



LAKWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, January 24, 2022

7:00 P.M.

City Hall Council Chambers will NOT be open for this meeting. This will be a virtual meeting ONLY.

Residents can virtually attend City Council meetings by watching them live on the city's YouTube channel:

<https://www.youtube.com/user/cityoflakewoodwa>

Those who do not have access to YouTube can call in to listen by telephone via Zoom: Dial +1(253) 215- 8782 and enter meeting ID: 868 7263 2373

Page No.

CALL TO ORDER

ITEMS FOR DISCUSSION:

- (3) 1. Partners for Parks Public Private Partnership Feasibility Study Update. – (Memorandum)
- (50) 2. Review of Buildable Lands Report and 2044 Growth Targets. – (Memorandum)
- (53) 3. Overview of the changes to the 2021 Multifamily Tax Exemption (MFTE) Program. – (Memorandum)

ITEMS TENTATIVELY SCHEDULED FOR THE FEBRUARY 7, 2022 REGULAR CITY COUNCIL MEETING:

1. Association of Washington Cities Retro Refund Award Presentation.
2. Proclamation declaring the month of February 2022 as Black History Month.
3. Youth Council Report.
4. Clover Park School District Report.
5. Authorizing the execution of an interlocal agreement with Pierce County for the PALS Plus Permitting System. – (Motion – Consent Agenda)
6. Authorizing the execution of a lease agreement with Pierce County for the Senior Center. – (Motion – Consent Agenda)

Persons requesting special accommodations or language interpreters should contact the City Clerk, 253-983-7705, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.

7. Authoring the execution of an agreement with BCRA for design, engineering services and construction management for Phase 1 improvements at Wards Lake Park. – (Motion – Consent Agenda)

REPORTS BY THE CITY MANAGER

CITY COUNCIL COMMENTS


ADJOURNMENT

Persons requesting special accommodations or language interpreters should contact the City Clerk, 253-983-7705, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.



TO: Mayor and City Council

FROM: Mary Dodsworth, Parks, Recreation and Community Services Director
Dave Betz, Task Force Chair

THROUGH: John Caulfield, City Manager 

DATE: January 24, 2022

SUBJECT: Partners for Parks Public Private Partnership Feasibility Study Update

ATTACHMENTS: Feasibility Study Executive Summary
Feasibility Study Findings, Conclusions and Recommendations
Fort Steilacoom Park H Barn budget and action plan

Summary: Partners for Parks (PFP) implemented a feasibility study to determine community support for renovating a barn at Fort Steilacoom Park (FSP). While the Board was confident of the public benefit of this project and the community’s love for the park and barns, a professional evaluation and action plan was needed before proceeding with the significant investment needed to complete this project. The study assessed community interest in modernizing a barn to become a modern multi-use facility that could provide regional economic impact while preserving and protecting its historic value. The evaluation also included community interest in a public/private partnership. The study took five months to complete and the results, findings and conclusions have been analyzed and the recommendations, proposed budget and action plan are provided.

Barn Study History: the City has been discussing this project for many many years.

- 1996 – 2007, citizens, service clubs and park visitors have requested access to the barns for community use, dances, public festivals, events, and historic preservation. The barns are currently used for storage by a variety of groups and do not meet current international building codes for general assembly.
- 2008 - The City conducted a feasibility study to determine the best use of the historical barns located at FSP. At that time the study concluded that the “H” barn would be the most logical building to renovate first based on its structural integrity, adjacent parking, and usable square footage for a variety of uses.
- 2017 - PFP determined that supporting the renovation of a barn at Fort Steilacoom Park would be a valuable asset for the City and included that as a long term goal for

the organization. In doing so, they created a stakeholders group and hired a consultant team to investigate and prepare a feasibility plan to renovate the H barn as a potential multi use community event center. The study included building designs, historic preservation limitations, site improvements, permit requirements and cost estimates.

- 2018 - PFP presented their findings to the City and were encouraged to move forward with developing options to renovate the barn at Fort Steilacoom Park.
- 2020 - PFP presented an action plan to pursue investing in a public/private partnership. The City approved contributing to a study which was anticipated to begin in 2021.
- 2021 - PFP implemented a study which assessed the feasibility of a public-private partnership between the City and PFP which would result in a restored and renovated multi use event center complex at FSP.
- 2022 – PFP presents the findings and conclusions to the Lakewood City Council and requests support to build organizational capacity and readiness to implement a community campaign to raise \$3.5 million to restore the barn at FSP.

Barn Study Topics: The Study tested the community’s perceptions on a number of topics, including:

- Program appeal for the barn project and for a public-private partnership
- Availability of public funding options and private sector support
- Availability of leadership, with a focus on the private sector
- Opinions related to programs, staffing and governance for the City of Lakewood
- Opinions related to Partners for Parks strengths, needs and ability to raise funds
- 75 interviewees were surveyed, including 34 in-person interviews (one hour each)

Findings, Recommendations, Conclusions and Next Steps:

- Historic preservation, restoration, renovation and regional economic development are desired outcomes at this site.
- \$7 million dollar investment was reasonable for this project and was tested. Delays to construction could create additional project expenses.
- Local investors and community leaders are ready to support this effort.
- Partners for Parks will need start-up funds to implement a community campaign
- Partners for Parks unanimously supports moving forward with this project and has taken Board action to support proposed budget, timeline and action plan, and with City commitment and support, they will develop organizational capacity to generate revenue to support this important community investment.
- If Council concurrence is provided, funds would be brought forward during the mid biennial budget review and adjustment.

Partners for Parks Board members, study consultant and city staff will be at the Jan 24, 2022 study session to share feasibility report findings, proposed budget and next steps.

EXECUTIVE SUMMARY

A Feasibility Study was conducted by Partners for Parks (PFP), an interested 501c3 nonprofit organization for the benefit of the City of Lakewood (City). The Study assessed the feasibility of a public-private partnership between the City and PFP to implement a successful fundraising effort to restore and renovate the H-Barn Complex at Fort Steilacoom Park into a multi-use facility.

The Study tested the community's perceptions on a number of topics, including:

- Program **appeal** for the *barn project* and for a *public-private partnership*
- Availability of public funding options and private sector **support**
- Availability of **leadership**, with a focus on the private sector
- Opinions related to *programs, staffing and governance for the City of Lakewood*
- Opinions related to **Partners for Parks** as a fundraising group, strengths & needs
- 75 interviewees were surveyed, including 34 in-person interviews (one hour each)
- With *Findings & Conclusions* (20 Qs) + *Recommendations* and *Next Steps*

PREVIOUS STUDIES

SERA Architects. In 2008, Lakewood engaged SERA Architects to review the barns at Fort Steilacoom Park to determine what it would take to renovate them for non-agricultural purposes. *SERA identified the "H-Barn," as the best candidate for renovation for a variety of uses including "community gatherings and farmer's market activities."*

Guerrero Architects. In 2018, Lakewood engaged Guerrero Architects to undertake a cost study concerning the renovation of the H-Barn Complex into a "*multi-functional event space for the community of Lakewood that supports modern uses and activities in a rich historical environment.*" Guerrero recommended such renovation to "preserve a significant piece of the history of the area while also providing a unique community gathering space."

CURRENT STUDY

Partners for Parks. To conduct the feasibility study, PFP engaged a consultant team led by Phoenix Risen Consulting. Consultants were Al Hove (lead), Emily Happy & Jim Hushagen.

The Feasibility Study took five months to complete; beginning in April and concluding in August of 2021. In-person interviews were mostly conducted at Lakewood City Hall, during the months of June and July. In Sept. / Oct. of 2021, study results and discussions held with the City Manager, and also with the PFP board of directors and selected task force members.

FINDINGS AND CONCLUSIONS

Historic Preservation and Restoration and Renovation and Regional Economic Development were project outcomes equally desired by respondents. Study data supports the feasibility of a public-private partnership and recommends moving forward with the H-Barn Complex Project. Moreover, 100% of interview respondents agreed with the need to raise funds to preserve and renovate the H-Barn Complex into a multi-use facility for the community.

A working goal of \$7 Million was tested and respondents were significantly favorable, with 85% of the opinion the fundraising goal for the H-Barn Project was attainable.

Potential leaders and major donors were identified and discussed in confidence, during in-person interviews. A *Table of Investments* showing the number and level of private gifts and grants required to raise project funding was explored in some detail. Names were also suggested for the critical roles of *General Chair, Honorary Chair and Campaign Manager*.

Willingness to participation and/or commit funds was significant among respondents, with 73% stating their willingness to participate as a volunteer, with 97% - indicated their willingness to contribute. Moreover, nearly 85% of respondents gave the H-Barn Complex project a medium or high priority as compared to their other philanthropic priorities.

RECOMMENDATIONS

This study presents several recommendations based on the data driven support for the H-Barn Project and the concept for a public-private partnership. Those recommendations are:

- A. **Partners for Parks must build their organizational capacity and campaign readiness in order to be successful at raising millions of dollars from the private sector.**
 - This includes a public-private partnership with the City of Lakewood.
 - A three-year (36 month) public-private fundraising effort is advised.
 - ✓ Quiet phase (*internal*) lasts 9-months
 - ✓ External phase (*major solicitations*) lasts 24 months
 - ✓ Public phase (*broad-based*), lasts 3 months

- B. **Establish a \$7.5 Million funding goal for the H-Barn Project**

- C. **Implement Awareness Activities** to acquaint and enlist residents and key leaders by casting a regional net in a broad-based effort to cultivate a diverse group of stakeholders.
 - ✓ Executive Awareness – *series of in-person meetings*
 - ✓ Leadership Awareness – *series of group meetings*
 - ✓ Community Summits – *one to three regional meetings*

- D. **Prepare a Compelling Case for Support**

- E. **Address Suggestions and Concerns Arising out of Interviews**

NEXT STEPS

1. **Stakeholder Decisions** whether or not to create a public-private partnership to generate revenue to restore and renovate the H-Barn into a multi-use facility.

2. **PFP develop organizational capacity** to secure necessary support to oversee public private partnership and community investments in this project.

3. **Select Community Leadership** to secure the success of the H-Barn Project.



FEASIBILITY STUDY

FINDINGS +

RECOMMENDATIONS

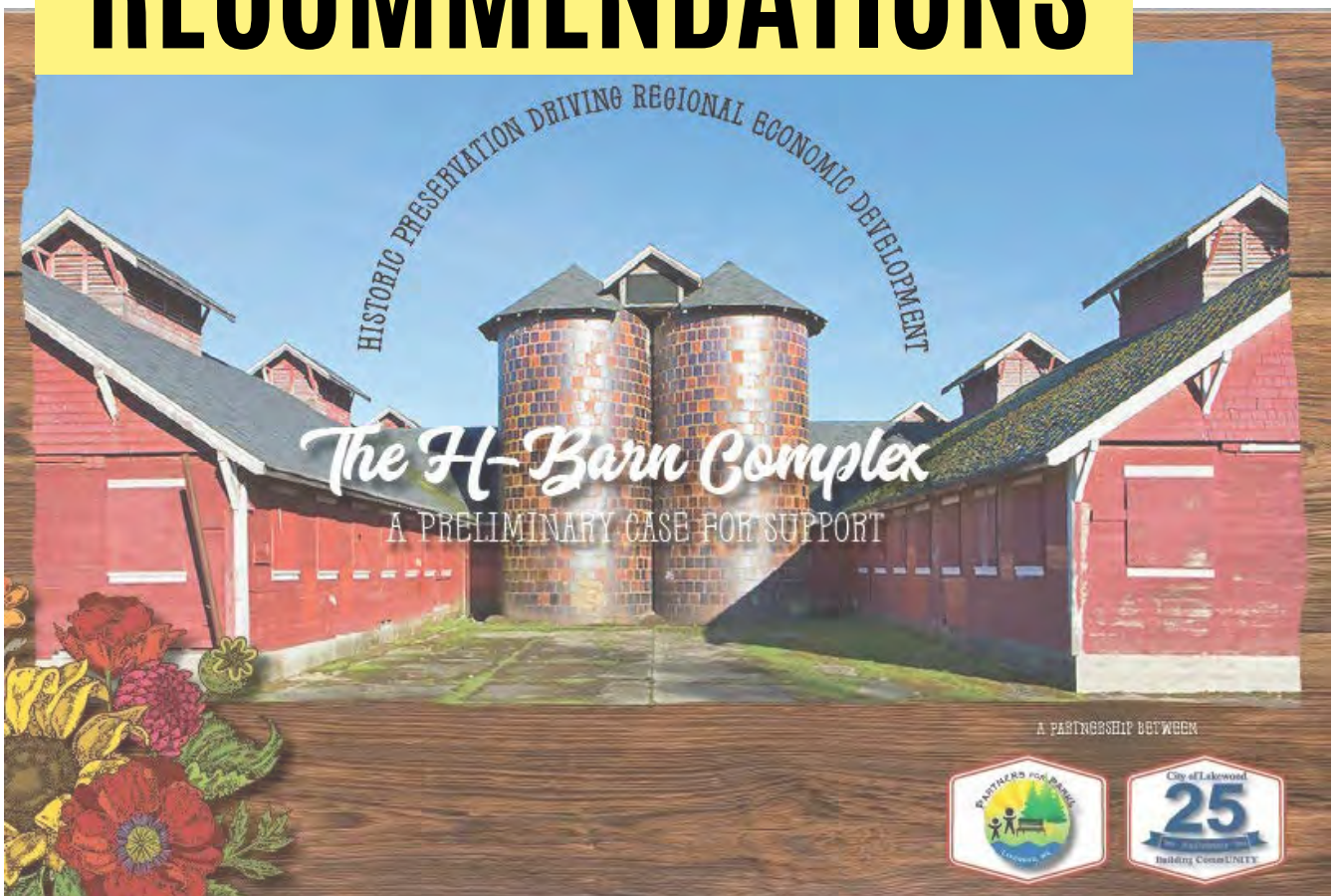


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01. Introduction

02. Findings + Conclusions

03. Recommendations

04. Appendix

INTRODUCTION

PURPOSE

The purpose of this feasibility study is to provide the City of Lakewood and Partners for Parks, an interested 501c3 nonprofit organization, with specific information, findings, conclusions and recommendations necessary to orchestrate a successful public-private campaign effort to restore and renovate the H-Barn Complex at Fort Steilacoom Park.

