

# Tillicum-Woodbrook Subarea Plan (TWSP)

DRAFT | April 2024

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# Executive Summary

The Tillicum-Woodbrook Subarea Plan (TWSP) represents a significant update and expansion to the original 2011 Tillicum Neighborhood Plan, which now includes the Woodbrook area to reflect their shared community interests and geographical proximity. This strategic planning document is aligned with the City of Lakewood's Comprehensive Plan, detailing specific goals, policies, and actions designed to guide development and enhance community cohesion over the next two decades. The update aims to address uncompleted actions from the previous plan and integrates new objectives based on extensive community feedback and current socioeconomic data.

The TWSP highlights key areas of focus such as housing diversity, economic development, transportation, and environmental resilience, aimed at fostering a sustainable community that accommodates growth while preserving quality of life. Significant changes include initiatives to increase residential density, create new community and civic spaces, and enhance multimodal transportation options to improve connectivity within the subarea and the broader Lakewood region. These efforts are underpinned by the desire to support a thriving community that reflects its rich diversity and historical heritage.

Additional investments in infrastructure and public services are prioritized to support the community's social and economic needs. This includes expanding public access to American Lake, improving local educational facilities, and fostering economic opportunities through strategic partnerships with local businesses and regional agencies. The plan also places a strong emphasis on environmental stewardship, advocating for sustainable development practices and the protection of local natural resources, particularly American Lake and surrounding ecosystems.

The goals outlined in the TWSP include the following:

- Goal #1:** Celebrate the Tillicum-Woodbrook Community Center, Tillicum Elementary School, Harry Todd Park, and Pierce County Library branch as the heart of the Tillicum-Woodbrook Subarea.
- Goal #2:** Increase visibility of Tillicum's and Woodbrook's diverse community by investing in leadership development and the neighborhood's ability to advocate for community needs.
- Goal #3:** Diversify Tillicum's and Woodbrook's housing options to support current residents in Lakewood.

- Goal #4:** Connect Tillicum and Woodbrook to Lakewood and Pierce County through a multi-modal transportation network to increase access to employment and social activities.
- Goal #5:** Increase economic development opportunities within Tillicum and Woodbrook.
- Goal #6:** Protect Tillicum and Woodbrook’s natural environment and increase adaptability and resiliency for Tillicum and Woodbrook as communities significantly impacted by air quality and climate change.

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# Introduction

The Tillicum Neighborhood Plan (TNP) was originally adopted in 2011. In 2022, the City of Lakewood produced a status report of the Tillicum Neighborhood Plan's implementation and adopted an Addendum to the TNP explaining progress to date to make the Plan's vision a reality. While much has been accomplished to realize the visions and priorities discussed in the original Tillicum Neighborhood Plan, many of the plan's Action Items are not yet complete.

In September 2022, the city announced that the Tillicum Neighborhood Plan would be replaced with a Tillicum-Woodbrook Subarea Plan (TWSP) as part of the 2024 Comprehensive Plan Periodic Review (24CPPR) process. While the 2011 Plan boundaries were reserved to the Tillicum neighborhood north of I-5, the 2024 update incorporated the Woodbrook area south of I-5 due to the historical community connection between the two areas.

# Background

## Relationship to the Comprehensive Plan

The City of Lakewood Comprehensive Plan guides the City's overall strategy for growth and development over a twenty-year horizon. It sets the goals and policies for a variety of topics, such as land use, housing, economic development, climate and resiliency, transportation, and the environment. The city has several subarea plans that are recognized in and complement the Comprehensive Plan, including the Tillicum-Woodbrook Subarea Plan, Lakewood Station District Subarea Plan, and Downtown Subarea Plan.

Subarea plans are long-range plans for a specific geography within a jurisdiction. Subarea plans are to be in alignment with the Comprehensive Plan and the City's overall land use strategy but offer the opportunity for more tailored planning to help articulate and implement a subarea's vision, values, and priorities.

## Planning Area

The boundaries of the Tillicum neighborhood and Woodbrook area are provided in **Exhibit 1**. Located in southeast Lakewood, the area is bounded by I-5 and the former Burlington Northern Santa Fe (BNSF) (now owned by Sound Transit) railroad to the southeast, Camp Murray to the southwest, the American Lake shoreline to the northwest, and private gated communities to the northeast.

