Lakewood Comprehensive Plan

October 21, 2026

September 17, 2024

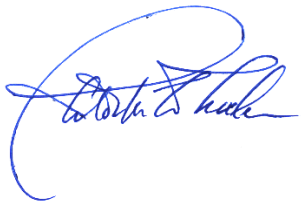
The 2024 Lakewood, WA Comprehensive Plan is significantly updated and streamlined to reflect progress the city has made since its incorporation to achieve the Vision of its founders. It is designed as an accessible and efficient tool to implement the Vision of its current and future residents and leaders.

The Plan promotes equitable, sustainable, and financially responsible growth planning for Lakewood's land uses and capital facilities. It is a solid foundation for the incentives, regulations, and partnerships that will implement the Plan's policies. It is consistent with the Growth Management Act as well as regional and countywide policies.

The 2024 Comprehensive Plan includes policies and priorities that will improve the quality of life for Lakewood's residents no matter their racial or economic status. It celebrates the city's' diversity. It identifies and promotes economic and cultural subareas. It acknowledges Lakewood's unique status as a city hosting a state forensic hospital and two colleges and located adjacent to the largest military installation west of the Mississippi River as well as the Nisqually Indian Tribe Reservation.

I am proud to present the 2024 City of Lakewood Comprehensive Plan.

Sincerely,



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Acknowledgements

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Summary

Incorporated in 1996, the City of Lakewood is now the second largest city in Pierce County, Washington. The City of Lakewood has prepared and updated this Comprehensive Plan as required by the Washington State Growth Management Act (GMA); per the GMA, it is based on a 20-year time horizon. The Plan will shape Lakewood's growth for the next two decades by:

- Defining the level, intensity, and geographic distribution of employment and residential growth.
- Identifying the needed improvements to public facilities, transportation, and utility infrastructure to service the projected levels of population and employment, along with proposed methods of finance.
- Identifying the housing needs and requirements for the community.
- Defining the desired physical development patterns and urban design treatments.

The 2024 Plan contains fifteen substantive Elements. There are also a number of Appendices providing additional technical, historical, and demographic data that inform and support the Elements. The Plan is a foundational document for the city, but it is also intended to be a living document that is updated over time to ensure it continues to guide improvements to the quality of life for all in Lakewood.

Table of Contents

Acknowledgements ii

Summary iv

Table of Contents v

Exhibits ix

1 Introduction 1-1

1.1 Overview 1-1
1.2 Guide to the Document 1-3
1.3 Amendments and Review 1-4

2 Land Use and Maps 2-1

2.1 Introduction 2-1
2.2 Background 2-1
2.2.1 Land Use Considerations 2-1
2.2.2 Land Use Designations 2-2
2.2.3 On-Street Parking Safety 2-3
2.2.4 Air Installation Compatibility 2-9
2.2.5 Future Growth Capacity 2-11
2.2.6 Management Areas 2-12
2.3 Goals and Policies 2-19

3 Capital Facilities and Essential Public Facilities 3-1

3.1 Introduction 3-1
3.2 Background 3-1
3.2.1 Capital Facilities 3-1
3.2.2 Essential Public Facilities 3-5
3.2.3 Concurrency 3-8
3.3 Capital Facilities Planning 3-8
3.4 Goals and Policies 3-15

4 Economic Development 4-1

4.1 Introduction 4-1

4.2 Background 4-1
4.2.1 Competitive Economic Position 4-1
4.2.2 Economic Analysis 4-3
4.3 Goals and Policies 4-9

5 Energy and Climate Change 5-1

5.1 Introduction 5-1
5.2 Background 5-2
5.2.1 Current Context 5-3
5.2.2 Local Greenhouse Gas Emissions 5-14
5.2.3 Actions Taken 5-15
5.2.4 Lakewood and Future Climate Change Response 5-17
5.3 Goals and Policies 5-19

6 Housing 6-1

6.1 Introduction 6-1
6.2 Background 6-1
6.2.1 Population and Housing Targets 6-2
6.2.2 Housing Stock and Production 6-5
6.2.3 Housing Capacity and Targets 6-8
6.2.4 Special Housing Types 6-9
6.2.5 Racial Equity and Displacement 6-14
6.2.6 Barriers to Housing Development 6-20
6.2.7 Existing Tools for Addressing Housing Issues 6-20
6.3 Goals and Policies 6-22

7 Military Compatibility 7-1

7.1 Introduction 7-1
7.2 Background 7-2
7.3 Goals and Policies 7-3

8 Natural Environment 8-1

8.1 Introduction 8-1
8.2 Background 8-1
8.3 Goals and Policies 8-2

9 Parks, Recreation, and Open Space 9-1

9.1 Introduction 9-1
9.2 Background 9-2
9.2.1 Overview 9-2
9.2.2 Analysis of Park Land and Facilities Needs 9-3

9.2.3 Intergovernmental Coordination Opportunities 9-3
9.3 Goals and Policies 9-6

10 Public Services 10-1

10.1 Introduction 10-1
10.2 Background 10-1
10.2.1 Overview 10-1
10.3 Goals and Policies 10-5

11 Subareas 11-1

11.1 Introduction 11-1
11.2 Background 11-1
11.2.1 2018 Downtown Subarea Plan 11-1
11.2.2 2021 Lakewood Station Subarea Plan 11-4
11.2.3 2024 Tillicum-Woodbrook Subarea Plan 11-5
11.3 Goals and Policies 11-7
11.3.1 General 11-7
11.3.2 Downtown Subarea 11-7
11.3.3 Lakewood Station District Subarea 11-11
11.3.4 Tillicum-Woodbrook Subarea 11-13

12 Transportation 12-1

12.1 Introduction 12-1
12.2 Background 12-2
12.2.1 Overview 12-2
12.2.2 Inventory and Classifications 12-3
12.2.3 Levels of Service 12-11
12.2.4 Recent Trends 12-17
12.3 Goals and Policies 12-19

13 Urban Design 13-1

13.1 Introduction 13-1
13.2 Background 13-1
13.3 Goals and Policies 13-3

14 Utilities 14-1

14.1 Introduction 14-1
14.2 Background 14-1
14.3 Goals and Policies 14-5

15 Implementation 15-1

15.1 Introduction 15-1

15.2 Purpose and Use of the Comprehensive Plan 15-1

15.3 Goals and Policies 15-2

15.3.1 Consistency 15-2

15.3.2 Public Engagement 15-3

15.3.3 Tribal Coordination 15-4

15.4 Implementation Strategies 15-5

15.4.1 General 15-6

15.4.2 Land Use 15-7

15.4.3 Capital Facilities and Essential Public Facilities 15-8

15.4.4 Economic Development 15-9

15.4.5 Energy and Climate Change 15-10

15.4.6 Housing 15-11

15.4.7 Military Compatibility 15-12

15.4.8 Natural Environment 15-13

15.4.9 Parks, Recreation, and Open Space 15-15

15.4.10 Public Services 15-16

15.4.11 Subareas 15-17

15.4.12 Transportation 15-18

15.4.13 Urban Design 15-20

15.4.14 Utilities 15-21

16 Glossary 16-1

Exhibits

Exhibit 2-1.	Lakewood Land Use Designations and Zoning.	2-3
Exhibit 2-2.	Lakewood Land Use Designations Map.	2-5
Exhibit 2-3.	Lakewood Zoning Map.	2-6
Exhibit 2-4.	Lakewood Overlay Map.	2-7
Exhibit 2-5.	Parcels of Concern for On-Street Parking Safety Issues.	2-8
Exhibit 2-5.	Lakewood Air Corridors.	2-10
Exhibit 2-6.	Lakewood Growth Targets and Capacity, 2020–2044.	2-11
Exhibit 2-7.	Lakewood Regional Urban Growth Center Map.	2-15
Exhibit 2-8.	Lakewood Subareas Map.	2-16
Exhibit 2-9.	Lakewood Centers of Municipal Importance (CoMIs).	2-17
Exhibit 2-10.	Lakewood Urban Growth Area.	2-18
Exhibit 3-1.	Type 1 Service/Utility Providers.	3-2
Exhibit 3-2.	Type 2 Service/Utility Providers.	3-2
Exhibit 3-3.	Type 3 Service/Utility Providers.	3-3
Exhibit 3-4.	Type 4 Service/Utility Providers.	3-3
Exhibit 3-5.	Lakewood Essential Public Facilities.	3-7
Exhibit 3-6.	Lakewood Capital Facilities Planning (Public Works and Engineering).	3-9
Exhibit 3-7.	Lakewood Capital Facilities Project List (Public Works and Engineering).	3-10
Exhibit 3-8.	Lakewood Capital Facilities Planning (Parks and Recreation).	3-12
Exhibit 3-9.	Lakewood Capital Facilities Project List (Parks and Recreation).	3-13
Exhibit 4-1.	Covered Employment in Lakewood by Major Sector, 2012–2022.	4-4
Exhibit 4-2.	Projected Total Employment in Lakewood, 2020–2050.	4-4
Exhibit 4-3.	Jobs-to-Population Ratio, Lakewood and Surrounding Communities, .	4-6
Exhibit 4-4.	Proportion of Primary Workers Living and Residing in Lakewood.	4-6
Exhibit 4-5.	Taxable Retail Sales Statistics, Lakewood, 2021.	4-7
Exhibit 4-6.	Taxable Retail Sales by Subsector in Lakewood, 2017–2021 (Top Ten Subsectors).	4-8
Exhibit 5-1.	Extreme Heat and Days above 90°F Humidex.	5-5
Exhibit 5-2.	Lakewood Heat Severity (2020).	5-6
Exhibit 5-3.	Percent Urban Tree Canopy Coverage, City of Lakewood.	5-7
Exhibit 5-4.	Tree Equity Score (75 or less).	5-7
Exhibit 5-5.	Extreme Precipitation, Pct Change Magnitude of the 2-Year Storm: 2040–2069 Higher Scenario.	5-9

Exhibit 5-6.	Percent Change in Annual Maximum Streamflow.	5-9
Exhibit 5-7.	Clover Creek FEMA Floodplain Comparison.	5-10
Exhibit 5-8.	Wildland Urban Interface, Department of Natural Resources	5-12
Exhibit 5-9.	Lakewood Equity Index Map.	5-13
Exhibit 5-10.	Climate Exposure and Equity in Lakewood Vicinity.	5-13
Exhibit 5-11.	Comparison of Lakewood GHG Emissions in 2019 and 2022.	5-14
Exhibit 6-1.	Current and Projected Lakewood Population, 2000–2044.	6-3
Exhibit 6-2.	Current and Projected Lakewood Housing Units and Capacity, 2000–2044.	6-3
Exhibit 6-3.	Lakewood Housing Needs by Income Level (% of Area Median Income).	6-4
Exhibit 6-4.	Proportion of Current Housing Types, Lakewood and Surrounding Communities, 2023.	6-6
Exhibit 6-5.	Housing Units Completed in Lakewood by Type, 2010–2023.	6-7
Exhibit 6-6.	Estimates of Total Capacity and Expected Growth, 2020–2044.	6-8
Exhibit 6-7.	Lakewood Special Housing Needs, 2020–2044.	6-10
Exhibit 6-8.	Lakewood Zoning Districts Allowing Hotels/Models as Permitted or Conditional Uses.	6-12
Exhibit 6-9.	Lakewood Hotel/Motel Capacity, 2024.	6-13
Exhibit 6-10.	Lakewood Commercial Development Capacity in Zones Allowing Emergency Housing.	6-13
Exhibit 6-11.	Lakewood Population by Race and Ethnicity, 2022.	6-16
Exhibit 6-12.	Lakewood Households by Race/Ethnicity and Tenure, 2020.	6-16
Exhibit 6-13.	Lakewood Households by Race/Ethnicity and Income Category, 2022.	6-17
Exhibit 6-14.	Lakewood Households by Race/Ethnicity and Cost Burden, 2020.	6-17
Exhibit 6-15.	PSRC Displacement Risk Index for Lakewood.	6-18
Exhibit 6-16.	Distribution of Population by Race in Lakewood, 2020.	6-19
Exhibit 9-1.	Lakewood Public Parks and Open Spaces.	9-4
Exhibit 9-2.	Lakewood Community Facilities and Recreation.	9-5
Exhibit 10-1.	Public Service Providers in Lakewood.	10-1
Exhibit 10-2.	Lakewood West Pierce Fire and Rescue Stations.	10-3
Exhibit 10-3.	Lakewood Schools.	10-4
Exhibit 11-1.	Lakewood Subareas Map.	11-2
Exhibit 11-2.	Downtown Subarea Boundaries.	11-3
Exhibit 11-3.	Lakewood Station Subarea Boundaries.	11-4
Exhibit 11-4.	Tillicum-Woodbrook Subarea Boundaries.	11-6
Exhibit 12-1.	Lakewood Street Classifications.	12-4
Exhibit 12-2.	Lakewood Pedestrian System Plan.	12-6

Exhibit 12-3.	Lakewood Bicycle System Plan.	12-7
Exhibit 12-4.	Pierce Transit Service in Lakewood.	12-9
Exhibit 12-5.	Sound Transit Service in Lakewood.	12-9
Exhibit 12-6.	LOS Standards for Lakewood Streets.	12-11
Exhibit 12-7.	Lakewood Arterials Allowing LOS F Thresholds.	12-13
Exhibit 12-8.	Lakewood Pedestrian Project Locations.	12-14
Exhibit 14-1.	Major Utility Providers in Lakewood.	14-1
Exhibit 14-2.	Lakewood Major Sanitary Sewer Lines.	14-3
Exhibit 14-3.	Lakewood Electricity Providers.	14-4

1 Introduction

1.1 Overview

The City of Lakewood has prepared and adopted this 2024 Comprehensive Plan as required by the Washington State Growth Management Act (GMA) with a horizon year of 2044. The Lakewood 2024 Comprehensive Plan is consistent with state law, multicounty planning policies, and countywide planning policies and growth targets. It is also internally consistent among its fifteen elements and is the basis for the city's development regulations.

This Comprehensive Plan is also a reflection of the community's values and an expression of its vision for the future. Although there has been western development in the area for over one hundred years, Lakewood is a young city which incorporated in 1996. Extensive public outreach was conducted before and immediately after incorporation, during the development of the initial Comprehensive Plan, at the 2015 periodic update, and for the 2024 periodic update.

VISION STATEMENT

Lakewood is a thriving, urban, South Puget Sound City, possessing the core values of family, community, education, economic prosperity, and the equitable delivery of municipal services. We will advance these values by recognizing our past, taking action in the present, and pursuing a dynamic future.

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.*

Lakewood City Council, Adopted June 21, 2021

Lakewood Community Values (2015)

- *Friendly and Welcoming Community*
- *High Quality Public Services, Educational Systems, Parks and Facilities*
- *Vibrant Connected Community Places Unique to Lakewood*
- *Strong Local Economy*
- *Sustainable and Responsible Practices*

Above all, this plan seeks to make Lakewood the kind of community where people are proud to live and work. This defining objective will be achieved through a variety of approaches, characterized into three broad themes:

- Controlling sprawl;
- Creating place; and
- Protecting the environment.

Following adoption in 2000, this Comprehensive Plan has been supplemented and implemented in large part through adoption of several programs, plans, and codes over time, including but not limited to:

- City biennial budgets;
- A zoning scheme and development regulations that are consistent with the Comprehensive Plan land use designations, reviewed annually;
- Subarea plans, development regulations, and State Environmental Policy Act (SEPA) planned actions for the Downtown, Station District, and Tillicum-Woodbrook subareas, reviewed periodically;
- A Critical Areas Ordinance (CAO), as defined by the GMA and updated per the state law schedule;
- A Shoreline Master Program (SMP) and Restoration Plan, updated per the state law schedule;
- A six-year transportation improvement program (TIP), updated annually;
- A non-motorized transportation plan (NMTP), updated periodically; and
- The Parks Legacy Plan, updated periodically.

Development regulations that apply to specific development proposals are based on the goals and policies contained in this Plan. When reviewing and commenting on a proposed development project, the planning staff and the decision-making body evaluate the proposal's conformance with specific planning goals and applicable policies. Since many planning issues, such as land use and transportation, are inextricably interrelated, the goals and policies of one element are likely to pertain to other elements as well.

1.2 Guide to the Document

As listed in the Table of Contents, the following Elements are included as part of the Plan:

- **Land Use** (LU);
- **Capital Facilities and Essential Public Facilities** (CF);
- **Economic Development** (ED);
- **Energy and Climate Change** (EC)[1];
- **Housing** (HO);
- **Military Compatibility** (MC);
- **Natural Environment** (NE);
- **Parks, Recreation, and Open Space** (PR);
- **Public Services** (PS);
- **Subareas** (SA);
- **Transportation** (TR);
- **Urban Design** (UD);
- **Utilities** (UT); and
- **Implementation** (IM).

Each Element includes:

- An **Introduction** to the Element, which defines the scope and intent of the Element and its role in the Comprehensive Plan and city policy;
- A summary of **Background** information to support the policies included in the Element; and
- The **Goals and Policies** of the Element.

Note that in addition to these sections, a **Glossary** of terms used within the Comprehensive Plan is provided. There is also a supplemental Appendix with sections for many Elements that may include:

- Background and additional explanation regarding the Plan's goals and policies;
- Issues unique to Lakewood that affect how Plans goals and policies are developed and will be implemented; and
- Additional implementation action items.

The key components of the Comprehensive Plan are a series of Goals and Policies divided between the individual Elements:

[1] Please note that the Energy and Climate Change Element included in this document has been revised from the Element included in the previous Comprehensive Plan. Recent updates under HB 1181 (2023) have made the inclusion of a Climate Change and Resiliency Element mandatory under RCW 36.70A.070(9), and have included additional requirements. Compliance with the new statutory requirements will be met by June 30, 2029, as per RCW 36.70A.070(10).

- A **Goal** is usually a broad statement of long-term aspiration that the city intends to achieve. They typically articulate the desired end state or the general policy direction for the city over time. They do not usually dictate how to achieve the outcomes but instead offer a guiding vision.
- A **Policy** is a specific guideline that directs decision-making to achieve the goals outlined in the Plan. Policies provide the framework for actions and decisions that the city needs to implement and are typically actionable and more precise. They can also include specific measures or standards to be met.

In addition to goals and policies, the Comprehensive Plan includes an **Implementation Strategy**. This includes specific actions that the city will likely pursue to implement the goals and policies, divided between different Elements. Although these are not as binding like Goals and Policies, they often define the ways that the city will take active steps to follow the Comprehensive Plan.

Supporting materials for the Comprehensive Plan also include the following:

- The **Background Appendix** serves as an addendum to the Comprehensive Plan document, providing further details to expand on the summaries in each Element. Its purpose is to highlight the findings from broader assessments used to develop Plan policies for future reference.
- The **Auditing Appendix** highlights the changes between the previous version of the Comprehensive Plan prior to the 2024 update and the language from the 2024 version. This provides not only a reference about how policies have changed as part of this periodic review, but also indicates the rationale for these changes and where new policies have been included.
- The **Checklist Appendix** includes documentation from the checklists required to indicate Plan compliance with requirements from the Puget Sound Regional Council (PSRC) and the Washington State Department of Commerce. These checklists indicate alignment with the Multicounty Planning Policies, the VISION 2050 Regional Growth Strategy, and state requirements under the Growth Management Act (GMA) and other statutes.
- The **Supplemental Environmental Impact Statement** and supporting materials are included to comply with the requirements under the State Environmental Policy Act (Chapter 43.21C RCW), as per WAC 365-196-620. This provides an evaluation of the expected impacts of the changes to the Comprehensive Plan, including a discussion of reasonable alternatives and mitigation measures to avoid or minimize adverse impacts.

1.3 Amendments and Review

The Comprehensive Plan can be considered an evolving document, and as such will need to be reviewed and revised over time to address updated information, changes in public interests, and adjustments to statutory requirements. Amendments to the Comprehensive Plan are typically managed under three different mechanisms:

- **Minor amendments** to the Comprehensive Plan are typically incorporated into the Plan on an annual basis. Typically, these amendments are reviewed and approved as a single docket.
- **Major periodic reviews** are incorporated every ten years under RCW 36.70A.130.

- **Emergency amendments** may be conducted under RCW 36.70A.130(2)(b) and WAC 365-196-640(4), typically in response to an immediate risk to public health or safety.

Note that whenever the Comprehensive Plan is amended, it is essential to confirm consistency to prevent conflicts:

- The Comprehensive Plan should be consistent with all applicable statutes, as well as the Multicounty and Countywide Planning Policies;
- The Plan should be internally consistent with itself, with no contradictions or unintended effects between existing and changed policies; and
- Development regulations should be consistent with the Comprehensive Plan and revised to implement the policies of the Plan as written.

Proposed changes to the Comprehensive Plan are reviewed by the Planning Commission and then decided upon by the City Council.

In addition to this process, the city is also required under RCW 36.70A.130 to submit an implementation progress report on key outcomes five years after a major periodic review. In Lakewood, this progress report will be due in 2029. This may result in an expanded set of changes to be made to the Comprehensive Plan to maintain compliance with state requirements.

2 Land Use and Maps

2.1 Introduction

The Land Use Element sets the stage in Lakewood for a balanced allocation of land for housing, commerce, industry, recreation, transportation, open space, cultural resources, and other uses. It accommodates residential and commercial growth; in some areas, housing and commercial development may be interwoven where they can mutually benefit one another. Elsewhere, different land uses may remain discrete to meet other goals.

The land-use chapter is organized topically. Included Goals and policies will be realized through the city's implementation strategies, including future sub-area planning, technical area planning, design and development regulations, the process of development review, and other such methods. This element includes a copy of the official Lakewood Land Use Designations Map designating the city's future land uses. It also contains:

- Lakewood's Land Use Zoning Map;
- The Puget Sound Regional Council (PSRC) Designated Lakewood Regional Urban Growth Center Map;
- Lakewood's Centers of Municipal Importance (CoMIs) Map; and
- Lakewood's Urban Growth Areas Map.

Together, these maps graphically represent the land-use element's policies and tie together the Comprehensive Plan's various elements.

2.2 Background

2.2.1 Land Use Considerations

Lakewood incorporated in 1996; however, it incorporated as an extensively developed, mature community. The majority of privately held properties within the city boundaries are developed and improved. The overall infrastructure network, including transportation, utilities, and open space is largely in place with several notable exceptions. Most future population and employment growth will occur as the result of urban infill and redevelopment of existing properties.

The city recognizes the need to refine its land use patterns over time to:

- Promote economic development;
- Provide for the housing needs of a diverse existing and future population at all economic levels;
- Maximize and guide the use of existing and future infrastructure investments;

- Protect critical and environmentally sensitive areas; and
- Plan for climate change and resiliency.

From this need, the city provides an overarching land use strategy that:

- Focuses future development where it is required per state law, but also where it is best served by motorized and active transportation;
- Reinforces the health of commercial sectors; and
- Provides a broad spectrum of quality housing with sufficient stock affordable to all economic segments to meet growth targets.

Recreation and open space will become increasingly prized assets needed to support a larger population's quality of life as well as larger commercial and industrial bases. Public open space will become critical in preserving Lakewood's visual character and as recreational amenities for Lakewood's families as well as for wildlife. Better connections are needed between these "landed" resources and improved access is needed to public lands and waters for Lakewood's population.

Each of the land-use designations depicted on the official 2024 Land Use Designations Map are described in the Goals and Policies of this element. These reflect significant changes to Lakewood's residential designations that were in place prior to the 2023 GMA updates requiring the city to allow multiple middle housing and/or accessory dwelling units (ADUs) per lot in areas of historically single-family land use.

2.2.2 Land Use Designations

The official Lakewood Land Use Designations Map is foundational to the city's Comprehensive Plan. Considerations in the development of the Land Use Designations Map included:

- The general distribution and location of existing land uses;
- Population, housing unit, and employment growth targets;
- Appropriate intensities and densities of land uses given current development trend;
- Protection of critical and environmentally sensitive areas;
- Protection of the quality and quantity of public water supplies;
- The efficient provision of public services, including available utilities and urban services provided by third party entities;
- Management of stormwater runoff; and
- Costs and benefits of growth.

The Land Use Designations Map establishes broad categories of land use ("designations") that are further defined at parcel-level distinctions in the Zoning Map and regulated by the Municipal Code development regulations. It serves as the principal guide for elected officials in making decisions about the need for, and the locations of, public services, utility systems, transportation routes, and other capital facilities. The LUDM is also referenced by city staff, consultants, private citizens, developers, and others interested in the city's future as they make decisions about where to live, work, invest, and conduct business.

Land Use Designations are used in conjunction with the Comprehensive Plan's written goals and policies, which reflect how the community wishes to implement its vision for the city, its goals and objectives for land use, and other related elements of the Plan.

The table in in The Interlaaken and Harts Idyllwild/Lake Holme neighborhoods within the City have a high concentration of parcels with potentially significant on-street parking safety issues. Roadways within these neighborhoods are primarily narrow and without curbs or sidewalks. The neighborhoods were designed to be accessed primarily by automobile. The low density and roadway connectivity also allows for walking without the need for sidewalks, since the traffic volumes are likely low and people walking have the option to walk off pavement within the public right of way. Since these roadways were not designed to accommodate higher residential densities and on-street parking, they may be appropriate areas to exempt from the HB 1110 middle housing zoning requirements. However, additional evaluation may be necessary to consider other data points and information, such as equity, demographics, and the practicality or risk of exempting these areas from middle housing zoning.

Exhibit 2-1 below summarizes which land use zones in the Lakewood Municipal Code implement the city's various land use designations. Exhibit 2-2 provides the LUDM for the Comprehensive Plan, while Exhibit 2-3 includes the zoning map provided as part of city zoning under LMC 18A.10.150.

In addition, Exhibit 2-4 provides major overlays used by the city in defining areas for specific land use regulation in the city. This includes the Residential/Transit Overlay, the Senior Housing Overlay, the Sexually Oriented Business Overlay, and areas with potential constraints related to flood risk.

Descriptions of the city's land use zones and the allowed uses within each zone are included in LMC 18A.10.120 (for the city overall), as well as Title 18B LMC (for the Downtown Subarea) and Title 18C (for the Station District Subarea).

2.2.3 On-Street Parking Safety

Under recent changes to state law, requirements under RCW 36.70A.635(6) and 36.70A.681(2) have mandated maximum parking minimums that cities can impose for middle housing and ADUs. These requirements are dependent on proximity to transit, lot sizes, and the types of houses, but a major concern is that these changes could increase on-street parking demand, potentially leading to significant safety issues. In certain locations, safety risks could occur on roadways not designed for on-street parking such as narrow local roads without curbs where parked vehicles could reduce sight distances, increase dooring collision risks for cyclists, and restrict space for two-way traffic.

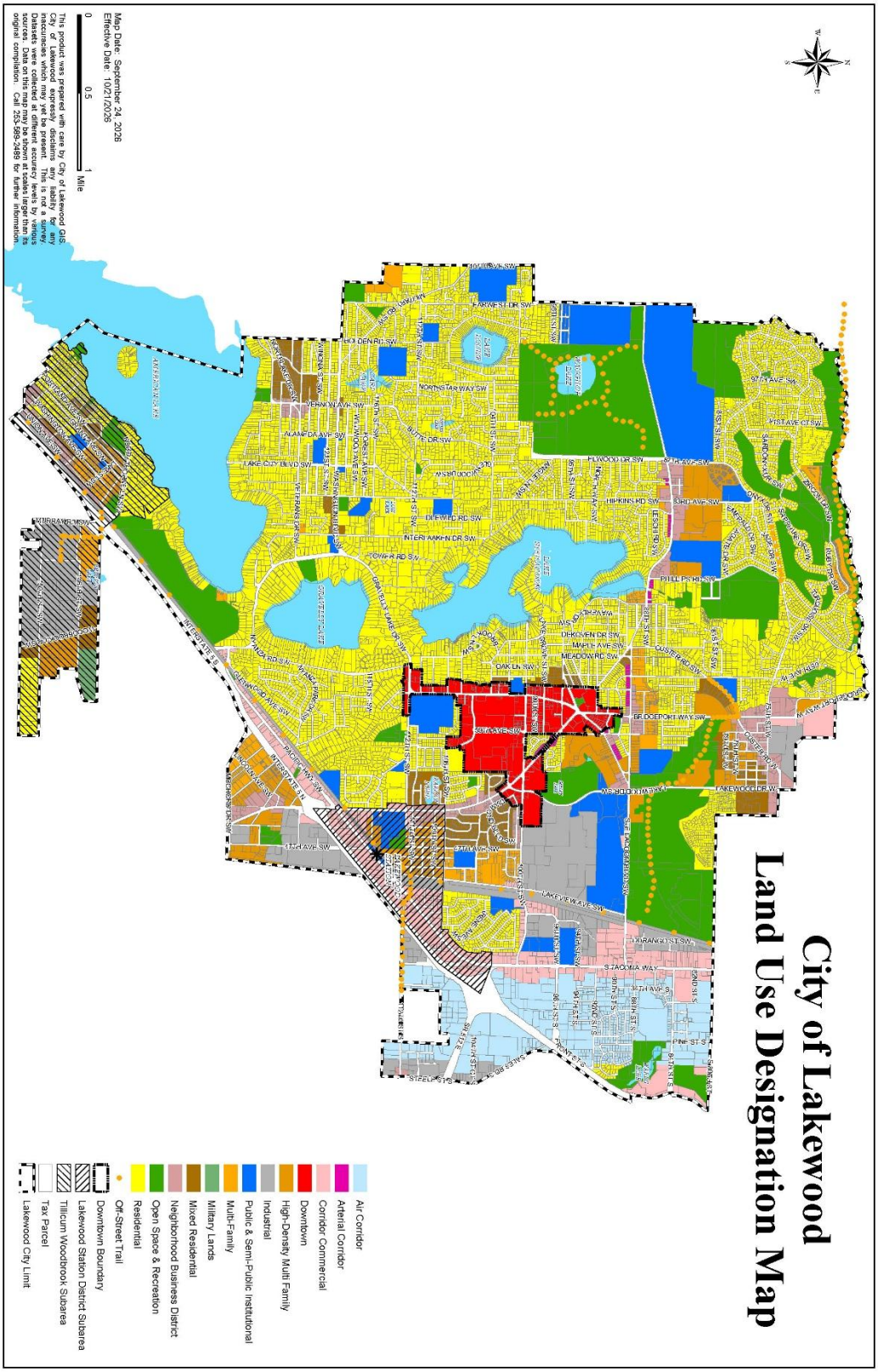
To support future efforts to manage available parking and ensure traffic safety, Exhibit 2-5 provides an evaluation that identifies parcels where additional ADUs would be allowed without additional parking, but sufficient on-street parking is not available within 300 feet given the current width of the right-of-way. The Interlaaken and Harts Idyllwild/Lake Holme neighborhoods within the City have a high concentration of parcels with potentially significant on-street parking safety issues. Roadways within these neighborhoods are primarily narrow and without curbs or sidewalks. The neighborhoods were designed to be accessed primarily by automobile. The low density and roadway connectivity also allows for walking without the need for sidewalks, since the traffic volumes are likely low and people walking have the option to walk off pavement within the public right of way. Since these roadways were not

designed to accommodate higher residential densities and on-street parking, they may be appropriate areas to exempt from the HB 1110 middle housing zoning requirements. However, additional evaluation may be necessary to consider other data points and information, such as equity, demographics, and the practicality or risk of exempting these areas from middle housing zoning.

Exhibit 2-1. Lakewood Land Use Designations and Zoning.

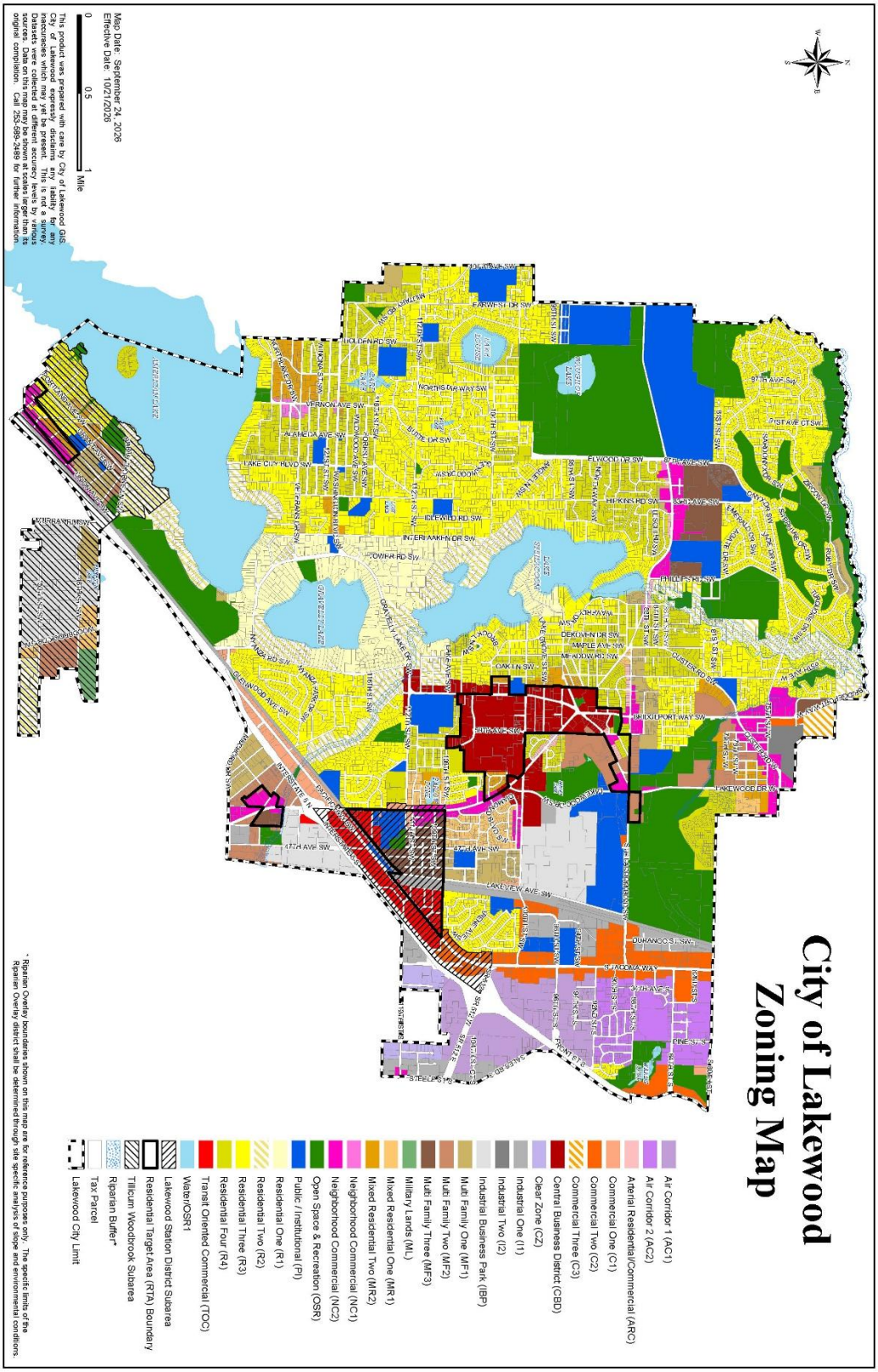
Land Use Designation	Land Use Zoning District
Air Corridor 1 (AC1) **Air Corridor 2 (AC2)**	▪ Clear Zone (CZ) ▪ Air Corridor 1 (AC1) ▪ Air Corridor 2 (AC2)
Arterial Corridor (ARC)	▪ Arterial Residential/Commercial (ARC)
Corridor Commercial (CC)	▪ Transit-Oriented Commercial (TOC) *(within Lakewood Station District)* ▪ Commercial 1 (C1) ▪ Commercial 2 (C2) ▪ Commercial 3 (C3)
Downtown	▪ Central Business District (CBD)
High-Density Multifamily (HD)	▪ Multifamily 2 (MF2) ▪ Multifamily 3 (MF3)
Industrial (I)	▪ Industrial Business Park (IBP) ▪ Industrial 1 (I1) ▪ Industrial 2 (I2)
Public and Semi-Public Institutional (PI)	▪ Public Institutional (PI)
Multifamily (MF)	▪ Multifamily 1 (MF1)
Military Lands (ML)	▪ Military Lands (ML)
Mixed Residential (MR)	▪ Mixed Residential 1 (MR1) ▪ Mixed Residential 2 (MR2)
Neighborhood Business District (NBD)	▪ Neighborhood Commercial 1 (NC1) ▪ Neighborhood Commercial 2 (NC2)
Open Space and Recreation (OSR)	▪ Open Space and Recreation 1 (OSR1) ▪ Open Space and Recreation 2 (OSR2)
Residential (R)	▪ Residential 1 (R1) ▪ Residential 2 (R2) ▪ Residential 3 (R3) ▪ Residential 4 (R4)

Exhibit 2-2. Lakewood Land Use Designations Map.



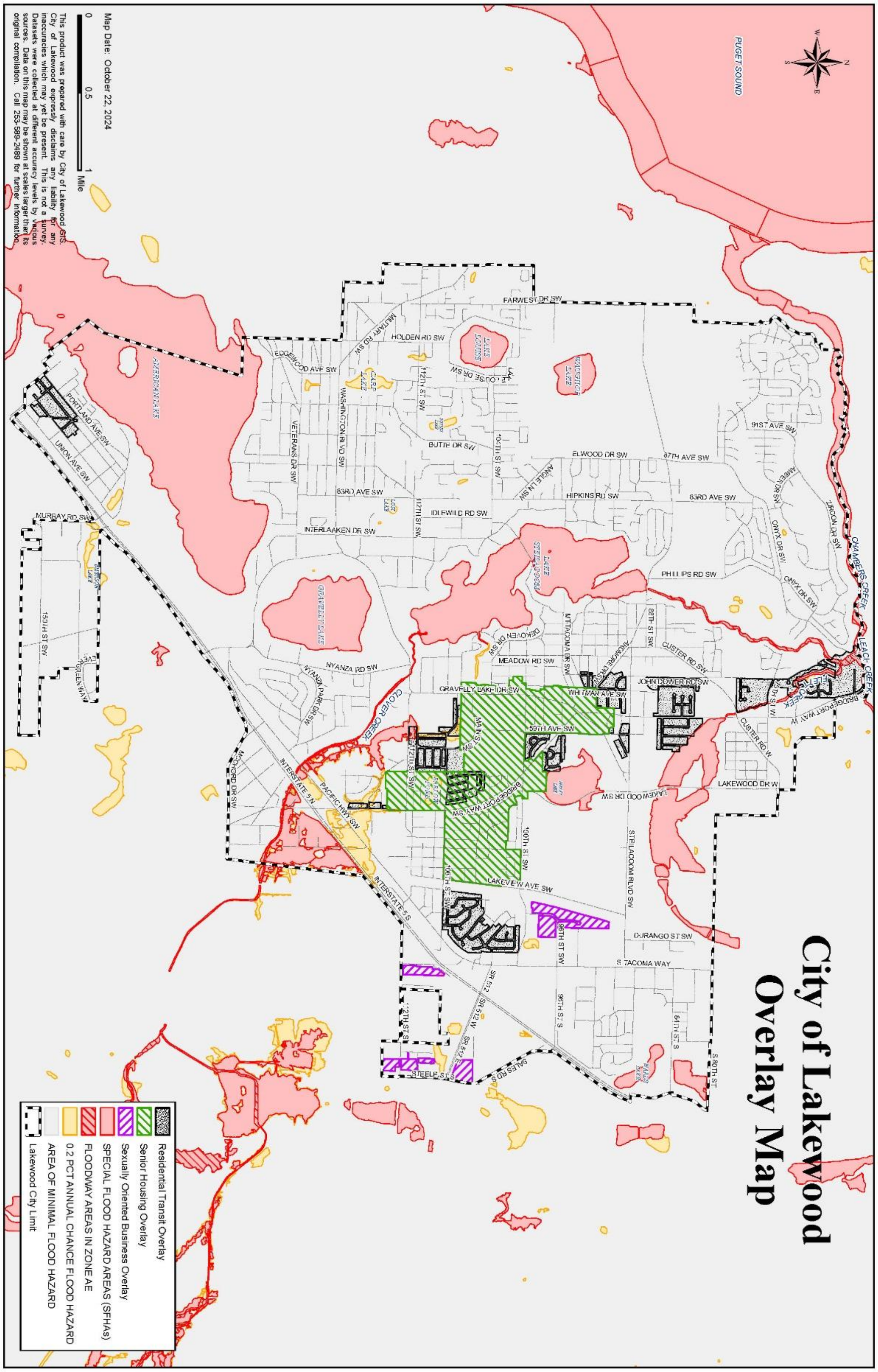
Source: City of Lakewood, 2026.

Exhibit 2-3. Lakewood Zoning Map.



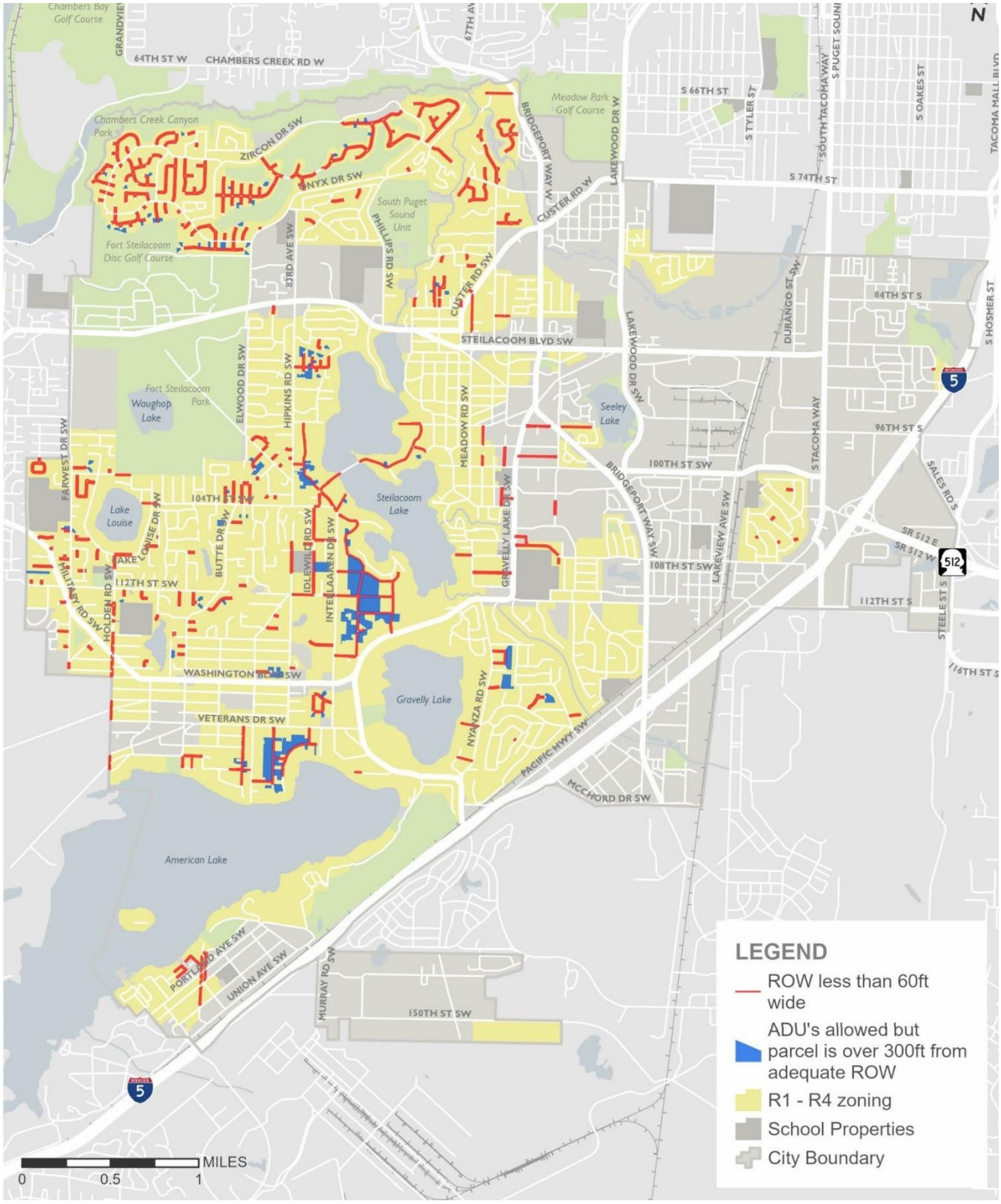
Source: City of Lakewood, 2026.

Exhibit 2-4. Lakewood Overlay Map.



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

Exhibit 2-5. Parcels of Concern for On-Street Parking Safety Issues.



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

2.2.4 Air Installation Compatibility

Lakewood's Air Corridor 1 and 2 land use zones, which represent about 5% of the city's total acreage, currently encompass 1,832 housing units that do not conform to the safety guidelines outlined in the Accident Potential Zones (APZ) I & II of North McChord Airfield at Joint Base Lewis McChord. According to the Department of Defense's 2015 JBLM Air Installation Compatibility Use Zone (AICUZ) Report, the residential densities in the AC1, AC2, and CZ zones greatly exceed those advised for compatibility with JBLM operations. The report highlights that generally, residential uses in these areas conflict with the defined accident potential. Detached single-family homes with densities of one to two units per acre may be acceptable under specific conditions in APZ II, however.

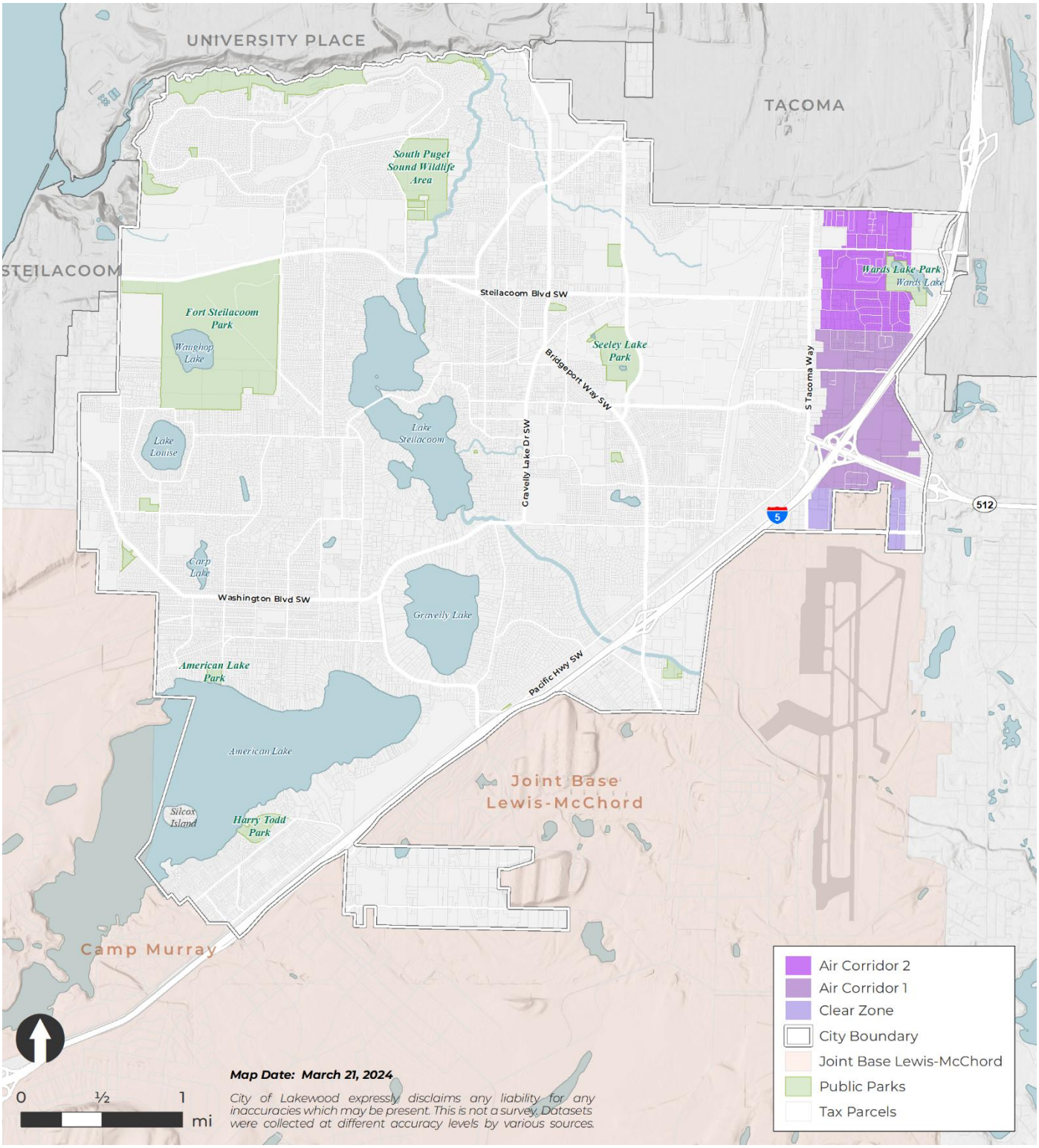
In response, Lakewood plans to transition these areas from non-conforming residential uses to low-density, non-residential uses to align with Department of Defense and FAA air safety regulations, state law, and PSRC policies. The impacted areas are identified in Exhibit 2-6.

This action will involve consideration of:

- RCW 36.70A.530(3), which guides against developments near military installations that could hinder their operational capabilities;
- RCW 43.330.515 and 520, which address incompatible developments around military bases; and
- VISION 2050 Policy MPP-DP-49, which aims to protect military lands from encroaching incompatible developments.

Overall, this will involve gradually relocating the 1,832 nonconforming units from the AC1, AC2, and CZ zones to other parts of Lakewood, in addition to accommodating future residential growth.

Exhibit 2-6. Lakewood Air Corridors.



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

2.2.5 Future Growth Capacity

Land use planning is crucial for managing the future growth of Lakewood to consider community health and sustainability. The LUDM indicates the expected use of urban spaces and underlies the Comprehensive Plan overall, strategically directing growth and investment for the next 20 years.

What is essential, however, is to ensure that the Plan provides sufficient capacity to accommodate future growth. Pierce County has provided targets based on the VISION 2050 Regional Growth Strategy from the PSRC as part of Countywide Planning Policies (CPPs)[2]. These targets include accommodating the following growth by 2044:

- An additional 9,378 housing units;
- An additional 9,863 jobs; and
- An additional 574 emergency housing units.

Note that the Housing Element in Chapter 6 provides more details about the housing required by type and target household income, and the Economic Development Element in Chapter 4 reviews some considerations about necessary development to support employment.

An evaluation of data from the 2020 Buildable Lands Report has been used to assess the ability for Lakewood to accommodate this future growth. This has been updated to account for recent growth, changes in allowable residential densities, and other changes to permitted development. Additional details for this analysis are provided in Appendix A.

Exhibit 2-7 provides a comparison between the growth necessary to achieve targets under the current CPPs and the assessed capacity to meet these growth demands. Based on the assumptions of the assessment, the current growth capacity under the LUDM will be sufficient to accommodate both residential and employment growth in the city over the next 20 years. There is also sufficient capacity to provide flexibility in accommodating the shape of future growth, such as preferences for development in certain areas of the city or for certain types of housing.

Exhibit 2-7. Lakewood Growth Targets and Capacity, 2020–2044.

	2020 Conditions	2044 Targets	Expected Growth 2020-2044	Growth Capacity
Population	63,612	86,792	+23,180	40,922*
Jobs	29,872	39,735	+9,863	15,238
Housing	26,999	36,377	+9,378	17,488
Emergency Housing	8	582	+574	**

* Housing capacity calculations assume 2.34 persons per household.
** Assessments indicate sufficient sites are available for emergency housing.

Sources: Pierce County, 2023; US Census Quick Facts, 2023.

[2] See Appendix A of the Pierce County CPPs, and Ordinances 2022-46s and 2023-22s.

2.2.6 Management Areas

Within the city, there are several areas that are subject to different policies based on their function, importance, and needs. These include the following:

Lakewood Regional Urban Growth Center

As shown in Exhibit 2-8, Downtown Lakewood includes a PSRC Regional Growth Center as defined by the Multicounty Planning Policies (MPPs) in the VISION 2050 Regional Growth Strategy. These areas are provided additional funding priority from the PSRC for transportation and economic development funding, but as such are subject to certain requirements, including[3]:

- Planned densities of at least 45 activity units (AUs; jobs plus residents) per acre;
- A minimum mix of at least 15% planned residential and employment activity;
- Residential and employment growth targets that accommodate a significant share of the city's growth;
- Existing or planned fixed route bus, regional bus, Bus Rapid Transit (BRT), or other frequent and all-day bus service.
- Evidence of a regional role and future market demand to support growth.

Subarea Plans

The boundaries for the three current subarea plans that are in place in the city are included in Exhibit 2-9. Subarea plans are both regulatory plans and visionary documents to guide development within an individual neighborhood. This can allow for the development of more detailed policy and planning guidance to address specific considerations that may not be relevant or applicable to the remainder of the city.

As of 2024, the city has three active subarea plans, two of which are accompanied by development regulations and SEPA Planned Action Ordinances:

- 2018 Downtown Subarea Plan (with Planned Action);
- 2021 Station District Subarea Plan (with Planned Action); and
- 2024 Tillicum-Woodbrook Subarea Plan.

More details about these areas are provided in Chapter 11 (Subareas).

Centers of Municipal Importance

Centers of Municipal Importance (CoMIs) in the city are shown in Exhibit 2-10. These areas have been established to identify local centers in line with the VISION 2050 MPPs, promoting compact, pedestrian-friendly environments, diverse services, and various housing options, or as part of established industrial zones.

[3] See the PSRC 2018 Regional Centers Framework for more information.

The areas currently designated as CoMIs include the following:

- **Tillicum.** The Tillicum neighborhood is a compact, walkable community with a distinct identity, which has evolved as a more isolated community outside the main gates of Joint Base Lewis-McChord and Camp Murray. The area is primarily accessed via I-5 and includes civic, commercial, and recreational amenities including the Tillicum Community Center, Tillicum Elementary School, Thornewood Castle, and Harry Todd Park. It has a strong sense of place and serves as a gathering point for both neighborhood residents and the larger region with regard to the resources it provides for military facilities and as well as access to American Lake.
- **Fort Steilacoom/Oakbrook**. Fort Steilacoom/Oakbrook is a region steeped in history and state-wide relevance, with significant facilities like Western State Hospital and Pierce College built on the lands of the historic Fort Steilacoom. This area includes diverse civic services, major shopping centers, and extensive recreational and cultural resources such as Fort Steilacoom Park and the Fort Steilacoom History Museum.
- **Custer Road/Walmart.** The Custer Road/Walmart area has emerged as a significant urban node, with prominent commercial businesses such as Wal-Mart and H and L Produce, supported by industrial and residential zones that accommodate growth. This center benefits from its proximity to natural features as well as Custer Road, is a principal arterial street that serves as a major corridor in the area.
- **Lakewood Industrial Park/CPTC.** Marked by intense industrial and educational activity, the Lakewood Industrial Park and Clover Park Technical College area hosts multiple civic services and industrial businesses, contributing robustly to Lakewood's economy. The area is well-equipped with facilities designed to support its 3,400 students and over 1,250 employees across sixty-four businesses, fostering a dynamic environment for industrial and educational growth.
- **South Tacoma Way.** South Tacoma Way, once part of State Route 99, has evolved into Lakewood's most dynamic commercial district and a budding "International District." Home to diverse businesses and cultural centers like the Star-Lite Swap Meet and Paldo World, it reflects the area's growth and adaptation to urban demands while retaining its historical significance.
- **Springbrook.** Springbrook is a key community because of its proximity to Joint Base Lewis-McCord, denser residential development, important community facilities like Springbrook Park, and various commercial uses. The area has seen infrastructure enhancements like new water lines to support its growth, with a focus on maintaining its vibrancy and residential appeal amidst industrial zoning shifts.
- **Woodbrook.** Woodbrook is recognized for its recent expansions in industrial and warehousing activities, infrastructure upgrades, and future planned developments, which has bolstered its status as a major industrial node. This has been tempered by the proximity to existing housing, including lower-income housing options, which will be an ongoing planning consideration.
- **Lake City West.** Lake City West is adjacent to Joint Base Lewis-McCord's North Gate and has become a critical traffic corridor with new residential developments, schools, and military facilities reshaping its landscape. This expansion has not only increased the residential and military presence but also significantly impacted local traffic flow as well as the need for planning in the area.

Urban Growth Area

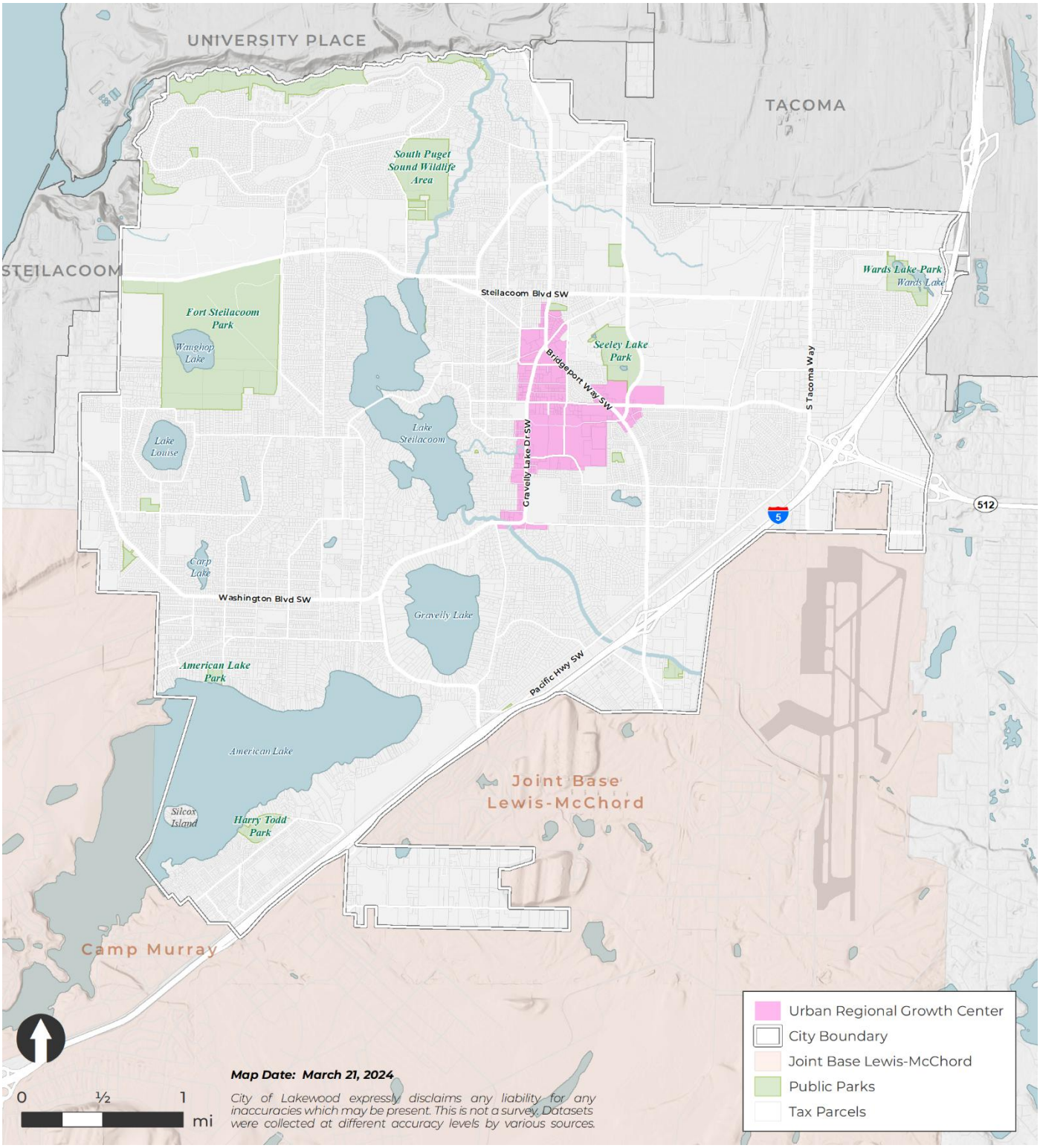
The Urban Growth Area (UGA) boundaries included in Exhibit 2-11 show the potential areas that could be incorporated within the City over the next 20 years. As per RCW 36.70A.110, jurisdictions may not annex additional area unless it falls within these Areas, and the UGA can be provided with urban levels of service for public services and facilities such as police, water, and sewer.

The city's current UGA includes the following two main areas:

- **Lakewood UGA.** The UGA that is applicable to the City of Lakewood alone currently includes Camp Murray, which is part of the Washington Military Department, and the urban areas of Joint Base Lewis McChord. As these lands are currently under state and federal jurisdiction, incorporating these areas into the city would not result in significant changes in administration and are not favored by the applicable agencies. Additional information is available in the Appendices.
- **Lakewood Steilacoom Combined UGA (CUGA).** An unincorporated neighborhood known as Arrowhead-Partridge Glen is located between the City of Lakewood and the Town of Steilacoom, is considered a joint UGA between the city and town. At present, there are no plans for annexation, as the development that could be supported in these areas and challenges with providing additional servicing would result in net costs to either Lakewood or Steilacoom. Additional information is available in the Appendices.