During the course of the personal interviews and in addition to the online survey, information was obtained concerning the following, which are essential when predicting campaign success:

- Program Appeal for the H-Barn Project
- Availability of public and private support
- Availability of leadership in the private sector
- Perception of Lakewood governance, staff and programs

METHOD + PROCESS

Preparation for the feasibility study began in April 2021 when Phoenix Risen Consulting entered into a contract with Partners for Parks, and in cooperation with the City of Lakewood, to determine the feasibility of conducting a major gifts campaign, as a public-private partnership.



MORE METHOD + PROCESS

The steps necessary to prepare for a capital campaign were outlined and implemented in April and May during the PLANNING phase of the study; and in June and July of 2021, during the INTERVIEW phase of the study. During the ensuing months, the consulting team of Al Hove, Emily Happy and James Hushagen conducted interviews with members of the private sector including Partners for Parks board members and other selected persons from the community. Among the public officials interviewed were the Mayor of Lakewood, and all members of the Lakewood City Council and City Manager, as well as the Director of Parks, Recreation and Community Services.

A Task Force was enlisted to help facilitate the selection of interviewees for the feasibility study. Potential interviewees were recommended, prioritized and invited to participate. In all, 34 personal interviews were conducted, each lasting approximately an hour. Another 45 interviews were conducted online using a confidential online survey to selected persons.

The fundraising strategy, availability of leadership, campaign prospects, timing, campaign planning, strengths and challenges facing the proposed H-Barn project, and the feasibility of a public-private partnership to raise \$7 million were determined and outlined in this document.

FINDINGS +

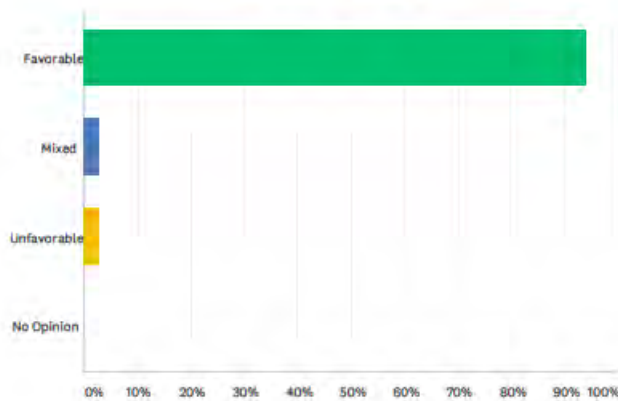
CONCLUSIONS



Q1.

Q1 Impression of City of Lakewood Programs

Answered: 34 Skipped: 0



Q1 CONCLUSIONS

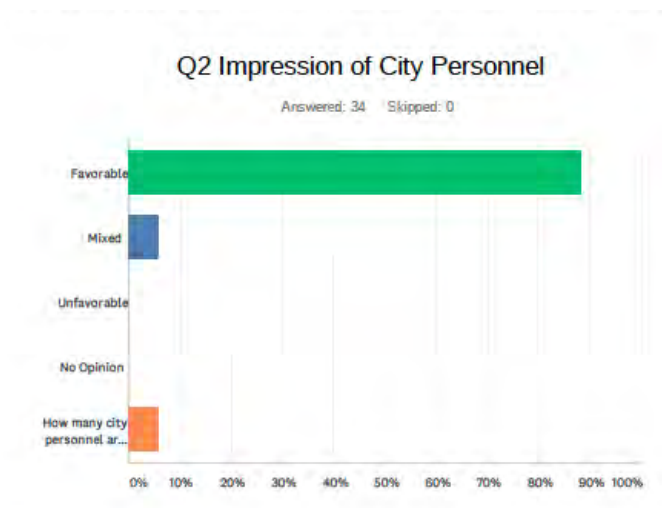
Respondents are overwhelmingly favorable (94.12 %) toward City of Lakewood Programs.

Many provided examples, especially in the area of parks and recreation; calling the park system a community treasure and indicating how events are family friendly, accessible, creative and inclusive. Numerous positive comments were attributable to Mary Dodsworth, the City's director for parks and recreation. Lakewood was also singled out as being more engaging with its citizenry, and more intentional when seeking feedback and involvement from residents, as compared to other local municipalities. Improvements in the areas of Public Safety, Parks and Infrastructure are nothing short of incredible; was representative and indicative of comments that noted a lot of positive growth since incorporation 25 years ago.

Those offering mixed opinions (2.94 %) believe "programs" are good but too lean and under-resourced, given the City's demographics and the need to strengthen DEIA efforts and multi-cultural awareness, as well as the amount of responsibility and expectation for all the work involved.

Those offering an unfavorable opinion (2.94 %) cite the lack of affordable housing in Lakewood.

Q2.



Q2 CONCLUSIONS

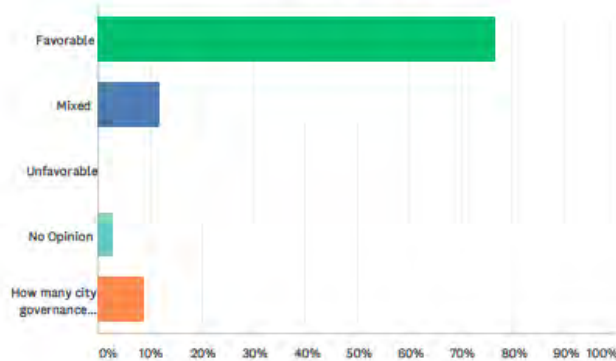
Respondents are significantly favorable (88.24 %) toward City of Lakewood Personnel. Many believe these public servants don't get the recognition they deserve for the outstanding teams they lead and for their day-to-day work, and accomplishments. Impression of City staff is very favorable, but some feel 'they' face significant challenges because staff are perceived as "way too thin" for all the work needed and the number of people doing it.

Those offering mixed opinions (5.88 %) also believe additional staffing support is necessary, and that additional investments here could significantly benefit City operations. Other opinions included a desire to see the workforce more representative of the diversity found in the communities served by the City of Lakewood.

Q3.

Q3 Impression of City Governance

Answered: 34 Skipped: 0



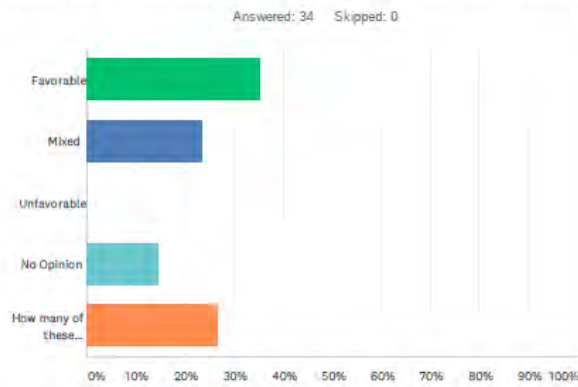
Q3 CONCLUSIONS

Respondents are significantly favorable (76.47 %) in their impression of City Governance. Many feel Lakewood residents have elected a strong City Council; one that works well together and is respectful of one another. The current Council, as have others, want to get things done and their actions demonstrate a genuine concern for everyone in the City.

Many hold the belief that Lakewood has exceeded incorporation expectations, even some who may have been against incorporation in the beginning. Over the years, Lakewood has attracted strong City Managers, who know how to get things done. There is a general feeling that many local governments simply 'hold their own' but that the City of Lakewood is more proactive and seldom complacent. It's credited with vision and passion; always asking "what's next"? Those offering mixed opinions (11.76 %) desire more rotation and diversity in leadership.

Q4.

Q4 Impression of Partners for Parks nonprofit board as a fundraising group



Q4 CONCLUSIONS

Respondents are favorable in their impression of Partners for Parks as a fundraising group; and many of the board members are well known and active in the community. They have many notable accomplishments; and their park improvement projects have helped to raise tens of thousands of dollars, with the engagement of many volunteers and nonprofit organizations.

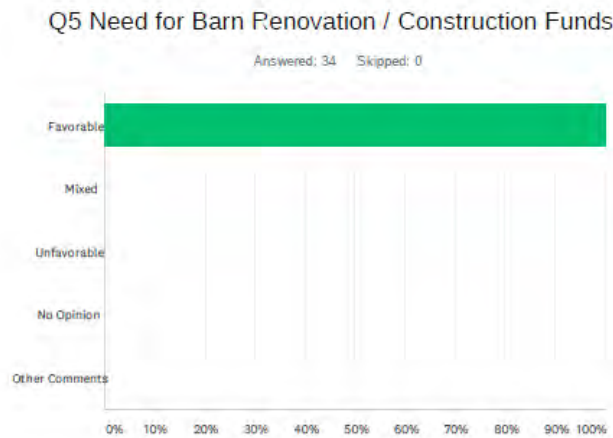
Those offering mixed opinions agree with the above assessment and see the potential; but these respondents see a critical need to build capacity on the Board of Directors to help ensure their ability to fundraise the millions of dollars required from individuals, foundations, nonprofit groups and selected businesses. It is highly recommended professional counsel be retained to orchestrate a fundraising plan in support of a public-private campaign effort to raise \$7 million.

This question is more nuanced, and a majority of interviewees, **58.82 %**, are favorable or mixed with **26.47 %** joining the majority opinion, but also expressing reservations, that Partners for Parks has the capacity on its own to co-lead a multi-million-dollar fundraising effort without professional assistance. **14.71 %** of those interviewed expressed no opinion on this question.

As a public-private partnership, Respondents expressed hope that the City would be able to provide Partners for Parks with campaign staffing, marketing and communications support.

Respondents of all categories agree Partners for Parks will need professional guidance, to accomplish their fundraising goals and to renovate the H-Barn Complex at Ft. Steilacoom Park.

Q5.



Q5 CONCLUSIONS

Respondents are overwhelmingly favorable (100 %) in the need to raise construction funds for renovation of the H-Barn complex at Fort Steilacoom Park into a multi-use event facility. It's believed we're running out of time to save these iconic structures, and that renovation of the H-Barn Complex will generate a return on investment, driving tourism.

Those interviewed believe it will take significant marketing efforts to individual donors.

"Tell the story, because it's a good story. To be successful, you will need to elicit a strong emotional connection to the project in order to raise major gifts for this project."

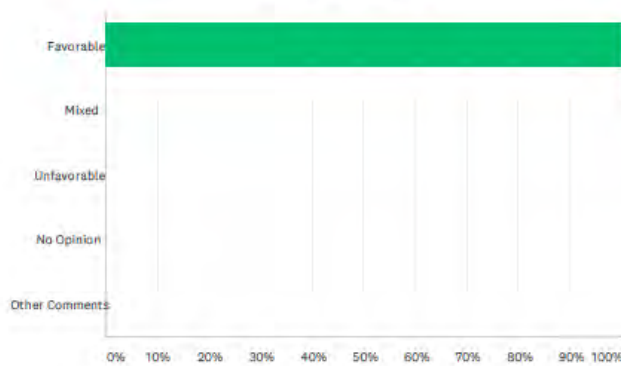
This particular comment was representative of many who felt it would be important to show how far we've come, from where it was, to where we are today, and what's envisioned for the future.

