



To: Mayor and City Councilmembers

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Subject: Economic Development Strategy

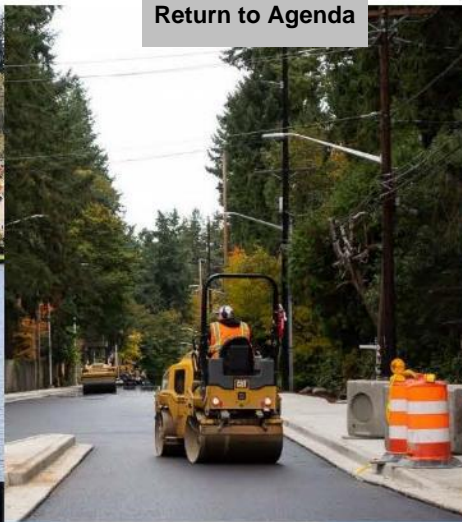
Overview

The Economic Development Strategy (EDS) was developed and informed by the state, regional, county, and city planning documents, with a focus on City Council adopted goals for 2021-2024.

The purpose of the EDS is to advance City Council Goal #1: The City of Lakewood promotes and supports a dynamic and robust local economy. The components of this goal are an adaptive and growing economy, a diversified and resilient economy, and one that supports local businesses and residents. The document includes desired outcomes, competitive position and local market analysis, challenges and opportunities, action items, and an implementation plan with budget considerations and performance measures.

Details of the EDS will be shared at the study session.

Attachment
Economic Development Strategy
PowerPoint Presentation



CITY OF LAKEWOOD ECONOMIC DEVELOPMENT STRATEGY

June 2022



ACKNOWLEDGEMENTS

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Contents

Introduction.....	1
Economic Development Vision and Desired Outcomes	2
Lakewood’s Competitive Position	4
Lakewood’s Competitive Advantages and Opportunities.....	4
Lakewood’s Challenges.....	5
Local Market Analysis	5
Population	6
Employment.....	6
Work Locations.....	10
Taxable Retail Sales and Retail Market Capture	13
Summary of Analytic Takeaways.....	16
Economic Development Opportunities and Strategies.....	19
Citywide Efforts	20
Supporting City Services and Investments.....	20
General Economic Development Efforts.....	22
Focus Area Strategies	25
Downtown Lakewood	1
Lakewood Station District Subarea and Lakewood Landing.....	4
Lakeview/Kendrick.....	7
International District.....	9
North Clear Zone	11
Springbrook.....	13
Tillicum	15
Woodbrook Business Park	18
Lake City	20
Implementation Plan	22
Budget Considerations and Measuring Success.....	28
Milestones and Performance Measures	29
Appendix: Planning Context	30
Sources	46

Introduction

The City of Lakewood Economic Development Strategy (EDS) has been created to build a strong city economy that supports the successes of residents and businesses. The EDS is intended to build a robust, flexible, and resilient local economy that provides opportunities and services for all.

Although the EDS is intended to provide direction to the activities of the City's Community and Economic Development Department, the effort to build a strong local economy is a collective effort of many different organizations and stakeholders. For the City, every department has a role to play in supporting a strong local business climate, and in turn, local businesses and business organizations can help the City in this work.

This document is intended to provide a high-level review of the City's overall strategy for economic development and includes the following sections:

- **Economic Development Vision and Desired Outcomes.** This section highlights existing policies that shape the City's focus on economic development and summarizes the City's key goals and desired outcomes for the future of the Lakewood economy.
- **Economic Strengths and Opportunities.** This section highlights current conditions with the local Lakewood economy, including the most significant industrial sectors, major employers, and competitive advantages over other communities in the region. This also describes elements of the economy where the City could potentially boost capacity or competitiveness to boost local businesses, as well as the differences between jobs and businesses found across the neighborhoods of the city.
- **Economic Development Strategies.** From the discussion of strengths and opportunities in the local economy, this section provides an overview of the steps necessary for the City to maintain and enhance local economic activity. These strategies are divided into two categories:
 - **Citywide Efforts**, which are applicable for businesses across the city as a whole and are intended to be used everywhere.
 - **Focus Area strategies**, which address specific needs for businesses in specific neighborhoods of Lakewood.
- **Implementation Plan.** In addition to providing higher-level economic development strategies, this document also describes the actions that should be taken to pursue these strategies. These are organized to highlight actions that are currently being implemented, as well as others that are planned for the short- and long-term.

Economic Development Vision and Desired Outcomes

The City Council adopted a 30-year Anniversary Vision Statement (see page 39) in 2015 that was updated in June, 2021 and incorporates economic development as a key element, calling for a community “**sustained by robust economic growth and job creation.**”

The promotion of a healthy, dynamic local economy in Lakewood is important for several reasons, including creation of equitable wealth generation opportunities for Lakewood residents; enhancing quality of life for all Lakewood residents by generating dynamic places with attractive retail, services, restaurants, and entertainment options; and the creation of a tax base that enables the City of Lakewood to provide quality public services.

This Economic Development Strategy is designed to advance this Vision by implementing the City’s 2021–2024 Strategic Plan’s Economic Development Goal and five supporting Objectives as shown below, with key **desired outcomes** highlighted.

GOAL: The City of Lakewood promotes and supports a dynamic and robust local economy.

1.1 Align economic goals and resources across departments.

- A. Implement and continue to adjust the City’s comprehensive economic development strategy to **attract and preserve family and high wage jobs.**
- B. Review and develop prudent **business incentives that enhance economic development.**
- C. **Direct growth through sound planning.** Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.

1.2 Pursue infrastructure improvements vital to economic development and to bolster the City’s competitiveness.

- A. Implement **catalyst projects that promote private investment**, e.g., the Downtown Plan, Lakewood Station District Plan, and the development of Woodbrook Business Park and Lakewood Landing.
- B. **Improve underutilized commercial and mixed-use areas**, e.g., the WSDOT facility, revise zoning regulations where appropriate, and minimize nonconforming uses.
- C. **Expand and improve utilities and community assets**, such as sewers, libraries, parks, public spaces, etc.

1.3 Enhance and diversify housing stock and improve multi-generational community assets.

- A. Improve and expand programs and policies to **increase homeownership, diversify housing stock, and preserve existing housing** to meet community needs.
- B. Continue to support **youth and senior programming** and expand community events.

C. Support and preserve **historical, cultural, and ecological places of significance**.

1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.

- A. **Be a leader** in local economic development, regional transportation, and planning policies.
- B. **Continue partnership with JBLM and Camp Murray** to improve communication and connectivity, land use development, and transportation.
- C. **Expand partnerships** with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
- D. Develop an **educated workforce** through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

1.5 Promote and facilitate sustainable economic development.

- A. Focus resources on **business creation, attraction, retention, and expansion**.
- B. Promote an **entrepreneurial environment**, and encourage **a balance of manufacturing, commercial, professional, and retail and service businesses**.
- C. Continue to leverage and improve City assets, e.g., **location, access, lakes, parks, civic engagement opportunities, transit options, cultural amenities, activity hubs, and utilities**.

Lakewood's Competitive Position

Lakewood's Competitive Advantages and Opportunities

Lakewood is strongly positioned to leverage several different opportunities as part of maintaining and growing its local economy. These benefits provide opportunities for existing businesses to thrive and expand and to draw new businesses looking to locate in the community. These advantages include:

- **Proximity to the I-5 corridor and SR-512.** Lakewood is strategically located along I-5 between Tacoma and Olympia and is well-positioned to take advantage of its location along this major transportation and freight corridor. This position provides strong regional access as well as linkages to trucking destinations along the Pacific coast and the I-90 east-west transcontinental freeway serving 13 states, ending in Boston, Massachusetts. State Route 512, which has its western end in Lakewood, also provides regional access to Puyallup and the SR-167 corridor. Our location makes Lakewood a place of choice for manufacturing and industrial.
- **Proximity to Joint Base Lewis-McChord (JBLM) and other facilities.** Lakewood is directly adjacent to JBLM, a 90,283-acre joint US Army and Air Force facility that accommodates over 40,000 service members, their families, and civilian contractors and support staff. As the largest employer in Pierce County and one of the largest in the state, the base serves as the region's primary economic driver. JBLM includes Camp Murray, the home to the Washington Army National Guard, Washington State Guard, Washington Air National Guard and the State Emergency Operations Center. There is considerable demand related to off-base housing and shopping opportunities, supporting businesses for base operations, and other related economic activities.
- **Proximity to the Port of Tacoma.** The Port of Tacoma, located about five miles from Lakewood, is one of the top ten container ports in the US, and plays an important role in international trade. Significant increases in trade volume have resulted in substantial regional development of warehousing and logistics facilities across Pierce County, supported by improvements to the connections between the Port and surrounding highways.
- **Regional transit connections.** Sound Transit commuter rail and the Pierce Transit bus system can be accessed at Lakewood Station, close to the I-5/SR512 intersection on Pacific Highway. Planned investment in these systems will provide enhanced connections for travelers and commuters to Sea-Tac International Airport and downtown Seattle.
- **A thriving and diverse small business sector.** Lakewood is home to a variety of small and local businesses. The business mix is particularly diverse in Lakewood's thriving International District, which draws shoppers and diners from Lakewood and elsewhere in the region.
- **Local education and training resources.** Lakewood is home to Pierce College Fort Steilacoom and Clover Park Technical College, both of which support a strong workforce training pipeline for local businesses through a diverse range of professional and technical programs.

Lakewood's Challenges

As the community works to achieve its economic development goals, some issues will need to be addressed to increase the focus and promote the effectiveness of different methods. These challenges include the following:

- **Land constraints.** Lakewood has a limited amount of land available for development, redevelopment, and infill projects to help the city achieve its goals for residential development and affordable housing. As the community grows, this may become a limitation, especially if future economic development depends on increasing the number of community residents who shop at local businesses.
- **Shifts in consumer demands.** Over the last few years, there have been significant changes in how people shop, which will challenge Lakewood's role as a regional retail center. Online shopping, the closure of traditional brick-and-mortar stores, and a stronger regional focus on local mixed use could affect customer buying habits, reducing purchases and economic activity in Lakewood. This also presents a competitive opportunity for small and medium size cities.
- **Increased needs for human services.** As of 2021, Lakewood's poverty rate is 14.7%, higher than the county and the state, with significant demands for supportive services for basic needs such as housing, food, childcare, transportation, and access to healthcare.
- **Market demand for more residential development types.** Costs of construction, insufficient housing across the affordability spectrum, and senior housing must be considered. Higher rents for multifamily buildings may be necessary for redevelopment options in Downtown and Lakewood Station to be feasible and efficient. These are determined in part by demand and pricing in the regional residential real estate market, which may be affected by broader land use and transportation plans in other communities and agencies.
- **Traffic congestion.** As Lakewood's population grows so does the strain on our roads and other transportation infrastructure. Peak-period congestion can impact quality of life in the city. New residential developments come with the need to improve infrastructure to accommodate auto traffic and other road users.

Local Market Analysis

This section provides some statistics to consider as part of economic development strategies. These include:

- **Population**, highlighting recent trends and long-term projections for future growth.
- **Local employment**, showing how covered employment and employment growth in Lakewood is divided between different economic sectors, and how that compares to surrounding communities.
- **Work locations**, indicating where people who work in Lakewood live, and where Lakewood residents work. This analysis highlights the draw that Lakewood businesses have for employees, and how these businesses support local workers.

- **Taxable retail sales and retail market capture**, which highlights both the regional draw of local retail and the tax revenue the City collects from those sales. This can indicate what types of businesses are a regional draw, and what needs residents may need to fulfill outside of the city.

The major conclusions from these analyses, including their implications for economic development, are included at the end of this section.

Population

Population counts provided by the US Census for Lakewood between 1970 and 2020 are provided in Exhibit 1, in addition to growth targets from Pierce County's Countywide Planning Policies and VISION 2050.

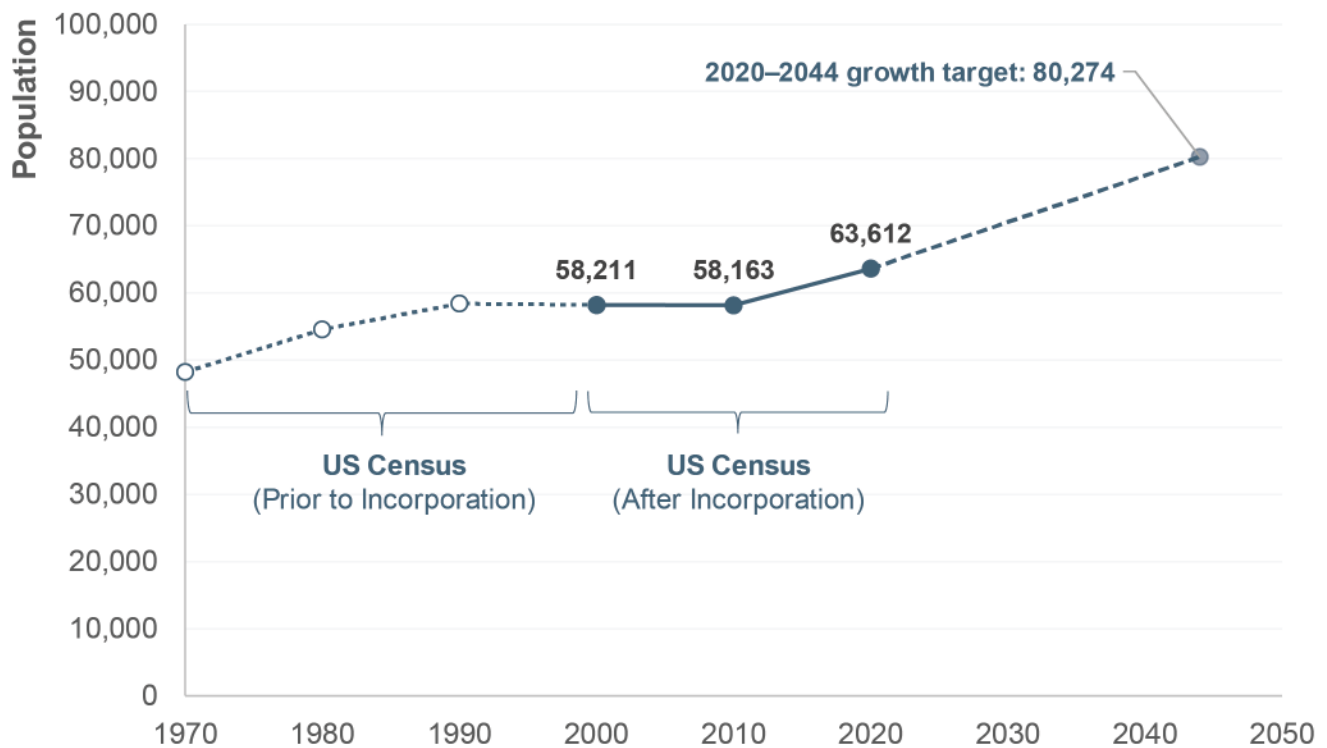
In 2020, the population of the City was calculated by the Census to be 63,612, representing a cumulative average annual growth rate of about 0.9% since 2010. This is likely the result of more recent growth, as there has been only nominal growth recorded since 1990, and according to estimates from the Washington State Office of Financial Management, this growth took place largely after 2013–2014.

Under the Countywide Planning Policies, future growth targets for 2044 are for a population of 80,274. This would amount to a growth rate of about 1% per year, consistent with the cumulative growth rate between 2010 and 2020.

Employment

To understand the composition of local employment, this report evaluates “covered employment” statistics by the Puget Sound Regional Council (PSRC). This information is largely based on the Quarterly Census of Employment and Wages (QCEW) provided to the Washington State Employment Security Department (ESD). Note that this includes the positions covered by the Washington Unemployment Insurance Act; self-employed workers, military personnel, and others are not included.

Exhibit 1. Lakewood Population and Growth Targets, 1970–2044.



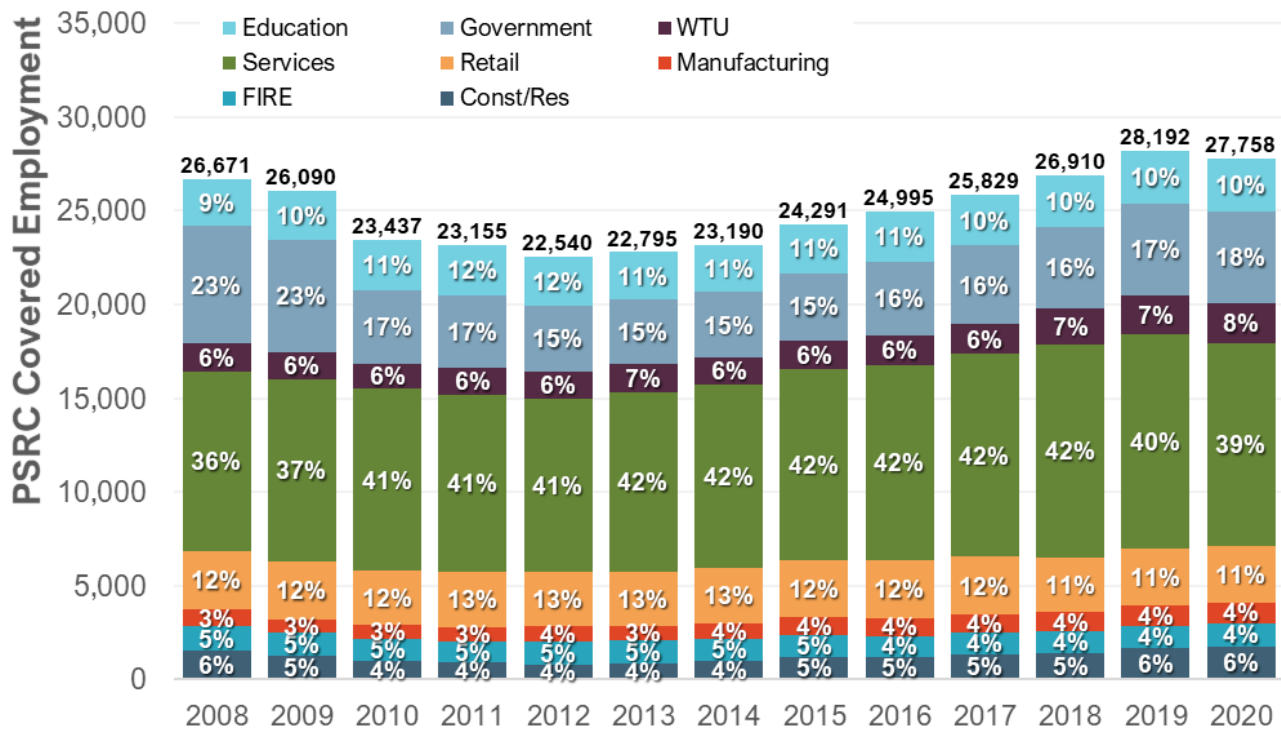
Sources: WA OFM, 2021; PSRC, 2017; BERK, 2021.

Three charts¹ are provided below:

- Exhibit 2 provides a description of **historical employment** in Lakewood from 2008 to 2020.
- Exhibit 3 compares **average yearly employment growth** in Lakewood versus Pierce County as whole from 2012 to 2020.
- Exhibit 4 compares the distribution of **employment by major sector** between Lakewood and other communities in 2020.

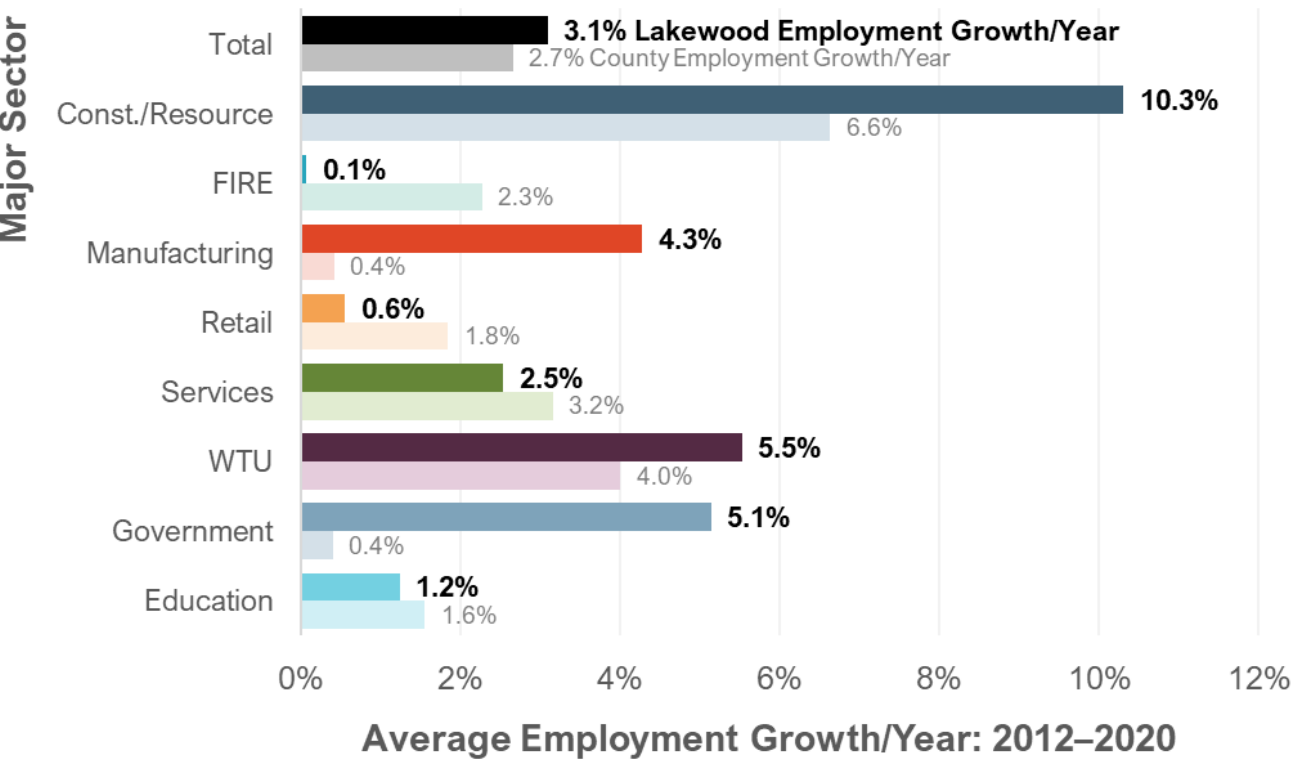
¹ In these charts, “Const/Res” refers to “Construction and Resource”, “FIRE” refers to “Finance, Insurance, and Real Estate”, and “WTU” is “Warehousing, Transportation, and Utilities”.

Exhibit 2. Lakewood Covered Employment by Major Sector, 2008–2020.



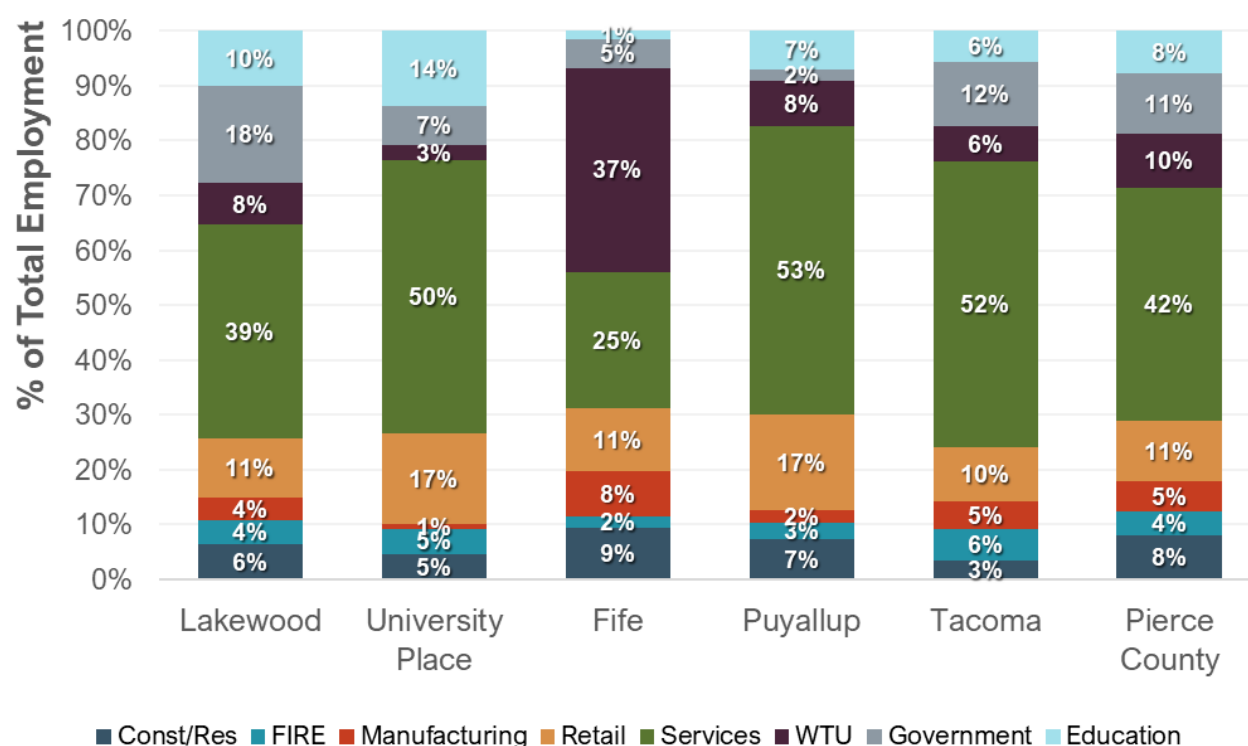
Sources: PSRC, 2021; BERK, 2021.

Exhibit 3. Average Yearly Employment Growth, Lakewood and Pierce County, 2012–2020.



Sources: PSRC, 2021; BERK, 2021.

Exhibit 4. Employment Breakdown by Major Sector, Lakewood and Other Jurisdictions, 2020.



Sources: PSRC, 2021; BERK, 2021.

These figures highlight the following:

- While Lakewood has achieved reasonable employment growth since 2012, the effects of the 2007–2009 recession are still felt.** Declines in employment in Lakewood continued for several years, with a 15% loss in employment (about 4,100 jobs) from 2008–2012. It took until 2018 to recover the total number of jobs in the local economy.
- Government employment comprises a larger portion of total jobs in the city.** Employment at government facilities, including large employers such as Western State Hospital (WSH), Pierce College, and Clover Park Technical College, represent a larger proportion of total employment than in other jurisdictions. In 2020, Government employment included about 18% of total covered employment in the city, which is larger than many other peer cities due to WSH.
- Local employment in retail has not experienced significant growth recently.** Since 2012, growth in retail employment has averaged 0.6% per year, below countywide averages. Lakewood did not have as much of a reduction in retail employment during the recession, but recovery has largely remained flat compared to other communities and the countywide average.

Work Locations

Information from the US Census Bureau Longitudinal Employer-Household Dynamics (LEHD) dataset is included here to highlight how workers commute into and out of Lakewood. This includes the following:

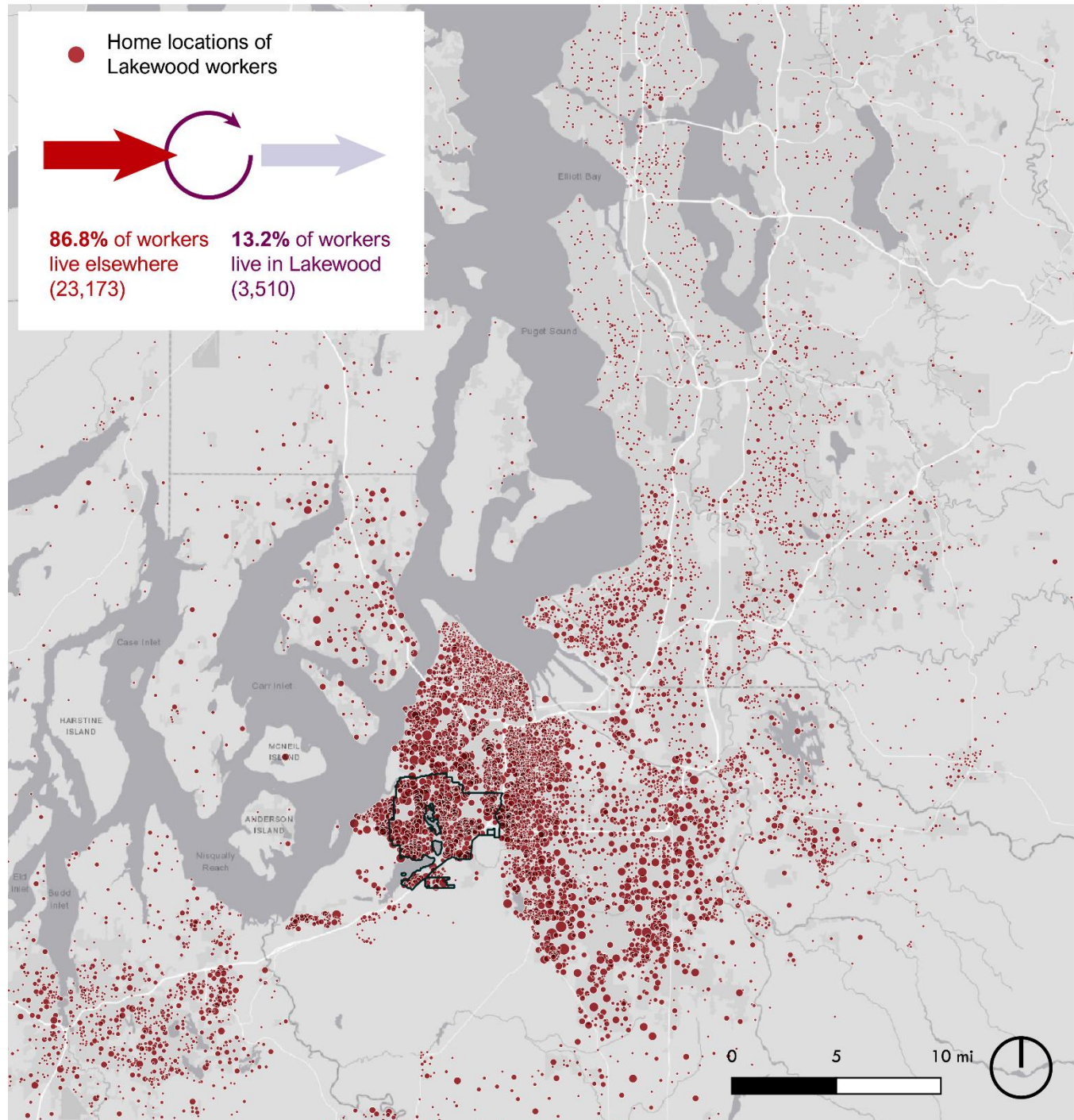
- Exhibit 5 shows the home locations of people that worked in Lakewood in 2018 and provides a list of the top 10 communities where Lakewood workers live. The data source does not include military employment.
- Exhibit 6 shows the work locations of people that resided in Lakewood in 2018, and provides a list of the top 10 communities where Lakewood residents work.
- Exhibit 7 shows the percent of Lakewood workers that reside in Lakewood, and the percent of employed Lakewood residents that work in Lakewood.