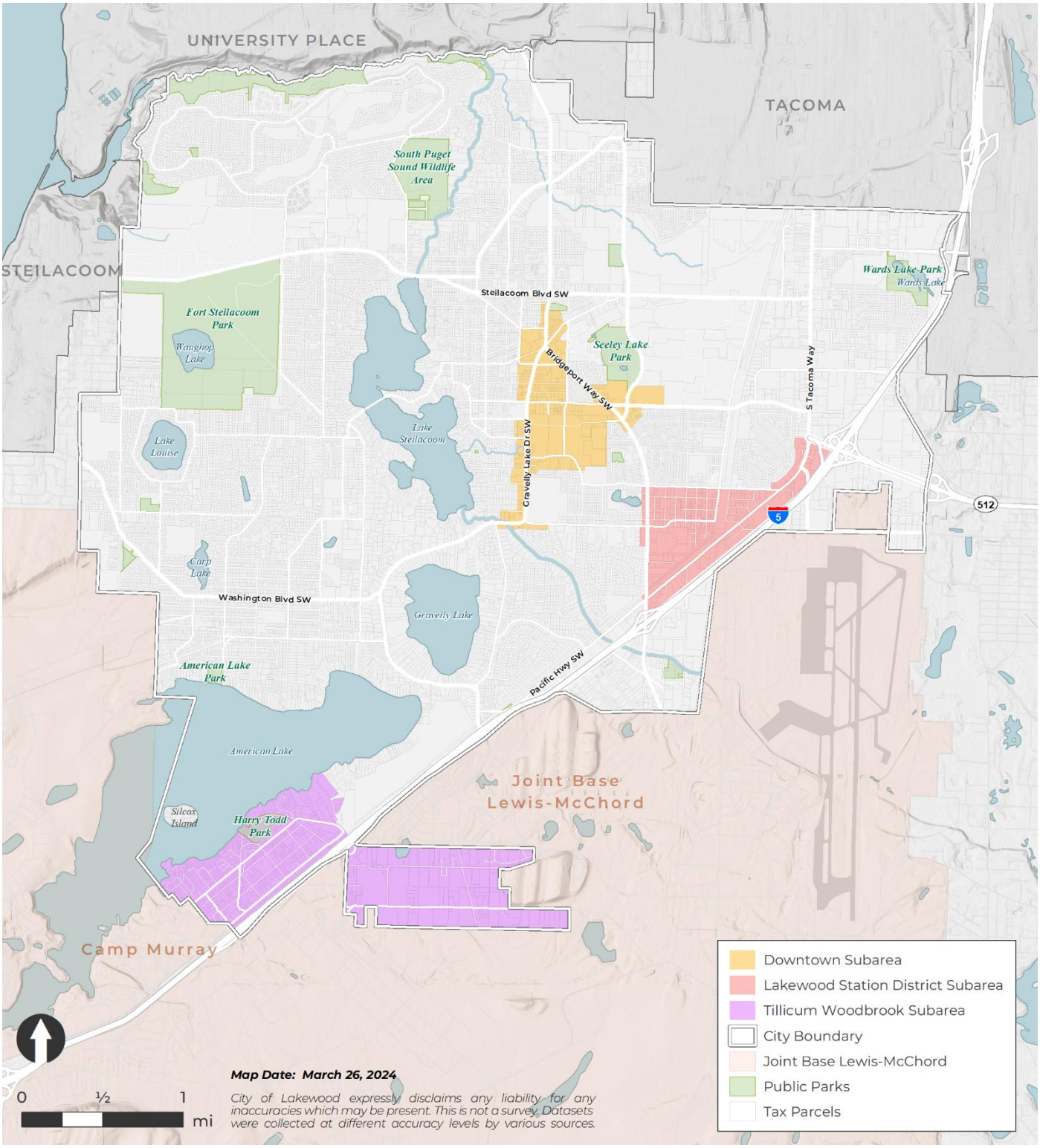
The UGA and CUGA designations therefore provides a means for the city to provide urban services, but there are no current plans to incorporate lands in either of these areas into the city or accommodate any of the identified growth targets in these areas.

Exhibit 2-8. Lakewood Regional Urban Growth Center Map.



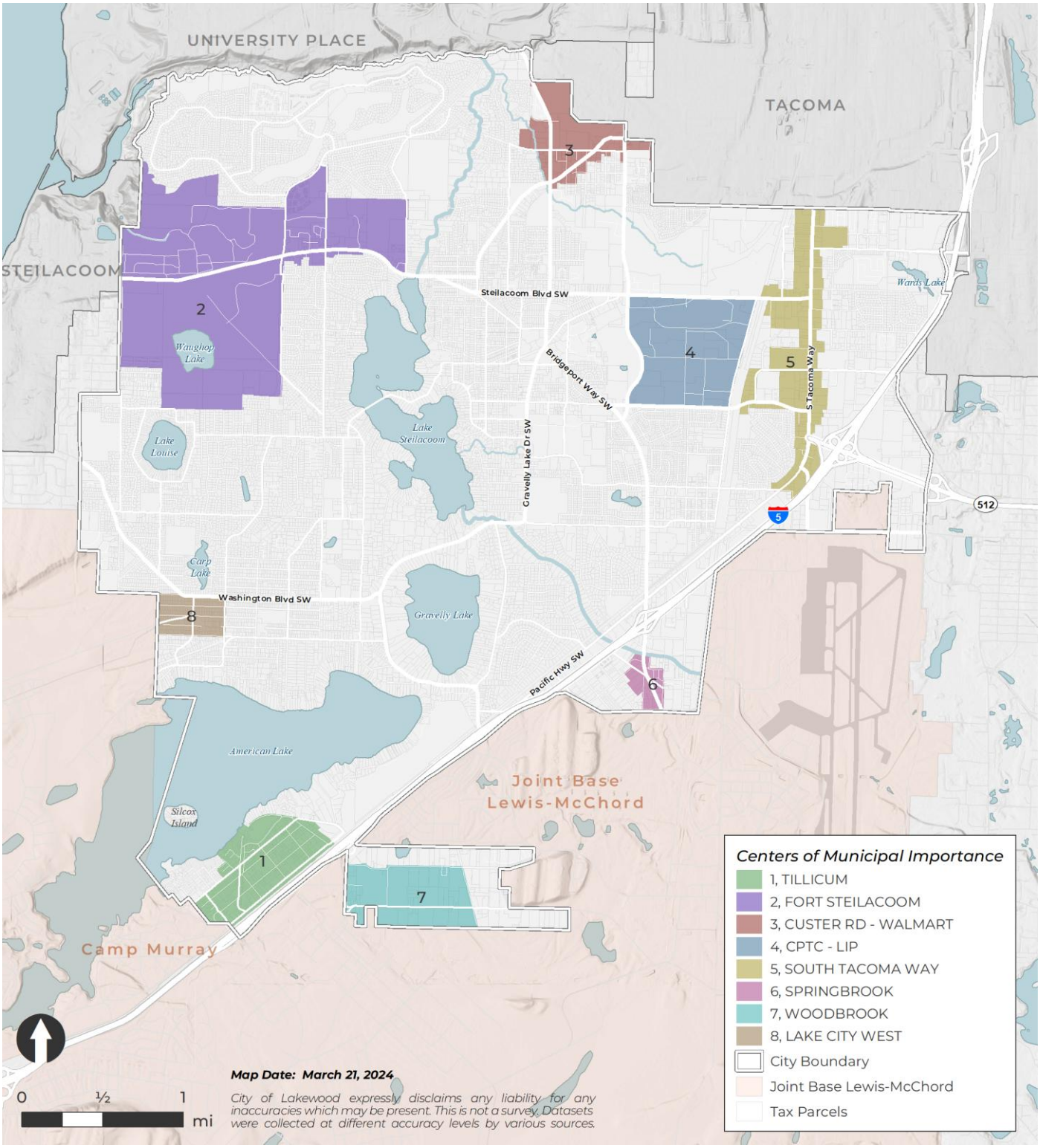
Source: City of Lakewood, 2024; Pierce County GIS, 2024.

Exhibit 2-9. Lakewood Subareas Map.



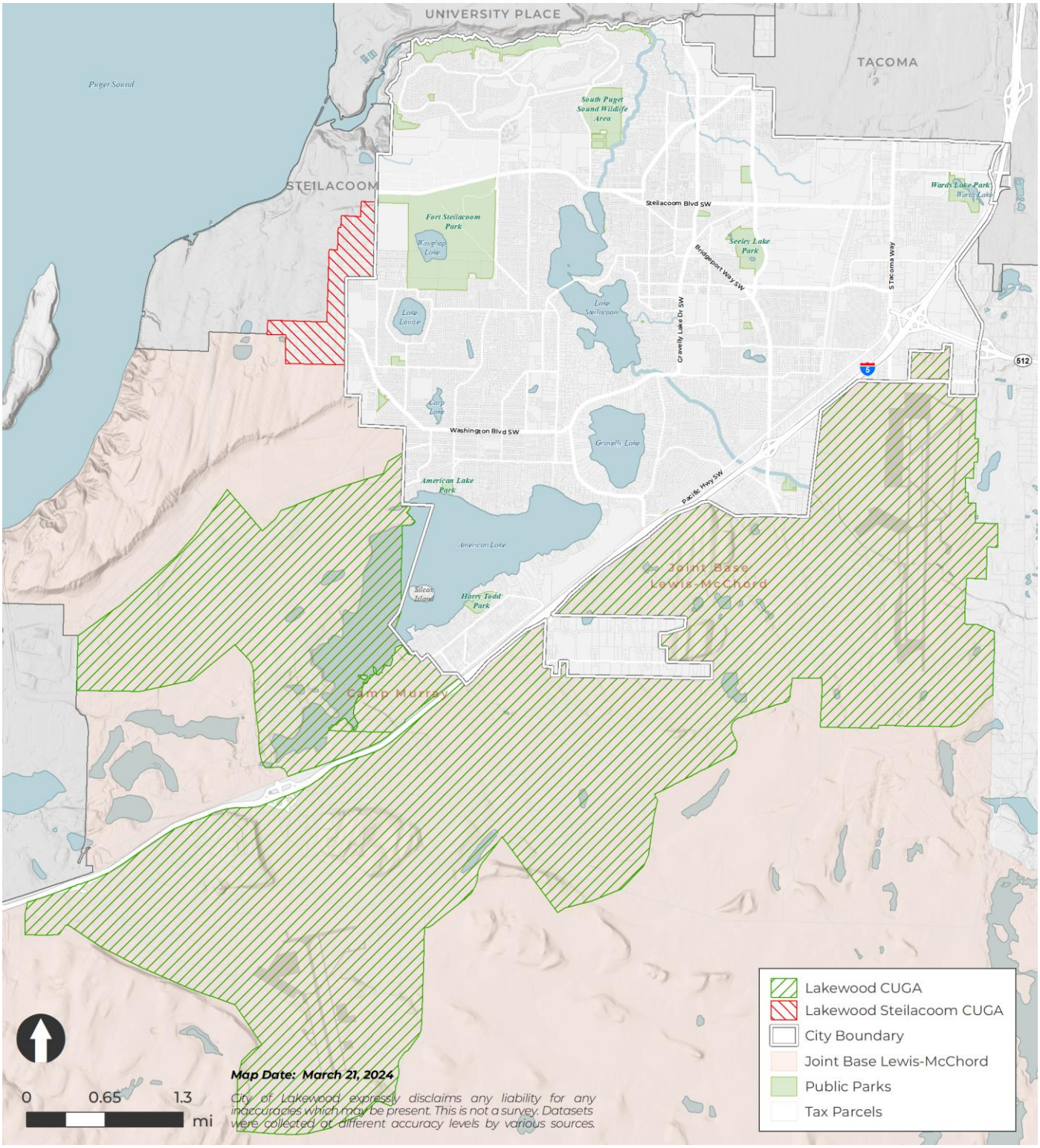
Source: City of Lakewood, 2024; Pierce County GIS, 2024.

Exhibit 2-10. Lakewood Centers of Municipal Importance (CoMIs).



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

Exhibit 2-11. Lakewood Urban Growth Area.



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

2.3 Goals and Policies

/ LU-1 Maintain consistency with the land use policies and targets of the PSRC Multicounty Planning Policies and Regional Growth Strategy and the Pierce County Countywide Planning Policies.

LU-1.1 Plan to a 2044 population target of 86,792 residents and a housing target of 36,713 units for the city.

LU-1.2 Plan to a 2044 employment target of 39,735 jobs in the city.

LU-1.3 Ensure that land use planning is coordinated and consistent with the methodologies utilized by Pierce County and the PSRC, particularly in the achievement of the specified targets.

/ LU-2 Maintain sufficient supplies of available land and systems that can support future growth.

LU-2.1 Ensure the availability of sufficient land capacity to meet both regional and county-level municipal growth projections and targets.

LU-2.2 Maintain efficient permitting processes and development standards to help accommodate future growth.

LU-2.3 Partner with WA Department of Ecology, Tacoma-Pierce County Health Department, and other agencies to track contaminated properties and brownfields in the City.

LU-2.4 Regulate contaminated properties as required for public health and safety while encouraging their redevelopment for appropriate activities based on zoning.

/ LU-3 Support efficient development patterns that minimize land use conflicts and promote healthy neighborhoods through consistent land use designations.

LU-3.1 Adopt and administer land use development regulations consistent with the Land Use Designations Map.

Residential

LU-3.2 **Residential (R).** The Residential designation refers to areas that support high-quality urban residential neighborhoods in the city. These areas typically allow a variety of housing types, with scales and densities based on the ability of these areas to support development:

- **Residential Low** areas primarily consist of larger residential lots where environmental factors would prevent more intensive development. This includes environmentally sensitive areas where development may impact lakes, creek habitat and Lakewood Water District wellheads. This corresponds to the R-1 zoning designation.
- **Residential Medium** areas accommodate a range of detached and attached housing types, including middle housing, accessory dwelling units (ADUs), and smaller- and

moderate-scale multi-family housing. This corresponds to areas in the R-2 and R-3 zones and includes housing across most of the city.

- **Residential High** areas accommodating single-family, middle housing, ADUs, and smaller- and moderate-scale multi-family housing with greater densities and smaller lot sizes. These areas are typically allocated in neighborhoods where housing on individual lots is expected, but the area includes supporting infrastructure, amenities, and services that allow for higher-density development. This corresponds to R-4 zones in the city.

LU-3.3 **Residential/Transit Overlay (R/TO).** The Residential/Transit Overlay designation identifies areas designated as Residential but are expected to be found within ¼ mile of a major transit stop, including stops for bus rapid transit (BRT) and commuter rail, over the next 20 years. These areas allow for increased residential densities beyond what is allowed under Residential designations for locations once service is available.

LU-3.4 **Mixed Residential (MR).** The Multifamily designation supports a mix of low- and moderate-density housing options that provides a variety of options for diverse families and lifestyles. This designation represents a transition to areas that include a greater amount of multifamily housing on larger lots

LU-3.5 **Multifamily (MF).** The Multifamily designation supports moderate-density housing that provides a variety of options for diverse families and lifestyles. These areas include urban design elements like open spaces and pedestrian-friendly layouts and are integrated with surrounding neighborhoods.

LU-3.6 **High-Density Multi-Family (HD).** The High-Density Multi-Family designation supports denser medium- to high-density housing with urban design features that enhance living environments and support pedestrian and non-motorized transportation access. These areas are intended to connect with business districts, transit hubs, and other neighborhood centers that provide amenities and services.

Commercial and Mixed-Use

LU-3.7 **Mixed/Neighborhood Commercial (NC).** The Neighborhood Commercial designation provides a concentrated mix of activities, including retail and other local services, residential, and some office uses, that provide a focus for a neighborhood.

LU-3.8 **Residential-Commercial/Arterial (ARC).** The Arterial Residential-Commercial Corridor designation provides areas for residential neighborhoods and lower-intensity, non-nuisance business uses adjoining principal and minor arterial streets.

LU-3.9 **Commercial/Corridor (CC).** The Corridor Commercial designation features employment, services, retail, and business/light industrial uses linked to access to major transportation networks.

LU-3.10 **Downtown (D).** The Downtown Subarea designation is the primary retail, office, social, urban residential, and government center of the city that provides a complementary, interactive mixture of uses and urban design and reflects its status as a Regional Urban Growth Center.

Industrial

LU-3.11 **Industrial (I).** The Industrial designation provides for regional research, manufacturing, warehousing, concentrated business/ employment parks, and other major regional employment uses. These lands are planned for the necessary transportation and utility infrastructure needs, and to minimize encroachment by incompatible land uses.

Public, Institutional, and Government

LU-3.12 **Open Space and Recreation (OSR).** The Open Space and Recreation designation provides public open spaces and recreational uses such as state and municipal parks, preserves, and trails, as well as privately owned facilities such as golf courses, Lakewold Gardens, and cemeteries.

LU-3.13 **Public and Semi-Public Institutional (PI).** The Public and Semi-Public Institutional designation provides dedicated areas in the city for large- and moderate-scale government and institutional uses.

LU-3.14 **Military Lands (ML).** The Military Lands designation applies to federal and state-owned military lands within the city's boundaries. The federal and state control of military installations and unique character of military operations require special consideration by the city as a host community.

Special

LU-3.15 **Air Corridor (AC).** The Air Corridor designation is based on and affected by Joint Base Lewis-McChord North McChord Field aircraft operations; allowable development and uses are intended to minimize associated hazards to the public.

/ LU-4 Promote infill, redevelopment, and intensification.

LU-4.1 Promote planning that supports future site intensification, such as the future development of parking spaces.

LU-4.2 Encourage parcel assembly and exchanges of lands for redevelopment.

LU-4.3 Encourage larger planned redevelopment projects, especially those that contribute to complete mixed-use communities.

LU-4.4 Actively pursue the revitalization of economically underperforming areas in Lakewood by establishing Community Renewal Areas and supporting strategies.

LU-4.5 Encourage more intensive development in areas served by transit.

/ LU-5 Promote neighborhood business districts as local centers that provide supporting services to the surrounding community.

LU-5.1 Provide for a mix of activities in neighborhood business districts, including residential, retail, office, social, recreational, and local services.

LU-5.2 Promote the integration of residential and commercial uses within neighborhood business districts.

LU-5.3 Provide a distinct character or focus for each neighborhood business district.

LU-5.4 Encourage a balance of community services and discourage the dominance of any single use within neighborhood business districts.

LU-5.5 Promote people-focused architectural designs and intensities of new development in neighborhood business districts that are in harmony with the scale and character of the neighborhoods they serve.

LU-5.6 Emphasize public safety enhancements as a critical component in making neighborhood business districts attractive for living, working, socializing, and shopping.

LU-5.7 Encourage the incorporation of urban amenities within neighborhood business districts.

LU-5.8 Promote the development of neighborhood business districts as transit hubs.

LU-5.9 Accommodate automobile use while ensuring that vehicles do not overpower the character and function of neighborhood business districts.

/ LU-6 Enhance the local business environment by identifying and implementing revitalization strategies in areas that require new investment.

LU-6.1 Develop an outreach program for the diverse business community located along the I-5 Corridor to foster engagement and support.

LU-6.2 Collaborate with property owners and local businesses to create a comprehensive Corridor Plan for South Tacoma Way and Pacific Highway SW, aimed at revitalization and sustainable development.

/ LU-7 Promote industrial development and revitalization that supports current industrial activities and helps to attract new, compatible businesses.

LU-7.1 Allocate industrial land for activities such as regional research, manufacturing, warehousing, business and employment parks, and other significant regional employment opportunities.

LU-7.2 Support the development and renewal of industrial lands that positively impact Lakewood's economy and environment, while discouraging uses that are primarily situated in industrial areas due to the potential for negative effects on surrounding properties.

LU-7.3 Protect key industrial sites, particularly those near railway lines, from being affected by incompatible uses such as residential developments or unrelated small-scale retail.

LU-7.4 Increase the diversity and density of industrial operations in the city by optimizing the use of existing industrial lands.

LU-7.5 Promote strategies for parcel assembly to promote uses that generate significant employment.

LU-7.6 Facilitate the integration and/or buffering of industrial development with adjacent nonindustrial areas.

LU-7.7 Ensure the compatibility of industrial activities with citywide and regional freight mobility and multimodal transportation infrastructure.

LU-7.8 Encourage design techniques that support crime prevention to reduce opportunities for crime in the community.

/ LU-8 Ensure the integration of public and institutional uses with the rest of the city.

LU-8.1 Apply the Public and Semi-Public Institutional land use designation to the uses for a range of government agencies and major institutions, including municipal, county, regional, state, and non-military federal entities, special districts, schools, and significant hospitals, that will require special consideration of uses.

LU-8.2 Manage the expansion and evolution of major institutions in line with growth in the city and the specific operational and locational requirements of large public and institutional entities, while ensuring compatibility with surrounding neighborhoods.

LU-8.3 Coordinate with the phasing and ongoing development of institutional uses to mitigate the cumulative impacts of these uses.

/ LU-9 Recognize the unique nature of federal patent lands at Western State Hospital and Historic Fort Steilacoom.

LU-9.1 Coordinate with Washington State Department of Social and Health Services (DSHS) with respect to updates and implementation of the Western State Hospital Campus Master Plan.

LU-9.2 Implement the city's public facilities master plan process to confirm that these facilities meet standards for appropriate levels of service and the health and safety of the public.

LU-9.3 Minimize incompatible uses on the Western State Hospital campus to prevent adverse impacts on existing functions, neighboring properties, and vulnerable groups.

/ LU-10 Encourage the transition of nonconforming uses and structures towards compliance with current standards.

LU-10.1 Allow for the continued operation, maintenance, and minor repair of nonconforming uses that were legally established but are no longer in compliance with development regulations.

LU-10.2 Prohibit any expansion in the scale or intensity of existing nonconforming uses or structures.

LU-10.3 Require nonconforming uses and structures to be brought into compliance if they cease to operate or site improvements are significantly damaged.

LU-10.4 Allow for flexibility with the management of nonconforming uses if compliance would prohibit the productive use of the property, especially if these activities support important community functions.

3 Capital Facilities and Essential Public Facilities

3.1 Introduction

Upon its incorporation, Lakewood's urban services (water, sewer, and power, and emergency services) remained independent of the city, being provided by special districts, other jurisdictions, or private companies. Lakewood did form its own police department in 2004.

This element contains goals and policies for both capital facilities and essential public facilities and describes the city's relationship to external urban service and utility providers. It also directs Lakewood's management and financing of capital improvements for the facilities and utilities it owns and operates.

In addition to this element, planning and programming for transportation and parks (the two largest components of city spending on capital facilities) are also guided by the Transportation Element; the Parks, Recreation & Open Space Element; and the Parks Legacy Plan.

3.2 Background

3.2.1 Capital Facilities

Utilities and services in Lakewood are provided by the city, other jurisdictions, special districts, and private companies. The responsibilities of these providers are described below in terms of four (4) types of service.

The **Type 1** services and utilities shown below are provided directly to the resident by the City of Lakewood or a city-contracted provider.

Exhibit 3-1. Type 1 Service/Utility Providers.

Service / Utility	City Regulatory Authority	Planning Responsibility	Funding Responsibility	Who Sets LOS?	Project Review
City Facilities	total	city	city	city	city
Parks & Recreation	total	city	city	city	city
Transportation	total	city	city	city	city
Stormwater Management	total	city	city	city	city
Solid Waste	total	provider	provider	city	provider
Police	total	city	city	city	city

Type 2 services shown below are provided directly to the resident by a special district with independent taxing and regulatory authority. The city has land-use regulatory authority; thus, the provider must coordinate with the city for the provision of the services to support development and administration of the Comprehensive Plan.

Exhibit 3-2. Type 2 Service/Utility Providers.

Service / Utility	Agency	City Regulatory Authority	Planning Responsibility	Funding Responsibility	Who Sets LOS?	Project Review
Public Schools	Clover Park School District	land use	provider	provider	provider	provider
Fire& Medical	West Pierce Fire & Rescue (WPFR)	land use	provider	provider	provider	provider
Libraries	Pierce County Library District	land use	provider	provider	provider	provider
Transit	Pierce Transit and Sound Transit	land use	provider	provider	provider	provider

Type 3 services shown below are utilities provided directly to the resident by a special district, county, or company. The city has land-use, right-of-way (ROW), and franchise regulatory authority; thus, the districts, county, and private companies must provide the service or utility to support development and administration of this Plan. The city may also require additional considerations from the provider for use of the city right-of-way. Further discussion of utilities is contained in the Utilities Element.

Exhibit 3-3. Type 3 Service/Utility Providers.

Service / Utility	Agency	City Regulatory Authority	Planning Responsibility	Funding Responsibility	Who Sets LOS?	Project Review
Sanitary Sewer	Pierce County Public Works	land use, ROW/ franchise	joint	provider	joint	provider
Water	Lakewood Water District, Parkland Water District	land use, ROW/ franchise	joint	provider	joint	provider
Electric	Tacoma Power, Puget Sound Energy, Lakeview Power	land use, ROW/ franchise	joint	provider	joint	provider / city
Communi-cations	Private communications companies	land use, ROW/ franchise	joint	provider	joint	provider / city
Natural Gas	Puget Sound Energy	land use, ROW/ franchise	joint	provider	joint	provider

Type 4 utilities and services are provided to federal military lands and utilities and services provided by the federal government to non-federal lands as listed below.

Exhibit 3-4. Type 4 Service/Utility Providers.

	City Regulatory Authority	Planning Responsibility	Funding Responsibility	Who Sets LOS?	Project Review
Federal Military Lands	none	federal	federal	federal	federal NEPA
Federal Utilities & Services to Non-Federal Lands	none	federal	provider	city	city

Note: The city retains the right of comment on federal projects through the National Environmental Policy Act (NEPA.)

The following documents contain information supplemental to the Comprehensive Plan:

- **SEPA Environmental Impact Statements (EISs**). Through the EIS process, existing capacities are documented and a forecast of future capital improvements in services and utilities is projected. Based on the EIS analysis, capacity and locational policies for each Type 1, Type 2, Type 3, and Type 4 service and utility are incorporated in the respective service, utility, transportation, and land-use chapters of this Comprehensive Plan.
- **Capital Improvement Plan (CIP).** Lakewood's 6-year Capital Facilities Capital Improvement Plan (6-year CIP) is included within several city documents focused on either parks and open space or transportation that contain:
    - Inventories of existing and proposed capital facilities;
    - Regular and special maintenance requirements;
    - Identified deficiencies in capital facilities and the actions necessary to address such deficiencies;
    - Six-year forecasts of facility needs; and
    - A six-year financing plan and budget.

  The CIP lists the planned capital investments for each Type 1 (i.e., city-provided) service and utility and identifies dedicated funding sources for the projects anticipated within six years. Lakewood's CIP is procedurally modified and updated in conjunction with its budget rather than as part of the annual Comprehensive Plan amendment cycle.
- **Downtown Subarea Plan and Planned Action Ordinance.** The Downtown Subarea Plan, SEPA Environmental Impact Statement and Planned Action Ordinance (PAO) identify needed services and capital improvements, costs, and mitigation or in-lieu fees for transportation and parks. The subarea plan and associated ordinances are a source for the 6-year CIP and Transportation Improvement Program (TIP). It is anticipated that the Downtown Plan will be implemented through the CIP, TIP, and city budget processes, as well as project permit evaluation.
- **Station District Subarea Plan and Planned Action Ordinance.** The Station District Subarea Plan and Planned Action Ordinance (PAO) identify needed services and capital improvements, costs, and mitigation or in-lieu fees for transportation and parks. The subarea plan and associated ordinances are a source for the 6-year CIP and Transportation Improvement Program (TIP). It is anticipated that the Station District Plan will be implemented through the CIP, TIP, and city budget processes, as well as project permit evaluation.

Type 2, 3, and 4 service and utility capital inventories and investments are included in separate documents provided by the respective external providers and incorporated hereto by reference. Planning and programming for utilities and facilities/services owned by third parties is typically the responsibility of these providers.

As required by the GMA, additional available information is included in the Appendix, including:

- Inventories of existing capital facilities owned by public entities;
- A forecast of needed capital facilities;
- Proposed locations and capacities of expanded or new capital facilities; and

- Long-term (six or more years) financing plans for capital facilities within projected funding capacities and identified sources of public money to finance planned capital facilities.

3.2.2 Essential Public Facilities

Essential public facilities include those facilities considered difficult to site because of potential adverse impacts related to size, bulk, hazardous characteristics, noise, or public health and safety, or are part of a region or county-wide service system. These facilities can be thought of as a subset of public purpose lands, but do not necessarily include all public, semi-public, and institutional land uses.

Lakewood must identify appropriate land for essential public facilities that meets the needs of the community as defined under RCW 36.70A.200 and WAC 365-196-550, including:

- Local solid waste handling and treatment facilities;
- Landfills;
- Drop-box sites and sewage treatment facilities;
- Airports;
- State educational facilities;
- Essential state public facilities;
- Regional transportation and utility facilities;
- State and local correctional facilities; and
- In-patient facilities (including substance abuse facilities, mental health facilities, and group homes);

as well as any other state facility included on the 10-year capital plan maintained by the Washington State Office of Financial Management.

Lakewood may identify other additional public facilities that are essential to providing services to residents and without which development cannot occur that would be included under this classification. Currently, the city regulates the following uses as essential public facilities:

- Community and technical colleges, colleges, and universities;
- Correctional facilities;
- Electrical transmission lines;
- Group homes;
- In-patient facilities, including but not limited to substance abuse facilities;
- Intercity high-speed ground transportation;
- Intercity passenger rail service;
- Interstate Highway 5 (I-5);
- Mental health facilities;
- Military installations;
- Minimum security institutions;
- Secure community transition facilities;
- Solid waste transfer stations;

- Sound Transit facilities;
- Sound Transit railroad rights-of-way;
- Transit bus, train, or other high-capacity vehicle bases;
- Washington State Highway 512; and
- Work/training release facilities.

Additional essential public facilities may be identified by the city based on the following criteria:

- The facility requires a specific type of site that is scarce;
- The facility must be situated adjacent to another public facility;
- The facility is known or widely considered by the public to have substantial negative impacts, complicating its siting;
- Siting this type of facility has typically proven challenging or will likely be challenging; and/or
- There is a demand for the facility and the city is within the expected service area.

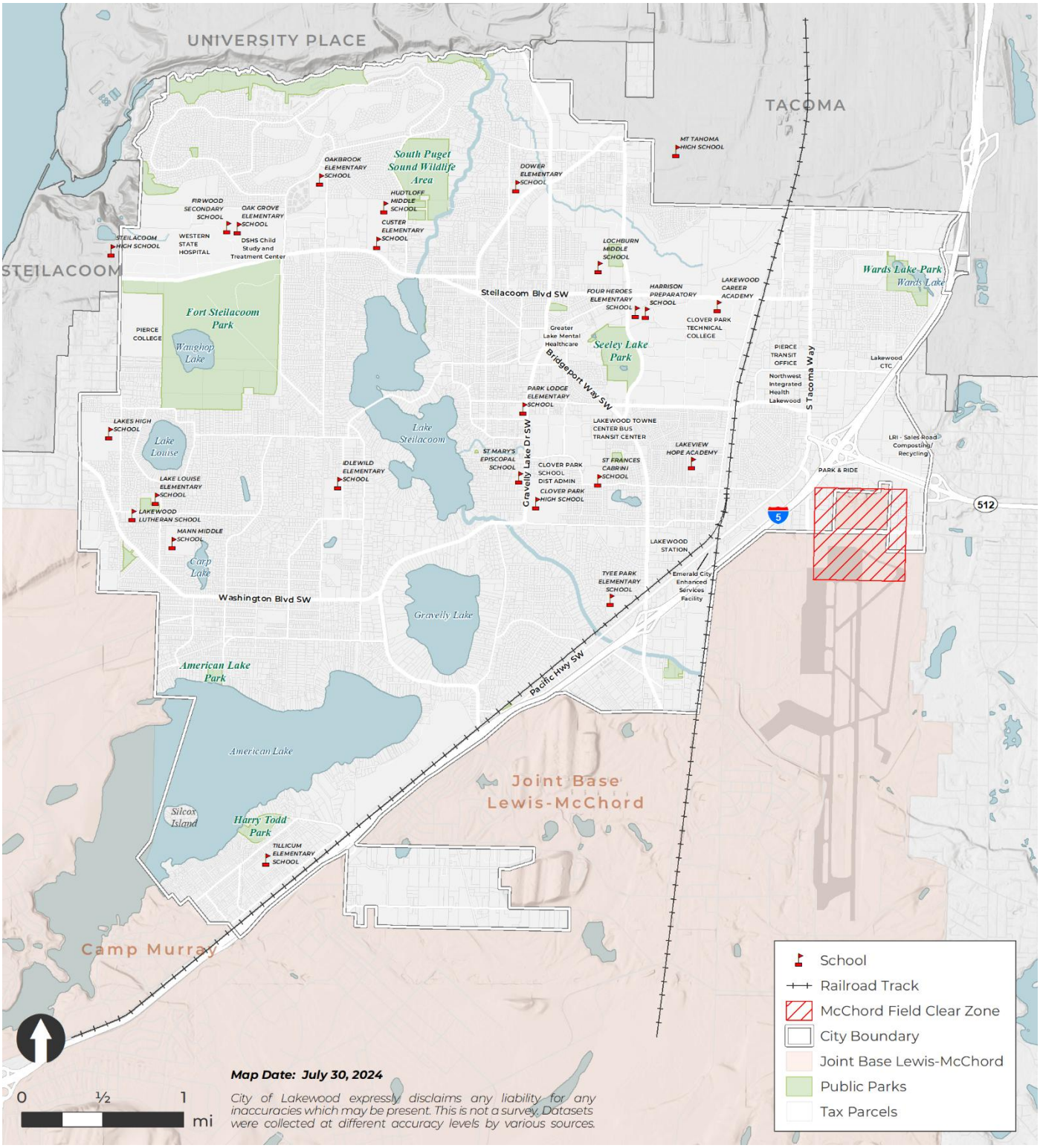
Any one or more of these conditions is sufficient for the city to deem a use as an essential public facility. Development regulations, including conditional permits, can be used to mitigate the effects of essential public facilities on neighboring land uses and the broader public.

A summary of the current essential public facilities in Lakewood is provided in Exhibit XX. This map includes the following:

- Joint Base Lewis McChord.
- Large-scale transportation facilities, including Pierce Transit Center, Pierce Transit Headquarters, the Highway 512 Park-n-Ride, the Sound Transit Sounder Station, the BNSF railroad line, and I-5.
- State educational facilities, including Pierce College, Clover Park Technical College, Clover Park School District offices, and all K-12 schools in the city.
- Inpatient facilities, including substance abuse facilities, mental health facilities and group homes located in the city.
- Solid waste handling facilities & landfills.

This map also includes the McChord Field Clear Zone, which highlights the areas impacted by operations from McChord Field on JBLM.

Exhibit 3-5. Lakewood Essential Public Facilities.



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

3.2.3 Concurrency

Concurrency is a key principle under the GMA. Requirements for concurrency ensure that public facilities and services are available to serve new developments. Under this policy framework, necessary improvements, particularly in transportation, are in place at the time of development or have funding secured for completion within six years of a development.

Local jurisdictions set level of service (LOS) standards to evaluate if existing infrastructure can accommodate new development impacts or if additional facilities are needed. While transportation is the only sector where development can be denied for causing a drop below the established thresholds, other public facilities like water, parks, and schools might also have concurrency requirements based on local regulations. The GMA does not typically allow for the denial of permits because of inadequacies in these other areas, unless specified as necessary under local ordinances (RCW 58.17.110). This comprehensive planning approach allows cities to manage growth effectively by aligning development with infrastructure capacity, thereby sustaining community standards and quality of life as they expand.

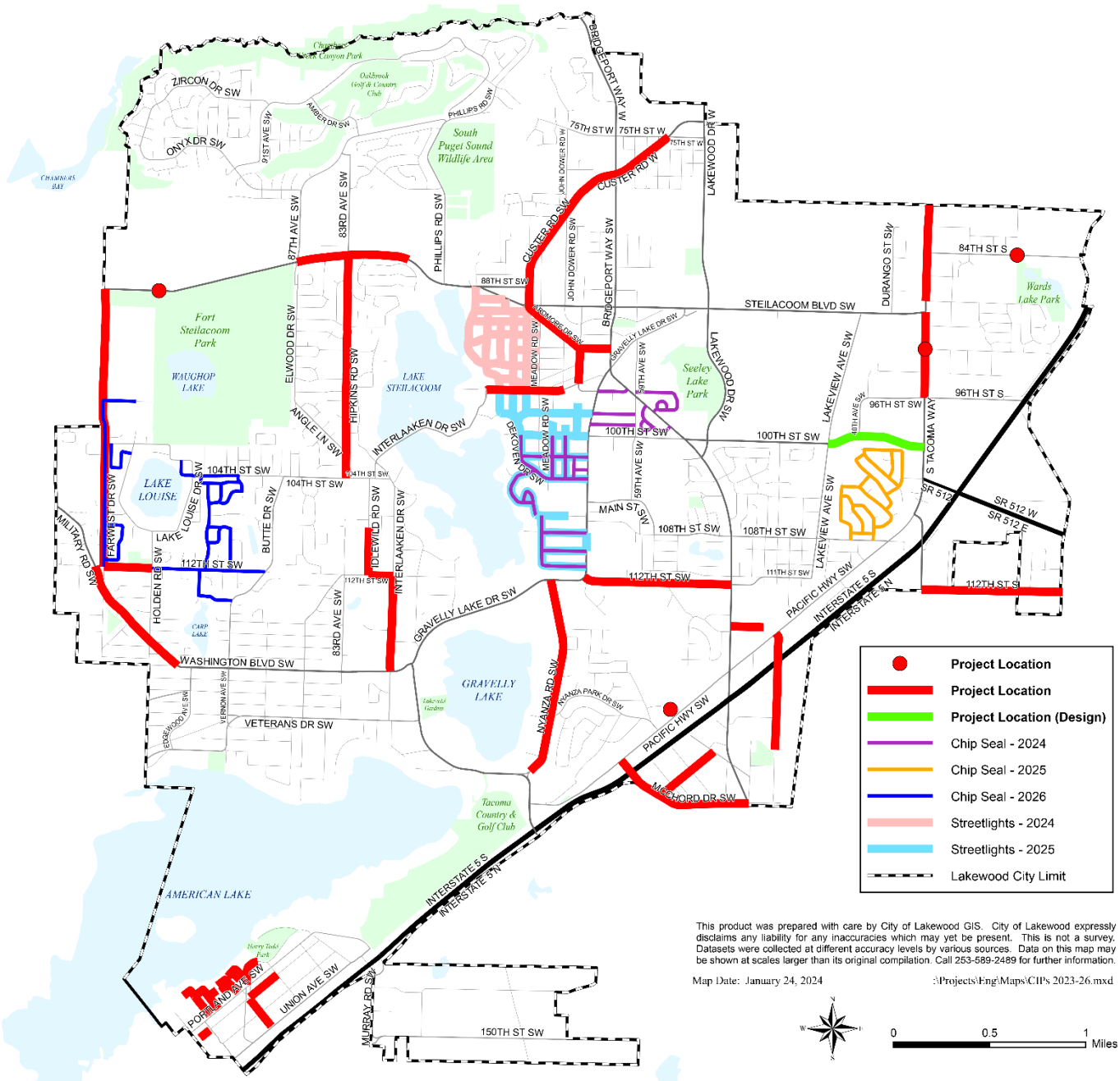
3.3 Capital Facilities Planning

Under RCW 36.70A.070(3), the Capital Facilities Plan Element must identify the proposed locations and capacities of expanded or new capital facilities. It is expected that the city will fund the identified capital projects through a combination of grants and other funding sources. These grants typically cover about 80–90% percent of project costs, and the city has been successful in securing such funding over the years.

Under the Comprehensive Plan, the two main departments coordinating capital facilities planning include:

- **Public Works and Engineering**, which primarily manages transportation, sewer and stormwater projects. Exhibit 3-6 provides a map with the major capital projects currently planned, with a list of projects provided in Exhibit 3-7. These projects are based on the current project list for the Capital Improvement Plan and Transportation Improvement Plan.
- **Parks and Recreation**, which manages park and recreational facilities acquisition and development. Exhibit 3-8 presents a map of major capital projects for parks and recreation, and a list of these projects is provided in Exhibit 3-9.

Exhibit 3-6. Lakewood Capital Facilities Planning (Public Works and Engineering).



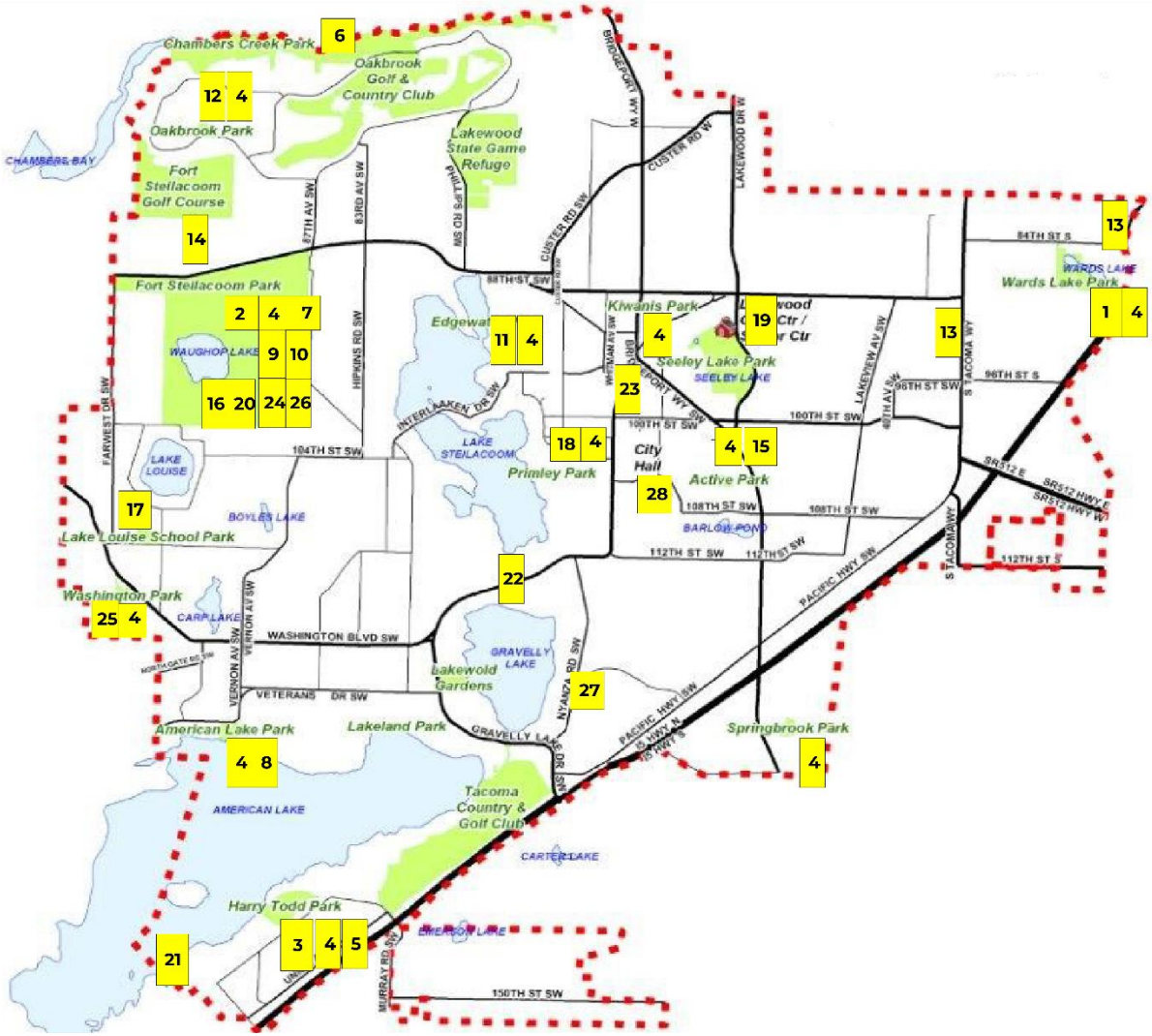
Source: City of Lakewood, 2024; Pierce County GIS, 2024.

Exhibit 3-7. Lakewood Capital Facilities Project List (Public Works and Engineering).

Design	Construction	Projects	Total Project Cost
		Annual Capital Programs:	
Annual	Annual	Street Lighting	$ 185,000.00
Annual	Annual	Pavement Patching	$ 150,000.00
Annual	Annual	Chip Seal	$ 360,000.00
Annual	Annual	Minor Capital (patching, striping, markings, minor repairs)	$ 110,000.00
		Capital Projects:	
2023	2024	Western State Hospital Signal(s) phase 1	$ 250,000.00
2023	2024	Ardmore/Whitman/93rd St (TBD Bond)	$ 3,375,000.00
2023	2024	Hipkins Rd; Steilacoom Blvd to 104th St SW (TBD Bond)	$ 3,640,000.00
2023	2024	SRTS 84th/Pine Street Signal	$ 1,080,330.00
2023	2024	Traffic Signal controllers replacement project	$ 610,000.00
2023	2024	S. Tacoma Way 88th - City Limit	$ 4,083,000.00
2023	2024	STW Overlay 96th to Steilacoom Overlay - PSRC# LW-40	$ 868,000.00
2023/24	2024	SRTS Farwest Sidewalks	$ 1,653,030.00
2023/24	2024/25	Steilacoom Blvd: 87th to Weller (Construction finish by June 2025)	$ 6,130,000.00
2023/24	2026	Downtown Planning Study - Raise Grant Application	$ 1,100,000.00
2024	Future	100th, STW to Lakeview Drive (Phase 1)('25 PSRC Grant) Design '23/24	$ 831,000.00
2024	2024	112th St SW; Idlewild Rd SW to Interlaken Dr SW (design '24, const. '24)	$ 556,000.00
2024	2024	Idlewild Rd SW; Idlewild School to 112th SW (design '24, Const '24)	$ 528,000.00
2024	2025	Military Road; Edgwood to 112th/Farwest (Design funds only) Construct 25? (TIB grant?)	$ 360,000.00
2024	2025	Custer Rd SW - Bridgeport to 75th	$ 3,720,858.00
2024	2024	Replace School Zone lights and system	$ 180,000.00
2024	2025	Interlaaken; 112th to WA. Blvd (design '24, const. '25)	$ 2,065,000.00
2024	2025	Nyanza Road SW sidewalk improvements	$ 4,450,000.00
2024	2025	112th Street Sidewalks; Farwest to Holden (SRTS)	$ 1,304,720.00
2024	2025	Custer Rd SW - Bridgeport to Steilacoom (Phase 1 - Custer to 600' west of BPW)	$ 1,420,000.00
2025	2026	Mt. Tacoma Drive SW sidewalk improvements	$ 3,950,000.00
2025	2026	92nd & STW signal design potential grant - TIB	$ 1,250,000.00
2025	2026	112th St Overlay - STW to Steele Street (design'25, const. '26)	$ 1,244,000.00

Design	Construction	Projects	Total Project Cost
		Sanitary Sewers:	
2023/24	2024	Rose Rd & Forset Rd sewer extension	$ 1,531,870.00
2023/24	2024	Wadsworth St, Silcox Dr, Boat St. sewer extension (design '23/24, const. '24)	$ 2,150,000.00
2024/24	2026	Grant Ave, Orchard St sewer extension (design '24/25 const. '26)	$ 1,300,000.00
		Surface Water:	
Annual	Annual	Water Quality Improvements	$ 245,000.00
Annual	Annual	Annual Drainage Pipe Repair	$ 350,000.00
2024/26	Future	Clover Creek Floodplain - Levee	$ 371,263.00
Tentative	Tentative	Sound Transit Funded:	
2024	2025	112th st - GLD to Bridgeport (Sound Transit funded)	$ 3,166,826.00
2024	2025	Clover Creek Railroad Crossing (Sound Transit funded)	$ 187,144.00
2025	2026	McCord Drive SW - Pac Hwy to Bridgeport (Sound Transit funded)	$ 5,007,404.00
2025	2026	115th St CT SW (Sound Transit funded)	$ 549,733.00
2025	2026	47th Ave SW (Sound Transit funded)	$ 1,493,270.00
2026	2027	Lincoln Ave SW (Sound Transit funded)	$ 4,941,697.00

Exhibit 3-8. Lakewood Capital Facilities Planning (Parks and Recreation).



1	Wards Lake Park Phase 1 and 2 Improvements
2	Nisqually Partnership Project
3	Harry Todd Pickle ball Court Project
4	Park Sign Replacement Program
5	Harry Todd Park Maintenance Updates
6	Chambers Creek Trail Phase 2
7	FSP Athletic Fields
8	American Lake Park Improvements
9	FSP Pavilion Acoustics
10	FSP ADA Overflow Parking
11	Edgewater Park Master Plan Design
12	Oakbrook Park Improvements
13	Gateway—84th Street / South Tacoma Way
14	Historic Fort Steilacoom Cottage Transfer
15	Active Park Playground Replacement
16	FSP Playground Replacement
17	Lake Louise Elementary Playground Replacement
18	Primley Park Playground Replacement
19	Seeley Lake Trail Update
20	Tenzler Log Relocation
21	Camp Murray Boat Launch MOU / Master Plan
22	Street End Pilot Project - PRAB to prioritize list & recommend a site to Council in 2024
23	Down Town Park Planning
24	H Barn Restoration Planning
25	Washington Park Playground Replacement
26	Fort Steilacoom Park Master Plan Update
27	Water District Property Due Diligence
28	Legacy Plan Update

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

Exhibit 3-9. Lakewood Capital Facilities Project List (Parks and Recreation).

Status	Design	Construction	Project Name
Projects Active and Underway in 2024			
Active	2023	2023/24	Ft Steilacoom Park Athletic Fields
Active	2024	2024	Ft Steilacoom Park Tenzler Log Relocation
Active	2024	2025	Ft Steilacoom Park Nisqually Indian Tribe Partnership Project
Active	2024	TBD	Ft Steilacoom Park Wayfinding and main entry improvements (design only)
Active	2024	2024	Ft Steilacoom Park ADA and Overflow Parking
Active	2024	2024	Ft Steilacoom Historic Cottage Transfer MOU
Active	2024	2024	Colonial Plaza Landscape, Lighting and Interpretive Signage
Active	2024	2024	Park Sign Replacement at all City parks
Active	2024	2024/25	Wards Lake Park Improvements (Phase 1-2)
Active	2024	2024/25	American Lake Park Improvements *20 month in-water permit period
Active	2024	2024	Oakbrook Park Improvements
Active	2024	2024	Primley Park Improvements
Active	2024	2024	Chambers Creek Trail Phase 2 (Pierce County managed project)
Active	2024	2027	Edgewater Park Master Plan Update *2024 grant application
Active	2024/25	2026	Street End improvement Pilot Project (PRAB will recommend site in 2024)
Active	2024/25	2024/25	Seeley Lake Park (Pierce County managed project)
Projects not yet Underway in 2024			
Upcoming	2024/25	TBD	Camp Murray Boat Launch MOU & Master Plan
Upcoming	2024	2024	Ft Steilacoom Park Pavilion Acoustics FSP
Upcoming	2024	2024	Gateway Monument- 84th St E near Wards Lake Park
Upcoming	2024	2025	Harry Todd Park Pickleball Courts
Upcoming	2024	2025	Harry Todd Park Deferred Maintenance Grant
Projects Upcoming in 2025 through 2029			
Upcoming	2025/26	2027/28	Ft Steilacoom Park H-Barn Restoration (pending funding from both Partners for Parks and City)
Upcoming	2025/26	2027	Edgewater Park (pending construction grants secured in 2025)
Upcoming	2025/26	TBD	Downtown Park Master Planning (due diligence and planning)
Upcoming	2025	2026	Legacy Plan (PROS Plan) Update in conjunction with FSP Master Plan Update Legacy Plan must be approved by May 2026 for future grant eligibility
Upcoming	2025	TBD	Lakewood Water District Property Acquisition (due diligence, community outreach & planning)
Upcoming	2026	2026	Washington Park Playground Replacement

Status	Design	Construction	Project Name
Upcoming	2026	2027	Lake Louise Elementary School Playground Replacement
Upcoming	2026	TBD	Ft Steilacoom Park Playground Replacement
Upcoming	2027	2029	Camp Murray Boat Launch Improvements (pending construction grants secured in 2027)

3.4 Goals and Policies

/ CF-1: Coordinate cost-effective and efficient utilities and service delivery for city residents and businesses.

CF-1.1 All services and utilities shall be provided in accordance with this plan.

CF-1.2 Manage utilities and services in Lakewood according to the following categories for effective management and delivery:

- **Type 1** services and utilities are provided directly to the resident by the City of Lakewood or city-contracted provider.
- **Type 2** services are provided directly to the resident by a special district with independent taxing and regulatory authority.
- **Type 3** services are utilities provided directly to the resident by a special district, county, or private company under the city's franchise regulatory authority.
- **Type 4** services are those provided to federal military lands and utilities as well as services provided by the federal government to non-federal lands.

CF-1.3 Contract or franchise services that are more effective or cost-efficient to be provided by a special district, other jurisdiction, or the private sector.

CF-1.4 Engage in periodic assessments of services and utilities within the city to ensure compliance with this Comprehensive Plan.

CF-1.5 Reassess the land use element if probable funding falls short of meeting existing needs as outlined within the Capital Facilities Plan.

CF-1.6 Require a utility or other service provider to correct deficiencies when identified.

CF-1.7 Leverage city authority to guarantee adequate service provision, especially if a provider fails to meet public service needs.

CF-1.8 Prioritize demand management and conservation strategies before the development of new capital facilities and infrastructure.

CF-1.9 Develop conservation measures to reduce solid waste and increase recycling.

CF-1.10 Advocate for enhanced water conservation and efficient usage to reduce wastewater generation and ensure water availability.

CF-1.11 Encourage the use of renewable energy resources to meet local and regional energy demands.

/ CF-2 Ensure adequate Type 1 capital facilities to meet the needs of existing and new development.

CF-2.1 Require adequate capacity and level of service (LOS) standards at occupancy as conditions for land use and development permits.

CF-2.2 Require new development to support a fair share of infrastructure needs resulting from the development and future use of the site to ensure that capacity and LOS requirements can be met.

CF-2.3 Use concurrency measures for the assessment of transportation capacity and LOS determinations.

CF-2.4 Provide for the development of city facilities, parks, and recreation capital improvements in accordance with this Plan and the Parks Legacy Plan.

CF-2.5 Coordinate with the school district on jointly funded parks and recreation capital improvements.

/ CF-3 Require Type 2 providers to provide adequate service delivery to meet the needs of existing and new development.

CF-3.1 Require Type 2 providers to conduct prompt and concurrent reviews of land use and development permits in coordination with the city.

CF-3.2 Coordinate with fire and emergency medical services providers to integrate health and safety standards into development regulations and building codes, and enforce these adopted standards.

CF-3.3 Coordinate with the school district on capital improvements for school facilities and include the school district CIPs as an appendix to the city CIP following review for consistency with this plan.

CF-3.4 Coordinate the assessment and collection of school impact fees as part of the development project review process as applicable.

/ CF-4 Require Type 3 utilities to provide adequate service delivery to meet the needs of existing and new development.

CF-4.1 Mandate that Type 3 utilities provide sufficient service and infrastructure to fulfill the needs of both existing and future development.

CF-4.2 Require Type 3 providers to conduct prompt and concurrent reviews of land use and development permits in coordination with the city.

CF-4.3 Coordinate with providers to include necessary standards into development regulations and building codes, and to enforce these adopted standards.

CF-4.4 Refuse land use and development permits for projects not serviced by adequate water, sewer, stormwater, or electrical capacity or LOS at the time of occupancy.

CF-4.5 Direct developers to provide necessary capital improvements to ensure that water, sewer, and electrical capacity will be available at the time of occupancy.

CF-4.6 Require new development to support a fair share of the costs for water and sewer infrastructure necessary for that development.

CF-4.7 Work to incorporate CIPs from sewer and water provider as appendices to the city CIP if consistent with this Plan.

/ CF-5 Coordinate with Type 4 utilities and services for the provision of services to non-federal lands.

CF-5.1 Engage in case-by-case coordination with Type 4 providers for the provision of services on non-federal land as required.

CF-5.2 Partner with Type 4 providers to monitor and maintain facilities located in the city on non-federal land.

/ CF-6 Establish a city Capital Improvement Plan consisting of individual CIPs for each service and utility that lists planned capital improvements.

CF-6.1 Update the city's six-year Capital Improvement Plan as an appendix to this Plan at least every two years to establish priorities and funding sources for capital improvements.

CF-6.2 Evaluate each service or utility CIP priority and funding sources at least once every two years, but not more than twice a year.

CF-6.3 Analyze the impacts of amendments to the CIP on permits issued by the city based on concurrency.

CF-6.4 Limit the provision of Type 1 capital improvements based on city's fiscal capacity and other external funding obligations.

CF-6.5 Evaluate concurrency for transportation based on capital improvements identified in the CIP as fully funded within the six-year period.

CF-6.6 Refrain from undertaking a capital improvement or accepting an improvement provided by another if the city or the service provider lack the resources to support ongoing operation and maintenance.

/ CF-7 Provide city facilities that are efficient, functional, and safe, and enhance the physical landscape, local quality of life, and environmental health.

CF-7.1 Develop and maintain City Hall and other municipal facilities to support effective local governance, service delivery, and public engagement, and provide a model of desired development for the city.

CF-7.2 Provide adequate permanent facilities for police functions.

CF-7.3 Direct public investment toward the designated Regional Growth Center and areas targeted for high-density residential development to help promote growth in these areas.

CF-7.4 Prioritize acquiring and developing parks, open spaces, and recreation facilities to eliminate identified service gaps, particularly in densely populated neighborhoods, underserved areas and parts of the city designated for growth.

CF-7.5 Acquire properties and conservation easements to support critical areas protection, salmon recovery, and effective floodplain management.

/ CF-8 Establish efficient and transparent processes for the siting of essential public facilities.

CF-8.1 Maintain an inventory of essential public facilities that may be sited in Lakewood.

CF-8.2 Align the identification of statewide essential public facilities with the standards set by the Washington State Office of Financial Management.

CF-8.3 Identify countywide essential public facilities in collaboration with relevant jurisdictions through an interjurisdictional agreement that is consistent with the guidance of the Pierce County Countywide Planning Policies (CPPs).

CF-8.4 Identify city essential public facilities pursuant to the requirements of the Growth Management Act (GMA).

CF-8.5 Maintain a consistent process to site essential public facilities that adequately considers the impacts of specific uses and environmental health disparities..

/ CF-9 Coordinate with other jurisdictions and providers to provide urban services and utilities to users in the UGA and recently annexed areas.

CF-9.1 Work collaboratively with other jurisdictions and service providers to provide cost-effective and efficient Type 1 services and utilities within the UGA that align with relevant goals and policies.

CF-9.2 Evaluate the need for contract or franchise services and utilities for newly annexed areas, particularly when these services are more effectively delivered by a special district, another jurisdiction, or the private sector.

4 Economic Development

4.1 Introduction

The Economic Development Element of the Comprehensive Plan is a crucial component to the city's strategy to build and expand Lakewood's economic landscape. This element outlines goals and policies aimed at fostering a dynamic and sustainable economy that benefits all segments of Lakewood's community. Central to this Element is the goal of creating a diverse and robust economy that not only supports the current population but also lays a solid foundation for future generations.

Lakewood is transitioning from a primarily residential community serving Tacoma and Joint Base Lewis-McChord into a diversified, full-service city. The adoption of the Lakewood Downtown Plan in October 2018 emphasizes this transition, with a focus on high-quality, intensive mixed-use development and cultural activity. Recognizing its part in the larger Puget Sound economy, Lakewood's long-term includes expanding infrastructure, protecting JBLM from urban encroachment, retaining and attracting a diverse range of businesses, creating new jobs, fostering redevelopment, and developing a community that attracts new residents.

The Element emphasizes the city's strategic initiatives to leverage its unique geographical advantages and resources. It recognizes Lakewood's strategic position near key transport routes, the major influence of Joint Base Lewis-McChord as a primary economic driver, and the proximity to major regional facilities like the Port of Tacoma. Additionally, the plan highlights the importance of Lakewood's diverse small business sector and the value of local educational institutions in supporting workforce development.

4.2 Background

This background section summarizes the economic review of Lakewood found in the Appendix and highlights major findings considered in this policy section. Please refer to that document for further information to support the Economic Development element.

4.2.1 Competitive Economic Position

As part of maintaining and expanding the local economy, Lakewood is in a strong situation to take advantage of different opportunities. These benefits can help boost current opportunities as well as attracting new economic activity into the community. Significant local resources include the following:

- **Joint Base Lewis-McChord and other facilities.** Lakewood is located next to Joint Base Lewis-McChord, 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. It is the largest employer in Pierce County and one of the largest employers in the state, and because of this, 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. These facilities have a significant economic impact on Lakewood, given the need for off-base housing and shopping options, as well as businesses that support base operations and other related economic activities.

- **I-5 and SR-512.** Lakewood is ideally situated to benefit from its location along I-5 between Tacoma and Olympia. This position provides strong regional access given its location between Tacoma and Olympia, as well as linkages to trucking destinations along the Pacific coast and the I-90 east-west freeway. State Route 512, which has its western end in Lakewood, also provides regional access to Puyallup and the SR-167 corridor. This location allows the city to be a key site for logistics and warehousing, as well as other commercial, manufacturing, and industrial uses.
- **The Port of Tacoma.** Approximately five miles from Lakewood, the Port of Tacoma is a major hub for international trade and is ranked among the top ten container ports in the United States. Increases in trade volume have led to a significant regional expansion of logistics and warehousing facilities in Lakewood and throughout Pierce County, which has been supported by upgrades to the Port's linkages with nearby roadways.
- **Local and regional transit.** The Pierce Transit bus system and Sound Transit commuter rail are accessible at Lakewood Station, which is near the Pacific Highway/SR512/I-5 interchange. Planned investment in these systems will also improve connectivity to Sea-Tac International Airport and employment centers in Tacoma and Seattle over the long term.
- **A strong community of small businesses.** There are many smaller local businesses in Lakewood which provide an important economic base for the city. In particular, the vibrant International District in Lakewood attracts diners and shoppers from Lakewood and surrounding areas with a diverse mix of local businesses.
- **Local education and training resources.** Pierce College Fort Steilacoom and Clover Park Technical College provide a wide range of professional and technical programs and contribute to a robust pipeline of workforce training for nearby employers. This supplements a strong local public education system.

To boost the effectiveness of economic development efforts, there are also some challenges to address as well. These difficulties include the following:

- **Land availability.** Lakewood has a restricted amount of property available for development, redevelopment, and infill projects. This might become a problem as the community expands, particularly if future economic growth is contingent on a greater proportion of community members making purchases from local establishments.
- **Shifts in retail activity.** The ways that people shop have changed significantly over the past few years. The movement towards online commerce is challenging Lakewood's standing as a regional retail hub. Traditional brick-and-mortar store closures and a greater regional emphasis on local mixed-use developments may also have an impact on consumer purchasing patterns.
- **Market conditions and residential redevelopment.** Costs of construction, insufficient housing across the affordability spectrum, and senior housing is also a component in local economic development. Historically lower rents for multifamily buildings have made it more challenging for

redevelopment projects in Downtown and Lakewood Station to have been feasible and efficient for previous development. Future efforts to revitalize these areas and bring more consumers and more demand in for the local market will require a strong environment for these projects.

- **Infrastructure demands.** As Lakewood grows, so does the strain on our roads and other supporting infrastructure. Facilities controlled by the city such as streets and roads will be impacted by new growth, and future congestion could impact quality of life in the city. Similarly, other infrastructure managed by third-party providers and other government agencies, such as transit, telecommunications, water, and sewer services, will also be impacted by new local and regional growth. Providing the planning necessary to ensure that the city's infrastructure will not be a limiting factor on new growth and development is an essential part of this Comprehensive Plan.

Coordinating responses to many of these potential challenges to economic development in the city will need to be done through policies across the entire Comprehensive Plan, including the sections on housing, capital facilities, land use, parks and recreation, and public services.