The overarching feeling by those interviewed is that there is a lot of competition for donations to worthy projects and that both the mind and the heart of the donor have to be persuaded.

Q6.

Q6 Need for Preservation and Protection / Site Preparation Funds

Answered: 34 Skipped: 0



Q6 CONCLUSIONS

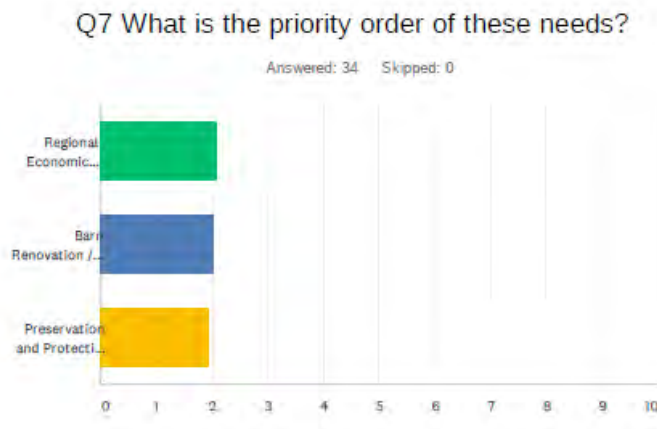
Respondents are overwhelmingly favorable (100 %) in the need to raise funding to preserve and protect the H-Barn Complex at Fort Steilacoom Park. A great many respondents expressed concern that we're running out of time to save these iconic structures.

A public-private partnership to funding is strongly encouraged, since the City has the capacity to drive this project forward, yet Partners for Parks has both collaborations and connections in the community to generate a broad base of support. The following comment is representative:

"The City Manager and the City Council are smart people and listen well, and I believe they will listen to what it takes to build a strong public-private partnership for a project like this."

It was generally felt that the key to funding and success will be to build upon the pride of ownership in the community. This is that kind of project and it needs to be marketed that way.

Q7.



Q7 CONCLUSIONS

External respondents are almost equally divided when it comes to prioritizing the inter-related needs envisioned by this project. This also reflects the broad appeal the H-Barn project has to various interest and stakeholder groups.

Responses to this question reflect their own individual preferences concerning which aspects of the project they believe are most important, when it comes to ranking them 1, 2 or 3.

The percentage breakdowns are reflected in the corresponding graphs as follows:

Barn Renovation / Construction

1. 40.63 %
2. 21.88 %
3. 37.50 %

Regional Economic Development

1. 32.35 %
2. 44.12 %
3. 23.53 %

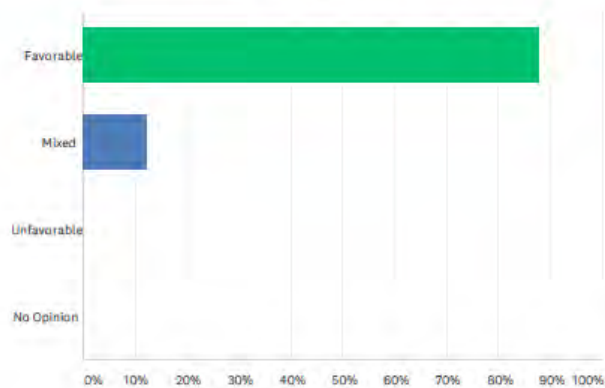
Preservation + Protection / Site Preparation

1. 31.25 %
2. 31.25 %
3. 37.50 %

Q8.

Q8 Opinion Regarding the Proposed Capital Campaign

Answered: 33 Skipped: 1



Q8 CONCLUSIONS

Respondents are significantly favorable (87.88 %) toward conducting a campaign to preserve, protect and renovate the H-Barn Complex at Fort Steilacoom Park.

There was a strong feeling that this is a legacy project! Several interviewees suggested it should be Lakewood's 25th Anniversary Project, and that the timing is perfect. The following quote is representative:

"Getting out the word is key, as this project has a great case for support. With the right team in place, this exciting project is very doable, will be a great resource for our community, and as a public-private partnership is the right mix right now to succeed."

Many believe the more privatized the campaign's major gifts, grants and donations, the less cost there will be for the taxpayer. That's a significant benefit. A public-private partnership such as this can leverage effective public and private fundraising strategies to pay the costs for renovating a park amenity that everyone can enjoy.

Q8 MORE CONCLUSIONS

Some believe this project will attract a broad base of support, and suggests campaign leadership enlist and engage a diverse group of project volunteers.

Still others believe a project like this may be the perfect antidote for the exhaustion and stress of today's world; a healing project of sorts, where you can leave your troubles behind; a place to go for rest, relaxation, fun and renewal.

Those interviewed with mixed opinions represent 12.2% of all respondents.

Some of those offering mixed opinions would like to see what ROI looks like, given the possible use scenarios for the H-Barn, as a special event facility. These same respondents believe this will help make the case for support, especially given the uncertainty whether or not historic preservation is or will be appealing enough to significant major gift prospects.

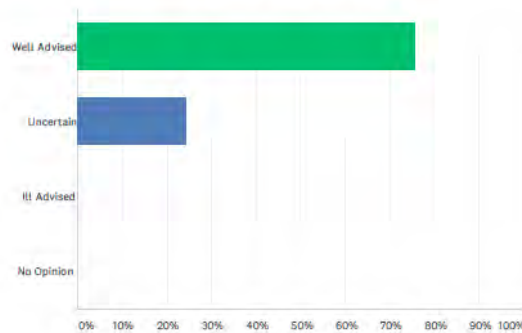
Others offering a mixed opinion believe the CITY needs to be ALL-IN, and the one (partner) taking the lead on this project. The City owns the property and has the capacity to get it done. It also has primary responsibility, access to available staffing personnel, and the ability to finance or bond a portion of it. Partners for Parks, on the other hand, is made up of committed volunteers, yet they have no paid staff-- and without help, they presently lack the internal structure and fundraising capacity to manage a capital campaign effort to raise \$7 Million.



Q9.

Q9 Opinion Regarding the Proposed Campaign Schedule -- 30-36 months beginning (month) 2021 and concluding (month) 2024

Answered: 33 Skipped: 1



Q9 CONCLUSIONS

Respondents are significantly favorable (75.76 %) in their opinion regarding the proposed campaign calendar of 2 ½ to 3 years, and believe it's well advised. Capital campaigns take time and progress in phases. It's a messaging issue and the campaign needs to attract CHAMPIONS.

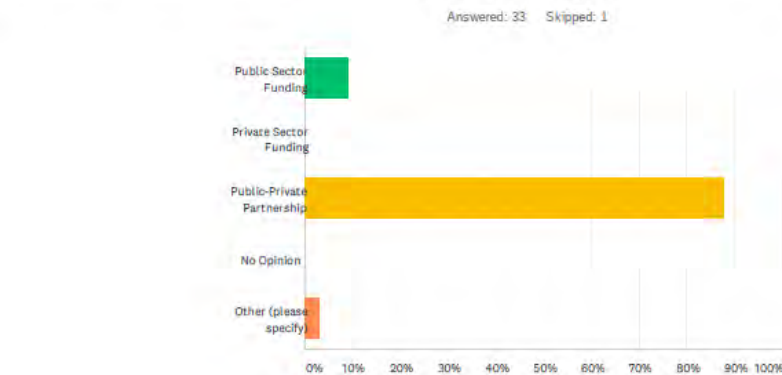
Many expressed how the PUBLIC side of the partnership with Partners for Parks needs to be strong and is essential to success. As the face of the fundraising effort in the private sector, Partners for Parks will need time to plan the campaign, enlist key leaders, create both awareness and momentum; and hopefully raise some pacesetting gifts in the 1st year.

Many believe the City has the capacity to cash flow this project; and, that private donors be given the option to maximize their support with signed pledge commitments of 3 to 5 years.

Those offering mixed opinions (24.24 %) were uncertain about the timeline; but it seemed reasonable given the level of funding required and what they knew of other capital campaigns. Still others believed the time frame should be driven solely by the City and its own priorities.

Q10.

Q10 What strategy has the greatest appeal and likelihood of success for raising the funds needed for the Barn Project?



Q10 CONCLUSIONS

Respondents are significantly favorable (87.88 %) in their opinion that a public-private partnership has the greatest community appeal and likelihood of success for raising the funds needed to support of the H-Barn preservation and renovation project at Fort Steilacoom Park.

Respondents are enthusiastic about the H-Barn project and the opportunity for the public and private sectors to work together. The impact of this project is significant and important to keep in mind its regional appeal, for it's not only another Lakewood Park.

Many feel this is a new and reenergized park. And once renovated, the H-Barn will further strengthen the appeal for all park visitors; and, its economic impact will most likely benefit the City. A related challenge for Lakewood is attracting businesses that will come here, bringing middle class jobs. Amenities such as this are important to attracting business and industry. As suggested, this project will provide economic benefits and quality of life for our community.

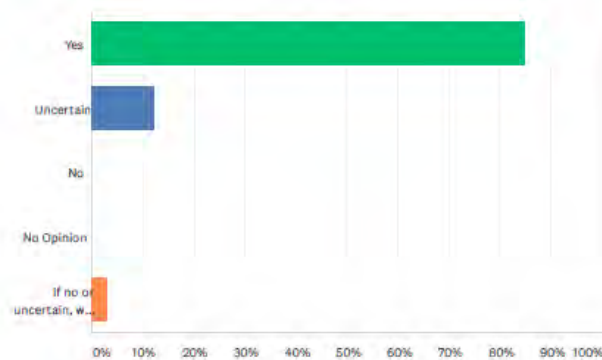
Those respondents selecting a different funding strategy believe public sector funding (9.09 %) is the best way to go; believing if it's important to do, then the City should make it a priority.

Those choosing OTHER (3.03 %) as a funding strategy are of the opinion the City of Lakewood should fund the preservation costs and maintenance, while the private sector could help fundraise the costs for renovating the H-barn into an event facility.

Q11.

Q11 Is a \$7 million (working) goal to be received in cash and pledges over a 3-5 year payment period attainable?

Answered: 33 Skipped: 1



Q11 CONCLUSIONS

Respondents are significantly favorable (84.85 %) in their opinion that the proposed H-Barn fundraising goal of \$7 Million is attainable. This presumes a pledge period of 3-5 years as an option for interested donors, especially those in the private sector.

The following opinion is both a quote and is representative of many public and private sector interviewees:

“Don’t lose momentum and get bogged down. Prepare, present and communicate an ACTION plan with next steps. Build a budget of hard and soft costs for the project. Figure out the timetable and requirements for gaining CITY support. And, enlist the right leadership team (s) to drive the process forward to completion on time and on budget!”

Everyone agreed this is a great project ... but there was a sober acknowledgment that windows of opportunity can close quickly, and stumbles can appear out of nowhere; and IF this campaign proceeds, the TEAM will need to persevere, attend to the details and stay focused on the vision. No one believed the goal was unattainable, although (12.12 %) of Respondents were uncertain.

Q12.

Q12 Individuals, foundations and corporations, in addition to public sector funding, capable of giving based on the top seven levels of investments.

Answered: 33 Skipped: 1

ANSWER CHOICES	RESPONSES	
\$1,000,000	90.91%	30
\$750,000	51.52%	17
\$500,000	57.58%	19
\$250,000	54.55%	18
\$100,000	69.70%	23
\$50,000	45.45%	15
\$25,000	27.27%	9
Comments	33.33%	11

Q12 CONCLUSIONS + POTENTIAL DONORS

During the vast majority of successful capital campaign efforts, a relatively small number of gifts and grants account for at least 60-80 % of the total amount raised. In fact, it's not uncommon in the field of private sector fundraising, that as much as 90-95 % of the funds required for a capital project to be successful will come from the top 5-10 % of the donors.

A Table of Investments, necessary to raise \$7 Million, was shared with every respondent that was personally interviewed 1:1. This Table of Investments showed the number and level of gifts required to be successful. Respondents were asked to identify potential donors at the top giving levels; allowing donors the opportunity to make a three-to-five-year pledge commitment.

Respondents were also reminded that their opinions were CONFIDENTIAL but were necessary to help answer the question whether there were in fact sufficient numbers of donor prospects available at the requisite giving levels required for a campaign of this size to be successful.

Both public and private sources of support were provided by those interviewed in person. And although certain prospects were often identified more than once, or sometimes at different levels of giving, this is both normal and desirable. Counsel has taken 'this' into consideration.

Q13.-15.

Q13-15 CONCLUSIONS + POTENTIAL CAMPAIGN LEADERS

The motivating force behind any successful capital campaign effort is leadership. Effective campaigns are generally volunteer driven and staff managed. The importance of leadership on campaign success cannot be over-emphasized; and, is unique to one's own community.

