South Tacoma

Neighborhood Action Strategy
A Community Partnership Project

Developed by
South Tacoma Neighborhood Council
with assistance from
Tacoma Economic Development Department
The South Tacoma Neighborhood Council Members would like to thank the many citizens who participated in the
development of this document over the course of several years. In addition, the Council gratefully acknowledges the
tireless dedication and work of the Land Use Committee.

The Council also thanks all of the many groups, committees and commissions and citizens who offered advice and
assistance in the preparation of this document.

The following citizens have served on the South Tacoma Neighborhood Council Board and Land Use Committee. Those
whose names are in bold face type served during the development of this document.

<table>
<thead>
<tr>
<th>Board Member</th>
<th>Position</th>
<th>Area Represented</th>
<th>Land Use Committee Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan Bejarano</td>
<td>past Vice Chair</td>
<td>Oakland / Madrona</td>
<td>Jan Bejarano past Chair, past Co-chair</td>
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<tr>
<td>Terry Brown</td>
<td>Treasurer</td>
<td>Edison Gray</td>
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<tr>
<td>Bill Cunningham</td>
<td>past Chair</td>
<td>Arlington</td>
<td>Bill Cunningham</td>
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<tr>
<td>Steve Fisher</td>
<td>past Secretary</td>
<td>Edison Gray</td>
<td>Gary Davis</td>
</tr>
<tr>
<td>Jose Garcia</td>
<td>Secretary</td>
<td>Edison Gray</td>
<td>Sally Guthrie</td>
</tr>
<tr>
<td>Warren Gohl</td>
<td>past Treasurer</td>
<td>Oakland / Madrona</td>
<td>Robin Lund</td>
</tr>
<tr>
<td>David Kelly</td>
<td>Vice Chair</td>
<td>Oakland / Madrona</td>
<td>Shirley Mathis</td>
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<tr>
<td>Judy Hancock</td>
<td>past Treasurer</td>
<td>Manitou</td>
<td>Dan Mulholland</td>
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<td>Dan Mulholland</td>
<td>Treasurer</td>
<td>Manitou</td>
<td>Ron Michael</td>
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<tr>
<td>Kersti Olivier</td>
<td>Secretary</td>
<td>Gray Edison</td>
<td>Skip Vaughn</td>
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<td>Perry Horst</td>
<td>past Secretary</td>
<td>Orchard</td>
<td>Laura Vaughn</td>
</tr>
<tr>
<td>Bruce Peterson</td>
<td>Secretary</td>
<td>Gray Edison</td>
<td>Darlene Woolery</td>
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<td>Gorden Rolen</td>
<td>Secretary</td>
<td>Orchard</td>
<td>Carl Scheuerman Chair, past Co-chair</td>
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<tr>
<td>Howard Russell</td>
<td>past Chair</td>
<td>Gray Edison</td>
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<tr>
<td>Carl Scheuerman</td>
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<td>Skip Vaughn</td>
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<td>Bob Weber</td>
<td>past Secretary</td>
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<td>Darlene Woolery</td>
<td>past Treasurer</td>
<td>Oakland / Madrona</td>
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The Neighborhood Council office can be reached at 591-5229. This office is under the direction of the Tacoma Economic Development Department (formerly the Planning and Development Services Department) which houses neighborhood planning, cultural resources and tourism, economic development and housing. Information regarding neighborhood issues is also available on the departmental web site (www.ci.tacoma.wa.us/ed).
Statement of Intent for Updating the Neighborhood Action Strategy

The Resolution passed by the City Council accepting the Neighborhood Action Strategy acknowledges the Actions Strategies represent the actions that the Neighborhood sees as vital for maintaining and improving their quality of life. The Action Strategy is intended to work in concert with the Neighborhood element of the Land Use Management Plan (“LUMP”) that includes the neighborhoods policies, which provide a specific guide to land use decisions by the Land Use Administrator or the Hearings Examiner. In order to keep the Action Strategy current and up to date, it is intended that they be updated on a regular basis of approximately every two to three years. However, because major issues or needs may arise more often than that, the implementation section of the strategy may be modified or updated more frequently. When the Action Strategy is updated it should be approved by the Neighborhood Council Board.
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Chapter 1 Executive Summary

Nature and Purpose of the Neighborhood Action Strategy
The passage of the Growth Management Act in 1992 and the formation of the eight Neighborhood Councils in 1992 has led to a greater citizen involvement in the planning process and a streamlining of Tacoma’s comprehensive plan. As a result, this Neighborhood Action Strategy will replace the South Tacoma Plan, which will cease to have authority. Although this Neighborhood Action Strategy is not part of Tacoma’s comprehensive plan, it makes recommendations for changes to the comprehensive plan. This document also recommends a broad range of actions including specific projects, regulation changes, master planning and comprehensive plan changes. Because this Neighborhood Action Strategy is not part of the comprehensive plan, it can be modified at any time, however, changes must be approved by the Neighborhood Council and the City Council.

Neighborhood Council and Community Profile
Tacoma’s neighborhood councils operate independently of the City but are supported by City staff. They provide valuable forum informing both residents and government. City Council members and local legislators value the councils because they operate at the very local level yet reflect citywide and regional issues.

South Tacoma is located in the southwestern corner of Tacoma, which geographically serves as a drainage corridor leading south to the Chambers Creek. The early development of the Northern Pacific Railroad and rail yards created a community with industrial employment. South Tacoma contains several historical residential neighborhoods: Oakland / Madrona, South Tacoma, Lincoln Heights, Madison, Gray-Edison, Arlington, Manitou, and Orchard. Subsequent development of State Route 99 (SR 99) linked the area to Seattle and Olympia. Freeway development in the early 1970’s enabled development of large tracts of land for commercial and apartment development.

Significant amounts of light and heavy industry provide local employment. Residential neighborhoods are isolated from each other by geography and non-residential development. Incomes are lower than Tacoma’s average placing greater demand on rental housing and reducing the level of home ownership. Major transportation routes including Interstate 5 (I-5) and SR 16 serve the area as well as the Cities of Lakewood, Fircrest, and University Place to the west via heavily used arterials crossing South Tacoma. Nonmotorized access is difficult due to traffic, topography and lack of facilities. While basic services are addressed, problems still exist with flooding, impacts associated with the Tacoma landfill, and need for recreational programs and facilities.

South Tacoma is divided into districts for council representation and descriptions of the areas are included in the Neighborhood Action Strategy.

Area Vision
The Neighborhood Council believes that South Tacoma can grow to become an economically healthy and livable community with diverse opportunities for employment, housing and commercial activities with full and appropriate access to daily needs and to its bordering neighborhoods.

South Tacoma will see continued development and redevelopment with expected regional growth, especially in the three designated mixed-use centers. Capacity increases along SR 16 and I-5 will create traffic and associated market pressures for commercial, residential and industrial development.

Issues and Key Strategies
The issues raised by citizens are organized into categories as follows:
1. Issue independent
2. Transportation
3. Land Use (residential, commercial, industrial)
4. Housing
5. Recreation and Open Space
6. Utilities
7. Economic Development
8. Environment
9. Community Organizations, Facilities
10. Human and Social Services
11. Cultural Resources

There was most concern and discussion regarding the first five categories. Land Use was of such importance that the Neighborhood Council successfully made needed zoning and intensity changes to the Generalized Land Use Plan prior to adoption of this Neighborhood Action Strategy.

Key strategies found in this plan are summarized as follows:

- Transportation - Focus on traffic calming; transit improvements; development of trails; curbs, gutters and sidewalks; enforcement; improve streetscapes, signage, parking management;
- Housing - Improve design standards, direct medium and high density housing to centers
- Recreation and Open Space - Identify and correct deficiencies
- Utilities - Correct flooding due to lack of storm drainage in many areas, undergrounding of wiring
- Economic Development - business recruitment and retention, organization, development of the South Tacoma industrial area
- Environment - Protect and improve habitat, monitor water quality; cure dumping

**Tools for Implementation**

To accomplish recommended projects, programs, and other actions, funding and coordinated efforts will be needed among the many participants and stakeholders including the City, South Tacoma Neighborhood Council, neighborhood and citizen groups, business groups, local agencies and citizens. Resources for specific projects may be available through granting and other agencies, volunteers, property owners and businesses. Task-specific groups will be needed to address specific issues.
Chapter 2  Introduction

The passage of the Growth Management Act in 1992 and the formation of the eight Neighborhood Councils in 1992 has led to a greater citizen involvement in the planning process and a streamlining of Tacoma’s comprehensive plan. Development of this Neighborhood Action Strategy was accomplished by the South Tacoma Neighborhood Council and with the assistance and input from service providers, agencies, and other stakeholders.

Abutting jurisdictions have adopted their own comprehensive plans. This document considers adjacent areas as partners in issues of common concern.

Intent, Purpose and Relationship to Other Plans
There are eight neighborhood councils in Tacoma and each may develop an action strategy according to the specific needs of its neighborhood council area. South Tacoma’s Neighborhood Action Strategy is intended to reflect the desires of South Tacoma residents regarding the future of the area. In addition, the Neighborhood Action Strategy is intended to provide information for citizens and the Neighborhood Council.

The purpose of the Neighborhood Action Strategy is to locate in one document the needs and wishes of the citizens of South Tacoma that can be recognized and implemented by the City and other agencies, the neighborhood council and other groups and citizens. It can be changed as needed by the neighborhood council with approval by the City Council. Approval by the City Council indicates its concurrence with the direction, strategies and actions needed for South Tacoma. Commitment of resources will depend upon the specific strategy and will require further review and funding. The strategies and actions are shown with indications of lead agency responsibility. This Neighborhood Action Strategy should be considered as a request to the City and others for action.

This Neighborhood Action Strategy replaces the South Tacoma Plan (adopted 1985) but does not become part of the City’s official comprehensive plan required by the Growth Management Act and does not have the force of law of that plan. Therefore, the Neighborhood Action Strategy could be viewed as the South Tacoma Neighborhood Council’s desired implementation list.

This Neighborhood Action Strategy recommends a broad range of actions including specific projects, regulation changes, master planning and even comprehensive plan changes. Projects identified in this document will be considered for inclusion in various funded programs and work programs. Inclusion of projects in this document indicates a level of public review desirable in funding applications.

Many of the categories of issues presented in Chapter 4 can be understood in greater detail by referring to these elements of the comprehensive plan.

Strategy Development and Amendment Process
The process of developing this document has been developed over several years and numerous meetings of the Land Use Committee and South Tacoma Neighborhood Council. Input was also obtained at the neighborhood level from other groups including the Oakland / Madrona Neighborhood Association, the Edison PTA and Manitou Improvement Club. City staff provided input on specific topics such as storm drainage or transportation and discussion revealed issues, problems and strategies for action. The document was then reviewed through the City’s public process. Amendments to the plan are anticipated every two to three years but can be made at any time. Recommendations to change the comprehensive plan will be incorporated into the comprehensive plan amendment process.
The typical document plan development and amendment process includes these steps:

**Neighborhood Council public process**
- Ideas for the document are gathered from various sources including neighborhoods, individuals, business associations, agencies, groups, and project applications.
- Land Use Committee initiates or reviews proposed changes and sends to Neighborhood Council. Review may take several months.
- Neighborhood Council reviews document.
- Agencies review proposed changes.
- Neighborhood Council Board approves document.

**City of Tacoma public process**
- Appropriate City Board, Committee, or Commission reviews items.
- Planning Commission reviews document.
- Planning Commission holds a public hearing, sends to City Council.
- City Council reviews and accepts document by resolution.
Chapter 3  Neighborhood Council

Tacoma’s Neighborhood Council Districts
The eight neighborhood councils were formed as independent corporations with their own bylaws. The City of Tacoma established a relationship to each Council by ordinance and signs a contract with each providing $5000 for operating expenses. The City provides staff support to the Councils through the Tacoma Economic Development Department and provides a management liaison to each council. Residents and employees of a district are considered members of the neighborhood council. Board positions are elected annually by the general membership. The board and general membership meet regularly.

South Tacoma Neighborhood Council

Meetings and Elections
Meetings of the South Tacoma Neighborhood Council are held monthly at the South Park Community Center on the third Wednesday of each month at 7 p.m. Meeting time and place is subject to change. Elections are held each November. Details regarding the board, meetings and elections can be obtained from the current board or through information listed on the inside cover of this document.

Board Positions

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<thead>
<tr>
<th>Neighborhood District</th>
<th>Number of Positions</th>
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<td>Oakland / Madrona</td>
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<tr>
<td>Arlington</td>
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<td>Manitou</td>
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<td>Edison Gray</td>
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</tr>
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<td>Orchard</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>11</strong></td>
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</tbody>
</table>

City Council Representation
South Tacoma is represented by four members of the City Council. These are the 3rd district, 5th district and two at-large positions. The Neighborhood Council invites elected City Council members to work closely with the Neighborhood Council to understand neighborhood concerns.
Adjacent areas
South Tacoma has several neighbors. To the east across Interstate 5 lies Tacoma’s South End Neighborhood Council District predominantly a residential district aside from commercial pocket from S. 74th south along Hosmer Street and the Lincoln Business District. Access to this neighborhood area is by arterial except for a single pedestrian bridge joining Lincoln Heights and Jenny Reed School. To the north lies the Central District separated from South Tacoma by a steep slope and SR 16. I-5 and steep slope separate the Jenny Reed area to the south of the Nalley Valley “panhandle.” On the west lie the Town of Fircrest, the City of University Place and the City of Lakewood, which also borders to the south. Small areas of unincorporated Pierce County lie to the west. Until recently, many of these areas were rather sparsely developed with residential and commercial uses. With regional growth and adoption of comprehensive plans in these areas, various
impacts by these areas have been felt in South Tacoma, especially an increase of east-west arterial traffic.

**Neighborhood Council Districts**

**Community Profile**

A community profile (published under separate cover) provides statistics and other information about South Tacoma.

**Arlington**

This primarily single family neighborhood is bisected by the very busy arterial, S. 74th St., which serves the freeway and shopping areas across the freeway and links to the cities Puyallup, Lakewood and University Place. On the west, South Tacoma Way supports primarily automobile-oriented businesses. Arlington Elementary School and Bates Technical College, which offers truck driving instruction, are located in the neighborhood. A steep slope south of S. 74th St. near I-5 limits access to the south. Tacoma Mall Boulevard serves businesses and apartments located on the drumlin which effectively separates the single family area to the west from the freeway corridor. The Tacoma Public Utilities pipeline corridor property offers grassy areas as open space and a minipark south of S. 74th St. Planned high occupancy vehicle (HOV) capacity improvements to I-5 will adversely impact S. 74th Street and interchange area.

The area’s assets include the Arlington Elementary and Bates Technical College, some places with excellent views of Olympic and Cascade Mountains, topographical buffers of freeway noise and traffic, play areas at the schools and minipark, and easy freeway access. Also there is convenient proximity to Gray Middle School, Edison Elementary, Tacoma Baptist School, and shopping and Wapato Park across the freeway in the South End. Problems in some areas include:

- unfinished streets
- flooding and lack of storm drainage
- lack of curbing sidewalks
- lack of lighting
- lack of child safe pedestrian crossings of arterials and freeway
- school traffic on residential streets
- impacts from arterial traffic
- poor vehicular access onto S. 74th St.
- distance to Mount Tahoma High School
- limited walking access from Tacoma Mall Blvd. to west
- low property values

Potential for the area includes improved residential streetscapes including drainage and lighting. Improvements are planned for the Oak Tree Park Natural Area. The planned Historic Water Ditch Trail along Clement Street and the pipeline corridor link to a potential trail to Lakewood along the City’s southern boundary. The S. 66th St. right-of-way west of Tacoma Mall Boulevard down the hill from the apartments may provide a location for a pedestrian access to Arlington school.