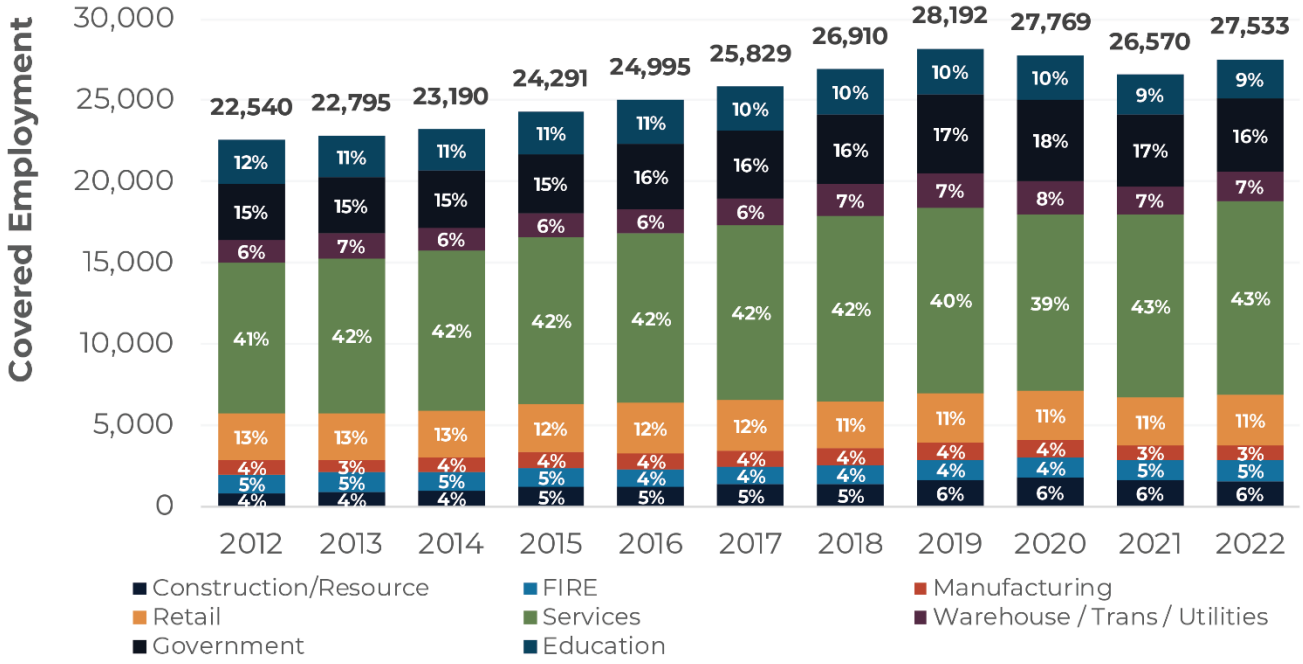
4.2.2 Economic Analysis

Based on an evaluation of available economic information, there are several major considerations for future economic development planning for Lakewood:

- **Employment recovery and growth.** Exhibit 4-1 highlights city employment since 2012, with a breakdown by major sector. Overall, the city has recovered from the 2007–2009 recession and the 2020 lockdowns, with covered employment[4] reaching 27,533 jobs in 2022. Government and government-related employment within Lakewood continues to be a major part of the local economy, amounting to about 16% of all covered employment in the city in 2022.
- **Future employment projections.** Exhibit 4-2 highlights the 2044 employment targets for the city, based on estimates using the PSRC's Land Use Vision – Implemented Targets (LUV-it) land use model and growth targets set by Pierce County. Overall, the targets identify that Lakewood will add **9,858 jobs between 2020 and 2044**, with overall employment at 39,735 jobs by 2044. This represents an average increase of about 1.1% per year, which suggests slower expected employment growth compared to current rates post-2012. Looking forward to 2050, a further 2,471 jobs are expected to be added to the city to amount to a total of 42,206 jobs, or **an overall 30-year increase of 12,329 jobs** between 2020 and 2050.

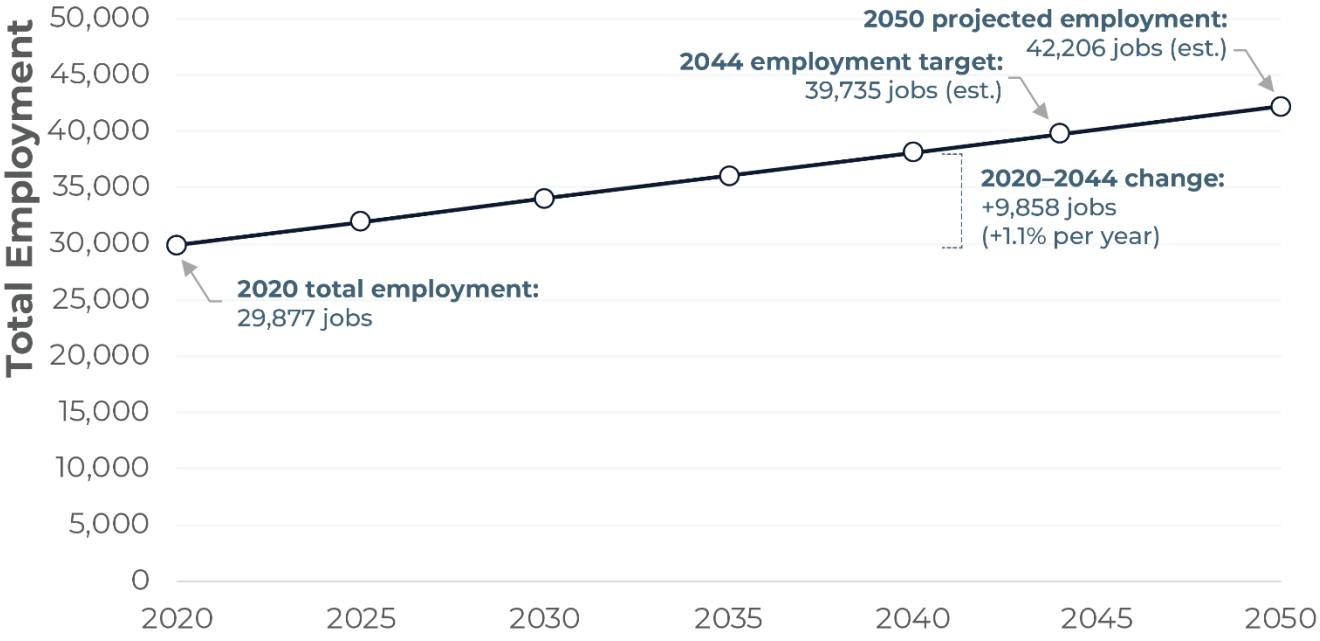
[4] "Covered employment" includes all jobs covered by the *Washington Unemployment Insurance Act*. Note that this measure does not specifically include self-employed individuals, military workers, or other workers not covered by state unemployment insurance.

Exhibit 4-1. Covered Employment in Lakewood by Major Sector, 2012–2022.



Source: PSRC, 2024.

Exhibit 4-2. Projected Total Employment in Lakewood, 2020–2050.

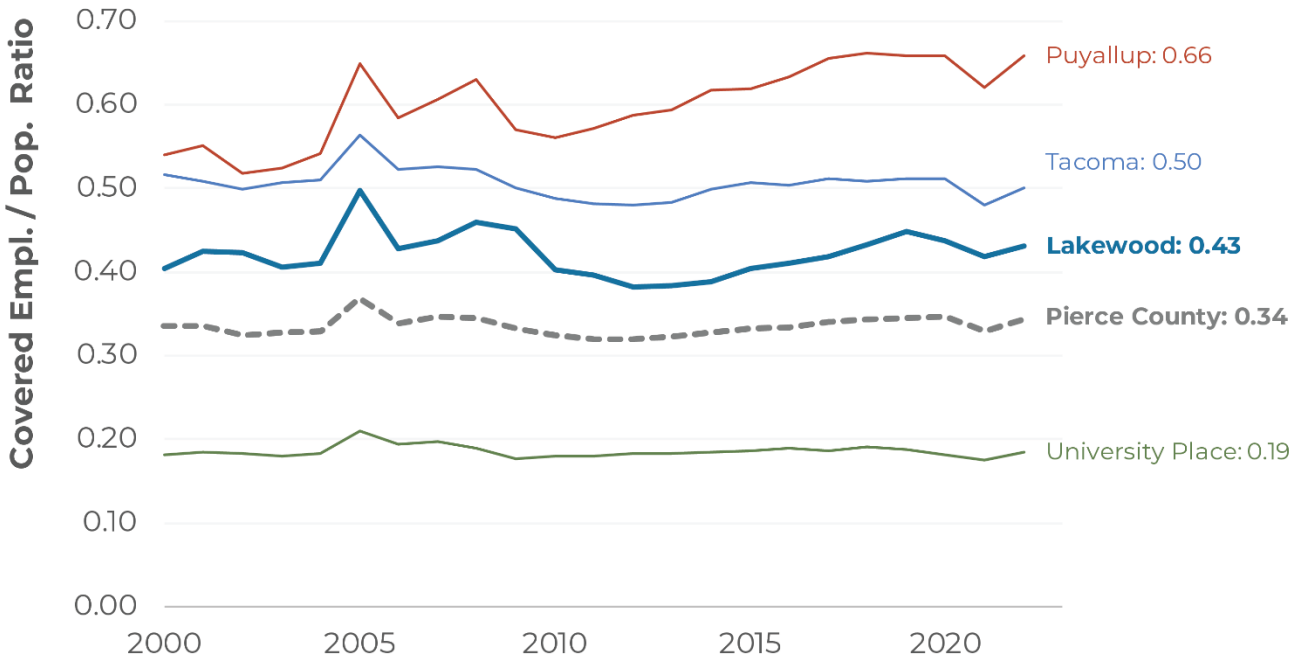


Source: PSRC, 2024.

- **Commuting and worker locations.** As shown in Exhibit 4-3 (jobs-to-population ratio) and Exhibit 4-4 (proportions of workers living in Lakewood), Lakewood has a higher jobs-to-population ratio compared to the county average, indicating it is an employment destination in the area, but that it does compete with other centers. About 16% of workers that live in Lakewood also reside in the city, but this number has been declining in recent years, suggesting that local employment opportunities for residents have not been increasing as fast as the number of people commuting elsewhere to work.
- **Market capture for retail sales.** Statistics on taxable retail sales in Lakewood are provided below, with Exhibit 4-5 highlighting major retail sales statistics and pull factors[5] for 2021 with comparisons to 2017, and Exhibit 4-6 showing overall statistics for the ten subsectors reporting the most taxable retail sales in Lakewood. Overall, these statistics highlight that the retail economy is important to Lakewood, and while pull factors are not as high as communities that may have a greater regional pull in certain subsectors, local activity suggests that local businesses have a draw from outside of the community. Among these retail subsectors, "Food Services and Drinking Places" (NAICS 722) is the largest, resulting in $184 million in receipts in 2021 and growing at an average of 4.6% per year since 2017.
- **Sales tax sustainability.** In addition to a focus specifically on retail, taxable retail sales also apply to a broader range of economic activity and sales tax receipts to the city. As shown in Exhibit 4-6, construction activities provide a significant contribution to local sales taxes beyond what may be provided through real estate excise taxes (REETs), and in 2021, over $163 million in sales in "Construction of Buildings" (NAICS 236) was considered taxable. This may be subject to some variability, and in 2022, receipts in building construction dropped by 15% due to reductions in building activity. Other subsectors providing significant taxable retail sales in 2021 include $191 million for "Motor Vehicle and Parts Dealers" (NAICS 441), $150 million for "General Merchandise Stores" (NAICS 452), and $112 million for "Miscellaneous Store Retailers" (NAICS 453).

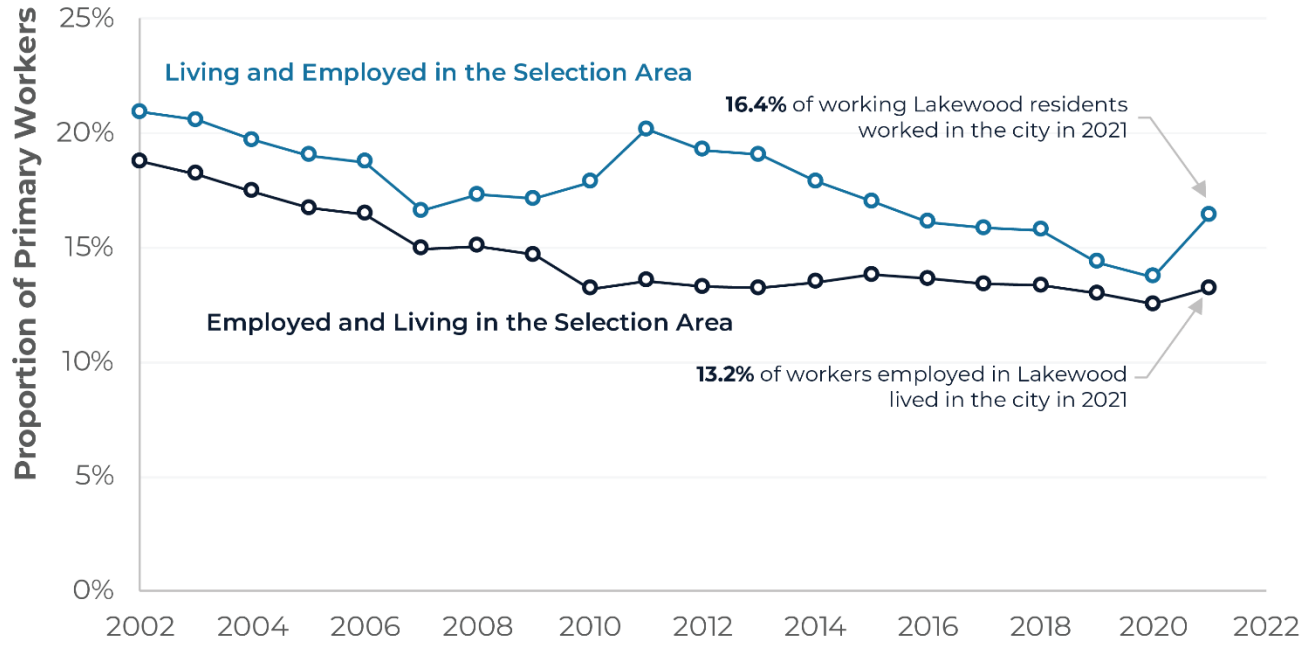
[5] A "pull factor" is calculated as the ratio between actual retail spending in a category and an estimate of the potential retail spending resulting from per capita spending based on statewide averages. If the pull factor is greater than one, there is greater local spending than what can likely supported by residents, meaning that local businesses capture more consumers from outside of the city as customers. Conversely, a value less than one means that city residents likely need to go elsewhere for these shopping options.

Exhibit 4-3. Jobs-to-Population Ratio, Lakewood and Surrounding Communities, .



Sources: PSRC, 2024; WA Office of Financial Management, 2024.

Exhibit 4-4. Proportion of Primary Workers Living and Residing in Lakewood.



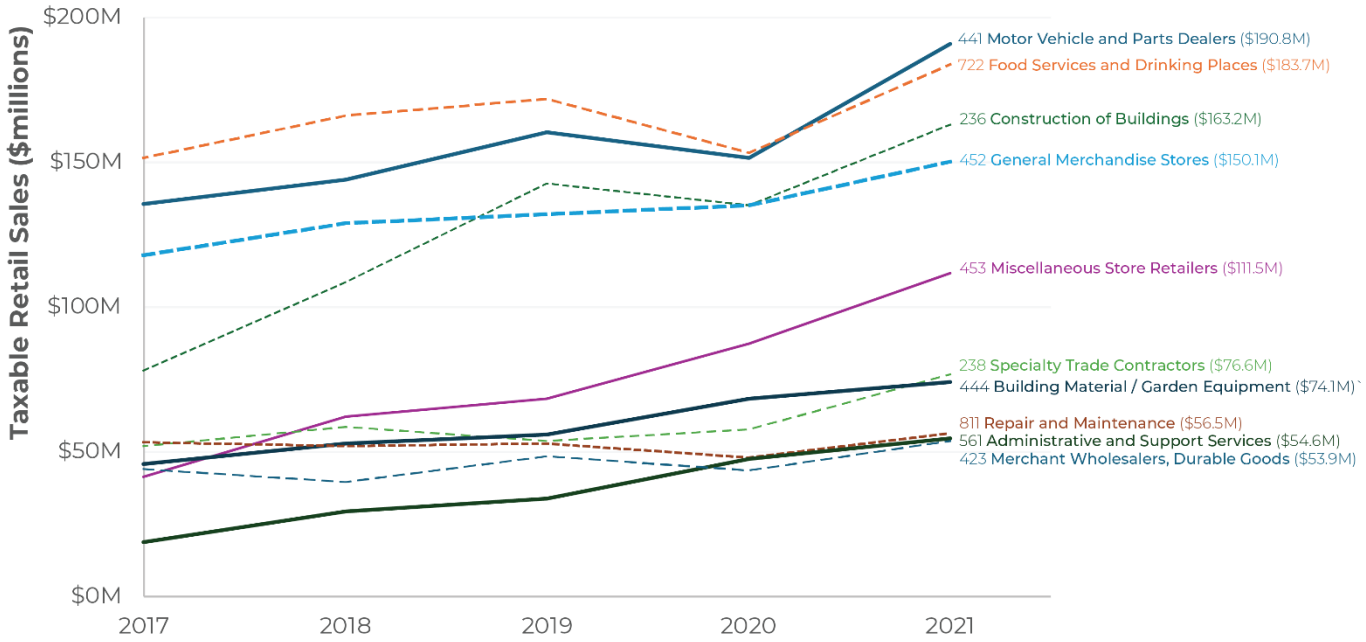
Source: US Census Longitudinal Employer-Household Dynamics, 2024.

Exhibit 4-5. Taxable Retail Sales Statistics, Lakewood, 2021.

		2021 Taxable Retail Sales			Pull Factor		
	NAICS Designation	**Local Sales**	**Local Potential**	**Surplus / Leakage**	**2017**	**2021**	**Change**
44-45	**Retail Trade**	**$787,229,996**	**$584,126,392**	**$203,103,604**	**1.23**	**1.35**	**+0.12**
441	Motor Vehicle and Parts Dealers	$190,770,088	$133,587,095	$57,182,993	1.21	1.43	+0.22
442	Furniture and Home Furnishings Stores	$29,866,992	$21,206,462	$8,660,530	1.50	1.41	-0.09
443	Electronics and Appliance Stores	$29,140,126	$37,490,327	($8,350,201)	0.75	0.78	+0.03
444	Building Material and Garden Equipment and Supplies Dealers	$74,086,871	$63,929,812	$10,157,059	1.01	1.16	+0.14
445	Food and Beverage Retailers	$52,581,666	$30,828,713	$21,752,953	1.40	1.71	+0.30
446	Health and Personal Care Stores	$34,338,086	$23,930,607	$10,407,479	1.07	1.43	+0.36
447	Gasoline Stations	$17,955,521	$13,622,965	$4,332,556	1.35	1.32	-0.03
448	Clothing and Clothing Accessories Stores	$42,358,613	$33,149,195	$9,209,418	1.08	1.28	+0.20
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	$33,124,330	$23,563,284	$9,561,046	1.40	1.41	+0.00
452	General Merchandise Stores	$150,072,522	$84,138,725	$65,933,797	1.58	1.78	+0.20
453	Miscellaneous Store Retailers	$111,516,977	$95,934,555	$15,582,422	1.30	1.16	-0.14
454	Nonstore Retailers	$21,418,204	$22,744,653	($1,326,449)	0.84	0.94	+0.10
722	**Food Services and Drinking Places**	**$183,721,738**	**$91,189,315**	**$92,532,423**	**1.64**	**2.01**	**+0.38**

Source: WA Department of Revenue, 2024.

Exhibit 4-6. Taxable Retail Sales by Subsector in Lakewood, 2017–2021 (Top Ten Subsectors).



Source: WA Department of Revenue, 2024.

Overall, these statistics reinforce that the Economic Development Element should consider several key trends and opportunities. Lakewood has recovered from recent shocks and is likely to continue as a retail hub and a focus of government-related employment into the future. However, there will be ongoing pressure to encourage local economic opportunities that support complete neighborhoods in the city, build local employment opportunities for workers and entrepreneurs, and reinforce fiscal sustainability.

4.3 Goals and Policies

/ ED-1 Maintain a strong local economy that supports healthy businesses.

ED-1.1 Maintain a sustainable retail sales tax base.

ED-1.2 Pursue public-private partnerships that leverage economic development opportunities.

ED-1.3 Maintain partnerships with the State, Pierce County, Joint Base Lewis McChord, other cities and organizations to build and maintain regional economic competitiveness.

ED-1.4 Provide local business recruitment, retention, and expansion programs.

ED-1.5 Compile and report relevant local economic data to guide economic development programs.

ED-1.6 Participate in local and regional economic forums that advance economic development goals.

ED-1.7 Maintain public safety programs that protect people and encourage local investment.

ED-1.8 Maintain partnerships with Pierce College and Clover Park Technical College as integral components of the local and regional economy.

ED-1.9 Partner with local human service organizations to providing training and development programs for the unemployed or under-employed.

/ ED-2 Ensure responsiveness in business support.

ED-2.1 Maintain timely and responsive permitting and licensing processes.

ED-2.2 Support consistency with regulatory codes in other jurisdictions.

ED-2.3 Promote a customer service approach in permitting and licensing and provide regular reviews of performance.

ED-2.4 Provide targeted permitting and licensing assistance to small businesses.

/ ED-3 Promote increased homeownership opportunities in the city.

ED-3.1 Expand homeownership opportunities for existing residents in neighborhoods with low homeownership rates.

ED-3.2 Develop new relationships and mechanisms that increase private investment in, and production of high- quality housing for all income groups.

ED-3.3 Consider the cumulative effects of regulations and incentives on the ability of housing developers to meet current and future housing demand.

ED-3.4 Support public and private investment to improve areas that have experienced a historical lack of investment in housing and infrastructure, and have a concentration of low-income and disadvantaged households.

ED-3.5 Encourage family-sized housing options for rental and homeownership.

/ ED-4 Coordinate the planning of public infrastructure and private investment.

ED-4.1 Encourage sustainable investments in local infrastructure that can promote private investment and community economic development.

ED-4.2 Use public financing techniques such as local improvement districts, public-private partnerships, and grants to achieve neighborhood and citywide economic development goals.

ED-4.3 Coordinate signage and frontage improvements that enhance the community and promote economic investment.

ED-4.4 Support strategic infrastructure investments for economic development with state and federal funding programs.

/ ED-5: Coordinate neighborhood-level economic development that reflects different local conditions and needs.

ED-5.1: Coordinate opportunities for public and private investment in neighborhoods that support revitalization.

ED-5.2 Promote commercial uses and cultural activities to support the vitality of neighborhoods.

ED-5.3 Ensure that infrastructure planning is coordinated with economic development needs in neighborhoods.

ED-5.4 Foster small business development and expansion.

ED-5.5 Encourage neighborhood centers to be complete communities to live, shop, and do business.

ED-5.6 Encourage housing and mixed-use development as an opportunity to build support for local businesses.

ED-5.7 Explore the use of a local development government corporation for land assembly in neighborhoods.

ED-5.8 Explore ways to allow craft/artisanal industrial uses that permit on-site manufacturing with supporting retail in compatible commercial areas.

/ ED-6 Coordinate economic development opportunities related to the support of Joint Base Lewis-McChord.

ED-6.1 Coordinate with the South Sound Military Communities Partnership to explore economic opportunities related to JBLM.

ED-6.2 Coordinate economic development planning with JBLM operations and policies associated with economic development and housing.

ED-6.3 Support workforce development programs for military personnel transitioning out of military service.

ED-6.4 Pursue economic diversification to increase local economic resilience in response to any planned drawdowns at JLBM.

/ ED-7 Expand city residents' economic opportunities.

ED-7.1 Support economic development activities that provide or retain livable wage jobs for low and moderate income persons.

- Develop a low-interest loan program, tax credits and other mechanisms to serve as incentives for businesses to create or retain jobs for low- and moderate-income persons.
- Develop a technical assistance program for supporting businesses for the purpose of creating or retaining jobs for low- and moderate-income individuals.
- Provide businesses with access to low-interest loans to expand economic opportunities through on-site infrastructure improvements, rehabilitation, acquisition, and other commercial improvements for the purpose of creating or retaining jobs for low- and moderate-income persons.

ED-7.2 Focus investment on housing development and infrastructure improvements in support of economic development in targeted neighborhoods.

5 Energy and Climate Change

5.1 Introduction

Reducing greenhouse gas emissions, sustaining healthy ecological systems, and adapting to climate disruption are fundamental challenges facing communities around the world. An adequate and timely response to climate change will require collective action and sustained effort from public and private sectors. Local and regional initiatives should be coordinated to protect environmental and human health.

In 2021, the city adopted a new Comprehensive Plan Energy & Climate Change Element (ECCE). It included 89 Action Items. In 2022, these Action Items were reviewed and prioritized into a three-year Work Plan. Between 2022 and 2024, the city successfully completed eight of the 15 Action Items, continued work on four of the Action Items, and identified needed partners to pursue the final three Action items. The city enrolled with Google Environmental Insights Explorer (EIE) and Local Governments for Sustainability (ICLEI) to track and analyze climate change impacts and greenhouse gas (GHG) emissions on the city as well as the effects over time of actions the city takes to anticipate and address those effects and reduce those emissions.

As part of the 2024 Comprehensive Plan Periodic Review, all of the 89 ECCE Action Items, as well as the foundational climate change information used to draft the 2021 Element, have been relocated from the Comprehensive Plan to a separate Energy and Climate Change Appendix (see Appendix D). The city also began review of the changes mandated by the state under HB 1181 in 2023 to determine how to best update the ECCE, the Appendix, and other Comprehensive Plan Elements to be consistent with new GMA requirements by the identified deadlines in 2029 and 2034.

If residents, businesses, and city officials are committed to environmental responsibility in planning for Lakewood's future, the city can assume a leadership role in responding and adjusting to the potential impacts of climate change. GHG emissions in the city are primarily generated by motor vehicles and large scale commercial and industrial operations. The city is also traversed by Interstate 5 and State Highway 512; both freeways experience substantial congestion during peak commute hours. Therefore, reduction measures must involve residents, local businesses, and neighboring jurisdictions.

Lakewood has some favorable characteristics that provide substantial advantages in addressing energy and climate change. These advantages include vacant and underutilized lands, the Downtown and the Lakewood Station District Subarea Plans, and recent revised development codes that help moderate future emissions by facilitating convenient access to employment, transportation modes and essential human services.

Recent changes to the Growth Management Act provided additional requirements for planning for climate change as per RCW 36.70A.070(9). Under these requirements, the city must include policies in

the Comprehensive Plan in “greenhouse gas emissions reduction” and “resiliency” sub-elements that reduce overall greenhouse gas emissions and enhance resiliency to and avoid the adverse impacts of climate change. The city has until 2029 to meet the new requirements and further work to ensure consistency with the requirements is anticipated from 2024-2029.

5.2 Background

This section includes a summary of relevant information developed as a foundation for the energy and climate change policies included in this Element. Note that this includes considerations that cross over into other components of the Comprehensive Plan, such as the following:

- The **Land Use**, **Housing**, and **Economic Development Elements** in the Plan outline the city's developmental strategy, detailing the types of construction that will be promoted and the development patterns promoted through zoning and regulation. These Elements focus on several considerations related to climate change policy, such as enhancing the jobs-housing balance to decrease commuting times, promoting walkable neighborhoods, and advancing more energy-efficient development. The defined land use policies are essential in reducing greenhouse gas (GHG) emissions and increasing community resilience to the effects of climate change.
- The **Transportation Element** is specifically related to the systems that support different modes of transportation, including freight and passenger vehicles that may be significant sources of GHG emissions. Through this element, the city can work to reduce the vehicle-miles traveled (VMTs) within the city and mitigate associated emissions by promoting ways to decarbonize the vehicles on Lakewood’s streets (e.g., greater use of electric vehicles).
- The **Capital Facilities** and **Utilities Elements** include other infrastructure that will have a significant impact on Lakewood’s contributions to GHG emissions. This specifically includes the generation of electric power and the use of natural gas, as well as some larger institutional consumers of electricity, such as water and wastewater treatment facilities.

Other components of the Plan, such as Parks and Open Space, Urban Design, and Public Services also have relevance to addressing GHG emissions and climate change impacts through policies that affect urban heat islands, sustainable practices, and other uses of local energy.

To provide a background for energy and climate change policies, as well as the integration of these policies into the rest of the Comprehensive Plan, this section is divided into four primary components:

- A short background is provided to outline the current context regarding climate change in Lakewood, including the potential impacts to the city and its residents.
- A description of relevant actions and policies at other levels of government is provided, with considerations for local policies in Lakewood.
- A review of the actions taken by Lakewood to date is provided as a basis for future actions.
- Finally, a review of the findings from engagement with a steering committee is included, with a focus on principles for Lakewood’s energy and climate change policies.

5.2.1 Current Context

Findings from the Intergovernmental Panel on Climate Change (IPCC) have outlined how human activities are the primary cause of climate change. While climate impacts can be difficult to observe over the longer term, it is expected that changing temperatures will be linked to different effects, including: disruption of ecosystems; more frequent and damaging storms accompanied by flooding and landslides; increases in the number and severity of heat waves; extended water shortages because of reduced snowpack; increased likelihood of wildfires; and disturbance of wildlife habitats and agricultural activities.

There are several general effects expected across the Pacific Northwest:

- Sea level rise will increase erosion, flooding, and threaten coastal infrastructure and ecosystems along Puget Sound.
- Rising water levels may submerge and damage tidal wetlands crucial for bird and fish habitats.
- Warming temperatures are reducing Washington's snowpack, leading to increased water flow in late winter and early spring but decreased flow and earlier snowmelt in summer, which can have both environmental effects and effects on the availability of water for public use.
- Declining snowpack and warmer water temperatures could negatively impact skiing, salmon habitats, hydroelectric power generation, and other economic activities.
- The area burned by forest fires in the Northwest may double with changes in the climate, with rising temperatures heightening tree susceptibility to pests and increasing the prevalence of pine beetles.
- The anticipated reduction in streamflow could decrease water available for irrigation, potentially affecting the yields of crops like apples and cherries in Washington.

Under these considerations, Lakewood could experience impacts that should be considered in planning, including:

- Changes to local weather patterns, especially **more frequent peak storm events**.
- **Rising Puget Sound water levels** influencing Chambers Creek Dam at high tides and eventually lead to overtopping.
- Intermittent lakes such as Carp Lake becoming **more intermittent** or disappearing altogether.
- Areas with steep slopes such as Chambers Creek Canyon experiencing **increased frequencies of landslides** with heavy rainfall events.
- Managing an **increased flood risk** in the Clover Creek watershed, especially with rising flood waters potentially impacting I-5 between Highway 512 and Bridgeport Way. Note that Clover Creek could see a 16% increase in peak streamflow when comparing the 1980-2009 average and the 2040-2069 predicted average.
- Additional pollutant loading from peak storm events and higher summer temperatures making existing **water quality issues** in the city worse, resulting in depleted oxygen levels and more algae bloom events.
- An **increased potential for wildfires** in Fort Steilacoom Park, the open space areas behind Western State Hospital, JBLM lands adjacent to the city limits, and vacant lands within the I-5 and Highway 512 Corridors could result in a loss of vegetation and impacts to air quality.

Urban Heat Islands & Tree Canopy

Heat islands are urbanized areas that experience higher temperatures than rural and vegetated areas due to structures such as buildings, roads, and infrastructure. These structures absorb and re-emit the heat from the sun more intensely than in natural environments, and less greenery means that there are fewer opportunities for shade. During the summer, the consequences of urban heat islands include heightened energy and electricity needs for cooling buildings, leading to increased GHG emissions from higher electricity demand.

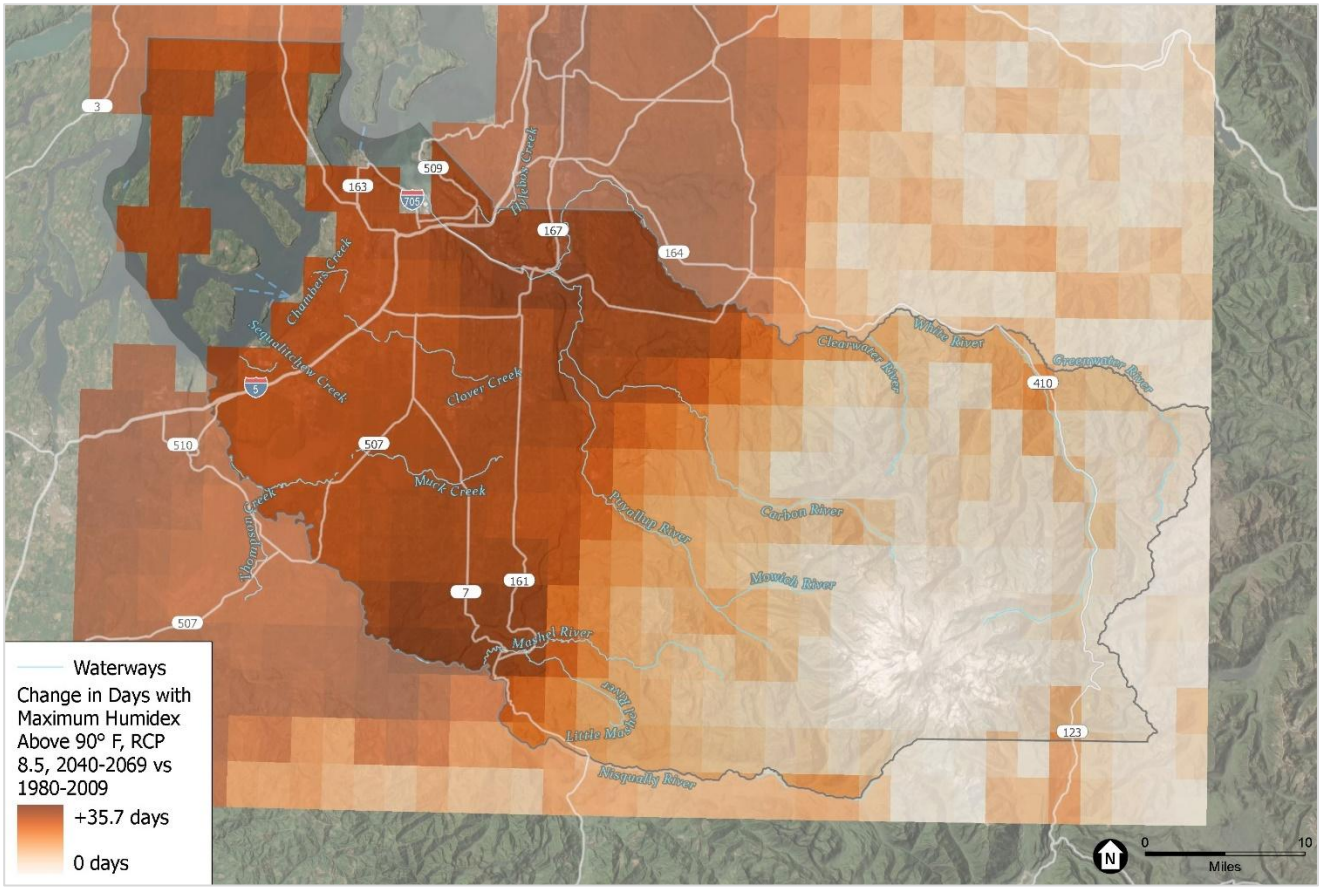
Urban heat islands and excessive heat events pose increased risks in Lakewood in different ways, including the following:

- Vulnerable populations such as older adults, young children, low-income populations, people in poor health, and people who spend their working hours outdoors are vulnerable to the health effects of higher temperatures and potential negative air quality.
- Urban heat islands can also negatively affect water quality due to warmed stormwater runoff increasing the water temperature in streams, rivers, ponds, and lakes. This water temperature warming can stress aquatic life and result in die-offs that can impact local ecosystems.

The following maps highlight several considerations with respect to urban heat islands and mitigation with tree cover:

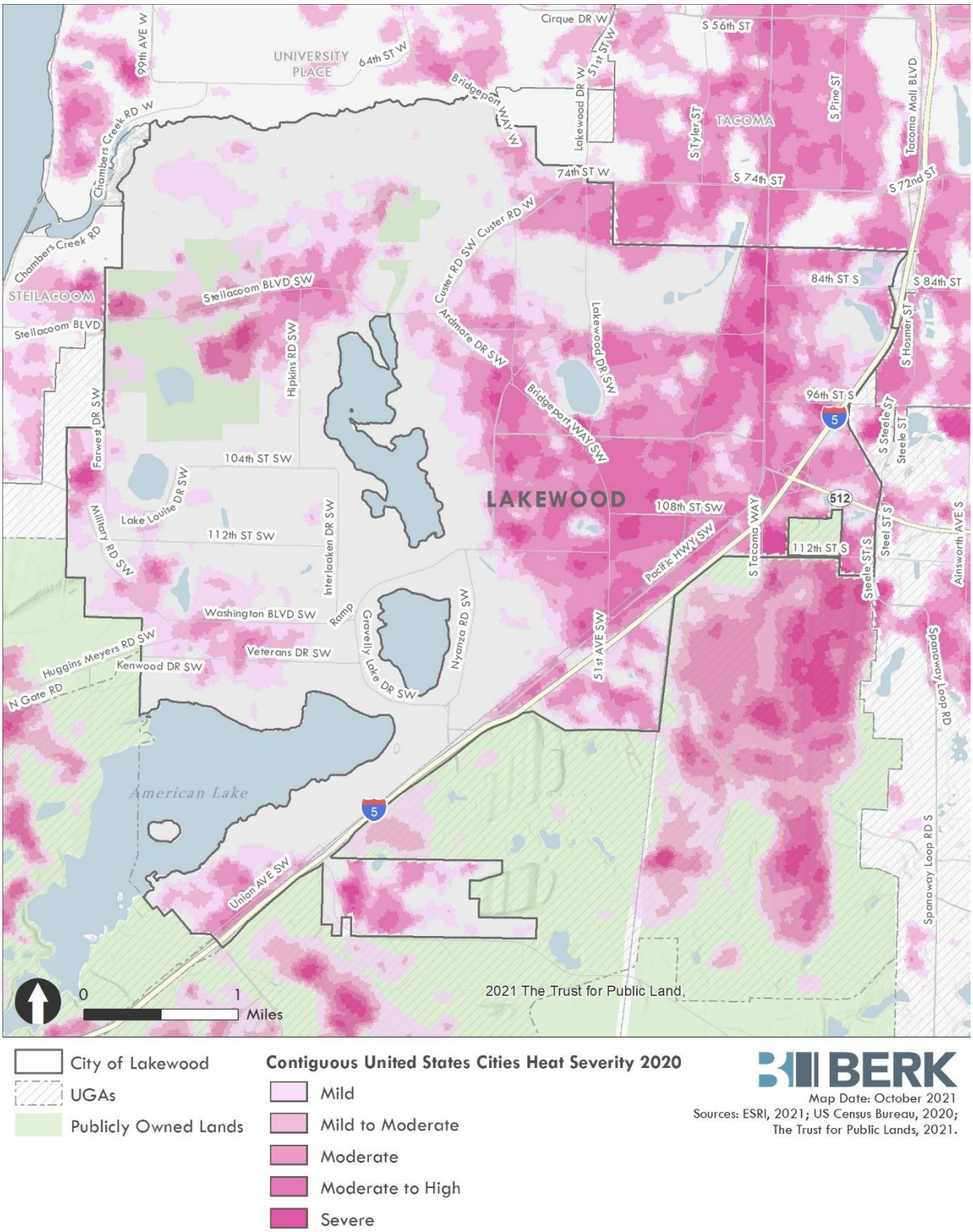
- Exhibit 5-1 provides the **expected increases in extreme heat events**, defined as the projected increases in high humidex days for 2040–2069. Lakewood is in the urbanized area in western Pierce County that will experience more extreme heat events over the coming years.
- Exhibit 5-2 depicts the **level of heat severity** in the city, highlighting areas with urban heat islands of more intense heat. Generally, urban heat islands with high to severe heat severity are in the eastern part of the city, near the Downtown and the developed commercial, industrial, and multifamily areas.
- Exhibit 5-3 shows the **current tree canopy coverage** in the city. Overall, the tree canopy is 29% of total area, with 13 square kilometers of tree canopy coverage. The greatest amount of tree canopy area is found in neighborhoods in the northwestern and central areas of the city. Conversely, areas with low amounts of tree canopy coverage include the northeastern and mid-western parts of the city. Note that a lack of adequate tree canopy coverage contributes to an increased urban heat island effect, while an increase in tree canopy coverage can contribute to carbon sequestration and improve air quality, improve community health and well-being, cool the air, and manage stormwater.
- Exhibit 5-4 identifies areas that have fewer trees and a higher concentration of overburdened communities using a **"tree equity score"** as per the organization American Forests. This score assesses the extent to which the advantages of greater tree coverage are accessible to lower-income populations, communities of color, and other groups that are often disproportionately affected by extreme heat and environmental risks. Note that the areas with less equity in tree canopy in Lakewood are largely in the greater developed commercial, industrial, and multifamily areas.

Exhibit 5-1. Extreme Heat and Days above 90°F Humidex.



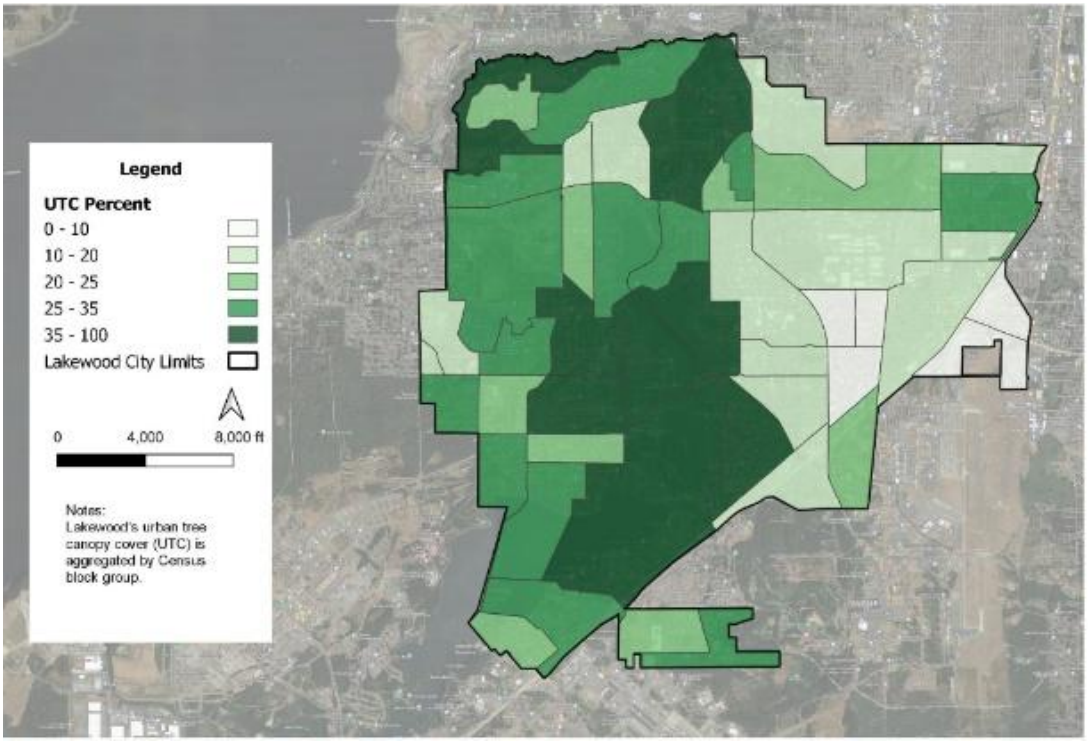
Sources: Abatzoglou and Brown 2012; BERK 2023; UW CIG 2022.

Exhibit 5-2. Lakewood Heat Severity (2020).



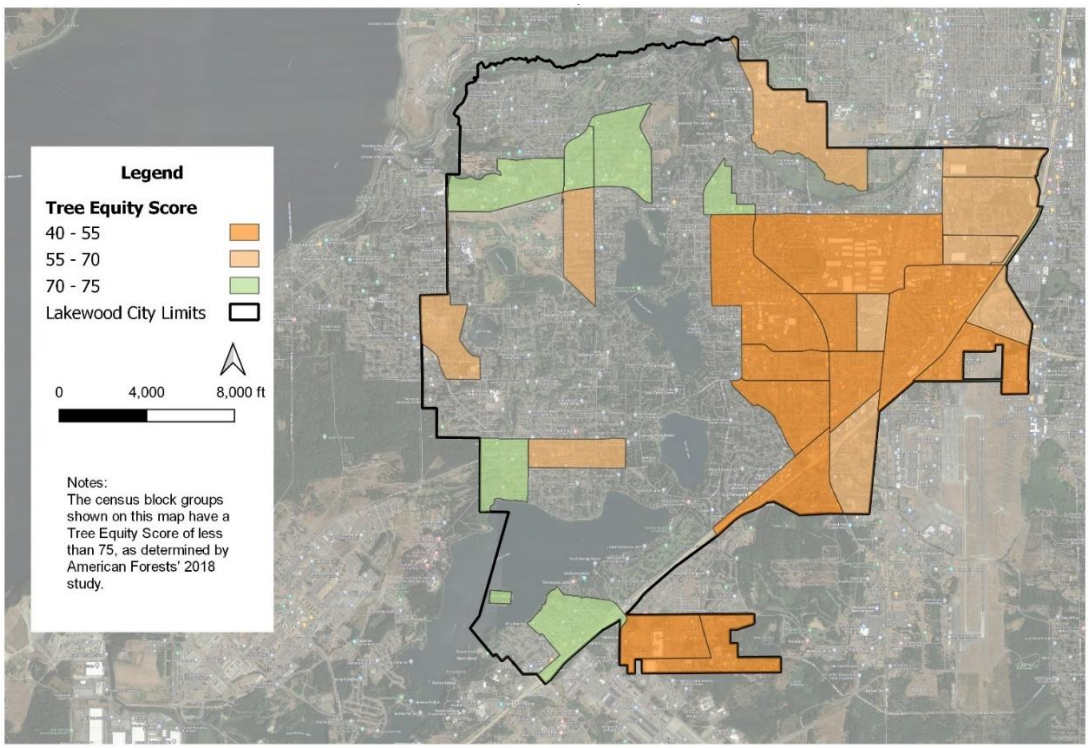
Sources: ESRI, 2021; US Census Bureau, 2020; Trust for Public Lands, 2021.

Exhibit 5-3. Percent Urban Tree Canopy Coverage, City of Lakewood.



Source: Plan-it GEO, prepared for City of Lakewood 2022.

Exhibit 5-4. Tree Equity Score (75 or less).



Source: American Forest, Tree Equity.org, Plan-it Geo, 2022.

Floodplains and Surface Water

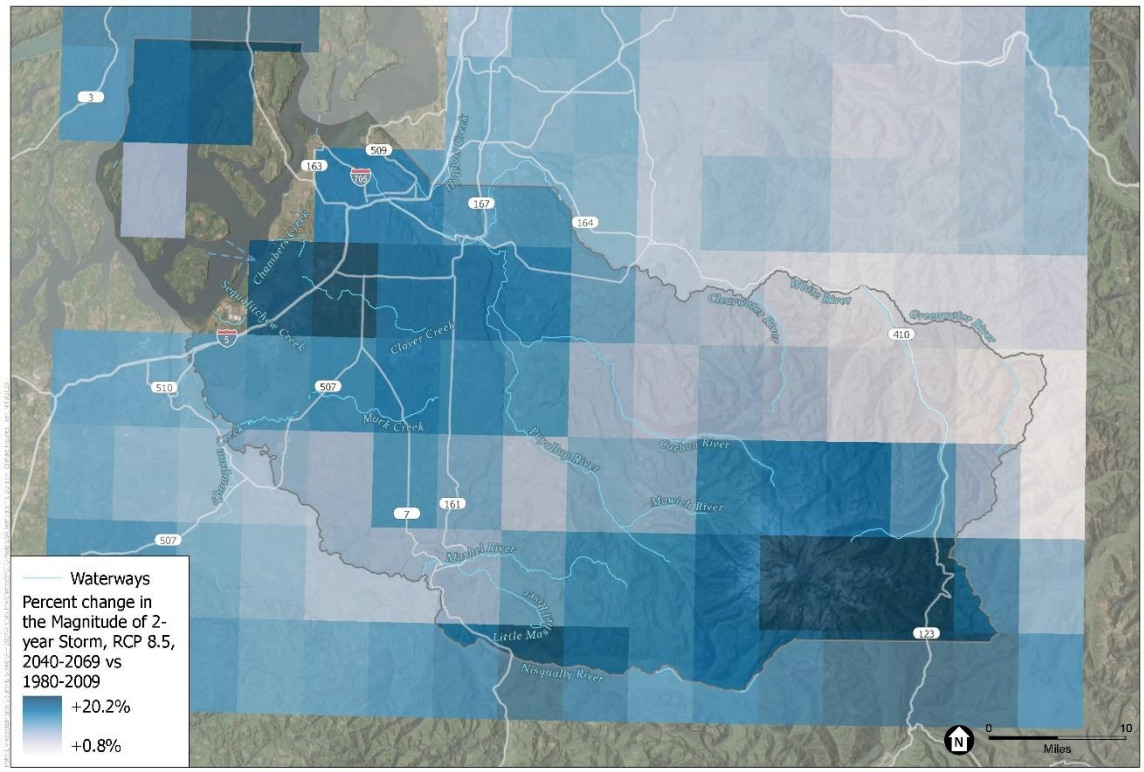
The following maps provide perspectives on the increased risks Lakewood will face over the coming years associated with changes to precipitation and the associated effects on stormwater and flood risks:

- Exhibit 5-5 presents the percent change in magnitude for two-year storms for the 2040–2069 period across Pierce County, which provides a general assessment of the expected increase in intensity for major storm events.
- Exhibit 5-6 highlights the expected percent change in annual maximum streamflow for the 2040–2069 period for identified streams, with a focus on Lakewood.
- Exhibit 5-7 provides the 2019 revisions to the 100-year floodplain map for the area of Lakewood close to the 51st Ave SW interchange for I-5.

Approximately 9%, or 1,098 acres, of Lakewood's total area is covered by lakes and other surface water, with a notable presence of creeks and wetlands. The Clover Creek watershed, the principal watershed within the city limits, saw a significant update in 2019 when FEMA revised the 100-year floodplain map. The new map indicates a raised flood risk, with floodwaters from a 100-year event in Clover Creek expected to have an expanded impact on the Springbrook neighborhood, I-5, and areas within the Hillside and Downtown neighborhoods.

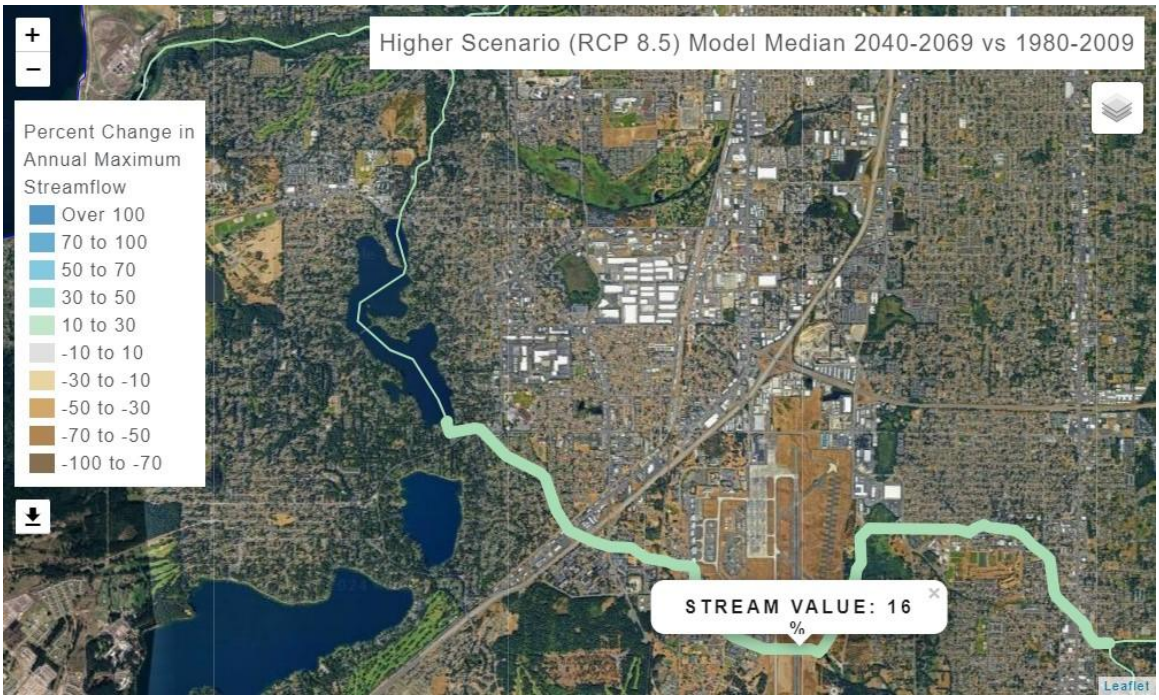
This highlights that the city is subject to potential climate change impacts related to peak storm events and flooding. This may directly impact key infrastructure such as I-5 between Highway 512 and Bridgeport Way. Additionally, the area could experience increased risk and potential damage from floods in general, as well as higher pollutant loads that could worsen water quality issues in the city's multiple lakes and streams.

Exhibit 5-5. Extreme Precipitation, Pct Change Magnitude of the 2-Year Storm: 2040–2069 Higher Scenario.



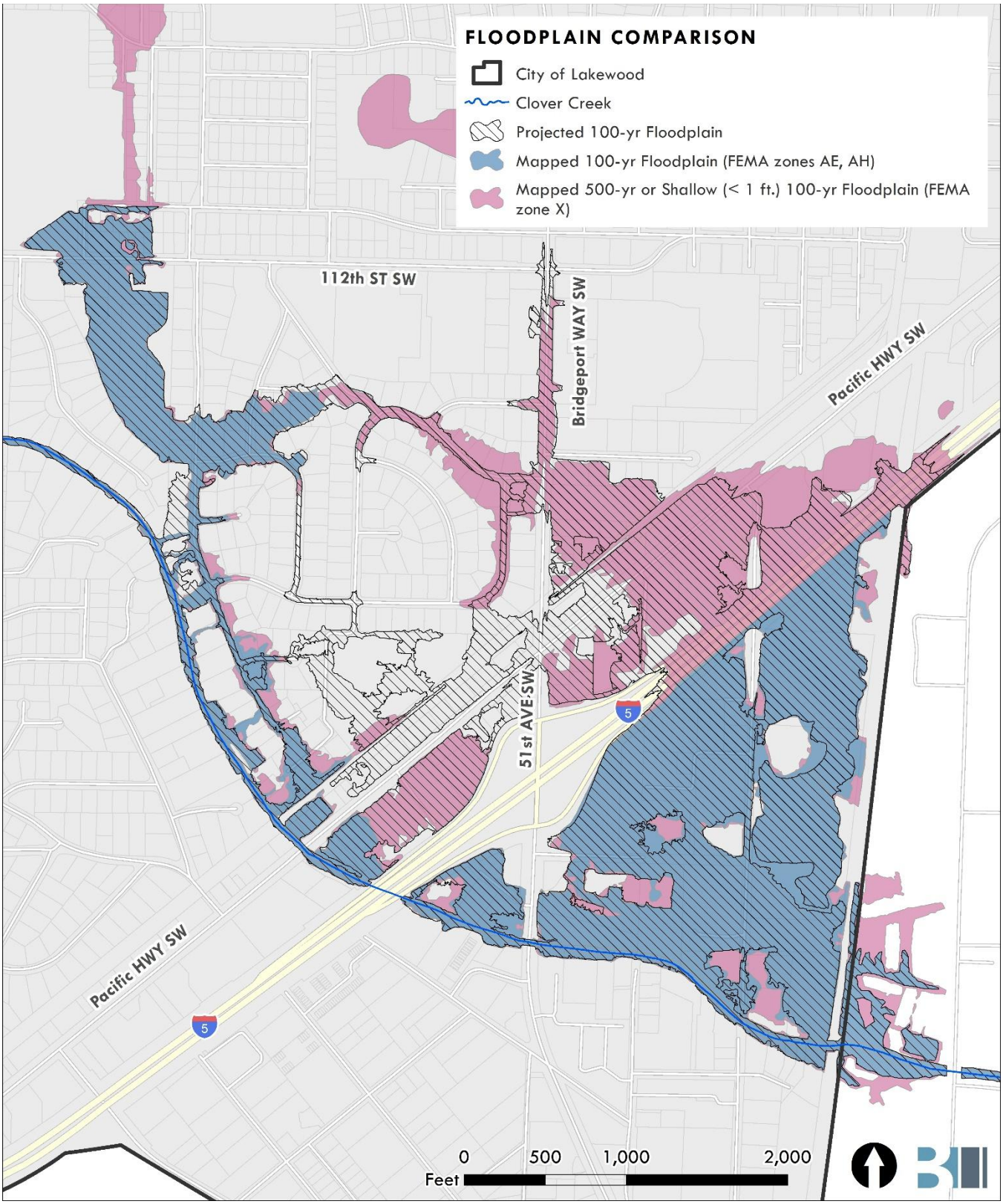
Source: Salathé et al. 2010; BERK 2023; UW CIG 2022.

Exhibit 5-6. Percent Change in Annual Maximum Streamflow.



Source: UW CIG 2022.

Exhibit 5-7. Clover Creek FEMA Floodplain Comparison.



Source: FEMA, 2017; BERK 2022

Wildfire Risk

In recent years, communities across western Washington have grown increasingly concerned about the role of climate change in amplifying wildfire risk in the region. The prevalence of large-scale wildfires in eastern Washington, California, British Columbia, and elsewhere have led to smoke events that have directly impacted air quality in western Washington, which have exacerbated health risks to vulnerable populations. Additionally, shifting climate patterns are also expected to increase the likelihood of wildfires in local communities, increasing the risk of property loss and impacts to city residents.

As these changes become more pronounced, there is a growing need to prepare for and respond to wildfire dangers and raise public awareness about the associated risks. In Lakewood, portions of the city are also at higher risk of wildfires. As shown in Exhibit 5-8, these areas are categorized as “interface” and “intermix”, where structures or developments are surrounded on two or more sides by wildlands.

Disparate Impacts

Climate change disproportionately impacts disadvantaged communities due to existing vulnerabilities and a lack of capacity for adaptation. For one, these communities often face greater exposure to climate hazards such as heatwaves, floods, and poor air quality because of their location and local conditions. Lower-income neighborhoods may lack adequate infrastructure to withstand severe weather events, for example, leading to increased flood risks and damage to property. These communities are also often found in areas with higher environmental pollution, which can compound health impacts such as respiratory issues from increased air pollution.

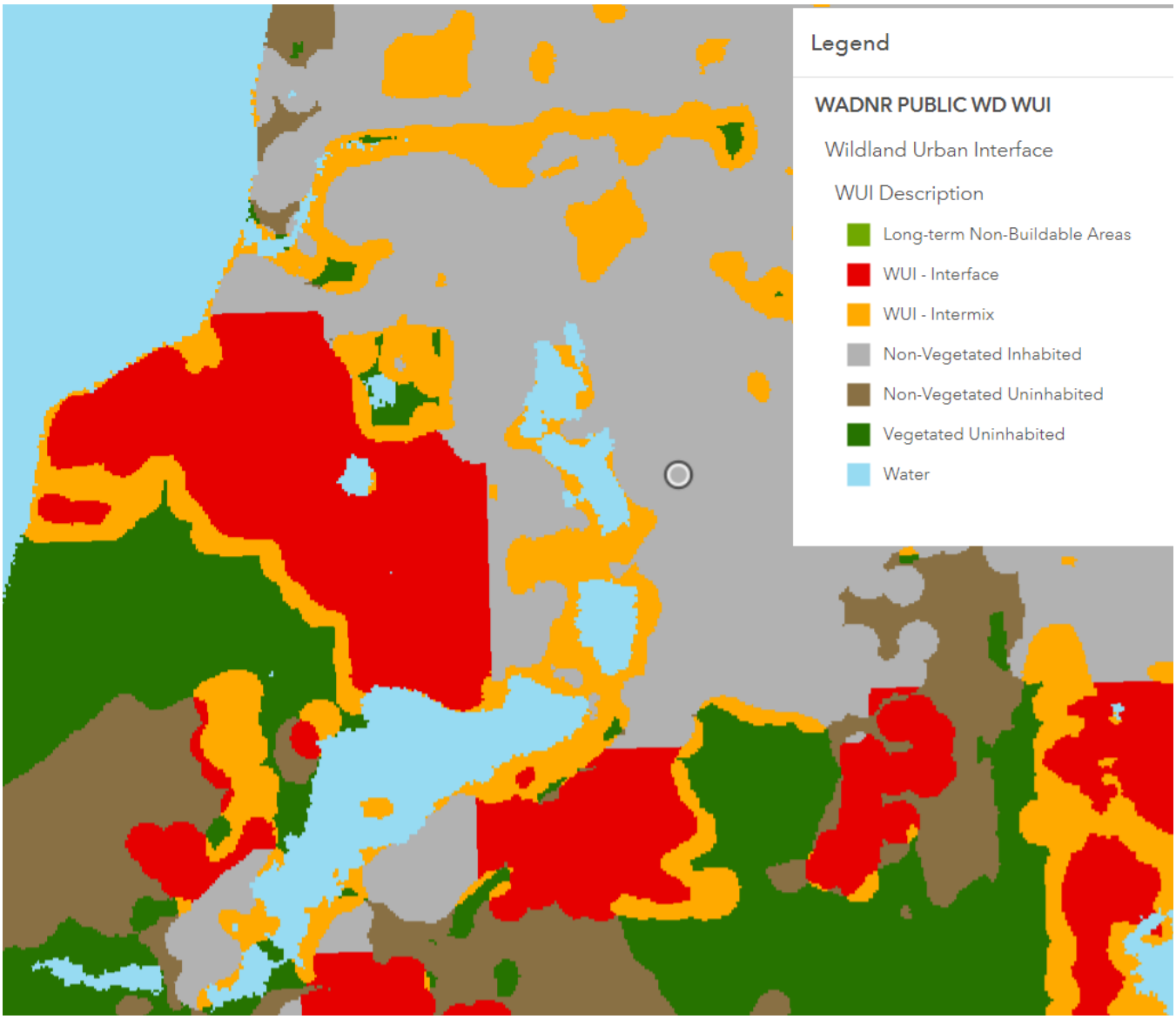
The ability of disadvantaged communities to cope with and recover from climate-related hazards is often limited by systemic inequities. Socioeconomic factors such as lower income, limited access to healthcare services, and reduced mobility limit the capacity to prepare for or respond to disasters. The combination of these factors leads to a higher overall risk, making climate resilience a critical issue for these populations even more than the broader public. This can require targeted policies that not only mitigate climate hazards but also strengthen the social and economic fabric of these communities.