Key positions of leadership were explored in some detail by the consultants with all those whom participated in one-on-one interviews during the feasibility study.

Persons mentioned more than once are reflected below; however, their actual names are not provided since these persons will need to be vetted and discussed further in a private setting. At this point, there is no guarantee any of these persons are either interested or available. It's also possible others might surface IF a decision is made to enter into a capital campaign.

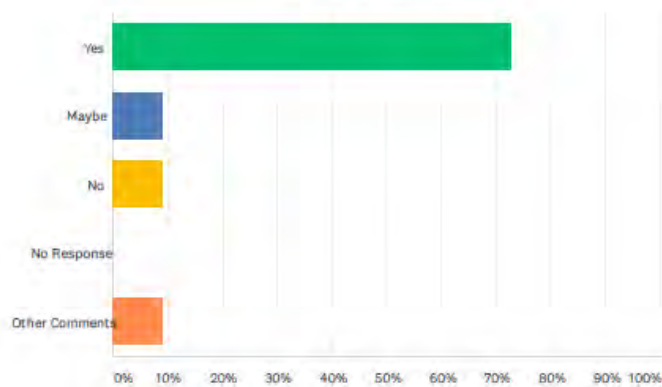
Following are the three primary roles discussed and feedback from those interviewed 1:1.

ROLES	RESPONSES	# MENTIONS
GENERAL CHAIR	34	#1: selected 20x #2: selected 10x #3: selected 5x
HONORARY CHAIR	33	#1: selected 20x #2: selected 17x #3+4: selected 3x
CAMPAIGN MANAGER	31	#1: selected 24x #2: selected 8x

Q16.

Q16 Willingness to participate in Campaign organization

Answered: 33 Skipped: 1



Q16 CONCLUSIONS

Respondents are significantly favorable (72.73 %) in their willingness to participate in a campaign organization. Another 9% said maybe, depending upon the role and expectations.

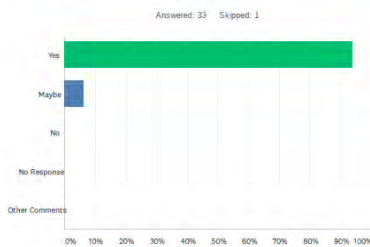
If engaged, many folks expressed a willingness to be ambassadors for this project. For instance, reach out to the assigned military organizations assigned or connected to the City of Lakewood.

Those responding no (9%) have other commitments; and explained that their decision not to participate in the campaign organization does not preclude their support for this effort or willingness to contribute to a public-private campaign effort.

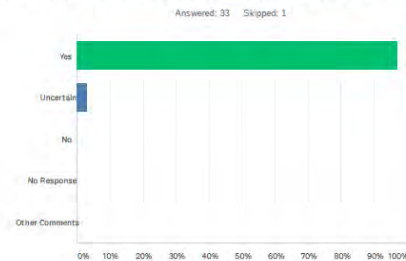
Other comments (9%) include a general excitement for the proposed project, and recommends for us to learn from others; for example, it would be valuable to talk with MetroParks to avoid their mistakes as a larger parks organization that manages many large, active facilities.

Q17.-18.

Q17 Would you be willing to contribute to a public / private campaign to build a new community event facility?



Q18 Are you willing to support a campaign effort to preserve, protect and renovate historic barns?



Q17-18 CONCLUSIONS

Respondents are overwhelmingly favorable (93.94 %) in their willingness to contribute and support (96.97 %) a public - private campaign effort to preserve and protect the H-Barn and renovate it into an event (multi-use) facility for the community.

Another 6.06 % said maybe to contributing and 3.03 % were uncertain about support.

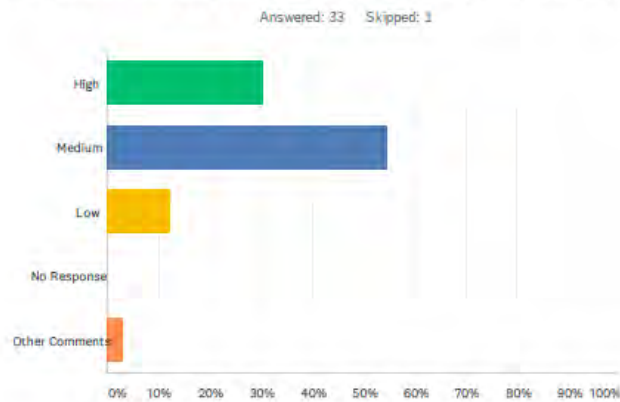
An overwhelming majority of those interviewed love this project, are very supportive, willing to 'contribute' and 'support', in terms of their money and time. Everyone loves the idea of a public-private partnership as having the greatest appeal and likelihood of fundraising success.

The opportunity before Lakewood is how best to partner with the private sector. Partners for Parks has many strengths, but acknowledges their need to build on their fundraising capacity in order to raise millions of dollars. To be an effective partner with the City, Partners for Parks will need the assistance of professional counsel and campaign guidance with the fiduciary costs, accounting and donor requirements that come with a fundraising project of this magnitude.

From a public sector point of view, this is a beneficial public works project, and for 20 years has been the subject of several 'related' studies. Nonetheless, without significant private sector investments, gifts or donations, this project won't happen; given the many other competing priorities facing the City of Lakewood, including the increasing demands on essential services.

Q19.

Q19 Where do the needs of the proposed project fit among your other philanthropic priorities?



Q19 CONCLUSIONS

A significant majority (84.85 %) of those interviewed place the H-Barn project needs at a high or medium priority when compared to their other philanthropic needs. Everyone acknowledges \$7 Million is a lot of money to raise, but very much like the idea of a public-private partnership.

A public-private initiative has strong appeal but will need to be effectively coordinated and marketed well. A case for support will need to be developed that tugs on the heartstrings of donors and is presented in such a way that it creates an emotional connection to the project.

Many respondents believe the PUBLIC side of the partnership is essential to bolstering and undergirding a strong fundraising effort in the private sector. The City can certainly help promote this project, and has the internal capacity to both cash flow and effectively market this project. It also has dedicated staff, including its city manager, communications director, parks director and others, plus a micro-tourism website.

Q19 MORE CONCLUSIONS

This could be a legacy project for Lakewood. There's so much history-- so much to preserve and protect. Renovating the H-Barn Complex into a special event facility will do that and creatively addresses a community need for a multi-use event space, available 12 months out of every year.

Those however who consider this project a lower priority (12.12 %) in terms of their own philanthropic giving, or who shared other comments (3.03), simply have other notable projects and organizations they're already committed to. Even so, they would likely give if asked, but at a lesser amount. Some raised questions about the ROI for the proposed event facility and felt knowing this might help strengthen the case for support for donors.



Q20.

OTHER FACTORS THAT MAY INFLUENCE THE ABILITY TO RAISE PROJECT FUNDS

Q20 CONCLUSIONS

Representative comments concerning other factors that may influence the ability of the proposed public-private partnership to raise \$7 Million in project funding include:

- A serious economic depression, our political system collapses or runaway pandemic
- Change in priorities due to an environmental, community health or economic disaster
- Competition for \$, especially among organizations addressing human services needs
- Competition in the private sector for major gifts; including Lakewold Gardens
- Lack of a campaign manager and / or the ability to enlist strong campaign leaders
- Lack of professional counsel and/or the ability of volunteers to raise major gifts
- Inability of the City to fund project costs (soft and hard) until fundraising dollars come in

RECOMMENDATIONS



OVERVIEW



© pnwnature 2010

During the feasibility study, Phoenix Risen Consulting gleaned significant insight and direction regarding the proposed H-Barn Project.

The feasibility study was conducted in 2021, over a five-month period of time, which included:

1. Planning Phase (April & May)
2. Interview Phase (June & July)
3. Analysis Phase (August)

The strength and validation of the following recommendations come from these feasibility study findings, and available research.

RECOMMENDATION: **INITIATE CAMPAIGN**

Respondents indicated [34 ONE-HOUR, 1:1 INTERVIEWS] they are overwhelmingly in favor [97%] of a campaign effort to preserve and renovate the H-Barn Complex, and that a public-private partnership between the City of Lakewood and Partners for Parks, a 501 c3 nonprofit, would have the greatest appeal in the community and likelihood of campaign success [94%].

A combined 95% of local leaders are in favor of a campaign effort.

An abbreviated online survey was sent to 250 persons, with 45 participants responding in favor of a capital campaign [92.5%], while also supporting a public-private partnership [85%].



CAMPAIGN

STEPS

Consultants recommend a public-private campaign to be carried out in three (3) phases over a campaign period of 30 months or 2 ½ years. *These phases are summarized as follows:*

01. Internal Campaign : 9 months

Build Internal and Community Readiness; and conduct an internal campaign.

- Begin preparations for campaign ...*strategic conversations, next steps*
- Develop Plan of Campaign ...*for implementing a public-private partnership*
- Establish Legacy campaign task force ...*including affluent and/or influential*
- Enlist campaign leadership ...*reference names from feasibility study findings*
- Continue prospect research ...*building the donor data base for the campaign*
- Conduct awareness activities ...*executive and leadership awareness + summit*
- Initiate foundations & grants research ...*for public and private sources of support*
- Conduct ongoing board development ...*with an emphasis on campaign readiness and additional board member recruitment*

02. External Campaign : 18 months

Conduct most of the solicitations with a targeted approach to fundraising; including a primary focus on lead gift donors, major donors and community gifts from constituents.

03. Public Campaign : 3 months

Complete the external solicitation of prospects including a broad-based effort to the greater community to include recognition for donors and a victory celebration!

RECOMMENDATION: CAMPAIGN GOAL

Based upon the findings of the feasibility study, Consultants recommend that a major gifts campaign with a WORKING goal of \$7 Million is feasible for a public-private partnership between the City of Lakewood and Partners for Parks, a 501 c3 nonprofit in Lakewood, WA.



TABLE OF INVESTMENTS
\$7,000,000

Giving Level	REQUIRED # of Gifts	Total	Qualified Prospects	Suspects + Prospects
\$1,000,000	1	\$1,000,000	3	6
\$ 750,000	1	\$ 750,000	3	6
\$ 500,000	3	\$1,500,000	6	12
\$ 250,000	6	\$1,500,000	18	36
\$ 100,000	7	\$ 700,000	18	36
\$ 50,000	12	\$ 600,000	30	60
\$ 25,000	22	\$ 550,000	60	120
\$ 10,000	30	\$ 300,000	90	180
Less than \$ 10,000	Many	\$ 100,000	Many	Many
		\$7,000,000		

It is further recommended that the PUBLIC goal for a comprehensive major gifts campaign be established only after the following activities have been completed:

- Enlistment of both the General and Honorary Chairs (s) for the external campaign.
- Enlistment, hiring or appointment of a Campaign Manager for the H-Barn Project.
- Solicitation of Partner for Parks board members, City Manager and City Council.
- Solicitation of lead gifts of \$100,000 or more totaling at least 60% of the goal.

RECOMMENDATION: IMPLEMENT AWARENESS ACTIVITIES

To maximize campaign success, Consultants recommend a number of activities that will better acquaint Lakewood residents and key leaders by casting a 'regional net' in a broad-based effort to cultivate a diverse group of stakeholders; seeking fraternal, military and indigenous support.

These activities serve both our constituencies and our funding needs. Prior to initiating the external campaign, it is recommended the following awareness activities be completed.



Executive Awareness	Leadership Awareness	Community Summits
<p>A series of in-person meetings</p>	<p>Board members and involved community leaders conduct small group sessions</p>	<p>Host 1 to 3 community summits</p>
<p>Sessions will involve 20-30 or more significant individuals, some of whom were interviewed during the feasibility study.</p>	<p>Acquaint 100 to 150 more community leaders with the project, vision and goals, emphasizing feasibility study results and funding needs.</p>	<p>Participants engage in dialogue on topics including regional cooperation, partnerships, economic development, social and cultural life.</p>
<p>Consultant can provide guidance and advise in selecting those to be visited and the topics to be covered.</p>	<p>Sessions held in someone's home or the Pavilion at Fort Steilacoom Park</p>	<p>Build regional collaborations, strategic partnerships, broad base of major gift support.</p>

RECOMMENDATION: **PREPARE COMPELLING CASE FOR SUPPORT**

Consultants recommend the preparation of a comprehensive, data driven, collaborative and market-oriented Case for Support that expresses in a compelling manner the distinctive benefits provided by the H-Barn Project.

It will outline in detail the rationale for raising the funding required for the recommended goal and will explain the benefits to the local service area.

It will become the marketing statement throughout the campaign period and beyond.