It is very important to note here that while LEHD data includes Federal civilian employees, it does not include information about employment and residential locations of uniformed military and other sensitive workers. This should be considered with respect to the conclusions reached.

Based on LEHD data, the following information can be highlighted:

- **Generally, Lakewood is a net importer of workers.** From the LEHD data, it appears that Lakewood has been a net importer of employment, with slightly more workers coming into the community than residents leaving to work in other communities. In 2018, over 13% of local workers were also residents, which highlights that Lakewood provides a significant source of labor for local employers.
- **Lakewood may be exporting more employment over time, however.** In 2018, 15.9% of workers residing in Lakewood also worked in Lakewood, which was down from a high of 20.1% in 2011. This highlights that the city may be exporting more jobs over time as a greater proportion of residents work elsewhere. This is an area to watch given Lakewood's commitment to supporting family and living wage job creation and entrepreneurialism.
- **The draw for employees in Lakewood is strong across Pierce County, with some draw in south King County and Thurston County.** Tacoma provides the greatest proportion of Lakewood employees (16.5% of the total), but employees are also drawn from other communities like Parkland (4.2%), University Place (4.0%), and South Hill. There is some draw from communities like Federal Way and Lacey as well.
- **Lakewood residents are also drawn to major regional job centers.** While a significant number of workers living in Lakewood also work in the community, major regional job centers also attract residents, including Tacoma (20.4% of the total) and Seattle (8.5%). Significant job growth in these areas, coupled with widespread concerns about housing affordability, may be driving the decline in locally-employed residents.

Exhibit 5. Residential Locations of People who Work in Lakewood (Primary Jobs), 2018.

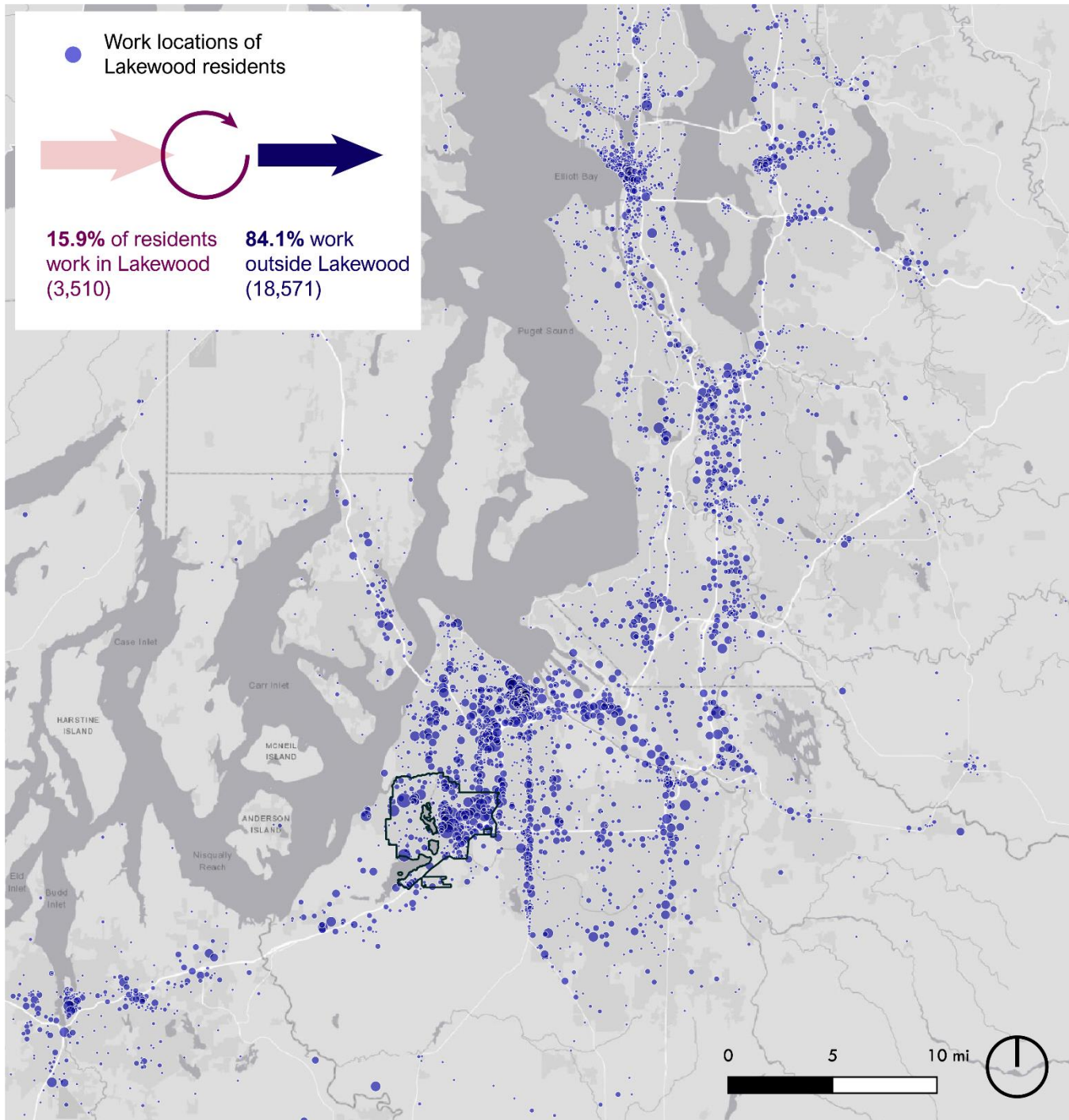


Top Home Locations for Lakewood Workers

Tacoma city, WA	16.5%	Spanaway CDP, WA	3.5%
Lakewood city, WA	13.2%	Puyallup city, WA	2.1%
Parkland CDP, WA	4.2%	Federal Way city, WA	2.1%
University Place city, WA	4.0%	Frederickson CDP, WA	1.8%
South Hill CDP, WA	3.6%	Lacey city, WA	1.6%

Sources: US Census LEHD, 2021; BERK, 2021.

Exhibit 6. Work Locations of Lakewood Residents (Primary Jobs), 2018.

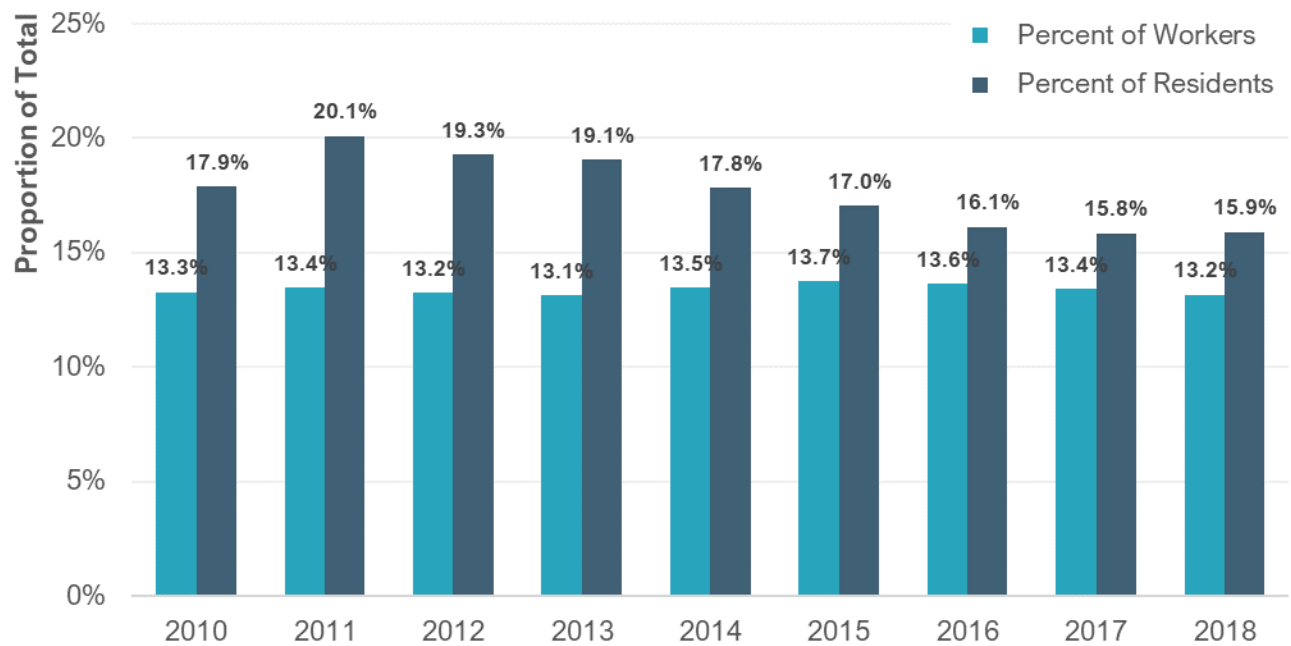


Top Work Locations for Lakewood Residents

Tacoma city, WA	20.4%	Kent city, WA	2.6%
Lakewood city, WA	15.9%	Sumner city, WA	2.5%
Seattle city, WA	8.5%	Olympia city, WA	2.3%
Puyallup city, WA	3.1%	Bellevue city, WA	2.2%
Fife city, WA	2.9%	Auburn city, WA	2.1%

Sources: US Census LEHD, 2021; BERK, 2021.

Exhibit 7. Proportion of Workers that are Lakewood Residents and Residents that are Lakewood Workers, 2018.



Sources: US Census LEHD, 2021; BERK, 2021.

Taxable Retail Sales and Retail Market Capture

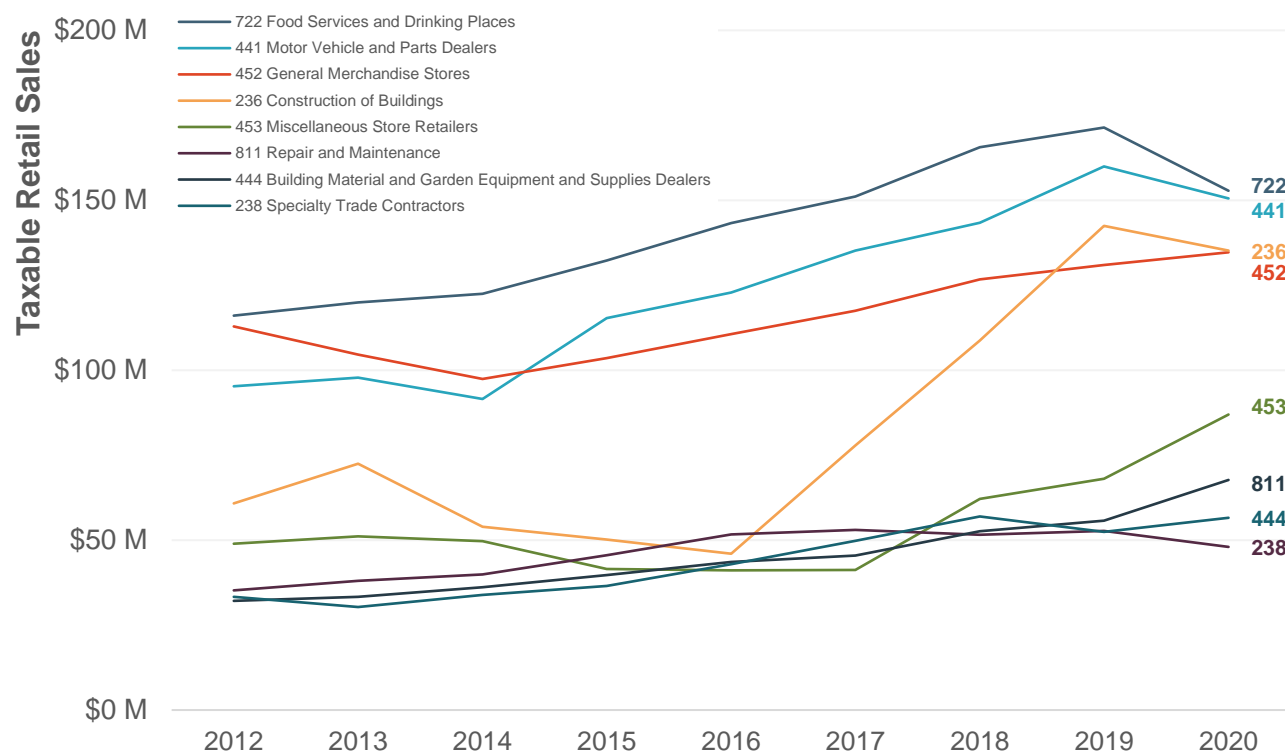
Another way of looking at the local economy in Lakewood is to understand consumer spending patterns. In Washington State, data on the retail sales covered by state and local sales taxes can be used to get a better picture of how consumer activity in Lakewood compares to state averages. This does not provide a complete picture of all consumer spending, as food and food products and many services are not included. However, since this includes an assessment of taxable sales, this does place a focus on the areas which would have the most impacts on City revenue.

Exhibit 8 provides an overall perspective on taxable retail sales by three-digit NAICS² codes on the top eight subsectors. As indicated here, the highest amount of taxable retail sales is associated with “Food Services and Drinking Places” (NAICS Code 722), amounting to \$153 million in 2020, or about 12% of the total \$1.4 billion in total taxable sales across all local businesses. Other subsectors of note include:

- “Motor Vehicle and Parts Dealers” (NAICS Code 441, \$151 million in taxable sales)
- “Construction of Buildings” (236, \$135 million).
- “General Merchandise Stores” (452, \$135 million).

² North American Industry Classification System

Exhibit 8. Taxable Retail Sales, Lakewood Top 8 Subsectors, 2012–2020.



Sources: WA Department of Revenue, 2022; BERK, 2022.

Economic development policies put in place by City Council have helped to spur development, attract new businesses, and support a thriving future for Lakewood. Proximity to JBLM and access to I-5 and other transportation networks have been crucial, along with forward-thinking planning efforts to anticipate industrial development.

Spending per capita (per person expenditures) specifically in the retail and restaurant sectors (NAICS Codes 44–45 and 722) can also be used to assess the local market for retail goods versus what businesses rely on a customer draw from the broader region:

- When the number of people purchasing a retail good in an area is higher than its population, a “retail surplus” exists. A surplus may indicate a retail opportunity as additional retailers may be attracted to a strong cluster that draws customers from a wider geography.
- When the number of people purchasing a good or service in an area is lower than the market area population, “retail leakage” may indicate a situation where Lakewood residents may generally need to go elsewhere for their shopping needs, which could be fulfilled by new businesses.

Exhibit 9 provides a table showing a summary of the retail capture analysis for selected NAICS codes. For the given business codes, this provides:

- The total taxable sales as recorded by the WA Department of Revenue.
- The potential for sales based on statewide averages.

- The sales surplus/gap, based on the difference between actual and potential sales, where positive numbers indicate a surplus of sales beyond what would be needed with the local population.
- The “pull factor”, providing the ratio between actual and potential sales, where a value of less than 1 indicates retail leakage.
- The yearly average growth rate in sales between 2015 and 2020, provided for selected codes where data is available.

Major findings from this analysis include the following:

- **Lakewood is a retail center that has been growing in its draw over time.** Overall, the retail sector (plus restaurants) in Lakewood was responsible for about \$813 million in taxable sales in 2020, with an average growth rate of about 6.2% per year between 2015 and 2020. The overall pull factor increased from 1.27 in 2015 to 1.41 in 2020, suggesting that Lakewood is still serving regional needs for retail and restaurants.
- **Food service forms one of the most important components of the local retail economy in Lakewood.** As noted previously, “Food Services and Drinking Places” (722) is the largest subsector in Lakewood and grew at an average of 3.9% per year since 2015. There is very significant representation from both full-service (\$51 million, 1.72 pull factor) and limited-service (\$80 million, 2.97 pull factor) restaurants in the community.
- **Motor vehicle-related businesses are a growing component of retail sales in Lakewood.** There is strong local retail representation with “Motor Vehicle and Parts Dealers” (441). This subsector represented \$151 million in retail sales in 2020, the largest of any retail subsector in the Lakewood economy, and provided 6.4% average growth between 2015 and 2020. The pull factor for this subsector changed from 1.14 in 2015 to 1.35 in 2020, indicating that generally it now serves a greater amount of demand outside Lakewood. This subsector is represented the strongest with “Motorcycle, ATV, and All Other Motor Vehicle Dealers” (441228) with a pull factor of 3.34 and “Automotive Parts, Accessories, and Tire Stores” (4413) with a pull factor of 3.17. “New Car Dealers” (441110) appear to be underrepresented locally, however.
- **Other statistics highlight that Lakewood specializes as a general regional retail center.** Aside from food service and motor vehicle-related businesses, General Merchandise Stores (452) represent a significant component of the local economy, resulting in \$135 million in taxable sales in 2020. This assessment indicated a surplus of around \$57 million and a pull factor of 1.74, with a growth rate of around 5.6% per year since 2015.
- **Some business types have grown more slowly than average, which should be addressed through the economic development strategy.** Although Lakewood still represents a regional retail center, some businesses have had lower growth in sales than the average. For example, “Gasoline Stations” (447), with \$15 million in taxable sales, had an average growth rate of -0.2%, well below the average of 6.2% for retail in general.
- **Explicit gaps in local retail in Lakewood are limited.** Aside from the gap in new car and RV dealers noted above, this capture analysis does not point to any major types of businesses where

additional businesses would address significant retail missing from the community. Significant gaps noted in the capture analysis overall include:

- “Electronics and Appliance Stores” (443), \$9.4 million gap in taxable sales in 2020.
- “Lawn and Garden Equipment and Supplies Stores” (4442), \$6.3 million gap.
- “Special Food Services” (7223), \$1.6 million gap.
- “Food (Health) Supplement Stores” (446191), \$4.9 million gap.

While these suggest possible gaps in local business, the strong representation of general merchandise stores (and rise of online shopping) would likely accommodate most of this demand.

- **Effects of the COVID-19 pandemic make 2020 an anomaly.** Restaurants were among the businesses hit hardest by the pandemic. While taxable sales in “Food Services and Drinking Places” (722) declined, the pull factor rose as sales in Lakewood restaurants and drinking places dropped relatively less compared to the rest of the state. One reason for this may be that a greater portion of Lakewood restaurants (e.g., restaurants with drive-through service) were better able to maintain sales while indoor dining was prohibited by pandemic safety regulations or avoided by cautious customers.

Exhibit 9. 2020 Lakewood Taxable Retail Sales Analysis of Select Sectors.

NAICS Designation		Total Taxable Sales	Potential Sales	Sales Surplus/Gap	2015 Pull	2020 Pull	Avg. Growth
441	Motor Vehicle and Parts Dealers	\$150,501,271	\$111,594,771	\$38,906,500	1.14	1.35	6.4%
4411	Automobile Dealers	\$92,001,226	\$84,542,173	\$7,459,053	0.74	1.09	10.3%
441110	New Car Dealers	\$55,214,004	\$69,704,147	-\$14,490,143	0.56	0.79	8.8%
441120	Used Car Dealers	\$36,787,222	\$14,838,026	\$21,949,196	1.81	2.48	12.6%
4412	Other Motor Vehicle Dealers	\$14,242,887	\$13,110,542	\$1,132,345	2.00	1.09	4.0%
441210	Recreational Vehicle Dealers	\$23,563	\$5,452,587	-\$5,429,024	-	0.00	4.7%
441222	Boat Dealers	\$21,836	\$3,406,704	-\$3,384,868	0.35	0.01	-39.1%
441228	Motorcycle, ATV, and All Other Motor Vehicle Dealers	\$14,197,488	\$4,251,252	\$9,946,236	5.70	3.34	5.2%
4413	Automotive Parts, Accessories, and Tire Stores	\$44,257,158	\$13,942,056	\$30,315,102	3.19	3.17	0.8%
442	Furniture and Home Furnishings Stores	\$23,594,722	\$16,912,370	\$6,682,352	1.67	1.40	-0.1%
443	Electronics and Appliance Stores	\$24,369,101	\$33,781,620	-\$9,412,519	0.82	0.72	6.2%
444	Building Material and Garden Equipment and Supplies Dealers	\$67,700,456	\$57,501,030	\$10,199,426	0.99	1.18	10.7%
4441	Building Material and Supplies Dealers	\$67,186,220	\$50,678,353	\$16,507,867	1.11	1.33	10.6%
4442	Lawn and Garden Equipment and Supplies Stores	\$514,236	\$6,822,678	-\$6,308,442	0.04	0.08	17.0%
445	Food and Beverage Stores	\$50,994,148	\$29,250,015	\$21,744,133	1.49	1.74	6.0%

NAICS Designation		Total Taxable Sales	Potential Sales	Sales Surplus/Gap	2015 Pull	2020 Pull	Avg. Growth
4451	Grocery Stores	\$46,765,748	\$26,159,251	\$20,606,497	1.47	1.79	6.4%
445110	Supermarkets and Other Grocery (except Convenience) Stores	\$33,827,300	\$22,836,402	\$10,990,898	1.26	1.48	6.9%
445120	Convenience Stores	\$12,938,448	\$3,322,849	\$9,615,599	2.81	3.89	5.2%
4452	Specialty Food Stores	\$2,703,850	\$897,889	\$1,805,961	3.18	3.01	-2.1%
4453	Beer, Wine, and Liquor Stores	\$1,524,550	\$2,192,874	-\$668,324	0.47	0.70	14.6%
446	Health and Personal Care Stores	\$27,713,406	\$23,156,212	\$4,557,194	1.28	1.20	7.9%
447	Gasoline Stations	\$14,718,626	\$12,153,296	\$2,565,330	1.35	1.21	-0.2%
448	Clothing and Clothing Accessories Stores	\$28,953,084	\$23,559,388	\$5,393,696	1.09	1.23	1.7%
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	\$27,797,940	\$19,618,347	\$8,179,593	1.26	1.42	7.3%
4511	Sporting Goods, Hobby, and Musical Instrument Stores	\$22,614,774	\$18,254,007	\$4,360,767	0.92	1.24	11.9%
4512	Book Stores and News Dealers	\$5,183,166	\$1,364,340	\$3,818,826	3.61	3.80	-3.8%
452	General Merchandise Stores	\$134,687,105	\$77,302,828	\$57,384,277	1.38	1.74	5.6%
453	Miscellaneous Store Retailers	\$86,948,304	\$78,928,580	\$8,019,724	1.46	1.10	17.4%
454	Nonstore Retailers	\$22,572,510	\$21,116,341	\$1,456,169	0.79	1.07	-0.4%
722	Food Services and Drinking Places	\$152,764,140	\$70,402,624	\$82,361,516	1.57	2.17	3.9%
7223	Special Food Services	\$352,049	\$1,907,078	-\$1,555,029	0.20	0.18	-10.3%
7224	Drinking Places (Alcoholic Beverages)	\$2,073,153	\$2,572,243	-\$499,090	1.08	0.81	-13.1%
7225	Restaurants and Other Eating Places	\$150,338,938	\$65,923,303	\$84,415,635	1.68	2.28	4.5%
722511	Full-Service Restaurants	\$51,450,862	\$29,835,382	\$21,615,480	1.53	1.72	-2.0%
722513	Limited-Service Restaurants	\$80,137,758	\$26,993,965	\$53,143,793	2.04	2.97	9.9%
722514	Cafeterias, Grill Buffets, and Buffets	\$987,780	\$181,153	\$806,627	6.47	5.45	-20.1%
722515	Snack and Nonalcoholic Beverage Bars	\$17,762,538	\$8,912,803	\$8,849,735	1.07	1.99	13.4%
44-45	Retail Trade	\$660,550,673	\$504,874,797	\$155,675,876	1.21	1.31	6.8%
722	Food Services and Drinking Places	\$152,764,140	\$70,402,624	\$82,361,516	1.57	2.17	3.9%
TOTAL		\$813,314,813	\$575,277,421	\$238,037,392	1.27	1.41	6.2%

Sources: WA Department of Revenue, 2022; BERK, 2022.

Summary of Analytic Takeaways

The market information above has several implications for the Economic Development Strategy:

- Although Lakewood will likely continue in its role as a regional retail center, there are other important trends that the city will need to respond to over time. While the city is likely to

continue as a draw for regional retail, low retail job growth and low growth in sales for certain businesses suggest that increased attention will be needed in certain areas. On the other hand, the rise in commuters and notable increases in sales with other retail business categories suggest that there may be some significant opportunities to capitalize on for future economic growth.

- **Local retail and service employment has been challenged since the recession.** The recession hit Lakewood employment hard, especially government-based employment. However, the declines in retail and services employment since then have not recovered as much as employment in government, warehousing/logistics, and manufacturing when compared to Pierce County averages.
- **Despite this, taxable retail sales have increased significantly, likely due to shifts in local retail.** While retail and service employment has not grown as strongly over time, there has been a notable increase in retail sales over time, with an average growth rate of 6.8% per year in taxable retail sales and 3.9% in restaurant sales. While this may be due to a shift towards online retail, this may also highlight shifts in the local economy that would favor high taxable retail sales per employee (e.g., declines in sales in supermarkets paired with increases in motor vehicle sales).
- **Restaurants in Lakewood present one of the most significant categories of business in the city, and likely one of the greatest opportunities for expansion.** Information from taxable retail sales data suggests that restaurants are one of the greatest contributors to the local economy and to city sales tax revenue, providing a distinct offering to the community and wider region. This is likely due to its proximity to both JBLM and I-5. Ongoing strategies should work to highlight opportunities to expand local ownership and entrepreneurship for restaurant-related businesses and determine how to coordinate with owners to improve potential customer draws and business viability.
- **Motor vehicles are becoming a growing component of local retail in Lakewood.** Although there is less representation from RV and new car dealerships in Lakewood, there is a significant cluster of activity related to used cars and other motor vehicles. Encouraging expansion of these businesses may be one approach for promoting local economic growth.
- **Future strategies regarding retail growth could have opportunities with both regional and local markets.** The increasing proportion of commuters among Lakewood residents, as well as a greater focus on mixed-use development opportunities such as in downtown, suggests that Lakewood could look to explore retail and service offerings that have a more local orientation. This could help to support these areas and encourage greater local spending over time.
- **There has been above average employment growth in construction, government, manufacturing, and logistics over the past few years in Lakewood.** Although retail and service employment has not had as significant of growth since the recession, a recovery of government jobs and a rise in construction, manufacturing, and transportation/warehousing employment have contributed to recent employment increases. Future economic development may work to encourage targeted opportunities in manufacturing and logistics.
- **Lakewood has robust and culturally diverse retail offerings, including a wide range of grocery options.** The International District draws shoppers in from across the state. There are three major Asian grocery stores, a Mexican grocer, two Safeways, Grocery Outlet, African market, and multiple smaller markets across the city.

Economic Development Opportunities and Strategies

Lakewood's overall competitive position, including the strengths and challenges described in the prior section, inform Lakewood's **Citywide economic development efforts** and **place-based Focus Area initiatives**. At a summary level, these strategies are focused on advancing the following key opportunities:

- Leveraging Lakewood's advantageous **location** and **regional investment in transportation** infrastructure, including Bus Rapid Transit and Sound Transit commuter rail.
- Raising Lakewood's **profile** and strengthening its **reputation** as a desirable place to live or locate a business.
- **Retaining** existing businesses and **attracting** new investment.
- Leveraging City and partner investment in **infrastructure** and **housing strategies** to maximize equitable benefit for Lakewood residents and businesses.
- Transforming the **Lakewood Station Area** and **Lakewood Landing** into a dynamic and highly visible example of Lakewood's potential.
- Redeveloping **Downtown Lakewood** to attract new businesses and create a vibrant retail and entertainment district.
- Enhancing the **International District** in continuing to be a thriving retail district with regional draw.
- Developing mixed use neighborhoods with a variety of **housing types at different price points** to provide housing opportunities to households of all income levels.
- Channeling residential growth and commercial activity to enhance **livability and sense of place**.
- Taking advantage of Lakewood's distinct subareas by using planning and public infrastructure investment to **achieve distinct Visions for the future of each Focus Area**.

Both Citywide and Focus Area-specific strategies are supported by specific, time-bound Implementation Strategies that direct the actions of the departments listed in Exhibit 10.