**Edison - Gray**

The largest residential neighborhood in South Tacoma surrounds the new Edison Elementary School and the adjacent Gray Middle School. This primarily single family neighborhood is bounded to the east by the freeway and topography and the north by the Tacoma Mall. Access to these two sides is by arterial street only. Tacoma Mall Boulevard along the east side supports several freeway oriented businesses and apartment complexes. Improvements to I-5 will impact the S. 56th Street interchange and S. 48th St. areas. Additional multifamily residential properties are located within the South Tacoma Neighborhood Center (See Glossary – “center”). South 56th Street, a very busy arterial, links I-5 with University Place and bisects the area. The South Tacoma Business District bounds the Edison-Gray area on the west although the old Tacoma Cemetery partially blocks access to this district. The area’s assets include the large Wapato Hill natural area, Wapato Hill recreational land, Gray Middle School, Edison Elementary school, the neighborhood business district’s mixed-use “center” status with its South Tacoma Business District Association, the continuity of historic and
older buildings in the business district, proximity to the transit center and Tacoma Mall, freeway access, protection from the freeway impacts by topography, South Park, and the open space of the cemetery. Problems in the area include:

- unimproved streets
- lack of curbing
- lack of sidewalks
- lack of lighting
- lack of child safe pedestrian & bicycle crossings of arterials and freeway
- long blocks in S.T. Business District inconvenient for pedestrians
- limited walking access to Transit Center
- school traffic on residential streets
- distance to High School Mt. Tacoma
- impacts from heavy arterial traffic on S. 56th and S. 48th Streets
- low property values
- low owner-occupancy rates
- flooding and lack of storm drainage

The potential for the area is improved streetscapes including drainage, corridors for bicycle and pedestrian access including the Historic Water continued purchase of and improvements to Wapato Hills nature area, development of Wapato Hill neighborhood park, development within the neighborhood business district mixed-use center.

**Manitou**

The Manitou area at the southwest corner of the city west of Arlington is bisected and heavily impacted by S. 74th Street with its huge volumes of traffic. South 56th Street along the northern edge is another busy arterial serving the freeway traffic from Lakewood and University Place. Along its east side lies the Burlington Northern Railroad and South Tacoma Way. To the west beyond Orchard Street lies Meadow Park Golf Course surrounded other jurisdictions - Lakewood and University Place and a strip of unincorporated Pierce County. Along Manitou’s southern border, large areas of undeveloped land serve storm water retention and Tacoma Power’s training ground for electricians. Large undeveloped acreage, once Flett Dairy, lies south of S. 74th Street and crosses into Lakewood to the south. The Tacoma School District plans eventually to replace Mt. Tahoma High School on the Tacoma portion. The northeast corner of Manitou contains the south west corner of the South Tacoma Business District. Manitou Park Elementary School and nearby Mt. Tahoma High School lie at the core of the area. The South End Recreation Area (SERA) ball fields and adjacent play fields serve organized baseball and soccer.

The area’s assets include its high school and play fields, new elementary school, neighborhood park, Manitou Community Center (former elementary school), SERA ball fields, and proximity to employment and business areas. Problems include:

- unimproved streets
- flooding and lack of storm drainage
- lack of curbing
- lack of sidewalks
- lack of lighting
- low property values
- low owner-occupancy rates
- the railroad is a barrier to east west access
- long blocks in S.T. Business District are inconvenient for pedestrians
- impacts from heavy arterial traffic on S. 56th
- low staffing level at the community center

The potential for the area would be improved greatly by addressing flooding and the poor conditions of streets and improved nonmotorized access including sidewalks and trails. Planned improvements to the high school offer better facilities. The former dairy property offers potential sites for a school, community center, regional recreation and other needs. Coordination with the City of Lakewood will benefit area residents.
Oakland / Madrona
The Oakland / Madrona district encompasses the Oakland / Madrona neighborhood and business district, Lincoln Heights and Madison neighborhoods, the Nalley Valley and South Tacoma industrial areas and the Tacoma Mall Urban Center.

Oakland / Madrona
This neighborhood lies along Center Street which links Fircrest to Tacoma. This area was the subject of a land use study completed in 1995 which resulted in intensity and zoning changes. Information derived from that effort has been incorporated into this Neighborhood Action Strategy. The neighborhood business district on Center Street recently organized to qualify for status with the City’s neighborhood business district program. The neighborhood is isolated by State Route 16 to the north, Nalley Valley industrial area and industrial land to the east and south. Most of residential neighborhoods are single family residential with some multifamily uses. The planned SR 16 High Occupancy Vehicle (HOV) Project will impact the interchanges and the Nalley Valley bridge crossing during and after construction.

The area’s assets include its commercial district and Oakland / Madrona Business District Association, Oakland / Madrona Neighborhood Association, housing stock, south end of Tacoma Nature Center (Snake Lake), Oakland / Madrona Park, urban forest, freeway access, and views along the Tyler Street corridor.

- impacts from heavy arterial traffic on Center St.
- truck traffic and litter associated with the landfill,
- lack of investment capital and missing sidewalks.
- existing Tyler St. off-ramp blocks plan to extend bike lanes north of Center Street
- unimproved streets
- lack of curbing
- lack of sidewalks
- low property values
- lower

The potential of this area is general improvement of the business district and residences, improved nonmotorized connections including several potential trails, improvements to Tyler Square and Oakland Madrona Park and linking Oakland / Madrona Park to the Tacoma Nature Center and planned S.R. 16 Trail.

Nalley Valley and South Tacoma industrial areas.
The Nalley Valley industrial area, which is largely developed, extends from the eastern panhandle of South Tacoma, west and south to S. 56th Street. The South Tacoma industrial area, west of Union Avenue bridge, is mostly undeveloped due to the large acreage of soil contamination, which has been found, measured and mostly removed. The South Tacoma Groundwater Protection District was formed in this area and beyond to protect the aquifer needed to provide a portion of Tacoma’s water supply. Problems include:

- lack of integration of S.T. industrial area into business district
- barriers to access to the S. T. industrial area on three sides.
- poor access to I-5

The South Tacoma Industrial area holds great potential to provide local employment.

Tacoma Mall Urban Center
The center includes both Lincoln Heights and Madison neighborhoods described separately. This center borders I-5 and is the most active retail area in Tacoma and results in the city’s busiest intersection and freeway interchange at S. 38th Street. Nearly all vacant land except for parking lots has been developed. Large scale developments serve auto traffic but create barriers to internal pedestrian circulation. Current zoning allows mixed-use development but does not mandate
residential development. Although the urban center was created to receive residential growth, existing housing instead could be displaced by commercial development. Without amenities such as parks, residential development will be difficult to market. Improvements to I-5 will impact the S. 38th Street interchange area, especially when that bridge is temporarily closed. The area’s assets are its commercial economic density which generate significant employment and public revenues, access to the freeway, and large areas of parking lots which could be converted to productive use. Problems include:

- an excess of traffic impacts
- poor pedestrian access throughout commercial areas
- poor nonmotorized access to the neighborhood across the freeway
- lack of a street plan which fosters circulation among developments
- lack of curbing and sidewalks
- poor pedestrian access to elementary and high schools
- current zoning does not mandate residential or street patterns
- lack of a business district association
- core commercial area has few residents
- lack of residential representation in neighborhood council affairs
- unimproved streets
- core commercial area has few residents
- lack of residential representation in neighborhood council affairs

The area has potential to increase density with better transportation options and where parking garages replace surface lots, and redevelopment with a street network which fosters residential development.

**Madison**

The Madison neighborhood on the west is a mix of single family and multifamily dwellings with the Continuous Progress Center and Alternative Middle School (formerly Madison Elementary School). At the western boundary and northern boundary are industrial uses, and to the south, the Edison Gray neighborhood. Assets include its established residential land uses, relatively level grades, the schools, proximity to employment, shopping and Pierce Transit’s transit center on S. 48th Street and some views of the mountains. Problems include:

- poor pedestrian access to elementary and high schools
- lack of curbing and sidewalks
- poor pedestrian access throughout commercial areas
- current zoning does not mandate residential or street patterns
- an excess of traffic impacts
- poor nonmotorized access to the neighborhood across the freeway
- lack of a business district association
- core commercial area has few residents
- unimproved streets
- lack of residential representation in neighborhood council affairs

The area has potential as a high quality mixed residential area with improved pedestrian and bicycle access, improved streetscapes and drainage, and recreational facilities.

**Lincoln Heights**

This small area of low density housing, part of the Urban Mixed-use Center, is isolated from other residential areas by industrial areas to the north, the freeway and commercial areas to the east, the Tacoma Mall Urban Center to the south and commercial and industrial areas to the west. Lincoln Heights Park serves the core of this area. The housing is vintage 1940 without architectural distinction. The area has been considered to be an area for commercial expansion north of South 38th Street and this has gradually occurred along the southern, eastern and western fringe. The area’s assets are its access to the urban center and other nearby commercial and the I-5, the pedestrian bridge to the Jenny Reed Elementary School across the freeway in the South End Neighborhood Council Area. The curvilinear street system, its grades and isolation tend to discourage redevelopment. Problems include:
The area has potential as a mixed-use area of high design standards with improved recreation facilities, mountain views, a new gridded street system, and improved bicycle and pedestrian access to the south, north and east or as a development site for a large “big box” retail outlet.

**Orchard**

The most dominant feature of this area is the Tacoma Landfill with a drumlin along its eastern boundary. Pockets of single and multiple family residential are located in the area south of the landfill, along its western boundary and on the drumlin with striking views. Commercial and industrial development has occurred on Center Street and retail and industrial development has occurred along Orchard Street adjacent to the landfill. State Route 16 forms the northern boundary with three freeway interchanges, which generate heavy traffic along Union Avenue, Center Street and Orchard Street. Recent development and plans for “big box” retail have increased traffic and community concerns. The area borders Fircrest to the west, a heavily wooded community of primarily single family residences. Orchard contains no schools, parks or community facilities other than the landfill and driving range.

The area’s assets are its spectacular views of the Cascade and Olympic Mountains, its wooded areas along Tyler, S.R. 16 freeway access and proximity to both of South Tacoma’s neighborhood business districts. A new golf driving range by the Solid Waste Utility (Tacoma Landfill) is accessed from Tyler Street.

- landfill associated problems -
  - truck traffic
  - litter and dumping
  - potential groundwater contamination
  - lack of access across landfill

The potential for the area for new development is limited to pockets of available vacant land. Potential for improvement includes street upgrades, trails and open space protections. At some future time when the landfill operations cease and environmental concerns diminish, the landfill could provide park uses. Expanded residential uses abutting the new park and open space could better take advantage of this future amenity. Better visual integration of the area using the character of Fircrest would serve both areas. New access to the South Tacoma Business District and the Mall would serve those areas.

**Area Vision**

South Tacoma will see continued development and redevelopment with expected regional growth, especially in the two designated mixed-use centers.

The South Tacoma Neighborhood Council envisions

a. An economically healthy and livable community with diverse opportunities for employment, housing and commercial activities.

b. Livable neighborhoods with completed infrastructure, proximity to goods and services, and well-developed transportation options.

The development concept is to enhance existing residential areas through public improvements and design controls, to enhance small business districts and centers through increases in density and
transportation options and other public improvements and transportation improvements and to direct new industrial growth into the recognized industrial areas.
Chapter 4  Issues, Strategies and Actions

Introduction
The issues raised by citizens are organized into categories as follows:

1. Issue Independent
2. Transportation
3. Land Use (residential, commercial, industrial)
4. Housing
5. Recreation and Open Space
6. Utilities
7. Economic Development
8. Environment
9. Community Organizations, Facilities
10. Human and Social Services
11. Cultural Resources

The first five categories elicited the most concern and discussion during the development of this document. Land Use was of such importance that the Neighborhood Council successfully made needed zoning and intensity changes to the Generalized Land Use Plan prior to adoption of this document. Therefore, few recommendations are included regarding land use. More complete discussion of the final five categories is deserved and anticipated with revisions to the document.

Charts describe strategies, key actions, and implementing or lead group /organizations (Org.) for a variety of topics within each issue. Acronyms of organizations are spelled out in the Glossary.

1. Issue independent
Some strategies resist categorization. These generally include funding and broad acceptance that future neighborhood needs will arise.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Issue Independent Strategy</th>
<th>Action</th>
<th>Org / notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>funding</td>
<td>Allocate all bond money by mid 2000.</td>
<td>• Construct projects in a timely manner to protect funding</td>
<td>COT(PWD)</td>
</tr>
<tr>
<td></td>
<td>Allocate Innovative Grant funding</td>
<td>• Compile unmet needs</td>
<td>STNC</td>
</tr>
<tr>
<td></td>
<td>Develop additional funding sources for unmet neighborhood needs.</td>
<td>Review Neighborhood Action Strategy and develop project lists for future use</td>
<td>STNC</td>
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<td></td>
<td></td>
<td>• Consider a funding approach which balances neighborhood needs and downtown needs.</td>
<td>COT</td>
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<td></td>
<td></td>
<td>• Direct return on investments in the neighborhoods to improvement of neighborhoods.</td>
<td>COT</td>
</tr>
<tr>
<td>future needs</td>
<td>Create and implement neighborhood studies</td>
<td>• Identify specific study areas and study purpose</td>
<td>STNC</td>
</tr>
</tbody>
</table>
2. Transportation
Transportation issues were among the most difficult issues in South Tacoma due to the diverse activities including the Tacoma Mall, the Tacoma Landfill, industry, residential development, and the heavily used traffic corridors serving Lakewood and University Place. Topography plays a major role in creating barriers to transportation. South Tacoma arterials and intersections suffer the highest traffic volumes in Tacoma. Implementation of comprehensive plans of jurisdictions to the west has created the growth in traffic volumes in South Tacoma. In some areas the traffic tends to dominate areas rather than the land uses the street serves compromising prospects for livability. The traffic produces a myriad of impacts on neighborhoods. These impacts include cut-through traffic, noise, dangerous pedestrian crossings, speeding, truck traffic, as well as pollution and litter discussed in the environmental category.

Land Use and Transportation
An efficient transportation system is a necessary element of the South Tacoma area yet this goal is elusive as efforts to mitigate specific traffic problems such as wider streets and more parking often generate additional traffic in response and may create other problems. The strategy of focusing growth into centers and concentrating on improving the transit and nonmotorized transportation facilities offers the promise of mitigating or slowing traffic increases; however, if growth in centers is only commercial development and displaces residents, this promise will not be met. The Lincoln Heights area lies within the Urban mixed-use Center and opportunity exists to restructure its circulation system to produce an efficient pedestrian friendly area where business and residential development can both function. Incremental changes to the arterial system to improve traffic flow have created impacts to livability along arterial corridors and beyond. Consideration should be given to optional actions which address incremental livability impacts in proposed arterial changes. Construction of sound walls will alleviate freeway noise but will also introduce a bleakness to the neighborhood unless landscaping and design enhancements are also introduced.

Transit and Trains
Pierce Transit operates eleven bus routes linking the Tacoma Mall Transit Center. Service in South Tacoma is relatively frequent; nevertheless, routes are often circuitous and trip times suffer when transfers are needed. Service within the urban center is poor and the area is large and the Tacoma Mall building itself is so large that it blocks interior site access from the transit center to the rest of the area. The planned commuter rail at S. 56th St. and Washington St. suggests linking this rail terminal to the nearest transit centers. No light rail corridor has been planned to South Tacoma from downtown.