RECOMMENDATION: **ADDRESS INTERVIEWEE CONCERNS + SUGGESTIONS**

To achieve a WORKING goal of \$7 Million and to maximize the success of a public-private campaign effort, Consultants recommend the City of Lakewood and Partners for Parks work together to address the major concerns and/or suggestions mentioned by those interviewed.

- Decide whether this is a public works project for Lakewood; and if so, commit City resources as the agency in charge of this project, and assist Partners for Parks, as able.
- As a public-private partnership, the hope is that Lakewood will invest in the campaign capacity of Partners for Parks with key staffing and communications support.
- Increase community awareness of the critical role Fort Steilacoom Park and the H-Barn project has on historic preservation, quality of life and regional economic development.
- Retain professional counsel to assist Partners for Parks with all campaign activities, and with tailored fundraising strategies in support of a public-private campaign initiative.
- Hire or appoint a Campaign Manager for the duration of a public-private campaign.
- Promote the strengths of a public-private partnership between the City of Lakewood and Partners for Parks that each can leverage when implementing a Plan of Campaign.
- Build campaign capacity through cultivation of experienced community leaders and fundraisers of influence and affluence onto the Partners for Parks BOARD of directors and/ or the LEGACY task force or as a CAMPAIGN CHAIR(s) for the H-Barn project.
- Create a compelling case for support as this campaign must compete for major gifts and will need to touch both the heart and the mind of the major donor to be persuasive.

NEXT STEPS

Where do we go from here?
How to we strategically move the good work to-date forward?



01. Stakeholder Campaign Decision

Review information presented and decide whether or not to move forward to renovate and restore the historic H-Barn.

02. Secure Campaign Consultants

Hire the experts to help fulfill this exciting and meaningful community project.

03. Select Campaign Leadership

With consultant guidance, engage with the community leaders that will be the face and driving force of the campaign.

APPENDIX



We acknowledge and extend gratitude for the contributions of those who worked diligently on this project.

Partners for Parks Board of Directors
Partners for Parks Barn Task Force
City of Lakewood Parks + Recreation

One-on-one Study Interviewees and Respondents

- *Don Anderson, City Mayor*
- *Jason Whalen, Deputy Mayor*
- *John Caulfield, City Manager*
- *Patti Belle, Councilmember*
- *Mike Brandstetter, Councilmember*
- *Paul Bocchi, Councilmember*
- *Linda Farmer, Councilmember*
- *Mary Moss, Councilmember*
- *Mary Dodsworth, Lakewood Parks + RecreationB*
- *Becky Newton, City Economic DevelopmentB*
- *Dave Betz, Barn Task Force Chair*
- *Sally Saunders, Partners for Parks Board PresidentB*
- *Cynthia Balzarini*
- *Alan Billingsley*
- *Dean Burke*
- *Clemencia + Rick Castro-Woolery*
- *Bruce Dees*
- *Andi Gernon*
- *James Guerrero*
- *Dr. Jurgen Huck*
- *Kris Kauffman*
- *Rick Kirk*
- *Sydna Koontz*
- *John Korsmo*
- *Sally Martinez*
- *Hallie McCurdy*
- *Helen McGovern Pilant*
- *Wendy McGowan*
- *Peter + Kristine McLean*
- *Doug Richardson*
- *Julie Ryan*
- *BJ Turnipseed*
- *Ken Witkoe*
- *Carol Wier*

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead

Contact:

Phoenix Risen Consulting
Al Hove, J.D. / Principal Counsel & CEO
253-720-6902
ahove.fundraising@gmail.com

HISTORIC PRESERVATION DRIVING REGIONAL ECONOMIC DEVELOPMENT

The H-Barn Complex

A PRELIMINARY CASE FOR SUPPORT



A PARTNERSHIP BETWEEN





STEILACOOM

Traditionally the home of the Steilacoom Tribe for 10,000 years and named in their language for the Prairiestar wildflower.

HUDSON'S BAY COMPANY

Joseph Heath's farm employed native workers to supply the Hudson's Bay Company outpost with produce.



INVESTMENT BEGINS

Over \$15 million in improvements have been completed at Ft. Steilacoom Park by the City of Lakewood from 2001-2021



MASTER PLAN

The master plan recommends adopting a farm theme to create park identity and identifies barn renovation as a significant economic impact tool.

US OPEN

International recognition shines a light on the Park, with an average of 3,750 cars parked per day.



LAKEWOOD TAKES OWNERSHIP

The City of Lakewood becomes the proud owner of Fort Steilacoom Park from Washington State.



H-BARN COMPLEX

The City of Lakewood in partnership with Partners for Parks, explores the feasibility of the Historic Preservation of the H-Barn Complex.

HISTORIC PRESERVATION OF THE H-BARN COMPLEX WILL HONOR THE DISTINCT HISTORICAL FUNCTION OF THE BUILDING, WHILE RENOVATING INTO A MODERN MULTI-FUNCTIONAL EVENT SPACE.

Strategic Priority

Ft. Steilacoom Park: Serving a Million Visitors Every Year

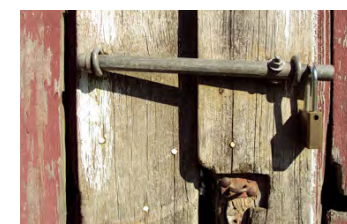
The greater Tacoma-Lakewood region is the tenth fastest growing metropolitan area in the nation.

Ft. Steilacoom Park is a community hub and attraction with the potential for much more. In 2010, the City of Lakewood hired a consultant to help identify how to enhance the park for community use and unlock its potential as a regional, revenue generating attraction. Key findings are summarized below, since the study many of the recommendations have been implemented —leaving one of the key remaining items, the historic renovation of the H-Barn Complex.

- ✦ Identified “small-town farming” as a key component of the Park’s unique brand identity to be reinforced.
- ✦ Identified the areas that needed improvement and investment to become a regional attraction. The City has continued to invest in the areas identified (\$15M since 2001), and had recent success by supporting the US Open and hosting the 2019 USA Cyclocross National Championships.
- ✦ Recommended the renovation of a barn to create a unique visitor experience that contributed to the brand identity as well as created an anchor revenue generating venue.



DISTINCTIVE ORIGINAL SILOS



ORIGINAL 100 YEAR-OLD FEATURES



RENDERING OF RENOVATION



Historic Preservation & Community Need

Improvements

- ✦ **Usability:** bring up to current building codes
- ✦ **Add:** restrooms and modern utilities so that the barn can be used year-round.
- ✦ **Retain:** the barn structure and the site’s historical character

Current Condition

- ✦ **Layout:** large open floorplan that could be subdivided, adjacent parking lot in central area of the park
- ✦ **Original Features:** gabled roof with eave brackets, ventilation cupolas, operational sliding doors
- ✦ **Condition:** Stable structure with sturdy framework

In 2018 the City of Lakewood implemented an architectural study and community process with Partners for Parks (PFP) as a key contributor. One of the findings was that community groups were highly interested in the barns as a venue for group gatherings and celebrations. Further study identified the H-Barn Complex, named for its distinctive “H” shape as most functional barn of the several 100 year-old barns onsite to renovate. Other attractive features included a large open floorplan with the ability to be subdivided for private events (workshops, retreats, weddings, classes) or used as one space for hosting community gatherings (farmers markets, dances, fundraisers, concerts, craft/art shows).

Partners for Parks and the City of Lakewood are currently exploring, at the great urging of the community, how to bring this project to life through public-private partnerships. The updated structure would encourage regional economic development by allowing visitors year-round access to large multi-functional event spaces.

Location

Ft. Steilacoom Park: Serving a Million Visitors Every Year

Strategically located just south of Tacoma and between Seattle-Tacoma International Airport and Olympia, close to Joint Base Lewis-McChord. Lakewood has six miles of Interstate 5 freeway frontage with six exits. It's also the terminus of SR-512, a major state highway connecting Lakewood with east Pierce County markets and Mount Rainier; Washington's most popular tourist destination.

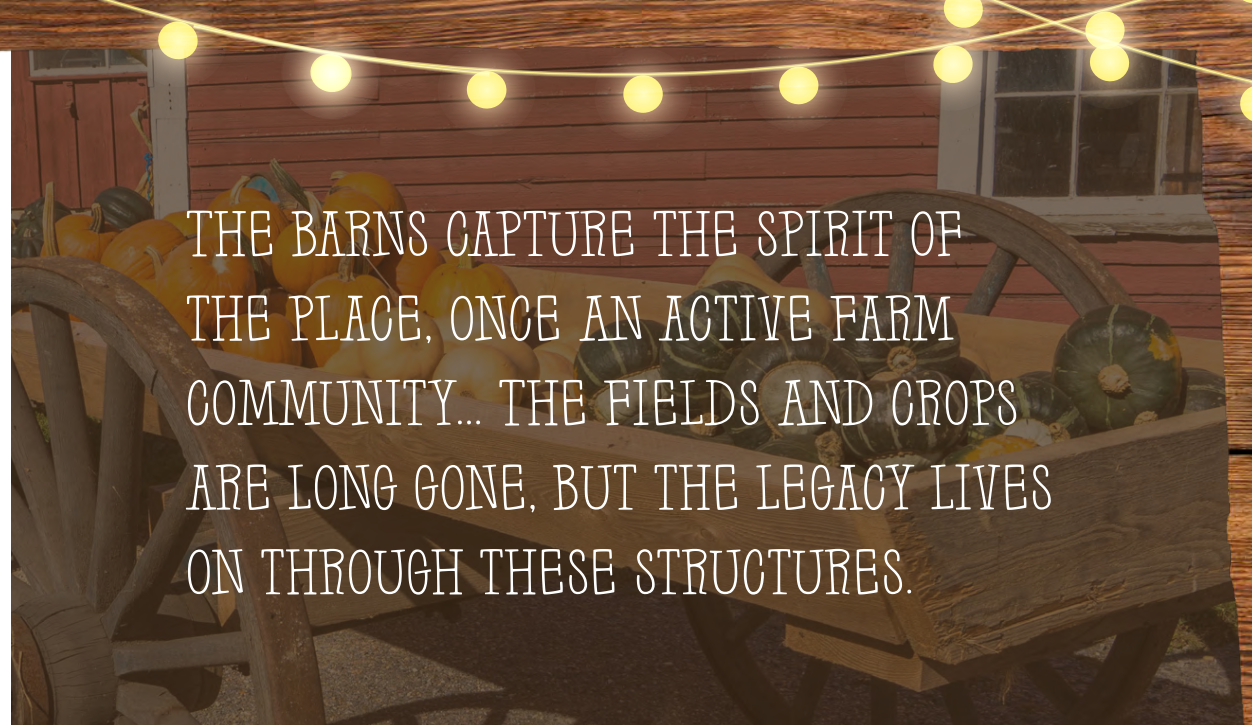
Community Treasure

Ft. Steilacoom Park is a unique treasure located in an urbanized area. At 340+ acres, this site offers a nostalgic look at our past with natural prairies, mighty oaks and scenic wooded trails. Modern upgrades create opportunities for over a million users to visit the park each year. Park amenities include:

- ✦ Active sports fields
- ✦ All accessible adventure playground
- ✦ Award winning off leash dog parks
- ✦ Paved paths around Waughop Lake and throughout the park
- ✦ Restrooms, picnic shelters and community gathering spaces
- ✦ Large open spaces for special events

Service Area

- ✦ **Pierce County with 904,000+ residents**, is the 2nd largest county in Washington
- ✦ **Tacoma with 217,000+ residents**, is the 2nd largest city in the Puget Sound area
- ✦ **Lakewood with 62,000+ residents**, is the 2nd largest city in Pierce County



THE BARN CAPTURE THE SPIRIT OF THE PLACE, ONCE AN ACTIVE FARM COMMUNITY... THE FIELDS AND CROPS ARE LONG GONE, BUT THE LEGACY LIVES ON THROUGH THESE STRUCTURES.

For More Information



Please call:
253-983-7741

PO Box 98352
Lakewood, WA 98498
www.partnersforparks.net

ABOUT PARTNERS FOR PARKS

Partners for Parks (PFP) is a collaboration of Lakewood service organizations, local governments, community groups, educational institutions, military partners, local businesses and community partners.

Campaign Manager

Role and Responsibilities

A critical factor in the success of a major gifts campaign is the Campaign Manager. The person in this role needs to view the campaign effort as a high priority and devote their full-time effort and energy to ensure a successful outcome. The organizational dynamics of a public-private partnership and campaign effort should be tailormade to meet the needs of both parties.

The typical role of the Campaign Manager is to administer, manage and facilitate the campaign process, with campaign guidance and fundraising support of professional counsel. Specific responsibilities: PLAN – ORGANIZE – MOTIVATE – EVALUATE – CONTROL.

