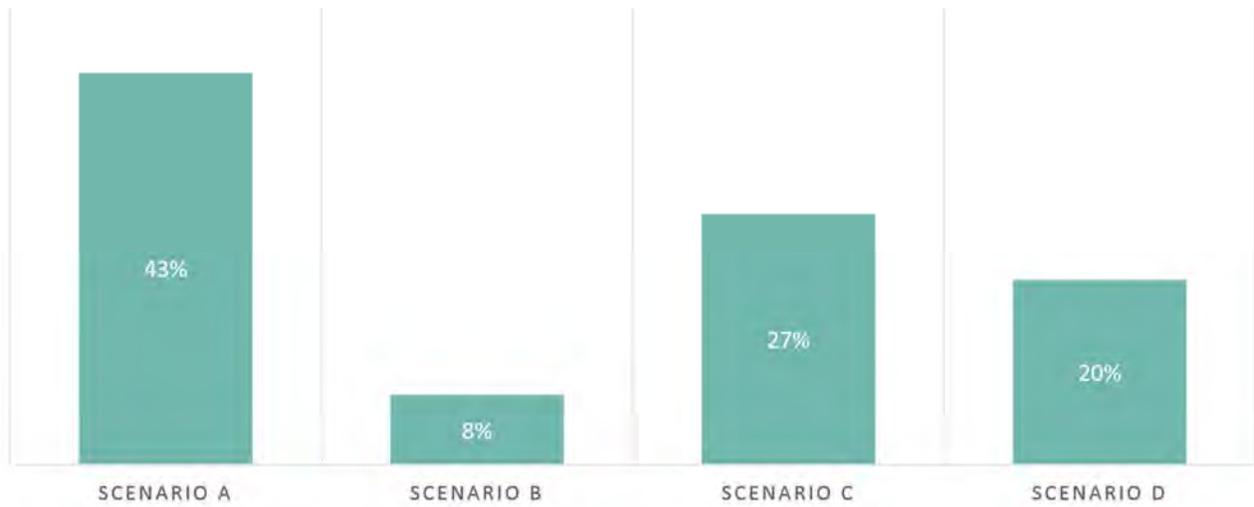
Land Consumed (acres)



Impervious Cover of New Development (%)

Impervious surface can have a negative impact on the health of a region’s waterways. Instead of soaking in and filtering through the soil, rainwater runs off impervious surfaces, washing many polluting substances such as pesticides and oils into streams and other aqueous habitats. Increasing impervious surface runoff also increases the volume of runoff, and the speed which the water is delivered to streams, resulting in higher peak flows. This can be mitigated by better development practices.

Each prototype building contains site-level impervious surface from building footprints and parking. In addition, each development type contains impervious surface area from streets and civic use. These elements are automatically summarized into an impervious surface coverage percentage for each development type. The number of new acres of impervious surface is automatically calculated by applying this percentage to newly-developed acreage in a given scenario. This is combined with the existing impervious surface layer to assess total impervious surface resulting from each scenario.



Impervious Cover of New development (%).



Conclusions

In developing the four scenarios, the following conclusions were drawn:

- The households and job forecast provided by Pierce County is likely more aggressive than can be achieved.
- Under any scenario, a substantial part of Lakewood's growth will be through redevelopment and infill, as there is little vacant developable land within the city.
- The majority of the new housing units over the next 20 years will be in higher-density products such as townhomes, duplexes, condos, and mixed-use buildings. It should be noted that these types of housing units still can be primarily ownership products rather than rentals, as the community has indicated a desire to increasing home ownership levels in Lakewood.
- There is potential for some single-family redevelopment but it will not be a large portion of the household growth.
- Reinvesting in the Towne Center and areas with good public transit should be a focus for new growth.
- Preservation of existing parks and greenspace is a high priority of the community.
- Better non-motorized connections to parks and other community assets is desired.

Tindale
 **Oliver**

planning | design | engineering

City of Lakewood Community Vision

Community Profile

August 4, 2014



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Introduction

The City of Lakewood is located in Pierce County, Washington, and was incorporated as a city in 1996. Lakewood is the second largest city in Pierce County in terms of both population and land area. It is bordered primarily by the city of Tacoma to the north and northeast, Joint Base Lewis-McChord to the southeast, south, and southwest, and the town of Steilacoom to the west.

The City of Lakewood previously conducted visioning in 1998, shortly after incorporation. Many of the initial goals identified in this first visioning process related to policy and infrastructure needs to support a newly-established city. A number of these initial goals have been accomplished, and Lakewood is now in a transitional phase in which it is trying to confirm a longer-range vision for the community. At this time, an assessment is needed to understand where the community of Lakewood has come from since incorporation, where it is now, and, most important, where it wants to go. To accomplish this, the City is undertaking the development of a Community Vision Plan to develop a clearly-defined vision for the future. The Community Vision Plan will include an implementation plan that will lay out the necessary activities to achieve the vision and its supporting goals. Upon completion, the Community Vision Plan will serve as the foundation for the City’s Comprehensive Plan, the State-mandated policy document that guides overall future growth and development in Lakewood. The Community Vision Plan also will identify the priorities of the community regarding economic development, community engagement, and ongoing improvements related to public facilities and infrastructure.

One of the first steps in developing this Community Vision Plan is to understand and document the characteristics that form Lakewood. During this process, key data and information about Lakewood were reviewed to identify the available resources, strengths, opportunities, and challenges for the community. The pertinent findings from this review form the Lakewood community assessment, which is provided in the remainder of this document.

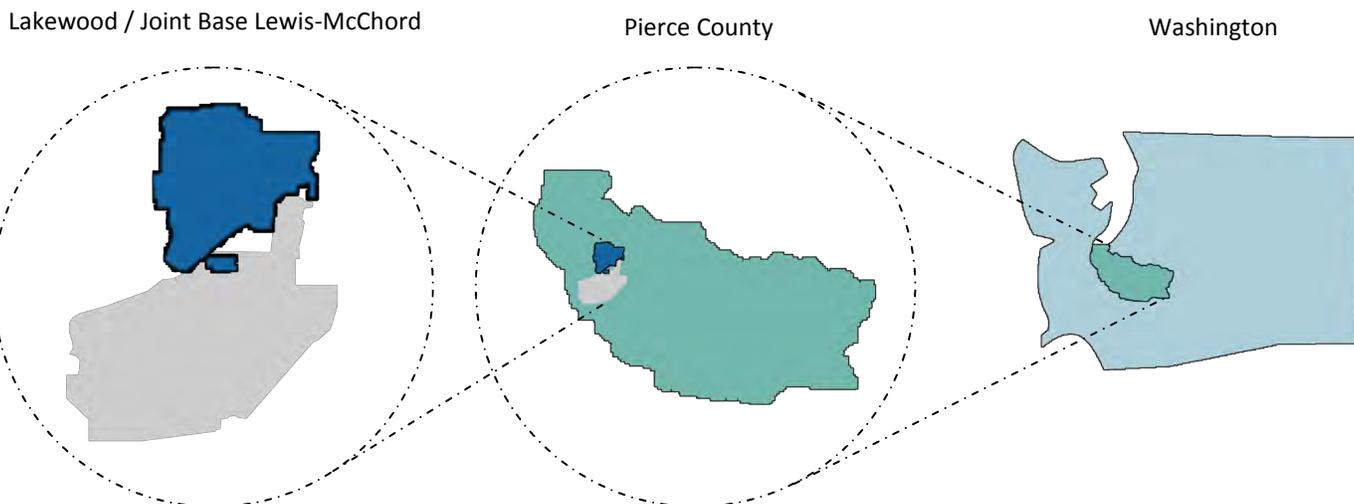


Figure 1: Lakewood Location



Population & Demographic Characteristics

Population

As of 2014, Lakewood’s population is 58,569 persons. The population of the city has stayed consistent over the last 34 years, well prior to its incorporation (see Table 1). Lakewood is 0.89% of the population of the state of Washington and 7.29% of the population of Pierce County. The population density of the city is just under 3,000 people per square mile. Consistent with Washington State, gender is evenly-distributed between male and female (male: 49.9%; female: 50.1%) (see Figure 3).

According to the 2010 Census, the majority of the city’s population is between the ages of 35 and 54 and younger than age 19. This is indicative of a high population of families (which is approximately 50% of the population of Lakewood.) The smallest age group of the population is between 20 and 24, the age group that forms the entry-level employment pool. This is mostly consistent with the population age of Pierce County. However, Lakewood does have a larger retired population than the rest of the county. Compared to the state of Washington, Lakewood has a slightly higher population of persons who are middle-age and children, indicating a higher percentage of families (see Figure 4).

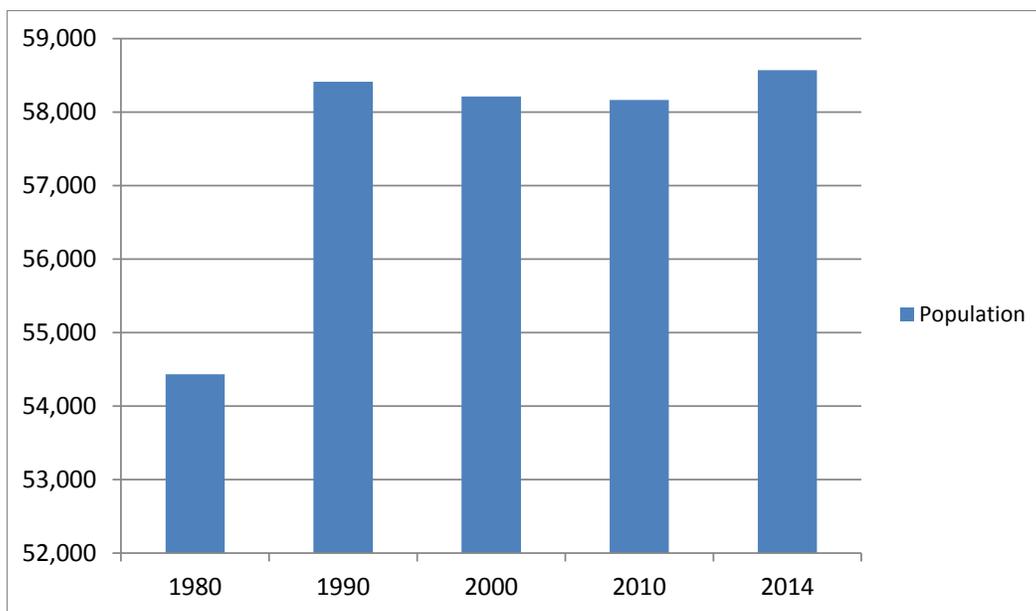


Figure 2: Lakewood Population (1980–2014)

Source: City of Lakewood Comprehensive Plan Background Report – 2014/ Census 2010

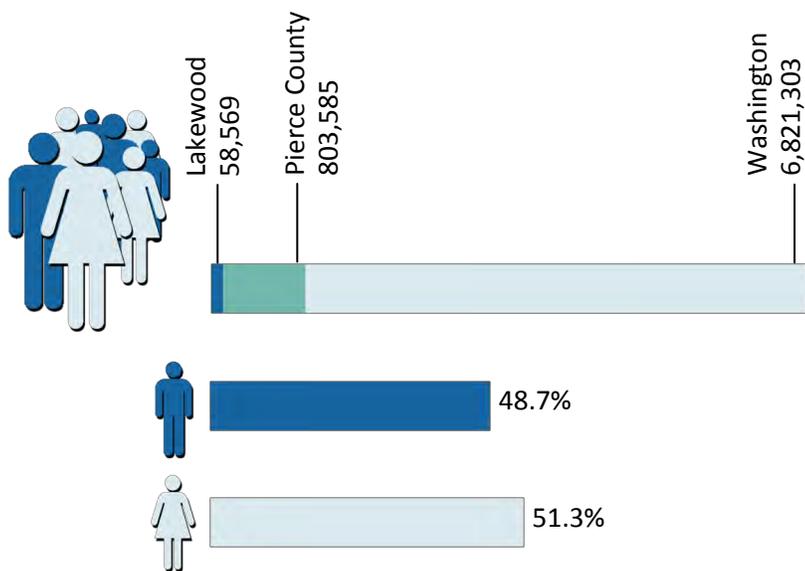


Figure 3: Population and Gender

Source: City of Lakewood Comprehensive Plan Background Report – 2014

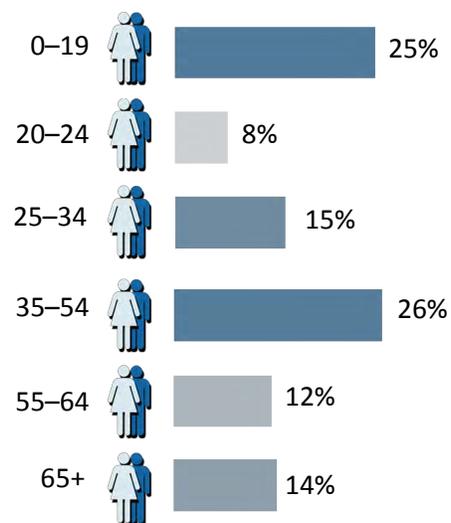


Figure 4: Population Comparison by Age for Lakewood – 2010

Source: 2010 Census

Age	Washington 		Pierce County 		Lakewood 	
	#	%	#	%	#	%
0–19	1,581,354	23.5%	220,369	27.7%	14,797	25%
20–24	461,512	6.9%	56,203	7.1%	4,720	8%
25–34	933,781	13.9%	112,050	14.9%	8,498	15%
35–54	1,401,214	20.8%	227,370	28.6%	15,197	26%
55–64	1,330,461	19.8%	91,448	11.5%	7,054	12%
65+	827,677	12.3%	87,785	11.0%	7,897	14%
TOTAL:	6,535,999	100.0%	795,225	100.0%	58,163	100%

Note: Percentages have been rounded.

Source: 2010 Census



Ethnicity & Race

Of Lakewood’s population of 58,569 people, 63.7% are White, 17.4% are Hispanic or Latino, 11.0% are Black or African American, 8.6% are Asian, and others identify themselves of two or more races (Table 2).

Compared to Pierce County and the state of Washington, Lakewood has a more diverse population, with 17.4% Hispanic/Latino, compared to Pierce County’s 9.4% and Washington’s 11.5%. Lakewood also has a notably higher average population who are Black/African American (11.0%), Asian (8.6%), Native Hawaiian/Pacific Islander (2.8%), Guamanian/Charmarro (0.7%), and Samoan (1.6%).

Within Lakewood’s neighborhoods, the areas of East Lakewood and Springbrook present the most diversity. The Lakes and Fort Steilacoom Park have the least diversity, with the majority of the population being White. Whereas ethnic diversity has been consistent in Lakewood over time, from 2000 to 2012 the Hispanic population notably increased, from 8.5% to 17.4%. This large increase in only a decade has the potential to create a cultural shift in the population of the Lakewood.

Race	Washington 		Pierce County 		Lakewood 	
	#	%	#	%	#	%
White	5,350,392	78.4%	606,916	75.5%	37,324	63.7%
Hispanic or Latino	783,883	11.5%	75,595	9.4%	10,192	17.4%
Black or African American	243,811	3.6%	54,616	6.8%	6,428	11.0%
American Indian & Alaska Native	94,054	1.4%	8,686	1.1%	846	1.4%
Asian	499,165	7.3%	47,496	5.9%	5,017	8.6%
Native Hawaiian & Other Pacific Islander	41,626	0.6%	10,954	1.4%	1,631	2.8%
Native Hawaiian	5,268	0.1%	969	0.1%	202	0.3%
Guamanian or Chamorro	9,011	0.1%	2,674	0.3%	394	0.7%
Samoan	15,827	0.2%	5,422	0.7%	911	1.6%
Other Pacific Islander	11,520	0.2%	1,889	0.2%	124	0.2%
Some other race	269,833	4.0%	20,122	2.5%	2,602	4.4%
Two or more races	322,422	4.7%	54,795	6.8%	4,721	8.1%
White & Black or African American	55,997	0.8%	13,578	1.7%	1,029	1.8%
White & American Indian or Alaska Native	76,108	1.1%	10,017	1.2%	622	1.1%
White & Asian	86,257	1.3%	14,513	1.8%	965	1.6%
Black or African American & American Indian & Alaska Native	7,344	0.1%	943	0.1%	59	0.1%

Source: City of Lakewood Comprehensive Plan Background Report – 2014

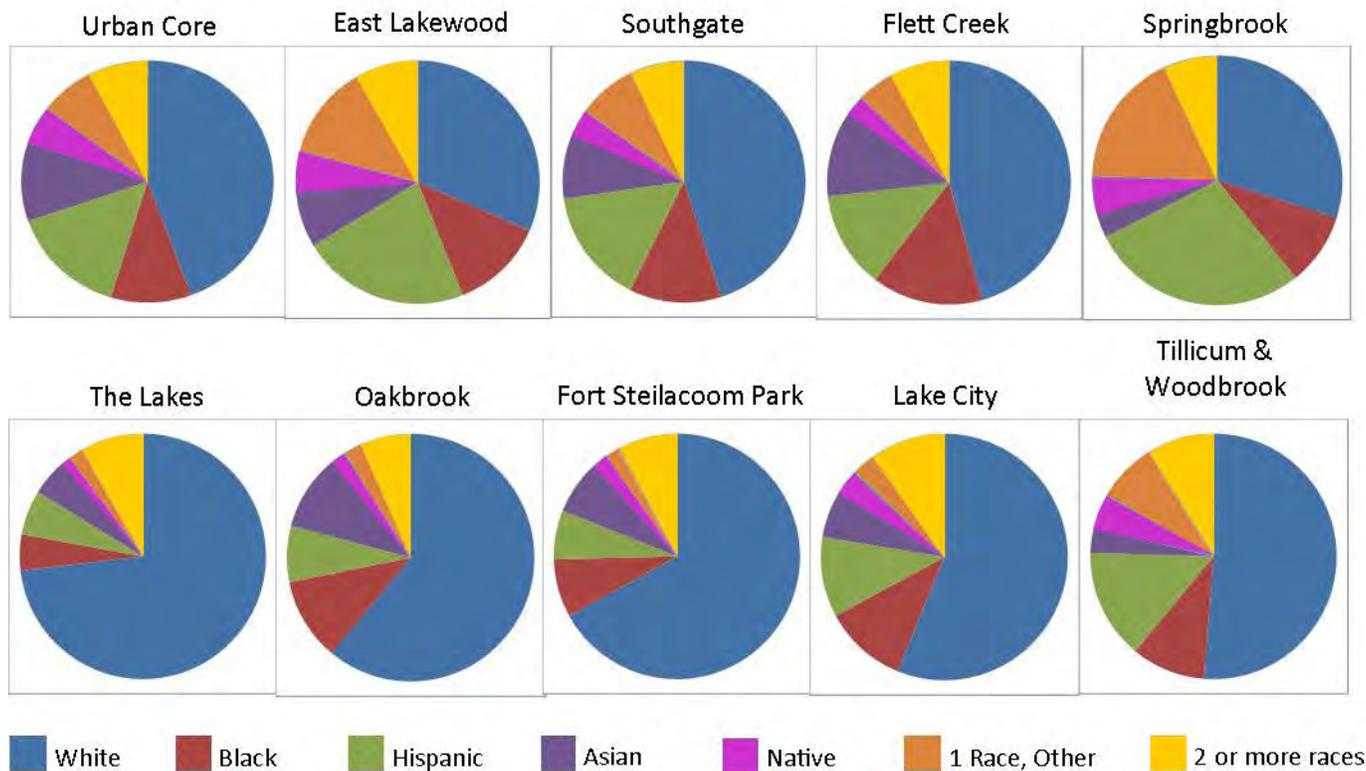


Figure 5: Diversity of Ethnicity by Neighborhood

Source: 2010 Census

Table 3: Distribution of Races, City of Lakewood							
Lakewood Subarea	White	Black	Hispanic	Asian	Native	1 Race, Other	2 or More Races
Urban Core	52.1%	12.2%	17.6%	12.4%	5.9%	8.4%	8.9%
East Lakewood	40.6%	16.0%	28.7%	9.6%	6.9%	16.3%	10.6%
Southgate	53.2%	14.5%	18.2%	10.1%	4.2%	9.4%	8.5%
Flett Creek	52.2%	16.9%	14.7%	13.0%	3.0%	5.8%	8.9%
Springbrook	41.6%	13.1%	39.4%	4.5%	6.7%	24.4%	9.7%
The Lakes	79.8%	5.2%	6.4%	5.5%	1.1%	2.2%	6.2%
Oakbrook	65.8%	11.7%	7.9%	10.8%	2.0%	2.7%	7.0%
Fort Steilacoom Park	71.5%	8.2%	6.9%	7.7%	2.1%	2.0%	8.4%
Lake City	62.7%	12.2%	11.7%	6.8%	3.8%	3.5%	10.9%
Tillicum & Woodbrook	59.9%	11.4%	16.9%	3.8%	5.4%	9.3%	10.2%

Source: 2010 Census



Education

The Clover Park School District (CPSD) serves the Lakewood and Joint-Base Lewis McChord communities and has capacity for 14,457 students. The current enrollment of CPSD is 11,709 students, with 6,920 in 17 elementary schools (grades K–5), 2,207 in 4 middle schools (grades 6–8), and 2,582 in 2 high schools (grades 9–12). In January 2014, a Demographics and Enrollment Project Study was completed as part of a 10-year enrollment projection and showed where in the district the population was growing and other relevant demographic trends. This study shows a relatively high percentage of school-age residents, particularly those under 5 years of age, and a large proportion of Lakewood families to total population.

Summary Point	Description
General growth of student population of district	Bulk of growth from the north, including Dower, Oakbrook, Park Lodge, Custer and Southgate, with 1.2% annual growth in these areas (4x stronger than rest of district).
Projected growth of northeastern boundary areas, Southgate, and Oakwood areas	Southgate (600 students in 2013/14 to 921 in 2023/24); Oakwood (330 in 2013/14 to 453 in 2023/24.) In Southgate, more children ages 5–10 live in these areas than attend school here, most likely as a result of having multiple, non-related households under same roof. Oakwood expected to see population increase of 300+ persons by 2018.
Effects of poverty on district population/enrollment	Several spots of extreme poverty in northern parts of district and a few along I-5 (all in Lakewood). These families make less than \$30,000 a year and have lower education levels (7.9% complete college; district average is 13.7%).
Mobility of student population of district	Fewer changes in address because of weak national economy. High mobility within district by minority families with lowest incomes.
Effects of multifamily housing on district	Harder to track children moving to established households with established enrollment. Large number of these households in Southgate and Oakwood areas.
How to provide classroom space for all students	Current capacity of district’s buildings is 14,457 students. High-end projection show that by 2023/24, district will have 13,757 students. Some schools at capacity, but a large number of students are not attending school in their assigned area (2,041 students in 2013/14).

Source: Clover Park School District Enrollment and Demographics Study

Conclusions from this study (summarized in Table 4) show that poverty and diversity in the Southgate and Oakwood areas play a major role in the operation of CPSD. Future growth will come from the lower-income, more diverse areas of the district. This will have an effect on population and enrollment, especially within these areas. While the overall capacity of buildings in the district is adequate for immediate future growth, not enforcing attendance of students in assigned areas is interfering with the capacity of some facilities.

Of the 13,943 Lakewood residents enrolled in school (public or private), the majority are in grades 1–8 (Figure 6), consistent with that age range being a large part of the population. Figure 6 also indicates the education attainment level of residents age 25 and older, showing that a vast majority of the Lakewood population has a high school degree or some college education. Only 13.5% of the population has a bachelor’s degree, and 8.4% have a graduate degree.