Street Improvements and Trails
The Washington State Department of Transportation (WSDOT) plans the I-5 HOV Project to increase capacity to Interstate 5 (I-5). When completed I-5 will put added pressure to all arterials serving it, namely S. 38th St., S. 56th St., and S. 74th St. in South Tacoma. HOV lanes will create complex lane structure and interchanges function best when they are no less than one mile apart. Major construction impacts are also anticipated. The neighborhood council requested an environmental impact statement (EIS) for the project but is not planned. The freeway itself creates an enormous barrier for nonmotorized access between neighborhoods and to recreation, educational, and commercial facilities.

A large percentage of residential streets in the South Tacoma area is currently unpaved or in poor condition and often streets are missing curbs, sidewalks and streetlights. Improvements to the street, curb and gutter are expensive and part of the cost is the responsibility of the property owners through a fixed rate local improvement district (LID). The City pays the balance of cost. LIDs are also used to finance sidewalks. The neighborhood council upgraded and added lighting to existing poles. Improving the quality of these streets is important to efficiently handle expected traffic increases and
to increase the area’s livability. Street improvements are also a financial issue to homeowners who must shoulder the expense and see property values increase when improvements are made.

A bicycle and pedestrian system throughout Tacoma is in the planning stage. The SR 16 Trail will link the Narrows Bridge to S. 25th and State Street. Links to this trail are planned through the Tacoma Landfill, along Tyler Street, and along I-5. The Historic Water Ditch trail is being planned along Clement Street and beyond. There is currently potential to locate a trail or bike accommodation on streets in South Tacoma industrial area. Research shows bike lanes provide numerous other benefits such as reduction of speeds, street tree growth, safety and visibility justifying rethinking existing arterial designs. Although bicycle lanes are planned on city arterials, few streets in South Tacoma have the lower traffic volumes allowing easy conversion.

Parking, Traffic and Sprawl vs. Livability

Off-street parking and auto traffic are special concerns for everyone because they serve businesses and residents but also create sprawl. Today, most people drive and expect to find free parking at their destinations including where they live. Unfortunately, abundant free parking tends to generate additional automobile trips and discourage use of transit, and other travel modes.

Business districts thrive best on high volumes of pedestrian traffic; however, since most pedestrians arrive in cars, businesses often strive to maximize parking which competes for space with business and pedestrian areas. Parking can preclude density in centers needed to support frequent transit service and can disrupt the needed continuity of buildings and uses along the sidewalk. In addition, spillover parking into residential areas creates demand for more parking. Even school traffic burdens local residential streets with speeders and parked cars.

Sprawl degrades the livability of residential and commercial areas causing neighborhood reactions against development which brings surface lots and traffic. The opposite of sprawl is density. Ironically, however, residents react negatively to density as well as sprawl, illustrating the dilemma of a transportation system dominated by the automobile.

Multiple, broad based strategies are needed citywide to address these complex issues such as housing designs, transit oriented developments, streetscape designs. Even small actions such as efforts to educate parents about parking and speeding and residents that streets offer public, not private parking can help to relieve conflict. Coordinated action such as commute trip reduction efforts of neighbors, developers, apartment owners, businesses and business associations promise to help to reduce conflicts over parking and reduce traffic. Recognizing parking as a limited resource can lead to using market forces to assist parking management and to encourage other modes. Coordination with nearby jurisdictions is important as well.

Driver Behavior

Driving behavior is complex and influenced both by facilities and enforcement, the latter of which has in recent years been neglected in favor of other enforcement priorities. Many complaints by citizens focused on speeding at specific locations. Design standards for safer facilities such as wider streets or additional lanes unfortunately encourage more driving and speeding, two major risk factors which reduce safety. Traffic calming methods using speed humps and intersection traffic circles are somewhat effective. Enforcement through a program using volunteer citizens who have been trained in traffic calming methods such as using radar guns to reduce speeding.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Transportation Strategy</th>
<th>Action</th>
<th>Org / no.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Way-</td>
<td>Expand interchange access for direct access to Tacoma Mall Boulevard and to South Tacoma Way.</td>
<td>• Request new interchanges which add:</td>
<td>COT</td>
</tr>
<tr>
<td>way-</td>
<td>Control traffic into S. 54th Street from planned southbound exit from I-5</td>
<td>• Explore designs and construct barrier which blocks freeway off-ramp (proposed) traffic at South 54th Street into South 54th Street while allowing all others this access.</td>
<td>COT, WSDOT</td>
</tr>
<tr>
<td>Manage</td>
<td>Ensure that mitigation for impacts for I-5 HOV Project are addressed.</td>
<td>• Track environmental work regarding impacts and solutions for I-5</td>
<td>STNC, COT</td>
</tr>
<tr>
<td>Industrial</td>
<td>Change signage to direct traffic away from S. Tacoma.</td>
<td>• Change signs on the freeway which misdirect traffic to S. 74th St. instead of S. 84th St. or instead of Gravely Lake Drive.</td>
<td>COT (PWD, WSDOT)</td>
</tr>
<tr>
<td>Industrial Area</td>
<td>Improve walking and bicycle access across and along freeways</td>
<td>• Improve bicycle / pedestrian access across freeway and throughout South Tacoma</td>
<td>WSDOT</td>
</tr>
<tr>
<td></td>
<td>Improve access to South Tacoma Industrial Area industrial area between Union Avenue and S. 56th</td>
<td>• Study adding access to South Tacoma industrial area via the existing Union Avenue Bridge.</td>
<td>COT</td>
</tr>
<tr>
<td></td>
<td>Recognize and address impacts of high traffic volumes passing through South Tacoma on east-west arterials from other cities to the west (Lakewood, Fircrest, University Place) through street modifications and other means. Select an appropriate model for each arterial such as Approach A and B (below) to improve livability of the street, of adjacent neighborhoods and provide adequate cross circulation.</td>
<td>• Coordinate with other jurisdictions to fund and create a traffic study to determine an appropriate model and methods of reducing or halting growth of traffic, moderating speeds on key arterials, creating a more balanced distribution of existing traffic levels to consider the following:</td>
<td>COT (PWD &amp; TEDD), WSDOT</td>
</tr>
<tr>
<td>Approach A Traffic Calming Model</td>
<td>Reduce traffic speeds by introducing calming elements - bicycle lanes,</td>
<td>• Direct trucking away from residential routes:</td>
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<td></td>
<td>• Study extension of S. 48th St. west across South Tacoma Industrial Area to Orchard Street.</td>
<td>• Shift capacity from overused streets to other streets</td>
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<tr>
<td></td>
<td>• Coordinate with other jurisdictions to fund and create a traffic study to determine an appropriate model and methods of reducing or halting growth of traffic, moderating speeds on key arterials, creating a more balanced distribution of existing traffic levels to consider the following:</td>
<td>• Convert street lanes to HOV lanes.</td>
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<td></td>
<td>• Add more signals to slow traffic and improve circulation across and to arterial</td>
<td>• Extend S. 48th St. across valley to Tyler or Orchard</td>
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See Glossary.
<table>
<thead>
<tr>
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<th>Org / normative group</th>
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<tbody>
<tr>
<td>Look for solutions to the problems stemming from traffic:</td>
<td>• Study problem of speeding systematically to inform and determine actions. Use public input, measurements, effectiveness of education, enforcement, circles and speed humps.</td>
<td>COT (TPD)</td>
<td></td>
</tr>
<tr>
<td>Congestion</td>
<td>• Implement a program using volunteers for traffic calming.</td>
<td>STNC, OMB, COT (TPD)</td>
<td></td>
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<tr>
<td>Noise</td>
<td>• Explore ways to reduce noise produced by vehicles along busy arterials and the freeways such as sound barriers, speed reduction methods, &amp; traffic reduction methods, enforcement of laws, needed laws.</td>
<td>STBDA, COT (PWD)</td>
<td></td>
</tr>
<tr>
<td>Speeding</td>
<td>• Keep trucks out of neighborhoods as appropriate using various methods including truck (weight, length, height, etc.) restrictions, directional signs, traffic circles.</td>
<td>STBDA, OMB, COT</td>
<td></td>
</tr>
<tr>
<td>Inadequate crossings</td>
<td>• Identify specific traffic problems which can be addressed through enforcement and provide enforcement and evaluation.</td>
<td>STNC, COT (TPD)</td>
<td></td>
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<tr>
<td>High volumes</td>
<td>• Identify specific traffic problems which can be addressed through design and construction; add to transportation programs.</td>
<td>COT (TEDD)</td>
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<tr>
<td>Trucks in neighborhoods</td>
<td>• Develop emergency plan of detours for blocking at various points along arterials.</td>
<td>COT (TFD)</td>
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<tr>
<td>Cut through traffic through such things as:</td>
<td>• Coordinate with plans for traffic circle and street blockages within neighborhoods.</td>
<td>COT (PWD)</td>
<td></td>
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<tr>
<td>parking design standards, street design, parking efficiencies through management, commute trip reduction efforts, public education, and enforcement</td>
<td></td>
<td>COT (TEDD)</td>
<td></td>
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<tr>
<td>Identify alternate routes when congestion created by emergencies and rail traffic occurs</td>
<td>• Host and attend information sessions, charettes, workshops about street designs</td>
<td>COT, STNC</td>
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<tr>
<td>Change Transportation Plan to better address traffic, parking, and neighborhood issues (2000-2001).</td>
<td>• Regulate parking to require structured or underground parking in medium and high intensity areas especially in the Tacoma Mall Mixed-use Center.</td>
<td>COT</td>
<td></td>
</tr>
<tr>
<td>Support capacity increases.</td>
<td>• Improve bus stops, sidewalks, bicycle parking and accommodation on streets</td>
<td>COT, develop employers, institutions, multifamily development, STNC</td>
<td></td>
</tr>
<tr>
<td>Revise mixed-use regulations for the Urban Mixed-use Center to reduce surface parking lots.</td>
<td>• Support regulations and education which help reduce parking demand.</td>
<td>WSDOT</td>
<td></td>
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<tr>
<td>Reduce demand for parking through improved access by other modes, regulation and education.</td>
<td>• Monitor crime and determine problem extent</td>
<td>WSDOT</td>
<td></td>
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<tr>
<td>Improve security at park and ride lots (two at S. 56th and Tacoma Mall Blvd., one at Center Street &amp; SR 16 interchange)</td>
<td>• Work with residents, school district and other interested parties where problems are noted.</td>
<td>STNC, TSD, WSDOT</td>
<td></td>
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<tr>
<td>Develop neighborhood parking strategies - designs, reduce demand, etc to address issues.</td>
<td>• Increase enforcement of driveway blocking ordinance</td>
<td>COT (TPD)</td>
<td></td>
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<tr>
<td>Look for solutions to problems stemming from parking through such things as parking design standards and parking efficiencies</td>
<td>• Implement parking management strategy in business districts in conjunction with commute trip reduction efforts</td>
<td>COT, BDA, BPA</td>
<td></td>
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<tr>
<td>Reduce demand for parking through improved access by other modes, regulation and education.</td>
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<td>COT, STNC</td>
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<td>Topic</td>
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<tr>
<td>Improve residential streets</td>
<td>Improve residential streets including sidewalks, planting strips, curbs, drainage and street surfaces Establish street spacing and patterns within mixed-use centers, which encourage walking Tyler from S. 66th St. to 74th</td>
<td>• Identify area-wide need through inventories, cost estimates, priority, existing funding. • Expand funding options beyond the L.I.D. such as City bonds, expanded low income support. • Develop master plans for Mixed-use Centers for incorporation into the comprehensive plan. • Design as a residential street with only two lanes and bike lanes and no left turn lane.</td>
<td>COT, STNC, STBDA</td>
</tr>
<tr>
<td>Complete lighting of all residential areas</td>
<td>Complete lighting of all residential areas</td>
<td>• Solicit LID projects in unlighted areas.</td>
<td>STNC, COT</td>
</tr>
<tr>
<td>Plant street trees along all streets where feasible.</td>
<td>Plant street trees along all streets where feasible. Improve street tree maintenance</td>
<td>• Require street trees in all new development except single family use. • Develop specific street tree projects and seek funding. • Organize neighborhood for City provided trees. • Educate citizens about trees, maintenance. • Incorporate landscaping into I-5 and SR 16 projects. • Identify sources to increase funding for street tree maintenance.</td>
<td>STNC, COT</td>
</tr>
<tr>
<td>Improve pedestrian connections throughout South Tacoma</td>
<td>Improve pedestrian connections throughout South Tacoma</td>
<td>• Develop a plan of pedestrian corridors to and through area. • Add proposed Gentle Ways Network of trails and streets in South Tacoma to the comprehensive plan for protection &amp; implementation of nonmotorized transportation corridors. • Identify specific bike / pedestrian freeway crossings, trails, walks, amenities and landscaping. • Increase city funding for hazardous sidewalk program and missing link program. • Improve public information about existing funded programs, trees, LIDs.</td>
<td>COT, WSDOT, MP</td>
</tr>
<tr>
<td>Pursue specific nonmotorized projects</td>
<td>Pursue specific nonmotorized projects</td>
<td>• Revise Transportation Program criteria for crosswalks to accommodate Gentle Ways Network. • Study need for arterial crossings especially near historic places.</td>
<td>COT (PWD)</td>
</tr>
</tbody>
</table>

- Historic Water Ditch Trail - picnic tables, benches, tot lots, other. Extend to west to city line.
- SR 16 Trail
- I-5 Trail
- Landfill Trail to SR 16 Trail
- East-west link from Orchard across landfill, Mall, & I-5 to proposed Pipeline Road trail
- Determine feasibility of pedestrian access to Arlington school from Tacoma Mall Blvd. such as S. 66th Street corridor.
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<th>Transportation Strategy</th>
<th>Action</th>
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</thead>
<tbody>
<tr>
<td>Safety &amp; Traffic and Parking</td>
<td>Identify specific safety problems, solutions and service providers</td>
<td>• Improve citizen involvement in CPTED, Safe Streets, Neighborhood watch, integration of methods, neighborhood communication, newsletters, police blotter, internet information</td>
<td>STNC, COT</td>
</tr>
<tr>
<td>Commuter Rail Station</td>
<td>Fully develop and support the Commuter Rail Station in the STBD to encourage maximal use.</td>
<td>• Provide an enclosed station with rest rooms and other suitable amenities. • Improve bicycle and pedestrian access to the station with bicycle lanes, and new sidewalks, street trees, and traffic signals. • Provide bicycle parking for long term and on-demand use. • Provide appropriate transit service to transit centers • Provide a “kiss and ride” area for commuter rail station • Review station designs</td>
<td>ST, COT</td>
</tr>
<tr>
<td>Pierce Transit</td>
<td>Provide shuttle service around and within Tacoma Mall Urban Center due to its large size. Ensure adequate number of routes / interval in South Tacoma Encourage transit use</td>
<td>• Produce a study of need for and cost of improved bus or shuttle service within the urban center and linking the Transit Center to the commuter rail station. • RAffle bus passes at organizational meetings in South Tacoma. • Work to develop light rail proposal over the long term • Improve mass transit for Lakewood, UP &amp; S. Tacoma</td>
<td>Pierce Transit, PT, STNC, OMBDA, STBDA, ST, PT</td>
</tr>
<tr>
<td>EMTS</td>
<td>Mitigate truck traffic impacts of cleanups and regular service.</td>
<td>• Reroute trucks now traveling Center Street through Oakland / Madrona directly to SR. 16 or S. 35th Street.</td>
<td>COT</td>
</tr>
<tr>
<td>Business Districts</td>
<td>Improve transportation in business districts through business district associations, emphasizing facilities and programs favoring transit, rail, pooling and nonmotorized transportation.</td>
<td>• Develop plans and projects in the South Tacoma Business District and Oakland / Madrona Business District. • Reflect parking study by City consultant in planning effort.</td>
<td>COT, STBDA, OMBDA</td>
</tr>
<tr>
<td>Tacoma Mall Mixed-use Center</td>
<td>Improve transportation and circulation in mixed-use area especially for transit, walking and bicycling to encourage residential uses.</td>
<td>• Restructure street system within Lincoln Heights area as development occurs to provide a pattern of public streets and ways, on-street parking, sidewalks, bicycle parking, street trees and other amenities. • Accept street vacation requests in Lincoln Heights area on the condition that new public streets which divide the area into a traditional block pattern be dedicated to replace the existing street pattern.</td>
<td>COT, Development</td>
</tr>
<tr>
<td>Minute Trip Reduction</td>
<td>Dedicate more resources toward expanding adopted or accepted methods:</td>
<td>• Increased promotion of CTR wherever possible. • Support reduction of threshold for affected employers under CTR law from 100 employees to 50 employees</td>
<td>COT, STNC, Pierce Transit, Pierce County</td>
</tr>
</tbody>
</table>
3. Land Use, Zoning and Intensities

Land use is legally controlled by “intensity” and zoning whose purpose is to separate incompatible uses in a reasonable development pattern. Over time it is expected that the patterns will change based partly on what is considered to be reasonable by the community. Intensities form the basis of any zoning change and have been established in the Generalized Land Use Plan (GLUP). The GLUP is part of the comprehensive plan required by the State’s Growth Management Act and is summarized in Tacoma’s Land Use Management Plan (LUMP). The purpose of zoning is to limit possible uses, which can exist in an area and to control parking, design, and building heights.