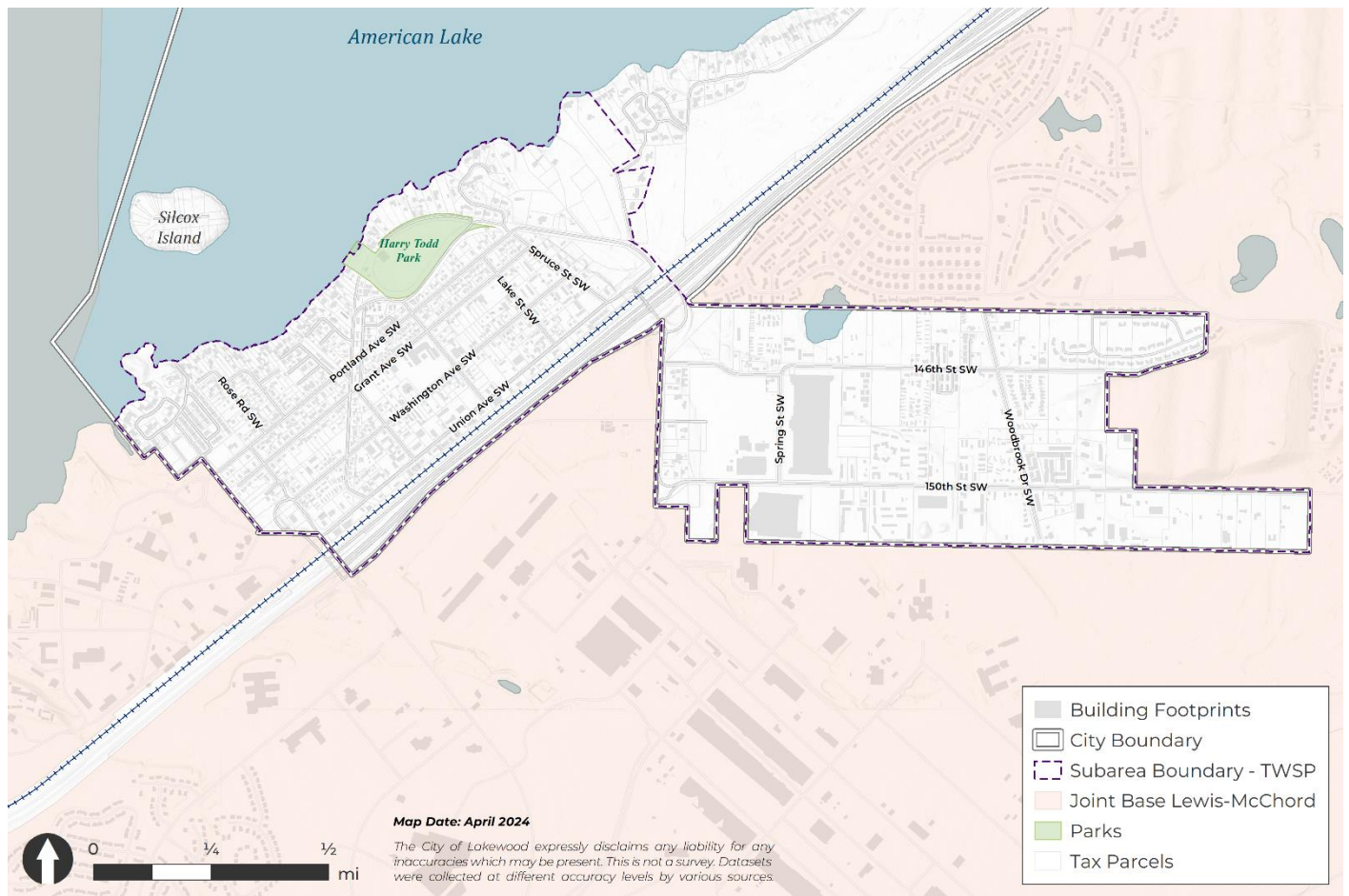
**Exhibit 2** shows current land use in Tillicum and Woodbrook. The western portion of Tillicum includes single-family residential development with a few multi-unit residential buildings. Commercial development is concentrated between Washington Avenue SW and Union Avenue SW, though there are small pockets of commercial uses in the residential areas. There is one park, Harry Todd Park, in the northwest corner of Tillicum. Woodbrook, across I-5 from Tillicum, contains industrial uses, as well as some commercial and multi-unit residential development. The city rezoned many parcels in Woodbrook in the 2010's to reflect the vision of the city that it would be an area for industrial and warehouse uses.

**Exhibit 3** shows key landmarks within the Tillicum-Woodbrook Planning Area. Landmarks are important components of a community and are individual structures or points. They are external points of reference to guide movement and provide orientation. Notable landmarks in the Tillicum-Woodbrook Planning Area include:

- Harry Todd Park
- Thornewood Castle
- Commencement Bay Rowing Club

- Tillicum Elementary School
- Tillicum Pierce County Library
- West Pierce Fire and Rescue Station 23
- YFC Tillicum Youth and Family Center
- Veteran’s Foreign Wars (VFW)
- New Testament Christian Church of Woodbrook
- Woodbrook Community Church Media Ministry
- Woodbrook Stables and Events Center