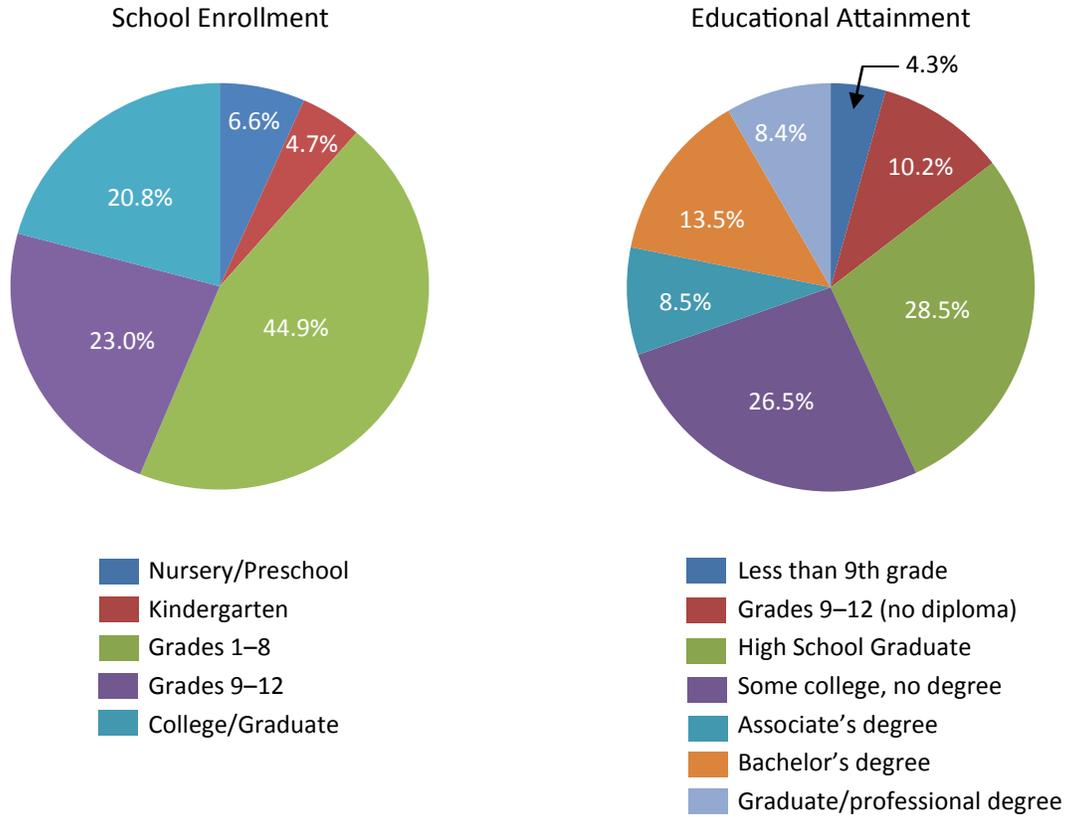


Figure 6: School Enrollment and Educational Attainment

Source: 2010 Census

Table 5: Clover Park School District Summary Compared to Other Local School Districts					
	Clover Park	Tacoma	Puyallup	Bethel	University Place
Enrollment					
Student Count	12,666	29,035	20,853	17,766	5,669
Gender					
Male	52.3%	51.1%	51.5%	52.6%	50.8%
Female	47.7%	48.9%	48.5%	47.4%	49.2%
Ethnicity					
American Indian or Alaskan Native	0.6%	1.5%	1.9%	1.8%	0.5%
Asian or Pacific Islander	4.8%	10.3%	4.6%	5.9%	9.5%
Black	12.6%	21.6%	3.9%	9.4%	9.3%
Hispanic	28.2%	16.5%	13.2%	13.7%	12.0%
White	38.8%	46.0%	64.6%	60.8%	52.9%
Special Programs					
Free or Reduced-Price Meals	66.9%	63.2%	38.9%	48.7%	37.7%



Table 5, Cont'd: Clover Park School District Summary Compared to Other Local School Districts					
	Clover Park	Tacoma	Puyallup	Bethel	University Place
Special Education	16.0%	11.4%	12.6%	13.6%	13.2%
Transitional Bilingual	10.8%	8.8%	3.4%	1.6%	3.0%
Migrant	0.0%	0.0%	0.0%	0.0%	0.0%
Section 504	1.2%	1.1%	4.7%	1.6%	2.7%
Foster Care	0.1%	0.3%	0.5%	0.2%	0.1%
Other Information					
Annual Dropout Rate	18.5%	31.8%	12.8%	20.6%	9.9%
Extended Graduation Rate	76.8%	67.0%	85.3%	72.7%	87.6%
MSP/HSPE					
3rd Grade MSP Reading	66.6%	64.8%	78.0%	73.0%	81.6%
3rd Grade MSP Math	61.4%	54.4%	67.6%	63.6%	72.5%
4th Grade MSP Reading	67.9%	64.0%	77.7%	68.0%	90.0%
4th Grade MSP Writing	47.0%	54.7%	63.7%	58.5%	74.8%
4th Grade MSP Math	54.1%	54.2%	64.4%	63.2%	62.4%
5th Grade MSP Reading	74.7%	69.9%	77.8%	71.0%	80.2%
5th Grade MSP Math	59.5%	57.7%	67.9%	63.5%	65.9%
5th Grade MSP Science	56.9%	53.2%	74.8%	65.3%	74.3%
6th Grade MSP Reading	64.1%	59.2%	79.6%	69.5%	82.3%
6th Grade MSP Math	50.1%	47.9%	73.7%	58.9%	75.4%
7th Grade MSP Reading	64.0%	57.2%	73.4%	65.1%	84.6%
7th Grade MSP Writing	66.3%	55.4%	75.7%	70.7%	87.9%
7th Grade MSP Math	63.2%	51.8%	67.6%	61.6%	78.9%
8th Grade MSP Reading	59.8%	50.6%	67.0%	58.7%	76.7%
8th Grade MSP Math	51.3%	36.5%	60.9%	42.1%	64.5%
8th Grade MSP Science	56.3%	49.0%	73.2%	55.0%	65.8%
10th Grade HSPE Reading	75.8%	78.6%	89.7%	82.5%	90.2%
10th Grade HSPE Writing	83.4%	80.5%	91.1%	80.5%	94.6%
Teacher	Teacher	Teacher	Teacher	Teacher	Teacher
Student/Teacher Ratio	19	18	20	19	19
Teacher Experience (Years)	11	13	13	12	13
Teacher Education (Master's Degree)	68.3%	60.0%	70.6%	67.6%	65.8%

Source: State of Washington Office of Superintendent of Public Instruction



Table 5 shows a summary of the Clover Park School District as it compares to the Tacoma, Puyallup, Bethel, and University Place School Districts. This comparison demonstrates the following:

- Clover Park has the second smallest enrollment compared to other local districts.
- Clover Park has the most ethnic diversity in its student population.
- Clover Park has the highest student population enrolled in free or reduced-price meals, special education, and transitional bilingual programs. This could be evident of a lower income within Lakewood and diversity found within different neighborhoods.
- Clover Park has test scores consistent with Tacoma, but are lower in general than Bethel and University Place School Districts.

Special Population Subgroups

A total of 1,544 people live in group quarters in Lakewood (Table 6). This includes healthcare facilities, treatment centers, shelters, and student housing. There are no detention centers or prisoner facilities within the city of Lakewood's boundaries.

In addition to these special groups, Joint Base Lewis-McChord is adjacent to Lakewood to the south. While this is outside of the city boundary and does not count toward population demographics, it should be noted as having a significant impact of the local economy and community of Lakewood. The base is the largest military installation in the western United States and the third largest employer in Washington State. It supports more than 40,000 active service members and 15,000 civilian workers, as well as 60,000 family members who live on and outside the base and nearly 30,000 military retirees living within 50 miles.

In 2010, the South Sound Military and Communities Partnership (SSMCP) was formed to foster military-community relationships and provide a single point of contact for military-related activities that affect the region. The City of Lakewood plays a leading role in the SSMCP.



Description	Population
Mental/psychiatric hospital	794
Hospitals with patients who have no usual home elsewhere	46
Juvenile facilities	0
Nursing facilities/skilled nursing	152
College/student housing	276
Emergency & transitional shelters	16
Group homes for adults	164
Residential treatment centers	52
Workers group living quarters	42
Other	2
TOTAL:	1,544

Source: 2010 Census

Population & Demographics Summary

The population and demographic characteristics of Lakewood show an established suburban community. With a consistent population over the last couple of decades and little shift in age and gender, it is a city with a strong representation of families and retired persons. The diversity of Lakewood has stayed consistent since the City's incorporation, with more ethnic, cultural, and racial diversity present that is more typical of older metropolitan areas than newer suburbs.

The strong foundation of families, age groups, and gender in Lakewood is consistent with the county and state. Additionally, the diversity of the city can be leveraged to create a strong and unique community vision.

Section 2: Economic & Social Characteristics

Community Historic Background

According to the Lakewood Historical Society, Lakewood was originally called “The Prairie,” consisting of 20 square miles, and was home to the Steilacoom and Nisqually Native American tribes. This location originally was used by the Hudson’s Bay Company (HBC), one of the oldest fur trading companies in the world. Settlers began farming on the Prairie, and in 1849, the U.S. Army rented land from HBC for a military post following a Native American attack. This eventually became Fort Steilacoom, which continued to be used as an outpost against Native Americans. Fort Steilacoom was home to Army lieutenants and captains who later served in the Civil War, including Union General U.S. Grant, who later became President.

After the first grist mill (1850), saw mill (1852), and flour mill (1855) were established and Washington became a territory, immigrants began to arrive in the Lakewood area. During this time, the oldest house in Lakewood, the Boatman/Ainsworth residence, was built on 112th Street. It was one of the first houses built using frame instead of log construction.

In 1873, Tacoma was chosen to be the western terminus on the Northern Pacific Railway. The railroad increased development, and during the late 1800s, the Prairie began to vanish. Homes, roads, and utilities were constructed quickly. In 1889, Washington became the 42nd state of the Union, and the relationship between the Native Americans and settlers became more amicable.

Many stately homes were built along the shorelines of area lakes, the most impressive being Thornewood, built on American Lake between 1909 and 1911. During the 1920s, summer residents expanded their lake cottages into year-round homes. The Tacoma Country and Golf Club was established in 1894 to attract the rich and famous. The first golf club west of the Mississippi, it featured trolley transportation from Tacoma. The Oakes Pavilion on Lake Steilacoom opened in 1923, offering boating, bathing, and picnic grounds.

In the early 1900s, Tacoma Speedway was built, which included a mile-long wooden track and a grandstand along Steilacoom Boulevard. Post World War I, the inner grasslands of the Speedway were used as an airplane landing field. An airstrip and hangers were built as part of Mueller-Harkins Airport.



Figure 7: Boatman Ainsworth House



Figure 8: Thornewood Castle Under Construction



Figure 9: The Oakes Pavilion (North end of Lake Steilacoom)



Figure 10: Tacoma Speedway

Images Source: Lakewood Historical Society



In 1917, Camp Lewis was built on land donated by Pierce County government, and McChord Field was developed from a County Air Field in 1938. McChord Field is now known as McChord Air Force Base, which plays a very prominent role in the region today.

Lakewood went through a period of business development after the Great Depression. One of the first suburban shopping centers in the country, Lakewood Colonial Center, was built in 1937; a fire district was formed in 1942; and a water district was formed in 1943. Between 1939 and 1949, the population of the Lakes District jumped from 3,000 to 17,000.

A decade later, in 1958, the Villa Plaza Shopping Center was built, which was later renovated to become the Lakewood Mall, which was reconfigured in 2000 to become the Lakewood Towne Center. In 1960, the Thunderbird Center, now the Oakbrook Shopping Center, was built. Lakewood General Hospital opened on 100th Street in 1961; it has since been demolished and was replaced by St. Clare Hospital in 1990 on Bridgeport Way. The Flora B. Tenzler Memorial Library (now part of the Pierce County Library System) was built in 1963. Clover Park Vocational Technical Institute joined the Community College System in 1967 and was renamed Clover Park Technical College. Fort Steilacoom Community College, established in a grocery storefront off Bridgeport Way in 1967, moved into portable quarters at its present site on Farwest Drive in 1970; its doors opened as Fort Steilacoom Community College in 1974, and it changed to Pierce College in 1986.

In March 1995, Lakewood citizens voted to incorporate as a city, passing with a 60% vote. Seven City Council members were elected to form the city's first government. William Harrison was elected by the Council as Lakewood's first mayor and Claudia Thomas was elected Deputy Mayor. Lakewood officially became a city on February 28, 1996, making it the seventh largest city in the state and the second largest in Pierce County after Tacoma.

Community Values

As part of preparation for the first Comprehensive Plan for the newly incorporated City of Lakewood, residents came together to create a Community Vision. Two visioning sessions, or community workshops, were held to identify the desires of residents, including strengths and weaknesses of Lakewood, create goals for the City, and to establish recommended actions to implement them. Each of the visioning meetings was facilitated and attended by City Council and the Lakewood Planning Advisory Board (PAB) members, in addition to City staff. The first visioning session identified the following top five strengths and weaknesses of Lakewood (in no particular order):

Strengths	Weaknesses
Natural beauty	Crime
City government and staff	Existing commercial/retail development problems (lack of an anchor at Lakewood Mall, unattractive hotels and motels, strip mall development hindering development of Lakewood Mall)
Economic potential and business climate	Conditions and appearance of gateways to city
Civic involvement	History of poor planning and land use
Schools, libraries, higher educational opportunities	Condition and/or lack of streets, sidewalks, bike paths

Source: Lakewood Comprehensive Plan Appendix A



More than 280 vision statements that were presented in the first session were summarized into general goal statements distributed into 11 functional categories. These goal statements embody the citizens’ desires for Lakewood in the year 2020 (Table 8). Each goal statement is stated as a description of the prevailing conditions in Lakewood in the year 2020. One of the components of this current visioning process will be to evaluate which of these goal statements (or components thereof) are still relevant today.

Category	Goal Statement
Capital Facilities	Lakewood has attractive, well-designed civic facilities that are a source of pride to the community.
Economic Base	Lakewood supports a strong, diverse employment base.
Environment	Lakewood continues to cherish and protect the natural environment, including its lakes, woods, and natural amenities.
Government	City government in Lakewood functions to preserve and protect the values of its diverse population.
Human Services	Lakewood has paid close attention to the needs of all its citizens and provided excellent human services.
Land Use – Residential	Lakewood has preserved its lovely existing single-family neighborhoods while creating an urban center that supports multi-family residential in planned areas with high levels of public services.
Land Use – Commercial	Lakewood has both thriving community centers and a downtown. The unique downtown has become the “heart” of the city, but also is a regional urban center where commerce, culture, and government flourish.
Land Use – Amenities	Lakewood is a beautiful city marked by an abundance of parks, open spaces, and attractive, landscaped corridors.
Transportation	Lakewood has an excellent, integrated transportation system that supports all modes of transportation—private vehicles, public transportation, bicycles, and walking.
Urban Design	Lakewood is now a city with a “heart.” Friendly, diverse neighborhoods with distinctive character are now linked to a dynamic unique city center that is truly a blending of lakes and woods.
Utilities	Utilities have been extended throughout the majority of the city to provide citizens with efficient and reliable services.

Source: Lakewood Comprehensive Plan Appendix A

During the second session, the citizens formed discussion groups on the 11 basic topic areas. The objective of each group was to develop a list of possible actions that would implement the specific goal. Each of the members in each group then voted on these action items to create a priority list of recommended actions. Of all the action items, Urban Design received the most votes. Some of the categories and recommended actions that people felt strongly about are listed:

- *Urban Design* – Define a sense of place through a quality built environment.
- *Land Use Residential* – Maintain the character of single-family homes, especially large suburban lots or estates in the Lakewood urban area.



- *Land Use Amenities* – Develop zoning/rezoning that emphasizes the preservation of open space and additional wildlife habitat.
- *Capital Facilities* – Acquire a land base for a city/civic center, and parks and open space.
- *Human Services* – Provide opportunities for job training and community service for teens and older youth.

These community values served as a foundation for the first Comprehensive Plan and were incorporated into the different elements of the document. The visioning process was identified specifically in Section 1.2: How was this Plan Created? and correlates with the guiding principles presented in Section 1.3: What Principles Guide this Plan?, and are listed in Table 9. These values developed by the community have guided Lakewood policy and development over the last 18 years.

Guiding Principles	Description
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 overcome 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.

Source: Lakewood Comprehensive Plan



Income Levels

The average per-capita income in Lakewood in 2010 was \$26,760, and the average median household income was \$42,476. The percent of persons below poverty level was 17.9% (Table 10). While the per-capita income is consistent with Pierce County and Washington State, the median household income is more than \$10,000 less than the county and state averages. Additionally, the percentage of persons under the poverty level in Lakewood was much greater than the county and state averages.

Looking at median household income and poverty levels by neighborhoods in Lakewood shows a drastic difference between areas of the city. Income in The Lakes (\$69,773), Oakbrook (\$61,867), and Fort Steilacoom Park (79,769) is notably more than the county median income (\$55,531). Except for these three neighborhoods and one other, the population of Lakewood has a greater level of poverty than Washington State. The difference in income levels in parts of Lakewood, where concentrations exist of households that either fall below the poverty line or are above the average income level, has resulted in a noticeable gap of middle class households. This lack of a middle class is certainly notable in determining a future vision for the city, as is the percentage of families (especially those with younger children) that fall below the poverty level. Important statistics related to this topic include:

- 48% of families live in non-single family housing
- 58% of families live in rental housing
- 20% of families earn less than \$25,000 per year
- 25.4% of families with related children under 18 years old fall below the poverty level*
- 33% of families with related children under 5 years old only fall below the poverty level*

(*Source: American Community Survey 2008–2012)

Table 10: Measure of Income				
	1989	2000	2010	% Change (2000–2010)
Lakewood 				
Per capita income	\$13,538	\$20,569	\$26,760	30.0%
Median household income	\$26,228	\$36,422	\$42,476	16.6%
% of persons below poverty level	16.0%	15.8%	17.9%	13.3%
Pierce County 				
Per capita income	\$13,439	\$20,948	\$26,148	24.8%
Median household income	\$30,412	\$45,204	\$56,510	25.0%
% of persons below poverty level	11.4%	10.49%	12.01%	14.5%
Washington State 				
Per capita income		\$22,937	\$28,364	23.6%
Median household income	\$31,183	\$45,776	\$55,361	20.9%
% of persons below poverty level	10.6%	10.62%	13.43%	26.4%

Source: 1990/2000 US Census Data and ACS 2010 Data



Lakewood Subarea	Income		Poverty Status	
	Median Household	% of County Median	% Population	% Family
Urban Core	\$32,080	58%	23.2%	14.6%
East Lakewood	\$33,421	60%	24.9%	19.4%
Southgate	\$36,987	67%	21.9%	17.18%
Flett Creek	\$41,055	74%	16.9%	12.1%
Springbrook	\$26,960	49%	39.9%	37.6%
The Lakes	\$69,773	126%	5.7%	2.0%
Oakbrook	\$61,867	111%	9.9%	4.3%
Fort Steilacoom Park	\$79,769	144%	4.5%	3.6%
Lake City	\$52,183	94%	11.3%	12.1%
Tillicum & Woodbrook	\$32,304	58%	32.3%	29.7%

Source: 2010 Census

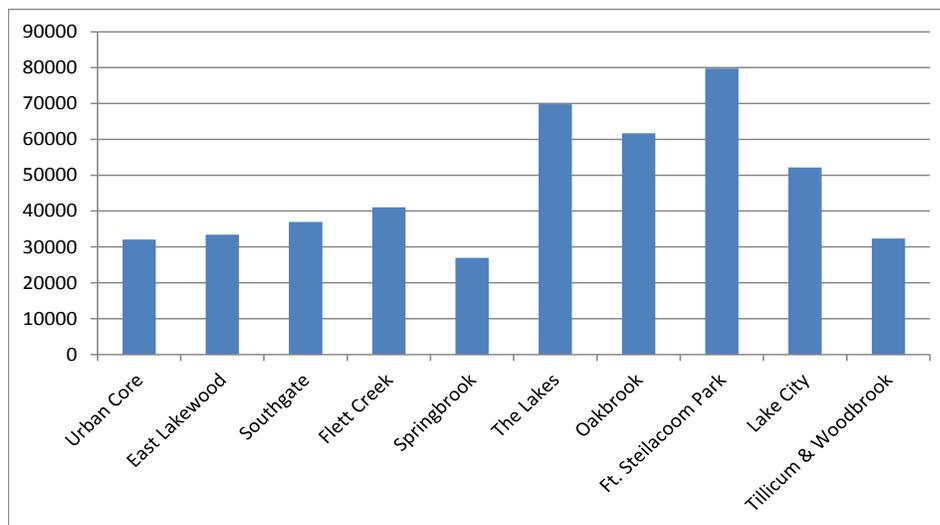


Figure 11: Lakewood Distribution of Median Household Income

Source: Census 2010

Economic Base & Labor Force

Washington State experienced an economic downturn in 2001, recovered and peaked in 2008, and has since suffered a economic recession. Lakewood’s employment data show that it is making progress toward reaching pre-recession employment levels. Three-year U.S. Census Bureau ACS estimates show an employment peak of 23,638 (2006–2008), dropping 6.9% to 22,706 (2007–09), and slowly rising 3.6% to 23,523 (2010–12) (Table 11). As of March 2014, Lakewood’s unemployment rate was 8.1%, which is higher than Pierce County (7.8%), Washington State (6.3%) and the United States (6.7%). This is largely due to the poorer neighborhoods of Springbrook, Tillicum, and Woodbrook, in which the average unemployment rate is 25%.



Table 12: Employment Comparison

US Census ACS 2010–12	Washington 		Pierce County 		Lakewood 	
	#	%	#	%	#	%
In labor force	3,525,446	65.1%	414,323	65.9%	28,579	60%
Civilian labor force	3,447,803	64.2%	397,775	63.3%	26,817	56.3%
Employed	3,130,464	57.8%	351,526	55.9%	22,844	48.0%
Unemployed	347,339	6.4%	46,249	7.4%	3,973	8.3%
Armed Forces (Active Military)	47,643	0.9%	16,548	2.6%	1,762	3.7%
Percent Unemployed		10.0%		11.6%		14.8%

Source: U.S. Census Bureau, 2010-2012 American Community Survey

Of the 25,251 jobs in Lakewood, 3,436 are held by people who also live within the city. Of the 17,278 persons employed and living in Lakewood, 13,842 people work outside of Lakewood. This shows an inflow of 21,815 employees into the area and an outflow of 13,842 (Figure 12).

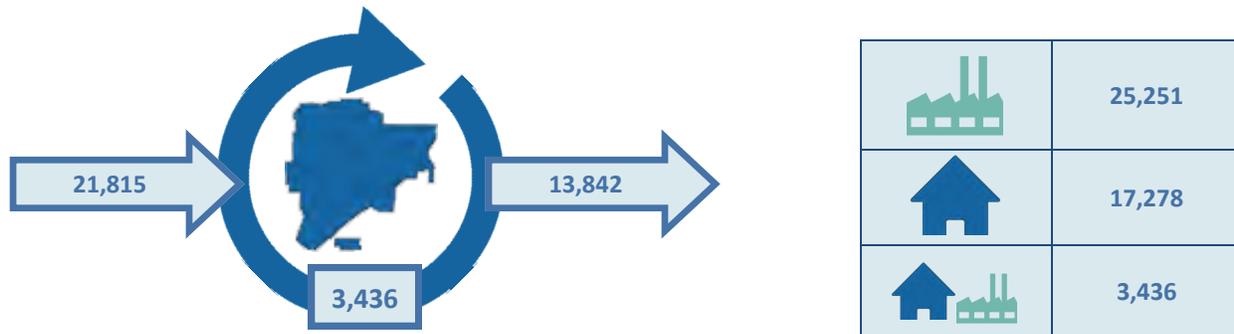


Figure 12: Lakewood Employment Inflow/Outflow

Source: Census 2010

Of the 22,769 employed civilians, the majority of employed positions are in the following industries:

- Educational Services, Health Care, Social Assistance (5,141 or 23%) – median Income \$34,739
- Retail Trade (3,355 or 15%) – median Income \$19,590
- Arts, Entertainment, Recreation, Accommodation, Food Services (2,376 or 10%) – median Income \$17,291
- Professional, Scientific & Management, Administrative & Waste Management (2,007 or 9%) – median Income \$26,106

Of the industries with the four highest salaries (Public Administration, Transportation/Warehousing/Utilities, Manufacturing, and Finance/Insurance/Real Estate/Leasing), the average is \$41,588.75, with a total population of 6,204 (27% of the civilian employed population.) The difference in earnings between the most prevalent industries and the highest earning industries demonstrates, in part, the income disparity in Lakewood.