The South Tacoma Plan was adopted in September of 1985. Zoning and land use intensities for the Oakland-Madrona area were reviewed and changed in 1995 and for the rest of South Tacoma in 1997. The City Council has designated the Wapato Hills property as open space and is officially considering major changes in long term use of the property. Consequently, no urgent recommendations for intensity and land use changes are included in this Neighborhood Action Strategy. Other recent changes to the GLUP (1993) established “mixed-use centers” intended to be the primary focus for population and commercial growth, thus protecting other areas from more intense uses by favoring down zoning. Regulation changes in 1997 established mixed-use center zoning. This zoning applies to the two centers in South Tacoma: the Tacoma Mall Urban Center and the South Tacoma Neighborhood Center. These centers approximately correspond with the commercial area but also include multifamily areas and in the case of the urban center includes the Lincoln Heights and Madison neighborhoods.

The GLUP identifies areas of commercial, industrial development, single family and multiple-family residence appropriately could occur. Future changes to the GLUP could be identified through revisions to this Neighborhood Action Strategy.

The history of land use control has been driven by reducing conflicts between land uses, such as between industrial and residential rather than encouraging interaction such as between employment and residential or residential and shopping. As a result, travel to work or shopping has increased, resulting in greater traffic. Zoning separation also has been enabled by transportation systems - the train, the trolley and in the past 60 years, the automobile. The automobile, however, has transformed South Tacoma’s streets to serve tremendous traffic volumes. Zoning has required separation of commercial and residential uses and acres of commercial parking in South Tacoma. Continuing this trend is expensive and destructive. Mixed-use center zoning classifications were created to allow mixing of commercial and residential and possibly even some low key industrial uses in one area, much like a traditional downtown. Mixed-use center zoning is intended to make walking and transit viable options thus reducing reliance on the automobile. However as noted in the Tacoma Mall Urban Center description, mixed use is not mandated and housing may actually decrease. Residential character of streetscape and neighborhood amenities will be needed to encourage a market for residential in mixed use centers. For example, the planned commuter rail station in South Tacoma Neighborhood Center will provide an incentive to live in this area which suggests some zoning adjustments in its immediate vicinity. Supportive development would be expected. Zoning controls influencing building and site designs can have a positive aesthetic impact on the community and provide a more secure development climate.

Future industrial development is proposed in the Nalley Valley industrial area and the South Tacoma industrial areas where large amounts of vacant land are available. The truck access of these areas to the I-5 and SR 16 negatively affects arterial traffic character. The South Tacoma Groundwater Protection District regulations apply to industrial development to protect the City’s groundwater supply. Locating new industrial development within existing industrially zoned areas is encouraged to maintain the viability of these areas and minimize conflicts with commercial and residential land uses.

Limited future industrial expansion is expected in industrially zoned areas near existing industrial areas. Expansion would most likely occur west of South Tacoma Way north of S. 56th and adjacent to the City’s sanitary landfill slated eventually to become a public park.
The current regulations offer relief from commercial sign excesses. However, criteria for waiving those requirements are too weak to prevent signs which in the view of nearby residents violate community standards. The land use in South Tacoma can best be seen in the following maps:

1. Current Land Use Intensities
2. General Zoning
3. Current Land Use
4. Vacant Land

These maps show the overall complexity of the land use in South Tacoma. It is not possible to read zoning and land use superimposed on the same map. These and other maps are available at cost from the City. While changes to intensities are done through annual amendments to the GLUP, zoning changes are accomplished by the Public Works and Economic Development Departments on a case by case basis.

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<tr>
<th>Topic</th>
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| industrial| Encourage industrial uses to the locate in Nalley Valley and South Tacoma industrial areas. As landfill can be used for recreation, reconsider industrial uses along Orchard Street. | • Improve circulation to the area from SR 16. (see transportation strategies)  
• Market industrial properties  
• Investigate a. the level of risk of contamination to sites near landfill; b. the potential for recreational use at the landfill site; c. potential consequences of retaining existing zoning  
• d. consequences of modifying the zoning to residential | COT  
STNC, COT |
| housing   | Evaluate changing intensities and zoning within walking distance of planned commuter rail station to accept mixed-use industrial development. | • Study and make recommendations to revise the Generalized Land Use Plan in 2000-01. | STNC, COT |
| Signs     | Strengthen criteria in regulations to significantly reduce the number of sign waivers granted. | • Analyze existing criteria and recommend new criteria to the City for adoption into regulations  
• Adopt revised criteria for granting sign waivers | STNC  
COT |

4. Housing

Home Ownership

While South Tacoma has large areas of home ownership in single family residential, it also contains the highest percentage of rental residents than any other neighborhood district. Citizen comments indicated problems with rental properties stemming from the general lack of commitment by renters and by developers to the neighborhood. Such properties are often considered businesses rather than residences by their owners. In general, such units are considered primarily as “starter” units for youth with few financial resources. However, they also serve older singles and seniors who prefer such accommodations. It is important to note that home ownership (condominiums) can extend to multiple
family developments and thereby eliminate most of the nuisance problems often associated with them. The market for such housing is unknown.

Currently the City of Tacoma provides its Down Payment Assistance Program only to the East Side and Hilltop. This program targets home ownership by families near or just below the income threshold for home ownership. The City is working at state level to create a Tacoma Housing Trust Fund, modeled on the State Housing Trust fund which is used to assist home ownership. The City of Tacoma also assists low income families to rehabilitate their homes through its low interest Home Repair Loans.

**Multiple Family Housing**

Mixed-use centers have been established to provide zoning for higher density housing. The Housing Tax Incentive drastically reduces taxes during the first 10 years for new multifamily housing located within mixed-use centers.

Apartments and other rental properties historically have been considered as a marginal use unsuited to integration into traditional residential neighborhoods. Consequently, many have been located in marginal areas along freeways, and near industrial and commercial areas, again reinforcing their undesirable image. Multifamily developments often exhibit poor design, poor maintenance, lack of amenities, crime and other unsociable behaviors, and other problems although they can be well designed and even desired for individual ownership. Such developments also provide densities that support neighborhood businesses, transit and other community services. Efforts in South Tacoma need to be targeted to improving existing multifamily areas through public and private investment, conversion to condominium ownership and developing improved design standards. Success in building a small number of new well designed units in centers can assist broader public acceptance of such housing.

**Neighborhood Aesthetics and Maintenance**

Visual preference surveys in other cities have identified several key elements of neighborhood character which residents prefer. Many of these elements are shared between low, medium and high density housing. These elements include landscaping including street trees, curbs and sidewalks, lighting, and well designed buildings with entrances and windows facing the street. Additional elements include pitched roofs, window mullions, chimneys, and interesting, well proportioned building facades with the first floor elevated slightly above the street and on-street parking. The zoning code controls site design issues, currently limited to setbacks, building heights and parking. It is important to pay attention to design because once a development is constructed, it is expensive to improve its character aside from adding landscaping or changing the color.

Maintenance can have a real effect on property values and the neighborhood. Broken siding, peeling paint, overgrown landscaping and trash create the impression that the owner cares little about the property or the neighborhood. Nonmaintenance of private property has been difficult to deal with legally until recently. The Minimum Building Standards Ordinance adopted in 1999 can provide important leverage in maintaining and improving severely neglected residential properties. The purpose of this ordinance is to notify and if needed encourage owners of neglected property through fines to repair structures before they deteriorate to the point of being uninhabitable, when they must be razed. Specific criteria relating to maintenance must be met before action is taken and owners are given ample opportunity and often resources to correct deficiencies. The City operates on the basis of citizen complaint; consequently, the effectiveness of the program is a measure of the attention of the community to these problems. Neglected nonresidential sites are unaffected under this new ordinance. For site maintenance, Tacoma CARES can assist groups to clean up public and private properties and streets. Meeting with owners can bring some positive results. Annual reports of complaints and actions could improve citizen understanding and results.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Housing Strategy</th>
<th>Action</th>
<th>Org / notes</th>
</tr>
</thead>
</table>
| home ownership               | Expand home ownership to 60% (currently 38%).                                   | • Expand Housing Down Payment Assistance Program to include South Tacoma  
• Improve outreach for the Revolving Fund used for rehabilitation.  
• Campaign to promote home ownership through lenders. Target areas with least home ownership.  
• Request local lenders to broaden assistance to South Tacoma  
• Implement proposed Tacoma Housing Trust Fund                                                                 | COT  
                                      |                                                                                  | COT, STNC  
                                      |                                                                                  | COT, Fannie Mae, Freddie Mac, Mortgage providers  
                                      |                                                                                  | Realtor Assoc., Mortgage Cos.  
                                      |                                                                                  | COT                                                                                     |
| aesthetics                   | Improve the aesthetics of buildings and properties.                             | • Improve development standards for multifamily housing through zoning code  
• Develop and aggressively disseminate technical assistance to building owners regarding aesthetics                                                                                     | COT  
                                      |                                                                                  | COT, BDA                                                                                   |
| neighborhood standards       | Protect residential areas from undue encroachment of traffic, noise, pollution & other degrading influences.  
Clean up blighted properties    | • Set standards, guidelines and/or approaches for livable environments for residential areas.  
Provide annual report by Tacoma CARES to the South Tacoma Neighborhood Council of complaints and actions of City, Courts, and property owners | COT  
                                      |                                                                                  | COT (CARES)                                                                                 |
| density housing              | Promote development of high quality multifamily development in mixed-use centers | • Set standards, guidelines and/or approaches for livable environments.  
• Promote Tax Incentives for Housing to potential developers.  
• Modify mixed-use center zoning to create conditions for residential development such as appropriate street layouts and amenities                                                                 | COT  
                                      |                                                                                  | COT(ED)                                                                                    |
| Recreational                 | Provide some recreational facilities as part of larger multifamily developments | • Survey residents of multifamily dwellings about needs.  
• Expand code provisions to include specific amenities.                                                                                                                                  | COT, TPCHD  
                                      |                                                                                  | COT (TEDD)                                                                                 |
5. Recreation and Open Space
Public recreational facilities are provided by Metro Parks of Tacoma with some passive recreation available on properties controlled by other organizations and public entities such as the City of Tacoma’s utilities and departments. The Tacoma School District controls many play fields, which are in some cases open to the public. With shrinking recreation budgets it is important that publicly owned and operated facilities such as those of the school district be viewed as community facilities and used collaboratively while respecting legitimate need for security, maintenance, and supervision.

Recreation is user driven although it is provided, for the most part, free. While nearly all citizens appreciate a local neighborhood play and picnic area, other facilities attract regional populations. Forms of recreation which attract city-wide or regional users may not be appropriate to be located in a residential area. Suitable vacant property still remains within South Tacoma to locate regional recreational uses. Specific facilities such as softball fields, gymnasiums and skateboard parks serve specific populations based on age, ability or specialized interest whether as individuals (unprogrammed) or through organized (programmed) activities. Recreation can also be classified as either passive or active. Trails attract recreational users and can serve to link areas.

<table>
<thead>
<tr>
<th>Types of Recreation Sites available in South Tacoma</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definitions: Recreation and Open Space Facilities Plan</td>
</tr>
<tr>
<td><strong>Regional Park</strong></td>
</tr>
<tr>
<td>pop. served: 7 acres /1000</td>
</tr>
<tr>
<td>service distance: 30+ minutes driving time (0-15 miles+)</td>
</tr>
<tr>
<td>facilities ex: aquarium, zoo, arboretum, waterfront parks, gardens, hard surface play areas, golf, camps - day/overnight, wildlife areas, etc.</td>
</tr>
<tr>
<td><strong>Local Parks</strong></td>
</tr>
<tr>
<td>4 acres minimum, 10-12 acres desirable</td>
</tr>
<tr>
<td>3 acres/ 1000</td>
</tr>
<tr>
<td>approximately 1/4 to 1/2 mile service distance</td>
</tr>
<tr>
<td>separate from school for identity and greater neighborhood coverage</td>
</tr>
<tr>
<td>Wapato Hills Neighborhood Park</td>
</tr>
<tr>
<td>Vacant site S. 68-70th St. (COT)</td>
</tr>
<tr>
<td><strong>Private</strong></td>
</tr>
<tr>
<td>Boys &amp; Girls Club (S.E., Schools</td>
</tr>
<tr>
<td>roughly same size as local parks</td>
</tr>
<tr>
<td>active play areas</td>
</tr>
<tr>
<td>approximately 1/4 to 1/2 mile service distance</td>
</tr>
<tr>
<td>Manitou Elementary</td>
</tr>
<tr>
<td>Mt. Tahoma HS</td>
</tr>
<tr>
<td>Vacant site S. 50th / Mullen</td>
</tr>
<tr>
<td><strong>Indoor Recreation Facilities</strong></td>
</tr>
<tr>
<td>no size, service distance listed</td>
</tr>
<tr>
<td>facilities - general purpose rooms, weight rooms, swimming pool, sports courts</td>
</tr>
<tr>
<td><strong>Drop-in programs for teens</strong></td>
</tr>
<tr>
<td>Mini-parks</td>
</tr>
<tr>
<td>less than 1/2 acre</td>
</tr>
<tr>
<td>facilities- passive recreation, high density areas</td>
</tr>
<tr>
<td><strong>Community Gardens</strong></td>
</tr>
<tr>
<td>Open Space Areas / Corridors</td>
</tr>
<tr>
<td>Wapato Hills</td>
</tr>
<tr>
<td>Landfill property - future habitat</td>
</tr>
<tr>
<td>Snake Lake (S. end in district)</td>
</tr>
<tr>
<td>Leach Cr. Holding Basin</td>
</tr>
<tr>
<td>Flett Dairy??</td>
</tr>
<tr>
<td>Oak Tree Park</td>
</tr>
<tr>
<td>70th and Trafton (near Wapato St.)</td>
</tr>
</tbody>
</table>
A rough assessment of park and open space needs assumes that recreational needs will be satisfied within a 1/2 mile distance of any park or open space. This method is useful in identifying areas without any recreational opportunities. The unserved areas identified are generally industrial and may be of a lower priority for recreation although employees often find specific facilities beneficial.