Exhibit 10. Implementation Strategy Key

Departments/Partners	Abbreviation	Citywide Efforts	Abbreviation
Communications	COMM	Business Retention and Expansion	BRE
Community and Economic Development	CED	Media and Promotion	MP
Economic Development	EcDev	Focus Areas	Abbreviation
Finance	Finance	Downtown Lakewood	DL
Lakewood Chamber	Chamber	Lakewood Station District and Lakewood Landing	LL
Long Range Planning	LRP	Lakeview/Kendrick	LK
Parks and Recreation	Parks	International District	ID
Pierce County Library System	PCLS	North Clear Zone	NCZ
Public Works Engineering	PWE	Springbrook	SB
Police	Police	Tillicum	TC
		Woodbrook Business Park	WBP

Citywide Efforts

Lakewood takes a whole-City approach to economic development, with both dedicated economic development and aligned efforts by departments across the city organization. Economic development and the creation of economic opportunity for Lakewood residents are priorities for City leadership.

Supporting City Services and Investments

Many municipal services have direct and indirect impacts on economic development. Direction from Council and City administration focus efforts across the City organization on creating a positive business and investment climate and aligned investments in housing and public infrastructure.

Business Climate

The City is investing dollars and time in its ability to be a supportive partner for private sector investors. In practical terms, that involves the deployment of user-friendly technology to apply for licenses rather than requiring a visit to City Hall. To streamline the permitting process, the City is implementing an automated permitting system built in partnership with Pierce County Planning & Land Services. In cultural terms, it means prioritizing customer service and building up the City's ability to respond quickly to requested changes.

Housing

The City currently has several successful housing programs that enhance safety and livability for residents, mitigate nuisance properties, and incentivize development of affordable housing. Funding for

these programs is largely sourced from Community Development Block Grants and the U.S. Department of Housing and Urban Development (HUD) HOME Program grants. Lakewood programs include:

- **Rental Housing Safety Program**, launched in 2018, with the goals of ensuring rental housing meets safety standards, and encouraging awareness of standards among property owners, managers, and tenants.
- **Dangerous Building Abatement Program**, which provides funding for the mitigation or removal of dangerous buildings that have been foreclosed or abandoned, or are vacant. One focus of the program is to improve quality of life in mobile home parks while retaining these affordable housing options.
- **Code enforcement** on nuisance properties with junk vehicles, garbage, or other significant issues.
- A **Multifamily Tax Exemption (MFTE) program** to incentivize quality high-density residential development and redevelopment in residential target areas by reducing the tax burden on new properties, with additional incentive for units designated as affordable.
- An **Annual Housing Report** produced as a means to monitor housing construction and to track economic and regulatory trends affecting the housing market.
- U.S. Department of **Housing and Urban Development** programs such as CDBG and HOME funds, Section 108 funding, and partnerships with Living Access Support Alliance, Habitat for Humanity, and many others.

A separate Housing Strategy covers these programs and more through the City of Lakewood 2020-2024 Consolidated Plan to ensure sustainable development that meets the needs of the community and the region and increases production of middle market single family housing.

Infrastructure Investment

Over \$100 million is planned to support connectivity and multi-modal transportation, road improvements, curb/gutter work, utilities, and lighting citywide. Continual park expansions and amenities, as well as addressing environmental issues, are ongoing. Partnerships with WSDOT on the JBLM Congestion Relief project, Nisqually Delta, and Main Gate JBLM are just a few of our major projects.

- The City makes significant effort to align investment in public infrastructure and amenities with economic development, place-making goals, and projected population growth. While the Focus Area strategies presented below include reference to location-specific infrastructure investments, the following planned citywide investments are of particular note from an economic development perspective.
- Planned projects will implement a non-motorized transportation network throughout the city.
- Investments in major arterials will improve traffic flows and frontages.
- The City is working with the Washington State Department of Transportation to complete major transportation projects:
 - Replacement interchanges on I-5 at Bridgeport Way SW and at the SR 512 junction.

- Flood management in the Springbrook neighborhood.

General Economic Development Efforts

The City of Lakewood strives to be a leader and a collaborator in regional economic development. We understand that Lakewood’s success relies on the success of our neighbors, and similarly, Lakewood benefits when nearby communities prosper. Ongoing areas of focus include:

- Advocating for Lakewood and the broader Pierce County region in regional transportation and planning efforts.
- Continuing to partner with JBLM, Camp Murray, and members of the South Sound Military Community Partnership to communicate the economic importance of the base and improve connectivity, land use development, and transportation.
- Working in partnership with the Lakewood Chamber of Commerce, Tacoma Pierce County Economic Development Board, Pierce County Economic Development, neighborhood groups and associations, and other civic groups and cities in the region.
- Developing an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

Business Retention and Expansion (BRE)

One of the pillars of successful economic development is attention to local business. The majority of job growth comes from existing businesses, and the more we can do to retain and assist those businesses, the higher the return on investment and the healthier the community. Lakewood Economic Development staff meets with an average of 100 businesses per year in Lakewood, sometimes in partnership with the Economic Development Board of Tacoma/Pierce County, Pierce County Economic Development, or the Lakewood Chamber, to thank them for choosing Lakewood and to learn about their business. Is it growing? Are they in an expansion mode? Do they import or export? Are they hiring and able to find the right talent? Do they need assistance of any kind? All of these can be topics of a meeting with the goal of working together, discovering issues, and providing support for success.

The business community appreciates the outreach, and it builds a positive relationship where businesses have a point of contact if something does arise. We come away with valuable information to inform the City in developing policy that serves our businesses more effectively. One focus of outreach efforts has been to connect with Asian and Hispanic business owners on South Tacoma Way. Cultivating the entrepreneurial spirit, encouraging and aiding in the development of startup companies, and sharing in their success can be very exciting for a community. Part of the BRE process includes being aware of new and emerging trends, companies that are poised to fill a need, and opportunities for the City to remove barriers and be responsive to a constantly changing business and development climate. It also means building relationships with the business community.

Lakewood is culturally diverse with a higher than average concentration of minority and women owned businesses. 88% of businesses in the International District are owned by Black, Indigenous, and people of color. Lakewood contributes American Rescue Plan Act (ARPA) funding to the Pierce County Business Accelerator program which provides technical assistance to small businesses, and has a BIPOC-, veteran-, and women-owned business focus to help foster innovation and create wealth-

building opportunities. Educational centers include the Korean Women’s Association in Lakewood with trainings offered in multiple languages.

Implementation Strategies

<i>Ongoing</i>		
Action	Responsibility	Schedule
BRE.1. Meet with a minimum of 90 businesses	EcDev	Annually
BRE.2. BRE Report	EcDev	Annually
BRE.3. BRE Follow Up and expansion assistance	EcDev	Ongoing
BRE.4. Update underutilized properties map	EcDev	Annually
BRE.5. Partner with Pierce County, EDB, and Lakewood Chamber on business resource events	EcDev/Chamber	Ongoing
BRE.6. Acknowledge “First Impressions” businesses	EcDev/Parks	Ongoing
<i>Near-Term (2022-2023)</i>		
Action	Responsibility	Schedule
BRE.7. Survey business community on pandemic recovery	EcDev	Q1 2022
BRE.8. Update contaminated sites report; develop action plan to address contaminated properties; identify other properties posing barriers to development	EcDev	Q2 2022
BRE.9. Develop business database by industry	EcDev	Q3 2022
BRE.10. Develop, implement, and promote Opportunity Fund Program	EcDev/Finance	Q3 – Q4 2022
BRE.11. Identify high-impact growth-oriented firms	EcDev	Q4 2022
BRE.12. Identify gaps in resources and publish business resource manual	EcDev	Q1 2023
BRE.13. Evaluate feasibility for maker space and/or business incubator; create report on findings	EcDev	Q2 2023
BRE.14. Research Main Street program to support local business; create report on findings	EcDev	Q3 2023
BRE.15. Research Business Improvement Area program; create report on findings	EcDev	Q4 2023
<i>Mid-Term (2024-2025)</i>		

Ongoing

Action	Responsibility	Schedule
BRE.16. Update Economic Development Strategy	EcDev	Q3 2024

Media and Promotion Strategy for Recruitment and Attraction

The City is engaged in a strategic image and messaging campaign that highlights the many benefits of living and working in our growing community. Key elements include public safety, quality education, and downtown development. Based on our research, *The American Dream is more achievable here*. Lakewood is authentic, fun, fearless, and friendly. We love our diversity, celebrate our neighborhoods and districts, and we're putting the "lake" back in Lakewood. Whether you're buying a dream home, or personalizing a fixer-upper, building a giant industrial warehouse, or developing a mixed use project in the Downtown our invitation is to *Build Your Better Here*. Our main audiences include long-term residents, "starters" with young families, the "warrior" or service members and veterans, and "builders" who are building businesses and developing both residential and commercial properties.

When launching a redevelopment in a market, often the "early adopter" will come from outside that market. This becomes the catalyst for others to invest and spawn future development. Through various media channels and consistent messaging around a strong and consistent Lakewood brand, we are able to target businesses and investors, and build a sustainable and robust economy. We promote the critical role that JBLM plays in the regional economy in our communications and in our active collaboration with partners to protect the ability of the base to perform its mission.

The Economic Development team works closely with the City Communications Manager in developing and implementing media outreach, as well as managing messaging. The team works with other agencies such as the military, Pierce County, local businesses, and the Tacoma Regional Convention & Visitor Bureau to define our presence in Pierce County and the larger Puget Sound area, and beyond.

Implementation Strategies*Ongoing*

Action	Responsibility	Schedule
MP.1. Produce Lakewood Economic Development Newsletter every other month	EcDev/Comm	Bi-monthly
MP.2. Produce Economic Development Brochure and Economic Indicators Report	EcDev	Bi-annually
MP.3. Social media posts (LinkedIn, Facebook, and Instagram) with a focus on LinkedIn for recruitment	EcDev/Comm	Ongoing
MP.4. Authored articles and op-ed pieces	EcDev/Comm	Ongoing

Ongoing

Action	Responsibility	Schedule
MP.5. Direct outreach to property owners, developers, and potential tenants	EcDev	Ongoing

Near-Term (2022-2023)

Action	Responsibility	Schedule
MP.6. Review Build Your Better Here campaign	EcDev/Comm	Q2 2022
MP.7. Review media options for next biennial budget including Build Your Better Here campaign	EcDev/Comm	Q2 2022
MP.8. Nearcation.com tourism website and campaign continued promotion and updating (pending lodging tax allocation into 2023)	EcDev/Comm	Q1 2022 – Q4 2023

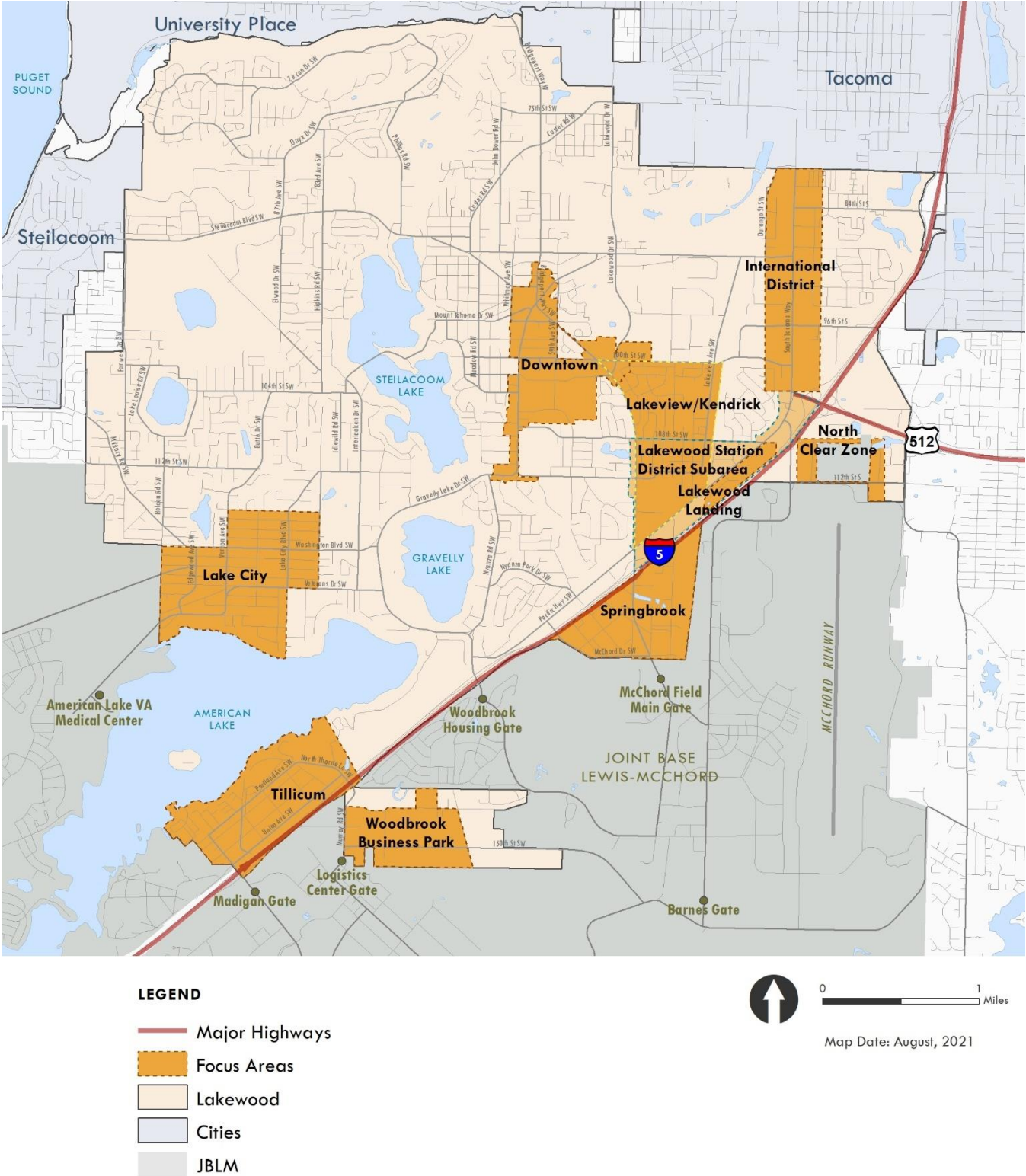
Focus Area Strategies

The City concentrates many economic development efforts and resources in place-based strategies around defined Focus Areas. Each Focus Area is anchored by a Vision Statement reflective of its unique opportunities and will be addressed through individualized Implementation Strategies. The following Focus Areas are described in this section and mapped in Exhibit 11. The City is actively investing to increase vehicular and non-vehicular mobility within the City, including many sidewalk connections among Focus Areas as shown in Exhibit 12.

Focus Area	Vision	Central Strategies
Downtown Lakewood	A rich urban area with civic amenities, walkable streets, and a mix of uses including housing, entertainment, restaurants, and retail.	<ul style="list-style-type: none"> Hold true to long-term Vision, with growth in region and other Focus Areas adding to pressure for redevelopment in Downtown. Investment in civic amenities, including parks and a new library. Business attraction and redevelopment.
Lakewood Station District Subarea and Lakewood Landing	A high quality, pedestrian-oriented urban environment with a dense mix of commercial and medical office, regional and local retail, services, and hospitality, as well as high-density residential uses.	<ul style="list-style-type: none"> Infrastructure investment. Transit-oriented development.

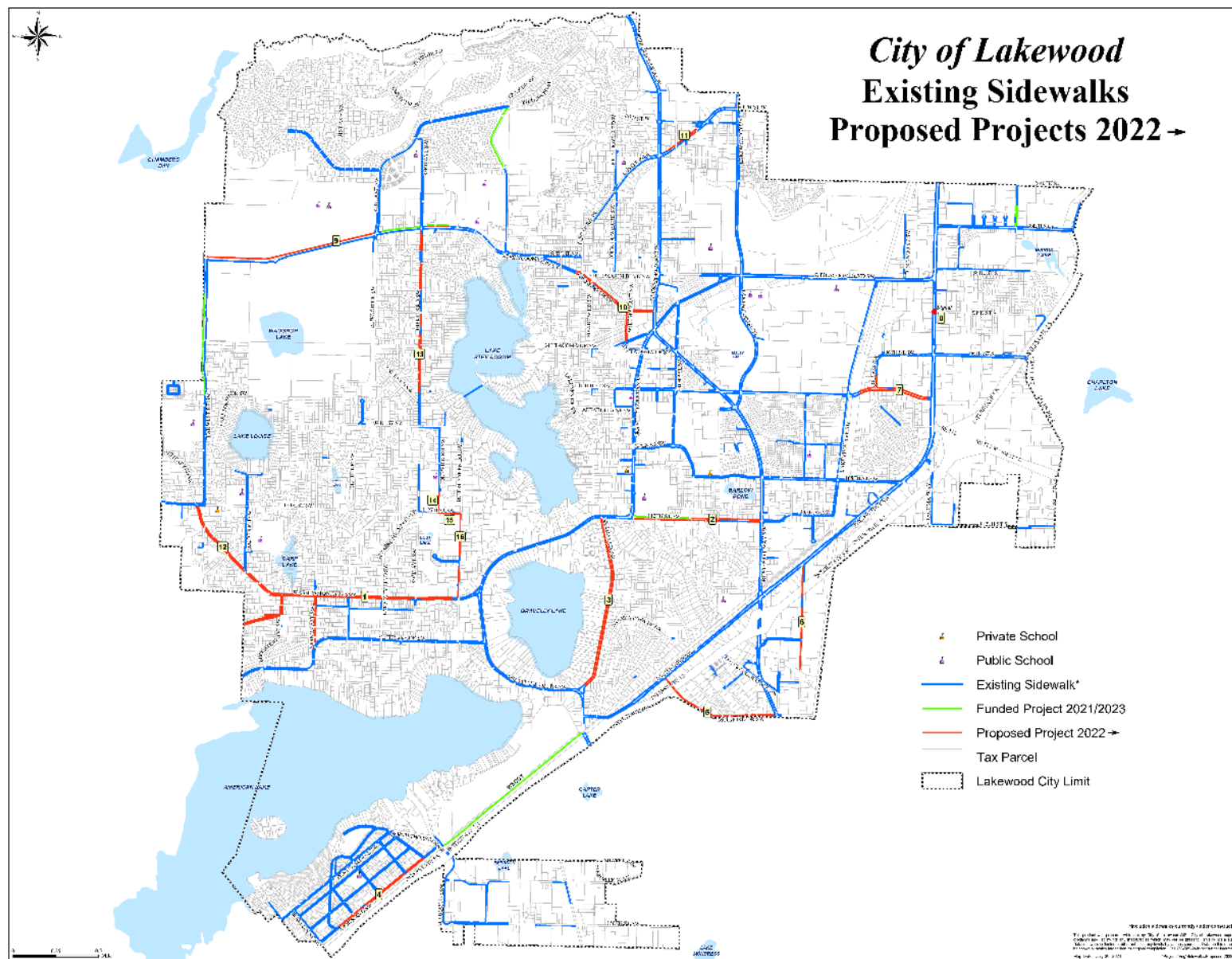
Focus Area	Vision	Central Strategies
Lakeview/Kendrick	An affordable residential neighborhood enhanced by a mixed-use redevelopment and transportation corridor between Downtown and Sounder Station.	<ul style="list-style-type: none"> ▪ Opportunity Zone designation. ▪ Land assembly.
International District	A culturally diverse, destination-oriented commercial district with significant grocery, office, retail, and restaurants.	<ul style="list-style-type: none"> ▪ Infrastructure investment and place making. ▪ Small business support.
North Clear Zone	Compatible land uses that support the ongoing mission of Joint Base Lewis McChord.	<ul style="list-style-type: none"> ▪ Property acquisition and relocation assistance for companies that must relocate.
Springbrook	Multifamily residential neighborhood with some commercial uses and industrial lands, an accessible park, and a gateway connection to JBLM.	<ul style="list-style-type: none"> ▪ Investments in streets, utilities, and parks. ▪ Address environmental constraints.
Tillicum	A thriving community well-supported by quality public infrastructure and services.	<ul style="list-style-type: none"> ▪ Opportunity Zone designation. ▪ Investments in sewer, streets, public safety, and a new library.
Woodbrook Business Park	A dynamic home to a variety of light industrial and manufacturing users attracted by Lakewood's location in the region and favorable business climate.	<ul style="list-style-type: none"> ▪ Prioritization of light industrial and manufacturing uses through zoning and other means. ▪ Opportunity Zone designation. ▪ Infrastructure improvements.
Lake City	A residential neighborhood with distinct historic character, supported by a variety of retail and services.	<ul style="list-style-type: none"> ▪ Investment in sidewalks. ▪ Encourage retail, restaurants, and other amenities to enhance the neighborhood and American Lake Park.

Exhibit 11. Lakewood Focus Areas.



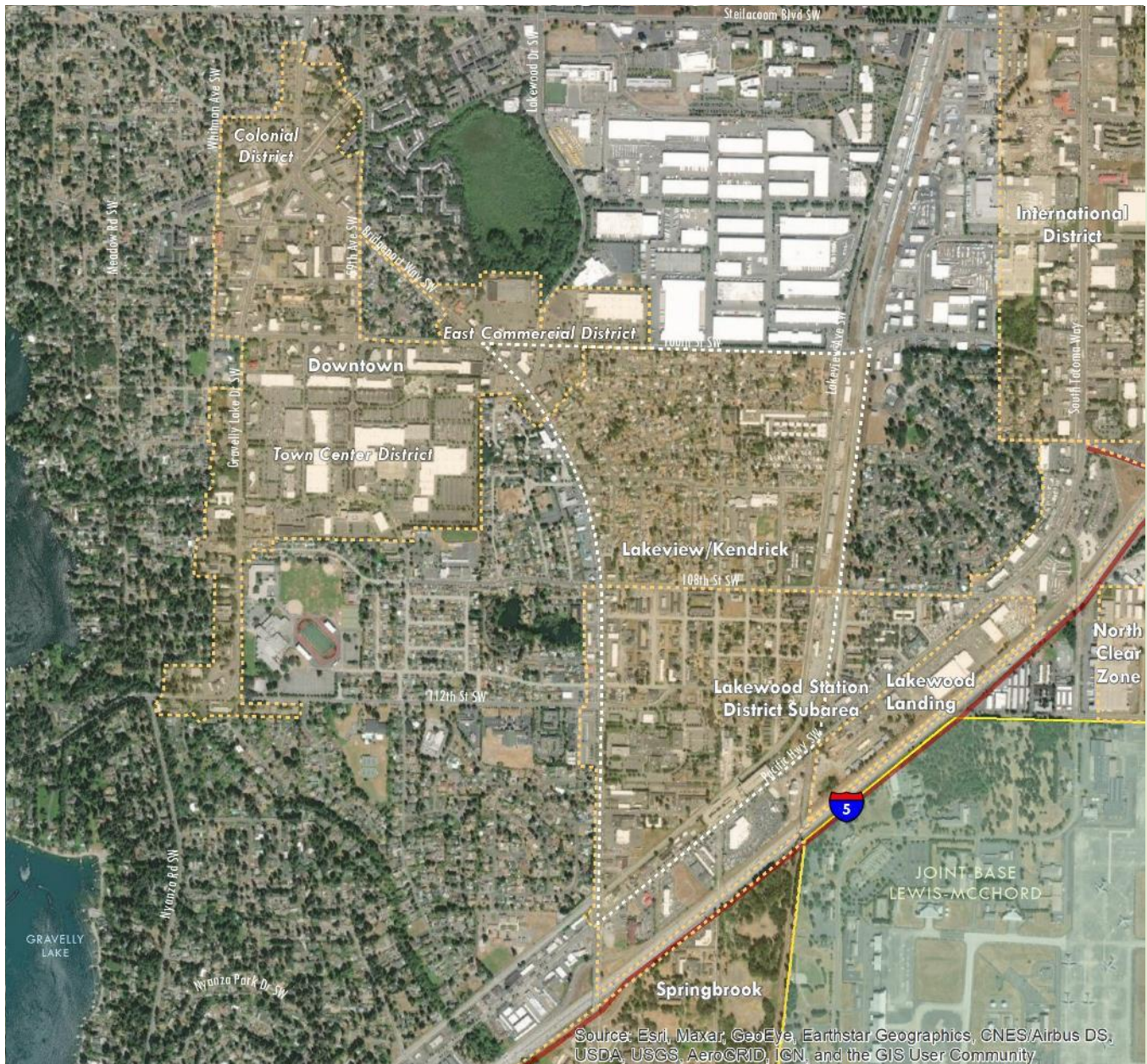
Source: City of Lakewood, BERK 2021.

Exhibit 12. Priority Sidewalk Projects.



Source: City of Lakewood.

Downtown Lakewood



VISION

A rich urban area with civic amenities including a downtown park and gathering place, walkable streets, and a mix of uses including housing, entertainment, restaurants, and retail.

Lakewood's Downtown, formerly termed the Central Business District (CBD), is comprised of the Towne Center (including Lakewood City Hall), the Colonial Center, and the retail areas along Lakewood Drive, 100th Street, Bridgeport Way and along Gravelly Lake Drive and north to Fairlawn. The area of the CBD includes retail, restaurants, medical services, a variety of office and professional services such as banking and credit unions, and the Chamber of Commerce offices. Housing, schools, and other zone types surround much of the CBD zoning. Three of the roads from the CBD lead to I-5 and others connect to Tacoma and University Place.

City Council adopted the [Lakewood Downtown Plan](#) in October 2018. The plan focuses on ambitious goals of redeveloping the CBD into a rich urban area with civic amenities, walkable streets, and a mix of uses including housing, entertainment, restaurants, and retail. The Downtown Plan encompasses 315 acres, with three districts: Colonial, Town Center, and East District. The Downtown Plan implements the Lakewood Community Vision that calls for a dynamic future and economic prosperity. Transportation improvements to complete the Plan were estimated at \$29 million in 2018.

Colonial Plaza, a festival street located on Motor Avenue between Gravelly Lake Drive and Whitworth in the Colonial District, is a \$2.3 million improvement and the first major downtown development to be completed. This road improvement project consists of public space elements as well as curb and gutter, sidewalk, on-street parking, street lighting, landscaping, public art, and bench seating.

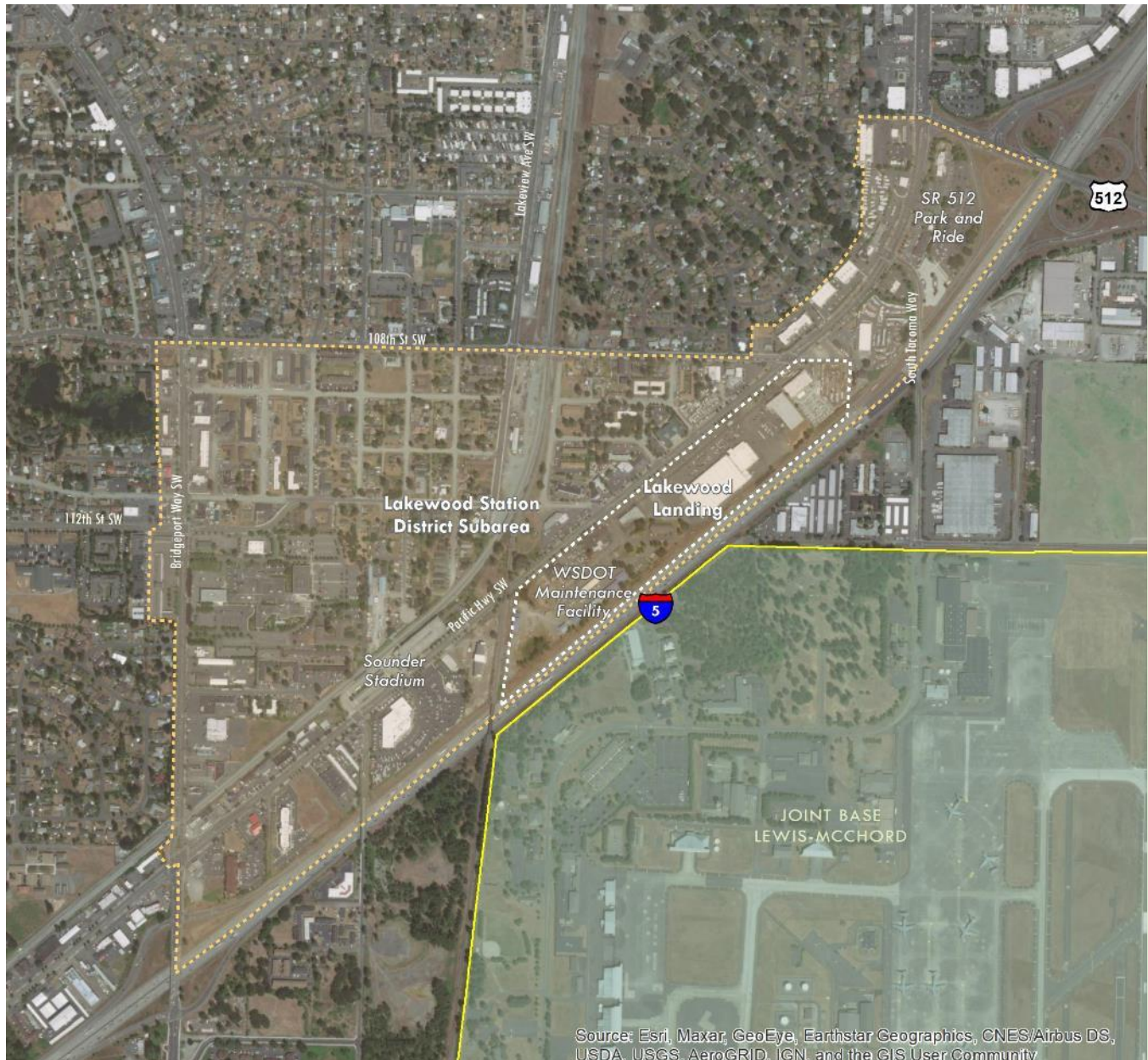
The City is committed to the long-term vision for the area. Regional growth, along with investment in other Lakewood Focus Areas will continue to contribute to the market pressures needed for more rapid investment and redevelopment in Downtown.