The following exhibits identify major concerns for disparate impacts in Lakewood:

- Exhibit 5-9 presents the broader equity index map, which is used by the city to identify and qualify concerns with inequities in different systems.
- Exhibit 5-10 displays both exposure to climate-related hazards and an associated equity index to highlight those areas where communities both face significant climate impacts and may not have the resources to manage these impacts effectively.

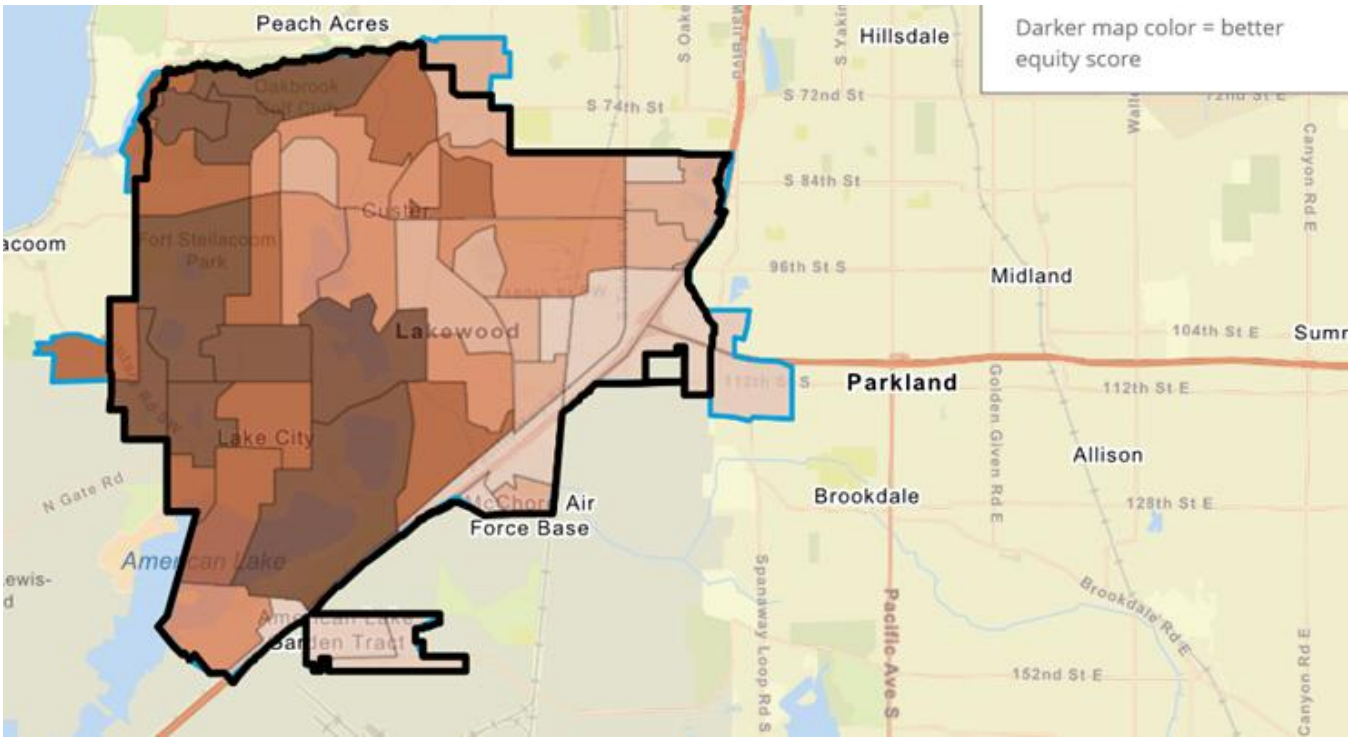
From these maps, there are several communities where these effects are particularly severe. Areas such as Parkland, Midland, Lakewood, Spanaway, and JBLM include the highest concentrations of low-income households in Pierce County, which make them highly vulnerable to these impacts and should present a focus for future policy.

Exhibit 5-8. Wildland Urban Interface, Department of Natural Resources



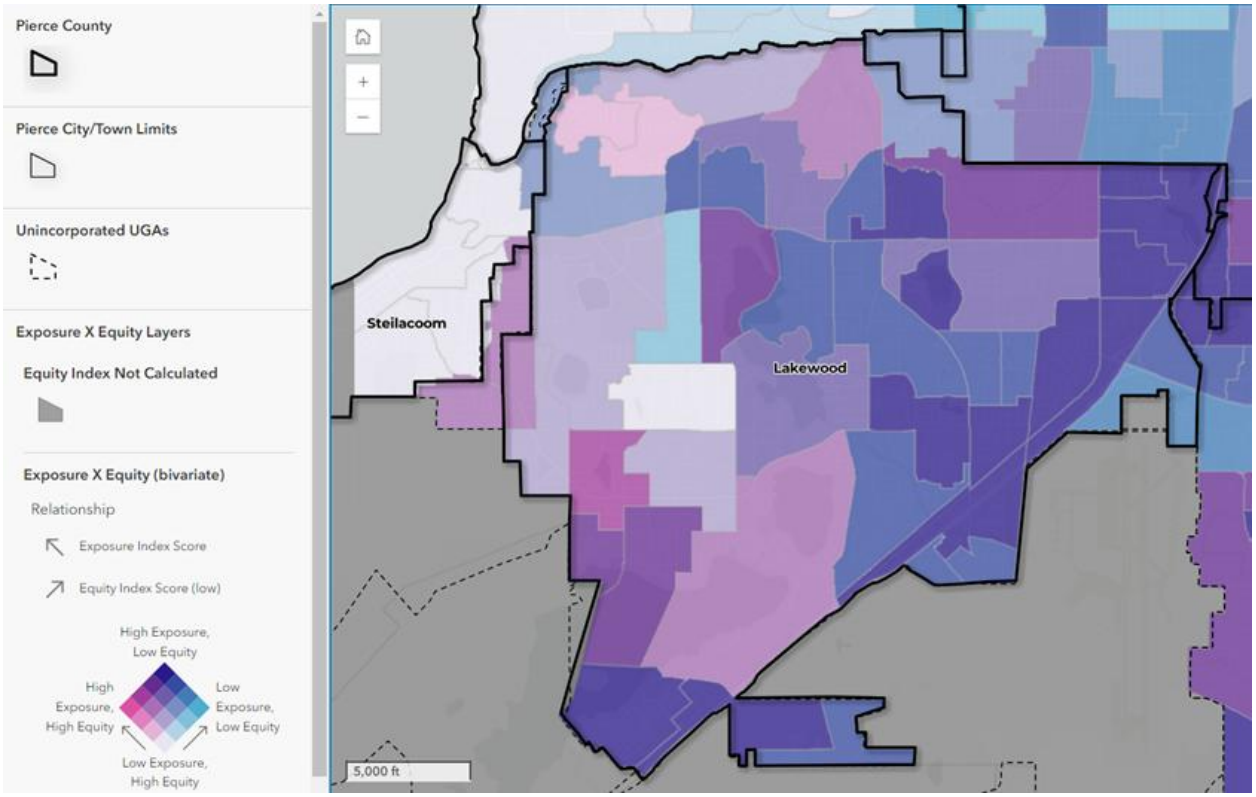
Source: Department of Natural Resources, May 30, 2024.

Exhibit 5-9. Lakewood Equity Index Map.



Source: US Census 2020; CAI,. 2024.

Exhibit 5-10. Climate Exposure and Equity in Lakewood Vicinity.



Source: BERK 2023.

5.2.2 Local Greenhouse Gas Emissions

Exhibit 5-11 shows changes in greenhouse gas emissions in the City of Lakewood from 2019 to 2022, as identified through Google Environmental Insights Explorer. In Lakewood, these emissions are primarily generated by motor vehicles and buildings, and I-5 is a significant source of emissions. Additionally, buildings contribute to emissions directly through heating and indirectly through electricity consumption. Factors such as the types of heating and cooling used, the carbon intensity of electricity generation, and the energy efficiency of buildings influence the emissions from the built environment.

Overall, emissions in Lakewood have decreased during the 2019–2022 period. While transportation remains the largest source of emissions, its share decreased by 4%, likely due to improved vehicle fuel efficiency and reduced commuting during the pandemic. Residential emissions also saw an overall decline, but there was an increase in total residential emissions due to the inclusion of residential diesel emissions in the calculations.

Exhibit 5-11. Comparison of Lakewood GHG Emissions in 2019 and 2022.

Emission-Type	2019 Emissions (MgCO2e)	Percent of Total	2022 Emissions (MgCO2e)	Percent of Total	Difference
Residential					
Residential Electricity	72,121	11%	68,800	11%	(3,321)
Residential Natural Gas	59,071	9%	46,400	7%	(12,671)
Residential Diesel	N/A	N/A	44,800	7%	44,800
Sub-Total	**131,192**	**21%**	**160,000**	**26%**	**28,802**
Commercial/Industrial					
Non-Residential Electricity	110,746	17%	95,040	15%	(15,706)
Non-Residential Natural Gas	35,629	6%	18,480	3%	(17,149)
Non-Residential Diesel	N/A	N/A	18,480	3%	18,480
Sub-Total	**146,375**	**23%**	**132,000**	**21%**	**-14,375**
Transportation					
On-road vehicles – cross boundary inbound	156,997	25%	148,607	24%	(8,390)
On-road vehicles – cross boundary outbound	158,353	25%	150,197	24%	(8,156)
On-road vehicles – in boundary	34,216	5%	28,187	5%	(6,029)
Bus VMT – Cross boundary inbound	5,274	<1%	2,586	<1%	(2,687)
Bus VMT – Cross boundary outbound	5,955	<1%	2,929	<1%	(3,025)
Bus VMT – In boundary	1,048	<1%	606	<1%	(442)
Sub-Total	**361,843**	**57%**	**333,114**	**53%**	**-28,729**
Total Emissions	**639,410**		**625,112**		**-14,296**

Source: City of Lakewood, 2021; Google Environmental Insights Explorer 2024; BERK 2024

5.2.3 Actions Taken

Actions by Other Agencies

Issues related to climate change are significant across different levels of government. Different efforts ranging from federal and international efforts to state, regional, and local initiatives are all focused on addressing the clear needs both to reduce the emissions of greenhouse gases and to adapt to the impacts of a warming climate.

State

State level actions have included several major bills recently, including:

- The **Clean Buildings Act** (HB 1257), which requires all new commercial buildings over 50,000 square feet to reduce their energy use intensity by 15% compared to the 2009-2018 average by 2026–2028.
- The **Clean Fuel Standard** (HB 1091) requires a 20% reduction in the carbon intensity of transportation fuels by 2038 compared to a 2017 baseline, which is achieved through cleaner fuels or credits.
- The **Internal Combustion Engine Ban** (SB 5974) establishes a target that all passenger and light duty vehicles of model year 2030 and later must be electric vehicles, and the sale of gasoline/diesel passenger vehicles would be banned by 2030.
- The **Clean Energy Transformation Act** (SB 5116) applies to electric utilities serving Washington customers, which must eliminate coal-fired electricity from their portfolios by 2025, demonstrate carbon neutrality by 2030, and supply Washington customers with 100% renewable or non-emitting electricity by 2045.
- The **Climate Commitment Act** (E2SSB 5126) places an economy-wide cap on carbon to meet the state GHG reduction targets and requires that 35-40% of the investments from the program proceeds must be made in overburdened communities to reduce health disparities and create environmental benefits.
- **Mandatory Climate Elements** have been required through HB 1181 so local governments incorporate climate change into comprehensive plans through an individual element and additional requirements in other sections.

These actions highlight ongoing efforts to control major sources of emissions that are under the regulatory authority of the state government, and to indicate a path forward with respect to cleaner fuels, electricity generation, building energy efficiency, and local planning and development.

Regional

The PSRC has established several regional goals and policies with respect to climate change action as part of the VISION 2050 regional plan. Overall regional targets under this plan focus on implementing the goals of the Puget Sound Clean Air Agency, with:

- A 50% reduction in emissions from 1990 levels by 2030; and
- A 80% reduction in emissions from 1990 levels by 2050.

In addition to a focus on these emissions reduction goals, VISION 2050 also includes other key climate change policies for:

- Reducing building energy use;
- Expanding energy conservation and alternative energy sources;
- Reducing vehicle miles traveled and promoting the electrification of the transportation system;
- Protecting natural carbon storage in trees and forests;
- Addressing impacts of climate change on vulnerable populations in the region;
- Supporting resilience to the impacts of climate change;
- Understanding the effects of climate change on hydrological systems; and
- Encouraging county and local planning for climate change.

County

Pierce County's actions with respect to climate change have been based on ongoing sustainability plans, with the most recent being the Sustainability 2030: Greenhouse Gas Reduction Plan passed in 2021. This Plan focuses on six major areas of action:

- Energy and Built Environment;
- Transportation;
- Waste Reduction;
- Nature-based Climate Solutions;
- Education & Outreach; and
- Growing Community Capacity.

Under this framework, the County is committed to reducing communitywide GHG emissions by 45% below the 2015 county baseline by 2030.

City Actions to Date

The City of Lakewood has taken several actions recently to address both GHG emissions and climate change impacts, including the following:

- **Energy and Climate Change Chapter:** In 2021, the City of Lakewood adopted a new Comprehensive Plan Energy and Climate Change Chapter (ECCC) to proactively develop policies, incentives, and voluntary actions, and regulations about climate change and address the particular causes and effects at a local level.
- **City Tree Code and Urban Forestry:** In 2022, the City adopted a new tree regulation to promote tree preservation and protect some of the City's most significant trees, including the Oregon White Oak. This ensures that into the future the local urban forests in Lakewood can serve as carbon storage.
- **Ordinance No. 776:** In 2022, the City adopted Ordinance No.776 to establish a three-year climate change work plan. It included fourteen items to make progress towards responding to the impacts of climate change and relevant future goals and policies. These goals include a five-year plan in

partnership with PSE, Tacoma Power, Lakeview Light & Power, and the Pierce County Sustainability Collaborative to support GHG emission reduction

- **Lakewood Non-Motorized Transportation Plan:** The City developed a complete plan to review and support non-motorized transportation in the city. This Plan, completed in June 2023, highlights many of the obstacles faced with developing a consistent network for cyclists and pedestrians, and proposes a prioritization framework to determine key projects to complete to build out an interconnected system.

5.2.4 Lakewood and Future Climate Change Response

Based on the work conducted through engagement with the public on climate change, the community sees that there are several key principles to be considered as part of a comprehensive response to climate change in the community.

Finding 1: Lakewood can provide leadership and engagement.

The city will seek opportunities to develop cross jurisdictional solutions based upon state and federal emission reduction targets. Lakewood can play an active role in these efforts by:

- Collaborating and partnering with relevant agencies and organizations to advocate for substantive action on climate change;
- Raising awareness among Lakewood residents and businesses about key climate change challenges and solutions;
- Leading by example by incorporating new energy efficiency practices and policies;
- Partnering with other local agencies to create a regional approach to addressing climate change; and
- Incorporating environmental justice, and equity policies and programs into climate change decision-making.

Finding 2: Lakewood can actively regulate land uses to reduce greenhouse gas emissions.

There is a close link between levels of energy consumption and land development patterns. Land use policies that encourage goods and services to be located within convenient walking distance of residential neighborhoods can decrease reliance on private automobiles. This in turn has the positive benefit of decreased daily energy use. Sustainable development patterns require:

- Promoting mixed-use and infill development in the Downtown and other major activity centers, along key commercial corridors and on vacant and underutilized parcels;
- Promoting walkability in neighborhoods by improving streetscape design and locating housing close to local serving uses and public spaces;
- Prioritizing the use of green and sustainable development standards and practices in planning, design, construction and renovation of buildings and infrastructure;
- Promoting the integration of neighborhood commercial uses in residential areas; and
- Supporting urban agriculture and making locally grown food accessible to all residents.

Finding 3: Lakewood can improve upon its active modes of travel.

Private automobiles remain the primary mode of travel in the city. Public transit, pedestrian and bicycle facilities can be improved to ensure that transit and active modes of travel become more viable options. Climate-friendly vehicles can also make a significant contribution to emissions reduction. The city can promote climate friendly and efficient transportation options by:

- Coordinating with and supporting Pierce Transit's efforts toward expanding public transit service to improve mobility and reduce reliance on the private automobile;
- Promoting walking and bicycling as a safe and convenient mode of transportation;
- Supporting safe routes to schools and improving bicycle, pedestrian, and transit access;
- Advocating for a local long distance passenger rail system to serve the community;
- Reducing reliance on private automobiles as a primary mode of transportation to decrease emissions from vehicle trips; and
- Committing to acquiring fuel efficient vehicles and equipment.

Finding 4: Restoring and protecting the natural environment will help to mitigate impacts of climate change.

Climate change will have impacts on human and environmental health. A healthy natural environment will help enable the community to respond to future climate change-related events. Lakewood can address these challenges by:

- Restoring and expanding ecological systems to support the natural functions of soil, water, tree canopies, creeks, open space, and other natural resources; and
- Conserving and protecting wetlands, uplands, and natural resources.

Finding 5: Preparing for potential climate change impacts is as critical as reducing greenhouse gas impacts and planning for long-term sustainability.

Communities must reduce greenhouse gas emissions to reduce or even reverse the impacts of climate change. Communities must also prepare for potential impacts to human and environmental health in the short and medium term. Action at the local level to adapt to future impacts will require adequate planning for changing weather patterns.

5.3 Goals and Policies

/ EC-1 Provide Leadership in Managing Climate Change.

Take steps to address climate change and to manage its effects. Partner with other jurisdictions, organizations, residents, and businesses to address climate change and support climate resiliency solutions.

EC-1.1 **Provide Leadership and Advocacy:** Take a leadership role in advocating for local and regional climate change solutions, forge new partnerships, develop innovative solutions, and continue to support and promote regional climate change and sustainability efforts.

EC-1.2 **Increase Public Awareness and Support:** Encourage residents and businesses to reduce their carbon footprint by raising their awareness about the impacts of climate change and by building support for climate change initiatives in Lakewood through education, data, and partnerships with community-based organizations and utility companies.

EC 1.3 **Provide Resources about Climate Change Impacts:** Develop educational resources and publicly available data to build awareness of the impacts of climate change in Lakewood.

EC-1.4 **Achieve Regional Greenhouse Gas Emissions Goals:** Work to achieve regional goals of reducing the emissions of greenhouse gases that contribute to climate change consistent with the goals of VISION 2050 and the Puget Sound Clean Air Agency. These goals are set at reductions of 50% below 1990 levels by 2030 and 80% below 1990 levels by 2050.

/ EC-2 Improve Clean and Efficient Transportation Options.

Expand the city's transportation network by encouraging the use of climate-friendly technology, planning growth around multiple modes of travel, and reducing automobile reliance.

EC-2.1 **Expand Affordable Public Transit:** Lakewood will coordinate with transportation agencies and support enhanced and expanded public transit to improve mobility options for residents and visitors.

EC 2.2 **Develop Safe and Convenient Walking and Bicycling Routes:** Prioritize and incentivize walking and bicycling as safe and convenient modes of transportation.

EC 2.3 **Expand Regional Passenger Rail:** Work with Amtrak and Sound Transit to expand commuter rail service and existing parking facilities.

EC-2.4 **Reduce Private Automobile Use:** Work toward creation of an urban landscape that will reduce reliance on private automobiles through land use planning and by providing amenities and infrastructure that encourage safe and convenient use of public transit, walking and bicycling. Commute Trip Reduction programs cannot happen without partnership with local business organizations and local transit advocates.

EC-2.5 **Improve Multimodal Transportation Options:** Promote improved public transit and partner with private developers to undertake citywide improvements that make active modes of travel, such as walking and bicycling, more comfortable and preferable options.

/ EC-3 Increase Sustainable and Energy-Efficient Systems.

Reduce the city's consumption of energy by encouraging energy conservation and supporting the consumption of energy produced by climate-friendly technologies.

EC-3.1 **Expand Renewable Energy:** Promote the generation, transmission and use of a range of renewable energy sources such as solar, wind power and waste energy to meet current and future demand.

EC-3.2 **Promote Energy Efficiency and Conservation:** Promote efficient use of energy and conservation of available resources in the design, construction, maintenance and operation of public and private facilities, infrastructure and equipment with partners..

EC-3.3 **Promote Solid Waste Reduction and Recycling:** Promote waste reduction and recycling to minimize materials that are processed in landfills.

EC-3.4 **Promote Water Conservation and Reuse:** Promote water conservation and recycled water use to reduce energy use associated with wastewater treatment and management.

/ EC-4 Encourage Sustainable Development.

Reduce energy consumption by promoting sustainable land uses and development patterns.

EC-4.1 **Promote Mixed-Use and Infill Development** Promote mixed-use, high-density, infill development on vacant and underutilized parcels along commercial corridors, in the Downtown area, and in the Lakewood Station District.

EC-4.2 **Develop Compact Walkable Neighborhoods and Livable Streets** Promote safe and walkable neighborhoods and inter-connected streets through the design of complete streetscapes, public gathering places and all types of physical development that encourages less vehicle use.

EC-4.3 **Encourage Green Buildings and Landscaping:** Encourage the use of green and sustainable development standards and practices in planning, design, construction and renovation of facilities.

EC-4.4 **Promote Green Infrastructure:** Develop green infrastructure standards that relies on natural processes for stormwater drainage, groundwater recharge and flood management.

EC-4.5 **Encourage Efficient Development Patterns:** Pursue infill development opportunities and encourage the construction of higher-density, mixed-use projects around existing public transit infrastructure, schools, parks, neighborhood-serving retail and other critical services.

EC-4.6 **Promote Sustainable Practices:** Incorporate ecologically sustainable practices and materials into new development, building retrofits and streetscape improvements.

/ EC-5 Develop a Climate Resilient Community.

Ensure that the long-term effects of climate change and other hazards are minimized on the community.

EC-5.1 **Identify Risks:** Improve the ability to identify areas prone to greater risk from climate change hazards and restrict development and redevelopment in those areas. Increase support for mapping and data collection of high-risk areas.

EC-5.2 **Prepare a Hazard Management Plan:** Develop a comprehensive approach to hazards management planning to include possible climate change scenarios and includes both pre-incident and post-incident responses.

- Ensure that emergency response plans are in place to minimize impacts of future events.
- Address the needs of vulnerable populations during emergency conditions such as extreme heat or smoke events.
- Develop post-disaster redevelopment plans.
- Expand federal and state support for climate-related hazards management.
- Continue to coordinate and cooperate with the hazards-management community.

EC-5.3 **Adopt and Enforce Building and Energy Codes:** As required by Washington State, update building and life safety codes to better address the variety of hazards that are likely to result from climate change.

EC-5.4 **Plan for Flood Risks.** Consider flood risks in the development and management of city infrastructure and facilities.

EC-5.5 **Improve the Urban Tree Canopy.** Enhance the quality and sustainability of the urban forest and urban tree canopy to mitigate urban heat island effects, address stormwater drainage concerns, and meet environmental quality goals.

EC-5.6 **Plan for Climate Resiliency with Public Facilities:** Develop a resilience strategy for the purposes of maintaining strong city finances and livable places, thereby allowing the city to more easily adapt to emergent climate-related disasters. As part of this strategy, incorporate climate-resilient designs in public infrastructure, especially city parks, recreation facilities, and buildings.

EC-5.7 **Encourage Local Resiliency Efforts:** Promote efforts by local businesses to utilize and market climate-resistant features, renewable energy, and other sustainable practices.

EC-5.8 **Address Disproportionate Impacts of Hazards:** Improve the resilience of overburdened communities to the impacts of climate change through outreach and investment.

EC-5.9 **Provide Information About Local Resiliency:** Build awareness in the community about the risks from natural disasters and other emergencies and the public programs intended to address these impacts.

6 Housing

6.1 Introduction

The Housing Element sets the stage for a vibrant, sustainable, family-oriented community through the balanced allocation of land for a variety of housing types affordable to all household incomes. It accommodates growth and promotes the use of transit amenities in the city. Housing and retail or commercial development may be interwoven in some areas where they would mutually benefit one another; elsewhere, different land uses remain discrete to meet other goals.

The goals and policies of the Housing Element will be realized through the city's implementation strategies, including strategic infrastructure improvements; future subarea planning; technical area planning; design and development regulations; the process of development review; and other such methods.

6.2 Background

Lakewood possesses a diverse housing stock with a wide range of unit types and prices, most of which were constructed prior to incorporation in 1996. The inventory includes large residential estate properties, single-family homes of all sizes, some townhouses, semi-attached houses, low- and mid-rise apartments, and high-density apartments.

The Housing Element is based on an assessment of Lakewood's current demographics and existing housing stock. It also is consistent with:

- the GMA;
- the MPPs and Regional Growth Strategy included within VISION 2050;
- the Pierce County CPPs; and
- other elements of the Lakewood Comprehensive Plan.

The Housing Element considers how Lakewood will accommodate its share of projected regional growth and how it will provide housing for all economic segments of its population. It provides a framework for addressing the housing needs of current and future residents. Finally, it serves as a guide for protecting and enhancing the quality of life in residential areas.

The Appendix to this report includes additional information about Lakewood's housing stock and planning requirements.

6.2.1 Population and Housing Targets

The city is required under the GMA to plan towards specific housing targets to address expected growth over the next 20 years. These targets include:

- Overall estimates of the housing necessary to meet population growth.
- Targets for housing affordable across different economic segments of the population, reflecting a variety of residential densities and housing types, as well as preservation of existing affordable housing.
- Needs for housing to meet specific needs for housing insecure groups, including permanent supportive housing (PSH) and emergency shelter beds.

These targets have been adopted as part of the Pierce County CPPs, with the breakdown of housing by income category and specific needs provided under Pierce County Ordinance 2023-22s.

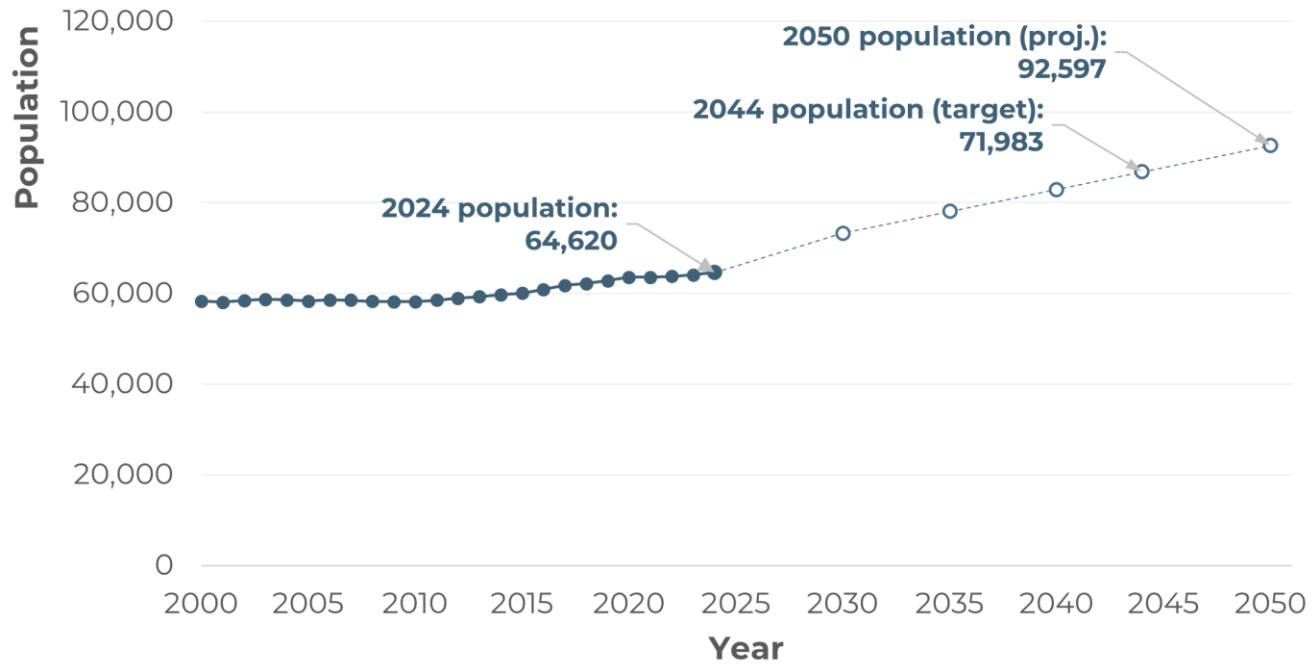
The following exhibits highlight the targets to be addressed in the Comprehensive Plan:

- Exhibit 6-1 provides the current population of Lakewood and expected population in 2044 under the current CPPs, as well as a projected population to 2050.
- Exhibit 6-2 presents the current number of housing units in Lakewood in 2023, as well as the housing unit targets to 2044 under the CPPs.
- Exhibit 6-3 gives the housing targets by household income, based on Area Median Income (AMI) for Pierce County and the type of housing.

As shown in these figures, **a net increase of 9,378 housing units** will be required between 2020 and 2044. As noted in Exhibit 6-4, there are specific targets which will impact the types of housing that will need to be built to meet local needs. Generally, these targets translate to housing types as follows:

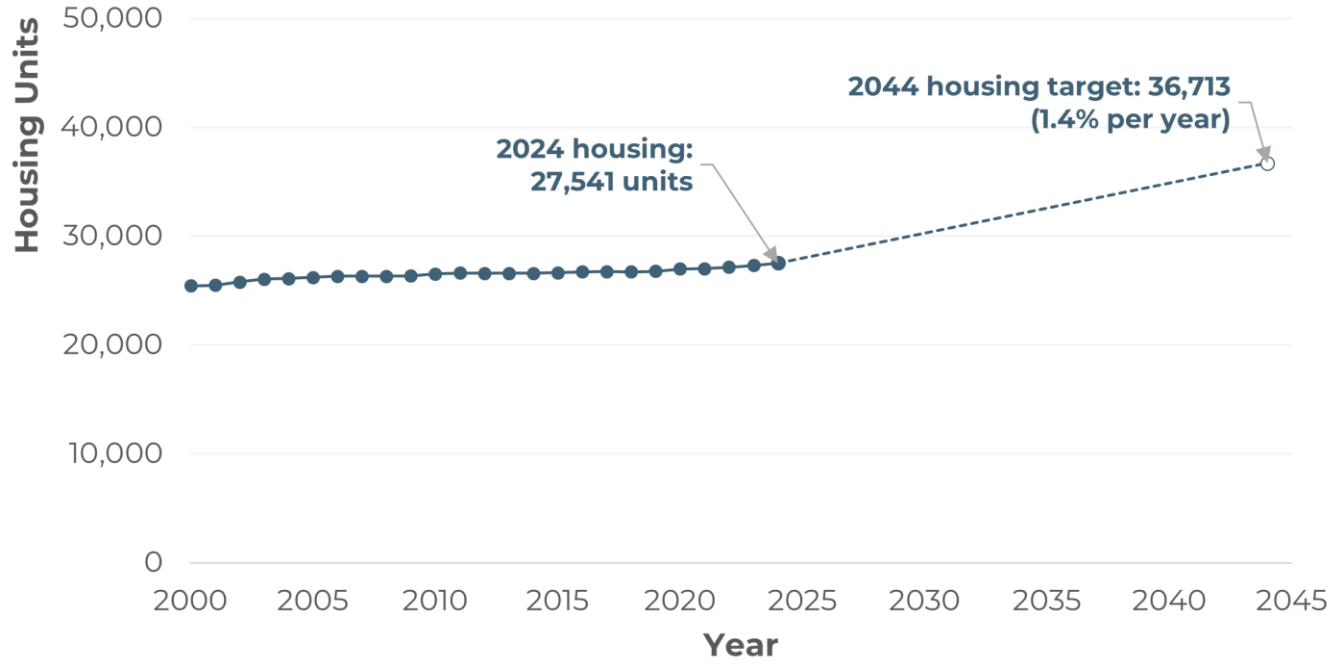
- **Permanent supportive housing: 1,637 units**, which includes not only housing, but also wraparound services for residents, will require multifamily apartment development types and will be account for 17% of the net increase in housing by 2044..
- **Multifamily apartment units: 4,326 units** in denser formats are allocated to meet the needs of households at 80% of AMI or below. This amounts to 46% of the net housing increase. Given the comparatively low rents, these unit types may need to be built with additional financial support and subsidies from government agencies and other organizations.
- **Middle housing units: 1,128 units,** such as townhouses and plex development, are assumed to meet needs at 80–120% of AMI. These housing units may need some subsidies or incentives to be built, but can largely consist of market-rate units. About 12% of the total housing built will be needed to accommodate this AMI range's housing needs by 2044.
- **Other housing types: 2,287 units**, including single-family detached housing, for the needs of households at 120% of AMI or higher. Note that these units will account for about 24% of the total target. These will likely be fully market-rate housing with no need for additional incentives, but note that these targets could be built within mixed-income housing projects that include both affordable and market-rate units.

Exhibit 6-1. Current and Projected Lakewood Population, 2000–2044.



Source: WA Office of Financial Management, 2024

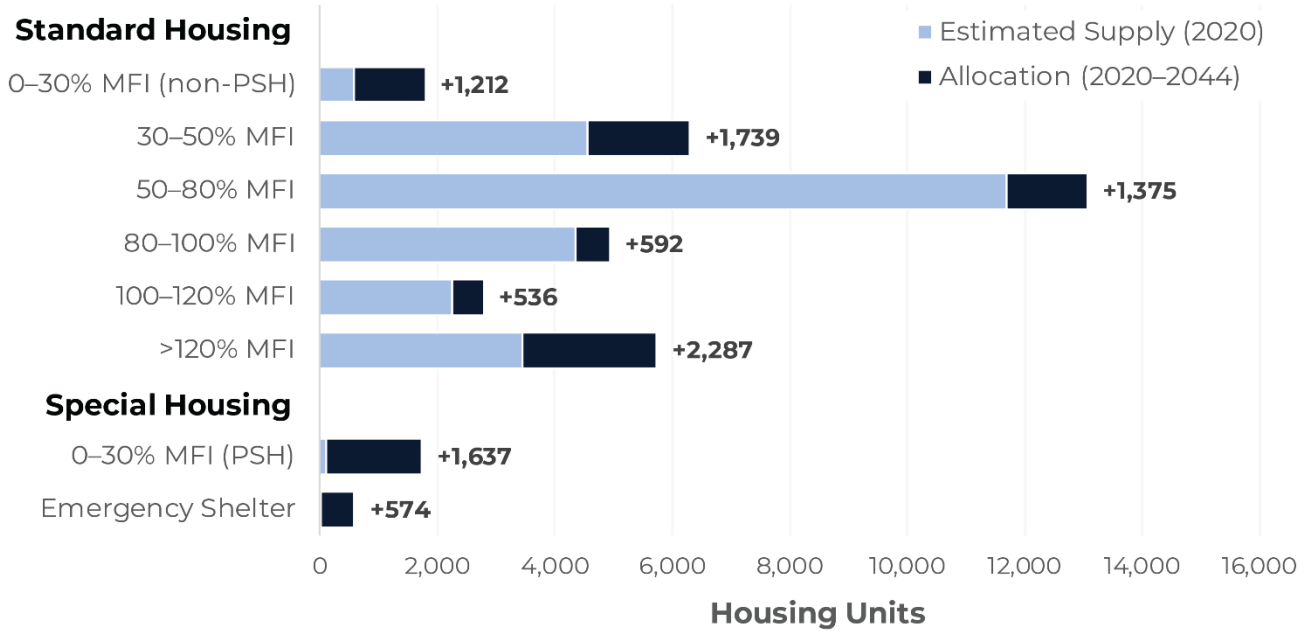
Exhibit 6-2. Current and Projected Lakewood Housing Units and Capacity, 2000–2044.



Source: WA Office of Financial Management, 2024.

Exhibit 6-3. Lakewood Housing Needs by Income Level (% of Area Median Income).

	2020 Est. Supply	2044 Target	Allocation, 2020–2044
Total Housing Units	**26,999**	**36,377**	**+9,378**
0–30% AMI			
Permanent Supportive Housing	101	1,800	+1,637
Additional Housing	588	1,468	+1,212
30–50% AMI	4,565	6,304	+1,739
50–80% AMI	11,699	13,074	+1,375
80–100% AMI	4,347	4,939	+592
100–120% AMI	2,250	2,786	+536
120% AMI or higher	3,449	5,736	+2,287
Emergency Units	**8**	**582**	**+574**



Source: Pierce County, 2023.

In addition to the overall needs for housing, including subsidized housing types and permanent supportive housing for people facing chronic housing instability, these housing targets also specify the need for an **additional 574 emergency shelter beds** to be built by 2044.

6.2.2 Housing Stock and Production

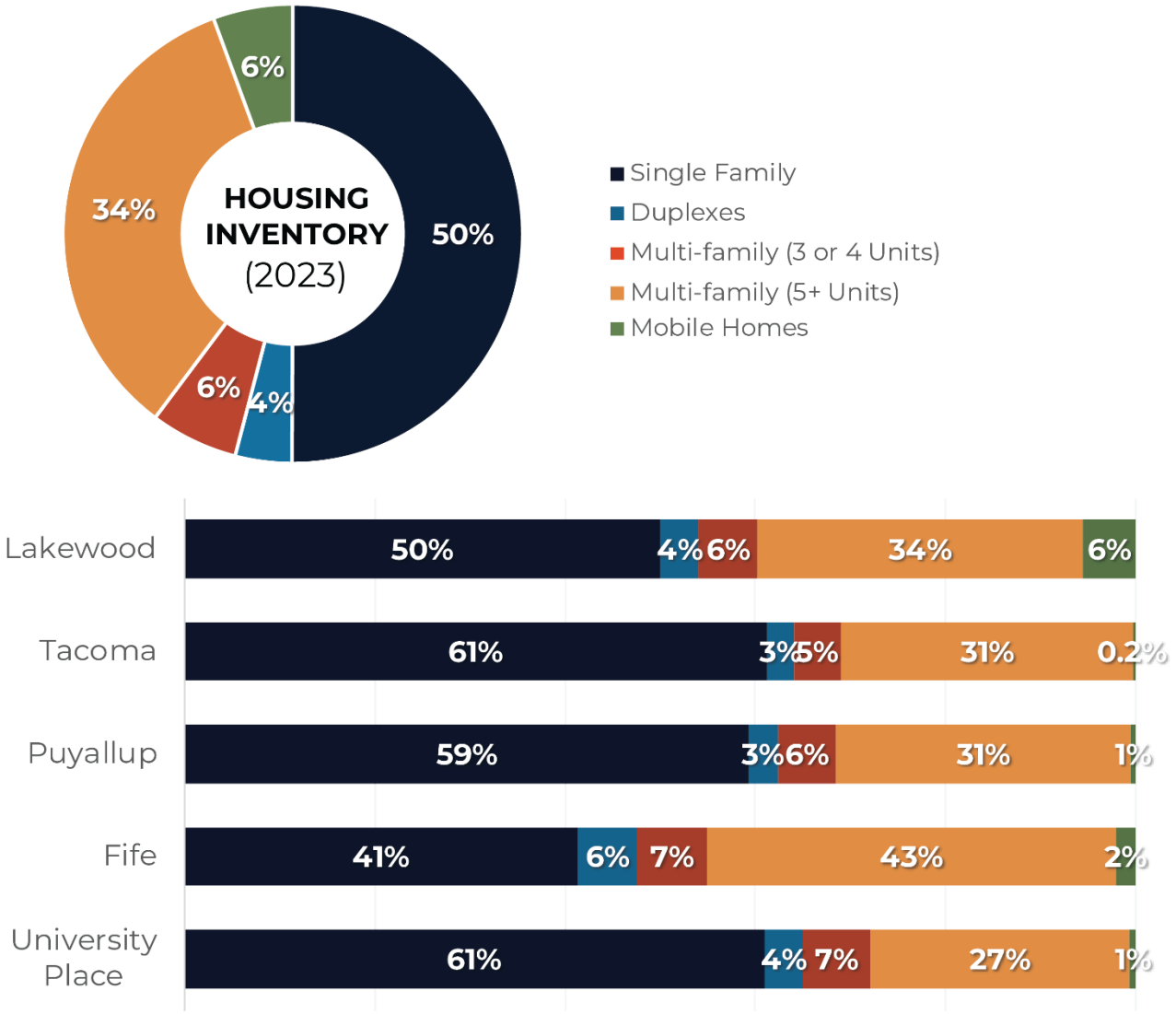
To understand local trends in housing production and the possible need for adjustments to address future housing targets, statistics on housing stock are highlighted in the following figures:

- Exhibit 6-4 provides a breakdown of the current housing stock in Lakewood by housing type, including an assessment of the mobile homes in the city. This figure also compares this breakdown in Lakewood to those in other nearby communities.
- Exhibit 6-5 includes data on housing production in Lakewood between 2010 and 2023. This includes both housing production by year and overall totals for this period.

This highlights several major points:

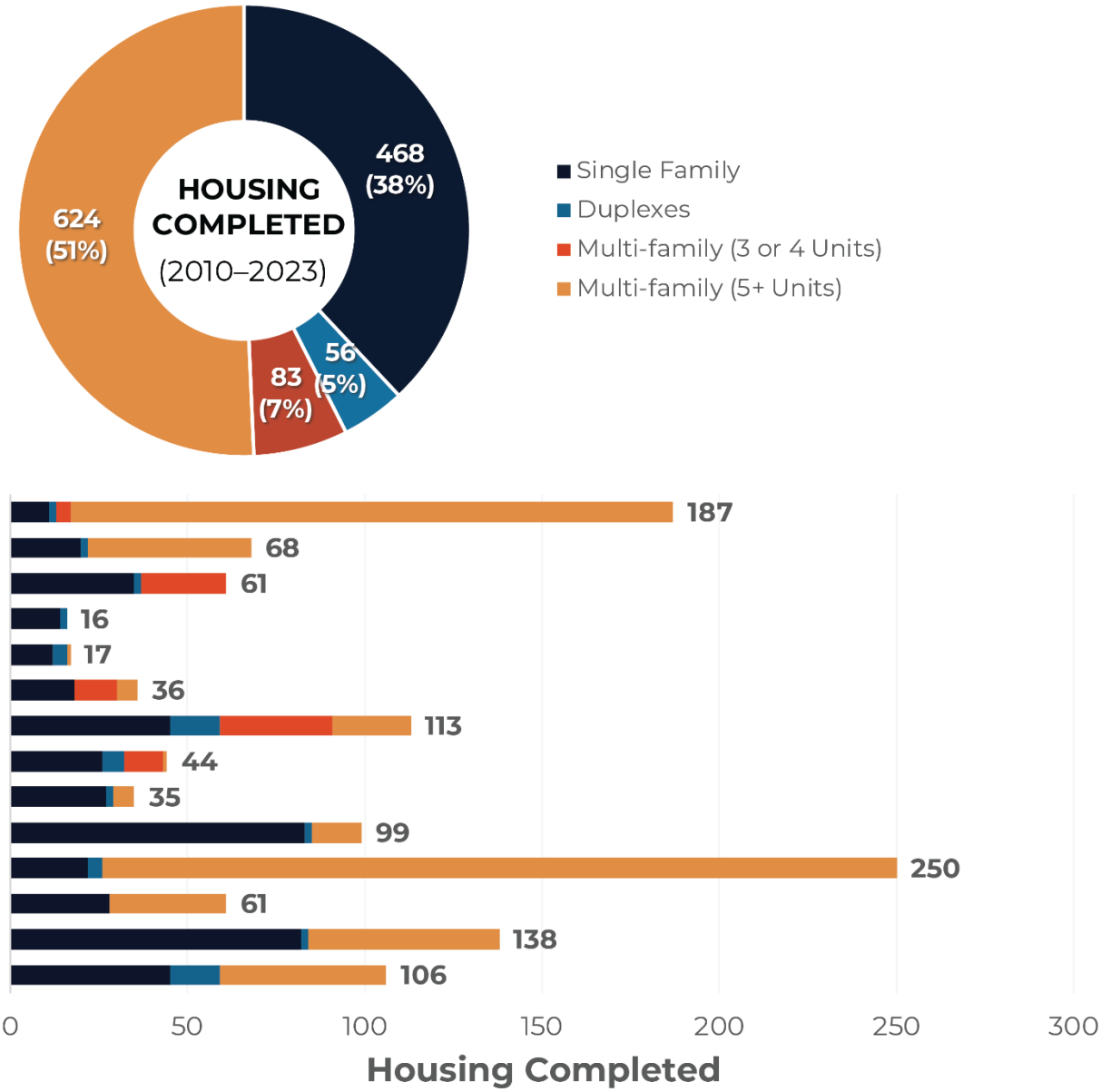
- **Lakewood has had a long history of single-family housing development.** While Lakewood has a smaller relative proportion of single-family detached housing than other communities in the area, half of the housing available as of 2023 consists of these units. This housing type is dominant in the city, and future planning for growth needs to consider the prevalence of this development pattern.
- **Recent growth has been more dominated by multifamily housing, however.** While half of housing in Lakewood consists of single-family units, recent development has included more attached housing and multifamily housing types. Over half of housing built since 2010 has been larger multifamily projects, and plex development has accounted for an additional 12% of total growth.
- **Manufactured housing plays a greater role in the local housing market.** As opposed to other comparable communities in Pierce County, mobile and manufactured homes form about 6% of the city's housing stock. While this is a small part of the total market, this housing type often provides options for lower-income households, and local housing policy should consider the management of manufactured home parks as part of an effort to retain affordable housing.

Exhibit 6-4. Proportion of Current Housing Types, Lakewood and Surrounding Communities, 2023.



Source: WA Office of Financial Management, 2024.

Exhibit 6-5. Housing Units Completed in Lakewood by Type, 2010–2023.



Source: WA Office of Financial Management, 2024.

6.2.3 Housing Capacity and Targets

Exhibit 6-6 provides an estimate of current housing capacity and expected growth to 2044 in Lakewood given changes in recent state statutes regarding allowable housing densities. This table includes outputs from an assessment of available developable land, including:

- **Projected housing needs** for specific household income categories (based on percent AMI).
- A description of the **zoning categories** that could meet the identified needs.
- **Aggregated housing needs** based on the zoning categories.
- **Total net capacity** within the identified zoning categories.
- A **combined net capacity** that aggregates targets at 80% AMI and above to reflect the significant increase in middle housing capacity available and the need to meet targets through growth in these areas.
- The **net capacity surplus / deficit** in capacity under this analysis.

Under this assessment, three different targets by housing type are included:

- Low-rise multifamily and accessory dwelling units for households at **80% AMI or below**, likely identified for rentals;
- Moderate density housing, specifically middle housing options such as plexes and townhomes, identified for **80–120% AMI**, with a mix of rental and ownership options; and
- Lower density housing, including single-unit detached housing, allocated for **120% AMI or above** and likely including mostly owner-occupied housing.

Exhibit 6-6. Estimates of Total Capacity and Expected Growth, 2020–2044.

Income	Projected Housing Need	Zoning Categories Serving Needs	Aggregate Housing Needs	Total Net Capacity	Combined Housing Needs	Combined Net Capacity	Net Capacity Surplus/ Deficit
0-30% Non-PSH	1,212	**Low-Rise Multifamily**	5,963	9,838	5,963	9,838	4,533
0-30% PSH	1,637						
>30-50%	1,739						
>50-80%	1,375						
>80-100%	592	**Moderate Density + ADUs**	1,128	8,879	3,415	7,948	3,875
>100-120%	536						
>120%	2,287	**Low Density**	2,287	(931)			
Total	**9,378**		**9,378**	**17,786**	**9,378**	**17,786**	**8,408**

Sources: BERK, 2024; City of Lakewood, 2024; Pierce County, 2023.

Generally, this assessment highlights that there is sufficient capacity to meet local needs for housing. However, there are several considerations with addressing future housing needs and targets:

- **There is an expected shift in focus to middle housing capacity.** Recent amendments to the Growth Management Act have greatly expanded the allowance for middle housing development.[6] Even without changes in development regulations, this expansion in capacity for middle housing is allowed under state law. However, note that this does not restrict the construction of new single-family homes, as development may be limited by critical areas or property owners might choose to develop single-family residential housing even if more density is allowed.
- **Middle housing capacity may also accommodate higher-income household demand.** Although a portion of the housing target defined in Exhibit 6-6 is targeted to households at 120% of AMI or above, the expansion of areas where middle housing is allowed constrains those locations where new single-family housing may be built. The "combined housing needs" and "combined net capacity" columns indicate how middle housing may help to meet housing needs in these demographics. Ongoing monitoring will be necessary to determine how these needs are being met locally.
- **Housing development needs to increase to meet targets.** The estimated housing target for the 2020–2044 planning period is 9,378 units, which averages to about 390 housing units per year. This exceeds housing completions in the city over the past 14 years, meaning that meeting these targets will require addressing barriers and providing incentives for growth.

The results indicate overall that promoting multifamily and middle housing types will be essential in helping to meet ongoing housing targets over the next 20 years, and that monitoring will be essential in ensuring that this growth can continue over time.

6.2.4 Special Housing Types

In addition to ensuring that there is sufficient capacity for market-rate and affordable housing, there is also a need to maintain conditions in the community to allow for other types of housing to meet local needs. Under the Growth Management Act, the city must consider the needs for many different special housing types, including:

- Group homes,
- Foster care facilities,
- Emergency housing,
- Emergency shelters, and
- Permanent supportive housing.

The GMA also includes considerations of other special types of housing, including senior housing and housing for people with disabilities, which can also have different incentives and may need to be considered differently in development regulations.

[6] See RCW 36.70A.635.

Exhibit 6-7 provides the specific figures for necessary capacity with special housing types provided as part of the Pierce County Countywide Planning Policies. Within these targets, there are two primary types of special housing covered:

- **Permanent supportive housing** is subsidized, leased housing with no limit to the length of stay, and it prioritizes individuals needing comprehensive support services. It uses lower barriers to entry than other housing, particularly regarding rental history, criminal history, and personal behaviors. This housing is paired with voluntary on- or off-site services to meet the specific needs of residents who were previously homeless or at risk of homelessness maintain their tenancy, improve their health, and connect with other community-based services.
- **Emergency housing** includes temporary indoor accommodation for individuals or families who are homeless or at imminent risk of becoming homeless. These facilities are intended to address basic, short-term shelter requirements, as well as health, food, clothing, and personal hygiene needs of individuals or families. Emergency housing may or may not require occupants to enter into a lease or an occupancy agreement.

Exhibit 6-7. Lakewood Special Housing Needs, 2020–2044.

	2020 Est. Supply	2044 Target	Allocation, 2020–2044
Permanent Supportive Housing	101	1,800	+1,637
Emergency Units	8	582	+574

Sources: BERK, 2024; City of Lakewood, 2024; Pierce County, 2023.

Both of these types of special housing have targets under the County CPPs because of additional challenges associated with siting these facilities. While they may not necessarily be deemed as essential public facilities under RCW 36.70A.200, there are often challenges with siting them in areas where supportive services are located and addressing concerns from the neighborhood about potential nuisances.

Additionally, building and operating these facilities may require significant subsidies. Typically, religious and nonprofit organizations are involved with their development and operation, and donations, grants, and subsidies are essential to their operations. The city can play a key role in addressing these needs through facilitating development applications by these groups, providing sources of subsidies (both for capital and operating costs), and coordinating available local services that can bolster supportive services.

To meet requirements under state law, requirements on occupancy, spacing, and intensity of use may not prevent the siting of permanent supportive housing and emergency housing options to meet identified targets. Restrictions on these uses are also only permitted to protect public health and safety.

Available capacity for permanent supportive housing is considered under the capacity assessment described in 6.2.2 above. Capacity calculations regarding the required additional 574 emergency housing units are included below. The following exhibits highlight key information related to meeting these long-term targets:

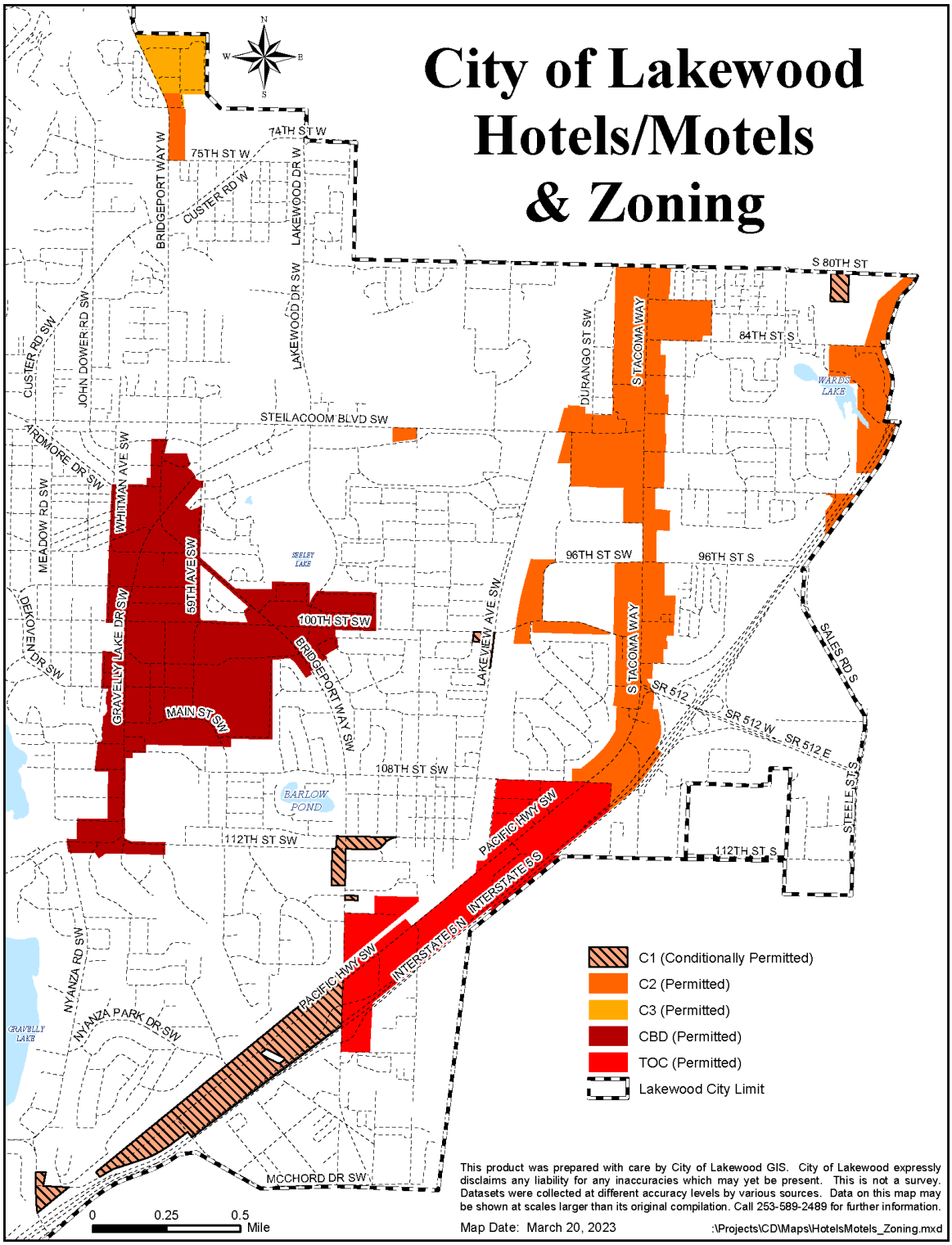
- Exhibit 6-8 highlights all areas in the city under current zoning where indoor emergency shelters are allowed.
- Exhibit 6-9 summarizes the room capacity of existing hotels and motels in the city.
- Exhibit 6-10 indicates the estimated net capacity for commercial development in areas which allow for emergency housing needs.

Given the 1,000-foot spacing requirement between emergency shelter space managed by different organizations, fixing a specific capacity figure is challenging. However, the following information suggests that the target of an additional 574 emergency housing units can be met in different ways:

- **Hotel/motel capacity.** Over the long term, if it can be assumed that hotel/motel capacity would be available to meet these needs, existing hotels have a total capacity of up to 1,111 rooms to meet these needs. While some of these potential sites may be removed from consideration by spacing requirements, common management and targeted acquisition can help to reach these goals.
- **New construction.** Although new construction may be more expensive than the acquisition of an existing site, this may be an option for some providers. In the case of available land capacity, the total capacity of 4.2 million square feet distributed across four different zoning districts should be sufficient to accommodate new development of shelter space.
- **Reuse of other structures.** Another option is to repurpose existing buildings, whether residential or non-residential, for temporary or permanent emergency shelter space. This would require a thorough review of available spaces in the zones identified in Exhibit 6-8 to find suitable structures, but there may be existing development that could be used in this way.

Providing long-term solutions to meet emergency housing requirements will not only require incorporating capacity considerations, but also effective coordination with non-profit agencies, religious organizations, and other groups working to create and operate these facilities.

Exhibit 6-8. Lakewood Zoning Districts Allowing Hotels/Models as Permitted or Conditional Uses.



Sources: City of Lakewood, 2023; Pierce County, 2023.

Exhibit 6-9. Lakewood Hotel/Motel Capacity, 2024.

Location	Rooms
6125 Motor Ave SW	78
9325 S Tacoma Way	77
9920 S Tacoma Way	202
4215 Sharondale St SW	55
10720 Pacific Hwy SW	83
11329 Pacific Hwy SW	122
11621 Pacific Hwy SW	38
11725 Pacific Hwy SW	120
11751 Pacific Hwy SW	120
12704 Pacific Hwy SW	60
12215 Pacific Hwy SW	51
12039 Pacific Hwy SW	25
12701 Pacific Hwy SW	60
TOTAL	**1,111**

Sources: BERK, 2024; City of Lakewood, 2024.

Exhibit 6-10. Lakewood Commercial Development Capacity in Zones Allowing Emergency Housing.

Zone	Net Capacity (in SF)
Commercial 1 (C-1)	126,000
Commercial 2 (C-2)	513,555
Commercial 3 (C-3)	0
Central Business District (CBD)	2,906,193
Transit-Oriented Center (TOC)	738,493
TOTAL	**4,284,241**

* Conditional use.

Sources: BERK, 2024; City of Lakewood, 2024.

6.2.5 Racial Equity and Displacement

The region is experiencing critical shortages with its housing supply. The resulting impacts on housing costs and quality of life are particularly felt by communities of color that do not have the resources available to respond to these trends. These communities often face higher relative housing costs, poorer housing quality, and reduced opportunities for homeownership due to longstanding discriminatory practices.

The 2024 updates to the Comprehensive Plan must address these disparities through various strategies, including identifying and amending policies that contribute to racial disparities and displacement, and implementing anti-displacement measures, particularly in areas prone to market-driven displacement.

Displacement in housing is increasingly problematic as rising costs and inadequate housing supply prevent many from securing suitable, affordable homes. Displacement types include:

- **Economic displacement**, when increases in rents and other costs result in people and businesses moving where these costs are lower;
- **Physical displacement**, when housing units and other buildings are demolished or renovated and no longer available; and
- **Cultural displacement**, when a local community changes due to economic and/or physical displacement, and other residents are driven away because of declining community cohesion and social bonds.

Displacement has broader implications for community dynamics and regional stability. It leads to longer commutes, fragmented community ties, and increased strain on social services, potentially escalating homelessness. Addressing these issues through local policies can help retain community integrity and support economic and social sustainability in the face of inevitable urban changes.

Comprehensive Plan updates for cities like Lakewood are encouraged to integrate racial equity in housing policies to mitigate displacement risks. These updates should include thorough assessments of existing housing policies that might perpetuate racial disparities and propose new strategies to prevent displacement. The focus will be on preserving community and cultural continuity while providing practical housing solutions to meet the diverse needs of the population.

The following exhibits highlight relevant statistics for the city regarding racial equity in housing:

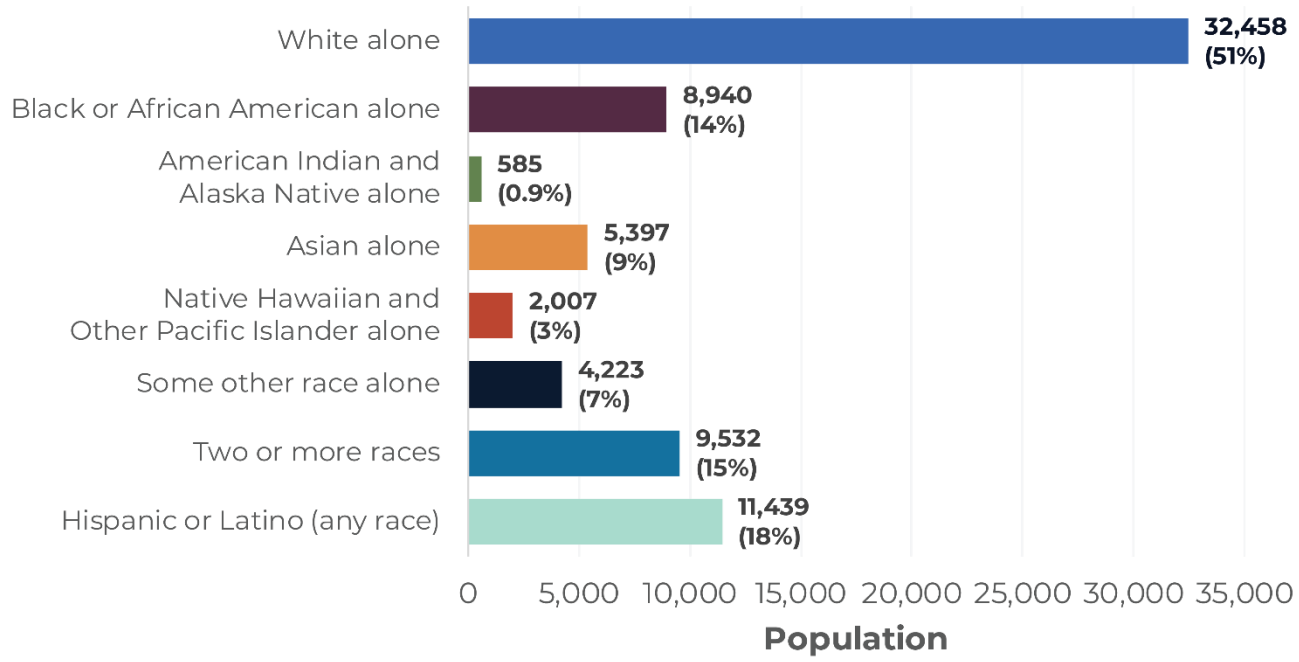
- Exhibit 6-11 provides a breakdown of the Lakewood population by race and ethnicity, based on 5-year American Community Survey data from 2022. (Note that these statistics do not separate Hispanic/Latino residents by race.)
- Exhibit 6-12 highlights the difference of tenure by race and ethnicity, indicating how many renters versus owners are found in each category.
- Exhibit 6-13 breaks down proportions of households by income categories, determined by percent of area median income (AMI).
- Exhibit 6-14 indicates housing cost burdens by race and ethnicity in Lakewood, highlighting cases where households are cost burdened (paying over 30% of their income on housing costs) or severely cost burdened (paying over half of their income on housing).