Refinement of this assessment method creates a map of showing a service distance for each type of facility such as tot lot or baseball field. Other information, such as facilities, acreage, programs, other opportunities and maintenance helps to resolve deficiencies. This method more easily identifies specific neighborhood facilities needed to correct deficiencies.

Preliminary analysis indicates that serious gaps exist for a number of facility types, especially those relating to children and seniors who may not drive where the service distance is small. Causes for deficiencies relate to the absence of facilities as well as lack of access caused by barriers such as topography or heavy arterial traffic. In measuring the service distance, consideration should be given to actual distance along streets to a facility rather than distance “as the crow flies.” It is also important that when recreational properties are reduced or eliminated, any income derived from the sale of interests should be reinvested in the vicinity such as the sale of Golfland and potential sale Lincoln Heights Park.

In addition, open space, undeveloped public and private lands can offer public access, habitat, wildlife corridors, education, and views. Efforts should be made to protect and preserve habitats and especially those which provide corridors for wildlife. Inventories of other opportunities for recreation should be made to understand the complete recreation needs of the area. Publicly owned properties such as that controlled by the utilities and school district have potential public recreational uses beyond their primary service use. There is resistance to use of these properties for public recreation; however, efforts should be made to expand recreational uses where such use would not conflict with operations.

### Park facilities in South Tacoma

<table>
<thead>
<tr>
<th>Park Name</th>
<th>Address</th>
<th>Shaded:</th>
<th>sports</th>
<th>tennis</th>
<th>sports</th>
<th>ball</th>
<th>playground</th>
<th>pool</th>
<th>trail</th>
<th>rest</th>
<th>indoor</th>
<th>indoor</th>
<th>indoor</th>
<th>other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lincoln Heights</td>
<td>S. 37th &amp; Steele</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>Manitou Comm Ctr</td>
<td>406 S. 66th</td>
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</tr>
<tr>
<td>Manitou Park</td>
<td>S. 66th &amp; Stevens</td>
<td>x</td>
<td></td>
<td>x</td>
<td>x</td>
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<tr>
<td>Oakland Madrona Park</td>
<td>Center &amp; Madison</td>
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<tr>
<td>Oak Tree Park</td>
<td>S. 76th &amp; Cedar</td>
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<tr>
<td>South End Rec Area</td>
<td>S. 60th &amp; Adams</td>
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<tr>
<td>South Park</td>
<td>4815 S.T. Way</td>
<td>x</td>
<td></td>
<td>x</td>
<td>x</td>
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<tr>
<td>S. Park Comm. Cent.</td>
<td>4815 S.T. Way</td>
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</tr>
<tr>
<td>Wapato Hills</td>
<td>S. 64th &amp; Wapato</td>
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<tr>
<td>48th &amp; Orchard</td>
<td>48th &amp; Orchard</td>
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</tr>
</tbody>
</table>

Note: Some facilities are not regularly available for public use.

Recreational programming is also a key to a complete recreational system. Special needs of children, teens, parents and other adults including seniors place special demands on facilities and programming agencies and groups who offer recreation. Metro Parks of Tacoma provides most facilities and programming for public recreation although a number of other groups offer classes, meetings and
other opportunities. Metro Parks also provides support for neighborhood organizations desiring a community garden. The elements of a community garden are a committed neighborhood organization, land, water, fencing, and set of rules.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Recreation &amp; Open Space Strategy</th>
<th>Action</th>
<th>Org / notes</th>
</tr>
</thead>
</table>
| Sites | Increase park acreage for South Tacoma | • Update the inventory of recreation sites available for residents  
• Continue the purchase of Wapato Hill  
• Retain site at 50th and Mullen St. in public ownership - currently owned TSD for habitat and educational purposes  
• Scrutinize vacant industrial property for potential recreational sites to serve local, areawide or regional needs.  
• Reevaluate levels of service considering traffic impacts. | MPT, COT  
COT, STNC, others  
TSD, MPT  
MPT, COT  
MPT |
| Needs | Correct inadequacies in the recreational system based on condition, type of facility or program and service distance, cost, users, and other factors. | • Create a study team or other way and:  
a. Inventory existing facilities and programs and identify deficiencies  
b. Evaluate alternatives for providing recreation  
c. Identify funding and implementation strategies  
• Develop Wapato Hill Neighborhood Park  
• Improve Wapato Hills natural area for habitat restoration and compatible public use.  
• Improve Manitou Community Center with attention to parking, lighting, ventilation. Consult local community for specific needed improvements.  
• Ensure legally mandated level of service for parks is available for new developments and future growth. | MPT, COT, TSD, other  
COT, WHTF  
MPT  
MPT, COT |
<table>
<thead>
<tr>
<th>Topic</th>
<th>Recreation &amp; Open Space Strategy</th>
<th>Action</th>
<th>Org / notes</th>
</tr>
</thead>
</table>
| Access        | Improve access to parks and schools | • Construct trail access to link Oakland / Madrona Park to existing or proposed trails such as the SR 16 trail along the south end of Snake Lake (Tacoma Nature Center)  
• Develop a trail system throughout area linking to nonarterial streets with special consideration to recreational site access, trail side recreation and trail corridor habitat and interpretation. [See transportation strategies]  
• Identify and build pedestrian and bicycle access facilities such as crosswalks bike racks and lockers which opens parks to more users.  
• Provide lighting at park areas which are along trails and areas experience night use such as on Pine at Edison, Historic Water Ditch Trail. | COT, MPT  
(ED, PWD, TPU), MPT  
MPT, COT  
STNC  
MPT, STNC |
| Opportunities | Seek out opportunities for recreation and open space. | • Develop outdoor / indoor swimming pool for South Tacoma and the funding for annual M&O budget (~$100,000)  
• Seek and secure legal protection in perpetuity of wildlife area next to church behind Borders Books. City Haven Peace Park.  
• Use funds obtained through the sale of Golfland on Center Street to Eagle Hardware to purchase park property and make recreational improvements in the vicinity of the former Golfland site and within South Tacoma  
• Revise comprehensive plan to support greater public use of utility properties.  
• Provide or allow existing properties in public ownership such as water and power utility properties to be used for public recreation.  
• Develop proposals for use of specific sites on Utility corridors.  
• Develop and incorporate into the proposed Historic Water Ditch Trail other recreational amenities such as tot lots, interpretive signs, and picnic facilities.  
• Oakland / Madrona Park:  
  a. Join to Tacoma Nature Center by vacation of street, redesign to recognize contiguous nature of two parks. | MPT  
COT (ED), MPT  
MPT  
COT  
TPU (Water, Power)  
STNC, COT  
COT (ED, PWD, TPU), MPT  
MPT |
<table>
<thead>
<tr>
<th>Topic</th>
<th>Recreation &amp; Open Space Strategy</th>
<th>Action</th>
<th>Org / notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities (Cont.)</td>
<td>b. Acquire or secure easements for four parcels along east side of Snake Lake</td>
<td></td>
<td>Neighborhood groups</td>
</tr>
<tr>
<td></td>
<td>c. Purchase apartments adjacent to park</td>
<td></td>
<td>GTF</td>
</tr>
<tr>
<td></td>
<td>• Work to develop community gardens.</td>
<td></td>
<td>MPT</td>
</tr>
<tr>
<td></td>
<td>• Develop portions of Tyler Square as a native community garden.</td>
<td></td>
<td>MPT, COT</td>
</tr>
<tr>
<td></td>
<td>• Develop Oak Tree Park as appropriate to vision for project.</td>
<td></td>
<td>others</td>
</tr>
<tr>
<td></td>
<td>• Provide community oriented neighborhood, school and regional recreational uses on Flett property through coordination with Lakewood, Metro Parks Tacoma and the Tacoma School District through appropriate comprehensive plan amendments and appropriate implementation actions.</td>
<td></td>
<td>MPT, COT, others</td>
</tr>
<tr>
<td></td>
<td>• Investigate the potential, site requirements and site opportunities for outdoor bicycle racing track and BMX course and associated site development.</td>
<td></td>
<td>MPT, TSD, STNC</td>
</tr>
<tr>
<td></td>
<td>• Seek agreement between interested parties and the Tacoma School District for expanded use of its recreational facilities by the community.</td>
<td></td>
<td>MPT</td>
</tr>
<tr>
<td></td>
<td>• Protect the existing residential property at Orchard and S. 30th St. for recreational and habitat purposes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs</td>
<td>Improve recreational programs. Provide drop-in places for teens after school</td>
<td>• Consider the use of park and school facilities for drop-in programs. Coordinate with Metro Parks Tacoma and Tacoma School District to seek groups to sponsor programs.</td>
<td>MPT, TSD, others</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Devise ways to improve transportation for teens to get to drop-in places.</td>
<td>MPT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Recruit potential volunteer staff from sources such as: colleges (student supervisors, trainees, students, Greek orgs.) churches, athletics, activity groups, scholarship groups.</td>
<td>MPT, TPCHD, TSD</td>
</tr>
</tbody>
</table>
6. Utilities

Electrical Power
Current functions of Tacoma Power include power supply, vegetation control, pole replacement, & upgrades to the main administration building. The division is currently reviewing its planning process to take deregulation into account. Undergrounding of distribution wires is through LID; however, any project must add value such as in view areas. The best time to underground is when poles are being upgraded. Tacoma Power pays 30% of the cost.

Street lighting is not controlled by Tacoma Power and is discussed under transportation.

Telecommunications
Tacoma Power’s new Click Network (telecommunications) will serve current customers and include Municipal TV 12. Also operating within the City is TCI, an independent cable operation offering high speed telecommunications similar to Click! Network.

Water
The water system infrastructure is in good condition overall. Older pipes are being upgraded using funds from rates (50%) and bonds (50%). Open reservoirs are being replaced by tanks. A planned second line from the Green River and the South Tacoma aquifer are additional water sources. The South Tacoma Groundwater Protection District is administered by the Tacoma Pierce County Health Department through inspections (through complaints) and permits. Changes from periodic monitoring to monitoring by complaint of existing and lapsed permits may jeopardize safety of aquifer resources.

Sanitary sewer
Groundwater leaking into pipes reduces system capacity so the division is upgrading its pipes; however, under current law it cannot upgrade connections on private property. A new law is needed to allow the public financing of upgrades to customer connections, which leak into the system and reduce its capacity. There are still some septic systems - 1000-1500 citywide - currently in use in South Tacoma.

Storm Water
There is flooding in several areas of South Tacoma especially in the Manitou area where many homes suffer lack of storm drainage. Storm sewers are generally installed free to property owners but are tied to street improvements because runoff from unpaved streets clogs the pipes. Unfortunately, street improvements are expensive and part of the cost is the responsibility of the property owners through a fixed rate local improvement district (LID). The City pays the balance of cost. Absentee landlords and lower income property owners who cannot afford to make street improvements will continue to see flooding. Residents would like to see the installation of storm sewers independent of the street system with alternate devices such as settling ponds to separate debris. The gush of air due to periodic flow in storm sewer system creates an odor problem in one residential area at South 74th St. and Prospect Streets. Many residents are paying storm sewer charges as part of their utility bills but do not have storm sewers and receive no benefit from this charge. A better understanding of storm water situation is needed.

Solid Waste
The Solid Waste Utility operates the Tacoma Landfill and transfer station located on South Mullen Street. The landfill property is a long property extending nearly a mile to the south.

The landfill has been subject to numerous environmental requirements due to methane and groundwater pollution. The City permitted and later bought an abutting multifamily development due to this pollution. Since that time, under the direction of the EPA which issues permits to land filling
operations, extensive measures have been successfully completed to mitigate groundwater pollution, and capacity limits allowing resale of the apartments. Nearly all of the area has been capped.

A successful recycling operation was begun to reduce landfill volume and a significant portion of the remainder was incinerated or exported by rail to central Washington. The landfill currently accepts a limited annual volume on site and trucks the rest off site.

The current operation is primarily a transfer station for long hauling outside the area. The facility also houses its recycling and small land filling operations. The operations are served by the City’s fleet of trucks and private vehicles, which pass through South Tacoma to reach the site. During delivery, trash sometimes escapes to the roadways leading to the transfer station. Private loads may incur a charge, or the site may be closed for the day, encouraging some to discharge loads en route, such as along Tyler where a steep bank offers hidden disposal. Local residents are unhappy about the constant need for roadway cleanup.

A master plan required by the EPA for the landfill indicates that no significant structures may be constructed or trees planted because they could rupture the membrane which protects underlying aquifers. Consequently, a once planned extension of S. 40th Street cannot be built. Even irrigation needed for some types of gardening or golf is not allowed due to the increased risk of water penetrating the cap. The plan shows the property ultimately being used for recreation such as trails. There is currently no public access to the site except to the transfer station and administrative areas.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Utility Strategy</th>
<th>Action</th>
<th>Org / notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>Develop program and funding for undergrounding of wires in all areas.</td>
<td>• Reevaluate criteria or undergrounding of wires</td>
<td>TP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Establish ongoing funding for completion of undergrounding within a long range time frame.</td>
<td>TP</td>
</tr>
<tr>
<td>Utilities &amp; other providers</td>
<td>Keep track of agency plans for infrastructure</td>
<td>• Request periodic presentations of infrastructure providers, HUD, and others.</td>
<td>STNC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provide input and support as appropriate during planning processes and project review.</td>
<td>STNC</td>
</tr>
<tr>
<td>Water</td>
<td>See Environment p.- monitoring.</td>
<td>• Consider active support for a bill or initiative, which allows local governments to finance sewer upgrades on private property.</td>
<td>STNC</td>
</tr>
<tr>
<td>Sanitary sewer</td>
<td>Improve sewer capacity by upgrading private connections (fixing leaks into pipes from groundwater)</td>
<td>• Encourage sewer upgrades through education, etc.</td>
<td>COT</td>
</tr>
<tr>
<td></td>
<td>Reduce total number of septic systems in South Tacoma</td>
<td>• Identify properties not hooked to sewer system.</td>
<td>COT(PWD)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Create sewer hookup incentive like housing tax incentive as appropriate. Look into similar approaches in building streets, sidewalks, &amp; storm sewers.</td>
<td>COT(PWD)</td>
</tr>
<tr>
<td>Topic</td>
<td>Utility Strategy</td>
<td>Action</td>
<td>Org / notes</td>
</tr>
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</tbody>
</table>
| Storm Sewer  | Develop ways to encourage conversion to the sewer system such as commercial properties, street improvement. Eliminate flooding of streets in South Tacoma | • Change rules to require all new development to install sewer connection within 400 feet and require participation of intervening property owners  
• Identify facts regarding storm sewer charges; no. of hookups; properties without service; properties without paved streets, curbs, gutters, and sidewalks; use of funds charged, amount and use of transportation funds charged as property tax, lost revenue for non-hookups (could this money be advanced to create hookups?), threshold for requiring hookup.  
• Identify alternatives to storm sewers (storm water retention, recharge basins, etc.).  
• Separate requirement for street improvements from storm sewer installation and look for ways to feed cleaned floodwaters to storm sewers.  
• Identify and prioritize problem areas for most immediate action.  
• Coordinate storm sewer, street, curb, gutter, and sidewalk projects and funding.  
• Evaluate current work program for upgrading storm sewers. | COT(PWD)          |
| Solid Waste  | Prepare for EPA permit renewals in 2003 and 2008                                  | • Support the moving of the transfer station operations to rail-based property, possibly at the tideflats and truck back small amount of landfill material.  
• Maintain or create accesses to landfill for future recreation purposes around the perimeter.  
• Provide nonmotorized access to landfill where possible to link proposed landfill trails. | COT (PWD)         |
| Landfill     | Curb illegal dumping                                                             | • Create cleanup activities in target areas (events, work release, etc.)  
• Prevent dumping and clean up areas on and around landfill property.  
• Install barriers or redesign of access where dumping occurs  
• Improve monitoring and enforcement efforts  
• Improve education regarding effects of illegal dumping. | COT (CARES)  
COT (PWD)  
COT  
COT (CARES) |
7. Economic Development

General
South Tacoma is one of Tacoma’s economic engines as it contains the largest retail center and second largest industrial area in the city with access to freeways and rail, transit and a nearby employee base. Continued economic development will occur due to vacant land but some problems exist in transportation. In South Tacoma, an excess of traffic tends to limit growth and livability at the street level. Density will depend on stacking parking and expanding transportation options. Additional economic growth will be heavily dependent upon an efficient multimodal transportation system. Non-auto based transportation and economic health of residential and commercial areas will be dependent upon livability factors such as noise, design, maintenance, pedestrian access, trees, excesses of parking lots, recreation and amenities. Continued investment in neighborhoods is often dependent upon the level of maintenance by property owners. The Minimum Property Maintenance code, recently adopted in the City addresses maintenance issues and provides citizens a tool for quality assurance. Understanding the dynamics of various factors in economic health will enable business districts and neighborhoods to focus on useful strategies and improvements.