Implementation Strategies

<i>Ongoing</i>			
Action		Responsibility	Schedule
DL.1.	Facilitate redevelopment efforts	CED	Ongoing
DL.2.	Work with current property owners and brokers to fill spaces and activate underutilized parking	CED	Ongoing
DL.3.	Annual pavement patching	PWE	Annual
<i>Near-Term (2022-2023)</i>			
Action		Responsibility	Schedule
DL.4.	Review economic development policies to support small local businesses; review possible incentives for small business to attract them to locate in the Downtown (coincide with Downtown Plan review)	EcDev/LRP	Q1 2022 (begin)
DL.5.	Review Downtown Plan for adjustments	EcDev/LRP	Q1 2022
DL.6.	Review housing strategies	CED/LRP	Q1 2022

DL.7.	Work with Pierce County Library System to identify a location for a new library	EcDev	Q1 2022 (begin)
DL.8.	Work with KITE Realty on cleanup of contamination and to build a Downtown park	EcDev/CED	Q1 2022 (begin)
DL.9.	Work with KITE Realty to open Catapult Adventure Park	CED	Q1 2022 (until open)
DL.10.	Continued outreach and relationship building with mixed use developers, restaurants, and retailers	EcDev	Q1 2022 – Q4 2023
DL.11.	Update retail watch program within the Downtown, post and outreach to businesses	EcDev/Police	Q3 2022
DL.12.	Secure property for Downtown park (may be public/private partnership-TBD)	CED/Parks	Q3 2022 (target)
DL.13.	Establish plan and design for Downtown park	CED/Parks	Q4 2022 – Q2 2023
<i>Mid-Term (2024-2025)</i>			
Action		Responsibility	Schedule
DL.14.	Review Downtown Plan for adjustments	EcDev/LRP	Q1 2024
DL.15.	New Downtown Library	EcDev/CED	TBD
DL.16.	Signalization at Avondale (traffic mitigation fees collected)	PWE	TBD
DL.17.	Convert Lakewood Towne Center Blvd to a public street (TIP, unfunded)	PWE	TBD
DL.18.	Complete Green Street Loop (TIP, unfunded)	PWE	TBD
DL.19.	Gravelly Lake Dr./Avondale Traffic Signal (TIP, unfunded)	PWE	TBD

Lakewood Station District Subarea and Lakewood Landing



VISION

A high quality, pedestrian-oriented urban environment with a dense mix of commercial and medical office, regional and local retail, services, and hospitality, as well as medium-density affordable and market rate residential units.

Pacific Highway and I-5 are Lakewood's front door and a highly visible focus area for redevelopment. The City has provided \$10 million in infrastructure improvements from SR 512 to Gravelly Lake Drive on Pacific Highway. Upgrades included curbs, gutters, sidewalks, street trees, storm water, and new pavement to this corridor.

In 2008-2009, the City completed a market study to assess the opportunities on Pacific Highway. The report identified a potential for new hotels. A hotel study was then completed to support the findings. This has been instrumental in securing new businesses, including the Candlewood Suites, Comfort Inn, Marriott TownePlace Suites, and Woodspring Suites. A second Marriott was planned and placed on hold due to the pandemic. These developments, along with consistent growth helped to bring other new businesses such as AutoZone and Harbor Freight. Kenworth Northwest, now known as Kenworth Papé, built a new truck and repair facility south of Bridgeport in the Ponders area.



Lakewood Station District Subarea

The [Lakewood Station District Subarea Plan](#) (2021) envisions a multi-modal commuter hub at the southern terminus of Sound

Transit's commuter rail service, providing an amenity-rich, transit-oriented development node surrounding the Lakewood Station with access to regional rail and freeway transportation. Development standards and incentives will foster a high quality, pedestrian-oriented urban environment with a dense mix of commercial and medical office, regional and local retail, services and hospitality, and high-density residential uses offering ownership and rental housing opportunities.

Lakewood Landing

In 2014 the City completed a fiscal benefits analysis, followed by a market analysis of 30 acres between 108th and the railroad crossing over Pacific Highway. The project has become known as Lakewood Landing. Originally considered as an attractive location for an outlet mall, due to market forces and demand, this redevelopment project will likely include housing, office, restaurants, retail, and entertainment.

The City is prioritizing its focus on this Focus Area given its short-term opportunities for substantial private sector investment and for increasing market pressure on redevelopment in Downtown Lakewood and other Focus Areas.

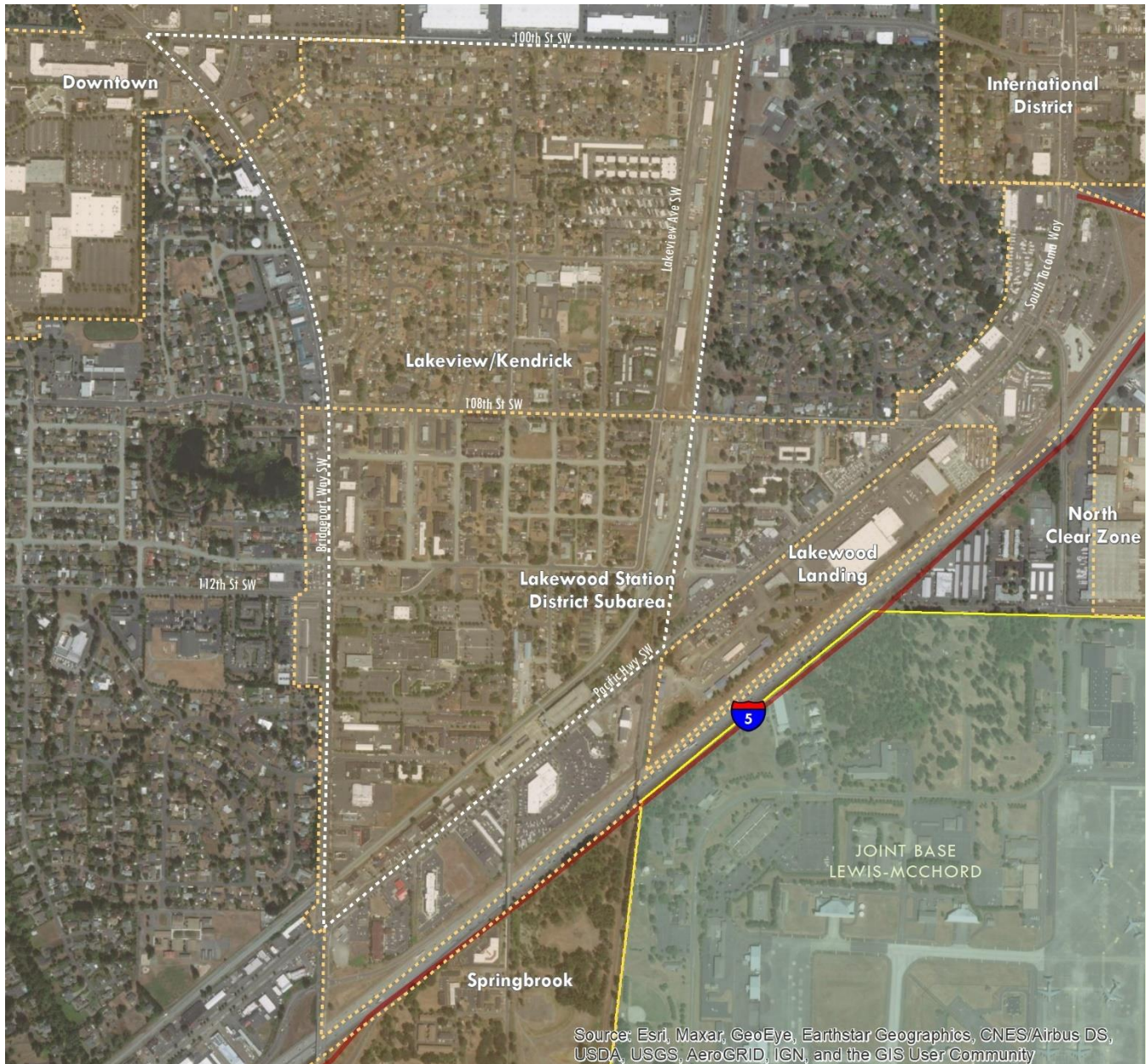
Implementation Strategies

<i>Ongoing</i>			
Action		Responsibility	Schedule
LL.1.	Facilitate redevelopment efforts	CED	Ongoing
LL.2.	Work with WSDOT and partners to ensure progress and success for Lakewood Landing (LL)	EcDev	Ongoing
LL.3.	Explore and secure funding for LL	EcDev	Ongoing
<i>Near-Term (2022-2023)</i>			
Action		Responsibility	Schedule
LL.4.	Consider actions to incentivize development	EcDev/LRP	Q1 2022 – Q1 2023
LL.5.	Work with LL broker on property sale	EcDev	Q1 2022 – Q2 2022
LL.6.	Work with new owners of Lakewood Station TOD to develop property Northwest of Lakewood Station*	CED	Q1 '22 – Q4 '23 (through completion)
LL.7.	Meet with WSDOT and OFM regarding MOU and next steps toward building a new facility	EcDev	Q2 – Q4 2022
LL.8.	Review Lakewood Station District Plan for adjustments	CED/LRP	Q2 2023
LL.9.	Lakewood Landing, Phase I redevelopment		Q4 2023 (begin)
LL.10.	Secure new WSDOT property^	EcDev	Q4 2023
<i>Mid-Term (2024-2025)</i>			
Action		Responsibility	Schedule
LL.11.	Lakewood Station Non-Motorized Access Improvements	PWE	Q4 2024
LL.12.	Lakewood Station Non-Motorized Access Improvements	PWE	Q4 2024
LL.13.	WSDOT new facility complete^	EcDev/CED	TBD
LL.14.	WSDOT relocation, and sale of property for LL next phases and redevelopment^	EcDev/CED	TBD

* Also noted as implementation strategy LK.3. for Lakeview/Kendrick due to overlapping areas.

^ Subject to funding

Lakeview/Kendrick



VISION

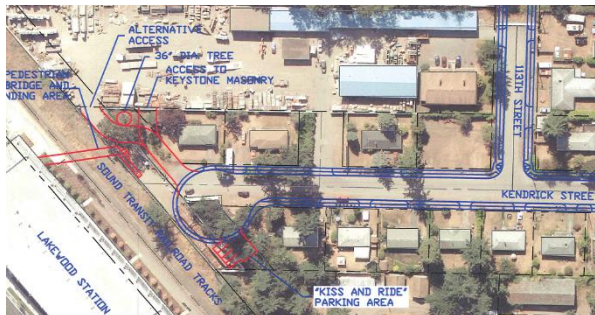
An affordable residential neighborhood enhanced by a mixed-use redevelopment and transportation corridor between Downtown and Sounder Station.

The Lakeview/Kendrick Street neighborhood is in an Opportunity Zone. This area is northeast of Pacific Highway and connected to Lakewood Station, a major hub for transportation and the southern-most stop for Sound Transit, by a pedestrian bridge over the railroad tracks. This area is primarily single family and multifamily with some neighborhood commercial and transit oriented commercial areas.

Considerable land assembly has been completed in the Kendrick Street area for a 12-acre redevelopment. Additional residential and commercial opportunity exists for investment and new projects given the proximity to I-5, Bridgeport Way, medical facilities, and transportation options. A small portion of the tract extends into the Eastern portion of Downtown. This area overlaps with the Lakewood Station District, and a small corner of the geography addressed by the Downtown Plan.



Kendrick Street Neighborhood



Concept

Implementation Strategies

Ongoing

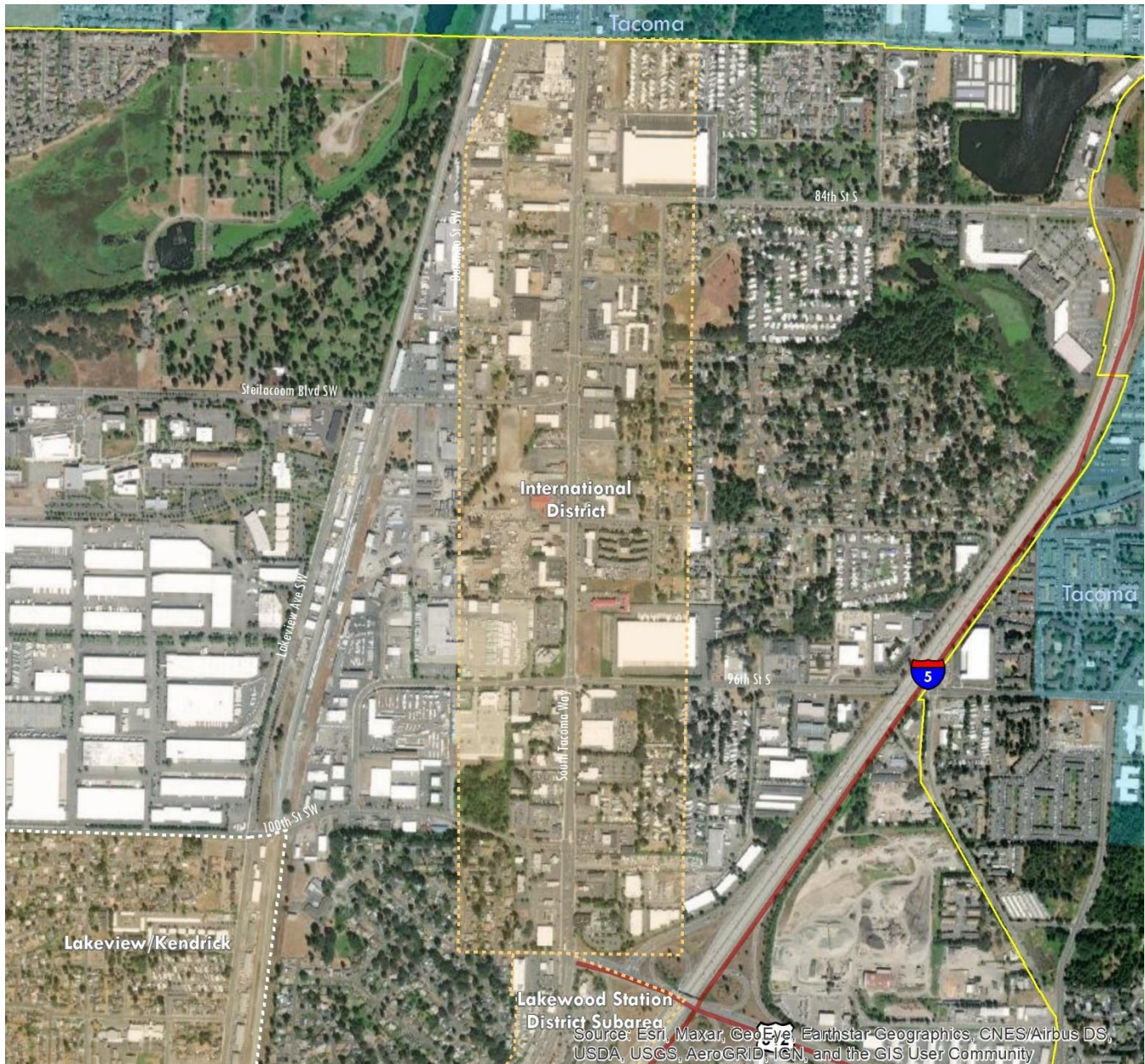
Action	Responsibility	Schedule
LK.1. Facilitate redevelopment efforts	CED	Ongoing
LK.2. Market Opportunity Zone; Opportunity Zone investor and fund manager outreach	EcDev	Ongoing

Near-Term

Action	Responsibility	Schedule
LK.3. Work with new owners of Lakewood Station TOD to develop property Northwest of Lakewood Station*	CED	Q1 2022 – Q4 2023 (through completion)
LK.4. Identify underutilized properties, both residential and commercial, and provide options for re-use and redevelopment	EcDev	Q4 2022

*Also noted as implementation strategy LL.6. for Lakewood Station District due to overlapping areas.

International District



VISION

A culturally diverse, destination-oriented commercial district with significant grocery, office, retail, and restaurants.

The International District runs from Lakewood's northern boundary on South Tacoma Way to 100th Street, just north of the SR-512 interchange. The district has a robust commercial presence with significant grocery, office, retail, and restaurants. Many ethnic restaurants — predominantly Korean, as well as others — provide for a richly diverse cultural experience.

The district's three Korean markets include Boo Han Market, HMart, and Paldo World. Businesses along South Tacoma Way attract customers regionally, from out of state and internationally.



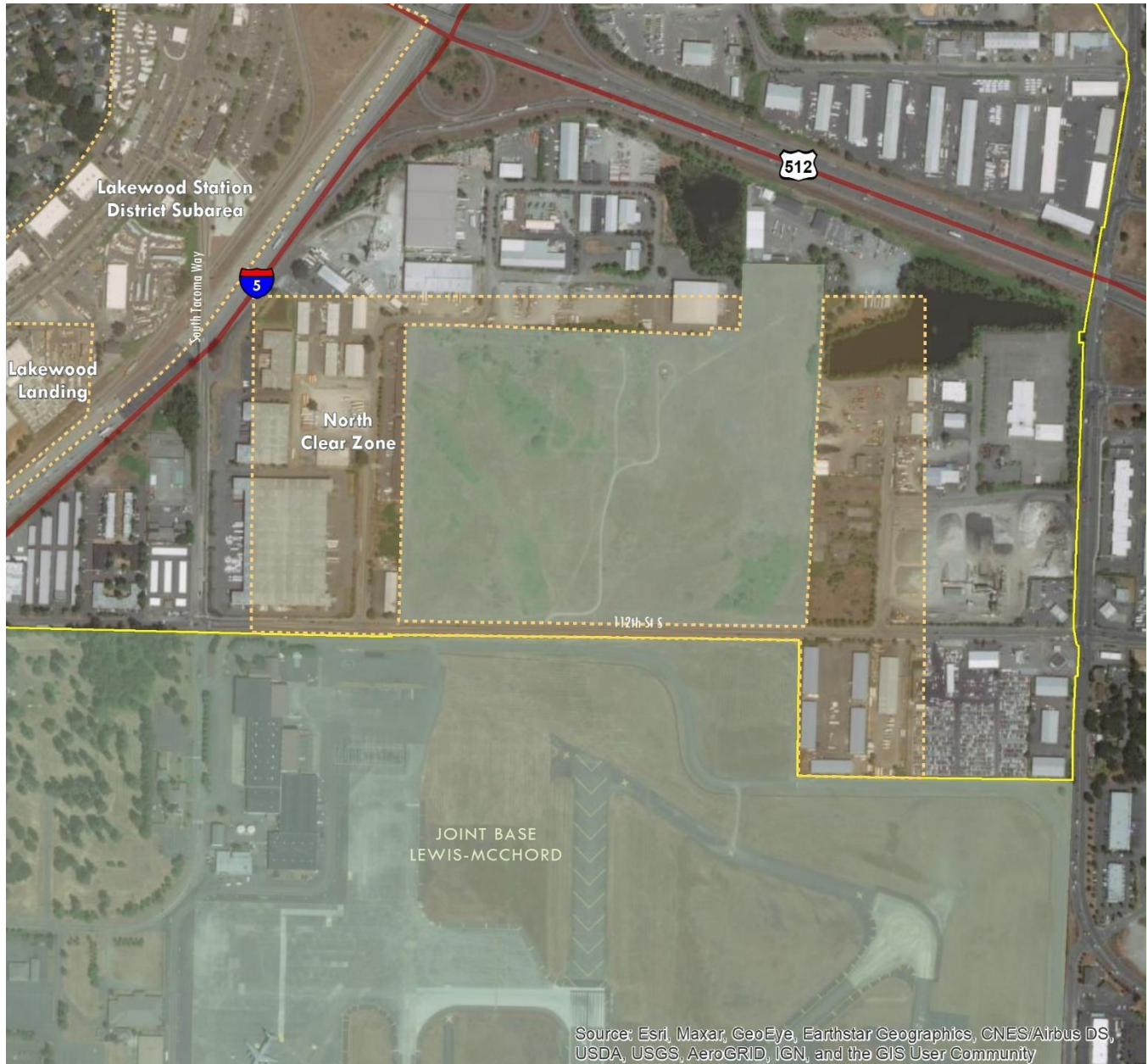
Lee Medical Center opened in 2018 to provide primary care, pharmacy, lab, and specialty medical services.

A 2016 survey of business and property owners found a need for signage, lighting, street cleaning, street repair, and a street crossing. Respondents were also in favor of public art, decorative baskets, and community flags to define the area. The City has completed road work, upgraded lighting, and installed a gateway sign at the corner of South Tacoma Way and 100th Street to designate the district as a special place.

Implementation Strategies

<i>Ongoing</i>			
Action		Responsibility	Schedule
ID.1.	Facilitate redevelopment efforts	CED	Ongoing
<i>Near-Term (2022-2023)</i>			
Action		Responsibility	Schedule
ID.2.	Review options for additional signage, crossing, art, and baskets with Parks and Public Works	EcDev/Parks/PWE	Q3 2022
ID.3.	Update business survey	EcDev	Q2 2023
<i>Mid-Term (2024-2025)</i>			
Action		Responsibility	Schedule
ID.4.	Subarea Plan for corridor	CED/LRP	Q2 2024 (begin)
ID.5.	Consider re-zone to accommodate residential	CED/LRP	Q2 2024 (begin)
ID.6.	Road Construction South Tacoma Way, 88th to 80th (TIP, design complete, construction unfunded)	PWE	TBD
ID.7.	Durango/Steilacoom Signalization (TIP, design complete, construction unfunded)	PWE	TBD

North Clear Zone



VISION

Compatible land uses that support the ongoing mission of Joint Base Lewis-McChord.

The North Clear Zone (NCZ) is a federally designated 3,000 x 3,000 foot safety area adjacent to the end of the McChord runway. A strategy was adopted in 2017 to address non-conforming uses in this area. This City has been working with companies willing to relocate out of the NCZ by purchasing those properties, as funds become available through state and federal sources, and to relocate them.

South Sound Military and Community Partnership (SSMCP) was the lead on this project.

We continue to work in partnership with SSMCP and JBLM to support military services members, their families, and veterans. With a \$14 billion economic impact, JBLM is one of the most critical economic engines in our region.



Implementation Strategies

Ongoing

Action	Responsibility	Schedule
NCZ.1. Secure matching funds for additional purchases and relocation	SSMCP	Ongoing

Near-Term (2022-2023)

Action	Responsibility	Schedule
NCZ.2. Purchase Tactical Tailor building	EcDev/SSMCP	Q1 2022
NCZ.3. Work with Tactical Tailor to secure property	EcDev	Q1 2022 – Q3 2022
NCZ.4. Provide status update to NCZ owners and begin work on next purchase	EcDev/SSMCP	Q3 2022
NCZ.5. Finalize Industrial Development Revenue Bond for Tactical Tailor	EcDev	Q4 2022
NCZ.6. Work with Tactical Tailor on new facility development and relocation	EcDev	Q1 2023 (through completion)

Mid-Term (2024-2025)

Action	Responsibility	Schedule
NCZ.7. Continue property acquisitions as money becomes available	EcDev/SSMCP	TBD
NCZ.8. Outreach to NCZ property owners and businesses	EcDev/SSMCP	TBD

Springbrook



VISION

Multifamily residential neighborhood with some commercial uses and industrial lands, an accessible park, and a gateway connection to JBLM.

The Springbrook neighborhood is located on the East side of I-5 on Bridgeport Way at exit 125 and is an access point to Joint Base Lewis McChord North and the McChord gate. The area primarily consists of multifamily residents. It is also home to MacNak, a large defense contractor, a smattering of offices, convenience commercial, Springbrook Park, and the Holroyd Company.

Lakewood has completely rebuilt Bridgeport Way from I-5 to the McChord gate in 2015 and a gateway sign was installed in 2016. The Lakewood Water District completed a major water line upgrade connecting Seattle Avenue, west of I-5 to Bridgeport Way. Springbrook Park recently doubled in size making way for more room for walking trails, picnic tables, a second picnic shelter, new playground equipment and community garden expansion. A bridge over Clover Creek has allowed for better access to the park.

123rd street has been rebuilt, connecting Bridgeport to 47th Street in support of development on the former Pierce County Gravel Pit and other projects, and to provide for easier movement in and out of the area. This has brought the total Springbrook Neighborhood investment to more than \$8 million.

A 208-unit new multifamily complex, Wellstone at Bridgeport, was completed in 2019.



Implementation Strategies

Ongoing

Action	Responsibility	Schedule
SB.1. Facilitate redevelopment efforts	CED	Ongoing

Near-Term (2022-2023)

Action	Responsibility	Schedule
SB.2. Promote Opportunity Zone	EcDev	Q1 2022 – Q4 2023
SB.3. Springbrook park further expansion and Clover Creek restoration	Parks	Q3 2023 (begin)
SB.4. Work to establish Pierce County Food Truck and Mobile Cuisine Association	EcDev	Q4 2022 (begin)

Mid-Term (2024-2025)

Action	Responsibility	Schedule
SB.5. Bike/Ped Path 47th street, 121st to Pacific Hwy (TIP, unfunded)	PWE	TBD
SB.6. Address flood plain regarding Clover Creek	PWE	TBD

Long term, Sound Transit has identified \$44 million to possibly fund upwards of 9 projects to be completed between 2024 and 2030.

Tillicum



VISION

A thriving community well-supported by quality public infrastructure and services.

Tillicum is the southern-most area in the City, west of the I-5 freeway, accessed by the Thorne Lane and Berkley Street interchanges, with access to Harry Todd Park and American Lake.

The City of Lakewood has invested more than \$25 million in the Tillicum neighborhood to build a new sewer system and upgrade roads with new curb, gutter, and sidewalks. The Police Department and Community and Economic Development Departments have focused an enormous amount of time in cleaning up derelict properties, extinguishing crime, and removing transgressors to ensure a safe and healthy community, and to eliminate blight.



A comprehensive report titled the Tillicum Neighborhood Plan was adopted by City Council in June, 2011 and contains a detailed history and timeline of the changes and events.

The Tillicum Plan has clear implementation guidelines for the redevelopment of the area, which has a low income population, a high income population, and few middle income citizens. There is a business district along Union Avenue and a block or two on Berkley. The southern border is along Camp Murray.

Habitat for Humanity has purchased numerous parcels in Tillicum and has completed nearly 40 homes. This has increased opportunities for homeownership for low-income households and attracted investment in this neighborhood.

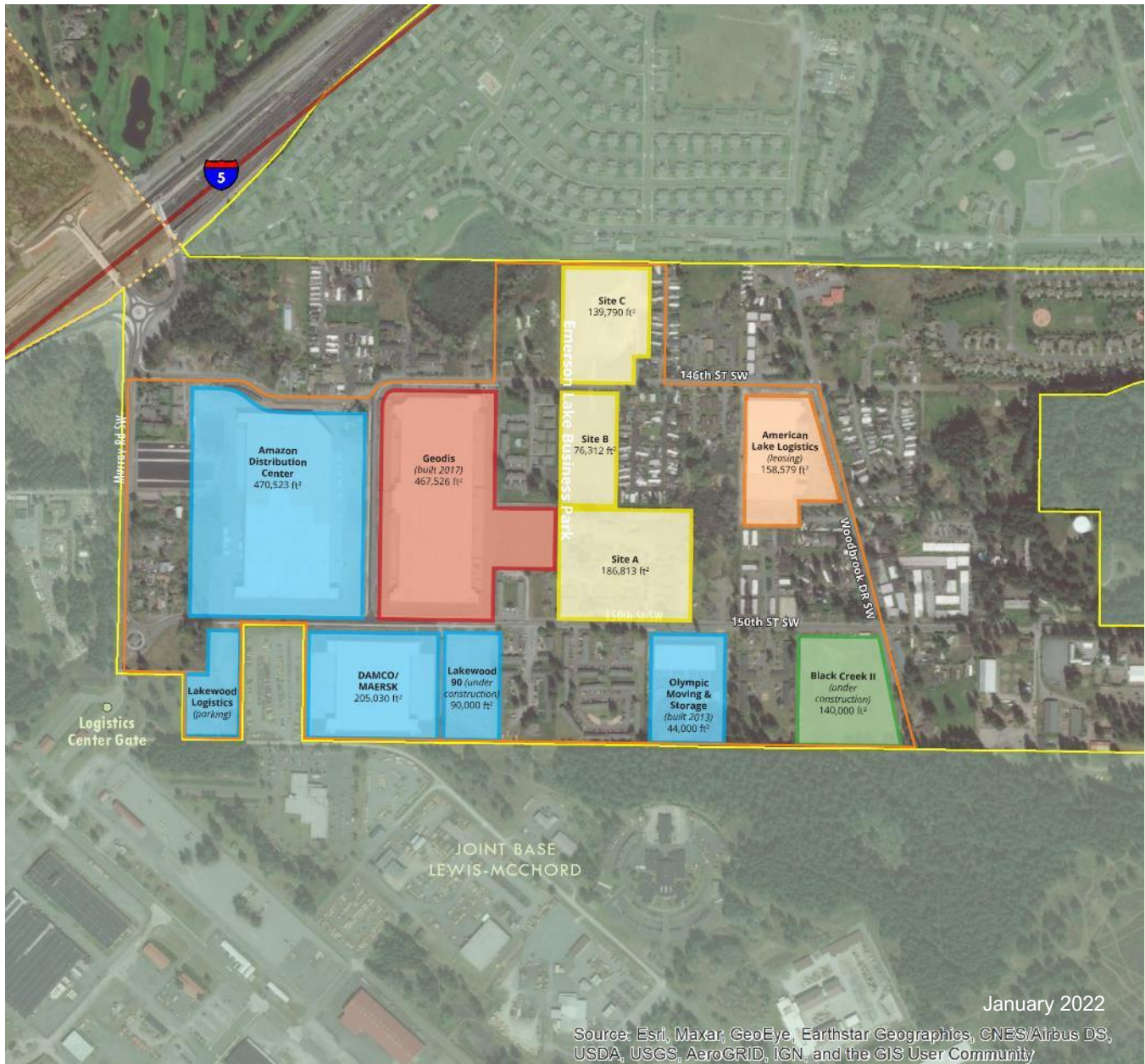


In 2011, when the City of Lakewood brought new sewer lines to Tillicum, redevelopment became possible. McDonalds Corporation was the first project to redevelop. The company purchased an adjacent lot for a full-service McDonalds to allow for a larger footprint on Union Avenue. Jack in the Box and Popeye's have both opened new stores. The Berkley and Thorne Lane interchanges have been completely rebuilt as a part of the I-5 JBLM Vicinity Congestion Relief Project to enhance movement of traffic in and out of the area. The City purchased property on Union Avenue in 2019 for civic services, potentially a new library.