- Exhibit 6-15 provides a displacement risk index provided by the PSRC by US Census Bureau census tract. This is divided based on the regional distribution and indicates where the risks of displacement may be “higher”, “moderate”, or “lower” in the regional distribution.
- Exhibit 6-16 provides a distribution of residents by race at the Census block level, based on information from the 2020 US Decennial Census.

There are several high-level conclusions that can be reached from this information:

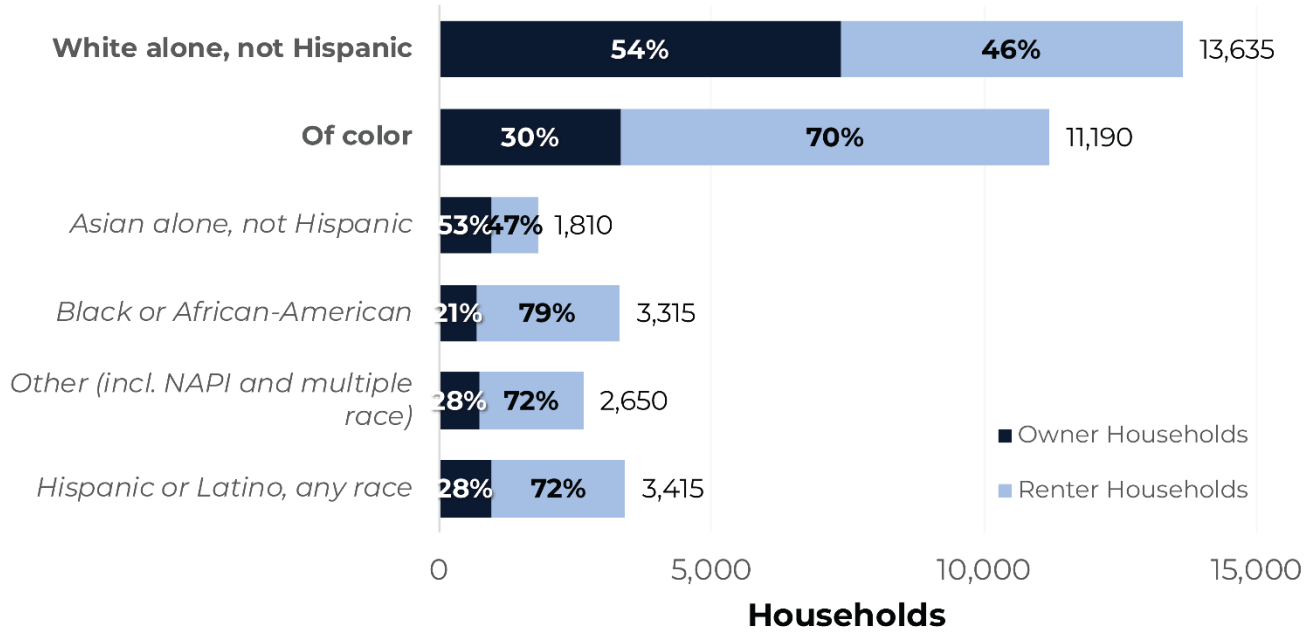
- **There are some income disparities by race/ethnicity in Lakewood that could lead to housing challenges.** The distribution of white households in the city generally includes greater representation at higher income levels, with only 16% households at extremely low-income and 38% above median income. In contrast, about 21% of households of color are extremely low-income, and only 24% surpass the median income threshold.
- **The distribution of households between renters and owners by race suggests some vulnerabilities to housing stability by race/ethnicity.** Households of color face significant challenges in homeownership and housing stability: about 54% of White households own homes compared to only 30% of BIPOC households. Particularly, about 79% of Black or African American and 72% of Hispanic/Latino households are renters, which indicates possible vulnerabilities to local rent increases.
- **On average, higher housing cost burdens are more common for Black households.** A substantial number of Black or African American households in Lakewood (58%) experience some type of housing cost burden, with 34% facing severe difficulties. These economic pressures suggest a critical need for targeted housing policies and community support.
- **There is a high risk of displacement in certain areas of the city.** The Lakewood Station District and the Lakeview/Kendrick area are identified as high-risk zones for displacement, especially among communities of color. These neighborhoods, along with the International District, face challenges that may also extend to local businesses, potentially necessitating protective measures and anti-displacement strategies.

Exhibit 6-11. Lakewood Population by Race and Ethnicity, 2022.



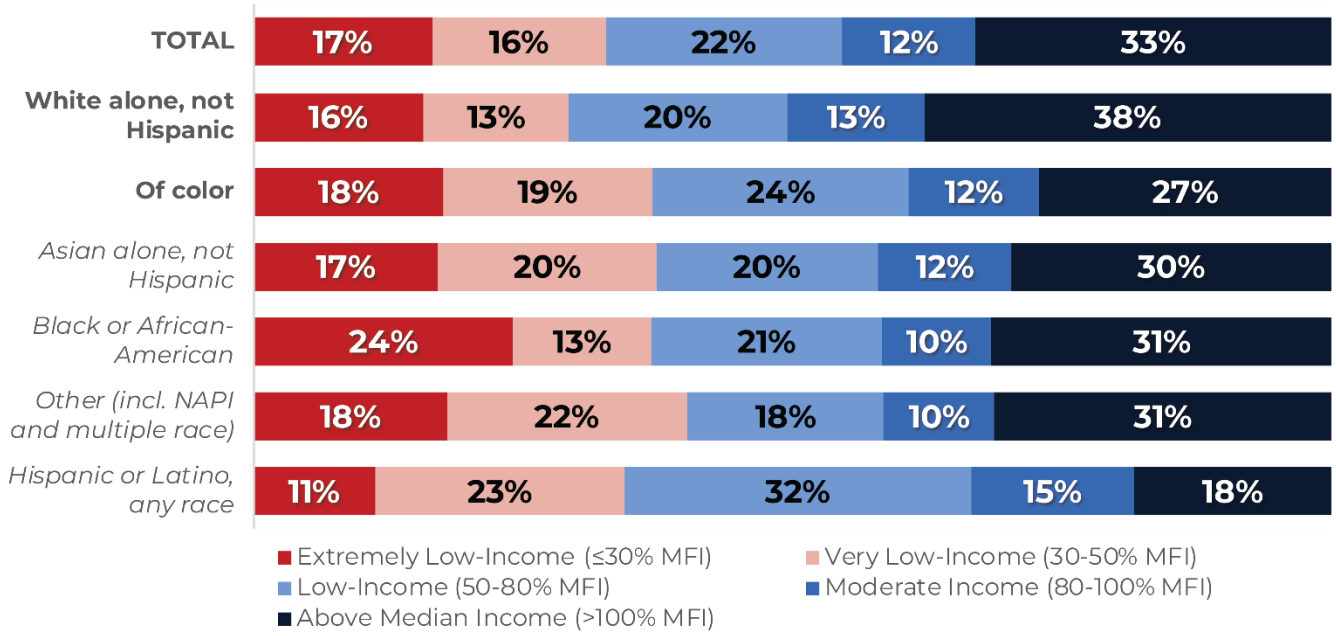
Source: US Census Bureau, 2018-2022 American Community Survey 5-Year Estimates, 2023.

Exhibit 6-12. Lakewood Households by Race/Ethnicity and Tenure, 2020.



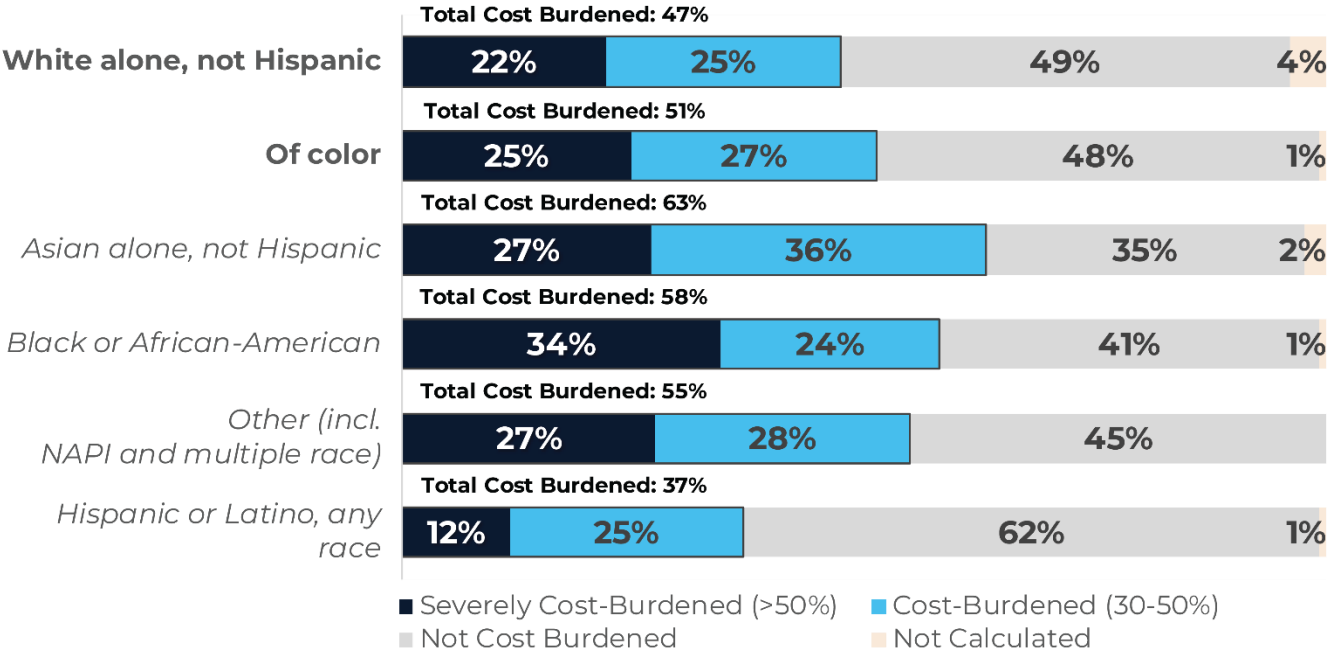
Source: US HUD Comprehensive Housing Affordability Strategy (CHAS) data, 2016–2020.

Exhibit 6-13. Lakewood Households by Race/Ethnicity and Income Category, 2022.



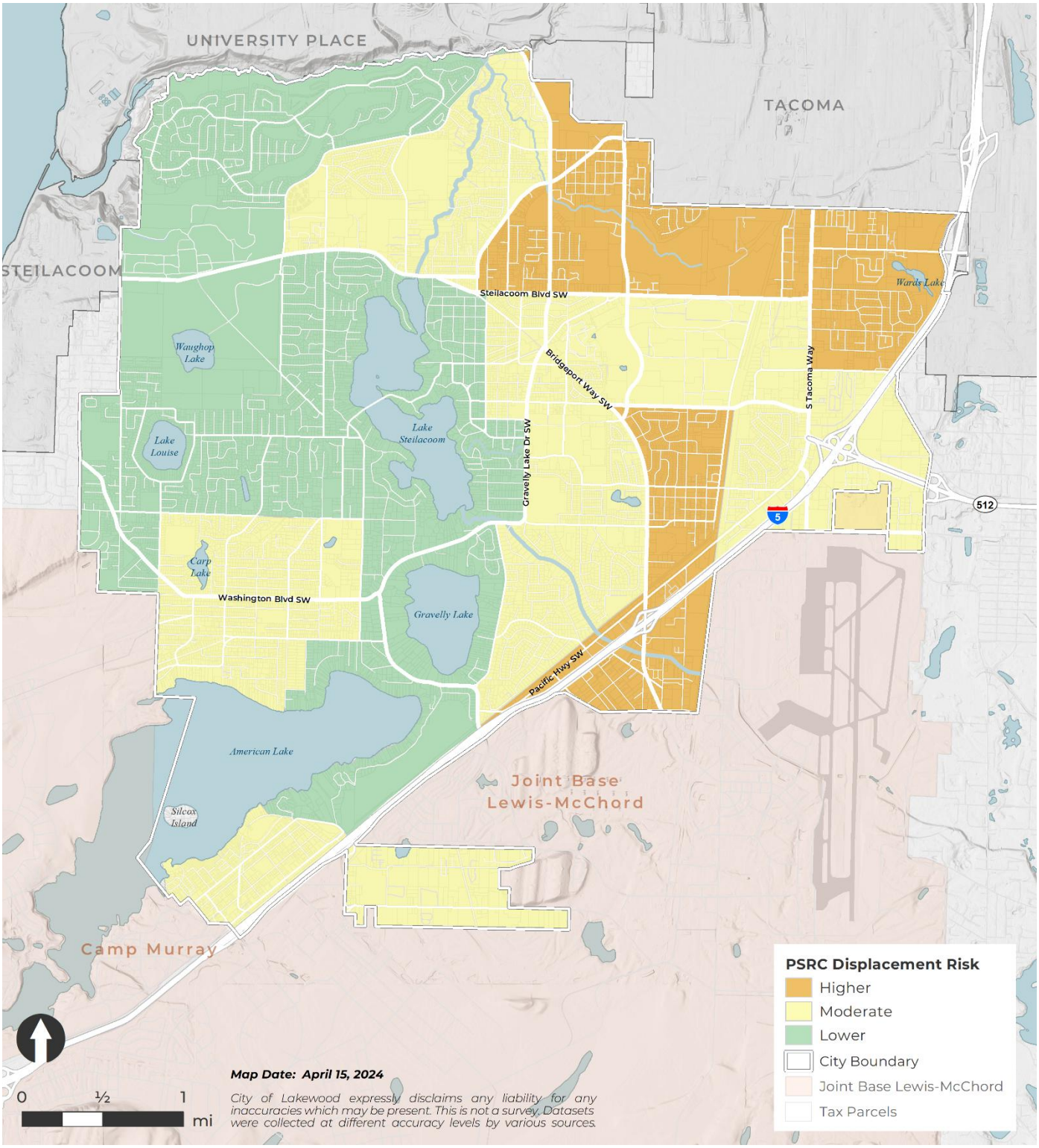
Source: US HUD Comprehensive Housing Affordability Strategy (CHAS) data, 2016–2020.

Exhibit 6-14. Lakewood Households by Race/Ethnicity and Cost Burden, 2020.



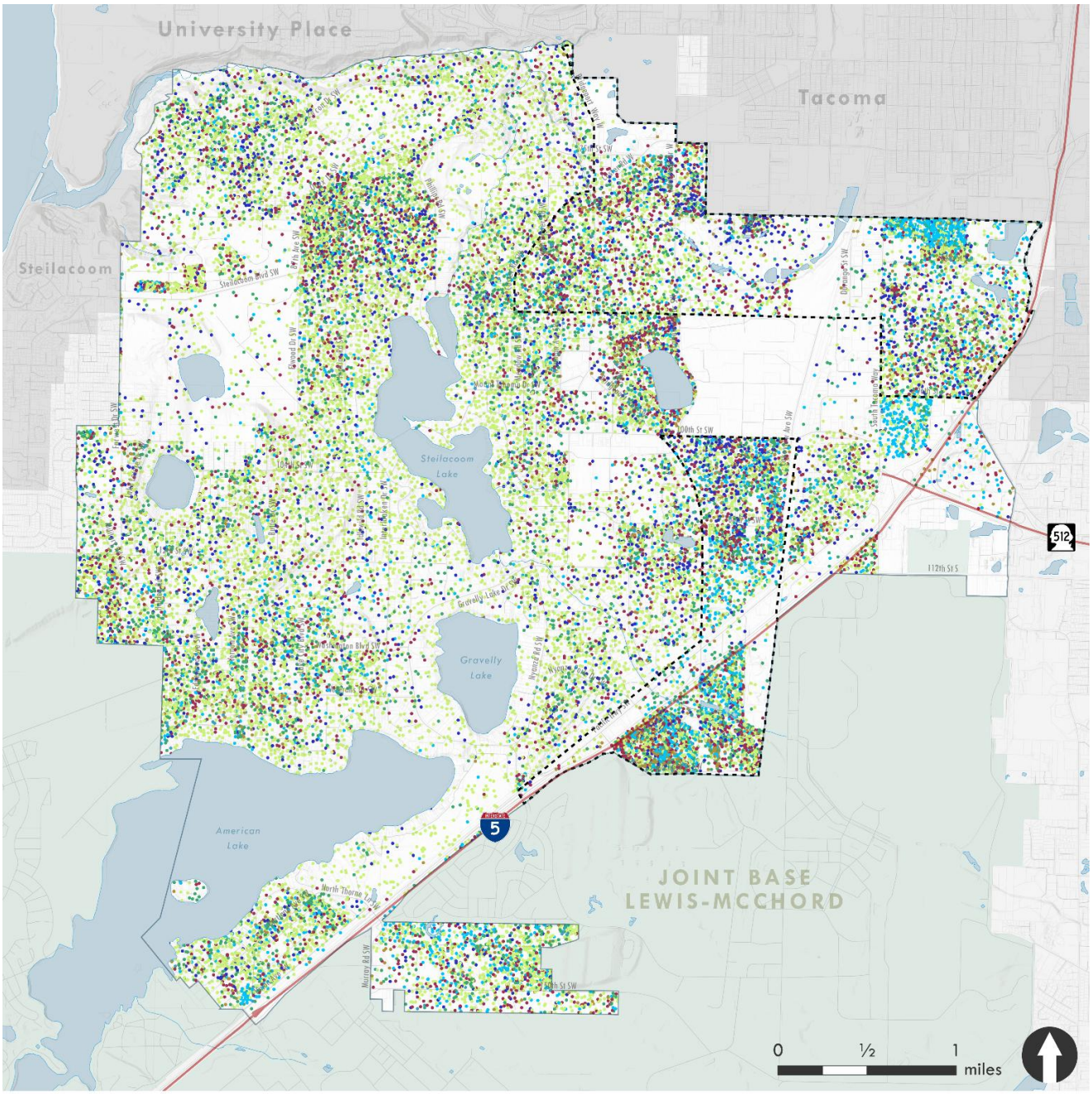
Source: US HUD Comprehensive Housing Affordability Strategy (CHAS) data, 2016–2020.

Exhibit 6-15. PSRC Displacement Risk Index for Lakewood.



Source: PSRC, 2024; City of Lakewood, 2024; Pierce County GIS, 2024.

Exhibit 6-16. Distribution of Population by Race in Lakewood, 2020.



Legend

- City of Lakewood
- Other cities
- Joint Base Lewis-McChord
- Water

- Highways
- Arterials
- Roads

Distribution of Population by Race

- White alone
- Black or African American alone
- American Indian and Alaska Native alone
- Asian alone
- Native Hawaiian and Other Pacific Islander alone
- Some Other Race alone
- Two or more races

- PSRC Displacement Index: Higher Risk

BERK

Map Date: January 2023

Sources: Pierce County GIS, 2022; ESRI, 2022; City of Lakewood, 2022; BERK, 2022.

6.2.6 Barriers to Housing Development

A review of City policies coordinated under the 2024 Comprehensive Plan update highlighted the following potential issues in Lakewood related to housing development barriers:

- **Availability of vacant land.** Lakewood is a community which has experienced ongoing development for decades. While there are areas in the city that could receive new infill or redevelopment projects, very little greenfield land is available for new projects, especially larger tracts of land that could accommodate residential subdivisions. Future efforts to meet housing needs will require improving development opportunities of these types and providing support from the city to consider these needs.
- **Restrictions on middle housing.** Under the previous Comprehensive Plan and regulations, two- and three-family unit attached housing were not allowed in residential zones, with the exception of duplex housing included as a conditional use in R4 zones and allowances for cottage housing. This has limited the range of potential options for smaller, more affordable housing options.
- **Low-density residential areas.** In addition to the challenges with restrictions on housing types, maximum densities and minimum lot sizes have resulted in patterns of lower-density residential development. Development in R zones are typically limited to around 1.5 to 6.4 units per acre based on minimum lot sizes, with maximum densities in the MR zones ranging from 8.7 to 14.6 units per acre. These restrictions, especially for middle housing in MR zones, can also make it difficult to incorporate denser forms of development.
- **Parking.** Previous development codes required similar parking for duplexes as with single-family structures, and the provisions for accommodating parking do not give flexibility for housing close to transit. There are similar issues with respect to ADUs and multifamily units. While there are concerns about a greater dependence on street parking in neighborhoods with narrower street widths, higher parking requirements can increase costs, especially for multifamily housing.
- **Tree retention.** Limitations on development in areas impacted by trees, especially Oregon white oak, can complicate site design and utilization. While these restrictions are important to meet goals of environmental quality and habitat conservation, they may present challenges for housing development.
- **Design standards.** While city design standards are applicable to multifamily housing (including buildings with four or more units), these standards are not applied to single-family housing or duplex/triplex housing types. This can present additional costs of compliance for developers of larger middle housing projects and multifamily buildings.

6.2.7 Existing Tools for Addressing Housing Issues

Understanding these needs, the City of Lakewood has been committed to addressing housing issues through an array of programs and initiatives. This has included active participation in regional initiatives, collaboration with various stakeholders to enhance the availability and quality of affordable housing, and leveraging available sources of funding to increase investment in both new housing developments and the preservation of existing units.

Major City housing programs and initiatives have included the following:

- **Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME).** Lakewood has used CDBG and HOME funds to support Habitat for Humanity in constructing 50 low-income housing units, fund home remodels and repairs, provide down payment assistance, and offer low-interest sewer loans.
- **Affordable Housing Sales Tax Credit Program.** Implemented in March 2020, this program generates approximately $98,000 in revenue per year over the next 20 years. This funding supports the CDBG Major Home Repair Program, Sewer Loan Program, and HOME Housing Rehabilitation Loan Program. Funds may also be used for emergency rental assistance and eviction prevention as of 2024.
- **Rental Housing Safety Program (RHSP).** Launched in 2017, RHSP supports the maintenance and improvement of rental housing quality through periodic inspections of rental properties. It has reduced inspection-failed properties from 20% in 2017/18 to 3% in 2022, ensuring rental properties are safe and habitable.
- **2021 American Rescue Plan Act (ARPA) Investments.** In 2021, Lakewood allocated over $4 million of its $13.76 million ARPA funds to affordable and emergency housing programs. Investments include emergency shelters, affordable housing units, sewer extensions, and support for underserved communities.
- **Multifamily Housing Tax Exemption (MFTE) Program.** The MFTE program in Lakewood promotes new multifamily housing development by offering property tax exemptions for projects with 15 or more units. Exemptions last for eight years, or 12 years for projects that include low- and moderate-income housing. This supports housing growth in residential targeted areas in Downtown Lakewood, Lakewood Station District, and Springbrook.
- **Tacoma-Lakewood-Pierce County Continuum of Care.** The city participates in the Tacoma-Lakewood-Pierce County Continuum of Care, which advocates for affordable housing development and human services for residents in need.

6.3 Goals and Policies

/ HO-1 Promote an overall supply of housing that supports all economic segments of the population.

HO-1.1 Plan to the 2020–2044 housing target allocations by household income for Lakewood based on area median income (AMI) for Pierce County as established by the US Department of Housing and Urban Development (HUD), adjusted for household size:

- 30% AMI or less: 1,367 units,
- 30–50% AMI: 1,739 units,
- 50–80% AMI: 1,375 units,
- 80–100% AMI: 592 units, and
- 100–120% AMI: 536 units.

HO-1.2 Plan to the 2020–2044 County target allocations for an additional 1,212 units of permanent supportive housing affordable to households at 0–30% AMI.

HO-1.3 Plan to the 2020–2044 County target allocations for 574 spaces in emergency shelter.

HO-1.4 Encourage housing that meets the needs of different sizes and types of households in the community.

HO-1.5 Develop and preserve housing to minimize displacement, and coordinate services to assist displaced residents in finding alternative housing options.

/ HO-2 Promote market-rate housing to meet the needs of households across the city.

HO-2.1 Encourage affordable home ownership opportunities for low- and moderate-income households, especially first-time homebuyers.

HO-2.2 Encourage middle-housing options affordable to low- and moderate-income households at 100% of area median income or below.

HO-2.3 Provide technical assistance for redevelopment in key areas, including Lake City, Lakeview, Springbrook, Tillicum, the city's residential target areas (RTAs), and senior overlay districts.

HO-2.4 Establish and maintain relationships and pursue partnerships with local and regional market rate and affordable housing developers

HO-2.5 Ensure a sufficient inventory of land available for housing development.

HO-2.6 Provide flexibility in development regulations to promote innovative housing types that help meet city housing goals.

/ HO-3 Encourage the preservation and expansion of housing options for lower-income residents.

HO-3.1 Maintain and develop partnerships to create and manage affordable housing with nonprofit agencies and other organizations.

HO-3.2 Maintain a surplus lands policy that supports development of affordable housing by private, nonprofit, and government organizations.

HO-3.3 Use federal and state grants and other funds to support affordable housing goals.

HO-3.4 Work with Pierce County, other cities in the region, and regional organizations to address affordable housing issues.

HO-3.5 Where possible, support the preservation and improvement of existing subsidized housing and affordable market-rate housing.

HO-3.6 Maintain a need-based program for housing rehabilitation grants to lower-income homeowners at 80% of AMI or below.

HO-3.7 Maintain need-based housing rehabilitation and repair programs for rental housing meeting the needs of lower-income households at 80% of AMI or below.

HO-3.8 Encourage revitalization and rehabilitation of existing apartment complexes in the city to maintain affordable and family-sized housing options.

HO-3.9 Preserve and maintain existing manufactured housing parks as a supply of affordable housing, and encourage long-term housing solutions that will maintain affordable options for residents.

/ HO-4 Support different housing types, designs, and ownership models for options that can meet different housing needs.

HO-4.1 Support flexible site designs and innovative housing types to help meet housing needs in the community.

HO-4.2 Support high-quality building design as part of projects where innovative site or subdivision designs are permitted.

HO-4.3 Encourage the construction of cottages and cottage housing developments with site design incentives.

HO-4.4 Support ADUs to provide affordable housing options and alternatives for aging-in-place.

HO-4.5 Allow Planned Development District development with higher residential densities and site design flexibility in exchange for public benefits from innovative site design, conservation of natural land features, protection of critical area buffers, the use of low-impact development techniques, conservation of energy, and efficient use of open space.

HO-4.6 Encourage alternative ownership models such as cohousing to support housing access.

/ HO-5 Promote housing options for people with special needs.

HO-5.1 Allow special needs housing throughout the city and encourage a distribution of this housing to prevent overconcentration.

HO-5.2 Support the development and management of housing for special needs populations operated by social service organizations.

HO-5.3 Support accessibility of housing by people with mobility challenges through universal design in residential construction and retrofitting of homes.

HO-5.4 Support special needs housing by considering and including their needs in neighborhood and transportation planning.

HO-5.5 Help to preserve special needs housing options in places where they are being lost, especially in locations that are well served by shopping, services, and other facilities needed by the residents

HO-5.6 Encourage the availability of special needs housing options throughout the city.

HO-5.7 Encourage positive relationships between special needs housing operators and neighbors.

HO-5.8 Allow special needs housing in all residential areas and in certain non-residential areas as appropriate.

HO-5.9 Prevent additional requirements on special needs housing from being imposed through development regulations.

HO-5.10 Encourage ADUs as an option for supportive living and aging-in-place.

HO-5.11 Provide density bonuses and modified height restrictions to encourage the development of special needs housing.

HO-5.12 Encourage the concentration of senior housing proximate to shopping and services.

/ HO-6 Ensure that sufficient options for emergency housing needs are provided.

HO-6.1 Maintain sufficient land capacity for the development of permanent supportive housing, transitional housing, and emergency housing.

HO-6.2 Allow permanent supportive housing and transitional housing in all residential areas and certain non-residential areas as appropriate.

HO-6.3 Coordinate supporting services related to homelessness and domestic violence with emergency shelters.

HO-6.4 Partner with appropriate local and regional agencies to implement effective policies and programs to support people facing homelessness and domestic violence.

/ HO-7 Support a high quality of life for Lakewood residents.

HO-7.1 Encourage improvements in property maintenance and building standards in residential neighborhoods to improve neighborhood quality of life.

HO-7.2 Maintain targeted outreach efforts such as the crime-free rental housing program to improve neighborhood safety.

HO-7.3 Conduct periodic surveys of housing and neighborhood conditions in the community.

HO-7.4 Ensure multi-family housing supports residents with access to public transportation, employment, services, open space, and other supporting amenities.

HO-7.5 Encourage a high-quality pedestrian environment in neighborhoods, and require on-site amenities such as walkways, trails, and bike paths to be connected to adjacent public facilities.

HO-7.6 Promote community identity, pride, and involvement in neighborhoods through the city's subarea planning, neighborhood programs, and other activities.

HO-7.7 Use design standards to protect privacy, address structures of different scales, and promote investments in high-quality urban environments.

HO-7.8 Require new development to provide motorized and non-motorized transportation connections to surrounding neighborhoods unless the physical features of the site prevent feasible connections

HO-7.9 Allow flexibility with development, design, and landscaping standards for residential properties located on major arterials to mitigate impacts from adjacent traffic.

HO-7.10 Allow home-based businesses in residential neighborhoods that do not conflict with residential uses.

/ HO-8 Mitigate housing displacement and the loss of affordable housing units from development in the city.

HO-8.1 Provide a regular report to the City Council on the loss of affordable housing due to demolition or conversion.

HO-8.2 Identify and address affordable market-rate and subsidized housing resources that may be at risk due to redevelopment pressures or deteriorating housing conditions.

HO-8.3 Require financial and relocation assistance for people displaced as a result of construction and development projects using federal funds.

HO-8.4 Require replacement of low- and moderate-income housing units that are demolished or converted to another use in connection with projects supported by CDBG funds.

HO-8.5 Apply CDBG funds as applicable for relocation payments and other relocation assistance.

7 Military Compatibility

7.1 Introduction

Lakewood is fiercely proud of its connections to the military. The Lakewood City Council's 30-year City Anniversary Vision Statement includes that Lakewood should be "supportive of Joint Base Lewis McChord, Camp Murray, service members and their families." Since incorporation, Lakewood has partnered with other proponents of military-civilian compatibility and successfully advocated for funding and policy changes at the federal, state, and regional legislative and agency levels that have instigated significant improvements to the operational stability and feasibility of JBLM in Pierce County.

The City of Lakewood is immediately adjacent to JBLM, formed in 2010 when historic Fort Lewis Army Base and McChord Air Force Base were combined. JBLM is the largest military installation on the west coast, encompassing over 90,000 acres including the main cantonment area (approximately 10,000 acres) and close-in training ranges (approximately 80,000 acres). Lakewood is also immediately adjacent to Camp Murray. Commissioned as a National Guard Base in 1889, Camp Murray is the headquarters of the Washington Military Department (WMD), which includes the Washington Army and Air National Guards.

About 70% of the service members and their family members assigned to JBLM live off-base in the surrounding communities. Lakewood's proximity to these military installations offers over 55,000 soldiers and their families access to the city's housing, jobs, schools, shopping, and services. Current and potential military contracting opportunities attract additional civilian businesses to the area. Military-affiliated people lodge in Lakewood's hotels, live in its homes, and buy goods and services from local companies.

Consistent with and supportive of RCW 36.70A.530, between 2017 and 2020, the City of Lakewood worked with Pierce County and the PSRC to develop appropriate regional planning policies and development approaches to benefit the long-term feasibility of JBLM and other military installations within the Puget Sound region, given their significant impact and influence on cities, the region, and the State. As a result, "major military installations" (those with at least 5,000 enlisted or service personnel) were recognized in PSRC's 2018 Regional Centers Framework for the first time, and military-civilian compatibility policies and actions were adopted as part of VISION 2050. Lakewood has also partnered with the State Department of Commerce as it has developed numerous studies and guidance regarding the importance of the military in Washington and regarding military–civilian compatibility.

7.2 Background

Lakewood is a founding member of, and current fiscal agent for, the South Sound Military & Communities Partnership (SSMCP). SSMCP's membership consists of more than fifty cities, counties, tribes, nonprofits, corporations, organizations, and JBLM. It was formed in 2011 to foster communication and mutual benefit related to complex issues affecting the military and civilian communities. Since its formation, SSMCP has had a significant role in improving military-civilian compatibility, including securing hundreds of millions of dollars in transportation capital improvements in the I-5 corridor and leading the nation in influencing state laws governing military spouse employment opportunities and expanding where more affordable childcare services can be located "outside the fence."

In 2013, a South Sound Military & Communities Partnership (SSMCP) survey found that approximately 60% of active-duty service members and their families residing off-installation lived in Pierce County; nearly 33% lived in Thurston County. As of 2022, an estimated 380,000 people in Pierce and Thurston Counties were affiliated in some way with the installation (i.e., were active duty, family members, dependents, reserves, retirees, and civilian employees.) Roughly 120,000 people were active-duty personnel and family members assigned to JBLM.

Each year, an estimated 9,000 service members transfer away from JBLM and another 9,000 personnel transfer into JBLM. This annual flux in the JBLM service members and their families results in constant impacts to Lakewood's residential markets, school districts, social service agencies, and workforces.

At the same time, it is estimated that JBLM has an $8 billion annual regional impact and a $15.1 billion annual impact on Washington's economy. In 2022, JBLM was second only to Boeing in employment statewide. In Pierce County, more than 57,640 total jobs were attributable to JBLM's presence, and the overall effects of the installation's economic activity generated $289 million in state and local taxes.

In its comprehensive and land use planning, Lakewood has created four land use zones and associated development regulations specifically related to JBLM's presence, three of which are to protect civilian life and property (the Clear Zone and Air Corridor Zones 1 and 2) and one of which includes a small portion of land considered part of JBLM within the city's boundaries (the Military Lands Zone.)

7.3 Goals and Policies

/ MC-1 Protect the mission and long-term viability of Joint Base Lewis-McChord and assure flight safety in the vicinity of North McChord Field while protecting the public's health and safety.

MC-1.1 Establish city land use zones based on FAA and DoD Safety Guidance and as reflected in JBLM Air Installation Compatible Use Zone Study and JBLM Joint Land Use Study recommendations.

MC-1.2 Regulate land uses and activities that could adversely impact present and/or future installation operations and protect JBLM and North McChord Field from further incompatible encroachment.

MC-1.3 Regulate city land use to protect public health and safety and ensure a compatible mix of land uses consistent with the GMA, MPPs, CPPs, JBLM Joint Land Use Study recommendations, and JBLM Growth Coordination Plan recommendations.

MC-1.4 Coordinate land use planning activities with Joint Base Lewis-McChord and provide for consultation and notification on actions that may impact JBLM facilities.

/ MC-2 Continue to support and fund the South Sound Military & Communities Partnership.

MC-2.1 Serve as fiscal agent for the South Sound Military & Communities Partnership.

MC-2.2 Host staff and provide administrative support for the South Sound Military & Communities Partnership.

MC-2.3 Participate at the Executive Leadership Team level of the South Sound Military & Communities Partnership.

/ MC-3 Coordinate the protection of JBLM from incompatible local, state and federal level issues and actions in partnership with the South Sound Military & Communities Partnership (SSMCP).

MC-3.1 Assess local transportation impacts related to JBLM's proximity to Lakewood.

MC-3.2 Facilitate the sharing of information related to JBLM activities with both internal and external stakeholders.

MC-3.3 Enhance communication between JBLM and neighboring jurisdictions through improved notification and planning processes.

MC-3.4 Integrate specific land use compatibility requirements related to JBLM into local zoning codes and ordinances.

MC-3.5 Incorporate considerations of aircraft safety and military operational noise into local planning and permitting procedures.

MC-3.6 Promote sound attenuation building standards in new construction, especially in areas that may be impacted by military operational noise.

MC-3.7 Develop a collaborative process with JBLM and neighboring communities to address rental housing needs for servicemembers.

MC-3.8 Leverage the city's resources for state and federal advocacy to support South Sound Military & Communities Partnership priorities aligned with Lakewood's objectives.

8 Natural Environment

8.1 Introduction

This element of the Comprehensive Plan incorporates a systems approach to planning and decision-making that addresses protection of the natural environment. It commits to maintaining and restoring ecosystems, conserving key habitats, increasing tree canopy, cleaning up polluted waterways, and reducing greenhouse gas emissions. The element includes provisions that ensure that a healthy environment remains available for future generations in Lakewood.

The Natural Environment Element has goals and policies that will be implemented over time through development regulations, an urban forestry program, an Energy & Climate Change Implementation Plan, and continued partnership with community environmental groups.

8.2 Background

Over the past century, Lakewood's transformation into an urban area has often come at the expense of its natural landscape, leading to significant degradation and, in some cases, the complete loss of natural environments. Looking ahead, prioritizing the enhancement and protection of these remaining natural spaces will be crucial for improving local quality of life and preventing the perception of Lakewood as merely another "paved over" urban area.

In recent years, the city has actively engaged in initiatives to improve environmental quality in the community. In 2004, Lakewood implemented new critical areas policies along with updates to its environmental protection regulations, which have been continually refined. Additionally, in 2019, the city approved a new Shoreline Management Plan and Restoration Plan. Community organizations collaborate closely with the city and Pierce County, reporting annually to the Planning Commission on efforts to preserve and rejuvenate Lakewood's shorelines. These projects are supported financially through Lakewood's biennial budget allocations for shoreline restoration.

8.3 Goals and Policies

/ NE-1 Protect environmentally critical areas and other environmental resources.

NE-1.1 Ensure all planning efforts incorporate environmental considerations and adhere to state and federal environmental laws.

NE-1.2 Provide a regulatory framework for the protection of critical areas in the city based on best available science (BAS).

NE-1.3 Develop programs to provide education and resources to comply with requirements for critical areas protection.

/ NE-2 Provide for the protection, conservation, and enhancement of habitat areas for fish and wildlife.

NE-2.1 Identify and protect habitats for endangered and threatened species found within the city.

NE-2.2 Protect wildlife habitats, with a focus on the connectivity of wildlife corridors and remaining habitat areas.

NE-2.3 Pursue funding regional, state and federal opportunities (e.g., the Pierce County Conservation Futures program) to purchase environmentally sensitive areas including wetlands, shorelines and shorelands.

NE-2.4 Promote the restoration of riparian areas to preserve their natural function in supporting diverse habitats and maintaining water quality.

NE-2.5 Protect native vegetation in riparian areas and encourage its integration into urban landscapes.

NE-2.6 Coordinate stream restoration programs for impacted local creeks, including Chambers, Clover, Flett, and Ponce de Leon Creeks.

NE-2.7 Support a variety of habitats that are sufficient to support sustainable populations of local fish and wildlife.

/ NE-3 Maintain the natural qualities of shorelines while ensuring public access and recreational use.

NE-3.1 Maintain the ecological integrity of wildlife habitats along the shorelines.

NE-3.2 Enhance safe public access for the use of shoreline areas and lakes.

NE-3.3 Collaborate in regional watershed management initiatives to adhere to state guidelines for non-point source pollution prevention, especially within Watershed Resource Inventory Area (WRIA) 12.

NE-3.4 Increase municipal ownership and maintain responsible stewardship of Lakewood shorelines and shorelands.

NE-3.5 Enhance public access to Lakewood's shorelines and shorelands through strategic municipal ownership and easements.

NE-3.6 Maintain public access to shorelines and shorelands through resolving existing, and preventing future, private encroachment onto publicly owned lands.

/ NE-4 Maintain and enhance the natural flood storage function of floodplains.

NE-4.1 Promote the use of non-structural strategies in flood prevention and damage mitigation planning.

NE-4.2 Restrict development within the 100-year floodplain to maintain public safety and minimize property damage.

NE-4.3 Ensure the retention of floodwater storage capacity and minimize fill of 100-year floodplains.

NE-4.4 Acquire vacant and underdeveloped land within the Flett Creek Basin..

/ NE-5 Preserve and protect wetlands in the city.

NE-5.1 Regulate development to protect the ecological functions and values of wetlands.

NE-5.2 Avoid or, if necessary, mitigate impacts on wetlands in compliance with federal and state laws.

NE-5.3 Ensure long-term protection and achieve "no net loss" of wetland function and value.

NE-5.4 Coordinate a wetlands banking program to mitigate the potential loss of wetland functions.

/ NE-6 Maintain an urban forestry program to preserve significant trees, promote tree health, and increase tree coverage citywide.

NE-6.1 Maintain a comprehensive urban forestry program.

NE-6.2 Encourage the planting and regular maintenance of street trees to enhance urban greenery.

NE-6.3 Provide for the retention of significant trees and tree stands and the restoration of tree stands within the city.

NE-6.6 Maintain a city tree fund to preserve wooded areas, restore and enhance native trees, and provide for education and research.

NE-6.7 Work towards a citywide goal of 40% tree canopy cover by the year 2050.

NE-6.8 Consider opportunities to increase canopy and environmental equity when evaluating tree canopy distribution.

/ NE-7 Enhance and protect water quality.

NE-7.1 Preserve the aesthetic and ecological functions of water features through planning and innovative land development.

NE-7.2 Manage water resources to support diverse uses including habitat, recreation, flood control, water supply, and open spaces.

NE-7.3 Maintain and improve surface water quality to restore degraded waters and meet federal and state water quality standards.

NE-7.4 Maintain surface water and groundwater monitoring programs to inform local management..

NE-7.5 Evaluate potential pollutant sources for major water bodies such as Lake Louise, Gravelly Lake, Waughop Lake, and Lake Steilacoom to support pollution reduction strategies.

NE-7.6 Prioritize the extension of sewers to reduce surface water quality impacts, especially for areas that may impact American Lake.

NE-7.7 Promote citywide water quality initiatives to reduce impervious surfaces, prevent surface erosion, minimize fertilizer and pesticide use, and otherwise prevent stormwater contamination.

NE-7.8 Coordinate with local water districts and Pierce County to ensure projects in wellhead protection areas undergo necessary hydrologic assessments or SEPA responses.

NE-7.9 Collaborate with local water districts, adjoining jurisdictions, and military installations to enhance the protection of wellheads and aquifers through education, resources, and planning.

NE-7.10 Maintain a well decommissioning program for all unused wells.

NE-7.11 Coordinate planning and review of drainage, detention, and treatment programs within wellhead protection areas.

NE-7.12 Restrict impervious surfaces in aquifer recharge areas.

NE-7.13 Cooperate with other jurisdictions to maintain an integrated regional system for wellhead protection data collection, mapping, and analysis.

/ NE-8 Protect natural topographic, geologic, and hydrological features within the city while addressing geological hazards.

NE-8.1 Reduce risks to public safety and property from landslides, slope failures, erosion, seismic events, volcanic eruptions, or flooding hazards.

NE-8.2 Limit modifications to topography and hydrological features and functions from cut and fill practices..

NE-8.3 Restrict land modifications such as clearing, grading, or other alterations to approved development projects only.

NE-8.4 Employ best management practices to minimize land erosion.

NE-8.5 Prohibit development of steep or unstable slopes to prevent potential hazards.

/ NE-9 Meet applicable air quality standards with coordinated, long-term strategies that address different types of air pollution.

NE-9.1 Reduce air pollutant emissions through strategies in land use and transportation management.

NE-9.2 Maintain and increase urban greenery, including trees and other vegetation, to improve air quality.

NE-9.3 Reduce air pollution from wood burning by restricting wood-burning fireplaces in new construction.

/ NE-10 Control noise pollution to protect neighborhoods from disruptive noise levels.

NE-10.1 Provide development regulations and noise control measures to protect residential areas from disruptive noise levels.

NE-10.2 Collaborate with JBLM to reduce noise near McChord Field and develop noise attenuation strategies along air corridors.

NE-10.3 Mandate noise-reducing design and materials in new developments along major roads and within air corridors to lessen noise.

NE-10.4 Work with the Washington State Department of Transportation to mitigate the noise and aesthetic impacts of highways.

NE-10.5 Work with the Washington State Department of Transportation Rail Division, Sound Transit, Tacoma Rail, and private rail companies to mitigate railroad noise and aesthetic impacts.

NE-10.6 Use natural vegetation and thoughtful design in noise mitigation efforts to provide visually appealing projects.

/ NE-11 Reduce the risks associated with hazardous and toxic materials in the city.

NE-11.1 Provide for the protection of life, property, and the environment by minimizing exposure to hazardous and toxic materials.

NE-11.2 Ensure the safe transportation, use, and storage of hazardous and toxic materials through declaration of these materials and identification of specific routes for transport in the city.

NE-11.3 Enforce international building and fire codes related to hazardous and toxic materials management.

NE-11.4 Ensure that proper inventories of hazardous materials are provided by businesses.

9 Parks, Recreation, and Open Space

9.1 Introduction

While a Comprehensive Plan Parks Recreation and Open Space Element is not required by the GMA, Lakewood has chosen to include one due to the high priority the community has placed on parks and open space since incorporation. Park, recreation, and open space planning are GMA goals, and it is important to plan for and fund these facilities in keeping with community needs and the benefits all enjoy from parks and open space.

In 1996, the citizens wanting to create Lakewood voted to incorporate in part to establish greater local control over parks and recreation. In its adopted 2021 Vision for Lakewood at its 30th Anniversary of incorporation, the City Council included that the city should be "characterized by the beauty of its lakes, parks and natural environment."

Parks are also a focus of the City Council's 2021-2024 Strategic Plan, which includes the following goal:

GOAL: The City of Lakewood provides safe, clean, well-maintained, and dependable infrastructure.

2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.

2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.

2.3 Advance infrastructure projects that enhance the City's identity and diversity.

2.4 Increase connectivity and accessibility.

The City Council's Strategic Plan also directs that the city advocate for increased parks infrastructure funding.

The Parks Legacy Plan and Parks Capital Improvement Plan both help to implement the City Council's Strategic Plan. They are included as Appendices to this element.

9.2 Background

9.2.1 Overview

The Lakewood area parks developed as part of unincorporated Pierce County's regionally focused parks and recreation system. In the 1970's and 1980's, extensive residential growth occurred in Lakewood without concurrent attention to green spaces and recreational needs. Many neighborhoods had no parks or other such amenities. Further, park areas were in stages of disrepair due to years of deferred maintenance and limited capital improvements. Upon the city's incorporation in 1996, less than 40 acres of parkland and facilities were transferred to the city by other public agencies.

Lakewood adopted its first Parks and Recreation Master Plan in 1998, which included the following priorities:

- Acquisition of future park and open space sites;
- Upgrading existing parks sites; and
- Preservation of natural open space.

The city immediately began investing in parks and recreation to meet community needs, including new park facilities, sports fields, playground structures, irrigation systems and turf areas, new restrooms and shelters, and various recreation programs and community events.

In September 2005, Lakewood adopted a new Parks and Recreation Master Plan. To implement it, the Parks, Recreation and Community Services Department (PRCS) expanded the recreation division, developed new community partnerships, created new citizen advisory boards, added three new parks, a new senior activity center and made system-wide park improvements to better serve Lakewood residents.

Beginning in 2011, a 20-year sustainable park and recreation master plan document was created over a three-year period with extensive public engagement. This work culminated in the 2014 Parks Legacy Plan, which was designed to meet the State of Washington's requirement for a six-year parks, recreation, and open space plan.

In 2019, the city began a two-year update to the Parks Legacy Plan that included a multi-pronged outreach and engagement plan, as well as a detailed demand and need analysis. The demand and need analysis included a review of existing environments, demographic trends, park and recreation trends, and input received from the community at public engagement efforts. For the needs analysis, the city performed gap analyses using the plan's LOS measurements: a walkshed measurement and a quality and diversity assessment, known as the Park Amenity Condition Assessment. The Parks Legacy Plan update was adopted in 2020.

As of 2023, the City of Lakewood manages and maintains 14 parks and open space sites in a variety of sizes and uses that total over 600 acres. Significant investments in parks over the years include:

- Americans with Disabilities Act (ADA) compliant access and waterfront upgrades to American Lake Park;
- Springbrook Park playground upgrades; and

- Harry Todd Park playground and waterfront upgrades.

In 2024, the city is working toward the creation of one or more Downtown parks as well as partnering with Camp Murray to collaborate on a strategy to improve the America Lake park boat launch and public access. ARPA funds have also been allocated to improvements at Edgewater Park.

The Parks Legacy Plan's goals and priorities are incorporated into the Lakewood Comprehensive Plan PROS Element. The Legacy Plan's inventory, implementation strategies, and capital facilities planning are also incorporated in this reference.

9.2.2 Analysis of Park Land and Facilities Needs

PROS capital expenditures are included in the Comprehensive Plan Capital Facilities Plan Element materials in the Appendix.

9.2.3 Intergovernmental Coordination Opportunities

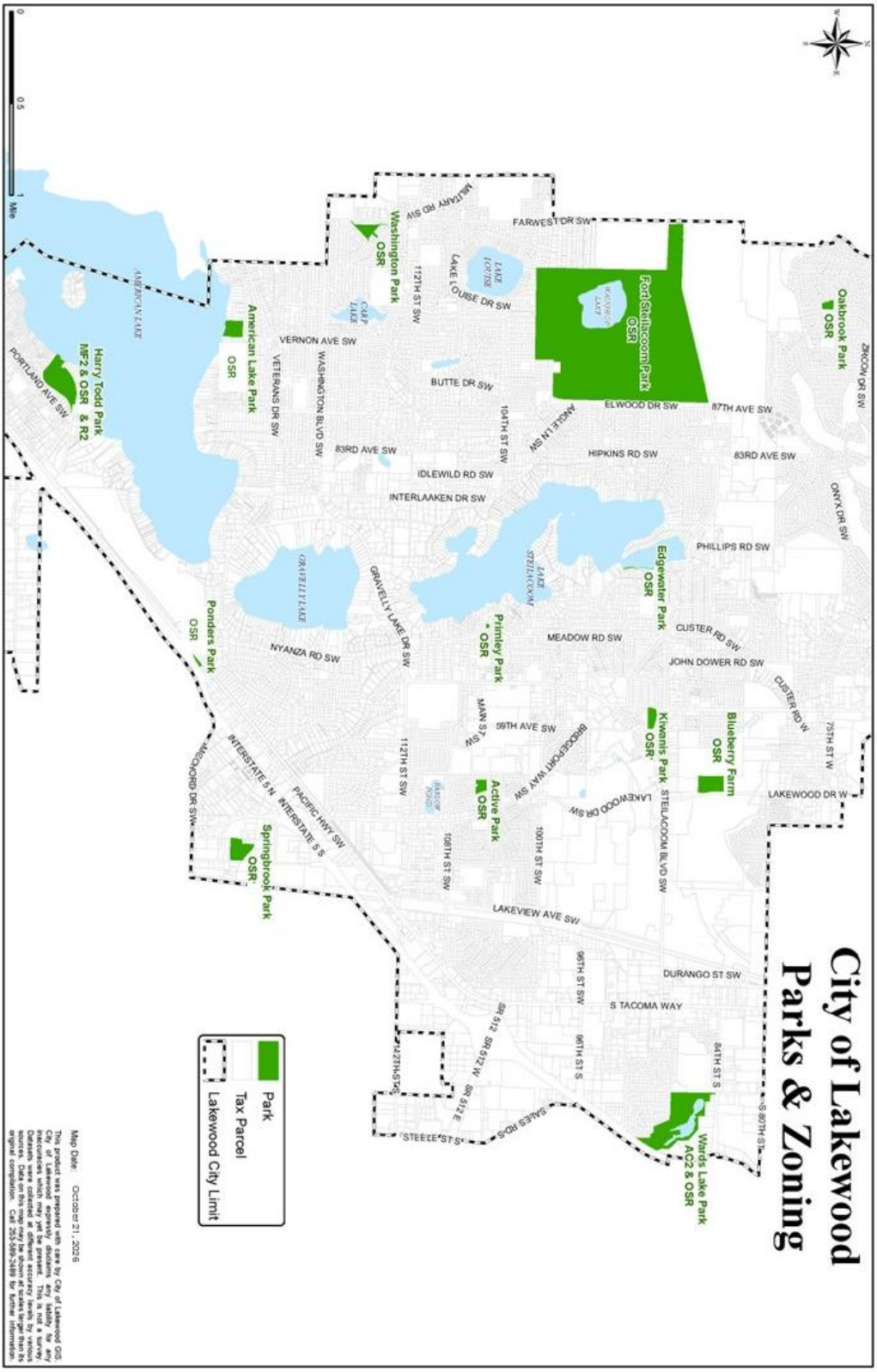
Currently, PRCS collaborates with close to 100 partners, including public, private and non-profit agencies. These collaborations help manage or develop park resources, plan programs and events, deliver activities, market programs, or share the use of facilities or program space.

For park development and management, the department has successfully partnered with public agencies, including the County and the State to operate Fort Steilacoom Park. The city has an interlocal agreement with Clover Park School District to develop and operate a neighborhood-school park at Lake Louise Elementary School.

On the programming side, PRCS works with many agencies, including the CPSD, Pierce College, Pierce County, and roughly 40 non-profit and local interest groups. Over 30 private organizations provide sponsorship and assist in joint marketing programs. Pierce County, Lakewood, and the city of University Place have also entered into an interlocal agreement for the development of Chambers Creek Trail.

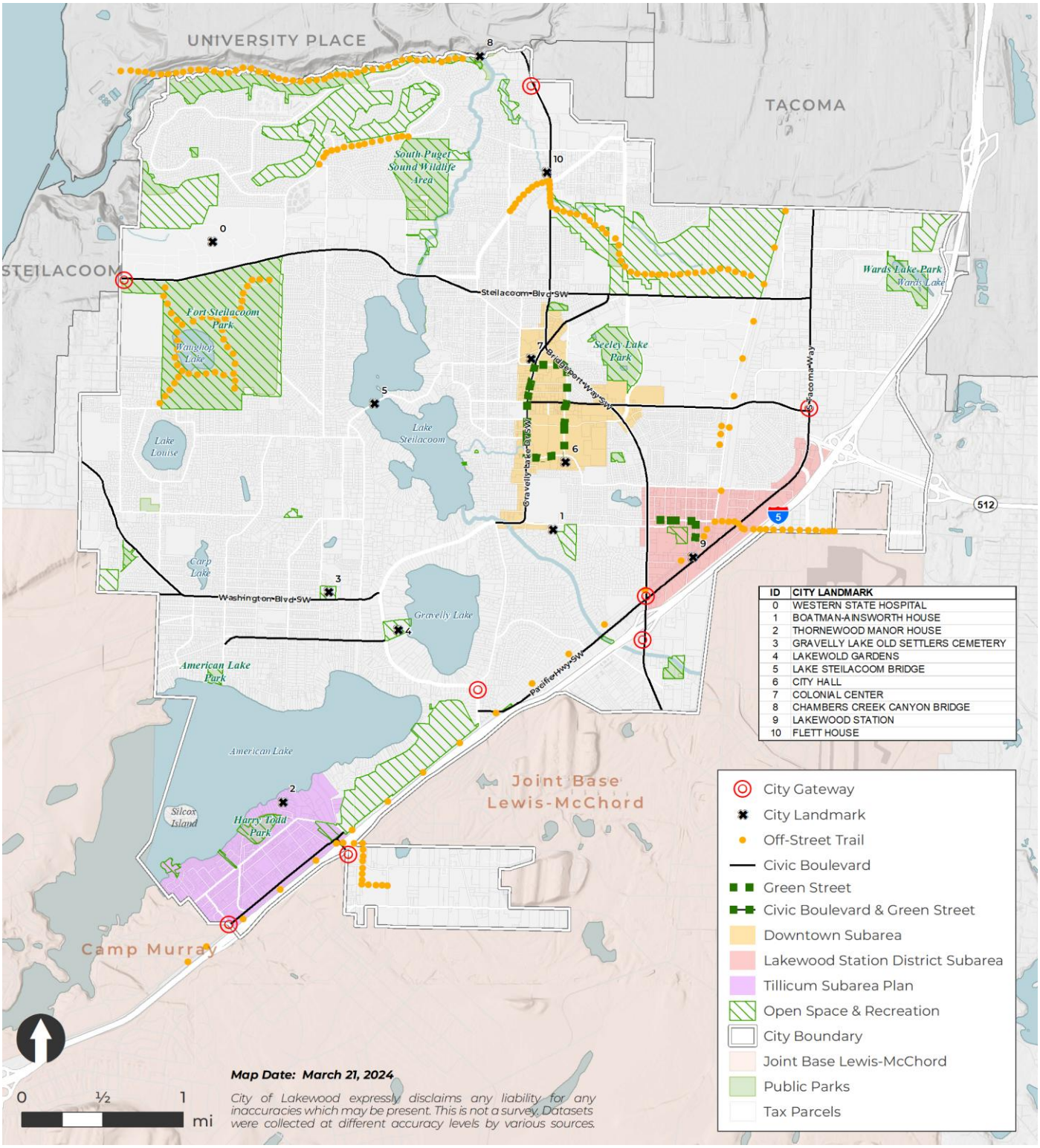
Volunteers are also important. Their contribution to overall PROS operations is significant. Volunteers assist with dog park monitoring, are used as senior ambassadors, and perform invasive plant removal and general park maintenance.

Exhibit 9-1. Lakewood Public Parks and Open Spaces.



Sources: City of Lakewood, 2026.

Exhibit 9-2. Lakewood Community Facilities and Recreation.



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

9.3 Goals and Policies

/ PR-1 Protect and enhance parks and open space facilities.

PR-1.1 Protect our natural, cultural, and historical resources in parks and open space.

PR-1.2 Preserve existing parks and facilities by using innovative and sustainable management techniques.

PR-1.3 Enhance parks with diverse amenities that serve our evolving community needs.

PR-1.4 Expand park systems by acquiring new land and planning improvements that consider future demand.

/ PR-2 Ensure parks and services are accessible and meet the needs of the community as a whole.

PR-2.1 Offer diverse park amenities and programs for all community segments.

PR-2.2 Eliminate the physical, financial, and social barriers to park and recreation access.

PR-2.3 Celebrate and support the cultural diversity of the community through parks and recreation planning.

PR-2.4 Engage residents, partners, and stakeholder groups in park and recreation planning, design, decision-making, and program implementation.

PR-2.5 Develop plans and policies for active, healthy community lifestyles.

/ PR-3 Make welcoming spaces that foster social interactions and highlight local art and history.

PR-3.1 Enhance parks and public spaces with art and cultural and historical elements to create unique spaces.

PR-3.2 Maintain wayfinding in parks and public facilities that include interpretive signage and historical information.

PR-3.3 Showcase diverse artwork and performances in public spaces that reflect neighborhood identities and highlight local talent.

PR-3.4 Develop a trail network for safe, non-motorized access to parks.

PR-3.5 Provide outreach and promotional materials about parks and recreation services.

PR-3.6 Support the development of performing arts facilities in the Downtown.

PR-3.7 Create visually appealing gateways at entrances to the city that incorporate art, wayfinding, and landscaping.

/ PR-4 Enhance economic opportunities and quality of life through park and recreation investments.

PR-4.1 Boost tourism and local recreation by upgrading park features and organizing community events.

PR-4.2 Improve amenities in parks located in downtown and commercial zones.

PR-4.3 Maintain parks that are safe, clean, and environmentally friendly to attract visitors and boost local quality of life.

/ PR-5 Manage parks, recreation, and open spaces with transparency, accountability, and financial responsibility.

PR-5.1 Make informed and transparent management decisions about parks, recreation, and open spaces that consider environmental, economic, and social impacts.

PR-5.2 Plan new park and open space investments with a focus on life-cycle costs and their impact on maintenance and operational budgets.

PR-5.3 Regularly update the Legacy Plan, including its objectives and practices.

PR-5.4 Seek external funding to complement city investments in parks.

PR-5.5 Collaborate with community groups to enhance park and recreation services.

PR-5.6 Continuously review and refine management and investment practices in parks and recreation.

10 Public Services

10.1 Introduction

The Public Services Element is optional under the GMA but is a key tool for Lakewood given its relationships with many partner agencies, utilities, and private entities that provide urban and human services to the city. It contains goals and policies intended to set the stage for cooperative land use and human services planning for everyone member of the community.

10.2 Background

10.2.1 Overview

Since incorporation, the provision of some public services has been by Lakewood, with other services contracted to other districts and institutions. The table below provides information on the services that either the city, other public or private utilities, public agencies, or private companies provide.

Exhibit 10-1. Public Service Providers in Lakewood.

Public Service	Provider
General Administrative Services	City of Lakewood
Police	City of Lakewood
Public Works	City of Lakewood
Stormwater	City of Lakewood
Refuse/Solid Waste	Waste Connections
Fire Protection	WPFR
Emergency Medical Services (EMS)	WPFR
Emergency Management	City of Lakewood
Health & Human Services	City of Lakewood
Housing and Community Development Programs	Tacoma/Lakewood HOME/CDBG Consortium
Schools	Clover Park School District, Pierce College, Clover Park Technical College, and private schools
Library Services	Pierce County Library District

This element concentrates on the following services:

- Fire protection;
- Emergency medical services;
- Police;
- Emergency management;
- Schools and higher education;
- Library services;
- Health and human services; and
- Housing and community development programs.

The Utilities Element and the Capital Facilities and Essential Public Facilities Element (as well as others) also address services identified in the table above.

The city recognizes the importance of coordinated planning for these services with its GMA planning. This will ensure that the city's plans and growth targets inform, and are informed by, public service providers' planning and growth assumptions.