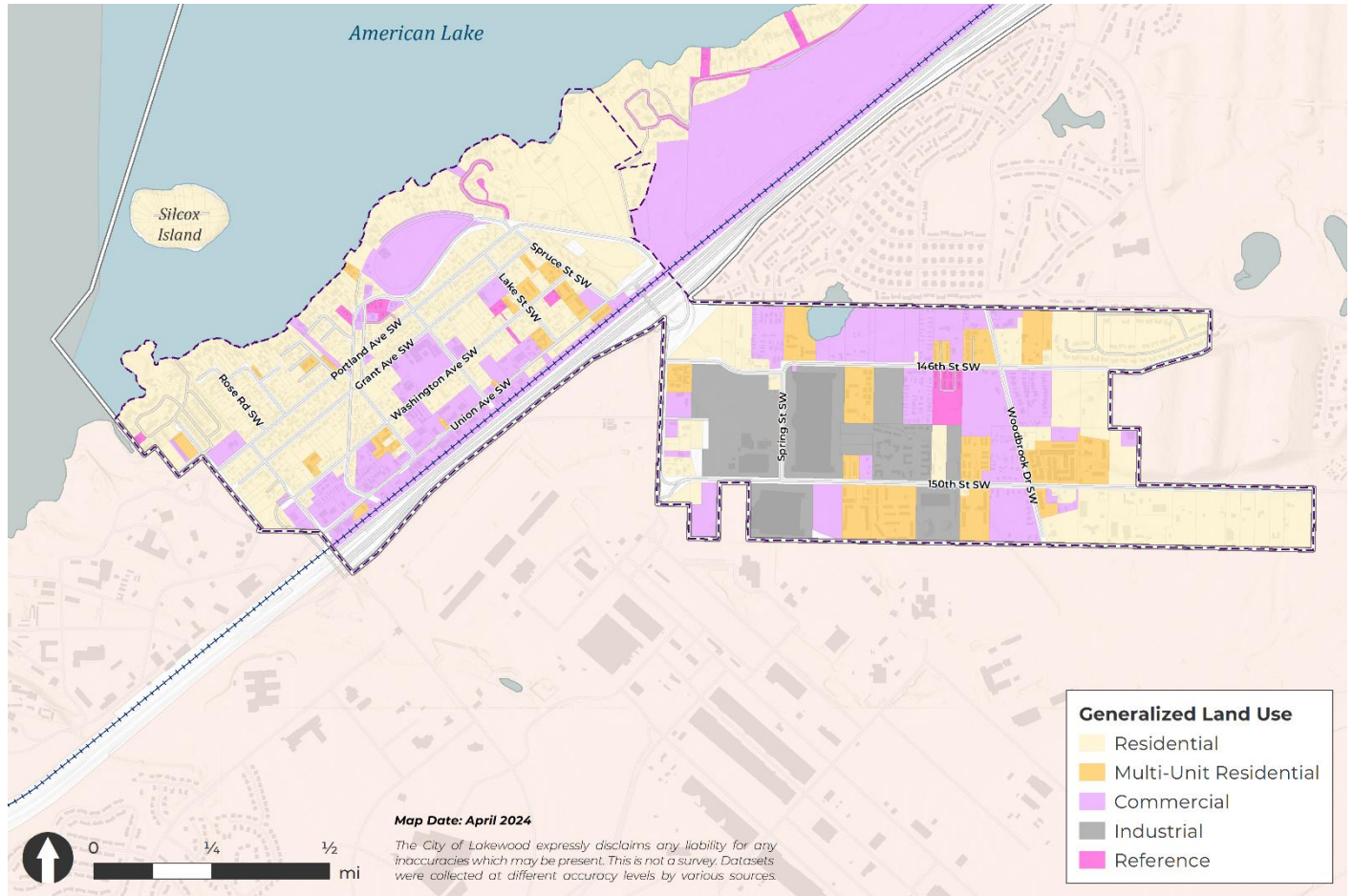
**Exhibit 1. Tillicum-Woodbrook Planning Area.**



Sources: City of Lakewood, 2024; Pierce County GIS, 2024.