Implementation Strategies

<i>Ongoing</i>			
Action		Responsibility	Schedule
TC.1.	Facilitate redevelopment efforts	CED	Ongoing
TC.2.	Work with Habitat for Humanity and others on property acquisition and development	CED	Ongoing
<i>Near-Term (2022-2023)</i>			
Action		Responsibility	Schedule
TC.3.	Tillicum Neighborhood Plan and Tillicum Center of Local Importance updates as part of the 2022 Comprehensive Plan update.	CED/LRP	Q2 2022 – Q3 2023
<i>Mid-Term (2024-2025)</i>			
Action		Responsibility	Schedule
TC.4.	New branch library	CED/PCLS	TBD
TC.5.	Complete Union Ave road construction (TIP, unfunded)	PWE	TBD

Woodbrook Business Park



VISION

A dynamic home to a variety of light industrial and manufacturing users attracted by Lakewood's location in the region and favorable business climate.

Major industrial development has been built in the Woodbrook Business Park due to the high demand for industrial space in the Puget Sound Region and proximity to the Port of Tacoma. ***The City will prioritize industrial and manufacturing uses for this area through zoning and other means.***

The area is surrounded by Joint Base Lewis McChord (JBLM) and some residential areas, and is adjacent to I-5. The zoning is Industrial Business Park (IBP). Designated an Opportunity Zone, Woodbrook Business Park lies east of I-5 and is accessed by the Thorne Lane interchange.



The Woodbrook Business Park Development Report was adopted in 2009 and provided recommendations, and examples to guide the transition of this focus area to IBP. The City invested \$12 million bringing sewer service to Woodbrook. Roads were upgraded and sewer constructed to accommodate trucking and freight movement. This coupled with the Thorne Lane interchange upgrade provided certainty for developers. In 2012, the City approved a zone change for the Woodbrook Middle School site from Public Institution to IBP, adding 39 acres in IBP zoning. Olympic Moving and Storage opened in 2013, and a 467,000 sq ft warehouse was built in 2016. Recent construction has totaled more than one million square feet, including a 470,000 sq ft Amazon Distribution Center which opened in 2021. The Park has expanded to 188 acres.

Implementation Strategies

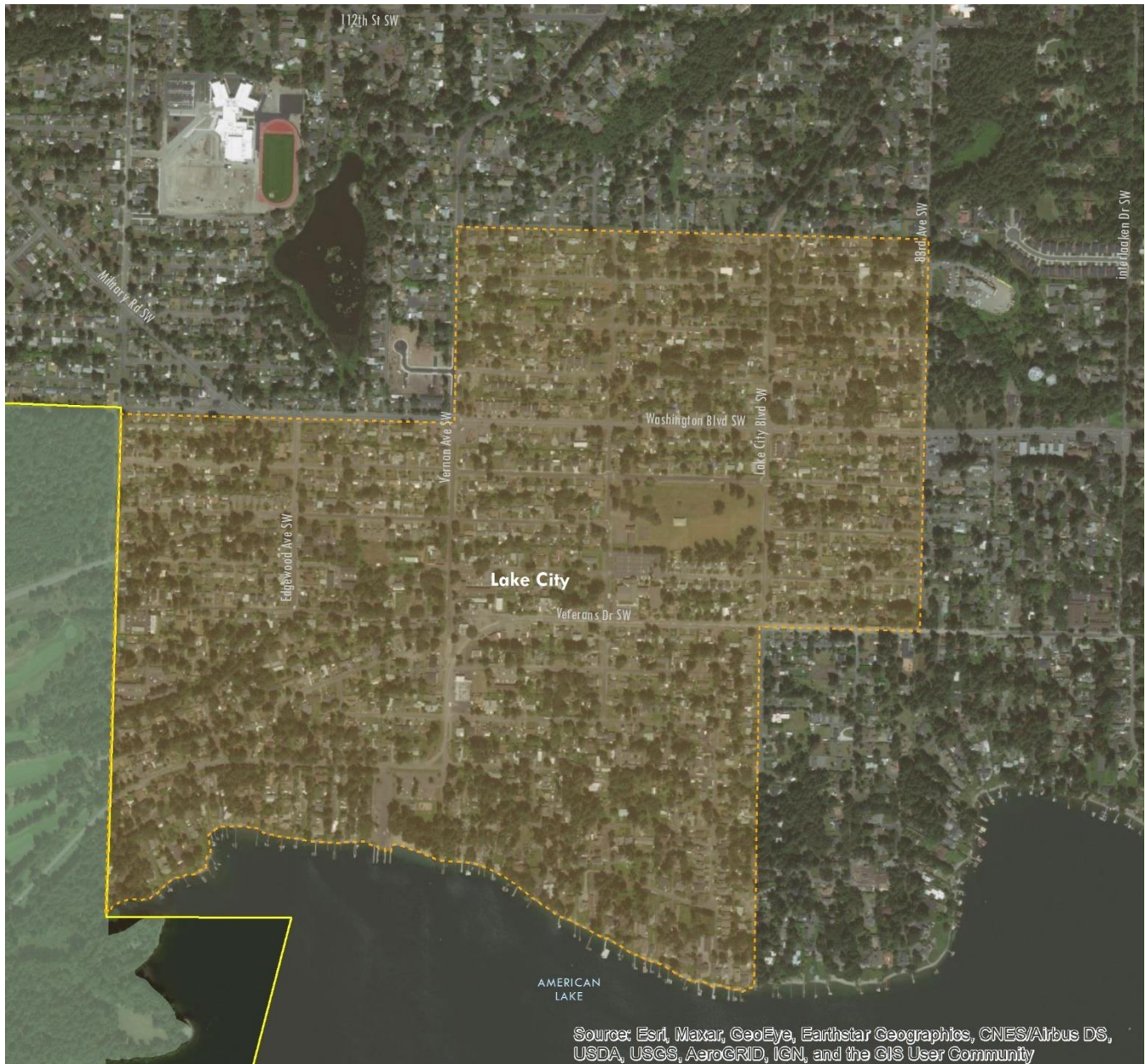
Ongoing

Action	Responsibility	Schedule
WB.1. Facilitate redevelopment efforts	CED	Ongoing
WB.2. Work with brokers and property owners to attract tenants	EcDev	Ongoing
WB.3. Market Opportunity Zone; Opportunity Zone investor and fund manager outreach	EcDev	Ongoing

Near-Term (2022-2023)

Action	Responsibility	Schedule
WB.4. Promote Opportunity Zone	EcDev	Q1 2022 – Q4 2023
WB.5. Evaluate zoning to maximize light industrial and manufacturing uses for this area	CED	Q4 2022
WB.6. Reconstruct 146th Street from Woodbrook Drive to Murray Road when funding allows	PWE	TBD
WB.7. Review 150 th corridor capacity when funding allows	PWE	TBD

Lake City



VISION

A residential neighborhood with distinct historic character, supported by a variety of retail and services.

Lake City is an area on the West side of the city close to American Lake Park. The opportunity is for additional retail and services to support the neighborhood and the park. The area is just north of American Lake Park and neighboring lakeside residences with the boundaries of Holden Rd-Washington Blvd-Vernon Ave-116th-83rd-Lake City Blvd. Zoning is mixed residential, single family, and neighborhood commercial. Public Works has a funded project to build sidewalks along Veterans Drive, cutting through the Lake City area, from Gravelly Lake Drive to American Lake Park.

Implementation Strategies

Ongoing

Action	Responsibility	Schedule
LC.1. Facilitate redevelopment and provide assistance to current businesses in the area	EcDev	Ongoing

Near-Term (2022-2023)

Action	Responsibility	Schedule
LC.2. JBLM North Access Project: Washington Blvd/North Gate Rd/Edgewood Ave	PWE	Q2 2022 (begin)
LC.3. Park expansion (additional land purchased), including restroom replacement, retaining wall reconstruction, new picnic shelter, and amenities	Parks	Q3 2022 (begin)
LC.4. Evaluate highest and best uses to complement the commercial area and to support American Lake Park	EcDev/CED	Q4 2022 – Q3 2023

Mid-Term (2024-2025)

Action	Responsibility	Schedule
LC.5. Interlaaken Dr. SW: 112 th ST. SW to Washington Blvd. SW	PWE	Q2 2024 (begin)

Implementation Plan

The table below summarizes Implementation Strategies from each of the preceding sections, including Citywide Efforts and Focus Areas.

Action	Responsibility	Schedule
<i>Ongoing</i>		
BRE.1. Meet with a minimum of 90 businesses	EcDev	Annually
BRE.2. BRE Report	EcDev	Annually
BRE.3. BRE Follow Up and expansion assistance	EcDev	Ongoing
BRE.4. Update underutilized properties map	EcDev	Annually
BRE.5. Partner with Pierce County, EDB, and Lakewood Chamber on business resource events	EcDev/Chamber	Ongoing
BRE.6. Acknowledge “First Impressions” businesses	EcDev/Parks	Ongoing
MP.1. Produce Lakewood Economic Development Newsletter every other month	EcDev/Comm	Bi-monthly
MP.2. Produce Economic Development Brochure and Economic Indicators Report	EcDev	Bi-annually
MP.3. Social media posts (LinkedIn, Facebook, and Instagram) with a focus on LinkedIn for recruitment	EcDev/Comm	Ongoing
MP.4. Authored articles and op-ed pieces	EcDev/Comm	Ongoing
MP.5. Direct outreach to property owners, developers, and potential tenants	EcDev	Ongoing
DL.1. Facilitate redevelopment efforts	CED	Ongoing
DL.2. Work with current property owners and brokers to fill spaces and activate underutilized parking	CED	Ongoing
DL.3. Annual pavement patching	PWE	Annual
LL.1. Facilitate redevelopment efforts	CED	Ongoing
LL.2. Work with WSDOT and partners to ensure progress and success for Lakewood Landing (LL)	EcDev	Ongoing
LL.3. Explore and secure funding for LL	EcDev	Ongoing
LK.1. Facilitate redevelopment efforts	CED	Ongoing

Action	Responsibility	Schedule
Ongoing		
LK.2. Market Opportunity Zone; Opportunity Zone investor and fund manager outreach	EcDev	Ongoing
ID.1. Facilitate redevelopment efforts	CED	Ongoing
NCZ.1. Secure matching funds for additional purchases and relocation	SSMCP	Ongoing
SB.1. Facilitate redevelopment efforts	CED	Ongoing
TC.1. Facilitate redevelopment efforts	CED	Ongoing
TC.2. Work with Habitat for Humanity and others on property acquisition and development	CED	Ongoing
WB.1. Facilitate redevelopment efforts	CED	Ongoing
WB.2. Work with brokers and property owners to attract tenants	EcDev	Ongoing
WB.3. Market Opportunity Zone; Opportunity Zone investor and fund manager outreach	EcDev	Ongoing
LC.1. Facilitate redevelopment and provide assistance to current businesses in the area	EcDev	Ongoing

Action	Responsibility	Schedule
Near-Term (2022-2023)		
BRE.7. Survey business community on pandemic recovery	EcDev	Q1 2022
BRE.8. Update contaminated sites report; develop action plan to address contaminated properties; identify other properties posing barriers to development.	EcDev	Q2 2022
BRE.9. Develop business database by industry	EcDev	Q3 2022
BRE.10. Develop, implement, and promote Opportunity Fund Program	EcDev/Finance	Q3 – Q4 2022
BRE.11. Identify high-impact growth-oriented firms	EcDev	Q4 2022
BRE.12. Identify gaps in resources and publish business resource manual	EcDev	Q1 2023
BRE.13. Evaluate feasibility for maker space and/or business incubator; create report on findings	EcDev	Q2 2023

Action	Responsibility	Schedule
<i>Near-Term (2022-2023)</i>		
BRE.14. Research Main Street program to support local business; create report on findings	EcDev	Q3 2023
BRE.15. Research Business Improvement Area program; create report on findings	EcDev	Q4 2023
MP.6. Review Build Your Better Here campaign	EcDev/Comm	Q2 2022
MP.7. Review media options for next biennial budget including Build Your Better Here campaign	EcDev/Comm	Q2 2022
MP.8. Nearcation.com Tourism website and campaign continued promotion and updating (pending lodging tax allocation into 2023)	EcDev/Comm	Q1 2022 – Q4 2023
DL.4. Review economic development policies to support small local businesses; review possible incentives for small business to attract them to locate in the Downtown (coincide with Downtown Plan review)	EcDev/LRP	Q1 2022
DL.5. Review Downtown Plan for adjustments	EcDev/LRP	Q1 2022
DL.6. Review housing strategies	CED/LRP	Q1 2022
DL.7. Work with Pierce County Library System to identify a location for new library	EcDev	Q1 2022 (begin)
DL.8.		
DL.9. Work with KITE Realty on cleanup of contamination and to build a Downtown park	EcDev/CED	Q1 2022 (begin)
DL.10. Work with KITE Realty to open Catapult Adventure Park	CED	Q1 2022 (until open)
DL.11. Continued outreach and relationship building with mixed use developers, restaurants, and retailers	EcDev	Q1 2022 – Q4 2023
DL.12. Update retail watch program within the Downtown, post and outreach to businesses	EcDev/Police	Q3 2022
DL.13. Secure property for Downtown park (may be public/private partnership-TBD)	CED/Parks	Q3 2022 (target)
DL.14. Establish plan and design for Downtown park	CED/Parks	Q4 2022 – Q2 2023
LL.4. Consider actions to incentivize development	EcDev/LRP	Q1 2022 – Q1 2023
LL.5. Work with LL broker on property sale, Phase I	EcDev	Q1 2022 – Q2 2022

Action	Responsibility	Schedule
<i>Near-Term (2022-2023)</i>		
LL.6. Work with new owners of Lakewood Station TOD to develop property Northwest of Lakewood Station (Also noted as implementation strategy LK.3. for Lakeview/Kendrick due to overlapping areas.)	CED	Q1 2022 – Q4 2023 (through completion)
LL.7. Meet with WSDOT and OFM regarding MOU and next steps toward building a new facility	EcDev	Q2 – Q4 2022
LL.8. Review Lakewood Station District Plan for adjustments	CED/LRP	Q2 2023
LL.9. Lakewood Landing, Phase I redevelopment		Q3 2023 (begin)
LL.10. Secure new WSDOT property (subject to funding)	EcDev	Q4 2023
LK.3. Work with new owners of Lakewood Station TOD to develop property Northwest of Lakewood Station (Also noted as implementation strategy LL.6. for Lakewood Station District due to overlapping areas)	CED	Q1 2022 – Q4 2023 (through completion)
LK.4. Identify underutilized properties, both residential and commercial, and provide options for re-use and redevelopment	EcDev	Q4 2022
ID.2. Review options for additional signage, crossing, art, and baskets with Parks and Public Works	EcDev/Parks/PWE	Q3 2022
ID.3. Update business survey	EcDev	Q2 2023
NCZ.2. Purchase Tactical Tailor building	EcDev/SSMCP	Q1 2022
NCZ.3. Work with Tactical Tailor to secure property	EcDev	Q1 2022 – Q3 2022
NCZ.4. Provide status update to NCZ owners and begin work on next purchase	EcDev/SSMCP	Q2 2022
NCZ.5. Finalize Industrial Development Revenue Bond for Tactical Tailor	EcDev	Q4 2022
NCZ.6. Work with Tactical Tailor on new facility development and relocation	EcDev	Q1 2023 (through completion)
SB.2. Promote Opportunity Zone	EcDev	Q1 2022 – Q4 2023
SB.3. Springbrook park further expansion and Clover Creek restoration	Parks	Q3 2023 (begin)
SB.4. Work to establish Pierce County Food Truck and Mobile Cuisine Association	EcDev	Q4 2022 (begin)

Action	Responsibility	Schedule
<i>Near-Term (2022-2023)</i>		
TC.3. Tillicum Neighborhood Plan and Tillicum Center of Local Importance updates as part of the 2022 Comprehensive Plan update.	CED/LRP	Q2 2022 – Q3 2023
WB.4. Promote Opportunity Zone	EcDev	Q1 2022 – Q4 2023
WB.5. Evaluate and revise zoning to maximize light industrial and manufacturing uses for this area	CED	Q4 2022
WB.6. Reconstruct 146th Street from Woodbrook Drive to Murray Road when funding allows	PWE	TBD
WB.7. Review 150th corridor capacity when funding allows	PWE	TBD
LC.2. JBLM North Access Project: Washington Blvd/North Gate Rd/Edgewood Ave	PWE	Q2 2022 (begin)
LC.3. Park expansion (additional land purchased), including restroom replacement, retaining wall reconstruction, new picnic shelter, and amenities	Parks	Q3 2022 (begin)
LC.4. Evaluate highest and best uses to complement the commercial area and to support American Lake Park	EcDev/CED	Q4 2022 – Q1 2023

Action	Responsibility	Schedule
<i>Mid-Term (2024-2025)</i>		
BRE.16. Update Economic Development Strategy	EcDev	Q3 2024
DL.15. Review Downtown Plan for adjustments	EcDev/LRP	Q1 2024
DL.16. Signalization at Avondale (traffic mitigation fees collected)	PWE	TBD
DL.17. New Downtown Library opens	EcDev/CED	TBD
DL.18. Convert Lakewood Towne Center Blvd to a public street (TIP, unfunded)	PWE	TBD
DL.19. Complete Green Street Loop (TIP, unfunded)	PWE	TBD
DL.20. Gravelly Lake Dr./Avondale Traffic Signal (TIP, unfunded)	PWE	TBD

Action	Responsibility	Schedule
Mid-Term (2024-2025)		
LL.11. Lakewood Station Non-Motorized Access Improvements	PWE	Q4 2024
LL.12. WSDOT new facility complete (subject to funding)	EcDev/CED	TBD
LL.13. WSDOT relocation, and sale of property for LL next phases and redevelopment (subject to funding)	EcDev/CED	TBD
ID.4. Subarea Plan for corridor	CED/LRP	Q2 2024 (begin)
ID.5. Consider re-zone to accommodate residential	CED/LRP	Q2 2024 (begin)
ID.6. Road Construction South Tacoma Way, 88th to 80th (TIP, design complete, construction unfunded)	PWE	TBD
ID.7. Durango/Steilacoom Signalization (TIP, design complete, construction unfunded)	PWE	TBD
NCZ.7. Continue property acquisitions as money becomes available	EcDev/SSMCP	TBD
NCZ.8. Outreach to NCZ property owners and businesses	EcDev/SSMCP	TBD
SB.5. Bike/Ped Path 47th street, 121st to Pacific Hwy (TIP, unfunded)	PWE	TBD
SB.6. Address flood plain regarding Clover Creek	PWE	TBD
TC.4. New branch library (subject to funding)	CED	TBD
TC.5. Complete Union Ave road construction (TIP, unfunded)	PWE	TBD
LC.5. Interlaaken Dr. SW: 112 th ST. SW to Washington Blvd. SW	PWE	Q2 2024 (begin)

Budget Considerations and Measuring Success

The Implementation Strategies listed above will require both operating and capital investment, and coordination across departments. Infrastructure upgrades and improvements, as well as addressing environmental concerns that present barriers to development are a top priority in supporting future growth, re-use and redevelopment, and the health and safety of the community.

In order to be successful in realizing the Implementation Strategies citywide and by focus area, and to maintain momentum, additional ongoing support is needed. Maintaining one staff member dedicated to economic development, along with one half-time staff member will enable Lakewood to support our local business retention and expansion efforts, as well as recruitment and facilitation of redevelopment. What is also critical is the ability to access high level consulting support on major projects such as Lakewood Landing, and Lakewood Station TOD, with potential for Tax Increment Financing and other incentives requiring complex coordination and data analysis. Additional subarea planning will require an outside consultant. We also have the opportunity to utilize interns that may assist with outreach, marketing materials, program development, and document management. Depending upon the scope of the Opportunity Fund program, a staff member, contractor/finance partner may be needed to manage this business loan program. Implementation of the North Clear Zone purchases and relocation assistance for businesses may also require additional time and resources dependent upon number of owners, businesses served, and timing.

The return on these investments will be evaluated and reported upon in an annual report that will summarize implementation progress in terms of whether key milestones from the above Implementation Strategies have been met, and report upon the measures listed in the table on the next page. This review will also serve as an opportunity to review and revise the City’s strategies, making course corrections designed to achieve desired outcomes.

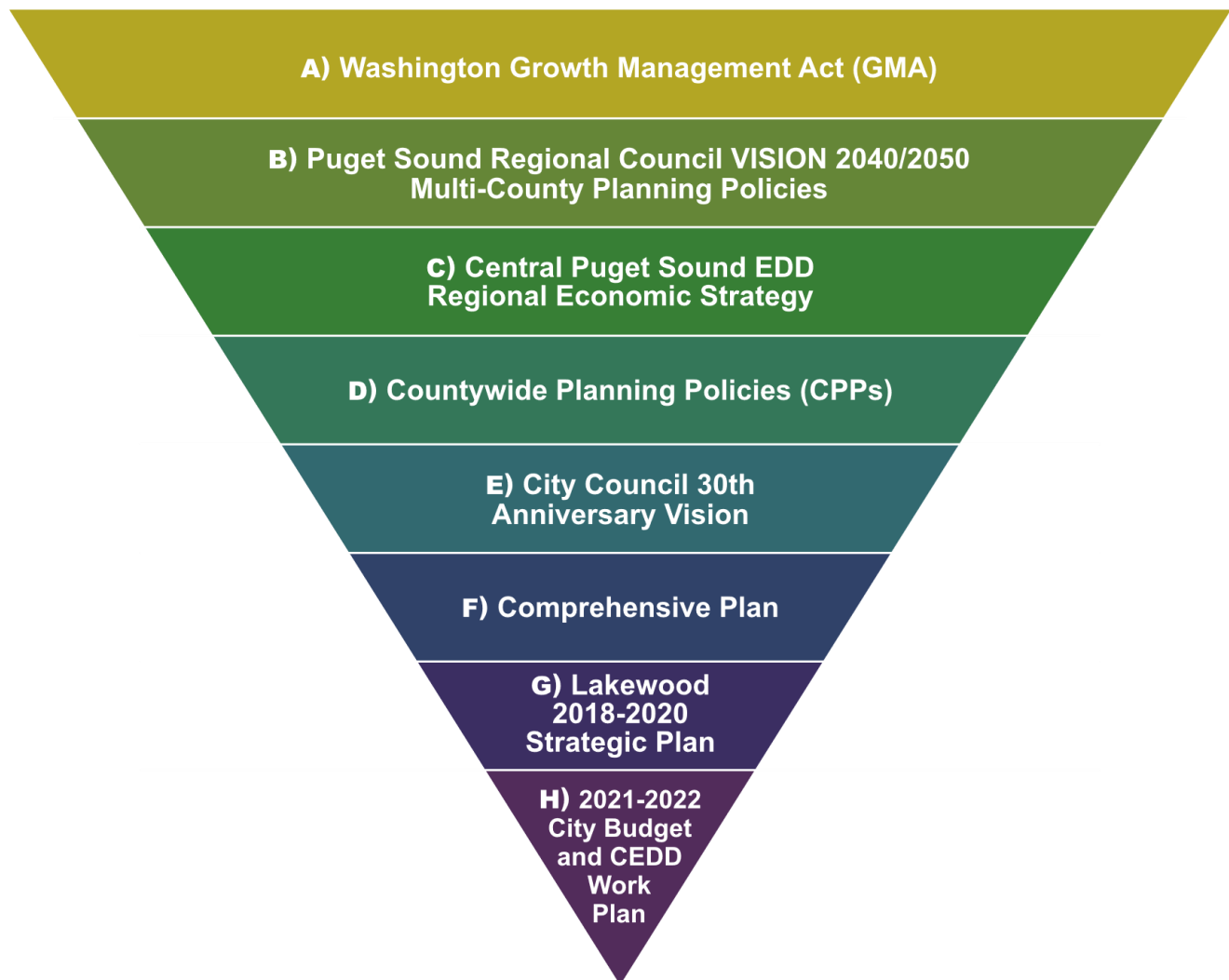
Milestones and Performance Measures

Measure	Citywide	Focus Area-Specific	Notes/Examples
Milestones			
Summary of Implementation Strategies that have been advanced	✓	✓	
Quantifiable Measures*			
Average yearly employment growth	✓		See Exhibit 3
Total employment and employment change	✓		See Exhibit 2.
Taxable retail sales	✓		See Exhibit 8
New business starts and total business licenses	✓	✓	The number of business licenses is an indicator of business success and retention
Value of building permits	✓	✓	
Total assessed value of commercial real estate	✓	✓	
Number of public-private partnership agreements created	✓	✓	
Qualitative Measures			
Survey feedback from merchants	✓	✓	
Public survey feedback	✓	✓	
Success of community events	✓	✓	
Investment inquiries received by City	✓	✓	

* Wherever possible, quantitative measures should be compared to regional trends to capture Lakewood's performance relative to macro-economic forces.

Appendix: Planning Context

Lakewood's Economic Development Strategy is informed by the following planning frameworks, policies, and regulations, with each presented on the following pages.



A) State of Washington Growth Management Act

RCW 36.70A.210 (3)(g)

- (3) A countywide planning policy shall at a minimum, address the following:
-
- (g) Policies for countywide economic development and employment, which must include consideration of the future development of commercial and industrial facilities

B) Puget Sound Regional Council VISION 2050: Multicounty Planning Policies

Economy Policies

Goal: The region has a prospering and sustainable regional economy by supporting businesses and job creation, investing in all people and their health, sustaining environmental quality, and creating great central places, diverse communities, and high quality of life

- MPP-EC-1 Support economic development activities that help to recruit, retain, expand, or diversify the region's businesses, targeted towards businesses that provide living-wage jobs.
- MPP-EC-2 Foster a positive business climate by encouraging regionwide and statewide collaboration among business, government, utilities, education, labor, military, workforce development, and other nonprofit organizations.
- MPP-EC-3 Support efforts to retain and expand industry clusters that manufacture goods and provide services for export, increasing capital in the region.
- MPP-EC-4 Leverage the region's position as an international gateway by supporting businesses, airports, seaports, and agencies involved in trade-related activities.
- MPP-EC-5 Recognize the region's airports as critical economic assets that support the region's businesses, commercial aviation activities, aerospace manufacturing, general aviation, and military missions.
- MPP-EC-6 Ensure the efficient flow of people, goods, services, and information in and through the region with infrastructure investments, particularly in and connecting designated centers, to meet the needs of the regional economy.
- MPP-EC-7 Foster a supportive environment for business startups, small businesses, locally owned and women- and minority-owned businesses to help them continue to prosper.
- MPP-EC-8 Encourage the private, public, and nonprofit sectors to incorporate environmental and social responsibility into their practices.
- MPP-EC-9 Promote economic activity and employment growth that creates widely shared prosperity and sustains a diversity of living-wage jobs for the region's residents.
- MPP-EC-10 Ensure that the region has a high-quality education system that is accessible to all of the region's residents.

- MPP-EC-11 Ensure that the region has high-quality and accessible training programs that give people opportunities to learn, maintain, and upgrade skills necessary to meet the current and forecast needs of the regional and global economy.
- MPP-EC-12 Identify potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure. Use a range of strategies to mitigate displacement impacts to the extent feasible.
- MPP-EC-13 Promote equity and access to opportunity in economic development policies and programs. Expand employment opportunity to improve the region's shared economic future.
- MPP-EC-14 Foster appropriate and targeted economic growth in areas with low and very low access to opportunity to improve access to opportunity for current and future residents of these areas.
- MPP-EC-15 Support and recognize the contributions of the region's culturally and ethnically diverse communities and Native Tribes, including helping the region continue to expand its international economy.
- MPP-EC-16 Ensure that economic development sustains and respects the region's environment and encourages development of established and emerging industries, technologies, and services that promote environmental sustainability, especially those addressing climate change and resilience.
- MPP-EC-17 Preserve and enhance the region's unique attributes and each community's distinctive identity and design as economic assets as the region grows.
- MPP-EC-18 Develop and provide a range of job opportunities throughout the region to create a much closer balance and match between jobs and housing.
- MPP-EC-19 Support economic activity and job creation in cities in the rural areas at a size, scale, and type compatible with these communities.
- MPP-EC-20 Sustain and enhance arts and cultural institutions to foster an active and vibrant community life in every part of the region.
- MPP-EC-21 Concentrate a significant amount of economic growth in designated centers and connect them to each other in order to strengthen the region's economy and communities and to promote economic opportunity.
- MPP-EC-22 Maximize the use of existing designated manufacturing/industrial centers by focusing appropriate types and amounts of employment growth in these areas and by protecting them from incompatible adjacent uses.
- MPP-EC-23 Support economic activity in rural and natural resource areas at a size and scale that is compatible with the long-term integrity and productivity of these lands.