Table 13: Industry in Lakewood

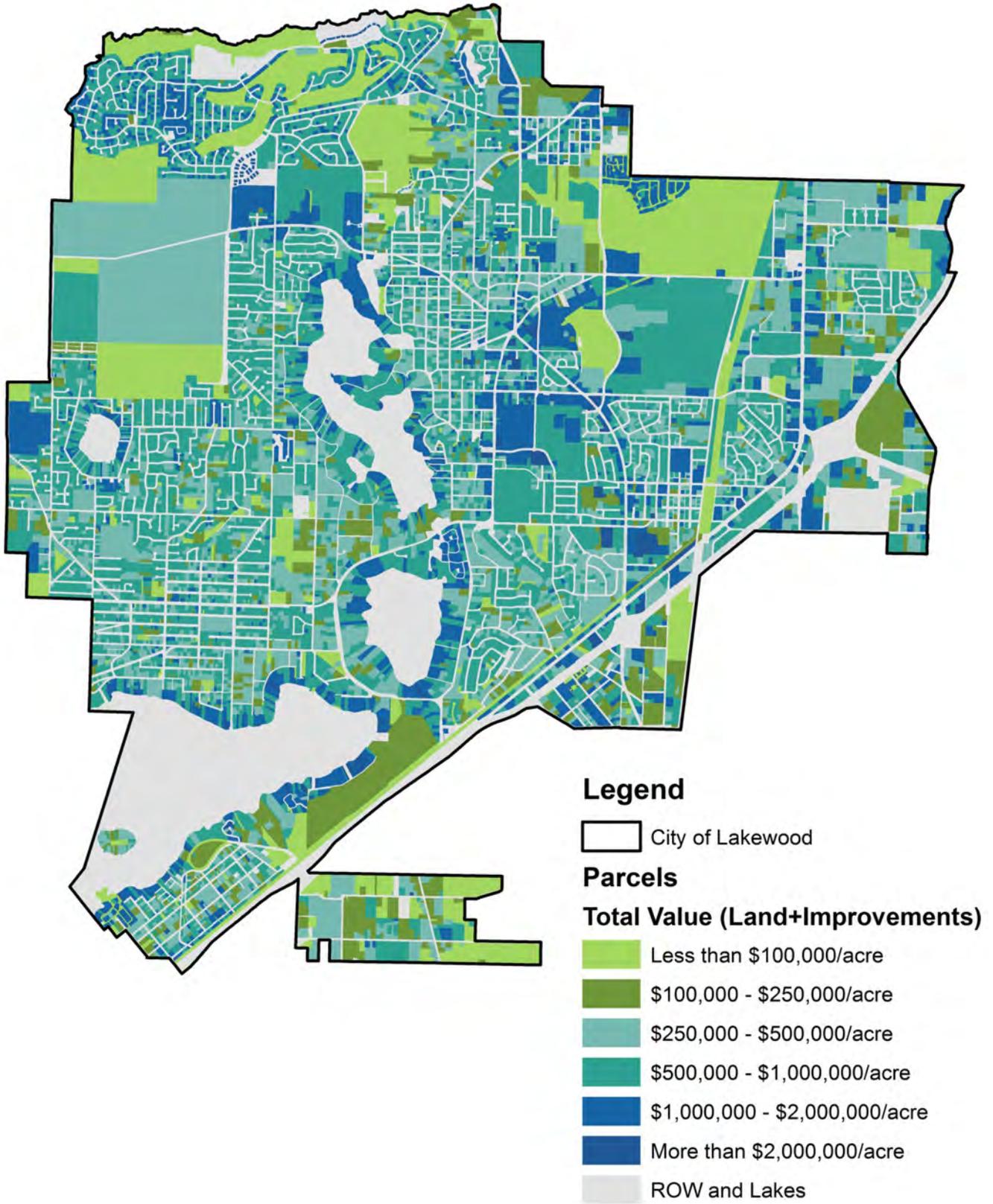
Industry	Total			Median Earnings (\$)	Median Earnings 	Median Earnings 
Civilian Employed Population (16 yrs and over)	22,769	52.2%	47.8%	30,123	35,400	25,912
Agriculture, Forestry, Fishing & Hunting	184	58.7%	41.3%	27,436	35,417	27,308
Construction	1,748	90.8%	9.2%	33,814	33,708	37,981
Manufacturing	1,875	70.4%	29.6%	39,544	48,520	28,073
Wholesale Trade	650	75.2%	24.8%	33,346	35,795	31,605
Retail Trade	3,355	38.8%	61.2%	19,590	35,556	16,623
Transportation/Warehousing/Utilities	1,307	72.8%	27.2%	40,964	41,435	40,000
Information	196	41.8%	58.2%	19,879	37,000	18,625
Finance/Insurance/Real Estate/Leasing	1,170	48.5%	51.5%	36,819	37,303	36,346
Professional, Scientific & Management, Administrative & Waste Management	2,007	68.0%	32.0%	26,106	29,254	24,222
Educational Services, Health Care & Social Assistance	5,141	28.0%	72.0%	34,739	40,625	32,984
Arts, Entertainment, Recreation, Accommodation, Food Services	2,376	44.7%	55.3%	17,291	17,604	17,131
Other, except Public Administration	908	39.4%	60.6%	19,236	40,673	17,703
Public Administration	1,852	67.5%	32.5%	49,028	51,627	44,454

Source: Lakewood 2014 Comprehensive Plan Update Data

Property Values

Map 1 shows the total property values (land + improvements) of the City of Lakewood. The highest property values are primarily residential lakefront, Lakewood Towne Center and surrounding retail. The higher value of these properties is because they have most historic and established improvements, as well as, and the newest retail construction on a comparatively area of land. This results in a high total property value, but also reflects the current community priorities of the natural environment and the establishment of an urban center.

The lowest property values are directly adjacent to Joint Base Lewis McChord, the Tacoma Golf and Country Club, and city-owned properties, such as, Mountain View Memorial Park, Fort Steilacoom Park, Steilacoom High School, Fort Steilacoom Golf Course, South Pudget Sound Wildlife Area and the area surrounding Chambers Creek. In most of these cases, the total property value is lower because of fewer “improvements” on recreational or preserved land.



Map 1: Total Property Values
Source: City of Lakewood



Tax Base

In 2014, Lakewood has a total general fund total revenue of \$34.3 million. There are many sources of revenue for the City, but Real & Personal Property Tax (\$6.3 million) and Local Retail Sales & Use Tax (\$8.0 million) comprise almost half of the general fund budget. The top 10 revenue sources for the City are listed in Table 14. The top 10 revenue sources make up 72% of Lakewood’s revenue for fiscal year 2014.

Table 14: General Fund Revenue Sources – City of Lakewood (2014)	
Source	Amount
1. Real & Personal Property Tax	\$6,306,000
2. Taxes - Local Retail Sales & Use	\$8,000,000
3. Card Games	\$2,500,000
4. Utility Tax –Telephone	\$2,100,000
5. Utility Tax – Electric	\$1,385,600
6. Utility Tax – Gas	\$1,200,000
7. Infractions – Camera	\$1,000,000
8. Traffic Infraction Penalties	\$800,000
9. Local Criminal Justice Tax	\$800,000
10. Utility Tax – Cable	\$703,800
TOTAL	\$24,795,400 (72% of Total City Budget for 2014)

Source: 2013–2014 City of Lakewood City Budget

Crime

Crime in Lakewood has steadily been decreasing over the last decade. Violent, property, and other crimes are listed in Table 15. Each of these crimes, except for drug activity, has decreased, in some cases drastically, over the past seven years. Violent crimes, which include homicide, rape, and robbery, have decreased by 25%, and property crimes have decreased by almost half.

The improvement in crime is due to the City of Lakewood’s establishment of the Lakewood Police Department in 2004. Before this time, the City contracted with the Pierce County Sheriff’s office. The Lakewood Police Department is now one of the largest in Washington. A focus of the Department has been crime reduction, and several aggressive crime reduction programs and community partnerships have reduced violent crime rates by 45% and overall crime rates by 24%. Community Neighborhood Policing, Community Service Officers, and the Community Safety Resource Team (CSRT) ensure a presence of safety throughout the city.

When comparing violent and property crimes in Lakewood to surrounding cities (Tacoma, Spanaway, Puyallup, University Place, Gig Harbor, and Lakebay), Lakewood has less crime per 1,000 people than Tacoma, Puyallup, and Gig Harbor. However, there is a perception by residents and others that Lakewood has higher crime rates than surrounding areas.



Table 15: Criminal Offenses - City of Lakewood (2009–2014)								
PART ONE CRIMES		2008	2009	2010	2011	2012	2013	% Change
Violent Crimes	Homicide	5	2	0	1	2	2	-60%
	Rape	59	45	39	40	111*	94*	-32.2 % (2008–2011) -15.3% (2012–2013)
	Robbery	147	170	134	116	110	90	-38.8%
	TOTAL	211	217	173	157	223*	186*	-25.6% (2008–2011) -16.6% (2012–2013)
Property Crimes	Arson	26	16	7	17	13	14	-46.2%
	Auto Theft	400	255	241	258	214	205	-48.75%
	Burglary	700	585	569	563	721	642	-8.3%
	All Other Larceny	2367	2195	1784	1777	1122	971	-58.9%
	TOTAL	3493	3051	2601	2615	2070	1832	-47.6%
TOTAL PART ONE CRIMES		3704	3829	2774	2772	2293*	2018*	-25.2% (2008–2011) -11.9% (2012–2013)
Other	Assault	1424	1342	1216	1303	1342	1279	-10.2%
	Drug	462	410	405	476	583	595	+28.8%
	Prostitution	89	48	62	58	64	52	-41.6%
	Domestic Violence	1420	1381	1288	1275	n/a**	n/a**	-10.2% (2008–2011)
	TOTAL	3395	3181	2971	3112	1989**	1926**	-8.3% (2008–2011) -3.2% (2012–2013)

*In the years 2012 and 2013, rape was included in “sex (forcible),” which is a broader definition. Therefore, the data presented here are not consistent.

**In the years 2012 and 2013, domestic violence was re-categorized into a different crime category. Therefore, there data are not available to be compared consistently.

Source: Lakewood Police Department, NIBRS Report (2009–2013)

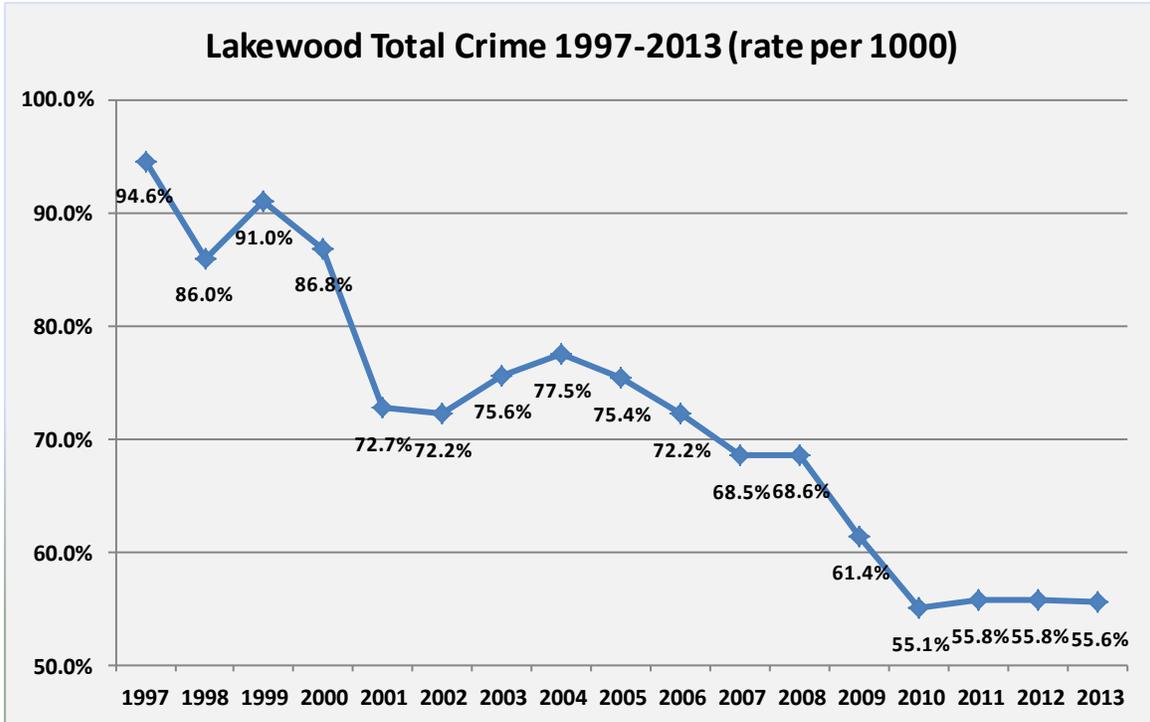


Figure 13: Lakewood Total Crime Rate (1997–2013)

Source: City of Lakewood

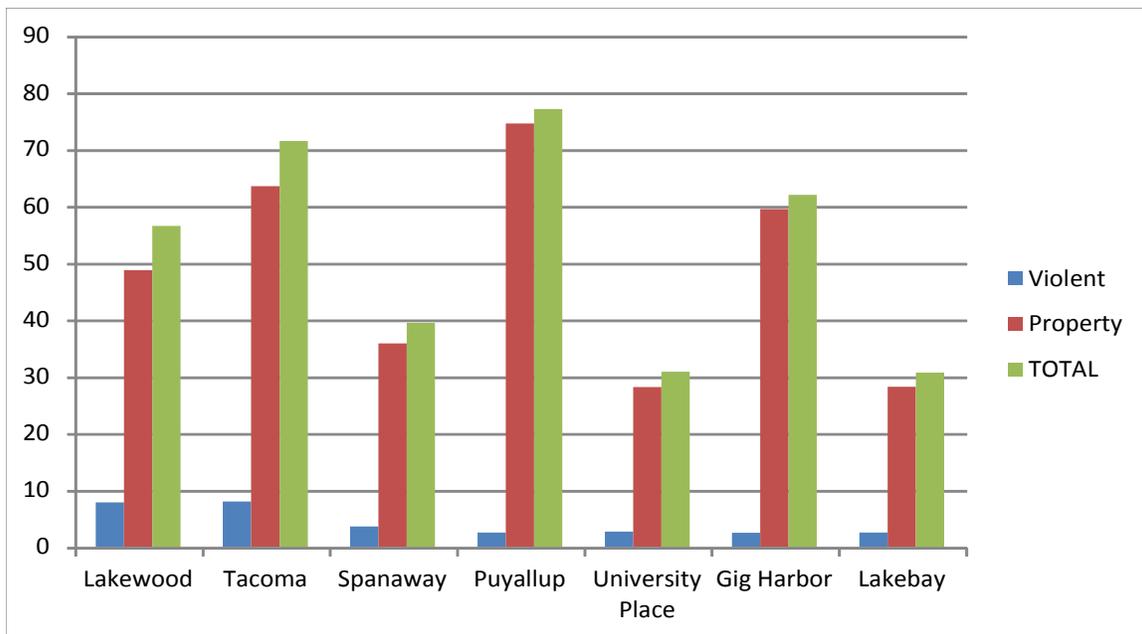


Figure 14: Crime in Lakewood & Surrounding Cities (per 1,000 people)

Source: Neighborhood Scout



Economic & Social Characteristics Summary

The City of Lakewood has a rich history of military tradition, entertainment, and nature. Joint Base Lewis-McChord, leisure on Lake Steilacoom, and historic homes tie the city to its roots as a place of meaning. The identification of community values and goals upon Lakewood's incorporation certainly enhances the city's cultural identity. A focus on urban design, placemaking, land use for both commercial and community amenities, and public facilities and a commitment to human services have guided policy and development in Lakewood since its incorporation in 1996.

While a strong community identity has been guiding Lakewood, the lack of a middle class and a reputation for crime hinders the city from reaching its defined goals for the future. The difference in income levels in parts of Lakewood have created a socio-economic "barbell" effect, with the majority of the population in poverty or above the average income level and the absence of a solid middle class. Households with higher vs. lower incomes tend to be segregated between neighborhoods, creating isolation and imbalance. In establishing a vision and action plan for the future of Lakewood, it will be important to determine how to close the economic gap between residents to establish a strong middle class.

The reputation for crime in Lakewood is a barrier to the advancement of quality of life and economic development in the city. In 2009, a shooting incident claimed five lives, including four police officers, and was believed to be part of a string of attacks on police officers within the Seattle area. Additionally, the television show "Cops" was filmed in Lakewood from 1989 to 2004. These episodes, which show locally and nationally, are believed to have a large impact on the reputation for high crime. In reality, crime in Lakewood has decreased dramatically over the past decade since the establishment of the Lakewood Police Department and is lower (violent and property) than neighboring Tacoma or Puyallup and Gig Harbor. Crime and its effect on the reputation of the city is perhaps one of the largest hurdles to overcome in implementing a vision for Lakewood.

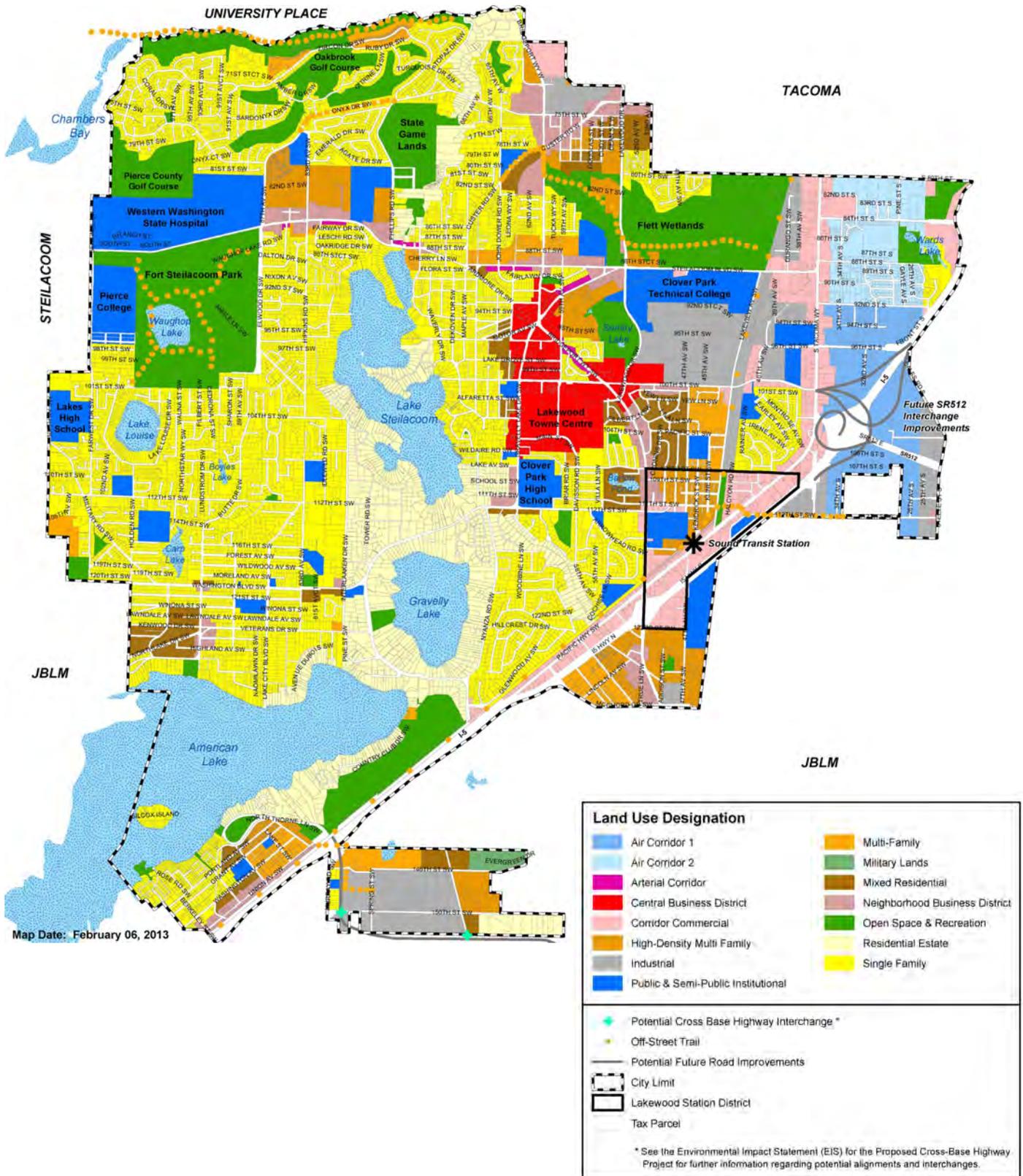


Physical Characteristics & Community Activities

Land Use & Zoning

The City of Lakewood has 14 land use planning categories that were designated taking into consideration the general distribution and location of existing land uses, appropriate intensity and density of land uses, development trends, protection of the quality and quantity of public water supplies, provision of public services, control of stormwater runoff, and the costs and benefits of growth. The current land use designations are as follows (see Map 2):

1. **Air Corridor 1 & 2:** The Air Corridor areas are affected by Joint Base Lewis-McChord aircraft operations. The potential risk to life and property from hazards associated with military aircraft operations within the Air Corridor necessitate control of the intensity, type, and design of land uses within the designation.
2. **Arterial Corridor:** Lakewood has several single-family neighborhoods adjoining principal and minor arterial streets. The level of existing vehicle activity adversely impacts the livability of these areas. At the same time, converting these linear neighborhood edges to commercial uses creates a pattern of low-intensity development, perpetuates commercial sprawl, and may pose traffic safety concerns. The Arterial Corridor designation provides an environment for an essentially residential neighborhood while permitting the development of low-intensity, non-nuisance business uses. This designation allows property owners the opportunity to have a small non-residential use, primarily accommodating limited offices and certain limited manufacturing and personal services, under regulations that will not adversely impact traffic movements and which will assure maximum compatibility with surrounding residential uses.
3. **Central Business District (CBD):** The CBD is the primary retail, office, social, urban residential, and government center of the city. The complementary and interactive mixture of uses and urban design provides for a regional intensity and viability with a local character. The regional focus and vitality of the district are evident in the urban intensity and composition of the uses in the district. Local character is reflected in the district's design, people orientation, and connectivity, which foster a sense of community. The CBD is intended to attract significant numbers of additional office and retail jobs as well as new high-density housing. The plan anticipates that the properties within the CBD will be developed into 75% commercial and 25% residential uses.
4. **Corridor Commercial:** The commercial corridors along I-5, South Tacoma Way, Pacific Highway Southwest, and Union Avenue are examples of Lakewood's dominant pattern of strip commercial development. The geographic relationship of the corridors to major road networks and the Lakewood Station promotes employment, services, retail, and business/light industrial uses linked to access to major transportation networks. While the continuous linear alignment is a unifying element, each corridor presents varying challenges and opportunities.
5. **High-Density Multi Family:** The High-Density Multi-Family designation provides for high-density housing types and designs that combine urban design elements to enhance the living environment with integration into the central or neighborhood business districts, the Lakewood Station district, or neighborhoods. Urban design elements stress pedestrian orientation and connections, security, transportation, and integration of the housing into the adjacent neighborhood.