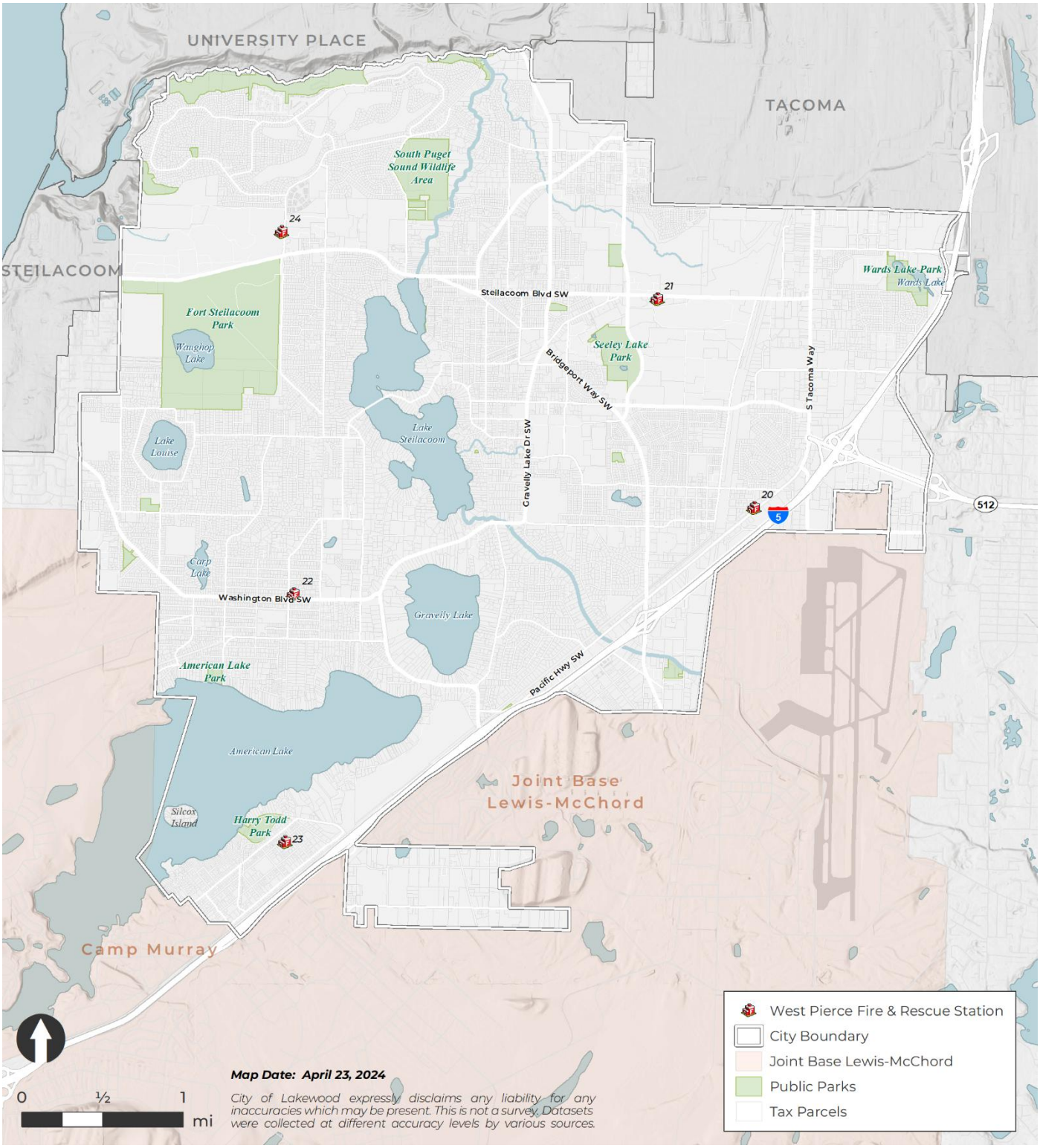
This planning coordination is particularly important for both K-12 and post-secondary education entities, whose enrollment numbers, student populations, and sometimes even course emphases are strongly tied to local growth, but where "disconnects" can easily occur without intentional coordination. This element interrelates Lakewood's Comprehensive Plan to the functions of Clover Park School District, Pierce College, Clover Park Technical College, and the Pierce County Library System.

In setting goals and policies related to human services, this element also sets forth the city's commitment to its citizens' well-being through active participation with countywide and regional partners. Lakewood joins, values, and supports community-based strategic planning efforts for health and human services.

The following maps highlight major facilities for different service providers:

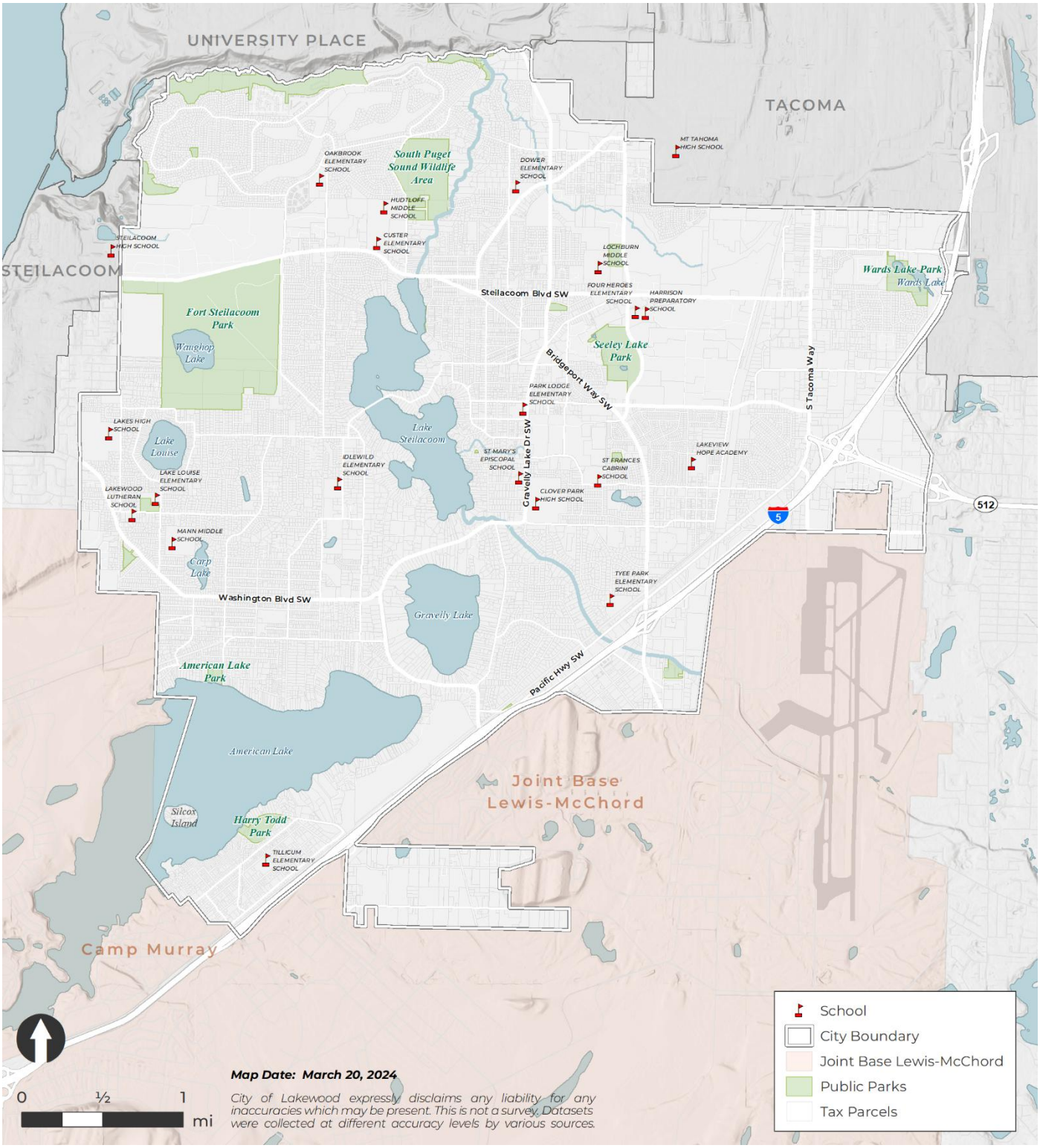
- Exhibit 10-2 highlights the WPFR stations in Lakewood, which are the primary provider of fire and emergency medical services.
- Exhibit 10-3 shows the locations of schools in Lakewood, including both public and private institutions.

Exhibit 10-2. Lakewood West Pierce Fire and Rescue Stations.



Source: City of Lakewood, 2024; West Pierce Fire & Rescue, 2024; Pierce County GIS, 2024.

Exhibit 10-3. Lakewood Schools.



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

10.3 Goals and Policies

/ PS-1 Protect the community through a comprehensive fire and life safety program.

PS-1.1 Maintain a Washington Surveying and Rating Bureau (or successor agency) rating of ISO Class 3 or better.

PS-1.2 Install and maintain traffic signal control devices responsive to emergency vehicles.

PS-1.3 Where possible, and mutually beneficial, coordinate land acquisition for emergency services facilities with other departments (e.g., Parks, Public Works, Police) to maximize benefits to the city.

PS-1.4 Continue the utilization of the West Pierce Fire & Rescue Fire Marshal and staff to provide fire and life safety inspections of occupancies as a means of identifying and remedying potential fire hazards before fires occur.

PS-1.5 Educate and inform the public on fire safety and hazardous materials to further protect the community and the environment from unnecessary damage.

/ PS-2 Ensure that fire facilities and protective services are provided in conjunction with growth and development.

PS-2.1 Periodically evaluate population growth, community risks, emergency response times, apparatus deployment, and staffing levels to identify future service and facility needs.

PS-2.2 Incorporate WPFR in evaluating proposed annexations to determine the impact on response standards.

PS-2.3 Provide fire station locations, apparatus deployment, and staffing levels that support the core fire service provisions and response time objectives as approved in Resolution by the Board of Fire Commissioners.

/ PS-3 Ensure built-in fire protection for new development and changes or additions to existing construction.

PS-3.1 Require all new development to provide minimum fire flow requirements as prescribed in the International Fire Code.

PS-3.2 Continue to require that all structures and facilities under city jurisdiction adhere to city, state, and national regulatory standards such as the International Building and Fire Codes and any other applicable fire safety guidelines.

PS-3.3 Require developers to install emergency access control devices to gated communities as approved by the public works director.

PS-3.4 Consider requiring assessment of a hazardous material impact fee for industrial uses.

/ PS-4 Protect citizens through a comprehensive emergency services (EMS) program that maximizes available resources.

PS-4.1 WPFR will serve as the primary and lead Basic Life Support (BLS) and Advanced Life Support (ALS) provider within the city.

PS-4.2 Provide a four-minute initial time standard for EMS calls.

PS-4.3 Provide fire station locations, apparatus deployment, and staffing levels that support the core EMS service provisions and response time objectives as approved in Resolution by the Board of Fire Commissioners.

PS-4.4 Maintain criteria-based dispatch system for determining appropriate levels of response.

PS-4.5 Implement citizen CPR training programs with existing personnel and resources.

PS-4.6 Implement and maintain a local physician advisor program in conjunction with the Pierce County EMS Medical Program Director to ensure the medical quality of emergency medical services.

/ PS-5 Protect community members from criminal activity and reduce the incidence of crime in Lakewood.

PS-5.1 Provide police protection with a three-minute response time for life-threatening emergencies (Priority 1), a six-minute response time for crimes in progress or just completed (Priority 2), and a routine/non-emergency response time of 20 minutes (Priority 3).

PS-5.2 Maintain a level of police staffing, services, and command that is adequate to serve Lakewood's current needs and future growth.

PS-5.3 Where appropriate, participate in innovative programs and funding strategies to reduce community crime.

/ PS-6 Enhance the ability of citizens and the Lakewood Police Department to minimize crime and provide security for all developed properties and open spaces.

PS-6.1 Support and encourage community-based crime-prevention efforts through interaction and coordination with existing neighborhood watch groups, assistance in the formation of new neighborhood watch groups, and regular communication with neighborhood and civic organizations.

PS-6.2 Implement a crime prevention through environmental design program that results in the creation of well-defined and defensible spaces by reviewing such things as proposed developments' demographic settings; intended uses; and landscaping, lighting, and building layout as a means of access control.

PS-6.3 Seek ways to involve police with youth education, such as bike safety training, anti-drug courses, "cop in school" program, etc.

/ PS-7 Protect the community through a comprehensive emergency management program.

PS-7.1 Adopt and maintain a comprehensive emergency management plan consistent with federal and state requirements.

PS-7.2 Continue to fund and support the emergency management program, ensuring that emergency management plans, equipment, and services are sufficient for potential disaster response.

PS-7.3 Maintain personnel, resources, and training necessary within all appropriate city departments to provide the disaster response called for in the emergency management disaster response plans.

PS-7.4 Coordinate with appropriate state agencies when preparing disaster response plans and when considering floodplain or seismic ordinance standards.

PS-7.5 Develop an interagency communications network incorporating all public service agencies within the city for use during disasters.

PS-7.6 Maintain and enhance rescue capabilities that include extrication, trench rescue, water rescue, high-angle rescue, and urban rescue.

PS-7.7 Develop and implement additional public education activities that promote water safety.

/ PS-8 Support the maintenance and enhancement of the public education system, placing a strong emphasis on providing quality school facilities that function as focal points for family and community activity.

PS-8.1 Support efforts of the school district to ensure that adequate school sites are provided and that the functional capacity of schools is not exceeded.

PS-8.2 Work with the school district to prepare/update a master plan for all its facilities and a capital improvement plan.

PS-8.3 Consider the impact on school enrollment and capacities when reviewing new development proposals, higher density infill projects, zoning changes, and Comprehensive Plan amendments.

PS-8.4 Require that developers assist in donating or purchasing school sites identified on the facilities map in correlation to the demand that their developments will create.

PS-8.5 Ensure that new school sites include room for future expansion if needed.

PS-8.6 Request student generation factors from the school district for the city's use in analyzing the impact of project proposals on schools.

/ PS-9 Accommodate the maintenance and enhancement of private school opportunities for area students and residents.

PS-9.1 Subject to specific regulatory standards, allow existing private schools to expand and new private schools to develop.

PS-9.2 Ensure that the Comprehensive Plan and development standards provide sufficient accommodation for the operation and expansion of private school opportunities.

/ PS-10 Ensure that both public and private schools are safe and accessible to students, generate a minimal need for busing, and are compatible with and complementary to surrounding neighborhoods.

PS-10.1 Prohibit development of public and private schools on sites that present hazards, such as within Joint Base Lewis-McChord Accident Potential Zones I & II (APZs I & II) and industrial zoning districts, nuisances, or other limitations on the normal functions of schools that are unable to be mitigated.

PS-10.2 Work with schools and neighborhoods to explore options for access to elementary and secondary schools via local streets and/or paths.

PS-10.3 Develop specific regulatory standards to ensure that new residential development located near public schools provides adequate pedestrian and bicycle connections, signage, and traffic control measures where needed to ensure the safety of students traveling between the development and the school.

PS-10.4 Apply improvement responsibilities to school district or private school operator developing new school sites equivalent to that applied to other types of development.

PS-10.5 Retrofit existing neighborhoods with sidewalks, crosswalks, special signage, and other traffic control measures near schools as funding becomes available or as land uses are redeveloped.

PS-10.6 Co-locate public school grounds and public parks whenever possible.

PS-10.7 Encourage as appropriate the school district or private school operator to reduce high school student generated traffic impacts by implementing transportation demand management (TDM) mechanisms such as limited student parking, public bus routes, and other appropriate tools.

PS-10.8 Encourage the school district to continue to make schools available for civic functions when classes are not in session.

PS-10.9 Establish limited parking zones around schools where parking capacity problems exist.

PS-10.10 Work with the CPSD to reuse/redevelop surplus school properties with appropriate uses consistent with the Comprehensive Plan.

/ PS-11 Maintain and enhance top-quality institutions of higher education that will meet the changing needs of Lakewood's residents and business community.

PS-11.1 Work with colleges to prepare a master plan and policy guide addressing the location of existing and proposed on- and off-site campus structures and uses.

PS-11.2 Require new construction to be subject to requirements of the city's development standards, including adequate fire protection and emergency access, and generally consistent with the master plan.

PS-11.3 Work with colleges to enhance area infrastructure to better serve college facilities, such as improved pedestrian, bike and bus connections, and more student housing and support services in the surrounding area.

/ PS-12 Maximize the ability of higher educational institutions to provide quality services while minimizing impacts on area residents and businesses.

PS-12.1 Participate with institutions of higher education in master planning efforts, transit programs, neighborhood plans, and other programs intended to facilitate the provision of quality education in a manner compatible with surrounding uses.

/ PS-13 Ensure that high quality library services are available to Lakewood residents.

PS-13.1 Work with the Pierce County Library System to address current service deficits, continued population growth, changing library services, increased and changing customer needs and expectations within the Lakewood service area.

PS-13.2 Promote the construction a new main library facility within the city's downtown core.

PS-13.3 Assist the Pierce County Library System in the reuse/sale of the existing library building/property located at 6300 Wildaire Rd SW.

PS-13.4 Work with the Library System to ensure that its facilities are located and designed to effectively serve the community.

PS-13.5 Support the Pierce County Library System's service levels (seating, materials and shelving, technology guidelines, meeting rooms, square feet per capita, and parking) as outlined in the Pierce County Library 2030 report and as may be updated from time-to- time.

PS-13.6 Work with the Library System to identify non-capital alternatives such as specialized programs, new technologies, and other alternatives to provide up-to-date library services.

PS-13.7 Establish a three- to five-mile service radius for library coverage.

PS-13-8 Continue and expand bookmobile services to underserved and/or isolated areas such as Springbrook, Tillicum, and Woodbrook.

/ PS-14 Create a community in which all members have the ability to meet their basic physical, economic, and social needs, and the opportunity to enhance their quality of life.

PS-14.1 Assess and anticipate human services needs and develop appropriate policy and program responses.

PS-14.2 Convene and engage others, including the Youth Council, the Lakewood Community Collaboration, and Lakewood's Promise, in community problem-solving to develop and improve social services.

PS-14.3 Disburse Community Development Block Grant and General Fund dollars to support a network of services which respond to community needs.

PS-14.4 Promote awareness of needs and resources through strengthened dialogue, effective marketing strategies, and public relations activities.

PS-14.5 Encourage services that respect the diversity and dignity of individuals and families, and foster self-determination and self-sufficiency.

PS-14.6 Foster a community free of violence, discrimination and prejudice.

PS-14.7 Encourage the location of medical clinics and services near transit facilities.

/ PS-15 Ensure the city's Human Services Funds are effectively and efficiently managed.

PS-15.1 The city's role is to fund, advocate, facilitate, plan, and inform by continually engaging service providers and community organizations in dialogue regarding the functioning of the present service systems, the emerging needs of the community and the building of a comprehensive system of services.

PS-15.2 Develop and maintain a strategic plan to direct collaborative services efforts.

PS-15.3 Assess community needs and administer a funding allocations process to address identified community needs.

PS-15.4 Develop contract performance measures and monitor contracting agencies performance.

/ PS-16 Give a broad range of Lakewood citizens a voice in decision making about how we can create a safer, healthier community.

PS-16.1 Ensure the representation of culturally and economically diverse groups, including youth, people of color, seniors, and the disabled, in publicly appointed committees working on human services needs.

PS-16.2 Develop decision-making processes that include regular feedback from the community and health/human services consumers.

/ PS-17 Participate in regional and local efforts that address human services needs in the region and in the city.

PS-17.1 Support and actively coordinate with local, regional, and national efforts that address local human services needs and ensure that local services are compatible with other programs provided at the state and federal levels.

PS-17.2 Continue the city's active participation in the Tacoma-Lakewood-Pierce County Continuum of Care, the Pierce County Human Services Coalition, and the 2060 and 2163 Funding Programs.

/ PS-18 Maintain/improve community facilities and public infrastructure, particularly in underserved areas or neighborhoods.

PS-18.1 Support public infrastructure such as streets, sidewalks, street-lighting, street-related improvements, and park facilities and improvements, and the removal of architectural barriers that impede American Disabilities Act accessibility.

PS-18.2 Support community facilities providing emergency services and basic needs.

PS-18.3 Support the delivery of human services to, and sustain a community safety net for, identified vulnerable populations.

PS-18.4 Develop and improve parks and open space in low income residential neighborhoods.

11 Subareas

11.1 Introduction

Under the GMA, state law considers subarea plans to be elements under the Comprehensive Plan, as per RCW 36.70A.080(2). Lakewood currently has three subarea plans (shown in Exhibit 11-1), two of which are accompanied by development regulations and SEPA Planned Action Ordinances:

- 2018 Downtown Subarea Plan;
- 2021 Station District Subarea Plan; and
- 2024 Tillicum-Woodbrook Subarea Plan.

This element contains goals and policies related to subarea plans. While many of these policies refer to the three adopted subarea plans listed, there are also references to creating future subarea plans in Springbrook and the Pacific Hwy SW Corridor (the city's "International District").

The Downtown, Station District, and Tillicum-Woodbrook Subarea Plans and their respective development regulations and/or related SEPA Planned Actions and EIS documents are all hereby incorporated into the Comprehensive Plan by reference and are included as appendices to this element.

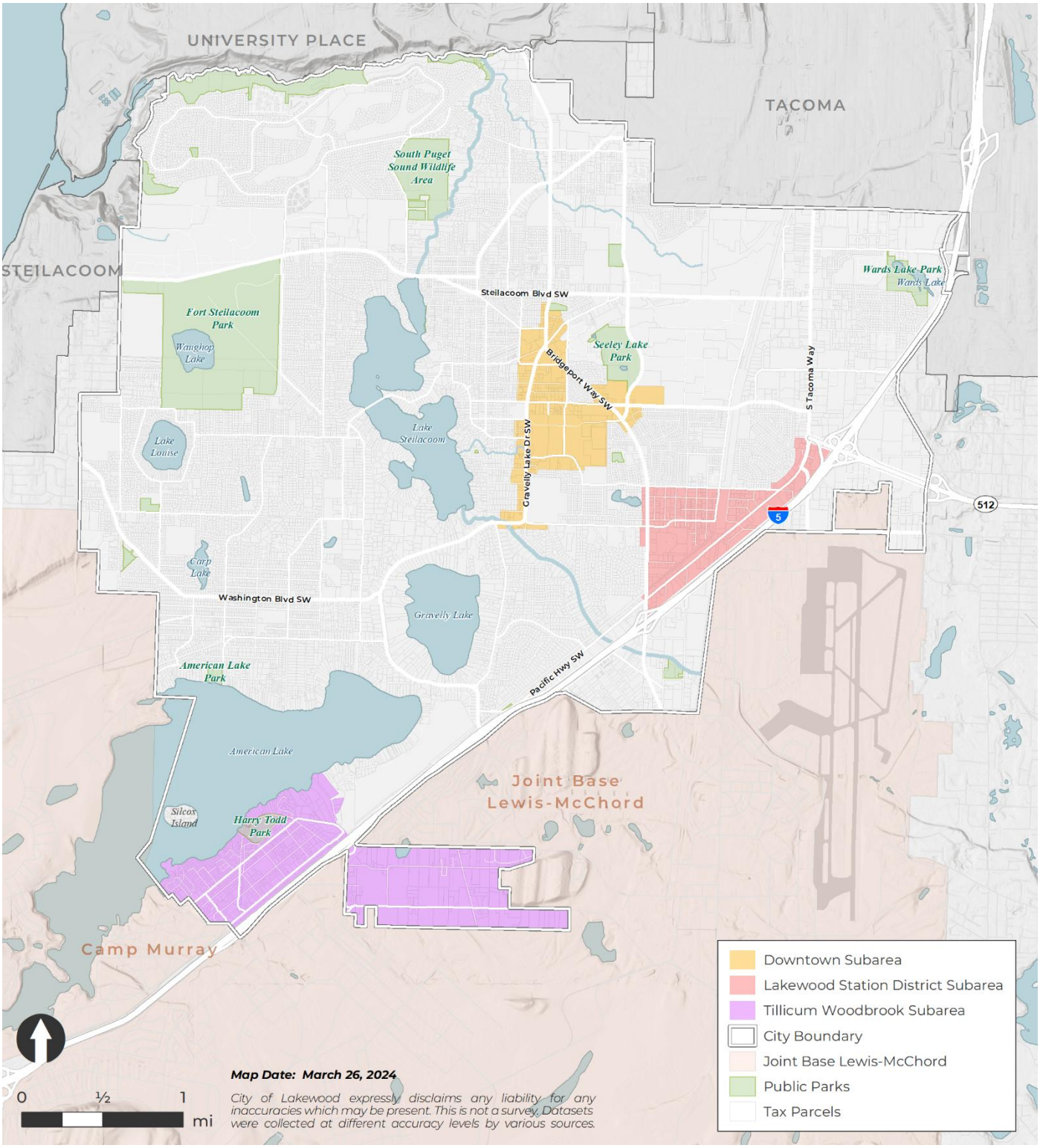
11.2 Background

11.2.1 2018 Downtown Subarea Plan

"There's no there, there" is a common criticism of many American localities, and Lakewood has been no exception. The traditional icon of place is a recognizable downtown. Due in part to the century of unorganized development prior to incorporation, the basic ingredients for a Downtown do not work together to create an active, multifaceted core. This Comprehensive Plan is focused in part on creating a viable, functioning, and attractive city center.

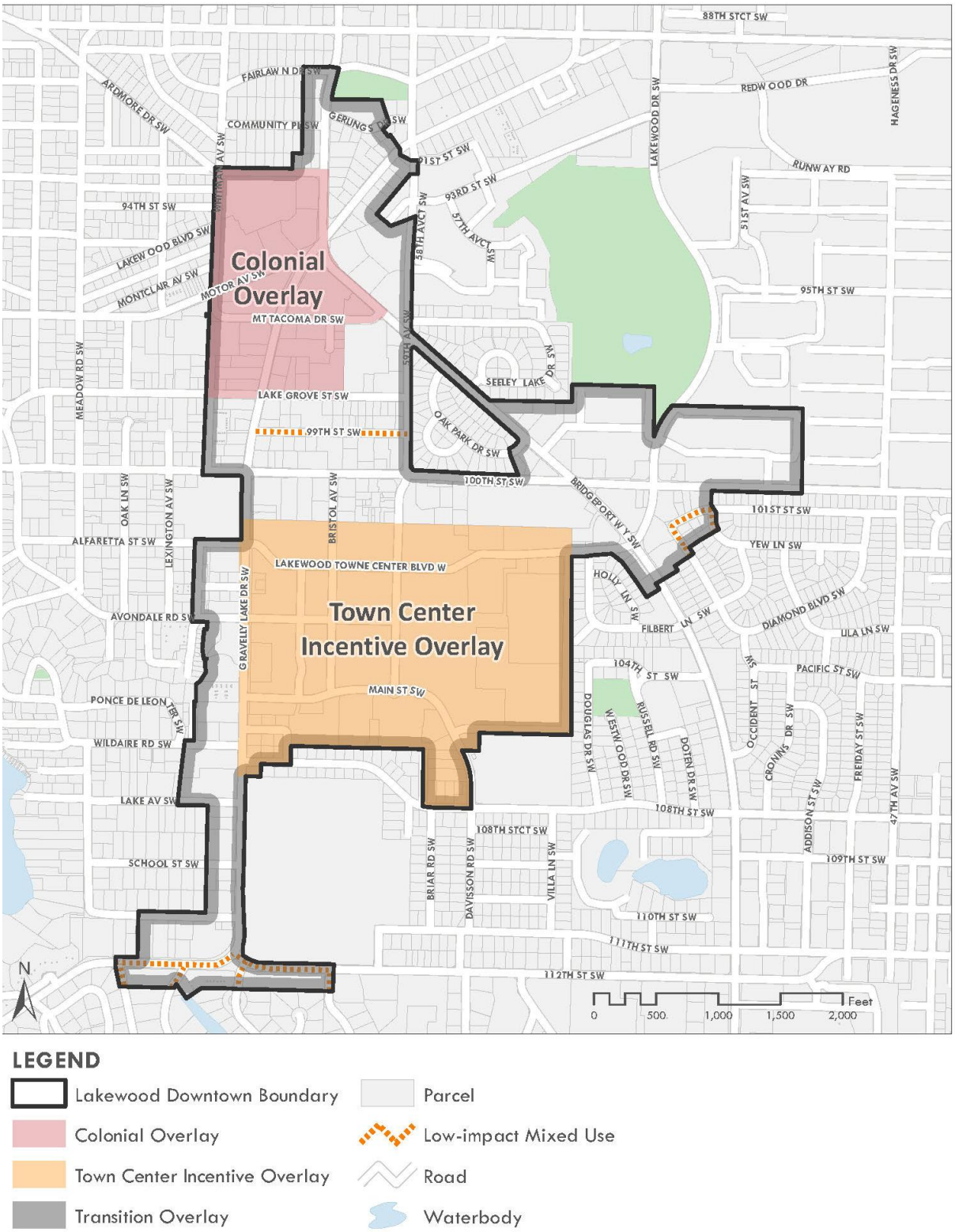
The Downtown Subarea, shown in Exhibit 11-2, is intended to be the hub of commercial and cultural activity for the city. It encompasses both the Lakewood Towne Center Mall and Colonial Center. In 2018, the city adopted the Downtown Subarea Plan, Code and Planned Action to spur "placemaking" and significant redevelopment in the subarea, including planning for 2,257 housing units and 7,369 jobs.

Exhibit 11-1. Lakewood Subareas Map.



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

Exhibit 11-2. Downtown Subarea Boundaries.



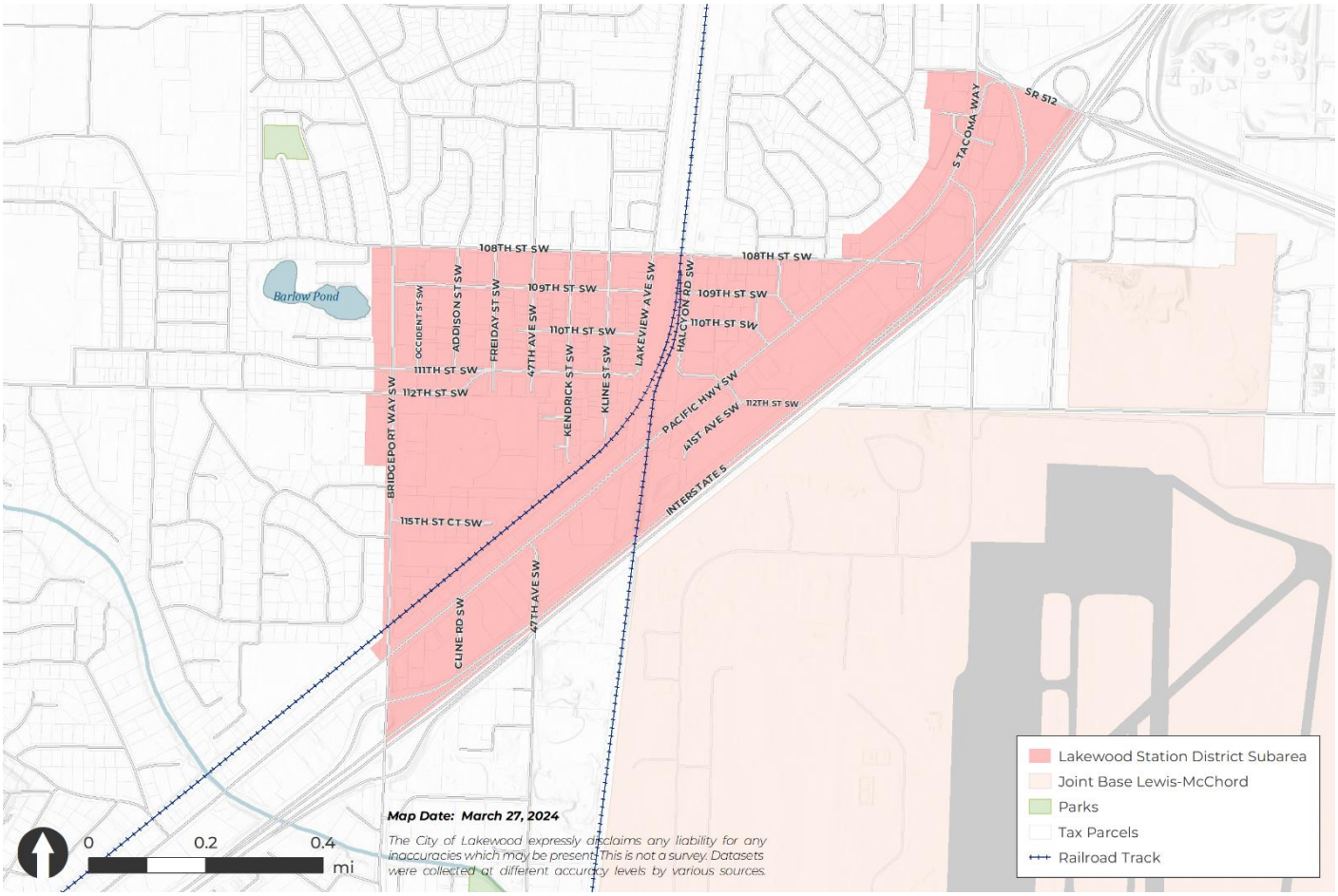
Source: City of Lakewood, 2025.

The area in and around the Towne Center Mall is envisioned as a magnet for intensive mixed use urban development including higher density office and residential uses. At the north end of the Downtown subarea, the Colonial Center will serve as the hub of Lakewood's cultural activity. Higher quality, denser urban redevelopment is expected within the district, noticeably increasing social, cultural, and commercial activity. Streetscape and other urban design improvements will make this area more accessible and inviting to pedestrians.

11.2.2 2021 Lakewood Station Subarea Plan

The Lakewood Station Subarea, shown in Exhibit 11-3, is intended to become a new high-density employment and residential district catalyzed by station-area development opportunities. A new pedestrian bridge connecting the Lakewood Sounder Station to the neighborhood to the north was completed in 2013. Numerous additional motorized and non-motorized access improvements to the Sounder Station will be completed in collaboration with Sound Transit by 2030.

Exhibit 11-3. Lakewood Station Subarea Boundaries.



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

In 2021, the city adopted the Lakewood Station District Subarea Plan, Code and Planned Action. Under the Plan, a dense concentration of urban development with a major concentration of multi-unit housing, health care services, and shopping will be developed within walking distance of the Lakewood commuter rail station. A significant high density, multi-unit residential presence providing residents with both rental and ownership opportunities in the center of this area is encouraged. A total of 1,722 housing units and 1,276 jobs are planned for this area.

The Lakewood Station District Subarea Plan includes goals, policies, and strategies to implement its vision. Special emphasis is placed on design per the hybrid form-based development code to enhance the pedestrian environment and create a diverse new urban neighborhood. New open space opportunities consistent with the desired urban character will be realized in private and public developments to attract development.

11.2.3 2024 Tillicum-Woodbrook Subarea Plan

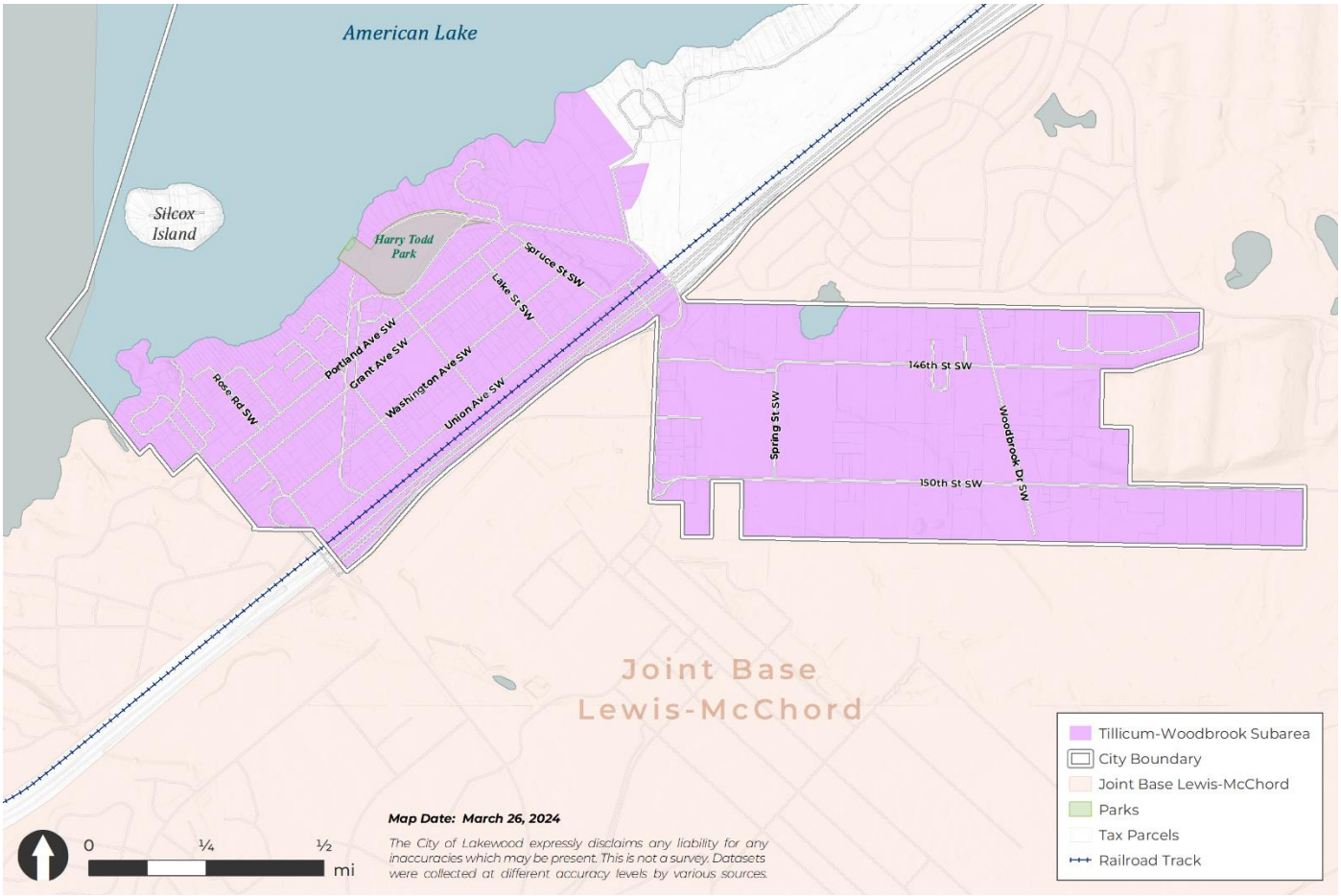
The Tillicum-Woodbrook Subarea Plan, shown in Exhibit 11-4, builds upon the previous 2011 Tillicum Neighborhood Plan, updating the initial focus to include the Woodbrook area to better integrate these connected communities. This revised plan is designed to guide Lakewood's development over the next two decades, covering land use, housing, economic development, and transportation.

The plan builds on the previous Plan with comprehensive goals, policies, and actions aimed at fostering a vibrant community. It proposes changes to support a mix of housing types and densities and enhance public spaces and community services. These efforts are directed towards creating an inclusive environment where public access is prioritized, and community landmarks are developed as focal points.

Economic revitalization is another key goal, with the plan highlighting the role of commercial expansion in Tillicum to stabilize and grow the local economy. It targets economic disparities with policies that support local employment opportunities and workforce development, aiming to boost people in the community.

Sustainability and resilience are also central to the TWSP, including initiatives like the Gravelly Thorne Connector and diverse housing strategies to mitigate displacement. The plan also promotes multimodal transportation and sustainable infrastructure to ensure the long-term viability of the neighborhood and equitable growth for Tillicum and Woodbrook residents.

Exhibit 11-4. Tillicum-Woodbrook Subarea Boundaries.



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

11.3 Goals and Policies

11.3.1 General

/ SA-1: Provide subarea and redevelopment plans for targeted neighborhoods in the city to guide intended growth and development.

SA-1.1 Manage the Downtown Subarea as the city's PSRC-designated Regional Urban Growth Center according to the VISION 2050 Urban Center criteria.

SA-1.2 Develop and implement redevelopment and subarea plans for other areas such as the Springbrook, the Downtown, the Pacific Highway SW corridor, and selected residential arterials.

11.3.2 Downtown Subarea

/ DS-1 Implement the Downtown Subarea Plan.

DS-1.1 Consider the differences between the three distinct districts in the Downtown Subarea as part of planning:

- **Colonial**, which includes colonial-style commercial buildings and the historic Lakewood Theater.
- **Town Center**, which contains the upgraded Lakewood Towne Center, an auto-oriented shopping area with stores and restaurants, a transit center, the Lakewood Playhouse, and City Hall. Note that when referring to the district as a whole, "town" is used in these policies, and when referring to the private mall, "towne" is used.
- **East District**, which is at the intersection of Bridgeport Way SW and 100th Street SW has a mix of large auto-oriented commercial centers and smaller strip-commercial properties along arterials.

DS-1.2 Implement a hybrid form-based code for the Downtown to regulate streetscapes and frontages according to different street types.

DS-1.3 Include overlay areas within the Downtown Subarea to provide more specific design standards based on location and context:

- The **Colonial Overlay (C-O)** is a special design district that preserves the unique colonial style aesthetic within that area.
- The **Town Center Incentive Overlay (TCI-O)** district allows for the holistic development of the Lakewood Towne Center in alignment with the vision and policies of the Downtown Plan.
- The **Low-Impact Mixed-Use Roads (LIMU-O)** district supports the transformation of the Downtown District according to the Downtown Plan and the fulfillment of the

purpose of the CBD zone but allows for existing single-family residential development to remain in place.

- The **Transition Overlay (TO)** is any property or portion of a property in the Downtown District that is within 100 ft. of an abutting single-family residential zone or mixed residential zone. Properties within the Downtown District that are separated from a single-family residential or mixed residential zone by a city-owned right of way of at least 60 ft. in width do not have to provide a transition area. The TO provides a buffer between higher intensity uses in the Downtown Subarea and lower intensity uses in the residential zones that surround downtown.

/ DS-2 **Urban Design + Land Use: Define Downtown Lakewood as a dynamic mixed-use urban center with diverse and intensive development, high-quality public spaces, and vibrant cultural and commercial activities.**

DS-2.1 Promote redevelopment of the Central Business District as a mixed-use urban center that anchors the Downtown and bolsters Lakewood's sense of identity as a city.

DS-2.2 Develop Downtown as not only the "heart" of the city, but a regional urban center where commerce, culture, and government flourish.

DS-2.3 Promote the Central Business District as the primary center for retail, office, public services, cultural activities, urban residential, and civic facilities of Lakewood.

DS-2.4 Promote office development, open space, high density residential development and/or mixed-use development in the Towne Center.

DS-2.5 Promote the Central Business District as a daytime and nighttime center for social, entertainment, cultural, business and government activity.

DS-2.6 Adopt new urban design approaches to raise the aesthetic standards of the Downtown.

DS-2.7 Continue to foster transformation of the former mall to provide better public visibility; create additional public rights-of-way; and potentially develop entertainment, housing, visitor serving, and open space uses.

/ DS-3 **Economic Development: Highlight Downtown Lakewood as a destination for commerce, culture, and community living by enhancing opportunities for business and residential development.**

DS-3.1 Develop Downtown as a destination for retail, office, public services, cultural activities (art, culture, and entertainment), urban residential, and civic facilities of Lakewood.

DS-3.2 Ensure Downtown is home to a wide spectrum of businesses that reflect the area's most competitive and desired industries.

DS-3.3 Prioritize and market catalytic sites identified through this Plan for mixed-use development.

DS-3.4 Improve the comfort and safety of residents, business owners and employees, customers, and visitors to the Downtown through design, maintenance, and policing strategies.

/ DS-4 Housing: Support a diverse and inclusive residential environment in Downtown Lakewood by promoting varied housing options and supportive amenities for individuals and families of all backgrounds.

DS-4.1 Encourage a diversity of housing types to ensure housing choices for current and future residents, workers, military families, and to strengthen commercial areas.

DS-4.2 Provide increased densities and regulatory flexibility in Downtown development regulations to attract diverse housing for all ages, abilities, and incomes.

DS-4.3 Create mechanisms that attract and increase multifamily development Downtown.

DS-4.4 Support hosting quality cultural, educational, and recreational activities to attract families to live Downtown.

DS-4.5 Promote well-designed and maintained diverse mixed use and multifamily housing opportunities available to all incomes.

/ DS-5 Street Grids, Streetscapes & Public Spaces: Transform Lakewood Downtown into a dynamic, pedestrian-friendly hub that supports diverse social, cultural, and economic activities through strategic urban design and innovative parking solutions.

DS-5.1 Promote the Central Business District as a daytime and nighttime center for social, entertainment, cultural, business and government activity.

DS-5.2 Promote cultural institutions, performing arts uses, and recreational activities within the Central Business District.

DS-5.3 Consider the use of the city's eminent domain powers to establish public streets and public open spaces in the Lakewood Towne Center.

DS-5.4 Maintain a pedestrian-orientation in building, site, and street design and development in the Central Business District.

DS-5.5 Maintain an appropriate supply of parking in the Central Business District as development intensifies.

DS-5.6 Foster the evolution of a Central Business District that is compact and walkable and not defined by large expanses of parking lots.

DS-5.7 Consider parking requirements for higher density areas that offer sufficient parking and access as well as encourage alternative transportation modes.

DS-5.8 Confine the location of parking areas to the rear of properties to increase pedestrian safety and minimize visual impact.

DS-5.9 Identify places where on-street parking can be added adjacent to street-facing retail to encourage shopping and buffer sidewalks with landscaping to create a pleasant walking environment.

DS-5.10 Encourage the use of structured, underbuilding, or underground parking, where feasible with site conditions, to use land more efficiently.

DS-5.11 Encourage shared parking agreements within the Lakewood Towne Center.

DS-5.12 Focus investments in Downtown by promoting joint and mixed-use development and integrating shared-use parking practices.

/ DS-6 Transportation: Emphasize pedestrian and bicycle connectivity and transit use within the Downtown while accommodating automobiles.

DS-6.1 Balance the need for traffic flow with providing multi-modal travel options and supporting urban development in the Downtown.

DS-6.2 Emphasize pedestrian and bicycle connectivity and transit use within the Central Business District (Central Business District).

DS-6.3 Accommodate automobiles in balance with pedestrian, bicycle, and transit uses within the Central Business District and on individual sites.

/ DS-7 Park, Open Spaces & Trails: Support Downtown by developing public spaces and recreational amenities that promote accessibility and community engagement.

DS-7.1 Create public spaces and amenities in the Central Business District (Central Business District) to support Downtown businesses and residents.

DS-7.2 Acquire lands and construct community-gathering destinations such as plazas, open space or community facilities within the Towne Center.

DS-7.3 Invest in a quality park and recreation system to enhance economic benefit.

DS-7.4 Encourage the development of open space and recreation amenities in business parks or other commercial areas to support workers and nearby residents.

DS-7.5 Increase emphasis on making Lakewood accessible and convenient for pedestrians and bicycle riders.

/ DS-8 Stormwater and the Natural Environment: Protect environmental quality in the Downtown, especially with respect to stormwater-related impacts.

DS-8.1 Protect the quality and quantity of groundwater.

DS-8.2 Require that development follow adopted stormwater standards that incorporate low impact development (LID) principles and standards:

- Where onsite filtration is feasible, it should be provided.
- Permeable surfaces should be considered for sidewalks.

/ DS-9 Utility Infrastructure (Water, Sewer, Power): Ensure the Downtown is provided with sufficient utility capacity to meet current and future needs.

DS-9.1 Ensure Downtown features a connected public street grid and updated utility infrastructure to support densification.

DS-9.2 Encourage energy efficient development in the Downtown Study Area.

/ DS-10 Community Partnerships and Organization: Strengthen Downtown Lakewood's revitalization by supporting organizations dedicated to economic, social, and safety enhancements.

DS-10.1 Focus on the revitalization of the Downtown through partnerships among the city, business and property owners, and the community; develop an organization whose primary function is to support implementation of this Plan.

DS-10.2 Support formation of business improvement organizations.

DS-10.3 Support the formation of a Lakewood Towne Center association or similar organization to establish economic improvement strategies and to sponsor social and safety events.

11.3.3 Lakewood Station District Subarea

/ LS-1 Implement the Lakewood Station District Subarea (LSDS) Plan.

LS-1.1 Develop the LSDS into a distinctive urban node with diverse uses such as regional offices, high-density residences, local businesses, and open spaces.

LS-1.2 Coordinate with transit agencies to plan and develop the Lakewood Station Subarea as a multi-modal commuter hub.

/ LS-2 Land Use and Urban Design: Develop the LSDS as a vibrant transit-oriented, mixed-use community with supporting amenities.

LS-2.1 Support transit-oriented development in the LSDS to capitalize on access to regional transit and proximity to Lakewood Station.

LS-2.2 Support and incentivize mixed-use development near Lakewood Station and in the commercial areas along Pacific Highway and Bridgeport Way where there is capacity for increased intensity of development.

LS-2.3 Integrate public open spaces into new development to create opportunities for public gathering and green spaces in the LSDS.

LS-2.4 Maintain land use and zoning designations that support high density residential development as part of mixed-use developments and residential redevelopment.

LS-2.5 Apply a hybrid-form based code to create an identifiable look and feel for the LSDS and to support safe pedestrian spaces.

LS-2.6 Adopt standards, uses and incentives that allow the subarea to transition from its present condition to its desired vision.

LS-2.7 Consider the designation of new Green Streets as opportunities arise, in coordination with public input.

/ LS-3 Housing: Promote diverse and affordable housing options in the LSDS that can accommodate a broad range of economic backgrounds, support local community investment, and prevent displacement.

LS-3.1 Encourage a variety of housing types to ensure choice for current and future residents, workers, military families, and to strengthen commercial areas.

LS-3.2 Support housing affordable to current LSDS residents though preservation where possible, as well as redevelopment activities.

LS-3.3 Incentivize the development of market rate and affordable housing options for households with incomes at 60-120% of the area median income to preserve affordability in the LSDS and avoid displacement of existing residents.

LS-3.4 Encourage homeownership options that allow local residents to invest in the community to gain equity and wealth.

LS-3.5 Attract a mix of large and small builders that can provide new housing options at a variety of scales and levels of affordability.

/ LS-4 Economic Development, Business, & Employment: Advance economic growth in the LSDS to diversify local employment and services.

LS-4.1 Support medical office and commercial office opportunities.

LS-4.2 Encourage mixed-use development to expand opportunities for business and employment in the LSDS.

LS-4.3 Support small business development to build on the diverse offering of goods and services to residents and workers in the LSDS.

/ LS-5 **Transportation: Enhance accessibility and connectivity by developing comprehensive multi-modal transportation infrastructure and connections to key destinations.**

LS-5.1 Provide multi-modal transportation options to improve the flow or people and goods in the LSDS and to reduce auto-dependence.

LS-5.2 Support pedestrians in the LSDS with sidewalk and infrastructure improvements that enhance safety and provide a more comfortable travel experience.

LS-5.3 Enhance non-motorized connections to Lakewood Station and Pierce Transit facilities to encourage the use of regional and local transit.

LS-5.4 Connect the LSDS to Downtown with enhanced pedestrian and bicycle facilities.

LS-5.5 Publicly invest in the development and construction of streetscapes to support redevelopment in the LSDS.

LS-5.6 Consider options for crossing Pacific Highway to provide a safe and efficient linkage between Lakewood Station and the Lakewood Landing development site.

/ LS-6 **Utilities & Public Services: Expand infrastructure to support sustainable redevelopment and growth.**

LS-6.1 Ensure there is adequate utilities infrastructure to support redevelopment of the LSDS according to the vision.

LS-6.2 Consider future agreements to support infrastructure development in the LSDS such as development agreements, latecomers agreements, fee assessments, improvement districts, and other tools.

11.3.4 Tillicum-Woodbrook Subarea

/ TW-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.**

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

TW-1.2 Expand public access to American Lake to increase recreation opportunities for all residents.

TW-1.3 Support youth activities and programs.

TW-1.4 Invest in new community spaces and civic institutions in Woodbrook

/ TW-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.

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

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

TW-2.3 Celebrate Tillicum and Woodbrook's history.

TW-2.4 Ensure residents continue to live in Tillicum and Woodbrook.

/ TW-3 Diversify Tillicum's and Woodbrook's housing options to support current residents in Lakewood.

TW-3.1 Encourage and support efforts to increase homeownership.

TW-3.2 Provide for a range of housing options to meet community needs.

TW-3.3 Encourage and support access to affordable, safe, and connected housing options.

/ TW-4 Connect Tillicum and Woodbrook to Lakewood and Pierce County through a multi-modal transportation network to increase access to employment and social activities.

TW-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.

TW-4.2 Invest in infrastructure to support mobility needs and address mobility barriers of neighborhood residents.

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

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

TW-4.5 Partner with local and regional transit agencies to provide reliable transit service to neighborhood residents to increase access to social and economic opportunities.

/ TW-5 Increase economic development opportunities within Tillicum and Woodbrook.

TW-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.

TW-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.

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

/ TW-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.

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

TW-6.2 Protect water quality in American Lake.

TW-6.3 Encourage the use of sustainable materials and building practices.

12 Transportation

12.1 Introduction

The content in this Transportation Element is consistent with state law, regional and countywide policies, and other elements of the Lakewood Comprehensive Plan, and will positively contribute to the region's transportation system over time. The goals and policies included here are based on local priorities but are also coordinated with the Comprehensive Plans of University Place, Tacoma, Steilacoom, and Pierce County.

Transportation planning in Lakewood must consider several major trends that will impact traffic patterns into the future:

- **Expected future growth.** Lakewood is planning for 9,378 more housing units, 574 emergency housing units, and 9,863 new jobs by 2044. This municipal growth, coupled with projected countywide and regional growth, will require Lakewood to plan creatively and efficiently for sufficient motorized and non-motorized ("active") community transportation systems. The 2024 Transportation Element updates are also due to recent changes in the GMA requiring cities to plan to accommodate specific numbers of housing units affordable to different income levels.
- **Proximity to major transportation corridors.** Lakewood is transected by Interstate 5 (I-5) and is immediately adjacent to State Highway 512 (Hwy 512), both major transportation corridors that will be more congested over the next 20 years. This will increase pressures on the city's main transportation corridors over time as travelers seek alternative routes when construction projects and/or natural disasters shut down highways for any length of time.
- **Parking supplies.** Public parking primarily exists in surface parking lots to support commercial, office, light industrial, and multi-family residential areas. There is an abundant supply of parking in most of these areas. While adequate parking is critical to any type of development, an oversupply of parking wastes resources and encourages a continuation of auto-oriented travel. Therefore, the city's parking goals and policies balance these two conflicting outcomes.
- **Expanded development capacity in residential areas.** The 2023 GMA requirements to allow for up to four middle housing units and at least two accessory dwelling units per lot in historically single-family areas will also require the city to proactively prepare for the resulting increased traffic and parking pressures in residential areas, particularly since much of these areas are not located close to transit options.
- **Climate change and resiliency.** 2023 changes to the GMA also require the city to also plan for climate change and resiliency, which will affect the Transportation Element through 2034 and beyond. In 2024, the Transportation Element is reflecting work done to date in preparation of more in-depth climate-related updates by 2029.

12.2 Background

12.2.1 Overview

In its 2023–2024 Strategic Plan, the City Council identified transportation projects as high priorities and adopted a goal to "provide safe, clean, well-maintained, and dependable infrastructure" with the following specific objectives:

- Implement capital infrastructure projects to improve transportation, park, and utility systems;
- Invest in preventative maintenance of facilities, parks, and streets to protect city assets;
- Advance infrastructure projects that enhance the city's identity and diversity;
- Increase connectivity and accessibility.

The Council also adopted an Objective to "advocate for increased transportation and parks infrastructure funding."

The goals and policies contained in the Transportation Element are informed by the City Council's 2021-2024 Strategic Plan. They also reflect technical information from the 2015 Transportation Background Report and 2024 supplements to that report (see Appendix). The 2009 Transportation Background Report and the 2018 Downtown Subarea Plan Transportation Report provided information on existing transportation facilities, travel forecast data, transportation systems plans, LOS, and options for implementation.

This Element addresses the connection between transportation and land use; establishes means to increase travel options; describes desirable characteristics of transportation facilities' design and operation; and addresses connectivity, access, traffic management, maintenance, and amenities for transportation improvements. The general principles underlying this Element include:

- Promote safe, efficient, and convenient access to transportation systems for all people.
- Recognize transit, bicycling, and walking as fundamental modes of transportation of equal importance compared to driving when making transportation decisions.
- Create a transportation system that contributes to quality of life and civic identity in Lakewood.
- Reduce mobile source emissions to improve air quality.
- Integrate transportation-oriented uses and facilities with land uses in a way that supports the city's land use as well as transportation goals.
- Increase mobility options by actions that diminish dependency on SOVs.
- Focus on the movement of both people and goods.

There are several issues and realities affecting transportation planning and implementation in Lakewood:

- **Physical Features.** Natural obstacles, especially American Lake, Gravelly Lake, and Lake Steilacoom, constrict traffic flow options between the east and west halves of the city to a few arterial connections.

- **Existing Patterns.** Pre-incorporation, Lakewood's street network evolved in a pattern where few principal roadways connect a network largely composed of otherwise unconnected cul-de-sacs. Because of the city's geographic location, presence of natural features, and adjacent military installations, I-5, and SR 512 form primary connections with the rest of the region.
- **Alternative Transportation Modes.** There are few realistic alternatives to driving for most people in Lakewood. The city's current bicycle and pedestrian network does not provide safe links to all commercial areas, schools, community facilities, and residential neighborhoods. Alternative motorized modes include local and regional transit connections provided by Pierce Transit, Intercity Transit, and Sound Transit systems will improve connectivity as commuter rail and BRT service is established.

12.2.2 Inventory and Classifications

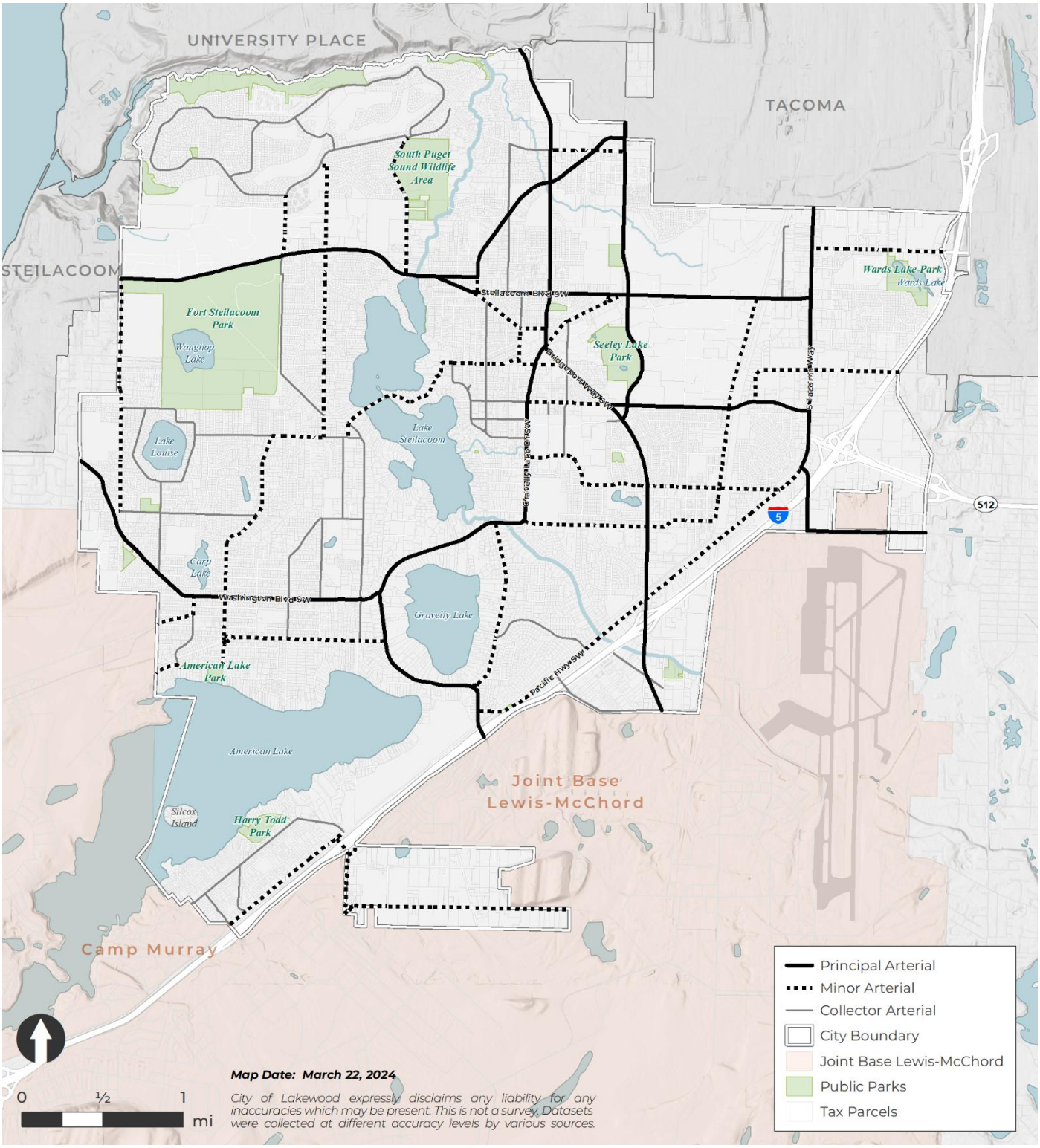
Streets

For the purposes of managing the city's street network, the streets in the city can be classified as follows:

- **Principal arterials** (major arterials) are roadways that provide access to principal centers of activity. These roadways serve as corridors between principal suburban centers, larger communities, and between major trip generators inside and outside the plan area. Service to abutting land is subordinate to travel service to major traffic movements. The principal transportation corridors within the City of Lakewood are principal arterials. These roadways typically have daily volumes of 15,000 vehicles or more.
- **Minor arterials** (minor arterials) are intra-community roadways connecting community centers with principal arterials. They provide service to medium-size trip generators, such as commercial developments, high schools and some junior high/grade schools, warehousing areas, active parks and ballfields, and other land uses with similar trip generation potential. These roadways place more emphasis on land access than do principal arterials and offer lower traffic mobility. In general, minor arterials serve trips of moderate length, and have volumes of 5,000 to 20,000 vehicles per day.
- **Collector arterials** (minor arterials) connect residential neighborhoods with smaller community centers and facilities as well as provide access to the minor and principal arterial system. These roadways provide both land access and traffic circulation within these neighborhoods and facilities. Collector arterials typically have volumes of 2,000 to 8,000 vehicles per day.
- **Local access roads** (access streets) include all non-arterial public city roads used for providing direct access to individual residential or commercial properties. Service to through traffic movement usually is deliberately discouraged. This also includes private access roads.

The definition of the streets in Lakewood as part of these categories is provided in Exhibit 12-1.

Exhibit 12-1. Lakewood Street Classifications.



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

Non-Motorized Transportation

The 2023 Non-Motorized Transportation Plan (NMTP) revisited and expanded upon the city's original 2009 plan by assessing the advancements made in Lakewood's non-motorized infrastructure and outlining future projects to address remaining gaps in the pedestrian and bicycle systems. The update process involved gathering community input, revising existing infrastructure records, and utilizing GIS data for spatial analysis to prioritize improvements, and resulted in the development of an inventory of existing sidewalk/pedestrian and bicycling facilities.