Regional Growth Strategy Policies

MPP-RGS-2 Use consistent countywide targeting processes for allocating population and employment growth consistent with the regional vision, including establishing: (a) local employment targets, (b) local housing targets based on population projections, and (c) local growth targets for each designated regional growth center and manufacturing/industrial center.

Development Patterns Policies

Building Urban Communities

- MPP-DP-1 Develop high-quality, compact urban communities throughout the region's urban growth area that impart a sense of place, preserve local character, provide for mixed uses and choices in housing types, and encourage walking, bicycling, and transit use.
- MPP-DP-2 Reduce disparities in access to opportunity for the region's residents through inclusive community planning and targeted public and private investments that meet the needs of current and future residents and businesses.
- MPP-DP-3 Enhance existing neighborhoods to provide a high degree of connectivity in the street network to accommodate walking, bicycling, and transit use, and sufficient public spaces.
- MPP-DP-4 Support the transformation of key underutilized lands, such as surplus public lands or environmentally contaminated lands, to higher-density, mixed-use areas to complement the development of centers and the enhancement of existing neighborhoods.
- MPP-DP-5 Identify, protect and enhance those elements and characteristics that give the central Puget Sound region its identity, especially the natural visual resources and positive urban form elements.
- MPP-DP-9 Support urban design, historic preservation, and arts to enhance quality of life, support local culture, improve the natural and human-made environments, promote health and well-being, contribute to a prosperous economy, and increase the region's resiliency in adapting to changes or adverse events.
- MPP-DP-10 Design public buildings and spaces that contribute to a sense of community and a sense of place.
- MPP-DP-11 Identify and create opportunities to develop parks, civic places (including schools) and public spaces, especially in or adjacent to centers.
- MPP-DP-14 Recognize and work with linear systems that cross jurisdictional boundaries — including natural systems, continuous land use patterns, and transportation and infrastructure systems — in community planning, development, and design.

Promoting Healthy Communities

- MPP-DP-15 Design communities to provide safe and welcoming environments for walking and bicycling.
- MPP-DP-17 Promote cooperation and coordination among transportation providers, local government, and developers to ensure that joint- and mixed-use developments are designed to promote and improve physical, mental, and social health and reduce the impacts of climate change on the natural and built environments.

Centers: Supporting Connections to Opportunity

- MPP-DP-22 Plan for densities that maximize benefits of transit investments in high-capacity transit station areas that are expected to attract significant new population or employment growth.
- MPP-DP-23 Evaluate planning in regional growth centers and high-capacity transit station areas for their potential physical, economic, and cultural displacement of marginalized residents and businesses. Use a range of strategies to mitigate displacement impacts.
- MPP-DP-25 Support the development of centers within all jurisdictions, including high-capacity transit station areas and countywide and local centers.

Transportation Policies

The Regional Transportation Plan

- MPP-T-19 Design transportation programs and projects to support local and regional growth centers and high-capacity transit station areas.
- MPP-T-23 Make transportation investments that improve economic and living conditions so that industries and skilled workers continue to be retained and attracted to the region.

C) Central Puget Sound Economic Development District Regional Economic Strategy (2017)

Goal: Open Economic Opportunities to Everyone

- Provide adequate support for basic education for all
- Coordinate programs in education and training to address workforce gaps and advance economic opportunity
- Encourage economic growth across all parts of the region
- Advance economic development within rural communities
- Support women and minority-owned, disadvantaged businesses

Summary of Strategies:

- Provide adequate support for basic education for all — Regional youth are preparing for the jobs of the future, supported by a strong foundation in basic education.
- Coordinate programs in education and training to address workforce gaps and advance economic opportunity — Industry aligned education and training pipelines are drawing residents with diverse backgrounds and skill levels into the 21st century workforce to meet the needs of regional employers.
- Encourage economic growth across all parts of the region — Sub-regional areas contribute unique strengths and characteristics to the region's collective economy, supported by efforts to grow jobs throughout all areas.
- Advance economic development within small cities and rural communities — Small cities and rural communities are hubs for small business growth and emerging industry development and are scenic gateways to the region's abundant recreational activities.
- Support women and minority-owned, disadvantaged businesses — Women and minority entrepreneurs are supported by business practices that seek out and invest in their diverse perspectives, creating new businesses and strengthening the economy.

Goal: Compete Globally

- Increase higher education capacity to expand high demand programs and foster world class research
- Sustain and grow commercial air travel connections domestically and globally
- Preserve, protect, and support industrial centers, military facilities, and maritime sites
- Build up and sustain ports and other infrastructure to support trade and logistics
- Support and promote international trade
- Strengthen, coordinate, and grow retention, expansion, and recruitment efforts
- Continuously improve the business climate
- Maintain and grow incentives for industry competitiveness
- Sustain and evolve the conditions necessary for innovation

Summary of Strategies:

- Increase higher education capacity to expand high demand programs and foster world class research — Local institutions of higher education produce world renowned research and well trained, high quality talent for employers across the region's industries.
- Sustain and grow commercial air travel connections domestically and globally — Aviation powerhouse Seattle-Tacoma International Airport and emerging airfields around the region bring global destinations closer to home.
- Build up and sustain ports and other infrastructure to support trade, logistics, and freight mobility — Internationally significant port facilities, robust distribution infrastructure, and proximity to Pacific Rim countries makes the region one of the world's great transshipment and export locations.
- Support and promote international trade — Strong trade relationships put local products in global markets and make the region a top choice for international collaboration and investment.
- Preserve, protect, and support industrial lands, military installations, and maritime sites — Industrial lands and maritime sites are diverse, specialized, and closely aligned with the needs of regional industry employers, with room to grow. Military installations are at the forefront of national defense, with missions and expertise leveraged by private sector partners.
- Strengthen, coordinate, and grow retention, expansion, and recruitment efforts — New residents, workers, and businesses seek out the types of amenities and attributes so abundant throughout the region when making location decisions.
- Continuously improve the business climate — Successful businesses and world-leading companies benefit from public investments and streamlined regulation, fueling the region's strong, growing economy.
- Maintain and grow incentives for industry competitiveness — Robust, export based industry clusters are supported by favorable business and income tax policies, yielding a diversified and resilient regional economy.
- Sustain and evolve the conditions necessary for innovation — Public and private sector partners are revolutionizing industries and disrupting markets through technological advancements, contributing to a thriving innovation economy.

Goal: Sustain a High Quality of Life

- Improve the region's transportation system
- Ensure a diversity of housing stock that is affordable and connected to jobs
- Focus new growth in urban areas, regional centers, and cities
- Invest in pre-K through 12 education systems that produce, attract, and inspire world class talent
- Embrace, celebrate, and promote the diversity of the region's people
- Ensure an outstanding and healthy natural environment
- Preserve, enhance, and improve access to open space
- Grow access to arts, culture, entertainment, and sports

Summary of Strategies:

- Improve the region's transportation system — Residents and freight move freely through the region on a network of roads, rail, air, and marine highways, supported by investments to improve efficiency and reliability of all modes.
- Ensure a diversity of housing stock that is affordable and connected to jobs — A diverse choice of housing in proximity to the region's job opportunities, community assets, and natural landscapes is drawing new residents from comparatively less affordable areas.
- Focus new growth in urban areas, regional centers, and cities — Designated growth centers, industrial lands, and sub-regional centers provide concentrated housing and amenities in proximity to job opportunities, supported by infrastructure and investment.
- Invest in pre-K through 12 education systems that produce, attract, and inspire world class talent — Regional schools are nationally ranked and high performing, supported by public investment to prepare all students for graduation and economic success.
- Embrace, celebrate, and promote the diversity of the region's people — Individuals of all backgrounds are welcomed and respected in the region and are supported by political and business leadership that value diversity.
- Ensure an outstanding and healthy natural environment — The region's natural environment – its forests, mountains, clean air, and clean water – is prioritized in economic policy decisions, sustaining a healthy populace.
- Preserve, enhance, and improve access to open space — The region's natural beauty, clean air, and access to nature make it a desirable place to live, work, and visit.
- Grow access to arts, culture, entertainment, and sports — Arts, culture, entertainment, and sports assets are prevalent in each community in the region and support educational opportunities and a creative economy.

D) Countywide Planning Policies (Amended May 2020)

- Ec-1.** The County, and each municipality in the County, will work to achieve a prospering and sustainable regional economy by supporting business and job creation, investing in all people, sustaining environmental quality, and creating great central places, diverse communities, and high quality of life. This will involve assuring consistency between economic development policies and adopted comprehensive plans by:
- 1.1 Considering the future development of commercial and industrial facilities [RCW 36.70A.210(3)(g)] and creating in the land use element of each comprehensive plan a designation of areas for "commerce" and "industry" [RCW 36.70A.070(1)];
 - 1.2 Providing within the areas designated for urban development, sufficient land to accommodate projected development;
 - 1.3 Designating and zoning large tracts of developable land equitably distributed throughout the various jurisdictions based on the related population, employment base and land areas of the jurisdiction for planned commercial and industrial centers, and local housing and employment targets;
 - 1.3.1 "Equitably" means with consideration for the population and its characteristics, including the skills of the current population; the current employment base and its characteristics (i.e., type of businesses and industries, permanency of the existing employment base, past trends and current projections); the amount of land in the jurisdiction; the amount of vacant land in the jurisdiction appropriately zoned for economic development; the current unemployment rate; current commuting patterns; and other factors as appropriate.
 - 1.4 Providing adequate public facilities and services to employment centers and an adequate supply of housing with good access to employment centers;

- 1.5 Separating, buffering, or leaving natural buffers between residential development and areas of economic development where necessary due to the type, characteristics and impacts of the economic development activity;
- 1.6 Developing and adopting standards at the municipal level to guide commercial and industrial development in a setting that is appropriately landscaped;
- 1.7 Evaluating federal, state, and local regulatory, taxing, facility financing and expenditure practices and then making changes to assure that these practices favor economic development at appropriate locations.
- 1.8 Leveraging the region's and county's position as an international gateway by supporting businesses, ports, and agencies involved in trade-related activities.
- 1.9 Encouraging the private, public, and nonprofit sectors to incorporate environmental and social responsibility into their practices.
- 1.10 Maximizing the use of existing designated manufacturing and industrial centers by focusing appropriate types and amounts of employment growth in these areas and by protecting them from incompatible adjacent uses.

Ec-2. The County, and each municipality in the County, shall promote diverse economic opportunities for all citizens of the County, especially the unemployed, disadvantaged persons, minorities and small businesses. The following measures may be used in accomplishing this policy, where appropriate:

- 2.1 Determining a reasonable "jobs/housing" balance and then coordinating land use and development policies to help achieve the designated balance of adequate affordable housing accessible to employment centers;
- 2.2 Identifying urban land suitable for the accommodation of a wide range of non-residential development activities;
- 2.3 Utilizing state and/or federal programs and financial assistance to the maximum extent appropriate;
- 2.4 Encouraging redevelopment of underutilized commercial areas;
- 2.5 Encouraging flexibility in local zoning and land use controls in order to permit a variety of economic uses, but doing so without sacrificing sound design and development standards;
- 2.6 Encouraging programs, in conjunction with other public, quasi-public and private entities, in order to attract appropriate businesses and industries, particularly those that diversify the economic base and/or provide family-wage jobs;
- 2.7 Encouraging the location of economic development activities in areas served by public transit and adequate transportation facilities;
- 2.8 Maintaining and enhancing natural resource-based industries, including productive timber, agriculture, fishing and mining;
- 2.9 Targeting the appropriate creation and retention of specific firms and industries within established and emerging industry clusters that export goods and services, import capital, and have growth potential;
- 2.10 Promoting educational, job training, and cultural opportunities, particularly for those facing unique obstacles and/or those with special needs;
- 2.11 Providing opportunities and locations for incubator industries;
- 2.12 Fostering a supportive environment for business startups, small businesses, and locally owned businesses to help them continue to prosper.

- Ec-3.** The County, and each municipality in the County, shall encourage economic development in areas in which there are insufficient employment opportunities for the local population base by:
- 3.1 Considering development incentives;
 - 3.2 Marketing development opportunities.
- Ec-4.** The County, and each municipality in the County, shall take the following steps to ensure that economic growth remains within the capacities of the state's natural resources, public services and public facilities:
- 4.1 Identifying existing and future demand for services;
 - 4.2 Encouraging the location of economic development within Urban Growth Areas;
 - 4.3 Limiting incompatible economic development activities in or adjacent to designated natural resource lands and critical areas and/or requiring adequate buffers between economic development projects and designated natural resource lands and critical areas, and ensuring that economic development activities occur in areas with adequate public facilities.
- Ec-5.** The County, and each municipality in the County, shall plan for sufficient economic growth and development to ensure an appropriate balance of land uses which will produce sound financial position given the fiscal/economic costs and benefits derived from different land uses by:
- 5.1 Ensuring that the land use element of each Comprehensive Plan allows for an appropriate mix and balance of uses;
 - 5.2 Reducing inefficient, sprawling development patterns;
 - 5.3 Reducing transportation demand;
 - 5.4 Coordinating the provision of public facilities and services and/or insuring that new development supports the cost of public facility and service expansions made necessary by such development;
 - 5.5 Promoting development in areas with existing available public facility capacity;
 - 5.6 Encouraging joint public/private development as appropriate;
 - 5.7 Concentrating a significant amount of economic growth in designated centers;
 - 5.8 Ensuring the efficient flow of people, goods, services, and information in and through the region with infrastructure investments, particularly in and connecting designated centers.
- Ec-6.** The County, and each municipality in the County, shall work to strengthen existing businesses and industries and to add to the diversity of economic opportunity and employment by:
- 6.1 Promoting infill development to assist in maintaining a viable market for existing businesses;
 - 6.2 Utilizing redevelopment or other public financing mechanisms, where appropriate, to maintain existing businesses;
 - 6.3 Making available information, technical assistance and loans for business expansion and job creation;
 - 6.4 Protecting existing viable businesses from incompatible neighbors;
 - 6.5 Streamlining permit processing;
 - 6.6 Striving to maintain adequate public facilities and service levels;
 - 6.7 Evaluating regulatory and other constraints to business operations and devising an appropriate plan to minimize the effect of such constraints;

- 6.8 Supporting the contributions of the region's and county's culturally and ethnically diverse communities in helping the region and the county continue to expand its international economy;
- 6.9 In rural areas promoting compatible occupations (such as, but not limited to, tourism, cottage and home-based businesses, and local services) that do not conflict with rural character and resource-based land uses, but provides needed employment in cities in the rural areas; and
- 6.10 In rural and natural resource areas supporting economic activity at a size and scale that is compatible with the long-term integrity and productivity of these lands.

Ec-7. The County, and each municipality in the County, shall provide both the private sector and the public sector with information necessary to support and promote economic development by:

- 7.1 Coordinating the collection and dissemination of information with various local governments
- 7.2 Cooperating with private and quasi-private entities and sharing information to attract new industries.

UGA-50. Regional and countywide transportation and economic development funds should be prioritized for centers and transportation and infrastructure servicing centers in Pierce County that have been designated regionally; it is also appropriate for countywide and local funding to be directed to centers and transportation and infrastructure servicing centers designated exclusively at the countywide level or identified locally by a jurisdiction.

E) 30th Anniversary Vision

The City Council adopted 30-year Anniversary Vision Statement, June 21, 2021:

The City Council's VISION for Lakewood at its 30 Year Anniversary is a community:

- Inspired by its own sense of history and progress;
- Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural communities;
- Sustained by robust economic growth and job creation;
- Recognized for the excellence of its public and private schools, and its community and technical colleges;
- Characterized by the beauty of its lakes, parks and natural environment;
- Acknowledged for excellence in the delivery of municipal services;
- That actively cultivates, embraces, and continually strives to create a more inclusive community with the equitable delivery of City services; and
- Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families.

F) Lakewood Comprehensive Plan (November 2018)

City's Overall Role in Economic Development

GOAL ED-1: Maintain a strong, proactive position toward economic development that promotes a positive civic image.

Policies:

- ED-1.1: Increase the retail sales tax base of the City.
- ED-1.2: Encourage public-private partnerships which further public goals while advancing economic development opportunities.
- ED-1.3: Promote partnerships with the State, Pierce County, Joint Base Lewis McChord, other cities and organizations to advance regional competitiveness and mutual economic development goals.
- ED-1.4: Review and respond to emerging issues, pending legislation, and provide guidance with regards to special projects and economic development initiatives.
- ED-1.5: Encourage development or maintenance of business recruitment programs.
- ED-1.6: Encourage development or maintenance of business expansion and retention programs.
- ED-1.7: Where feasible and appropriate, assist the business community in the collection of data relative to economic development.
- ED-1.8: Increase Lakewood's leadership, role and influence in local and regional forums in order to advance the City's economic development goals.
- ED-1.9: Continue to pursue aggressive public safety programs designed to protect residents, businesses, and their investments.
- ED-1.10: Maintain working partnerships with Pierce College and Clover Park technical College in order to encourage and support their expansion and further integration within the Lakewood economy, as well as to identify and exploit increasing opportunities for economic development.
- ED-1.11: Consider opportunities to partner with local human service organizations to assist in providing human services resource development programs for the unemployed or under-employed.

Permitting

GOAL ED-2: Ensure a responsive and efficient business licensing and building permitting process.

Policies:

- ED-2.1: Establish a permit process system that is fair and timely while promoting the public health, safety, and general welfare.
- ED-2.2: Work with adjacent cities and Pierce County on consistency among regulatory codes.
- ED-2.3: Encourage predictability and consistency in the City's land use regulations, while also allowing for flexibility and creativity in the site development process.

- ED-2.4: Promote a results-oriented permit process, which consolidates review timelines, eliminates unnecessary steps, and maintains a strong customer service approach.
- ED-2.5: Provide targeted assistance to businesses that may be unsophisticated in permitting and licensing requirements.
- ED-2.6: Allocate sufficient resources to process development projects quickly and efficiently.

Housing

GOAL ED-3: Encourage increased ownership and quality housing throughout the City.

Policies:

- ED-3.1: Encourage home ownership to increase the number of invested stakeholders in the community.
- ED-3.2: Expand the homeownership opportunities for existing residents in neighborhoods with homeownership rates are lower than the regional average.
- ED-3.3: Expand quality of middle income housing products.
- ED-3.4: Develop new relationships and mechanisms that increase private investment in, and production of high-quality housing for all income groups.
- ED-3.5: Consider the cumulative impact of regulations on the ability of housing developers to meet current and future housing demand.
- ED-3.6: Require owners, investors, and occupants, to be responsible for maintenance of the housing stock.
- ED-3.7: Ensure that owners, managers, and residents of rental property improve the safety, durability, and livability of rental housing.
- ED-3.8: Support the public and private actions that improve the physical and social environment of areas that have experienced disinvestment in housing, that have a concentration of low-income households, or that lack infrastructure.
- ED-3.9: Attract a proportionate share of the region's families with children in order to encourage stabilized neighborhoods and a vital public school system.
- ED-3.10: Promote housing opportunities that build a sense of community, civic involvement, and neighborhood pride.

Infrastructure

GOAL ED-4: Leverage public infrastructure for private investment.

Policies:

- ED-4.1: Where public costs will be recouped from increased revenue resulting from private investment, invest in infrastructure to stimulate and generate private investment for economic development and redevelopment projects.
- ED-4.2: Consider public financing techniques such as the use of local improvement districts, public-private partnerships, and grants in targeted areas to accomplish specific economic development needs.

- ED-4.3: Work with community development on signage and frontage improvements and regulations that enhance the community and promote economic development.
- ED-4.4: Use HUD programs (CDBG allocations and the Section 108 loan program) to help fund infrastructure improvements.

Focused Redevelopment Emphasis

GOAL ED-5: Promote the revitalization/redevelopment of the following areas within Lakewood:

- 1) the Central Business District;
- 2) the South Tacoma Way & Pacific Highway Corridors;
- 3) Springbrook;
- 4) Tillicum/Woodbrook;
- 5) Lakeview (Lakewood Station District); and
- 6) Lake City.

Policies:

- ED-5.1: Where appropriate, develop and maintain public-private partnerships for revitalization.
- ED-5.2: Pursue regional capital improvement opportunities within these specific areas.
- ED-5.3: Promote the concentration of commercial uses and cultural activities in the Central Business District with the intent of increasing and maintaining the vitality of the community.
- ED-5.4: Promote industrial land development at the Woodbrook Business Park.
- ED-5.5: Continue existing programs to expand sewers throughout Tillicum and Woodbrook.
- ED-5.6: Expand commercial development along Pacific Highway SW by converting lands designated Public/Institutional into commercial uses.
- ED-5.7: Expand housing ownership opportunities.
- ED-5.8: Identify and implement strategies to foster small business development and expansion.
- ED-5.9: Aggressively market the Central Business District as a place to live, shop, and do business.
- ED-5.10: Encourage mixed use developments within the Central Business District and Lakeview.
- ED-5.11: Remove blighted buildings from residential neighborhoods.
- ED-5.12: Promote single family development in Lake City and Tillicum.
- ED-5.13: Develop and implement a sub-area plan for Springbrook.
- ED-5.14: Consider establishing a local development government corporation and an equity investment approach for land assembly within a designated target area. Under this model, landowners contribute their land (and improvements) as

“shares” to the corporation and receive a portion of the distribution from cash flow generated by redevelopment.

Manufacturing/Industrial Areas

GOAL ED-6: Ensure the logistical functions of Lakewood’s industrial districts are not impaired by conflicts with other transportation system users.

Policies:

- ED-6.1: Where feasible and appropriate, promote freight mobility through grade separation of rail traffic from street traffic and improvement of existing Lakewood road connections.
- ED-6.2: Pursue regional capital improvement opportunities that will benefit Lakewood’s industrial districts.
- ED-6.3: Coordinate with the Capital Improvement Program and Six-Year Transportation Improvement Plan to ensure the maintenance and expansion of infrastructure to support Lakewood’s industrial districts.

Joint Base Lewis-McChord

GOAL ED-7: Protect the mission of, and ensure the long-term viability of Joint Base Lewis-McChord.

Policies:

- ED-7.1: Maintain the South Sound Military Communities Partnership.
- ED-7.2: Conduct a Joint Land Use Study and implement the resulting recommendations into Lakewood’s Comprehensive Plan, development regulations, capital improvement programs, and other plans policies.
- ED-7.3: Work with federal, state, and local agencies to fund the acquisition of properties deemed unsafe in the Clear Zone.
- ED-7.4: Develop a JBLM Regional Policy Considerations Guide. The guide would include background text on JBLM operations and policies associated with economic development and housing.
- ED-7.5: Support workforce development programs for military personnel transitioning out of military service.
- ED-7.6: Continue to support the efforts of the South Sound Military Communities Partnership.
- ED-7.7: Conduct industry justification and economic diversification studies in response to drawdown and potential loss of Department of Defense contracts.

G)Lakewood 2018–2020 Strategic Plan

GOAL: The City of Lakewood promotes and supports a dynamic and robust local economy.

Objectives:

1.1 Align economic goals and resources across departments.

- A. Implement and continue to adjust the City’s comprehensive economic development strategy to **attract and preserve family and high wage jobs**.
- B. Review and develop prudent business incentives that enhance economic development.
- C. **Direct growth through sound planning**. Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.

1.2 Pursue infrastructure improvements vital to economic development and to bolster the City’s competitiveness.

- A. Implement **catalyst projects** that promote private investment, i.e., the Downtown Plan, Lakewood Station District Plan, and the development of the Woodbrook Business Park and Lakewood Landing.
- B. **Improve underutilized commercial and mixed-use areas**, e.g., the WSDOT facility, revise zoning regulations where appropriate and minimize nonconforming uses.
- C. **Expand and improve utilities and community assets**, such as sewers, libraries, parks, public spaces, etc.

1.3 Enhance and diversify housing stock and improve multi-generational community assets.

- A. Improve and expand programs and policies to **increase homeownership, diversify housing stock, and preserve existing housing** to meet community needs.
- B. Continue to support youth and senior programming and expand community events.
- C. Support and preserve historical, cultural, and ecological places of significance.

1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.

- A. **Be a leader** in local economic development, regional transportation and planning policies.
- B. **Continue partnership** with JBLM and Camp Murray to improve communication and connectivity, land use development, and transportation.
- C. **Expand partnerships** with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
- D. Develop an **educated workforce** through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

1.5 Promote and facilitate sustainable economic development.

- A. Focus resources on **business creation, attraction, retention, and expansion**.
- B. Promote an **entrepreneurial environment**, encourage a balance of manufacturing, commercial, professional, and retail and service businesses.
- C. Continue to **leverage and improve City assets**, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, cultural amenities, activity hubs, and utilities.

H)2021–2022 Lakewood Biennial Budget

PURPOSE & DESCRIPTION The Economic Development Division improves the economic well-being of Lakewood through efforts that increase job creation, job retention, tax base enhancements and quality of life.

GOALS/OBJECTIVES

- Identify underutilized & underdeveloped properties create specific, directed plans for targeted investment areas & corridors.
- Conduct business expansion/retention interviews, and perform follow-up assignments as necessary.
- Implement capital and transit improvements to support the local economy.
- Increase the number of jobs that go to Lakewood citizens by coordinating economic development efforts with employment placement.
- Increase the availability of middle-market housing stock; Seek investors & developers to build more market-rate housing.
- Promote policies, programs, and services that support a diverse local economy providing a range of goods and services, that support existing local businesses and that, encourage new, independent business ventures.
- Create marketing, promotion and image plans (primary lead: joint assignment between the City's Communications Manager and Economic Development)
- Conduct developer forums and/or focus group discussions.
- Track developer leads and inquiries.
- Act as ombudsman/permit facilitator to new and relocating projects.
- Publish at least three economic newsletters and/or indicator reports per year.

Sources

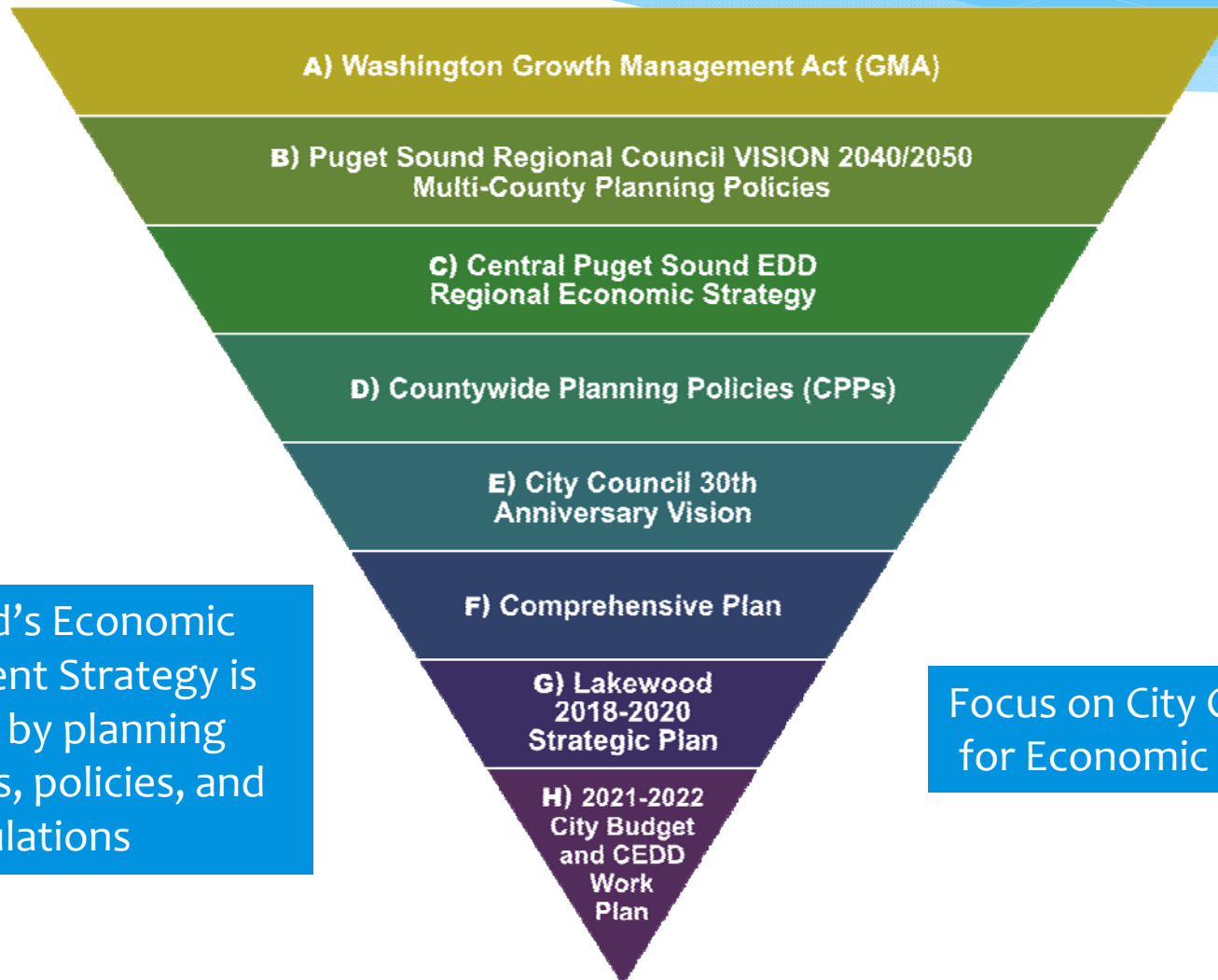
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- PSRC 2017 Regional Economic Strategy
 - Amazing Place
<https://www.psrc.org/sites/default/files/amazingplacestrategy.pdf>
 - Economic Analysis of the Central Puget Sound Region
<https://www.psrc.org/sites/default/files/economicanalysiswithcover.pdf>
- Puget Sound Regional Council Multi County Planning Policies
https://www.psrc.org/sites/default/files/part_iii_multicounty_planning_policies.pdf
- Countywide Planning Policies for Pierce County, Washington
<https://www.piercecountywa.gov/DocumentCenter/View/92170/Countywide-Planning-Policies-adopted-by-2019-70s>
- Lakewood City Council Goals, Strategic Plan & 30th Anniversary Vision Statement
<https://cityoflakewood.us/city-council/city-council-goals/>
- City of Lakewood Comprehensive Plan
<https://cityoflakewood.us/wp-content/uploads/2021/09/0821-LAKEWOOD-COMPREHENSIVE-PLAN.pdf>
- City of Lakewood 2018–2020 City Strategic Plan:
https://www.cityoflakewood.us/documents/communications/Strategic_Plan_2018/Strategic_Plan_2018_2020.pdf
- City of Lakewood 2021-2022 Budget
<https://cityoflakewood.us/wp-content/uploads/2021/02/web-2021-2022-Adopted-Budget-FINAL-1.pdf>
- City of Lakewood Long-Range Planning & Special Projects division
https://cityoflakewood.us/community_economic_development/longrange_planning/



Economic Development Strategy

Lakewood City Council
Study Session
June 13, 2022

Planning Context



Lakewood's Economic Development Strategy is informed by planning frameworks, policies, and regulations

Focus on City Council Goal #1 for Economic Development

Context and Contents

- * **Purpose of the Economic Development Strategy**

- * Advance the City Vision and Implement Goal #1 of the City's Strategic Plan
- * Align efforts across City departments
- * Guide the work, & measure performance

- * **Objectives for this presentation**

- * Provide an overview of the plan
- * Gain feedback and work towards finalization and adoption

Presentation Contents

- * City Vision and Strategic Plan
- * Market Context
- * Strategies
 - * Citywide Strategies
 - * Focus Area Strategies
- * Implementation, Budget Considerations, and Measuring Success

City of Lakewood Vision Statement

Adopted by City Council June 21, 2021

Lakewood at its 30-year anniversary is a community:

- * Inspired by its own sense of history and progress
- * Known for its safe and attractive neighborhoods, vibrant downtown, and active arts and cultural communities
- * **Sustained by robust economic growth and job creation**
- * Recognized for the excellence of its public and private schools, and its community and technical colleges
- * Characterized by the beauty of its lakes, parks and natural environment
- * Acknowledged for excellence in the delivery of municipal services
- * That actively cultivates, embraces, and continually strives to create a more inclusive community with the equitable delivery of City services
- * Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families

Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

GOAL 1.