With the assistance of counsel, the Campaign Manager provides vital leadership by helping to orchestrate the following activities related to the conduct of a successful major gifts campaign.

Management Activities

1. Develop a detailed campaign plan, outlining the organizational structure, duties of volunteers, time schedules and method of operation.
2. Initiate the formation of committees, as needed to carry out the overall campaign.
3. Assist in the cultivation and recruitment of key volunteers. as needed.
4. Provide orientation and guidance to all volunteers.
5. Execute a plan for the cultivation and solicitation of all prospects.
6. Help in the development of a data base on all donor prospects.
7. Assist with contact of donor prospects, as needed.
8. Prepare material for major proposals.
9. Maintain communication between representatives of the City of Lakewood and board members from Partners for Parks, and the campaign consulting firm relative to the progress of the campaign for general informational purposes and for the promotion of effective working relationships.
10. Prepare timely progress reports for key public and private leaders, campaign committee members, and the consulting firm.
11. Oversee the preparation of marketing and promotional materials necessary to support campaign activities.
12. Understand and support the dynamics within the structure of a public-private partnership in order to most effectively motivate campaign leaders and volunteers.

Administrative Activities

- ❖ Maintain supervision of the campaign staff and all support activities related to the conduct of an effective and successful fundraising program.
- ❖ Prepare and account for an overall line-item budget
- ❖ Establish an effective and efficient gift receipt, acknowledgment and fiduciary controls.

«LetterDate»

«CustomerName»

«AddrBlock»

Dear CustomerName,

In partnership with the City of Lakewood, **Partners for Parks is seeking the advice and insight of a select group of residents, public officials and key community leaders.** You have been identified by your peers as someone whose advice and counsel is important to determining the feasibility of a public-private initiative to ***preserve, protect and renovate the H-Barn at Fort Steilacoom Park.*** To assist us, we have commissioned a consulting team to help us carry out a feasibility study during June and July.

Lakewood is experiencing record growth in redevelopment, seeing national investment in infrastructure and business development, and is home to 14 parks and open spaces. The crown jewel is Fort Steilacoom Park. Already a top attraction in Pierce County serving more than a million visitors each year, Fort Steilacoom Park offers 340 acres of diverse recreational opportunities for public and private use.

This year, the City of Lakewood celebrates the 25th anniversary of cityhood, and two years ago became the proud owner of Fort Steilacoom Park. One of the historic barns in the park, identified for preservation and renovation, is known as the H-Barn.

Within the next week, you will be contacted by a volunteer with Partners for Parks in hopes of scheduling a confidential interview at your convenience with a member of our consulting team. The interview will last 45 minutes to one hour. Most interviews will be conducted at Lakewood City Hall. However, if you prefer, other accommodations for the interview can be made, such as a visit to your home or business.

We have enclosed a preliminary case for support to provide more information about this project and ask that you review it prior to your interview. All comments will be anonymous, and the feasibility study report will summarize results and recommendations. *The purpose of this interview is to seek your counsel, not to solicit funds.*

On behalf of Partners for Parks, we thank you in advance for your valuable assistance.

Sally Saunders
Board President

Dave Betz
Task Force Chair

Mary Dodsworth
Board Secretary

Enc: Preliminary Case for Support





July 1, 2021

«Interviewee»

«AddrBlock»

Dear <Interviewee's FIRST name >

With gratitude from Partners for Parks, and in partnership with the City of Lakewood, we **thank you** for your participation in our feasibility study and your feedback during June interviews.

We sincerely appreciate you taking the time to share your advice regarding the H-Barn project in Fort Steilacoom Park. Your participation in the study is invaluable, and your comments on the proposed H-Barn Project at Fort Steilacoom Park will shape the future course of action for this project and its impact on the greater community.

Partners for Parks is a collaboration of Lakewood service organizations, local governments, community groups, educational institutions, military partners, local businesses, and community partners. As you know, Fort Steilacoom Park is a community treasure we can all be proud of, offering a nostalgic look at our past with natural prairies, mighty oaks and scenic wooded trails.

Interviews will continue during the month of July. Analysis will take place in August and the formal results of the study will be known by early September. Should you have an interest in those results, we will be pleased to make available an executive summary at your request.

Sincerely,

Sally Saunders
Board President

Dave Betz
Task Force Chair

Mary Dodsworth
Board Secretary

Sources & Uses Schedule	Year 2022				Year 2023				Year 2024				Year 2025				Total 2022	Total 2023	Total 2024	Total 2025	Grand Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
	PFP - Internal & Community Readiness				PFP - Community Public/Private Partnership Planning & Outreach				PFP - Public Outreach/Solicitation				City of Lakewood - A&E, Permits, Construction Management								
													City of Lakewood - Construction								
Sources:																					
PFP (Partners for Parks) Capital Campaign	\$ -	\$ -	\$ -	\$ -	\$ 437,500	\$ 437,500	\$ 437,500	\$ 437,500	\$ 437,500	\$ 437,500	\$ 437,500	\$ 437,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,750,000	\$ 1,750,000	\$ -	\$ 3,500,000
Potential Grants (City to Apply):	-	-	-	-	-	-	-	-	-	-	-	-	1,000,000	-	-	-	-	-	-	1,000,000	1,000,000
- Trust for Historic Preservation																					
- Pierce County LTAC																					
Other/Funding Needed - To Be Determined	-	-	-	-	-	-	-	-	-	-	-	-	530,000	-	-	-	-	-	-	530,000	530,000
State Capital Budget (City to Apply)	-	-	-	-	-	-	-	-	-	-	-	-	250,000	-	-	-	-	-	-	250,000	250,000
City Contribution - Startup	-	50,000	50,000	50,000	-	-	-	-	-	-	-	-	-	-	-	-	150,000	-	-	-	150,000
City Contribution - LTAC ⁽¹⁾	-	-	-	-	-	-	-	-	-	-	-	-	2,000,000	-	-	-	-	-	-	2,000,000	2,000,000
Total Sources	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 437,500	\$ 437,500	\$ 437,500	\$ 437,500	\$ 437,500	\$ 437,500	\$ 437,500	\$ 437,500	\$ 3,780,000	\$ -	\$ -	\$ -	\$ 150,000	\$ 1,750,000	\$ 1,750,000	\$ 3,780,000	\$ 7,430,000
Uses:																					
Partners for Parks:																					
PFP (Partners for Parks) ⁽²⁾	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-	-	-	-	60,000	80,000	80,000	-	220,000
Consultant Contract ⁽³⁾	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	15,000	15,000	-	-	-	90,000	120,000	105,000	15,000	330,000
Subtotal - PFP	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	35,000	15,000	-	-	-	150,000	200,000	185,000	15,000	550,000
City of Lakewood:																					
A&E, Permit & Construction Management	-	-	-	-	-	-	100,000	100,000	200,000	400,000	400,000	300,000	200,000	130,000	-	-	-	200,000	1,300,000	330,000	1,830,000
Construction	-	-	-	-	-	-	-	-	-	-	-	1,000,000	1,450,000	1,400,000	1,200,000	-	-	1,000,000	4,050,000	5,050,000	
Subtotal - COL	-	-	-	-	-	-	100,000	100,000	200,000	400,000	400,000	1,300,000	1,650,000	1,530,000	1,200,000	-	200,000	2,300,000	4,380,000	6,880,000	
Total Uses	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000	\$ 150,000	\$ 250,000	\$ 450,000	\$ 450,000	\$ 1,335,000	\$ 1,665,000	\$ 1,530,000	\$ 1,200,000	\$ -	\$ 150,000	\$ 2,485,000	\$ 4,395,000	\$ 7,430,000	

Year 2022	Total Sources	\$ 150,000
	Total Uses	\$ 150,000
	Over/(Under)	\$ -

Year 2023	Total Sources	\$ 1,750,000
	Total Uses	\$ 400,000
	Over/(Under)	\$ 1,350,000

Year 2024	Total Sources	\$ 1,750,000
	Total Uses	\$ 2,485,000
	Over/(Under)	\$ (735,000)

Year 2025	Total Sources	\$ 3,780,000
	Total Uses	\$ 4,395,000
	Over/(Under)	\$ (615,000)

LTD 2022	LTD Sources	\$ 150,000
	LTD Uses	\$ 150,000
	Over/Under	\$ -

LTD 2023	LTD Sources	\$ 1,900,000
	LTD Uses	\$ 550,000
	Over/Under	\$ 1,350,000

LTD 2024	LTD Sources	\$ 3,650,000
	LTD Uses	\$ 3,035,000
	Over/Under	\$ 615,000

LTD 2025	LTD Sources	\$ 7,430,000
	LTD Uses	\$ 7,430,000
	Over/Under	\$ -

Note:

⁽¹⁾ City Contribution - LTAC: City to apply for LTAC funding for annual debt service payments of \$160,000 in support of \$2M construction bonds, 20 Year Life.

⁽²⁾ Partners for Parks (PFP) is capital campaign lead; once \$3.5M has been secured, project responsibility to include design, planning and construction transitions to City of Lakewood. PFP costs includes: executive director and team, operating expenses and promotional materials.

Originally that that PFP would need to contract out executive director, then pay additional monthly operational expenses and contract separately for promotional materials. Per further research, various firms include the monthly expenses as part of their wrap around services, eliminating the need to break out monthly expenses and promotional materials. These firms also have people on their team or partners who provide promotional services. The idea is to provide resources to get the various tasks done - one stop shopping versus a bunch of separate contracts. And, based on cost estimates, the monthly fees would cost less than originally proposed, from \$170,000 the first year to \$150,000.

Operational expenses includes: clerical, phone, office equipment, postage, meeting support, bookkeeping, etc. Promotional materials includes: brochures, newsletters, inserts, letterhead, webpage development, graphic design, promotional videos and printing.

If itemized per month: \$15,000 for executive director and team / \$3,500 for promotional materials /\$1,500 for operational expenses.

⁽³⁾ Consultant contract services includes capital campaign initiative.



TO: City Council

FROM: Tiffany Speir, Long Range & Strategic Planning Manager
Dave Bugher, Community and Economic Development Director

THROUGH: John Caulfield, City Manager *John P. Caulfield*

DATE: January 24, 2022

SUBJECT: 2021 Buildable Lands Report and 2044 Growth Targets

2021 BUILDABLE LANDS REPORT

The Pierce County 2021 Buildable Lands Report (21BLR) was published in September 2021. To meet the Buildable Lands Program requirements, the 2020-2044 housing and employment capacities were compared to the 2030 housing and employment growth targets to determine if they are still within those growth expectations.

Since the 2044 growth targets were not formally adopted at the time the 21BLR was completed, the report does not contain the full consistency evaluation and findings. The capacity data will be updated in a subsequent report (expected by Fall 2022) to further analyze cities' and Pierce County's consistency with the 2044 growth targets once those targets are finalized.

In the 21 BLR, Lakewood was found to have a year 2044 capacity for 4,140 more housing units than needed to meet its year 2030 target:

PIERCE COUNTY BUILDABLE LANDS REPORT (FOURTH EDITION) 09/30/2021

Table 1-11: Countywide Housing Capacity and Need by Jurisdiction			
Jurisdiction	2020-2044 Housing Capacity (Dwelling Units)	2020-2030 Housing Need (Dwelling Units) ¹	Difference
Lakewood	11,371	7,231	4,140

Lakewood was also found to have a year 2044 capacity for 5,293 more jobs than needed to meet its year 2030 target:

PIERCE COUNTY BUILDABLE LANDS REPORT (FOURTH EDITION) 09/30/2021

Table 1-12: Countywide Employment Capacity and Need by Jurisdiction			
Jurisdiction	2020-2044 Employment Capacity (Jobs)	2019-2030 Employment Need (Jobs) ²	Difference
Lakewood	12,647	7,354	5,293

The 21BLR also concluded that Lakewood’s Housing Capacity and Employment Capacity was also sufficient for the draft 2044 targets used in the report:

Jurisdiction	Housing Capacity	2020-2044 DRAFT Housing Need	Difference	Employment Capacity	2020-2044 DRAFT Employment Need	Difference
Lakewood	11,371	6,983	4,388	12,647	10,054	2,593

2044 GROWTH TARGETS

Lakewood is designated a “Core City” in VISION 2050, the multi-county planning policies that cover the King, Pierce, Snohomish, and Kitsap County region. Pierce County has developed draft 2044 population, housing, and employment growth targets for its Core Cities as shown below. These targets will be reviewed at the Pierce County Regional Council and then considered for action by the County Council this spring.