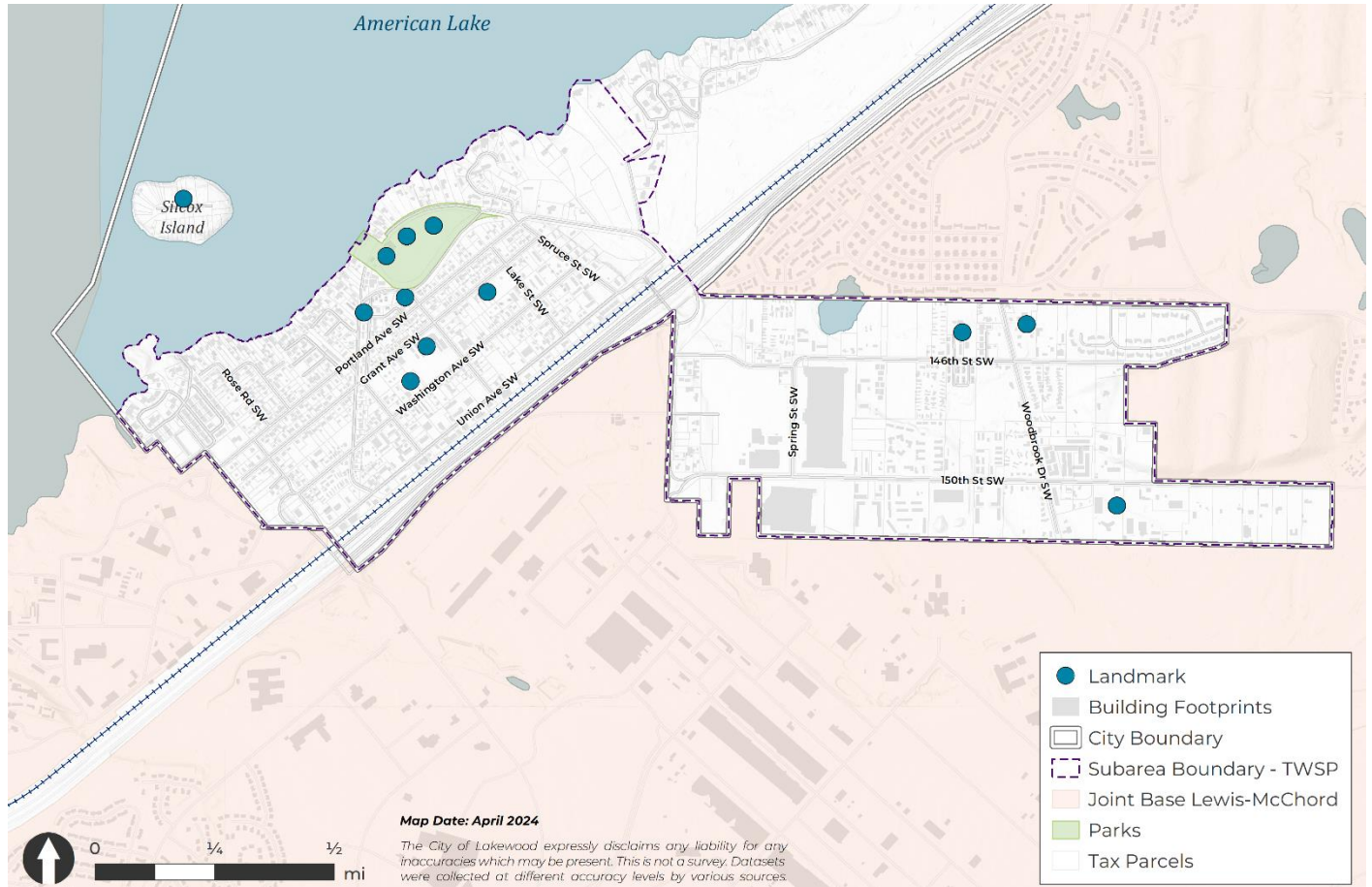


Exhibit 2. General Land Use – Tillicum-Woodbrook Planning Area.



Sources: City of Lakewood, 2024; Pierce County GIS, 2024.

Exhibit 3. Landmarks – Tillicum-Woodbrook Planning Area.



Sources: City of Lakewood, 2024; Pierce County GIS, 2024.

## Planning History

Development in the Tillicum and Woodbrook areas pre-dated the City's 1996 incorporation. Since the Tillicum Neighborhood Plan was developed by the City of Lakewood in 2009, in addition to the extensive sewer extensions that have been brought into Tillicum by the City, several other regional and citywide planning efforts have occurred or are currently underway. Planning efforts focused on the Tillicum-Woodbrook Planning Area are described briefly below. More information on regional and citywide planning efforts can be found in **Appendix A: Tillicum-Woodbrook Existing Conditions Report**.

- **Transportation Improvements (2021-2025):** Washington State Department of Transportation (WSDOT) is developing the Gravelly Thorne Connector, a non-motorized, shared use path that will provide much needed pedestrian and bicycle connection to and from Tillicum without having users on Sound Transit railroad right-of-way or the shoulder of I-5. Despite a two-year delay in schedule due to inflationary impacts and recent WSDOT retirements, construction of the path is expected to be complete in July 2026. Despite the delays, some improvements have been completed, including the creation of a dedicated I-5 northbound auxiliary lane from the Thorne Lane interchange to the Gravelly Lake Drive interchange and a dedicated I-5 southbound auxiliary lane from the Gravelly Lake Drive interchange to the Thorne Lane interchange. These were created specifically to connect the Tillicum and Woodbrook neighborhoods to the rest of the City of Lakewood.
- **Mixed Residential 2 (MR2) Rezone (2022):** In 2022, the City of Lakewood rezoned several properties in Tillicum from Single Family Residential (3) to Mixed Residential 2 (MR2). The MR2 zone, along with the Mixed-Residential 1 (MR1) promotes residential renewal to small-lot detached single-family residential dwellings, attached single-family dwellings, two-family residential development, and small-scale multifamily development. These zones provide for moderate residential density using a variety of urban housing types and designs. The mix of housing may take a variety of forms, either mixed within a single site or mixed within a general area. Development standards for the Mixed Residential zones are intended to encourage increased residential densities.
- **Tillicum Center of Municipal Importance (COMI) Boundaries Expansion (2022):** In 2022, the City updated the boundaries of the Tillicum COMI to better reflect current land use zoning.
- **Opportunity Zones (2017):** The federal Opportunity Zone program was created through the 2017 Tax Cuts and Jobs Act. This program provides tax incentives through the form of a deferral on capital gains tax to encourage investors to create an Opportunity Zone Fund to invest in businesses and development projects in low-income census tracts. Each state can label up to 25% of low-income census tracts as an Opportunity Zone for investment. Within Lakewood, there are three census tracts that have been identified, including in the TWSP subarea. The goal of the program is to see investment in geographic areas that have historically had a lack of investment to spur economic growth. The hope of the program is to create a pathway for public/private partnerships for new business opportunities. However, there are no real provisions or recommendations on what kind of investment can

be made. Additional outreach and strengthened partnerships between neighborhood leaders and City staff will be critical in establishing a joint vision for what Tillicum and Woodbrook can be in the next 20 years.

- Woodbrook Business Park:** In 2000-1, the City of Lakewood created a 117.5-acre industrial zoned area in Woodbrook to stimulate sewer extension and to bring jobs to the area. Since then, the city has extended the Industrial Zoning to more than 188 acres in Woodbrook and has completed sewer connection improvements in the area. The area is referred to as the Woodbrook Business Park. See **Exhibit 4**.

**Exhibit 4. Woodbrook Business Park – January 2022**



Source: City of Lakewood, 2024.