The relevant inventories from the 2023 NMTP are included as follows:

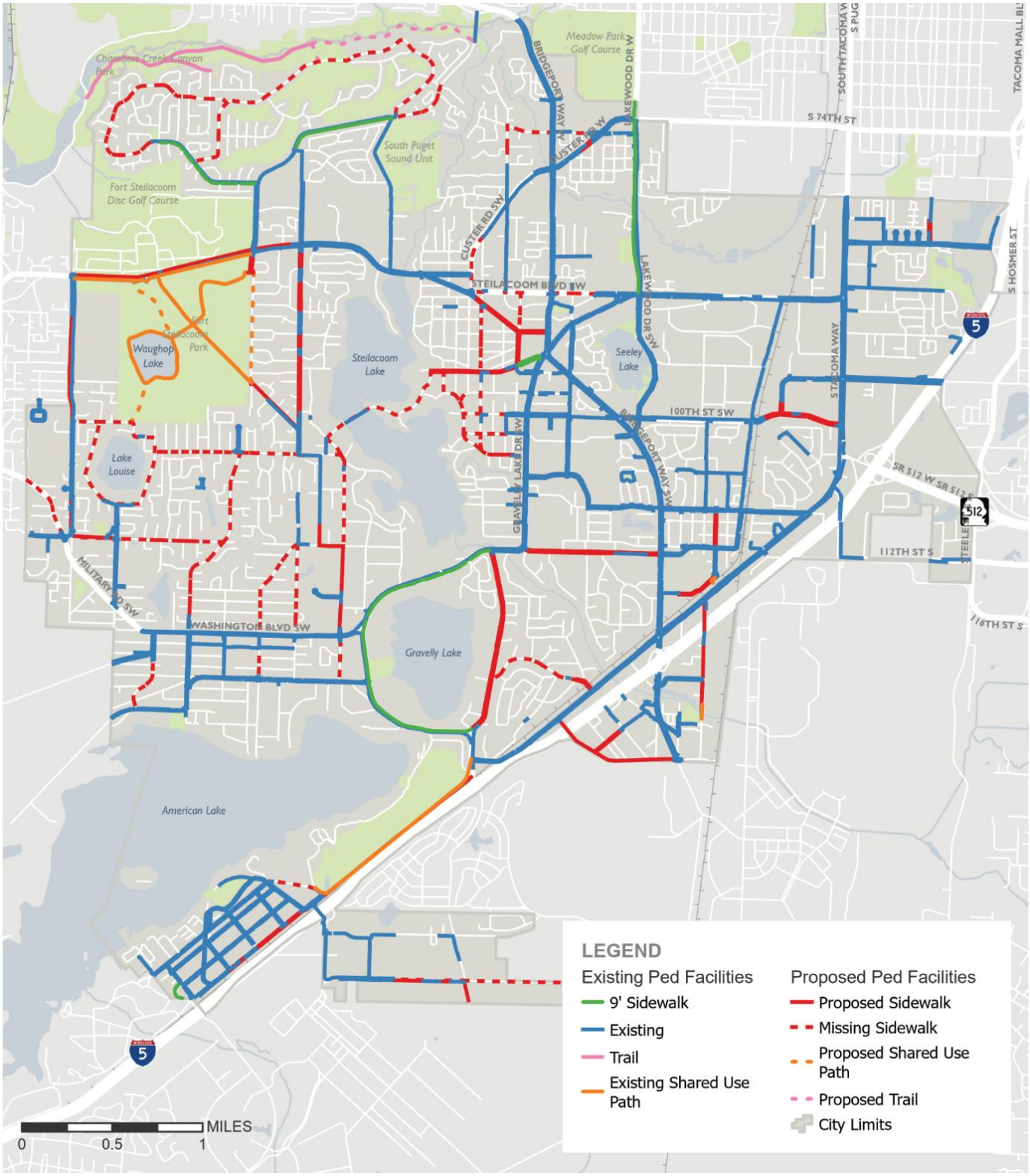
- The **Pedestrian System Plan** is highlighted in Exhibit 12-2, which includes all sidewalks, trails, and mixed-use paths available to pedestrians, as well as future priority connections for building out the city's pedestrian network.
- The **Bicycle System Plan** is summarized in Exhibit 12-3. As with the Pedestrian System Plan, this includes a summary of existing facilities, including bicycle lanes, shared use paths available for bikes, sharrows, and road shoulders available for cyclists, as well as identified connections to build a complete network.

Note that in addition to these inventories and gap assessments, the NMTP also includes the following recommendations:

- **Project programming, coordination, and development.** The city should work with neighboring cities, regional transportation agencies, school districts, and neighborhood associations to prioritize and coordinate non-motorized transportation projects with other construction.
- **Database maintenance.** The city should periodically update asset management information in its GIS database to reflect changes to pedestrian and bicycle infrastructure. These updates may be made individually, or as a comprehensive regular update.
- **WSDOT coordination on I-5 facilities.** The city should encourage the Washington State Department of Transportation (WSDOT) to assess pedestrian and bicycle facilities at I-5 interchanges and overcrossings within the city.
- **Neighborhood traffic management.** The city should continue implementing its Neighborhood Traffic Management Program to address local traffic and safety concerns and integrate considerations from the NMTP into this ongoing effort.
- **Walk-to-school route planning and bicycle education.** The city should revise and coordinate walk-to-school route plans on an ongoing basis in partnership with the Clover Park School District.

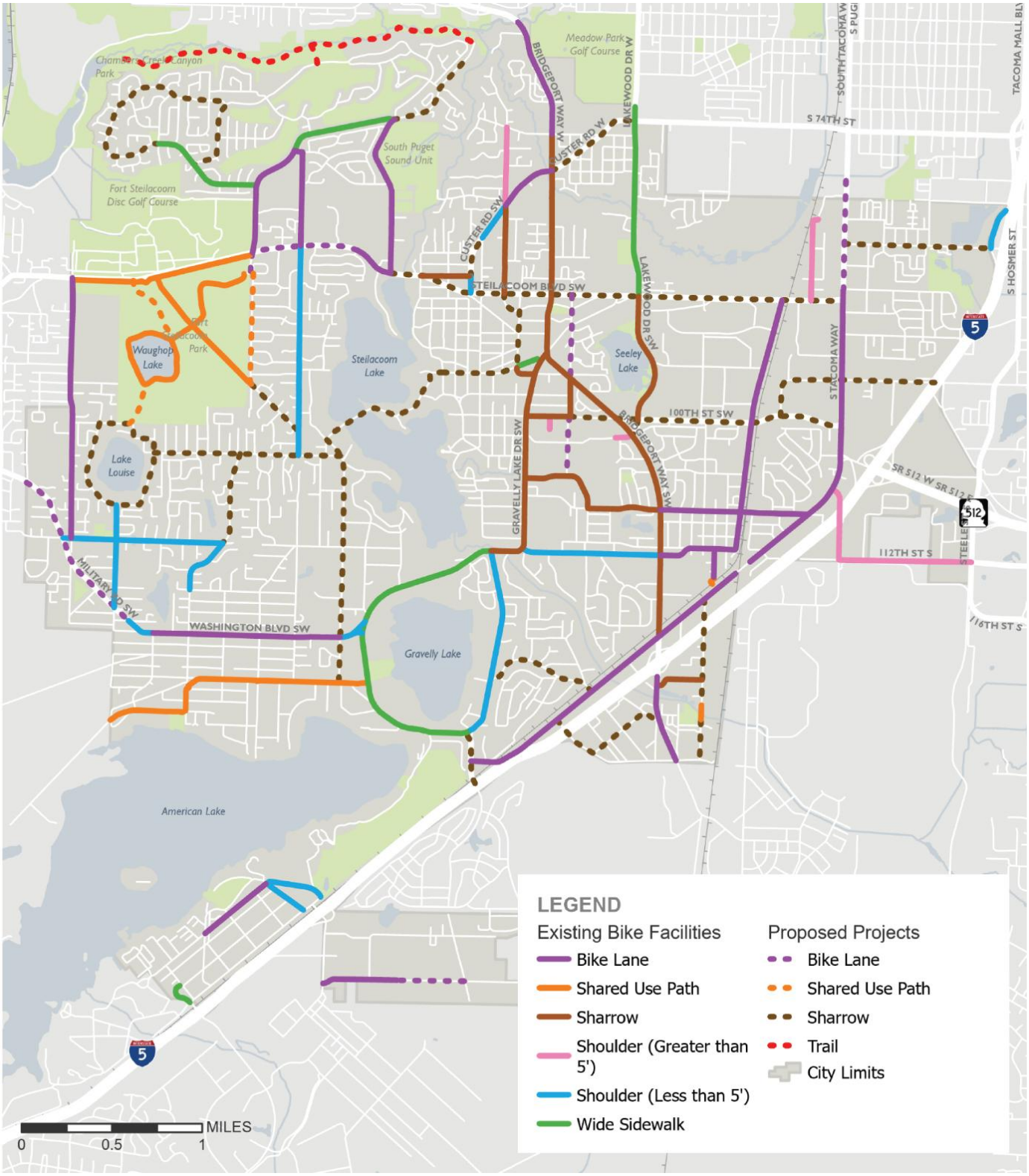
Additionally, the city intends to complete a Transition Plan to meet the requirements of the Americans with Disabilities Act (ADA). This will be intended to identify major mobility challenges with city-owned infrastructure and provide a clear strategy for assessing, prioritizing, and implementing changes to improve access.

Exhibit 12-2. Lakewood Pedestrian System Plan.



Sources: City of Lakewood, 2023.

Exhibit 12-3. Lakewood Bicycle System Plan.



Sources: City of Lakewood, 2023.

Transit

A map of current and proposed transit services in Lakewood are provided in Exhibit 12.4. Transit service in Lakewood is provided by two agencies:

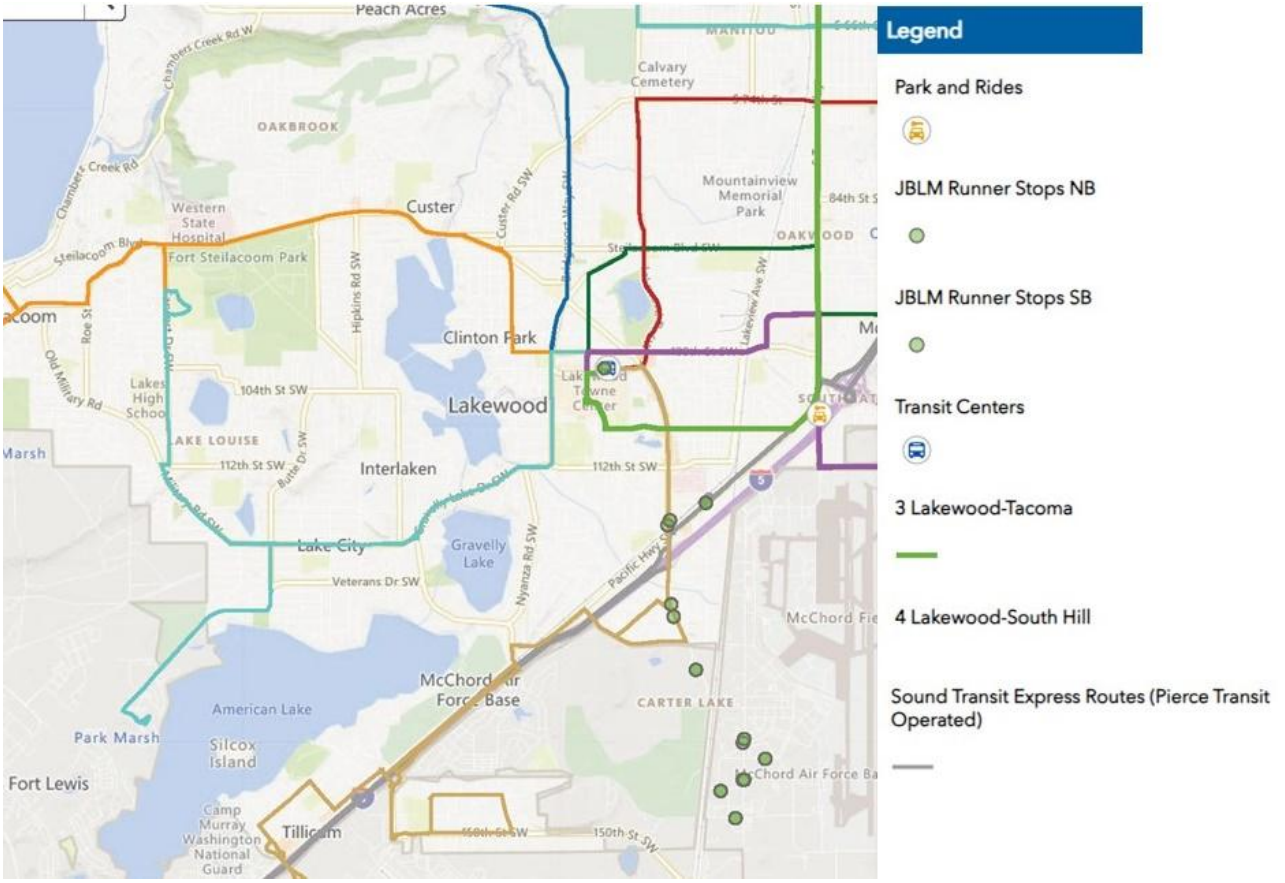
- **Pierce Transit** provides local bus service and is coordinating the development of a future bus rapid transit (BRT) system that may include alignments in Lakewood. Current service is outlined in Exhibit 12.4. Routes 2, 3, and 4, providing connections to Tacoma and Puyallup, are frequent lines that converge at the Lakewood Transit Center. Other bus lines include the 206 and 214, which also service JBLM, and the 212, which provides a connection to the Anderson Ketron Ferry in Steilacoom.
- **Sound Transit** (Central Puget Sound Regional Transit Authority), managed as an independent authority and governed by a Board of Directors drawn from elected officials in the region, provides regional bus, light rail, and commuter rail service across the central Puget Sound. Current service is outlined in Exhibit 12-5. At present, three ST Express buses serve routes that connect Lakewood with Tacoma, Seattle, and Sea-Tac Airport, and the Sounder S Line has its final stop at Lakewood Station. The future Dupont Sounder Extension, expected by 2045, will provide an additional station in the Tillicum neighborhood.

The Lakewood Transit Center and Lakewood Station, located at 11424 Pacific Hwy SW provides the city with a significant transit hub for the area, and includes 600 parking spaces for Sound Transit passengers, as well as bike parking and storage.

Although the transit serving the city is not under local control, these services are important for the city to consider when working to meet several different objectives:

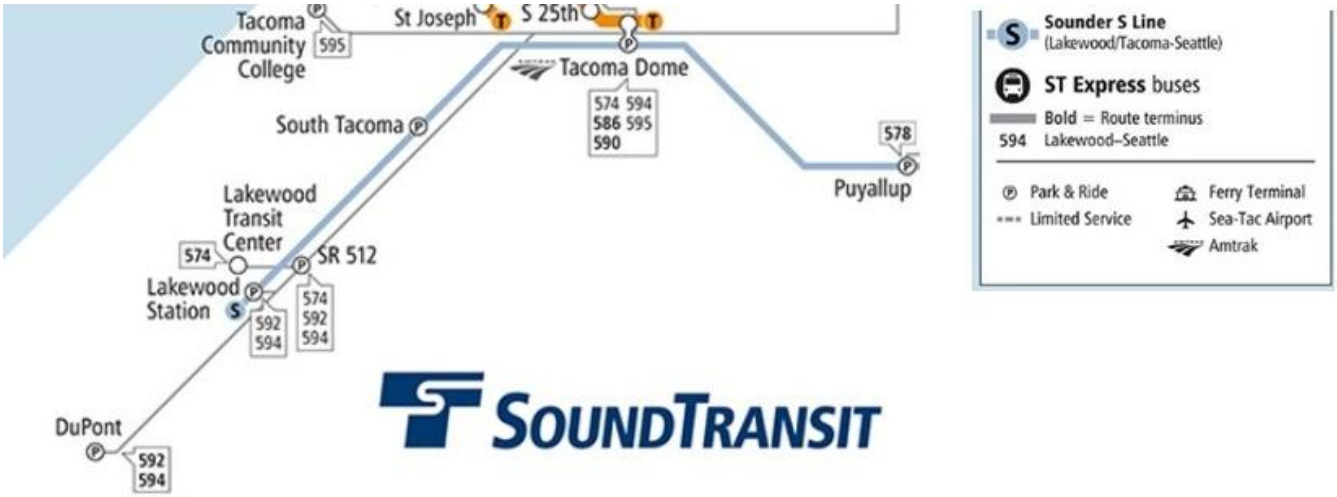
- Provide alternatives to single-occupancy vehicles to mitigate congestion and ensure that the city's transportation network can operate sustainably.
- Address planning requirements related to distances from transit stops, such as RCW 36.70A.635 which allows for four housing units per acre for parcels within 1/4 mile of a transit stop for commuter rail or bus rapid transit.
- Coordinate "first mile, last mile" connections between transit stops and destinations (e.g., residences, workplaces) that would be managed or supported by the city.
- Give options to people that cannot or choose not to use personal vehicles to have an option to access destinations within and outside the city.

Exhibit 12-4. Pierce Transit Service in Lakewood.



Sources: Pierce Transit, 2024.

Exhibit 12-5. Sound Transit Service in Lakewood.



Sources: Sound Transit, 2024.

Freight

In addition to maintaining road and transportation networks for passenger vehicles, it is essential to acknowledge the need for freight access in Lakewood. Industrial uses and warehousing require consistent access by truck traffic, which can often require balancing needs to improve safety in major trucking corridors.

Major freight routes in Lakewood are outlined in Exhibit XX, based on the Washington State Department of Transportation's (WSDOT) 2021 Freight and Goods Transportation System (FGTS) report. These freight corridors are classified by the annual freight tonnage transported for each roadway segment.

12.2.3 Levels of Service

Street Network

With respect to the street network in Lakewood, the target LOS thresholds for the system are established as shown in Exhibit 12-6:

Exhibit 12-6. LOS Standards for Lakewood Streets.

Area/Facility	LOS Threshold	Volume/Capacity (VC Ratio)
All arterial streets and intersections in the city, including state highways of statewide significance except as otherwise identified	LOS D	0.90
▪ **Steilacoom Boulevard corridor between 88th Street SW and 83rd Avenue SW**	LOS F	1.10
▪ **Gravelly Lake Drive, between 1-5 and Washington Boulevard SW** ▪ **Washington Boulevard SW, west of Gravelly Lake Drive**	LOS F	1.30

The specific corridors with thresholds of LOS F are also denoted in **Error! Reference source not found.**. N ote that the City may allow additional two-way and one-way stop-controlled intersections to operate worse than the LOS standards, but these instances should be thoroughly analyzed from an operational and safety perspective.

Multimodal System

With respect to both pedestrian and biking in the city, providing multimodal LOS (MMLOS) measures similar to those provided for the road network does not make sense, as traffic volumes will not likely exceed capacity for available infrastructure in a way comparable to the road network.

Assessing MMLOSs for existing and potential multimodal corridors are classified according to their contribution to building a complete network. The following three classifications can be used considering the outlined existing and proposed networks for pedestrians in Exhibit 12-2 and cyclists in Exhibit 12-3:

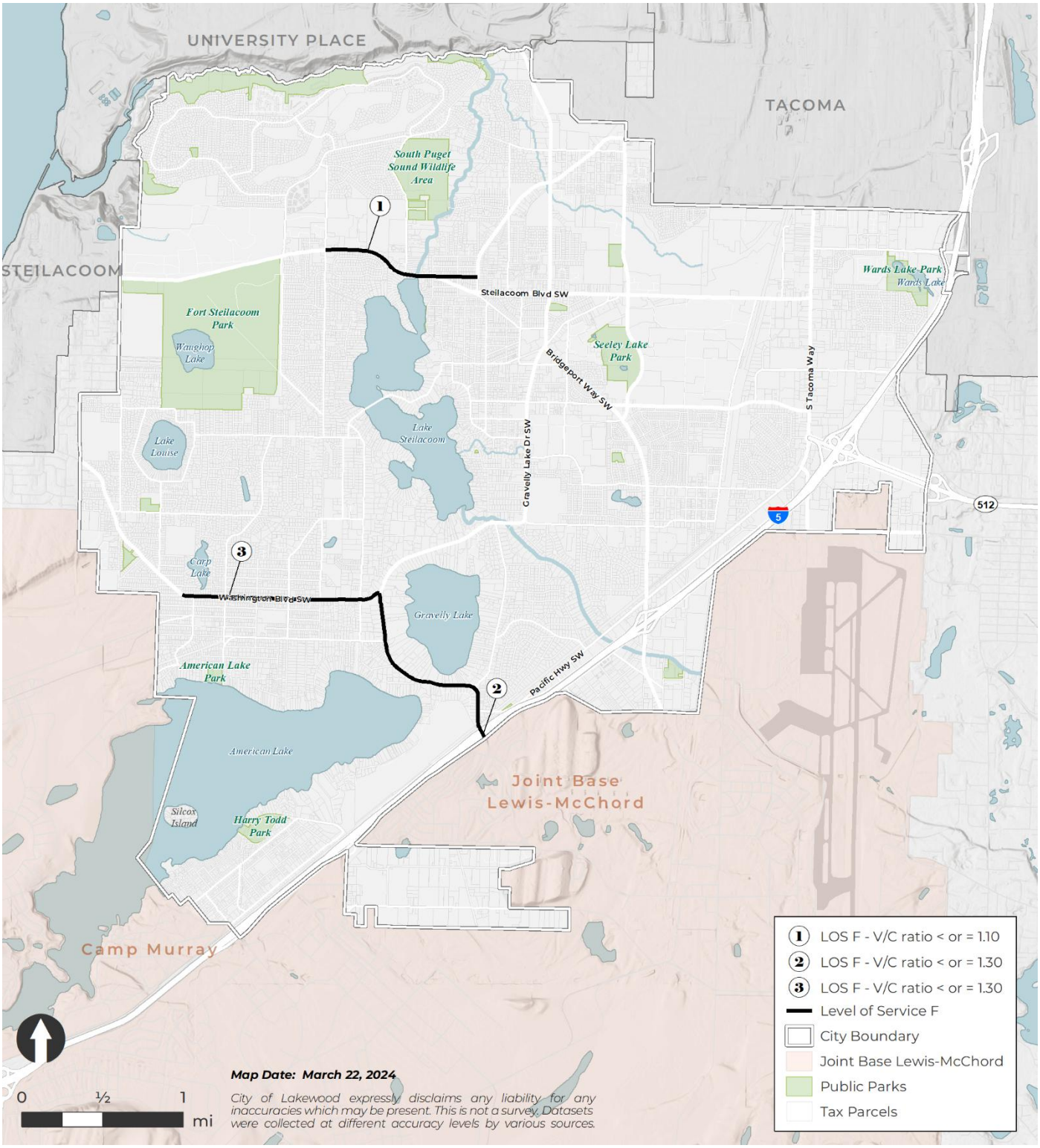
- **Adequate facilities.** Under the current system, this category would represent portions of the system that are currently a functional part of the city's multimodal transportation network (walking and/or biking). While improvements and regular maintenance may be necessary, these facilities are designed to a sufficient level to support current and expected users.
- **High priority.** From the NMTP, multiple priority projects have been identified as crucial to expanding the city's network and improving available connections. This would include the sidewalk projects from the NMTP listed in Exhibit 12-8, as well as the proposed projects listed in the inventories above. These projects should be given high priority for future funding and resources, as they are expected to significantly promote walking and biking in the city moving forward.

- **Moderate priority.** While no less of a priority, other projects may represent changes to facilities that currently exist but may not be as functional as an effective transportation connection or as high of a priority as identified in the NMTP. Additionally, there may be other potential projects that can contribute to the network but are not currently identified in the NMTP. These would be highlighted as important to the city, but not the highest priority projects in building out the desired network.

These classifications would be applied to the proposed pedestrian and cycling networks and updated as required. Ongoing efforts to ensure that MMLOS would be improved for non-motorized systems would focus on how Lakewood is striving towards greater connectivity, safety, and effective use through the complete network identified in the NMTP. Future policy actions should be evaluated based on the length of moderate and high priority facilities that can be recategorized as “adequate”.

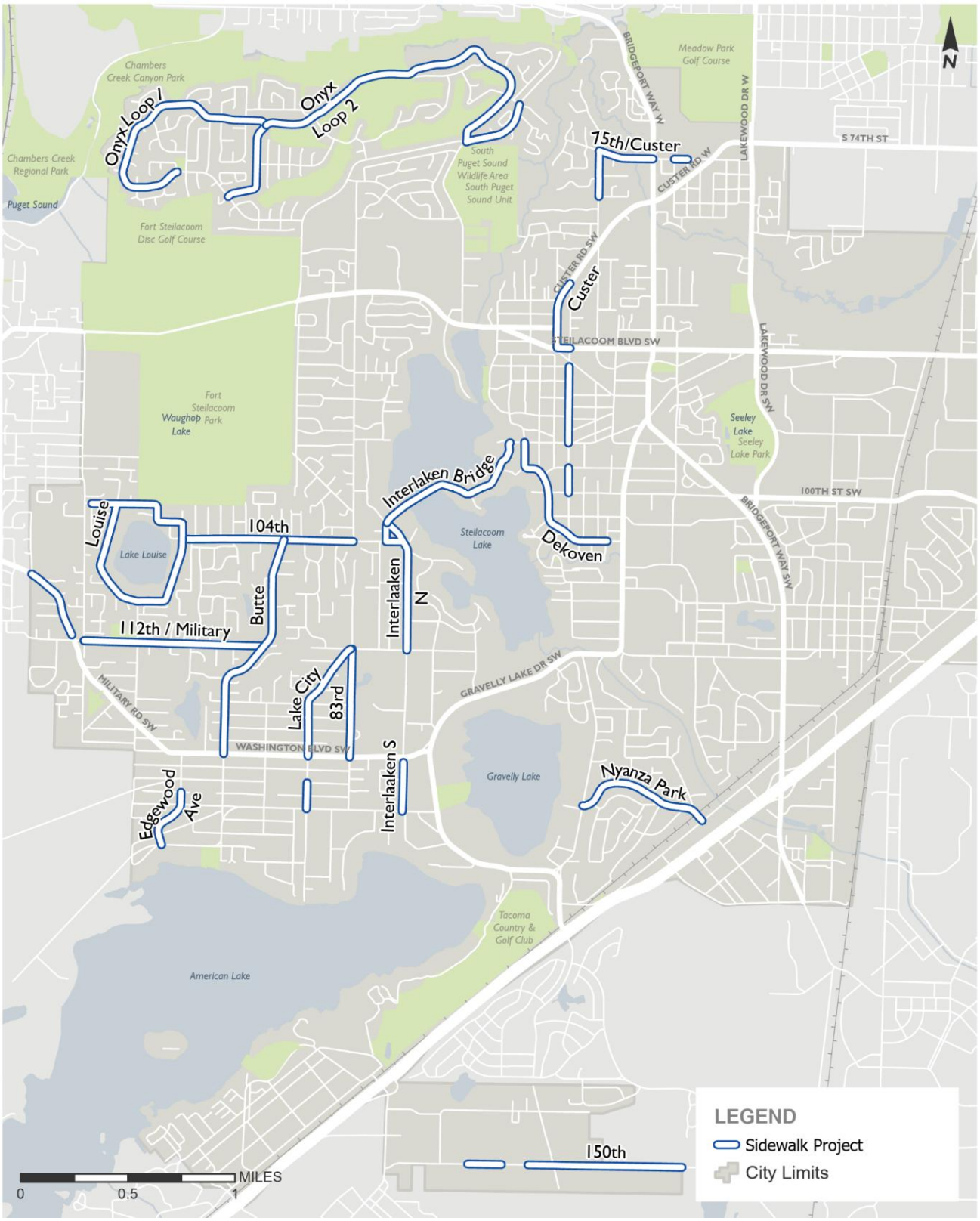
Over time, these measures may be expanded further to account for a more detailed perspective on multimodal transportation needs in the city. Regular updates to the NMTP and the Element should revisit these measures and explore how best to reflect these needs in the future.

Exhibit 12-7. Lakewood Arterials Allowing LOS F Thresholds.



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

Exhibit 12-8. Lakewood Pedestrian Project Locations.



Sources: City of Lakewood, 2023.

Transit

A challenging aspect of providing city Level of Service measures for transit is that while levels of transit service can affect the feasibility of growth and the ability for the city to keep pace with transportation demands, other agencies, specifically Pierce Transit and Sound Transit, oversee the management of services. However, while the city is not in direct control of managing transit, there is a significant role for the city to play in supporting transit and highlighting areas where the city should coordinate with service providers.

The transit Level of Service standard for transit access in Lakewood includes measuring the capacity and use of transit stops in the city, and categorizing them as follows:

- **Adequate facilities.** Under the current system, this would represent functional transit stops in the network that can meet local and city-wide needs with current and planned service and include sufficient pedestrian and bicycling connections to link the stops with the surrounding area.
- **High priority.** This would include transit stops that are currently operating and require significant improvements to provide pedestrian and bicycling connections for access, as well as planned transit stops that would be required to support expected increases in density over the short term.
- **Moderate priority.** Other transit stops may be operating and serving the surrounding community, but identified improvements may be necessary by the city to improve transit use. In other cases, longer-term density increases may be planned in certain areas that would require an increase in transit services. While still a priority, these facilities would not be the most essential in addressing immediate concerns with the system.
- **No facilities.** Some parts of the city might not have convenient access to current or planned transit stops, which needs to be considered in this standard. In these instances, potential or existing developments might not generate necessary ridership, or the available rights-of-way could pose difficulties for transit facility accommodation. While these services might not be immediately accessible, the city should support initiatives by agencies like Pierce Transit to offer micro-transit solutions and other alternative transit modes where feasible.

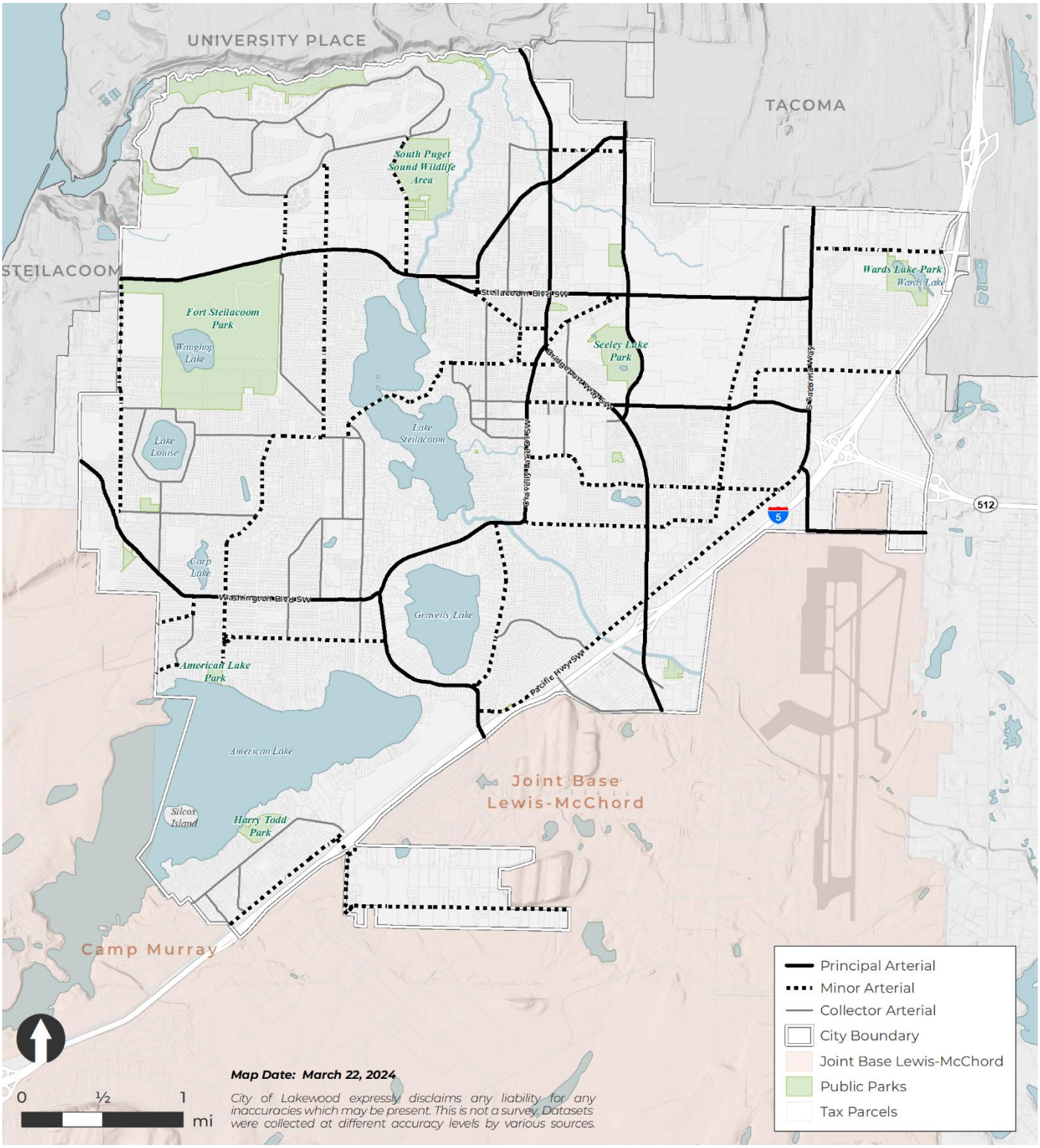
Future efforts to refine this Level of Service measure should work to include the expected number of residents and jobs accessible to frequent transit service in the city and should be coordinated with other measures of MMLOS as noted previously.

Freight

In addition to maintaining road and transportation networks for passenger vehicles, it is essential to acknowledge the need for freight access in Lakewood. Industrial uses and warehousing require consistent access by truck traffic, which can often require balancing needs to improve safety in major trucking corridors. Additionally, the city also includes BNSF Railway and Sound Transit rail lines with rail access in the Lakewood Industrial Park managed by Tacoma Rail.

Major freight routes in Lakewood are outlined in Exhibit 12-9, based on the WSDOT 2021 Freight and Goods Transportation System (FGTS) report. The truck freight corridors are classified by the annual freight tonnage transported for each roadway segment:

Exhibit 12-9. Lakewood Freight System.



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

- **T1:** more than 10 million tons per year
- **T2:** 4 million to 10 million tons per year
- **T3:** 300,000 to 4 million tons per year
- **T4:** 100,000 to 300,000 tons per year
- **T5:** at least 20,000 tons in 60 days and less than 100,000 tons per year.

Note that the primary rail lines are considered to be "R-2" lines, responsible for transporting 1 to 5 million tons of freight per year.

Freight measures of LOS for truck traffic will rely on the LOS measures for streets as identified above along major freight routes.

12.2.4 Recent Trends

An audit of the city's transportation system offers a detailed assessment of likely traffic patterns projected forward to 2044, evaluating how shifts in demographics and land use will impact transportation patterns and infrastructure needs.

Overall, the future focus of growth is expected to be in the Downtown/Central Business District and the Lakewood Station Subarea, which are anticipated to experience the most significant growth in terms of both housing and employment. Overall, growth projections from the audit also suggest that household and employment growth will occur in the rest of the city, but the concentration of this growth in specific urban centers will align with Lakewood's strategic objectives to boost density in these areas and support a more sustainable urban development model that could reduce reliance on vehicular traffic and promote public and non-motorized transport.

It is expected under transportation modeling conducted that there will be significant changes in vehicle miles traveled (VMT) and travel patterns as a response to anticipated development. Under current growth assumptions without changes to the transportation system, there are several segments of that are expected to exceed LOS D:

- Pacific Highway SW (north of 108th St SW NB/EB)
- South Tacoma Way (north of 84th St SW SB/WB, north of 100th St SW NB/EB, south of SR-512 NB/EB)
- Steilacoom Blvd SW (west of Phillips Rd SW SB/WB, east of Phillips Rd SB/WB)
- Washington Blvd SW (west of Gravelly Lake Dr SW SB/WB)

These areas are expected to achieve LOS E without additional transportation improvements, with the segment of Steilacoom Blvd SW west of Phillips Rd SW SB/WB reaching LOS F.

Overall, historical traffic data analyzed from 2013 to 2022 also indicates a decline in traffic volumes on local streets, suggesting a shift in transportation preferences among Lakewood residents. This trend towards reduced vehicle usage, possibly accelerated by the adoption of remote work and digital services, suggests a potential for lower-than-anticipated future traffic growth rates. These findings reinforce the need for flexible, adaptive strategies in transportation planning to accommodate future shifts in travel behavior in Lakewood.

Employment within the city is suggested to be a continuing driver for traffic in the city. City employment has grown by an average of 2.2% per year since 2012, and meeting the CPP target of 39,735 jobs in the city by 2044 will necessitate an average growth in employment of about 1.8% per year over the next two decades. This employment growth will likely promote further urban development and densification, driving the need for robust transportation solutions that can support increased commuter flows without exacerbating congestion.

With respect to future transportation planning, the expected demographic and economic growth in key urban centers will need thoughtful, strategic planning to ensure that transportation infrastructure keeps pace with development. The focus on enhancing sustainable and efficient transportation options will be crucial in managing the environmental impact and improving the quality of life for Lakewood's residents.

12.3 Goals and Policies

/ TR-1 Provide a balanced, multimodal transportation system for the safe and efficient movement of people and goods.

TR-1.1 Plan, develop, and maintain transportation infrastructure to meet the needs of all users, including drivers, transit riders, bicyclists, and pedestrians of varying ages and abilities.

TR-1.2 Minimize the negative impacts of transportation improvements on low-income, disadvantaged, and special needs groups, as well as youth and older adults.

TR-1.3 Increase availability and accessibility of alternative transportation modes like walking, biking, carpooling, and public transit, focusing on those without personal vehicles or with mobility needs.

/ TR-2 Ensure Lakewood's transportation system is designed for comprehensive, integrated, and safe access for all users of all ages, abilities, and transportation modes, including pedestrians, bicyclists, motorists, transit riders and operators, and truck operators.

TR-2.1 Classify all streets according to the following classification for policy and planning:

- Principal arterials;
- Minor arterials;
- Collector arterials; and
- Local access roads.

TR-2.2 Maintain the Lakewood Engineering Design Standards to provide standards for each roadway classification to guide implementation and attain the Complete Streets Objective.

TR-2.3 Permit flexibility in adhering to the Lakewood Engineering Design Standards by considering context and user needs, ensuring alignment with relevant goals and policies.

TR-2.4 Apply the functional classification system and transportation design standards to direct the development of new and upgraded transportation infrastructure.

TR-2.5 Ensure transportation facilities are designed to harmonize with adjacent built and natural environments.

TR-2.6 Implement and uphold a street light placement policy for new and redeveloped areas, focusing on pedestrian-friendly lighting in specified zones.

TR-2.7 Develop an Americans with Disabilities Act (ADA) Transition Plan to identify and remove barriers to access for individuals with disabilities.

/ TR-3 Enhance transportation connectivity while minimizing impacts to residential and mixed-use areas.

TR-3.1 Plan for street connections through undeveloped parcels to ensure integration with future development.

TR-3.2 Connect public streets to improve multimodal connections and reduce impacts elsewhere in the transportation network.

TR-3.3 Require that new developments include access to adjacent undeveloped land to facilitate future connectivity where feasible.

TR-3.4 Provide for pedestrian and bicycle pathways in areas where terrain, right-of-way limitations, or other constraints prevent street connections.

/ TR-4 Use standard criteria to monitor LOS for multimodal transportation.

TR-4.1 Use the latest Highway Capacity Manual's LOS criteria to assess road performance.

TR-4.2 Set LOS and volume-to-capacity (V/C) ratio thresholds for arterials and intersections to maintain transportation concurrency.

TR-4.3 Maintain multimodal LOS and concurrency standards for transit, pedestrian, and bicycle facilities.

TR-4.4 Work with neighboring jurisdictions to provide consistent LOS standards for shared roadways.

TR-4.5 Coordinate arterial operations and enhancements to meet transit LOS standards set by local and regional transit authorities.

TR-4.6 Incorporate multimodal mitigation strategies in development reviews to address LOS impacts.

TR-4.7 Allow deviations from LOS standards at two-way and one-way stop-controlled intersections after thorough operational and safety evaluations.

TR-4.8 Align land use policies with street and network LOS standards, incorporating traffic management approaches and promoting development in areas meeting LOS criteria.

/ TR-5 Ensure safe and accessible connections to properties.

TR-5.1 Restrict street access as needed to ensure the safe and efficient operation of the existing system while allowing reasonable regular access.

TR-5.2 Limit direct arterial access when alternative routes are available.

TR-5.3 Provide full access to properties along local residential streets unless sufficient alley access is present.

TR-5.4 Discourage the abandonment of full-length alleys.

TR-5.5 Collaborate with neighboring jurisdictions to standardize access restrictions to arterials and highways of regional importance.

TR-5.6 Facilitate efficient access for emergency responders to public and private properties.

/ TR-6 Manage traffic to minimize its effects on neighborhoods, residents, visitors, and businesses.

TR-6.1 Decrease dependence on automobiles in neighborhoods and Downtown while accommodating their use.

TR-6.2 Maintain smooth traffic flow and pedestrian safety on arterials and major transport routes through operational changes such as optimal timing and synchronization of traffic signals.

TR-6.3 Conduct an analysis of existing conditions prior to any street reclassifications to substantiate the rationale for the change.

TR-6.4 Limit the change of residential streets to collector or arterial classifications, except in cases of significant community-wide need.

TR-6.5 Reduce the effects of freight traffic on residential areas and other sensitive land uses.

TR-6.6 Reduce the visual and noise impacts of roadways on neighboring properties and users.

/ TR-7 Protect the city's investment in current and future through sustainable maintenance and preservation.

TR-7.1 Coordinate street preservation and maintenance tasks to reduce life-cycle costs.

TR-7.2 Construct and maintain sidewalks to provide continuous and safe connections.

TR-7.3 Align significant utility projects with roadway maintenance and preservation scheduling to lessen neighborhood disruption and costs.

TR-7.4 Secure sustainable funding sources for the preservation and maintenance of the transportation system.

/ TR-8 Reduce traffic to meet state, regional, and city environmental and sustainability goals.

TR-8.1 Decrease reliance on single-occupant vehicles for regular travel.

TR-8.2 Reduce the work-related SOV trip mode share for the Lakewood Regional Growth Center (Downtown) to 65% by 2044.

TR-8.3 Require Transportation Demand Management improvements serving pedestrians, bicyclists, and transit riders as impact mitigation for new development.

TR-8.4 Implement comprehensive commute trip reduction strategies in collaboration with local businesses, transit agencies, and other entities to decrease traffic.

TR-8.5 Promote local commute trip reduction and TDM programs through targeted public awareness and education, especially for specific groups like teenagers and college students.

TR-8.6 Provide High-Occupancy Vehicle (HOV) focused improvements on arterials to link high-density employment areas with transit hubs, BRT, and commuter rail stations.

TR-8.7 Expand park-and-ride facilities for commuter rail and other transit in partnership with Pierce Transit, Sound Transit, and other potential parking providers.

TR-8.8 Minimize the impacts of transportation infrastructure on the environment and climate

TR-8.9 Enhance the energy efficiency and overall performance of the transportation system.

/ TR-9 Enhance safe, convenient, and inviting routes for active transportation such as walking and cycling to promote accessibility and healthy living.

TR-9.1 Implement projects from the city's Non-Motorized Transportation Plan to link high-density areas with key destinations such as workplaces, schools, parks, and shopping centers.

TR-9.2 Improve bicycle and pedestrian connections for greater connectivity.

TR-9.3 Provide safe midblock crossings for pedestrians where possible.

TR-9.4 Require non-motorized transportation improvements such as bicycle parking/lockers and streetscape upgrades as part of new development.

TR-9.5 Coordinate with transit providers to encourage multimodal “first mile/last mile” connections with supporting improvements like bike racks and lockers.

TR-9.6 Collaborate with neighboring jurisdictions to maintain consistent bike and pedestrian corridor planning and standards.

TR-9.7 Prioritize traffic safety improvements at locations with high accident rates.

/ TR-10 Ensure parking supplies meet local demand while promoting alternative modes of transportation.

TR-10.1 Establish flexible parking regulations to balance the need for adequate parking with objectives to decrease traffic.

TR-10.2 Integrate TDM considerations in parking regulations and planning.

TR-10.3 Permit the use of shared parking for different activities that have varying peak parking needs.

TR-10.4 Consider transit service availability when setting parking standards.

TR-10.5 Implement parking lot design guidelines that minimize aesthetic, environmental, and public safety impacts.

/ TR-11 Promote a walkable, pedestrian-friendly Downtown.

TR-11.1 Implement transportation-related components of the Downtown Subarea Plan.

TR-11.2 Consider maximum parking requirements in high-density areas well-served by high-capacity transit (HCT) to encourage alternative transportation modes.

TR-11.3 Create a pleasant and safe walking and biking environment by regulating the placement of on- and off-site parking and managing streetscape design.

TR-11.4 Encourage structure or underground parking to reduce surface parking footprints.

TR-11.5 Encourage joint and shared parking solutions, particularly for mixed-use developments in Downtown.

TR-11.6 Integrate regional transportation standards into the planning of centers and areas around HCT stations.

/ TR-12 Align freight transportation planning by road and rail with industrial, commercial, and other land uses.

TR-12.1 Ensure clear signage for truck routes, especially in key areas of the city.

TR-12.2 Assess potential freight movement requirements in the SEPA review process for new developments.

TR-12.3 Consider freight access needs in commercial and industrial development standards where relevant.

TR-12.4 Identify and address potential conflicts between freight route users with solutions such as separating at-grade rail lines from arterials.

TR-12.5 Advocate for the continued use of existing rail lines to serve the transportation needs of Lakewood businesses and Joint Base Lewis-McChord.

TR-12.6 Discourage increased freight rail traffic beyond current levels of activity without sufficient mitigation of impacts.

/ TR-13 Maintain consistency with state, regional, and local transportation plans and projects.

TR-13.1 Coordinate with state and county authorities, neighboring jurisdictions, and transit providers to align transportation improvements, land use plans, and decision-making processes.

TR-13.2 Ensure transportation planning in Lakewood is consistent with the PSRC Regional Growth Strategy and Regional Transportation Plan.

TR-13.3 Prioritize funding for transportation infrastructure and capital facilities investments in:

- The city's designated Regional Growth Center,
- Adopted subarea boundaries,
- Areas where historically disadvantaged populations have been disproportionately impacted, and
- Designated Centers of Municipal Importance.

TR-13.4 Engage in regional transportation planning efforts to develop and refine long-range strategies.

TR-13.5 Regularly review the street classification system with adjacent jurisdictions to ensure consistency.

TR-13.6 Support improvements to I-5 that promote safe connections between the highway and local communities.

/ TR-14 Improve the transportation system through collaborative efforts with other agencies and organizations.

TR-14.1 Engage transportation agencies early in development proposal reviews to identify transit-oriented design and amenity opportunities.

TR-14.2 Advocate for and assist in the integration of regional and HCT systems with local transit services.

TR-14.3 Partner with transit agencies to support ride matching, vanpooling, micro-transit, paratransit, and other HOV transportation.

TR-14.4 Work with transit agencies to address requirements from new transit routes and frequencies, especially in residential areas and high-traffic corridors.

TR-14.5 Work with WSDOT to accommodate HOV lanes on 1-5 and SR 512 to meet the needs of the city and regional transit.

TR-14.6 Pursue joint state and federal transportation grant applications with other jurisdictions on projects with mutual benefits.

TR-14.7 Investigate the potential for local shuttle, micro-transit, and paratransit services in high-density areas with significant ridership prospects.

13 Urban Design

13.1 Introduction

This element describes the community's vision for the development of Lakewood's physical environment. It presents a framework of priority roads, gateways, open space connections, and focus areas. Urban design is especially important in multi-family residential areas to create satisfying and aesthetic places for residents. Urban design is particularly important in commercial areas to create vibrant and interesting places for people to shop, dine, and meet. Industrial areas require less extensive urban amenities, but urban design is still important to create economically viable and attractive industrial sites.

With incorporation, Lakewood inherited an established system of transportation and open space networks. With improvement, these networks can help fulfill the citizens' desire for a better regional image, more attractive gateways into the city, better pedestrian and bicycle accommodations, and better access to natural and recreation areas.

13.2 Background

Since incorporation, Lakewood's citizens have strongly expressed the need for the community to take control of its image, to grow into a recognizable city with a strong civic center, and to eliminate the negative aspects of its past.

This element begins the process of fulfilling a community vision of Lakewood as a fully evolved city that combines a defined sense of place and a collective unity of spirit as evidenced by an appealing, functional environment. Five major urban design building blocks are defined in this element to work toward this goal:

- Urban design needs related to specific land-use categories;
- The relationship of urban design to transportation planning and street classifications;
- A physical framework plan that identifies key elements that define the city's physical structure in terms of its open space network, civic boulevards, and major gateways;
- Urban design strategies for specific focus areas and specific actions for implementation; and
- Overall urban planning goals and policies to guide development of Lakewood's physical environment.

There are limitations as to how urban design can be addressed at the comprehensive planning level. For this reason, this element recommends the preparation and implementation of subarea plans to address priority areas at a scale allowing for the necessary attention to detail. Three subarea plans have been

adopted as of 2024: Downtown, Station District, and Tillicum-Woodbrook. The Comprehensive Plan identifies Springbrook and the International District as areas for future corridor or subarea plans.

Pending the adoption of future subarea plans in other parts of Lakewood, adherence to the citywide goals and policies will assist in carrying out some of the city's most pressing development priorities, including recognizing and supporting the city's International District and preserving and creating affordable housing for current and future residents.

13.3 Goals and Policies

/ UD-1 Support a strong sense of community in neighborhood business districts with distinct urban identities, higher intensities of uses, and local amenities.

UD-1.1 Establish development standards and design guidelines for districts that support high-quality urban design.

UD-1.2 Support a diverse mix of local activities in neighborhood business districts.

UD-1.3 Facilitate placemaking and public art initiatives with community-based organizations.

UD-1.4 Incorporate pedestrian-oriented site design measures and amenities to promote non-motorized linkages between mixed use districts and the existing open space network.

UD-1.5 Encourage human-scale development of office and housing uses above retail in mixed-use areas and neighborhood business districts.

UD-1.6 Develop pedestrian linkages between neighborhood business districts, parks, open spaces, and adjoining neighborhoods.

UD-1.7 Improve public safety through design guidelines.

/ UD-2 Establish a system of gateways and urban corridors to provide identity to the city, foster appropriate commercial uses, and enhance the aesthetic character of the city.

UD-2.1 Provide appropriate design improvements to treat the following streets as urban corridors:

- The full length of Bridgeport Way;
- Gravelly Lake Drive from Nyanza Road to Steilacoom Boulevard;
- 100th Street from Gravelly Lake Drive to S. Tacoma Way;
- S. Tacoma Way and Pacific Highway Southwest from the Tacoma City limits to Ponders Corner;
- 112th Street from Nyanza Road to Bridgeport Way;
- N. Thorne Lane from I-5 to Portland Street;
- W. Thorne Lane between Portland Street and Union Avenue;
- Portland Street between N. Thorne Lane and W. Thorne Lane;
- Union Avenue from Berkeley Avenue to Spruce Street; and
- Spruce Street from Union Avenue to Portland Avenue.

UD-2.2 Provide appropriate design improvements to treat the following intersections as major gateways:

- South Tacoma Way at Tacoma City limits;
- 84th Street at I-5;
- SR 512/I-5 at South Tacoma Way;
- Bridgeport Way at South Tacoma Way/I-5;

- Nyanza Boulevard at I-5;
- N. Thorne Lane at I-5;
- Steilacoom Boulevard at city limits;
- Berkeley Avenue SW at I-5;
- Bridgeport Way at University Place city limits;
- Bridgeport Way at Gravelly Lake Drive;
- 100th Street at Gravelly Lake Drive; and
- 100th Street at Bridgeport Way.

UD-2.3 Implement additional gateway enhancement for Tillicum, Springbrook, and Woodbrook.

/ UD-3 Design streetscapes, nonmotorized pathways, and other rights-of-way as amenities and important public places.

UD-3.1 Provide attractive streetscapes and associated amenities, such as sidewalks, landscaping, benches, and lighting

UD-3.2 Adopt NACTO Urban Street and Urban Bikeway design guides as guidelines.

UD-3.3 Establish thresholds for public right-of-way improvements to be conducted as part of development projects.

UD-3.4 Require sidewalks on both sides of all new streets.

UD-3.5 Design intersections to safely accommodate both pedestrian and vehicular traffic.

UD-3.6 Develop and apply traffic-calming strategies to improve safety.

UD-3.7 Work with transit providers to incorporate transit stops and facilities into streetscape planning.

UD-3.8 Include curb ramps for sidewalks at all intersections to assist wheelchairs, strollers, and cyclists to meet ADA requirements.

/ UD-4 Recognize and support historically significant sites and buildings.

UD-4.1 Keep an updated inventory of historic resources and maintain a process to guide the preservation of important properties and buildings.

UD-4.2 Provide monuments, plaques, and design motifs to recognize or commemorate historic structures and uses in the city.

/ UD-5 Manage noise pollution to minimize nuisance and encourage a quality urban environment.

UD-5.1 Coordinate development regulations and noise attenuation programs to protect neighborhoods from excessive noise.

UD-5.2 Partner with JBLM to reduce noise impact from McChord Field and develop noise attenuation strategies for air corridors in the city.

UD-5.3 Require noise attenuation in the design and materials of new developments along arterial streets, I-5, SR 512, and within air corridors to lessen impacts from roadway and aircraft noise.

UD-5.4 Collaborate with WSDOT to address freeway and highway noise concerns, balancing noise reduction with aesthetic considerations.

UD-5.5 Work with WSDOT Rail Division, Sound Transit, Tacoma Rail, and Burlington Northern and Santa Fe to mitigate railroad noise, considering both noise reduction and aesthetics.

UD-5.6 Integrate natural vegetation and design elements in noise mitigation and attenuation projects to enhance effectiveness and visual appeal.

/ UD-6 Ensure smooth transitions of land uses in scale and intensity between abutting neighborhoods and other uses.

UD-6.1 Use buffers, landscaping, and building design and placement to ease the transition of scale and intensity between abutting residential uses of different densities and other uses.

UD-6.2 Work with WSDOT to identify solutions to buffering the visual and acoustic impacts of I-5 and the railroad on sensitive neighborhoods.

/ UD-7 Preserve scenic views as contributors to Lakewood's quality of life.

UD-7.1 Identify and protect sensitive views, view corridors, and/or visual resources.

UD-7.2 Protect views of Mt. Rainier, the lakes, wetlands and creeks, Ft. Steilacoom, Flett Wetlands, and historic landmarks.

14 Utilities

14.1 Introduction

Consistent with relevant CPPs and RCW 36.70A.070(4), utilities include, but are not limited to: sanitary sewer systems, water lines, fire suppression, electrical lines, telecommunication lines, and natural gas lines.

Utilities addressed in this element include stormwater, sanitary sewer, water, electricity, communications, solid waste, and natural gas. The purpose of this element is to ensure that:

- Adequate utilities are available,
- Equitable LOS for services are provided across the city;
- Public health and safety are guaranteed;
- Efficiencies and economies of scale are utilized, and
- Coordination is successfully achieved with regional and independent utility providers.

14.2 Background

As discussed in the Capital Facilities and Essential Public Facilities Element, Lakewood does not own or operate the city's sewer, water, power, refuse/solid waste, hazardous waste, or telecommunication utilities. Rather, the city has intergovernmental or interagency agreements with the following entities to provide urban services:

Exhibit 14-1. Major Utility Providers in Lakewood.

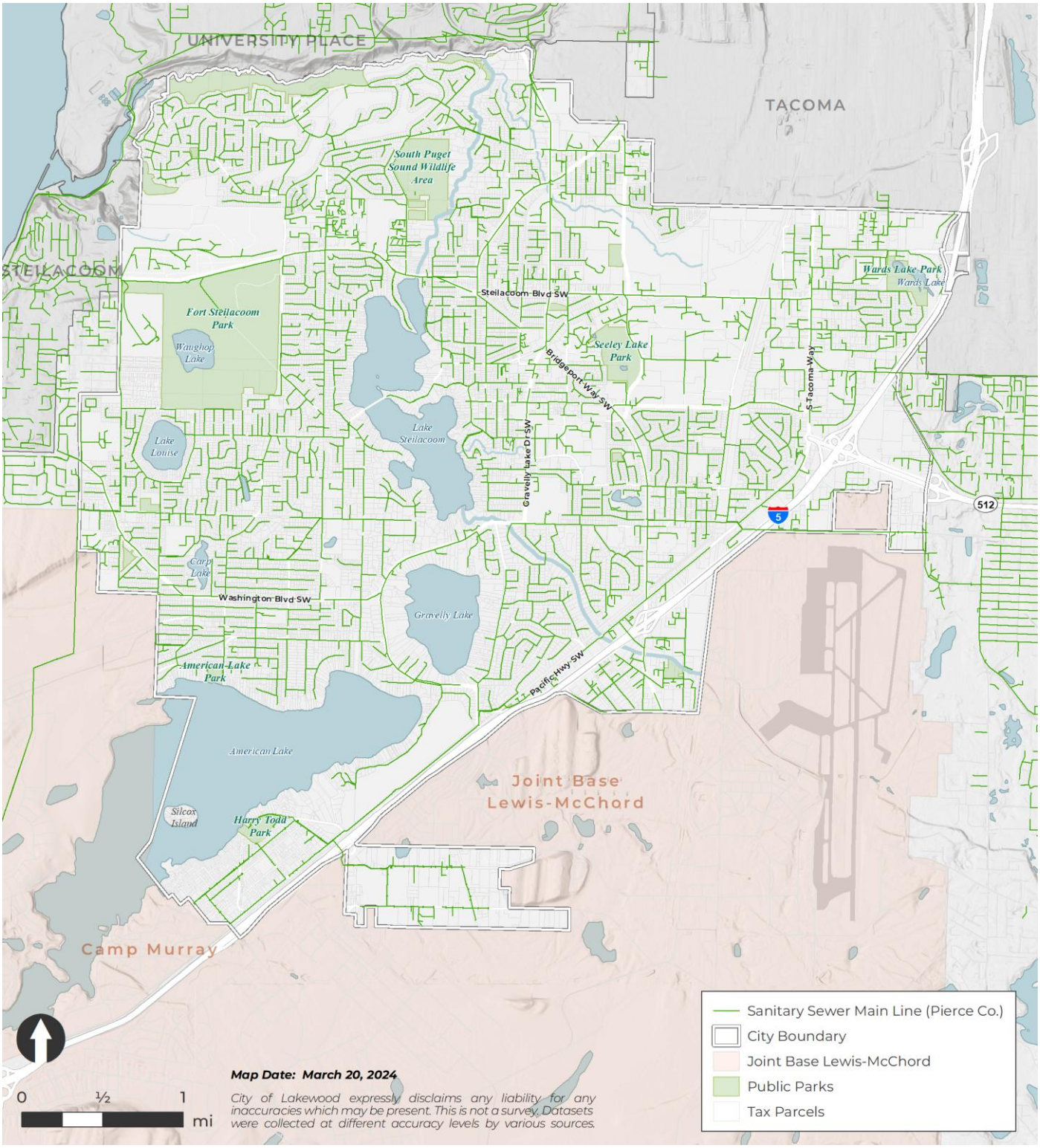
Service / Utility	Agency
Sewer	Pierce County Public Works
Water	Lakewood Water District, Parkland Water District
Electricity	Tacoma Power, Puget Sound Energy, Lakeview Power
Natural Gas	Puget Sound Energy
Telecommunications	Private communications companies
Refuse/Solid Waste	Waste Connections

Background data used in the development of this element's goals and policies and specific capital programs to implement them are included in the 2000/2004/2015/2024 Background Report. Analysis demonstrating the ability of each utility system to meet the demands of growth projected by this plan are discussed in Section 3.11 of the 2024 Comprehensive Plan Supplemental EIS.