Pierce County Draft Core Cities Population Growth Targets

<i>Regional Geography Share: 60,900</i>			
Jurisdiction	2020 Census Population	2020-2044 Population Growth	2044 Total Population
Auburn	10,013	263	10,276
Lakewood	63,612	16,662	80,274
Puyallup	42,973	16,995	59,968
University Place	34,866	7,994	42,860
Total	151,464	41,914	193,378

Pierce County Draft Core Cities Housing Growth Targets

Jurisdiction	2020 Census Housing Units	2020-2044 Housing Unit Growth	2044 Total Housing Units
Auburn	3,898	96	3,994
Lakewood	26,999	6,983	33,982
Puyallup	18,106	6,880	24,986
University Place	14,427	3,294	17,721
Total	63,430	17,253	80,683

Pierce County Draft Core Cities Employment Growth Targets

<i>Regional Geography Share: 33,925</i>			
Jurisdiction	Estimated 2020 Employment	2020-2044 Employment Growth	2044 Total Employment
Auburn	1,247	0	1,247
Lakewood	29,872	9,863	39,735
Puyallup	30,559	14,717	45,276
University Place	7,145	2,943	10,088
Total	68,823	27,521	96,344

Pierce County’s draft 2044 population target for Lakewood is 3,582 more people than Lakewood’s own estimate of 76,692. However, the higher number is achievable if Lakewood’s land use planning comes to fruition at the highest densities allowed, particularly in the Downtown and Lakewood Station District Subareas. If an additional 25 people per year were housed elsewhere in Lakewood, the City would meet the updated draft County population target.

Assuming development occurs as the maximum allowed densities in the subareas, the 806 additional units from the Downtown Subarea plus the 492 from the Lakewood Station District Subarea total 1,298 additional units - just 260 units less than the County’s updated draft 2044 target for Lakewood. If an additional 11 housing units per year were built elsewhere in Lakewood, the City would meet the updated draft County housing target.

	2044 Population Target	2044 Housing Target
Pierce County- Estimated Targets	80,274 (16,662 growth from 2020 baseline)	33,982 (6,983 growth from 2020 baseline)
Lakewood Projections	76,692 (13,380 growth from 2020 baseline)	32,497 (5,498 growth from 2020 baseline)
Additional Lakewood Growth Needed to Meet Pierce County Estimated 2044 Targets	<p>3,582 (150 people per year) additional people must be planned for to meet 2044 Population Target:</p> <ul style="list-style-type: none"> - 3,064 people will be housed if subarea build-out occurs at maximum allowed densities in subareas. - 598 people (25 more people per year over 24 years) must be housed outside of subareas. 	<p>1,558 additional units needed to meet 2044 Housing Target:</p> <ul style="list-style-type: none"> - 1,298 additional units will be built if subarea development occurs at maximum allowed densities. - 260 units (11 units per year over 24 years) must be built outside of subareas.


NEXT STEPS

Lakewood will need to provide its reasoning for how the City will meet the 2044 population target of 80,274 people and 2044 housing target of 33,982 units to the Pierce County Council and the PSRC. City Council representatives serving on the PCRC will also need to be prepared to explain the City’s reasoning at the appropriate time.



TO: Mayor and City Council

THROUGH: Dave Bugher, Assistant City Manager, Community & Economic Development Director

FROM: John Caulfield, City Manager 

DATE: January 24, 2022

SUBJECT: Overview of the Changes to the 2021 Multifamily Tax Exemption (MFTE) Program

ATTACHMENT(S): Current List of Approved MFTE Projects; Proposed Lakewood Station RTA Map Amendment

Key Messages: The 2021 Legislature passed Engrossed Second Substitute Senate Bill 5287 (E2SSB 5287) that made several changes to the Multifamily Tax Exemption (MFTE) program. This bill was effective July 25, 2021.

This bill amends RCW 84.14.005, 84.14.010, 84.14.020, 84.14.030, 84.14.040, 84.14.090, 84.14.100, and adds a new section to chapter 84.14 RCW.

The Legislature had several goals in mind when it proposed these changes, mainly to: incentivize multifamily housing; increase densities; increase the production of market-rate workforce housing; develop permanently affordable housing opportunities; promote economic investment and recovery, and attempt to create family-wage jobs.

Lakewood will need to amend its existing multi-family housing property tax exemption (MFTE) program to meet new state requirements. This report provides the City Council a summary of the program changes, in addition to an early opportunity to suggest additional, local MFTE program amendments if the Council desires. One of the local amendments includes a Residential Target Amendment (RTA) amendment to the Lakewood Station. Purpose is twofold: adds the Lakewood Landing site; and makes the Lakewood Station RTA coterminous with the Lakewood Station District Subarea Plan (see attachment). Amendments to the actual MFTE program will follow in the second quarter of 2022.

How it affects Lakewood: These changes require Lakewood to amend its current program, which is found in the Lakewood Municipal Code (LMC), Title 3, Chapter 3.64, and Title 18A, Chapter 18A.10, Section 18A.10.180 (Definitions). MFTE-related definitions were purposely combined into Title 18A in order to keep all development-related definitions in one place. However, that also means when the City changes MFTE definitions it requires public hearings before the Planning Commission and City Council prior to adoption.

→ **Modifies definitions**

Expands the definition of “city”, to include any city, until December 31, 2031.

Impact to Lakewood: None.

Decreases the required unincorporated population for qualifying counties from 350,000 to 170,000.

Impact to Lakewood: None.

Amends definitions for low-income households and moderate income households by deleting the term “high cost area¹” and adding the term “metropolitan statistical area (MSA)” to each definition.

Impact to Lakewood: To be determined. By using the MSA definition, it may expand the eligibility pool allowing more residents to take advantage of the program.

"Affordable housing" means residential housing that is rented by a person or household whose monthly housing costs, including utilities other than telephone, do not exceed thirty percent of the household's monthly income. For the purposes of housing intended for owner occupancy, "affordable housing" means residential housing that is within the means of low or moderate-income households.

"Low-income household" means a single person, family, or unrelated persons living together whose adjusted income is at or below eighty percent of the median family income adjusted for family size, for the county, city, or metropolitan statistical area, where the project is located, as reported by the United States department of housing and urban development.

"Moderate-income household" means a single person, family, or unrelated persons living together whose adjusted income is more than eighty percent but is at or below one hundred fifteen percent of the median family income adjusted for family size, for the county, city, or metropolitan statistical area, where the project is located, as reported by the United States department of housing and urban development.

¹ "High cost area" means a county where the third quarter median house price for the previous year as reported by the Washington center for real estate research at Washington State University is equal to or greater than one hundred thirty percent of the statewide median house price published during the same time period.

(**NOTE:** For 2019, the median household income in the Seattle-Tacoma-Bellevue, WA, MSA is \$94,027. In the same year, the median household income in Lakewood is \$51,972.)

Changes the definition of “multiple-unit housing” to include a group of buildings having four or more dwelling units, rather than requiring a single building to have four or more dwelling units.

Impact to Lakewood: Provides greater flexibility to the developer; may open up additional opportunities to use the MFTE program. May increase administrative overhead costs.

→ **Creates new 20-year multi-family property tax exemption**

E2SSB 5287 provides two options for property owners to qualify for a new 20-year property tax exemption:

Option 1: At least 25% of properties that commit to be built by or sold to a qualified nonprofit organization or local government that will assure permanent affordable homeownership and is located in a qualifying city. Until December 31, 2031, a city not otherwise eligible to offer this exemption may offer this exemption in areas that meet certain minimum zoning density requirements of 25-dwelling units or more per acre, or for a city with a population of 20,000 or less, 15-dwelling units per acre.

Impact to Lakewood: In some aspects, impact is unknown because it is based on a nonprofit, or a city initiating and operating an affordable housing project. To date, no projects have been proposed or anticipated, at least in the short-term. Density-wise, it is not an issue since the MFTE program areas are mostly tied to existing subarea plans where density exceeds the minimum of 25-dwelling units per acre.

Option 2: Properties that commit to rent at least 20% of their units to low-income households for at least 99 years, and are located within one mile of high capacity transit of at least 15-minute scheduled frequency. In addition, the city must have a population of no more than 65,000 as of July 25, 2021, and have implemented a mandatory inclusionary zoning requirement for affordable housing.

Impact to Lakewood: Option 2 is not available since the city’s population is less than 65,000 as of July 25, 2021.

(By way of information, "high capacity transportation system" means a system of public transportation services within an urbanized region operating principally on exclusive rights-of-way, and the supporting services and facilities necessary to implement such a system, including interim express services and high occupancy vehicle lanes, which taken as a whole, provides a substantially higher level of passenger capacity, speed, and service frequency than traditional public transportation systems operating principally in general purpose roadways. (RCW 81.104.015)

Also, neither Pierce Transit, nor Sound Transit operate at 15-minute frequencies.)

→ **Other changes to multi-family property tax exemptions**

The following changes are made to the existing 8-year and 12-year exemptions -

1. Until December 31, 2026, allows a city not otherwise eligible to offer the existing 12-year exemption to offer it for properties that commit to renting or selling at least 20% of the units to low and moderate-income households. In addition, the property must meet minimum density requirements of 15-dwelling units per acre, or for cities with a population over 20,000, 25-dwelling units per acre.

Impact to Lakewood: Potentially expands the program, provided the minimum density of 25-dwelling units are met. This is unlikely to occur since Lakewood is built-out and many of the existing apartment units were built to an average density of around 20-units per acre. If a developer were to take advantage of this change, it will increase the City's administrative overhead for managing the affordability requirements.

2. Provides a 12-year extension to the existing 8-year and 12-year exemptions that are within 18-months of expiring. Properties must commit to rent or sell at least 20% of the units to low-income households, as well as meet any locally adopted requirements.

Impact to Lakewood: Short-term, no impact. Long-term, perhaps some existing projects could be eligible. If a developer was to take advantage of this change, it will increase the City's administrative overhead for managing the affordability requirements.

3. Requires property owners to provide qualifying tenants with relocation assistance in an amount equal to one month's rent, within the final month of the tenant's lease, upon the expiration of a 12-year exemption or 12-year exemption extension.

Impact to Lakewood: Assumes Lakewood would have to monitor relocation assistance. Again, increases the City's administrative overhead costs.

4. Authorizes a city or county to extend the deadline for completion for an additional five years for any applications submitted on or before February 15, 2020, when there are outstanding application requirements.

Impact to Lakewood: While authorization is allowed, we would not recommend deadline extensions unless there are sound reasons to do so. The City has not had success with developer's following up once extensions have been granted. Also, extensions may impact the timing of valuation assessment by the county assessor's office.

5. Authorizes local jurisdictions to assign and collect an administrative fee to cover program oversight costs associated with the new 20-year exemption in which at least

25% of properties commit to be built by or sold to a qualified nonprofit organization or local government assuring permanent affordable homeownership and is located in a qualifying city.

Impact to Lakewood: Does this apply to the 20-year exemption only? What about the 12-year exemption? Whether 20- or 12- years, either exemption increases the City's administrative overhead costs.

6. Prohibits the approval of new exemptions beginning January 1, 2032, and the granting of extensions beginning January 1, 2046.

Impact to Lakewood: None.

7. Changes the date cities and counties must report annually to the Department of Commerce from December 31 to April 1. Also, requires a city or county to be in compliance with the reporting requirement to offer certificates of tax exemption for this property tax exemption.

Impact to Lakewood: No issue with changing the date of the annual report. However, compliance with reporting requirements, which is part of an audit process yet to be implemented, is of concern. Several CED employees are part of a MFTE committee to review audit requirements.

8. Requires the Department of Commerce to implement an audit program for MFTE properties.

Impact to Lakewood: Unknown. Audit requirements are still under preparation by the Department of Commerce. It is strongly recommended that the city draft a detailed MFTE exemption compliance manual².

It is anticipated that the manual will require a developer to submit detailed auditing reports under affidavit and prepared by a licensed CPA. To-date, we have not always seen this level of sophistication within the development community. In the future, if we determine that the City is doubtful that a developer can meet audit requirements, we will not recommend MFTE approval to the City Council.

Informational - Summary review of MFTE programs in other WA cities:

Some cities make local or "customized" amendments to their MFTE programs. What follows is a "potpourri" of how a group of cities regulate MFTE projects. There are some elements which Lakewood staff would like to incorporate into any proposed amendments; for example, detailed application procedures, compliance with public nuisances provisions,

² There is an existing internal manual that we use, but the number of MFTE programs are relatively few. All of the MFTE programs to-date have been for market-rate housing with the use of the eight-year tax exemption. In light of the many changes proposed by the state, and new auditing requirements, a significantly revised manual is needed. Much of the auditing will be based on the contents of affordability deed restrictions. At the moment, when an affordability covenant is required for a project, we use a modified version of the City of Tacoma's deed restriction, however, in the future this could change.

property maintenance, the Rental Housing Safety Program (RHSP) and codification of annual compliance review. Other areas we would prefer to leave as is, namely, City Council approval of conditional certificates.

