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INTRODUCTION + VISION





EXIT 8
24th St NW

ONE

INTRODUCTION + VISION

INTRODUCTION

In 2015, Tacoma is the second largest city in the Puget Sound region and the most important business employment center in the South Sound region. Over the past two decades, Tacoma has seen a significant renaissance, with substantial reinvestment in the downtown and increased growth and vitality in the city's eclectic neighborhoods. Recognizing Tacoma's role in the region, the Puget Sound Regional Council designated Tacoma as a **Metropolitan City**, serving as Pierce County's civic, cultural and economic hub and a focal point for future population and employment growth. This Comprehensive Plan looks forward to Tacoma's long-term future, ensuring that growth happens in a beneficial, healthy, and sustainable way.

This Comprehensive Plan builds on the City's 2004 *periodic review*, responds to community needs, and fulfills the Washington Growth Management (GMA) requirements for periodic review. It also conforms to Pierce County's Countywide Planning Policies and guidance from the Puget Sound Regional Council *VISION 2040*.

WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan guides a community's development over the long term, addresses the entire community and describes how the community's vision for the future is to be achieved. In short, it's a blueprint for the future character of the city. It guides decisions on land use, transportation, housing, capital facilities, parks, and the environment. It also sets standards for roads and other infrastructure, identifies how they'll be paid for, and establishes the basis for zoning and development regulations.

Book I: Goals + Policies

- 1 Introduction + Vision
- 2 Urban Form
- 3 Design + Development
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- 5 Housing
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- 1 Shoreline Master Program
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*Tacoma's growth target is for **127,000 NEW RESIDENTS** and **97,000 NEW JOBS** by 2040.*

*The comprehensive plan seeks to **SUPPORT A HEALTHY AND SUSTAINABLE COMMUNITY** through an integrated and holistic consideration of environmental quality, economic vitality and social equity. Although each element of the comprehensive plan addresses a specific topic, goals and policies were developed in an integrated and balanced manner.*

The plan takes a long-range perspective on topics that address the physical, social, and economic health of the City. Plan guidance is intentionally general, providing broad policy direction. Policy guidance established in the plan will be translated into action through specific implementation programs or regulatory actions developed by the City to fulfill plan direction. A plan is also a living document, adaptable to evolving conditions, and offering a framework for the consideration of policy changes.

WHAT'S IN THE COMPREHENSIVE PLAN?

In addition to this introduction, the Tacoma Comprehensive Plan contains eleven chapters, or elements, with goals and policies identified for each element. The goals and policies are numbered and labeled according to their respective elements. Goals and policies are aspirational and provide the means for Tacoma to grow and prosper and yet maintain the unique character of the city for current and future generations. Book I elements are briefly summarized in Table 1 at right and Book II programs in Table 2 on the following page.

PLANNING FRAMEWORK

WASHINGTON GROWTH MANAGEMENT ACT

Adopted in 1990, the Growth Management Act (GMA) requires municipalities to plan for accommodating growth and grants counties, in consultation with cities, the authority to assign growth allocations for population and employment. In general, GMA goals support focused growth in designated urban centers with adequate infrastructure, while preserving the rural area around the urban centers. The GMA identifies specific requirements for comprehensive plans, focused primarily on the required land use, housing, transportation, utilities and capital facilities elements. The City of Tacoma 2015 Comprehensive Plan update has been prepared in accordance with the requirements of the GMA.