Map Date: February 06, 2013

Map 2: Lakewood Future Land Use Designations

Source: City of Lakewood Comprehensive Plan



6. **Industrial:** Industrial lands are the working area of Lakewood, integrated into the community economically and environmentally while maximizing a regional economic presence based on Lakewood’s geographic position. Properties with an Industrial land use designation are expected to provide family wage jobs to residents and tax revenues to the City. The Industrial designation provides for regional research, manufacturing, warehousing, concentrated business/employment parks, and other major regional employment uses. Industrial lands depend on excellent transportation and utility infrastructure and freedom from encroachment by incompatible land uses.
7. **Public & Semi-Public Institutional:** The Public and Semi-Public Institutional land use designation provides for large- and moderate-scale governmental uses, special districts, and semi-institutional uses. The designation allows for the specialized needs of providing public services to all areas of Lakewood.
8. **Multi-Family:** The Multi-Family designation provides for a variety of medium-density housing types and designs. The designation incorporates a combination of urban design elements to enhance the living environment while integrating the housing into a neighborhood or neighborhood business district. Urban design elements such as private and public open space, pedestrian orientation and connections, and security are integrated into the housing to create a high standard of community cohesion and character.
9. **Military Lands:** The Military Lands land use designation applies to the portions of the federal and state military installations within the city. The autonomy associated with federal and state ownership of the military installations, in combination with the unique character of the military operations and support structures, are not typical of civilian land uses and require special consideration by the City as a host community for the installations.
10. **Mixed Residential:** The Mixed Residential designation provides for a moderate increase in density using a variety of urban housing types and designs. This design-oriented designation promotes residential renewal to small-lot single-family homes, townhouses, duplexes, and small apartment buildings. The mix of housing may take a variety of forms, either mixed within a single site or mixed within a general area, with varied dwelling types.
11. **Neighborhood Business District:** Neighborhood Business Districts are intended to foster a sense of urban community in neighborhoods. They provide for a concentrated mix of activities, including retail and other local services, residential, and some office use. Over time, districts evolve and mature into distinctive environments, providing unique commercial character to neighborhoods in Lakewood. Districts may serve the surrounding neighborhood only or may serve more than one neighborhood and attract people from other areas. Districts may facilitate restoration and vitality in an existing neighborhood center or may create a new focus for a neighborhood. These districts are expected provide commercial services as well as residential uses in the upper floors of some buildings.
12. **Open Space & Recreation:** The Open Space and Recreation designation provides for public open spaces and recreational uses such as State and municipal parks, preserves, and trails, as well as privately-owned facilities such as golf courses, Lakewold Gardens, and cemeteries. Local and regional recreation opportunities are included within this designation. Of special note is the Chambers Creek Properties Master Site Plan, a joint effort of Pierce County and the cities of Lakewood and University Place to develop the Chambers Creek canyon for limited, passive recreation uses. This designation promotes the



conservation of public and private sensitive or critical natural resource areas and areas of local interest as open space.

- 13. **Residential Estate:** The Residential Estate designation provides for large single-family lots in specific areas where a historic pattern of large residential lots and extensive tree coverage exists. Although retaining these larger-size properties reduces the amount of developable land in the face of growth, it preserves the historic identity these “residential estates” contribute to the community by providing a range of housing options, preserving significant tree stands and riparian environments within stream corridors, and instilling visual open space into the urban environment.
- 14. **Single-Family:** The Single-Family designation provides for single-family homes in support of established residential neighborhoods. This designation is the primary residential designation in the city.

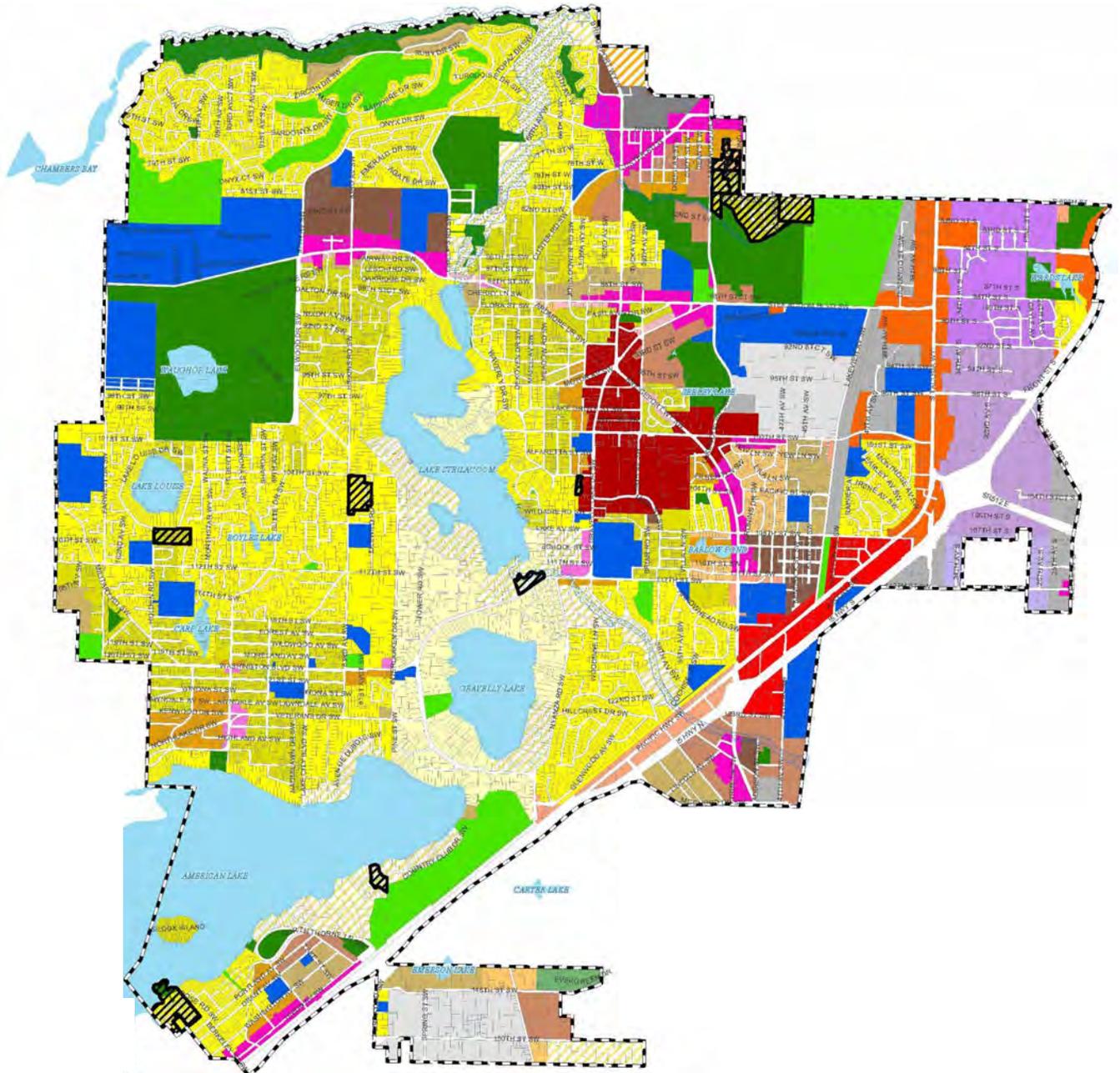
There are 27 zoning categories in Lakewood and include a wide variety of classifications, reflecting the general land use pattern in the area. Map 3 shows that the majority of the area is zoned for Single-Family Residential but includes a significant amount of land for Open Space and Recreation, Multi-Family housing, Mixed Use, and Commercial uses along corridors. The zoning classifications found in the Study Area are shown in Table 16.

Air Corridor 1 (AC1)	Industrial Two (I2)	Neighborhood Commercial (NC2)
Air Corridor 2 (AC2)	Industrial Business Park (IBP)	Open Space & Recreation One (OSR1)
Arterial Residential/Commercial (ARC)	Multi-Family One (MF1)	Open Space & Recreation Two (OSR2)
Commercial One (C1)	Multi-Family Two (MF2)	Public/Institutional (P1)
Commercial Two (C2)	Multi-Family Three (MF3)	Residential One (R1)
Commercial Three (C3)	Military Lands (ML)	Residential Two (R2)
Central Business District (CBD)	Mixed Residential One (MR1)	Residential Three (R3)
Clear Zone (CZ)	Mixed Residential Two (MR2)	Residential Four (R4)
Industrial One (I1)	Neighborhood Commercial (NC1)	Transit Oriented Commercial (TOC)

Source: City of Lakewood

Activity Centers & Special Districts

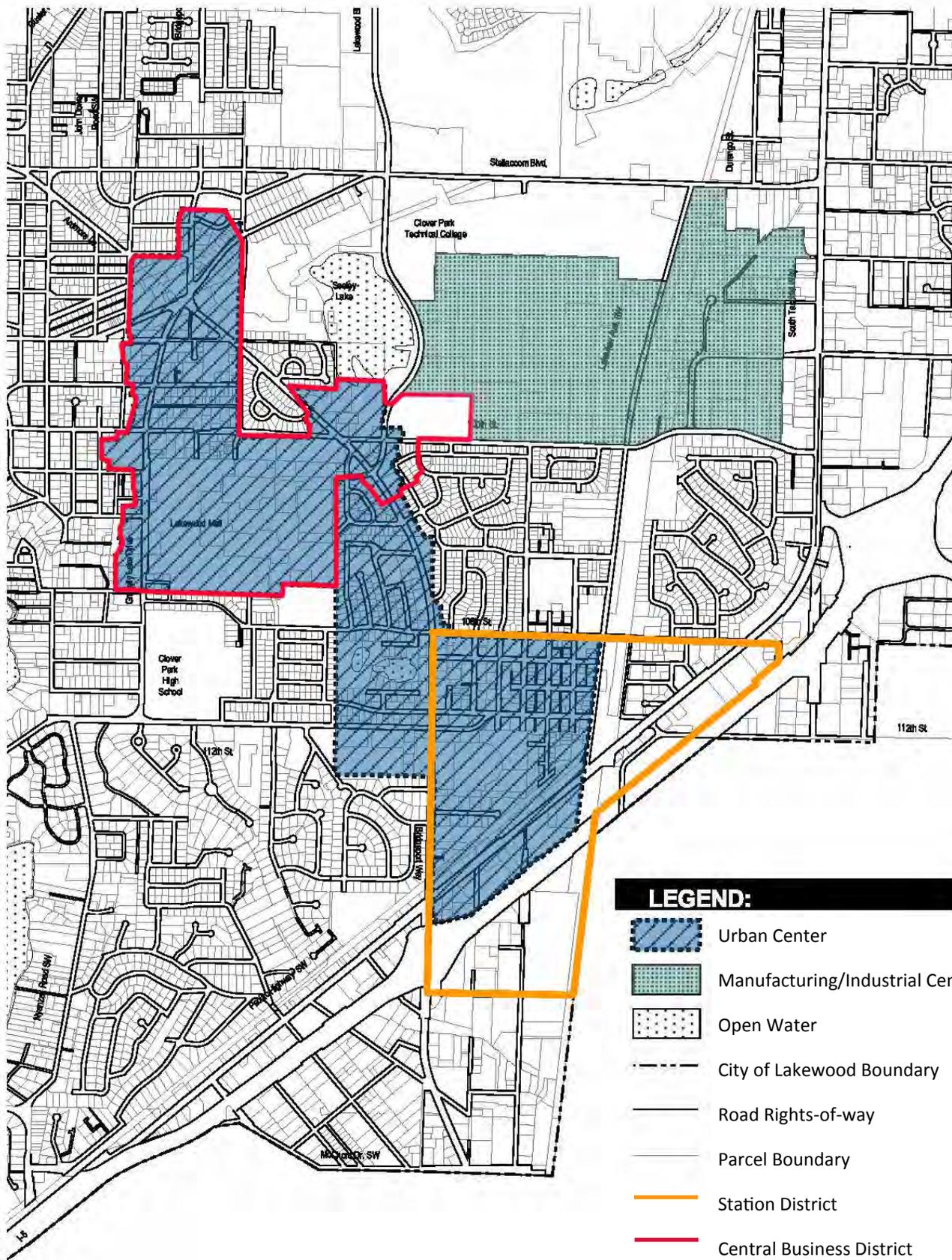
The city of Lakewood has a few activity centers, as well as special districts and land use designations. As a regional growth strategy, Pierce County has aimed development in the direction of centers. Centers are focal points within urban areas intended to complement compact communities and providing viable alternatives to sprawl. They are intended to be dominated by relatively compact development, where housing, shopping, and employment are in proximity. Centers are also intended to be the focal points for public investment in transit and other capital improvements. Of the three types of centers identified by Pierce County, two were deemed appropriate in Lakewood: Urban Center and Manufacturing/Industrial Center. Additionally, from the initial Lakewood Visioning process, establishing an Urban Center was identified as one of the priorities by Lakewood citizens. This was reflected in the designation of the Central Business District land use category and the Lakewood Station District (Map 4).



- | | | |
|------------------------------|---------------------------------------|------------------------------------|
| City Limit | Air Corridor 1 (AC1) | Military Lands (ML) |
| Tax Parcel | Air Corridor 2 (AC2) | Mixed Residential One (MR1) |
| Riparian Buffer * | Arterial Residential/Commercial (ARC) | Mixed Residential Two (MR2) |
| Planned Development District | Commercial One (C1) | Neighborhood Commercial (NC1) |
| | Commercial Two (C2) | Neighborhood Commercial (NC2) |
| | Commercial Three (C3) | Open Space & Recreation One (OSR1) |
| | Central Business District (CBD) | Open Space & Recreation Two (OSR2) |
| | Clear Zone (CZ) | Public / Institutional (PI) |
| | Industrial One (I1) | Residential One (R1) |
| | Industrial Two (I2) | Residential Two (R2) |
| | Industrial Business Park (IBP) | Residential Three (R3) |
| | Multi Family One (MF1) | Residential Four (R4) |
| | Multi Family Two (MF2) | Transit Oriented Commercial (TOC) |
| | Multi Family Three (MF3) | Water/OSR1 |

Map 3: Lakewood Zoning

Source: City of Lakewood



Map 4: Lakewood Centers and Districts
 Source: City of Lakewood Comprehensive Plan



Urban Center

The boundaries of Lakewood’s urban center were drawn to include the most appropriate balance of high-density employment and housing in the city. The urban center includes the entire CBD and the majority of the Lakewood Station District. The span of Mixed Residential and neighborhood Commercial connecting the two ends of the Bridgeport corridor are also included. It is bounded by Steilacoom Boulevard and 100th Street on the north; the railroad tracks to the east, I-5, the Pacific Highway corridors, and 112th Street to the south; and Lake Steilacoom to the west. Bridgeport Way and Gravelly Lake Drive run through the center of this district, which is the principal commercial and employment center for the city. High-capacity transit is provided by the existing Pierce Transit Center in Lakewood Mall and, in the future, by Sound Transit commuter rail at Lakewood Station. In addition to the commuter rail station, there is direct high occupancy vehicle (HOV) access to I-5 for bus service, as well as general vehicle on-ramps located nearby at the intersection of Bridgeport Way and I-5. Major public amenities will include improved pedestrian facilities such as design treatments, trails, and parks to be developed concurrent with implementation of the comprehensive plan.

Manufacturing/Industrial Center

Manufacturing/industrial centers are major, existing regional employment areas of intensive manufacturing and industrial land uses that cannot be easily mixed at higher densities with other uses. Land is to be preserved for manufacturing, industry, and related uses and, therefore, is incompatible uses such as “big box” retail, unrelated offices, and residential uses are discouraged. Adequate transportation and utility infrastructure are also critical. Lakewood designated its existing industrial core as a manufacturing/industrial center. The center consists of the Lakewood Industrial Park and several nearby areas and shares a number of features supporting this designation: a solid industrial employment base, adequate utilities, direct rail access, nearby freeway access, and appropriate buffers between uses.

Lakewood Station District

The Lakewood Station is the multimodal commuter hub of Lakewood and the southern terminus of Sound Transit’s commuter rail service. The Lakewood Station district is a transit-oriented development cluster surrounding Lakewood Station, which is targeted for major urban growth. This district will provide a mixture of intensive land uses and activities supportive of direct regional transportation access via the Lakewood commuter rail station and I-5. The district functions as an overlay, providing additional development standards that foster a high-quality, pedestrian-oriented urban environment. This district also provides incentives to encourage urban scape growth over the life of this place. The district will accommodate a dense mix of office, retail, and high-density residential uses supported by direct regional transportation access.



Table 17: Lakewood Goals for Centers and Districts	
Goal	Description
<i>Central Business District</i>	
Goal LU-19	Promote redevelopment of the CBD as a mixed-use urban center that creates a downtown and bolsters Lakewood’s sense of identity as a city.
Goal LU-20	Emphasize pedestrian and bicycle connectivity and transit use within the CBD while accommodating automobiles.
<i>Lakewood Station District</i>	
Goal LU-25	Promote Lakewood Station area as the multimodal commuter hub of Lakewood.
Goal LU-26	Promote an interactive mixture of activities around Lakewood Station that focus on its regional access.
Goal LU-27	Develop an urban design framework to guide physical development of the Lakewood Station District.
<i>Urban Center</i>	
Goal LU-34	Achieve the Puget Sound Regional Planning Council urban center criteria.
<i>Manufacturing/Industrial Center</i>	
Goal LU-21	Protect Lakewood’s existing industrial land base by designating an appropriate manufacturing/industrial center.

Housing

The character and housing conditions in Lakewood are focused on three factors: the adjoining military base, lakefront property, and Lakewood’s proximity To Tacoma. Affordable housing historically has been in demand for personnel stationed at Joint Base Lewis-McChord, which has a significant effect on the number of multi-family units found in Lakewood. Additionally, retired military and other professionals have built higher-value waterfront homes. Also, Lakewood has a post-World War II housing stock because of its proximity to Tacoma. The balance among these three characteristics has formed the existing housing profile found in of Lakewood.

With only a 4% increase in the total number of units from 2000 to 2010, Lakewood has seen slower growth in the housing market in the last few years compared to the rest of Pierce County (Figure 15). With more units for lease than owned and the highest percentage of multifamily units in Pierce County, the median rent is substantially below it’s neighbors at \$807 compared to the \$977 Pierce County Average. (Figure 16) This is possibly do to demand of more affordable housing of the military personnel, or a matter of supply and demand. Lower rent prices could also be indicative of the larger population of low income persons. However, Lakewood has a stronger sales market with a higher average selling price (\$234,800) than Tacoma and slightly less than the average for Pierce County. Presumably, this is due to higher price of lakefront houses.

Despite having the highest percentage of multifamily housing, Lakewood has some of the oldest housing stock in the region. The median age of residential structures are from 1973, compared to Pierce County’s average age of construction from 1982.

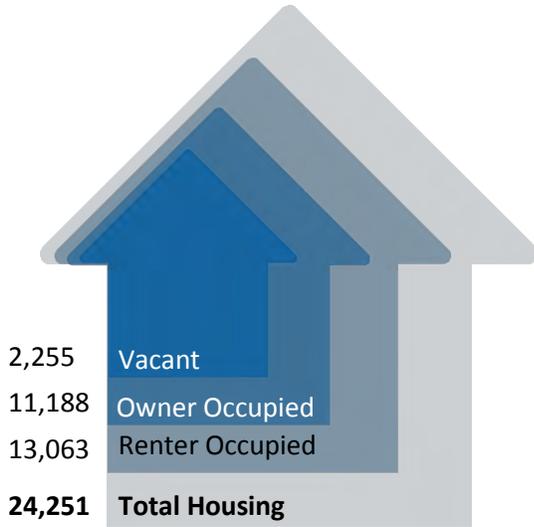


Figure 15: Lakewood Housing Units/Vacancies
Source: 2010 Census

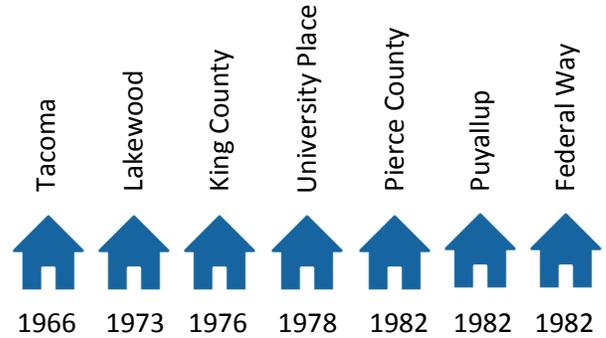


Figure 16: Median Age of Housing
Source: 2010 Census

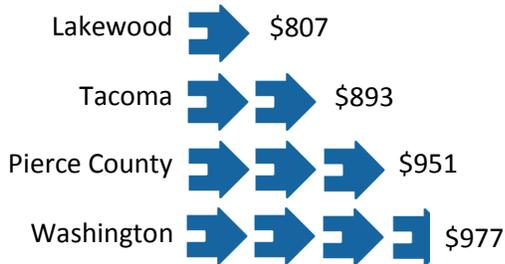


Figure 17: Median Gross Rent (2010)
Source: 2010 Census

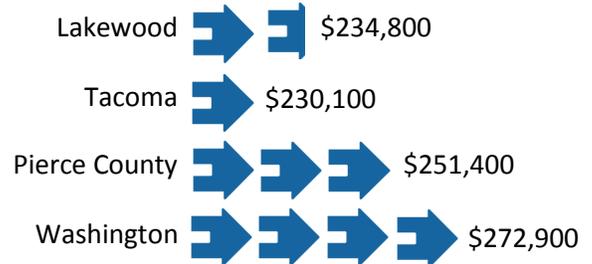


Figure 18: Housing Prices (2010)
Source: 2010 Census

Location	1980	1990	2000	2010	% Change (2000–2010)
Lakewood	22,584	24,230	25,449	26,548	4%
Tacoma	67,705	75,147	81,102	85,786	6%
Pierce County	187,443	228,842	277,060	325,375	17%

Source: 2010 Census



	2000		2010	
Total Housing Units	25,345		26,585	
	#	%	#	%
1-unit detached	12,021	47.43%	12,396	46.63%
1-unit attached	960	3.79%	1,604	6.03%
2 units	1,011	3.99%	1,114	4.19%
3 to 4 units	1,522	6.01%	1,769	6.65%
5 to 9 units	2,553	10.07%	2,321	8.73%
10 or more units	5,774	22.78%	6,063	22.81%
Mobile home, boat, RV, van, etc.	1,594	5.93%	1,318	4.96%

Source: 2010 Census

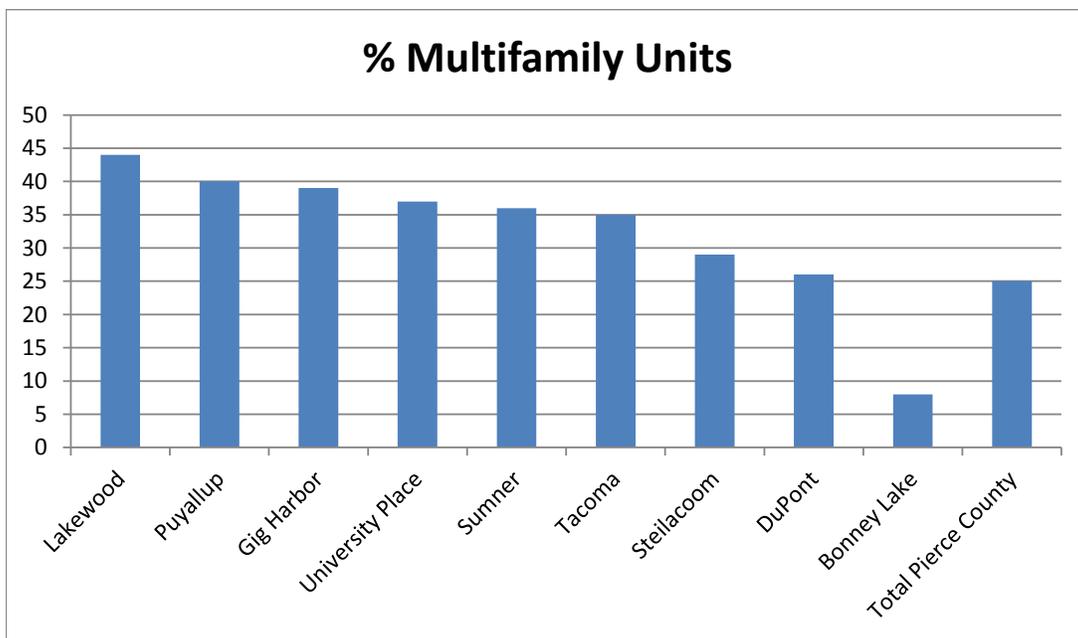


Figure 19: Comparison of Multifamily Units Among Pierce County Cities

Source: 2010 Census

Transportation System

Transit

Bus service in Lakewood is operated by Pierce Transit. The Pierce Transit Public Transportation Benefit Area (PTBA) covers 292 square miles of Pierce County and 70% of the county population and provides three types of service: fixed-route, shuttle paratransit, and vanpools. Pierce Transit is governed by a 10-member Board of Commissioners. Ten fixed routes serve Lakewood (Figure 20). The Lakewood Transit Center is located on Lakewood Towne Center Boulevard and serves as a transfer point for all 10 fixed routes and a shuttle stop. This is a central location in the Urban Center of Lakewood where connections are timed for short transfers.