1. Bellingham

- a) Includes an historic protection provision (*unique custom requirement*).
- b) Director reviews and approves the conditional certificate.
- c) Conditional certificate may be extended by the director for a period not to exceed 24 consecutive months.
- d) Codifies annual compliance review.

2. Spokane

- a) Details application procedure.
- b) Director reviews and approves the conditional certificate.
- c) Conditional certificate may be extended by the director for a period not to exceed 24 consecutive months.
- d) Project parking requirements (*unique custom requirement*).

3. Wenatchee

- a) Details application procedure (but not to the same extent as Spokane).
- b) Director reviews and approves the conditional certificate.
- c) Conditional certificate may be extended by the director for a period not to exceed 24 consecutive months.
- d) Codifies annual compliance review.

4. Shoreline (recently amended)

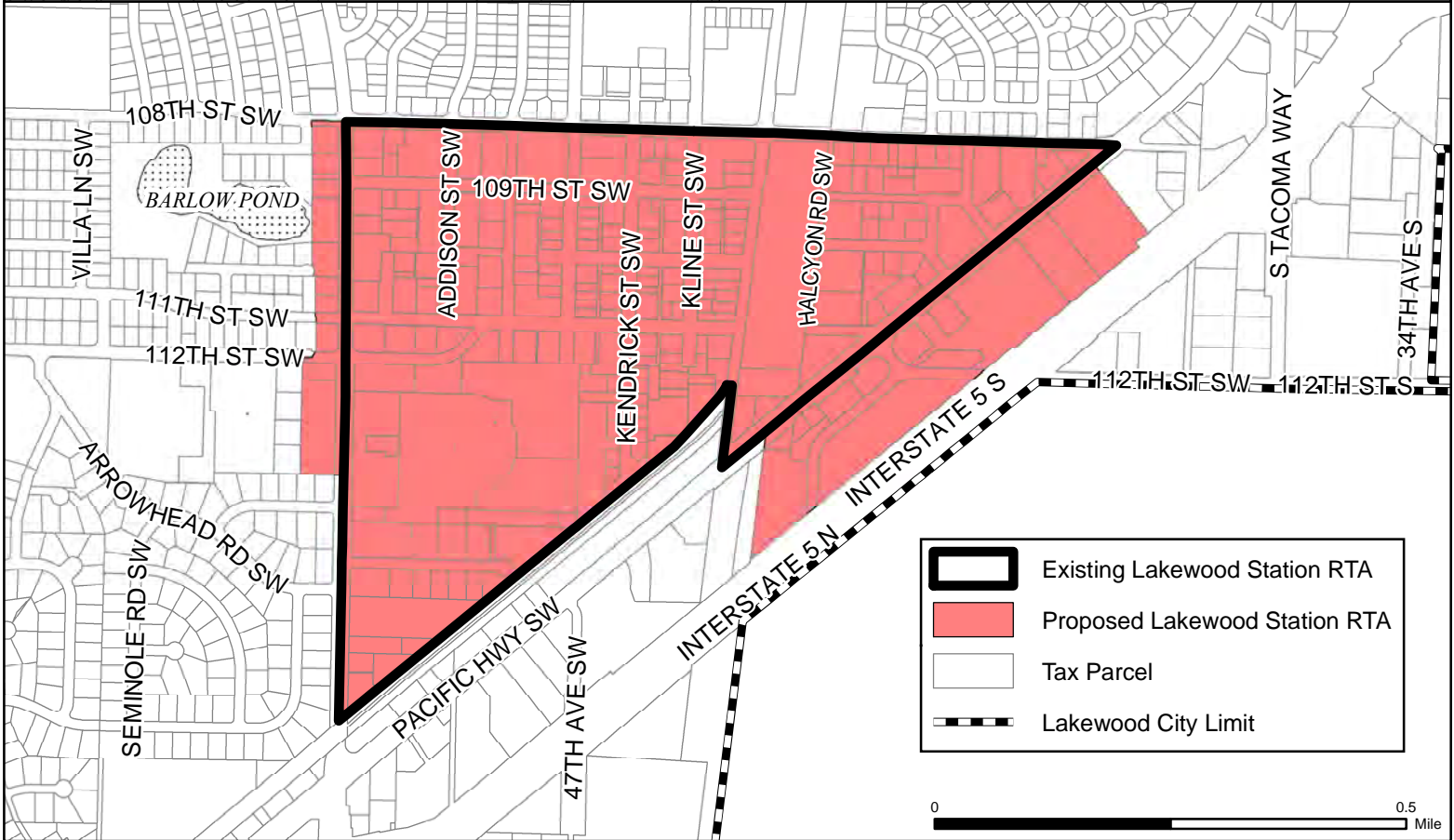
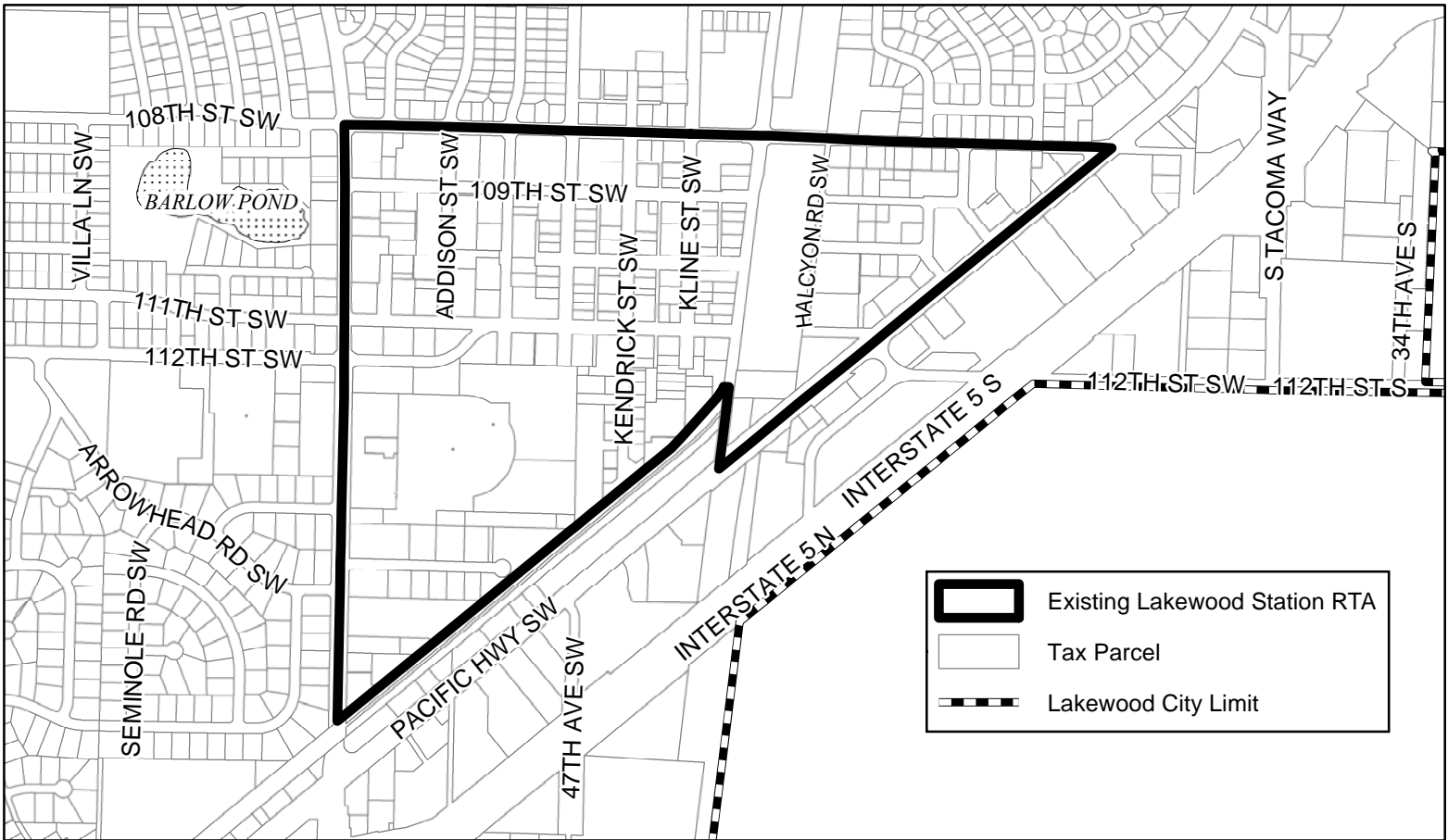
- a) Allows the 12-year affordability program; no 8-year market rate housing (*unique custom requirement*).
- b) Adopts many of the changes required by the state of Washington via SB 5287.
 - For projects with a covenant for 99-year affordability, a new 20-year MFTE program is available. Projects that have already applied for the 12-year program are eligible for a no-fee application to the 20-year program.
 - For projects nearing the end of their 12-year MFTE program, a 12-year extension is available for application.
- c) The light rail station subarea MFTE area boundaries have been expanded to match the full extent of the light rail subareas, including current and future rezone phases (*unique custom requirement*).
- d) Limits the maximum number of residential units within an existing subarea (Aurora Avenue N) (*unique custom requirement*).
- e) Details application procedure.
- f) Specifically addresses fees based on an hourly basis.
- g) City Council approves the conditional certificate.
- h) Conditional certificate may be extended by the city manager for a period not to exceed 24 consecutive months; specific findings are required.
- i) Codifies annual compliance review.

5. Tacoma (recently amended)

- a) Maintains the 8-year, market rate MFTE program.
- b) Must be in a residential target area, but shall not become available in neighborhood commercial nodes until design standards are updated (*unique custom requirement*).
- c) Requires mixed-use development in commercial nodes of at least 30 percent on the first floor set aside for commercial development (*unique custom requirement*).
- d) Adopts many of the changes required by the state of Washington via SB 5287.
- e) Minor changes to application procedures.
- f) Required to enter into contract with the City to abide by public nuisance codes.
- g) Amends the final certificate application.
- h) Amends the annual compliance review procedures.

MFTE Projects

Reference No(s).	Project Name	Applicant	Site Address	Identified RTA	Term (years)	City Council Approval Date	Tax Exemption Beginning Year	Tax Year Exemption Expiration	Subsidized (Y/N)	Renter/ Owner	Micro-Unit	1 bdrm efficient unit	1 bdrm	2 bdrm	3 bdrm	4 bdrm	Total Units	% rent subsidi- dized
ZZ-08-00644 (91)	Oak Grove Village	Joseph E. Mayer/Lincoln Property Company (Lakewood Project LLC)	4724 Steilacoom Boulevard SW	CBD	10	6/6/2006	1/1/2008	12/31/2018	N	R	0	12	64	146	32	0	254	0
BP-13-01835	Gravelly Lake Townhomes	Gravelly Lake Townhomes, LLC	8911 & 8919 Gravelly Lake Drive SW	CBD	10	6/6/2006	1/1/2008	12/31/2018	N	R	0	0	0	0	28	0	28	0
LU-16-00196	Springbrook Apartments	Springbrook SPE LLC	12632 Bridgeport Way SW	Springbrook	8	12/7/2016	1/1/2020	12/31/2028	N	R	0	12	68	96	0	0	219	0
LU-16-00101	Rainier Terrace	Rainer Terrace LLC/Michael Robinson	4108 and 4110 108th Street SW	Lakewood Station/ Lakeview RTA	8	8/1/2016	1/1/2020	12/31/2028	N	R	0	0	0	11	0	0	11	0
LU-17-00224; LU-17-00158; LU-17-00150	Town View Apartments	Two Ironmen, LLC	5915, 5909 & 5903 Lake Grove Street SW	CBD	8	10/17/2017	1/1/2021	12/31/2029	N	R	0	0	6	24	0	0	30	0
LU-18-00180 (PROJECT NOT APPROVED)	Lake Grove Apartments; Project denied by City Council	Lake Grove Properties, LLC	5944 Lake Grove Street SW	CBD	12	NOT APPROVED	-	-	-	R	0	12	12	12	24	0	60	12/60 (20%)
	Lakeview Chapel, LLC	Lakeview Chapel, LLC	4606 108th Street SW	Lakewood Station District Subarea Plan	12	Resolution No. 2021-11; August 16, 2021	Not started construction	-	N	R	0	0	0	50	0	0	50	0
LU-21-00045	112th Street Townhouses	One-12 Fund, LLC	4812 112th Street SW	Lakewood Station District Subarea Plan	8	Resolution No. 2021-09; July 19, 2021	Not started construction	-	N	R	0	0	0	15	0	0	15	0
																	607	



Existing and Proposed Lakewood Station Residential Target Area (RTA)