TABLE 1. Book I Comprehensive Plan Elements and Descriptions

ELEMENT	ELEMENT FOCUS
Urban Form	Equitable system of compact mixed-use and commercial centers; major corridors as vibrant urban places and key transportation connections; enhanced public realm; integrate nature into the city and link people, places and wildlife; description of overall development pattern and area character to inform and guide future investments and development.
Design + Development	Building and site design that promotes human and environmental health and safety and responds to local context; strong links between building and site design, streets and the public realm; historic and cultural resource and scenic view preservation; integration of nature into the built environment; energy and resource efficient neighborhoods and buildings.
Environment + Watershed Health	Watershed functions, trees and forests, open space lands and habitat corridors, and natural resources; air and water quality; habitat functions and values; tree canopy and urban forest, greenhouse gas emissions and anticipated impacts from climate change; preservation and restoration of Tacoma's environmental assets.
Housing	Housing diversity, equitable access to housing, housing stock that is safe and healthy, affordable housing and resource efficient and high performance housing.
Economic Development	Access to a diversity of economic opportunities; positive business climate; build upon employment in Downtown, manufacturing/industrial centers and mixed-use centers; leverage industrial strengths and assets
Transportation Master Plan	Partnerships to serve all users of the regional transportation system; safe and healthy connections to places where people work, live and play; mobility options, accessibility, equity and economic vitality; fiscal, environmental and social sustainability; transportation demand management strategies; reinforce the land use vision and <i>VISION 2040</i> ; implementation actions and a detailed project list.
Parks + Recreation	Safe and equitable access to high quality parks and recreational facilities, contribute to the health of all Tacomans, partnerships to enhance the quality of services, long-term maintenance of facilities, facilities consistent with community needs, a complete park system that serves diverse needs, special area and specific facilities consistent with adopted master plans.
Public Facilities + Services	Public facilities and services needed to support current and future development, annexation areas, essential public facilities, prioritization criteria, economic development, facilities management, inventory of facilities, planned capital projects, financing strategies
Container Port	Long-term function and viability of the Port of Tacoma maritime industrial activities and services, compatible transition between maritime industrial area and surrounding development, essential capital facilities and an efficient multi-modal movement of goods.
Engagement, Administration + Implementation	Inclusionary and equitable community engagement, working in partnership with individuals and organizations, commitment to transparency and accountability. Steps in implementation of the Comprehensive Plan, working in coordination within the city and with external partners, and maintaining/amending the Comprehensive Plan in order to make sure it stays useful and relevant.
Downtown	Supporting a balanced, health economy, achieving vitality downtown, sustainable city, city of the arts, urban design, downtown circulation and policies for each downtown district.

TABLE 2. Book II Comprehensive Plan Programs

PROGRAM	PROGRAM FOCUS
Shoreline Master Program	Includes goals, policies and development regulations for all shoreline areas including Commencement Bay and its waterways, the Tacoma Narrows, and Wapato Lake.
Capital Facilities Program	Implements the Comprehensive Plan Capital Facilities Element, documents priorities for the capital improvements the City intends to build in the next six years and plans for how to pay for these improvements. Functions as a budgeting tool, providing guidance for appropriations that are made through adoption of the budget.
Downtown Regional Growth Center Subarea Plans	Smaller area plans to help implement the vision for the Downtown Regional Growth Center. Includes to North Downtown Subarea, South Downtown Subarea and Hilltop Subarea. Each subarea plan focuses on issues and opportunities at a scale that is responsive to the subarea’s specific needs.
Historic Preservation Plan	Defines the City of Tacoma’s preservation goals, policies and actions for preservation and neighborhood conservation. Provides a framework for organizations engaged in community based initiatives with interests in protecting and experiencing cultural resources.



VISION 2040

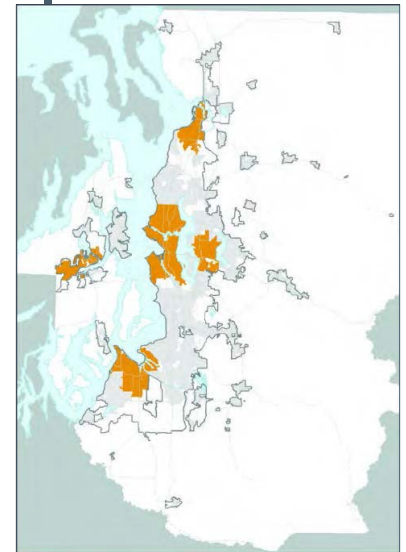
VISION 2040 is the Puget Sound Regional Council's (PSRC) vision and strategy for accommodating the five million people and three million jobs that are expected to be present in the Puget Sound region by 2040, while promoting the "well-being of people and communities, economic vitality, and a healthy environment." The Tacoma Comprehensive Plan was developed to advance the overall direction established by *VISION 2040*, as described below.

VISION 2040 designates Tacoma as one of five Metropolitan Cities in the region. As a Metropolitan City, Tacoma is to serve as a focal point for accommodating forecast growth and helping to relieve development pressure on rural and natural resource lands. By planning for future population, housing and employment that align with *VISION 2040* targets, the Tacoma Comprehensive Plan seeks to fulfill its role and responsibility as a Metropolitan City. At the same time, the Comprehensive Plan seeks to ensure that the vision for Tacoma's character, services and quality of life are maintained and enhanced as the city grows. Accordingly, the Plan supports allocation of resources where the greatest amount of growth is forecast.