Regional transit partners include Sound Transit, Intercity Transit, Community Transit, Kitsap Transit, Metro Transit, and Everett Transit. All of these networks accept the Orca Card to provide an integrated regional transportation system for multiple modes of transportation, including bus, commuter rail, light rail, and ferry.

Sound Transit provides commuter rail service between Lakewood and Seattle, making stops in South Tacoma, Tacoma, Puyallup, Sumner, Auburn, Kent, and Tukwila. It operates only on weekday mornings and afternoons and for special events. Adult fares are between \$2.75 and \$5.25.

Pierce Transit and its regional partners provides valuable transportation choices for Lakewood residents and employees, in particularly those who are dependent on public transportation as their primary mode of travel of for work, shopping, or other activities.

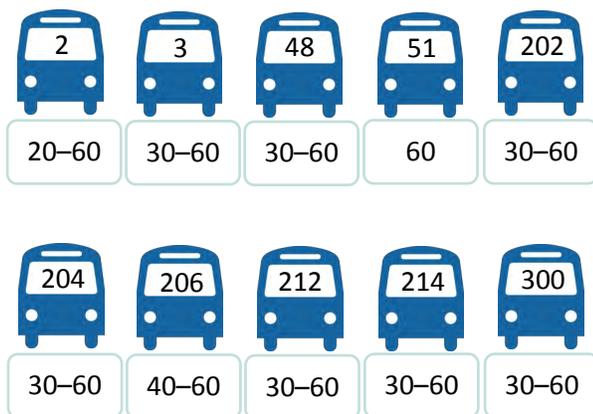


Figure 20: Pierce Transit Headways – Lakewood Routes (min)

Source: Pierce County

Fares	Adult Fare	Youth Fare*	Discounted Fare**
Local PT Service (One Ride)	\$2.00	\$0.75	\$0.75
Monthly Regional pass	\$72	\$27	\$27
Summer Youth Pass	N/A	\$27	N/A

*Children 5 years old and younger ride free with fare-paying passenger.

**To be eligible for Discounted Fare, passenger must be an older adult, have a disability, or be a Medicare Card Holder

Source: Pierce Transit



Roads

Every road in Lakewood is classified by its function according to the character of service it is intended to provide. These classifications establish requirements for engineering regulations and standards. One of the primary functions of streets and highways is to provide mobility and access, and the degree to which these functions are provided is integral into the road classification system. Lakewood has 12 principal arterials, 37 minor arterials, 51 collector arterials. The rest of the roads in Lakewood are designated as local access streets (Map 5).

Road improvements are planned and being conducted as part of the City’s Capital Improvement Plan to enhance traffic flow, safety, access, and multimodal facilities, such as sidewalks and bicycle lanes, and other improvements. Table 21 lists the current road improvements being made and projects currently under design.

Table 21: Capital Improvement Projects – Roadways	
Capital Improvement Projects	
Bridgeport Way (83rd to 75th Street West)	This project will complete the final section of roadway improvements on Bridgeport Way north of I-5 and include curb, sidewalks, street lighting, signal upgrades, hot-mix asphalt (HMA) overlay, and storm drainage improvements. This project is funded by a Transportation Improvement Board (TIB) and a Federal Highway Administration (FHWA) grant. Construction is anticipated to start in late 2013 and extend through spring of 2014.
City-Wide Safety Improvement Project	This project will provide safety upgrades to more than 50 signalized intersections by improving visibility of the signals through larger displays, additional signal heads, adding back plates and reflective tape, and by modifying operations to “flashing-yellow-arrow” (FLY). This project is funded by a City Safety Improvement grant. Construction is scheduled to take place between January 2013 and into Summer 2014.
Custer/John Dower Signal Replacement	This project will replace the existing traffic signal at the intersection of Custer Road and John Dower Road. The new signal will be to the latest design standards, including larger and more visible displays. This project is funded by a City Safety Improvement grant. Construction is scheduled to take place the first and second quarter of 2014.
Traffic Signal Upgrade Project (Phase 4–ITS)	This project will construct a Traffic Management Center (TMC) at City Hall and a closed-circuit video surveillance system on up to three major corridors in the city to provide real-time information for traffic engineers to update signal timing for optimum traffic flow through signalized corridors. Project also includes fiber optic cabling for signal communications. This project is funded by a Federal Highway Administration (FHWA) grant. Project construction is scheduled for 2014.
Madigan Access Improvements	This project will add one travel lane to the Berkeley Street overpass (aka Freedom Bridge), ramp and street widening, and interconnected signal system. This project is funded through a Department of Defense, Office of Economic Adjustment grant to improve access to military medical facilities. Project construction is anticipated to start in Spring/Summer 2014.
So. Tacoma Way (SR 512 to 96th Street SW)	This project will provide curb and gutter, sidewalk, bicycle lanes, street lighting, storm drainage improvements, signal replacement / upgrade, and HMA overlay to South Tacoma Way between State Route 512 and 96th Avenue SW. This project is funded by TIB and FHWA grants. Construction is anticipated to start in late 2014.
Steilacoom Blvd. (Corridor Safety Improvements)	This project will provide safety improvements to various locations along the Steilacoom Boulevard between Circle Drive (at Western State Hospital) and Lakeview Avenue. The major improvements include signal replacement at Circle Drive—Custer and Lakeview Avenue and upgrades at various other intersections to enhance signal operations and visibility. In addition, curb, gutter, sidewalks, and street lights will be constructed between 88th and Custer Road. Construction is scheduled for 2015.



Table 21 Cont'd: Capital Improvement Projects – Roadways	
Capital Improvement Projects	
South Tacoma Way (Steilacoom Blvd. to 88th St.)	This project will provide additional lane capacity and access management on South Tacoma Way between Steilacoom Boulevard and 88th Street, including signal upgrade/replacement at South Tacoma Way/Steilacoom and South Tacoma Way/88th. Curb, gutter, and sidewalks will be completed where currently missing, and existing sidewalk and ramps will be brought up to current standards. Construction is scheduled for 2015.
Capital Improvement Projects (Funded for Design Only)	
Gravelly Lake Drive (100th to Bridgeport)	This project will complete curb, gutter, sidewalks, and street lighting along Gravelly Lake Drive between 100th Street and Bridgeport Way. This project will replace the traffic signal at Gravelly Lake Drive/Mt. Tacoma Drive. No construction funds are available at this time. Earliest construction date if grant funding received is 2015–2016.
Bridgeport Way (JBLM to I-5)	This project will provide curb, gutter, sidewalks, sharrows, street lighting, street reconstruction and overlay on Bridgeport Way from McChord Drive to I-5 ramps. Design has been completed and funding for construction approved.

Source: City of Lakewood



Utilities

The Lakewood Public Works Department is responsible for managing the utilities for the city, including surface water management, facilities management, and solid waste recycling. The City’s utilities capital improvement projects are shown in Table 22. Pierce County Sewer Utility manages the sewer system, and the Lakewood Water District provides water. Gas and electric providers include Lakeview Light and Power, Puget Sound Energy, and Tacoma Power.

Table 22: Capital Improvement Projects - Utilities	
Outfall Water Quality Program	This project will retrofit several stormwater outfalls that currently discharge untreated stormwater into various creeks and lakes in Lakewood. Depending on the location, the project will install water quality treatment structures upstream of outfalls, or remove outfalls, or reduce the amount of runoff reaching outfalls, or combinations of the above. Various treatment structures and design options will be considered depending on the characteristics of each site. The project location will be various stormwater outfalls located throughout the city. Construction is scheduled to take place in Summer 2014.
Clover Creek Fish Passage Project	This project is in the feasibility stage. The City will be working with Pierce County and neighboring property owners to consider removing or bypassing a small falls on Clover Creek located approximately 600 feet upstream from the mouth of the creek at Lake Steilacoom. This would allow more fish to get upstream of the falls and continue further up into the watershed, thus opening up habitat to more fish. This project is in the design stage; construction is tentatively scheduled for Fall 2014.
Mountain View Outfall Water Quality Project	This project will retrofit an existing stormwater outfall that currently discharges untreated stormwater into a pond located just upstream of the headwaters of Flett Creek. The project will install a water quality treatment structure into the existing stormwater conveyance system upstream of the existing outfall. The treatment structure is designed to remove oil and sediment from the stormwater thus improving water quality before discharging to the pond and creek. The project will be located along the stormwater conveyance system in the vicinity of Steilacoom Blvd. and Mountain View Cemetery. Construction is tentatively scheduled to take place in Summer 2015.
Tillicum/ Woodbrook Sewer Connections	After completion of over \$18 million in improvements in the communities of Tillicum and Woodbrook to extend sewer and provide storm drainage improvements, the sewer system is ready for hook-ups. Per City of Lakewood Municipal Code, section 12A.15, all properties adjacent to the newly-constructed sewer main will be required to connect to the sewer. A property owner choosing not to connect to the sewer within 90-days of “notice of availability” must pay the City of Lakewood a monthly availability charge prior to making the connection. The “availability” charge is equivalent to the monthly sewer service charge (including all applicable fees, taxes, and surcharges). Property owners will have 5 years from “notice of availability” to connect to the sewer.

Source: City of Lakewood

According to Pierce County’s Public Works and Utilities, much of Pierce County’s Urban Growth Area is located above a sole source aquifer. The use of sewers in the county’s urban growth and urban zones areas is required, and adequate wastewater collection and treatment facilities must be available to new construction no later than the occupancy of a new development. The Sewer Improvement Program secures long-term funding and adjustment of the Capital Facilities Plan to provide direction for the ongoing sewer system expansion.

In 2012 the Lakewood Water District issued an update of its 2006 Comprehensive Water System Plan. The planning period for this plan is 20-years, with the replacement of 175 miles of asbestos concrete pipe to take place over 50 years. Parts of the District more than 50 years old will have water mains, service connections from the water mains to the meter, and fire hydrants completely replaced for better efficiency and water quality.



Public Services & Facilities

Police

The Lakewood Police Department has 118 staff members (101 commissioned officers, 5 community service officers, 2 animal control officers, and 10 civilian support staff.) The Department has 48 districts organized into 6 areas and began full operations in 2004; establishing the Department and construction of the police building were primary goals of the initial visioning effort following Lakewood's incorporation. A focus of the Department has been crime reduction, and several aggressive crime reduction programs and community partnerships have reduced violent crime rates by 45% and overall crime rates by 24%. The Lakewood Police Department has retained 95 percent of those initially hired when the Department was formed, indicating strong ties of its officers and staff to the Lakewood community. The Lakewood Police Station is located at the corner of Lakewood Drive SW and 95th Street SW, across from Seeley Lake Park.

Fire

West Pierce Fire and Rescue protects 31 square miles in Lakewood and University Place. Services include fire suppression, emergency medicine and transport, technical rescue, hazardous incidents, fire prevention, inspections and fire and life safety education. which are funded separately from the cities served. The University Place and Lakewood Fire Departments merged to create the West Pierce Fire and Rescue on March 1, 2011, after a two-year study and community input. They two cities merged their emergency services 9-1-1 dispatch center in 1983, which continues to be a division of West Pierce Fire and Rescue. Lakewood has five stations that went through major renovation as recently as 2001.

Lakewood Senior Activity Center

The Lakewood Senior Activity Center was founded in 1996 and "promotes good health and strong minds by providing recreational and social activities for older adults." Its monthly newsletter, *The Scoop*, announces services such as financial workshops, computer classes, health checks, art classes, and educational classes.

Lakewood City Hall

A new Lakewood City Hall building was constructed in 2001 and is located in the heart of Lakewood's Town Center. This building provides a centralized one-stop location for City services and also for community events such as the farmers' market, Coffee with the Mayor, and others. Construction of the new City Hall and redevelopment of the Town Center were clear priorities established from the initial visioning process following Lakewood's incorporation.



Open Space, Recreation, & Environmental Assets

The City of Lakewood benefits from natural, environmental assets that serve as a foundation for their history and identity. Located on or near American Lake, Gravelly Lake, Steilacoom Lake, Carp Lake, Lake Louise, Waughop Lake, Hidden Lake, and the Puget Sound creates opportunities to engage with the nature.

Parks

The City of Lakewood has 12 parks: Active Park, American Lake Park, Edgewater Park, Fort Steilacoom Park, Harry Todd Park, Kiwanis Park, Lakewood Game Refuge, Oakbrook 7th Addition Park, Seeley Lake Park, Springbrook Park, Wards Lake Park, and Washington Park (Map 6). Beaches are located at Harry Todd and American Lake Parks. Lifeguards are provided from July 4th weekend through Labor Day from 12:00–8:00 PM daily. A boat launch was dedicated in American Lake Park in 2009. A variety of fees are offered (\$15—single launch, \$100—annual resident pass, \$130—annual non-resident pass; \$250—commercial pass.)

Community Garden

The Lakewood Community Garden was created to provide social and health benefits to the Lakewood community. It is located adjacent to First Baptist Church of Lakewood at 112th and Arrowhead. Plots are 4'x8' and are available for \$20 a year.

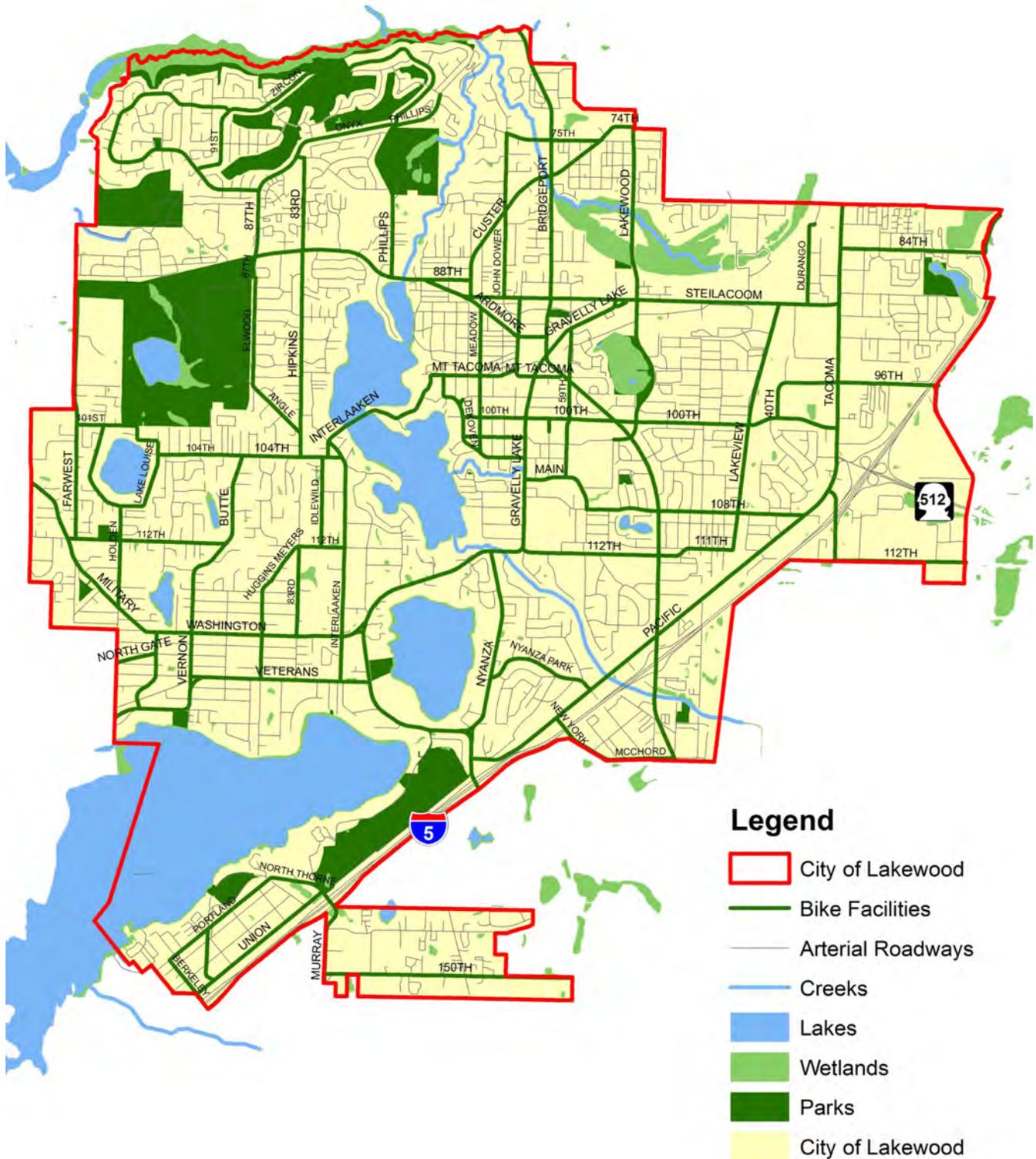
Legacy Plan

In Spring 2014, the Lakewood Parks, Recreation and Community Services Department created a 20-year strategic plan to meet the future park and recreation needs of the community. After a public involvement process that included surveys, meetings, focus group discussions, social media, and open houses, a series of goals and guiding principles were established for the future of Lakewood parks. It is intended to be a living document that adapts and guides the needs of the community. The established goals and strategies are listed in Table 23.

After approval by the City Council, the City is committed to the following tasks to implement the Legacy Plan:

- Implement the prioritized strategies and actions through a detailed work program and budget development.
- Monitor the effects of Plan implementation by tracking the defined performance indicators.
- Integrate the various components of the Plan into the City Comprehensive Plan.
- Develop departmental policies and procedures to guide staff regarding day-to-day activities.
- Provide additional training to engage staff in continuous learning and self-evaluation.
- Demonstrate accountability and transparency in decision-making processes.
- Expand revenue sources to sustain the park and recreation system over the long-term.

The Community Vision Plan will incorporate and be consistent with the goals and policies of the Legacy Plan Document.



Map 6: Lakewood Parks and Recreation Facilities

Source: City of Lakewood



Table 23: Lakewood Legacy Plan Goals and Guiding Principles	
Goals	Strategies
Protect the open space and water access needs of future generations through acquisition, development and environmental stewardship.	Assess open space needs within each park planning area.
	Develop partnership and acquisition strategies to address open space deficiencies.
	Customize park design to ensure open space and water access needs are met.
	Protect public open space and water access for future use.
	Promote environmental stewardship.
Create safe access to open space through a connected system of urban, non-motorized trails.	Develop a connected system of non-motorized trails throughout the city.
	Develop off-street trails within city parks to encourage physical activity for park visitors.
	Develop trails and linear urban parks within development sites to improve trail connectivity.
	Secure resources for trail development and maintenance.
Invest in a quality park and recreation system to enhance economic benefit.	Create public spaces and amenities in the CBD to support downtown businesses and residents.
	Encourage the development of open space and recreation amenities in business parks and other commercial areas to support workers and nearby residents.
	Invest in Fort Steilacoom Park and Fort Steilacoom Golf Course to support regional use and generate economic benefit.
	Promote tourism at regional and community parks and water access areas.
	Ensure that city parks are safe and clean to enhance the value of nearby properties.
Secure sustainable and diverse funding to acquire, develop, maintain and operate the park and recreation system.	Develop a long-term financial plan to support a sustainable park and recreation system.
	Seek creative funding sources to meet the open space, water access and program needs of the community.
	Create a legacy campaign to solicit funds to implement a comprehensive park and recreation system.
Provide affordable, inclusive and accessible park and recreation services city-wide.	Include a wide variety of quality programs to meet the diverse needs of the community.
	Increase access to recreation opportunities in underserved areas.
	Seek creative alternatives to ensure program affordability.
	Ensure equitable access to parks across the city.
	Facilitate and encourage the use of public transit and active transportation to access city parks and recreation programs.
	Seek public support for affordable, inclusive and accessible park and recreation services.
Create a safe, strong, active and healthy community by providing a variety of open space and recreation opportunities.	Provide a wide range of park and open space amenities and facilities to support a safe and healthy community.
	Ensure park and facility design and maintenance support a safe and healthy community.
	Develop policies to support active living and healthy communities.



Table 23 Cont'd: Lakewood Legacy Plan Goals and Guiding Principles	
Goals	Strategies
Celebrate the cultural diversity of our community by providing a wide range of park and recreation opportunities.	Raise cultural awareness through arts and cultural programs.
	Enhance cultural competency of staff.
Create a sense of place by incorporating art and history in parks and public spaces.	Showcase art, culture, and history throughout the city to foster a sense of place and neighborhood pride.
Maintain and update the Legacy Plan goals, strategies, policies and procedures in response to changing needs, trends, performance outcomes and statutory requirements.	Maintain plan update cycle to ensure plan relevancy.
	Track performance outcomes to assess factors affecting plan implementation.
	Incorporate program evaluations and performance management into daily operations and annual work programs.
	Encourage the use of best practices in the management and operation of the parks and recreation system.
	Maintain a knowledgeable and skilled staff to carry out established responsibilities.
Make accountable, transparent and responsible decisions by considering the environmental, economic, social and cultural impacts to our community.	Consider the above-defined impact areas in decision-making processes.
	Demonstrate accountability and transparency in decision-making processes.

Source: City of Lakewood Legacy Plan



Community Activities

The City of Lakewood has seven annually recurring events in the community, including:

- *Farmers Market* – The Farmers Market is held annually between June and September at City Hall. Its purpose is to create sense of community and celebrate unique community assets while providing healthy options to citizens. In addition to the market, arts and crafts and entertainment are provided.
- *Christmas Tree Lighting* – In early December, a Christmas Tree Lighting Festival is held at Lakewood City Hall. It includes entertainment, a parade, visits with Santa, and Christmas crafts.
- *Summerfest* – Held in July at Steilacoom Park, Summerfest is community-wide event with many activities. It includes a Triathlon, 75 market vendors, 2 stages of free entertainment, swimming lessons, a petting zoo and children’s activity center, a class car exhibit, and an outdoor movie.
- *Truck and Tractor Day* – Held in Fort Steilacoom Park by the Lakewood Parks and Recreation Department, this event provides hayrides, pumpkin decorating, and playtime with trucks and tractors for children.
- *Jingle Bell Rock 5K* – Held in December, this race begins and ends in front of City Hall and is followed by a festival with music and food vendors.
- *Soggy Dog 5K* – Held in June in Fort Steilacoom Park, this race is for dogs and their owners around Waughop Lake.
- *Youth Basketball* – The City of Lakewood teamed with the Clover Park School District to offer a recreational basketball league for boys and girls (kindergarten through 5th grade.)

Community activities are instrumental in creating a sense of commitment and involvement as citizens of Lakewood. The Community Vision Plan will look to leverage existing events and identify opportunities for new ones in order to implement strategies to identify and accomplish goals of the community.

Physical Characteristics & Community Activities Summary

The City of Lakewood has a strong history and identity associated with its surrounding, natural environment. It has made a commitment to preserving these assets while structuring its land use planning and zoning to support the enhancement of an urban center based on transit and higher-density development. In creating a vision for Lakewood, it will be important to honor these two commitments to the built environment. Supported by an affordable housing stock and established public transportation and facilities, the city of Lakewood is poised to become a more urban community with a commitment to the natural environment.