Industrial
Heavy industrial lands in South Tacoma follow the railroad through the ancient river channel called Nalley Valley, the panhandle of South Tacoma. This area supplies considerable employment and the South Tacoma industrial area can supply even more. However, truck traffic accessing freeway interchanges creates traffic problems for some streets. A new direct access from South Tacoma Way or Center Street to the freeway although desirable appears extremely difficult due to grade differences and complexity of an expanded freeway with HOV lanes.

Much of the southern industrial area is undeveloped due to soil contamination and cleanup. This area will provide considerable opportunity for growth of industrial development; however, the character and pattern of development is important to integrate with the surrounding community through the inclusion of recreation, well designed streets improved access, design controls and other features. Because much of the area remains undeveloped an opportunity exists to engage the community about the character, nature and pattern of future development. Because of the influence of the railroad in the area’s history and the advent of commuter rail a design theme using the railroad “theme” could help to unify the business district and the industrial area.

The commuter rail station planned along S. 56th Street will offer employees another choice in commuting and the adjacent neighborhood business district which allows mixed-use residential development can offer nearby housing for employees. Funding for a new arterial linking S. 48th to Tyler and beyond is problematic due to federal criteria, which favor multimodal facilities over new streets. However, freight, transit and non-motorized access through the area could be more easily funded. Opportunity for trail access exists from Oakland / Madrona neighborhood and from Tyler Street where it abuts the area. The existing rail line on one side and steep slope on the other are barriers to access into this area. Because of these barriers, the only access into this area is from S. 51th Street and S. 56th Street. The area is bisected by a north-south rail line with one crossing at S. 56th. Agreements with the railroad for any new crossings would be needed although a bridge over a railroad would meet less resistance. The current bridge crossing by Union Avenue, which supports a freeway interchange, does not provide any access into the area at this time. Truck traffic accessing the industrial area pass through the neighborhood center and urban center.

The existing rail line offers some potential for resource supply and product distribution although the problem of truck routing on arterials through the Urban Center needs to be addressed.

Some industrial capacity exists within the Tacoma Mall Urban Center which supports mixed-use center zoning classifications.
Infrastructure needs to support industrial capacity are planned by appropriate agencies. New and upgraded utilities provide opportunities for public input on aesthetics and improvements to public access. Recreational opportunities for employees should be provided.

Due to the South Tacoma Groundwater Protection District which overlays most of South Tacoma, strict regulatory controls and monitoring pertain to existing and new industry. Such controls will encourage cleaner industries and cleaner operations.

The proximity of three high schools and Bates Technical College and Clover Park Technical College facilitate employment and training opportunities for youth.

**Commercial and Mixed Use**

Land use classification greatly influences economic development and South Tacoma supports diverse business “communities” including two mixed-use centers and their various associated mixed-use zoning classifications. The impact of the mixed-use center zoning is not known but is intended to direct economic and denser residential growth to those areas and to relieve pressure to develop within neighborhoods. This intent is supported by South Tacoma Neighborhood Council, which reduced the intensities of several areas outside centers. Economic growth in centers is anticipated to occur with market demands.

**Tacoma Mall Urban Center**

Arterials and I-5 supporting the Tacoma Mall have little capacity to handle additional traffic. Expansion of I-5 will offer marginal relief to commercial development, and will exacerbate traffic congestion on supporting arterials. Consequently, continued economic growth will depend upon improvements to other transportation modes. Newfound consideration of the centers as livable well rounded neighborhoods is an important step in their improvement. Zoning alone is not enough to ensure a livable environment. The addition of medium to high density residential is one of the best ways to support such economic growth; however, amenities such as trees, walkways and bikeways, parks, crosswalks, lighting, and friendly streetscapes that support residential and commercial development are essential.

**Neighborhood Business Districts**

The City’s Business District program begun in 1990 supports South Tacoma’s two neighborhood business districts and others throughout the city. This program was initiated as a result of actions by neighborhood business which saw their areas as being key to neighborhood revitalization.

Historically, neighborhood business districts served only the immediate residential neighborhood. Due to easy access by automobile to competing commercial areas, such districts have declined. National attention decrying sprawl and strip commercial has generated considerable practical experience in breathing new life into these older commercial districts. Concepts such as New Urbanism, Traditional Neighborhood Development, zero lot line development, and Transit-Oriented Development have yielded successful redevelopment strategies nationally. These include a long list of strategies including creating active district organizations, holding events, increasing the residential population through development of apartments, business recruitment, parking lot restrictions and cooperative parking management, development to the sidewalk (zero lot line development) and other design guidance and restrictions, facade and display improvements. Pedestrian, transit and bicycle friendly improvements; broadening the customer base by offering unique items or services with regional appeal; funding opportunities and cooperation with the surrounding neighborhood also work. Federal funds under TEA-21 legislation can fund many transportation projects, especially those which benefit non-motorized transportation modes.

The South Tacoma Neighborhood Business District is also a mixed-use center and can capitalize on transit oriented development strategies. This district, although primarily oriented north-south along South Tacoma Way also has sufficient width to create efficiencies and can benefit from emphasis on east-west circulation common in traditional downtown developments. Improving infrastructure of the
internal walking circulation within the district will enrich the resident’s and visitor’s experiences and business opportunities.

In Oakland / Madrona, recent land use actions by the neighborhood and the neighborhood council has limited the potential for commercial growth beyond Center Street in favor of low density residential stability. As a result, the business district has favored a strategy of luring existing traffic along Center Street through planned improvements for street appeal. Understanding what elements most successfully attract customers along a heavy arterial is a significant factor in decisions to make improvements. Such elements need to be viewed from the standpoint of the resident for that viewpoint understands aesthetics, personal safety, comfort and convenience. Any opportunities or ideas to lower driver expectations for fast traffic on Center Street should be seized.

Strip Commercial
Strip commercial development occurs primarily along Center Street, South 38th Street, and South Tacoma Way. Businesses along the first two streets depend upon freeway exposure and/or access, while South Tacoma Way is a converted state highway, which has built an image of retail car sales and service. Growth of strip commercial is limited by the length of the streets and the large parking ratios upon which it depends. Auto sales yards, which depend on large areas for vehicle storage have little opportunity for economic growth. Few vacant parcels are left to develop. Unless parking requirements are reduced to allow greater density, economic activity will remain constant. New strip commercial development within the centers falls under mixed-use center zoning regulations, which address site design issues. Gradual redevelopment of these areas with multifamily residential, improved transit service and lower parking requirements will change the existing pattern of development and provide greater opportunity for economic expansion. Strip commercial areas are mostly isolated from the surrounding neighborhoods through limits to neighborhood access and grade separation. The character of sprawl and use patterns of these areas is wholly incompatible with most accepted residential living standards. Existing neighbors are seriously affected and property values suffer. Outdoor activities, which encourage community socialization are difficult due to lack of opportunity as well as traffic hazard, pollution, and noise. Isolating such areas provides limited relief to the community; however, these areas continue to generate traffic which affects the entire area. Efforts are needed to reconcile these incompatibilities and should include consideration for design and streetscape, use patterns, advertising methods, traffic controls, and other livability strategies that will help to integrate these areas into the community.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Economic Development Strategy</th>
<th>Action</th>
<th>Org / notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visions</td>
<td>Develop an economic vision for the area (25-50 years.)</td>
<td>• Determine and implement method and schedule -Hold workshops, charrettes, etc.</td>
<td>STNC, COT (TEDD)</td>
</tr>
<tr>
<td>South Tacoma Mixed-use Center</td>
<td>Seek ways to convert nonconforming or land inefficient businesses within the business district to other uses</td>
<td></td>
<td>COT, STBDA</td>
</tr>
<tr>
<td>Pollution control</td>
<td>Stay informed regarding cleanup of industrial area</td>
<td>• Request information regarding track efforts of the clean-up to learn more about clean-up effort area, techniques, monitoring, schedule.</td>
<td>STNC</td>
</tr>
<tr>
<td>Topic</td>
<td>Economic Development Strategy</td>
<td>Action</td>
<td>Org / notes</td>
</tr>
<tr>
<td>-------</td>
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<td>-------------</td>
</tr>
<tr>
<td>Integrate industrial and business areas</td>
<td>Integrate industrial development into community with minimum negative impacts - traffic, pollution,</td>
<td>• Develop a master plan the South Tacoma Business District, mixed-use center and industrial area (railroad theme). • Develop design guidelines or standards for the area (and other areas as appropriate). • Work to reduce auto demand per employee and resident close to transit and rail by creating residential densities, amenities, recreational and cultural opportunities, and retail. • Require greater density housing in walking proximity to South Tacoma industrial and commercial area</td>
<td>COT, STBDA, COT, BDA</td>
</tr>
<tr>
<td>Marketing</td>
<td>Attract clean industry</td>
<td>• Initiate discussions to encourage businesses to locate in South Tacoma industrial area • Seek involvement STNC, BDA, Mall area businesses, COT (TEDD), PCEDB</td>
<td>STBDA, STNC, COT, COT, STNC</td>
</tr>
<tr>
<td>Trans efficiency</td>
<td>Maximize use of rail and minimize use of and need for trucks</td>
<td>• Seek new businesses which can use rail for delivery and pickup • Discourage/limit the use of trucks for supply and product movement</td>
<td>STBDA, COT, employers</td>
</tr>
<tr>
<td></td>
<td>Maximize use of public transit in development of the area</td>
<td>• Employee access from other areas by commuter rail and bus to this area • Encourage highest job densities close to commuter rail station • Build good pedestrian and bike links through industrial and commercial area to train station from neighborhoods.</td>
<td>BDA, PT, COT, BDA, COT, STNC, STNC, COT, ST</td>
</tr>
<tr>
<td>Jobs</td>
<td>Develop jobs for local residents</td>
<td>• Require target employment levels in new and redevelopment. • Build tax incentives for business which are labor intensive • Build tax incentives for business which employ local labor (empowerment zone concept)</td>
<td>COT</td>
</tr>
<tr>
<td>Visions</td>
<td>Encourage communication among BDA and organized neighborhood groups Mall Area</td>
<td>• Share and review local visions, plans and programs • Develop vision with specificity for the Mall Mixed-use Center</td>
<td>STNC, BDA, OMNG, MIC, COT, STNC</td>
</tr>
</tbody>
</table>

See Glossary
### 8. Environment

Environmental concerns in South Tacoma cover a broad range of issues including wildlife habitat and open space, pollution and groundwater protection and surface littering by posting of illegal signs and dumping.

**Wildlife Habitat and Open Space**

Wildlife habitat corridors supporting native species of plants and animals are especially vulnerable and should be sensitively handled when crossed or developed. Large corridors still exist along the east side of the landfill, except for recent excavations associated with the golf project, along Tyler Street and along SR 16, at Mt. Tahoma High School, and along the slopes of Nalley Valley. Additional corridors although narrow, could be protected along the railroad through the industrial areas.

Landscaping on public sites has nearly always displaced native species and increased water demand. The Greenways Task Force was created to provide project specific guidance in replanting public sites with native and drought tolerant plants, public education and community involvement.

**Groundwater Protection**

Point sources of pollution caused by improper disposal of toxic and hazardous chemical releases to soil, air, or the sewer systems can cause long term effects to groundwater supplies, fisheries, and sewage treatment operations. Nonpoint sources of pollution, predominantly motorized vehicles, degrade air quality and contaminate the soil and Puget Sound with fuel, lubricants, and automotive debris. Current regulations and agency operations address most issues with success, although continuing problems do occur.

The Clover/Chambers Creek Basin aquifer system is a large area of groundwater, which encompasses central Pierce County south and west of the City of Tacoma and extends into the City boundaries most notably in South Tacoma. The City has more than a dozen wells into the aquifer in the South Tacoma area. Many of these wells are located in a long established, extensively developed-area much of which is developed and/or zoned for industrial or commercial uses. The aquifer provides a significant
amount of drinking water for Tacoma, supplying as much as 40 percent of the total water demand during periods of peak summer use.

Because of the high permeability of the soils in the South Tacoma area, the groundwater is extremely vulnerable to contamination from the numerous residences, industries, businesses and transportation routes located above it. The Water Division has also gradually switched its shallow wells to deeper strata to ensure drinking water quality.

A number of agencies control pollution in South Tacoma. Because the groundwater is a “sole source aquifer,” a federal designation, federal rules and some state rules apply. In addition, the South Tacoma Groundwater Protection District was implemented for the purpose of establishing operating standards and enforcement. The Environmental Protection Agency, Region #10, is the lead agency for cleanup of the 260 acre superfund site called the South Tacoma Field, having soil contamination and minor localized groundwater contamination. The Solid Waste Utility inspects underground storage tanks. The Storm Water Utility does inspections for waste disposal practices and storm water discharge. The Department of Ecology periodically inspects sites, which use hazardous materials. The State Department of Health and Tacoma / Pierce County Health Department protect the South Tacoma Well Field through the Wellhead Protection Program. South Tacoma Groundwater Protection District - Health Dept permits businesses handling a certain quantity - site inspection annually.

**Illegal Signs and Dumping**

Incidental waste disposal such as littering and dumping creates local problems for residents. A few businesses illegally post small off-site advertising signs along state rights-of-way and city streets including on utility poles. This intentional posting goes largely unenforced. Residents have acted to prevent their continuous placement with limited success. Coordinated efforts to educate businesses and to strengthen regulations including sanctions are needed.