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

The Comprehensive Plan addresses each of the policy areas in *VISION 2040*. The Environment + Watershed Health element contains policies that address habitat protection, water conservation, air quality, and climate change. Environmentally friendly development techniques, such as low-impact landscaping, are identified. The plan calls for more compact urban development and includes design guidelines for mixed-use and transit-oriented development. Funding and investments to the regional growth centers is prioritized. The housing element commits to expanding housing production at all income levels to meet the diverse needs of both current and future residents and establishes an affordable housing goal based on the 2040 planning horizon. The economic development element supports creating jobs, investing in all people, creating great communities, and

***Metropolitan Cities in
King, Pierce, Kitsap and
Snohomish counties***



*Source: Puget Sound
Regional Council,
VISION 2040*

maintaining a high quality of life. The transportation element advances cleaner and more sustainable mobility, with strategies that advance alternatives to driving alone. The plan also includes provisions for complete streets, green streets, and context-sensitive design. Transportation planning is coordinated with neighboring jurisdictions, including our level-of-service standards and concurrency provisions.

The comprehensive plan also addresses local implementation actions in *VISION 2040*, including mode-split goals for designed centers and housing targets.

PIERCE COUNTY COUNTYWIDE PLANNING POLICIES

In accordance with the Washington GMA, the Pierce County Regional Council maintains the Pierce County Countywide Planning Policies (CPPs) to coordinate planning on a countywide basis. Last updated in 2012 , the CPPs provide guidance to cities on a wide range of topics, including affordable housing, community and urban design, economic development, health and well-being, historic and cultural preservation, natural resources and transportation facilities. The Tacoma Comprehensive Plan has been prepared consistent with the guidance of the Pierce County CPPs.

In 2014, Tacoma participated in a collaborative county-wide effort led by Pierce County to prepare an updated *Buildable Lands Report*. This report documents development trends and the capacity of the County's UGAs. For Tacoma, the 2014 *Buildable Lands Report* shows that there is available capacity to meet the City's 2040 growth targets (see Appendix 1).

TACOMA 2025

Prepared in 2014, *Tacoma 2025* is a strategic plan and vision for the future of Tacoma. *Tacoma 2025* was developed to guide the City in decision-making and resource allocation, as well as performance tracking and reporting. It focuses on seven focus areas: Health & Safety, Human & Social Needs, Economic Vibrancy & Employment, Education & Learning, Arts & Cultural Vitality, Natural & Built Environment, and Government Performance.

The Tacoma Comprehensive Plan supports the vision and direction of the *Tacoma 2025*. Through the long-range policy guidance provided by the

The description of the vision for the future, beginning on page 1-15, provides additional information on how the Comprehensive Plan supports the Tacoma 2025 vision.

Comprehensive Plan, future implementing actions will help to achieve the priorities identified in *Tacoma 2025* and further the vision for each of the focus areas well into the future.

COMMUNITY INVOLVEMENT

An active community involvement program was an essential part of the 2015 comprehensive plan update. Community outreach for the Comprehensive Plan began with development of the *Transportation Master Plan* (TMP) and the *Tacoma 2025* process which created the underlying foundation for the Tacoma Comprehensive Plan Update. The Comprehensive Plan update was also informed by the Tacoma Community Survey conducted in 2014. Each of these initiatives is briefly summarized below.

Transportation. The *Transportation Master Plan* work began in 2013, with staff and consultants working closely with the eleven member Transportation Commission in developing the City's long term transportation vision. The TMP was created in collaboration with a variety of stakeholders and general public through forums; interviews; presentations to the Infrastructure, Planning and Sustainability Committee, the Planning Commission and other groups (Chamber of Commerce, Community Council, UW Tacoma, Port of Tacoma and others); outreach activities at selected public and community events and a project website with online surveys. In addition to responses at briefings and individual interactions, over 160 transit surveys were completed along with online comments.

Tacoma 2025. Public involvement was central to developing *Tacoma 2025*, a shared vision for a shared future. The extensive program focused on gaining participation from organized stakeholder groups and the general public along with community members that are often less represented in community planning. More than 2000 Tacoma residents provided input between May and October 2014 through an extensive set of activities which included 7 Steering Committee meetings, an interactive booth at 14 fairs, festivals and special events throughout Tacoma; a community forum, the Tacoma Community Survey, more than 100 one-on-one interviews with individuals and stakeholder groups, a Community Visioning Workshop in July, 2014 and three *Tacoma 2025* Vision Preview Workshops in September 2014. The resulting vision establishes core values for supporting quality of

life in Tacoma and is described in the discussion of the vision for the future, later in this chapter.