# Goals and Policies

This section consists of goals, policies, and actions. Goals are broad statements that express the vision for what a community should be and/or offer its residents, workers, and visitors. Policies offer direction for how the City can work towards those goals, and actions are specific things that the City can do to achieve the goals and implement the vision for the community.

This section includes the incomplete “tasks” (now labeled as policies) and actions identified in the 2022 Addendum to the 2011 Tillicum Neighborhood Plan. Edits to these policies and actions are shown to include Woodbrook, reflect updated community feedback, and to reflect lessons learned from the Existing Conditions Report (ECR). These policies and actions have been sorted under six newly developed goals, which were also informed by community feedback and the ECR. For a list of all of the 2011 TNP actions done or ongoing, please see the [2022 Addendum to the 2011 Tillicum Neighborhood Plan](#).

New policies and actions have also been developed to further support each of the six goals and are labeled as such.

**Goal #1: Celebrate the Tillicum-Woodbrook Community Center, Tillicum Elementary School, Harry Todd Park, and Pierce County Library branch as the heart of the Tillicum-Woodbrook Subarea.**

The Tillicum-Woodbrook Community Center, Tillicum Elementary School, Harry Todd Park, and Pierce County Library offer a variety of services to the community and are gathering spaces for community members to come together. Transportation and land use decisions should support adequate mobility, and social and economic opportunities to support these centers as the lifeline of the neighborhood.

**Policy 1.1** Encourage public and private investment in human services, Tillicum-Woodbrook Community Center, Tillicum Elementary School, and the arts.

*Actions related to Policy:*

- Build administrative and programming capacity of the Tillicum-Woodbrook Community Center through continued partnerships in programming and supporting local planning efforts.
- Identify and encourage financial support to Tillicum-Woodbrook Community Center, including for needed physical improvements.
- Continue to support Tillicum Elementary School in Tillicum as a critical part of the community that should be retained in its current location.

**Policy 1.2** Expand public access to American Lake to increase recreation opportunities for all residents.

*Actions related to Policy:*

- Expand public access to shorelines.
- Identify additional opportunities to provide public access to American Lake within Tillicum, including access for residents with disabilities.
- Invest in non-motorized connections to American Lake from Woodbrook.

**Policy 1.3** Support youth activities and programs.

*Actions related to Policy:*

- Identify and appropriate funding to provide recreational activities and life skills programs for youth.
- Improve facilities in community centers, schools, and parks to provide youth facilities for after-school and weekend activities for youth.

**Goal #2: Increase visibility of Tillicum’s and Woodbrook’s diverse community by investing in leadership development and the neighborhood’s ability to advocate for community needs.**

Compared to Lakewood, Tillicum and Woodbrook are becoming more diverse at a faster pace. The city should continue to bolster its relationship with stakeholders and continue to respond to neighborhood concerns to build the neighborhoods’ identities as a home for families.

**Policy 2.1 Invite all Lakewood residents to visit Tillicum-Woodbrook and celebrate its identity as a family-friendly neighborhood and as a regional destination.**

*Actions related to Policy:*

- Host City events at Harry Todd Park and other community spaces in Tillicum-Woodbrook.
- In partnership with community members and organizations, establish a gateway enhancement program at the entrances to Tillicum and Woodbrook.

**Policy 2.2 Support and encourage community-based leadership development and capacity building through regular communication with neighborhood and civic organizations.**

*Actions related to Policy:*

- Work with the Tillicum-Woodbrook community toward identifying and resolving community issues.
- Engage Tillicum-Woodbrook community members on future planning processes and capital projects.
- Develop clear communication procedures to ensure City staff are accessible to community members and support relationship-building between the city leadership and the community.
- Identify and encourage opportunities for administrative and financial support for community-led planning processes, projects, and initiatives in Tillicum and Woodbrook.

**Policy 2.3 Celebrate Tillicum and Woodbrook’s history.**

*Actions related to Policy:*

- Develop marketing materials, wayfinding, public art, and landmarks that share Tillicum and Woodbrook’s histories.

**Policy 2.4 Ensure residents continue to live in Tillicum and Woodbrook.**

*Actions related to Policy:*

- Engage with community members to better understand displacement risk in Tillicum-Woodbrook.
- Develop anti-displacement strategies informed by the lived experience of community members.
- Promote and distribute information about area housing assistance and programs and health initiatives.
- Support placemaking as a strategy to prevent cultural displacement.

**Policy 2.5 Invest in new community spaces and civic institutions in Woodbrook**

*Actions related to Policy:*

- Seek funding and opportunities for community spaces, civic spaces, and capital facilities in Woodbrook.
- Continue to engage Woodbrook residents on local concerns, and neighborhood priorities.



### **Goal #3: Diversify Tillicum’s and Woodbrook’s housing options to support current residents in Lakewood.**

Tillicum and Woodbrook have higher eviction rates and more cost-burdened households than Lakewood overall. More Tillicum and Woodbrook families also rent, which puts them at a higher risk of displacement than homeowners. Providing additional housing options, supported with partnerships with local and state organizations, can help increase housing opportunities.

#### **Policy 3.1 Encourage and support efforts to increase homeownership.**

*Actions related to Policy:*

- Provide residents with information on State, County, and local programs that support homeownership for first-time home buyers, veterans, and residents with disabilities, such as down payment assistance.
- Support affordable housing developers in building multi- and single-family housing for households with low incomes.