The City of Lakewood promotes and supports a **dynamic** and **robust local** economy.

*An adaptive
and growing
economy*

*A diversified and
resilient economy*

*An economy that
supports local businesses
and residents*

Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

GOAL 1. The City of Lakewood promotes and supports a dynamic and robust local economy.

1.1 Align economic goals and resources across departments.

- A. Implement and continue to adjust the City's comprehensive economic development strategy to **attract and preserve family and high wage jobs.**
- B. Review and develop prudent business incentives that enhance economic development.
- C. **Direct growth through sound planning.** Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.

Our Focus

- * Wealth generation for Lakewood residents
- * Encourage desirable development in geographic Focus Areas with distinct and complementary functions and land uses

Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

GOAL 1. The City of Lakewood promotes and supports a dynamic and robust local economy.

1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.

- A. Implement **catalyst projects** that promote private investment, i.e., the Downtown Plan, Lakewood Station District Plan, and the development of the Woodbrook Business Park and Lakewood Landing.
- B. **Improve underutilized commercial and mixed-use areas**, e.g., the WSDOT facility, revise zoning regulations where appropriate and minimize nonconforming uses.
- C. **Expand and improve utilities and community assets**, such as sewers, libraries, parks, public spaces, etc.

Our Focus

- * Advance planning and attract investment in Focus Areas
- * Invest in placemaking, community amenities, and quality of life



Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

GOAL 1. The City of Lakewood promotes and supports a dynamic and robust local economy.

1.3 Enhance and diversify housing stock and improve multi-generational community assets.

- A. Improve and expand programs and policies to **increase homeownership, diversify housing stock, and preserve existing housing** to meet community needs.
- B. Continue to support youth and senior programming and expand community events.
- C. Support and preserve historical, cultural, and ecological places of significance.

Our Focus

- * Provide affordable housing options and attract middle income households
- * Encourage development of a range of housing types and mixed-use projects in Focus Areas



Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

GOAL 1. The City of Lakewood promotes and supports a dynamic and robust local economy.

1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.

- A. **Be a leader** in local economic development, regional transportation and planning policies.
- B. **Continue partnership** with JBLM and Camp Murray to improve communication and connectivity, land use development, and transportation.
- C. **Expand partnerships** with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
- D. Develop an **educated workforce** through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

Our Focus

- * Align, collaborate, and coordinate efforts with partners
- * Leverage the economic opportunities associated with JBLM



Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

GOAL 1. The City of Lakewood promotes and supports a dynamic and robust local economy.

1.5 Promote and facilitate sustainable economic development.

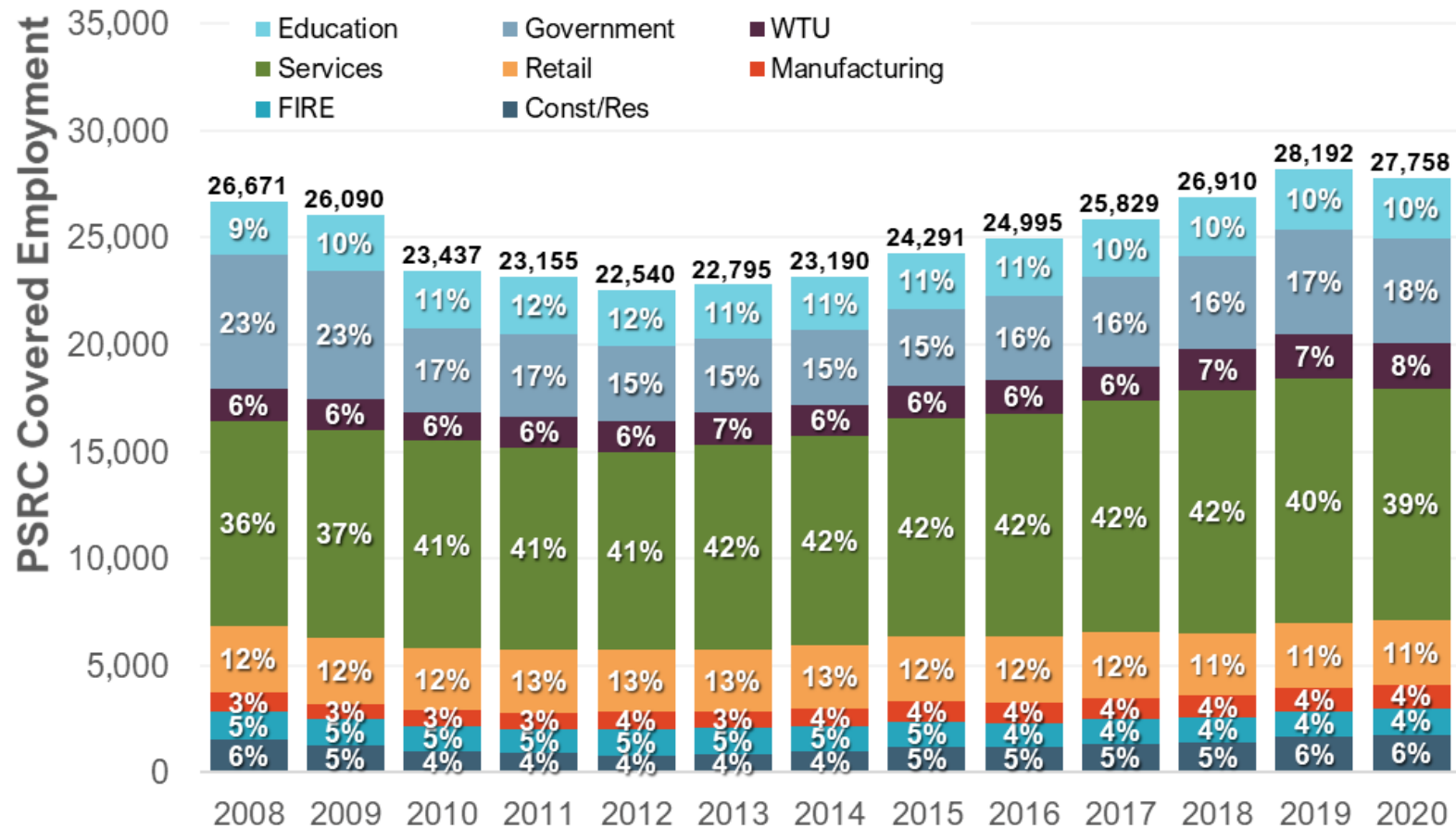
- A. Focus resources on **business creation, attraction, retention, and expansion.**
- B. Promote an **entrepreneurial environment**, encourage a balance of manufacturing, commercial, professional, and retail and service businesses.
- C. Continue to **leverage and improve City assets**, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, cultural amenities, activity hubs, and utilities

Our Focus

- * Establish a strong brand and pursue citywide business outreach and media promotion strategies
- * Retain and grow small and local businesses
- * Use placemaking to strengthen Lakewood's identity and sense of community and attract visitors and business investment

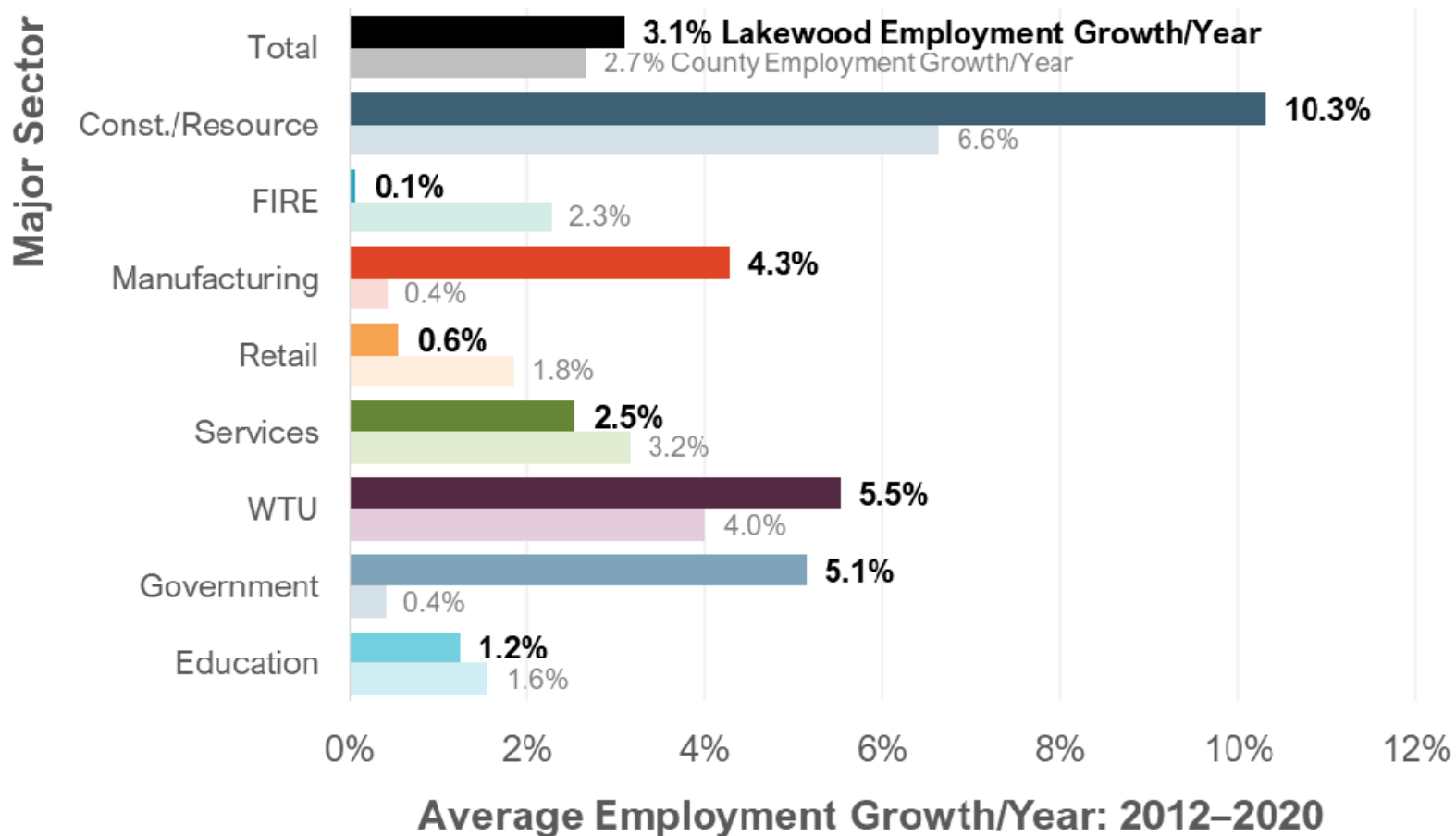
Market Context: Employment

Covered employment grew from **22,540 jobs in 2012** to **27,758 jobs in 2020**, an average increase of **3.1% per year**, as compared to 2.7% countywide.



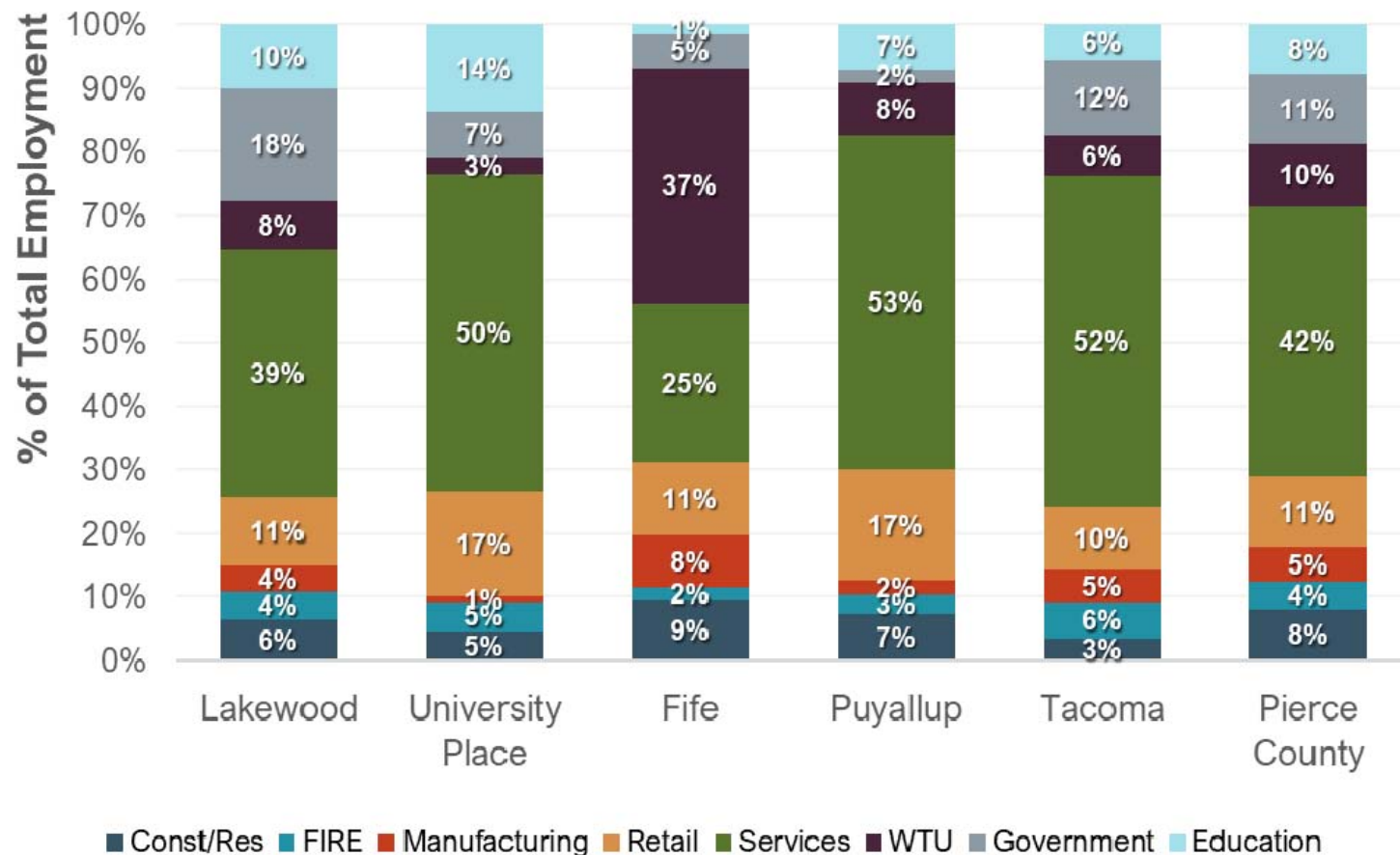
Market Context: Employment

Lakewood's **3.1% per year** growth in employment is led by higher increases in **Construction/Resource, Manufacturing, WTU, and Government.**



Market Context: Employment

Lakewood's local employment is generally the same as the County overall, with a **higher proportion of employment in Government.**



Market Context: Journey to Work

- * **Based on 2018 US Census data:**

- * 3,837 people live and work in Lakewood
- * 24,991 people are employed in Lakewood but live elsewhere
- * 20,004 people live in Lakewood but work elsewhere

- * **About 13% of Lakewood workers live in Lakewood**

- * Lower than Tacoma (25%)
- * Higher than Puyallup (8%), Fife (2%)

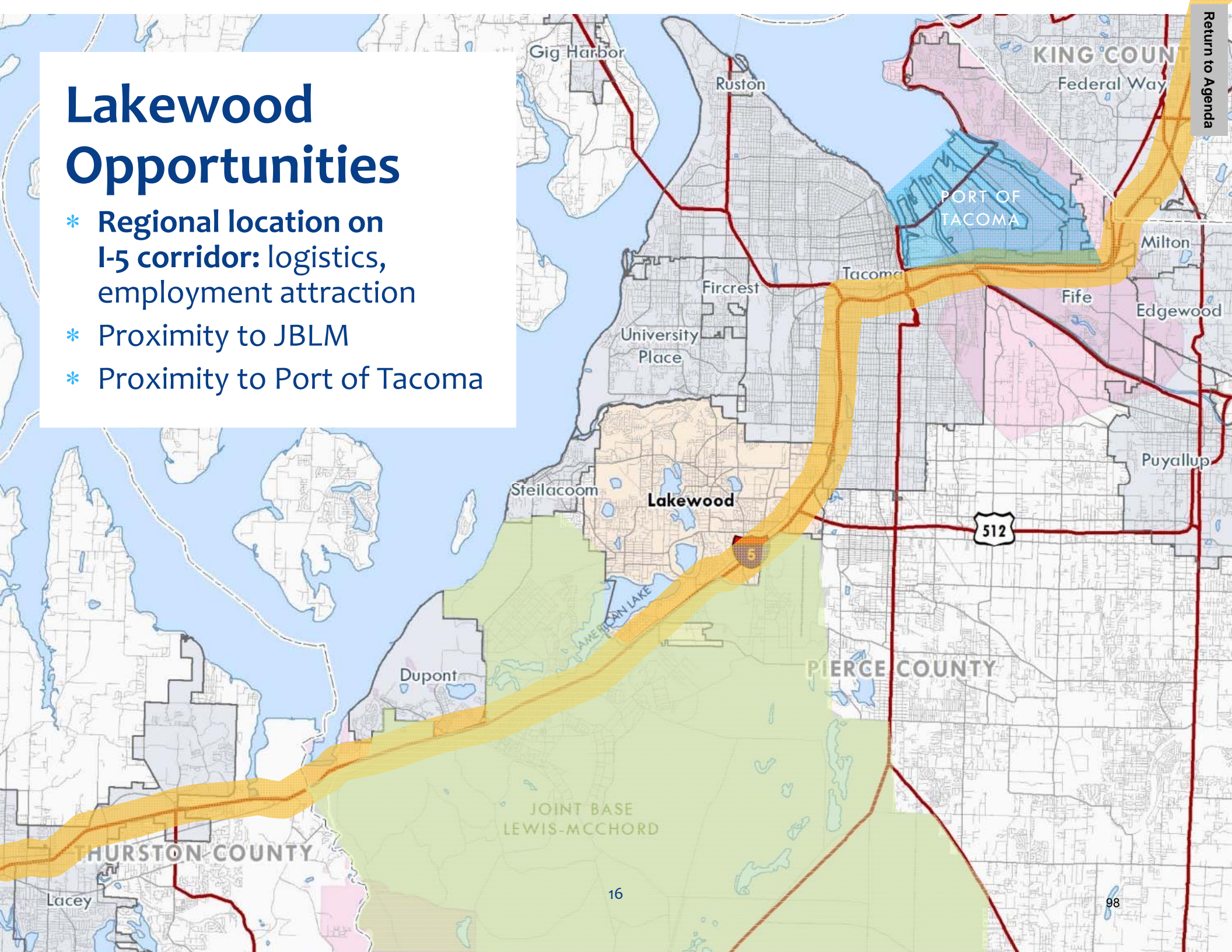
Market Context: Leakage Analysis

Changes between 2014 and 2020 suggest local retail is becoming **stronger with attracting retail business** from outside of Lakewood:

Description	2014	2015	2016	2017	2018	2019	2020
Retail Trade	1.16	1.21	1.20	1.22	1.29	1.32	1.31
Motor Vehicle and Parts Dealers	0.97	1.14	1.13	1.21	1.27	1.42	1.35
Furniture and Home Furnishings Stores	1.63	1.67	1.56	1.50	1.64	1.61	1.40
Electronics and Appliance Stores	0.76	0.82	0.76	0.74	0.77	0.78	0.72
Building Material and Garden Equipment and Supplies Dealer	0.97	0.99	1.03	1.01	1.11	1.14	1.18
Food and Beverage Stores	1.59	1.49	1.41	1.40	1.50	1.60	1.74
Health and Personal Care Stores	1.46	1.28	1.13	1.06	1.13	1.21	1.20
Gasoline Stations	1.23	1.35	1.32	1.35	1.26	1.17	1.21
Clothing and Clothing Accessories Stores	1.04	1.09	1.03	1.07	1.19	1.23	1.23
Sporting Goods, Hobby, Musical Instrument, and Book Store	1.35	1.26	1.20	1.40	1.51	1.54	1.42
General Merchandise Stores	1.30	1.38	1.48	1.57	1.69	1.75	1.74
Miscellaneous Store Retailers	1.56	1.46	1.39	1.29	1.14	1.01	1.10
Nonstore Retailers	0.72	0.79	0.83	0.83	1.01	0.92	1.07
Food Services and Drinking Places	1.53	1.57	1.61	1.63	1.73	1.74	2.17
Total Restaurant + Retail	1.23	1.27	1.27	1.30	1.37	1.39	1.41

Lakewood Opportunities

- * Regional location on I-5 corridor: logistics, employment attraction
- * Proximity to JBLM
- * Proximity to Port of Tacoma



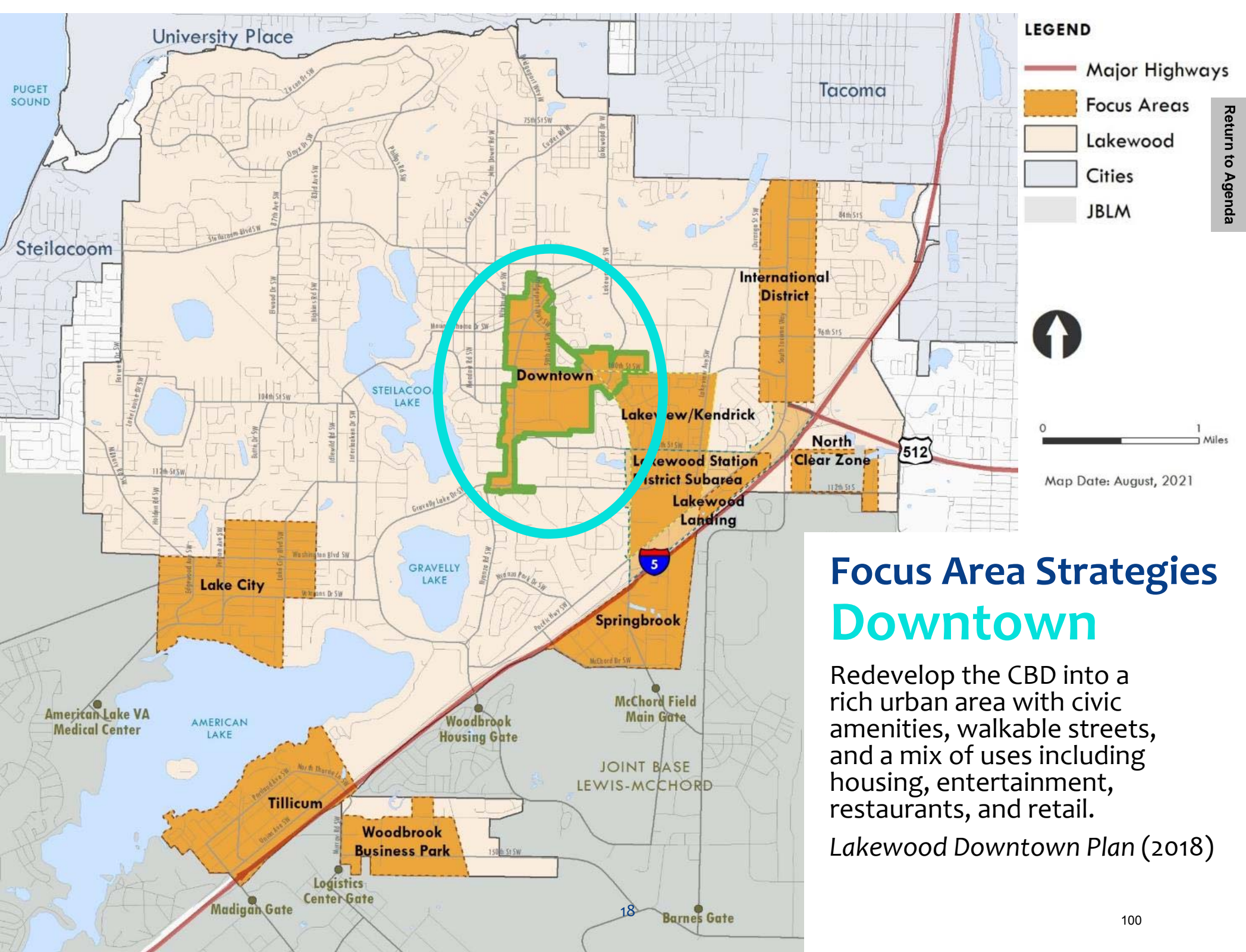
Citywide Strategies

Business Retention and Expansion

- * Outreach to 100+ businesses annually
- * Provide resources, technical assistance, data, and trainings
- * Work with partners such as the EDB, Pierce County, and Lakewood Chamber
- * Identifying barriers and opportunities, ensuring the City is poised to be adaptive and responsive to changing business needs

Media and Promotion Strategy for Recruitment and Attraction

- * Build strong Lakewood brand
- * Promote benefits of living, working, investing in, and doing business in the Lakewood
- * Utilize effective platforms and products to reach target audiences
- * Coordinate messaging with other agencies, including importance of supporting JBLM



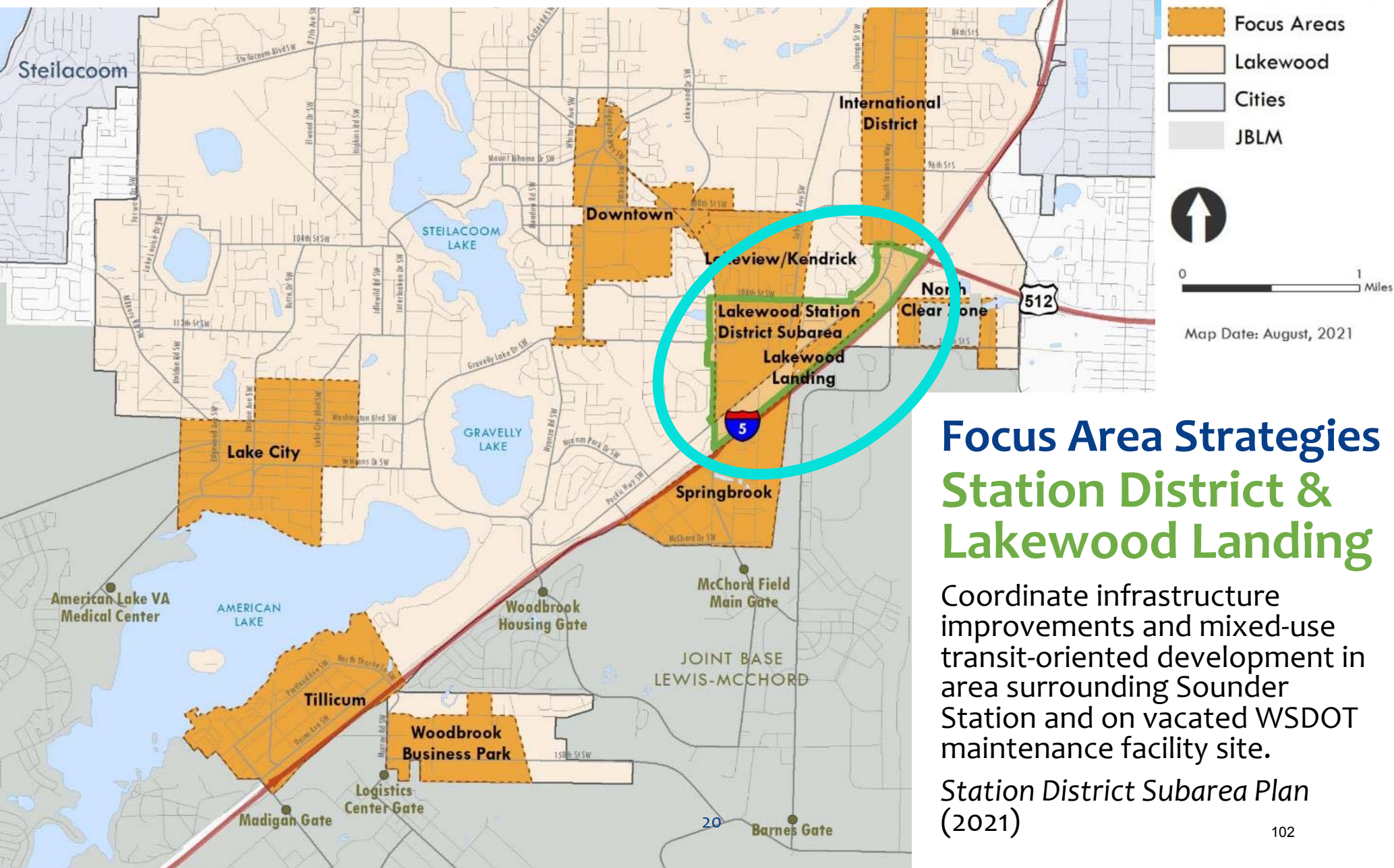
ALL FOCUS AREAS:

1. Facilitate redevelopment efforts by supporting property owners, developers, and contractors;
2. Support staff, planning and policy efforts;
3. Review incentives, grants, and legislation;
4. Enhance and grow partnerships;
5. Support needed infrastructure improvements;
6. Work collaboratively across departments.