Tacoma Community Survey. In 2014, the City conducted a community-wide survey of the quality of life in Tacoma. The survey was sent to 3,000 Tacoma residents and was supplemented by a non-scientific online survey. The survey focused on eight facets of livability that relate directly to the Comprehensive Plan, including safety, mobility, natural environment, built environment, economy, recreation and wellness, education and enrichment, and community engagement.

For the Comprehensive Plan Update, all of the input collected as part of these companion efforts was considered and additional outreach built upon the prior initiatives. The goals of the additional public outreach were to:

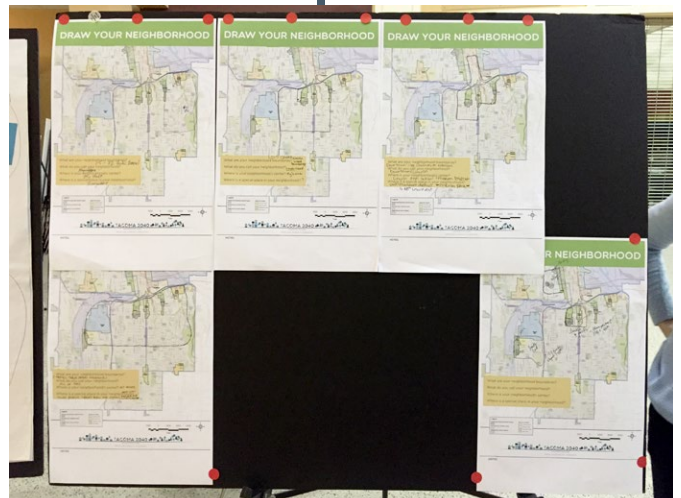
1. Enhance the quality of and support for the Comprehensive Plan through meaningful public and agency participation in the preparation of the Plan update.
2. Balance the interests of our community with the interests of the State and Region.
3. Identify issues early and resolve conflicts during the planning process.
4. Comply with and exceed all state laws and regulations related to public participation and agency coordination.

Priorities for selected outreach methods included access and inclusiveness, timeliness to allow for meaningful input, a variety of options for providing input, and cost-effectiveness. Selected activities included:

1. **Community Workshops**
2. **Community events and speakers forums**
3. **Web page**
4. **Open house meetings**
5. **Planning Commission and City Council meetings**

COMMUNITY WORKSHOPS

To launch the Comprehensive Plan Update process, community workshops were hosted in each of the five council district in March and April 2015. The workshops provided community members with information about the Comprehensive Plan Update process, its relationship to *Tacoma 2025* and other ongoing efforts and provided an opportunity for community