#### **Policy 3.2 Provide a range of housing options to meet community needs.**

*Actions related to Policy:*

- Support the development and preservation of housing for households with very low-, low-, and moderate incomes to support the City in providing capacity for housing at all income levels.
- Plan to encourage a variety of housing options in the city to allow military personnel and their families to live within 30 minutes of the base.
- Invest in housing opportunities for individuals with special needs and for seniors.
- Establish an overlay district to maintain and preserve existing mobile and manufactured homes as affordable housing options, particularly in Woodbrook.
- Encourage infill development<sup>1</sup> that is consistent in scale to surrounding development.
- Develop pre-approved plans for ADUs.
- Update the City’s adopted housing incentives program (LMC 18A.90.050) as appropriate to include a variety of options (e.g., density bonuses, fee waivers, reduced zoning requirements, expedited permitting, etc.). Develop marketing efforts to stimulate use of the City’s program.

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<sup>1</sup> Infill development refers to the process of developing vacant and underutilized land within existing developed areas.

- Work with the Clover Park School District to address the need for school facilities as redevelopment takes place.

**Policy 3.3 Encourage and support access to affordable, safe, and connected housing options.**

*Actions related to Policy:*

- Support agencies and organizations that provide housing and related services to households with very low-, low-, and moderate-incomes, and encourage their acquisition of affordable rental housing.
- Seek funding opportunities to support local housing and social service providers.
- Encourage and plan for mixed-use development so residents can live near commercial establishments and services.
- Require that on-site amenities such as walkways, trails, or bike paths be connected to adjacent public facilities.
- Establish public programs and/or public-private partnerships to encourage and assist redevelopment of outdated or substandard multi-family dwellings aimed at providing opportunities for affordable housing.
- Partner with community-based organizations on financial subsidies for property and home improvement.
- Discourage new gated communities as an impediment to social integration within neighborhoods.
- Hold joint landlord training sessions with the Tillicum, Woodbrook, and American Lake Gardens neighborhoods.

**Goal #4: Connect Tillicum and Woodbrook to Lakewood and Pierce County through a multi-modal transportation network to increase access to employment and social activities.**

I-5 is the main transportation corridor in Lakewood and runs through the Tillicum and Woodbrook Subarea. About 79% of residents have a commute time of 20 minutes or greater. Compared to Lakewood overall, Tillicum has a higher rate of residents with a commute time between 20-39 minutes. Multimodal transportation improvements (such as improved transit service, bike lanes) could help improve traffic flow and reduce car dependency as a primary form of transportation.

**Policy 4.1 Evaluate on-street parking needs in Tillicum and Woodbrook and implement curb management strategies as needed to ensure public access to businesses and homes in Tillicum and Woodbrook.**

*Actions related to Policy:*

- Study on-street parking needs and opportunities along Union Avenue SW, Berkeley Street SW, and other key arterials in Tillicum and Woodbrook.

**Policy 4.2 Invest in infrastructure to support mobility needs and address mobility barriers of neighborhood residents.**

*Actions related to Policy:*

- Partner with Pierce Transit and Sound Transit on quality capital facilities, adequate lighting, and amenities at bus stops and the planned Sounder train station.
- Improve accessibility and access to bus stops through sidewalks, curb ramps, and other pedestrian amenities in accordance with design guidance from ADA.
- Work with Pierce Transit on innovative transit solutions to improve access to social and employment activities.

**Policy 4.3 Prioritize investments in vehicle infrastructure to support connecting Tillicum and Woodbrook to other parts of Lakewood.**

*Actions related to Policy:*

- Seek a method of providing an “internal” connection between Tillicum and the northern part of the city besides I-5.
- Seek out grants or other means of financing to design and construct improvements to intersections nearest to and serving I-5 interchanges, and work with WSDOT to seek funding for improvements to the interchanges themselves.
- Work with Camp Murray, JBLM, WSDOT, and Sound Transit to ensure development around the new Berkeley Avenue SW/Union Avenue SW intersection.

- Invest in expanded local road networks in Tillicum and Woodbrook to the rest of the city.

**Policy 4.4 Provide opportunities for safe pedestrian and bicycle connections from Tillicum and Woodbrook to other portions of Lakewood.**

*Actions related to Policy:*

- Consider a pedestrian and bicycle trail within Tillicum to safely connect the residential area with the business district.
- Install pedestrian signals on streets with high traffic volumes.

**Policy 4.5 Partner with local and regional transit agencies to provide reliable transit services to neighborhood residents that can increase access to social and economic opportunities.**

*Actions related to Policy:*

- Periodically review and update routes and frequency of transit bus lines with community input.
- Prioritize equitable community engagement to better understand community transportation needs.

**Goal #5: Increase economic development opportunities within Tillicum and Woodbrook.**

There are not enough jobs in Tillicum and Woodbrook. The neighborhood has a jobs-to-housing ratio that is well below both the ideal ratio and Lakewood's ratio<sup>2</sup>. There is a strong commercial spine along Union Ave SW and industrial jobs in Woodbrook. Small business technical assistance and land use regulations to support more commercial growth should be explored.