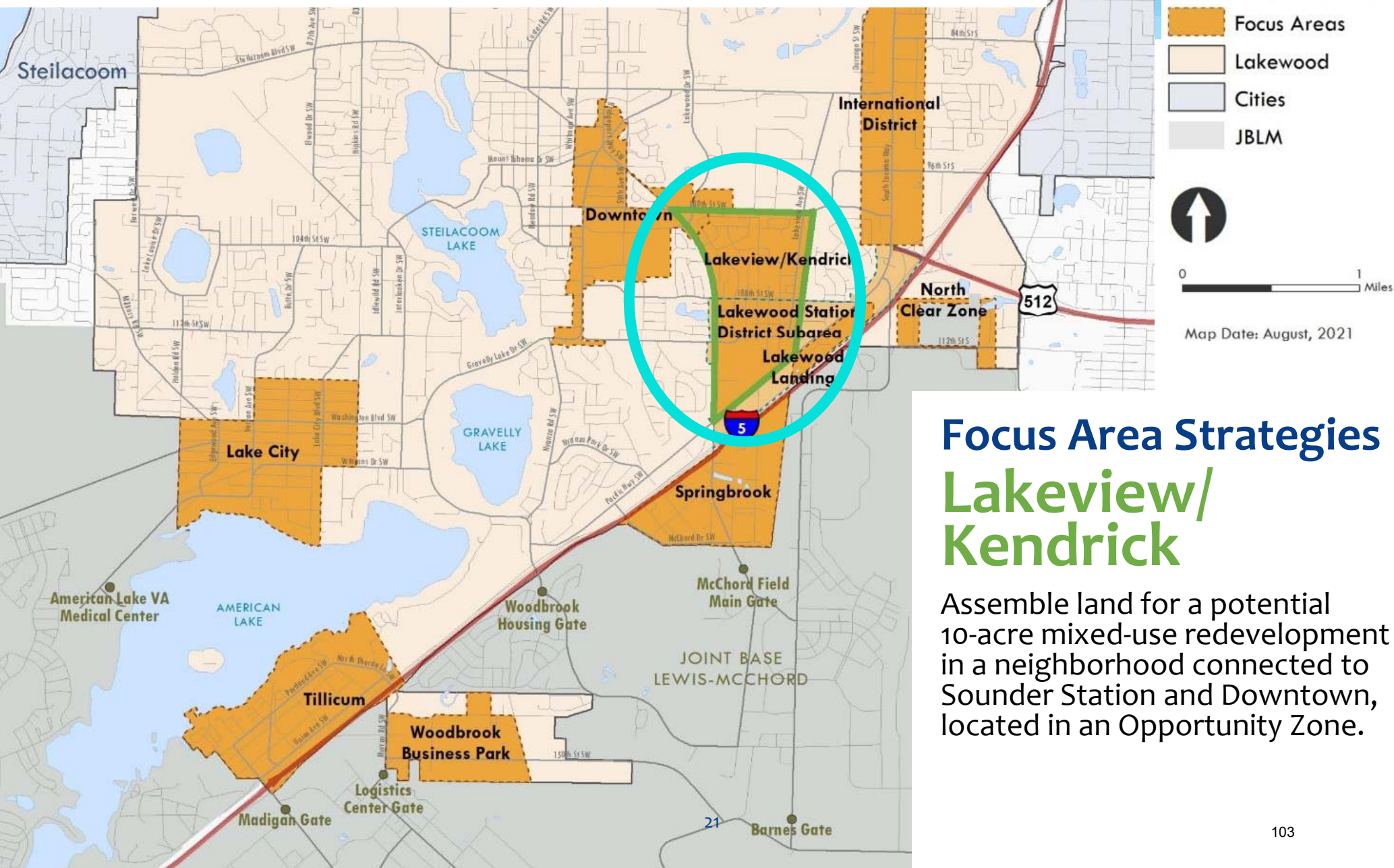
DOWNTOWN

- * Designated Regional Growth Center, PSRC
- * October, 2018 adopted Downtown Plan
- * Planned infrastructure, including open space
- * Housing/mixed use development
- * Downtown Library
- * Placemaking, culture, arts, experiences, restaurants, retail, office, services

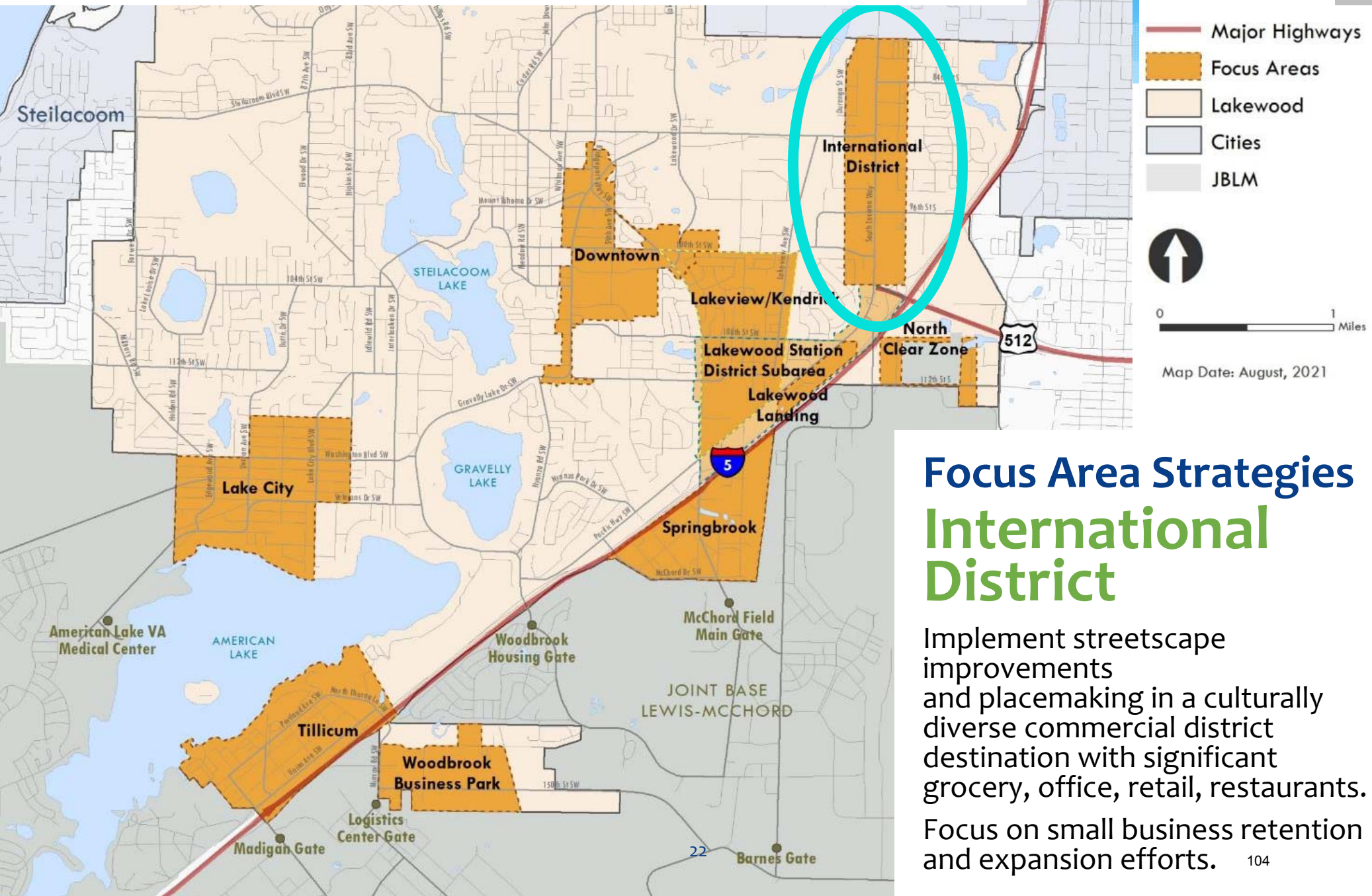
- June, 2021 adopted Lakewood Station District subarea
- Lakewood Landing redevelopment & WSDOT
- Lakewood Station TOD redevelopment



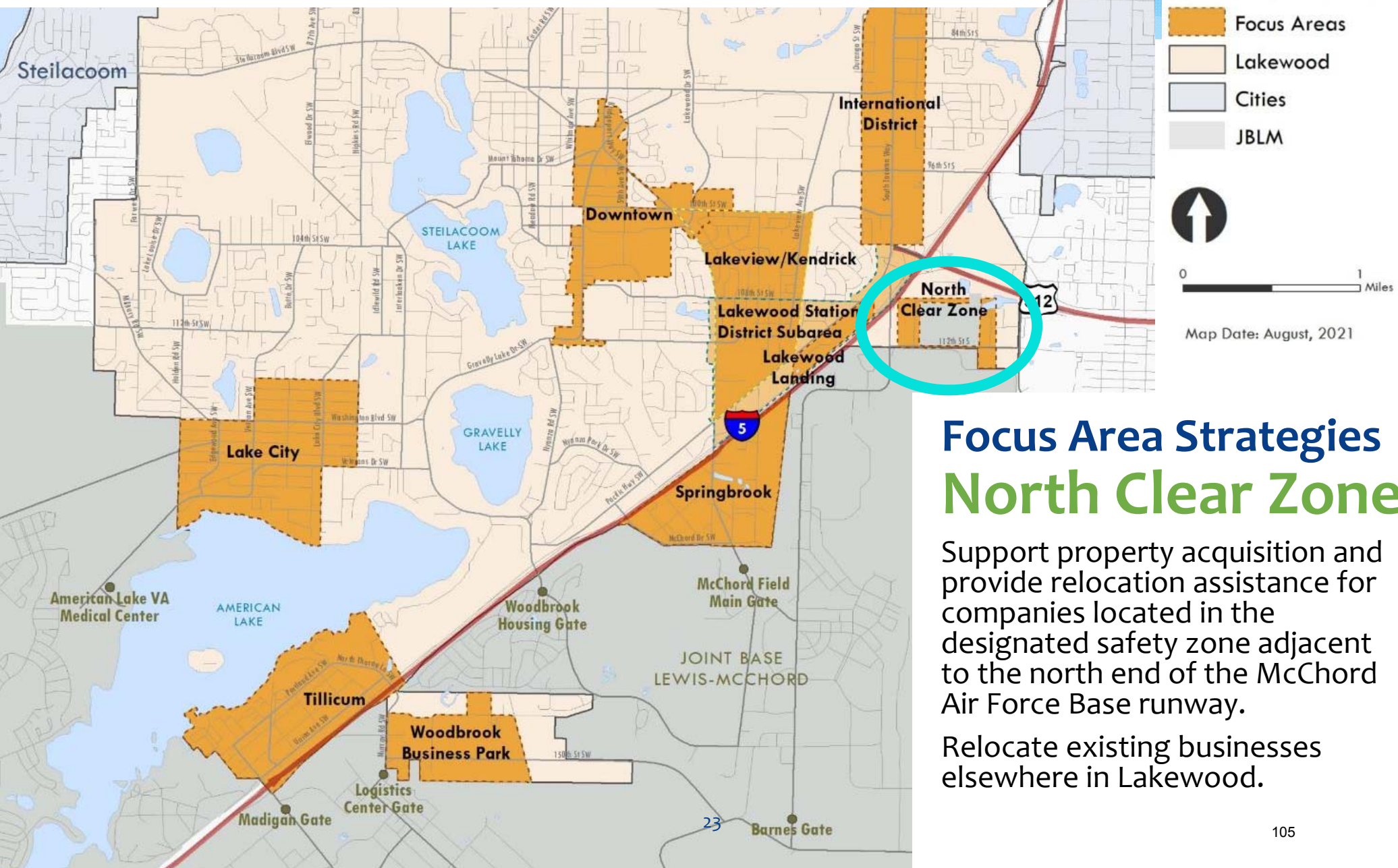
- Opportunity Zone
- Overlaps Lakewood Station District subarea
- Look at underutilized property ripe for redevelopment



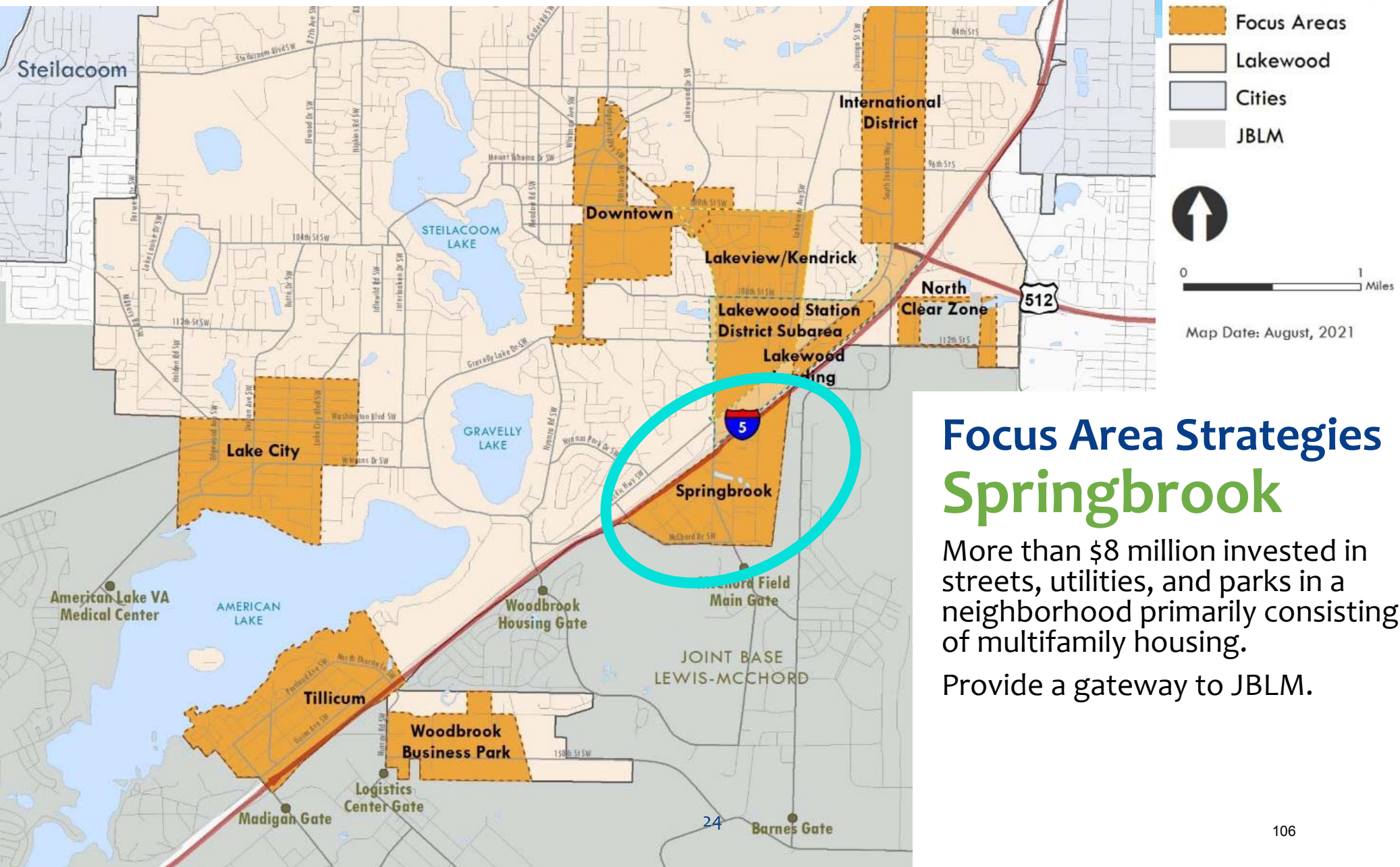
- Designate as a special place; signage, art, baskets
- Consider adding residential/future subarea



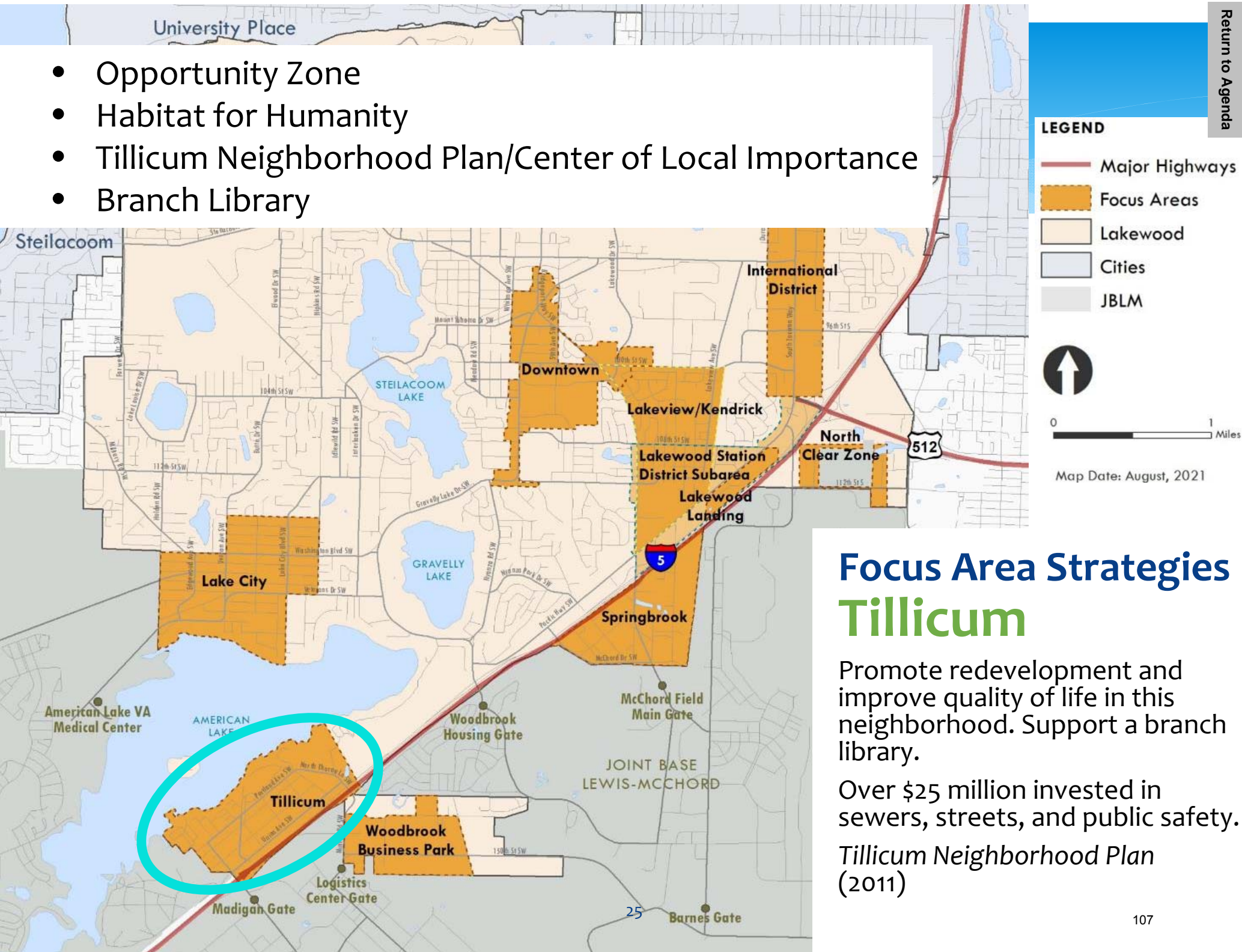
- Support JBLM mission readiness
- Secure matching funds
- Property acquisitions, retention, and relocations



- Opportunity Zone
- Mix of uses within residential area
- Address flood plain



- Opportunity Zone
- Habitat for Humanity
- Tillicum Neighborhood Plan/Center of Local Importance
- Branch Library



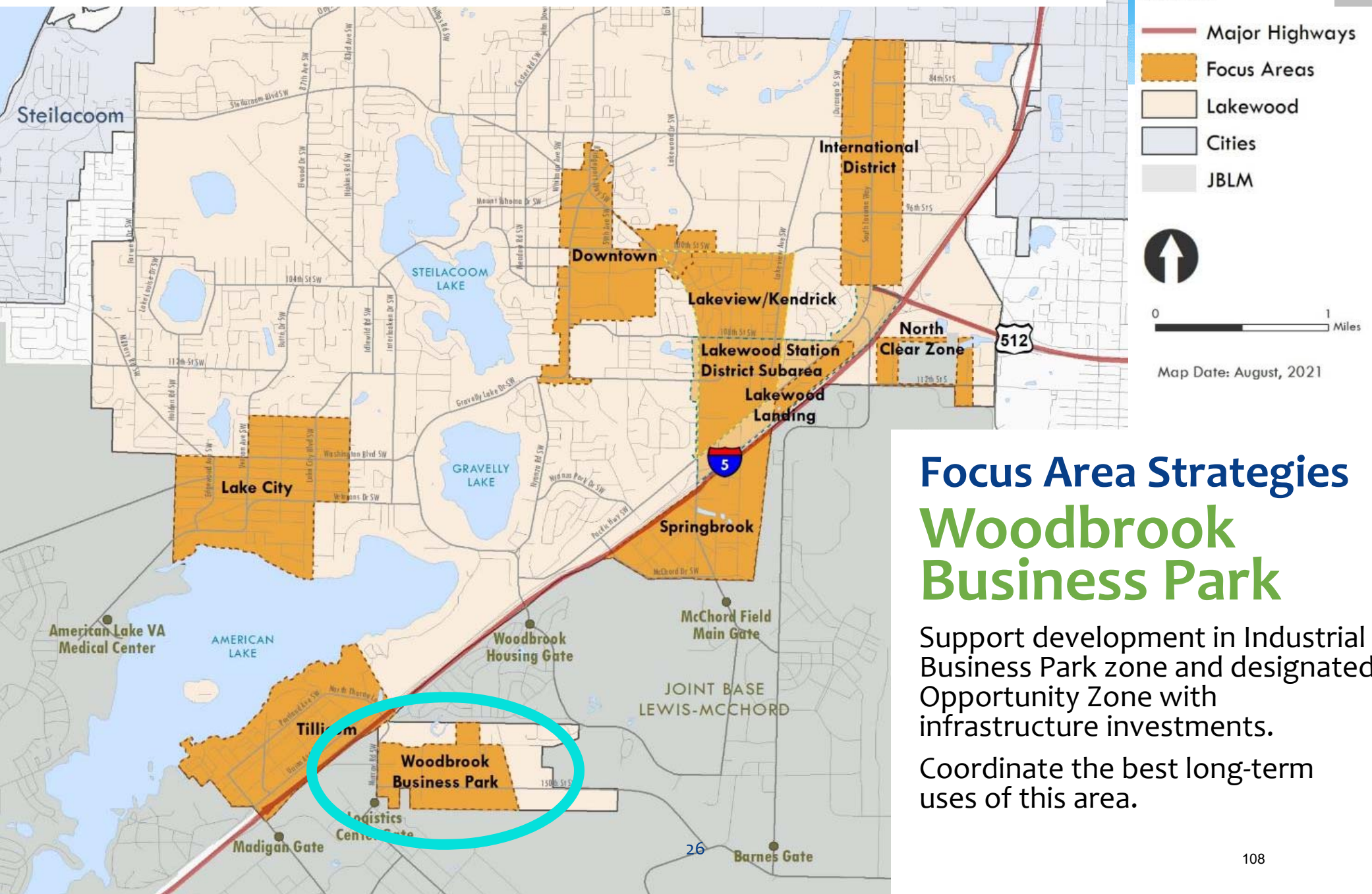
Focus Area Strategies Tillicum

Promote redevelopment and improve quality of life in this neighborhood. Support a branch library.

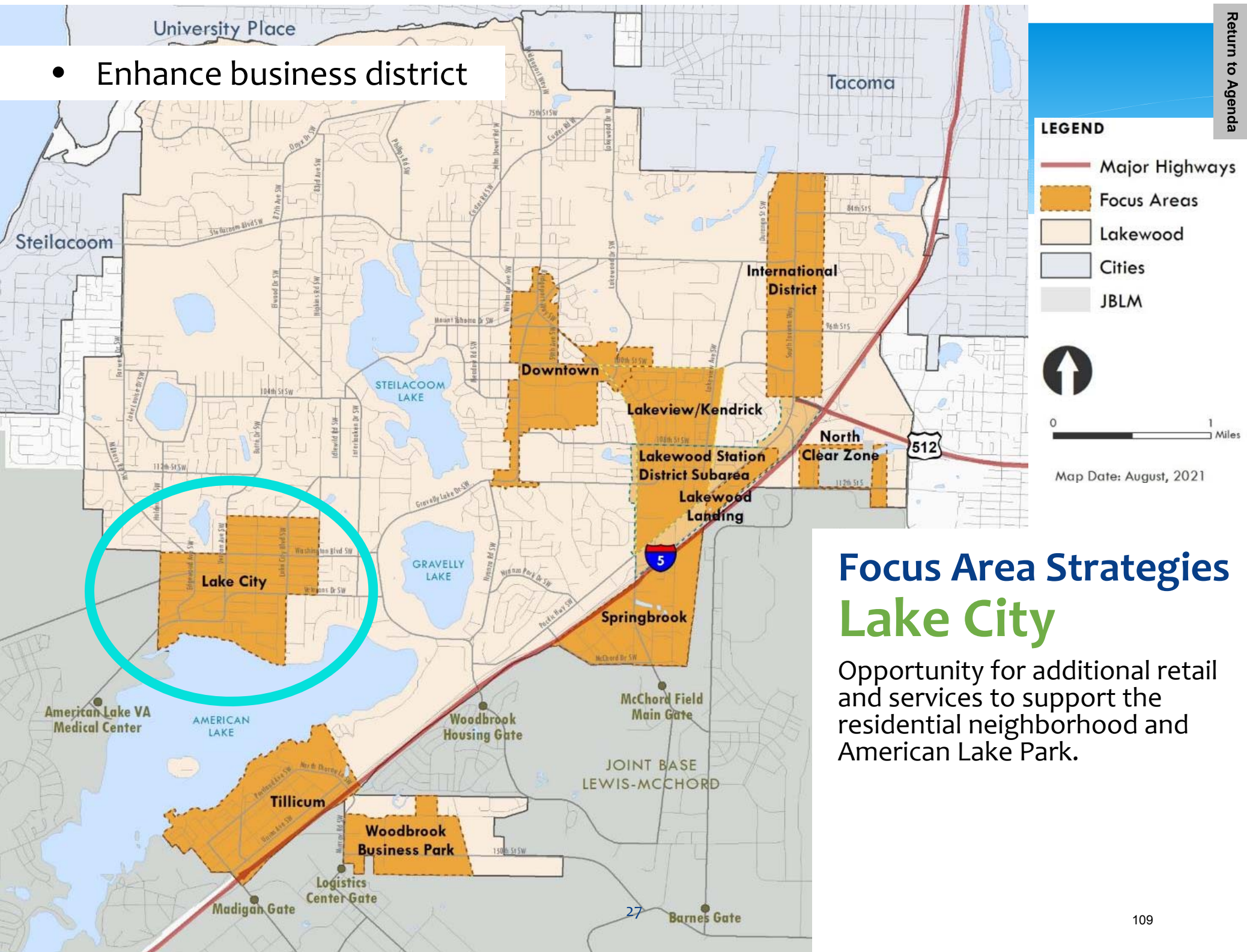
Over \$25 million invested in sewers, streets, and public safety.

Tillicum Neighborhood Plan
(2011)

- Opportunity Zone
- Evaluate zoning to maximize light industrial/manufacturing



- Enhance business district



Implementation Plan, Budget, and Measuring Success

- * Action items: ongoing, near-term, and mid-term
- * Dedicated staff, consulting, and data analysis
- * Infrastructure, and environmental considerations
- * Opportunity Fund potential
- * Milestones and Performance Measures

Comments

- * Ensure equitable economic development across factors such as race, ethnicity, gender, income, and educational attainment;*
- * Lakewood should pay strong attention to traffic infrastructure needs, congestion, and traffic flow;*
- * Data and statistical analysis is helpful for residents and business owners.*