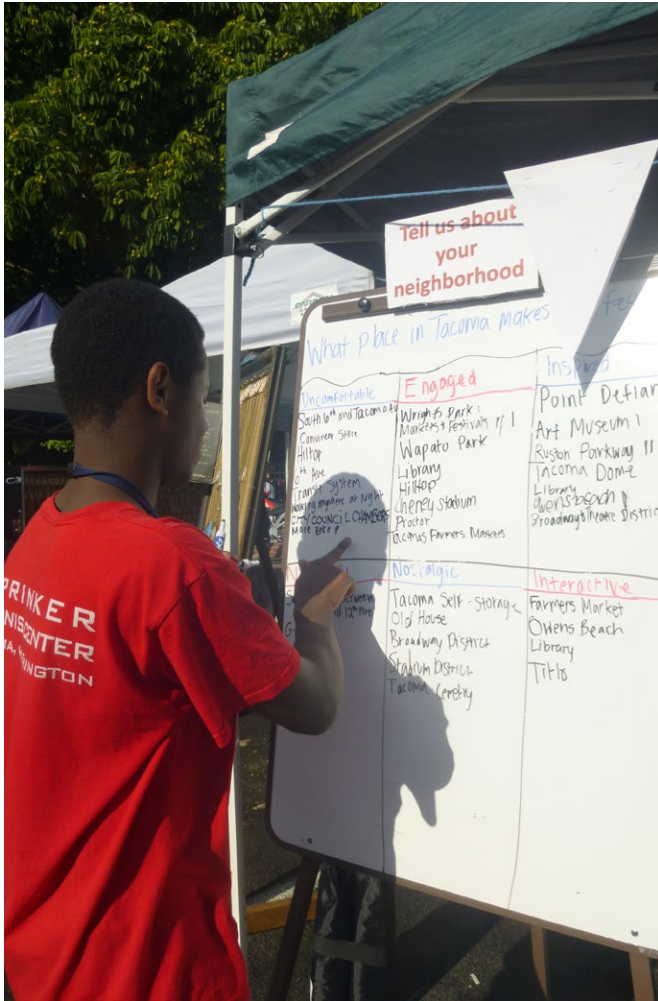


Spring 2015 community workshops

members to offer their perspectives on key issues. Workshops were hosted by the Council member for each district and over 80 community members participated in offering their insights. Common themes to emerge were the need for improved transportation, increased opportunities for community interaction, neighborhood character and historic preservation, and integrating nature into the City.

COMMUNITY EVENTS + SPEAKER FORUM

SAFE Streets. City staff partnered with SAFE Streets to conduct outreach specific to non-English speaking communities in the City. Translation



Community outreach at Tacoma farmers' markets

services were provided by SAFE Streets and City of Tacoma volunteers. Over 500 community members participated in these events.

- **April 10, 2015.** Samoan Seniors (50 attendees) at South Park Community Center
- **April 13, 2015.** Vietnamese Seniors (100 attendees) at Episcopal Holy Family Church
- **April 14, 2015.** Cambodian Seniors (100 attendees) at Salishan Eastside Lutheran Mission
- **April 29, 2015.** Korean Seniors (125 attendees) at Korean Women's Association
- **April 30, 2015.** Chinese, Japanese, and Filipino Seniors (160 attendees) at Korean Women's Association

Staff presented an overview of the *Transportation Master Plan* and Comprehensive Plan update and then engaged attendees with an open discussion on the characteristics that are working well in their neighborhoods, neighborhood needs and concerns, and access to mobility options.

Sustainability Expo. Staff participated in the Sustainability Expo to raise awareness for the Comprehensive Plan and *Transportation Master Plan* update and to share information about future opportunities for comment.

Farmers' Markets. City staff attended farmers' markets in 6th Avenue, South Tacoma and the Eastside to share information about the Comprehensive Plan update and to invite comments about neighborhood concerns.

Speakers Forum. Staff presented materials for comment to the Landmarks Preservation Commission, Sustainable Tacoma Commission, Master Builders Association, West End Neighborhood Council, New Tacoma Neighborhood Council, and the South Tacoma Neighborhood Council.

tacHOMEa Housing Outreach. The tacHOMEa Team was formed to work with the City of Tacoma's Planning and Development department on a Portland State University's Master of Urban and Regional Planning Program. Their focus on housing looked at the City of Tacoma's policies that encourage density through a broadened range of infill options and also protect existing housing patterns. Their interest was in exploring better design standards and place-making opportunities while achieving a greater variety of housing options. In order to inform their analysis, the students



Screenshot from the
Tacoma2040.com web page

implemented an online survey, conducted stakeholder interviews and neighborhood walking tours. In addition, students participated in the community workshops with surveys and visual preference displays and did public presentations. Nearly 400 people were reached through the project and offered views about housing and neighborhoods in Tacoma.

WEB PAGE

Tacoma2040.com was developed to describe the Comprehensive Plan update purpose, process and opportunities to participate. Background materials and draft plan elements were posted on an ongoing basis and comments were invited. Web visitors could also sign up for an email update list.

OPEN HOUSE MEETINGS

In August 2015, two informational open houses were held at Baker Middle School and Stadium High School. These meetings were an opportunity to share information about the draft Comprehensive Plan and growth expectations, and for residents to share their thoughts and questions. A third open house to review the draft Comprehensive Plan is planned for late 2015. The forum is intended to share highlights, answer questions and hear feedback on the draft Plan.

PLANNING COMMISSION + CITY COUNCIL MEETINGS

Beginning in 2014, the Planning Commission guided and conducted review of the Comprehensive Plan update. All meetings were open to the public and public comment opportunities were provided. In addition, a public hearing was held on August 19, 2015. Following consideration of public comments, in October 2015, the Planning Commission recommended the draft Comprehensive Plan to the City Council for review and final action.