**Policy 5.1 Support or foster relationships with educational institutions and employment organizations that encourage the development of higher education, apprenticeship and internship opportunities, and adult learning offerings to contribute to building community capacity and innovation.**

*Actions related to Policy:*

- Continue to support and participate in Community Resource Fairs to highlight education, apprenticeship, internship, and job opportunities.
- Improve the workforce pipeline by supporting training for residents of Tillicum and Woodbrook.
- Encourage employers in Woodbrook to hire locally from Tillicum and Woodbrook.
- Require new development utilizing the benefits from Opportunity Zones to create community benefit agreements to ensure public benefit is incorporated.

**Policy 5.2 Continue to partner with Workforce Central, the Tacoma-Pierce County Economic Development Board, and the Lakewood Chamber of Commerce to provide support and resources to small businesses in Tillicum and Woodbrook.**

*Actions related to Policy:*

- When possible, provide materials in languages spoken by households in the neighborhood.
- Provide small business technical assistance to small businesses in Tillicum and Woodbrook.

**Policy 5.3 Support additional food resources, commercial development, job growth, and technical assistance in the Tillicum Woodbrook Subarea.**

*Actions related to Policy:*

- Promote and encourage the development of a grocery store and bank in Tillicum.

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<sup>2</sup> Generally, a jobs-to-housing ratio between 0.75 and 1.5 is considered an ideal balance. As of 2020, Lakewood's ratio was 0.92, whereas the census tract that includes Tillicum and Woodbrook had a ratio of 0.25.

- Work with USPS to locate a contract post office on Union Avenue SW.
- Plan for commercial and mixed-use development to support local businesses, provide basic services in proximity to residents, and build community.
- Identify underutilized and unused properties and support commercial development on these lots.
- Continue utility and infrastructure improvements to support commercial development.
- Work with the Lakewood Water District to perform water delivery system upgrades.
- Prepare a utility plan for Union Avenue SW.
  - Determine the desirability and cost of placing utilities underground.
  - Work with utility purveyors to underground existing utilities.
  - Survey property owners to determine willingness to participate in a local improvement district (LID).
  - Form a LID if property owners are in favor of doing so.
  - Work with present and future developers to ensure conformance with this action.

**Goal #6: Protect Tillicum and Woodbrook’s natural environment and increase adaptability and resiliency for Tillicum and Woodbrook as communities significantly impacted by air quality and climate change.**

Potential climate impacts to the City of Lakewood and the greater Puget Sound region include extreme heat and precipitation, flooding, and smoke from wildfires. Residents with existing health conditions, older adults, young children, and those with fewer resources may face an increased risk of greater impact. Policies in this plan aim to reduce drivers of climate change and increase community resiliency.

**Policy 6.1 Enhance quality of life in Tillicum and Woodbrook through the thoughtful placement and improvement of parks and recreational activities.**

*Actions related to Policy:*

- Complete the projects identified in City of Lakewood’s Parks, Recreation and Open Space Master Plan.
- Identify opportunities for additional public/semi-public green space in Tillicum and Woodbrook.
- Support formation of community volunteer groups to steward parks facilities.

**Policy 6.2 Protect water quality in American Lake.**

*Actions related to Policy:*

- Work cooperatively with development interests to protect aquifers and surface water by the gradual extension of sanitary sewers and replacement of stormwater systems with priority for those areas bordering or hydrologically related to American Lake.
- Utilize stormwater management and low-impact development (LID) techniques such as green roofs, rain gardens, and vegetated bioswales to purify water before it enters the ecosystem.

**Policy 6.3 Encourage the use of sustainable materials and building practices.**

*Actions related to Policy:*

- Collaborate with community-based organizations to provide technical assistance/education to developers to encourage greater use of green standards.
- Incorporate smooth land use transitions to prioritize high density residential development along transit and transportation corridors.

# Actions Audit

The 2022 addendum to the 2011 Tillicum Neighborhood Plan identified 30 action items that had not been completed at the time of writing. **Exhibit 5** lists these actions and identifies the priority level assigned by the city and whether the action item will be addressed in the 2024 Comprehensive Plan update. The actions that are not part of the Comprehensive Plan update are addressed and updated in the Tillicum-Woodbrook Subarea Plan, organized under the six stated goals. The city rezoned many parcels in Woodbrook in the 2010’s to reflect the vision of the city that it would be an area for industrial and warehouse uses.

**Exhibit 3** shows key landmarks within the Tillicum-Woodbrook Planning Area. Landmarks are important components of a community and are individual structures or points. They are external points of reference to guide movement and provide orientation. Notable landmarks in the Tillicum-Woodbrook Planning Area include:

- Harry Todd Park
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- YFC Tillicum Youth and Family Center
- Veteran’s Foreign Wars (VFW)
- New Testament Christian Church of Woodbrook
- Woodbrook Community Church Media Ministry
- Woodbrook Stables and Events Center

## Exhibit 5. Tillicum Neighborhood Plan Action Update – Actions Not Completed

Number	Action	Priority (Identified)	Relation to 2024 Update
A-2	Identify and appropriate funding to support the development of community outreach and life skills program for youth utilizing existing community resources such as the Tillicum/American Lake Gardens Community Service Center, PCLS Library, and/or new Youth for Christ center.	High	No- Not addressed in general comprehensive plan update. Addressed in Goal 1.
B-12	Improve facilities in community centers, school, and parks to provide facilities for after-school and weekend activities for youth.	Low (lack of funding)	No. Addressed in Goal 1.