Traffic to the landfill spills and dumps debris to the roadside. This is a concern of the Solid Waste Utility, which has limited responsibility for cleanup of material from private vehicles. Stronger efforts are needed to address this issue. Street improvements along Tyler, more frequent street maintenance, and neighborhood involvement can improve conditions. Some consideration needs to be given to relocating the landfill transfer operations to the Port area and out of South Tacoma. See Utility section.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Environmental Strategy</th>
<th>Action</th>
<th>Org / notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groundwater</td>
<td>Assure adequate protection of groundwater within the South Tacoma Groundwater Protection District</td>
<td>• Provide ongoing, regular inspection of permitted sites, complaints, and problem areas. &lt;br&gt; • Track expired permits &lt;br&gt; • Provide enforcement where violations occur</td>
<td>TPCHD&lt;br&gt;TPCHD&lt;br&gt;TPCHD</td>
</tr>
<tr>
<td>Habitat</td>
<td>Support efforts of environmental groups to protect and reestablish wildlife habitat</td>
<td>• Convert portions of Tyler Square, Oakland Madrona Park, SR 16, and other publicly owned sites to native plantings</td>
<td>GTF, STNC, OMNG, OMBDA</td>
</tr>
<tr>
<td>Signs</td>
<td>Strengthen regulations prohibiting signs</td>
<td>Enforce existing ordinance</td>
<td>WSDOT, COT</td>
</tr>
</tbody>
</table>
9. Community Organizations, Facilities
A number of community organizations operate within and serve South Tacoma. Such organizations include the neighborhood council itself and several neighborhood and business district associations. The Metro Parks Tacoma operates the South Park and Manitou community facilities, which provide rooms for a variety of programmed activities. Other organizations, which invite public involvement and provide public benefit include Safe Streets, the Tacoma Wheelmen’s Bicycle Club, Manitou Improvement Club and others. Community groups offer a wide range of specialized interests and often seek volunteer opportunities.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Community Org and Facility Strategy</th>
<th>Action</th>
<th>Org / notes</th>
</tr>
</thead>
</table>
| function       | Enhance existing organizational resources | • Inventory existing organizations in South Tacoma or citywide.  
• Involve existing organizations in strategy implementation and development.  
• Provide response to complaintant for each complaint as to actions taken. | COT, STNC            |
|                | Improve response to citizen needs   |                                                                      | STNC, COT            |
|                |                                     |                                                                      | COPS                 |

10. Human and Social Services
A broad spectrum of human and social service organizations and programs exist in South Tacoma. A list of these organizations is included in the Community Profile (separate document). Some organizations address the physical needs of the poor, seniors, youth, single parents, ex-offenders, handicapped, children. Others offer specific help for abuse, child care, family dysfunction, crime, spiritual needs, health care, and life skills. Many of the problems associated with other issues described in this chapter may have a human and social service component, which fall to these organizations. For example, excess traffic produces noise and pollution, which create medical and psychological stress. It is the intent of this document to recognize the potential for such interrelationships during implementation of actions.

During the preparation of this document, community discussions regarding human and social services was one of the least mentioned, perhaps because few problems exist or because such problems have a privacy factor which resists public understanding of the needs. Further inquiry involving service providers can add to community debate, understanding and actions over time.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Human and Social Service Strategy</th>
<th>Action</th>
<th>Org / notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Foster debate to better understand human and social services</td>
<td>• Involve human and social service providers in discussions</td>
<td>STNC</td>
</tr>
</tbody>
</table>
11. Cultural Resources
Cultural resources in South Tacoma include its physical infrastructure (a large stock of older housing, commercial buildings and facilities), programs and arts organizations, entertainment outlets, community facilities which offer crafts, arts and performance instruction and programs. Metro Parks Tacoma provides facilities and programming supporting arts education and activities.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Cultural Strategy</th>
<th>Action</th>
<th>Org / notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Art</td>
<td>Develop and implement art plans for public r.o.w., public sites, public projects</td>
<td>Identify plan areas, concepts, funding</td>
<td>COT (TEDD, Arts Comm.), STNC, OMBDA, STBDA, &amp; COT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OMBDA Art Plan</td>
<td>WSDOT, STNC, other</td>
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<tr>
<td></td>
<td></td>
<td>STBDA Art Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Freeway art and design enhancements</td>
<td></td>
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<tr>
<td>History</td>
<td>unspecified</td>
<td>Coordinate with the Tacoma Arts Commission and Utilities in identifying projects and potential for artistic involvement.</td>
<td>BDA, STNC, OMNG, COT</td>
</tr>
<tr>
<td>Cultural entertainment</td>
<td>Support ballet and other cultural enterprises</td>
<td></td>
<td>BDA</td>
</tr>
<tr>
<td>Cultural education &amp; events</td>
<td>Support Antique Auto Show in South Tacoma Business District</td>
<td></td>
<td>BDA</td>
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</tbody>
</table>
Chapter 5  Strategy Implementation

This document represents the priorities of the South Tacoma Neighborhood Council and it contains a formidable list of actions and projects. In any implementation there are a plan of action, responsible group, resources, and participants and stakeholders. Each project is unique because these elements are different for each project. Many projects in this document have not been done already because the barriers are difficult to overcome. These barriers include a lack of resources; organizational structure, mission or priorities; state and local law and other reasons. Creative thinking can help to overcome these barriers. Many lead groups are listed after the strategies and actions. It is expected that lead groups, participants and stakeholders will seek ways to overcome barriers.

Responsible Group
It is expected that the listed responsible groups will provide the leadership in the project. Where several are listed coordination will be needed between them. Contacts for responsible groups are listed in the Appendix.

Plan of Action
As each strategy or action is addressed a plan of action will need to be drafted. While some plans will be simple, others will be extensive and complex. It is anticipated that the identified lead group(s) will develop a plan of action which will include adding the action to its work program in some form.

Resources
Funding, agency staff time, volunteers, materials, special expertise are elements of projects. Each project will manage these resources. Appendix B lists some resource information.

The City Council created neighborhood council funding for neighborhood projects. An inside bond, adopted by the City Council raised funds for downtown, for the purchase of Wapato Hills, and for distribution of $750,000 to each council to fund other projects. During the development of this Neighborhood Action Strategy, the South Tacoma Neighborhood Council completed allocation of these funds. In addition, the City Council over a number of years has allocated $20,000 from Community Development Block Grant funds for each neighborhood council to spend on qualified projects. Several of the actions listed in this Neighborhood Action Strategy have been funded through these programs. Details of allocations for both funding sources can be found in the Appendix D.

Participants and Stakeholders
Even a small project may have a number of participants who work on the project and stakeholders who have some interest in it. The interest of the community should be maintained while the interests of individuals or groups should be recognized in the course of any project.
Appendix A  Comprehensive Plan

Comprehensive Plan
Tacoma’s comprehensive plan is a compilation of separate documents or elements summarized in the Land Use Management Plan (LUMP). The LUMP can be downloaded from the internet (see inside cover for web site address). The City revises the comprehensive plan according to state law no more than once annually along with any implementing regulations. The elements of the comprehensive plan are designed to provide consistent direction for the City and agencies, neighborhood councils and others in implementing actions such as this Neighborhood Action Strategy.

The following issues correspond to elements of the comprehensive plan.

<table>
<thead>
<tr>
<th>Issue Category</th>
<th>Comprehensive Plan Element</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Transportation</td>
<td>Transportation Plan and Program</td>
</tr>
<tr>
<td>2. Land Use</td>
<td>Generalized Land Use Plan</td>
</tr>
<tr>
<td>3. Housing</td>
<td>Housing Plan</td>
</tr>
<tr>
<td>4. Recreation and Open Space</td>
<td>Recreation and Open Space Facilities Plan</td>
</tr>
<tr>
<td>5. Utilities</td>
<td>Utilities Plan</td>
</tr>
<tr>
<td>7. Environment</td>
<td>Environmental Policy Plan</td>
</tr>
<tr>
<td>8. Community Organizations, Facilities</td>
<td></td>
</tr>
<tr>
<td>9. Human and Social Services</td>
<td></td>
</tr>
<tr>
<td>10. Cultural Resources</td>
<td></td>
</tr>
</tbody>
</table>

In addition the Capital Facilities Plan and Program applies to many issues.

Environmental Policy Documents for the City of Tacoma

The Generalized Land Use Plan addresses the issue of natural environment and specifically references relevant development intent. The plan contains growth area and development trend maps

The Recreation and Open Space Facilities Plan. This plan shows specific school sites, parks and open space sites.

The Environmental Policy Plan states the environmental goals. This plan also contains the ‘critical areas element’ that reflects our main approach to the various key environmental issues:

- Critical Areas and Natural Resource Lands
- Aquifer Recharge Areas
- Fish and Wildlife Habitat Conservation Areas
- Flood Hazard Areas
- Geologically Hazardous Areas
  - Erosion Hazard Areas
  - Landslide Hazard Areas
  - Slopes
  - Seismic Hazard Areas
- Wetlands/Stream Corridors
- Maps
  - A. Generalized Fish & Wildlife Habitat Conservation Area Map
  - B. Generalized Aquifer Recharge Area Map
  - C. Generalized Flood Plains Inventory Map
  - D. Generalized Geological Hazardous Areas
  - E. Generalized Wetland/Streams Inventory Map.

Other relevant documents are the Wapato Hills Land Use Evaluation, the Gulches as Open Space study and the Shoreline Trails Plan.
Appendix B - Resources

Agency contacts
For agency contacts check the local listings. Note the agencies listed by acronym in the glossary. If you have difficulty, contact the City of Tacoma Economic Development Department at 591-5365 for assistance.

Resource information
Agencies have funding programs unique to their missions. The City of Tacoma has many specialized funding and assistance programs, a few of which are listed. If you have a special need for which you do not find a listed program, please contact the City of Tacoma Economic Development Department at 591-5364 for assistance.

Funding programs
6-Year Transportation Program - administered by the Tacoma Public Works Department
   Sidewalks
   Traffic Calming
   Paths and Trails
   Landscaping
   Traffic Signals
   Maintenance
   Other ...
Capital Facilities Program
   Funding by service provider for construction of agency and community needs.

Arts

Grants
Grants are a vital source of revenue for many projects, especially construction projects. Most grants require some local matching funds. The number of funds is too numerous to mention all of them; however, the following are well known funding sources.

TEA - 21 Federal Highway Administration funds administered by WSDOT fund transportation related facilities. There are several programs within this legislation such as STP (Surface Transportation Program) CMAQ (Air Quality), TIP (Trans. Improvement Program), Enhancements Program each with its own criteria. Some projects could qualify for funding by any of these funds. This fund has improved Tyler Street and built sidewalks in Oakland / Madrona Business District.

IAC - The Interagency Committee for Outdoor Recreation funds 50% of high priority projects. Criteria are demanding and competition is keen. This fund contributed to the purchase of Wapato Hills.

Housing - Home repair program for low income owners through TEDD

Home Repair Loans & Down Payment Assistance

Neighborhood Preservation Program
Financial assistance for home repairs
Loans up to $40,000 for code related repairs to owner occupied homes.

Down Payment Assistance Program

<table>
<thead>
<tr>
<th>Income Guidelines</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$ 25,120</td>
<td>$ 28,640</td>
<td>$ 32,240</td>
<td>$ 35,840</td>
</tr>
<tr>
<td>5</td>
<td>$ 38,720</td>
<td>$ 41,600</td>
<td>$ 44,480</td>
<td>$ 47,280</td>
</tr>
</tbody>
</table>

Home Purchase
Down payment and closing costs
Loans up to $5,000 - Hilltop and Eastside neighborhoods. The loans are for up to 20 years, with no interest and no payments required during that time.

Major Home Repair
Disabled, elderly and/or very low income
Repair or replacement of home component
Examples: heating system, roof, sewer, unsafe electrical service, carpentry, plumbing
Loans with no interest and no payments
Minor Home Repair Program
Disabled, elderly and/or very low income
Repair / replacement of inexpensive components, eg.
water heater, faucet set, a handrail, etc.
$400 Limit

Appendix C  - Neighborhood Input

ISSUES / SOLUTIONS

Edison Gray Neighborhood
1. Streetscape
Lack of curbs and sidewalks makes neighborhood look poorly. (No Sidewalk at Boys and Girls Club on Pine Street, 54th & Oakes crosswalk signal needs upgrading.
Sidewalk lacking on S. 58th St. Hill - needed due to limited sight distance, visibility approaching Alder St. on 58th E to W is poor
No curb and gutter in front of school Which school?
Solutions:
More aggressive LID program - better information, coordination, funding support.
Seek grants through the neighborhood council
2. Traffic issues:
Speeding, trucks, freeway spillover, heavy trucks use residential streets, dealerships use Puget Sound Avenue for speeding, speeding on 54th and Fife, Pine Street 58th to 60th St., by schools; 54th is a residential street being fed by a freeway interchange, 56th and Cedar crosswalk signal activated beyond just school hours.
Solutions: Engineering, Education, Enforcement better school zone sign to indicate which school.
roundabouts
radar tracking and monitoring by community volunteers in conjunction with police department.
readerboard at the schools
newsletter articles, letters to parents
School Safety Committee - District committee and school committee
Crossing signal at 56th St. and Cedar should be on demand
Children educated to safe crossings.
NEED TO ADDRESS THE 54th Street freeway off ramp feed to this street.
3. After school activities
Solutions: Funding, facilities, people
Seniors volunteer mentor kids
Use school facilities better
Partner with business (monetary/mentoring)
Child care for volunteers with children-
Grants available through United Way Office on South 15th St. and Pacific Avenue
Involve neighborhood groups, PTA, etc.
4. Rental houses
houses in poor repair
absentee landlord
too much red tape with City in any kind of action such as evictions

Income Guidelines:

<table>
<thead>
<tr>
<th>Family Size</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$15,700</td>
</tr>
<tr>
<td>2</td>
<td>$17,900</td>
</tr>
<tr>
<td>3</td>
<td>$20,150</td>
</tr>
<tr>
<td>4</td>
<td>$22,400</td>
</tr>
<tr>
<td>5</td>
<td>$24,200</td>
</tr>
<tr>
<td>6</td>
<td>$26,000</td>
</tr>
<tr>
<td>7</td>
<td>$27,800</td>
</tr>
<tr>
<td>8</td>
<td>$29,550</td>
</tr>
</tbody>
</table>

nuisances: garbage, noise, junk cars, vice, drugs
Solutions: Code enforcement (minimum building code) , Complaints, Personal contact, Tacoma Cares, Neighborhood group for citizen action.

5. Lighting
Add more lights, cost?
partnership with school district
Auxiliary lighting: City installed / private pays maintenance
More aggressive LID promotion, support
56th - 58th and Lawrence need brighter wattage
2515 S. 54th block @ Fife
Need map of various neighborhoods

Other problems
Animal control
Unsafe neighborhood -54th and Fife-
criminals travel west on 54th to elude police
drug activity
Storm sewer charges yet lack of maintenance of catch basins (clog up and cause flooding)
Lack of a local senior activity center or area
South Park
No picnic tables
Restrooms are closed most of the year
Not enough lighting near school
Vandalism at schools
Boys and Girls Clubs have unsupervised grounds
Lack of affordable after school programs
No local polling place in neighborhood
Feedback during prior efforts
New street lights.
Improve existing street lights with new bulbs.
Slow down traffic - Intersection of S. 56th and Oakes.
Purchase and Develop Wapato Hills.