A VISION

FOR TACOMA'S FUTURE

Tacoma is one of the nation's healthiest, safest, and most playful cities. We have daily access to stunning natural surroundings and a great quality of life. We are Washington's most diverse big city, with arts, culture, parks, and recreational opportunities that are envied by much larger cities. We recognize how lucky we are, but we know we can make it better.

—Tacoma 2025

When asked to describe Tacoma in a single word, Tacomans resoundingly said **"POTENTIAL."** This word contains the hope for a better future and the excitement to achieve it.

This portrayal of Tacoma introduces *Tacoma 2025*, a strategic plan and vision for the future of Tacoma. The public discussion of Tacoma's vision in this plan was extensive, touching over 2,000 residents through a dozen fairs and festivals, an online forum, a community survey and a series of visioning events. The outcome of this extensive public conversation was identification of core values and focus areas to achieve the vision.

Core values—consisting of opportunity, equity, partnerships and accountability—shaped the discussion of the future and are discussed on the following page. Rising from these core values, specific focus areas, illustrated in Figure 1, define and emphasize key areas and opportunities for the future.

The Comprehensive Plan recognizes and builds on the thoughtful public discussion of Tacoma's future incorporating the core values and focus areas established in *Tacoma 2025*. The Comprehensive Plan shares and supports the direction established in all of the *Tacoma 2025* focus areas:

- Natural and Built Environment
- Economic Vibrancy and Employment
- Health and Safety
- Arts and Cultural Vitality
- Human and Social Needs
- Education and Learning
- Government Performance

Working in concert with *Tacoma 2025*, Tacoma's Comprehensive Plan seeks to build on our assets, address our challenges and see the vision become a reality.



FIGURE 1. Tacoma 2025
Core Values and Focus Areas

TACOMA 2025

THE COMPREHENSIVE PLAN SUPPORTS THE

CORE VALUES

identified in *Tacoma 2025*.

Opportunity

Tacoma abounds with opportunity and positions its residents to excel. Tacoma residents enjoy a spectacular natural setting and a world-class seaport. Tacoma is one of the most diverse major cities in the Pacific Northwest, and the City sustains a superior arts and cultural scene. Tacoma's higher educational opportunities are excellent. Tacoma has remarkable access to the markets of the western United States and the Pacific Rim, yet benefits from a cost of living that is more affordable than nearby cities. Tacoma pursues its destiny from a foundation that is second to none.

Equity

Tacoma's diversity is its greatest asset. In an increasingly global marketplace, Tacoma embraces its multi-cultural and multi-ethnic character. Communities of color and immigrant communities are fundamental to Tacoma's entrepreneurial spirit, workforce, and long-term success. In Tacoma, equity and empowerment are top priorities, meaning that all Tacoma residents must have equitable opportunities to reach their full potential and share in the benefits of community progress.

Partnerships

The City of Tacoma cannot achieve this vision alone. Effective partnerships with community organizations, neighborhoods, business groups, and other government agencies are essential. This plan is the shared product of community collaboration. In pursuing the visions outlined here, the City will work closely with its partners to efficiently use existing resources. Bringing *Tacoma 2025* to reality will be a community effort.

Accountability

Tacoma has emerged from difficult times through fiscal discipline and hard decisions. Tacoma residents expect efficient and effective performance from their city government and the City's officials and staff take this responsibility seriously. Pursuit of the city's vision will be transparent and accountable.



NATURAL + BUILT ENVIRONMENT

Natural + Built Environment

The vision...

Tacoma is livable. Our residential and commercial neighborhoods are inviting, thriving and have a well-established sense of place. All residents have access to quality schools, libraries, parks and recreation and other services. Our downtown is a safe and vibrant regional center with a diverse array of employment and residential opportunity.

Tacoma is green. We have ensured the long-term health and quality of our community through protection of our natural environment, preservation of our tree canopy and responsible use of our natural resources. We live within the capacity of our natural systems, ensuring long-term environmental sustainability.

The Comprehensive Plan supports the following natural and built environment community priorities identified in *Tacoma 2025*:

- **Increase transportation options.** Tacomans need to be mobile, with transportation choices, including transit, bicycling and walking.
- **Sustain and improve Tacoma's natural environment.** Tacoma residents treasure their outstanding parks and stunning natural setting; these must be sustained.
- **Growth and enhance the vitality of Tacoma's neighborhoods.** Transit-oriented and infill development, as well as reuse of historic buildings and districts, provides housing, economic and environmental benefits.
- **Improve and maintain Tacoma's streets.** Tacoma's residents are concerned about the condition of their streets and maintenance is a top priority.