Number	Action	Priority (Identified)	Relation to 2024 Update
<b>A-1</b>	Establish a community leadership team (CLT) comprised of City Council and school board members, residents, property owners, Tillicum businesses, and selected public agencies that serve Tillicum. Explore whether the existing merchants and neighborhood associations could be rechanneled into the community leadership team, or if those associations wish to continue to exist independently.	High	No. Addressed in Goal 2.
<b>B-5</b>	Fund one FTE to prepare and maintain a capital facilities plan to prioritize and direct city capital investment.	High (lack of funding)	There will be a CFP Element or Discussion in the 2024 Comp Plan
<b>C-1</b>	Maintain funding for the neighborhood patrol program in Tillicum to support neighborhood watch groups and provide regular communication with neighborhood and civic organizations.	High	No. Addressed in Goal 2.
<b>C-4</b>	Provide development preapplication packets to the Police Department and include their feedback on design from a CPTED perspective.	High	No. Addressed in Goal 2.
<b>E-1</b>	Develop a marketing program to improve perceptions of the Tillicum neighborhood and promote the neighborhood as a desirable and affordable place to live.	High	No. Addressed in Goal 2
<b>I-1</b>	Produce a brochure on Tillicum’s history.	High	No. Addressed in Goal 2.
<b>D-10</b>	Address the need for on-street parking by small businesses.	Medium	Yes
<b>E-3</b>	Amend the City’s development regulations to enable innovative layouts, designs, and configurations such as Z-lots, great house design, and cottage housing.	High	Yes
<b>E-7</b>	Allow a reduction in the amount of off-street parking based on a parking study prepared by a registered professional engineer.	High	Yes
<b>F-14</b>	Promote community awareness of financial subsidies available from public agencies for property and home improvement.	Medium	No. Addressed in Goal 3.

Number	Action	Priority (Identified)	Relation to 2024 Update
<b>E-10</b>	Prepare a utility plan for Union Avenue SW. <ul style="list-style-type: none"> <li>Determine the desirability and cost of placing utilities underground.</li> <li>Work with utility purveyors to underground existing utilities.</li> <li>Survey property owners to determine willingness to participate in a local improvement district (LID).</li> <li>Form a LID if property owners are in favor of doing so.</li> <li>Work with present and future developers to ensure conformance with this action.</li> </ul>	Medium	No. Addressed in Goal 5.
<b>E-11</b>	Monitor development activity to identify regulatory and/or cost barriers that discourage investment in Tillicum.	Medium	Yes
<b>F-2</b>	Initiate discussions with other agencies to consider a program of reducing/waiving development and/or capacity fees as a means of promoting housing affordability.	High	Yes
<b>F-5</b>	Provide the news media with information about potential apartment closures.	High	No. Addressed in Goal 3.
<b>F-13</b>	Establish an incentive awards program for well-maintained and trouble-free rentals.	Medium	No. Addressed in Goal 3.
<b>F-15</b>	Once sewers have been installed, consider use of the multifamily tax incentive program to target multi-family growth into selected parts of Tillicum.	Medium	Yes
<b>F-16</b>	Hold joint landlord training sessions with the Tillicum and American Lake Gardens neighborhoods.	Low (lack of funding)	No. Addressed in Goal 3.
<b>D-2</b>	Establish bicycle and pedestrian connections between residential areas, Union Avenue SW, and Harry Todd Park.	High	Yes
<b>D-6</b>	Identify bus stops with inadequate lighting and improve lighting at these stops. Examine the need for more shelters and posted schedules. Provide the telephone number of Pierce Transit's community liaison at bus stops.	Medium	No. Addressed in Goal 4.
<b>D-8</b>	Periodically review and update routes and frequency of transit bus lines with community input. Provide timely notification of route and service changes.	Medium	No. Addressed in Goal 4.
<b>D-11</b>	Establish street design guidelines for other streets including North Thorne Lane SW, Woodlawn Avenue SW, Maple Street SW, West Thorne Lane SW, and portions of Portland Avenue SW and Berkeley Street SW.	Medium	Yes

Number	Action	Priority (Identified)	Relation to 2024 Update
<b>D-13</b>	Monitor and support funding for the Cross-Base Highway project.	Low	Removed; Cross-Base Highway project is no longer active.
<b>D-14</b>	Establish “green street” designations and associated improvements, including sidewalks, landscaping, bike lanes, crosswalks, and lighting, for Union Avenue SW, North Thorne Lane SW, Woodlawn Avenue SW, and West Thorne Lane SW. Seek compatibility between the provision of bicycle lanes and vehicular parking.	Low (lack of funding)	Yes
<b>D-15</b>	Install pedestrian signals on streets with high traffic volumes.	Low	No. Addressed in Goal 4.
<b>D-16</b>	Require commercial, institutional, and multi-family developments to provide protected and secure bicycle parking.	Low	Yes
<b>E-2</b>	Develop and adopt new zoning classifications to implement freeway-oriented commercial on the I-5 side of Union Avenue SW and tailored neighborhood commercial on the opposite side.	High	Yes
<b>E-4</b>	Amend the City’s development regulations to require a greater level of design for small lot residential development and for commercial development located along Union Avenue SW.	High	Yes
<b>E-6</b>	Establish a contract post office on Union Avenue SW.	High	No. Addressed in Goal 5.