Major services provided include the following:

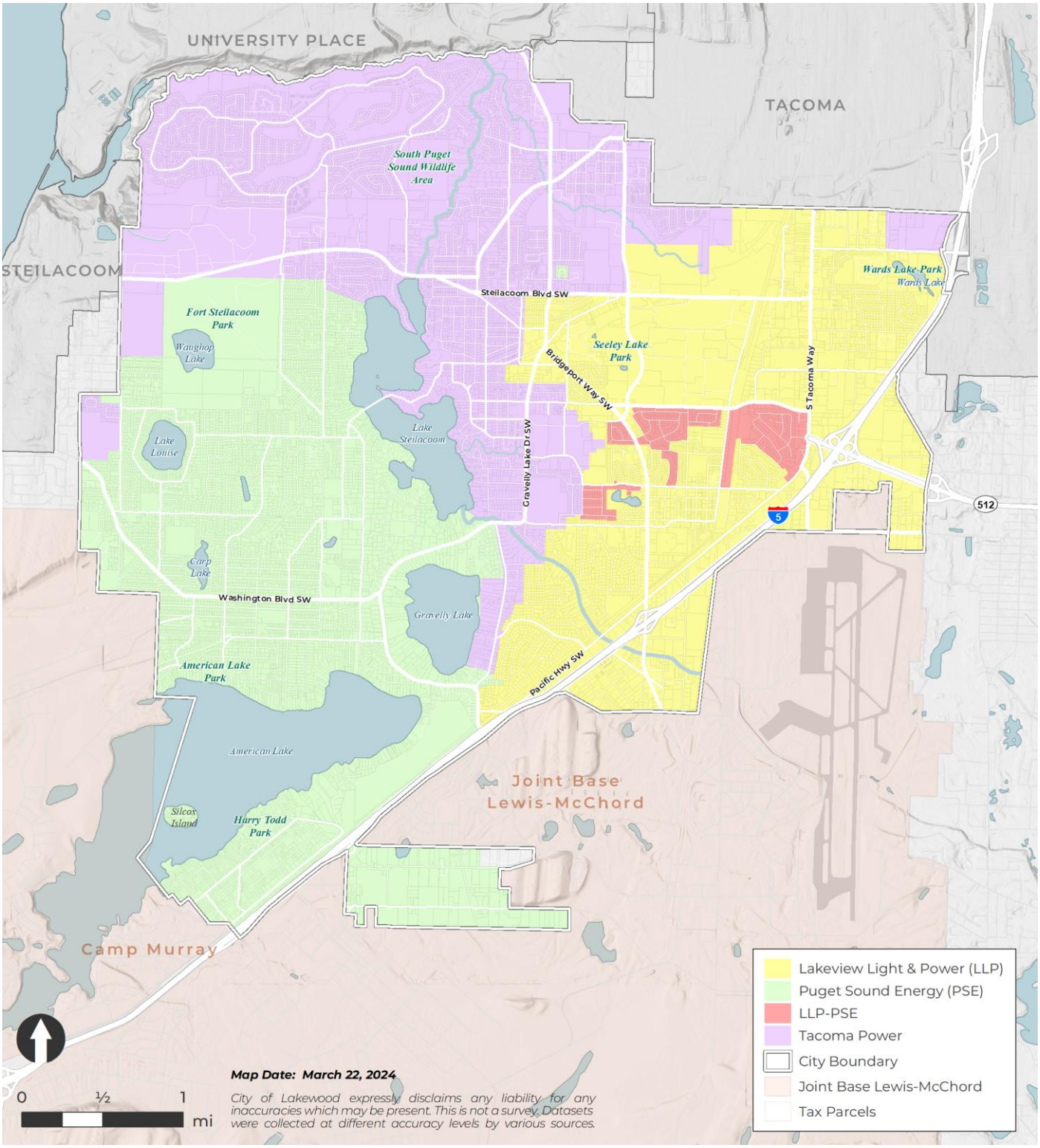
- **Sanitary Sewer.** Sewer service in the City of Lakewood is almost entirely provided by Pierce County Public Works and Utilities. Major sewer lines for the system are shown in Exhibit 14-2. This service was most recently expanded to serve the Tillicum and Woodbrook communities. Other providers include the Town of Steilacoom, which provides sewer service to Western State Hospital, and the City of Tacoma, who provides sewer service to the Flett subdivision, and to commercial and residential users located in northeast Lakewood.
- **Water.** The Lakewood Water District primarily provides water service to the City of Lakewood. Their system has expanded since it was established in 1943, to managing substantial infrastructure, including 31 active groundwater wells, 13 active tanks and reservoirs with 27 million gallons of capacity, and associated water treatment facilities as of 2023. Water sourced from these wells is exclusively groundwater, chlorinated before distribution, with no use of surface, desalinated, or recycled water. As of 2023, their retail service area encompassed 8.75 square miles and included 16,748 connections within the City of Lakewood, 866 connections in a small area of unincorporated Pierce County, 64 connections within the Town of Steilacoom, and 2 connections within the City of Tacoma for a total of 17,680 connections. They also provide wholesale water to the Town of Steilacoom and the Summit Water and Supply Company, as well as to other local water providers, for a total of 46,387 total connections.
- **Electricity.** Electricity providers in Lakewood include Lakeview Light & Power (LLP), Puget Sound Energy (PSE), and Tacoma Power. A map of the provider service areas is shown in Exhibit 14-3. Generally, Tacoma Power serves the northern sections of the city, Lakeview Light and Power serves the eastern sections, and Puget Sound Energy (PSE) serves the western portions of the city.
- **Natural Gas.** PSE is the exclusive natural gas provider for Lakewood. Natural gas is sourced from the Rocky Mountains and Canada, transported to PSE via interstate pipelines managed by Williams Northwest Pipeline, and then distributed through supply mains. Gas pressure is reduced at district regulators, providing this to distribution mains and service lines for residential, commercial, and industrial customers. The Operations Planning Department of PSE monitors development permits and land-use applications to plan for future natural gas facility needs.
- **Telecommunications.** Telecommunications, including phone and internet services, are delivered by a range of private providers in the city. Note that the Click! Network provided through Tacoma Public Utilities was transitioned to private ownership in 2020, leaving no publicly provided internet companies serving Lakewood.
- **Solid Waste.** In Pierce County, solid waste management is coordinated under the 2021 Tacoma-Pierce County Solid Waste Plan, which covers waste management and recycling activities. In Lakewood, solid waste and recycling are managed by Waste Connections, a private entity under city contract, which operates a significant transfer station on Steilacoom Boulevard.

Exhibit 14-2. Lakewood Major Sanitary Sewer Lines.



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

Exhibit 14-3. Lakewood Electricity Providers.



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

14.3 Goals and Policies

/ UT-1 Maintain an inventory of the approximate location and capacity of both current and planned utility facilities.

UT-1.1 Integrate utility corridor and facility data into the city's Geographic Information System (GIS), and ensure this information is regularly updated through consultations with private utility providers.

UT-1.2 Collaborate with utility providers and other partners to align the location of existing and future utility facilities with the broader objectives outlined in the Comprehensive Plan.

/ UT-2 Ensure public utilities are provided at levels of service that are adequate and in alignment with land use planning, environmental protection, and redevelopment needs.

UT-2.1 Promote planning for utility services and facilities that are consistent with the growth and development strategies prescribed in the Comprehensive Plan.

UT-2.2 Partner with utility providers on conservation efforts.

UT-2.3 Encourage the siting, construction, operation, and decommissioning of utility systems to minimize adverse impacts on neighboring land uses.

UT-2.4 Condition development approval on the capacity of existing utility systems to support the development without decreasing LOS, unless a financial commitment is made to provide service within a specified time frame.

UT-2.5 Align the extension of utility services with anticipated growth and development patterns.

UT-2.6 Partner with service providers and other utilities using rights-of-way to schedule improvements strategically, in order to minimize community disruption and reduce improvement costs.

UT-2.7 Protect city rights-of-way and adjacent land uses from unnecessary impacts due to utility construction and maintenance.

/ UT-3 Provide efficient, cost-effective, and environmentally sound surface water and flood control solutions to maintain public safety, protect land uses, and maintain surface and groundwater quality.

UT-3.1 Ensure the proper provision and maintenance of adequate storm and flood control facilities to manage surface flooding and comply with the National Pollutant Discharge Elimination System (NPDES) standards.

UT-3.2 Maintain a state-approved Comprehensive Storm Water Management Program that meets or exceeds the standards of the National Pollutant Discharge Elimination System (NPDES).

UT-3.3 Maintain the integrity of habitats as part of flood-control improvements.

UT-3.4 Minimize increased impervious surface through design standards and public works policies.

UT-3.5 Plan land acquisitions to address future needs for stormwater storage based on expected growth.

UT-3.6 Participate in ongoing land management studies and water quality monitoring programs to manage pollutants.

UT-3.7 Provide water quality education to the community in cooperation with the Pierce County Conservation District Stream Team Program.

/ UT-4 Ensure the costs for storm drain and flood-control systems are equitably shared by those who benefit from and contribute to them.

UT-4.1 Require that new developments include on-site stormwater treatment facilities that comply with the city's stormwater management and site development standards, constructed concurrently with the development.

UT-4.2 Require developers to bear the costs of necessary improvements to existing storm drain and flood control facilities, either through construction or fee payments.

UT-4.3 Use benefit assessment and community facilities districts to distribute costs of specific local storm drain and flood-control improvements fairly between all beneficiaries.

UT-4.4 Pursue funding opportunities to address roadway flooding in areas with insufficient storm drainage.

UT-4.5 Support regular maintenance to storm drain and flood control facilities to ensure the capacity and function of the system is sustained.

/ UT-5 Coordinate efficient, economical, and ecologically sustainable sewage management to safeguard public health, preserve groundwater quality, and protect habitat.

UT-5.1 Coordinate with Pierce County to ensure that sewer connection fees and monthly charges are sufficient to support the maintenance of existing facilities, and contribute to the operation, maintenance, repair, and replacement of these facilities.

UT-5.2 Support Pierce County in assessing and meeting increased demand through the enhancement of existing facilities and/or the development of new collection and treatment infrastructure.

/ UT-6 Support a complete citywide sewer system and facilitate new growth by addressing service deficits and new demand.

UT-6.1 Prioritize sewer extension projects areas expecting density increases or land use changes under the Comprehensive Plan.

UT-6.2 Enforce mandatory sewer connections citywide.

UT-6.3 Work with Pierce County, the City of Tacoma, and other jurisdictions to identify properties close to and within the UGA where sewer services are not provided, and coordinate with the appropriate agency to connect these properties to sewers.

UT-6.4 Pursue external funding sources to extend major sewer lines, including grant funding and private development funding.

UT-6.5 Require the construction of dryline sewers in roadways for developments beyond current sewer service areas, with mandatory covenants requiring future connection as a condition of approval for development.

UT-6.6 Allow continued use of individual or community septic systems under suitable soil conditions until sewer connections become available.

UT-6.7 Ensure that public sewage treatment and collection systems are installed and available for use concurrent with new development. Ensure the availability of public sewage treatment and collection systems concurrent with new developments.

/ UT-7 Ensure Lakewood has a safe and sufficient water supply with adequate storage and distribution facilities to meet future demand.

UT-7.1 Maintain water supply and infrastructure levels to meet new growth demands, ensuring acceptable water pressure for fire flows and daily use.

UT-7.2 Work with partners such as private water providers and governmental agencies to align new development approvals with existing water service capabilities.

UT-7.3 Enhance water supply and fire flow capacity by coordinating interties with neighboring water purveyors.

UT-7.4 Collaborate with other jurisdictions on long-term aquifer management.

UT-7.5 Minimize water consumption through techniques such as site design, requirements for water-saving features in new construction, and promotion of water conservation practices.

UT-7.6 Work with private water purveyors and the City of Tacoma to ensure new developments are responsible for the funding of capital investments to meet their service needs.

/ UT-8 Ensure that the city has a reliable, reasonably priced electrical supply that meets the demands of both existing and future land uses, maintains safety, and effectively integrates supporting infrastructure into the city.

UT-8.1 Require that new developments demonstrate access to adequate electrical servicing.

UT-8.2 Work with Puget Sound Energy to align their Energy Electrical Facilities Plan with city policy and use this plan as a guide for managing utility corridors and electrical facilities.

UT-8.3 Preserve appropriate locations for power lines and electrical utility corridors and prohibit incompatible land uses that would be impacted by these facilities.

UT-8.4 Coordinate the siting of electrical facilities and regulate development to protect from potential public health and welfare impacts.

UT-8.5 Work with local energy providers to plan for future electrical infrastructure and ensure that existing facilities meet future developmental needs, manage aesthetic and health impacts, and are integrated into the community.

/ UT-9 Coordinate the installation of underground utilities with urban development initiatives, including new constructions, redevelopments, and significant street upgrades, to optimize aesthetic and functional cityscape improvements.

UT-9.1 Coordinate the undergrounding of utilities with major street renovation projects to streamline construction efforts and minimize disruption.

UT-9.2 Pursue funding to support undergrounding utilities in tandem with financing for road improvements to increase efficiency and project feasibility.

UT-9.3 Require underground utility lines for all new developments, subdivisions, and major renovations where feasible.

UT-9.4 Work with utility companies to develop strategic plans for the undergrounding of utilities, especially in visually significant areas such as Downtown and the I-5 Corridor.

/ UT-10 Use screening and landscaping around major utility structures to balance aesthetic concerns with operational integrity and environmental considerations.

UT-10.1 Collaborate with utility providers to develop comprehensive right-of-way vegetation plans.

UT-10.2 Require utility facilities to be reasonably and appropriately sited and screened to mitigate aesthetic impacts.

UT-10.3 Support innovative approaches to fund improvements to address environmental and aesthetic impacts of utility infrastructure.

/ UT-11 Promote state-of-the-art local telecommunications systems to enhance connectivity, support economic growth, and improve public information access.

UT-11.1 Align development regulations with public service obligations mandated for private utilities by federal and state laws.

UT-11.2 Streamline the permit process for private utility facilities considering franchise agreements, development regulations, the Lakewood Comprehensive Plan, and existing codes.

UT-11.3 Encourage and support telecommunications and cable companies expanding fiber optic networks and increasing network interconnectivity.

UT-11.4 Collaborate with utility companies and public institutions, such as schools and colleges, to advance comprehensive community information services and promote local advancements to improve educational and business opportunities for residents.

UT-11.5 Advocate for smaller, less intrusive telecommunications facilities that can integrate seamlessly into the existing environment.

UT-11.6 Ensure the resilience of communications infrastructure during emergencies and disasters.

UT-11.7 Regulate the siting, screening, and design of wireless, cellular, and antenna installations, ensuring these structures are reviewed fairly and predictably and consider federal and state requirements while minimizing visual and land use impacts.

/ UT-12 Support an integrated, efficient, and environmentally sustainable solid waste management system that includes reduction, recycling, and disposal.

UT-12.1 Maintain comprehensive recycling and composting programs for both residential and commercial sectors, designed to maximize convenience and efficiency while diverting a wide array of materials from landfills.

UT-12.2 Promote public and private recycling initiatives and supporting organizations.

UT-12.3 Cooperate with government agencies, businesses, and institutions to plan and implement solid waste management strategies.

UT-12.4 Maintain a residential hazardous waste program that ensures safe collection, recycling, and disposal of hazardous materials, emphasizing convenience and environmental safety.

/ UT-13 Ensure a reliable and safe supply of natural gas that is coordinated with city planning and meets expected needs for the future.

UT-13.1 Work with providers to ensure that current and planned natural gas facilities can meet the expanded demands of existing and new development.

UT-13.2 Ensure that natural gas facilities are designed and situated to integrate with surrounding land uses.

UT-13.3 Protect gas line utility corridors from encroachment by incompatible uses and activities.

UT-13.4 Consider the effects of climate change policy and changes in the consumption of different types of energy on the management of natural gas facilities in the city.

15 Implementation

15.1 Introduction

The adoption of a Comprehensive Plan does not complete the land-use planning process. Planning is an ongoing process, and the Comprehensive Plan is a living document that must respond to changing laws, changing local circumstances, and evolving community values. The success of Lakewood's comprehensive planning effort will be measured in the end by the degree to which the Plan is implemented; to ensure successful implementation, mechanisms must be in place to provide for ongoing administration, monitoring, and amendments.

This element differs in format from other Comprehensive Plan elements because it establishes specific mechanisms for responding to implementation needs. The purpose of the implementation approaches contained in this chapter is three-fold:

- Ensuring effective, fair, and impartial administration and enforcement of the Comprehensive Plan and its implementing ordinances and programs;
- Ensuring the Comprehensive Plan continues to reflect the needs and desires of the Lakewood community; and
- Ensuring the Comprehensive Plan is regularly reviewed and amended consistent with state law.

15.2 Purpose and Use of the Comprehensive Plan

The Comprehensive Plan provides a guide and general framework for development in Lakewood that reflects community desires. The goals and policies contained in the Plan will encourage and inform public and private investments in development but, by themselves, will not ensure that Lakewood becomes the community it wants to be. The City of Lakewood will use the Plan to help focus, design, and interpret needed ordinances, incentives, regulations, policies, and programs adopted to implement it.

The Comprehensive Plan will not be relied upon in reviewing applications for specific development projects, except when reference to the Comprehensive Plan is expressly required by an applicable development regulation.

15.3 Goals and Policies

15.3.1 Consistency

/ IM-1 Ensure that the Lakewood Comprehensive Plan complies with state, regional, and county requirements.

IM-1.1 Ensure the Comprehensive Plan is consistent with the provisions of the GMA.

IM-1.2 Ensure consistency of the Comprehensive Plan with the PSRC MPPs and Pierce County CPPs.

IM-1.3 Maintain clear documentation and references with regards to how the Comprehensive Plan integrates and fulfills these requirements.

/ IM-2 Ensure consistency and coordination between the Lakewood Comprehensive Plan and the Comprehensive Plans of Pierce County, Steilacoom, Tacoma, and University Place.

IM-2.1 Consider aligning policies that apply to common areas or issues with neighboring communities.

IM-2.2 Rely on consistent population projections, planning horizons, and other relevant data that are consistent with practices in Pierce County, Steilacoom, Tacoma, and University Place.

IM-2.3 Circulate Plan updates and amendments to Pierce County, Steilacoom, Tacoma, University Place, and other jurisdictions as needed.

/ IM-3 Ensure that the Lakewood Comprehensive Plan is an internally consistent document with clear steps for implementation.

IM-3.1 Develop an implementation strategy for the Comprehensive Plan that includes regulatory and non-regulatory measures needed.

IM-3.2 Ensure the implementation strategy for the Comprehensive Plan considers necessary changes to the Lakewood Municipal Code.

IM-3.3 Include a schedule for the adoption or amendment of the development regulations identified in the implementation strategy.

IM-3.4 Ensure that the implementation strategy is a public document available for review.

15.3.2 Public Engagement

/ IM-5 Promote active engagement by residents and stakeholders in an open and transparent planning process, especially vulnerable populations and members of overburdened communities.

IM-5.1 Implement procedures for accessible public participation with the Comprehensive Plan and associated documents, including:

- Widespread distribution of proposals,
- Opportunities for submitting written comments,
- Public meetings with effective notice,
- Ensuring environments for open discussion,
- Maintaining communication programs,
- Coordinating information services, and
- Responding thoughtfully to public feedback.

IM-5.2 Use diverse and accessible methods to communicate effectively with all members of the public throughout the planning process.

IM-5.3 Strive for inclusive community engagement, drawing in groups previously underrepresented in planning discussions.

IM-5.5 Demonstrate how public comments have been incorporated into the Comprehensive Plan and development regulation legislative actions.

IM-5.5 Record all public meetings held for outreach for planning.

IM-5.6 Clearly reference the sources of data used in the Comprehensive Plan and development regulations.

/ IM-6 Coordinate updates and amendments to the Comprehensive Plan based on a regular schedule.

IM-6.1 Revise the Lakewood Comprehensive Plans and development regulations for compliance with GMA requirements by December 31, 2024, with subsequent reviews conducted on or before June 30, 2034 and every 10 years thereafter.

IM-6.2 Coordinate a five-year periodic review of the Comprehensive Plan by December 31, 2029, and provide the Department of Commerce a progress report detailing implementation conducted for the Comprehensive Plan to that date.

IM-6.3 Update the Transportation Element of the Lakewood Comprehensive Plan and create a Climate Change and Resiliency Element as part of the initial implementation progress report due by December 31, 2029, pending availability of funding.

IM-6.4 Limit amendments and revisions to the Comprehensive Plan to no more than once annually.

IM-6.5 Permit emergency amendments to the Comprehensive Plan more frequently than once per year when necessary to address immediate concerns vital to the community's health, safety, and welfare.

15.3.3 Tribal Coordination

/ IM-7 Foster collaborative and respectful coordination with federally recognized Indian Tribes whose reservations or ceded lands are within Pierce County.

IM-7.1 Engage in good faith negotiations to develop a memorandum of agreement with any federally recognized Indian Tribe about collaboration and participation in the planning process upon receiving a Tribal resolution indicating their interests within Pierce County and intent for collaboration.

IM-7.2 Coordinate and collaborate on planning efforts with Tribes in areas of mutual interest, based on the guidelines and commitments established in the memorandum of agreement.

IM-7.3 Provide options for communication and engagement for Tribes which are not subject to a memorandum of agreement but have reservations or ceded lands in the city.

15.4 Implementation Strategies

While this Comprehensive Plan provides a complete set of policies for the City of Lakewood, the implementation of the Plan is implemented and executed through a range of different actions. This section outlines specific strategies that the city can employ to fulfill the goals and policies set out in each Element of the Plan.

For each action provided here as part of the strategies, the following information is provided:

- The other related Elements that could also be implemented through these actions;
- The expected lead departments/agencies and other potential partners involved with this work; and
- The expected timeline for this work, which in addition to periodic and regular actions, can include "short-term" actions intended over the 1–2 years after approval of the Plan, "moderate-term" actions intended to be completed before the five-year Plan review, and "long-term" actions intended to be completed five years or more from approval.

The following actions highlight how the Comprehensive Plan elements can be implemented but are not intended to be exhaustive. Ongoing policymaking, programming, and guidance are expected to be developed through the regular biennial budgets, individual plans and strategies by topic area, and ongoing planning by the City Council.

For the abbreviations below:

- PPW = Department of Planning & Public Works
- PRCS = Department of Parks, Recreation, and Community Services
- PWE = Public Works Engineering

15.4.1 General

Actions		Related Elements	Lead/Partners	Timeline
GE-A	Schedule and conduct regular updates and reviews of the Comprehensive Plan to comply with ongoing legal requirements and to address emerging community needs and priorities.	(all)	PPW (Long Range Planning); Planning Commission	Regular/yearly
GE-B	Maintain comprehensive and accessible public engagement procedures that encourage active participation from all community sectors, particularly vulnerable and traditionally underrepresented groups.	(all)	PPW (Long Range Planning); City Manager; Lakewood's Promise Advisory Board; Youth Council	Short-term
GE-C	Explore improved coordination with Tribal governments through memoranda of agreement.	(all)	PPW (Long Range Planning); City Manager	Moderate-term
GE-D	Develop a regular public reporting framework to identify and report progress on the implementation of Comprehensive Plan policies.	(all)	PPW (Long Range Planning); Planning Commission	Short-term
GE-E	Develop a methodology for a 5-year implementation status report as part of the Comprehensive Plan monitoring.	(all)	PPW (Long Range Planning); Planning Commission	Moderate-term
GE-F	Develop an annual legislative agenda and proactively engage with the county council, state legislature, and federal delegation to receive assistance in achieving city goals.	(all)	City Council; City Manager; all departments	Regular/yearly

15.4.2 Land Use

Actions		Related Elements	Lead/Partners	Timeline
LU-A	Review zoning designations to confirm alignment with the revised Comprehensive Plan land use designations and the Land Use Designations Map (LUDM).	Housing; Capital Facilities and Essential Public Facilities	PPW (Long Range Planning); Planning Commission	Regular/yearly
LU-B	Regularly monitor development trends and buildable land capacity and update the City Council on necessary Comprehensive Plan amendments to help meet growth targets.	Implementation (Public Engagement)	PPW (Long Range Planning), PPW (Development Services); Planning Commission	Regular/yearly
LU-C	Examine minimum density standards in selected areas such as the Downtown to maximize land use for housing and employment.	Housing	PPW (Long Range Planning)	Moderate-term
LU-D	Simplify the city code to improve usability for developers and streamline use.	Housing	PPW (Long Range Planning), PPW (Development Services); Planning Commission	Moderate-term

15.4.3 Capital Facilities and Essential Public Facilities

Actions		Related Elements	Lead/Partners	Timeline
CF-A	Conduct periodic assessments to ensure all city services and utilities comply with the Comprehensive Plan and effectively meet community needs.	Public Services; Utilities	PWE	Regular/yearly
CF-B	Regularly review the need for demand management strategies and conservation measures to address increases in service demand.	Public Services; Utilities	PWE; PPW (Long Range Planning)	Moderate-term
CF-C	Periodically review the provision of urban services and utilities to the city's Urban Growth Area (UGA) to determine if service delivery is optimal.	Public Services; Utilities	PWE (Capital Projects); PPW (Long Range Planning)	Short-term
CF-D	Maintain a transparent and efficient process for siting essential public facilities that considers environmental and community impacts.	Public Services; Utilities	PPW (Long Range Planning); PWE (Capital Projects); Planning Commission	Moderate-term/ongoing
CF-E	Maintain and regularly revise the city's Capital Improvement Program.	Public Services; Utilities	PWE (Capital Projects); PPW (Long Range Planning)	Regular/yearly

15.4.4 Economic Development

Actions		Related Elements	Lead/Partners	Timeline
ED-A	Maintain an Economic Development Strategy to guide local actions that can enhance business growth and promote local economic development.	Land Use; Transportation; Public Services; Utilities; Housing	PPW (Economic Development); City Manager	Moderate-term
ED-B	Provide regular reporting and analysis of local economic data (e.g., land use trends, employment forecasts, retail analyses) to support local actions.		PPW (Economic Development)	Regular/yearly
ED-C	Regularly conduct comprehensive surveys and outreach among local businesses to pinpoint prevailing challenges and fine-tune business retention strategies		PPW (Economic Development)	Regular/periodic
ED-D	Create marketing materials and supporting information about available tax incentives, grants, and other financial mechanisms that can assist in business development and economic expansion.		PPW (Economic Development)	Short-term
ED-E	Engage in marketing and business retention and expansion activities to enhance the city's image as a prime location for business and investment, highlighting the city's strategic advantages and quality of life.		PPW (Economic Development)	Ongoing
ED-F	Monitor city permitting and licensing processing times to identify any potential issues and determine necessary action.	Housing; Utilities	PPW (Economic Development); PPW (Development Services); PWE (Engineering Services)	Regular/yearly
ED-G	Enhance information sharing between the city, real estate brokers, developers, and financial institutions to keep the city informed about emerging development trends, available properties, current market vacancies, and pertinent economic issues.		PPW (Economic Development); real estate representatives	Short-term/ongoing
ED-H	Maintain site selection resources to help match available commercial and industrial spaces with the specific needs of both new and established businesses in the community.		PPW (Economic Development); Administrative Services (Information Technology)	Administrative Services (Information Technology)

15.4.5 Energy and Climate Change

Actions		Related Elements	Lead/Partners	Timeline
EC-A	Increase community awareness about climate change through educational campaigns and local sustainability efforts through workshops and partnerships with local organizations.	Implementation (Public Engagement)	PPW (Long Range Planning); PWE (Engineering Services)	Short-term/ongoing
EC-B	Develop a hazards management plan that includes strategies for both pre-incident and post-incident management to enhance community resilience.	Public Services	City Manager; West Pierce Fire & Rescue; Lakewood Police Department; neighboring communities	Moderate-term
EC-C	Work with transportation agencies on ongoing programs to improve and enhance public transit services and reduce the community's reliance on private vehicles.	Transportation	PWE (Transportation); WSDOT; Sound Transit; Pierce Transit; neighboring communities	Ongoing
EC-D	Increase the use of renewable energy sources like solar and wind power by the city.	Capital Facilities and Essential Public Facilities	PPW (Long Range Planning); PWE (Engineering Services); PRCS (Property Management)	Short-term
EC-E	Promote energy and water conservation practices in the design, construction, and maintenance of city-owned buildings.	Capital Facilities and Essential Public Facilities	PWE (Engineering Services); PRCS (Property Management)	Short-term/ongoing
EC-F	Provide public information about conservation practices.	Implementation (Public Engagement)	PPW (Long Range Planning); PWE (Engineering Services)	Short-term
EC-G	Review the feasibility of installing EV charging stations and implement installations where possible.	Transportation	PPW (Long Range Planning); PWE (Transportation)	Short-term
EC-H	Develop an Energy & Climate Change Implementation Plan to guide the actions to carry out energy, climate change, and resilience policies from this Element.	Natural Environment, Transportation, Capital Facilities and Essential Public Facilities; Land Use	City Manager; PPW (Long Range Planning); all departments	Short-term
EC-I	Provide for ongoing monitoring and reporting of the city's carbon emissions and reduction efforts.	Natural Environment, Transportation, Capital Facilities and Essential Public Facilities; Land Use; Implementation (Public Engagement)	City Manager; PPW (Long Range Planning); all departments	Short-term/Ongoing

15.4.6 Housing

Actions		Related Elements	Lead/Partners	Timeline
HO-A	Regularly update and maintain a Housing Action Plan to provide strategic guidance on how best to achieve housing goals.		PPW (Long Range Planning); PPW (Housing & Community Services)	Moderate-term
HO-B	Regularly compile statistics on housing construction and demolition by type to provide regular reports on changes to housing in the community and progress towards identified goals.	Land Use	PPW (Development Services); PPW (Long Range Planning)	Regular/yearly
HO-C	Periodically review the use of housing incentives such as the Multifamily Tax Exemption (MFTE) program to ensure these programs promote desired residential development in targeted areas and support the sustainability of diverse housing options within the community.	Land Use; Economic Development	PPW (Economic Development)	Moderate-term
HO-D	Review the Building Code and Fire Code to determine options for reducing building costs and improving the efficiency of development without compromising the health and safety of building occupants.	Land Use; Public Services	PPW (Long Range Planning); PPW (Development Services); West Pierce Fire & Rescue (Fire Marshal)	Short-term
HO-E	Explore additional incentives for infill development to encourage the use of available capacity.	Land Use	PPW (Long Range Planning)	Short-term
HO-F	Partner with developers and other organization to demonstrate diverse and innovative housing types that could address a variety of residential needs.		PPW (Development Services)	Ongoing
HO-G	Provide support such as pre-approved plans to encourage the development of Accessory Dwelling Units (ADUs).		PPW (Long Range Planning); PPW (Development Services)	Short-term
HO-H	Coordinate with nonprofit organizations, regional housing authorities, and other agencies to plan for supportive housing to meet identified city targets.		PPW (Long Range Planning); PPW (Housing & Community Services); Community Services Advisory Board	Ongoing
HO-I	Coordinate outreach to manufactured home park owners and residents to facilitate preservation as affordable housing.		PPW (Long Range Planning); PPW (Housing & Community Services)	Moderate-term

15.4.7 Military Compatibility

Actions		Related Elements	Lead/Partners	Timeline
MC-A	Provide regular monitoring of city land use to identify activities that could negatively affect JBLM operations, ensuring all planning aligns with relevant growth and safety guidelines.	Land Use	PPW (SSMCP); PPW (Long Range Planning); JBLM	Ongoing
MC-B	Maintain coordination efforts with JBLM through structured consultation and notification processes for any city actions potentially impacting military facilities	Land Use	PPW (SSMCP); PPW (Development Services); PPW (Long Range Planning); JBLM	Ongoing
MC-C	Act as the fiscal agent and provide administrative support for the South Sound Military & Communities Partnership, ensuring active participation at executive levels.		PPW (SSMCP)	Ongoing
MC-D	Amend local zoning codes and ordinances to include land use compatibility requirements, including those that promote sound attenuation and account aircraft safety and military operational noise.	Land Use	PPW (SSMCP); PPW (Long Range Planning)	Short-term
MC-E	Engage with JBLM and surrounding communities through the SSMCP to provide comprehensive planning for the needs for off-base housing for base staff.	Land Use	PPW (SSMCP); PPW (Long Range Planning); JBLM; neighboring communities	Ongoing

15.4.8 Natural Environment

Actions		Related Elements	Lead/Partners	Timeline
NE-A	Maintain and periodically update the city's Critical Areas and Resource Lands Ordinance and related plans to incorporate the latest scientific research and adaptive management insights as required by the Growth Management Act (GMA).	Land Use	PPW (Long Range Planning); PWE	Moderate-term
NE-B	Maintain the city's Shoreline Master Program (SMP) and Restoration Plan, consistent with Growth Management Act and the state Shoreline Management Act, including salmon recovery provisions.	Shoreline Master Program; Land Use	PPW (Long Range Planning); PPW (Development Services); PWE; American Lake Management District No. 1 Advisory Committee	Moderate-term
NE-C	Provide comprehensive environmental stewardship resources both online and in print, offering materials in multiple languages to increase engagement and distribution.	Implementation (Public Engagement)	PPW (Long Range Planning); PPW (Development Services); PWE	Short-term
NE-D	Coordinate ongoing engagement to share information about natural environmental quality and actions to protect and improve water quality.	Implementation (Public Engagement)	PPW (Long Range Planning); PPW (Development Services); PWE	Short-term/ongoing
NE-D	Provide public information about compliance with the city tree protections, especially with respect to the Oregon white oak.	Implementation (Public Engagement)	PPW (Long Range Planning); PPW (Development Services); PWE	Short-term
NE-E	Provide information to landowners and developers to encourage the use of non-structural methods for flood prevention and mitigation to maintain natural flood storage functions and reduce the impact of flood events.	Land Use; Implementation (Public Engagement)	PPW (Development Services); PWE	Short-term
NE-F	Maintain surface and groundwater monitoring programs to support efforts to reduce pollution sources impacting major water bodies within the city.		PWE (Surface Water Management Program)	Ongoing
NE-G	Initiate projects to restore and enhance riparian zones to maintain their ecological functions, improve water quality and support biodiversity.		PWE (Surface Water Management Program); American Lake Management District No. 1 Advisory Committee	Short-term/ongoing
NE-H	Maintain and expand the urban forestry program to increase tree coverage, promote tree health, and ensure the preservation of significant tree stands throughout the city.		PPW (Long Range Planning); PPW (Development Services); PWE (Engineering Services); Tree Advisory Committee	Short-term/ongoing

Actions		Related Elements	Lead/Partners	Timeline
NE-I	Ensure that the development process includes oversight to preserve the ecological functions of wetlands and achieve "no net loss" in wetland value and function.	Land Use	PPW (Development Services); PWE (Surface Water Management Program)	Short-term/ongoing
NE-J	Coordinate planning to develop and enhance safe public access to shorelines and lakes, ensuring the protection of natural habitats while promoting recreational use that does not compromise ecological health.	Land Use	PPW (Long Range Planning); PPW (Development Services)	Moderate-term
NE-K	Collaborate with local environmental agencies and organizations to support local implementation of stewardship programs.	Land Use	PPW (Development Services); PWE (Surface Water Management Program)	Moderate-term /ongoing

15.4.9 Parks, Recreation, and Open Space

Actions		Related Elements	Lead/Partners	Timeline
PR-A	Regularly update the Parks, Recreation, and Open Space Plan to reflect evolving community needs and ensure alignment with related city elements and strategies.		PRCS (all); Parks & Recreation Advisory Board	Moderate-term
PR-B	Review barriers to access for individual parks and provide planning for the elimination of these barriers, including upgrades to meet Americans with Disabilities Act (ADA) standards.	Transportation; Capital Facilities and Essential Public Facilities	PRCS (all); Parks & Recreation Advisory Board	Short-term
PR-C	Implement and maintain engagement programs to involve residents, community groups, and stakeholders in the planning and development of park facilities and programs.	Implementation (Public Engagement)	PRCS; Parks & Recreation Advisory Board	Short-term/ongoing
PR-D	Develop programming for parks and public spaces that showcase local art and cultural elements that highlight the community's heritage and diversity.		PRCS (Operations & Maintenance); Parks & Recreation Advisory Board; Lakewood Arts Commission	Ongoing
PR-E	Provide regular reporting on park and open space improvements in the city and progress towards identified goals.		PRCS (Capital Projects); Parks & Recreation Advisory Board	Regular/yearly
PR-F	Pursue various external funding mechanisms, including federal, state, and private/non-profit grants, to finance park and recreation projects.		PRCS (Capital Projects); Parks & Recreation Advisory Board	Ongoing
PR-G	Ensure the city's website maintains user-friendly information about parks to improve visitor communication and engagement. This can include facility maps, trail maps, details about available amenities, and integration with on-site signage.		PRCS; Administrative Services (Information Technology); Parks & Recreation Advisory Board	Short-term/ongoing

15.4.10 Public Services

Actions		Related Elements	Lead/Partners	Timeline
PS-A	Conduct regular community outreach activities to educate the public about fire safety and hazardous materials management.	Implementation (Public Engagement)	West Pierce Fire & Rescue; Public Safety Advisory Board	Short-term/ongoing
PS-B	Regularly assess the impact of growth on emergency services to guide changes in management and resource planning.	Capital Facilities and Essential Public Facilities	West Pierce Fire & Rescue; Public Safety Advisory Board	Regular/yearly
PS-C	Coordinate plans to reduce EMS response times to four minutes.		West Pierce Fire & Rescue; Public Safety Advisory Board	Moderate-term
PS-D	Provide regular support from the city for community-based crime prevention programs.		Lakewood Police Department (Specialty Units); Public Safety Advisory Board	Moderate-term
PS-E	Maintain a comprehensive emergency management plan that includes pre-incident and post-incident strategies to address potential disasters.	Energy and Climate Change	City Manager; Public Safety Advisory Board; West Pierce Fire & Rescue; Lakewood Police Department; neighboring communities	Moderate-term
PS-F	Provide for regular engagement with public services providers to assess and address community needs through strategic planning and collaboration.	Implementation (Public Engagement)	West Pierce Fire & Rescue; Lakewood Police Department; City Manager; Public Safety Advisory Board	Short-term/ongoing
PS-G	Provide a framework for regular engagement with the local school district to ensure that school facilities planning can accommodate future students and potentially meet the needs for community facilities.	Implementation (Public Engagement)	Clover Park School District; PRCS (Operations & Maintenance); PRCS (Recreation)	Ongoing
PS-H	Explore the development of new library facilities, services, and outreach programs to meet growing demand, especially in underserved communities.		Pierce County Library System; City Manager	Ongoing

15.4.11 Subareas

Actions		Related Elements	Lead/Partners	Timeline
SA-A	Develop and implement redevelopment and subarea plans for Springbrook, the Pacific Highway SW corridor, and selected residential arterials.	(all)	PPW (Long Range Planning)	Moderate-term
SA-B	Regularly monitor development trends and buildable land capacity within subareas and update the City Council on necessary Subarea Plan amendments to help meet subarea growth targets.	Land Use; Housing	PPW (Long Range Planning); PPW (Development Services)	Regular/yearly

15.4.12 Transportation

Actions		Related Elements	Lead/Partners	Timeline
TR-A	Amend and regularly update the Lakewood Engineering Design Standards to ensure alignment with desired improvements to streetscapes and local transportation improvements.	Capital Facilities and Essential Public Facilities	PWE (Transportation)	Moderate-term
TR-B	Regularly update and amend the city's six-year Transportation Improvement Program according to the priorities included in the Comprehensive Plan.	Capital Facilities and Essential Public Facilities	PWE (Transportation)	Regular/yearly
TR-C	Implement a traffic safety program aimed at achieving zero fatalities and serious injuries using a Safe System Approach, with regular reviews and updates based on data analysis.	Public Services	PWE (Transportation); Lakewood Police Department	Moderate-term/ongoing
TR-D	Revise and enforce design standards for pedestrian and bicycle facilities to align with national guidelines and local needs	Parks, Recreation, and Open Space; Capital Facilities and Essential Public Facilities	PWE (Transportation); PRCS (Capital Projects)	Short-term
TR-E	Continue collaborations with county and regional entities to fund and implement significant multimodal transportation improvements	Capital Facilities and Essential Public Facilities	PWE (Transportation); City Manager	Ongoing
TR-F	Develop and implement an ADA Transition Plan for city facilities and transportation infrastructure.	(all)	City Manager; all departments	Short-term
TR-G	Provide guidance for Transportation Demand Management (TDM) strategies used by development projects as impact mitigation.	Land Use	PWE (Transportation); PPW (Long Range Planning)	Moderate-term
TR-H	Coordinate a commute trip reduction plan with local businesses, transit agencies, and other entities to decrease traffic.	Land Use; Economic Development	PWE (Transportation)	Moderate-term
TR-I	Implement and regularly update the Non-Motorized Transportation Plan to highlight pedestrian and bicycle infrastructure as integral components of the local multimodal transportation system.	Capital Facilities and Essential Public Facilities	PWE (Transportation); PRCS (Capital Projects)	Moderate-term
TR-J	Implement a street light placement policy focused on enhancing pedestrian safety through better lighting, especially in newly developed or redeveloped areas.	Capital Facilities and Essential Public Facilities	PWE (Transportation)	Short-term

Actions		Related Elements	Lead/Partners	Timeline
TR-K	Coordinate a review of the potential for local micro-transit and "first mile last mile" services with Pierce Transit.		PWE (Transportation); Sound Transit; Pierce Transit; neighboring communities	Moderate-term
TR-L	Work closely with WSDOT, neighboring jurisdictions, and regional transit authorities to ensure coherent transportation planning.	Capital Facilities and Essential Public Facilities	PWE (Transportation); WSDOT; Sound Transit; Pierce Transit; neighboring communities	Ongoing

15.4.13 Urban Design

Strategy		Related Elements	Lead/Partners	Timeline
UD-A	Develop and implement community design guidelines for commercial, industrial, and multifamily residential development. These should consider the design elements and features that give specific areas a distinctive character.	Land Use; Housing	PPW (Long Range Planning); PPW (Development Services)	Moderate-term
UD-B	Develop an individual identity for the International District through branding, visitor engagement, and city-sponsored events.	Land Use; Economic Development	PPW (Economic Development); PPW (Long Range Planning); PPW (Development Services)	Moderate-term
UD-C	Capitalize on historical sites in the area such as Fort Steilacoom, Lakewold Gardens, and the Lakewood Colonial Theater, as well as other local amenities like the lakes and parks.	Land Use; Parks, Recreation, and Open Space	PRCS (Recreation); Landmarks and Heritage Advisory Board	Moderate-term
UD-D	Provide guidelines and resources to encourage the inclusion of public art from local artists in development projects to enrich the urban environment and celebrate local culture.	Land Use; Housing; Parks, Recreation, and Open Space	PRCS (Operations and Maintenance); Lakewood Arts Commission	Moderate-term
UD-E	Create guidelines for unified design themes and consistent wayfinding for public street facilities to strengthen community identity.	Land Use; Transportation; Parks, Recreation, and Open Space	PPW (Long Range Planning); PPW (Development Services); PWE (Transportation); PRCS (Operations & Maintenance)	Moderate-term
UD-F	Collaborate with state or regional organizations to develop materials that encourage implementation of Universal Design standards for housing accessibility.	Land Use; Housing	PPW (Housing & Community Services); PPW (Development Services)	Moderate-term

15.4.14 Utilities

Strategy		Related Elements	Partners	Timeline
UT-A	Maintain a comprehensive schedule to manage and update data on utility corridors and facilities with private utility providers.	Public Services; Capital Facilities and Essential Public Facilities	PPW (Long Range Planning); Administrative Services (Information Technology); PWE (Engineering Services)	Short-term/ongoing
UT-B	Develop materials and engage with utility providers to ensure that the placement and planning of all utility facilities align with the goals and objectives of the Comprehensive Plan	Public Services; Capital Facilities and Essential Public Facilities	PWE (Engineering Services)	Short-term/ongoing
UT-C	Plan and implement necessary upgrades to flood control systems to meet NPDES standards.	Natural Environment	PWE	Short-term/ongoing
UT-D	Maintain a clear cost-sharing framework to fairly distribute the costs of storm drain and flood-control improvements among beneficiaries.	Natural Environment; Capital Facilities and Essential Public Facilities	PWE (Capital Projects)	Short-term
UT-E	Create plans for the undergrounding of utilities and coordinate these efforts with other infrastructure projects.	Capital Facilities and Essential Public Facilities	PWE (Capital Projects)	Moderate-term

16 Glossary

Accessory Dwelling Unit (ADU). A dwelling unit located on the same lot as a single-family housing unit, or duplex, triplex, fourplex, townhome, or other permitted housing unit. These can be "attached" which is located within or attached to the primary unit, or "detached" which consists partly or entirely of a building that is separate from the primary unit and is on the same lot.

Accident Potential Zones (APZ). Areas in the vicinity of military airfield runways where an aircraft mishap is most likely to occur if one were to occur. These areas are required to have limited development to prevent significant impacts from air accidents.

Activity Units (AUs). A measure of total activity used by PSRC that is calculated as the total of jobs and population.

Affordable Housing. Residential housing for households where monthly housing costs, including utilities other than telephone, do not exceed thirty percent of the monthly income of the household. Affordable housing is typically defined with respect to different income levels based on area median income, with 80% of median income (considered "low income") typically used as the threshold for affordable rental housing.

Air Installation Compatibility Use Zone (AICUZ). A program developed by the Department of Defense to promote public health and safety and protect the operational capability of the air installation through the local adoption of compatible land use controls. These land use controls are intended to promote community growth that is compatible with the airfield operations.

Americans with Disabilities Act (ADA). The Act is a 1990 federal law designed to prohibit discrimination against people with disabilities in everyday activities and guarantee equal access to jobs, transportation, public facilities, and services.

Area Median Income (AMI). The household income that is assumed to be the median for a household within an area. For the purposes of housing, this is projected by the US Department of Housing and Urban Development and is assumed to represent the median income for a family household of four people. With respect to these calculations, Lakewood is assumed to be part of the Tacoma, WA HUD Metro Fair Market Rent Area.

Best Available Science (BAS). The most up-to-date information available for planning and development decision-making, which is defined and required by the Growth Management Act as per RCW 36.70A.172.

Buffer. An area contiguous with a critical area that is required for the integrity, maintenance, function, and stability of that critical area.

Bus Rapid Transit (BRT). A bus-based transportation system that includes additional features to deliver fast and efficient service, such as dedicated lanes, busways, traffic signal priority, off-board fare collection, elevated platforms, and enhanced stations.

Capital Facilities. Capital facilities are tangible assets that generally have a long useful life and include city and non-city operated infrastructure, buildings, and equipment. Under WAC 365-196-415, at a minimum, those capital facilities to be included in an inventory and analysis are transportation, water systems, sewer systems, stormwater systems, reclaimed water facilities, schools, parks and recreation facilities, and police and fire protection facilities.

Center of Municipal Importance (CoMI). A Center of Municipal Importance is designated to identify a local center or activity node that is consistent with regional and local planning. Such an area is intended to promote compact, pedestrian-oriented development with a mix of uses, proximity to diverse services, and a variety of appropriate housing options, or are otherwise located in an established industrial area.

Climate Adaptation. Actions taken to adapt to unavoidable impacts as a result of climate change.

Climate Change. The change in global and regional climate patterns apparent from the mid- to late-twentieth century onward and attributed largely to increased levels of atmospheric carbon dioxide from the use of fossil fuels.

Climate Resilience. The ongoing process of anticipating, preparing for, and adapting to changes in climate and minimizing negative impacts to our natural systems, infrastructure, and communities.

Comprehensive Land Use Plan, **Comprehensive Plan**, or **Plan.** A generalized coordinated land use policy statement of the governing body of a county or city that is adopted pursuant to Chapter 36.70A RCW.

Concurrency. A state planning requirement to ensure that needed services and facilities are in place by the time development is completed and to be occupied, or that funding has been committed to provide such services within 6 years, as per RCW 36.70A.070(6)(b) and WAC 365-196-840.

Consistency. A measure of whether any feature of the Comprehensive Plan or a regulation is incompatible with any other feature or a plan or a regulation. The Growth Management Act addresses consistency in three ways: (1) internal consistency of comprehensive plans, (2) consistency of zoning and regulations with the comprehensive plan, and (3) consistency with other jurisdictions.

Cost Burden. A measure of the percent of household income spent on housing and housing-related expenditures. Households that spend more than 30% of their gross income on housing, including utilities, are considered “cost-burdened”, while households spending more than 50% of their gross income are considered “severely cost-burdened”.

Cottage Housing. Detached residential units on a lot with a common open space that either: (a) is owned in common; or (b) has units owned as condominium units with property owned in common and a minimum of 20% of the lot size as open space.

Cottage. A detached, primary dwelling unit with a footprint of 1,000 square feet or less.

Countywide Planning Policies (CPPs). Under the Growth Management Act, counties and cities are required to collaboratively develop countywide planning policies to set the general framework for coordinated land use and population planning under RCW 36.70A.210.

Courtyard Housing. Up to eight attached dwelling units arranged on two or three sides of a yard or a court.

Covered Employment. Employment covered under state unemployment insurance which is identified as part of labor statistics in the state. Covered employment does not typically include self-employed workers, proprietors, and other non-insured workers.

Critical Aquifer Recharge Areas. Areas that are determined to have a critical recharging effect on aquifers used for potable water.

Critical Areas Ordinance (CAO). An ordinance provided under city code to protect the functions and values of ecologically sensitive areas while allowing for reasonable use of private property, through the application of best available science; implement the GMA and the natural environment goals of the Comprehensive Plan; and protect the public from injury and loss due to slope failures, erosion, seismic events, volcanic eruptions, or flooding.

Critical Areas. Areas and ecosystems that require protection of resources important to the natural environment, wildlife habitats, and sources of fresh drinking water. Under RCW 36.70A.030(6), there are five types of critical areas: (a) wetlands; (b) areas with a critical recharging effect on aquifers used for potable water; (c) fish and wildlife habitat conservation areas; (d) frequently flooded areas; and (e) geologically hazardous areas.

Density. A measure of the intensity of residential development, usually expressed as the number of people, jobs, or housing units per acre.

Development Regulation. Controls placed on the development or land use activities including, but not limited to, zoning ordinances, critical areas ordinances, shoreline master programs, official controls, subdivision ordinances, and binding site plan ordinances.

Displacement. The relocation of current residents or businesses from their current location due to external factors. Displacement can be physical (e.g., the demolition or removal of a housing unit), economic (e.g., relocation due to rising rents), and/or cultural (e.g., ongoing displacement in a local cultural community hastened due to fewer social connections).

Duplex. Two primary attached dwelling units on a lot in any configuration intended for two separate households. Note that a single-family dwelling unit with an attached or detached accessory dwelling unit is not a duplex.

Dwelling Unit. One or more rooms located within a structure, designed, arranged, occupied, or intended to be occupied by one or more persons as living accommodations.

Easement. A grant by the property owner to the public, a corporation, or persons, of the use of land for a specific purpose and on or over which the owner will not erect any permanent improvements which serve to interfere with the free exercise of that right.

Environmental Impact Statement (EIS). A document that identifies potential environmental impacts of a proposed project or action, as required under the State Environmental Protection Act. This can include potential impacts on earth, water resources, plants and animals, land use patterns and environmental justice, plans and policies, population and employment, housing, aesthetics, cultural and historic resources, transportation, public services, and utilities.

Essential Public Facility. Capital facilities of a countywide or statewide nature which have characteristics that make them extremely difficult to site. Essential public facilities include, but are not limited to, sewage treatment plants, reservoirs, electrical substations and transmission lines, local airport and port facilities, landfills and solid waste transfer stations, senior high schools, community colleges, four-year colleges and universities, correctional institutions, special population diagnostic or treatment facilities, opioid treatment programs (including both mobile and fixed-site medication units), recovery residences, harm reduction programs (excluding safe injection sites), and inpatient facilities (including substance use disorder treatment facilities, mental health facilities, group homes, community facilities, and secure community transition facilities), stormwater retention or detention facilities serving large drainage basins, and major transit facilities.

Fish and Wildlife Habitat Conservation Areas. Areas necessary for maintaining species in suitable habitats within their natural geographic distribution so that isolated subpopulations are not created.

Floor Area Ratio (FAR). A measure of development intensity calculated as the gross building area of qualifying improvements on a site divided by the net area of a parcel of property. This is typically expressed as a decimal (not as a percentage).

Fourplex. A building consisting of four primary attached dwelling units intended for four separate households on a lot in any configuration.

Frequently Flooded Areas. Lands in the floodplain subject to a 1% or greater chance of flooding in any given year. These areas could include, but are not limited to, streams, lakes, wetlands and their associated floodplains, flood fringes or the Federal Emergency Management Agency (FEMA) floodway. A flood hazard area consists of the floodplain, flood fringe, and FEMA floodway.

Future Land Use. Policy designations in the Comprehensive Plan that describe use types, densities, and intensities allowed in different areas of the city.

Land Use Designations Map (LUDM). A required component of the Comprehensive Plan that shows the proposed physical distribution and location of the various land uses during the planning period.

Geologically Hazardous Areas. Areas that may not be suited to development consistent with public health, safety, or environmental standards because of their susceptibility to landslides, slope failures, erosion, seismic events, volcanic eruptions, or flooding hazards.

Goal. A broad, general statement of the community's desired long-term future state. Goals indicate what ought to exist in the community or what is desired to be achieved in the future.

Growth Management Act (GMA). The 1990 State Growth Management Act (Chapter 36.70A RCW), as amended. This statute provides the basis for much of the urban planning in the state of Washington and includes requirements for comprehensive planning for communities.

Habitat. The place or type of site where a plant or animal naturally or normally lives and grows.

High-Occupancy Vehicle (HOV). A motor vehicle with two or more people traveling in it. This may include carpools, vanpools, and transit.

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

Household. A group of people, related or unrelated, living within the same housing unit. This can include a person living alone, a family, or roommates.

Impervious Surface. A surface that cannot be easily penetrated by water, such as buildings or concrete paving.

Income-Restricted Housing or **Rent-Restricted Housing.** Housing units subject to a regulatory agreement, covenant, or other legal document on the property title requiring them to be available to households that can document their incomes as being at or below a set income limit and are offered for rent or sale at below-market rates.

Infill Development. Projects that build new structures on vacant or underutilized land in areas that were previously developed, typically without demolishing existing structures.

Infrastructure. Public and private physical assets that provide services necessary to support existing and future development, such as roads, public buildings, schools, parks, transportation, water, sewer, surface water and communication systems.

Level of Service (LOS). A measure of the performance of a public facility in providing necessary functions to meet public needs and expectations.

Location Quotient. The ratio of the proportion of local employment in a sector to the proportion of regional employment in the sector.

Major Transit Stop. A stop on a high-capacity transportation system such as commuter rail stops, stops on rail or fixed guideway systems, and stops on bus rapid transit routes.

Manufactured Home. A structure designed and constructed to be transportable in one or more sections and built on a permanent chassis, and designed to be used as a dwelling with or without a permanent foundation when connected to the required utilities that include plumbing, heating, and electrical systems contained therein.

Manufactured Housing Community. A site divided into two or more manufactured home lots for sale or lease and intended for permanent residential use.

Market-Rate Housing. Housing which is bought, sold, and/or rented in the open market with no restrictions on the purchase price or rent charged.

Middle Housing. Buildings that are compatible in scale and, form, and character with single-family detached houses and contain two or more attached, stacked, or clustered homes including duplexes, triplexes, fourplexes, townhouses, courtyard apartments, and cottage housing.

Mixed Use Development. A project that combines more than one general category use on a site, such as residential, office, or retail. This can include "vertical" mixed-use where these uses are found in the same structure, or "horizontal" mixed-use where different uses are found in adjacent buildings on the same site.

Mode Split. The proportion of trips that use different modes of transportation.

Mode. A particular category of travel, such as walking, bicycling, driving alone, carpool/vanpool, bus/transit, ferry, or airplane.

Municipal Code or the **Lakewood Municipal Code (LMC)**. The local law of the municipal corporation of Lakewood, duly enacted by the proper authorities, prescribing general, uniform, and permanent rules of conduct relating to the corporate affairs of the municipality.

Multicounty Planning Policy (MPP). An official statement adopted in VISION 2050 to provide guidance for regional decision-making, as well as a common framework for countywide planning policies and local comprehensive plans.

Multifamily Housing or **Apartment.** A structure containing five or more attached dwelling units located on a lot.

Multimodal. Issues or activities which involve or affect more than one mode of transportation, such as transportation connections, choices, cooperation, and coordination of various modes.

National Pollutant Discharge Elimination System (NPDES). A federal permit program created in 1972 by the Clean Water Act which addresses water pollution by regulating point sources that discharge pollutants to waters of the US.

Nonconforming Use. The use of a land or structure which was lawful when established but no longer conforms to current regulations. Typically, nonconforming uses are permitted to continue, subject to certain restrictions.

Nonmotorized Transportation. Any mode of transportation that utilizes a power source other than a motor, such as bicycling or walking.

Nonpoint Source Pollution. Pollution that enters water from dispersed and uncontrolled sources (such as surface runoff) rather than through pipes.

On-Street Parking. Parking provided within the public right-of-way of a street.

Open Space. A parcel or area of land that is essentially unimproved and devoted to the preservation of natural resources, the managed production of resources, and/or passive or low-impact recreation.

Permanent Supportive Housing (PSH). Subsidized, leased housing with no limit on length of stay intended for people who need comprehensive support services to retain tenancy and admissions

practices that can lower barriers to entry related to rental history, criminal history, and personal behaviors. Permanent supportive housing is paired with off-site voluntary services for behavioral health and physical health conditions intended to help residents retain their housing and be a successful tenant in a housing arrangement, improve their health status, and connect them with community-based health care, treatment, or employment services.

Planned Action. A planned action is a development project whose impacts have been addressed by an Environmental Impact Statement associated with a plan for a specific geographic area before individual projects are proposed. Such up-front analysis of impacts and mitigation measures then facilitates environmental review of subsequent individual development projects.

Planning Period. The 20-year period following the adoption of a comprehensive plan, or such longer period as may have been selected as the initial planning horizon by the planning jurisdiction.

Plex. A building that consists of two to six primary attached dwelling units intended for separate households on a lot in any configuration.

Point Source Pollution. A source of pollutants from a single, identifiable point of conveyance such as a pipe. For example, the discharge pipe from a sewage treatment plant is a point source.

Policy. A principle, protocol, or proposal for action that supports a related goal. Policies are decision-oriented statements that guide the legislative or administrative body while evaluating a new project or proposed change in ordinance.

Public Facilities and Services. Facilities, infrastructure, and services that provide a specific public benefit, including sanitary and storm sewer systems, water supply, energy, public safety, and emergency services, schools, libraries, and other facilities. These facilities and services are provided by governments, contracted for or by governments, or provided by private entities subject to public service obligation.

Puget Sound Regional Council (PSRC). The PSRC is a regional planning and decision-making body for growth and transportation issues in King, Kitsap, Pierce, and Snohomish counties. Under federal transportation law, the Council is the Metropolitan Planning Organization (MPO) responsible for regional transportation planning and programming of federal transportation funds in the four counties. It is also the designated Regional Transportation Planning Organization for the four counties. PSRC manages the adopted regional growth strategy, VISION 2050 (see below).

Redevelopable Land. Non-vacant parcels currently in use with structures and improvements on the site, but not considered to be at their “highest and best use”. These sites are potential locations for new projects where existing improvements on the site are demolished and new buildings and improvements can be constructed.

Regional Growth Center. A mixed-use center formally designated by PSRC that includes housing, employment, retail, and entertainment uses. Regional growth centers are pedestrian-oriented, which allows people to walk to different destinations or attractions and are well-served by transit. Regional growth centers are planned for significant additional growth. Downtown Lakewood is the only PSRC designated regional growth center in the city.

Regional Growth Strategy. The approach for distributing population and employment growth within the four-county central Puget Sound region included as part of VISION 2050.

Regulation. A rule or directive found in city ordinances or the municipal code that meets the public interest and need and supports the community's framework vision, guiding principles, and goals and policies.

Right-of-Way. The right-of-way is the right to pass over the property of another. It refers to a strip of land legally established for the use of pedestrians, vehicles, or utilities.

Secure Community Transition Facility (SCTF). A residential facility for persons civilly committed and conditionally released to a less restrictive environment. A secure community transition facility has supervision and security, and either provides or ensures the provision of sex offender treatment services.

Shoreline Master Program (SMP). Local land use policies and regulations that guide the public and private use of Washington shorelines under the State Shoreline Management Act (Chapter 90.58 RCW).

Single-Occupancy Vehicle (SOV). A motor vehicle occupied only by a driver.

Single-Family Attached Housing. A primary dwelling unit designed for occupancy by one household located on a lot and sharing at least one wall with another attached dwelling unit.

Single-Family Detached Housing. A primary dwelling unit designed for occupancy by one household located on a lot and not sharing any walls with other primary dwelling units.

South Sound Military & Communities Partnership (SSMCP). An organization with a membership consists of more than fifty cities, counties, tribes, nonprofits, corporations, organizations, and JBLM, formed in 2011 to foster communication and mutual benefits related to complex issues affecting the military and civilian communities.

Special Needs Housing. Housing that is provided for persons, and their dependents who, by virtue of disability or other personal factors, face serious impediments to independent living and who require special assistance and services in their residence. Special needs housing may be permanent, long term or transitional basis.

Species of Local Importance. Those species of local concern due to their population status or their sensitivity to habitat manipulation, or that are game species.

State Environmental Policy Act (SEPA). The State Environmental Policy Act, or Chapter 43.21C RCW, is the state law passed in 1971 requiring State and local agencies to consider environmental impacts in the decision-making process.

Stormwater. Water that falls as rain and flows across the ground, which is typically directed to drains in an urban area to collect the water and eventually direct it to streams, lakes, or other large water bodies.

Streetscape. The physical and aesthetic characteristics of a street, including elements such as structures, access, greenery, open space, view, lighting, etc.

Townhouse. One of multiple attached primary dwelling units that extend from foundation to roof and that have a yard or public way on not less than two sides.

Transit. Motorized public transportation, including public bus, bus rapid transit, and commuter rail.

Tree Canopy. The layer of leaves, branches, and stems that provide tree coverage of the ground when viewed from above. See also urban forest.

Transitional Housing (TH). A facility that provides housing and supportive services for up to two years to individuals or families experiencing homelessness to enable them to move into independent living and permanent housing.

Transition Plan. A plan under the ADA that is required under 28 CFR 35.150 to outline the steps necessary to make city facilities more accessible and provide a schedule for compliance under the ADA.

Transportation Analysis Zone (TAZ). A unit of geography that is typically used for transportation and utility modeling.

Transportation Demand Management (TDM). A program used to maximize travel choices for people and encourage a more efficient use of transportation systems. These strategies are meant to reduce congestion, ease traffic, and improve the range of transportation options available by encouraging carpooling, biking, public transit, or telecommuting.

Trip Generation. The number of trips made to and from each type of land use by day. Trip generation provides the linkage between land use and travel.

Trip. A one-direction movement which begins at an origin and ends at a destination, which is the typical unit of transportation planning.

Triplex. A building consisting of three primary attached dwelling units on a lot in any configuration intended for three separate households.

U.S. Department of Housing and Urban Development (HUD). The federal agency responsible for housing programs. HUD sets income limits for metropolitan areas and counties across the country that determine eligibility for income-restricted housing units.

Undergrounding. The construction or relocation of electrical wires, telephone wires, and similar facilities underground.

Undevelopable Land. Land unsuitable for development due to site conditions and not considered as part of the inventory of development capacity in the city.

Urban Growth Area (UGA). An unincorporated area designated under the Growth Management Act to accommodate projected growth over the next 20 years. A UGA may include areas that are provided urban services, such as sanitary sewer and water.

Urban Growth. Growth that makes intensive use of land for the location of buildings, structures, and impermeable surfaces to such a degree as to be incompatible with the primary use of land for the production of food, other agricultural products, or fiber, or the extraction of mineral resources, rural uses,

rural development, and natural resource lands designated pursuant to RCW 36.70A.170. When allowed to spread over wide areas, urban growth typically requires urban governmental services. "Characterized by urban growth" refers to land having urban growth located on it, or to land located in relationship to an area with urban growth on it as to be appropriate for urban growth.

Urban Forest. The trees and associated understory plants existing in the city, extending across public property, private property, and the right of way including parks and natural areas, as well as the trees along streets and in yards.

Vehicle Miles Traveled (VMT). A measurement of the total miles traveled by all vehicles for a specified time period. For transit, the number of vehicle miles operated on a given route, line, or network during a specified time period.

VISION 2050. The long-range growth management, environmental, economic, and transportation strategy for King, Pierce, Snohomish, and Kitsap counties. It was adopted by the Puget Sound Regional Council in October 2020 and is endorsed by more than one hundred member cities, counties, ports, state and local transportation agencies, and Tribal governments within the region.

Watershed. All the land and water that drains toward a particular river, stream, or other body of water. A watershed includes hills, lowlands, and the body of water into which the land drains.

Wetlands. Areas that are inundated or saturated by surface or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas. Wetlands do not include those artificial wetlands intentionally created from non-wetland sites, including, but not limited to, irrigation and drainage ditches, grass-lined swales, canals, detention facilities, wastewater treatment facilities, farm ponds, and landscape amenities, or those wetlands created after July 1, 1990, that were unintentionally created as a result of the construction of a road, street, or highway. Wetlands may include those artificial wetlands intentionally created from non-wetland areas to mitigate the conversion of wetlands if permitted by the city.

Zoning Overlay. Areas that are subject both to underlying regulations from a zoning district and additional requirements imposed by an overlay district. The overlay district provisions apply if they conflict with the provisions of the underlying zone.

Zoning. A category of land use regulations that manage the use and development of land for distinct, identified areas.