Conclusion

Over the last two decades since Lakewood's incorporation, the City has succeeded in establishing principles to guide growth, development, the operation of public services, and building community. These values include focus on using urban design and placemaking through infrastructure as a tool to build a strong urban center supported by established single-family neighborhoods and respect for the natural environment. The strong role of community involvement and government leadership has been and will be central to establishing a community vision. This commitment and the consistent population of adults and children has given Lakewood a suburban, family environment.

Moving forward, it will be important to take advantage of the following unique characteristics of Lakewood to establish the Community Vision Plan:

- Ethnic and cultural diversity
- Relationship with Joint Base Lewis-McChord and the city's military past
- Commitment to natural assets, including recreation facilities and history as a leisure destination
- Established and defined community values
- Affordable housing and stable house prices
- Community activities

Points of concern on which the Community Vision Plan must address and focus are the following:

- Lakewood's local and regional reputation despite improvements in crime rates
- Lack of a middle class created by higher concentrations of higher- and lower-income residents
- Segregation of communities based on income
- Attracting higher-income employment opportunities and raising the level of education of the population



Sources

City of Lakewood Budget, 2013–2014

Clover Park School District: Demographics and Enrollment Projection Study, Business Information Services, LLC, January 2014.

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City of Lakewood Comprehensive Plan Background Report, November 1997.

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City of Lakewood Comprehensive Plan Update 2014 (DRAFT).

U.S. Census 2010.

U.S. Census Bureau American Community Survey and Centennial Census Data: An Explanation of What it is, How to Use It, Comparisons and What's New, City of Lakewood GIS.

Lakewood Legacy Plan: A Parks and Recreation Master Plan, March 3, 2014.

Lakewood Historical Society, June 24, 2014.

National Incident-Based Reporting System (NIBRS) Report, Lakewood Police Department.

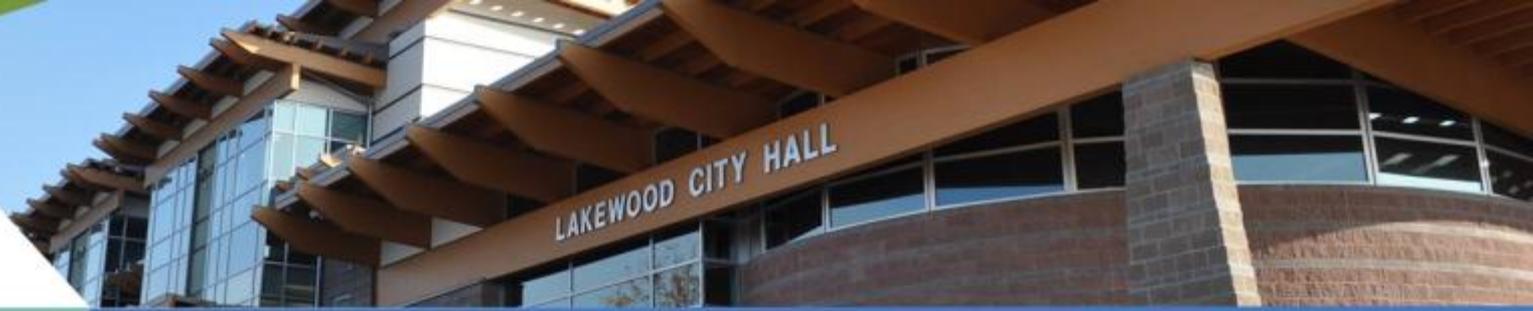
Neighborhood Scout, June 24, 2014.

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Tindale-Oliver
&
Associates, Inc.

Planning and Engineering



City of Lakewood Community Vision Plan

City Council Presentation

May 26, 2015



Overview of Presentation

- Vision Plan Report
- Community Vision Statement
- Lakewood Community Values
- Community Vision Action Plan
- Implementation Steps



Vision Plan Report

Lakewood Today

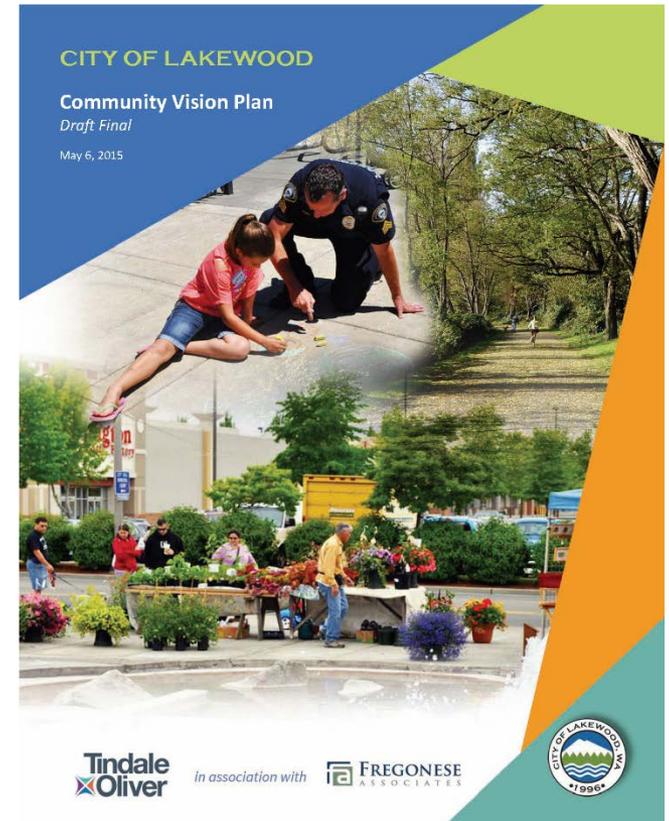
- History, challenges and opportunities

Lakewood Tomorrow

- Outreach process and key themes
- Scenario planning process

Community Vision Plan

- Community vision statement
- Community values
- **Strategies & action plan**





Vision Plan Report - Support Documents

Community Profile

City of Lakewood Community Vision
Community Profile

August 4, 2014



Public Outreach & Scenario Planning Summary

City of Lakewood Community Vision
Public Outreach and Scenario Planning Summary

March 24, 2015





Community 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.

Recognition for Lakewood 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.



Lakewood Community Values



Friendly and welcoming community



Vibrant and connected community places unique to Lakewood



High-quality public services, educational systems, parks and facilities



Strong local economy



Sustainable and responsible practices



Community Vision Action Plan

Community Value →

**COMMUNITY VALUE #1:
FRIENDLY & WELCOMING COMMUNITY**

Desired Outcome →

Action	Description	Lead Partner/Potential Support Partners	1-3 yrs	4-6 yrs	7+ yrs	Initial Steps/Milestones
<i>Strengthen connections among diverse community groups and with city government.</i>						
1.1: Diversity & equity ad hoc committee	Constitute a diversity and social equity ad hoc committee to determine the state of the city pertaining to issues of race and barriers to equal opportunities.	Lead: City of Lakewood Support: Community organizations that support Latino, Korean, and other minority communities in Lakewood; interested citizens	▷	⇒	⇒	<ul style="list-style-type: none"> Incorporate policies and philosophy into all citizen committees as part of their on-going work programs. Develop a work plan for the ad hoc committee. Appoint ad hoc committee members.
1.2: Conduct Community Meetings	The ad hoc committee holds community meetings with cultural leaders and citizens to understand specific issues facing minority persons in Lakewood.	Lead: City of Lakewood Support: Community organizations that support Latino, Korean, and other minority communities in Lakewood; interested citizens; Lakewood's Promise; Clover Park School District; Community Services Advisory Board	▷			<ul style="list-style-type: none"> Ad hoc committee conducts an initial meeting; reviews the work plan. Ad hoc committee conducts meetings throughout the community.
1.3: Strategic Plan	Conduct a "unity retreat" & initiate a process to develop overarching strategies for the City.	Lead: City of Lakewood, Clover Park School District, Lakewood's Promise Support: Community organizations that support Latino, Korean, and other minority communities in Lakewood; interested citizens; Lakewood's Promise; Clover Park School District; Community Services Advisory Board	▷			<ul style="list-style-type: none"> Ad hoc committee advertises meeting; sets meeting agenda. Ad hoc committee prepares a final report to the City Council.

Action/Strategy →

Description →

Lead & Support Partners

Timeframe

Initial Steps/Milestones

▷ Anticipated Start ● Currently underway ⇒ Ongoing





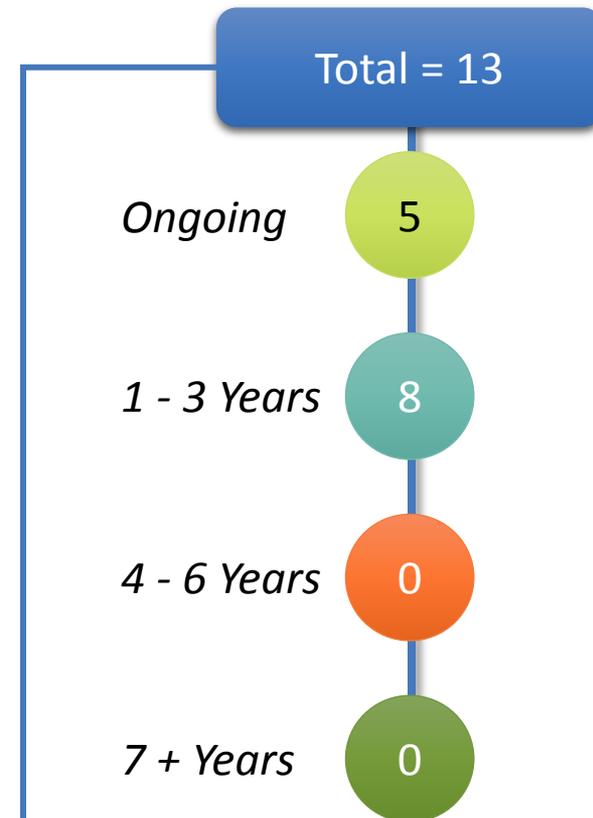
Community Vision Action Plan



Friendly and Welcoming Community

Action Plan Highlights:

- Diversity & Equity Ad Hoc Committee
- Multilingual gateways & signage
- JBLM/regional SSMCP partnerships
- Community outreach/events
- Communication strategies





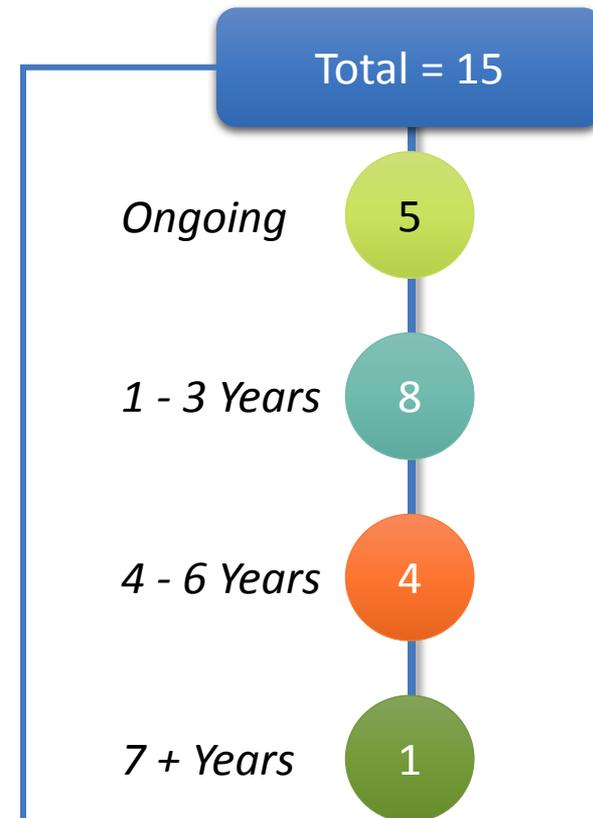
Community Vision Action Plan



High Quality Public Services, Parks and Facilities

Action Plan Highlights:

- Annual performance reporting
- Community partnerships
- Expansion of programs/services
- Property maintenance
- Multilingual city resource guide





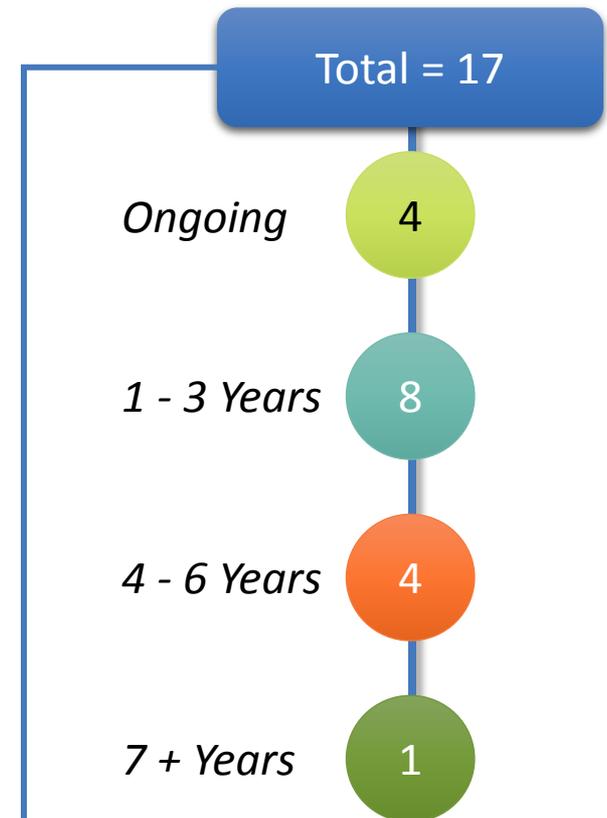
Community Vision Action Plan



Vibrant and connected community places unique to Lakewood

Action Plan Highlights:

- Multimodal network/safety enhancements
- CBD sub-area plan
- Beautify gateways/entryways
- Integrate vision into Comprehensive Plan
- Support for history & the arts
- Strengthen quality & balance of housing





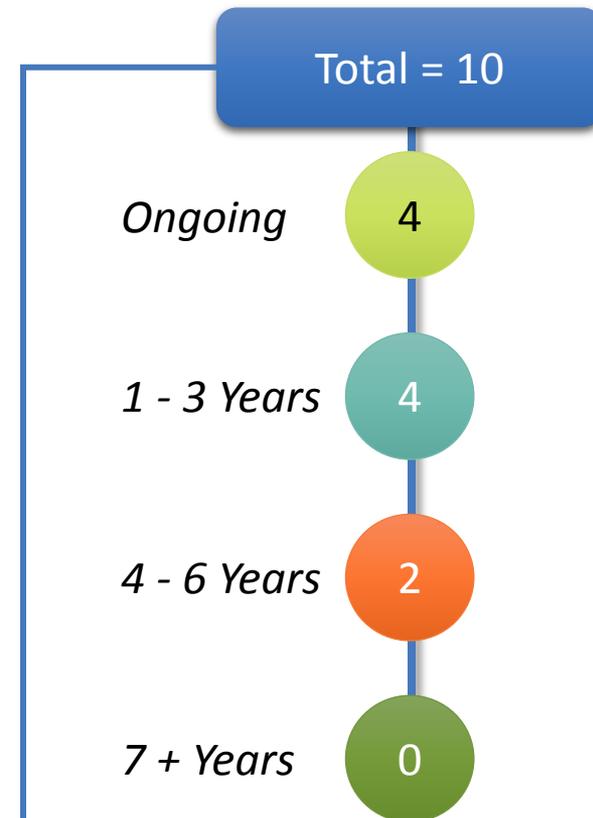
Community Vision Action Plan



Strong local economy

Action Plan Highlights:

- Youth workforce training/internships
- Family-way jobs
- Small business resource guide
- Development review incentives
- Buy/eat local programs
- Farmer's Market expansion





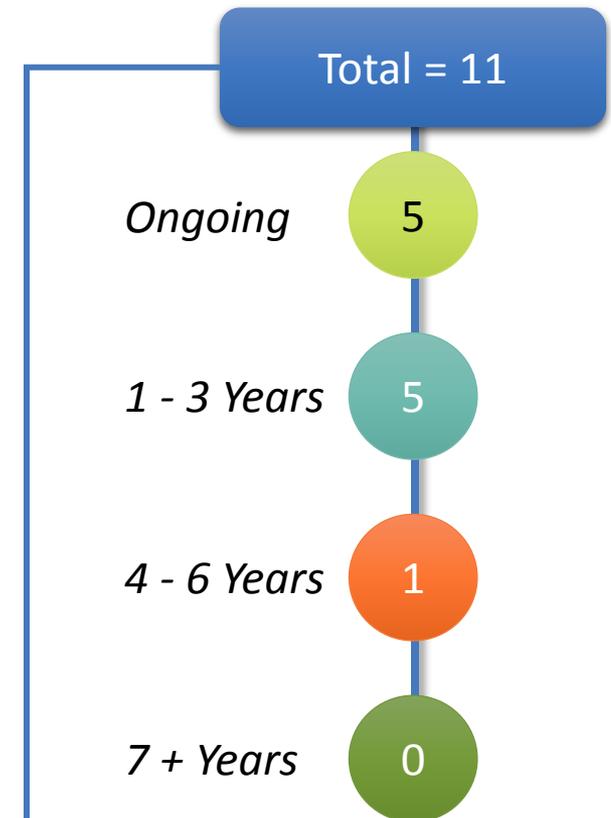
Community Vision Action Plan



Sustainable and responsible practices

Action Plan Highlights:

- Connected greenway system
- Protection of natural resources/parks
- Energy conservation & sustainability
- Expand recycling & initiate composting programs
- Community education





Implementation Steps

- City Council approval of Resolution
- Comprehensive plan amendments
- Implementation plan for short-term strategies
 - City Council/Administration
 - Community Development Department
 - Economic Development
 - Communications
- Process for periodic evaluation & update of vision

Quiet neighborhoods, but close to retail/services Towne Center; retail choices Good location in region, proximity to I-5 & transit

Parks and natural resources, Public safety; proud of reduction in crime; feels safe, Caring, close-knit community

Lower crime (in targeted areas); clean up problem properties (structures, yards)

450

RESPONSES
1,250 OPEN-ENDED
COMMENTS
OVER 12 WEEKS

Closer relationship at the citizen level with Joint-Base Lewis McChord

Less multi-family/group housing

Expand business and restaurants choices

Improve gateways into Lakewood

Attracting and retaining businesses (small, locally-owned)

Slow down speeders, traffic calming

City services, leaders, and communication
Diverse community
More sidewalks; better connectivity and safer bicycle lanes

Improve quality of primary schools

2015 Lakewood Planning Commission Work Plan

Planning Commission Membership:

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

Council Liason:

Paul Bocchi

Staff Support:

David Bugher, Assistant City Manager for Community and Economic Development
Dan Catron, Planning Manager
Karen Deveraux- Administrative Assistant

2014 Accomplishments:

New communal housing regulations
New Centers of Local Importance designations
2014 Comprehensive Plan Amendments/Update
 Six Comprehensive Plan and Zoning map amendments
 Chapter 2 (Official Maps)
 Chapter 3 (Land Use)
 Chapter 5 (Economic Development)
 Chapter 7 (Utilities)
Shoreline Management Program (final approval by DOE on 9/8/14)
Revised Subdivision regulations

2015 Projects:

2015 Comprehensive Plan Update
 Possible R1 and R2 Comprehensive Plan and/or Zoning Map amendments
 Chapter 1 (Introduction)
 Chapter 4 (Urban Design and Community Character)
 Chapter 6 (Transportation)

Chapter 8 (Public Services)
Chapter 9 (Capital Facilities and Improvements)
Chapter 10 (Implementation)
Completion of Dept. of Commerce and PSRC Checklists
Adopt Cottage Housing Regulations
Update LMC 18A.02 to improve structure and organization
Update Capital Facilities Plan
Annual Housing Report
Initiate Review of Low-Impact Development Regulations (due 2016)
Update the City's Flood Regulations
Update the City's Critical Areas Regulations
Initial review of the JBLM Joint Land Use Study (JLUS)
Review of satellite parking provisions (after completion of the JLUS)

LAKWOOD PLANNING COMMISSION MEETING SCHEDULE & WORK PLAN
 May 8, 2015

General Meeting Schedule:

<p>May 6</p> <ol style="list-style-type: none"> 1. 6-year Transportation Improvement Program (TIP) (First review)
<p>May 20</p> <ol style="list-style-type: none"> 1. 6-year TIP (Second review) 2. Cottage Housing Review 3. Vision Plan Presentation 4. 2015 Workplan
<p>May 26</p> <ul style="list-style-type: none"> • Joint meeting with City Council
<p>June 3</p> <ol style="list-style-type: none"> 1. 2015 CPA/Update Introduction (no recommendations)¹ <ul style="list-style-type: none"> - Split designated zoning parcels amendments 2. 2015 CPA site tour
<p>June 17</p> <ol style="list-style-type: none"> 1. Cottage Housing Regulations -public hearing 2. Economic Development update
<p>July 1</p> <ol style="list-style-type: none"> 1. Planning Commission recommendation on Cottage Housing 2. 6-year TIP –public hearing
<p>July 15</p> <ol style="list-style-type: none"> 1. Provide Commission recommendation on 6-year TIP² 2. 2015 Comp Plan Update review 3. Critical Areas/Flood Regulations Update- Introduction
<p>August 5</p> <ul style="list-style-type: none"> • (Catron out)
<p>August 19</p> <ol style="list-style-type: none"> 1. 2015 CPA public hearing

¹ 2015 CPA amendments include revisions to Chapters 1, 4, 6, 8, 9, & 10. Chapter 1 revisions would incorporate the City’s visioning process. Future Land Use map amendments are contemplated for the R1 and R2 zones.

² If directed by the Council, the Commission could conduct the public hearing on the six-year transportation plan.

<ul style="list-style-type: none"> - Split designated zoning parcels amendments 2. 2015 CPA final staff report (with recommendations)
<p>September 2</p> <ul style="list-style-type: none"> 1. 2015 CPA public hearing (continued) <ul style="list-style-type: none"> - Split designated zoning parcels amendments
<p>September 16</p> <ul style="list-style-type: none"> 1. Planning commission 2015 CPA recommendations (resolution)
<p>October 7</p> <ul style="list-style-type: none"> 1. Joint Land Use Study (JLUS) presentation 2. Low-impact development regulations
<p>October 21</p> <ul style="list-style-type: none"> 1. Joint Land Use Study 2. Low-impact development regulations
<p>November 4</p> <ul style="list-style-type: none"> 1. Satellite parking amendments (follows after JLUS)
<p>November 18</p> <ul style="list-style-type: none"> 1. Satellite parking amendments (follows after JLUS)
<p>December 2</p> <ul style="list-style-type: none"> 1. Annual housing report
<p>December 16</p>



To: Mayor and City Councilmembers

From: David Bugher, Assistant City Manager/Community Development Director

Through: John J. Caulfield, City Manager 

Date: May 26, 2015

Subject: City Council Initiated Comprehensive Plan/Zoning Amendments

Introduction: Each year, the City Council is afforded the opportunity to initiate a process by which to amend the Comprehensive Plan and related land use and development regulations. This memorandum has been prepared to bring forward this discussion. Amendments can be either map, or text related. If there is a consensus to make amendments this year, staff will bring back a resolution of intent for Council consideration and adoption as early as June 1, 2015.

Comprehensive Plan/Zoning Amendments:

A. The Community and Economic Development Department (CED) is currently in the process of amending the City's comprehensive plan and land use and development regulations. This year's amendments are follow-up actions to last year's amendments. In 2014, the City amended its official maps chapter, land use (including parks and recreation, and housing sections), economic development, and utility elements. In 2015, the focus of the amendments will be on the following topics:

- The Introduction Chapter - incorporating the City's visioning exercise into specific goals and policies.
- Transportation
- Public Services
- Capital Facilities
- Implementation

B. The Planning Commission, in addition, has submitted two proposals to increase residential densities east of Interlaaken Drive SW, and west of Tower Road SW (Map 1), and at the southwest corner of Veterans Drive SW, and Gravelly Lake Drive SW (Map 4).