ECONOMIC VIBRANCY + EMPLOYMENT

Economic Vibrancy + Employment

The vision...

Tacoma has a vibrant economy that provides economic opportunity for all its residents. Economic activity is rooted in a vibrant downtown core, complemented by active neighborhood business districts. Tacoma's large employers provide livable wages for many of our residents. Similarly, small businesses are recognized and support as a significant driver of economic activity throughout the city. Tacoma's economic vibrancy is based on the overall health, vitality, and sustainability of the city as a whole—including the skills, hard work, and creativity of our citizens, the stewardship of our natural resources, and an economic climate that foster both large and small business. The majority of Tacoma's residents now work in the city where they live.

The Comprehensive Plan supports the following economic vibrancy and employment community priorities identified in *Tacoma 2025*:

- **Increase the number and quality of jobs throughout Tacoma.** Tacomans will have more economic opportunities—partners will strive to recruit, retain, and expand job opportunities throughout the community.
- **Diversify Tacoma's living wage business base.** Providing jobs at living wages is a top priority; well paying jobs helps the community meet multiple goals.
- **Improve neighborhood business districts.** A diversity of neighborhoods with vital business activity and housing options is essential to Tacoma.
- **Strengthen downtown Tacoma as a business core and residential option.** A successful downtown Tacoma is a driver of Tacoma's economic health and quality of life.

HEALTH + SAFETY



Health + Safety

The vision...

Tacoma boasts high rates of human and environmental health. Residents enjoy equal access to Tacoma's strong health care system and access to healthy, local and affordable food options. Tacoma's great outdoor spaces, access to nature and recreational activities support residents in managing their own health. Healthy air quality means few worries about exercise, whether running along the Sound, hiking in Point Defiance or at a high school track practice. All of this has improved overall health and reduced health disparities. Tacoma is a place of health opportunities, healthy environments and healthy residents.

Tacoma is the safest city in Washington State. Strong and cohesive communities, where neighbors take care of each other and feel ownership in their neighborhood, coupled with sound investment in public services and facilities all contribute to a strong sense of safety and well-being. The benefits of Tacoma's attention of the health and safety of its residents are seen in greater community cohesion, increased happiness and growth in new residents and businesses.

The Comprehensive Plan supports the following health and safety community priorities identified in *Tacoma 2025*:

- **Improve neighborhood safety.** Tacoma residents want to feel safe. This means that the rate of crime falls and people feel secure in their neighborhoods.
- **Increase active living.** Increasing active lifestyles is Tacoma's greatest opportunity to improve the health of its residents.
- **Improve overall health.** Tacoma residents value an integrated system of wellness programs and health care as a means of supporting community health and wellbeing.



ARTS + CULTURAL VITALITY

Arts + Cultural Vitality

The vision...

Tacoma is widely recognized for its flourishing arts and culture. A prolific arts scene is nourished by affordable housing and studio space. The revitalized theater and dome districts feature buildings that are gloriously restored, complemented by a vibrant museum campus that attracts visitors both locally and nationally. People from all walks of life enjoy exceptional access to a broad variety of cultural activities. Arts and heritage are fundamental to Tacoma's character, attracting and retaining creative residents, stimulating economic development and neighborhood vitality, and encouraging a widespread embrace of the community's ethnic diversity. Arts, culture and creativity are valued as essential keys to Tacoma's unique and distinctive identity.

The Comprehensive Plan supports the following arts and cultural vitality community priorities identified in *Tacoma 2025*:

- **Increase participation in arts and culture.** Tacoma's impressive arts and cultural scene offers opportunities that can enrich everyone's lives.
- **Embrace Tacoma's diversity of people, places and cultures.** Active celebration of Tacoma's diversity will help the community succeed economically and socially.
- **Leverage and strengthen Tacoma's arts and cultural assets.** Tacoma's excellent collection of arts and cultural facilities and historic buildings provides an economic advantage in attracting residents and investments.