Oakland / Madrona Neighborhood
Group 1
Badly managed apartments - absentee landlords, problems with renters
Lack of storm sewers.
Lack of curbs and Street improvements
Traffic - lack of police enforcement, need better traffic control
Safe places to walk
Lack of Family amenities - health center, senior citizens amenities, emergency food bank
blighted homes
commercial trucks on side streets.
Lack of home ownership
Lack of structured children’s activities
South Tacoma Neighborhood Action Strategy

GROUP 2
other
No services in return for property taxes
Poor Storm drainage @ S. 30th St. and Proctor
29th St. Improvements between Proctor and Adams
Pedestrian links on Center Street between Union and Center
Lack of sidewalks
Traffic congestion due to multifamily housing
lack of senior citizen centers
Lack of owner occupancy structures

GROUP 3
Traffic circle at S. 30th and Proctor
trash dumping and loose loads
public safety and crime???
Need adequate policing of Park
need safe streets and animal controls
Retain increase MPT, TPD
Vacate 31st St. from Madison to Gunnison to incorporate snake Lake

STAFF COMMENT: Adopt Oregon White Oak (Quercus garryana) and Madrona (Arbutus menziesii) species as street trees and park trees throughout area [including HOME DEPOT].

SUMMARY
Problems associated with rentals, lack of home ownership
new zoning codes
need to make landlords accountable
Traffic control
better traffic engineering
more enforcement, more police traffic and load restrictions
Lack of Family Amenities
support business district
senior citizen centers
better use of parks and schools
health center
children activities
Street improvements
more access for emergency service vehicles
sidewalks, curbs, storm sewers
Poor Lighting on arterials
political pressure from neighborhood and business groups - citizen action, signs, citizen compliance, ordinance changes requiring tiedowns, enforcement
Trash due to Landfill traffic / dumping
Better turn controls @ Center and Tyler
Transportation
Additional crosswalks on center street from union to Tyler
traffic signal on Center sidewalks

Feedback during prior efforts
Street Lights
Angle Parking in Business District
45th St. connection (Orchard to Tyler and to South Tacoma Way.)
LID Program
Bus Shelters (Center St. between Union and Tyler)

STAFF COMMENT: Adopt Oregon White Oak (Quercus garryana) and Madrona (Arbutus menziesii) species as street trees and park trees throughout area [including HOME DEPOT].

SUMMARY
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Street Lights
Angle Parking in Business District
45th St. connection (Orchard to Tyler and to South Tacoma Way.)
LID Program
Bus Shelters (Center St. between Union and Tyler)
### Appendix D  Funding by Neighborhood Council

#### Projects funded under Inside Bond Fund ($750,000)

As of June 1999. For the latest accounting call Mike Dalin, Tacoma Public Works Department at 591-5511

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Description</th>
<th>Council</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lighting</td>
<td>Area wide streetlights. Upgrade lighting on residential streets on existing lighting and add lighting to existing poles.</td>
<td>293,000</td>
<td>-</td>
</tr>
<tr>
<td>Lighting</td>
<td>South Park Lighting Project</td>
<td>72,765</td>
<td>8085 MPT</td>
</tr>
<tr>
<td>Neighborhood Traffic Controls</td>
<td>Oakland Madrona Midblock Pedestrian Signal on Center St. between Adams and Durango. Additional funds sought</td>
<td>5,000</td>
<td>101,000 various</td>
</tr>
<tr>
<td>Neighborhood Traffic Controls</td>
<td>Traffic circle at S. 30th and Proctor</td>
<td>2,300</td>
<td>-</td>
</tr>
<tr>
<td>Neighborhood Traffic Controls</td>
<td>Traffic circles at: S. 64th and Wapato S. 64th and Fife 6600 block of Wapato St. 6400 block of Wapato St. 6400 block of Fife St. 6000 block of Fife St. 5800 block of Fife St.</td>
<td>27,500</td>
<td>9,000 COT</td>
</tr>
<tr>
<td>Neighborhood Traffic Controls</td>
<td>S. 31st St. traffic calming by Oakland/Madrona Park</td>
<td>50,000</td>
<td>66,789 MPT</td>
</tr>
<tr>
<td>Nonmotorized Enhancement</td>
<td>Sidewalks on S. 66th St. from Adams to western city limit (Orchard St.)</td>
<td>22,400</td>
<td>136,188 TEA-21, TSD</td>
</tr>
<tr>
<td>Parks and Open Space</td>
<td>Oakland Madrona Park improvements</td>
<td>20,000</td>
<td>-</td>
</tr>
<tr>
<td>Parks and Open Space</td>
<td>Wapato Hills Urban Wildlife Project</td>
<td>50,000</td>
<td>3.39M IAC, MPT</td>
</tr>
<tr>
<td>Parks and Open Space</td>
<td>Wapato Hills Urban Wildlife Project</td>
<td>25,000</td>
<td>880,000 IAC, MPT</td>
</tr>
<tr>
<td>Parks and Open Space</td>
<td>Manitou Community Center - landscaping and grounds improvements</td>
<td>36,800</td>
<td>-</td>
</tr>
<tr>
<td>Parks and Open Space</td>
<td>Oakland Madrona Park land acquisition</td>
<td>50,000</td>
<td>175,000 MPT</td>
</tr>
<tr>
<td>Parks and Open Space</td>
<td>Wapato Hills Neighborhood Park</td>
<td>82,735</td>
<td>-</td>
</tr>
<tr>
<td>Transit Benches and Shelters</td>
<td>Bus shelter upgrade at Tyler Square</td>
<td>2,500</td>
<td>4,750 PT</td>
</tr>
<tr>
<td>Contingency</td>
<td>Contingency on all projects</td>
<td>10,000</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>750,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### Projects funded under Innovative Grant Program ($20,000 annually)

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Description</th>
<th>Year</th>
<th>Amt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wapato Hills Park Streetscape</td>
<td>Remove exotic plants, plant trees at S. 64th</td>
<td>1998</td>
<td>$5,000</td>
</tr>
<tr>
<td>Gray Middle S. Beautification Project</td>
<td>Design and install landscaping at the school</td>
<td>1998</td>
<td>$3,000</td>
</tr>
<tr>
<td>Wapato Hills Urban Wildlife Streetscape</td>
<td>Remove exotic plants and plant along Tacoma Mall Boulevard</td>
<td>1998</td>
<td>$5,000</td>
</tr>
<tr>
<td>Oakland / Madrona Park path</td>
<td>Complete pathway in Oakland /Madrona park</td>
<td>1998</td>
<td>$6,120</td>
</tr>
<tr>
<td>Bus Shelter signs, enhancement</td>
<td>Unique signs and graphics</td>
<td>1998</td>
<td>$2,000</td>
</tr>
</tbody>
</table>
APPENDIX E – Random Sample Survey Results

A survey taken in several neighborhood council areas indicated a number of needed improvements.

<table>
<thead>
<tr>
<th>Improvement</th>
<th>Rank by High Priority</th>
<th>Rank by High/Medium Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slow down traffic</td>
<td>1 (50%)</td>
<td>2 (77%)</td>
</tr>
<tr>
<td>Sidewalks</td>
<td>2 (48%)</td>
<td>4 (74%)</td>
</tr>
<tr>
<td>Alley Lights</td>
<td>4 (39%)</td>
<td></td>
</tr>
<tr>
<td>Street lights</td>
<td>8 (37%)</td>
<td></td>
</tr>
<tr>
<td>Cross walks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Street paving</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alley paving</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Street landscaping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Litter cans</td>
<td>3 (43%)</td>
<td>3 (76%)</td>
</tr>
<tr>
<td>Playground equipment</td>
<td>9 (36%)</td>
<td>7 (69%)</td>
</tr>
<tr>
<td>Bus stops</td>
<td>10 (66%)</td>
<td></td>
</tr>
<tr>
<td>Picnic tables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bike racks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benches</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drinking fountains</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blighted properties</td>
<td>4 (39%)</td>
<td>1 (78%)</td>
</tr>
<tr>
<td>Neighborhood parks</td>
<td>4 (39%)</td>
<td>8 (68%)</td>
</tr>
<tr>
<td>Open space purchases</td>
<td></td>
<td>10 (66%)</td>
</tr>
<tr>
<td>Bikeways development</td>
<td>7 (38%)</td>
<td>6 (72%)</td>
</tr>
<tr>
<td>Parks/open space dev.</td>
<td>10 (36%)</td>
<td>5 (73%)</td>
</tr>
<tr>
<td>Paths/trails devel.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neighborhood/Sr. ctr.</td>
<td></td>
<td>8 (68%)</td>
</tr>
<tr>
<td>Arts/fountains/signage</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Glossary

Semantics

Definitions here are intended to clarify terms which have a more specific (and legal) meaning in planning than they do in common usage.

Typically, there is confusion regarding the meanings of the terms goal, policy, intent, strategy and even action. This confusion is natural because these words are commonly used interchangeably. However, for the purposes of this document goals and policies are considered official goals and policies reserved for the comprehensive plan. To maintain a distinction from that plan, this Neighborhood Action Strategy will use terms to clarify.

Needs, goals, policies, intents and strategies provide direction for actions. Goals and policies and intents are statements contained in the comprehensive plan which form the basis of implementation direction given in this document. This Neighborhood Action Strategy uses goals and policies found in the comprehensive plan and may propose changes to the goals and policies. Intent statements in this Neighborhood Action Strategy serve the same clarifying purpose that they do in the comprehensive plan.

Definitions

• A Need is a problem or insufficiency perceived by the community. A need is not the solution to a problem although that would seem to be the case in the example, “we need more sidewalks.” The real need is the lack of safe, well drained places for people to walk for which there are a number of strategies. It is important to state the need to be addressed or the need may not actually be completely understood. Safe places to walk include sidewalks but also crosswalks, curb ramps, removal of overhanging shrubs, good lighting and other mechanisms. Understanding the real need assists in developing comprehensive strategies to community needs.

• A Goal is stated in broad terms and provide the City with a direction based upon the development concept for the area. Goals are abstract interests for which the community is striving; values to be sought but not objects to be achieved.

• A Policy is a statement which gives direction to attain stated goals and which can be applied to a variety of situations to provide consistency for making public decisions.

• An Intent is a logical, situational or other basis for a goal, policy, or strategy. An intent can also serve to give more specific direction.

• A strategy and action - Strategies are approaches to addressing a problem or need which may be addressed in several ways. A strategy could be a specific project such as build a sidewalk from point a to point b or it could be a more general action to complete sidewalks and curbs around schools. A strategy could be even more general such as involving neighborhood groups to address problems. While policies do not necessarily require action they do give direction in an action. Strategies also give direction and also indicate action or a process to address a need. Actions are known steps needed to implement a strategy.

Center - Mixed-use Center. An area designated for a mix of uses by zoning. Four types of centers in Tacoma include the Downtown Center, Tacoma Mall Urban Center, Community Center and Neighborhood Center. Centers are intended to accept most new residential and commercial growth.

Gentle Ways Network - a network of trails and nonarterial streets intended to serve pedestrians and bicyclists as an alternative to arterial street network. Many barriers must be overcome to complete the network.
Intensity – The designation of development scale controlled by the Generalized Land Use Plan. All properties in Tacoma are designated with an intensity. Intensity and zoning must be consistent.

Unimproved Streets - Driveable or walkable public right-of-ways with dirt, gravel oil mat or paved surfaces without curbs, gutters, sidewalks, streetlights or combinations thereof.

Visual Preference Survey – Survey using comparative photographs of streetscapes, building facades and other designed areas and concluding publicly preferred designs.

Zero lot line – development constructed without setback from the property line, generally the front and often the side lot lines as well

Zoning – Regulations (Section 13.06 of the Tacoma Municipal Code) which control the use of land and some design aspects of development.

**Acronyms, abbreviations and organizations**

BDA - Business district association

BN - Burlington Northern Railroad

CARES, Tacoma CARES - which stands for Cleanup And Revitalization EffortS

COT - City of Tacoma

CPTED - Crime Prevention Through Environmental Design. A systematic approach to design which recognizes crime as opportunistic and, therefore, largely preventable through careful site and building design.

CTR - Commute Trip Reduction. The principle of reducing the number of motor vehicle trips by sharing rides through transit use, carpools and vanpools or bicycling and walking. CTR was implemented by the State through funding to reduce demand for expensive new roads and parking.

EIS - Environmental Impact Statement - a document prepared in conjunction with some construction projects specifying alternatives, project impacts and their mitigation.

EPA - Environmental Protection Agency

GLUP – Generalized Land Use Plan. Element of Tacoma’s comprehensive plan which contains goals and policies related to land use

GTF - Greenways Task Force - a coalition dedicated to planting native plants on public and private lands and linking them with trails, bikeways and walks. (Contact Tacoma Nature Center)

HOV - High occupancy vehicle - a vehicle occupied by one or more passengers.

HUD - Housing and Urban Development.

IAC - Interagency Committee for Outdoor Recreation. Agency offers grants for recreational sites and development

ISTEA - Intermodal Surface Transportation Efficiency Act passed in 1991 was the 7 year federal transportation funding mechanism which contained much greater emphasis on local control, bikes and pedestrians. See TEA-21, its replacement.

LID - Local Improvement District. A LID is a legal district temporarily formed to collect funds over a defined time period for the purpose of paying for improvements benefiting the district.

MIC - Manitou Improvement Club

MPT - Metro Parks Tacoma. Formerly the Metropolitan Park District, this organization operates independently of the City of Tacoma
Neighborhood Watch. This organizational method is dedicated to prevention of crime through neighborhood intervention.

OMBD - Oakland / Madrona Business District

OMBD - Oakland / Madrona Business District Association; a group recognized by the City of Tacoma to receive assistance through the City’s neighborhood business district program

OMNG - Oakland Madrona Neighborhood Group

PCEDB - Pierce County Economic Development Board

PDS- Planning and Development Services Department was reorganized in 1999 and renamed the Tacoma Economic Development Department (TEDD)

PT - Pierce Transit

PTA - Parent Teacher Association of Washington?? - District wide association as well as individual school organizations.

PWD - Tacoma’s Public Works Department oversees implementation of many projects through its engineering division, Solid Waste Division, Sewer Division and Construction Division. The Building and Land Use Division processes permits and houses the Tacoma CARES program.

Safe Streets - This organization is dedicated to prevention of crime.

SOV - Single occupancy vehicle - a vehicle occupied only by the driver.

ST - Sound Transit, Agency in charge of developing commuter rail, regional bus, and light rail service into Tacoma

STBD - South Tacoma Business District

STBDA - South Tacoma Business District Association - a group recognized by the City of Tacoma to receive assistance through the City’s neighborhood business district program

STGWPD - South Tacoma Ground Water Protection District

STNC - South Tacoma Neighborhood Council.

TCL - Tacoma City Light

TEA 21 - Transportation Equity Act for the 21st Century passed in 1999 is the current 6 year federal transportation funding mechanism which continues ISTEA’s shift in federal priorities.

TEDD - Tacoma’s Economic Development Department (formerly Planning and Development Services Department) oversees neighborhood planning, capital facilities planning, housing, neighborhood business district development, business development and cultural resources and tourism.

The TFD - Tacoma Fire Department

TPCHD - Tacoma Pierce County Health Department

TPD - Tacoma Police Department

TSD - Tacoma School District #10

TPU - Tacoma Public Utilities

STBDA - South Tacoma Way Business District Association.

WHTF – Wapato Hills Task Force – a support group whose mission in to guide the purchase and development of Wapato Hills.

WSDOT - Washington State Department of Transportation