- C. The Planning Commission is proposing new cottage housing regulations. A public hearing will soon be scheduled. After the hearing, the Commission will forward to you their recommendations.
- D. The City's legal department is working on restructuring or reorganizing Title 18A, the City's land use and development regulations. In comparison to other cities' codes, Title 18A resembles a "junk drawer" - a virtual potpourri of zoning topics. The chapter is in need of better organization. For the most, the work includes creating/deleting chapters and changing the numbering of chapters and sections. It is tedious work, but necessary. No substantive changes in land use regulations are proposed.

Amendment Process: Amendments fall into two types of application processing categories, Process IV and Process V:

- Process IV are site specific map revisions of the Comprehensive Plan Future Land Use Map and/or Land Use and Development Code Zoning Map; citizen-initiated and other specific text amendments to the comprehensive plan, land use and development code, or other ordinances, and other project or non-project actions.
- Process V consists of area-wide amendments and new planning related ordinances.

Each process requires State Environmental Policy Act (SEPA) review, a notice of application, a notice of public hearing, and a staff report. Any proposed amendments would include an impact analysis and a discussion of compliance with the Growth Management Act, the existing comprehensive plan, and the countywide planning policies.

An important aspect to the SEPA review for the comprehensive plan update is to issue a Determination of Non-Significance (DNS) rather than a Supplemental Environmental Impact Statement (SEIS). An SEIS would be required if what is proposed has a "significant environmental impact." An example would be re-classifying the zoning around Gravelly Lake from R1 to R3. An SEIS is a substantial undertaking and would impact the ability of the staff to proceed with amendments this year. If the Council wants to propose amendments that are site specific map changes, clarifies existing policies, removes policies that have been already accomplished, or updates existing conditions, then a DNS would be the appropriate mechanism.

The City Council would consider amendments in October/November following a public hearing initiated by the Planning Commission, in addition to the Planning Commission providing the City Council formal recommendations.

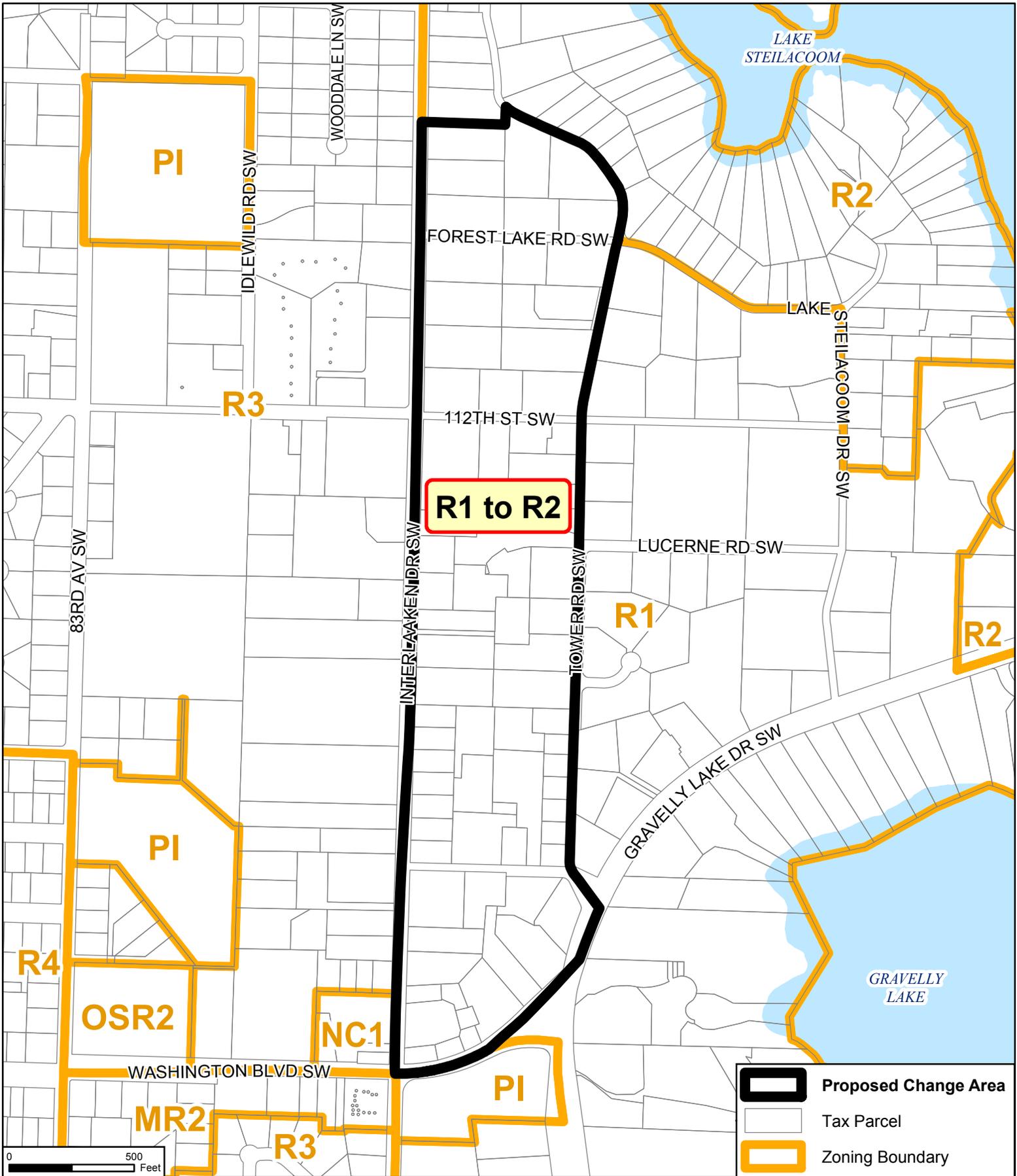
Other Land Use Related Topics: CED staff is working on a Puget Sound Regional Council Checklist to show how Lakewood complies with "Vision 2040." The Checklist is due the end of the month. It is brought to the Council's attention because it is potentially tied to future transportation and non-motorized transportation funding grants. This document has taken several months to prepare, and as of this writing, is about 90 percent complete.

Exhibits:

Map 1 - Proposed Planning Commission Land Use Amendment

Map 4 - Proposed Planning Commission Land Use Amendment

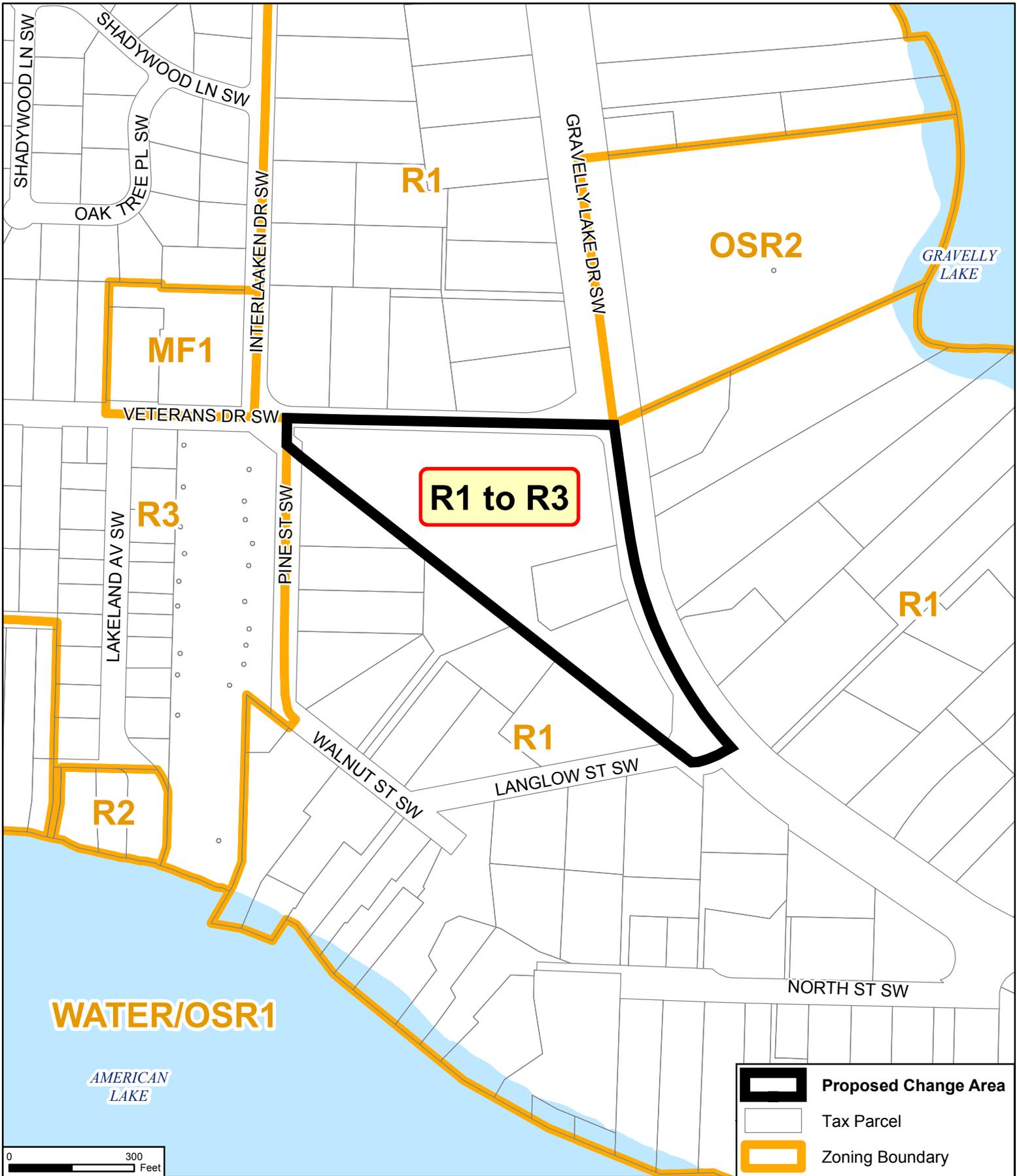
(Please note that there are no Maps 2 and 3 included within this memorandum.)



Map 1 R1 to R2

Map Date: March 31, 2015
 :projects\cd\SR\Map1_R1-R2.mxd

This product was prepared with care by City of Lakewood GIS. City of Lakewood expressly disclaims any liability for any inaccuracies which may yet be present. This is not a survey. Datasets were collected at different accuracy levels by various sources. Data on this map may be shown at scales larger than its original compilation. Call 253-589-2489 for further information.



Map 4 R1 to R3

Map Date: March 31, 2015
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To: Mayor and City Councilmembers
From: Don Wickstrom, Public Works Director
Through: John J. Caulfield, City Manager 
Date: May 26, 2015
Subject: 6-Year Transportation Improvement Program (2016-2021)

Over the past couple of months, the Public Works Department with assistance from the Planning Commission has developed the attached “Final Draft” of the *6-Year Transportation Improvement Program (TIP) (2016-2021)*.

The following is the proposed review and adoption schedule for the 6-Year TIP:

Date	Topic
May 26, 2015	Present final draft of 6-Year TIP at Study Session
June 1, 2015	Final Draft of 6-Year TIP distributed to stakeholders and posted on City of Lakewood web site
July 1, 2015	Public Hearing on final draft of 6-Year TIP (Planning Commission)
July 15, 2015	Planning Commission review and address comments received from Council and stakeholders
July 20, 2015	Adoption of 6-Year TIP

Staff has incorporated project priorities that have been provided through the Transportation Benefit District (TBD) process.

Please also note that the 6-Year TIP can be modified any time up to and prior to its final adoption tentatively scheduled for July 20, 2015. Further note that we have provided two weeks between the Public Hearing and adoption date so comments received from the Public Hearing can be incorporated as well.

Attachments:
Final Draft 6-Year TIP (2016-2021)



CITY OF LAKEWOOD

SIX-YEAR COMPREHENSIVE TRANSPORTATION IMPROVEMENT PROGRAM 2016-2021

******* 2nd Draft – May 26, 2015 *******

PREFACE

Chapters 35.77.010 of the Revised Code of Washington (RCW) provide that each city shall annually update its Six-Year Comprehensive Transportation Program (Program) and file a copy of the adopted Program with the Secretary of the Washington State Department of Transportation (WSDOT) by July 1 of each year. The Program is necessary to allow cities and counties to obtain State and Federal funding. For a project to obtain funding from the State, it must appear in the agency’s current Program. Because the state also disperses federal highway funds, this requirement applies to federally funded projects as well.

RCW 35.77.010 also requires each city to specifically set forth those projects and programs of regional significance for inclusion in the transportation improvement program for that region.

The Program is based upon anticipated revenues versus desirable projects. There are always more projects than available revenues. Therefore, a primary objective of the Program is to integrate the two to produce a comprehensive, realistic program for the orderly development and preservation of our street system.

Several important points must be considered during the review of the proposed Program. The early years of the Program are fairly definite; that is, it can be assumed that those projects will be constructed as scheduled. Projects in the later years are more flexible and may be accelerated, delayed or canceled as funding and conditions change.

It is also important to note that the adoption of the Program does not irreversibly commit the City of Lakewood to construct the projects. A project may be canceled at any time during the course of study or design. The usual reasons for canceling a project are that it is environmentally unacceptable or contrary to the best interests of the community as a whole. The Program may at any time be revised by a majority of the City Council, but only after a public hearing.

CONSISTENCY WITH LAND USE MANAGEMENT PLAN

The State’s Growth Management Act (GMA) requires local governments to develop and adopt comprehensive plans covering land use, housing, capital facilities, utilities, and transportation. These comprehensive plans must balance the demands of growth with the provision of public facilities and services and, in particular, transportation facilities and services. The City of Lakewood was required to develop and adopt a comprehensive plan that is in conformance with the requirements of the GMA.

The City of Lakewood has, as part of its Comprehensive Plan, a Transportation Element with a Master Goal to “Ensure that the transportation and circulation system is safe, efficient and serves all segments of the population and reduces reliance on single-occupant vehicles and increase use of other modes of transportation.”

Specific goals include the following.

1. To provide a safe, comfortable and reliable transportation system.
2. To reduce consumption of energy through an efficient and convenient transportation system.
3. To enhance options for future improvements to the transportation system by taking advantage of advances in technology and transportation research.
4. To keep travel times for people and goods as low as possible.
5. To emphasize the movement of people and goods, rather than vehicles, in order to obtain the most efficient use of transportation facilities.
6. To establish a minimum level of adequacy for transportation facilities through the use of consistent and uniform standards.
7. To protect the capital investment in the transportation system through adequate maintenance and preservation of facilities.

The projects in the Six-Year Comprehensive Transportation Program are intended to conform to the goals within the City's Comprehensive Plan.

GRANT APPLICATIONS AND LEVERAGING LOCAL DOLLARS

The need to leverage local dollars through grant applications is very important to the City, especially in light of the decrease in funding available for transportation related capital improvements. The intent of this Program is not only to list and program projects for funding, but to establish City Council approval to submit grant applications on those projects contained in the Program.

FUNDING SOURCES

A. Motor Vehicle Fuel Tax Funds

The Motor Vehicle Fuel Tax Funds have been programmed to provide matching funds for federal aid and urban arterial projects and for projects to be implemented with Motor Vehicle Fuel Tax Funds only.

By law, each city receives a proportionate share of the total state motor vehicle fuel tax. Money received is a monthly allocation based on population. The dollars shown in this year's Program reflect the revenues from this source expected to be received by the City of Lakewood. It is anticipated that revenue received from gas tax for the Streets Capital Projects Fund will be: \$335,000 FY 2015.

B. Federal Aid Funding Programs

Each of the Federal aid programs listed below has specific requirements a project must meet to qualify for funding under the individual program. For a project to receive funding from any of these sources it must compete with other public agency projects.

On July 6, 2012, President Obama signed Moving Ahead for Progress in the 21st Century (MAP-21), reauthorizing surface transportation programs through fiscal year 2014 (with additional extensions into FY2015). Project prioritization and selection must be done by the Metropolitan Planning Organization (MPO) in areas of greater than 200,000 population. The MPO for this region (in which the City of Lakewood is located) is the Puget Sound Regional Council (PSRC).

There are a number of specific funding programs under MAP-21. These include the following:

1. STP Surface Transportation Program: This is a regionally competitive program.
2. CMAQ Congestion Mitigation and Air Quality: This is a regionally competitive program intended for projects that significantly improve air quality.
3. HSIP Highway Safety Improvement Program: Statewide competition for federal funds targeted at safety improvements at high accident locations.
4. TAP Transportation Alternatives Program: This is a new program that will most likely be a regionally competitive program and will focus on pedestrian and bicycle facilities (on and off road); safe-routes to schools, etc.; and other non-highway focused programs.

C. Washington State Transportation Improvement Board (TIB)

The TIB has a number of statewide competitive programs which use criteria developed by the TIB for prioritization of projects. The three TIB programs in which the City can compete are as follows:

1. UAP Urban Arterial Program. This program is for arterial street construction with primary emphasis on safety and mobility.

2. SP Sidewalk Program. This program is for the improvement of pedestrian safety, and to address pedestrian system continuity and connectivity.

D. Community Development Block Grants (CDBG)

This is a program to provide physical improvements within low-income census tracts or to promote economic development within the City. Through the years 2016-2021 it is anticipated that a minimum of \$300,000 (on average) per year will be made available for pavement preservation, street lighting, and pedestrian improvements in eligible neighborhoods.

E. City Funding Sources

1. Real Estate Excise Tax (REET). This funding source comes from the two ¼% REET's charged by the City on the sale of real estate within the City limits. The City's REET is designated entirely for transportation related capital improvements. Revenue from REET has averaged around \$900,000 in the past few years. The REET is estimated to be \$900,000 annually.
2. General Fund Transfer In. This funding source comes from several different sources that make up the General Fund revenue including: property tax, sales tax, and utility tax and fees. The Street Capital Projects Fund is budgeted to receive approximately \$500,000 annually (on average) over the next 5 years in support of the pavement preservation program.
3. Transportation Benefit District (TBD). In 2014, the TBD Board implemented a \$20 per vehicle tab fee to provide funds toward a specific list of pavement preservation projects to be implemented between 2015 through 2020. The anticipated revenue is approximately \$680,000 per year.

F. Washington State Department of Transportation

1. Pedestrian and Bicycle Program: This is a statewide competitive program specifically oriented toward the elimination of hazards to the pedestrian and bicyclists. The recent call for projects has expanded the program's scope to emphasize "complete streets" – accommodation of all roadway users from vehicles to bicyclists to pedestrians. The program's focus for "complete streets" is for "main street" urban arterials and corridors. Historically, the city has not received much funding from this program. However, given the change in the grant scope, there may be opportunities from this source in the future.
2. Safe Routes to Schools Program: This is a statewide competitive program specifically oriented toward pedestrian and bicycle safety near schools. This program may be replaced by the Federal Transportation Alternatives Program (TAP).

G. Surface Water Management Program:

The City's Surface Water Management (SWM) Program pays for all drainage facilities constructed in conjunction with street improvements. The revenue from SWM is directly related to the amount of capital improvement projects constructed. SWM participation in roadway projects averages about \$300,000 annually.

PROJECT NUMBERING SYSTEM

Project numbers within most sections of the Program are discontinuous in order to maintain consistency in project numbering from year to year.

Completed projects are removed from subsequent years' programs, thereby eliminating some project numbers.

Projects carried forward from previous year(s) retain the same project numbers from the previous year(s).

BUDGET DOLLARS

Costs shown are planning level estimates and are reflected in each year as FY2015 dollars with no accounting for inflation.

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN		<i>NOTE: BOLD and ITALICIZED numbers denote grant is secured</i>							TOTAL FUNDS
SECTION 1			2016	2017	2018	2019	2020	2021	2016-2021
NEW CONSTRUCTION									
ARTERIAL STREET PROJECTS									
1.2 Gravelly Lake Drive @ 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.	City				50	350		400
Total Estimated Cost \$1,600		Grant				200	1,000		1,200
		Other							
		Total	0	0	0	250	1,350	0	1,600
1.4 Union Avenue - Berkeley to N. Thorne Lane	Widen to add turn lane, shared bike/travel lane, sidewalks, street lighting. Intersection improvements.	City					125	250	375
Total Estimated Cost \$5,000		Grant					375	2,250	2,625
<i>Note: Project 1.24 will complete Union/Berkeley intersection and some improvements from Berkeley to Maple.</i>		Other					75	150	225
		Total	0	0	0	0	575	2,650	3,225
1.18 96th Street - 2-way left turn lane	Widen 96th St. from 500' east of So. Tac. Wy to I-5 underpass to provide 2-way left turn lane. Does not include sidewalks or HMA overlay.	City					100		100
Total Estimated Cost \$500		Grant							0
		Other					400		400
		Total	0	0	0	0	500	0	500
1.20 123rd ST SW - Realignment	Realign 123rd ST SW as it enters Bridgeport	City					300		300
Total Estimated Cost \$400		Grant							0
		Other					100		100
		Total	0	0	0	0	400	0	400
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	City		100	100	100			300
<i>Notes: Assume multiple phases; multiple years</i>		Grant	0	0	0	0			0
		Other		1,500	1,500	1,500			4,500
		Total	0	1,600	1,600	1,600	0	0	4,800
1.22 Gravelly to Thorne Connector	Two-way connector road between Tillicum and Gravelly Lake Drive. Signalization.	City	1	1	1	1	1	1	6
Total Estimated Cost \$25,000		Grant							0
		Other		1,000	12,000	12,000			25,000
		Total	1	1,001	12,001	12,001	1	1	25,006
1.23 Interstate 5 through Lakewood (WSDOT led project - coordination only)	Planning and design coordination only.	City	1	1	1	1	1	1	6
		Grant							0
		Other							0
		Total	1	1	1	1	1	1	6

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN									TOTAL FUNDS
<i>NOTE: BOLD and ITALICIZED numbers denote grant is secured</i>									
SECTION 1 NEW CONSTRUCTION ARTERIAL STREET PROJECTS			2016	2017	2018	2019	2020	2021	2016-2021
1.24 Madigan Access Project <i>Phase 1 improvements completed in 2014.</i> <i>Total Cost: \$5.7 Million</i>	Provide improved access to Madigan including: Freedom bridge, ramp, & roadway widening; signalization improvements; Union Ave/Berkeley St improvements	City							0
		Grant	3,000						3,000
		Other							0
		Total	3,000	0	0	0	0	0	3,000
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)	City		50	75	225			350
		Grant		150	300	900			1,350
		Other							0
		Total	0	200	375	1,125	0	0	1,700
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.	City	100						100
		Grant	1,000						1,000
		Other	100						100
		Total	1,200	0	0	0	0	0	1,200
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.	City			10	50	50	100	210
		Grant				100	100	400	600
		Other							0
		Total	0	0	10	150	150	500	810
TOTALS		City	102	152	187	427	927	352	2,147
		Grant	4,000	150	300	1,200	1,475	2,650	9,775
		Other	100	2,500	13,500	13,500	575	150	30,325
		Total	4,202	2,802	13,987	15,127	2,977	3,152	42,247