HUMAN + SOCIAL NEEDS



Human + Social Needs

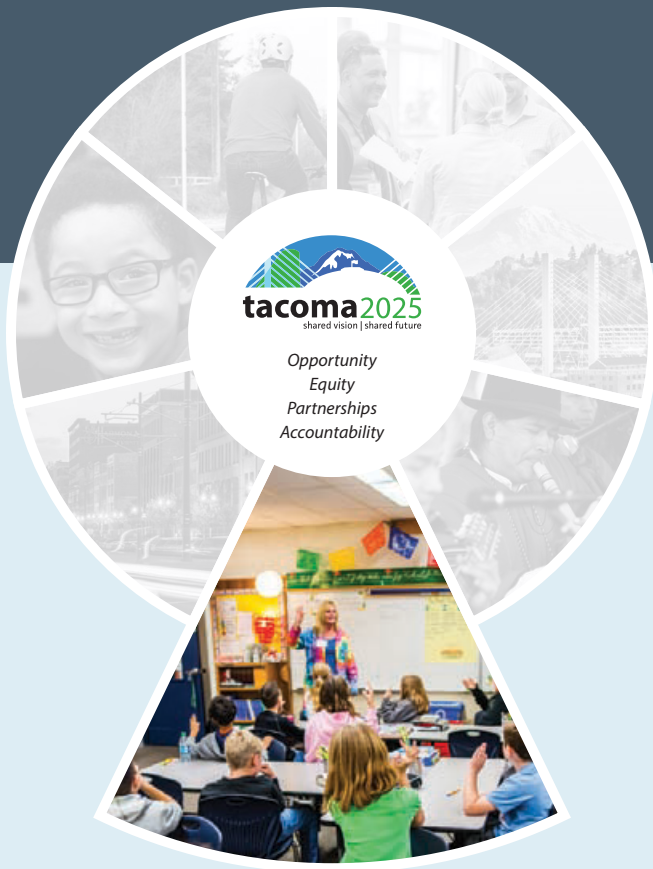
The vision...

Tacoma has a strong and resilient social safety net and benefits from an integrated service delivery system that helps address multiple needs and gets people back on their feet quickly and with confidence. Measures are in place to support vulnerable families and reduce youth poverty and homelessness. Not every issue can be fully solved through social programs, but groups consistently work together to blunt the impact of circumstance.

All Tacoma families have resources for housing and shelter. Families in poverty increasingly find new economic opportunities and that—even during periods of struggle—their most basic needs are met.

The Comprehensive Plan supports the following human and social needs community priorities identified in *Tacoma 2025*:

- **Increase housing security.** Tacoma residents want everyone to have shelter and to feel secure in their housing options.
- **Improve services to youth and vulnerable populations.** Tacoma cherishes its youth and other vulnerable residents; providing services to them is a priority.
- **Reduce poverty.** Reducing poverty is the best way to ensure that all Tacoma residents have resources to meet their needs.



EDUCATION + LEARNING

Education + Learning

The vision...

Tacoma has a rich learning environment, expanding beyond classroom walls and beyond even student homes. Strong partnerships between the formal K-12 school system and cultural institutions, governments, and non-profit organizations provide kids with a multitude of hands-on learning experiences. Children begin school excited and ready to learn because of great early learning experiences. Young adults emerge from the school system ready to pursue college, technical schools, or other forms of professional development. The community's youth can follow their dreams, and have economic opportunities to do so locally if they choose, as Tacoma's economy thrives on the well-trained talents of its youth.

The Comprehensive Plan supports the following education and learning community priorities identified in *Tacoma 2025*:

- **Close the education achievement gaps.** Helping all of Tacoma's youth succeed through quality education is key to the community's future.
- **Prepare people to succeed in Tacoma's workforce.** All residents should be prepared to succeed in jobs that are located in Tacoma or anywhere.

GOVERNMENT PERFORMANCE



Government Performance

The vision...

In 2025, Tacoma residents trust in their city government and civic institutions. Elected leaders and civil servants hold transparency and accountability as primary civic responsibilities. The community believes that local government is tackling the tough issues, and actively engaging residents and community partners in those endeavors. Residents engage in civic affairs, participate in government activities, and vote.

The Comprehensive Plan supports the following government performance community priorities identified in *Tacoma 2025*:

- **Ensure accountable, efficient and transparent city services.** Tacoma's City Council and staff are committed to providing the city's residents with outstanding service.
- **Engage residents, stakeholders and partners in the future of Tacoma.** Creating a better Tacoma requires engaged residents and strong partnerships.
- **Strengthen the City's fiscal sustainability.** Tacoma's ongoing stability requires increasing the tax base, managing costs and monitoring tax burdens closely.