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN		<i>NOTE: BOLD and ITALICIZED numbers denote grant is secured</i>							TOTAL FUNDS
SECTION 2			2016	2017	2018	2019	2020	2021	2016-2021
ROADWAY IMPROVEMENTS									
2.26 Safety Improvements in the Vicinity of Schools	May include sidewalks, crossing improvements, signage, etc. in vicinity of schools.	City	30	100	150	30	100	250	660
		Grant	120	250	1,100	120	250	1,100	2,940
		Other			150			150	300
		Total	150	350	1,400	150	350	1,500	3,900
2.29 Steilacoom Blvd. Custer to 88th Street	Curbs, gutters, sidewalks, street lighting, on both sides. Signal modifications. Signal replacement Custer/Ardmore. Overlay.	City	0						0
Total Estimated Cost \$1,975		Grant	1,400						1,400
		Other	250						250
		Total	1,650	0	0	0	0	0	1,650
2.41 Steilacoom Blvd - Bridgeport Way to Fairlawn	Curbs, gutters, sidewalks, on both sides. Overlay.	City			10	20	100		130
Total Estimated Cost \$1,400		Grant			20	150	1,000		1,170
<i>Note: Preliminary design completed via previous TIB grant</i>		Other					100		100
		Total	0	0	30	170	1,200	0	1,400
2.50 Gravelly Lake Drive - 100th to Bridgeport Way	Curb, gutters, sidewalks, street lighting, drainage. Signal modifications. Signal replacement Mt. Tacoma.	City	36						36
<i>Note: grant for design, environ., & r/w FY2011-2014</i>		Grant	1358						1,358
		Other	250						250
		Total	1,644	0	0	0	0	0	1,644
2.54 Minor Pedestrian Safety Improvements	Non-hardscape improvements. Shoulder widening on high-volume roads where less than 2' walkway exists.	City	50	50	50	50	50	50	300
		Grant							0
		Other							0
		Total	50	50	50	50	50	50	300
2.55 High Accident Location Safety Improvements	May include sight distance corrective measures, signal modifications, etc. at one of top 25 accident locations.	City	44	20	49	50	50	50	263
<i>2016-2017 Funds reallocated to 2.81 Roadway Safety Improvements to 40th Ave. SW and 96th St. SW and 3.20 Military Rd. and 112th St. Safety Improvement.</i>		Grant	0	0					0
		Other							0
		Total	44	20	49	50	50	50	263

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN		NOTE: BOLD and ITALICIZED numbers denote grant is secured							TOTAL FUNDS
SECTION 2			2016	2017	2018	2019	2020	2021	2016-2021
ROADWAY IMPROVEMENTS									
2.60 South Tacoma Way - SR512 to 96th Street	Curb, gutter, sidewalks, street lighting, drainage, overlay.	City	50						50
Total Estimated Cost \$3,460		Grant	2,826						2,826
<i>Note: Design starting FY2011</i>		Other	300						300
		Total	3,176	0	0	0	0	0	3,176
2.61 ADA Standards - Sidewalk Upgrades	On-going program to gradually upgrade existing facilities to current ADA standards	City	50	50	50	50	50	50	300
		Grant							0
		Other							0
		Total	50	50	50	50	50	50	300
2.65 Steilacoom Blvd - 87th to 83rd	Curb, gutter, sidewalks, street lighting, drainage, overlay.	City			80	200			280
<i>Design through project 2.74</i>		Grant			200	1,400			1,600
		Other				200			200
		Total	0	0	280	1,800	0	0	2,080
2.66 Steilacoom Blvd - 83rd to Weller Road	Curb, gutter, sidewalks, street lighting, drainage, overlay.	City				70	200		270
<i>Design through project 2.74</i>		Grant				180	2,000		2,180
		Other					200		200
		Total	0	0	0	250	2,400	0	2,650
2.67 Bridgeport Way - I-5 to JBLM Gate	Curb, gutters, sidewalks, street lighting, drainage, overlay.	City	20						20
Total Estimated Cost \$3,650		Grant	2,978						2,978
		Other	555						555
		Total	3,553	0	0	0	0	0	3,553
2.68 Hipkins Rd. 104th to Steilacoom Blvd.	Curb, gutters, sidewalks, street lighting, drainage, overlay.	City							0
Total Estimated Cost \$3,050		Grant							0
		Other				350	2,700		3,050
		Total	0	0	0	350	2,700	0	3,050
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.	City							0
		Grant	150	1,500					1,650
		Other		200					200
		Total	150	1,700	0	0	0	0	1,850

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN		<i>NOTE: BOLD and ITALICIZED numbers denote grant is secured</i>							TOTAL FUNDS
SECTION 2 ROADWAY IMPROVEMENTS			2016	2017	2018	2019	2020	2021	2016-2021
2.70 Lakewood Station - Non-Motorized Access Improvements	Curb, gutters, sidewalks, and street lighting improvements per Lakewood NMTP and Sound Transit Access Improvement Study.	City							0
		Grant							0
		Other				500	500	500	1,500
		Total	0	0	0	500	500	500	1,500
2.71 Steilacoom Blvd - Weller Road to Phillips Road <i>Design through project 2.74</i>	Curb, gutter, sidewalks, street lighting, drainage, overlay.	City	20	50	100				170
		Grant	60	300	1800				2,160
		Other			200				200
		Total	80	350	2,100	0	0	0	2,530
2.72 100th Street & Lakewood Drive <i>Bridgeport Way to 400 feet north of 100th Street</i>	Curb, gutter, sidewalks, sharrows, replace 100th/Lakewood signal, street lighting, drainage, overlay.	City	20	130	200				350
		Grant	80	550	800				1,430
		Other	50						50
		Total	150	680	1,000	0	0	0	1,830
2.73 112th / 111th - Bridgeport to Kendrick	Curb, gutter, sidewalks, sharrows, street lighting, drainage, overlay.	City	20	5	110				135
		Grant	100	50	1,440				1,590
		Other	50	45	250				345
		Total	170	100	1,800	0	0	0	2,070
2.74 Steilacoom Blvd Corridor Design - Farwest to Phillips <i>Joint project with Town of Steilacoom - DESIGN ONLY</i>	Curb, gutter, sidewalks, sharrows, turn lanes, street lighting, drainage, overlay.	City	45	50	43	43	14		195
		Grant	100	216	150	150	35		651
		Other	25	25	20	20	6		96
		Total	170	291	213	213	55	0	942
2.75 South Tacoma Way - 88th to North City Limits	Curb, gutter, sidewalks, bike lanes, street lighting, signal at 84th, drainage, overlay.	City		50	50	200			300
		Grant		150	150	2,300			2,600
		Other				200			200
		Total	0	200	200	2,700	0	0	3,100
2.76 Phillips Road - Steilacoom to Onyx	Curb, gutter, sidewalks, bike lanes, street lighting, drainage, overlay.	City							0
		Grant							0
		Other				300	2500		2,800
		Total	0	0	0	300	2,500	0	2,800

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN		<i>NOTE: BOLD and ITALICIZED numbers denote grant is secured</i>							TOTAL FUNDS
SECTION 2			2016	2017	2018	2019	2020	2021	2016-2021
ROADWAY IMPROVEMENTS									
2.77 Washington Blvd - Edgewood Ave to Gravelly Lake Drive	Curb, gutter, sidewalks, bike lanes, street lighting, drainage, overlay.	City							0
		Grant							0
		Other		800	5,100				5,900
		Total	0	800	5,100	0	0	0	5,900
2.78 Oakbrook Sidewalks & Street Lighting Onyx Dr W (97th to 87th); Onyx Dr E (Garnet to Phillips) (Total Cost \$3,400)	Curb, gutter, sidewalks, sharrows, turn lanes, street lighting, drainage, overlay.	City							0
		Grant							0
		Other			400	3,000			3,400
		Total	0	0	400	3,000	0	0	3,400
2.79 Lake City Business District Sidewalks (American Lake Park to Veterans Dr / Alameda) (Total Cost \$2,100)	Curb, gutter, sidewalks, sharrows, street lighting, drainage, overlay.	City							0
		Grant							0
		Other		300	1,800				2,100
		Total	0	300	1,800	0	0	0	2,100
2.80 Interlaaken Drive SW / Mt. Tacoma Drive Non-Motorized Improvements - Short Lane to Whitman Avenue SW (Total Cost Mt. Tacoma Drive \$2,950) (Total Cost Interlaaken \$4,000) formerly project 5.7. Construction 2022+	Provide curb and gutter, sidewalk and a shared travel/bike lane on one side of Interlaaken / Mt. Tacoma Dr.	City							
		Grant							
		Other					750	700	
		Total	0	0	0	0	750	700	0
2.81 Roadway Safety Improvements at 40th Ave. SW and 96th St. SW	Curb, gutter, sidewalk, sharrows, guard rail, street lighting, pavement reconstruction	City	4	15	1				20
		Grant	30	140	653				823
		Other							0
		Total	34	155	654	0	0	0	843
2.82 59th Ave SW Sidewalk - 100th to Bridgeport Wy SW	Sidewalk east side of roadway.	City		25					25
		Grant		100					100
		Other							0
		Total	0	125	0	0	0	0	125
TOTALS		City	389	545	893	713	564	400	3,504
		Grant	9,202	3,256	6,313	4,300	3,285	1,100	27,456
		Other	1,480	1,370	7,920	4,570	6,756	1,350	21,996
		Total	11,071	5,171	15,126	9,583	10,605	2,850	52,956

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PROJECT COSTS IN THOUSANDS OF DOLLARS										
EXPENDITURE PLAN									TOTAL FUNDS	
SECTION 3 TRAFFIC SIGNALS			2016	2017	2018	2019	2020	2021	2016-2021	
3.1 Steilacoom / Durango Traffic Signal	Intersection meets warrants for traffic signal. Signal needed with new development in area. Special concern with adjacent train crossing becoming active.	City							0	Dev
		Grant							0	
		Other	5	345					350	
		Total	5	345	0	0	0	0	350	
3.7 Washington Blvd. and Interlaaken Drive Signal and intersection improvement Total Estimated Cost \$375	Install new signal at intersection.	City			75	300			375	
		Grant							0	
		Other							0	
		Total	0	0	75	300	0	0	375	
3.8 Traffic Signal Timing Upgrades on-going technical support incl. turning movement counts	Upgrade traffic signal timing and coordination.	City	10	10	10	10	10	10	60	
		Grant							0	
		Other							0	
		Total	10	10	10	10	10	10	60	
3.11 City-Wide Traffic Signal Management System Total Estimated Cost \$2,000	City-hall based Traffic Management Center. Fiber optic interconnect. PTZ major corridors. Active traffic management including web based info.	City	50	50	50	50			200	FED
		Grant			300	300			600	
		Other							0	
		Total	50	50	350	350	0	0	800	
3.12 Traffic Signal Replacement Program	Replace aging traffic signals. Priorities based on maintenance history. (one signal every 3rd year)	City		300		300		300	900	
		Grant							0	
		Other							0	
		Total	0	300	0	300	0	300	900	
3.13 Gravelly Lake Drive / Avondale Traffic Signal	Intersection meets warrants for traffic signal. Increased volumes in and around Towne Center. Increase in accidents.	City					100		100	Dev
		Grant							0	
		Other					150		150	
		Total	0	0	0	0	250	0	250	

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN									TOTAL FUNDS
SECTION 3 TRAFFIC SIGNALS			2016	2017	2018	2019	2020	2021	2016-2021
3.14 So. Tacoma Way / 92nd Street	New warranted signal	City							0
		Grant		100	550				0
		Other							0
		Total	0	100	550	0	0	0	0
3.16 Steilacoom Blvd / Western State Hospital Signal Replacement	Replace existing signal	City							0
		Grant	210						210
		Other							0
		Total	210	0	0	0	0	0	210
3.17 Steilacoom Blvd / Lakeview Ave Signal Replacement	Replace existing signal	City							0
		Grant	275						275
		Other							0
		Total	275	0	0	0	0	0	275
3.19 Traffic Signal Asset Management System	Purchase software; develop asset management system	City	40	40	20	5	5	5	115
		Grant							0
		Other							0
		Total	40	40	20	5	5	5	115
3.20 Military Rd. and 112th St. Safety Improvement	Replace existing traffic signal to current standards. Update phasing to yellow-flashing arrow operation. ADA ramp upgrades. Repave intersection	City	2	15					17
		Grant	20	128	640				788
		Other							0
		Total	22	143	640	0	0	0	805
TOTALS		City	102	415	155	665	115	315	1,767
		Grant	230	228	1,490	300	0	0	1,598
		Other	5	345	0	0	150	0	500
		Total	337	988	1,645	965	265	315	3,865

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN									TOTAL FUNDS
SECTION 4 TRANSPORTATION PLANNING			2016	2017	2018	2019	2020	2021	2016-2021
4.1 Pavement Management System	Semi-Annual evaluation of pavement condition	City	30	5	30	5	30	5	105
		Grant							0
		Other							0
		Total	30	5	30	5	30	5	105
4.2 Transportation Model	On-going updates of travel demand model.	City	5	5	5	5	5	5	30
		Grant							0
		Other							0
		Total	5	5	5	5	5	5	30
4.8 Lakewood City Center Sub-Area Plan	Review access and circulation for vehicles, transit, and non-motorized transportation.	City	10	10					20
		Grant							0
		Other							0
		Total	10	10	0	0	0	0	20
4.9 Non-Motorized Transportation Plan Update	Update NMTP to include relevant policy updates and capital improvement projects. (original plan adopted June 2009)	City	10	10					20
		Grant							0
		Other							0
		Total	10	10	0	0	0	0	20
4.10 ADA Transition Plan Update	Update ADA transition plan to address ADA deficiencies of existing curb ramps; signal access / operations; etc.	City	15						15
		Grant							0
		Other							0
		Total	15	0	0	0	0	0	15
TOTALS		City	70	30	35	10	35	10	190
		Grant	0	0	0	0	0	0	0
		Other	0	0	0	0	0	0	0
		Total	70	30	35	10	35	10	190

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN									TOTAL FUNDS
SECTION 5 BIKEWAYS			2016	2017	2018	2019	2020	2021	2016-2021
5.1 Miscellaneous Bikeway Markings / Signage	City		20	20	20	20	20	20	120
	Grant								0
	Other								0
	Total		20	20	20	20	20	20	120
5.4 Miscellaneous Bike Lane Construction	City			50		50		50	150
	Grant								0
	Other								0
	Total		0	50	0	50	0	50	150
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.							
	City			20	30	350			400
	Grant			100	170	1,650			1,920
	Other				180	2,500			2,680
Total			0	120	380	4,500	0	0	5,000
5.6 Gravelly Lake Non-Motorized Trail (Total Cost \$8,800; length = 2.9 miles) Construction 2021-2022+		Provide non-motorized path around Gravelly Lake along Gravelly Lake Drive and Nyanza Drive. Existing roadway cross section shifted to outside and overlaid. Lighting.							
	City								0
	Grant								0
	Other						990	3,250	4,240
Total			0	0	0	0	990	3,250	4,240
TOTALS	City		20	90	50	420	20	70	670
	Grant		0	100	170	1,650	0	0	1,920
	Other		0	0	180	2,500	990	3,250	6,920
	Total		20	190	400	4,570	1,010	3,320	9,510

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN									TOTAL FUNDS
SECTION 6 STREET LIGHTING			2016	2017	2018	2019	2020	2021	2016-2021
6.2 New Street Lighting	Install street lighting in requested areas based on ranking criteria.	City	150	150	150	150	150	150	900
		Grant							0
		Other							0
		Total	150	150	150	150	150	150	900
6.6 LED Street Lighting Upgrades	Update existing PSE lighting.	City		250	250				500
		Grant							0
		Other							0
		Total	0	250	250	0	0	0	500
TOTALS		City	150	400	400	150	150	150	1,400
		Grant	0	0	0	0	0	0	0
		Other	0	0	0	0	0	0	0
		Total	150	400	400	150	150	150	1,400

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN									TOTAL FUNDS
SECTION 7 BRIDGES			2016	2017	2018	2019	2020	2021	2016-2021
7.1 Bridge Inspection	On-going biennial bridge inspection.	City	0	9	0	9	0	9	27
		Grant							0
		Other							0
		Total	0	9	0	9	0	9	27
TOTALS		City	0	9	0	9	0	9	27
		Grant	0	0	0	0	0	0	0
		Other	0	0	0	0	0	0	0
		Total	0	9	0	9	0	9	27

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN									TOTAL FUNDS
SECTION 8 BEAUTIFICATION PROJECTS			2016	2017	2018	2019	2020	2021	2016-2021
8.10 Gateway Improvements		City	50	50	50	50	50	50	300
		Grant							0
		Other	20	20	20	20	20	20	120
		Total	70	70	70	70	70	70	420
									0
									0
									0
									0
TOTALS		City	50	50	50	50	50	50	300
		Grant	0	0	0	0	0	0	0
		Other	20	20	20	20	20	20	120
		Total	70	70	70	70	70	70	420

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN		<i>NOTE: BOLD and ITALICIZED numbers denote grant is secured</i>							TOTAL FUNDS
SECTION 9 ROADWAY RESTORATION PROJECTS			2016	2017	2018	2019	2020	2021	2016-2021
9.7 Resurfacing Program - Various Locations	Projects in various locations may include pavement preservation contribution to planned utility projects to facilitate full roadway overlays.	City	2,580	1,300	1,410	1,700	2,400	3,500	12,890
		Grant							0
		Other							0
		Total	2,580	1,300	1,410	1,700	2,400	3,500	12,890
9.10A Steilacoom Boulevard - 87th to Weller Road		City	20	350					370
		Grant		750					750
		Other							0
		Total	20	1,100	0	0	0	0	1,120
9.10B Steilacoom Boulevard - Weller Road to Custer Road		City			20	350			370
		Grant				750			750
		Other							0
		Total	0	0	20	1,100	0	0	1,120
9.14 Lakewood Drive - 100th to Steilacoom Blvd		City	900						900
		Grant							0
		Other							0
		Total	900	0	0	0	0	0	900
9.15 Lakewood Drive - Flett Creek to N. City Limits		City		1,100					1,100
		Grant							0
		Other							0
		Total	0	1,100	0	0	0	0	1,100
9.16 59th Ave - Main Street to 100th Street		City			450				450
		Grant							0
		Other							0
		Total	0	0	450	0	0	0	450
9.17 108th - Bridgeport Way to Pacific Hwy		City			600				600
		Grant							0
		Other							0
		Total	0	0	600	0	0	0	600

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN		<i>NOTE: BOLD and ITALICIZED numbers denote grant is secured</i>							TOTAL FUNDS
SECTION 9 ROADWAY RESTORATION PROJECTS			2016	2017	2018	2019	2020	2021	2016-2021
9.18 Custer - Steilacoom to John Dower	City					450			450
	Grant								0
	Other								0
	Total		0		0	450	0	0	450
9.19 88th - Steilacoom to Custer	City					250			250
	Grant								0
	Other								0
	Total		0		0	250	0	0	250
9.20 Pacific Hwy - 108th to SR512	City				90				90
	Grant				450				450
	Other								0
	Total		0		540	0	0	0	540
9.21 100th - Lakeview to South Tacoma Way	City				180				180
	Grant				300				300
	Other								0
	Total		0		480	0	0	0	480
9.22 100th - 59th to Lakeview	City						1,100		1,100
	Grant								0
	Other								0
	Total		0		0	0	1,100	0	1,100
TOTALS	City		3,500	2,750	2,750	2,750	3,500	3,500	18,750
	Grant		0	750	750	750	0	0	2,250
	Other		0	0	0	0	0	0	0
	Total		3,500	3,500	3,500	3,500	3,500	3,500	21,000

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN									TOTAL FUNDS
SECTION 10 NEIGHBORHOOD TRAFFIC MANAGEMENT			2016	2017	2018	2019	2020	2021	2016-2021
10.1 Neighborhood Traffic Management Various Locations	May include speed humps, traffic circles, signage, etc.	City	25	25	25	25	25	25	150
		Grant							
		Other							
		Total	25	25	25	25	25	25	150
TOTALS		City	25	25	25	25	25	25	150
		Grant	0	0	0	0	0	0	0
		Other	0	0	0	0	0	0	0
		Total	25	25	25	25	25	25	150

PROJECT COSTS IN THOUSANDS OF DOLLARS									
EXPENDITURE PLAN									TOTAL FUNDS
SECTION 11 OTHER			2016	2017	2018	2019	2020	2021	2016-2021
11.1 On-call technical assistance	Various professional services including surveying, structural, geotechnical, environmental to support various projects.	City	50	50	50	50	50	50	300
		Grant							0
		Other							0
		Total	50	50	50	50	50	50	50
11.2 Public Works Operations & Maintenance Facility	Back up generator and fueling station.	City		200					200
		Grant							0
		Other							0
		Total	0	200	0	0	0	0	0
TOTALS		City		250	50	50	50	50	450
		Grant							0
		Other							0
		Total	0	250	50	50	50	50	50

ARTERIAL STREETS

	2016	2017	2018	2019	2020	2021	2016-2021
City	102	152	187	427	927	352	2,147
Grant	4,000	150	300	1,200	1,475	2,650	9,775
Other	100	2,500	13,500	13,500	575	150	30,325
Total	4,202	2,802	13,987	15,127	2,977	3,152	42,247

STREETLIGHTS

	2016	2017	2018	2019	2020	2021	2016-2021
City	150	400	400	150	150	150	1,400
Grant	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	150	400	400	150	150	150	1,400

ROADWAY IMPROVEMENTS

	2016	2017	2018	2019	2020	2021	2016-2021
City	389	545	893	713	564	400	3,504
Grant	9,202	3,256	6,313	4,300	3,285	1,100	27,456
Other	1,480	1,370	7,920	4,570	6,756	1,350	21,996
Total	11,071	5,171	15,126	9,583	10,605	2,850	52,956

BRIDGES

	2016	2017	2018	2019	2020	2021	2016-2021
City	0	9	0	9	0	9	27
Grant	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	0	9	0	9	0	9	27

TRAFFIC SIGNALS

	2016	2017	2018	2019	2020	2021	2016-2021
City	102	415	155	665	115	315	1,767
Grant	230	228	1,490	300	0	0	1,598
Other	5	345	0	0	150	0	500
Total	337	988	1,645	965	265	315	3,865

BEAUTIFICATION / GATEWAY IMPROVEMENTS

	2016	2017	2018	2019	2020	2021	2016-2021
City	50	50	50	50	50	50	300
Grant	0	0	0	0	0	0	0
Other	120	20	20	20	20	20	120
Total	70	70	70	70	70	70	420

TRANSPORTATION PLANNING

	2016	2017	2018	2019	2020	2021	2016-2021
City	70	30	35	10	35	10	190
Grant	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	70	30	35	10	35	10	190

RESTORATION

	2016	2017	2018	2019	2020	2021	2016-2021
City	3,500	2,750	2,750	2,750	3,500	3,500	18,750
Grant	0	750	750	750	0	0	2,250
Other	0	0	0	0	0	0	0
Total	3,500	3,500	3,500	3,500	3,500	3,500	21,000

BIKEWAYS

	2016	2017	2018	2019	2020	2021	2016-2021
City	20	90	50	420	20	70	670
Grant	0	100	170	1,650	0	0	1,920
Other	0	0	180	2,500	990	3,250	6,920
Total	20	190	400	4,570	1,010	3,320	9,510

OTHER

	2016	2017	2018	2019	2020	2021	2016-2021
City	0	250	50	50	50	50	450
Grant	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	0	250	50	50	50	50	450

NEIGHBORHOOD TRAFFIC MANAGEMENT

	2016	2017	2018	2019	2020	2021	2016-2021
City	25	25	25	25	25	25	150
Grant	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	25	25	25	25	25	25	150

GRAND TOTAL (2016-2021)

	2016	2017	2018	2019	2020	2021	2016-2021
City	4,408	4,716	4,595	5,269	5,436	4,931	29,355
Grant	13,432	4,484	9,023	8,200	4,760	3,750	42,999
Other	1,705	4,235	21,620	20,590	8,491	4,770	59,861
Total	19,445	13,435	35,238	34,059	18,687	13,451	132,215

Notes:

LID = Property owner participation through a Local Improvement District (LID).
Dev. Contr. = Funds provided through private (developer) contribution
TIB = Transportation Improvement Board grant funding
TEA-21 = Transportation Efficiency Act grant funds.
State = other state grant funding programs
CDBG = Community Development Block Grant funds.
FED = Federal Grant dollars (TEA-21, SAFETEA, Enhancement, etc.)
SWM = Surface Water Management funds
S.T. = Sound Transit
TBD = Transportation Benefit District
MAP-21 = Moving Ahead for Progress in the 21st Century (Federal Transportation Act)